

*La Unió*

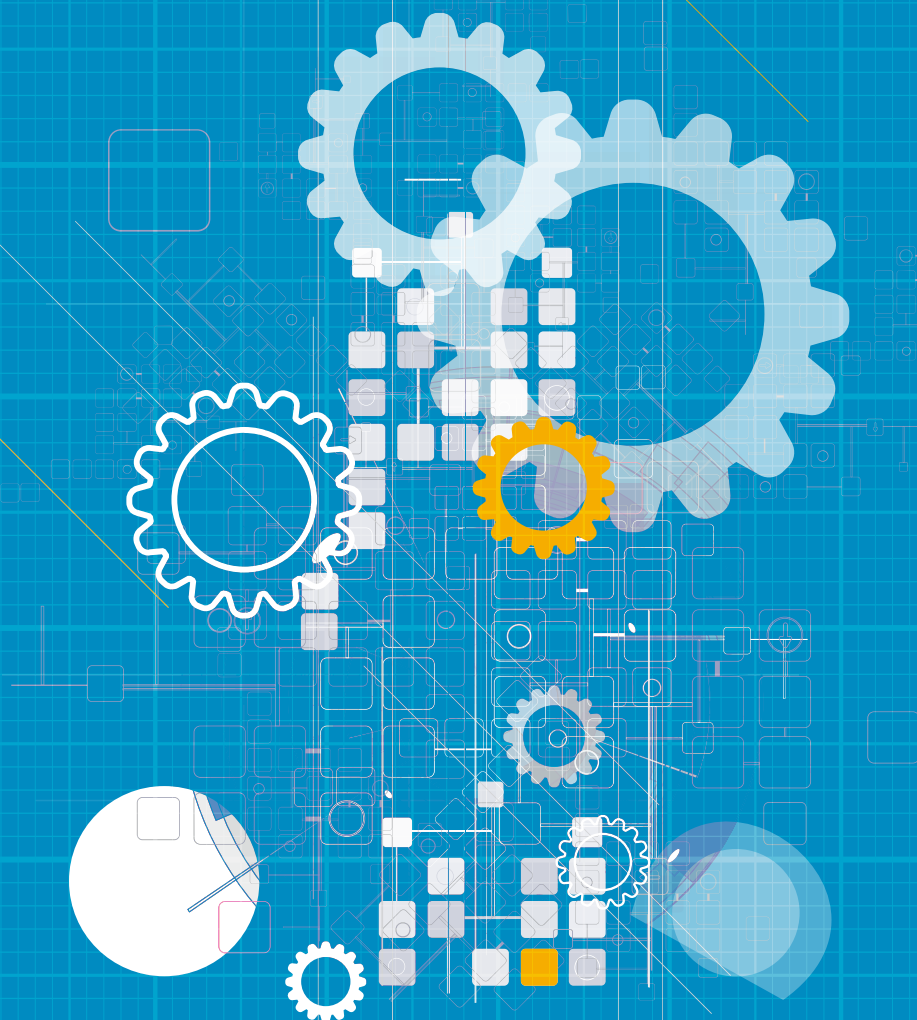
Associació d'Entitats  
Sanitàries i Socials

2014

www.uch.cat



@uchcat.



# Defending our associates and the care model is our priority

The 2014 annual report reflects the development of the Working Plan approved by the Assembly in December 2013.

The existing complexity of the labour situation resulted in the failure to establish a collective bargaining agreement with contracted healthcare providers in our country. Nonetheless, the centres themselves were able to secure individual labour agreements thanks in large part to the maturity of the professionals and companies in our sector.

In the economic arena, the difficulties have continued and were further compounded by the history of under-financing. In the last few years, this situation has been a constant, which is why we have strongly argued by means of technical analyses that centres and professionals are being pushed to the limit and sorely need an economic boost. Until now, the quality of patient care has been upheld through the collective efforts of the centres and their staff, but we have long been warning that this situation has reached its breaking point.

