# OUR JOURNEY

THE MAASTRICHT UMC+ JOURNEY SEARCHING FOR MORE VALUE FOR OUR PATIENTS

Our experience with Operational Excellence and Value Based Health Care

#### MAASTRICHT UMC+

Maastricht University Medical Center+ is known both nationally and internationally for its focus on prevention and taking an integrated approach to health care: from prevention, promotion of good health, and basic care, to top-level clinical diagnostics and treatment. Patient safety is our top priority in all of our endeavours. Maastricht UMC+ has 715 beds and approximately 7,500 employees and 5,000 students. Maastricht UMC+ is part of The Netherlands Federation of University Medical Centers.

See also www.mumc.nl or www.opex.mumc.nl

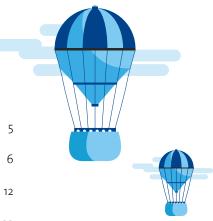


#### COLOFON

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### CONTENTS

Preface	5
Time for change	6
The first change processes	12
Roles in Operational Excellence	22
Examples for inspiration	30
Follow up in the MUMC+	38
Organisation-wide projects	56
Strategy and management	64
Real-life examples	72
Value Based Health Care at the horizon	80
Our Health Care of the Future	100
Where is MUMC+ in 2018?	110
Reflection and future	120







#### WELCOME TO OUR JOURNEY

VALUE BASED HEALTH CARE, DECIDING TOGETHER – THESE ARE TERMS THAT ARE HIGH ON THE DUTCH HEALTH CARE POLICY AGENDA IN 2018 AND THAT GUIDE THE DECISIONS OF HEALTH CARE MANAGERS AND HEALTH CARE PROFESSIONALS. HOWEVER, HEALTH CARE AND THE HEALTH CARE ORGANISATION WILL HAVE TO BE REINVENTED IN ORDER TO GIVE REAL SUBSTANCE TO THESE CONCEPTS.

Maastricht UMC+ felt the need to invent health care anew as early as 2009. Together with our staff, we embarked on a journey to make ourselves of greater value to our patients. We started with two pilot projects, in Orthopaedics and Dermatology. The intention was to make health care much more patientfocused, to develop a good relationship between outcomes obtained and effort put in, and in this way to increase our powers of implementation and change for the necessary organisational and process changes. Our colleagues were challenged to develop a completely new concept of health care. In pursuit of this goal, we were the first in the Dutch health care sector to use the Business Model Generation© method. This produced a vision on health care and a business model. We chose Lean Six Sigma methods and coaching leadership for making changes to our organisation and processes.

This was just the start of our journey. The pilots also appealed to other departments and they were keen to join us. In order to increase the size of our 'travelling party', we decided to take the company Medtronic on board as a partner. With the help of our partner's knowledge and advice, based on its experiences in the workplace, we continued our journey.

We opted for an approach that worked

top-down as well as bottom-up. Top-down because everyone has to take part in order for us to achieve greater coherence in policy and implementation. Bottom-up because real change emerges from the great enthusiasm among all our colleagues to generate greater value for our patients.

The common thread in our journey to Operational Excellence is that, above all, we make the connection between value based health care, care pathways and new systems of work. How we did this and how we want to develop it further in future is the subject of this book. It is neither a textbook nor a manual, but rather the report of our journey to date, which we would like to share with you. So that you can learn from it or engage us in discussion about it. At Maastricht UMC+, we have taken significant steps together to further improve our health care and our organisation. We believe that the health care sector needs this, that we have achieved a lot, but that our journey is not yet over. We are travelling further, in order to make the health care we provide even better.

I hope that you find our journey interesting!

#### Prof Marja van Dieijen,

Chair of the Executive Board of Maastricht UMC+

## CHAPTER 1

# TIME FOR CHANGE

In these times of an ageing population, is our hospital capable of responding to a growing

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#### TIME FOR CHANGE

In these times of an ageing population, is our hospital capable of responding to a growing demand for good, accessible and affordable health care? Because the answer to this question was in 2009 a resounding "no", Maastricht University Medical Center+ (MUMC+) set out on a journey towards greater value for the patient. This lack of readiness applies not only to MUMC+, but to the Dutch health care system as a whole.

