

## 16<sup>th</sup> Baltic Policy Dialogue

# Transforming hospitals to better serve local communities: options, challenges and strategies for integrated care networks in the Baltics

Viljandi, Estonia, 10-11 October 2019

## Scope and purpose

### Background

The role of hospitals is changing. On the one hand, certain types of more complex and specialised hospital care are concentrated in a limited number of hospitals to improve outcomes and cost-effectiveness. On the other hand, more routine care can increasingly be delivered in outpatient settings. In particular, local hospitals are subject to these two features of centralisation and decentralisation and need to rethink their future position within a new configuration of health care provision. As local communities are dealing with ageing populations and an increased incidence of chronic conditions and multimorbidity, there is a growing need to better coordinate care between different levels, including primary care and social care services. Especially in less densely populated areas, community hospitals can potentially play an important role in building local networks of care providers as well as linking with more specialised hospital centres in order to ensure access to the best possible care.

### Objectives

This 16<sup>th</sup> edition of the Baltic policy dialogue series, which will be hosted by the Estonian Ministry of Social Affairs, will identify trends, key challenges and policy options for optimising resources at the local level. With this topic, we will revisit a recurring theme in the 15+ year history of the Baltic Policy Dialogue. This year's policy dialogue aims to explore the potential role of local hospitals and health centres in moving towards more people-centred care and integrated care. Also drawing on the international experience, it will discuss challenges, experiments and plans in the Baltic States of redefining hospital care in the context of new models of care and networks to better serve the needs of local communities.

More specifically, the policy dialogue will:

- take stock of the policies and strategies in the Baltic States to reorganise the hospital landscape and set up hospital networks;
- analyse and discuss the specific care needs of local communities, especially in more remote areas, as well as the challenges for organising health and social care;
- review any past or ongoing experiments or pilots in the Baltic States
- explore the potential for redefining the role of local hospitals in the context of new models of integrated care and networks
- discuss implementation questions, such as governance aspects, health workforce implications, the use of financial incentives as well as the potential application of eHealth tools.
- present relevant international experience and evidence in this field

## Baltic policy dialogues

Since 2004 the WHO Regional Office for Europe and European Observatory of Health Systems and Policies have been jointly organizing the Baltic policy dialogue series, a yearly meeting of a select group of senior level decision makers in the health sector of the three Baltic States, including Ministers of Health, their senior advisers and representatives from various health authorities and stakeholder organizations.

These sub-regional meetings strive to foster sharing experience and best practice as well as build cross-border links and networks. They allow participants to discuss in an informal manner common topical health policy issues, share views and experiences in managing and reforming the health system and explore policy options in the field of population health and health care.

Previous policy dialogues have focused on the following topics:

- Health financing and purchasing services (Tallinn 2004);
- Human resources (Vilnius 2005);
- Provider networks and integrated care (Riga 2006);
- Governance of hospitals and health financing agencies to enhance health system performance (Pärnu 2007);
- Policy options and governance issues in the field of public health (Vilnius 2008);
- Health system responses to the global economic crisis: exploring health policy options and strategies (Riga 2009);
- Ensuring access to medicines: harnessing health policies in face of the crisis (Tallinn 2010)
- Implementing integrated public health strategies to improve health and reduce health inequities (Vilnius 2011);
- Reforming the hospital sector: exploring new ways of payment and governance (Riga 2012).
- Free movement in health care: a sub-regional approach to cross-border care and health professional mobility (Tallinn 2013)
- Investing in integrated care solutions to manage multiple and chronic conditions: analysing evidence, sharing experience and exploring implications (Vilnius 2014)
- Ensuring access to new medicines in the Baltics: exploring strategies and options for pricing, reimbursement, usage and collaboration (Riga 2015)
- Strengthening primary care: implementing change towards better coordination and more multi-professional working (Tallinn 2016)
- Improving quality of care and ensuring patient safety: strategies, regulation, monitoring and incentives (Vilnius 2017)
- Ensuring universal health coverage in the Baltics: exploring policy options to improve performance (Riga 2018)

## Meeting design

The European Observatory on Health Systems and Policies as a knowledge broker facilitates knowledge transfer and sharing of relevance experience.

