



Mr. Johnny Van der Straeten

CEO UZA Antwerpen

Hospital networks and governance models



hospital networks & governance models

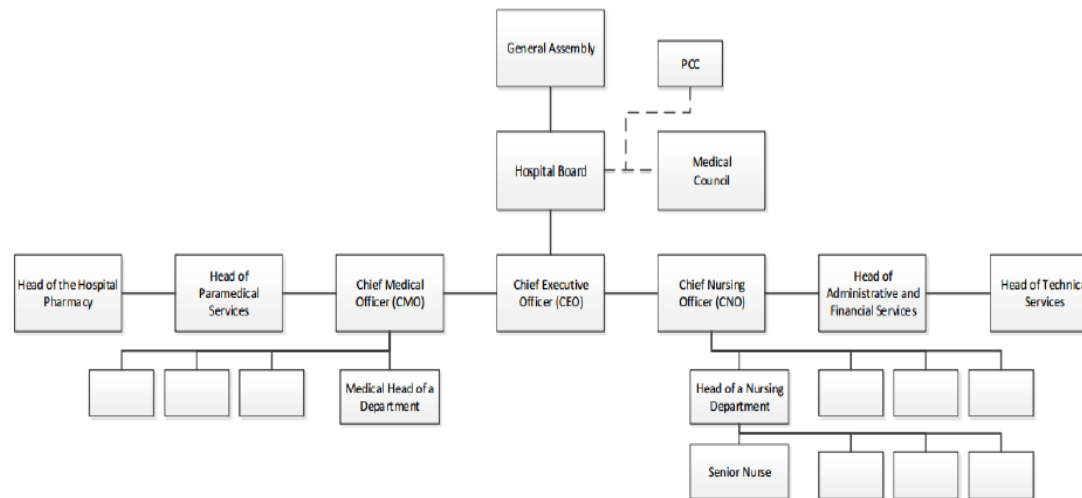
EAHM

12-13 september 2019

Johnny Van der Straeten, CEO UZA



Figure 2 – Institutional governance in Belgium



Source: Eeckloo (2008), *Hospital governance in*

Vlaanderen

2016 A report of the Belgian Health Care Knowledge Centre

KCE REPORT 277



GOVERNANCE MODELS FOR HOSPITAL COLLABORATIONS



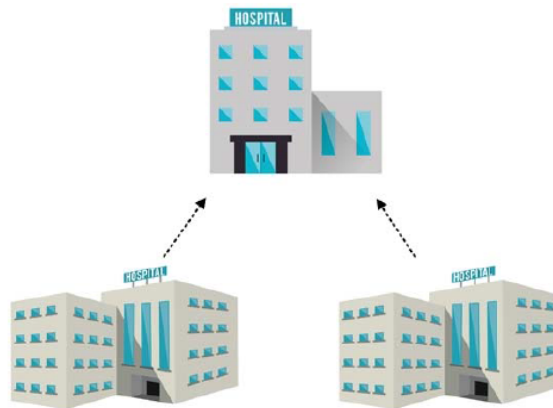
2016

www.kce.fgov.be



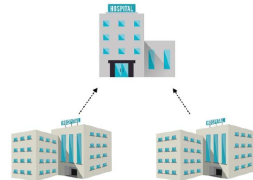
2016 KCE-report 277 – 3 governance models (1/3)

AUTONOMOUS COLLABORATION INITIATIVE



2016 KCE-report 277 - 3 governance models (1/3)

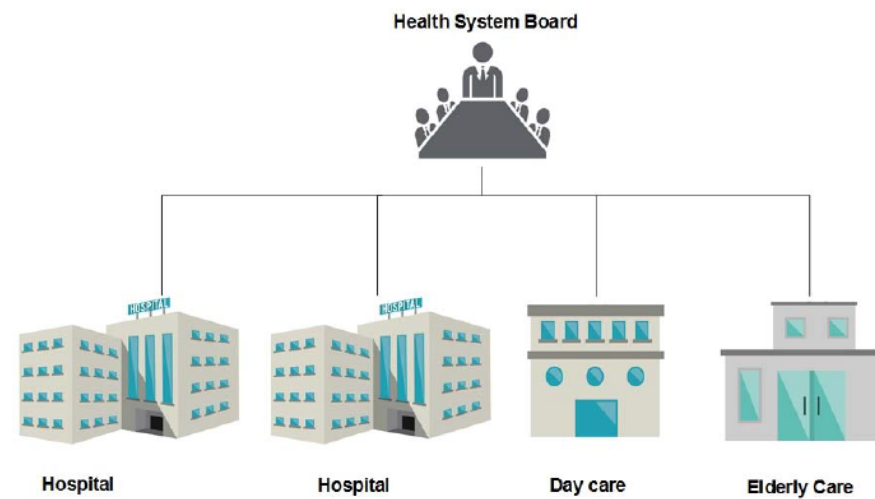
AUTONOMOUS COLLABORATION INITIATIVE



- Authorisation on the level of the new organization
- The autonomous collaboration initiative has the final responsibility
- New board at new organisation level
- New medical council at new organisation level

