La medicina basata sul Valore: la visione del clinico

Leonardo Bolognese, MD, FESC, FACC

Il Sistema Sanitario è un sistema complesso e adattativo

Ciò significa che presenta alcune caratteristiche che mettono alla prova i regolatori e i soggetti regolamentati

- **Comprende molteplici attori**
- **L'assistenza sanitaria è strutturata in settori**
- **Ciascuno di questi settori e le relative organizzazioni erogatrici richiedono livelli e tipologie di quadri normativi diversi.**
- **Il numero di tipologie di pazienti, trattamenti e protocolli di assistenza è molto ampio.**
- **Anche i medici in prima linea e i pazienti sul campo hanno un ampio margine di scelta.**

Il Sistema Sanitario è un Settore Industriale ad Alto Rischio

- Una molteplicità di reti cliniche, politiche e gestionali dinamiche
- Gli antecedenti storici modellano i comportamenti attuali
- L'insieme delle relazioni evoca comportamenti non prevedibili
- I comportamenti sono tipicamente adattamenti all’emergenza
- I comportamenti clinici mostrano gradi di libertà rispetto alle procedure operative standard
- Il cambiamento non è uniforme e può essere caotico e controintuitivo.

Challenges in Our Global Healthcare System

Healthcare costs are skyrocketing

Aging pop, with complex health care needs

Persistent health disparities

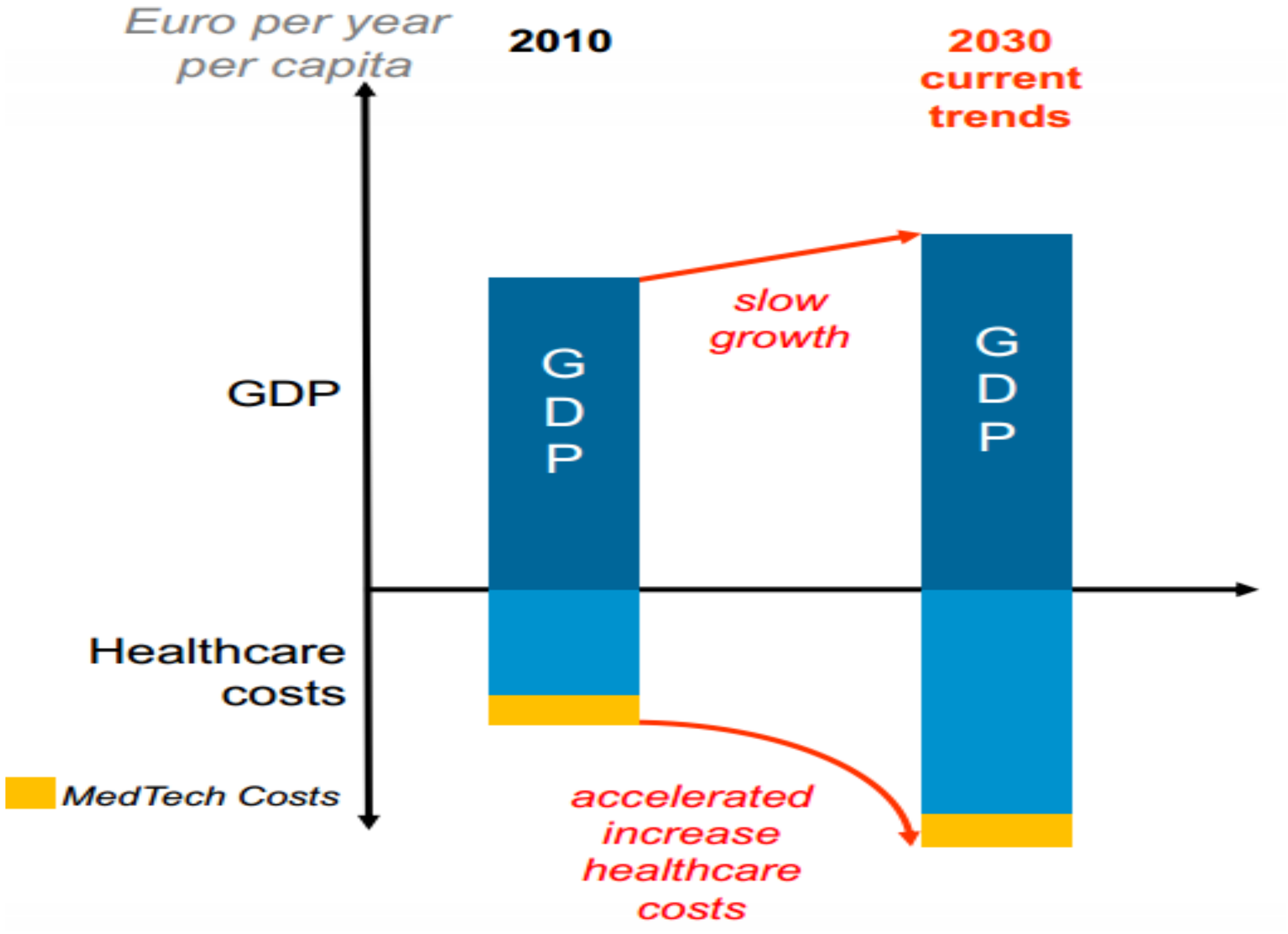
Disruptive Technologies

Wide variations in care and outcomes

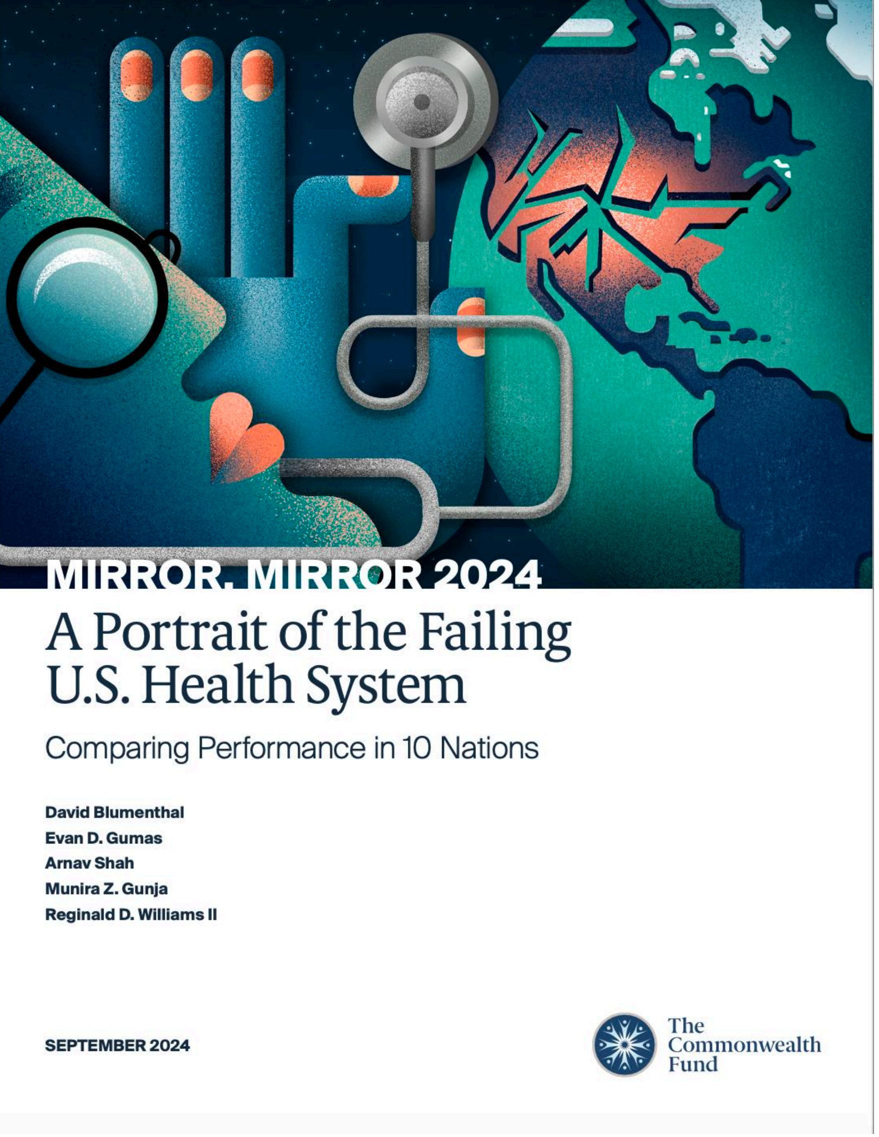
Workflow shortage

Rising health care costs and increased demand for health services, pose a threat to health system sustainability!

Demand for health care cannot be met



Americans live the shortest lives and have the most avoidable deaths!


MIRROR, MIRROR 2024

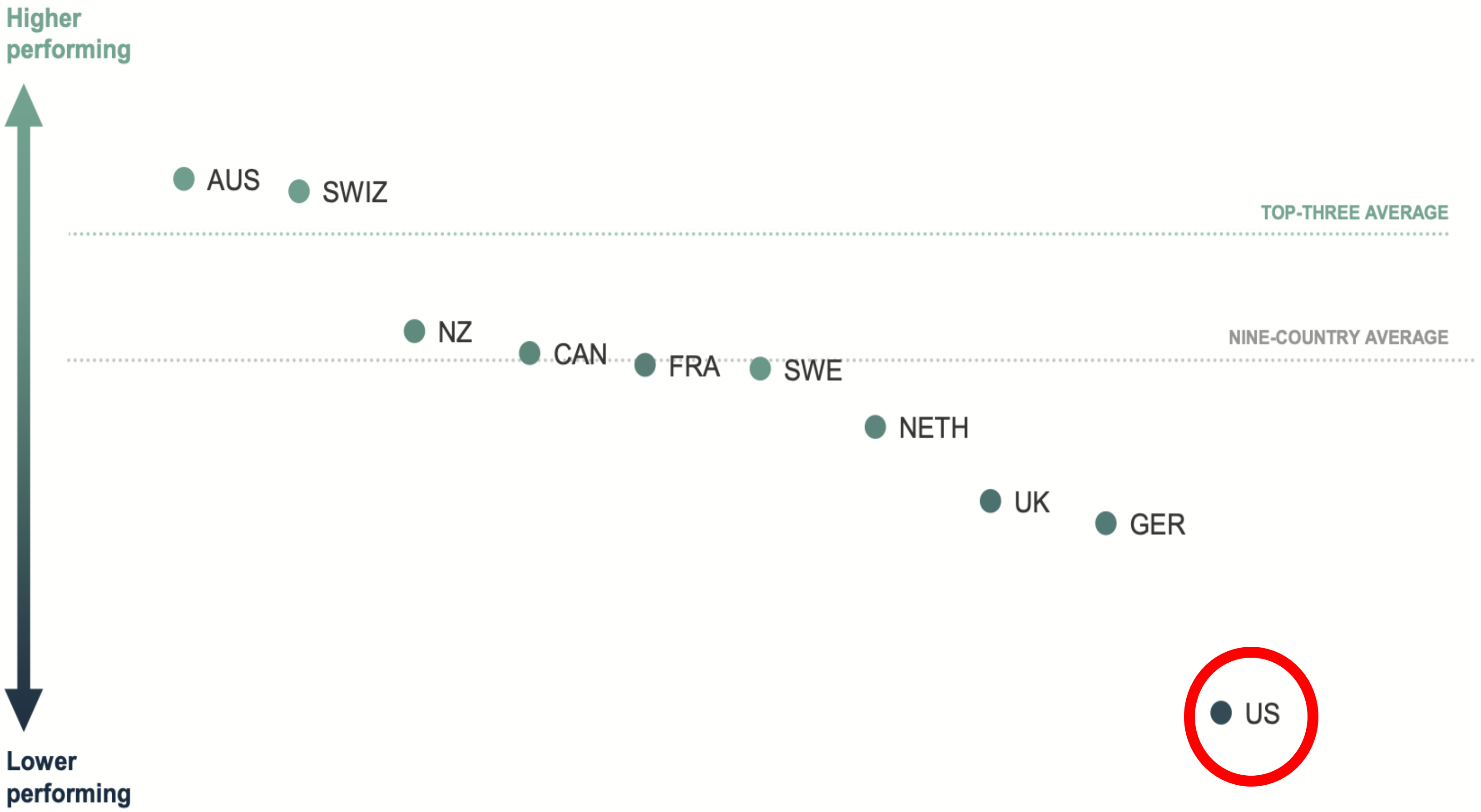
A Portrait of the Failing U.S. Health System

Comparing Performance in 10 Nations

David Blumenthal
Evan D. Gumas
Arnav Shah
Munira Z. Gunja
Reginald D. Williams II

