
ACTING TOGETHER: A ROADMAP FOR SUSTAINABLE HEALTHCARE

How to continue to provide high quality and universally accessible health services in a financially sustainable way in Europe.

RECOMMENDATIONS AND CALLS TO ACTION



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JOINT STATEMENT FROM THE ESG

Acting together we, the members of the European Steering Group, have produced this White Paper as a collaborative, independent and forward-looking contribution to the sustainable healthcare debate.

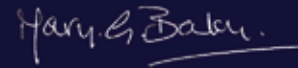
Under the coordination of the rapporteur, Professor Walter Ricciardi, each one of us has offered our respective expertise and experience to provide input, validate findings and suggest recommendations. The objective of our group is to stimulate pan-European multi-stakeholder partnerships that will drive healthcare transformation by identifying practical, tangible actions and providing innovative solutions to the sustainability challenges facing healthcare systems.



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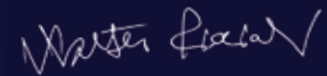
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EUROPEAN HEALTHCARE: WHERE WE ARE HEADED

There are multiple challenges facing healthcare systems across Europe:

An ageing population:

37%

of Europe's population will be over 60 by 2050.

A shift to chronic care:
Chronic disease is responsible for

86%

of all deaths and affects more than 80% of people over 65, representing an estimated €700bn in healthcare spending each year.

Ongoing economic pressures:
According to the WHO, unprecedented cuts to public spending on health have significantly destabilised health systems across the continent.

THE EUROPEAN WHITE PAPER ON SUSTAINABLE HEALTHCARE

The road ahead for European healthcare systems is a difficult one, filled with significant and far-reaching challenges to sustainability. We are in uncharted territories; the old 20th century model is no longer fit for our purpose: the time has come to seek out new, innovative routes to ensure citizens can continue to live healthy, productive lives and benefit from high-quality healthcare when it's needed.

No single country or group can do this alone. We must act together to draw up a roadmap for sustainable healthcare across Europe.

With this in mind, Abbvie and the European Steering Group are proud to launch a White Paper on Sustainable Healthcare for practical solutions to today's healthcare sustainability challenges.

The full version of the European White paper can be downloaded on: www.roadmap4healthcare.eu

Here are the main recommendations and calls to action:

- › *Acting together*
Executive Summary
- › *Recommendations*
for Sustainable Healthcare

Acting together
EXECUTIVE SUMMARY



With 37% of the European population expected to be aged 60 or over by 2050, in addition to the rise in chronic diseases and the current constraints on public finances, European healthcare systems are being required to deliver more — and better — care with reduced resources. Traditional healthcare systems set up for acute care can no longer cope with these challenges without a fundamental transformation.

This transformation has the potential to achieve sustainable healthcare. Established in March 2014 and chaired by Mary Harney, former Health Minister of Ireland, the European Steering Group (ESG) on Sustainable Healthcare brings together expertise from the policy community and civil society, healthcare professionals and scientific societies, academics and industry.

By assessing concrete evidence and best practice examples across Europe and beyond, the ESG aims to formulate an integrated set of adaptable and scalable solutions to guide the transformation of European healthcare systems. Through the organisation of several stakeholder roundtables and with the

objective of stimulating ideas, the ESG also sought out the views and expertise from high-level European and national policymakers, patient representatives and healthcare professionals.

Concrete innovative actions are needed to make the transformation of healthcare systems a reality, from acute care to chronic care, from hospital dependency to integrated care across all levels of health systems, as well as from cost and volume to value and outcome. These reflections have led to the identification of three main opportunities that should guide the transformation of healthcare systems towards sustainability, namely:

- 1. ACTION 1: INVESTING IN PREVENTION AND EARLY INTERVENTION;**
- 2. ACTION 2: FOSTERING EMPOWERED AND RESPONSIBLE CITIZENS;**
- 3. ACTION 3: REORGANISING CARE DELIVERY.**

ACTION 1

INVESTING IN PREVENTION AND EARLY INTERVENTION

Prevention means intervening before something becomes a serious health issue, including eradicating, eliminating or minimising the impact of disease and disability or, if this is not feasible, slowing the progression of disease and disability. Early intervention, on the other hand, is the process of providing specialist intervention and support services for a person who needs them, either early in the life course or at the onset of the development of a health problem.

Building on concrete examples, this paper demonstrates that programmes investing in prevention and early intervention and involving all relevant stakeholders may be much more cost-effective than simply treating diseases. Evidence demonstrates that significant tangible savings can be created by investment in prevention and early intervention. This paper therefore provides a strong rationale for increasing the share of healthcare budgets dedicated to prevention. Currently, a mere 3% on average of national healthcare budgets is reported as being spent on prevention.

