

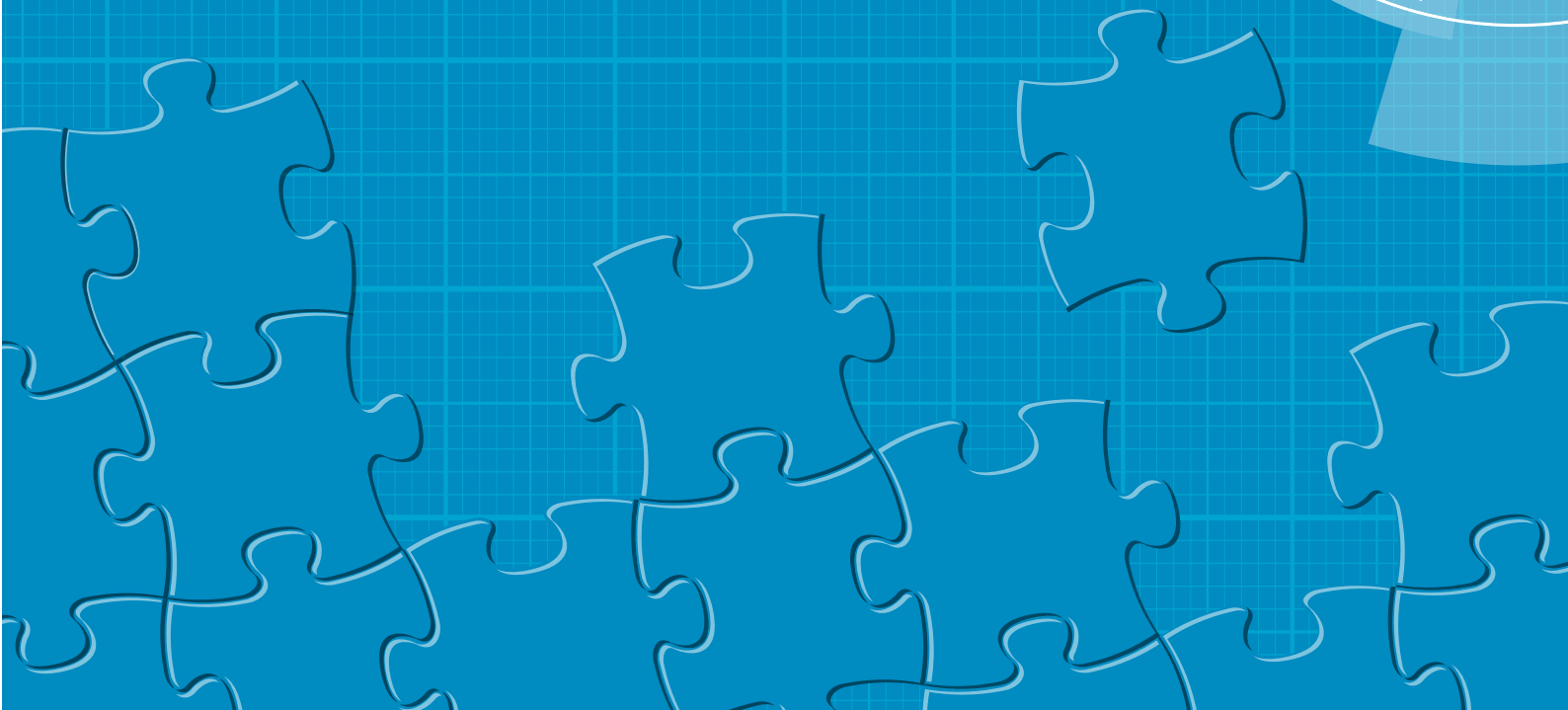


*La Unió*

Associació d'Entitats  
Sanitàries i Socials

2013

www.uch.cat



# Facing changes to move forward

The year 2013 was marked by **difficulties both in the economic situation and in collective bargaining**. The healthcare and social care sectors had to take another drop in income in order to meet the deficit targets. The decrease was 4.6% in fees and also the health authority (CatSalut) added another 1% on average. Moreover, we highlight the sustainability agreement signed with social welfare authority (ICASS) on 11<sup>th</sup> November, in which La Unió had a very active role.

