Healthcare for the Future: Realising the Full Potential of Innovation in Care Integration

NUS, Singapore, 22 June 2017
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Anything new in the Health Sector?

“The best interest of patients is the only interest to be considered”
William J. Mayo, 1910

"The keynote of progress - is system and organization in other words, team work"
Charles H. Mayo, 1916
Disruption: Innovation changes the way care is provided

Proportion of Total Surgeries by Site of Care, 1981-2005

Source: Adapted from the American Hospital Association and The Lewin Group TrendWatch Chartbook 2006: Trends Affecting Hospitals and Health Systems, Verispan
CONCEPTUAL FRAMEWORK
FOR THE FUTURE OF HEALTH CARE

Leadership & Strategy
- Vision
- Mission
- Values
- Culture
- Governance

Processes
- Business Processes
  - Purchasing
  - Reimbursement
  - Marketing and Comm.
  - Knowledge Mgt
  - Information Mgt
  - Control and Finances
  - Budgeting
  - Innovation
- Clinical Processes
  - Monitoring/Preventing
  - Diagnosing
  - Medication
  - Intervening/Treatment
  - Recovering/Rehabilitating
  - Ageing
  - End of life

Results & Value Creation
- Patients
- Personnel
- Payers
- Society
- Financial
- Quality

Resources & Capabilities
- Personnel
- Facilities
- Financial
- IT
- Partnerships
- Other

Context
- Political
- Financial
- Social/Demographics
- Technology
- Environment
- Legal
- Market
- Patients

Risks & Opportunities

Source: The Hospital of the Future. IESE CRHIM, 2015
1. Leadership and Strategy

2. Human resources

3. ICT system and other resources

4. Financial resources

5. Processes
   - Care processes
   - Patient involvement

6. Outcome
   - The IHI Triple Aim
     - Population Health
     - Experience of Care
     - Per Capita Cost

Three Circles of Excellence
Objective of the Sector: The TRIPLE AIM

IHI - Triple Aim Initiative launched in 2007
Source: Institute of Health Care Improvement - www.ihi.org
1. Management of Scientific Knowledge

2. Agile & Effective Processes

3. Service Experience

Triple Operational Excellence
EXCELLENCE IN HEALTH CARE

TECHNOLOGY EXCELLENCE

OPERATIONAL EXCELLENCE

PATIENT EXPERIENCE
EXCELLENCE IN HEALTH CARE

TECHNOLOGY EXCELLENCE

OPERATIONAL EXCELLENCE

PATIENT EXPERIENCE
Fragmenting the Hospital – Separating Functionality & Flexibility

The Core Hospital: 4 Areas
- Hot Floor
- Hotel
- Factory
- Office

*Factory space* - concerns production line functions that are not part of the primary process, such as laboratories and kitchens. These are particularly suitable for outsourcing (13%). Designed with long spans and partitioning separated from structure, they can easily be remodelled to a new process.

Is This a Hospital or a Hotel?

MAY 28, 2014

Though many hospitals complain that they are losing money, there has been a boom in new hospital construction, featuring high-concept designs and amenities. The floor pattern in this Birmingham, Ala., building, completed in 2012, begins a curvy "patient journey," with the paths leading to nurses' stations and help desks, according to Healthcare Design Magazine. The building was designed by HKS, Inc. in partnership with Giattina Aycock Studio.
“The future of pediatrics will be forged by thinking differently, breaking paradigms and joining together in a shared vision of tackling the toughest challenges before us.”

Sandra L. Fenwick, President and CEO, Boston Children Hospital

Design: MikYoung Kim, www.myk-d.com
Sustainable Hospitals
Buildings that Heal!

Co Creation
Community involvement
Joint planning taking into the different needs of Stakeholders

Butaro Hospital, Burera District, Rwanda, Partners In Health (contracted, MASS Design Group (Volunteer Architects

www.massdesigngroup.org/portfolio/butarahospital
MASS. Design Group
Maternity Waiting Village

Kasungu, Malawi

https://vimeo.com/199920939/cb7f482e14
New Technologies:
Five Devices, Physicians need to know about

1. ECG – Smartphone / credit card-size version
2. Blood Glucose measuring / behavioral impact (device arm / abdomen)
3. I Rhythm (adhesive patch – 2 weeks of heart rhythm)
4. Monitor IC Unit patient on an Ipad
5. Ultrasound Stethoscope (validated)

