

Workshop II / «Nutzen statt Kosten»

24./25. Juni 2011, Seminarhotel Stoos, CH-6433 Stoos SZ

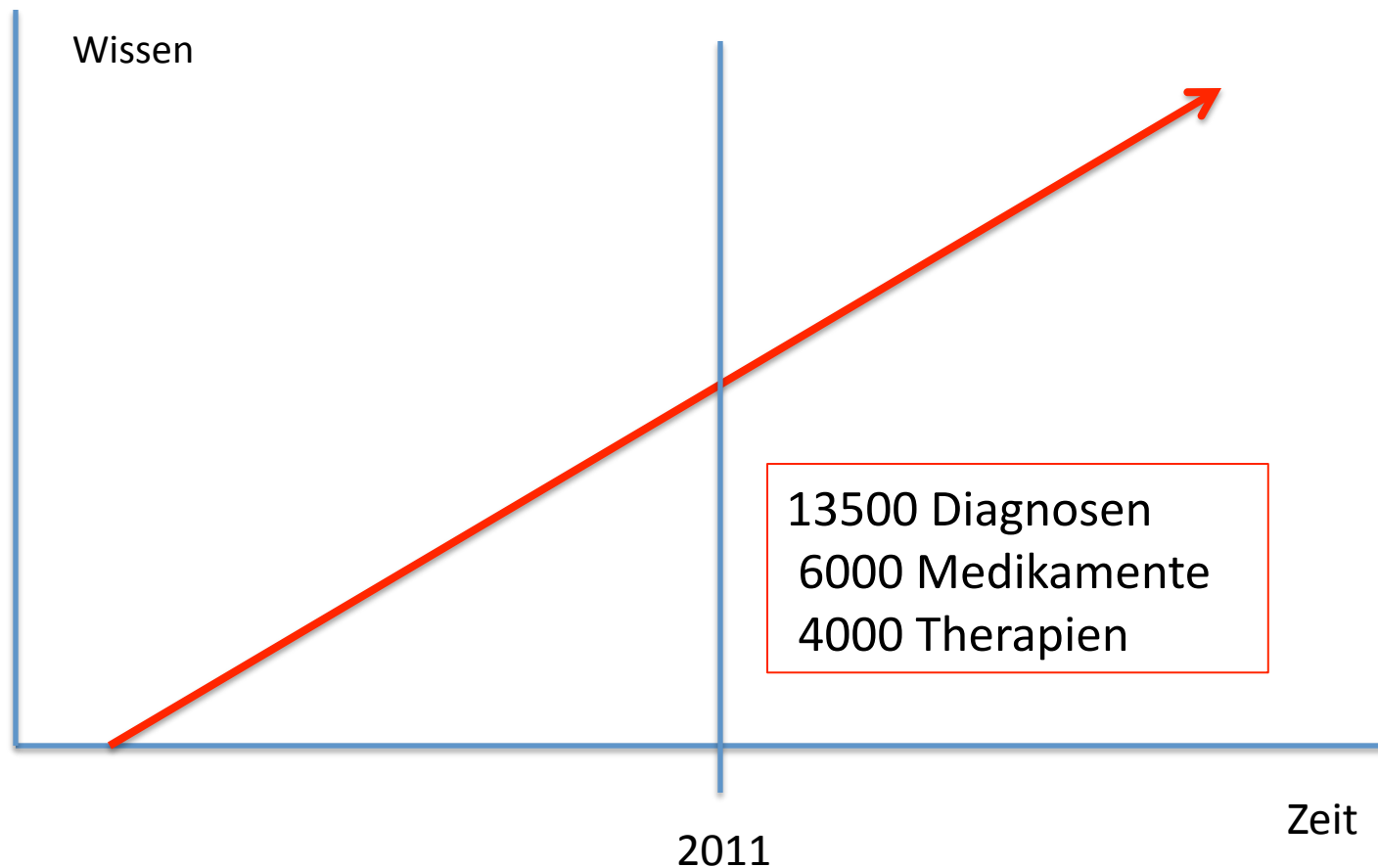
Was auch noch getan werden könnte

Prof . Thomas Zeltner
Ehem. Direktor BAG





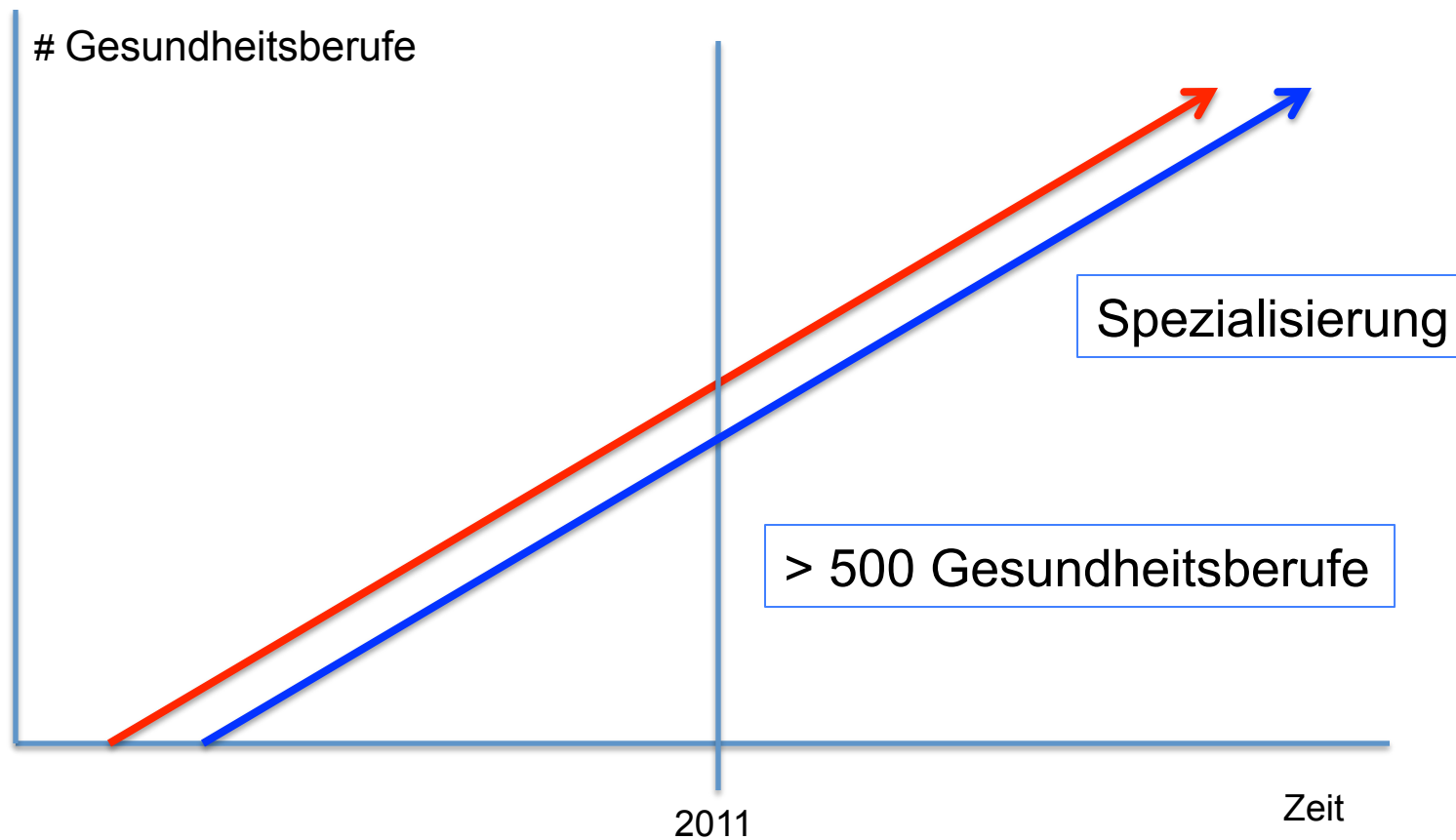
Komplexität: Schlüsselfaktor im Gesundheitswesen



