

# Value-Based Healthcare and Patient Values – Adding a Strategic Edge to Measuring Health Impact?

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*“The **biggest problem** with health care isn’t with insurance or politics. It’s that we’re measuring the wrong things the wrong way.” (Kaplan & Porter 2011)*

Value-based healthcare as a strategy to increase health impact and to create value for all stakeholders through inclusion of Evidence-Based Medicine (EBM). We critically examine attempts to create value for patients in the context of performance management.

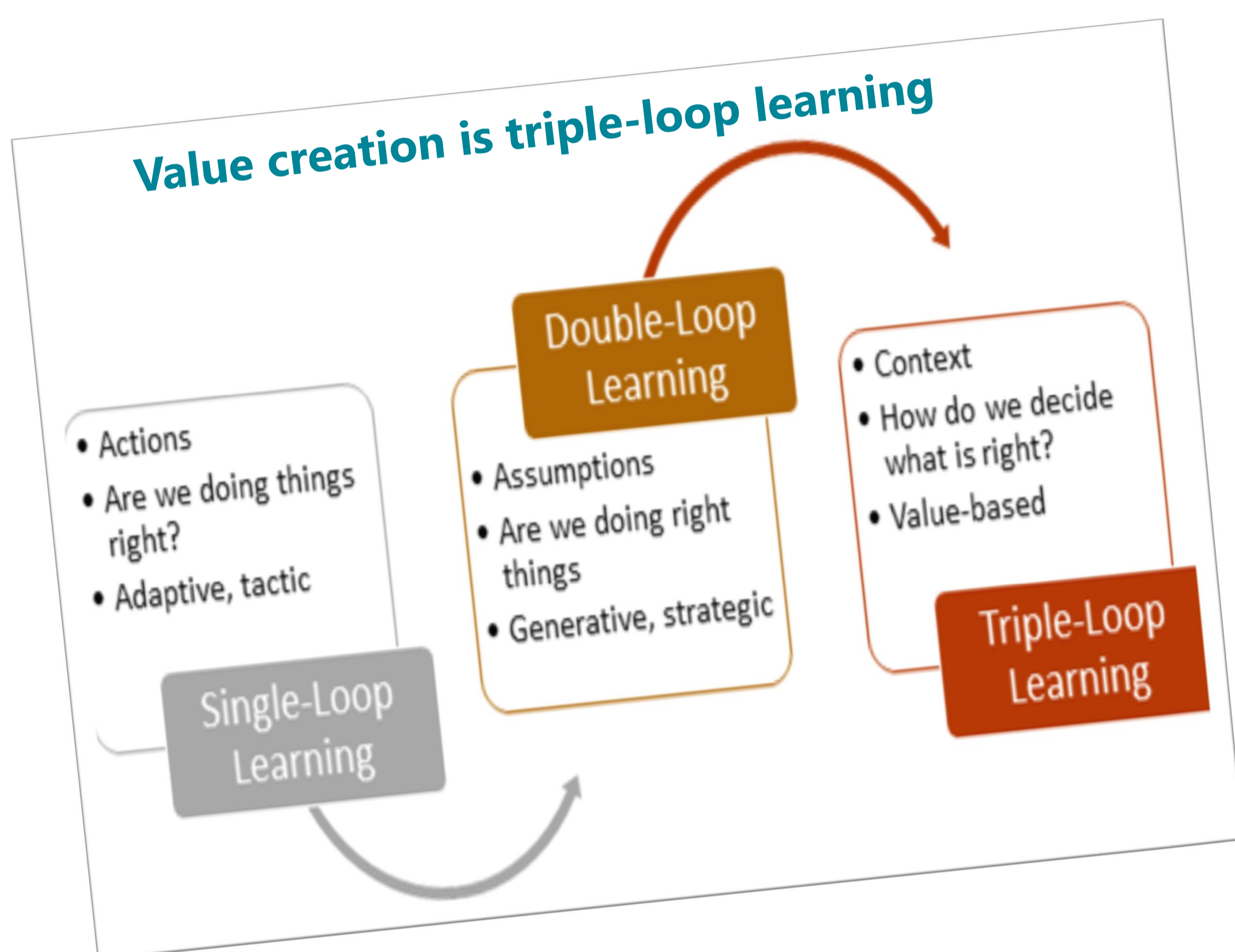


Fig. 1 Value creation and learning organization (cf. Argyris & Schön, 1974; Flood & Romm, 1996; Marr 2009)

## Complication:

If the focus is on value for the patient we need to learn about their experiences, preferences and expectations.



## Critical Triple-Loop:

How do we decide what is right? How to integrate EBM and patient-reported outcomes?

