

Redefining Health Care Creating Value Based Competition On Results

Health care costs are the top kitchen table issue facing most Americans. As people are morphing into health consumers, they seek Amazon-like experiences in health care. This book documents how Americans can become full health citizens through universal health care access, data privacy and personal control, investment in social determinants, digital tools, and health engagement. An Essential Guide to the Processes and Operational Complexities of the U.S. Healthcare System The U.S. Healthcare Ecosystem serves as an expert navigator through the complicated and often confusing environment where healthcare payers, healthcare providers, and producers of healthcare technologies all interact. This thorough resource provides expert insight and analysis of employer-based health insurance, pharmacy benefits, the major professions, healthcare consolidation, drug discovery and development, biotechnology, and much more. Packed with timely examples and filled with illustrations, The U.S. Healthcare Ecosystem will inspire you to think more critically about the business of healthcare and make informed assessments. Features: Includes often neglected topics impacting healthcare delivery such as employer-based health insurance, pharmacy benefits, healthcare consolidation, and biotechnology Highly readable and single-authored by a Wharton Professor who has taught health care delivery and management for over 20 years Filled to the brim with helpful diagrams, charts and tables - nearly 350 figures complement the text Every chapter ends with a helpful Summary and Questions to Ponder

“During a time of tremendous change and uncertainty, Healthcare Disrupted gives executives a framework and language to determine how they will evolve their products, services, and strategies to flourish in a increasingly value-based healthcare system. Using a powerful mix of real world examples and unanswered questions, Elton and O’Riordan lead you to see that ‘no action’ is not an option—and push you to answer the most important question: ‘What is your role in this digitally driven change and how can your firm can gain competitive advantage and lead?’”—David Epstein, Division Head, Novartis Pharmaceuticals “Healthcare Disrupted is an inspirational call-to-action for everyone associated with healthcare, especially the innovators who will develop the next generation of therapeutics, diagnostics, and devices.”—Bob Horvitz, Ph.D., David H. Koch Professor of Biology, MIT; Nobel Prize in Physiology or Medicine “In a time of dizzying change across all fronts: from biology, to delivery, to the use of big data, Health Disrupted captures the impact of these forces and thoughtfully develops new approaches to value creation in the healthcare industry. A must-read for those who strive to capitalize on change and reinvent the industry.”—Deborah Dunsire, M.D., president and CEO, FORUM Pharmaceuticals Healthcare at a Crossroad: Seismic Shifts, New Business Models for Success Healthcare Disrupted is an in-depth look at the disruptive forces driving change in the the healthcare industry and provides guide for defining new operating and business models in response to these profound changes. Based on original research conducted by Accenture and years of experience working with the most successful companies in the industry, healthcare experts Jeff Elton and Anne O’Riordan provide an informed, insightful view of the state of the industry, what’s to come, and new emerging business models for life sciences companies play a different role from the past in to driving superior outcomes for patients and playing a bigger role in creating greater value for healthcare overall. Their book explains how critical global healthcare trends are challenging legacy strategies and business models, and examines why historical leaders in the industry must evolve, to stay relevant and compete with new entrants. Healthcare Disrupted captures this pivotal point in time to give executives and senior managers across pharmaceutical, biopharmaceutical, medical device, medical diagnostics, digital technology, and health services companies an opportunity to step back and consider the changing landscape. This book gives companies options for how to adapt and stay relevant and outlines four new business models that can drive sustainable growth and performance. It demonstrates how real-world data (from Electronic Medical Records, health wearables, Internet of Things, digital media, social media, and other sources) is combining with scalable technologies and advanced analytics to fundamentally change how and where healthcare is delivered, bridging to the health of populations, and broadening the responsibility for both. It reveals how this shift in healthcare delivery will significantly improve patient outcomes and the value health systems realize.

Drawing on the work of the Roundtable on Evidence-Based Medicine, the 2007 IOM Annual Meeting assessed some of the rapidly occurring changes in health care related to new diagnostic and treatment tools, emerging genetic insights, the developments in information technology, and healthcare costs, and discussed the need for a stronger focus on evidence to ensure that the promise of scientific discovery and technological innovation is efficiently captured to provide the right care for the right patient at the right time. As new discoveries continue to expand the universe of medical interventions, treatments, and methods of care, the need for a more systematic approach to evidence development and application becomes increasingly critical. Without better information about the effectiveness of different treatment options, the resulting uncertainty can lead to the delivery of services that may be unnecessary, unproven, or even harmful. Improving the evidence-base for medicine holds great potential to increase the quality and efficiency of medical care. The Annual Meeting, held on October 8, 2007, brought together many of the nation’s leading authorities on various aspects of the issues - both challenges and opportunities - to present their perspectives and engage in discussion with the IOM membership.

