

SÉMINAIRE PRATIQUE SANTÉ 2018 **BENCHMARK AND BEST PRACTICE IN AN** **INTERNATIONAL HOSPITAL GROUP**

DR CHRISTIAN WESTERHOFF
CCO HIRSLANDEN PRIVATE HOSPITAL GROUP

- I. HIRSLANDEN PRIVATE HOSPITAL GROUP**
- II. MEDICLINIC INTERNATIONAL**
- III. INTERNATIONAL WORKSTREAMS**
- IV. CASE EXAMPLE**

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HIRSLANDEN PRIVATE HOSPITAL GROUP

AT A GLANCE 1/2

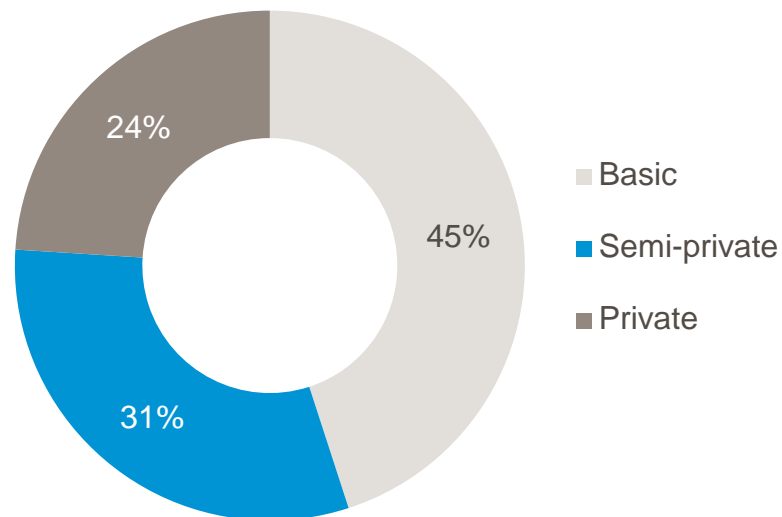
Key Figures 2016/17

Hospitals (as of 1 July 2017)	17 in 11 Cantons	Patient days ^{2,3}	466 025
Affiliated doctors (as of 1 July 2017)	2 000	Newborns	5 925
Employees (including employed doctors) (as of 1 July 2017)	9 920	Length of stay ³	4.6 days
Patients ¹	100 293	Turnover	CHF 1 704 m

Key Figures as of: 31 March 2017: 1 Inpatient admissions, without newborns / 2 Adult and maternity patients, source H+ / 3 Average in days, source H+

HIRSLANDEN PRIVATE HOSPITAL GROUP

AT A GLANCE 2/2



HIRSLANDEN PRIVATE HOSPITAL GROUP

MEDICAL NETWORK



17
Hospitals

Aarau	Lucerne
Bern	Meggen
Biel	Basle Münchenstein
Cham Zug	Schaffhausen
Geneva	St. Gallen
Heiden	Zurich
Lausanne	



4
Outpatient clinics

Lucerne
Bern
Schaffhausen
Düdingen



16
Radiology institutes

Aarau
Bern (2)
Biel
Cham Zug
Düdingen
Lausanne (3)
Lucerne (2)



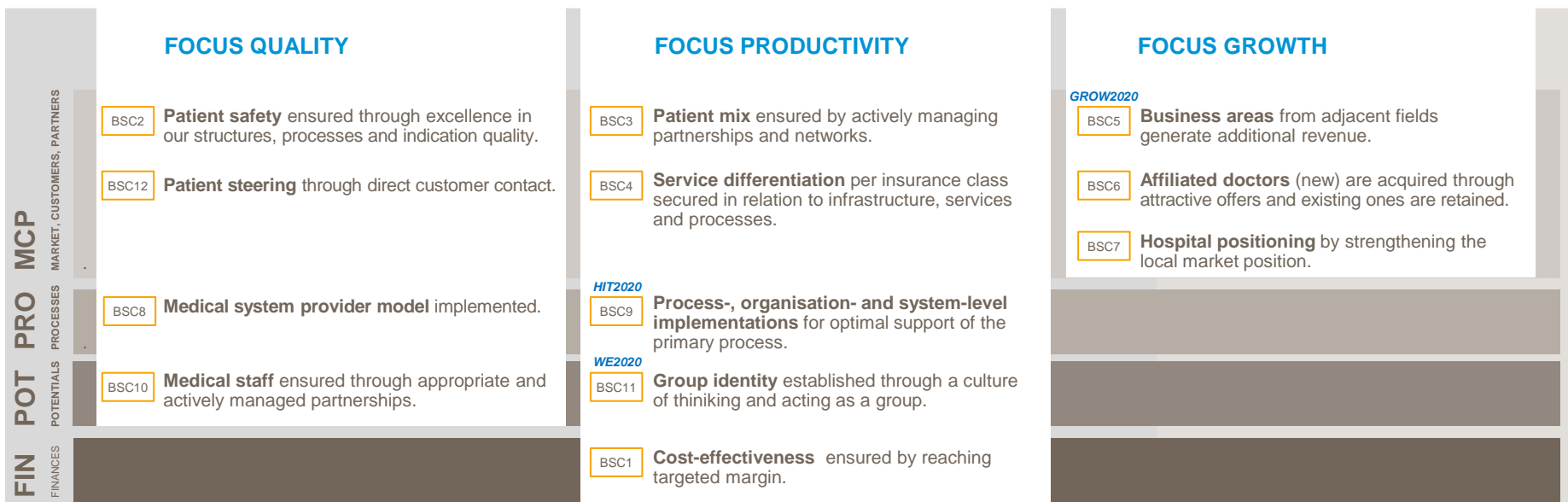
4
Radiotherapy institutes

Aarau
Lausanne
Männerdorf
Zurich

HIRSLANDEN PRIVATE HOSPITAL GROUP STRATEGY

HIRSLANDEN – PATIENTS FIRST!

