

2015

The healthcare and social sector has succeeded in signing the **1st Collective Bargaining Agreement** for acute care hospitals, primary care centres, long-term care centres and mental health centres contracted by the Servei Català de la Salut (Catalan Healthcare Service), which has been key in maintaining the unity of the sector.

In **economic terms**, these centres continue to experience difficulties due to continuous late payments which have pushed their budgets to the limit. Ongoing negotiations have been held with, among others, the heads of the Departments of Health and Economy, Social Security and the Ministry of Finance and Public Administrations, in order to deal with this matter.

As regards the **association** itself, after a long participative process, the membership approved the **2016-2020 Strategic Plan**, which sets out the associates' common response to future challenges. In this assembly, Chairman Manel Jovells announced that, after five years, he would not run for another term. Subsequently, in the special assembly held on 4 February 2016, the Board of Directors' proposal to appoint Enric Mangas as the new Chairman of La Unió was ratified.

Several **Corporate Social Responsibility** policies were rolled out in 2015. One noteworthy action was the modification to the association's **Code of Good Governance** and the creation of the **Good Practices Council**, which is responsible for ongoing evaluation, regulating conflicts of interest and creating good governance institutional policies.

We would like to recognise 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 thank the Advisory Council for its input and the work and professionalism of La Unió's technical team.

Enric Mangas, Chairman, and **Helena Ris**, Chief Executive Officer.



**WE SERVE OUR ASSOCIATES
AND WORK TO IMPROVE THE
HEALTHCARE AND SOCIAL
SECTOR IN CATALONIA**

2016-2020 Strategic Plan

1 Influence the development of the Catalan healthcare and social sectors

2 Strengthen associates' common interests

3 Strengthen alliances and international relationships

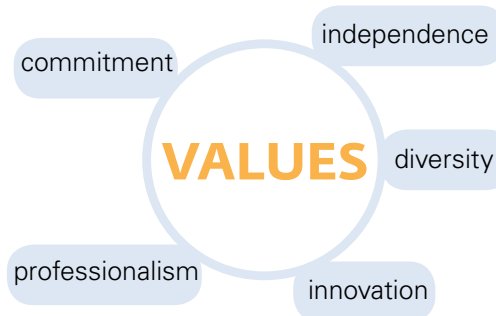
4 Develop an effective communications strategy

5 Promote transparency and accountability

The 2016-2020 Strategic Plan was approved in 2015.

MISSION

Serve the associates, defending their interests and contributing to the improvement of the Catalan healthcare and social model, for the benefit of society.



STRATEGIC LINES

Defend the members' legitimate interests

Reinforce the Catalan healthcare and social model

International presence

⚙️ **La Unió, full member of the International Hospital Federation (IHF).** La Unió has strengthened its relationship with the IHF, becoming a full member, which improves opportunities for our members.



⚙️ **Participation in the 39th World Hospital Congress (WHC) of the IHF,** attended by 700 delegates from 46 countries.

- La Unió organised a session on promoting innovation in hospitals that belong to a public healthcare system. It was attended by Corporació Sanitària Clínic, Hospital General del Parc Sanitari Sant Joan de Déu, Mútua Terrassa and Corporació Sanitària Parc Taulí.

- Mútua Terrassa, Hospital Sant Joan de Déu, Consorci Sanitari de l'Anoia and Consorci Sanitari de Terrassa presented posters at the seminar. Hospital Plató presented two posters and gave a presentation.

⚙️ **Participation in the IHF and International Union of Architects (UIA) Joint Task Force.** A study on the aspects for improvement in hospital design contributed to a cost reduction and resulted in an opportunity to pool experiences. The Fundació Sanitària Mollet presented two proposals.

⚙️ **Exchange of experiences between La Unió and GESPAG.** La Unió received a visit from GESPAG, the association of directors from Upper Austria, which involved an exchange of ideas regarding the healthcare models in the two countries and a presentation of their business associations.



Institutional events



Assembly of 7 May

- The changes to the Code of Good Governance were approved.
- The Health Minister, **Boi Ruiz**, presided over the closing ceremony, which included "The organisational challenges of our health system" seminar by **Pere Ibern**, head investigator at the Centre for Research in Health and Economics, CRES-UPF.

Assembly of 17 December

- The 2016-2020 Strategic Plan was approved.
- The Health Minister, **Boi Ruiz**, presided over the closing ceremony.

