



Region Västerbotten & Getinge

**Improved quality,
increased staff satisfaction
and optimized cost efficiency
in health care services**

How a partnership-driven innovation pilot initiative between Region Västerbotten and Getinge contributed to a long-term road map for value creating digital health care solutions in Swedish Public Health.

BACKGROUND

Innovation & Partnership

Since 2016, Region Västerbotten (formerly known as Västerbotten County Council) has been running a strategically prioritized initiative to strengthen the innovation partnerships between health care and the industry, with the overall objective of joint value creation and triple-wins. The vision for Region Västerbotten, responsible for all medical-, health- and dental care services in the Swedish county of Västerbotten, is to create win for citizens and patients, win for health care professionals and the health care system, and win for the industry. The triple-win approach further creates value for society.

This kind of initiative is also fully aligned to the strategic priorities of Getinge, a global provider of innovative solutions to the health care sector, who institutionalized in 2017 its work with Value Creation Partnerships (VCP) as part of the company's shift from mere solutions to value creation according to the needs and expectations of its customers. The partnership approach and this new way of working together, beyond the traditional way of doing business, is also Getinge's way of manifesting its commitment to real value.

In 2018, innovation partnerships became an integral part of the health care management of Region Västerbotten in order to shift the innovation focus from products and services to actual value creation. What is new is that innovation partnerships include product- and service innovation in combination with process-, organization- and systems innovation necessary for value creation – from both a customer and a supplier perspective. At that time, Region Västerbotten and Getinge embarked on an innovation partnership pilot initiative, beyond the traditional customer and supplier relationship, with the main goal to increase quality of health care services for patients, improve the daily working conditions of health care professionals, and increase cost efficiency and cost effectiveness.

Together the parties have worked during the full year of 2019 towards a shift in focus from innovative products and services to a joint commitment towards value creation that benefits all.

» Innovation partnerships are important as we create the future of health care. The challenges we are facing implies to some extent a paradigm shift in the whole health care sector – for us as health care providers as well as for other public stakeholders but also for the industry. Region Västerbotten realized early on that there is more to gain from true partnerships with the industry, beyond the traditional customer and supplier relationship, joining forces for value creation that benefits all. Our partnership with Getinge is a good example of this work. «

Peter Olofsson
*Regional Commissioner and Chairman of the Regional Board
Region Västerbotten*

» As a company, Getinge is committed to engage for true value creation, together and in partnership with our customers. The pilot initiative with Region Västerbotten was one of the first initiatives undertaken under the flag of Value Creating Partnership and stands as a good example of how we need to take time to understand the needs as well as the context in which our solutions are being implemented, so that we can contribute to true value creation in health care. «

Javier Mur
*Vice President Value Creation Partnerships
Global Sales, Getinge*



PROJECT DESCRIPTION

A Partnership Pilot Initiative At The Norrland University Hospital (UMEA)



1. Needs Analysis

At one of Region Västerbotten's three innovation clinics, the Medical Emergency Ward (MAVA), staff were undertaking daily work with the help of post-it notes, ever-changing whiteboards and note pads. In 2018, the innovation clinic started mapping its needs in a more structured way, and identified the need of improved information-, communication- and patient logistic flows in order to create a more efficient health care delivery for its patients. The staff together with management for the Department of Medicine set a goal for MAVA, a more efficient and effective medical emergency ward with increased patient safety and improved working environment for staff. A journey for change that could help modernize MAVA's ways of working started.

2. Finding the right partner and solution

As part of initial steps after the needs analysis, Region Västerbotten searched for innovative solutions that could meet the needs of MAVA, as well as suitable industry partners that were ready to engage in this initiative beyond the traditional supplier role. Getinge's approach to value creation partnerships in combination with its digital solution for patient logistic flows, INSIGHT, became a suitable match. In January 2019, the parties started the preparatory work in a one-year pilot initiative with the aim to strengthen MAVA's goal to improve quality of health care services and increase cost-efficiency and effectiveness while at the same time creating value for patients and staff.

3. Digital Solution INSIGHT going live

In April 2019, the digital solution went live and the work to shift towards mobile ways of working started while automating information and communication between staff as well as patient logistic flows. The system reinforced the new ways of working among staff and management were now receiving better overview of the situation at the ward at any given time, information about the number of patients as well as level of care needed, planned activities and expected date of discharge for each patient, as well as a clear view of who is doing what. As information was made available digitally, and

staff were provided with handheld devices to facilitate work "on the go", communication in the team improved. An early version of INSIGHT mobile was also launched for piloting at MAVA.

4. Change Management and Value Analysis

The progress of the initiative was closely monitored through joint value analysis including key performance indicators (KPIs) as well as staff surveys to ensure timely implementation towards the goals. With the help of this value analysis, change management support was planned and implemented based on actual needs of staff. This included different levels of support functions. From super users as well as the management of MAVA, to technical support from the IT department and change facilitation support from the innovation department and the department of memeology at Region Västerbotten. This was coupled with technical adaptations as well as user adoption support from Getinge.

5. Final Evaluation

At the end of the pilot a final evaluation was undertaken, and staff were also asked to give their opinions about a possible next step and how to organize the continued work so that value can be created in larger scale. This resulted in a more long-term approach on the partnership with focus on value creation through a platform for key partners and suppliers of digital health care solutions – for the purpose of improved quality as well as increased cost efficiency and effectiveness in health care services.



