



REGION

**Gentofte
Hospital**

An International Community Hospital

Strategy 2010-2013

Profile

Gentofte Hospital, located in the central planning area of the Capital Region of Denmark, is a community hospital for patients from the municipalities of Gentofte, Lyngby-Taarbæk and Rudersdal. Being a community hospital, the hospital provides treatment in the medical field to citizens in these municipalities and thus cooperates closely with municipalities, GPs and private practice specialists on providing patients with a coherent pathway.

The hospital has two medical departments with the following specialties: gastroenterology, endocrinology, rheumatology, geriatrics and rehabilitating stroke treatment.

In addition, the hospital has an anesthesiology, surgery and intensive care department, as well as an elective surgery department with a development function; this department carries out surgery in the field of

orthopedic surgery, gastro-surgery, ear, nose and throat surgery, vascular surgery and gynecology. The interdepartmental clinical departments consist of image diagnostics, as well as a clinical biochemistry department. In addition, the hospital has a service department and a number of staff functions.

In areas where it has been deemed appropriate to concentrate treatment so as to optimize diagnostics and treatment, Gentofte Hospital has a number of highly specialized functions. These highly specialized functions are the following departments: Cardiology, Pulmonary Medicine, Dermato-allergology and Ear, nose, throat/Audiology.

Training

For the training of physicians, Gentofte Hospital cooperates closely with Copenhagen University.

In addition, the hospital cooperates with other educational establishments on the training of registered nurses, social and healthcare assistants, physical therapists and occupational therapists, laboratory technologists, medical secretaries, etc.

Research

Research is integrated into everyday work at the hospital. It involves colleagues, patients, other hospitals, educational establishments, research units and private industry in Denmark and abroad. Research activities generate knowledge used in local contexts as well as nationally and internationally.

Physical framework

During a period of some years, the hospital is undergoing reconstruction and renovation. A new treatment building with 24 high-tech surgical suites, anesthesiology, recovery

rooms, ICU facilities, laboratories and outpatient clinics was officially opened in the autumn of 2009.

2010 has seen the commencement of thorough renovation of the original buildings. This renovation project is expected to end within a period of 6-7 years, the hospital will continue to be fully operational during this period.

In connection with the physical framework, the hospital is also an important element in the overall healthcare services provided by the Capital Region of Denmark. Gentofte Hospital also provides facilities and resources to other hospitals.

An International Community Hospital

„An International Community Hospital“ stresses the hospital’s vision to be an international class, community-based hospital. The goal is to promote short, effective and efficient, holistic patient pathways.

This vision is the benchmark for managers and staff members, who will implement the strategy to put the vision into practice.

Research, diagnostics and treatment

Patients must feel the international aspect in the form of new possibilities when it comes to diagnosing more diseases more effectively and treating with more gentle methods.

This strategy is intended to lead to the use of the best, most advanced diagnostic methods and treatments for all patients. We must find new knowledge by carrying out research. Furthermore, we must seek and use knowledge from international research that

can optimize our treatment pathways.

Patient pathway, communication and attentiveness

Patients should experience safe, coherent pathways in the hands of attentive professionals. They should experience a well-functioning hospital with optimized physical frameworks and high standards.

The principle of being community-based should apply in relations with and cooperation about the patients. This means that work across specialties and professional groups, as well as cooperation with municipalities, GPs and private practice specialists must be strengthened and developed. Patients should experience good interaction and communication between the different parties about their pathway. Patients should feel that they are well-informed and included in the pathway. Communication with the patient should be clear and precise and be based on

the needs and life situation of the individual patient.

Patients should also feel that we focus on enhancing the professional quality of their treatment. In addition to doing research, we must thus disseminate new knowledge about treatments and options in a clear, easy-to-understand way to patients.

Four perspectives

The strategy has four perspectives that constitute the foundation for our joint effort to move in the direction of our vision of being international class and community-based: An international community hospital. In this process, we must meet our expectations of ourselves and our expectations regarding continued development, while at the same time we must carry out ongoing adjustment to the financial framework and the requirements and expectations of the world around us.



Focal points for our strategy

Gentofte Hospital wants to be a visible, international class, community hospital in the Region.

The four perspectives with the patient perspective as the primary driver are the permanent management parameters for the continuous development of the hospital.

Each perspective describes an overall focus for the way we can implement and comply with our strategy so as to fulfill our vision:

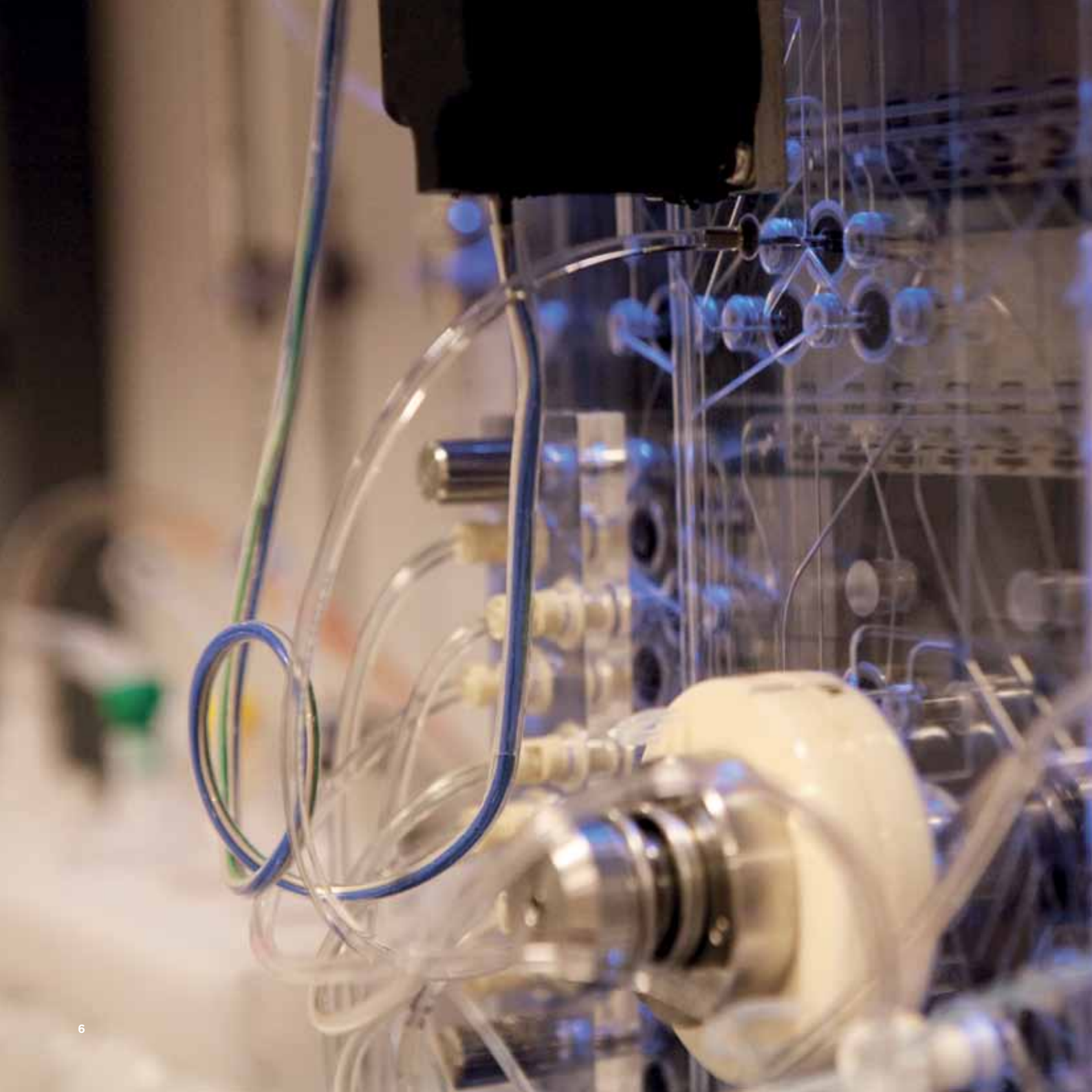
- Patient perspective
- Process perspective
- Learning perspective
- Financial perspective

These perspectives must be integrated in concrete initiatives, action plans and targets to be implemented in the 2010-2013 period.



Patient perspective – what is important to patients?

- We must check what is important to the individual patient and to our different patient groups.
- We must give each patient a safe and secure pathway with optimum treatment.
- We must communicate with patients in a way that is personal, attentive and easy to understand.
- We must provide a well-functioning, clean and esthetic framework.
- We must monitor the development of medical equipment and the latest research, so as to offer the best possible diagnostics and treatment.
- We must carry out research in and develop new, gentle, effective and efficient methods.
- We must give high priority to patient safety.
- We must be open about the errors we make and learn from them.



Process perspective – which processes should we strengthen?

- We must systematize our work to improve quality.
- We must obtain accreditation according to the standards of the Danish Quality Model and the international quality standards from Joint Commission International.
- We must ensure that quality is perceived by the individual patient.
- We must convert the latest research results and the latest technology into better diagnostics and treatment.
- We must take initiatives for and be available for cooperation with patients, GPs and private practice specialists, municipalities and other associates.
- We must optimize our procedures to minimize "time waste".
- We must provide an attractive workplace.
- We must ensure quick documentation close to the source through optimum use of IT systems.
- We must improve the logistics of our buildings.

Learning perspective – how do we strengthen professionalism, learning, development and change?

- We must ensure there is continuous development of competences.
- We must convert competencies and knowledge into new treatment methods.
- We must generate new knowledge to ensure we are at a high, international level.
- We must be competitive in terms of professional development.
- We must have a good working environment to maintain and develop our staff.
- We must recruit new staff members and prepare for a possible shortage of staff.



Financial perspective

– how do we implement the other perspectives?

- Our budgets must match our vision.
- We must make the best possible use of our resources.
- We must show clearly our consumption, productivity and strategic work areas.
- We must show clearly and document our level of activity.
- We must have transparent budgets and ensure that incentives for compliance are in place.
- We must meet demands for efficiency enhancement, adaptation and conversion.
- We must prepare information material that shows clearly our work in training, research, development and competency development.



Implementation and follow-up

Strategic work areas must annually be fleshed out in concrete action plans and targets. Both the dialog agreement between the Capital Region of Denmark and Gentofte Hospital, and the one between the Executive Management of the hospital and the individual Heads of Departments.

Consistent follow-up on the strategic objectives and the concrete action plans and operational targets are a precondition for our continuous improvement.

Read more at
www.gentoftehospital.dk

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