THE INTEGRATED HEALTHCARE GROUP WITH A SYSTEM, MAKING AN IMPACT.



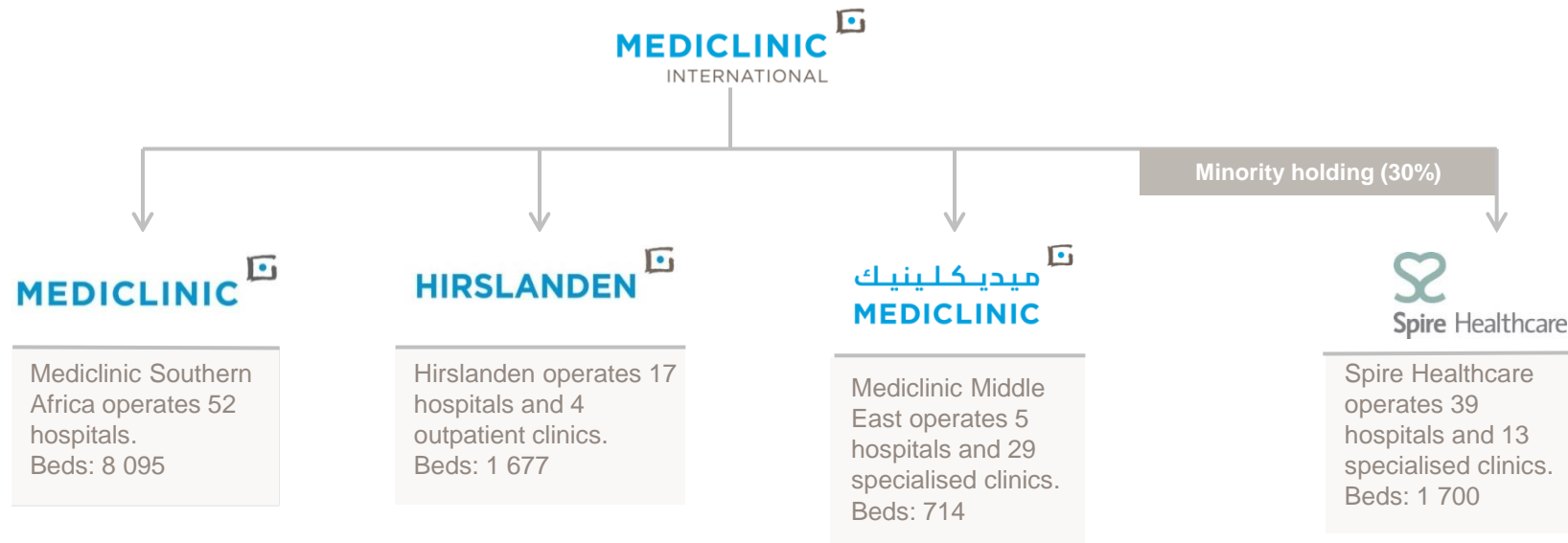
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MEDICLINIC INTERNATIONAL

HIRSLANDEN AND MEDICLINIC 1/2



MEDICLINIC INTERNATIONAL

HIRSLANDEN AND MEDICLINIC 2/2

MEDICLINIC INTERNATIONAL				
		HIRSLANDEN SWITZERLAND	MEDICLINIC SOUTHERN AFRICA	MEDICLINIC MIDDLE EAST
		17 hospitals	52 hospitals	6 hospitals + 31 polyclinics
				74 hospitals
	Beds	1 677	8 095	714
	Patients (inpatient)	100 293 ¹	578 633	62 279
	Patient days	466 025 ²	1 969 912	141 894
	Theatres	97	278	30
	Employees	9 402 (with employed doctors)	16 848	9 375
				35 625

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INTERNATIONAL WORKSTREAMS OVERVIEW

International workstreams at MCI



HUMAN RESOURCES

MARKETING

CLINICAL SERVICES

ICT

PROCUREMENT



INTERNATIONAL WORKSTREAMS

HUMAN RESOURCES

Employee survey „Your Voice“:

