



# Foresight Analysis +FUTUR 2024: new opportunities, new challenges and new responses for organizations

**Rosa Vidal**, Catalan Hospital, Health & Social Services Association



#EHMA2025

# Who we are

## La Unió Catalan Hospital, Health & Social Services Association

We are an association of health and social care entities

### Plurality

**+115**

Associated entities with diverse public and private ownership

- Associations
- Cooperatives
- Publicly-owned corporations
- Foundations
- Mutual insurances
- Religious orders
- Commercial companies

### Transversality

**+750**

Health and social care centers

- Primary and community care
- Acute hospital care
- Sociosanitary care
- Care of mental health and addictions
- Social services care
- Outpatient rehabilitation
- Other

### Territoriality

We are present throughout Catalonia



**70.000**  
Professionals

**95%**  
of state-subsidised private health centers

**65%**  
Public health system

**81%**  
Provide services to the public system

**64%**  
Dependency

**45**  
Companies of the Innovation forum

# Foresight Analysis +FUTUR 2024

## Challenges and opportunities in the provision of health and social services

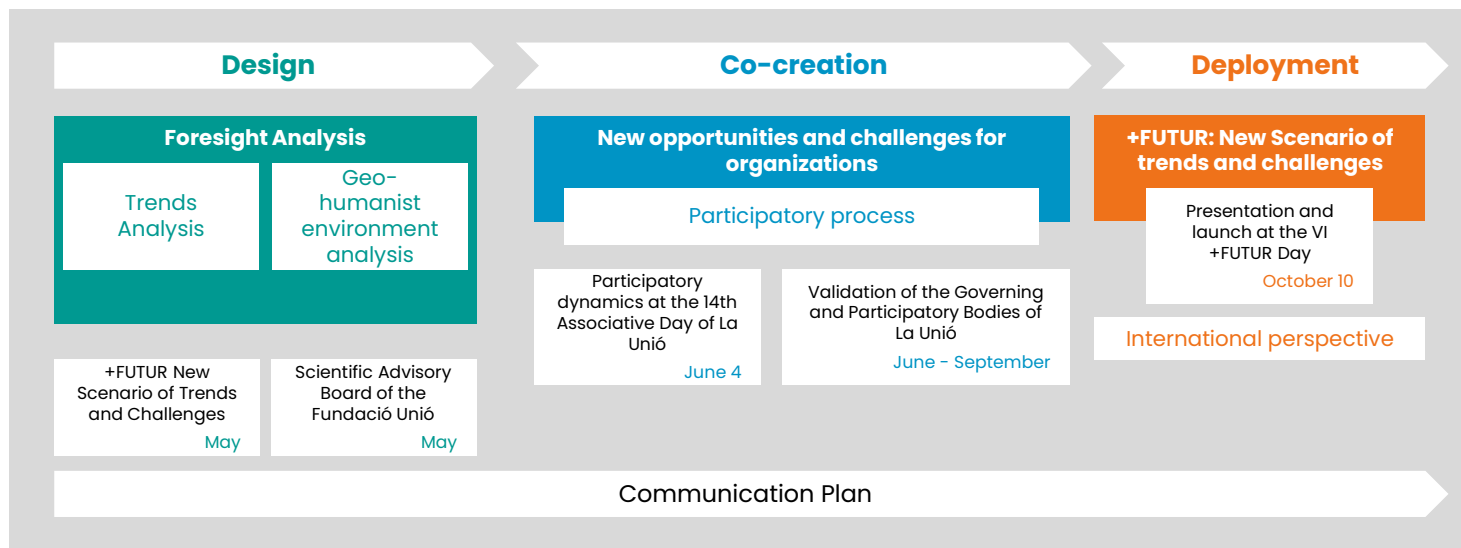
**At present, around the world, the sustainability, quality, and equity of access to public Health and Social systems are major concerns, primarily due to three key factors:**

- Due to the increase in needs resulting from chronic conditions, older people and/or with chronic health issues are able to live longer with a better quality of life thanks to advances in care.
- Due to the evolution of new technologies and high-cost treatments.
- Due to the situation of limited economic resources (budgets constrained by deficit targets and competing with other spending priorities), a shortage of professionals and the depletion of natural and environmental resources.

In 2024, the foresight analysis was updated incorporating innovative elements that allowed us to turn challenges into opportunities in the face of new paradigms that demand new responses

# Foresight Analysis +FUTUR 2024

## Methodology



# Foresight Analysis +FUTUR 2024

- Trends Analysis
- Geo-humanist Analysis
- Landing on challenges, opportunities and lines of action



In Catalan



## FORESIGHT ANALYSIS +FUTUR 2024

### Challenges and opportunities in the provision of health and social services



## Implementing lines of action in organizations



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# Geo-humanist Analysis

## 1. Limited resources

- Sustainable policies and actions: care, economic, professional, and environmental
- Compatibility and correlation of sustainable growth policies with social policies
- The ethics of efficiency
- Fair and sufficient financing
- ...

## 3. Understanding and reliability

- Active listening
- Dialogue and agreements for legitimacy, effectiveness and stability of changes
- Quality and safety
- Rigor and demand
- Transparency and accountability
- ...

