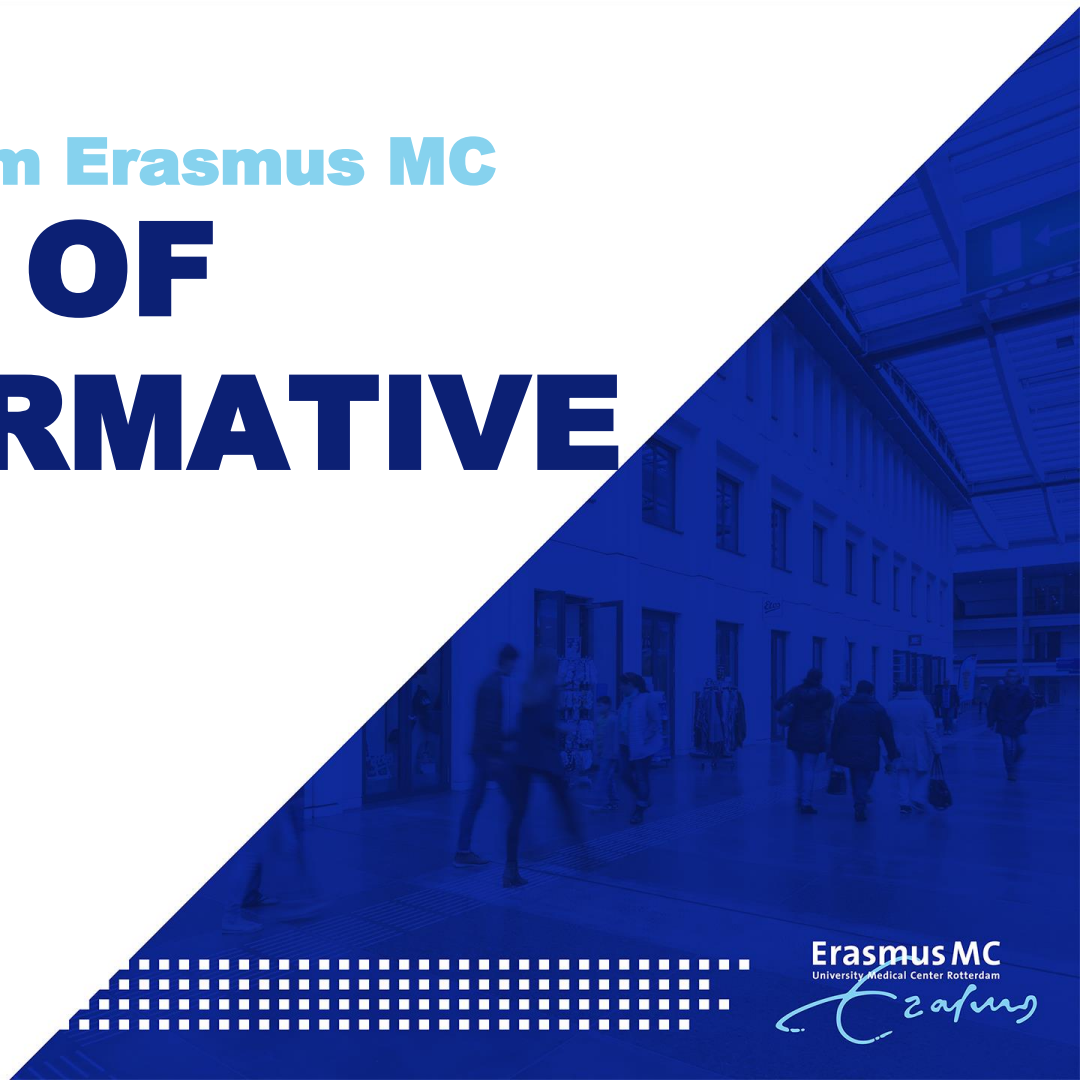
Lessons learned from Erasmus MC

20 YEARS OF TRANSFORMATIVE CHANGE

Liesbeth van Heel

EuHPN, Basel, September 19, 2019



Reflections on the workshop theme

The ambitions and struggles of our journey:

- Getting it right
- First time
- For patients

So, let’s talk about

- Leadership
- Willingness to learn
- Integrated project delivery

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Our timeline

1998 Concept for a patient focused and sustainable hospital plan

2000 Proposal to the (national) government

2003 First approval by government

2004 Approval of Phase 0

2007 Approval of Tranche 1

2008 Commissioning & system change

2009 Contracting & starting construction work

2013 Eastern part completed

2017 Western part & extention completed

2018 Relocation to the new building

1998

2010

2018

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Getting it right

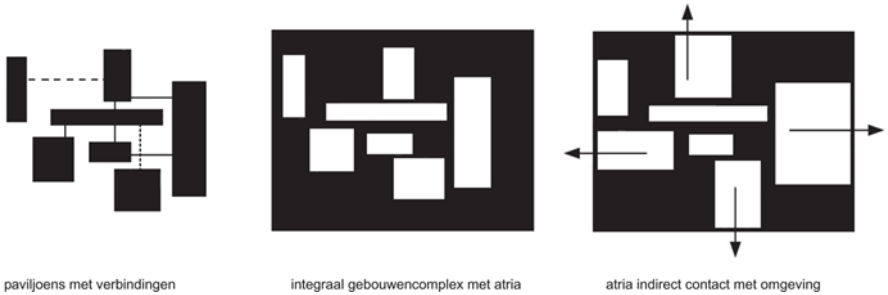
Patient themes / Clinical Pathways

Single-occupancy rooms

Infection control

IT and integrated planning

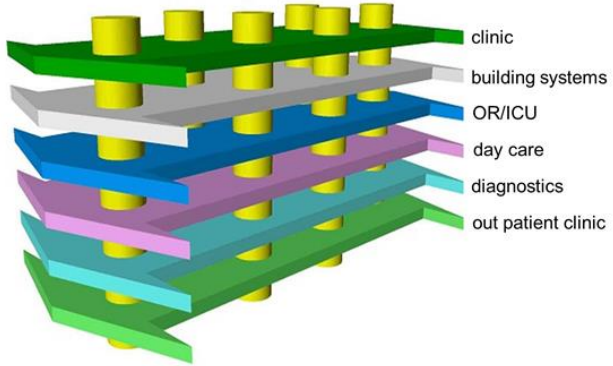
Logistics



paviljoens met verbindingen

integraal gebouwencomplex met atria

atria indirect contact met omgeving



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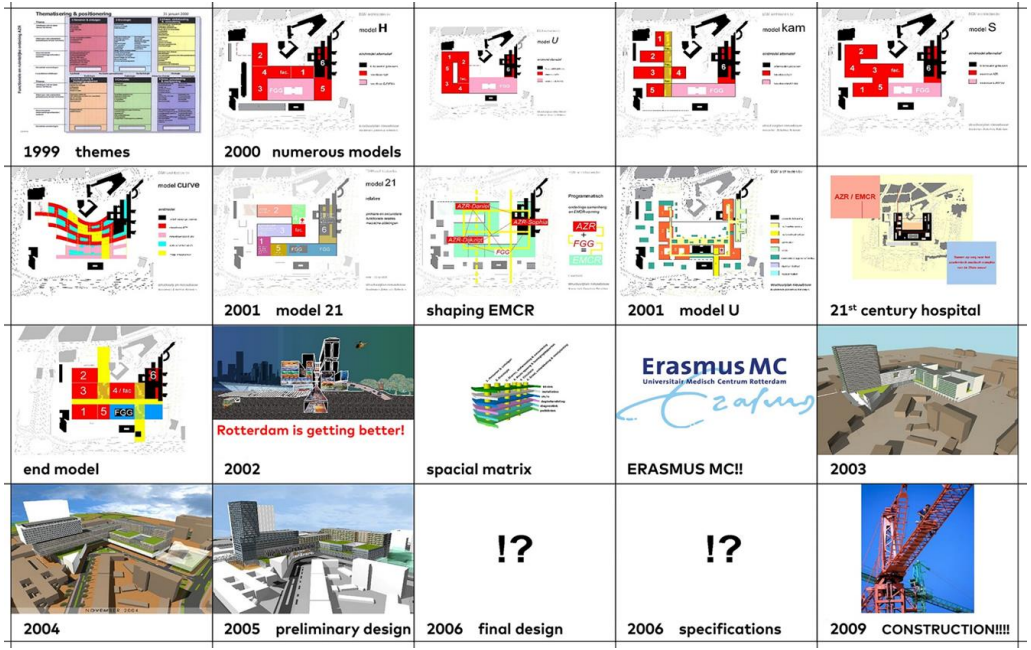
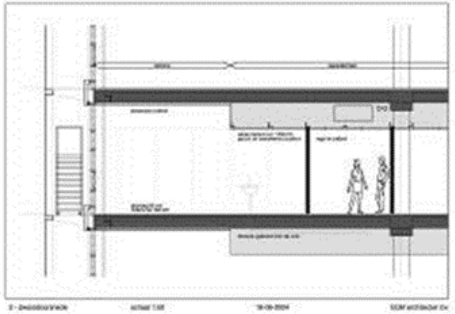
First time





