HOSPITAL DE CASCAIS

Becoming a digital exemplar: bringing real benefits to patients

February 28th, 2019

Hospital Cascais

Lusíadas Saúde

Portugal: Healthcare at a glance

Macroeconomic update

Source(s): International Monetary Fund, World Economic Outlook Database, October 2018

Healthcare key facts

8.9
% of GDP
Healthcare expenditures

10.2
Bn€
2019 Public health budget

2.9
Bn€
NHS debt to creditors

October, 2019
next Portuguese Government elections

Healthcare public sector

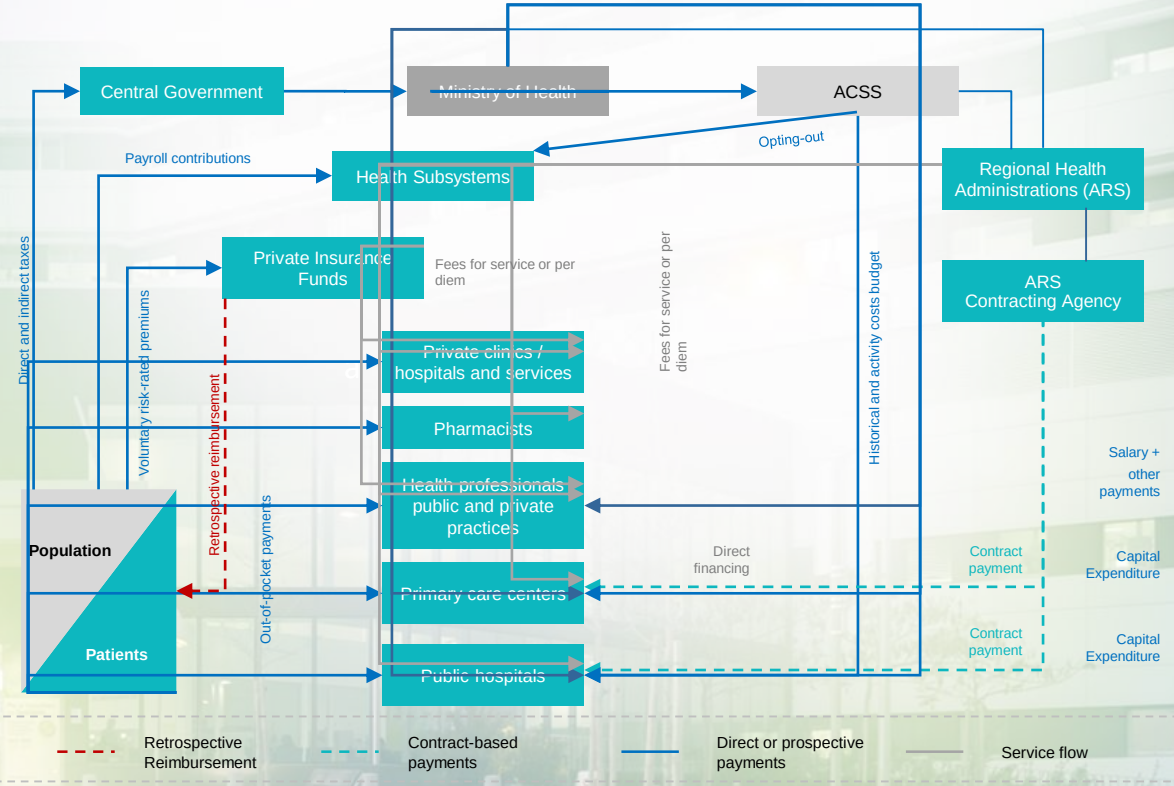
- The Health Ministry has presented measures to increase accessibility: (i) Reduction of user fees; (ii) Revision of exemption regime; and (iii) Medication prices reductions
- Announced investments in 5 new NHS hospitals (Évora, East Lisbon, Madeira, Seixal and Sintra)

Healthcare private sector

- Private sector is growing: 114 out of 225 hospitals in Portugal are private
- Pressure to decrease the price of the acts by the health insurance companies

