

The Value Proposition is Not Just for the Business World Anymore: Lessons for Program Sustainability

Demetria M. McNeal, PhD, MBA, CPTD

School of Medicine, Department of Medicine

Assistant Professor, Division of General Internal Medicine

University of Colorado Anschutz Medical Campus



Polling
Question #1

What is your primary role?

- Student, trainee, fellow
- Clinician
- Researcher
- Administrator
- VA or government affiliate
- Community partner
- Other

Learning Objectives

To learn how to apply the value proposition in the health care setting.

To identify organizational capacity and program adaptation(s) necessary for program sustainability.

To develop an entrepreneurial mindset by gaining insight into stakeholder's perspective.

Polling Question #2

Which best describes your experience with “sustainability”?

- Have created and implemented sustainability plans
- Have collaborated with others on sustainability plans
- Have tried it but have not been as successful as I would like
- Limited, however I am very curious, that’s why I joined this session
- Don’t judge me, but what is sustainability?

Why are you
here today?



To adjust our thinking...
toward the *business* of health care
programs and interventions

Polling
question # 3

What best describes your reaction when you hear the concept “business of health care”?

- I am intrigued, tell me more
- I don't understand how the two are connected
- I am confused, I joined the health care field because of my altruistic nature to serve all people---for free!
- Don't judge me, but “business” has no place in health care?

How academic settings define sustainability



“The ability for to maintain programming and it benefits over time.”

“That the people who were originally involved in it really on working on the concept for years afterwards...”

“Some of the project and some of the knowledge be maintained and distributed in the community.”

That the initiative would remain in the community supported somehow by the community...

How Corporate America defines sustainability

“The ability of firms to respond to their short-term financial needs without compromising their (or others’) ability to meet their future needs.”

“Corporate sustainability is an approach to business that creates shareholder value by embracing opportunities and managing risks deriving from economic, environmental and social developments.”

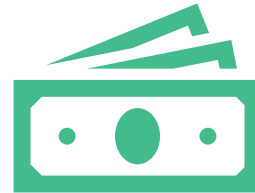
“Business sustainability (BST) is often defined as managing the triple bottom line—a process by which firms manage their financial, social and environmental risks, obligations and opportunities. These three impacts are sometimes referred to as people, planet and profits.”



Sustainability: one of the most significant translational research problems of our time



The issue originally addressed remains or recurs



Funding is withdrawn before activities are fully realized and outcomes reached



Diminished community support

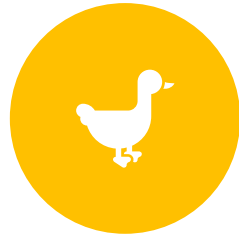
Threats to sustainability



LACK OF CONSISTENCY
IN THE DEFINITION



LIMITED VALIDATED
FRAMEWORKS AND
TOOLS



CONSIDERED AN
AFTERTHOUGHT OR
"ADD-ON"



