



Goals for 2009

“The content and structure of care are to be guided by the patient’s needs”

1. Patient treatment

Good treatment chains and integrated patient careers are to be developed further, with the right treatment in the right place. Within the hospital areas the services are to be organized so that the hospitals have clear roles. Emergency functions for general medicine, mental health care and interdisciplinary specialized drug and alcohol treatment are to be coordinated. Interdisciplinary teams and broad expertise are to be developed. Further development of mental health care (district psychiatric centres) and interdisciplinary specialized drug and alcohol treatment is to take place in the local hospitals. Binding agreements are being drawn up for coordination with the local authorities. The learning and activity centres are to be developed as a venue for coordination with user organizations in the primary health service.

Goals

- ⇒ Implementing the board’s decisions in its restructuring programme (cf. item 108/2008)
 - Establishing the hospital areas
 - Centralizing what we need to and decentralizing what we can
- ⇒ Quality shall be improved:
 - At least 80% of summary patient records sent out within seven days
 - There must normally not be any “corridor patients”
 - There shall not be any breaches of deadlines
- ⇒ Patient safety shall be improved:
 - Plans are to be drawn up by health trust to reduced hospital infections
 - Measures carried out to reduce incorrect medication are to be documented

2. Research

Research is to provide knowledge, skills and development capabilities, as the basis for prevention, diagnostics, treatment, care, rehabilitation, industrial development and innovation. The aim is for a world-class level of quality. Research is to have adequate breadth and contribute to proper organization and coordination and resource utilization and recruitment. Resources applied to research and innovation is to be increased to 5% within ten years. Infrastructure measures and network collaboration are to help to strengthen the professions, improve resource utilization and boost international competitiveness. The processes are to be open and competent, based on professionally proper evaluations.

Goals

- ⇒ Research and innovation activity is to be maintained at the same high level, and the number of NIFU (Norwegian Institute for Studies in Research and Higher Education) points and doctorates is to be increased in step with added resources.
- ⇒ Put in place regional infrastructure measures, proper collaborative relationships and professional networking to contribute to mutual professional enrichment, good resource utilization and improved international competitiveness
- ⇒ Develop incentives for stimulating interdisciplinary research and translational research
- ⇒ Measures to support ethics and internal control in research to be implemented

3 Development of knowledge and good practice

The South-Eastern Norway Regional Health Authority (RHA) shall facilitate better management of knowledge, integrated courses of treatment and good practice by strengthening and developing existing structures, processes, human resources and capacity in the health trusts and in the RHA. By putting in place knowledge-based practice, awareness of patient career-thinking, development of lines of treatment and the idea of hospitals as learning organizations, the risk of unwanted incidents can be reduced and costs cut, while quality is improved.

Goals

- ⇒ Develop and implement an overall strategy for knowledge management, improvement efforts and good practice
- ⇒ Develop integrated patient careers and improve coordination to ensure medically correct hospital stay length
- ⇒ Regional medical councils are to be established

4. Organization and development of shared services

The organization of ICT is to support priority goals and ensure good quality of services, good operational security and good resource utilization – through coordinated regional management, correct priorities and realization of organizational gains. Culture is to be developed at all levels for continuous improvement in the areas of purchasing, logistics, including guidelines for ethical trading. Administrative support functions are to be standardized with regard to technology, organization and process. Overcapacity is to be reduced in real terms, with regard to both floor space and staffing. Floor space and costs for property management are to be reduced by 10% over time. Interim projects are to be established to improve management and measurement methods.

Goals

- ⇒ Administrative support functions in the group of health trusts are to be standardized in terms of technology, organization and process to free up resources for patient care and improve the quality of administrative functions
- ⇒ Implement better coordination and management of all administrative shared services in the group of health trusts
- ⇒ Aggregate realized gain for purchasing and logistics is to be NOK 250 million in 2009
- ⇒ Total building floor space and costs for property management are to be cut by 3% in 2009

5. Mobilizing staff and managers

The South-Eastern Norway RHA is to have committed and motivated staff and management who will contribute to efficient operation of high professional quality. We intend to enhance methods for change and restructuring work and facilitate participation and codetermination. Human resources and systems for recruiting, developing and utilizing human resources will be given priority. Resource use and staffing development are to be controlled through resource analyses, discussions with managers and appropriate use of technology and human resources. Targeted HSE work will enable us to develop operations that promote health and an efficient, inclusive and supportive working environment.

Goals

- ⇒ Operationalizing and implementing the adopted HR strategy with its focus on mobilizing staff and managers
 - Human resource development
 - Resource management
 - Working environment and HSE
- ⇒ Anchor and operationalize the 12 principles for participation
- ⇒ Sick leave is to be reduced by 1 percentage point
- ⇒ Ensure good management and manager development at all levels

6. Sustainable development through proper financial management

Restructuring is to be based on correct priorities, realizing gains and further development. Balanced budgets are essential in all management dialog and manager development. Economies of scale are to be realized and private services used in a predictable and appropriate manner. Planning and resource allocation, including a new revenue model, are to take place in an overall regional and national perspective.

Goals

- ⇒ Proper financial management in accordance with the owner's management requirements
- ⇒ Complete and anchor new revenue model

Living our values:

The South-Eastern Norway RHA is to be a regional institution that builds its activities around values that focus on the patient.

The quality of the health service is measured in the encounter with the individual patient. The health service is responsible for ensuring that the fundamental ethics and morality of the welfare state are followed and for managing society's resources. The South-Eastern Norway RHA seeks to have values-based operations.