

# Value-Based Health Care Delivery: Faculty Information Session

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Vanderbilt University Curriculum Information Session  
*August 30, 2012*

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This presentation draws on Redefining Health Care: Creating Value-Based Competition on Results (with Elizabeth O. Teisberg), Harvard Business School Press, May 2006; "A Strategy for Health Care Reform—Toward a Value-Based System," *New England Journal of Medicine*, June 3, 2009; "Value-Based Health Care Delivery," *Annals of Surgery* 248: 4, October 2008; "Defining and Introducing Value in Healthcare," *Institute of Medicine Annual Meeting*, 2007. Additional information about these ideas, as well as case studies, can be found the Institute for Strategy & Competitiveness Redefining Health Care website at <http://www.hbs.edu/rhc/index.html>. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means — electronic, mechanical, photocopying, recording, or otherwise — without the permission of Michael E. Porter and Elizabeth O. Teisberg.

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# Value-Based Health Care Delivery Curriculum

- Distinctive curriculum developed at Harvard
- Based on VBHC delivery framework introduced in *Redefining Health Care*
- Case method teaching

# Curriculum Goals

- Establish **faculty** as teachers and researchers in VBHCD concepts
- Introduce VBHCD material into the **core curriculum** of physicians in training
  - Fourth year medical students
  - Residents and fellows
- Create course offerings for **clinical leaders** and **senior health care executives**
- Extend VBHCD curriculum through **local case development**



- Engage universities and providers as **leading forces** in driving the value agenda in their regions and nations

# Value-Based Health Care Courses

- ***Strategy for Health Care Delivery (January 6-8, 2014)***
  - HCS is targeted at the senior leadership (CEOs, COOs, and CMOs) of providers, payors, and government, and focuses on new strategies, organizational models, and measurement approaches to drive value improvement in health care delivery.
  - 2009-2013 - Total of **326** participants
- ***Value Measurement for Health Care Delivery (December 16-18, 2013)***
  - VMHC is targeted at senior leadership of clinical service lines, and quality and financial departments. Leadership from payors and government organizations with roles focused on quality and cost measurement are also invited. This workshop focuses in-depth on new approaches to outcome and cost measurement and their role in enabling bundled reimbursement.
  - 2012-2013 - Total of **249** participants
- ***Value Based Health Care Delivery Intensive Seminar (January 6-10, 2014)***
  - Intensive Seminar is a week-long course that covers strategy, measurement, and organizational models more in-depth, which is targeted to junior clinicians and clinicians-in-training.
  - 2008-2013 - Total of **508** participants
- ***Partners Healthcare Course (January 15-17, 2014 – Tentative)***
  - VBHC curriculum taught to mainly residents, clinicians, and fellows in the Partners Healthcare network.
  - 2011-2013 - Total of **247** participants
- ***HBR One Day Faculty Course (January 14, 2014 – Tentative)***
  - One day “training the trainers” type of workshop to be offered for those interested in teaching the VBHC agenda at their respective institutions.
- ***VBHC Course at Texas Medical Center (Spring 2014 – Tentative)***
  - VBHC curriculum taught to affiliates of Texas Medical Center, MD Anderson, and other organizations.

# Courses with Other Organizations and Constituencies

- 2008-2013 – Harvard School of Public Health Global Health Delivery (**80** participants)
- 2011, 2013 – Dartmouth Masters in Health Care Delivery Science (**100** participants)
- May 2013 – AAOS Shifting from Volume to Value: Preparing your Practice for Health Reform (**50** participants)
- 2010, 2012 – UCLA Workshop on Value-Based Health Care Delivery (**80** participants)
- 2010, 2012 – Medicaid Leadership Institute (**80** participants)
- June 2011 – Strategy for Health Care Delivery: United Kingdom (**80** participants)

# Curriculum Materials

## Teaching Materials:

### Classroom use:

- Case studies
- Videos of guest protagonists
- Videos of topic lectures
- Video footage of profiled organizations

