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Managing customization in health care: A framework derived from the services sector literature

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Organizations that provide health services are increasingly in need of systems and approaches that will enable them to be more responsive to the needs and wishes of their clients. Two recent trends, namely, patient-centered care (PCC) and personalized medicine, are first steps in the customization of care. PCC shifts the focus away from the disease to the patient. Personalized medicine, which relies heavily on genetics, promises significant improvements in the quality of healthcare through the development of tailored and targeted drugs. We need to understand how these two trends can be related to customization in healthcare delivery and, because customization often entails extra costs, to define new business models. This article analyzes how customization of the care process can be developed and managed in healthcare. Drawing on relevant literature from various services sectors, we have developed a framework for the implementation of customization by the hospital managers and caregivers involved in care pathways.

Biography

Etienne Minvielle is MD (Public Health, Paris V University), MSC (Essec) and PhD (Management Science, Polytechnique School). He has been Research Director at the French National Centre for Scientific Research and recently joined the French High School of Public Health ("Ecole des Hautes Etudes en Santé Publique", Ehesp) as a Professor of University in Management Science. He is also Director of the Quality Department at Gustave Roussy. His research is mainly focused on hospital performance, quality of service, clinical pathways, and new modes of payment. He published around 150 articles and books.

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