



June 20, 2011 (Monday)

Pre-Congress Seminars

KEMPINSKI HOTEL CORVINUS
REGINA BALLROOM I.

Erzsébet tér 7-8, Budapest V.
Monday 10:00 – 18:15

2.2. QUALITY IN HEALTHCARE

Session Chair: *Paula Friedman, SSM Health Care, St. Louis, MO, USA*

12.25 On the Way to Excellence

Tamás Kállai, B. Braun Avitum Hungary, CPLC, Hungary

Kállai, Tamás (Hungary)

He grew up in Austria. After taking the secondary school final exam in Vienna, he continued his studies at the Faculty of Humanities of ELTE University and later at the University of Physical Education. Following completion of the university he starts working in 1996 in the field of education, then as of 1998 he becomes an education coordinator. In 2003 he launched his career at B. Braun Avitum Hungary CPlc. as organizer-coordinator then from 2006 he moved to be the Operations Manager of the company. From 2009, as Operations Director he is member of the Board of the entire Hungarian B. Braun Group - B. Braun Avitum Hungary CPlc. and B. Braun Medical Ltd.. He is the team leader of the project team founded for the introduction of EFQM excellence model. He bears with qualification of EFQM assessors and international qualification of internal auditor.



On the way to excellence **B. Braun Avitum Hungary**

Tamás KÁLLAI - Operations Director

B. Braun Hungary



B. Braun in Hungary

- B. Braun Medical Ltd.
 - Hospital Care
 - Aesculap
 - OPM
 - Research & Development
 - Production plant in Gyöngyös
 - Aesculap Academy

- B. Braun Avitum Hungary CPLC
 - Dialysis Network

- ACC (Avitum Construction Company) Ltd.

- Total number of employees: **1500**



B. Braun Avitum Network - The Beginning - 1989

- Chronicle Kidney Disease
- Dialysis – extracorporeal treatment
- Special dialysis committees
- Age of 50 – contraindication
- Diabetes – contraindication



Solution:

The beginning of privatization in Hungary:
1989 B. Braun Avitum Hungary Zrt. established the first private owned healthcare institute in Central-Eastern Europe

Dialysis centre No 1, Budapest

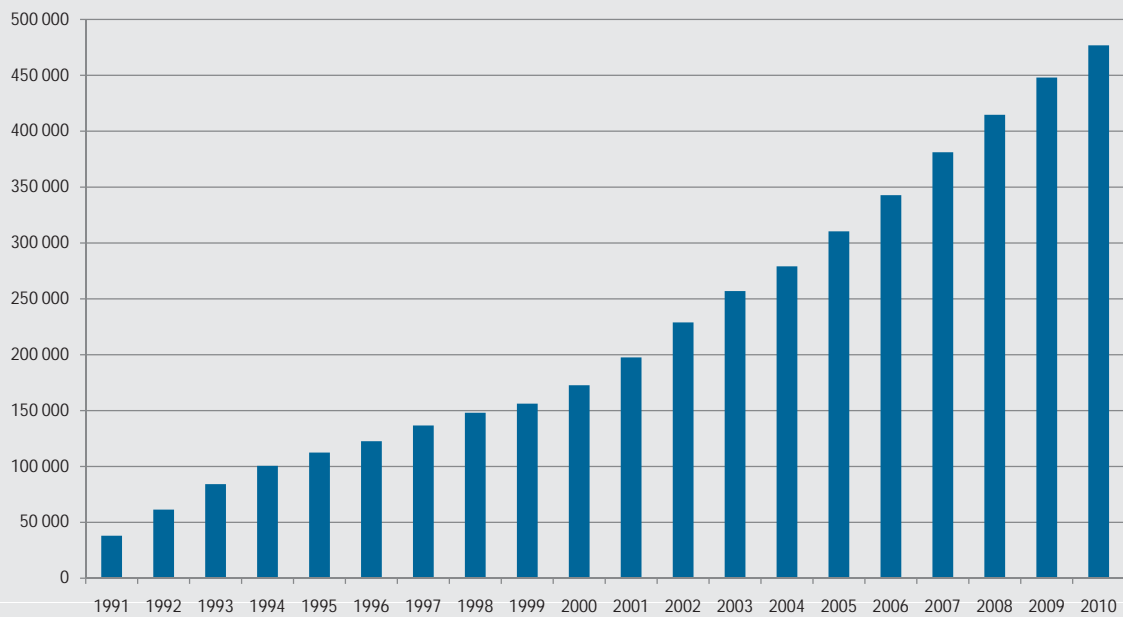


B. Braun Avitum Network - Today

- First private healthcare company in Central-Eastern Europe
- Creating a modern dialysis system in Hungary
- 18 dialysis centres in Hungary
- 650 employees
- 475.145 treatments in 2010



