



Value Institute  
for Health and Care

# Achieving Transformation Together



The University of Texas at Austin  
**Value Institute for Health and Care**  
*Dell Medical School & McCombs School of Business*

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## Letter from the Team



### Dear Friends and Colleagues,

With growing and global recognition of the need for high-value, relationship-centered, and equitable care, the Value Institute further expanded its impact across Texas and around the globe. The impact of the Value Institute's work on health care transformation comes from our team's direct work as well as through the influence of our education programs on participants.

We worked with parents, clinicians, and other collaborators to dramatically improve care and health outcomes for children and families dealing with medical complexity. In the past year, we partnered with the Texas Center for Pediatric and Congenital Heart Disease and the Design Institute for Health on redefining care to enable joyful childhoods for children with congenital heart anomalies. Our work with the Lone Star Federally Qualified Health Center (FQHC) expanded to include a second FQHC and to focus on improving the effectiveness of virtual services. Our team also co-led the Zero Suicide project at UT Health Austin.

To further extend the impact of the Value Institute, we are launching executive education and professional development programs with corporate partners across the United States who desire to increase their organization's capacity in high-value care. Our focus on implementation skills, financial acumen for clinical leaders, and leadership makes our programs distinctively actionable and effective. Already, 27% of the graduates of our first cohort for the MS in Health Care Transformation have received promotions.

The Value Institute's international impact continues to increase. In partnership with the European Institute of Innovation and Technology (EIT) Health, we created and delivered programs for 10 pan-European teams leading innovative high-value transformations. We established a Knowledge Partnership with The International Consortium for Health Outcome Measurement. We opened a new rela-

tionship with the World Economic Forum's Value in Health Care initiative, in which co-directors Elizabeth Teisberg and Scott Wallace accepted leadership roles. We are establishing visiting professorships with Taiwan's largest academic medical center. And our programs continue with the Australian Healthcare and Hospitals Association and Australian Centre for Value-based Healthcare.

Growth in the Value Institute's unique education programs met a global need for people with skills to lead high-value care transformations. The second cohort of our Master of Science in Health Care Transformation included professionals from six countries and our executive education included people from 11 countries. We are working with Australian National University to develop and co-teach a year-long high-value health care concentration for students in ANU's public policy, business and medical schools. In addition, our faculty taught at leading institutions around the world, including Erasmus (Netherlands), Smurfit (Ireland), Rotman (Canada), Stellenbosch (South Africa), and Australian National University.

We hope that you'll join us at our inaugural Redefining Health Care Summit April 5-7, 2022 where we will convene 500 health transformation leaders from around the world, sharing insights for success and expanding the impact of the Value Institute and the University of Texas at Austin.

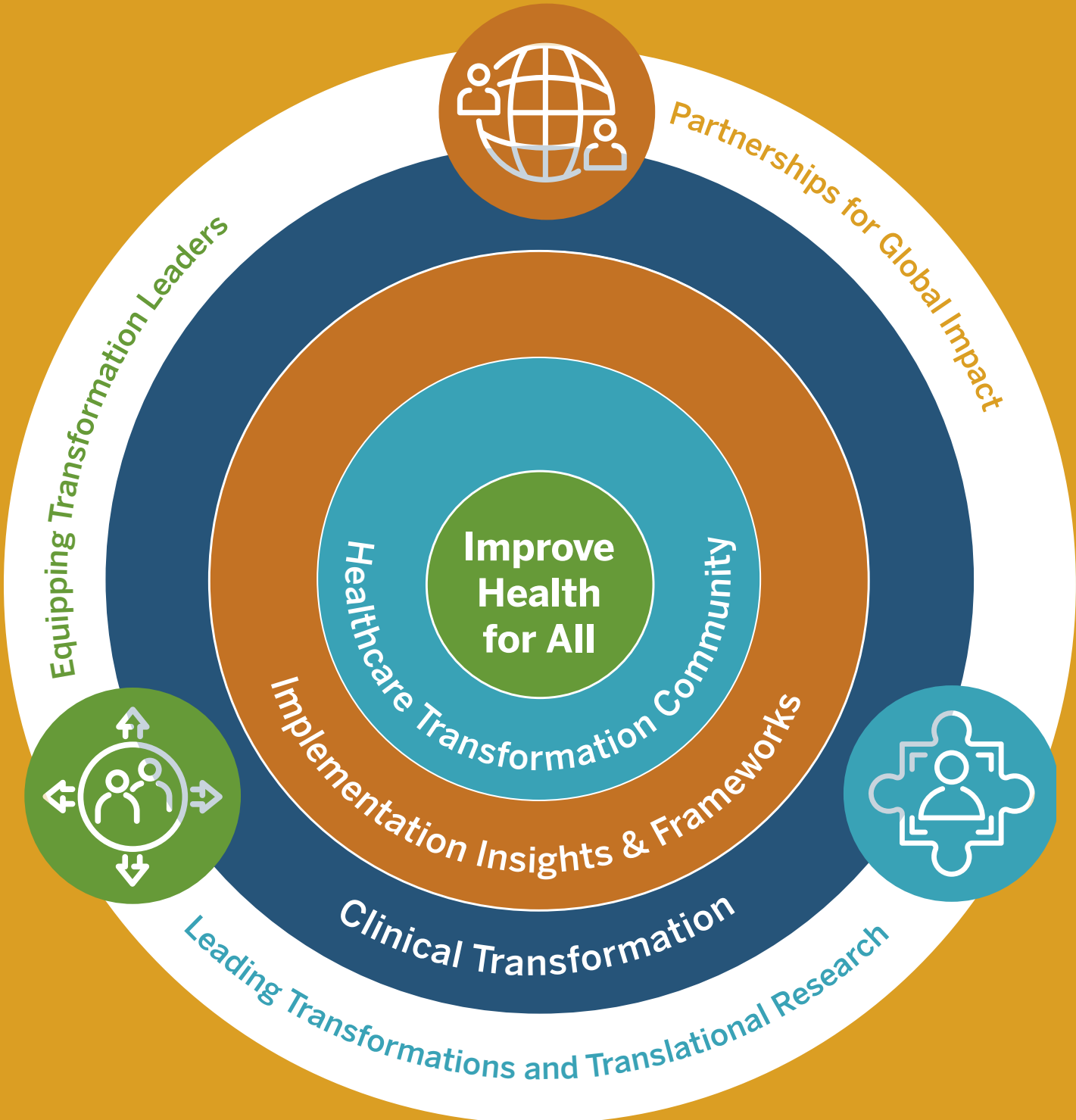
All of this, and much more, is described in the following pages. We hope you share our pride in all that we, together, have achieved this year.

