La partecipazione del personale ai processi decisionali

Leonardo Bolognese, MD, FESC, FACC

As a Canary in a Coal Mine

Resilient health care professionals: working across boundaries

Medici e operatori sanitari, sotto pressione, avvertono per primi i sintomi di una scarsa performance dei sistemi, quindi sono abituati alle frustrazioni e, abili nelle soluzioni alternative, danno il massimo in un sistema difficile

Braithwaite J, Hollnagel E, Hunte GS.. Boca Raton: Taylor & Francis; 2019.

Engaging clinicians in your value-based care journey: challenges and opportunities

- Insufficient support and distrust by management
- Factors affecting physician engagement in VBHC
- Workforce shortage
- Burnout
- Role in Value-based Procurement

Economia Sanitaria

- La spesa sanitaria ha costi opportunità, ovvero quando spendiamo di più per l'assistenza sanitaria rinunciamo ad altri beni economici

- Poiché né i pazienti né il sistema sanitario pubblico capiscono fino in fondo cosa fanno i medici, spesso sospettano di essere costretti a pagare per servizi non necessari.

TAKE-AWAY MESSAGE

Se lavori nel settore sanitario, lavorerai in uno dei settori a più alto valore aggiunto dell'economia, perché la buona salute è davvero il bene più prezioso per gli esseri umani.

Sebbene il tuo lavoro sia psicologicamente gratificante, lo svolgerai in un ambiente pieno di conflitti e sospetti.

Engaging clinicians in your value-based care journey: challenges and opportunities

- Insufficient support and distrust by management
- **Factors affecting physicians' engagement in VBHC**
- Workforce shortage
- Burnout
- Role in Value-based Procurement

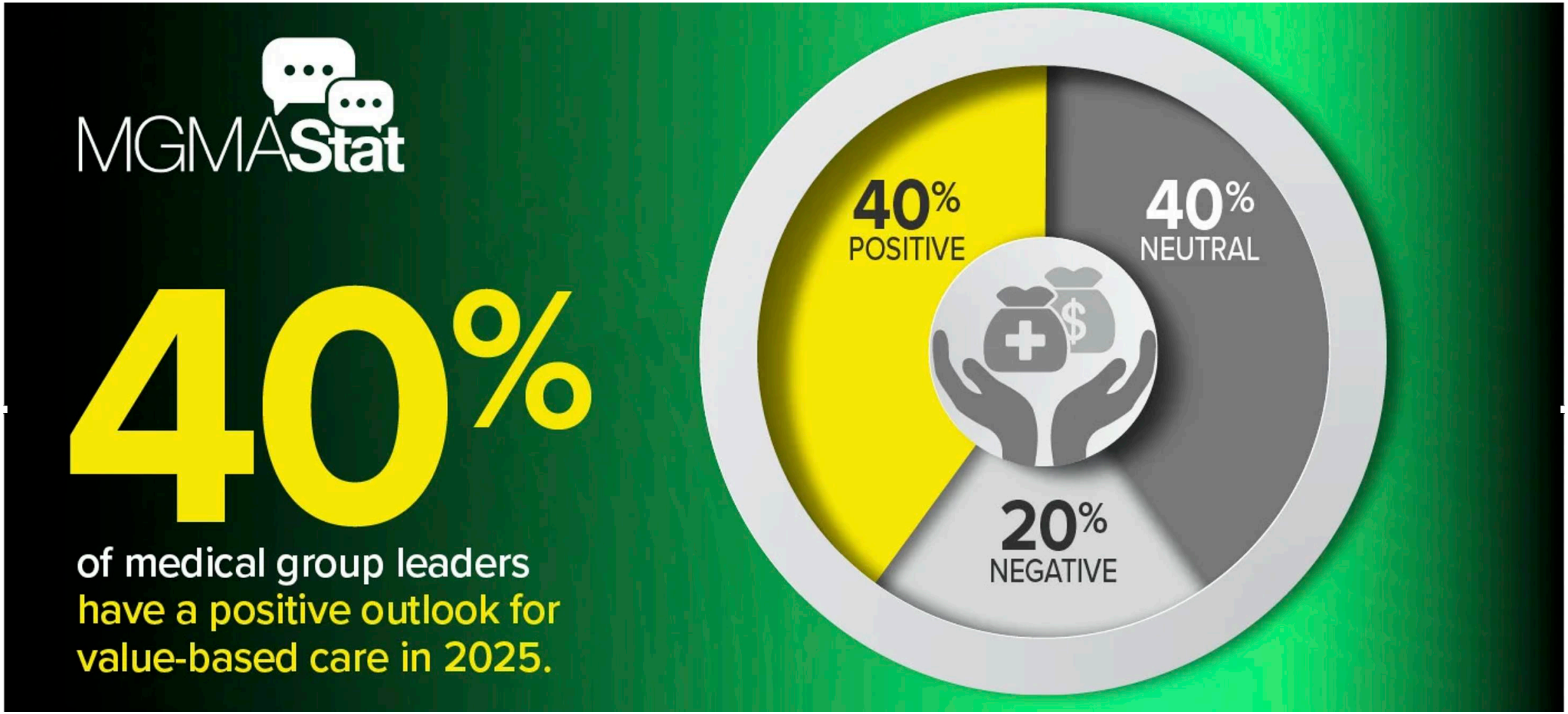
Barriers and facilitators in implementing VBHC

