

Module 2: OMQ

Karolinska Hospital Case Study



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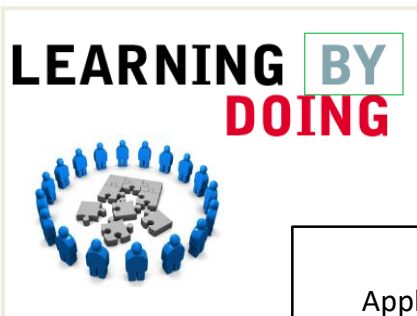
RCSI Royal College of Surgeons in Ireland Coláiste Ríoga na Máinleá in Éirinn

Karolinska Hospital Case Study

Class	Year 1 - Module 2
Course	MSc in Healthcare Management
Module	Operations Management and Quality (OMQ)
Lecturer	Ms Cathy Doyle, MBA, MA Ed
Date	November 2018

LINK TO MODULE LEARNING OUTCOMES

1. Describe the *transformation process* by which organisations produce and deliver goods and services.
3. Collaborate with healthcare professionals to select and improve a patient/healthcare process
4. Apply core operations management concepts to design more effective utilisation of resources.



Application of your learning using
a case study

Hint: Check out the different in-class
presentations for Module 2

Hint: Any learning from Module 1 that
could be relevant?



WHY USE CASE STUDIES?

- Provide real life examples that can be used to contextualize theoretical concepts
- Provide an opportunity for the development of key transferable skills such as time management, communication, group working and problem solving
- Situations not known to us, hence we look at case studies differently than we would if it was our own organization



CASE STUDY INSTRUCTIONS (2-5-5-2-2)

- **Karolinska Hospital Case Study** is available in the pre-class resources area on the VLE.
1. Each team to prepare a PowerPoint presentation answering **2 questions** using **5 slides** only
 - a. Slide 1 (name of team and the two questions)
 - b. Slide 2-5 (answering the two questions).
 2. Presentations will commence at 10:30 hours on Day 4
 3. All presentations are **5 minutes** followed by Q&A
 1. **2 questions from audience and answers** in **2 minutes**
 2. Each team member to participate in planning, preparation and Q&A. One or two team members to present.
 4. Presentations will be available afterwards in the “post class resources” section on the VLE



CASE STUDY QUESTIONS

1. What are the changes in the market structure (Stockholm Model) that have influenced Karolinska's change strategy? Critically discuss Karolinska's approach to the market changes
2. Identify Karolinska's 'customers' and their specific quality needs? How is Karolinska addressing their needs?
3. Using quality improvement tools, identify and critically analyse one problem area in the case study
4. From the available information, **macro** map the old central theatre process. Identify problem areas with the process
5. From the available information, **macro** map of the redesigned theatre process. What 'quality' issues influenced this redesign?
6. What are the critical success factors that led to the successful introduction of the changes?
7. What one characteristic / technique of project management could your team apply if asked to plan the redesign the theatre. Why did you choose this characteristic / technique?
8. Describe two examples of how you can apply the Karolinska experience to your Healthcare System?



TWO QUESTIONS PER TEAM

Team A	Team B	Team C	Team D
Q1 and Q8	Q2 and Q8	Q3 and Q8	Q4 and Q8
Team E	Team F	Team G	
Q5 and 85	Q6 and Q8	Q7 and Q8	



CASE STUDY QUESTIONS: TEAM A

1. What are the changes in the market structure (Stockholm Model) that have influenced Karolinska's change strategy? Critically discuss Karolinska's approach to the market changes
8. Describe two examples of how you can apply the Karolinska experience to your Healthcare System?



CASE STUDY QUESTIONS: TEAM B

2. Identify Karolinska's 'customers' and their specific quality needs? How is Karolinska addressing their needs?
8. Describe two examples of how you can apply the Karolinska experience to your Healthcare System?



CASE STUDY QUESTIONS: TEAM C

3. Using quality improvement tools, identify and critically analyse one problem area in the case study
8. Describe two examples of how you can apply the Karolinska experience to your Healthcare System?



CASE STUDY QUESTIONS: TEAM D

4. From the available information, **macro** map the old central theatre process. Identify problem areas with the process
8. Describe two examples of how you can apply the Karolinska experience to your Healthcare System?



CASE STUDY QUESTIONS: TEAM E

5. From the available information, **macro** map (high level process map) the Redesigned Theatre Process. What 'quality' issues influenced this redesign?
8. Describe two examples of how you can apply the Karolinska experience to your Healthcare System?



CASE STUDY QUESTIONS: TEAM F

6. What are the critical success factors that led to the successful introduction of the changes?
8. Describe two examples of how you can apply the Karolinska experience to your Healthcare System?



CASE STUDY QUESTIONS: TEAM G

7. What one characteristic / technique of project management could your team apply if asked to plan the redesign the theatre. Why did you choose this characteristic / technique? Give an example of a characteristic / technique that you rejected.
8. Describe two examples of how you can apply the Karolinska experience to your Healthcare System?



QUESTIONS?

- Any queries?
- Do you need me to clarify any of the instructions?



Eleni and I look forward to your team presentations on Monday morning