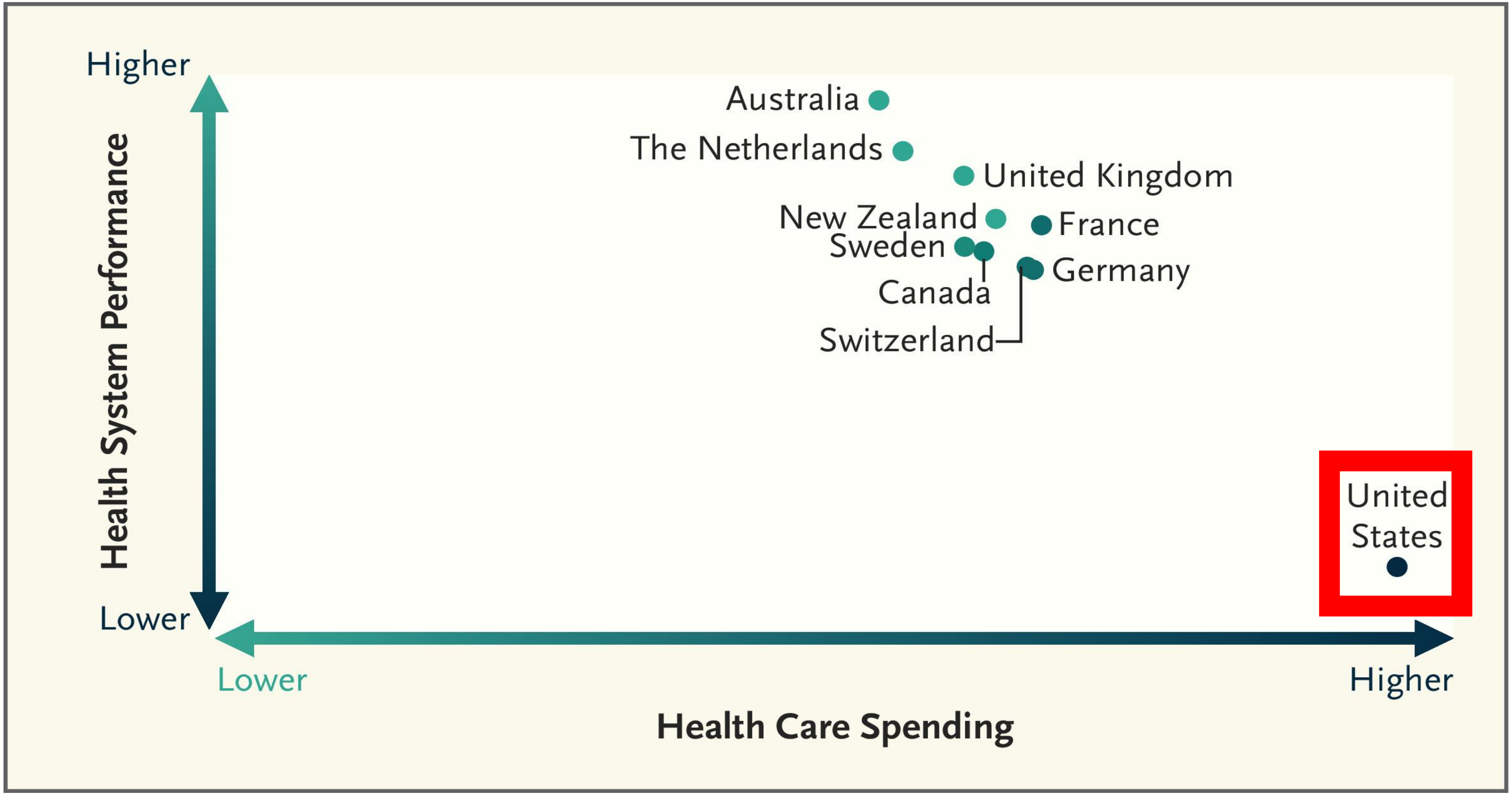
SEPTEMBER 2024

The Commonwealth Fund



David Blumenthal et al., Mirror, Mirror 2024: A Portrait of the Failing U.S. Health System — Comparing Performance in 10 Nations (Commonwealth Fund, Sept. 2024). https://doi.org/10.26099/ta0g-zp66

Health Care System Performance Compared to Spending



David Blumenthal et al., Mirror, Mirror 2024: A Portrait of the Failing U.S. Health System — Comparing Performance in 10 Nations (Commonwealth Fund, Sept. 2024). https://doi.org/10.26099/ta0g-zp66

Explanations for the higher costs of US health care

- **Administrative costs**
- **Higher prices in the United States for important inputs to health care** (***e.g. physicians' services, prescription drugs, and diagnostic testing***)
- **Abundance of amenities**
- ***Overutilization***

The Perfect Storm of Overutilization

A "PERFECT STORM" occurs when a confluence of many factors or events—no one of which alone is particularly devastating—creates a catastrophic force. Such confluence is rare and devastating. Over time and through disconnected events, western health care has evolved into a "perfect storm" that drives overutilization and increases the cost of health care.

Emanuel EJ, Fichs VR JAMA 2008; 23: 2789

The Ingredients of the Perfect Health Care Storm

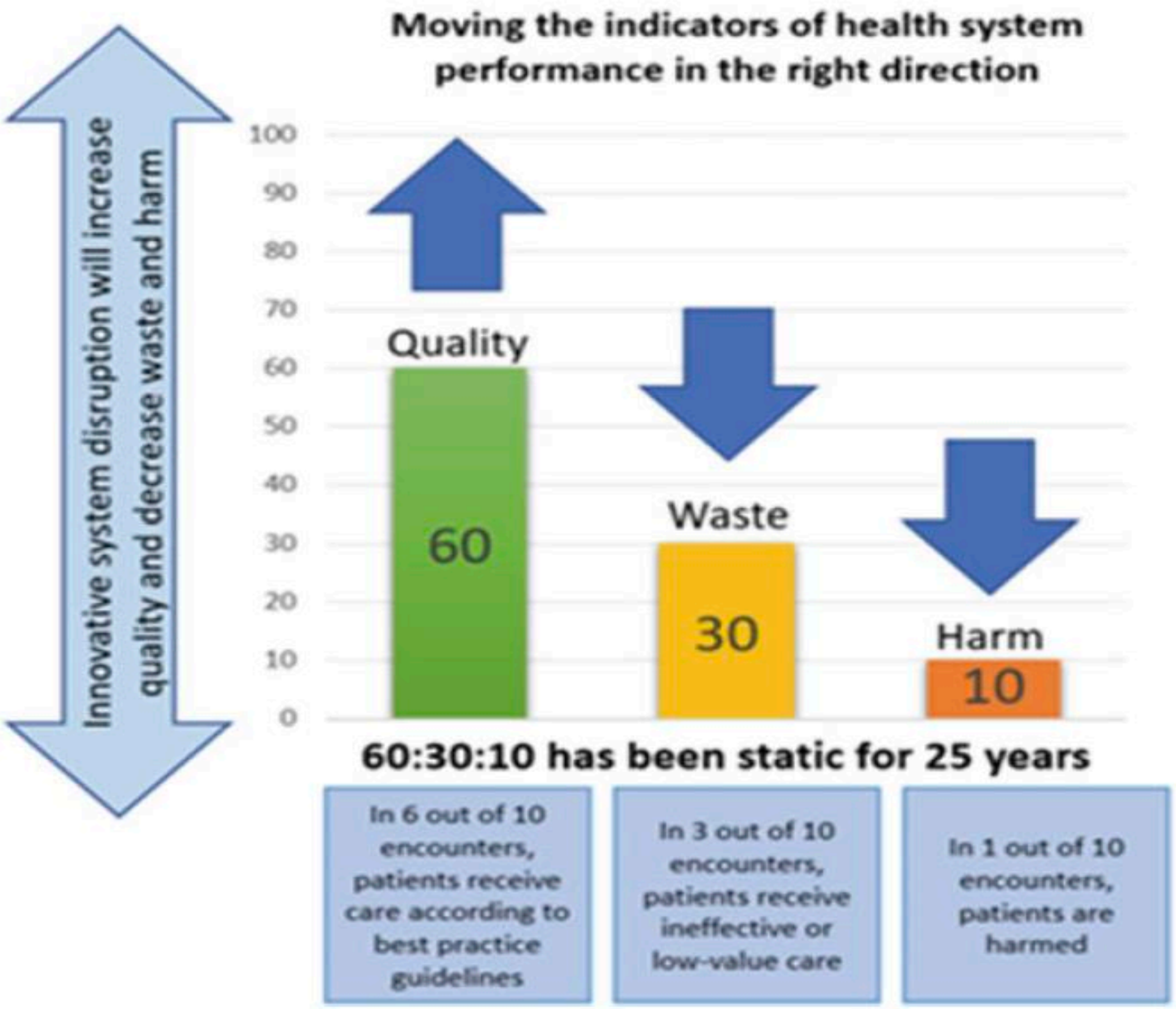
Physician side

- In medical training, meticulousness, not effectiveness, is rewarded. This mentality carries over into practice. Peer recognition goes to the most thorough and aggressive physicians

- Medical malpractice laws and the resultant defensive medicine

- Fee-for-service payment misaligns incentives; it creates a big incentive for overutilization

The three numbers you (clinician) need to know about healthcare: the 60-30-10 Challenge



Braithwaite,P et al. BMC Med. 2020; 18: 1–8

I sistemi sanitari non possono continuare a spendere all'infinito senza calibrare le risorse in base alle esigenze e senza implementare metodi per allocarle in modo etico e appropriato.

