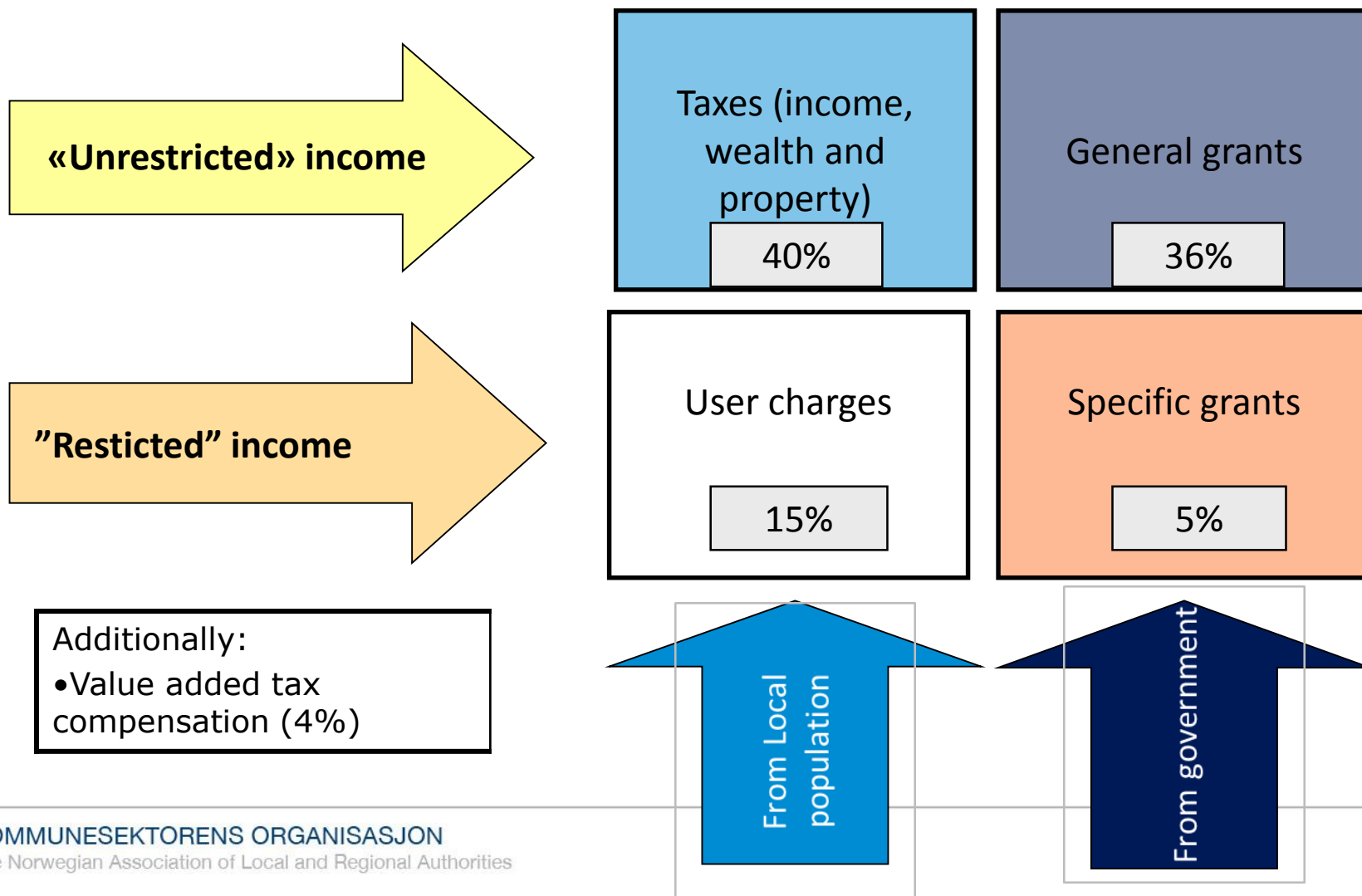




Efficiency Improvement Networks: *Norwegian examples*

Elita Cakule, Head of International Projects Department

