

The challenges of the first cross-border hospital in Europe

Two healthcare models under one roof



Addressing the Challenge of Patient-Centered
Care and Safety

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The hospital

Cross-border



Why?

Territorial characteristics

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Where?

In Puigcerdà, Catalonia, Spain



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How?

Together: Catalonia and France

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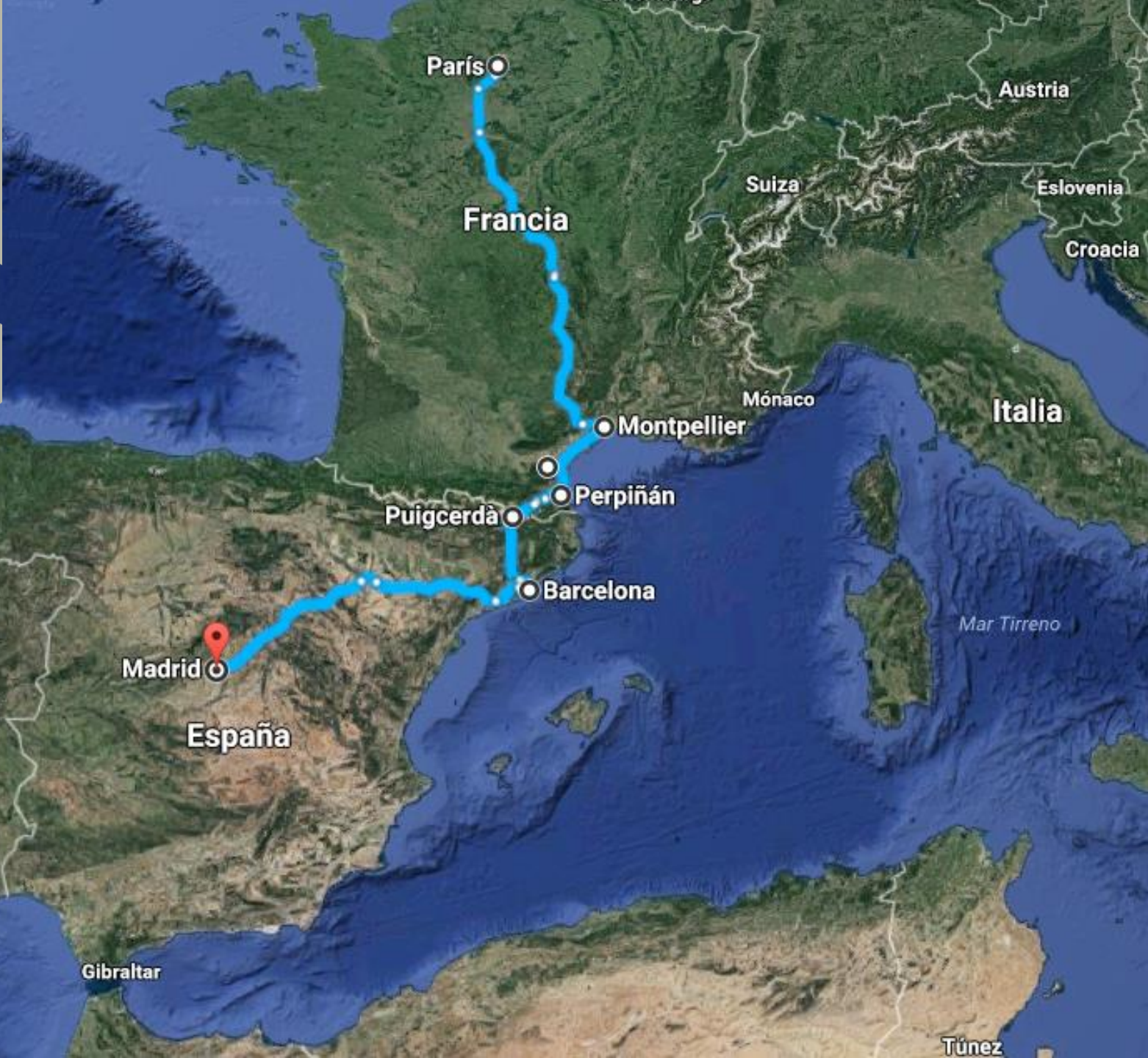
The Territory