*The Value Institute Team*

# Platform Strategy for Accelerating Health Care Transformation

Since our founding in 2017, the Value Institute's education, thought leadership, and clinical transformation initiatives have reached a global community of people striving to implement high-value health care. From the 40–50 health care leaders and medical students we enroll in our master's degree each year to the 500+ individuals who register for our webinars, our programs have reached people in more than 24 countries. At the same time, we have contributed directly to clinical transformation efforts and outcome measurement projects with several partners here in Texas.

In April of 2022, we'll gather members of this growing global network in Barcelona for our inaugural Redefining Health Care Summit.





# Building Transformation Community

## THE HEALTH CARE TRANSFORMATION COMMUNITY

In July 2021, the Value Institute launched a virtual platform to facilitate conversation and community among health care leaders who are transforming health care across the globe. Members share practical resources, post events, and discuss their successes and challenges implementing high-value health care. Masters in Health Care Transformation students and alumni are the first to access this community and we plan to grow the community over the coming year.

## PARTNERSHIPS FOR GLOBAL IMPACT

Building partnerships across continents is central to our goal of achieving transformation together. The Value Institute has collaborated, shared expertise, and developed partnerships with organizations leading health care transformation worldwide. Members of our team have served these organizations in a variety of roles, including as executive board members, advisors, reviewers, knowledge partners, prize jurors, senior research associates, and education partners.

For example, we are partnering with EIT Health, one of the innovation centers of the European Institute of Innovation and Technology funded by the European Union. Value Institute team members worked closely with EIT Health to shape their plans for implementing high-value health care throughout Europe. We then designed an education program and an assessment to help teams improve and then assess progress on their implementation projects.

In Australia, we are partnering with the Australian Healthcare and Hospital Association, the Australian Centre for Value-Based Health Care, and Australian National University on events, workshops, courses, publications, and care redefinition efforts to build and scale capacity for high-value health care implementation across the continent.

In August we announced a Knowledge Partnership with the International Consortium for Health Outcomes Measurement (ICHOM), which develops outcome measure sets for health care. The Value Institute brings expertise in care transformation and actionable implementation frameworks that enable ICHOM members to accelerate strategic and cultural change to improve health outcomes.

Value Institute leaders have also stepped up to Executive Board and Advisory positions for the World Economic Forum's Value in Healthcare initiative.

**“Probably the most rewarding achievement during the secondment was working with the Value Institute for Health and Care at the University of Texas to develop an education program for Australian healthcare leaders. Working with Alice Andrews, Elizabeth Teisberg and Scott Wallace, world renowned proponents of value-based healthcare thinking, was a rare opportunity and one I will never forget. I am lucky enough to be participating in the education program and am relishing the opportunity to meet like-minded people.”**

**– Anna Flynn, Director of Partnering with Consumers, Australian Commission on Safety and Quality in Health Care, Participant in AHHA Leadership Roundtable**

## OUTREACH TO HEALTH SECTOR LEADERSHIP



### 120 Speeches Across the Globe

In Texas, throughout the U.S., and in the Netherlands, France, Canada, Australia, Spain, England, Denmark, New Zealand, Kenya, Chile, Belgium, Germany, Wales, and Colombia, the International Consortium for Health Outcomes Measurement, International Finance Corporation, and the World Economic Forum health events.

Invited academic lectures for classes held in Australia, Ireland, Canada, France, the Netherlands, and South Africa.



### 31 Articles and Reports

Including in collaboration with the European Union, the World Bank, and publications or organizations in the Netherlands, Australia, Switzerland, Denmark, and the United States.



### 20 Webinars

For ongoing connection and thought leadership during the pandemic.



### 25+ Roles

as Chairperson, Executive Board Member, Advisor, Judge, Expert, Advisory Board or Committee Member, Juror/Reviewer, Facilitator, or Award-Presenter

## KEEPING THE COMMUNITY CONNECTED DURING THE PANDEMIC

We hosted a series of webinars to keep people connected at the height of the COVID-19 pandemic. The series focused on international perspectives on high-value health care.

### Partnerships to Achieve High-Value Health Care: An International Perspective

September 17, 2020 | [LINK](#)

Elizabeth Teisberg, PhD, Pieter de Bey, MSc, MBA (Santeon, Netherlands) and Kenneth Forrstrøm Jensen, MSc (Roche, Denmark)

Elizabeth Teisberg was joined by Pieter de Bey, Director of Santeon, the Netherlands, and Kenneth Forsstrøm Jensen, Strategic Market Access Manager for Roche, Copenhagen, Denmark, in a discussion of two innovative models of health care partnerships, each working to improve the health outcomes that matter to patients.

### Improving the Lives of Children: Value-based Perspectives on Pediatric Care

October 15, 2020 | [LINK](#)

Scott Wallace, JD, MBA, Jan Hazelzet, MD, Carlos Mery, MD

Two internationally acclaimed transformation leaders in pediatric care shared their insights about the key needs in pediatric care and described their own experiences leading their organizations into higher-value care.

### From the COVID-19 Front Lines: Lessons learned from Washington State's Pandemic Response

December 10, 2020 | [LINK](#)

Vice Admiral Raquel Bono, MD (Ret.), Scott Wallace, JD, MBA

Admiral Bono spent much of 2020 leading Washington State's COVID-19 Health System Response Management Team. In service to other health care leaders, the Value Institute for Health and Care published two large-scale reports produced by Admiral Bono and her team that detail steps taken by Washington State to manage the pandemic and provide recommendations for further improvements.

