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

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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.

The envisioned **Framework for Action towards CIHSD** draws on the guiding commitments of the European Region – from that of Alma-Ata (1978) to the new European Health Policy, *Health 2020* (2012) – sharing a collective call for **people-centred health systems** for improved population health and well-being.

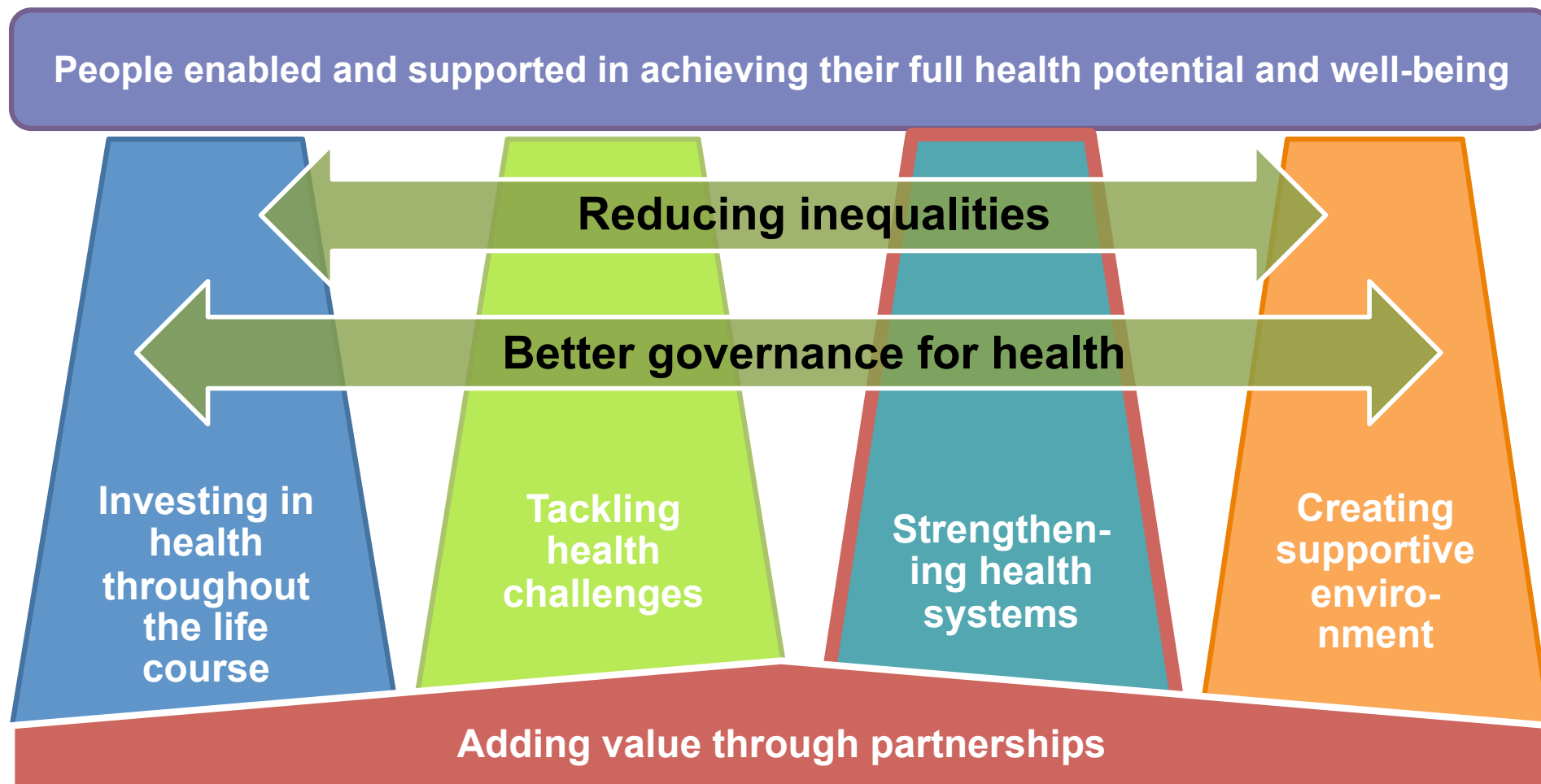


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More specifically, *Health 2020* prioritizes **health system strengthening** to better respond to the health challenges of the 21st century. **Transforming the delivery of services** is a fundamental component to this effort and central to this are approaches to strengthen the **coordination/integration of care**.



