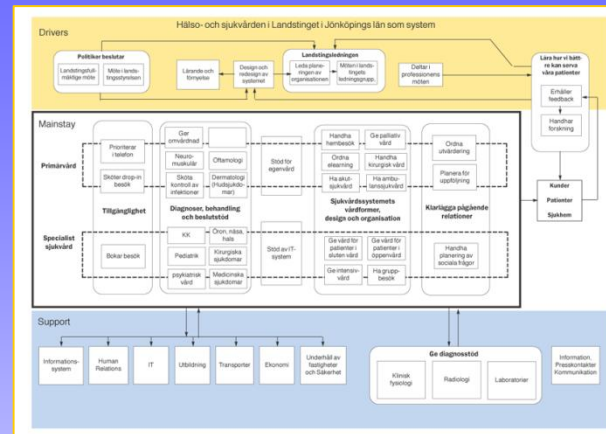


Transforming healthcare to a new level of performance



A System Approach to Enhancing Health Benefits and Quality Improvement

Mats Bojestig MD,

Jönköping County Council, Sweden, 2011

Why involving people into Quality as a Business Strategy?

- Improvements based on knowledge
- Understand the system to reach a new level of performance
- Relentless ambition to pursue perfection

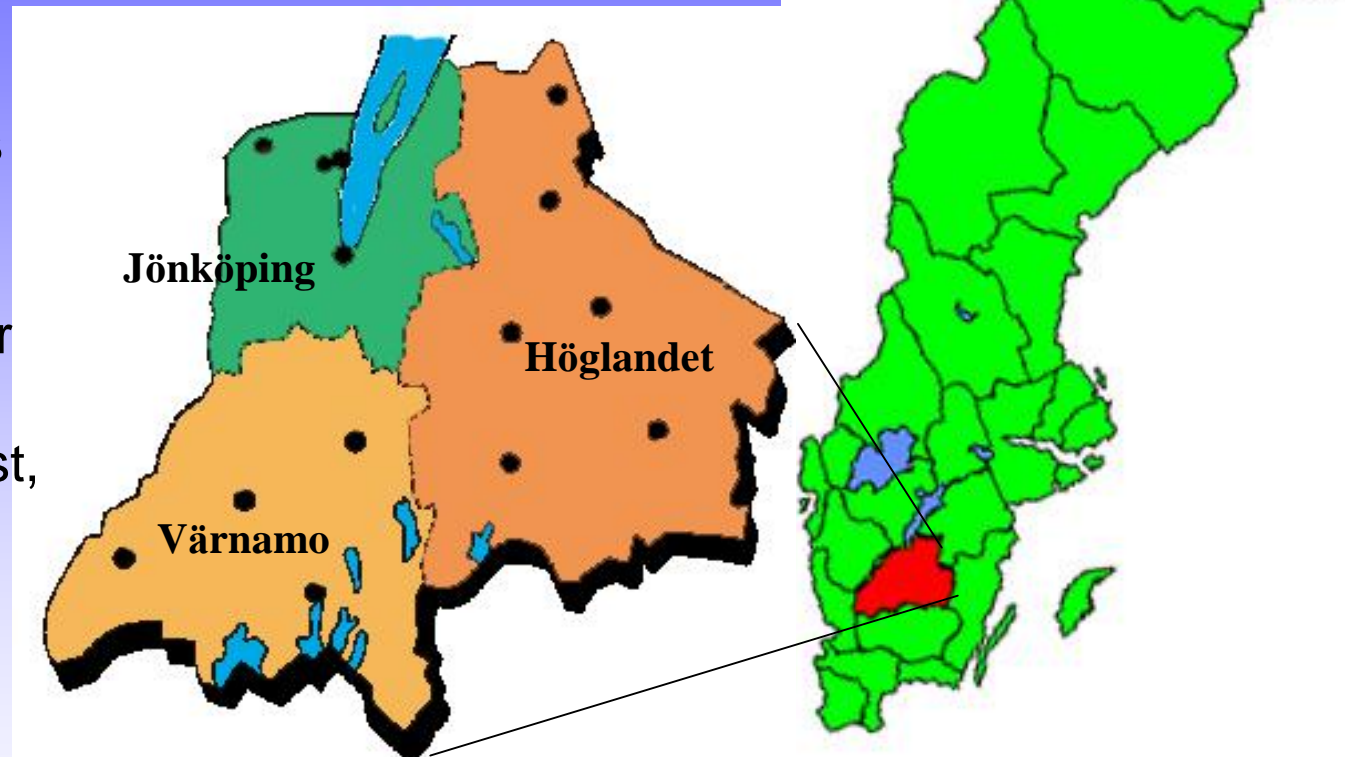
The County Council of Jönköping

Some facts:

3 hospitals,
34 primary care units
9,500 employees

6,100 people visit our
system every day,
1,500 visit a specialist,
1300 visit a GP,
300 a private dr;

