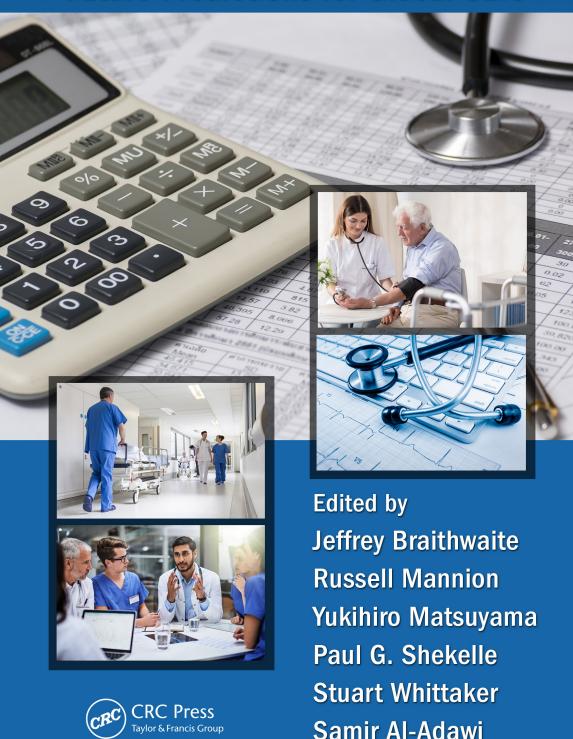
Healthcare Systems

Future Predictions for Global Care



Healthcare Systems: Future Predictions for Global Care

Edited by Jeffrey Braithwaite, Russell Mannion, Yukihiro Matsuyama, Paul G. Shekelle, Stuart Whittaker, and Samir Al-Adawi



CRC Press Taylor & Francis Group 6000 Broken Sound Parkway NW, Suite 300 Boca Raton, FL 33487-2742

© 2018 by Jeffrey Braithwaite, Russell Mannion, Yukihiro Matsuyama, Paul G. Shekelle, Stuart Whittaker, Samir Al-Adawi.

CRC Press is an imprint of Taylor & Francis Group, an Informa business

No claim to original U.S. Government works

Printed on acid-free paper

International Standard Book Number-13: 978-1-138-05260-4 (Hardback)

This book contains information obtained from authentic and highly regarded sources. Reasonable efforts have been made to publish reliable data and information, but the author and publisher cannot assume responsibility for the validity of all materials or the consequences of their use. The authors and publishers have attempted to trace the copyright holders of all material reproduced in this publication and apologize to copyright holders if permission to publish in this form has not been obtained. If any copyright material has not been acknowledged please write and let us know so we may rectify in any future reprint.

Except as permitted under U.S. Copyright Law, no part of this book may be reprinted, reproduced, transmitted, or utilized in any form by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying, microfilming, and recording, or in any information storage or retrieval system, without written permission from the publishers.

For permission to photocopy or use material electronically from this work, please access www. copyright.com (http://www.copyright.com/) or contact the Copyright Clearance Center, Inc. (CCC), 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400. CCC is a not-for-profit organization that provides licenses and registration for a variety of users. For organizations that have been granted a photocopy license by the CCC, a separate system of payment has been arranged.

Trademark Notice: Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

Library of Congress Cataloging-in-Publication Data

Names: Braithwaite, Jeffrey, 1954- editor.

Title: Health care systems: future predictions for global care / [edited by]

Jeffrey Braithwaite [and five others].

Other titles: Health care systems (Braithwaite)

Description: Boca Raton: Taylor & Francis, 2018. | Includes bibliographical

references and index.

Identifiers: LCCN 2017055949 | ISBN 9781138052604 (hardback : alk. paper) |

ISBN 9781315167688 (eBook)

Subjects: | MESH: Delivery of Health Care--trends | Internationality |

Quality of Health Care--trends | Global Health--trends Classification: LCC RA441 | NLM W 84.1 | DDC 362.1--dc23 LC record available at https://lccn.loc.gov/2017055949

