



Chair of Innovation & Value in Health
Value-Based Health Care Graduate Program

Value-Based Health Care
Graduate Program

-
Class of 2022

Prof. Gregory Katz
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For more details, please visit:
www.chair-innovation-value.eu

Objectives

The Université Paris Cité offers a **unique VBHC Graduate Program** to help pragmatic leaders make high-value care a reality. This hybrid training program includes VBHC concepts, **implementation methods, use cases, immersion visits** and outstanding **networking opportunities**. Each year, from July to December, a **small group of participants** interacts with **world-class experts** and **mentors** around a series of operational challenges:

- ✓ **Mobilize** internal resources around a standardized value agenda;
- ✓ **Build** a community of practice with iterative improvement loops;
- ✓ **Make** outcome data independent, insightful and actionable;
- ✓ **Involve** patients in shared decision-making;
- ✓ **Transform** care pathways with patient case-mix adjustment;
- ✓ **Incentivize** high-value care with interplay of remuneration & reputation;
- ✓ **Purchase** devices and drugs through value-based procurement.

Pioneering Value-Based Health Care is essentially about **leadership**. This six-month part-time graduate program is an outstanding learning opportunity to **challenge yourself**, meet other talents, and stimulate your mind. All in one semester.

Participant profiles

We welcome participants with a diversity of professional backgrounds:

- ✓ Healthcare professionals (including residents)
- ✓ Managers at healthcare providers
- ✓ Managers at payer organizations
- ✓ Decision-makers at medtech & biopharma companies
- ✓ Entrepreneurs at digital health start-ups
- ✓ Representatives at patient associations
- ✓ Civil servants at health agencies
- ✓ Researchers (including PhD candidates)

Practical information

Organization

- ✓ Five training modules totaling 10 days from July to December
- ✓ Two days of training per month (6 working days over 6 months)
- ✓ Half the sessions are face-to-face, the other half are online
- ✓ Two immersion visits are organized in Rotterdam & Boston (optional)
- ✓ Graduation requires full attendance

Tuition

- ✓ €6,000 (tax included) per participant
- ✓ 50% discount for non-profit organizations, PhD candidates, residents, patient representatives
- ✓ This rate includes training sessions, course-pack, ICHOM conference registration and lunches
- ✓ Tuition does not include the registration fee (€300) and travel expenses (transportation, lodging, other meals).

Applications

1. To apply, send before June 10, 2022 the following documents to raquel.pereira-correia@u-paris.fr

- ✓ Up-to-date CV
- ✓ Letter of motivation
- ✓ Application form

2. Upon receipt, an appointment will be set up for an interview with the jury.

3. Admissions are confirmed the week following the interview.

For more information, please get in touch with Dr. Raquel Correia, Program Coordinator