DIFFERING VIEWS
FROM STAKEHOLDERS



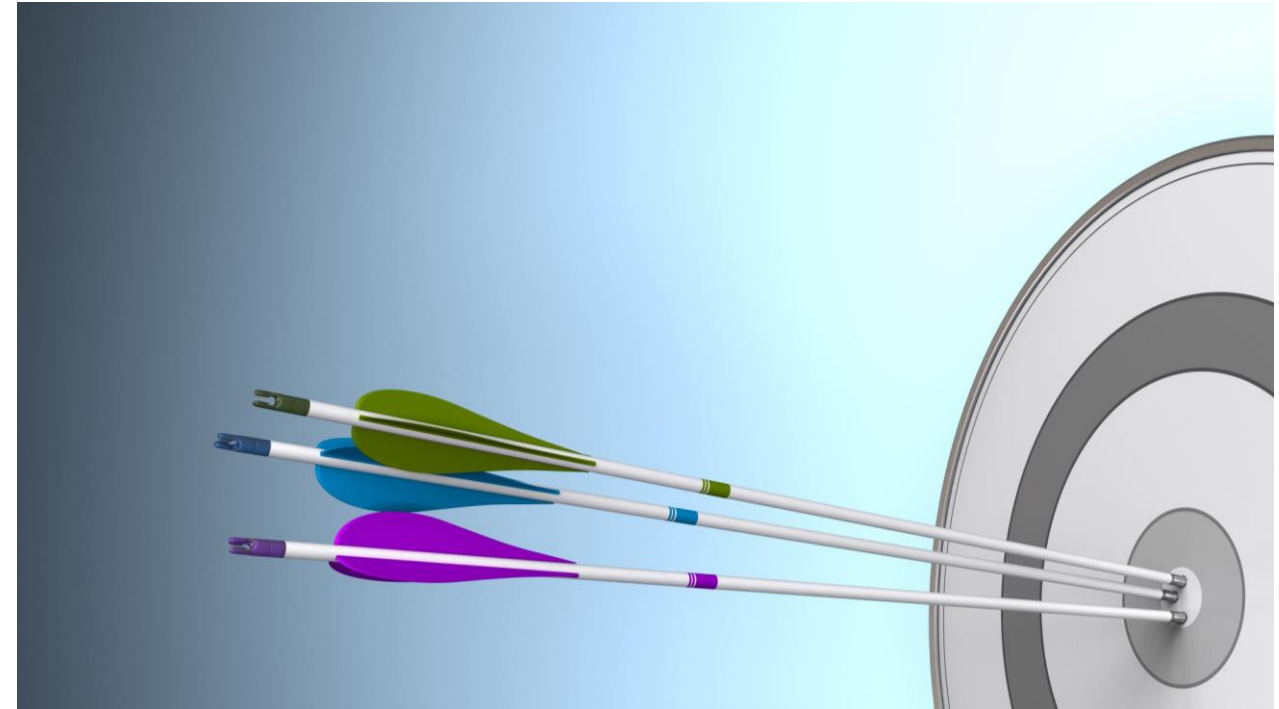
SHORT-TERMISM



Leverage the similarities between how
health care and business seek to sustain

.....

Similarities in sustainability



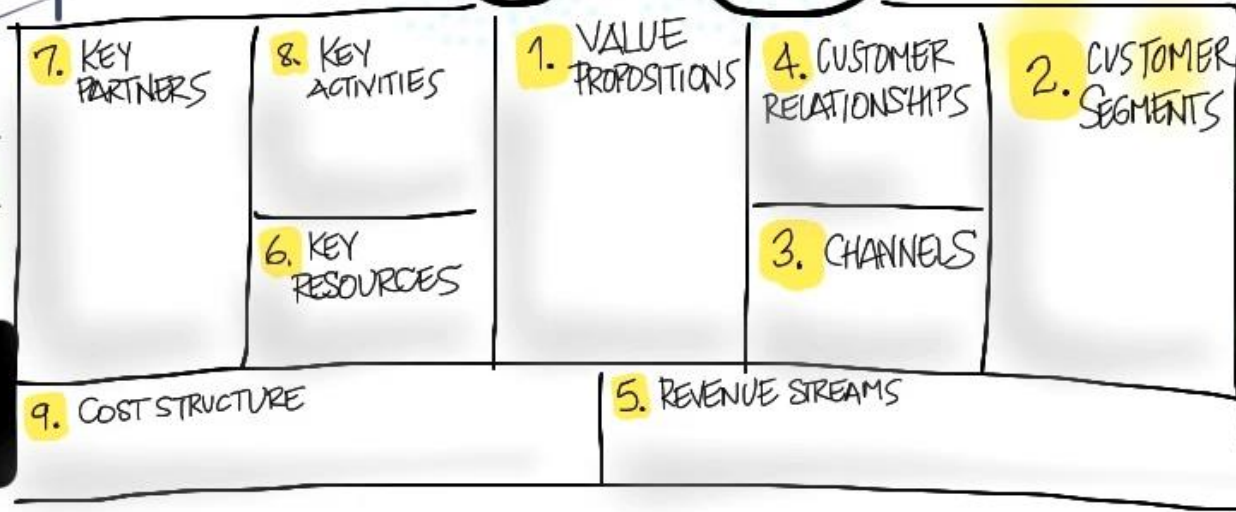
Sustainability in healthcare	Sustainability in business
Triple/Quadruple AIM of Healthcare	Triple bottom line
Improve patient experience	Create shareholder value
Lower health care costs	Respond to financial needs without compromising others....

