The Changing Role of the Hospital in European Health Systems

Hospitals today face a huge number of challenges, including new patterns of disease, rapidly evolving medical technologies, ageing populations and continuing budget constraints. This book is written by clinicians for clinicians and hospital managers, as well as those who design and operate hospitals. It sets out why hospitals need to change as the patients they treat and the technology to treat them change. In a series of chapters by leading authorities in their field, it challenges existing models, reviews best practice from many countries and presents clear policy recommendations for policy-makers and hospital administrators. It covers the main patient groups and conditions as well as those departments that make modern effective care possible, in imaging and laboratory medicine. Each chapter looks at patient pathways, aspects of workforce, required levels of specialization and technology, and the opportunities and challenges for optimizing the delivery of services in the hospital of the future.

MARTIN MCKEE CBE is Professor of European Public Health at the London School of Hygiene & Tropical Medicine, Research Director of the European Observatory on Health Systems and Policies, and Past President of the European Public Health Association. His contributions have been recognized by election to the UK Academy of Medical Sciences, Academia Europeae, and the US National Academy of Medicine, and by six honorary doctorates. He was awarded the 2003 Andrija Stampar medal, the 2014 Alwyn Smith Prize, and the 2015 Donabedian International Award.

SHERRY MERKUR is a Research Fellow and Health Policy Analyst at the European Observatory on Health Systems and Policies, based at the London School of Economics and Political Science. She is Editor-in-Chief of *Eurohealth* and author and editor of *HiT: Health system reviews*. Recent books include *Promoting Health, Preventing Disease: The conomic Case* (2015) and with Ellen Nolte and Anders Anell, she is co-editor of *Achieving Person-Centred Health Systems* (Cambridge, 2020).

NIGEL EDWARDS is Chief Executive at The Nuffield Trust, a research and policy foundation based in London. Prior to this he was a senior fellow at the King's Fund and the Policy Director of the NHS Confederation. He is honorary visiting professor at the London School of Hygiene & Tropical Medicine and was awarded an honorary DSc by the University of Westminster.

ELLEN NOLTE is Professor of Health Services and Systems Research at the London School of Hygiene & Tropical Medicine. Her expertise is in health systems research, international health care comparisons and performance assessment. She has published widely on health systems, integrated care, European health policy and population health assessments. She is co-editor of the *Journal of Health Services Research & Policy*. With Anders Anell and Sherry Merkur, she is co-editor of *Achieving Person-Centred Health Systems* (Cambridge, 2020).

Published online by Cambridge University Press

European Observatory on Health Systems and Policies

The volumes in this series focus on topical issues around the transformation of health systems in Europe, a process being driven by a changing environment, increasing pressures and evolving needs.

Drawing on available evidence, existing experience and conceptual thinking, these studies aim to provide both practical and policy-relevant information and lessons on how to implement change to make health systems more equitable, effective and efficient. They are designed to promote and support evidence-informed policy-making in the health sector and will be a valuable resource for all those involved in developing, assessing or analysing health systems and policies.

In addition to policy-makers, stakeholders and researchers in the field of health policy, key audiences outside the health sector will also find this series invaluable for understanding the complex choices and challenges that health systems face today.

LIST OF TITLES

Challenges to Tackling Antimicrobial Resistance: Economic and Policy Responses
Edited by MICHAEL ANDERSON, MICHELE CECCHINI, ELIAS MOSSIALOS

Achieving Person-Centred Health systems: Evidence, Strategies and Challenges
Edited by ELLEN NOLTE, SHERRY MERKUR, ANDERS ANELL

Series Editors

JOSEP FIGUERAS Director, European Observatory on Health Systems and Policies

MARTIN MCKEE Co-Director, European Observatory on Health Systems and Policies, and Professor of European Public Health at the London School of Hygiene & Tropical Medicine

ELIAS MOSSIALOS Co-Director, European Observatory on Health Systems and Policies, and Brian Abel-Smith Professor of Health Policy, London School of Economics and Political Science

REINHARD BUSSE Co-Director, European Observatory on Health Systems and Policies, and Head of the Department of Health Care Management, Berlin University of Technology

Published online by Cambridge University Press

The Changing Role of the Hospital in European Health Systems

Edited by

MARTIN MCKEE
European Observatory on Health Systems and Policies; London School of Hygiene & Tropical Medicine

