



Case study: Hospital Nova, Jyväskylä, Finland

Pioneering healthcare for a brighter future

Forming a long-term partnership to support
the newly built Hospital Nova with their patient-centric
and high-quality care strategy implementation

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Executive summary

Establishing a new Value Partnership to deploy the visionary Hospital Nova strategy and improve patient experience

The newly established and first-of-a-kind Value Partnership in Finland focuses on combining the visionary strategy of the Central Finland Healthcare District, characterized by a groundbreaking patient-centric approach, with the innovations and know-how portrayed by Siemens Healthineers. This pioneering cooperation is well set to enable Hospital Nova – the main hospital of the Central Finland Healthcare District – to provide high-quality diagnostics, increase workflow optimization, and improve overall patient experience.

As Kirsi Timonen, Chief Physician of Diagnostic Services at Hospital Nova, describes, “it is essential that the right imaging scan is conducted correctly. Technology needs to be in order, employee skills as well.” Moreover, Timonen is convinced that, “this Value Partnership is capable of all of this as Siemens Healthineers plays a major role in improving workflows and optimizing equipment.”

According to Jarno Eskelinen, CEO Siemens Healthineers Finland and the Baltic countries, the strategic views of Siemens Healthineers and the Central Finland Healthcare District are very suitable and work in complete harmony towards the implementation of each organization’s vision. “One of our four Value Promises is ‘Improving patient experience’ which describes continuous development of our portfolio on patient terms. Therefore, we follow a holistic approach to address the patient experience ranging from the comfort of the patients to the clinical outcome,” says Eskelinen.

This ideal strategic fit was one of the essential selection criteria for Hospital Nova to selected Siemens Healthineers as their first choice as imaging partner. This unique Value Partnership combines expert hospital strategy with long-term cooperation in the areas of imaging technology management. The new hospital has opened its doors to patients at the beginning of 2021 and will make extensive use of the latest imaging technology and software in the years ahead.



Photo: JKMM Arkkitehdit Oy

The customer

Providing specialized, high-quality patient care

The Hospital Nova in Central Finland not only ranks among the largest hospital projects in the country, but the project is also a milestone for the region, being the country's largest public investment to date. With an estimated project cost of 411 million €, this project marks the first public decision this century in which a Finnish healthcare district has decided to build an entirely new hospital. Most of the premises will be used for specialist health care, while the City of Jyväskylä will use some of them for primary health care. Each previous hospital function is now entirely integrated into the new building once it is completed.

About Hospital Nova, Jyväskylä, Finland:

- The main hospital of the Central Finland Healthcare District¹
 - Located in Central Finland
 - Total area about 100,000 m²
 - Operations started at the beginning of 2021. The planning of the hospital began nearly a decade ago.
 - The new hospital in figures:
 - Examination and consulting rooms: 360
 - Inpatient rooms: 368
 - Operating theatres: 24
 - Maternity wards: 10
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¹ Finland is divided in twenty Healthcare Districts for the purpose of providing specialized medical care. Every municipality belongs to one of the Healthcare Districts. Each Healthcare District has a central hospital and additional connected hospitals. The Healthcare District is responsible for the provision of hospital services. The provision of specialized medical care in Finland is supported by five university hospitals.

The challenge

Simplifying administrative processes for optimal Technology Management

Usually, each clinical department manages its own technology acquisition which implies that the responsibility for installations, staff training, and maintenance is divided among several different suppliers. In a project of Nova's magnitude, managing these kinds of divided responsibilities would have been highly complicated. Thus, the Hospital Nova planning team decided to derive both the delivery and the management of its imaging technology from one supplier in a public-private partnership model – a common acquisition method in large construction projects. However, this model is entirely new in Finland's healthcare sector with Hospital Nova representing the very first example of application.

"We were looking for a long-term and comprehensive cooperation. We wanted a partner from whom we could get a unified technology base, maintenance, and staff training," as Kirsi Timonen, chairman of the steering group and Chief Physician of Diagnostic Services, Clinical Physiology and Nuclear Medicine at Hospital Nova sums up. "Working in a hospital is greatly facilitated when the devices and their user interfaces come from the same vendor".

Focusing on the hospital's specific needs

Before submitting the call for tenders, the healthcare district met with potential partners several times. The discussions focused on the strategic, clinical, and operational goals of Hospital Nova to deliver high-quality patient care while ensuring cost efficiency of Technology Management and providing a great working environment.

"If each device is purchased separately, a huge amount of work and time is required. Separate purchases can result in a diversity of devices, even in the same product group. This can lead to inefficiencies in the daily clinical workflow and user training is also more complicated. Thanks to a unified technology fleet, we can better focus on the approach 'patient first'." This could support in improving patient experience and would facilitate the mobility of staff between different workplaces, as Timonen suggests.

