出國報告(出國類別:考察)

赴英國考察英格蘭公共衛生署, 赴瑞士日內瓦考察癌症防治 出國報告

服務機關:衛生福利部國民健康署

姓名職稱:邱署長淑媞、林組長宜靜、吳組長建遠、

黄科長巧文

出國地區:英格蘭倫敦、瑞士日內瓦

出國期間:民國 104 年 5 月 14 日至 5 月 19 日

民國 104年5月20日至5月22日

報告日期:104年8月12日

摘 要

英格蘭公共衛生署(Public Health England, 簡稱 PHE)是英國衛生部下設置的政

府疾病防治機構,於 2013 年由 5 個組織包括 Health Protection Agency、National

Treatment Agency (NTA) for Substance Misuse · Association of Public Health

Observatories (APHO)、Cancer Registries 及 Regional Public Health Groups 整併而成,

其總部設於倫敦。本次倫敦考察以 PHE 健康福利組(Health and Wellbeing) 在健康與

福祉促進的推動,主要聚焦癌症防治,特別是癌症篩檢。並同時參訪英國國家健康

與照顧卓越研究院(National Institute for Health and Care Excellence, 簡稱 NICE),了

解其如何制定具實證及成本效益的醫療指引,並與英國 Warwick 大學醫學院

Warwick Centre for Applied Health Research & Delivery 研究團隊交流在口腔癌防治

的實際作法,研商未來進行跨國合作的可行性。

國際抗癌聯盟(Union for International Cancer Control, 簡稱 UICC)是全球抗癌民

間團體所組成的最大的國際性抗癌組織,與世界衛生組織有正式官方關係,於1933

年在日內瓦成立,會員來自 155 個國家 800 個組織,包含世界主要的癌症社團,政

府衛生單位,癌症研究單位和病友團體。世界經濟論壇也是其主要伙伴。此次考察目

的在了解該會與世界各國推動癌症防制的經驗、分享我國推動癌症防治的經驗與策

略、並藉此了解UICC有關癌症實證政策發展和執行建議的Policy Advisory Group 小

組,台灣是否有可著力之處等進行交流,拓展我國的醫療外交。

關鍵字:癌症篩檢、癌症防治

II

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壹、目的

本次倫敦考察以 PHE 健康福利組(Health and Wellbeing)在健康與福祉促進的推動,聚焦癌症防治,特別是癌症篩檢。並同時參訪英國國家健康與照顧卓越研究院 (National Institute for Health and Care Excellence, 簡稱 NICE),了解其如何制定具實證及成本效益的醫療指引,並與英國 Warwick 大學醫學院 Warwick Centre for Applied Health Research & Delivery 研究團隊交流在口腔癌防治的實際作法,研商未來進行跨國合作的可行性。

此次考察日內瓦國際抗癌聯盟(Union for International Cancer Control, 簡稱 UICC) 目的在了解該會與世界各國推動癌症防制的經驗、分享我國推動癌症防治的經驗與策略、並藉此了解 UICC 有關癌症實證政策發展和執行建議的 Policy Advisory Group 小組,台灣是否有可著力之處等進行交流,拓展我國的醫療外交。

貳、過程

一、 行程表

日期	起迄地點	參訪機構與研習內容
5月14日(四)	台灣-英國	啟程前往英國倫敦
5月15日(五)	英國倫敦	參訪英格蘭公共衛生署(Public Health England;
		PHE),瞭解其癌症防治業務內容,並就雙方業務
		重點及未來臺英雙方可能合作事項進行交流。
		註:在國際衛生事務上,是由英格蘭代表全英國
5月16日(六)	英國倫敦	假日(整理PHE參訪資料)
		(邱淑媞署長下午前往瑞士日內瓦參加第68屆世
		界衛生大會)
5月17日(日)	英國倫敦	假日(整理PHE參訪資料)
5月18日(一)	英國倫敦	參訪英格蘭公共衛生署(Public Health England;
		PHE),瞭解其癌症防治業務內容,並就雙方業務
		重點及未來臺英雙方可能合作事項進行交流。
5月19日(二)	英國倫敦	上午參訪NICE
		下午参訪Warwick Centre for Applied Health
		Research & Delivery, Warwick Medical School,
		University of Warwick
5月20日(三)	英國倫敦-	啟程前往瑞士日內瓦

	瑞士日內瓦	
5月21日(四)	瑞士日內瓦	參訪國際抗癌總會(UICC)
	瑞士-英國	
5月22日(五)	英國-台灣	返國

二、 考察內容

(一)英格蘭公共衛生署(Public Health England,PHE)

1.組織沿革簡介

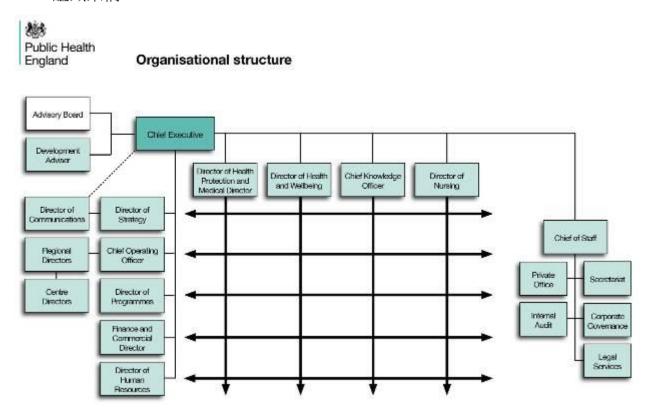
於 2013 年 4 月成立,整合 Health Protection Agency、National Treatment Agency、Association of Public Health Observatories、Cancer Registries、Regional Public Health Groups 等 5 個單位,屬英國政府行政機構(Executive Agency)

- Health Protection Agency: 保護英國民眾免於傳染性疾病與環境危害的威脅。主要業務部門: Microbiology Services; Health Protection Services; Centre for Radiation, Chemical and Environmental Hazards; National Institute for Biological Standards and Control (NIBSC)。其中 NIBSC 被併入 Medicines and Healthcare Products Regulatory Agency, 其餘被併入 PHE。
- National Treatment Agency (NTA) for Substance Misuse:確保藥物與酒精使用者的治療,消除對這些物質的依賴性,並且協助這些成癮者重新走入社會。NTA 不提供治療服務,與地方機構或治療機構合作,以提升服務品質。並且監測藥物治療的成效。
- Association of Public Health Observatories (APHO): 全英國共 12 個 Public Health Observatories 被併入 PHE。將原始的資訊與數據轉換成有意義的健康相關訊息與數據,以協助有關單位做決策。 APHO 監測與預測健康狀態與疾病的情況;並且監測健康相關介入措施的成效,藉由提供數據與實證,協助衛生機構改善健康不平等的問題,因此 APHO 在處理地區與全國性的健康不平等議題上扮演重要角色。
- Cancer Registries: 全英國有 11 個 cancer registries 被併入 PHE, 其中有 8 個在英格蘭。
- Regional Public Health Groups
 PHE 首長 Chief Executive,現任為 Prof. Duncan Selbie。其在英國衛生部之層級與位階如下:

Department of Health of UK							
Executive Agencies (政署)		Medicines and Healthcare Products Regulatory Agency,					
		<u>Publi</u>	c Health I	Englan	<u>d</u>		
Non-departmental	public	NHS	England,	Care	Quality	Commission,	Human

bodies (非部會公共組織體)	Fertilisation and Embryology Authority, Human Tissue
	Authority, Health and Social Care Information Centre,
	Monitor, National Institute for Health and Care Excellence
NHS special health authority	Health Education England, Health Research Authority,
	NHS Blood and Transplant, NHS Business Services
	Authority, NHS Litigation Authority, NHS Trust
	Development Authority

PHE 組織架構:



● PHE 業務部門與責任:

部門	業務/責任		
Health and Wellbeing	<u>Priorities</u> :		
(Director: Kevin Fenton)	1. Wellbeing and mental health		
,	2. Diet, obesity and physical exercise		
利用整合性的方式來促進	3. Smoking		

部門	業務/責任
健康與福祉 - Improve health - Empower the public - Build a committed workforce - Use the evidence - Tackle health inequalities	 4. Alcohol and drugs 5. HIV and sexual health Programmes: National health and wellbeing programmes (deliver through the NHS and local authority) Cancer screening programmes, national screening programmes for genetic diseases and other conditions Coordinating prevention and early intervention programmes (focused on major killers including smoking, obesity, mental health, HIV, sexual health, and alcohol and drugs) Dental public health Nutrition and healthy food NHS health check (assessing the risk of developing heart disease, stroke, etc. and giving advice) Supporting programmes (combat the effects of drugs and alcohol and promote recovery) National health marketing campaigns (including Change4Life and Stoptober)
Knowledge (Director: John Newton) 提供資訊(研究成果與數據) 給 PHE 與地方公共衛生單位,以協助達成目標	Priorities: 1. 了解與達到地方政府與地方 NHS 的需求(目前正在發展一個 model 已達此目的) 2. 建立一網站平台以供相關單位可以報導及提供訊息與實證(許多的機關都有各自的數據與資料,此一平台可以進行整合) 3. 建立與發展 health intelligence networks (整合各單位相似的資源。現存的像是 National Cancer Intelligence Network 與 National End of Life Care Intelligence Network 都已經被併入PHE中。接下來將會繼續發展 child and maternal health, cardiovascular disease 與mental health network) 4. 與其它單位進行資料庫的串聯(例如與 Health and Social Care Information Center 以及 Office

部門	業務/責任
	for National Statistics 的資料庫串聯,創造更完整的資料以進行決策) 5. 建立資料與行動之間的橋樑(改善地方單位使用 PHE
	 Programmes: Disease registration Child and maternal health intelligence network Improving health and lives: learning disability Knowledge and intelligence team (ex. Marmot indicator for local authorities) National drug treatment monitoring programmes National cancer intelligence network National diabetes information service National end of life care intelligence network Obesity knowledge and intelligence team Research and development programmes
Health Protection and Medical (Director: Paul Cosford)	Responsibility: 建立標準與領導相關計畫以減少傳染性疾病 (infectious diseases)與輻射、化學與環境有害物質(radiological, chemical and environmental hazards)的危害。 對英格蘭公共衛生緊急事件能夠有效的計畫與回應 對 PHE 與地方政府提供專業的標準與臨床監督
Nursing and Midwifery (Director: Viv Bennett)	Responsibility: 領導健康與照護系統中,在公共衛生護理方面的業務。 領導 PHE 與 Department of Health 內的護理人員。 提供部長與政策制定者專業建議。 擔任多個計畫的政策指導者,包括 national

部門	業務/責任
	programme for health visiting。 ● 制定護士、助產士與照護人員的全國性政策。
Advisory Board	Responsibility:
(Chair: David Heymann)	給署長建議與支持。檢討 PHE 所推行的政策,並監督署理的組織 與其管理。
Operations	負責將 PHE 的服務傳遞給公共衛生體系的相關
(Chief: Richard Gleave)	單位
National Infection Service	Responsibility:
(Director: Derrick Crook)	● 領導 PHE 的微生物健康保護服務 ● 建議 PHE 高層在微生物業務方面的策略與 政策
Strategy	Responsibility:
(Director: Jonathan Marron)	● 發展 PHE 內的合作計畫,並建立系統追蹤各部門的表現與可能的危害。
	● 這些系統幫助高層決定 PHE 工作的優先順序,並評估機關的工作表現與損害程度。
Communications	負責建立與維護 PHE 的名聲,將 PHE 塑造成值
(Director: Lis Birrane)	得信賴與公共衛生界權威的專業機構。
	(including provision of 24/7 communications
	support toPHE leadership and staff, stakeholders
	and the media)
Finance and Commercial	負責 PHE 的廣告業務與財務方面規劃以及管理
(Director: Michael Brodie)	

● PHE 部門主管

Duncan Selbie

Chief Executive



Professor David Heymann

Chairman



Professor Kevin Fenton

Director of Health and Wallbeing



Dr Paul Cosford

Director for Llealth Protection and Medical Director



Professor John Newton

Chief Knowledge Officer



Professor Viv Bennett

Director of Nursing



Professor Paul Johnstone

Regional Director: North of England



Dr Rashmi Shukla

Regional Director: Midlands and East of England



Dr Yvonne Doyle

Regional Director: London



Dr Jenny Harries

Regional Director; South of England



Richard Gleave

Chief Operating Officer



Jonathan Marron

Director of Strategy



Lis Birrane

Director of Communications



Sally Warren

Director of Programmes



Tony Vickers-Byrne

Director of Human Resources



Michael Brodie

Finance and Commercial Director



Stephen Morris

Development Adviser



Alex Sienkiewicz

Chief of Staff



2.PHE 安排日程表如下:

5月15日

Delegation: Ministry of Health and Welfare, Taiwan

Date: Friday 15th May 2015

Visit location: Public Health England, Wellington House, 133-155 Waterloo Road, London, SE1

8UG (Meeting Room LG02)

Contact: Professor Kevin Fenton, National Director, Health and Wellbeing

Tel: +4420 7654 8022

Visitors:

Dr. Shu-Ti Chiou, Director-General of Health Promotion Administration

Ms. Chien-Yuan Wu, Division Director of Cancer Prevention and Control Division

Ms. Yi-Jing Lin, Division Director of Planning Division

Ms. Chiao-Wen Huang, Section Chief of Cancer Prevention and Control Division

PHE Representatives:

Friday 15th May 2015

Professor Kevin Fenton, National Director, Health and Wellbeing

Gemma Lien, Head of Global Health Strategy

Claire Borrelli, National Radiographer, breast screening

Bola Akinwale, Scientific Lead - Health Equity

Anand Amlani, Campaign Team Leader, Health Marketing and Public Engagement

Elaine Rashbrook, National Lead for Older People

09:15 Security, reception and refreshments

(from reception the delegation will be will be met and escorted to room LG02 by

Gemma Lien & Mark Keilthy)

09:30 Welcome and Introductions

09:35 **Introduction to PHE**

Professor Kevin Fenton, National Director Health and Wellbeing

10:00 **PHE Cancer Screening Programmes** Claire Borelli

Presentation and discussion with a focus on breast screening

11:00 **Health Inequalities** Bola Akinwale

Presentation and discussion

12:00 **Digital Health Apps** Anand Amlani

Presentation and discussion

Digital Integration - using insight to develop digital interventions and programmes, including the Smokefree app, Stoptober Social Media and Rise Above – our youth focussed campaign.