Characteristics



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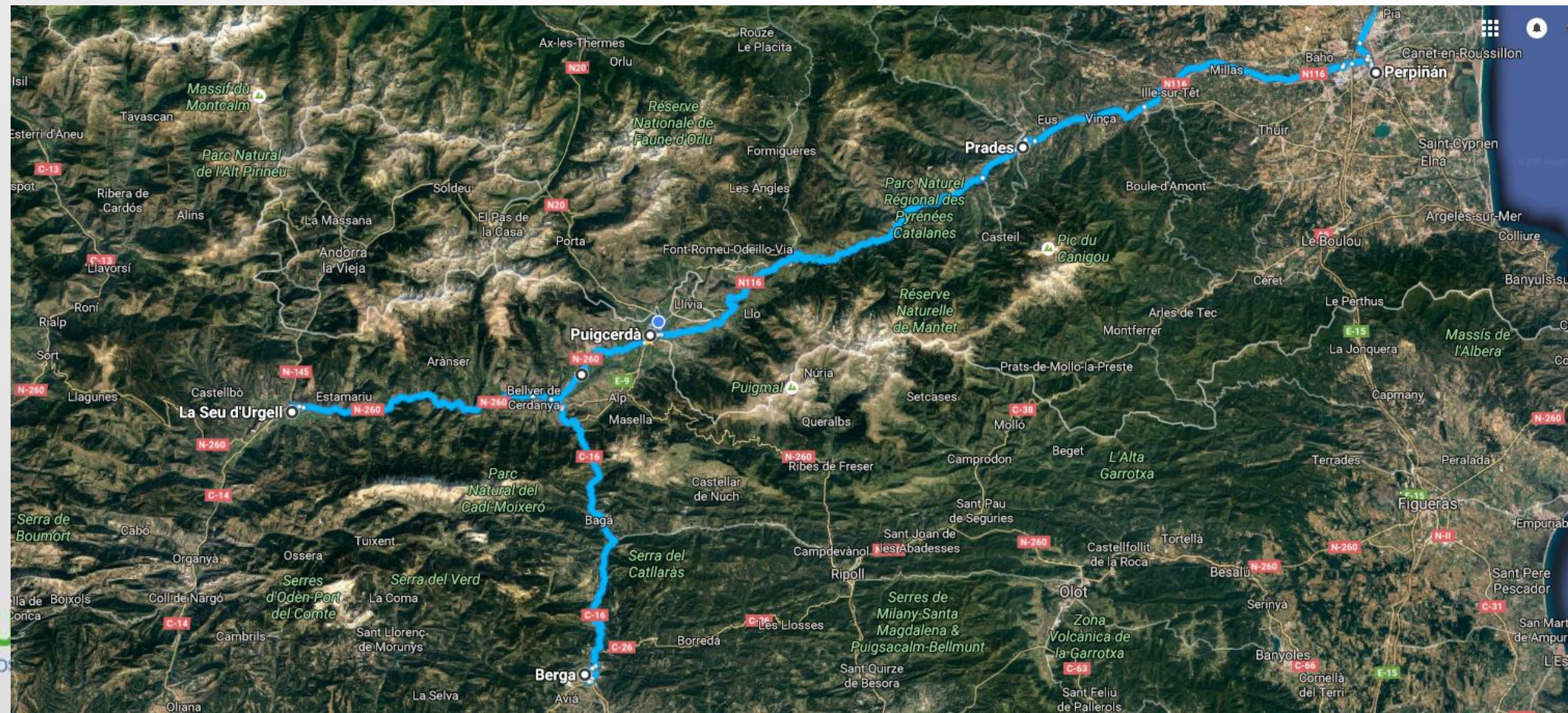
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Catalonia:
Lower Cerdanya
France:
North Cerdanya
Capcir

Historical and social background

- In 1659 **Catalonia** was divided between **Spain** and **France** by the Treaty of the Pyrenees
- The Spanish part is “**Catalonia**” and the French part is known as “**Northern Catalonia**”
- **3 languages** are spoken in the area: **Catalan, French** and **Spanish**



