



Organisational Innovation in Germany:
“where ideas and reality meet each other”

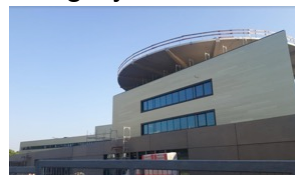
Dublin 11-13 June 2017



- The upgraded planning process of the modern hospital facility:
Heidelberg University Hospital New Surgery Clinic



Heidelberg University Hospital



UniversitätsKlinikum Heidelberg

- „Ideenmanagement” (Idea Management): an instrument for
improve Quality Management

LVR Klinik Langenfeld



NEW SURGERY CLINIC HEIDELBERG

Use of innovative solutions in hospital design: Improved planning process of a modern hospital facility

CHALLENGE:

The classic way of planning of the facility did not actually serve the treatment process. Designers had too narrow view to the whole workflow of the surgery clinic.

OBJECTIVE:

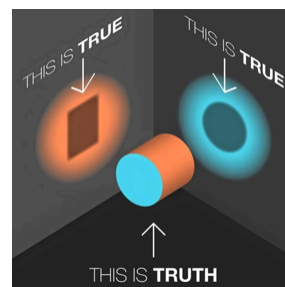
Improvement of the new surgery clinic design process to ensure best possible treatment process flow and operational efficiency in the new building.

APPROACH:

Put operational planning in the focus, Invest in dialogue, Know the workflow, Take innovative solutions into practice

NEW SURGERY CLINIC HEIDELBERG

- Communication is the key – with communication comes the understanding
- The building is designed by multidisciplinary team – to see the whole picture
- Patient path in the focus
- Virtual 3D model of the building:
 - Workflow analysis and visualisation
 - Training of Staff



Picture: google

NEW SURGERY CLINIC HEIDELBERG

Benefits of the design process improvement:

- Better utilisation of the resources in the new building
- Patient always takes the shortest path during the treatment
- More input to the planning process from clinical side – dialogue and understanding of the whole process
- Capability to design and construct a building that matches the need of the final users and provides the best possible treatment for the patient

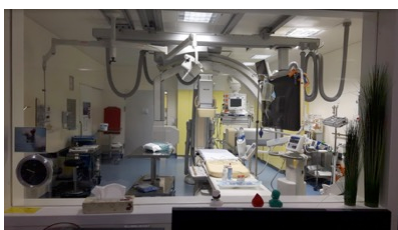
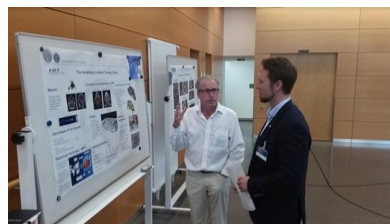


UNIQUE



1. The planning group was a mixed team of professionals and patients

2. Investment in dialogue and open communication



3. Understanding of the process and motivation to work towards a common goal

UNIQUE



Picture: Planning Group Medicine
Heidelberg University Hospital

4. Virtual model of the building
where the workflow is visualised



5. Training of the staff and implementation of
new processes **in the virtual model** – ready
to work in the new building from the day one



Picture: Planning group medicine

6. Closer integration to the hospital
complex via "Heidelberg ring" – better
synergies in clinical and in support
functions

NEW SURGERY CLINIC HEIDELBERG

FACTS:

- Construction started in 2014
- Improvement in operational
design process in 2015
- Building ready in 2017
- Start of activities in 2018
- Cost: € 220 Million



Picture: Planning Group Medicine, Heidelberg University Hospital

To provide the best possible care to the patient

To have the best everyday working environment for the staff

NEW SURGERY CLINIC HEIDELBERG



**A Big Thank You for the Heidelberg University Hospital personnel
who shared their insights for this topic**

IDEENMANAGEMENT

„Ideenmanagement“ (Idea Management):
An instrument for improve Quality Management

OBJECTIVE:

Improvement of quality stimulating the creativity of the employees
using the potential of the experiences and ideas of all
employees.

Quality

- Employees can contribute with their knowledge, in part beyond their tasks, to the benefit of the clinic.
- Employees are given the chance to participate in the changes and development of the hospital.
- Even the smallest changes are desired.



Through the implementation of improvement proposals:

- Improvement of patient care
- Improvement of procedures
- Increase in economic efficiency
- Reinforcement of the cooperation
- Promotion of environmental protection
- Avoidance of risks

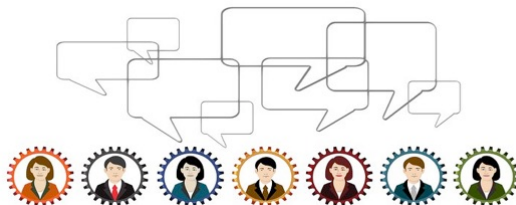


PROCEDURE



1. The proposal for improvement will send in the intranet with the help of a given form to the qualitymanager.

2. The qualitymanager anonymize the ideas and present it to an expert commission.



3. The expert commission decides whether the idea is accepted or not.

PROCEDURE



4. The expert commission decides whether a bonus (20 – 80 € per each proposal) is paid to the employee.

5. The results of the expert commission are passed on to the management board for approval.



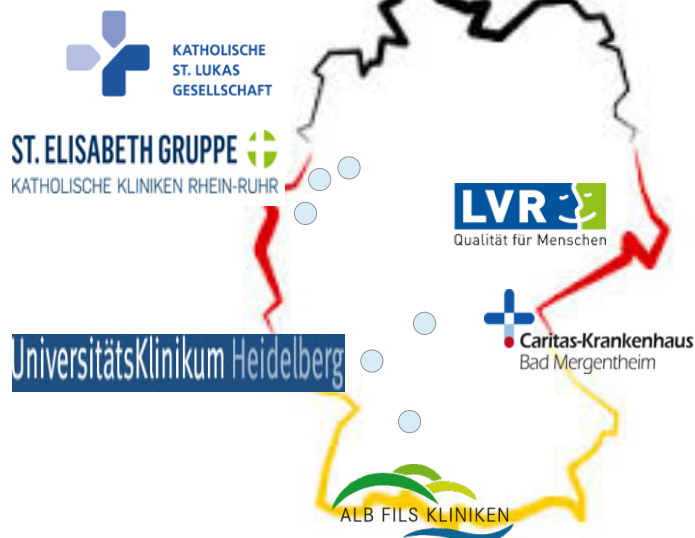
6. Each anonymous proposal will be published in the intranet.

IDEENMANAGEMENT

- Approximately 80 ideas are submitted annually.
- A quarter of it will be implemented.
- The employee receives a personal feedback from the quality manager and gets the bonus with his next salary.



Host hospitals



HOPE Participants

-  Ursula Kerschbaum
Karin Figl
-  Giulia Marin
-  Marrion Joseph
-  Timo Alalääkkölä
-  Kristjan Kongi
-  Marianne Schild
-  Isabel Sastre
-  Aleksandra Legeza



Thank you