

Productivity and management tools in the Chilean hospital market

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Abstract and Objective

The Project called "Productivity and Management Tools in the Chilean Hospital Market" being developed by the "Hospital Clínico Universidad de Chile" (HCUCH), and the Inter-American Development Bank (IADB) aims to promote competitiveness in Chilean healthcare industry, so that there is a healthcare market with diverse companies offering healthcare services for public and private insurances companies. The specific goal is to increase the productivity of HCUCH and of small and medium size private hospitals, to facilitate the access to AUGE¹ plan. This objective will be achieved by using new tools based on information and communication technologies for management and delivery of healthcare services. The Project is structured into four components: 1) To prepare the private sector of healthcare providers for management innovation, 2) To prepare the HCUCH for management innovation, 3) Technology transfer from HCUCH to private hospitals and 4) Monitoring, evaluation, communication of results and experience.

Keywords:

Hospital management, Teleradiology, Electronic health records.

Introduction

This document aims to establish a project implementation methodology for improvement of healthcare organizations using a practical case, with project management issues, marketing, analysis and redesign hospital process, and change management, that can be used to make some recommendations for future projects in Chile and other countries.

It also aims to deliver the information that healthcare organizations managers and directives need to take decisions related to information and communication systems and technologies, the investment levels required, the benefits possible after investment in information systems and technologies, and methodologies about how to prepare management systems based on information technology (IT) projects.

Methods

The used material is based on the Project mentioned, called "Productivity and management tools in the Chilean hospital market".

Project management methodologies are established to achieve the implementation of new information and communication technologies based on evidence of other successfully projects.

Results

From the original Project, considering similar experiences in Chile and in other countries, is possible to establish a methodology, in the way of a hypothesis to be tested, for formulation, implementation, evaluation, tracking and monitoring of healthcare management organizations' improvement projects, with the following considerations:

- a) Strategic Plan analysis.
- b) Problem Definition.
- c) Project Definition. Mission, Vision, Objectives.
- d) Organization internal analysis. Strengths and Weaknesses.
- e) External analysis. Opportunities and Threats.
- f) Stakeholder analysis.
- g) Project Plan.
- h) Project Evaluation.
- i) Preliminary Return on Investment Evaluation.
- j) Strategic directive coaching to team.
- k) Internal Communication Plan.
- l) Marketing and external communication plan.
- m) Early participation of key users.
- n) Terms of reference and technical specifications.
- o) Methodology, tracking and monitoring system plan.
- p) Goods and services purchase.
- q) Implementation.
- r) Results evaluation.
- s) Results communications.

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¹ AUGE: Universal Access with Explicit Guarantees Plan.