

Medtronic

Integrated Health SolutionsSM

Case study: Transforming care delivery at Rigshospitalet

Copenhagen, Denmark



Overview

Hospitals need to transform their operations to deliver superior patient experience in the midst of changes and disruption. Rigshospitalet, a major university hospital in Denmark, has been able to achieve this as a result of collaborating with Medtronic Integrated Health Solutions (IHS) on a multi-year transformation partnership.

“The collaboration has enabled the hospital to save more than 2 million Euro over a three-year time period.”

The hospital & heart centre

With 1,200 beds, Rigshospitalet annually sees 1.3 million out-patients and 270,000 in-patients. The mission of Rigshospitalet is to be Denmark’s leading hospital for patients needing highly specialised treatment.

The hospital is now better positioned to deliver on this mission. The partnership between Rigshospitalet and Medtronic IHS provides a great example of how a hospital can completely transform by becoming more efficient in all areas and as a result deliver better outcomes for patients.



The challenge

In 2017, Rigshospitalet’s Heart Center, consisting of eight different cath labs, set out to strengthen its operations, materials management, strategy development, training and employee engagement to ultimately provide patients with better care.

“The cath labs were not being run optimally,”

**explained Soren Boesgaard,
Head of the Rigshospitalet Cath Lab Department.**

We needed a specialised outside team to support us in being more efficient and following high standards. We sought a partner that would enable us to deliver the highest level of care for patients.

The partnership

The hospital had a long-lasting relationship with Medtronic using devices and therapies dating back more than 10 years. Boesgaard and leaders within Rigshospitalet were aware of how peer hospitals had experienced the benefits from the transformation programmes led by Medtronic IHS.

"We came to Rigshospitalet and introduced to them a new business model focused on value," said Jeppe Højholt-Nielsen, a Medtronic Director based in Copenhagen. **"This offering was compelling for them and matched their needs around building efficiency in support of their aspirations to be world-class in research and treatment. Given the history of our partnership, the hospital trusted that we could deliver on our promises."**

"We knew that Medtronic IHS had expertise in running other cath labs in Europe," said Boesgaard. **"Rather than work with a consultancy, we thought it would be optimal to collaborate with a company that already knew us. We had confidence that Medtronic could help us transform sustainably over the longterm."**

The two organisations agreed on a five-year partnership after a tender process. It includes financial incentives for Rigshospitalet and Medtronic IHS with risk and benefits sharing. Generated value is tracked and discussed on a quarterly basis.

The solution

To kick off the collaboration, Medtronic IHS conducted a 'scoping and planning the transformation'. This phase involved a comprehensive overview in which the Medtronic IHS team mapped different areas of the CathLab and benchmarked according to best practices. Based on this, Medtronic IHS was able to share with the Heart Center leadership team their strengths as well as areas for improvement.

The approach

Following the three-month scoping phase, Medtronic IHS laid the foundation and delivered the first waves of transformation over a period of 18 months. This was followed by the deployment and continuous improvement phase. The partnership is currently at this stage, which usually lasts two to three years.

"To provide an analogy, think about two people riding a two-seated bicycle, At the outset when we are in the scoping phase, Medtronic IHS is taking the lead in riding us forward. As we progress to the second phase, both Rigshospitalet and Medtronic IHS share the responsibilities as we pedal along. When we go into full deployment, Rigshospitalet is riding on its own, with Medtronic IHS cheering from the sideline."

// Our approach is structured Around the 'show one, do one and teach one' concept. **//**

Kim Schulz Larsen
Consulting Manager with Medtronic IHS.

Medtronic IHS' four principles to achieving transformation

1

Pragmatic transformation

Helping clients achieve a quick and pragmatic demonstration of value by breaking down the transformation into "bite-sized chunks" that are rapidly implemented and adjusted in real-time with robust performance tracking.

2

A focus on sustainability from the start

Driving change alongside hospital teams to transfer skills and build internal capabilities.

3

An unrelenting focus on value

Bringing a value-based approach to continuous improvement.

4

Harnessing the benefits of scale

Leveraging Medtronic IHS' suite of tools, methodologies and best practices to accelerate clients' transformation.

The framework

Medtronic IHS applied its proven and holistic framework. At the centre of this framework is the voice of the patient; the benefits to them provide purpose to the change effort.

The other core components are:



Process excellence

This involves eliminating activities that don't add value and is often anchored around workstreams for room utilisation, planning and scheduling, and patient flow and logistics.



Cultural excellence

Through a team barometer tool and different communications tactics, focus is on addressing mindsets and behaviours to enable staff to work together effectively, putting the patient at the heart of their work and supporting change management.



Organisational excellence

The focus is to design the organisation to deliver maximum patient value - with clear roles and responsibilities and a focus on capability, capacity and competency development in the workforce.



Management excellence

By implementing team huddles and visual management, continuous improvement is enabled. Clear management information and active performance monitoring make problems visible.

The impact

New ways of working resulted in savings and better patient experience.

Over time, a new way of working has been embedded within the Heart Center, resulting in a more conducive environment for hospital staff and patients.

