Clinical Microsystem Thinking
‘the Gouda experience’

Lia Donkers, managing director Transmural Network
Renée van Haastert, projectleader Patient as Partner

Content

- The Gouda situation
- Why Clinical Microsystem Thinking?
- How did we get started?
- Structure of the Patient as Partner traject
- Important anchors
- Hick ups in our journey
- Challenges for the future
• The Green Hart of Holland
• 240,000 inhabitants
• Gouda 70,000 citizens, the biggest of the 10 municipalities

‘Groene Hart’ hospital
• 1 location since 2014
• 2 outpatient clinics
• 620 beds
• 150 medical specialists
• 2,200 health care professionals
• 130 volunteers

The Transmural Network Foundation
A joint venture of care providers in Midden-Holland.

Transparency = accountability delusion

Input → BLACK BOX → Output

Etc.
How can we create a culture of continuous learning and improving in our frontunits?

1. Commitment and continuity of the board
2. Start in the frontline with enthusiastic people
   - Whiteboardsessions, PDCA cycle
   - Presentations, support the wards
   - Do not implement, spread on interest
   - Appointed coaches
   - Target of 25 coaches after 2 years

How did we get started?

We have just started, but we knew two important conditions to work on:
- Did we achieve our target?

The Microsystem Thinking spread incredibly fast!

2015: 50 coaches on 20 clinical wards and support departments

- Name change

Patient as Partner

‘The Gouda way ....’

---

**Structure Traject Patient as Partner**

- Coaches Patient as Partner
- Projectleader
- Change team
- Learning and innovation team
What were really important anchors in our journey of Patient as Partner - Clinical Microsystem Thinking?

Important anchors I

- **Frontline support**
  - be there and spread the word
  - ‘knowlegde café’s’
- **Support from the board**
- **Strategic Plan Patient as Partner**
- **Part of the strategic plan of the hospital**
- **Communication plan**
  - tell the story in every department
  - work together with the Communication department
Film Patient as Partner

Important anchors II

• Support from Transmural Network (kind of Qulturum)
  • Change agency

• Co-learning Qulturum
  • Direct contact with knowledge center (mail/phone calls)
  • Visits from Qulturum
    • May 2013
    • November 2013
    • October 2014
  • Visits to Qulturum
    • February 2013
    • February 2015
Hick Ups in our journey

- Discontinuity board (expected)
- Competition with other projects (Lean)
- Quality Department of the hospital

Challenges for the future

- Training coaches on 5P’s etc.
- Spread throughout the organisation
- Involvement medical specialists
- Development leadership
- External communication
Lia Donkers
lia.donkers@ghz.nl

Renée van Haastert
renee.haastert@ghz.nl