

# "Healthcare team's autonomy: Social management as integrative factor"

Hospital Plató, Barcelona, Spain.

Parallel Session *The promotion of CSR from a healthcare providers association: the improvement of governance as an element of quality in management.*

**Patient-  
friendly &  
Smarter  
Healthcare**



**2017** **IHF TAIPEI**  
41st World Hospital Congress

# Healthcare team's autonomy: Social management as integrative factor

- ❑ **Hospital Plató** (HP) is a general hospital accredited by the Public Hospital Network of Catalonia, Spain.
- ❑ Healthcare in Barcelona is structured in four integrated health areas. HP is part of **Integrated Health Area of Left Barcelona** (AIS-BE).
- ❑ The population covered by AIS-BE is about 500,000 residents, representing 35% of Barcelona population.



# Healthcare team's autonomy: Social management as integrative factor

- ❑ In 1999 HP took the strategic decision of restructure organisation to deep in management, focusing to three essential objectives:
  - ❖ **Healthcare Excellence**
  - ❖ **Economic Sustainability**
  - ❖ **Social Sustainability**
- ❑ HP journey towards excellence began through implementation of the **EFQM** assessment model which has led HP to achieve the Golden Seal 500+ Award.
- ❑ **Leadership** is the first criteria in EFQM model. The model of HP Leadership is emotional-based, consultative/participative and capacitating style.



# European Foundation for Quality Management (EFQM) Model of Excellence

## RADAR

**To ascertain the results** that our organization want to achieve as a part of its strategy

*Results*

*Approaches*



**To plan and deploy a focus** heavily based and integrated that will conduct our organization to achieve the results, now and in the future

*Deployment*

**To deploy** focus systematically to ensure implementation

*Assessment and Refinement*

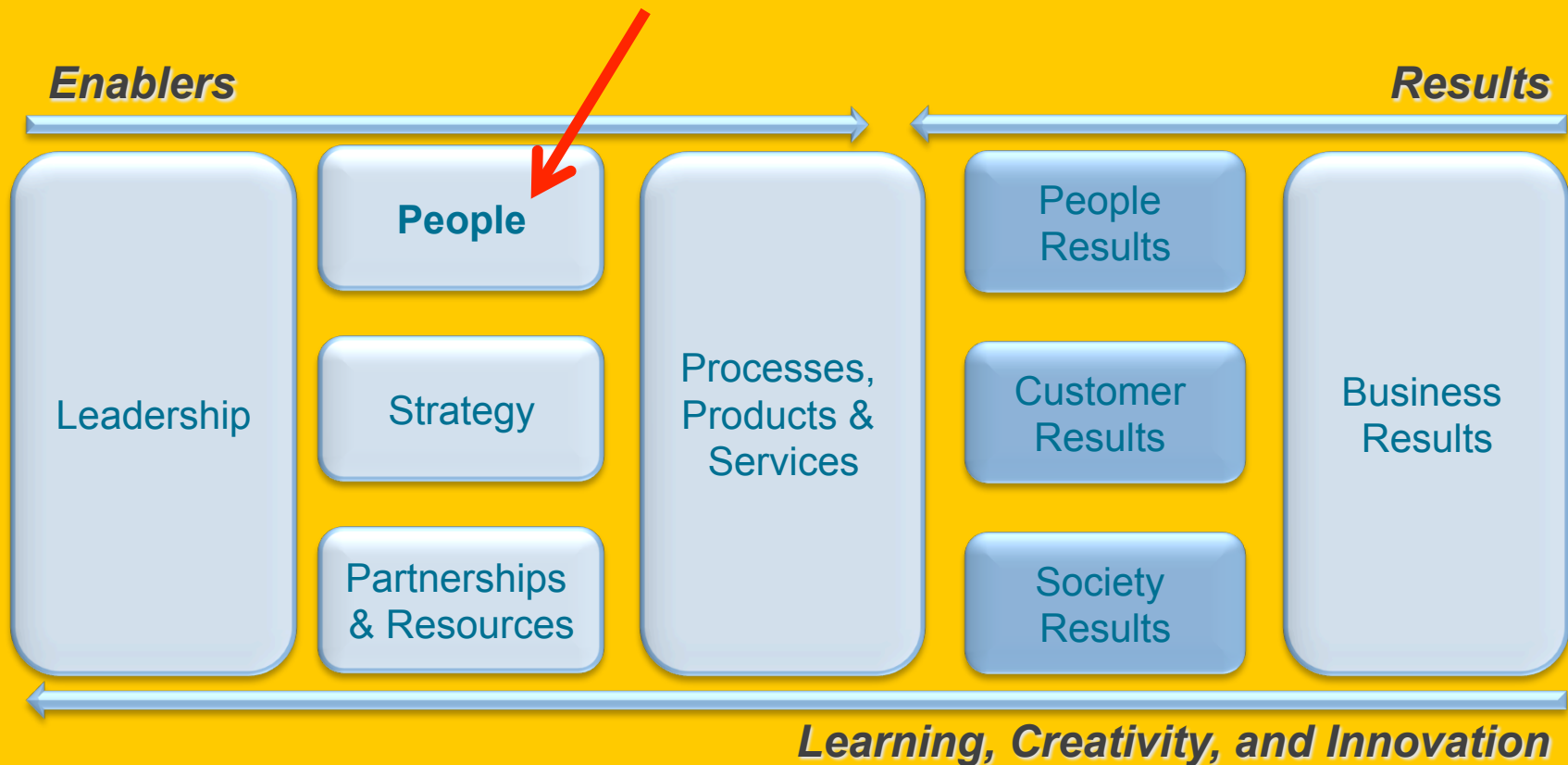
**To assess, review and improve** deployed focus through follow-up and outcomes analysis