The Project

One hospital/Two models

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The Hospital's Project

1986 Catalan Health Service began to study the project

2002 First agreement to provide emergency services

2003 Agreement for pregnancy and childbirth services

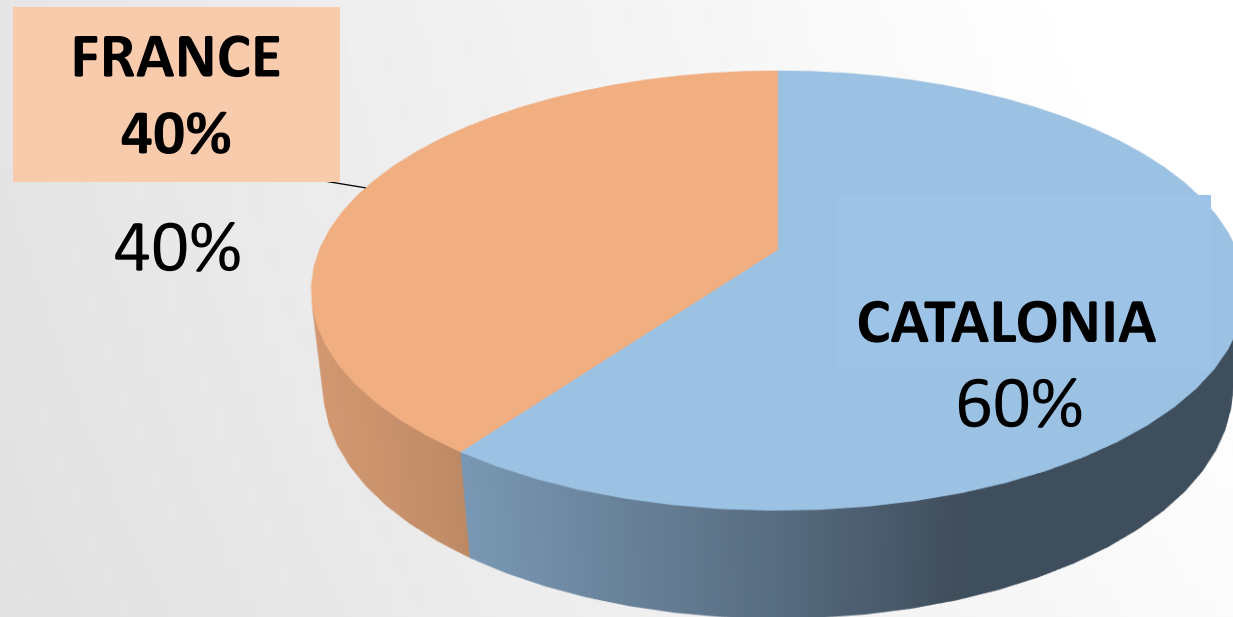
2009 Building work **begins.**

2014 The **hospital starts** its activity



Funding model

Management budget



* **Building costs:** 60% from EU funds ERDF (European Regional Development Fund)

The Project's Mission

- To guarantee a response to **health needs of the population**
- Guarantee **healthcare provision**
- Under the **European Union surveillance**
- Facing **challenges:**
 - Geographic
 - Cultural
 - Linguistics
 - Legal and administrative



The Hospital

Governance

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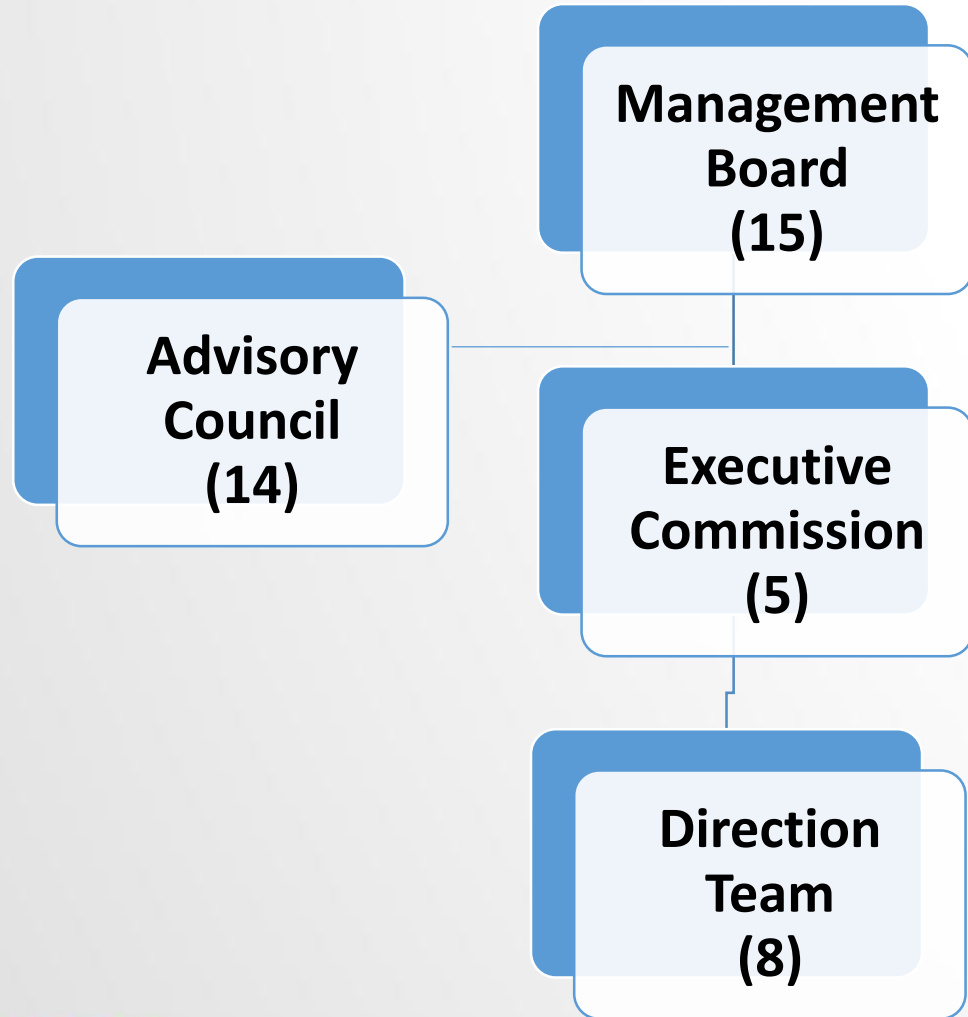
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A legal instrument **EGTC:** **European Grouping of Territorial Cooperation**



- Established by the **European Parliament**
- Designed to **promote a more effectively cooperation** between countries
- Discrepancies between **legislation** and **administrative procedures** of the **countries involved**.
- It's under **Catalan/Spanish legislation** and **European laws**

Governance: European Grouping of Territorial Cooperation



The Hospital

Resources

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Equipment

9 million € invested in:

