

Redefining Health Care Creating Valuebased Competition On Results

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.

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Examines and explains the revolutionary business frameworks of Michael Porter, with examples to illustrate and update Porter's ideas for achieving and sustaining competitive success.

Breaks new ground in healthcare fundraising by drawing parallels between the fundamental changes in patient care and in healthcare fundraising. Just like "value-based care" focuses on value, not volume, Mountcastle sees "value-based healthcare philanthropy" as focusing on people, not money. A down-to-earth guide for healthcare fundraisers.

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

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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 München'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. This book is based on an expert group meeting entitled 'Male Roles and Masculinities in the

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Perspective of a Culture of Peace', which was organised by UNESCO in Oslo, Norway in 1997, the first international discussion of the connections between men and masculinity and peace and war. The group consisted of researchers, activists, policy makers and administrators and the aim of the meeting was to formulate practical suggestions for change. Chapters in the book consist of both regional case studies and social science research on the connections of traditional masculinity and patriarchy to violence and peace building. The Culture of Peace initiatives in this book show how violence is ineffective, and the book contests the views in the socialisation of boy-children that aggressiveness, violence and force are an acceptable means of expression.

Written by Lawton R. Burns and a panel of expert contributors, from the prestigious Wharton School, The Health Care Value Chain analyzes the key developments and future trends in the United States' health care supply chain. Based on a groundbreaking research initiative underwritten by the industry/university consortium-- the Center for Health Management Research-- this important book offers an in-depth examination of how the health care supply chain helps create value and competitive advantage. The Health Care Value Chain offers a thorough examination of the trading relationships among the manufacturers of health care products,

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the distributors, the group purchasing organizations, and the hospital customers and end users of those products. And the authors show how health care professionals and manufacturers can work together to form beneficial strategic alliances.

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

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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.

“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

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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

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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.

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

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value, improve quality, and reduce costs.

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.

Healthcare Delivery Reform and New Technologies:

Organizational Initiatives contains cross-disciplinary research on strategic initiatives for healthcare reform that impact not only patients, but also organizations, healthcare providers, and policymakers. Contributions focus on the operational as well as theoretical aspects of healthcare management, healthcare delivery processes, and patient-centered

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initiatives.

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.

Care for patients who have suffered major trauma, for example following a road accident or a fall, has not significantly improved in the last 20 years despite numerous reports identifying poor practice, and services are not being delivered efficiently or effectively. Survival rates vary significantly, with a range from five unexpected survivors to eight unexpected deaths per 100 trauma patients, reflecting the variable quality of care. 450 to 600 lives could be saved each year in England if major trauma care was managed more effectively. For best outcomes care should be led by

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consultants experienced in major trauma; but major trauma is most likely to occur at night and at weekends, when consultants are not normally in the emergency department. Major trauma care is not coordinated and there are no formal arrangements for taking patients directly for specialist treatment or transferring them between hospitals. A significant number of patients that need a scan CT do not receive one. Not enough patients who need a critical care bed are given one. Access to rehabilitation services varies and patients are not always receiving the care that they need. The estimated annual lost economic output from deaths and serious injuries from major trauma is between £3.3 billion and £3.7 billion. Only 60 per cent of hospitals delivering major trauma care contribute to the Trauma Audit and Research Network (TARN). The performance of the 40 per cent of hospitals that do not submit data to TARN cannot be measured.

A revolution in American medicine is in full swing, with the race from fee-for-service to fee-for-value at the front line in an epic battle that will transform healthcare delivery for decades to come. In America's Healthcare Transformation, eminent physician leader Robert A. Phillips brings together key thought leaders and trail-blazing practitioners, who provide a wide-ranging exploration of the strategies, innovations, and paradigm shifts that are driving this healthcare transformation. The contributors offer a panoramic look at the dramatic changes happening in the field of medicine, changes that put the patient at the heart of the process. Among other subjects, the essays evaluate innovative high quality and low cost care delivery solutions from around the United States and abroad, describe fundamental approaches to measuring the safety of care and the impact that guidelines have on improving quality of care and outcomes, and make a strong case that insurance reform will fundamentally and irreversibly drive