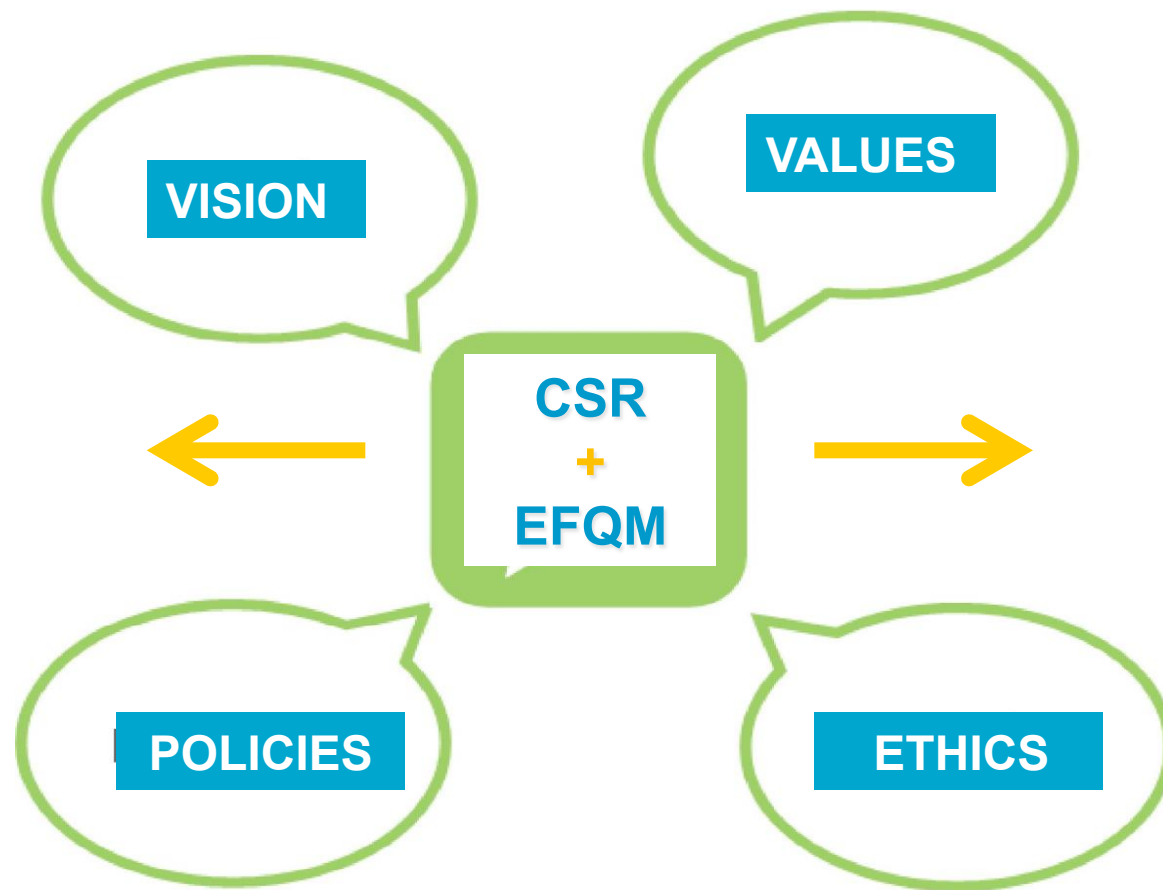
# Competency Model in Hospital Plató

Continuous Improvement tool