



AZIENDA
OSPEDALIERO
UNIVERSITARIA



Santa Maria
della Misericordia
di Udine

INTERNATIONAL FORUM ON
Quality and Safety
in Health Care

CEOs Leading Transformation

Carlo Favaretti

CEO, Hospital and University Trust

Udine (Italy)

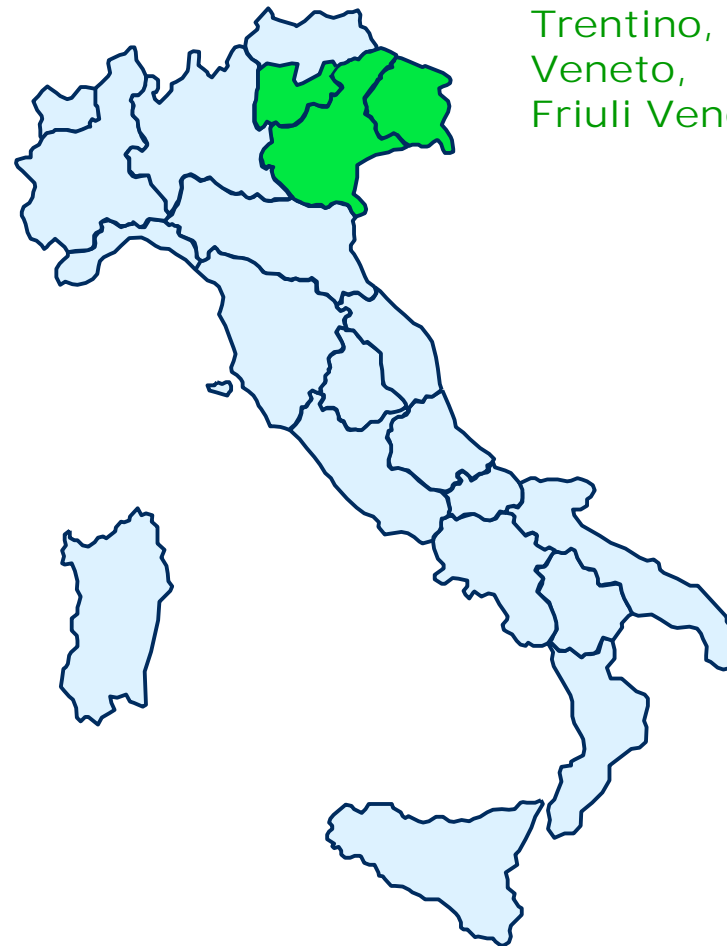


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Trentino,
Veneto,
Friuli Venezia Giulia

Italy



THE ITALIAN NATIONAL HEALTH SERVICE

- **1978 reform:** universal coverage granted as constitutional right; organized across 3 levels (national, regional, local)
- **1992 reform:** market mechanisms (purchaser/provider shift); local healthcare trusts and hospital trusts; regionalization
- **1999 reform:** market mechanisms softening ; regionalization strengthening (21 regional health services); evolving fiscal devolution; university hospitals integrated in hospital trusts
- **2001 Constitutional reform:** healthcare under responsibility of Regions and autonomous Provinces



GOVERNANCE CHANGES IN THE ITALIAN NHS

- **1978 reform:** no CEO; management by consensus through political boards elected by Municipalities
- **1992 reform:** CEO appointed by Regional Governments; directive management
- **1999 reform:** CEO appointed by Regional Governments; CEO accountable to Region, Municipalities and other stakeholders including patients and professionals



