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Sustainability of Value-Based Healthcare: A Triad of Success Drivers

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Abstract: Due to recent demographic shifts and increased healthcare demand, a staggering pressure is mounting on the healthcare systems. Moreover, the transition from volume to value-focused healthcare has been a paramount objective for healthcare stakeholders, providers and policymakers[1][2]. Immediate value realization is possible with the implementation of VBHC[3]. Nonetheless, ensuring the value model's long-term success and sustainability remains a challenge that merits careful consideration[4]. The research aims to assess and identify the key drivers that support sustainability in value-based healthcare (VBHC) and the importance of alignment between them.

Design/Methodology/Approach

The sustainability of value-based healthcare (VBHC) requires a delicate balance among three key levels: Healthcare System, Healthcare Providers and Patient. Each aspect's equal contribution is required for the success and maintenance of VBHC. The variables that can directly influence are the implementation of value-based healthcare models at the system level, effective healthcare management practices by healthcare providers, and patient-centred outcomes from patients' perspective. This research study utilises the systematic literature review methodology and reviewed a total of 40 scientific papers. Efforts were put forth to analyse peer-reviewed articles to identify major findings, variables, limitations, and future research areas.

Findings and Outcome

The literature review indicates the inadequacies in the collective working of patients, providers and health systems. Notably, healthcare being subjective expectations from the patients, healthcare providers should be aligned for improvements in care delivery. The lack of standardized measurements and metrics to deduce and re-align the strategy is causing slower-paced adoption to value-based healthcare. Structuring and regular collection of patient outcome measures helps organizations to dynamic needs of patients[5][6][7].

From the review, the derived outcome is a proposal for handling three key dimensions related to patient, provider and health systems tactfully as per changing needs.

Introduction

Sustainability in healthcare is a critical consideration in the 21st century. Current challenges related to long-term viability, resource allocation and environmental impact put healthcare systems under enormous pressure. The concept of sustainability needs to be viewed from the economic, social and organizational aspects of healthcare delivery too[8].

Value-based healthcare (VBHC) seeks to improve healthcare outcomes while reducing costs by focusing on value rather than volume[1]. The long-term viability and widespread adoption of Value-Based Healthcare (VBHC) is of paramount importance. Decision-making in healthcare is often done at different about various areas like care planning, interventions, waste reductions and cost improvements[4]. It is a complex web of decisions and dimensions that tries to solve the healthcare issues of the population. The measurement of outcomes to understand the effectiveness of the initiatives related to patient outcomes, cost-effectiveness and health system sustainability is much needed for healthcare organizations [4].

This paper explores the three drivers of sustainability in VBHC and identifies key factors that contribute to its long-term success.

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1. Research Problem and Questions

The research problem centres on understanding the sustainability of VBHC and identifying long-term success drivers. The specific research questions are:

a. How does the effective implementation of Value-Based Healthcare yield the long-term sustainability of VBHC?

b. How do healthcare management practices impact the sustainability of VBHC?

c. What role do patient-centred outcomes play in the success of VBHC initiatives?

2. Research Objectives

The objectives of this research are:

a. To identify the key factors contributing to the long-term sustainability of VBHC.

b. To analyze the impact of healthcare management practices on VBHC sustainability.

c. To evaluate the role of patient-centred outcomes in the success of VBHC initiatives.

3. Literature Review

From the systematic review and analysis, the following independent factors are identified in this study as sustainable drivers of Value-Based Healthcare, viz:

a. Implementation of Value-Based Healthcare Models

b. Effective Healthcare Management Practices

c. Patient-Centred Outcomes

4.1 Implementation of Value-Based Healthcare Models

Governments and policymakers play an important and proactive role in setting goals and metrics for the success of care models [9]. Value-based models need to be designed and implemented to promote health equity, access to care and disparities in health outcomes for population groups[9]. Models should track the data collection frequency and efficiency. Challenges like lack of outcomes data, and infrequent collection of Patient Reported Outcome Measures (PROMs) can widen the gap in the effective implementation of VBHC models[9].

The review also suggested that the scope of the models expand the inclusion of preventive strategies and the management of multimorbidity. By considering these factors impact healthcare outcomes, costs and the overall value provided to patients and populations[9].

