

Hospital Management in Europe: how diverse we are

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Sources?

- **Hospital governance survey, HOPE/EAHM, 2005**
- **Enhancing Engagement in Medical Leadership, NHS Institute, 2008**
- **Hospitals in the EU 27, HOPE, 2008**
- **New models of hospital management, WHO Observatory/HOPE, on-going**

Hospital management?

- N°1? Team?
- Central level/department/unit?
- Managers/leaders?

Which influence of hc. systems?

- Social protection : Bismarck/Beveridge
 - Influences the structure
 - Influences financing
- Decentralisation
 - Influences the structure
 - Influences financing

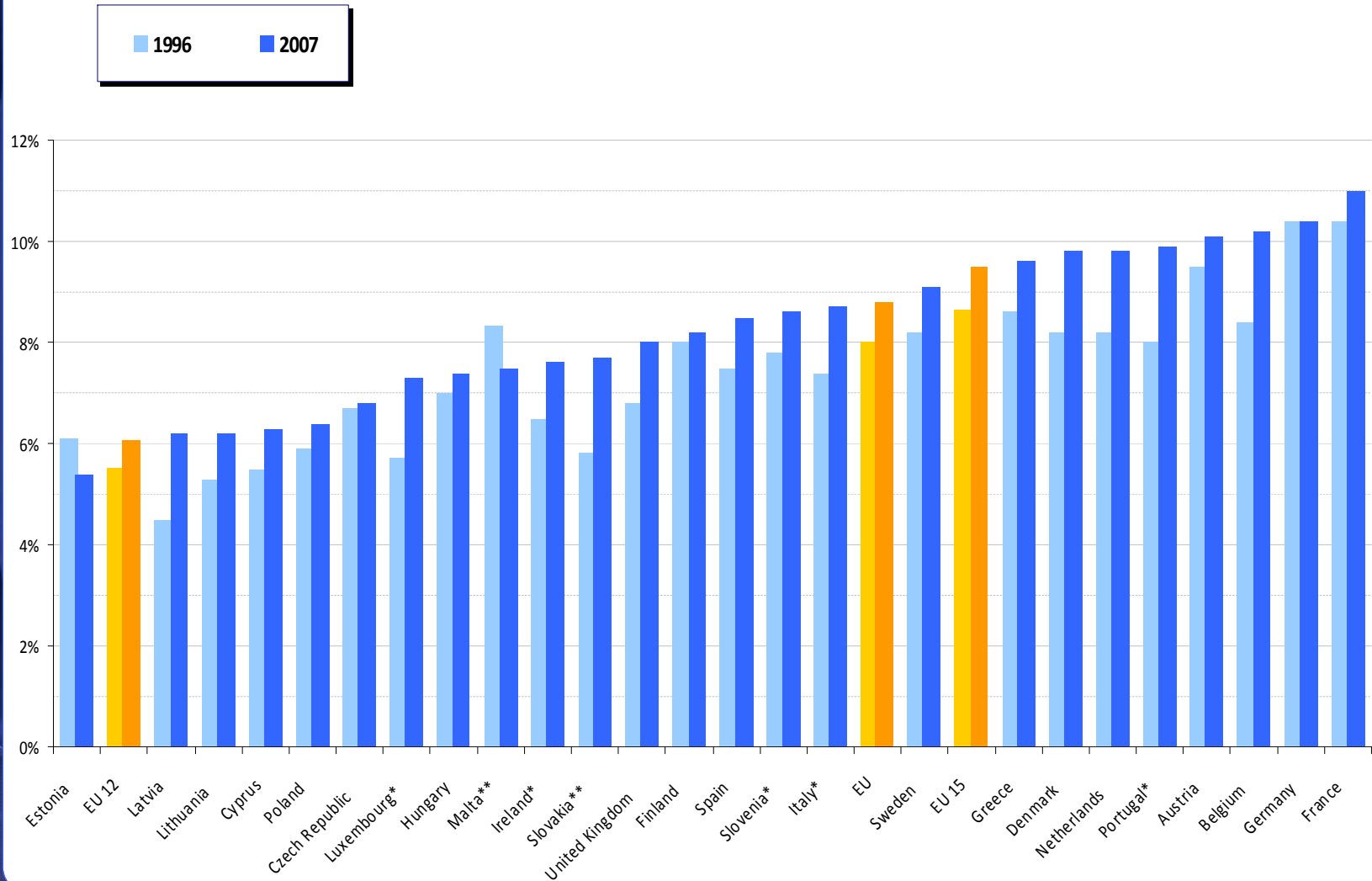
What do we have to manage?

