Building capability for Improvement – experiences from the Västra Götaland region

Bo Bergman, Andreas Hellström, Svante Lifvergren
Quality Driven Organization Development 30p (ECTS)

New Quality Director

Sahlgrenska University Hospital

Quality Managers
Improvement leaders
Organisation development

2002 2004
Educational model

Theoretical knowledge

Knowledge from the outside

Abstract concepts generalisations

Observation and reflection

Testing new ideas

Create new experiences

Real needs in healthcare

Real improvements in healthcare

Practical knowledge

(Kolb+)

Bo Bergman, Professor
Curriculum

• Learning and reflecting on Quality
  – Industrial experiences vs Healthcare
    • Quality from Customer Needs and Customer satisfaction
      – Bergman and Klefsjö
  – Principles, Practices and Tool
  – Improvement project process
  – Improvement Knowledge
  – Theories of change
  – Leadership
  – Self selected topics
  – Improvement Projects
Organizing for Quality

Top Management Commitment

Focus on Processes

Focus on Customers

Base decisions on facts

Improve Continuously

Let everybody be committed

Systems Thinking

Bo Bergman, Professor
Organizing for Quality

The Prime Source of Organizing

Top Management Commitment

Focus on Processes

Continual improvement

A customer perspective

Base decisions on facts

The source

"Raison d'être"

Let everybody be committed

Systems Thinking

How we create value

Six Sigma Evidence Based Management

Processes are included in a more complex System

Don´t forget the suppliers: Win - Win
Improvement Knowledge/ Deming’s Profound Knowledge Enhanced

Profound Knowledge ("Improvement knowledge"):  

Understanding variation  
(not only handling and reduction) 

Psychology  
(not only individual but social and organizational) 

Knowledge Theory  
(How current knowledge determines how we interpret and create meaning of what we observe and how we create new knowledge) 

Systems thinking  
(everything goes on in systems; feedback, lag, enforcing, balancing,...; Complex Adaptive Systems)
Quality driven Organization Development 30p (ECTS)
Quality driven Organization Development 30p (ECTS)

Research project VINNVÅRD

Bo Bergman, Professor
Development at Skaraborg Hospital Group

- Six Sigma course, Chalmers
- Skaraborg Hospital Group (SkaS) Development
- PhD students

Q-VU1 30p Q-VU2 30p Q-VU3 30p Q-VU4

VINNVÅRD

Bo Bergman, Professor
Education as a catalyst for improvement at SkaS

- SkaS
  - 4500 co-workers
  - 2 Master Black Belts
  - In every management group at the divisional level
  - 55 Black Belts, >20 working full-time with improvements
    - At every clinic
      - 300 Green Belts
      - 3500 White Belts
      - 40 Lean coaches
      - 2 logisticians
      - 6 PhD/PhD students in Quality Sciences

- No education without a concurrent improvement project
"The Skaraborg Hospital Group (SkaS)........//........ Using an action research approach, this article describes the lessons that were learned from the first 22 Six Sigma projects, completed between 2006 and 2008 and having a success rate of 75%.”

Net cost savings per project = 40 000 €

Improvement in Small and big steps

Open communication
Dialogue seminars
Arenas for reflection

Learning mechanisms:
-Cognitive
-Structural
-Procedures
All leaders in Health and habilitation
Process owners: Cancer care processes

VINNVÅRD


Q-VU1 30p Q-VU2 30p Q-VU3 30p Q-VU4 30p
Improvement knowledge for ST-doctors, 7.5 points
Moreover

- All courses have started their own networks
- Re-union conference ”Learning across boundaries”
- We continue
Thank you for listening!