In this book the authors explore the state of the art on efficiency measurement in health systems and international experts offer insights into the pitfalls and potential associated with various measurement techniques. The authors show that: - The core idea of efficiency is easy to understand in principle - maximizing valued outputs relative to inputs, but is often difficult to make operational in real-life situations - There have been numerous advances in data collection and availability, as well as innovative methodological approaches that give valuable insights into how efficiently health care is delivered - Our simple analytical framework can facilitate the development and interpretation of efficiency indicators.

Presents the comprehensive framework of analytical techniques to help a firm analyze its industry as a whole and predict the industry’s future evolution, to understand its competitors and its own position ...

Improving our nation’s healthcare system is a challenge which, because of its scale and complexity, requires a creative approach and input from many different fields of expertise. Lessons from engineering have the potential to improve both the efficiency and quality of healthcare delivery. The fundamental notion of a high-performing healthcare system--one that increasingly is more effective, more efficient, safer, and higher quality--is rooted in continuous improvement principles that medicine shares with engineering. As part of its Learning Health System series of workshops, the Institute of Medicine’s Roundtable on Value and Science-Driven Health Care and the National Academy of Engineering, hosted a workshop on lessons from systems and operations engineering that could be applied to health care. Building on previous work done in this area the workshop convened leading engineering practitioners, health professionals, and scholars to explore how the field might learn from and apply systems

engineering principles in the design of a learning healthcare system. Engineering a Learning Healthcare System: A Look at the Future: Workshop Summary focuses on current major healthcare system challenges and what the field of engineering has to offer in the redesign of the system toward a learning healthcare system.

COVID-19 is clearly creating significant change in how daily lives are pursued. The impacts on healthcare as an industry are profound and how physicians continue to provide patient care is being challenged. Those in group practices, as well as those within institutional environments, are all now faced with the prospect for how to develop new approaches in their professional pursuits. The changing environment in healthcare provides all physicians with a unique opportunity to develop and implement larger scales of change for the industry, as a result. Dr. Peter Angood is president and CEO of the American Association for Physician Leadership, the only association solely focused on providing professional development, leadership education, and management training exclusively for physicians since its founding in 1975. In that role since 2012, he has continuously promoted the charge that "at some level, all physicians are leaders." The book is a frank dialogue and call to action on how all physicians can reach their fullest potential by becoming and remaining more engaged while inspiring engagement in others. It is also a clear-eyed look at the positive and trusted role physicians exercise in every sector of the healthcare industry. Including chapters on wellness and burnout, patient safety, lifelong learning and the necessary personal and professional competencies for physicians, Dr. Angood's commentaries are uniquely astute and bold. He asserts that physicians remain the most trusted and dominant conduit for care and decision-making within the multidisciplinary sphere of healthcare and, further, with increasing demands for quality care and patient satisfaction, the physician leader is well-positioned and deserves an equitable say in shaping the future of the healthcare industry. "The research shows that the benefit of a physician-led organization is improved patient outcomes and decreased costs," says Dr. Angood. "While academia and basic science research continue to expand the scientific knowledge of medicine at rapid rates, technology, pharmaceuticals, device innovation and digital communication all are redefining their value equation with physicians as leaders in their organizations." This book of personal reflections on healthcare and the state of the industry is precisely that: personal. Dr. Angood's goal is for the various chapters to spur personal reflection among physicians while instilling in them a renewed sense of privilege and commitment to the profession.

Dr. Zeev Neuwirth wrote Reframing Healthcare for leaders and organizations interested in understanding what the disrupters in healthcare are doing and, more to the point, for those who want to be the disrupters rather than the disrupted. This book is a step-by-step guide for leadership teams that are intent on improving healthcare at an accelerated pace. It's written for healthcare organizations that wish to thrive in a customer-centric, community-oriented, value-based healthcare system. This book provides an assessment of the market forces, mega-trends and reframes that are transforming the healthcare market, and delivers a replicable and scalable roadmap for creating better healthcare.

This open access book comprehensively covers the fundamentals of clinical data science, focusing on data collection, modelling and clinical applications. Topics covered in the first section on data collection include: data sources, data at scale (big data), data stewardship (FAIR data) and related privacy concerns. Aspects of predictive modelling using techniques such as classification, regression or clustering, and prediction model validation will be covered in the second section. The third section covers aspects of (mobile) clinical decision support systems, operational excellence and value-based healthcare. Fundamentals of Clinical Data Science is an essential resource for healthcare professionals and IT consultants intending to develop and refine their skills in personalized medicine, using solutions based on large datasets from electronic health records or telemonitoring programmes. The book's promise is "no math, no code" and will explain the topics in a style that is optimized for a healthcare audience.