- Financial resources
 - Contractual/imposed
 - Per diem/DRGs based/capitation
 - With/without medical staff

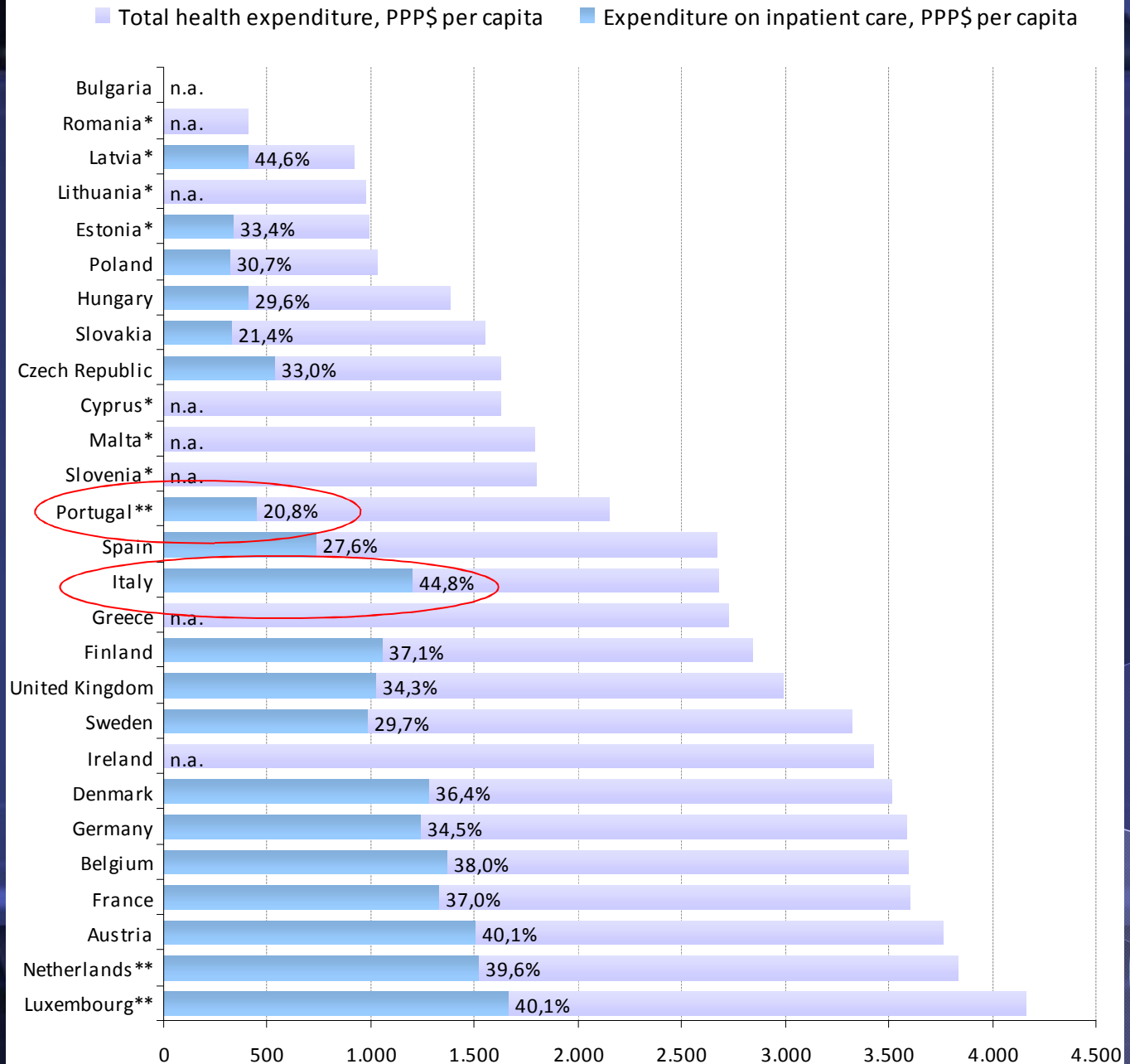
Knowing that we have not the same share
of the cake

