Partnership for
Health System
Sustainability
& Resilience

PHSSR Portugal: Experience from the Portuguese policy dialogue

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Instituto Superior Técnico, University of Lisbon

Agenda

1. The Portuguese context
2. Policy Dialogue: designing recommendations
3. Insights from sustainability and resilience analysis
4. Policy Dialogue: highly agreed policy recommendations
5. Policy Dialogue: public discussion
6. Key insights

1. The Portuguese health system

	PORTUGAL	BELGIUM
Population (2021)	10,3M	11,5M
GDP per head, PPPs (2019)	33308	48556
Current expenditure on health as a % GDP (2019→2020→2021)	9,5%→10,5%→11,2%	10,7%→11,1%→…
Life expectancy at birth (2021)	81,2	81,9
Health systems' structure	NHS based structure Highly centralised	Social Health Insurance structure Decentralised

The current context…

Services closure due to lack of physicians

Expresso

ORÇAMENTO DO ESTADO GUERRA NA UCRÂNIA OPINIÃO ECONOMIA

SOCIEDADE

Falta de médicos enc
urgências de obstetrí
hospitais de Lisbo

Physicians insatisfaction

OBSERVADOR

Médicos internos insatisfeitos com pc
estudar e para estar na urgência

Promovido pelo Conselho Nacional do Médico Interno da Ordem dos Médic
Internato Médico relativo a 2021 envolveu uma amostra de 2.018 médicos.

HealthCare Workers Strikes

High waiting times

SAÚDE JUSTIÇA MEDIA FLORESTAS PÚBLICO NA ESCOLA

SERVIÇO NACIONAL DE SAÚDE

Espera nas urgências do H
Maria é de quase 13 horas
urgentes

Ao início da tarde havia 56 pessoas triadas com pulseira
na urgência do Hospital de Santa maria em Lisboa. Em L
horas.

Lusa

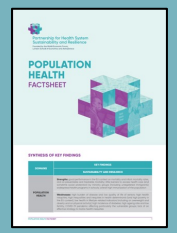
3 de Janeiro de 2023, 15:24

2. Policy Dialogue for designing recommendations

Evidence-collection

Desk research using PHSSR framework

Domain reports, and Fact & Evidence sheets

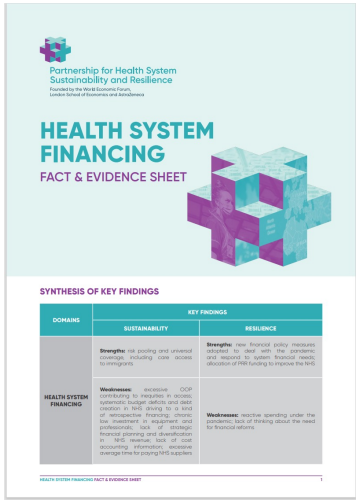


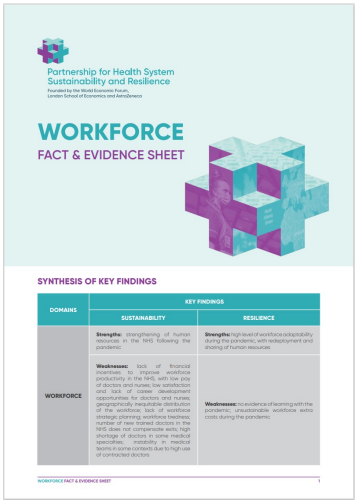
welphi
driving consensus online

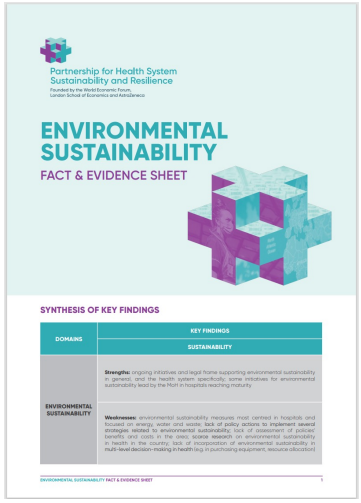
Evidence collection as the starting point

7 Domain (partial) reports

7 Fact & Evidence sheets







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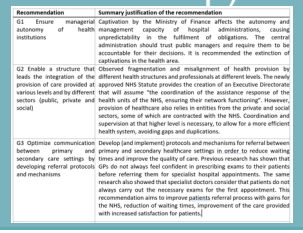
Recommendations design