Organizational and structural barriers

- Insufficient funding and financial incentives
- *Resistance to change among health professionals*
- Lack of adequate data and IT infrastructure

Khalil H et al. Front. Public Health 2025; 13:1514098

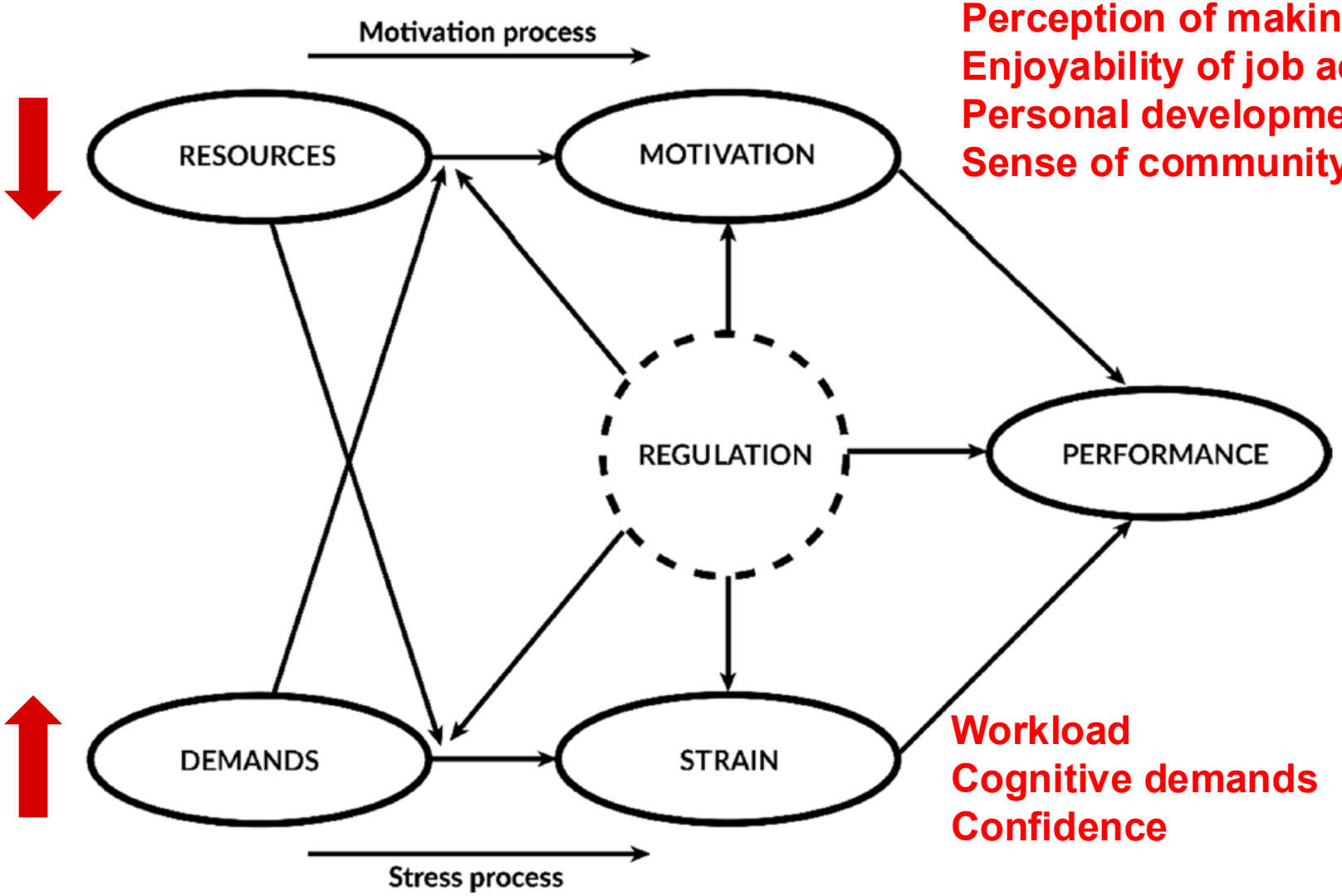
Less than half of practice leaders have positive outlook on value-based care in 2025



Why healthcare professionals do not adapt to new processes?

