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Value-Based Administration Services and Value-Based Care: Aligning Administrative Efficiency with Patient Outcomes

Michael Mncedisi Willie*¹

Email: m.willie@medicalschemes.co.za

Orcid: <https://orcid.org/0000-0003-4322-7857>

¹Council for Medical Schemes, Policy Research and Monitoring, Pretoria, South Africa

*Corresponding Author

Abstract

Value-Based Care (VBC) is reshaping healthcare delivery by incentivising improved patient outcomes over service volume. However, its success is closely tied to the efficiency and responsiveness of administrative systems. This study introduces the concept of Value-Based Administration Services (VBAS) and explores how its integration with VBC can strengthen clinical performance, enhance operational efficiency, and support organisational sustainability. A qualitative literature review was conducted to analyse peer-reviewed articles, policy documents, and case studies. Thematic analysis was used to identify patterns and construct a conceptual framework illustrating the interdependence of VBAS and VBC. Findings indicate that administrative functions such as claims processing, fraud detection, and performance-based contracting are essential to achieving VBC objectives. Misaligned or inefficient administrative processes can compromise patient care, while well-structured VBAS systems support transparency, regulatory compliance, and cost control. VBAS enables VBC, transforming administrative functions from transactional support roles into strategic mechanisms for delivering value. The proposed framework offers healthcare leaders a practical model for aligning administrative and clinical strategies to achieve high-quality, patient-centred, and financially sustainable care.

Keywords: Value-Based Care, Administrative Efficiency, Healthcare Transformation, Patient Outcomes, Value-Based Administration Services, Health System Sustainability, Claims Management, Outcome-Based Contracting.

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I. INTRODUCTION

Healthcare systems worldwide are under increasing pressure due to rising costs, growing demand for quality services, and persistent workforce shortages. In high-income contexts such as the United States, ageing populations further strain healthcare capacity, prompting the need for reforms that enhance efficiency, equity, and responsiveness to complex patient needs (Jones & Dolsten, 2024). In contrast, low- and middle-income countries, particularly in Africa, face compounded challenges. These include chronic underfunding, limited human resources, and weak leadership structures, which hinder the development of resilient health systems (Oleribe et al., 2019). Addressing these issues requires political commitment and strategic investments in capacity building and sustainable workforce development. Notably, targeted scholarship and mentorship initiatives in South Africa have shown promise, helping expand the healthcare workforce in underserved regions and improve service delivery through culturally competent care (Gumede, Taylor, & Kvalsvig, 2021). While workforce expansion is critical, addressing

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underlying payment models is equally important to achieving lasting improvements in care quality and system efficiency.

9 Traditional fee-for-service (FFS) models have been widely criticised for incentivising volume over outcomes, resulting in fragmented and inefficient care. While FFS can be integrated effectively with proper pricing and consumer engagement, it often fails to reward improved patient health or functional status (Dowd & Laugesen, 2020). In contrast, Value-Based Care (VBC) promotes patient-centred, outcome-driven models, emphasising preventive care, care coordination, and interdisciplinary team approaches to improve clinical outcomes and cost efficiency (Teisberg, Wallace, & O'Hara, 2019). Implementing VBC requires systematic measurement of patient outcomes and strategic deployment of resources to ensure sustainable improvements.

18 Despite its promise, VBC's success depends on a robust administrative infrastructure. Administrative inefficiencies ranging from claims processing delays to misaligned revenue cycle management can undermine clinical improvements, reduce patient satisfaction, and threaten financial sustainability (Chandawarkar et al., 2024). Emerging literature emphasises that aligning administrative functions with value-based principles is essential to achieving high-quality, cost-efficient healthcare delivery (Webb, 2024). Without such alignment, clinical innovations alone cannot realise their intended benefits. This paper introduces the concept of Value-Based Administration Services (VBAS), a model that reframes administrative processes around measurable performance outcomes such as timeliness, accuracy, fraud reduction, and member satisfaction. Integrating VBAS with VBC enables healthcare organisations to align their administrative functions with clinical objectives, promoting operational efficiency, enhancing accountability, and improving population health outcomes.

