

Costs in Value-Based Health Care Dashboards: A Qualitative Study on Stakeholder Objectives and Requirements

Esmée van der Poort¹, Danny van der Helm²,
Aiko de Vries², Wilbert van den Hout¹,
Elske van den Akker-van Marle¹

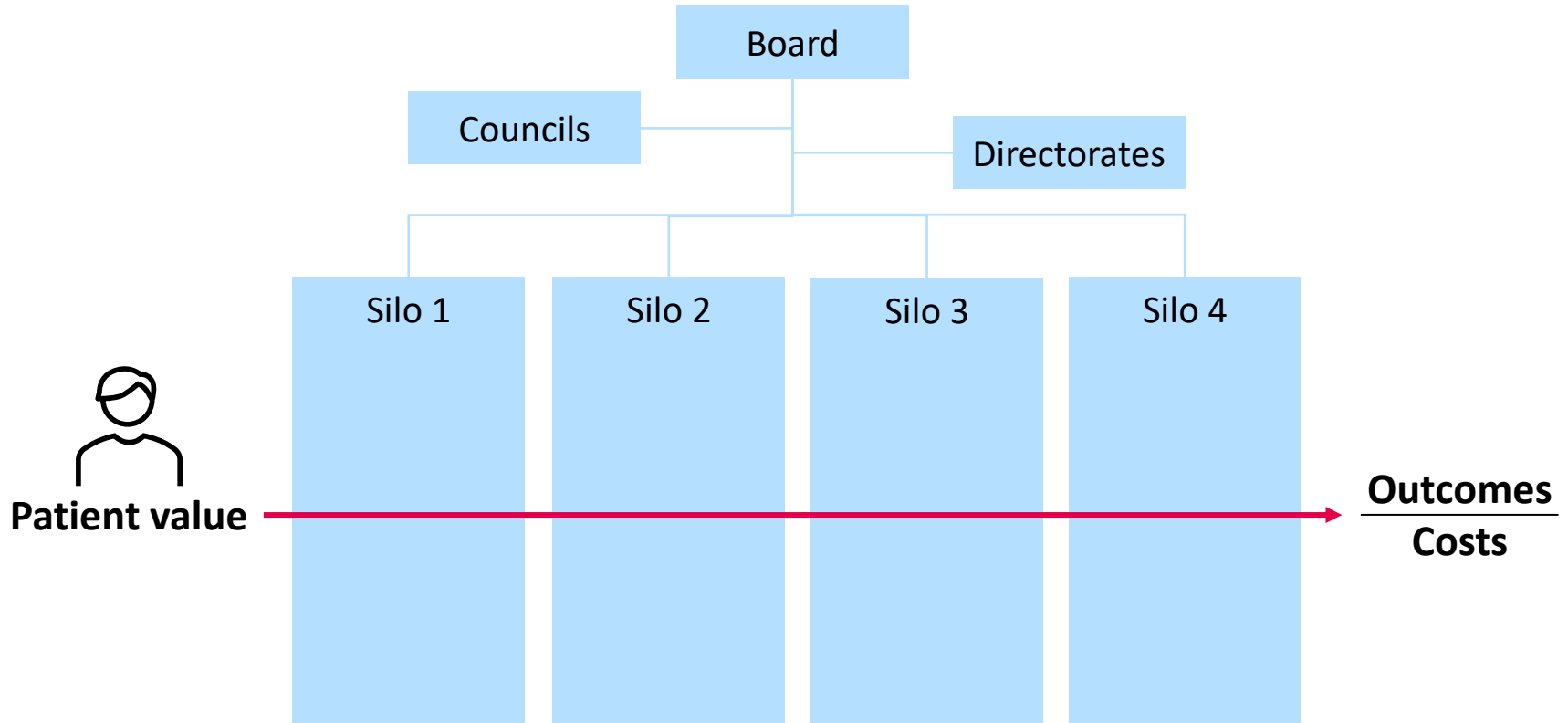