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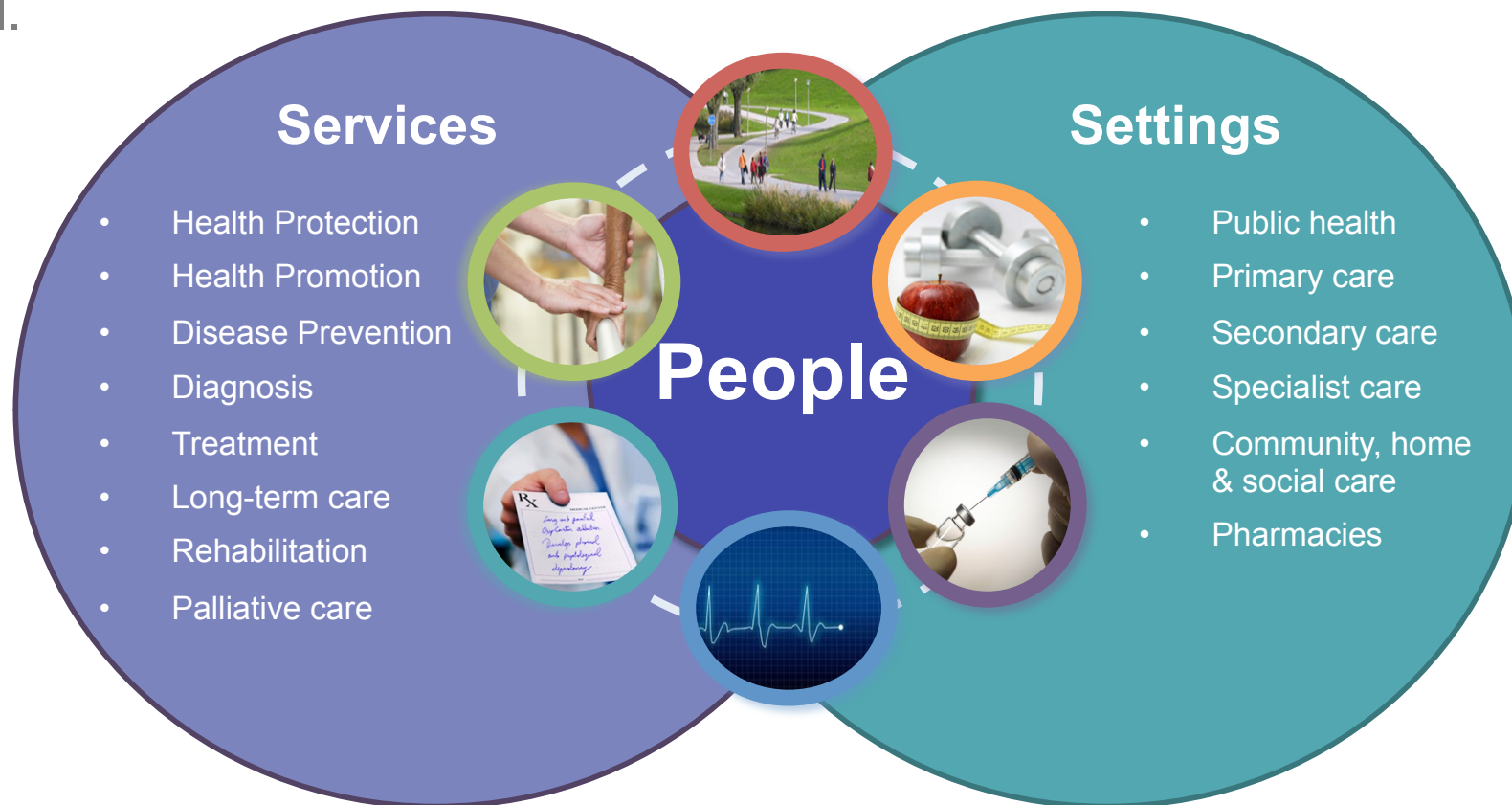
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WHAT IS THE CIHSD?