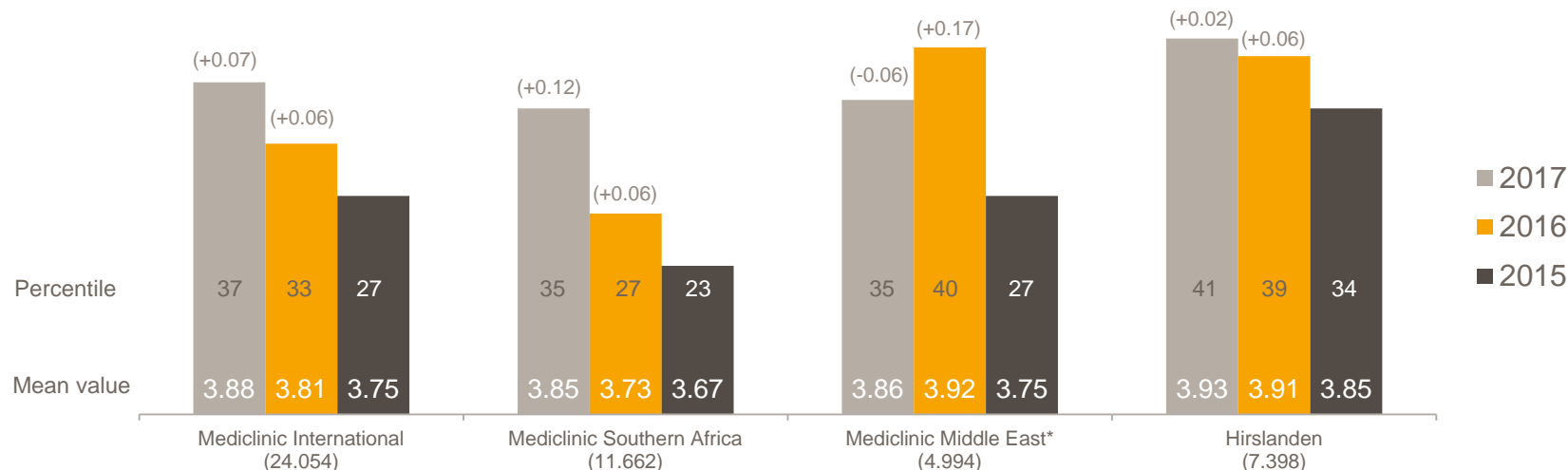
- **Yearly employee survey** since 2015 with internationally renowned institute „Gallup“
- Measures employee satisfaction and employee engagement **group-wide**
- Goal: **Enhance effective workplace practices** by doing annual surveys across all corporate management levels
- Gallup offers **detailed action plans** to improve various factors related to satisfaction and engagement

INTERNATIONAL WORKSTREAMS

HUMAN RESOURCES: YOUR VOICE 1/2

Emotional attachment:

*MCME 2016 and 2015 without Abu Dhabi.



INTERNATIONAL WORKSTREAMS

HUMAN RESOURCES: YOUR VOICE 2/2

Total satisfaction:

2017	3.92 (+0.01)	3.90 (+0.04)	4.07 Dubai: 3.99 Abu Dhabi: 4.14	3.84 (-0.06)
2016	3.91 (+0.02)	3.86 (+0.01)	4.09 (+0.19)	3.90 (-0.04)
2015	3.89	3.85	3.90	3.94



	Hirslanden	MCME	MCSA
Response rate	79 %	88 %	73 %
Number of participants	7 398	4 994	11 662

INTERNATIONAL WORKSTREAMS

HUMAN RESOURCES: HR ALIGNED

Aim of HR Aligned:

The implementation of one HR system „Connect“ for all Hirslanden employees by standardised and automated HR processes

Benefits of HR Aligned:

- Employee and management self-service, including mobile access to most functionality
- Supports streamlined administration, more effective processes and the reduction of paper(work)
- Enablement of the HR Service Delivery Model
- Greater standardisation of global HR processes
- Fast, integrated, accurate reporting across all platforms

HUMAN RESOURCES **MARKETING** CLINICAL SERVICES ICT PROCUREMENT



INTERNATIONAL WORKSTREAMS

MARKETING 1/3

International collaboration in five areas:

- Brand Management (Merchandising)
- Digital
- Customer Portfolio Management
- Content
- Social Media

INTERNATIONAL WORKSTREAMS

MARKETING 2/3

Cooperation with Mediclinic Design Studio (SA)

- Internationale Markenkonsolidierung sorgt für mehr Markenwert und schafft eine solide Grundlage für eine konsistente Corporate Identity weltweit

Digital: Integration of MCI websites

- Application of the Swiss Website-Design for all Mediclinic-platforms
- Swiss lead in regard of service, hosting and development
- Establishment of a global governance



INTERNATIONAL WORKSTREAMS


MARKETING 3/3

Synergies between MCI and Hirslanden:

**FIVE AMAZING
FACTS ABOUT
YOUR...**

HEART

1. THE FIRST HEART CELL STARTS TO BEAT AS EARLY AS FOUR WEEKS.
2. EVERYDAY YOUR HEART BEATS 100,000 TIMES.
3. YOUR HEART IS NO BIGGER THAN THE SIZE OF YOUR FIST.
4. EACH MINUTE YOUR HEART PUMPS 1.5 GALLONS OF BLOOD.
5. HAPPINESS HELPS TO LOWER RISK OF HEART DISEASE.



**FÜNF FASZINIERENDE
FAKTEN ÜBER
UNSER ...**

HERZ

1. DIE ERSTE HERZZELLE BEGINNT BEREITS NACH VIER WOCHEN ZU SCHLAGEN.
2. DAS HERZ SCHLÄGT TÄGLICH 100 000 MAL.
3. DAS HERZ IST NUR ETWA FAUSTGROSS.
4. DAS HERZ BEFÖRDERT RUND 5 LITER BLUT PRO MINUTE.
5. ZUFRIEDENHEIT TRÄGT ZUR SENKUNG DES RISIKOS VON HERZKRANKHEITEN BEI.



