

In 2016 **La Unió** celebrated its 40th anniversary as a business association in its members' service. During this time, we have worked with firm dedication to represent and express the concerns and opinions of our members in the area of labour relations, as Administration and sector contact persons, to generate knowledge and applied management through the **Fundació Unió** (which celebrates its 20th anniversary this year) and as a platform for innovation and networking that brings together goods and service companies through the **Associate Collaborators' Forum**.

We are constantly renewing our commitment to our more than 100 member organisations. These organisations reflect the scope of the Catalan social care and healthcare model, due to both the different types of care they provide and their range of organisational models. We are also permanently committed to serving a model that has been and continues to be a benchmark for neighbouring countries, both in terms of care and efficiency.

This year we have implemented our **2016-2020 Strategic Plan**, of which we render an account in this report. We would like to mention the launch of the **+Futur** forecasting project. The aim of this initiative, as was explained at the **7th Annual Meeting**, is to identify trends in social care and healthcare services in order to envisage scenarios that will allow organisations to position themselves and evolve to meet the challenges of the coming years.

Along the same line of identifying trends and learning from other experiences, we have strengthened our international activity by stepping up our involvement in and relations with the **International Hospital Federation**. At the same time, we have helped to raise the international profile of our member organisations and of Catalan healthcare at the **40th World Hospital Congress**. Participation in worldwide organisations and international forums is currently one of our key strategic priorities.

Also with our sights set on the future, we have published the work **"Rethinking the Care Model for People with Care Needs"**. This is a constructive revision of the model that includes proposals for improvement, which incorporates contributions from the sector, especially from the areas of social care, long-term care and mental health, and which offers the chance for advancement in the usefulness and quality of these services. On the corporate level, in 2016 we have continued to pour efforts into the area of Corporate Social Responsibility (CSR) by potentiating the **Good Practices Board**.

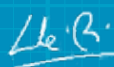
Over the summer, we opened the doors to our new corporate headquarters, where we are able to provide better service to our members, with spaces that are more comfortable and suited to our activities.

We would like to highlight all the good work that has been accomplished thanks to the dedication and commitment of the Board of Directors and its delegate bodies. We would also like to highlight the contribution of the Advisory Council and the commitment and dedication of La Unió's technical team.

**Enric Mangas**, Chairman



**Helena Ris**, General Manager



## LA UNIÓ CELEBRATES 40 YEARS SERVING ITS ASSOCIATES AND CONTRIBUTING TO THE SOCIAL CARE AND HEALTHCARE MODEL

# International presence

## ⚙️ Participation in the International Hospital Federation (IHF)

- **40th World Hospital Congress (WHC)**, which was attended by 700 delegates from around the world.
  - ▶ In parallel, La Unió organised a session titled *Transforming organizations' structures to improve health outcomes during a period of financial constraint* on 1 November. The participants in the session were: **Anna Riera**, La Unió Director of Associate Participation, as moderator; **Josep Fusté**, La Unió Director of Economic Analysis and Forecasting; **Ignasi Carrasco**, Medical Director of **Althaia, Xarxa Assistencial Universitària de Manresa**; and **Rosa Asbert**, Medical Director of **Hospital Universitari Mútua Terrassa**.
  - ▶ La Unió took part in the *Special Session on IHF Healthcare Management SIG: A Global need for the professionalization of Healthcare Management*, in which the **American College of Healthcare Executives**, the **Australasian College of Health Services** and the **University of Alabama** (United States) also took part.
  - ▶ Participation of **Hospital Plató** in the special session titled *CEO Form: performance excellence techniques to improve outcomes*.
  - ▶ **Hospital Plató** (3 oral communications), **Mútua Terrassa** (1 oral communication and 1 poster), **Hospital Sant Joan de Déu** (1 poster), **Hospital de la Cerdanya** (1 oral communication) and **Grup SAGESSA** (1 poster).



