

15th International Conference on HPH  
Vienna, April 11-13, 2007

Transforming hospital organisation:  
integrating wider HP strategic and quality criteria  
into hospital management and governance

## **INTEGRATED GOVERNANCE AND HEALTH PROMOTION IN ITALY: THE TRENTINO EXPERIENCE**

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*CEO, Provincial Health Care Trust, Trento*



*Azienda Provinciale  
per i Servizi Sanitari*  
Provincia Autonoma di Trento



OSPEDALI  
PER LA PROMOZIONE  
DELLA SALUTE  
una rete dell'OMS



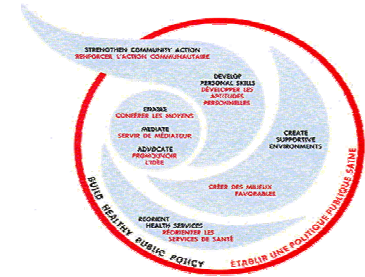
*Joint Commission*  
INTERNATIONAL  
Ospedale S. Chiara



# Overview

1. Introduction
2. Italian Health Promoting Hospitals Networks
3. Integrated governance and HPH in Trentino

# Overview



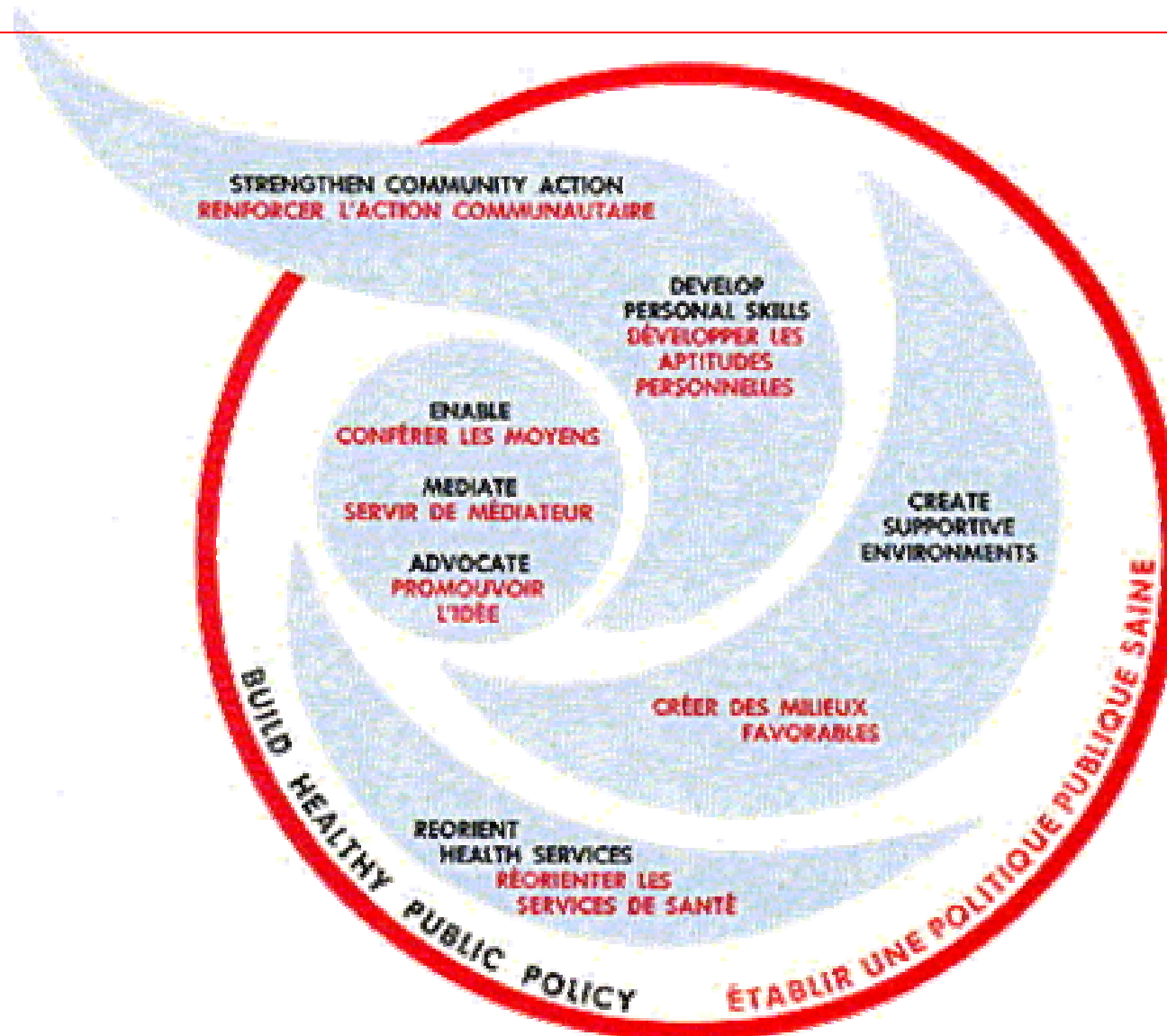
## 1. Introduction

## 2. Italian Health Promoting Hospitals Networks

## 3. Integrated governance and HPH in Trentino

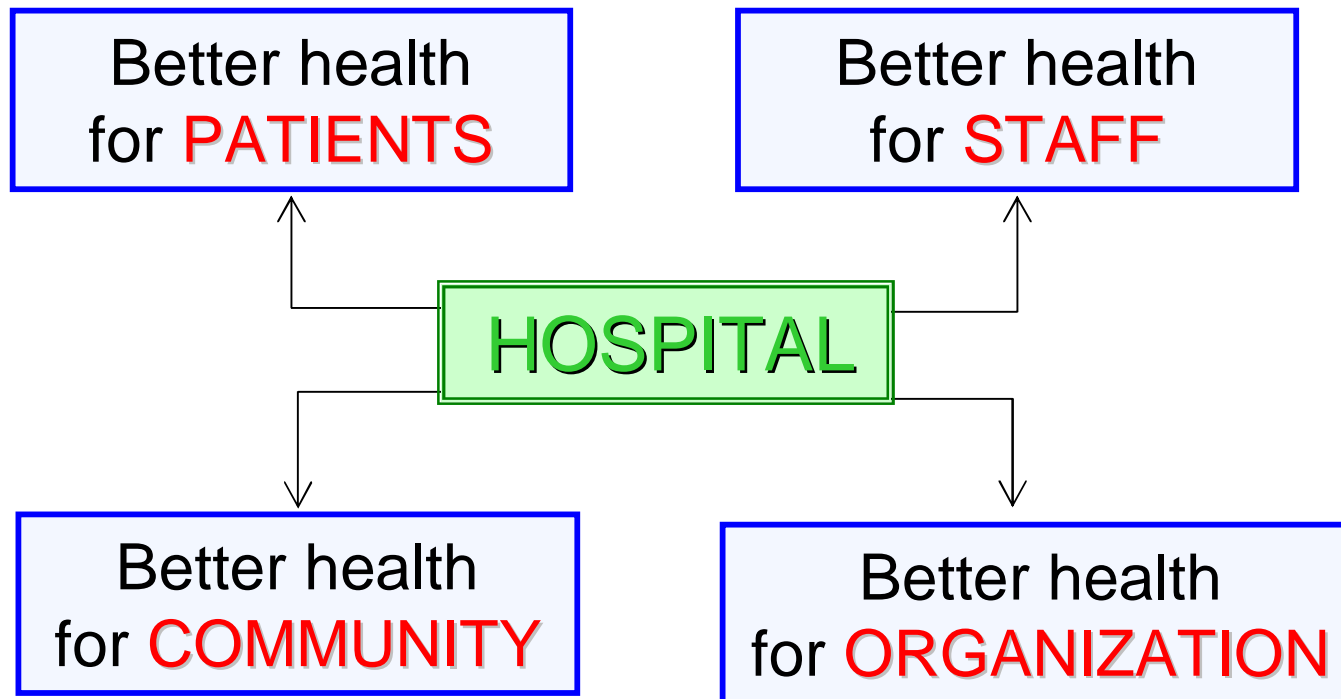
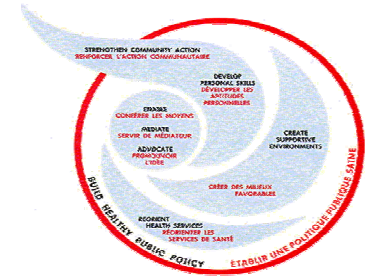
# OTTAWA CHARTER FOR HEALTH PROMOTION (WHO-1986)

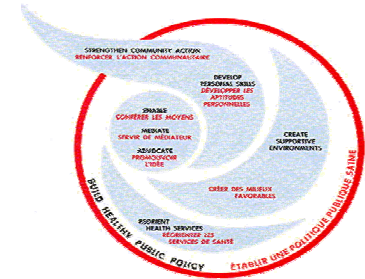
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# International program on Health Promoting Hospitals





CHANGING  
HOSPITALS  
IN HEALTH  
PROMOTING  
**SETTING**

DEVELOPING  
HEALTH PROMOTING  
HOSPITAL  
**PROJECTS**



# Overview

1. Introduction
2. **Italian Health Promoting Hospitals Networks**
3. Integrated governance and HPH in Trentino



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## 11 Italian HPH Regional Networks with about 160 hospitals

Campania  
Emilia Romagna  
Friuli Venezia Giulia  
Liguria  
Lombardia  
Piemonte

Toscana  
Trentino  
Veneto  
Valle d'Aosta  
Sicilia



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*Current situation...*



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*... future prospects: 21*



## WORK AREAS (1/2)

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### **Lifestyle improvements**

Intervention targeted at patients, staff and community on tobacco, alcohol abuse, nutrition, and physical activity

### **Continuity of care**

Integrated home care, hospital and community services integration, palliative care, nursing homes, care pathways, diagnosis and counselling for alcohol-related problems, and mental health

### **Patient education**

Cardiac disease, diabetes, renal disease, hypertension, articular diseases, oral anticoagulation therapy, specialist procedures, drugs assumption, and medical devices utilization



## WORK AREAS (2/2)

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### **Multidimensional and intercultural approach to health care**

Pain-free hospital, migrant-friendly hospital, health information in different languages, care pathways and education specifically designed to take into account different cultures and the different needs of children, adolescents, elderly people, etc.

### **Safety of patients and staff**

Risk assessment process involving all stakeholders, workers protection devices, technical committees and working groups on occupational risks, safety analysis, preventive and corrective measures, incident reporting and continuing education

### **Environment and amenities**

Information, informed consent, logistics, accommodation services, nutrition, hospital signs, and administrative simplification



