



World Health  
Organization

REGIONAL OFFICE FOR  
Europe

# The European Framework for Action on Integrated Health Services Delivery: an overview



Health Services Delivery Programme  
Division of Health Systems and Public Health

# Abstract

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.

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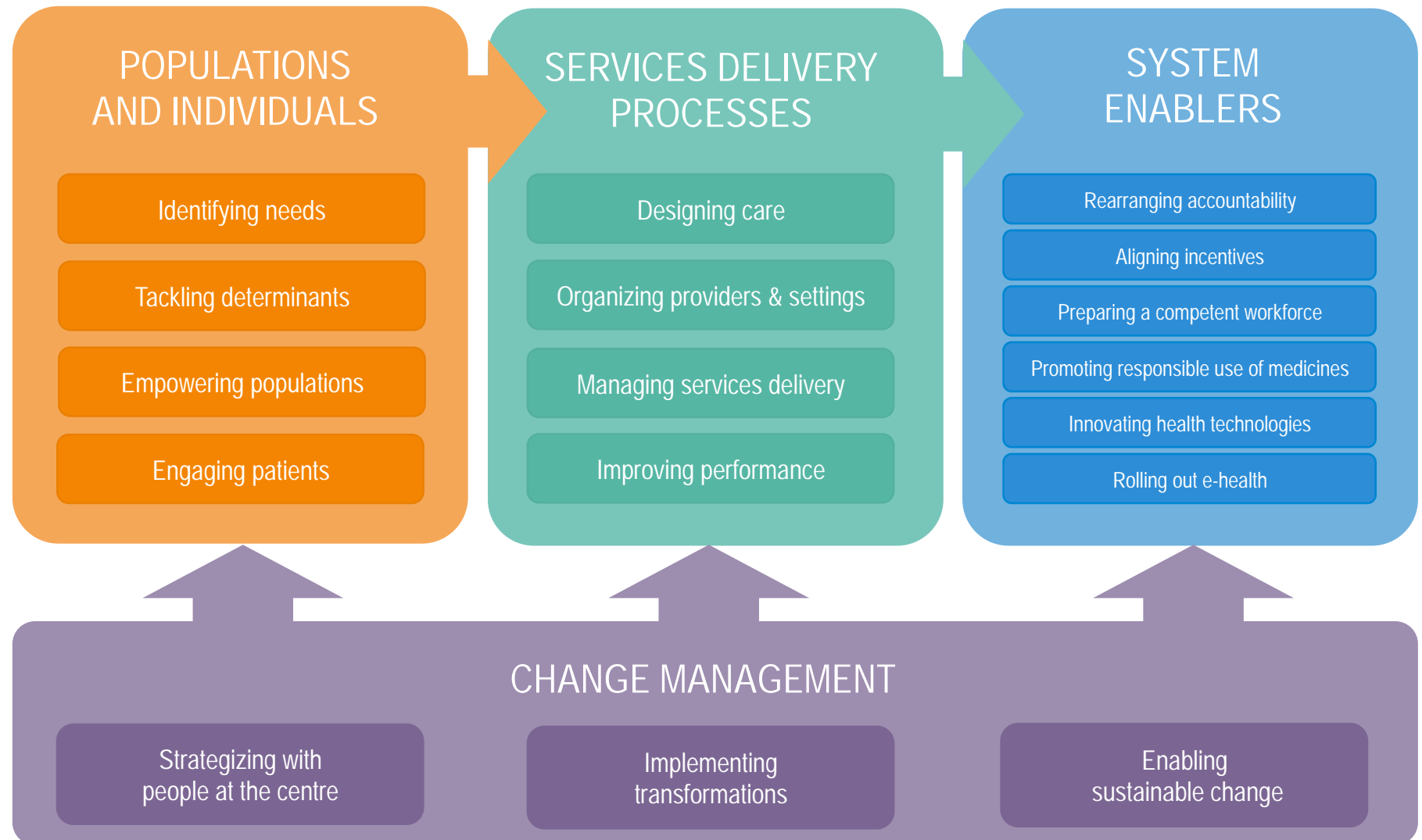
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# The European Framework for Action on Integrated Health Services Delivery