We have 160 new
inpatients every day
and 9 babies are born

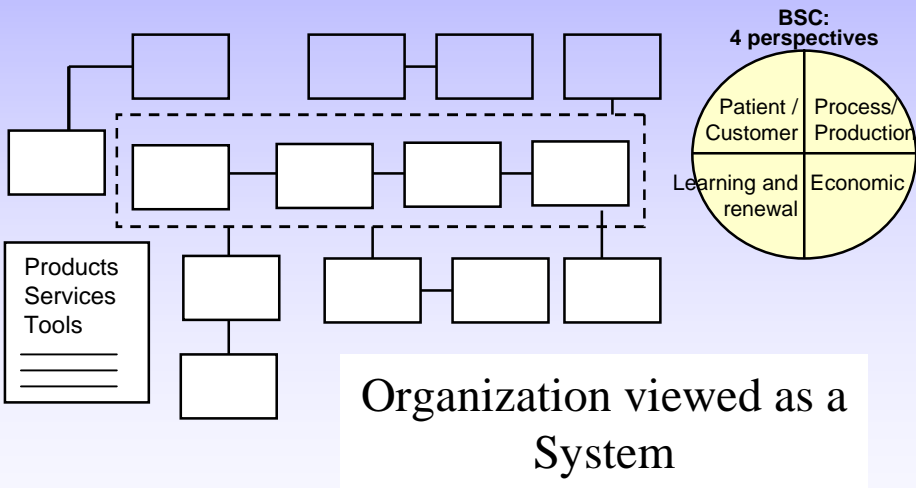


330 000 inhabitants

Purpose
 Mission
 Beliefs
 Vision

System for obtaining information
 (Customer focus)

Planning
 Strategic objectives
 Improvement efforts
 Resources



Three basic questions

Managing improvement efforts

Who are we working for??



Increase the value



The County Council vision:

For a good life in an attractive county

Jönköping Health Care services as a system

Drivers / leading processes



Mainstream

Access
Telephone calls
Referrals
The Webb

Self Care
Health care info, 1177
Health care on the web

Prevention
Diagnostics
Treatment
Rehabilitation
Caring

Different kind of treatments

Follow up/
Discharges
Cooperation



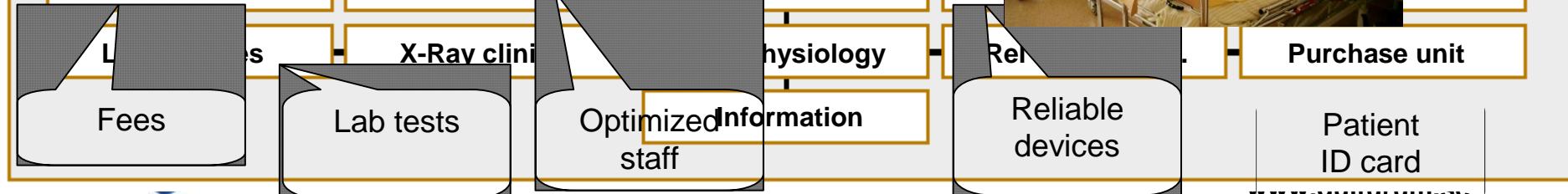
Support

Finance unit

Human resources

Environment

Medical equipment

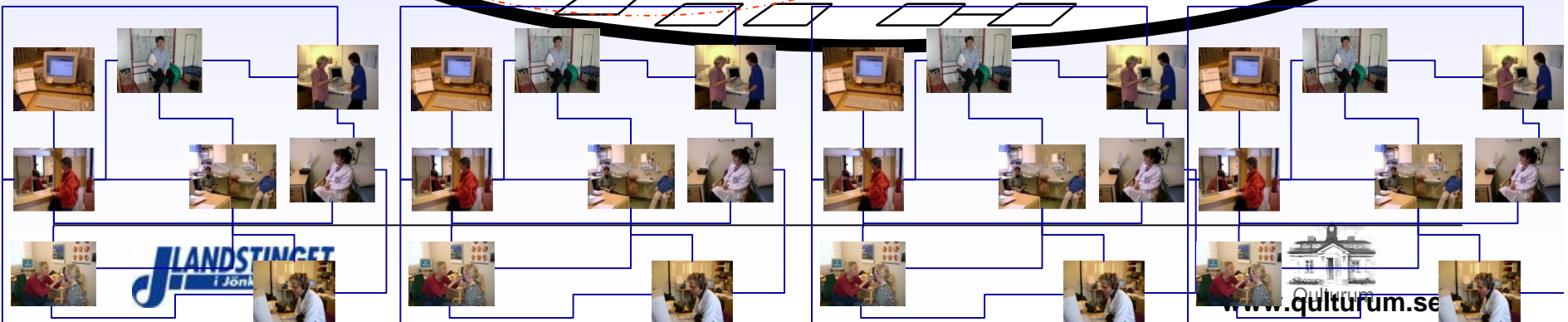
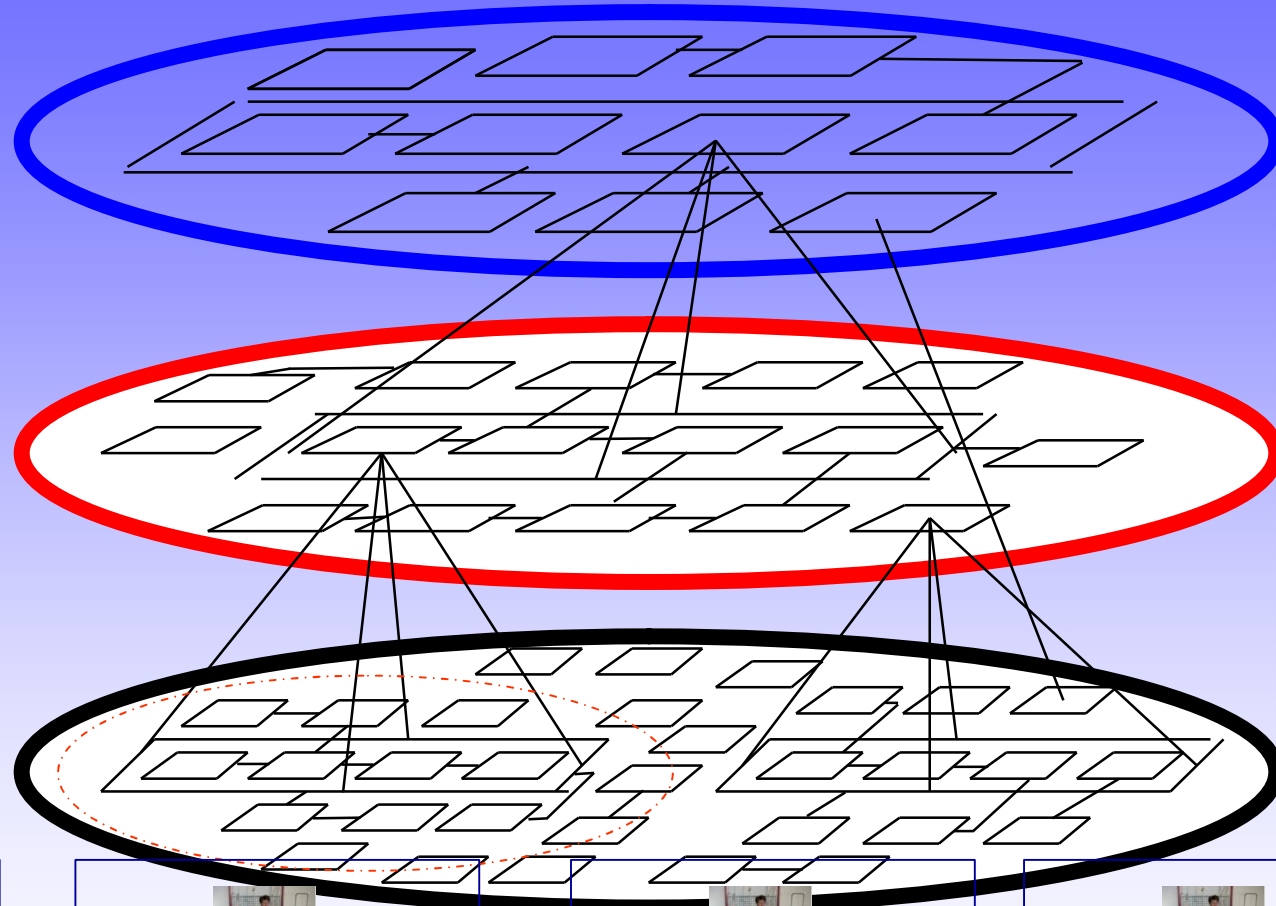