¹Department of Biomedical Data Sciences

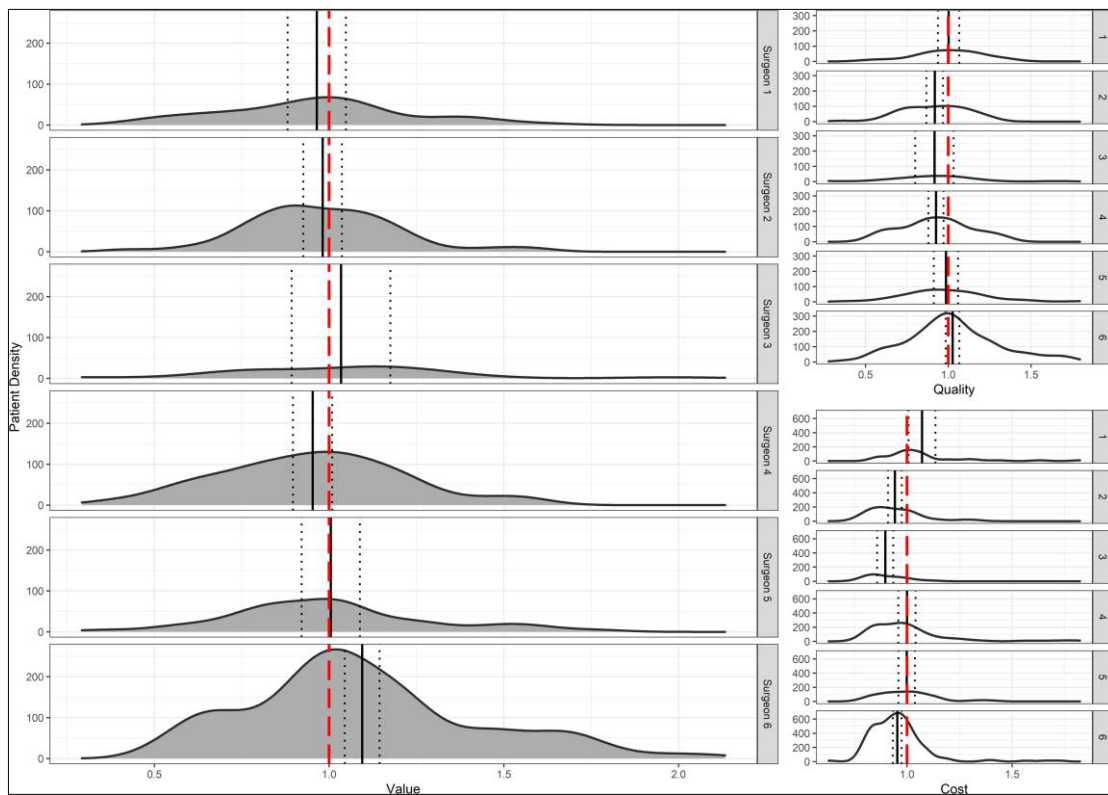
²Organ Transplant Center

Leiden University Medical Center, the Netherlands

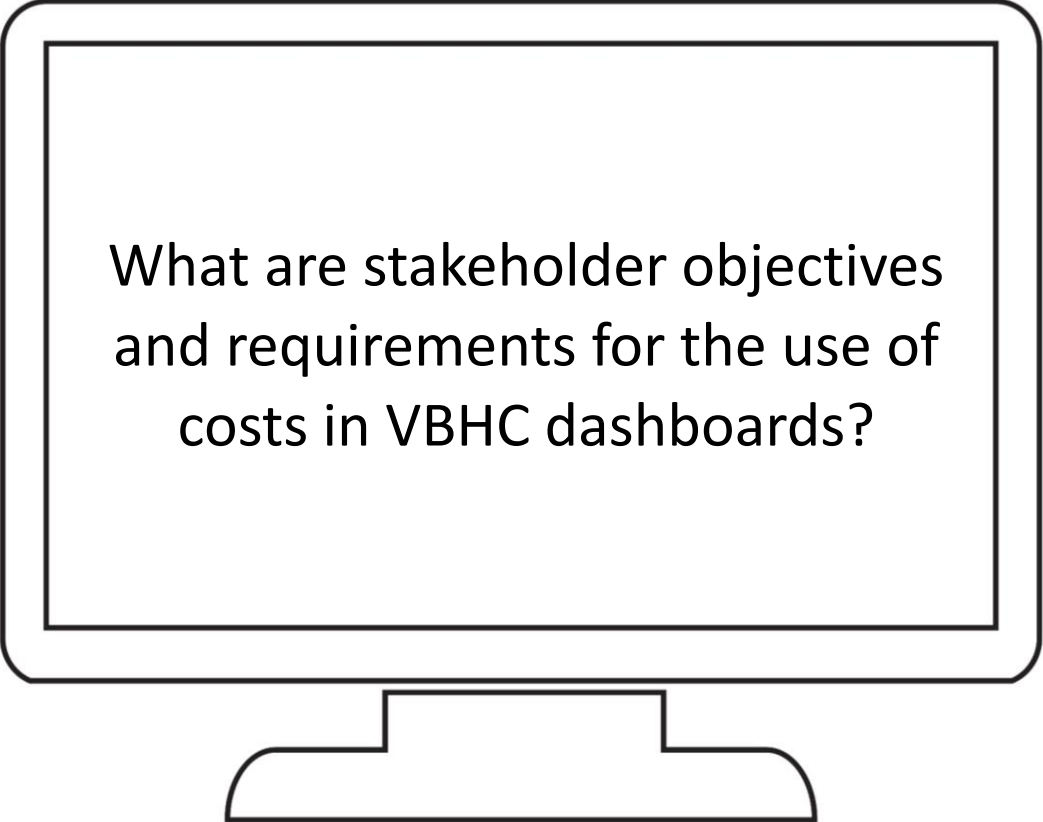
From budget-driven to value-driven hospitals



