

# **A Compass for Collaboration:** Navigating Stakeholders' Roles in Transitioning To Value-Based Healthcare

**Feedback from the healthcare community**



**January 2025**

**European  
Alliance for  
Value in Health**

## About this report

This report is an addendum to “[A Compass for Collaboration](#)”, published in March 2024 (hereafter the “original report”), which aimed to clarify the roles and contributions that different stakeholders can take to acceleration the journey towards developing value-based health systems. The original report defined the stakeholders in the healthcare ecosystem into 8 categories, and listed different actions that each of these groups could take.

To build on the original report, the European Alliance for Value in Health (the “Alliance”) sought to gain input and feedback from members of the healthcare community, by presenting the findings at conferences. The Alliance hosted sessions at two conferences: firstly, a presentation and panel discussion at The MedTech Forum 2024<sup>1</sup>, followed by an interactive workshop at the European Health Management Association (EHMA) Conference 2024<sup>2</sup>. Further details can be found in the Methods section of this report.

At both conference sessions, participants were asked to identify the most important actions for each stakeholder category to conduct. Although there are limitations to this approach, including the lack of equal representation across the 8 stakeholder categories, there was valuable input. By prioritising the list of actions, this report hopefully offers focus in navigating the complexity of current health systems and challenges in implementing value-based healthcare (VBHC).

Ultimately, the hope is that this will expedite our Vision of value-based, sustainable and people-centred health systems. We believe that the implementation of a value-based approach at all levels of health systems is crucial to ensure sustainable improvement of patient and population health for the future.

## Acknowledgements

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<sup>1</sup> MedTech Forum 2024: <https://www.medtecheurope.org/news-and-events/event/the-medtech-forum-2024>

<sup>2</sup> EHMA Conference 2024: <https://2024.ehmaconference.org>






# Methods & Limitations

The Alliance hosted sessions at The MedTech Forum 2024 and EHMA Conference 2024. At the former, the results for the “Industry” stakeholder category were presented, followed by a panel discussion. Participants were asked to vote electronically for the 3 most important action from the overall list for this stakeholder category, and N=69 attendees responded.






At the EHMA Conference, a workshop was held titled “Ensuring healthcare system sustainability: What are our roles and responsibilities for transitioning to value-based healthcare?”. After a brief presentation, participants were randomly split into 4 groups (each covering 2 of the 8 overall stakeholder categories). Moderators supported the groups in discussing through and prioritising actions. Within each group, consensus was reached on the 2-3 main actions per stakeholder category.

There were limitations to this approach. The responses may be skewed by the audience at each event: which consisted of predominately members for the life sciences industry at The MedTech Forum, and a mixture of patient advocacy groups (PAGs), healthcare managers and procurers, healthcare professionals (HCPs), industry and enablers of VBHC (academia) at the EHMA Conference. Moreover, there was not equal representation across stakeholder categories, or equal representation geographically, of the many different health systems across Europe. In particular, there was limited input from members of government agencies, HTA bodies, payers and insurers.

# Results

Stakeholder category	Prioritised list of actions to support the transition to VBHC
<p><b>Patients and PAGs</b></p> 	<p><b>Patient Advocacy Groups (PAGs):</b></p> <ul style="list-style-type: none"> <li>• Co-create the definition of and advocate for the use of <b>patient-relevant outcome measures</b> (which includes both clinical and patient-reported outcomes), through engagement with patients, and shared decision-making</li> <li>• Assess patients’ holistic needs and map services received by patients, to identify gaps. Canvas patients to identify service improvements where needed</li> <li>• Support <b>training and education</b> in the patient community (on how to navigate the health system and services, and towards greater health literacy and digital/data literacy)</li> </ul> <p><b>Patients:</b></p> <ul style="list-style-type: none"> <li>• Be actively involved and informed shared-decision makers in the <b>disease management and treatment process</b>; communicate with HCPs on outcomes (PROMs and PREMs)</li> </ul>
<p><b>Government Agencies and Regulators</b></p> 	<ul style="list-style-type: none"> <li>• Define policies and models to promote patient-centred and <b>integrated care delivery</b> (including reducing any regulatory obstacles). Create incentive models for HCPs to adopt an integrated approach with coordinated groups of care</li> <li>• Incentivise efficiency by breaking down budget silos or taking cross-silo perspectives spanning the entire health system, and supporting <b>transparency on the decision-making for resource allocation</b>. Encourage payers and procurers to <b>allocate resources towards high value care and prevention</b></li> <li>• Define policies that drive value- and <b>outcomes-based payment models</b> (e.g., the use of financial incentives), and ensure laws/regulations allow for new types of pricing and payment models. Be a conscious and active driver towards these models</li> </ul>
<p><b>Healthcare Managers and Procurers</b></p> 	<ul style="list-style-type: none"> <li>• <b>Engage with patients</b> to understand what value means to them, and promote an environment of continuous feedback from patients</li> <li>• Collaborate with HCPs to <b>re-design pathways of care</b>, to create higher value and reduce unwarranted variation. Track progress on the coordination of care             <ul style="list-style-type: none"> <li>◦ Ensure resources are allocated towards <b>high value care and prevention</b> within the health practice</li> </ul> </li> <li>• Ensure <b>integration across services and across the full cycle of care</b>. Maximise patient value by creating expert teams in integrated practice units</li> </ul>
<p><b>Healthcare Professionals</b></p>	<ul style="list-style-type: none"> <li>• <b>Collaborate with and empower patients</b>, through:             <ul style="list-style-type: none"> <li>◦ Identifying which outcomes matter most to patients, and focusing on delivering the best patient-relevant outcomes</li> </ul> </li> </ul>



