The Bertha Centre for Social Innovation and Entrepreneurship: Groote Schuur Hospital Innovation Programme

November 2015
Established in 2011 within the University of Cape Town’s Graduate School of Business in partnership with the Bertha Foundation as the 1st academic Centre dedicated to social innovation & entrepreneurship

We uncover, pioneer, and connect innovators and entrepreneurs to generate inclusive opportunities and advance social justice in Africa

We invite you to join our social innovation and entrepreneurship journey, and work with us to advance new (business) models and solutions on the continent.
Our Journey to Date
Our ‘Theory of Change’

**OUR VISION**
We dream of a world in which all Africans have access to affordable, inclusive, and effective human services and opportunities, and where the scarce resources that are available to us are deployed to their highest use.

**OUR MISSION**
We uncover, pioneer, and connect innovators and entrepreneurs to generate inclusive opportunities and advance social justice in Africa.

**OUR IMPACT MODEL**
- **UNCOVER**
- **PIONEER**
- **CONNECT**
- **ADVANCE**
Our Mission & Impact Model

We uncover, pioneer, and connect innovators and entrepreneurs to generate inclusive opportunities and advance social justice in Africa.

**UNCOVER high-impact solutions, innovators, and entrepreneurs:**
To spur learning and innovation, we identify and map high-potential ideas, models, innovators, and entrepreneurs in priority outcome areas.

**PIONEER early stage solutions with high impact potential:**
To get solutions ‘market ready’ we pilot and test ideas and models on their impact, applicability, replicability, and sustainability.

**CONNECT changemakers to the networks and resources they need:**
To enable scaling of high-impact solutions, we connect innovators and entrepreneurs to the networks & resources needed to succeed.

**ADVANCE individuals, organisations, and systems:**
To help shift systems, we inspire and equip individuals and organisations to change the communities and systems they are part of.
An Example (1 | 2) Inclusive Health Innovation

We uncover, pioneer, and connect innovators and entrepreneurs to generate inclusive opportunities and advance social justice in Africa.
An Example (2 | 2) Inclusive Health Innovation

UNCOVER high-impact solutions, innovators, and entrepreneurs

Our Health team published a Health Innovator’s Review in 2014, identified 25 leading innovators from a total of 175 submissions through its WHO Social Innovation in Health initiative; and profiled 25 innovations with CHMII

PIONEER early stage solutions with high impact potential

We launched a Healthcare Innovation Hub at the Groote Schuur Hospital in Cape Town with our partners to enable frontline workers to build out their innovative solutions to pressing healthcare delivery challenges

CONNECT changemakers to the networks and resources they need

Through our Inclusive Health Hacklet and other events, we connect innovators from across sectors and layers in the healthcare community so that talents and resources can be unlocked for impact

ADVANCE individuals, institutions, and systems

Together with the World Health Organisation (WHO) we are convening regional and global actors across sectors to set long-term social innovation research priorities in health and healthcare delivery
We enable, awaken and transform people and healthcare systems from the inside out by applying the lens – and process - of social innovation to healthcare systems across Africa.
GSH Innovation Programme: Project Background

GSH Management vision:
• Innovation, Leadership & Change
• Improving the patient experience

GSH Facilities Board mandate: “ensuring best care to patients and improving the working environment for staff”

Bertha Centre’s mission: to catalyse social impact through innovation
Groote Schuur Hospital: Fast Facts (July 2015)

- Total 3,536 staff members
  - 531 Doctors
  - 446 nurses
  - 256 Allied Health
- 57,884 inpatients admissions
- 398,540 outpatients attendance
GSH Innovation Hub
The *Groote Schuur Hospital Innovation Programme* is a joint effort to establish the first public sector hospital innovation programme in South Africa.

The aim of the Groote Schuur Innovation Programme has been to support staff to come up with and develop solutions to some of the hospital’s challenges; and through this to grow a culture of innovation that would sustain past the initial funding.

**History and Progress**
From October to December a series of workshops and events were run in the hospital to stimulate staff to think differently. 24 teams submitted proposals outlining their ideas in December 2014, and out of these 17 went on to pitch their ideas to an external selection panel in February 2015. Eight projects were selected to receive R900,000 funding to further develop, test and implement their ideas. A further 2 projects were selected during a 2nd round of submission so ultimately a total of 10 projects were funded for nearly R950,000 to work on their creative solutions.
The programme was envisioned as giving staff the chance to think creatively, to develop the solutions they think are needed, and to push the status quo.

The programme was open to every member of GSH staff who is passionate about making patient care better and who has an innovative idea how to do so.
Motivation to Staff

Imagine what it would be like if...

...every patient at Groote Schuur Hospital receives appropriate, timely and dignified care

...every staff member feels proud and happy to work at Groote Schuur Hospital

...if together we can find new bold solutions that can make patient care better here, in Cape Town and across South Africa?

