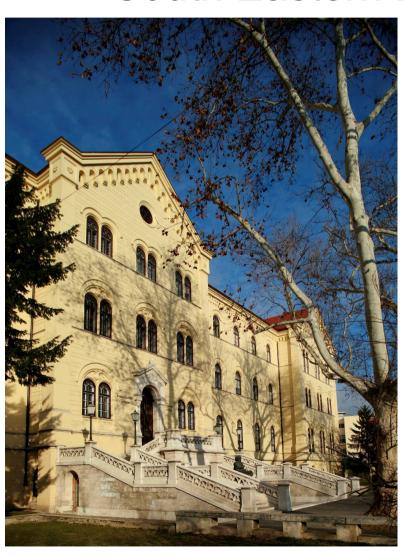
University of Zagreb: The integration process and its pitfalls

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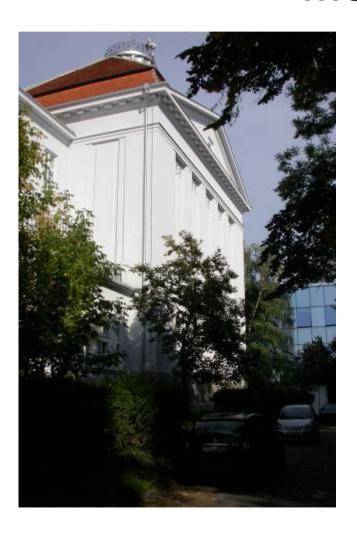
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University of Zagreb: The oldest and biggest South Eastern European University



- 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..)



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 reponsibilities 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