



Value in healthcare equals outcomes over cost

$$V = \frac{Q + S}{C}$$

(VALUE) = (QUALITY) + (SERVICE) / (COST)

Michael Porter created a value equation to help health care delivery systems providing the right care, versus simply more care.

Service was added to Porter's equation to give the patient an equal voice in determining value.

Why do doctors call what they do practice? provider skill as an individual topic

Although skill can be difficult to assess and hard to measure, it should be accounted for.

individual and team skill impact every element of the healthcare value equation and there are an increasing number of potential strategies for addressing these deficits.

Different levels of skill observed among doctors within the same specialty

"Journeymen" are competent but work within a narrower range of ability.

Consistency? On path to high performance? Does not necessarily meet requirement.

"Stars" consistently excel performing complex procedures with higher success rates and fewer complications.

This is what it means to fill the requirement as a high performer.

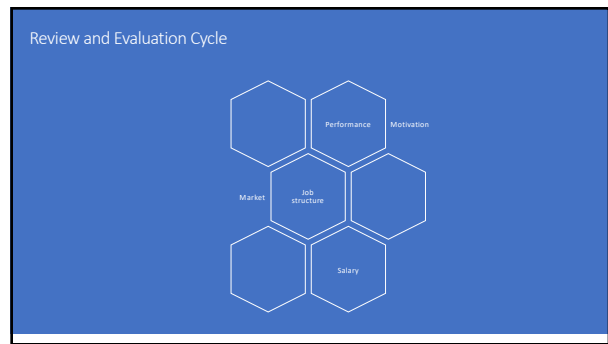
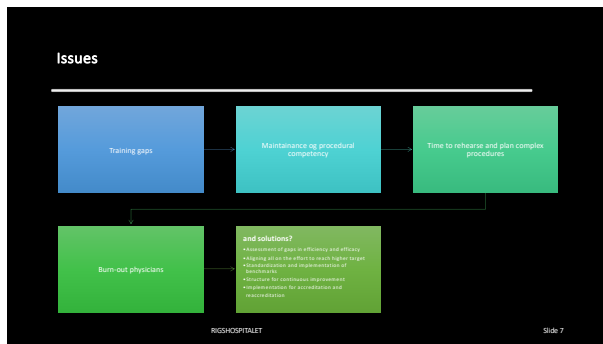
"Superstars" take it a step further: innovate, mentor others, push boundaries of what's possible.

Absolutely a high performer! However, not a requirement per se.

Criteria to objectively identify "star" and "superstar" physicians

Performance Employee contribution to company via skills/behaviors	Quality Measures mentorship contributions, engagement in ongoing education, and patient satisfaction	Annual review Meeting to plan, discuss and review annual employee development, goals, performance and career
Peer reviews and leadership in clinical innovation	Individual business goals Priority activities in role that link into company strategy	Evaluation patient outcomes, complication rates, procedural efficiency, and the complexity of cases handled

A challenge to develop fair, objective measures that accurately reflect skill without introducing biases



Improving Provider Skill

- A Positive Return on Investment
- It's essential that all team members feel valued, and that collaboration is prioritized over competition.

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Types of high performance

	Responsive to priorities	Clear sense of urgency. Always ready to put in extra effort when required.
	Apply insights and context	Able to effectively mentor peers thanks to experience or long tenure. Shares learnings.
	Deliver with excellence	Thorough, ensures timely high-quality work. Detail-oriented and inquisitive.
	Improve ways of working	Quick to identify process issues and patterns. Will create solutions and structure.
	Care for team spirit	Improves wellbeing. Communicates with authenticity and compassion. Deescalates drama.
	Lead, clarify and inspire	Clarifies, ensures direction, follows up. Demonstrates strategic thinking.