Policy dialogues constitute a particular type of sharing knowledge and bringing evidence to practice. They are typically highly focused, targeting senior policy-makers and their top advisers, and marshalling support for key decision points.

A policy dialogue offers policy-makers in a country or a group of countries a neutral platform to discuss under Chatham House rules a particular key policy issue on the basis of comparative evidence and shared experience. Their role is non-prescriptive: address real policy questions, bring up the existing evidence on alternative options, and facilitate discussion on options, but always from a neutral

perspective. They are likely to come at the beginning or end of a decision-making process and may include other interested stakeholders.

Policy dialogues are co-facilitated by international experts (Observatory and WHO staff as well as invited partners, academics or policy makers from other countries) who have particular experience with the implementation of the particular policy area under discussion.

The Observatory has worked with this model for a number of years on a wide range of topics and with various countries. The feedback from Member States has been very positive. The policy dialogue model has proven to be particularly useful in times of transition when policy-makers take stock of past achievements and explore strategic options for further health system reform.

### Target audience

Participants to the Baltic policy dialogue will include leading and senior-level representatives from the Baltic States' Ministries of Health, including the Ministers and Deputy Ministers, their advisors and other senior level decision-makers. Also, representatives of the health insurance, the medical professions, other professional stakeholders and academics can be invited.

Experts from the Observatory and WHO/Europe as well as invited officials from the European Commission and other organizations will provide an international perspective to this topic and join in the discussion as to how this evidence and experience of other countries is relevant and useful for pushing further developments in the respective Baltic States.

The total number should be around 35 participants, including delegations from all three Baltic States (max. 8 per country), international experts, representatives of international organizations and facilitators.

### *International experts and collaborators (alphabetical order)*

- Francesco Barbabella, Research Fellow, Centre for Socio-Economic Research on Ageing, National Institute of Health and Science on Ageing (INRCA), Ancona, Italy and Associate Researcher, Centre for Ageing and Life-Course Studies, Linnaeus University, Växjö, Sweden
- Toni Dedeu, Director of Programmes, International Federation for Integrated Care (TBC)
- Nigel Edwards, Chief Executive, The Nuffield Trust, UK, Advisor of WHO/Europe on hospital strategy
- Ewout van Ginneken, Hub-coordinator Berlin, European Observatory on Health Systems and Policies
- Patrick Jeurissen, Professor IQ Healthcare, UMCN St. Radboud University Medical Center, Nijmegen, and Chief Scientific Advisor, Economic Affairs and Labour Market Policy Department, Ministry of Health, Welfare and Sport, the Netherlands
- Anne Johansen, Senior Adviser, Acting Head of the WHO European Centre for Primary Health Care, Almaty
- Willy Palm, Senior Adviser, European Observatory on Health Systems and Policies
- Giada Scarpetti, Research Fellow, Berlin University of Technology
- Pia Vracko, Public health physician and Senior Advisor, National Institute of Public Health Slovenia

### Documentation

Participants will be provided with a selection of recent literature covering the issues to be addressed during the workshop.

## Venue and logistics

The policy dialogue is hosted by the Estonian Ministry for Social Affairs and will take place in **Viljandi Sakala Keskus** (Tallinna 5, 71020 Viljandi).

More concrete details with respect to the hotel accommodation etc. will be communicated.

## Language

Working language for the meeting will be English. No simultaneous translation will be made available.

The **Division of Health Systems and Public Health at WHO Regional Office for Europe** supports the Member States of the WHO European Region in revitalising their public health systems and transforming the delivery of care to better respond to the health challenges of the 21st century by: addressing human resource challenges, improving access to and quality of medicines, creating sustainable health financing arrangements and implementing effective governance tools for increased accountability.

The **European Observatory on Health Systems and Policies** supports and promotes evidence-based health policy-making through comprehensive and rigorous analysis of the dynamics of health care systems in Europe and beyond. It engages directly with policy-makers and experts and works in partnership with research centres, governments and international organizations to analyse health systems and policy trends. The Observatory is a partnership hosted by the World Health Organization Regional Office for Europe, which also includes other international organizations (the European Commission, the World Bank), national governments and decentralized authorities (Austria, Belgium, Finland, Ireland, Norway, Slovenia, Sweden, Switzerland, the United Kingdom, the Veneto Region, the French Union of Health Insurance Funds) and academia (London School of Economics and Political Science, and London School of Hygiene & Tropical Medicine).

