

Evidence-informed Decision-making in Healthcare Management

Examples from Austria

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nope

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Health Technology Assessment (HTA)

WHAT HTA IS

- ▶ a multidisciplinary process that summarises information about the medical, social, economic and ethical issues related to the use of a health technology in a scientific, systematic, transparent, unbiased, robust manner
- ▶ Its aim is to inform decision-makers on formulation of safe, effective, health policies that are patient focused and seek to achieve best value

HTA - LUDWIG BOLTZMANN INSTITUT

- ▶ Private, non-profit
- ▶ Research institution
- ▶ Focus on health topics in Austria



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Health Technology Assessment

HTA - REVIEWS

104 systematic reviews (2008-2019)

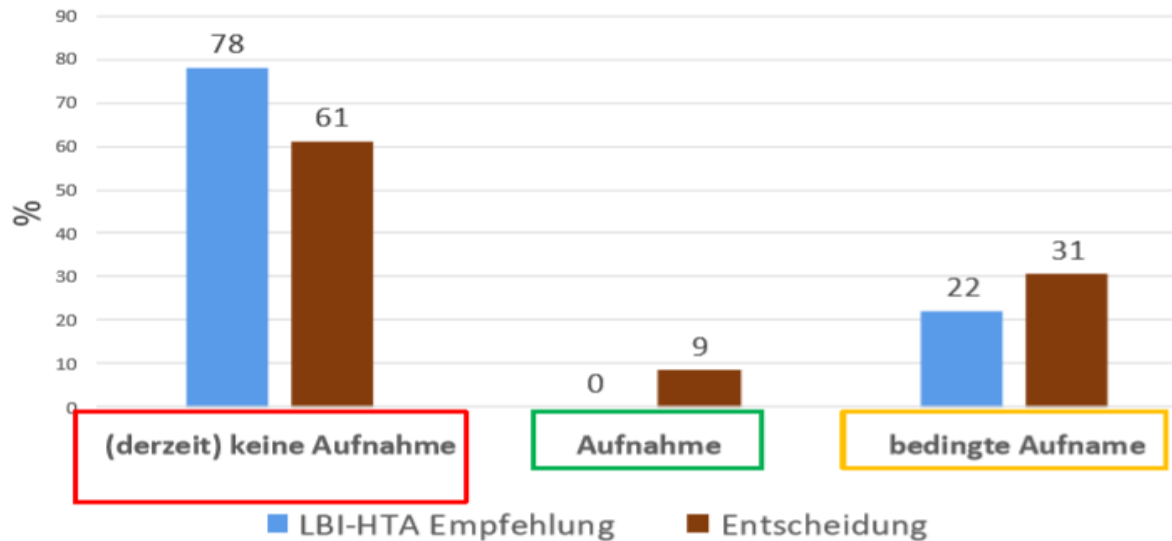
- ▶ 75 new assessments
- ▶ 29 updates
- ▶ Mainly interventions
- ▶ Single medical products





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MEL-Assessments (n=59*):
recommendation vs. decision



HTA - RESULTS

- ▶ 78 times advised no admission
- ▶ 0 times advised admission
- ▶ 22 times advised admissions with restrictions

