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ЕВРОПЕЙСКА АСОЦИАЦИЯ НА СТАРШИТЕ БОЛНИЧНИ ЛЕКАРИ**

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HOSPITALS EVOLVING INTO CENTERS OF EXCELLENCE

Background

How can we define European centers of excellence? By high number of cases? Small complication rate? No waiting times? High productivity? Short admission time? High profit? Despite (the) high pressures of cost – and performance – European hospitals should never turn into health factories. Economical goals are important but only to create the framework for rendering the best service to people. Hospitals are not about industrial services – they are about life. Our respect towards life is being manifested in the devoted care we offer. Hospitals do not have customers – they treat patients, sick people. In dealing with their fears and talking about their anxieties people will maintain their dignity. Staff who is daily confronted with sickness and death will need a different quality in leadership.

Centers of Excellence

Hospitals will distinguish themselves by their quality and the care-standard they offer, institutions that specialize in treating particular illness or performing particular treatments. The primary challenge lies in achieving the right results.

Centers of Excellence are institutions which have demonstrated the highest degree or level of standards along the areas of health care, research, education and training. They provide institutional leadership in all aspects of development in specific disciplines to ensure the development in their respective service areas.

To achieve this purpose it's crucial for hospitals to accomplish some criteria in order to reach those goals:

- **The citizen on the health system** – centers of excellence must be a service to the community.
 - 1- Satisfaction, participation and rights
 - 2- Accessibility and continuity of care
 - 3- Clinical documentation
- **Organization of the activity** – to promote, plan and co-operate with other Centers of Excellence and other institutions.
 - 1- Promotional activities and health programs
 - 2- Management and strategic planning
 - 3- National and international partnerships
- **Professionals** - effective, sustained, high quality professional development.
 - 1- Training, consulting and research
 - 2- Multidisciplinary collaboration
 - 3- Continuous professional development

- **Structure** - to serve as "state-of-the-art" centers in a specific area related to the improvement of health care.
 - 1- Structure and equipment supplies
 - 2- Systems and information technology
 - 3- Systems of quality and safety

- **Results** - The process by which it is noted and recognized that the way we pay attention to citizens in health, responds to a model of quality, always with the aim to promote and encourage the continued improvement of our institutions.
 - 1- Key results
 - 2- Accreditation
 - 3- Self-assessment

In conclusion the AEMH states that in future, accreditation and re-accreditation processes (internal and external), promotion of continuous quality improvement, high qualified staff and international partnerships should create a Centers of Excellence network within the European health structure with integrated care.