With respect to collective bargaining, although it was not possible to achieve the signing of the Public Healthcare Providers Network (SISCAT) Collective Agreement, it was possible to preserve the social care and long-term care as a sector-wide agreement, which was decisive in terms of the fact that at the end of the year, the vast majority of professionals were under legal cover, whether the 1<sup>st</sup> Collective Agreement for Social Care and Healthcare in Catalonia or company agreements or their own agreement.

Throughout the year, we continued to **defend our healthcare model and social care**, highlighting idiosyncrasies, positive outcomes, both in clinical and financial terms, and identifying those aspects that need improvement. We have had meetings and interviews with all the media and political leaders as a communication strategy to respond to negative and unfounded opinions about the model.

In addition, using various means, **we have reiterated the need to reach political, economic and social agreements and commitments** that allow this defence and the sustainability of our system. In this context, we must listen to the voice of citizens and promote their shared responsibility in decision making and care of their own health.

In the same vein, we would like to highlight the **work of the commission for National Covenant for Health**, urged on by Parliament and coordinated by the Department of Health, in which we participated.

We also insisted that the **structural reforms**, which should help ensure the improvement and the viability of the system, should not be postponed and must be made with the agreement of the sector, and with a realistic timeline to carry them out.

Looking ahead to 2014, we have many challenges to face as a sector. We are confident of being able to meet them because we have excellent professionals and managers, and models of care and management which have demonstrated their commitment and value. We therefore have to continue moving forward in improving the governance of the system, preserving it from political bickering and providing it with the necessary tools to reinforce the professionalism, the stability, the good practices and the transparency.

**"WE HAVE EXCELLENT PROFESSIONALS AND MANAGERS, AND A MODEL OF CARE AND ADMINISTRATION WHICH HAVE DEMONSTRATED THEIR COMMITMENT AND VALUE"**

In our accountability report you can follow this activity, without which we would not have achieved the objectives of the 2013 Working Plan. The work done from the **participatory bodies**, sector advisory boards and technical advisory boards, was a key element. We would also like to particularly mention the **work of the chair people** as these individuals make decisive contributions to the leadership of our institution and to preserving a realistic vision close to the centres and their professionals. This year, both Pedro Cano, responsible for the social care sector, and Manel Santaló, responsible for the private ownership sector, came to the end of their tenure as chairmen. As such, we would like to express our special thanks and recognition for their valuable commitment and contributions.

Furthermore, in order to work in areas of interest and strengthen the participation of associations, the Strategic Alliances board has been set up for the sector under the chairmanship of Enric Mangas (Parc Sanitari de Sant Joan de Déu). Also newly created were the Intellectual Disability subgroup, under the Care of People with Dependency Sector Board, and the Technical Advisory Council for Research and Innovation.

Finally, we would like to emphasize that all the work carried out has been developed, as always, thanks to the dedication and commitment of La Unió's Board of Directors, Coordinating Council and Sector Committee. And also thanks to the work, enthusiasm and professionalism of La Unió's technical team.



**Manel Jovells**  
President



**Helena Ris**  
Chief Executive Officer

**"IT IS NECESSARY TO REACH POLITICAL, ECONOMIC AND SOCIAL AGREEMENTS AND COMMITMENTS WHICH CONSOLIDATE AND MAKE THE HEALTH SYSTEM SUSTAINABLE"**

# Adaptation of health and social care contract providers to the public funding crisis

La Unió aims to position the health and social sectors as pillars of the country, preserving them from party-political fighting. Both sectors have shown their maturity by making great efforts to adapt to the new scenarios. That is why the organisation has continued to reinforce the strategy and arguments aimed at corporate players, politicians and the media to defend the Catalan health and social care model.



## Collective bargaining

In July, the ultra-activity of the two healthcare contract sector agreements won over. After a long negotiation process, the parties were referred to arbitration by the Directorate-General for Labour Relations and Quality of the Department of Enterprise and Employment. The unions took the arbitration proposal to the centres and put them to the vote and it was rejected by workers in the different areas except social and health care.

In November, employers and the trade unions CCOO and UGT reached an agreement in the social and health care areas on the arbitration proposal from the Department of Enterprise and Employment.

This **1<sup>st</sup> Collective Working Agreement for Social Care and Healthcare Centres in Catalonia**, with activities contracted by the Catalan Health Service, covers workers from social care and healthcare centres, in addition to the specialised care, primary care and mental health centres which have also signed up.

These centres employ over 15,000 healthcare professionals, a quarter of the healthcare contract sector in Catalonia.