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delivery reform. In addition, America's Healthcare Transformation reviews the role of health information technology in creating safer healthcare, provides a primer on the development of a culture of safety, and highlights groundbreaking new ways to train providers in patient safety and quality. Finally, the book looks at reports from Stanford Health Care and Houston Methodist which outline how successful behaviorally based strategies, anchored in values, can energize and empower employees to deliver a superior patient experience. Drawing on the wisdom and vision of today's leading healthcare innovators, America's Healthcare Transformation provides a roadmap to the future of American healthcare. This book is essential reading for all health care providers, health care administrators, and health policy professionals, and it will be an invaluable resource in the effort to improve the practice of medicine and the delivery of healthcare in our communities and nation.

"Health care is not failing but succeeding, expensively, and we don't want to pay for it. So the administrations, public and private alike, intervene to cut costs, and herein lies the failure." In this sure-to-be-controversial book, leading management thinker Henry Mintzberg turns his attention to reframing the management and organization of health care. The problem is not management per se but a form of remote-control management detached from the operations yet determined to control them. It reorganizes relentlessly, measures like mad, promotes a heroic form of leadership, favors competition where the need is for cooperation, and pretends that the calling of health care should be managed like a business. "Management in health care should be about dedicated and continuous care more than interventionist and episodic cures." This professional form of organizing is the source of health care's great strength as well as its debilitating weakness. In its administration, as in its

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operations, it categorizes whatever it can to apply standardized practices whose results can be measured. When the categories fit, this works wonderfully well. The physician diagnoses appendicitis and operates; some administrator ticks the appropriate box and pays. But what happens when the fit fails—when patients fall outside the categories or across several categories or need to be treated as people beneath the categories or when the managers and professionals pass each other like ships in the night? To cope with all this, Mintzberg says that we need to reorganize our heads instead of our institutions. He discusses how we can think differently about systems and strategies, sectors and scale, measurement and management, leadership and organization, competition and collaboration. “Market control of health care is crass, state control is crude, professional control is closed. We need all three—in their place.” The overall message of Mintzberg's masterful analysis is that care, cure, control, and community have to work together, within health-care institutions and across them, to deliver quantity, quality, and equality simultaneously.

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.

A groundbreaking prescription for health care

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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 Alexi Panos and Preston Smiles, the internationally recognized next generation thought leaders, redefine what's possible in relationships, career, and life.

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Alexi and Preston went through periods in each of their lives where they felt like they were doing all the right things, but never got the desired results. They read all the best books in self-empowerment and positive thinking, took classes, and sought advice, but there was always something missing. After all of their soul-searching and personal development, they realized that they were missing a connection between mind, body, and soul. Based on their 12-week successful online program The Bridge Method, *Now or Never* combines the couple's years of training into five principles that can help you navigate the real world, learn how to overcome your inner obstacles, and become your best self. Filled with narratives and stories from the duo's own lives as well as from those they have helped along the way, *Now or Never* shares exercises, insights, and challenges to help you attain the personal freedom you have always been seeking. If you want to lead an ideal life, you must become the best version of yourself. Alexi and Preston can be your guides. Choose your life. It's now or never.

"A completely revised and updated second edition of one of the most popular and bestselling parenting books of all time, by America's favorite pediatrician, Dr. Harvey Karp. Harvey Karp, M.D. shares his groundbreaking approach to calming your new baby's crying and transforming your infant into the happiest baby on the block! His highly successful

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method is based on four revolutionary concepts: 1. Create the Fourth Trimester: How to re-create the womblike atmosphere your newborn baby still yearns for. 2. Find the Calming Reflex: An "off switch" all babies are born with, which quickly soothes fussing and crying. 3. Use the 5 S's: Five easy methods to turn on your baby's amazing calming reflex. 4. Apply the Cuddle Cure: How to combine the 5 S's to calm even colicky babies."--

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

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audience.