Value is created in an industry when quality and experience are balanced with an appropriate cost. Until recently, though, value creation through improved quality and/or experience has not been an intentional priority of healthcare. A major cause of our misguided efforts is our disconnected volume-based, fee for service healthcare model, paid by a third party that is not the actual consumer of the services and that only incentivizes price and volume. This disconnect of purpose and priorities leaves patients, providers, and staff to feel like widgets, commodities, and cogs in the healthcare delivery machine we have operated since the early 20th century. As the healthcare costs in the US continue to go up without an offsetting rise in quality outcomes or patient (or provider) experience, the quest for value has begun. This book explores the key differences between a volume-based health system versus one focused on value, and it offers a framework for value creation, based on the principles of Population Health Management. Patient risks need to be identified, individualized plans of care must be built, and the execution of the plan must be performed in a communicative and collaborative manner, longitudinally supporting and guiding the patient using an appropriate application of relationship and technology. By active creation of value in healthcare, we can rein in costs while improving quality outcomes and experience of the patients and providers. Such a system will allow patients to feel cared for as we guide them on their path toward the optimization of their health and well-being.

Pharmaceutical Care in Digital Revolution demonstrates how blending human and digital pharmaceutical care can establish optimal Apothecary Intelligence (AI). Organized into four parts, it examines digital health advances that will synergize the pharmaceutical care process and prepares stakeholders for a dynamic future, fueled with innovation. Beginning with the global picture on health care systems, patients' expectations, and current pharmaceutical care practices, the book covers details of relevant digital technologies as well as compliance, ethical, educational, and cultural aspects to take successful steps towards digital pharmaceutical care. The text includes links to lectures and technology facts, tutorials on how to implement advances in your own working environment, and examples of stakeholders who are successful in building synergy between digital and pharma. Pharmaceutical Care in Digital Revolution is a practical resource to equip pharmaceutical care stakeholders, such as pharmacists, physicians, pharmacy technicians, and students as well as those in surrounding ecosystems like payers or regulators. It is a crucial reference to understand how technological innovation is changing the paradigm in which we provide current and future pharmaceutical care and how to keep it accessible, affordable, and sustainable. Learn about advances in digital health technology and apply them as a change leader to create circular pharmaceutical care Provides insights on future pharmaceutical care and implement essential conditions to create the best outlook for patients Access links, QR codes, and explanatory animations as educational material to the book

The gold standard in reengineering care delivery When it comes to providing high-quality care in the most efficient, cost-effective way possible, ProvenCare has proven to be the gold standard in the industry. Developed at Geisinger Health System and praised by healthcare leaders worldwide, this pioneering approach provides an essential blueprint for healthcare executives who want to provide higher levels of care for their patients, greater incentives for practitioners, and smarter solutions at lower costs. Written by

the physician executive who led the development and implementation of ProvenCare and the current CEO of this widely hailed organization, this authoritative guide shows leaders how to reengineer care delivery using innovative strategies, proven processes, and performance-enhancing tools that will create value, improve quality, and reduce costs.

Written by faculty members, covers first year MBA program topics such as marketing, economics, and management; and includes case studies, an entrepreneurship guide, and discussion about the future of business.

Medical Informatics: An Executive Primer is the follow-up to the award-winning first edition. Published in 2007, the first edition examined how information technologies applied in hospitals settings, at the physician's office and in patients' homes were transforming healthcare delivery. This updated edition examines the advances that have taken place in the past four years, as healthcare providers increasingly utilize health IT, including ambulatory electronic health records, clinical decision support, personal health records, identity management, and health information exchange to care for patients and improve quality and patient safety. New to this second edition are chapters focused on how federal legislation--namely, the American Recovery and Reinvestment Act and the Health Information Technology for Economic and Clinical Health Act--is providing financial incentives for healthcare providers that demonstrate the meaningful use of health IT. The second edition also features a physician sharing how IT enables the patient-centered medical home in his practice and several case studies, including lessons learned on how health IT is transforming healthcare at a rural health network, a small primary care practice, a fully integrated healthcare system with 2,000-plus affiliated physicians, and two hospitals that have achieved Stage 7 on the HIMSS Analytics EMR Adoption Model. 2011.

The CEO of Athenahealth reflects on his journey from ambulance driver to CEO of one of the nation's fastest-growing tech companies to outline a blueprint for improving the current health-care system through innovation, less regulation and a wider range of customer choices.

In this visionary book, C. K. Prahalad and Venkat Ramaswamy explore why, despite unbounded opportunities for innovation, companies still can't satisfy customers and sustain profitable growth. The explanation for this apparent paradox lies in recognizing the structural changes brought about by the convergence of industries and technologies; ubiquitous connectivity and globalization; and, as a consequence, the evolving role of the consumer from passive recipient to active co-creator of value. Managers need a new framework for value creation. Increasingly, individual customers interact with a network of firms and consumer communities to co-create value. No longer can firms autonomously create value. Neither is value embedded in products and services per se. Products are but an artifact around which compelling individual experiences are created. As a result, the focus of innovation will shift from products and services to experience environments that individuals can interact with to co-construct their own experiences. These personalized co-creation experiences are the source of unique value for consumers and companies alike. In this emerging opportunity space, companies must build new strategic capital—a new theory on how to compete. This book presents a detailed view of the new functional, organizational, infrastructure, and governance capabilities that will be required for competing on experiences and co-creating unique value.