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.

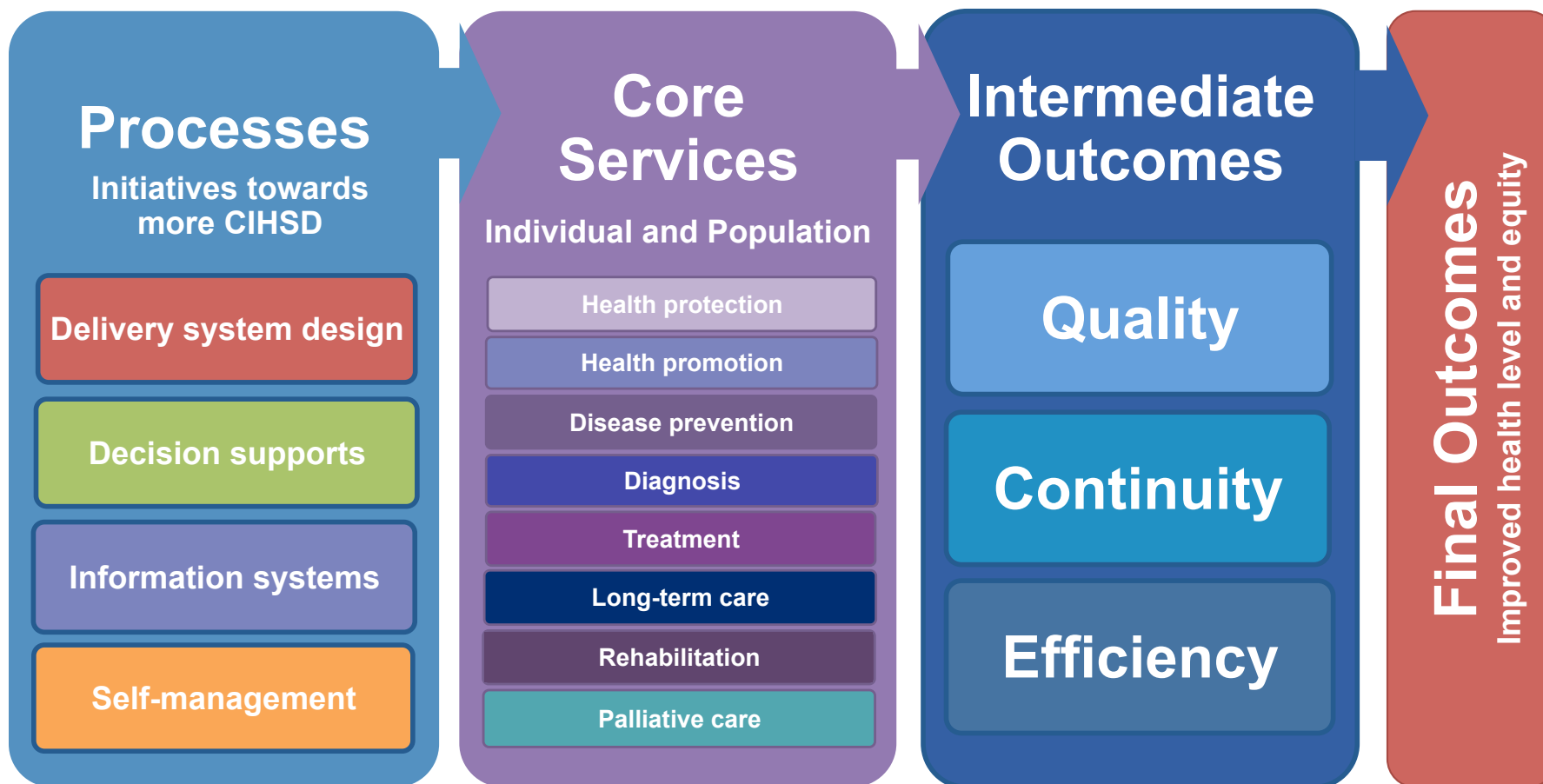


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CIHSD is best thought to as a means to **removing gaps in care or poor coordination** in services delivery that adversely effect care experiences and ultimately, health outcomes. The overarching