

## **CAF brochure « CAF works »**


### ***Better service for the citizens by using CAF***

This publication is an initiative of the Austrian Presidency in cooperation with EIPA's CAF Resource Centre. The brochure presents 29 excellent CAF applications from 15 countries, where the use of the CAF has led to improved results. The brochure is a reference for the application of the CAF model and should support the target of having 2010 registered CAF Users by 2010. These 29 cases can be considered as good practices on the use of CAF and they are presented as such in the European CAF database at EIPA where CAF users can search for benchlearning partners. Below you find the case related to the Health area.

## **Health**

The Pirkanmaa Hospital District (Finland)

## Pirkanmaa Hospital District

	<p><b>Pirkanmaa Hospital District</b></p> <p>Country: Finland</p> <p>Website: <a href="http://www.pshp.fi/">http://www.pshp.fi/</a> (only in Finnish)</p> <p>CAF uses: 3 x</p> <p>Key words: continuous quality improvement, process improvement, implementation BSC.</p>
	<p><b>Focus:</b> citizen results key performance results</p>

The primary catchment area of the Pirkanmaa Hospital District includes 463,000 people and the secondary catchment area 1.2 million people. The district includes Tampere University Hospital, three district hospitals and two local hospitals.

There are approximately 6,600 hospital district staff members. The total number of beds in the hospital district is 1,553, producing 78,800 care periods per year. The annual outpatient attendance is 374,000.

The income of Pirkanmaa Hospital District in 2005 was approximately EUR 441 million. The greater part of this comprised income from sales, accounting for 93.6 %. The expenses comprised staff costs (61.5 %), material acquisition (20.8 %), service acquisition (15.5 %) and other operating costs (2.1 %).

The ethical principles of the organisation are proper medical care, respect for people and recognition of skills. According to its vision: "The Pirkanmaa Hospital District provides high-quality services in specialised medical care in a humane economical and productive manner. Services are provided in accordance with customer needs. Patients are content with the received care. The Tampere University Hospital is recognised nationally and internationally as a centre of education and research. The Pirkanmaa Hospital District provides a dynamic and challenging working environment for its staff, in which they receive due appreciation for their contributions."

### Our major results

Customer satisfaction (CAF criterion 6) is measured on scale 4-10. The result is considered to be satisfactory if 75% of respondents give a score 9 or 10. Regarding inpatient care, the trend has been positive since 2000 with 5 out of 6 units meeting or exceeding the target of 75% every year. The key performance results (CAF criterion 9) are mainly positive and higher than in compared organisations. Tampere University Hospital is 11% more productive than average university hospitals in Finland. The productivity measured in episodes is higher than in other compared hospitals. The healthcare costs per capita are lower than average in Finland. The goals set in service agreements with the member communities of the district have been met. The financial development trend is positive.

Customer results are measured extensively (before, during and after the care period) and they show positive development trends. Satisfaction of internal customers is also measured in line

with the process development work performed in the hospital district. The customer satisfaction results of different clinics and departments inside the organisation are benchmarked. A specific questionnaire is used to collect the information centrally to ensure comparability of the results. Different units can, however, add their own questions to the standard questionnaire if desired. The information is collected annually or continuously during the whole year. Parts of the key results are reported in national benchmarking data of healthcare. These indicators are collected and reported annually by the National Research and Development Centre for Welfare and Health (STAKES). This information is used in further developing the performance of the organisation. All the quality and performance indicators and their target levels are included in the BSC model of the hospital district.

## **Our way to improved results**

The selected results in criterion 6 are linked to criteria 2 and 5. The selected results in criterion 9 are linked to criteria 1, 2 and 5.

The main result of the long-term quality work (using EFQM and CAF) has been the systematic improvement of management practices and coherent leadership. It has included training leaders, synchronising annual planning processes and evaluating various units and processes. During the development period, quality management has been integrated into routine business management of the organisation. A great deal of attention has been devoted to the development of measurement tools and indicators as well as new process innovations resulting in higher performance.

## **The CAF in practice**

Every hospital district operational unit performs the self-evaluation annually so that the results can be used in a planning process for the following year. In every profit area there is a trained member of the personnel who leads the evaluation process. The main aim is to identify the key strengths relative to the units operations and the most important areas for improvement. The main areas of improvement of different units are discussed at profit area level, where they are prioritised according to the strategic plans of the whole organisation.

### **👁 Lessons learned**

The quality development of a large organisation is a step-by-step process. Annual self-assessments provide satisfactory information for the annual implementation of specific development actions.

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