

Kaizen Leadership in Healthcare Digital Ecosystem

Dr. dr. Fathema Djan Rachmat, Sp.B, Sp.BTKV(K), MPh
CEO Pertamina Indonesian Healthcare Corporation (IHC)



Agustus 2019

please do not distribute without written consent from dr Fathema



“Problem is Gold.”

- CEO Pertamina Bina Medika Indonesian Healthcare Corporation Ltd. 2019 -
- CEO of Peln Hospital Ltd. 2013-2019
- Head of integrated inpatient unit Gedung A Cipto Mangunkusumo Hospital 2007-2013
- Founder and head of Integrated Cardiac Center Cipto Mangunkusumo Hospital 2003-2007
- More than 30 years experience of cardiac surgeon



Challenges





Health Tech

**AI, IoT & the
rest of 4.0**

**Ultradynamic
regulation changes**

Millennials patients

**Hospital's
unfinished
homework :**

- Clinical Governance
- Clinical Pathway
- Unit Cost accuracy

- Fraud prevention
- Operational excellence
- Value based care
- Organisation Culture
- Agility

Internal challenges for ARVI



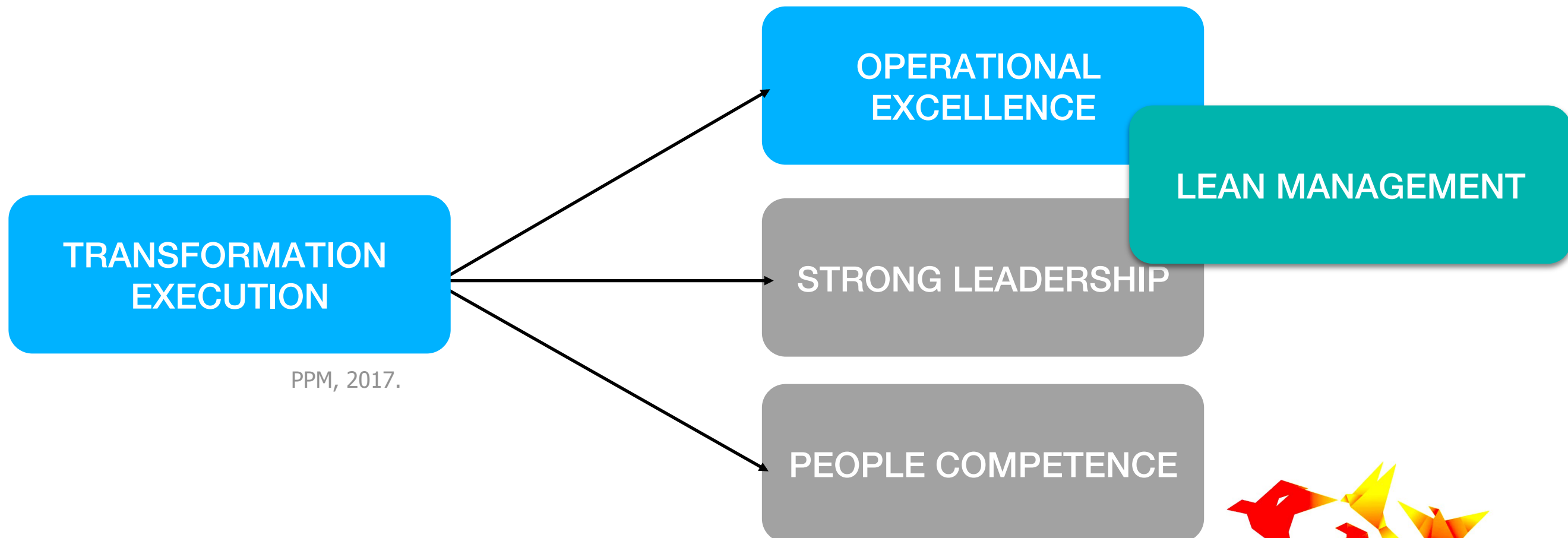
DIGITALISASI PELAYANAN KESEHATAN

Strategi Pemanfaatan IT Untuk Pelayanan Kesehatan
yang Efisien dan Efektif

 E-planning	 E-reporting	 E-registrasi	 Sistem Informasi Pelayanan Kesehatan	 Sistem Informasi Fasyankes	 Artificial Intelligence dalam Yankes
<ul style="list-style-type: none"> ✓ PBE ✓ E-RENSTRA 	<ul style="list-style-type: none"> ✓ SIRS ✓ SIKDA ✓ ASPAK ✓ SI PUSKESMAS ✓ SI AKREDITASI 	<ul style="list-style-type: none"> ✓ RS Online ✓ PUSKESMAS ✓ KLINIK ✓ LABKES ✓ PSC ✓ FASYANKES Lainnya 	<ul style="list-style-type: none"> ✓ SISROUTE ✓ Telemedicine ✓ Sehat Pedia ✓ SIRANAP ✓ Pendaftaran Online 	<ul style="list-style-type: none"> ✓ SIMRS ✓ SIMPUS ✓ SIM KLINIK ✓ SILK 	<ul style="list-style-type: none"> ✓ Robotic ✓ E-lab ✓ E-radiologi ✓ E-patologi

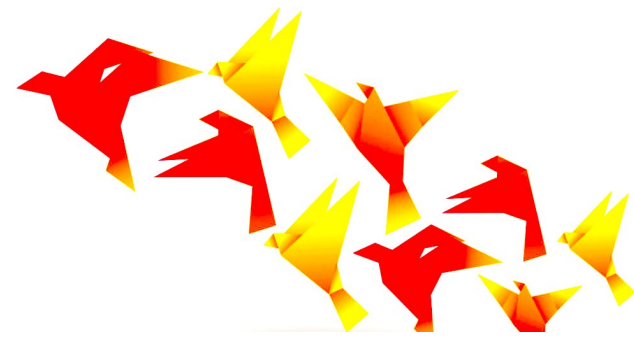
Transformation

“Self Disruption is a form of transformation required as the best defence strategy for incumbent hospital”
Fathema Djan, 2019



Agustus 2019

please do not distribute without written consent from dr Fathema



Leadership





Digital Leadership

- Definition: Strategic process that collectively uses administrative, adaptive and enabling leadership styles to create an ecosystem that advances a culture of innovation within the organizations.

