



# POWERING INNOVATION TO DELIVER PUBLIC SERVICE FOR THE FUTURE

A VIEW FROM TOMORROW'S LEADERS

*College of Europe Student Case Studies  
Final Report 2014*





# TABLE OF CONTENTS

2	<i>The European Centre for Government Transformation</i>
4	<i>College of Europe Student Case Studies: Introduction</i>
6	<i>Foreword by Meglena Kuneva</i>
7	<i>Foreword by Professor Olivier Costa</i>
8	<i>Foreword by Bernard Le Masson</i>
9	<i>Foreword by Ann Mettler</i>
12	<b><i>Case Study: Accelerating the Open Data Revolution through a Win-Win Relationship for Producers and Consumers</i></b>
14	<b><i>Case Study: Scaling Up the Solar Race and Educational Project on Renewable Energy, through Improved Organisation, Communication and Financial Sustainability</i></b>
16	<b><i>Case Study: Scaling Up the ‘Zero Licensing’ Initiative to Achieve High Economic Impact</i></b>
18	<b><i>Case Study: Exploiting the Full Potential of My Healthcare Flows to Scale Up the Initiative in Sweden and Across the EU</i></b>
20	<i>Acknowledgments</i>
22	<i>About Us</i>

*The opinions expressed in the case studies are those of the individual student teams, and do not necessarily reflect the views of Accenture, the College of Europe, the Lisbon Council, the Government Executive Innovation Circle or any of their associates.*

# THE EUROPEAN CENTRE FOR GOVERNMENT TRANSFORMATION

*The 21<sup>st</sup> century is a time of unprecedented challenge—and great opportunity.*

The European Centre for Government Transformation strives to shape a high performing and innovative public sector, enabling the delivery of sustainable, modern and quality public services. It provides a unique and multi-stakeholder platform for constructive dialogue, exchange of best practices and formulation of innovative solutions. This network of frontline practitioners, change agents and thought leaders is complemented by ground-breaking research and analyses in an effort to shape and inform policy developments and the government of the future—a transformation in the way governments do business.

Founded in 2009 as a European research centre and practitioner-driven community, the European Centre for Government Transformation is dedicated to providing pragmatic and actionable solutions designed to help government agencies and other public-service organisations improve the social, economic and health outcomes of the people they serve. It is a new kind of ideas and solutions hub that recognises the interdisciplinary nature of state transformation and public sector modernisation. Its three founding partners—Accenture, the College of Europe and the Lisbon Council—bring a broad range of experiences and knowledge to this fast-growing community, contributing expertise and guidance to the debates and ensuring broad dissemination for the ideas developed in these fora.



*Brian Hayes TD, Irish minister of state for public service reform and the office of public works, and representative of the Presidency of the Council of the European Union, addresses The 2013 European Centre for Government Transformation Annual Forum and Award Ceremony*

## **Our Activities**

### ***Thematic High-Level Roundtables on***

- *Sustainable Public Finances*
- *Employment and Skills*
- *Public Procurement*
- *Digital Government*
- *Collaborative Border Management*
- *Patient-Centred Healthcare*

### ***Collaboration with the European Commission's Research and Innovation Directorate-General***

- *Roundtable on Public Sector Innovation*
- *Launch of the Final Report by the Expert Group on Public Sector Innovation*
- *Fringe Session on Public Sector Innovation at the Innovation Convention*

### ***Executive Briefings on Key Themes, such as Employment, Public Procurement and Digital Readiness***

***Research Study Driving Public Entrepreneurship: Government as a Catalyst for Innovation and Growth in Europe, published in collaboration with Oxford Economics***

***Annual European Forums for Government Transformation***

# COLLEGE OF EUROPE STUDENT CASE STUDIES: INTRODUCTION

## *Tomorrow's Leaders Evaluate Today's Challenges*

In 2013-2014, 16 students from the College of Europe were competitively selected to take part in a project on state transformation. They were divided into four teams of four students. Working together with Accenture, the staff and faculty of the College of Europe and the Lisbon Council, each team was asked to evaluate the challenges of a state agency, chosen among the winners of the **European Prize for Innovation in Public Administration**, awarded by Máire Geoghegan-Quinn, European Commissioner for research, innovation and science, in June 2013. The selected public agencies are: the City of Helsinki, Finland; ARGEM, the Regional Energy Agency of Murcia, Spain; AMA, the Agency for Modernisation of the Public Administration, Portugal; and the Stockholm County Council, Sweden. Each team visited the agency they were evaluating to learn about the particular challenges they faced in developing a roadmap to scale their initiative and make it replicable by other European administrations.