- Not used to work in multidisciplinary teams
- Lack of shared and adaptive Leadership
- Operational challenges
- Lack of competencies
- Time and resources required for data collection and analysis. Increased workload
- They feel like there is too much focus on the financial aspects

Gains and pains: implications of value-based health care for professionals



Perception of making a positive impact
Enjoyability of job activities
Personal development
Sense of community and support.

Workload
Cognitive demands
Confidence

Van Engen V et al. Hum Resour Health. 2025 Jan 14;23(1):3

How VBHC Impacts Perceived Quality of Care via Illegitimate Tasks and Moral Distress

70% of 433 primary care physicians reported that VBHC negatively impact their work

Brulin E and Teoh K Ann Fam Med 2025; 23: 240179

Engaging clinicians in your value-based care journey: challenges and opportunities

- Insufficient support and distrust by management
- Factors affecting physicians' engagement in VBHC
- **Workforce shortage**
- Burnout
- Role in Value-based Procurement

Key Factors Contributing to the Physician Shortage:

- Aging Population:
- Increased Demand:
- Physician Burnout and Retirement:
- Geographic Disparities:
- Financial Barriers:
- Specialty Imbalances:

Impact of the Shortage:

- Delayed or Limited Access to Care: increased waiting list
- Increased workload
- Increased Healthcare Costs:
- Compromised Patient Outcomes:

Engaging clinicians in your value-based care journey: challenges and opportunities

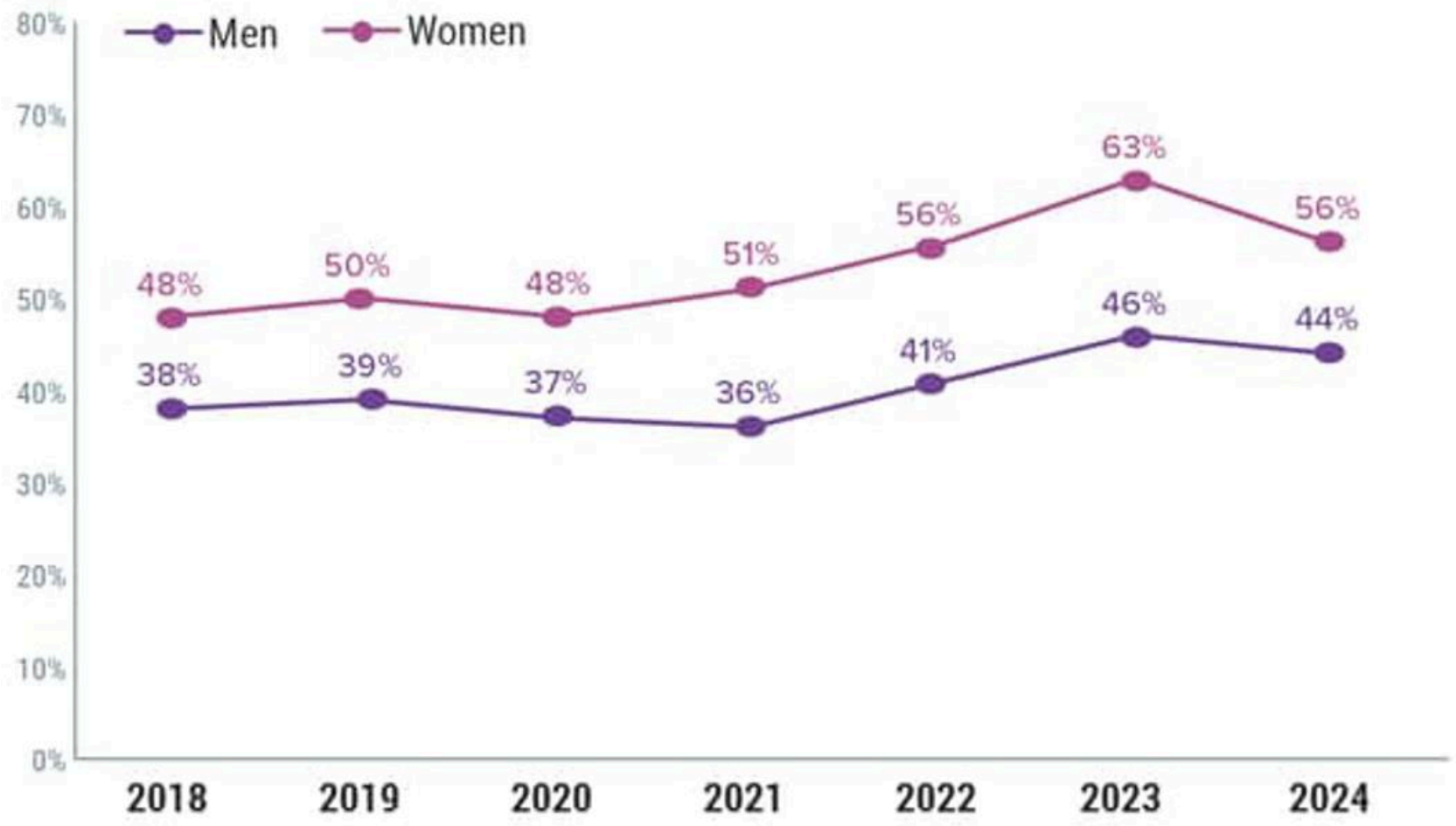
- Insufficient support and distrust by management
- Factors affecting physicians' engagement in VBHC
- Workforce shortage
- **Burnout**
- Role in Value-based Procurement