30,000 Foot View: Jonkoping Health System

Macrosystem

Mesosystem

Microsystem

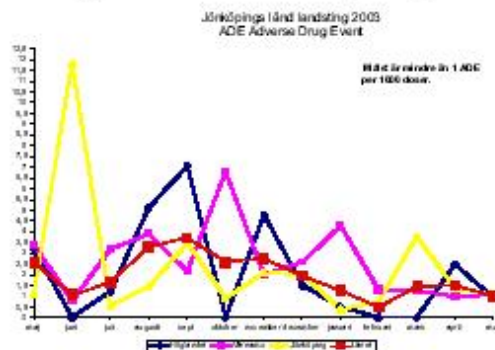


Early warning system

- Monthly report of system measures

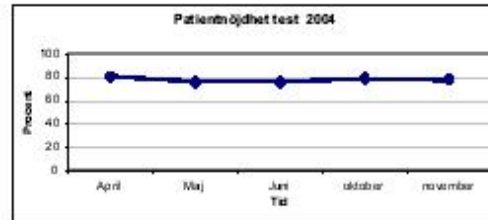
System Measures

Adversed Drug Events, ADE



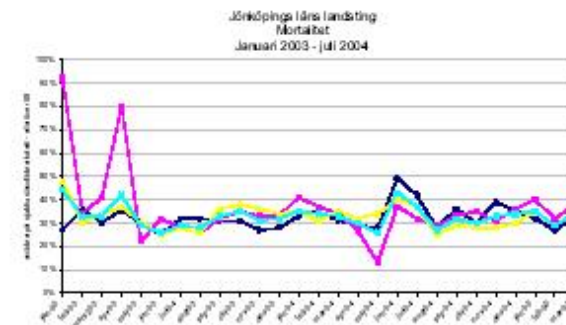
Mål: >1/1000 mindre än 1 ADE per 1000

Patient Satisfaction

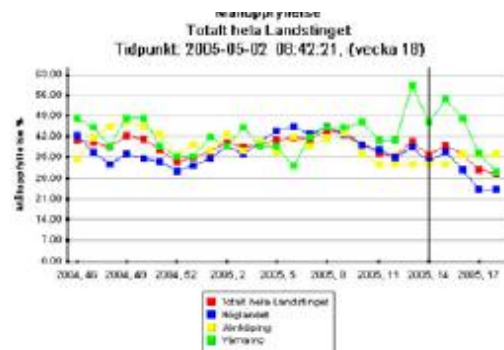


Mål: 100 procent nöjda

Mortality at hospitals, over age 65

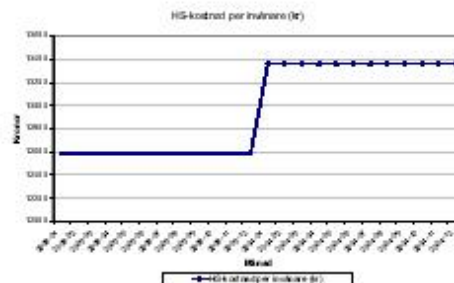


Access



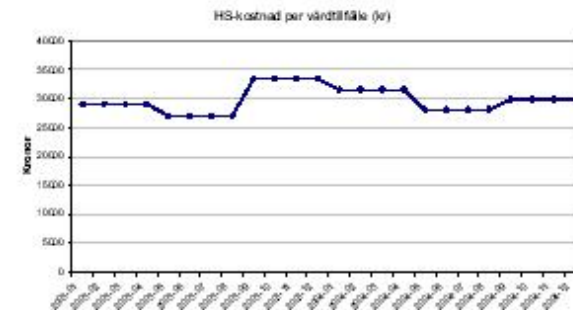
Mål: 14 dagar till specialistsjukvård, 3 dagar till primärvård

Cost per inhabitant



Mål: Föresatt att alla andra mått har bra värden ska kostnaderna vara så låga som möjligt.