Elsewhere in the sector, **95%** of the organisations reached agreements similar to the 1<sup>st</sup> Social and Health Care Agreement or signed labour agreements with the company.

These agreements affect 40,000 workers.

All the agreements reached valid until 31<sup>st</sup> December 2014.

### Other agreements

- ✳ Collective Labour Agreement for companies in the home-care services sector [Conveni col·lectiu de les empreses de serveis d'atenció domiciliària].
- ✳ IV Convenio Marco Estatal [4<sup>th</sup> National Labour Agreement] for the social care sector, in which La Unió is represented through AESTE.

# Social care and healthcare

- ✳ **Comprehensive care plans for mental health and addiction problems.** La Unió aimed to improve the health of those affected by these problems by generating and consolidating more efficient and sustainable future lines of action targeted at the welfare of individuals and society.
- ✳ **New public insurer (CatSalut) payment system.** La Unió has contributed to the development of this project through technical discussions and specific public insurer working groups which will continue during 2014.
- ✳ **Hospital medication dispensed in the ambulatory setting.** La Unió has been working to adapt the current model to the economic situation with a foreseeable decline in the current model of centres having shared responsibility in Hospital Medication Dispensed in the Ambulatory Setting (HMDAS) spending and the new payment system.
- ✳ **Drug co-payment.** Technical and strategic arguments were presented against the implementation of a state measure that modifies the medicine funding conditions through user contributions.
- ✳ **New payment model for the average length of stay.** Proposals to have this differentiated from convalescence, sub-acute and post-acute care were made and payments to be set per discharge were recommended. The system includes a new payment model that partially came in to force in 2013. La Unió's contribution has been to define the health service reimbursement based on the cost structure.
- ✳ **Contracting out peritoneal dialysis to SISCAT centres.** A process has been set up in which, for the first time, the centres associated with La Unió and other sector agents will operate a joint procurement mechanism in this area.
- ✳ **Accreditation.** Recommendations have been made which should allow hospitals to adequately prepare the accreditation process.
- ✳ **Elderly care measures were agreed upon to ensure system sustainability.** La Unió took an active role.
- ✳ **Improvement proposals for evaluation of tender specifications for financial bids in relation to the awarding of contracts by social welfare authority (ICASS).** Document drawn up to contribute to a modification of the current specifications.

# Knowledge and training

## Important reports and studies

- ✳ **The hospital of the future.** Analysis and reflection on trends in specialised acute care and the repercussions on the change in care model.
- ✳ **The promotion of child and adolescent mental health: integrated care.** Reflection on the operating model for the child and adolescent mental health network and improvement proposals.
- ✳ **Rethinking the social care model for people with dependency.** Analysis of the elements necessary for debate on and proposals for improvement of the current model.
- ✳ **Study on the contribution of private healthcare in an environment of recession and public spending constrictions.** Update.
- ✳ **Study of strategic alliances and public-private partnership experiences.**
- ✳ **Guidelines for the prevention of violence and harassment in the healthcare sector workplace.** The aim is to help members, especially those whose policies in this area are less well developed, to prevent, detect and deal with any violent situations that occur in the workplace.
- ✳ **Debate with hospital-based medical and nursing professionals.** Focus groups with doctors and nurses to find out their views on the healthcare model, the organisation, the leadership and clinical management and professional competence.

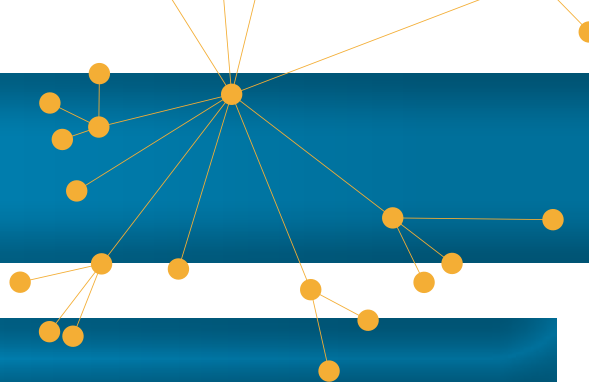


## Training

La Unió has organised and participated in the following:

- ✳ **Postgraduate Course in Management and Administration of Long-Term Care and Social Care Institutions.** Fundació Universitària del Bages [Bages University Foundation]
- ✳ **Introductory Course to Healthcare Administration.** Col·legi Oficial de Metges de Barcelona [Barcelona Official College of Physicians]
- ✳ **University Masters in Healthcare Administration.** Universitat Internacional de Catalunya [Catalan International University]
- ✳ **Masters in Public Administration.** Escola d'Administració Pública de Catalunya [Catalonia School of Public Administration]

# Knowledge sharing



## 20 sessions with over 1,600 participants

A new conference was inaugurated:

- ✦ **1<sup>st</sup> Technical Session on Benchmarking Innovation in Social Work**

Ongoing events:

- ✦ **Meeting of the Associate Collaborators' Forum**
- ✦ **Meeting of Hospital Directors**
- ✦ **Strategic Communication Seminar**
- ✦ **Technical Session on Benchmarking - Sharing what we do**
- ✦ **Technical Workshop on Innovative Experiences in Nursing**



## Award for Excellence in Long-Term Care and Social Care Provision

La Unió Foundation sponsored the **Avedis Donabedian Award for Excellence in Long-Term Care and Social Care Provision**, which was awarded to the Residencia San José de la Montaña in Guipúzcoa.



## Benchmarking Unió

La Unió's **Benchmarking** service has been consolidated with the aim of sharing results of previously agreed indicators which are readily accessible through an *on-line* platform. One of its great benefits is the ability to discuss results and to identify and share good practices. This service has 9 groups:

- ✦ Mental Health (management)
- ✦ Mental Health (care provision)
- ✦ Specialised Care
- ✦ Primary Care
- ✦ Long-Term Care
- ✦ Nursing
- ✦ Social Care
- ✦ Infrastructure and General Services
- ✦ Social work

## Participation and activities

**45** organisations

**28** workshops

**200** indicators

**435** platform users

# Working for our associates

## More than 900 consultations

The **Associate Services Office** has been expanded to improve the service and provide guidance to professionals from the associate organisations with the aim of resolving queries, registering suggestions and dealing with any problems.

The **websites** for La Unió and Unió Foundation have been overhauled and the restricted access area for associates updated to enhance utility.



Publication of the 12<sup>th</sup> edition of **Referent, Papers de la Fundació Unió** [Reference, Unió Foundation Papers], dedicated to the sustainability of the health and social care organisations.



La Unió's own blog, "**Apunts**" [Notes], has been created to go into more depth about the sector.



@uchcat was launched.

- ✚ 50 bulletins
- ✚ 24 newsletters
- ✚ 28 information notes



- ✚ Appearances in the media multiplied by three.
- ✚ Five editorials published.

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

- 202 organisations signed up to Codi Tipus (health data protection code)
- 65 audits and advice on data protection
- 9 benchmarking groups
- 21 consultancy projects and strategic consulting
- 105 projects assessed by the Independent Ethics Committee (IEC)
- 11 studies completed

# Institutional events

## ✳ Assembly of 25<sup>th</sup> April

- Approval of the 2012 activity report and the report of accounts.
- Presentation of the General Management report and the summary of the lines of action from the sector boards.
- **Roser Fernández**, Secretary-General for Health for the Generalitat de Catalunya [Catalan Autonomous Government], presided over the closing ceremony.



## ✳ Assembly of 12<sup>th</sup> December

- Approval of the Working Plan and the budget for 2014.
- The Chief Executive Officer of the social welfare authority (ICASS), **Carmela Fortuny**, presided over the closing ceremony.

## ✳ 4<sup>th</sup> La Unió Association Annual Meeting, "Facing Changes", of 12<sup>th</sup> December

- Conference by **Sixte Cambra**, president of Barcelona Port Authority.
- Working groups to deal with collective bargaining, professional qualification and the impact of the Bologna Process, changes in care planning and continuum of care for chronic patients.
- **Boi Ruiz**, Minister of Health of the Government of Catalonia, concluded the event.



