

Ten to... Value-based healthcare

Value in Health

October 2025



“Ten to... Reading List: Essential Resources for Value-Based Healthcare”

With its Ten to... reading list series, Value in Health shares foundational academic articles, grey literature and books on topics important to the delivery of better value healthcare. This selection comprises the texts that our policy team most frequently find useful in its work.

The aim is to provide a quick reference for policymakers and practitioners to get up to speed on selected topics, a signpost to what we consider to be the most relevant material. In making our selections, we sought both groundbreaking research and accessible works. This series is not intended to provide comprehensive surveys of available literature, and inclusion in a list does not imply endorsement from Value in Health.

For content accessible online, full text links have been provided. If you require further resources, please contact our team at Value in Health valueinhealth@cnhi.gov.sa. Our Ten to... series will be updated periodically, so suggestions for additional content for future editions are welcomed.

Ten to... Value-based healthcare list books, journal articles and grey literature that provide a grounding for those newer to this health policy idea. Expressed as a goal, value-based healthcare (typically abbreviated to VBHC or VBC, value-based care) seeks to deliver better outcomes for patients while managing or reducing costs. As a method to deliver this goal, VBHC is mostly closely associated with the reform of financial incentives for healthcare providers, shifting from payments based on the volume of services delivered, to payments linked to the outcomes achieved. However, VBHC models typically extend beyond changes to provider incentives, encompassing greater collection of data on costs and outcomes, and the redesign and integration of clinical service delivery. These are topics that we will expand upon in our forthcoming Ten to... Improving value in healthcare providers.

In addition to selected seminal articles, this reading list also includes more recent reviews tracking the progress and prospects of VBHC implementation globally.



Porter, M. E. (2010). What is value in health care? New England Journal of Medicine, 363(26), 2477-2481. (691KB, PDF, Free with registration)

In this highly cited perspective paper, it is argued that high value should be acknowledged as the principal goal of health systems. Value, defined narrowly here as "health outcomes achieved per dollar spent", should therefore be the factor underpinning incentives for all stakeholders. This article references many of the recommendations made at greater length in Porter and Teisberg's 2006 book, *Redefining Healthcare* (see Further Reading): measure and share outcomes and costs for all patients across the full care cycle to enable competition on value; deliver services through integrated practice units; align provider reimbursement with value rather than volume.

Teisberg, E., Wallace, S., & O'Hara, S. (2020). Defining and implementing value-based health care: a strategic framework. Academic Medicine, 95(5), 682-685. (229KB, PDF)

This short commentary proposes a framework to operationalize VBHC in clinical services that seeks to go beyond existing approaches that address cost reduction, quality improvement or patient satisfaction. The stated goal is to improve "outcomes that matter most to patients", conceptualized as "capability, comfort and calm". The framework has five components: understand shared health needs of patients; design solution to improve health outcomes; integrate learning teams; measure health outcomes and costs; expand partnerships. The paper also discusses what teaching physicians-in-training should receive to support VBHC.

Gray, M. (2017). Value based healthcare. BMJ, 356. (Paywall)

Much of the literature on VBHC originates from the United States. This editorial offers a valuable, non-US perspective on VBHC. While optimizing value for individual patients is important, there is also a critical need to optimize outcomes and costs for whole populations. Therefore, initiatives for better health system value must consider both allocative and technical efficiency. Evidence-based clinical improvement is certainly necessary but cannot be seen as sufficient. Population health management and addressing unwarranted variation are also vital.

Larsson, S., Clawson, J., & Howard, R. (2023). Value-based health care at an inflection point: a global agenda for the next decade. NEJM Catalyst Innovations in Care Delivery, 4(1). (Paywall)

VBHC has the potential to reform national health systems as well as individual provider organizations. Sharing the framework described in more detail in *The Patient Priority* (see Further Reading), the authors argue that now is the time for a "moon-shot" agenda for government and industry to advance value in health systems. The suggested approach necessitates standardized measurement of outcomes and costs that can be benchmarked, new provider delivery models reimbursed through value-based payment models, supporting innovations in data and digital analytics, and enabling regulatory environments.

Van Staalduinen, D. J. et al (2022). The implementation of value-based healthcare: a scoping review. BMC Health Services Research, 22(1), 270 (1,156KB, PDF)

This literature review makes an important contribution to our understanding of how VBHC is being discussed and delivered in healthcare organizations. In the studies identified, how VBHC was interpreted and operationalized, both as a goal and a methodology, showed significant variability. Additionally, VBHC initiatives were often piecemeal, focusing typically on the areas of costs and outcomes measurement or clinical improvement, and lacked effective evaluation. A significant implementation gap remained that must be addressed if wider adoption and spread of VBHC was to be achieved.