In completing this project, the students were coached by a team of top transformation managers at Accenture, the global management consultant firm, as well as by the **Government Executive Innovation Circle**, a European Centre for Government Transformation-based community committed to developing and implementing solutions to high-level state transformation challenges. Members of the Government Executive Innovation Circle met with the students in Brussels in February 2014, and later agreed to evaluate the case studies, awarding a prize to the best of them. The case studies were presented in Brussels in March 2014 at the European Commission's **Innovation Convention** to a top level VIP audience, including Máire Geoghegan-Quinn, European Commissioner for research, innovation and science.



## GOVERNMENT EXECUTIVE INNOVATION CIRCLE

Chair:

***Meglana Kuneva***

*Chair, Government Executive Innovation Circle, Former Commissioner for Consumer Affairs, European Commission*

Members:

***Tom Auwers***

*Director-General, Strategy, International Affairs and Research, Federal Public Service Social Security, Belgium*

***Olivier Costa***

*Professor and Director, Political and Administrative Studies, College of Europe*

***Timo Laitinen***

*Director-General, State Treasury, Finland*

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*Manager, International Relations, Information and Communication Technology Federal Public Service (Fedict), Belgium*

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*Global Managing Director, Health and Public Service Management Consulting, Accenture*

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*Executive Director, The Lisbon Council*

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***Xavier Prats-Monné***

*Deputy Director-General, Education, DG Education and Culture, European Commission*

***Jamie Shea***

*Deputy Assistant Secretary-General, Emerging Security Challenges, NATO*





## FOREWORD

*By Meglena Kuneva*

*Chair, Government Executive*

*Innovation Circle*

*Former Commissioner for Consumer Affairs,  
European Commission*

2014 is a very special year for Europe; it will see the election of a new European Parliament, as well as the appointment of a new European Commission and president of the European Council. This profound change in the institutions—and the opportunity of European citizens to take part in and accompany this process—should be a celebration of participatory democracy. Sadly, however, there is much underlying fear; fear among many citizens about what the future will hold and fear that a profound shift to the extreme left and right will make governing even more challenging and complex.

Against this backdrop, good governance both at the European level and in the member states is becoming a key issue—and the most promising way to address the fears and fight the shift to the political extremes. Rather than resign ourselves to inertia and frustration, we should seize this moment, which presents a once-in-a-generation opportunity to drive paradigmatic change; let us work together to make the state more participatory and responsible; let us work harder to meet citizen expectations and prepare for future challenges.

One promising way of doing so is to instil the concept of the citizen as “prosumer”—an active, empowered and informed interlocutor vis-à-vis the state. When I served as European Commissioner for consumer affairs, I witnessed first-hand the transformative potential of consumers who help design the goods—and (public) services—they consume. These tailor-

made, personalised offerings are now not only possible but are demanded by an ever rising number of “digital natives”. The public sector, which represents over fifty per cent of the economy in many countries, has to be at the forefront of these citizen-centric approaches to delivering public services.

As chair of the Government Executive Innovation Circle, the advisory body of the European Centre for Government Transformation, I have been inspired by the many examples of innovation and dynamic change I have come across over the years. Since the European Centre was first founded in 2009, many dedicated, forward-looking and committed policy leaders and civil servants from the EU member states—and indeed the world—have come together to share experiences and best practices, be it the field of digital government, employment, public procurement, health or sustainable finances.

At the same time, I am equally fascinated with the students of the College of Europe, who provide such a breath of fresh air to the work of the European Centre for Government Transformation. Their intellectually uninhibited, out-of-the-box solutions go a long way to providing many of the answers we so urgently need as we work towards a more inclusive, dynamic and sustainable Europe. I hope that you will be as inspired by their case studies as I am, and I thank you for taking the time to engage with our very timely and worthwhile project.



