

EAHM & Europe

Willy Heuschen
EAHM

Impact of EU policy

■ on the profession and activities of Hospital manager:

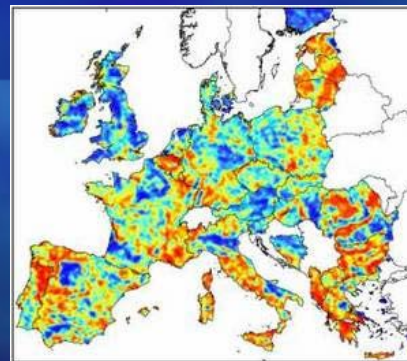
- Adopting and/or amending the bylaws of the hospital
- Defining the hospital mission
- Strategic planning (analysing and responding to changes in need & demand)
- Giving account to and lobbying with government authorities
- Representation and maintaining public relations
- Monitoring accessibility, equity and societal legitimacy of hospital services
- Monitoring financial performance, clinical outcome
- Evaluating performance of executive management
- Intervention in medical ethics issues
- Fundraising , approval of the annual budget, budgetary control
- Appointment and dismissal of hospital physicians, management, other staff
- Setting remuneration and/or fees of hospital physicians, management, other staff
- Arbitration of internal conflicts, serve as a court of appeal
- Approval of major purchase, service and/or credit contracts
- Operational planning (designing and developing services and structures)
- Operational decision-making (routine decisions, short interval scheduling)

interest in Europe & European policy



ASSOCIATION EUROPÉENNE DES DIRECTEURS D'HÔPITALS
EUROPÄISCHE VEREINIGUNG DER KRANKENHAUSENLEITENDEN
EUROPEAN ASSOCIATION OF HOSPITAL MANAGERS

- diversity of health care systems and cultures
- best practice
- economical market versus Social Europe
- patient mobility versus cross-border cooperation
- strong interest of Europe in quality of live and environment



EAHM - Intro

European association of Hospital Managers
(EAHM) is...

An pan-European non-profit and
non political interest representation of over
16.000 hospital managers/senior hospital staff
in 26 countries with almost 550 million citizens
in existence for more that 30 years



EAHM - Mission

- to promote the professional competence and responsibility of managers and senior employees in hospital and public health management in the European countries.
- to foster the growing together of the hospital systems of the European countries as the basis for the construction of a Social Europe.
- to seek to influence European Union legislation affecting the hospital sector.
- to collectively represent the hospital management profession and its interests in the competent European organisations and international bodies

EAHM – Our organisation

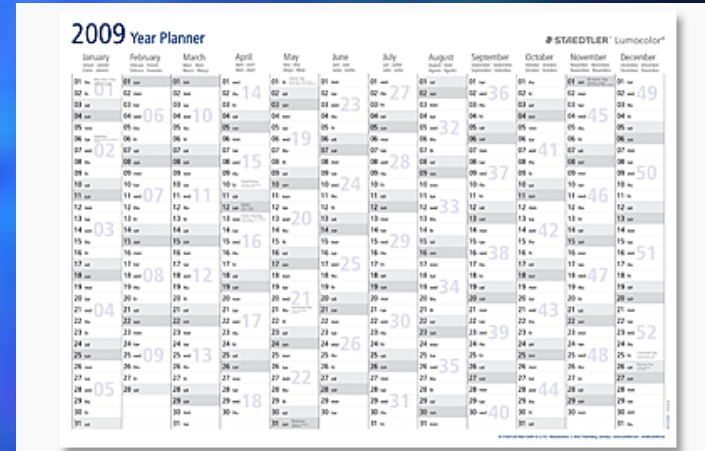
- General Assembly
- Executive Committee
- Board
- Subcommittees
 - Scientific Subcommittee
 - Subcommittee European Affaires
 - Editorial Board
 - Working Party Psychiatry
 - Working Party IT managers
- General Secretary

EAHM - Our Actions

- communication with our national members and associated members (and their members)
 - “Hospital”
 - www.eahm.eu.org
- exchange: meetings, seminars & congresses
- networking with other organizations
- papers & positions