Atul Gawande, 2010

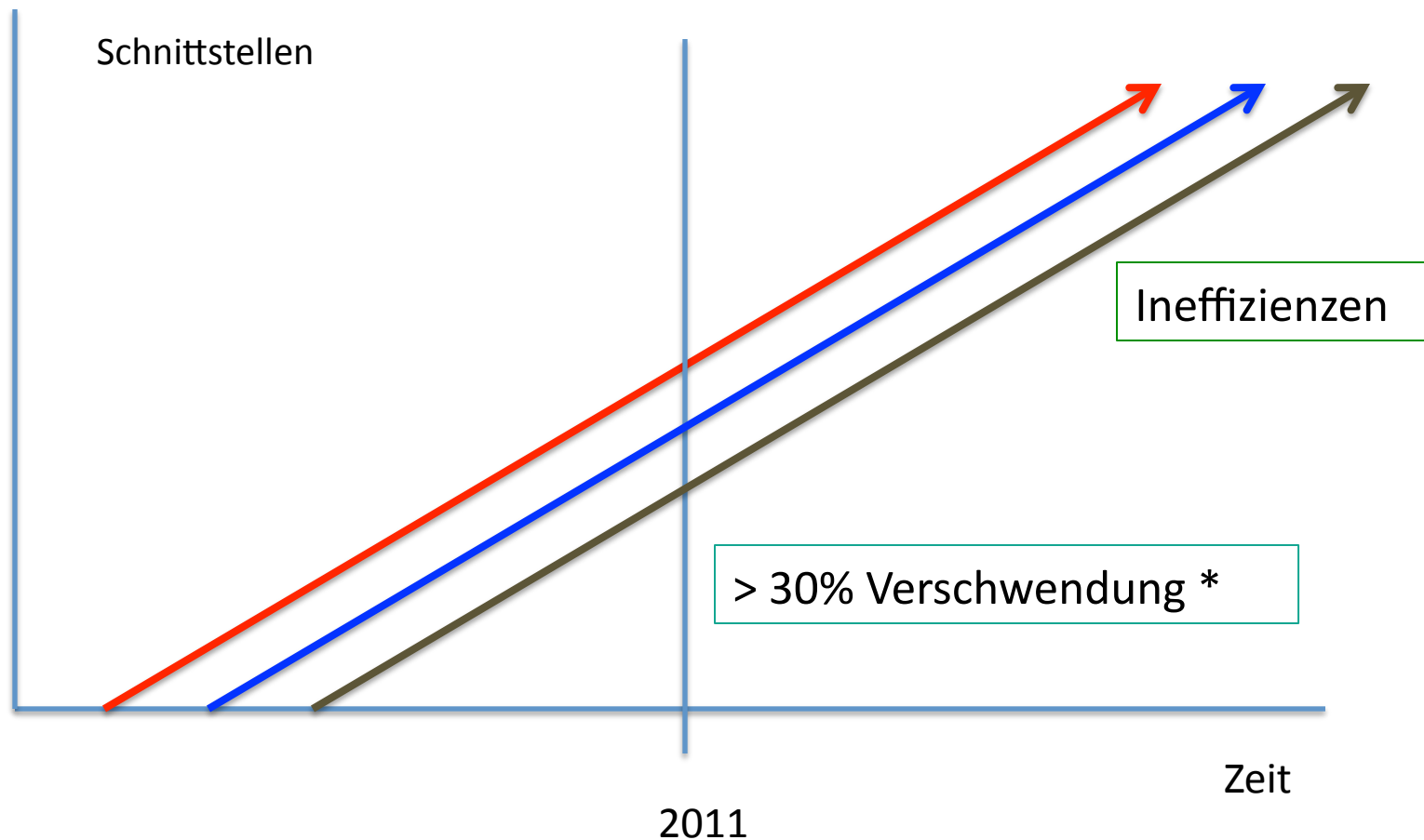


Komplexität: Schlüsselfaktor im Gesundheitswesen





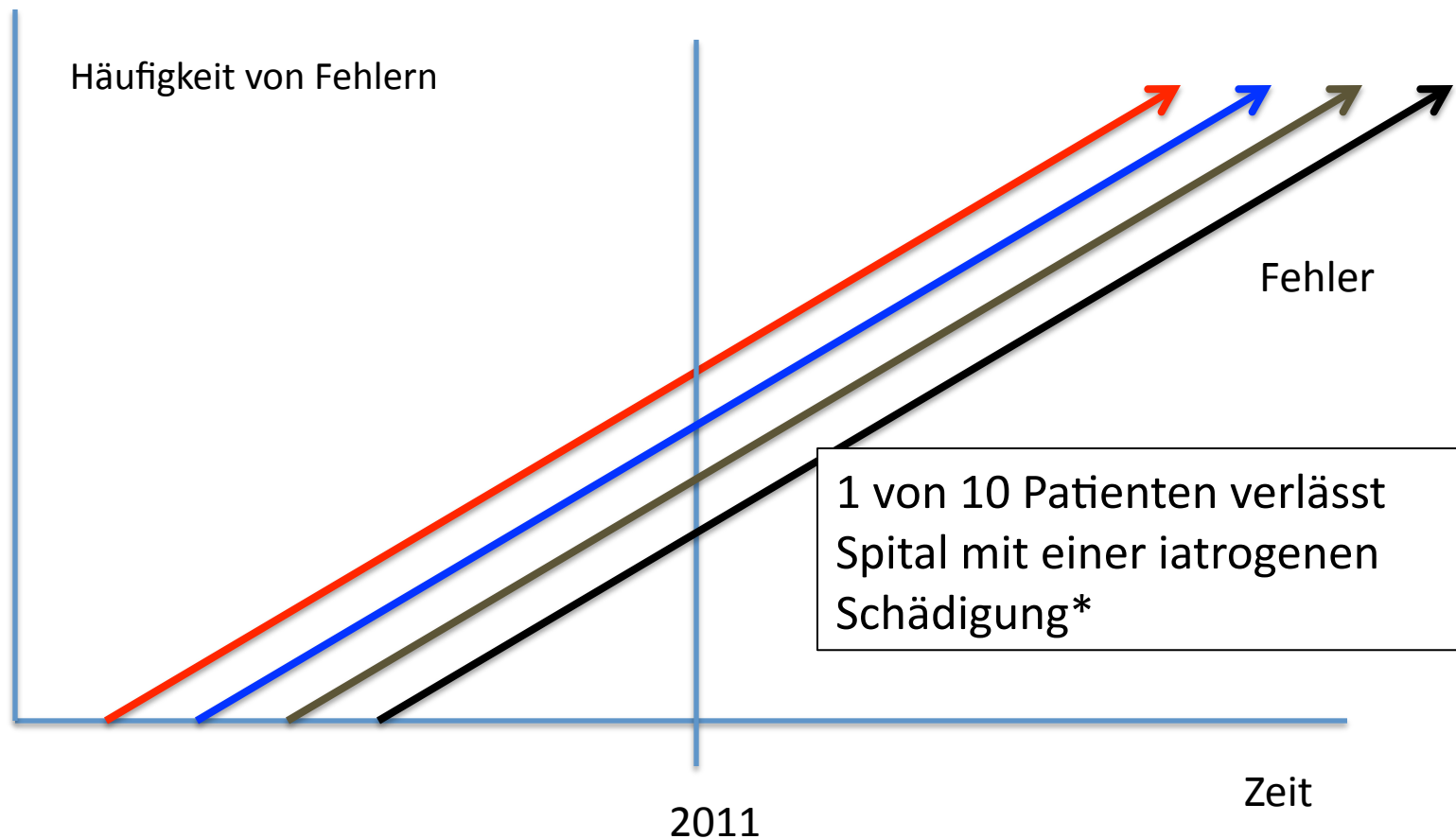
Komplexität: Schlüsselfaktor im Gesundheitswesen