### Measurement in Mental Health Care. Does Spirituality Count, and Can it be Counted?

February 4, 2021 | [LINK](#)

Alice Andrews, PhD, Paul Wallang, MRCPsych, Reverend Philip Evans, MA

What does spirituality – or a sense of belonging – have to do with mental health? How do you measure spirituality and the impact of spiritual care on health outcomes? These are questions that Associate Medical Director for Research and Innovation Paul Wallang and Lead Chaplain Philip Evans have been working to answer at St. Andrew's Healthcare, a specialist psychiatric health care organization in the United Kingdom.

# Translational Research on Health Care Transformation



A rich understanding of the lived experience of patients is foundational to designing care that is equitable, relationship-centered and improves the outcomes that are meaningful to patients. Our model for clinical transformation puts patients squarely in the role of the expert in living with their condition and gains insight shared goals, previously unrecognized challenges, and unmet needs. These insights inform health care improvement and design.

We have used this model to conduct research impacting the design, outcome measurement, and delivery of care for patients experiencing a broad range of conditions, including osteoarthritis, rotator cuff tendinopathy, congenital heart anomalies, dementia/early-stage memory loss, cancer as young adults, medical complexity in childhood, and bipolar disorder.

We have also used this perspective as the foundation of our outcome measurement work.

## PATIENT-CENTERED RESEARCH

Our research enables the clinical team to understand, from the perspective of the participants, what it is like for people to live with their specific medical and social circumstances every day, an understanding that goes beyond what is observed and discussed during medical appointments. Patients share what is easy and what is difficult about life with a particular acute medical condition, chronic condition, or combination of conditions; what needs are invisible or unaddressed; what obstacles impede better health; and what enables success. By understanding the everyday life experience of many individuals with shared circumstances, we gain insight on unmet needs and on health outcomes that define success, so that clinical teams can offer more effective solutions.

This year we collaborated with Lone Star Circle of Care to gather community input about the revitalization of Riverside General Hospital, a historically significant institution in the Third Ward neighborhood of Houston, Texas. Additionally, we are engaged in several other collaborations, including a project funded by St. David's Foundation in collaboration with Lone Star Circle of Care and Community Health Centers of South Central Texas. This project will examine the unique telehealth-related needs of patients at Federally Qualified Health Centers (FQHCs) to develop effective strategies for remote care.

## CLINICAL TRANSFORMATION PROJECTS

This year, we partnered with the Texas Center for Pediatric and Congenital Heart Disease and Dell Medical School's Design Institute for Health to redesign the way we provide care for patients with single ventricle congenital heart disease. Patients share their goals as well as what is easy and what is difficult about life with single ventricle congenital heart disease.



We are also working with the Children's Comprehensive Care Clinic at Dell Children's Medical Center to implement a new model for care delivery and payment that focuses on integrating care, services, and information in a way that empowers caregivers as equal partners in setting their children's health goals and creates connection between parents and clinicians. This work is being funded through a grant from the Episcopal Health Foundation.

In addition, we are working with our colleagues at UT Health Austin to enhance suicide prevention strategies in outpatient primary care and subspecialty clinics. Through patient-centered research, we hope to gain direct insights from those impacted by suicide and those providing suicide care to strengthen the current care processes.

## OUTCOME MEASUREMENT

The Value Institute for Health and Care offers support for outcome measurement using a framework that defines outcomes that matter most to patients in three categories:

- **Capability:** Does care help patients function and do the activities that are important in their lives?
- **Comfort:** Does care reduce suffering (pain, anxiety, depression) from the condition?
- **Calm:** Is care delivered in a way that is seamless and keeps chaos at bay, so that families can live as normally as possible while receiving care?

We strive to not only elevate the perspectives of patients and their families, but also empower them in the research process. This year, members of the Value Institute team participated in the formation of the CARE (Coronary

Anomalies Research and Engagement) collaborative, a team led by family members of patients with AAOCA (anomalous aortic origin of a coronary artery) and clinicians at four different medical centers (Dell Children's Medical Center, Boston Children's Hospital, Children's Hospital of Philadelphia and Texas Children's Hospital). The collaborative has been approved for a funding award through the Eugene Washington Patient-Centered Outcomes Research Institute (PCORI) Engagement Awards program, an initiative of PCORI. The funds will support the engagement of patients with AAOCA and their families to develop a patient-centered outcomes research agenda.

## SPOTLIGHTING EXEMPLARS

Over the last four years, the Value Institute has researched and written 16 teaching case studies; produced over 25 videos; and authored over 20 articles, book chapters, reports, and white papers. These assets form the basis of our multidisciplinary master's degree program and executive education offerings.

Our articles have appeared in a variety of publications, including *Modern Healthcare*, *Harvard Health Policy Review*, *Health Affairs Blog*, *The Health Advocate*, *JAMA*, *Harvard Business Review*, *Health Management.org*, *System Focus*, *Brain Injury Professional*, and *Seminars in Thoracic and Cardiovascular Surgery*. Topics included high-value care delivery and strategy, what matters most to patients, and outcomes measurement.

We have conducted research with exemplar institutions to capture how organizations in different countries—Australia, the United States, and the United Kingdom—are achieving high-value health care. Topics of these case studies include operationalizing relationship-centered, outcomes-focused care; leading multidisciplinary health care teams; using outcome measurement during clinical care; transforming to value-based public dental health care; and measuring outcomes that matter most to patients in an inpatient psychiatric setting. A few of our newer

cases include:

- Andrews A., V. Davis. *Team Dynamics at Westfall Pediatric Clinic: A Scenario*. The Value Institute for Health and Care, 2021. The chief of pediatrics at a two-year-old clinic in Memphis, Tennessee, grapples with challenging team dynamics.
- Lee R., A. Madore, K. Carberry. *The Comprehensive Care Center at Baton Rouge General Medical Center*. The Value Institute for Health and Care, 2020. How does a clinic focused on treating people with complex conditions build trusting relationships with patients to support outcome measurement and improvement?
- Madore, A., S. Wallace. *Demonstrating Value in Rehabilitation Care: Shirley Ryan AbilityLab*. The Value Institute for Health and Care, 2020. The top-rated rehabilitation hospital in the U.S. for 31 years establishes an innovative measurement standard for adult rehabilitation outcomes and sets a goal of transforming the field of physical medicine and rehabilitation.

