
Strategic Plan



MARTINA HANSENS
HOSPITAL

2016-2020



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Preface

The board of Martina Hansen Hospital has, throughout the fall and winter of 2015/2016, deliberated on the strategy for the hospital for the period 2016-2020. The present strategic plan is formulated based on the insights gained from these discussions and after a consultation round among the staff. Furthermore, this strategic plan takes into account national goals for healthcare and the strategic plan for South-Eastern Norway Regional Health Authority. This plan reflects what the board and administration of the hospital consider as possible objectives in the years leading up to 2020. Martina Hansen Hospital actively engages in development plans based on the pre-project that concluded on November 15, 2015. Consequently, there may be a need for adjustments to the strategic plan in accordance with the changes that a construction process may entail.

Summary

The strategic plan for Martina Hansen Hospital 2016-2020 is based on the current situation at the hospital in 2016, the strategic plan for South-Eastern Norway Regional Health Authority, and national guidelines for healthcare. It is intended to provide the foundation for the hospital's direction, focus, and targeted efforts in the coming years. The strategic plan expresses the visions and ambitions we have for the hospital as we see it today. Formalized processes and decisions are necessary for implementation in certain areas. Academic development, health policy changes, or other factors may require adjustments to our strategy during the period leading up to 2020. The strategic plan covers our focus areas and development in the coming years. The set goals will be followed up with concrete action plans.

Martina Hansen Hospital requires continued growth in the years ahead. Activity projections carried out in both our own concept phase report and under the auspices of South-Eastern Norway Regional Health Authority show significant population growth and a demographic shift, resulting in increased demand for the services offered by Martina Hansen Hospital. An expansion of the hospital will be inevitable to meet the increased demand for both rheumatological and orthopedic services in the coming years.

Our vision: Martina Hansen Hospital is your first choice in orthopedics and rheumatology.

We aim to provide knowledge-based patient care and treatment based on quality and service. Patients should receive holistic treatment, and their involvement in their own health should be ensured. Treatment methods are research-based, and the hospital should be quick to adopt medical innovations once they are quality assured. The hospital will offer specialized treatment options to patients and be at the forefront of elective orthopedics, rheumatology, and rheumatic surgery.

In the period 2016-2020, it will be relevant to increase patient treatment in prosthetic surgery, spinal surgery, foot surgery, day surgery, rheumatology, and osteoporosis. Refer to the section "Expansion of Service Offerings" for more information. At the same time, the qualitative level of treatment offerings will be maintained. To achieve these goals, Martina Hansen Hospital must be maintained as an independent hospital. Quality work will continue based on the ISO certification from 2010 and subsequent revisions. During this period, we will continue the work to realize an extension to the hospital, increasing capacity for outpatient clinics, surgeries, and inpatient areas in line with the goals mentioned above, while ensuring patients receive a high-quality offering in upgraded hospital facilities.

Current Situation 2016

Operating Agreement

Martina Hansens Hospital AS is owned by the Martina Hansens Hospital Foundation and is a private non-profit hospital in the public sector. The hospital's activities are anchored in the Mission Document from the regional health authorities of the Ministry of Health and Care Services and the governing documents from South-Eastern Norway Regional Health Authority.

Finance

Martina Hansens Hospital aims to have the lowest possible relative DRG (Diagnosis Related Group) cost. Based on the 2014 accounts, the hospital had operating revenues of 317.3 million Norwegian Kroner and operating expenses of 316.5 million Norwegian Kroner. Throughout 2015 and 2016, the DRG weighting has been somewhat reduced, meaning that the loss of income must be compensated for with efficiency and cost reduction.

Hospital Structure in South-Eastern Norway Regional Health Authority

South-Eastern Norway Regional Health Authority is divided into 7 hospital regions. Martina Hansens Hospital is located in the Western Viken hospital region, which includes Asker, Bærum, and Buskerud. The other hospitals in this region are Asker and Bærum Hospital, Drammen Hospital, Ringerike Hospital, and Kongsberg Hospital. These are organized under Vestre Viken HF.

Hospital Services

Martina Hansens Hospital has two clinical departments: the orthopedic department and the rheumatology department, as well as service departments including the anesthesia department, radiology department, laboratory, physiotherapy, occupational therapy, social work services, medical writing service, housekeeping, and technical department. The two clinical departments are relatively large and specialized. In 2014, the orthopedic department performed over 10% of elective orthopedic surgeries in South-Eastern Norway Regional Health Authority, making it one of the two individual hospitals in Norway with the highest activity in this field. The rheumatology department is the country's largest after Diakonhjemmet. The hospital has a highly qualified staff that collaborates interdisciplinary to provide the best possible care and treatment for patients.