We don’t have to imagine it anymore, we can make this a reality
Grand Challenges: What are the Problems we Need to Solve?

1 – Using Waiting Times more effectively
What if we could design a better experience for patients who are waiting for treatment - across the hospital? What if we saw waiting not as “wasted time” but as an opportunity to engage patients in a different way?

2 – Sustaining a culture of care and dignity
What if we could support staff to deliver the compassionate care, that we are known for, all the time?

3 – Tracking and Communicating
What if we had better visibility of patients’ experiences, waiting times, wards’ stock levels, which beds and theatres are free and how well our patients are doing - in real time?

4 – Patient records and notes
What if we had a better system of keeping track of patients’ records, inputting data, and ultimately spending less time on admin and more time with patients?

5 – More efficient entry and exit
Could we improve the referral process, appointment bookings and discharge? Could we speed up the process so that patients could be discharged quicker, feeling safe and supported?

6 – Improving care for specific patient groups
What if we could radically improve the experiences, quality and safety of care for one of the following groups: adolescents; TB patients; patients awaiting procedures?

7 – Working better with community service
What if we could support health and community services to deliver high quality care that we can rely on, and which would enable patients fewer unnecessary trips to the hospital?

8 – Boosting volunteer resources
What if families and volunteers had a more central role in this hospital? How might we support them to support us?
GSH Selection Day: February 2015
GSH Innovation Programme: Supported Projects
GSH Innovation Programme: Supported Projects

GROOTE SCHUUR INNOVATOR

Development of a comprehensive adolescent and young adult service within the renal unit

THE CHALLENGE & THE SOLUTION
Establishing new kidney failure, an oligo-anuric or chronic transplant programme, how to make sustainable changes to their lives, is a time when they’ve already gone through a traumatic period. The Kidney Care Clinic was developed by Dr Bianca Davidson to address the need of young adults with renal failure and to assist in rehabilitation and their social and emotional well-being by engaging the patients in treatment in the clinic setting.

THE LESSONS LEARNED
By championing and using an inclusive approach to create a new service, and involving patients, care givers, and families, in the design of the Kidney Care Clinic, allowed the patients themselves to create a service they would want to use. Their expectations were realistic and achievable.

The Kidney Care Clinic grew enthusiastic patients in the expectation of the care of the service provided and through active support decided to create a movement to give back and grow through this experience.

THE ACCOMPLISHMENTS
- Running workshops and conducting our new clinic service with patients, care givers and staff.
- Launching the Kidney Care Clinic.
- Finally running, 200 patients are seen by key reviewers.
- Launching a blood donation programme.
- The development of the teen clinic, offering patients who are <18 yrs.

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GROOTE SCHUUR INNOVATOR

An initiative to improve staff wellbeing, motivation and engagement at Groote Schuur Hospital

THE CHALLENGE & THE SOLUTION
Staff wellbeing, motivation and engagement are major problems in Groote Schuur Hospital. This project was to deliver a free-developing a screening programme delivered through videos that would offer staff across the hospital. The videos aim to promote staff wellbeing and provide them with practical strategies to improve their wellbeing.

THE LESSONS LEARNED
- A lack of focus on the development and implementation of staff wellbeing initiatives.
- The role of mental health professionals in providing support.

The role of mental health professionals in the project was critical. The project has led to regular and ongoing engagement with staff members. Any perceived “tough spots” videos from the sessions of the project.

THE ACCOMPLISHMENTS
- Staff satisfaction with the videos and feedback from staff who have been positive and encouraging. This project has been an investment in a new or an improvement to the current staff of 900.

We have the capacity, through work like this, to make a meaningful difference in our country through innovation and service.

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GSH Innovation Programme: Supported Projects

**GROOTE SCHUUR INNOVATOR**

**JUDY WALLACE & VERONICA MITCHELL**

**WALK-IN RESOURCE HUB**

**THE CHALLENGE & THE SOLUTION**

There is a strong need to facilitate patient support and empowerment through a new patient information hub. Our walk-in hub will ensure that patients and their families are informed and empowered through personalized information and support.

**THE LESSONS LEARNED**

- Patients value a walk-in resource hub where they can get information and support.
- Personalized information and support are essential for patient empowerment.
- Collaboration with other healthcare providers enhances patient care.

**THE ACCOMPLISHMENTS**

- Personalized information and support hub.
- Collaboration with other healthcare providers.
- Patient feedback is positive.

**CONTACT DETAILS**

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**GROOTE SCHUUR INNOVATOR**

**FRANCOIS MALAN**

**PIETER HOLTZHAUSEN**

**DR KAMILIN EKAMBARAM & DR JONATHAN KING**

**DEXTRAVIEW**

**THE CHALLENGE & THE SOLUTION**

A hand-free system for interacting with electronic radiological images during surgery via use of the Leap Motion Controller.

**THE LESSONS LEARNED**

- Supported by the GSH Innovation Programme.
- Funding from the national grants agencies.
- Collaboration with other healthcare providers.

