

# Table of Contents

<b>Preface .....</b>	<b>V</b>
<b>List of Figures.....</b>	<b>XIII</b>
<b>List of Tables.....</b>	<b>XV</b>
<i>Chapter 1</i>	
<b>Introduction.....</b>	<b>1</b>
<i>Chapter 2</i>	
<b>Defining the Problem.....</b>	<b>5</b>
<i>Chapter 3</i>	
<b>Guiding Principles of a Value-Based Health Care System.....</b>	<b>25</b>
<i>Chapter 4</i>	
<b>The German Health Care System: Overview and Historical Development.....</b>	<b>53</b>
<i>Chapter 5</i>	
<b>Health Insurance in Germany.....</b>	<b>71</b>
Statutory Health Plans.....	71
Private Health Plans.....	88
Assessment of the German Insurance System.....	93
Summary .....	105

*Chapter 6*

<b>Health Care Providers .....</b>	<b>107</b>
Hospitals.....	107
Outpatient Care .....	126
Rehabilitation Hospitals and Nursing Homes .....	137
Recent Reforms to Promote Care Integration.....	141
Summary .....	148

*Chapter 7*

<b>Overall Assessment of German Health Care Providers.....</b>	<b>151</b>
Summary .....	164

*Chapter 8*

<b>The Role of Health Plans, Employers, and Patients in Health Care Delivery .....</b>	<b>167</b>
Health Plans and Patient Care.....	167
Employers and Health Care.....	172
Patients and Their Health.....	173
Summary .....	177

*Chapter 9*

<b>Measuring the Results of Care.....</b>	<b>179</b>
The History of Quality Measurement in Germany .....	181
New Approaches to Outcome Measurement.....	188
Measuring the Cost of Providing Care in Germany.....	203
Summary .....	206

*Chapter 10*

<b>Creating a High-Value German Health Care System: Overall Assessment and Recommendations.....</b>	<b>207</b>
Failures of the Current System .....	208
A Strategy for German Health Care Reform .....	223
Summary .....	252

*Appendix*

<b>Taxonomy of BQS Quality Indicators .....</b>	<b>253</b>
<b>Endnotes.....</b>	<b>259</b>
<b>Bibliography.....</b>	<b>283</b>
<b>Index .....</b>	<b>297</b>
<b>About the Authors.....</b>	<b>305</b>

Fig. 1. Health care spending as a percentage of GDP, absolute health care spending per capita, and GDP per capita by country, 2007 .....	6
Fig. 2. Health care cost by country, 1980–2007 .....	7
Fig. 3. Statutory health plan expenditures and average statutory health plan premiums, 1950–2005 .....	9
Fig. 4. Hospital discharges by country, outpatient visits per year, 2004–2007 .....	12
Fig. 5. Correlation of age-standardized death rates from ischemic heart disease and number of coronary heart revascularization procedures (coronary angioplasty and coronary bypass surgery) .....	16
Fig. 6. Stroke mortality across Bavarian hospitals .....	17
Fig. 7. 30-day mortality from acute myocardial infarction across German hospitals (crude mortality) .....	18
Fig. 8. 90-day mortality from colon cancer across German hospitals (risk-adjusted) .....	19
Fig. 9. Rate of adjuvant chemotherapy across treatment centers and patient survival rate with stage III, operated colon carcinoma .....	21
Fig. 10. Process quality measures in dialysis centers .....	23
Fig. 11. The virtuous circle in health care delivery .....	30
Fig. 12. Value measurement in health care .....	37
Fig. 13. The Outcome Measures Hierarchy .....	40