### Faculty Use:

- Teaching notes
- Videos of class discussions

## Articles and Books:

- *Redefining Health Care*
- Articles on specific aspects of value-based health care delivery
- Books evaluating national health care systems:
  - Germany
  - Finland

# Selected Case Studies: Advanced Economies

## Acute

- Ledina Lushko: Navigating Health Care Delivery
- The Cleveland Clinic: Growth Strategy 2011
- ThedaCare: System Strategy
- The University of Texas MD Anderson Cancer Center: Interdisciplinary Cancer Care
- The UCLA Health System: Kidney Transplantation

## Chronic

- The Dartmouth-Hitchcock Medical Center: Spine Care
- The Joslin Diabetes Center
- The West German Headache Center: Integrated Migraine Care

## Primary Care

- Commonwealth Care Alliance: Elderly and Disabled Care

## Health Plan/Employer

- Pitney Bowes: Employer Health Strategy

## International

- Highland District County Hospital: Gastroenterology Care in Sweden
- Koo Foundation Sun-Yat Sen Cancer Center: Breast Cancer Care in Taiwan
- Reconfiguring Stroke Care in North Central London
- Great Western Hospital: High Risk Pregnancy Care
- Schön Klinik: Eating Disorders Care
- Global Health Partner: Obesity Care

# Cases Information and Topic Areas

Case Study	Videos		Teaching Note	Medical Condition/ Treatment	Location	Topic Area															
	Case Discussion	Protagonist				Cancer Care	Chronic Conditions	Coordinating Primary/ Acute	Cost Measurement	Defining Cycles of Care	Employers	Health Plans	Integrated Practice Units	International Health Care Systems	National Health Policy	Provider System Integration	Reimbursement Models	Resource-Poor Settings	Results Measurement	Service Expansion/ Growth	
<b>Completed Case Studies</b>																					
<b>Patient Experience</b>																					
1	Ledina Lushko: Navigating Health Care Delivery	x	x		Adrenal Cortical Carcinoma	Chicago, IL	x		x		x		x				x	x		x	
<b>Integrated Care</b>																					
2	The University of Texas MD Anderson Cancer Center: Interdisciplinary Cancer Care	x	x	x	Head and Neck, Endocrine Cancer	Houston, TX	x				x		x							x	
3	The West German Headache Center: Integrated Migraine Care	x	x	x	Migraine	Germany		x	x			x	x	x							
4	Dartmouth-Hitchcock Medical Center: Spine Care	x	x	x	Spine Care	Lebanon, NH		x					x							x	
5	Sun Yat-Sen Cancer Center: Breast Cancer Care in Taiwan	x	x	x	Breast Cancer	Taiwan	x						x	x			x			x	
6	Global Health Partner: Obesity Care		x	x	Obesity/ Bariatric Surgery	Sweden		x					x	x			x			x	x
7	Gastroenterology Care at Sweden's Highland Hospital				Inflammatory Bowel Disease	Sweden		x					x	x						x	
8	The Joslin Diabetes Center	x	x	x	Diabetes	Boston, MA		x	x		x		x								
9	In-Vitro Fertilization: Outcomes Measurement				Infertility/IVF						x									x	
10	Partners In Health: HIV Care in Rwanda				HIV/AIDS	Rwanda												x			
11	Brigham and Women's Hospital Shapiro Cardiovascular Center			x	Cardiovascular Care	Boston, MA							x								
12	The UCLA Health System Kidney Transplantation	x	x	x	ESRD, Kidney Transplantation	Los Angeles, CA					x		x				x			x	
13	Great Western Hospital: High-Risk Pregnancy Care	x	x	x	High-Risk Pregnancy	UK				x			x	x			x				
<b>Provider Systems</b>																					
14	The Cleveland Clinic: Growth Strategy 202	x	x	x	Various	Ohio, FL, International						x		x			x			x	x
15	Children's Hospital of Philadelphia: Network Strategy	x	x	x	Various	PA			x								x				x
16	ThedaCare: System Strategy	x	x	x	Various	WI							x				x				
17	Schon Klinik Eating Disorder Care	x	x	x	Eating Disorders	Germany		x	x		x		x	x			x			x	
18	Reconfiguring Stroke Care in North	x	x	x	Stroke	UK			x		x		x	x			x				
19	Boston Children's Hospital TDABC	x	x		Various	Boston, MA				x	x						x			x	
20	Schon Klinik: Measuring Cost and Value	x	x		Total Knee Replacement	Germany				x	x			x			x			x	
<b>Health Plan / Employer</b>																					
21	Commonwealth Care Alliance: Elderly and Disabled Care	x	x	x	Various	Boston, MA		x	x				x				x	x			
22	Pitney Bowes: Employer Health Strategy	x	x	x	Various	USA		x					x								
<b>In Process</b>																					
<b>Integrated Care</b>																					
23	Martini Klinik: Prostate Cancer Care				Prostate Cancer	Hamburg, Germany		x			x		x	x	x				x	x	
24	OrthoChoice: Bundled Payments in the County of Stockholm				Total Hip and Knee Replacement	Stockholm, Sweden		x			x			x					x	x	
25	Texas Children's Hospital: Congenital Heart Disease				Congenital Heart Disease	Houston, TX					x		x				x			x	x