raquel.pereira-correia@u-paris.fr

Syllabus 2022

Module 1: Measuring Value			
July 1 (Friday) Paris	9.00	Introduction to Value-Based Health Care (Prostate cancer)	Prof. Gregory Katz, Université Paris Cité Medical School
	14.00	The VBHC Implementation Matrix (Cataracts)	
	16.30	The NHS Wales value agenda	Dr. Sally Lewis, National Health Services, Wales
	17.30	Establishing VBHC commissioning in health insurance (UK)	Matthew Hickey, The Health Value Alliance
	18.30	Involving and empowering patients	Kaisa Immonen, European Patient Forum
	18.30	Dinner	
July 2 (Saturday) Paris	9.00	Measuring Costs in Health Care (Osteo-arthritis)	Dr. Jens Deerberg, RoMed Hospitals
	13.30	Time-Driven Activity-Based Costing	Prof. Susanna Gallani, Harvard Business School
	15.00	Standardizing outcome measurement (Oncology)	Prof. Chris Gibbons, MD Anderson Cancer Center
	16.00	Promoting high-value care in Europe	Jean-Marc Bourez, EIT Health
	17.30	End of session	
Module 2: Benchmarking health gains			
August 25 (Thursday) Rotterdam	9.00	Outpatient chronic care clinic (Type-1 Diabetes)	Maarten Akkerman, Diabeter
	13.30	Purchasing value	Prof. Erik van Raaij, Rotterdam Sch. of Management
	15.00	Contracting with health insurers (Rheumatoid Arthritis)	Aline Stolk-Vos, Menzis, Prof. Jeroen Struijs, RIVM
	17.00	Health reforms in the Netherlands	Dutch Ministry of Health (TBC)
	18.00	End of session	
August 26 (Friday) Utrecht Netherlands	9.00	Welcome and introduction	Dr. Paul van der Nat, St Antonius Hospital, Santeon
	9.15	Santeon VBHC strategy	Roald van Leeuwen, Santeon Hospital Group
	9.45	Maternity care unit (visit): learning from improvement cycles	Clinical lead, Santeon Hospital Group
	11.15	Breast cancer unit (visit): PROM-based shared decision making	Clinical lead, Santeon Hospital Group
	12.30	Lunch interactions with medical teams across hospitals	Peers from Santeon Teaching Hospitals
	13.15	Santeon's value roadmap for the future	Pieter de Bey, Santeon Hospital Group
	13.45	Third-party registry auditing outcome data (Cardiology)	Dr. Dennis van Veghel, Netherlands Heart Registration
	16.15	End of session	
Module 3: Improving & incentivizing high-value care			
September 30 (Friday) Online	9.00	Interoperability, data capture & shared learning	Prof. Martin Ingvar, Karolinska Institute
	10.30	The central role of PROMs for machine learning	Dr. Stefan Larsson*, ICHOM
	13.30	Design thinking in hospital organizations (Blood collection)	Prof. Jaume Ribera, IESE Business School
	15.15	Understanding what matters: capability, comfort & calm	Prof. Scott Wallace, Dell Medical School, U. of Texas
	16.30	End of session	
October 1 (Saturday) Online	9.00	Patient involvement in shared decision-making	Prof. Morten Kildal, Uppsala University Hospital
	10.45	Registry randomized clinical trials (Heart failure)	Prof. Stefan James, Uppsala University Hospital
	13.30	Medicare for all & value-based incentives	Prof. Zirui Song, Harvard Medical School
	15.15	Clinical implementation of PROMs: obstacles & challenges	Prof. Andrea Pusic, Harvard Medical School
	16.30	End of session	
Module 4: Unleashing the power of patient-centric outcomes			
Nov 2 (Wed.) Boston or online	9.00	Building a VBHC culture and organizational structure	ICHOM Conference
	14.00	enabling change	
	18.00	FDA guidance to use PROs for assessing medical products	Peter Pitts, Center for Medicine in the Public Interest
	19.30	Dinner with participants	
Nov 3 (Thursday) Boston or online	9.00	ICHOM benchmarking platform and machine-readable standards	ICHOM Conference
	17.00	Value-based contracting and payment models	
	18.00	Networking session	
		End of session	
Module 5: Pioneering Value-Based Procurement & Care Transformation			
Dec 16 (Friday) Paris	9.00	Value-based procurement in France: the PHARE initiative	Sophie Carlier, French Ministry of Health
	10.45	The future of outcome-based tenders in Europe	Danny Havenith, Eur.Health Public Procurement Alliance
	14.00	Transforming care pathways (Hip & knee replacement)	Prof. Ewa Roos, University of Southern Denmark
	17.00	End of session	
Dec 17 (Saturday) Paris	9.00	Poster presentations	Jury, Mentors, and all participants
	12.30	End of program lunch	
	14.00	Conclusion: How leadership makes the value shift happen	Prof. Gregory Katz, Université Paris Cité Medical School
	15:30	End of session	

Faculty

Academic director

- **Prof. Gregory Katz**, Chair of Innovation and Value in Health, Université Paris Cité School of Medicine, Academic director of the Value-Based Health Care Graduate Program