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On a macro level

Horizontal layering
Functional clustering
High traffic and low traffic

F. Inpatient wards
E. Installations
D. OR/ICU
C. Diagnostics
B. Day treatment
A. Outpatient clinic

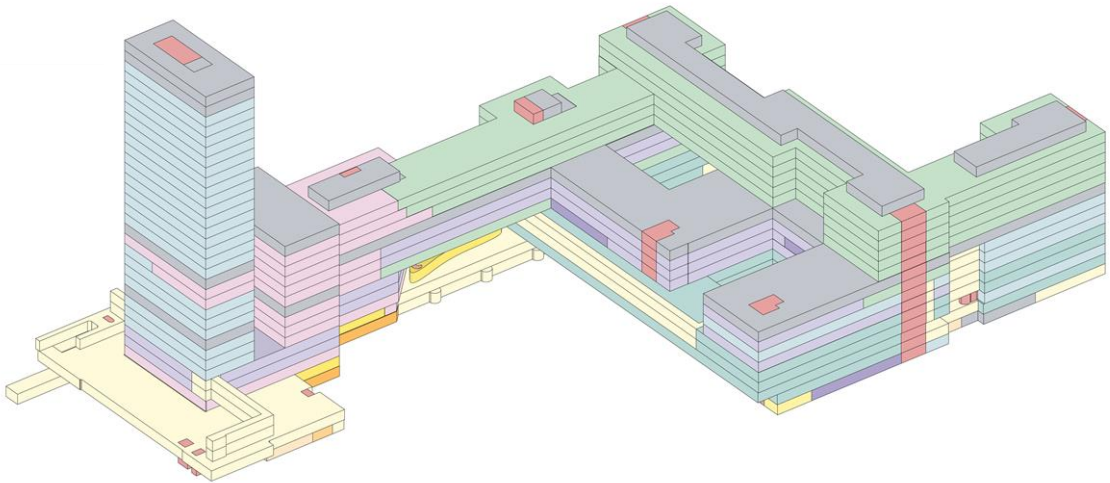
Vertical connections
Logical patient themes
Short walking distances

1. Daniel den Hoed
2. Brain & Senses
3. Dijkzigt
4. Thorax
5. Sophia
6. Emergency, perioperative & Intensive Care
7. Diagnostics & Advise

Spacial matrix
Efficiency
Flexibility

Flexibility
1. Versatility
2. Modifiable
3. Convertibility
4. Scalability

FLEXX by Upali Nanda PhD



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On a micro level

For patients ...