Faced with new levies imposed by the central government, such as the increased VAT, La Unió has demanded that the revenue generated by these healthcare facilities be put back into the same system by budgetary means and by contracting more services, so they can be used to finance the centres' increased costs. Along these same lines, La Unió has helped minimise the impact of the change in the interpretation of VAT exemptions regarding services provided by Economic Interest Groupings on foundation members, particularly when this involves organisations providing healthcare services.

**"WE WILL CONTINUE REINFORCING OUR OWN HEALTHCARE MODEL WITH THE IMPROVEMENTS IT NEEDS AND WE WILL FIGHT TO PRESERVE IT"**

**Despite the difficulties, we at La Unió are working tirelessly for 2015 to be the year when salaries bounce back and a collective labour agreement is established for contracted healthcare providers. We will also continue reinforcing our own healthcare model with the improvements it needs and we will fight to safeguard it from political bickering and misleading ideological debate.**

As far as our associations are concerned, we aimed to bolster member participation by setting up plenary commissions for them to fill. These are the current plenary commissions established: human resources and labour relations, care management and economy-finance, which are formed by all the executives of associates in these areas.

On the other hand, 2014 will be remembered as a year when we bolstered our organisation's international profile by building relations with the Board of Directors of the International Hospital Federation. What is more, we had the opportunity to receive this year's Board at our own headquarters.

We also would like pay homage in this report to the late Albert Núñez, former President of the Corporación Fisiogestión and honorary member of La Unió, for all his involvement and participation in the activities carried out from the institution. He was member of La Unió's Advisory Board (2008-2014), head of the Fundació Unió (2003-2014) and member of the Board of Directors of La Unió (2000-2007).

To conclude, we would like to recognise all the good work that has been accomplished thanks to the dedication and commitment of La Unió's Board of Directors, Coordinating Council and Sector Committee. We would also like to emphasise the work, enthusiasm and professionalism of the technical team.



**Manel Jovells**  
President



**Helena Ris**  
Chief Executive Officer

# Institutional events

## ⚙️ Assembly of 8<sup>th</sup> May

- Approval of the 2013 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.
- **Boi Ruiz**, the Catalan Minister of Health, presided over the closing ceremony, which included a lecture entitled “Espanya al divan” [Spain on the Couch] by journalist Enric Juliana.



## ⚙️ Assembly of 11<sup>th</sup> December

- Approval of the 2015 Working Plan and Budget.
- **Andreu Mas-Colell**, the Catalan Minister of Economy and Knowledge, presided over the closing ceremony.



## ⚙️ 4<sup>th</sup> La Unió Association Annual Meeting, “Corporate Social Responsibility in Social Care and Healthcare Organisations”, of 4<sup>th</sup> December

- Conference by **Josep Maria Canyelles**, expert in CSR and a partner-consultant of Vector 5.
- Working groups to examine:
  - The development of CSR at associates
  - Private activities at SISCAT (public healthcare network) centres
  - Communication policies
  - Human resources and collective bargaining
- **Boi Ruiz**, the Catalan Minister of Health, concluded the event.



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



The following prizes were awarded this year:

- ⚙️ **In Efficiency and Sustainability, 1<sup>st</sup> Prize: IDC Salut**, for “Integration of a purchasing platform in the patient care process.” **Finalist: Consorci Sanitari del Garraf**, for “Increasing efficiency in surgical procedures. Introduction of the LEAN methodology in the area of surgery.”
- ⚙️ **In Management of Healthcare Professionals, 1<sup>st</sup> Prize: EBA Vallcarca**, for “Access to information as a foundation for healthcare excellence. Changing paradigms.” **Finalist: Fundació Pere Mata/Pere Mata Social**, for “Assessment of professional skills.”
- ⚙️ **In Care Management for People, 1<sup>st</sup> Prize: Consorci Sanitari de l’Anoia**. Hospital d’Igualada, for “Recovery from prosthetic knee and hip surgery.” **Finalist: Parc Sanitari Sant Joan de Déu**, for “Pilot Chronic and Complex Patient Care Programme.”

