

# Atención Primaria de salud: una perspectiva internacional

Sergio Minué Lorenzo

Centro Colaborador de la OMS en Atención primaria de Salud

Escuela Andaluza de Salud Pública

¿De qué hablamos cuando  
hablamos de Atención  
Primaria?

El largo camino de la APS:  
De Alma Ata a Astana

La importancia de la  
puerta de entrada

La utilidad de la AP para  
los sistemas sanitarios

Un escenario de  
convergencias

Los nuevos desafíos de la  
APS

RAYMOND  
CARVER

---

*De qué  
hablamos  
cuando hablamos  
de amor*



Panorama de narrativas

Editorial Anagrama

[www.todocoleccion.net](http://www.todocoleccion.net)

¿De que hablamos cuando hablamos de Atención Primaria?

CAPPS

ULAPS

Posta rural

Consultorio

CECOSF

Policlínica

CESFAM

Unidad de

Gestión Clínica

Puntos de visita  
periódica

Equipo Básico de  
Atención a la Salud

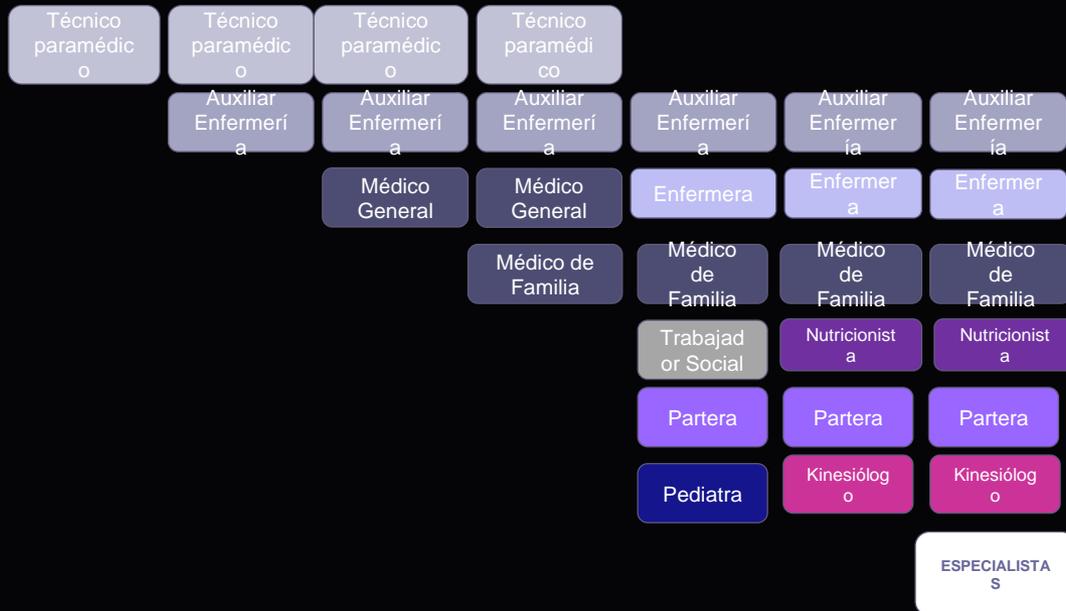
UAPS

Unidad Comunitaria  
de Salud Familiar

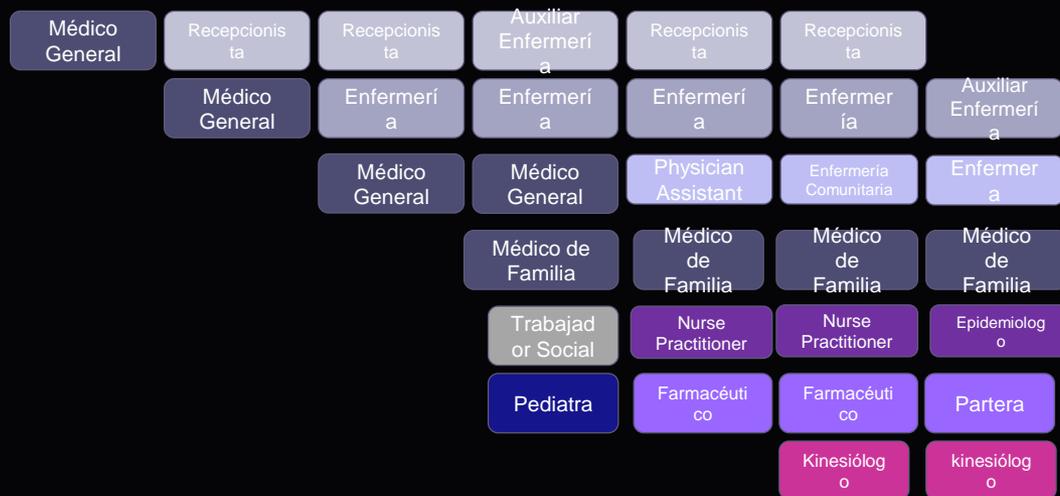
Centro integral de  
Salud

Unidades Primarias  
de Atención

¿De que hablamos cuando hablamos de Primer Nivel de Atención en América?



## ¿De que hablamos cuando hablamos de Atención Primaria en Europa?



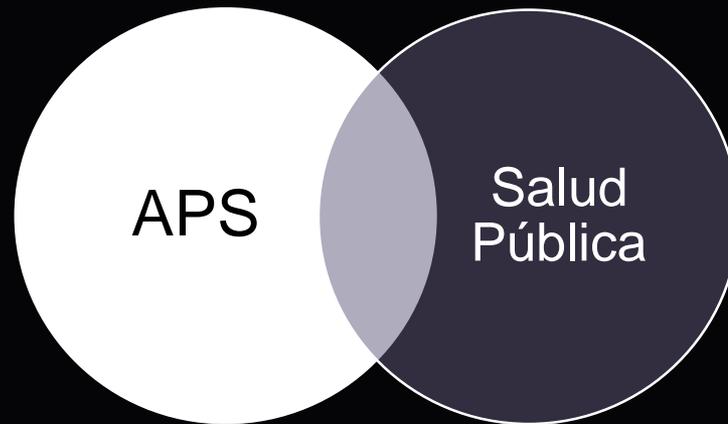
# ENFOQUES DE ATENCIÓN PRIMARIA

(Vuori,1984)

Enfoque	Énfasis	Concepto
APS selectiva	Conjunto específico de actividades dirigidos hacia los pobres	Limitado a un grupo de intervenciones de alto impacto: GOBI (Growth Oral Breast Immunization), FFF(Food Female Familiar)
Atención Primaria (Primer Nivel de Atención)	Nivel de atención en un sistema sanitario	Puerta de entrada al sistema sanitario
APS integral ( Alma Ata)	Estrategia para organizar el sistema sanitario y la sociedad hacia la promoción de la salud	Declaración de Alma Ata
Enfoque Salud y derechos Humanos	Filosofía que impregna la sociedad	Énfasis en los aspectos sociales y políticos de la declaración de Alma Ata

¿Atención Primaria

¿o Salud Pública?



**Figure 1** The focus of population health systems



¿De qué hablamos cuando  
hablamos de Atención  
Primaria?

El largo camino de la APS:  
De Alma Ata a Astana

La importancia de la  
puerta de entrada

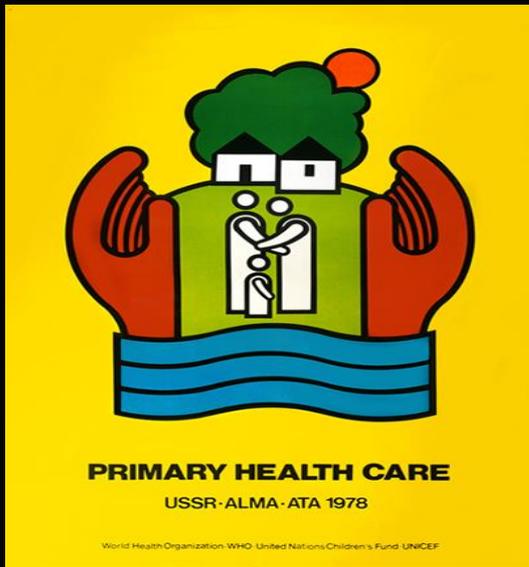
La utilidad de la AP para  
los sistemas sanitarios

Un escenario de  
convergencias

Los nuevos desafíos de la  
APS

# 45 años de Itinerario estratégico de la OMS







- I. La Conferencia reitera firmemente que **la salud, estado de completo bienestar físico, mental y social**, y no solamente la ausencia de afecciones o enfermedades, **es un derecho humano fundamental** y que el logro del grado más alto posible de salud es un objetivo social sumamente importante en todo el mundo,
- II. La **grave desigualdad** existente en el estado de salud de la población, **es** política, social y económicamente **inaceptable**
- III. El **desarrollo económico y social**, basado en un Nuevo Orden Económico Internacional, **es de importancia fundamental para lograr el grado máximo de salud** para todos.
- IV. El pueblo tiene el **derecho y el deber de participar** individual y colectivamente en la planificación y aplicación de su atención de salud.
- V. Los **gobiernos tienen la obligación de cuidar la salud** de sus pueblos.
- VI. La **atención primaria de salud es la clave** para alcanzar esa meta como parte del desarrollo conforme al espíritu de la justicia social

SPECIAL ARTICLE

SELECTIVE PRIMARY HEALTH CARE

An Interim Strategy for Disease Control in Developing Countries

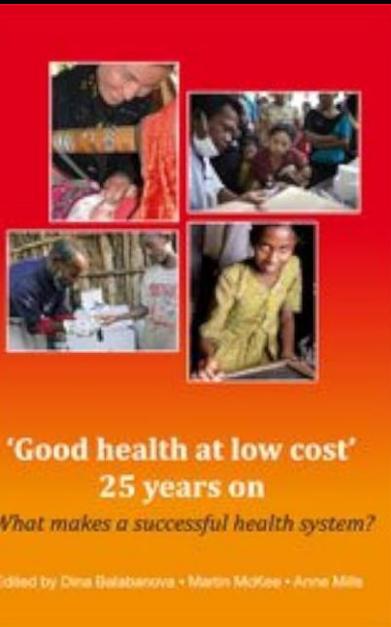
JULIA A. WALSH, M.D., AND KENNETH S. WARREN, M.D.

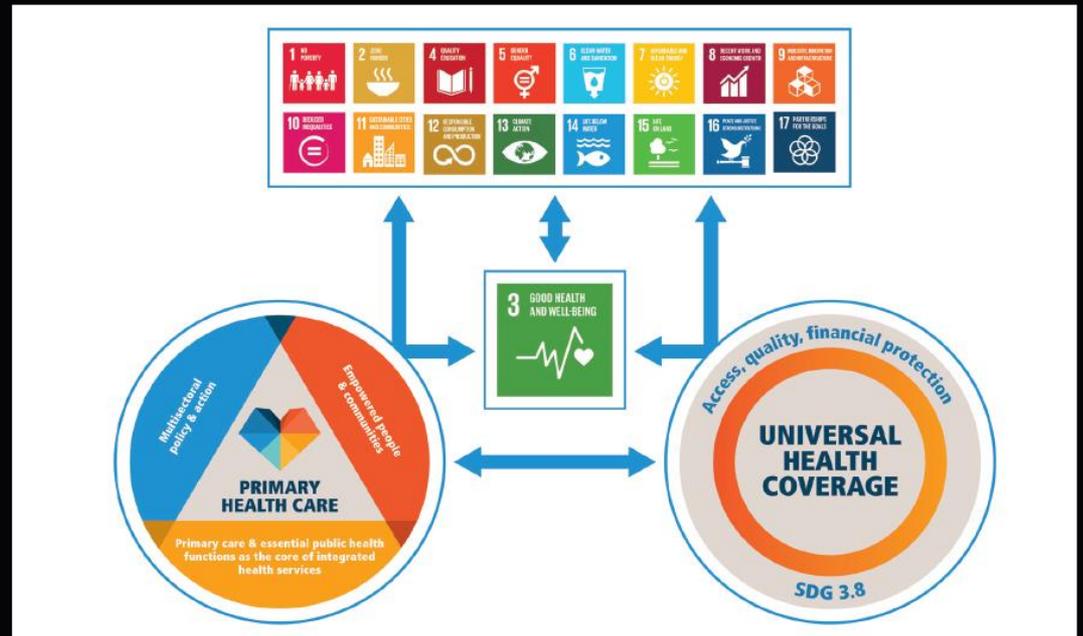
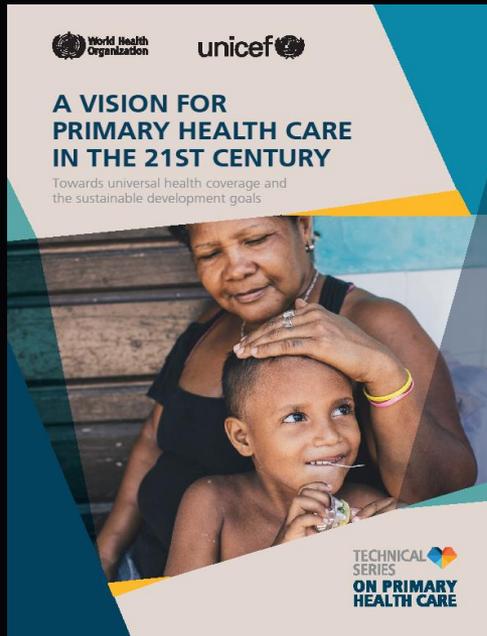
- Las 4 intervenciones prioritarias:
  - la rehidratación oral
  - las vacunaciones
  - La promoción del amamantamiento.
  - la terapia en contra de la malaria ( posteriormente el uso sistemático de la tabla de crecimiento, al ser dicho tratamiento demasiado costoso)

# Buena salud a bajo costo

Belaggio.1985. Rockefeller Foundation

- Estudio en 4 países: China, Sri Lanka, Costa Rica y Kerala (India).
- Compromiso político y social claro con la distribución equitativa del ingreso en sus sociedades.
- Acceso a servicios de salud pública y APS para todos reforzada por servicios secundarios y terciarios.
- Sistema educativo accesible para todos (especialmente a nivel primario) con la posibilidad de continuar a niveles secundarios y terciarios,
- Seguridad alimentaria.
- Nutrición adecuada





La APS es un **enfoque de la salud** que abarca a toda la sociedad y que tiene como objetivo maximizar equitativamente el nivel y la distribución de la salud y el bienestar, **centrándose en las necesidades y preferencias de las personas** (tanto como individuos como comunidades) lo antes posible, **a lo largo del continuo** desde la promoción de la salud y prevención de enfermedades hasta el tratamiento, la rehabilitación y los cuidados paliativos, y **lo más cerca posible** del entorno cotidiano de las personas.