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... for & with staff

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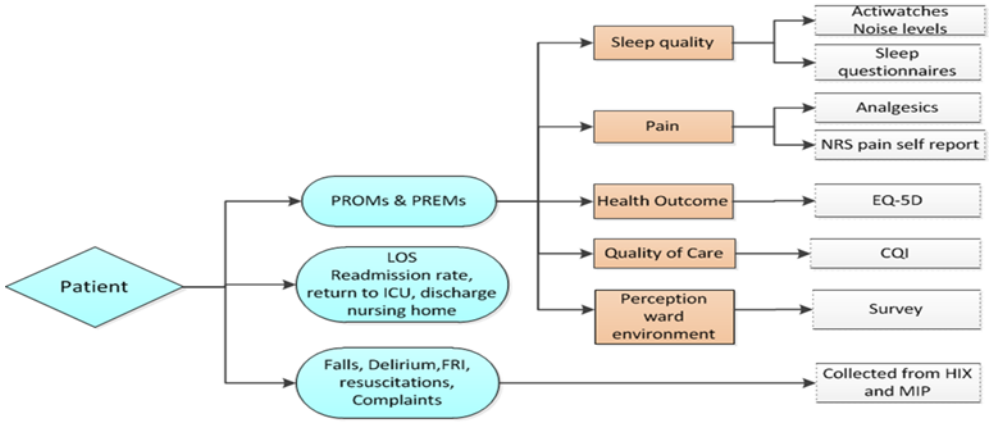
But how can we measure outcomes?



Abbreviations
CQI=Consumer Quality Index
LOS, length of stay
PROMs, patient-reported outcome measures
FRI =freedom reduction interventions
PREMs, patient-reported experience measures

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And to what use?

- Realizing implementation of concepts can only start after relocation
- Learning ability of Erasmus MC itself
- Continue where many projects stop
- Sharing knowledge with hospitals and practitioners

-> Adding scientific based knowledge in the public domain

Showing leadership, willingness to learn and integrated project delivery

Ultimately: to make better healthcare buildings, for people*

* Based on Dr. Jason Leitch at the Edinburgh workshop in 2014

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Leadership

8 tips from our project manager:

1. Plan for the unknown
2. Love the unpredictable
3. Learn to live with criticism and bad luck
4. Prepare to make many and quick decisions
5. Trust your intuition
6. Prepare well for the vast amount of information you need to deal with
7. Start with a suitable / ample budget for the unforeseen
8. Use a comprehensive project management methodology such as Prince2 / P3M3

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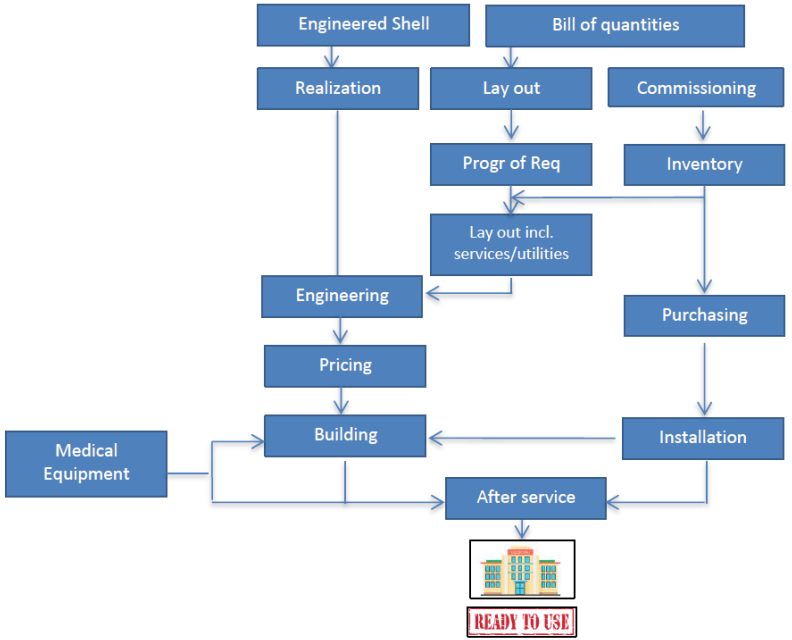
Organization & governance

Project Organization New Building (PON):

