



**Is supervision useful?
What should be the main objectives
in order to increase safety?
Perspective of a supervised healthcare
provider**

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Supervisory organisations and producers of social- and healthcare have a common goal

To improve the quality and safety of care

But does supervision help?



What do we want to achieve in healthcare (1)

- Patient value
 - Right treatment
 - In right time
 - Good and respectful attitude
 - A satisfied patient
- Efficient use of resources
 - No unnecessary investigations
 - No unnecessary admissions
 - No unnecessary follow-ups
 - The right drug to the cheapest price



What do we want to achieve in healthcare (2)

- Good working environment – create a sense of overview
 - Clear goals
 - Visualize results
 - Teamwork
 - A culture working with continuous improvement
- Increased patient participation
 - Increased responsibility
 - Patient owned records
 - Possibility to book appointments and renew prescriptions



Our VISION for healthcare

- Unnecessary harm to patients does not exist – Zero vision
- Unnecessary care and waste has been eliminated
- Healthcare is based on available evidence



How do we achieve this?





Can this be achieved through

- Economic incentives
- Tailored systems for reimbursement
- Privatisation
- Organisational change
- Ad hoc improvement projects

Probably not



Hjärtkirurgi. (Foto 2003 © Johan Garsten, Karolinska universitetssjukhuset).



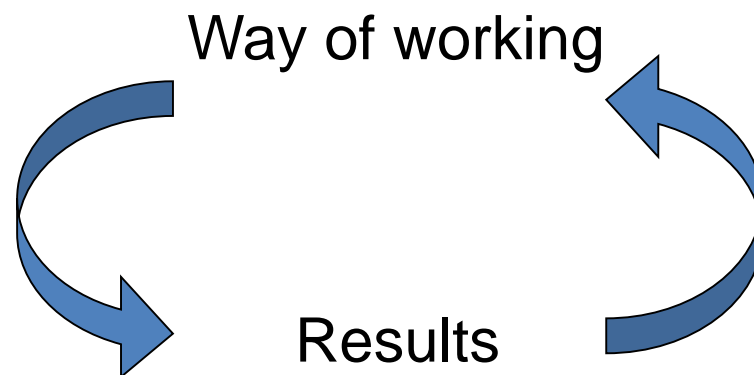
Sir Cyril Chantler:

“Medicine used to be simple, ineffective, and relatively safe. Now it is complex, effective, and potentially dangerous.”

Lancet. 1999; 353(9159):1178-81, p. 1181.



Improving results





Different strategies

- ISO accreditation
- Joint Commision
- Other strategies

There is no quick fix



Change of culture

Past



Future

For whom are we here

Values

Fokus on patient value and staff

Silos
Hierarchies

Principles

*Flow principles:
Right from beginning
Reduce variation
Link activities
"Pull not push"
Standardisation*

