

# **Redefining Health Care: Creating Value-Based Competition on Results**

Professor Michael E. Porter  
Harvard Business School

Health Information Technology Symposium  
Massachusetts Institute of Technology  
*July 19, 2006*

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This presentation draws on a forthcoming book with Elizabeth Olmsted Teisberg (*Redefining Health Care: Creating Value-Based Competition on Results*, Harvard Business School Press). Earlier publications about the work include the *Harvard Business Review* article "Redefining Competition in Health Care". 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 Olmsted Teisberg.

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# Redefining Health Care Creating Valuebased Competition On Results

**Eugene C. Nelson,Paul B.  
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Lazar**

## **Redefining Health Care Creating Valuebased Competition On Results:**

*Redefining Health Care* Michael E. Porter, Elizabeth Olmsted Teisberg, 2006 The U S health care system is in crisis At stake are the quality of care for millions of Americans and the financial well being of individuals and employers squeezed by skyrocketing premiums not to mention the stability of state and federal government budgets In *Redefining Health Care* internationally renowned strategy expert Michael Porter and innovation expert Elizabeth Teisberg reveal the underlying and largely overlooked causes of the problem and provide a powerful prescription for change The authors argue that participants in the health care system have competed to shift costs accumulate bargaining power and restrict services rather than create value for patients This zero sum competition takes place at the wrong level among health plans networks and hospitals rather than where it matters most in the diagnosis treatment and prevention of specific health conditions *Redefining Health Care* lays out a breakthrough framework for redefining health care competition based on patient value With specific recommendations for hospitals doctors health plans employers and policy makers this book shows how to move to a positive sum competition that will unleash stunning improvements in quality and efficiency

**Redefining Health Care** Michael E. Porter, 2006 Health care in the United States and other nations is on a collision course with patient needs and economic reality Rising costs mounting quality problems and increasing numbers of citizens without health insurance are unacceptable and unsustainable In *Redefining Health Care* Michael E Porter and Elizabeth Olmstead Teisberg set forth a new vision of the health care system in which every actor is focused on improving value as measured by health outcomes per dollar expended The authors prescribe a powerful and actionable agenda for change Page 2 of cover [Up from Clinical Epidemiology & EBM](#) O. S. Miettinen, 2011-03-23 Clinical epidemiology is now widely promoted and taught as a basic science of Evidence Based Medicine of clinical EBM to be specific This book however is mostly about that which Miettinen takes to be the necessary substitute for this now so fashionable subject namely Theory of Clinical Medicine together with its subordinate Theory of Clinical Research The leit motif in all of this is Miettinen s perception of the need and opportunity to bring major improvements into clinical medicine in this Information Age now that theoretical progress has made feasible the development of practice guiding Expert Systems for it Parts of this text constitute essential reading for whoever is expected or otherwise inclined to study or teach clinical epidemiology and the same is true of those who set policy for the education of future clinicians but practically all of it is essential reading for future and current academics in the various disciplines of clinical medicine After all the text is the result of a concentrated effort over a half century no less to really understand both clinical and community medicine and the research to advance the knowledge base of these Research epidemiologists too will find this text interesting and instructive

**Value-Based Healthcare in Oncology** Antonio Giulio de Belvis, Mariarosaria Savarese, Stefano Villa, 2023-10-11

**Value by Design** Eugene C. Nelson, Paul B. Batalden, Marjorie M. Godfrey, Joel S. Lazar, 2011-02-23 Value by Design is a practical guide for real world improvement in clinical microsystems Clinical

microsystem theory as implemented by the Institute for Healthcare Improvement and health care organizations nationally and internationally is the foundation of high performing front line health care teams who achieve exceptional quality and value. These authors combine theory and principles to create a strategic framework and field tested tools to assess and improve systems of care. Their approach links patients, families, health care professionals and strategic organizational goals at all levels of the organization: micro, meso and macrosystem levels to achieve the ultimate quality and value. A health care system is capable of offering

[Handbook of Health Services Evaluation](#) Axel Kaehne, Julie Feather, 2025-07-28 This handbook offers a comprehensive overview of the theories, methods and practices in evaluating health services. Written by international experts and practitioners in the field, it is an essential resource for anyone who plans or conducts evaluations of health care organisations as well as for those who want to learn more about the strengths and limitations of specific evaluation techniques and methods. The individual chapters summarise the latest evidence and good practice of established, tried and tested evaluation approaches as well as novel and innovative evaluation techniques in clinical and health organisational settings. The handbook comprises chapters on a wide range of topics such as digital technologies, leadership in health services, trauma informed evaluation, harm reduction in evaluation, learning health systems and collective impact design. Each chapter provides a state of the art summary of the current evaluation practice together with up to date references to existing published research.

