

Your health is our business



Mission Statement Dr. Bernard Verbeeten Instituut, Tilburg
2005 - 2010

Preface

Healthcare is in continuing motion, both on the level of its organisation as in its field of study. To keep it affordable, both the government and the health insurance companies aim at the efficient deployment of people, medical means and equipment. The treatment of oncological patients is also continuously evolving. New technologies and understandings keep coming up and the research with regards to more functional methods of treatment is never at a standstill. In addition, an important role is taken up by demographical changes with an increasing need for care due to the ageing population, which can cause long waiting lists, something that we all should try to prevent from occurring.

With reference to the above, there are plenty of reasons for the Dr. Bernard Verbeeten Institute to reflect on its position, function and possibilities and to create a mission statement for the coming years, so that it can react proactively to these developments in a decisive and adequate manner.

Our hospital relies on a solid foundation. We have a long history of cooperation with the 'TweeSteden' Hospital and the 'St. Elisabeth' Hospital, both located in Tilburg, as well as with the 'Jeroen Bosch' Hospital in Den Bosch and the 'Amphia' Hospital in Breda. The celebration of our fiftieth anniversary in 2003 is still resounding in our minds, but it is obvious that despite all this, our position can never be taken for granted and that regular reorientation is a must. The BVI doesn't want a supporting role for itself, but an initiating and leading role. When possible, it wants to be a pioneer and become a powerful player in the area of healthcare.

With this in mind we have set our standards high and it requires improving our internal organisation and reinforcing our external cooperation.

The latter is directed, both regionally and throughout the country, towards the improvement of the coherence and continuity of healthcare, the expansion of healthcare provisions and to provide excellent education.

Our vision and ambitions can only be realised using a solid economic business policy and by streamlining healthcare processes, cooperating with regards to content, making optimum use of ICT, and guaranteeing quality. In short, in everything that we do the patient is our main priority. The BVI does this by connecting knowledge, skills and expertise to an accessible attitude.

Our mission statement up until 2010 has been discussed throughout our entire organisation and has already been established. Because the BVI would like to share its views and ambitions with external partners and other interested parties, we have outlined the gist of the most important developments in this shortened external version.

'Your health is our business'.



Gerard Tijmes,
CEO

Robert Poorter,
Chairman of the Medical Staff

Introduction

The BVI is a specialised hospital where top clinical care is provided in the fields of Radiation Oncology and Nuclear Medicine. The department of Clinical Physics & Instrumentation supports the patient care facilities.

This top clinical care is reflected, among others, in the care trajectory which is designed specifically for each individual patient with optimal use of the available capacity and state-of-the-art technologies within the three disciplines.

Patient Oriented

The BVI cooperates closely with regional partners – hospitals and the Comprehensive Cancer Centre South (IKZ, Integraal Kankercentrum Zuid) – consequently the correct knowledge and quality can be assembled around the oncological patient. This leads to a quick diagnosis and the best possible treatment. With this approach and these methods the BVI joins the national trend towards a more patient oriented care. These kinds of procedures require a disease oriented organisation, in which different specialities, outpatient, hospital, diagnostical and treatment facilities and capacities surround and approach the oncological patient as one single entity. The BVI is aware of the surplus value this approach has to offer, because cooperating with regards to content is in the patient's interest, leads to high-quality care and is efficient and effective. Within our institute this patient oriented approach is reflected by the layout, the logistics and the design of the building. For example, there is a separate waiting room for each treatment phase and the working spaces are clearly separated from patient related activities.

Organisational Structure

Our aspiration towards quality and cooperation is translated into an adequate organisational structure. The BVI is managed independently through an Integrated Medical Specialist Company Model (IMSCM). The different departments are dually managed, with which a distinction is made between the company management on the one hand and the medical course of action on the other hand.

At the beginning of 2005 we chose to implement an integral management, at which time we also activated management teams in the departments of Radiotherapy, Nuclear Medicine en Clinical Physics & Instrumentation. Company management and implementation of the medical policy are monitored through quarterly audits. Radiation oncologists and nuclear physicians are linked as extraordinary members of the medical staffs to the oncology commissions of the hospitals in our health care region.