## ● Geneva Health Forum

- ▶ Co-chair of the session with the General Directorate of the **Health Promotion Administration of Taiwan**. The meeting was focused on strengthening collaboration between public health and healthcare. **Health Care Without Harm Europe** and the **Yuanlin Christian Hospital** also took part in the session.
- ▶ **Anna Riera**, La Unió Director of Associate Participation, gave a presentation on **IHF best practices** regarding collaboration between public health and healthcare. This session was organised by the **Health Promotion Administration of Taiwan** and the **IHF**.

## ● **Final consultation of the European Framework for Action on Integrated Health Services Delivery, organised by the World Health Organization (WHO).**

**Anna Riera**, La Unió Director of Associate Participation, attended on behalf of the **IHF**. During her talk, she spoke of the role hospitals play in integrated care and stressed the need to promote policies of collaboration between the spheres of social care and healthcare, and to help hospitals develop another type of relationship with other healthcare providers, as well as the need to rethink the approach to chronic patients and pluripathologies in hospitals, and to empower patients.

## ⚙️ The Belgian Jolimont Group visits La Unió

The Jolimont Group employs some 5,500 professionals and operates in different spheres such as hospital care, mental health, paediatric health and care for the elderly in a number of different centres throughout the country. The objectives of its strategic plan include focusing its efforts on networking and person-centred care. La Unió helped it in its objectives by sharing the experiences of organisations such as **Althaia, Xarxa Assistencial Universitària de Manresa, Xarxa Santa Tecla Sanitària i Social** and **Mútua Terrassa**. It also shared information on its **Interdepartmental Plan for Social and Healthcare (PIAISS, for its Catalan initials)**.

## ⚙️ La Unió receives a visit from Isalud University

La Unió received a visit from some forty students from **Isalud University** in Buenos Aires as part of the international management module of the health finance and management masters course. The students took part in a workshop where they were given an insight into La Unió and the Catalan healthcare system (regulatory framework, contracting policies, negotiation and agreement of clauses related to activity and contracting care).

## ⚙️ Wales and Catalonia, joined through health

The **UK Trade and Investment department (UKTI)**, the **National Health Service**, the **Welsh Government** and **Biocat** invited La Unió to the session *Successfully Selling into NHS Wales*, to encourage relations and exchange between UK companies and the Catalan healthcare sector, by identifying opportunities and benefits for Catalan companies.

Within the setting of this session, the Welsh delegation, led by its finance management department and the management of the Health Board of NHS Wales, as well as the development management department of Life Sciences Hub Wales, held a workshop with a delegation from La Unió, composed of **quirónsalud, Corporació Sanitària Parc Taulí, Mútua Terrassa**, and **Parc Sanitari Sant Joan de Déu, Centre d'accidents i rehabilitació funcional Gramenet** and **Arcasa**.

# Institutional events

## Meeting of 28 April. 111th La Unió General Meeting

- ▶ Approval was given to sign off the 2015 accounts, the 2016 Work Plan was approved and the 2015 activities report was presented.
- ▶ The Health Minister, **Toni Comín**, presided over the closing act, which included a talk from lecturer **Salvador Cardús** on future social challenges for the social care and healthcare sectors.



## Meeting of 15 December. 112th La Unió General Meeting

- ▶ The budget for 2017 was approved and the Board of Directors compatibility model was defined.
- ▶ Unanimous approval was given to accept **Manel Jovells**, Managing Director of Althaia, Xarxa Assistencial Universitària de Manresa and former Chairman of La Unió, as an honorary member.
- ▶ The +Futur project, the purpose of which is to identify trends in the provision of social care and healthcare services, was presented.
- ▶ 7th La Unió Awards for Innovation in Management
- ▶ The Justice Minister, **Carles Mundó**, closed the Meeting.

