Diakonhjemmet Sykehus

Bottom Up: making *IT* work in healthcare:

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Perceptions of Systems: The Nature of Management, Communication and Creativity

UKSS 2010 – St. Annes College, Oxford

The Hospital

- City centre Oslo Hospital
- 280 beds
- 7 clinical department (orthopeadic and general surgery, reumatology, internal medicine, psychiatric acute ward and district centre, elderly psychiatry and child psychiatry)
- 1500 employees
- 12800 inpatient and 96000 outpatient visits
- 43000 radiology and over 1 mill lab tests

The problem (sorry - challenge)

Improving quality

Improving patient safety

Improving staff motivation and participation

Not making a loss!

Through not creating more work

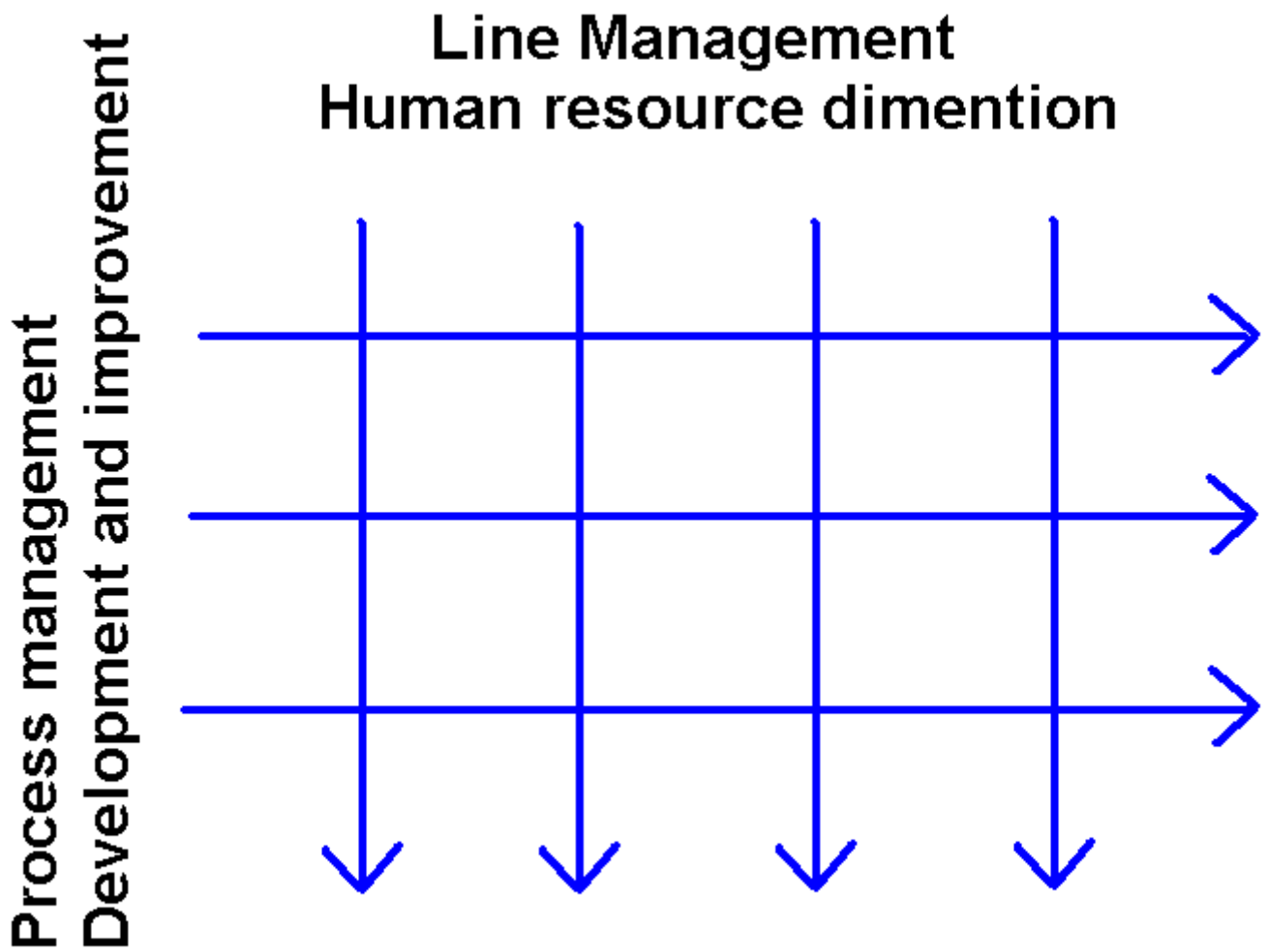
and by using existing IT systems

The hypotheses

- People accept change if they are part of it especially if they suggest it (i.e. bottom up). *Improvement requires change*
- People will be happier working in an environment where roles and responsibility are clearly defined, and where the perceive the system is ”under control” i.e. well defined activities and processes (well managed?)