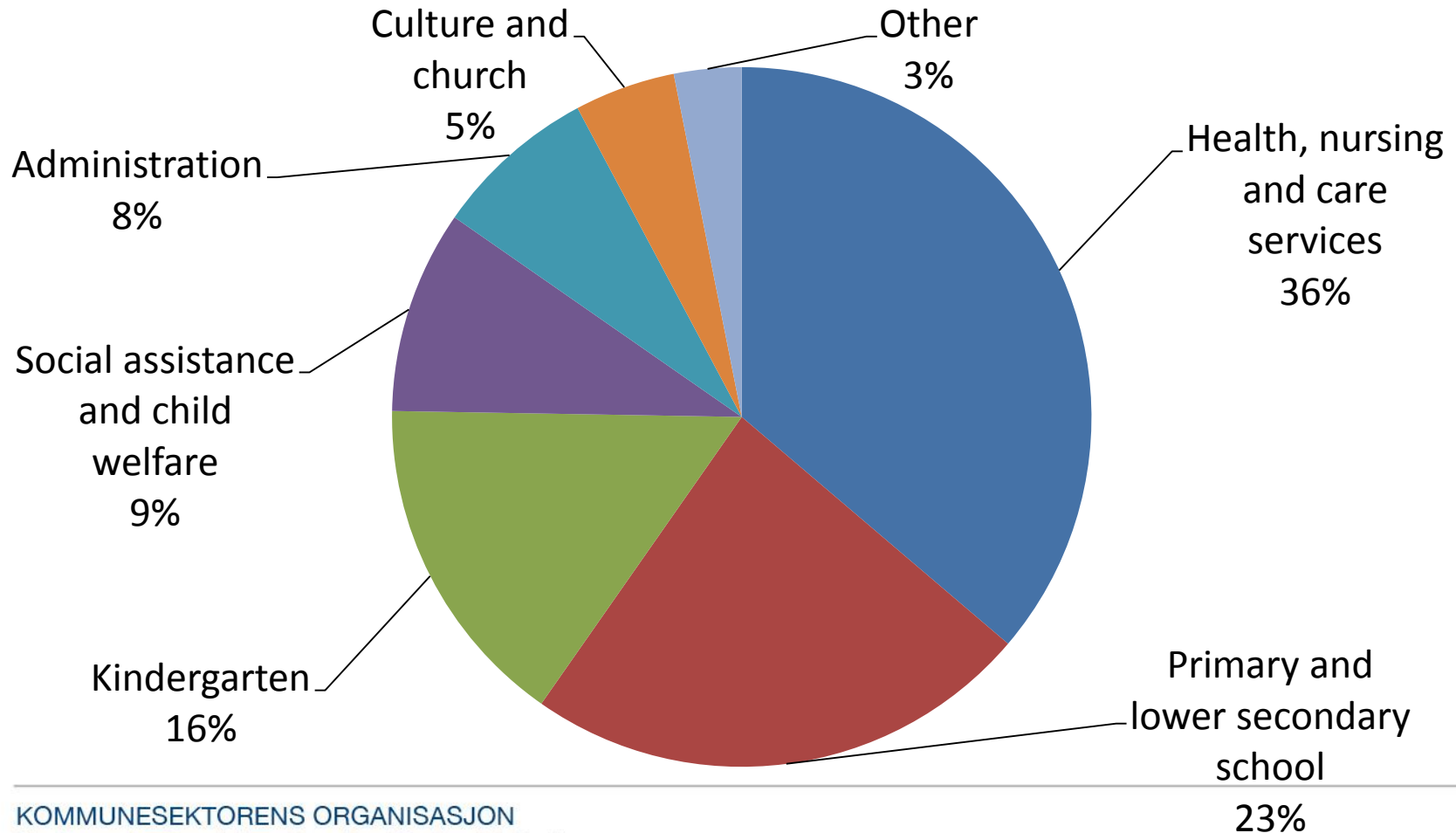
Funding of municipalities





Distribution of net expenditures (operating activities excl. depreciation)