Source: Eric Topol, The Creative Destruction of Medicine, Basic Books 2013
Mobita® improved version of a 32-channel physiologic signal amplifier + accelerometer embedded sensors in a wireless system from TMSi (CE Marked)

High Density Surface Electromyography
HD-sEMG
• Novel training programme on sensors for healthcare
• Teams in 10 universities design and build biosensor prototypes (period of 9 months)
• Show Case in Eindhoven (8-9 Sept 2017)
  • demonstrate prototypes to healthcare professionals, patients, companies, students and citizens
AdHopHTA

Adopting Hospital-Based Health Technology Assessment in EU

EU FP7 Research Project: Sept 2012 – Aug 2015

Handbook and ToolKit

Web: www.adhophta.eu/
Knowledge Management – Redesigning NEJM

The NEW ENGLAND JOURNAL of MEDICINE
EXCELLENCE IN HEALTH CARE

TECHNOLOGY EXCELLENCE

OPERATIONAL EXCELLENCE

PATIENT EXPERIENCE
Atul Gawande: How to Heal Medicine

Atul Gawande – How to Heal Medicine.  
How do we manage to improve the way we operate?

- Continuous Improvement
- PDCA
- Seis Sigma
- Lean Operations
- Design Thinking
- Process Reengineering
- Rapid Results Initiatives
- EFQM model
- System
- Kaizen
- Value Stream Mapping
- Malcolm Baldrige model
- Supply Chains
- World class operations
- Best in class
- Swift Even Flow
- Customer centricity
- Limitation Theory
- Agile Supply Chains
- Value Stream Mapping
- PDCA
- Seis Sigma
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- Swift Even Flow
- Customer centricity
- Limitation Theory
- Agile Supply Chains
Mechanisms to Improve Performance

- Promote compliance with evidence based standards
- Increase labour productivity
- Manage patient flow across institutional boundaries
  - Define flow (Pathways, .. Disease programmes)
  - Manage flow (expert, criteria-based / early supported -discharge – referral management

- Reduce supply and estate costs
  - Standardized material
  - Reduced choice, formulary – do-not-do-lists
  - Alternate care sites
    - hospital in the home
    - community service
    - rest home support
    - hospice....
Design Thinking
**This is the IDEO Way**

**1. Observation**
IDEO’s cognitive psychologists, anthropologists, and sociologists team up with corporate clients to understand the consumer experience. Some of IDEO’s techniques:

- **Shadowing**: Observing people while they use products, shopping, socializing, or eating.
- **Behavioral Mapping**: Mapping people within a space, such as a hospital or home.
- **Consumer Journey**: Mapping touch of all the interactions a consumer has with a product, service, or space.
- **Camera Journals**: Asking consumers to keep visual diaries of their activities and impressions related to a product.
- **Extreme User Interviews**: Talking to people who really use the product—often elders or children—about things they love and hate.
- **Storytelling**: Promoting the product to tell personal stories about how it can transform everyday experiences.
- **Unfocus Groups**: Interviewing a diverse group of people to explore ideas about new products. IDEO gathered an artist, a bodybuilder, a patient, and a shoe fetishist.

**2. Brainstorming**
An intense, idea-generating session analyzing data gathered by observing people. Each lasts no more than an hour. Rules of brainstorming are strict and are stenciled on the walls:

- **Defer Judgment**: Don’t dismiss any ideas.
- **Build on the Ideas of Others**: No “I have only one idea.”
- **Encourage Wider Ideas**: Expand the notion of “out of the box” design. It can be the key to solutions.
- **Go for Quantity**: Aim for as many new ideas as possible. In a good design session, up to 500 ideas can be generated in 60 minutes.
- **Be Visual**: Use written notes, blue markers to write on big 30x48-inch 24-inch Post-It that are pinned on a wall.
- **Stay Focused on the Topic**: Always keep the discussion on target.
- **One Conversation at a Time**: No interrupting, no disengaging, no disinterested, no outliers.

**3. Rapid Prototyping**
Mocking up working models helps everyone visualize possible solutions and speeds up decision-making and innovation. Some guidelines:

- **Mock Up Everything**: It’s possible to make models not only of products but also of services such as health care and spaces such as museums.
- **Use Videography**: Make short videos to depict the consumer situation.
- **Go Fast**: Build prototypes quickly and cheaply. Choose mock-ups of concepts and details.
- **Create Scenarios**: Show a variety of people using a service in different ways and how different designs can meet their individual needs.
- **Bodystorm**: Evaluate different types of designs and act on their ideas.