Value-Based Health Care Linking Finance and Quality Yosef D. Dlugacz Value-Based Health Care? Value-Based Health Care?concisely explains the mandate to successfully link health care quality and finance and describes the tools to implement strategies for organizational success. Yosef Dlugacz provides many illustrative real-world examples of process and outcomes of the value-based approach, taken from a wide range of health care settings. Perfect for students preparing to enter health care management or for practicing health care leaders and professionals, this book is a vital guide to approaches that ensure the health of patients and health care organizations alike. Praise for Value-Based Health Care "Value-Based Health Care provides leaders and quality experts with the much needed roadmap for linking cost and quality. This book will help your organization thrive in today's ultra-competitive environment." —Patrice L. Spath, health care quality specialist and author of Leading Your Health Care Organization to Excellence and Error Reduction in Health Care: A Systems Approach to Improving Patient Safety "Yosef Dlugacz provides an essential overview of how staff, administrators, and clinicians can create not just a culture but a gestalt of quality health care delivery. . . .given the national debate over access, cost, and quality, the book could not be more timely." —Theodore J. Joyce, PhD, professor of economics and finance, academic director of the Baruch/Mt. Sinai MBA Program in Health Care Administration, and research associate, National Bureau of Economic Research "Dr. Dlugacz's?case studies and action plans provide great insights and workable solutions to provide safe and effective patient care. It is a welcome resource as we sit on the?advent of health reform." —Kathy Ciccone, executive director, Quality Institute of the Healthcare Association of New York State Health-Care Solutions from a Distant Shore Health care in the United States and other nations is on a collision course with patient needs and economic reality. For more than a decade, leading thinkers, including Michael Porter and Clayton Christensen, have argued passionately for value-based health-care reform: replacing delivery based on volume and fee-for-service with competition based on value, as measured by patient outcomes per dollar spent. Though still a pipe dream here in the United States, this kind of value-based competition is already a reality--in India. Facing a giant population of poor, underserved people and a severe shortage of skills and capacity, some resourceful private enterprises have found a way to deliver high-quality health care, at ultra-low prices, to all patients who need it. This book shows how the innovations developed by these Indian exemplars are already being practiced by some far-sighted US providers--reversing the typical flow of innovation in the world. Govindarajan and Ramamurti, experts in the phenomenon of reverse innovation, reveal four pathways being used by health-care organizations in the United States to apply Indian-style principles to attack the exorbitant costs, uneven quality, and incomplete access to health care. With rich stories and detailed accounts of medical professionals who are putting these ideas into practice, this book shows how value-based delivery can be made to work in the United States. This "bottom-up" change doesn't require a grand plan out of Washington, DC, agreement between entrenched political parties, or coordination among all players in the health-care system. It needs entrepreneurs with innovative ideas about delivering value to patients. Reverse innovation has worked in other industries. We need it now in health care.

For the past two decades, Michael Porter's work has towered over the field of competitive strategy. On Competition, Updated and Expanded Edition brings together more than a dozen of Porter's landmark articles from the Harvard Business Review. Five are new to this edition, including the 2008 update to his classic "The Five Competitive Forces That Shape Strategy," as well as new work on health care, philanthropy, corporate social responsibility, and CEO leadership. This collection captures Porter's unique ability to bridge theory and practice. Each of the articles has not only shaped thinking, but also redefined the work of practitioners in its respective field. In an insightful new introduction, Porter relates each article to the whole of his thinking about competition and

value creation, and traces how that thinking has deepened over time. This collection is organized by topic, allowing the reader easy access to the wide range of Porter's work. Parts I and II present the frameworks for which Porter is best known--frameworks that address how companies, as well as nations and regions, gain and sustain competitive advantage. Part III shows how strategic thinking can address society's most pressing challenges, from environmental sustainability to improving health-care delivery. Part IV explores how both nonprofits and corporations can create value for society more effectively by applying strategy principles to philanthropy. Part V explores the link between strategy and leadership.

This book seeks to promote the exploitation of data science in healthcare systems. The focus is on advancing the automated analytical methods used to extract new knowledge from data for healthcare applications. To do so, the book draws on several interrelated disciplines, including machine learning, big data analytics, statistics, pattern recognition, computer vision, and Semantic Web technologies, and focuses on their direct application to healthcare. Building on three tutorial-like chapters on data science in healthcare, the following eleven chapters highlight success stories on the application of data science in healthcare, where data science and artificial intelligence technologies have proven to be very promising. This book is primarily intended for data scientists involved in the healthcare or medical sector. By reading this book, they will gain essential insights into the modern data science technologies needed to advance innovation for both healthcare businesses and patients. A basic grasp of data science is recommended in order to fully benefit from this book.