Number of treatments 1991-2010



Beyond ISO 9001 Quality Management

10 Years experience with ISO 9001 Quality Management

Looking for further improvement

2007

EFQM Excellence Model

Framework based on 9 Main Criteria:

4 Results - these criteria cover what an organization achieves

'Results'
are caused by
'Enablers'

5 Enablers – these criteria cover what an organization does

Using the EFQM Model

❑ *Define your business priorities*

You need to understand your present strengths and identify strategic challenges.

*Regular overview of the Mission and Vision statement
Systematic and formal BSC Strategy Management Process*

❑ *Identify what needs improving*

Self-Assessment using the EFQM Excellence Model can help provide a detailed map of the results and of the activities of the organization.

Regular EFQM based Self-assessment Process

❑ *Identify how to improve*

Learn from the bests through Benchmarking.

Benchmarking activities – Group, Competitors, Guidelines

Self – Assessment

Regularly & systematic assessment of the organization's results

FACT / BENCHMARKING

Identifying Strengths and Areas in which improvement can be made

More than 180 different Indicators by B.Braun Avitum HU regarding

- **Patient satisfaction** (EFQM criterion 6)
- **Employee satisfaction** (EFQM criterion 7)
- **Society results** (EFQM criterion 8)
- **Key performance results** (EFQM criterion 9)

B. Braun Avitum Hungary Strategic Targets (Summary)

4 Perspectives	Strategic targets				
<i>Customer Satisfaction</i>	Improve Patient Satisfaction	Improve Patient's Quality of Life			
<i>Financial Results</i>	Profit Increase	Improve Cost Efficiency	Debt Reduction		
<i>Business Processes</i>	Improve Quality of Patient Care Processes	Development of Quality Management	Development of Social Responsibility		
<i>Human Resources</i>	Qualified Human Resources	Improve Employee Satisfaction	Improve Internal and External Communication	Development of the Creativity of Employees	Dvelempomment of the Scientific Activities

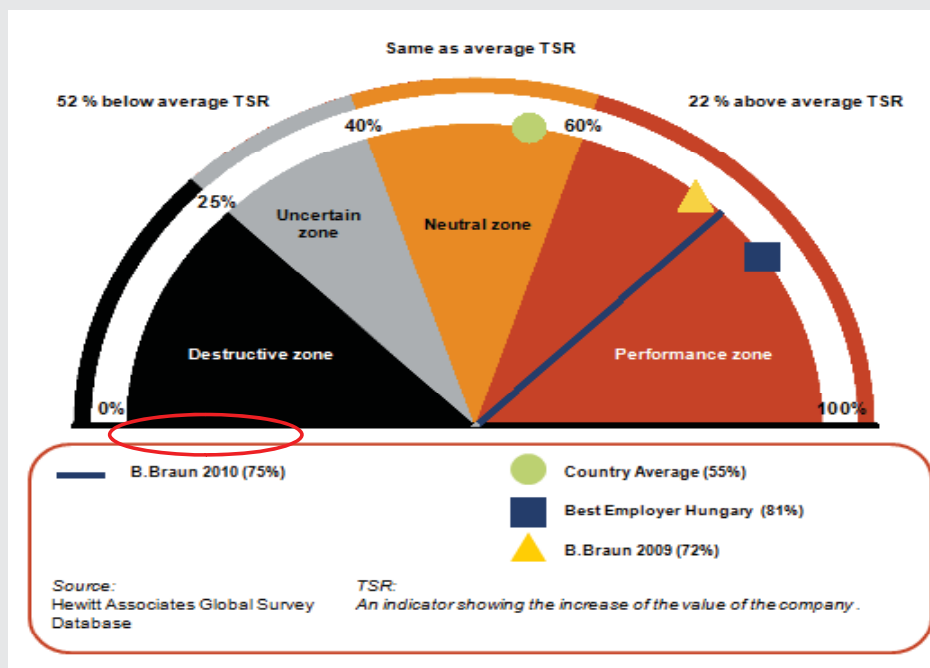
BSC Strategy Perspective – HR (Example)