**4. Refining**
At this stage, IDEO narrows down the choices to a few possibilities. Here’s how it’s done:

- **Brainstorm** to rapid fashion to weed out ideas and focus on remaining best options.
- **Focus Prototyping** to a few key ideas to arrive at an optimal solution to a problem.
- **Engage the Client**: Actively in the process of narrowing the choices.
- **Be Disciplined**: and ruthless in making selections.
- **Focus**: On the outcome of the process—narrowing the best possible solution.
- **Get Agreement**: on all stakeholders. The more top-level executive who sign off on the solution, the better the chances of success.

**5. Implementation**
Bring IDEO’s strong engineering, design, and social-scientific capabilities to bear when actually creating a product or service.

- **TAP ALL RESOURCES**: Ideo’s activities are carefully managed and coordinated.
- **The Workforce**: Engineers have advanced degrees in different fields of engineering, mathematics, design, biomedical, software, aerospace, and manufacturing. Many are experts in materials science, computer-aided design, robotics, computer vision, neural special effects, modeling, literal interaction, graphic and web information, fiction and fiction, and automotive design. Business, communications, linguistics, modeling components, cognitive psychology, biodynamics, art, therapy, and policy management consulting, statistics, medicine, and anthropology.

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**Center for Research in Healthcare Innovation Management**

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IDEO: ‘Design Thinking’ for Health Service Innovation

NURSE KNOWLEDGE EXCHANGE FOR KAISER PERMANENTE

Improving nurse knowledge exchange for better patient care

Shift changes in hospitals present one of the biggest challenges to the continuity of patient care. As nurses go on and off a shift, a crucial exchange of information and duties must take place in order to ensure safety, quality of care, and efficiency. Looking to optimize the nursing shift change process within its own hospital network, Kaiser Permanente worked closely with IDEO to develop a system of solutions that could be customized and implemented by the nurses themselves with no risk to patients or staff.

IDEO and Kaiser Permanente conducted observations in four hospitals, watching shift changes around the clock in an attempt to understand the ways that information gets

AWARDS
Spark Gold Award, 2009

“IDEO showed us that we are designing human experiences, not buildings. Its recommendations do not require big capital expenditures,”

Fuente - Adam D. Nemer, Gestor, Operaciones Medicas, KP.
Leading Clinicians vs. Clinicians Leading

- **Clinical Microsystems**
  - Effective care teams and good management of local operations

- **Leadership Tasks**
  - create conditions that enable / encourage others to achieve a shared goal through collective action

- **Four Principle Tasks**
  1. **Strategy / Objective** - shared need – collective action (teams)
  2. **Implementation** – manage clinical micro systems
    - EBM vs. Patient centred
    - Clinical vs. Human needs
    - Clinical Precision vs. Compassion
  3. **Results** – monitoring system performance
    - Quality / Costs
  4. **Improve Performance**
    - financial pressure – new technology

Bohmer, R (2013) Leading Clinicians vs. Clinicians Leading N engl j med 368; April, 2013
EURO-NOTES at IESE: *Discussing Leadership with Clinicians*
Multidisciplinary working teams

Institutes, Departments, Services

Reference physician

Process Units

Wards
ICU
Day Care
Diagnostic Units

from JM Pique, HCB, 2015
Fragmented healthcare systems

Behavior and attitudes of health professionals.
Lack of education for professionals promoting coordinated efficient work.
Lack of citizen's education on a rational use of healthcare systems.
The payment systems that in many cases do not encourage coordinated work.
The best medical outcomes are achieved when patients participate in their own medical decisions.

Our vision is to equip patients with the opinions of world class global specialists so that they can make truly informed decisions about their health.

Source: www.advance-medical.com
ICO24horas is an effective and efficient tool to address urgent demands in oncology, facilitating access to immediate consultation, avoid unnecessary movements, and contribute to better use of emergency services. [Emergencias 2009;21:117-120]
EXCELLENCE IN HEALTH CARE
We don’t perceive the experience of the client
Future of VA Health Care

What can I fix?

VA
Past
Physician
Paper Medical Record

Thanks for driving 5 hours to get here, come back if you don’t feel better.

How can we help what’s wrong with you?

VA
Current
Clinical Team
Disease-Based Electronic Medical Record

“You have a medical problem, please follow this treatment plan to improve by your next visit.”

How can we help you live your life fully?