Recommendations' proposal by 11 top level experts

Recommendations' alignment and fine tunning (1st workshop)



welphi
driving consensus online

Recommendations' design

TRIGGER QUESTION

Taking into account evidence and data about the Portuguese health system (for each domain), propose for each domain the policy recommendation with the highest potential to improve sustainability and resilience…

11 TOP LEVEL EXPERTS

Adalberto Campos Fernandes, Alexandre Lourenço, Céu Mateus,
Ema Paulino, Heitor Costa, João Gonçalves, Julian Perelman, Maria do Céu Machado, Maria do Rosário Zincke, Ricardo Baptista Leite, Victor Herdeiro

69 recommendations for the 7 domains

2. Policy Dialogue for designing recommendations

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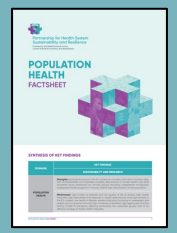

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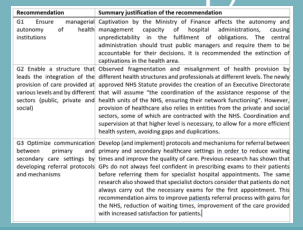
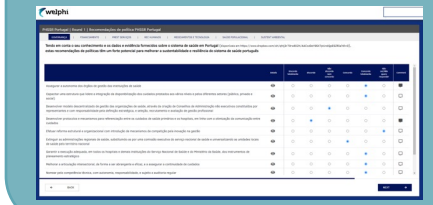


Recommendations extended discussion

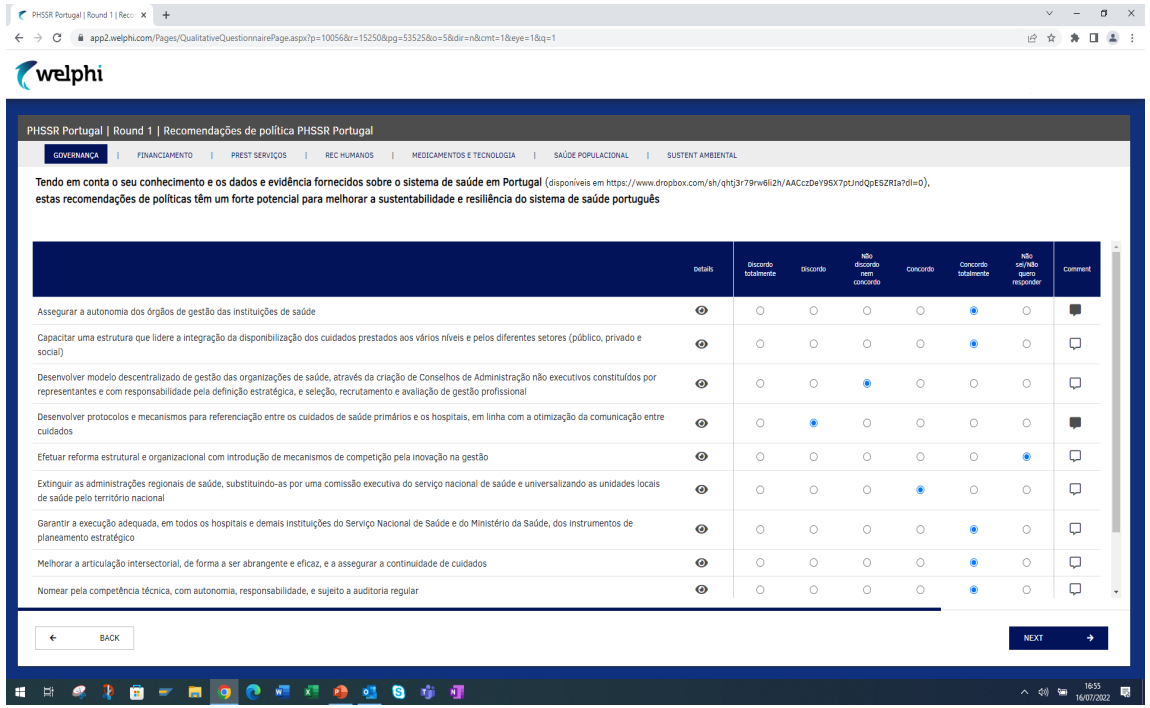
Two-round Web-Delphi on recommendations from extended stakeholders panel (40)