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

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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 Arivind Eye Care System treats 2.7 million patients a year in the developing world for blindness and other eye problems and seems to violate every rule of business. Patients pay what they want (if they pay at all, which most don't), it delivers services for one percent of the cost of comparable care in developed countries, functions at many times the volume with a lower complication rate, and is completely self-sustaining. This book is the first to tell its extraordinary story.

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

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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.

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-

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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.

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.

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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

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.

Making the Healthcare Shift is a practical guide for healthcare leaders across the globe who have the fortitude to transform their organizations to both compete and win in the age of healthcare consumerism.

Healthcare organizations finally have both the motive and means to engage and empower consumers. While healthcare organizations have recognized the need to change, they often don't know where or how to begin.

As the industry sits on the edge of transformation, marketing strategists, Scott Davis and Jeff Gourджи, reveal how traditional healthcare organizations (payers, providers, pharma companies) can prepare for the changes to come and re-invent how they engage with consumers. Making the Healthcare Shift includes over 60 executive interviews with the biggest names in healthcare and a quantitative research study. Some of

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these names include Mayo Clinic, Blue Cross Blue Shield plans, and Pfizer. Scott and Jeff identify five shifts organizations can make to better compete and win in this evolving landscape and offer practical advice on how to make those shifts become a reality.

A renowned authority from Harvard Business School confronts America's health care crisis-and how consumer control can fix it PRAISE FOR WHO KILLED HEALTHCARE? "A brilliant analysis... A must-read." – Bill George, Professor, Harvard Business School and Former CEO of Medtronic "As it becomes more and more obvious to everyone that our current health care system is unsustainable, this is the book that had to be written." – Daniel H. Johnson, Jr. MD, former president of the American Medical Association "Regina Herzlinger's ideas to tackle the crisis of the U.S. health care system are based on keen knowledge of the system's existing difficulties along with insights that introduce the reader to new streamlined choices that have the potential of getting both quantity and cost under control." – Joseph Kennedy, founder, chairman, and president, Citizens Energy Corporation, CEO, Citizens Health Care, former representative (D-Mass) "Regina Herzlinger... offers a vision of the way things can be, should be, and will be sooner or later. The only question is: how long do we have to wait?" – Greg Scandlen, founder, Consumers for Health Choices "Regi Herzlinger has brilliantly articulated a better way – embracing the principles of competition and innovation that cause every other sector of our economy to thrive. Discharging American health care from the ICU can only happen by

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putting individual Americans – not politicians and bureaucrats – back in charge of their health care decisions.” – U.S. Senator Tom Coburn (R-Okla), M.D.

“Following on the heels of her landmark Market-Driven Health Care, Herzlinger lays it on the line with her expose of what many who work in the health care industry have felt in their gut. Now it is articulated in an entertaining and must-read portrayal, with you and me as the only way out.” – Dennis White, executive vice president for strategic development, National Business Coalition on Health

“A wonderful Orwellian romp through issues which carry a deadly irony. The killers of health care are, of course, the third parties, each of which has an itchy palm and a commitment to profit or power which exceeds the commitment to service, with each engaging the others within a politically shaped box. Rarely has the case for the public been made with so much force, foresight, and wit, and a better way forward shown so clearly.” – James F. Fries, MD, Professor of Medicine, Stanford University School of Medicine

“You can practically hear the war chants as Professor Herzlinger sets out her view of what’s wrong with the health care system and how to fix it. You’d best read it so you can decide which side you will be on when the battle is joined.” – Paul Levy, CEO, Beth Israel Hospital, Boston, MA

“Regina Herzlinger, the nation’s leading expert on consumer-driven health care, has given us a brilliant analysis of the flaws in our health care system and what it will take to get it back on track. Her latest book is a must-read.” – Bill George, Professor of Management Practice, Harvard Business School, Former CEO,

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Medtronic, and author of Authentic Leadership “You don’t have to agree with her diagnosis and prescription for the U.S. health care system, but you do have to read her book. Once again, Professor Herzlinger has put together a well researched, well written, and very provocative blueprint for the future of health care.” Peter L. Slavin, MD, President, Massachusetts General Hospital

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").

"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.

