

EFQM Good Practice Competition 2015

Achieving Sustainable Excellence

Registration form

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Activity sector	Health center

The registration form and submission report have to be returned together with the video to Vinciane Beauduin at EFQM (Vinciane.beauduin@efqm.org) by 15 May 2014 at the latest.

Should you have any queries, feel free to contact Vinciane Beauduin via email at Vinciane.beauduin@efqm.org, or by phone on +32 2 775 3510.

Good Practice - Submission Report

Good Practice Title	Health on the street: our commitment to the community
Organisation overview	

Organization History:

Hospital Plató (HP) is a health center in the city of Barcelona. It is a welfare type Foundation nonprofit, integrated in the Integrated System for Public Use of Catalonia. Throughout its 90-year history (founded in 1925), Hospital Plató took the role of basic general hospital in two ways: providing assistance to public health (95% of its activity), and leading out activity in mutual and private health market (5%).

To achieve its original objectives (social sustainability, economic and care excellence), HP develops strategic plans in order to provide a comprehensive management framework that promotes continuous improvement. In 2003 HP introduced as a model for quality management the European Foundation Quality Management model (EFQM) and the model of ethical behavior Social Responsibility, with the aim of encouraging an organizational and cultural change in which the professionals were seen as the main axis of the Hospital policies with direct consequences for the results with the patient. Both models focused to align professionals actively with the values of the organization and the way that it works (which is what differentiates HP from other hospitals), in order to improve their involvement, motivation and participation. Through the implementation of the two models it was conceived a "way of making itself" that sought, through the implementation of concrete policies and strategies focused on the professionals of the Hospital, a more efficiently responsible way for working, always with the focus on improving the satisfaction of patients and families.

HP is currently developing its fourth strategic plan (2015-2020). Its vocation for excellence has been recognized with numerous awards and European awards, highlighting the achievement of the highest level of recognition from EFQM 500+, obtained in 2011 and revalidated in 2013; and the number of acknowledgments obtained, that since 2010 far exceeds the number of complaints or claims.

The social management policies of HP constitute a commitment that the organization assumes in relation to professionals and the community in order to contribute to the improved results. The Code of Ethics of HP: "HP Ethical Commitments" is a statement of principles, values and rules by the Hospital, which defines who wants to be and how it want to work, establishing good practice to be followed by the Board of the Hospital, the Steering Committee, professionals, employees and suppliers. It is a guide of ethical behavior that assumes and shares the organization, pledging to support and develop the 10 principles of the Global Compact of the United Nations concerning human rights, labor rights, environment and anti-corruption. HP signed its adherence to the Global Compact of the United Nations in 2004.

The culture of excellence, identifying the best practices and areas of learning, is the push towards continuous improvement, allowing to HP to have a global vision that serves to structure and develop excellence in sustainability economic, care management to the professionals and quality in patient care.

Context of the health sector in Catalonia (Spain):

In 2010 the economic and financial crisis affected the health sector, initiating a paradigm shift in the concept of the welfare state. The Generalitat de Catalunya decided by Decree Law 3/ 2010 of 29 May, on urgent measures to cut spending and other tax matters for the reduction of the public deficit, by reducing funding for public network.

The whole sector, coordinated by the different organizations such as the Catalan Hospital Union to which the Hospital is attached, also began moving towards the staff restructuring scenarios and cost savings measurements. HP adopted a number of decisions to ensure the economic sustainability of the organization: it has conducted a layoff; reductions and wage freezes; comprehensive monitoring of consumption; etc. These are some of the measures that since 2010 has been running HP to restore economic balance and at the same time ensuring social sustainability and quality of care, being such measures approved by a large majority of professionals.

Activity data:

The data corresponding to the year 2014 of health care activities are:

- 9,696 hospital discharges
- 43,239 first visits
- 75,825 follow up visits
- 19,145 performances in Day Hospital
- 8,044 events ambulatory surgery
- 8,346 acts of minor outpatient surgery
- 16,074 emergency

Professionals of the organization:

The Hospital has 450 working professionals and a total of 125 professionals of outsourced companies, who perform their activity in the Hospital by assisting in the provision of non-care services (as reception, cleaning, security, catering and maintenance). The HP professionals cover all the medical and surgery specialties, except for those of highly complex. And it has all the infrastructure (human and material) necessary for the assessment and diagnosis of patients through the latest technology, an emergency room and intensive care unit.