# FOREWORD

*By Professor Olivier Costa*

*Director of Political and Administrative Studies, College of Europe*



Since the entry into force of the Treaty of Rome, it has been questioned whether the objectives of free circulation of services were compatible with existing public services. In 2006, the Bolkestein directive resulted in the liberalisation of services, with the exception of those which are subject to sector-specific regulation, as well as healthcare services, some social services and non-economic services of general interest. Although the directive covers only “services which are performed for an economic consideration”, it maintains legal uncertainty around the definition of services which fall outside its scope for questions of general interest. The directive is highly likely to challenge activities which not only provide an important source of income for public authorities, but which also carry values of equality, inclusion and solidarity, contribute to the objective of social and territorial cohesion of the EU and, in fact, remain at the core of the European social model.

The Treaty of Lisbon should provide some clarification in this matter. It certainly recognises the specific mission of services of general economic interest and their role in the promotion of social and territorial cohesion. The Treaty also recalls the responsibility of member states in organising the provision of these services. However, it still fails to properly define what public services are.

The situation has recently seen new developments. On the one hand, a number of new pieces of legislation (especially the Almunia Package and the Award of Concession Contracts Directive) reflect a change in the position of the EU vis-à-vis actors of the social economy and public services. On the other hand, the financial crisis that has hit the EU since 2009 has seriously raised the question of the financial sustainability of the European social

model. Deficit reductions have required clear cuts in the budget of public services, and there are growing calls for the redefinition of their scope. The issue is all the more important that public services have proved to play a crucial role as social and economic stabilizers since the beginning of the crisis. Today, more than ever, they are the wealth of those who have the least. They are also one of the defining traits of the EU, which cannot claim the monopoly of democracy, nor of the market economy or State of law models, nor even of sustainable development. However, it does distinguish itself by the significance that public services hold in the economy and society.

The Public Service Innovation Training Project aims to contribute to the debate on these issues. With the ongoing support of Accenture and the Lisbon Council, 16 students of the Political and Administrative Studies Programme of the College of Europe had the great privilege to work on four real life public service reform projects in four different European countries. They were thus able to benefit from the advice and training of high-level professionals who were most generous and accommodating with their time and insights.

The College of Europe, which has been preparing young Europeans for leadership functions since 1949, in both the private and the public sectors, is most grateful to Accenture and the Lisbon Council for this unique opportunity. We are also very proud of our students who worked on their projects under considerable time pressure on top of their very demanding study programmes at the College. They have shown, we believe, that it is possible to save the European conception of public services by creative thinking. We hope that students’ analyses and proposals will be useful for that purpose.



## FOREWORD

*By Bernard Le Masson*

*Global Managing Director, Health and Public Service Management Consulting, Accenture*

Europe has endured through unprecedented times over the past 5 years – this has been an era of significant economic turmoil, record levels of unemployment, social strife and has affected almost every European citizen. Governments have had to step up and play a stewardship role, which often meant taking hard decisions – be it on managing their finances, the size of the public sector as well as re-thinking their role and ways of working. No matter which way we look at it, innovation has been at the heart of this change.

Coincidentally, this is also the same period over which Accenture invested in its partnership with the European Centre for Government Transformation, which included the Lisbon Council and College of Europe as the other founding partners. We did this because we had an implicit belief that Europe needed a platform for change, one that would be informed by leading research, practitioner experience and energised by our future leaders. It is in that spirit that I applaud our future leaders from the College of Europe, who for the 5<sup>th</sup> consecutive year have inspired us and presented creative solutions to achieving positive change in the public sector.

This year's case studies were drawn from the award winners of the European Prize for Innovation in Public Administration, each of whom had launched forward-looking initiatives within their countries. The students have brought tremendous energy, hard-work and passion to these projects, looking at how they

may scale up the innovations, both within the member state, and ultimately across Europe. This year's projects also had a common strand that ran across them – the power of technology to transform public services – be it open data and how it can be leveraged to create a range of citizen-friendly applications, to accessing one's health records on mobile devices, simplifying the process to start a new business as well as promoting the use of solar energy.

