Innovation in the health sector

Carmen Martínez de Pancorbo González, PhD.
CEO
12 de Octubre University Hospital. Madrid, Spain.

JASPERS Stakeholders’ Meeting 2022
Session II: JASPERS support for innovative projects
### ABOUT OUR HOSPITAL

#### 12 de Octubre Hospital (H12O)

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Location</strong></td>
<td>Avenida de Córdoba, S/N Madrid, Spain.</td>
</tr>
<tr>
<td><strong>Opened</strong></td>
<td>1973</td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>Public hospital</td>
</tr>
<tr>
<td><strong>Type</strong></td>
<td>Teaching</td>
</tr>
<tr>
<td><strong>Regional authorities</strong></td>
<td>Regional Health Care Service: Servicio Madrileño de Salud (SERMAS)</td>
</tr>
<tr>
<td><strong>Affiliated university</strong></td>
<td>Universidad Complutense, Madrid.</td>
</tr>
<tr>
<td><strong>Reference population</strong></td>
<td>450,000</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>7,000</td>
</tr>
<tr>
<td><strong>Emergency department</strong></td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Patient beds</strong></td>
<td>1,256</td>
</tr>
<tr>
<td><strong>Helipad</strong></td>
<td>2</td>
</tr>
<tr>
<td><strong>Activity</strong></td>
<td>1.3 million patients visits / year</td>
</tr>
<tr>
<td><strong>Website</strong></td>
<td><a href="https://www.comunidad.madrid/hospital/12octubre/">https://www.comunidad.madrid/hospital/12octubre/</a></td>
</tr>
</tbody>
</table>
Starting point: challenged health systems

Demographic trends

Increased chronicity

Changes in patients' expectations

Scientific, technological and data revolution

Budget constraints
The H12O experience: our transformation journey
OUR FOURFOLD GOAL

Better health and better experience for our patients

Better health status for the population

More efficiency and productivity of health resources

Better satisfaction and well-being for our professionals
OUR MAIN PRINCIPLES FOR TRANSFORMATION

1. Shared leadership: clinicians and managers working together.
2. Learning by doing and implementing innovations and improvements.
3. Focus on evidence and method.
ROADMAP TO 2025

2020-2024 Strategy
Transformation implementation

BUILDING NEW CAPABILITIES AND TOOLS TO IMPROVE HEALTH CARE AND FINAL OUTCOMES.

MOVING TO A NEW CULTURE.

12 de Octubre VALUES

- We are committed to the patients and their environment.
- We are committed to the society of which we are a part.
- We are an open organization that’s willing to collaborate.
- We are always willing to learn and improve.
- We work with rigor in search for excellence.
- We are a flexible organization focused on problem detection and resolution.
- We are an organization that listens and communicates.
- We believe in shared leadership and responsible participation.
- We work as a team, cooperating without barriers.
- We take care of our professionals.
- We use innovation as a tool for progress.
- We are passionate about teaching and research.
OUR DRIVERS AND ACTION PROGRAMMES

**Hard drivers**
- Infrastructure & Equipment
- Technology & Data
- Operations & Processes

**Soft drivers**
- Skills & Competencies
- Professionals & Teams
- Leadership & Governance

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OUR DRIVERS AND ACTION PROGRAMMES

Hard drivers

Renova 12
Smart 12
Rediseña e innova 12

Soft drivers

Capacita y entrena 12
Profesionales 12
Paciente 12
Estratifica 12

Skills & Competencies
Leadership & Governance
Professionals & Teams

Values
Culture
Innovation
Infrastructure & Equipment
Technology & Data
Operations & Processes

Lidera y comunica 12
Patients
Population
Organizing the work. OUR TEAMS’ STRUCTURE

**Clinical Teams Network**
- COVID-19
- Surgical patients
- Heart failure patients
- Patients with cancer
- Patients with depression
- Pregnancy and childbirth
- Personalized medicine

**Action Plan Teams**
- REDISEÑA E INNOVA 12
- ESTRATIFICA 12
- PACIENTE 12
- PROFESIONALES 12
- LIDERAY COMUNICA 12
- SMART 12
- RENOVA 12
- CAPACITA Y ENTRENA 12
- REDES 12
- INVESTIGA 12

**Strategy Assembly Team**

+ Technical Support Team

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OUR WORKFLOW TO TRANSFORMATION

I. Design of the roadmap to 2025
II. Set-up for implementation
III. Implementation launch (experimentation)
IV. Implementation progress
V. Scalability

July 2019 - 2025
OUR WORKFLOW TO TRANSFORMATION

Design of the roadmap to 2025
Set-up for implementation
Implementation launch (experimentation)
Implementation progress
Scalability

July 2019 - 2025
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<tr>
<td>Target fund</td>
<td>REACT-EU</td>
</tr>
<tr>
<td>Total expected project cost (EUR M)</td>
<td>EUR 226.7 M</td>
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### OUR INFRASTRUCTURE TRANSFORMATION PROJECT

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**JASPERS strategic support**
"Health infrastructure investment projects have multiple relevant stakeholders (patients, families and carers, health professionals, the health system as a whole and ultimately the community and the economic system) that need to be considered in health infrastructure renewal projects."

We share the vision of projects as transformative.
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We share the vision of projects as transformative.
THE ROAD TOGETHER WITH JASPERS

Selection of grants
Madrid Region

Approval of the application
European Commission
and allocation of official support
JASPERS

Responsibility for project management
Hospital Management Team,
Regional Ministries of Finances and Health

Project conceptualisation and launching

Task planning

Feasibility study drafting

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• Key decisions at strategic stage must be based on objective and tested methodologies.

• VALUATION OF BENEFITS: We have built together with Jaspers more capacity to identify the social benefits generated by new health infrastructures, the statistical value of life and, above all, how to quantify and monetise these benefits.
• The journey does not end with the feasibility study. It is only the beginning!

From the feasibility study...

...to the evaluation of the project’s results
• We will use the knowledge transferred by Jaspers for the evaluation and monitoring process of the results related to the rest of our strategic innovation areas.

Jaspers strategic support:
HELPING US TO IMPROVE PEOPLE’S LIVES
Thank you.
carmen.mpancorbo@salud.madrid.org