KEY OUTCOMES

Delivering More Care With The Same Resource¹

MAVA has increased in capacity without increasing resources during the pilot. This is the result of new routines, processes and workflows in combination with the support

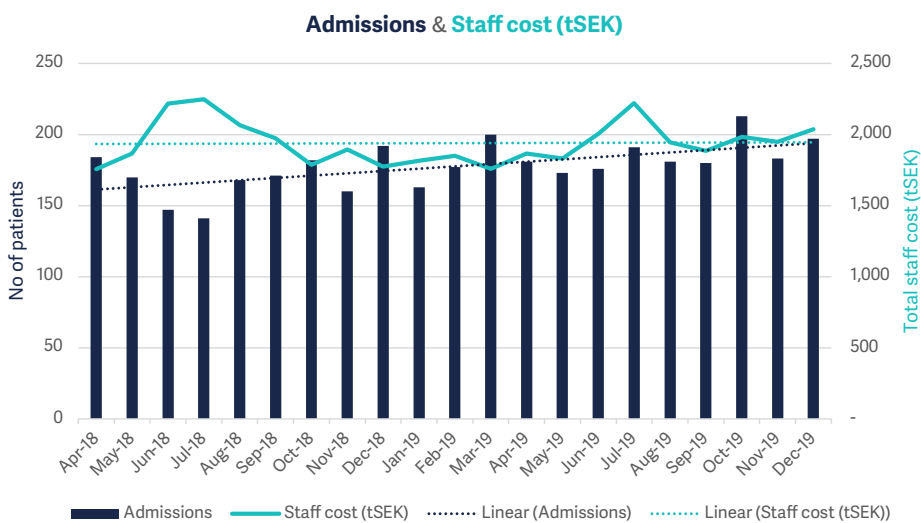
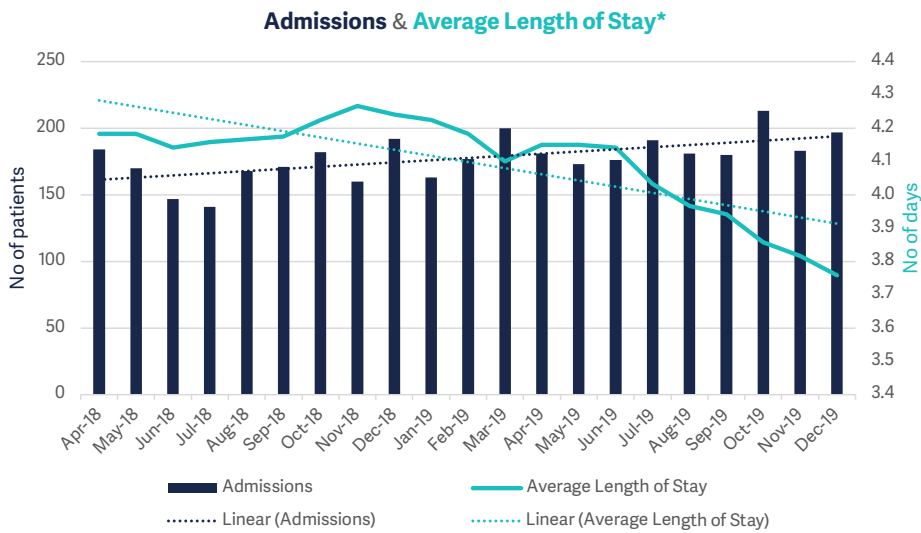
of digital solutions like INSIGHT, as well as a continuous increase in patient admissions which is not controlled by MAVA itself but a result of increasing demands for care.

Reduction in Average Length of Stay

Increase in Patient Admission

No major changes in staff costs

¹comparing Jun-Dec'2019 vs 2018. This 7 months calculation period is considered after new solution was stabilized



Based on data extracted during the pilot initiative and one year historical data prior to INSIGHT "go live". MAVA experienced before Apr'18 changes with regard to facilities, number of hospital beds as well as staffing. As part of this the department introduced new routines for expected date of discharge and with the introduction of INSIGHT the implementation of this routine was enhanced together with a better overview of patients as well as daily operations. At the same time staff started working in new ways, digitalizing some of the previously paper-based work.

*Moving Annual Total (MAT) has been used to adjust for extreme outliers.

LESSONS LEARNED

When health care and industry partners work together towards common goals, the true potential of innovative solutions can provide value creation – to the benefit of all.



» Getinge has a clear goal to contribute to the healthcare sector by providing tools to make hospitals operate more efficiently and safely. In the collaboration with Region Västerbotten we are going from not just providing but being a partner around the challenges and solutions in order to create greater value. By implementation of new ways of working enabled by digital solutions like INSIGHT, Region Västerbotten and Getinge can create more care per Crone spent. «

Johan Malsjö
General Manager, Getinge Nordics

» Digital solutions should be a natural part of the health care sector. The value potential is great in how we can improve the daily life for citizens and patients as well as for our staff. The key is to move from mere potential to actual value creation, which is not always easy. For change to happen, it requires all of us to be part of it and leading the way in everything that we do. Through partnerships – internal and external – we become stronger. «

Brita Winsa
Health Care Director, Region Västerbotten

Region Västerbotten

Region Västerbotten is responsible for all public health and medical services in the county of Västerbotten, the second largest county by surface and a sparse population of approximately 270,000 inhabitants. The health and medical care are delivered through a university-, regional- and county hospital as well as sub-county hospitals, health care centers, cottage hospitals and specialized care units.

Region Västerbotten is committed to providing its inhabitants with best possible health – today and in the future – through effective health and medical care services as well as strong collaborations with other public and private stakeholders of the health care sector. The region leads its innovation work with focus on value creation – through development, test and evaluation of products and services as well as process-, organizational- and systems innovation that can help strengthening the Swedish health care system.



Getinge

With a firm belief that every person and community should have access to the best possible care, Getinge provides hospitals and life science institutions with products and solutions that aim to improve clinical results and optimize workflows. The offering includes products and solutions for intensive care, cardiovascular procedures, operating rooms, sterile reprocessing and life science. Getinge employs over 10,000 people worldwide and the products are sold in more than 135 countries