## 7th Association Annual Meeting. 2 December

- ▶ Celebration to mark 40 years of La Unió and 20 years of La Unió Foundation. The event brought together more than 200 professionals from member associations as well as former chairs including **Martí Masferer**, **Pere Monràs** and **Feliu Sucarrats**; honorary members such as **Joan Grau**, **Jaume Suana** and **Ramon Llibre**; the Chairman of the Good Practices Board, brother **Joaquim Erra**; and members of the Board of Directors, as well as of La Unió's technical team. It was also attended by the Health Ministers **Xavier Trias**, **Boi Ruiz** and **Marina Geli**.
- ▶ Presentation of the +Futur project.
- ▶ Talk on climate change by meteorologist **Francesc Mauri**.
- ▶ Round table discussion between **Anna Cabré**, honorary Director of the Centre for Demographic Studies, **Guillem López Casanovas**, Professor of Economy at Pompeu Fabra University, **Genís Roca**, Director of Roca Salvatella, and **Esther Casademont**, Director of Hunivers People Hub.
- ▶ The closing ceremony was presided over by **Carles Puigdemont**, President of the Catalan Government, accompanied by the Health Minister, **Toni Comín**, the Minister of the Presidency, **Neus Munté**, and the Director of CatSalut, **David Elvira**.
- ▶ Dinner attended by the President of the Catalan Government.



## Visit from the Health Minister, Toni Comín, to the meeting of the Board of Directors on 30 June, accompanied by the Director of the Catalan Health Service, David Elvira. During his speech, Comín highlighted that La Unió is a strategic ally in the efforts to defend the Catalan healthcare model.

## 5th Meeting of the Associate Collaborators' Forum

- ▶ Talk by **Ignasi López Verdaguera**, Head of the Science Department of the "la Caixa" Bank Foundation, on responsibility, research and innovation.
- ▶ Presentation on the experiences of **Gesaworld**, **Gas Natural Serveis** and **GNFE**, and **Bepers** and **Catering ARCASA**.
- ▶ The meeting was closed by **Albert Serra**, Secretary General of the Department of Health.



## 7th La Unió Awards for Innovation in Management

The awards and the winning organisations were:

- ▶ **In Efficiency and Sustainability, 1st prize: Fundació Hospital Sant Joan de Déu de Martorell**, for "Projecte d'hospital cardio-protègit" (Cardio-protected hospital project). **Finalist: Consorci Sanitari de Terrassa**, for "Avaluació de l'impacte de l'adequació de les sol·licituds de proves d'esforç cardiològiques" (Assessment of the impact of adjustments to requests for cardiac stress tests).
- ▶ **In Management of Healthcare Professionals, 1st Prize: Consorci Sanitari de l'Anoia**, for "Reducció dels accidents laborals per sobreesforços al mobilitzar pacients" (Reduction in occupational accidents due to strain when moving patients). **Finalist: Fundació Hospital Sant Joan de Déu de Martorell**, for "Acte únic preoperatori en el marc d'una consulta preanestèsica infermera" (Single preoperative action during preanaesthetic assessment by nurses).
- ▶ **In Care Management for Patients, 1st Prize: Germanes Hospitalàries del Sagrat Cor. Benito Menni Granollers**, for "Programa de suport social en salut mental a la xarxa primària social i sanitària" (Mental health social support programme in the primary social care and healthcare network). **Finalist: Fundació de Gestió Sanitària de l'Hospital de la Santa Creu i Sant Pau**, for "Servei d'abordatge integral del procediment assistencial" (Integrated approach to care procedures).



# Knowledge sharing

15 meetings and sessions with over 1,400 participants



- ⚙️ **Technical Meeting on Benchmarking**
- ⚙️ **4th Meeting on Social Work and Healthcare**
- ⚙️ **7th Technical Session on Innovation. Sharing experiences in the Social Care sector**
- ⚙️ **Innovative experiences in the 4th Technical Session on Innovation in La Unió. Sharing experiences in the Social Work sector**
- ⚙️ **Meeting on Experiences regarding the Elimination of Restraints**
- ⚙️ **COMSalut Community and Health: Primary and Community Care (jointly with the ICS and the CSC)**

Plenary meetings were held in the areas of:

- ⚙️ Human resources
- ⚙️ Economics and finance
- ⚙️ Communication

## Training

The training organised by La Unió includes:

⚙️ **Postgraduate Course in Leadership, Management Skills and Management Development**, through the Fundació Unió and the Unió Consorci Formació (UCf), and in collaboration with the Fundació Universitària del Bages.