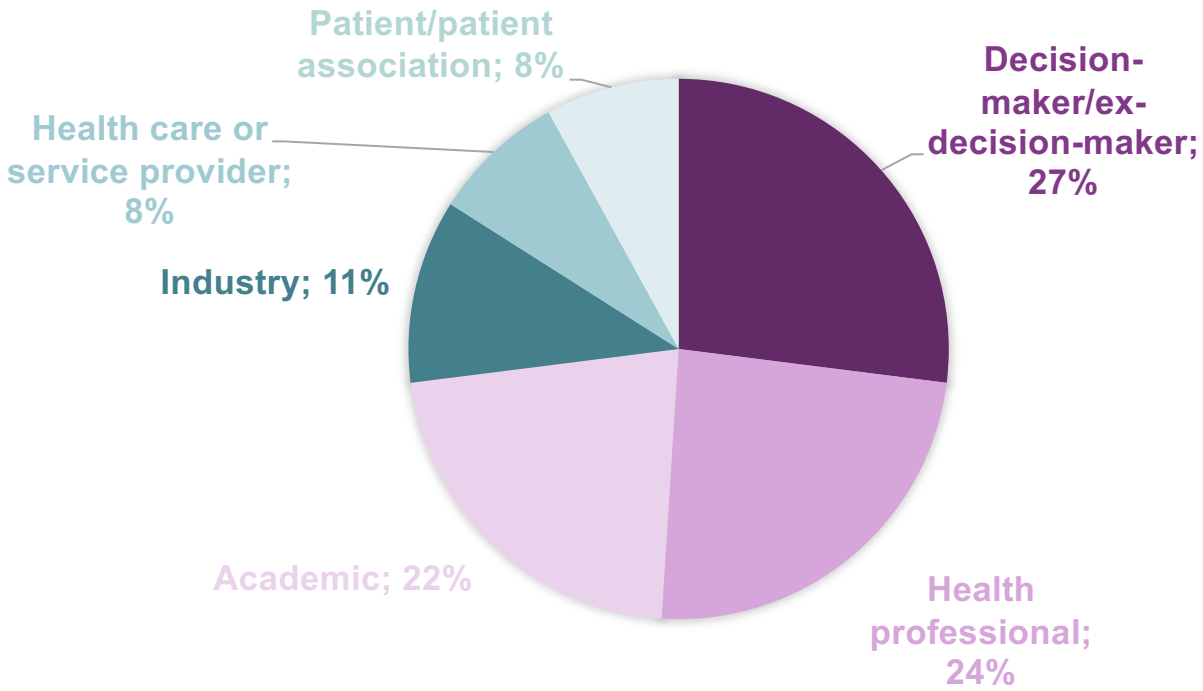


Recommendations extended discussion through a Web-Delphi

Two-round WEB-DELPHI

WEB-DELPHI PARTICIPANTS
40 top level stakeholders and experts



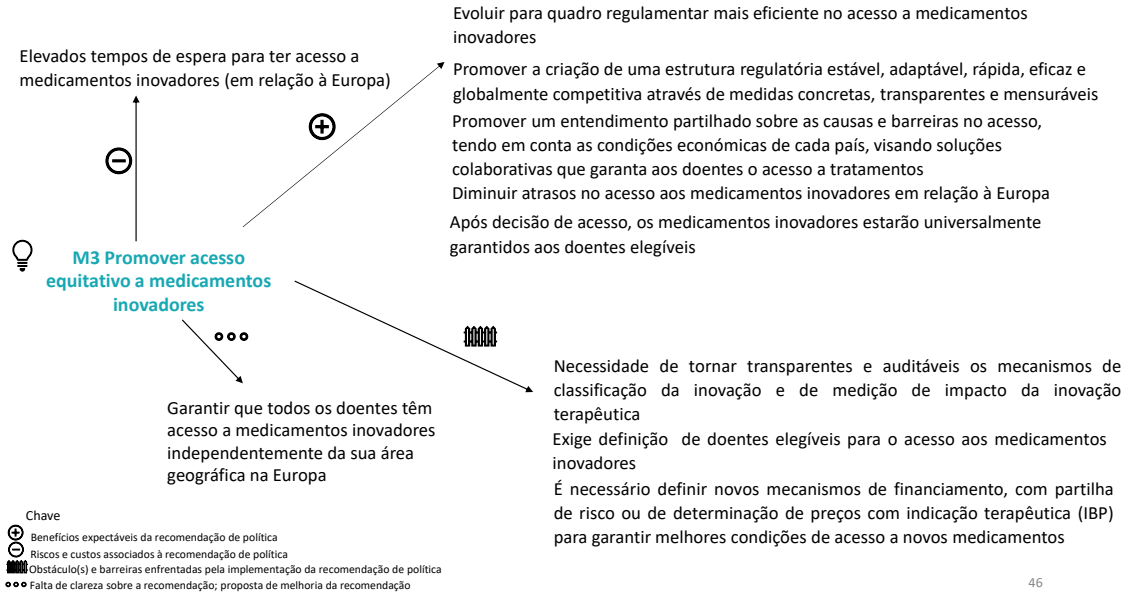


Agreement and comments

Panel voting

FINANCING DOMAIN Recommendations	Strongly disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree	Don't know/ don't want to answer
2A End the backlog of payments to NHS suppliers	0.0%	0.0%	2.7%	18.9%	75.7%	2.7%
2B Adopt multi-annual budgets in the NHS	2.7%	0.0%	2.7%	18.9%	73.0%	2.7%
2C Implement a cost-based accounting model	0.0%	0.0%	18.9%	18.9%	62.2%	0.0%
2D Review the contracting and financing system for health care providers in the public, private, and social sectors	0.0%	0.0%	10.8%	40.5%	45.9%	2.7%

Comments within Dialogue mapping tools