# Advanced Economies Health Care Books and Articles

## Books:


- Porter, Michael E. and Clemens Guth. Redefining German Health Care. (2012)
- Porter, Michael E., Juha Teperi, Lauri Vuorenkoski and Jennifer F. Baron. The Finnish Health Care System: A Value-Based Perspective. (2009)
- Porter, Michael E. and Elizabeth Olmsted Teisberg. Redefining Health Care: Creating Value-Based Competition on Results. (2006)

## ARTICLES:

- Porter, Michael E. and Thomas H. Lee. "The Strategy that Will Fix Health Care," *Harvard Business Review*, Oct, 2013.
- Porter, Michael E. with Thomas H. Lee and Erika A. Pabo. "Redesigning Primary Care: A Strategic Vision to Improve Value by Organizing Around Patients' Needs," *Health Affairs*, Mar, 2013.
- Porter, Michael E. and Robert Kaplan. "How to Solve the Cost Crisis in Health Care," *Harvard Business Review*, Sep, 2011.
- Porter, Michael E. "What is Value in Health Care" and supplementary papers, *New England Journal of Medicine*, Dec, 2010.
- Teisberg, Elizabeth O. and Scott Wallace. "Creating a High-Value Delivery System for Health Care." *Semin Thorac Cardiovasc Surg*, Spring, 2009.
- Porter, Michael E. "A Strategy for Health Care Reform—Toward a Value-Based System," *New England Journal of Medicine*, Jun, 2009.
- Porter, Michael E. "Value-Based Health Care Delivery," *Annals of Surgery* 248, no. 4 (Oct, 2008): 503-509.
- Porter, Michael E and Elizabeth Olmsted Teisberg. "How Physicians Can Change the Future of Health Care," *JAMA*, Mar, 2007.
- Porter, Michael E. with Elizabeth O. Teisberg and Gregory B. Brown. "Making Competition in Health Care Work," *Harvard Business Review*, Jul-Aug, 1994.
- Porter, Michael E. and Elizabeth O. Teisberg, "Redefining Competition in Health Care," *Harvard Business Review*, Jun, 2004.

