

Pirkanmaa Hospital District comprises 34 municipalities with approximately 450 000 inhabitants, and Tampere University hospital provides specialist healthcare to more than a million Finns. There are about 75 000 patients admitted in nursing units and 370 000 outpatient visits per year. The annual operating revenue is around 400 million euros.

Pirkanmaa Hospital District Tackles Future Challenges with QPR ProcessGuide

CUSTOMER CASE:



District's planning team: Development Manager Juha Heino, Planner Liisa Korkka, Accounting Manager Anneli Ermes, and Information Service Manager Hilkka Lamminsivu.

"Process modeling helped us to increase patient focus, clarify responsibilities and re-duce overlapping work. QPR ProcessGuide made this possible to achieve".

*Juha Heino,
Development Manager*

Healthcare faces new challenges through many changes in operating environment in the beginning of the 21st century. Pirkanmaa hospital district decided to tackle these challenges by process management. Through process management patients' expectations can be met better and their roles activated. At the same time employees' self-determination and

initiatives will be increased. QPR ProcessGuide was chosen to be the tool for process orientation and development.

The aging population and rapid development of health care technology generate new expectations and needs for healthcare. At the same time the competition over top expertise gets harder and available resources scarcer. These challenges are com-

mon to all healthcare providers. As Pirkanmaa is a national growth center with increasing population, the equality of care must be ensured for all the people.

To be able to be proactive in the future, the district's management team started to prepare an organizational change at the end of the 90's. The goal was to introduce a new, process-oriented organizational structure in the beginning of 2005. Process modeling was considered to be an essential part of making the people within the organization to actually change their behavior. Modeling creates a common knowledge of current processes and processes to-be. In addition, process orientation was natural progress for systematic quality development that was started in 1992.

Work became more fluent with QPR ProcessGuide

General instructions for process development were published in 2003 and in the spring of 2004 it was tested in a pilot project by modeling four key processes.

- Modeling was done in teams lead by a consultant:
- Treatment of acute myocardial infarct
- The process of technical support services
- The process of externally funded scientific research
- The process of healthcare district's annual activity planning and budgeting.

The teams modeled their processes in half-day workshops lead by the consultant. Each process required from two to six workshops. At the end all the process models were audited by another management consultant.

Every team acquired practical benefits right away when they started modeling their processes. Going through the process activity by activity brought up several bottlenecks and other constraints. At the same time discussion about the process within the team was highly beneficial and lots of new ideas

about organizing activities and resources came up. Implementing these ideas made work more flexible and motivational.



At the same time with the pilot projects, the management team worked with hospital district's process map, the big picture. The results of the pilot project were: the process map, four ready-made process models and tested instructions for process modeling and development. In addition the purpose of process modeling was specified, a plan for organization-wide process modeling created and a specific modeling notation created.

Following the plan, the modeling was continued in the spring of 2005 by modeling 14 key processes. Strategic measures were linked to two processes. It has become clear that measuring is the next step that needs to be taken after modeling the processes. Measuring links processes to everyday work and aligns them with the strategy.

Personnel understands the usefulness of process management

Process modeling and employees' commitment through modeling has been an essential part of implementing the new organization.

"Process models have increased process awareness and given a new, common language for the discussion.", according to Planner Liisa Korkka.

They have made the organizational change a part of everyday work and

helped people to understand their role in the processes.

QPR ProcessGuide was chosen, because it had all the features that Pirkanmaa hospital district needed: Process modeling is easy and flexible, publishing effective, and linking measures to activities is done conveniently through QPR ScoreCard.

Both software and consulting were delivered by Mawell Oy, which is QPR's Partner in the healthcare sector in Finland.

In the future the process development will still be supervised by the district's process planning team, but the purpose is to distribute responsibility of process orientation to independent divisions.

The most important task for all the divisions is to find and implement measures that align processes with strategic objectives.