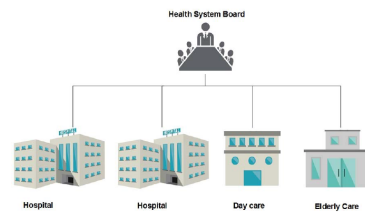
2016 KCE-report 277 - 3 governance models (2/3)

HEALTH SYSTEM

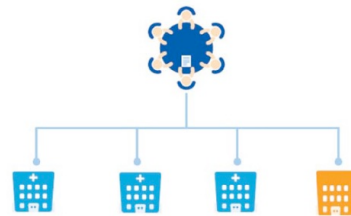


2016 KCE-report 277 - 3 governance models (2/3)

HEALTH SYSTEM



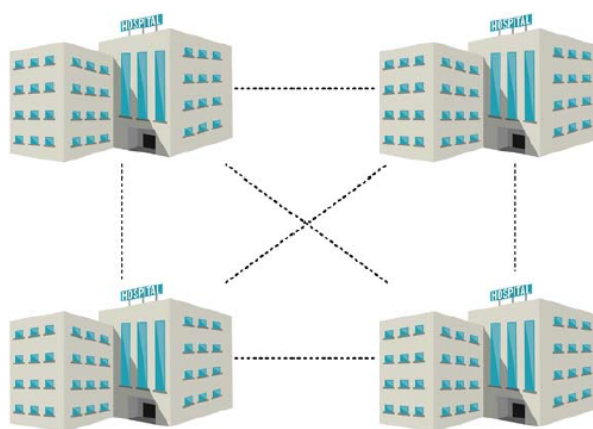
- One overall board



- The health system holds all authorisations
- The health system has the final responsibility
- Common daily management
- The executive committee is in charge of the management of the system

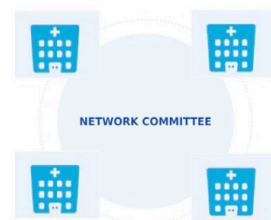
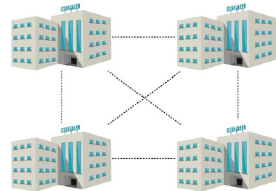
2016 KCE-report 277 - 3 governance models (3/3)

NETWORK



2016 KCE-report 277 - 3 governance models (3/3)

NETWORK



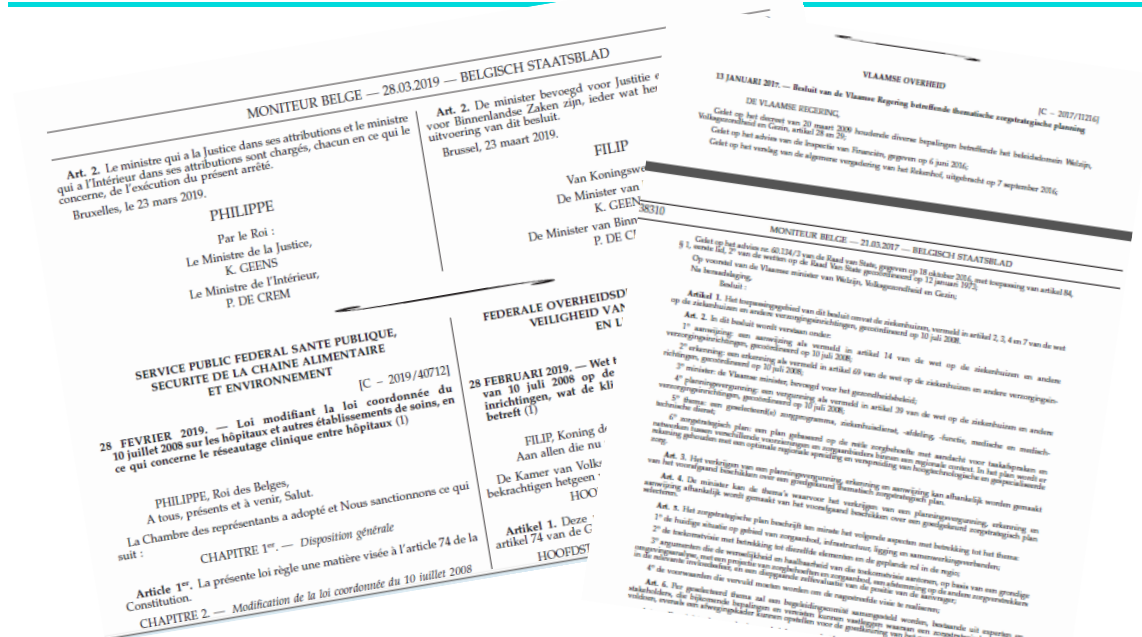
- Boards remain at hospital level
- Medical councils remain at hospital level
- The individual hospital has the final responsibility
- The individual hospital keeps its own authorization
- There is a network committee consisting of physicians and administrators of individual hospitals to enhance decision making at the level of the network
- The network committee can take decisions