# Strategy for Health Care Delivery Leadership Workshop

## January 7-9, 2013

 <b>HARVARD   BUSINESS   SCHOOL</b>		Strategy for Health Care Delivery Leadership Workshop		Professor Michael E. Porter
Monday, January 7		Tuesday, January 8		Wednesday, January 9
8:30				
8:45				
9:00		<b>Session 2: (9:00AM - 10:30AM)</b>	<b>Session 5: (9:00AM-10:30AM)</b>	
9:15		Case: Commonwealth Care Alliance: Elderly and Disabled Care	Case: The Cleveland Clinic: Growth Strategy 2012	
9:30		<i>Elizabeth Teisberg</i>	<i>Michael Porter</i>	
9:45				
10:00				
10:15				
10:30		Break (10:30AM - 10:45AM)	Break (10:30AM - 10:45AM)	
10:45		<b>Case Protagonists (10:45AM - 11:30AM)</b>	<b>Case Protagonist (10:45AM-11:30AM)</b>	
11:00		<i>Bob Master, CEO and Lois Simon, COO</i>	<i>Toby Cosgrove, CEO</i>	
11:15				
11:30		<b>Topic Lecture: (11:30AM - 12:15PM)</b>	<b>Topic Lecture: (11:30AM - 12:00PM)</b>	
11:45		IPUs, Integrated Chronic Care, and Employer Roles	System Integration & Growth <i>Elizabeth Teisberg</i>	
12:00		<i>Elizabeth Teisberg</i>	Wrap Up (12:00 - 12:15PM)	
12:15		Group Photo (12:15-12:30PM)		
12:30		Lunch (12:30-1:30PM)		
12:45				
1:00				
1:15				
1:30		<b>Session 3: (1:30-2:45PM)</b>		
1:45		Case: Sch on Klinik: Measuring Cost and Value		
2:00		<i>Bob Kaplan</i>		
2:15				
2:30				
2:45		<b>Case Protagonist (2:45-3:30PM)</b>		
3:00		<i>Mani Raffi and Jens Deerberg</i>		
3:15				
3:30		Break (3:30PM-3:45PM)		
3:45		<b>Topic Lecture: Measuring and Paying for Value (3:45-5:15PM)</b>		
4:00		<i>Michael Porter (Outcomes) (35 min)</i>		
4:15		<i>Bob Kaplan (Cost and Reimbursement) (35 min)</i>		
4:30		Q&A (20 min)		
4:45				
5:00	<b>Welcome (5:00PM - 5:15PM)</b>			
5:15	<b>Session 1: (5:15PM - 6:30PM)</b>	<b>Session 4: (5:15PM - 6:45PM)</b>		
5:30	Case: The University of Texas MD Anderson Cancer Center: Interdisciplinary Cancer Care	<b>Alumni in Action</b>		
5:45	<i>Michael Porter</i>	<i>Larry Higgins, JP Warner, Kathy Carberry, Charles Fraser, Michael Sherman</i>		
6:00				
6:15				
6:30	<b>Case Protagonist (6:30PM - 7:15PM)</b>	Break (6:45PM-7:00PM)		
6:45	<i>Tom Burke, EVP, Physician in Chief;</i>			
7:00	<i>Tom Feeley, Head, Institute for Cancer Care Innovation</i>	<b>Reception and Dinner (7:00PM)</b>		
7:15	<b>Topic Lecture: (7:15PM - 8:00PM)</b>	McArthur Lounge and Kresge Hall South Terrace		
7:30	Introduction to Value-Based Health Care Delivery ( <i>Porter</i> )			
7:45	Introduction to TDABC in Health Care (Kaplan)			
8:00	<b>Buffet Dinner (8:15PM)</b>			
8:15	Kresge Hall, South Terrace			
8:30				
8:45				