⚙️ **Introduction to Healthcare Administration**. Col·legi Oficial de Metges de Barcelona (Barcelona Official College of Physicians)

La Unió has also carried out professional development programmes through the **UCf**. In collaboration with:

⚙️ **University Master in Healthcare Administration**. Universitat Internacional de Catalunya (International University of Catalonia).

⚙️ **Master in Public Administration**. Escola d'Administració Pública de Catalunya (Public Administration School of Catalonia)

## Activity to be highlighted from the Fundació Unió's portfolio of services

**195** organisations adhered to Codi Típus

**62** audits and advisement on data protection

**6** benchmarking groups

**97** projects assessed by the Independent Ethics Committee (IEC)

**15** studies completed

**25** consultancy projects and strategic consulting

## Award for Excellence in Long-Term Care Provision

The **Fundació Unió** sponsored the 2017 Award for Excellence in Long-Term Care and Social Care Provision, which was awarded to **the Sabadell Gent Gran Centre de Serveis de la Corporació Sanitària Parc**.



## Benchmarking Unió

**Benchmarking Unió** continues to share the results of previously agreed indicators by making them readily accessible through an online platform. One of its great benefits is how it allows users to discuss results and to identify and share good practices. This service has the following groups:

- ⚙️ Mental Health Care
- ⚙️ Specialised Care
- ⚙️ Primary Care
- ⚙️ Long-Term Care
- ⚙️ Nursing
- ⚙️ Infrastructure and Facilities

## Participation and activities

**40**  
entities

**18**  
work sessions

**70%**  
participate in more than one group

**200**  
work indicators

**420**  
platform users

# Labour relations

The year 2016 saw the introduction of the **1st Collective Bargaining Agreement for acute care hospitals, primary care centres, long-term care centres and mental healthcare centres contracted by the Catalan Healthcare Service (SISCAT)**, which provides greater stability in the area of labour relations.

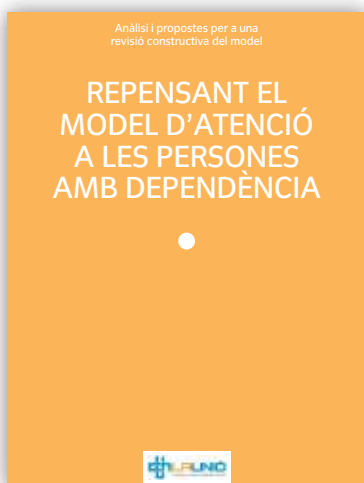
The implementation of the agreements was affected by several demands from different groups, including:

- ⚙️ The demand to include concepts hitherto excluded from holiday pay (bonuses, on-call shifts, etc.)
- ⚙️ The demand to implement the 1% salary increase in publicly-owned centres.

It is worth noting the complaint filed against the SISCAT agreement by the CCOO union. With the change of doctrine of the Supreme Court, even though this union had a minority presence on the negotiating table, the complaint led to an extension in the agreement's period of validity until January 2017.

As regards the private sector, the **9th Collective Bargaining Agreement for Catalan Healthcare Hospitalisation Facilities, Medical Offices and Clinical Analysis Laboratories for the years 2016-2017** has been signed.

## Important reports and studies



⚙️ **Rethinking the Care Model for People with Care Needs.** This report revises the current model for people with care needs by offering proposals for improvement that guarantee the continuity of care within the framework of the values that make this possible, to continue meeting people's changing needs.

⚙️ **Approach to the risk of chronicity in child and adolescent mental health.** The work includes a

revision of the concept of chronicity for this demographic group and an action plan that offers improvements to provide comprehensive and transversal care suited to the care needs of this age group.