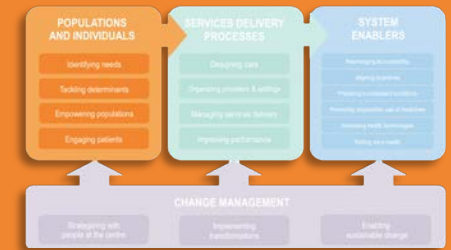


# Populations and individuals

1

**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

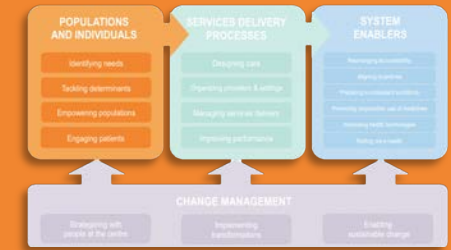
Identifying needs

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

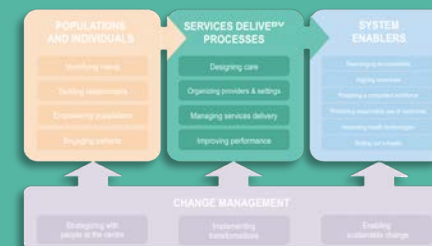
- Protecting rights and fostering shared responsibilities
- Enabling informed choice
- Enhancing health literacy
- Supporting the development of community health

# Services delivery processes

## 2

**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

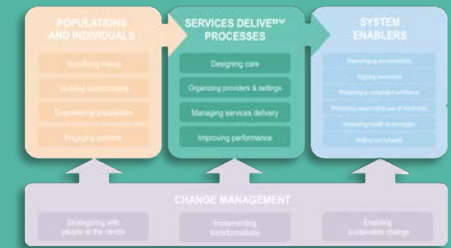
Organizing providers and settings

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

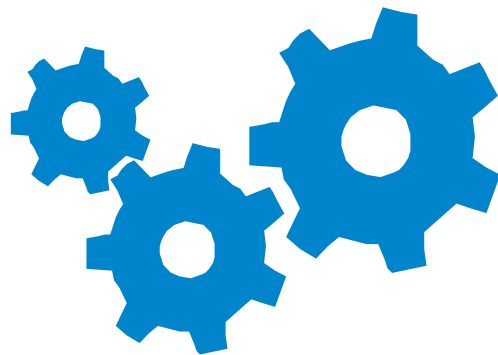
- Ensuring appropriate resources
- Linking meaningfully across actors
- Adopting a results-orientated approach

# System enablers

3

**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

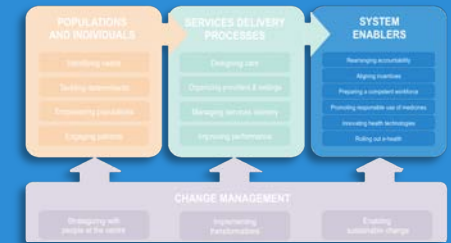
Ensuring a competent workforce

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

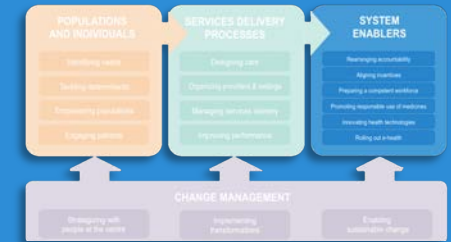
## Aligning incentives

- 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

# Key strategies



## 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

# Change management

# 4

**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.

# Areas for action



## Change management

Strategizing with people at the centre

Implementing transformations

Enabling sustainable change

# 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

## Domains



### Population and individuals



### Services delivery processes

## Areas for action

Identifying needs

Tackling the determinants of health

Empowering populations

Engaging patients

Designing care across the life course

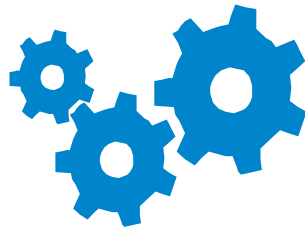
Organizing providers and settings

Managing services delivery

Improving performance

## Key strategies

- Stratifying health needs and risks
- Planning actions based on evidence
- Identifying the determinants of health
- Mapping supports needed beyond health services
- Protecting rights and fostering shared responsibilities
- Enabling informed choice
- Enhancing health literacy
- Supporting the development of community health
- Supporting patient self-management
- Supporting patients' shared decision-making
- Strengthening patient peer-to-peer support
- Support patients' families and carers
- Including services across a broad continuum
- Standardizing practices
- Designing care pathways
- Tailoring patient care
- Introducing new and/or re-profiling settings
- Structuring practices for a multidisciplinary approach
- Adjusting the roles and scope of practice of providers
- Facilitating information exchanges
- Ensuring appropriate resources
- Linking meaningfully across actors
- Adopting a results-orientation
- Strengthening clinical governance
- Creating a system of lifelong learning



