

## Volume 15, Issue 2/2013 - Editorial

### Generation-Friendly Management in Hospitals

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While food control authorities throughout Europe are busy chasing down horses disguised as cows, many people all over the continent are struggling for their existence, fighting to keep their jobs. The demographic change in the population in general has been leading to a completely altered situation on the job market, particularly for those working in healthcare.

As a matter of course, an ageing population brings with it an increase in the demand for healthcare services of one percent per year, yet with that increase there is a totally new range of clinical pictures emerging in patients. The appearance of degenerative disorders of the musculoskeletal system and vessel diseases is on the rise; increasing numbers of tumours are being diagnosed and there are more and more multi-morbid patients and people suffering from dementia illness. The increased demand for care, and the resulting stress put on hospital staff are the logical consequences of this phenomenon.

This development presents a challenge for healthcare organisations. With the increase in the amount of stress the hospital staff has to endure, there comes a certain amount of loss of both productivity and staff motivation accompanied by rising costs. It might go so far as this development becoming a threat for the existence of the organisation.

A further challenge of demographic change will be found in raising the age of retirement to 70. What will end up being important here will be a transfer of knowledge and targeted leadership in mixed-age teams whilst keeping staff fit, motivated and qualified. The transfer of knowledge among experienced and new staff members needs to work well and not be frustrated by issues of hierarchy. What is particularly important and what hospital managers need to keep in mind is that it is not about just acquiring new staff for the hospital; it is about keeping them and bolstering them up.

In this issue of (E)Hospital we investigate the various approaches to communication for management personnel. The study presented describes management styles not only from the point of view of healthcare administrators; it also offers the insight of doctors and nurses in managerial positions. Three distinct styles will be shown: the standpoint of the management leaders, of the decision-makers and of those working with these groups, whereby it is quite interesting to note that doctors clearly see themselves in the role of management leaders.

A further important topic included in this issue is Leadership on the Front Line: A Clinical Partnership Model. This describes a leadership model in which the director of nursing and the administrator work closely with each other as partners.

Finland is our country focus. On average Finland spends a mere 7% of its gross national product on public healthcare and is below the EU average. Healthcare is mainly financed through taxation with communities paying about 70% of health expenditures. They receive government funds that vary according to age distribution, population density and the financial power of each community.

#### Presidential Newsletter

In his 2013 Presidential Newsletter, Mr. Heinz Kölking introduces a fourth main topic for the EAHM agenda: IMPO (Input-Management-Process-Output) which positions management in the context of the hospital. The newsletter also reports about the progress made in our Scientific Subcommittee as well as the Subcommittee European Affairs.

The Presidential Newsletter can be downloaded from our website <http://www.eahm.eu.org/>  
Documents Presidential Letters

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President of the Editorial Board

Published on : Fri, 24 May 2013