SHERRY MERKUR
European Observatory on Health Systems and Policies

NIGEL EDWARDS
The Nuffield Trust

ELLEN NOLTE
London School of Hygiene & Tropical Medicine



CAMBRIDGE UNIVERSITY PRESS



Published online by Cambridge University Press

CAMBRIDGE
UNIVERSITY PRESS

University Printing House, Cambridge CB2 8BS, United Kingdom

One Liberty Plaza, 20th Floor, New York, NY 10006, USA

477 Williamstown Road, Port Melbourne, VIC 3207, Australia

314–321, 3rd Floor, Plot 3, Splendor Forum, Jasola District Centre,
New Delhi – 110025, India

79 Anson Road, #06–04/06, Singapore 079906

Cambridge University Press is part of the University of Cambridge.

It furthers the University's mission by disseminating knowledge in the pursuit of education, learning, and research at the highest international levels of excellence.

www.cambridge.org
Information on this title: www.cambridge.org/9781108790055
DOI: 10.1017/9781108855440

© World Health Organization (acting as the host organization for, and secretariat of, the European Observatory on Health Systems and Policies) 2020

This work is in copyright. It is subject to statutory exceptions and to the provisions of relevant licensing agreements; with the exception of the Creative Commons version the link for which is provided below, no reproduction of any part of this work may take place without the written permission of Cambridge University Press.

An online version of this work is published at doi.org/10.1017/9781108855440 under a Creative Commons Open Access license CC-BY-NC-ND 3.0 which permits re-use, distribution and reproduction in any medium for non-commercial purposes providing appropriate credit to the original work is given. You may not distribute derivative works without permission. To view a copy of this license, visit https://creativecommons.org/licenses/by-nc-nd/3.0

All versions of this work may contain content reproduced under license from third parties. Permission to reproduce this third-party content must be obtained from these third-parties directly.

When citing this work, please include a reference to the
DOI 10.1017/9781108855440

First published 2020

Printed in the United Kingdom by TJ International Ltd, Padstow Cornwall

A catalogue record for this publication is available from the British Library.

ISBN 978-1-108-79005-5 Paperback

Cambridge University Press has no responsibility for the persistence or accuracy of URLs for external or third-party internet websites referred to in this publication and does not guarantee that any content on such websites is, or will remain, accurate or appropriate.

Published online by Cambridge University Press



European Observatory on Health Systems and Policies



The European Observatory on Health Systems and Policies supports and promotes evidence-based health policy-making through comprehensive and rigorous analysis of health systems in Europe. It brings together a wide range of policy-makers, academics and practitioners to analyse trends in health reform, drawing on experience from across Europe to illuminate policy issues.

The European Observatory on Health Systems and Policies is a partnership hosted by the World Health Organization Regional Office for Europe which includes the Governments of Austria, Belgium, Finland, Ireland, Norway, Slovenia, Spain, Sweden, Switzerland, the United Kingdom, and the Veneto Region of Italy; the European Commission; the World Bank; UNCAM (French National Union of Health Insurance Funds); the Health Foundation; the London School of Economics and Political Science; and the London School of Hygiene & Tropical Medicine. The Observatory has a secretariat in Brussels and it has hubs in London (at LSE and LSHTM) and at the Berlin University of Technology.

Published online by Cambridge University Press

Copyright © World Health Organization (acting as the host organization for, and secretariat, of, the European Observatory on Health Systems and Policies) 2020.

All rights reserved.

The European Observatory on Health Systems and Policies welcomes requests for permission to reproduce or translate its publications, in part or in full. Contact us at contact@obs.who.int

The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of the European Observatory on Health Systems and Policies concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or of certain manufacturers' products does not imply that they are endorsed or recommended by the European Observatory on Health Systems and Policies in preference to others of a similar nature that are not mentioned. Errors and omissions excepted, the names of proprietary products are distinguished by initial capital letters.

All reasonable precautions have been taken by the European Observatory on Health Systems and Policies to verify the information contained in this publication. However, the published material is being distributed without warranty of any kind, either express or implied. The responsibility for the interpretation and use of the material lies with the reader. In no event shall the European Observatory on Health Systems and Policies be liable for damages arising from its use. The views expressed by authors, editors, or expert groups do not necessarily represent the decisions or the stated policy of the European Observatory on Health Systems and Policies or any of its partners.

A catalogue record of this book is available from the British Library.

Published online by Cambridge University Press