The method

- A four year development and implementation of both IT tools and new processes
- Bottom up. i.e management support but not management involvement (*)


Line Management
Human resource dimention
Process management
Development and improvement

The method

- A four year development and implementation of both IT tools and new processes
- Bottom up. i.e management support but not management involvement (*)
- Action research based method (EPiC)
- A touch of lean (lots of waste in a hospital)

The method cont .....

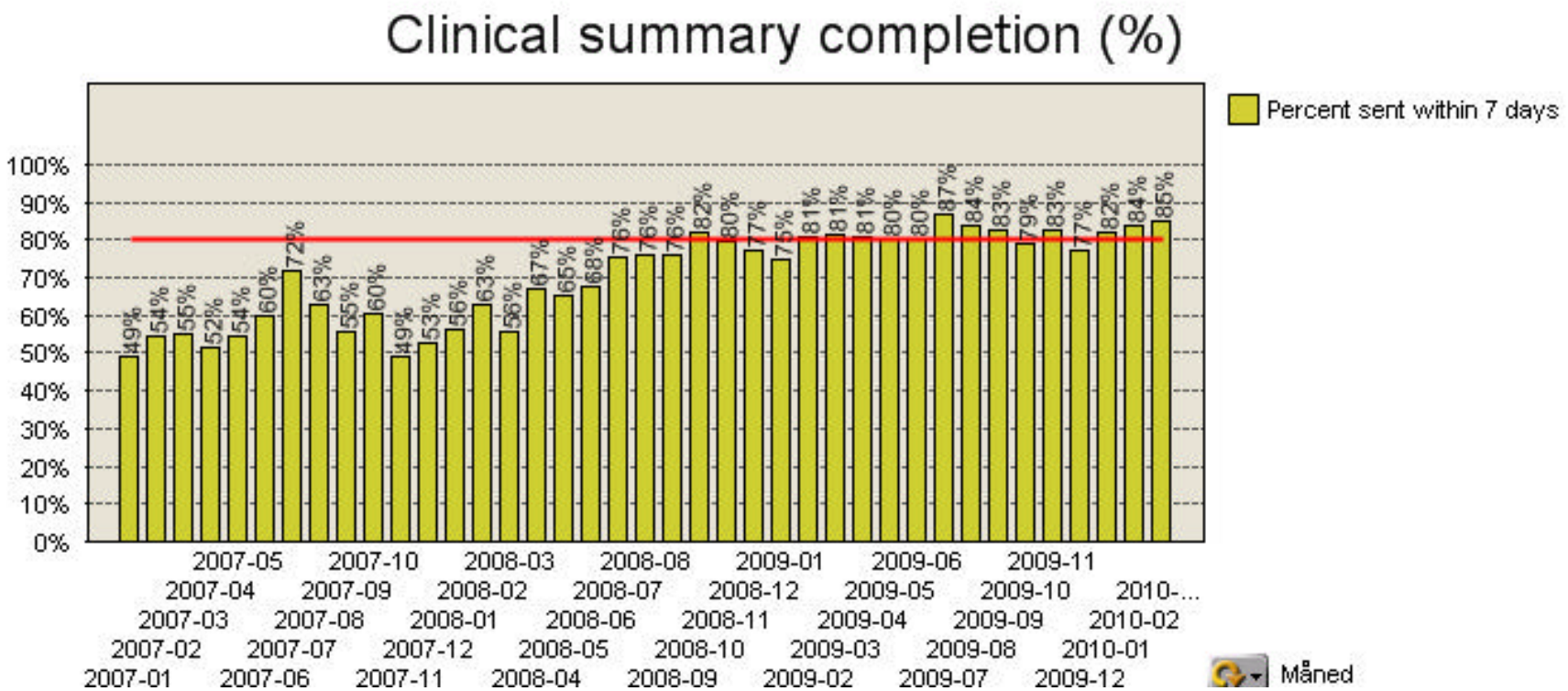
- A measurement tool (DIA-LIS)
- Process change and development
- Process mapping

