

# Evaluation of a national initiative in Denmark

## The application of FRAM

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Region of Southern Denmark  
**CENTRE FOR QUALITY**

## The initiative

- The initiative was agreed on between the 5 regions in Denmark, Patient Associations and Medical Associations, in March 2015
- The initiative defined a new role of the doctors at the hospitals, called *'the patient responsible doctor'*
- The initiative was planned to enhance the continuity of the patient pathway and the professional quality of care
- 20 tasks were defined for the patient responsible doctor
- Trials were run in all 5 regions how to how to structure a system supporting the new role



yngre læger



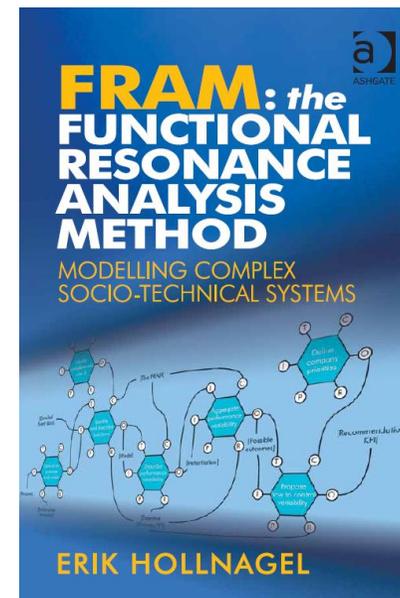
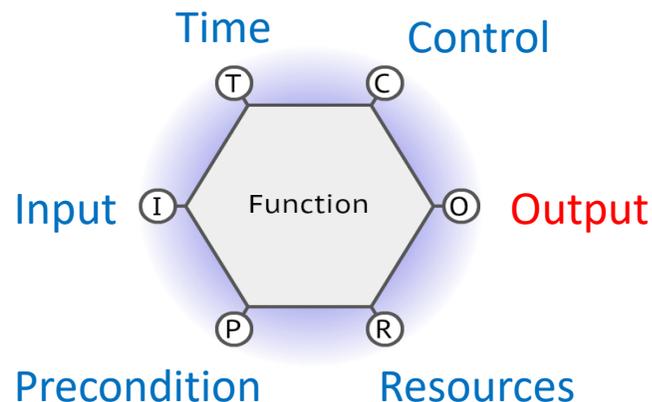
# The trials in the Region of Southern Denmark

Five trials were completed between January and November 2016 in different clinical settings

| Trial no. | Units  |
|-----------|--|
| Trial 1   | Occupational Medicine Department   |
| Trial 2   | Emergency Department (ACU)   |
| Trial 3   | Psychiatric Outpatient Clinic  |
| Trial 4   | Heart Medicine Department  |
| Trial 5   | Respiratory Medicine Department + Oncological Department<br>+ Thoracic Surgery |

# The Evaluation of the trials in the Region of Southern Denmark

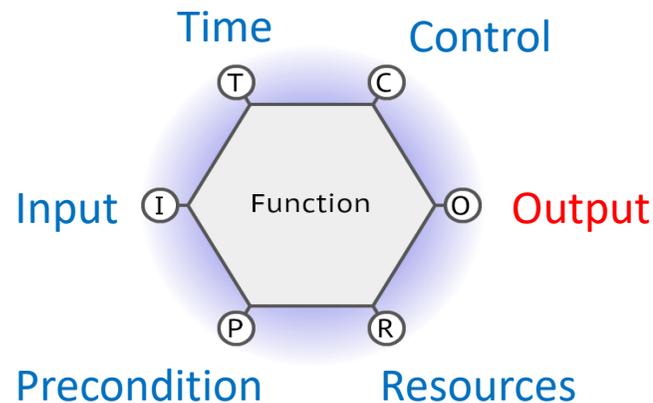
- The evaluation included two studies:
  - A survey study of the patients' experience
  - A qualitative study of organizational challenges, using FRAM as the describing qualitative method



