



Don't forget to join in the conversations on twitter
Tweet us at [#quality2019](#)

A4 [#qfa4](#)

How to move to a value based healthcare system



Niels Reichstein Larsen, CEO
Bornholm Hospital
Capital Region of Denmark

Capital Region of Denmark

The Capital region provides healthcare to approx 30% of the population in Denmark

Bornholms Hospital is the smallest hospital in Denmark and situated in the middle of The Baltic Sea.



BORNHOLMS HOSPITAL REGIONAL DEVELOPMENT HOSPITAL

- Bornholms Hospital has been exempted from the region's activity based reimbursement model since 2016.
- Instead we work with different aspects of value for patients / Value Based Healthcare
- A wide variety of initiatives were tested and most of them implemented
- The project is evaluated by VIVE, report to come this May



Examples of initiatives/projects

- Reducing admissions to the hospital
- Increasing ambulatory visits and telephone consultations
- Identifying a medical gate-keeper before admission
- Coordinated care for patients with multimorbidity
- Everyday improvements (Service Profit Chain)
- Videoconferences including patient and/or relatives
- Conversation about the rest of the patients life

Value to patients in a broad sense

The Conversation Project is dedicated to helping people talk about their wishes for end-of-life care.



Considerations and paradoxes

Necessary to have many initiatives to reach different types of staff

Many initiatives at the same time is confusing the staff and difficult to manage

