

## 2021+ Roadmap for **EHC Think Tank**

The EHC Think Tank is an initiative run and hosted by the EHC and was publicly launched in June 2021. The present roadmap introduces the WHY, HOW, WHAT and WHEN of the Think Tank.

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### **WHY**

The EHC Think Tank is designed to be a vehicle and a platform for ‘systems change’ and to work in parallel with the EHC’s long-standing traditional advocacy efforts. This is because only traditional advocacy – namely a campaign-driven focus on implementing pre-determined solutions to identified problems and processes – will no longer be enough: the pace of change is too high for only reactive advocacy to succeed; there are too many unknowns for proactive advocacy to address; and the advocacy ‘asks’ will be too many to be fulfilled. In other words: what ‘got us here’ may by itself no longer ‘get us there.’

By targeting ‘systems change’ the EHC Think Tank seeks to mobilise the agency and purpose that all stakeholders in our healthcare system naturally have, to co-identify given problems from all of our and their collective perspectives, and to co-design potential solutions and trajectories of positive future change, that will then be co-championed, co-owned and co-implemented – thereby creating an ‘inside-out’ advocacy and multiplying its effect.

### **HOW**

Shifting from a purely project-based to a more people-driven approach requires a cultural and mindset shift, a longer time horizon, and the right conditions. For this reason, the Think Tank will be funded exclusively through hands-off grants, employ methodologies that support genuine bottom-up co-creation (e.g., human-centred design thinking), and be run under strict terms of reference and codes of conduct that capture Chatham House<sup>1</sup> and other compliance and engagement standards.

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<sup>1</sup> When a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed. (ref. <https://www.chathamhouse.org/>)

When operating from a ‘systems change’ point of view certain individual capabilities should be stressed which extend beyond typical project management tasks. These five capabilities<sup>2</sup> are:

- **Diagnosis** — diagnosing the complex challenges that by nature are multidimensional and interconnected, thereby enabling an analysis of the challenges in a holistic way to help gather the right insights to find opportunities for intervention.
- **Collaboration** — since systemic change cannot be achieved alone, collaboration, building partnerships and coalitions are key to co-create, co-evolve, and co-learn.
- **Strategy** — designing systems change interventions as a strategy for transformation to help make more robust choices about where and how to intervene.
- **Innovation** — drawing on innovation tools like human-centred design thinking to develop solutions that seek to create scalable, sustainable and systemic impact.
- **Leadership and learning** — exploring and navigating within complex systems requires reflection on personal leadership and learning as well as the importance of collective leadership and learning.

A system cannot change without the people in it. Therefore, collaboration and collective learning are at the heart of the Think Tank.

## WHAT

The EHC Think Tank shall act as a platform for the above-outlined ‘systems change’ aiming to co-create, co-learn, co-evolve, and co-build sustainable healthcare system pathways. The process will resemble the diagram (figure 1) and at each phase a range of different methodologies will be used to diagnose, understand, intervene, and create change.



Figure 1

‘Behind the scenes’ the team engages with and seeks advice from process methodologists, behavioural scientists and psychologists to create the best possible platform for patient experts, clinicians, policy makers, private market actors, civil society organisation, economists and other stakeholders to strive to transform the healthcare system pathways that serve us all.

The Think Tank will run a minimum of four (4) working ‘sessions’ – or workstreams – per year, dedicated to a specific European priority area.

<sup>2</sup> Birney, A. (2017): “What are the capabilities we need for system change?”, [Medium](#)

The identification and prioritisation of the first four topics took place in early 2021 and resulted in the following first cohort of workstreams:

1. Registries
2. Hub-and-spoke treatment models
3. Patients as drivers of care
4. Patient preferences and decision-making

Workstreams will be governed by Terms of Reference and Codes of Conduct, as well as held under 'Chatham House' rule. The workstream will be composed of a broad and cross-stakeholder group of experts and 'change agents' as relevant per topic.

Workstreams will be project-managed from within their individual membership – who will set their own agendas, timelines, and targeted outputs – with operational, logistical, methodological and facilitation support from EHC staff and Think Tank practitioners.

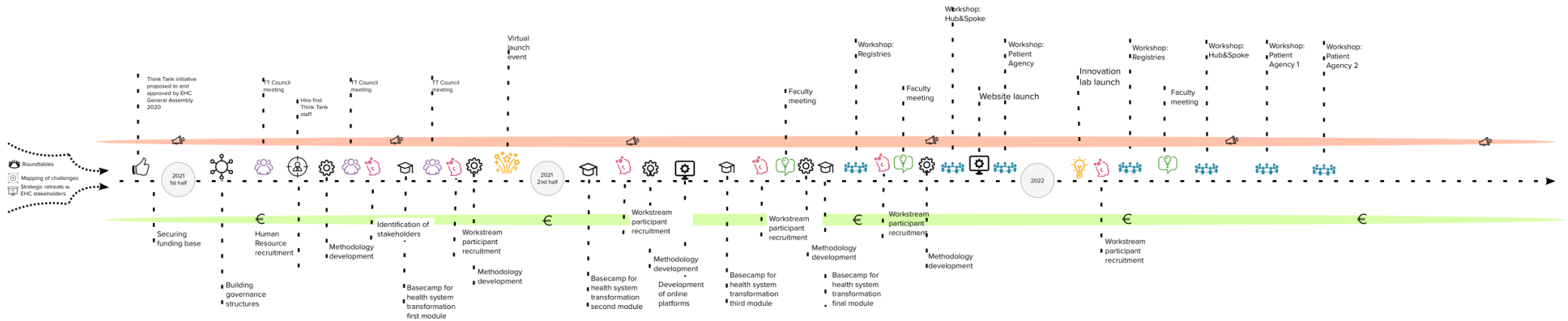
Concrete outcomes and results will vary across workstreams, but are likely to include, although not be limited to: manuscripts, consensus-based guidelines, monographs, white papers, etc.

Next to the workstreams, the Think Tank will also run an innovation lab and any other necessary ad-hoc fora to broaden the engagement and regularly explore future topics, directions, challenges, and potential solutions to shared health system needs.

## **WHEN**

June 2021 marked the official launch of the Think Tank with a public virtual event and celebration. The subsequent 12 months focus on the roll-out of the four individual thematic workstreams and the establishment of the innovation lab. The Think Tank - an adaptive platform rather than an established program - is designed to be a flexible and adaptive instrument of and for joint learning. As such, its activities and collaborations will continuously evolve and develop based on collective needs. As much as possible the EHC will communicate this evolution transparently and publicly via updated road maps and other public communications. Stay tuned and for any questions don't hesitate to reach out to the team at [office@ehc.eu](mailto:office@ehc.eu).

**TIMELINE OF THE DEVELOPMENT AND KEY ACTIVITIES IN THE EHC THINK TANK**



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