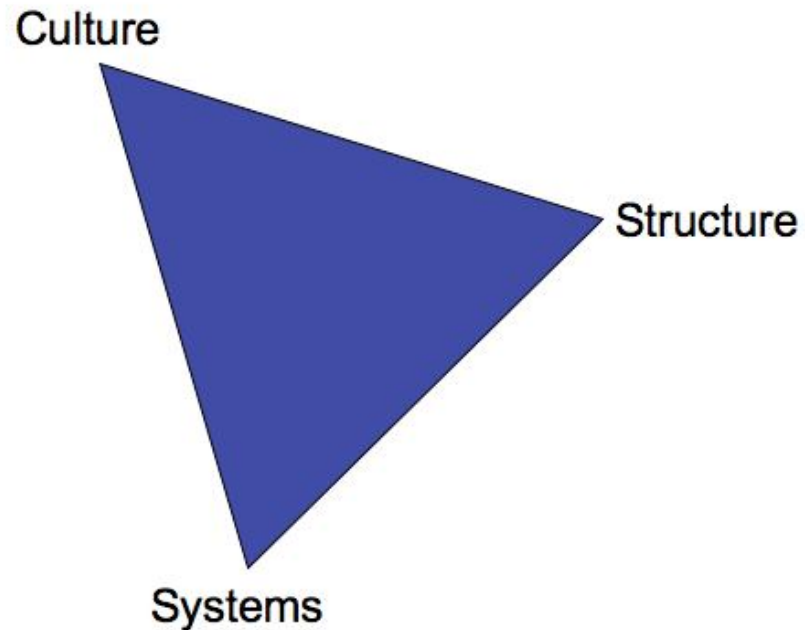
PERSONAL TRANSFORMATIONS

- **Working on multiple scenarios**
- **Balancing interests**
- **Strategic influencing capacity**
- **Try and learn approach**
- **Increasing people accountability**
- **Promoting best practices**
- **Building distinctive capacities**
- **Working with emotional intelligence**
- **Ethical values awareness**