13:00 **Lunch**

14:30 **Healthy Ageing** Elaine Rashbrook

Presentation and discussion

15:15 Wrap-up session

Professor Kevin Fenton

15:30 **Close**

5月18日

Delegation: Ministry of Health and Welfare, Taiwan

Date: Friday 18th May 2015

Visit location: Public Health England, Wellington House, 133-155 Waterloo Road, London, SE1

8UG (Meeting Room LG02)

Contact: Professor Kevin Fenton, National Director, Health and Wellbeing

Tel: +4420 7654 8022

Visitors:

Ms. Chien-Yuan Wu, Division Director of Cancer Prevention and Control Division

Ms. Yi-Jing Lin, Division Director of Planning Division

Ms. Chiao-Wen Huang, Section Chief of Cancer Prevention and Control Division

PHE Representatives:

Professor Kevin Fenton, National Director, Health and Wellbeing

TJ Day, Screening Programme Development Manager

Janet Rimmer, Coodinator (Laboratories)

Dan Rider, Head of Innovation, Health Marketing and Public Engagement

Louis Levy, Deputy Director Diet & Obesity: Nutrition Science

09:50	Security, reception and refreshments	
	(from reception the delegation will be will be met and escorted to room 507S)	
10:00	Reflections from Friday Professor Kevin Fenton	
11:00	PHE Cancer Screening Programmes TJ Day and Janet Rimmer	
	Overview of Cancer Screening in England	
12:30	Lunch	
13:15	Digital Health Applications Dan Rider	
15:00	Diet & Obesity + Sugar Reduction Louis Levy	
15.30	Close	

叁、考察重點摘錄

(一) 英格蘭公共衛生署(Public Health England)

(1)業務現況介紹

首先由英格蘭公共衛生署司長(National Director Health and Wellbeing)Kevin Fenton,介紹英格蘭公共衛生署,該署於 2013 年 4 月成立,整合 Health Protection Agency、National Treatment Agency、Association of Public Health Observatories、Cancer Registries、Regional Public Health Groups 等 5 個單位,是新的組織,目前還在調整中。

英格蘭公共衛生署成立的目的在於期望增加國人平均餘命,但希望增加更多在於窮人和健康最不平等之處。雖然 NHS 提供 65 歲以上老人可依需要接受健康照護服務,以及在 NHS 花費雙倍費用,但需有一個更具基礎的新方法學,透過社區的支持,創建在人生每一階段,不只是臨床上的照顧,更重要是預防醫學與健康促進,特別是在健康的社會決定因素上,在心理和生理上永續的健康與福祉。所以英國撰寫"Health People and Health Places"。健康促進比健康照護更重要,後者對於增進公眾健康僅有 10%,而遺傳因素占 30%,社會環境占 15%,環境暴露占 5%,更重是生活型態占 40%,而 PHE 任務在於透過上述因素增進全民健康。

造成現今英國疾病負擔和社會決定因素,影響健康最大的五大健康因素(UK health drivers)是:抽菸、高血壓、不良飲食、身體不活動、酒。社會因素(social drivers)最主要是與經濟富裕和好的生命開始有關。然而個人行為非常重要,例如:研究顯示,富人與窮人間的健康不平等,有一半是因吸菸導致。所以事實上,我們的健康是由一大廣泛因素決定,包括:好的工作、更高的教育可取得性、具安全、支持性與可連結之社區、不良的居住條件和游民、低收入生活環境、社會隔離、排斥和獨居及社會烙印和種族歧視等。

英國公共衛生體系改革是賦予 152 地區衛生當局責任去增進健康,公共衛生團隊改變成為地方衛生當局;提供 27 億英鎊在公共衛生服務;結合相關單位負責當地經濟、社會照顧、居住、休閒。提供人力和場地。

PHE 是第一個國家公共衛生實體,其可獨立發言與出版實證資料;基於價值,聚焦於實證,依結果判斷。提供衛生部長政策制定。其功能:保護民眾免於傳染病和其他公共衛生危害、增進民眾健康和減少不平等、透過永續健康和照護服務,增進民眾健康、建立公共衛生體系的能力和容量(capability and capacity)、負責英國在國際衛生條例事務(the International Health Regulations)及其他獨特的服務(unique capabilities)。人力分布包括有4個地理區域和9個中心,在Colindale, Porton & Chilton有科學園(scientific campuses),總計有5110位員工,工作地點廣布100個地區。其7大優先業務包括:消除肥胖,尤其是兒童、降低吸菸率,終止兒童開始吸菸、降低有害飲酒,及酒精相關性的住院、確保每個兒童都有生命最佳起點、降低失智症風險,65-75歲的發生率和盛行率、消弭抗生素抗藥性的成長及達到結核病發生率

逐年减少的目標。

Fenton 司長表示他們仍學習包括:地區政治領導者的重要性、健康保護降低危機、帶領別人一起有效優先處理重要的事及選擇不處理那些事、全國不同的聲音,NHS 五年前瞻的影響,預防乃為其核心、建立世界級的科學信譽(依證據說話,不是依意見,speaking to the evidence, not opinion)、降低高品質產品和服務,並改以回答關鍵問題、將成功決定於增進成果和降低不平等及任何事均能贏在對的見解(arguments)

邱署長回應台灣在健康的主要危害因子上,大致和英國類似(吸菸、高血壓、不良飲食、身體不活動、酒),但其中酒精的危害,在台灣較不嚴重,而B、C型肝炎病毒,還有檳榔是我們特有的健康危害因子。

(2)乳癌篩檢計畫(Breast Screening Programme)

這單元由癌症篩檢與預防組(Cancer Screening & Prevention Team)乳篩放射組長 (Lead Breast Screening Radiographer) Claire Borelli 主講,她從事放射線技術師已有 20 多年的經驗,負責臨床教育與人員訓練,包括影像判讀、切片與乳房超音波等。此外,她認為乳篩計畫不是只是影像判讀,從寄發乳篩邀請信開始到整個確診及治療都應重視每個環節的品質,還有婦女的心理感受與良好的溝通,這一連串的旅程如何讓婦女們願意參加篩檢計畫,使用簡易有效的介入措施非常重要。

英國於 1988 年開始先對 50-64 歲婦女提供三年一次的乳攝篩檢計畫,直到 1990 年代中期才達到全國普遍涵蓋,到 2003 年將原本的 50-64 歲年齡群擴大到 50-70 歲,由於民眾的需求聲浪,目前該國正進行 47-74 歲擴大涵蓋族群的實證研究。該國有三個國家免費提供的癌症篩檢,各自主導符合篩檢族群名單的邀請信函發放,由 GP 負責打電話協助安排受檢,針對不願意受檢亦由 GP 協助電話訪談,以2012-2013 年統計共寄出 2300 萬封邀請信,獲得 1700 萬接受邀請受檢,涵概率約八成,約可降低三分之一的死亡率,成效良好。

邱署長詢問其是否有相關的品保計畫和認證制度,Borelli 組長表示英國有強力的(robust)品保計畫和認證制度,並有乳攝車協助偏遠地區的民眾。邱署長分享台灣乳攝車在偏鄉及職場有很好的成效。另,台灣沒有 GP 制度,民眾可以自由選擇想要的篩檢醫療機構,我們有230家參與篩檢品質提升計畫的醫療院所提供篩檢服務。

(3) 健康不平等(Health Inequalities)

這單元由健康不平等科學組長(Scientific Lead - Health Equity)Bola Akinwale 主講。PHE 的任務之一即是保護及增進民眾健康和減少不平等,所以對於消弭健康不平等,PHE 有法定責任必須完成,其最重要的角色在於提供數據、證據和最佳實例,以支持有效方法可更廣泛了解和執行。支持以下的地區服務:廣泛之健康決定因子/健康行為因子/公平合理服務的提供。

在英國最重要的健康不平等報告即是 2010 年發布的 The Marmot Review (Fair Society, Health Lives),其提出消弭健康不平等的六大政策建議:1.給予每一位兒童最佳的童年起點;2.幫助所有兒童、青年與成人,將其控制生活的能力發揮到極致;3.為所有人創造公平的就業與良好的工作;4.確保所有人擁有健康的生活水準;5.

營造健康永續的場所與社區;6.強化疾病預防的角色。

在英國對於健康平等的法律規範,有二個相當重要的法令,一是"Health and social care act" (2012),在健康不平等的責任:"...各州必須重視減少英格蘭國民間在取得健康服務利益不平等的需要性。"(Section 1C of the NHS Act 2006, 於 2012 年修訂為 Health and Social Care Act);另一是"Equality Act"(2010),規範 public sector equaility duty,確保國民,如同 PHE 考量所有個人在每日生活和工作上,對於服務體系和相關自已僱員,有更佳政策。確認 9 項被保護的特性,如年齡、失能、種族、性傾向等。

實務面之法律責任:

Health inequalities duty	Public sector equality duty
全族群方法學	特別聚焦於9項被保護特性
降低健康之社會梯度成果	提供免於歧視,具公平合理可近性
	的健康服務
聚焦於成果	聚焦於機會的公平,讓每一人公平
	且具有尊嚴和尊敬。

PHE 定期在網站公布 Public Health outcomes framework。

有那些健康不平等現象呢?

首先是社會經濟不平等,數據顯示,2011/13:男性(剝奪指數最高第 10 等分較第 1 等分)平均餘命差距 9.1 歲;健康平均餘命差距 19.2 歲;2011/13:女性(剝奪指數最高第 10 等分較第 1 等分)平均餘命差距 6.9 歲;健康平均餘命差距 19.5 歲。

而在地理上的差距,早死永遠存有地理上的差距。

在種族上的健康不平等,以糖尿病盛行率為例,不同種族與白人相比較如下:

白人男性	白人女性
Bangladeshi 男性有 4 倍高	Pakistani 女性有 5 倍高
Pakistani 及 Indian 男性有 3 倍高	Bangladeshi 及 Black Caribbean 女
	性有3倍高
	Indian 女性有接近 2.5 倍

地點和在社會的位置,對健康影響極大,Bunker et al(1995)的研究,健康照護占 43%,其他因素占 57%;McGiniss et al(2002)的研究,健康照護占 15%,健康生活型態占 40%,社會狀態和環境暴露占 45%;Canadian Institute of Advanced Research(2012)的研究,健康照護占 25%,環境因素占 15%,基因占 15%,社會經濟占 50%。

有關廣泛決定因子之不平等,英國面臨貧窮家庭的工作人數增加,在 2012/13 年,有 670 萬人是屬貧窮的工作家庭,在 2012/13 年,有 660 萬人是屬貧窮的無工作退休家庭,而每 6 位中有 1 位小孩生在無工作家庭。

另一個問題是遊民,每年在英格蘭超過 25 萬人接觸至少遊民、物質濫用、罪犯二類。至少有 58000 人於前述三類皆有接觸。單一遊民急性住院較一般民眾至少

有 4 倍以上,一年至少花費 850 萬英鎊。

值得注意的是,健康不平等拖累經濟成長。推估健康不平等造成經濟每年經濟 損失約 310-330 億元英鎊。包括:生產損失的 310 億英鎊;因健康不平等導致的較 高保險支付和稅收損失約 280-320 億英鎊。

因健康不平等損及之更廣泛利益,推估處理兒童健康和社會照顧問題之成本: 青年失業 1.33 億英鎊(每週);青年犯罪 12 億英鎊(每年);教育中途綴學 220 億英鎊 (每一世代); 1 年寄養 149,240 英鎊;學童和青少年心理健康問題住院服務 24,482 英鎊(中位數)。

PHE 健康平等計畫重點在於: Evidence and intelligence/ building capability/ systems leadership/ partnerships and communications。

有關 Evidence to support local action,發布健康不平等地區行動:一系列實證論文,於 9 月 UCL 健康平等學院發表有關地區行動之 22 篇文章;建立在 Marmot Review,跨領域的行動實證和案例,包括:Employment/ education/ healthy living standard/ healthy environment/ early years/ implementation and impact;消弭健康不平等之地區行動,包括:increasing access to good quality to good quality parenting programmes and improving the home to school transition。

對於 Building capability, PHE 出版 "Health Equity Assessment Tool",回答重要問題(如下),提供行動之知識基礎。

- 1.你工作領域中有無存在健康不平等相關事務?
- 2.該如何做才可影響健康不平等? 若你能改善健康不平等,有無任何風險?
- 3.你將如何得知健康不平等已被降減少?
- 4.有無任何步驟你必需採用,將可減少健康不平等或降低歧視?
- 同時進行有關"Health and Health Equity in All Policies"訓練:
 - 1.提供地區衛生主管大師級課程訓練
 - 2.和專業團體一起合作(公共衛生主管協會,地區政府協會)
 - 3.目的在於:(1)將 WHO 方法學知識融入地區公共衛生服務;(2)增進跨部門工作;(3)確認技能發展的需要性。

有關系統領導(systems leadership)上,PHE 出版"DUE NORTH- Report of the Inquiry on Health Equity for the North",由北方健康不平等負責人 Prof Margaret Whitehead 撰寫,重點為:地區民主/提供兒童更公平起點/健康經濟發展/以地理為基礎去消弭健康不平等/有效福利政策。

另外在國家層級健康不平等的領導,重點在於對健康不平等支持提供一個新的公共對話;提供工具,增進公眾對健康不平等的參與,以不同社區成員對社會研究基礎所發展;提供 Events,例如,以社區為中心的健康和福祉方法。還有拍攝影片和撰寫個案研究等,預定 2015 年出版,顯現健康不平等生活經驗,而這些可經由地方性行動,提供個人和社區採行正向改變。

在夥伴領導上,簽署國家合作備忘,支持各項行動,與橫跨全國、地方政府、 健康服務、住宅和志願部門的 19 個其他組織共同合作,提供支持夥伴行動,包括 在財務和推派專家及實證協助。PHE於 2015/16 負責這項 Memorandum 行動計畫修訂過程。

對消弭健康不平等,未來將優先進行:Health and health equity in all policies、Refinement of health equity assessment tool、Community-centred approaches、Strengthening health system partnerships and cross-sector working,Support for PHE priority issues。

另,詢問 Fenton 司長對於台灣現階段推動消弭健康不平等可以從那裏著手,對於中央政府跨部門合作及對地方政府的推動,英國推動經驗中成功的關鍵因素,Fenton 司長的回答建議為,應對於健康目標,設定願景、策略和行動計畫,其次分從國民健康署可做的、立法及其他部門來說。首要是立法,重點在於責任的確認(context and accountability for adressing inequality),英國很幸運有立法確保平等。其次,國民健康署可做的:

- 1. Annual reports 每年公布各組織對於健康不平等的作為及成果。
- 2.Tools-equity引進平等工具。
- 3.Network/Board 成立網絡,或委員會。
- 4.Inequality to responsibility
- 5.To develop/techincal works:成立各種推動工作和技術團體。
- 6.Evidence—action/policy:利用實證基礎發展行動和各項政策。

另外,對於其他中央部會或地方政府:

- 1.Networks
- 2.School
- 3.Fund/collaborations 英國有許多跨部門合作,如社會年金、教育部等,針對健康之社會決定因子著手努力。
- 4.Academic, 例如 PHE 和 sir machiel marmot 合作
- 5.Policy(impact on),評價及了解政策對健康不平等的影響。

(4)數位醫療應用(Digital Health Application)

這個主題先由健康行銷活動組組長(campaign Team Leader, Health Marketing and Public Engagement) Anand Amlani 主講,PHE 以健康行為的實證研究做基礎,發展數位醫療應用 APP,以協助成功戒菸的 Smokefree APP 為例,藉由強化參與者的動機、提供撇步和慶祝每日每週的成功、串連廣大無菸的資源、利用直覺有效的方法並建立分析,例如以目前戒菸已節省多少錢、得到多少好處等來強化繼續努力,並以每年 9 月號召戒菸在 10 月的 Stoptober App 來呼朋引伴,增加網路連結(networking)的支持,達到共同期勉及慶祝勝利的喜悅。他們藉由 App 的設計來鼓勵和激發團體戒菸行為的持續,並分析不同地域的差異,28 天參與的人數有 7 萬人,成功戒菸達 70%,成效斐然。

署長問 Amlani 組長戒菸 1 個月和 3 個月的成功機率, Amlani 組長表示科學實證 1 個月效果較佳,所以他們完成以科學實證來設計數位醫療。他們非常關注使用

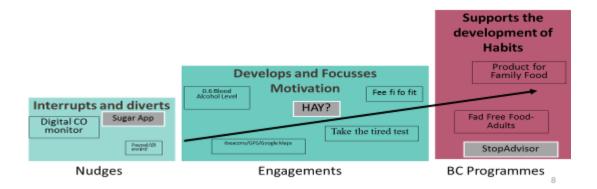
App 族青少年的行為,並分享這個族群對"健康"沒有興趣,但對社會議題較有興趣,如壓力及身體心像較有興趣,所以要以青少年有興趣的方式,了解其思考決策的改變,和年輕人玩樂在一起,去發展健康的數位 App,減少其不良生活習慣如吸菸、喝酒及不運動等,才能有效預防疾病。

對這樣有趣的數位醫療設計,大家非常關心需要多少人力的投入,Amlani表示他們有兩位專職人員,4位外包廠商人員共同協助,的確這樣的開發需要不少人才的投入。

另一位主講者是健康行銷創新組組長(Head of Innovation, Health Marketing and Public Engagement)Dan Rider,他聚焦在行動醫療與創新(mHealth and Innovation),提出數位發展的方法先要有行為改變的實證基礎,他們會先建立一個原創模式(prototype)平台作實驗性的測試和評估,透過有創意的內容和活潑的宣傳,提供符合公眾需求(on-demand)的健康數位行動醫療 Apps。他分享已研發的官方健康主題 Apps,並會先排列發展的優先次序,如:Smoke Free、Healthy 0-5 years - Start4Life、Healthy 5-11years - Change4Life、Adults (40-60 years) Moving More、Adult (40-60 years) Eating Well、Checking Yourself、Mental Health (stress/tiredness)、Rise Above 及 Drinking Less等。

