

## Knowledge Transfer - Basque Country

(extract from D7.1 Knowledge Transfer Programme)

Informed by the outcomes of maturity assessment on strengths and weaknesses in integrated care in the Basque Country, the following dimensions were identified as priorities for the knowledge transfer:

- **Dimension(s) for coaching:** these are areas in which the maturity assessment revealed strengths which could be of interest for other regions to increase knowledge:
  - **Structure and governance**
    - Creation of the Integrated Healthcare Organisations
    - Socio Health coordination
    - Integration of services in the integrated system
  - **Digital infrastructures**
    - Osabide Global - Integrated Electronic Health Record
    - Non-face-to face tools (Osarean - Personal health folder, eHealth Centre, interconsultations between professionals and professionals and patients)
  - **Population approach**
    - Risk stratification (RS) in the Basque Country
      - Methodology for population identification
      - Development of the dashboard and data mining process
- **Dimension(s) for improvement:** these can be either weaker points or relatively strong areas on which the region intended to improve further:
  - **Citizen Empowerment**
    - Increase the participation of the population in co-creating pathways and processes and self-management activities
  - **Process Coordination**
    - Definition of integrated Clinical processes and Pathways
    - Strengthening the relationship between the health and social systems
  - **Removal of Inhibitors**
    - Increase collaboration between levels of care: hospitals and primary care
    - Work more as a team: achieve broader consensus in complex settings

### Implementation of Knowledge Transfer Programme in the Basque Country region

The following knowledge transfer and capacity-building activities were conducted in the Basque Country region:

#### a) Workshop on the Implementation of Electronic Health Records (EHR) in the Basque Country

The online workshop was organised on 18 February 2022 with the Basque Country as the coaching region and Optimedis as the adopting partner with a simultaneous translation. The objectives of this workshop were to:

- explore specific topics for in-depth further knowledge exchange
- identify key learning - successful approaches and common challenges in implementing EHR in the Basque Country
- build long-term strategic partnership to enhance learning and mutual exchange.

The main topics tackled during the workshop included:

- Introduction of the EHR in the Basque Country, its use, purpose and targeted users.
- Features of the EHR system (e.g., electronic prescribing system, illness history, vaccination calendar, etc. and their implementation, including timeline, organisational change and funding.
- Interoperability of the EHR systems across different user groups (e.g., healthcare providers, social care providers, pharmacies, etc.).
- Patients' access to EHR, patients' use of access rights.
- Systems in place for feedback on continuous improvement of EHR system.
- Data protection impact assessment in place.
- Monitoring of the uptake of EHR.
- Key facilitators and barriers of the implementation process.

The main outcomes of this workshop included:

- Greater knowledge of the Optimedis team on the implementation of the EHR in the Basque Country.
- Sharing of key challenges, barriers, success and learnings
- Improvement of the relationship between the Optimedis team, Kronikgune and Osakidetza.

The main added-value of this knowledge transfer and capacity-building activity for the Basque Country was the opportunity to collect feedback from the Optimedis team (and their colleagues) on the digital tools presented at the workshop. This has also allowed us to detect areas for improvement and to reinforce the confidence and the spirit of our professionals to continue with the implementation process and its further improvement. Hence this knowledge transfer activity can be seen as mutually beneficial.

#### b) Workshop on Transforming local systems - "Participation and co-creation with citizens"

The online workshop was organised on 13 April 2022 with the Basque Country and Trbovlje region in Slovenia as the adopting regions and Scotland as the coaching partner with a simultaneous translation.

The objectives of this workshop were to:

- identify key learning - successful approaches and common challenges in empowering citizens to actively participate and co-create the delivery of health and social care services'

- explore specific topics for in-depth further knowledge exchange;
- build long-term strategic partnership to enhance learning and mutual exchange.

The main topics tackled during the workshop included:

- Introduction Scottish approach to service re-design.
- Introduction the Pathfinder Programme and its main outcomes.
- Experience of healthcare professionals and citizens with the Programme.
- Existing strategic/policy framework/model supporting the service re-design with an active role and participation of citizens.
- The role of the users/citizens in the transformation of healthcare services; users' participation in the preparation and development of strategy/decision-making processes for the system's transformation.
- Engagement of other key stakeholders in this process; communication of the change needed.
- Creation of opportunities for citizens to increase their participation in planning and implementation of health and social care services.
- Personalised care delivery in the community.
- Development of clinical pathways from the individual/citizen's point of view.
- Shifting the care delivery to local delivery upstream to prevention and self-management.
- Training of healthcare professionals and citizens to co-create clinical pathways.
- The role of digital technology in supporting the transformation of local systems.
- Citizen empowerment for prevention & self-management.
- Key success factors and challenges in engaging citizens in the service re-design.