In the field of Radiation Oncology the BVI is certified according to the requirements of the Foundation for the Harmonization of Quality Control in Healthcare (HQB). Future accreditation will be carried out by the NIAZ. The department of Nuclear Medicine is certified according to the norms of NEN-EN-ISO 9001-2000. The Employees Council of the BVI is functioning well, and as of 2005 we also have an active Client Council.

Our Vision on Healthcare

To be able to provide the best patient care possible, the deployment of both people and means needs to be perfectly tuned in to each other. Quality presupposes communicating with patients, third parties, society and our own staff. Consequently, quality is an essential pillar of today's professionalism.

The Public Focus

Quality becomes more and more important for people in general. Patient platforms, consumers' organisations, magazines, websites and other concerned parties are increasingly active in monitoring a number of quality related aspects. The BVI considers the results of this as an input to be used in the constant process of improvement and innovation of healthcare.



'Chain Partners'

The BVI's strength lies in its way of dealing with patients. The patient's point of view is always the central point when communicating with the different target groups. We see the patient as a link in the healthcare chain who has specific knowledge of his or her own health.

The other partners in that chain need this knowledge to be able to cure the patient, or to see to it that he or she enjoys the best possible quality of life.

Care Topics

The BVI is strongly convinced that the evolution in hospital care from a 'specialisation oriented' to a 'disease oriented' organisation is the right path to uphold. The need of (semi-) specialisations to cooperate in terms of content and sharing of knowledge is important in this aspect. In concrete terms, this evolution leads to the subdivision of healthcare into care topics, of which oncology is one example. The aim is to optimise prevention, treatment, research, expertise, information, education and aftercare for each topic.

MOC's

Oncology in particular is an example of a field of study where the assembly of knowledge and specialisations and/or multidisciplinary work leads to the highest quality of healthcare. The BVI can accomplish this by servicing hospitals with Multidisciplinary Oncological Centres (MOC's). The purpose of such centres is to provide the patients, based on the necessary expertise, with the most efficient tools for possible diagnoses, treatments and aftercare, and all this in relation with a hospital environment that contains an out-patient clinic as well as a day treatment centre and other forms of hospital care. It is the BVI's opinion that when knowledge and quality is bundled around the oncological patient, this leads to an enhanced efficacy of the diagnosis- and treatment trajectory.

Research and Education

Good qualitative healthcare requires care providers to take clinically sensible decisions based on correct research data. It is therefore imperative to participate in both regional and national research programmes. More specifically, the BVI takes part in applied clinical scientific research. By extensively participating in international trials the BVI has acquired the title of being an 'EORTC affiliated centre'. Members of the staff of the BVI also occupy seats in the boards of ESTRO and GEC-ESTRO.

In addition, the BVI greatly values a sound educational environment, because this increasingly gives incentives to maintain and improve the quality of the daily working processes, which in turn benefits the patients. For example, our involvement with the Brabant Medical School (BMS) contributes to the improvement of the educational environment and it also offers the possibility to explore new forms of education.

At this moment the BVI already has radiation oncologists, clinical physicists, nuclear medical workers and radiation technologists in training.

Information and Communication Technology

A modern hospital is not able to function properly without the necessary information and communication technologies (ICT). The BVI has come up with a long term informational policy which supports the main strategic goals in the areas of patient orientation, functional development, content, cooperation with third parties, 'e-health' and company management. A new Hospital Information System (HIS) has already been implemented and will be the basis for the Electronic Patient File.

It is of essential importance to connect our close partners in the healthcare chain to the information system in order to achieve our main goals and ambitions. In addition to this, many logistical problems between referring and treating specialists from the hospitals involved can be overcome by introducing the use of teleconferencing.



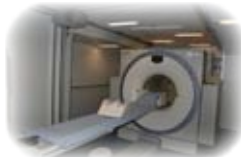
BVI's Ambitions

The BVI's aspiration is to take a central position within the entire oncological healthcare chain. This means that it sees itself -when and where possible - taking a leading role in the region which in turn translates itself to both the layout of its own organisation as to the content related cooperation with other partners in this chain.

The BVI has already shown it is capable of contributing to innovations and their implementation. For example, since May 2002 it was the first hospital in the country, in a joint-venture with the St. Elisabeth Hospital, to install a Gamma Knife radiation device.

Concerning medical content the BVI constantly endeavours to implement innovations in daily practice, which is seamlessly connected with the ambition to provide state-of-the-art diagnosis and treatment, both in- and outside our institute.

