

Hôpital Kirchberg

AEMH Conference 27/04/2006 in Bratislava

Implication of Doctors in Hospital Management



By Dr Raymond Lies – General and Medical Manager at Kirchberg Hospital
President of the AEMH

Hôpital Kirchberg


Implication of Doctors in Hospital Management

- The Hospital Management depends
 - on the National Health Care System (NHS, public/private, monistic/dualistic)
 - on the national laws in Health Care
 - on the kind of budgetisation (fixed or flexible)
 - on the hierarchical structure

Hôpital Kirchberg

Implication of Doctors in Hospital Management

- Common points in the hospital structure - 3 main departments:
 - Medical Department
 - Nursery Department (PRN)
 - Administrative Department



Hôpital Kirchberg

Implication of Doctors in Hospital Management

- The challenge for every hospital management in 2006:
 - Provide high quality of care with a maximum of safety for the patient within an affordable and balanced budget

Hôpital Kirchberg

Implication of Doctors in Hospital Management

- The Key Question:
 - Are Quality and Safety still guaranteed under less financed resources?
 - Examples: - chemotherapy
 - new medical techniques and equipment (IRM...)
 - « utile et nécessaire »= helpful and necessary

Hôpital Kirchberg

Implication of Doctors in Hospital Management

- The conditions for a better implication of Doctors in hospital management are depending on:
 - the Health Care System (slide 2)
 - the interest of the doctors
 - the global hospital culture of the doctors

Hôpital Kirchberg

Implication of Doctors in Hospital Management

- Key word: Good information
 - about the system
 - about the laws → safety
 - about CME/CPD → Quality

Hôpital Kirchberg

Implication of Doctors in Hospital Management

« The implication and the influence of the doctors in hospital management is inversely proportional to the distance they have to the deciders »

R.L.

Hôpital Kirchberg

Implication of Doctors in Hospital Management

Example of flowchart

The flowchart illustrates the organizational structure of Hôpital Kirchberg. At the top is the Fondation François-Elisabeth, Council of Administration, which oversees the Administrateur / Directeur and the Comité de Direction FFE. The Comité de Direction FFE is supported by the Commission Régionale IR, et CSJA. The hospital is divided into Hôpital Kirchberg and Clinique Ste-Marie. Hôpital Kirchberg includes the Département Médical (Ddp. Méd.) and Département Administration (Ddp. Adm.), both reporting to the Administrateur / Directeur. The Département Médical oversees various medical departments such as Ambulatoire, Services externes et de proximité, Hospitalisation, Soins de base / Soins Spéciaux / Soins Nutritionnels, Médiatochnique, and Médiatochnique II. The Département Administration oversees departments like Finances, Informatique, Ressources Humaines, Accueil, Assistance pastorale, Service Social, Formation Continue - Communication, and Logistique et technique. The Clinique Ste-Marie includes the Département Médical (Ddp. Méd.) and Département Administration (Ddp. Adm.), with medical departments like Ambulatoire / Services externes et de proximité, Hospitalisation, Soins intensifs, 1^{er} étage Soins externes, Médiatochnique, Hygiène Clinique, and Médiatochnique. Other entities include Services de la Santé (175%) and Clinique du Dr E. Hubler (CSJA).

Hôpital Kirchberg

Implication of Doctors in Hospital Management

- The medical bodies inside the hospital
 - the Medical Manager
 - Senior Hospital physicians
 - the Medical Council
- The most important councils for medical implication:
 - Department (// with the nurses)
 - Medico-pharmaceutical Council
 - Nosocomial infections committee
 - CME/CPD
 - Investment Commission
 - Management of adverse events

Hôpital Kirchberg

Implication of Doctors in Hospital Management

- The medical bodies outside the hospital
 - Medical orders (laws, ethics...)
 - NMA's
 - Governmental Hospital Commission
 - Quadripartite (Luxembourg)

Hôpital Kirchberg

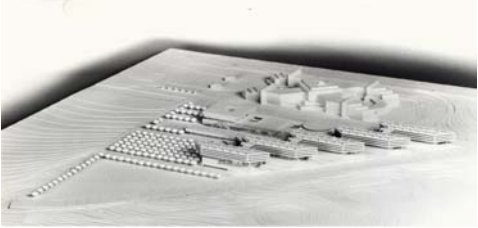
Implication of Doctors in Hospital Management

- Examples of doctor's implication (1)
 - Planning a hospital
 - Choice of the hospital (maquettes)
 - Participation in the Technical Commission « Baukommission » and the User's Forum « Nutzerbesprechungen »

Hôpital Kirchberg

Implication of Doctors in Hospital Management


4th price: Groupe 6, F-Grenoble; ass. Gubbini & Linster, L-Luxembourg



Hôpital Kirchberg

Implication of Doctors in Hospital Management


3rd price: Atelier 5, CH-Bern



Hôpital Kirchberg

Implication of Doctors in Hospital Management


2nd price: Paczowski & Fritsch, L-Luxembourg



Hôpital Kirchberg

Implication of Doctors in Hospital Management

1st price: INCOPA, D-Saarbrücken



Hôpital Kirchberg

Implication of Doctors in Hospital Management

- Examples of doctor's implication (2)
 - Running a hospital
 - Regular meetings between management and medical bodies → strategies
 - EFQM (quality bonus)
 - Commission of Investments
 - Information about financial balance

Hôpital Kirchberg

Implication of Doctors in Hospital Management

- Conclusion: The involvement of doctors in management is a must for the doctors and the patients
 - The doctors in the management of hospitals are only successful if they respect
 - the quality in care linked to patients safety
 - the symbiosis with the nurses and administrators

and if they know how a hospital is financed and what are the resources.

Finally, they have to be active and not only reactive.



Implication of Doctors in Hospital Management

