

HEALTH MANAGEMENT 2.0

European Health Management in Transition

Series Editors:

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Healthcare is currently undergoing an unprecedented period of change, which is presenting a challenge to the fundamental tenants of health management and policy established over the last decades. The differentiated nature of the change agenda and the pace of change has been such that there has been limited space or time to provide a structured or comprehensive response, or to consider at a strategic level how health management teaching and practice should evolve and develop. This then is the focus for the *European Health Management in Transition* series, published in association with the European Health Management Association (EHMA).

Books in the series investigate how changes to the health and social care environment are leading to innovative and different practices in health management, health services delivery and design, roles and professions, architecture and governance of health systems, patients' engagement and all other paradigmatic shifts taking place in the health context.

The books provide a roadmap for managers, educators researchers and policy-makers to better understand this rapidly developing environment.

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Axel Kaehne and Henk Nies (eds): *How to Deliver Integrated Care: A Guidebook for Managers*

HEALTH MANAGEMENT 2.0

Transformational Leadership
for Challenging Times

BY

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He is the past President of EHMA board and chair of its scientific advisory committee. Federico is Editor-in-Chief of the journal *Health Services Management Research* and associate editor of BMC HSR and MCRR. He has published 10 books and over 150 journal articles.

PREFACE

The best stories are always the ones that bear retelling. So it is with the frog in the pan of water. We are told that the frog who is dropped into a pan of boiling water will immediately jump for his life. However, the frog put into a pan of cold water, which is then slowly heated, will not respond to his predicament until it is too late! Likening the twenty-first century health manager to a frog may not be the most auspicious of book introductions, but it does help to set the scene on this occasion.

Modern European health systems have developed significantly over the 75 years since their inception at the end of the Second World War and have in no small part been responsible for the resultant increase in life expectancy and reductions in morbidity. So too have the cadre of healthcare managers made their contribution to improving the economy and efficiency of health systems. Yet the analogy with the frog in the pan holds, because much of the change that has been witnessed appears to have been piecemeal and reactive. Slow to react to emergent challenges such as the rapid growth in non-communicable disease and apparently unable to deliver integrated care or to reorientate care towards prevention and early diagnosis and away from reactive treatment and potentially burdensome care, European health systems and the managers running them have often appeared to be in a game of catch up.

Then came the COVID-19 crisis of 2020. Even at this point in the pandemic's progress it is apparent that it represents the most significant system disrupter that global health systems have had to deal with in more than a century. Whether such disruption is enough to persuade the frog to jump out of the pot is uncertain. Early learning suggests that evolutionary steps such as telemedicine have been fast tracked in response to the disruption to health and care services witnessed during the early waves of the crisis, whilst some long-standing barriers to organisational cooperation have been set aside in response to the call to rally around a common point of need.

The saying goes that one swallow does not make a summer, so it is uncertain as to whether the individual changes that are becoming evident will in combination come to represent the paradigm change which this book contends will be necessary for the long-term sustainability of European health systems. As a consequence, this volume remains part critique and part call to arms, with our hope being that it helps to inform, provoke, motivate and drive health managers to take meaningful steps towards the leadership role required in times of Health Management 2.0.

Usman Khan and Federico Lega
April 2021

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