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Viljandi, Estonia, 10-11 October 2019

## Programme (provisional)

### Thursday, 10 October

10.30-11.00 **Arrival - Registration - Coffee**

11.00-12.30 **Welcome and Opening**

#### Welcome

- Tanel Kiik, Minister of Social Affairs, Estonia (TBC)
- Anne Johansen, Senior Adviser, Acting Head of the WHO European Centre for Primary Health Care, Almaty
- Willy Palm, Senior Adviser, European Observatory on Health Systems and Policies

#### Structure and objectives of the Policy Dialogue

#### Brief introduction of participants

*Transforming the service model to more person-centred care: lessons from the European Region*

- Anne Johansen, Senior Adviser, Acting Head of the WHO European Centre for Primary Health Care, Almaty

*The Viljandi hospital and health centre: A signpost to the future of the health care and social system*

- Priit Tampere, CEO, Viljandi Hospital

#### Q&A

12.30-13.30 **Lunch**

13.30-15.00 **Session 1: The changing role of hospitals**

*This first session will look at the evolving role of the hospital in an effort to respond to the changing needs of the population. This first session will take stock of current developments internationally and in the Baltic countries.*

Chair: Tanel Kiik, Minister of Social Affairs, Estonia (TBC)

Facilitator: Ewout van Ginneken, Hub-coordinator Berlin, European Observatory on Health Systems and Policies

*Repositioning the hospital within the health care model: challenges and opportunities*

- Nigel Edwards, Chief Executive, The Nuffield Trust, UK, Advisor of WHO/Europe on hospital strategy

*Changing the hospital landscape in the Baltic States: policies and trends in centralisation, decentralisation and networking.*

**(short interventions from the participating countries based on questions template provided – 10 min each)**

- Estonia: TBD
- Lithuania: TBD
- Latvia: TBD

**Followed by facilitated discussion**

Questions for the national delegations

- What are the main challenges that hospitals face in your country?
- What are current plans and strategies for addressing these challenges and reorganising the hospital landscape?
- What are the key implementation considerations?
- How are stakeholders collaborating, and what can be done at policy level to assist the change in the delivery model?

Questions for international experts

- What are the key drivers for change in hospital models among other countries?

15.00-15.30 **Break**

15.30-17.30 **Session 2: Better serving care needs of local populations**

*This session will focus on the changing needs of local populations, especially in more remote areas, and discuss new ways of addressing them through integrated care solutions. The discussion will look at what role local hospitals can take in this and what are the governance aspects of changing the delivery model (e.g. role of actors and stakeholders, managing collaborations and networks, etc.).*

Chair: Ministry of Health Lithuania (TBD)

Facilitator: Willy Palm, Senior Adviser, European Observatory on Health Systems and Policies

*Implementing integrated care models: international experience and evidence*

- Ewout van Ginneken, Hub-coordinator Berlin, European Observatory on Health Systems and Policies
- Toni Dedeu, Interim CEO and Director of Programmes, The International Foundation for Integrated Care

*Changing the role of local hospitals: the experience from the Netherlands*

- Patrick Jeurissen, Professor IQ Healthcare, UMCN St. Radboud University Medical Center, Nijmegen, and Chief Scientific Advisor, Economic Affairs and Labour Market Policy Department, Ministry of Health, Welfare and Sport, the Netherlands

*Changing the role of local hospitals: the experience from Slovenia*

- Pia Vracko, Public health physician and Senior Advisor, National Institute of Public Health Slovenia

*Reorganising care to better serve the needs of local communities. The experience of the Baltic states*

**(short interventions from the participating countries based on questions template provided – 10 min each)**

- Lithuania: TBD
- Latvia: TBD
- Estonia: TBD

**Followed by facilitated discussion**

## Questions for the national delegations

- What are the most pressing needs of local population, especially in remote areas? How different are they from populations in urban areas? What indicators are used in policy planning to measure and monitor changing needs?
- How are local (county) hospitals addressing those needs? How do they collaborate with primary care providers and specialised tertiary hospitals?
- Are there any integrated care approaches in your country seeking to address the needs of local populations?