Cost per care event



Mål: Ska inte öka mer än pris- och löneutvecklingen

Planning

- Strategic Objectives
- Improvement Efforts
- Resources



Weights for Strategic importance

Weight Operational Definition of Weight

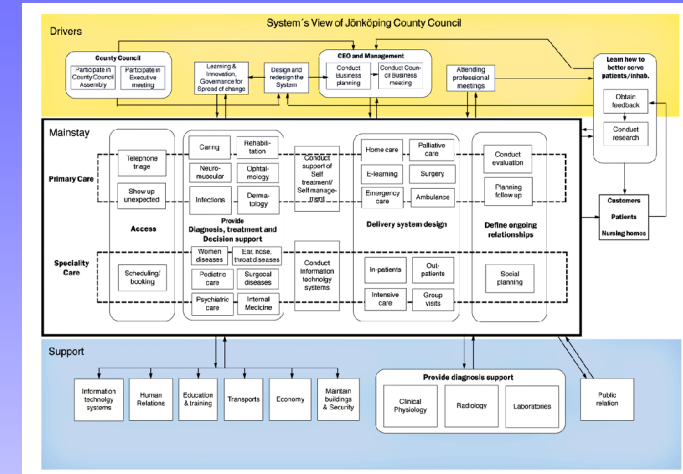
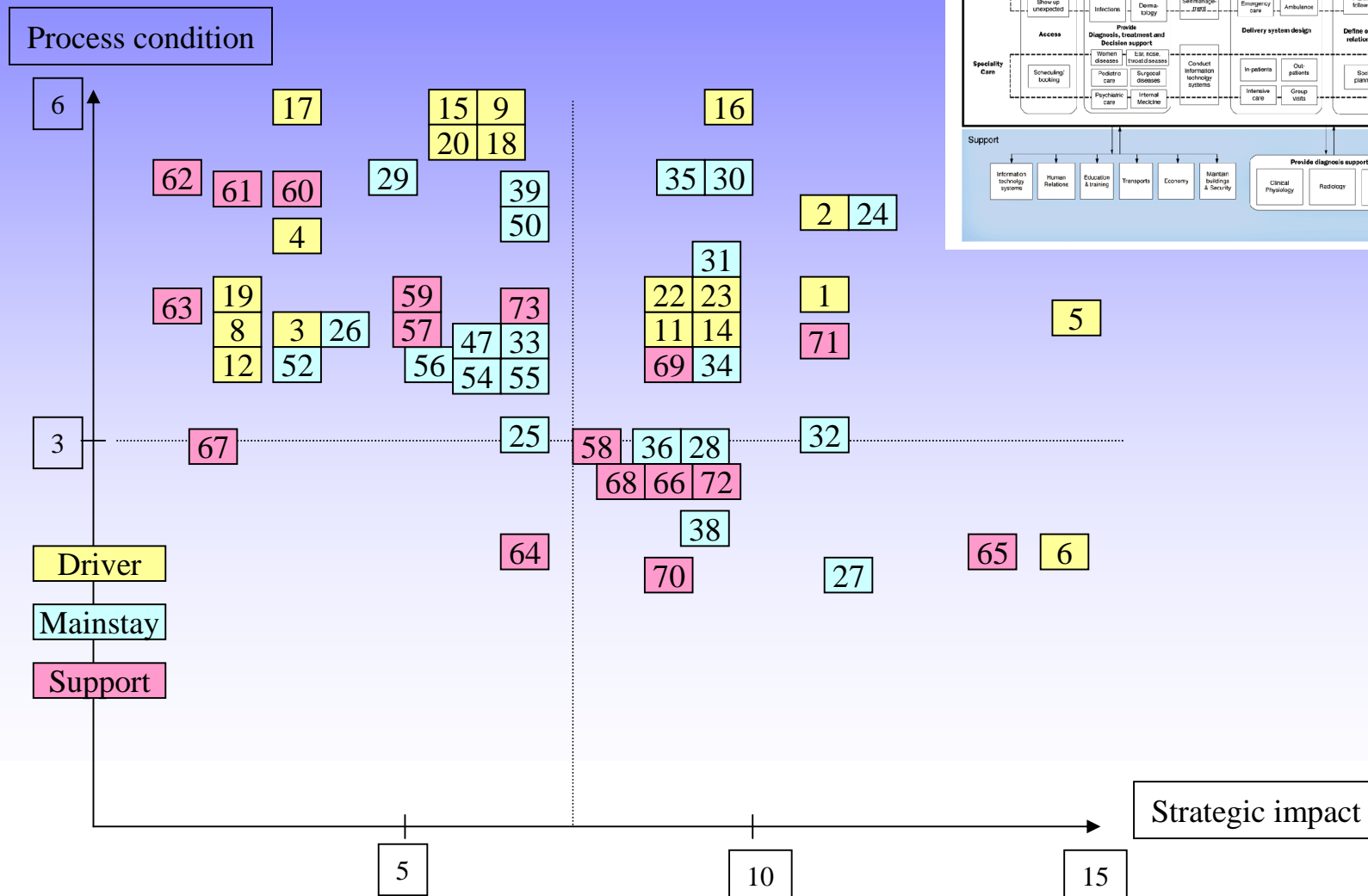
- 5 Must focus on this process or product to accomplish the strategic objective.
-
- 3 Focusing on this process or product will have a direct impact on the strategic objective.
-
- 1 Focusing on this process or product will have an indirect impact on the strategic objective.
-
- No impact on the strategic objective expected from focusing on this process or product.
-

Evaluating the Quality of the processes on the linkage

Operational Definition of Rating

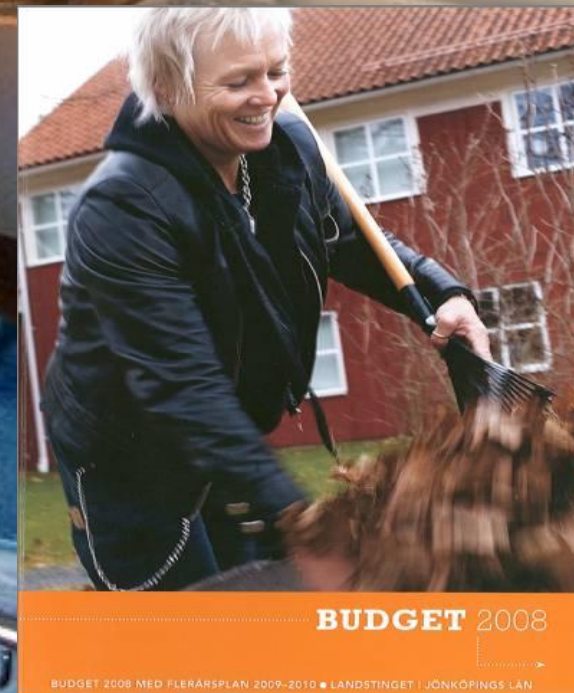
- 6 Process is not defined. This is a new process that needs to be designed and documented.
- 5 This is a general understanding about the process by those who work in it. No documentation or process standards exist. No formal work to improve the process has been done in recent history.
- 4 Process has been defined for all stakeholders. The intent of the process is understood.
- 3 Process is well-defined and measures of process performance and quality of outcomes are used to monitor the process.
- 2 Process has been formally improved during the past year. Ongoing measures exist for the process including supplier input and customer feed-back
- 1 Key measures of the process and the process outcome are predictable.