* US Dept. of Health, OIG Bericht, 2010



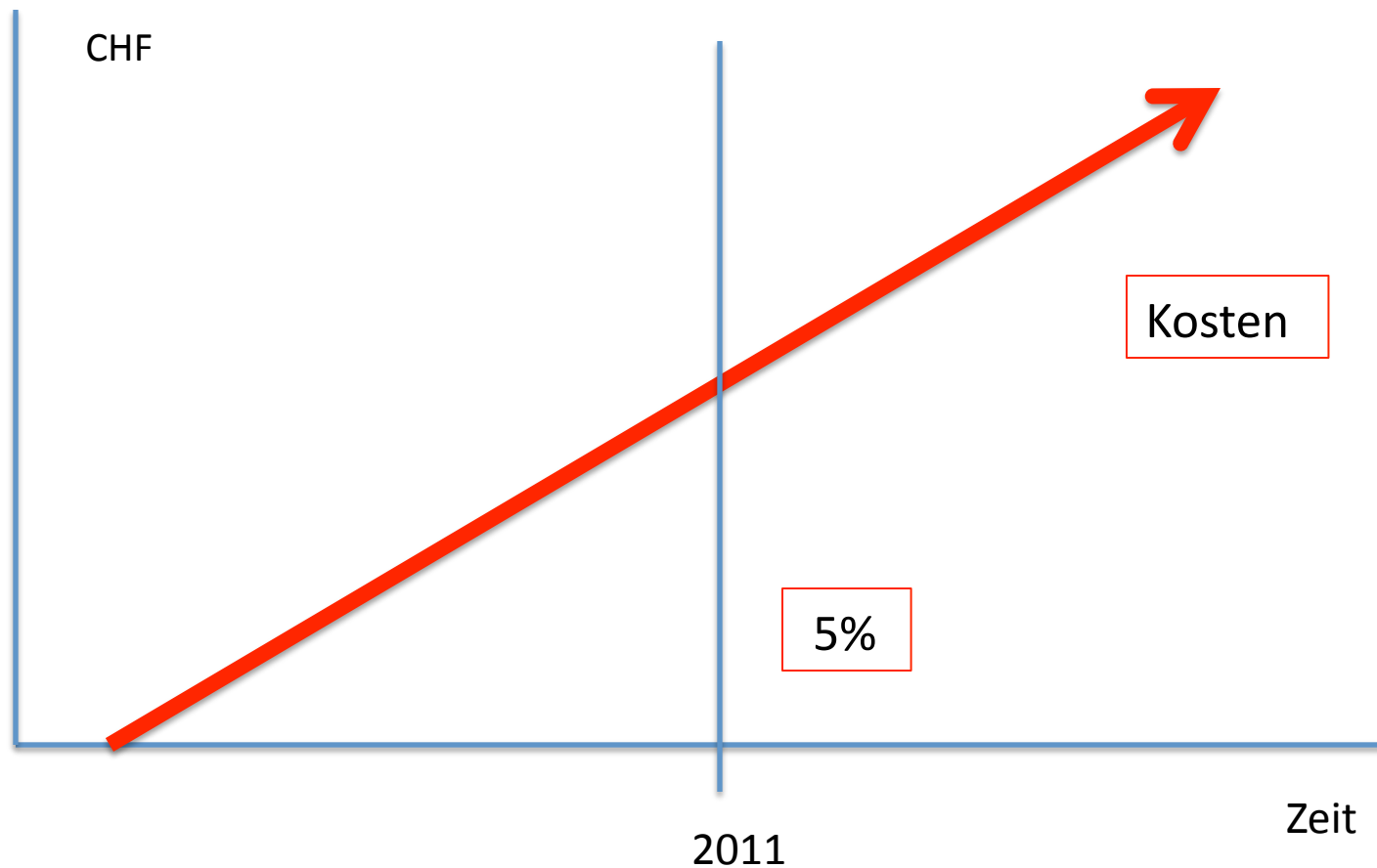
Komplexität: Schlüsselfaktor im Gesundheitswesen

