

EVIDENCE INFORMED DECISION MAKING IN HEALTHCARE MANAGEMENT

HOPE Management Exchange Programme

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WHO WE ARE....

- James Costelloe – Radiology Services Manager, Hermitage Medical Clinic, Dublin 20, Ireland.
- Rhona Hayden – Lead Nurse Critical Care Outreach Services and Hospital Out-Of-Hours Team, Clinical Lead for Electronic Observations, Task Management and Handover.

WHO WE MET....

- Senior Managers in the Cretan healthcare system including CEO and DCEO of both hospitals and government officials
- 7th Health Region Senior Management – funding decision makers
- Consultants, nurses, GPs, technicians, IPC, HR, Quality, Supply Chain, Finance...
- Patients



BACKGROUND



POPULATION STATISTICS

- Resident Population of Greece: 10,816,286 / male (49%) and female (51%)
- Crete: largest island in Greece (8,303 km²)
- Region of Crete: 623,065
- Municipality of Heraklion: 173,993 (4th largest in Greece)

Census 2011, Hellenic Statistical Authority

1ST INITIATIVE - EHEALTH INTEROPERABILITY

TANGIBLE BENEFITS

- Patient-centric
- Saving time
- Reducing costs
- Increasing transparency
- Improved quality and services
- Effective and efficient decision making
- Business Intelligence (BI)

EHEALTH INTEROPERABILITY (CONTD)

- According to Weber-Jahnke et al. (2012) eHealth:
“recognition from patients, providers and funders that it offers solutions to healthcare problems.”
- eHealth systems are being built in silos (functional, organisational and technical) and lack ability to interact effectively
- Impact on continuum of care

PANACEA SOFTWARE

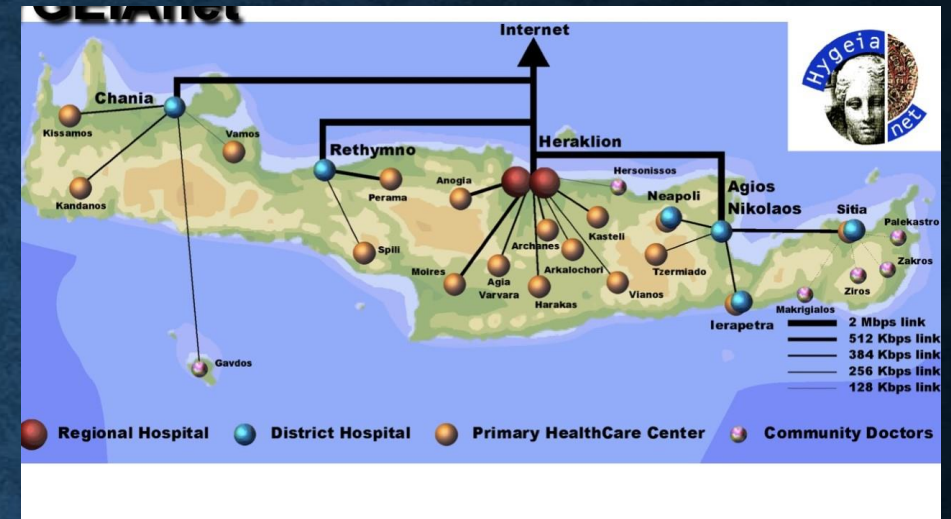
- Query database developed in-house as a result of issues from medical staff with Hospital Information System (HIS)
- Customised add-on that communicates with HIS
- No maintenance costs
- ePrescription
- Primary Healthcare Centres (PHC) connected



EHEALTH (CONTD)

FORTH

- Research Institute in Computer Science
- Relationship with hospitals in developing further IT systems
- Ecosystem in Crete
- IT connectivity between hospitals since 2001
- Patient centric systems – patients have access to results and appointments centrally
- Development of an Integrated Electronic Health Record (EHR)



GREEK HEALTHCARE BUSINESS AWARDS 2018 IT SYSTEMS WINNER - PANACEA



PRIMARY HEALTHCARE

- WHO recommendation for development of primary care in cities
- TOMY (urban GP practices), PHC (rural)
- Electronic Health Record
- EU funding for TOMY (pilot)

Challenges

- Waiting list for TOMY and population of Heraklion – 15 mins appointment, population 160,000
- Resources in TOMY – administration support
- Strategy dependent on who's in government



HOSPITALS

- Integrated IT systems to improve effectiveness
- Wards and Clinics – Panacea
- A&E – barcode system for waiting times and diagnostic results
- Multi-disciplinary use of the integrated EHR
- Staff satisfaction with integrated EHR





2ND INITIATIVE ICU SYSTEMS



- According to Anderson and Halpern (2016) “A deep understanding of advanced informatics with the Intensive Care Unit (ICU) and use of new technologies will therefore be vital to the future of ICU design.”
- CritIS – ICU system
- Automates and integrates documentation across ICUs, admissions and laboratories
- MDT and patient benefit through actual patient care
- Increases speed and accuracy of documentation and coding at the point of care
- Data extraction and sharing of information aid management decision making e.g. opening more ICU beds

MEDICAL AND NURSING STAFF

According to the OECD data for 2018:

- A large shortage of nursing staff (3.3 nurses per 1000 inhabitants, with the European average (EU 28) corresponding to 8.4 nurses / 1000 inhabitants)
- A number of doctors (6.6 physicians per 1000 inhabitants with the corresponding EU 28 average 3.6 doctors / 1000 inhabitants)
- Lack of general practitioners (only 5% of doctors in the country are general practitioners with the corresponding EU 28 average being 23%)

OECD Health Statistics 2018

NURSING RESOURCE

- Lack of specialism in nursing, nurse to patient ratio on wards
- Nurses available but limited permanent contracts, high level of qualifications
- Centralised recruitment
- Family support – government decreed
- Nursing assistants and private nurses – accountability
- Plan for standardised training and qualifications of all nurses
- National agenda

INSPIRATIONAL WORK

- FORTH and eHealth
- Commitment and motivation for change
- Blood donation strategy
- Volume of patients seen in A&Es – 650/day
- Level of qualification across all disciplines
- Transparent approach to issues in the healthcare system



CONCLUSION

- eHealth interoperability
- ICU systems development
- Nursing and medical resources challenges

FUTURE OF THE GREEK HEALTHCARE SYSTEM – OUR THOUGHTS....

- Government
- IT development and resources
- Evidence based management decision-making
- Nursing resource
- Brain drain – across all disciplines
- Funding
- Immigration
- Population demographics and patient care in hospitals
- Identification of issues and strategies

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THANK YOU

Questions ?