The Business Model is
the foundation of your
sustainability plan...

WHAT is a BUSINESS MODEL?

How a company
CREATES VALUE for
ITSELF while
delivering products
or services for
customers.

9 Components...



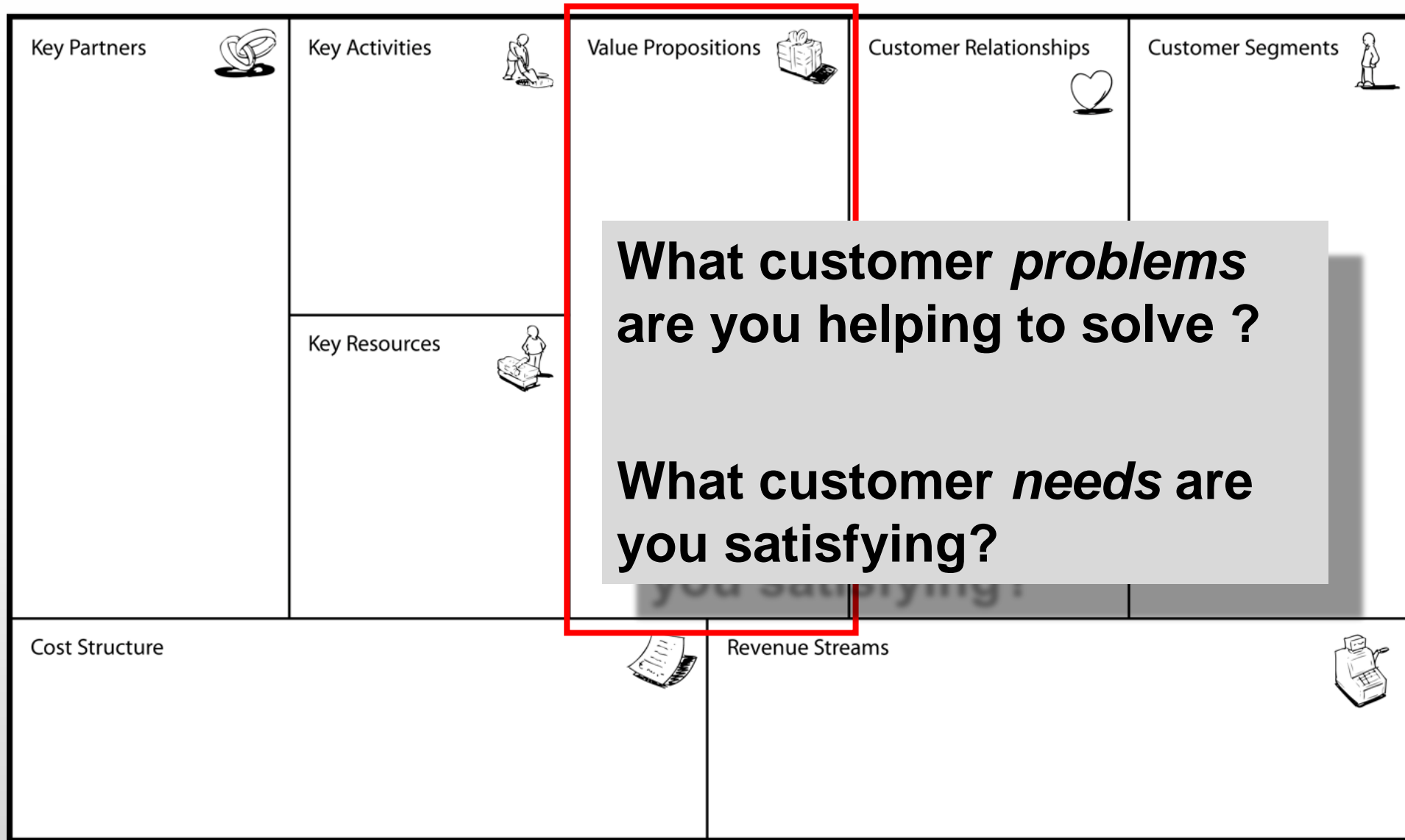
...but for this seminar, we will focus on the *value proposition*

Polling question #4


Which best describes your understanding of a value proposition?

