Comarca Bilbao: How to achieve and sustain Business Excellence.

Sheikh Khalifa Excellence Awards
Share Best Practice Conference: Local, Regional & International
Role Models in Business Excellence.
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Spain is made up of 17 autonomous regions, each one operating with its own parliament and government empowered to manage its own operations and budget.

The Basque Country, commonly known as Euskadi, is one of these autonomous regions. Located in the north of Spain, Euskadi has a population of around 2.1 million, and is internationally recognised as a role model region in management. Since 2000, 26 Basque organisations have either been Award winners, Prize winners or Finalists in the EFQM European Excellence Award.
What’s more, according to experts, Euskadi provides the best available health care in Spain, and users of the service consider it to be the Basque Country’s most highly valued public asset. All this has helped make us leaders among developed countries in terms of life expectancy and the number of doctors per inhabitant”.

Public health in the Basque Country is managed at the highest level by the Basque Government Department of Health, which provides healthcare services through a public company called Osakidetza.
The Basque Health System is a universal health system, financed by taxes and governed by the principles of universality, equity, solidarity, quality and participation. Those principles ensure free access to the system for all residents in the Basque Country, and each citizen is allocated a doctor in his or her place of residence.

- Expenditure per capita = €2,602
- Life expectancy: men, 77.2 years; women, 84.3 years
- 4.5 doctors per 1,000 inhabitants.

A quick look at Osakidetza

VALUES
- Customer, results and efficiency orientation
- Committed to objectives
- Professionalism
- Innovation and continuous improvement

MAKE UP OF THE BASQUE HEALTH SYSTEM
- 6 Primary Care Regions,
- 319 Primary Care Centres and Clinics
- 4 Integrated Services Organisations
- 6 Acute Care Hospitals
- 3 Subacute Care Hospitals
- 3 Mental Health networks
- Emergency Services
- Basque Centre for Transfusions and Human Tissue
- Osatek: state-of-the-art diagnostic imaging services
- Official employee base: 27,000
Primary Healthcare – Public Healthcare Service

Population: 383,000
27 Work Centres
930 people
43,000 m²
Comarca Bilbao has undergone a transformation…

… not based on random impulse…

… but on a bottom-up, organisation-wide culture change.
Transformation
A shared culture change

Source: Julen Iturbe-Ormaetxe

<table>
<thead>
<tr>
<th>External customer</th>
<th>Internal customer</th>
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<tbody>
<tr>
<td><strong>Listen</strong></td>
<td><strong>Coordination</strong></td>
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<td><strong>Talk</strong></td>
<td><strong>Kowledge Management</strong></td>
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<td><strong>Co-create</strong></td>
<td><strong>Belonging</strong></td>
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Operational tools | Culture change
Define the end desired result, structure and drive the **Leadership** required to deliver it, channel and transform the concept of **Involvement for Action**, and **Create** a culture of knowledge pooling to enable the innovation required for transformation.
In times of change, leaders must take on responsibility for guiding the organisation.

Leadership… LiderBiE

Leadership appraisal results analysed on an individual basis. A personalised approach

Identification of actions enabling leaders to develop their competences (training, inclusion in improvement teams, benchmarking activities, etc.)

LiderBiE: Personalised Improvement Plan
Communication

- Communicate to drive participation and a sense of belonging.
- Communication born from a sense of responsibility, transparency and accountability.
Internal Communication
External Communication
Involvement...

...for action
Our Transformation Strategy…
a shared culture change

Improvement and project teams

Recognition policies and motivation. The drive to achieve.

Prominence and the capacity to generate change

Scope for the interaction and participation of our people
Esto me da vidilla
Citizens taking part in the definition of strategy
… and some results over the period 2003 – 2012.

- **Priority Offer:**
  Improved health outcome
  30.25% (2005); 43.35% (2012)

- **People Satisfaction:**
  Overall Degree of Satisfaction
  4.43 (2003); 7.21 (2010)

- **Society Satisfaction Survey:**
  % degree of satisfaction with our work
  73.2% (2005); 92% (2012)

- **Customer Satisfaction Survey:**
  % customers satisfied or very satisfied
  > 95% since 2004

93.12% of 2008-12
Strategy Plan objectives
addressed
Some qualitative results over the period 2005 - 2013

EFQM Forum
Munich 2011.

