



Exemplary Project

HICUBE COMPETENT HEALTHCARE - SWEDEN
April 2018



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Author: Milieu Ltd

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HICube competent health care - Sweden

General information		
OP information	<p>Title OP: National ESF programme for investments in growth and employment 2014-2020.</p> <p>Priority axis: Competency Provision</p> <p>Investment priority: 10iii - Enhancing equal access to lifelong learning for all age groups in formal, non-formal and informal settings, upgrading the knowledge, skills and competences of the workforce, and promoting flexible learning pathways including through career guidance and validation of acquired competence.</p> <p>Specific objective: Strengthening the position of women and men in active employment, but also of persons far away from the labour market, and to meet the labour market's needs for work force and skills through development of competency based on business requirements and the needs of the labour market.</p>	
Timeline	<p>Start date: 01/09/2015</p> <p>End date: 31/08/2018</p>	
Budget	<p>Total budget: 14 888 566 SEK¹</p> <p>Co-financing rate: 75%</p> <p>EU Fund: ESF</p>	
Beneficiary/ies	<p>Main beneficiary: Halmstad University</p> <p>Other organisations:</p>	
Category of intervention:	81 - ICT solutions addressing the healthy active ageing challenge and e-Health services and applications (including e-Care and ambient assisted living)	
Contact details	<p>Name: Gerry Andersson</p> <p>Organisation: Halmstad University</p>	

¹ Equivalent to 1.558.604 Euro, ECB, 30.12.2016

	Role in project: Project Manager Email address: gerry.andersson@hh.se
Project website	http://kompetentavarden.hh.se/
Thematic block covered	TB6: <i>Health workforce (including i.e. training, lifelong learning, workforce planning, retention)</i> TB4: <i>Research and innovation in health and life sciences</i>
Project summary	
<p>The project 'HICube – competent health care' aims to respond to the future challenges of health care: increasing numbers of old age people, rising costs of health care, recruitment problems in the health sector, etc. The project is developed and works within a structured arena for health innovation in the region of Halland in Sweden.</p> <p>The target group is primarily middle managers at the strategic level in the regional and municipal health care, but also includes employees and users in the caring sector in Halland as well as other active regional stakeholders. The project aims at strengthening the target groups by competence development, enhancing knowledge and training practices for innovations of the field and implementation and use of health innovations. Individuals in the target groups will participate in developing and implementing activities to establish a learning process that ensure relevance and ownership of the project activities and result. The project aims to contribute to the development of innovation and the use of the facilities available in the area.</p> <p>The project's expected impact is that the needs of health care recipients are better and more efficiently met by increasing knowledge among health care staff. At the same time the project aims to strengthening innovation in the region of Halland. Partners and cooperative actors in this arena are Halmstad University, Health Technology Centre of Halland, Region Halland, the six municipalities of Halland, businesses and NGOs.</p>	
Development and Implementation	
Initiator/trigger	<p>The project is developed in a context of increasing challenges facing the healthcare sector, which includes a demographic development of growing numbers of old age people with increasing needs for health care and medical treatments. At the same time, the health care sector is facing rising costs and recruitment problems with a big need to recruit new staff on all levels of the organisation. Against this background, it is a challenge to provide qualitative health care for the citizens, while maintaining the citizens' independence, possibilities to influence and thus improving quality of life. The rapid technology development and digitalisation offers new methods and possibilities for organisations and personnel in the health care sector, but also requires educational efforts for the users of the new technology.</p> <p>The region of Halland is providing a suitable arena for health innovations as it both holds expertise and competency in the sector with a strong academia and an active business sector. Halmstad University is since several years a progressive actor in</p>