Examples of this entail:



New data-driven management systems

Enabled the hospital to take informed decisions on how to **drive improvements and track value creation.**



Rooms were more optimally used

Shelves only contained the **materials that were needed.**



Standards were put in place

Leading to a streamlined environment around operations: Starting the day on time in operating rooms, change-over between patients, efficiency around end of day procedures. In some cath labs, on-time starts improved from 20% to 75%.



Resources were deployed more efficiently

Before the partnership, a total of four full-time equivalent nurses from the Heart Center were involved in material handling. After the changes, just one full-time equivalent nurse is involved in material handling.



Financial savings were achieved

The hospital benefited from 2,180,000 Euro in savings. This is the result of reducing material management waste, lowering the cost of nurses' overtime pay and freeing up hospital staff resources.



What the centre is saying:

Many doctors and nurses are used to working the same way. Changing attitudes and behaviours can be a challenge. According to Boesgaard, the Medtronic IHS team fully understood this dynamic and found the perfect balance in pushing change forward in a diplomatic way that would build trust to enable the transformation to occur in a sustainable manner.

"We had to persuade staff that it was a good idea to let Medtronic examine the way we worked.

The analysis put a spotlight on our issues related to materials management and we were able to see that we were not using rooms optimally. We secured quick wins by removing the chaos around different procedures."

**Soren Boesgaard,
Head of the Rigshospitalet, Cath Lab Department**

Over 60 people were training in lean principles. Due to this the cath lab has been able to save over 2 million euro by optimising staff resources, reducing waste of materials, and improving invoicing and the process of ordering and delivery from suppliers. Most importantly, savings and streamlining operations have enabled innovation and drastic improvement around the patient experience.

"As a new department nurse, data-driven management has been useful for improving workflows. Data is widely used in projects and is an input for team meetings. It supports the ward's development and culture."

Kristina Hoej Hansen, a nurse in the cath lab

"For me, it has been a hugely positive experience. I have gained a lot of inspiration and tools for new ways of approaching workflows/issues. IHS has a professional approach and a nuanced understanding of adapting the solutions to our everyday lives."

CathLab nurse

The impact

Bringing ambulatory care to life: Cardiolounge for same day discharge

Leveraging the savings and outcomes from the transformation journey, Medtronic IHS and the Heart Center collaborated to create a visionary, innovative and patient-centric CardioLounge. This new space supported same-day-discharge and created an environment which makes patients feel less hospitalised.

The project was initiated in June 2019 and completed in September 2019. It involved refurbishing a 110 sqm lounge plus an additional 30 sqm area for relatives. The project was driven by an IHS turn-key solution, including construction and project management, from start to end.

// I never thought it was possible to complete the project in the short time period, but the CardioLounge was finished on time. //

Soren Boesgaard

What patients are saying:

Patients were very satisfied overall with the Heart Lounge; it registered an impressive score of 80 according to the Net Promoter Score (NPS).

The patients were also asked how likely they were to recommend the Heart Lounge to others. The NPS for this question came in at 78.5 promoter.

// I was so worried before coming to the hospital for my procedure, but the CardioLounge setting is very welcoming and the relaxing atmosphere calms me down. //

Patient

The Heart Center leveraged the benefits from this transformation when it unveiled its ninth cath lab in the fall of 2019. It also prepared the hospital to deal with the unprecedented challenges of COVID-19.

// IHS has helped bring new methods and tools into the operation, optimisation and development of the Department of Cardiology. We learned that high clinical expertise cannot stand alone in the highly specialised treatment of patients with heart disease. //

Peter-Karl Jacobsen, Senior Physician

// It has exceeded my expectations and both patients and employees are happy with the concept and décor that ensures and supports a good patient experience. //

Soren Boesgaard

The transformation journey continues - introducing digital innovation and advanced analytics

There are even higher ambitions for the partnership as IHS, together with the Heart Center, recently agreed on a program for digital innovation and transformation based on AI and advanced analytics that enables increased individualisation of treatment and improved patient outcomes. One of the keys to the partnership's success is Medtronic's local presence in Scandinavia and Copenhagen.

// Many consultancies working in this space can't provide the perspective of an international company while also understanding the nuances of running a hospital in Denmark. We needed to be close in proximity to act quickly, especially at the outset. Understanding our local context was extremely important in establishing trust and building the necessary commitment from team members.

Concluded Soren Boesgaard



About Medtronic IHS

Integrated Health SolutionsSM builds on Medtronic's unique combination of capital resources, process optimization expertise and therapy knowledge. In cooperation with medical institutions, IHS develops innovative services and solutions to improve efficiency, reduce costs, facilitate patients' access to different types of treatment, and improve outcomes.

Learn more about our solutions by visiting our [website](#), reaching out to your Medtronic contact or emailing us at: integratedhealthsolutions@medtronic.com

Medtronic

Medtronic International Trading Sarl
Route du Molliau 31
Case postale
1131 Tolochenaz
Switzerland
Tel: +41 (0) 21 802 70 00
Fax: +41 (0) 21 802 79 00

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