aim of CIHSD is then to overcome persisting challenges 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.



Source: Adapted from WHO Regional Office for Europe, 2013



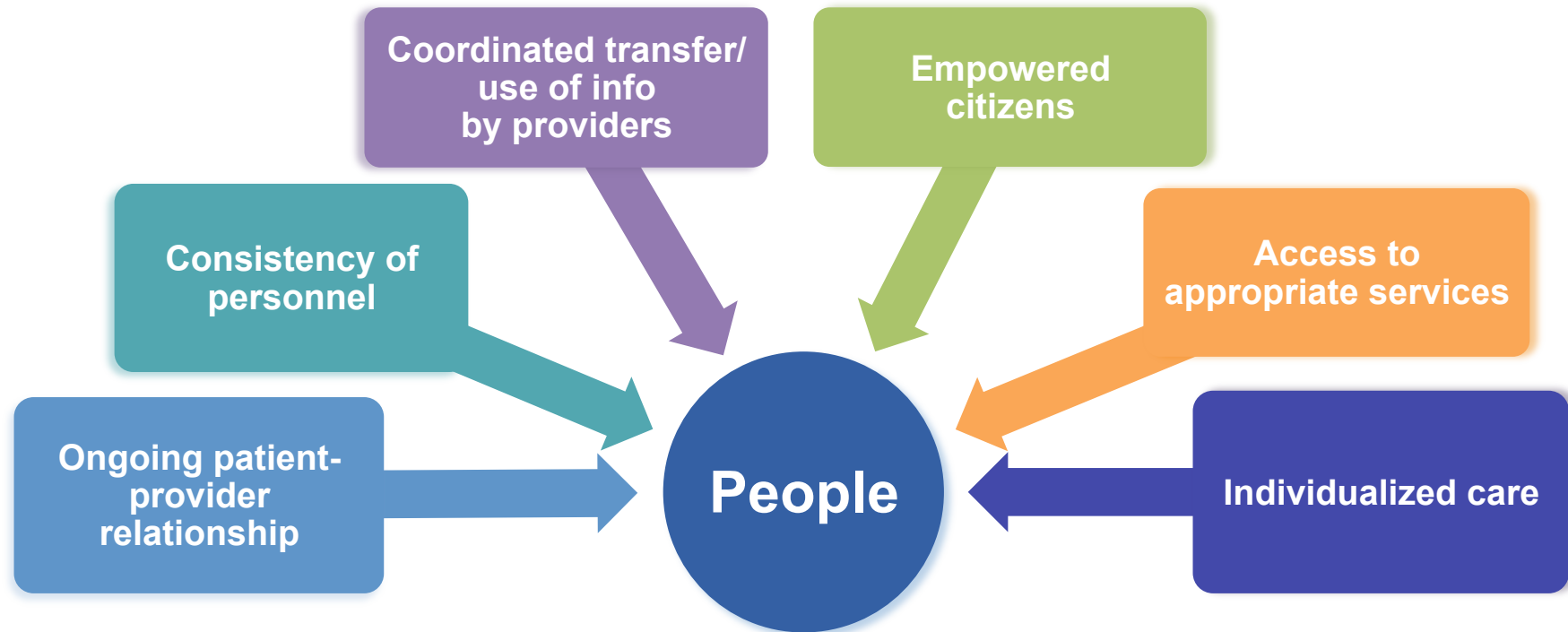
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What are the benefits of CIHSD for communities, the public and patients?