Additionally, Value Institute team members have several books in the pipeline, including a handbook on conducting research using our Experience Group methodology and a guide to outcome measurement.



## Equipping Transformation Leaders

Equipping health care professionals around the world with the knowledge, tools, and abilities required to both implement and lead health care transformation is a central tenet of the Value Institute's mission. To this end, we deliver multi-day workshops and professional development sessions that facilitate learning and discussion around topics such as *Implementing High-Value Health Care*, *Measuring What Matters*, *Strategy for Transformation*, and *Financial Acumen for Clinical Leaders*; we develop custom programs for industry clients; and we offer our *Master of Science in Health Care Transformation*, a hybrid one-year degree program for health care leaders. The MS program is designed to be completed while working full time and to provide learners with the "how-tos" they need to catalyze health care transformation within their particular contexts. Our educational programs are all highly interactive, focused on practical application, and designed to facilitate interaction and network building. Learners establish relationships and gain a cohort that they can learn with throughout their careers.

Recognition of our commitment to teaching: **Alice Andrews and Scott Wallace** were awarded the **Dell Med Academy Excellence in Teaching Awards**

## Executive Education Participants

Participants have come to our programs from Australia, Brazil, Canada, Denmark, England, Estonia, Finland, Germany, Ireland, Kenya, The Netherlands, New Zealand, Pakistan, Portugal, South Africa, Spain, Sweden, Switzerland and the U.S.



## Students in MS in Health Care Transformation

- 2020** alumni from United States (TX, MI, GA, AL, KS, IL, NY, VT, KY, NC, MO)
- 2021** alumni from: Saudia Arabia, South Africa, Canada, Switzerland, United States (TX, MI, VA, WI, CO, TN, NY, NC, FL, CA, OH, WA, OR)
- 2022** enrolled from: Brazil, Canada, United Kingdom, Pakistan, Saudi Arabia, South Africa, Switzerland, United States (TX, WA, CO, OH, MA, WI, CA, NV)

## EXECUTIVE EDUCATION

The Value Institute for Health and Care offers interactive executive education on how to implement high-value health care. These highly rated courses are short, concentrated, and action oriented; we expect participants to return to work able to do something differently that improves health care as a result of having attended.

We offered three virtual executive education courses on three topic areas in 2020-2021. Our programs provide tools and real-world insights from health care leaders, together with case studies on organizations that are improving outcomes and reducing costs by changing the way health care is delivered and funded. These courses provide opportunities to attend with your team or to introduce colleagues to the ideas and actions steps of transformative change. Our programs also provide credits for Continuing Medical Education (CME) and Continuing Nursing Education (CNE). Those who want to delve even deeper in building skills to lead transformation return for our Master of Science in Health Care Transformation.

### Measuring What Matters

Health care leaders learn the “how to” of outcomes measurement, including where to start, what measures to use, how to calculate associated costs, and how to use tools that are currently available. Participants study the Capability, Comfort, and Calm framework, which simplifies and streamlines outcomes measurement and evaluation. They also discuss overcoming barriers to measurement and how to support a learning culture that enables continuous care delivery improvement.

### Financial Acumen for Health Care Leaders: A Value-Based Introduction

Leadership and management require financial acumen not usually taught in medical school or public health education. This course builds understanding of the information in financial statements as well as the different types of cost analysis used in health care organizations. Learners are introduced to time-driven activity-based costing to support managerial decisions and resource allocation. These understandings then enable analysis of a range of value-based payment or funding approaches.



A very informative, comprehensive and well presented programme. I gained invaluable insight and am motivated to make the necessary changes more than ever. Gained confidence in driving the outcomes train.

*Dr. Natacha F Allan, Physician, Surge Orthopaedic Specialists, Pretoria, South Africa, Participant in Measuring What Matters*

Although I get the financial statements each month, I don't often look through them. Now I will have a structure to analyze them for our organization. Although I am familiar with pathways and bundled payments, this opened my eyes to different ways to evaluate pathways and to focus on outcomes.

*Matthew Miller, SVP, Chief Health Information Officer, Lehigh Valley Health Network, Lehigh, Pennsylvania, Participant in Financial Acumen for Health Leaders*



### Strategy for Health Care Transformation

While most health care organizations have a strategic plan, relatively few have a clear strategy. Strategy encompasses the decisions an organization makes about the tightly connected activities that enable it to uniquely serve its patients, as well as the trade-offs inherent in those activities. This multi-day interactive program teaches participants how to build, assess, and improve strategy within their organization. Participants define strategy and learn why it is critically needed in health care. Through case discussions and overview presentations, participants discover how a value-based strategy improves outcomes and activates new dimensions of growth.

**It is an incredible opportunity to learn from others on this value journey. The case studies are relevant, impactful and insightful. The framework articles make it easy to introduce the topic at work.**

*Bethlyn Gerard, Experience and Outcomes Consultant, UNT Health Science Center, Participant in Measuring What Matters*

### MASTER OF SCIENCE IN HEALTH CARE TRANSFORMATION

The Master of Science in Health Care Transformation prepares leaders and emerging leaders across the spectrum of health care to design, implement, and improve health care services to achieve better outcomes for individuals and families. To date, we have graduated two cohorts totaling 17 medical students and 74 health care professionals. In August of 2021 we welcomed a new class of 7 medical students and 35 health care professionals.

The master's program equips learners with the how-to knowledge and skills needed to:

- Inspire higher aspirations for health care
- Develop high-value health care solutions and measure what matters to individuals and their families
- Succeed with value-based payment models by managing-care processes and costs
- Innovate, implement, and lead change

In the fall, the courses inspire students to focus on patients and what outcomes matter most to them and their families. The spring's courses prepare students to not only develop health care solutions and sustainable financial frameworks, but also to lead and communicate change. In the summer, the courses expand the frameworks, skills, and insight the students have been putting into practice to innovate and grow transformation strategically.