Faculty

- **Maarten Akkerman**, Head Medical Affairs & Value-Based Healthcare northwest Europe at Medtronic, Member of the Board of directors Diabeter
- **Pieter de Bey**, Managing Director, Santeon Hospital Group
- **Jean-Marc Bourez**, CEO, EIT Health
- **Sophie Carlier**, Value-Based Procurement & Innovation Procurement Manager, French Ministry of Health
- **Dr. Jens Deerberg**, CEO RoMed Kliniken, Former President of ICHOM
- **Prof. Susanna Gallani**, Assistant Professor in Accounting & Management, Harvard Business School
- **Prof. Chris Gibbons**, Director, MD Anderson Center for Inspired Cancer Care, University of Texas
- **Matthew Hickey**, CEO, The Health Value Alliance, Co-Chair All.Can International Research and Evidence Working Group
- **Kaisa Immonen**, Director of Policy, European Patients' Forum
- **Prof. Martin Ingvar**, Professor of Integrative Medicine, Karolinska Institute, co-founder of ICHOM
- **Prof. Stefan James**, Professor of Cardiology, Uppsala University Hospital
- **Prof. Morten Kildal**, Associate Professor and Plastic Surgeon, Uppsala University Hospital
- **Dr. Stefan Larson**, Co-founder of ICHOM, Senior advisor in healthcare
- **Dr. Sally Lewis**, National Clinical Lead for Value-Based and Prudent Healthcare, NHS Wales
- **Dr. Paul van der Nat**, Manager and senior researcher, St. Antonius Hospital, Santeon
- **Peter Pitts**, President, Center for Medicine in the Public Interest, former FDA Associate Commissioner
- **Prof. Andrea Pusic**, Professor of Surgery, Harvard Medical School, Director of Patient-Reported Outcomes, Value & Experience Center, Brigham and Women's Hospital
- **Prof. Erik van Raaij**, Purchasing & Supply Management in Health Care, Erasmus University
- **Prof. Jaume Ribera**, Professor of Operation Management, IESE Business School
- **Prof. Ewa Roos**, Head of the musculoskeletal & Physiotherapy Research Unit, University of Southern Denmark, Co-Developer & Lead of GLA:D International Network
- **Prof. Zirui Song**, Associate Professor of Health Care Policy, Harvard Medical School, Internal Medicine Physician, Massachusetts General Hospital
- **Dr. Aline Stolk-Vos**, Policy Advisor, Menzis
- **Prof. Jeroen Struijs**, Associate Professor at Leiden University Medical Center Health Campus and senior researcher National Institute for Public Health and Environment
- **Dr. Dennis van Veghel**, Director of the Netherlands Heart Registration
- **Dr. Scott Wallace**, Associate Professor and Managing Director, Value Institute for Health and Care, Dell Medical School at the University of Texas, Austin

The VBHC Graduate Program delivers a **University diploma based on an evaluation process** assessing each participant's theoretical and practical learnings on VBHC. This evaluation process includes written and oral assignments:

- ✓ *Executive summary* capturing the key learnings from the immersion visits in the Netherlands or Boston;
- ✓ *Class participation*: attendance & quality interactions with mentors, lecturers & other participants;
- ✓ *Implementation report* on a VBHC pilot (e.g., pathway map, TDABC, PROM selection, etc.);
- ✓ *Poster defense* before a jury presenting an action plan to implement the VBHC pilot.

Each of these evaluations weighs 25% of the final grade. Graduation requires a final grade of 10/20 (*Cum laude* from 13/20 to 14/20; *Magna cum laude* from 15/20 to 16/20; *Summa cum laude* from 17/20 to 20/20).

1. Executive summary following immersion visits (25% of the final grade)

Each participant returns a one-page executive summary capturing the key learnings of the immersion visit to the Netherlands or the Boston conference. The objective is to hone the participant's judgment on various VBHC cases in different organizations. Evaluation criteria include the participant's capacity to identify creative solutions to overcome organizational failures on different levels (cultural, technical, medical, financial, political, etc.). The executive summary must be returned (i) before September 12, 2022, for the Dutch learning expedition (9.00 am) or (ii) before November 14, 2022, for the ICHOM conference (9.00 am).

2. Class participation (25% of the final grade)

Class interaction is essential for group cohesion and learning dynamics. Attendance and punctuality are required for each session as a mark of respect for faculty and other participants. Sick leave must be justified with a medical certificate. Unjustified absences (non-medical) are penalized (10% penalty on the final grade for half a day absence, 20% for a full day). Beyond this limit, participants are no longer eligible for graduation. Late arrival and early departure (more than 15') are considered an absence for half a day. Face-to-face sessions require physical presence, not online participation. The ICHOM conference in Boston is the only session where the participant is free to attend face-to-face or online. If an absence incurs booking expenses (trip, dinner, tuition, etc.), the participant will reimburse the cancellation fee to the University.

3. Implementation report on a VBHC pilot (25% of the final grade)

From July to November, each participant prepares a report on implementing a VBHC pilot on a specific condition and organization (10 pages). A mentor provides theoretical and practical guidance for five months through a series of mentor-participant monthly meetings, in tandem with another participant focusing on a distinct VBHC pilot. These team meetings (two participants and one mentor) work as a creativity incubator for cross-fertilizing pragmatic solutions and mobilizing VBHC tools for implementation. Evaluation criteria include analytical skills, change management, and a realistic action plan. The implementation report must be returned before November 30, 2022 (Wednesday, 9.00 am).

4. Poster defense before a jury (25% of the final grade)

Each participant captures in a one-page poster the essence of the ten pages implementation report. The poster must be returned before December 7, 2022 (9.00 am). This poster is presented and discussed during 20' with a jury of VBHC experts on December 17, 2022. Each participant attends the entire session. Each mentor schedules a training session in December with participants. Evaluation criteria include the quality of the oral presentation and discussion with the jury.

For more details, please get in touch with Dr. Raquel Correia:
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