Results

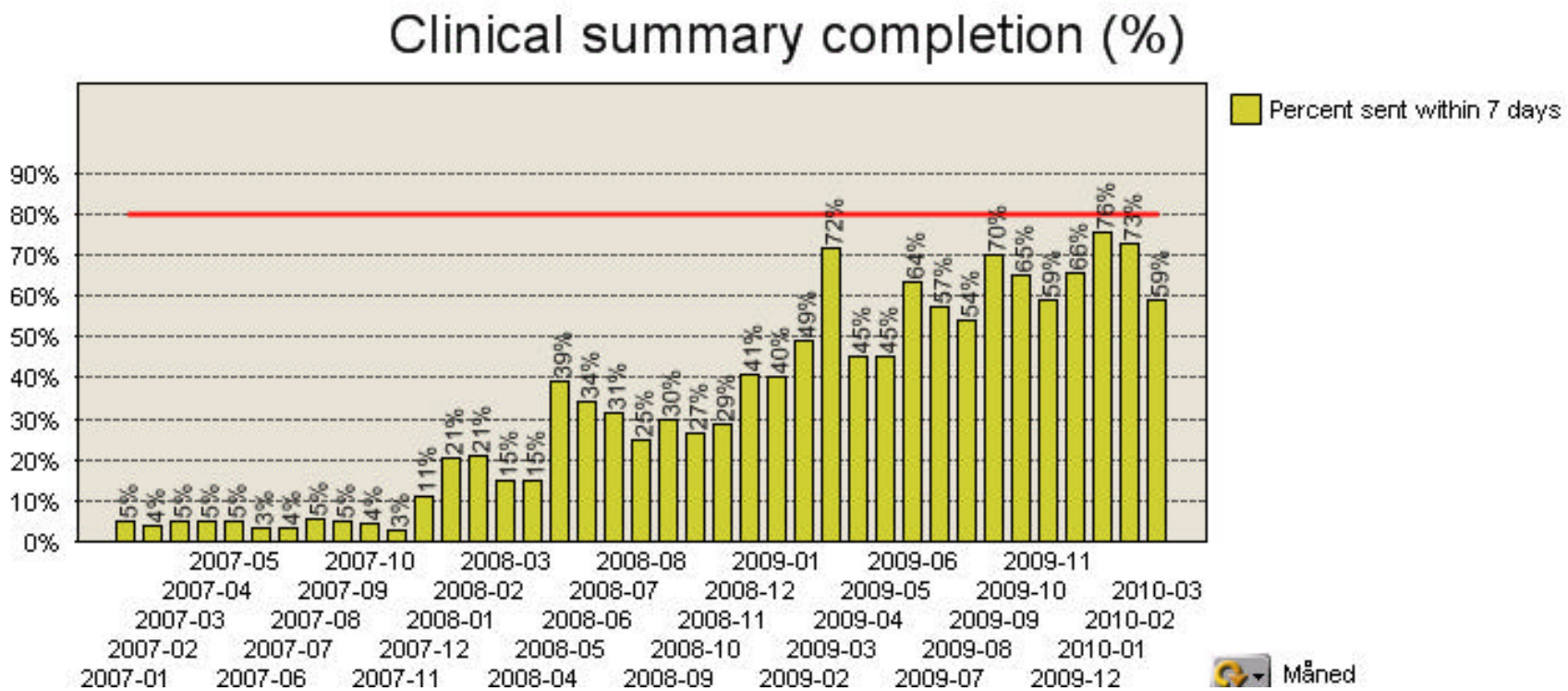
- Clinical summary (epikrise)
- Waiting lists and treatment guarantee failure
- Bed blockers
- Sick leave