inside EFQM Model

## EFQM Model Criteria



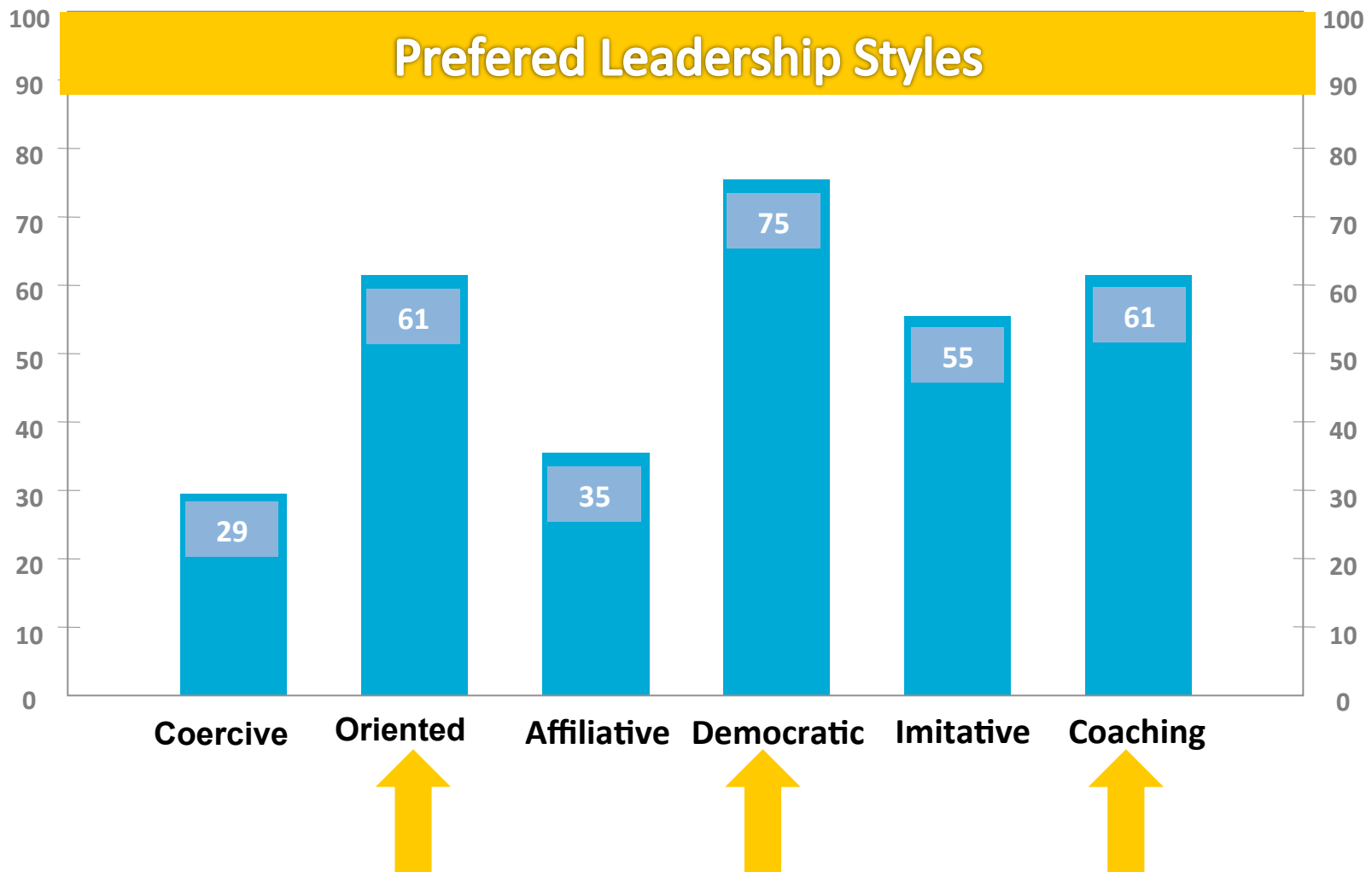
