

# Good Work Environment and Good Performance Go Hand in Hand!

## Karlskoga Hospital



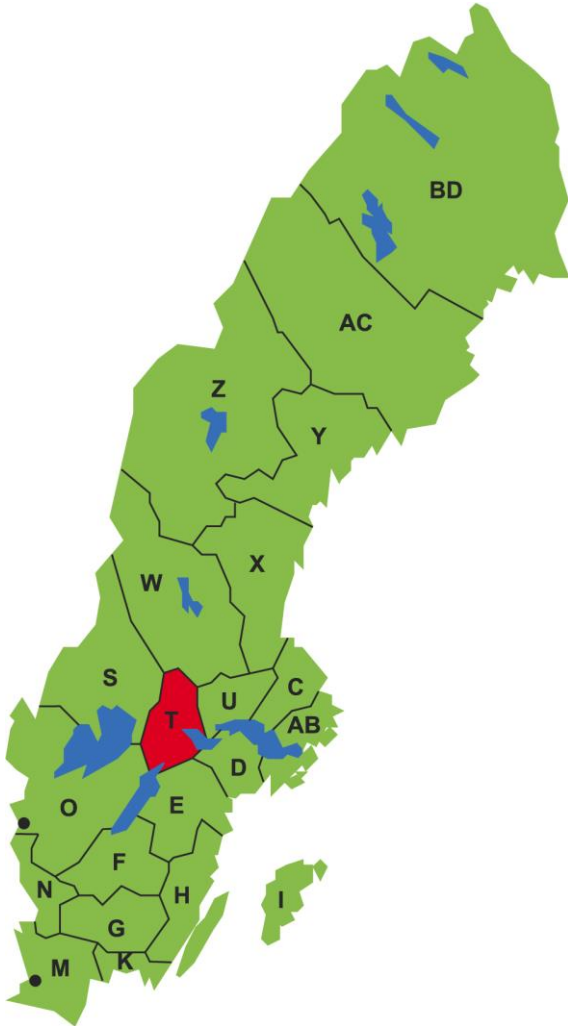
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Paris 2015-03-25



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## Karlskoga Hospital – one of three Hospitals in the Region Örebro County



Karlskoga Hospital is a district County hospital serving about 70 000 inhabitants.

The hospital is part of a local system with a minimum of one Health Centre/Medical Centre in every municipality.

University Hospital in Örebro (592 beds),  
Lindesberg Hospital (104 beds)  
Karlskoga Hospital (130 beds)



## What do we offer?

The hospital shall day and night offer health care with good quality to everyone in need of basic health care.

Therefore we provide:

- Emergency unit with medical staff at the hospital 24 hours a day and 365 days a year.
- Resources for diagnostics and treatment



## What more do we offer?

### Emergency hospital with:

130 hospital beds

### Every year about ...

- 8 400 inpatient care
- 21 000 emergency care
- 80 000 outpatient care
- 6 000 ambulance transports
- 3 600 operations
- 700 children are born

...at Karlskoga hospital.

730 employees - 80% women, the majority of our employees are Registered Nurses and Assistant Nurses

*Average age of 47 years*





## The Vision of Karlskoga Hospital!



Karlskoga Hospital will in every moment be a well working hospital!

We will also always be regarded as a good workplace where the employees enjoy and feel participation and will gladly recommend Karlskoga Hospital as a workplace!



# Well working hospital, In what perspective?



**Good medical  
quality**

(at least as good medical results as mean  
value for Sweden)

including

**High patient safety**

(bringing no harm)

**Patient focus**

**Objective patient satisfaction**

- 90% will recommend friends if they get sick
- 95% are satisfied with the way we took care of them
- 85% are satisfied with the accessibility

**Working environment**

**Staff satisfaction**

- 95% will recommend friends  
to work at Karlskoga Hospital
- No harm due to patient work

**Cost-effective**



Which opinions have  
Karlskoga Hospital received  
from external reviewers?



# Swedish Quality Award Winner 2012



*2012 Karlskoga Hospital got, as the first hospital in Sweden, a “Distinction of Quality” from SIQ - National Centre for business excellence in Sweden.*

The distinction was received from the King of Sweden Carl XVI Gustaf during a grand ceremony at Karlskoga Hospital in 31 of January 2013





# Swedish Quality Award Winner 2012

Judgments Committee wrote:

The organization is characterized by a leadership with strong personal commitment to quality and a systematic customer-focused improvement efforts, **in which all employees are actively involved and directly involved with responsibility for different aspects of operation and continual improvement.**

The organization systematically develop strategies, goals and action plans.

