

# **Hospital of Lithuanian University of Health Sciences Kauno Klinikos**

## **Strategy for 2019-2023**

Mission: Improving the health and quality of life of the Lithuanian population, fostering ambitious health care professionals who pursue continuous development, developing and introducing research-based innovation.

Vision: Modern medical and socially responsible assistance for difficult patients. Cutting-edge knowledge and best practice for students and health care professionals. World-class research and development. Motivating work and social conditions.

### **Priority areas of activity**

1. Priority areas of health care development:
  - a) Reducing the morbidity and mortality related to cardiovascular diseases;
  - b) Reducing the morbidity and mortality related to cerebrovascular diseases;
  - c) Ensuring the prevention, diagnosis and treatment of oncologic diseases;
  - d) Reducing injuries and mortality related to external causes;
  - e) Maternal and child health promotion, prevention and effective treatment of diseases.
2. Promotion of cooperation with university and regional hospitals and other health care institutions.
3. Development of modern diagnostics and therapy, minimally invasive surgery and transplantology.
4. Development of care for patients with rare diseases.
5. Active participation of Kauno Klinikos representatives in shaping the Lithuanian health care system that meets the expectations of modern society.

### **Kauno Klinikos: a modern university hospital**

Kauno Klinikos must become a modern organisation: developing, learning, socially responsible and innovative, structurally flexible, meeting the needs of patients, employees, students, teachers and researchers and ensuring social security.

### **Main strategic goals and objectives**

#### **1. Improvement of hospital management:**

- 1.1. Introducing modern management methods in Kauno Klinikos:

- 1.1.1. Introduction of process analysis, LEAN, case management and other modern management principles and systems in clinical departments and infrastructure services.
- 1.2. Changes to hospital management with regard to changing needs:
  - 1.2.1. Changes to organisational management structure of Kauno Klinikos in order to optimise hospital management;
  - 1.2.2. Introduction of the project management model to accelerate the changes.
- 1.3. Improvement of hospital resource analysis and management:
  - 1.3.1. Creation of digital real-time analysis and monitoring tools;
  - 1.3.2. Creation of effective resource management model for clinical activities of the hospital;
- 1.4. Development of quality management system;
  - 1.4.1. Formulation and implementation of a quality policy of the organisation;
  - 1.4.2. Establishment of performance indicators and creation of performance assessment system;
  - 1.4.3. Introduction and certification of quality management systems in infrastructure services;
  - 1.4.4. Performance assessment of rare disease centres;
  - 1.4.5. Improvement of recording and analysis of adverse events;
  - 1.4.6. Creation and audit of protocols;
  - 1.4.7. Personnel training on service quality and patient safety;
  - 1.4.8. Introduction of patients' fall prevention measures.
- 1.5. Development of public (corporate, internal and external) communication:
  - 1.5.1. Creating a clear communication strategy;
  - 1.5.2. Creating a product line for representation of Kauno Klinikos;
  - 1.5.3. Development of Kauno Klinikos website and keeping it up-to-date;
  - 1.5.4. Improvement of internal communication, publication of latest achievements;
  - 1.5.5. Effective crisis communication management.
- 1.6. Improvement of clinical coding.
- 1.7. Improvement of procurement process;

- 1.7.1. Increasing the transparency of procurement process;
  - 1.7.2. Acceleration of procurement process;
  - 1.7.3. Digitisation of procurement process.
- 1.8. Improvement of the document management system:
- 1.8.1. Creation of a module for formulating tasks for employees and directions from the heads of administration, clinic and services;
  - 1.8.2. Creation of a module for registration of student research, biomedical and clinical research and visitors through the website of the organisation;
  - 1.8.3. Creation of work schedule and time-sheet coordination module;
  - 1.8.4. Preparation of a module for announcement about unnecessary or unused assets;
  - 1.8.5. Creation of a module for personnel applications;
  - 1.8.6. Creation of a module for coordination of incentives;
  - 1.8.7. Creation of a procurement module;
  - 1.8.8. Increasing the proportion of electronically signed documents.
- 1.9. Implementation and development of information technology projects:
- 1.9.1. Development of information technologies in clinical practice;
  - 1.9.2. Creation of patient-level cost accounting system;
  - 1.9.3. Creation of digital accounting system for expensive medical devices and medicines.

## **2. Patient- and performance-oriented improvement of clinical activity and nursing**

- 2.1. Improvement of clinical activity:
- 2.1.1. Ensuring more significant progress in profile clinics;
  - 2.1.2. Increasing the involvement of managers in pursuit of goals of both the profile clinics and the whole organisation;
  - 2.1.3. Reducing the ratio of visits and consultations and patient queues to see the specialists, increasing the efficiency of outpatient activities;
  - 2.1.4. Improvement of inpatient activities with the purpose of more rational use of available hospital resources;