Award winners at the 5<sup>th</sup> La Unió Awards for Innovation in Management accompanied by Manel Jovells and Helena Ris



## 12 sessions with over 950 participants

These include:

- ⚙️ **1<sup>st</sup> Multidisciplinary Conference on Care for Chronic Disorders. "What do I need? What can we offer?"**
- ⚙️ **5<sup>th</sup> Technical Session on Benchmarking in Innovation. "Sharing what we do in the field of Elderly Care, Intellectual Disability and Mental Health"**
- ⚙️ **Social Work Seminar 3<sup>rd</sup> edition. "Social work and multidisciplinary approaches in complex chronic patient care"**
- ⚙️ **4<sup>th</sup> Meeting of Hospital Directors**
- ⚙️ **2<sup>nd</sup> Technical Session on Innovation. "Sharing what we do in the field of social work"**

Plenary meetings were held on human resources, economics-finance and care management.



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

The Fundació Unió sponsored the **Avedis Donabedian Award for Excellence in Long-Term Care and Social Care Provision**, which was awarded to the Institut de Treball Social i de Serveis Socials (INTRESS) [The Institute of Social Work and Social Services].



## Training

La Unió carried out professional development programmes through the UCf.

In partnership with:

- ⚙️ **Postgraduate Course in Management and Administration of Long-Term Care and Social Care Institutions. Fundació Universitària del Bages [Bages University Foundation]**
- ⚙️ **Introduction to Healthcare Administration. Col·legi Oficial de Metges de Barcelona [Barcelona Official College of Physicians]**

In collaboration with:

- ⚙️ **University Master in Healthcare Administration. Universitat Internacional de Catalunya [Catalan International University]**
- ⚙️ **Master in Public Administration. Escola d'Administració Pública de Catalunya [Catalonia School of Public Administration]**

## Benchmarking Unió

**Benchmarking** Unió aims to share 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 7 groups:

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

## Participation and activities

**40** organisations

**20** workshops

**200** indicators

**420** platform users



# Economic climate

## ⚙️ **The efforts of contract providers in the face of budget cuts.**

In partnership with the CSC [Catalan Healthcare and Social Services Consortium], a report was produced on the evolution of the Catalan Ministry of Health's financial resources and its impact on contract providers from 2010 to 2013. The document was submitted to the Catalan Ministry of Health and the Catalan Ministry of Economy and Knowledge, and was presented at forums, conferences and to the media.

## ⚙️ **Analysis of the impact of these measures on contracting and the payment system.**

Studies were carried out on the impact of several of the Administration's planned measures regarding changes to the volume and parameters of contracting over the year, the application of new payment formulas (rates per patient volume) for HMDAS [Hospital Medication Dispensed in the Ambulatory Setting] and the simulation of results upon applying the new payment system, among others.

## ⚙️ **Purchasing and logistics partnerships.**

The relationship between the ICS [Catalan Health Institute] and the CSC was encouraged in order to develop common purchasing strategies and logistics processes among these service centres. In the same vein, ties were strengthened with international organisations having a stake in this area.

## ⚙️ **VAT on healthcare products.**

Work was done to clarify what kinds of products are still to be taxed at the previous rate and which are now taxed at 21%. An estimate was also made of

the impact of this on health centres, which would vary between 0.7% and 1% of their total operating expenses. What is more, all the parties represented by the Spanish Congress of Deputies and the Senate were requested to incorporate a provision into the General State Budget Law stipulating that the increased tax collection resulting from these changes be put back into the healthcare system by budgetary means.