Health in GDP

Total health expenditure as % of Gross Domestic Product (GDP)
Trend 1996 - 2007



Total health expenditure and percentage of expenditure on inpatient care Year 2007



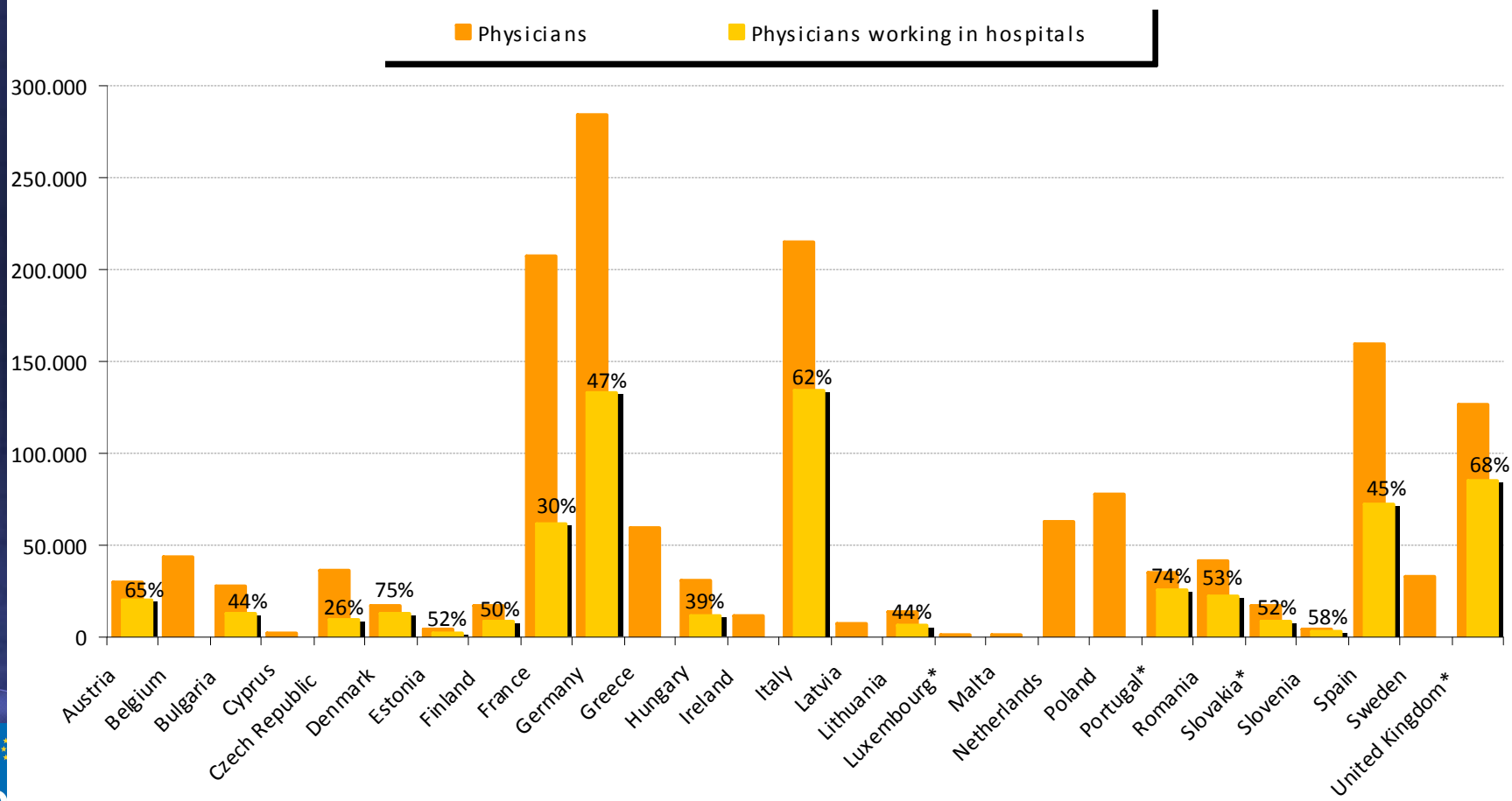
What do we have to manage?

- Human resources
 - State/local/specific civil servants
 - Local/regional employees
 - Healthcare/hospital employees
 - Self employed...

