



MCA Awards 2018 Highly Commended

Performance Improvement in the Public Sector

GE Healthcare Partners with Ministry of Health, Kingdom of Saudi Arabia

GE Healthcare Partners has been involved in the delivery of the Patient Centered Program (PCP) productivity programme in 50 hospitals across Saudi Arabia supporting a local consultancy team in delivery and leading the overall Project Management Office (PMO). This was the first programme of its kind at a national level and followed a structured improvement methodology with individual consultants facilitating teams in 5-6 hospitals each. The first year involved 33 hospitals and twelve KPIs being established for the programme, and within the year all KPIs showed and sustained statistically significant improvements resulting not only in improvements to healthcare but also 50:1 ROI in efficiency gains. The second year involved 50 hospitals, including nine mental health hospitals, and 42 KPIs.

The methodology involved a selection process for the hospitals to be involved; leadership working sessions; training programmes; appointment of data gatherers and change agents; implementation of the improvement methodology with coaching from GE consultants and the oversight by a GE-led PMO; validation, monitoring and sustaining of the changes.

The improvements were consistently positive across the 33 hospitals with ED length of stay reducing by 25%; the NPS increased by 150%; the proportion of same-day-surgery almost doubled; decision to admit cycle time and Critical care unit decision times were reduced by almost 50%.

The reduction of non-urgent patients accessing the emergency department was reduced by 336,000 visits; the length of stay reductions in ED achieved £32million in efficiencies.

The transfer of skills from the consultants to the client saw the creation of a Performance Improvement Unit; expansion of the programme to a further 37 hospitals (17 of those to GE), including mental health facilities, and the design and delivery of a national KPI dashboard giving ministerial insight into variation in performance compared to regional and world class benchmarks. Local teams have received additional training and coaching in delivering ongoing focused improvements and using a common platform for tracking improvement projects across all the hospitals involved.

A survey of hospital participants indicated that 98.8% were still excited to be part of the programme.