Area of influence:

The HP area of influence is determined by the geographical location of the hospital, located in the city center of Barcelona, and the policies defined by the decision-making bodies that regulate the flow of patients in the public health market of the city of Barcelona and of the Health Region of Barcelona: CatSalut (Department of Health) and the Health Consortium of Barcelona. HP provides health coverage to a population of 150,000 citizens of the five Basic Health Areas of the city of Barcelona.

Value chain:

HP has 161 beds and has all the specialties typical of an acute care hospital of its size, plus two tertiary services (radiotherapy and intensive care), and maintains agreements that add value with:

a) primary care centers located close to the Hospital, guaranteeing accessibility, training, support medical staff in primary (facilitating the resolution of additional testing and the feedback on the care provided to the patient).

b) tertiary hospitalization, designing sets protocols, according to the level of need of the tertiary patient, taking advantage of joint actions to improve the knowledge of professionals, enhance undergraduate and postgraduate teaching, and create synergies to boost efficiency resources of the Left Barcelona (our zone of influence).

Strategy:

Nowadays Hospital Plató is immersed in defining its fourth Strategic Plan (2015-2020). If we value the three Strategic Plans (PE) conducted throughout the history of HP, we see a change of direction: the first (2003-2006) was structural, the second (2007-2010) was functional, and third (2011-2014) has been participatory, transversal, deepening in the changes needed to adapt and respond to the needs and expectations of our internal and external groups of interest. The fourth PE, also participatory, deepens in the focus on excellence of the results, the commitment consolidated towards people and change management, understanding change as a continuous improvement process to move forward. Since the current social and economic context has an impact on HP and in the healthcare system of Catalonia, the will of this last PE is to be a guide for the Hospital to adapt, evolve and progress in response to the future challenges that society and our environment requires. In line with HP's original objectives: social sustainability, economic sustainability and care excellence, the mission defined in the PE 2011-2014 and confirmed its validity for the PE 2015 - 2020, consist of: "Taking care of the health of people through the integral development of our professionals"; the Vision in: "Being a Hospital in which professionals and patients feel part of a sustainable project of care excellence"; and our Values in: "Solidarity with the people and the environment, Vocation of excellence, Transparency and ethical commitment, Human treatment and personalized". The strategy defined in the PE 2015 - 2020 consisted of: "Get excellent results by optimizing our resources and processes and skills of our professionals, considering that change management must be applied through the evaluation and the extent of the expected results".

Desired Results

■ Summarise the key objective(s) of the approach you have adopted

■ What has been improved in detail?

The key objective of the approach taken is the development and implementation of actions aimed at providing the tools and knowledge to adopt a healthy lifestyle by the population, with the ultimate aim of influencing disease prevention. The key to the implementation of the good practice "Health Street: our commitment to the community" and its achievement is in the people of the organization, that voluntarily perform these actions. Volunteering is understood as a strategy to improve the motivation, participation and involvement of professionals HP, which in turn, affects in the achievement of better patient outcomes (improved in the treatment and the patient satisfaction: a sample of them is the number of acknowledgments that since 2010 exceeds the number of complaints received).

Global Compact of the United Nations:

HP joined the Global Compact of the United Nations at its inception in Spain in 2004, when it formalized its commitment to support and develop the ten principles defined in terms of human rights, labor rights, environment and anti-corruption. HP endorse these ten principles adding them to its Code of Ethics, to its Manual of Good Practice and all its contracts with partners and suppliers, understanding these principles as a guide that defines how to work with HP.

The Principle 1 of the Global Compact states that "Businesses should support and respect the protection of fundamental rights, internationally recognized within its sphere of influence". The focus of the development and implementation of the good practice "Health on the street: our commitment to the community" is to act on behalf of Human Rights, supporting and promoting, from the sphere of influence of HP, the human rights linked to an adequate standard of living for all people without discrimination; to health education, free of charge, to patients, families, caregivers and citizens in order to develop their capacity for self healing (needed after certain disease processes), to expand their knowledge on the use of basic health care system and free, provide guidelines to improve their lifestyle, raise awareness about the importance of maintaining healthy habits and provide knowledge that enable people to manage their health processes.