¿De qué hablamos cuando  
hablamos de Atención  
Primaria?

El largo camino de la APS:  
De Alma Ata a Astana

La importancia de la  
puerta de entrada

La utilidad de la AP para  
los sistemas sanitarios

Un escenario de  
convergencias

Los nuevos desafíos de la  
APS

# El conflicto de valores

ONLINE FIRST

**The Cost of Satisfaction** Arch Int Med 2012; 172(5):405-411.

*A National Study of Patient Satisfaction,  
Health Care Utilization, Expenditures, and Mortality*

*Joshua J. Fenton, MD, MPH; Anthony F. Jerant, MD;  
Klea D. Bertakis, MD, MPH; Peter Franks, MD*

Mayor satisfacción de los pacientes se asocia a:

- MENOR uso de urgencias
- MAYOR tasa de ingresos
- mayor gasto
- mayor mortalidad

RESEARCH ARTICLE

Open Access

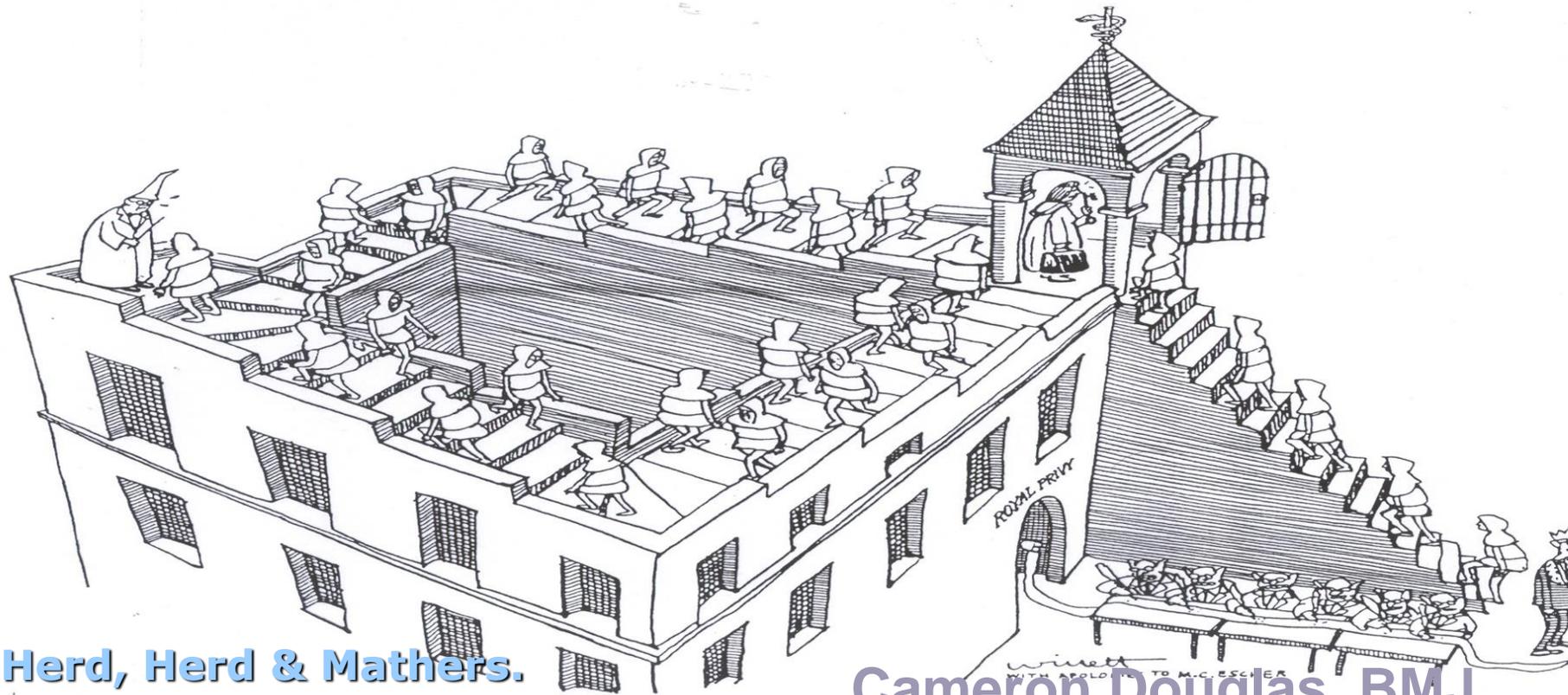
# What are the safety risks for patients undergoing treatment by multiple specialties: a retrospective patient record review study

Rebecca J Baines<sup>1</sup>, Martine C de Bruijne<sup>1\*</sup>, Maaïke Langelaan<sup>2</sup> and Cordula Wagner<sup>1,2</sup>

**Table 4 Distribution of causes related to preventable AEs by the number of specialties**

Causes related to preventable AEs	Human†	Organisation†	Patient†	Technical†
Number of specialties (row %)				
- One specialty, n = 54	75.0	20.0	14.5	7.1
- Two specialties, n = 57	78.3	25.0	39.1	8.7
- Three or more specialties, n = 80	72.0	24.0	20.0	0
Total, n = 191	75.0	21.4	20.4	5.8

# EL RETORNO DEL MAGO Y EL SERENO



Herd, Herd & Mathers.

BMJ 1995;310:1042-4.

Cameron Douglas. BMJ

2009, spt 12th, 339, b3624

# LA IMPORTANCIA DEL GATEKEEPER

Knottnerus, Fam Pract 1991;8:305-7

## Situación inicial

Necesidad de tratamiento por el especialista

Derivación		Si	no	total
		si	90	90
no	10	810	820	
	100	900	1000	

Probabilidad preprueba 10%

Sensibilidad 90% Especificidad 90%

VALOR PREDICTIVO POSITIVO 50%

# LOS RIESGOS DEL ACCESO AL ESPECIALISTA

Knottnerus, Fam Pract 1991;8:305-7

Presión para aumentar Sensibilidad

Necesidad de tratamiento por especialista.

Derivación inmediata	si	Si	no	total
		95	495	590
	no	5	405	410
		100	900	1000

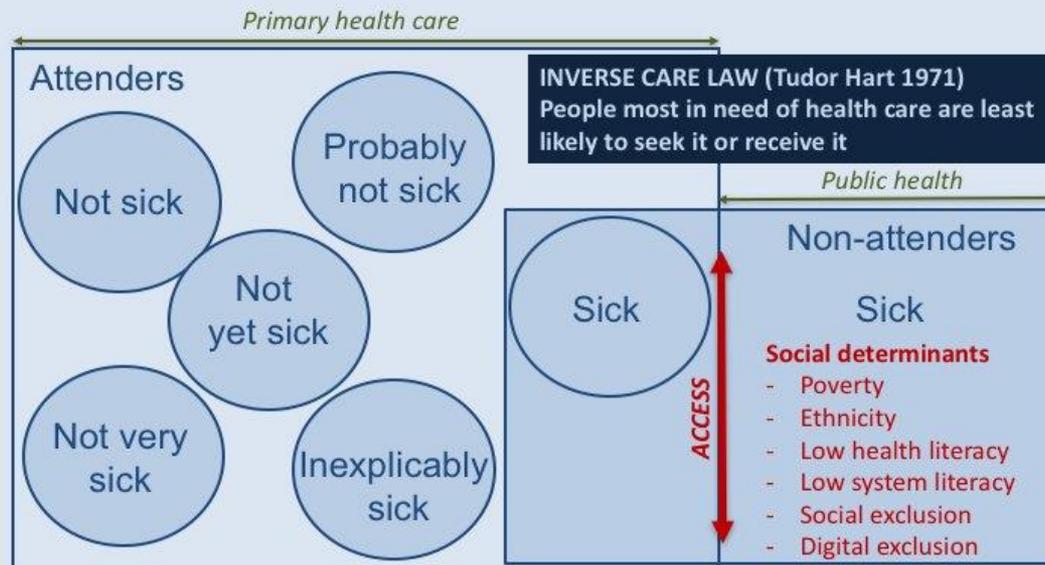
Probabilidad preprueba 10%

Sensibilidad 95% Especificidad 45%

VALOR PREDICTIVO POSITIVO 16 %



## The inherently fuzzy caseload of primary health care



based on Ian McWhinney Family Practice 1983; 1:3-8

# A Practical and Evidence-Based Approach to Common Symptoms

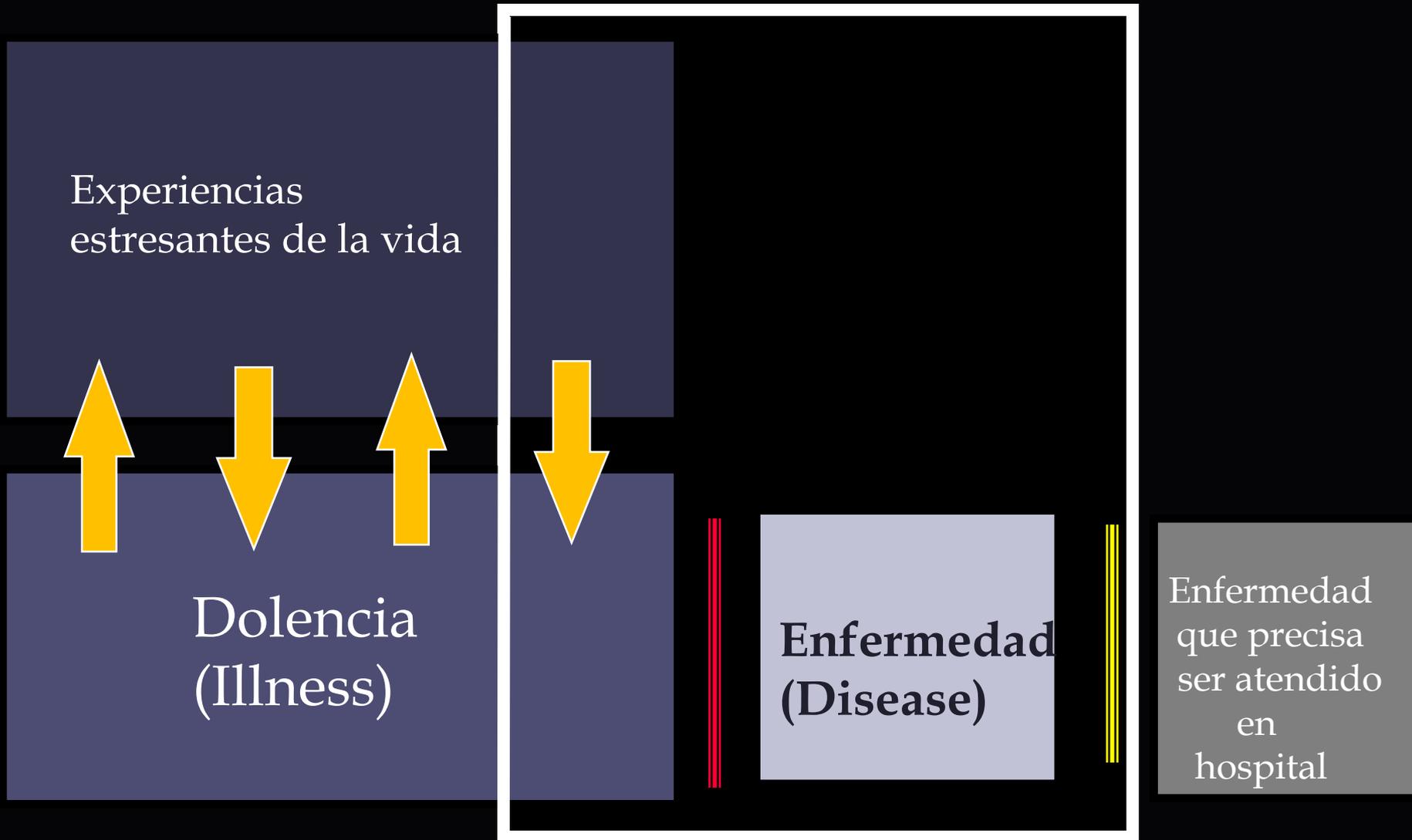
A Narrative Review

Kurt Kroenke, MD

# 1/3

*Table 1. Proportion of Somatic Symptoms That Are Medically Unexplained*

Study, Year (Reference)	Study Setting	Study Design	Patients, n	Method for Classifying Symptoms as Medically Unexplained	Medically Unexplained Symptoms (95% CI), %
Kroenke and Mangelsdorff, 1989 (6)	Primary care	Chart review	1000	One physician chart auditor using implicit criteria	74 (71–78)
Khan et al, 2003 (7)	Primary care	Chart review	450	Two physician chart auditors using explicit criteria; excellent interrater reliability ( $\kappa = 0.75$ )	34 (30–38)
Marple et al, 1997 (8)	Primary care	Prospective cohort	338	Clinical judgment of patient's primary care physician	33 (28–38)
Steinbrecher et al, 2011 (9)	Primary care	Survey	620	Clinical judgment of patient's primary care physician	37 (33–41)
Kroenke et al, 1994 (3)	Primary care	Survey	1000	Clinical judgment of patient's primary care physician	20* (18–22)
Reid et al, 2001 (10)	Specialty clinic†	Chart review	361	One physician rater reviewed consultations on frequent attenders to 12 clinic types; excellent rater reliability ( $\kappa = 0.76$ –0.88)	27 (22–32)
Kroenke and Price, 1993 (11)	General population	Survey	13 328	Structured interview using the Diagnostic Interview Schedule	35 (34–36)
Escobar et al, 2010 (12)	General population	Survey	4864	Two physician raters independently reviewed structured interview data; both had to agree that symptom was unexplained	31 (30–32)



# ¿Simple o complejo?

## TÍTULO: NOS ABRUMA LA COMPLEJIDAD DE LOS PACIENTES

Introducción: Varón de 51 años solicita ingreso en residencia por ser dependiente para las actividades básicas de la vida diaria. Antecedentes personales: - Trastorno depresión y Trastorno personalidad límite. Dos intentos de auto lisis. - Ictus atero-trombótico que ha dejado hemiplejía derecha y afasia. - Fractura cadera y de codo.- Dolor neuropático crónico.- Fumador y exconsumidor importante de cannabis.- Consume habitualmente alcohol más de 70 gramos/día

Situación actual: Capitán del ejército jubilado, vive solo sin apoyo familiar con gran déficit afectivo. Atendido por dos cuidadoras que se encargan de la alimentación, aseo y necesidades diarias del paciente, teniendo acceso a la cuenta bancaria. Motivo de consulta: Acude la cuidadora a consulta por sus recetas, estando en tratamiento con: Clonazepam, Gabapentina, Diazepam, Trazodona, venlafaxina, Fentanilo, palexia, pregabalina. Exploración física: Es difícil realizar entrevista con el paciente debido a su afasia (no es capaz de hacer una frase completa), oculta consumo de alcohol, gran fumador y muy dependiente de analgesia opiácea.

