shared space

An organisaţion based on shared values

An open society is a society that shares and collaborates. The encounter between the citizen and the professional in the context of the organisation is a scenario which must increasingly acquire greater significance. As the space for relations grows and shared values are strengthened between citizens (with increasingly more power of decision and involvement in their own health) and the professionals (with greater levels of autonomy and responsibility) we are moving towards a new era of organisational maturity in which the organisation becomes increasingly more horizontal and participative and where value-based management becomes the focal point for the convergence of interests of all those involved in the Andalusian Public Health System.

This "shared space" scenario defines a joint environment in which professionals and citizens interact and share values in a climate of positive relations which enables agreements on decision-making in terms of health gains and the exercise of shared responsibility in the use of services; it promotes a clear sense of commitment towards society and the sustainability of the Public Health System resulting in a new model of healthcare organisation.

To achieve this it is necessary to strengthen and consolidate the clinical management model as the meeting-point between professionals and citizens and so enable excellence in safe, comprehensive healthcare. This model, however, must also promote the development of the multiple communication and participation channels to make the health system a more permeable and transparent organisation.

This is the space that encourages a culture of quality and innovation in how things are done as well as in the search for continuing improvement and excellence; it is the driving force behind ethical development within the organisation that fosters the

tenacity of a Public Health System which identifies with the citizens and their environment and is based on values of shared responsibility, solidarity, fairness, sustainability, safety, openness and flexibility.

Organisations, as groups of people, are founded on values. The identity of an organisation of excellence depends on its belief in the values it embraces. Shared values work as powerful cohesive factors and instil confidence; they contribute to the creation of a climate of cooperation and the ability to inter-relate and will increase the strength and scope of the organisation. It is therefore necessary to continually express these values clearly and precisely in order for them to flourish and develop in an environment of respect and common ideals.

The aim of the Andalusian Public Health System is to consistently be the citizen's preferred option for the quality of its services, the warmth of the care it provides and its ability to respond as a healthcare organisation. All of this is possible if we are capable of configuring the system as a **shared space** which incorporates a vision of quality in purely human terms by actively promoting sensitivity and respect in relation to health, illness and the quality of life of each and every one of the citizens of Andalusia.

OBJETIVE 1

Promote the development of Clinical Management by fully extending the model to achieve its maximum potential for excellence and innovation. A space shaped by a more decentralised, interactive, integrated Clinical Management Unit.

LINES OF ACTION:

1.1 CONSOLIDATE THE CLINICAL MANAGEMENT MODEL as a meeting-space for citizens and professionals and promote the autonomy and responsibility of the professional in service management.

1.2 ADVANCE IN THE DESIGN OF THE CLINICAL MANAGEMENT UNIT towards a more flexible, structured model with greatly increased autonomy and responsibility in service management and thus act as a guarantor for integration in preventative actions, care and healthcare continuity.

1.3 ADVANCE IN THE DEVELOPMENT OF INTEGRATED CARE PATHWAYS as instruments that provide improved effectiveness and excellence in Clinical Management.

1.4 CONSOLIDATE THE FRAMEWORK FOR THE CLINICAL MANAGEMENT MODEL as a natural environment for the promotion of Competency-Based Management.

1.5 ORIENT THE ACTIVITIES OF PROFESSIONAL TEAMS TOWARDS HEALTH PROBLEMS, improving their analyses, diagnostics and response. Incorporate the evaluation of health outcomes into the Clinical Management Units as a core element for development.

1.6 PROMOTE AND CONSOLIDATE THE EVALUATION OF OUTCOMES from the different configurations which arise from the application of the clinical and care pathway-based management models as an active element for continuing improvement.

1.7 EFFECTIVELY IMPLEMENT SAFETY as a fundamental value inherent in the quality of the services provided by the various professional teams.

1.8 CONSOLIDATE THE ACCREDITATION OF THE CLINICAL MANAGEMENT UNITS as an element in the continuing improvement and consolidation of the model.

OBJETIVE 2

Perform an in-depth transformation of the organisational model of the Andalusian Public Health System so that it provides support to the development of clinical management and encourages the autonomy of the professionals, the decentralisation of services and progression towards a more horizontal organisation with the citizen as an active part of the model.

LINES OF ACTION:

2.1 PROMOTE FLEXIBILITY IN THE ORGANISATIONAL STRUCTURES to provide person-focused services that are adaptable to the different realities present in Andalusia, particularly in special intervention areas.

2.2 MEET THE CHALLENGES OF THE NEW ORGANISATIONAL NEEDS, ADAPTED TO THE CLINICAL MANAGEMENT MODEL, by means of discussion, debate and decision-making where all involved - administrators, professionals and citizens - are included.

2.3 DEFINE A MAP FOR UNITS OF REFERENCE with the necessary flexibility to adapt to the needs of the population and with excellence in the provision of services as criteria.

