

BAVARIAN PROVINCE

Reports / Conclusions of the SENSING groups

Number of groups:	List of themes:	Group composition:
3	Communication	Managers and Co-workers of the Provincial Holding Co.
2	Project management for the disabled	Managers and Co-workers of the Provincial Holding Co.
3	Hospital project management	Members of management teams, doctors, ward managers, clerical staff, project workers
1	Hospital cooperation	Managers and Co-workers
3	Sensitivity to different cultures	Employees with migration background; employees without German citizenship; employees dealing with foreign workers

Communication

III: What surprised you about the experience of dealing with this issue and what did it generate?

Informal communication is considered useful in terms of effective management and communication by about one half of the respondents. Supra-regional communication channels and their responsibilities are not very well known. Information is mostly transmitted informally. Overall, the feedback had revealed critical issues with regard to responsibilities, processing times, and the relevance and volume of information.

IV: What did you discover? What were the key insights you drew from the theme?

The involvement and participation of self-representative (user) bodies in meetings could be improved. The working methods of the various bodies should be reviewed.

Key insights:

Lack of resources, lack of knowledge of self-representation bodies and institutional structures were cited as the main obstacles to the involvement of (user) self-representation bodies. Greater transparency, networking and quick decisions were suggested.

V: What has been confirmed for you?

There have already been reports that the structures (communication channels and responsibilities) within the group of centres for the disabled (Behindertenhilfe gGmbH) are not fully known; these shortcomings have been confirmed. The participation of self-representation bodies in the life of the centres is being developed, but practical implementation is often not complete due to the obstacles mentioned above.

VII: What key questions did you come up with for your province in view of the future (in the field of caring for people with disabilities)?

What communication channels, structures and tools are needed to ensure quick decisions, greater transparency and optimised information for target groups?

VIII: And for the whole Order?

Are there universally valid communication structures?

Project management (in the field of centres for the disabled and general hospitals)

III: What surprised you about the experience of dealing with this issue and what did it generate?

Co-workers are aware of the projects related to their centre, but are not always aware of ongoing projects on a supra-regional and/or at a network level (project object/project leaders). According to the answers to the questionnaires, the framework conditions for project management in the care of the disabled are known; however, further analysis of the answers has revealed that an in-depth knowledge of current project management is only present in isolated cases. Long-term projects in particular require well-defined project management. The hospital network of the Province has known structures and employees in charge who are known in the organisation and have extensive know-how. In this case, even the smallest projects are subject to comprehensive management. Digitisation, which is currently the subject of a large number of projects, is seen as both an opportunity and a risk.

IV: What did you discover? What were the key insights you drew from the theme?

The same people in terms of competence and experience are often called upon to participate in projects; this means that there is little diversity in the selection process. But this continuity means that projects can be addressed and implemented quickly. Co-workers and managers are generally open to projects and are motivated to participate.

Project work is often an additional burden on daily activities (due to a lack of resources). The lack of an ad hoc detachment is criticised. Disagreement: large project groups are often slow to implement, but they are necessary in order to involve all areas.

We have few or no technical or digital solutions for the implementation of projects in the field of disability care.

Key insights: The degree to which the results of cross-sectoral projects are implemented depends on acceptance by the respective leaders and managers.

V: What has been confirmed for you?

Knowledge of imminent issues (e.g. new laws) generally is disseminated in a timely manner. But due to limited resources, we generally react late to certain issues and are not very proactive. However, important matters are being addressed on the whole and managers have the necessary scope for action.

Communication about projects does not always reach co-workers, although information is widely disseminated through various means of communication (e-mail, JoGo App, direct information...).

VII: What key questions did you come up with for your province in view of the future?

How can we make our project management (issues, execution, digitisation and implementation) more sustainable and effective?

What equipment/methodologies do we need for sustainable implementation?

How do we recruit the right co-workers for our project groups?

VIII: And for the whole Order?

How can we react proactively and quickly to external framework conditions?

How can we transfer and share experiences and best practices with other provinces?

Cooperation

III: What surprised you about the experience of dealing with this issue and what did it generate?

- Establishing cooperation agreements is much more complex than one thinks, because the purposes of cooperation are often not clear.
- The implementation of cooperation often requires extensive legal preparation work.
- Communicating a cooperation project and implementing it in practice often takes longer than expected.
- Not all temporary collaborations with external partners turn into permanent cooperation.

IV: What did you discover? What were the key insights you drew from the theme?

Are we able to collaborate?

- In principle, our hospitals have a large number of cooperation ventures with other organisations and players on the health sector. It is important to further develop these newly established forms of cooperation and to adapt them to changing framework conditions or objectives. This must also include economic and technological issues.
- One example for a hospital: existing cooperation ventures in hospitals with regard to in-patients should be complemented by other cooperation variants such as out-patient care, training, prevention, IT, etc.

V: What has been confirmed for you?

- Time is needed to clearly define the objectives of a co-operation venture.
- Time is needed to communicate the objectives of a cooperation venture to those involved.

VII: What key questions did you come up with for your province in view of the future (in the field of general hospitals)?

- Which cooperation partners do we need, particularly in areas that are strategically important to the province's hospital network?

VIII: And for the whole Order?

- With which Order hospitals in other countries do we have strategic affinities and how could we organise long-term cooperation across cultural and linguistic boundaries?

Sensitivity to different cultures

III What surprised you about the experience in dealing with this issue and what did it generate?

For many people, Germany is their dream country. For the climate, the culture, the legislation.

IV What did you discover? What were the key insights you gained from the theme?

It is important to support foreign co-workers on their arrival in Germany. There is a very strong commitment by local co-workers accompanying them.

Separation from the family is very hard to bear for many foreign employees.

The presence of a multitude of different cultures in one centre creates richness and diversity, but also social problems due to ignorance.

V What has been confirmed for you?

It makes a big difference whether employees have arrived in Germany as refugees from war and/or crisis zones or on a work visa.

The housing shortage in Germany is a problem for many.

VII What key questions did you come up with for your province in view of the future?

How can foreign skilled workers be, and remain, happy in Germany.

How can workers in their home country be well qualified for Germany (German language).

How can we ensure that people from many different cultures feel treated with respect in our centres.

How can we sustainably and continuously communicate useful information about so many different cultures to all those involved?

VIII And for the whole Order?

Coordinated cooperation through exchange and/or training programmes could prove very fruitful in the future.