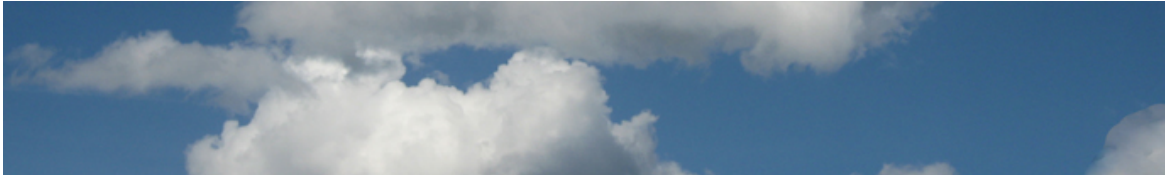


* US Dept. of Health, OIG Bericht, 2010

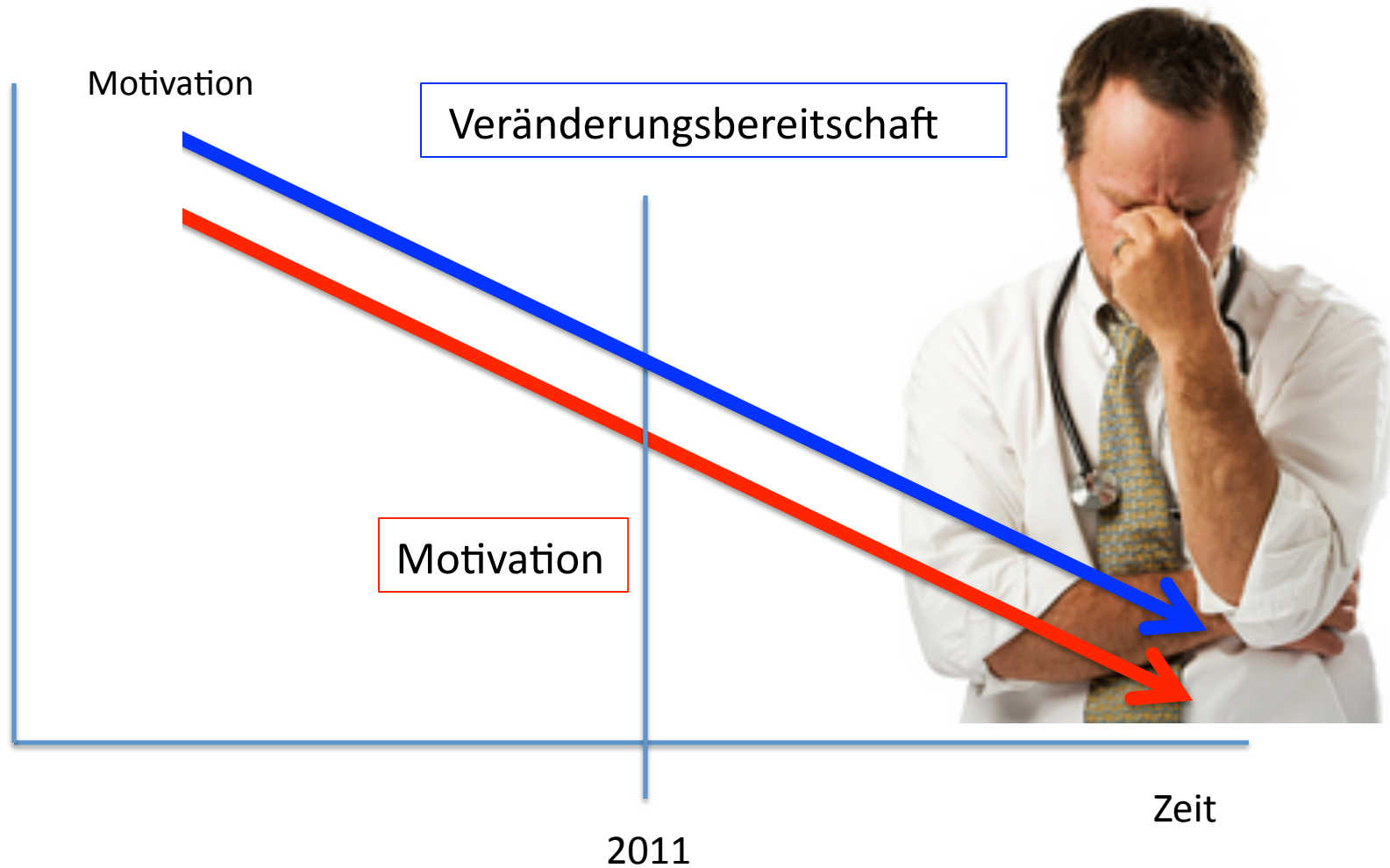


Komplexität: Schlüsselfaktor im Gesundheitswesen





Komplexität: Schlüsselfaktor im Gesundheitswesen





Angehörige von Gesundheitsberufen brauchen unsere Fürsorge. Damit sie im Stande sind, ihre Patienten mit voller Hingabe zu pflegen und zu betreuen , müssen sie spüren, dass ihre Vorgesetzten die Ueberzeugung haben, dass ihr Leben und ihre Gesundheit um keine Spur weniger wichtig sind als die ihrer Patienten.

Bob Chapman*

Bob Chapman, Editorial Journal of Patient Safety, 2011

Education of Health Professionals for the 21st Century

	Objectives	Outcome
Informative	Information, skills	Experts
Formative	Socialisation, values	Professionals
Transformative	Leadership attributes	Change agents

Table 3: Levels of learning





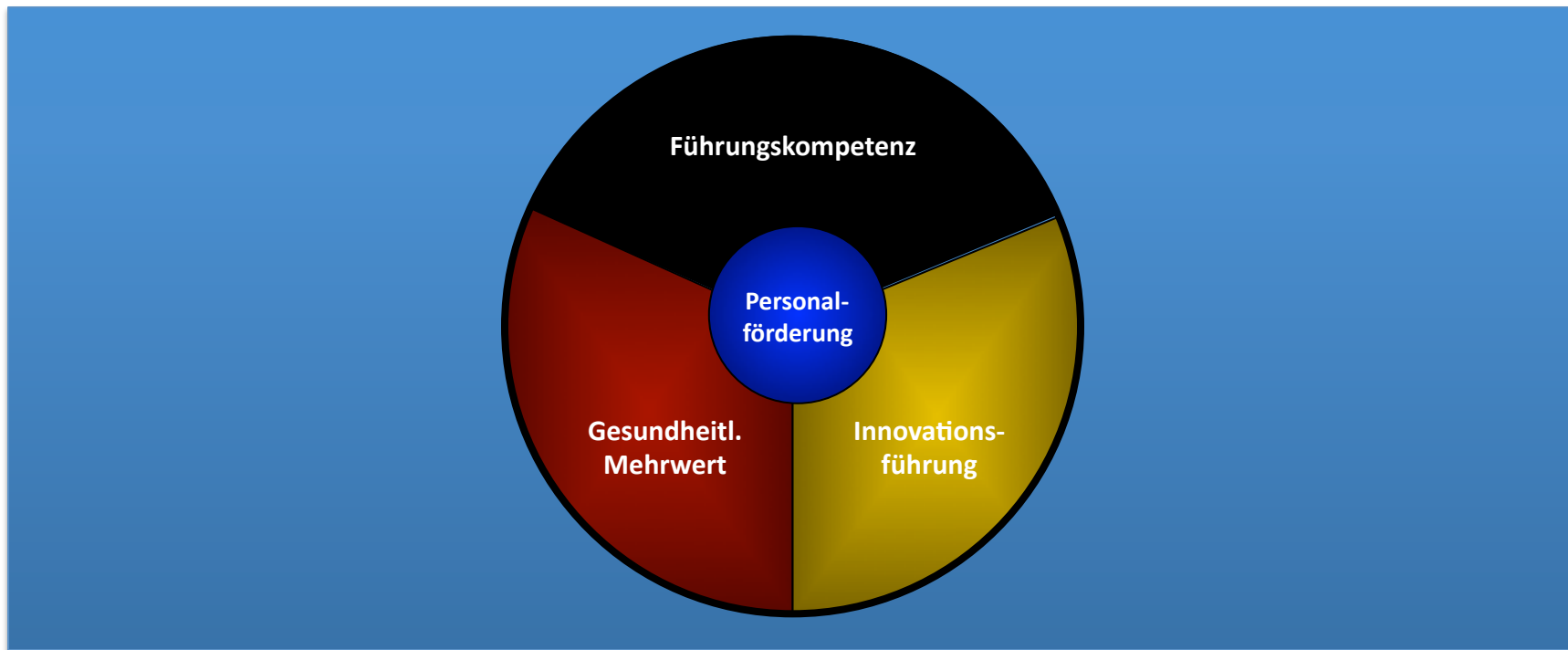
These 1

Selbst ist der Mann

Goethe, Faust II



Förderung der Führungskompetenz im Gesundheitswesen



* Global Patient Safety Forum, LEAD Program, 2011

Förderung der Führungskompetenz im Gesundheitswesen

“Not one of the board chairmen in the bottom 10% of quality thought they were below average”