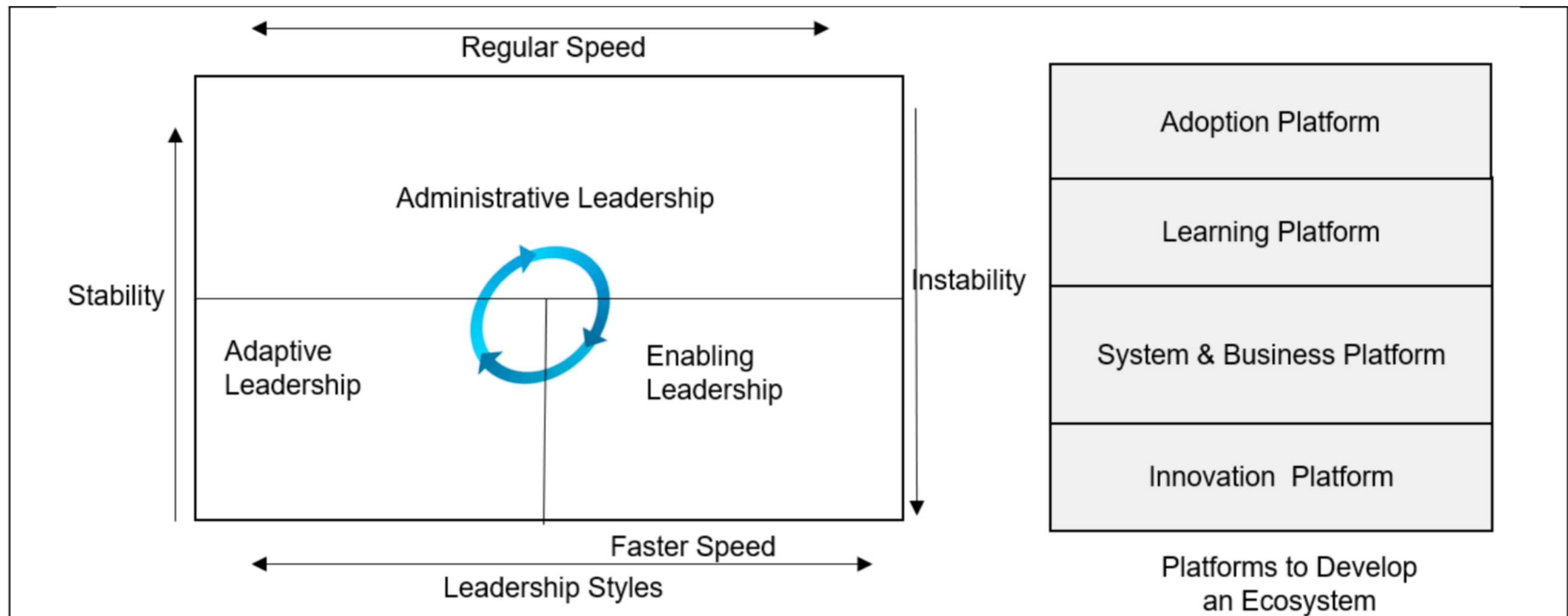
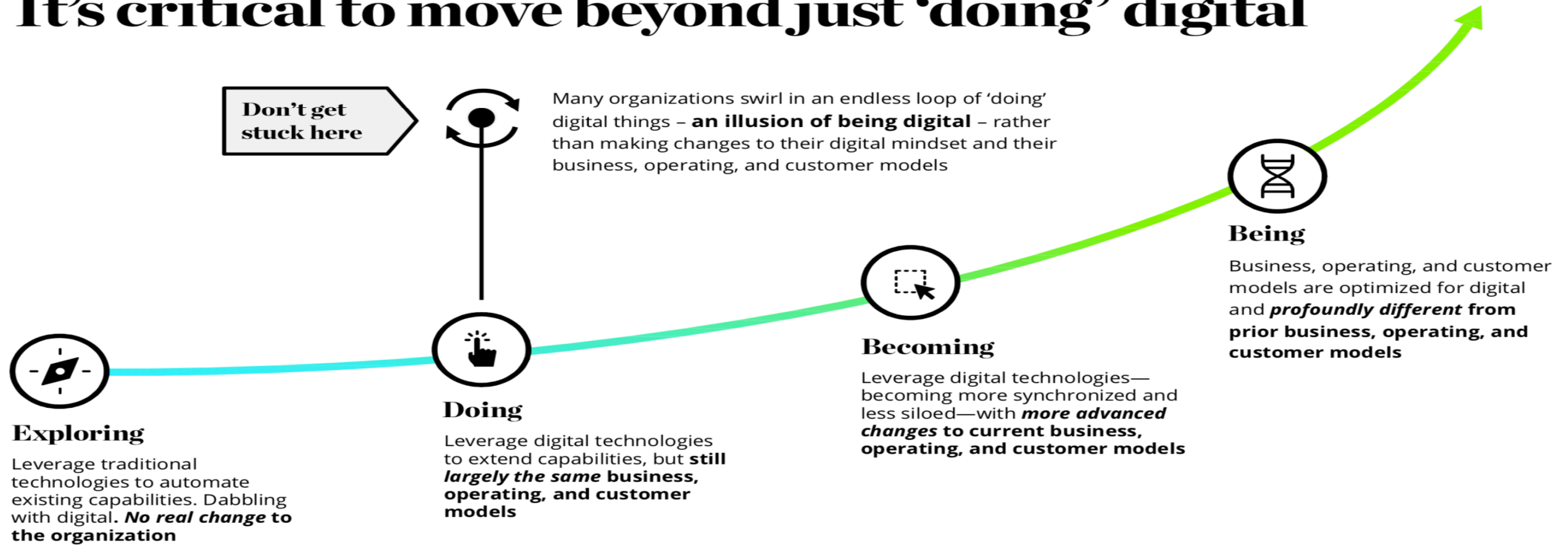


Figure 1 – Three Leadership Styles and Four Platforms: Constituents of Digital Leadership

Tanniru, M., Khuntia, J. and Weiner, J. (2018). "Hospital Leadership in Support of Digital Transformation," *Pacific Asia Journal of the Association for Information Systems*, 10(3), pp. 1-24.

It's critical to move beyond just 'doing' digital





Unsuccessful transformations are piling up because these approaches don't work

WHAT NOT TO DO



Focus only on implementing new digital technologies



Try to 'org design' the way to digital



Approach digital transformation as a technology implementation



Just tell people to be more agile and innovative



Isolated victory or bursts of activity—then declare digital success



Hire or buy digital skills without also focusing on training existing talent in digital

<https://www.deloittedigital.com/content/dam/deloittedigital/us/documents/blog/blog-20181204-ddna-download.pdf>



Those
crushing it have
five things
in common,
tied together
with the right
Digital DNA

Digital leader and talent development

Build digital leadership skills and talent pool. Develop leaders who can excel in leading in the future of work, source digital talent, and train existing employees.

Innovation culture

Embrace a “succeed fast” approach to innovation that focuses on the end-user and desired outcomes.



Balanced digital portfolio

Understand how to prioritize initiatives and manage the digital portfolio.



Cross-functional collaboration

Break down traditional silos to improve collaboration across business units and functions.

Robust digital ecosystem

Leverage external partners (e.g., startups, tech companies, designers, academia, etc.) and not try to do everything themselves.

<https://www.deloittedigital.com/content/dam/deloittedigital/us/documents/blog/blog-20181204-ddna-download.pdf>



Upskilling kompetensi digital

Bagaimana caranya ?



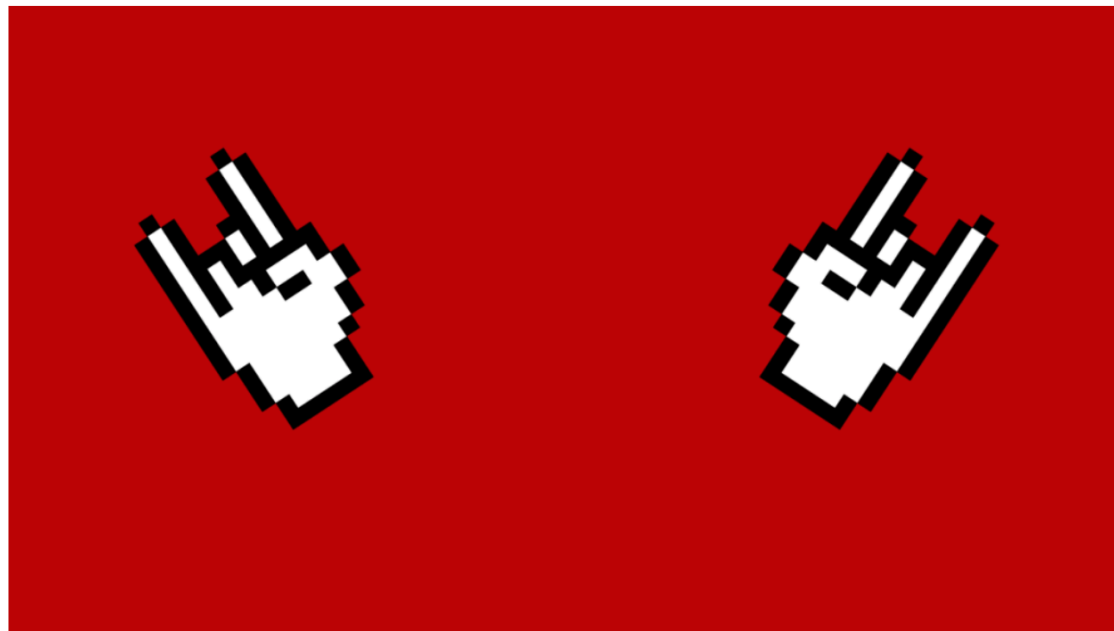
- Digital accelerators
- Learning, community & rapid application
- Right investments, assets & process
- Focus on building a growth mindset culture