The proposed framework illustrates how strategically aligning administrative systems can be a pivotal mechanism in advancing the broader transformation toward value-based healthcare.

II. LITERATURE REVIEW

19 The transition from volume-driven to value-focused healthcare has highlighted the role of administrative services in supporting clinical outcomes. Effective administration under VBC requires shifting from transactional, task-oriented approaches to outcome-driven processes, where efficiency, accuracy, and member satisfaction are key metrics (Conrad, 2015; Robinson & Brown, 2022). Countries such as Ukraine illustrate the benefits of linking payment to performance, with strategic purchasing and outcome-based contracts improving provider responsiveness, financial protection, and overall service quality (Avila, 2021). These examples emphasise the interdependence between clinical effectiveness and administrative efficiency.

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Patient-centred care further reinforces the need for adaptive administration. Research demonstrates that organisations must engage leaders at all levels to model patient-centred care, integrate priorities into organisational structures, and foster staff alignment across bureaucratic processes (Bokhour et al., 2018; Edgman-Levitan & Schoenbaum, 2021). Standardised quality measures, such as **the Consumer Assessment of Healthcare Providers and Systems (CAHPS)** and the **Healthcare Effectiveness Data and Information Set (HEDIS)**, enable administrators to track performance and guide continuous improvement. Embedding these metrics within administrative processes ensures care decisions reflect patient preferences, enhance satisfaction, and support operational sustainability.

Digital health and technology adoption present both opportunities and challenges for VBAS. Telemedicine, AI, mobile health applications, and other innovations can expand access, improve efficiency, and strengthen universal health coverage (Ahmed et al., 2025). However, misalignment between digital interventions and organisational business models, particularly in sub-Saharan Africa, has led to duplication, underutilisation, and limited nationwide implementation (Ogundaini & Achieng, 2024). Effective contract mechanisms, including performance-based, bundled, and revenue-sharing agreements, **can align stakeholder incentives, reduce inefficiencies, and facilitate the adoption of high-value** technologies (Teymourifar, 2025).

The literature consistently emphasises the need to integrate administrative innovation with clinical and technological strategies to achieve sustainable, value-based healthcare. Studies underscore that VBAS enables dynamic adaptation of management structures, supports rigorous outcome measurement, and ensures operational efficiency (Colldén & Hellström, 2018; Etges et al., 2023; Zanotto et al., 2021). Linking administrative functions strategically to patient outcomes and organisational goals, VBAS serves as a crucial mechanism for aligning healthcare delivery with value-based principles, emphasising that administration is foundational, not merely supportive, to the success of VBC.

A. Conceptual Framework

The proposed framework delineates VBAS from VBC, while emphasising their interdependence in achieving healthcare transformation (Figure 1). VBAS encompasses key administrative inputs such as claims processing, fraud detection, and member services, whereas VBC focuses on clinical care delivery and preventive health services. Regarding processes, VBAS includes mechanisms such as performance-based contracting and digital innovation, which complement VBC's implementation of value-based payment models and coordinated care strategies. The outcomes of this alignment are equally distinct yet interconnected: VBAS drives efficiency,

transparency, and member protection, while VBC delivers improved health outcomes and cost savings.