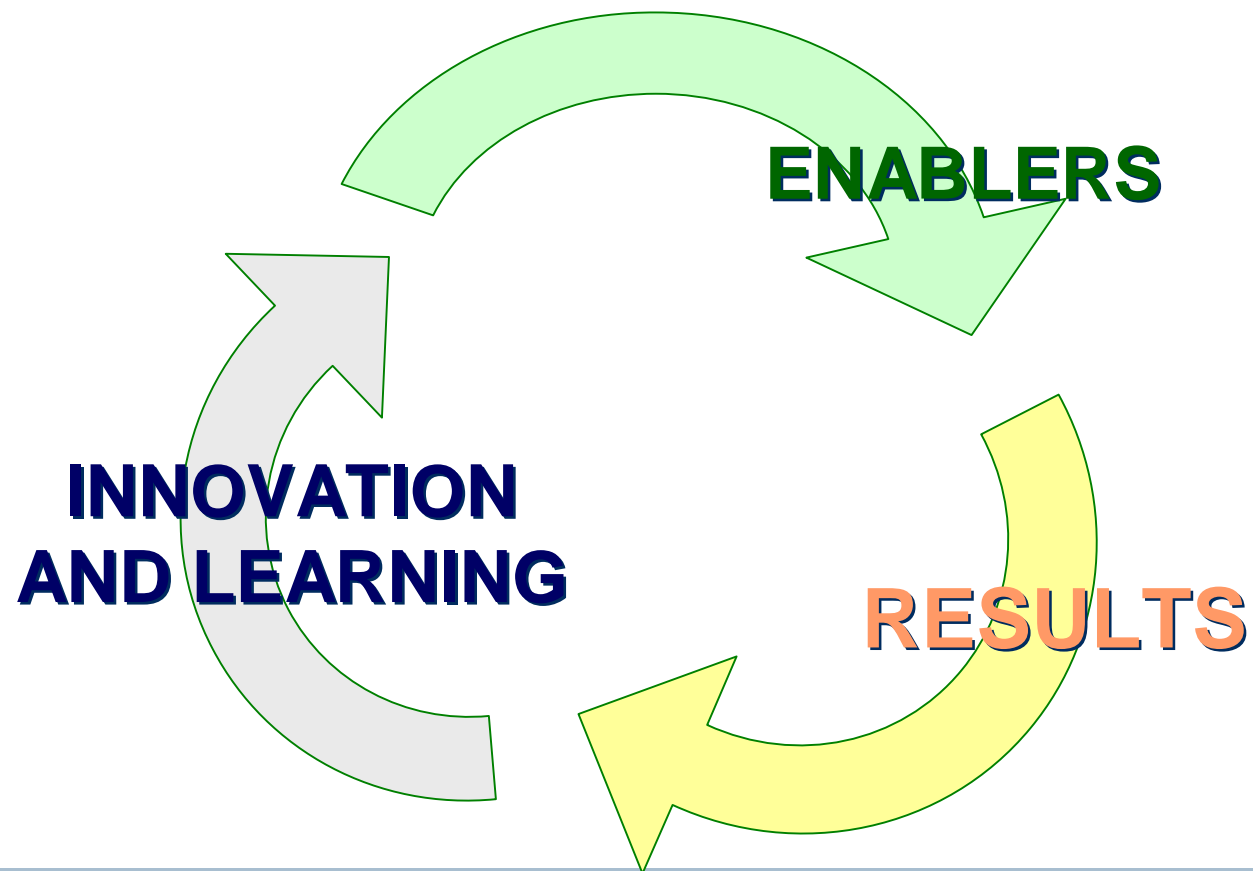
MODEL OF ORGANIZATION

(after: Muir Gray, The healthcare culture club)



