

4th workshop UEHP - Relyens

The Human Value In Hospital Risk Management

9TH MARCH 2023

> HIGHLIGHTS



Meeting the challenges in European healthcare

Following Covid-19 and facing the increased needs of an ageing population, Europe is suffering **from shortages of healthcare workers and unprecedented economic and social challenges**. This has a direct impact on the quality and safety of care and **requires healthcare providers to improve performance, through better use of resources and technologies whilst, at the same time, motivating and retaining staff**.

The seminar participants, representing a wide array of professionals – medical practitioners, managers of private hospitals, experts, consultants – presented an overview of the current situation in European healthcare and shared concrete practices to improve current and future development.

Moderated by **Paolo SILVANO**, Senior Advisor at Elsan, the introductions were presented by Dr **Paul GARASSUS**, President of UEHP and **Erwan TRIVIDIC**, Head of institutional Relationships at Relyens.



Paolo SILVANO

“The Covid crisis has been an important turning point for the Healthcare industry worldwide, a huge challenge that has been hard to face but especially one that has produced lasting changes in the mindset of healthcare professionals and administrators as well.

All managers in the Healthcare sector, from first level ward managers to CEOs of large groups, are acutely aware today of the imperative need to «take care of those who take care» of patients. This has generated a renewed attention to our colleagues and whole new ways to recruit, retain, motivate and train our workforce. This seminar will be a wonderful opportunity to share thoughts, ideas and experiences on these critical issues”.

Dr GARASSUS

President of UEHP: “We need to meet the expectations of “GenZ” to attract them to healthcare, by sharing practices and proposing new solutions for quality care for patients. Key issues include procurement, inflation and attractiveness and an offer of empowerment and quality of life. Thus, we need to adapt strategies to the economic context, by focusing on **efficiency based on collaborative processes and good practices in different countries**.”

Current challenges and future solutions

Erwan TRIVIDIC

“All European countries are facing a significant shortage of healthcare workers. The situation is expected to worsen in the coming years, due to an ageing population, increasing demand for health services and the insufficient number of health professionals entering the labour market.

This issue has a **direct impact on the performance of our health systems and hospitals**, and therefore on the quality and safety of care. However, it is **also an opportunity to rethink the attractiveness of health careers, our organisations and working conditions**.

Relyens, as a leading European mutual insurance and risk management group serving the health sector and local authorities, is particularly aware of this. **Our aim is to ensure the continuity of our clients’ activities and the safety of patients**, in close cooperation with healthcare systems stakeholder, leading us to share best practices across Europe as a key part of our **mission**”.



PART 1

A European perspective

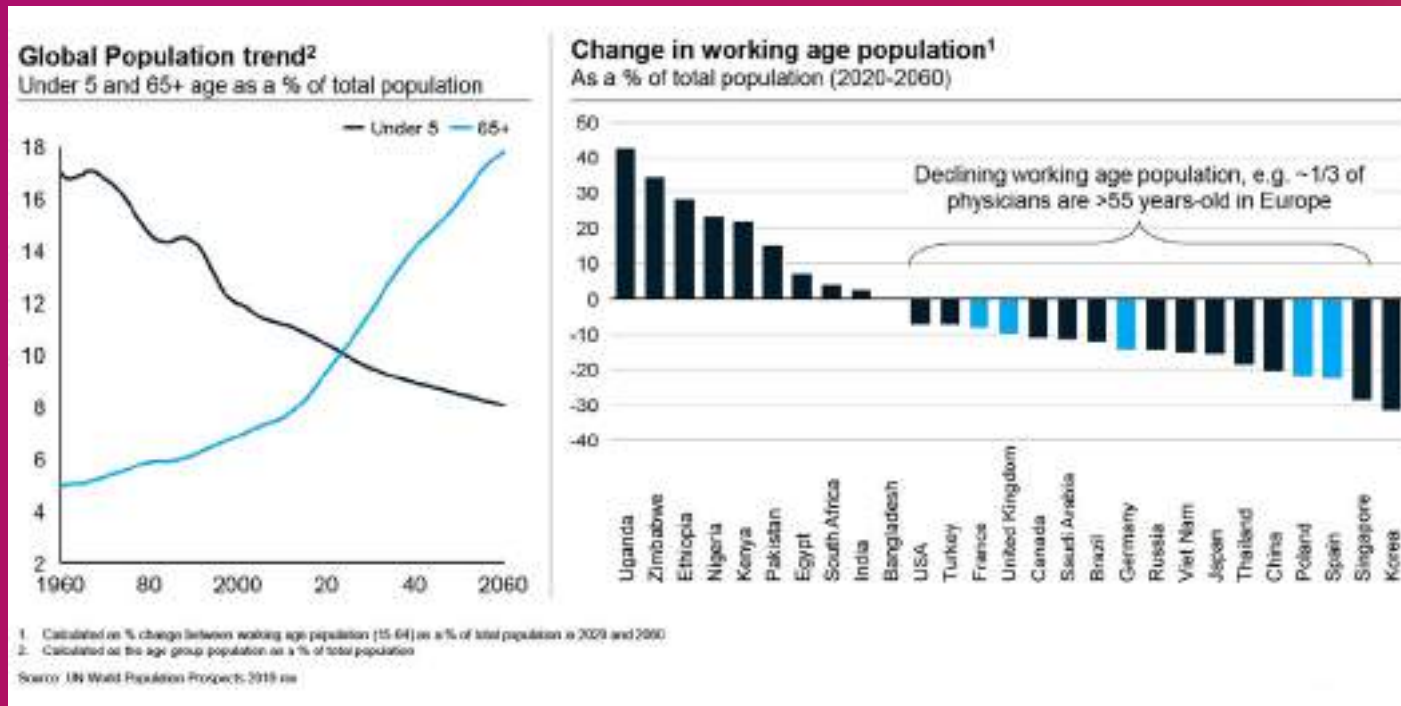
Dealing with the 'perfect storm' of rising medical needs