Municipalities 2014

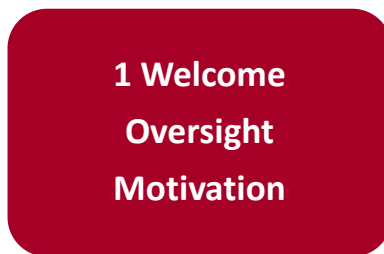


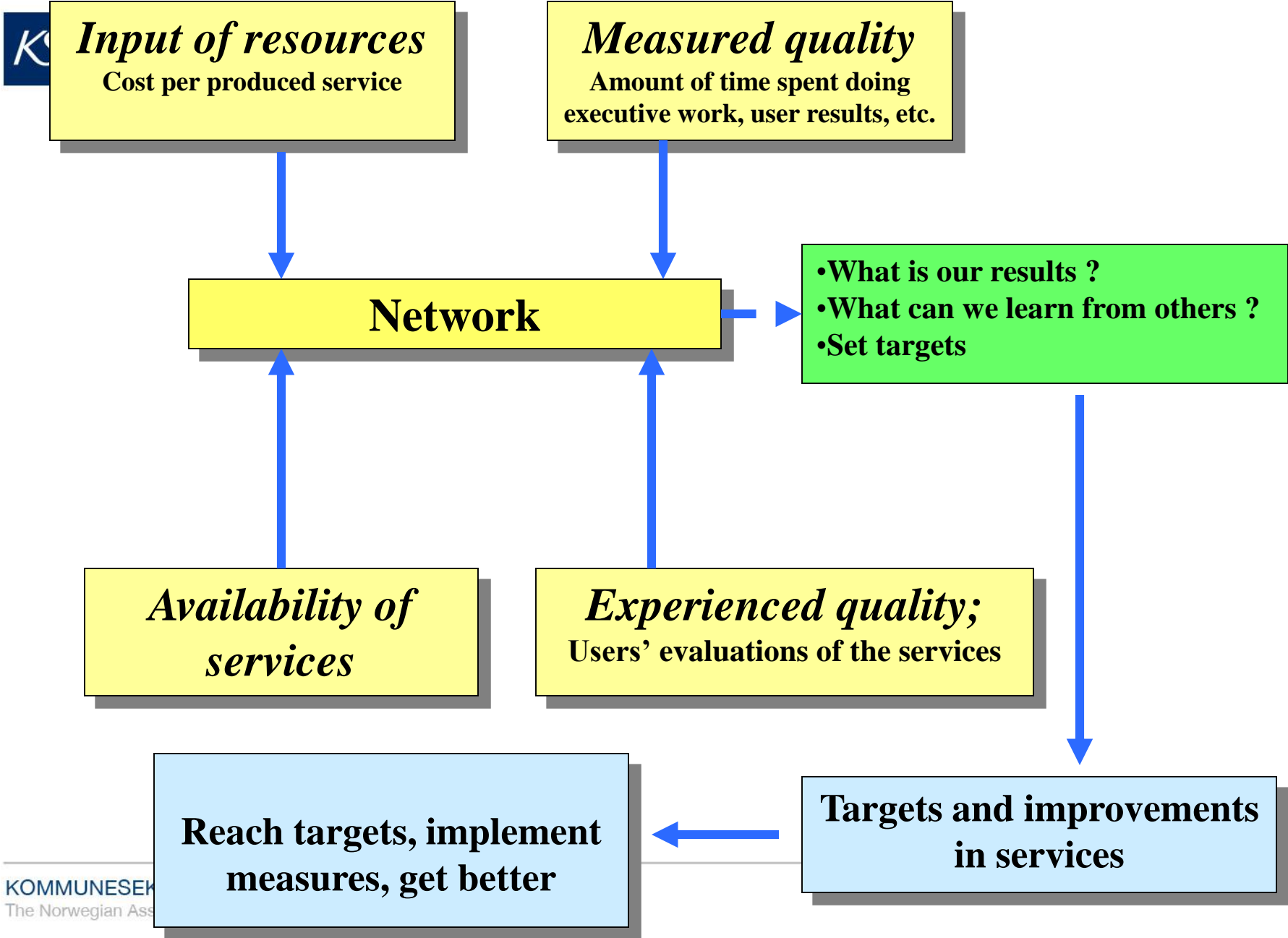


The Network Process

One year
5 meetings
1-2 days

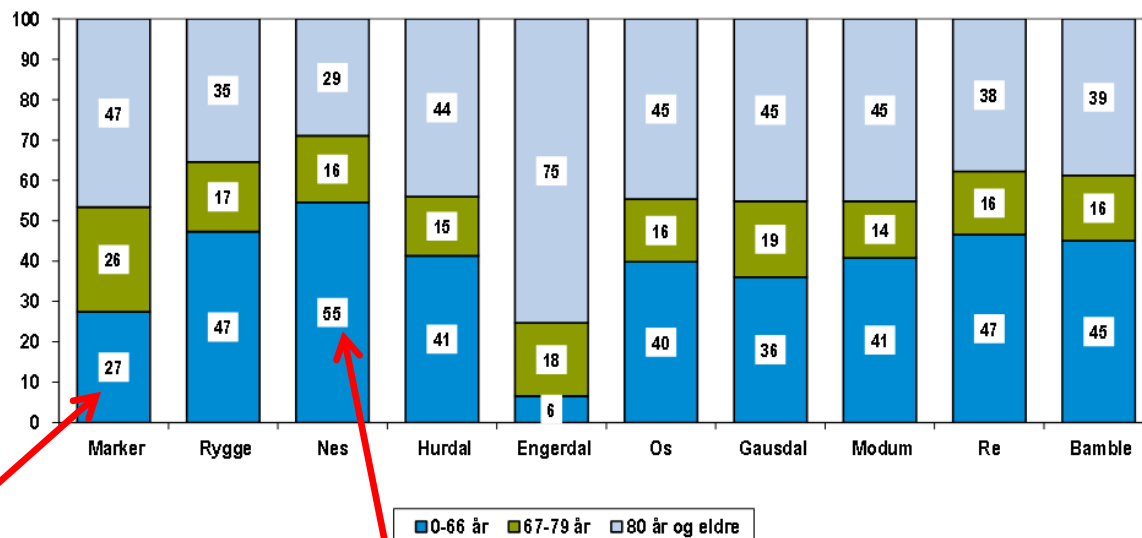
4-5 leaders
5-12 municipalities