4th Edition of the Public-Private Partnership (PPP) Observatory for Healthcare and Social Policies of La Unió and ESADE

- Lecture by **Jordi Torrades**, manager of the Institut Municipal de Mercats de Barcelona (The Municipal Institute of Markets of Barcelona), on the city's markets as an example of PPP in municipal management.
- Presentation of the Observatory's two finalists: the project to validate the sentinel lymph node selection technique in the Girona Healthcare Region – carried out with CETIR – and the Parc Taulí and Hospital General de Catalunya Multi-Centre Critical Unit. A booklet has been published that details the two selected projects.

5th La Unió Association Annual Meeting

- Focused on the final approval of the 2016-2020 Strategic Plan.
- Opening address given by **Eric de Roodenbeke**, CEO of the International Hospital Federation (IHF), who talked about the future challenges that will be faced by healthcare and social associations.

4th Meeting of the Associate Collaborators' Forum

- Conference on the Amazon by **Jorge Wagensberg**, science writer.
- Projects by Business T&G, ARCASA, SARquavitae and the Agència de Qualitat i Avaluació Sanitàries de Catalunya (the Catalan Agency for Health Quality and Assessment; AQuAS) were presented.
- **Roser Fernández**, General Secretary of the Department of Health, presided over the closing ceremony.



6th La Unió Awards for Innovation in Management



The following prizes were awarded:

- **In Efficiency and Sustainability, 1st Prize: Consorci Sanitari de l'Anoia**, for "Application of RFID (Radio Frequency Identification) technology in improving the surgical process." **Finalist: Clínica Terres de Ponent**, for "Improvement to the efficiency of healthcare, logistics and administrative processes. Introduction of LEAN methodology".
- **In Management of Healthcare Professionals, 1st Prize: Hospital de la Santa Creu i Sant Pau**, for "Programme to control nosocomial infections and antibiotics policy (INPA)." **Finalist: Hospital Sant Rafael**, for "Implementation of the Essencial Project".
- **In Care Management for People, 1st Prize: Sant Joan de Déu, ICS and CAPSE**, for "CAPI Barcelona Esquerra: past, present and future. An innovative experience of paediatric healthcare management." **Finalist: ICO**, for "Living with cancer: Programme to help and support people with cancer and their families".

Knowledge sharing

17 sessions with over 1,200 participants

These include:

- ⚙️ **6th Innovation in Primary Care Conference**
- ⚙️ **4th Mental Health Conference**
- ⚙️ **6th Innovations in Nursing Technical Conference**
- ⚙️ **6th Technical Session on Innovation in Dependency Care, "Sharing our experiences"**
- ⚙️ **3rd Session on Innovation in Social Work**
- ⚙️ **2nd Public-Private Partnerships Technical Conference**

Plenary sessions were held in the areas of:

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



Excellence in Long-Term Care Quality Programmes Award

The Fundació Unió sponsored the Avedis Donabedian Award for Excellence in Social Healthcare Service Quality, which was awarded to **Sant Joan de Déu Long-Term Care Services**.



Training

The training programmes organised by La Unió include:

- ⚙️ **Postgraduate Course in Leadership, Management Skills and Management Development**, through the Fundació Unió and the **Unió Consorci Formació (UCF)** (La Unió training tool), in collaboration with the Fundació Universitària del Bages.
 - ⚙️ **Introduction to Healthcare Administration**. Col·legi Oficial de Metges de Barcelona (Catalonia Official College of Physicians).
- La Unió has also carried out professional development programmes through **UCF**.
- In collaboration with:
- ⚙️ **University Master's Degree in Healthcare Administration**. Universitat Internacional de Catalunya (International University of Catalonia).
 - ⚙️ **Master's Degree in Public Administration**. Escola d'Administració Pública de Catalunya (Catalonia School of Public Administration)

Agreements signed:

- ⚙️ La Unió and CSC have signed a partnership agreement with the **Societat Catalana de Gestió Sanitària** (Catalan Society of Healthcare Management) via UCF, to create and promote training programmes and initiatives aimed at the healthcare, social and long-term care sector as a whole, with a special emphasis on online training.

Benchmarking Unió

Work has continued on **La Unió's benchmarking service**, which aims to share the results of previously established indicators by making them readily accessible through an online platform. One of its great benefits is that it allows users to discuss results and to identify and share good practices. This service has six groups:

- ⚙️ Mental Health Care
- ⚙️ Acute Care
- ⚙️ Primary Care
- ⚙️ Long-Term Care
- ⚙️ Nursing Care
- ⚙️ Infrastructure and Facility Management



Participation and activities

40

organisations

20

work sessions

70%

participate in more than one group

200

quality indicators

420

platform users

Benchmarking Unió. Compartim, aprenem, actuem. (Benchmarking Unió. Let's share, learn and act) has been published with the aim of creating a shared space for reflection and knowledge in order to learn from the best results of the benchmarking groups and to generate and promote good practices.