2016 KCE-report 277

Figure 1 – Types of collaboration: health networks and health system

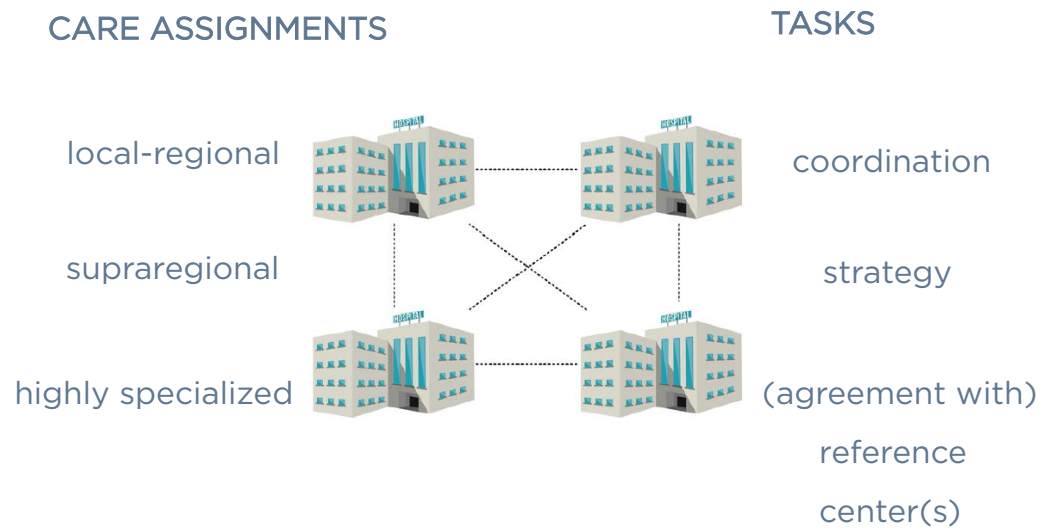
| | Health networks | Health systems |
|-----------------|---|---|
| Forms | More loosely coupled multihospital arrangement, in which hospitals are linked in a number of ways such as contract agreements to pursue specific objectives | Formally structured multihospital system, in which hospitals are tightly coupled and are linked through formal and structured relationships |
| Ownerships | Multiple ownerships Each hospital maintains its separate legal identity | Single ownership Owned and managed by a certain legal entity |
| Decision making | Joint planning and decision making Independent implementation | Planning by a central administrative authority Jointly pursue common interests |

Recent legislation

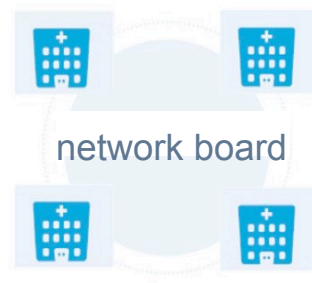


Source: *Belgisch Staatsblad*

Recent legislation: hospital network



Recent legislation: governance structure

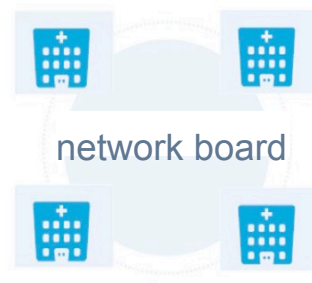


medical network council



chief medical officer
or college

Recent legislation: governance structure – the network board



tasks

formation

decision making

Recent legislation: governance structure – Chief Medical Officer (CMO)