Orthopedic Department

The Orthopedic Department is divided into 5 sections, covering the entire spectrum of elective orthopedic surgery, excluding the treatment of malignant tumors and operative treatment of scoliosis. The department has 5 operating rooms in the main operating department and 2 day surgery rooms in the day surgery unit. In total, approximately 4,750 patients undergo surgery annually, with 49% receiving day surgery treatment.

Rheumatology Department

The Rheumatology Department is the only rheumatology department in Akershus and covers the entire field, including rheumatic surgery and osteoporosis treatment. The treatment of children with rheumatism is centralized at Oslo University Hospital, Rikshospitalet.

Outpatient Clinic

Both the Orthopedic and Rheumatology Departments have a significant outpatient clinic activity, treating over 27,000 patients in 2015. Joint and tendon examinations with ultrasound and bone density measurements with a bone scanner are also performed. The radiology department and the laboratory are located in connection with the outpatient clinic.

Quality

Investments in quality improvement measures have been made for several years, and Martina Hansens Hospital has a good reputation among patients and referring physicians. This has been reflected in several patient satisfaction surveys in recent years. According to reports from the Joint Replacement Registry in Bergen, Martina Hansens Hospital has a significantly lower revision rate for inserted knee prostheses than the national average after 17 years. The hospital also has an infection control program with incidence registration of postoperative wound infections. The frequency of deep wound infections is low, standing at 0.9% in 2014. All day surgery patients are called the day after the operation, and any issues are followed up.



The hospital was ISO-certified from 2007 to 2010, with follow-up revisions in 2011, 2012, 2014, and 2015. The hospital has its own quality committee where the management is well represented, and the committee holds 4-5 meetings per year, addressing reported adverse events and engaging in continuous improvement efforts.

Teaching and Research

Martina Hansens Hospital is approved as a Group I department in the specialist training of orthopedic surgeons and as a Group II department in the specialist training of rheumatologists. The hospital provides education for nursing students, physiotherapy students, occupational therapy students, radiography students, social work students, nursing assistants, and secretaries in training. Extensive internal training is conducted, and professionals from the hospital are also involved in external postgraduate education.

Martina Hansens Hospital is actively involved in research. Four doctors and one physiotherapist are enrolled in the doctoral program at the University of Oslo. Two ongoing research projects are funded by South-Eastern Norway Regional Health Authority, in addition to other projects. Several professional groups collaborate with primary health care.

Personnel

Recruitment of doctors to Martina Hansens Hospital has been consistently good, considerably better than for most other Norwegian hospitals. Recruitment of nurses, including specialized nurses, has also been successful in recent years. Recruitment of other personnel groups has been satisfactory.

Free Hospital Choice

Martina Hansens Hospital has experienced a significant increase in treated patients in recent years. The large influx of patients has led to longer waiting times for outpatient assessment and pre-treatment, even though capacity has increased with the introduction of evening outpatient clinics. Efforts must be made to systematically reduce waiting times for newly referred patients in both orthopedics and rheumatology.

Professional and Demographic Development

According to data from South-Eastern Norway Regional Health Authority and the activity projections conducted in the hospital's concept phase report in 2014, a significant population growth is expected in the coming years. It is estimated that the population will increase by 13% during the next five-year period. The need for our hospital services is projected to increase by approximately 30% over the next 15 years. The demographics in the region are also changing. In 2030, there is an assumption that there will be twice as many 70-year-olds in the region as today. Experience shows that 70-year-olds use the healthcare system twice as much as 40-year-olds. The need for the expansion of the hospital is highlighted in various reports. We must assume that there will be a significant increase in demand, especially in prosthetic surgery and spinal surgery, but also in arthroscopic surgery as well as hand and foot surgery. The growing proportion of elderly individuals will also lead to many more patients with osteoporosis requiring preventive treatment to reduce the risk of fractures in the wrists, hips, and spine. Overall, population growth and demographic changes will increase the need for outpatient consultation rooms, additional operating rooms, and consequently, more beds.

Strategic Plan 2016-2020

Vision

Martina Hansens Hospital is your first choice in orthopedic surgery, rheumatic surgery, and rheumatology.