Rider 組長解釋他們發展 Apps 的方法和歷程,並舉實例讓我們更容易理解。首先設計團隊會從 Google 等網路社群中最備關切的健康相關主題先直接陳述表列出來,並從中以顧客的角度來研發簡單又創新的健康醫療數位產品,研發過程的方法從(Hackathons)到工作坊(workshops)的進行,同時建立研發的合作夥伴。應用行為改變理論、實證及資料庫收集來發展其所謂的'on-demand' digital public health, 展現創新敏捷(agile delivery)互動式的內容,開發從"Nudges"、"Engagements"到 Behavior change program"如下圖。舉了幾個已完成 APP 開發的實例,包括以手機掃飲料條碼出現含方糖有幾顆的"Sugar APP"屬"Nudges",可掃描食物名單可由民眾提供,非常有參與感。另,"HAY(How are You?)"提供線上健康評估與忠告屬"Engagements",到"StopAdviser"戒菸的行為改變,搭上與個人相關資訊,我們認為很活潑,民眾應會覺得很平易近人。

我們基於現有困境問及一個創造成功 APP 的團隊具備何元素?他答需有 project manager, service manager, researcher, and a developer. 他表示他本身具 IT 專長,且之前從事與物質成癮相關的工作,故能得心應手。StopAdvisor 是戒菸行為 改變的 App,像前一位主講 Amlani 組長所言,透過一系列的活動設計和社群互動 (FB、Twiiter、You Tube、email等),達到群體共同支持戒菸成功的歡樂。這個部份真的非常值得我們學習。



圖一 數位醫療產品開發

(5) 健康老化(Healthy Ageing)

這單元演講者為國家老年中心主任(National Lead for Older People)Elaine Rashbrook,她表示健康主要風險因子已相當明確:吸菸、高血壓、高身體質量指數、身體不活動和低身體活動量、酒精使用、低水果飲食、高總膽固醇、低堅果飲食、高空腹血糖、高鹽飲食、藥物濫用、空氣污染、低蔬飲食、高加工肉品飲食、低 omega-3 脂肪酸飲食、低纖飲食、職業性下背痛、低多元不飽和脂肪酸飲食、鉛暴露。尤其前五項是對平均健康餘命影響最大。要消除上述問題,須整合公共衛生,包括:政府、地方當局、PHE、NHS。

PHE 已和許多夥伴共同合作,以增進全國運作模式。依人生各生命週期分為:出生到5歲階段、學齡階段(5-18歲)、青少年到成人(18-64歲)、老年階段(65-100歲以上)。重點包括:居家及家庭空間、休閒和社會空間、教育場域、早年生活場域、職場場域、健康照護場域。

在老年人部分,主要工作領域包括:Dementia programme/ ageing well framework/ carers' health and wellbeing/ primary prevention muscular-skeletal(includes falls)/ public health approaches to end of life care/ social isolation and loneliness,older adults。

PHE 在降低失智症風險做了什麼?

PHE 失智症計畫

"Transforming a generation's risk of dementia",這是 PHE 發展目標之一,我們目前工作計畫亦朝向這目標努力。PHE 支持更大型的政府失智症計畫,目前 PHE 進行的一部分工作包括:兩大目標領域一降低風險及活的更好;跨 PHE 其他計畫,公平及知識與智能。

讓失智症者活得更好:

- 1.PHE 支持 Dementia Friends 的永續及擴大發展。對於失智症患者及其照顧者能活的更好, 與失智症共活。
- 2.PHE 正在轉移 Dementia Friends 宣傳計畫之領導模式,Alzheimer's Society,及提供持續發展的友善失智症社區啟動計畫。
- 3.這些年已教育 100 萬人成為"失智症之友",結合更多合作夥伴、非營利組織和公部門組織。 (二)公眾了解及個人化工具
- 1.主要行銷重點在於協助 40-60 歲重新評估他們的健康狀況,並改變採取更有益於健康的生

活型態。

- 2.個人化的診斷工具協助人們了解及管理可能發展成失智症的風險因子,例如: 計算大腦年齡,採用倫敦大學發展的 NHS Health Check,其將更進一步發展功能及訊息,使用者測試及臨床使用之有效性。
- (三) PHE 在降低失智症風險做了什麼?
- 1.建立失智症風險降低,對其可能發展狀況,如糖尿病和高血壓等之照護和支持,包括經由我們和 NHSE 合作提供之新的預防性服務計畫,這是我們發展的全球第一個國家實證基礎的糖尿病預防計畫。
- 2.整併失智症降低風險,如健康改善計畫之關鍵結果。

促成 50 萬人戒菸(如 Stoptober,新的年度健康危害改善方案),及立法禁止在車上吸菸。 提供降低有害飲酒的實證,支持及發展預防和治療介入政策。

支持 NHS 心理健康服務中心成為監獄無菸和從事降低吸菸盛行率。

執行"Everybody Active Every Day",包括:改變對於提倡身體活動期待的社會規範、發展專業及領導、創建支持動態生活環境、確認及將成功計畫推廣至全國。

- 3.專業人員的理解及行動:首先和夥伴們一起努力,例如: Health Education England, the Royal Colleges 及其他致力於增進專業人員對於降低失智症風險及促使民眾支持採取降低風險行動者。其次,將降低失智症風險融入訓練教材和環境。
- 4.實證及研究:和學院及其他夥伴一起發展失智症發生率及盛行率之測量模式研究;持續 支持發展以實證為基礎的失智症風險降低及執行計畫。

(四)建立全球共識

- 1.Blackfriars 已吸引全球注意。Envoy 說,英國在降低風險是"領航全世界"。
- 2.World Dementia Council 採用風險降低於他們的工作計畫內,並發展行動,包括降低失智風險,有 80 個國家在在今年日內瓦 3 月 16-17 日 WHO-hosted Ministerial Conference on Global Action Against Dementia 中簽名支持。
- 3.一旦 WDC 同意風險降低位置,Dementia Innovation Unit(PHE 已加入)將提供選項用於支持多國間對失智症風險下降之反應,如 EC-level statement。
- 4.PHE 今年 11 月 5-6 日將在英國舉辦發表風險降低工作在 Japan Global Legacy Event。

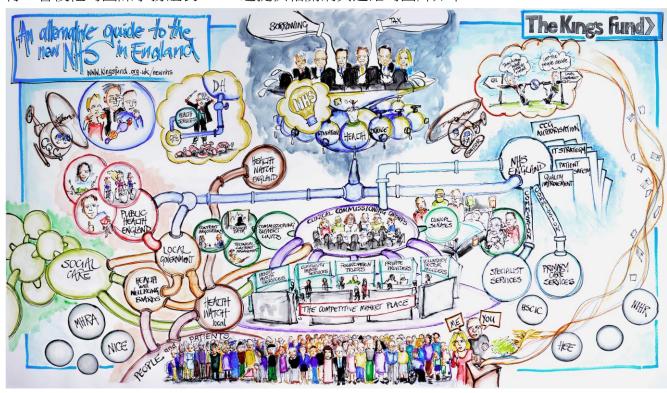
過去幾年討論失智症公平性問題已逐年成長;地區計畫,已獲顯著成功,但仍屬小規模,全國性學習及分享仍然有限。最近特別著重於 BME 議題,APPG 報告和自願性/社區性部門認知持續上升,民眾對於失智症認知,無論是患者或照顧者,覺知度大幅顯著上升。PHE 整合全國性工作一起從事失智症公平性問題,人群中失智症對公平的影響,不僅於族群間或更廣泛的群體。9 大須被保護特性:年齡、失能、性別重置、婚姻及公民夥伴關係、懷孕及生育、種族、地區或信仰、性別、性傾向。而其他主要不平等來源:社會經濟狀況、地理分布、失聰和弱勢族群。利益相關者告訴我們,必須去看、去參與、去行動改善不公平。四個國家計畫已開始:

- 1.提升專家人員認知度:透過增強低認知專業團體的知曉度。
- 2.增進資料及智態:對於基本問題的不懂,例如有多人具有須被保護特質及失智症?誰不被接受及支持?其次,建立失智症智能網絡工作計畫,取得全國新數據。

- 3.在廣泛的失智症政策取得公平主流化: 在工作上具體考量 the Prime Mininster's challenge 後的下個步驟。
- 4. 跨夥伴之工作計畫分享:檢視進展及優先順序,揭露重新配置之可能性。

(6) Reflections from Friday

Fenton 司長針對第一天的訪查重點與我們做雙向溝通,我們請益了幾個問題,包括:英國衛生部的組織架構、PHS 與各部門如 NHS 及地方政府的合作;PHS 於2013 年組織改造後的改變等。因為 Fenton 司長過去在美國疾病管制署任職,他分享英國和美國衛生保健體制的差異,美國實施總統制,所以總統改選後整個內閣官員就改組,相較於英國的聯邦制、君主立憲的保守風格,美國在醫療改革的腳步非常快速,英國則顯現作風保守,政治對醫療保健的影響很大,也關乎其效率。Fenton主任除親自繪圖說明英國衛生部下相關組織架構認為 PHS 的組織改造仍持續在進行,會後他的國際事務組長 Mark 還提供相關網頁連結的圖片如下。



圖二 英國衛生部的組織運作卡通圖

(7)篩檢計畫 Cancer Screening Programmes

這部分由癌症篩檢發展經理(Screening Programme Development Manager) TJ Day 主講整個英國的癌篩計畫,她主要負責大腸癌的篩檢,並由負責子抹檢驗協調師(Laboratories Coodinator) Janet Rimmer 補充說明。Day 經理先介紹整個癌症篩檢組織架構,PHE 編列癌症篩檢預算給 HNS 去支付給 GP 或相關機構,和台灣由國民健康署編列癌篩預算給健保署很像。其 QA Team 和 Policy Group 是各自獨立,腸篩是提供 60-74 歲做化學法(guaiac FOBT),篩檢率男性約 52%,女性約 61%,較台

灣高。該國正進行免疫法及大腸鏡檢的篩檢研究,並提供對 GP incentive program, 有關下降及延長腸篩年齡一事約 2020 年就會有結果,效果好應會實施。

該國子抹細胞學檢查對 25-49 歲提供每 3 年一次, 對 50-64 歲提供每 5 年一次, HPV 篩檢正進行 pilot study。

此段討論較多是外界對國家篩檢計畫的批評,英國的情況與我國一樣,民眾都會質疑是否因經費不足,故不提供某些年齡群篩檢。我們則方享署長指導我們面對批評一定先提供實證,經費非首要。Day 經理表示非常贊同,她們也是一樣的應對方式。

(8) 飲食、肥胖與減糖水(Diet & Obesity + Sugar Reduction)

這個單元由營養諮詢組經理(Nutrition Advice Team Manager) Louis Levy 主講, 首先從英國各官方政府在飲食、肥胖的主掌業務談起,衛生部(Department of Health, 簡稱 DH)為營養政策、肥胖控制政策及營養法,英國國家健康服務(National Health System, 簡稱 NHS) 為體重管理、生活形態及肥胖控制服務,政府公開資料 Open government data (OGDs) 則包括環境、食品暨鄉村事務部 (Department for Environment Food & Rural Affairs, 簡稱 Defra) 為國家永續發展、政策採購標準及食 品標示,教育部(Department for Education, 簡稱 DfE) 為校園的食品與飲食教育課 程,食品標準局(Food Standard Agency,簡稱FSA)負責食品安全危險評估及毒性 與過敏,工作與養老金部 (Department of Work and Pensions, 簡稱 DWP/CO) 負責 食物貧困救濟,地方政府則負責營養諮詢、行為改變、體重管理及肥胖控制等介入 等,其他還參考國際上具權威的組織包括歐洲食品安全局(European Food Safety Authority, 簡稱 EFSA)、美國農業部(United States Department Of Agriculture, 簡稱 USDA)、 澳紐食品標準管理局 Standards Australia New Zealand (FSANZ), 在英國境 內的公信組織英格蘭健康教育部(HEE)、NICE、專業學術組織等,PHE 在飲食與 肥胖的角色是統合中央與地方的營養監測,制定和執行科學實證基礎營養和行為改 變的,提高英國人民健康和福祉。主要是宣傳和發展策略,建設與其他政府部門, 食品行業,民間機構和其他組織的關係。

PHE 在其自訂定未來 5 年的七項優先改善與飲食、肥胖有關的指標是增加國小學童畢業離校正常體位的比率,同時降低成人體位過重。其提出五項行動包括:有系統的領導、社區營造、強化監策與實證基礎、支持系統的提供及致胖環境的改善。社區營造應用許多的社群 Apps,包括:5 A DAY、Change4Life、Start4Life等,營造全家共同建立健康飲食的方式。減糖行動也是 PHS 重要的策略,藉由製糖源頭的監測、健康促進宣導、管制含糖飲料廣告、協助食品工廠配方改良、針對主要的專案族群辦理教育訓練及協助地方政府等,並針對不同年齡群監測糖的耗用,發展特定族群改善的策略,目前這些肥胖防治和減糖戰役有不同的計劃正在進行中, Levy 經理認為透過實證的研究過程可以看到具體改善的成效。

我們也分享本署的肥胖防治搭配運動的推動,每年減重的成效良好,還有致胖環境的改善在社區如便利商店共同倡議合作的健康餐、蔬果販售及免費量腰圍、體重、血壓等。Levy 經理表示運動的推廣是另一個政府機構的業務,該國致胖環境的

(二)英國國家健康與照顧卓越研究院(National Institute for Health and Care Excellence, 簡稱 NICE)

這次參訪由該機構資深顧問(Senior Adivisor) Francis Ruiz 先介紹 NICE 發展的 沿革,NICE於 1999年創立,原隸屬於 NHS 的一部份,2012年獨立成非政府部門公法人組織,具有獨立權責與預算,受國會監督下,能夠彈性有效率提供公共健康服務、社會服務與執行政府職能。由臨床專業人員、病人團體、經濟學家、NHS 組織中的管理人員、與研究團體等人員所組成。

NICE 的創立是期望使 NHS 成為一個具現代化並受人信賴的組織。其目標如下:首先,NICE 讓病人在國家健康照護體系下,得到公平且相同的治療,它提供給各層級民眾有關治療與照護的相關訊息,並協助其做決定;第二、NICE 的使命是藉由建立對病人照護品質有極大改善影響的新發展指標,以促進 NHS 的革新與品質提升;第三、藉由 NICE 可使最佳的照護品質得以傳遞並使此資源得到最好的運用。

由實行面而言,NICE 除了提供可信賴的治療與臨床指導方針給從事健康服務的專業人員、病人及他們的照顧者,以協助醫療專業人員進行最有效的治療、保護病人免於接受到無效的醫療照護、並協助他們做有關治療與健康照護的決定,它同時也發展了涵蓋各個照護層面的臨床治療指引,並確使這些最好的指引能快速、及時、有效且具一致性的普及到全國各處,其指引(guildline)制定過程的嚴謹及超然獨立性,聞名於世。

第二部分由公衛及社會照顧技術顧問(Technical Adviser, Public Health and Social Care) Alastair Fischer 針對醫療政策制定應從經濟學的角度去思考公共財 (public goods)如何能不受市場機能(market mechanism)之操作及價格的影響。但 Fischer 顧問有豐富的經濟學學養,其論述的觀念偏向經濟學的研究,以我們偏醫療的背景,較無法全盤了解其闡述的某些概念,這也讓我們深深覺得應該多充實經濟學的知識,才能對健康科技評估更能掌握。

(三) Warwick Centre for Applied Health Research & Delivery, Warwick Medical School, University of Warwick

由於在去年參加財團法人醫藥品查驗中心(CDE)醫療科技評估(Health Technology Assessment, HTA)研討會,認識自英國邀請回台的醫療科技評估資深研究者陳彥甫博士,此次借訪英之便,便與其接洽交流醫療科技評估的國外經驗。適逢其研究團隊正在進行印度口腔癌的社區篩檢研究,故參訪 University of Warwick 在倫敦的夏德塔大樓(Shard Building)的研究室,一起商討未來可以跨國合作口腔癌篩檢相關研究。

(四) 日內瓦國際抗癌聯盟(Union for International Cancer Control, 簡稱 UICC)

本次拜會 UICC 目的包括:(1)了解該會在癌症及非傳染疾病預防如何以全球政

策製定的實證需求做發展及介入 (meeting the evidence needs of the global policymaking community in developing and implementing policy for cancer and non-communicable disease prevention)。(2)了解該會如何發展國際政策諮詢小組 (to learn more about the new international high-level Policy Advisory Group)。(3)了解該會癌症登記全球倡議如何推展及其他計畫推動(to learn more about the Global Initiative for Cancer Registry Development (GICR) program, and Continuous Update Project)。(4)分享台灣癌症防治經驗(to exchange opinions on the status of cancer control in Taiwan)。