## System enablers



## Change management

Rearranging accountability	<ul style="list-style-type: none"><li><input type="checkbox"/> Assign clear mandates</li><li><input type="checkbox"/> Ensuring resources and tools</li><li><input type="checkbox"/> Generating evidence on performance</li></ul>
Aligning incentives	<ul style="list-style-type: none"><li><input type="checkbox"/> Steering the allocation of resources for purchasers</li><li><input type="checkbox"/> Linking payment mechanisms for providers</li><li><input type="checkbox"/> Implementing incentives for patients</li></ul>
Ensuring a competent health workforce	<ul style="list-style-type: none"><li><input type="checkbox"/> Recruiting and orientation based on competencies</li><li><input type="checkbox"/> Enabling a supportive practice environment</li><li><input type="checkbox"/> Establishing continuous professional development</li></ul>
Promoting the responsible use of medicines	<ul style="list-style-type: none"><li><input type="checkbox"/> Ensuring standardization for responsible use</li><li><input type="checkbox"/> Addressing prescribing, dispensing and admin practices</li><li><input type="checkbox"/> Supporting the personalization of medicines</li></ul>
Innovating health technologies	<ul style="list-style-type: none"><li><input type="checkbox"/> Supporting the application of new technologies</li><li><input type="checkbox"/> Researching for optimization of medical devices</li></ul>
Rolling out e-health	<ul style="list-style-type: none"><li><input type="checkbox"/> Facilitating interoperability and user-friendly platforms</li><li><input type="checkbox"/> Granting access to health data in secure and safe ways</li></ul>
Strategizing change with people at the centre	<ul style="list-style-type: none"><li><input type="checkbox"/> Creating a burning platform for change</li><li><input type="checkbox"/> Engaging across actors</li><li><input type="checkbox"/> Developing a planned approach</li></ul>
Implementing transformations	<ul style="list-style-type: none"><li><input type="checkbox"/> Implementing pilots</li><li><input type="checkbox"/> Developing a high involvement culture</li><li><input type="checkbox"/> Facilitating communication</li></ul>
Enabling sustained change	<ul style="list-style-type: none"><li><input type="checkbox"/> Building coalitions</li><li><input type="checkbox"/> Fostering resilience</li><li><input type="checkbox"/> Activating many levers</li></ul>

# Framework for Action implementation package

## POLICIES



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



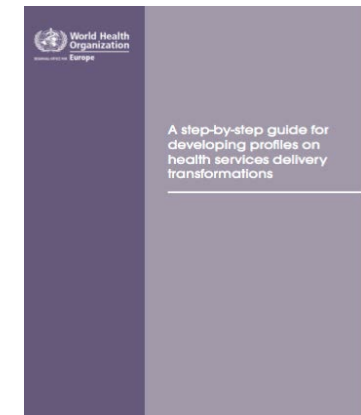
Background documents include a review of health services delivery concepts (Health services delivery: a concept note) and topic specific reports developed through targeted reviews of available literature to explore the evidence and experiences on topics such as the health workforce, patient engagement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

## EVIDENCE



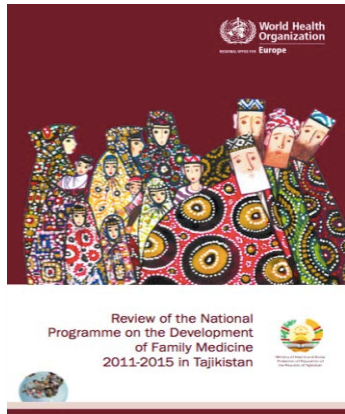
Field evidence has been developed through a series of descriptive case studies on initiatives to transform health services delivery, exploring efforts from all 53 Member States. Through a horizontal analysis across cases, lessons learned have been identified and published in a compendium of initiatives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

## TOOLS



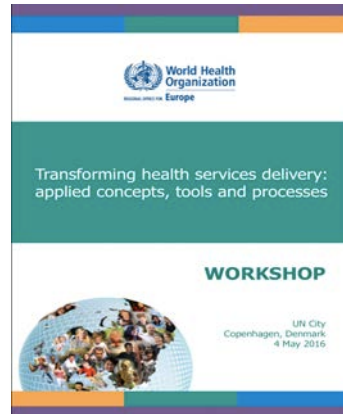
Tools are developed to support users to adapt and apply the Framework for Action and include to-date a step-by-step guide for developing descriptive case studies on initiatives to transform services as well as an English and Russian glossary of key terms.

## TECHNICAL ASSISTANCE



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.

## TRAININGS



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.

## ADVOCACY



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.

## MEASUREMENT



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.



## CONTACT INFORMATION

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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>