	HR Perspective	Target indicator	Previous year (2009)	Basic year (2010)	Plan value			Related process
					1-year	4-year	8-year	
4.3	Improve Internal and External Communication							
4.3.1	Improvement of Communication Flow	I receive the information necessary for my work. Indicator: 7.a.15/2	n.a	n.a	n.a	n.a	n.a	HUN-OP_01-1-05-03-01-01 Organizational and Operational Regulation
4.3.2	Providing Work-related Feedback	I regularly receive feedback for the improvement of my performance. Indicator: 7.a.07/4	n.a	n.a	n.a	n.a	n.a	HUN-SOP01-1-06-01-01-00 BSC indicator system
4.4	Development of the Creativity of Employees							
4.4.1	Employee Proposal System	Number of developing recommendations Indicator: 7.b.02/2	n.a	n.a	n.a	n.a	n.a	HUN-OP_01-1-05-03-01-11 Recommendation system

Indicators and Benchmark data – HR (Example)

Criteria	No	Indicators (Hewitt question)	Remark - Former Qualified question	ACT / Target / BM	2004	2005	2006	2007	2008	2009	2010	Remark	Connecting enablers	
Satisfaction, involvement and engagement														
Authorization		ACT / Target / BM			2004	2005	2006	Connecting enablers			2009	2010	Remark	
Guarantee equal opportunities		Actual			30,82%	39,94%	37,62%	1.d.01 / 1.d.03 / 2.d.04 / 3.a.04 / 3.b.01 / 3.b.03 / 3.c.01 / 3.c.06 / 3.d.04 / 3.d.05 / 5.a.02 / 5.d.05 /			0%	65,00%		
Initiation		Target			30,00%	36,00%	45,00%				0%	68,00%		
		BM			n.a.	n.a.	n.a.				0%	59,00%	BM II - Hewitt (best work places)	
Acknowledgement		7.a.04/2	The ideas and opinions of the employees are considered in our organization.	21	28.5 Taking into consideration the ideas of employees.	Actual 36,10%	44,58%	39,81%	42,11%	60,05%	66,00%	67,00%	BM II - Hewitt (best work places)	3.c.01 / 3.c.06 / 3.d.04 / 3.d.05 / 5.a.02 / 5.d.05 /
		7.a.05/1	My work and my achievements are morally appreciated.	42	2.4 My work (How are you feeling now. .)	Actual 59,18%	67,48%	69,65%	61,59%	75,54%	67,00%	71,00%	BM II - Hewitt (best work places)	
		7.a.05/2	I am usually praised by my direct superior if I perform well.	53		Actual n.a.	n.a.	n.a.	n.a.	n.a.	53,00%	59,00%	BM II - Hewitt (best work places)	1.d.04 / 3.a.02 / 3.b.03 / 3.b.04 / 3.c.01 / 3.e.01 / 3.e.06 /
		7.a.05/3	The company treats the employees honestly.	5	2.2 I am respected.	Actual 54,98%	62,39%	65,16%	61,59%	71,62%	75,00%	73,00%	BM II - Hewitt (best work places)	
		7.a.05/4	I feel that I am considered to be a valuable member of the organization.	70	2.1 I am appreciated (How are you feeling now. .)	Actual 58,68%	67,87%	69,38%	58,68%	74,13%	62,00%	65,00%	BM II - Hewitt (best work places)	

Employee commitment 2010. – HEWITT results

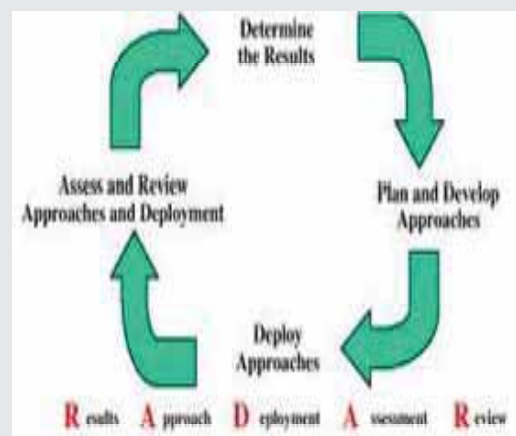


BSC Strategy Perspective – Business Processes (Example)