<https://hbr.org/2018/10/how-we-teach-digital-skills-at-pwc>



Upskilling kompetensi digital

Soft skill of great digital organizations:



- **Goal centric thinking**
- **Collaboration skills**
- **Communication skills**
- **Learning skills**
- **Troubleshooting skills**
- **Playfulness**

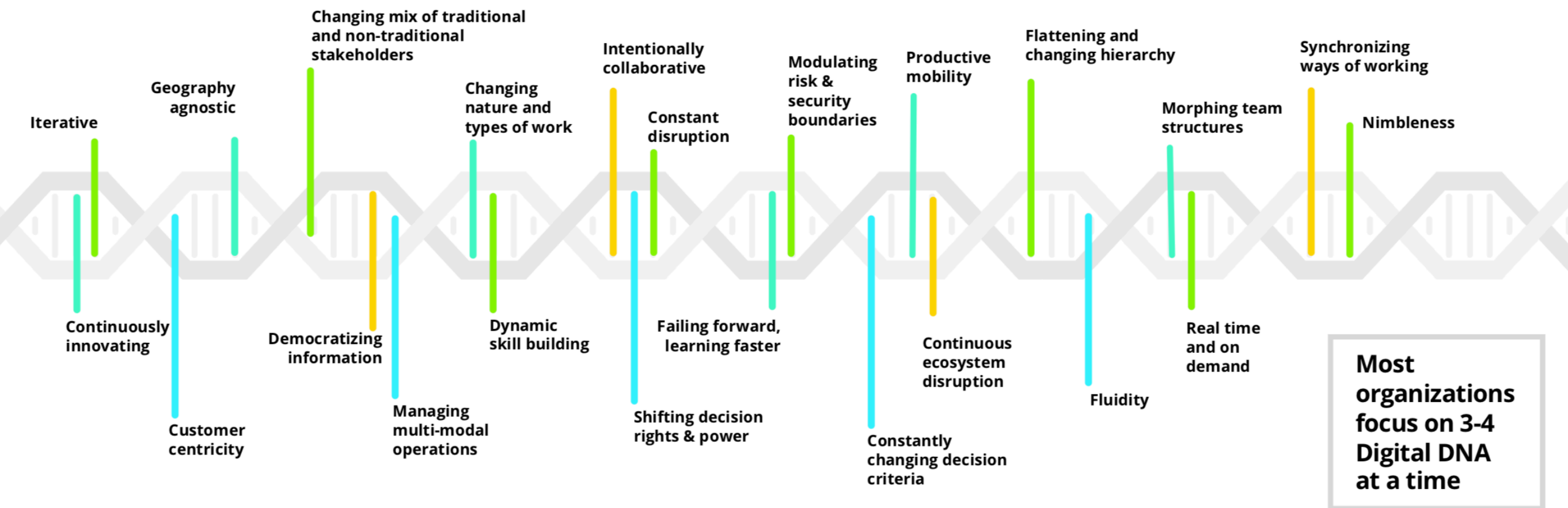
https://hbr.org/2016/02/the-soft-skills-of-great-digital-organizations?referral=03759&cm_vc=rr_item_page.bottom



Do you have digital in your DNA?

Whether you've identified existing digital traits or unmet needs, Digital DNA must be embedded into your organizational DNA and matured if the organization is to become more digital.

Digital DNA* is a set of **23 traits**, identified through research, that your organization can adopt or mature to become more digital. This DNA becomes the **blueprint for bringing digital transformation to life**.



11 | Copyright © 2018 Deloitte Development LLC. All rights reserved.

<https://www.deloittedigital.com/content/dam/deloittedigital/us/documents/blog/blog-20181204-ddna-download.pdf>

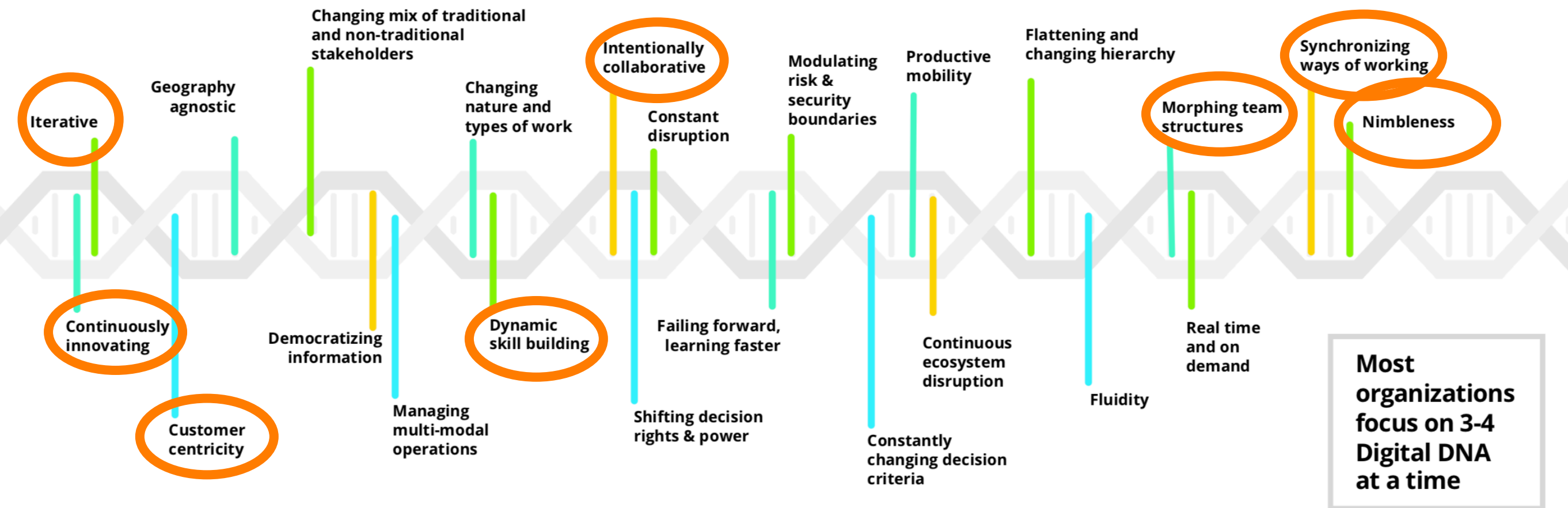


We can do it by **KAIZEN**

Do you have digital in your DNA?

Whether you've identified existing digital traits or unmet needs, Digital DNA must be embedded into your organizational DNA and matured if the organization is to become more digital.

Digital DNA* is a set of **23 traits**, identified through research, that your organization can adopt or mature to become more digital. This DNA becomes the **blueprint for bringing digital transformation to life**.