**There hasn't been one week, one reading, one assignment from which I could not immediately apply something to my work. Attending this program will improve our clinical care, and our business.**

*Marnell Bradfield, Class of 2022*



**I loved how the course was designed, teaching us about concepts first in the reading then giving us the context in class, followed by helping us consolidate the new knowledge via roundtable breakouts, and the individual and group homework assignments. It's brilliantly designed and executed!**

*Master's Student, Class of 2021*

### CUSTOM PROGRAMS ON IMPLEMENTATION

In addition to our master's degree program and our open executive education workshops, the Value Institute develops exclusive custom programs tailored to the specific needs of organizations working to transform health and care. These programs cover a range of topics aimed at the "how to" of implementing high-value health care as well as more specific topics related to outcome measurement, finance and sustainability, leadership, and strategy. From chief executives to rising clinical managers, participants develop new inspiration, insights, and ideas about what they can do tomorrow to achieve better health for the people they serve.

We have developed programs for and with several of our partners, including EIT Health and the Australian Healthcare and Hospitals Association, and we are in conversation with organizations across the health sector—from clinical care providers and payers to med tech and biopharma companies—about designing programs for their employees.

**I loved the progression of content and assignments. It's very evident a lot of thought has gone behind the selections for readings and how the assignments intertwine, as well. Every week I'm amazed how much my perspective is transformed.**

*Master's Student, Class of 2021*

## EXPERIENTIAL LEARNING PROJECTS

All students work throughout the year on a team project to transform an aspect of health care delivery to improve value for patients. This Experiential Learning Project (ELP) extends over three semesters, both intersecting with and building on the program content as the year unfolds.

The Class of 2021's projects included:

### Improving Relationships through Telehealth

The critical question this project aimed to answer is how musculoskeletal clinicians and patients can feel more comfort and calm during telehealth examinations and throughout the treatment process. This project provided a guide to improve rapport between patients and clinicians when using telehealth. This guide incorporated both peer-reviewed research and patient and clinician feedback.

### Homeless Matters

The city of Austin, Texas currently has over 3000 people who are experiencing homelessness, and over 100 organizations dedicated to supporting the needs of this population. Unfortunately, these organizations are mostly siloed, providing services to small groups of people, instead of working together to ensure maximum access to their services. The fragmentation of resources within the current system makes it difficult for people experiencing homelessness to consistently access social services, which has a significant impact on health and overall well-being. This project's goal was to reduce the fragmentation of services to improve coordination of resources, and in turn, remove barriers to access of social and medical services.

### Tuberous Sclerosis Complex—A Qualitative Study

This project team aspired to improve health outcomes for patients living with tuberous sclerosis complex (TSC) served by the Dell Med and/or Ascension community as these entities contemplate a new TSC clinic. The nature of TSC often requires care from many different specialists and carries large social, emotional, and environmental factors

that can go unmet with traditional care delivery. Although there is a large body of evidence related to TSC clinical care delivery, there is a paucity of information about the outcomes that matter most to patients. Using the capability, comfort, and calm framework, the ELP Team illuminated the patient's voice through Experience Group methodology.

### 3Cs to Improve Quality of Life for People Living with Advanced Pancreatic Cancer

Pancreatic cancer afflicts approximately 60,550 people annually in the U.S. and is associated with a 9% five-year survival rate. Although there has been improvement in survival rates, pancreatic cancer remains one of the most lethal human cancers, and very little has been published on the outcomes that matter to these patients. Symptom burden is significant and includes depression, fatigue, weight loss, digestive issues, and intractable pain. Given the limited effectiveness of treatment, goals of care must focus on symptom management and what matters most to patients. This pilot evaluation helped create a framework in which patient experience and outcomes that matter most to people living with advanced pancreatic cancer are identified and elevated as core components of the treatment plan. The project's primary objective was to qualitatively assess what matters most to people living with advanced pancreatic cancer and how intervention may achieve the 3 Cs (capability, comfort & calm). To achieve their objective, they evaluated patients from the Dell LiveStrong Cancer Center (LCC) UT Health Austin, Dell Medical School; Dell Seton Medical Center UT Austin, TX; and patients from the MD Anderson Cancer Center (MDACC) in Houston, TX.

### Provider Resilience

Provider burnout has been a concern long before the pandemic. Using Experience Group research, interviews, and qualitative analysis, the TRUE GRIT team identified factors contributing to resiliency, the drivers of burnout, and the unmet needs of nurses and physicians practicing on the front lines of a frontier health care system in Grand County, Colorado.

### The MILES Project

Evidence demonstrates the importance of family engagement as an intervention for treating obesity and indicates the importance of starting during childhood to avoid the persistence of obesity into adulthood. The factors influencing childhood obesity include parent weight status, home nutritional environment, nutritional knowledge, parenting style, and the encouragement of activity. With or without extensive community factors, the strong evidence of the importance of the child and family connection in addressing the chronic condition of obesity leads the MILES team to develop a program that is sensitive to the challenges of changing food habits and will achieve a lower overall BMI for a household.

### Riverside: People, Program, Place

The Riverside project team plans to design and provide implementation plans for health care services tailored to specific communities. While the methodology shows this project is generalizable and scalable, their focus is on Riverside Hospital in the Third Ward of Houston.

### Transformation of Hip and Knee Arthroplasty in South Africa

The goal of this project is to transform hip and knee arthroplasty in South Africa with the use of same-calendar-day discharge in an ambulatory surgical centre (ASC) and by measuring the outcomes that matter most to patients. Our implementation of this discharge process and measurement of outcomes is a disruption to the current fragmented care and unsustainable funding system.

### Armed with Data: Improving Outcomes for Patients with Posttraumatic Stress Disorder in the U.S. Military Health System

This report provides information and guidance to the Behavioral Health Clinical Community (BHCC) of the Military Health System to help clinicians optimize treatment outcomes for patients with posttraumatic stress disorder (PTSD). A literature review highlights the polytrauma triad, a patient segment with co-occurring PTSD, traumatic brain injury, and chronic pain who may have different outcome trajectories and treatment needs. In addition, the report includes a summary of the literature on the impact of client factors and treatment effects that impact treatment outcomes for PTSD and recommendations for data to help clinicians develop and refine the course of care. In addition, interviews with ten stakeholders with connections to military behavioral health care are included. Additionally, an equity analysis provides the BHCC with information on how to ensure equitable care. Finally, a synthesis of these findings, including recommendations for what information and data could help clinicians with initial treatment planning, signal when patients are not recovering as quickly as expected and provide data-informed course corrections in care.