Portugal: Health system structure

- The PT NHS is very similar when compared to the English NHS, predominantly financed through general taxation.
- Annual Portuguese health expenditure is ~16B€ and ~65% is from the government
- Citizens can benefit from extra layers of insurance coverage that have 3 main sources: public health subsystems, private health subsystems and private VHI.
- Primary care owned by the NHS
- Co-payments in the ER
- Public health subsystems



Source(s): European Observatory of Health Systems and Policies

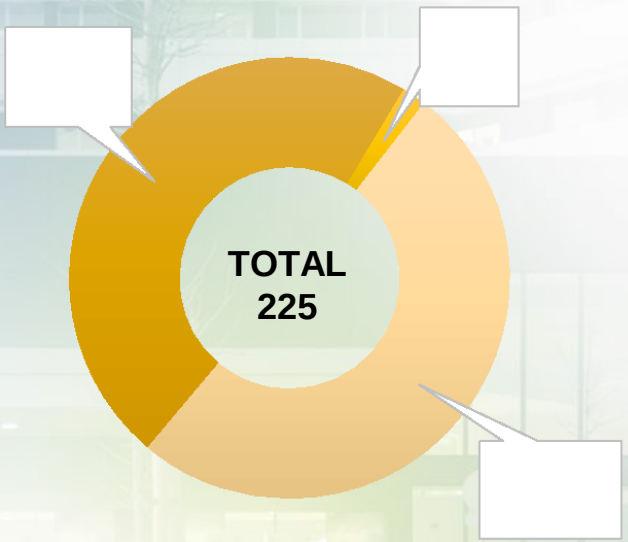
Source(s): European Observatory of Health Systems and Policies and Eurostat

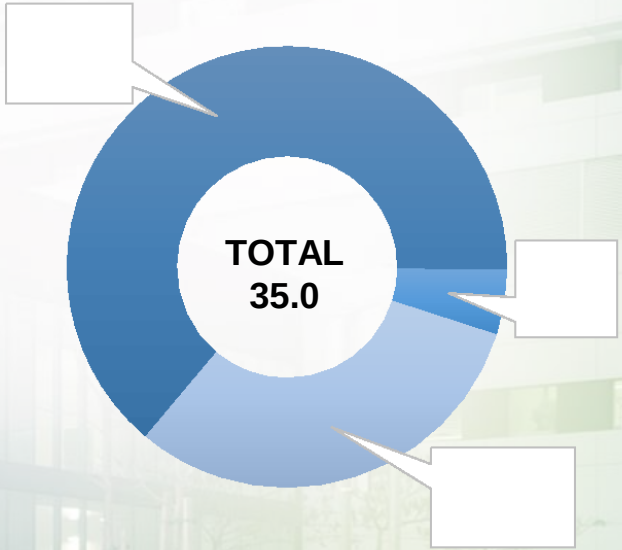
Hospital Cascais

Lusíadas Saúde

Portuguese health system - Private & public sectors

Facilities breakdown by type (2017)