Improved population health status and equity

Improved quality, continuity and efficiency in the delivery of services



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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.**



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Regional trends driving the CIHSD agenda

Demand-side factors

- Demographic changes
- Increasing burden of non-communicable diseases, multi- and co-morbidities
- Persisting challenges to prevent and control emerging and re-emerging communicable diseases
- Rising patient expectations
- Changing global climate

Supply-side factors

- Fragmentation of services
- Hospital centrism – diverting from PHC values and public health services
- Resource constraints
- Advancements in technology

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.



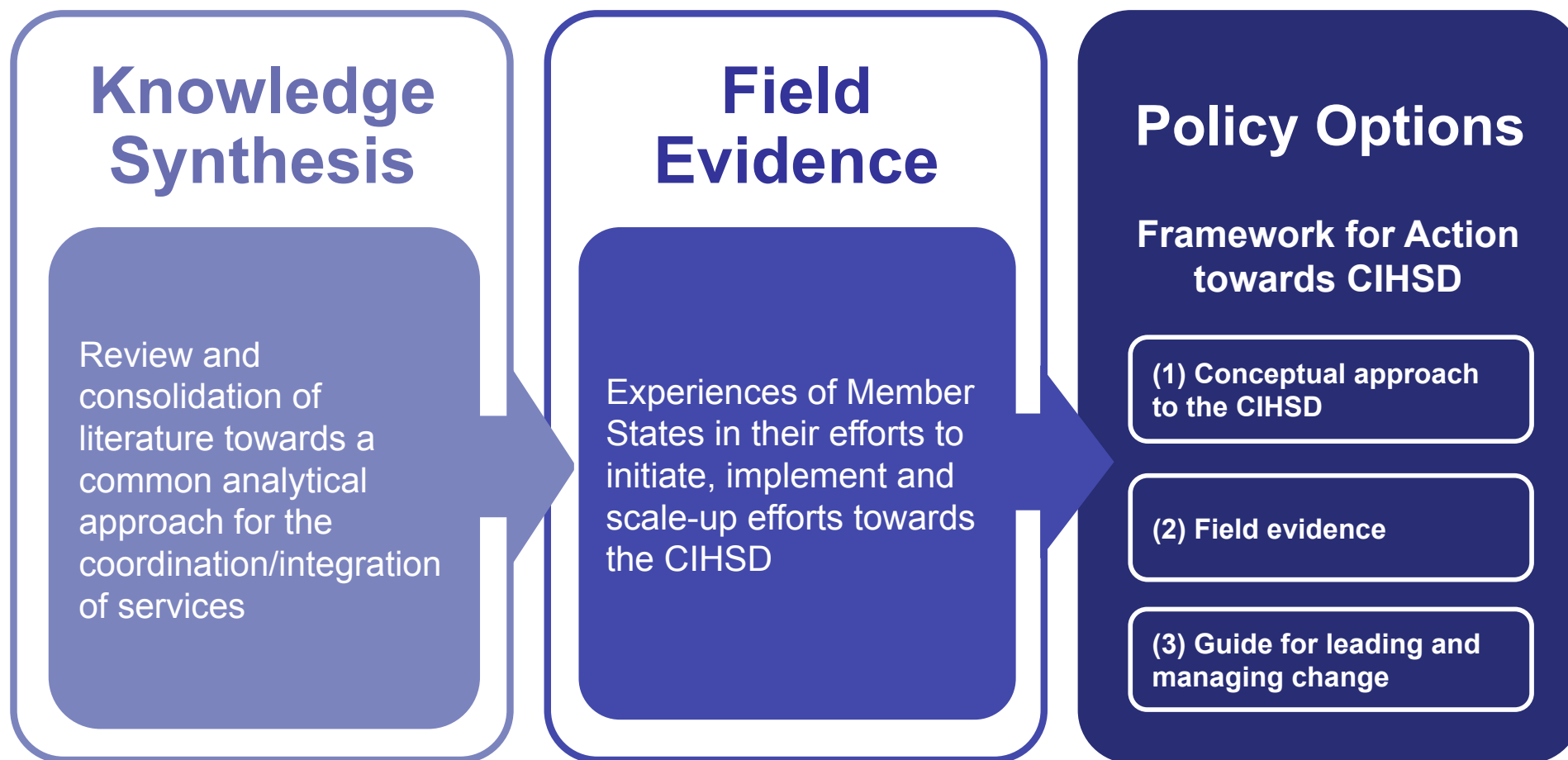
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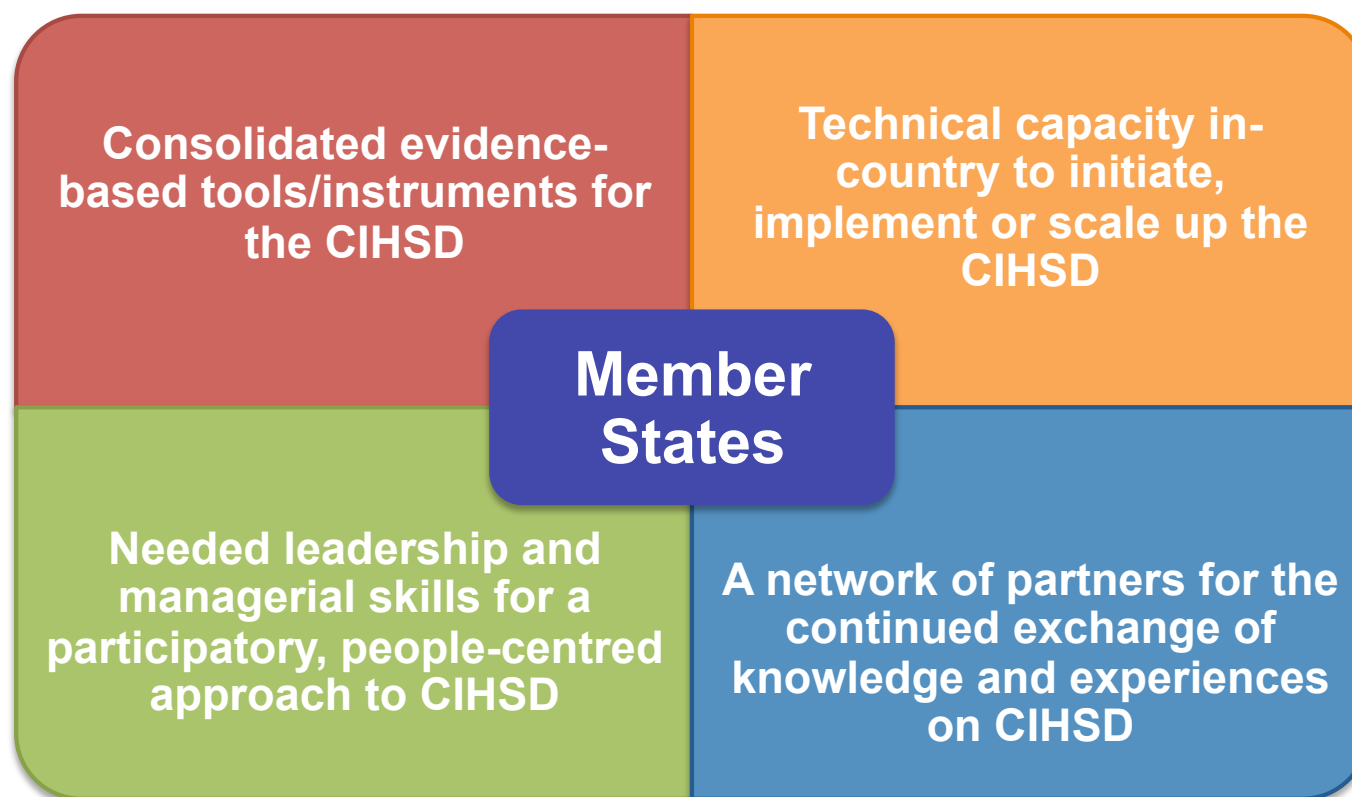