Visit the Taylor & Francis Web site at http://www.taylorandfrancis.com

and the CRC Press Web site at http://www.crcpress.com

Maps have been adapted from http://mapchart.net/

Contents

	faceXI
Acl	knowledgmentsxiii
	out the Editorsxv
Ab	out the Contributorsxix
Coı	ntributorslv
Int	roduction1
	Jeffrey Braithwaite, Russell Mannion, Yukihiro Matsuyama, Paul
	G. Shekelle, Stuart Whittaker, Samir Al-Adawi, Kristiana Ludlow, and
	Wendy James
Da	rt I The Americas
	ıl G. Shekelle
rui	u G. Shekelle
1	Argentina: Achieving Universal Coverage15
_	Hugo Arce, Ezequiel García-Elorrio, and Viviana Rodríguez
2	Brazil: Patient Safety: Distance-Learning Contribution23
	Walter Mendes, Ana Luiza Pavão, Victor Grabois, and Margareth
	Crisóstomo Portela
3	Canada: The Future of Health Systems: Personalization31
	Anne W. Snowdon, Charles Alessi, John Van Aerde, and Karin Schnarr
4	Chile: The Struggle for an Integrated Health Insurance System 37
4	Oscar Arteaga
	Oscui III icugu
5	Guyana: Paradigm Shift: From Institutional Care to
	Community-Based Mental Health Services45
	William Adu-Krow, Vasha Elizabeth Bachan, Jorge J. Rodríguez Sánchez,
	Ganesh Tatkan, and Paul Edwards
6	Mexico: Leveraging Conditional Cash Transfers and Universal
	Health Coverage to Tackle Non-Communicable Diseases55
	Jafet Arrieta, Enrique Valdespino, and Mercedes Aguerrebere
7	Trinidad and Tobago: Nurse Training: A Competency-Based
	Approach
	Claudine Richardson-Sheppard

vi Contents

8	The United States of America: The U.S. Healthcare System: A Vision for the Future
9	Venezuela: Learning from Failure and Leveraging Technology: Innovations for Better Care
	rt II Africa art Whittaker
10	Namibia: Lessons from Patient Involvement in HIV Care: A Paradigm for Patient Activation and Involvement across Health Systems
	Bruce Agins, Joshua Bardfield, Margaret K. Brown, Daniel Tietz, Apollo Basenero, Christine S. Gordon, Ndapewa Hamunime, and Julie Taleni Neidel
11	Nigeria: Doing More with Less: Lean Thinking in the Health System
12	South Africa: Regulated Standards: Implementation and Compliance
13	Rwanda: Embracing One Health as a Strategy to Emerging Infectious Diseases Prevention and Control
14	Africa: Equity for All: A Global Health Perspective for the Continent
	rt III Europe ssell Mannion
15	Austria: Primary Healthcare Centers: A Silver Bullet?
16	Denmark: Patient-Reported Outcomes: Putting the Patient First 139 Liv Dørflinger, Jesper Eriksen, Janne Lehmann Knudsen, and Carsten Engel

17	England: Getting Personal? Personal Health Budgets	
18	Estonia: e-Consultation Services: Cooperation between Family Doctors and Hospital Specialists	
19	Finland: A Real-Life Experiment in Precision Medicine159 Persephone Doupi	
20	France: Horizon 2030: Adopting a Global-Local Approach to Patient Safety	
21	Germany: Health Services Research and Future Planning in Pediatric Care	
22	Greenland: Everyday Life with Chronic Illness: Developing a Democratic and Culture-Sensitive Healthcare Practice	
23	Italy: The Introduction of New Medical Devices in an Era of Economic Constraints	
24	1 Malta: The National Cancer Plan: Strengthening the System 199 Sandra C. Buttigieg, Kenneth Grech, and Natasha Azzopardi-Muscat	
25	The Netherlands: Reform of Long-Term Care	
26	Northern Ireland: Developing a Framework to Support Building Improvement Capacity across a System	
27	Norway: Bridging the Gap: Opportunities for Hospital Clinical Ethics Committees in National Priority Setting221 Ånen Ringard and Ellen Tveter Deilkås	
28	Portugal: Prevention of Antimicrobial Resistance through Antimicrobial Stewardship: A Nationwide Approach227 Iosé-Artur Paiva. Paulo André Fernandes. and Paulo Sousa	