# Value Measurement in Health Care Course

## May 6-8, 2013



HARVARD | BUSINESS | SCHOOL


Professor Michael E. Porter

Value Measurement for Health Care  
Leadership Workshop  
May 6-8, 2013

Time	Monday, May 6 Hawes 102	Tuesday, May 7 Hawes 102	Wednesday, May 8 Hawes 102
7:30 AM		<b>Small Group Discussion: (7:30am - 8:30am)</b>	<b>Small Group Discussion: (7:30am - 8:45am)</b>
7:45 AM		McArthur Living Groups	McArthur Living Groups
8:00 AM			
8:15 AM			
8:30 AM		<b>Break (8:30 - 9:00am)</b>	<b>Break (8:45 - 9:00am)</b>
8:45 AM			
9:00 AM		<b>Session 2: (9:00- 10:30am)</b>	<b>Session 4: (9:00am - 10:30am)</b>
9:15 AM		Case: Boston Children's Hospital	Case: The Schön Klinik: Measuring Cost and Value
9:30 AM		Bob Kaplan	Bob Kaplan
9:45 AM			
10:00 AM			
10:15 AM			
10:30 AM		<b>Break (10:30-10:45am)</b>	<b>Case Protagonist (10:30 - 11:00am)</b>
10:45 AM		<b>Case Protagonist (10:45am - 11:15am)</b>	Axel Fischer video
11:00 AM		John Meara and Peter Waters	<b>Break (11:00 - 11:15am)</b>
11:15 AM		<b>Topic Lecture (11:15am- 12:00)</b>	<b>Cost Session</b>
11:30 AM		TDABC	11:15-11:40 TDABC Implementation (Derek Haas)
11:45 AM		Bob Kaplan	11:40-12:05 Implementation (Tom Feeley , Heidi Albright)
12:00 PM		<b>Leading Change and Overcoming Organizational Resistance 12:00-12:30 (Bob Kaplan and Heidi Albright)</b>	12:05-12:30 Discussion
12:15 PM			
12:30 PM		<b>Lunch 12:30-1:30</b>	<b>"Stump the Professor" Q&amp;A (12:30-1:15 pm)</b>
12:45 PM			Michael Porter, Bob Kaplan
1:00 PM			
1:15 PM			<b>Take Aways and Wrap Up (1:15- 1:30pm)</b>
1:30 PM		Session 3: (1:30pm - 3:00pm)	
1:45 PM		Case: UCLA	
2:00 PM		Michael Porter	
2:15 PM			
2:30 PM			
2:45 PM			
3:00 PM		<b>Case Protagonist (3:00pm - 3:30pm)</b>	
3:15 PM		Tom Rosenthal video	
3:30 PM		<b>Topic Lecture: (3:30-4:45)</b>	
3:45 PM		Outcome Measurement	
4:00 PM		Michael Porter and Jens Deerberg	
4:15 PM			
4:30 PM	<b>Opening Reception (4:30 - 5:00pm)</b>		
4:45 PM		<b>Break (4:45-5:00)</b>	
5:00 PM	<b>Welcome (5:00 - 5:10pm)</b>	<b>Topic Lecture: (5:00- 6:30pm)</b>	
5:15 PM	<b>Session 1: (5:10pm - 6:30pm)</b>	Reimbursement	
5:30 PM	Case: Schön Klinik: Eating Disorders Care	Bob Kaplan	
5:45 PM	Michael Porter	Bundled Payments Panel: Michael Sherman, Larry Higgins, JP Wamer	
6:00 PM			
6:15 PM			
6:30 PM	<b>Case Protagonist (6:30 - 7:00pm)</b>	<b>Dinner 6:30PM</b>	
6:45 PM	Mani Rathi	Kresge Hall	
7:00 PM	<b>Topic Lecture: (7:00 - 8:00pm)</b>		
7:15 PM	Intro. to Value-Based Health Care Delivery		
7:30 PM	Michael Porter		
7:45 PM			
8:00 PM	<b>Group Photo (8:00 - 8:15pm)</b>		
8:15 PM	<b>Dinner (8:15pm)</b>		
8:30 PM	Kresge Hall, North terrace		