Carrying on as before will ultimately result in an unaffordable and inaccessible health care system, if only because insufficient gains are made in quality and efficiency. In 2009, the vice-dean of the Faculty of Health, Medicine and Life Sciences, Frits van Merode, concluded that there was also still insufficient progress in this hospital, despite the genuine efforts made up to that time. "The will to change is certainly there, but there is a lack of success in translating discussions about necessary changes into actual deeds. I see it as my greatest challenge to overcome this lack of ability to implement," he said. At that time, Frits van Merode was a member of the Executive Board of MUMC+.

> **GUY PEETERS MSc** Chair of the Executive Board of MUMC+ (2007-2014)

"

We have not based our actions sufficiently on what society needs. That has to change. We need to keep health care accessible and affordable, and design it differently. Operational Excellence makes this possible and allows us to be of significance to society.



Start journey with idea from Frits van Merode, Board MUMC+



And in his position as Professor of Operations Management and Logistics in Health Care, he had already led change processes in a number of Dutch hospitals. These included projects focusing on modernising patient logistics, fitting out buildings and reducing waiting lists. He also wanted to start such initiatives at MUMC+. The Executive Board had confidence in these goals and agreed to two change processes in two departments: the seeds of Operational Excellence had been sown. The journey could begin.

#### **PROF FRITS VAN MERODE** Professor and member of the

Executive Board (2004-2018)

In Maastricht we now really want to focus on the patient and combat waste. That is the basic principle of our strategy. We have to draw up this strategy as we go along. It's a development process.

### "



#### THE GOAL

At the start of 2010, it was unclear exactly how the journey would proceed. The initial objective was to develop an approach that helped the hospital to provide sustainable quality in health care. The objective was to be adjusted a few times during the journey. In 2011, the Executive Board formulated the objective as: MUMC+ wants to be a process-oriented organisation and improve continuously. In 2013, the Executive Board added to this that the tools of Operational Excellence would be used throughout the organisation to improve processes continuously. In 2014/2015, the objective was reformulated once again. From that time on, the objective has been: In 2010, MUMC+ finds itself in the systems phase of Operational Excellence. As a result:

- + a contribution has been made to the creation of the MUMC+ 2010 profile and
- + MUMC+ sets the standard in the market as regards Operational Excellence.

#### **OPERATIONAL EXCELLENCE**

Therefore, in order to achieve the goal, MUMC+ chose the strategy of Operational Excellence. This strategy focuses on continuous improvement of the quality, effectiveness and efficiency of processes. Because Operational Excellence is broader than the Quality and Safety programme, it was made a separate programme.

From the very start, the hospital administration emphasised that the methodologies employed as part of the strategy were not a goal, but rather a means to achieve the goal. They were necessary to transform process steps that have no added value for the client into process steps that do add value and reduce "waste" (Muda).

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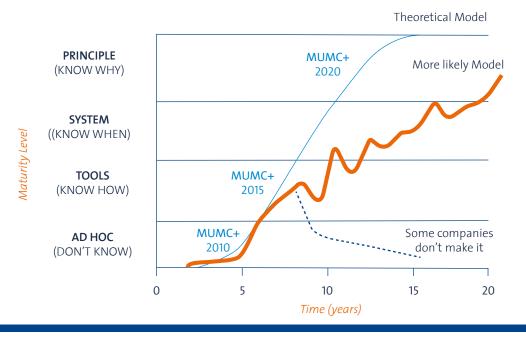


#### THE SHINGO MATURITY MODEL

Within the system-wide approach of Operational Excellence, an organisation has to go through several phases. The first phase (don't know) is an ad hoc phase characterised by tackling symptoms – putting out fires but not achieving real solutions to problems. The problems often emerge again the following day. In the second phase (know how), the tools (see chapter 5), such as the improvement board, are used to improve working processes. Parts of the organisation are already focusing on projects, but other parts are not. The next phase is the "systems phase" (know when): thinking in pathways and projects is now abandoned and the organisation grows towards a culture in which continuous improvement is the basic principle. In the fourth phase (know why), continuous "critical appraisal" has really become part of the organisation's DNA. The Shingo Maturity Model makes it clear which phase an organisation has reached in the change process. At the start of the journey in 2010, MUMC+ was in the first phase.

2010

### TARGET 2020: SYSTEM PHASE



Time for change