KAIFEST 2018

EXPERT ADVICE

1. [When to start surfing](#)
2. [How to surf the wave](#)
3. [How to stay afloat](#)
4. [Common pitfalls](#)
5. [How to lead](#)
6. [How to control performance \(financial\)](#)

10 PRINSICPLES FOR WINNING THE GAME OF DIGITAL DISRUPTION

1

**EMBRACE THE
NEW LOGIC**

4

**CREATE YOUR
CUSTOMER'S FUTURE**

7

**CONTROL YOUR PART OF
THE PLATFORM**

2

**START NOW, MOVE
DELIBERATELY**

5

**PRICE TO DRIVE
DEMAND**

8

**INTEGRATE, DON'T
ISOLATE**

10

**DEFINE A NEW
WAY OF WORKING**

3

**BUILDING YOUR
IDENTITY**

6

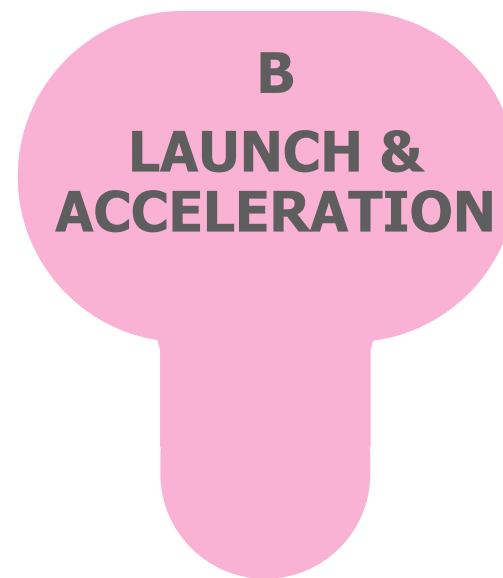
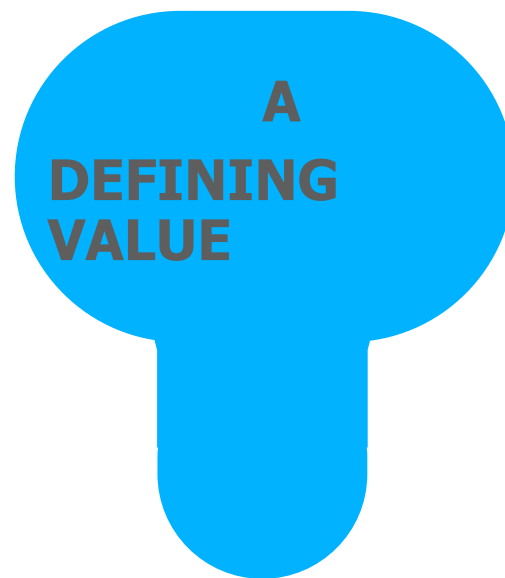
**PROFIT FROM
OVERLOOKED ASSETS**

9

CHALLENGE THE RULES

Mathias Herzog, Tom Puthiyamadam, Nils Naujok. 10 Principles for winning the game of digital disruption.S+B. PWC. Strategy&. Spring 2018.

10 GUIDING PRINCIPLES OF A DIGITAL TRANSFORMATION



1. SENIOR MANAGEMENT COMMITMENT
2. SET CLEAR, AMBITIOUS TARGETS
3. SECURE INVESTMENT

4. START WITH LIGHTHOUSE PROJECTS
5. APPOINT A HIGH CALIBER LAUNCH TEAM
6. ORGANIZE TO PROMOTE NEW, AGILE WAYS OF WORKING
7. NURTURE A DIGITAL CULTURE

8. SEQUENCE INITIATIVES
9. BUILD CAPABILITIES
10. **ADOPT A NEW OPERATING MODEL**



EXPERT ADVICE

1. [When to start surfing](#)
2. [How to surf the wave](#)
3. [How to stay afloat](#)
4. [Common pitfalls](#)
5. [How to lead](#)
6. [How to control performance \(financial\)](#)

About Lean Management

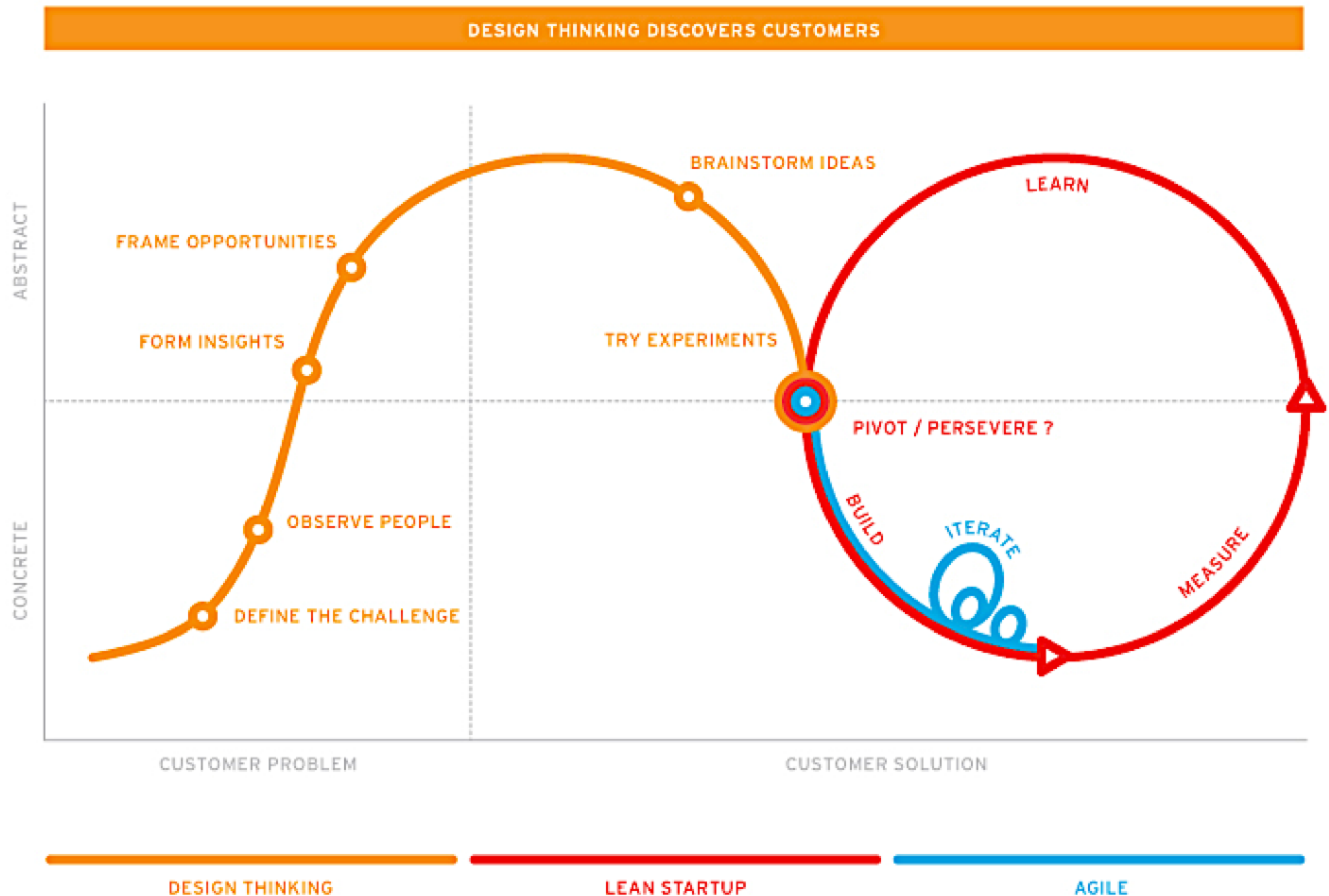


WHY LEAN HOSPITAL?

LEAN TOOLS CREATE AGILITY FOR HOSPITAL

OUR PROPOSAL FOR INDONESIA N HOSPITAL

1. The necessary transformation
2. About lean hospital in Indonesia
3. How we can win it together



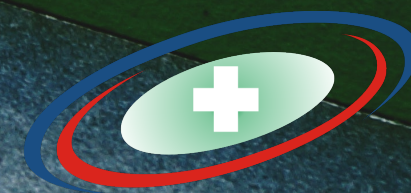
Sumber: nordstorm innovation lab concept of agility.



Empower The People



1. Shifting mindset
2. Accelerated Culture Transformation
3. Redesign Business Process
4. Hospital Digitalisation
5. Continuous Improvements



RUMAH SAKIT PELNI

5 step Care Transformation @ Pelni Hospital (2014-2019)

Agustus 2019

please do not distribute without written consent from dr Fathema

KAIZEN EVENT 2017



KAIZEN !