Thomas LONDON

McKinsey Partners: "Workforce challenges and opportunities. "Beginning with a review of the rising needs of healthcare institutions and staff, he examined **factors such as increased life expectancy and the need for integrating a wider range of health professionals and support staff**. He focused on the **"perfect storm" between ageing patient demographics, aggravated by decreased interest in healthcare professions among younger members of the workforce and their prioritisation on quality of life and leisure, as opposed to work**. He opposed the negative trends with the "good news" of untapped **opportunities**, including **optimisation of clinical time through new delivery and workforce models** such as multiple-patient operating theatres, digitalisation, automation and analytics, which would stem the tide of RNs leaving the profession".



Global ageing affecting not only healthcare needs but also working age population in most developed economies



Meeting interns' and students' new expectations

Agnès GUICHARD



Relyens: "Medical interns & students are concerned about their **personal life/professional balance, working conditions and good team dynamics, as well as relations with patients**.

They are engaged but want more free time.

Training courses must be renewed and support must be provided for non-medical issues which are, in the end, extremely important for the safe care of patients."

Christian GATTERER

Medical Doctor Young Forum Gastein: "It's not very attractive to be a **family doctor these days**, for several reasons: **low salaries, superficial levels of intervention in many cases and the rapid evolution of medical technology and clinics** due to the huge amounts of work needed to serve an ageing population. This is true almost everywhere in the EU, with overcrowding in waiting rooms and lack of time for each patient. There are often long shifts (up to 24 hours), which have an impact on incidents. We must have mandatory rest times and critical decisions about what we do when. It's not really ideal to operate at 3am, unless absolutely necessary. We have a lack of resources, including less beds in nursing homes in Austria because of staff shortages. We **need more digital applications and higher levels of skills for nurses to do more with patients**, in particular through E-health. Also, **more inter-generational sharing is necessary** and the legal and confidential challenges of digitalization must be understood."



A Tour de France to recruit health workers

Pénélope DE FOUQUIÈRES

Elsan: “We launched **Clap Clap Tour**, a project for recruiting and retaining personnel 18 months after the start of the pandemic. The company was lacking 7-8% of nursing staff and the project was designed within three weeks. Existing personnel were ambassadors, both live and online, in a **30-day road trip visiting 25 health facilities in a month**. Results: over 800,000 people on social networks, 27 articles in the press, 561 people interviewed, 400 candidates for healthcare positions and three media awards.”



A virtuous circle for employee wellbeing and safe care

Kirsten TURNER

Asklepios Kliniken: “As Germany’s second largest healthcare provider, we specialise in **innovative future-oriented accessible quality healthcare**, focusing on **safety** (for both patients and staff) and **social responsibility**. The key to recruit staff is to offer **training and healthy working conditions**, which translates into patient safety. The recruitment is very diverse, using **online platforms and social network communications** and “**Hamburg Head-hunter**”, an app to recommend colleagues in the company’s main city base. We recruit experienced staff abroad in the Philippines, Vietnam, Mexico, India and Tunisia, working with “fair recruiters” to avoid corruption and run 3 onboarding centres and provide an integration mentor during training and induction. AK offers **employees a comprehensive patient safety programme, a medical school for doctors and online continuing education**. The ultimate goal is to **motivate employees to remain healthy** which translates into more stable staff, reduced absenteeism, less work accidents and more motivation and efficiency. The AK safety circle enables achievement of better health for all.”



Digital tools to improve recruitment, treatment and humanise relations

Rafael ALCOCER

Quirón Salud: “Our Onboarding Programme is geared to counter the shortage of healthcare workers and a high rate of retirement among physicians. We need to deal with longer hours, less time per patient and burnout. The challenge is to implement new efficient models with existing resources that are more beneficial for staff and patients. **Digital transformation is necessary, but it is important to humanise the patient experience.**

Overall, everyone benefits: **physicians save time**, giving them better flexibility and work/life balance, greater income and it enables them to focus on complex problems and surgery; for patients, there are **shorter waiting periods, more contact with nurses and pharmacies and faster critical treatments**. The next stage is to use more advanced technological solutions, particularly with better image processing, leading to better initial consultancies.