¡European Business Excellence Award Finalist!
An embodiment of the three critical success factors... Ezagutza

Knowledge is the only good that increases its value when shared.
Introductory animation and video of the two Knowledge management platforms of Comarca Bilbao, Ezagutza and Hobe+
How has Ezagutza become a reality?

With decisive leadership....
Managers

- Ezagutza Coordinator: María Jesús Martín Rodríguez
- EBM Clinical Practice: Rafael Olalde Quintana
- Data Base for Medical Staff: Rafael Olalde Quintana
- Techniques and Care: Belén Sangroniz
- Pharmacy: Elena Ruiz de Velasco
- Care for Women: Rosario Okamika
- Care for Children and Adolescents: Rubén García - Edita Hernaez
- Palliative Care: Elena Aparicio
- Customer Service Area: Isabel Calero
- Care for the Elderly: Iñaki Martín
- Patient Safety: Cristina Lecube
- Health Alerts: Julia García
- Research: Mónica Fernández
- Innovative Proposals: Rafael Olalde Quintana
- Codification: Mónica Fernández
- Osabide: Mónica Fernández
- The Environment: M. Ángeles Mateos
- IT-related Enquiries: Ibon Etxeberria - Jesús Arranz Gómez
An improvement initiative…

• designed in-house by our people,

• driven by our trust and confidence in our people,

• empowering the key players as leaders in taking the project forward;

• that shows commitment and pride in the achievements of the project team; and

• which has improved the whole organisation.
Key characteristics

- Intuitive
- Quick
- Self-manageable
- Easy to use
- Uncensored
Ezagutza
Born in 2008
An inquisitive child, with an interest in...

• Medical techniques and care
• Care for children, women, the elderly…
• Pharmacy
• Health warnings and alerts
• The environment
• Evidence-based medicine
• Patient Safety
• Etc.
What were the objectives?

- To create a corporate culture of management
- To share good practice
- To disseminate guidebooks and protocols
- To identify risks, spreading the word and fomenting proactive action in patient safety
- To promote the rational use of resources
- To question and discuss.
Innovation / Transformation
Partnership relations

Shared Sessions
Shared knowledge and better engagement

Relations between Comarca Bilbao professionals and other professionals
Recognition


**Prize for Best Practice.**
Q-Epea (Basque Public Sector) Congress (2012)

**Highly Commended.**
EFQM Good Practice Competition 2012.
Creative Use of Social Media
**Users**

- 6,057 users
- 51,099 visits
- 26,569 access points
- 246,722 pages

**Content**

- 1,586 threads
- 395 categories
- 361 topics
- 5,051 user comments

Download July 2013 Report
In short, Ezagutza:

• Enables you to identify leaders in different areas;
• Enables two-way dialogue between peers;
• Combines structural, relational and personal knowledge on one single platform;
• Brings to light areas which professionals believe can be improved;
• Enables participation, involvement and, consequently, people satisfaction;
• Is open to all professional categories within the organisation;
• Is user-friendly and administered by the users themselves; and
• Fosters new innovation structures
“The great end of life is not knowledge but action”

Thomas H. Huxley
October 2011

Hobe+ Innovation/Transformation: Systemisation

- The need to generate ideas and put forward challenges through the engagement and involvement of everyone in the world of healthcare.
- The design of a platform as a system for generating ideas and challenges.
- A structure to generate innovative activity and applicable outcomes driving the creation of wealth in our environment.
What puts the + in Hobe?

- Promotes open innovation within Osakidetza, whilst simultaneously enabling and maintaining the exchange of knowledge among users;

- Will enable the creative processes started in Ezagutza to be brought to fruition, galvanising the innovation system;

- Is designed as an innovative tool to detect and develop new health-related technologies and products;

- Will drive the development of new products and companies, boosting the local economy and thus generating new jobs; and

- Unlike other models, this process is based on recognition of the users who support this innovation system for their work and efforts.
Many thanks!
Eskerrik asko!