Collective bargaining



After seven years without any such agreement, the [1st Collective Bargaining Agreement for acute care hospitals, primary care centres, long-term care centres and mental health centres contracted by the Catalan Healthcare Service](#) was signed on 28 May. This agreement marks the beginning of a journey towards recovering the sector's working and salary conditions.

The agreement, which affects 60,000 contract provider employees, was reached thanks to the effort and generosity of sector organisations and the majority of unions (CCOO, UGT and SATSE) throughout this process.

This agreement ensures that the sector will be able to overcome internal conflict and maintain a unified front. Furthermore, it includes the implementation of seven sector committees to deal with aspects that affect doctors, nurses and other professionals within the healthcare sector.

The 1st Collective Bargaining Agreement for Healthcare Contract Providers will be valid until 31 December 2016 and may be extended for another year. As a result, the situation in the area of collective bargaining is foreseeably better than that for the period 2010-2015.

Other agreements

- ⚙️ [4th Collective Labour Agreement for Companies in the Home-Care Services Sector of Catalonia](#). This agreement entered into force on 1 January and shall remain valid until 31 December 2018.
- ⚙️ [9th Collective Bargaining Agreement for Catalan Healthcare Hospitalisation Facilities, Medical Offices and Clinical Analysis Laboratories](#). Currently under negotiation.
- ⚙️ [6th State Social Care Framework Agreement](#). Currently under negotiation.

Important reports and studies



- ⚙️ [Study on partnerships between healthcare organisations in Catalonia](#). Partnerships are defined as a combination of different forms of cooperation between public and private organisations in order to improve efficiency and the quality of results.
- ⚙️ [Methodological guide to strategic alliances](#), which aims to provide support for the implementation of such alliances by setting out methodological criteria for creating them.
- ⚙️ [Addressing the risk of chronic conditions in child and adolescent mental health](#). Review of the concept of chronic conditions in this population group and proposals for preventive, healthcare and rehabilitation initiatives.
- ⚙️ [Innovation in the healthcare sector](#). Approach to focusing innovation on sector products, processes and organisation.
- ⚙️ [Update of the report on contract providers in the context of budget cuts](#). A report was prepared on the evolution of the Catalan Ministry of Health's financial resources and the impact on contract providers from 2010 to 2014.
- ⚙️ [Survey on the cost information system of La Unió associates in 2014](#). The aim was to find out the level of development of the information system on costs linked to healthcare activity.
- ⚙️ [Assessment of the impact of the change in VAT for healthcare products](#). An analysis was performed on the increase in costs due to the change in VAT for healthcare products.
- ⚙️ [The effect of the age of healthcare professionals](#). Analysis of the impact of the ageing population of healthcare professionals on organisations and workplaces, with the aim of improving planning and workplaces adaptation.
- ⚙️ [Technical report on the dual professional training system](#), which provides details on work-linked training, specifically the dual training system, and its usefulness for organisations.
- ⚙️ [Analysis of services for people with learning disabilities over the course of their lives: bodies, organisations, resources, programmes and teams](#), which aims to guide professionals who work with people with learning disabilities from childhood to old age.
- ⚙️ [3rd report on the debate with hospital doctors and nurses](#). Doctor-nurse focus groups to learn their opinions on the Complex Chronic Patient Programme within the area of Chronic Care, the coordination between primary and specialised healthcare, and the figure of the case manager.



Contribution to the healthcare and social care model

At La Unió, we have continued working to promote agreements with organisations, professionals and the administration, as well as seeking community involvement. Furthermore, the organisation acts as a point of contact with the administration, lending its support to the policy of contract provision, advocating the Integrated Healthcare System of Catalonia (SISCAT - Sistema Integral de Salut de Catalunya) and taking joint responsibility for the sustainability of the model. In this regard, La Unió has actively taken part in:

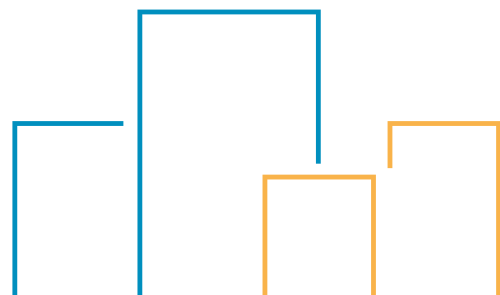
- ⚙️ **2016-2020 Health Plan.** We have participated by offering technical advice and taking part in several forums to help build a nationwide project.
- ⚙️ **Comprehensive care plans for mental health and addiction.** La Unió has contributed to the ongoing development of interdepartmental activities aimed at improving mental health and providing support in the construction of a comprehensive nationwide care plan.
- ⚙️ **New CatSalut payment system.** La Unió has continued to participate in developing this project through technical discussions and by forming specific task forces.
- ⚙️ **Allotment and joint responsibility model for pharmacy prescriptions and hospital medication dispensed in the ambulatory setting (HMDAS).** We have taken part in the work to define the Maximum Acceptable Expenditure (MAE) for pharmacy prescriptions and the primary care joint responsibility model, which has also been extended to mental health, specialised care and long-term care.

Furthermore, we have contributed to assigning the MAE for HMDA and the joint responsibility model for this expenditure.

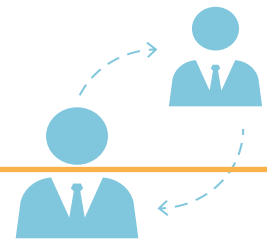
- ⚙️ **Contribution to a model for access to pharmaceutical care,** in the areas of both primary care and specialised care, through the work of different programmes for electronic prescriptions and pharmaceutical and therapeutic harmonisation, as well as the pharmaceutical care programme.
- ⚙️ **Code of Good Practices for Contracting Patient Care Services (PCS).** We worked together with other employers' associations, unions and the Catalan Government to draft and sign this code, which aims to improve the public tender processes for contracting PCS implemented by both the Catalan Government and the public sector as of 2016 .
- ⚙️ **Social Services Plenary Session.** We have helped to reactivate the relevant economic contributions and to activate Level I Social Care, as well as to recover the payment of 85% of subsidised places.



- ⚙️ **Analysis of the impact of these measures on contracting and the payment system.** We have worked with associates to analyse the impact of the new payment system by means of the simulations performed by CatSalut, in accordance with the new contracting parameters and payment values.
- ⚙️ **Cost analysis task force.** The study on costs by areas of activity in associate hospitals has been implemented. We have helped to create a task force with CatSalut, with the participation of associate hospitals, to validate the emergency complexity classification index within the framework of the new payment system, and an agreement has been made as to the method used to collect data on emergency costs.
- ⚙️ **Management of hepatitis C treatments.** Active participation in the hepatitis C treatment coordinating body, which aims to provide information on treatments and their costs, undertake joint negotiations with laboratories and monitor and assess the impact of treatments.
- ⚙️ **VAT in healthcare institutions.** We have been negotiating with the tax authorities to support those organisations affected by the changes in VAT, in the case of economic interest groups and private surgical care, putting forward arguments related to technical issues and the context for the correct application of VAT legislation.
- ⚙️ **Modification to the demand for personnel information by the Balance-Sheet Centre.** We helped design the information to be gathered and held a training session for associates.
- ⚙️ **Balance sheet and methodology for calculating the financing capacity/need indicator in terms of ESA national accounts.** We have held a training session together with the CSC related to the Instruction to General Secretaries of the Departments of Economy and Knowledge and Health, of 3 June 2014, on interpreting the management autonomy of public sector health organisations contracted by the Catalan Government.
- ⚙️ **Delay in payment to contract providers.** Negotiations on a political level as well as with banks and the Social Security Department have been held to minimise the impact on contract providers' liquid assets.



Working for our members



Spaces for participation

- 51 meetings of Sector Councils
- 37 meetings of the Technical Advisory Council
- 6 plenary sessions (HR, economics-finance, nursing and communication)

More than 1,000 consultations

We have consolidated the **Associate Services Office**, which helps members resolve queries, collect suggestions and address any discomfort, with a 10% increase in consultations compared to last year.

Corporate Social Responsibility

The business association's commitment to CSR has been strengthened following the guidelines of the **5th La Unió Association Annual Meeting**. We have worked both internally and with our associates with the aim of turning this into a process of ongoing improvement based on the organisation's values. This dual commitment is set out in the *La Unió Good CSR Practices Sheet* and the *CSR management recommendations sheet*, which will be available in 2016.