Value dashboard for orthopedic surgery



Research question



What are stakeholder objectives and requirements for the use of costs in VBHC dashboards?

Methods

Study design and data collection

- Organ transplant center
- Semi-structured interviews
- Requirements analysis (Alexander and Beus, *Discovering Requirements* (2009))
- Purposeful sampling:



Management	Health care professionals	Finance and IT	Patient
Division Departments MT transplant center Quality and patient safety VBHC steering committee	Medical specialist (in training) Nurse practitioner Nurse Physician assistant	Financial advisor IT manager IT developer	Member patient panel

Methods

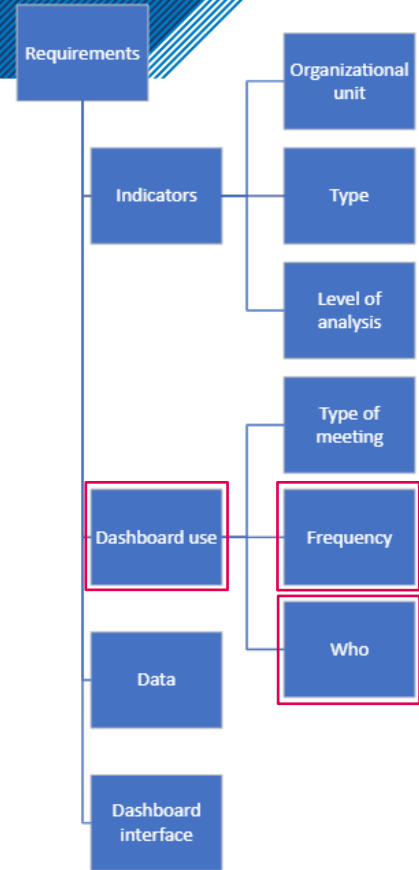
Qualitative analysis

Thematic analysis and deductive coding by two researchers

Example of coding transcript

Q: Could you describe a scenario of how would you use the dashboard?

