

## Join in online

If you're interested in writing an op-ed style article for the Sciana website, either this week or after you've returned home, please let Oscar Tollast from Salzburg Global know or email your submission directly to him: [otollast@salzburgglobal.org](mailto:otollast@salzburgglobal.org).

If you intend to write for your organisation's or your own website, please make sure to observe the Chatham House Rule (information on which is in your Welcome Pack).

We'll be updating the website with daily meeting summaries and interviews with Sciana members, throughout the meeting and afterwards:

[www.ScianaNetwork.org](http://www.ScianaNetwork.org)

You can also join in on Twitter with the hashtag [#sciana](https://twitter.com/sciana) and find all your fellow members and their organisations on Twitter via the list [twitter.com/sciananetwork/lists/sciana-2018-cohort](https://twitter.com/sciananetwork/lists/sciana-2018-cohort)

Throughout the meeting we will be taking photos. These will be available on the Sciana Network Facebook page:

[facebook.com/ScianaNetwork](https://facebook.com/ScianaNetwork)

shortly after the meeting.

If you need non-watermarked images for your own publications, please contact Oscar. Please credit photos to Salzburg Global Seminar/Katrin Kerschbaumer.



## The Sciana Challenge: Planning the next steps forward

Eighteen health leaders from across Europe have outlined the building blocks of a new challenge that will set the groundwork for their activities over the next two years.

Members of the 2018 Sciana cohort have worked together to produce a Sciana Challenge, a statement which outlines priority areas for the cohort to explore.

The document is split up into four areas: context and purpose; the core - leadership; priority challenges to explore; and impact and politics.

The context and purpose, which will be regularly reviewed at future meetings, states: "What are the dimensions and indicators of a sustainable and resilient health system in a complex, ageing, and increasingly diverse society?"

Meanwhile, at the core level, members are asked to consider: How can we as leaders accelerate purposeful improvement in complex systems?

Upon receiving feedback from members, three priority challenges were identified. A strong focus on community, people, places, and co-production emerged. The three challenges are:

1. How do we build capacity for health and wellbeing for people and places, considering the specificity of urban and rural settings?
2. How does the interaction between digital transformation and human factor change the health system and affect wellbeing?
3. How do we develop and implement service delivery models

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based on co-production with full involvement of communities?

During the meeting, members raised questions about the role of the politicians when implementing change and innovation in health and health care. To reflect this in the Sciana Challenge, the question is posed: How do we implement change and innovation in view of the diverse and often competing interests in the political arena through relationships and engagement of many stakeholders and influencers?

The final revisions to the Challenge were revealed on Tuesday morning after members of the second cohort took part in a knowledge exchange event. The purpose of this exercise was to enable each member to

offer a skill or service to others and ask for help to achieve their own objectives.

Members offered advice such as how to lead directors with limited knowledge of business, experience regarding incentives, and expertise in relationship-based models of care. Others, meanwhile, offered their experience in policymaking at a European Union level or their experience in education and workforce development.

A mix of questions was put forward by members who sought assistance to achieve their individual objectives. One member was seeking a better understanding of issues in environmental and refugee health, while another asked how health care professionals could receive more

support from artificial intelligence and virtual reality tools.

Before the arrival of the 2017 Sciana cohort, the 2018 recruits discussed their next steps and the resources necessary to support the development of projects between meetings.

One working group revealed they had identified two population groups to focus on. One group includes families, children and young people. The other focuses on those lonely and socially isolated. Members looked at the issue through three lenses: How do we organise people? How do we organise structure, particularly at an urban level? How do we organise so that we have successful policy implementation?

Members discussed first collecting positive and negative examples of practice before moving into fieldwork. Another working group asked whether members of the cohort could launch pilot projects on transformation within their own organisations.

To bring others on board, a story might have to be devised. One member described how important it was to communicate Sciana and the work taking place to others within their systems. This could be a useful way to expand collaboration and raise awareness of the issues being discussed.

