INNOHEALTH ACADEMY

THE FUTURE OF HEALTH SYSTEMS AND ORGANISATIONS

CALL TO ACTION

"This report is based on the discussions at the IHA 2024 Symposium held on October 18 in Barcelona. The content and writing are the responsibility of IHA. Neither the organizing team nor the speakers nor panellists have received any financial compensation for their collaboration."

Access videos, presentations, and a summary of the IHA 2024 symposium here:
https://innohealth.academy/wp-content/uploads/2024/11/Lets- Face-the- Future-of-Healthcare.pdf

Introduction

We live in a constantly evolving society facing increasingly complex challenges, to which health systems are no exception.

A framework that helps define and understand where we have come from, where we are, and especially where we want to go in future approaches to health systems is essential to facilitate their evolution.

Many countries, particularly Anglo-Saxon and Nordic ones, serve as a reference for us. We are interested in following their innovations because, fortunately, they have defined this framework and are in continuous evolution.

In our country, we do not have any "framework" to facilitate the different initiatives that are developed, which causes, in many cases, disorientation, economic losses, and what is probably more important, the disappointment and disagreement of many professionals (a clear example is primary care).

We at Innohealth Academy have humbly set out to help address this issue by organising a symposium with industry experts who have contributed their talents and experience to identify, in broad strokes, the framework for the transformation we need to sustain our system.

The organizers took special care in selecting speakers and panellists, not only for their expertise but also for their commitment to transformation, evolution, and pedagogy for health system members. Special attention was also paid to the participants, selecting professionals with criteria and a desire to share it.

Special attention was also paid to the invitation of potential participants, selecting professionals willing to share their views.

The symposium consisted of three debates:

1. Challenges for the future of health systems

Healthcare systems across Catalonia, Spain, and Europe face multifaceted challenges. Demographic shifts, social changes, evolving health paradigms, and emerging technologies like AI and AGI compel us to diagnose the current situation and develop innovative proposals to transform health systems.

2. Strengthening excellence

New leadership approaches are essential for genuine transformation within health systems. This transformation must be implemented across all management levels within health services, emphasizing managerial autonomy, skill development, and health professional support.

3. Economic and ecological sustainability of the health system and organisations

Strategies for healthcare system sustainability must address both financial and environmental aspects. It is essential to educate citizens about new paradigms and to radically transform healthcare professional training to meet the significant changes introduced by digitalization, artificial intelligence, robotics, and citizen empowerment in medical practice.

Call to Action

Following the discussions held at the 2024 InnoHealth Academy Symposium, our team has developed a plan to establish a transdisciplinary action framework within the health sector.

This document outlines a series of action steps focused on transforming the health system, covering essential areas such as public health, organizational efficiency, digitalization, leadership, and sustainability.

Specific actions are proposed for policymakers, health organisations and health professionals to improve healthcare and adapt it to the changing needs of the population and a constantly evolving digital context.

1. Future challenges for health systems

What can policymakers do?

- Increase investment in infrastructure and resources, alongside efforts to promote collaboration, reduce bureaucracy, and streamline administrative and clinical processes.

- Strengthen and resource public health agencies with a new approach, strengthening community and preventive action to ensure health and personal autonomy at all stages of life.

- Encourage decentralization to provide more decision-making autonomy to local entities, framing it as part of 'management transformation challenges.

- Strengthen and resource public health agencies and encourage collaboration with primary health care services to prioritise prevention.

- Assume greater political risk in transforming healthcare, with proposals agreed between ideological options and social agents.

What can health organisations do?

- Establish a model of integrated care that connects primary care, hospital care, and mental health centres through technology, home and community care, to improve continuity and tailoring of services to facilitate holistic care.

- Foster a culture of collaboration to reduce service fragmentation, promote communication, and establish standardized pathways to optimize patient flow and reduce redundancies.

- Increase service delivery organisations' leadership, management and innovation capacities to accelerate urgent or priority transformations.

- Develop and implement organisational transformation strategies with the support of digital technologies and, especially, with the use of artificial intelligence.

- Showing organisational support to healthcare professionals as a critical pillar to increase their motivation and commitment. This support translates into better organisational results and improved talent retention.

- Participate in the construction of new financing models

- Collaborate in creating patient-centred models of care and support the integration of services to provide personalised responses to individual needs. This requires training professionals in psychosocial skills to improve integrated care and reduce patient isolation.

- Engage actively in training programs on digital technologies, as well as artificial and generative intelligence, to enhance remote care and patient monitoring - especially for chronic diseases- and to foster interdisciplinary collaboration.

- Initiate a discussion process to facilitate the creation of a framework for greater professional risk-taking, moving away from the civil service's comfort zone and opening access to more incentivising pay and remuneration systems.

- To take responsibility for funding decisions, managing expectations, overcoming resistance to change, and supporting decisions with rigour and transparency to overcome populism. In this sense, it is essential to focus on what concerns citizens: the sustainability and solvency of the health and social system.