[Public Policies for Hybrid Governance](#) Jarmo Vakkuri, Jan-Erik Johanson, Rómulo M. Pinheiro, Tero Erkkilä, 2025-04-09 This authoritative book examines the complex interplay between government, business and civil society through the lens of public policy. It analyzes the role of hybridity in policy formation and diffusion, drawing on in depth theoretical discussions alongside diverse case studies.

**Innovation in Medicine and Healthcare 2017** Yen-Wei Chen, Satoshi Tanaka, Robert J. Howlett, Lakhmi C. Jain, 2017-05-19 This volume focuses on smart medical and healthcare systems, modern intelligent systems for medicine and healthcare and includes 31 papers presenting recent trends and innovations in medicine and healthcare including biomedical engineering research and technologies, machine learning and labeling for biomedical visual data analysis and understanding advanced ICT for medicine and healthcare and healthcare support systems. Innovation in medicine and healthcare is an interdisciplinary research area which combines advanced technologies and problem solving skills with medical and biological science and smart medical and healthcare systems can provide efficient and accurate solution to problems faced by healthcare and medical practitioners today by using advanced information communication techniques, computational intelligence, mathematics, robotics and other advanced technologies. Discussing the techniques developed in this area which will have a significant effect on future medicine and healthcare, the book is a valuable resource for researchers, students, engineers and professionals working in the fields of medical systems, medical technology and intelligent systems.

[International Best Practices in Health Care Management](#) Sandra C. Buttigieg, Cheryl Rathert, Wilfried von Eiff, 2015-02-27 Advances in Health Care Management Volume 17 helps to shape

emerging thinking about best practices in international health care management The volume is divided into two sections a set of commentaries from US and European scholars and research articles that compare two or more health systems and focus on specific topics in health care delivery **Jonas and Kovner's Health Care Delivery in the United States**

,2014-05-14 How do we understand and also assess the health care of America Where is health care provided What are the characteristics of those institutions which provide it Over the short term how are changes in health care provisions affecting the health of the population the cost of care and access to care Health Care Delivery in the United States now in a thoroughly updated and revised 9th edition discusses these and other core issues in the field Under the editorship of Dr Kovner and with the addition of Dr James Knickman Senior VP of Evaluation Robert Wood Johnson Foundation leading thinkers and practitioners in the field examine how medical knowledge creates new healthcare services Emerging and recurrent issues from wide perspectives of health policy and public health are also discussed With an easy to understand format and a focus on the major core challenges of the delivery of health care this is the textbook of choice for course work in health care the reference for administrators and policy makers and the standard for in service training programs chapter *Destroying Sanctuary* Sandra L. Bloom,Brian Farragher,2010-10-28 For the last thirty years the nation s mental health and social service systems have been under relentless assault with dramatically rising costs and the fragmentation of service delivery rendering them incapable of ensuring the safety security and recovery of their clients The resulting organizational trauma both mirrors and magnifies the trauma related problems their clients seek relief from Just as the lives of people exposed to chronic trauma and abuse become organized around the traumatic experience so too have our social service systems become organized around the recurrent stress of trying to do more under greater pressure they become crisis oriented authoritarian disempowered and demoralized often living in the present moment haunted by the past and unable to plan for the future Complex interactions among traumatized clients stressed staff pressured organizations and a social and economic climate that is often hostile to recovery efforts recreate the very experiences that have proven so toxic to clients in the first place Healing is possible for these clients if they enter helping protective environments yet toxic stress has destroyed the sanctuary that our systems are designed to provide This thoughtful impassioned critique of business as usual begins to outline a vision for transforming our mental health and social service systems Linking trauma theory to organizational function Destroying Sanctuary provides a framework for creating truly trauma informed services The organizational change method that has become known as the Sanctuary Model lays the groundwork for establishing safe havens for individual and organizational recovery The goals are practical improve clinical outcomes increase staff satisfaction and health increase leadership competence and develop a technology for creating and sustaining healthier systems Only in this way can our mental health and social service systems become empowered to make a more effective contribution to the overall health of the nation Destroying Sanctuary is a stirring call for reform and recovery required reading for anyone concerned with removing the

formidable barriers to mental health and social services from clinicians and administrators to consumer advocates

