

Satakunta Hospital District has made it to the finals of the International Hospital Federation Awards (IHF) as the only Finnish representative of the healthcare sector. Satakunta Hospital District's operating model for improving client experience based on knowledge-driven leadership, was named a finalist in the category IHF Excellence Award for Leadership and Management in Healthcare. The awards for the best projects in each category will be presented in November 2019. In total, there were 121 nominated projects from 92 organisations and 34 different countries.



Satakunta Hospital District to the finals at the international IHF Awards

The strategic goal of Satakunta Hospital District (SHD) is to offer customer-oriented services to clients. For this purpose, a new Satasairaala brand name has been created and conscious efforts have been made to strengthen the customer-oriented operating models and to build a client-centric operating culture. As a part of the service culture development work, SHD prepared a large-scale action programme for 2017–2019 and a follow-up programme for 2019–2020.

Improving client experience with knowledge-driven leadership

To guarantee an excellent client experience, SHD collects over 30,000 customer feedback reports each year, and the results are reported in real time to the relevant unit within the organisation. The system utilises national customer satisfaction indicators, used also by, for example, the Finnish Institute for Health and Welfare to compare the level of customer satisfaction between different service providers. For this reason, the results are comparable, and they constitute a major image factor and competitive advantage.

“This is indeed an honour; simply being named a finalist in our category is already a remarkable international recognition”, says Ermo Haavisto, Medical Director of the Satakunta



Satakunta Hospital District is a public healthcare organisation, offering specialised medical care services to some 223,000 inhabitants in its 17 member municipalities in collaboration with primary health care and social services. SDH employs around 3,600 people.

Satasairaala

Client experience in May 2019

4,6

*The staff were
capable and
professional*

4,5

*The staff were friendly
and interested in my
situation.*

4,4

*I was left with a sense
of being cared for in a
comprehensive manner.*

“Since research has clearly shown that there is a direct connection between client experiences and the motivation and well-being of the staff, we have started measuring the work-drive of our personnel already in September 2017. We regularly monitor the correlation between workplace atmosphere and the client experience. The results clearly show that units with happy workers also receive positive feedback from clients,” explains **Mari Viljanen-Peuraniemi**.

In addition, SDH has carried out extensive strategic customer surveys and freedom of choice and attractiveness surveys in 2016 and 2018. Furthermore, a direct link has been found between the survey results and the results of the continuous client experience monitoring.

Applying knowledge-driven leadership to the development of client experience is part of the management system of the entire organisation. Therefore, distinct target levels have been set for the client experience. For example, customer feedback and any changes in the workplace atmosphere are regularly discussed at all organisational levels of SDH. For each change, corrective measures are planned, responsibilities defined, and implementation schedules prepared. The results are also regularly reported to the owner municipalities, the board of the joint municipal authority, the municipal council and to the treated clients.

Goal-oriented model based on knowledge-driven leadership

A comprehensive client experience architecture has been created for SHD, allowing for careful monitoring of the results and quick responses when needed. The priority is to find out what we want to know, why we want to know it, and when we want to know it. In the case of SHD, all of the surveys and related reports are included in the management’s annual clock. Indicators that are customised to suit the objectives yield

significant data in real time to support decision-making and long-term development.

“SHD is distinctly aiming at improving the client experience and monitoring operations in real time. With this goal in mind, we have built a systematic model based on knowledge-driven leadership, incorporating the development of operating methods and expertise. DHS has worked hard to achieve these objectives,” says Innolink Business Director **Jani Listenmaa**.

1. Concrete and measurable goals are determined.
2. Procedures are defined in detail.
3. Development is monitored and guided all the way – with the aim of assimilation into the operating culture.

Significant results with systematic knowledge-driven leadership

The client experience at SHD improved significantly during the first action programme period – the target levels were exceeded in all operating units. For the new period (2019–2020), the target level was set at 4.5 (on a scale from 1 to 5). At the moment, the average grade for client experience is as high as 4.45. The development of client experience has, indeed, continued with full speed toward the established goals.

“Our carefully constructed long term model of knowledge-driven leadership, aimed at improving the client experience, generates visible results in Finland, and has received heart-warming recognition at the international level, as well. In excellent collaboration with Innolink, we have first carefully constructed a data collection architecture, and then modelled the data use processes and implemented them in practice, embedding them deep into our operating culture,” emphasises **Ermo Haavisto**, Medical Director of the Satakunta Hospital District.

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