Everybody improve, everywhere, everytime

KAIZEN EVENT 2015

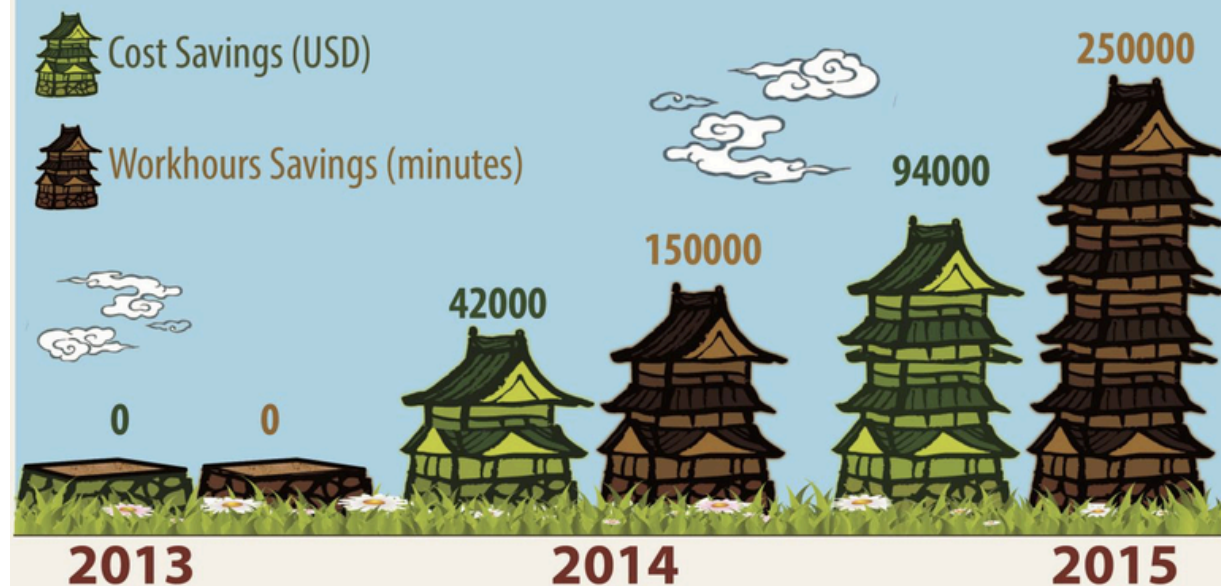


KAIZEN EVENT 2016

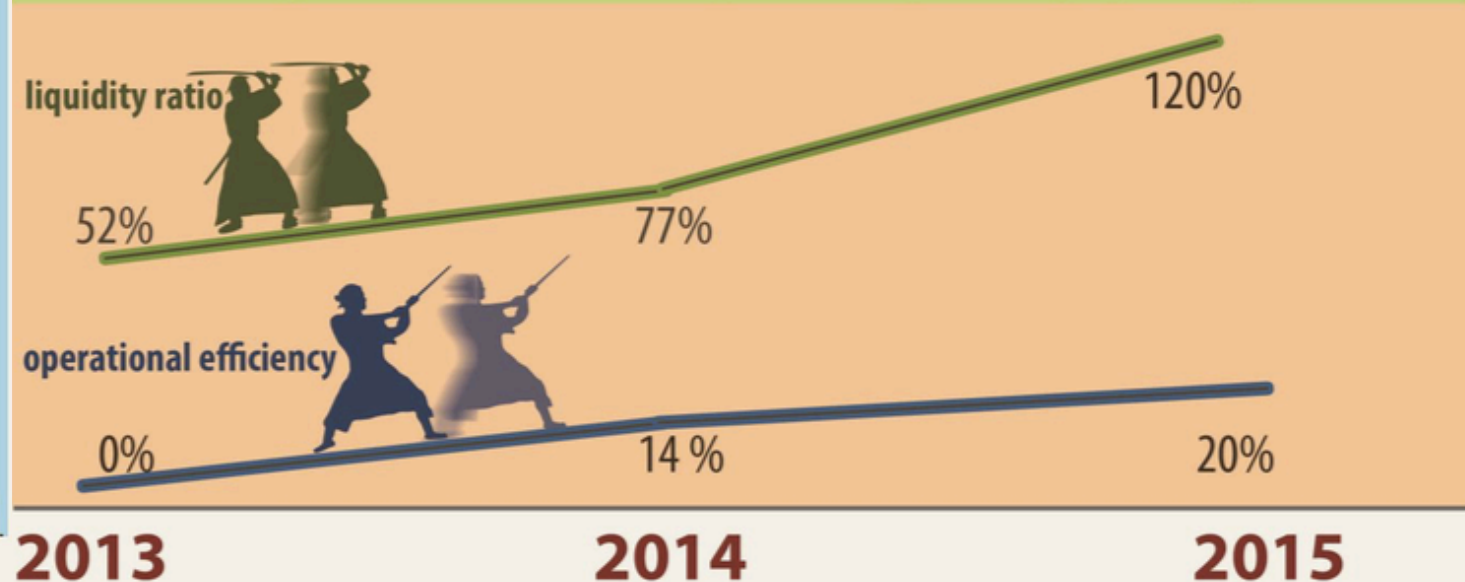
Idea Harvested (respect to people)



WASTE ELIMINATION



IDEA HARVESTING RESULTS





Pelni Hospital Transformation Results 2014-2019



RUMAH SAKIT PELNI

- > 1000 ideas
- > 65% employees engagement
- 71 kaizen teams
- saved > 342 workdays
- saved > 11 Billion IDR

	2014	2015	2016	2017	2018
Operational efficiency	13%	18%	19%	20%	20%
Total number of patients	145.529	294.516	368.431	395.899	495.000
Number of employees	1.115	1.250	1.310	1.365	1.387

Agustus 2019

please do not distribute without written consent from dr Fathema



Vision for Healthcare 4.0



PELNI Hospital Ltd Transformation pathway

2nd phase of transformation with artificial intelligence, big data, IoT

2019-2024

Reconstructing new business model

2018-2019

Business realignment with standards, frameworks, performance management & remuneration

2016-2018

Evolution of business process, kaizen, electronic medical record

2015-2016

Productivity revolution with culture transformation

2014-2015



RUMAH SAKIT PELNI

Agustus 2019

please do not distribute without written consent from dr Fathema

PELNI Hospital digitalisation pathway with Lean principles

2014-2014
AUTOMATION of flow

Culture transformation, redesign process, starting automation from registration & bed management

2015-2018
PAPERLESS Hospital

- Registration information system & online registration
- Electronic medical record for outpatient & inpatient
- Prescription online, LIS, RIS, Surgical scheduling system (Slot system)
- Management decision support system (dashboard productivity, quality, casemix & kaizen)

2017-2018
PAPERLESS Hospital

- Iterations of bed management, prescription online, Slot system, LIS, RIS, electronic medical record
- E procurement, asset information system (SIMA), e-office, remuneration information system, human resource information system