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

Health Care Workforce: Key Issues, Challenges, and the Path Forward. U.S. Department of Health and Human Services. October 2024.

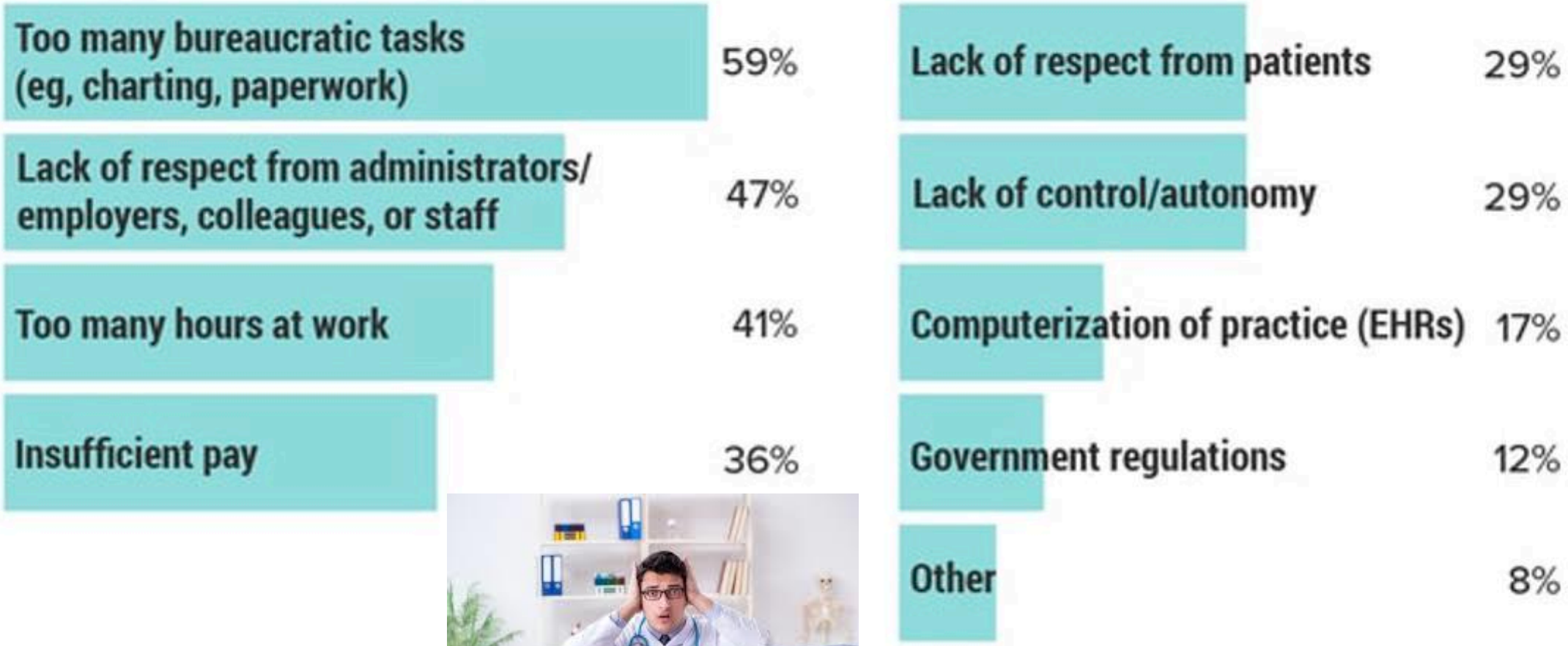
Burnout is characterized by exhaustion, loss of a feeling of professional efficacy or accomplishment, and depersonalization or cynicism. Burnout, as well as some mental health conditions such as depression and suicide, are often found to be higher among health care workers than among the general public

Are More Female or Male Physicians Burned Out?