From Accenture's practitioner point of view, we are observing digital technologies like social media, mobility, big data and cloud fundamentally changing the way we live, work and interact with each other. These are being embraced by governments to transform their bureaucracies to become more agile, citizen centric and innovative. This is confirmed by the projects this year, where teams have undertaken comprehensive benchmarks of leading practices across Europe and beyond. The governments that are truly investing in these technologies are continuing to accelerate on their path to high-performance and deliver improved outcomes to their constituents.

I am confident that the European Centre for Government Transformation will be a trusted platform for policymakers and government leaders to engage on these key issues – and collectively develop innovative strategies for the future prosperity of Europe. We owe it to the next generation.

## FOREWORD

*By Ann Mettler*

*Executive Director, the Lisbon Council*



As a long-time student of the political economy of reform, I have witnessed with great interest the growing importance of state modernisation in public policy. For sure, partly this is driven by the profound economic crisis of recent years but there is more at play here. It is to Europe's credit that even in the midst of a deep, profound crisis there was genuine focus on how to modernise and streamline the state; an effort to ensure that all key functions could be kept intact despite the turmoil in public finances and the political establishment. It is very obvious that the future lies in digitally-powered, tailor-made and citizen-centric public services.

Having the privilege of serving on the jury for the European Prize for Innovation in Public Administration, I witnessed superb examples of motivated public servants who went above and beyond their call of duty to deliver innovative, user-friendly and cost-efficient solutions to the citizens they serve. An inspiration in and of itself that left me deeply impressed, I was delighted that four of the winners were subsequently chosen as student case studies for College of Europe students. It is a unique and meaningful way to keep these fabulous best practices in the limelight and engage the next generation of leaders in a discussion on how to spread impact and reach.

In this report, you can learn more about the excellent prescriptions that 16 College of Europe students developed on how to make Europe's

most promising testing grounds for public service innovation even better. They analysed the initiatives of the winners of the European Prize for Innovation in Public Administration, who each received a prize of EUR 100,000 from Máire Geoghegan-Quinn, European Commissioner for research, innovation and science, in June 2013. The cases focus on changing the way citizens interact with data, exploring solar energy innovations, enabling business registration through e-services and revolutionising the way patients manage their health records. In the past few months, the students analysed these innovations in detail to make recommendations on how to use this money to scale them up and broaden their geographic reach.

The result of the students' site visits to the agencies, their interviews with policymakers, practitioners and citizens, as well as the exhaustive benchmarking analysis inform these four exciting case studies, which are unfolding on the following pages. I find them stimulating because they show that the next generation of leaders is already shaping the future of government and I hope you will enjoy them as much as I did.





# CASE STUDIES

*Accelerating the Open Data Revolution  
through a Win-Win Relationship for Producers  
and Consumers*

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*Scaling Up the Solar Race and Educational  
Project on Renewable Energy, through  
Improved Organisation, Communication  
and Financial Sustainability*

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*Scaling Up the 'Zero Licensing' Initiative to  
Achieve High Economic Impact*

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*Exploiting the Full Potential of My Healthcare  
Flows to Scale Up the Initiative in Sweden and  
Across the EU*



## CASE STUDY

### DIGITAL GOVERNMENT

#### **Client:**

*City of Helsinki, Finland*

#### **Objective**

*Accelerating the Open Data Revolution through a Win-Win Relationship for Producers and Consumers*

#### **Team**

*Martina Barbero (Italy), Malik Duhaut (Algérie/France), Claire Robert (France), Sonja Vaisanen (Finland/USA)*



## EXECUTIVE SUMMARY

Open Data must fulfil three requirements: that it is accessible online in a downloadable format, for free, and under legal terms which allow for it to be reused for universal consumption. The client Helsinki Region Infoshare (HRI) is a public organisation responsible for opening up data in the City of Helsinki as well as the neighbouring cities of Espoo, Vantaa and Kauniainen. HRI acts both as a clearing house and a distributor of data, creating a bridge between data producers and data consumers.

The problem which HRI faces is that there is a lack of awareness of what Open Data is and of HRI as a service. This makes co-operation with actors in public administration, private industry as well as with the wider public difficult. The Open Data ecosystem in Helsinki is not as active as it could be in order for the benefits of its use to be delivered.