UICC 執行長 Cary Adams 首先邀請本署加入該會,成為該組織會員,邱署長表示將研議可行性。在分享有關媒體的危機處理時,Adams 執行長表示 UICC 有提供新聞發布相關的專業訓練,本署可與其合作或派員參與其辦理的訓練。邱署長分享台灣企業與政府共同推動健康職場的經驗, Adams 執行長對此計畫非常有興趣,希望能親自前來觀摩,並參加政府並每年底頒發企業社會責任獎的活動,邱署長指示若能與本署主辦之 Global Health Forum 結合,更能相得益彰,將擬研議可行性。

此外,邱署長分享台灣口腔癌篩檢成效良好,表示本署將研議與 NCI 合作每年辦理一次口腔癌篩檢醫療專業人員培訓,時間可在農曆過年前或後,一~二週,並安排實地看篩檢。

UICC 的副執行長 Julie Torode 分享芬蘭癌症篩檢及德國癌症評鑑成效良好,願意協助提供芬蘭癌症篩檢及德國癌症評鑑相關資訊及聯繫平台,亦含其他相關方面做得較好國家之連絡窗口。

肆、心得與建議

茲將此次出國心得與建議整理如下:

- 一、效法英國建立有效的組織性篩檢策略:以英國乳篩為例,透過建立有效的組織性篩檢策略可以達到目標族群八成的篩檢率,如何將符合篩檢卻從未參加篩檢的目標族群邀請參加篩檢,將是我國未來除子抹外的癌篩達到目標值,降低癌症死亡率的重要工作。
- 二、積極開發國人數位健康 Apps:本署雖已開發母乳哺餵等 Apps,惟英國 PHE 有專門的 Health Marketing and Public Engagement 小組作長期的開發規畫,其小組人員同時具行為改變科學及資訊設計能力,建議本署應仿其作法,有常設的小組,並培養跨專業能力之健康數化人才,協助癌症組、慢病組、婦幼組、社區組及健教組等業務之 Apps 規畫。
- 三、開發國際網絡連結的重要性:此次考察拜訪 UICC 後,透過 UICC 的推薦信, 我們與芬蘭癌症醫學會、德國掌管癌症中心認證的德國癌症醫學會(German Cancer Society)及世界衛生組織(WHO)之國際癌症研究署(International Agency for Research on Cancer 有業務需求往來的連結,從中學習到癌症防治的寶貴經 驗,並增加未來國際合作及標竿學習的機會。

伍、附錄

附錄 1、英格蘭公共衛生署與 NICE 簡報



Health and Wellbeing in Public Health England:

Promoting Innovation for Impact

Professor Kevin Fenton National Director, Health & Wellbeing



Public Health England

Public Health England is the authoritative leader in national public health and the expert service provider for public health in England

PHE Leads in three domains of the Public Health Outcomes Framework: Health Improvement, Health Protection, and Healthcare Public Health

Introduction to Public Health England



PHE Mission

Public Health England's mission is to work with and alongside others to protect and improve the public's health and well-being and reduce inequalities through our advocacy; application of knowledge, evidence and insight; transparent reporting of outcomes; and nurturing the public health system and workforce

Introduction to Public Health England



Local Authorities

Local Authorities, with detailed understanding of their communities and circumstances are the natural leaders for public health in their areas. Public Health England will support them with knowledge and expertise to help them deliver on their responsibilities

 PHE is structured into four regions and fifteen centres spread across the country. The centres are key to the interaction with local authorities

Introduction to Public Health England



Partnerships will be key

Public Health England cannot succeed by itself. Our partnerships with local authorities, the NHS and the third sector are what will allow us to achieve the outcomes we want.

Our partners provide broader avenues by which the public interact with the health system and may be advocates for public health. PHE will work with and support our partners to ensure the best outcomes.

Introduction to Public Health Englan

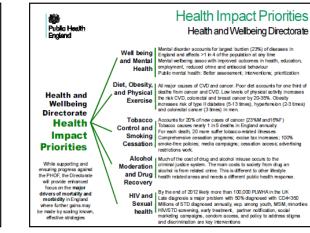


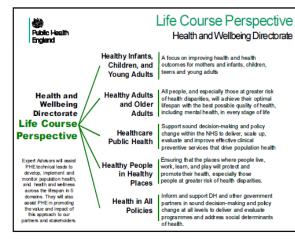
Health and Wellbeing Directorate

The PHE Health and Wellbeing Directorate will lead Public Health England's work to improve health and wellness and address the major drivers of disease, disadvantage, and death across England.

The Directorate will use an integrated approach working with local government, the NHS, voluntary sector and others to support the development, implementation and scale-up of robust, effective population health programs, promote well being, tackle health inequalities, and address









Promoting Innovation for Impact

Health and Wellbeing Directorate is committed to:

- Supporting the development and delivery of high quality, effective, evidence-based prevention programmes
- Using new technologies, including digital and social media, to engage and empower individuals, communities and our partners about health and wellhein.
- Building capacity in important areas including public mental health, population healthcare, accidents injuries and violence
- Working with diverse partners to encourage settings-based approaches to health and well-being, in addition to promoting health across the lifespan
- Integrating insights from behavioural science to improve the effectiveness, efficiency, and acceptability of our programmes



Summary

This is a time of great opportunity to focus on the public's health in a more comprehensive, holistic, and empowering way

Initiatives such as MECC align with the mission, values, and approach to health improvement being promoted by Public Health England

MECC is also a critical strategy to encourage more health promoting healthcare environments, with local leadership and deeper engagement of staff in the health and well-being agenda

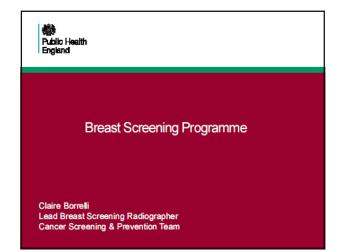
PHE remains keen to support MECC, identifying opportunities to learn from and promote promising practices, across the entire system, where possible



Health and Wellbeing in Public Health England:

Promoting Innovation for Impact

Professor Kevin Fenton National Director, Health & Wellbeing





What is Screening

The application of diagnostic measures to apparently healthy well persons in the hope of uncovering a serious disease in the pre symptomatic phase

NHSBSP 1996

2 Breast Screening Programme - 15th May 2015



Background

- In 1987, a report commissioned by UK Health Ministers recommended that a mammographic screening programme be established in the UK.
- NHSBSP 1st nationwide population-based breast screening programme in the world.

3 Breast Screening Programme - 15th May 2015



- •In 1988 the NHSBSP began offering women aged 50-64 triennial screening.
- •Full national coverage by mid 1990s.
- •In 2003, age range extended from 50-64 to 50-70.
- Breast Screening Programme 15th May 2015



Aim of Screening

To reduce mortality

Research has proven that early detection of breast cancer can reduce the mortality rates.

5 Breast Screening Programme - 15th May 2015

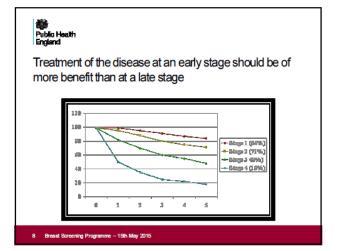


Principles

- The condition screened for should pose an important health issue
- There should be a recognizable early stage
- The natural history of the disease should be well understood
- 6 Breast Screening Programme 15th May 2015



- There should be a suitable test
- · The test should be acceptable to the population
- For diseases of insidious onset, screening should be repeated at intervals determined by the natural history of the disease
- Treatment of the disease at an early stage should be of more benefit than at a late stage





- There should be adequate facilities available for the diagnosis and treatment of any abnormalities detected
- The chance of physical or psychological harm should be less than the chance of benefit
- The cost of case-finding (including diagnosis and treatment) should be economically balanced against the benefit it provides



The Triple Test

- Clinical/History
- Imaging Mammography/ultrasound
- Needle biopsy Histology/cytology

Many publications report at or near 100% sensitivity for malignancy when any component of the triple test is positive

Roche, Given-Wilson et al 1998 BJS



Quality Criteria NHSBSP

Objective

Outcome measures

To maximise acceptance of

the invitation

>80%

To minimise recall for further

investigation

<7% Prevalent

<4% Incident

Quality Criteria NHSBSP Objective

Outcome measures

To maximise cancers

>3.6/1000 Prevalent

detected >4/1000 Incident

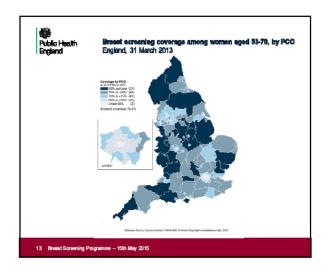
To maximise the small (<15 mm) invasive cancers

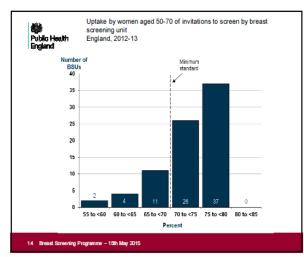
50%

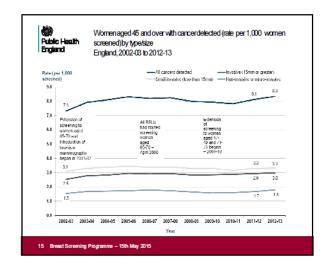
To detect a representative proportion of DCIS

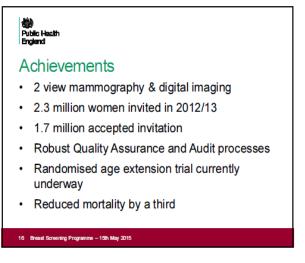
10-20% of all cancers

12 Breast Screening Programme - 15th May 2015

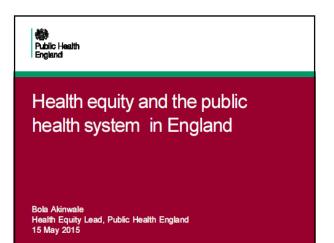


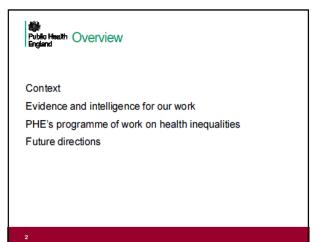












Public Health PHE's role on health inequalities

PHE's mission is to protect and improve the nation's health and to address health inequalities

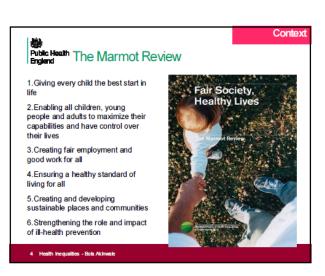
There are specific legal duties on health inequalities which Public Health England must meet

PHE disseminates data, evidence and good practice to support wider understanding and implementation of effective approaches. We support local services on

Wider determinants of health

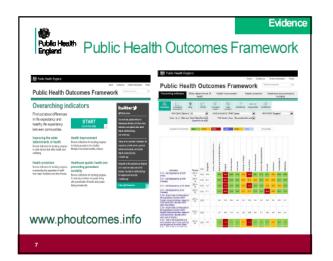
Health behaviours

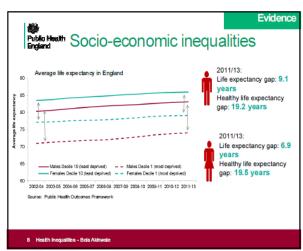
Equitable service provision

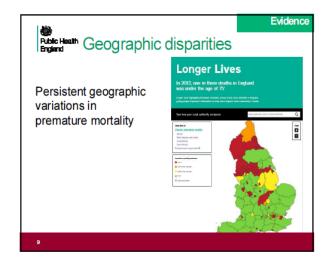




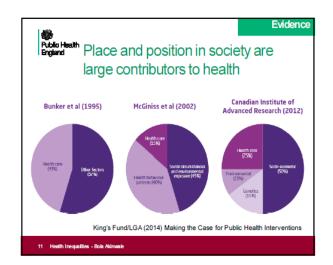


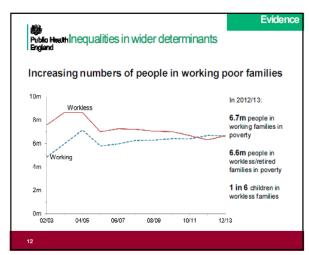




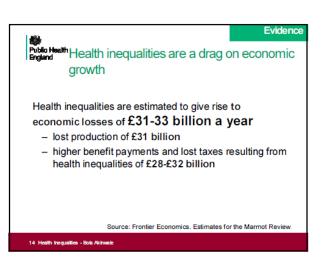


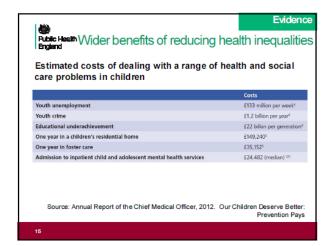




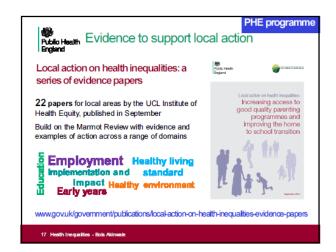


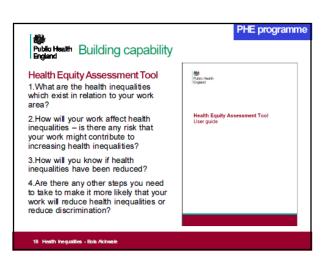








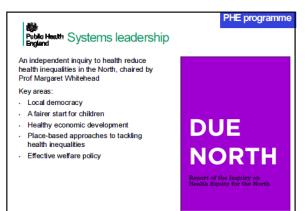






- Joint work with professional bodies (Association of Directors of Public Health, and Local Government Association)
- Aimed to
 - Embed knowledge of WHO approach in local public services
 - Promote cross-sector working
 - Identify skill development needs

19 Health Inequalities - Bola Akinwale



PHE programme

Public Health Systems leadership

National Conversation on health inequalities

Aims to support a fresh phase of public dialogue about health inequalities

Toolkit for public engagement on health inequalities developed based on social research with members of different communities

Events e.g. community-centred approaches to health and

Video stories and written case studies commissioned to demonstrate the lived experience of health inequalities and what can be done locally to make positive change for individuals and communities which will be published in 2015

Public Health Partnership and leadership

National Memorandum of Understanding to support joint action on improving health through the home

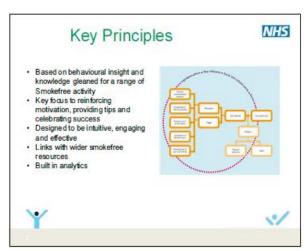
PHE programme

- · First of its kind in England
- · Work with 19 other organisations across national and local government, the health service, housing and voluntary sectors
- · Support for partnership actions, both financially and drawing on expertise and evidence from across the organisation
- PHE is leading the process of revising the Memorandum's action plan for 2015/16.