- Total target achievement

Clinical summary – All departments



Clinical summary – DPS



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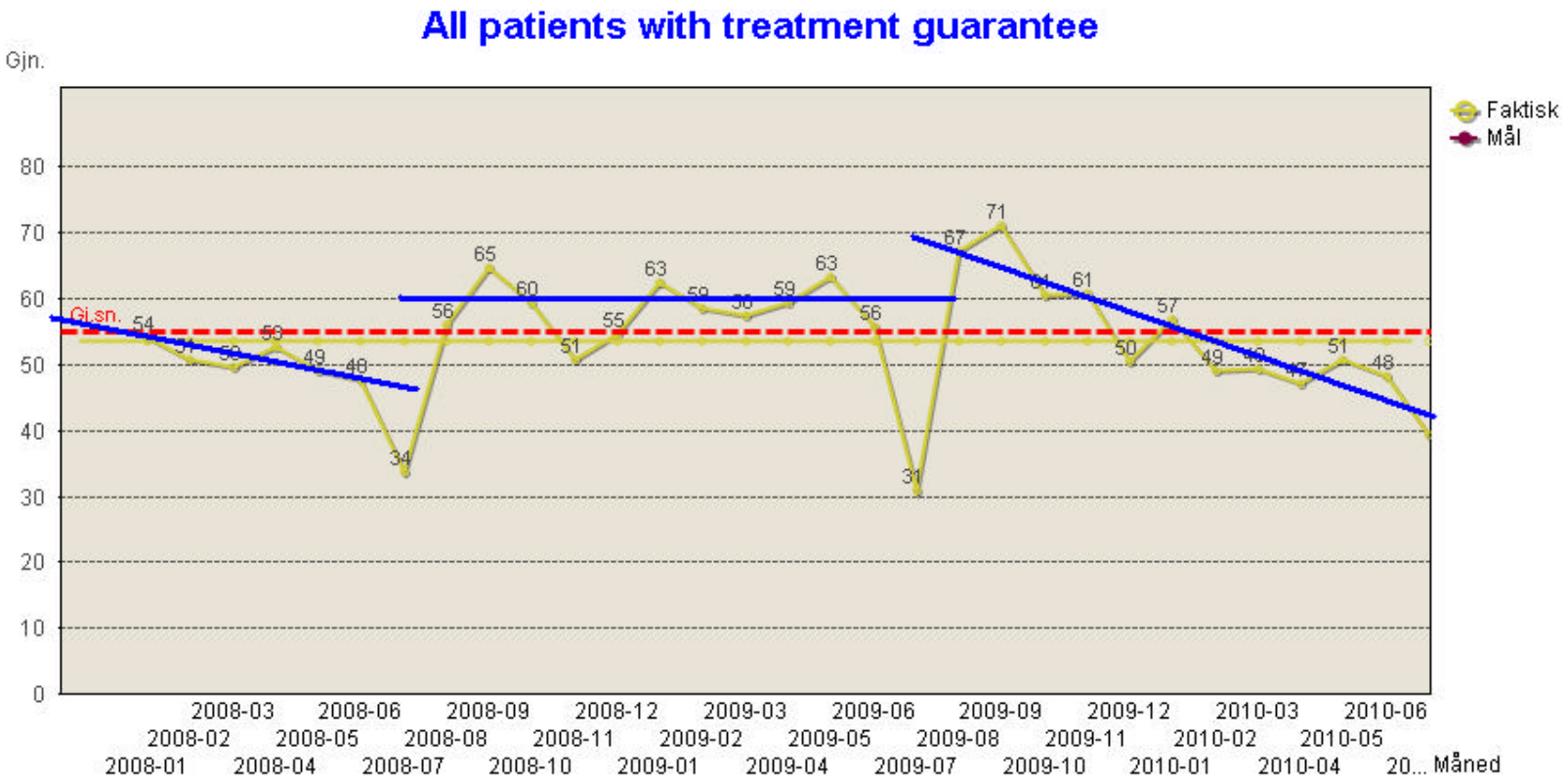
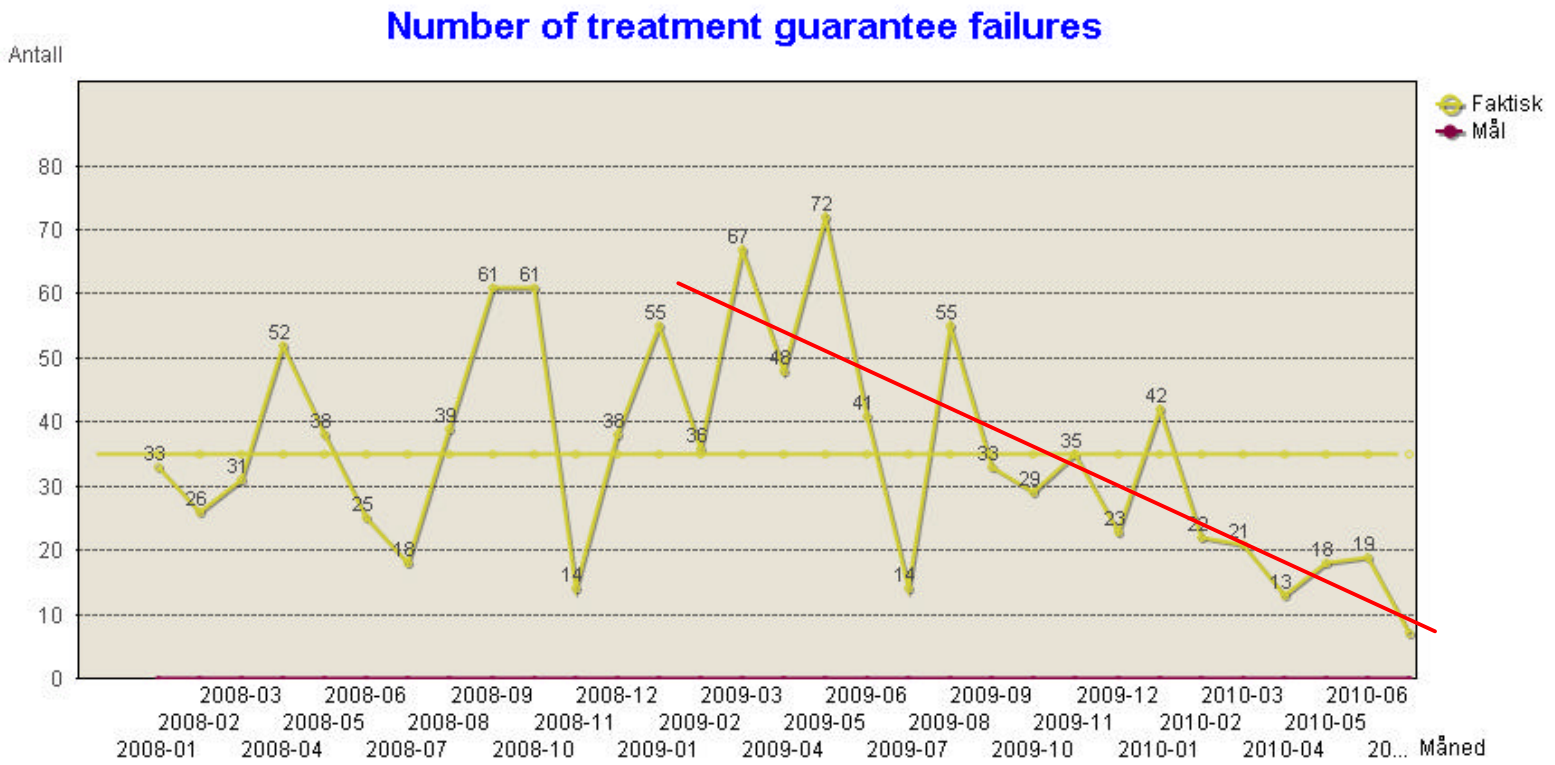
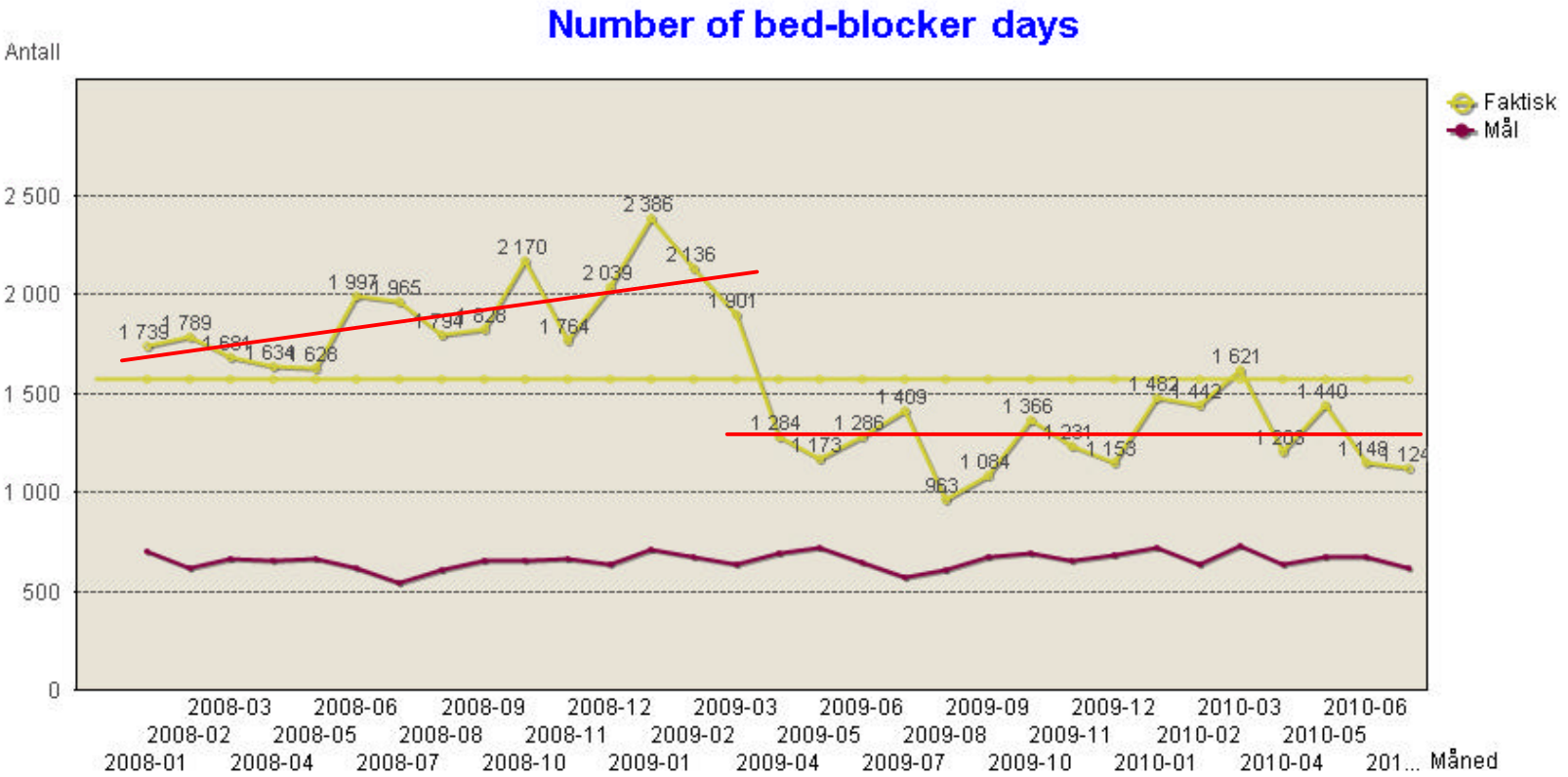
Waiting times



