



Nederlandse
Vereniging van
Ziekenhuizen

How is, or should, CPD be financed?

*An example from The
Netherlands*

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Dutch Hospital Association

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Hospital sector

(general hospitals, annual figures 2015)

€ 17 bn

Turnover in hospital
healthcare

150,000

Full-time jobs in hospitals
200,000 employees

7.9 mln

Initial outpatient visits

1.4 mln

Number of outpatient
treatments



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The NVZ (Dutch Hospitals Association)

In brief

- Organisation for the hospital sector since December 1991
- Supports members in their role as healthcare provider and employer
- Representation of interests

106 members

- 67 general hospitals
- 25 specialised hospitals
- 14 rehabilitation centres



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Three questions to deal with



What type of professional education is needed?



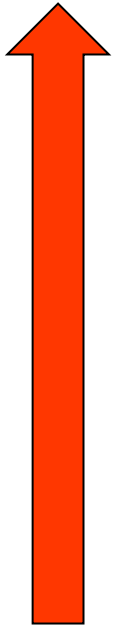
How many professionals are needed?



How to finance?

Who is in the driverseat?


National

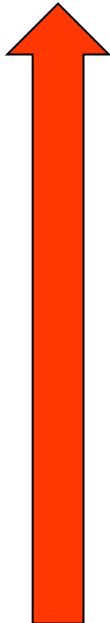


Local

Medical specialist

2007

National   # €



Specialized nurses

2010

National



What to do with CPD?

23-6-2017 /Titel van de presentatie/

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Changes in health care demand

- Health care is getting more complex (age, multi-morbidity)
- Concentration of high-tech, complex health care in hospitals
- Increase of chronic, psychological en social problems
- Improving care chain (multi-disciplinary)
- Changing labour market, e.g. shortages, elderly workers

Changing perspective on health care

- Focus on functioning instead of only on curing of diseases
- From bio-medical toward bio-social model

New definition of health (Machteld Hubert, BMJ 2011):
The ability to adapt and self manage in the face of social, physical, and emotional challenges

Care for ...> enable to...

Health care professionals

In the future professionals need to:

- Be highly skilled
- Be able to cooperate
- Have learning capacities



Role of technology and permanent learning

CPD is not a classroom!

- 70 – 20 – 10 Charles Jennings
- 5 moments of need and performance support, Bob Mosher
- Blended learning
- Micro-learning
- peer-review

Dilemma

CPD is getting more important

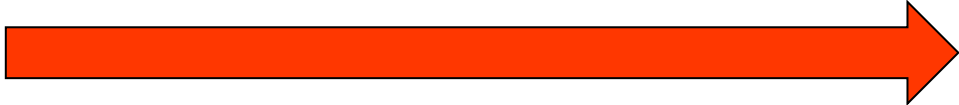
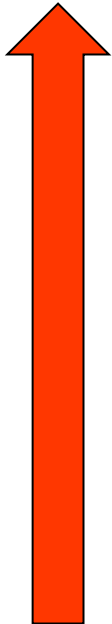
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CPD is not a standard recipe

CPD

2014

National



Local

Staff Quality Boost

(Kwaliteitsimpuls Personeel Ziekenhuiszorg KiPZ)

- Subsidy from the government
- 2014 – 2017
- ½ billion Euro

- CPD en LLL
- Strategic Training Plan => government
- Approved by works council
- Hospitals send annual report to NVZ
- Evaluation

What are the outcomes?

- Hospitals have a strategic training plan, and elaborate on a strategic HR plan
- Hospitals reflect on their organisational (learning)culture
- Hospitals learn from each other about innovative learning methods
- Hospitals invest heavily in their workers, especially the nursing staff
- Learning activities are often integrated in regular patient care

KiPZ Next Level 2018 -2022

Increased focus on topics and objectives

- Implementing new roles voor nurses
- E-health
- Securing ability in a systematic approach
- Future professions and education

Collective labor agreement in hospitals (2015)

- Non-mandatory CPD and LLL learning is a right for all employees
- 3 percent of the average wage-budget per hospital
 - Out of available care budget
- Formal procedures:
 - Complaints procedure
 - Annual performance review

To conclude

- Structural funding
- Initially separated from the overall Hospital budgets
- Earmarked specifically for post-initial training
- Available for all the University & General Hospitals
- Pay for Performance/Output/Diploma's
- Distributed in close cooperation between Hospital Employers and the ministry of Health
- With the support of the Capaciteitsorgaan:
"Health sector staff planning & forecasting agency"

Working together, learning together

Excellent team



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