chief medical officer
or college

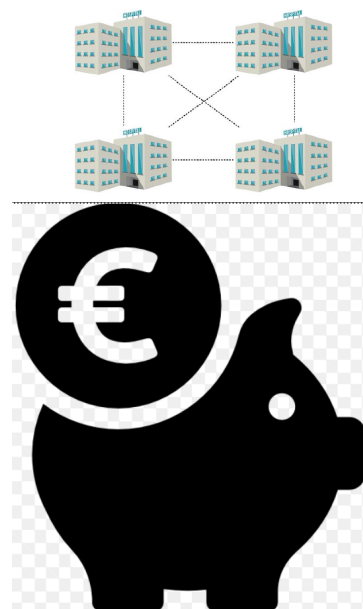


Recent legislation: governance structure – the medical network council



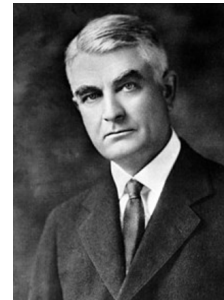
medical network council

Recent legislation: finance



"The best interest
of the patient is the only
interest to be considered ..

William J. Mayo, M.D. (1861-1939)



ABOUT INTEGRATED CARE: service-user perspective



“I can plan my care with people who work together to understand me and my carer(s), allow me control, and bring together services to achieve the outcomes important to me.”

Source: National Voices (2013). A narrative for person-centred coordinated care In: London: NHS England. Available at:

<http://www.nationalvoices.org.uk/sites/default/files/public/publications/narrative-for-person-centred-coordinated-care.pdf>, accessed 23 July 2019



ABOUT INTEGRATED CARE: W.H.O.

Integrated care – coordinated care – seamless care –
integrated health services delivery – person centred
coordinated care – people-centred health systems – ..