HUMAN RESOURCES MARKETING **CLINICAL SERVICES** ICT PROCUREMENT



INTERNATIONAL WORKSTREAMS

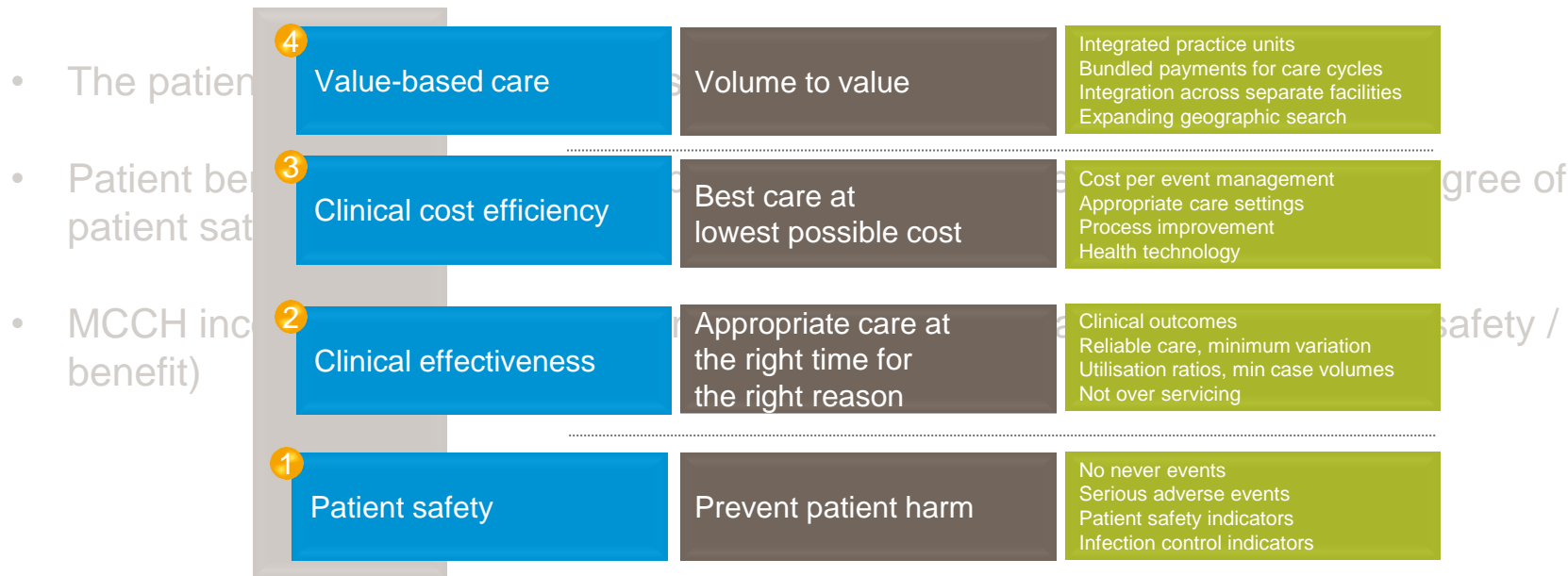
CLINICAL SERVICES: CLINICAL QUALITY

Quality management = management systems + process management + clinical quality/outcome

- Clinical quality is obtained by observing the guidelines of patient safety, documenting and measuring outcomes (register, indicators) and measuring the indicator-related quality of life.