# HPH ITALIAN NETWORK KEYNOTES

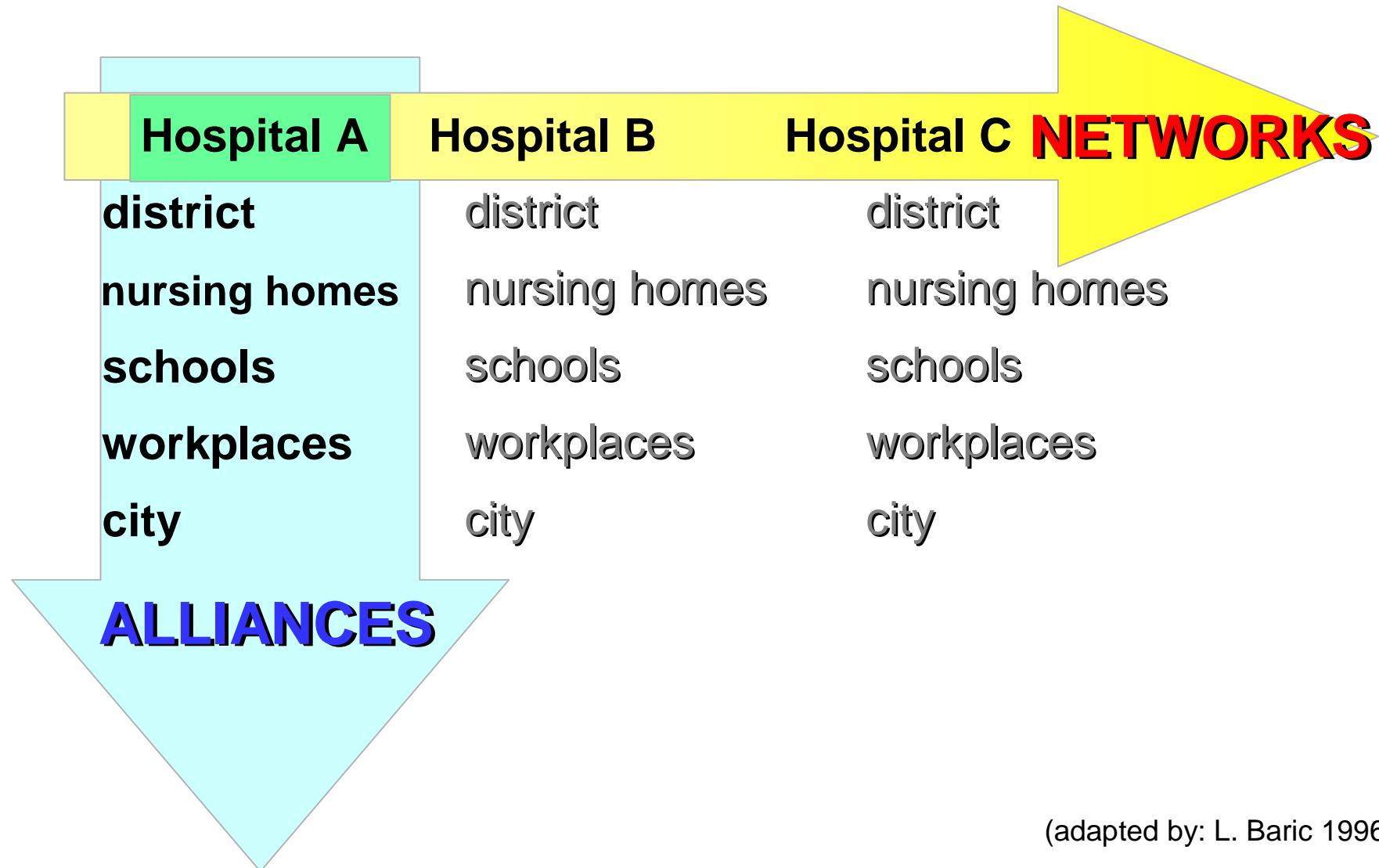
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- |            |  |
|------------|--|
| <u>1st</u> | Project management at different levels (hospitals, trusts or regions) closely connected with the National Health System, and linked to hospitals and community services to ensure continuity of care |
| <u>2nd</u> | Education and Training to ensure effective empowerment of staff and organizations  |
| <u>3rd</u> | Integration of health promotion into quality management systems (accreditation, governance and quality improvement plans)  |





# NETWORKS AND ALLIANCES IN THE COMMUNITY





## NEXT STEPS

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- Favouring the development of networks in all the Italian regions
- Enabling networks to operate effectively across the traditional clinical, educational, behavioural and organizational boundaries ensuring health promotion standards are met
- Sustaining the integration of health promotion standards, sub-standards and indicators in care delivery changes and in institutional accreditation system

ITALIAN HPH NETWORK

[www.retehphitalia.it](http://www.retehphitalia.it)



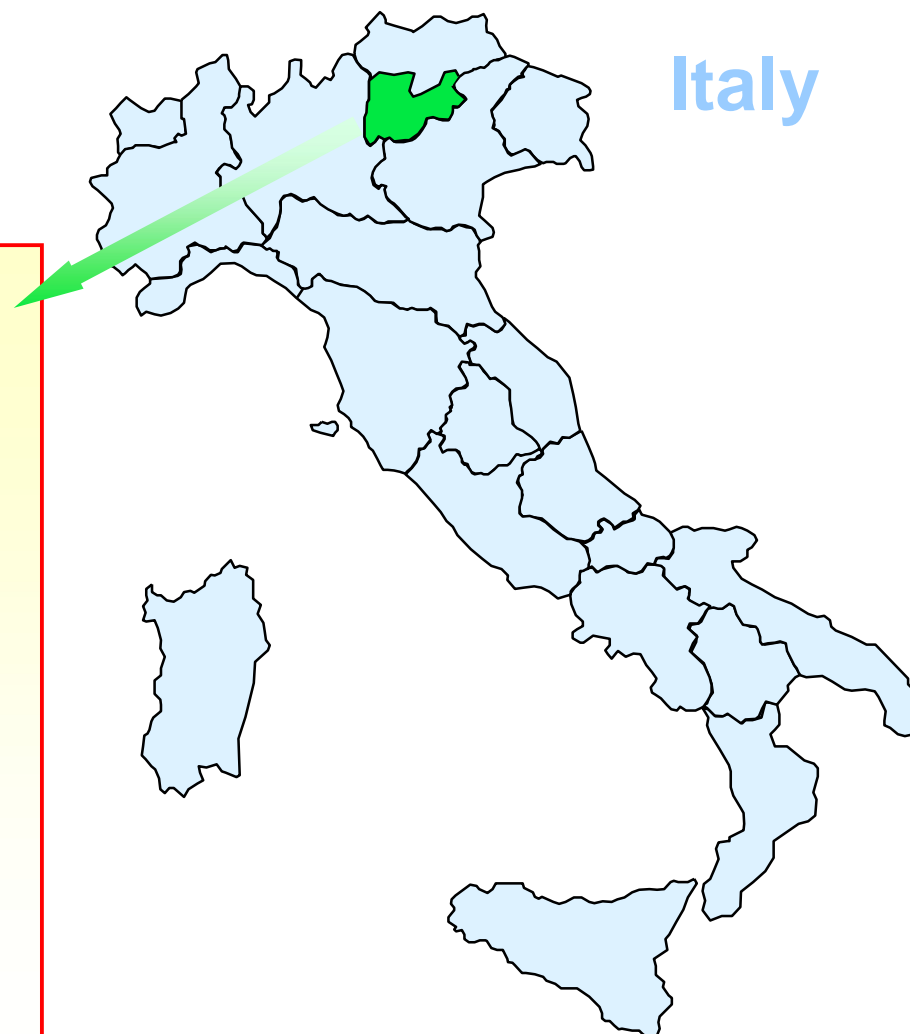
# Overview

1. Introduction
2. Italian Health Promoting Hospitals Networks
3. Integrated governance and HPH in Trentino:
  - Health Trust figures
  - EFQM Enablers
  - EFQM Results