Medscape Physician Burnout & Depression Report 2024

What Contributes Most to Hospitalists' Burnout?



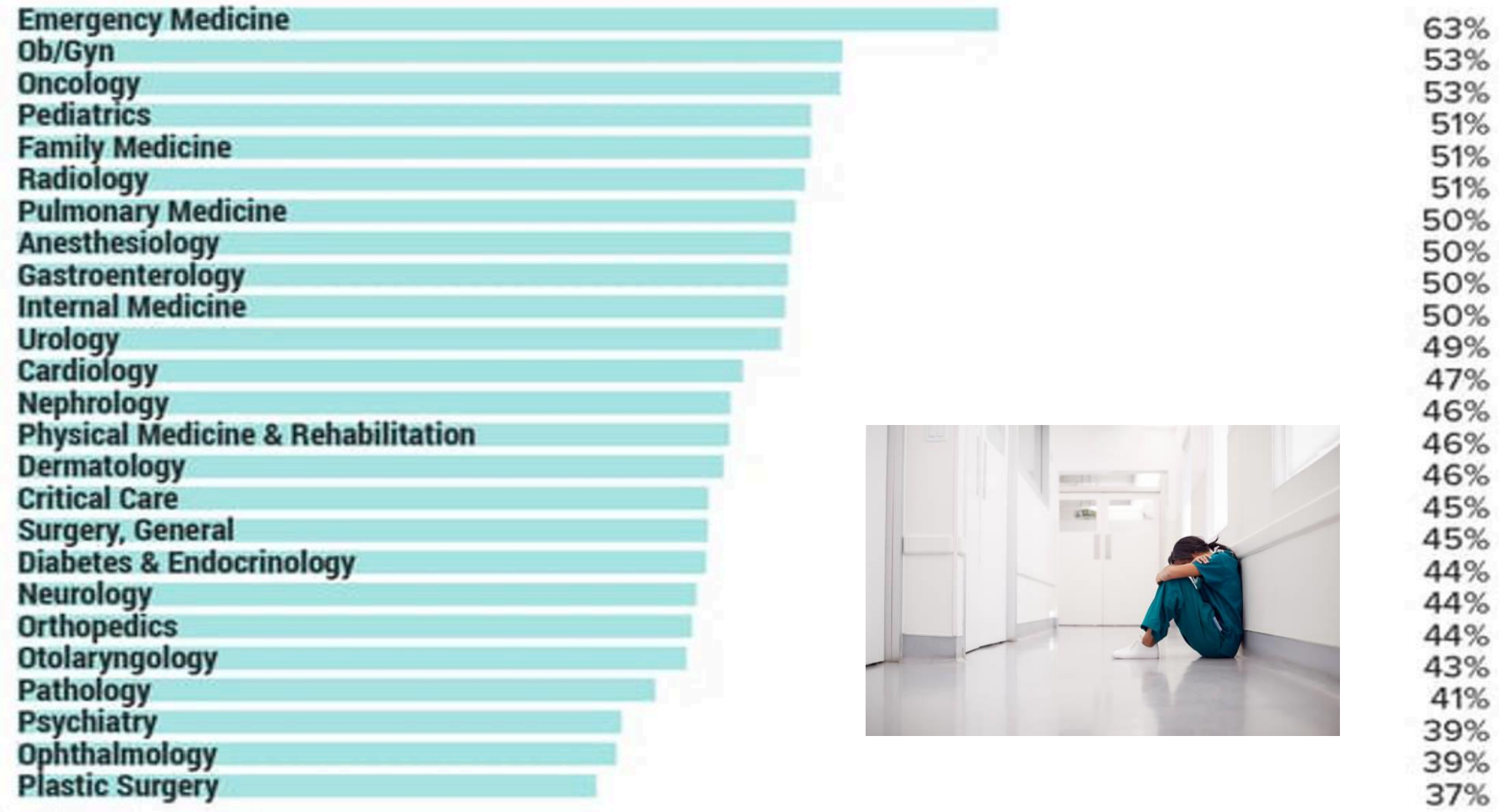
Medscape Physician Burnout & Depression Report 2024

