

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

Parallel Session

The logo for EHLA UNIO is located in the bottom right corner. It features a stylized blue 'E' and 'H' on the left, followed by the word 'LAUNIO' in a bold, sans-serif font. The 'LA' is in blue, and 'UNIO' is in orange. Below this, the full name 'Associació d'Entitats Sanitàries i Socials' is written in a smaller, grey font. The entire logo is contained within a white rounded rectangle.

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**Patient-
friendly &
Smarter
Healthcare**



2017 **IHFTAIPEI**
41st World Hospital Congress



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OVERVIEW

1



**ITS
COMMITMENT
TO CSR**

2

**CSR:
DEEP
MEANING**

3

**METHOD OF
SUPPORT**

4

Summary

1.- HEALTHCARE AND SOCIAL SERVICES PROVIDERS ASSOCIATION

Employers organization, working conditions negotiation

Association, knowledge sharing , helping each other, benchmarking,

Lobby function, influence as key health sector agent

All together employ 60.000 professionals and manage a 4.500M€ budget.

2.- We also have suppliers of goods and services to healthcare providers, as members,
Collaborating Associates, involved in strategic collaboration projects with our healthcare providers members.

112

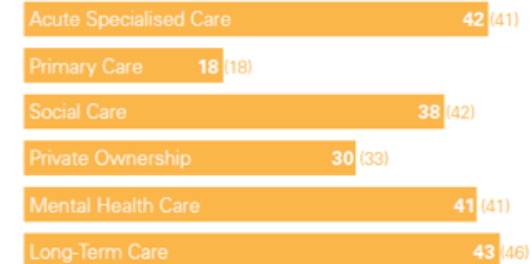


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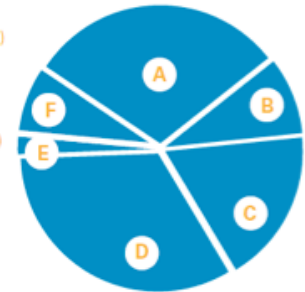


La Unió represents 112 social and healthcare organisations, 463 centres and 60,000 professionals

Sectors of activity in which our associates operate



Legal status of our associates



2015 data is shown in brackets



COMMITMENT TO CSR

No specific CSR law or regulation

Adhesion to the Global compact 2009

- 63 initiatives in progress
- GC Advanced 2014
- GC Advanced 2015
- GC Advanced 2016
- GC Advanced 2017



CSR DEEP MEANING OR BETTER CALLED SOCIAL RESPONSIBILITY,

AIMS TO achieve a positive impact on society as a whole while maximizing the creation of shared value for healthcare providers, its employees, shareholders and stakeholders and to the whole healthcare system

MEANS the responsibility of enterprises for their impacts on society **BEYOND** compliance with legislation

LEADS to honor ethical values and respect people, communities and the natural environment

ACHIEVES sustainability - involving activities that your organization can maintain without adversely affecting your business goals

METHOD OF RUNNING ORGANIZATIONS, including healthcare service providers, which focuses on managing the impact of their activity on the community, users and their families, the workers and society in general, with the purpose of increasing the organization's added value

COMMITMENT WITH CSR

- Workers' (people) involvement: participation and involvement of the team in healthcare organizations
- Establishing a code of ethics
- Transparency

DUAL-SIDED COMMITMENT

- we aim to promote CSR in La Unió itself
- Cooperate with our members to develop the tools to consolidate their own commitment with CSR, based on the same ethical principles

METHODOLOGY

- assess the progress of our members CSR policies,
- assist them in the process of implementing their CSR goals

La Unió Catalana d'Hospitals ("La Unió") és una associació empresarial d'entitats que presten serveis sanitaris i socials. Aglutina més de cent entitats titulars, que disposen de més de 500 centres i ocupen més de 56.000 professionals.

WORKSHEET OF GOOD PRACTICES: CONTENTS

3

- Corporate social responsibility of La Unió
- Commitment towards our members
- Commitment towards knowledge
- Commitment towards the sector
- Commitment towards the Health Administration
- Good Governance
- Financial commitments
- Environmental commitments
- Labor commitments

vectors

vectors

vectors

vectors

METHOD OF SUPPORT

**A staggered model of
recommendations for progress in
CSR management for our members**

BASE MODEL

**Pattern of progress and qualification of
performance.**

Pattern of progress and qualification of performance.