To respond to this problem we suggest that changes are required at three levels of HRI's strategy. The recommendations are based on a world-wide benchmark that focused on best practices in stakeholder relations, governance structures and websites.

## Step 1: Enhancing the Organisational Potential of HRI

In this step, we suggest easy ways of placing the user at the centre of the service. By structuring the website for the consumer, providing them with more feedback opportunities as well as online training and improving communication in the social media sphere, HRI can transform what appears to be raw data into an interactive experience.

## Step 2: Building an Open Data Society

Here we suggest ways of integrating the interests of key actors such as journalists, application developers, academics and businesses into the Open Data ecosystem. We also focus on ways of increasing communication with the wider public through promotional activities and participatory budgeting.

## Step 3: Strengthening the Bridge with the European level

This step places HRI into the European context. HRI can contribute to and benefit from sharing best practises with other cities in light of the Horizon 2020 goals. We also suggest ways of making international accessibility and interoperability of HRI datasets a priority.

The pertinent question now being posed is “Why should one have Open Data?” and it has been compared to the frequently asked question in the 1980’s: “Why should one have a website?” Why does Open Data present such a strategic opportunity? By reducing information asymmetries it saves administrative resources, increases democratic transparency and fuels economic growth. For private industry, it is estimated that the added value to the European economy is up to 40 billion euros a year. Similarly, studies indicate that the use of Open Data can lead to 5-6% efficiency gains in public administration by increasing responsiveness. Taking this next step in the direction towards the digital revolution must not be missed.







## CASE STUDY

### SOLAR ENERGY INNOVATION

**Client:**

*ARGEM, Regional Energy Agency of Murcia, Spain*

**Objective**

*Scaling Up the Solar Race and Educational Project on Renewable Energy, through Improved Organisation, Communication and Financial Sustainability*

**Team**

*Christophe Aubry de Maraumont (Denmark/France), Emilie Cazenave (France), Elena Maggioni (Italy), Pablo Moreno Aragon (Spain)*



## EXECUTIVE SUMMARY

Being a competition of prototypes engineered and built by students and fuelled by renewable energies, the Solar Race represents an opportunity for youth employability and a motor for innovation and awareness on the path to socio-economic recovery in Spain—as well as a promotion asset for the Region of Murcia.

Within the framework of the undergoing reforms of the public sector, the organization of the Solar Race still has to reach its full potential, especially in terms of educational impact. The suggested scaling up is based on three intertwined pillars: improving the race management and organization, strategically enhancing its communication and visibility, and achieving a sustainable financing for the event.

## Pillar 1: Organisation and Management

Currently, the race is organized by the Regional Ministry for Enterprises, Industry and Innovation and its Public Agency for industry development. Yet, to make the race a sustainable yearly event, the improvement of its organization and management is seen as a two-phased process. The first step would be to hire a communication officer or team entirely dedicated to the race, since the task of an effective communication about the race is time consuming but highly strategic. The second stage would be to create a private organization to finance and organise the race, independently from the Regional Ministry while keeping the link with it by providing a service; this would be a renewable-energy-efficiency label, awarded by the Regional Ministry to constructors taking part in side events of the students' race.

## Pillar 2: Communication and Visibility

A strategic, coherent and targeted communication is a powerful enabler for the Solar Race. By clearly identifying the three types of targeted audience—namely the general public, teams and sponsors—as well as the diverse channels that can be used to reach them and to diffuse information, the Solar Race organization can scale up its communication strategy and achieve higher visibility.

This can be complemented by “branding” the race. Creating a coherent and positive “brand” image of the event will be a powerful enabler not only for enhanced participation but also for improved financing and partnerships, because all actors would feel more involved in a meaningful, innovative and forward-looking educational project.

## Pillar 3: Financial Sustainability

On the financial side of the Solar Race, the current organizing team has chosen to follow our recommended path towards a middle-term planning to make the race more sustainable and get involved in partnership-building. This requires tremendous efforts in contacting energy field-related firms, agencies and private organizations to make them aware of the transfer of skills operated by the race, and therefore of productive investment in human capital it can provide for. Financial sustainability will be both a cause and a consequence of the improvement of the other pillars, deriving from it as well as contributing to it.