Knowing that we do have the same shares of doctors in hospitals, nor the same ratio doctors/nurses

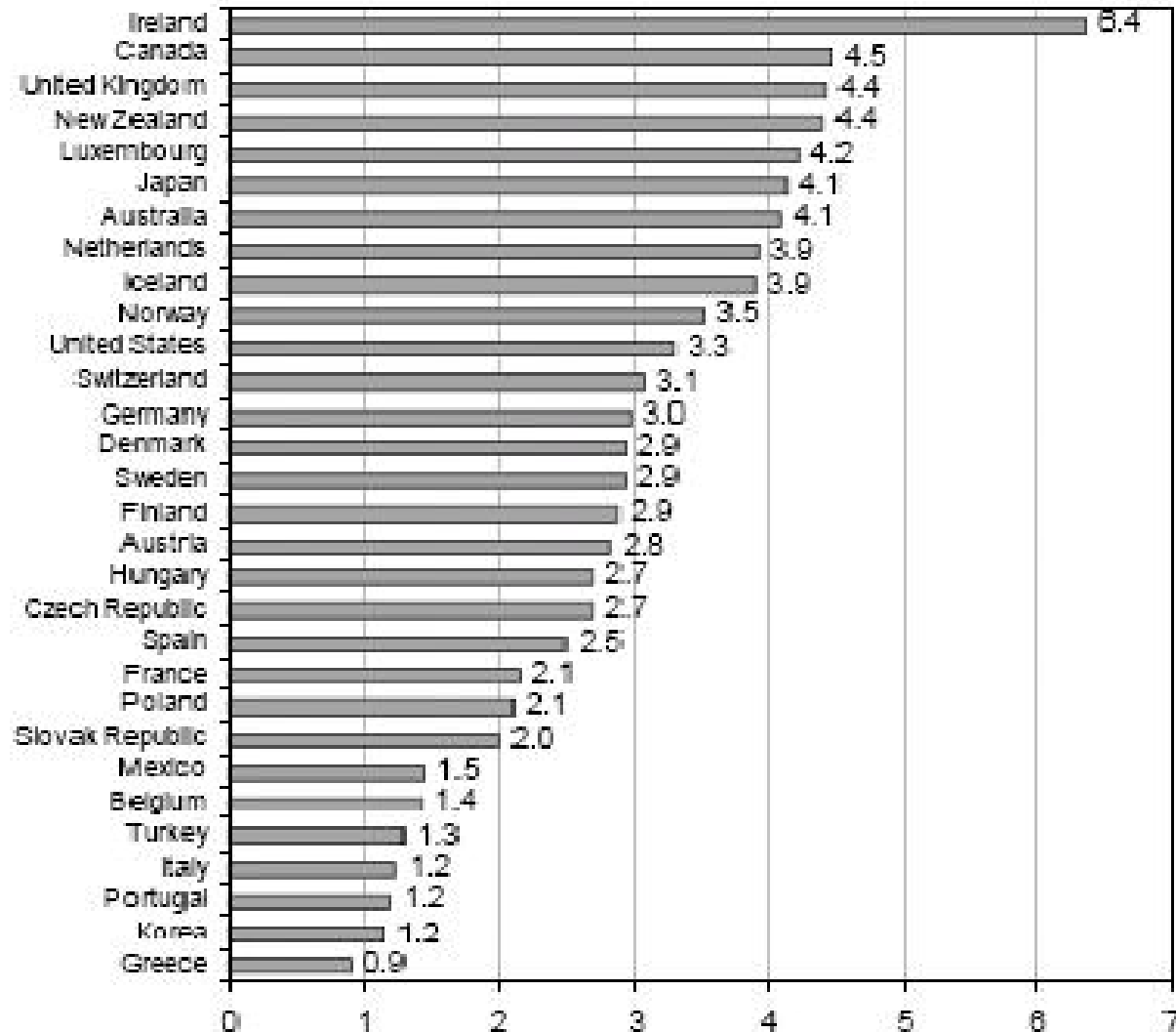
Physicians/physicians working in hospitals