**Plastic Surgeon: 6 Volume Set - E-Book** Peter C. Neligan, 2023-09-25 Comprehensive and fully up to date Dr Peter Neligan's six volume masterwork Plastic Surgery 5th Edition remains the gold standard text in this complex area of surgery. Completely revised to meet the demands of both the trainee and experienced surgeon, it features new full color clinical photos, procedural videos and lectures across all six volumes. Bonus material online includes additional text images and over 200 procedural videos that help you improve your mastery of the latest techniques. Easily find the answers you need with an organization that features separate volumes covering Principles, Aesthetic, Craniofacial, Head and Neck Surgery, and Pediatric Plastic Surgery, Lower Extremity, Trunk and Burns, Breast and Hand, and Upper Extremity. Each easily readable individual volume is a standalone comprehensive text full of salient and applicable anatomy and techniques. Key procedures include gender affirmation management and surgery, microsurgery, and surgery for lymphedema, aesthetic facial surgery, aesthetic body surgery, and the education, training, and practice of plastic surgery. New digital video preface by Dr Neligan addresses the changes across all six volumes. New treatment and decision making algorithms added to chapters where applicable. New video lectures and editor narrated slide presentations offer a step by step audiovisual walkthrough of techniques and procedures. Four new international experts join the editorial team and lead editor Peter C. Neligan creates a cohesive tone throughout the chapters and content across all six volumes. Evidence based advice from a diverse collection of experts allows you to apply the very latest advances in every area of plastic surgery and ensure optimal outcomes. Purchase only the volumes you need or own the entire set with the ability to search across all six volumes online. **Plastic Surgery E-Book**

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have content read aloud      **An Introductory Guide Book for Paramedical Studies** Prof. (Dr.) Subhasish Chatterjee and Dr. Priyatosh Nath, 2024-03-30 The purpose of this thorough handbook is to offer aspiring healthcare professionals a strong fundamental understanding of the paramedical sciences discipline This book serves as a great resource for individuals contemplating a career in paramedical fields such as medical lab technicians or emergency medical technicians It provides guidance and support in navigating the educational pathway associated with these professions The paramedical profession encompasses a broad and ever evolving domain that centers on the provision of prompt medical care during critical circumstances the execution of medical examinations and the provision of support to medical practitioners and surgeons Paramedics serve as the primary responders in emergency situations undertaking the critical tasks of promptly addressing crises providing necessary stabilization measures and facilitating the secure transportation of patients to appropriate medical establishments This profession which is both demanding and fulfilling necessitates a comprehensive understanding of several knowledge domains and a diverse set of abilities The purpose of this guide is to provide the essential principles required to achieve excellence in this sector In this book an exploration will be undertaken to examine the fundamental principles of paramedical studies encompassing a diverse array of subjects such as anatomy and physiology medical procedures microbiology pathology pharmacology and various other areas of study The primary aim of this tutorial is not solely to furnish theoretical knowledge It is vital to acknowledge that although this guide functions as a dependable initial reference it should not be regarded as a replacement for official schooling or professional training The discipline of paramedical is characterized by its continuous evolution necessitating the pursuit of continued professional development in order to remain abreast of the most recent breakthroughs and optimal methodol      **Advances in Healthcare Informatics and Analytics** Ashish Gupta, Vimla L. Patel, Robert A. Greenes, 2015-12-11 This important new volume presents recent research in healthcare information technology and analytics Individual chapters look at such issues as the impact of technology failure on electronic prescribing behavior in primary care attitudes toward electronic health records a latent growth modeling approach to understanding lifestyle decisions based on patient historical data designing an integrated surgical care delivery system using axiomatic design and petri net modeling and failure in a dynamic decision environment particularly in treating patients with a chronic disease Other chapters look at such topics as the impact of information technology integration in integrated delivery systems operations and supply chain control for inventory management in a health system pharmacy decision theoretic assistants based on contextual gesture recognition evaluating emergency response medical information systems clinical decision support in critical care virtual worlds in healthcare and natural language processing for understanding contraceptive use at the VA      **Business Resilience and Digital Technology in the Post-Pandemic Era** Jaheer Mukthar K. P., Edwin Ramirez Asis, Murugesan T. K., Justin Nelson Michael, 2024-03-26 This book throws a light on sustainable perspectives of how business entities experienced the turbulent environment in the light of pandemic The post pandemic era