# THE AUTONOMOUS PROVINCE OF TRENTO

Birth rate	10.2 x 1,000
Life expectancy	M = 77 yrs F = 84.6 yrs
Crude mortality rate	8.8 x 1,000
Infant mortality rate	2.5 x 1,000
Population > 65 yrs	19.0 %
Population > 80 yrs	5.5 %
Inhabitants	502,478





# AZIENDA PROVINCIALE PER I SERVIZI SANITARI

## Health Trust Mission

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- Health promotion
- Preventive medicine
- Primary health care
- Hospital care
- Rehabilitation and long term care
- Mental health

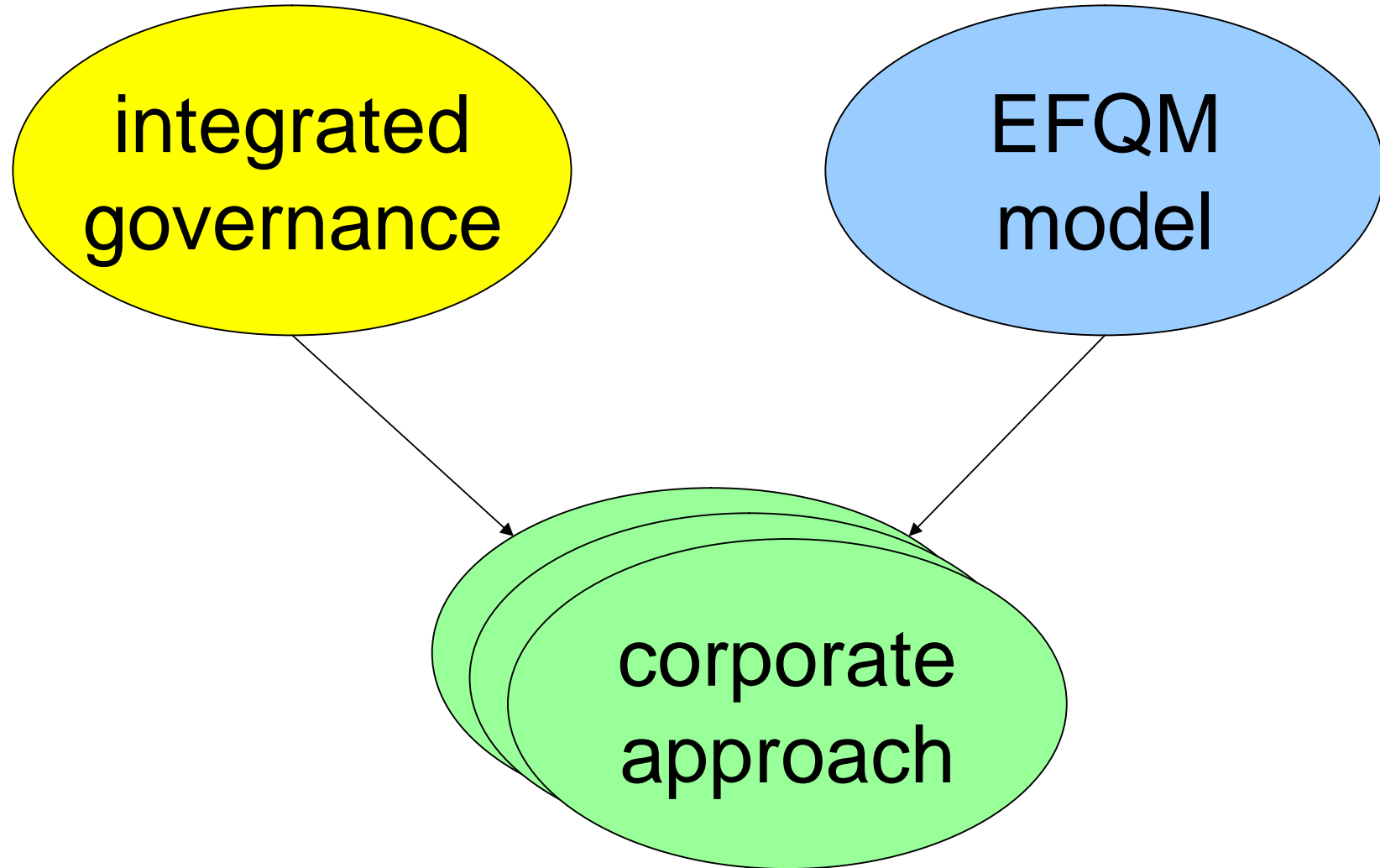


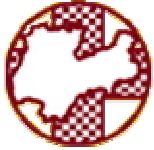
# AZIENDA PROVINCIALE PER I SERVIZI SANITARI

## Health Care Trust Figures

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- **502,478 inhabitants**
- 7,400 employees (of which about 4,000 healthcare professionals)
- 500 self-employed professionals of which 390 general practitioners, and 79 community paediatricians
- 2 hub hospitals, 11 health care districts (5 of which have hospital facilities, and outpatients facilities); 2,600 bookable medical tests, and clinical priorities lists
- Agreements with private hospitals, outpatients clinics, and nursing homes
- Total expenditure 2006: 928 million euros





# INTEGRATED GOVERNANCE

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## DEFINITION

Systems and processes by which trusts lead, direct and control their functions in order to achieve organizational objectives, safety and quality of services and in which they relate to patients, the wider community and partner organizations

*(Integrated Governance Handbook, Department of Health, 2006)*

## THE CHALLENGE

Bringing together various strands of governance  
(clinical, financial, human resources, patients and staff safety,  
information, technological, ecc.)

