

## Five Principles to Support Value Based Healthcare

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**Purpose** – Healthcare commentators see “value generation” as at the heart of service. There is a gap between that ideal and support for practitioners to realise it. To be convincing, any proposed framework has to work for complex cases. The purpose of this paper is to review the conceptual landscape and, after empirical explorations of patterns of practice in a case series, to propose fresh ideas for developing value generating service platforms to support complex case management.

**Design/methodology/approach** – The This paper first considers the idea of the complex case in healthcare, and critiques the applicability of the widely used Chronic Care Model (CCM). Drawing on valuographic literature, a perspective of collaborative value realisation is introduced. The key question is what practical conceptual tools can better support participants with realising valued outcomes. Adopting a pragmatic stance, this is explored via an overview of complex case review practice in a learning disability service. Three inter-related documentary investigations explore network activation, styles of value realisation, and the relationship between these in a series of case reviews. The emergent findings are considered in the light of relevant literature to offer a range of fresh conceptual tools to consider.

**Findings** – Five principles are developed to support value based complex care. First the individual case should be the focus of interest. Second, care is contextualised by a unique service delivery network (SDN). Third, case management reviews function as episodes of co-valuation, each adopting individual styles of practice. Fourth, “what matters to us” is an emergent valued outcome from reviews, which can be aggregated to have wider currency within healthcare. Fifth, assembling these principles, a complex case management framework can be proposed. This enables participants to co-customise a dedicated platform for service for use.

**Research limitations/implications** – These principles set the stage for further exploration of complex value realisation. Each principle offers a focus for service improvement work in healthcare. Further work would evaluate other aspects of the care phenomenon in more diverse settings.

**Practical implications** – These principles offer a more refined framework for practically enstructuring value based healthcare. Further work is needed to evaluate the practical application.

**Originality/value** – This original work contributes to the applicability of service theory to complex care. It sets the stage for the practical, collaborative platforming of complex care.

**Keywords** – Value based healthcare, Complex case management, Service platform design, Valuographic research

**Paper type** – Conceptual