Un appello per migliorare la qualità dell'assistenza sanitaria :
The Healthcare Redesign

Two particularly important strands of influence for redesign

- Total quality management (TQM)/continuous quality improvement (CQI)
- Re-engineering

Conceptualizing Quality in Healthcare

Donabedian's approach: domains of quality

- **Structure**: aspects of care that exists independently of the patient
- **Process**: actions performed in delivery care to patients
- **Outcomes**: the events that occur as a result of the disease process and/or care provided

Are Process (Performance) Measures related to mortality?

Health Care System Performance Rankings

	AUS	CAN	FRA	GER	NETH	NZ	SWE	SWIZ	UK	US
Overall Ranking	**1**	**7**	**5**	**9**	**2**	**4**	**6**	**8**	**3**	**10**
Access to Care	9	7	6	3	1	5	4	8	2	10
Care Process	5	4	7	9	3	1	10	6	8	2
Administrative Efficiency	2	5	4	8	6	3	7	10	1	9
Equity	1	7	6	2	3	8	–	4	5	9
Health Outcomes	1	4	5	9	7	3	6	2	8	10

David Blumenthal et al., Mirror, Mirror 2024: A Portrait of the Failing U.S. Health System — Comparing Performance in 10 Nations (Commonwealth Fund, Sept. 2024). https://doi.org/10.26099/ta0g-zp66

Outcome Measures: Appeal and Drawbacks

✓Patients clearly value outcomes

✓The goal of clinical care is to improve outcomes

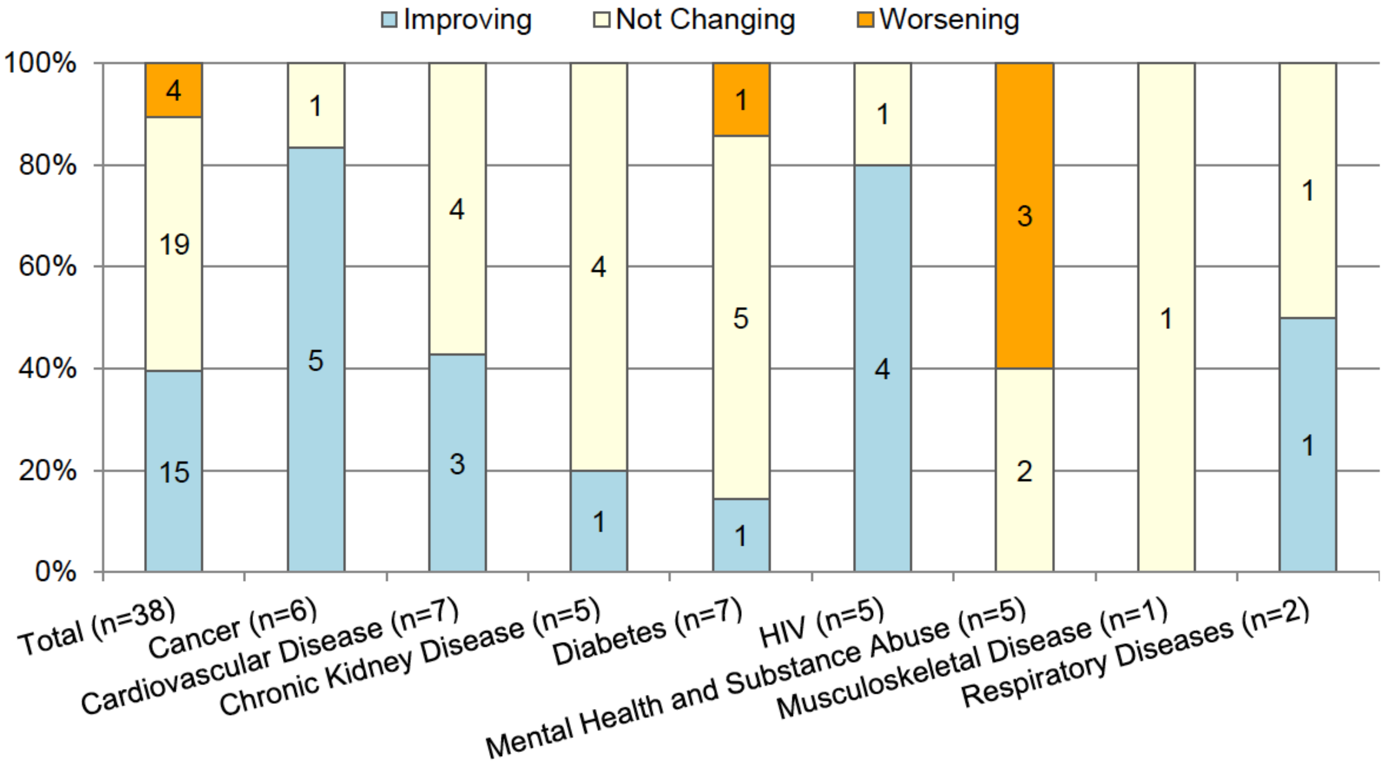
BUT

✓They are heavily confounded by patient mix

✓issues of statistical power and risk adjustment models

2023 National Healthcare Quality and Disparities Report

Effectiveness of Care Measures



From 2000 to 2021, 39% improved, 11% worsened, and 50% remained unchanged

AHRQ Agency for Healthcare Research and Quality

https://www.ahrq.gov/research/findings/nhqrdr/nhqdr23/index.html

Why so little progress?

- ? Current quality improvement interventions are poorly conceived and communicated and complicated to deliver
- ? The measures used to codify quality of care are poor predictors of quality and do not reflect the underlying causes leading to variation in measures
- ? Quality is not even measurable