Public Health Current and emerging priorities

- · Health and Health Equity in all policies
- · Refinement of Health Equity Assessment Tool
- · Community-centred approaches
- · Strengthening health system partnerships and crosssector working
- · Support for PHE priority issues









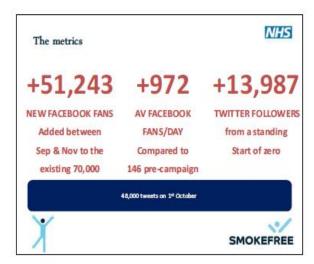




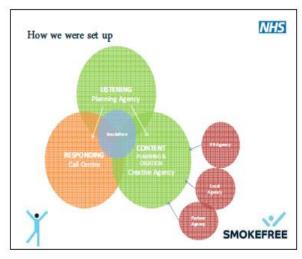






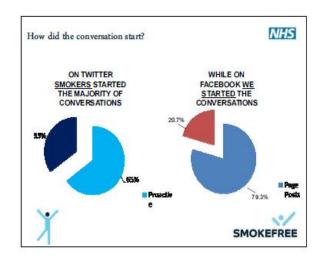




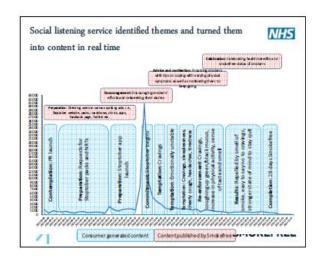


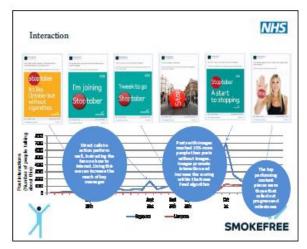


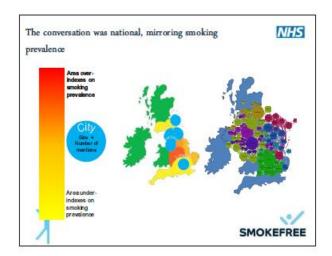










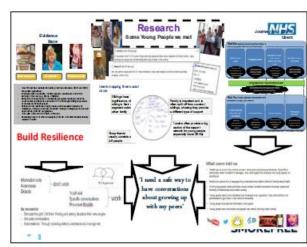




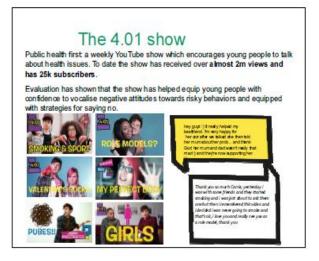




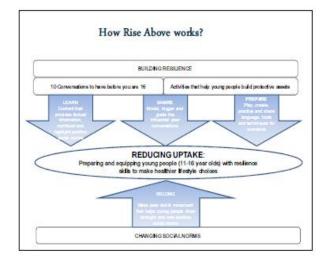




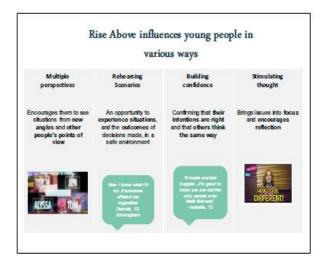


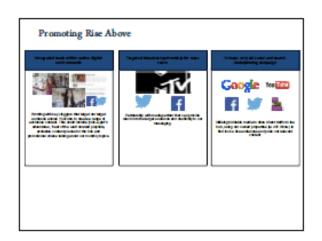


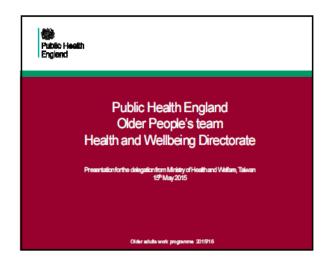


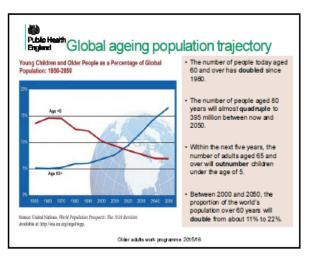


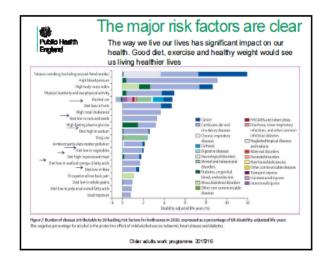


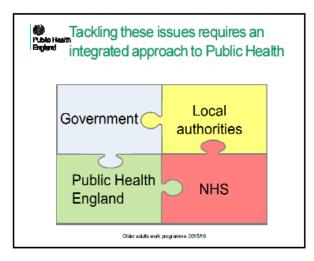




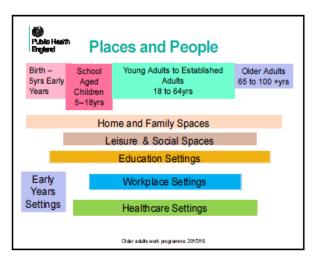










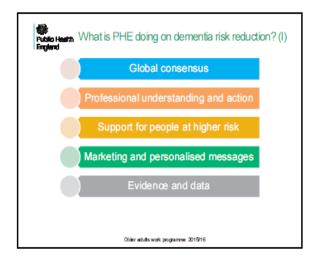


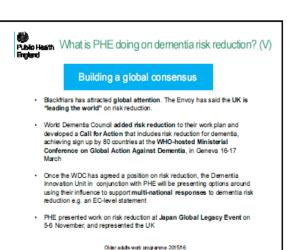
Public Health Older People's work stream

- Dementia programme
- Ageing Well Framework
- Carers' health and wellbeing
- Primary prevention muscular-skeletal (includes falls)
- Public Health approaches to end of life care
- Social isolation and loneliness, older adults

Older adults work programme 2015/16

Publication	Aim	Audience
Ageing Well Framework	Co-production with National Health Service and to lead change	Government, National Health Service hospitals, Clinical Commissioning Groups, Local Authority commissioners & Voluntary Sector
Brain Age Tool	Raise Awareness of risk factors and reduction	Public
Dementia Intelligence network web portal	Transparency on use of data collected	Government, National Health Service hospitals, Clinical Commissioning Groups and Local Authority commissioners



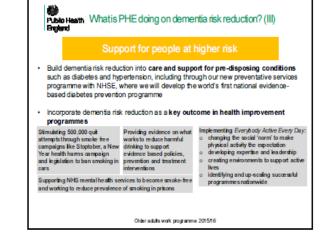


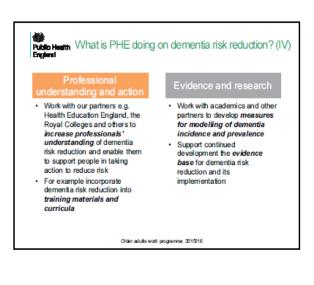


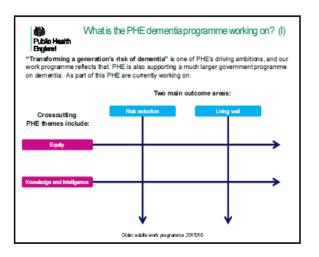
Public understanding and personalised tools

- Major new heal thy living marketing campaign aimed at getting 40 to 60-year-olds to "reassess" their health and make changes to help them live heal thily in older age.
- Personalised diagnostic tools to help people understand and manage their risk of developing dementia e.g. the brain age calculator being developed by University College London for incorporation into the NHS Health Check (following further development of the functionality and messaging, user testing and validation for clinical use)

Older adults work programme 2015/16

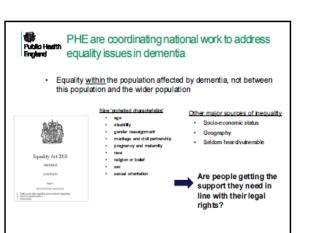


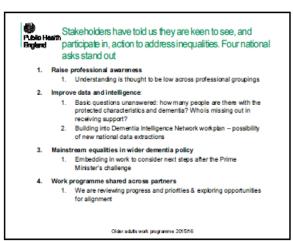














Prevention of Musculoskeletal Conditions

- Falls Fragility Fracture Population Programme
- Falls prevention public facing
- Work place Charter support for Employers
- Promoting Physical Activity as prevention and treatment for Osteoarthritis

Older adults work programme 2015/16





Living well: Dementia carers

Why important?

- Approx. 550,000 dementia carers in England (2013).
- Carers play a crucial role in care for people with dementia.
- · Caring role can negatively impact health and wellbeing.
- PM challenge 2020: enable dementia carers to cope with caring responsibilities and have a life alongside caring.
- Interventions are likely to be costeffective for wider system

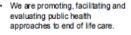
What is PHE doing?

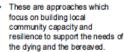
- Rapid review of evidence-based interventions - multi-component interventions appear most
- · Work with the Depression Alliance to adapt existing online support service to dementia carers.
- · Research on end of life care which includes dementia carers as a core target group.
- Member of DH's Post Diagnosis Support Group.

Older adults work programme 2015/16



PLAND HEARTH End of life care





- We have commissioned the Dving Well Community Charter and a Toolkit which is being taken forward locally by 14 local areas.
- · We are undertaking two pieces of research to enable us to monitor progress and impact of this work.



- with the public includes those with dementia and their carers as a key target audience.
- · Research findings will further support implementation of these approaches and will existing supplement existing PHE data.

Older adults work programme 2015/16



THANK YOU

Any questions/comments?

Contact details

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Older adults work programme 2015/16





Foreword



From evidence into action: opportunities to protect and improve the nation's health



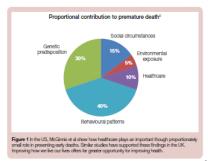




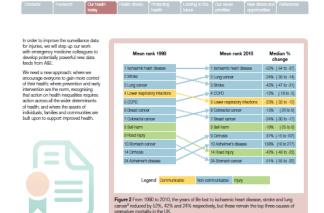
Contents lealth drivers: how we live and the circumstances of our lives Continuing to protect the public from threats to their health.....



Our health today



42





Contants Foreword Our health Health divers Protecting Looking to the Our seven New divers and Februarioss Industrial Indu

Health drivers: how we live and the circumstances of our lives The way we five our lives has a major impact on our health. The Global Burden of Disease study demonstrates the impact on cervisive, the properties the impact on servicing, high blood pressure and too much salonks. The study also demonstrates that mertal liness is the largest single cause of disability and episcensis 25% of the national disease during in the UK-¹⁹ Due North, ¹⁰ the report of the inquiry on heath equity for the North, sets out thesh mights and thirting on how we might do this .And we must recognise the link between mental times and physical health. Excertally all propulation in the 1900.¹¹ UK disability adjusted life years, both sexes all ages 2010 Global Burden of Disease 14 High RM Alcohol use philotel cholesterol ing plasma glucciae Drug use September of training forms

September of training

Sep determinants including:

9 good employment

1 higher educational attainment

1 safe, supported, connected communities

1 soor housing and homelessness

1 king on a low income

1 social isolation; esclusion and loneliness

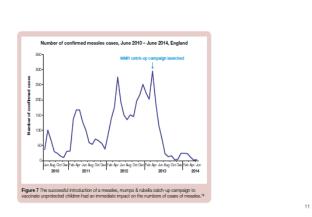
1 stigma and discrimination

Improving health and closing the gap between those with the most and those with the least requires action across all of these.

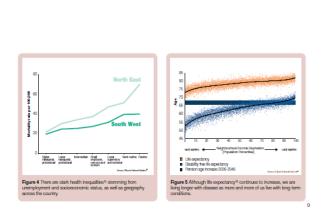
2.2%

Figure 3 The way we five has a significant impact on our health. Good diet and more would help us five healthier fives.

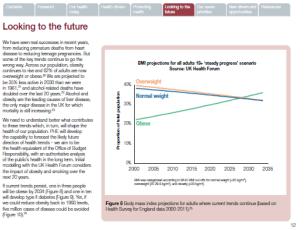
Contents Foreword Our health Health drivers Protecting Looking to the Our seven New drivers and References health future priorities opportunities



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Our seven priorities

We have identified seven priorities where we will focus our efforts. Those are supported by the evidence in the Global Burden of Disease study¹⁸ that emphysiates just how important these bacters are from an epidemiological perspective in determining our health, and also how the same risks contribute to so many of the conditions and diseases that cause ill health and permuture death. And we have these require action on contributory burdens, and as physical activity, in addition, as the work of Pholessor Sir Michael Marmot and others have established,¹⁸ the evidence shows that a good start to file is the key to littlering health and wellbeing.

We will also focus on dementia as a leading public concern, recognising that a focus on these same risk factors will help reduce people's risk of dementia and delay its onset.

We will continue to prioritize protecting the public from infectious disease, maintaining our capacity and capability to prevent and control outbreaks effectively. In particular, we want to see progress in tackling tuberculosis and reducing the threat from artimicrobial resistance.

We will pursue each of these, recognising three underpinning the

- that we are concerned with population health and also with the impact on individuals, and that mental and physical health are equally important to our wellbeing
- that we must act in a way that reduces health inequality and ensures everyone is able to benefit
- that we recognise the importance of place and the strength of building on all of a community's assets

The seven priorities are not our only areas of interest, nor do they represent the full range of contributions that we make to protecting and improving the public's health. They are, however, the areas we identify as most in each of improvement in the next of years and where we will reinflussly focus our efforts.

PHE will focus on securing improvements against

- · tackling obesity particularly among children
- reducing smoking and stopping children starting
- reducing harmful drinking and alcohol-related hospital admissions
- ensuring every child has the best start in life
- reducing the risk of dementia, its incidence and prevalence in 65-75 year olds
- tackling the growth in antimicrobial resistance
- achieving a year-on-year decline in tuberculosis

We cannot do this alone. PHE will work with local and central government, dinical commissioning groups and the widen N-St, universities, industry, employers, and the voluntary and community sector to build support and commismor for improving health, making evidence and involvedge on "what works" available to all in a form they can use and spreading best practice. Above all, we need an active partierability with people so they take greater charge of improving their own health. Seven 1 Tackling 2 Reducing priorities obesity smoking 3 Reducing harmful drinking

Outcome:

A reduction in the number of hospital admissions due to alcohol.

Why focus on drinking?

very rocus on drinking?
Alcohol in the leading sith bactor for preventable death in 15-40 year olds. "New million adults now drink at beets that increase the risk of harm," of whom 15 million show signs of adored objerndence." From 2001-2002, the number of popular who ded due to be foresses and increase and in contrast to other risks processes and increase and in contrast to other risks or diseases that have been dedining."

The harm of alcohol falls not just on individuals but on society as a whole. Overall, alcohol harm costs society \$21 billion a year, with the costs to the NHS at \$2.5 billion. \$2\$

We see massive inequalities in where its impact is left. People with mental illness are more Bely to misuse alcohol;⁵³ and the most deprived lifth of the population of the country suffers two to three times greater loss of life attributable to alcohol.⁵⁴

Where are we now? In 2012/13, there were 326,000 hospital admissions where alcohol was the main reason for admission.⁵⁵



3 Reducing harmful drinking in life Seeducing 6 Antimicrobial 7 Reducing clarentia risk resistance tuboroulosis

Over the next 18 months, PHE will:

- use alcohol as the traiblater for a new whole system approach that establishes what works and
 is clear on the elaum on investment, reading sperament, local sufficient and the NRS to invest
 with confidence in evidence based policies, prevention and treatment interventions
 produce an independent apport for government on the public health impacts of alcohol and on

Sevon 1 Tacking 2 Roducing 3 Roducing 4 Bast start 5 Roducing 6 Antimicrobial 7 Roducing priorities closely smoking harmful diriking in like domentia risk rasistance buborculosis

1 Tackling obesity

An increase in the proportion of children leaving primary school with a healthy weight, accompanied by a reduction in levels of excess weight in adults.

Why focus on obesity?

Being overweight is associated with increases in the risk of cardiovascular disease, diabetes and some cancers. ²⁰ It is also associated with poor mental health in adults, and stigma and bullying in childhood. ²²

We know that poor diet has a direct impact on health an estimated 70,000 premature deaths in the UK could be avoided each year if UK diets matched nutritional guidelines. ²³ We also know that one in two women and one in three men are insufficiently active for good health. ²⁶

There are stark inequalities in levels of child obesity, with prevalence among failure in the most deprived areas being double that of those children in the least deprived areas. ⁵⁶ If an individual is poor, he or are is more likely to be affected by obesity and its health and well-being consequences.

Where are we now?

Being obese or overweight is becoming the social norm: the number of children who are obese doubles from reception to year six, ³⁶ white among adults 67% of men and 57% of women are obese or overweight. ³¹

National Child Measurement Programme 2012/13²⁸

Around one in ten childron hrocoption is abose (boys 9.7%, ghts 8.8%)

Around one in five children in year 6 is obesse (boys 20.4%, gifts 17.4%)

Child aboutly EMb/88th certile of the UKSO growth reference

Figure 11 Prevalence of excess weight among children.

- work with NHS England to implement the com in the NHS Five Year Forward View
- produce an independent report for government on sugar and diet, including evidence reviews on fiscal measures and promotions and advice from the Scientific Advisory Committee on Nutrition
- publish the evidence-based Everybody Active, Every Day framework 10 and refresh the eatwell plate and 5 a day approaches
- run the New Year healthy eating campaign and summer physical activity can and increase the number of families signed up to Change4Life by 500,000



An increase in the proportion of children 'ready to learn at two and ready for school at five'

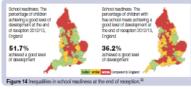
Why focus on the best start in life?