The main outcomes of this workshop included:

- The double diamond methodology and its concrete application in the Pathfinder program in Scotland. It is meant to empower citizens to actively participate and co-create the delivery of health and social care services.

The main added-value of this knowledge transfer and capacity-building activity for the Basque Country was the opportunity to learn how to start designing a series of improvements in order to advance in the maturity of process coordination and patient empowerment dimensions in the Basque Country. A process to transfer the learning was defined after the workshop, that consist of 5 actions:

1. Explore whether relevant aspects of the Scottish innovative practice are suitable for adoption in the Basque Country.
2. Define the objectives for the improvement.
3. Populate a Logic Model, by defining the resources needed to implement a series of activities to achieve the desired outcomes and impact.
4. Define an implementation plan to implement what is defined in the Logic model.
5. Analyse the possibility to make a study visit to Scotland to further learn from them and facilitate the development of the implementation plan.

### c) Workshop on Social Health Coordination in the Basque Country

The online workshop was organised on 23 November 2021 with the Basque Country as the coaching region and Slovenia as the adopting partner with a simultaneous translation.

The objectives of this workshop were to:

- explore specific topics for in-depth further knowledge exchange
- identify key learning - successful approaches and common challenges in implementing the Social Health coordination in the Basque Country
- build long-term strategic partnership to enhance learning and mutual exchange.

Main topics tackled during the workshop included:

- Social Health context, with a specific focus on the integration approach in the Basque Country.
- Social and health care management in the Basque Country.
- Governance, coordination figures, territorial councils and operational plan and the social and health financing framework.
- Mental health and additions management, and its integration with the rest of services of the healthcare system.
- Introduction to the Slovenian health system - strengths and weaknesses in integrated care in the Municipality of Trbovlje.

The main outcomes of the workshop included:

- Greater knowledge of the Slovenian team of the social health coordination in the Basque Country.
- Greater knowledge of the Slovenian team of the management of the mental health and its integration within the healthcare system in the Basque Country.
- Sharing of key challenges, barriers, success and learnings.
- Improvement of the relationship between the Slovenian team, Kronikgune, Osakidetza, BIOEF and the Basque Government.

The main added-value of this knowledge transfer and capacity-building activity for the Basque Country was the opportunity to share and review our progress in the area of health and social care coordination and to get some reflections and peer review from experts in Slovenia.

### **Challenges in the implementation of SCIROCCO Exchange Knowledge Transfer Programme in the Basque Country**

The main challenge we had to face was the COVID 19 pandemic.

- All workshops had to be conducted online, which made the knowledge exchange process more complex, and did not allow the same relationships to be generated between the actors involved as if it was conducted face-to-face.
- The Basque Healthcare system has been focused on safeguarding the health of the population and minimising the impact of the pandemic. This means lack of time of the professionals to carry out research. It was really difficult to involve both healthcare professionals and managers/technicians.

As adopters:

- Assess the feasibility of transferring the learning to the context is a huge challenge, but key for the success of the process.
- Build long-term collaboration with the region we are making the transfer is also key for the success for the transfer

- Explore specific topics for in-depth further knowledge exchange

As originators:

- Provide information and access to resources and services to enable experts from Optimedis and Slovenia to acquire knowledge on the Basque approaches.
- Support the development of Implementation Plans about how the different elements of the Basque Experience could be adapted and transferred.

The technological barrier was also a challenge we faced, as many healthcare professionals were not used to using tools such as Zoom or simultaneous translations.

### Impact of SCIROCCO Exchange Knowledge Transfer Programme

The impact of the SCIROCCO Exchange Knowledge Transfer Programme in the Basque Country was considerable. After attending the knowledge exchange workshop with experts in Scotland on Scottish approach to service redesign, co-creation processes and involvement of citizens in the design and redesign of processes and pathways, Osakidetza decided to transfer the learning through the implementation of a corporate intervention during the year 2022. The name of the intervention/improvement is *Design of a methodology to involve citizens in the design, redesign and scaling of processes and pathways in Osakidetza, and its application in the improvement of the pathway for multimorbid patients.*

A proposal was made to the Scottish government for a face-to-face study visit to see the original implementation of this initiative in 2022/2023 depending on the status of the COVID 19 pandemic.