Ashish Jha



**HEALTH
AFFAIRS**
The Policy Journal of the Health Sphere

HOSPITAL BOARDS

Hospital Governance And The Quality Of Care

A new survey shows that half of hospital boards don't rate quality as a top priority.

by **Ashish K. Jha and Arnold M. Epstein**

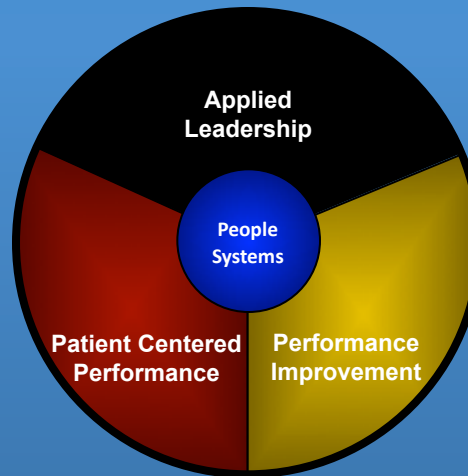
ABSTRACT: Hospitals' boards may influence the quality of care that hospitals provide, but their engagement in quality-related issues is largely unknown. We surveyed a nationally representative sample of board chairs of 1,000 U.S. hospitals to understand their expertise,

*Health Affairs

Förderung der Führungskompetenz im Gesundheitswesen



HARVARD
UNIVERSITY





These 2

Gemeinsam sind wir stark

**Plattform zur Beschleunigung des Internationalen
Austausches von wirksamen Massnahmen zur
Erhöhung der Patientensicherheit**

Boston
Austin (Texas)
Los Angeles



Global Patient Safety Forum

Genève
London

<http://globalpatientsafetyforum.com>

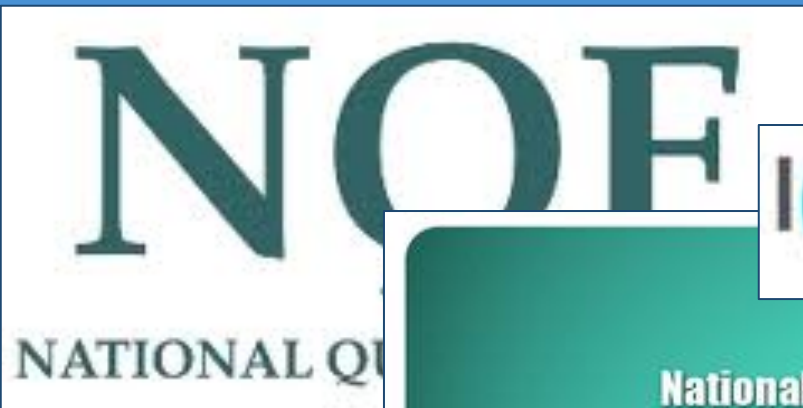
**Plattform zur Beschleunigung des Internationalen
Austausches von wirksamen Massnahmen zur
Erhöhung der Patientensicherheit**



Discovery
CHANNEL

Global Patient Safety Forum

**Plattform zur Beschleunigung des Internationalen
Austausches von wirksamen Massnahmen zur
Erhöhung der Patientensicherheit**

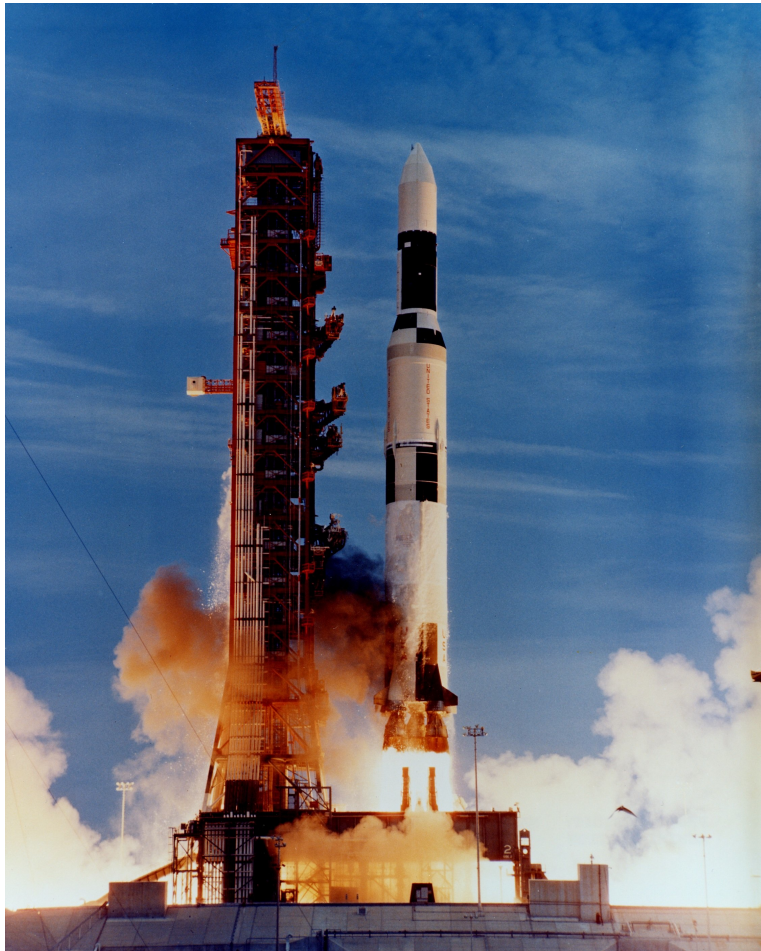
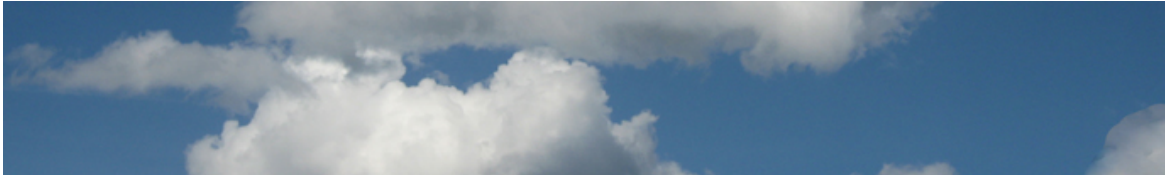