## ⚙️ **Processing VAT at healthcare organisations.**

It was advocated that Economic Interest Groupings in the healthcare field and private surgical business be exempt from the application of the VAT. Once the circumstances with the affected organisations were studied, the corresponding conclusions were presented to the fiscal authorities and applicable performance standards were sought for the sector, adjusted to the context of our healthcare institutions.

## ⚙️ **Moratorium on debt service payments on Social Security contributions.**

The Catalan Parliament and the Spanish Congress of Deputies were both informed of the need to uphold the moratorium. Finally, the Senate approved the amendment lodged for the extension of the moratorium on the payment of the historical debt.

## ⚙️ **Cost analysis task force.**

Formed by the economic/financial managers of La Unió associates, this task force was assembled to spearhead an aggregate and comparative cost analysis that would be useful to clinical management and improving the efficiency of budget forecasting in healthcare services.

# Collective bargaining

In July 2013, the collective labour agreement for healthcare employees of Catalan contract providers expired before a new agreement could be reached. In the final quarter of 2013 and early 2014, nearly all the organisations in the sector were able to reach in-company agreements to regulate their labour relations or acceded to the **1<sup>st</sup> Collective Working Agreement for Social Care and Healthcare Centres in Catalonia, with activities contracted by the Catalan Health Service.** This agreement was signed in November 2013 and covers workers from social care and healthcare centres, in addition to the specialised care, primary health and mental health centres which also signed up.

**THE SOCIAL CARE AND HEALTHCARE AGREEMENT AFFECTS 15,000 HEALTHCARE WORKERS, ONE-FOURTH OF THOSE EMPLOYED BY CONTRACT PROVIDERS**

Most in-company labour agreements expired on 31<sup>st</sup> December 2014. In this sense, the aim was to establish a collective labour agreement for contract providers that would encompass all areas of activity, which is why the negotiation committee of collective bargaining agreement was formed on 24<sup>th</sup> October. After reaching numerous accords, in the end the trade unions thoroughly rejected the employers' proposals. Faced with this situation, it was decided to adjourn the negotiations *sine die*.

At the same time, and as the 1<sup>st</sup> Collective Working Agreement for Social Care and Healthcare Centres expired on 31<sup>st</sup> December 2014, the employers filed suit and the parties formed the negotiation committee. Within the framework of this labour agreement, the parties agreed to the proposal of the Catalan Department of Enterprise and Employment, which decided to uphold the 5% salary reduction established in the first transitional provision of the labour agreement.

## Other agreements

### ⚙️ **4<sup>th</sup> Collective Labour Agreement for Companies in the Home-Care Services Sector of Catalonia.**

Signed, in force from 2015-2018.

### ⚙️ **Collective Bargaining Agreement for Healthcare Hospitalisation Facilities, Medical Offices and Analytical Laboratories.**

Extended until 31<sup>st</sup> December 2015.

### ⚙️ **6<sup>th</sup> National Labour Agreement for Long-Term Care,**

expiring 31<sup>st</sup> December 2013. As neither party filed suit, it was automatically extended. It was later repudiated and on 17<sup>th</sup> December, the negotiation committee was formed for the 7<sup>th</sup> National Labour Agreement for long-term patient care services and the development of personal independence.

# Contribution to the social care and healthcare model ::

At La Unió, we have continued to foster agreements with the administration, companies and professionals as we work toward greater community involvement. Furthermore, the institution has acted as a point of contact with the administration, lending its support to the policy of contract provision, advocating the recognition of the Integrated Healthcare System of Catalonia [SISCAT - Sistema Integral de Salut de Catalunya] and taking joint responsibility for the sustainability of the model through streamlining and efficiency. In this regard, La Unió has actively taken part in:

- ⚙️ **Comprehensive care plans for mental health and addiction problems.** La Unió has helped foster the deployment of interdepartmental activities aimed to improve the mental health of those affected, generating and consolidating more efficient and sustainable lines of work for the future, and help construct a comprehensive nationwide care plan.
- ⚙️ **New CatSalut transversal payment system.** La Unió has contributed to the development of this project through technical discussions and the participation of specific task forces which will continue on in 2015.
- ⚙️ **Allotment and joint responsibility model for primary care medication and Hospital Medication Dispensed in the Ambulatory Setting (HMDAS).** La Unió has taken part in projects working to determine the allotment of medication which is dispensed in clinics through its primary care pharmacies in 2014, such as the HMDAS and its joint responsibility model in primary care centres and hospitals, respectively.
- ⚙️ **Contribution to a healthcare model to access pharmaceutical care,** both in primary health services and through projects in different pharma-therapeutic alignment programmes, e-prescriptions and the pharmaceutical care programme.
- ⚙️ **An agreement was established to improve the public contracting of patient care services.** With other institutions, La Unió took part in a report entitled "Key factors in improving the contracting of patient care services" in the area of long-term care at the societal level.
- ⚙️ **It advocates a change in the social care and healthcare organisational and management model** towards one based on the recognition of the inherent complexity and procedure-based payment.

**La Unió actively collaborated in drafting the guidelines for the Pacte Nacional de la Salut a Catalunya [National Healthcare Covenant in Catalonia], as well as the establishment of the agreements forming part of the proposal, submitted to the Catalan Parliament on 28<sup>th</sup> March.**

## Important reports and studies

- ⚙️ **The hospital of the future.** Update: Analysis and reflection on the latest trends in specialised acute care and their repercussions on the change in the care model.
- ⚙️ **Approach to the risk of chronicity in child and adolescent mental health.**
- ⚙️ **Rethinking the social care model for people with dependency.** Update: Analysis of the elements necessary for debate on and proposals for improvement of the current model.
- ⚙️ **Study of strategic alliances and public-private partnership experiences.** Information update in order to identify and evaluate opportunities for new areas of collaboration, and promote their standardisation in the social care and healthcare sector.
- ⚙️ **Impact of budget cuts on SISCAT healthcare organisations and the efforts of contract providers towards adapting to them.**
- ⚙️ **Guidelines for the prevention of violence and harassment in the social care sector workplace.** With the aim of assisting organisations which have less established policies of this kind in place, La Unió has helped foster the necessary mechanisms that can prevent, detect and deal with violent situations arising in the workplace.
- ⚙️ **2<sup>nd</sup> Debate Report with medical and nursing professionals in the hospital sector.** Doctor-nurse focus groups to learn their opinions on chronic illness care programmes and the specialisation and reorganisation of tertiary care.



# 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 associates with the aim of resolving queries, registering suggestions and dealing with any problems.



A new section has been created on the corporate web page - **La Unió for Efficiency** - an interactive space providing information such as cost analyses and purchasing/logistics partnerships.



## International presence

La Unió has consolidated its relations with the International Hospital Federation (IHF), an organisation working towards the exchange of knowledge and expertise and in favour of the sustainability of healthcare systems, by becoming a premier member of the Federation. As a result, La Unió has joined several international conferences, congresses and working groups.



Publication of the 13<sup>th</sup> issue of **Referent, Papers de la Fundació Unió** [Reference, the Fundació Unió Journal] is dedicated to the current challenges in sustainability, efficiency and quality.



@uchcat The use of Twitter as a communication channel has been solidified



- 42 bulletins
- 12 newsletters
- 23 blog entries
- 28 factsheets

- An ongoing presence in the press.
- 7 opinion pieces were published.