2019-next
Digitalisation for Value Based Care

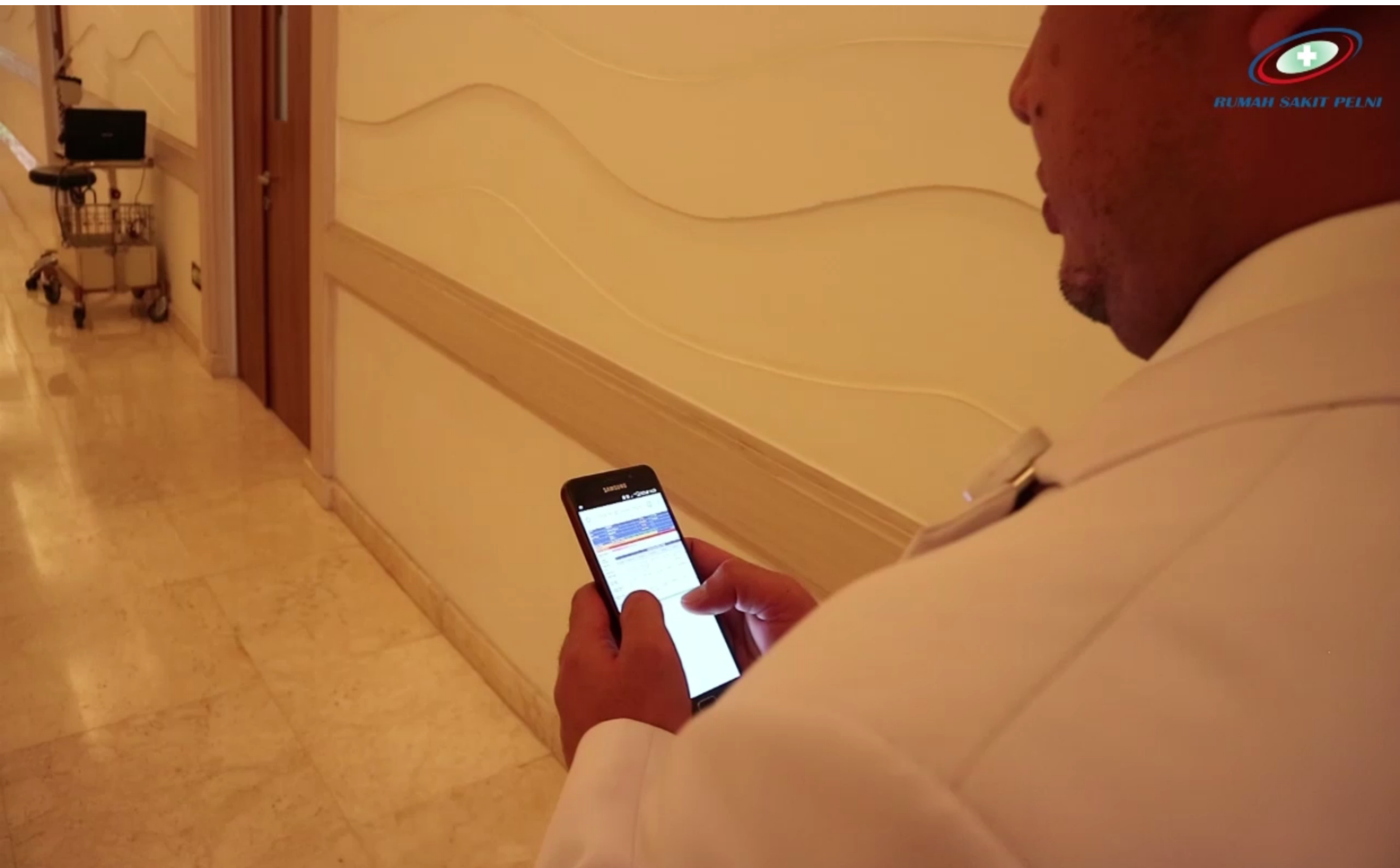
- IT Governance, Mobile apps, IoT, Cloud system, Big data
- External bridging



Agustus 2019

please do not distribute without written consent from dr Fathema

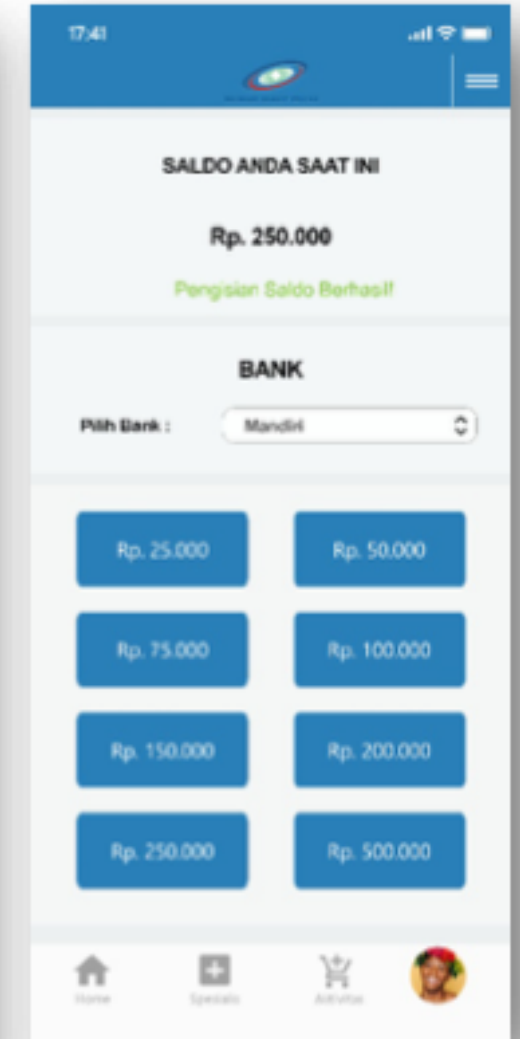
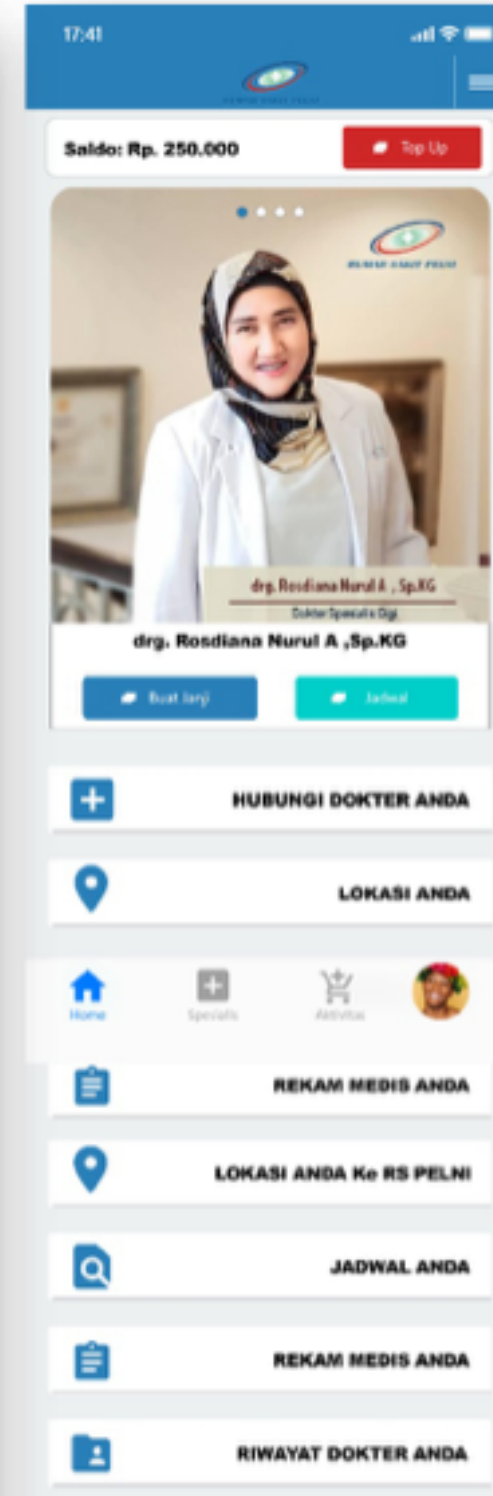
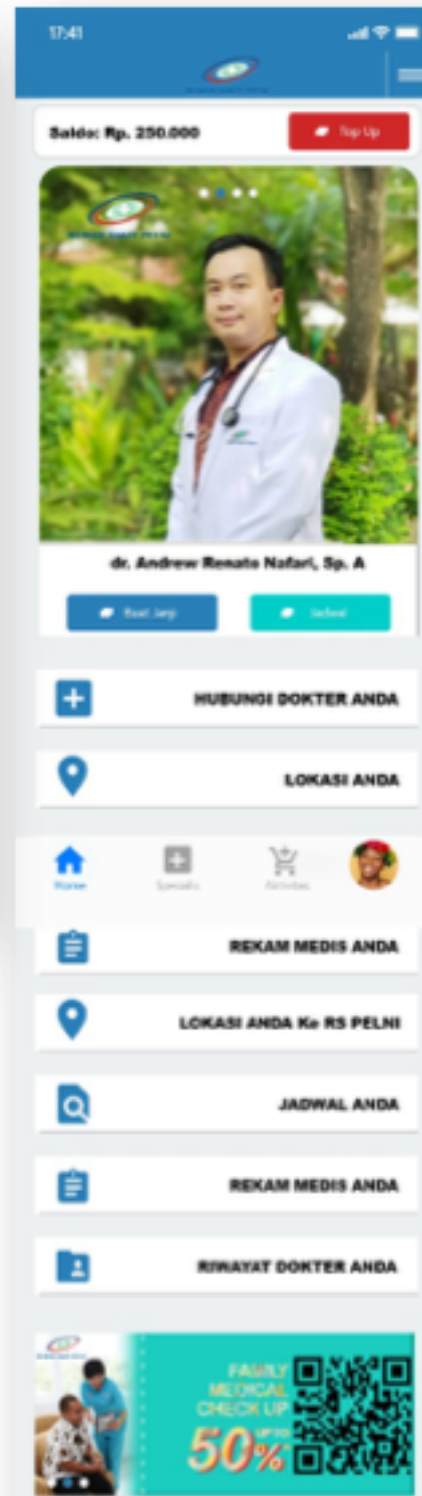
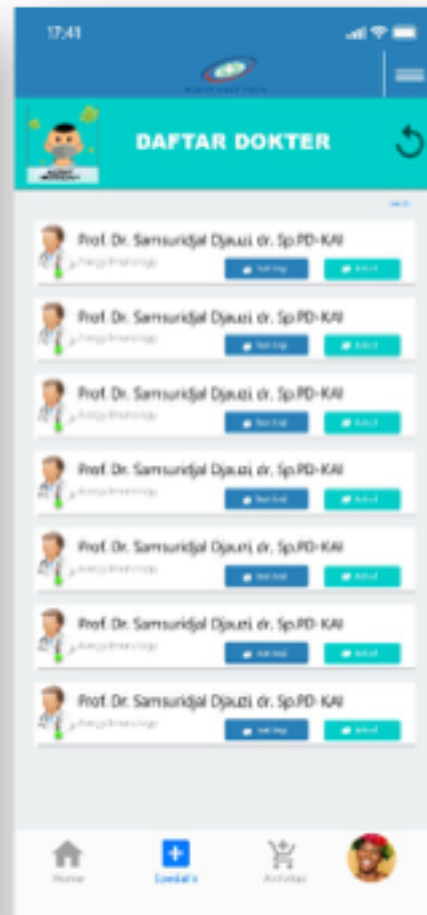
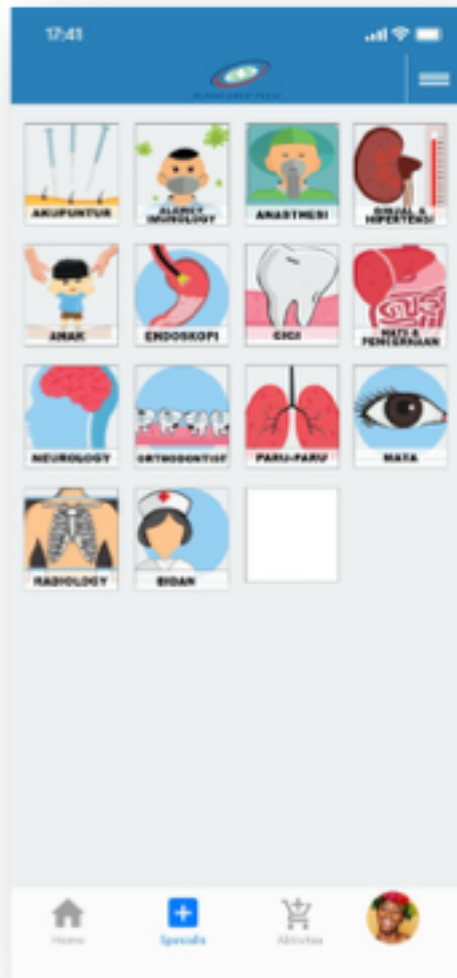
RUMAH SAKIT PELNI



