Leading a multi-stakeholder change process to expand health service capacity in a local hospital in Oslo

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Diakonhjemmet Hospital

- Local hospital for 136,000 inhabitants
- Owned by a trust – non-profit organization – funded by the government
- 200 beds
- 3 campuses
- 1,750 employees (2/3 somatic and 1/3 psychiatric)
- 7 clinical departments (orthopaedic and gastro surgery, rheumatology, internal medicine, psychiatric ward and district centre, psychiatry for elderly people (above 65) and children (under 18))
- 16,000 inpatients and 140,000 outpatients
- Budget: USD200 mill.
The scope of the project

• Forthcoming expansions
• Utilize the outpatient clinic, equipment and crew in a more appropriate and effective way
Culture for making change

• No strong triggers for the organization to see the need for change

• No one really believed we were going to make a decision and stick to it

• The organization is used to rematches

• The message is probably not clear enough
Our trip to Portland RC...
Workshop with our managers
Decisionmaking with the top management team