

# Value Based Health Care

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CERN

**HÔPITAL  
DE LA TOUR**

GENÈVE AÉROPORT / 3.5KM

OMS

ONU

CORNAVIN / 8KM

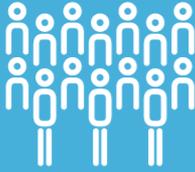
CLINIQUE DES GRANGETTES

HUG

CLINIQUE LA COLLINE

CLINIQUE GÉNÉRALE BEAULIEU

GENEVA



1 060

employees



6 926

inpatient admissions



60

medical specialties



190

beds



501

independent physicians



344 014

outpatient visits



6 267

surgeries



44 634

emergency visits



525

deliveries



37 490

inpatient days

# Why is Value Based Health Care important for a hospital ?

## Usual Key Success Factors of competitiveness

Most industries	Healthcare delivery
Define objectives based on customer expectations	Accept failure as normal risk, make patient aware
Measure performance and quality vs. objectives	Only basic measures as infection or mortality rates, easiest to measure but irrelevant in high standard care
Identify opportunities for improvement, learn from errors and avoid repeating them	Difficult to do without measures. Syndrome of “I am already the best”
Build efficient, less costly processes which contribute to better quality	Push-back on the idea of efficiency Counter-incentives to reduce volume of care

# Value Based Health Care aligns interests of all stakeholders

**Value Based Health Care** brings to healthcare the **principles which define success** in most industries.

The principles are easy to understand, the **willingness to change** is most difficult.

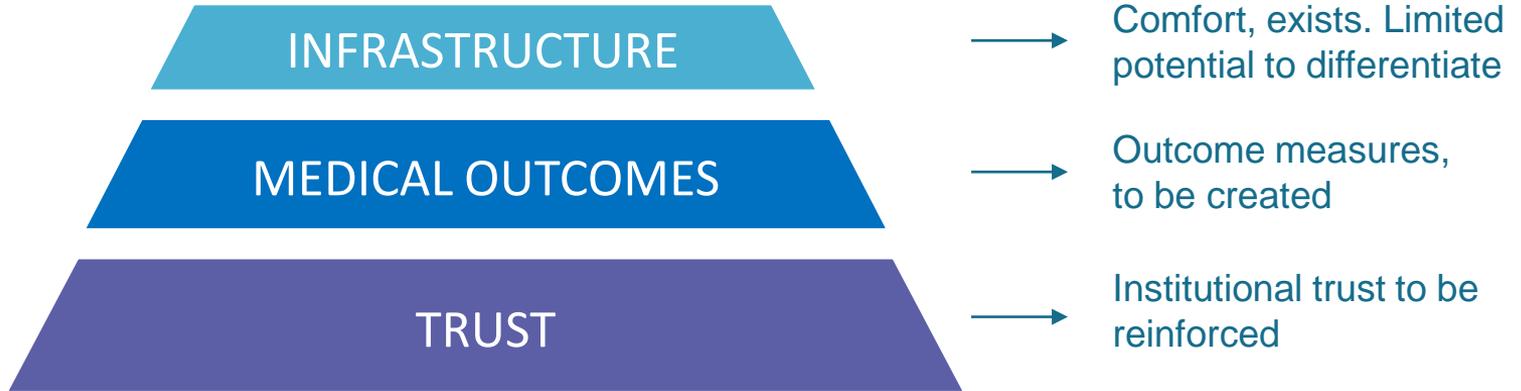
→ Need to develop **LEADERSHIP** in healthcare.

Value Based Health Care supports both objectives of

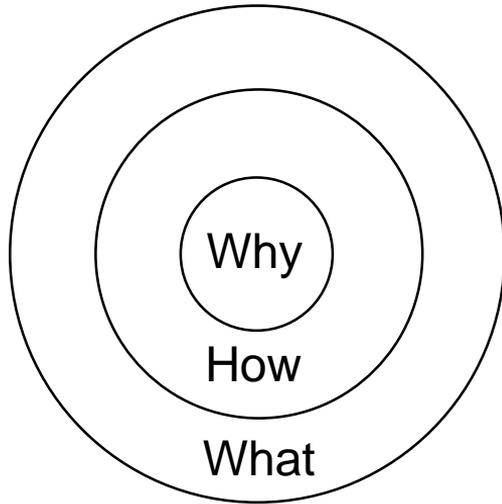
- Doing good for patients
- Doing good for the system

>> gain share; repeat;

# Pyramid of patient needs in the choice of a hospital



# Our mission for success...



Why

Developing a culture where every single person in the organization aspires to restore patients' quality of life in the best possible way.

As an organization, aspiring to deliver a better care tomorrow than today through continuous improvement.

How

Measuring medical performance, and taking action on results to continuously improve

What

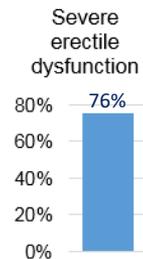
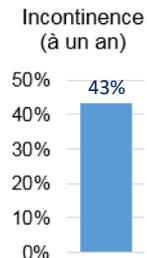
Competence, technology and infrastructure

# Which hospital to choose ?

## Hospital 1



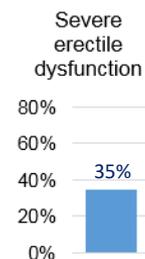
 **21 min**  
15,9 km



## Hospital 2



 **5 h 29 min**  
509 km



# Actions in La Tour to drive a Value Based Health Care strategy

- Positioning Quality as a strategic priority and systematically addressing outcomes with doctors
- Working on care pathway optimization and outcome measures, creation of a research department
- Outcome-based agreements with medical device suppliers and insurance companies (first in Switzerland)
- Reinforcing Smarter Medicine / Choosing wisely: actively reducing inappropriate medical acts
- Strengthen effort on infection rates and readmissions
- Tracking a metric of distance traveled by patients to La Tour
- Reinforce trust with insurance companies through better transparency and cooperation

# Challenges in implementing a Value Based Health Care strategy

- Lack of leadership – misalignment of drivers defining success in medicine:
  -  individualism, referral networks, power to generate personal trust with patients, rather than
  -  team work to stimulate efficient care pathways, and culture of continuous improvement based on analyzing errors
- Hospital management focused on administration, infrastructure, health politics, reimbursement, HR issues, doctors recruitment
  - ➔ Missing focus on therapy-specific strategy and discussion
- Efficiency of political actions (capping volume, pressuring tariffs) has low impact

# What we need to accelerate change

- Inspiration for doctors: best practices, convincing speakers, success examples  
... brought to the hospital !
- Better guidance on how to implement measurement parameters and drive the right IT choices
- Guidance on how to communicate “smartly” around outcomes and efforts to improve
- Leadership training for doctors and staff
- Therapy specific support with pharma and medtech suppliers

# Main medical specialties in La Tour

Sports medicine and orthopedics with 12 surgeons specialized by joint

Emergency service 24/7, ICU, Internal medicine and pneumology

Cardiology and cardiovascular surgery

Cancer center with nuclear medicine and radiotherapy

Maternity ward with integrated neonatology, reference center for pregnancies at risk

Center for diabetes, obesity and endocrinology with bariatric surgery

Cervico-facial surgery

Preventive medicine and check-ups



 **swiss** olympic

**MEDICAL  
CENTER**



# Caring for you like ourselves