*(Integrated Governance Handbook, Department of Health, 2006)*





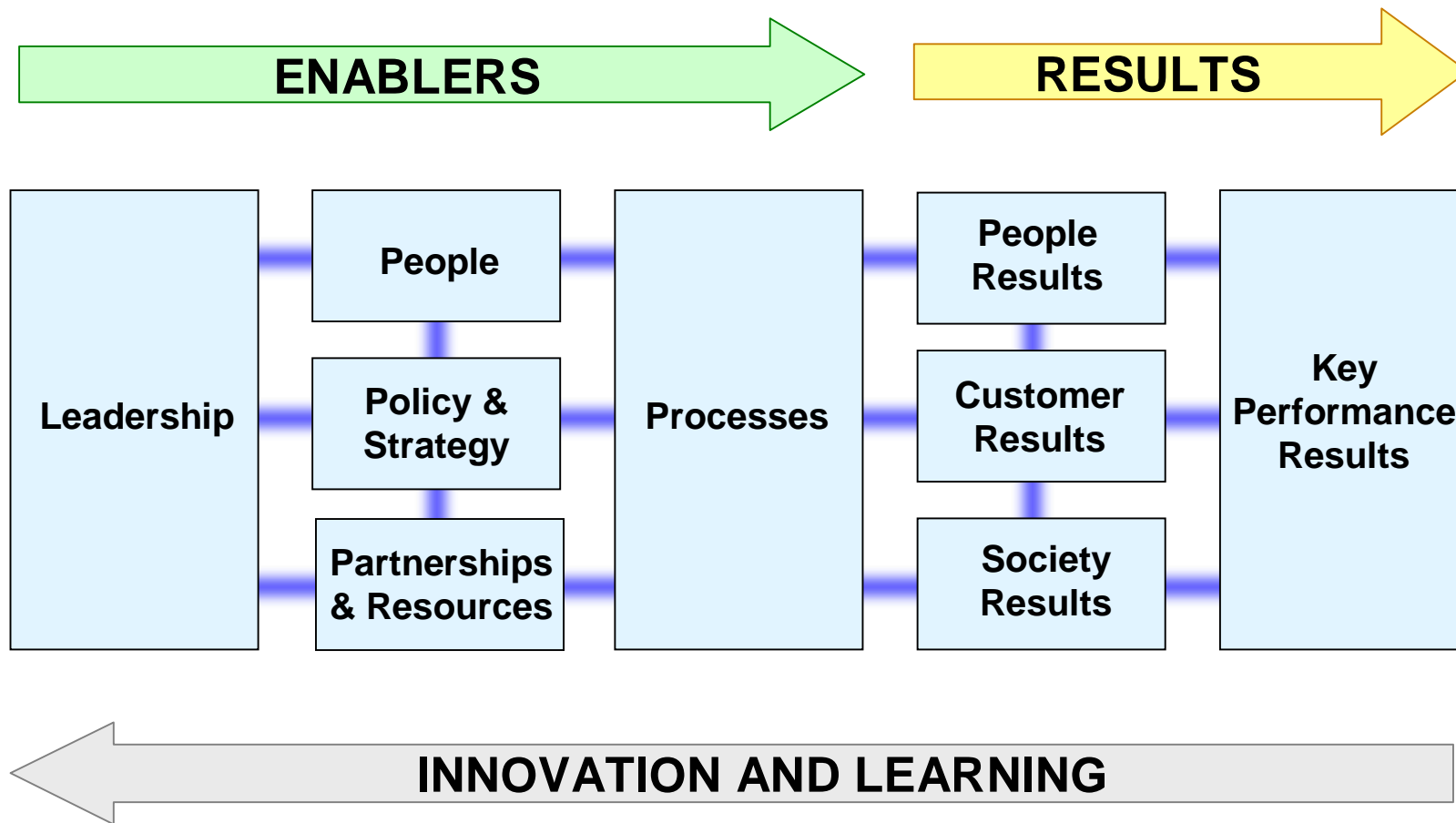
# INTEGRATED GOVERNANCE IS A KEY ISSUE FOR HEALTH PROMOTION IN HEALTH CARE SETTING

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- ✓ Facilitating implementation of all health promotion activities among professionals, departments and facilities in hospitals but also in community settings
- ✓ Ensuring integration of health promotion activities with other health care, technical and administrative activities
- ✓ Improving the balance of needs and expectations (i.e., national vs local, quality vs cost, right to privacy vs need to manage sensitive information, past vs future demands)
- ✓ Developing intersectoral action involving community stakeholders