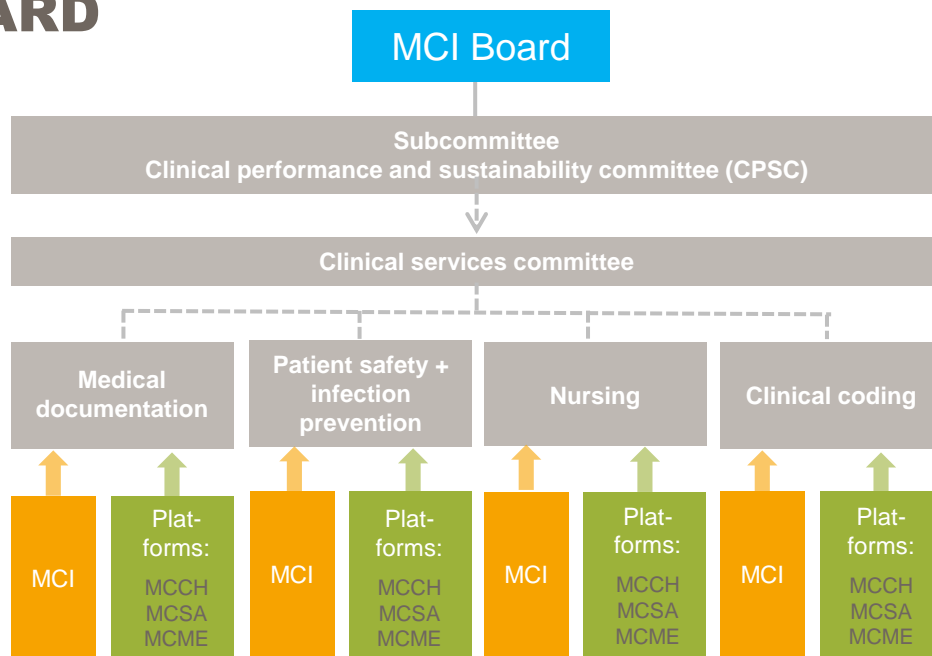
INTERNATIONAL WORKSTREAMS

CLINICAL SERVICES: QUALITY AT HIRSLANDEN



INTERNATIONAL WORKSTREAMS

MCI BOARD

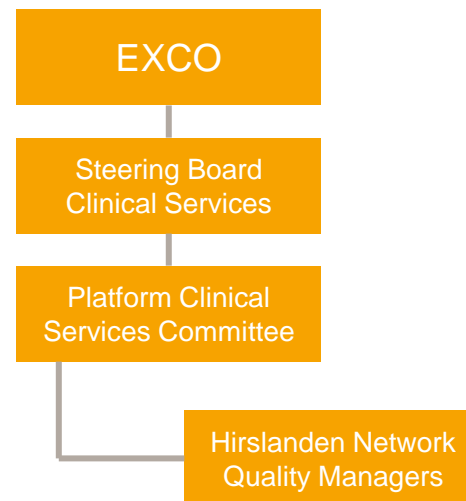


MCI: Mediclinic International
 MCCH: Mediclinic Switzerland
 MCSA: Mediclinic South Africa
 MCME: Mediclinic Middle East

INTERNATIONAL WORKSTREAMS

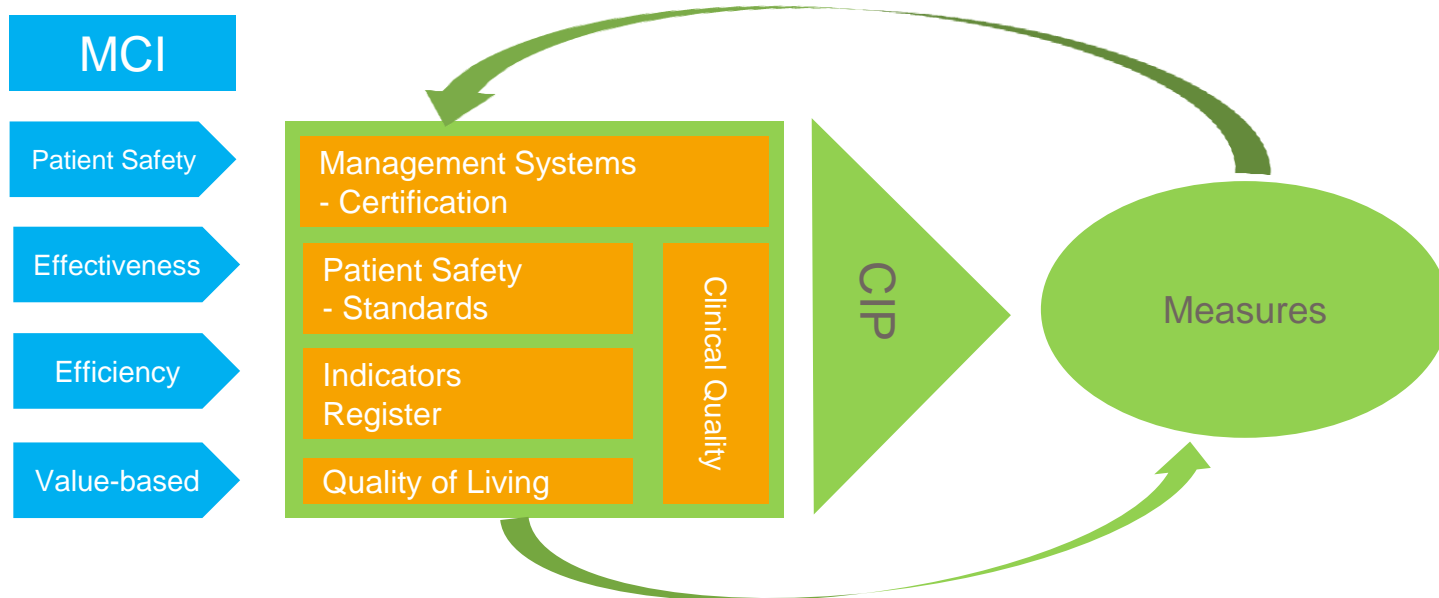
CLINICAL SERVICES: QUALITY MANAGEMENT ORGANISATION

- **MCI includes :**
 - Clinical Performance and Sustainability Committee (CPSC)
 - Subcommittee of the MCI Board
 - Clinical Services Committee (CCO international and CCOs of the platforms together with MCI clinical staff)
 - Subcommittee of the MCI EXCO
- Both bodies prepare reports on the clinical outcome of the platforms and initiate corrective measures where necessary



INTERNATIONAL WORKSTREAMS

CLINICAL SERVICES: QUALITY MANAGEMENT



INTERNATIONAL WORKSTREAMS

CLINICAL SERVICES: INDICATORS 1/5

Measurements dictated by MCI are adapted across the Group in order to allow for comparisons.