- 64 beds
- 4 operating theatres
- 2 delivery rooms
- 5 beds of Day hospital
- Heliport
- Laboratory
- Pharmacy
- Imaging diagnosis
 - 3 Conventional radiology
 - 1 CT scan
 - 1 MRI
 - 1 mammography
 - 4 Echography /1 Echo cardiology



Human Resources

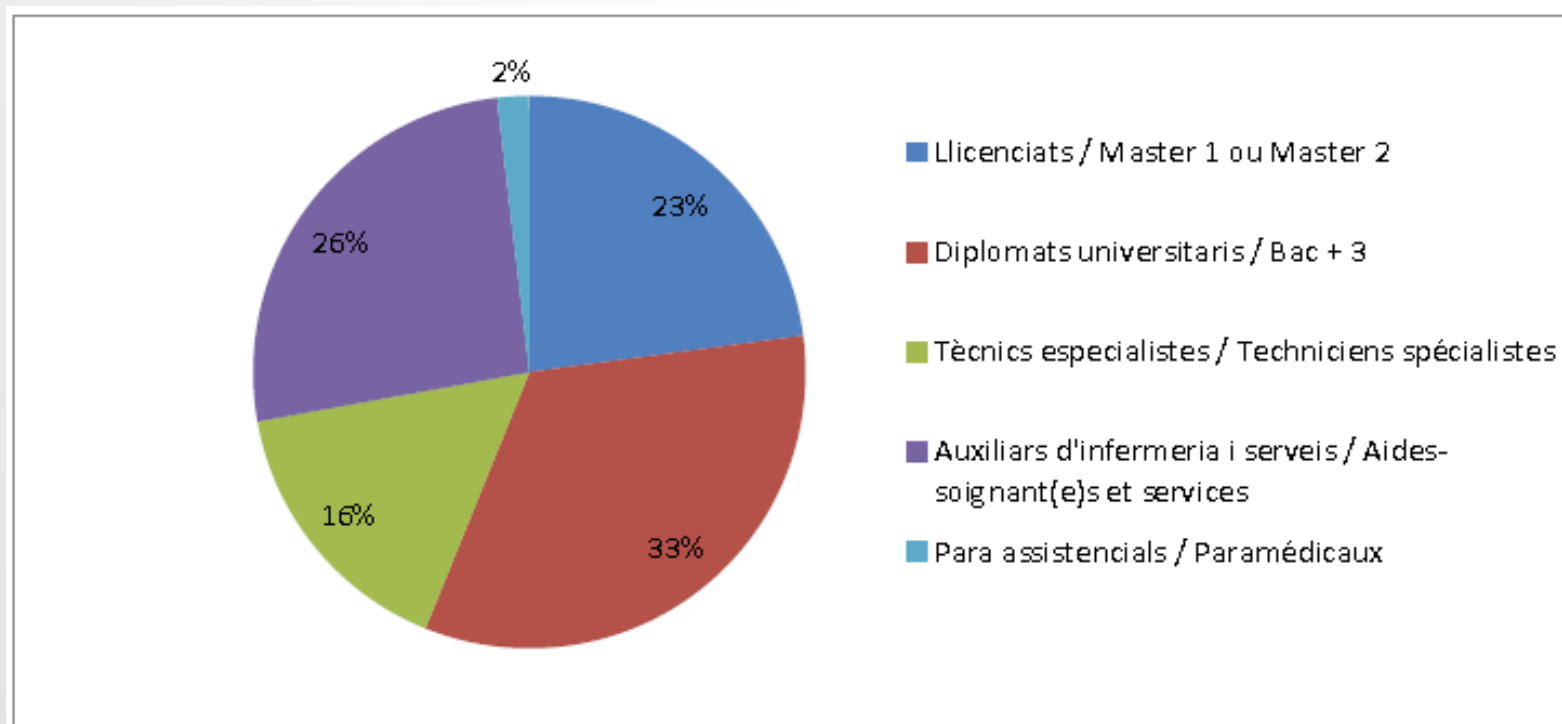


Workers

228

Time equivalent workers

206



The Hospital

Activity 2015

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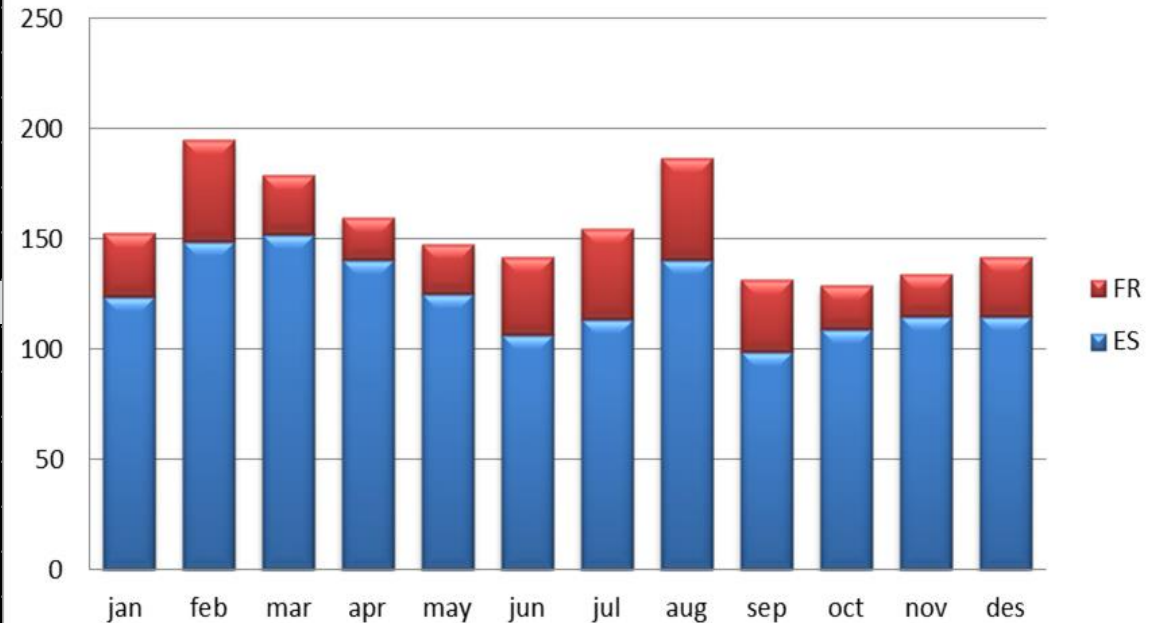
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HOSPITAL DISCHARGES	2015	%