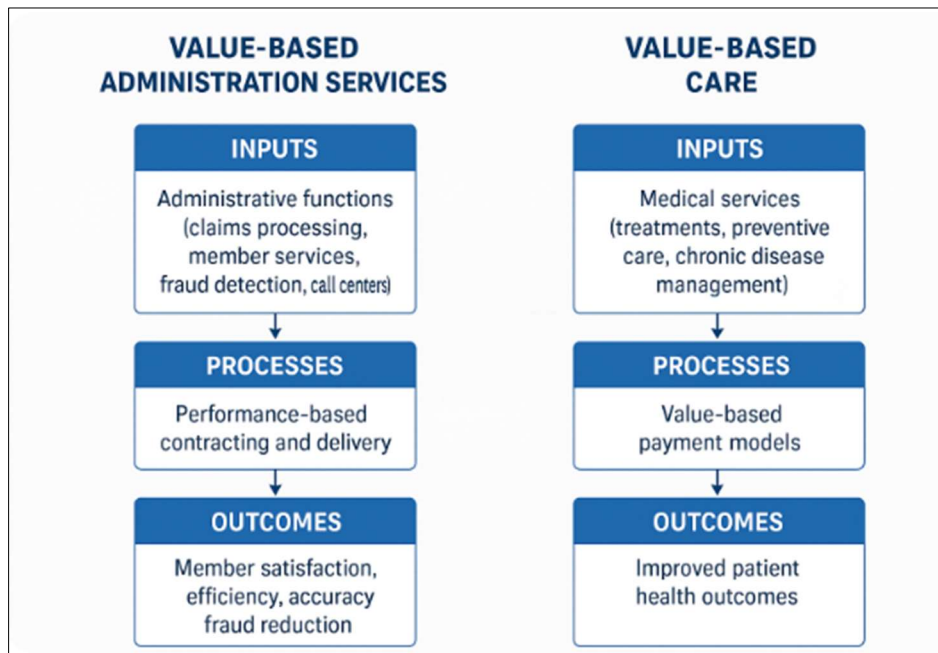


Figure 1. Interdependence of VBAS and VBC

III. RESEARCH METHOD

This study employed a qualitative research design and conducted a comprehensive literature review to examine the integration of VBAS with VBC. It synthesised and interpreted existing knowledge on healthcare systems, administrative strategies, and value-based models of care. Through the analysis of peer-reviewed articles, policy documents, and case studies, the study identified key patterns, emerging themes, and gaps within the literature, contributing to a deeper understanding of the topic (Booth, Sutton, & Papaioannou, 2016). Literature-based qualitative research enabled the integration of insights from diverse sources, supporting theory development and evidence-informed recommendations (Green, Johnson, & Adams, 2006).

A systematic review of relevant publications was conducted, drawing on work by Bhati, Deogade, and Kanyal (2023), Buljac-Samardzic, Doekhie, and van Wijngaarden (2020), Goiana-da-Silva et al. (2025), and Tufael and Rahman Sunny (2022), among others. Data were thematically analysed to construct a conceptual framework illustrating the interdependence between VBAS and VBC (Colldén & Hellström, 2018; Zanotto et al., 2021). The analysis focused on administrative functions — such as claims processing, fraud detection, and member services — and their alignment with clinical care, preventive services, and patient outcomes (Al Harbi et al., 2024; Chandawarkar et al., 2024). This approach facilitated the identification of best practices and informed the development of a model demonstrating how administrative efficiency can

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enhance clinical quality and support financial sustainability within healthcare systems (Etges et al., 2023).

IV. RESULT

A. Integrating Value-Based Care and Administrative Services: A Conceptual Framework

Integrating VBAS within VBC represents a strategic nexus in modern healthcare, where administrative efficiency directly shapes the quality, coordination, and effectiveness of clinical delivery. Streamlining administrative processes reduces redundancies, enhances interdepartmental collaboration, and facilitates more coherent care management, improving patient experiences and health outcomes. Evidence from recent studies underscores that effective hospital administration influences patient safety, satisfaction, and overall well-being, with patient-centred care and interdisciplinary collaboration serving as pivotal determinants of improved outcomes (Bhati, Deogade, & Kanyal, 2023). Moreover, leveraging data-driven measurement, benchmarking, and technological investment is essential for sustaining quality improvement within VBC frameworks (Bhati et al., 2023).