**THE ACCOMPLISHMENTS**

- Creation of a walking prototype.
- Presentation at the Orthopaedic Research Unit Symposium.
- Positive feedback.

**CONTACT DETAILS**

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GSH Innovation Programme: Supported Projects

The development of a streamlined patient record to facilitate decision-making and to reduce patient safety incidents

THE CHALLENGE & THE SOLUTION
Within the ICU, inconsistent patient records mean that patient safety can be put at risk, and healthcare professionals struggle to access the information they need. The objective was to develop a patient record that addresses the needs of the clinician and the patient in this setting.

THE LESSONS LEARNED
When embarking on a project of this scale, it is important not to underpin the time line involved in achieving the different stages of the project’s life cycle. The team realised that the inside and output aspects of the documentation were integral parts of the whole, and that they should not be seen in isolation. Therefore, the team decided to run the record during an audit, but in conjunction with development sessions. This helped in the importance of being nimble and adapting to different project needs.

Keeping the team motivated and focused is crucial to the success. One of the key aspects of health is that everyone involved is important that all team members feel as though they are participating in the solution.

THE ACCOMPLISHMENTS
Maintaining the team’s focus on the need for the revised documentation and agreement between all stakeholders is essential for the streamlining of processes, facilitation of decision making, and improved patient safety.

Recognition that all key processes may be due involving the team in key decision making allows for opportunities to identify and rectify issues before they impact on the patient.

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GSH Innovation Programme: Supported Projects

GROOTE SCHUUR INNOVATOR

A tool to enable the sharing of critical patient information at a glance

THE CHALLENGE & THE SOLUTION
Detect and prevent patient delirium in hospital patients to deliver high quality care. In many wards this information is lost across different floors and records.

Critical patient information at a glance will be displayed on devices. This information will be available on any device, such as the patient’s folder, which doctor and shift the patient belongs to as well as when the expected date of discharge is for the patient. The web-based programme will be updated in real time by the nurses that are following a ward, ensuring that staff, doctors as well as other doctors are updated in real time.

THE LESSONS LEARNED
We have learned that not all innovations are large scale, and that the pinch points is finding a way to prioritize these in a way that can be implemented in a way that works for patients and staff. The feedback sessions we held were very useful and the feedback was very helpful.

Willingness to constantly evaluate project impact was a key factor. The solution will save nurses time, which means that doctors can focus on the care of patients and improve quality of care.

THE ACCOMPLISHMENTS
By demonstrating a willingness to be nimble, and to listen to the feedback from the wards, the project was able to generate0 positive feedback from nurses and doctors. The project was able to implement these changes in real time and with a high level of acceptance. The feedback from nurses was very positive and the doctors were able to identify areas for improvement.

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AMANDA MARSHALL
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BERENICE LIEBENEB & AMANDA WINDVOGEL

WARD BOARD

(continued...
GSH Innovation Programme Timeline

**GSH Innovation Programme**

**1-week**

- **SCOPING**
  - Engagement with staff groups

- **STIMULATE 1**
  - GSH Existing solutions

- **STIMULATE 2**
  - Challenge-specific workshops
  - Idea/ Proposal development support

- **INCUBATE 1**
  - Topic specific workshops
  - Stage A

- **INCUBATE 2**
  - Stage B
  - Peer-learning sessions

- **Presentation to DOH**

**Phase B**

- Stage B
Tri-part Project Evaluation

Ongoing project evaluation has been vital to assessing the impact of the programme. This has been done in a tri-part fashion:

1. Quality Improvement
   • Teams worked on an ongoing basis with an external quality improvement expert to set achievable and practicable milestones
   • Retrospective data analysis was performed to achieve a baseline against which outcomes and impacts have been measured
   • Tracking is done on a monthly basis

1. Monitoring and Evaluation
   • Currently involved in an external M&E assessment to determine overall programme impact and achievements against stated objectives

2. Financial Evaluation
   • Currently working towards ROI evaluation to measure financial impact of programme
GSH Innovation Programme: Lessons Learned

• **Support needs to be flexible and agile** – the programme needs to provide flexible support that will fit round the busy schedules of healthcare professionals, and is relevant to the phase of the project that they are in. One size fits all workshops or sessions are difficult for team members to attend and might not be as valuable as one-to-one meetings.

• **Ownership of projects must be respected** – while the support team can advise the project leads, the design and decisions made within projects are ultimately their responsibility. It is important to retain this careful balance so as not to disempower the project leads.

• **Projects need a range of support** – the teams have already asked for a range of support, from programming to support with ethics to support for data collection. The programme team will need to draw on a internal and external team members to deliver this support.

• **Project sponsors and mentors** – while it is helpful for the teams to have additional support, this concept has not been as successful as hoped since expectations were not made explicit prior to implementation. In the future, it might be more valuable to have project teams pick their own sponsors/mentors.
Thank You