### La Aldea

La Aldea aspires to give women who have survived domestic violence (DV) an opportunity to report how they rebuilt their lives and established new abuse-free beginnings for themselves and their children. The goal of the research is to find the clinical, emotional, and social resources that matter most and identify gaps in services available to achieve independence, stop recidivism, and disrupt the systemic, often generational, cycle of DV.

**The ELP was a highlight for me, because one thing I wanted to get out of the program was a better understanding of how to truly get the patient's voice into care delivery, as opposed to an administrator's idea of what a patient would want, or a physician's idea of what a patient would want. I believe we were able to do exactly that through our experience group research, so that was really valuable.**

*Emily Salmon, Class of 2021*

## LENSES

There are three concepts that are foundational to transforming health care that we weave through the courses, the experiential learning projects, and the residential sessions. These concepts are Health Equity, Relationship-Centered Care, and Personal Leadership.

### The Equity Lens on Value

This program was designed with an equity lens in every course before the pandemic brought health and care inequity to the headlines. Health care delivery and results have huge unwarranted variations that include deep ethnic and racial disparities. Transforming health care to higher value for all can end these disparities.

Health care transformation work starts with identification of gaps –between what can be achieved and what is happening now. The frameworks and insights of value-based health care are then used to improve results, especially for people who are less well served today. By prioritizing gaps characterized by disparities, value-based health care transformation is a powerful approach to improve equity. This prioritization is a matter of will.

Value is created by improving meaningful health outcomes for the person and family being served. Thus, access to effective care enables value creation. To be effective, care must address the medical and life circumstances of the person being served. Too often, the current care model is not a good fit for people with few economic resources and for people facing the challenges of systemic racism. Experience group research enables insight for designing care that works in people's real lives. Rather than blaming patients for lack of engagement, care solutions can be developed to support and enable better health outcomes. Success must be measured by improvement in outcomes, not just the level of health, so that the biggest early gains come from helping those who previously were served poorly or inappropriately.

**Proud to be the very first Canadian & Québécoise to have a Graduate Degree in Value-Based Health Care #VBHC, from the Value Institute for Health and Care at UT Austin. It's the only program of its kind in the world. After a grueling yet rewarding & inspiring Masters program in Healthcare Transformation, I am ready to #transformhealthcare in Quebec, in Canada and beyond.**

*Eva Villalba, Class of 2021*

**Our health system is undergoing a critical transformation and we are in a position where everyone understands and realizes that change is needed. Having the skills to be able to navigate that change and lead people through those changes is invaluable and will make you uniquely qualified to be a leader in health care transformation rather than lagging behind and following that trend**

*Kevin Bozic, MD, MBA*

**I am continually inspired by the willingness of our students to commit to their aspirations and do the hard work required to begin to change the world of health care for the underserved and disenfranchised populations**

*Kristie J. Loescher, MPH, DBA, SHRM-SCP*

## CELEBRATING THE SUCCESS OF OUR GRADUATES

Since it launched in the fall of 2019, the MS in Health Care Transformation degree program has graduated 75 leaders who are taking on the transformation challenge through their work. Although these leaders already have successful careers, the impact that their learning in this program has had on their work has led to many of them receiving promotions within their organizations or forging a new path at another.



### Alumni Career Highlights

Amanda Simmons became the Executive Vice President of Integrated Health Partners of Southern California

Blake Gentile became the Executive Administrative Director at Stanford Children's Health

Donna Shanor became the Associate Chair of Clinical Integrations at Dell Med

Dale Hanna became the Director of Product Strategy at Lash Group

Rhonda Mundhenk became the CEO of the Clinical Health Network for Transformation (Planned Parenthood)

Rumana Kasime became a Client Implementation Specialist with Livongo/Teledoc



**27%**  
**of MS alumni**  
**(does not include DMS students)**  
**received a promotion or new job**  
**since starting the MSHCT program**  
**(20 out of 75 students)**

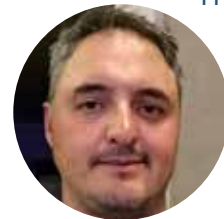
## ALUMNI SPOTLIGHTS

### What has your health care transformation journey been like since graduating from the MS in Health Care Transformation program?



While I was a student in the MSHCT program, I worked with a clinical research organization, HRCRS, that started a registry to collect procedural data and long-term outcomes for patients receiving atrial fibrillation ablations. This project was the product of an outcomes database started by Dr. Jose Osorio at Alabama Cardiovascular Group that had evolved over the last 7 years. The registry has now grown to 19 sites with 35 participating investigators. We have 4 registries, 5 sub studies, and 2 clinical trials under negotiation with various industry sponsors. We also needed an electronic data capture software, so I co-founded a company to build a solution to manage data collection at participating sites.

*Brigham Godfrey, BSN, RN, MSHCT Class of 2020 | Director of Transformation at Alabama Cardiovascular Group, PC and Co-Founder of 3PH Alliance, LLC*



The MSHCT program literally added value to the patients I serve and the providers I interact with daily, by the way it has helped us differentiate from the traditional way of practicing medicine. My patient / provider approach has changed by constantly striving to identify how to meet their needs and improve their experience and outcomes. The benefit of been a healthcare provider for me was the feeling of not missing a beat as far as healthcare transformation goes. We have continued with the project that we started in lower limb arthroplasty using a same calendar day discharge model and are loving the outcomes that were fashioned on the "CCC" model that our patients and their families are achieving - as Elizabeth and Scott said "outcomes are the gateway drug", and I'm thoroughly addicted now!

*Duwayne Vermaak, MSC, MMed, MSHCT Class of 2021  
Director, Surge Orthopaedics, South Africa*



Since graduating the program, I have been busy putting my new lens of value creation to the test. This has involved a year-long process of connecting with stakeholders and getting buy-in around addiction health care access and engagement solutions. It has taken many conversations and presentations to get the right partnerships started as well as a good deal of work specific to each partnership functioning in the correct ways. Nothing is created overnight of course, but I knew that I was starting in the right place by getting the right people at the table.