Over the past decade, interventions targeting team functioning have demonstrated considerable efficacy in healthcare. Principles-based training, including Crew Resource Management (CRM) and TeamSTEPPS, alongside simulation-based programs, has been shown to enhance non-technical skills, teamwork, and patient safety (Buljac-Samardzic, Doekhie, & van Wijngaarden, 2020). Complementary approaches such as structured communication tools, digital facilitation platforms, and organisational redesign further bolster team effectiveness and care efficiency, although research focuses on acute hospital settings (Buljac-Samardzic et al., 2020).

Administrative restructuring, exemplified by the Portuguese National Health Service, highlights the transformative potential of reducing bureaucratic burdens. Simplification measures allowed healthcare professionals, particularly frontline clinicians, to concentrate on direct patient care, thereby improving operational efficiency, professional satisfaction, and patient outcomes (Goiana-da-Silva et al., 2025). Evaluations of these interventions revealed positive impacts across multiple pillars of the value-based healthcare framework, suggesting that minimising administrative complexity is foundational to integrated, patient-centred care (Goiana-da-Silva et al., 2025).

Concurrent advancements in hospital management, such as the implementation of Electronic Health Records (EHRs), telemedicine, artificial intelligence, team-based care models, and patient-centred approaches, have been consistently associated with enhanced operational efficiency, increased staff productivity, and improved patient outcomes (Tufael & Rahman Sunny, 2022).

Sustained innovation remains crucial for addressing contemporary healthcare challenges, although future research must examine barriers such as financial constraints, interoperability issues, and resistance to organisational change (Tufael & Rahman Sunny, 2022).

Empirical evidence from structured case management programs further reinforces the value of administrative alignment with clinical objectives. Implementation of such programs has significantly optimised patient flow, reducing hospital length of stay from 11.5 to 4.4 days, decreasing emergency department boarding time from 11.9 to 1.2 hours, and increasing bed turnover rates from 0.57 to 0.93, while generating substantial cost savings (Al Harbi et al., 2024). These outcomes highlight how systematic administrative coordination can streamline patient transitions, enhance care quality, and contribute to the financial sustainability of healthcare institutions (Al Harbi et al., 2024).

Aligning administrative services with clinical and organisational objectives is essential to optimise resource utilisation, reduce inefficiencies, and enhance patient outcomes and financial sustainability. Figure 1 illustrates a conceptual framework integrating VBC and VBAS, showing that VBC primarily drives patient outcomes, VBAS strengthens administrative efficiency, and their synergy fosters overall fiscal sustainability. This framework highlights the interdependence of clinical quality and administrative effectiveness, providing a coherent tool to demonstrate how coordinated efforts across these domains underpin long-term organisational performance while enhancing the accessibility of complex healthcare processes for diverse stakeholders (Figure 2).

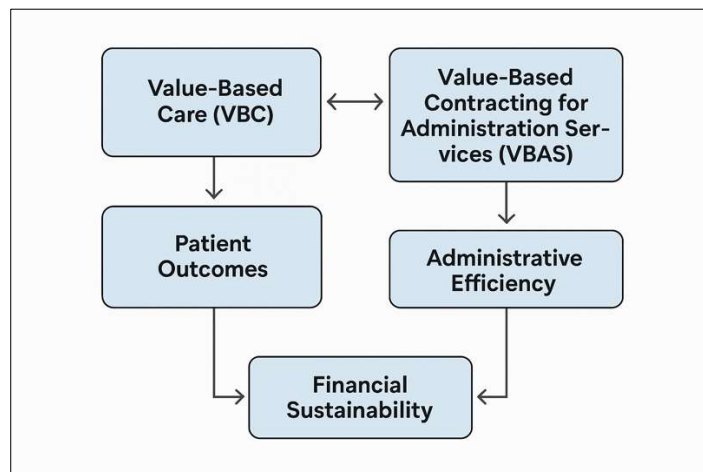


Figure 2. Integration of VBC and VBAS: A Proposed Framework for Sustainability

V. DISCUSSION

The primary aim of this study is to examine the interrelationship between VBC and VBAS, focusing on how administrative efficiency supports clinical outcomes and organisational sustainability. As recent empirical and theoretical evidence demonstrates, VBAS enables VBC.