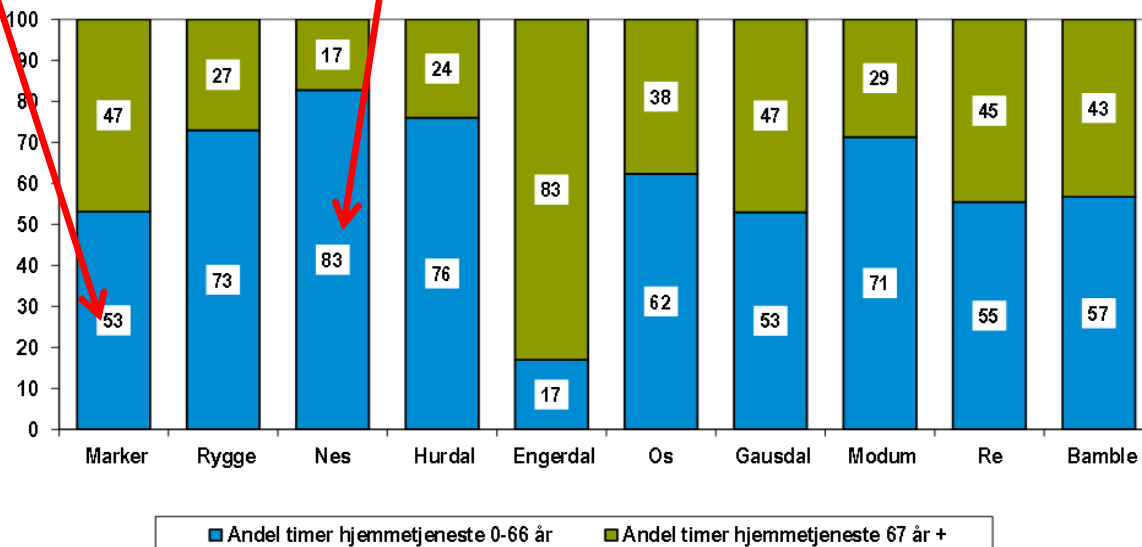


Division of time in home care

Aldersfordeling av hjemmetjenestemottakere, prosent



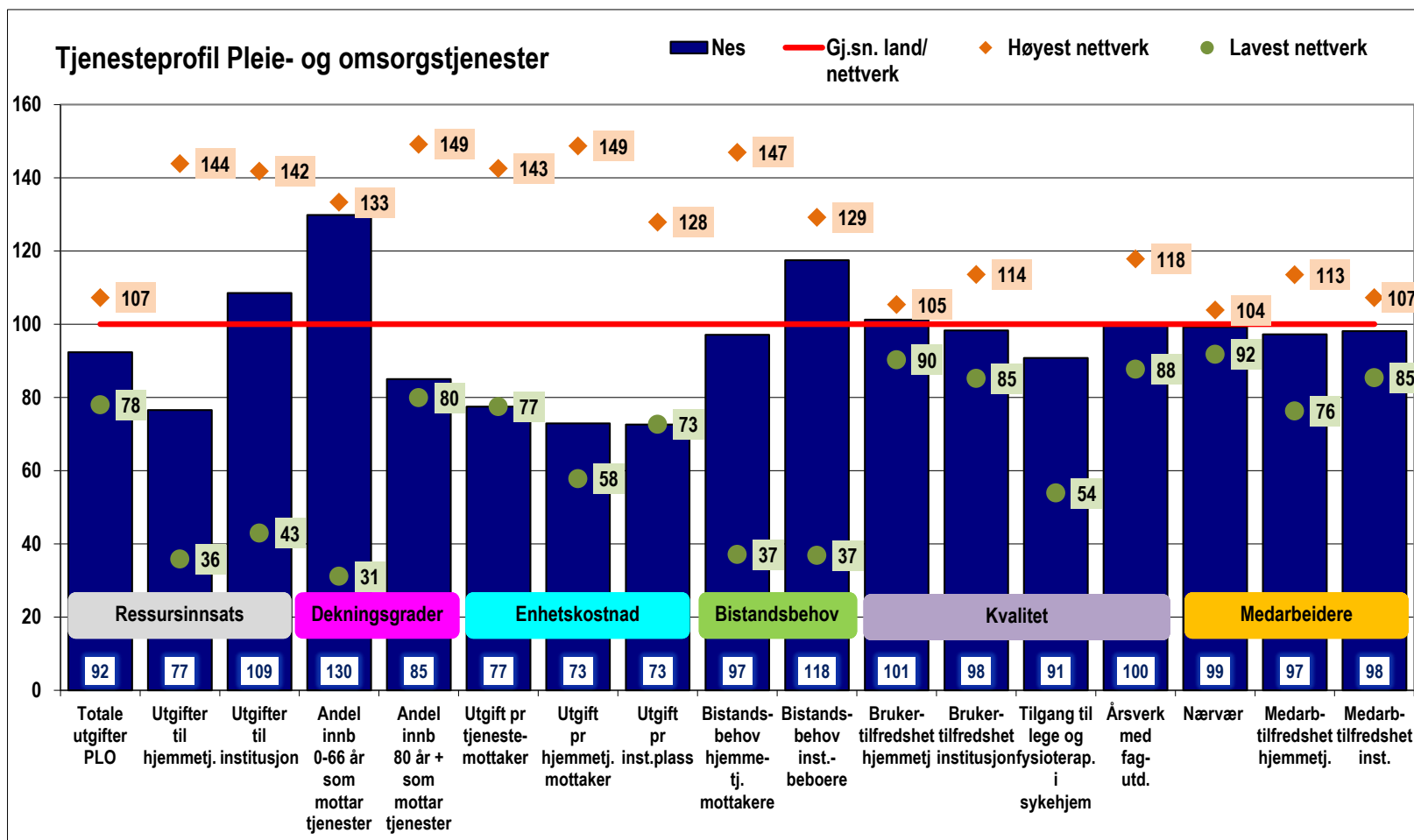
Fordeling av tildelte timer hjemmetjeneste på aldersgrupper