Single work
Sequential

Way of working

Team work
Short meetings
Visualisation

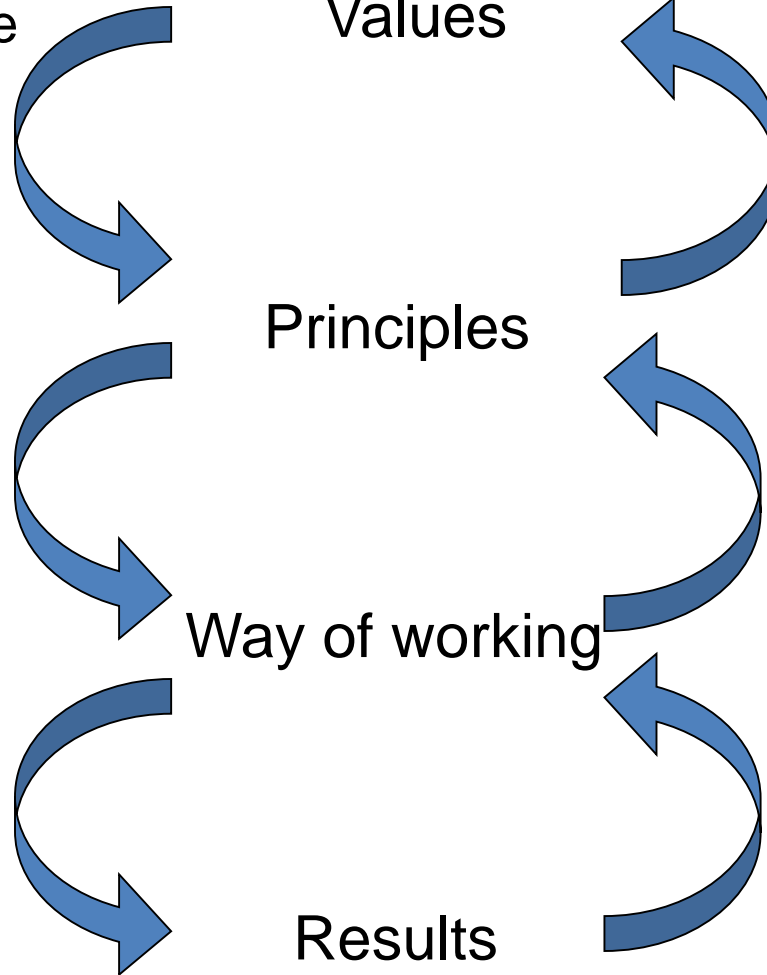
Variation

Results

*Safety
Quality
Accessibility
Working environment
Efficiency*

Unpredictable

Predictable

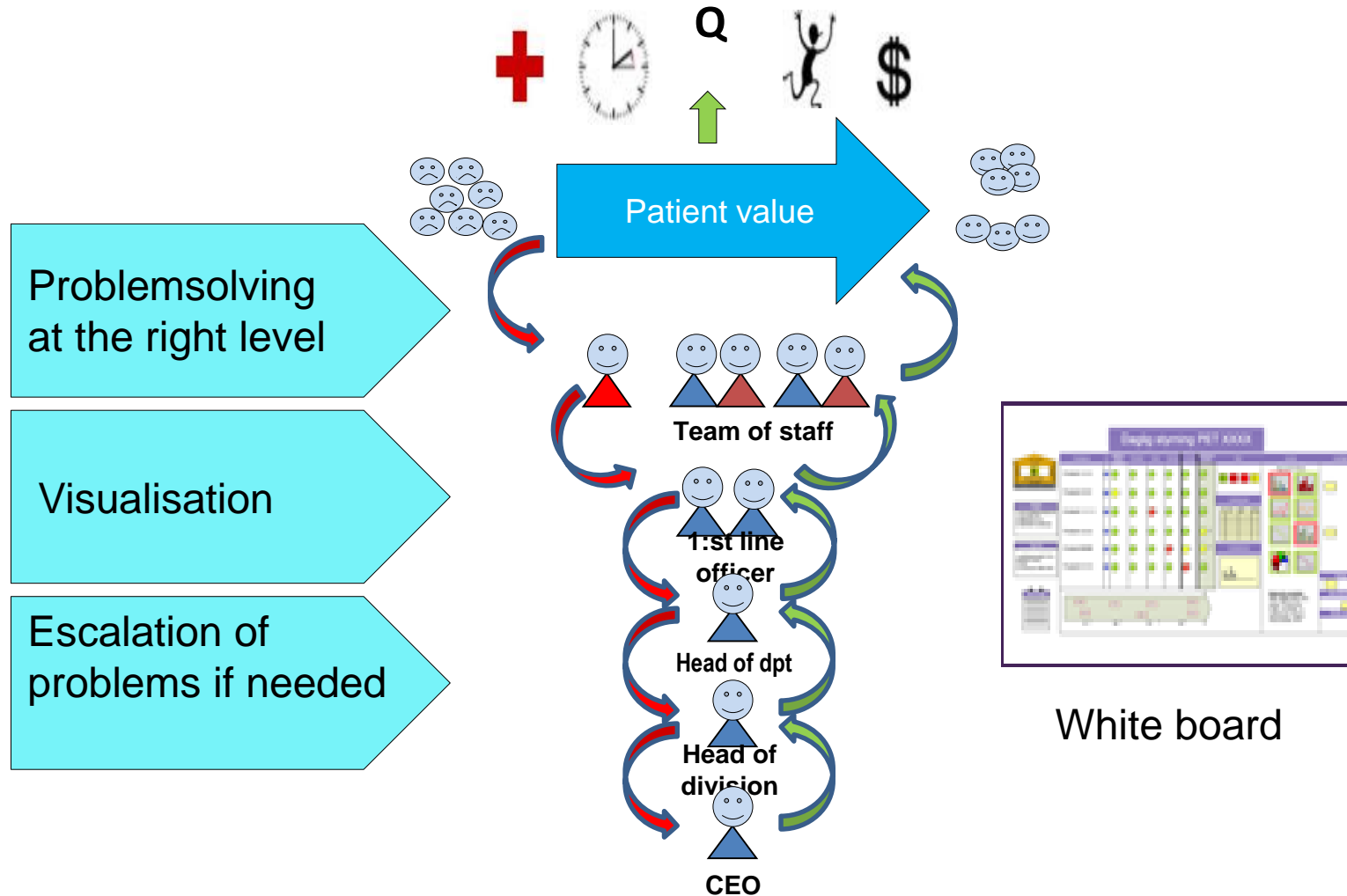




How do we bring about CHANGE ?

- Communicating the strategi through a simple business plan
 - As a process
 - As a tool
- Introduce a system for continuous improvement
 - Focus on patient value