- Encourage the involvement of citizens, communities, and businesses to build trust, which is a necessary condition for health systems transformation.

2. Promoting excellence

What **can policymakers do?**

- Promote training and leadership policies that strengthen managerial and collaborative skills development and ensure that healthcare leaders can manage teams effectively.

- Design continuous training programs in transformational leadership to inspire teams and adapt to sector changes.

- Support the autonomy of organisations to establish transparent and flexible governance models oriented towards quality and efficiency.

- Promote greater managerial autonomy for healthcare institutions, with independent governing bodies appointed by public authorities and comprising representatives from administration, healthcare professionals, patients, and the public. This would allow organizations to better adapt to their unique contexts, enhancing both performance and innovation capacity.

What **can health organisations do?**

- Create environments that foster flexibility, professional development, intergenerational coexistence, and interdisciplinary collaboration.

- Establish management structures that enable professionals to adapt to different roles and tasks to improve the responsiveness of organisations to changing challenges.

- Promote technology to facilitate the daily work of professionals and enable more efficient interaction with patients, strengthening operational efficiency.

- Ensure that technology is not just instrumental but is focused on improving the patient experience and the wellbeing of healthcare staff.

- Professionalization of hospital management: management teams professionally appointed (exclusively by an independent governing body) with significant involvement of health professionals in their management.

- To train and promote ongoing management and management skills training for management teams and middle management. Integrated care across care settings.

- Adopt a collaborative leadership approach and participate in training programs to enhance skills in change management and new technologies.

- Facilitating professionals to take on leadership roles in their areas, motivating their teams and increasing the quality of care.

- Participate in decision-making on introducing digital tools in daily practice to improve patient care and foster a culture of innovation in using health technologies.

- Motivate patients (patient associations or patient experts) to act as innovation agents and collaborate in creating solutions and improving processes.

3. Economic and ecological sustainability of the health system and organisations.

What **can policymakers do?**

Economic sustainability

- Promote the interoperability of information systems to improve decision-making and optimise the use of resources through artificial intelligence and other advanced technologies, especially in the follow-up of chronic patients.

- Foster an evaluative and strategic culture that allows for long-term planning and ensures that technological innovations are implemented equitably and efficiently.

- Move towards a capita-based territorial organisation with payment based on the results of health systems.

- Reallocate budgets currently directed toward end-of-life care with limited impact on patient experience, prioritizing prediction and preventive care for middle-aged populations.

- Promote a specific law for the public health sector that streamlines and facilitates the efficient management of resources. This law should include the implementation of incentives for all actors and open the door to citizens' co-responsibility in maintaining their health (modulated co-payment for purchasing power and responsible behaviour).

- Promote citizen education on new paradigms and establish a transformative strategy for healthcare professional training to prepare for changes introduced by digitalization, artificial intelligence, robotics, and citizen empowerment in medical practice.

- Make legislative and management changes that reduce bureaucracy and introduce incentives for professionals, tools for measuring results, elements of co-responsibility of citizens in the cost of maintaining their health and payment by value to providers.

Environmental sustainability

- Promote environmental policies that reduce healthcare facilities' carbon footprint through renewable energy and proper waste management and establish clear regulatory frameworks to facilitate compliance with these objectives.

- Implement sustainability training programmes for middle management, focusing on responsible resource management and adopting environmentally friendly technologies.

- Develop strategies at a global level, with different levels of commitment to

planetary health. Promote plans to educate citizens and professionals to adapt to new roles and new ways of approaching the maintenance of the population's health, at a reasonable social, economic and planetary cost.

What **can health organisations do?**

Economic sustainability

- Incorporate digital and artificial intelligence technologies in clinical and administrative management to streamline workflows, reduce costs, and improve coordination between primary care, hospitals, and other care level.

- Embrace proactive leadership focused on efficiency, fostering a culture of continuous improvement to minimize procedural duplication and enhance patient care quality.

Environmental sustainability

- Adopt measures to reduce energy and water consumption and promote the use of renewable energies.

- Promote the creation of healthy spaces for staff and patients.

- Implement internal sustainability policies focused on waste reduction, renewable energy use, and creating healthy environments that benefit both staff and patients.

- Provide training for leaders on sustainable practices and remote care models, such as telemedicine, to reduce physical resource consumption and minimize environmental impact.

What **can health professionals do?**

Economic sustainability

- Collaborate in creating efficient, patient-centred models of care, avoiding redundant practices and maximising the use of resources in each intervention.

- Actively engage in capacity building in digital technologies to improve remote care and patient monitoring, especially in chronic diseases, to reduce costs and improve efficiency.

Environmental sustainability

- Incorporate sustainable practices into daily routines, manage single-use materials responsibly, and educate patients on environmentally conscious healthcare practices.

- Foster a sustainability culture within the team and support the adoption of technologies that minimize the environmental impact of the hospital setting.