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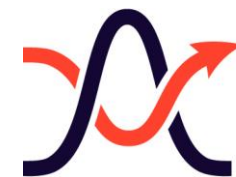
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# Value-Based Supply Re-imagining Value from Within

Professor Hamish Laing

*Director, Value-Based Health and Care Academy*

# Why did we do this?



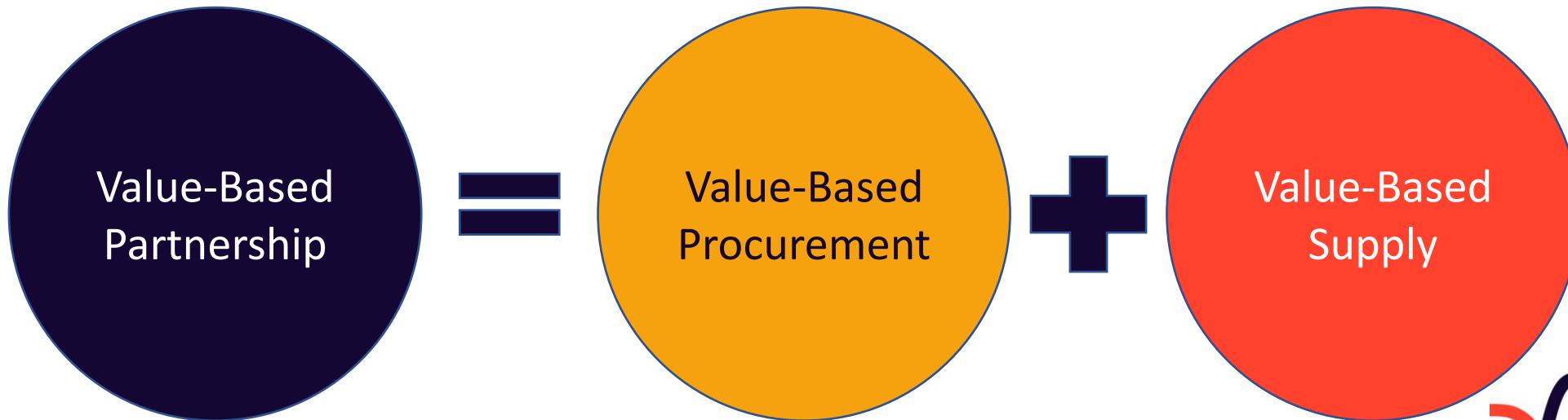
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# Why did we do this?

Successful Value-Based Procurement needs **procurer *and* supplier** to engage differently

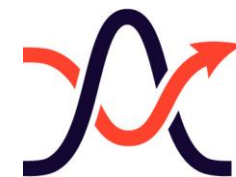
- Health systems are seeking Industry partners for procurement innovation
- There is a big focus on the requirements of the health system (procurement)
- Working with Mölnlycke, we identified a gap in describing supplier factors



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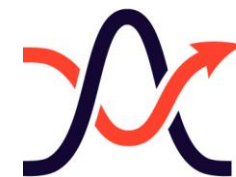
# What did we say?



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# 8 Success factors



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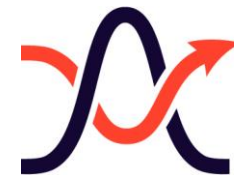
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# 1

## Need for Senior Leaders to empower

There needs to be visible and sustained C-suite buy-in

- Is it a corporate objective?
- Do you have permission to engage very differently?
- Are some failures anticipated (and learned from)?
- IS VBP success celebrated and shared internally?



