Leadership in a time of change

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Public Services Summit,
Oslo December 10, 2011
A National Centre for Danish Health Care

• OUH is 1 out of 3 National Healthcare Centres.

• OUH operates within the hospital sector and the specialist services system

• 10% (1.2 - 1.6 mill. citizens) of the budget for Danish Healthcare is allocated to OUH

• OUH is a highly specialised hospital with functions that cover all specialised medical areas
OUH: facts and figures

Budget (2010):
• DKK 5.3 billion (Euro 700 million)
• External research funds amounting to DKK 81 million (Euro 11 million)

Capacity:
• 2 hospital units with just above 10,000 employees
• 1,300 beds, average stay 2.9 days
• 100,000 admissions per year - 800,000 outpatient visits per year
• 3000 patients receive treatment every day
The Serious Background

- **Demography**
  
  Ageing populations: the challenges ahead
  Kaare Christensen, Gabriele Doblhammer, Roland Rau, James W Vaupel
  Lancet 2009; 374: 1196–208

- **Epidemiology**
  
  The Innovator’s Prescription
  Clayton M. Christensen, Ed, McGraw Hill 2009

- **Patophysiology**
  
  Health and disease in people over 85
Our Business Reality

- No. of treatment options
- No. of chronic conditions
- No. of elderly
- Demands on therapy
- Health professionals
- Public financing

Quantity

Time

National Board of Health, Denmark
‘New Odense University Hospital’

- Project period 2011 - 2020
- Price approx. 6.3 billion DKK (€ 830 Mill.)

**Advantages:**
- Built in proximity to the University of Southern Denmark – shared campus
- Lower costs and higher efficiency (fewer beds)
- Design the pathways around the patients
- New technology at every level

**Opportunities**
- Over the next decade, we have a window of opportunity to test innovative existing and new technologies - both at the ‘old’ hospital and at a testing facility dedicated to this particular project.
Innovation is a Prerequisite

Because we:
• have an obligation to always think of the next patient
• are one of three cooperating and competing university hospitals in Denmark
• have a free hospital choice system in Denmark
• will face two future types of hospitals: highly specialized hospitals and “home-sweet-home hospitals”

So we must:
• ensure funding, recruitment of excellence, etc.
• differentiate ourselves using sensor technology and clinical telemedicine solutions
• work within European and Global frameworks
• expand competences so that the "New OUH" can service both types of future hospitals
Our Main Innovation Building Blocks

- Infrastructure
- Interior decorations and design that actively involve the patients
- Bed capacity (size and numbers of rooms)
- Special functionality rooms, e.g. call-centres

- Basic clinical IT Systems
- Virtualisation
- Communication platforms
- Shared Care systems
- Robots, sensors and automisation

- Cross-sectoral Collaboration
- Patient and relatives’ involvement
- Volunteers
- Patient Associations
Well on Our Way...

}{ Clinical multi-functionality technologies

}{ Shared care solutions

}{ Infrastructure and resource management

Region Syddanmark

OUH Odense Universitetshospital
The Innovation Blueprint for ‘New OUH’

! Provide health IT solutions that focus on users’ needs

! Ensure that the evidence and documentation is in place

! Leadership is essential to reach the goal
The Leadership Pentagon

- Politicians
- Senior Executives
- Department leaders
- Team leaders
- Patients
- Employees
- Production

Dimension for financial leadership

Dimension for clinical leadership
The Leadership Pentagon

Politicians
Senior Executives

Financial / administrative agenda

Department leaders
Team leaders

Patients

Employees
Production

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The **Future** Leadership Pentagon

**Strategic IT leadership**

- Politicians
- Senior Executives
- Department leaders
- Team leaders
- Patients
- Financial / administrative function
- Production
- Employees

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Region Syddanmark

20-12-2011
"Today, 21st century medical technology is often delivered with 19th century organisation structures, management practices and payment models"

Professor Michael E. Porter, Harvard Business School

Thank you!

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