*status 2017

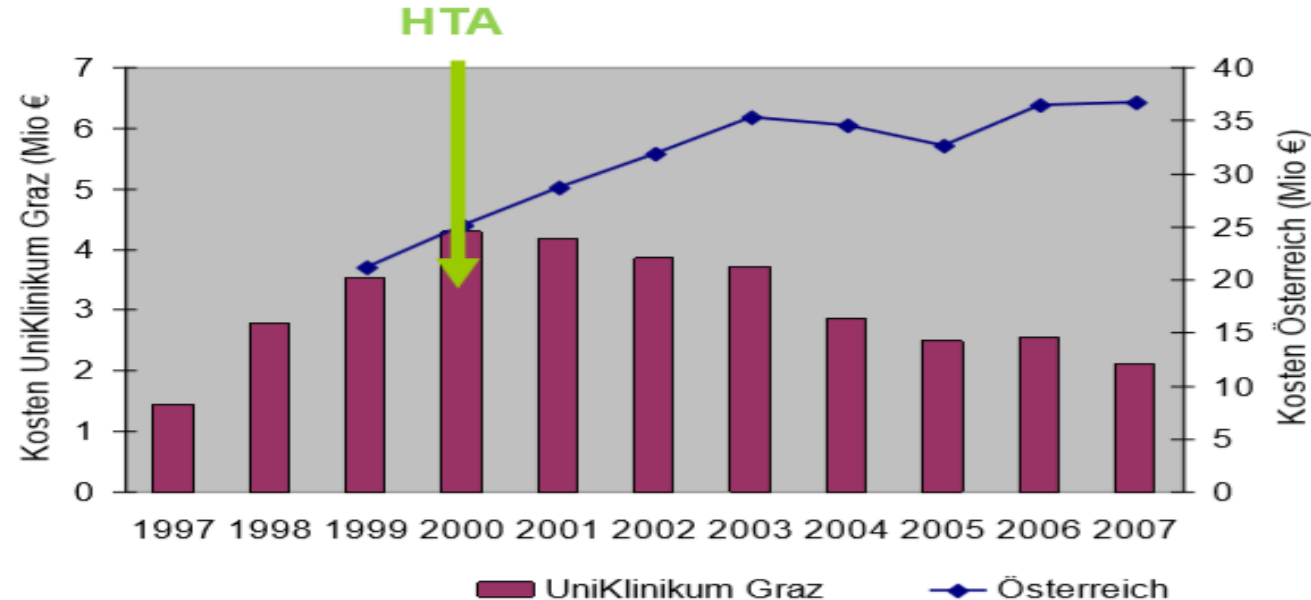
HTA - EXAMPLE OF IMPACT

- ▶ Year 2000 HTA report on EPO
- ▶ Change of indication at Univ. Klinikum Graz
- ▶ Effect on costs



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Example Erythropoietin in tumoranaemia (1997-2007)