Discusión: A pesar de ser abordado por todos los profesionales integrantes del equipo de atención primaria, nos encontramos con gran incapacidad para abordar este paciente e intentamos describir fortalezas y debilidades en su manejo

# Si no hay diagnóstico...

Mayor preocupación

Menor satisfacción

Menor cumplimiento de las expectativas

RESEARCH ARTICLE

Open Access



## Symptoms as the main problem: a cross-sectional study of patient experience in primary care

Marianne Rosendal<sup>1</sup>, Anders Helles Carlsen and Mette Troellund Rask

### Abstract

**Background:** Symptoms are common in primary care. Besides providing thorough assessment of possible severe disease, the general practitioner (GP) must ensure good health care to all patients, irrespective of diagnoses. We aimed to explore patient satisfaction with the provided care and how well expectations in patients were met when no diagnosis was made during the consultation.

**Method:** Cross-sectional study based on a questionnaire survey conducted in 2008–2009 among 377 GPs and their patients in the Central Denmark Region. A total of 2286 patients completed a questionnaire after the consultation (response rate: 54 %). The questionnaire included four satisfaction items from the EUROPEP instrument and a question about unmet expectations. For each patient, the GP answered a one-page registration form including information about the main problem in the consultation, chronic disorders and assessment of prognosis. Statistical analyses were adjusted for patient characteristics and GP clustering.

**Results:** A higher proportion of patients reported illness worry (20 vs. 17 %,  $p$ -value: 0.005), unmet expectations (17 vs. 13 %,  $p$ -value: 0.019) and dissatisfaction with their GP after the consultation when no diagnosis was made. Dissatisfaction was primarily related to the medical examination (adjusted OR 1.30; 95 % CI: 1.06–1.60) and GP explanations (adjusted OR 1.40; 95 % CI: 1.14–1.71). Exploratory analyses revealed an association between dissatisfaction with examination and the GP assessment that symptoms were unrelated to biomedical disease. This association was found both in patients with 'symptoms only' and patients given a specific diagnosis.

**Conclusion:** GPs are challenged by patients presenting symptoms that do not fit the patterns of biomedical diagnoses. The current study demonstrates more illness worry, unmet expectations and dissatisfaction with the consultation in these patients compared to patients receiving a diagnosis. This trend is true for all patients assessed as having 'symptoms only' at the end of a consultation and not only for the minority group with 'medically unexplained symptoms'. As primary care is the frontline of the health-care system, symptoms are managed as the main problem in almost one in three consultations. It is about time that we take the same professional approach to symptoms as we have done for years to biomedical disease.

**Keywords:** MESH: signs and symptoms, primary health care, general practice, cross-sectional, patient satisfaction, treatment outcome, NON-MESH: medically unexplained symptoms

¿De qué hablamos cuando  
hablamos de Atención  
Primaria?

El largo camino de la APS:  
De Alma Ata a Astana

La importancia de la  
puerta de entrada

La utilidad de la AP para  
los sistemas sanitarios

Un escenario de  
convergencias

Los nuevos desafíos de la  
APS



## Cuádruple Objetivo



Costo

Salud

Experiencia individual

Significado

### The Triple Aim: Care, Health, And Cost

The remaining barriers to integrated care are not technical; they are political.

by Donald M. Berwick, Thomas W. Nolan, and John Whittington

### The Quadruple Aim: care, health, cost and meaning in work

Rishi Sikka,<sup>1</sup> Julianne M Morath,<sup>2</sup> Lucian Leape<sup>3</sup>

# Por qué y cuando la Atención Primaria es esencial



THE LANCET

## Is primary care essential?

Barbara Starfield

Primary care is widely perceived to be the backbone of a national health services system. But is this perception correct? Some see it as an anachronism in the present medical era, denying and delaying the specialist attention to which patients are entitled. When primary care physicians act as "gatekeepers" to specialist services, what is the effect on patients? How many general practitioners are needed in a primary-care-oriented system? In this paper I address these and other questions. Let me begin with definitions.

**What is primary care?**

The conference convened by the World Health Organization at Alma Ata in 1978<sup>1</sup> used 100 words to describe primary care: they included essential, practical, scientifically sound, socially acceptable, universally acceptable, affordable cost, central function and main focus of overall social and economic development, first-level contact, and first elements of a continuing health care process. Serious planning for primary care requires a conceptualization that is easily and uniformly understood, implemented, and amenable to measurement.

Primary care is first-contact, continuous, comprehensive, and coordinated care provided to populations undifferentiated by gender, disease, or organ system. The elements of first contact, continuity, comprehensiveness, and coordination are included in most definitions proposed by professional organizations, agencies, and commissions.<sup>2,3</sup> When viewed from the perspective of populations as well as individual patients, a health system that seeks to achieve these four elements will be achieving what was envisaged in the Alma Ata Declaration.

Primary care is only one level of a health system, albeit a central one. Other essential levels of care include secondary care, tertiary care, and emergency care (especially for serious trauma). Secondary and tertiary care are distinguished by their duration as well as by the relative uncommonness of problems that justify them. Secondary care is consultative, usually short-term in nature, for the purpose of helping primary-care physicians with their diagnostic or therapeutic dilemma. Secondary care may be provided by informal consultations of secondary-care physicians with primary-care physicians, by regular visits of secondary-care physicians to primary-care facilities for the purpose of advising on management of patients with particular disorders (eg, diabetes), or by short-term referral of patients. Tertiary care, in contrast, is care for patients with disorders that are so unusual in the population

that primary-care physicians could not be expected to see them frequently enough to maintain competence in dealing with them. When the disorder has a substantial impact on other aspects of a patient's health, the tertiary-care physician may have to assume long-term responsibility for most of the patient's care, consulting with the primary-care physician for problems and needs that primary-care physicians are better equipped to handle. All of these other levels of care require integration with primary care for the patient to receive clear and consistent advice.

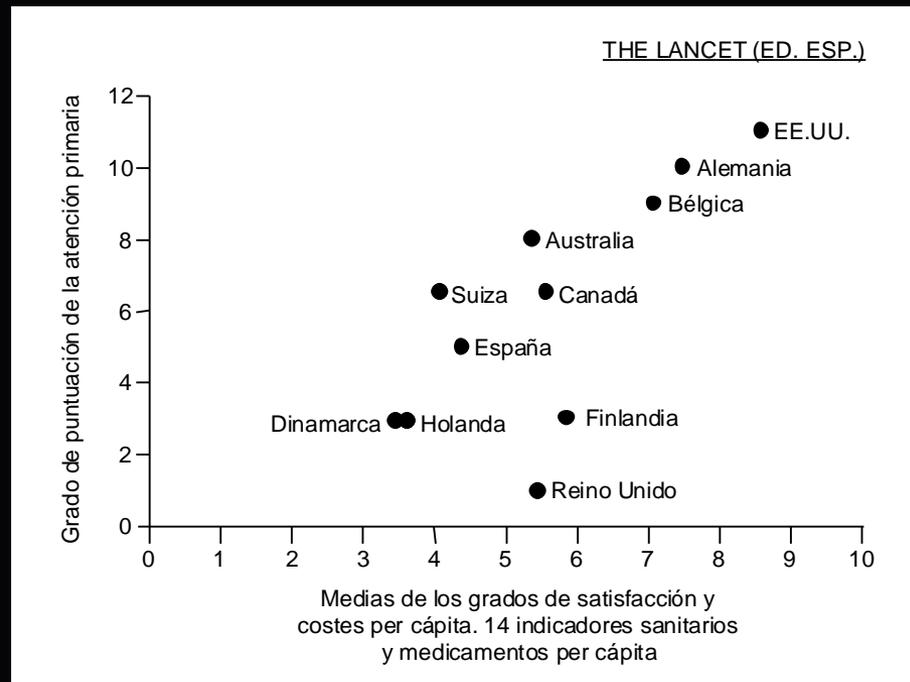
**Roles and functions of primary care and their measurement**

All countries, faced with ever-increasing costs of health care, are experimenting with reorganization.<sup>4</sup> To assess the extent to which a health system is adequately providing primary care, and the extent to which reorganizations are adversely or beneficially affecting the provision, we need some way of measuring the elements of primary care. An early attempt was made by a committee of the Institute of Medicine in the United States in 1978. This committee recognized that primary care is a practice environment rather than a set of services or a professional discipline, and it developed twenty-one questions to assess the achievement of accessibility (necessary for first-contact care), comprehensiveness (ability to handle problems in the population), coordination, continuity, and accountability.<sup>5</sup>

In a subsequent approach to measurement I postulated that two characteristics are needed to assess each of the unique attributes of primary care—one that addresses a structural feature that provides the ability to achieve the attribute, and one that addresses the actual performance ("process") that succeeds in achieving the attribute.<sup>6</sup> Thus, first contact involves assessment of both accessibility of a provider or facility and the extent to which the population actually uses the services when a need for them is first perceived. Longitudinality (person-focused care over time) is assessed by the degree to which both provider and people in the population agree on their mutual association and also the extent to which individuals in the population relate to that provider over time for all but referred care. Comprehensive requires that the primary care provider offer a range of services broad enough to meet all common needs in the population, and assessment includes the extent to which the provider actually recognizes these needs as they occur. Coordination requires an information system that contains all health-related information; and assessment again includes the extent and speed with which the information is recognized and brought to bear on patient care. In this approach to measurement, accountability is considered a feature of all levels of a health system, and not unique to primary care.

Department of Health Policy and Management, Johns Hopkins University School of Hygiene and Public Health, Baltimore, MD 21205, USA (Prof Barbara Starfield MD, MPH)

Vol 146 • October 23, 1994 1129



# Si la Atención Primaria es fuerte...

menor hospitalización

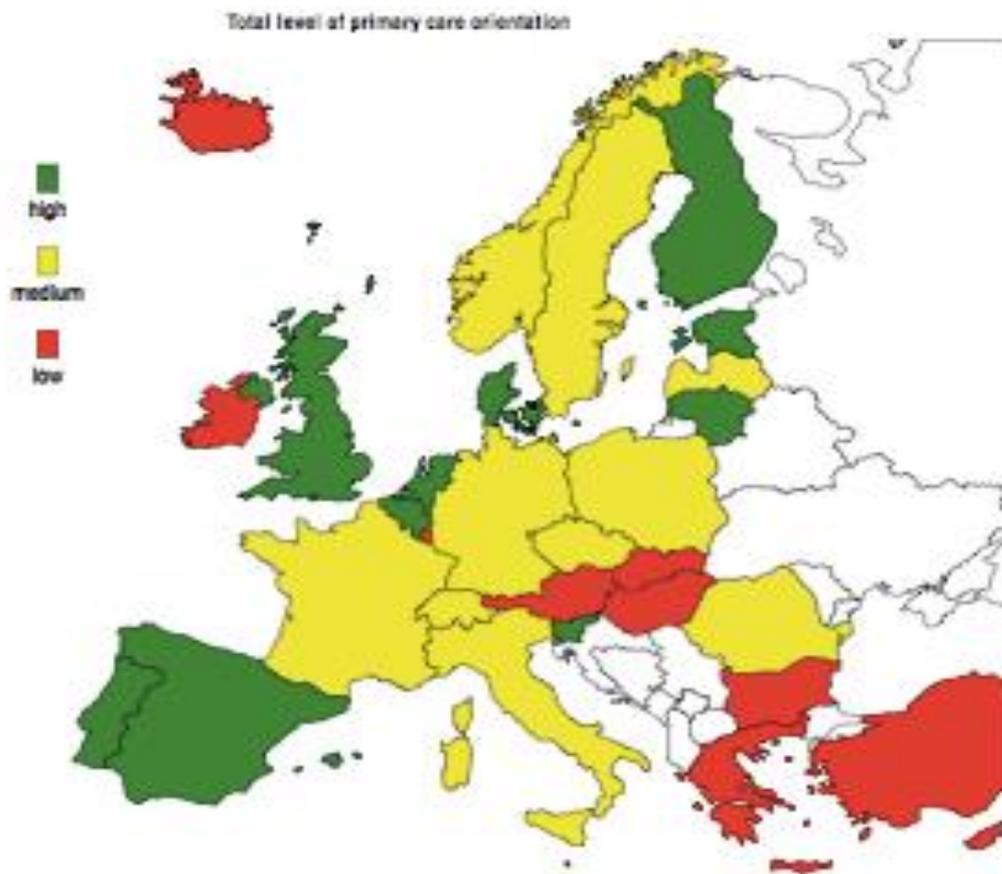


menor inequidad

mejores resultados en salud



## Variation in the overall strength of primary care in Europe





Contents lists available at [ScienceDirect](#)

## Health Policy

journal homepage: [www.elsevier.com/locate/healthpol](http://www.elsevier.com/locate/healthpol)



### The effect of physician supply on health status: Canadian evidence



Emmanuelle Piérard\*

Una mayor oferta de médicos generales se relaciona con mejores resultados de salud.

