AEMH Conference Lisbon, 6th of May 2010

DOCTORS’ INVOLVEMENT IN HOSPITAL MANAGEMENT

By Dr Raymond Lies – General Manager at Kirchberg Hospital
DOCTORS’ INVOLVEMENT IN HOSPITAL MANAGEMENT

Luxembourg – The Kirchberg Hospital « from Conception to Construction to Management »
DOCTORS’ INVOLVEMENT IN HOSPITAL MANAGEMENT

October 1999
DOCTORS’ INVOLVEMENT IN HOSPITAL MANAGEMENT

February 2000
DOCTORS’ INVOLVEMENT IN HOSPITAL MANAGEMENT

May 2000
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DOCTORS’ INVOLVEMENT IN HOSPITAL MANAGEMENT

June 2003
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General concept for the Kirchberg Hospital Center

Core Business

Health Care

Involvement of

Clinical outcome

Economical outcome

Doctors

Patients

Nurses

Center of Excellence
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Basic statements

- « The implication and the influence of the doctors in hospital management is indirectly proportional to the distance they have to the deciders » (R.L. 2000)
- The Core Business in Hospital is specialized in PATIENT’S CARE
- Hospital Management = PARTICIPATIVE and INTERACTIVE
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Example of flowchart
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The Departments

<table>
<thead>
<tr>
<th>Medical</th>
<th>Nurses</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liberal and independent</td>
<td>Employed</td>
<td>Employed</td>
</tr>
</tbody>
</table>
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The medical bodies inside the hospital

- **Management**
  - CEO
  - Medical Manager
  - Medical Coordinator

- **Medical Department**
  - The Medical Council
  - Senior Hospital physicians
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The most important platforms for medical implication

- EFQM
- Risk-management, Reporting system
- Patients’ Safety
- CME / CPD
- the Hospital budget
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Committees with medical implication

- Steering Committee
  - Restricted Steering Committee
  - Transversal Steering Committee (networking)
- Investment Committee
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Committee of Prevention of Nosocomial Infections
Medical Pharmaceutical Committee
Transfusional Committee
Ethics Committee
Surgery Group (OP Planning)
File of care group
Pandemic of Flu
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Pain Group
Unit-Dose Group
Committee of medical referents
Committee of management of complaints
Committee of rents (context of private practices)
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Difficulties

The creation of a corporate identity in the context of a liberal medical practice
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Conclusion after 7 years:

- step by step the involvement of doctors was improved
- the quality of care improved
- the interactions between the departments increased
- the hospital, while it is already overbooked, needs more and more the symbiosis between managers, doctors and nurses