Global Patient Safety Forum

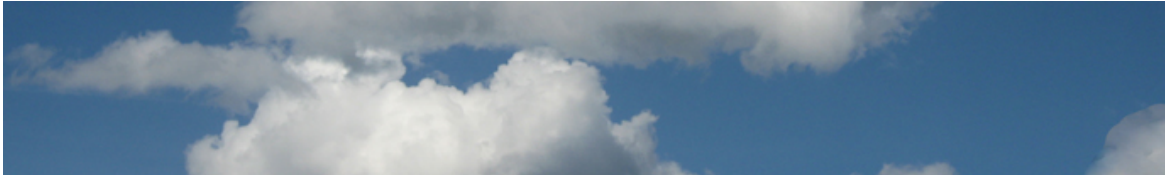


Komplizierte
Versus
Komplexe Systeme

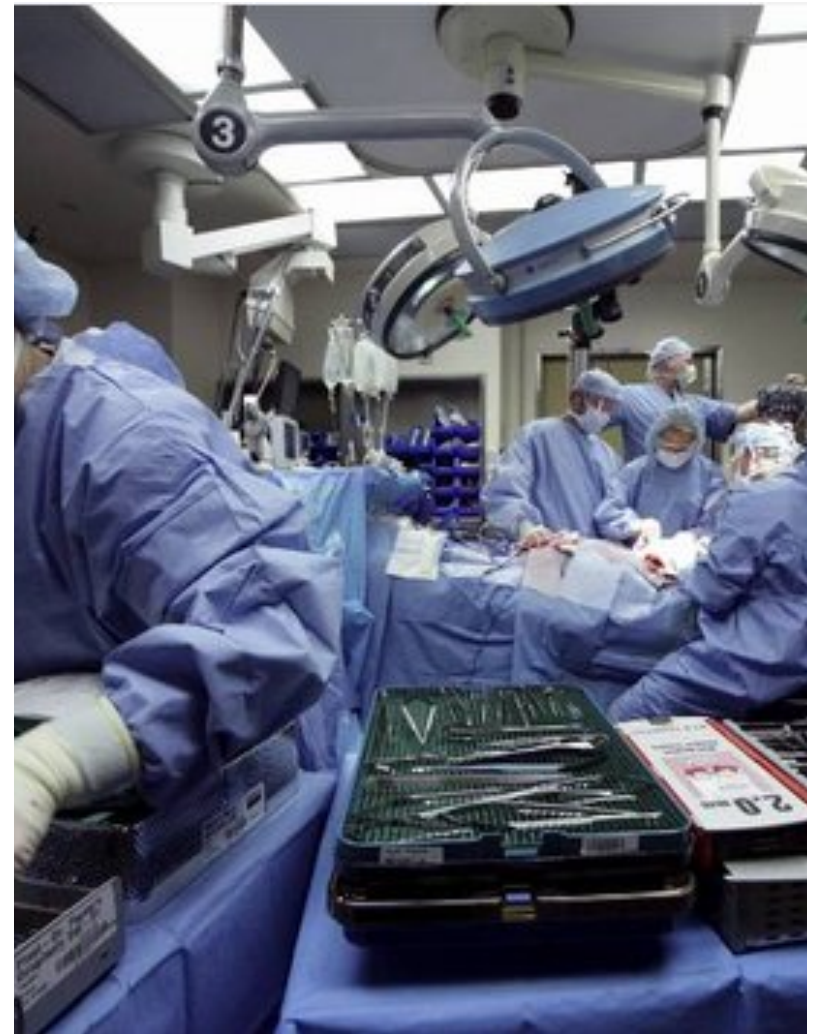


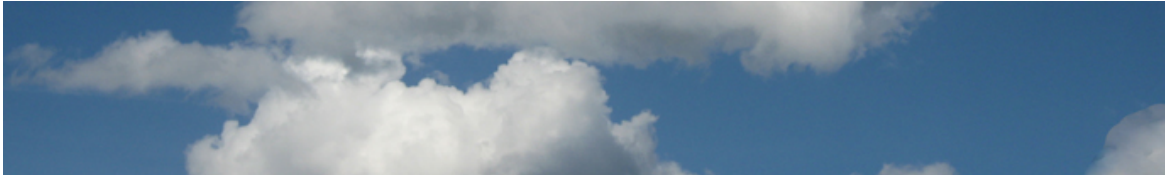


Abläufe bleiben in komplizierten Systemen linear und das Ergebnis ist damit (im Grundsatz) voraussehbar.



In Komplexen Systemen
verlaufen Veränderungen
non-linear und das Ergebnis
ist nicht vorhersehbar.





Complex interventions or complex systems? Implications for health economic evaluation

Although guidelines exist for evaluating complex interventions, they may be of little help in dealing with the multiple effects of interventions in complex systems such as hospitals. **Alan Shiell**, **Penelope Hawe**, and **Lisa Gold** explain why it is important to distinguish the two types of complexity



PEKOS/FOTOLIA

Since everything is connected, changes in one part of a complex system feed through to other parts

SUMMARY POINTS

Health research often uses complex to refer to multicomponent interventions

An alternate view is that complexity refers to systems

Interventions implemented in complex systems are likely to have diverse, far-reaching, and non-linear effects

Distinguishing the two types of complexity is important for economic evaluation




These 3

Geh nur zum Fürst, wenn
Du gerufen wirst!

“Companies are widely perceived to be prospering at the expense of the broader community... This diminished trust in business leads political leaders to set policies that undermine competitiveness and sap economic growth... Companies must take the lead in bringing business and society back together.”

HBR.ORG

Harvard Business Review

 JANUARY-FEBRUARY 2011
REPRINT R1101C

THE BIG IDEA

Creating Shared Value

How to reinvent capitalism—and unleash a wave of innovation and growth by *Michael E. Porter and Mark R. Kramer*

This article is made available to you with compliments of Mark Kramer. Further posting, copying or distributing is copyright infringement.

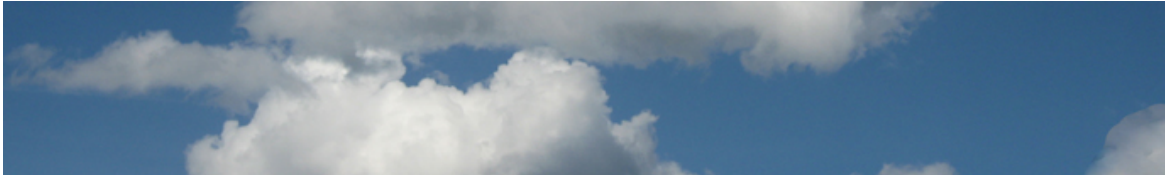
The Future of Government

Lessons Learned from around the World



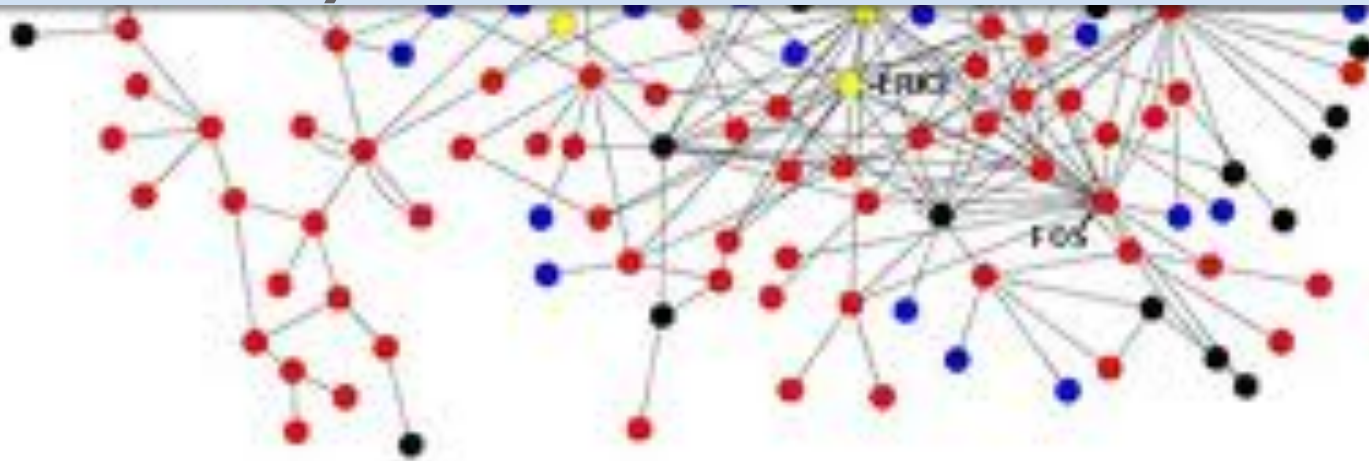
Global Agenda Council on
the Future of Government

