The European Framework for Action on Integrated Health Services Delivery: an overview
The European Framework for Action on Integrated Health Services Delivery takes forward the priority of transforming health services delivery to meet the health challenges of the 21st century. It adopts the vision of Health 2020 to place the focus firmly on efforts across government and society and anchors actions in the same principles of a primary health care approach for people-centred health systems. It calls for actions across four domains, working to identify people's health and multidimensional needs and to partner with populations and individuals; ensure that services delivery processes are responsive to needs identified; align to other health system functions to support services delivery to perform optimally; and facilitate the strategic management of transformations. The Framework for Action is closely aligned with the values, principles and strategies developed in the global Framework on Integrated, People-Centred Health Services and the Global Strategy on Human Resources for Health: workforce 2030 adopted at the Sixty-ninth World Health Assembly in May 2016. These policies have been adapted to the context of the WHO European Region. The contents of the Framework for Action have also been aligned with other commitments in the WHO European Region including noncommunicable disease outcomes, women's health, reproductive health and disease-specific strategies in an effort to coordinate and complement actions and accelerate the implementation of these commitments. This overview offers an at-a-glance summary of the Framework for Action’s four domains and areas for action.
The European Framework for Action on Integrated Health Services Delivery

**POPULATIONS AND INDIVIDUALS**
- Identifying needs
- Tackling determinants
- Empowering populations
- Engaging patients

**SERVICES DELIVERY PROCESSES**
- Designing care
- Organizing providers & settings
- Managing services delivery
- Improving performance

**SYSTEM ENABLERS**
- Rearranging accountability
- Aligning incentives
- Preparing a competent workforce
- Promoting responsible use of medicines
- Innovating health technologies
- Rolling out e-health

**CHANGE MANAGEMENT**
- Strategizing with people at the centre
- Implementing transformations
- Enabling sustainable change

POPULATIONS AND INDIVIDUALS

SERVICES DELIVERY PROCESSES

SYSTEM ENABLERS

CHANGE MANAGEMENT
Goal: To identify health needs and work in partnership with populations and individuals, as patients, family members, carers and members of communities, civil society and special interest groups to support health-promoting behaviours, skills and resources in order to ensure that people have the potential to take control of their own health, while also working to tackle the determinants of health and improve health across the life-course without discrimination by sex, gender, ethnicity and religion.
Areas for action

Populations and individuals

- Identifying needs
- Tackling determinants
- Empowering populations
- Engaging patients

### Key strategies

#### Identifying needs
- Stratifying health needs and risks
- Planning actions based on evidence

#### Tackling determinants
- Identifying the determinants of health
- Mapping support needed beyond health services

#### Engaging patients
- Supporting patient self-management
- Supporting patients' shared decision-making
- Strengthening patient peer-to-peer support
- Supporting patients' families and carers

#### Empowering populations
- Protecting rights and fostering shared responsibilities
- Enabling informed choice
- Enhancing health literacy
- Supporting the development of community health
Goal: To ensure that the processes of designing care are matched by organizing, managing and improving services accordingly in order to optimize the performance of health services delivery in alignment with the health needs of those populations and individuals it aims to serve.
Areas for action

Services delivery processes

Designing care
Organizing providers and settings
Managing services delivery
Improving performance

Key strategies

Designing care
- Including services across a broad continuum
- Standardizing practices
- Designing care pathways
- Tailoring patient care

Organizing providers and settings
- Introducing new and/or re-profiling settings
- Structuring practices for a multidisciplinary approach
- Adjusting the roles & scope of practice of providers
- Facilitating information exchange

Improving performance
- Strengthening clinical governance
- Creating a system of lifelong learning

Managing services delivery
- Ensuring appropriate resources
- Linking meaningfully across actors
- Adopting a results-orientated approach
Goal: To align the contributions of other health system functions in order to support the conditions required for services delivery by arranging accountability mechanisms, aligning incentives, preparing a competent workforce, promoting the responsible use of medicines, innovating health technologies and rolling out e-health.
Areas for action

System enablers

- Rearranging accountability
- Aligning incentives
- Ensuring a competent workforce
- Promoting responsible use of medicines
- Innovating health technologies
- Rolling out e-health
Key strategies

