

## Summary

The government creates the possibility to develop a regulated competitive market in the Dutch health care. This action results in more freedom for the board in health care organizations and changes in the organization of the supervision. The changing law and regulation also increase the required transparency of the health care organizations. All this results in new incentives focused on the design of health care governance. Health care governance informs organizations about accurate management, accurate supervision and suitable accountability. The organizations operation is influenced by the design of health care governance in many ways. In this study the research is narrowed down to the financial consequences.

The central question is formulated as follows: *In which way does living up to health care governance influence the financial position of common Dutch hospitals?*

To answer the central question 25 common Dutch hospitals are selected. Quantitative research and qualitative research are performed based on the annual accounts respectively the annual reports. To gather more information seven interviews took place. The interviews were held at four of the 25 hospitals and two consulting agencies.

The findings of this research show that a direct relation between health care governance and the financial position of common Dutch hospitals is absent. Both concepts influence more than one aspect of the conduct of business. This study also concludes that the forming of health care governance in common Dutch hospitals needs improvement. A lot of hospitals comply with the requirements but do not show extra effort to create distinctive abilities. Equally to the forming of health care governance the financial performances need improvement. The external market is unfolding which increase the risks. The financial performance is insufficient according to those increasing risks.

Based on the findings of this research is to presume that health care governance could have an indirect influence on the financial performance of common Dutch hospitals. Health care governance leads to control in the hospital. The financial performance is not influenced by incidental occurrence but a consequence of the policy. The risk management can also improve as a result of health care governance. Beside this the hospital can make a long term financial plan. This gives the board of supervision more information about the financial policy so the board can interfere earlier when necessary.