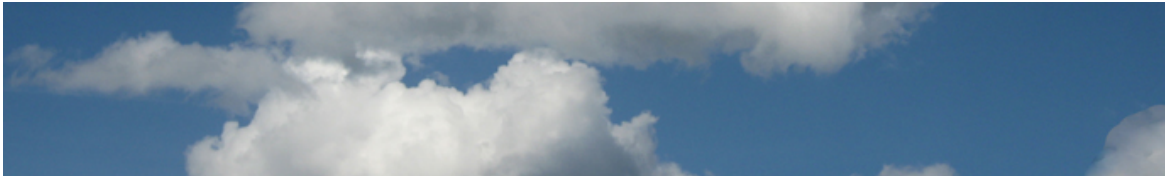
Chair: Jane E. Fountain
Professor of Political Science and
Public Policy, University of
Massachusetts Amherst, and
Director, National Center for
Digital Government, USA



The Council recommends that governments focus strongly on building capacity to operate effectively in complex, interdependent networks of organizations and systems across the public, private and non-profit sectors to co-produce public value.

FAST Government (Flatter, Agile, Streamlined, Tech-enabled)



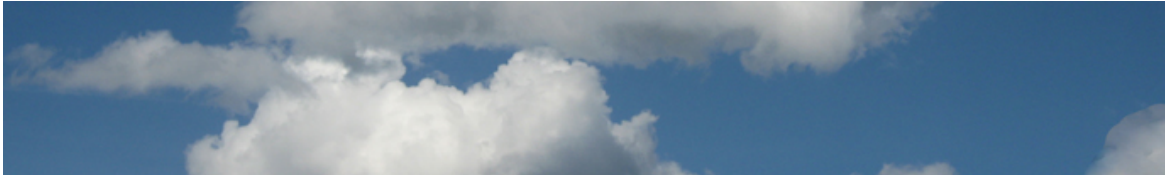


OECD (2009)
Focus on Citizens
public engagement
for better policy
and services

Participation 2.0

Figure 5.3. **Shifting paradigms: from Participation 1.0 to Participation 2.0**

	Participation 1.0 model	Tools	Participation 2.0 model	Tools
Information		<ul style="list-style-type: none"> • E-mail alerts • Websites 		<ul style="list-style-type: none"> • RSS feeds • Tag clouds • Podcasts • Webcasts
Consultation		<ul style="list-style-type: none"> • Online forms • Online consultation 		<ul style="list-style-type: none"> • Blogs • Online polls • Online surveys
Participation		<ul style="list-style-type: none"> • Discussion forums • Shared online workspaces 		<ul style="list-style-type: none"> • E-petitions • Mash-ups • Wikis • Tagging • Virtual worlds



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

FAST Government (Flatter, Agile, Streamlined, Tech-enabled)

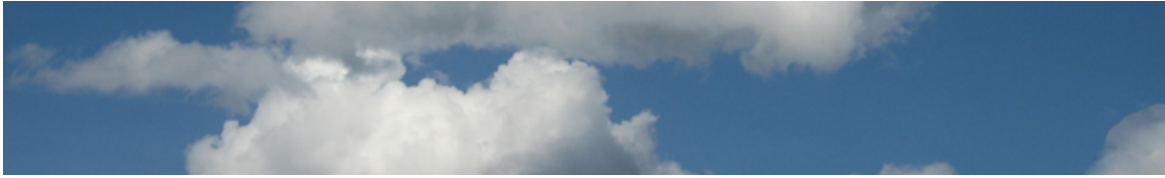
Dimension to be addressed and measured	What should be measured/assessed and improved?	Possible hard data/ indicators (areas)	Possible proxies and/ or qualitative indicators (areas)
Flatter	<ul style="list-style-type: none">• Layers of government to be faced by users/ citizens in typical interactions• Balance between central and local government responsibilities• Evidence of citizen engagement in decision-making	<ul style="list-style-type: none">• Creating a new business• Public tenders• Life events certificates• Cities' responsibilities• Online feedback mechanisms• Use of social media across government units and by the public sector	<ul style="list-style-type: none">• Perception of how "flat" government is among citizens and businesses• Perception of "proximity" between government and users of public services



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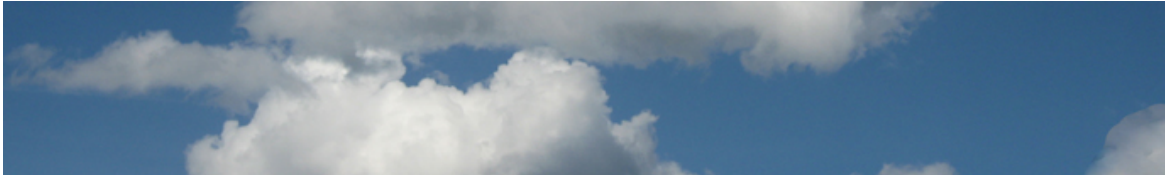
Dimension to be addressed and measured	What should be measured/assessed and improved?	Possible hard data/ indicators (areas)	Possible proxies and/ or qualitative indicators (areas)
Agile	<ul style="list-style-type: none">• Ability of existing public structures to adapt and transform themselves in face of new demands and opportunities• Evidence of innovative behaviours across government units• Responsiveness to requests/expectations from citizens and businesses	<ul style="list-style-type: none">• Record of new services offered over a certain period of time (e.g. past year)• Record of time-saving and cost-saving (to users) for a set of typical services to citizens and/or businesses (e.g. improvements over a one-year period)• Extent of opengov/ opendata initiatives	<ul style="list-style-type: none">• Perception of how “agile” government is among citizens and businesses• Perception of how innovative government is