Implementation of reform programs like (MU, PCMH, and ACO initiatives) for healthcare providers proven to provide better healthcare services and outcomes specially in acute-care settings[10]. Designing programs and approaches with the underlying theme of value-based principles proves beneficial for health systems. Moreover, the integration of the different payment models across the levels of care like fee-for-service, capitation, and prospective payments can improve the faster adoption of VBHC. Policies should promote the quicker adoption of the payment and reimbursement models as per VBHC[11].

4.2 Effective Healthcare Management

Healthcare professionals often experience increased job demands as a result of transitioning to Value-Based Healthcare (VBHC) due to active participation in the care models. These job demands are due to an unsupportive organizational environment. Increased organizational support with the help of optimal healthcare management can promote active participation [12].

Healthcare management plays a key role in influencing and structuring the payment structures, performance metrics and accountability mechanisms for better alignment of provider behaviour with value-based care goals [9]. Management coupled with robust IT infrastructure and support can facilitate seamless data collection and data-driven decision-making [9].

Promoting patient-centred care management can be accomplished by tailored care management approaches and having a holistic understanding of the care management ecosystem available through different sources. Reducing the fragmentation of care delivery can be achieved with the overall understanding of care streams available for patients [13].

Healthcare management should have a thorough understanding of various cost measurement methods used in value-based healthcare. These

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methods include direct costing, absorption costing, step-down allocation and approaches. The involvement of professionals with expertise in healthcare management, finance or operations to provide inputs into cost measurement is an ideal approach [14]. Healthcare management programs should focus on patient-centricity than cost reduction, as this approach can improve healthcare outcomes[13].

4.3 Patient-Centered Outcomes

Patient-centred outcomes help patients and caregivers with an active participation of patients in their health outcomes. For the outcomes to be effective, the patient needs to be assessed and formulate goals to define the expected outcomes [7].

Patient activation is a key term that needs to be analysed during the care delivery process. Patient Activation Measures (PAM) aid understanding the patient involvement in self-management. Activation is highly desirable in patients with diabilitis and suffering from multiple chronic care conditions [7].

Concept of value co-creation is increasing popular among healthcare communities. Patient contribution to value will be increased over period of time for effective management of healthcare demands[9]. Patient engagement methods such as advisory councils, feedback mechanisms and shared decision making process can result in better value co-creation outcomes[9].

Usage of Low-level engagement tools such as interviews and questionnaires are commonly used for patient engagement in formulating and designing the care pathways and quality improvement projects. Incorporating patient ethnography into patient engagement strategies is currently under utilized [15].

Validation and refinement of patient-centred outcomes in actual care settings is considered to be key points for successful continuation of Value-Based Healthcare [12]. [9].

Implementing VBHC models often face challenges across geographies, including in the country of Slovenia. The thriving implementation of VBHC is heavily factored on the necessity to active stakeholder engagement and bringing up with metrics, tools, or methodologies for subjective measurement of value in healthcare delivery[11].

4. Proposed Methodology

A thorough review of literature was undertaken to study and identify the three independent variables. From 2021 to 2024 research papers were considered for the review. The study is targeted to focus on the variables namely implementation of value-based healthcare models, effective healthcare management and patient-centered outcomes. From a framework perspective this can be better related to patient, healthcare provider and health system dimensions and can be presented as equilibrium triangle. Each side's balance is required for successful adoption of VBHC.

Review also identified and analysed the major findings, limitations, Future scope for research and gap variables that can be worked further.

5. Research Framework

Figure 1 describes the dependent and independent variables. An ideal triad model can be obtained based on the aspects related to patient, healthcare provider and health systems in the form of

a. Implementation of Value-Based Healthcare Models
b. Effective Healthcare Management
c. Patient-Centered Outcomes

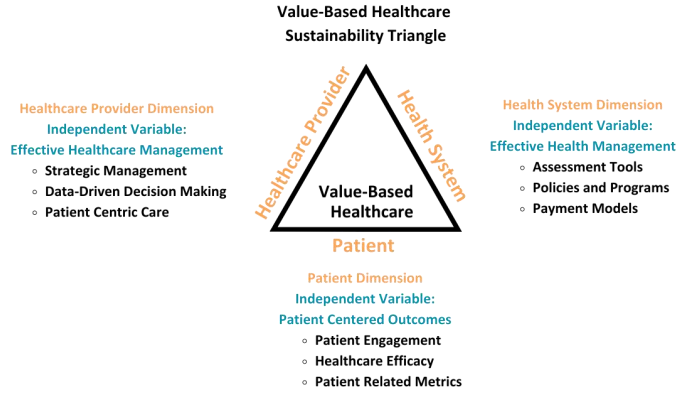

Figure 1: Value-Based Healthcare Sustainability Triangle with Independent and Dependent Variables