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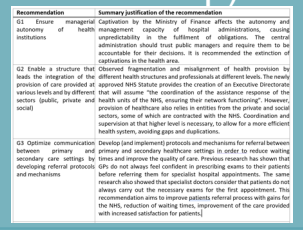

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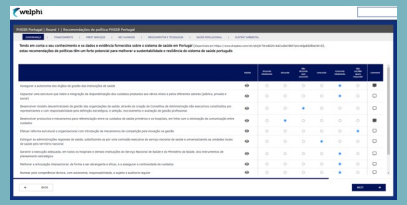
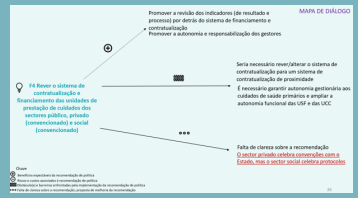
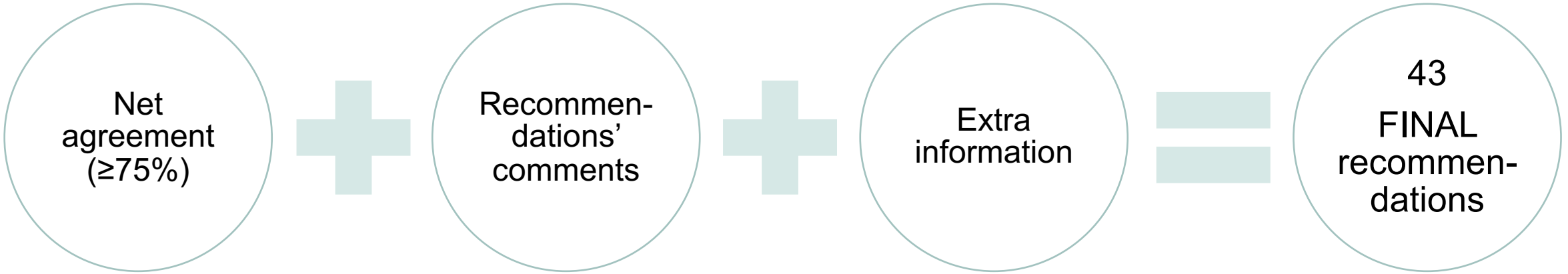


Recommendations selection and validation

Web-Delphi results' assessment and final selection of recommendations (2nd Workshop)



Informed selection of recommendations



3. Insights from sustainability and resilience analysis

	Sustainability		Resilience	
1. Governance	↑ clear governance which enables decision making	↓ low accountability; underdeveloped policy evaluation; fragmented information systems	↑ a command and control system enabling rapid decision-making, and intersectoral cooperation through the pandemic	↓ political resoluteness; often reactive rather than proactive pandemic responses; weak contingent planning