## Questions for international experts

- What are other countries doing (or plan on doing) to respond to changing needs of local population, especially in more remote areas?

17.30-17.45

**Preliminary conclusions day 1**

- Nigel Edwards, Chief Executive, The Nuffield Trust, UK, Advisor of WHO/Europe on hospital strategy

19.00

**Official Dinner****Friday, 11 October**

09.00-10.30

**Session 3: Health workforce for community hospitals: challenges and incentives**

*This session will focus on the health workforce challenges and needs for providing care to local communities in remote areas, especially those suffering from multiple chronic conditions. The discussion will focus on skill mix, training of health care specialists, as well as the various monetary and non-monetary incentives used to motivate health professionals to work in remote areas.*

Chair: Ministry of Health Latvia TBD

Facilitator: Anne Johansen, Senior Adviser, Acting Head of the WHO European Centre for Primary Health Care, Almaty

*Training and employing the right health professionals for delivering integrated care services in local communities*

- Toni Dedeu, Interim CEO and Director of Programmes, International Foundation for Integrated Care

*How to incentivize health professionals to work in less populated areas?*

- Giada Scarpetti, Research Fellow, Berlin University of Technology

*Recruitment and retention of health care professionals in remote areas. The experience of the Baltic states*

**(short interventions from the participating countries based on questions template provided – 10 min each)**

- Latvia: TBD
- Estonia: TBD
- Lithuania: TBD

**Followed by facilitated discussion**

Questions for the national delegations

- What kind/level of health professionals are needed for serving in local hospitals and communities?
- Which incentives have been or are used to secure recruitment and retention of skilled health workers in rural/remote areas?
- How can community hospitals facilitate collaboration between health professionals across settings?

Questions for international experts

- What are countries doing in terms of recruitment and retention policies for local hospitals and communities?
- How can collaboration among health professionals be facilitated?

10.30-11.00 **Break**

11.00-12.00 **Session 4: The role of eHealth in strengthening hospital and integrated care networks**

Chair: Tanel Kiik, Minister of Social Affairs, Estonia (TBC)

Facilitator: Patrick Jeurissen, Professor IQ Healthcare, UMCN St. Radboud University Medical Center, Nijmegen, and Chief Scientific Advisor, Economic Affairs and Labour Market Policy Department, Ministry of Health, Welfare and Sport, the Netherlands

*This session will explore how eHealth tools can help improve access to care in local communities, but also optimise clinical processes and support integration of care and collaboration between different health care providers. It will specifically reflect on the question how community hospitals and health centres could implement digital solutions for communication, exchange of data, but also telehealth services and clinical decision support systems in order to become a central hub that coordinates care for local populations.*

*eHealth tools for strengthening care integration: international experience and evidence*

- Francesco Barbabella, Research Fellow, Centre for Socio-Economic Research on Ageing, National Institute of Health and Science on Ageing (INRCA), Ancona, Italy and Associate Researcher, Centre for Ageing and Life-Course Studies, Linnaeus University, Växjö, Sweden

*Implementing ehealth solutions for improving care in local communities. The experience of the Baltic states*

**(short interventions from the participating countries based on questions template provided – 5 min each)**

- Estonia TBD
- Lithuania TBD
- Latvia TBD

**Followed by facilitated discussion**

Questions for the national delegations

- Does your country have a digital health strategy and does it address the need for more integration, collaboration and exchange of data?
- Are there any policies, projects or concrete examples on the use of digital and eHealth services for supporting integrated care?
- How are digital tools used to improve access to care in local communities and to support collaboration and care integration?

Questions for international experts

- What digital and eHealth solutions have the greatest potential to improve access and care coordination/integration?

12.00-13.00

**Session 5: Group discussion- conclusions**

*In this final session we will discuss how to combine various interventions into an integrated strategy for transforming hospitals to better serve local communities*

Facilitators: Willy Palm and Ewout van Ginneken, European Observatory on Health Systems and Policies

**Group discussion and work**

**Plenary discussion with involvement of the international experts**

13.00-13.15

**Closing**

13.15-14.00

**Lunch**

14.00

**Departure**