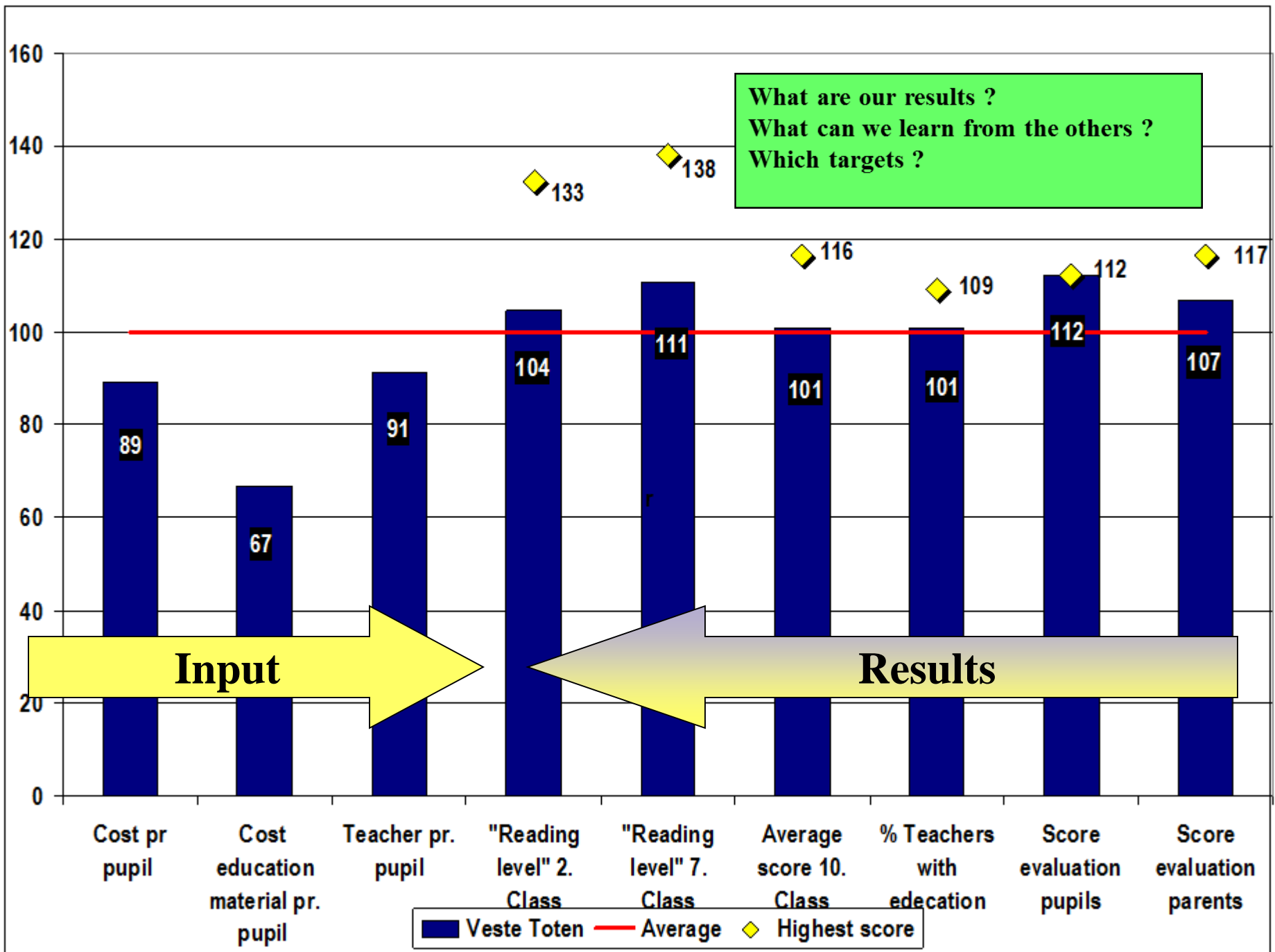


Marker: 27 %
of users receive
53 % of time

Nes: 55 % of
users receive
83 % of time.

Is this known
and communi-
cated?





Service analysis

- Service analysis is a systematic and balanced assessment and interpretation of the service
- The analysis' objective is to obtain an overview and knowledge of the service' strengths, weaknesses and opportunities.
- The analysis also contains an assessment and choices of improvement possibilities.



Gran municipality – Social services



- Distance to Oslo - 70 km
- Population - 13 500 inhabitants
- Municipality gives nursing and care services to 1400 users – more than 10 % of all the inhabitants
- 37 % of the municipality's total budget
- 350 man-years - 650 employees. It is about 1200 municipal employees all together in Gran municipality
- Services in the areas of psychiatry, physiotherapy, ergo therapy, school nurse and midwife services