A groundbreaking prescription for health care reform--from a legendary leader in innovation . . . Our health care system is in critical condition. Each year, fewer Americans can afford it, fewer businesses can provide it, and fewer government programs can promise it for future generations. We need a cure, and we need it now. Harvard Business School's Clayton M. Christensen--whose bestselling *The Innovator's Dilemma* revolutionized the business world--presents *The Innovator's Prescription*, a comprehensive analysis of the strategies that will improve health care and make it affordable. Christensen applies the principles of disruptive innovation to the broken health care system with two pioneers in the field--Dr. Jerome Grossman and Dr. Jason Hwang. Together, they examine a range of symptoms and offer proven solutions. YOU'LL DISCOVER HOW "Precision medicine" reduces costs and makes good on the promise of personalized care Disruptive business models improve quality, accessibility, and affordability by changing the way hospitals and doctors work Patient networks enable better treatment of chronic diseases Employers can change the roles they play in health care to compete effectively in the era of globalization Insurance and regulatory reforms stimulate disruption in health care

Value-based health care is no longer merely an aspirational goal or an academic concept to be defined and debated. It is happening now, and evidence shows that it is working: driving improved outcomes for patients and reducing costs. The stories, articles, and case studies in the pages that follow attest this new reality, providing rich examples of individuals and institutions around the world that are leading the way. The cases in these pages show that outcomes measurement is needed (the "why"), feasible (the "how"), and that, once available, outcomes data have huge potential to improve care and curb costs (the "what"). The goal of *Unique Value: Competition Based on Innovation Creating Unique Value* is to improve income, jobs, and wealth for everyone. This places the focus on where it needs to be: on building a viable and competitive economy. Improvements in macroeconomics stability, political stability, and social conditions that is sustainable depends on having a competitive economy. Chapters included in the book are *New Foundations: Productivity, Innovation and Unique Value*, "Competition and Antitrust," and "Math-Science and "Meta-Education."

The U.S. health care system is in crisis. At stake are the quality of care for millions of Americans and the financial well-being of individuals and employers squeezed by skyrocketing premiums--not to mention the stability of state and federal government budgets. In *Redefining Health Care*, internationally renowned strategy expert Michael Porter and innovation expert Elizabeth Teisberg reveal the underlying--and largely overlooked--causes of the problem, and provide a powerful prescription for change. The authors argue that competition currently takes place at the wrong level--among health plans, networks, and hospitals--rather than where it matters most, in the diagnosis, treatment, and prevention of specific health conditions. Participants in the system accumulate bargaining power and shift costs in a zero-sum competition, rather than creating value for patients. Based on an exhaustive study of the U.S. health care system, *Redefining Health Care* lays out a breakthrough framework for redefining the way competition in health care delivery takes place--and unleashing stunning improvements in quality and efficiency. With specific recommendations for hospitals, doctors, health plans, employers, and policy makers, this book shows how to move health care toward positive-sum competition that delivers lasting benefits for all.

Though the cases in *Cases in Competitive Strategy* may be informative when studied on their own, they are designed to be read and analyzed in combination with the companion volume, *Competitive Strategy*. The conceptual materials and the cases are designed to reinforce each other, showing the connection between the theory and the practice of competitive strategy formulation. When Simon Majumdar hit forty, he realized there had to be more to life than his stable but uninspiring desk job. As he wondered how to escape his career, he rediscovered a list of goals he had scrawled out years before, the last of which said: Go everywhere, eat everything. With that, he had found his mission -- a yearlong search for the delicious, and curious, and the curiously delicious, which he names *Eat My Globe* and memorably chronicles in these pages. In Majumdar's world, food is everything. Like every member of his family, he has a savant's memory for meals, with instant recall of dishes eaten decades before. Simon's unstoppable wit and passion for all things edible (especially those things that once had eyes, and a face, and a mom and a pop) makes this an armchair traveler's and foodie's delight -- Majumdar does all the heavy lifting, eats the heavy foods (and suffers the weighty consequences), so you don't have to. He jets to thirty countries in just over twelve months, diving mouth-first into local cuisines and cultures as different as those of Japan and Iceland. His journey takes him from China, where he consumes one of his "Top Ten Worst Eats," stir-fried rat, to the United States, where he glories in our greatest sandwiches: the delectable treasures of Katz's Delicatessen in Manhattan, BBQ in Kansas and Texas, the still-rich po' boys of post-Katrina New Orleans. The meat of the story -- besides the peerless ham in Spain, the celebrated steaks of Argentina, the best of Munich's wursts as well as their descendants, the famous hot dogs of Chicago -- is the friends that Simon makes as he eats. They are as passionate about food as he is and are eager to welcome him to their homes and tables, share their choicest meals, and reveal their local secrets. Also a poignant memoir, *Eat My Globe* is a life told through food and spiced with Majumdar's remembrances of foods past, including those from his colorful childhood. (Raised in Northern England, he is the son of a fiery Welsh nurse and a distinguished Bengali surgeon.) A captivating look at one man's passion for food, family, and unique life experiences, *Eat My Globe* will make you laugh -- while it makes you hungry. It is sure to satiate any gastronome obsessed with globetrotting -- for now.