Why focus on the best start in life? Getting a good start in life, building emotional realizmos and getting maximum benefit from doutation are the most important markers for good health and welfact focusion life. We less with 400 % of bannine of development takes place by age three? and how we care for infrasts appears their loss. Life standard and good materiant mental health shapes as child's later mortional, behavioural and infrabilishal development. We Finalling obtained to achieve their his potential and be physically and emotionally healthy provides the comeratione for a healthy productive adulthood.

currence to a healthy, productive adulthood. Socially disadventaged children are more likely to have speech, language and communication difficulties than their poecs, which has implications for their deuterion delication of difficulties with pere relationings, emotioning problems and impaired social behaviour. For example, (90% of juvage offenders are found to have speech, language and communication needs.)

Where are we now?

where are we now? In 2012/13, 52% of children reached a good level of development at the end of their reception year, with 36% of children eligible for free school meals reaching



Over the next 18 months, PHE will:

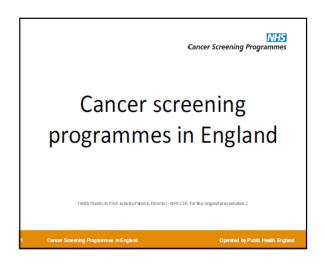
| Seven | 1 Tackling | 2 Faculushg | 3 Faculushg | 4 Best start | 5 Faculushg | 6 Antimicrobial | 7 Faculushg | prioritiles | obsaily | smoking | hamitul dithiding | in 10 | demontal risk | resistance | tuberculosis

Over the next 18 months, PHE will:

**apport load authorities in developing integrated children and young people's services they take no commissioning responsibilities for the Healthy Child Programme for 0.5s.

*premete the importance of high quality universal services as a fundation for good has for all our children and an apatition for early intervention and trageted soft of the children. A statement of the people of the children. Foundation as a "What Worke Cente for Early Intervention Foundation as a "What Worke Cente for Early Intervention Or Spars and sign up over 200,000 more powers and sign up over 200,000 more powers and sign up over 200,000 more powers over the children of the people of the children biosological accessing to include four new inherited metabolic disorder work with NUEs on the implementation of the quality standards and pathways for emotional and social velocing in any years

*lead and co-ordinate the Childrood Fia Programme, working with NUEs England increase coverage of measine, murps and rubolic immunisations for all children at five years.



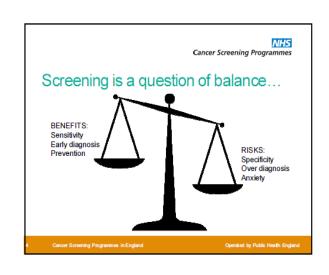


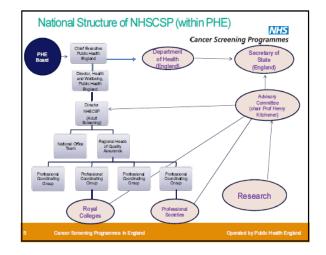
Cancer Screening Programmes

Objective of Cancer Screening
Programmes in England

To reduce deaths from bowel/breast/cervix cancer by detecting cancer early when it is still potentially curable

To reduce the incidence of bowel cancer and cervix cancer by detecting and removing precursor abnormalities which, if left untreated MAY develop into cancer





Cancer Screening Programmes

Screening Protocols

Breast screening saves 1300 lives per year

• for women 50-70 every 3 years

• trial of screening 47-49 and 71-73

Cervical screening saves 4500 lives per year

• Cytology every 3 years 25-49, 5 years 50-64, HPV testing for triage

• Prevents cervical cancers occurring

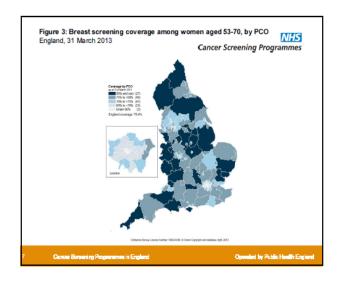
• Pilot of screening for HPV

Bowel screening saves 1000 lives per year (and counting)

• Men and women 60-74 offered guaiac FOBt

• Pilot of using immunochemical test to replace guaiac

• BOWEL SCOPE being introduced for men and women aged 55 to prevent colorectal cancer to prevent colorectal cancer



Cancer Screening Programmes RCT of an additional screening invitation at Nearly 2,000,000 million women cluster randomised to date Primary endpoints are deaths from breast cancer before 60 and before 80

Secondary endpoints will consider overdiagnosis and overtreatment in intervention group

Lower acceptance than in routine programme so will link with previous screening histories and exclude persistent non-attenders from analysis of

New and improved information leaflet with clearer explanations of possible outcomes of trial

Renewed protocol will be submitted for publication

ages 47-49 and 71-73

Cancer Screening Programmes

RCT of an additional screening invitation at ages 47-49 and 71-73

Funding from Public Health England for both screening and analysis

Trial sponsor is University of Oxford and the trial is being carried out within Cancer Epidemiology Unit

Trial has been under attack from a group of critics who have published their views in the BMJ, the Times newspaper, written to breast cancer charities, to PHE, issued FOI requests etc etc

Cancer Screening Programmes

RCTs of guaiac FOBt screening

Site	Population Size	Positivity Rate (%)	% Cancers (T1-3 A		Testing Interval	Relative Mortality Reduction
			Screened	Control		
Minnesota	48,000	Unrehydrated: 2.4%	59	53	Annual	33%
		Rehydrated: 9.8%			Biennial	21%
United Kingdom	150,000	Unrehydrated: 2.1%	52	44	Biennial	15%
Denmark	62,000	Unrehydrated: 1.0%	56	48	Biennial	18%
Sweden	68,308	Unrehydrated: 1.9%	52	50		16%
		Rehydrated: 5.8%				

Cancer Screening Programmes

Uptake and positivity for gFOBt screening 60-74

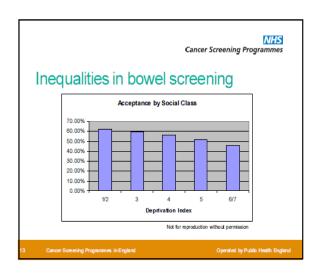
FOBT uptake: Colonoscopy uptake for positives:	55.7% (43.73% – 58.43%) 83.3%	86.6% At repeat invitation
Positivity	2.21%	Prevalent screen
	1.78%	Incident screen
	1.99%	Overal

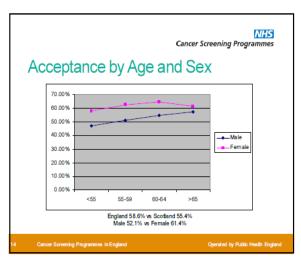
Cancer Screening Programmes

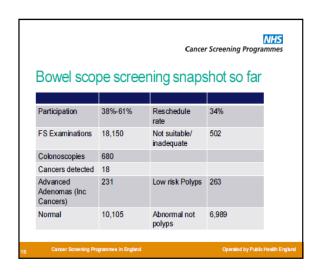
gFOBt episode outcomes

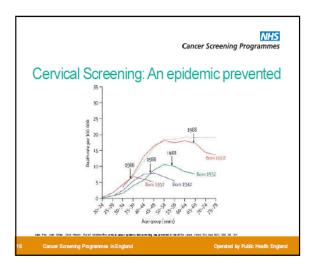
1				
		All rounds	Prevalent	Incident
	Cancer detected	20,079 (7.71%)	9.69%	6.00%
	High risk polyps	23,586 (9.05%)	10.19%	8.06%
	Intermediate risk polyps	38,784 (14.89%)	17.31%	12.79%
	Low risk polyps	51,579 (19.8%)	16.08%	23%
	Abnormal, not polypa	66,960 (25.71%)	21.69%	29.17%
	Polyps, no histology	1,447 (0.56%)	0.51%	0.59%
	Normal	52,231 (20.05%)	21.92%	18.44%
	No result	5,843 (2.24%)	2.59%	1.94%

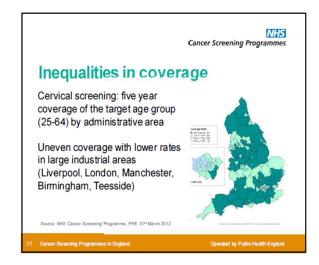
NB we have just completed a pilot of faecal immunochemical testing

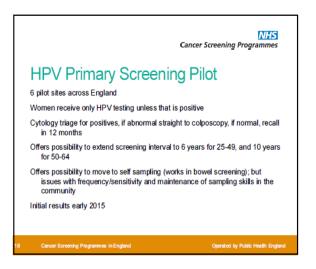


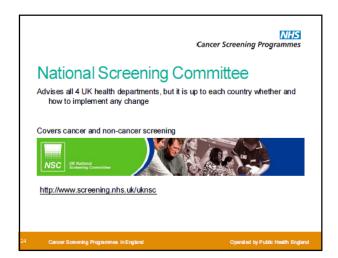


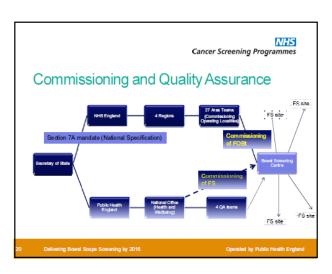


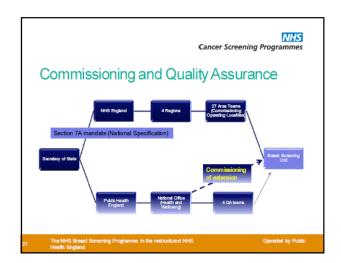


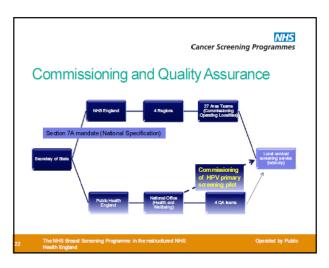












Cancer Screening Programmes

England cancer screening information

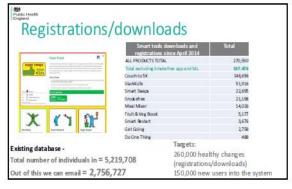
www.cancerscreening.nhs.uk

www.nhs.uk



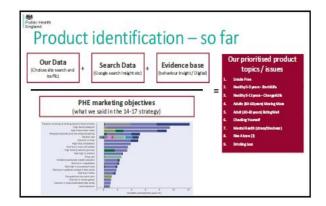


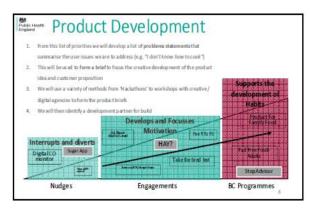




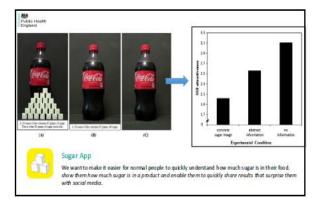


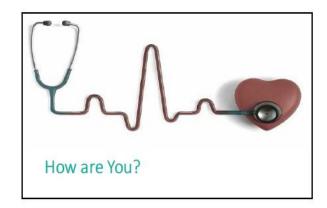


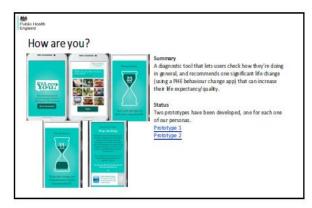








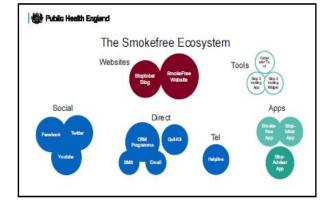


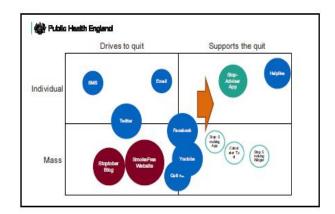


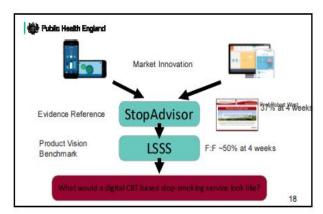




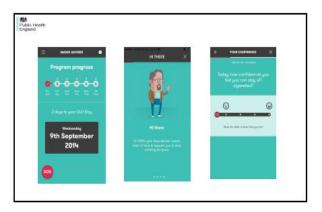


















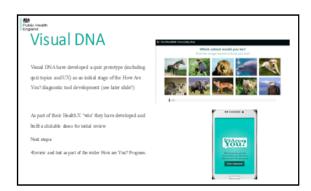


FoodSwitch instantly see whether they are high (red), medium (amber) or low (green) in fat, saturates, sugars and salt. It also suggests a swap with similar but healthier alternative products where possible.

- Engineered a partnership with Foodity to bolster the dataset and provide more co-marketing opportunities.
- To be an have been working with fireus's UX team to improve design and interface of the App
 Fieuds have developed a proposed launch plan for the improved FS app with consideration of PFE calendar elements such as Salt/Sugar Seap and new year detox.

Next steps

- Confirm Foodity partnership / Awaiting re-designed app (December)
- + Meeting with PHE to discuss how best to embed PS in 2015 activity spikes $\,$

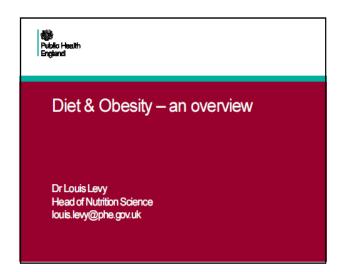


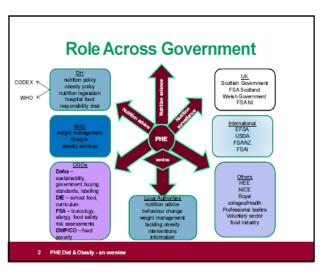
Contact Details

Daniel Rider Head of Mobile Public Health England

dan.rider@phe.gov.uk Mobile; 07990560503

www.gov.uk/phe Follow us on twitter @PHE uk Protecting and improving the nation's health







• One of PHE's seven priorities over the next 5 years **Outcome:**

'An increase in the proportion of children leaving primary school with a healthy weight, accompanied by a reduction in levels of excess weight in adults.'

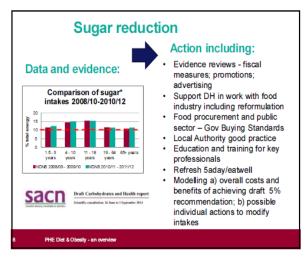
PHE Diet & Obesity - an overview



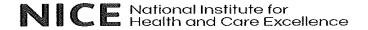


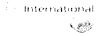












NICE: Key principles and processes, and the role of cost effectiveness in decision making
May 2015

Francis Ruiz, Senior Adviser NICE International

Overview

- Establishing NICE
- · Core principles
- Health technology assessment and appraisal
- · Cost-effectiveness and decision making
- Controversies and lessons learnt

Functions of NICE

The National Institute for Health and Care Excellence (NICE) provides national guidance and advice to improve health and social care

Functions:

- to publical
- Production, dissemination and implementation of guidance
- 2. Development of performance standards and metrics
- 3. Provision of information

off-label

Wrok payment

LILE

Establishing NICE; the NHS in 1999

- Slow uptake of new technologies and practices
- Widespread variation in the nature and quality of care
- Growing public concern and increasing media criticism
- · Government commitment to improve the quality and range of care
- Prospect of significant reinvestment in the NHS: plan to grow from about 6.5% to about 9% of GDP

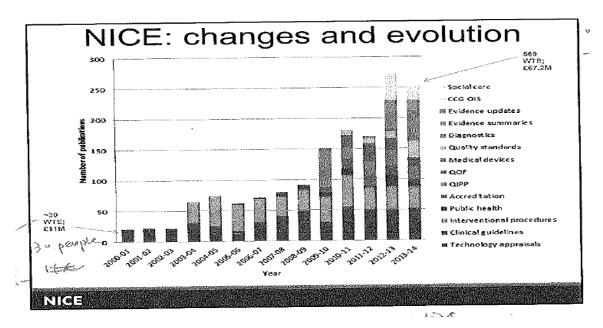
NICE

Establishing NICE: expectations

ione-stop ship helieve It Everyone

- National, authoritative source of advice
- Guidance based on effectiveness and cost effectiveness
- Inclusive and consultative approach
- Independent and efficient
- A service for the NHS and the public which uses it
- Broad support from professional and user make impact groups

NICE



Core principles underpinning all NICE guidance

Dinciples	Putting them into practice
Independence	"Arm's length" from government, payers, industry and professional groups; strong and enforced conflict of interest policies
Transparency	Meetings open to the public; material placed on the web; decision criteria and rationale for individual decisions made public
Inclusiveness	Wide and genuine consultation with stakeholders; willingness to change decision in light of new evidence
Scientific basis	Strong, scientific methods and reliance on critically appraised evidence and information
Timeliness	Decisions produced in reasonable timeframe; minimise delays in publishing decisions
Consistency	Same technical and process rules applied to all cases
Regular review	Regular updating of decisions and of methods Yeap

Thality

NICE

6

Why is transparency and stakeholder engagement important?