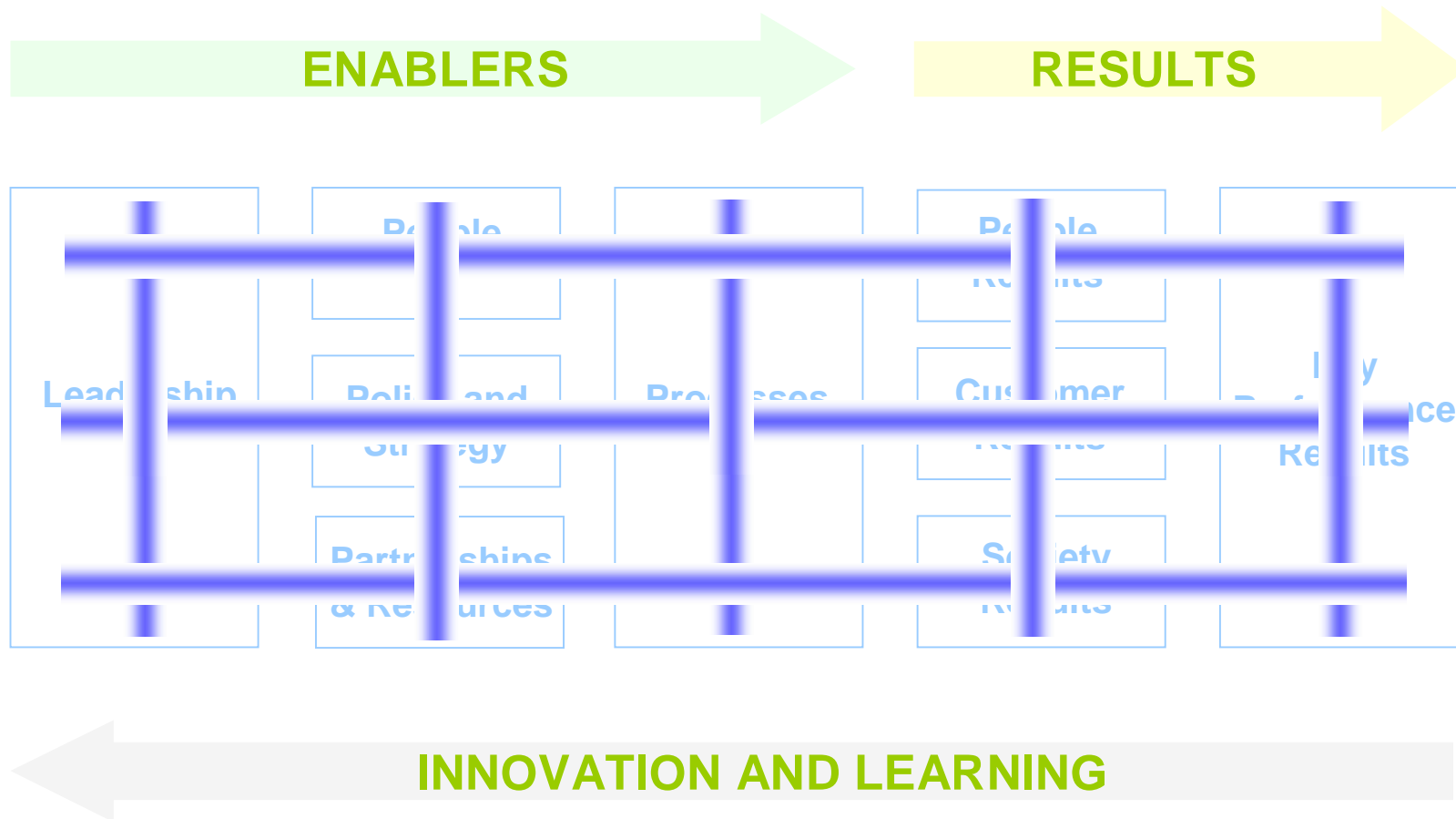
# THE EUROPEAN FOUNDATION QUALITY MODEL (EFQM) FOR EXCELLENCE