EAHM – Main topics

- ❖ Quality
- ❖ Accreditation
- ❖ Privatisation
- ❖ Hospital Governance



EAHM - Quality

■ Reasons

- Patient-centred care
- Patient and professional mobility
- Public justification of funding
- Equal access to healthcare

■ But:

- *Definition and dimensions of quality of care?*
- *On which level(s)?*
- *How to assess?*

■ Definition of quality of care

- Quality of care is the kind of care which is expected to maximize an inclusive measure of patient welfare, after one has taken account of the balance of expected gains and losses that attend the process of care in all its parts. *Donabedian (1980)*
- Quality of care is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge. *IOM (1990)*
- Quality of care is: • doing the right things (what) • to the right people (to whom), • at the right time (when) • and doing things right first time. *Department of Health (UK) (1997)*

Patient ↔ individuals and populations

Patient welfare ↔ Health outcomes

EAHM - Quality

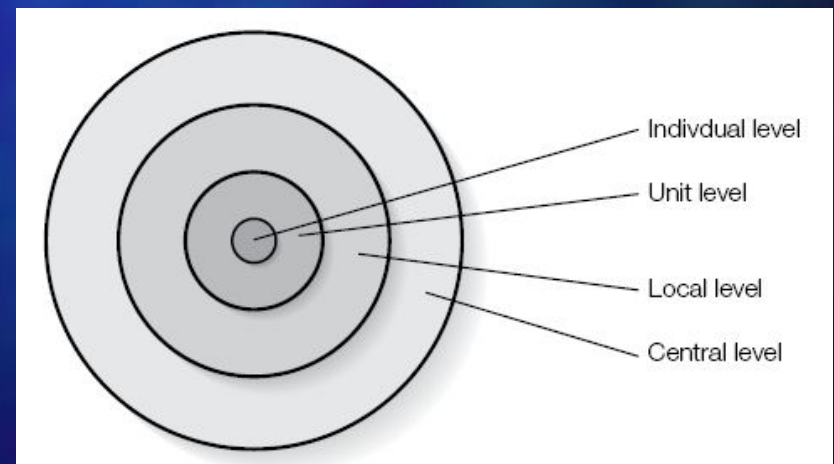
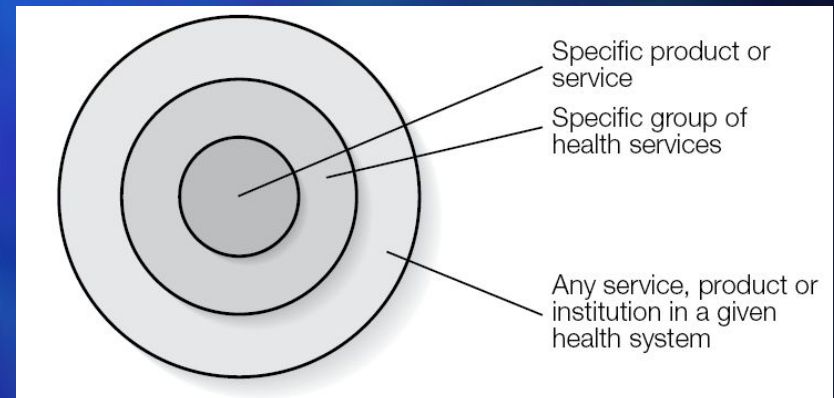
■ Dimensions of quality of care

- Effectiveness, efficiency (6)
- Access (5)
- Safety, equity, appropriateness (4)
- Timeliness (3)
- Acceptability, patient responsiveness or patient-centredness, satisfaction, health improvement (2)
- continuity of care... (1)

EAHM - Quality

■ Levels of quality of care

- Several approaches
- By delivery of care:
 - By organizational levels:
 - Or:
 - Macro: health system
 - Meso: organisational level
 - Micro: clinical level



EAHM - Quality

■ Assessing quality of care

– by evaluating its *structure, processes and outcomes* (Donabedian)

– *Given an european diversity,*

e.g. on macro level:

- Slow, no tradition: BG, LU, PL, PT, GR, HU,...
- Recent: CZ, LT, IE...
- Long tradition: DK, FR, DE, IT, BE,...

it is a huge task if done only top-down.