- Have created a value proposition statement before
- Have collaborated with others on creating a value proposition
- I think I know what it is but have not created one before
- It's something to do with business
- Don't judge me, but what is a value proposition?

Value Propositions




Value Proposition Defined



It is a clear statement that explains how your product-service solves customers' problems or improves their situation (*relevancy*) and delivers specific benefits (*quantified value identified by the customer*).

What the Value Proposition Is...



It succinctly tells the ideal customer why they should buy from you and not from the competition (**unique differentiation**).

What the Value Proposition Is Not...

- “Selling pitch”
- Based on opinion/subjective reasoning
- Components to a grant application

Value Proposition are the Components of the Program/Business Hypothesis: Who, What, Why

For **TARGET CUSTOMERS** that **NEED/DO** _____

MY PRODUCT-SERVICE provides _____

That **ENABLES** them to do _____

BETTER than _____

Providing the **BENEFIT** of _____

Value Proposition Components Defined

- A** *Customers.* Who makes the “purchase” decision?
- B** Competitive alternative (X is better than Z)
- C** *Jobs to be done.* My product-service provides X to help my customer do Y.
- D** Better than... (e.g. a competitor, the status quo, what is not working....)
- E** Benefits **SELL** the technology, service, program, intervention

For **TARGET CUSTOMERS** that **NEED/DO**

A

My **PRODUCT-SERVICE** provides

B

That **ENABLES** them to

C

BETTER than

D

Providing the **BENEFIT** of

E

An Example Value Proposition for a Health Intervention

“To large employers, my smoking cessation program increases quit rate success by 32% more than alternative program A thereby reducing your healthcare costs and employee absenteeism rates by at least 20% and reducing overall health care expenditures by 15% [because it is evidence based].”

“To **organizations with 1-5,000 employees**, my smoking cessation program **increases quit rate success by 32%** more than current program thereby **reducing your healthcare costs and employee absenteeism rates by at least 20%** and **reducing overall health care expenditures by 15%** [because it is evidence based].”

Program Sustainability Requires Capacity and a Value Proposition

Sustainability capacity is the existence of structures and processes that allow a program to leverage resources to effectively implement and maintain evidence-based policies and activities.

Value proposition is clear statement that explains how your product-service solves customers' problems or improves their situation (*relevancy*) and delivers specific benefits

Sustainability Factors That Affect a Program

- Environmental support
- Funding stability
- Partnerships
- Organizational capacity
- Program evaluation
- Program adaptation
- Communication (dissemination)
- Strategic planning

...but for this seminar, we will
focus on *organizational capacity* and
program adaption

Organizational Capacity

Having the internal support and resources needed to effectively manage your program.

Program Adaptation

Taking actions that adapt your program to ensure its ongoing effectiveness.

We just learned about the interconnectedness of sustainability, value proposition, organizational capacity, and adaptation...now what?





Difference between success and
stoppage/failure

Intentionally engage stakeholders



Beginning

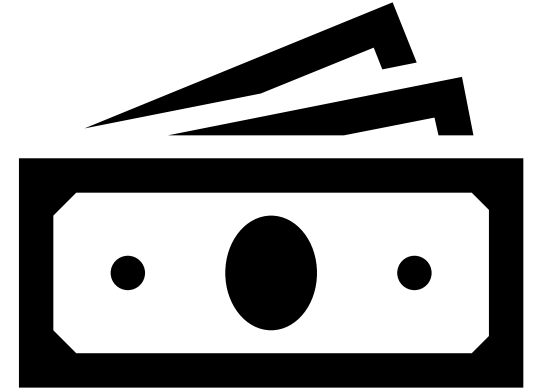
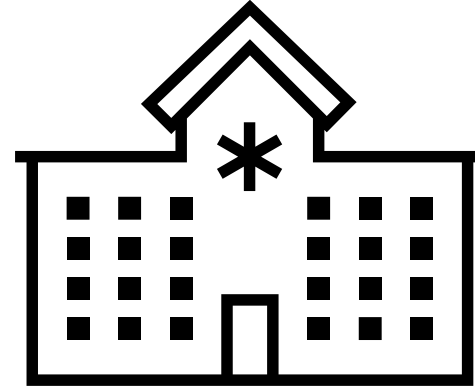
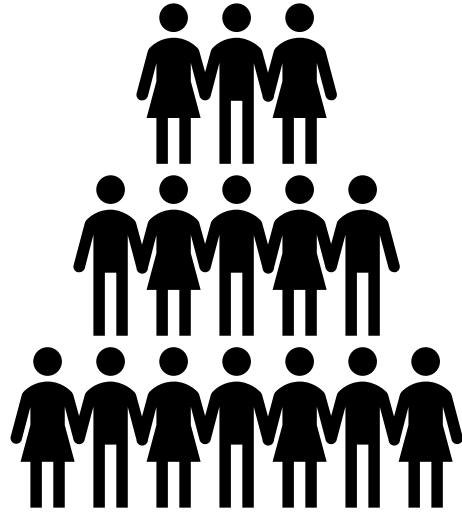