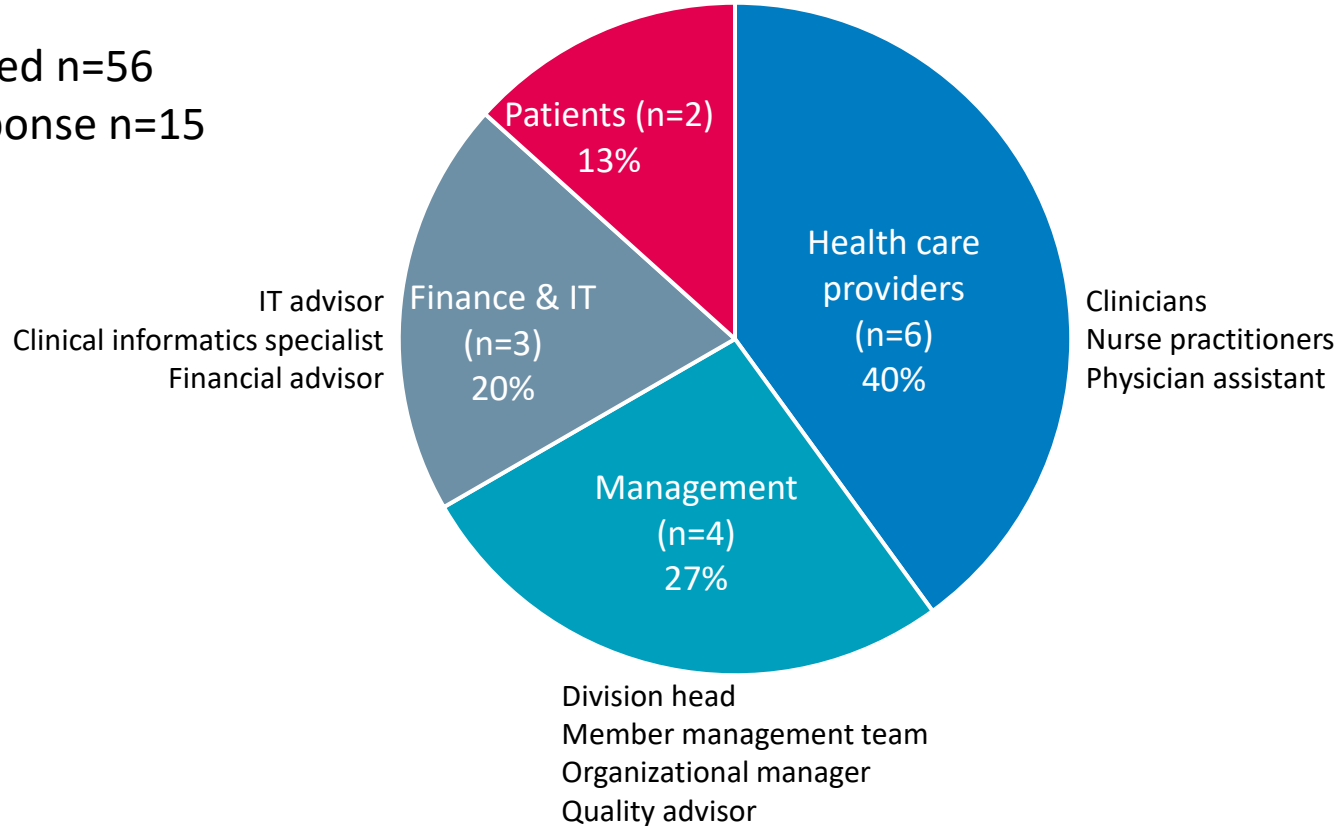
A: “Well, I think what you should do is to collectively review the dashboard once a month or once every two months. So, within the group...”



Results

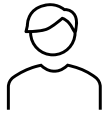
Participants

Invited n=56
Response n=15



Results

Patient perspective



“In the first year, I hardly ever thought about what it all costs. About what is involved. You are in such a rollercoaster that you absolutely do not care.”

Patient-relevant costs discussed

- Productivity costs (e.g. salary, income)
- Out-of-pocket expenses

Results

Stakeholder objectives

1. Identify costs and resources



“Well what does it cost, you know? A liver transplant patient? I would find that quite interesting.” HCP1

2. Evaluate the value of care



“Are we going to add something to the care pathway or are we going to remove something from it? And does it have an impact on the quality of care or not?” M3

3. Monitor financial viability



“...the financial assurance that there is sufficient income to cover the costs. That should be included, and you should also have a point of reference for when to stop if it falls below a certain threshold.” F&IT2

Results

Requirements

In total, 32 requirements across five themes. Some highlights:

Who

- Care team and relevant advisors, including a financial expert and someone responsible for the continuous improvement process

Data

- The costing model used should accurately capture all costs in the care pathway and should be validated.
- An organizational structure in themes surrounding disease areas will support appropriate data collection of all relevant indicators.

Interface

- The dashboard should have a signaling function for improving and declining performance.

Discussion

- Sensitive nature of cost data
- The role of health insurers
- Patient-relevant costs are not available in the hospital financial administration

Conclusion

- Actionable objectives and requirements
- The functionalities of a VBHC dashboard should be aligned with the objective
- Future research should further explore the role of patient-relevant costs



Leiden University
Medical Center

vanderpoort@lumc.nl