One in five U.S. adults experiences a mental illness within a given year. With more than 550,000 people working to support this underserved community, the mental healthcare system has grappled with inadequacies and shortcomings in safety, quality, and care delivery. There is a wide range of problems, from access-to-care issues and errors, to complications stemming from poor care. Our country is also on an unsustainable path as our healthcare expenditure keeps growing. To add to all of this, we are facing a rampant epidemic of burnout among healthcare workers. Modern advancements introduced with many promises—such as electronic medical records, newer medications, or advanced treatments—have created unique challenges when ushered into a highly regulated healthcare system. What does it take to provide patients with everything they need—the right quality of care, at the right time, and at the right cost—to keep them healthy? Which process steps add value? Which steps are wasteful? A widely accepted fact is that a conservative 30-50% of every step in the mental healthcare process does not help patients feel better or stay better. When considering delays in care, workarounds, excessive documentation, and an overuse of auditing, the care system has moved highly skilled clinicians away from providing value, as administrative tasks continue to encroach on their time. There is a clear need to rethink and redesign the system of care. This book is a primer for understanding the current state of the mental health system and the performance improvement skills and leadership acumen needed to address existing challenges. Sheppard Pratt, the award-winning, leading institution for mental healthcare in America, provided the focus on mental healthcare and became the laboratory for this body of work over the course of eight years. It hired a seasoned systems thinker with improvement expertise to work with mental health professionals and solve some of their most complex and chronic problems. The book is a result of the collaboration between a practicing psychiatrist in a leadership role and the systems engineer. Working together, they demonstrate how to think about redesigning care and redefining the nature of work to enhance value for both the people served and the healthcare workforce. They crafted a multi-pronged approach towards culture change at Sheppard Pratt, including implementing a course on "Learning to Improve," which introduced staff to a performance improvement methodology. There are several vignettes interwoven throughout the book that describe the complexities and constraints of the system. Solving some of these challenges creates a new paradigm of work while minimizing waste and enhancing value.

Prepare for an uncertain future with a solid vision and innovative practices. Is your healthcare organization spending too much time on strategy—with too little to show for it? If you read nothing else on strategy, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones for healthcare professionals to help you catalyze your organization's strategy development and execution. Leading strategy experts, such as Michael E. Porter, Jim Collins, W. Chan Kim, and Renee Mauborgne, provide the insights and advice you need to: Understand how the rules of corporate competition translate to the healthcare sector Craft a vision for an uncertain future Segment your market to better serve diverse patient populations Achieve the best health outcomes—at the lowest cost Learn what disruptive innovation means for healthcare Use the Balanced Scorecard to measure your progress This collection of articles includes "What Is Strategy?" by Michael E. Porter; "The Five Competitive Forces That Shape Strategy," by Michael E. Porter; "Health Care Needs Real Competition," by Leemore S. Dafny and Thomas H. Lee; "Building Your Company's Vision," by Jim Collins and Jerry I. Porras; "Reinventing Your Business Model," by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann; "Will Disruptive Innovations Cure Health Care?" by Clayton M. Christensen, Richard Bohmer, and John Kenagy; "Blue Ocean Strategy," by W. Chan Kim and Renee Mauborgne; "Rediscovering Market Segmentation," by Daniel Yankelovich and David Meer; "The Office of Strategy Management," by Robert S. Kaplan and David P. Norton; and "The Strategy That Will Fix Health Care," by Michael E. Porter and Thomas H. Lee.

The federal government operates six major health care programs that serve nearly 100 million Americans. Collectively, these programs significantly influence how health care is provided by the private sector. Leadership by Example explores how the federal government can leverage its unique position as regulator, purchaser, provider, and research sponsor to improve care - not only in these six programs but also throughout the nation's health care system. The book describes the federal programs and the populations they serve: Medicare (elderly), Medicaid (low income), SCHIP (children), VHA (veterans), TRICARE (individuals in the military and their dependents), and IHS (native Americans). It then examines the steps each program takes to assure and improve safety and quality of care. The Institute of Medicine proposes a national quality enhancement strategy focused on performance measurement of clinical quality and patient perceptions of care. The discussion on which this book focuses includes recommendations for developing and pilot-testing performance measures, creating an information infrastructure for comparing performance and disseminating results, and more. Leadership by Example also includes a proposed research agenda to support quality enhancement. The third in the series of books from the Quality of Health Care in America project, this well-targeted volume will be important to all readers of To Err Is Human and Crossing the Quality Chasm - as well as new readers interested in the federal government's role in health care.