⚙️ **Guide to detecting people with social difficulties in acute care hospitals.** The changes to and the reorganisation of the healthcare system have an impact on expectations, on how people organise themselves and their families, and on orienting hospital social work towards early and rapid detection of and intervention in situations of social need. The advances in legislation and social rights and obligations also make it necessary to revise the systems in place for protection and funding to consolidate them as fundamental rights.

⚙️ **Communication as a strategic management tool in healthcare and long-term care organisations.** For the third time, survey results have shown that while communication is considered to be a strategic management tool, the number of resources dedicated to communication contradict this statement.

⚙️ **Study on management pay in the healthcare contract provider sector,** carried out with the aim of providing the sector with tools to reflect on how to improve its management and to highlight the importance of managers and other professionals in a sector with a clear social impact.

⚙️ **Study on the cost by areas of acute care activity in the hospitals of La Unió associates.** Among other conclusions, the study highlights the fact that there can be significant differences between the average costs and the contractor rates paid by CatSalut depending on the different areas of care activity, that there is a positive correlation between the complexity of the hospital calculated using the IRR (relative resource intensity) and the costs of the hospital's activities, and that there are important limitations in the methods used to estimate the average costs of day hospitals and outpatient care, both when it comes to measuring costs and defining activity. For both areas of activity, the study proposes carrying out a more in-depth analysis of episodes of care.



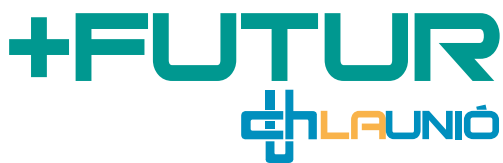
**REFERENT, 15**  
Contributions to the improvement of the social care and healthcare model

# Contribution to the social care and healthcare model

⚙️ **2016-2020 Health Plan.** We have participated by offering technical advice and taking part in several forums to help create a nationwide project.

⚙️ **Rethinking the Care Model for People with Care Needs.** This report revises the current model for people with care needs. It includes proposals for improvement that should help to create a care model based on contributions from across the sector that can be offered as an example of how to guarantee quality care services.

⚙️ **+Futur Project.** The **2016-2020 Strategic Plan** has been implemented as a forecasting exercise to identify trends that will affect service provision and organisation, as well as to envisage scenarios that will help organisations adapt their services to the changing environment and to have a proactive impact on improving the organisation of the social care and healthcare system. +Futur will be developed using the spaces for participation provided by La Unió. The project was officially rolled out at the Association Annual Meeting on 2 December.



⚙️ **Comprehensive Mental Health and Addictions Plan**  
La Unió has continued working to promote interdepartmental activities aimed at improving the mental health of affected persons and providing support for the construction of a comprehensive nationwide care plan.

⚙️ **Nursing.** We have promoted the development of this profession, actively contributing to the commissions and groups that are working on the relevant strategic issues such as recognition of the position of the Advanced Practice Nurse (APN), the delegation of certain competencies to nurses, the role of nurses in research and, notably, the **recognition of prescription by nurses.**

⚙️ **System of payment and contracting with the Catalan Health Service.** Participation in the work to develop the new CatSalut payment system, implemented during 2016, by contributing proposals to further improve the payment model, an invoicing manual and objectives for variable invoicing, also helping to develop the Catalan Health Service contracting tool.

