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

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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...”

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

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

1. Lack of consistency in the definition
2. Limited validated frameworks and tools
3. Considered an afterthought or "add-on"
4. Differing views from stakeholders
5. Short-termism
Leverage the similarities between how health care and business seek to sustain
### Similarities in sustainability

<table>
<thead>
<tr>
<th>Sustainability in healthcare</th>
<th>Sustainability in business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Triple/Quadruple AIM of Healthcare</td>
<td>Triple bottom line</td>
</tr>
<tr>
<td>Improve patient experience</td>
<td>Create shareholder value</td>
</tr>
<tr>
<td>Lower health care costs</td>
<td>Respond to financial needs without compromising others....</td>
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</tbody>
</table>
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...

1. Value Propositions
2. Customer Segments
3. Channels
4. Customer Relationships
5. Revenue Streams
6. Key Resources
7. Key Partners
8. Key Activities
9. Cost Structure
...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

What customer *problems* are you helping to solve?

What customer *needs* are you satisfying?
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**

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

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My **PRODUCT-SERVICE** provides

---

That **ENABLES** them to

---

**BETTER than**

---

Providing the **BENEFIT** of

---
“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 a 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
References


Thank You and Stay in Touch:

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