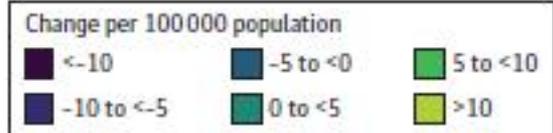
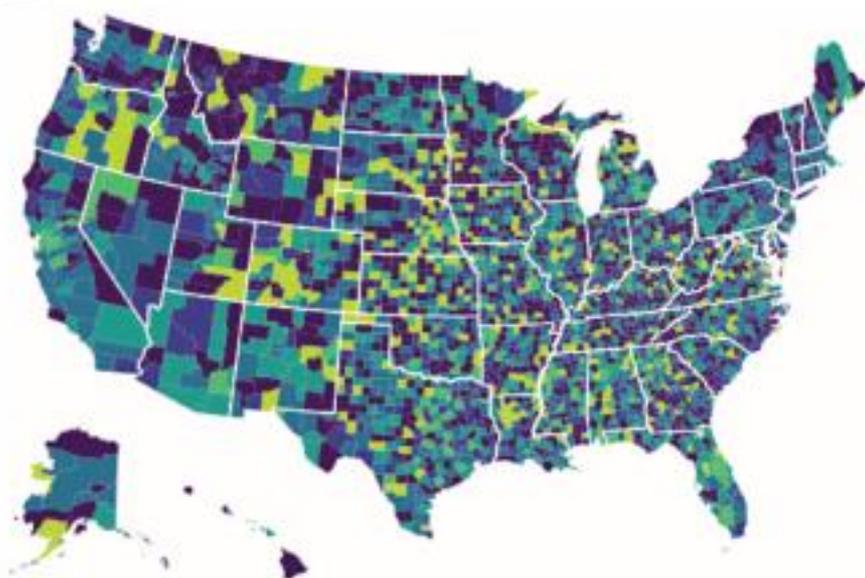
Una mayor oferta de especialistas se relaciona con peores resultados de salud.

# Association of Primary Care Physician Supply With Population Mortality in the United States, 2005-2015

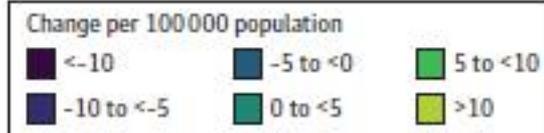
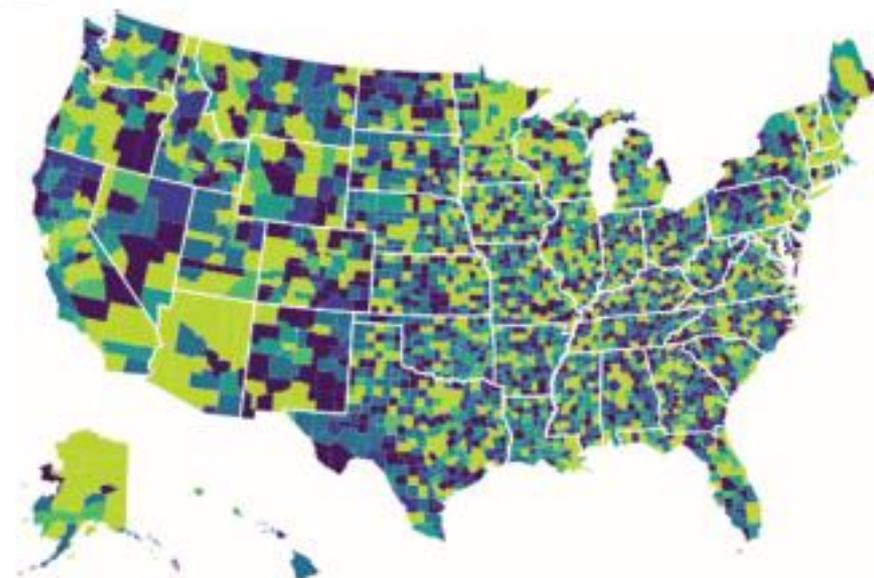
Sanjay Basu, MD, PhD; Seth A. Berkowitz, MD, MPH; Robert L. Phillips, MD, MSPH;  
Asaf Bitton, MD, MPH; Bruce E. Landon, MD, MBA; Russell S. Phillips, MD

Figure 1. Changes in Density of Primary Care and Specialist Physicians in 3142 US Counties, 2005-2015

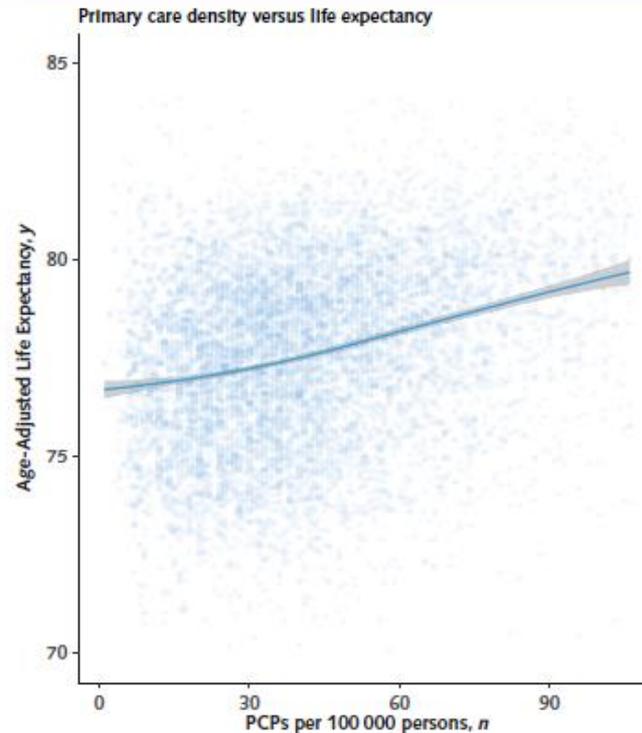
**A** Primary care physician density



**B** Specialty physician density



*Figure 1. Relationship between PCP density (PCPs per 100 000 persons) and age-adjusted life expectancy (in years) among 3104 counties across 3 years (2010, 2015, and 2017).*



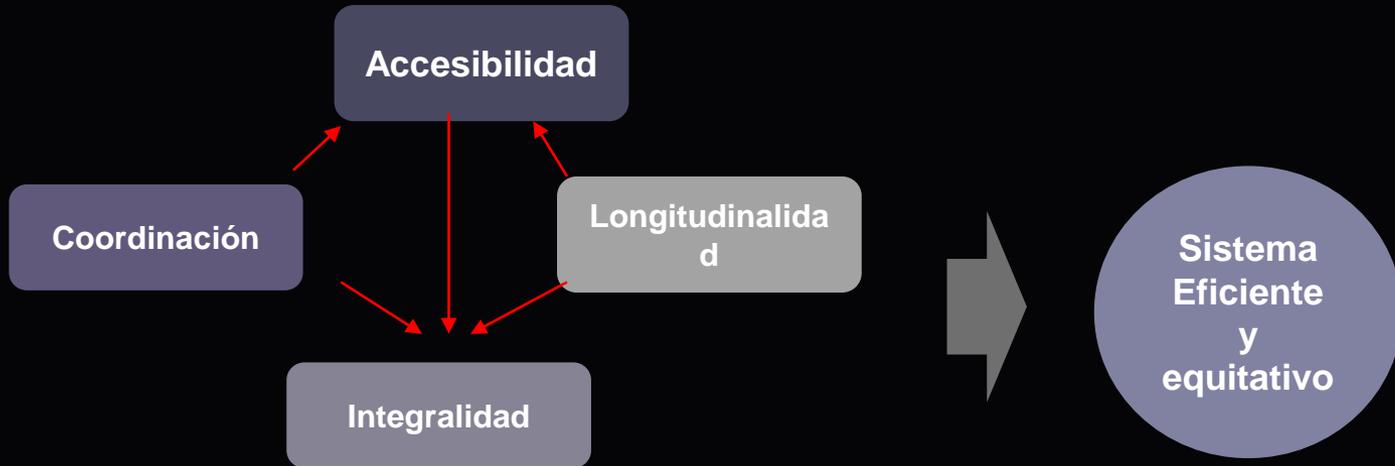
ORIGINAL RESEARCH

Annals of Internal Medicine

## Estimated Effect on Life Expectancy of Alleviating Primary Care Shortages in the United States

Sanjay Basu, MD, PhD; Russell S. Phillips, MD; Seth A. Berkowitz, MD, MPH; Bruce E. Landon, MD, MBA; Asaf Bitton, MD, MPH; and Robert L. Phillips, MD, MSPH

# Los atributos esenciales de Barbara Starfield , John Hopkins University (EEUU)



**3 funciones secundarias**

Enfoque familiar

Orientación comunitaria

Competencia cultural

¿Qué valor daría a un fármaco que reduce la mortalidad un 30%?

# Mantener el mismo médico de APS más de 15 años reduce la mortalidad hasta un 30%

## Research

Hopay Samadik, Elyana Hultmark, Joopert Eibersburg and Vidar Hultmark

### Continuity in general practice as predictor of mortality, acute hospitalisation, and use of out-of-hours care:

a registry-based observational study in Norway

**Abstract**  
Continuity in care is a core value of primary care. Continuity is a core value of primary care, reflecting a close relationship between a patient and a GP, who has full personal responsibility for the patient's medical needs. Continuity is not limited to the type of disease and/or the provider of services. Existing studies on continuity with a primary care provider have been shown to be associated with lower mortality rates, fewer hospital admissions, and less use of out-of-hours care. However, the extent to which continuity has been studied in recent years is unclear. There is no uniform agreement about how continuity should be defined, but there are several widely used definitions, including longitudinal and structural continuity. Longitudinal continuity means that the doctor has adequate access to all relevant information about the patient. Longitudinal continuity means the relationship multiple episodes of illness, and/or personal contact in a health relationship between patient and provider. Structural continuity has been used for measuring continuity. Most studies are based on self-reported continuity or on data from the General Practice of Care (GPC) index, which describes the availability of all doctors.

**Objectives**  
To study the association between continuity in care and mortality, acute hospitalisation, and use of out-of-hours care in Norway. We also studied the association between continuity in care and mortality, acute hospitalisation, and use of out-of-hours care in Norway. We also studied the association between continuity in care and mortality, acute hospitalisation, and use of out-of-hours care in Norway.

**Design**  
A registry-based observational study in Norway. We used data from the Norwegian General Practice Registry (NGPR) to study the association between continuity in care and mortality, acute hospitalisation, and use of out-of-hours care in Norway. We also studied the association between continuity in care and mortality, acute hospitalisation, and use of out-of-hours care in Norway.

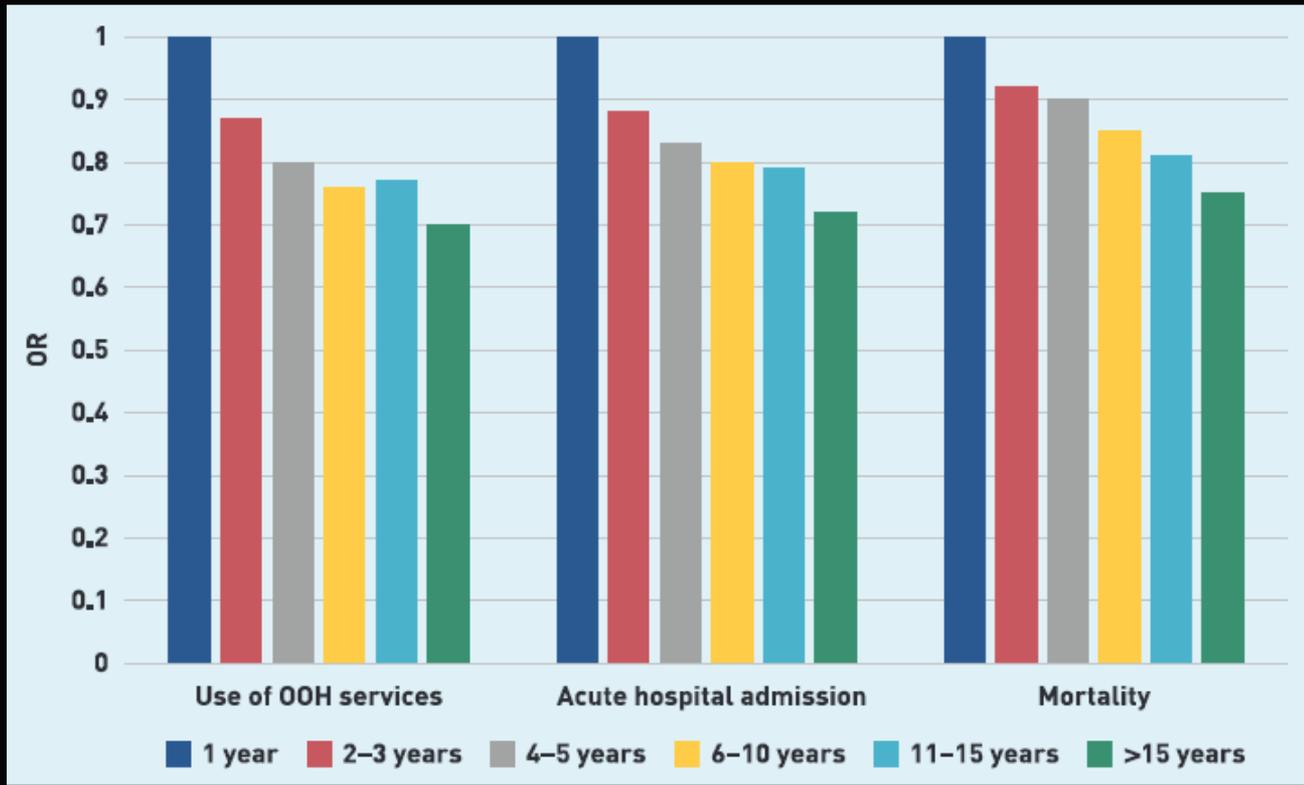
**Setting**  
The study was conducted in Norway, using data from the Norwegian General Practice Registry (NGPR). We studied the association between continuity in care and mortality, acute hospitalisation, and use of out-of-hours care in Norway. We also studied the association between continuity in care and mortality, acute hospitalisation, and use of out-of-hours care in Norway.