*Shane Hudson, MS, LCP, LCAC, MSHCT Class of 2020  
President and CEO, CKF Addiction Treatment*

### How have you used the skills and knowledge you have gained through the program in your work?



The MS in Health Care Transformation program has provided me with the knowledge, skills and tools to fast track our value-based care design and implementation strategies. I am using the skills gained through the program on a daily basis. The program has greatly assisted me to approach the design and implementation of value-based care models in a structured and practical manner.

*Milton Streak, MM, MSHCT Class of 2021  
General Manager, Business Development, MedClinic, South Africa*



I've been able to put my deeper understanding of the US health care system and the unique challenges patients face into practice in my day-to-day decisions at work. Whether that is related to outcomes measurement and quality metrics, rising health care prices, or the economics of health care and how platform technology can incentivize patients to shop for care. Honestly, I just learned so much from my classmates and professors that there isn't a day that goes by where I don't use something I learned in the program for my day-to-day work. I've also been able to reach out to my classmates and the Value Institute faculty when I have questions or need advice on some of the more complicated health care topics. Being able to build relationships with and learn from experts like Elizabeth Teisberg, Scott Wallace, Kathy Carberry, Alice Andrews, and so many other faculty members was amazing. And that doesn't even include the guest speakers like Lee Shapiro, Rushika Fernandopulle, Geoffrey Parker, Chris Palmieri, Gilbert Welch, and others I was able to get to know and learn from. Having relationships with experts like these is truly invaluable for me and my career.

*Steven Cutbirth, MBA, MSHCT Class of 2020  
Head of Marketing and Brand Strategy at Point Health*

## CORE FACULTY & GUEST SPEAKERS

We are grateful to the following individuals who shared their time and expertise with us and our students.

### Core Faculty

**Alice Andrews, PhD**  
Assistant Professor  
Dell Medical School, UT-Austin

**Indranil Bardhan, PhD**  
Professor  
McCombs School of Business, UT-Austin

**Kathy Carberry, RN, MPH**  
Assistant Professor  
Dell Medical School, UT-Austin

**Erin Donovan, PhD**  
Associate Professor  
Moody College of Communication,  
UT-Austin

**Barbara Jones, PhD**  
Associate Dean,  
Department Chair, Professor,  
Steve Hicks School of Social Work,  
UT-Austin

**Steve Limberg, PhD**  
Chaired Professor  
McCombs School of Business, UT-Austin

**Kristie Loescher, PhD**  
Assistant Dean, Senior Lecturer  
McCombs School of Business, UT-Austin

**Doug Morrice, PhD**  
Professor  
McCombs School of Business, UT-Austin

**Paula X. Rojas, BA**  
Community Equity Strategy Consultant  
Embody Transformation Texas

**Elizabeth Teisberg, PhD**  
Distinguished University Chair and Professor  
Dell Medical School and  
McCombs School of Business, UT-Austin

**Scott Wallace, JD, MBA**  
Associate Professor  
Dell Medical School, UT-Austin

I am inspired by the amazing class the Value Institute has brought together. Friendly, humble, accomplished, collaborative and so grounded. The medical students are incredible. It's a testament to the faculty and leadership of the Value Institute. I'm so grateful to be doing this now, as I predict in a short number of years it will be a very competitive program to get into.  
*Shannon Jackson, Class of 2022*

We have a wonderful class who has become close over the year and the relationships we built with our colleagues in the alternative class time was retained across residential sessions. There is a very strong connotation between the faculty, staff and students and a great supportive vibe all around!  
*Master's Student, Class of 2021*

### Guest Speakers

**Christina Åkerman, MD, PhD**  
Affiliate Faculty  
Dell Medical School, UT-Austin  
Sweden

**Kevin Anderson, MBA, MSHCT**  
Chief Financial Officer  
Covenant Childrens Hospital  
Texas

**Carrie Barron, MD**  
Associate Professor  
Dell Medical School, UT-Austin

**Ryan Becerra**  
Young Adult Advisory Board  
LIVESTRONG Cancer Institute  
Dell Medical School, UT-Austin

**Raquel Bono, MD**  
Admiral (retired)  
United States Navy &  
Defense Health Agency  
Texas

**Kevin Bozic, MD, MBA**  
Chair & Professor  
Dell Medical School, UT-Austin

**Jonathan Calvin, CPA, CMA, CHFP, MSHCT**  
Chief Executive Officer  
Lone Star Circle of Care  
Texas

**José Colucci, PhD**  
Director of Research and Development  
& Associate Professor  
Dell Medical School, UT-Austin

**Pieter de Bey**  
Director, Santeon  
Virginia

**Philip Evans, MA**  
Lead Chaplain  
St. Andrews Healthcare  
United Kingdom

**Rushika Fernandopulle, AB, MD, MPP**  
CEO  
Iora Health  
Massachusetts

**Kenneth Forsstrøm**  
Strategic Access Market Manager  
Roche  
Denmark

**Charles Fraser, MD**  
Professor & Director  
Texas Center for Pediatric and  
Congenital Heart Disease  
Texas

**Jan Hazelzet, MD, PhD, FCCM**  
Professor in Healthcare  
and Quality Outcome  
Erasmus University Medical Center,  
Rotterdam

**Miranda Hoff, MPAff**  
Assistant Director  
Department of Surgery and Periopera-  
tive Care, Dell Medical School, UT-Austin

**Karl Koenig, MD, MS**  
Associate Professor  
Dell Medical School, UT-Austin

**Vivian Lee, MD, PhD, MBA**  
President of Health Platforms  
Verily Life Sciences  
California

**Carlos Mery, MD, MPH**  
Surgical Director & Pediatric  
Congenital Heart Surgeon  
Texas Center for Pediatric and  
Congenital Heart Disease  
Texas

**Richard Migliori, MD**  
Executive VP & Chief Medical Officer  
UnitedHealth Group  
Minnesota

**Abby Morales**  
Young Adult Advisory Board  
LIVESTRONG Cancer Institute  
Dell Medical School, UT-Austin

**Rhonda Mundhenk, JD, MPH, MSHCT**  
Chief Executive Officer for the Clinical  
Health Network for Transformation (CHN)  
Planned Parenthood, Texas