Douglas, A. O., Senkaiahliyan, S., Bulstra, C. A., Mita, C., Reddy, C. L., & Atun, R. (2025). Global adoption of value-based health care initiatives within health systems: A scoping review. JAMA Health Forum (Vol. 6, No. 5, pp. e250746-e250746) (1,962KB, PDF)

This recent literature review assessed 50 VBHC initiatives, primarily in high-income countries. Few examples of national-level VBHC implementation were found. While significant interest in VBHC is clearly being shown by policymakers and leaders in healthcare delivery organizations, it is concluded that the transition towards high value health systems is still in its early stages.

Steinmann, G., Van De Bovenkamp, H., De Bont, A., & Delnoij, D. (2020). Redefining value: a discourse analysis on value-based health care. *BMC health services research*, 20(1), 862. (628KB, PDF)

This provocative article uses discourse analysis to explore ambiguities in how VBHC is interpreted by different stakeholders in the Dutch health system. The authors identify four differing discourses on VBHC: 1) Patient Empowerment, strengthening the role of patients in decision-making 2) Governance, steering and regulating care for better value 3) Professionalism, organizing and improving the provision of health services, and 4) Critique, questioning VBHC's perceived emphasis on narrow, standardized measurement. Understanding different stakeholder frames of reference is therefore a prerequisite to mobilizing common action.

Van Engen, V., Bonfrer, I., Ahaus, K., & Buljac-Sarmadzic, M. (2022). Value-based healthcare from the perspective of the healthcare professional: a systematic literature review. *Frontiers in public health*, 9, 800702. (3,116KB, PDF)

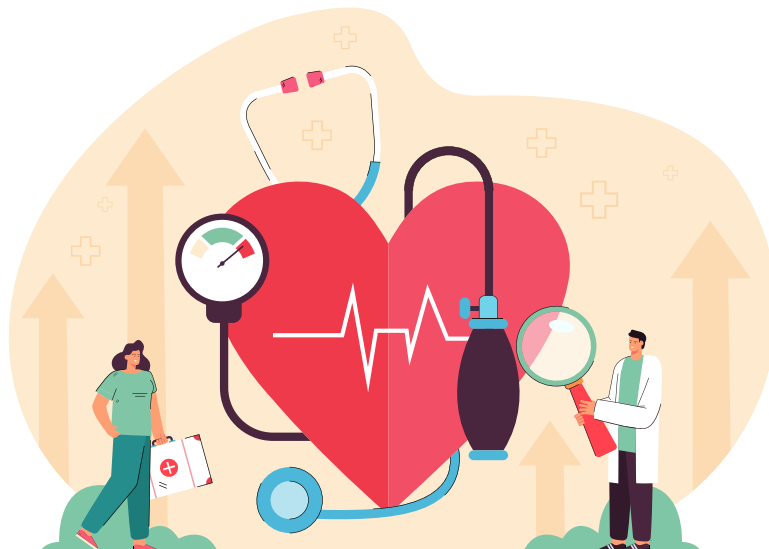
VBHC demands new behaviors and skills from healthcare professionals. This review gathers evidence on these changing job demands, and on how VBHC implementation might positively and negatively impact on employee wellbeing. VBHC has the potential to strengthen patient communications, teamwork and engagement. However, there were also reports of increased workload, administrative burden, change fatigue and burnout. Managing the psychosocial effects of shifting to VBHC may be as important as the design and roll-out of technical changes.

Badreldin, H. A. et al. (2025). Sustainability and Resilience in the Saudi Arabian Health System. (5,624KB, PDF)

This provocative article uses discourse analysis to explore ambiguities in how VBHC is interpreted by different stakeholders in the Dutch health system. The authors identify four differing discourses on VBHC: 1) Patient Empowerment, strengthening the role of patients in decision-making 2) Governance, steering and regulating care for better value 3) Professionalism, organizing and improving the provision of health services, and 4) Critique, questioning VBHC's perceived emphasis on narrow, standardized measurement. Understanding different stakeholder frames of reference is therefore a prerequisite to mobilizing common action.

Lehtonen, L., Wild, C., & Ricciardi, W. (2019). Defining Value in" Value-Based Healthcare. Report of the Expert Panel on effective ways of investing in Health (EXPH). Luxembourg: European Commission. (2,071KB, PDF)

This report describes, in the context of European health systems, VBHC as a long-term strategy to reallocate resources from low-value to high-value activities in health systems. It emphasizes the need for healthcare practitioners to become more accountable for the value delivered through the services delivered. Here, value is identified as a contested and multidimensional concept (the four dimensions of value identified being technical, allocative, personal and social).



Further Reading

Porter, M. E., & Teisberg, E. O. (2006). Redefining health care: creating value-based competition on results. Harvard Business Press. (Book)

This book is truly a foundational text on value-based healthcare. The proposed model, of value-based competition between healthcare providers based on outcomes, arises from the peculiarities of the American health care system. However, the discussion on strategic implications of VBHC for different stakeholders (providers, health plans, suppliers, consumers and employers, and governments) is likely to be helpful in any health system context.