## 4<sup>th</sup> La Unió Awards for Innovation in Management



The following prizes were awarded at the 4<sup>th</sup> La Unió Awards for Innovation in Management, the organisation's effort to acknowledge and encourage the work of health and social organisations in implementing innovations:

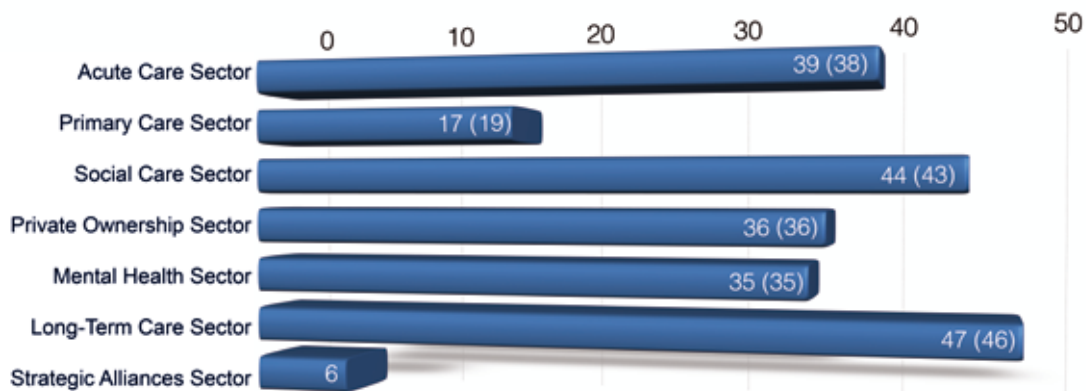
- ✳ **In Efficiency and Sustainability**, 1<sup>st</sup> prize: **IDC Salut. Hospital Sagrat Cor**, for "Integral Surgical Model with Adaptation to Variable Demand". Finalist: **Hospital Clínic**, for "Rationalising the use of Antibiotics".
- ✳ **In Care Management for People**, 1<sup>st</sup> prize: **Consorci Sanitari del Garraf**, for "Introduction of the Lean Methodology in Emergency Care". Finalist: **Fundació P. Hospital de Granollers**, for "One consultation clinic".
- ✳ **In Management of Healthcare Professionals**, 1<sup>st</sup> Prize: **Parc Sanitari Sant Joan de Déu**, for "Management of Assistance Programmes". Finalist: **Hospital Plató**, for "Model for Evaluating Professional Competences".

The CEO of ICASS, Carmela Fortuny, and the mayor of Manresa, Valentí Junyent, with the award winners and the President and CEO of La Unió

# La Unió represents 115 social and healthcare organisations, 400 centres and 58,000 professionals

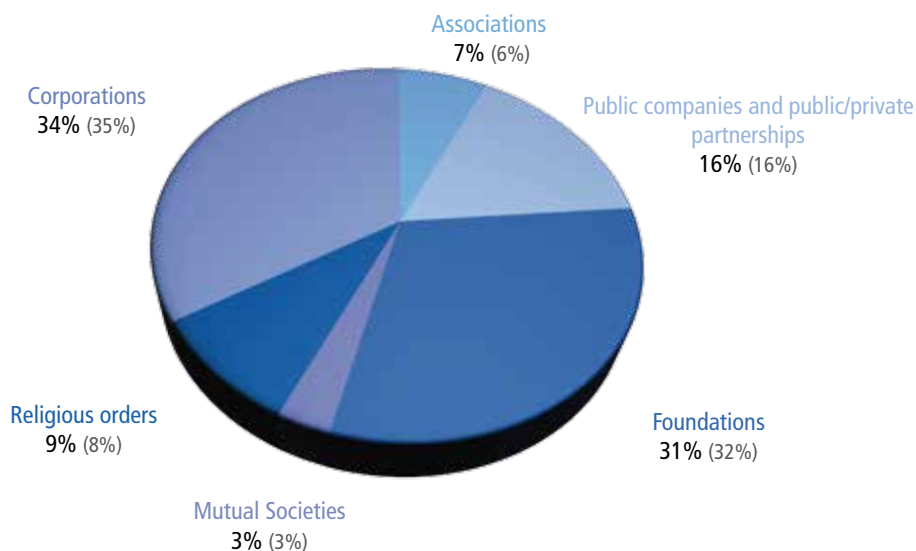
## Sectors in which associates operate

2012 figures in brackets



## Legal status of associates

2012 figures in brackets



La Unió has grown with the following additions:

- 4 new organisations

- ✓ Fundació Sant Hospital
- ✓ Clínica Terres de Ponent
- ✓ Serveis Geriatria Alfacs
- ✓ ICOT Girona

- 3 new associate collaborators

- ✓ Linde Mèdica
- ✓ Vodafone
- ✓ Business T&G. Think & Grow

## Associate Collaborators' Forum