Policy of Social and Corporate Management

The Social Management of HP has the ultimate aim of improving the expectations of professionals, patients and families through the development and implementation of policies and strategies to achieve greater involvement, motivation and participation of the stakeholders of the Hospital.

Through the good practice "Health Street: our commitment to the community" has enhanced the reputation, image and positioning of HP in the district (area of influence). The Hospital has become known among citizens conducting a health education activity has opened the doors of HP and bring the health and the healthcare professionals to the people at the street. This good practice, in their proactive beginnings, was born with the aim that HP approaches to their community and provides, free of charge and without discrimination, knowledge and tools that can be useful for citizens. This anticipation has meant an improvement in the visualization of the Hospital in front of the Administration and a more collaborative relationship with the City Council of Barcelona, asking to HP about health education issues to raise awareness among the population. Thereby, HP is an excellent organization that responds to the needs of its stakeholders.

Approach

Strategy: EFQM + Social Responsibility

In 2002, coinciding with the definition of the first Strategic Plan (PE 2003 - 2006) of HP and fruit of a deep strategic thinking, was defined the Hospital that it would be wanted for the future, specifying three essential objectives: social sustainability, economic sustainability and care excellence. With these premises and since 2002, HP's strategy has been to view people as the backbone of the hospital's policies. To achieve this, in addition to an organizational and cultural change was necessary to implant as a model of quality management the European Foundation Quality Management (EFQM) and as a model of ethical behavior the Social Responsibility, both of them aimed to aligning the professionals actively with the values of the organization and with the own way of work of HP (differentiating factor), with the aim of improving the involvement, motivation and participation of the people. Through the implementation of the two models it was developed a way to make itself that sought, through the establishment of policies and concrete strategies focusing on the professionals, a more efficient and responsible way of working, always keeping the focus on the improving the satisfaction of patients and families.

In this scenario and since 2002 HP has promoted in the context of Social Responsibility (through its Plan of Social and Corporate Management), policies and actions aimed at improving the expectations of the stakeholders of HP, in order to increase their involvement, motivation and participation; and responding to their needs with the highest level of quality.

Health education

In this line, HP encourages the implementation of actions aimed at providing knowledge to the adoption of a healthy lifestyle in order to highlight the prevention of diseases and promotion of healthy habits. In the hospital setting, HP professionals encourage the health education of patients daily, their families and / or caregivers in order to develop their capacity for self healing, expand their knowledge and provide guidelines to improve their lifestyle. As referral hospital in Barcelona, HP is aware of its responsibility to the citizens, and for this reason it carries out various initiatives that aims to raise awareness and provide knowledge and tools that enable citizens to manage their process of health.

The "Days of Health on the Street" is a clear example of HP's commitment to their community to promote healthy lifestyles and non-discrimination of fundamental rights based on race, sex, religion, age and economic status. This initiative, born in 2012 and aligned with the mission and values of the organization, emerged from the will of HP of bring health to the citizens.

Summary table:

2002	Definition of the 1st PE 2003-2006: implementation of the EFQM quality model and the model of ethical behavior Social Responsibility. Definition of the Social and Corporate Management Plan (framework of policies aimed to development of people)
2004	Definition of Institutional Ethics Plan (endow to the professionals of HP of a collective values in order to develop the activity of the Hospital according to the mission, vision and values established in the PE) Joining the Global Compact of the United Nations (HP commitment to promote the compliance of the 10 principles)
2005	Presentation of the Institutional Ethics Plan to the stakeholders of HP (foreword written by the Regional Minister of Health of Catalonia)
2007	Definition of the 2nd PE 2007 – 2010: strategic objective "strengthen partnerships with our community"
2009	Demonstrate HP's commitment to the Global Compact of the United Nations through the signing of suppliers and alliances of an annex in contracts with the 10 principles of the Global Compact of the United Nations Definition of the Customer Education Process (commitment to the community to promote healthy lifestyles) Definition of the Procedure for the promotion of actions of health education (implementation of actions aimed at providing knowledge to the adoption of a healthy lifestyle) Definition of the Ethical Behavior Guide (commitment to the idiosyncrasy and way of working itself of HP)
2010	Definition of the Equality and Diversity Plan (commitment to promote the development of people through equality)
2011	Definition of the 3rd PE 2011-2014: strategic objective "social management project" (to improve the involvement, motivation and participation of professionals and patients)
2012	Definition of the Policy of Responsibility and Social Management (commitment from the Directorate of HP)
2013	Updated Code of Ethics: "Ethical Commitments of Hospital Plato: our ethical code" (display it internally and externally: for professionals, patients, families, suppliers, alliances)
2014	Definition of the 4th PE 2015-2020: strategic objective "commitment with professionals and society"

Deployment

■ Describe how this approach was implemented within your organisation

■ What were the major challenges you had to overcome?