29	Russia: The Future of Physicians' Specialization235 Vasiliy V. Vlassov and Mark Swaim
30	Scotland: Deliberative Engagement: Giving Citizen Involvement Meaning and Impact
31	Spain: How Can Patient Involvement and a Person-Centered Approach Improve Quality in Healthcare? The Patients' University and Other Lessons from Spain
32	Sweden: The Learning Health System255 John Øvretveit and Camilla Björk
33	Switzerland: Teamwork and Simulation
34	Turkey: Moving Quality in Healthcare Beyond Hospitals: The Turkish Accreditation Model
35	Wales: Realizing a Data-Driven Healthcare Improvement Agenda: A Manifesto for World-Class Patient Safety
36	Central and Eastern Europe: Strengthening Community-Based Family Care and Improving Health Equities
37	Central Asia: From Russia with Love: Health Reform in the Stans of Central Asia
	rt IV Eastern Mediterranean nir Al-Adawi
38	Iran: Hospital Accreditation: Future Directions
39	Jordan: Improving Quality of Care by Developing a National Human Resources for Health Strategy305 Reem Al-Ajlouni and Edward Chappy

40	tebanon: m-Health for Healthcare Delivery Reform: Prospects for Lebanese and Refugee Communities311
	Nasser Yassin, Rawya Khodor, and Maysa Baroud
41	Oman: Paradigm Change: Healthy Villages to Meet Tomorrow's Health Needs
	Ahmed Al-Mandhari, Huda Alsiyabi, Samia Al Rabhi, Sara S. H. Al-Adawi, and Samir Al-Adawi
42	Pakistan: The Way Forward
43	Qatar: Hospice Palliative Care
44	The United Arab Emirates: Improving Healthcare through a National Unified Medical Record341 Subashnie Devkaran
45	Yemen: Integrating Public Health and Primary Care: A Strategy for the Health System of the Future349 Khaled Al-Surimi
46	Middle East and North Africa (MENA): Health Systems in Transition
	rt V South-East Asia and the Western Pacific rey Braithwaite and Yukihiro Matsuyama
47	Australia: The Silver Tsunami: The Impact of the Aging Population on Healthcare
	Ken Hillman, Fakhri Athari, Steven Frost, and Jeffrey Braithwaite
48	China: Integrated Stratified Healthcare System373 Hao Zheng
49	Hong Kong: Integrated Health Services: A Person-Centered Approach
	Eliza Lai-Yi Wong, Hong Fung, Patsy Yuen-Kwan Chau, and Eng-Kiong Yeoh
50	India: How to Build a First-World Health System on a Third-World Budget

x Contents

51	Japan: Toward a Community-Friendly Dementia Strategy397 Yukihiro Matsuyama
52	Malaysia: The Future Malaysian Antenatal Care System: Building upon the Old
53	Mongolia: Health System Financing
54	New Zealand: Strengthening Primary Healthcare421 Jacqueline Cumming
55	Papua New Guinea: Strengthening the Collection, Analysis, and Use of Health Data through eHealth Solutions
56	Taiwan: "My Data, My Decision": Taiwan's Health Improvement Journey from Big Data to Open Data433 Yu-Chuan (Jack) Li, Wui-Chiang Lee, Min-Huei (Marc) Hsu, and Usman Iqbal
57	South-East Asia: Taming Communicable Diseases
Dis	Goussion and Conclusion
Ref	ferences
Ind	lex517

29

Russia

The Future of Physicians' Specialization

Vasiliy V. Vlassov and Mark Swaim



CONTENTS

Russian Data	236
Background	
Future Reflections	237
Impact	
Prospects	239
Conclusion	

Russian Data

- Population: 144,342,396
- GDP per capita, PPP: \$23,162.6
- Life expectancy at birth (both sexes): 70.5 years
- Expenditure on health as proportion of GDP: 7.07%
- Estimated inequity, Gini coefficient: 41.6%

Source: All data are from the World Health Organization and World Bank. Latest available data used as at October 2017.

GDP = Gross Domestic Product

PPP = Purchasing Power Parity

Background

By the eighteenth century, medicine was grappling with rapidly expanding knowledge and technologies (Williams, 2000). So that multiple standards of care for the same condition were not in conflict, specialties based on physician affinity developed out of generalist practice. By the late twentieth century, nations diverged in a number of specialties earning official recognition, but a singular trend of growth in specialization was unchanged. Specialization may seem to be ornamentation that denotes technical prowess and knowledge advancement, but it is essential in that it alters workforce self-organization and delivery of care, and channels patients into more finely distinguished pathways of care.*

Specialization legitimates medical professionalism in the public eye, especially when physicians validate the importance of generalists. In 1999, major medical organizations promulgated a "Charter on Medical Professionalism" that espoused professionals, including specialists, as activists in healthcare reform (Haynes et al., 1986).