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2. Health system financing	↑ risk pooling and universal coverage	↓ excessive out-of-pocket; systematic budget deficits driving to retrospective financing	↑ new financial policy measures adopted to address the pandemic	↓ reactive spending under the pandemic; lack of consideration of the needs for financial reforms

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3. Workforce	↑ strengthening of human resources after the pandemic	↓ lack of financial incentives and pay; low professional satisfaction; no strategic planning; high shortage of physicians in some medical specialties	↑ high adaptability during the pandemic, with redeployment and sharing of human resources	↓ unsustainable extra-costs during the pandemic; mental health issues

3. Insights from sustainability and resilience analysis

	Sustainability		Resilience	
4. Medicines & Technologies	↑ effective cost containment measures on pharmaceutical expenditure; established HTA	↓ delays on access to therapeutic innovation; low level of R&D; low evaluation of technologies; financial pressure from hospital medicines	↑ adaptability and increase in telemedicine use; effective COVID-19 vaccination strategy and delivery based on telephone consultations	↓ financial risk related to health technology innovation; most telemedicine based on telephone consultations

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5. Health service delivery	↑ extensive primary care network; emergence of more integrated delivery models	↓ hospital centric response to inadequacies in primary care; geographic inequities in health care; low focus on health promotion and prevention	↑ sharp increase in telehealth consultations during the pandemic; flexible private supply complementary to the NHS	↓ heavy decline in consultations during the pandemic; increase in surgical waiting times

3. Insights from sustainability and resilience analysis

6. Population Health	↑ good performance regarding infant mortality, and preventable and treatable mortality; low barriers to health care; widespread health programs in schools; overall high immunization of the population	↓ high burden of disease and low quality of life among older people; high inequalities and inequities in health determinants; low health in lifestyle-related indicators
7. Environ-mental Sustainability	↑ ongoing initiatives and legal framework supporting environmental sustainability; some initiatives for environmental sustainability led by the Ministry of Health in hospitals reaching maturity	↓ environmental sustainability measures most centered in hospitals, and focused on energy, water, and waste; lack of policy actions; lack of assessment of policy benefits and costs

4. Highly agreed policy recommendations

# RECOMMENDATIONS		DESCRIPTION
Governance	8	Autonomy and responsibility of health administrations Merit-based appointment system Integration of care across the system and intersectoral coordination Communication between primary and secondary care based in referral protocols and mechanisms Partnerships & collaborations between public, private, social sectors Use of strategic planning instruments Separating State's roles in finance, provision, regulation, and supervision

Autonomy
Coordination
Strategy planning
Partnerships

4. Highly agreed policy recommendations

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Health System Financing	4	End backlog of payments to NHS suppliers Multi-annual budgets in the NHS Implement a cost-based accounting model Review the contracting and financing system for health care providers	# Financial control and planning # Cost information

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WorkForce	5	Decentralized human resources management Increase recognition and integration of wider health professional groups Improve the working conditions of health professionals Improve human resources planning Value human capital, thus contributing to talent retention	# Working conditions # Merit # Incentives

4. Highly agreed policy recommendations

# RECOMMENDATIONS		DESCRIPTION	
Medicines & Technologies	6	Ensure patients proximity access to hospital medicines Promote equitable access to innovative medicines Review the current medicines co-payment system Adopt health technologies based on evidence-based medicine Strengthen health technology assessment Promote Portugal as centre of excellence for biomedical innovation and R&D	# Access # Value # Innovation

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Health Service Delivery	6	Invest in domiciliary care and in digital health Fully implement EHRs across the health system Develop and strengthen population literacy and health promotion strategies Focus on disease prevention by investing in screening and early diagnosis Strengthen primary health care delivery (greater responsiveness and diversity of services) Advance local healthcare delivery through decentralizing, increased autonomy, and contracting	# Promotion/ prevention # Digital # Local

4. Highly agreed policy recommendations

# RECOMMENDATIONS		DESCRIPTION
Population Health	8	Invest in health promotion initiatives at the municipal level Develop community-based health outcome metrics supported by incentives Access to differentiated health technologies to ensure higher quality of life for aging people Map causes of poor quality of life in older population, identify actions to improve it Increase salaries so that people have better living conditions and better health Develop cross-sectoral campaigns to promote public literacy regarding modifiable risk factors Implement a population-based approach to primary health care provision based on risk stratification Regulate commercial activities and practices that affect health

