

Redefining Indian Healthcare: Delivering value.

Healthcare the world over has failed in delivering value. The simple but surprisingly oblivious reason is we have not focused on delivering value. It is not Governments, Providers, Payors, Patients who are to be blamed but all of us. The failure is not individual failure but a collective and fundamental one: We have not defined value, we have not organized care to do so, we have not incentivized to make value happen. The fault is not in our stars: the nature and structure of healthcare is universally dysfunctional. We need to redefine healthcare: organize, measure, improve and pay for care that provides the best outcomes for the lowest cost.

Even though this diagnosis was made by Prof Michael Porter of Harvard Business School, in the context of developed countries, its implications for countries in resource poor settings is equally far reaching. We often ask how much should developing countries invest in healthcare and hope to get a number eg India passed its universal healthcare bill into law on 15th march 2017 and has committed to increase healthcare expenditures to 2.5% of GDP in order to make healthcare universally affordable. This welcome news is still about through-put not the result. Only if the healthcare delivery system re-designed to maximize value ie the care outcome per rupee spent on care, can universal health coverage translate into universal healthcare. The state does not and cannot deliver value by itself. In addition to the access deficit the public health service suffers from a trust deficit.

The idea of access to care is the mother of all healthcare problems, yet is not independent of other problems: cost and quality. India is challenged in all three fronts. Containing cost is not an isolated exercise in risk pooling, fixing prices or reducing choice. It must be substantiated in the context of improved outcomes which are the results of the delivery processes. Encouraging private provider participation in public services would hazardously increase utilization and in a fee- for- service environment fuel costs.

What is the nature of healthcare? what does it do well? What is good healthcare?

Patient centricity is about increasing the demand for value.

- Why measuring outcomes is important
- A comprehensive outcomes management framework to help you systematically measure and utilize outcomes data
- How to engage staff throughout the process.