# inter view



## Amit Khutti - “So many parts of our lives are increasingly being done through digital means”

Maryam Ghaddar

Whether it's booking a flight, reserving a seat at your favourite restaurant, or ordering an Uber on a mobile device to taxi you around, digital opportunities are more abundant than ever. As co-founder of DrEd, the largest online GP service in Europe, Amit Khutti has firsthand experience in this domain. He also knows to find common ground between the public sector and the private sector is easier said than done. Those odds didn't stop him from doing his utmost to plan and create a digital platform for health care delivery reminiscent of carrying out online banking transactions.

Khutti, a member of the 2018 Sciana group, has melded his experience working with the UK government, the NHS, and as an entrepreneur into one compact package. Dialogue, he said, must happen between the different stakeholders to understand what their shared interests and goals are, even if their means of achieving them are different.

At its core, however, Khutti stressed running a private GP service isn't that different from running a traditional GP practice from out of a hospital.

The purpose of DrEd stems from a desire to make health care more convenient and accessible for people, as well as keep up with the demands of an increasingly digitised world. With more than 1.5 million patient treatments delivered, DrEd has epitomised popularity.

Khutti added, “So many parts of our lives are increasingly being done through digital means... Setting up DrEd, [we] felt that's important that we do that with health care and I don't think it has to be done only by private companies, but I think we can show... that this is a legitimate way to do it; it works, people like it.”

Khutti is currently formulating a new business idea around the emotional and mental health of women. Drawing off his experience

with DrEd, he explained using a secure software platform and talking anonymously with doctors via phone, video recorder or email could ideally help “reduce stigma and the fear of being judged,” making care accessible to those who might otherwise struggle.

At the time of its inception, DrEd faced a lot of pushback and controversy from medical establishments, but as Khutti underlined, changes are happening at a fundamental level. Similar models are being adopted. If Khutti could offer any words of wisdom to his fellow members of the Sciana Network, they would be: “Just get on with something... do it, and as long as you're confident it's the right thing, there's a good chance the system will eventually catch up with it.”

*This feature has been edited for length and clarity. Read the full version on*

[sciananetwork.org](https://sciananetwork.org)



## As a member of Sciana, the Health Leaders Network, what do you want to achieve?

Jinny Do

“What I would like to achieve is to get some inspiration on how I can do my work better, to find people that have similar problems but deal with them differently and have an exchange with them. Also [I would like] to find people who might contribute to [the] solution or to find solutions for other problems I’m facing.”

**Annamaria Müller**

Head of Office, Cantonal Office for Hospital Services, Switzerland

“I would like to achieve a better understanding for the forces which help us to make change innovation in a faster time.”

**Werner Widmer**

Economist; CEO, Foundation Diakoniewerk Neumünster, Switzerland

“I’d like to think we are all facing very similar challenges - demography change, scarce resources, workforce management - and we have very different answers. I think it’s good to realise that we could tackle the same

problem very differently... I think it’s what I’m looking for, looking for different responses in terms of nationalities but also different responses. There are people more concerned with acute care, with children care, with elderly care... we could learn from different branches within the health care system.”

**Jérôme Cosandey**

Senior Fellow and Head of Research, Avenir Suisse, Switzerland

“On a personal level, I would like to continue to develop my projects, my questions, my research lines, and get answers and contacts in this field. Also, [I would like to] contribute to other people’s needs or questions... or whatever. And, well, I’m at a university, so I would like to benefit in a sense that I can give back later to the student and research community.”

**Annabelle Boettcher**

Professor, University of Southern Denmark, Denmark

“In my day job, I wouldn’t get the opportunity to work with people across three different countries with different backgrounds to go and look at some of the problems I’m facing in a different way, and that is unique to this program... the opportunity to go and look at community activation, social protection, creating place asset-based approaches to wellbeing, I never get to do that in my current job. That gives me an ability to really [think] very differently about the future. One is to give something back, the other is to take from our circle.”

**Vin Diwakar**

Regional Medical Director for London, NHS England, United Kingdom

Do you have an opinion about today’s Hot Topic? Join in the conversation on Twitter. Don’t forget to mention

**#Sciana!**