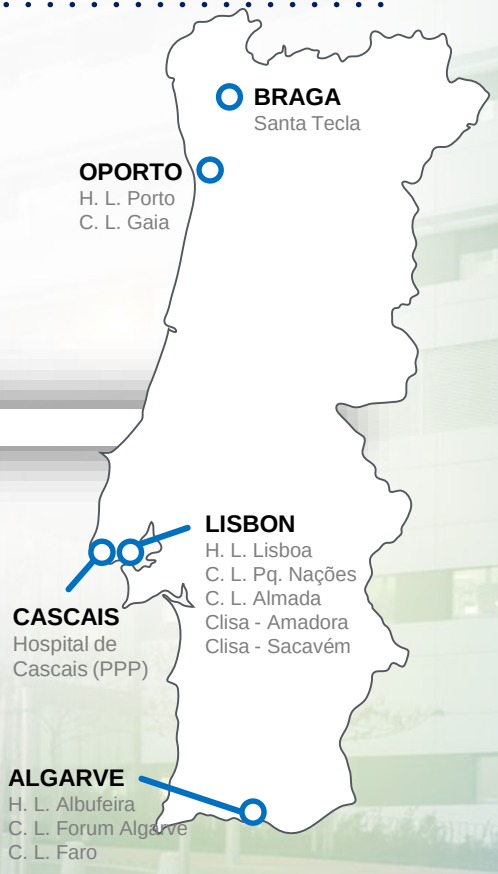


Source(s): INE

Lusíadas nationwide network

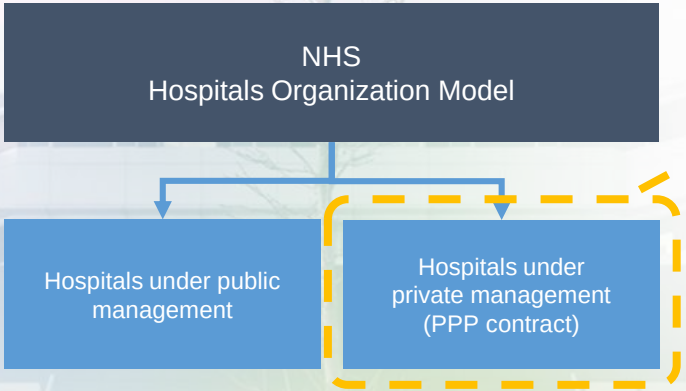
6 HOSPITALS

6 OUTPATIENT CENTERS



H. L. – Hospital Lusíadas
C. L. – Clínica Lusíadas

PPP model in Portugal



Better access, better quality, lower costs and lower risks

- Improve population's access to healthcare
- Mandatory quality assessment (benchmark, KPIs and accreditation)
- Comparable outcomes at a lower cost
- Most operational risks transferred to private partners

Alignment between the PT NHS and Lusíadas Mission

SNS
SERVIÇO NACIONAL DE SAÚDE

Article 64 of the Portuguese Constitution

Everyone *shall have the right to health protection and the duty to defend and promote it (…) through a comprehensive and universal national* ***health system*** *(...) mostly free of charge.*

Lusíadas

Hospital Cascais
Dr. José de Almeida

Mission

Our mission is to help people live healthier lives and to help make the ***health system*** *work better for* ***everyone****.*

Hospital de Cascais | Care profile and overview

Area

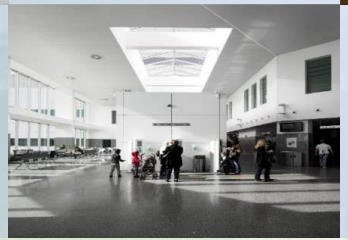
45,863m²

Beds

277

Population

282,000



HR (FTE)

1,248

Revenue

81.4 M€

Medical Specialties

Cardiology
Gastroenterology
Internal Medicine
Pediatrics/Neonatology
Respiratory Medicine
Neurology
Psychiatry

Diagnosis and Therapeutics

Pathology (Anatomic)
Anesthesiology
Clinical Pathology
Radiology
Immunohemotherapy
Physical Medicine and Rehabilitation

Surgical Specialties

General Surgery
Gynecology
Obstetrics
Ophthalmology
Orthopedics
ENT
Urology
Dermatology

Medical-Surgical Emergency

Adults Emergency
Pediatric Emergency
OB/GYN Emergency

Hospital Cascais

Lusíadas Saúde

Performance assessment KPIs

Results	Service	Patient Satisfaction
60	**23**	**Survey**
Result Performance Indicators	Service Performance Indicators	Patient Satisfaction

PERFORMANCE FAILURES

FINANCIAL DEDUCTIONS

Key milestones

2009
- Beginning of the Management Agreement

2011
- ISO 9001
  ISO 14001

2012
- JCI
  Accreditation

2015
- JCI
  (re)Accreditation

2016
- IASIST - Overall Excellence Recognition
- HIMSS Stage 6 Certification
- GS1 Best Implementation Award

2017
- Kaizen Institute Award - Excellence in Healthcare
- Sustainable Healthcare Award - Innovation and Technology
- HIMSS Stage 7 Certification

2018
- Contract renewal
- JCI (re)Accreditation
- IASIST - Overall Excellence Recognition