The departments of Radiotherapy and Nuclear Medicine jointly purchased a PET/CT scanner. This device has the possibility of fusing images which leads to a more accurate diagnosis and planning on both oncological and cardiological level. In anticipation to its installation, we are working with a mobile scanner.



Expansion

Aside high-value care the BVI wants to provide the best possible service to patients, visitors, referring specialists and general practitioners. In anticipation of this, there are plans in advanced stages of progress aiming at treating the patient closer to home, so as to limit the daily travel time for the patients. This is seen to by building and equipping extra radiation rooms in both the current location in Tilburg as in the Jeroen Bosch Hospital in Den Bosch and the Amphia Hospital in Breda, totalling six new radiation units, two in each city. With regards to their form and function they are built in a way that they are suitable to be part of an MOC. Construction of the two new radiation units in Tilburg started in June 2005 and they will operate in the course of 2007. The sites at the Jeroen Bosch and Amphia hospitals will open in 2008. All this fits within the BVI's goal to examine and treat patients respecting the nationally established norms on waiting periods.

Multiple Locations

Working from multiple locations not only has implications concerning technical and ICT issues, but also requires the efficient check-up and revision of the equipment. The same quality of maintenance and radiation hygiene is targeted in both our main site in Tilburg as in the other ones. The department of Clinical Physics & Instrumentation has a vital role to play in this aspect, because it recommends other departments on what equipment to purchase and supervises the application of new techniques.

Centre of Expertise

For the next few years the Tilburg site will mature into a centre of expertise on Radiation Oncology, Nuclear Medicine and Clinical Physics where innovation, education and patient related research will take up a key part. In this regard radiation oncologists are strong partners because they have a clear view on the entire oncological chain.

In addition, the BVI is setting its stakes high in terms of expanding its cooperation with referring specialists and general practitioners, homecare providers, and consumer and patient organisations, particularly with regards to the area's of pre-, after- and palliative care. At the same time, the ties with the existing network are being strengthened, for example with the IKZ, the OZRC, close partners in care, medical university centres, local governments and the business community. If the latter can enhance care products, the BVI will surely be willing to cooperate with actors active in the private sector.

Production of Care

The aim is to have an annual increase of the production of care, both quantity wise, as quality wise, which in turn leads us to have a stronger financial scope. Although competitively speaking in the coming period the BVI will focus on company management, quality and cost price, it needs to be emphasised that this competitive aspect does not apply to the exchange of knowledge.

ICT

In the technology driven and information processing world of hospital care ICT is strategically of the utmost importance. It is the BVI's ambition, together with its partners, to become a centre of knowledge and to function as an oncological box-office through which all the different specialists, hospitals and consultative bodies involved in the process can easily communicate. From the MOC philosophy and market related developments we can deduce that a high technical standard, the

exchange of data, and a central operating system are all of equal importance regarding the future of the BVI. All of the above mentioned goals require a centrally placed direction.

Continuity and Growth

The continuity and growth of the BVI as a venture and as a hospital are important to be able to attract patients, referring specialists and other health care providers, investors, promoters, care buyers and the government. The BVI needs an internal and external progressive communication policy targeted at specific groups to be able to position itself adequately and live up to its own aspirations. A campaign to underline and enhance its image, to construct a regional and national media network, to anticipate labour market communication, and to organise specific group related theme gatherings and symposia is a work in progress.

Beside all of the above mentioned goals we can summarise the strategic position the BVI aims for as follows:

The BVI profiles itself as a qualitatively high-value link and partner in the healthcare chain, coordinates the organisation structure and operation culture on the care need and wishes of the patient and plays an active role in the disease oriented care.



Topics

In addition to the ambitions for the next couple of years, we picked up a few topics which we elaborated on during 2005. For example:

- The implementation of Diagnosis-Treatment Combinations (DTC) through which the common interests of the BVI and medical specialists are enhanced.
- The optimum use of availability by phone through the Supporting Office of Patient Logistics (SOPL), so that in the near future a front- and back office model can be applied in which the SOPL can support the attainment of goals such as production norms, waiting periods and support the level of service provided for the patient.
- The development of the Oncological Information Centre we have set up together with the 'TweeSteden' Hospital, with which the main goal is to provide optimal and approachable information and answers to all oncology related questions concerning research, diagnosis and treatment for all those who are seeking for this information.

