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Allocating resources in health care

A comparison of cost-effectiveness analyses and evidence-based medicine

In many industrialized countries there is a discussion about rationing health care services [40]. Rationing of health care services can be defined as the failure to provide services which are necessary and demanded. Rationing can be done explicitly or implicitly, i.e., with or without predefined criteria. It is a method of allocating health care resources that decreases the input to the health care system (health care expenditures) as well as its output (health outcomes). Cost-effectiveness analyses (CEAs) which compare the cost of a program with its expected benefits present a typical tool to this end.

An alternative method of allocating resources is evidence-based medicine (EBM). EBM follows four steps: formulate a clear clinical question from a patient's problem; search the literature for relevant clinical articles; evaluate (critically appraise) the evidence for its validity and usefulness; implement useful findings in clinical practice [37]. EBM primarily aims at improving clinical practice and thus tries to increase the output of the health care system regardless of changes to its input. Thus, EBM does not directly consider the cost-effectiveness of interventions. Efficiency considerations are made indirectly in terms of the number needed to treat to prevent one target event (NNT) and the number needed to treat to produce one episode of harm (NNH) (or other proxies for the absolute benefit/harm a patient can expect from treatment). By dividing the inverse of the NNT through the inverse

of the NNH the likelihood of being helped versus harmed (LHH) is calculated [30]. Thus, EBM allows to assess a benefit-harm ratio. In that respect, EBM and CEA are alternatives for allocating scarce health care resources.

The purpose of this article is to compare CEAs and EBM as the most frequently discussed tools for the allocation of health care resources. The advantages and limitations as well as the ethical justifications for the two methods are discussed.

General characteristics of resource allocation tools

Tools for allocating resources establish criteria by which health insurers are able to determine a package of health care services to be reimbursed. They are most favorable if they can be applied to all services of the health care system. They are largely free of controversial value judgments and not tied to any specific ethical theory. CEAs, for example, are ethically justified not only by the ethical theory of utilitarianism (see below).

Criteria for evaluating resource allocation tools

For evaluating CEAs and EBM as resource allocation tools we applied criteria related to their methodology (methodological soundness; existence and use of methodological standards) as well as their implementation and impact (generalisation of study results; impact on total health care expenditures;

acceptance among all stakeholders; number of interventions evaluated; feasibility of implementation; ethical justification based on the main ethical theories).

Common characteristics of cost-effectiveness analyses and evidence-based medicine

It is a disadvantage of both CEAs and EBM that they base their findings on studies of patients with specific characteristics. Thus, conclusions drawn from these studies apply to patients similar to patients enrolled in these studies but not necessarily to the individual in question. This is of concern because the effectiveness of interventions may differ among individuals due to comorbidities, cultural factors, individual preferences, and other factors. Forming subgroups with homogeneous characteristics within the study population is a potential solution but may also lead to discrimination if specific subgroups did not receive services [19].

Another disadvantage common to both CEAs and EBM is that only a small number of interventions have been evaluated so far (see below). Finally, both CEAs and EBM promote rational thinking in clinical decision making and thus

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