Core Values

Treatment at Martina Hansens Hospital shall be individual and knowledge-based, grounded in quality and service. There should be a focus on continuous improvement. We aim to ensure patient involvement in their own health decisions. All our treatments shall be in accordance with applicable laws and rights.

Treatment methods shall be based on recent research and good clinical practice, and the hospital shall be prompt in adopting medical innovations that are quality assured. Significant emphasis will be placed on treating and caring for patients with respect, compassion, and empathy, providing the best service.

Our staff is our most important resource, and the conditions at the hospital shall foster a good working environment.

Mission Statement

Martina Hansens Hospital shall offer the population comprehensive services in elective orthopedics, rheumatic surgery, and rheumatology, excluding malignant tumors and scoliosis surgery, as well as treatment for children with rheumatism.

To provide high-quality services, the hospital must have skilled employees and a large volume, even for simpler services, to maintain necessary expertise ("practice makes perfect"). A large volume and breadth of offerings also provide an attractive educational environment, attracting the best personnel.

Strategy and Goals

South-Eastern Norway Regional Health Authority, through the "Plan for Strategic Development," has outlined five goals for the period leading up to 2020, in addition to continuous efforts to increase patient safety and reduce waiting times. The strategic goals of Martina Hansens Hospital align with the same direction.

1. The waiting time has been reduced, and patients do not experience breaches of deadlines.
2. Hospital infections have been reduced to below 3%.
3. Patients receive an appointment along with confirmation of the received referral.
4. All employees are to be involved in the follow-up of the employee survey, with the establishment of improvement measures for their own unit.
5. Financial flexibility has been created to ensure necessary investments.

Through the efforts to achieve these goals, we anticipate a reduction in waiting times, increased patient safety, improved accessibility, and enhanced quality in patient care.

Patient Care

The services provided to patients include the assessment and prioritization of referrals, outpatient examination and treatment, day treatment including day surgery, admission for surgery, and, if necessary, medication and training, followed by rehabilitation. Patients expect to receive high-

quality, individually tailored treatment and to encounter a service-oriented and friendly staff that instills a sense of safety and trust.

In the next 5-year period, there will be an increasing need for outpatient examinations in line with the growing number of patients. In rheumatology, patients will increasingly receive their final treatment at the outpatient clinic, while an increasing number of patients will need outpatient examination at the orthopedic outpatient clinic in relation to the number undergoing surgery.

Quality and Patient Safety

Quality work involves the systematic and continuous improvement of the quality of the services delivered by the healthcare system. Quality work occurs at all levels of healthcare, but in different ways and with different tools. The core of quality work is repetitive learning and continuous improvement, where professional knowledge is combined with improvement knowledge.

Strategic Focus Areas:

1. **Patient Safety:**

Strengthening systematic patient safety measures is a key focus. Treatment approaches must be evidence-based, with a commitment to integrating new methods backed by quality assurance and ongoing research.

2. **Treatment Pathways:**

Development of treatment pathways for knee prosthetics, shoulder and spine surgery, as well as for newly diagnosed rheumatoid arthritis and osteoporosis.

3. **ISO Certification (9001 and 14001):**

Continuous commitment to ISO certification (9001 for quality management and 14001 for environmental management). Emphasis on maintaining certification as part of ongoing improvement in management systems and quality practices. These strategic areas reflect a dedication to enhancing patient safety, defining clear treatment pathways, and upholding internationally recognized ISO standards to ensure quality and environmental management.

4. **Unwanted Incidents:**

Martina Hansens Hospital promotes transparency and openness by encouraging the reporting of unwanted incidents. A new deviation reporting system has been implemented and will be actively utilized for continuous improvement efforts. In alignment with the culture of openness, details of unwanted incidents will be published on the hospital's website, ensuring transparency and accountability to the public.

5. **Internal Audits:**

Annual internal audits will be conducted to ensure compliance with existing guidelines, in addition to external audits/supervision from higher authorities.

6. **Safe Surgery:**

The directives of the national "Safe Surgery" program have been implemented in all operating rooms, including the day surgery unit, and will continue to be enforced during this period.

7. **Medication List Reconciliation:**

Efforts will be made to ensure that patients are discharged with medication lists as recommended by SNEKS, encompassing previous medications, new medications, changes to existing medications, courses of treatment, and discontinued medications.