Guarantee failure



Bed-blockers



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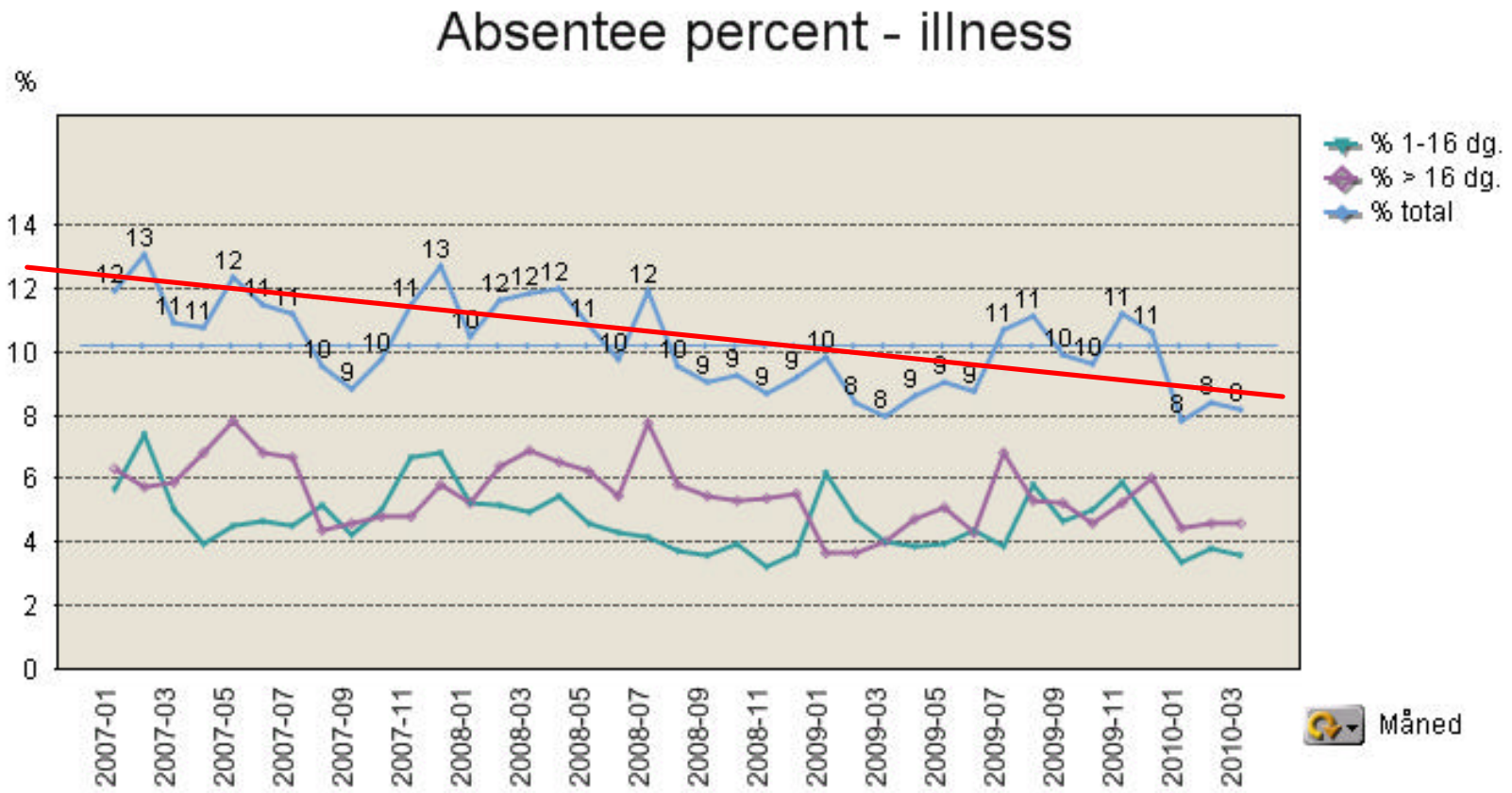
Sick leave