Larsson, S., Clawson, J., Kellar, J., & Howard, R. (2022). The patient priority: Solve health care's value crisis by measuring and delivering outcomes that matter to patients. (Book)

This well-argued and ambitious book seeks to reinvigorate the global trend towards VBHC by setting out the practical steps needed to deliver better value in national health systems.

World Economic Forum. (2017). Value in Healthcare: Laying the Foundation for Health System Transformation. Insight report. (8,467KB, PDF)

This report shares preliminary findings of the World Economic Forum's program on VBHC. Its discussion of the individual and collective roles of public and private stakeholders to deliver VBHC provides useful context.

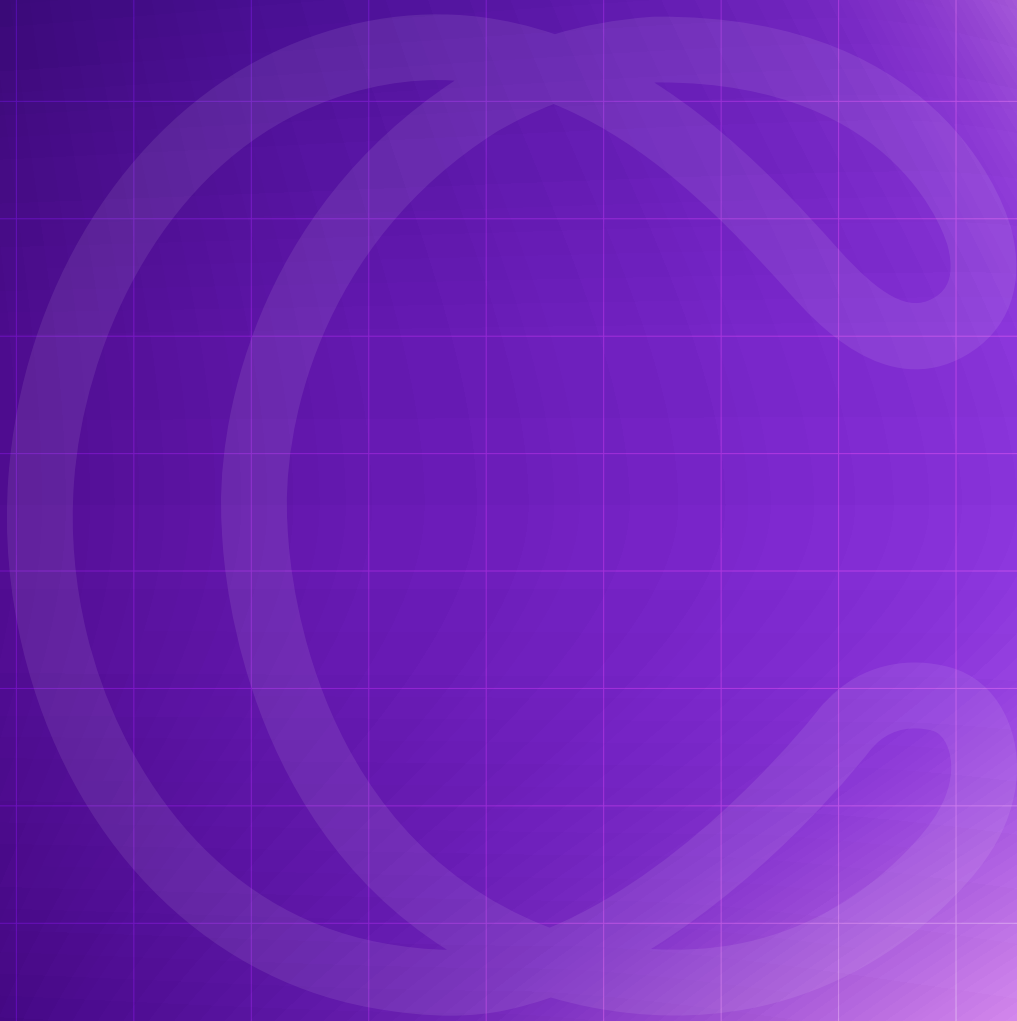
Value-Based Healthcare Services Market Size & Share Analysis - Growth Trends & Forecasts (2025-2030) (Website)

This reference is included as an example of the types of commercial research report available on the market for VBHC. In this 2025 report, the global VBHC market is sized at \$1.93 trillion in 2025, with a forecast annual growth rate of 18% between 2025 and 2030.

Health Systems Innovation Lab (2024) The 2024 Report on transitioning to high-value health systems. (3,740KB, PDF)

This document provides a useful compilation of profiles of current health reforms in 25 countries, highlighting how each of these initiatives seek to deliver greater value.

Full text links accessed 20 August 2025.



Value in health is a think tank on high-value health systems. Our research and resources support healthcare policymakers and practitioners in Saudi Arabia and internationally.

cvalue.sa

October 2025