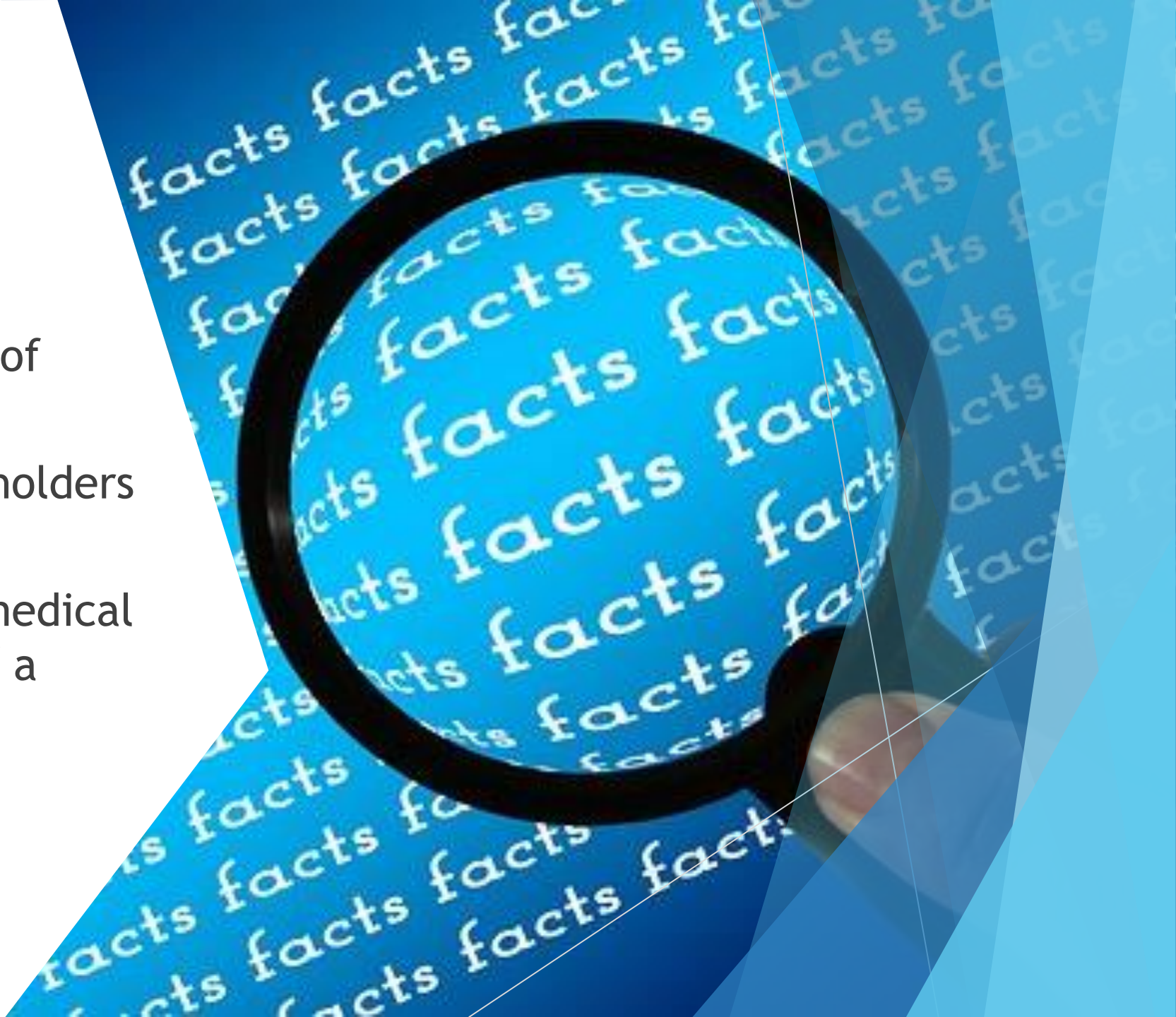


- 8.2 Mio €



HTA

- ▶ Only paper - no power of decision
- ▶ Full of conflicts (stakeholders interest)
- ▶ Must be a part of the medical and political culture of a country





