

**Strategy plan of the NEMC  
2021–2031**



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## About the North Estonia Medical Centre

The North Estonia Medical Centre (NEMC) is a leading healthcare institution and a leader in healthcare innovation, being the guarantor of medical safety for the residents of Northern Estonia and the islands. In our daily work, we abide by our mission to **invest in people's health**.

In addition to the NEMC itself, the group includes also the general hospitals of SA Läänemaa Haigla, SA Hiiumaa Haigla, and SA Raplamaa Haigla serving mostly the patients of the respective counties.

The NEMC group employs about 5,000 people working for the benefit of the patients – our team includes doctors, nurses, caregivers, and other specialists.

The seven clinics of the NEMC, together with specialist centres and support services form an interoperable whole. Like European university hospitals, the NEMC too provides treatment in almost all medical specialities. The NEMC has the largest oncology, trauma care, cardiology, and psychiatry centre. In 2020, we provided assistance to 130,000 patients. The NEMC provides medical care of the highest level of medical complexity in Estonia. Our treatment and diagnostic technologies can be compared to top European hospitals with learning and continuous development being our standard. We are open to innovation and want to promote healthcare throughout Estonia, being a partner for the state in leading innovation. Thereby, we are realising our vision of being a **recognised and innovative medical centre and a pioneer in Estonian healthcare**.

Our main service area is Tallinn, Harju County and the counties of Central, Western, and Eastern Estonia, but we also help patients from Southern Estonia. The Medical Centre provides emergency medical care services in Harju County, Rapla County, Hiiu County, Lääne County, and the small islands of Estonia, and ambulance service in Northern Estonia.

**Our vision  
is to be a recognised  
and innovative  
medical centre,  
a pioneer in  
Estonian healthcare.**



In daily work, the Medical Centre adheres to its **core values**, which are:

### **Dedication**

- We do our best to be a reliable medical institution providing the highest quality for the patient.
- We are patient-centred, benevolent, and competent in all activities.
- In our work activities, we deem the patient, the hospital, and the promotion of healthcare sector interests to be of highest importance.
- We constantly improve the quality of services and use the resources in an optimal manner in all our activities.
- We work together towards common goals.

### **Professionalism**

- We are constantly improving ourselves in our field of work and apply new knowledge and skills in it.
- We contribute to the promotion of our profession and its development through participation in education and research.
- We acknowledge and analyse our work-related errors with the aim of improving work organisation and preventing similar mistakes in the future.
- We handle work-related information in a way that does not damage the patients, the hospital, or our colleagues.

### **Caring attitude**

- In our communications, we are open, good-hearted, and helpful.
- We adopt an understanding and respectful approach to each person, respecting human integrity, and autonomy.
- We treat all people as equals and will not accept discrimination, harassment, or humiliation.

### **Responsibility**

- We acknowledge the example we set for our colleagues with our behaviour.
- We know that as employees of the NEMC, our words and actions are important for our patients as well as the public. Our words are in line with our actions.
- We implement the principle of increasing the positive impacts of our activities and decreasing the negative ones.

### **Openness**

- We publish correct and objective information regarding our activities, management, and finances.
- We promote exchanging ideas openly and discussing issues collectively.
- We are accepting of various beliefs.

### **Cooperativeness**

- To achieve better treatment results, we cooperate with the loved ones of the patients, our colleagues, and other providers of medical and social services.
- We involve related parties in planning our activities.

## We invest in people's health

A good investment will create additional value over time. At the North Estonia Medical Centre, we believe that it is always good to make a smart investment in health as that gives us back more than the initial investment. Investments are long-term by their nature and so are our aims – we want our patients to stay in the best possible health for a long time and for our healthcare system to be sustainable and resilient. Investments would be easy to measure in money but in our daily work, it is our time, commitment, and care that we invest. We contribute as we understand that every moment we spend listening to our patients and being involved in their concerns is worth the effort. Our patients' treatment journeys may be long and there is a lot that they themselves can do to help, therefore, we need to ensure that they have everything they need to successfully cope outside the hospital. This journey is illustrated by the co-operative nature of relationships between the NEMC, the patient, other medical institutions, as well as providers of social services – these relationships are based on respectful and caring communication. The treatment journey often begins before the NEMC, this is also why we consider prevention and the development of the healthcare system to be important. Health is not only physical and this means that we must also invest in our emotional capital to create a safe and supportive atmosphere for the patient. We also cannot ignore that the treatment provided in the NEMC is the most complex in Estonia, with the complexity ever increasing. This necessitates us to invest in the development of both ourselves and our hospital's structures and processes, so that we could continue providing the right treatment to the right patient at the right time. In short, this means investing in people's health and adhering to the core values of the medical centre on a daily basis.

