



**GYEMSZI**

Gyógyszerészeti és Egészségügyi  
Minőség- és Szervezetfejlesztési Intézet

# **EU Reflection Process on health systems**

## **Subgroup 2: Defining success factors for the effective use of European Structural Funds for health investments**

Vilnius, 20 November 2013

## Council conclusions „Towards modern, responsive and sustainable health systems”

- Adopted during the Hungarian EU Presidency (2011)
- Unprecedented and rapidly changing pressures on healthcare systems
  - The financial crisis and austerity measures
  - An ageing population – and its implications
- Reflection Process on health systems was initiated under the auspices of the Council Working Party on Public Health at Senior Level
- 5 subgroups have been set up in the framework of the Reflection Process
  1. *Enhancing the adequate representation of health in the framework of the Europe 2020 Strategy and in the process of the European Semester*
  2. ***Defining success factors for the effective use of Structural Funds for health investments***
  3. *Cost-effective use of medicines*
  4. *Integrated care models and better hospital management*
  5. *Measuring and monitoring the effectiveness of health investments*

## Subgroup 2: Context and objectives

- Cohesion policy and Europe 2020
  - An agenda for growth and jobs
  - The ‘health’ components of Europe 2020
- ‘Investing for Health’ – smart, sustainable improvement in peoples health and reducing inequalities
- Improving the effectiveness of Structural Funds investment to meet these current and future challenges
- The objectives of Subgroup 2:
  - to share and analyze experiences and best practices;
  - to identify common sense “success factors”;
  - to develop a tool box for the use of Member States on the effective use of Structural Funds; and to discuss opportunities to implement PPPs or other financial engineering instruments in the health sector.

## **Current and past health Structural Funds programmes**

### **Identified shortcomings**

- Programmes lacking clear strategic objectives and project integration, a tendency towards a list of priorities with little coherent focus
- Weak links between health and social inclusion policies, social and territorial inequalities often not targeted
- Lack of stability in health policies on long term
- Risk of further investment in 'non-reformed and unaffordable health care models'
- Operational performance falling short of (business case) expectation often showing weak links to original goals
- Sustainability of investments not assured
- Non-transparent decision and evaluation processes
- Structural Fund projects are often seen as bureaucracies
- Limited expert capacities
- Imbalance between the magnitude of infrastructure investments and the development of human resources

# The Toolbox

- **Table of content:**
  - Critical success factors
  - Key policy messages
  - 2014-2020 Structural Funds framework and mechanisms
  - Strategic planning
  - Financial planning
  - Implementation
  - Conclusions
  - Reading list
- The toolbox was adopted in October by the Council Working Party on Public Health at Senior Level.
- [http://www.gyemszi.hu/wps/portal/gyemszi/international\\_projects](http://www.gyemszi.hu/wps/portal/gyemszi/international_projects)

## Critical success factors and key policy messages

- The toolbox emphasises those factors, actions, information needs and capacity development that together contribute to critical success factors that help deliver successful project outcomes.
- **A successful investment is one that:**
  - ✓ significantly contributes to the fulfilment of agreed objectives
  - ✓ should have at worst minor negative unintended effects
  - ✓ objectives should be consistent with societal needs and priorities
  - ✓ should produce the intended long-term benefits.
- **Key policy messages:**
  - ✓ The global economic crisis and austerity measures
  - ✓ Health and economic growth
  - ✓ Integration - cross sectoral collaboration and co-financing
  - ✓ The drive for greater efficiency
  - ✓ Strategic impact, better outcomes and results
  - ✓ Ex-ante conditionalities

## 2014-2020 Structural Funds framework and mechanisms

- The new legislation
  - Aims of cohesion policy and funds available
  - Common principles and thematic priorities (Common Provisions Regulation) including specific investment targets
  - Conditions for funds approval, monitoring and evaluation
- Strategic thematic objectives
  - The principal funds are: European Regional Development Fund (ERDF), European Social Funds (ESF) – generic principles
  - The Common Strategic Framework Translates Europe 2020 into 11 thematic objectives / health eligible areas prioritised for funding
- The importance of ‘Investing for Health’ - as part of the social investment package
- Towards better focused results
- Territorial cooperation

# Strategic and financial planning

Key components of strategic and financial planning :

- The identification of main problems and challenges
- Clear objectives
- Interventions
- Planned actions
- Financing sources
- Monitoring and review systems
- Financial (budget) management of agreed Structural Funds programmes and projects, and
- Broader and long-term Member State financial planning and management strategies in health investments (of which Structural Funds forms a part)
- Principles for effective financial planning (programme & project level)
- Defining levels and methods of financial planning and cost-effectiveness evaluation
- Public Private Partnerships (PPP) and other financial instruments



## Implementation

- Organisational development at national and sub-national level should reflect the need to improve implementation.
- New thinking about implementation models
- Administrative capacity
  - Structure
  - Human Resources and
  - Systems and tools
- Observations on systems and processes e.g.
  - Calls and assessment
  - Monitoring and indicator systems

**The aim of the toolbox is to assist Member States in accessing and applying Structural Funds in a more effective manner. The forthcoming 2014-2020 programme is notable for its emphasis on establishing a stronger results / success based ethos.**

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