In process



In transition

Ensure roles/responsibilities
are defined



Identify resources



Ask the “business” questions



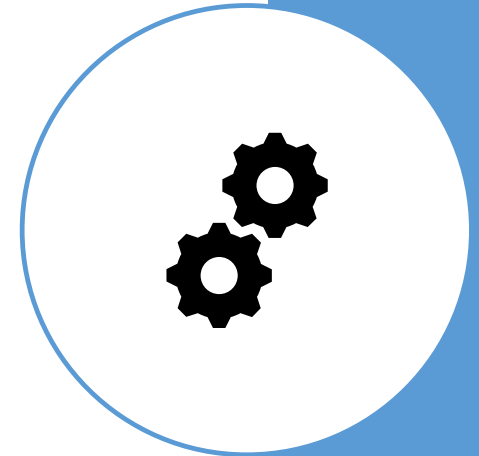
Leverage business
colleague's expertise



Be willing to get it wrong

Practical tools for sustainability

- ❑ Program Sustainability Assessment Tool (PSAT)
 - ❑ sustainability capacity as the ability to maintain programming and its benefits over time.
- ❑ Clinical Sustainability Assessment Tool (CSAT)
 - ❑ the ability of an organization to maintain structured clinical care practices over time and to evolve and adapt these practices in response to new information.



sustaintool.org

Design with
sustainability in
mind

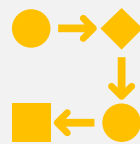
Summary of Learnings



Align program/intervention model to the value of (all) customers.

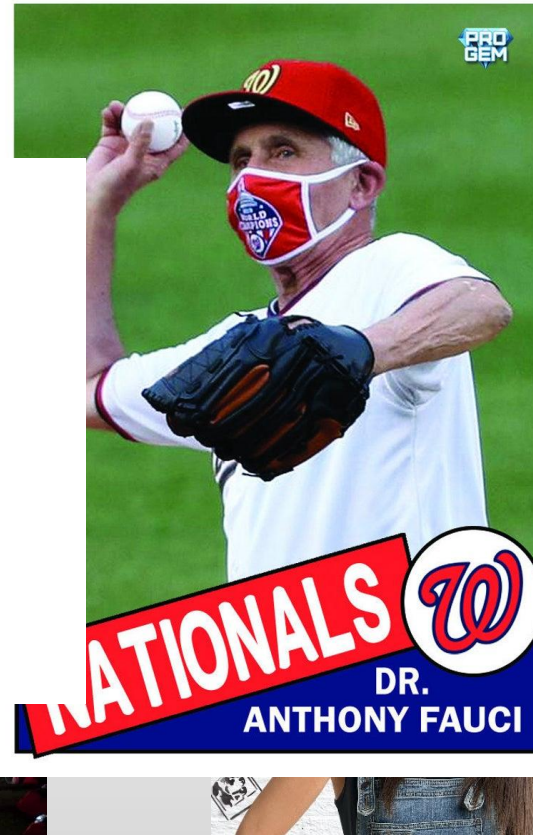


Identify sustainability capacity.



Iterate and/or pivot program/intervention.