BASE MODEL

3

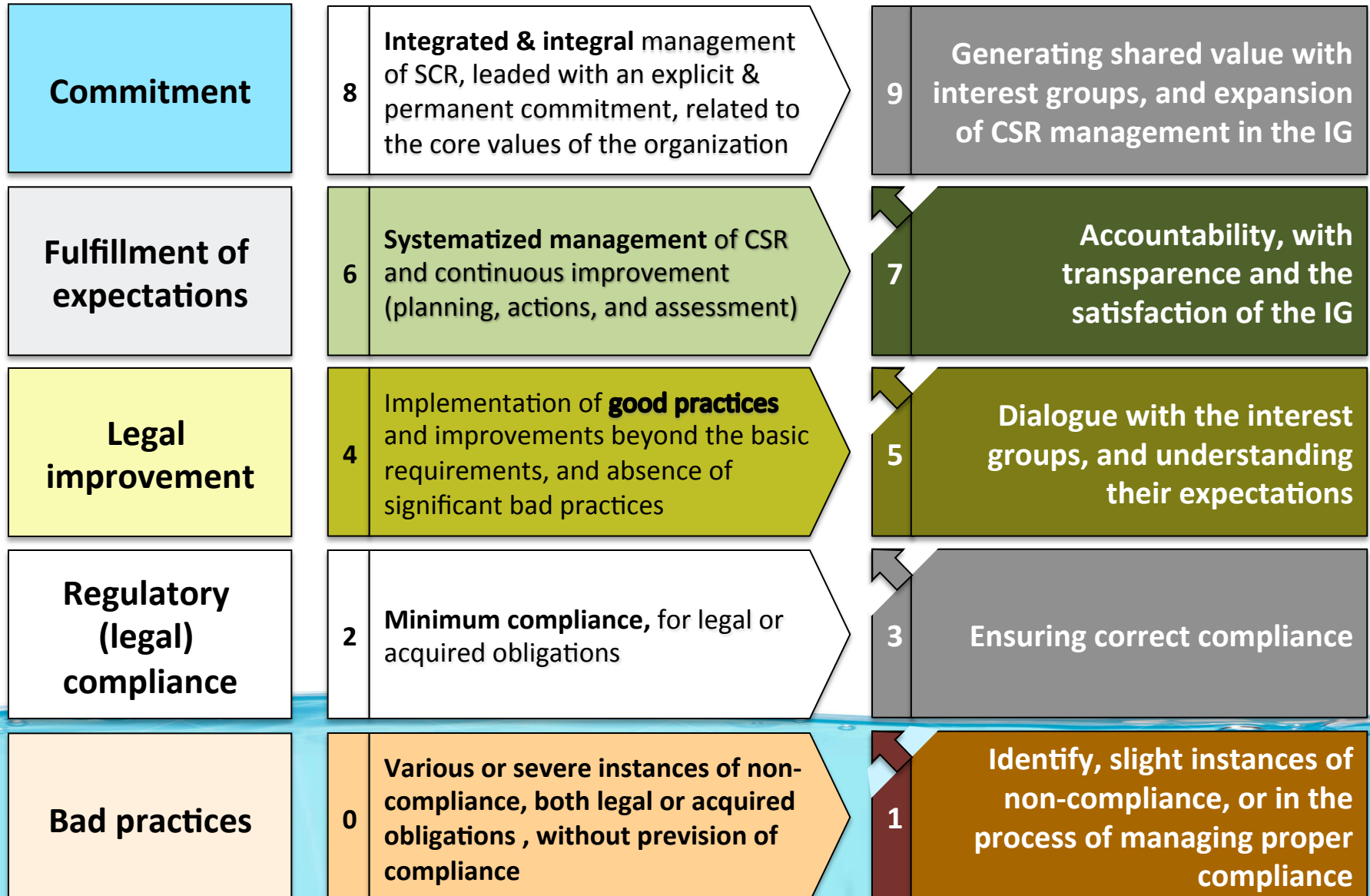
Passive

Proactive

Commitment	8	Integrated & integral management of SCR, leaded with an explicit & permanent commitment, related to the core values of the organization.
Fulfillment of expectations	6	Systematized management of CSR and continuous improvement (planning, actions, and assessment)
Legal improvement	4	Implementation of good practices and improvements beyond the basic requirements, and absence of significant bad practices
Regulatory (legal) compliance	2	Minimum compliance, for legal or acquired obligations
Bad practice	0	Various or severe instances of non-compliance, both legal or acquired obligations, without prevision of compliance

Passive

Proactive



*Passive**Proactive***Commitment****Fulfillment of expectations****Legal improvement****Regulatory (legal) compliance****Bad practices**

For an organization managing CSR, this is its right environment, starting from a good dialogue with the interest groups

Level of CSR Starting from 5

For an organization that does not manage CSR, this would be the right environment, with philanthropy as its aim and ceiling

SOME EXAMPLES OF HOW THE MODEL WORKS :

- For Transparency management
- For Ethical Coding
- For Participation and involvement of the team

Transparency

3

General principle. What should we do to ...?