Shared Decision Making



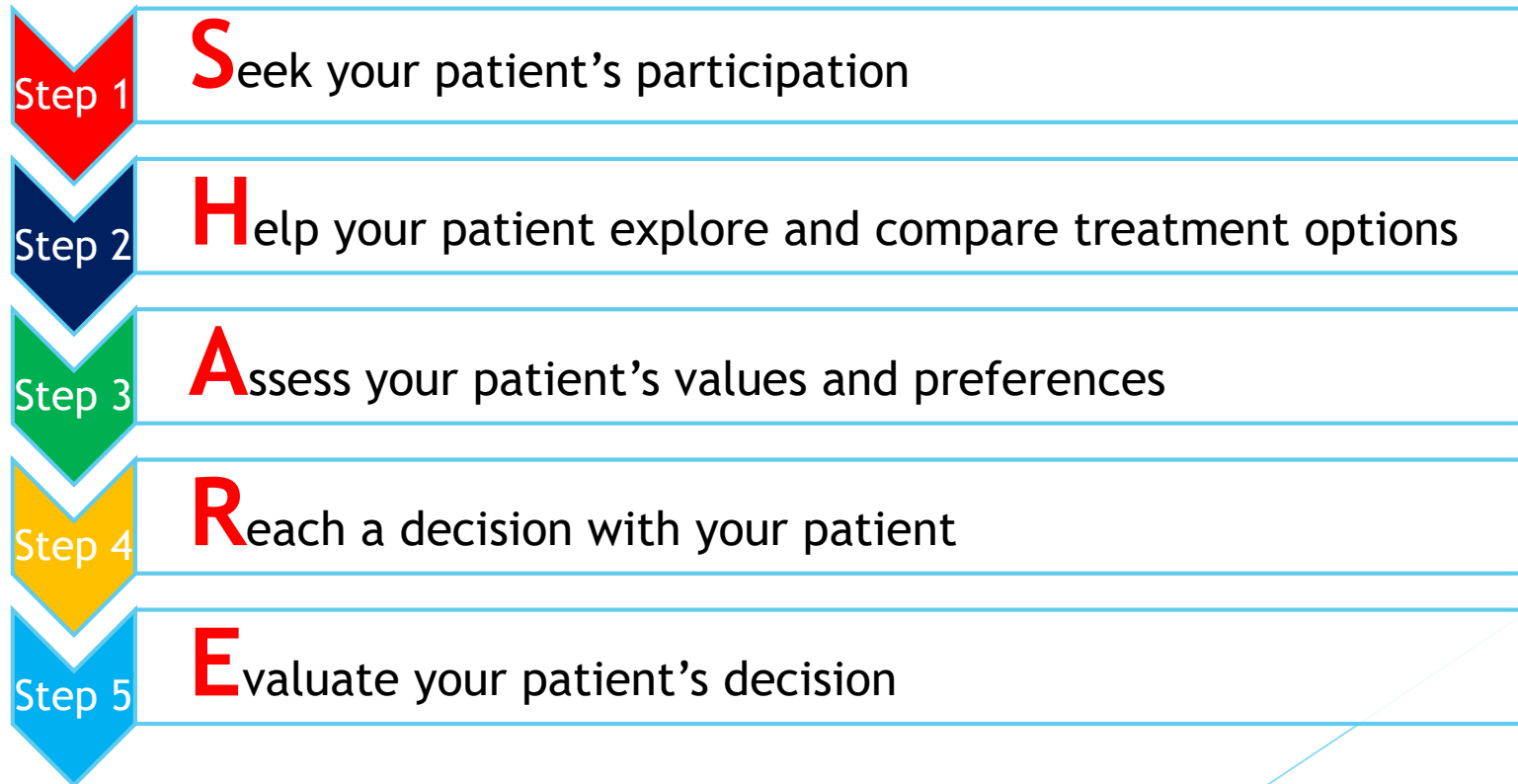
SHARED DECISION MAKING

- ▶ ...it means when health professionals and patients work together in order to make a health care decision that is the best solution to care the patient
- ▶ ...it means using evidence-best-information about available options, the provider's knowledge and experience, and the patient's values and preferences

HOW APPROACH SHARED DECISION MAKING?

- ▶ There are several models to share decision making

(SHARE Approach, 9 elements from Makoul & Clayman, 2006)





ADVANTAGES

- ▶ Patient's more likely to feel secure and may feel a stronger sense of commitment to recover
- ▶ Self-management behaviour increases
- ▶ Empowerment
- ▶ Compliance
- ▶ Better outcomes

BARRIERS

- ▶ Lack of confidence
- ▶ No control of the situation
- ▶ No alternative treatment
- ▶ Uncertain or unknown evidence about the risk and benefits of a decision
- ▶ No will to participate



CONCLUSIONS

- ▶ It is not an option
- ▶ It is an ethical imperative
- ▶ It is a patient's right



Employees' Experience Survey

DECISION MAKING ACCORDING TO THE RESULTS OF EMPLOYEES' EXPERIENCE SURVEY

*“The growth and
development of people is
the highest calling of
leadership”*

Harvey Firestone
1868-1938



WHY IS EMPLOYEES ' SATISFACTION IMPORTANT?

