Roadmap for developing a Framework for Action towards Coordinated/Integrated Health Services Delivery in the WHO European Region: An overview

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Date of last update: 29.07.2013
PREFACE

In response to the call of Member States for needed policy options to transform the delivery of services, the WHO Regional Office for Europe has embarked upon a long-term work plan to develop a **Framework for Action towards Coordinated/Integrated Health Services Delivery (CIHSD)**. The Framework is envisioned as a resource to support the CIHSD by creating a common platform for the exchange of knowledge and first-hand country experiences in transforming how services are delivered.

A **Roadmap** defining the key phases & partnerships in developing the Framework for presentation at the 66th European Regional Committee in 2016 has been drafted and has since been endorsed by our Regional Director. The overview at hand aims to highlight the key concepts & context surrounding the Framework, while also sharing the core areas of activity defined for its development.
More specifically, *Health 2020* prioritizes **health system strengthening** to better respond to the health challenges of the 21st century. **Transforming the delivery of services** is a fundamental component to this effort and central to this are approaches to strengthen the **coordination/integration of care**.
WHAT IS THE CIHSD?

The coordination/integration of health services delivery is defined here as the management and delivery of health services such that people receive a continuum of health protection, health promotion, disease prevention, diagnosis, treatment, long-term care, rehabilitation and palliative care services through the different levels and sites of care within the health system, and according to their needs (adapted from PAHO, 2011).
Importantly, we note the **services** considered span the full spectrum of care, with **settings** cutting across this continuum at the **varied levels and sites for the delivery of services**. These settings include the central coordination of primary care, referrals to secondary and specialist care as well as the continuous support of community, home and social care settings, with linkages across these to local pharmacies and the broad scope of public health at the population and individual level.
CIHSD is best thought of as a means to removing gaps in care or poor coordination in services delivery that adversely affect care experiences and ultimately, health outcomes. The overarching aim of CIHSD is then to overcome persisting challenges of fragmentation by introducing processes that link across core services along the full continuum of care in order for priority quality, continuity & efficiency gains to be realized.

**Processes**
- Initiatives towards more CIHSD
  - Delivery system design
  - Decision supports
  - Information systems
  - Self-management

**Core Services**
- Individual and Population
  - Health protection
  - Health promotion
  - Disease prevention
  - Diagnosis
  - Treatment
  - Long-term care
  - Rehabilitation
  - Palliative care

**Intermediate Outcomes**
- Quality
- Continuity
- Efficiency

**Final Outcomes**
- Improved health level and equity

Source: Adapted from WHO Regional Office for Europe, 2013
What are the benefits of CIHSD for communities, the public and patients?

- Coordinated transfer/use of info by providers
- Empowered citizens
- Consistency of personnel
- Access to appropriate services
- Ongoing patient-provider relationship
- Individualized care

Improved population health status and equity

Improved quality, continuity and efficiency in the delivery of services
CONTEXT

Across the European Region, reforms in the delivery of care towards more integrated services have widely emerged in acknowledgement of sustainability and quality concerns and the need for more equitable, comprehensive, integrated and continuous responses on the part of health systems.

Marked gains of more coordinated/integrated care have undoubtedly motivated the continued effort to initiate, implement, and/or scale-up initiatives to transform the delivery of services. Moving this agenda forward at scale and pace, however, is understood to face a number of challenges.
Regional trends driving the CIHSD agenda

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<tr>
<th>Demand-side factors</th>
<th>Supply-side factors</th>
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<tr>
<td>• Demographic changes</td>
<td>• Fragmentation of services</td>
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<td>• Increasing burden of non-communicable diseases, multi- and co-morbidities</td>
<td>• Hospital centrism – diverting from PHC values and public health services</td>
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<td>• Persisting challenges to prevent and control emerging and re-emerging communicable diseases</td>
<td>• Resource constraints</td>
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<td>• Rising patient expectations</td>
<td>• Advancements in technology</td>
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<td>• Changing global climate</td>
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Common challenges in reforming the delivery of services towards more coordinated/integrated care

1. Lacking capacity to scale-up location and/or disease specific initiatives in order to achieve sustainable efforts at scale and pace.