ACTION 2

FOSTERING EMPOWERED AND RESPONSIBLE CITIZENS

Fostering empowerment and responsibility in citizens involves assisting individuals to discover and develop the inherent capacity to be more responsible for one's own health. Healthcare systems will be more sustainable if individuals understand their rights, responsibilities, capabilities and opportunities to remain healthy and to manage their own health in the most appropriate setting, providing the political and economic context empowers them to do so.

It must be acknowledged that in Europe today many people lack the financial resources to adopt healthy lifestyles or they place a higher priority on their immediate survival needs. In addition, challenges arise from the fact that healthcare systems are complex, so accessing the right care at the right time in the most effective way while making the best use of health services can be a real challenge.

Empowerment strategies require resources and capability building that should be driven by the public sector (including health and education sectors), family doctors, civil society, media, the healthcare industry and academia. Information sharing, coupled with sustained investment in education, will also enable citizens to better understand their health condition and participate in the decision-making process to plan and manage their own healthcare plans, which will result in better outcomes.

ACTION 3

REORGANISING CARE DELIVERY

The reorganisation of care delivery requires a paradigm shift and the adoption of three intertwined principles, namely: patient-centric integrated care, improved hospital efficiency, and interventions in an optimal settings, either in hospitals, at home or in communities.

By putting patients' care pathways at the centre of the system design, integrated care systems can deliver improved and tailored health outcomes while creating efficiencies in settings where they are delivered. Successful reorganisation of care delivery should adopt a transparent bottom-up approach to build trust and synergies between the different stakeholders. It also includes Information and Communication Technology (ICT) applications to enable lean processes and new organisational methods.

The reorganisation of healthcare delivery models and systems cannot materialise without the involvement of governments, providers, patients, insurers and health professionals.

The ESG calls on policymakers at European, national and regional level as well as all relevant stakeholders from the public and private sector to jointly take active roles and responsibilities to foster these opportunities. To guide European and local reflection, the ESG has identified a number of concrete recommendations that are outlined in a set of calls to action for the transformation of our healthcare systems so that ultimately, they better serve society in a sustainable fashion.

Recommendations
FOR SUSTAINABLE HEALTHCARE





Action 1: Investing in
Prevention and Early
Intervention

SMART HEALTH
EXPENDITURE CAN
BE AN INVESTMENT
RATHER THAN A
COST: INVESTMENT
IN PREVENTION
AND EARLY
INTERVENTION
IS ESSENTIAL
FOR HEALTHCARE
SUSTAINABILITY AND
SOCIOECONOMIC
DEVELOPMENT
AND STABILITY

**ACTING AT EU LEVEL,
THE ESG CALLS ON:**

The European Commission, in the context of the European Semester, to systematically include into Country Specific Recommendations (CSRs) targets for transitioning investment from treatment to prevention and/or early intervention, and the development of a European scorecard to monitor the progress of investments and outcomes in prevention and/or early interventions across EU Member States.

The European Commission, in conjunction with the Council of Health Ministers, to develop a pan-European platform to exchange information, expertise and best practices on data surveillance and analysis of health and epidemic trends of the European population in order to inform the development of effective policy frameworks.

**ACTING AT NATIONAL LEVEL,
THE ESG CALLS ON:**

Governments, following the example of some EU Member States (e.g. Ireland), to consider health aspects in all policies by “health-proofing” all their policies.

Government ministries to develop joint budgeting mechanisms between ministries, thus addressing the current silo approach (e.g. health and social affairs, education, and economic and budget ministries).

Member States to develop policies and incentive mechanisms to mobilise employers and occupational health professionals to incorporate prevention and early intervention in the work place, and to foster the involvement of pharmacists and nurses in routine prevention practices, such as vaccination, regular health monitoring and reporting.

Member States, with the support of the European Commission through the pan-European platform of data exchange (see second call to action at EU Level, listed previously), to establish comparable chronic diseases registries, and develop practice guidelines on systematic data collection and surveillance, so as to better inform national prevention and treatment strategies.

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*Action 2: Fostering
Empowered and Responsible
Citizens*

EMPOWERED
AND RESPONSIBLE
CITIZENS ARE
THE MAIN PLAYERS
CONTRIBUTING
TO HEALTHCARE
SUSTAINABILITY

**ACTING AT EU LEVEL,
THE ESG CALLS ON:**

The European Commission and European Parliament to drive and adopt new data protection rules and regulations so as to enable appropriate use of data to inform health intervention strategies, while ensuring that patient privacy is protected.

**ACTING AT NATIONAL LEVEL,
THE ESG CALLS ON:**

Employers to develop employment approaches that allow for flexibility in work schedules for employees who are responsible for caring for their family members living with chronic diseases.

Member States to encourage initiatives that foster the implementation of prevention and early intervention programmes in the workplace.

Member States, with the support of the European Commission, to fully transpose the Directive on the application of patients' rights in cross-border healthcare to improve citizens' access to information on healthcare systems and develop and implement information and education programmes for citizens on medical technologies and care available.