The "Days of Health on the Street" consist in moving, voluntarily and for a day, a multidisciplinary team of professionals, installed in a tent in a different public spaces of Barcelona (with the approval of the City Council), addresses issues of interest for the health in order to promote health, prevent disease and encourage to the population the importance of health education. This Days consist in: capturing the citizen in the street; interview, describe and identify risk factors by the health care team; reporting on the disease, visit and diagnostic tests by the specialist medical equipment.

Summary table of "Days of Health on the Street" conducted to the date:

Health topic	Challenges and Improvements
I Day of Health on the Street Neurovascular disease and early detection of STROKE	<p>Challenges</p> <ul style="list-style-type: none"> ■ Innovation action in the community ■ Managing change in clinical practice: proactive attitude towards the community ■ Promoting health in collaboration with other health organizations in the development of the activity, in a voluntarily way ■ Satisfaction of citizens regarding the action taken
II Day of Health on the Street Neurovascular disease and early detection of STROKE	<p>Challenges</p> <ul style="list-style-type: none"> ■ Develop the activity without collaboration ■ Involve the professionals <p>Improvements</p> <ul style="list-style-type: none"> ■ Adaptation of the space of timeout of the citizens
III Day of Health on the Street Neurovascular disease and early detection of STROKE	<p>Challenges</p> <ul style="list-style-type: none"> ■ Approach to areas of the District inaccessible by its geographical location <p>Improvements</p> <ul style="list-style-type: none"> ■ Create private spaces to respond to the survey
IV Day of Health on the Street Neurovascular disease and early detection of STROKE	<p>Improvements</p> <ul style="list-style-type: none"> ■ Adaptation of infrastructures to the weather ■ Recognition of the organization to the professionals who have participated in the activity
V Day of Health on the Street Neurovascular disease and early detection of STROKE	<p>Improvements</p> <ul style="list-style-type: none"> ■ Management of the expected order of citizens (timeout)
VI Day of Health on the Street Prevention of consumption of drug, tobacco and alcohol	<p>Challenges</p> <ul style="list-style-type: none"> ■ Demand for local Administration on issues of health education detected in the population of the district ■ Manage a change of the specialists who carried out the activity: experts in the new topics for the Day ■ Change the profile (demographics features) of citizen ■ Detection of changing needs of the infrastructure for the new health issue <p>Improvements</p> <ul style="list-style-type: none"> ■ Creation of the information that deliver to citizens (brochures, recommendations) ■ Adaptation of infrastructure
VII Day of Health on the Street Prevention of consumption of drug, tobacco and alcohol	<p>Improvements</p> <ul style="list-style-type: none"> ■ Creating a collaborative network composed of health and non-health entities of the district within Sarrià – Sant Gervasi Knowledge District and one of the projects is the initial deal of SSGE Barcelona Living Health
VIII Day of Health on the Street Prevention of consumption of drug, tobacco and alcohol	<p>Challenges</p> <ul style="list-style-type: none"> ■ Leadership of HP of a group of health organizations of the District in the field of Sarrià – Sant Gervasi Living Health ■ Health education to a group focused to the students
IX Day of Health on the Street Prevention of consumption of drug, tobacco and alcohol	<p>Challenges</p> <ul style="list-style-type: none"> ■ External projection of HP as a health organization referent in the promotion of health in the community (interview on local television)
X Day of Health on the Street Prevention of consumption of drug, tobacco and alcohol	<p>Improvements</p> <ul style="list-style-type: none"> ■ Adapt the health topic to respond to the expectations of the population