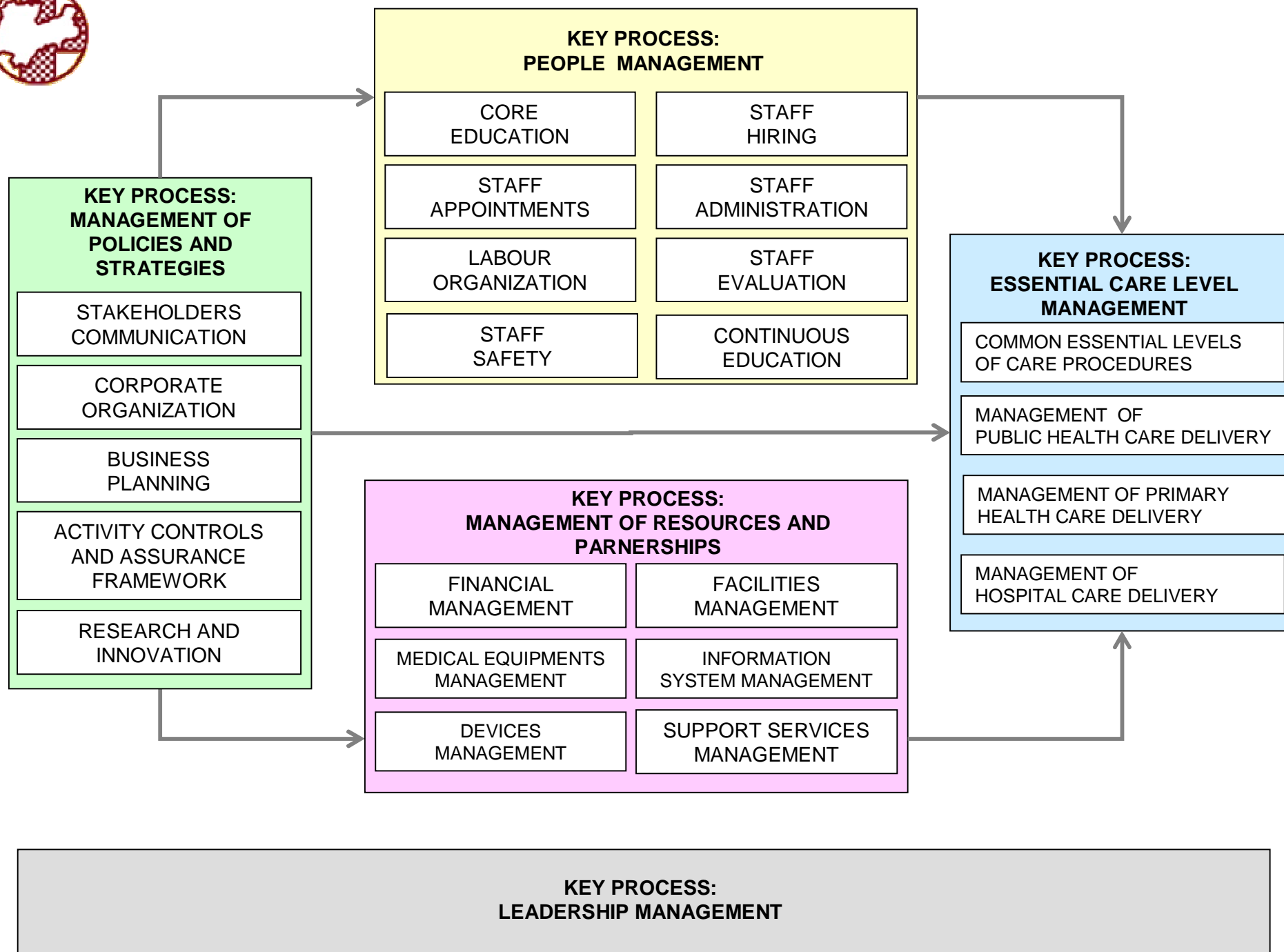




# THE EUROPEAN FOUNDATION QUALITY MODEL (EFQM) FOR EXCELLENCE

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COMMON ESSENTIAL LEVELS OF CARE PROCEDURES	
<i>Process goal</i>	Managing all clinical activities and projects to ensure all health care packages (public health, primary health care, and hospital care)
<i>Process activities</i>	<ul style="list-style-type: none"><li>– Patient safety</li><li>– Control of infections related to health care practices</li><li>– Pain management</li><li>– <b>Health promotion</b></li><li>– Clinical pathways</li></ul>
<i>Involved corporate facilities</i>	<ul style="list-style-type: none"><li>– Medical directorate</li><li>– Hospitals, districts and departments directorates</li><li>– Patient safety committee</li><li>– Committee on health care practices related infections</li><li>– Pain-relief working group</li><li>– Health Promoting Hospitals scientific committee</li><li>– Special issues working groups</li></ul>



## COMPREHENSIVE HEALTH PROMOTION MANAGEMENT

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- Ensuring integration of HPH basic values and vision into hospital business culture
- Integrating projects and activities within hospital core processes and quality improvement initiatives
- Sustaining health promotion strategies and goals to balance stakeholders needs and expectations
- Putting into practice key health promotion issues indicated by the Government and recommended by Joint Commission International



# TRUST STRATEGIC DEVELOPMENT PLAN

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## 1.1 GIVEN CONTEXT

- Health Trust mission
- Balancing stakeholders' expectations
- Sustainability
- Complexity

## 1.2 CHOSEN CONTEXT

- Health Trust vision
- Principles and values
- Main strategic orientations
  - **health promotion**
  - continuous quality improvement
  - corporate management
- EFQM



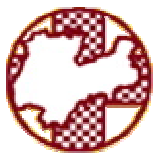
# BUDGET

## Hospital departments

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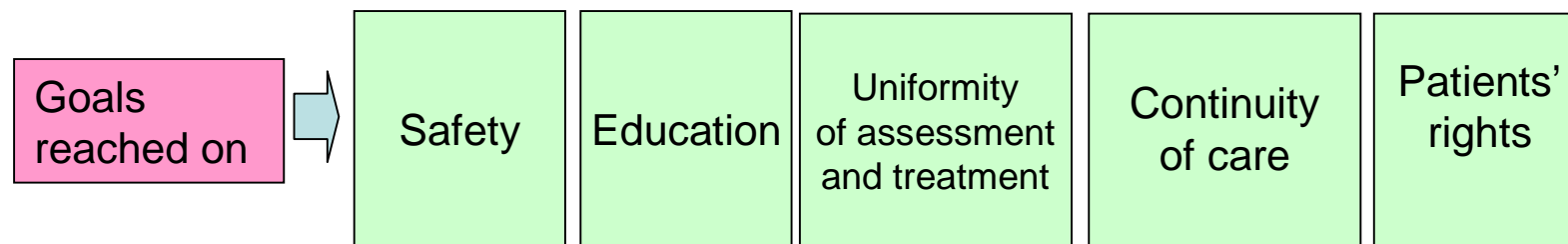