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The proposed conceptual framework (Figure 2) positions this relationship within the broader context of healthcare transformation strategies.

Evidence increasingly shows that administrative processes are not peripheral to value-based care but central to effective implementation. Inefficiencies in claims processing, revenue cycle management, and bureaucratic systems can undermine patient care, diminish satisfaction, and threaten financial sustainability (Chandawarkar et al., 2024; Webb, 2024). Integrating VBAS into VBC frameworks enables organisations to move beyond transactional, task-based administration toward outcome-driven operations in which efficiency, transparency, and member satisfaction are measurable and prioritised (Conrad, 2015; Robinson & Brown, 2022). The conceptual framework (Figure 2) captures this dynamic by illustrating how VBC advances patient outcomes, VBAS enhances administrative performance, and their alignment promotes long-term financial viability.

Further insights emerge from international and regional interventions. Principle-based team training programs, such as Crew Resource Management (CRM) and TeamSTEPPS, as well as simulation-based training, have been shown to improve non-technical skills, team coordination, and patient safety (Buljac-Samardzic, Doekhie, & van Wijngaarden, 2020). Similarly, administrative simplification efforts within the Portuguese National Health Service demonstrate how reducing bureaucratic burdens enables clinicians to prioritise patient care, improving efficiency, professional satisfaction, and patient outcomes (Goiana-da-Silva et al., 2025). Innovations in hospital management, including EHRs, telemedicine, artificial intelligence, and team-based care models, further support the synergy between administrative efficiency and patient-centred care (Tufael & Rahman Sunny, 2022). Structured case management programs also provide empirical support, showing that coordinated administrative and clinical workflows can improve patient flow, reduce hospital length of stay, and generate cost savings (Al Harbi et al., 2024).

VBAS thus emerges as a core mechanism for operationalising value-based care. When administrative systems align with clinical and organisational goals, healthcare institutions can optimise resource utilisation, reduce inefficiencies, and improve patient outcomes and financial performance. The framework presented in Figure 2 illustrates these interdependencies and serves as a strategic guide for healthcare leaders seeking to implement value-based principles across administrative and clinical domains. Ultimately, integrating VBAS and VBC presents a sustainable model for delivering high-quality, cost-effective, and patient-centred healthcare.

VI. CONCLUSION AND RECOMMENDATION

Value-based care cannot succeed in isolation. Without corresponding innovation in administration, healthcare systems risk undermining patient outcomes through inefficiencies and

misaligned incentives. This paper clarifies the concept of VBAS and positions it as a necessary complement to VBC. Future research should focus on empirical evaluation of VBAS models, their regulatory implications, and the role of technology in accelerating their adoption.

Author Contribution

The author conceptualised the study and developed the idea of integrating Value-Based Administration Services with Value-Based Care to enhance healthcare performance and sustainability. The author conducted a comprehensive qualitative literature review, critically analysed peer-reviewed articles, policy documents, and case studies, and applied thematic analysis to construct a conceptual framework illustrating the interdependence between VBAS and VBC. The manuscript was independently written and refined to translate complex administrative and clinical relationships into a coherent, evidence-based narrative.

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While preparing this manuscript, the author utilised Grammarly and QuillBot for language editing, polishing, and plagiarism detection. All outputs generated by these tools were critically reviewed and edited by the author, who takes full responsibility for the final content presented in this publication.

Data Availability

The data used in this study were derived from secondary sources compiled through a comprehensive literature review. All data are publicly available and have been appropriately cited in the manuscript.

Conflict of Interest

The author declares no conflicts of interest related to this study.

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