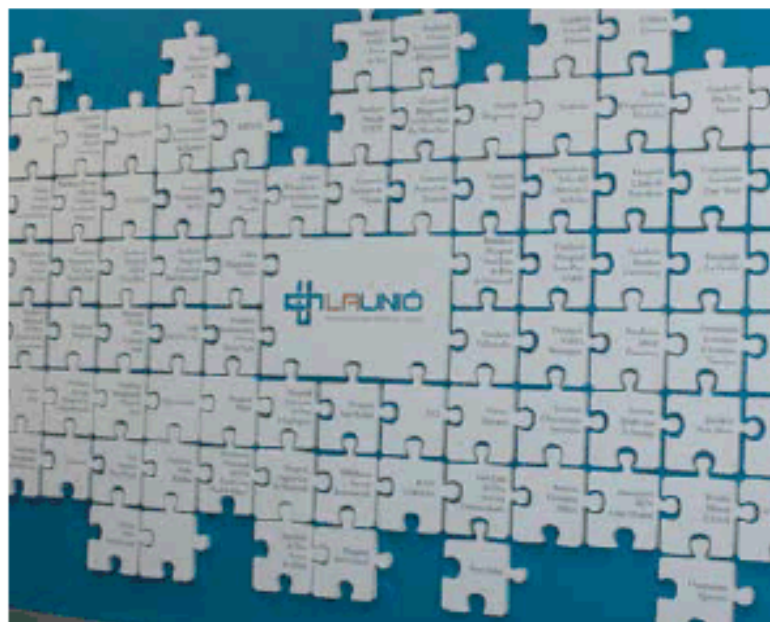
⚙️ **Contribution to a sustainable model of access to pharmacy services.** Contribution to the model to allocate and assign co-responsibility for all types of pharmacy costs, participation in the programmes to standardise and streamline the catalogue, contribution to improving the register of pharmacies and the pharmacy services programme. Through participation in the Hepatitis C Treatment Coordination Body, we have helped to analyse the evolution of treatments, made recommendations to organisations on the efficient use of existing medications, and come to an agreement with

CatSalut on the pricing system per patient, with a dynamic price revision scheme based on market fluctuations. We have broadened the collaborative experience of the Coordination Body for HMDAS (Hospital Medication Dispensed in the Ambulatory Setting) with rates per patient. All this work makes it possible to guarantee the community a quality, accessible service, contributing to the sustainability of the system and its efficient management by the service providers.

⚙️ **CatSalut information systems plan.** There are many projects under way in this area with a significant impact on the financial and organisational costs of the service providers. For this reason, La Unió has helped to create a committee formed by CatSalut and the other organisations to jointly plan and prioritise the development of the information systems project. Some of the priority issues have a wide scope, such as the shift to ICD-10-CM/PCS, the minimum dataset for specialist outpatient care, the register of patients and treatments, and shared medical records. We have also participated in the Mobility Master Plan, led by the TicSalut Foundation.

⚙️ **Cost analysis task force.** The *study on costs by areas of activity in acute care hospitals* has been completed and presented in the different spheres in which our associates participate. The *study on hospital emergency costs* has been carried out with the support of the Fundació Unió, and the data on costs per emergency episode from seven associate hospitals that collaborate with CatSalut have been provided to confirm the behaviour of the case history group applied to create the Relative Emergencies Index used for the CatSalut payment system.

⚙️ **Code of Good Practices for Public Contracting of Patient Care Services (PCS).** We have continued working with the group formed by other employers' associations, unions and the Catalan Government to monitor this code, which aims to improve the public tender processes implemented by both the Catalan Government and the public sector for contracting PCS.






# Working for our members

## Spaces for participation

- 50 meetings of Sector Councils
- 30 meetings of the Technical Advisory Councils
- 5 plenary sessions (HR, economics-finance and communication)

## La Unió today

- 39 bulletins
- 29 newsletters
- 10 blog entries
- 17 factsheets
- More than 2,300 tweets on @uchcat 
- Press appearances and opinion pieces
- 6th session for journalists on SISCAT as a tool for the provision of publicly funded healthcare services, operation, transparency and results.



## More than 1,000 consultations

We have consolidated the **Associate Queries Office** as a place for contact with our associates.

## Corporate Social Responsibility

In 2016 we have continued our work in the corporate area. The **La Unió Good Practices Board** has taken a pioneering approach to regulating conflicts of interest and has introduced compatibility criteria for positions on the organisation's management bodies.