# Value-Based Health Care Delivery Intensive Seminar

## January 7-11, 2013

 <b>HARVARD   BUSINESS   SCHOOL</b>	Value-Based Health Care Delivery Intensive Seminar, January 7-11, 2013				Professor Michael E. Porter
	Monday, January 7	Tuesday, January 8	Wednesday, January 9	Thursday, January 10	Friday, January 11
8:00					
8:15					
8:30					
8:45					
9:00	<b>Welcome: (9:00-9:15)</b>	<b>Session 3: (9:00-10:30)</b>	<b>Session 5: (8:30-9:45)</b>	<b>Session 8: (9:00-10:30)</b>	<b>Session 10: (9:00-10:30)</b>
9:15	<b>Session 1: (9:15-10:45)</b>	Case: Schön Klinik: Eating Disorders Care	Case: Boston Children's Hospital	Case: Children's Hospital of Philadelphia	Case: Cleveland Clinic: Growth Strategy 2012
9:30	Case: MD Anderson Cancer Center	Caleb Stowell	Mary Witkowski	Jens Deerberg	Michael Porter
9:45	Michael Porter				
10:00			<b>Case Protagonist (9:45-10:15)</b>		
10:15			John Meara		
10:30			<b>Break (10:15-10:30)</b>		
10:45	<b>Break (10:45-11:00)</b>	<b>Break (10:30-10:45)</b>	<b>Session 6: (10:30-11:45)</b>	<b>Break (10:30-10:45)</b>	<b>Break (10:30-10:45)</b>
11:00	<b>Case Protagonist (11:00-11:45)</b>	<b>Case Protagonists (10:45- 11:30)</b>	Case: UCLA	<b>Protagonist: (10:45-11:30)</b>	<b>Protagonist Session (10:45- 11:30)</b>
11:15	Heidi Albright, Tom Feeley	Jens Deerberg, Mani Rafii	Kevin Bozic	Steve Altschuler	Martin Harris
11:30		<b>Topic Lecture: Outcomes Measurement in Practice (11:30-12:15)</b>		<b>Topic Lecture: System Integration and Growth (11:30- 12:00)</b>	<b>Discussion and Wrap up (11:30-12:30)</b>
11:45	<b>Topic Lecture: Intro. to Value-Based Health Care Delivery (11:45-12:30)</b>	Jens Deerberg	<b>Case Protagonist Video (11:45-12:15)</b>	Elizabeth Teisberg	
12:00	Michael Porter	Lunch and Discussion Groups (12:15-1:45)		<b>Group Photo (12:00-12:15)</b>	
12:15	Lunch and Preparation (12:30-1:15)		Lunch and Preparation (12:15- 1:00)	Lunch and Preparation (12:15-1:00)	
12:45					
1:00			<b>Topic Lecture: Reimbursement (1:00-1:30)</b>	<b>Session 9: (1:00-3:00)</b>	
1:15	<b>Session 2: (1:15-2:45)</b>		Michael Porter	Case: Michelin	
1:30	Case: CCA		<b>Topic Lecture: Bundled Payments in Practice (1:30-2:00)</b>	Elizabeth Teisberg	
1:45	Elizabeth Teisberg	<b>Session 4: (1:45- 2:45)</b>	Kevin Bozic		
2:00		Case: Reconfiguring Stroke Care in North Central London	<b>Break (2:00-2:15)</b>		
2:15		Tom Lee	<b>Session 7: (2:15-3:30)</b>		
2:30			Case: Schön Klinik: Measuring Cost and Value		
2:45	<b>Break (2:45-3:00)</b>	<b>Break (2:45-3:00)</b>	Bob Kaplan		
3:00	<b>Case Protagonists (3:00-3:45)</b>	<b>Protagonist Video (3:00- 3:30)</b>		<b>Break (3:00-3:15)</b>	
3:15	Bob Master, Lois Simon			<b>Topic Lecture: Employer/Payer Roles (3:15-4:00)</b>	
3:30		<b>Topic Lecture: Putting the Value Framework to Work (3:30- 4:15)</b>	<b>Case Protagonist Video (3:30-4:00)</b>	Elizabeth Teisberg	
3:45	<b>Topic Lecture: IPUs, Chronic care (3:45-4:30)</b>	Tom Lee			
4:00	Elizabeth Teisberg		<b>Break (4:00-4:15)</b>	<b>Faculty Session (optional) (4:15-5:00)</b>	
4:15			<b>Topic Lecture: Cost Measurement Systems (4:15-4:45)</b>	For participants interested in teaching our health care curriculum at their institutions	
4:30			Bob Kaplan		
4:45			<b>Cost Measurement in Practice (4:45-5:15)</b>		
5:00			Mary Witkowski		
5:15					

## Supplementary Information

Comprehensive information on teaching **Value-Based Health Care Delivery** can be found in the *Prospectus for Universities and Faculty*

For additional information please visit the following websites:

[www.isc.hbs.edu](http://www.isc.hbs.edu)

[www.hbs.edu/rhc/health\\_care\\_delivery\\_curriculum.html](http://www.hbs.edu/rhc/health_care_delivery_curriculum.html)