Average Annual Earnings by Selected Physician Specialty in USA ($ thousands), 2024
U.S. Departmente of Health and Human Services

Specialty	Average annual earnings (Top 10 in $ thousands)	Specialty	Average annual earnings (Bottom 10 in $ thousands)
Orthopedics	$558	Nephrology	$341
Plastic Surgery	$536	Physical Medicine & Rehabilitation	$341
Cardiology	$525	Allergy & Immunology	$307
Urology	$515	Rheumatology	$286
Gastroenterology	$512	Internal Medicine	$282
Radiology	$498	Family Medicine	$272
Dermatology	$479	Public Health & Preventive Medicine	$263
Anesthesiology	$472	Infectious Diseases	$261
Oncology	$464	Pediatrics	$260
Otolaryngology	$459	Diabetes & Endocrinology	$256

https://www.medscape.com/sites/public/physician-comp/2024

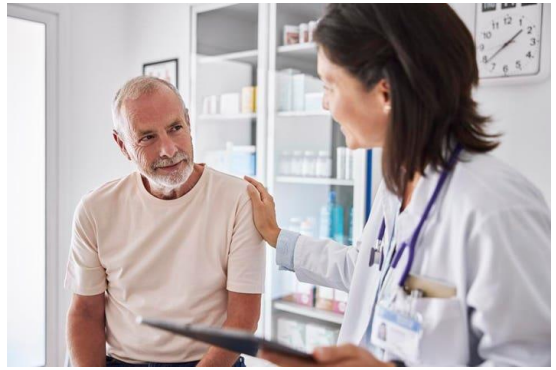
Which Specilties Have the Greatest Burnout Rates?



Medscape Physician Burnout & Depression Report 2024

How Does Your Depression Affect Your Patient Relationship?

I easily get exasperated with patients	44%
I am less careful with patient notes (eg, history, filling out the EHR)	28%
I express frustration in front of patients	14%
I make uncharacteristic errors	14%
My interactions with patients are unaffected	38%



Medscape Physician Burnout & Depression Report 2024

Engaging clinicians in your value-based care journey: challenges and opportunities

- Insufficient support and distrust by management
- Factors affecting physicians' engagement in VBHC
- Workforce shortage
- Burnout
- **Role in Value-based Procurement**