Organisation

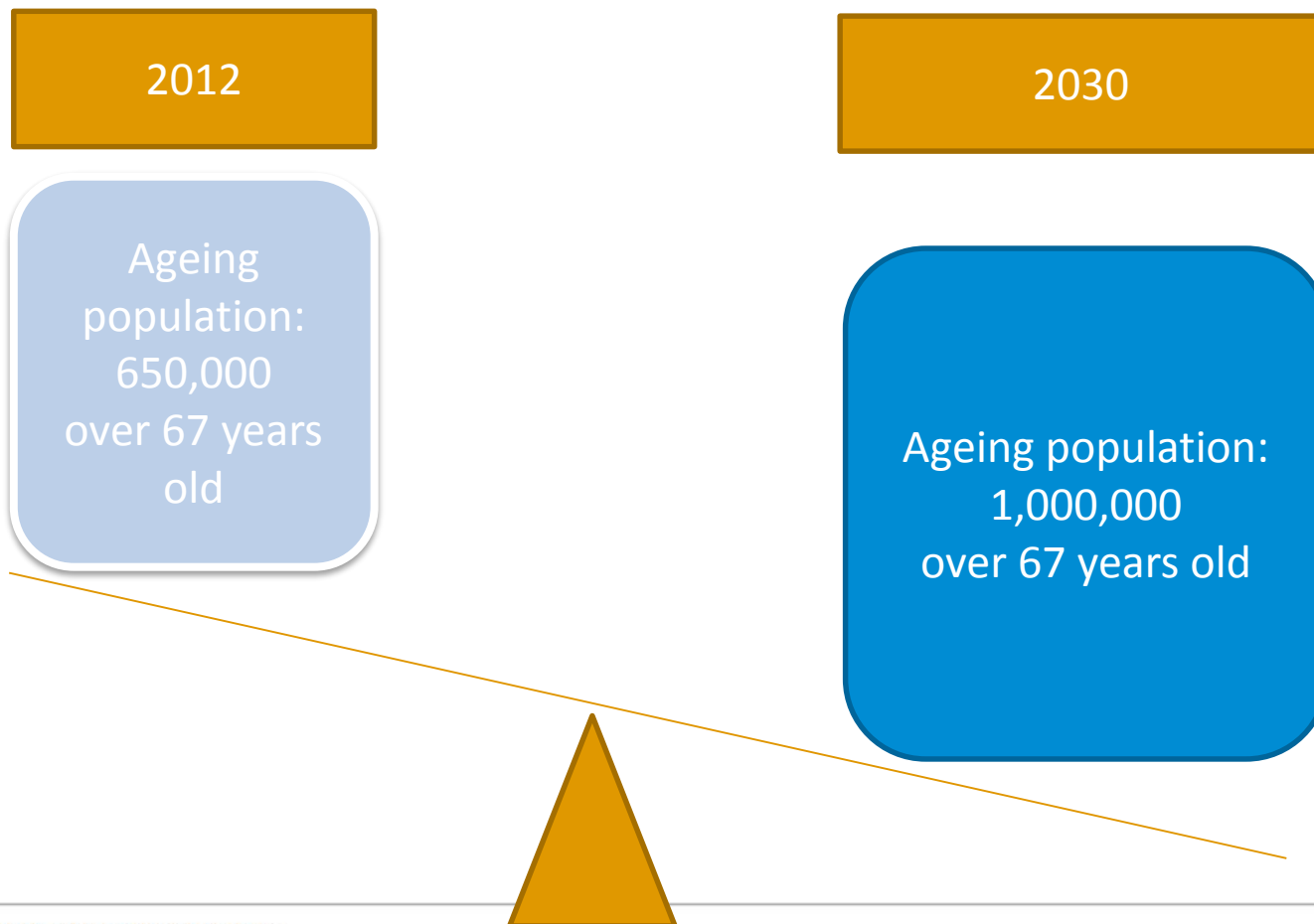


Live at home longer



Welfare technology in the Værnes Region

The big imbalance

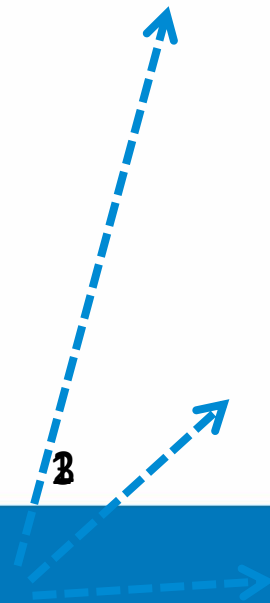