TOTAL DISCHARGES	1.856	100,0%
CATALONIA	1.491	80,3%
FRANCE	365	19,7%
MEDICAL DISCHARGES	1.014	54,6%
SURGICAL DISCHARGES	842	45,4%
AVERAGE STAY	4,10	

SPECIALTY DISCHARGE		
ORTHOPEDIC SURGERY	609	32,8%
INTERNAL MEDICINE	505	27,2%
GYNECOLOGY AND OBSTETRICS	257	13,8%
GENERAL SURGERY	237	12,8%
PEDIATRICS	154	8,3%
OTHER SURGICAL SPECIALTIES	94	5,1%

Discharges 2015

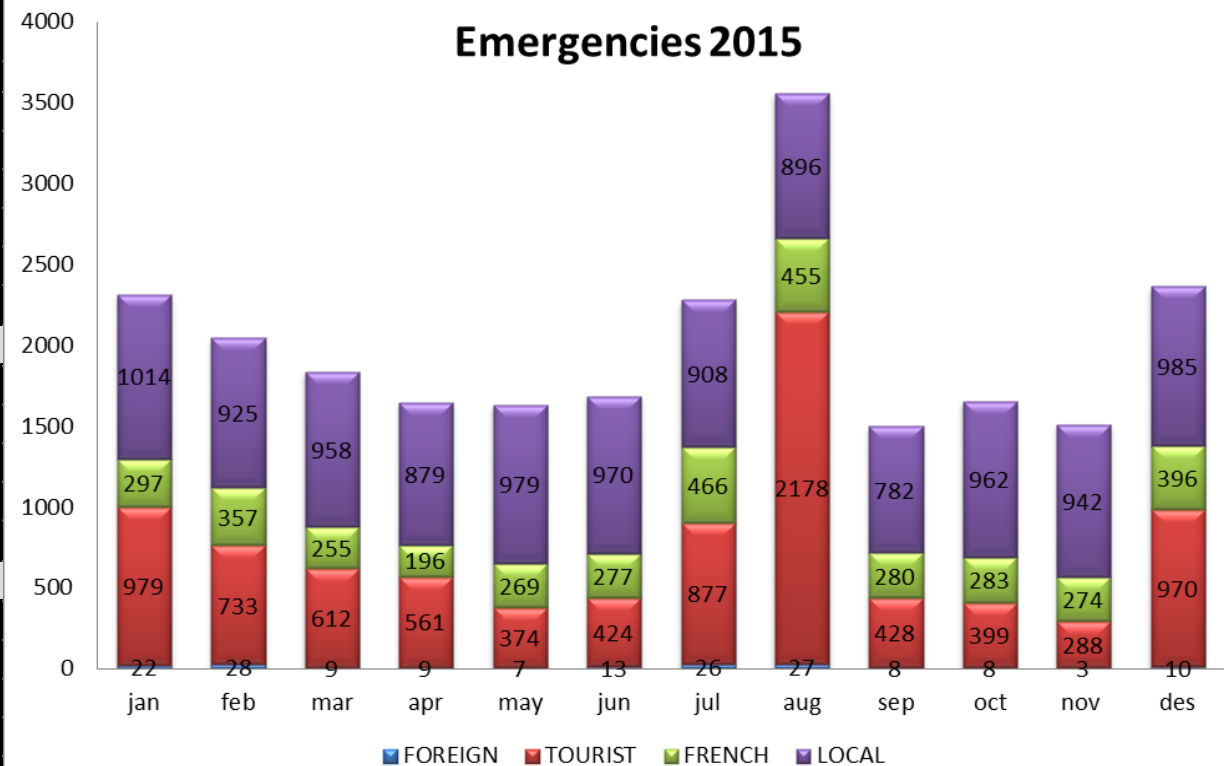




EMERGENCY	2015	%
TOTAL URGENCIES	23.997	100,0%
CATALONIA	20.192	84,1%
FRANCE	3.805	15,9%
PEDIATRIC URGENCIES	7.063	29,4%
URGENCIES/DAY	65,7	
AVERAGE STAY	02:07	