8. **Risk Assessment:**

Unfortunate events will be systematically identified using the Global Trigger Tool by regularly reviewing selected medical records. The assessment will also consider incident reports and the results of internal and external audits.

9. **Quality Indicators:**

The hospital aims to rank among the country's best concerning national quality indicators.

10. **Follow-up Investigations:**

Follow-up investigations of patient groups will ensure quality control of treatment, care, and service.

11. **NEWS (National Early Warning Score):**

Martina Hansens Hospital will serve as a pilot arena for NEWS in the national patient safety program. The adapted model specific to Martina Hansens Hospital will set an example for other somatic hospitals nationwide.

Service Offering

The department's overarching goal is to adapt to the demands of the future and be a leader in its field. Patient safety, quality, high expertise, and effective communication are intended to characterize the department's work. Patients and their families should be treated with respect and equality.

1. **Prosthetic Surgery**

Martina Hansens Hospital is one of the country's major players in prosthetic surgery. The targets for 2020 are 700 hip and 600 knee replacement surgeries.

2. **Spinal Surgery**

There is a significant need for improved treatment options for patients with spine issues. In the 5-year period, a multidisciplinary spine outpatient clinic will be established. Patients will be initially assessed by a physiatrist and a physiotherapist so that spine surgeons can dedicate more time to patients requiring surgery. Simultaneously, conservatively treated patients will receive a better treatment plan. The target for spine surgeries in 2020 is 700.

3. **Day Surgery**

Currently, just under 50% of patients undergo day surgery. During this period, the percentage of day surgery cases is expected to approach 60%. In MHH 2016 (Martina Hansens Hospital 2016),... [additional information may follow].



Rheumatology Department

The overarching goal of the department is to provide the population in Akershus with the best assessment and treatment for rheumatic disorders. The department aims to adapt its operations to future requirements and, during the period, be a leader in the region in terms of patient involvement and home reporting.

4. **Rheumatology with Rheumatic Surgery**

The Rheumatology Department at Martina Hansens Hospital has the country's highest

patient base relative to the number of physicians. In the period leading up to 2020, efforts will be made to increase patient involvement, both in user-driven appointment scheduling and home reporting.

5. **Osteoporosis Treatment**

With an increasing elderly population, the need for this treatment is also growing, and with new medications, the treatment options are better than before. During this period, an expanded osteoporosis clinic is planned, aiming to strengthen collaboration with municipalities in terms of assessment, treatment, and financing.



Job Rotation

Polyclinic assessment often becomes a bottleneck due to a high influx of patients, leading to long waiting lists at times. The increasing activity over the years also results in a growing number of follow-up patients. Some follow-up consultations can be delegated to primary health care by establishing effective treatment guidelines for various disorders. Other follow-up consultations may become unnecessary through improved care pathways and better information during hospital stays. Furthermore, more follow-up consultations can be reduced through home reporting, where patients use technological aids to self-report on disease activity, symptoms, or quality data.

However, there are some follow-ups that are necessary to be conducted at the hospital even if they have a routine nature. In recent years, several follow-ups have therefore been transferred to nurses and physiotherapists under the guidance of a doctor. In the coming years, it will be appropriate to further develop professional rotation, possibly complemented by other professional groups. In the regional health trusts, there will be an increased focus on professional rotation in areas where recruitment appears to be more challenging in the future, including specialized nursing.

Research

Research areas should align with the hospital's research strategy. The hospital has a research committee where various professions are represented. During this period, the research committee will ensure that research is dimensioned according to the frameworks and production requirements provided to the hospital in the annual mission and order documents.

At the orthopedic department, there are ongoing research projects on knee prostheses and osteotomies around the knee, meniscus injuries, shoulder injuries, hip prostheses, postoperative thrombosis risk, and ski injuries. The rheumatology department focuses on early arthritis, connective tissue diseases, osteoporosis and rehabilitation, and drug trials. The anesthesia and postoperative department has projects on pain management. The physiotherapy and occupational therapy department is involved in several of the mentioned studies. In addition, they have projects on the effect of preoperative training on outcomes after spinal stenosis surgery, as well as conservative treatment of shoulder disorders and hand arthritis.

The goal is to create an organizational culture where research results and evidence-based practice are communicated and applied in daily work.