	Business Processes Perspectives	Target indicator	Previous year (2009)	Basic year (2010)	Plan value			Related process
					1-year	4-year	8-year	
3.1	Improve Quality of Patient Care Processes							
3.1.3	Treatment time	Rate of HD patients receiving at least 12 hours of treatment per week Indicator: 6.b.05/3	n.a	n.a	n.a	n.a	n.a	HUN-SOP01-2-12-03-01-00 HD/HDF treatment HUN-SOP01-2-12-04-01-00 Treatment monitoring HUN-SOP01-2-12-05-01-00 Medical treatment HUN-SOP01-2-12-07-01-00 PD treatment control HUN-SOP01-2-12-11-01-00 Dialysis treatment HUN-OP_01-2-12-03-01-01 Nurses handbook
3.1.6	Increasing rate of AVV fistule patients	Rate of fistule patients (%) Indicator: 9.a.05/3	n.a	n.a	n.a	n.a	n.a	HUN-SOP01-2-12-03-01-00 HD/HDF treatment HUN-SOP01-2-12-04-01-00 Treatment monitoring HUN-SOP01-2-12-05-01-00 Medical treatment HUN-SOP01-2-12-07-01-00 PD treatment control HUN-OP_01-2-12-03-01-01 Nurses handbook
3.2	Development of Quality Management							
3.2.2	Internal audit results	Network average of internal audits Indicator: 9.a.05/10	n.a	n.a	n.a	n.a	n.a	HUN-SOP01-1-03-06-01-00 Management review HUN-SOP01-1-03-07-01-00 Audits HUN-SOP01-3-05-12-01-00 Corrected and prevented actions

Excellence Processes – HD efficiency (Example)

1. Setting targets (Medical KPIs)
- ↓
2. Develop Processes (HD/HDF treatment)
- ↓
3. Monitoring (Fact vs. Target)
- ↓
4. Decision about changes (Management)
- ↓
5. Implement changes (QM -> ISO)

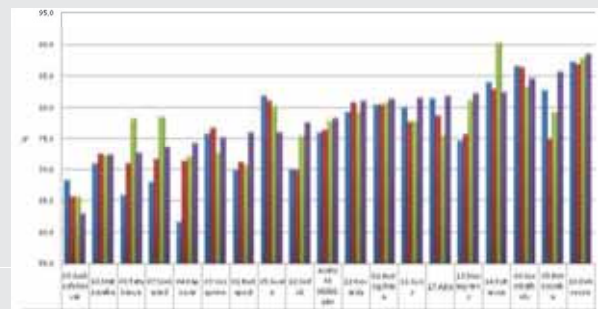
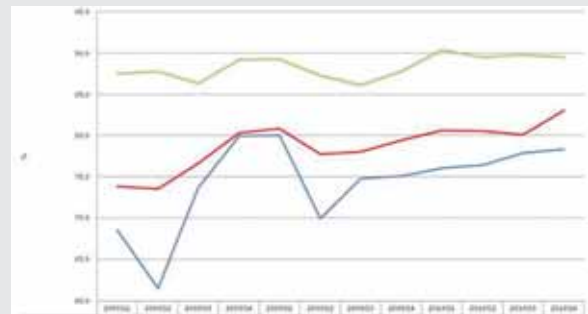


Benchmarking activities – Medical Results (Example)

Regular BM reports:

Centralized data Management

- Efficiency
- Treatment time
- Anemia
- Medication
- Vascular access
- Transplantation
- Albumin
- Phosphate
- iPTH
- Infection data
- Charlson score
- Mortality
- Survival time



Excellence Awards won by B. Braun Avitum HU

*„COMMITTED TO EXCELLENCE” – C2E
EUROPEAN AWARD
2007*

For organizations, that are at the beginning of their journey to Excellence.

*„RECOGNIZED FOR EXCELLENCE” – R4E
EUROPEAN AWARD: 463 points
2008*

For organizations, that already have experience in implementing Excellence concepts and Management Frameworks.

*QUALITY TOURNAMENT OF THE CENTRAL AND
EASTERN EUROPEAN COUNTRIES
WINNER: 550-600 points
2010*



Waiting for the official results regarding the Hungarian National Award 2010

Thank You for Your Attention!