



Université  
Paris Cité

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

Value-Based Health Care  
Graduate Program

-  
Class of 2024

**Prof. Gregory Katz**  
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For more details, please visit:  
[www.chair-value-health.eu](http://www.chair-value-health.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
- ✓ Three immersion visits are organized in Nantes, Wales & the Netherlands
- ✓ Graduation requires full attendance

### Tuition

- ✓ €8,000 (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
- ✓ Tuition does not include the registration fee (€300) and travel expenses (transportation, lodging, other meals).

## Applications

1. To apply, send before April 30, 2024 the following documents to [raquel.pereira-correia@u-paris.fr](mailto: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 contact **Dr. Raquel Correia, Program Coordinator**  
[raquel.pereira-correia@u-paris.fr](mailto:raquel.pereira-correia@u-paris.fr)

## Syllabus 2024

Module 1: Measuring Value			
<b>July 4</b> (Thursday) Paris/Nantes	9.00	Introduction to Value-Based Health Care (Prostate cancer) The VBHC Implementation Matrix (Cataracts)	Prof. Gregory Katz, Université Paris Cité Medical School Dr. Jens Deerberg, Past president of ICHOM Prof. Susanna Gallani, Harvard Business School
	14.00	Measuring Costs in Health Care (Osteo-arthritis)	
	16.30	Time-Driven Activity-Based Costing	
	18.30	Networking cocktail	
<b>July 5</b> (Friday) Nantes	9.00	Nominative benchmarks for cataract surgery	Dr. François Lignereux, Dr. Cyril Albouy (TBC) Dr. Philippe Bellemere, Dr. Michel Weber (TBC) Dr. Jean-Benoit Ardouin, Inserm, Sphere (TBC) Florent Pouget (TBC), Caisse Primaire d'Assurance Maladie Jérôme Jumel (TBC), Agence Régionale de Santé
	10.00	Combining PROMs & PREMs for carpal tunnel syndrome	
	13.30	Initiation to psychometric methods and tools	
	15.00	Reducing waste with PROMs	
	16.00	Regional quality impact of PROM initiatives	
	17.30	End of session	
Module 2: Comparing Value			
<b>Sept 6</b> (Friday) Online	10.30	Interoperability, data capture & shared learning	Prof. Martin Ingvar, Karolinska Institute, ICHOM Dr. Stefan Larsson, ICHOM founder Anca Toma (TBC), European Patient Forum Dr. Matthew Hickey, The Health Value Alliance Peter Pitts, Matthew Hickey
	11.30	The patient priority	
	13.30	Involving and empowering patients	
	15.15	Establishing VBHC commissioning in health insurance (UK)	
	16.30	Mentoring End of session	
<b>Sept 7</b> (Saturday) Online	9.00	Registry randomized clinical trials (Heart failure)	Prof. Stefan James, Uppsala University Hospital Prof. Zirui Song, Harvard Medical School Prof. Andrea Pusic, Harvard Medical School Dr. Dennis van Veghel, Netherlands Heart Register
	10.45	Medicare for all & value-based incentives	
	13.30	Clinical implementation of PROMs: obstacles & challenges	
	15.15	Third party registry auditing outcome data (Cardiology)	
	16.30	End of session	
Module 3: Improving Value			
<b>October 3</b> (Thursday) Wales	9.00	Wales immersion visit	Dr. Sally Lewis, NHS Wales
	18.00		
<b>October 4</b> (Friday) Wales	9.00	Wales immersion visit	
	18.00		
Module 4: Unlocking Value			
<b>Oct 21</b> (Monday) Amsterdam	9.00		ICHOM Conference
	18.00		
<b>Oct 22</b> (Tuesday) Amsterdam	9.00		ICHOM Conference
	18.00		
<b>Oct 23</b> (Wed) Utrecht	9.00	Welcome and introduction	Dr. Paul van der Nat, St Antonius Hospital, Santeon VBHC lead, Santeon Hospital Group Clinical lead, Santeon Hospital Group Clinical lead, Santeon Hospital Group Peers from Santeon Teaching Hospitals Pieter de Bey, Santeon Hospital Group
	9.15	Santeon VBHC strategy	
	9.45	Maternity care unit (visit): learning from improvement cycles	
	11.15	Breast cancer unit (visit): PROM-based shared decision making	
	12.30	Lunch interactions with medical teams across hospitals	
	13.15	Santeon's value roadmap for the future	
	16.45	End of session	
Module 5: Incentivizing Value			
<b>Dec 6</b> (Friday) Paris	9.00	Incentivizing PROM transparency	Dr. Catherine Grenier (TBC), Assurance Maladie Natacha Lemaire (TBC), Ministère de la Santé Louis Potel (TBC), Resah Danny Havenith, EHPPA
	10.45	Experimental models for outcome-based payments	
	14.00	Outcome-based public tender for cataract implants	
	15.00	Value-based procurement in Europe	
	17.00	End of session	
<b>Dec 7</b> (Sat.) Paris	9.00	Participants' poster presentation	Jury, Mentors All participants Peter Pitts, Center for Medicine in the Public Interest Jean-Marc Bourez, EIT Health Prof. Gregory Katz, Université Paris Cité Medical School
	12.30	Participants' poster presentation	
	13.30	FDA guidance to use PROs for assessing medical products	
	15:15	Promoting high-value care in Europe	
	16.00	How leadership makes the value shift happen	
	17.00	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
- **Dr. Jens Deerberg**, CEO RoMed Kliniken, Former President of ICHOM
- **Prof. Susanna Gallani**, Assistant Professor in Accounting & Management, Harvard Business School
- **Matthew Hickey**, CEO, The Health Value Alliance, Co-Chair All.Can International Research and Evidence Working Group
- **Prof. Martin Ingvar**, Professor of Integrative Medicine, Karolinska Institute, co-founder of ICHOM
- **Prof. Stefan James**, Professor of Cardiology, 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
- **Prof. 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. Zirui Song**, Associate Professor of Health Care Policy, Harvard Medical School, Internal Medicine Physician, Massachusetts General Hospital
- **Dr. Dennis van Veghel**, Director of the Netherlands Heart Registration
- **Danny Havenith**, President of the European Health Public Procurement Alliance

The VBHC Postgraduate Diploma 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 Wales;
- ✓ *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 in the Wales or the Netherlands. 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 before November 15, 2024, for the chosen learning expedition (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 is included in the tuition fee. If an absence incurs booking expenses (conference registration), 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 29, 2024 (Friday, 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 2, 2024 (9.00 am). This poster is presented and discussed during 20' with a jury of VBHC experts on December 7, 2024. 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:  
[raquel.pereira-correia@u-paris.fr](mailto:raquel.pereira-correia@u-paris.fr)