**Participants**  
The study included all patients registered in the NGPR in Norway. We studied the association between continuity in care and mortality, acute hospitalisation, and use of out-of-hours care in Norway. We also studied the association between continuity in care and mortality, acute hospitalisation, and use of out-of-hours care in Norway.

**Measurements and Main Results**  
We found that patients with high continuity in care had significantly lower mortality, fewer hospital admissions, and less use of out-of-hours care compared to patients with low continuity in care. The association was strongest for patients with continuity in care for more than 15 years.

**Conclusions**  
Continuity in care is an important predictor of mortality, acute hospitalisation, and use of out-of-hours care in Norway. Maintaining the same GP for more than 15 years is associated with a 30% reduction in mortality.

**Keywords**  
Continuity in care, mortality, acute hospitalisation, out-of-hours care, Norway.



La práctica médica generalista se basa en un enfoque «exploratorio» centrado en la persona.

El objetivo principal de la atención centrada en la persona es mantener, restablecer o mejorar la capacidad del individuo para enfrentarse en condiciones a la vida diaria.

Los médicos generalistas utilizan el razonamiento inductivo para generar, a partir de un conjunto de datos, una explicación individualizada de la enfermedad.

La pregunta clínica subyacente es: «¿Debo diagnosticar a esta persona de la enfermedad o factor de riesgo X? ¿Mejorará la capacidad para enfrentarse a la vida diaria de esta persona etiquetarla con este diagnóstico?»

Joanne Reeves, BJGP, 2018

¿De qué hablamos cuando  
hablamos de Atención  
Primaria?

El largo camino de la APS:  
De Alma Ata a Astana

La baza de MUFACE

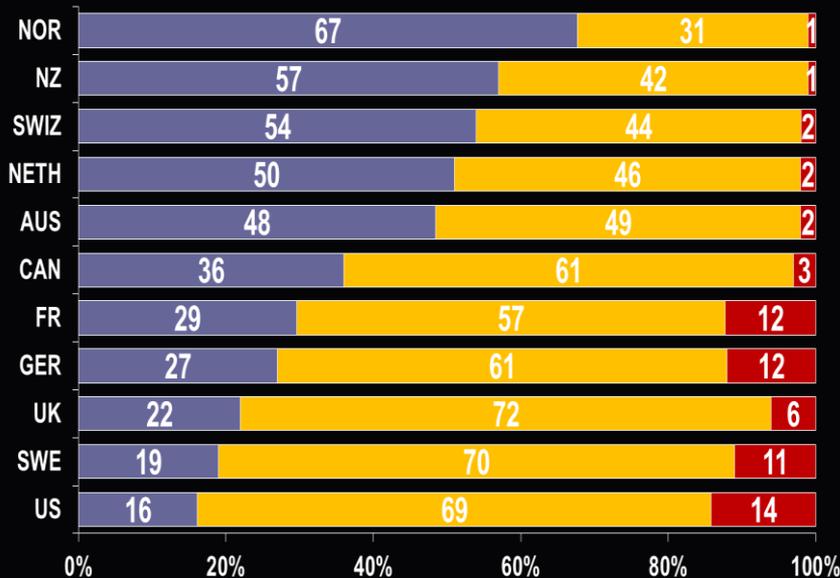
La utilidad de la AP para  
los sistemas sanitarios

**Un escenario de  
convergencias**

Los nuevos desafíos de la  
APS

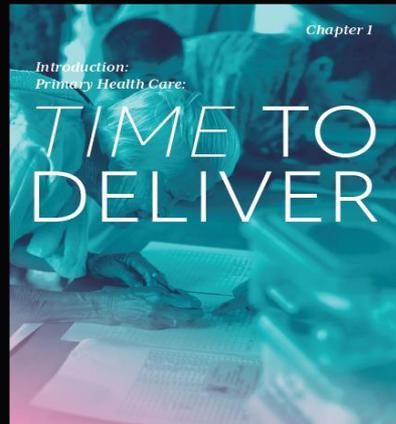
Atención Primaria: ¿muta  
o se extingue?

■ Works well, only minor changes ■ Fundamental changes ■ Completely rebuild



- Fortalecer la atención primaria es clave para mantener la calidad y sostenibilidad de los sistemas sanitarios
- Atender a pacientes con necesidades complejas precisará de una atención primaria capaz de:
  - Trabajar en equipos multidisciplinares
  - Disponible por correo electrónico, fuera de horario y en el domicilio
- Re-diseñar los sistemas de prestación de servicios requerirá **ensayo y evaluación** para entender que es lo que funciona mejor.
- Dado que las reformas perturban el funcionamiento los sistemas, **gestionar los efectos de las reformas es crítico**.
- Es importante para los decisores políticos escuchar a los **profesionales** de “trinchera”

Percent



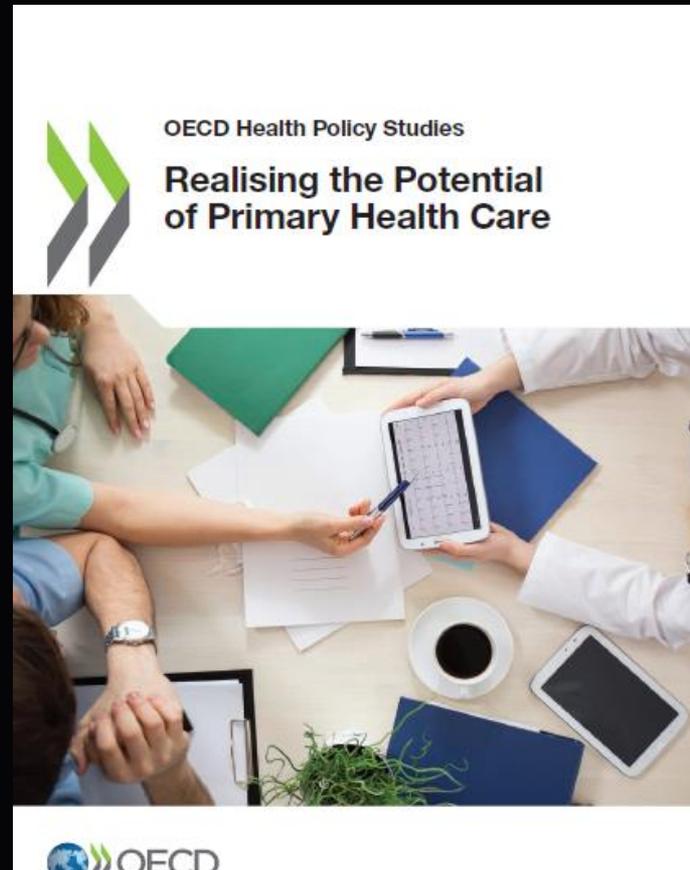
- El Por qué
  - La necesidad d afrontar cambios complejos
- El Qué
  - 1.- del filtro a la atención integral
  - 2.- de la fragmentación a la atención centrada en la persona
  - 3.- De las inequidades a la justicia y rendición de cuentas
  - 4.- De la fragilidad a la resiliencia
    - RecursosCapacidad de respuesta a emergencias

- El Cómo:
  - 1. Mediante trabajo en equipos multiprofesionales
    - El “hub”: al menos: médico de familia, Enfermería, Agente comunitario
    - El cupo ( panel)
  - 2.- Construyendo recursos multiprofesionales
    - formación, despliegue, gestión, evaluación y retribución
    - Cambio de roles, supervisión optimizando capacidades
  - 3.- Financiando una APS capacitada en salud Pública
    - Inversión financiera significativa ( no simples arreglos en los márgenes)
    - Pagos basados en el valor
    - Crear Marco de rendición de cuentas que vincule recursos a resultados

# ¿ALTERNATIVAS?

*“Seguir como hasta ahora no es una opción”*

*(business as usual in health care is no longer an option)*





# Las palancas de la APS

## ESTRATÉGICAS

Compromiso político y Liderazgo

Gobernanza y Marco Político

Financiamiento y asignación de recursos

Implicación de la Comunidades y otros agentes clave (stakeholders)

## OPERACIONALES

Modelos de atención

Recursos humanos de la APS

Infraestructura física

Medicina y otros productos de salud

Participación de los proveedores privados

Sistemas de pago y compra

Tecnologías digitales de la salud

Sistemas para la mejora de la calidad

Investigación orientada hacia la APS

Monitorización y evaluación

¿De qué hablamos cuando  
hablamos de Atención  
Primaria?

El largo camino de la APS:  
De Alma Ata a Astana

La importancia de la  
puerta de entrada

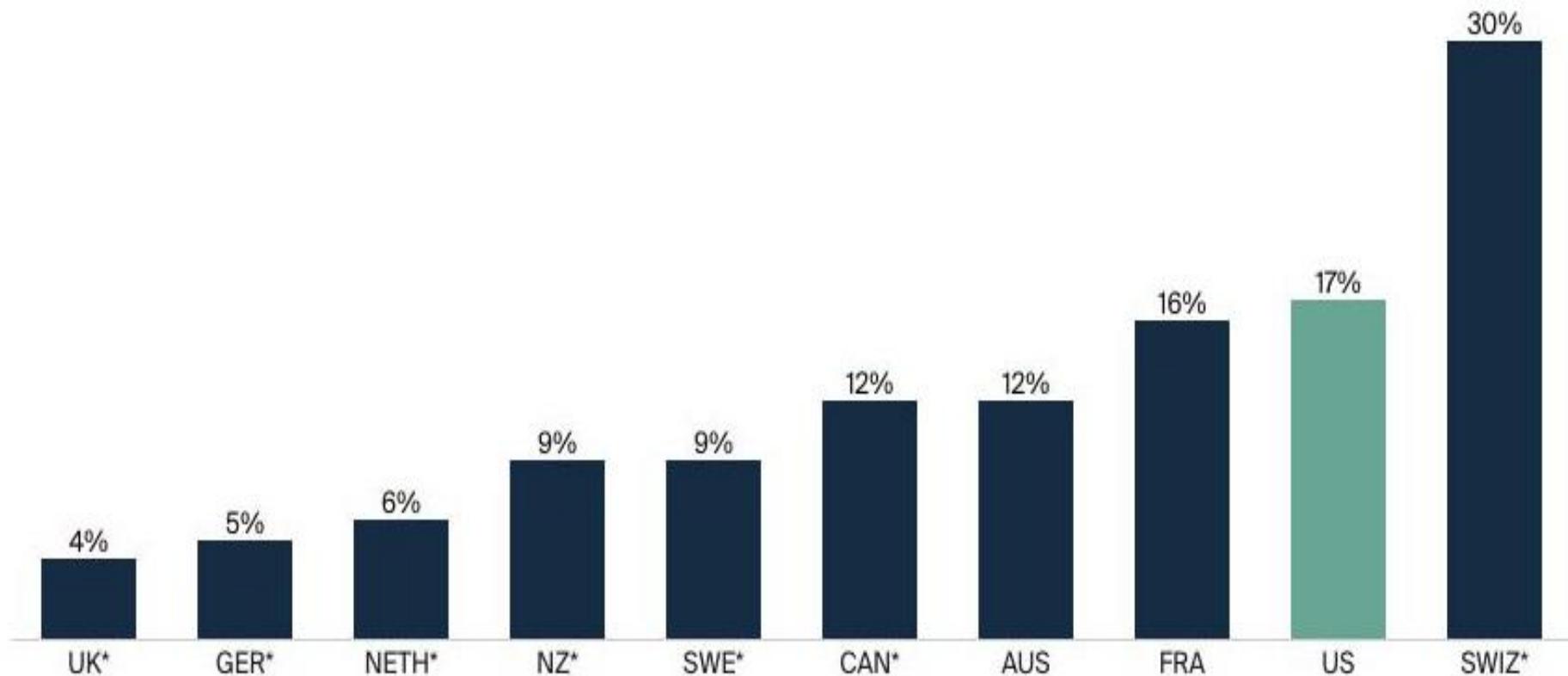
La utilidad de la AP para  
los sistemas sanitarios

Un escenario de  
convergencias

Los nuevos desafíos de la  
APS

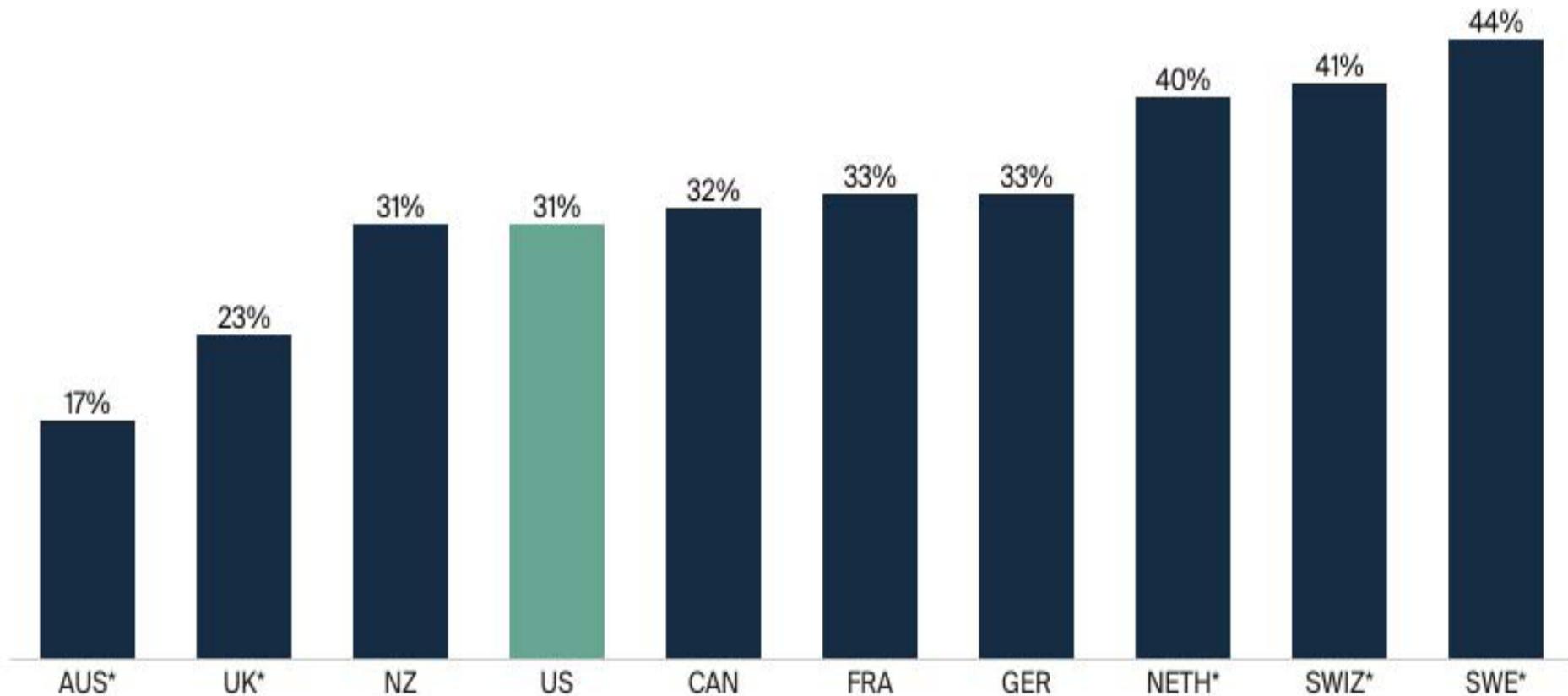
# Hartos de Sobrecarga

*Percentage of physicians who said they were "extremely" or "very" satisfied with their daily workload*