- Are patient values core driver of performance?
- Is this performance information utilized in decision making to make better health care services?

## Strategic edge - A double-edged sword?

- learning processes are incomplete, organizational unlearning required
- ability to assess value is limited, knowledge management usually inadequate



## Value for ALL stakeholders?

individual, organizational, societal values...

- what kind of value for whom is created?
- how organizational and user resources are integrated?
- what are the mechanisms producing the value?(cf. Tuurnas 2016)
- one shared value (Porter & Kramer 2007) or different values for every stakeholder?

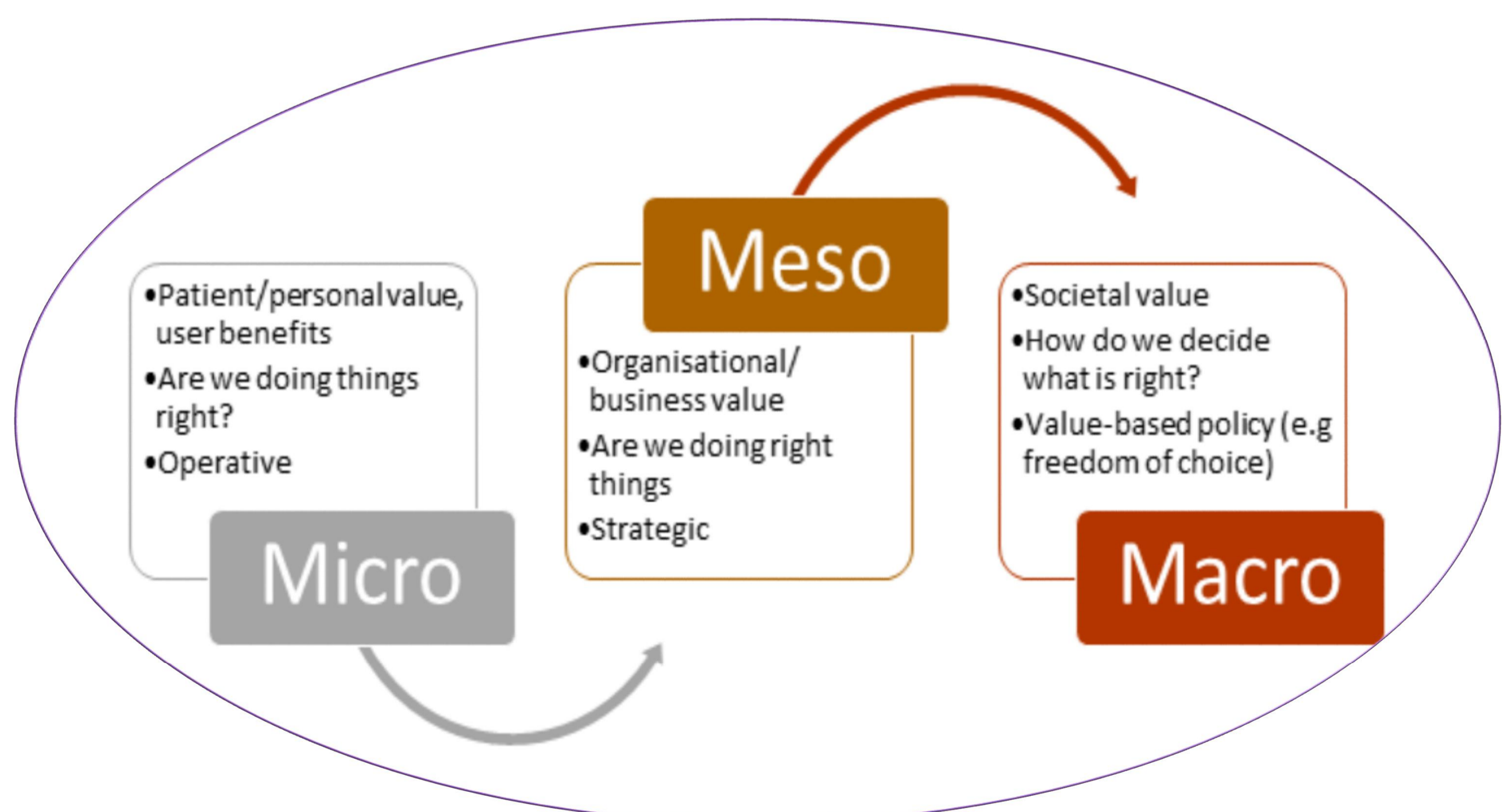


Fig. 2 Multidimensional value creation: patient-view can bring additional and unexpected value