



professionals

The persons of the APHS, key players in the transformation

We continually reiterate that the principal asset of an organisation such as the Andalusian Public Health System is its human capital. To speak of human capital is to speak of people and the intellectual and emotional capital they possess. A large part of our ability to develop our potential for change and continuing improvement as an organisation depends on the proper management of this immense wealth of knowledge and emotion. It is therefore necessary to find a common space for the professionals and the organisation – one that favours the autonomy of the professionals and their commitment to quality and excellence while, at the same time, offering a visible manifestation of the commitment from the organisation to provide the correct response to their needs and expectations.

The objective of this scenario is to develop a new model of relations between the professional and the organisation which considers the needs, expectations and responsibilities of the professional as part of a complex public health organisation concerned for each and every one of its employees. This requires a relationship based on professional development and excellence in healthcare provision and knowledge management which is also geared towards the sustainability of the system in a climate of continual innovation. All of this must be considered within a development framework for an effective, participative, coordinated, flexible management system which is adapted to its environment and seeks effective responses to the needs of the citizens.

Within an organisational environment based on the clinical management model, the role of the professionals is one of a facilitating agent for the person during their healthcare process. They must be able to transmit unambiguous, accurate, understandable information and facilitate quality healthcare, guaranteeing the ability of the citizens to exercise their rights whenever they come into contact with the health system.

The current development of the new clinical management-based organisational model requires that the professionals play a more autonomous, committed role. The clinical management scenario enhances professional development and stimulates greater commitment from the professionals to the objectives of the organisation; legitimate aspirations are consolidated leading to improved responses within a stimulating, healthy, comfortable and safe work environment.

The development of clinical management within the Andalusian Public Health System also implies the fostering of a model based on improving the competence of its professionals and the continual search for **excellence**. The model must therefore continually adapt to the expectations of the professionals while taking into consideration the different sets of competencies which allow for the effective, efficient application of knowledge to clinical practice. This knowledge should be transmitted through teaching and generated by the development of research at all levels of the system. The progressive consolidation of the professional development model contributes to the strengthening of an excellent health system which is based on the continuing advancement of its professionals via the consolidation of the professional accreditation model and the development of the professional career programme - tools which will lend solidity to the process and provide guarantees for its development.

Thus, knowledge management becomes an integrating element of open strategies for a health system model in which stable relations with other knowledge-generating organisations allow for all the creative, innovative efforts and good work of the professionals involved in the system to be converted into social and economic progress.

OBJETIVE 1

Reinforce the commitment, autonomy and participation of the professionals in their competency development and in the management of their knowledge.



LINES OF ACTION:

1.1 PROMOTE PROFESSIONAL DEVELOPMENT through the effective implementation of the Strategic Comprehensive Training Plan of the Andalusian Public Health System, developing individual training plans in accordance with the objectives of the Clinical Units.

1.2 APPLY THE FULL POTENTIAL OF COMPETENCY-BASED MANAGEMENT within the framework of the clinical management model in order to progress towards an organisational model which is managed by the professionals.

1.3 DEVELOP AND PROMOTE THE ACQUISITION OF THE COMPETENCIES required by the professionals in order to progress towards professional leadership as a basis for the organisational model.

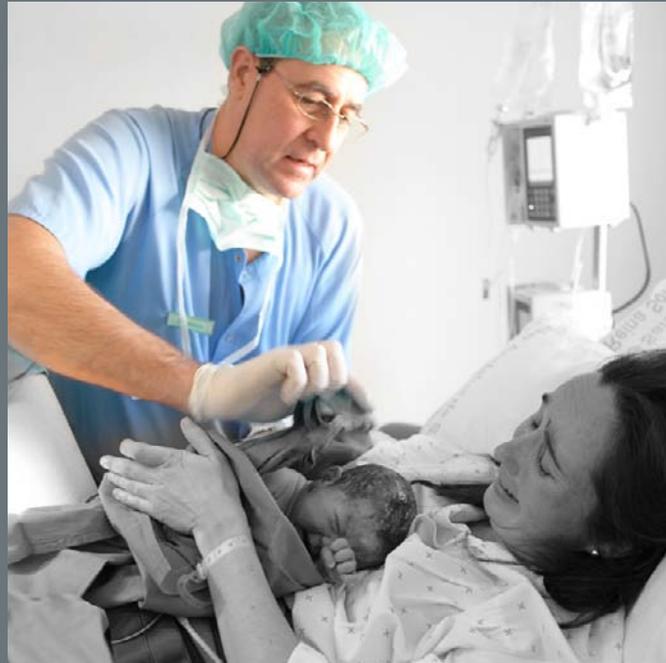
1.4 FULLY DEVELOP THE PROFESSIONAL CAREER PROGRAMME MODEL as recognition of professional development towards excellence in all competency-related aspects, in healthcare, health promotion and protection, teaching and research.

1.5 GUARANTEE THAT PROFESSIONAL ACCREDITATION BECOMES A VALUE IN PROFESSIONAL DEVELOPMENT in accordance with the needs of the citizen and the health system.

1.6 DEVELOP MANAGER COMPETENCIES in accordance with the new transversal organisation based on clinical management, citizen values and the new public health model.

OBJETIVE 2

The professional becomes a facilitating agent for the patients in their passage through the health system, in the effective development of their rights and in the use of services within a framework of shared responsibility.