Karlskoga Hospital serves as a role model for systematic operational development and has after a multi-year work on the development of its business done themselves well deserving of the Swedish Quality Award.



## ***The Swedish Team Award and Lennart Sandholm Prize 2014***

The distinction was received during the EOQ Congress in Gothenburg  
12 June 2014

The jury's explanatory statement:

As a result of a systematic and well-implemented improvement which has led to very good results awarded to the project "A good work and good results go hand in hand" at Karlskoga Hospital first prize

This project has been conducted in an exemplary way and demonstrated that it is possible to, **at the same time, creating greater customer value, lower costs of operations and improve employee situation.** The project also demonstrates a huge improvement for the Swedish health care



What have we done  
to accomplish this?



## Our success factors:

- Customer partnership (patient, relative, student)
- Management participation (involvement from all managers of staff)
- Continual evidence based improvements and decisions
- Everyone´s participation including the local social partners
- Economic balance

*And to never give up!*



## Quality assurance and development

- Continual improvement of processes based on objective measurements
  - the authority and the responsibility are defined for the processes and for each employee
  - risk analysis and safety analysis is a part of our task
  - measurable objectives
  - follow up results (all results are in our intranet, see picture below)
  - national register and open comparing systems

Karlskoga lasarett  
ÖREBRO LÄNS LANDSTING

A till Ö | Intranät-karta | Detaljerad sök

Om lasarettet | Organisation och ledning | Kliniker & enheter | Styrande dokument | Vård | Sjukhusstaben | Beställningar | Dokumentbank

Verksamhetsstyrning | Verksamhetsuppföljning | Verksamhetsutveckling

Mina verktyg

Verktyg... [OK]

Verksamhetsuppföljning  
Verksamhetsberättelse  
Produktionsperspektiv  
Årsstatistik  
**Rapportmapp**  
Avvikelsehantering  
Kundperspektiv  
Medarbetarperspektiv  
Ekonomiperspektivet

### Rapportmapp

Tänk på... Det kan finnas flera filer i en excel-fil

[Uppföljningsportalen ÖLL](#) (datalager)  
Landstingets Resultattavla

Kvalitet	Ekonomi	Personal
<b>Uppföljning</b> <a href="#">Hygien</a> <a href="#">PVK</a> <a href="#">Vårdrelaterade infektioner (VRI)</a> <a href="#">GTT redovisande dokument 2010</a> <a href="#">Bilaga 1 GTT</a>	<a href="#">Resultaträkning per månad</a> <a href="#">Delårsbokslut och prognos</a> <a href="#">Investeringar</a> <a href="#">Lönekostnadsutveckling</a> <a href="#">Lön per motpart och konto</a>	<a href="#">Sjukfrånvaro</a> <a href="#">Arbetskadestatistik 1985 - 2010</a> <a href="#">Medarbetarenkät 2010</a> <a href="#">Medarbetarenkät verksamhetschef 2010</a>





## Medical care with high quality, patient/staff satisfaction and patient/staff safety

In what way? Examples:

Education to all employees in:

- Risk analysis
- Environmental issues
- Quality development
- Cardiopulmonary resuscitation (CPR)
- ‘Moving and handling’ - knowledge

Everyone has at least one Responsibility-area of their own beside the daily work



How have we managed to  
keep good results?



Even in the beginning of 1990 we observed that a lot of female employees at Karlskoga Hospital had many reported occupational accidents/injuries caused by patient transfers

About 30 reported accidents/year  
(about 5% of the nursing staff)  
and over 400 sick days/year  
(0.6/employee)  
for work-related accidents/ injuries  
caused by patient transfers.



## The overriding goals (expressed in the operational plan)

- No pressure ulcer occurs during the stay of any service user
- No harm for our employees due to patient work



## Other desirable outputs?

- Increased participation, both from our patients and our employees,
- More satisfied patients and employees.



Our overall quality objective is to be a well working hospital.