Our strategic commitment

4 drivers strategy based on IHI Triple Aim framework + 1

Integrity **Compassion** **Relationships**

Strategy

NHS

1. *Clinical Excellence*
2. *Best Patient Experience*
3. *Efficiency and Sustainability*
4. *Human Capital Development*

Innovation **Performance**

Mission

To help people live **healthier lives** and to help make the **health system work better** for everyone

1. Clinical Excellence - Better system and better health

Care Profile

Human Capital

Quality of Care
Patient Safety

Innovation

Performance

Clinical Excellence and Health Outcomes

Better Healthcare System and Better Health for 1 person at a time

1. Clinical Excellence - Quality of care and patient safety

Quality of Care
Patient Safety

- Best Practices
- JCI Standards
- ISO 9001 Quality Certification
  - Radiology
  - Imunohemotherapy
  - Pathology (Anatomic)
  - Pharmacy
  - Sterilization
- ISO 14001 Environmental Certification

Hospital de Cascais
Dr. Jose de Almeida
Cascais, Portugal
has been
Accredited
by

JOINT COMMISSION INTERNATIONAL
QUALITY APPROVAL

JOINT COMMISSION INTERNATIONAL

which has evaluated this **Hospital** and found it to meet the international health care quality standards for patient care and organization management.

Effective 27 June 2015 through 26 June 2018

Clarion E. Johnson, MD
Chair

Paula Wilson
President, Chief Executive Officer

CN 038.1

Joint Commission International is a division of Joint Commission Resources, Inc. an affiliate of The Joint Commission.

BUREAU VERITAS
Certification

Certificação
Certification
Concedida a / Awarded to

LUSÍADAS PARCERIAS CASCAIS, S.A.
AV. BRIGADEIRO VICTOR NOVAES GONÇALVES
2705-009 ALCABIDECHE
PORTUGAL

O Bureau Veritas Certification declara que o Sistema de Gestão da Organização acima foi auditado e encontrado de acordo com os requisitos da norma:
Bureau Veritas certify that the Management System has been audited and found to be in accordance with the requirements of standard:
NORMA / STANDARD

ISO 9001:2015
Âmbito da Certificação
Scope of certification

FARMÁCIA: ACTIVIDADES DE FARMÁCIA HOSPITALAR, INCLUINDO: FARMACOTECNIA (MANIPULADOS/ PREPARAÇÃO DE FORMAS FARMACÊUTICAS ESTÉREIS E NÃO ESTÉREIS OFICINAIS E MAGISTRAIS); FARMACOVIGILÂNCIA, FARMACOCINÉTICA E FARMÁCIA CLÍNICA.
ANATOMIA PATOLÓGICA: HISTOPATOLOGIA (BIÓPSIAS, PEÇAS CIRÚRGICAS E EXAMES PER OPERATÓRIOS OU EXTEMPORÂNEOS); CITOPATOLOGIA (ESFOLIATIVA E ASPIRATIVA); AUTÓPSIAS CLÍNICAS; TÉCNICAS COMPLEMENTARES DO DIAGNÓSTICO MORFOLÓGICO (EXAMES HISTOQUÍMICOS E EXAMES IMUNOCITOQUÍMICOS).
IMUNOHEMOTERAPIA: BANCO DE SANGUE, IMUNOHEMATOLOGIA; CONSULTA.
IMAGIOLOGIA: ECOGRAFIA; RADIOLOLOGIA CONVENCIONAL. MAMOGRAFIA; TAC.
ESTERILIZAÇÃO: ESTERILIZAÇÃO DE DISPOSITIVOS MÉDICOS REUTILIZÁVEIS ATRAVÉS DE PROCESSOS DE ESTERILIZAÇÃO POR VAPOR SATURADO E POR PERÓXIDO DE HIDROGÉNIO; DESINFECÇÃO DE ALTO NÍVEL POR MEIOS TÉRMICOS E QUÍMICOS.