LINES OF ACTION:

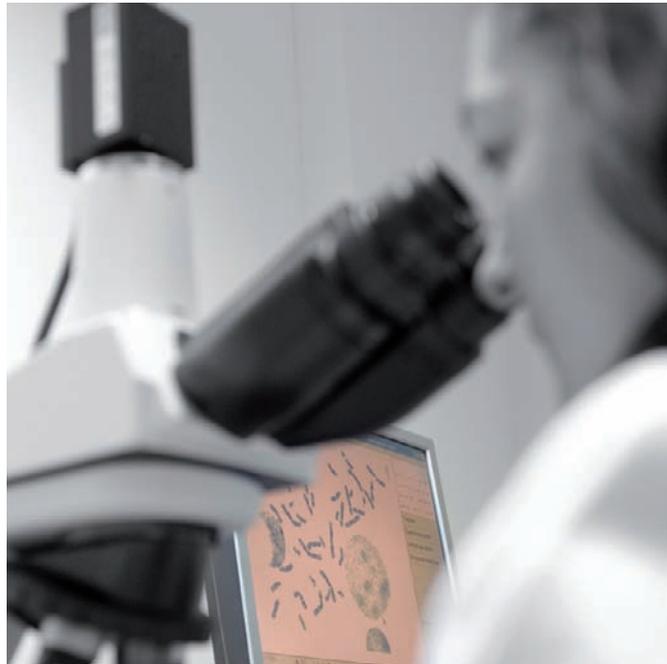
2.1 STRENGTHEN THE FIGURE OF THE PROFESSIONAL by harmonising and integrating all their activities within the framework of clinical management and by developing integrated care to improve quality and social efficiency while, at the same time, improving the sustainability of the actions undertaken.

2.2 ESTABLISH MEASURES FOR ALL STRATEGIES, PLANS AND INTEGRATED CARE PATHWAYS to facilitate the involvement, participation and the sense of shared responsibility of the professional as a facilitating agent for the patient in the exercising of their rights and in the evolution of their healthcare process.

2.3 MODERNISE AND SIMPLIFY THE INTEGRATED CARE PATHWAYS as a facilitating tool for clinical practice and continuity of patient care.

OBJETIVE 3

Develop the R+D+i strategy and expand it in accordance with new expectations both as a generator of knowledge and as a driving force for development in Andalusia



LINES OF ACTION:

3.1 DESIGN AND IMPLEMENT THE NEW STRATEGY FOR R+D+i IN HEALTH FOR THE 2011-2015 PERIOD by promoting the orientation of Andalusian research, development and innovation activities in the field of biomedicine.

3.2 INCREASE INVESTIGATIVE HUMAN CAPITAL by promoting talent and professional development in the field of biomedical research.

3.3 PROMOTE THE ORGANISATIONAL AND REGULATORY CHANGES necessary to allow for an increase in investigative human capital in conjunction with other knowledge management agents.

3.4 PROMOTE AND STIMULATE STABLE ALLIANCES AND RELATIONS with other knowledge-generating organisations and enterprises to facilitate the transformation of these into social and economic progress.

3.5 PROMOTE RESEARCH INTO THE EVALUATION OF THE REAL IMPACT ON HEALTH of the actions of the Public Health System as well as their impact on the social and economic development of Andalusia.

3.6 IMPLEMENT THE TECHNIQUES AND METHODOLOGY OF SOCIAL RESEARCH with healthcare repercussions, as well as participatory action research and other research systems designed to improve the social aspects of health.

OBJETIVE 4

Develop and consolidate accessible, personalised, user-friendly instruments for knowledge management support.



LINES OF ACTION:

4.1 ADVANCE IN THE INCORPORATION OF INNOVATION within the organisation and in the development of virtual tools and new ICTs.

4.2 MAKE RESEARCH SUPPORT MORE ACCESSIBLE by facilitating access to research support for APHS professionals and creating support services.

4.3 MAKE ALL EXISTING VIRTUAL TOOLS AVAILABLE to all professionals in the organisation.

OBJETIVE 5

Redefine professional competencies to reinforce the flexibility and the complementary nature of the different professional roles.



LINES OF ACTION:

5.1 DEVELOP THE COMPETENCY FRAMEWORK FOR ALL THE PROFESSIONS IN THE APHS to enhance the integrality of actions and improve health outcomes.

5.2 ADAPT THE COMPETENCY MODEL to a new style of committed, autonomous professional at the service of the citizen.

5.3 FACILITATE AND PROMOTE THE DEVELOPMENT OF THE COMPETENCY AREAS OF HEALTH PROFESSIONS TO THEIR MAXIMUM LEVEL to allow their activity to be adapted to their competency potential with special emphasis on shared competency areas.

5.4 REINFORCE CARE-RELATED COMPETENCIES to improve the response to the current and emergent health problems of the citizen.

5.5 INTEGRATE INTO THE TRAINING AND PROFESSIONAL DEVELOPMENT SYSTEMS THE NEW PARADIGM based on responsibility for public health.

OBJETIVE 6

Adapt the organisation to its professionals with provision for their diversity and specific characteristics in a healthy, comfortable and safe work environment that is adapted to their requirements.



LINES OF ACTION:

6.1 PROMOTE AND DEVELOP SUPPORT MEASURES FOR THE PROFESSIONALS to provide the best possible attention and personalised response.

6.2 DEVELOP TOOLS TO PROMOTE INTERNAL COMMUNICATION to meet the expectations of the professionals and create an optimal work environment.

6.3 REDESIGN THE WORK ENVIRONMENT by adapting it to the specific needs and characteristics of the professionals and by making it a healthy environment where potential risks are minimised.

6.4 FACILITATE WORK-LIFE BALANCE MEASURES by promoting non-face-to-face activities.

6.5 FACILITATE MEASURES FOR HEALTH PROMOTION IN THE WORKPLACE to create healthier, better quality, more comfortable work environments and improved performance.

6.6 INTEGRATE INNOVATION as a facilitating element in professional development within the workplace.