### Working environment Staff satisfaction

- 95 % will recommend friends to work at Kga hospital
- No harm due to patient work

### Patient focus

#### Objective patient satisfaction

- 90 % will recommend friends
- 95 % are satisfied with the way we took care of them
- 85 % are satisfied with the accessibility





## Long term preventive work by preserving and developing our own competence in our organization

In 1992 seven **instructors** were educated in Moving and handling knowledge by the Durewall Institute in Gothenburg (8 days)

Today we have 43 instructors, at least one in each ward, mostly Registered Nurses and Assistant Nurses

The instructors are included in a hospital overall network



## Patient and employee safety

To achieve the desired goals various efforts have been made, examples:



- Continuous training of care staff in the prevention of pressure ulcers.
- Training in the use of different types of mattresses and testing of same.
- Introduction of pressure relieving foam mattresses throughout the trust
- Access to air flow mattresses when required.
- Continuous 'moving and handling' knowledge training for all staff
- Collaborative and development work with mattress and technical aid manufacturers

# Continuous moving and handling knowledge training for all staff

A five day long mandatory **basic training** for all nursing staff

**Rehearsal** training half a day at least once a year

We learn how to link knowledge about **the patients' unique need, ways and means**, to moving and handling techniques.



## Moving aids

- Moving aids in all patients' room  
(Lifts if necessary)
- **Knowledge** of moving aids, chairs, mattresses and beds including test of moving aids – a connecting thread during the systematic work
- The instructors are involved both in the continuous attention of all materials and in the developing of products

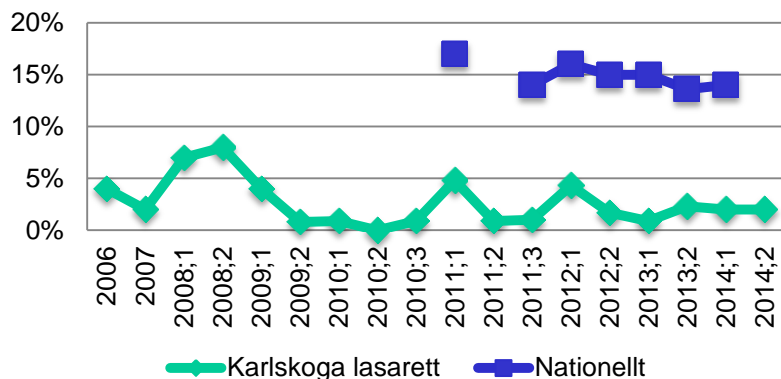


And the result ...

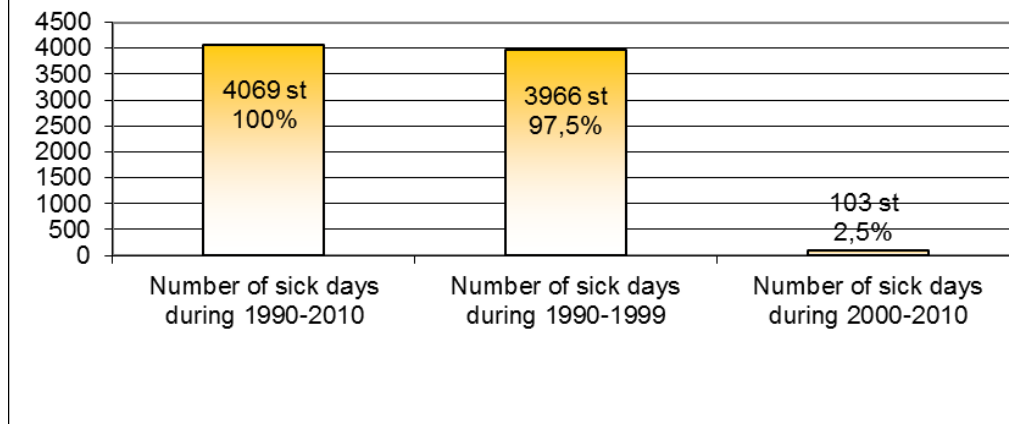


# We have a safe patient care and a safe environment for our employees which saves money and suffering

Percentage of pressure ulcers resulting at Karlskoga hospital years 2006-2014 (National results 13,6-16%)



Number of sick days according to work related accidents/diseases during patient transfer 1990-2010