6. Discussion and outcomes

For the successful implementation of the VBHC models requires steering at the healthcare provider level by setting up a commissioner or governing body to steer the outcomes [9]. Models need stringent enforcement mechanisms to comply with data collection obligations. Standardization of data collection and reporting

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needs governance during the implementation of value-based health care[9].
In a Delphi study conducted to assess the stakeholders' perceptions and conformance on shifting towards Value-Based Healthcare in Germany revealed a positive attitude to proceed with the change. Also, the panel members agreed on the importance of implementing the digital information platform to organize care in interprofessional teams and measure cost and health outcomes. Also, a collective consensus was made on transparency's importance due to the fragmented nature of the health system[16]. The role of governments in designing programs that suit the needs of healthcare is very crucial for its success[9].

The main barriers to enhancing the value agenda in healthcare organizations are the advancement of technology capacity and the culture of change in management[7]. Lack of coordination and interoperability among care management programs and entities causes fragmented care[13]. Direct observations of healthcare processes, workflows and activities to understand resource utilization and cost mechanisms within care pathways can be undertaken as part of value-based healthcare management[14].

As a management strategy importance can be given to focus on quality of care, and integration of multiple metrics coupled across managerial levels from central to hospital departments [17]. Microcosting methods and Time-Driven Activity Based Costing (TDABC) utilization bring evaluation of costs associated with delivering value-based care[7].
Patient Reported Outcome Measures (PROMs) require different approaches to collecting outcome measures like surveys and interviews. Integration of outcome measures into decision-making and utilize the PROMs in designing care pathways and treatment plans have proven to be beneficial in improving patient outcomes and increasing participation in value co-creation[9]. Partnerships with external stakeholders like community organizations, and community advocacy groups to enhance the patient-provider trust[9].

Patient-Reported Experience Measures (PREMs) also prove to elicit the patient requirements from the healthcare organizations[9]. Integrated Practice Units can bring coordination in delivering care with patient monitoring[9]. Also, the usage of the International Consortium of Health Outcomes Measurements (ICHNOM) should be expanded across the specialities of care for standardizing the outcome measurements in healthcare≈.

Based on a thorough examination, it is highly recommended to consider the VBHC model from the perspectives of the patient, healthcare provider, and health system. Maintaining a balanced approach and stressing the importance of these elements working collectively is paramount for the long-term sustainability of value-based healthcare initiatives.

7. Theoretical Contributions and Practical Implications

This study threw light on areas related to patient, healthcare provider and system level which can be further explored. Numerous variables can impact the effectiveness of VBHC.
The approach to viewing the value from the three lenses can give healthcare stakeholders a novel approach to managing the VBHC across geographies.

8. Limitations and Future Research Scope

This study came across limitations specific to publication bias as over-dependence on published literature, which may not represent the full spectrum of research on Value-Based Healthcare Initiatives. Also, findings from some studies are uncertain from the timing point of view.
Future Research should prioritize the development of valid assessment tools for the assessment of quality in value-based health initiatives study[7]. Exploring the alignment between VBHC and patient-centred Care is needed to understand patient engagement strategies[18]. Assessing the implications of Value-Based Models on health equity, access to care and addressing the inequalities in healthcare outcomes is recommended[9]. Considerable research is needed in the development of guidelines and frameworks for the successful implementation of Value-Based Healthcare (VBHC).

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9. Conclusion

This review underpins the key factors around the sustainability of VBHC. The Triad driver's importance and balancing can promote the long-term success of VBHC. Constant revision using metrics to shift the strategies in maintaining steadiness in the three variables is strongly advised. Patient centered outcomes measures needs to be collected and measured using effective data collection and management. Healthcare professionals play a vital role in the patient education and motivation. Healthcare leadership should empower the healthcare staff to bring the change in their mindset. Organization culture shift is a necessity for the long term adherence to the VBHC. Future research should aim at studying the healthcare professional factors that influence to long term acceptance of the Value Based Healthcare.

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