2. Persisting health system bottlenecks resulting from incremental changes that ultimately do not address underlying causes of fragmentation and lack of coordination in the delivery of services.

3. In times of financial crisis when austerity measures are high, investing needed resources to transform services in the short-term for long-term system gains in securing people-centred services requires stronger advocacy and leadership.
THE FRAMEWORK

Responding to this context and the call of Member States, the Regional Office has prioritized work to support the coordination/integration of services in the Region. Developing a Framework for Action towards CIHSD, this work plan aims to consolidate and align existing literature towards a common analytical understanding of the concept, further informed by the first-hand experiences of Member States to date.

The participatory and collaborative process to developing the Framework itself is envisioned as a vehicle for generating the technical capacity, leadership and managerial skills needed in-country for CIHSD priorities to be realized.
A Framework for Action towards CIHSD in the WHO European Region

**AIM:** To support the coordination/integration of health services delivery towards more people-centred health systems such that improvements in health level and equity may be fully realized.

**KEY OBJECTIVES:**

1. To consolidate and align literature on the CIHSD towards a common analytical understanding of the concept.
2. To provide a common approach for the accelerated exchange of experiences across the Region towards more CIHSD.
3. To decipher common denominator policy tools and instruments to initiate, implement and/or scale-up efforts towards the CIHSD.
4. To support Member States in building technical capacity and needed leadership and managerial skills for sustained coordination/integration across health systems.
5. To meaningfully engage a diverse number of partners in discussions and consultations throughout the processes defined.
Three core areas of activity form the technical components of the Framework, each informing one another according to a common analytical approach. The final output of this work plan consolidates the knowledge & field evidence into a guide for leadership & change management taking form as how-to policy options for planning, implementing and scaling-up the coordination/integration of services.

Knowledge Synthesis

Review and consolidation of literature towards a common analytical approach for the coordination/integration of services

Field Evidence

Experiences of Member States in their efforts to initiate, implement and scale-up efforts towards the CIHSD

Policy Options

Framework for Action towards CIHSD

(1) Conceptual approach to the CIHSD
(2) Field evidence
(3) Guide for leading and managing change
The final Framework for Action towards CIHSD will be presented to Member States for their endorsement and agreement to prioritize the CIHSD at the 66th meeting of the Regional Committee for Europe in 2016. The added value of this work plan for Member States according to the defined processes and the envisioned Framework are summarized below.

- Consolidated evidence-based tools/instruments for the CIHSD
- Technical capacity in-country to initiate, implement or scale up the CIHSD
- Needed leadership and managerial skills for a participatory, people-centred approach to CIHSD
- A network of partners for the continued exchange of knowledge and experiences on CIHSD
**Six phases** for the development of the Framework are defined, extending from present to 2016. **Key processes and intermediate outputs** aligned with each phase have been defined.

**PHASE 1**
Preparation
Jan – June ‘13

**PHASE 2**
Kick-off
July-Aug’ 13

**PHASE 3**
Technical Development
Aug ’13 – June ‘14

**PHASE 4**
Consolidation of Evidence
July – Dec ‘14

**PHASE 5**
Review and Consultation
Jan – Dec ‘15

**PHASE 6**
Preparation for Final Approval
Jan – Sept ’16

Roadmap endorsed by the Regional Director

Formalized partnerships & organizational arrangements

3A: Analytical framework; case study methodology
3B: Field evidence; draft guide for change management

Draft Framework for Action towards CIHSD

Validation Framework for Action towards CIHSD

Finalized Framework presented at RC 66

Division of Health Systems and Public Health
Roadmap to a Framework for Action towards CIHSD
Coordinating these efforts is the **Secretariat** of the Roadmap processes, of which includes staff of the WHO Regional Office for Europe and work plan-specific consultants. Review teams include an **Internal Review Team**, and **External Advisory Team** as well as a number of external consultations, including engaging a **Forum of Member State Focal Points** with representation from across the Region.
NEXT STEPS

Following the formalized partnerships outlined, the work plan will move to more technical development in refining an analytical approach to guide the related components of the Framework. For continued updates please visit the Health Services Delivery page of at [www.euro.who.int](http://www.euro.who.int).

To reach the Secretariat directly to send comments of questions please contact: CIHSD@euro.who.int

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