 - Create a culture of continuous improvement
 - Staff driven improvement
- Improving leadership
 - Coaching management teams
 - Coaching of leaders in groups
 - Individual leadership

Systems for learning, continuous improvement and long-term sustainability



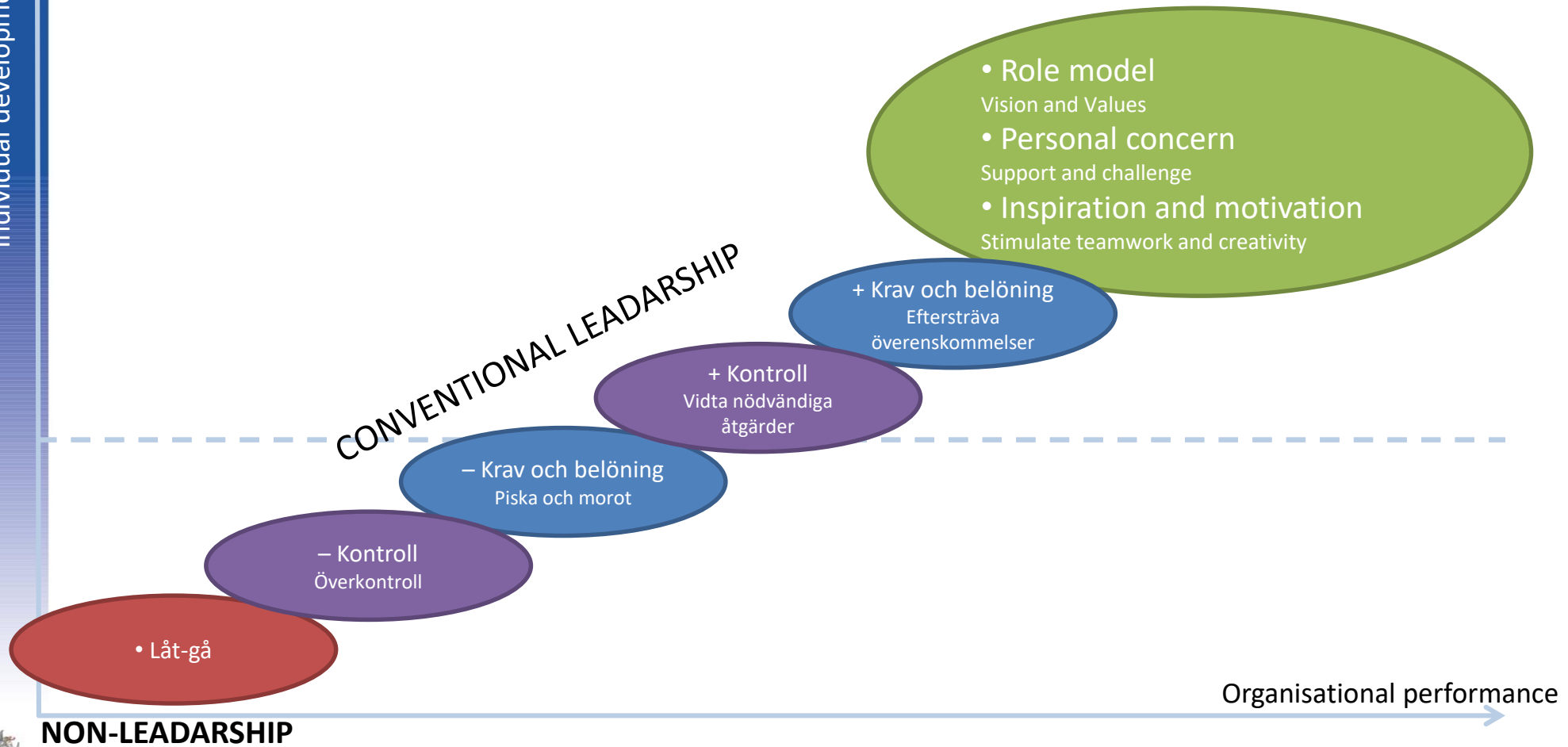
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The developing leadership is important in order to implement a culture of continuous improvement