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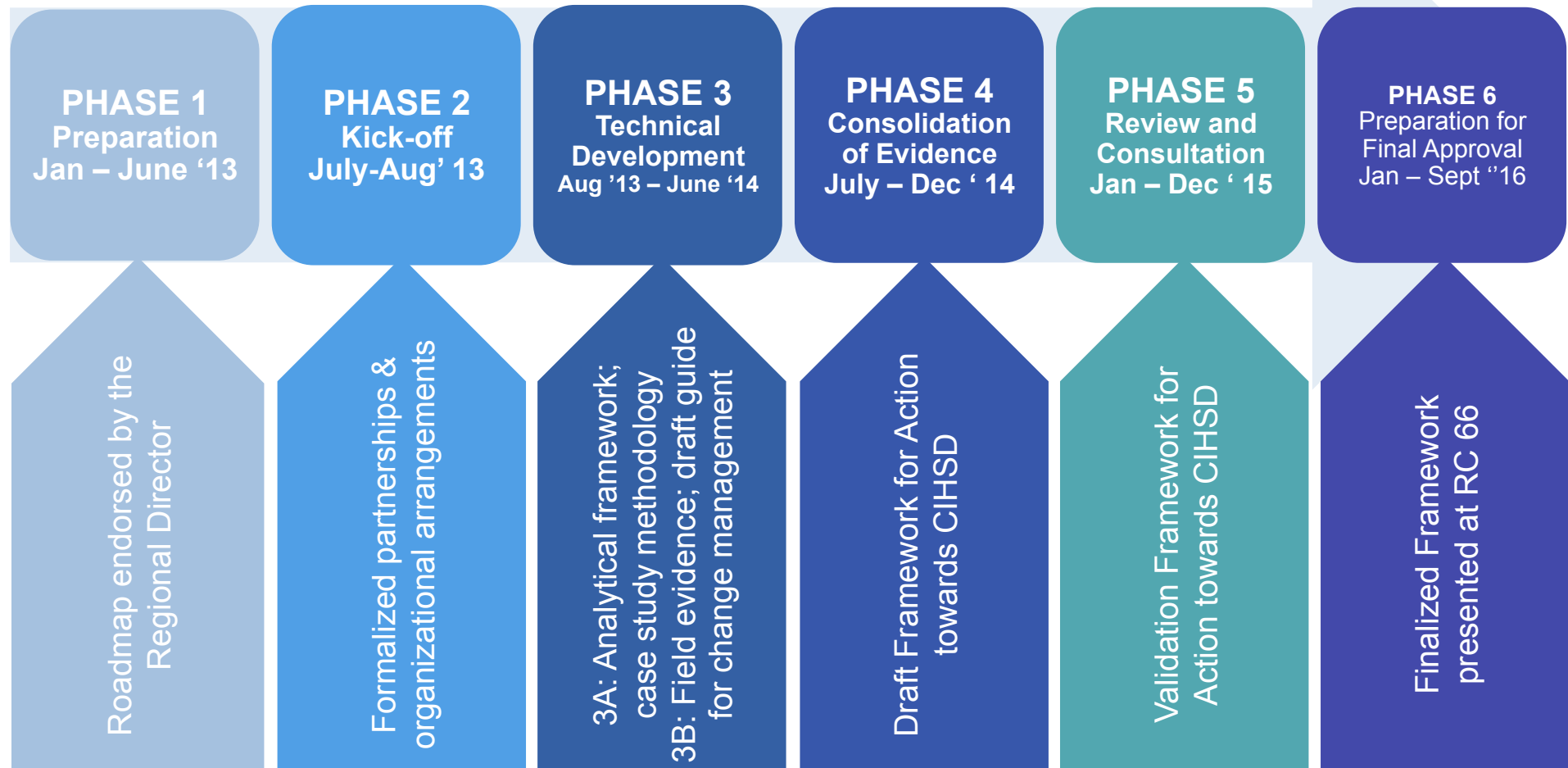
Three core areas of activity form the technical components of the Framework, each informing one another according to a common analytical approach. The final output of this work plan **consolidates the knowledge & field evidence** into a **guide for leadership & change management** taking form as how-to policy options for planning, implementing and scaling-up the coordination/integration of services.