Indicator	Method
Patient safety	
General mortality	IQIP – fatality rates in the number of inpatients
Mortality on the ICU	MDSI – minimal data set intensive care medicine, determination of the mortality index

INTERNATIONAL WORKSTREAMS

CLINICAL SERVICES: INDICATORS 2/5

Indicator	Method
Rehospitalisations	IQIP – continuous measurement of rehospitalisations in accordance with the International Quality Indicator Projects criteria relative to the total number of discharged patients
Re-operations	IQIP – continuous measurement of re-operations in accordance with the IQIP criteria relative to the total number of operated patients
Liability cases	Reporting all new liability cases within the scope of a defined process at the Corporate Office
Serious adverse events	Reporting all serious events in patient treatment to the Corporate Office.

INTERNATIONAL WORKSTREAMS

CLINICAL SERVICES: INDICATORS 3/5

Indicator	Method
Nursing quality	
Falls	IQIP – continuous measurement of the number of falls in a month relative to the total number of inpatients in the month
Pressure ulcers	IQIP – continuous measurement of the number of patients with pressure ulcers in a month relative to the total number of inpatients during this month.

INTERNATIONAL WORKSTREAMS

CLINICAL SERVICES: INDICATORS 4/5

Indicator	Method
Hygiene quality	
Nosocomial infections (indicator operations)	SwissNoso – National Centre for Infection Prevention, measurement of the infection rates during indicator operations (e.g.hip joint replacement, etc.)
Device-associated infections	NRZ – National Reference Centre (Berlin), measurement of infections on the intensive care unit during ventilations, use of central venous and urine catheters

INTERNATIONAL WORKSTREAMS

CLINICAL SERVICES: INDICATORS 5/5

Indicator	Method
Patient satisfaction	
Patient satisfaction	Press Ganey – continuous measurement of patient satisfaction with a set of 80 questions in different measurement dimensions

INTERNATIONAL WORKSTREAMS

CLINICAL SERVICES: PRESS GANEY 1/5

Benefits:

- A standardised survey for all three platforms
- International benchmark
- Outcome for patient safety
- Best practice examples and consulting in patient experience management
- All results are applicable on a webportal




**PATIENT
EXPERIENCE INDEX**

INTERNATIONAL WORKSTREAMS

CLINICAL SERVICES: PRESS GANEY 2/5

Aims:

- Continuous survey of **patient satisfaction**
- Internal and external benchmarking
- Identification of best practice-cases
- **Priority Index** allows precise improvement with high impact on patient satisfaction
- Primarily distribution of survey by mail

HIRSLANDEN 

**FRAGEBOGEN
PATIENTENZUFRIEDENHEIT**

Hinweise zur Umfrage
Bitte füllen Sie diese Umfrage nur dann aus, wenn Sie Patient in der im Begleitschreiben erwähnten Patienten-Einheit waren. Beantworten Sie alle Fragen, indem Sie die Kästchen neben Ihrer Antwort ausfüllen. Beachten Sie bitte keine anderen Klinikaufenthalte in Ihre Antworten mit ein. Am rechten Seiten werden Sie gewisse Fragen in dieser Umfrage zu überbringen. In diesem Fall setzen Sie einen Pfeil mit dem Hinweis, welche Frage Sie als Nächstes beantworten sollen. Beispiel:

☐ Ja
☐ Nein ☐ (Wenn Nein, setzen Sie mit Frage 1 fort)

GENERELLE FRAGEN ZUM KLINIKAUFENTHALT

1. Wie beurteilen Sie die Qualität der Behandlung (nach der Aufnahme, Fort- und Weiterbehandlung)?	<input type="checkbox"/> Ausgezeichnet <input type="checkbox"/> Sehr gut <input type="checkbox"/> Gut <input type="checkbox"/> Weniger gut <input type="checkbox"/> Schlecht
2. Hatten Sie die Möglichkeit, Fragen zu stellen?	<input type="checkbox"/> Immer <input type="checkbox"/> Meistens <input type="checkbox"/> Manchmal <input type="checkbox"/> Selten <input type="checkbox"/> Nie <input type="checkbox"/> Ich hatte keine Fragen gestellt
3. Erhielten Sie verständliche Antworten auf Ihre Fragen?	<input type="checkbox"/> Immer <input type="checkbox"/> Meistens <input type="checkbox"/> Manchmal <input type="checkbox"/> Selten <input type="checkbox"/> Nie <input type="checkbox"/> Ich hatte keine Fragen gestellt
4. Wurde Ihnen der Zweck der Medikamente, die Sie zu Hause einnehmen sollten, verständlich erklärt?	<input type="checkbox"/> Ja, vollständig <input type="checkbox"/> Überwiegend <input type="checkbox"/> Meistens <input type="checkbox"/> Eher nicht <input type="checkbox"/> Nein, gar nicht <input type="checkbox"/> Ich musste zu Hause keine Medikamente einnehmen
5. Wie war die Organisation Ihres Spitalaufenthalts?	<input type="checkbox"/> Ausgezeichnet <input type="checkbox"/> Sehr gut <input type="checkbox"/> Gut <input type="checkbox"/> Weniger gut <input type="checkbox"/> Schlecht

1

INTERNATIONAL WORKSTREAMS

CLINICAL SERVICES: PRESS GANEY 3/5

PATIENT EXPERIENCE INDEX =

HCAHPS: Recommendation of hospital

+

HCAHPS: score of hospital 0-10

+

PG: total average value

(including customer-specific questions)