Main areas	<i>Indicators domain</i>
Public health measures	<ul style="list-style-type: none"><li>• Screening promotion (women)</li><li>• Vaccinations (flu)</li></ul>
Community/District measures	<ul style="list-style-type: none"><li>• Hospital and district services integration: chronic outpatients management, care pathways coordination</li><li>• Latex allergy guidelines applied to patients</li></ul>
Hospital care	<ul style="list-style-type: none"><li>• Assessing patient: admittance, hospital treatment, discharge</li><li>• Filling forms, checking patient records and discharge summary</li><li>• Managing discharge of patients with complex clinical conditions</li><li>• Educating patients</li><li>• Reviewing patient charter</li></ul>





# ACCREDITATION

*Ospedale Santa Chiara*, Trento's main corporate hospital,  
was accredited by Joint Commission International (in 2005)



Key area	Primary processes
Patient and family education	<ul style="list-style-type: none"><li>Encouraging and sustaining patient participation in the care process in order to improve health outcome</li><li>Providing information to patients about consensus treatment and discharge</li><li>Using available resources in an effective way</li><li>Documenting educational processes</li></ul>



# BUDGET

## Hospital departments

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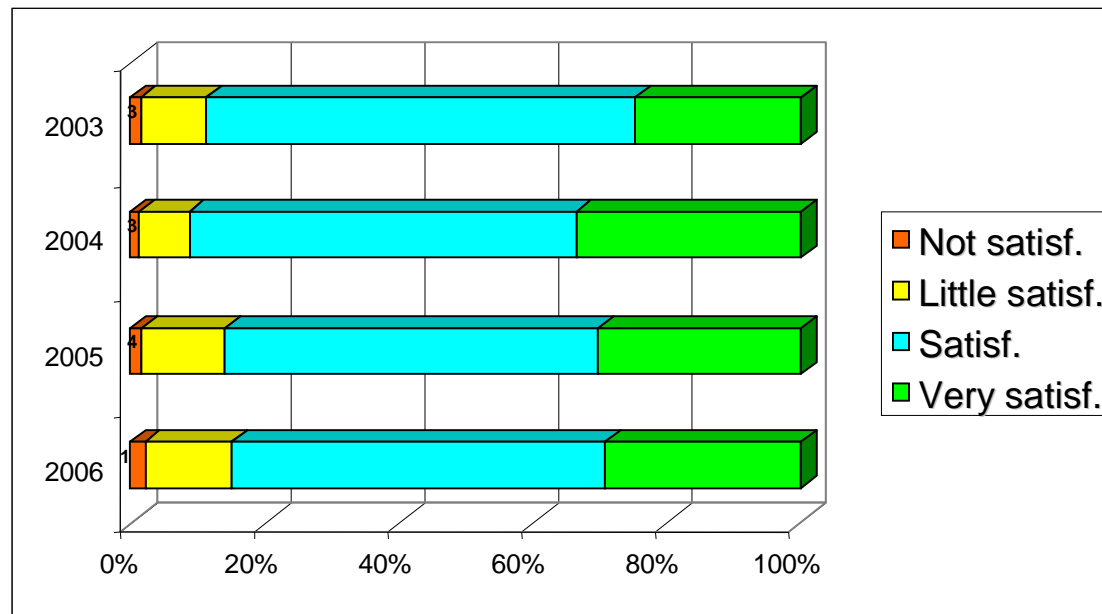
Main areas	<i>Indicators domain</i>
Common HPH practices	<b>Patients</b> <ul style="list-style-type: none"><li>• Safety programs</li><li>• Informed consent procedure</li><li>• Assessment of effective patient understanding</li></ul> <b>Staff</b> <ul style="list-style-type: none"><li>• Safety programs</li></ul>
Special projects	<ul style="list-style-type: none"><li>• Counselling for alcohol-related problems</li><li>• Cultural mediation service</li><li>• Effective communication to patients</li><li>• Pain free hospital</li><li>• Incident reporting</li><li>• Prevention and health promotion objectives set by Autonomous Province of Trento</li></ul>