For the last 5 years (2010 – 2014) we have had only 14 sick days in total related to accidents/injuries caused by patient transfer





# Safe patient care saves money and suffering

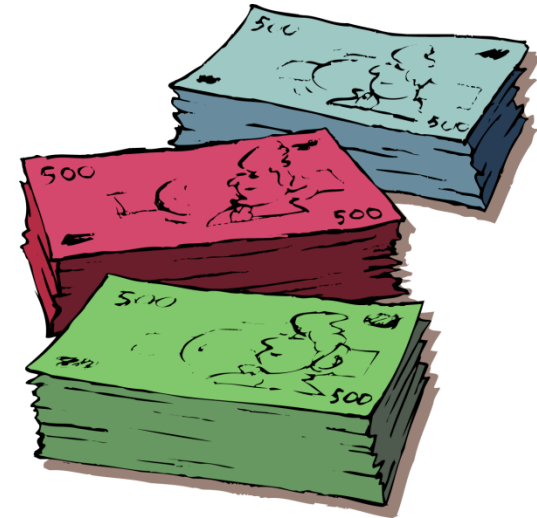
Karlskoga Hospital has a prevalence of about 1% pressure ulcers

Suppose that all the hospitals in Sweden had the same frequency!  
But, the prevalence is about 7% in Swedish hospitals

In Sweden we can save **about EUR 165 million a year**  
**if all the hospitals had the same frequency as Karlskoga!**

But they don't. They have about 7 % as a mean value caused by hospital care.

(About 1.4 millions of patients a year in Sweden and about EUR 1600 cost/injury)



## ... and a safe working environment saves money and pain

Number of sick days for work related accidents/injuries during patient transfer at Karlskoga Hospital:

Years 1990 – 1999: 3 966 number of sick days : EUR 773 370 (mean value 400 days/year)

Years 2000 – 2010: 103 number of sick days : EUR 21 250 (mean value 10.3 days/year)

Years 2010 – 2014: 14 number of sick days: EUR 2 875 (mean value 2.8 days/year)

*Lower quality-deficiency cost :  
About EUR 752 000 over a 10-year period*

About EUR 76 000 a year lower cost compared  
with other hospitals at the same size



**”Karlskoga Hospital is in every moment a well functioning hospital”**

92% of our patients agree to this

98 % of our patients say they can recommend Karlskoga Hospital to friends if they get sick

Objective patient satisfaction

> 90 % will recommend friends if they get sick



# Here we enjoy our work!

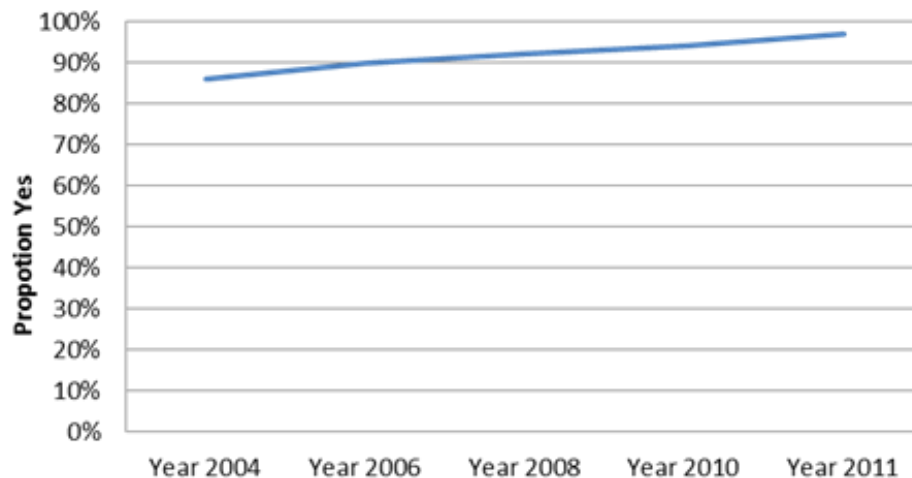
Working environment  
Staff satisfaction

➤ 95 % will recommend friends  
to work at Kga hospital



About 95% of the employees say that they can recommend a friend to work at Karlskoga Hospital.

Employees who say "Yes I can recommend a friend to work at Karlskoga Hospital"





# Thank You!