	<p>health care research and has been working towards the long-term ambition to profile itself as a centre of excellence in health care innovation. The Halland Innovation Arena was established by the University and other actors with the purpose of providing a platform for innovation in the region.</p> <p>Moreover, there is a relevant regional policy framework. The project is in accordance with the growth strategy of the region of Halland, which have identified health as a potential growth sector, and in accordance with the EU2020 strategy. There is a political will to taking advantage of the available EU funds for this purpose.</p> <p>The project is developed within the context of the larger Health Technology Forum in Halmstad that has the ambition to cover a broad spectra of innovation. However, the implementation process of new innovation is identified as a part of the innovation process which need to be strengthened in the region. HICube is therefore addressing long term competency and management development which have not been properly addressed by other initiatives. The project is implemented in parallel to the complementary sister project funded by the ERDF. Through cooperation between the projects supported by the two funds, there are increased possibilities to develop targeted products and services with sustainable impact.</p>
Project objective	<p>The project aims at strengthening the target group by skills development, knowledge enhancing and training practices for implementation and use of health innovations to strengthen the innovation process and the possibilities for implementing new technology, working routines and methods. The project's essence lies in the cooperation process and is working with the thesis that health innovation should be developed jointly by all involved stakeholders covering all dimensions and perspectives of the innovation process, then a proper needs assessments can be made and ensure that the planned activities are tailored accordingly.</p> <p>Health is at the centre of the project and there is an ambition to improve the health care sector by increasing efficiency by integrating innovations that will lead to better and more efficient care - and better health among citizens in the long-term.</p> <p>Although the project is primarily about competency development, the project will also implement practical measures to include real cases in the learning and development process. The project thus has several activities where measures directly targeted to health are being implemented, including;</p> <ul style="list-style-type: none"> - providing tools for, and improving the capacity among staff, to measure the impacts of preventive care for children and youth in schools. - online mindfulness for persons with minor mental problems (such as anxiety) as a possibility for self-help. This is done to meet the needs among patients contacting the Kungsbacka health care clinic (instead of entering into traditional health care system). - Development of online health record system that allows the patient to be involved and contribute to their own

	<p>health care monitoring and planning process.</p> <ul style="list-style-type: none"> – Jointly with Health Technology Centre of Halland, and the University, HICube have launched the initiative of the annual "Health Innovation Day". The conference intends to be a platform for relevant actors to exchange experiences and visions and together further develop the health sector. The initiative is intended to grow into a larger cooperation with relevant actors abroad.
Target group(s)	<p>The project's main target group is middle-management managers in the regional and municipal health care sector. Secondary target groups include health care staff and decision-makers. The main beneficiaries of the project results are the recipients of health care and workers in the sector. This is a heterogeneous group including particularly vulnerable groups whose needs are especially taken into account such as elderly, persons with physical disabilities, persons with abuse issues, mental diagnoses as well as children and youth. Other relevant stakeholder include patient associations, interest groups, health care technology business or other organisations providing health care services such as Halmstad University, Health Technology Centre of Halland, Region Halland, Science Park Halmstad, the six municipalities of Halland, businesses and NGOs. In the long term, the public as a whole will benefit.</p>
Project health-related indicators	<p>There are no specific indicators used for monitoring health impacts of the project. Monitoring will be limited to assessing what activities were implemented and what deliverables were produced. There are no resources in the project available to monitor the impact in greater detail (e.g in monitoring on actual improvements on competencies, or if the tools developed actually leads to health improvements).</p> <p>Nevertheless, being a research institution, the University of Halmstad has the possibilities and potentials to further capitalize on the project results. Observations and data collected within the project will be taken further and used in additional research outside of the project.</p>
Results	
Expected/attained results, outcomes and potential impacts	<p>The expected effects of the project implementation includes that the needs of the final users, the heterogeneous individuals of the public, should be met in a more efficient way, by increased knowledge among the employees in the sector at the same time as innovation process in the region are strengthened.</p> <p>The expected effects include:</p> <ul style="list-style-type: none"> • strengthened competencies of implementing innovative technologies and tools among individuals working in the health care sector and thus strengthening their position at the labour market.

	<ul style="list-style-type: none"> • improved exchange of experience and knowledge transfer among different sections in the health care sector and to create a common learning and development process. • Continued development and innovation and usage of available tools • That the needs of patients and individual needs of recipients of health care are better met. • Strengthened innovation area and cluster building in the region of Halland. <p>A tangible deliverable of the project will be a guidance/handbook describing the activities and results from the project, defining key areas of the innovation development process and providing recommendation.</p> <p>The project activities are implemented in a larger context, as part of the Health Innovation Arena. The effects are therefore expected to be seen throughout the whole regional innovation structure, including both the research, development and implementation parts of the innovation process. The project aims to have a positive impact on the regional competitiveness and support the process towards create an attractive region as products and service development takes place in cooperation with industry. Project collaboration also creates new opportunities internally at the university, as interdisciplinary education and research is encouraged.</p>
<p>Success factors & Challenges</p>	<p>The project had a difficult start as the social institutions in the region of Halland were absorbed by the influx of migrants that Sweden experienced in 2015. This led to that dialogue with the managers, the main target group, became impossible. The project had to come to a pause to reassess the situation before it could resume the planned project activities. This situation led to that the project had to reduce its budget with one third as some of the activities could not be implemented. Only three of the planned six municipalities are actively participating in the project through implementing project activities, sub-projects, (Halmstad, Varberg and Kungsbacka). The other three municipalities are participating in the exchange of experience and seminars, etc. A steering committee group was established to support the implementation. Lessons learned from this situation is to establish strong relationships to the beneficiaries and at an early stage establish a steering committee consisting of a wide group of stakeholders relevant to the project.</p> <p>Half way through the project, factors of success are primarily found in the cooperation process established within the project. To establish and maintain close relations with the beneficiaries and to create trust between the actors has been central. A transparent cooperation process and dialogue has achieved that three out of six municipalities in the region are participating in implementing activities.</p> <p>Additionally, the project team has a coordinator for equality, responsible for that gender equality, non-discrimination and accessibility are taken into account in project planning, activities, and in communication as well as in awareness rising</p>