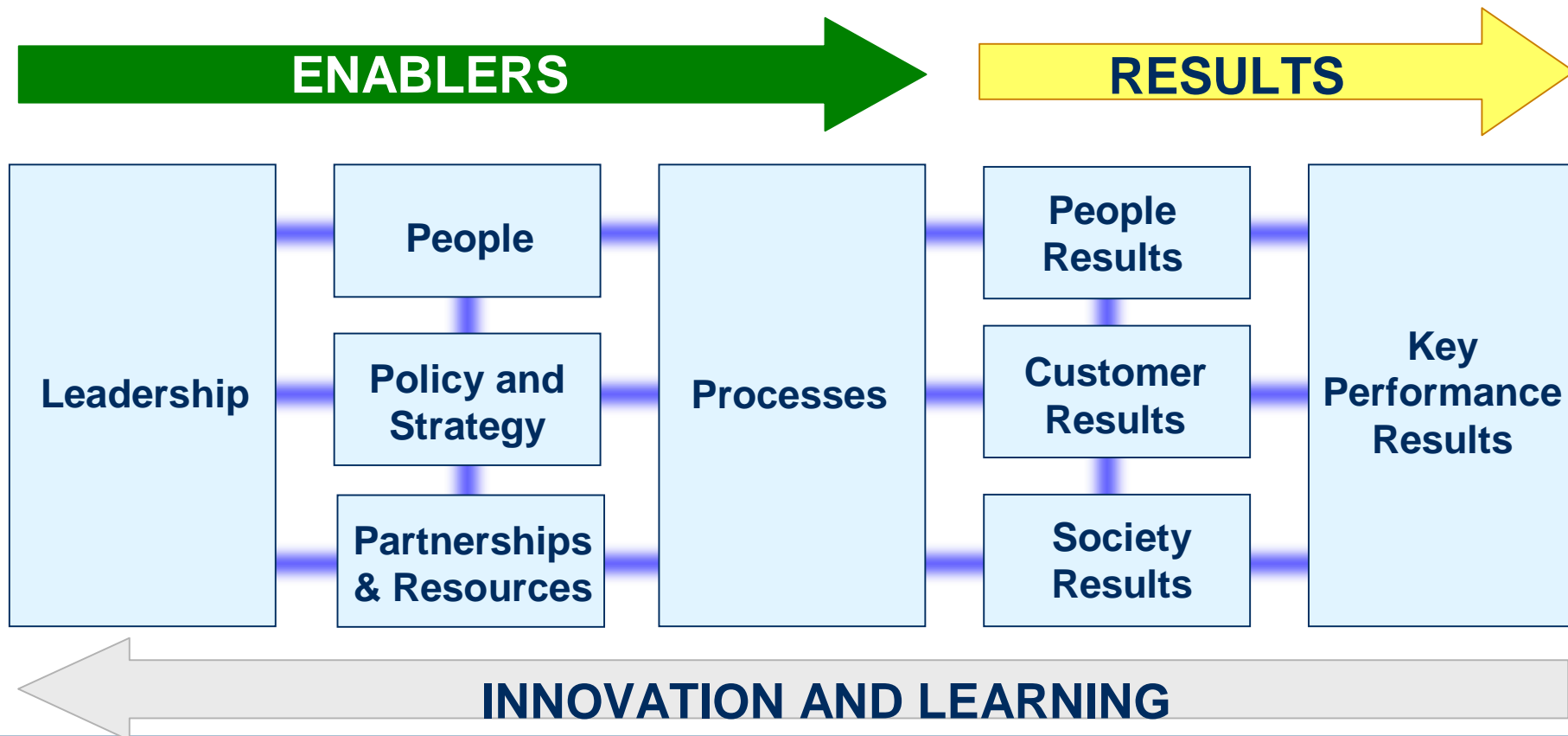


The EFQM Excellence Model Innovation and learning



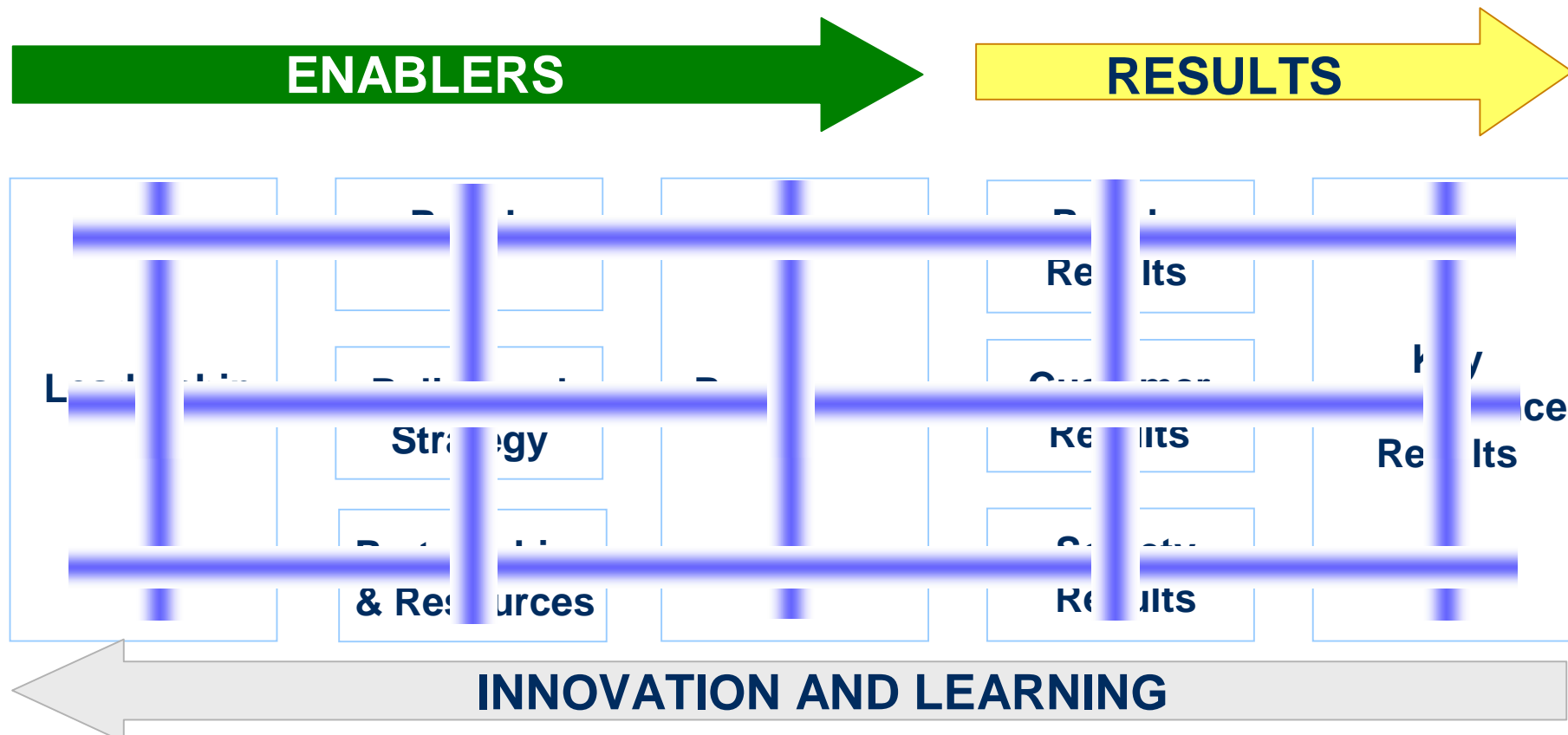
The EFQM Excellence Model