Knowledge Development and Best Practices

The quality of patient care depends on the competence of healthcare personnel. Martina Hansens Hospital will continue to facilitate the updating of staff with new knowledge. Evidence-based practice, a guiding principle in patient care, is a sum of research, expertise, and the experiences of professionals and patients' feedback. In addition to patient care, the hospital also has an important role in educating and disseminating relevant knowledge to new employees. Therefore, the hospital has been providing teaching and exams for medical students in the fourth semester from the University of Oslo, nursing students from Diakonova University College and Lovisenberg Diaconal University College, as well as physiotherapy, occupational therapy, social work, radiography, and biomedical engineering students from the Oslo University College, and for nursing assistants and secretaries under training.

Another important task is to train specialists in orthopedic surgery and rheumatology. The orthopedic department is a group I department in the training of specialists, and approximately 20% of orthopedic surgeons approved according to Norwegian specialist rules have completed their final training at Martina Hansens Hospital. The rheumatology department is a group II department in specialist training, and many future rheumatologists begin their training in this department.

Strategic choices in this context include:

1. Implementation of Treatment Guidelines
Martina Hansens Hospital will strengthen efforts to use recognized treatment guidelines so that patients with the same condition receive somewhat similar treatment where there is good documentation for it.
2. Courses and Continuing Education
The hospital will continue to have a liberal policy of granting leave and financial support for necessary courses and continuing education so that the hospital can constantly stay updated on new and effective treatment methods in surgery, medicine, and care. Courses for general practitioners will be continued to ensure the referral of relevant patients with good referrals.
3. Care Pathways
The hospital will develop and implement care pathways for the largest patient groups and have written treatment procedures for most diagnostic groups.

ICT (Information and Communication Technology) Strategy

Technological development enables efficiency and continuous improvement in quality for Martina Hansens Hospital's patients. By developing an ICT strategy, Martina Hansens Hospital has responded to the desire to actively work on how the hospital utilizes technology to fulfill its societal mission.

Working with ICT is complex and requires competence, holistic thinking, motivated staff, and internal drivers to follow up and implement ICT projects. These are qualities possessed by MHH's resources, and with an ICT strategy to guide the work ahead, the hospital has significant potential for success in the next five-year period.

Government white papers, National ICT, Digital Renewal, Helse Sør-Øst (South-Eastern Norway Regional Health Authority), and service providers like Sykehuspartner are framework factors that Martina Hansens Hospital must consider, providing both opportunities and challenges. These framework factors are described in the document to set the stage for the strategic directions specified. Changes in these framework factors can impact the work with ICT and must therefore be monitored. MHH can take an active role in influencing some of these framework factors by participating in relevant forums.

MHH has many employees actively working to develop the use of ICT. Several important ICT projects are already underway, but the hospital's ICT needs require a more focused ICT strategy where the hospital actively takes ownership of technology development related to specific needs. MHH has defined the following focus areas, all of which can be linked to ICT:

- Increased patient safety
- Increased quality
- Simplified and more efficient collaboration
- Support for cohesive treatment pathways
- Changes in legislation
- Management information for business governance
- Safe and secure operation of core functions
- Further development of shared service providers
- Necessary influence in relevant forums

Some of these needs are inherent prerequisites for the healthcare services MHH provides, such as patient safety and the safe and secure operation of core functions. Others, like collaboration and cohesive treatment pathways, are more flexible and allow for a more proactive approach. An assessment of these needs has resulted in a vision for ICT at MHH:

Martina Hansens Hospital, as one of the largest hospitals in Norway for the treatment of rheumatology and orthopedics, aims to be known as the leading hospital in Helse Sør-Øst in the digitization of processes related to patient pathways.

This vision aims to simplify the focus on ICT work and evaluate ICT initiatives over the next five years towards realizing the vision. One of the goals is a more active use of available technology in patient pathways and administration. This will lead to MHH having efficient processes internally and externally, as well as satisfied patients. Moving from being a passive user of ICT to support existing tasks, MHH aims to utilize lightweight ICT to optimize hospital operations and deliver user-focused and innovative services. This strategic direction, along with a more formalized and documented management of current ICT services, constitutes the two focus areas MHH envisions for the next five-year period.

Collaboration

Treatment quality encompasses not only the hospital stay itself but also collaboration with other stakeholders and what happens before and after hospital treatment. Undesirable events and readmissions can be reduced through comprehensive patient pathways developed across treatment levels and in close collaboration with patients.