Quality of life
Community
Targeted interventions

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Environmental Sustainability	6	Increase policy measures aimed at energy and water efficiency and decreasing waste Develop a medical device reprocessing initiative Reduce hospital medical equipment obsolescence Incorporate incentives and obligations related to environmental sustainability within public contracting mechanisms Map the current status of environmental sustainability indicators and commit to improve indicators in key domains by 75% Focus on commercial determinants of health with special attention to those relevant to environmental sustainability

Quality of life
Community
Targeted interventions

Incentives
Medical devices /equipment
Determinants

4. Highly agreed policy recommendations

EVIDENCE OF INTERDEPENDENT RECOMMENDATIONS WITHIN AND ACROSS DOMAINS

	Governance	Financing	Delivery	Workforce	Medicines and Technology	Population Health	Environmental Sustainability
Governance							
Financing							
Delivery							
Workforce							
Medicines and Technology							
Population Health							
Environmental Sustainability							

5. Policy Dialogue: public discussion

2022 **2023**

17/06 **29/06** **12/07** **15/07** **29/08** **06/09** **../11**

- Desk research
- Fact & Evidence Sheets, partial reports preparation

Meeting w/ MoH

1st WKSP 11 top Experts

PR on PHSSR & first news

WebDelphi

40 Key Stakeholders across the Health Sector

2nd WKSP 11 top Experts

Finalized Report 43 Recom. w/ high consensus

Diário de Notícias

Novo estudo vai analisar Sustentabilidade e Resiliência do Sistema de Saúde

DN
12 Julho 2022 — 21:30

TÓPICOS
Saúde
Estudo
Sociedade

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A Parceria para a Sustentabilidade e Resiliência dos Sistemas de Saúde (PHSSR), criada em 2020 pela London School of Economics, pelo Fórum Económico Mundial e pela AstraZeneca, em Portugal vai analisar como melhorar a sustentabilidade e resiliência do sistema de saúde do país.

Internal Focus (with External Outlook)

5. Policy Dialogue: public discussion

2022 2023

07/12

National Launch Event

Expresso

tvi

RTP

CNN PORTUGAL

VISÃO SAÚDE

Peritos recomendam revisão do sistema de comparticipação de medicamentos

SERVIÇO NACIONAL DE SAÚDE

Peritos propõem medidas para SNS mais sustentável. Governo tem de deixar de nomear dirigentes

Das nomeações políticas à melhoria das condições de trabalho, como se faz um SNS mais resiliente e sustentável? Especialistas identificam 43 recomendações para um sistema mais capaz.

Diário de Notícias

Peritos recomendam melhor referenciação de doentes para reduzir tempos de espera

Estudo apresenta mais de 40 recomendações elaboradas por mais de 30 peritos de várias áreas da saúde.

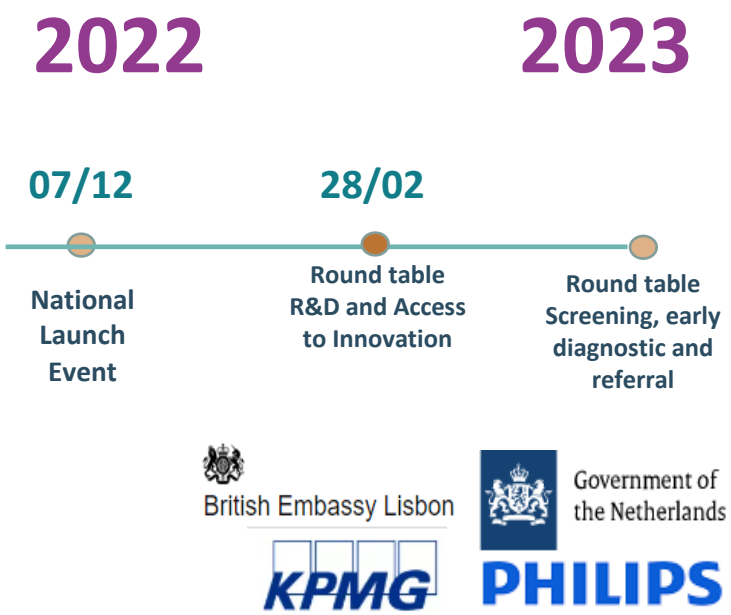
53 NOTÍCIAS

A estas notícias juntam-se as peças na Rádio Renascença e Antena 1 e uma peça online na SIC Notícias, que não aparecem no serviço de clipping