- Arguably, payers, manufacturers, and critically, the end user (patients and the public) have a right to be involved
- It may reveal key data gaps or provide additional perspectives that would be missed by simply relying on the published scientific literature
- It can help defuse stakeholder resistance some is inevitable, but a strong process provides consistent criteria to judge the reasonableness of stakeholders' claims

MGE

8

What is health technology assessment (HTA)?

HTA is a multidisciplinary field of policy analysis. It studies the medical, social, ethical, and economic implications of development, diffusion, and use of health technology.

Any intervention that may be used to promote health, to prevent, diagnose or treat disease or for rehabilitation or long-term care. This includes the pharmaceuticals, devices, procedures and organizational systems used in health care.

Source: INAHTA/glossary http://www.inahta.net/

NOTE: HTA is one component to support overall quality improvement.

Strong

NIGE

NICE Technology appraisals

Guidance on the use of new and existing medicines, treatments and procedures within the NHS

Two types of appraisals:

internal analysts

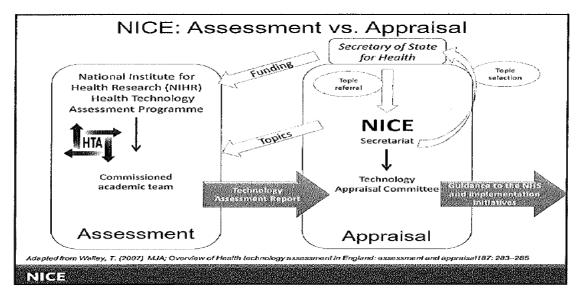
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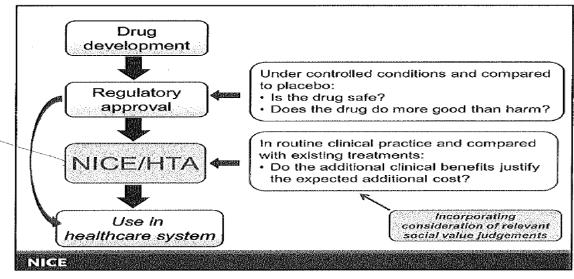
Multiple Technology Appraisal (MTA) Single Technology Appraisal (STA)

- Independent academic groups carry out systematic review and develop economic model (MTA) [60 weeks]
- Critique the evidence submitted by manufacturer (STA) [30-43 weeks]
- 4 Standing Committees
 - Independent
 - Multi-disciplinary includes industry /
- Opportunity for key stakeholders to appeal against final draft guidance

Recommendations to be implemented within 3 months

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Role of cost effectiveness in NICE guidance (SVJ, 2008)

 "Those developing clinical guidelines, technology appraisals or public health guidance must take into account the relative costs and benefits of interventions (their 'cost effectiveness') when deciding whether or not to recommend them." (Principle 2, SVJ, NICE 2008)

<u>BUT</u>

- "Decisions about whether to recommend interventions should not be based on evidence of their relative costs and benefits alone. NICE must consider other factors when developing its guidance, including the need to distribute health resources in the fairest way within society as a whole." (Principle 3)
- See: http://www.nice.org.uk/media/C18/30/SVJ2PUBLICATION2008.pdf

NICE

Cost effectiveness – Incremental cost-effectiveness ratio (ICER):

cost_{new} - cost_{current}

health gain_{new} - health gain_{current}

At NICE, health gain is expressed as quality adjusted life years (QALYs) which allows us to calculate the **cost per QALY** for any technology under consideration

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Quality adjusted life years

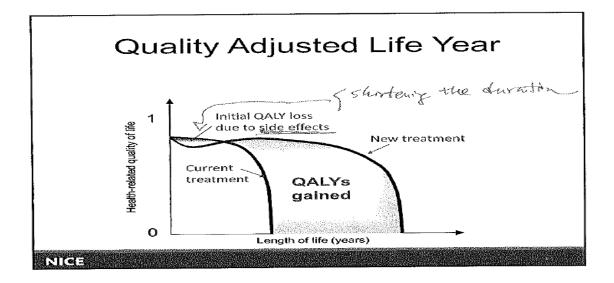
- · Basic concept:
 - Health care should improve the quality of your life and/or increase your life expectancy.
 - Therefore an index which combined quality of life with life expectancy could be used to compare the benefit of all health care interventions.
 - A way of measuring health benefit consistently across all interventions and conditions
 - QALY gain = life years gained x quality of life index

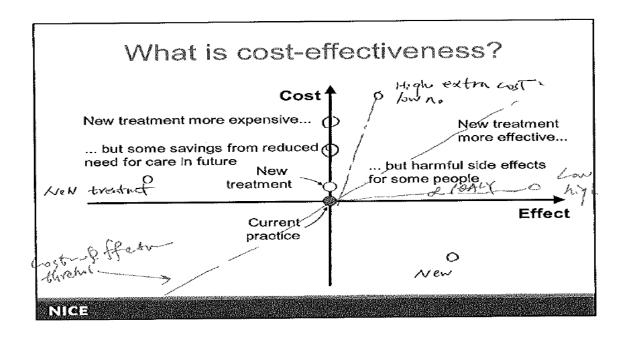
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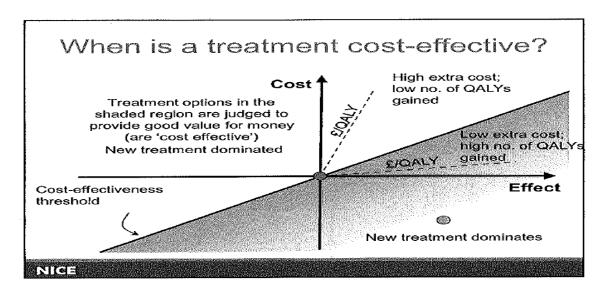
Measuring utility (quality of life)

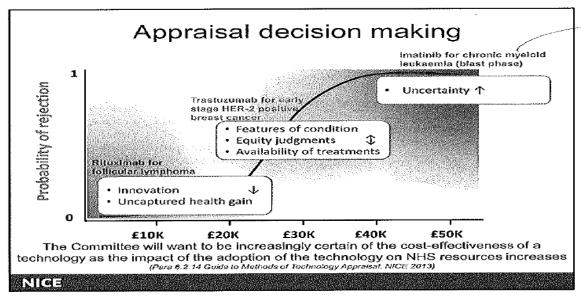
- Time in a health state is usually easy to estimate.. Utilities a bit harder
- · Two steps to measure utility
 - Step 1. Describing the health state
 - Current health / hypothetical health state
 - Standard <u>questionnaire</u> / open description: collected during trials
 - Step 2. Valuing the health state
 - · Capture people's preferences
- EuroQol's EQ-5D is NICE's preferred measure/questionnaire
 - Description of health states from patients (from trials)
 - · Valuations from the general public (representative sample)

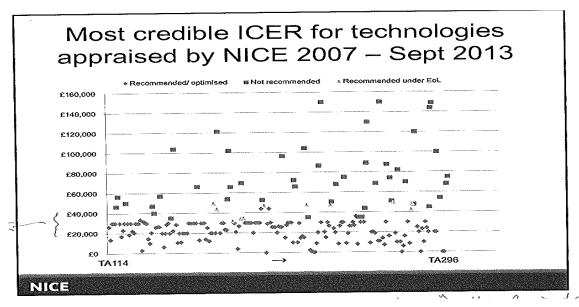
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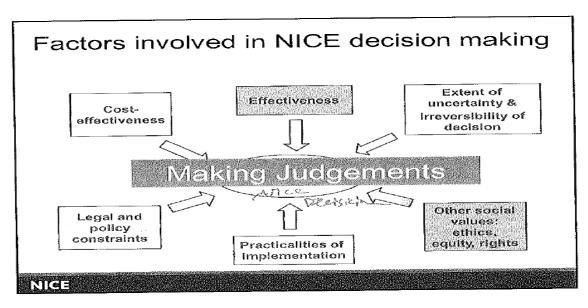


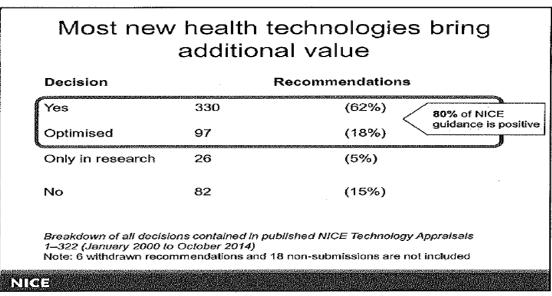












Patient Access Schemes

"Patient access schemes are proposed by pharmaceutical company and agreed by DH to improve the cost effectiveness of a drug and enable patients to receive access to cost effective innovative medicines"

 The Pharmaceutical Price Regulation Scheme 2009 between DH and the ABPI

NICE

Patient Access Schemes

- Respect the role of NICE
- Discussed first and agreed in principle by DH & company; NICE to assess impact on cost-effectiveness
- Full costs to be included in costs considered by Appraisal Cttee
- Clinically robust, plausible, appropriate and monitorable
- Operationally manageable without unduly complex monitoring, disproportionate additional costs & bureaucracy.
- Cumulative administrative burden of such schemes remains manageable for all parties involved in their operation, including front-line NHS staff
- Consistent with existing financial flows and local commissioning
- NHS in E&W must be consulted on PASs, in particular where these involve additional data collection beyond that associated with the conventional purchase of medicines

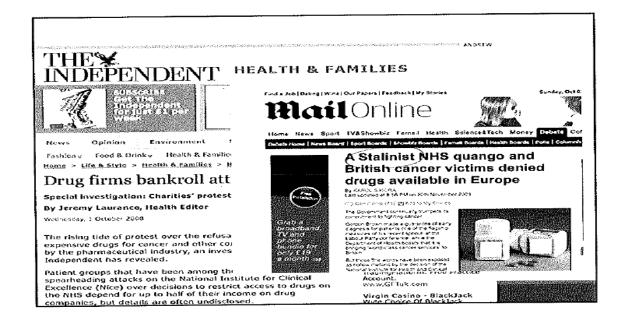
NIGE

Examples of PAS in NICE guidance (1) Type of PAS Indication Treatment Response-rebate Dose-capping Cost equalisation First cycle free Dose-capping Discount TA129 Bortezomib (Vekade) TA155 Ranibizumeb (Lucents) TA162 Eriobrib (Tarcera) TA169 Sunitinib (Sutent) TA171 Lenaldomide (Revimid) TA175 Cetuximab (Eribitus) TA179 Sunitinib (Sutent) TA180 Istekinumab (Stelera) TA185 Trebectedin (Yondelis) Multiple myeloma Macular degeneration (Acute wet AMD) Non small cell lung cancer Renal cell carcinoma 2007 Multipla myeloma Metastatio colorectal cancer (first Une) Gastrointestinal stromal tumour Moderate to severe psoriesis Advanced soft tissue sarcoma Dose-capping Discount First cycle free Weight equalisation Cost after fifth cycle met by manufacturer First 12 wooks free of charge Fixed cost per patient Discount 2009 Revented soft issue sarcona Rheumatold arthritis Non small cell lung cancer Advanced renal cell carcinoma Myelodysplastic syndromes, CML, AML Psoriatic arthritis Systemic juvenite idiopathic arthritis Imatinib-resistant chronic myeloid feukaemia First-line treatment of chronic myeloid leukaemia Highly active relapsing-remitting multiple sclerosis Non-small-cell lung cancer Castration-resistant metastatic prostate cancer Skeletal related events in adults with bone motesta Gardolizumab pegol (Cimzio) Gefdonit (Iressa) Pazopanit (Volutient) Azacitidine (Vidaza) Gelimumab. (Simponi) Tocilizumab. (Simponi) Niotinit (Tasigna) Niotinit (Tasigna) Fingolimod. (Gilenya) Eliotinit (Tarceva) Abiraterone acetate (Zytiga) TA186 TA192 TA215 TA218 TA220 TA238 TA241 TA251 TA254 TA256 TA258 2011 Skeleta) related events in adults with bone metastases TA285 Denosumab (Xgeva) from solid tumours 2012 Advanced melanoma, 2rd Line Discount TA268 (pilimumab (Yervoy) Metastatic mutation positive melanoma Vemurafenib (Zelboraf) Discount TA269

	Examples of PAS in NICE guidance (2)					
2012	TA276 TA276 TA278 TA280 TA282	Treatment Renibizumah (Lucentis) Colistimethate (Colobreathe) Tobramycin (TOBI Pedhaler) Omalizumah (Kolair) Abatacapt (Crencia) Pirfenidone (Esbriet)	Indication Diabetic macular odema Pseudomones aeruginosa for adults and children over 6 with cystic fibrosis Pseudomones aeruginosa for adults and children over 6 with cystic fibrosis Severe persistant asthma Rheumatoid arthritis, golyarticular juvenile idiopathic arthritis Mid to moderate idiopathic pulmonary fibrosis	Type of PAS Discount Discount Discount Discount Discount Discount		
2013	TA293 TA294 TA298 TA301 TA303	Ranibizumab (Lucentis) Etrombopag (Ravolade) Aflibercept (Eylea) Ranibizumab (Lucentis) Etuocinolone (Ituvien) Teriflunomide (Aubagio) Aflibercept (Eylea)	Macular cedema secondary to retinal vein occlusion Chronic immune (idiopathic) thrombocytopenic purpura Wet age-related macular degeneration Choroldal neovascularisation secondary to pathologic myopia Diabetic macula cedema Active relapsing-remitting multiple sclerosis Visual impairment caused by macular cedema secondary to central retinal vein occlusion	Discount Discount Discount Discount Discount Discount		
2014		Pixantrone (Pixuvri) Afatinib (Giotrif)	Multiple relapsed or refractory aggressive non-Hodgkin's B-cell lymphoma Locally advanced or metastatic non-small cell lung cancer (NSCLC) with activating epidermal growth factor receptor (EGFR)	Discount Discount		
	TA319	Enzalutamide (Xtandi) Ipilimumab (Yervoy) Dimethyl fumarate (Tecfidera)	Metastatic hormone-relapsed prostate cancer in adults Adults with previously untreated advanced (unresectable/metastatic) metanoma Adults with active relapsing-remitting multiple sclerosis	Discount Discount Discount		
CI	el al					

It has not always been easy...

NITE



Perceptions of NICE: 1999

Supportive	Government, health professionals
Curious	Advocacy groups, academics, media
Sceptical/hostile	Industry
Blissfulfy ignorant	Public



NICE

Perceptions of NICE: 2014

Supportive (Government, health professionals, academics, advocacy groups, industry (most) Media (some)
Curious	Media (most), public
Sceptical/hostile	Industry (some) media (some)
Blissfully ignorant	



MIGE



Nice Work

The Cancer Drugs Fund should be closed

"The purpose of NICE is to bring order to decisions about rationing in the prescription of drugs. . . Over the 15 years of its existence, NICE has developed intelligent measures on the use of new technologies, treatments and procedures and the cost-effective application of new drugs." The Times, 16 October 2014

NIGE



2050

"Any new NICE-type institution aiming to be an evidence intermediary must avoid only working in a navel-gazing technocratic, academic research-focused silo. There is a need to engage with wider audiences, and the difficult and messy politics that goes with making tough decisions relating to crime, education and other areas of social policy."

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Lessons Learned

It's not all about "cost-effectiveness" and the "technical"....

Good governance structures can significantly increase the legitimacy (in the eyes of the law and of the public) of priority setting decisions, but:

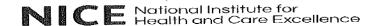
- The process needs a degree of flexibility to avoid being too rigid
- The system needs to be responsive and be able to adapt to changing needs
- Importance of reviewing processes/methods

An inclusive, multidisciplinary approach can improve both the quality and legitimacy of decisions made

1110

Thankyou!

NG



Alastair Fischer: Centre for Public Health, NICE, UK

The Prevention of III-health. What should take priority?