is characterized by the radical and dramatic changes in the business model corporate strategies and digital technology This book provides the academicians research scholars and corporate professionals with a thought provoking forum to discuss and deliberate the major trends opportunities and issues of business entity from the outlook of business resilience corporate strategy and digital technology in the light of post pandemic era The book also suggests suitable measures and strategies for the sustainable development of business entities

**Accounting for Healthcare** Gillian Vesty,Miia Jansson,Tarek Rana,Kerryn Butler-Henderson,2024-04-24 In an era where digital transformation is revolutionising every sector the healthcare industry stands at a significant crossroad With Value Based Healthcare VBHC at the core of this transition the role of accountants is evolving dramatically This book brings these pieces together to guide accountants and interested readers through the changing landscape The book begins by demystifying VBHC and introducing the concept of digital health It examines how the digital transition is impacting accountants in the healthcare sector outlining their shifting roles from traditional data processors to strategic advisors The chapters delve into a broad range of topics including performance evaluation operational budgeting capital investment and the need for adaptability in dealing with technological advancements Alongside this it showcases how these changes are shaping the future of accounting in healthcare and the skills necessary to navigate these novel pathways Targeted primarily at accountants financial professionals in healthcare and health sector leaders this book also serves as an accessible guide for those new to the subject The readers will gain a comprehensive understanding of the intersection of healthcare accounting and digital technology appreciating the value that adept accountants can bring to the VBHC journey The book comes complete with real world case studies illuminating the complexities and rewards of VBHC s digital transition Additionally it includes supplementary materials to further enrich understanding including a glossary of terms and online resources to explore the topics in depth [Six Countries, Six Reform Models: The Healthcare Reform Experience Of Israel, The Netherlands, New Zealand, Singapore, Switzerland And Taiwan - Healthcare Reforms "Under The Radar Screen"](#) Kieke G Okma,Iva Bolgiani,Tim Tenbensel,Toni Ashton,Hans

Maarse,Meng-kin Lim,Luca Crivelli,David Chinitz,Tsung-mei Cheng,Rachel Meislin,2009-12-23 This book presents the healthcare reform experiences of six small to mid sized but dynamic economies spanning the Asia Pacific the Middle East and Europe Usually not given serious consideration in major international comparisons because of their small size each in fact provides a fascinating case study that illuminates the understanding of the dynamics of healthcare reform Although dissimilar in historical and cultural backgrounds they share some important features all faced very similar pressures for change in the 1970s and 1980s all considered a very similar range of policy options and all did not only discuss but actually implemented fundamental changes in their healthcare funding organization contracting and governance structures with strikingly different outcomes All of the authors have lived and worked in one or more of the countries studied in this volume The analytic frameworks they use reflect their broad range of professional and disciplinary backgrounds in health economics



and political science Beyond mere descriptions of reform processes and superficial analyses based on aggregate data from the usual OECD or WHO sources they seek to understand and explain the variations in country experiences by examining the politico socio economic factors driving health reform as seen through the respective country lenses In coming together in this unique international collaboration they make an important contribution to the growing field of international comparative health policy studies Contributors Tsung Mei Cheng Princeton University USA David Chinitz The Hebrew University of Jerusalem Israel Luca Crivelli and Iva Bolgiani University of Lugano Switzerland Meng Kin Lim National University of Singapore Singapore Kieke G H Okma and Hans Maarse Maastricht University The Netherlands Toni Ashton and Tim Tenbensen University of Auckland New Zealand

*Digital Health: The Impact of Technology on Healthcare* Rasit Dinc, 2024-03-28 Digital Health The Impact of Technology on Healthcare offers an enlightening deep dive into the dynamic intersection of healthcare and technology ,

Reviewing **Redefining Health Care Creating Valuebased Competition On Results**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is really astonishing. Within the pages of "**Redefining Health Care Creating Valuebased Competition On Results**," an enthralling opus penned by a highly acclaimed wordsmith, readers embark on an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve to the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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