- Be accountable for its impact on society, the economy, and the environment
- Accept an adequate survey, and moreover, accept the duty of responding to this scrutiny.
- Managers whatever their responsibility, have the duty to act in a visible, predictable, and comprehensible manner, and allow third parties to perceive easily and clearly which actions are being carried out.

TRANSPARENCY

3

Passive

Proactive

Commitment	8 Commitment with a culture of transparency, both external and internal, shaping values and procedures	9 Encouraging transparency in the closest interest groups, to create a social culture of transparency
Fulfillment of expectations	6 Presenting information in a manner that is satisfactory and comprehensible for the recipients, including interpretation, knowledge	7 Publication of a memory of CSR following recognized standards, which includes information about all the relevant areas
Legal improvement	4 Presenting quality information (series, compared data...)	5 Contrasting with stakeholders the aspects that cause interest (materiality is identified)
Regulatory (legal) compliance	2 Publication of elements of transparency, satisfying the right of access to information according to regulatory requirements	3 Provision of easily accessible information
Bad practices	0 Instances of non-compliance with the regulatory frame or with the commitments occur	1 Incomplete presentation of indicators

Ethical coding

3

General principle. What should we do?

As a general principle, the leadership must define and maintain the criteria or policies of ethical management, incorporating in its strategy and management social, labor, ethical, and environmental aspects that go beyond the basic legislative requirements, and must make itself available to all those people working for the organization and on its behalf.

As a general recommendation, an organization belonging to the healthcare and social sectors should build its own ethical code, approved by the highest managing organism, and make it available to the interest groups. Smaller organizations, or those in the initial stage of CSR development, may begin this process, or substitute it with the adoption of a basic set of ethical criteria, without the need to develop their own ethical code. Larger and more advanced organizations should ensure compliance of the code by means of an institutional committee of ethics.

ETHICAL CODING

3

Passive

Proactive

Commitment	8 An institutional ethical committee is available, and operates regularly to guarantee compliance with the ethical code	9 Shared value created with the GI. Expansion of CSR management to the IG. Promoting among IG the adoption of ethical management and acquisition of codes of ethics
Fulfillment of expectations	6 A code of ethics exists, which identifies the interest groups, and has been approved by the highest organism of governance, and updated as needed	7 Channels of interaction exist with the interest groups
Legal improvement	4 Written ethical policies exist	5 Ethical policies have been contrasted with the interest groups
Regulatory (legal) compliance	2 Ethical principles have presence in the mission or the corporate values	3 Relevant ethical topics have been identified
Bad practices	0 Instances of non-compliance with the ethical commitments occur	1 Absence of ethical references

Participation and involvement the team

General principle. What should we do to...?

- Promote a policy of participation and involvement of the people within the organization,
- Develop of a culture of responsible participation
- Create a sense of belonging
- Be oriented towards human development.

PARTICIPATION AND INVOLVEMENT OF THE TEAM

3

Passive

Proactive

Commitment	8 Comprehensive commitment with a culture of human development, with people as assets by reason of their talent	9 Foster human development in the closest interest groups, creating shared value
Fulfillment of expectations	6 Management style based on empowerment culture of transparency and trust, under an ethical leadership, which promotes a professionally motivating and emotionally healthy environment.	7 Full accountability on subjects of professional interest (healthcare results) and impact of the culture of participation (workplace environment, feelings of corresponsibility and belonging...)
Legal improvement	4 Existence of facilitating bidirectional spaces and channels, and the culture of participation is highly valued, both in the org.'s operation and in the corresponsibility in labor relations.	5 Sensibilities, concerns, and interests are taken into consideration and acknowledged
Regulatory (legal) compliance	2 Participation rights are respected through the mandatory areas: collective bargaining, POR, equal opportunities...	3 These topics are tackled in formal negotiation environments
Bad practices	0 Instances of non-compliance with the regulatory framework	1 Slight regulatory compliance or still in the process of managing compliance

SUMMARY

CSR commitment has a positive impact on society as a whole while maximizing the creation of shared value for healthcare providers, its employees, shareholders and stakeholders and, at last, to the healthcare system, BEYOND compliance with legislation

CSR is in the core values of healthcare organizations, its ethical values and social commitment.

CSR strategy, although in the core values of healthcare organizations, can be supported by a model of recommendations for progress in CSR management, a progressive and staggered methodology of CSR development.

Members CSR (SR) projects to be shared in this parallel session:

Fundació Integralia Vallés: strategic business
in a broader social responsibility initiative.
MÚTUA TERRASSA. Barcelona (Spain)



Environmental commitment in an CRS global
project. **FUNDACIÓ SANITÀRIA DE MOLLET.**



Healthcare team's autonomy: social
management as integrative factor. **HOSPITAL
PLATÓ. Barcelona (Spain)**