DILAN NILEA

digital-layanan-medis-milenial

e-Clinic screenshot

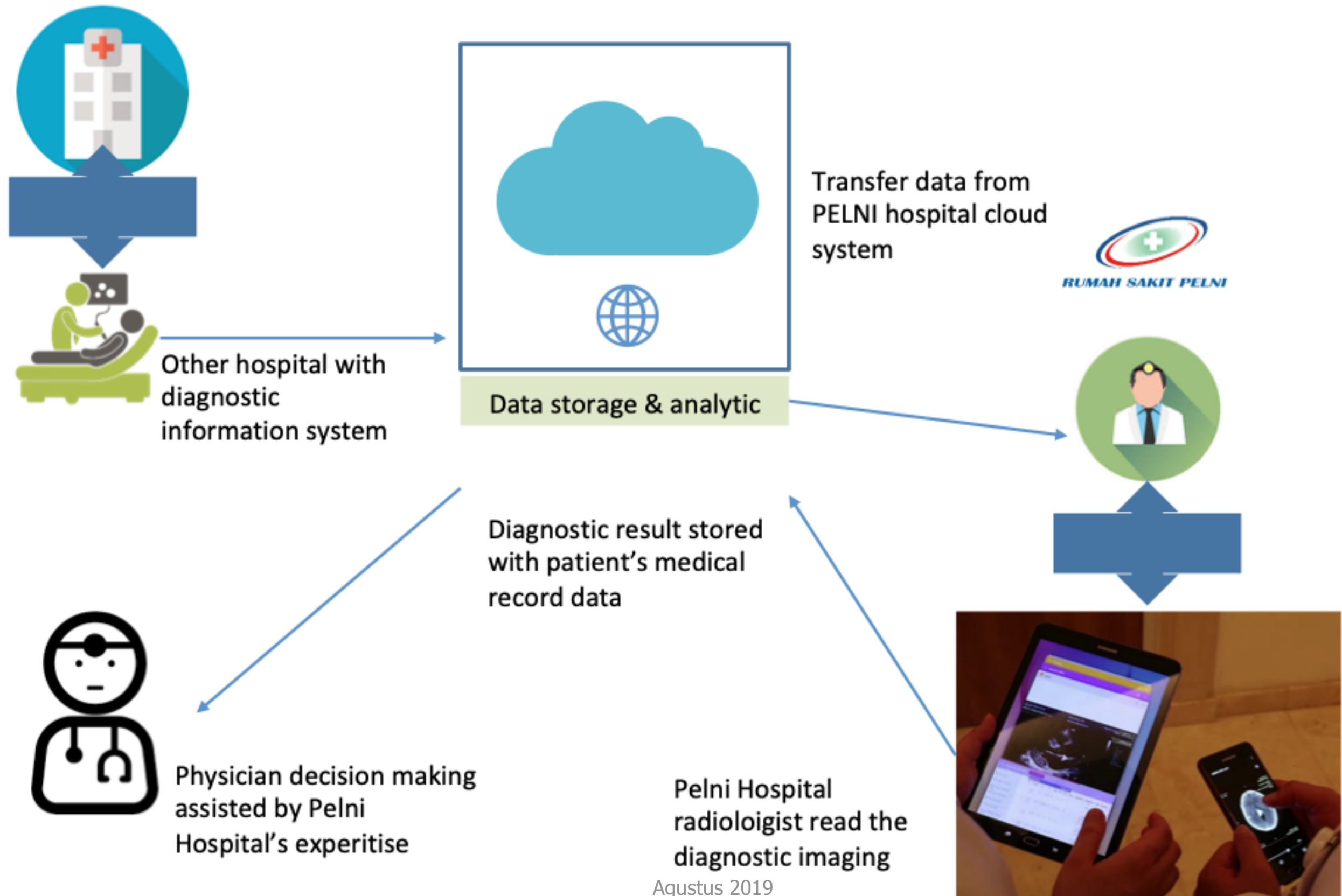


Agustus 2019

please do not distribute without written consent from dr. Fathema

GRATIS!!