These three aspects - organization and management, communication and branding, and financial sustainability - are interconnected enablers requiring the best efforts to be improved, in order to achieve the full potential of the Solar Race.





## CASE STUDY

# E-SERVICE FOR BUSINESS REGISTRATION

### **Client:**

*AMA, Agency for Modernisation of the Public Administration, Portugal*

### **Objective**

*Scaling Up the 'Zero Licensing' Initiative to Achieve High Economic Impact*

### **Team**

*Julie Barretta (Switzerland/Italy), Simon Budden (United Kingdom), Yannik Huber (Belgium/Germany), H el ene Sibileau (France)*



## EXECUTIVE SUMMARY

In recent years public service delivery reform has become a major topic of conversation, spawning a vast literature on the subject. The driving principle is that outdated public service models should be swept away, building trust between citizens, entrepreneurs and government. A cornerstone of the debate is the area of business licensing reform and cutting red tape for entrepreneurs. Indeed this area in particular was highlighted in the 2006 Services Directive, with a view to establishing modern methods for the efficient delivery of public services.

It is in these circumstances that Portugal's Agency for Modernisation of the Public Administration (AMA) initiated its 'Zero Licensing' programme, challenging long-standing

bureaucratic hurdles to opening a business and creating a simpler licensing regime. The reforms resulted in key changes to the business start-up process. Entrepreneurs no longer need authorisation to begin trading, simply registering their business on one website. Furthermore, administrative checks now take place after the business has opened.

Despite only coming into force in May 2013, positive results are already being reported in the 32% of the economy that was targeted. Particular emphasis has been placed on the winning combination of streamlining the bureaucratic process, building trust between government and business, while maintaining a strong consumer protection regime and simultaneously achieving a high economic impact.

With this in mind, our task was to identify where AMA should go next with the Zero Licensing initiative, identifying the best way to scale it in order to encompass at least 50% of the Portuguese economy. We used two methods to accomplish this task, a needs analysis of the Portuguese economy and a search for best practices. Our work was based on three main tools: visiting our client, analysing reports and academic research, and undertaking a benchmarking study of international efforts. The results were twofold.

### A Clear Roadmap for Portugal

Firstly, we are able to provide AMA with a roadmap of transversal areas of the Portuguese economy to apply Zero Licensing to, which was derived from criteria that we developed. The primary innovation is that the waves tackle not individual sectors, but transversal areas, to achieve a mutually beneficial effect on the sectors in question. The first wave should encompass economic activity related to the sea and coastal tourism, as these areas are already mainstay features of the Portuguese economy. By following our roadmap, the percentage of the economy that is covered by Zero Licensing would rise to 43% after the first wave, 69% after the second and 77% by the third.

### Fostering European Cooperation for Higher Growth and Jobs Creation

Secondly, AMA should exploit its position as an international leader. Although the Portuguese reforms are still relatively young, they are comparatively advanced. Their model could be of use to other countries in overcoming political and legal roadblocks, and in assessing what is necessary or beneficial for implementing this kind of reform. Additionally, we saw that international political weight, possibly through an EU level agency, could be of great help in providing impetus for the reforms.







## CASE STUDY

### E-HEALTH

#### **Client:**

*Stockholm County Council, Sweden*

#### **Objective**

*Exploiting the Full Potential of My Healthcare Flows to Scale Up the Initiative in Sweden and Across the EU*

#### **Team**

*Anna Abela (Malta), Katja Tuokko (Finland), Edouard Vinatier-Ollier (France), Kim-Mailin Weinrich (Germany)*



## EXECUTIVE SUMMARY

European healthcare systems are experiencing significant strain as a result of an ageing population, increasing mobility of patients across borders, and public expenditure cuts in the wake of the economic crisis. This has prompted a search for innovative solutions allowing for the delivery of better healthcare at lower cost.

Our client, the Stockholm County Council (SLL) is a regional municipal body and one of Europe's largest healthcare providers. SLL has created an innovative e-Health and m-Health service called My Healthcare Flows. My Healthcare Flows provides services which allow citizens to interact with healthcare providers as well as follow their medical records online and via mobile applications. While My Healthcare Flows is currently being

implemented nationally in Sweden, SLL's ambition is to replicate it across the European Union (EU).