EAHM - Accreditation

■ Improving quality of care

– Quality management

'a procedure explicitly designed to monitor, assess and improve the quality of care', for example peer review, patient satisfaction surveys, complaints handling, audits, compiling a quality manual, etc

– Components found in QMS

■ Indicators & standards

⇒ **European (framework of) standards**

■ Evaluation: Internal / External

■ Improvement process

EAHM - Accreditation

- **principal models of external evaluation**
 - Medical speciality-driven visitation
 - European Quality Awards based on the model of the European Foundation of Quality Management (EFQM)
 - Certification using International Organisation for Standardisation (ISO) standards
 - Traditional accreditation against explicit standards
- ⇒ **European Accreditation Model**

EAHM - Accreditation

■ European Accreditation Model

- ...is not about a fully-fledged harmonisation of healthcare practices, but a gradual alignment
- ...has the aim of defining and sharing best practice and defining relevant guidelines
- ...can encompass differences but not contradictions in systems
- focuses on the continuous improvement of quality standards in Europe and reduces existing variations in quality

EAHM - Privatisation

■ Context

1993: Completion of the internal market Treaty of Maastricht (European Union)

2004: 10 new member states & **draft directive on services in the Internal Market**

2006: **Final directive on services in the Internal Market &**

Common values and principles in European Union Health Systems

"The Council of the European Union:

...

- CONSIDERS that *health systems* are a central part of Europe's high levels of social protection and make a major contribution to social cohesion and social justice.
- RECOGNIZES the overarching *values of universality, access to good quality care, equity and solidarity.*
- MENTIONS *operating principles* that are shared across the European Union: Quality, Safety, Care based on evidence and ethics, involving patient, right to redress, Privacy and confidentiality

...

2006 - 2007: European Commission Consultation on health services

2008: proposal for a **directive on patients' rights in cross-border healthcare.**

EAHM - Privatisation

- **Around Europe**
 - **Germany:** Dual financing system: buildings/equipment versus exploitation
 - **Sweden:** 90' Budget difficulties increased waiting lists, introduction of limited privatisation, reversed in 2004
 - **UK:** neglected infrastructure was updated with private funding, study indicated that costs and hospitals built smaller
 - **France:** 50 % of public hospitals have a deficit. Modernisation of status of public hospital and governance have been launched.

EAHM - Privatisation

- **Observation 1:**
A competitive but regulated market
 - The health care services are services of public interest
 - Legislation must guarantee access and quality
 - Financing of the care belongs to the responsibilities of the authorities.

EAHM - Privatisation

- **Observation 2:**
Free market - Distinction Public/Private
 - Which competition mechanism will play?
 - Equal market opportunities
 - Market competition in public sector
 - Distinction Public/private is ambiguous.

Type of hospital Strategy to maximize the	For-profit	Public / non-profit
Profit	Profitable treatments	Idem but to keep budget in balance
The welfare of patient	Selection of solvent patients	Also socio-economic weaker patients