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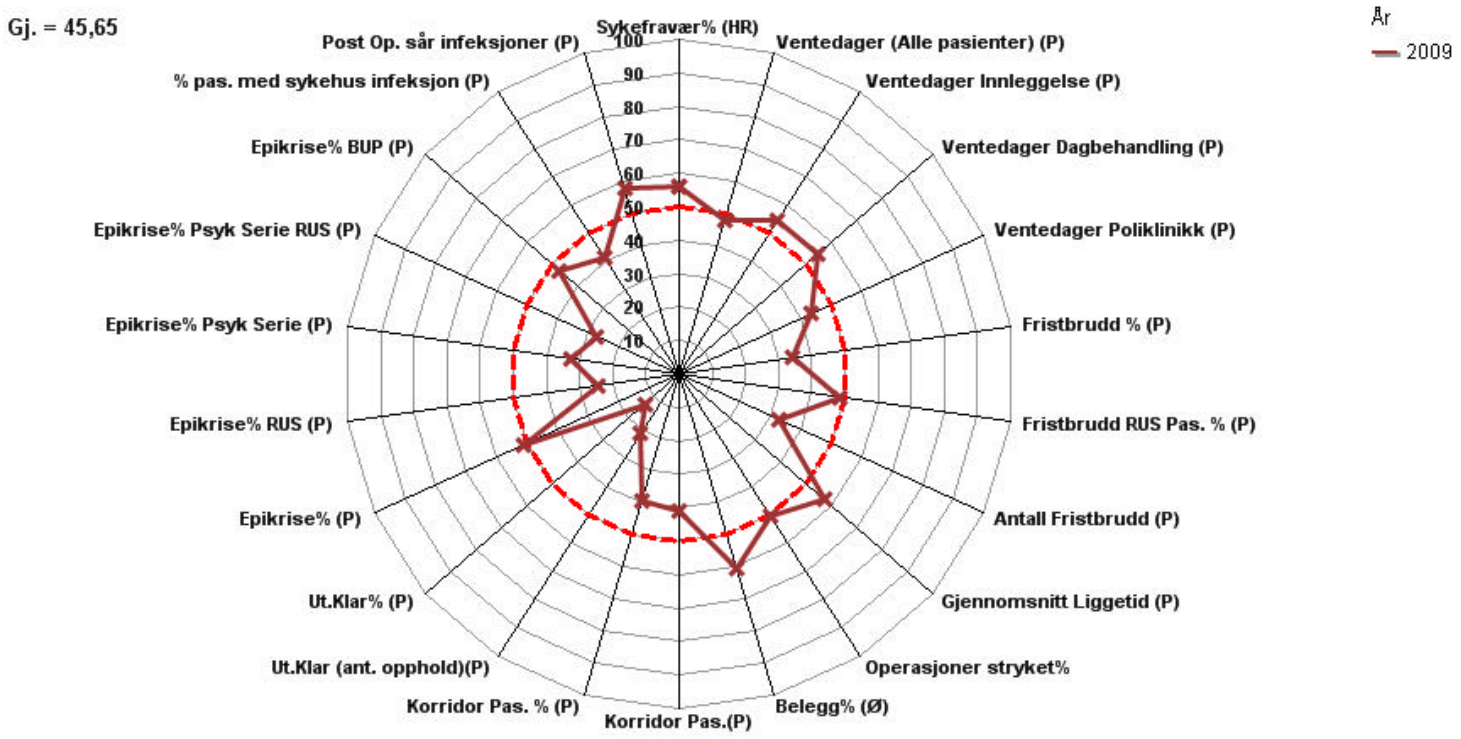
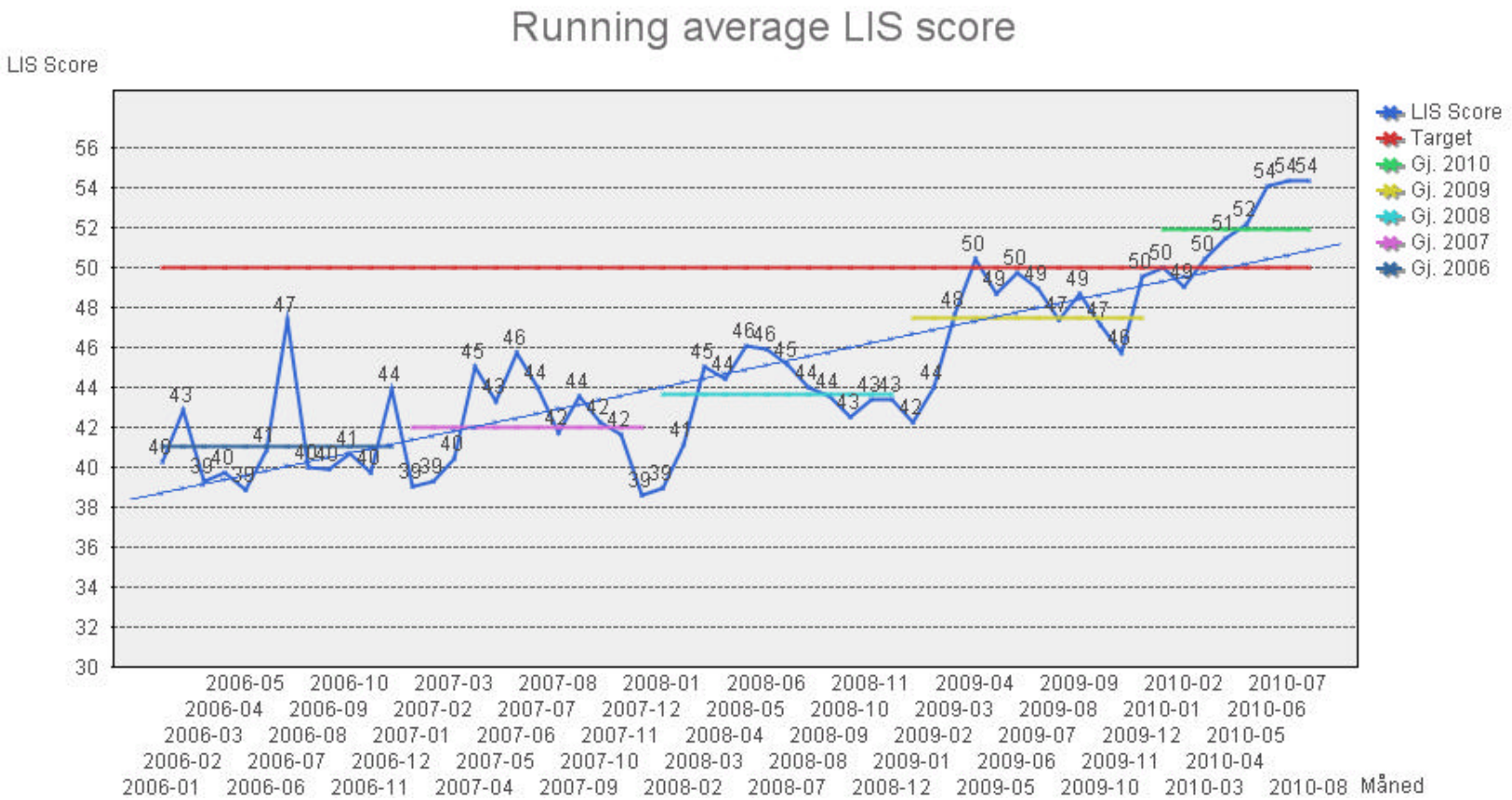
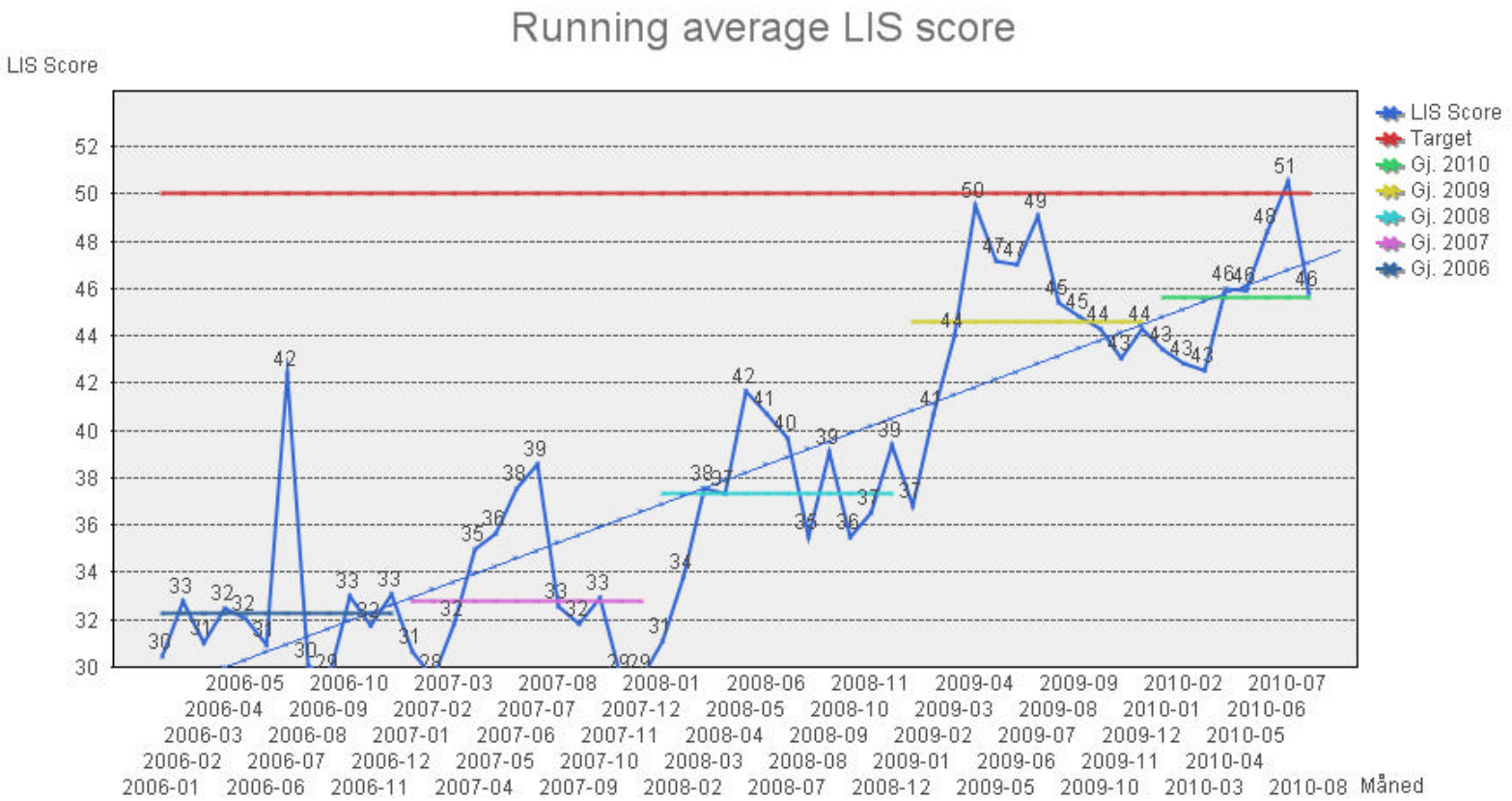
Total target achievement #1



Total target achievement #2 - 1



Total target achievement #2 - 2



Discussion

- Bottom up works
- Management havn’t been as supportive as they could be
- Big demand for new result indicators and new process mapping
- Does this prove the hypothesis?