The strategic plan must address central trends such as:

1. Many treatment pathways involve collaboration between home-based care, patient self-efforts, and services from hospitals and specialists.
2. Increased use of day services, outpatient clinics, and other work methods that do not require admission.
3. The national health plan and the Coordination Reform assume that ten percent of current hospital activity should be transferred to municipalities.
4. Patients and users expect higher service availability in the future, with extended opening hours, increased involvement in planning, agreements, and logistics related to their treatment.

The use of new technology, ICT systems, and innovation for quality improvement, knowledge and competence transfer will be crucial tools ensuring quality throughout the patient pathway.

Collaboration with SAB and Vestre Viken:

Through 2015, a good collaboration has been initiated with Bærum Hospital. Collaboration and coordination are keywords in the directives from the Ministry of Health and Social Affairs and in the new National Hospital Plan.

The aim of the collaboration with Bærum Hospital is to strengthen the patient offering for the local population and to reinforce each other through better resource utilization both professionally and economically. There are already important collaboration agreements between the hospitals. Martina Hansens Hospital purchases goods and services from Bærum Hospital. An agreement has been established for the transfer of critically ill patients requiring intensive monitoring. Plans for collaboration in technical on-call functions are currently being developed. Martina Hansens Hospital is also part of Bærum Hospital's contingency plan for patient evacuation.

In the future, the emphasis should be on expanding the collaboration between the two hospitals. In rheumatology, efforts are being made to establish a local offering for connective tissue disorders that can benefit both hospitals, but primarily the patients in the nearby municipalities. Expertise in internal medicine is essential for Martina Hansens Hospital in this regard, while rheumatology expertise will be important for the patient group that may be hospitalized at Bærum.

It would be natural to formalize group-I training at Martina Hansens Hospital with Bærum so that a certain number of positions can be earmarked for LIS at the orthopedic department in Bærum. Likewise, a rotation scheme for anesthesiologists at the hospitals should be established to strengthen each other's expertise both in elective operations and emergency care.

Infrastructure:

The building structure at Martina Hansens Hospital needs significant upgrading. The existing building structure is also too small for current and future activities. During the period, efforts will be made to realize an expansion of the hospital. Simultaneously, planned maintenance and upgrades of technical solutions must be carried out, adhering to current regulations and authority requirements for hospital operations.



Maintenance backlog increases the risk of continuous operation. The hospital's electrical systems, HVAC, and ventilation systems have surpassed estimated lifetimes in several areas. To ensure continuous operation and minimize the risk of incidents, an upgrade of existing building structures must be systematic and well-planned. Within the current buildings, there are no relocation areas, so an upgrade without first expanding the hospital will result in longer periods of reduced activity, loss of income, and potential loss of market share.

Reference is made to the reports from the Idea and Concept Phase in 2014 and the report from the Preliminary Project in 2015.



Business Management

Good leadership, efficient operations, sound finances, and investment capability are crucial elements to provide predictability and growth conditions to develop the hospital's offerings for the benefit of patients.

Leadership:

Martina Hansens Hospital aims to have effective leadership at all levels, considering it a crucial tool for achieving the hospital's goals in collaboration with the staff.

Financial Management:

Effective financial management is essential for ensuring good and safe patient care over time. Financial balance lays the foundation for necessary investments in buildings, medical equipment, and ICT. Required investments are crucial for both professional, operational, and work environment reasons. Efficient treatment, communication, and patient pathways with good logistics contribute to perceived high-quality health services, enhance patient safety, and significantly promote efficient operations and finances.

Analytical Tools:

The hospital will implement good analytical tools to meet the clinic's needs for management information. These tools are necessary for documenting quality, patient safety, improvement efforts, professional development, and research activities. Management systems should handle accounting, forecasts, and the status of measures to support sustainable finances. Follow-up of internal processes and activities is essential for effective business management. The hospital will implement adequate and robust systems for systematic follow-up.

Investments:

Timely investments in maintenance and development that support efficient clinical operations are crucial for Martina Hansens Hospital to fulfill its role.

Organization

Work Environment - Health, Safety, and Competence:

A positive work environment and involving employees in the hospital's development are crucial for achieving goals while maintaining a good and safe workplace. Martina Hansens Hospital aims to be an attractive workplace where employees thrive, take pride in their work, and have opportunities for professional development. The hospital will foster a supportive and intellectually challenging work environment that attracts skilled professionals.

Employee Survey: an annual employee survey, with high participation, will be conducted to serve as a central tool for further improving the work environment.