Provide outstanding healthcare while keeping within budget with this comprehensive, engagingly written guide Understanding Value-Based Healthcare is a succinct, interestingly written primer on the core issues involved in maximizing the efficacy and outcomes of medical care when cost is a factor in the decision-making process. Written by internationally recognized experts on cost- and value-based healthcare, this timely book delivers practical and clinically focused guidance on one of the most debated topics in medicine and medicine administration today. Understanding Value-Based Healthcare is divided into three sections: Section 1 Introduction to Value in Healthcare lays the groundwork for understanding this complex topic. Coverage includes the current state of healthcare costs and waste in the USA, the challenges of understanding healthcare pricing, ethics of cost-conscious care, and more. Section 2 Causes of Waste covers important issues such as variation in resource utilization, the role of technology diffusion, lost opportunities to deliver value, and barriers to providing high-value care. Section 3 Solutions and Tools discusses teaching cost awareness and evidence-based medicine, the role of patients, high-value medication prescribing, screening and prevention, incentives, and implementing value-based initiatives. The authors include valuable case studies within each chapter to demonstrate how the material relates to real-world situations faced by clinicians on a daily basis. .

"Health care in the United States and other nations is on a collision course with patient needs and economic reality. Rising costs, mounting quality problems, and increasing numbers of citizens without health insurance are unacceptable—and unsustainable. In Redefining Health Care, Michael E. Porter and Elizabeth Olmstead Teisberg set forth a new vision of the health care system in which every actor is focused on improving value, as measured by health outcomes per dollar expended. The authors prescribe a powerful and actionable agenda for change"—Page 2 of cover.

The German health care system is on a collision course with budget realities. Costs are high and rising, and quality problems are becoming

ever more apparent. Decades of reforms have produced little change to these troubling trends. Why has Germany failed to solve these cost and quality problems? The reason is that Germany has not set value for patients as the overarching goal, defined as the patient health outcomes achieved per euro expended. This book lays out an action agenda to move Germany to a high value system: care must be reorganized around patients and their medical conditions, providers must compete around the outcomes they achieve, health plans must take an active role in improving subscriber health, and payment must shift to models that reward excellent providers. Also, private insurance must be integrated in the risk-pooling system. These steps are practical and achievable, as numerous examples in the book demonstrate. Moving to a value-based health care system is the only way for Germany to continue to ensure access to excellent health care for everyone.

"Nathan Tierney's powerful storytelling is rarely seen in today's health care business environment. We must redesign the health care delivery system---a team sport in service of patients, hold it accountable with measurement to improve outcomes, and quantify the resource costs over the full cycle of care. Value-based health care is a framework through which these goals are achieved, and Tierney provides a detailed playbook to get your organization there. Outlined in incredible detail and clarity, he presents core concepts and dives into the key metrics needed to build, maintain, and scale a successful value-based health care organization. Nathan shares a realistic vision of what any CEO should expect when developing their own Value Management Office. Nothing is more important to me than improving the lives of those I love. My personal mission is to create systemic change with an impact on the global stage. This playbook needs to be on the desk of every executive, clinician, and patient today." -Mahek Shah, MD, Senior Researcher and Senior Project Leader, Harvard Business School

Our current healthcare system's broken. The Organization for Economic Co-Operation and Development (OECD) predicts health care costs could increase from 6% to 14% of GDP by 2060. The cause of this increase is due to (1) a global aging population, (2) growing affluence, (3) rise in chronic diseases, and (4) better-informed patients; all of which raises the demand for healthcare. In 2006, Michael Porter and Elizabeth Teisberg authored the book 'Redefining Health Care: Creating Value-Based Competition on Results.' In it, they present their analysis of the root causes plaguing the health care industry and make the case for why providers, suppliers, consumers, and employers should move towards a patient-centric approach that optimizes value for patients. According to Porter, "value for patients should be the overarching principle for our broken system." Since 2006, Professor Porter, accompanied by his esteemed Harvard colleague, Professor Robert Kaplan, have worked tirelessly to promote this new approach and pilot it with leading healthcare delivery organizations like Cleveland Clinic, Mayo Clinic, MD Anderson, and U.S. Department of Veteran Affairs. Given the current state of global healthcare, there is urgency to achieve widespread adoption of this new approach. The intent of this book is to equip all healthcare delivery organizations with a guide for putting the value-based concept into practice. This book defines the practice of value-based health care as Value Management. The book explores Professor Porter's Value Equation ($\text{Value} = \text{Outcomes} / \text{Cost}$), which is central to Value Management, and provides a step-by-step process for how to calculate the components of this equation. On the outcomes side, the book presents the Value Realization Framework, which translates organizational mission and strategy into a comprehensive set of performance measures and contextualizes the measures for healthcare delivery. The Value Realization Framework is based on Professor Kaplan's ground-breaking Balanced Scorecard approach, but specific to healthcare organizations. On the costs side, the book details the Harvard endorsed time-driven activity based costing (TDABC) methodology, which has proven to be a modern catalyst for defining HDO costs. Finally, this book covers the need and a plan to establish a Value Management Office to lead the delivery transformation and govern operations. This book is designed in a format where any organization can read it and acquire the fundamentals and methodologies of Value Management. It is intended for healthcare delivery organizations in need of learning the specifics of achieving the implementation of value-based healthcare.