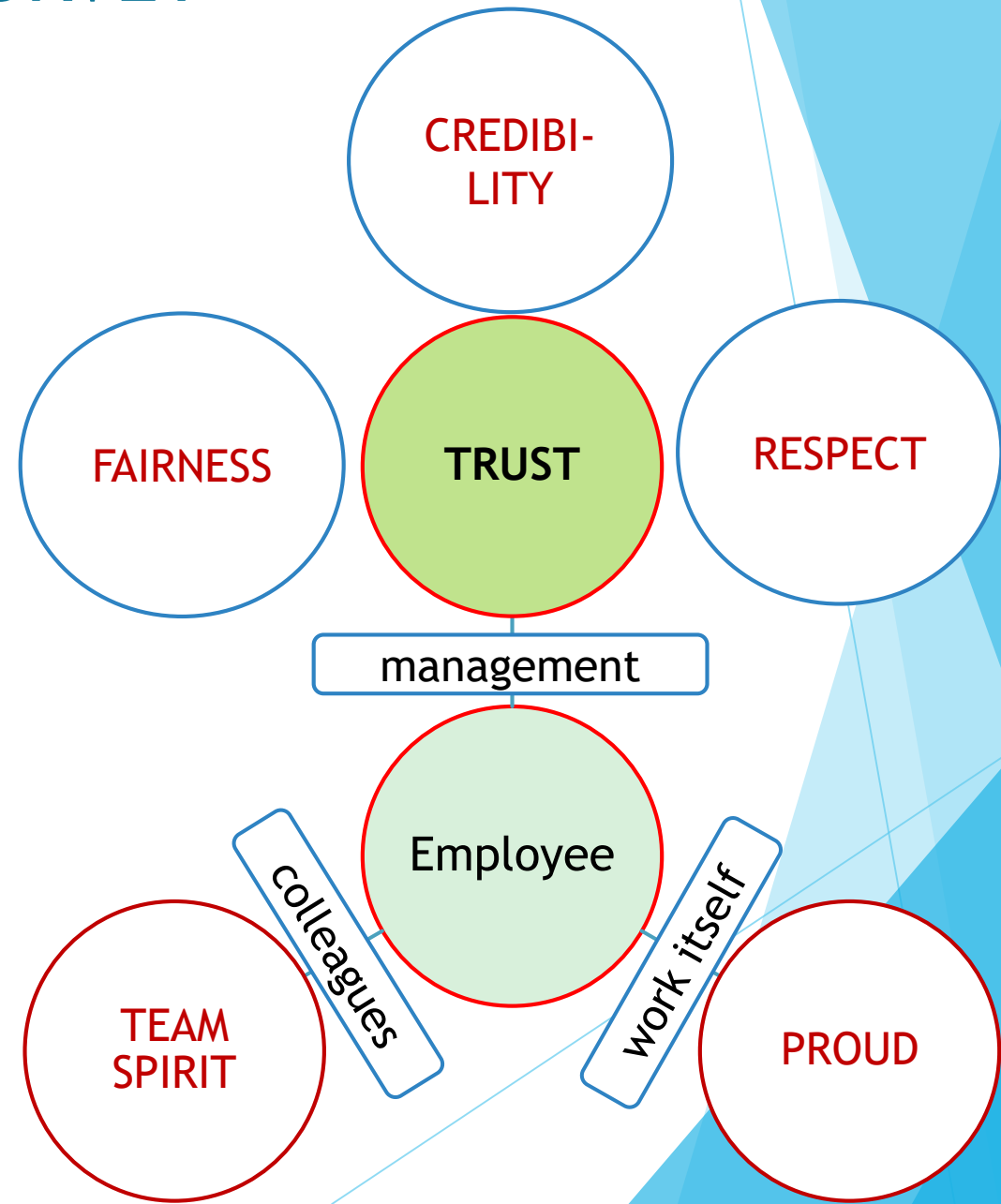
- ▶ Healthcare workforce is the most important resource in healthcare
- ▶ Job satisfaction is an employee's attitude toward work
- ▶ Job satisfied employees have more motivation for work, better performance and lower absenteeism
- ▶ Predictor of burnout

EMPLOYEE'S JOB SATISFACTION IS OFTEN CORRELATED WITH

- ▶ received salary and benefits
- ▶ recognition, promotion and support from colleagues' and management
- ▶ working conditions and security
- ▶ demographic characteristics such as gender, marital status, educational level, and age

EMPLOYEES' EXPERIENCE SURVEY

- ▶ Explores the relationship between **management**, **colleagues** and **work itself**
- ▶ Focused on the 5 dimensions
 - ▶ trust to managers (**fairness**, **credibility**, **respect**)
 - ▶ feeling **proud** of the work
 - ▶ **team spirit**
- ▶ Great Place to Work[®] survey



THE SURVEY

- ▶ Usually in 3 years period
- ▶ Annonimus, voluntary, usually on-line
- ▶ Information about the survey and questionnaire were distributed to all staff members
- ▶ Some hospitals do adaptation of the questionnaire adding some questions-reflect the specific topic for each hospital



EVIDENCE-INFORMED DECISION-MAKING



Managers should use the best leadership style according to the organizational culture and employees' expectations and needs

Survey

- Management Meetings
 - Nurses and doctors wards exchange
- Team Day
- Newsletter

Actions

Results







Merci

Bedankt



Vielen Dank

Хвала

Thank you

Gracias