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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

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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. . Help your team excel. Go from being a good practitioner to being an extraordinary leader of healthcare professionals. If you read nothing else on leadership, read these articles. We've combed through hundreds of Harvard Business

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Review articles and selected the most important ones for healthcare leaders to help you and your team excel, maximize performance, and live into your mission. Leading experts, such as Thomas H. Lee, Daniel Goleman, Peter F. Drucker, John P. Kotter, and Amy C. Edmondson, provide the insights and advice you need to: Understand the difference between managers and leaders Motivate others to excel Create successful cross-functional teams on the fly Maintain your identity and values as a clinician as you move into an organizational leadership role Have an impact not only on your organization but on the surrounding system Work in complex environments where authority is diffuse Lead effectively in times of rapid change This collection of articles includes "What Makes a Leader?," by Daniel Goleman; "What Makes an Effective Executive," by Peter F. Drucker; "What Leaders Really Do," by John P. Kotter; "Level 5 Leadership: The Triumph of Humility and Fierce Resolve," by Jim Collins; "The Work of Leadership," by Ronald A. Heifetz and Donald L. Laurie; "Teamwork on the Fly," by Amy C. Edmondson; "Who Has the D? How Clear Decision Roles Enhance Organizational Performance," by Paul Rogers and Marcia Blenko; "In Praise of the Incomplete Leader," by Deborah Ancona, Thomas W. Malone, Wanda J. Orlikowski, and Peter M. Senge; "Using the Balanced Scorecard as a Strategic Management System," by Robert S. Kaplan and David P. Norton; "Health Care's Service Fanatics," by James I. Merlino and Ananth Raman; and "Engaging Doctors in the Health Care Revolution," by Thomas H. Lee and Toby Cosgrove.

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

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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.

Never before have two revolutions with so much potential to save and prolong human life occurred simultaneously. The converging, synergistic power of the biochemical and digital revolutions now allows us to read every letter of life's code, create precisely targeted drugs to control it, and tailor their use to individual patients. Cancer, diabetes, Alzheimer's and countless other killers can be vanquished—if we make full use of the tools of modern drug design and allow doctors the use of modern data gathering and analytical tools when prescribing drugs to their patients. But Washington stands in the way, clinging to outdated drug-approval protocols developed decades ago during medicine's long battle with the infectious epidemics of the past. Peter Huber, an expert in science, technology, and public policy, demonstrates why Washington's one-size-fits-all drug policies can't deal with diseases rooted in the complex molecular diversity of human bodies. Washington is ill-equipped to handle the torrents of data that now propel the advance of molecular medicine and is reluctant to embrace the statistical methods of the digital age that can. Obsolete economic policies, often rationalized as cost-saving measures, stifle innovation and suppress investment in the medicine that can provide the best cures at

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the lowest cost. In the 1980s, an AIDS diagnosis was a death sentence, until the FDA loosened its throttling grip and began streamlining and accelerating approval of life-saving drugs. The Cure in the Code shows patients, doctors, investors, and policy makers what we must now do to capture the full life-saving and cost-saving potential of the revolution in molecular medicine. America has to choose. At stake for America is the power to lead the world in mastering the most free, fecund, competitive, dynamic, and intelligent natural resource on the planet—the molecular code that spawns human life and controls our health.

This book explains how the traditional paradigm of private and public organizations is changing as a result of the multiple factors that are affecting the way in which goods and services are produced, and for whom they are produced. In view of these disruptive trends, the theory of the firm needs to be updated and to some extent rethought. Moreover, diverse challenges and opportunities such as climate change, aging populations, and new public accountability requirements are necessitating novel frameworks to ensure the long-term survival of public and private organizations. Against this backdrop, the authors contribute to the debate over the firm's primary interest by proposing a new way of viewing the nature of the firm and its relationship with stakeholders. In addition, they carefully analyze the challenges and opportunities mentioned above, evaluating their significance for various important aspects of organizations through different lenses. Global in scope, the book also takes the United Nations Sustainability Development Goals into account. Accordingly, it will be of interest to all readers seeking a better understanding of the evolving nature of firms and organizations in our changing world.

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

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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

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

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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. "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

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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

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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.

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