The future of hospitals and their health systems

A collaborative initiative for people, places, and planet

2024 summary report

In late 2023, our consortium of five organizations – the Aga Khan Development Network (AKDN), the Chaîne de l'Espoir (CDE), the Climate Action Accelerator (CAA), the French Development Agency (AFD), and the International Hospital Federation's (IHF) Geneva Sustainability Centre (GSC) – collaborated to launch this initiative. We were driven by a common goal: to support hospitals in vulnerable settings to respond to the growing demand for healthcare in a sustainable and equitable way. Vulnerabilities can be caused by shortages of financial, human, or technical resources, or a combination of these, and can be exacerbated by global threats (e.g. climate change, outbreaks and pandemic).

Through this partnership, our objectives are:

- to build a space for the exchange of expertise and operational good practices;
- to foster knowledge creation to reflect on future hospital models in vulnerable contexts and to enable trajectories of sustainability and resilience to climate change;
- to work with multiple stakeholders to inform and support a transformation agenda for the hospital sector at an operational and policy level.

Our priority topics for 2024 and 2025 are human resources, environmental sustainability, investment and resource mobilisation, and quality of care. All the discussions and deliverables aim to look at the interface between these four priorities, and to identify the practices and processes that would benefit our shared goal.

2024 AT A GLANCE

5 technical sessions

400+ participants

50+ countries represented

12 global organizations involved

Five technical sessions

6 June – our launch event

Our first major event took place on 6 June in Geneva, Switzerland. It was also available for online participants, in English and in French. A total of 274 participants from 50 countries and territories joined the event, which focused on:

- Human resources: models to face shortages and build new skills. (Led by CDE)
- Environmental sustainability: focus on low-carbon, resilient, and sustainable healthcare models. (Led by CAA and GSC)
- Investment and resource mobilization: involving the financial community. (Led by AFD)

At the IHF World Hospital Congress

More than 40 participants took part in an interactive in-person workshop on sustainable quality of care, led by AKDN. The session took place in Rio de Janeiro, Brazil, during the IHF World Hospital Congress in September.

Webinar: the role of development banks

On 12 December, 90 participants joined a webinar led by AFD, which explored how development banks can help to create sustainable and resilient health systems, allocating their investments in the right way for the future.

Key takeaways and recommendations to explore in 2025

Our activities in 2024 led to rich exchanges and triggered a lot of interest in our global networks. This encouraged us to continue this work in 2025 and beyond.

Throughout 2025, four workstreams (one for each priority area) will build on the learnings from 2024 to continue exploring how to contribute to hospitals fit for purpose within their health systems and in view of resource constraints. This will happen through relevant events, discussions, and projects.

In parallel, the network of stakeholders will continue to grow to gather expertise and identify priorities for implementation. This will help inform our long-term strategy and deliverables.

1 Strengthen healthcare workforce development:

- Comprehensive training programmes for healthcare workers (both clinical and soft skills).
- International collaboration for sustainable retainment and fair workforce exchange (particularly nurses).

2 Support and develop environmentally sustainable healthcare practices:

- Integrate sustainability into operations through low-carbon, resilient, and sustainable healthcare practices.
- Support, training, and tools/resources provided to hospitals for sustainable health delivery.

3 Enhance investment and resource mobilization:

- Systems for robust data collection and analysis to support investment decisions and mobilize resources to fund transformation.
- Collaboration among stakeholders on a clear investment agenda for development banks.

4 High quality healthcare in low-resource settings:

- Sustainability goals integrated within healthcare quality, with cost-effective solutions for low-resource settings.
- Transparent leadership and a culture of accountability to improve quality and patient safety in these settings.
- Effective monitoring and evaluation systems to maintain quality of care, especially developing accurate and consistent data for decision-making.

What to expect in 2025

A series of activities, including webinars and related deliverables, will take place in 2025 and inform the four workstreams. In parallel, we will ensure an integrated approach to explore the interface between our key areas of focus and avoid a siloed approach. Please contact us if you would like to be kept informed about this work.

About the initiative's governance

Operational Committee

The Operational Committee meets regularly to manage the operational and strategic workplan, as well as to coordinate its activities and the four workstreams:

- L'Agence Française de Développement (AFD – The French Development Agency)
- The International Hospital Federation's Geneva Sustainability Centre
- The Aga Khan Development Network (AKDN)
- The Climate Action Accelerator (CAA)
- La Chaîne de l'Espoir (CDE)

Thanks to the generous support of AFD, the IHF and Geneva Sustainability Centre also acts as implementing partners of the initiative, which involves coordinating the committees, activities, and the overall workplan.

Advisory Board

The Advisory Board provides strategic and programmatic guidance. Members include global experts, practitioners, healthcare professionals, and hospital representatives. We thank the representatives of the following organizations for their valuable contributions and support:

- Geneva Centre of Humanitarian Studies
- International Committee of the Red Cross
- Medland Hospital, Zambia
- M.P. Shah Hospital, Kenya
- Predisan, Honduras
- RESAHOC – Hospital Network for Africa, the Indian Ocean and the Caribbean
- SafeCare
- World Health Organization (WHO)
- WHO's Regional Office for the Eastern Mediterranean

Your ideas and contributions are welcome

We are thankful to all the organizations that are contributing to this important initiative. For more information, any ideas or interest in contributing to this initiative, please contact Aditi Jayaram, Project Officer at the IHF's Geneva Sustainability Centre.

LET'S CONNECT

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