

# University of Zagreb: The integration process and its pitfalls

Professor Nada Cikes  
University of Zagreb School of Medicine

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# University of Zagreb: The oldest and biggest South Eastern European University



- 29 Faculties
- 3 Art Academies
  
- 65.000 students
- 48,5% of all students in Croatia
- approx. 7.500 graduated students per year
- approx. 800 masters of science per year
- PhD Candidates: 5.000
  
- Academic Staff: 4.500
- Total number of employees 7.500

# University of Zagreb School of Medicine



- 1870 graduate students – Croatian study
- 203 graduate students - English study
- 650 postgraduate students

The leading institution in teaching and training health professionals in Croatia and South Eastern Europe

- Leading in biomedical research in Croatia (number of grants, scientific impact..)



AUSTRIA

HUNGARY

SLOVENIA

ZAGREB

Osijek

SERBIA

Rijeka

BOSNIA AND  
HERZEGOVINA

Split

Adriatic sea

MONTENEGRO

# Legal framework for organisation of the university hospital

- National Health Care Law
- The Law on Scientific Activities and Higher Education
- Relevant bylaws
- The University of Zagreb Statute
- The University of Zagreb School of Medicine Statute

do not define the integration process between university and health institutions

# Integration of medical schools and university hospitals

- The responsibilities of two ministries:
  - Ministry of Health and Social Welfare
  - Ministry of Science and Higher Education
- Linking between medical school /ministry of science and education, university hospital/ministry of health, two ministries
  - should be improved

# Modus of employment of academic clinicians in Croatia

The “cumulative” employment:

- In Zagreb School of Medicine academic clinicians are employed by the University
- In Split School of Medicine academic clinicians are employed by the University Hospital
- The financial participation in salaries of university and hospital varies

# Health care institutions in University of Zagreb School of Medicine

- 2 university hospital centers (one is the largest tertiary care hospital in Croatia)
- 5 university (teaching) hospitals
- various health care institutions including primary health care



# Basis for collaboration/partnership

- Contract with each institution
- Tradition in collaboration
- Interest from the institution
- Appreciation of partnership
- Personal and political factors

# Academic clinicians in the university hospital

- Tertiary health institution responsibilities
  - Clinical care
  - Interest for innovation
- Teaching and training
- Research
  - recently instituted Center for Translational and Clinical Research
- Economic pressure - from both sides
- Quality assurance pressure - from both sides

# Integration of medical school and university hospital - pitfalls

The dean is a member of the hospital board, but:

- There is no formal connection between hospital staff and university staff
- The financial management of teaching hospitals does not belong to the university
- In the university hospitals there are medical non teaching staff and medical teaching staff

# Pitfalls in partnership

- No common goals formulation
- No sharing responsibilities
- No integrated job planning process
- Objectives of integrated job plan for academic clinicians are not jointly agreed

# What makes the integration work?

- Common aims and goals
- Unity, but sometimes in the face of scepticism
- Strong professional responsibilities for clinical care and teaching
- Strong interpersonal relationships, which foster a strong partnership
- Patients
- Students

# Integration of medical school and university hospital - goal

...to have a first-rate medical school, the faculty must have a controlling role in appointments at the...hospital.

Flexner, *apropos Cincinnati*, 1910

# Integration of medical school and university hospital - remedies

- Medical School should form close ties with all affiliated organisations in the health care system
- to stimulate better communication between university, hospital and communities
- to develop partnership culture
- to initiate entrepreneurial strategies without sacrificing academic values
- to overcome resistance to change
- to establish a completely integrated medical teaching and research hospital for the training needs of the 21st Century doctor