

European Reference networks

*The view of the stakeholders organisations
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About the European Health Management Association

- Membership organisation, 170 members from 30 countries
- A network that runs projects, seminars and a yearly conference
- Aim to build the capacity and raise the quality of health management in Europe by bringing together research, policy and management communities

MAIN BENEFITS AND THREATS: ERN

Threats

- Effects on complex adaptive systems
- Adverse effects on the rest of the system
- Clinical results are the effect not just of interventions but of the total process
- Hampering innovation

”Assessing the relationship between volume and outcome in hospital services: implications for service centralization”

Anthony Harrison, King’s Fund, London, UK

Health Services Management Research 2012;
25: 1–6. DOI: [10.1258/hsmr.2011.011027](https://doi.org/10.1258/hsmr.2011.011027)

As Lyman has put it:

... a more promising avenue for exploration and potential improvement in patient outcomes exists. This is to examine the process of care elements that result in improved outcomes in higher volume or more specialized hospitals and identify ways to transfer these improvements from centres of excellence to other hospitals.

(Lyman S. Higher hospital volume and specialization. BMJ 2010; 340:160–16 Harrison Health Services)

Benefits

- Iterative learning
- Accessible knowledge
- Scale effects- if proven by solid evidence

What could the networks look like?

- An ongoing dialogue on results in all parts of the process
- Open source knowledge-base, accessible by all
- Forming relationships between individuals, teams and organisations
- Constructive referalls

What could we expect the managers to do to participate in the ERN?

- Make sure there is active participation in ERN
- Make sure that such participation is made possible
- Avoid narrow local interests to get in the way of best possible care
- Keep an eye on the systemic effects, both adverse and positive