- Demand: Steering Committee with clinical leaders from and for all patient themes, together with policy directorates (patient care, facility management, IT); user coördinates to put the right people forward to sit with the design team
- Supply: PON (part of corporate real estate directorate); 3 part project teams and an expertise team / PMO
- Executive Board: chairing the Steering Committee, inspire and support, and talking finance with PON



Recognition for our efforts

Prizes and awards:

- Winner of the Dutch Rooftop Award 2018
- Nomination Dutch Healthcare Building of the year 2018
- Highly recommended for the Dutch Daylight Award 2018
- Winner jury prize and popular vote Rotterdam Architecture Prize 2018
- Winner BNA building of the year 2019, category stimulating environments
- Winner European Healthcare Award 2019, category Interior Design & Arts

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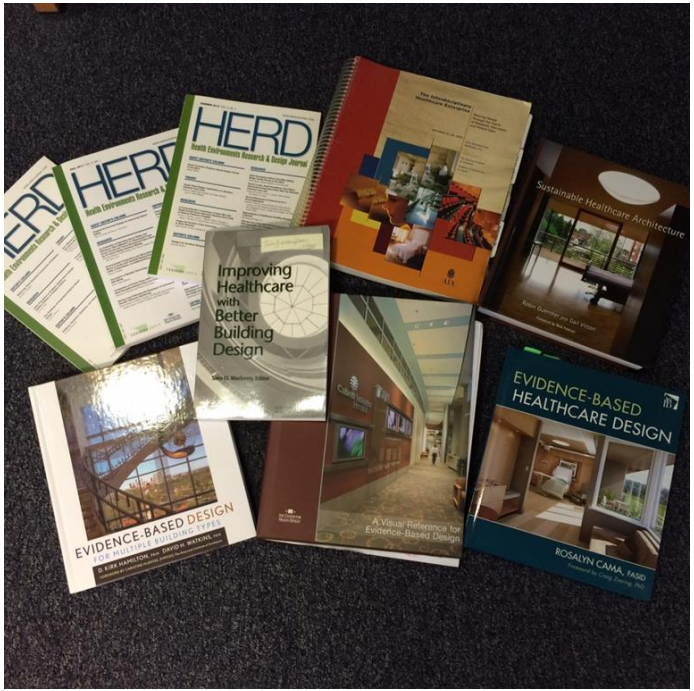
Willingness to learn



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Top 10 lessons learned PON

1. Continuity in staffing of the project and transparency in decision making
2. Be aware of tensions between the project and going-concern
3. Involve experts from the various fields (e.g. facility management, IT) in your construction project
4. Consider both structure and culture in your project organization
5. Don’t forget your ambitions and principles during the process (e.g. when handing over to an implementation organization or change agents)
6. Invest in a good relation between client and contractors (e.g. actively seek joint collaboration and problem solving)
7. Base decisions with a large impact on a valid business case and life time costing
8. Involve corporate control from an early stage
9. Incorporate an opportunity for re-negotiating contracts with a long duration
10. Involve maintenance from an early stage (e.g. building intelligence and hand-over information)