## 2. Inequalities and vulnerabilities

- Correcting social inequalities
- Inclusivity of cultural diversity
- Positive view of the impact of longevity
- Gender perspective
- Intergenerational management
- ...

## 4. Co-responsibility and new leaderships

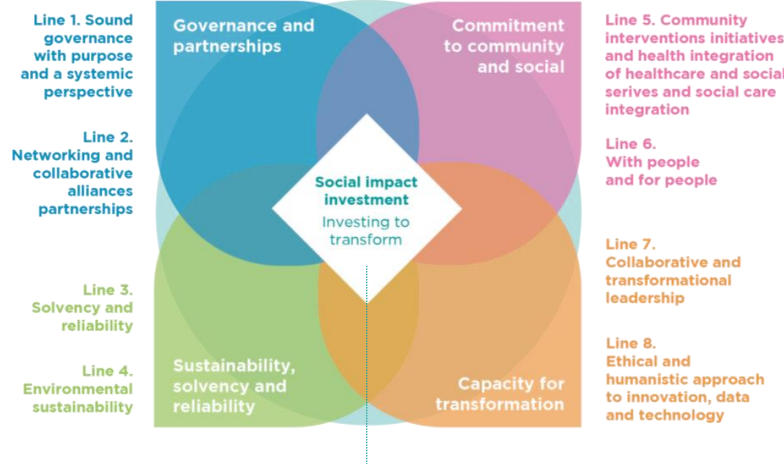
- Active listening to people
- Incorporating new values of professionalism
- Motivating and flexible labor relations models
- Emotional health
- Commitment and culture of effort
- Humanism and new leadership
- ...



# Implementing lines of action in organizations

Aligning **good system governance with good organizational governance**—by sharing a common purpose while respecting each entity's autonomy in governance and management— is essential for addressing future challenges and opportunities

In a world where human, financial, and environmental resources are increasingly scarce, **it is crucial to develop strategies that enhance the sustainability and financial resilience of health and social care services**. This requires significant investment in **transforming and reorganizing** existing structures and services to meet current and future challenges.



It is the investment made by organizations with the intention of generating impact and economic return—guided by the ethics of efficient resource management—while simultaneously creating social and environmental value. This kind of investment drives **solutions that improve society and the sustainability of the planet's resources**, making it a key element for a **sustainable future**.

Community and social engagement and contribution are essential for organizations to make a significant impact on **community well-being**, addressing cultural diversity, public health, transparency, inequalities, gender perspectives, emerging issues, and responsible communication

Investing in transformation is essential to improve productivity and outcomes in health and social services. This involves sharing strategies and levers for change across several key areas



# Landing on challenges, opportunities and lines of action

## NEW PARADIGMS

One Health  
Active and healthy longevity  
Limited resources  
AI and humanism  
Inequality and diversity  
Health and climate  
Active listening – Person and family  
Intergenerational management  
Emotional health  
Work-life balance  
Value contribution and productivity  
Ethics of efficiency  
Ethics of data  
Networking and synergies  
Expectation management

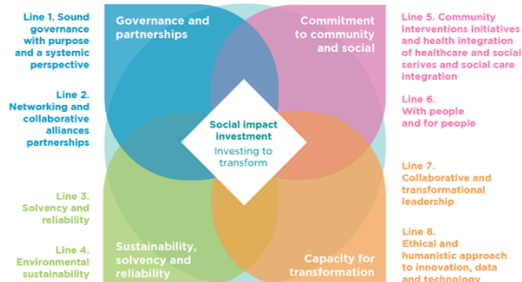
## NEW CHALLENGES

Sociodemographic profile  
Awareness of limited resources  
New social values

### FORESIGHT ANALYSIS +FUTUR 2024 Challenges and opportunities in the provision of health and social services



### Implementing lines of action in organizations



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## TRANSFORMATIONS

- Healthcare: New digital and humanistic care models
- Ecological
- Organizational: Networking and interdisciplinary work
- Social: Active listening

## NEW LEADERSHIPS AND COMPETENCIES

Collaborative	Humanistic
Innovative	Empathetic
Strategic	Sustainable

# Action Ecosystem of La Unió: +FUTUR Project

**Foresight  
Analysis and  
Action Lines  
for  
Organizations**



**International  
Vision**



**Cycle Looking  
at the Future  
with an Open  
View of the  
World**



**New  
competencies  
and  
leaderships**

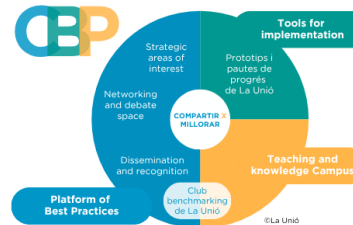


**Prototypes and  
guidelines for  
progress**



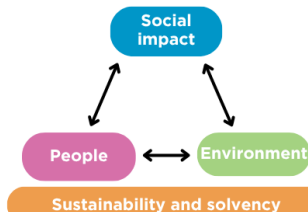
**Best Practices  
Community of  
La Unió**

SHARE TO  
IMPROVE



**+FUTUR**  
Actuar x Avançar-se

**Social impact  
assessment**



**Contribution to  
the  
development  
of a common  
framework for  
scalability in  
the system**





# THANK YOU

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