When does a new (sub)specialty germinate? When does it crystallize? New specialties emerge when physicians recognize a scope of services employing a set of technologies dictated by a set of problems to be treated. A specialty or its subspecialty may form around an organ, a set of related organs, or a particular anatomical area. However, while this is a necessary precondition, a specialty will only develop if its objectives align with those of the society in question, along with its healthcare system. Thus, the hepatitis C viral epidemic led to a

^{*} For this review we searched MEDLINE using next strategy: (specialization[mh] OR specialty OR specialty OR specialty OR or (training OR education) AND (doctors OR physician* AND 2000:2017[dp] AND (trend* OR future OR progress* OR tendency OR perspective). Excluded were issues of race and gender pertaining to specialization, physician (e/im)migration, international cooperation, aging and reimbursement. A reference list was bolstered by deploying the similar search strategy at scholar.google.com and snowballing. The Russian perspective is enriched from author VVV's collection and the database "Rossiiskaia Meditsina".

Russia 237

new American specialty, transplant hepatology. Every specialty must be recognized by the system's power brokers and represented in the healthcare structure. A hospitalist proctologist designation, for instance, lacks standing where all in-hospital care (such as in post-Soviet Russia) is provided by hospitalists.

Early-career physicians inexorably seek more (sub)specialty training because specialties are perceived to be more prestigious, providing a better lifestyle, improved work conditions, higher incomes, and scope of services consistent with personal interests. The Western model perceives a difference in income between the (sub)specialist and the generalist; this difference may be substantial in other nations, and may have been greater in other eras (Sloan, 1970).

The trend to seek subspecialization is widespread. In all affluent nations and across all specialties, moving into subspecialties is the norm: it is ubiquitous (Brotherton et al., 2005). Most developed nations face an increasing oversupply of subspecialists, but this abundance is not equally distributed. Canada, for example, has had at least 60% of ophthalmology residents pursue fellowships (e.g., in vitreoretinal surgery) over the past 25 years (Fisher, 2016). Trainees compete for more rarefied credentials and access to better teachers. For poorly understood reasons, subspecialists within pediatrics are less common (Mayer and Skinner, 2004).

A tendency to seek a narrower scope of practice is prevalent also in both middle- and low-income nations. In fact, the orientation among all doctors in all countries in the twentieth century trends away from general practice (Newton and Grayson, 2003). However, low purchasing power reduces the growth of subspecialist cadres in poorer nations. In many post-Soviet countries, primary care physicians are in short supply, but specialists, paradoxically, are even less accessible: they emigrate from the public health sector to the private clinics and "cherry-pick" patients.

Because the general practice workforce has collapsed, along with public esteem for general practice, a number of corrective initiatives have emerged, some durable and showing signs of success (Martin et al., 2004). For example, some U.S. medical schools secure students biased toward primary care, and the number of pediatrics residents seeking subspecialty training in the United States has decreased significantly (Mayer and Skinner, 2004). The reasons for such changes are unclear, however; it may be that certain educational drives are retaining residents in family medicine and in proximity to where such care is needed, or it may be a consequence of less quantifiable sociological factors (Fagan et al., 2015).

Future Reflections

In most post-Soviet countries, getting subspecialty training is simple. Residencies are short (1–2 years) and the specialization is merely 6 months of additional training. Doctors in these programs are treated as students, and

are paid shamefully low stipends. The need to extend residency training is widely accepted, but resources are scarce and legislative will to change regulations relating to doctors-in-training is absent. To fill primary care positions, Russia recently took a strange turn by changing federal healthcare law (law 323): residency is currently not required for new graduates who choose to practice primary care. Russia has thus forfeited the main achievement of medical education in the twentieth century, at great cost to physician expertise. Sooner or later, the Russian system will need to establish a reasonable period of residency training, despite the fact that this runs counter to the pressing need for a greater number of primary care doctors.