Difficult to involve doctors (hospital and GPs) and engage them in the process

The same doctors get frustrated when they don't feel involved

Staff want improvements and less focus on reimbursement

Staff tired of projects and cultural changes

Municipality is the key collaborating partner

The project was financed and primarily designed by the hospital and the Region

Porter

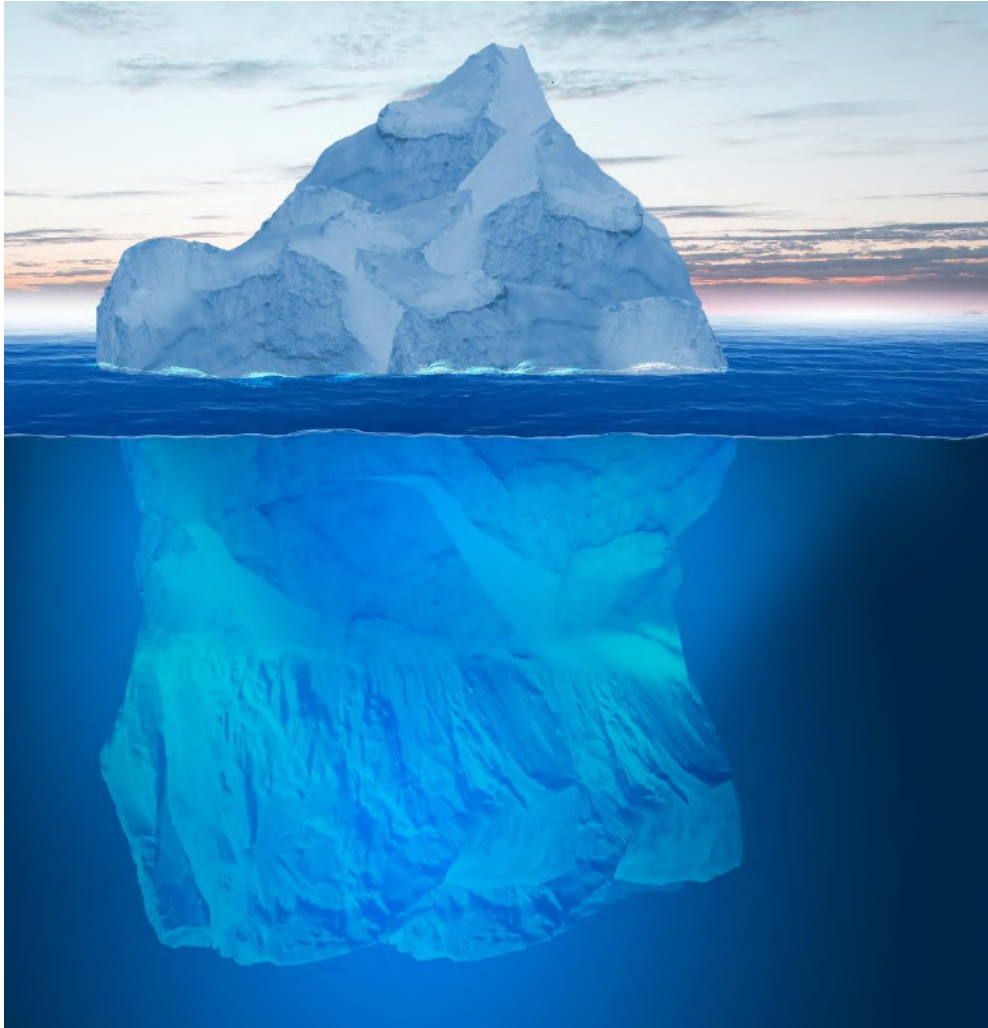
Schein



Porter and Schein (1)



Porter and Schein (2)



Artifacts

Values

Assumptions

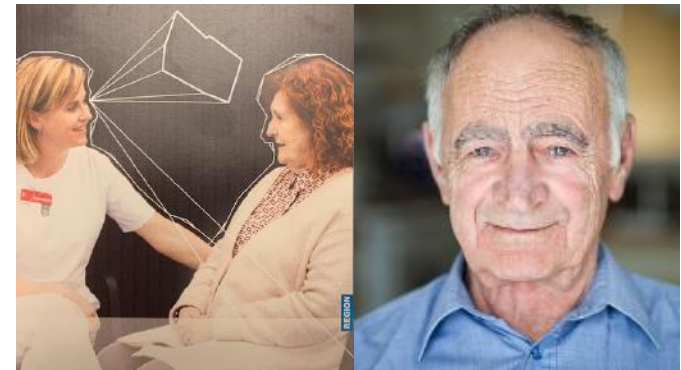
Cultural changes come hard



What matters to Esther?

Examples of cultural changes:

- Establishment of a patient council
- Nudging the mindset of health care providers
- CEO within a radius of 3 meters
- Bureaucracy and hierarchy ↓



Working with cultural changes

CEO within a radius of 3 meters:

- Workshops: Improve and reduce everyday challenges. Inspired by Service Profit Chain theory. 20% of the staff participated
- More than 100 improvements has been identified

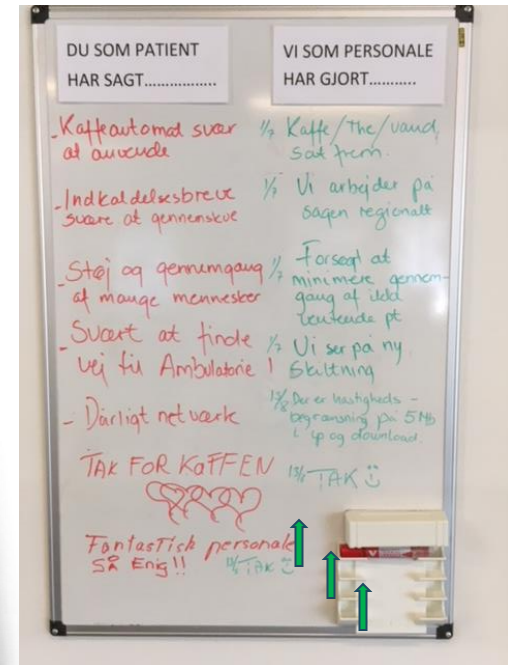
Professional skills:

- Training courses for nurses: aprox. 50% of our nurses participated

Inspiration from other health care services:

- Collaboration with Qulturum in Jönköping
- Collaboration with other national multimorbidity clinics
- Tivoli Gardens service culture

Satisfaction	
Patient satisfaction	4,6
Employee satisfaction	4,0
Scale from 1 to 5: 5 is very good and 1 is poor.	