Our public sector reform challenge was to study how the potential of My Healthcare Flows can be exploited in order to scale up the initiative in Sweden and across the EU. As physicians and patients in both Sweden and the EU are reluctant to use e-Health and m-Health solutions, our task was to provide SLL with financially sustainable recommendations to build trust in My Healthcare Flows, before scaling up this service across the EU.

After conducting interviews with Swedish physicians and patients, an online survey targeting Swedish physicians, and a benchmarking study of 18 other states, we put forward three sets of recommendations for SLL.

## Building Trust among Patients and Physicians in Sweden

We propose the roll-out of an evidence-based awareness campaign, targeting patients and physicians separately, comprising brochures, an informative website, a social media campaign, IT literacy classes for the elderly, and an awareness day. We also recommend the introduction of financial compensation for the time physicians spend interacting with patients via My Healthcare Flows. These short-term recommendations for SLL could be replicated in other EU member states in the medium-term.

## Promoting e-Health Education through European Mobility and Exchange Programmes for Students and Professionals

To build trust among physicians in Europe, we advise SLL to communicate the benefits of My Healthcare Flows to European physicians and medical students by creating educational

mobility and exchange programmes on e-Health education, which could be financed through Erasmus+ Strategic Partnership funding. SLL could, for example, establish a summer course on m-Health in Stockholm for European physicians, and a university course on m-Health targeting Erasmus students in collaboration with the Karolinska Institute.

## Deployment of My Healthcare Flows across Europe

After conducting a detailed evaluation of the implementation of My Healthcare Flows in Sweden, SLL should apply for Horizon 2020 Societal Challenge 1 funding, in order to replicate My Healthcare Flows in two partner regions, Lombardy and Andalusia. In the medium-term, we advise SLL to co-operate with regions such as Auvergne. We recommend that SLL test the viability of the use of My Healthcare Flows across borders by making this technology available to a 'beta tester' population of Erasmus students travelling between Sweden and the partner regions.









## ACKNOWLEDGMENTS

The European Centre for Government Transformation would like to thank:

*Giacomo Buonpane, Gaurav Gujral, Bernard Le Masson, Ana Miguel, Alexandra Paul, Taru Saastamoinen, Sonia Santos, Mikael Svensson and Barbara Wynne of Accenture; Professor Michele Chang, Professor Olivier Costa, Marie Eichholtzer, Rector Jörg Monar, and Amaia Zabala Aldunate of the College of Europe; Serban Chiorean-Sime, Paul Hofheinz, Stéphanie Lepczynski, Ann Mettler and Chrysoula Mitta of the Lisbon Council; Commissioner Máire Geoghegan-Quinn, Peter Dröll, Kirsi Haavisto, Barbara Kowatsch and Liviu Știrbăț of the European Commission; and most of all the students of Political and Administrative Studies at the College of Europe, Voltaire Promotion (2013-2014), who have participated in the project.*

Photography by *Bernard Foubert*

## ABOUT ACCENTURE

Accenture is a global management consulting, technology services and outsourcing company, with approximately 281,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high performance businesses and governments. The company generated net revenues of US\$28.6 billion for the fiscal year ended Aug. 31, 2013. Its home page is [www.accenture.com](http://www.accenture.com).



## ABOUT THE COLLEGE OF EUROPE

The College of Europe, founded in 1949 and based in Bruges (Belgium) and Natolin (Warsaw, Poland) was the first and is one of the most reputed institutes of European postgraduate studies, which prepares annually up to 400 students from over 55 countries to work and live in an international environment. The European Political and Administrative Studies programme offers a wide range of courses on the functioning and policies of the European Union. Read more: [www.coleurope.eu](http://www.coleurope.eu).



## ABOUT THE LISBON COUNCIL

The Lisbon Council is a Brussels-based think tank and policy network committed to making a positive contribution by engaging political leaders and the public-at-large in a constructive exchange about the economic and social challenges of the 21st century. Incorporated in Belgium as an independent, non-profit and non-partisan association, the Lisbon Council is among Europe's most authoritative and thoughtful voices on economic modernisation and social renewal. Its home page is [www.lisboncouncil.net](http://www.lisboncouncil.net).



[www.government-transformation.eu](http://www.government-transformation.eu)