



Health Care Delivery: Staff, Stuff, Space, and Systems

Reading: *Redefining global health-care delivery*, Jim Yong Kim, Paul Farmer, Michael Porter

Discussion Guide

Goal: Dissect this important framework for health care delivery and understand the importance of integrating and coordinating care between community-based services, clinics, and hospitals.

Suggested Discussion Questions:

1. How can global health frameworks created in developing countries be used to inform global health delivery work in the United States? What unique challenges might arise in the United States that wouldn't arise elsewhere?
2. How can effective health care delivery help break the cycle of poverty and disease?
3. Why is it important to create systematic best practices, especially in the field of global health care delivery? What are challenges to creating and compiling these best practices?

Key Quotes:

"[Many] initiatives to address the unmet needs of those facing both poverty and serious illness... are designed in an ad-hoc manner to address one health problem among many... [and accordingly] best practices spread slowly" (1060).

"In our view... the biggest obstacle facing global health is a failure of delivery... Global health care is understood to mean the provision of a limited set of health services to underserved populations in resource poor areas of the world... By health care delivery, we mean the effective provision of services to people with diseases for which proven therapies exist" (1060).

"A policy focus is well represented in the published work on topics including health-care financing, insurance systems, social safety nets, health-related human resource development, and drug pricing... However, a detailed understanding of value-based delivery systems themselves has been largely absent... Every technique available for tracking patients and aggregating data should be put to use" (1067).

Lesson Plan

Goal: Dissect this important framework for health care delivery and understand the importance of integrating and coordinating care between community-based services, clinics, and hospitals.

Warm Up: The text states that many “initiatives to address... unmet needs of those facing both poverty and serious illness...are designed in an ad-hoc manner to address one health problem among many... [and accordingly] best practices spread slowly” (1060). Why is it important to consolidate practices that have proven effective and deliver integrated services in the field of global health? What are challenges to creating and compiling best practices in integrated care delivery?

Diagnostic: Make a list of key “staff, stuff, space and systems” needed to deliver health care. Then, categorize the services, specialists, and programs offered at different types of care facilities—communities, clinics, and hospitals. Finally, consider why it is important and cost-effective to integrate the services offered at each facility.

Teaching Bit: Too often, services are delivered in a disease-specific, vertical manner. The strategic framework for global health delivery systems put forth in this paper lays out the argument that when approached strategically, services can be delivered in an integrated manner that increases efficiency (and thus value) for the patient, while reducing overall health care costs. It details four levels of value to ensure development of a high-quality and integrated system.

1. **Integrating care for independent medical conditions** over the full cycle of care using the concept of the care delivery value chain (CDVC). In other words, for independent medical conditions, ensure that care from community to clinic to hospital is integrated, accessible, efficient, and high quality.
2. **Using shared delivery infrastructure across multiple medical conditions** to maximize cooperation and collaboration between personnel and facilities when working to prevent and treat conditions
3. **Incorporating knowledge of the local patient** and community constraints
4. **Designing health care delivery systems to maximize their contribution** to equitable economic and community development.

These levels of value inform the integrated and high-quality development of all components of a health care system (design, management structure, operational best practices, regulatory bodies).

Guided Practice: Think of real-life examples that illustrate the importance of each value level.

Independent Practice: Knowing what questions to ask is key to developing a strong model or project. Split into four smaller groups. Have each small group brainstorm 3-5 key questions to ask at one of the four specific levels of value before implementing a model or project.

Assessment: As a group, make a list of the key questions to ask at each level of value and share. Examples are:

Level of Value	Key questions to ask to ensure high-quality, integrated system development:
I. Integrating care for independent medical conditions over the full cycle of care	What activities are best performed within a single care center and which are best shared? How are prevention, diagnosis, and care for a particular medical condition related? How is each activity in the care cycle best performed? Where and by whom? How is the effectiveness of one activity affected by others?
II. Shared delivery infrastructure across multiple conditions to coordinate prevention, treatment, staff, & space	How can we integrate care for related pathologies? How can we most efficiently and cost-effectively use scarce personnel and facilities? How can shared infrastructure improve effectiveness of prevention, screening, and care as compared with vertical programmes and facilities? (See p. 1065 for additional strategic questions in shared delivery infrastructure design)
III. Incorporating knowledge of the local patient and community constraints	How do social/economic factors underlie more direct influences, such as poverty/education? What are the direct influences affecting the incidence of disease and injuries? How does access to health care services affect the type, frequency, and quality of care received? Do patients adhere to prescribed preventative measures or therapies? Why or why not?
IV. Designing health care delivery systems to maximize contribution to equitable economic or community development.	How is poverty causing illness and how can we address these issues of poverty? How can public spending on health care delivery be an investment that will directly benefit economic development? How can the health of a population enhance economic development in low-income countries?

Closer: As a group discuss ways effective health care delivery helps break the cycle of poverty and disease. _____