Each element is important ...



The EFQM Excellence Model

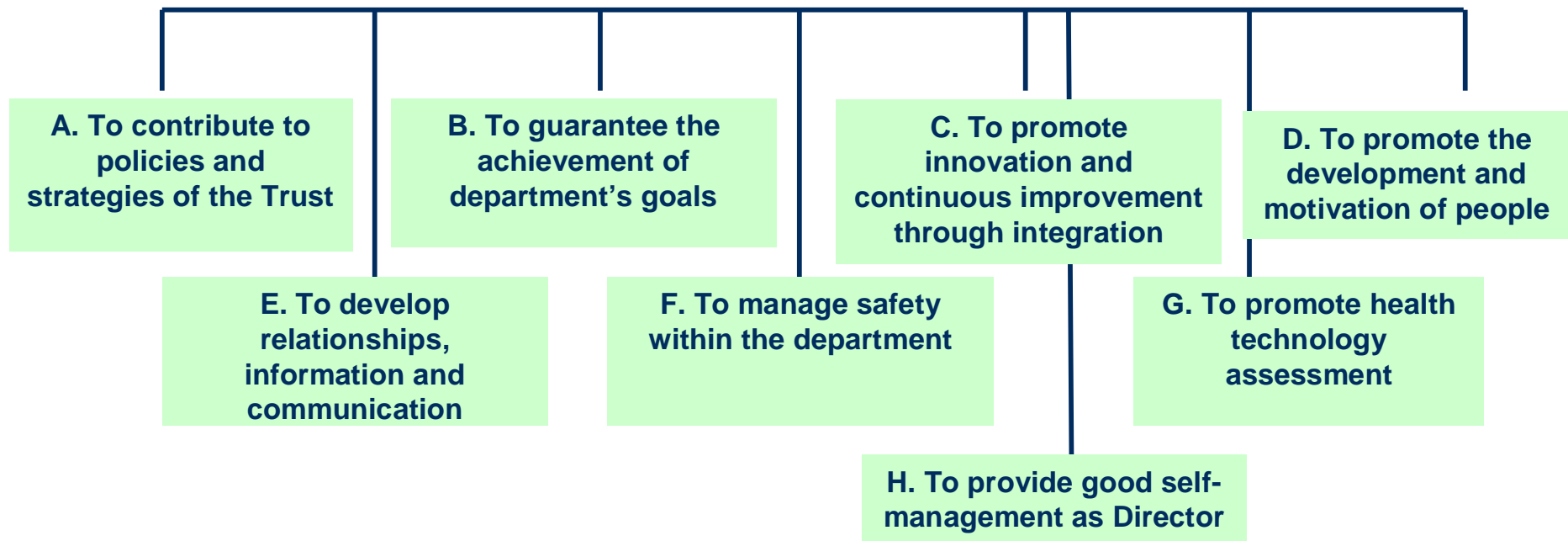
... but the underlying network is also crucial ... !