4 464 540 AUDIÊNCIA

External Focus

5. Policy Dialogue: public discussion

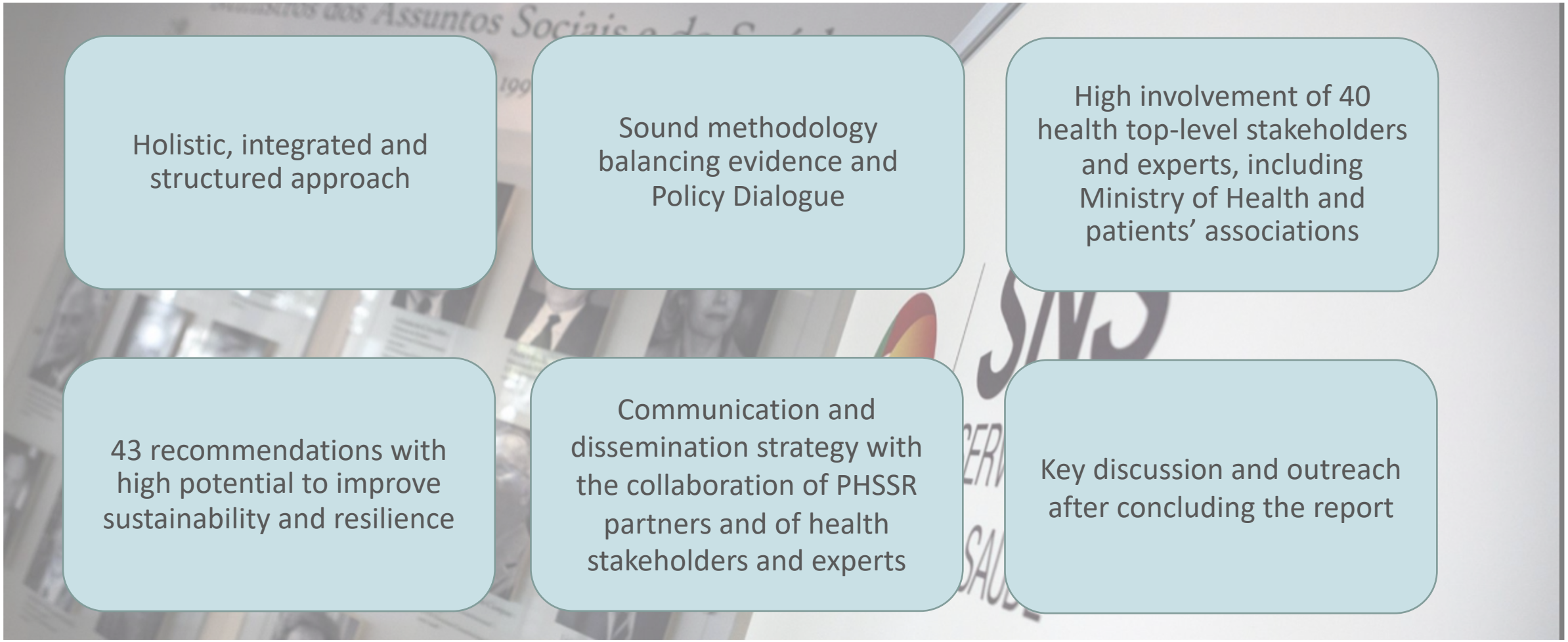


Ongoing implementation of the Stakeholders Engagement Plan

- MoH/Government
- NHS Governance institutions
- Political Parties/Parliamentary Groups
- Civil Society institutions

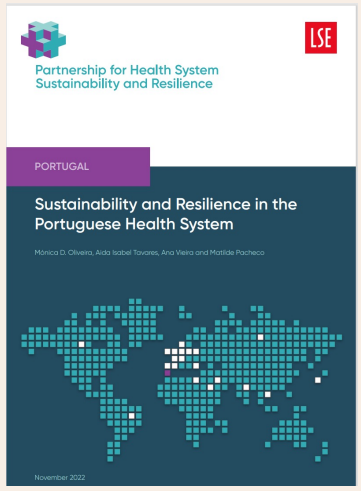
External Focus

6. Key insights



Partnership for
Health System Sustainability & Resilience

Ongoing Policy Dialogue!



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