Process condition and strategic impact diagram

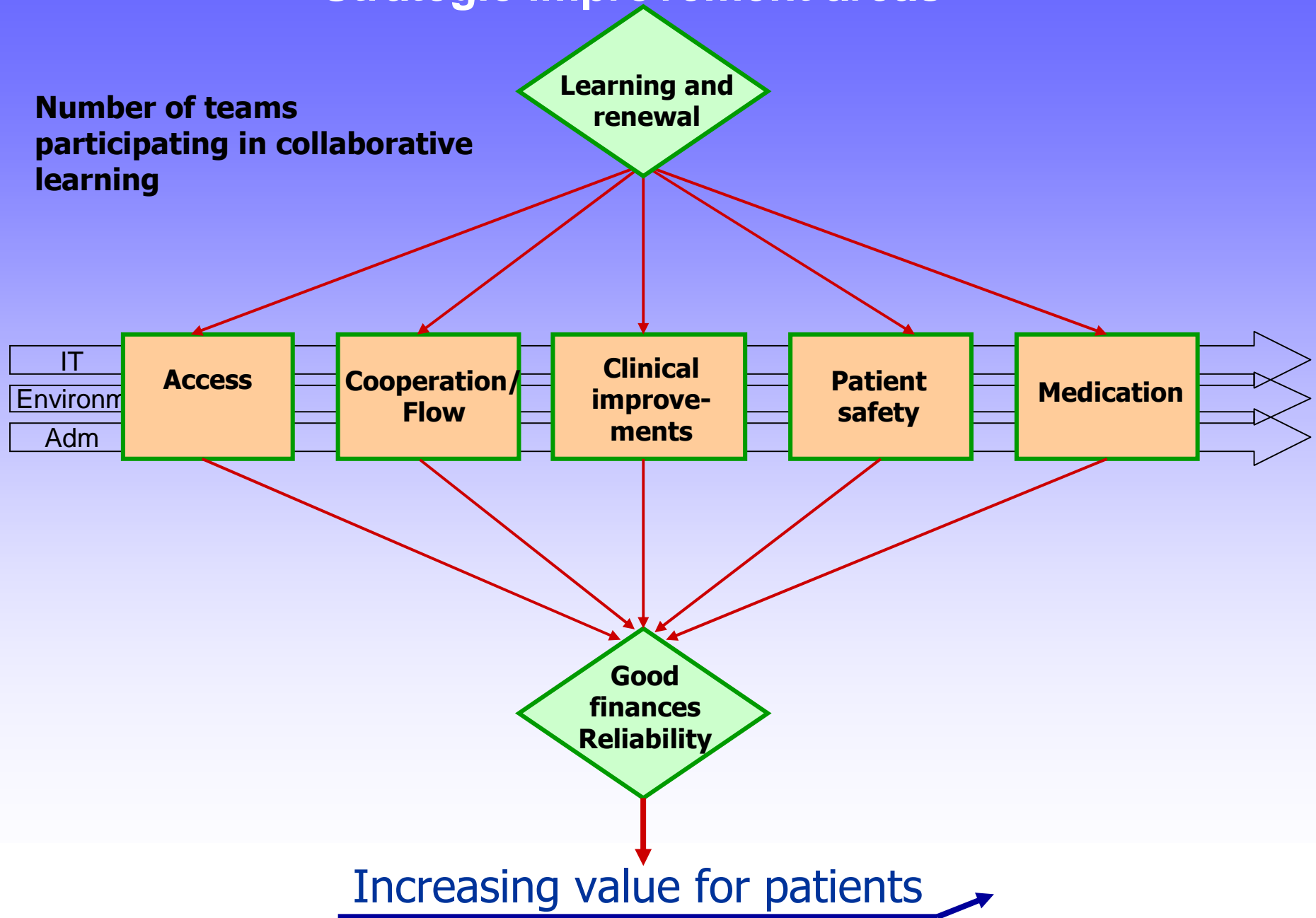


Change everything at the same time

- The Foundation:
Budget/Annual Plan



Strategic improvement areas



How do we work today?

Analysis of current work/routines and make Action plans

- **Show the current work**
Process, patient population,
what personnel are involved
- **Use different tools : flowchart
diagram, fishbone/Ichikawa
diagram, brainstorming,
baseline measure**
- **Make plans using PDSA -
test in small scale**



Searching for Improvement ideas

- Brainstorming
- Litterateur searching
- Site visits



- Learning from other teams

So, why focus on the “clinical microsystem?”