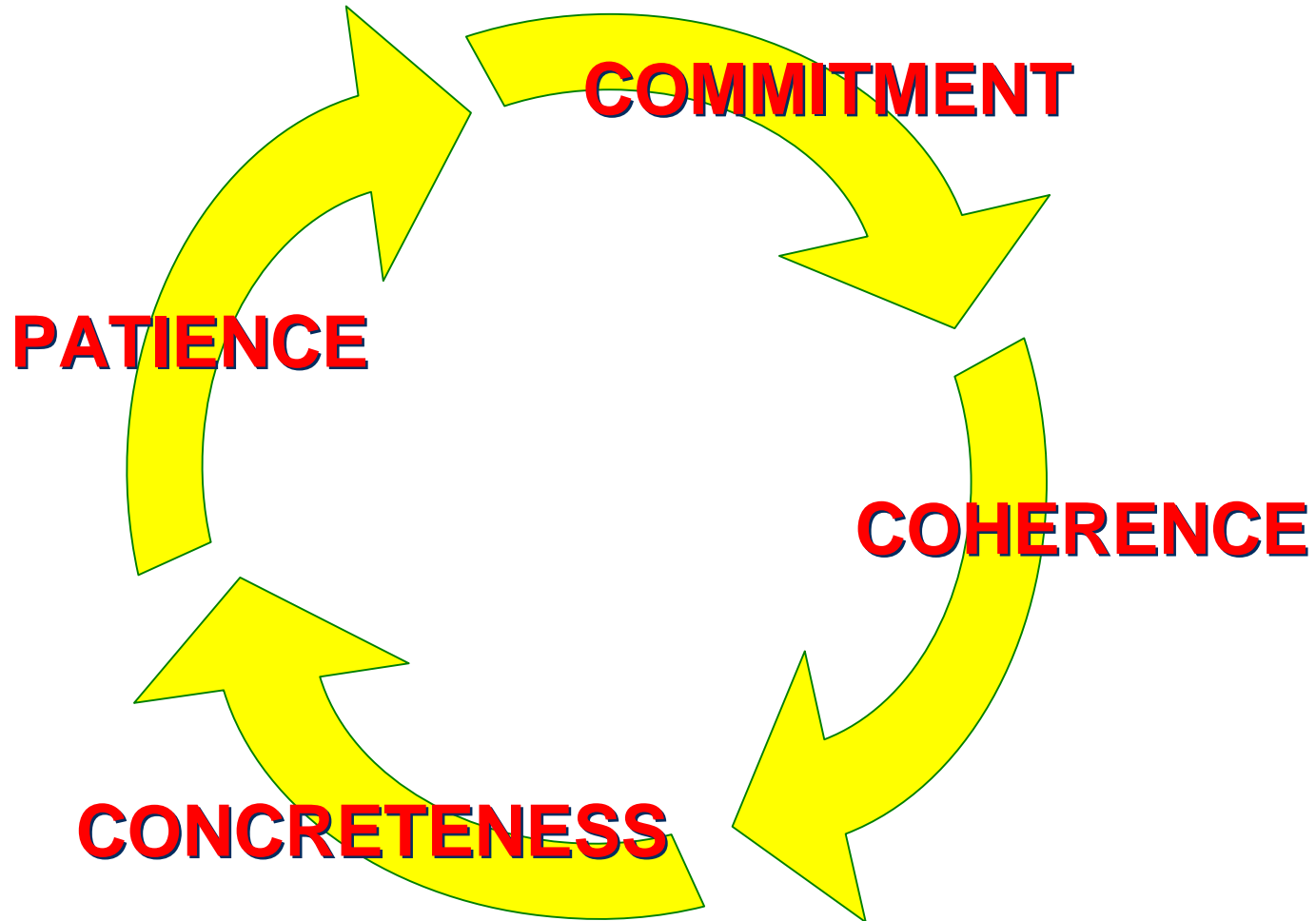
Job Profile: Director of Clinical Department

To contribute to the strategy of the Hospital and University Trust, leading other consultants and people in understanding, sharing and achieving goals in healthcare, education and research, by organizing and managing resources in a rational, integrated, flexible way, consistent with the vision of the Trust and the economic constraints





LEARNING AND INNOVATION





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To improve is human



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