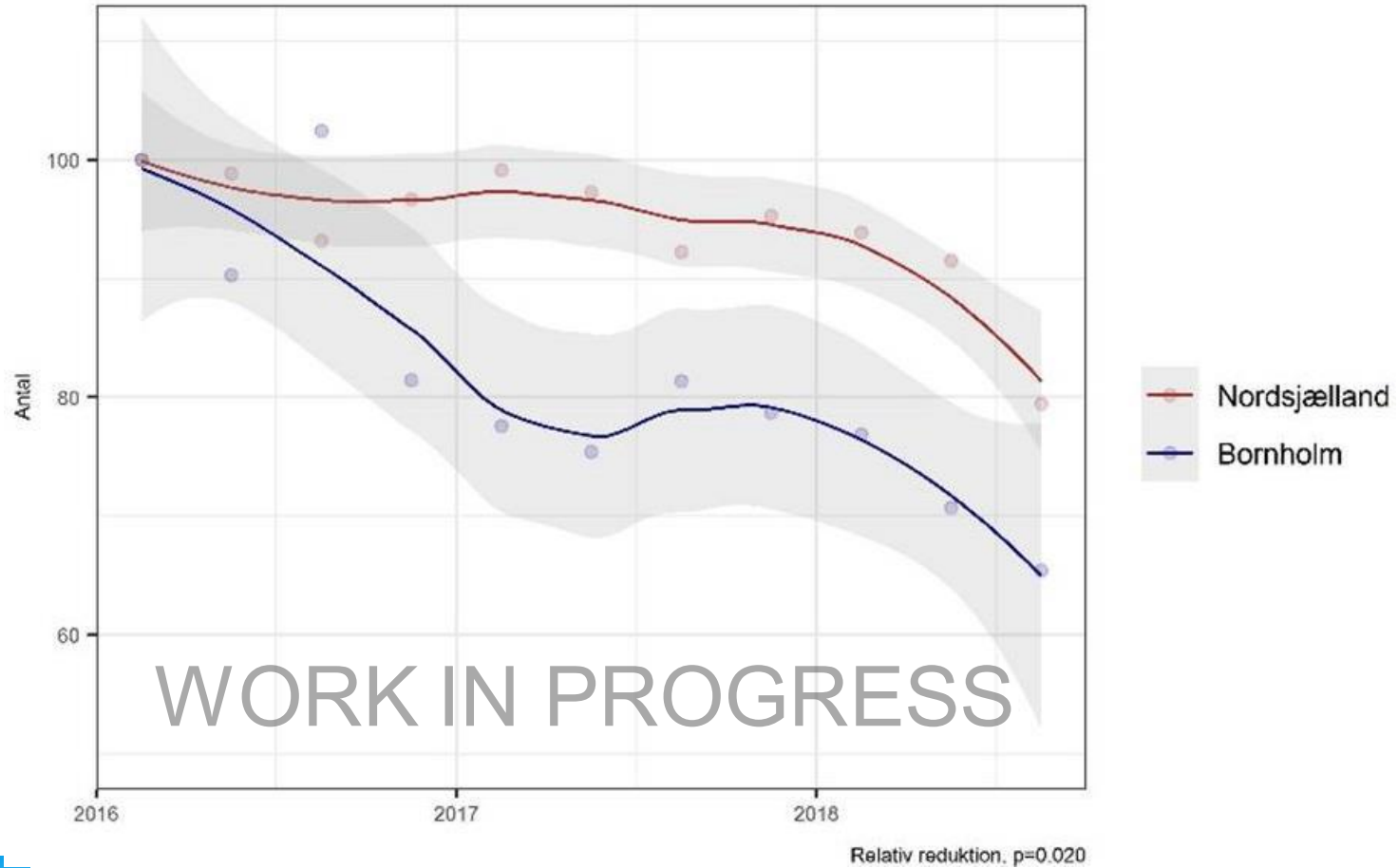


Whiteboard in an outpatient clinic

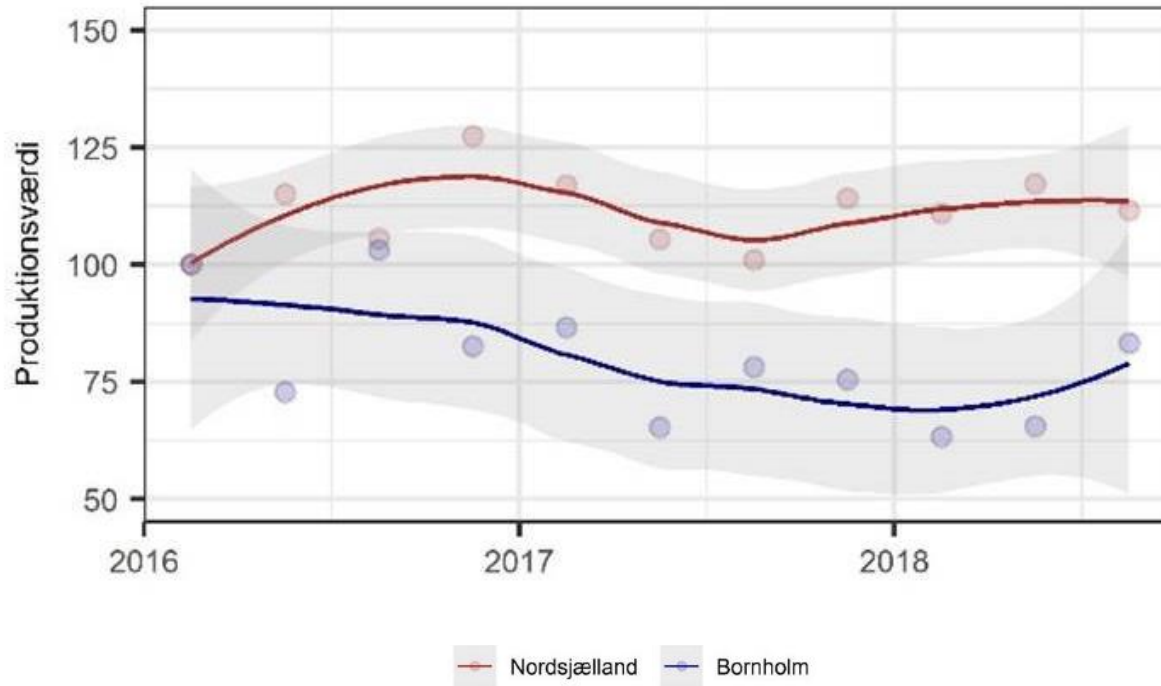
You said – We did:

Suggestions from patients and actions from staff

Total number of bed days



Index showing readmission



WORK IN PROGRESS

Telephone-consultations and outpatient visits

	Aug. 2017 Jan. 2018	Aug. 2018 Jan. 2019	Change
Number of telephone consultations	859	986	↑ 15%
Number of ambulatory visits (ex. telephone.cons.)	1.479	1.614	↑ 9%

Lessons learned / recommendations

- 1) Cultural changes requires change in our own perception of patient needs. Patient involvement, patient cases and persona's "What is best for Esther" nudges the change
- 2) Improvements and processes – must be part of daily practice not a project
- 3) Top management must be 100 % engaged.
- 4) Changes must be facilitated by a clinically and academically respected staff member.
- 5) Value for patients is increased via cross-sectoral collaboration with GP's and Municipality.
- 6) Strong correlation between leadership, improvement proceses and value for patients / "what is best for Esther" seems to have an effect on admissions and readmissions

Lessons learned / recommendations (2)

But perhaps most important:

Cultural changes requires a clear vision, time, patience and persistence

Adjust the goals and projects when needed

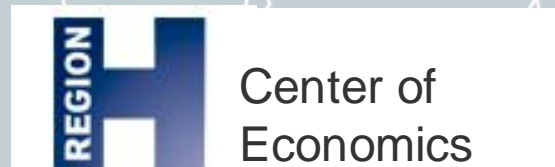
Do you really want to know what value means to the patients?

Ask the patient, and listen to the answer



Thank you for your attention

Special thanks to



Center of
Economics

Charlotte Westh
og Sidsel Kofoed

nlar0086@regionh.dk

