

Success criteria for the networking of hospitals in the Lake Constance area

Interim results of an Interreg cooperation project in the Lake Constance area

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Aim of the Project

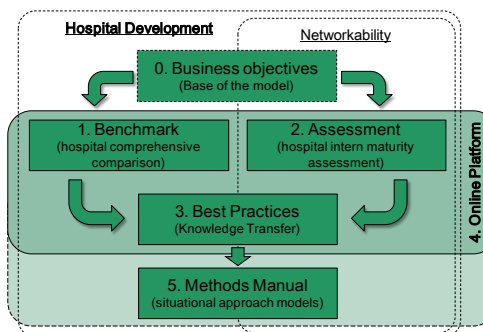
Background

In the wake of an increasing commodification of care and the introduction of DRGs, the need for process oriented treatments or pathways has increased significantly in recent years.

With regard to the design of a cross-border network of healthcare there are still significant challenges to overcome. On the one hand, typical treatment processes are characterized by a high division of labor and the involvement of different specialists. On the other hand, the mobility of citizens is on the increase especially in the border region around Lake Constance. These two facts mean that the number of interfaces increase in the process of care and thus increase the fragmentation and complexity of cross-border healthcare.

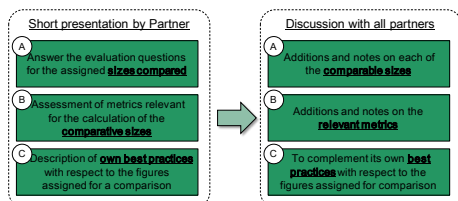
Objectives of this cooperation project between the Centre of Excellence for Health Network Engineering (HNE) of the Institute of Information Management at the University of St. Gallen, the Health Department SG and the hospitals of Zurich, Thurgau AG, Lindau and Konstanz are therefore the identification of critical factors for success and the elaboration of a platform for the exchange of best practices.

Milestones and methods



Methodology

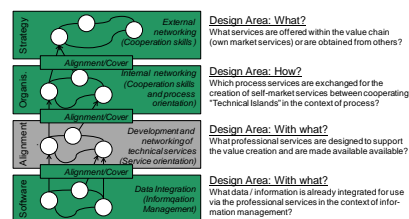
Definition of indicators for a transnational Hospital Benchmark



Identification and evaluation of key figures

Through questionnaires and interviews the key figures for each hospital are collected. Afterwards these key figures are consolidated with all partners of the hospitals. In this way, characteristic quantities are identified that apply equally to all hospitals and therefore can be taken for the hospital comparison.

Assessment of process maturity of the internal hospital networkability on a maturity model



Levels for an assessment of internal networking capability on a maturity model
Networking can only be successful by the design of processes on different levels of organization. In this process all levels of the St. Gallen Business Engineering approach are relevant.

The basic idea of a maturity model is therefore the assessment of various factors in terms of their actual and their desired state (scale of 1-5) to achieve a goal.

Results

Increase transparency, facilitate benchmarking: results from the hospital benchmarks



Example of the logic of the benchmark for a comparison of hospital

Using ratios, which were defined together in the workshops of all hospital partners, a conceptual model for the comparison of hospitals is designed to be implemented later in the project.

The results of the benchmarks can be used for comparison between hospitals and to identify elementary competence areas of a hospital.

Learn from the "best": results of the maturity model



Example results of the maturity assessment

The results of the maturity assessment (actual, desired state) can be used by hospitals to identify important and critical interfaces, and therefore, for example, to optimize treatment processes.

At the same time strong areas can be further developed and weak points damped or eliminated by appropriate measures.

The results of benchmark and maturity assessment will be made available online and thus serve as a basis for optimization of internal and external networking ability, and to improve competitiveness by strengthening the right performance indicators compared to competitors.