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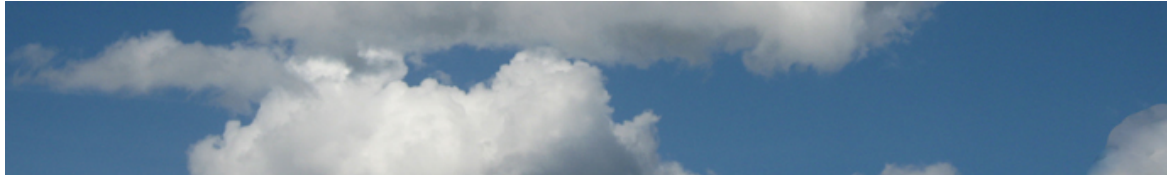
Dimension to be addressed and measured	What should be measured/assessed and improved?	Possible hard data/ indicators (areas)	Possible proxies and/ or qualitative indicators (areas)
Streamlined	<ul style="list-style-type: none">• Staffing levels relative to output of government services• Existence of shared processes and networks across public departments and services• Administrative efficiency	<ul style="list-style-type: none">• Staff/output (measured in volume or value of services provided)• Extent of e-procurement, HR management tools, shared databases and knowledge across ministries	<ul style="list-style-type: none">• Perception of how “streamlined” government is among citizens and businesses• Image of civil servants’ efficiency across national population



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Dimension to be addressed and measured	What should be measured/assessed and improved?	Possible hard data/ indicators (areas)	Possible proxies and/ or qualitative indicators (areas)
Tech-enabled	<ul style="list-style-type: none">• Availability of ICT in government• Extent of government services available online• Pervasiveness of new media/social networks in public sector• Civil servants tech-savviness	<ul style="list-style-type: none">• ICT equipment, bandwidth and services (including social networks) available in government• Percentage of government services online• Extent of social networks in G2B and G2C interaction	<ul style="list-style-type: none">• Perception of how “tech-enabled” government is among citizens and businesses• Image of civil servants’ tech-savviness and innovativeness across national population



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Besten Dank !



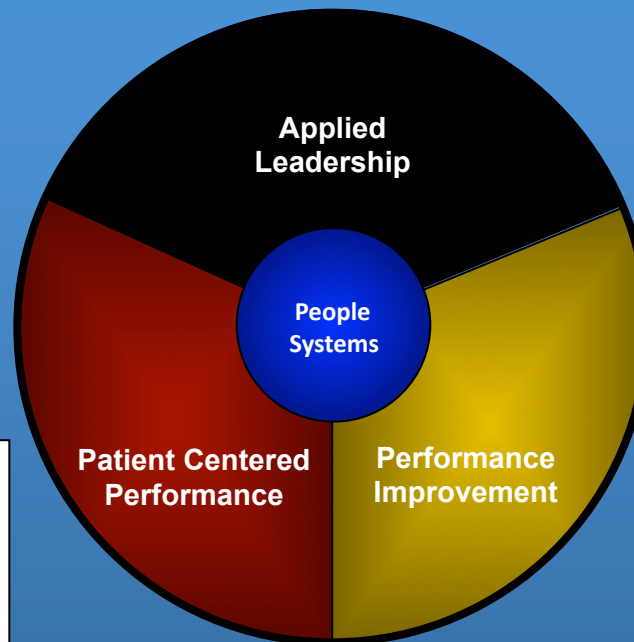
Reserven

Förderung der Führungskompetenz im Gesundheitswesen

Applied Leadership: Best practices in high performance project impact.

People Systems: Talent recruitment development, retention, and rewards.

Patient Centered Performance: Patient Centered Hospital systems performance centered of OR, ED, Radiology, Laboratory, Pharmacy, Administration and Nursing.

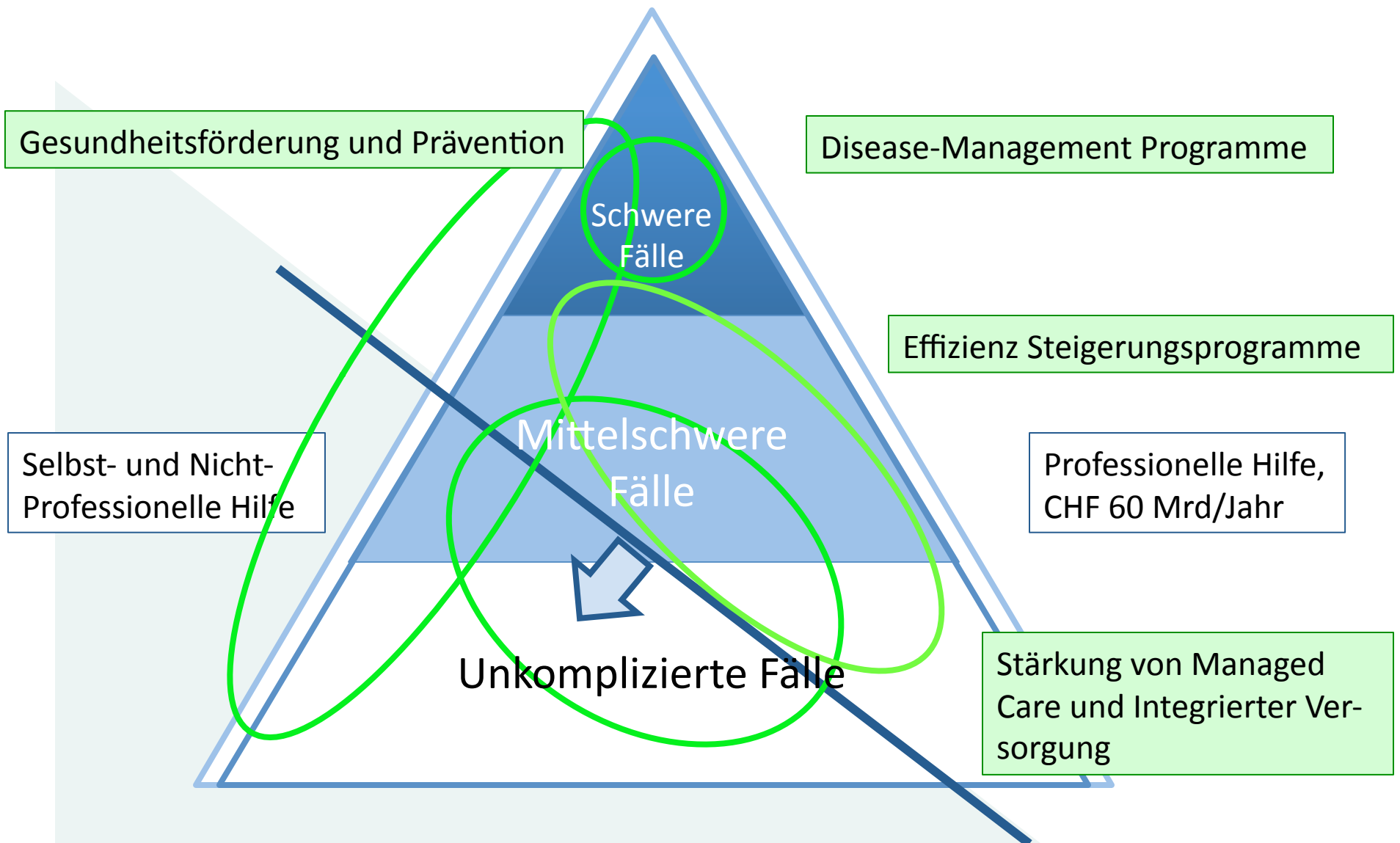


Performance Improvement: Project focused integrated performance with sustained gains.

* Global Patient Safety Forum, LEAD Program, 2011

Four Major Curricular Elements

Wie kann die Krankheitslast (burden of Disease) reduziert werden?



Healthcare Value Chain

Trading Partners, Quality, Cost, and Value

Future Reimbursement