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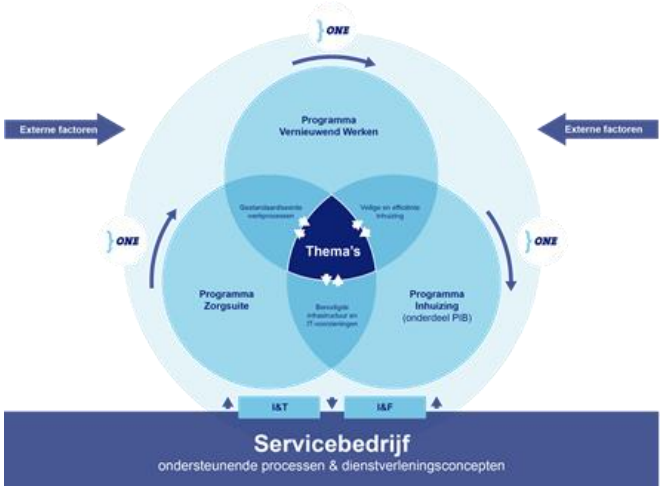
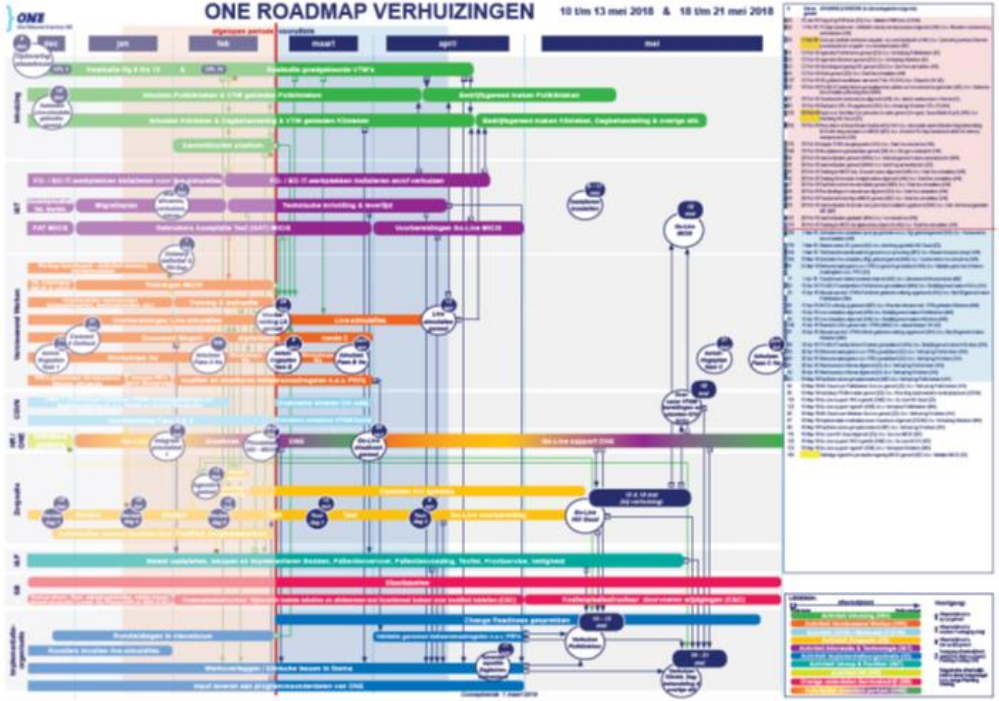
Integrated project delivery





More than a building

- Mobile connectivity
- Routing of images (towards EPR)
- Logistics
- Front- and backoffice working

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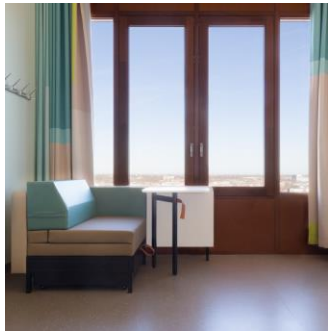
All the little stuff

- Nurse call / medical devices
- Tablet with room control
- Everything with a power plug
- Waste management
- Hand alcohol



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Implementing (hybrid) services

- New roles on the ward
- Raised expectations
- Logistics & distances

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Lessons learned ONE

- Ownership at Executive Board level for the safe transition
- Clear implementation organization within the themes (2 years prior)
- One integrated roadmap with interdependencies (2 years prior)
- Series of change readiness meetings between ONE and themes (HiX Silver & transition)
- Phased training: stress test of processes and live simulation of the new ways of working (1 year – 2 weeks prior to relocation)
- OPEN DAY (3 weeks prior)

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Lessons learned ONE (2)

- Coordination meetings in the last weeks (3 months prior)
- Dedicated teams / helpdesks for support, visible presence (move – 2-3 weeks after)
- Frequent feedback loops between ONE and themes (move – 2 weeks after)
- Communication, communication, communication
- Continuity in a temporary program organization, to stay true to your principles and ambitions
- Implementation only really starts after the relocation…and continues to need support and follow-up

It's teams and people that do it for people

m.vanheel@erasmusmc.nl

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