

VALUE-BASED PERFORMANCE MANAGEMENT IN HOSPITALS

- presentation of a management model integrating values and outcome results

Skjørshammer M, Wenaas VT, Frafjord AM, Hyde A: Diakonhjemmet Hospital, Oslo, Norway

Background questions

How does your hospital make sure that the clinical end results are according to expectations and values of patients and their families, your health professionals, stakeholders, contracting and funding agencies, and the community at large?

Do you have support systems that help leaders, managers and health professionals secure the hospital values in their efforts to carry out planning, control of activities, identification of deviances and procedures for change processes?

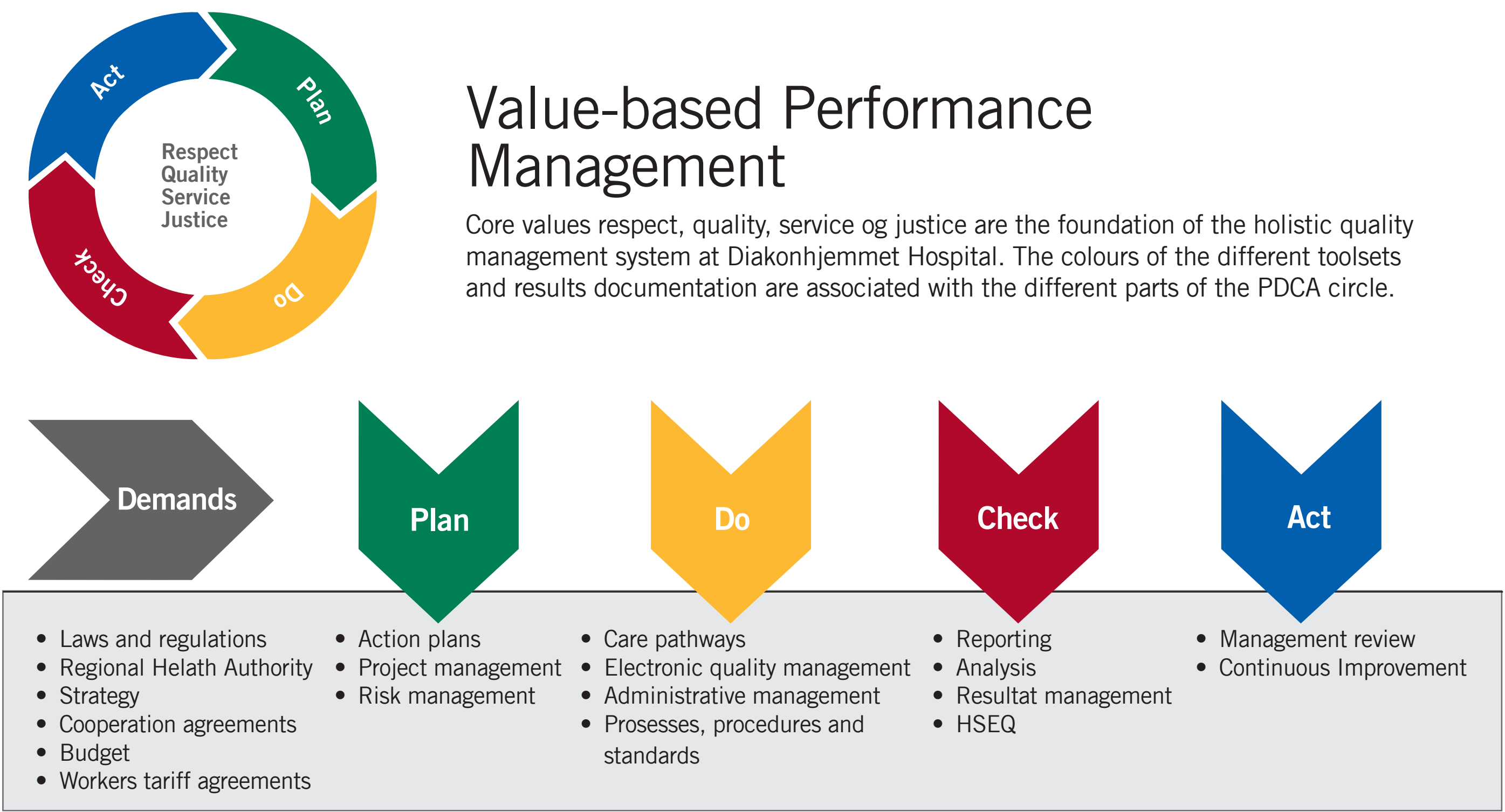


Poster of core values used at Diakonhjemmet Hospital: Respect, Quality, Service, Justice

Model

VPM- model is a holistic approach to hospital management using the PDCA circle from Deming’s quality management domain, merged with the performance management perspective and value based leadership.

The VPM-model is based on clear and well-defined management roles and responsibility throughout the hospital system. Each management role is described in terms of its legal require-ments and responsibilities, competence requirements, and documented hospital procedures connected to the role. The role of hospital employees is, in the same way, described in terms of competence requirement and rules and procedures connected to role performance.



The VPM-model is a systemic process model, fully ICT supported, consisting of four stages each stage in interaction with the espoused values of the hospital; respect, quality, service and justice.

Results

The ultimate goal of the VPM-model

It is to support hospital leaders and employees in their daily efforts to provide high quality and cost effective health care. The model contributes to changing that which we did yesterday, that today is deemed not good enough, to become better tomorrow.