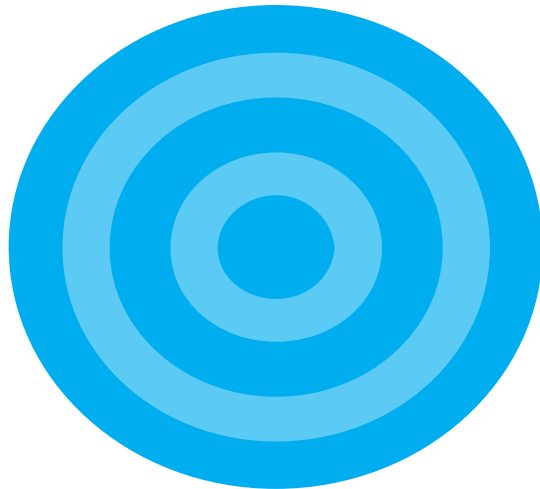
Individual development

DEVELOPING LEADERSHIP



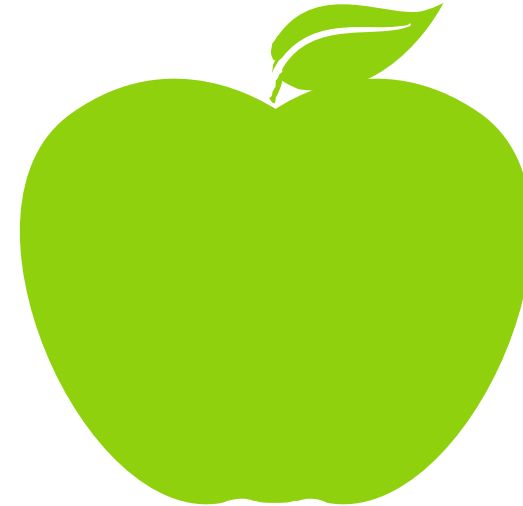
Characteristics of a sustainable organisation

Results



What do we achieve, production of **care** at the wright **quality** within balanced **economy**

Health



Our ability as an organisation to continuously **question** and **challenge** ourselves **in order to reach sustainable results**

”Coninuous improvement”

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Supervisory authorities should be looking
for organisational health





What should we look for during supervision

- Is the assignment clear – owners directive (OD)
- Is there a business plan in accordance with OD and does it communicate the strategy for improvement
- Is the leadership clear – “accountability and power”, clear delegations, support and continuous improvement
- Are quality indicators present and visible and what do these show
- Is there an incident report system and is it used in the improvement work
- Is the strategy for improvement known and practised on the floor
- Do all categories of staff participate in the improvement work
- Facilities, staffing and working environment



Concluding evaluation

- Clear strategy
- Leadership
- A culture of continuous improvement
- Outcome and visible results
- Facilities, staffing and working environment





Is supervision useful?

In order to be helpful supervisory authorities
have to be supportive

In order to be supportive supervisory authorities
have to understand change management

This transformation of supervision
is in progress



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