"One may ask whether such a partnership is difficult to implement. No, in fact – once the preliminary work of defining the partnership scope and timeline is finished – from the user's point of view, this is a carefree solution," adds Timonen.

"Through the Value Partnership with Siemens Healthineers, we remain on the cutting edge of technology development. Employees receive up-to-date diagnostic information and it is rewarding and motivating to work with the latest technology. It is also reflected in well-being at work."

Kirsi Timonen, Chief Physician of Diagnostic Services and
Chief Physician of Clinical Physiology and Nuclear Medicine, Hospital Nova



Kirsi Timonen, Chief Physician of Diagnostic Services and
Chief Physician of Clinical Physiology and Nuclear Medicine,
Hospital Nova

The solution

Focus on covering the fundamentals to provide high-quality patient care

Hospital Nova selected Siemens Healthineers as a trusted partner as their commitment to improve patient experience and transform care delivery fits the hospital's strategic goals.

The Value Partnership from Siemens Healthineers is fully tailored to meet current and future requirements of Hospital Nova and will remain in effect until 2032 with potential extension. During this period, Siemens Healthineers is set to deliver and maintain a total of ca. 35 diagnostic imaging devices ranging from CT and MRI, to mobile C-arms, including staff training. The contract also includes the possibility for additional collaboration in order to increase process efficiency through innovative Consulting & Transformation solutions.

Increasing efficiency with modern technology

Medical devices are like the "central nervous system" of healthcare. With the continuous development of technology and methods, effective and proactive device management has become more important than ever. Advanced technology improves efficiency both financially and in terms of treatment effectiveness.

"In addition to skilled personnel, a positive patient experience is also influenced by technology that enables examinations in time and successful diagnosis in all cases. If necessary, modern technology also enables the utilization of the latest artificial intelligence-based analysis services. Thanks to Siemens Healthineers' innovative technology,

Hospital Nova's staff can make examinations and diagnoses that are genuinely beneficial to the patient," emphasizes Jarno Eskelinen, CEO Siemens Healthineers Finland and the Baltic countries.

Imaging times can be shortened while reducing radiation exposure to the patient. Shorter interpretation time is also of great importance for patient comfort and operational efficiency. Due to faster scan times and intelligent imaging reporting software, radiologists can perform and report more diagnostic scans per day, thus shortening imaging waiting lists. Further applications, like teamplay, ease the monitoring and optimization of dose levels, use of devices, and number and efficiency of patient visits.

"An example of efficiency improvement is my own specialty in PET imaging. Using new detector technology, scan times for one patient can be reduced to 10 min or even less. With previous equipment, it took 25 min," explains Kirsi Timonen.

The Value Partnership also provides significant advantages through the inclusion of a dedicated staff training program, and continuous maintenance and upgrades.

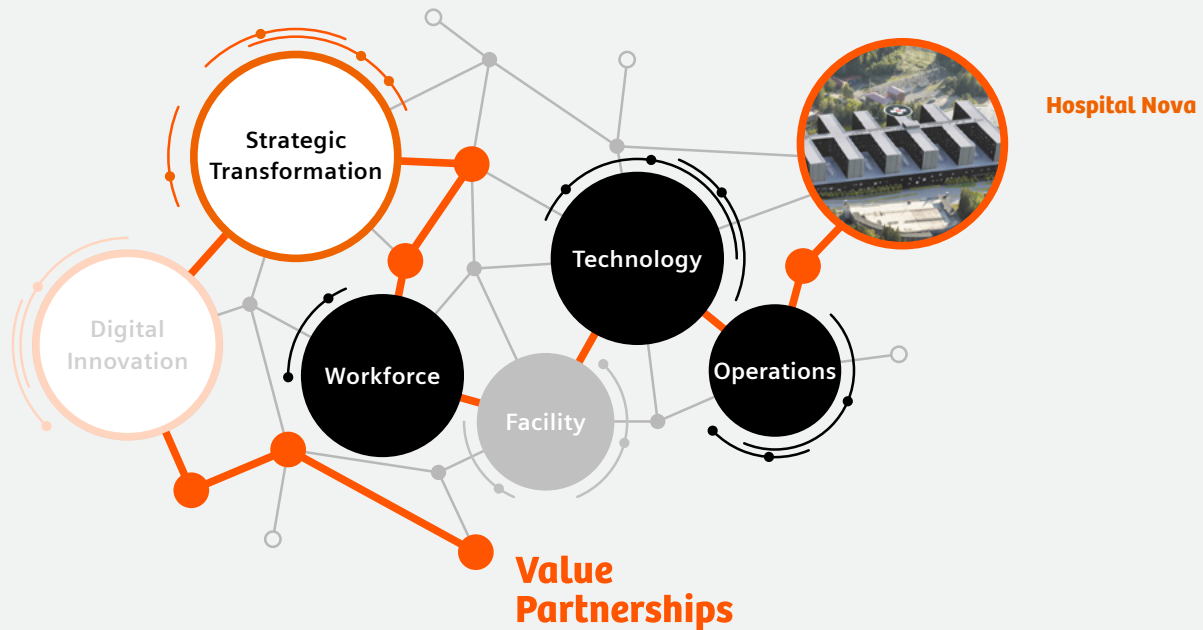
In the traditional decentralized procurement method, steps are only taken for a technology device when it is at the end of its service life cycle, and then buying a brand new one. Instead, the Value Partnership involves continuously upgrading devices throughout their life cycle. This is how we get the most out of our technology, says Kirsi Timonen.