VA
Future
Veteran, Family, Community and Health Care Team
Personalized Health Plan and Whole Person Health Record

“We design your personalized health plan to meet your goals.”

“Focused Factory”

Integrated Care – “with you” in the Centre
“Mother Standard of Care”
Patient Experience
Patient Empowered Care (PEC) – Patient Involvement
PEC Team– Case Manager (Nurse)

Fuente: CTCA – Cancer Treatment Centers of America
www.cancercenter.com
CTCA: Patient Centred Care

Fuente: CTCA – Cancer Treatment Centers of America
www.cancercenter.com
Natalizumab is a monoclonal antibody given by infusion and used in the treatment of MS and Crohn’s disease. It has been shown to slow progression and reduce relapses in MS.
180 Migraine Treatments Compared by 3,455 Patients

Surprisingly effective

cold towel around head
ice bandage around head
avoid smoke
avoid MSG
avoid alcohol

Avoid:
- headstand
- Paxil
- Effexor
- Depakote
- Amitriptyline
- heat
- Topamax
- Acetaminophen
- Ibuprofen
- Excedrin
- Migraine
- dark room and no noise
- sleep
- wear sunglasses
- dietary changes
- caffeine
- naproxen
- just wait
- avoid aspartame
- avoid red wine
- ice
- heat
- melatonin
- avoid alcohol
- birth control pills
- alcohol
- Depo Provera
- Lyrica
- Zomig
Needs Based Innovation
Co-Creation

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EIT Health is supported by the EIT, a body of the European Union
The Knowledge Triangle

Innovation Projects

Citizen

Campus

Accelerator

European Institute of Innovation & Technology
EIT Health: a powerful alliance for healthy living and active ageing

EIT Health promotes entrepreneurship and innovates in healthy living and active ageing, with the aim to improve quality of life and healthcare across Europe.

www.eithealth.eu
A strong partnership for health across Europe

CLC UK/Ireland

CLC Belgium/Netherlands

CLC Spain

CLC France

CLC Germany

CLC Scandinavia

InnoStars
EIT Health – 2016 Results

OUTCOMES

- 113 SMEs actively involved
- 188 Ideas incubated
- 1371 Healthcare professionals trained
- 22 Products & Services launched
- 18 Start-ups & spin-offs created

ENGAGEMENT

- 28 Business
- 61 Research & Education
- 4 Payers & Public
- 5 Hospitals
- 5 Tech Transfer/Clusters

RESOURCES

- 76.5 m € contributed by our partners
- 96.2% EIT grant utilised

LEVERAGING INFRASTRUCTURE

- 46 Living Labs and Test Beds categorised and mapped

82% would recommend EIT Health to a colleague

8,836 Intranet sessions on Connections

>1500 People involved
CAMPUS Key Strategies
2017
EIT Health CLOSE Project

ARTIFICIAL PANCREAS: CLOSED-LOOP

CLOSE ENDPOINT: FRENCH TEST CASE

Air Liquide integrated homecare operations service platform

- Transmission of patient data
- Compliance report after each visit sent to physicians
- Follow up nurse visit
- Medical prescription → Pre-installation visit @ home
- Equipment installation
- Training in equipment use
- Equipment delivery @ home or hospital
- Drug supply Pharmacy
- AL Hotline assistance (nurses and/or pharmacists)
- 24h/24 7/7
- Follow up by phone calls to assess home therapy needs
- Care coordinators
CAMPUS Key Strategies
2017
Creating opportunities for **students**

Talent Pool

- Students / PhD

Empower

- Entrepreneurs & Innovators

Stimulate

- Health Professionals & Executives

IMPACT

- Citizens & Patients

Participate in our **Degree & Non-Degree Programmes** to become equipped with basic **innovation skills** and become an **enthusiastic entrepreneur.**
New Master programme offering a transdisciplinary and holistic approach Biomedical and Health Engineering
Implemented in 5 universities - from September 2017 onwards.