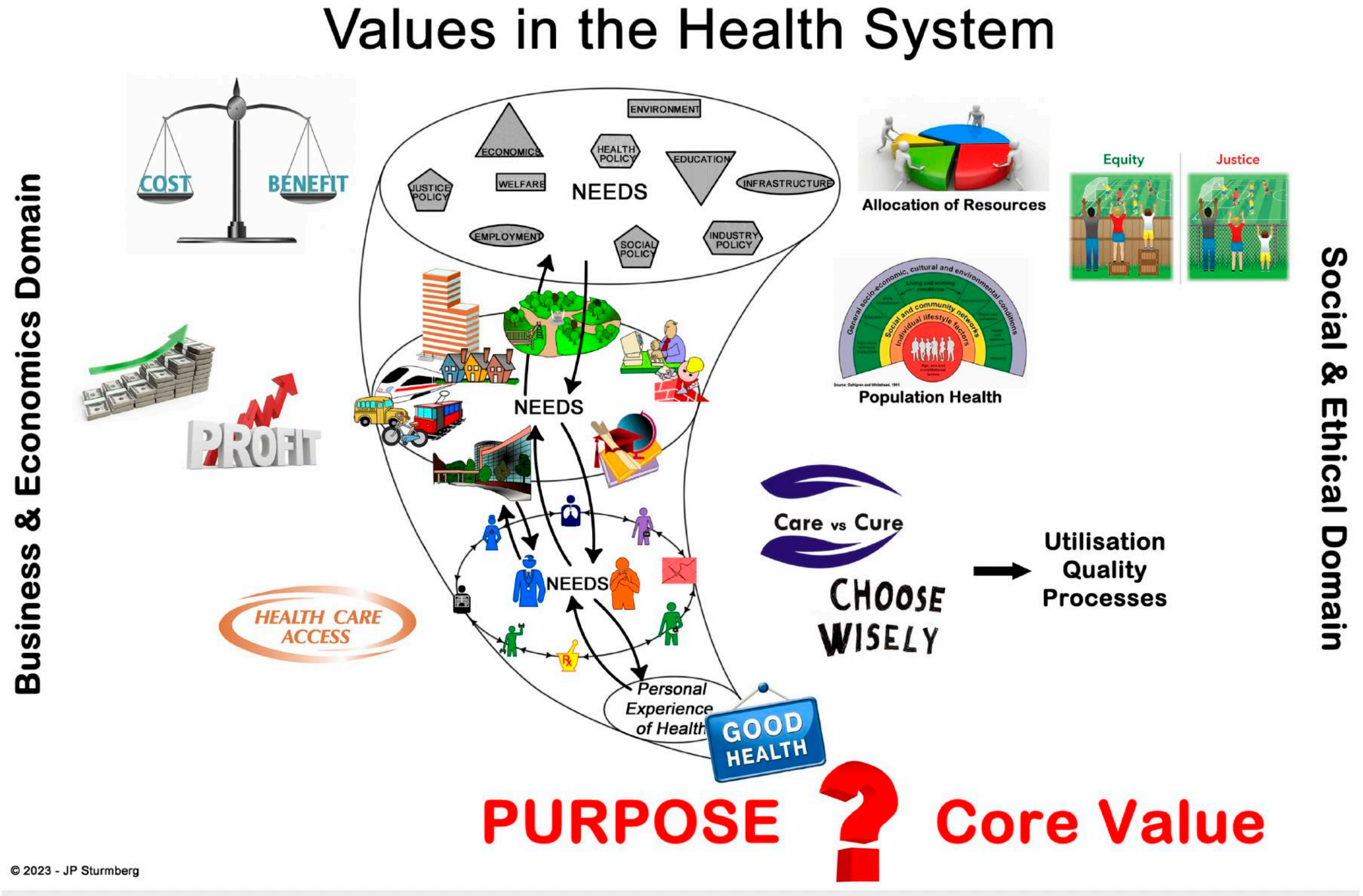
The Next Frontier in Quality

Assessing Dimensions of Quality

- ✓Structure
- ✓Process
- ✓Outcomes
- ✓Efficiency
- ✓Appropriateness
- ✓Value

$$\text{Value} = \frac{\text{Outcomes}}{\text{Costs}}$$

The Stakeholder Diversity of Values in the Health System



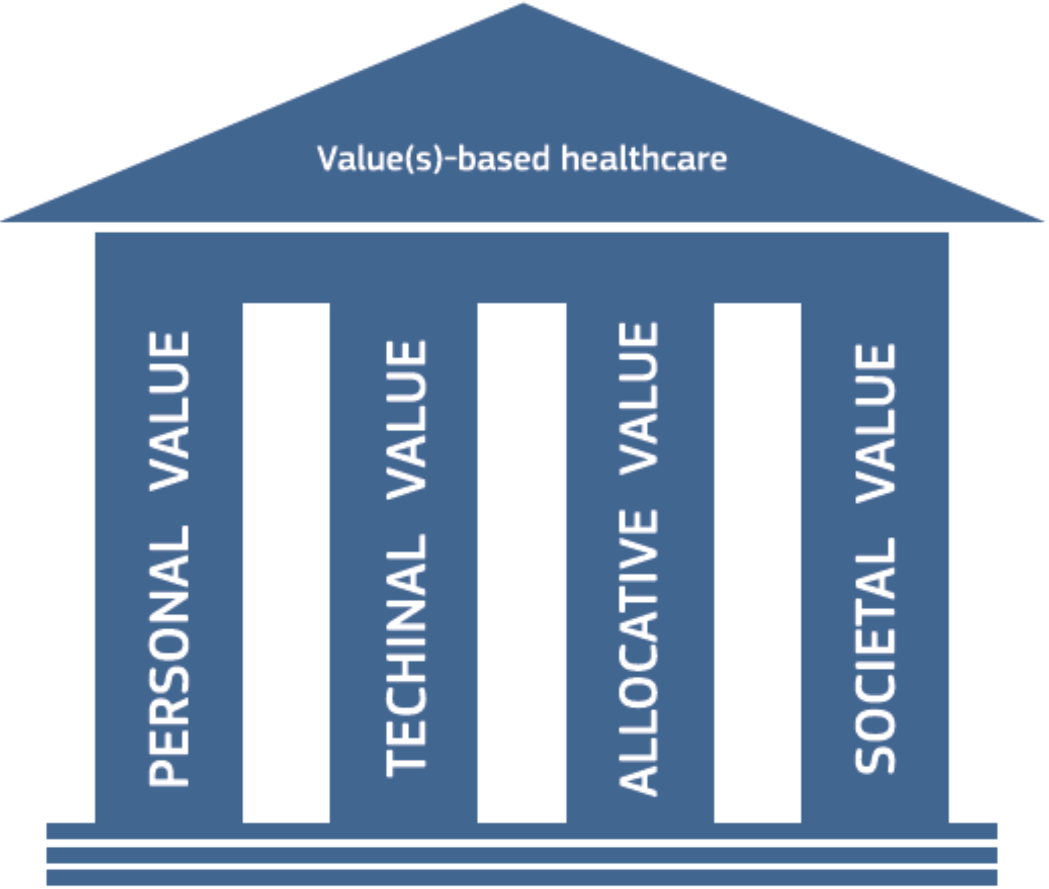
Sturmberg J P, Taher S Cureus 2025; 17(2): e79034

European Commission

DEFINING VALUE IN 'VALUE-BASED HEALTHCARE'

Opinion by Expert Panel on effective ways of investing in health (EXPH)