Total number of physicians vs physicians working in hospitals
Year 2006



From 1 doctor for 6 nurses to 1 for 1

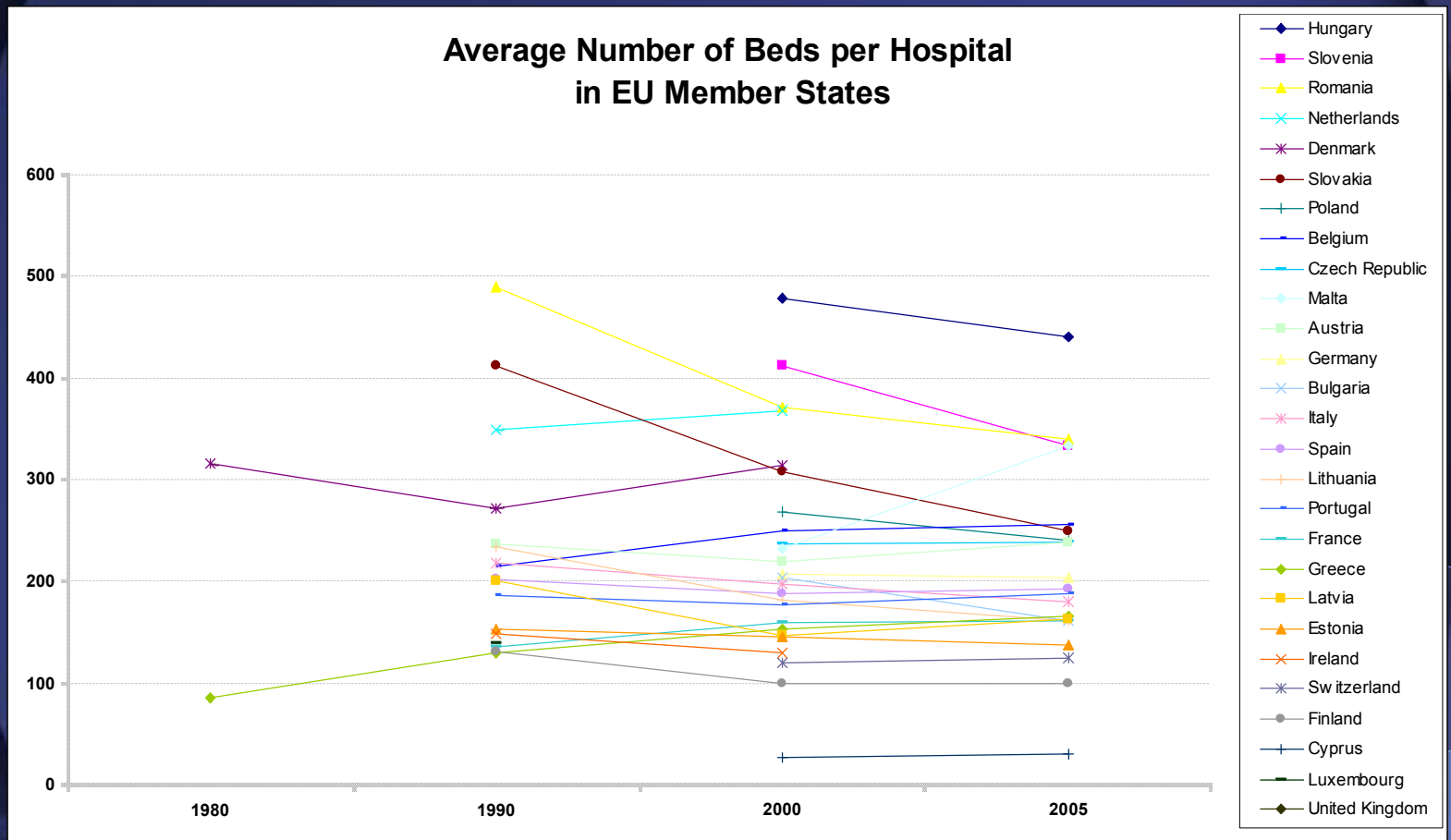
Chart 10: Ratio of practising nurses to practising physicians, 2002

