Hospital of the Future
The new role of leading public hospitals in the European health care systems of 2030

Triple challenge
Hospitals of the future will face a triple challenge context.

By conquering these challenges, public hospitals in Europe will become key players in achieving excellence in the new healthcare puzzle.

Hospitals of the future as research and training hubs, will:
- Strengthen partnerships with universities, businesses and other hospitals for research and training of new professionals.
- Develop information systems to manage and rapidly disseminate ever-increasing bodies of clinical knowledge.
- Organize into process-oriented teams and seek to create integrated care models.
- Involve clinicians and other health professionals in hospital management strategy, leadership and governance.

Hospitals of the future, as specialized care providers, will:
- Become smaller and more complex, and focus on high-value and highly-complex services requiring specialist knowledge or technologies.
- Let routine work be undertaken by community hospitals and clinics at lower costs.
- Become open and distributed organizations and share clinical expertise with community health care providers.

Hospitals of the future as centers of excellence
- Use innovation to redesign service processes and become more patient-centric.
- Embrace new healthcare services—personalised medicine, genomic-based diagnosis and chronic care management.
- Become open and distributed organizations and share clinical expertise with community health providers.

Changing societal values
Decreasing resources
Increasing healthcare needs

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About the study
The Hospital of the Future study was jointly initiated by the IESE Center for Research in Healthcare Management and Innovation (CEHMA) and Accenture in 2013. The main purpose of the study is to understand the potential changes that may impact public hospitals in Europe. The study considers a timeframe of approximately 15 years, and tries to capture not only the forthcoming changes that are on hospital managers’ agendas, but also underlying factors and drivers that may impact the functioning of the healthcare system.

The study approach is based on participation of hospital experts—executives, managers and clinicians—and seeking their perspectives on potential changes to hospitals. The study focuses on two leading public hospitals in Europe: Karolinska University Hospital, in Stockholm, Sweden and Hospital Clinic of Barcelona, in Barcelona, Spain. Each hospital, while responding to different events occurring at distinct healthcare contexts, has shared analogous challenges.

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