https:// ec.europa.eu/health/expert_panel/home_en



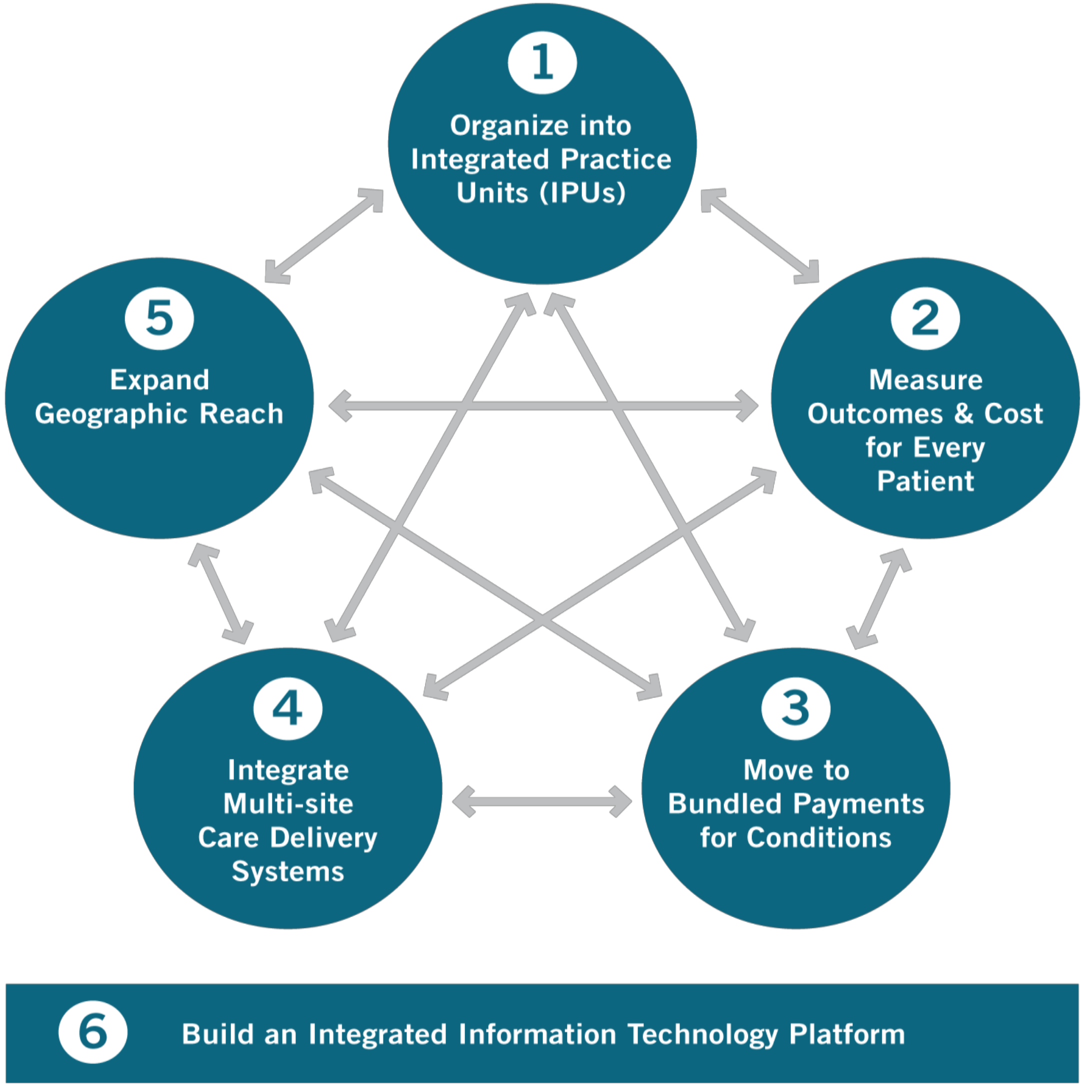
ALLOCATIVE VALUE: Equitable distribution of resources across all patient groups.

TECHNICAL VALUE: Achievement of best possible outcomes with available resources.

PERSONAL VALUE: Appropriate care to achieve patients' personal goals.

SOCIETAL VALUE: Contribution of healthcare to social participation and connectedness.

The value-based health care (VBHC) framework



Value-based health care. Harvard Business School. Accessed June 24, 2025. https://www.isc.hbs.edu/healthcare/ value-based-health-care/Pages/default.aspx

Pitfalls of Value-based Care

- Complex Implementation
- Data and Technology Challenges
- Measurement and Outcome Challenges
- Potential for Unintended Consequences
- The quality illusion

Different perspectives exist on VBHC

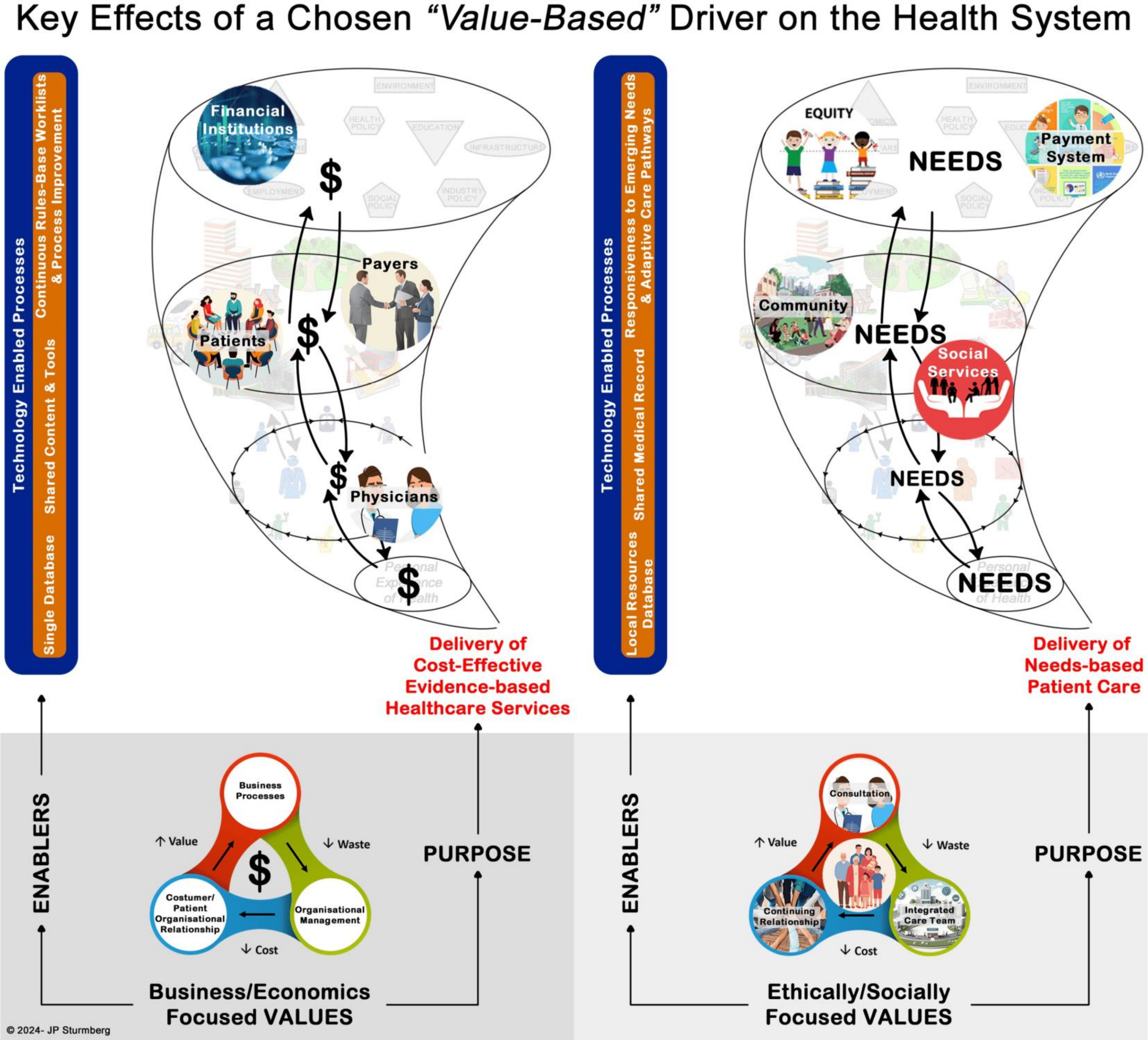
$$\text{Value} = \frac{\text{Outcomes}}{\text{Costs}}$$

'payment perspective'

Vs

'quality improvement perspective'