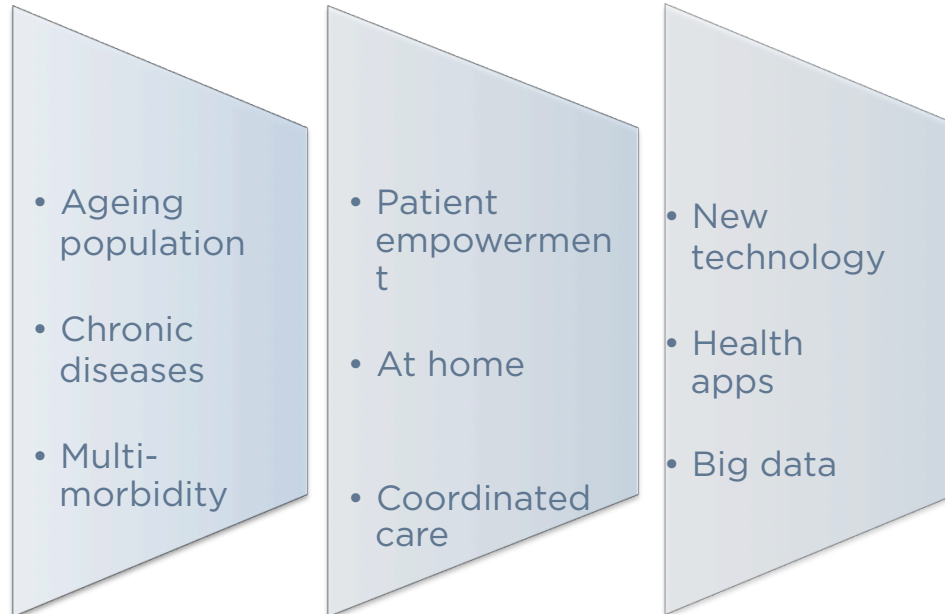


transforming health services to meet the health
challenges of the 21st century

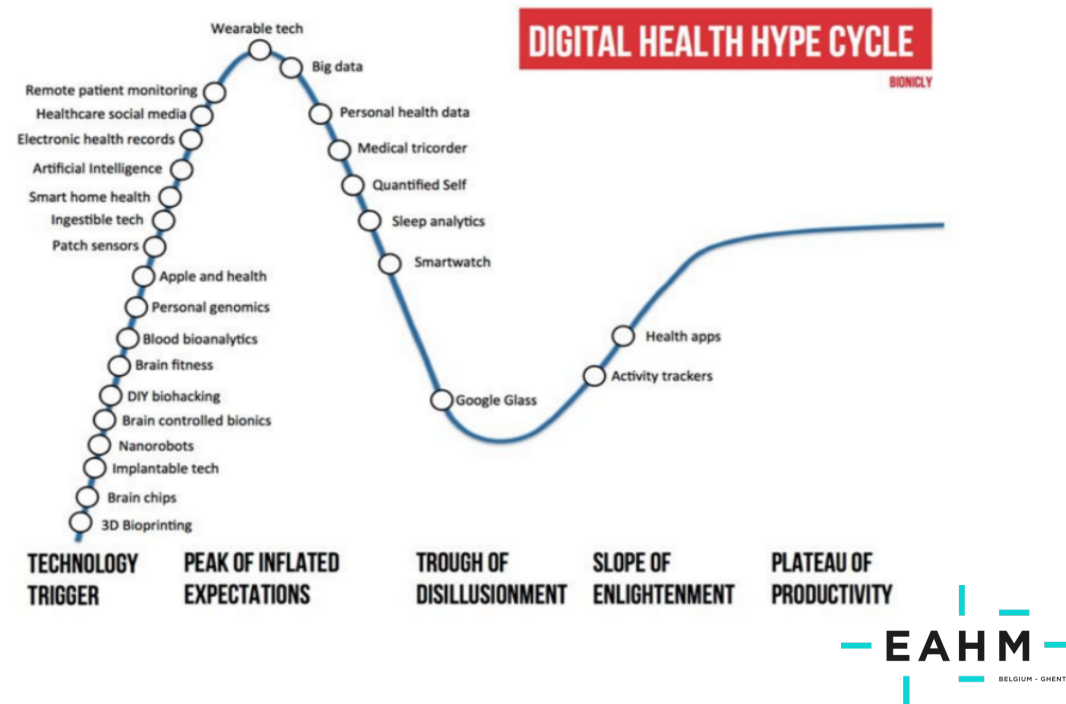


Source: WHO (2012) : 'HEALTH 2020'

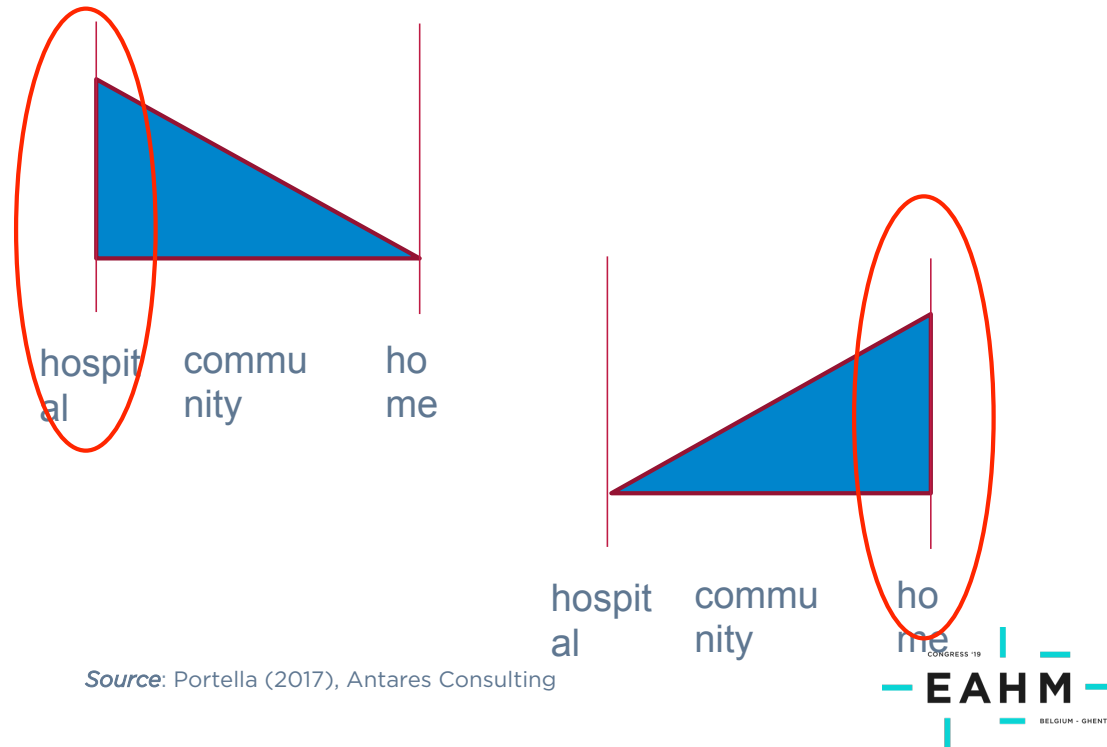
HEALTH CARE CHALLENGED



Challenges: hype cycle for emerging technologies - Gartner hype 2019



HEALTHCARE TRANSFORMATION



SOME FINAL REMARKS

- Quality of care
- Sharing patient data
 - Patient = owner of his health record
- Financial reforms
 - Bundled payment
 - From fee-for-service financing to value based financing

Thank you