Where the value
develops

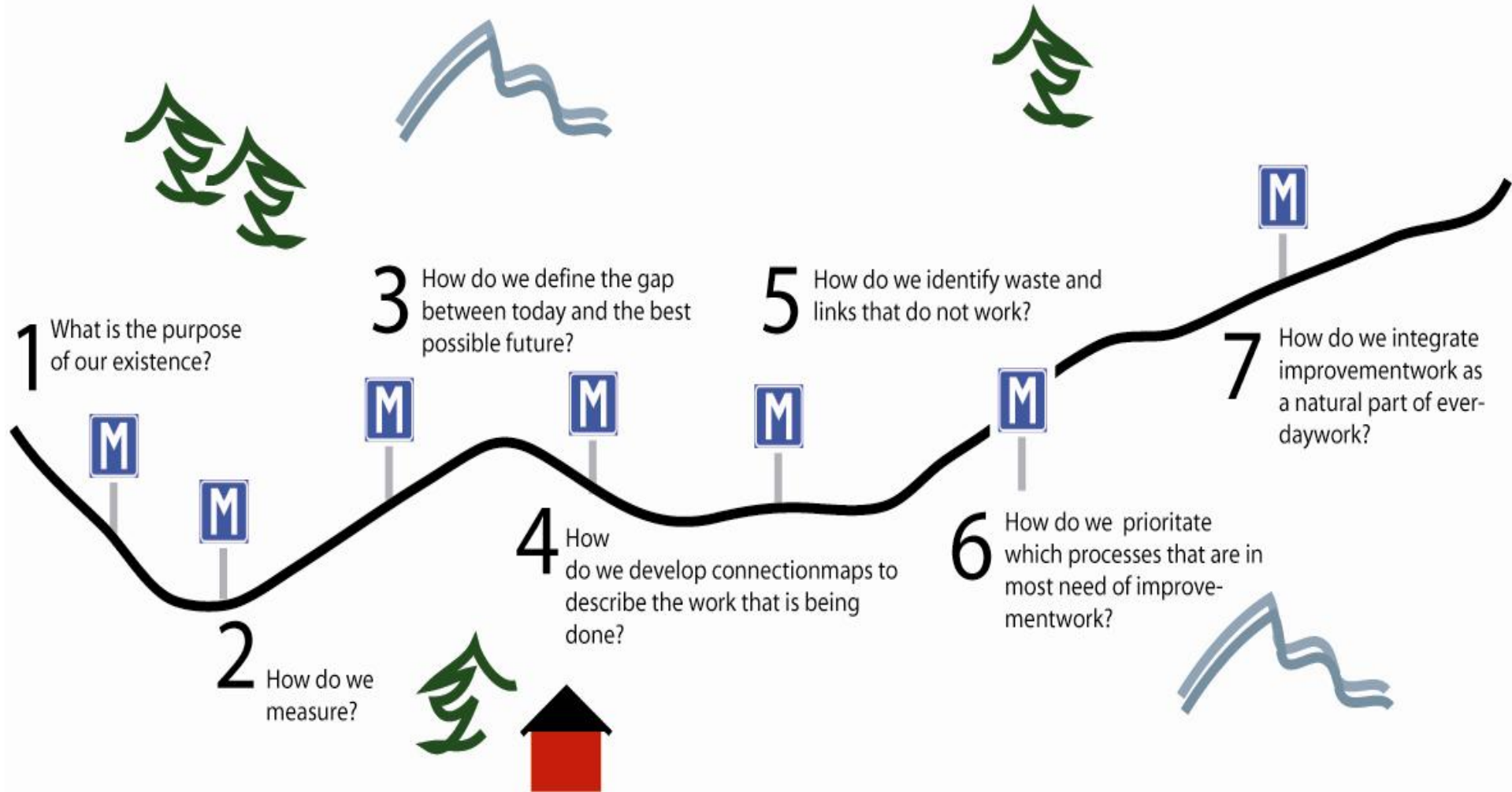
Doing the right
things right



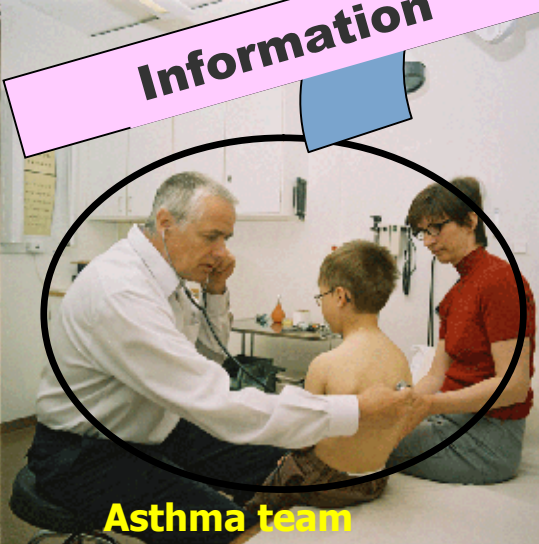


Seven questions showing the way

for the microsystemteam on their journey to the best possible results.