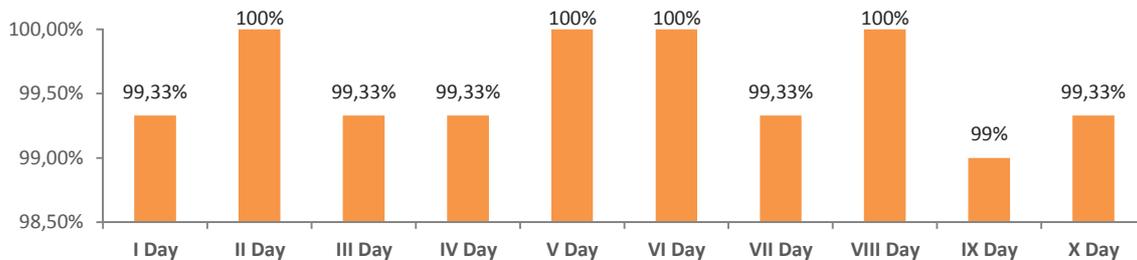
Assessment

The main results and benefits obtained to date are:

Citizenship (Society)

- The attention of more than 600 people at street level
- The satisfaction rate of the population served, more than 95%. In addition to measuring citizen satisfaction through perception surveys, the survey asks which are the health topics that they are interested in for the next "Days of Health on the Street"

Overall satisfaction rate of people attended in the "Days of Health on the Street"



Professionals

- The involvement, motivation and participation of HP professionals, who voluntarily have successfully treated the citizen outside the hospital setting, alerting and empowering him individually and directly. In each of the "Days of Health" have involved more than 25 professionals
- The recognition by the Direction of the Hospital to the volunteers

Partnerships

- The topics covered in these ten Days of Health have been considered of interest both by citizens (who values 100% in terms of satisfaction index of the treated topic in perception surveys) as by the Administration who recognizes the practice of the Day of Health as a very positive and innovative experience, being considered a reference for future events on the street to reach the citizen recognition and publicize the district entities through the collaborative network of Barcelona Living Health, of which HP is a leader in its area
- Following the success of the Days of Health has been established a collaboration agreement with the District Council to further develop related health education activities

Broadcasting

- The Days of Health has been disseminated internally and externally through the website of the Hospital and the website of the de City Council of Barcelona, and also through the newspapers of Barcelona; and has been presented in many prestigious national and international conferences such as the XXXII Congress of the Spanish Society for Quality or the International Best Practice Competition of Abu Dhabi, 2014.

Acknowledgements

- Leadership of HP of the collaborative network Barcelona Living Health
- Recognition for supporting the Global Compact of the UN since its inception in Spain (2004), in the celebration of the 10th anniversary of the Global Compact of the United Nations
- Interviews and mentions in local TV: https://www.youtube.com/watch?v=e_4vOBdyPgU
- Achievement of the EFQM European Excellence Seal 500+ in 2011 and revalidated in 2013
- Assessment of the Memory of Sustainability and Social Responsibility following the G4 Guide of the Global Reporting Initiative (GRI), with level of compliance Essentials. HP was the first health center in Catalonia and Spain to present the Sustainability Report G4
- Achievement of Certificate SGE21 Forética: standard that establishes the requirements that must be met to integrate social responsibility into the strategy and management of organizations
- Member of Barcelona+Sustainable, citizen commitment to the sustainability of the City

Awards

- The practice "Days of Health on the Street" was finalist for Best Practice in International Best Practice Competition of Abu Dhabi, 2014

Refinement

■ What are the lessons learned?

■ Summarise the planned next steps if applicable

The main lessons learned from the conclusion of these Days of Health are:

- To achieve the sustainability, alliances are key
- The actions to ensure the right to health of people: promoting healthy habits, disease prevention; both inside and outside the Hospital, generates a strong emotional bond between citizens and increases the involvement of professionals who receive directly on the street, samples of appreciation of the citizens that they attended
- If the diagnostic tests are positive, it is necessary to monitor these patients (to whom are recommended come to their reference health center)
- It is necessary to conduct surveys to professionals involved as volunteers, to know their perception and value their involvement
- The volunteer recognition materializes in 2014 with a detail, in addition to public recognition through the Intranet
- The professionals participating in these Days of Health as volunteers may be health and non-health professionals (this last ones with the task of collecting citizens and population of risk about the issue of health to be addressed)

Next steps:

- Lead the health project in our area of influence in collaboration with the City Council and through the network of collaboration Barcelona Living Health
- Celebration of new Days with new themes of interest to citizens such as melanoma