2.4 DEVELOP LOCAL HEALTH ACTION STRATEGIES by transferring prominence to local governments in order to improve health on a local level.

OBJETIVE 3

Establish knowledge as an essential value within the Organisation to improve quality of services and health outcomes in the population.
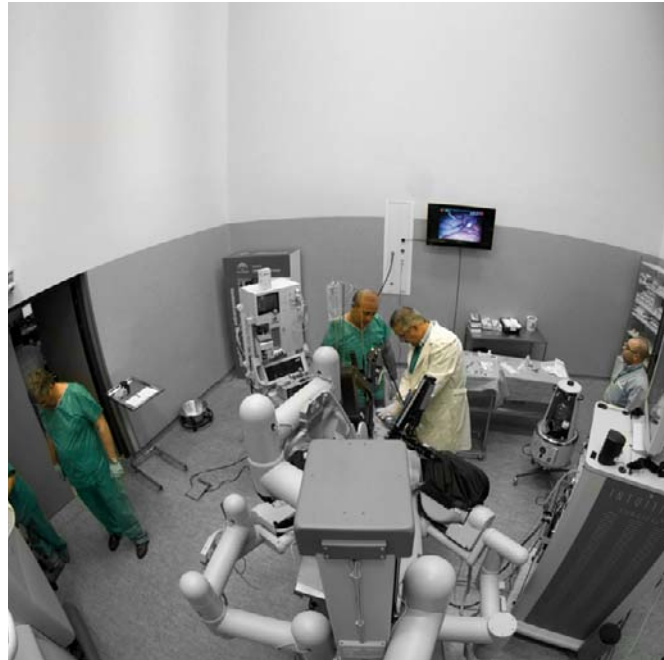
LINES OF ACTION:

3.1 ENCOURAGE DIALOGUE AND INTEGRATION OF BASIC AND CLINICAL RESEARCHERS IN THE SHARED SPACE to achieve a comprehensive approximation and favour the attainment of the desired outcomes in translational research.

3.2 CONCENTRATE RESEARCH EFFORTS OF CLINICAL MANAGEMENT UNITS on the prevalent health problems of the population.

3.3 IDENTIFY THE POINTS OF COMMON INTEREST BETWEEN PROFESSIO-NALS AND CITIZENS to orient research as a means of improving service provision.

3.4 PROMOTE MECHANISMS FOR THE DISSEMINATION AND SHARING OF KNOWLEDGE using transversal work groups within the organisation such as Clinical Management Units, Clinical Commissions, etc. in all healthcare areas and Public Health departments.

3.5 SYSTEMATICALLY AND CONTINUALLY INCORPORATE analyses of the adaptation of decisions and interventions and analyses of variability to orient decision-making and to detect requirements in research, paying special attention to inequality.

3.6 INCREASE THE IMPORTANCE OF COMPETENCIES IN KNOWLEDGE MA-NAGEMENT in the system of selection, promotion and development of the personnel in the Andalusian Public Health System and adapt it to reflect the significance of research, teaching and training in the improvement and growth of health outcomes and the sus-tainability of the system.

3.7 STRENGTHEN TRAINING AND RESEARCH BASED ON DETERMINING SO-CIAL FACTORS to favour comprehensive healthcare responses – essential for coordina-ting care towards emerging healthcare problems.

OBJETIVE 4

Promote a development strategy for the common space based on shared values among citizens, professionals and the organisation.

LINES OF ACTION:

4.1 CLEARLY DEFINE THE VALUE MODEL OF THE ORGANISATION to allow for greater focus on shared values. Infuse this model into all fields of action and decision-making.

4.2 INCORPORATE TRAINING IN VALUES as a basic element in professional and managerial development and help to build this shared space as a sign of maturity and profundity geared towards the excellence of the system.

4.3 GUARANTEE AUTONOMY AND RESPECT FOR THE VALUES OF THE PERSON in the decisions concerning their health and especially in decisions relating to the beginning and end of life.

4.4 REINFORCE THE SHARED RESPONSIBILITY OF THE CITIZEN in the use of resources as a factor for the sustainability of the system.

4.5 GENERATE NEW KNOWLEDGE ON BIOETHICS and patient use of instruments of autonomy and decision-making within the Andalusian Public Health System by prioritising research and other measures which could be used for the continuing improvement of healthcare.

4.6 IMPROVE AND CONSOLIDATE ORGANISATIONAL STRUCTURES to allow this shared space to become a reality when dealing with ethical dilemmas in integrated care, clinical practice and research.

4.7 INCORPORATE A CONNECTION WITH OTHER HEALTH-GAIN SYSTEMS INTO THE SHARED SPACE, facilitating bi-directional communication among professionals.

4.8 ENSURE THAT THE SPACES AND SCENARIOS WHERE HEALTHCARE IS PROVIDED are healthy, comfortable, warm and safe for the patients and their families or carers.