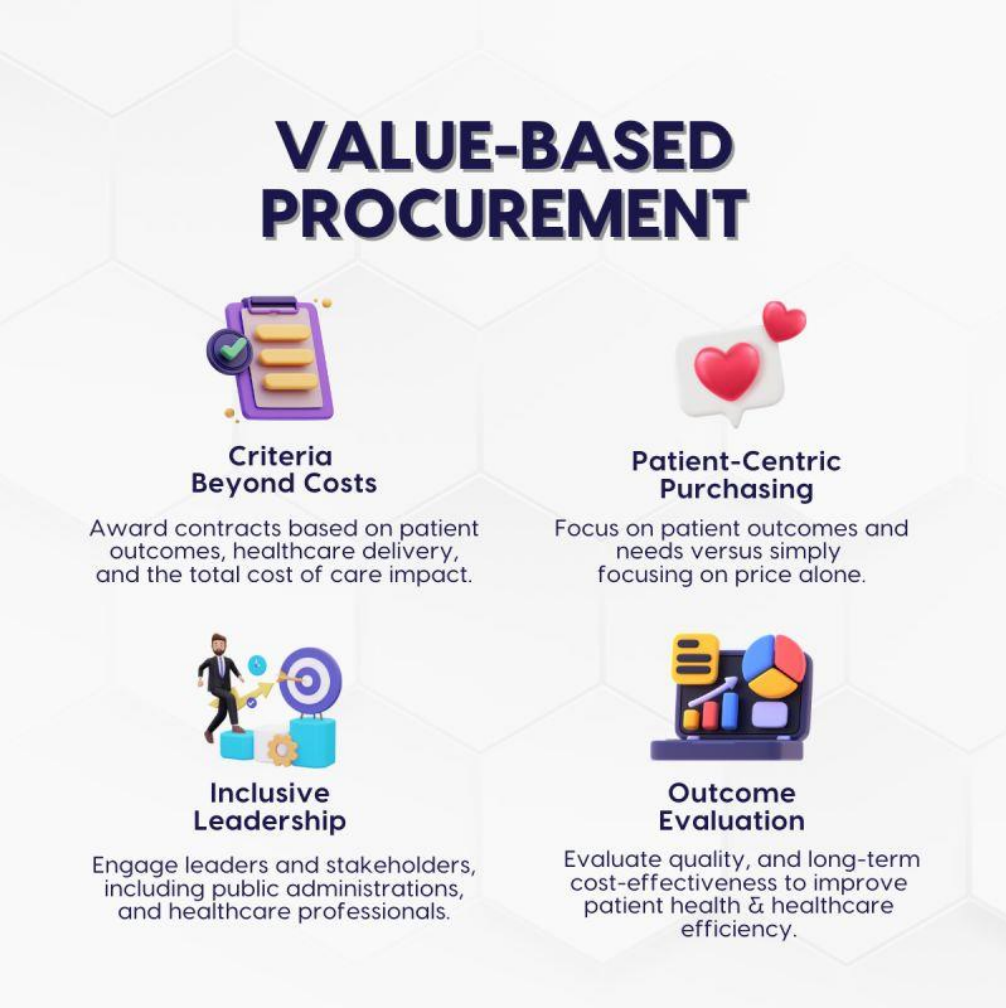
Value-based Procurement

Gara Tradizionale: ragionare secondo un'ottica di risparmio in base ai volumi d'acquisto

VB Procurement: consente di introdurre contratti con pagamento alla generazione di un risparmio e un miglioramento misurabile per il sistema

Rapporto OASI 2023 Cergas Bocconi
1° European Conference on VB Procurement

VB Procurement in Italia: Small Wins



ESTAR Toscana: gara guanti e stent carotidei

CONSIP per le valvole cardiache impiantabili per via transcatetere,

Intercent-ER in Emilia Romagna per l'ossigenoterapia domiciliare

ARIA S.p.A. Lombardia per l'acquisto di lenti intraoculari monofocali per l'intervento di cataratta.

Value Based un approccio consolidato per l'acquisto dei dispositivi medici in Toscana (?)

REGIONE TOSCANA
UFFICI REGIONALI GIUNTA REGIONALE

ESTRATTO DEL VERBALE DELLA SEDUTA DEL 11/10/2021 *(punto N 17)*

Delibera *N 1038* *del 11/10/2021*

Proponente

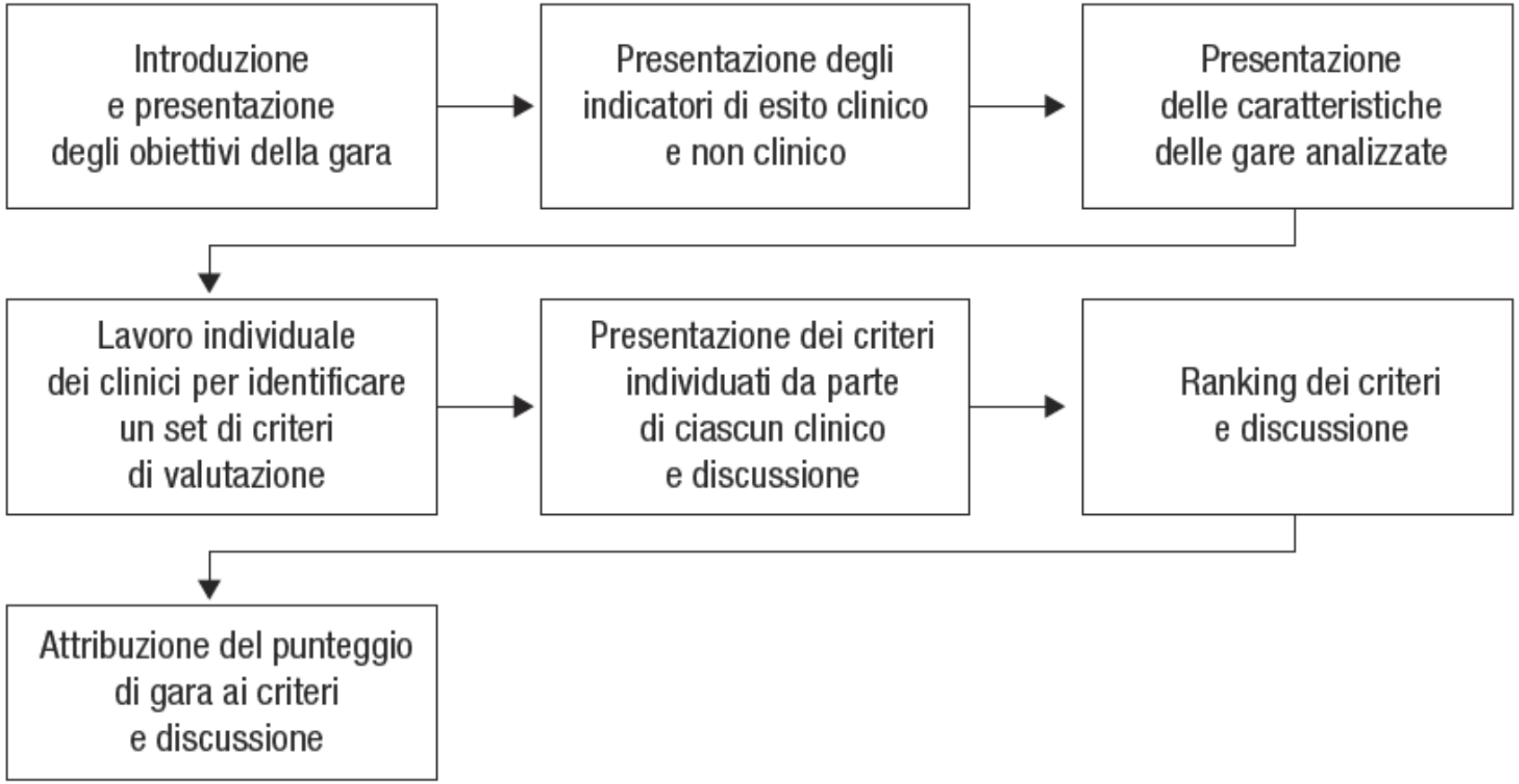
SIMONE BEZZINI
DIREZIONE SANITA', WELFARE E COESIONE SOCIALE