Combining expertise and skills to a new fit-to-market EIT Health Master
- robust scientific education
- entrepreneurship education
- business creation services
- mobility schemes

Partner universities implementing Master
- Université Grenoble Alpes
- Universitat de Barcelona
- Politecnica "Engineering Bio & Bio"
- UPMC
- LISBOA
- Universidade de Lisboa

Non-academic partners involved in Master
- medicen
- VISEO
- CLÍNIC
- IRGB
- Medtronic
EIT Health Summer Schools and short Courses

Summers Schools

- **Innovation in Chronic Disease Intervention** (euVENTION)
  11-22 Sept 2017, Heidelberg
- **Bridging innovation, didactics, faculty, students and enterprise** (BRIDGE)
  7-18 August, 2017, Copenhagen, Gotland, Rotterdam
- **Digital Innovation in Diabetes Care** (InnoDiaCare)
  2-8 July 2017 Lodz, Poland & 28 Aug-2 Sept 2017: Cologne, Germany
- **Big Data for Healthy Living**
  3-13 July, 2017, Archamps Technopole, France
- **EIT Health/ACM SIGCHI User-Centered Design of e-Health & m-Health Systems**

Short Courses

- **Digital Hospital Transformation**
  29 August – 1 September, 2017, Budapest - GE
- **Digitising home-based health care – Empowering patients self-management of Health**
  28-31 August, 2017 – CDTM / TUM, Munich, Germany
Creating Opportunities for (Student) Entrepreneurs and Innovators

Explore your ideas in an E-Lab, or as an Innovation Fellow; develop & experiment with your ideas as an PhD Transition Fellow or launch your idea successfully with the help of our courses for Entrepreneurs and Innovators (e.g. on re-imbursement).
Collect the needs: 1st step to Design Innovation

BIODESIGN by Stanford University

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EIT Health Innovation Fellowships

**Starting point**
- Experienced professionals
- Spain, Ireland, Sweden
- Healthcare providers

**Innovation Fellowships**
- Needs-driven Multidisciplinary Clinical immersion
- Entrepreneurial & Intrapreneurial
- 8-10 months Full time

**Outcomes**
- Innovation leaders
- Companies & Projects
- Pan-European network

**Focus for 2017**
- Expansion
- Alumni
- Interprogram outreach
Creating Opportunities for Health Professionals and Executives

Talent Pool
- Students / PhD
  - Empower

Entrepreneurs & Innovators
  - Stimulate

Health Professionals & Executives

HC Ecosystem System

HC Ecosystem System

Citizens & Patients

Take part in our short focus courses for **Health Executives**, or training for **Health Care Professionals** to be well prepared to lead the change in Healthcare.
AMP-HI  *(Health Innovation)*

Aimed at :

- Health **Sector Senior Executives**  
  *(CEO positions minus 2)*
  - health providers
  - health professionals in leading roles
  - health authorities
  - health insurances
- Policy / Decision Makers
- Industry Leaders with special focus on innovative health provision

*.. all those who understand their important role as innovation agents*

**Module 1: Understanding the healthcare challenges**  
IMP London 3-6 July 2017)

**Module 2: Leading innovation and change, improving healthcare performance.**  
IESE Munich 18-21 Sept 2017)

**Module 3: Transforming and developing New Services**  
CBS Copenhagen (23-26 Oct 2017)

**Module 4: Getting things done, the Art of Implementation.**  
IESE Barcelona (27-30 Nov 2017)
Objectives:

1. **Understand the Role** of the future EU healthcare manager
2. **Develop a Framework of Competencies**
3. **Validate** competencies in 3 regions in Europe
   - Stockholm (June 2017), Barcelona (July 2017), Grenoble (tbd)

**3 Workshop** aimed at

Health care management stakeholders
- Executives - CEO, Strategy, etc.
- Clinical / Departments Directors
- Research and Innovation Directors,
- Associations of Health Managers
  ... all those who would like to drive the new health manager role
Creating Opportunities for Citizens & Patients

- **Talent Pool**: Students / PhD
- **Entrepreneurs & Innovators**: Empower
- **Health Professionals & Executives**: Stimulate
- **Citizens & Patients**: IMPACT

Participate in our **Citizens’ Programme** or in one of our **MOOCs** to become a true **health literate** by getting the latest insight into **prevention**, e.g. how to **manage your own health** or access your **health data**.
ProtectUrHeart
Reaching to Citizens through Festivals & Living Labs

because cardio-metabolic diseases are still
the first killer in industrialized countries
and because diseases management is not optimized,
efficient and personalized

WE INVENTED the FIRST CARDIO-METABOLIC INTEGRATED DIGITAL PLATFORM
to IMPROVE DIAGNOSIS, CITIZEN HEALTH EMPOWERMENT
and CONTINUITY OF CARE PROMOTION

Nice, Nov. 2016
- Our first pilot
- 400 citizens screened in 2,5 days
- 191 serious cases identified
- 4 severe cases
- 99 % satisfaction and adherence