EAHM - Privatisation

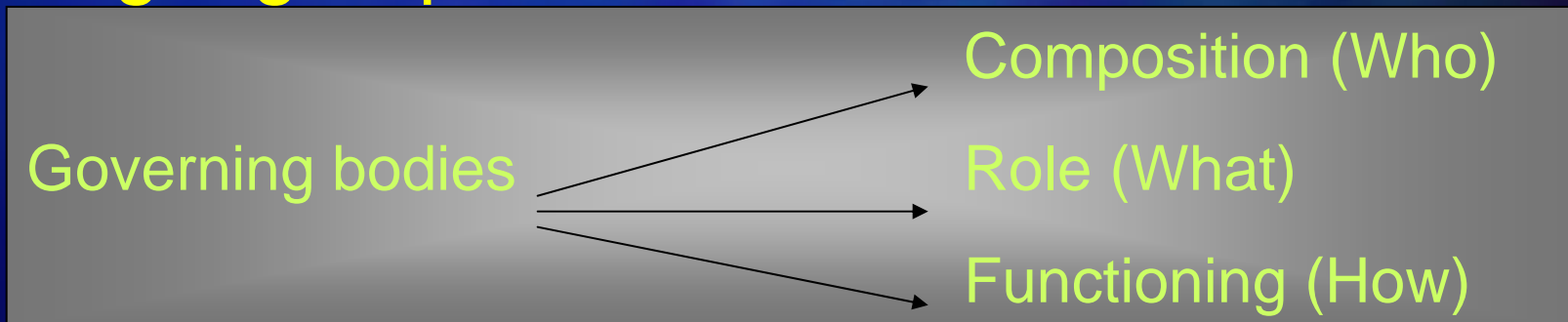
- **Observation 3:**
Stimuli and limitation for private initiatives
 - Evolution of the public and nonprofit hospitals
 - Also commercial hospitals fail
 - Financing of innovation
 - Free choice of care provider/hospital
 - Public financing remains dominant
 - PPC increases to a limited extent

EAHM – Hospital Governance

■ Definition:

complex of **checks** and **balances** which enables the governing bodies of a hospital to **support** and **supervise** all hospital activities in an integrated, transparent and accountable way

■ Target group:



= any group of persons entrusted by law or by the bylaws of the hospital with organisation wide responsibility and decision-making power on behalf and in the interest of the hospital

■ CHALLENGES FACING HOSPITALS

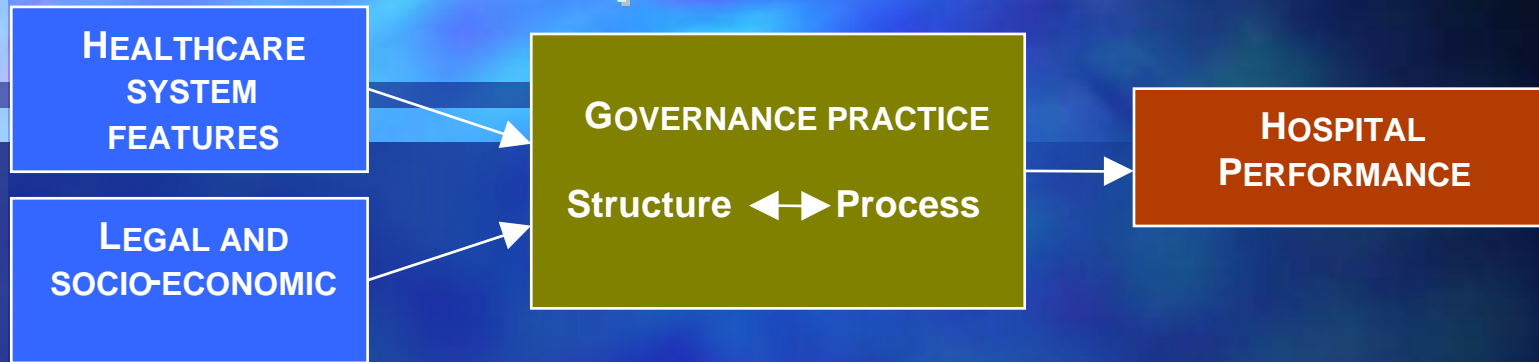
EXTERNAL

- 1) to enhance the societal legitimacy of the composition, the role and the functioning of the governing bodies,
- 2) to better integrate hospital services and hospital governance into the range of other health care services,

INTERNAL

- 3) to increase the mutual transparency and integration of health care administration and health care professionals,
- 4) to develop and implement the appropriate governance instruments to monitor financial, clinical and organisational performance.

EAHM – Hospital Governance



- Healthcare system features + legal and socio-economic determinants:

DETERMINANTS
 Hospital autonomy, Residual claimant status, Source of funding, Physician reimbursement, Hospital reimbursement, Patient freedom / referral system

- Structural elements of governance practice + context:
 Composition governing bodies (incl. size), Hospital/physician relationship
- Process indicators: Nomination procedure, Task allocation
- Outcome indicators: Annual operating margin

Thank you for your attention!