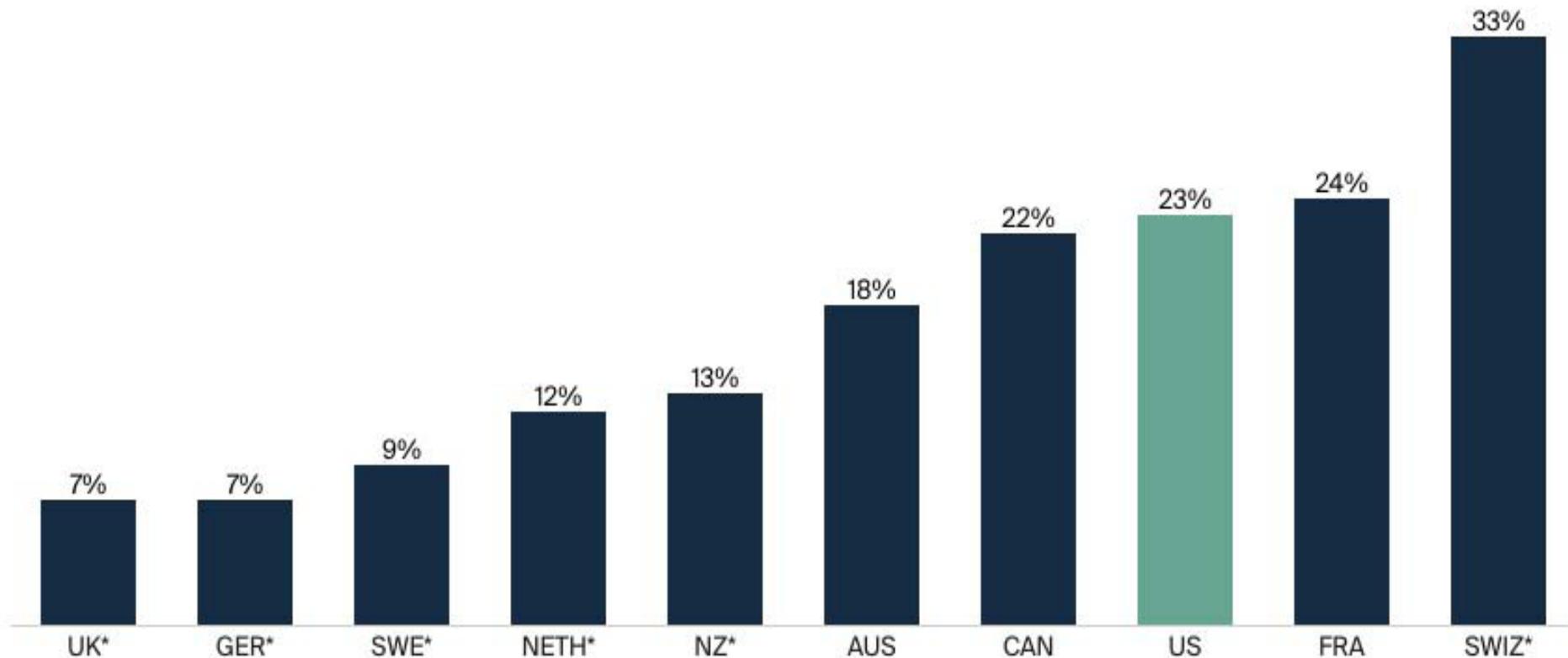
# Hartos del sueldo

*Percentage of physicians who said they were "extremely" or "very" satisfied with income from their medical practice*



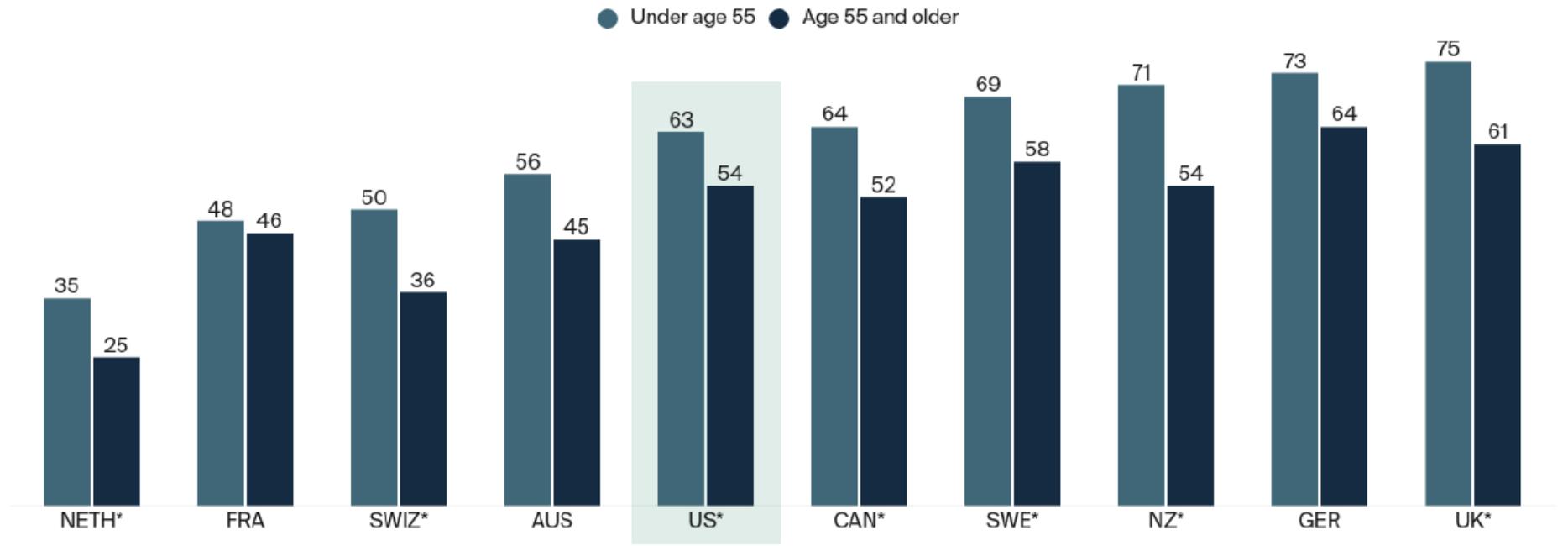
# Hartos de la falta de tiempo

*Percentage of physicians who said they were "extremely" or "very" satisfied with the amount of time they spent with each patient*



# Quemados

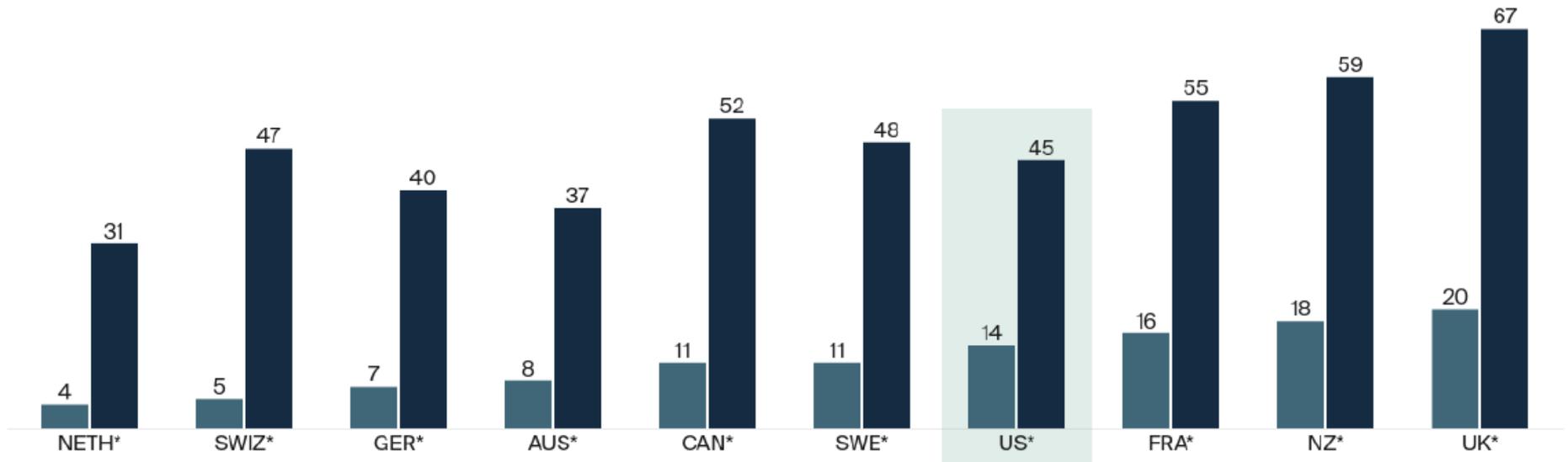
Percentage of primary care physicians who reported their job was "very stressful" or "extremely stressful"



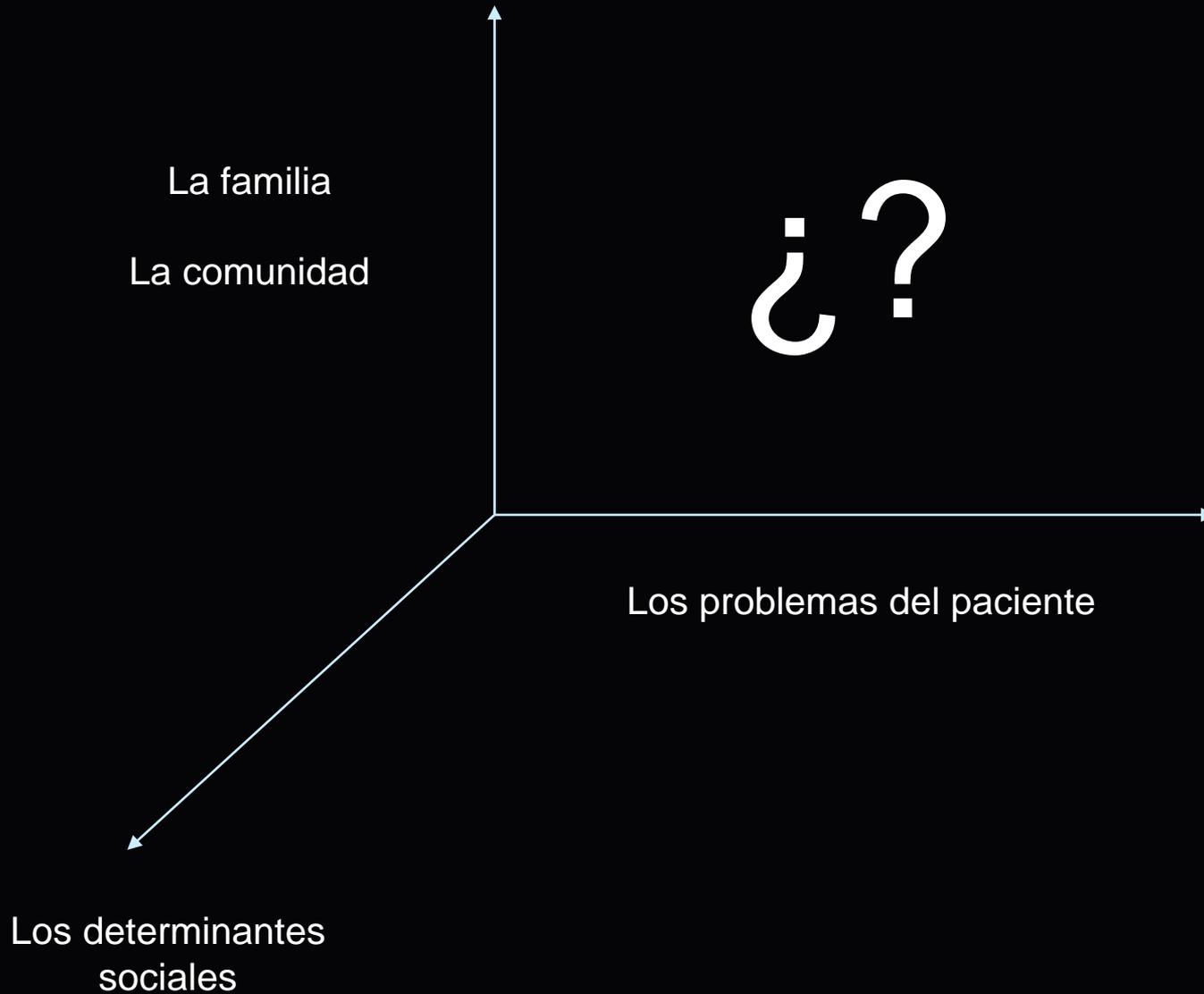
# ...y deseando largarse

Percentage of primary care physicians who said they plan to stop seeing patients in the next one to three years^