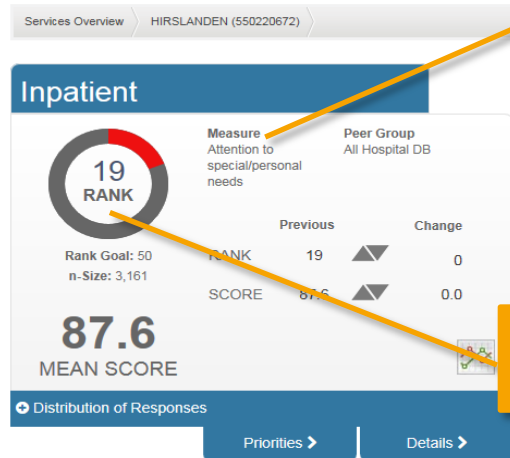


INTERNATIONAL WORKSTREAMS

CLINICAL SERVICES: PRESS GANEY 4/5

Findings:

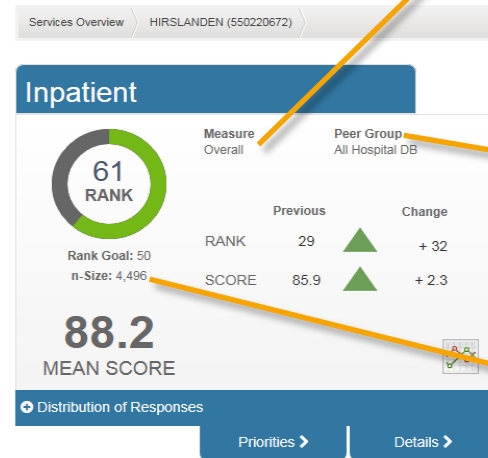
Performance Scorecard



Satisfaction with attention to special/personal needs

Rank in comparison to whole data base

Performance Scorecard



Overall satisfaction

All hospitals

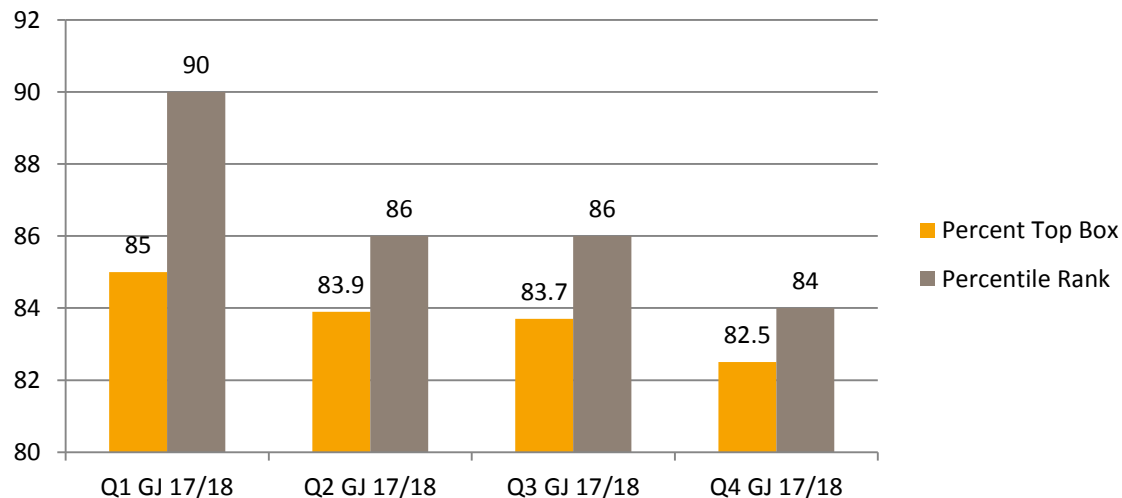
Participants

INTERNATIONAL WORKSTREAMS

CLINICAL SERVICES: PRESS GANEY 5/5

Overall recommendation rate (quarterly trend all hospitals)

n: Q1 4295 Q2 8854 Q3 7333 Q4 10495



HUMAN RESOURCES MARKETING CLINICAL SERVICES **ICT** PROCUREMENT



INTERNATIONAL WORKSTREAMS

ICT 1/2

- Overall goal is to leverage ICT capabilities and resources across the Group for further benefits and/or also lowering the ICT risk profile through
 - ICT synergies
 - ICT standards and standardisation
 - ICT sharing
 - ICT centralisation (where justified)
- These must be enabled through an ICT Operating Model that facilitates collaboration and appropriate governance

INTERNATIONAL WORKSTREAMS

ICT 2/2

Synergies are leveraged on international level through

- **Sourcing:** ICT hardware and software from one supplier (SAP, HP, Microsoft or Cisco). Combined negotiaton power due to volume and establishment of just one subject matter expert on international level
- **Software metering:** software licenses are bought jointly and usage is exchanged across the platforms to avoid over- and/or under-licencing
- **Projects:** where sensible, projects are being done jointly across all countries to a) leverage know-how and b) resources
- **Services:** some ICT services (e.g. video-conferencing) are being provided out of one platform to all of the group
- **Knowledge sharing**

