

The Power of Payment in Driving Health Outcomes

A CHIEF Executive Forum Round Table Discussion Summary
December 2024

Introduction

The 2024 CHIEF Executive Forum Fall Symposium included a session presented by Barry Rivelis, President, PBC Solutions, titled “The Power of Payment in Driving Health Outcomes.”

Mr. Rivelis noted that, while availability of clinical information in the pursuit of improved outcomes is widely explored, far less discussion takes place in Canada about the importance of payment models and its influence on the effectiveness of the healthcare system.

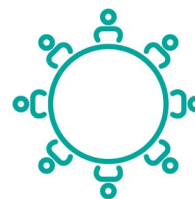
The session highlighted the crucial role of financial flows and included examples of partnership with the BC Ministry of Health where a truly collaborative and agile approach is helping propel positive transformation.

After the presentation, attendees split into groups for further discussion. All groups agreed digital tools are essential for improving healthcare outcomes, but political will, standardization, and strategic funding are required to overcome current silos.

Advancing healthcare quality, access, and efficiency requires a coordinated shift toward value-based care, supported by innovative payment models, robust data frameworks, and strategic public-private partnerships. Learning from global examples, reducing administrative burdens, and integrating emerging technologies will enable Canada to build a sustainable, patient-centered healthcare system.

With a cohesive policy approach and an emphasis on holistic, equitable care, Canada can realize long-term improvements that better serve providers and patients.

Note: This resource is intended to 1) refresh the memory of those who were in attendance at the Fall 2024 Symposium, and 2) flag key topics for follow-up for those who were unable to attend. It is not designed as a comprehensive or stand-alone resource.



1

Influence on Healthcare Quality & Costs

Effective incentives, innovative payment models, and resource efficiency are key to improving healthcare quality and accessibility. Shifting from fee-for-service to value-based care helps center patient outcomes, encourages team collaboration, and emphasizes prevention, especially for under-served groups.

However, fee-for-service, which rewards volume, can overlook holistic care. Integrating AI and digital tools could support value-based models, though billing structures and limited data-sharing impede technology adoption. To address these, stronger data metrics and ROI analyses can guide resource alignment between IT and financial models.

Learning from global examples, such as France's patient-centered approach to primary care, could also inform quality improvements in Canada's system.

2

Leveraging Public and Private Funding for Better Health Outcomes

Public-private collaborations, like those seen during COVID-19, demonstrate the potential for centralized resource allocation and adaptable health infrastructure. However, partnerships must be strategically managed to avoid reverse incentives that hamper efficiency and sustainability.

High-quality, anonymized data is critical, enabling AI to streamline administrative tasks, support diagnostics, and automate coding, as long as ethical frameworks are in place.

For sustainable data usage, public trust and transparent frameworks are essential. **Models that integrate social services, as seen in the U.S., could enhance health outcomes by addressing social determinants of health and facilitating preventive care.**

Provider Behavior and Decision-Making

Payment models drive provider behavior, influencing treatment options and resource allocation.

Capitation and bundled payments support collaboration, while fee-for-service often incentivizes brief, high-volume visits. Salary-based systems offer stability but can increase costs, while AI-driven data insights could improve care efficiency.

Canada's single-payer structure offers an opportunity to consolidate data for better health insights, but fragmented systems across provinces and lack of transparency remain obstacles. Leveraging standardized patient identifiers and centralized data collection, as seen in other countries, could streamline care and reduce administrative burdens.

Patient Access and Equity

Value-based, patient-centered payment models are essential to achieving equitable care, particularly as fragmented data systems hinder seamless care.

Holistic models, such as HSAs and bundled payments, can better serve diverse populations, but alignment between public and private sectors is needed to ensure transparency, data literacy, and ease of access.

As shown by global leaders in health equity, integrating community resources and reducing provider administrative burdens can enhance both accessibility and health equity. Consumer demand for more individualized care, including self-service tools and portable health records, also supports equitable access and empowers patients in their health decisions.

Implementation Challenges & Policy and Regulation

Moving away from transactional, fee-for-service models is challenging due to ingrained billing practices that prioritize volume over value.

Reducing administrative burdens on physicians, and designing payment models that account for holistic care, like longer patient visits and inter-professional collaboration, is vital.

The data used for billing lacks depth for tracking health outcomes, underscoring the need for richer, interoperable data within Canada's single-payer system. AI can enhance data quality and support proactive care, but regulatory support is essential for adoption.

International models, like U.S. Medicaid's social service integration, offer insights into balancing social and clinical care. A streamlined approach that replaces fragmented payment models with unified policies is essential for sustainable, patient-centered care. A national strategy to support technological adoption, data sharing, and value-based care infrastructure will be necessary to achieve long-term improvements in healthcare quality and cost-effectiveness.



THANK YOU to these CHIEF Executive Forum members for facilitating the round table discussions at the CHIEF Executive Forum Fall 2024 Symposium:

Ted Alexander, eHealth Centre of Excellence

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Elizabeth Keller, AWS

Marc Koehn, Accenture

David Thomas, Healthtech Consultants

Ted Scott, Hamilton Health Sciences

Megan Stowe, PHSA

Dr. Tania Tajirian, CAMH

Maryn Wallace, PBC Solutions

THANK YOU to these Emerging Professionals for volunteering to attend and take notes at the CHIEF Executive Forum Fall 2024 Symposium:

Tanya Bierer, Nova Scotia Health Authority

Katie Bryski, Canada's Drug Agency

Mann (Mannie) Chhabra, University of Toronto

Ugwum Chikwendu, North York General Hospital

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Digital Health Canada's CHIEF Executive Forum provides a place for senior professionals and leaders in digital health and healthcare to collaborate, exchange best practices, address professional development needs, and offer their expertise in setting the agenda for the effective use of information and technology to improve health and healthcare in Canada. Members contribute their active participation, industry experience, and in-depth insight to working groups, publications, and health informatics discussions at the semi-annual CHIEF Symposia, and throughout the membership year.



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