Open Communication and Leadership Development: openness, trust, and mutual respect are essential for good internal collaboration. Employees should be able to engage and participate in decision-making processes. The hospital will invest in systematic leadership development and support to ensure competent leaders at all levels.

Competence Development: targeted competence development begins with assessing the patient's need for healthcare competence. Employee competencies will be assessed using tailored tools for each health field. This assessment provides insights for targeted competence development measures. The hospital will develop an overarching competence development program for health fields where appropriate. All employees will have individual competence plans ensuring both professional and personal development.

Competence Development Framework: systematic and targeted competence development in healthcare requires:

1. Developing overarching systems for competence assessment and development programs.
2. Considering making parts of the competence development plan, both overarching and local, mandatory.
3. Embedding overarching measures in annual professional and financial plans, reporting on them.
4. Annual identification of needs and actions by departments, planning how competence development measures will be implemented.
5. Planning and allocating time for outlined competence development measures.
6. Providing opportunities for employees to participate in conferences, internal training, and time for competence transfer and guidance.
7. Systematically evaluating methods, tools, and measures.

Efficiency and Optimal Resource Utilization:

Efficient internal management, organization, and leadership have improved resource utilization at Martina Hansens Hospital in recent years. However, there is room for further improvement. The hospital will focus on internal management, organization, and leadership to optimize the use of resources.

Recruitment:

Employees with professional commitment, ability, and a willingness to develop are necessary for Martina Hansens Hospital to be the patient's first choice. The hospital aims to foster a positive work environment where employees focus on the professional challenges the organization must address and are motivated to achieve set goals.

- **Recruitment and Staffing:**
Staffing will be recruited and tailored in line with strategic decisions.
- **Predictability and Structured Development Opportunities:**
Predictability and structured offerings for skills enhancement, opportunities for postgraduate and further education, development work, and research are crucial for recruiting and retaining personnel.
- **Emphasis on Postgraduate and Further Education:**
The hospital will prioritize postgraduate and further education with a special focus on the hospital's areas of expertise.
- **Strategic Recruitment Practices:**
In the recruitment of vacant positions, it is necessary for Martina Hansens Hospital to attract individuals with the right expertise, both professionally and personally.
- **Professional and High-Quality Recruitment Efforts:**
Recruitment efforts within the organization must be professional and of high quality.
- **Utilizing Available Workforce:**
There are currently unused workforce reserves in part-time and early retirement, and addressing this is important to maintain continuity and expertise in the workplace.
- **Long-Term Planning for Specialized Training:**
The need for specialized training should be reflected in a long-term plan to prevent a situation of expertise shortage.
- **Supporting Students:**
Offering quality internships for students will enhance the hospital's image as an attractive workplace and contribute to recruiting qualified personnel.
- **Focus on Work Environment:**
A positive work environment is crucial for quality and reputation. The hospital will focus on this through annual employee surveys, employee discussions, and various well-being initiatives. Active involvement from employees can further contribute to developing a positive work environment that encourages shared goals and understanding of the mission.



Change and Development:

Leadership, management, and organization have been focal points since 2014, with various measures undertaken to support these areas. Continuous efforts are needed to strengthen this work. There is a need to emphasize leadership in process improvements and quality and patient safety work. Daily management involves leading change and development, aligning the organization with constantly changing and new requirements. The future challenges, including new technology, increased user expectations, demands related to healthcare reforms, and shortages in some healthcare personnel groups, require a proactive approach. The organization must develop in a dynamic, flexible, and change-oriented direction.

Development of New Treatment Offerings:

Martina Hansens Hospital has historically adapted well to changes in its core activities in orthopedics and rheumatology. However, changes in the current healthcare financing system make the hospital sensitive to DRG weighting changes. The hospital must consider expanding its treatment offerings. Establishing a working group to assess the breadth of offerings in orthopedics and rheumatology, considering a holistic treatment strategy, and exploring new offerings within musculoskeletal disorders is recommended. The hospital should explore the establishment of a Musculoskeletal Center, potentially incorporating expertise from physiatrists, neurologists, and anesthesiologists with

experience in running a pain clinic. In orthopedics, areas like spine surgery, foot surgery, and elbow surgery may need strengthening due to increasing demand. Exploring the establishment of a sports injury clinic to attract younger patients could also be interesting.

In rheumatology, collaboration with Bærum Sykehus is suggested to establish a broader rheumatological offering with internal medical expertise from Bærum. This collaboration could provide a treatment offering in connective tissue rheumatology for patients in Asker and Bærum.