

How do managers in healthcare organisations manage the work with sickness certification of patients?

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Background

Investigation for the government to:

**identify problems in healthcare
regarding handling of
patients' sickness certification**

Alexanderson et al. 2005

Problem areas

- 1. Management**
- 2. Level of knowledge**
- 3. Cooperation (internal, external)**
4. Patient's way through the system
5. Physician role
6. Physician's work situation
7. Outside factors

Regarding management of sickness certification issues:

- **Not on the agenda**
- **There were no strategies for:**
 - quality assurance
 - competence development
 - cooperation
 - generating knowledge

The government introduced
the **'Sick-Listing Billion'**
to stimulate the counties to
enhance the quality of how
patient's sickness certification
was handled

Focus on 4 areas in the sick-listing billion:

1. Management
2. Competence
3. Cooperation
4. Women's ill health

Aim of the project:
gain knowledge on healthcare
manager's views on how they
manage those issues

Data

2013: Individual interviews with
72 managers (44% ♀; 43% physicians)

Level 1: n=16; 76% of all

Level 2: n=34; 87%

Level 3: n=22; 54%

2006/7: same

Method

- Semi-structured interviews
- Transcribed, validated
- Qualitative & quantitative content analyses (NVivo)

Results

**Several improvements since
2007**

Much left to be done!

Overall about management	Managing specific areas	What do physicians need?	Importance of the sick-listing billion	Most important manager tasks
Manage this as all other issues	Cooperation	Competence	Importance for getting focus in sickness certification issues	Incentives
In or outside the line organisation	Competence	Administrative support	Importance of the economic incentive	The 3 most important tasks
View on responsibility	Equity in sick listing	The manager's responsibility	Problems	
	Knowledge generation		Future	
	Quality & Quality assurance			
	Administrative prerequisites			

Managers at all 3 levels
stated that it was **their
responsibility**
to manage healthcare's
handling of sick listing of
patients

Results 2007 on quality assurance:

- most did not know what that would imply for sickness certification

2013: Some quality assurance, however....

Sub categories regarding the strategy ”management of administrative prerequisites”

Time

**Staff &
competence**

**Guidelines
& routines**

Tools

**IT-
support**

Conclusion

In the last decade:

The issue of sickness certification has gone from being a 'non-issue' in healthcare, to being a 'side-issue'.

There is a tendency to it becoming a regular part of care of patients.

Conclusions

- Many good examples
- Managers see that they have a responsibility for the issue
- Managers need tools for handling the issue, especially regarding quality assurance

Quality

Clarification is needed of what we mean with good quality in handling sickness certification of patients

What is good quality regarding competence development?

Training?

In the meeting with the patient?

In writing certificates?

In internal cooperation? External?

Which policies or guidelines are of good quality?

Good quality in how implementing them?

In applying them?

In documenting measures taken?

In supervision?

How can good quality, according to the above, be assured?

Followed up?



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Thank you!

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