HUMAN RESOURCES MARKETING CLINICAL SERVICES ICT **PROCUREMENT**



INTERNATIONAL WORKSTREAMS

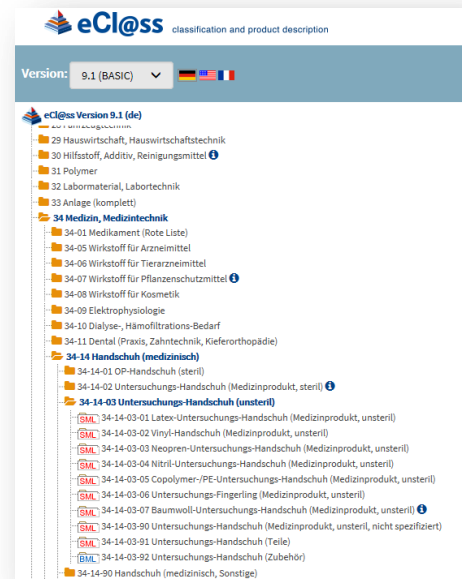
PROCUREMENT 1/3

Classification of articles:

- MCI internationally uses classification **eClass**, every article used group-wide is linked to a eClass number
- eClass is available in German, French and English
- Assignment of eClass numbers to articles is conducted by team in SA for the whole group

Advantages:

- Better possibilities to analyze and report
- Faster identification of comparable articles
- Detailed classification facilitates strategic procurement and streamlining of product range



INTERNATIONAL WORKSTREAMS

PROCUREMENT 2/3

International contract:

- Considerable savings through MCI volume agreement
- Cost reduction through bundling of acquisition of highly complex facilities
- International investment and price comparisons support negotiation
- No purchasing of obsolete technology through group-wide coordination

INTERNATIONAL WORKSTREAMS

PROCUREMENT 3/3

Counterexample «non-sterile disposable gloves»:

- MCSA and MCME import disposable gloves directly from Asia
- MCCH does not participate in this purchasing group because prices of Swiss manufacturer are not significantly higher than the prices of the Asian import
- Learning: joint procurement is often but not always the cheapest option. Situation analysis is vital!

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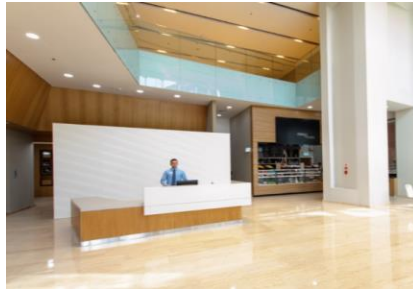
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CASE EXAMPLE

MEDICLINIC CITY HOSPITAL 1/4

Comprehensive Cancer Centre

- Inter-platform collaboration Mediclinic MCCH & MCME
- Inter-platform project board to combine expertise and to transfer know-how



CASE EXAMPLE

MEDICLINIC CITY HOSPITAL 2/4

Scope of Service

- **Medical Oncology** (including chemotherapy, immunotherapy and endocrine therapy)
- **Radiotherapy** (with TrueBeam linear accelerator and CT Simulator)
- **Surgical Oncology**
- Radiology (breast cancer diagnostic imaging etc.)
- Nuclear Medicine (diagnostic and therapeutic service including PET & SPECT CT, automated injector/FDG)
- Reference Laboratory
- Specialised pharmacy for chemotherapy
- Supportive Care (psychological support, physiotherapy, nutrition and Pain Clinic)

CASE EXAMPLE

MEDICLINIC CITY HOSPITAL 3/4

Inter Platform Project Board

Project

- Inter platform project board
- Combine expertise/Transfer Know-how

Infrastructure

- Support for floor plans, equipments orders, Commissioning of machines

Financial

- Coordinate investments
- Discussion of KPI's

Processual

- Compare patients pathways
- Site visits vice versa for learning experience
- Staff exchange (Techs, Nurses) for training

Clinical

- Discuss concepts (Centres of Excellences, Certifications, Organisation of MDT's, Data collection)
- Establish Peer reviews vice versa
- Run Inter Platform Board for individual cases
- Organize Second party Audit
- Build up and maintain the professional and clinical relationships

CASE EXAMPLE

MEDICLINIC CITY HOSPITAL 4/4

Collaboration Benefits:

- Use know-how and synergies over platforms: clinical, organisational and financial
- Value adding for staff and patients



THANK YOU

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Private Hospital Group Hirslanden:

Hirslanden Klinik Aarau - Klinik Beau-Site, Berne - Klinik Permanence, Berne - Praxiszentrum am Bahnhof, Berne - Salem-Spital, Berne – Klinik Linde, Biel - Praxiszentrum Düringen, Düringen - AndreasKlinik, Cham Zug - Klinik Am Rosenberg, Heiden - Clinique la Colline, Geneva - Clinique Bois-Cerf, Lausanne - Clinique Cecil, Lausanne - Klinik St. Anna, Lucerne - St. Anna am Bahnhof, Lucerne - Hirslanden Klinik Meggen - Klinik Birshof, Münchenstein Basle - Klinik Belair, Schaffhausen - Praxiszentrum am Bahnhof, Schaffhausen - Klinik Stephanshorn, St Gallen - Klinik Hirslanden, Zurich - Klinik Im Park, Zurich

www.hirslanden.ch