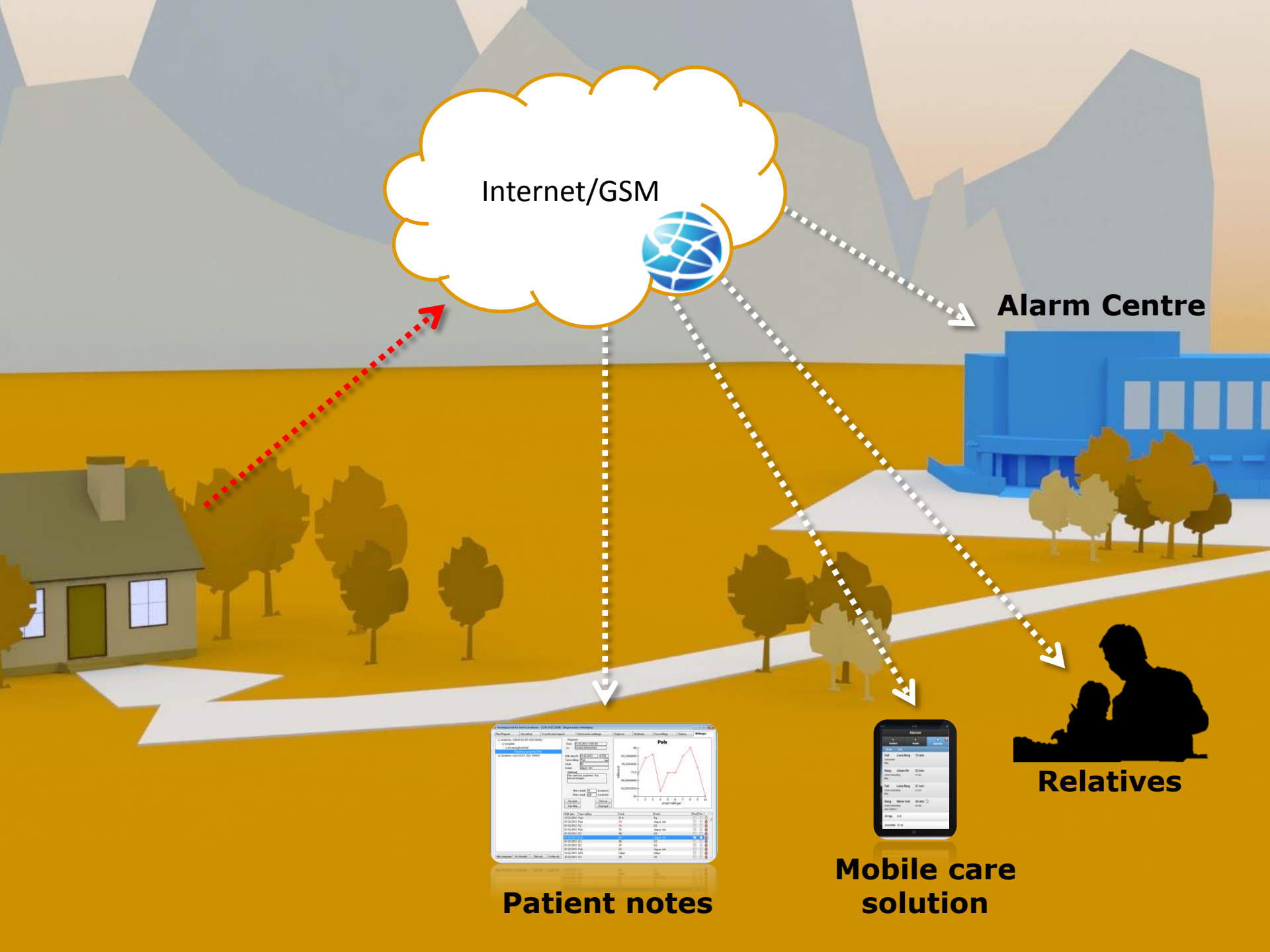


Live longer at home

Welfare technology in
the Værnes Region







Internet/GSM

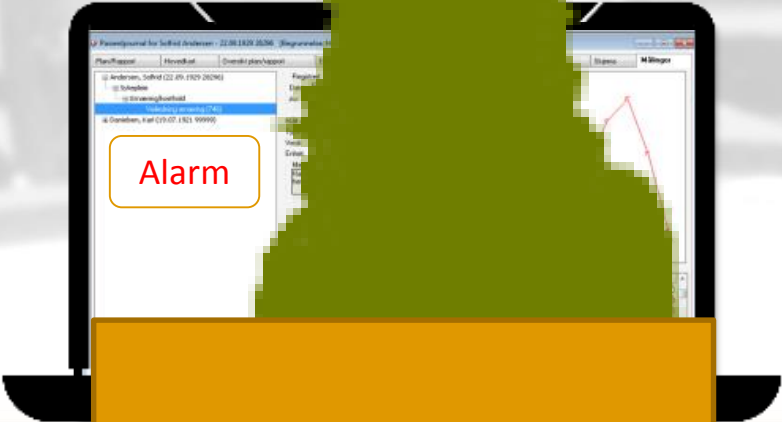
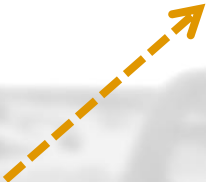
Alarm Centre