Certificado Nº / *Certificate Number*	PT004534-2	Director Geral / Managing Director
Data da Certificação inicial: / *Original approval date*	05/07/2011	
Data de Entrada em Vigor: / *Effective date.*	15/05/2018	
Data de Validade do Certificado: / *Certificate expiration date:*	04/07/2020	

Este certificado é válido, desde que se mantenham as normas e condições, gerais e específicas, inerentes aos serviços de certificação
This certificate is valid, subject to the general and specific terms and conditions of certification services

Managing Office / Escritório Responsável: Bureau Veritas Certification Portugal, Lda
Trading Office / Escritório Emissor: Bureau Veritas Certification Portugal, Lda
Rua Luiz Pinto, 1100-380 Lisboa, PORTUGAL

1. Clinical Excellence - Innovation

HOSPITAL WITH THE HIGHEST IMPACT OF TECHNOLOGY IN PATIENT QUALITY AND SAFETY

The 1st Por RAM Stage

HIMSS Analytics STAGE 7

Embodies our commitment to:

- Continuous improvement of health outcomes
- Quality and safety as intrinsic values
- Patient satisfaction as a priority

Supports and clarifies IT Strategy

- Provides an IT strategy roadmap to achieve clinical and operational excellence

Values the use of Data Analytics

- From perceived value added to evidence based outcomes

Is in itself a differentiator

- Comparative quality advantage
- Return on investment

GS1 Healthcare Award | Best Provider Implementation Case

GS1

Pioneer in standardization through the use of GS1 standards in Healthcare.

The Hospital was awarded for the impressive results obtained with a project where the mail goal was to increase **patient safety** and greater efficiency in the use of available resources, especially in the nursing area; this involved the revision of the entire nursing care process as well as the introduction of innovative technology whilst maintaining and ensuring the highest possible **quality of care**.

1. Clinical Excellence - Performance

Leader in Clinical Excellence in Portugal

Developed by the National Health Regulatory Entity (ERS), SINAS is a system for the evaluation of the overall quality of health services in Portugal (public and private).

The performance indicators of this evaluation tool are the result of a partnership between Joint Commission International and Siemens.

Best public hospital in it's category in 2016 and 2018

"TOP 5 - The excellence of Portuguese hospitals" 2016 and 2018
a ranking from IASIST, which aims to acknowledge and reward public hospitals that presented the best results throughout the year.

Best Hospital for Cardiac and Pulmonary treatment (2018) - **Unique distinction from IASIST**

Quality (readmissions, complications and mortality)

Adequacy (inpatient surgery vs outpatient surgery)

Efficiency (average length of stay, FTE ratios, cost per capita)

2. Best Patient experience - High care initiative

HIGH CARE

HIGH TECH + HIGH TOUCH

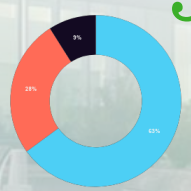
State-of-the-art technology
Innovation
Development
Investment in technology

Compassion
Know how to care
Respect of individuality
Investment in human relationships

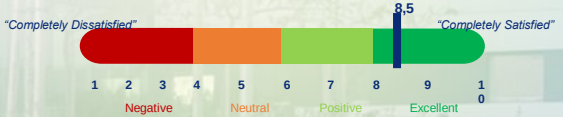
"Vasco goes to the movies"

"Visit to the Delivery Room"

Net Promoter Score **53**



Patient Satisfaction **8,5** (out of 10)



3. Efficiency and Sustainability - Dedicated department

Efficiency and Continuous Improvement Projects

- Operational agility
- 1.5M€/year
- Continued reinvestment

- Better quality
- Greater equity in access
- Sustainability

1st place in "Excellence in the Health Sector" category

of the Kaizen Institute Award 2016, for the implementation of several **efficiency projects**, which allowed an increase in **sustainability**, maintaining the **high standards of health services** provided to patients.

KAIZEN™ INSTITUTE

Value For Money*:

Lusíadas' management of Hospital de Cascais **saved** the Portuguese Government **€17,5 million per year**.

If the Hospital had a public management, it would increase the costs for the Portuguese Government by **24%**.

Court of Auditors Evaluation:

Hospital de Cascais' PPP model did not add costs to the NHS.
Compared to the public standard, there was a **reduction of current expenditure**.