Building of a reliable system needs a holistic ambition



Asthma team in a municipality



Pediatric reception at a Primary care unit



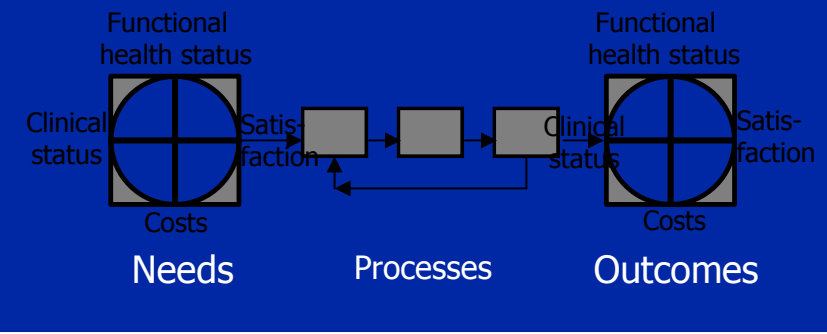
Department of Pediatrics in Jönköping

Common values

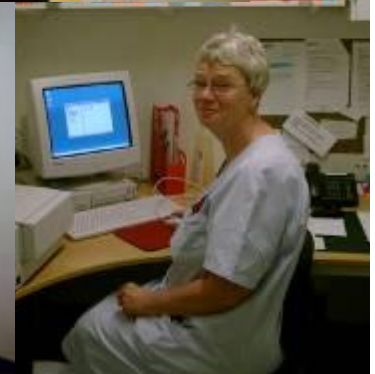
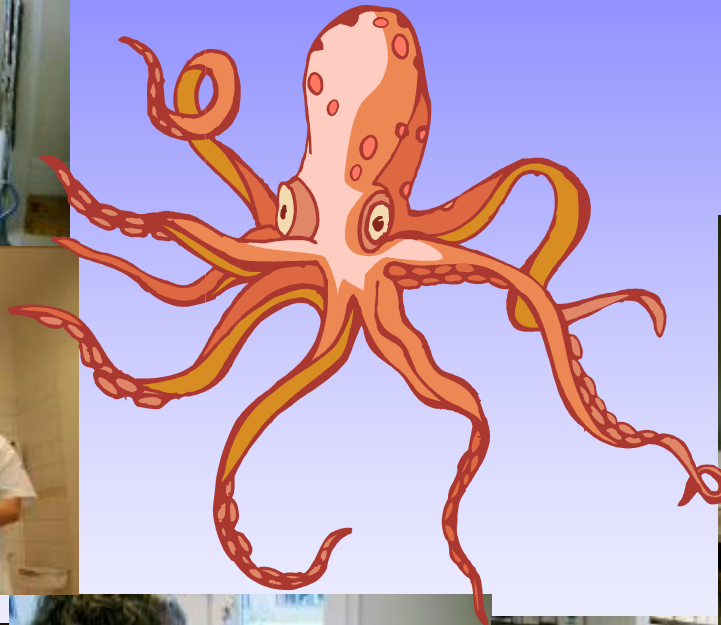
Micro system Knowledge

Agreement on measures/The Value compass/“Tools”

Leadership



Improve everything at the same time



Everything has been changed except our way of thinking

Albert Einstein

Is it too late to
change health
care's way of
thinking?



Presence – act into new thinking

The past can be analyzed
but the future has to be
designed

We can strive to do
what we now do better
and better but we can
also change our way of
doing things



Sports





A deeper understanding

The society stands in front of **a learning evolution**. We are facing a development of completely new methods, ways of learning and learning environments.

This will demand

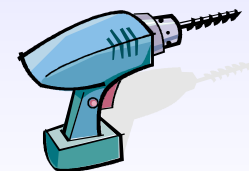
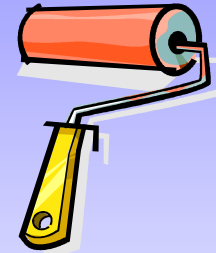
- an understanding of **how to develop completely new ways of learning**,
- but also a deeper **understanding of complex systems** and organizations, and
- **how leadership and management in the best way must be carried out** to have successful growth.

*This is described in the book **Disrupting Class** (Christensen, Johnson, Horn, 2008)*

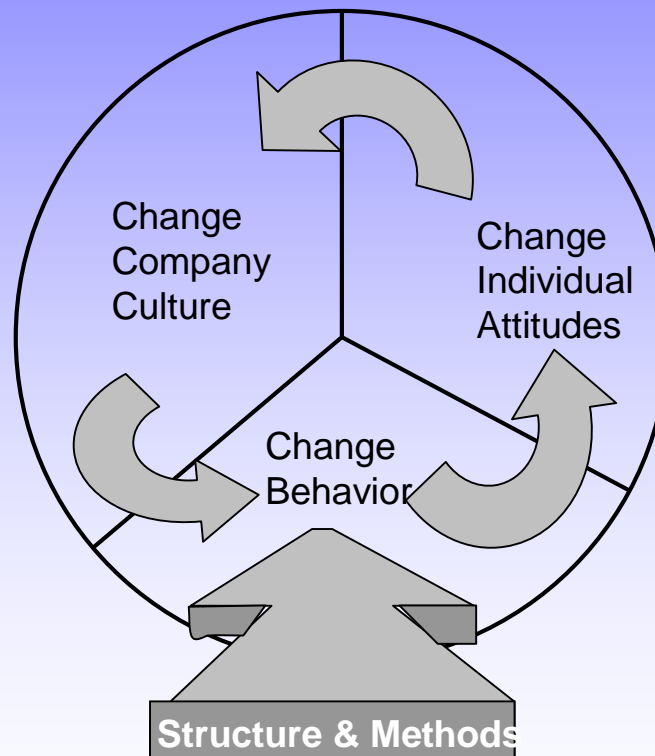
5 tools for leaders to build capacity for transformation



1. Dialogues and meeting places but also reflection areas – Breakthrough series, collaboratives, study circles
2. System thinking and managerial demand
Quality as business strategy
IT and databases
3. Support external perspectives
Find “ambassadors” for new ideas
4. A reflecting and critical approach where research becomes best possible spread
5. Connect people and build networks



To make the transformation happen



Norman, API