● Under age 55 ● Age 55 and older



# La inalcanzable aspiración de la APS



1.- Compromiso político

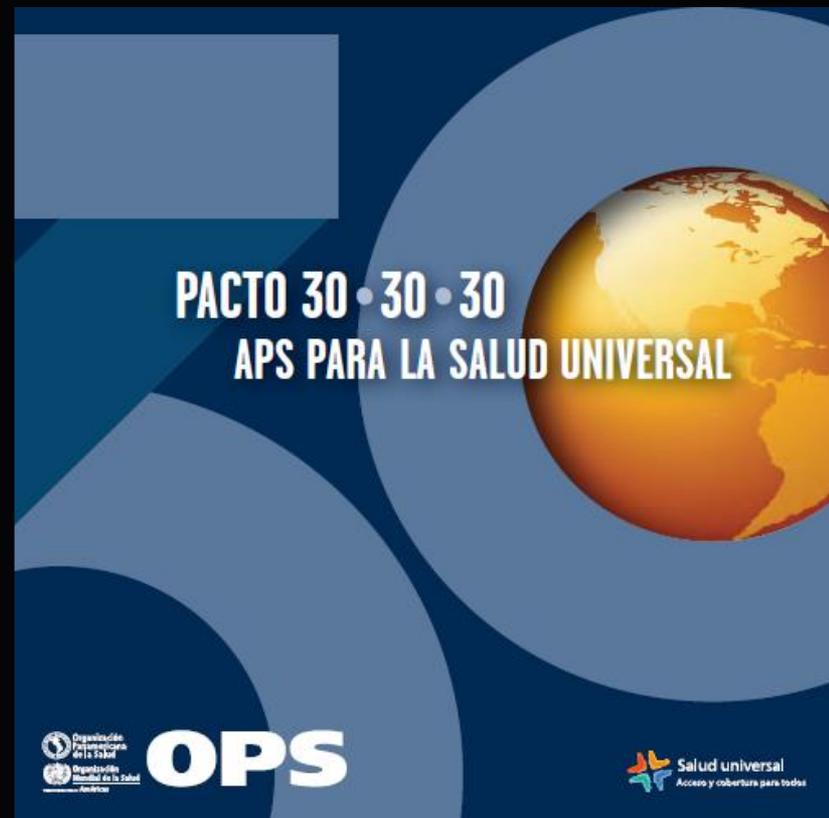
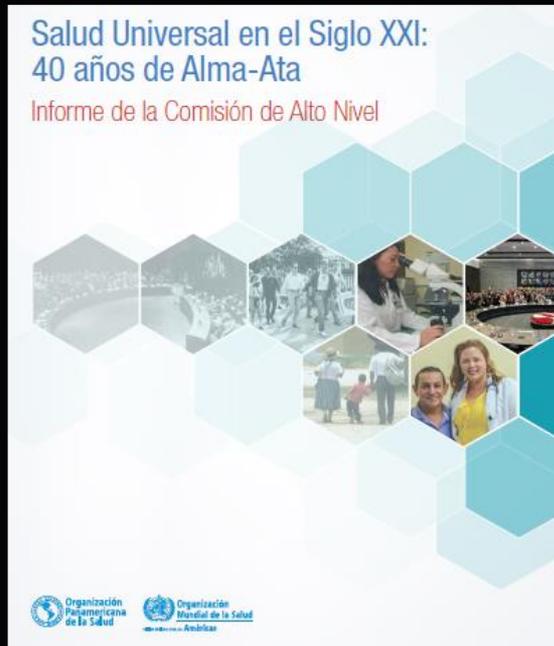


# 6 líneas de intervención

Ámbito	Responsabilidad	Barreras
Educación médica	Ministerio de Universidades	Universidades
Planificación del Recurso Humano	Ministerio de Sanidad	Partidos políticos
Financiación	Ministerio de Hacienda	Hacienda Hospitales Lobby médicos
Ambiente, condiciones de trabajo Equilibrio vital	Gobierno/CCAA	Sindicatos Ministerio de Hacienda
Modelo de Atención Primaria	Ministerio de Sanidad CCAA	Múltiples
Zonas desatendidas (rurales, remotas, violentas)	Gobierno /CCAA	Múltiples

## 2.- Financiamiento adecuado

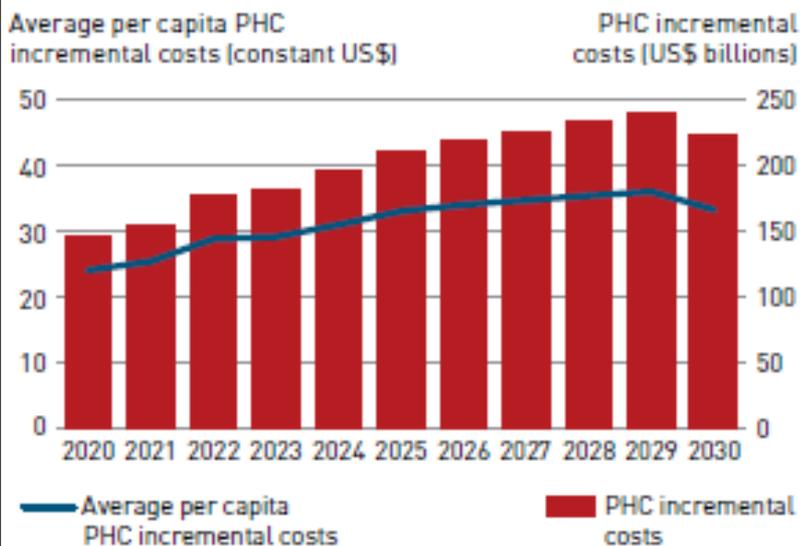
>6% PIB en gasto sanitario público  
> 30% del presupuesto para APS





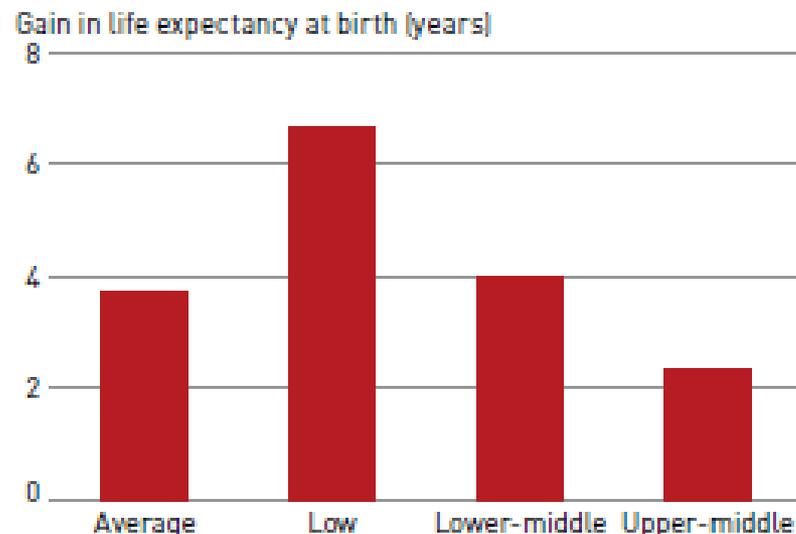
El informe representa una clara llamada para la acción a los gobiernos de todos los países para invertir un 1% adicional del Producto Interior Bruto (PIB) en Atención Primaria de Salud, que puede ser alcanzado bien mediante inversiones adicionales, o bien a través en ganancias en eficiencia o equidad

**FIGURE 4.11** About US\$200 billion a year of additional investment in primary health care is needed to reach universal health coverage by 2030



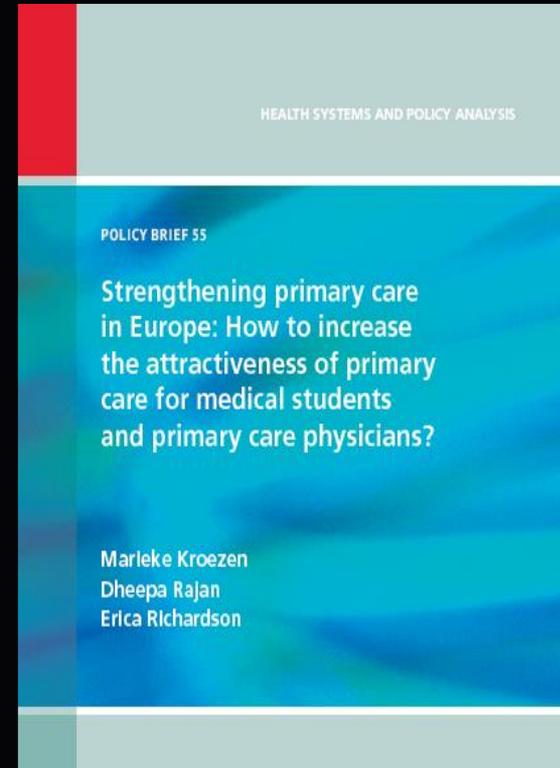
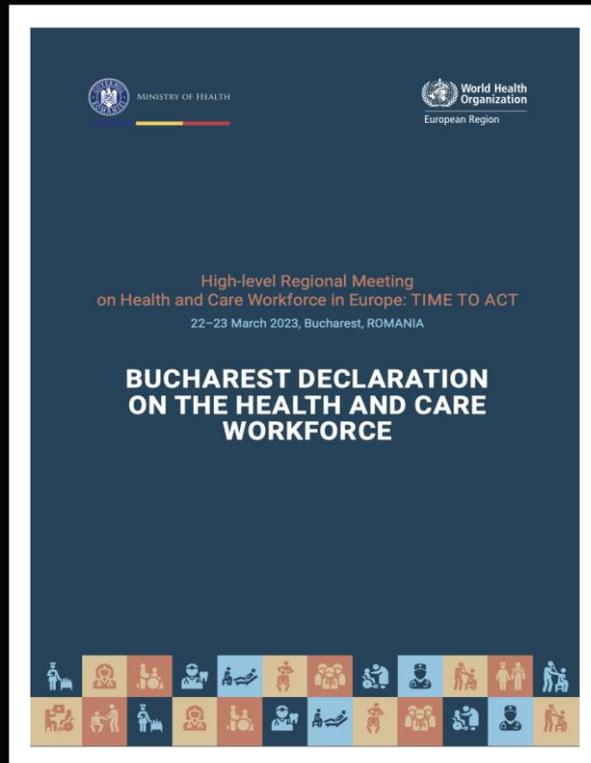
Source: Stenberg et al. 2019 Lancet Global Health (19)

**FIGURE 4.13** Average life expectancy gain from further primary health care investment



Source: Stenberg et al. (19)

### 3.- Captación y retención de equipos multiprofesionales



Intervenciones múltiples  
Diversidad de alternativas  
Adaptadas al contexto

# Equipos multiprofesionales: el fin del “Llanero Solitario”

CÍRCULOS	PERFILES
Núcleo	Médico de familia/Médico general Enfermera/Agente comunitario TENS
	Asistente Médico (Medical Assistant) Prestadores de Práctica Avanzada (Advanced Practice Providers): -Nurse Practitioner -Ph-ysician Assistant Agente comunitario/Promotor/ - Trabajo social
2º Círculo (Equipo extendido)	Odontología Matrona Fisioterapia Psicólogo Nutricionista Farmacéuticos
3º Círculo (Equipo extendido)	Profesionales de la Salud pública Gestor de población (Panel manager) Gestor de navegación (Care navigator) Promotores de activos (Health coaches) ¿Explotador de datos/diseñador de Prompts
4º Círculo (Coproducción)	Sanadores de la Medicina tradicional Cuidadores Pacientes

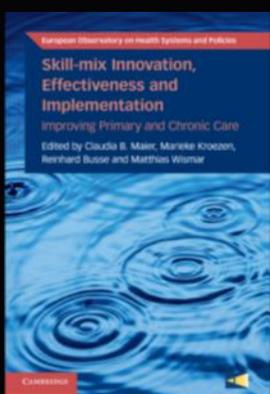
## 4.- Modelos de organización múltiples y flexibles

### Organización

- Panel o lista poblacional
- Control de la presión asistencial y adecuación de tiempo
- Trlages y filtros
- Cambio de funciones

### Espacios

- Telemedicina
- Domicilio
- Consulta presencial
- Comunidad
- ¿Hospital?
- ¿Centros comerciales?
- m-health
- Multiplicidad de intervenciones en espacios diversos



# Cambio de funciones

## Combinación de capacidades (Skills mix)

Término	Definición
“Skill-mix”	Cambios en habilidades, competencias, roles, o tareas entre profesionales y trabajadores de la salud (incluyendo agentes comunitarios, cuidadores informales, medicina tradicional) o equipos
<b>Tipologías</b>	
Reasignación de tareas (Cambio de funciones, delegación, sustitución)	Cambio de tareas entre medicina, enfermería, farmacia, etc.
Asignación de nuevas tareas	Coordinador de la atención, ayudante de navegación del paciente, asistente virtual (e-Health)
Trabajo en equipo	Cambios en la forma de colaboración entre 2 o más profesionales

# 5.- ¿Cómo garantizar Continuidad en el siglo XXI?

Preference for a preferred GP by working status (of those registered at practices with more than one GP)

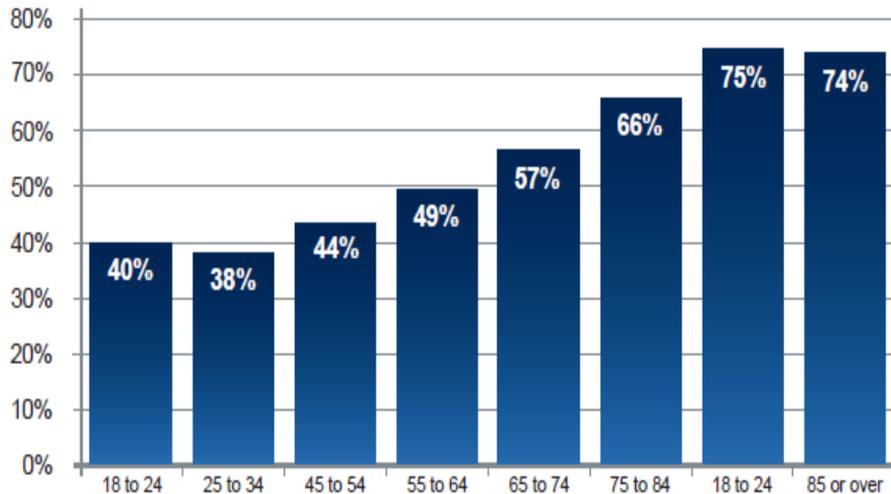


Figure 3: Percentage of people in England, registered at a practice with more than one GP, with a preferred GP by age group