*Evaluation study - Value for Money of the Public Private Partnership of Hospital de Cascais, conducted by the Center for Applied Studies of the Portuguese Catholic University, October 2016, taking into account the reference group hospital - Cova da Beira Hospital Center.

4. Human Capital Development - 1 employee at a time

We care about our employees

Happiness Committee

6,9

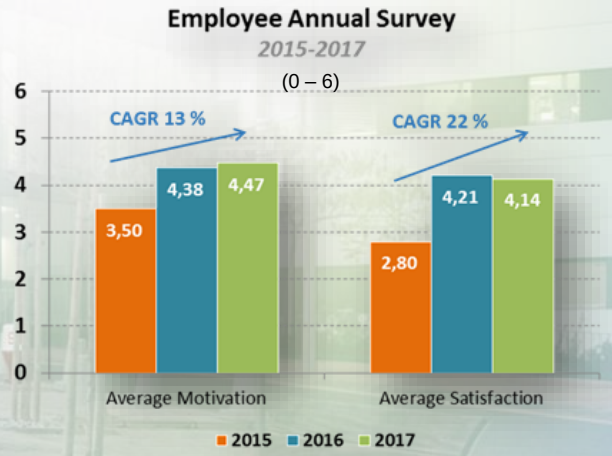
Employee Average Happiness Index 2018

(0 –10)

FE LI CI DA DE

BY HOSPITAL DE CASCAIS

Employee Annual Survey



Our Journey to HIMSS 7

An opportunity to show that quality and sustainability go hand in hand…

HIMSS big numbers

HIMSS Analytics STAGE 6

Investment 105K

- Software (Licenses and integration)
- Hardware (scanners, computers and COW structures)
- Consulting / Implementation / Training / Follow-up

Return 2.2 M€

- Near miss cost avoided
- Case Mix improvement
- Reduction of MED Consumption in OR

HIMSS Analytics STAGE 7

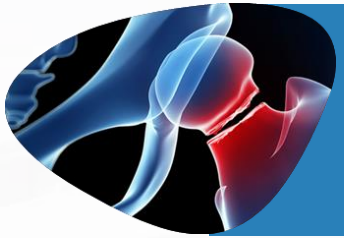
Investment 535K

- Equipment
- Licensing and implementation
- Internal costs (HR, marketing)
- International visits
- External costs (audit process, consulting)

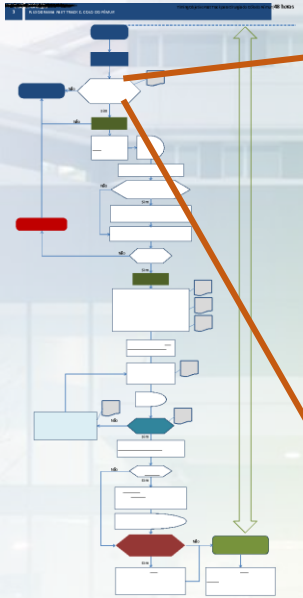
Return 3 M€

- Near miss cost avoided
- Case Mix improvement
- Reduction of paper use
- Reduction of ATB consumption
- Reduction of the Femoral Fracture Patients LOS

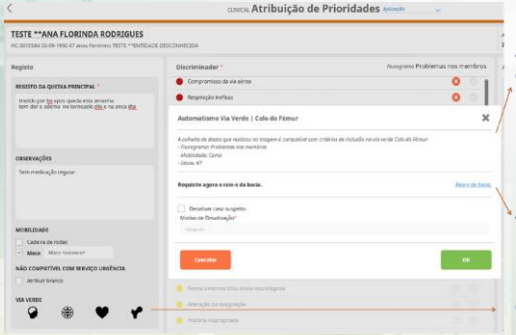
Selected case study (1/3)



Proximal Femoral Fracture *Fast Track*



Triage (example of an alert)