Bioethics is the application of ethics to the broad field of medicine, including the ethics of patient care, research, and public health. In this book, prominent authors from around the globe discuss the complexities of bioethics as they apply to our current world. Topics range from the philosophical bioethics of the evolution of thinking about marriage from a religious standpoint to the bioethics of radiation protection to value-based medicine and cancer screening for breast cancer. Bioethics in Medicine and Society is wide-ranging, with additional chapters on the ethics of geoengineering, complementary and alternative medicine, and end-of-life ethical dilemmas. Readers will find that the field of bioethics has broad implications throughout society from our most intimate interpersonal relationships to policies being implemented on a global scale.

The U.S. health care system is in crisis. At stake are the quality of care for millions of Americans and the financial well-being of individuals and employers squeezed by skyrocketing premiums-not to mention the stability of state and federal government budgets. In *Redefining Health Care*, internationally renowned strategy expert Michael Porter and innovation expert Elizabeth Teisberg reveal the underlying-and largely overlooked-causes of the problem, and provide a powerful prescription for change. The authors argue that participants in the health care system have competed to shift costs, accumulate bargaining power, and restrict services, rather than create value for patients. This zero-sum competition takes place at the wrong level-among health plans, networks, and hospitals-rather than where it matters most, in the diagnosis, treatment, and prevention of specific health conditions. *Redefining Health Care* lays out a breakthrough framework for redefining health care competition based on patient value. With specific recommendations for hospitals, doctors, health plans, employers, and policy makers, this book shows how to move to a positive-sum competition that will unleash stunning improvements in quality and efficiency.

NEW GUIDE DECODES VALUE-BASED CARE AND PAYMENT MODELS As value-based care is coming of age, deciding how to start can be an overwhelming task. Risks are high and success with the new models is challenging and time consuming. This book fills an important need by providing concrete and proven strategies to aid in an organization's successful transformation. The book is filled with practical, no-nonsense advice on the shift to value-based care in both the private and public healthcare sectors. This is the time when healthcare stakeholders need to rethink their own added-value strategies in a manner that best serves patients and providers alike. In the complicated world of payment and delivery system reform, this book deconstructs the most challenging concepts for the novice yet provides sophisticated insights for even the most seasoned executive. **BONUS!** The authors also lay out high-value strategies for 20 different subspecialties with specialty-specific changes in the way medicine is practiced and paid for.

This book provides a balanced assessment of pay for performance (P4P), addressing both its promise and its shortcomings. P4P programs have become widespread in health care in just the past decade and have generated a great deal of enthusiasm in health policy circles and among legislators, despite limited evidence of their effectiveness. On a positive note, this movement has developed and tested many new types of health care payment systems and has stimulated much new thinking about how to improve quality of care and reduce the costs of health care. The current interest in P4P echoes earlier enthusiasms in health policy---such as those for capitation and managed care in the 1990s---that failed to live up to their early promise. The fate of P4P is not yet certain, but we can learn a number of lessons from experiences with P4P to date, and ways to improve the designs of P4P programs are becoming apparent. We anticipate that a "second generation" of P4P programs can now be developed that can have greater impact and be better integrated with other interventions to improve the quality of care and reduce costs.

Our political system in America is broken, right? Wrong. The truth is, the American political system is working exactly how it is designed to work, and it isn't designed or optimized today to work for us---for ordinary citizens. Most people believe that our political system is a public institution with high-minded principles and impartial rules derived from the Constitution. In reality, it has become a private industry dominated by a textbook duopoly---the Democrats and the Republicans---and plagued and perverted by unhealthy competition between the players. Tragically, it has therefore become incapable of delivering solutions to America's key economic and social challenges. In fact, there's virtually

no connection between our political leaders solving problems and getting reelected. In *The Politics Industry*, business leader and path-breaking political innovator Katherine Gehl and world-renowned business strategist Michael Porter take a radical new approach. They ingeniously apply the tools of business analysis—and Porter's distinctive Five Forces framework—to show how the political system functions just as every other competitive industry does, and how the duopoly has led to the devastating outcomes we see today. Using this competition lens, Gehl and Porter identify the most powerful lever for change—a strategy comprised of a clear set of choices in two key areas: how our elections work and how we make our laws. Their bracing assessment and practical recommendations cut through the endless debate about various proposed fixes, such as term limits and campaign finance reform. The result: true political innovation. *The Politics Industry* is an original and completely nonpartisan guide that will open your eyes to the true dynamics and profound challenges of the American political system and provide real solutions for reshaping the system for the benefit of all. THE INSTITUTE FOR POLITICAL INNOVATION The authors will donate all royalties from the sale of this book to the Institute for Political Innovation.

Redefining Health Care Creating Value-based Competition on Results Harvard Business Press

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