REFERENT, 14

25 years of the Catalan Health Act (LOSC): new challenges related to healthcare services and system sustainability

La Unió today

- 40 bulletins
- 25 newsletters
- 44 blog entries
- 43 factsheets
- More than 2,300 tweets on [@uchcat](#) 
- Press appearances and opinion pieces
- 4th session for journalists on the consortiums and the private activities of SISCAT (*Sistema sanitari integral d'utilització pública de Catalunya* - Integrated Public Health System of Catalonia) centres
- Updating the corporate image



Outstanding activity from the Fundació Unió's portfolio of services*

192

organisations adhered to Codi Tipus (standard for health data protection)

119

projects assessed by the Independent Ethics Committee (IEC)

54

audits and advisement on health and personal data protection

12

studies completed

6

benchmarking groups

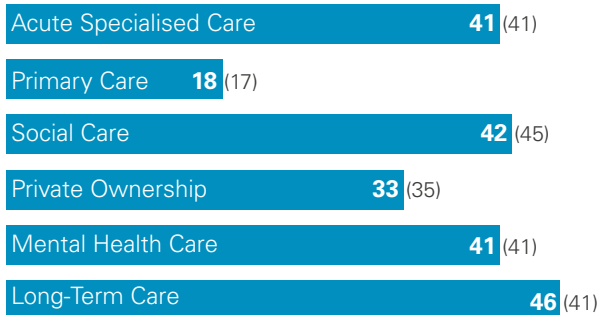
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consultancy projects and strategic consulting

* The Fundació Unió's mission, which is championed by La Unió, is the creation and support of new knowledge that helps improve the health and social sectors in order to benefit the community and organisations. (www.fundaciounio.cat)

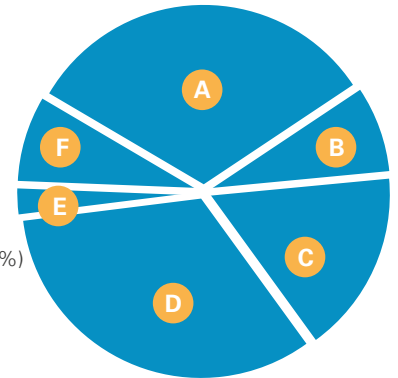
La Unió represents 117 social and healthcare organisations, 500 centres and 60,000 professionals

Sectors in which our associates operate



Legal status of associates

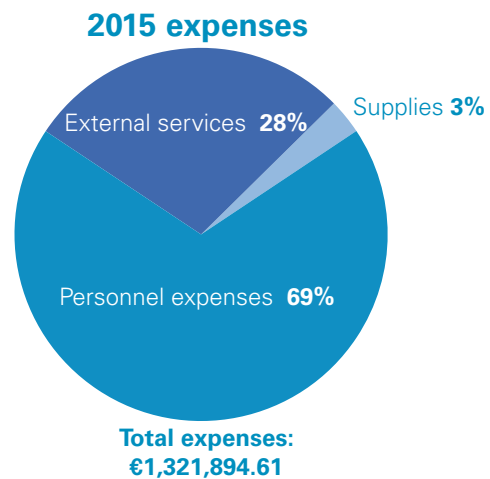
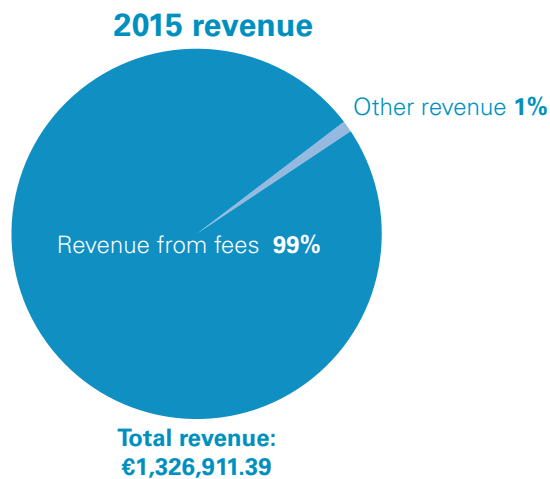
- A** Trading companies **32.2%** (34%)
- B** Associations **7.8%** (8%)
- C** Public companies and public/private partnerships **16.6%** (15%)
- D** Foundations **33%** (33%)
- E** Mutual benefit societies **2.6%** (2%)
- F** Religious institutions **7.8%** (8%)



2014 data is shown in brackets

Economic information

2015 annual balance sheet



Accounts audited by Audicat Sabadell S.L.P (No.: ROAC: S2207)



19 members of the Associate Collaborators' Forum