While specialization was organ-oriented until the early twentieth century, later specializations cropped up around new pathophysiological concepts, for example, infectious diseases and endocrinology. Expanding knowledge and technological advances led to arcane, asymptotically narrow subspecialties, such as vascular neurology (Adams and Biller, 2014) and neurohospitalist (Chang and Pratt, 2012). The pendulum has swung too far.

The proliferation of specialties leads to problems of who best manages a patient: which specialty should deal with the eye problems of diabetes, for example? The eye was once the province of a singular (sub)specialist, but now many speak for the organ. Prostate cancer is reckoned with differently by generalists, urologists, oncologists, and radiation oncologists. Bewilderingly, in some quarters this has provoked calls for the creation of neosubspecialties, such as vulvology (Micheletti et al., 2002), to overcome the issues incurred by treatment by too many diverse subspecialties of one organ, tissue, or site.

The transformations of both medicine and society alter the disposition of medical graduates toward specialty, and always will. The fact that we now live longer lives, with a related increase in the likelihood of suffering, has sparked the emergence of palliative care medicine, just as decades earlier similar factors led to a geriatrics specialty. The United Kingdom now has more palliative care specialists than the combined number of oncologists and neurologists (Doyle, 2007).

What governs and regulates subspecialization? The most acute demonstration of the management of subspecialization may be the United States, where market forces provide dominant but incomplete control (Stoddard et al., 2000). Market forces are an inadequate mechanism when it comes to timing: training and its duration dictate deficit and supply. In other countries, shortages in some specialties and surfeits in others have led to efforts to implement centrally regulated training volume. Regulation of this kind may be guided by such methods as the U.S. FutureDocs Forecasting Tool, which estimates the supply of physicians and capacity to meet population needs up until 2030 (Ricketts et al., 2017).

The American system perceives its specialist supply issues as having been exhaustively studied, but this is inaccurate (Mayer and Skinner, 2004). The need for either specialists or subspecialists varies wildly by region in the

United States, and the reasons for this are unclear. Some analyses of physician graduate training statistics suggest that the American physician workforce will fall short and that the nation needs more graduates and residency positions (Jolly et al., 2013). Short-term interventions never work, however, because physician training is lengthy and cumbersome; indeed, this fact alone may make policy interventions deleterious. Population demographics do suggest that many countries, from the United States to post-Soviet countries, would be best served by considering overall physician numbers rather than responding to the community demand for specialists.

Impact

The increasing proportion of specialists comes at a cost to the proportion of generalists, and subspecialists grow in prevalence at a cost to the pool of specialists. Will there be a ceiling on the numbers of (sub)specialists? Likely, each society will contrive its own solution. Technologies will always advance, and societies will change, and these will limit or drive specialization, but more specialization is likely to be the prevailing trend for the next decades. The human brain arguably copes well with what can be mastered in about 3 years of training, and the expansion of medical knowledge disturbs an equilibrium that tends to move away from generalism. In budget-conscious systems, a cap on the subspecialist workforce is inevitable. An obvious "natural" ceiling for subspecialization is that the very narrow specialty may not provide enough patients to keep a physician engaged (Ricketts et al., 2016). As yet, however, this mechanism does not appear to act on a large scale anywhere.

Prospects

Can we remedy the side effects of growing specialization? One remedy is the development of the more collegial, team-based approach. This has long been promoted, but the system gravitates to the fragmentation of care. Time is a barrier. Another, more problematic approach is to give generalist training to subspecialist physicians (Levi, 2017). In essence, this approach is not new—all systems of subspecialist training have grown out of generalist training. However, such an approach is unlikely to be popular: subspecialists may ignore non-relevant expertise and filter out cases that disturb their homogenous practice.

An alternative remedy has been proposed: the expert-generalist, that is, the general practitioner who has been trained in a subspecialty area (Fins, 2015). This approach is not radically new either, and is commonplace in some countries, such as the United Kingdom and Canada.

Conclusion

It is expected that we will continue to see an increase in the subspecialization of physicians in successful healthcare systems, along with initiatives to reverse this trend. Physicians' areas of expertise are likely to become increasingly idiosyncratic, which may have an adverse effect on healthcare quality and lead to greater inequality when it comes to accessing specialist care.