



To help you to maximise the use of the space in the form we have included a word count. If you are copying and pasting information from other documents and your mouse clicker is not enabling you to paste then use CTRL C and CTRL V

SECTION 1: YOUR BEST PRACTICE

Title of Best Practice (Max 100 characters including spaces. 64 characters remaining.)

WORKING WITH OUR PATIENTS AS A TEAM.

What process/area of your organisation does your Best Practice impact upon? (up-to 3 areas can be given)

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|-------------------------------------|---|
| <input type="checkbox"/> | 1. Leadership (vision, values, developing leaders, ethics, governance) |
| <input checked="" type="checkbox"/> | 2. Social and environmental responsibility (surpassing regulatory requirements/engaging with the local community) |
| <input type="checkbox"/> | 3. Strategic planning and deployment |
| <input checked="" type="checkbox"/> | 4. Customer and market focus (understanding customers, building customer relationships, marketing) |
| <input type="checkbox"/> | 5. Seeking, connecting and forming international partnerships for export growth |
| <input type="checkbox"/> | 6. Performance measurement (selecting measures, analysis, reporting, balanced scorecard, triple bottom-line) |
| <input type="checkbox"/> | 7. Benchmarking (performance and best practice benchmarking) |
| <input type="checkbox"/> | 8. Knowledge management and information technology |
| <input type="checkbox"/> | 9. Education, training, development and learning |
| <input type="checkbox"/> | 10. Employee teams, empowerment, motivation, and satisfaction |
| <input type="checkbox"/> | 11. Process management and improvement (six sigma, QC, QA, and quality management, safety) |
| <input checked="" type="checkbox"/> | 12. Innovation (in products/services and processes) |
| <input type="checkbox"/> | 13. Supplier relationships and partnerships |
| <input type="checkbox"/> | 14. Standards and certification (ISO 9000, ISO 14000 etc) |

Description: Describe the practice. Is it an operational or managerial practice, process, system or initiative? How was it designed and implemented? How important is it to your organisation? How many staff and/or customers or suppliers does it affect?

(Max 1500 characters including spaces. 17 characters remaining.)

In order to provide focused attention on the needs and expectations of our clients (patients), we have opened new channels of interaction with them: A complimentary doctor-nurse consultation to take care of patients in a particularly delicate situation (pre-dialysis), that attended 131 patients last year. A web to establish a new channel of communication with our patients that has received more than 49,200 visits and 160 comments, since its presentation in December 2012. We also have been able to offer a successful proposal to help our patients in a critical issue for them: diet. In words of one of the patients that participated in our cooking classes: “[Sukalde Sessions] encourage us to eat well. As our diet is very strict, lot of times we don’t know what to eat and that can have needs and expectations. 63 people took part in the “1st meeting about healthy habits in kidney disease” (65% patients, 8% caregivers, 27% health professionals) and, thanks to creative thinking, we were able to collect in a systematic way 116 best practices and 124 ideas to improve the management of chronic kidney disease. All these activities were designed and developed by a multidisciplinary team (nurses, doctors) of our Nephrology Department, and every professional is invited to take part in this paradigm shift. More than 700 patients were attended last year.

Level of deployment: Is the practice used throughout your whole organization or just one part of the organization? How well is it understood and applied by relevant personnel? How long has it been deployed? (Max 1000 characters including spaces. 176 characters remaining.)

boosting citizen responsibility in health care. Within this scheme, the Nephrology Department has established a strategy for better patient care, in order to involve our patients in the management of their health. This experience has been a pilot, in order to test if we were working in the right direction to achieve the paradigm shift in patient-professional relationship we pursue. We hope that it will help others to move forward down this path where patients practice (100% professionals are "completely satisfied" or "very satisfied" with this project), which has been deployed since 2011.

Innovation: What is innovative about the practice? Is it a new practice, is it a practice that you gradually improved over time, or is it an idea or practice that you adapted from another organization? (Max 1000 characters including spaces. 12 characters remaining.)

To achieve the overall goal of improving the satisfaction and quality of life of chronic kidney patients, we have offered them new services and products not usual in a public hospital: In May 2011 we implemented a complimentary doctor-nurse consultation to attend patients in pre-dialysis. In December 2012 "Cruces with you in kidney disease" web was presented in the annual meeting of the local patient association ALCER-Bizkaia. Since 2013, our Hospital's Nephrology, Nutrition and Kitchen Departments work together to offer the "Sukalde Sessions": cooking classes to help patients to feed themselves in a healthy and edible way. We also recorded a video as an educational tool to spread healthy nutritional habits in chronic kidney disease. At the "1st meeting about healthy habits in kidney disease" patients, caregivers and health professional that took part of it were able to identify 116 good practices and generate 124 ideas to improve the management of chronic kidney disease.

Best Practice performance: Describe the non-financial benefits (e.g. increased motivation or satisfaction, reduced staff turnover, greater productivity, less complaints) and financial benefits if available (e.g. \$ saved, % increase in revenue) that have resulted from implementing the practice. (Max 1000 characters including spaces. 25 characters remaining.)

We are achieving a paradigm shift in which we leave behind a paternalistic approach and work in a stage where citizens become active agents of their health management. We are implementing concrete actions to help patients make the best decisions about their health. We have also anticipated our patients' needs and expectations, offering attractive and sustainable value propositions not usual in a public hospital and ensured that people have the necessary resources, competencies and empowerment to do so. Some data: 100% attendees would recommend our "Sukalde Sessions" and our patient-professionals meetings. 86% professionals completely agree that these activities contribute to increase their job satisfaction. 97% patients valorated "very highly" the reassurance capacity and support offered by health professionals. In one of our patient's words: "[This Good Practice] makes patients feel better and confident, which is key to face the illness with a better attitude".

Best Practice evidence: Has the practice been validated as a 'good/best' practice (e.g. was it adapted from another organization through benchmarking, have you compared the practice and its performance against benchmarks, have you received any recognition or award for the practice or do you believe it is a good/best practice based on your own experience)

(Max 1000 characters including spaces. 644 characters remaining.)

This practice was finalist at the 2014 EFQM Best Practice Competition (More information available at the competition's web: <http://bit.ly/1h9IV3v>).

The poster titled "Institutional Blog for the Nephrology Service: Cruces with you in kidney disease" received the award for the best poster at the 38th edition of the Spanish Society for Nephrology Nursing.

Review/next steps planned: How will the best practice be sustained or evolve as necessary?

(Max 1000 characters including spaces. 506 characters remaining.)

Our next planned steps are:

- Develop impact and health outcome indicators to evaluate the overall strategy.
- Continue with the activity of the web "Cruces with you in kidney disease", promoting it among more patients and professionals and introducing more helpful resources.
- Consolidate cooking classes ("Sukalde Sessions").
- Analyze the results obtained in the "1st meeting about healthy habits in kidney disease" to identify concrete actions to advance in the care of our patients.

SECTION 2: YOUR DETAILS

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| Organisation name | CRUCES UNIVERSITY HOSPITAL |
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