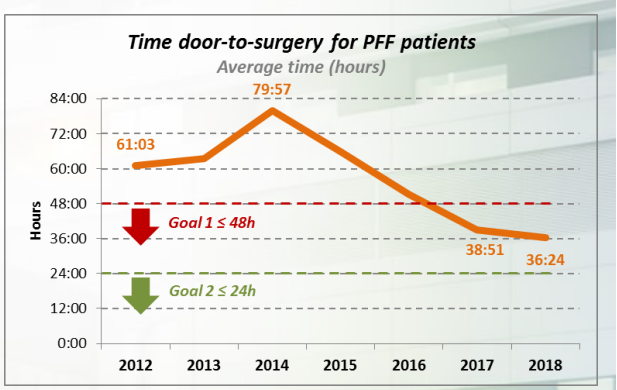
Automatic trigger requisites (algorithm for detecting suspicion PFF case):

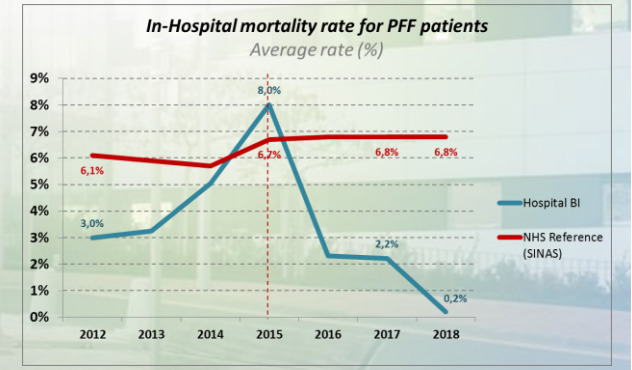
- Age ≥ 60 + mobility "emergency stretcher" +
  - Flowchart "Limb Problems" *or*
  - Flowchart "Fall"

Accelerator button:

- Pelvic and lateral hip X-rays

Quick access to Fast Track button



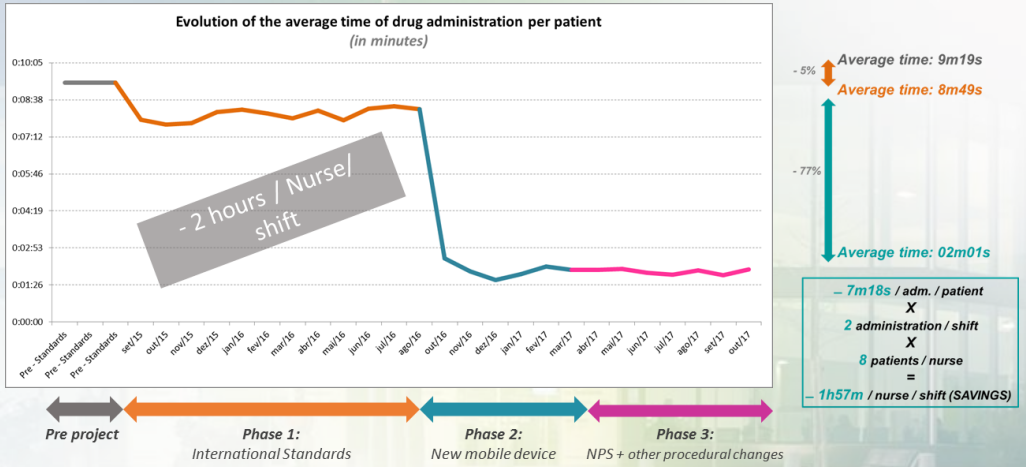


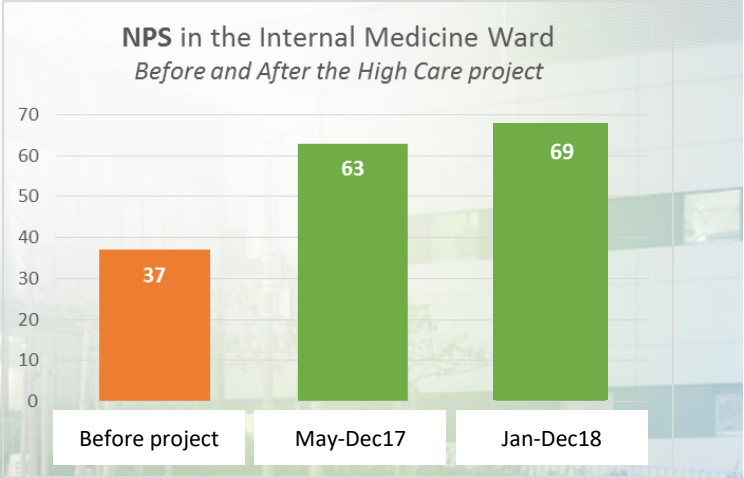
Hospital Cascais

Selected case study (2/3)