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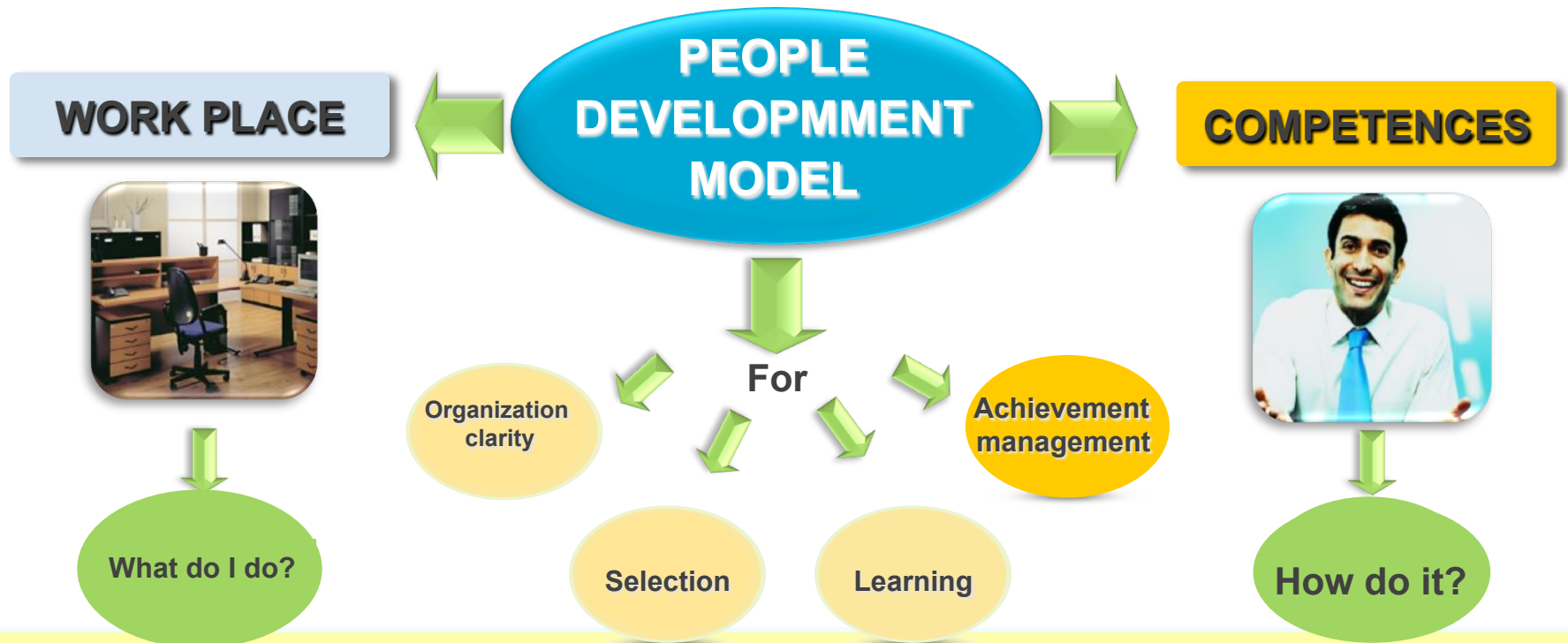
**LEADERSHIP IN  
HOSPITAL PLATÓ**