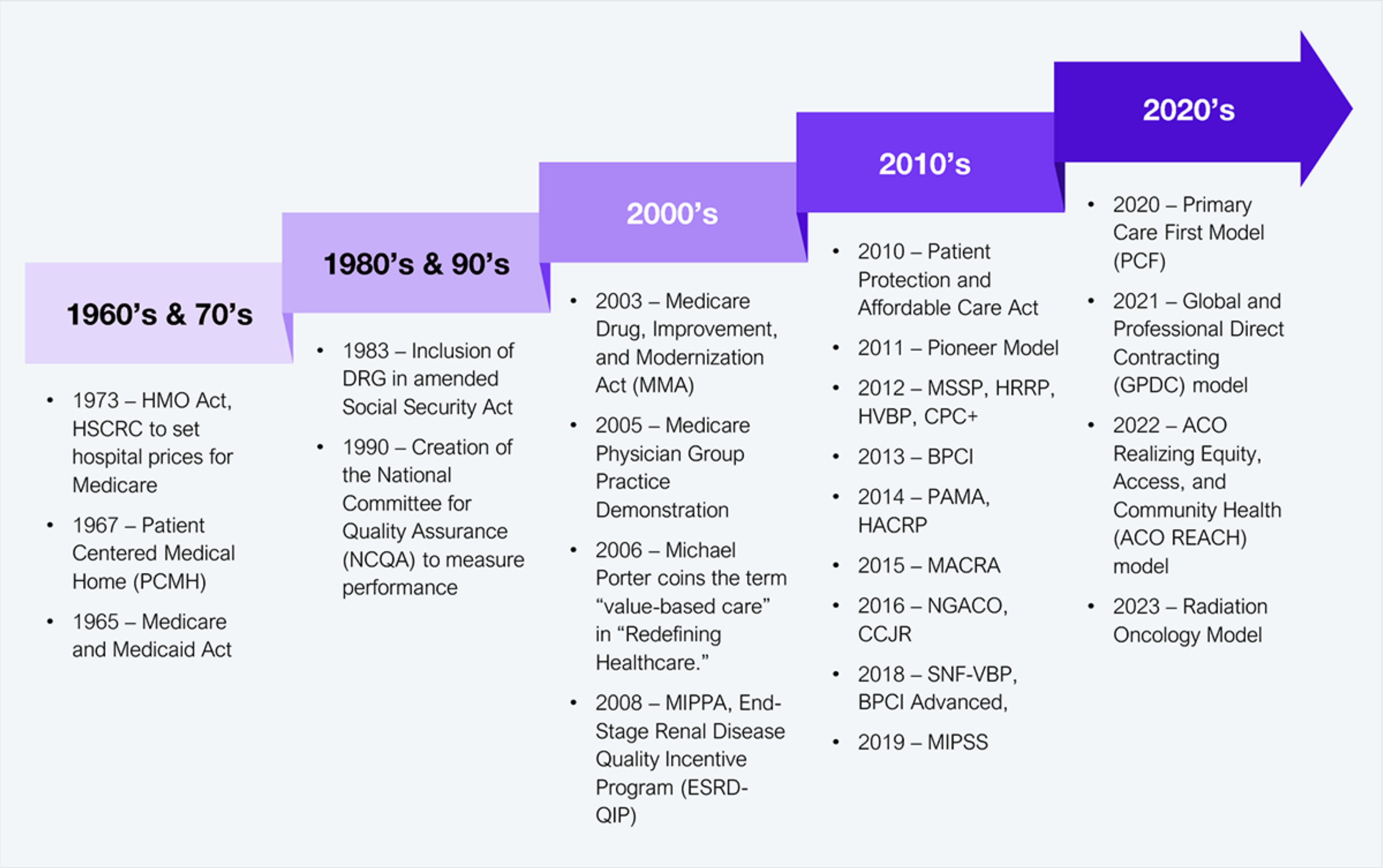
Implications of Value Propositions on the Emergence of the Health



Sturmberg J P, Taher S Cureus 2025; 17(2): e79034

The historic roadmap of Value Based Health Care in USA

- There are no changes in payments to enable improvements in the quality of care
- Quality measures do not accurately or completely assess the quality of care delivered
- Healthcare providers can be penalized for things they cannot control
- There is no assurance that each patient will receive high-quality care
- The calculation of bonus payments discourages collaboration in care improvement



HFS Research, 2024

The Keckley Report

The Value-based Care Agenda in Trump 2.0 Healthcare

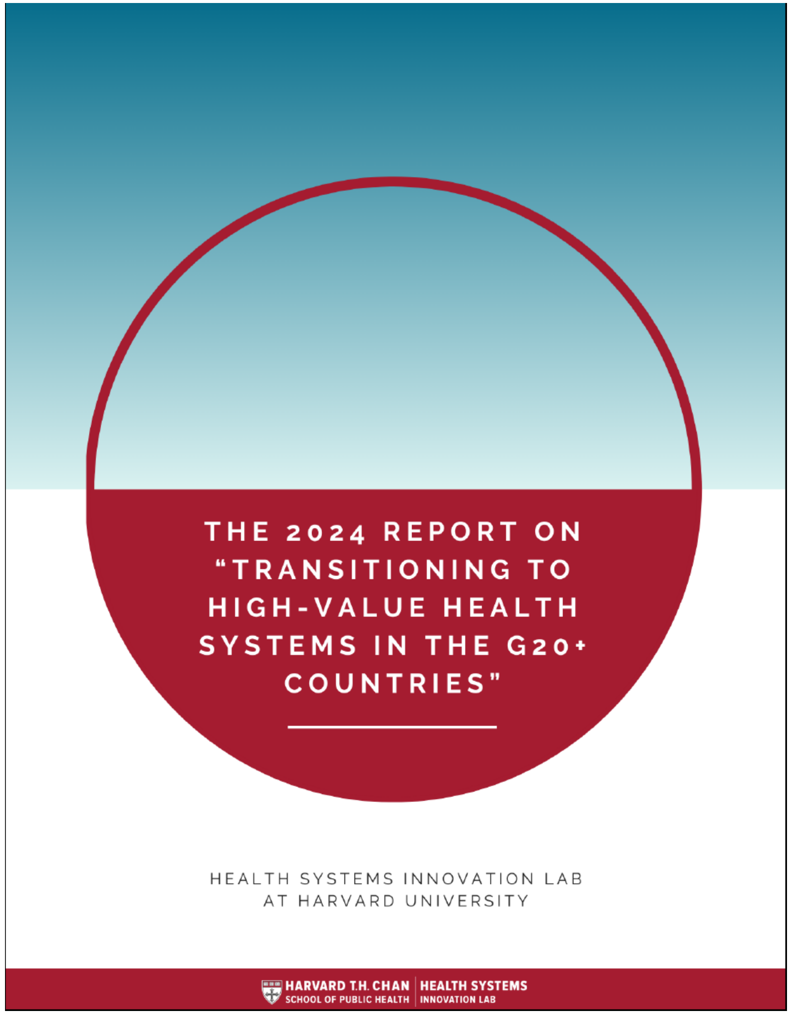
May 12, 2025

There’s will be a more aggressive approach to spending reduction and value-creation with Medicare as the focus: stronger alternative payment models and expansion of Medicare Advantage will book-end their collective efforts as Trump Healthcare 2.0 seeks cost-reduction in Medicare.