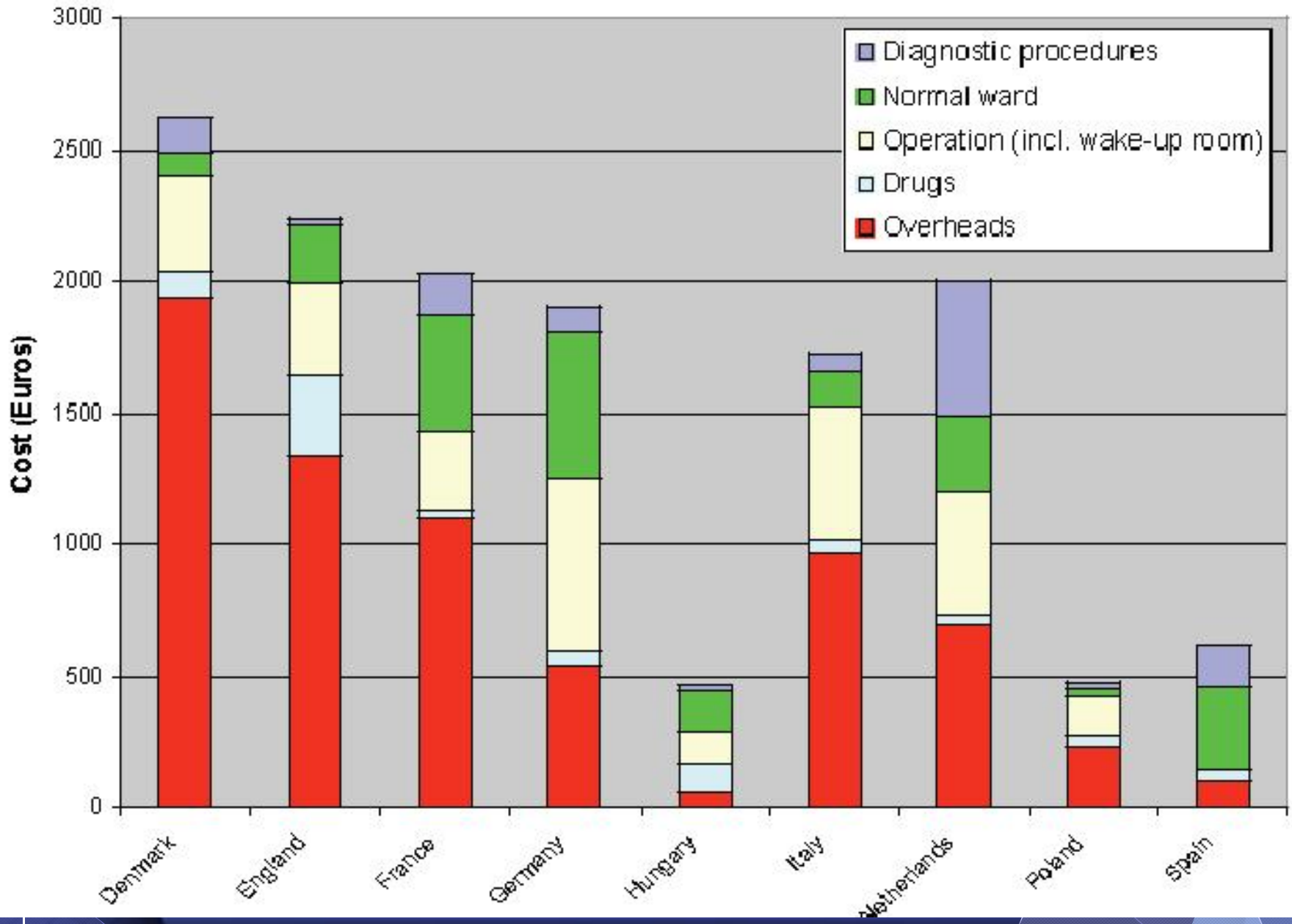


What do we have to manage?

- Structures/investment
 - Who plans, if any?
 - Who builds?
 - Who finances: public, private, self financing?

In which structures?





For which aims?

- Financial: balanced budget...
- Outputs: beddays, ALOS...
- Outcomes: quality and patient safety indicators?

How do we do it?

- Strategic and operational governance
 - Who decides frameworks: structural, financial, accountability
 - Who decides at operational level: autonomy and barriers

How do we do it?

- Ownership and consequences on management
 - Public
 - Private
 - Not profit
 - For profit

How do we do it?

- Autonomy
 - Setting outcome targets
 - Strategic planning
 - Management
 - Procurement
 - Capital
 - Human resources

How do we do it?

- Transparency (to the public, to doctors)
 - Meeting reports of governing bodies?
 - Hospital budget specifications?
 - Annual financial statements?
 - Hospital activity data?
 - External assessment report?

Thank you