	activities and competency development for the project team.
Potential for replication	The project is tailored to the Swedish governance structure which is consisting of three levels of governance in terms of health care; municipal, regional and national. Countries with similar governance structures would be more relevant to transfer the results to, but also other countries could benefit from the cooperation models used in the project.
Wider context	
Relevance of the project to the objective of the relevant thematic block	<p>The project is relevant to thematic block <i>T6 - Health workforce (including i.e. training, lifelong learning, workforce planning, retention)</i> as it focusses on competency development of the workforce in the regional and municipal health care sector. The project is a direct response to the challenge of Europe's ageing population which puts new demands on the healthcare systems' response to patient needs. By supporting the training and adaptation of the health workforce, and encouraging continuous professional development, the project contributes to matching future demanded skills and services in a new digitalised time.</p> <p>The project is also relevant to <i>T4 – Research and innovation in health and life sciences</i> as it is focussing on meeting the challenges described above by using health innovations and by employing new ways of thinking and working. Through capacity building the project aims to increase knowledge and capacity to improving the skills of healthcare workforce to take advantage from actions in innovation in health, health products and services.</p>
Relevance of the project objective to the specific objective of the OP	The project is developed in the context of a paradigm with increasing digitalisation and globalisation where improved capacities on individual level to work with innovation and digitalisation will be a prerequisite. The project will through its activities create opportunities for maintaining a skilled work force targeted to the needs of the changing labour market. This is contributing to the specific objective of the project, with the limitation that the project is only targeting persons in active employment and is not covering persons further away from the labour market.
Relevance of the project towards reducing health inequalities	<p>Reducing health inequalities is embedded in the project objective as it has an objective to increase knowledge of how the needs of individual patients can be better addressed by health care institutions. The project will also improve knowledge on the potentials of addressing inequalities (between gender as well as between different socio-economic groups) and how to improving accessibility which will enable that individual competencies can be better used and valued in development processes. This is being tackled by including the needs of vulnerable groups and by paying particular attention to their needs. Moreover, the project is promoting independence and empowerment of the individual but at the same time making sure that individuals that need support, get the assistance and tools they need.</p> <p>The project team's equality coordinator is promoting equal access and is making sure that a norm-critical perspective is taken into account in planning and implementing project activities. Having said that, the project has the preconditions to</p>

	<p>address health inequalities but could have better addressed it in the project implementation. According to the project manager, the partners have shown relatively weak interest towards targeting inequalities which is creating a challenge implementing the horizontal principle of equality.</p>
<p>Relevance of the project towards the reform of health systems</p>	<p>Reducing health inequalities is embedded in the project objective as it has an objective to increase knowledge of how the needs of individual patients can be better addressed by health care institutions. The project will also improve knowledge on the potentials of addressing inequalities (between gender as well as between different socio-economic groups) and how to improve accessibility which will enable that individual competencies can be better used and valued in development processes. This is being tackled by including the needs of vulnerable groups and by paying particular attention to their needs. Moreover, the project is promoting independence and empowerment of the individual but at the same time making sure that individuals that need support, get the assistance and tools they need.</p> <p>The project team's equality coordinator is promoting equal access and is making sure that a non-critical perspective is taken into account in planning and implementing project activities. Having said that, the project has the preconditions to address health inequalities but could have better addressed it in the project implementation. According to the project manager, the partners have shown relatively weak interest towards targeting inequalities which is creating a challenge implementing the horizontal principle of equality.</p>
<p>Relevance of the project objective to the national context and policy goals</p>	<p>N/A</p>
<p>Relevance of the project objective to health policy goals at EU level</p>	<p>The project is in line with the objectives to increase investment in human resources by providing training opportunities to acquire the necessary qualifications and key competencies. The project stresses the use of innovation, which is in line with Europe 2020 objectives.</p>