**Rebecca Munoz**  
Young Adult Advisory Board  
LIVESTRONG Cancer Institute  
Dell Medical School, UT-Austin

**Jesús Ortega**  
Director, Office of Diversity,  
Equity, and Inclusion  
Dell Medical School, UT-Austin

**Betsy Owens, MBA**  
Chief Marketing and Innovation Officer  
& Senior VP  
Shirley Ryan AbilityLab  
Illinois

**Christopher Palmieri, MSHCA**  
President and Chief Executive Officer  
Commonwealth Care Alliance,  
Massachusetts

**Natalie Privett, MA**  
Systems Designer  
Dell Medical School, UT-Austin

**Lee Shapiro, JD**  
Chief Financial Officer  
Livongo  
Florida

**Nicol Turner Lee, PhD**  
Senior Fellow of Governance Studies,  
Director of the Center for  
Technology Innovation  
Brookings, Washington, DC

**Zoe Wainer, BMBS, PhD, MPH, AFRACMA, GAICD**  
Deputy Secretary for Public Health  
Victorian Department of Health  
Australia

**Paul Wallang, MRCPsych**  
Associate Medical Director for  
Research and Innovation  
St. Andrews Healthcare  
United Kingdom

**Keegan Warren-Clem, LL.M., J.D.**  
Adjunct Professor  
Law & McCombs, UT-Austin

**Amy Young, MD**  
Chief Clinical Officer & Professor  
Dell Medical School, UT-Austin

**Adam Zeiner, BS**  
Interaction Designer  
Dell Medical School, UT-Austin

# The Value Institute Team

The Value Institute for Health and Care is a highly collaborative interdisciplinary team that represents decades of expertise in various fields, including clinical and leadership aspects of achieving high-value health care as well as research, writing and communications, pedagogy, and marketing. In particular, members of the team have spent years studying patient needs, outcomes measurement, cost measurement, interdisciplinary learning teams, care delivery solutions, health care funding and payment, and strategies for growth. In addition, the team has honed its pedagogical strategy by developing effective and engaging educational experiences for both health care leaders enrolled in its executive education programs and students in the Master of Science in Health Care Transformation.

*team shown in alphabetical order from left to right*



**Christina Åkerman, MD, PhD**  
Affiliated Faculty

**Alice Andrews, PhD**  
Director of Education

**Carrie Barron, MD**  
Associate Professor of  
Medical Education

**Kathleen Carberry, RN, MPH**  
Outcomes Program Officer

**Victoria Davis, PhD**  
Research Writer and  
Curriculum Specialist

**Kasey Ford, MA**  
Assistant Director of Education  
and Learning Design

**Leah Galuban, MPH**  
Senior Academic Program  
Coordinator

**Aida Gonzalez, MEd**  
Education Program Manager

**Brendan Hardy, MEd**  
Director of Recruiting, Admissions  
and Partnership Development

**Danielle Hicks, MA**  
Marketing and Communications  
Coordinator

**Aubri Hoffman, PhD**  
Research Writer and  
Curriculum Specialist

**Rachel Lee**  
Research Writer I

**Amy Madore, MPA**  
Assistant Director of Research

**Matthew Mikulski**  
Health Transformation Fellow

**Nataly Saucedo, MSSW**  
Senior Qualitative  
Research Coordinator

**Elizabeth Teisberg, PhD**  
Executive Director

**Scott Wallace, JD, MBA**  
Managing Director

**Brandy Whitten**  
Executive Assistant

I love being part of our teaching team. One of my proudest contributions to our work this year was developing new curricula exploring the relationship between outcome measurement, outcome improvement, and building trust between patients and the health care professionals serving them.

*Amy Madore, Assistant Director of Research*

My favorite project this year was the launch of the Health Care Transformation Community (HCTC) website. I'm thrilled that we now have a platform for our transformation students and partners to connect and share resources virtually

*Aida Gonzalez, Education Program Manager*

# Special Acknowledgements

We gratefully acknowledge the vision, leadership, and financial support that has enabled the work described in this report.

The Value Institute is a shared endeavor of the Dell Medical School and the McCombs School of Business, and both schools welcomed new Deans this year. We said farewell to Clay Johnston, the DMS Inaugural Dean. We appreciate his thoughtful leadership and strong support of the Value Institute. We have begun our tenure with George Macones, Interim Dean at DMS and Lilian Mills, Dean of McCombs, and are grateful that each has continued their school's strong support of the Value Institute.

We also saw the departures of two of the guiding lights who helped us to create the Master of Science in Health Care Transformation degree program. Sue Cox, Executive Vice Dean of Academic Affairs for DMS retired from DMS, while Prabhudev Konana became the Dean of the University of Maryland's Robert H. Smith School of Business.

The Value Institute benefits immeasurably from our faculty collaborators. We are particularly grateful to those who co-led our courses this past year, Barbara Jones (Hicks), Steve Limberg (McCombs), Erin Donovan (Moody), Doug Morrice (McCombs), Kristie Loescher (McCombs) and Indranil Bardhan (McCombs). The contributions of these, and our many other faculty colleagues, has made the Master's program an international success.

Everyone at the Value Institute gains energy and insight from the remarkable people who participate in our programs. We learn so much from those who attend our executive education and professional development programs, and every week are inspired by the thoughtful discussions and contributions of our Master's degree students.

This year, we mourned the passing of Dr. Joanne Smith, the CEO of the Shirley Ryan AbilityLab. Joanne was a friend, a provocateur, an inspiration, and a role model. She was a superb partner in the development of our case on the AbilityLab and we will miss her wit, her energy, and her laser focus on delivering outcomes that matter most to patients.

Finally, we wish to thank Corbin Robertson, Chairman of the Board of The Cullen Trust for Higher Education. With a generous chair endowment, Mr. Robertson demonstrated his confidence in our ability to transform health care, and he has continued to provide counsel, guidance, and friendship. We remain proud of being a part of the legacy Mr. Robertson and the Trust are creating.