The national Ministers of Education, in the context of prevention campaigns, to integrate early education programmes in school curricula addressing health determinants at early stages in life.

The Ministries of Health and Education to jointly develop programmes aimed at increasing the level of health literacy among the general population. This would be conducive to an improvement in health outcomes and a reduction in healthcare costs.

Member States to foster the development of multidisciplinary partnership and comprehensive approaches between policymakers, healthcare providers, community and health planners, patients and pharmaceutical companies to address adherence issues with regards to chronic diseases.

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*Action 3: Reorganising
Care Delivery*

INTEGRATED CARE
BASED ON PATIENT
PATHWAYS AND
CARE DELIVERY
SHIFTED FROM
HOSPITALS
TO COMMUNITIES
AND HOMES CAN
FOSTER GREATER
EFFICIENCIES AND
BETTER HEALTH
OUTCOMES

**ACTING AT EU LEVEL,
THE ESG CALLS ON:**

The European Commission, building on the learnings from the European Innovation Partnership on Active and Healthy Ageing, to define recommendations for national performance indicators for healthcare sustainability. Built into a balanced scorecard, indicators would provide information about the core components of an efficient healthcare system, such as health results and risk factors, direct and indirect costs, quality of care and perceived quality of life. Operational indicators could be added, such as the level of integration of delivery of care at home, the efficiency of use of ICT tools and the share of healthcare budgets dedicated to prevention.

The European Commission to create a platform of exchange for European and non-European countries' experiences in transforming healthcare systems established for acute care into systems fit to address chronic care.

**ACTING AT NATIONAL LEVEL,
THE ESG CALLS ON:**

Member States to develop guidelines and funding mechanisms to incentivise the development of community care and home care.

Member States to develop integrated care models for major chronic diseases which efficiently link and leverage chronic disease registries.

Member States' governments, healthcare insurers and providers to conduct frequent performance audits in hospitals to identify opportunities for efficiencies, thereby improving the performance outcome of their services.

Member States, along with appropriate training programmes for healthcare professionals, to develop and implement national health information technology (ICT) strategies and action plans — including the deployment of eHealth and mHealth applications — to improve treatment and care efficiency and outcomes.

ABOUT THE EUROPEAN STEERING GROUP ON SUSTAINABLE HEALTHCARE

Ensuring that European healthcare systems remain sustainable represents a major challenge for governments, healthcare providers and patients. In the context of austerity policies and slow economic growth across Europe, it is increasingly difficult to reconcile the growing pressure to adopt new technologies and address the complexity on healthcare services of multi-morbidity in an ageing population.

The debate about how best to achieve healthcare that is sustainable in the long term has gained traction at EU and national level in recent years. However, finding concrete solutions and best practice examples that can actually contribute to sustainable healthcare systems is not easy. This is why the European Steering Group (ESG) on Sustainable Healthcare was initiated in March 2014. The ESG operates within the framework of the “Recipes for Sustainable Healthcare” programme created in May 2013 by the biopharmaceutical company AbbVie.

Lifelong prevention, early diagnosis and effective intervention are all important measures in improving the sustainability of healthcare systems. Governments, private sector companies, social insurers, healthcare providers,

and people living with chronic conditions each have a role to play. We all need to work in partnership to change and transform our healthcare systems to fit the future.

With representatives from the policy community and civil society, healthcare professionals and scientific societies, academics, and industry, the ESG provides insight and expertise based on evidence and tested examples which can help address the challenges posed to European healthcare systems. The group, chaired by Mary Harney, former Health Minister of Ireland, met regularly and organised roundtable meetings with high-level policy stakeholders at EU level, including representatives from the European Commission, the Council of Ministers and the European Parliament. The group also had close exchanges with key policy stakeholders from Member States.

This interaction with stakeholders informed our discussions and conclusions and provided concrete evidence on best practices across Europe and in the US in the fields of investing in prevention and early intervention, fostering empowered and responsible citizens, and offering ideas for the reorganisation of care delivery. The ESG’s key findings and policy recommendations have been collected in this European White Paper on Sustainable Healthcare.

Disclaimer

It should be noted that the solutions and recommendations presented in this White Paper by no means present a silver bullet to achieving sustainable healthcare overnight.

Nevertheless, the ESG is confident that this White Paper represents the start of a joint effort in designing healthcare systems that will be better adapted to the future needs of our society. The real value of the ESG's recommendations will be gained by continually encouraging others to consider these recommendations and by refining and adapting recommended strategies and best practices on an ongoing basis.

**FOR MORE INFORMATION ON SUSTAINABLE
HEALTHCARE AND TO DOWNLOAD THE FULL
EUROPEAN WHITE PAPER:**

WWW.ROADMAP4HEALTHCARE.EU



**RECIPES
FOR SUSTAINABLE
HEALTHCARE**