

Governance and organisation of Academic Medical Centres in a changing landscape – a comparison

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Introduction

Little is known about the governance of Academic Medical Centres outside the US.

Objective

With this research, we fill this knowledge gap by comparing the governance and challenges of Academic Medical Centres outside the US: Poland, The Netherlands, Czechia, Latvia, Italy, Germany, Spain, Denmark, Norway, Cyprus and Israel.

Methods

For our research we have conducted a survey. We divided it into four categories:

- 1) Defining the Academic Medical Centre
- 2) General characteristics
- 3) Governance and organisational structure
- 4) Future trends

Conclusion

The challenges in managing AMCs are both external and internal. They are identified in the areas of financial operations, staffing, the ability to respond to change and strategic focus.

Internal Challenges	Index
Cultural	
Clash of cultures between organizations	1,82
Collision of culture medical/academical	2,27
Organizational	
Lack of strategic focus	2,45
Lack of entrepreneurialism	1,82
Inflexibility	2,36
Nimbleness; ability to respond effectively to change	2,64
Systemness; ability to act collectively as a whole	2,00
Multiple/conflicting tasks	1,91
Relation between affiliates	1,82
Financial	
Financing conflicts between three missions	2,27
Leadership	
Leaderships skills	1,73

External Challenges	Index
Demographic	
Aging population	1,82
Organizational	
Complexity of care	2,09
Legislation	2,27
Financial sustainability	
Capital investment	2,91
Decreasing reimbursements	2,45
Expensive technologies	3,00
Human resources	
Workforce shortages	2,91
Shortages of highly skills	2,64
Provision of care	
Competition other (private) Hospitals/chains	1,55