

HT

HUMANITAS TIME

(5) RISULTATI e KPI
STRUMENTO
QUESTIONARIO



Together
we build



**PATHWAYS OF
QUALITY**

Always closer to our
patients

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Humanitas University.
Watson, The tutor for
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PATHWAYS OF QUALITY



The backbone of our work is the clinical quality that we offer every day to our patients.

In an increasingly complex context, constant improvement is the cornerstone of our work. Medicine today is ever more specialized and makes collaboration essential between the different professionals involved in the treatment process. This process not only involves health carers, but also all the people working in the hospital in one way or another.

In order to consolidate this culture of teamwork and define a common language for all professional figures in the hospital, the project “Percorsi di Qualità - Pathways of Quality” was created on the clinical pathways of three pathologies: strokes, infections and prostate cancer, that represent a starting point for the definition of a method which should later be extended to all the fields. It is a test to see what works best, where we can improve and how we can stimulate the multi-disciplinary and multi-professional work which is already strong in our hospital. It will also inevitably have organizational implications, the hospital will have to revolve around the patient, reduce its rigid hierarchy and thus be better equipped to bring together the different professionals, with one objective: the best patient care.

We are aware that this will require time and the Humanitas University will have a fundamental role as the driver of change and constant updating. But we are not starting from scratch. “Percorsi di Qualità” is the further development of a process that began with the 2015 convention and which has set the target of making quality the distinguishing factor of Humanitas - Rozzano and Group - at a national and international level.

As always, I thank all of you for your efforts in 2016: it was a year of growth and activity within the existing buildings and in preparation for a 2017 that will see the opening of a new campus, with new teaching activities, research and new clinical functions that will be assigned to the spaces available soon at CCP.

Happy reading!

Luciano Ravera
CEO

Together we build



PATHWAYS OF QUALITY

Together doctors, nurses and other hospital's staff build pathways of quality through experience training in the field. There are 3 clinical paths: **stroke, infections and prostate cancer.**

The project - based on interdisciplinary working groups of doctors, nurses, health and administrative staff, with the help of a facilitator - aims to build a working method and a shared language in Humanitas, which will encourage the development of an open and inclusive organizational culture.

"To look after patients with a high standard of quality, without mistakes. This is the shared goal of all of us working here in Humanitas" says **Ivan Colombo**, CEO of Humanitas Group, welcoming the participants of the project. He also adds: *"Today the approach to the patient is so incredibly complex, from the treatment to the new challenges that Science has for us, that a common approach is necessary to better address our operations. Doctors, nurses and administrative staff must speak a shared language while not losing sight of the objective. Not just here in Rozzano, but in all the structures of our group"*.

Experiencing changes is the only way to realize that changing is indeed possible. These are the words of **Maria Rosaria Natale**, founder of Your Business Partner, consultancy company that has designed and works with Humanitas in the project **"Percorsi di Qualità"**: *"We start with the teamwork experience, then we understand together*

what you did by observing, analyzing and questioning.

Feedback is important and immediate: we observe you in action and we make you notice how you behave, because change comes from awareness".

The goal of the pathways of clinical quality will be reached through **co-design**: an approach that combines the observation method through empathy with the techniques of lean management. The participants play the



What struck me the most about this experience is that it immediately made me completely change the way I approach patients. It is the hospital that should take an actual step towards them: often, due to lack of time, we are used to considering our patients mainly in terms of their illness: this project has made me understand that it is important to facilitate their path from the emotional point of view too, before, during and after surgery.



role of patients and, by experiencing different methodological phases (observing, questioning, networking, experimenting), they will improve their clinical process.

*"By applying the Lean philosophy - explains **Monica Porli**, in charge of Processes and Quality at Humanitas - we work on the three fundamental pillars of quality: the creation of value, for the patient and for our professionals, respect for people (skills, team-working and customer experience) and improvement of processes, which are in other words, the hospital activities."*

Opening

The group that focused on the prostate cancer path observed the confusion of the waiting patients in pre-admission (from the logistics to the communication of information on the steps to surgery) and worked to design a customized path for each patient.

The group that followed the stroke path, which is a time-dependent pathology in which every minute can be life-saving, thought of a solution that could allow the patients to go directly from the Emergency Room to the CT scan, thus saving between 30 and 60 minutes.

The team that focused on infections stressed the importance of a patient's screening at the time of their entry into the hospital, in order to prevent the spread of potential infections should the patient be a carrier.

But this is not all. They also analyzed the practices and incorrect behavior of the medical personnel that could facilitate contagion.

During the second phase of the paths, for each of the three areas, three specialists gave their testimony, Prof. **Giorgio Guazzoni**, Dr **Simona Marcheselli** and Dr **Michele Lagioia**.

*"It's a revolutionary project - explains **Paola Boromei**, Human Resource Director at Humanitas - because it brings together different people to learn and build a new working method; they feel free to act outside established patterns based on their own experiences. We hope to continue this project by involving further areas of pathology and other structures of the group"*.

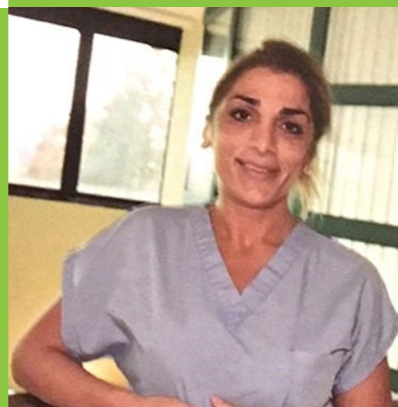


"What really impressed me during the observation phase is that every one of us, from their own perspective, stopped to think about how the patient perceives us. The opinions were very different, but in the end we all managed to find a common direction".



Francesca Meda

Doctor



Antonella Nucera

Nurse - A Block



Opening



Opening





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