<p><b>Healthcare Professionals (Cont.)</b></p> 	<ul style="list-style-type: none"> <li>Empowering patients through <b>joint decision-making</b> in the disease management and the treatment process, and shared accountability</li> <li><b>Educating patients</b> on treatment options and how they benefit</li> <li>Encouraging patients to <b>share their outcomes data</b> (through a trusted route)</li> <li><b>Drive continuous improvement by comparing outcomes</b> and analysing variation. Identify and highlight areas where care could be improved</li> <li>Advocate for, seek out and engage in education opportunities on VBHC. Commit to digital upskilling, including the use of eHealth tools</li> </ul>
<p><b>Payers and Insurers</b></p> 	<ul style="list-style-type: none"> <li>Promote and implement the use of value-based models including <b>outcomes-based agreements</b> and outcomes-based reimbursement. Prioritise healthcare investment based on <b>value delivery</b> (rather than volume), taking a holistic view of outcomes and costs. Develop incentives for preventative care (primary, secondary and tertiary). Be open to <b>risk sharing</b></li> <li>Create incentives (and metrics for measurement) to encourage providers to adopt systems that foster <b>coordinated and efficient care</b>. Define payment models for <b>integrated care delivery</b>, across silos <ul style="list-style-type: none"> <li>Reward healthcare providers for proven outcome improvements</li> <li>In collaboration with government agencies, assess local systems to understand what is needed and allocate resources towards coordination and integration</li> </ul> </li> <li>Implement <b>data sharing</b> to guide better healthcare practices <ul style="list-style-type: none"> <li>Insurers: monitor claims statistics and identify areas for potential improvements in safety protocols, training and/or error reporting systems</li> </ul> </li> </ul>
<p><b>HTA Bodies</b></p> 	<ul style="list-style-type: none"> <li>Include <b>patient-relevant outcomes</b> (beyond only clinical outcomes) and patient preferences in value assessment frameworks (having a societal perspective). Embrace the use of real-world evidence (RWE) to complement evidence from clinical trials</li> <li>Embrace and drive <b>outcomes-based agreements</b> and risk sharing. Use HTA to identify high/low value interventions, to understand and <b>minimise inefficiency</b></li> <li>Collaborate with patient experts during HTA and healthcare decision-making</li> </ul>
<p><b>Industry</b></p> 	<p><b>Priority actions chosen at both conferences:</b></p> <ul style="list-style-type: none"> <li>Develop payment and reimbursement models based on the value that a medical technology delivers to patients and society, in collaboration with payers and providers</li> </ul> <p><b>Priority actions chosen from the EHMA Conference only:</b></p> <ul style="list-style-type: none"> <li>Collaborate with private and public stakeholders to understand the unmet needs of patients, healthcare professionals and societies</li> </ul> <p><b>Priority actions chosen from the MedTech Europe Forum only:</b></p> <ul style="list-style-type: none"> <li>Develop interventions that significantly improve <b>patient-relevant outcomes</b> and/or reduce costs of care across the full care pathway, including innovation in treatment and <b>prevention, early detection and intervention, and remote patient care</b> (minimise unnecessary and ineffective treatments)</li> <li><b>Generate evidence</b> on the health economic impact of medical technologies and the <b>impact on patient outcomes</b> (include patient-relevant outcomes in trials and agreements). Engage in transparent reporting.</li> </ul>
<p><b>Enablers of VBHC</b></p> 	<ul style="list-style-type: none"> <li><b>Develop research programs</b> to further support the evolution, implementation and evaluation of VBHC, and raise awareness and education on VBHC (e.g., at universities). Support research into innovative care pathways, for treatment and prevention</li> <li><b>Deliver educational programs</b> for all stakeholders on VBHC, including expertise on best practices and learnings, to ensure continuous improvement</li> </ul>

## About the European Alliance for Value in Health

The European Alliance for Value in Health is a group of associations representing stakeholders active in the broader European health systems. The Alliance aims to accelerate the transformation towards value-based, sustainable and people-centred health systems in Europe.

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