Relatives

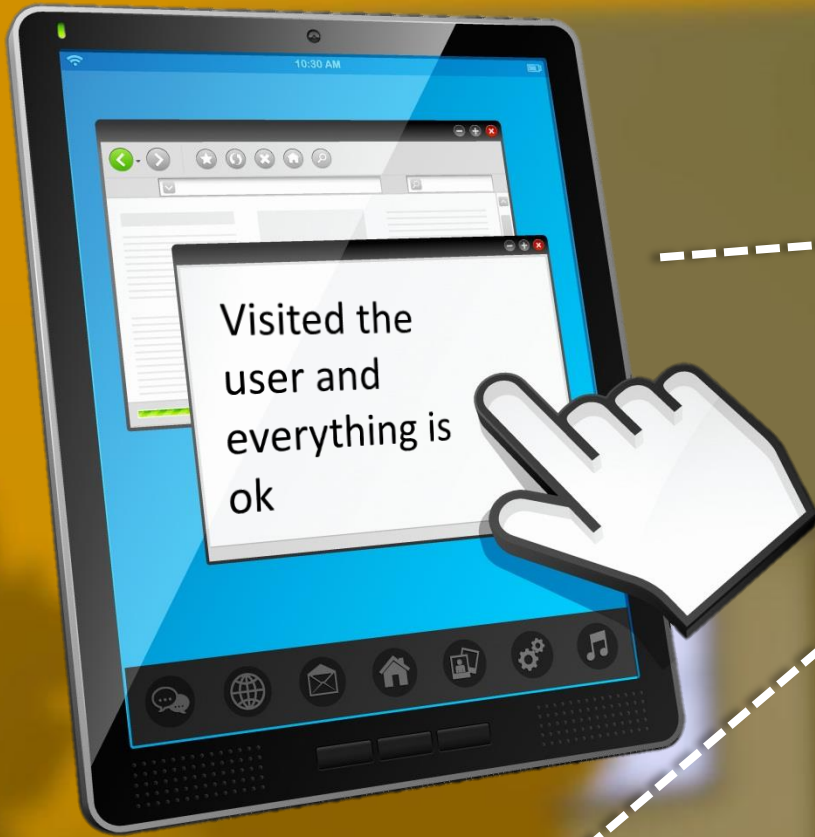
Patient notes

Mobile care solution

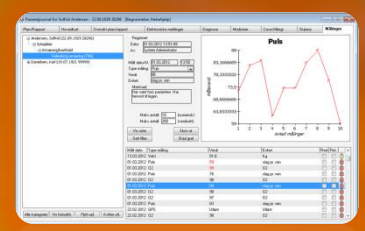
Alarm Centre







Alarm Centre



Patient notes



Mobile care solution



Relatives



A stylized illustration of a house with a chimney and several windows, set against a yellow background with silhouettes of trees. A white rounded rectangle with an orange border is centered over the house.

Welfare technology





Congratulations

Værnes Region!

First in Norway (and the world)
with a **complete** welfare solution

–from sensor to patient notes

KS efficiency network



- Municipality wanted to participate in the efficiency network to make a comparison between the action plan and the service analysis.
- Was Gran on the track?
- In the past years the nursing care services have been in an constant process of change
- This is because of:
 - An increasing number of patients
 - More resource-intensive patients
 - The need of highly qualified nurses
 - Lack of budget funds

The findings in the service analysis:

Institutional beds:

- The great number of institutional beds in the nursing homes
- The institutions run economically well
- Nursing homes have an older standard - neither customized or based on universal design.

Rehabilitation:

- Lack of own department for rehabilitation.



The findings continues



- Home care must be strengthened and the patients must have the opportunity to stay at home as long as they want in houses/ flats which are adapted.
- One of the main change was to create the “Allocation unit”. We have now the opportunity to cheque out if the resources are used based on needs and decisions.

What have we done?

- Have a new organizational structure
- Less beds in nursing homes
- Increased the resources for home care
- Become stricter in granting services
- Made a communication plan
- Made HR development plan and hired people with higher qualifications
- Built a new centre with 7 flats for people with mental disorders. 24h service



The Efficiency Improvement Networks is a learning arena

The municipalities get better:

- Insight in their own services, and the connection between resources spent and the quality of the service
- Management tool
- Basis for making decisions for local politicians
- Basis for setting targets
- Increased user focus, dialogue and empowerment of users
- Possibility to compare with other municipalities, also over time

- ...and KS gains documentation and good examples



Critical factors of success:

- **Anchor** executive leadership; give *top priority*
- **Information** in organizations and to citizens and users
 - Information to and involvement of *political level*
- **Participation** within the organization
 - Motivation to learn from others and teach others



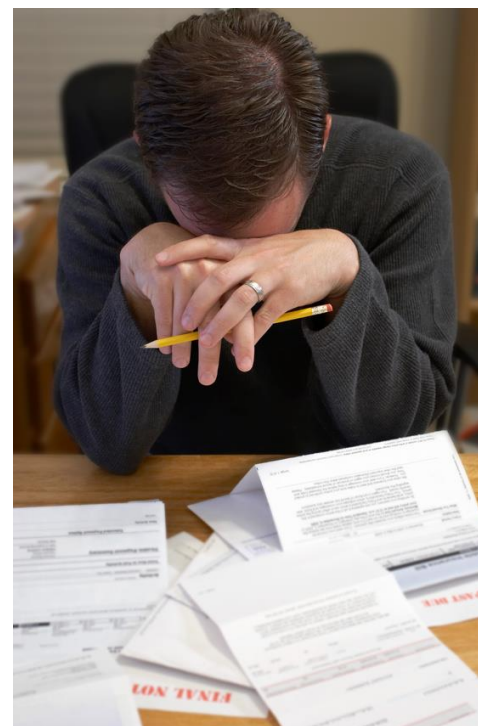


Largest cities network

- Network for 10 largest cities in Norway
- Running continuously
- Operate over 9 services
- Extra level built in - which considers the overall economics of the city
- Additional reports produced annually

ROBEK network

- Municipalities in economic unbalance
- Target: to be able to manage finances
- Good results



Questions?



KOMMUNSEKTORENS ORGANISASJON

The Norwegian Association of Local and Regional Authorities

14.10.2015