LEVEL		
EMERGENCY	222	0,9%
URGENCY	5.849	24,4%
LESS URGENT	12.734	53,1%
NOT URGENT	5.192	21,6%

DESTINATION		
HOME	22.135	41,8%
OTHER HOSPITAL	452	1,9%
DEATH	5	0,0%
ADMISSION TO HOSPITAL	1.405	5,9%

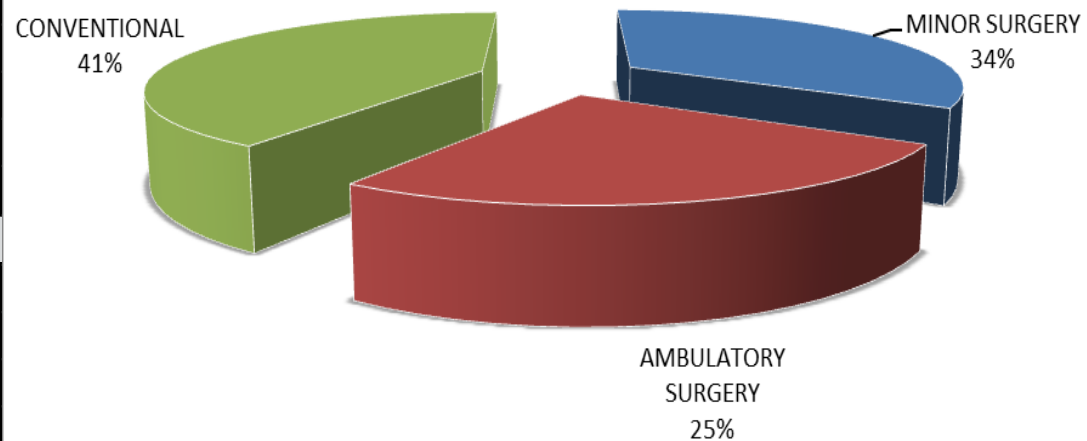




SURGICAL INTERVENTIONS	2015	%
TOTALS	1.181	100,0%
CATALONIA	992	84,0%
FRANCE	189	16,0%
MINOR SURGERY	365	30,9%
AMBULATORY SURGERY	352	29,8%
CONVENTIONAL	464	39,3%

BIRTHS	162	100,0%
CATALONIA	119	73,5%
FRANCE	43	26,5%
CAESAREANS	29	17,9%

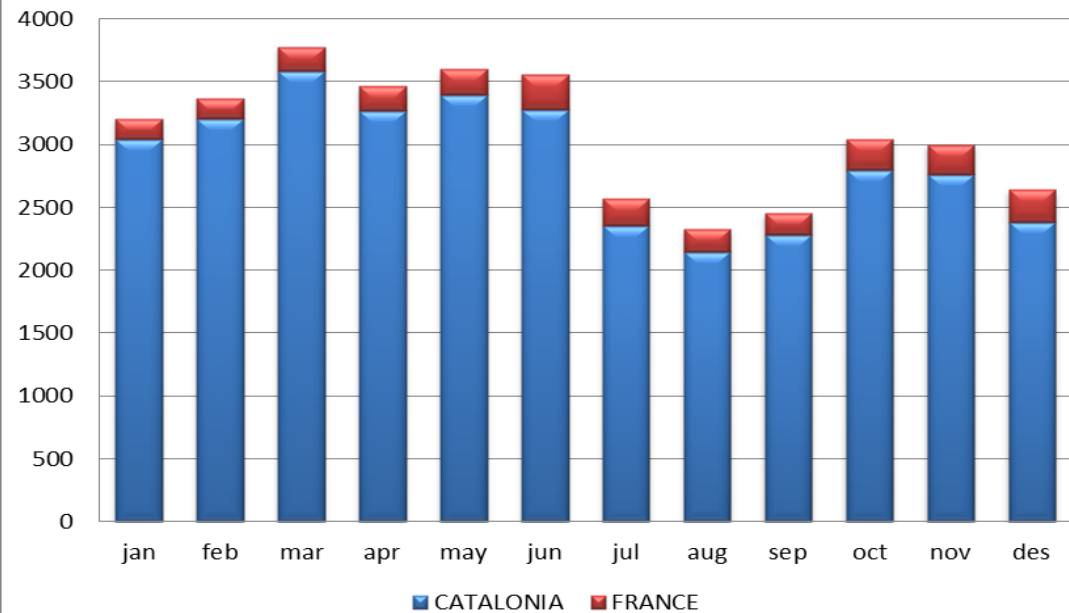
Surgery 2015





EXTERNAL CONSULTATIONS	2015	%
TOTAL EXTERNAL CONSULTATIONS	42.450	100,0%
CATALONIA	39.555	93,2%
FRANCE	2.895	6,8%
INDEX REITERATION	1,5	