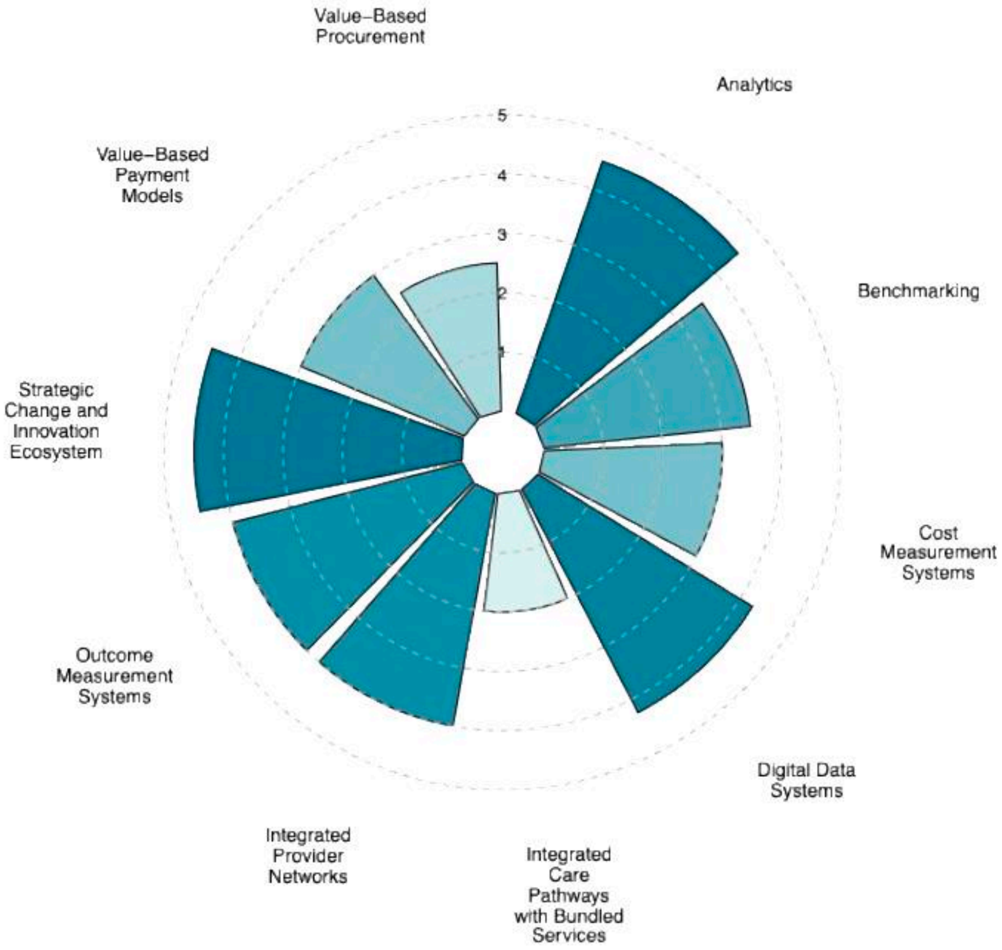
Trump Healthcare 2.0 value-based care is a take-no prisoners strategy

Italy has achieved one of the highest life expectancies globally, in part due to the system's effective service delivery and focus on prevention!

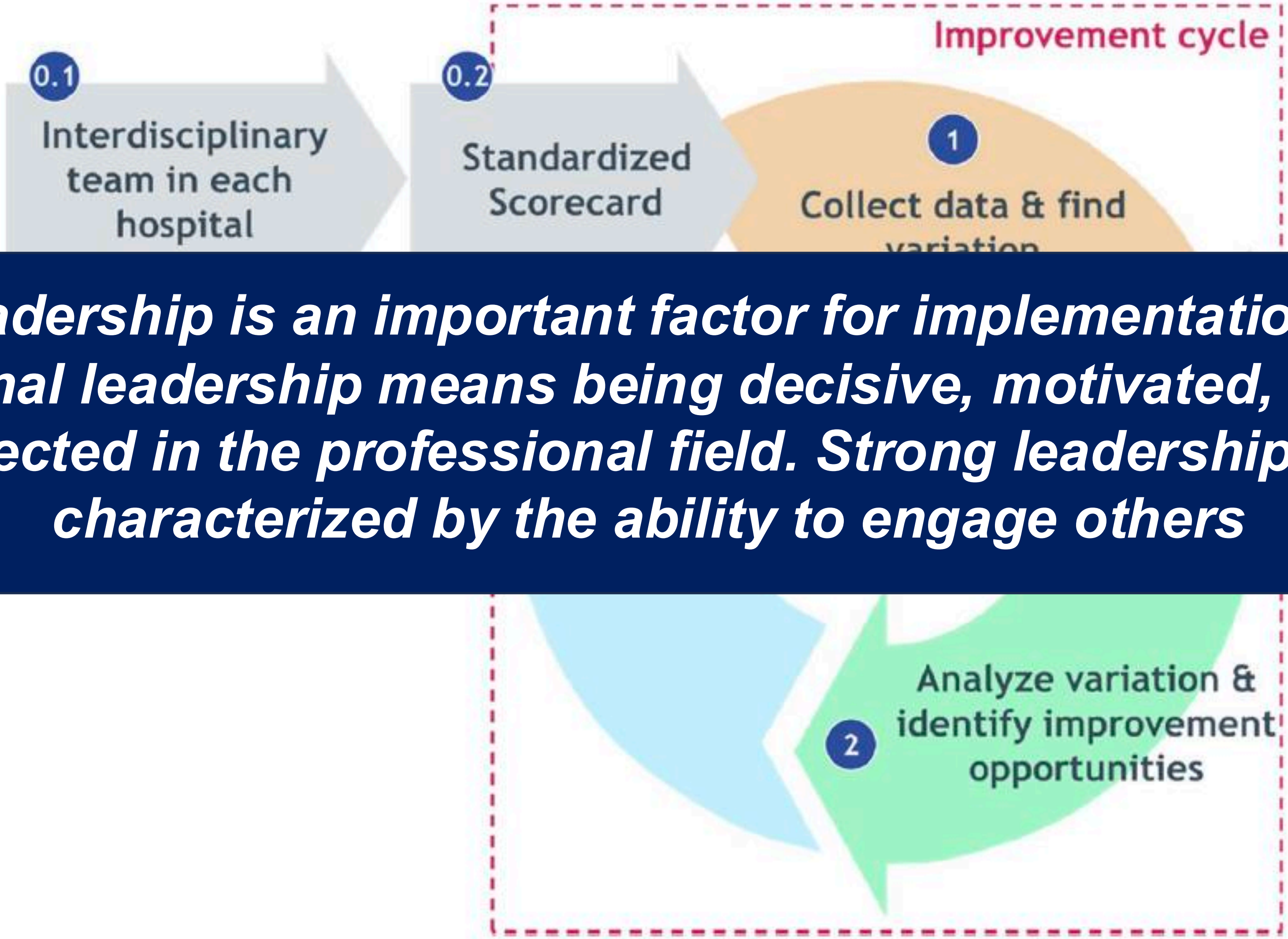
The Harvard High-Value Health Systems (HVHS) Model



HVHS assessment: Italy



How to praticallly implement VBHC?
The value-based improvement cycle



Medical leadership is an important factor for implementation of VBHC. Inspirational leadership means being decisive, motivated, innovative and respected in the professional field. Strong leadership was also characterized by the ability to engage others

Daniels *et al.* *BMC Health Services Research 2022; 22:1271*

DEFINING VALUE IN 'VALUE-BASED HEALTHCARE'
Opinion by Expert Panel on effective ways of investing in health (EXPH)

EXPERT PANEL'S RECOMMENDATIONS

A reallocation from low to high value care is perceived by the Expert Panel as the utmost necessity for sustainable and resilient European healthcare systems.

A strong governance system is recommended!

Raccomandazioni sul Ruolo degli Operatori Sanitari

- **Incoraggiare gli operatori sanitari a sentirsi responsabili dell'aumento del valore dell'assistenza sanitaria**
- **Formazione di "agenti del cambiamento" (leader)**
- **Gli operatori sanitari devono svolgere un ruolo chiave nel promuovere un cambiamento culturale verso la coesione sociale e la connettività.**