e-Clinic Telediagnostic



Agustus 2019

please do not distribute without written consent from dr Fathema

Next Journey



Ketahanan Kesehatan Nasional

(Fathema's idea in brief, 2019)

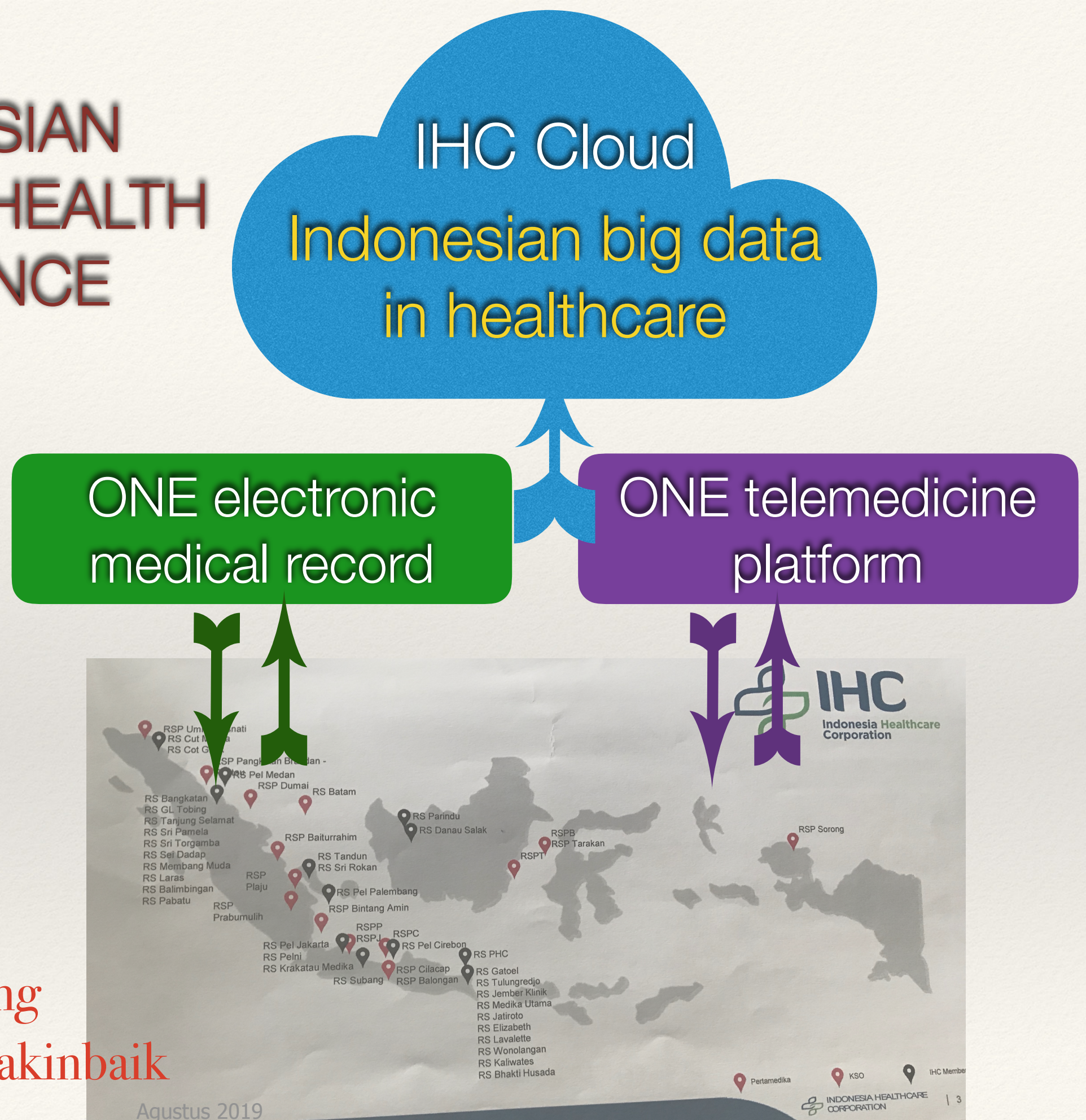
KEDAULATAN DATA MEDIS
RAKYAT INDONESIA

PENGUASAAN PASAR
KESEHATAN

KEDAULATAN RANTAI
SUPLAI KESEHATAN

FD, Agustus 2019

INDONESIAN NATIONAL HEALTH RESILIENCE



The Great Shifting
RS BUMN #semakinbaik



PERTAMEDIKA
PERTAMINA BINA MEDIKA



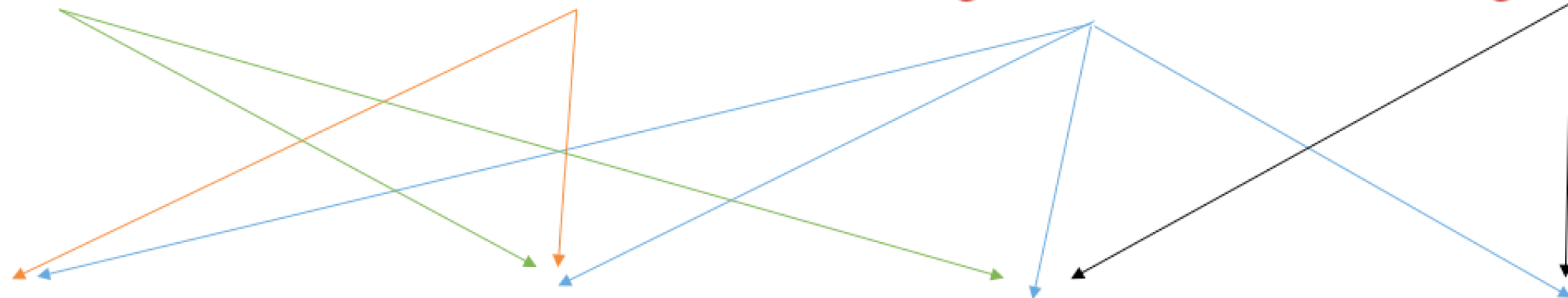
Developing Digipreneurship Strategy untuk Kedaulatan Data Medis

Innovation

Collaboration

Digitalization

Agility

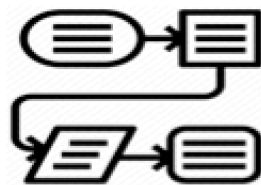


DEVELOPING PEOPLE



- CULTURE TRANSFORMATION
- GENCHI GENBUTSU (GENBA)
- DIGITAL LITERACY

REDESIGN PROCESS



- HEIJUNKA
- JIDOKA
- STANDARDIZE
- VISUAL MANAGEMENT
- DIGITAL INFORMATION

BUILT IN QUALITY



- VALUE CREATION
- COST LEADERSHIP
- OPERATIONAL EXCELLENCE
- DIGITAL DISRUPTION

COMPLIANCE



- DIGITAL LEADERSHIP
- CORPORATE LEADERSHIP
- CLINICAL LEADERSHIP

Conclusion

- Adaptive and Collaborative are key in creating healthcare digital ecosystem
- Healthcare digital ecosystem build National Health Resilience

“Kedaulatan data medis Indonesia, bukan hanya tentang perlindungan akan identitas pasien (anonimitas), namun tentang aset bangsa. Pada era 4.0, data sama berharganya dengan uang.”

-- Tim Kaifest 2019

Thank You



**“Continuous improvement is better
than delayed perfection.”**

Agustus 2019
please do not distribute without written consent from dr Fathema **-Mark Twain**