- 2.1.5. Optimisation of nurse stations in hospitals;
- 2.1.6. More efficient use of operating rooms;
- 2.1.7. More efficient use of intensive care beds;
- 2.1.8. Reducing the number of consultations of internal specialists;
- 2.1.9. Installation of modern paediatric intensive care facilities;
- 2.2. Improvement of nursing process:
  - 2.2.1. Effective management of nursing personnel;
  - 2.2.2. Introduction of advanced nursing practice;
  - 2.2.3. Separation of functions of nurse assistants and support staff and optimisation of their activity.
- 2.3. Increasing the exclusivity of Kauno Klinikos in order to attract additional patient flows:
  - 2.3.1. Implementing patient-centric approach:
    - 2.3.1.1. Creating a cosy and comfortable environment for patients in Kauno Klinikos building complex, across all departments and branches;
    - 2.3.1.2. Establishing multidisciplinary centres for management of difficult, complex and rare pathologies;
    - 2.3.1.3. Active involvement of representatives of patient organisations in making proposals for Kauno Klinikos management processes;
    - 2.3.1.4. Increasing patient satisfaction with Kauno Klinikos services;
    - 2.3.1.5. Development of patient training programmes and organisation of training;
    - 2.3.1.6. Development of voluntary activities;
    - 2.3.1.7. Development of social services for patients.
  - 2.3.2. Development of laboratory diagnostic capabilities;
  - 2.3.3. Development of radiology services;
  - 2.3.4. Establishment of nuclear research centre;
  - 2.3.5. Development of pathology clinic research and creation of biobank;
  - 2.3.6. Introduction of new treatment methods:
    - 2.3.6.1. Development of minimally invasive procedures;

2.3.6.2. New treatment methods allowing to achieve better results and/or more effectively organise the treatment process (gamma knife, linear accelerator upgrade, radioactive iodine therapy);

2.3.6.3. Development of personalised medicine;

2.3.6.4. Development of bone marrow transplantation services:

2.3.6.4.1. Starting allogeneic bone marrow transplantation;

2.3.6.4.2. Application of cell therapy in clinical practice.

2.3.7. Development of outpatient services:

2.3.7.1. Equipment of a new outpatient and diagnostic centre;

2.3.7.2. Reconstruction of outpatient cardiology unit;

2.3.8. Development of outpatient rehabilitation and level 3 rehabilitation services and improving the efficiency of these services;

2.3.8.1. Construction of rehabilitation extension in Kulautuva in order to use the cutting-edge technology available in the branch more effectively;

2.3.8.2. Construction of children's rehabilitation clinic, integration of Kauno Klinikos branch Lopšelis;

2.3.8.3. Development of outpatient rehabilitation services.

2.3.9. Introduction of non-heart-beating donations.

2.3.10. Multilevel car parking for patients.

2.4. Development of cooperation with other medical institutions in providing health care services and managing patient flows.

### **3. Improvement of personnel selection and training system:**

3.1. Improvement of personnel selection and training system:

3.1.1. Continuous encouragement of personnel for improvement and development of competences;

3.1.2. Active search and retention of qualified personnel.

3.2. Leader training:

3.2.1. Organisation of a leader school;

3.2.2. Development of future leaders.

3.3. Competitive and motivating salaries of Kauno Klinikos employees:

3.3.1. Annual wage increase;

3.3.2. Improvement of the incentive system in order to better evaluate the workload, performance and complexity of work.

3.4. Improvement of motivating work and social conditions:

3.4.1. Creation of non-financial motivation system (sports, kindergarten, school), equipment of new parking spaces;

3.4.2. Psychological safety at Kauno Klinikos.

3.4.3. Creation of more favourable conditions for the integration of disabled employees.

**4. Nurturing of community, tolerance, respect, integrity, professionalism and other values and creation of anti-corruption environment.**

**5. Development of research, studies and innovation (in cooperation with the Lithuanian University of Health Sciences):**

5.1. Establishment and development of innovation centre.

5.1.1. Creation of the vision and strategic plan of innovation centre.

5.2. Improvement of conditions for research and studies:

5.2.1. Creation of necessary conditions and convenient tools enabling collection and analysis of digital clinical data for research and study purposes in compliance with personal data protection requirements;

5.2.2. Development and implementation of clinical research centre strategy;

5.2.3. Active participation in the formulation of doctoral study fields, especially in priority activities of the hospital and in selection of motivated doctoral students;

5.2.4. Establishment of young researchers' incubator;

5.2.5. Renovation of auditoriums in Kauno Klinikos, installation of Wi-Fi.

5.3. Encouragement and preparation of joint projects with the University.

5.4.Improvement of student practice organization:

5.4.1. Improvement of nursing student practice organization:

5.5.Increasing the responsibility and independent work of residents by using the tiered competency model:

5.5.1. Promotion of resident competence and responsibility in Kauno Klinikos.

## **6. Development of technologies and infrastructure:**

6.1.Effective management of hospital infrastructure:

6.1.1. Cost analysis of infrastructure services;

6.1.2. Market cost analysis;

6.1.3. Five-year equipment upgrade programme.

6.2. Development of social infrastructure:

6.2.1. Development of employee health programmes;

6.2.2. Increased involvement in activities promoting a healthy lifestyle.

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Approved by the General Meeting of Shareholders of the Hospital of Lithuanian University of Health Sciences of 31/12/2018:

Representative  
of the Lithuanian University of Health Sciences

*/Signature/* Prof. Dr. habilitatus Vaiva Lesauskaitė

Representative of the Ministry of Health

Vilma Srogė */Signature/*