# HOSPITAL PLATÓ LEADERSHIP



# HOSPITAL PLATÓ COMPETENCY MODEL

HP Strategic Plans & Values focus on people





# Hospital Plató 2016 Strategy Day

THANKS FOR  
YOUR  
COMMITMENT





# Health Education: HP+ in the Streets of Barcelona



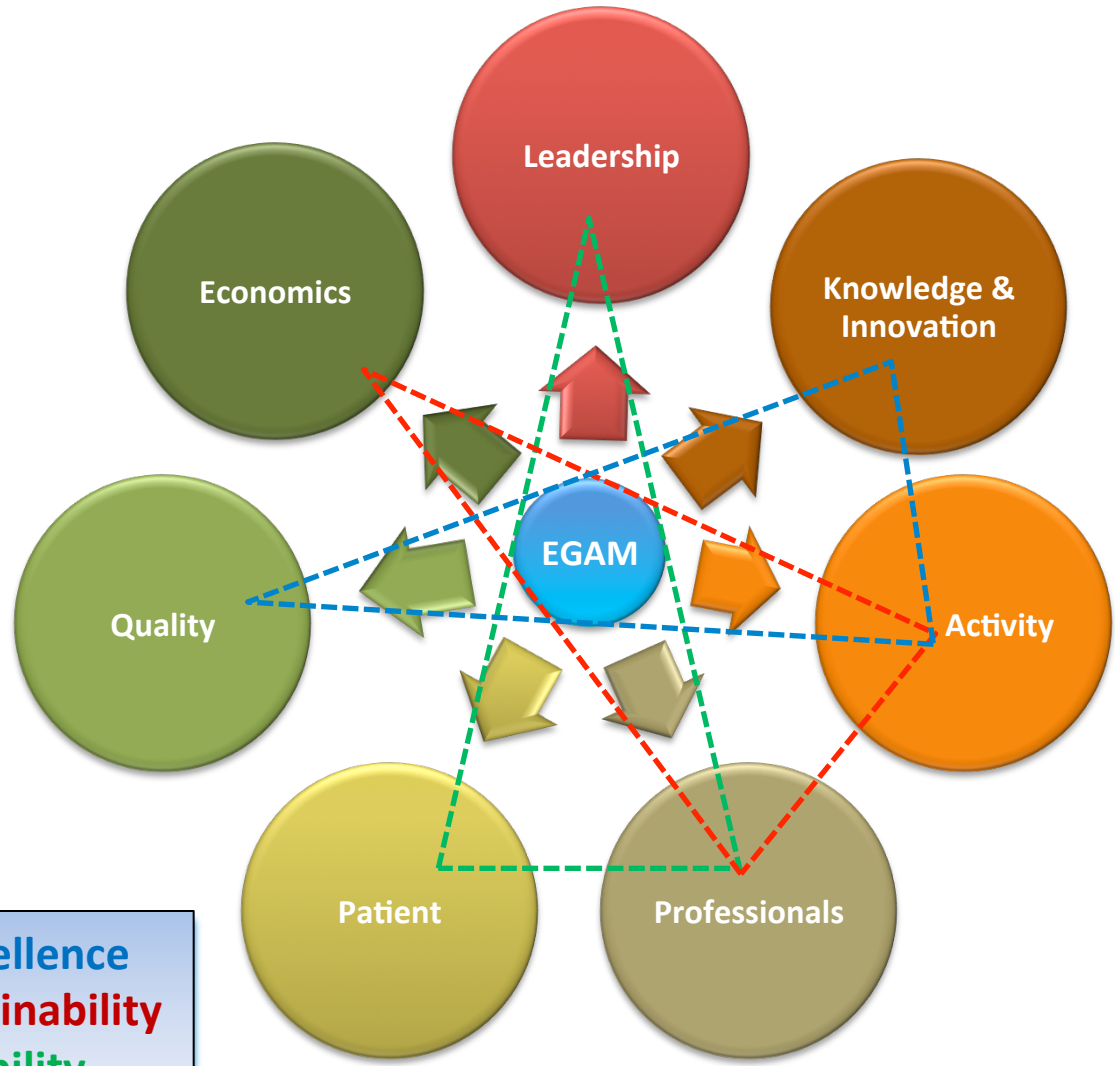


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- ❑ To increase the commitment of our medical professionals in this model and in daily management of clinical resources, we created the **Healthcare Management Teams (*Equips de Gestió Assistencial Mèdics EGAM*)**.
- ❑ EGAM's aim is to promote team's autonomy and flatten our organization by giving to medical services skills to plan and accomplish their activities.
- ❑ Competency assessment analysis was applied to follow evolution of healthcare workers (HCW).
- ❑ From 2016, emotional intelligence analysis was added to competency assessment.