Pubblicità / Pubblicazione *Atto pubblicato su Banca Dati (PBD)*
Dirigente Responsabile *Claudio MARINAI*
Direttore *Carlo Rinaldo TOMASSINI*
Oggetto:

Linee di indirizzo regionali su Procurement Value-Based di dispositivi medici di uso consolidato

Coinvolgimento dei clinici nel VB Procurement: Metodologia Operativa

Discrezionalità di valutazione dei medici in favore di parametri oggettivi



Engaging physicians in your value-based care journey

10 Top Ways to Keep Physicians Happy

- **Address Physician Burnout**
- **Induce transformation that optimize the physician's role**
- **Optimize physicians' time**
- **Develop a Formal Physician Retention Program**
- **Empower physician decision-making and leadership**
- **Facilitate Physician Feedback and Boost Communication**
- **Recognize the Importance of Recruitment**
- **Offer Flexible Scheduling and work–life balance**
- **Create a Sense of Belonging**
- **Develop a Positive, Well-Functioning Workplace**

Reassessing Quality Assessment — The Flawed System for Fixing a Flawed System

A Historical Tale on the Waiting Lists

A metà degli anni '80, Donald Berwick, che sarebbe presto diventato un leader del movimento per la qualità dell'assistenza sanitaria negli USA, supervisionava gli sforzi per il miglioramento della qualità presso un grande ospedale.
Uno dei suoi obiettivi era ridurre i tempi di attesa in radiologia, ormai insostenibili

Un mese, i dati mostrarono che il reparto di radiologia aveva sensibilmente ridotto i tempi di attesa. Quando la riduzione persistette anche nel mese successivo, Berwick chiese al Direttore della Radiologia il segreto del suo successo.

"È stato facile, Don", rispose. "Ho alterato le agende". Seguendo un impulso comune tra le persone che si trovano ad affrontare obiettivi di performance al di fuori del loro controllo il Direttore aveva escogitato una soluzione alternativa di sopravvivenza.

Rosembaum L N Engl J Med 2022 Apr 28;386(17):1663-1667

Reassessing Quality Assessment — The Flawed System for Fixing a Flawed System

A Historical Tale on the Waiting Lists

L'interazione trasformò la visione di Berwick. Si rese conto che l'attenzione ai tempi di attesa ignorava problemi sistemici, come l'incongruenza tra domanda e offerta, disponibilità di personale, appropriatezza delle richieste o l'eccessiva dipendenza dalle metodiche radiologiche. Berwick riconobbe che incolpare gli operatori per fattori al di fuori del loro controllo riduce la motivazione e incoraggia gli imbrogli. Questa intuizione è in linea con un principio fondamentale del movimento QI:

La maggior parte delle carenze nella qualità riflette un sistema difettoso piuttosto che persone difettose. Per migliorare la qualità, dobbiamo riparare il sistema!

Rosembaum L N Engl J Med 2022 Apr 28;386(17):1663-1667