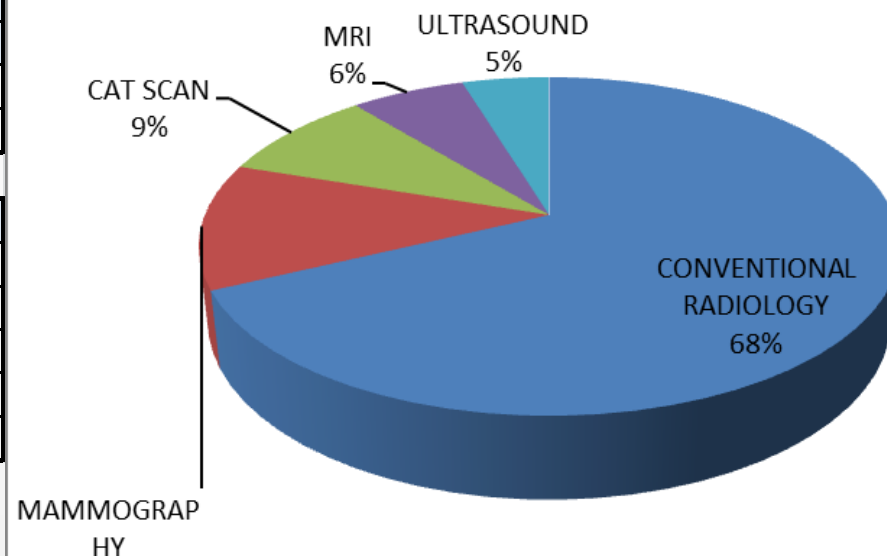
External consultation 2015





DIAGNOSTIC IMAGING	2015	%
TOTAL DIAGNOSTIC IMAGING	27.701	100,0%
CATALONIA	20.658	74,6%
FRANCE	7.043	25,4%
RADIOLOGY DEVICES	27.701	100,0%
CONVENTIONAL RADIOLOGY	18.832	68,0%
MAMMOGRAPHY	3.341	12,1%
CAT SCAN	2.449	8,8%
MRI	1.746	6,3%
ULTRASOUND	1.333	4,8%

Diagnostic Imaging Device 2015



Challenges

Approach

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Challenges: Governance and organization

DIFFICULTY

- ✓ EGTC Complex, duplicity, slow
- ✓ Wide organization
- ✓ Management Style

APPROACH

- ✓ Delegation of functions to the CEO
- ✓ Empowerment vs control
- ✓ Process management
- ✓ Management by Objectives
- ✓ Incentive systems



Challenges: Geographic location

DIFFICULTY

- ✓ Pyrenees mountain territory.
- ✓ Low population, aged and dispersed
- ✓ Long distances
- ✓ Communications
- ✓ High mountain climate
- ✓ Heavy touristic region. Fluctuating population

APPROACH

- ✓ Information systems
- ✓ Technological platform (exchange medical information)
- ✓ Telemedicine (Remote medical consultation)
- ✓ SEM / SAMU
- ✓ Mountain Rescue



Challenges: Dual administration

DIFFICULTY

- ✓ Two Healthcare Models
- ✓ Two procedures and formalities
- ✓ Financing: 5 years budget

APPROACH

- ✓ National health Service (wide)
- ✓ Agreements
- ✓ Purchasing Services



Different Health Systems

Catalonia

National Health Service Beveridge model

- Universal access
- **Doctors salaried**
- A little cooperation with private sector
- Government Control
- **Some co-payment** by users

France

Social Security System Bismarck model

- **Mixed** system, more like Bismarck
- **Private GP / Public and private specialists**
- **Reimbursement**
- Several insurance and mutuals
- **More copayment** by users

Challenges: Dual Labour legislation

DIFFICULTY

- ✓ Sectorial agreement vs liberal professionals
- ✓ Remuneration
- ✓ Recognition academic degree
- ✓ Recognition competences & skills
- ✓ Double membership in collegial organizations

APPROACH

- ✓ New contracts by the EGTC –HC.
- ✓ Liberal practitioners
- ✓ French personnel provision of services
- ✓ Contracting services
- ✓ Training programs



Challenges: Birth and Death

DIFFICULTY

BIRTHS

- ✓ Nationality: to obtain documents can take months
- ✓ Health insurance



DEMISES

- ✓ Repatriation (costs could be € 6.000)



APPROACH

- ✓ In negotiation
- ✓ Agreement take 1-2 weeks
- ✓ Regulated by EU law. Allows neighboring countries to simplify matters in border areas (€ 300)

Challenges: Cultural

DIFFICULTY

- ✓ Language
- ✓ Working hours,
- ✓ Patient's diets,
- ✓ Courtesy rules and formalities

APPROACH

- ✓ **Three official languages** translation
- ✓ Confluence in middle
- ✓ **Mediterranean diet..** Single dish
- ✓ Knowing and use rules by country



Challenges: clinical management

DIFFICULTY

- ✓ Shared clinical protocols
- ✓ Double prescription forms
- ✓ Approach to screening
- ✓ Commissions and committees

APPROACH

Before approval:

- any **protocol** or procedure
- **guidelines** or
- **prescription**

are consulted and **adapted to our dual reality**

Differences in drug prescription

- **Differences in authorization for some drugs** : Metamizole, ketorolac.
- Differences on **prescription and dosages**: morphine vs fentanyl, corticosteroids vs NSAID
- France includes **Kinesitherapy, chiropractor, and hydrotherapy**
- **Splints and orthopedic material** highly financed in France.
- Prescription **system**: Catalonia, **electronic**/France, **paper**
- **Different co-payment System**



Differences in cancer screening

Catalonia

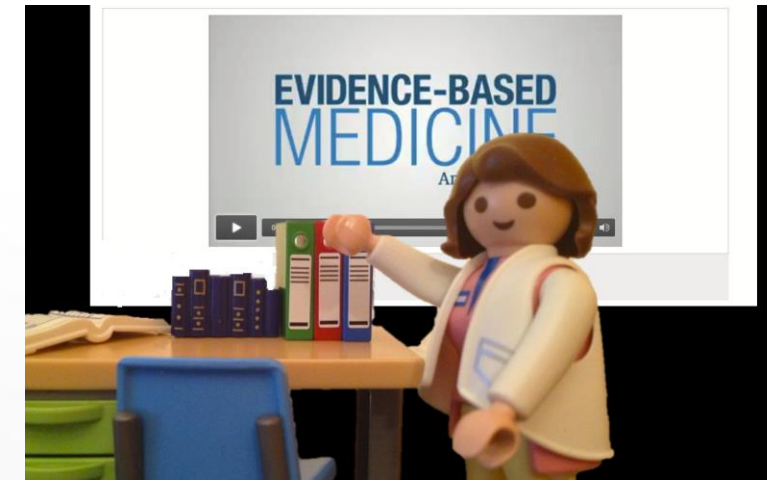
- Breast cancer: **50 to 69**
- Colorectal cancer: **50 to 69**
- Double-blind
- Greater control by the health authority
- State funding

France

- Breast cancer: **50 to 74**
- Colorectal cancer: **50 to 74**
- No double-blind
- Patient decides more freely
- Double funding: state and social security

Differences in Hospital Commissions and committees

- ✓ Both countries apply **European quality directives**
- ✓ Regarding to contents, the **same topics are covered in both countries.**
- ✓ Both countries updates clinical practice guidelines (evidence-based medicine)
 - ✓ In France, the ***Haute Autorité de Santé (HAS)***,
 - ✓ In Catalonia, the **quality agency (AQUAS)**



The way

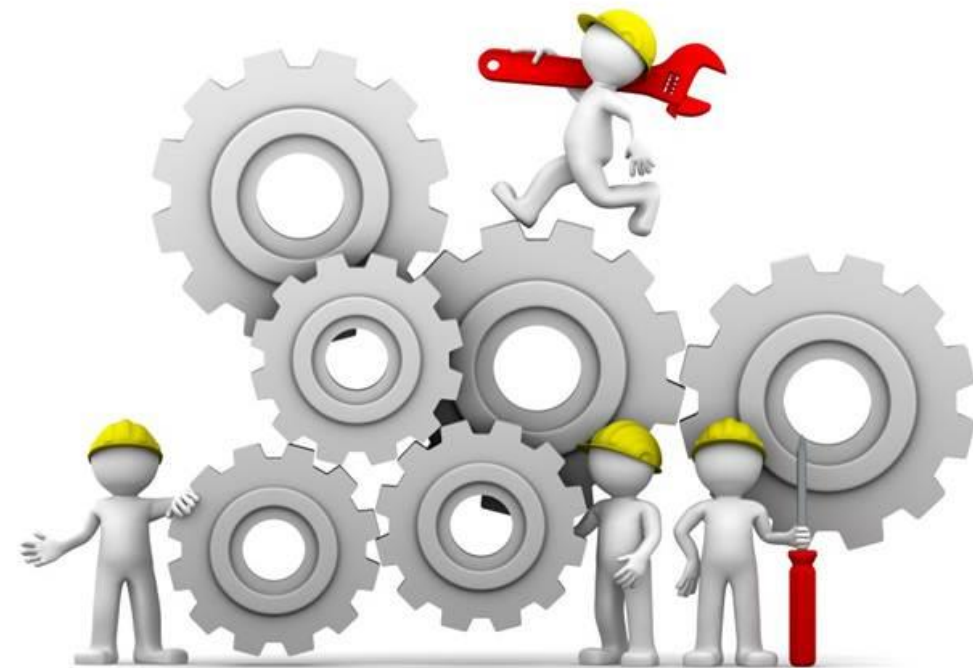
Strategies and tools

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Strategies and tools

- **European Instrument:** law and **EGTC**
- **Double funding**
- News resources
- **Strategic design plan:** collaborative and participated
- Cross-border Commission (evaluating differences)
- **Cooperation at many levels:**
 - strategic alliances with other providers
 - Work with French and Spanish universities
 - Specialized training provided.





- **International Diploma of Mountain Medicine**
- **Course on pediatric emergency transportation**
- **Training to the Police, firefighters and the French Army.**

Thank you!