For visitors from Taiwan, May 2015

Running Order

- What should the main objective for national planning of healthcare be?
- · How is this achieved?
 - If there is a competitive market
 - And if there isn't
- It is easy to waste money if we have no means of saying what is important
- Spending on prevention versus spending on treatment
- About Public Health and Public Goods
- How Public Health evaluation differs from Technology Appraisal evaluation
- A decision theory approach versus a hypothesis-testing approach

राविक

The economic problem

- Resources are scarce
- Wants are infinite
 - (or wants at least are very large)
- So choices have to be made about what to produce, how to produce it and how to distribute it
- If we cannot afford both A and B, then in choosing A we turn our backs on B. This is known as the opportunity cost of A.

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The market

- A market is a meeting of buyers and sellers, where many choices are made
- In a 'perfect' market, bargaining automatically 'decides' what is to be produced, how it is produced and who gets the goods being produced.
- It does this by means of price



PIGE

The market for healthcare

- A competitive market is usually very efficient. That is why markets are so important.
- But they are not necessarily fair. They do not stop some people from becoming very rich or some people dying of starvation.
- That is one reason why healthcare is not provided in an ordinary market. We do not believe that people who become ill should be made to suffer because they cannot afford sudden large expenditures, for example drugs for cancer or HIV.
- As countries get richer, they provide healthcare through insurance, where everyone shares the costs of illness. This destroys many of the market mechanisms. We cannot use the market to decide what is worth producing.

NG =

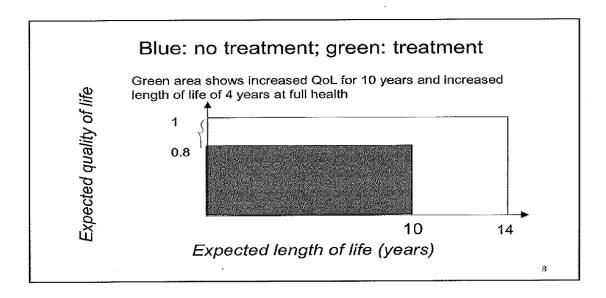
Health insurance, efficiency and fairness

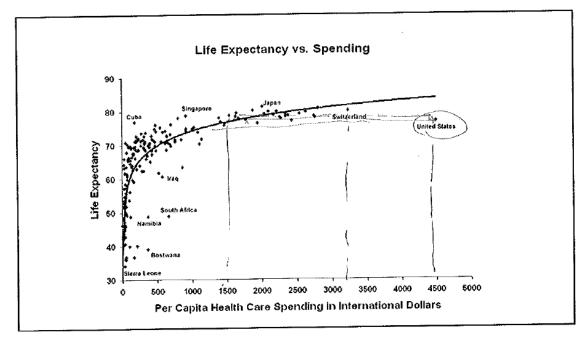
- In order to gain the efficiencies that a competitive market produces, we try to mimic the market in many ways in order to become efficient
- But in healthcare, we also try to ensure fairness.
- Insurance schemes in countries with universal coverage generally require higher-income earners to pay more for insurance (mimicking ability-to-pay, or demand) but distribute healthcare on the basis of need (satisfying fairness objectives).
- Need is measured indirectly by attempting to maximise the total health gains for society within the budget for health.
- It can be shown mathematically that this means buying the 'cheapest QALYs'.

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Optimising using QALYs

- Suppose the objective of a nation's health service were to maximise the number of QALYs gained.
- · Q1: How would you do that?
- Q2: If you had to buy as many kg of potatoes from a local market as possible for \$1,000, how would you do it? (No single trader keeps \$1,000 of potatoes, so you would have to get them from more than one trader.)
- Answer to Q2: Buy the cheapest potatoes first
- Answer to Q1: Buy the treatments with the cheapest cost per QALY till you run out of money.





Healthcare spending, life expectancy and 'waste'

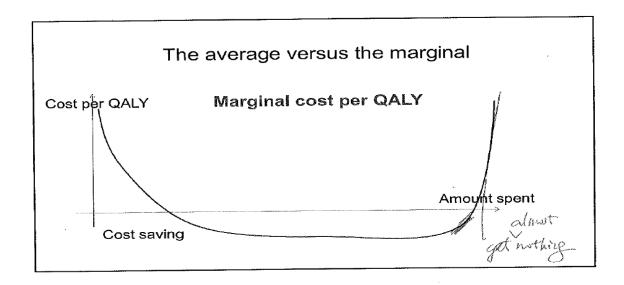
- The United States spends about 17% of its Gross Domestic Product on healthcare. Its life expectancy is 78.9 years.
- The UK spends about 9% of its Gross Domestic Product on healthcare. Its life expectancy is 80.5 years
- US spends 8 percentage points more of its GDP on healthcare than the UK.
- That is \$1.4 trillion. Taiwan's GDP is \$1 trillion (PPP).
- The 'waste' in the USA on healthcare is about 1½ times the total output of Taiwan each year. (Or, if the Taiwan population were the same as that of the USA, about 10% of the GDP per capita of Taiwan.)

Spending on prevention versus treatment

- Nolte and McKee (2004) and others
 - About 50% of the benefits of healthcare (measured in terms of premature deaths) are from primary prevention, and about 50% are from secondary prevention and treatment.
 - The spending on primary prevention is about 4% of total healthcare spending and the other 96% is on secondary prevention and treatment. This is a(1:24) ratio.
 - So it is about 24 times as efficient to prevent ill-health as it is to treat it.
- Owen et al (2012) examining NICE's PH interventions
 - Median cost per QALY of public health interventions is about £1000.
 - The "NICE threshold" for treatment is £20,000 to £30,000
 - This ratio is thus of the order of 20-30 to 1.

The average versus the marginal benefit

- Suppose we are trying to prevent an ebola epidemic by quarantine.
- If we quarantine everyone suspected of an ebola infection, it will be very cost effective if we keep people isolated for 21 days.
- But if we keep them isolated for 42 days, there will be an additional cost but no additional benefit.
- The same will be true for many interventions in public health.
 - See a TV advert for healthy eating/smoking cessation/safe sex 10 times and it will generally be very cost effective
 - See it another 10 times?? 30 times? 40 times? Its marginal value will decline very rapidly



About Public Health

- Public health can mean two things
 - 1. Healthcare provided by the government
 - 2. Prevention of ill-health and promotion of good health
- We are using the second meaning.
 - However, most prevention of ill-health and promotion of good health is provided by government. (Why?)
 - The reason is that most public health interventions are a form of a public good. A "public good" also has two meanings
 - 1. A good produced by the government
 - A good that, once one person has it, everyone else can get it free of charge, and no-one can be stopped from having it.
 - Using the second meaning, private individuals will not normally produce a public good

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- because they cannot make a profit from it!!

Public Goods

- The most cost effective interventions in public health are usually some form of public good.
 - (A "public good" is like a TV programme once it is provided to one person, everyone else in the country with a TV set can access it without cost, and cannot be excluded from it. Programmes that are pay-per-view are 'excludable' – you have to pay for them – so are not public goods.)
- · Legislation
 - Smoking ban (big health gains, low cost of initiating, subsequent cost saving)
- Taxation
 - A tax on alcohol, once it is announced, applies to every bottle sold. Once the announcement has been made, there is no cost involved except changing the price tag. The tax is a *transfer* of money only.
- Regulation

____ Speed cameras, traffic lights on foodstuffs

Public goods (2)

- Knowledge
 - Once something is known, everyone can read about it
- Mass media
 - Television advertisements to stop smoking
- Can't often do randomised controlled trials (RCTs) for public goods, so in the past they have been difficult to model for cost effectiveness.
 - Cannot control who watches TV
 - Cannot tax every second person
 - Cannot make laws or regulations for every second person
- · Health gain is not the only consideration.
 - A recommendation for better health could be to tax beer until a pint was an average day's wages. But this has a political dimension, too, and no politician wishing for re-election could approve such a recommendation.

KIGE.

Individual and population interventions

- We do not know who will become ill with a particular illness, so prevention strategies
 apply to everyone.
- · So they are called 'population' interventions.
- Public health interventions that have an engineering solution (safe water supply, clean air, sewers, draining swamps to prevent malaria, quarantine) are mostly public goods.
 - They are so cost effective that no-one needs to prove that they are good value for money
 - In richer countries, this aspect of public health is not a topic for discussion, because it
 has already been accepted as necessary.
 - In poorer countries, much public health expenditure is to improve these aspects of health, and to prevent epidemics.
- In richer countries and increasingly many countries are becoming rich the emphasis is moving to 'harm reduction' that requires an emphasis on behaviour change.

NICE Smoking, alcohol, exercise, obesity (quantity and quality of food), safe sex...

Public goods are population interventions

- A TV advertisement might be seen by 70% of the population, and by about 70% of smokers. So out of 10 million smokers, 7 million people see it.
- Say that 1% of these people quit smoking as a result. That is 70,000 people: a large number.
- But it is tiny when compared with the effect of a treatment.
 - Suppose a cancer drug had an effect on only 1% of those it was used on. It
 would be called a failure. Such drugs need to work in at least 10% of the
 population, and often in nearly all the population of cancer patients.
 - But with a tiny effect at an individual level, the size of a trial to reach statistical significance has to be extremely large. Such trials cannot be done.
 - If they are done, they will be inconclusive.
- In most cases in prevention interventions, we can use prior knowledge to judge if an effect is in the right direction. As with advertising.

NITA'S

Harm reduction: known direction of change of an intervention?

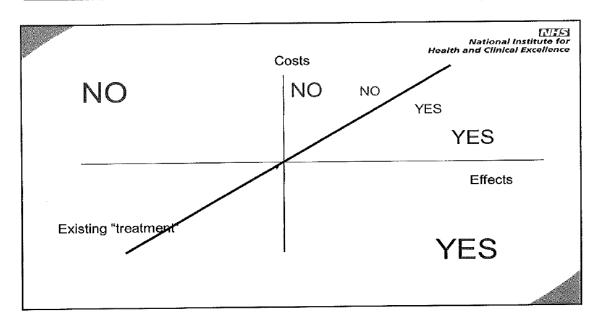
- If we-decide to jump out of a plane, will we be better off wearing a parachute than not wearing one?
- Will reducing air pollution do more harm than good?
- Will small reductions in the amount of salt eaten (on average) do more harm than good?
- When crossing a road (as a pedestrian) will it be better to look both ways for traffic than not looking?
- Will singing in a choir (for an old person who enjoys singing) be better at reducing loneliness than sitting at home alone?
- Would doing a small trial on any of these things help us determine the direction of change?

NICE

Small reductions in salt

- We already know the direction of change of reducing salt in our diets from our prior knowledge. We know the effect of large reductions in salt, and we also realise that the relationship will not change sign when the 'dose' is reduced.
- We also know that salt is very cheap, and that reductions in it will cause savings of future treatment costs. Interventions aimed at reducing salt in food are also cheap.
- End of story. Cost effective. Better than that cost saving and positive health benefit.
- · But RCTs have been done on this topic.
 - The effect size on blood pressure is very small at an individual level
 - Blood pressure is devilishly hard to measure accurately
 - Keeping people to a lower-salt diet is well-nigh impossible
 - So the trials were all underpowered, and showed non-significant results in the 'right' direction. A meta-analysis was similarly underpowered.

NICE



More about salt

- The meta-analysis of the trials (n = 6,489) showed:
 - Cardiovascular morbidity in people with normal blood pressure (longest follow-up RR 0.71, 95% CI: 0.42 to 1.20, based on 200 events) or raised blood pressure at baseline (end of trial RR 0.84, 95% CI: 0.57 to 1.23, 93 events)
- This prompted a Cochrane press release, 5 July 2011
 - Moderate reductions in the amount of salt people eat doesn't reduce their likelihood of dying or experiencing cardiovascular disease. This is the main conclusion from a systematic review published in the latest edition of the Cochrane Library.
- The study has since been withdrawn

NICE

The currently-used paradigm

- We establish an effect by conducting an RCT. The hypothesistesting approach rules out chance by means of a t-test or similar, using p-values.
- If significance is achieved, a cost effectiveness analysis is conducted as a second stage. This uses a decision-theoretic paradigm. It establishes cost effectiveness by looking at the size of the estimated mean ICER, and does not consider the ICER variance.
- For areas of public health that cannot do RCTs but where the
 direction of change is known from prior knowledge, we should use
 decision theory at the first stage as well as at the second stage.
- Decision theory has different rules for the first stage.

Mes

Decision theory versus frequentist hypothesis-testing

Decision theory

- Subjective probability
- Prior beliefs
- To maximise, variance of effect estimate is ignored
 - This is as if the decisionmaker is risk-neutral
- Makes sense if a large number of independent projects are considered.
- Used routinely in the business world for maximising profits

Frequentist

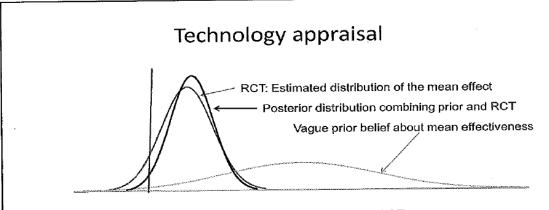
- Objective probability
- No prior beliefs
- Does not maximise, and is rather conservative
 - Decision-maker is risk-averse
- Does not consider other projects (maybe shouldn't if health is concerned?)
- Used routinely in medical research for effectiveness.

NICE

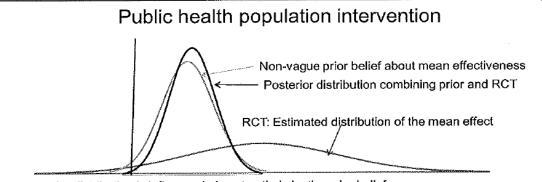
The effect of bias

- Decision theory and frequentist hypothesis-testing do not deal well with bias
- The RCT avoids bias internally. A frequentist approach further avoids bias by ignoring prior beliefs. So where bias is important and can be avoided, use a frequentist approach.
- As in HTA (health technology appraisal)
- The underpowered RCT is very prone to publication bias. RCTs will
 often be underpowered in public health when the individual effect
 size is very small. Prior beliefs, however, will often not be subject
 to much bias, especially if they are firmly held.
- So use decision theory for effectiveness in PH

NIGE



- Posterior distribution is influenced almost entirely by the RCT
- · If the prior distribution is biased, it might detract from accuracy and not enhance it.
- So the decision-maker may wish to remain with the red curve (RCT only) as the most accurate.



- · Posterior distribution is influenced almost entirely by the prior belief curve.
- The RCT is mostly a distraction, and it is likely to be biased upwards because of publication bias
- So the decision-maker may wish to ignore the red curve (RCT) because it is not helpful for the
 decision-maker. Because we know only the direction of change with the yellow curve, we must
 use "what if" analysis to inform cost effectiveness.
- To get an effect size (yellow curve doesn't give it) we use estimated mean RCT effect as an
 upper bound, and do 'what-if?' analysis

More on a full decision-theory approach

- People who carry out trials to determine the effectiveness of drugs and
 who use RCTs do not always recognise that public health should use a
 different paradigm. ("We must not allow special pleading for Public
 Health. If the interventions do not satisfy 95% confidence intervals, we
 cannot accept them." This comes from the strictest adherents to the
 frequentist school, but those are the voices that are often the loudest
 and the most respected.)
- In round figures, we believe that the new decision theory approach could lead to the same health gains at a cost significantly lower than by the next-best means.

NIGE

Conclusions - public health

- Public health uses a population approach, where effect sizes are small and very often RCTs do not exist.
- So other forms of evidence are necessary to determine whether an approach is cost effective.
- These other forms of evidence fit into a decision-theory paradigm, but not the hypothesis-testing paradigm used for determining the effectiveness and cost effectiveness of health technology.

NICE

More aspects - public health

- The benefits of public health interventions often come far into the future (by extending life).
- There is thus a tension between using money to treat people who are in immediate need, and preventing illness in people in many years' time.

MICE

附錄 2、照片



拜訪 PHE 總部合影



Borrelli 組長主講 Breast Screening



Akinwale 組長主講 Health Equity



Amlani 組長主講 Digital Health



與癌症篩檢團隊 Day 經理及 Rimmer 協調 師合影



與數位醫療 m-Health 主講者 Rider 組長合影



與主講 Diet & Obesity 的 Levy 組長合影



NICE 大門口合影



與 NICE 兩位顧問 Ruiz 及 Fischer 合影



與 Warwick Medical School 口癌團隊合影



邱署長與 UICC CEO Cary Adams 合影



與 UICC 團隊交換意見