# PAIN-FREE HOSPITAL (1/2)

- Multidisciplinary corporate committee
- Pain control guidelines and actions
- Staff training
- Public awareness
- Patients and staff satisfaction (questionnaires)

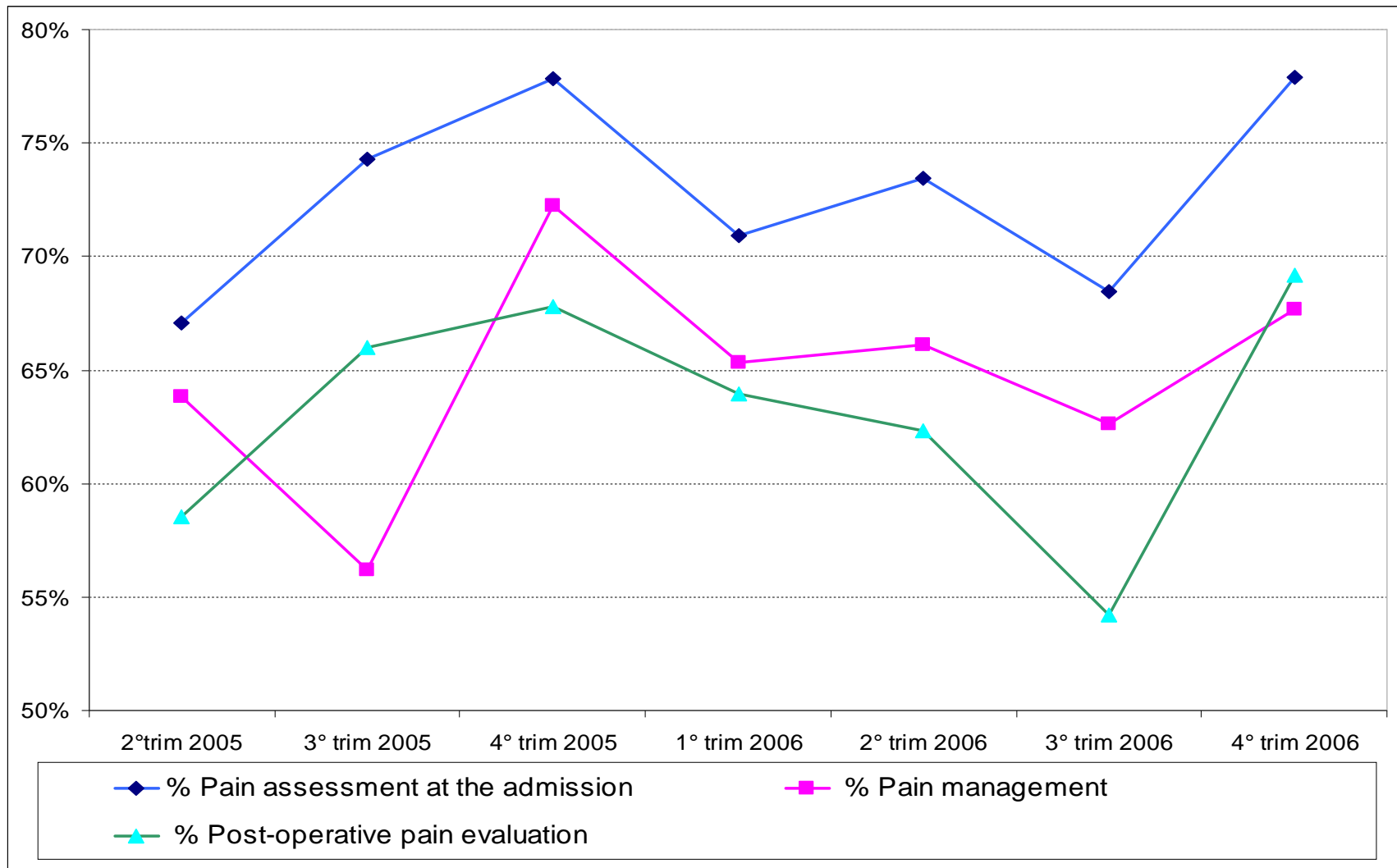
Hospital pain management: level of patient satisfaction

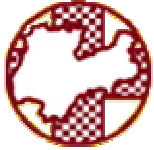




# PAIN-FREE HOSPITAL (2/2)

Physicians assessment of pain levels as indicated by patients, and recorded on medical sheets





# FUTURE CHALLENGES

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- **Strengthening of Health Promoting Hospitals self-assessments**
- **Applying quality improvement plans based on RADAR principles (Results, Approach, Deployment, Assessment, Review)**
- **Applying Health Promoting Hospitals' approach to the design of the new Trento hospital**



**Committed  
to Excellence  
in Europe**



**AZIENDA PROVINCIALE  
PER I SERVIZI SANITARI**

October 2004



Certificate number: C2E2004118



is awarded to

**Azienda Provinciale Per I  
Servizi Sanitari - Trento**

September 2006

  
**Chris Lebeer,**  
CEO of EFQM

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