

Innovation Governance: The co-existence between Caring and Technology



Hospital
Cascais

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TRACK 1: TOMORROW'S WORLD – Leaders successfully navigating the future
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Introduction

Hospital de Cascais (HC) sees innovation as a fundamental strategic objective and fostered an organizational culture involving professionals and patients, which is why it has integrated new models of care delivery and transformation of internal processes, generating greater efficiency, monitoring and transforming the experience of the patient. In 2017, HC was the first Portuguese hospital to be recognized with the highest level of technological maturity, level 7, by the Health Innovation and Management Systems Society (HIMSS).

Aim

Transform healthcare with management focused on obtaining the best results in terms of quality and efficiency, creating synergies within the organization and between teams, in order to guarantee its sustainability with preventive, predictive, participatory and personalized actions, with a strategy supported by standards of quality of care and technological maturity. To implement successful innovation and technological development initiatives, ensuring the sustainability of the organization, the quality and safety of patients and the fulfillment of business objectives, it is important to have the necessary tools and people to guarantee that each level of a project of innovation is finalized in the foreseen timing. For this, it is necessary at a ground level to rethink and integrate IT Governance in Operational and Strategical Management and ensure Patient Care as a standard focus.

Data



Information



Knowledge



Wisdom



Materials and Methods

In order to support and structure the processes of an organization with this level of technological maturity, it was important to implement a robust governance of technological evolution, to establish priorities, evaluate, prioritize and implement system improvements: the Clinical Informatization Commission (CIC). CIC aims to ensure alignment between care providers and health information technology solutions. The needs for creation/development/implementation of new projects and the introduction of improvements/changes to the applicational structures are centralized in CIC, making sure there is clinical, technological and financial alignment and that patient experience would be included. As an example, the High Care Project has closed-loop indicators (technological), near misses (clinical) and the Net Promotor Score (Patient Satisfaction).

Results

A CIC Activity - 1st Quarter 2023



B Closed-Loop of Medications Administration - CLMA (example)

1. Physician prescription

All orders are made electronically;

2. Pharmacist validation

Nurses identify patients by scanning their wristband;

4. Scanning each medication

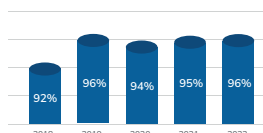
Identification of the medication, dosage, batch number and expiration date;

5. Validation

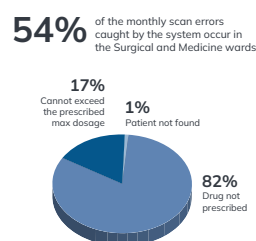
Patient, medication and prescription matching;
Confirm the administration on the handheld device.



Medications Closed Loop
Annual average

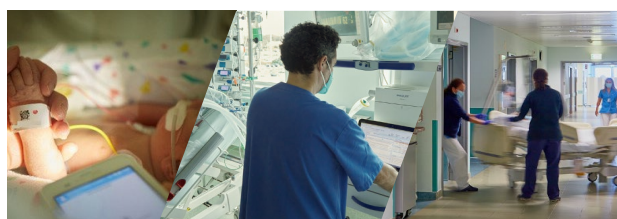


Medications near miss rate



Out of CLMA

- Administrations outside the 120m
- Medication by verbal prescription
- Home medication administration
- Planned or unplanned system shortage



Conclusion

This reinforces the importance that it is not enough to invest and implement technology, it is vital to ensure the alignment of processes and the proactive management of change with the teams and the relationship with the patient, which is the support and essence of who we are and what we do.