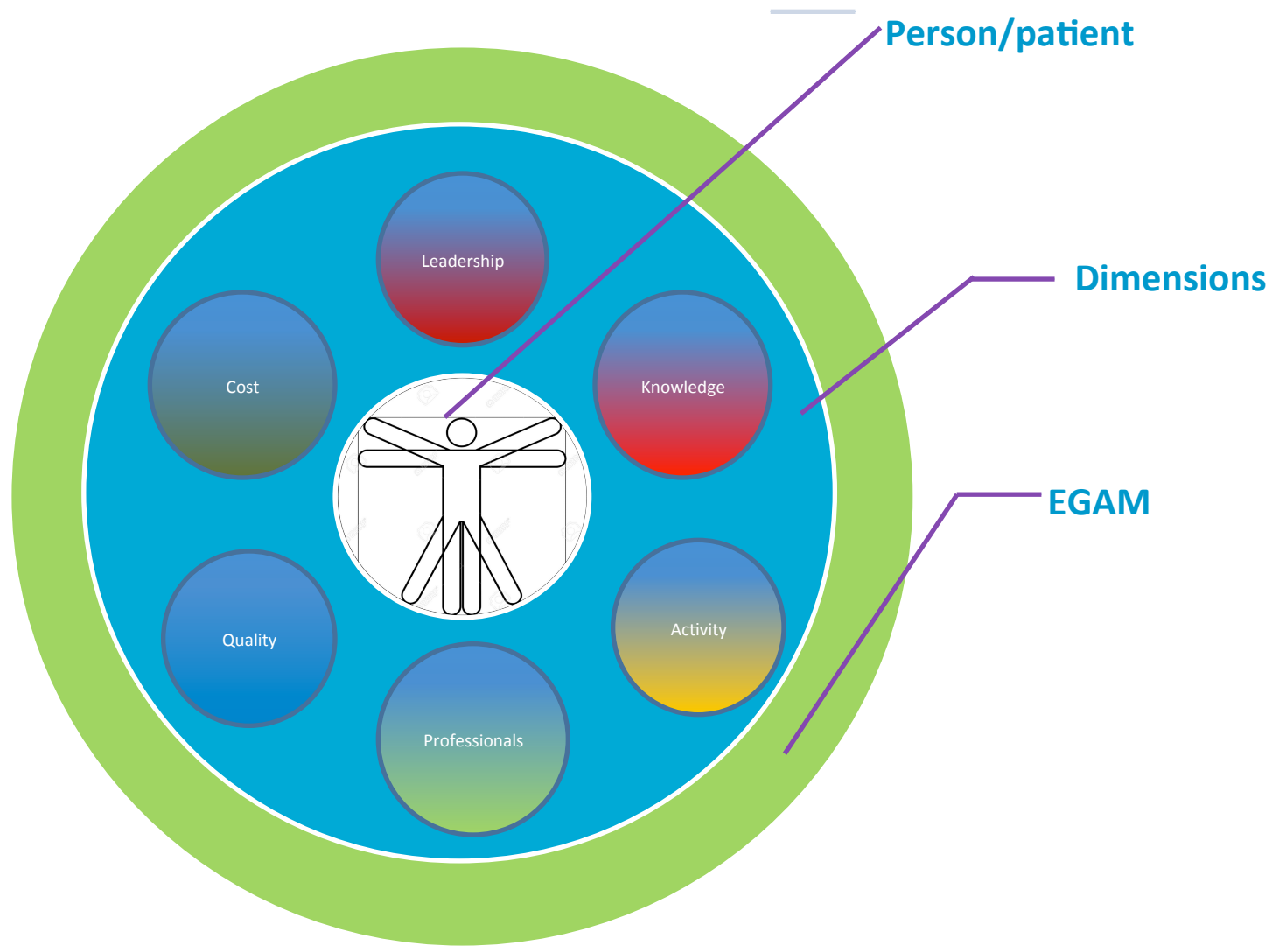


# Healthcare Management Groups (EGAM): Dimensions



Healthcare excellence  
Economic sustainability  
Social sustainability

# Person-centred Model of Care





# Healthcare team's autonomy: Social management as integrative factor

- ❑ Through this model, HP improved clinical results while maintaining economic and social sustainability.
- ❑ Key points of success have been **HCW empowerment**, in a **multidisciplinary, integrated (AIS-BE)** and **patient-centred model of care**.
- ❑ However, this approach will need continuous measures of stabilization, taking in account internal and external factors such as demographics and technologic changes.



# Healthcare team's autonomy: Social management as integrative factor

- ❑ Continuous quality improvement is possible with motivated, committed healthcare teams.
- ❑ Social management, applied through a model based in emotional assessment and teamwork autonomy, may serve as integrative factor to achieve healthcare excellence.



**Only *motivated, committed and participative professional teams* will make continuous improvement possible:  
Quality improvement in healthcare and patient satisfaction depends of us**







Hospital Plató

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