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

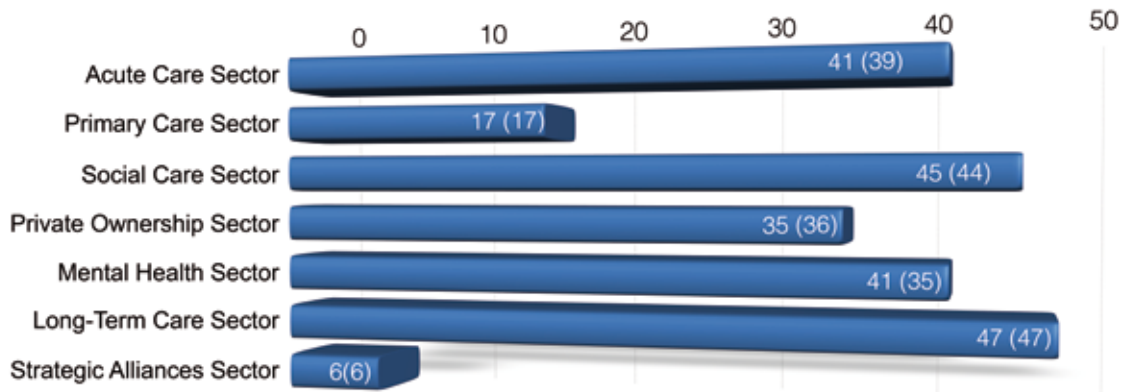
- 201 organisations adhered to Codi Tipus
- 60 audits and advisement on data protection
- 7 benchmarking groups
- 22 consultancy projects and strategic consulting
- 19 personnel recruitment and selection processes in associates
- 94 projects assessed by the Independent Ethics Committee (IEC)
- 3 studies completed



La Unió represents 120 social and healthcare organisations,  
500 centres and 60,000 professionals

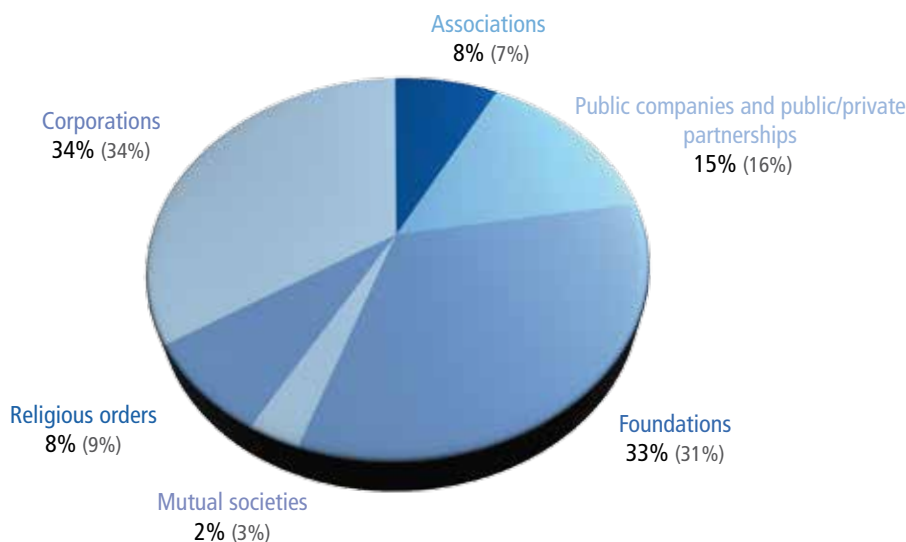
## Sectors in which associates operate

2013 figures in brackets



## Legal status of associates

2013 figures in brackets



La Unió has grown with the following additions:

### • 8 new organisations

- ✓ Centre ABB, Centre de prevenció i tractament anorèxia i bulímia, S.L.
- ✓ Centre Assistencial Sant Joan de Déu Almacelles
- ✓ Health Diagnostic, S.L.
- ✓ ALTERSALUS, S.L.
- ✓ Associació de Salut Mental Horta-Guinardó
- ✓ Fundació Els Tres Turons
- ✓ Fundació Josep Finestres
- ✓ Comunitat Terapèutica del Maresme

### • 4 new associate collaborators

- ✓ LACOCOMEDIC
- ✓ ISS Facility Services
- ✓ Informàtica El Corte Inglés
- ✓ T-SYSTEMS

## Associate Collaborators' Forum