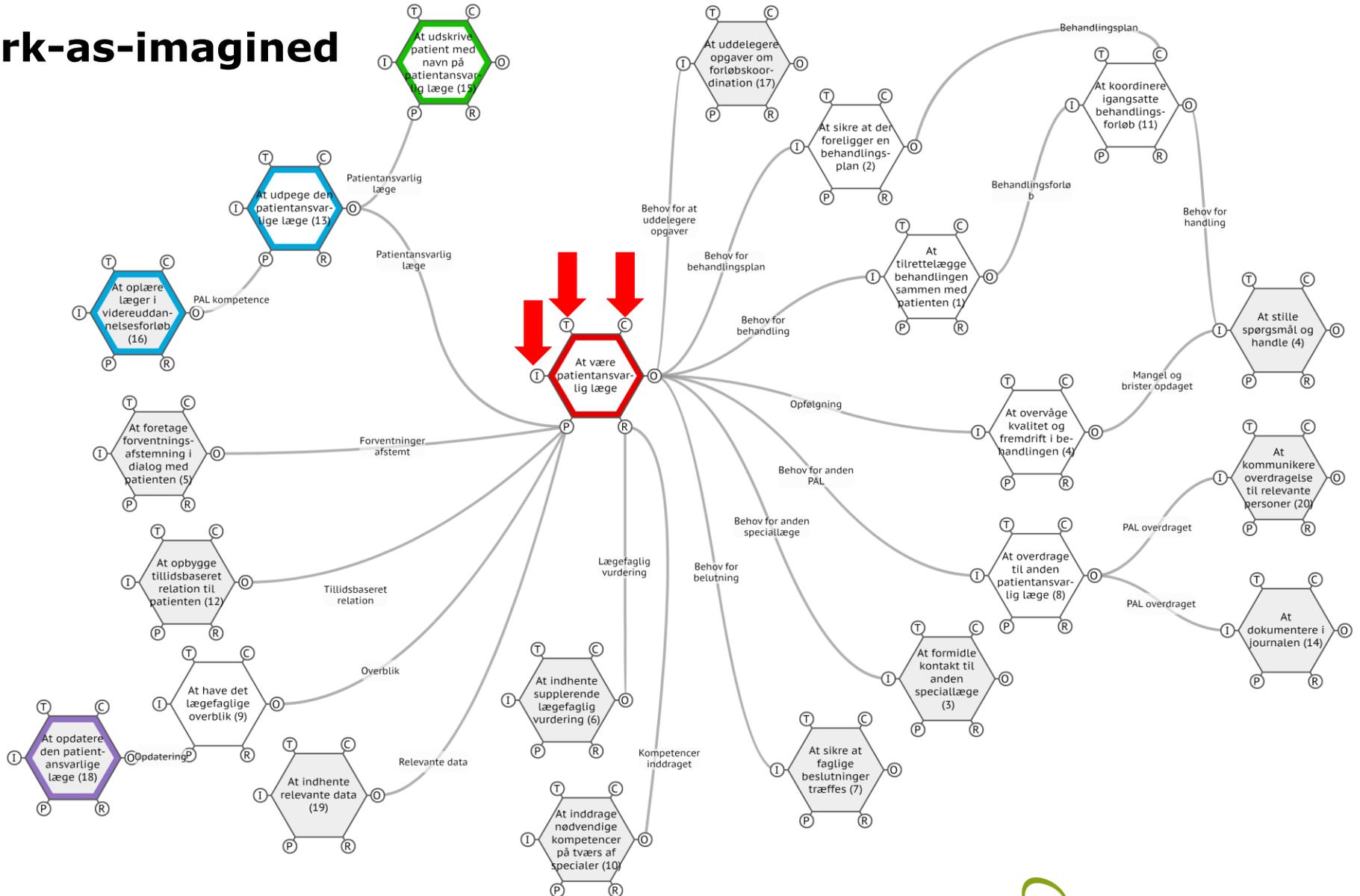
Hollnagel, E, 2012: FRAM: the FUNCTIONAL RESONANCE ANALYSIS METHOD. Modelling complex socio-technical systems. ASHGATE.

# The qualitative study

- **Step 1:**  
To convert the 20 tasks into functions. The tasks were listed, but there were no description of the dependencies and interactions between the tasks
- **Step 2:**  
To use FRAM to describe the dependencies and interactions between the 20 functions – work-as-imagined



# Work-as-imagined



# The qualitative study

## Step 3:

A FRAM model was prepared for each of the five trials based on the project descriptions of the trials.

The models showed that not all the 20 tasks were included in the trials and that the project descriptions only to a limited extent had responded to the dependencies and the interactions between the tasks

## Step 4:

To identify the professionals for interviewing and prepare semi-structured questionnaire based on the insight from work-as-imagined. The questionnaire was structured according to the six aspects in the FRAM (I, O, P, R, T, C)

## The qualitative study

### **Step 5:**

To interview the professionals to get information how the role of the patient responsible doctor was performed in the five trials (23 interviews)

### **Step 6:**

To describe work-as-done for each function and for each trial

### **Step 7:**

To look for patterns in the five trials

# Patterns

- Existing routines have been used to implement the role of the Patient Responsible Consultant, some routines have been redesign
- Not all 20 tasks had been addressed
- The logistics were typically delegated to other professions (Nurse, Secretary, Patient Pathway Responsible)
- Tools for controlling the logistics were developed and used, some challenging the legislation of handling of personal data

## Points to pay attention to

The evaluation showed that the trials left open questions to be addressed:

- How many patients is it possible for a doctor to be overall responsible for? In the trials the number of patients were approximately 10 to 12.
- Does it make sense to assign a responsible doctor to patients with only one contact to the healthcare system?
- Which tools are needed to support and control the logistics?
- How to be the responsible doctor across departments, hospitals and regions?

## Conclusion

Both the differences and the similarities were the basis for understanding how the work of a patient responsible consultant could be realized in different clinical settings.

When presenting the result one of the clinicians involved in one of the trials said:

*'I would have liked to have had access to the FRAM model showing the dependencies and interactions between the 20 tasks . It would have been helpful in preparing the project description and the implementation process'*

# Thank you for your attention!

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