We have also redefined our relationship with stakeholders, resulting in the creation of the Map of Stakeholders. We have continued to collaborate with organisations that promote this area, such as the **United Nations Global Compact in the area of Corporate Social Responsibility**, of which La Unió is a member through the Fundació Unió.

## La Unió, on the Catalan Government's stakeholders register

In accordance with the approved Code of Conduct, the senior managers and directors of the Catalan Government and its public sector bodies must guarantee the transparency of their official agendas and ensure they reflect all the contact established with stakeholders. **La Unió is registered under number 9015-472927/2016.**



23 members of the Associate Collaborators' Forum

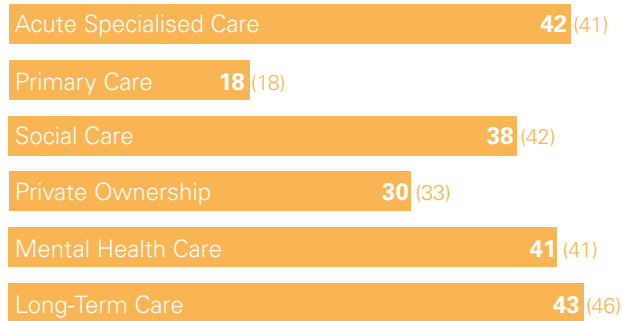


Business Services



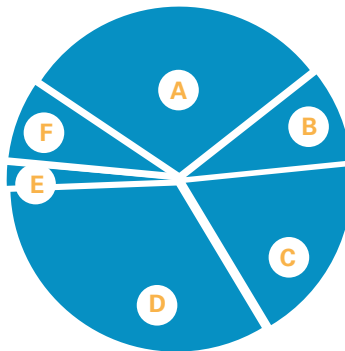
La Unió represents 112 social and healthcare organisations, 463 centres and 60,000 professionals

## Sectors of activity in which our associates operate



## Legal status of our associates

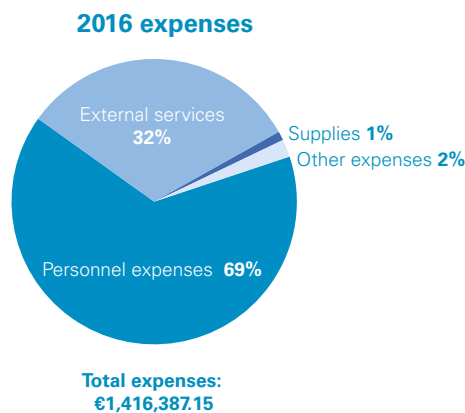
- A** Trading companies **30%** (32.2%)
- B** Associations **9%** (7.8%)
- C** Public companies and public/private partnerships **18%** (16.6%)
- D** Foundations **33%** (33%)
- E** Mutual societies **2%** (2.6%)
- F** Religious orders **8%** (7.8%)



2015 data is shown in brackets

## Economic information

### 2016 annual closing accounting



Accounts audited by AuditACLM (ROAC No.: S2331)



- 2016. Rethinking the care model for people with care needs.
- 2015. Changes to the Code of Good Governance.
- 2015. Good Practices Board
- 2015. 2016-2020 Strategic Plan

- 2015
- 2012. New governance model
- 2012. Creation of the Associate Queries Office and update of employers' association information
- 2011. Rethinking the Catalan healthcare model

- 2010
- 2007. Associate Collaborators' Forum

- 2005
- 2002. Implementation of the Codi Tipus
- 2000. Unió Catalana d'Hospitals. Associació d'Entitats Sanitàries i Socials

- 2000
- 1999. Strengthening of associates' participation through sector councils and technical advisory councils
- 1995. Creation of the Fundació Unió Catalana d'Hospitals

- 1995
- 1994. Creation of the Executive Management team (professionalisation)

- 1990
- 1985. Unió Catalana d'Hospitals

- 1985
- 1980
- 1975-1977. Creation of Unió Catalano-Balear

1975