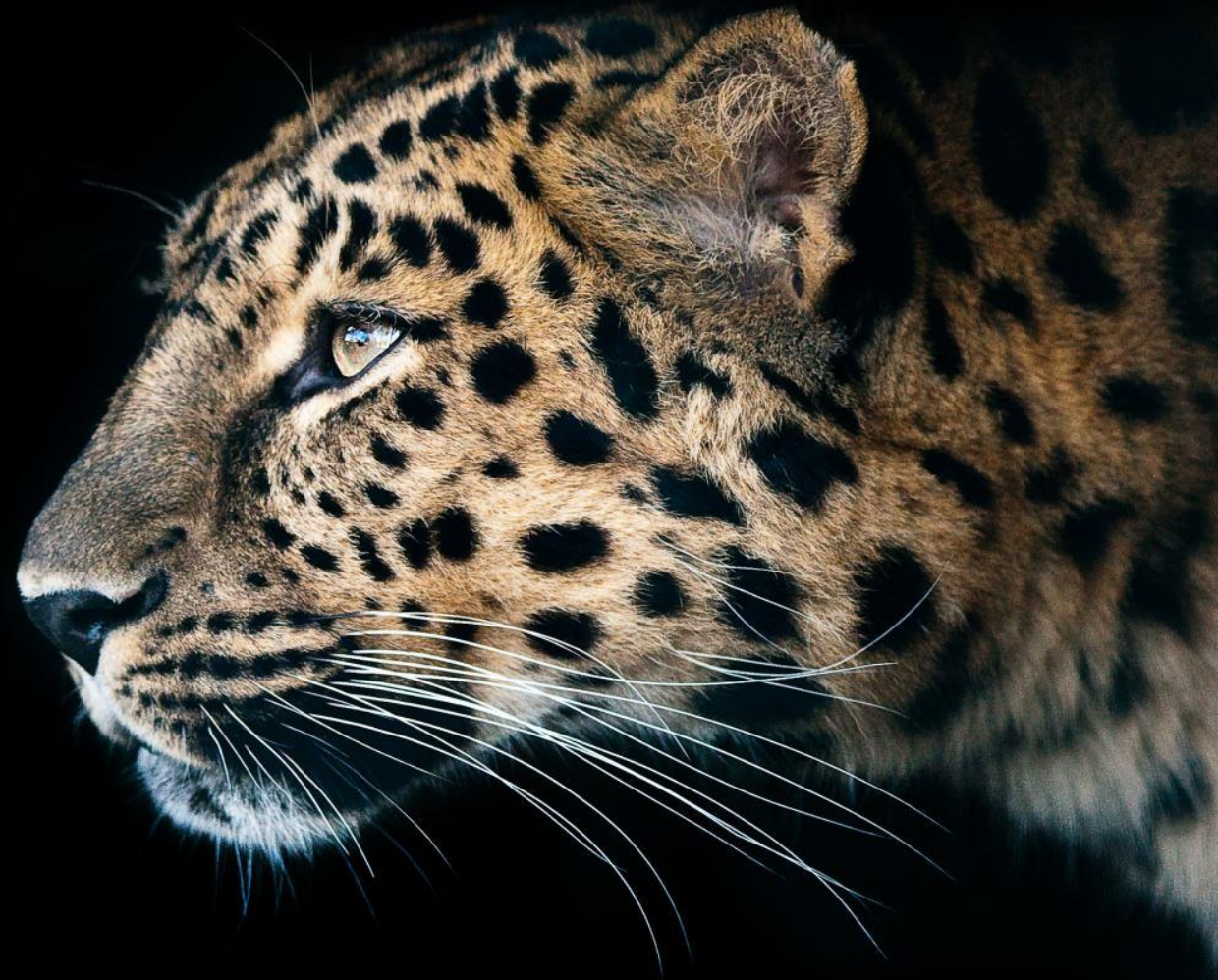
During unprecedented times successful sustainability can happen... Let's review the unbelievable events over the past year






Science Wins

You can do this!





Maximize sustainability
and the value proposition
for success

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Thank You and Stay in Touch:

Demetria M. McNeal, PhD, MBA, CPTD

demetria.mcneal@cuanschutz.edu

520-250-5606 (cell)