Have a preferred GP by working status (of those registered at practices with more than one GP)

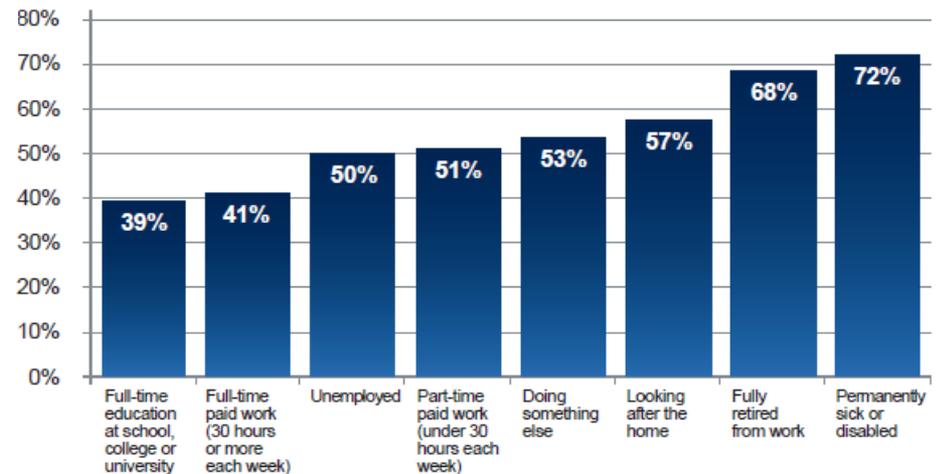


Figure 2: Percentage of patients in England, registered at a practice with more than one GP, who have a preferred GP by working status



% sin  
médico de  
familia

	Hombres	Mujeres
USA	28	17
Canadá	17	12

## 6.- Integración en red en doble dirección: sanitaria y social

Nicholson *et al.* *BMC Health Services Research* 2013, **13**:528  
<http://www.biomedcentral.com/1472-6963/13/528>



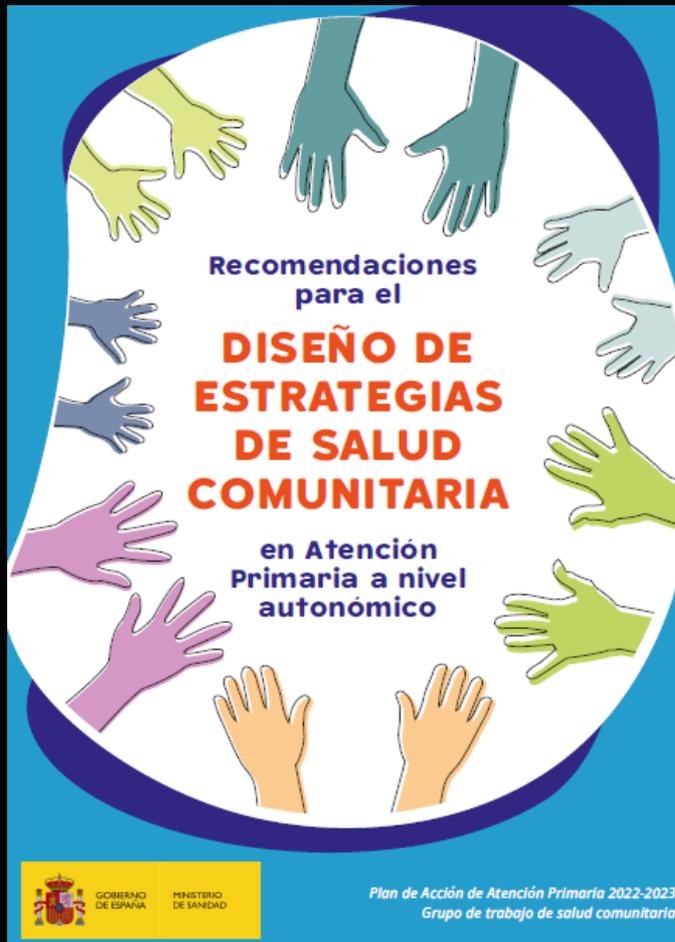
**RESEARCH ARTICLE**

**Open Access**

### A governance model for integrated primary/ secondary care for the health-reforming first world – results of a systematic review

Caroline Nicholson<sup>1,2\*</sup>, Claire Jackson<sup>1</sup> and John Marley<sup>1</sup>

## 7.- Orientación comunitaria en el trabajo de APS



Nivel individual y familiar: «**pasar consulta mirando a la calle**».

- Abordaje biopsicosocial y recomendación de activos para la salud y recursos comunitarios.

Nivel grupal: «**educación para la salud grupal trabajando sobre las causas de las causas**».

- Educación para la salud con enfoque de determinantes sociales.

Nivel colectivo: Acción comunitaria en salud, «**el centro de salud no es el único centro de salud**».

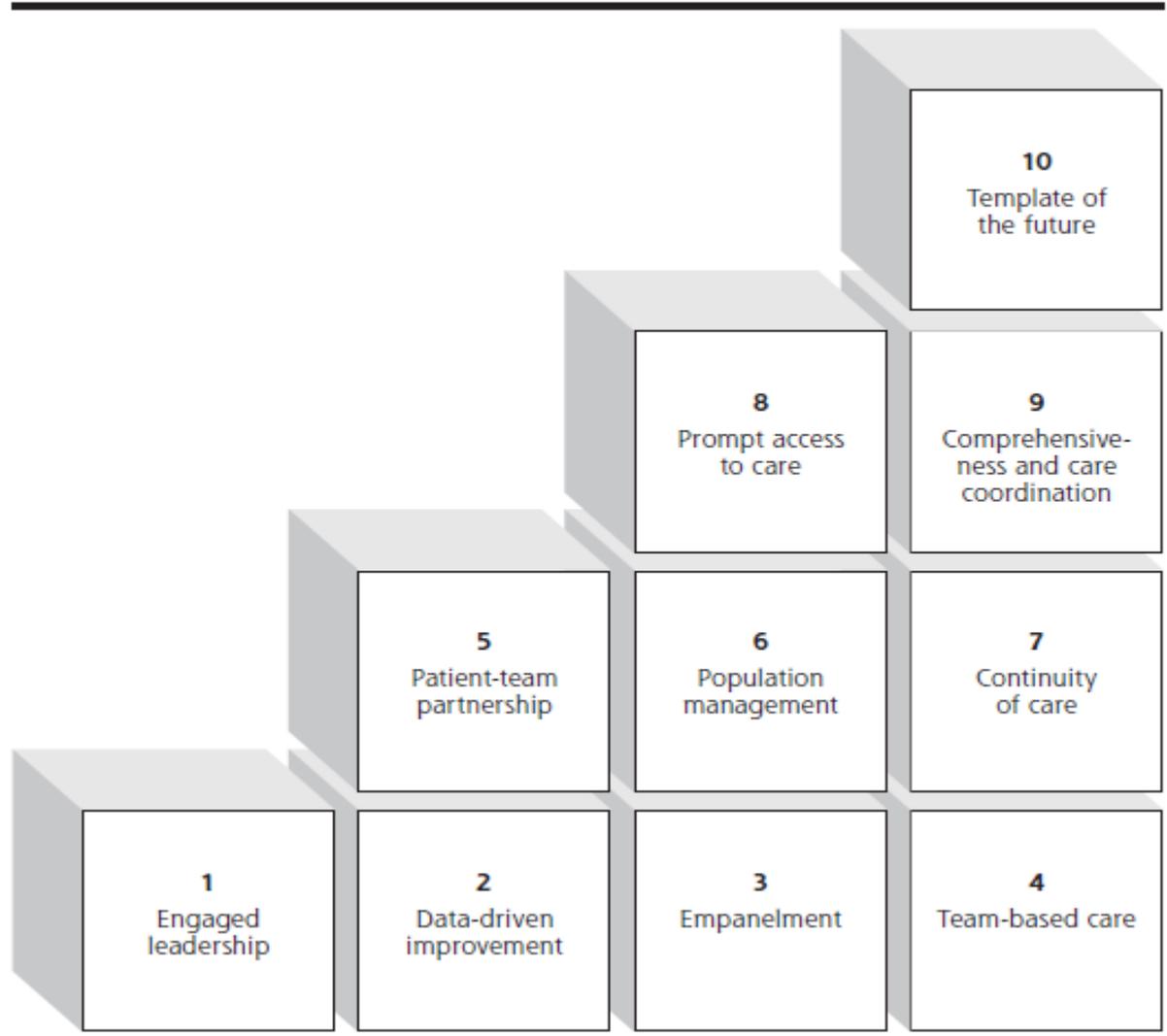
- Acción comunitaria en salud.

## 8.- Prioridad en el Grado de la Medicina Familiar en Grado y especialidad en Medicina Familiar y Enfermería Familiar

Universidad	Imperial College	Queen Mary	Edinburgh	Maastricht	Duke (USA)	Brown	Toronto	Fiocruz	Universidad de Chile
País	Reino Unido	Reino Unido	Escocia (R. Unido)	Países Bajos	Estados Unidos	Estados Unidos	Canadá	Brasil	Chile
Duración Grado	6	5	6	3+2	4	4	4	6	7
Bachelor previo	opcional	Opcional	No	No	Si	si	si	no	no
Duración especialidad	2+3	2+3	2+3	3	3	3	2	2	3
Asignaturas MF/AP	sí	sí	si	Si	si		si	Si	+/-
Duración contenido MG/MF	Hasta 85		>10	>12 semanas	>12 semanas	>6 semanas	12 semanas	2-4 meses	>6 semanas
Curso en que se imparte formación en MG/MF	1,2,3,5,6	1-5	1,2,4,6	3,4, (2 y 5 opcional)	3,4 (1 y 2 opcional)	3,4 (opcional)	3-4	1, 5-6	5,6,7

## 9.- El panel, la lista, el cupo (Tom Bodenheimer, AFM 2014;12:166-171)

Figure 1. Ten Building blocks of high-performing primary care.



# El ejemplo de la integralidad (comprehensiveness)





[www.integratedcare4people.org](http://www.integratedcare4people.org)

[Twitter](#) [Newsletter](#)

FRAMEWORK

ABOUT

PRACTICES

COMMUNITIES

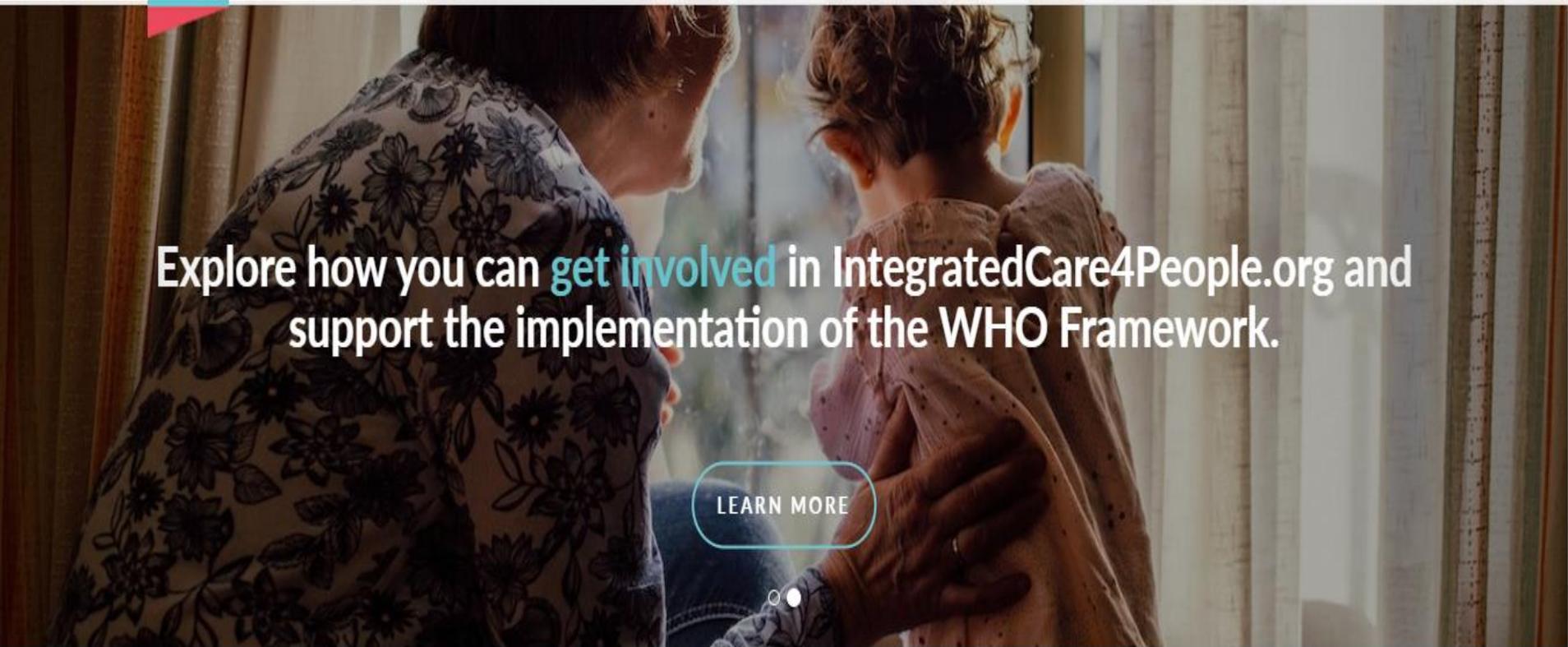
RESOURCES

BLOG



LSHTM

SIGN IN



Explore how you can **get involved** in IntegratedCare4People.org and support the implementation of the WHO Framework.

LEARN MORE



Join us for the final topic-based @LSHTM Primary Health Care #PHC seminar series session on:  Wednesday 14th Ju...  
<https://t.co/uZHI2xTXcm>

Ethical challenges and principles in #IntegratedCare 📍 On the road to improving the translation of elegant integrat...  
<https://t.co/PWnt50e70S>