The benefits also include **greater responsiveness and the ability to focus on serious cases**. Tools exist for many applications but there is a need for better clinical scenarios, such as prevention among high-risk populations.”





Improving the practitioner-patient experience through innovation

Francisca LEITE



Luz Saúde, Portugal: “The Luz Innovation programme is about going ‘phygital’ (physical and digital), addressing the complexity of medicine, with intertwined conditions, complex diagnosis and treatment and interconnecting workflow between practitioners and patients. The goal is to redefine our mission and corporate culture, based on patient-focused and improved conditions for the workforce, leveraging safety and openness to explore the right solutions. This involves **training, research, innovation and support from dedicated centres simulating medical treatment, encouraging more teamwork, technology awareness, critical thinking, integration in practices and change acceptance**. This enables a connection between generations by implementing training paths for all medical workers and disciplines, emphasising communication, management and the human factor as well as **implementing experiential learning with patients and train-the-trainer programmes**. The goal is to create value for patient, quality and efficiency, by integrating critical research, practice and operations.”



Focusing on humanisation and relationships to improve care

Mirella ANGARAMO

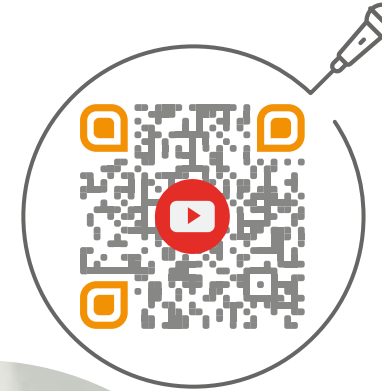
Alessandra D'ALFONSO



ASL Piemonte: “Empowerment in Healthcare means focusing on **humanisation of healthcare, people-focused to maintain quality**, which is integrated in the legislation, with KPIs. Concretely, since 2011, there is a **continuous improvement programme based on a people-centred agenda**. Areas include user-centred care, accessibility and comfort, transparent information and relationship building. All regions in Italy are participating in this empowerment model, with exchange between professionals and the public. Main problems that have been identified include accessibility to services, transparency, and communication. **Access to media, online information and training are priorities**, with a special focus on the elderly. The programme has established a network to design methods for improving care. **Humanisation is now at the centre of management, with a patient court**, and measurable progress having been made, with human relationships being a true source of progress.”



Dr Georges ROMERO

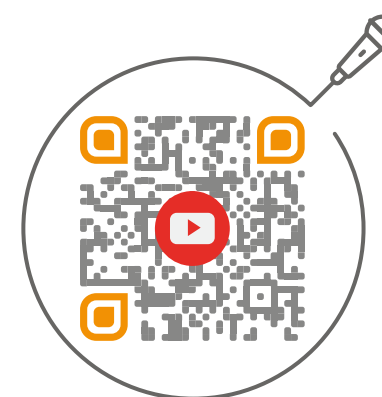


Improving the Human Factor to avoid errors

Relyens: “The Human Factor in Hospital Risk Management is strongly linked to Human Value. The Human Factor can be defined as the human contribution in an event, including behaviour, abilities, and individual characteristics, including soft skills, fatigue, etc. as well as the relationship with systems, including efficiency, productivity, creativity and potential errors. Errors occur when people are ‘doing wrong while thinking they are doing right’. The idea is to **get closer to the event and understand the accident before, during and after its occurrence**. Lowering errors is based on technology and training and many soft skills, including communication and politeness. It is also essential to avoid the “tunnel effect”, a cognitive bias, when one focuses too much on details. Countermeasures include **applying human factor principles** in the work environment, with tools such as **visual reminders, standardised processes and checklists**. There is also a need to include mandatory initial education on the human factor.”

A Pact for skills to fight discrimination and build partnerships

George VALIOTIS



The BeWell Project: “Good practices and our **Pact for Skills programme** include reducing inequality, understanding the workforce and good workforce hygiene. The latter is for staff to feel well, the other two are linked to needs, attractiveness and retention. This leads to engagement on decision-making and empowerment. A humanistic approach and recognition of ‘above-and-beyond’ effort are also essential, as are development opportunities, such as upskilling and reskilling more actively. The main goals of BeWell for every ecosystem in many industries in Europe, is **to focus on skills, technology, greening and emerging needs to meet shrinking and ageing workforces**. Many new qualifications are also being examined. Private and public partners are being encouraged to cooperate. With regard to retention of healthcare personnel, skills and education leading to job satisfaction, it is essential to reduce workloads and promote mental wellbeing by improving coordination among all stakeholders.”

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Relyens is the leading European mutual group specialising in insurance and risk management services for healthcare professionals and local authorities. As a mission-driven company, we aim to safeguard their operations and ensure that their high-quality services are delivered to patients and citizens. In France, Spain, Italy and Germany, our group implements a unique end-to-end risk management approach which allows us to co-construct the most appropriate solutions for each client's needs.



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The European Union of Private Hospitals (UEHP) is the European association representing and defending the interests of private hospitals in Europe. Based in Brussels, at the heart of the EU, UEHP represents about 5000 clinics in 15 European countries.



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ASSURANCE ET MANAGEMENT DES RISQUES