High Care Project

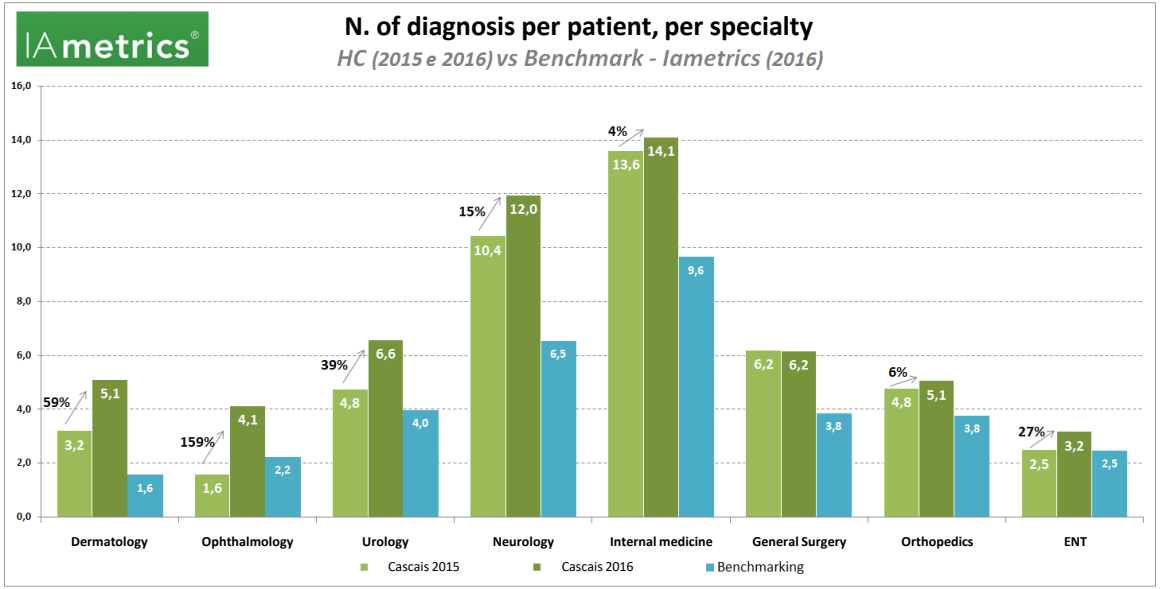
- A reduction of almost 2 hours per nurse per shift, labor-savings of almost 13 full-time equivalent
- More than 5.000 medication near-miss avoided
- Average NPS presented a very significant growth the last months





Selected case study (3/3)

Holistic Clinical Records Project



Accuracy of clinical records demonstrate the real complexity of the patient.

A more complete clinical process is a warranty that all relevant information to the continuity of health care is available at the right time…

… contributing to quality, safety and personalization of care.

Key facts:

- Hospital de Cascais is **36% above *benchmark***
- **Performance rose 16% YoY**

Lessons learned

Alignment with Hospital Strategy

Commitment to leverage technology to maximize patient outcomes

Sponsorship of the Board

People engagement - Communication

Culture of cooperation –internal and external partners

Challenging the limits

Focus on Process Improvement

Project manager, CMIO and CNIO ensuring the focus on quality and safety through process improvement

Proactive change management

Applying technology is not enough! It is much more about people, processes and leading the change.

Celebrating Successes

Celebrate all small victories during the project

- Analytics and benchmarking for decision making
- Monitor processes to ensure benefits for the patient
- IT improvements to accelerate the process

Hospital Cascais

Thank you