SCALLING / EXPAND in 2017
To various European cities
with YOU

Welcome to the Future of Healthcare!
CARE CAMPUS

Defining the future of caregiving in Europe & beyond

Key Objectives
- Best Quality Eldercare
- Improve scalable Training models
- Solidify Caregiving Career Path
- Create Health systems sustainability – reduce hospital visits and admissions

Analysis - Key findings (based on Landscape Report)
- Build on Traditional Approaches to create new, better, quality elder care
- Support ageing in place with professional home care
- Integrate elder care technologies

Approach:
(1) Care Campus Online Portal & Platform – Key Curriculum: 8 Modules
(e.g. Personalized Care Training, Care for the Carers, Emerging new technologies)
Reach thousands of Care Givers in Europe

(2) Create Care Community:
Establish online social networking platform for carers, the elders to share
identify and improve Care and Ageing; Communicate and collaborate

(3) Outlook: Care Weekly: establish Open Access Journal
WE Health
Empowering Women Entrepreneurs in Health Innovation

Assessment Study on Women’s Needs and Challenges

Capacity Building %
Mentoring

WE Health Network

Impact Measurement and KPIs

Focused on the person, to enhance professional growth
Leadership, Entrepreneurship & Decision Making
1. Karolinska Institutet, 19–21 June
2. Technische Universität Munich, 4–6 Sept.
3. IESE Business School, 10–12 Oct.
   ➢ Pre and Post Proramme

➢ www.we.eithealth.eu

➢ F2F Networking Events
➢ Peer to Peer Support
➢ Success Stories
➢ Mentoring Network

➢ EIT Health / WE Health
Shared vision
   • Actions
   • Learning
   • new KPIs?
➢ KPIs – women led start ups, trained women entrepreneurs

www.we.eithealth.eu/en
Strategy for Knowledge Transfer & Outreach

Establish Collaborations and Integration to leverage impact

ALUMNI Network
successful launch in 2016 to engage learners and entrepreneurs to stay engaged, share knowledge and contribute to the impact of EIT Health.
Part of EIT Alumni

• Link to Accelerator and Innovation Function
• “Starship” Fellowship; cross transfer academia – industry – high potential regions
• WE Women Entrepreneurship Health: increase women leadership in Health
• Collaborate with other initiatives (Europe: IMI, JRC; US: GENIE,HBS; international organizations: WHO) to share best practices and leverage impact
GENiE – Global Educators Network in Health Care Innovation Education

6-8 Oct 2017 Harvard Business School Boston, USA
- BIG - Business Innovation in Global Health Care
- GENiE Conference (academics and executives)
- Teach the Teacher Workshop (academics)

www.genie.eithealth.eu
www.geniegroupp.com
ACCELERATOR Cross-Pillar Links

- Connect to CAMPUS courses
- Support INNOVATION Spinoffs
- New INNOVATION Projects
- Feed in best ideas from CAMPUS & INNOVATION
- Market Coaches for INNOVATION Projects
- LivingLabs & TestBeds for INNOVATION Projects

* Joint Activity with CAMPUS
** Link to INNOVATION

Start 5 September 2017 in Delft, Netherlands
www.eithealth.eu/launchlab/
www.eithealth.eu/programmes/accelerator-2/
EIT Health: a powerful alliance for healthy living and active ageing

EIT Health promotes entrepreneurship and innovates in healthy living and active ageing, with the aim to improve quality of life and healthcare across Europe.

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www.eithealth.eu
Who Cares?
Redesigning the experience of caregiving in SG

Who cares for those with complex needs among us?
Who cares for the caregiver?
Who cares for the future of caregiving?
Meet our Caregivers | What is caregiving for complex needs?
Caregivers are the red thread in care services

- Healthcare touch-points
- Social care touch-points
From Crises to Prizes

[Image of a diagram and a mobile phone interface]
How to get it done

- Multiple **small scale redesigns** over long period of time
  - Operational change is not planned and implemented, it emerges
- Undertaken by an **empowered multi-disciplinary team**
  - Not single person can plan change a system
- Using whatever **data** are available
  - Data quality improves with use
- As a series of **experiments** over long period of time
  - No one gets it right 1st time – need feedback mid course correction and revision
- In spite of **local conditions** and with in adequate support
  - often left in the middle
- In **partnership**
  - With patients, referring doctors and other provider across boundaries

Thank You!
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