Rearranging accountability
- Assigning clear mandates
- Ensuring resources and tools
- Generating evidence on performance

Aligning incentives
- Steering the allocation of resources for purchasers
- Linking provider payment mechanisms to performance
- Implementing incentives for patients

Ensuring a competent workforce
- Recruiting and orientation based on competencies
- Enabling a supportive practice environment
- Establishing continuing professional development

Promoting the responsible use of medicines

- Ensuring standardization for responsible use
- Addressing prescription, dispensing and administration
- Supporting the personalization of medicines

Innovating health technologies

- Supporting the application of new technologies
- Researching for optimization of medical devices

Rolling out e-health

- Facilitating interoperability and user-friendly platforms
- Granting access to health data in secure and safe ways

Goal: To lead and manage the process of change strategically at the different stages of transforming health services delivery by setting a clear direction, developing and engaging patients and piloting innovations to ensure transformations are tailored to the needs of the population and rolled out and sustained over time.
Key strategies

Strategizing with people at the centre
- Creating a burning platform for change
- Engaging across actors
- Developing a planned approach

Implementing transformations
- Implementing pilots
- Developing a high involvement culture
- Facilitating communication

Enabling sustainable change
- Building coalitions
- Fostering resilience
- Activating levers for change alignment
### Framework for Action: checklist

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| **Rearranging accountability** | Assign clear mandates  
Ensuring resources and tools  
Generating evidence on performance |
| Aligning incentives | Steering the allocation of resources for purchasers  
Linking payment mechanisms for providers  
Implementing incentives for patients |
| Ensuring a competent health workforce | Recruiting and orientation based on competencies  
Enabling a supportive practice environment  
Establishing continuous professional development |
| Promoting the responsible use of medicines | Ensuring standardization for responsible use  
Addressing prescribing, dispensing and admin practices  
Supporting the personalization of medicines |
| Innovating health technologies | Supporting the application of new technologies  
Researching for optimization of medical devices |
| Rolling out e-health | Facilitating interoperability and user-friendly platforms  
Granting access to health data in secure and safe ways |
| **Strategizing change with people at the centre** | Creating a burning platform for change  
Engaging across actors  
Developing a planned approach |
| Implementing transformations | Implementing pilots  
Developing a high involvement culture  
Facilitating communication |
| Enabling sustained change | Building coalitions  
Fostering resilience  
Activating many levers |

The European Framework for Action on Integrated Health Services Delivery takes forward the priority of transforming health services in the WHO European Region. It is closely aligned with the values, principles and strategies of other global and regional commitments.

Background documents include a review of health services delivery concepts (Health services delivery: a concept note) and topic specific reports developed through targeted reviews of available literature to explore the evidence and experiences on topics such as the health workforce, patient engagement and population empowerment.

Field evidence has been developed through a series of descriptive case studies on initiatives to transform health services delivery, exploring efforts from all 53 Member States. Through a horizontal analysis across cases, lessons learned have been identified and published in a compendium of initiatives in the WHO European Region to transform health services.

Tools are developed to support users to adapt and apply the Framework for Action and include to-date a step-by-step guide for developing descriptive case studies on initiatives to transform services as well as a English and Russian glossary of key terms.
Trainings and workshops aim to support Member States, partners and WHO staff to explore the Framework for Action in the context of their work, applying available material and exchanging firsthand experiences.

Consultations, technical meetings and reviews are some of the ways in which partners are brought together to discuss pertinent topics, share experiences and debate new research. Participants often include national technical focal points, invited experts, partner organizations, patient representatives, health providers, civil society, special interest groups and WHO staff.

Resources for measurement to-date include a methodology and tool for assessing health services delivery performance with hospitalizations from ambulatory care sensitive conditions, identifying entry-points for strengthening health services delivery.

Direct country technical assistance aims to support Member States to adapt the Framework for Action in their strategic planning and efforts to transform health services delivery across levels of the health system.

To access resources related to the EFFA IHSD implementation package, visit the health services delivery webpage of the WHO Regional Office for Europe: http://www.euro.who.int/en/health-topics/Health-systems/health-service-delivery
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For more information on health services delivery at the WHO European Regional Office for Europe, visit:
http://www.euro.who.int/en/health-topics/Health-systems/health-service-delivery