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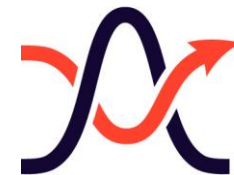
# 2

## Cultural requirements

This is as much a ***cultural change*** as a technical change

Moving from ***Volume*** to ***Value*** requires a very different mindset

- Making improving patient outcomes the absolute focus is new
- It will test your commitment to true patient-centricity
- It requires sharing risk to get shared value
- You need to build trust, so it has to be genuine



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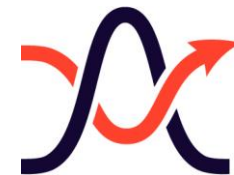
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# 3

## Knowledge and Skills of System-facing workforce

Dissonance will undermine any Value-Based Partnership

- Do your teams really understand Value-Based Health Care?
- Do they all have the *same* understanding?
- Have you included societal value and environmental sustainability?
- Is there training for front-facing colleagues and their managers?



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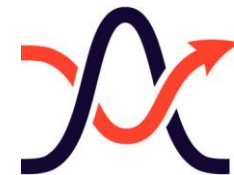


# 4

## Incentivisation and Risk Appetite

### Balancing stability with entrepreneurship

- Do your reward systems incentivise Value-Based behaviours?
- *Or*, do they still incentivise volume of sales?
- Does your risk management approach encourage risk-sharing?
- VBP is difficult. What happens if it doesn't all go to plan?



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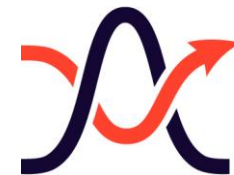
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# 5

## Skills within business functions

This needs to be everyone's business

- Market access
- Business leads
- Medical affairs and compliance
- Contracting
- Finance
- Legal
- Marketing and communications



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# 6

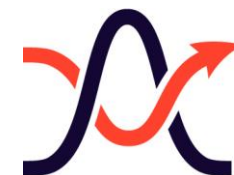
## Suitability of technologies, solutions and other assets for Value-Based Partnerships

It doesn't have to start with an Outcomes-Based Agreement

- Partnership can take many forms and can help build trust

Not every product or asset is suitable for VBP

- Are the outcomes measurable and in a sensible timeframe?
- Is the evidence base already in place?



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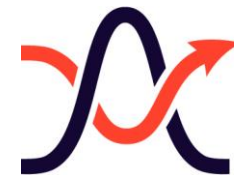
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# 7

## Understand ecosystem maturity

The health care ecosystem is complex. Do you understand it?

- Is it sufficiently mature to work with you in this way?
- Is the required infrastructure in place?
- Do you have the right skills and processes to engage?
- Do you have the market intelligence to guide you?
- Is there sufficient trust in the relationships?



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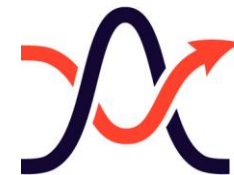
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# 8

## Learning & sharing across the organisation

The organisation needs to have a learning culture

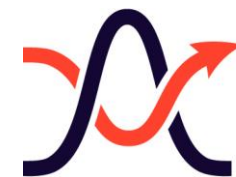
- Is there a system in place to share success and failure?
- Is there somewhere you can capture experiences of VBP?
- Are you prepared to share your learning with others?



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# Summary



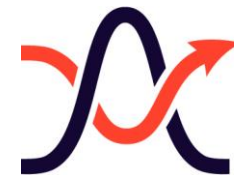
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## Summary

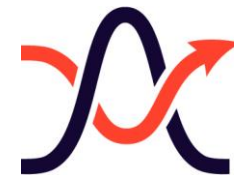
1. Senior leader ownership
2. Culture
3. Knowledge and skills of system-facing colleagues
4. Incentives and Risk appetite
5. Skills across the business
6. Suitability of products/assets
7. Ecosystem maturity
8. Learning and Sharing



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# What's next?



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# What next?



Download the white paper

<https://bit.ly/VBSupply>

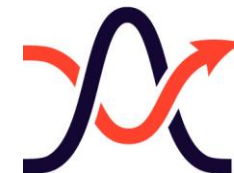


- Join in the discussion on LinkedIn [@Value-Based Supply](#)
- Look out for our second white paper in the New Year
- We will be holding a Roundtable event in 2023 to explore how VBS framework could inform procurement tenders in future

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