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.



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.

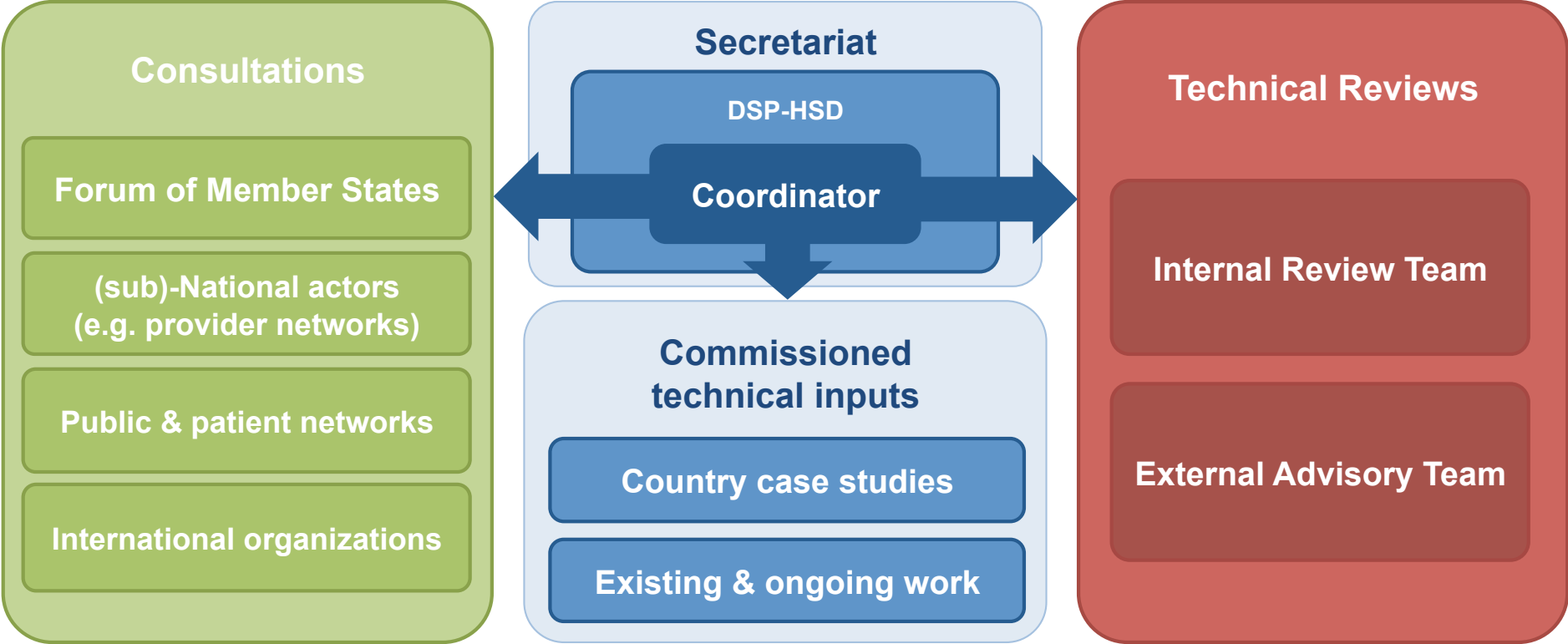


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Coordinating these efforts is the **Secretariat** of the Roadmap processes, of which includes staff of the WHO Regional Office for Europe and work plan-specific consultants. Review teams include an **Internal Review Team**, and **External Advisory 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

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

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