"Such a long-term public-private partnership in healthcare is a total novelty in Finland, especially in imaging, which is one of the hospital's key functions. We are delighted to enter into this locally first Value Partnership with Nova Hospital, as our strategies match perfectly."

Jarno Eskelinen, CEO Siemens Healthineers Finland and the Baltic countries



Customized to Hospital Nova's unique and specific needs, the Value Partnership helped realize their strategic goals, maximize opportunities, and address the demands of their stakeholders.



Partnership as basis for further collaboration

The Value Partnership also provides the opportunity to engage in consulting project e.g. refinement of the clinical care value chain.

"The former hospital was built 50 years ago. Now is a unique opportunity to introduce, maintain and develop new processes and technologies to transform care delivery and improve patient experience. Through the Value Partnership, Siemens Healthineers can work closely with our technologist to support the day-to-day operations of the hospital," says Jarno Eskelinen.

Kirsi Timonen adds, that it is easy to get blind to one's own activities. In this case, it is beneficial to have an external analysis of how the functions could be streamlined.

Here, too, a future extension of the cooperation with Siemens Healthineers to cover Consulting & Transformation project could be extremely valuable.

"By looking at the processes and the treatment path together, we can improve patient experience and operational activities," explains Timonen.

"This is Finland's first partnership on such a large scale in healthcare, and I bet that such an arrangement will become more common in the future. This has been an interesting process and definitely worth the effort. After all, everything has worked out to our complete satisfaction," says Kirsi Timonen.



Fostering trust as an important ingredient to long-term success

Kirsi Timonen and Jarno Eskelinen both emphasize that open and mutual trust represents the most important ingredient in large projects, and generally in a long-term partnership.

COVID-19

Managing the crisis through a flexible and strong partnership



COVID-19 put the Value Partnership to test and highlighted the benefits

The COVID-19 situation also affected the radiology part of the hospital construction project. The installation of all imaging technology was scheduled to take place during spring and summer of 2020.

However, as the installation work was to begin, strict travel restrictions resulting from the COVID-19 pandemic were in operation. But most of the Siemens Healthineers technicians were from Germany. The problems that needed solving were: how to get the technicians into Finland and how to install such a large number of imaging devices by the deadline in these exceptional circumstances.

"Because of the coronavirus, both project parties had to do considerable additional stretching. We managed to accomplish the installations on schedule, and I can say that this success was only possible due to the extra effort and commitment of Siemens Healthineers," says acquisition coordinator Pekka Nykänen from Hospital Nova.



The installation was organized so that the same technicians installed several different devices in Finland. Some of them worked in Finland for up to three months in one stretch. Usually installation jobs last about a week.

"I have really been surprised how smoothly we have been able to solve the problems that arose. Siemens Healthineers has put a lot of effort into the project globally so that their national organization in Finland has received support from other functions within the company. They did not hide behind "force majeure" during the COVID-19 situation but instead looked for solutions," says Pekka Nykänen.

Nykänen expects the close and flexible cooperation to continue after the hospital is completed.

"The expectation is that this seamless cooperation continues in the implementation phase. We are kind of working on the basis typical of colleagues. We do not make a strict purchaser-supplier distinction but instead we are a joint team that works on a common task and goal," says Nykänen.

Would you like to learn more about optimizing Technology Management and improving patient experience through a Value Partnership?

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Photo: JKMM Arkkitehdit Oy

About Value Partnerships

Siemens Healthineers Value Partnerships are long-term, performance-oriented, collaborative engagements. We bring a combination of clinical insight, medical technology innovation, strategic vision, implementation expertise, and operational excellence to the table for you. As trusted partners, we help you formulate and achieve your strategic goals, increasing enterprise-wide value.

Value Partnerships drive value across your entire enterprise with focus on four domains: Technology, Operations, Workforce and Facility. Furthermore, together we enable breakthroughs through holistic and transformative initiatives such as Strategic Transformation and Digital Innovation.

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