**We are committed to prevention and the development of healthcare system.**

Yet, nobody can invest beyond their capabilities. The time, commitment, and care that the NEMC invests in its staff and the staff in each other is just as important as our commitment to patients. In communication with our colleagues, we must be as respectful and supportive as when communicating with our patients. If we want our employees to grow and be able to provide the best possible treatment, we need to actively train, empower, and otherwise support them in their daily work. The aim of the NEMC is to ensure that our employees' working environment would be as motivating and safe as possible, each of our employees must also constantly invest in their own health, finding time for themselves and the most important people in their lives.

## Key trends in healthcare

Ageing population

Technological  
development

Increasing  
environmental  
awareness



### Ageing and shrinking population in developed countries

The 2019 population projection of Statistics Estonia indicates that the population of Estonia will have decreased by 11% in 60 years. This decline in population will hit rural areas particularly hard, but the population of Tallinn and Harju County will continue to grow. Despite the increasing life expectancy in Estonia – by as much as eight years in the last twenty years – the slower growth rate of healthy life years is worrying. The share of the elderly is increasing in the society and it is projected that one in four people will be 65 or older in 2035. From a healthcare perspective, longer life expectancy means more diseases of different types, especially malignancies and heart diseases, and more patients that suffer from several different diseases at the same time, thus necessitating longer treatment time and greater need for care. It is possible to foresee that the already tight funding provided for healthcare will require additional resources and new solutions in the future to cover the rising costs.

The declining size of the younger population also leads to declining revenues for the state and a possible labour shortage. According to projections, in 2035, the working age population could be about 9% smaller than in 2019, which will increase the maintenance burden on working people, because if there have been two employees per old-age pensioner in the last twenty years, then in 2035, there will only be 1.3 employees per old-age pensioner.

It is important that people learn more about their responsibility and role in taking care of their health and put effort into increasing healthy life years by improving their health behaviour and preventing health risks. As the share of elderly is increasing in the population, more needs to be done to empower them, promote healthy lifestyles, improve adherence to treatment, and develop digital competences. The key area is the creation of user-friendly treatment journeys that consider the different needs of patients.

In conclusion, value-based and patient-centred healthcare are increasingly discussed topics. The Value-based Healthcare – Tallinn 2021 Conference took place in Tallinn on 4 March 2021 with Stella Kyriakides, European Commissioner for Health and Food Safety, and Tanel Kiik, Minister of Health and Labour, highlighting that successful health systems focus on patient experience and patient satisfaction and compliance with patients' expectations <sup>1</sup>.

## Technological development and digitalisation

Technology is changing ever more quickly. Personal IT devices are becoming increasingly normal and the number of patients with the skills to use different applications and devices to monitor their health or prevent disease progression is increasing in time. Technology has the power to provide solutions and access to healthcare for people who have had difficulties with it before.

Improvements in technological and data analysis capabilities will have a profound effect on the medical field – from prevention to treatment. Progress in personal medicine and biotechnology creates opportunities for prolonging and treating disease, including those previously considered incurable. On the other hand, high-quality and extensive health data, analytics, and artificial intelligence allow for more effective prevention measures but also faster and better treatment decisions. Decision support is already used in many areas now, and access to health data and ensuring rapid analytical capability is an evolving area. Technological developments will also make it possible to develop medicines much quicker than before. In the context of the COVID-19 pandemic, it can be said that the rapid mapping of the viral genome gave vaccine development a flying start. The COVID-19 pandemic has also created a great stimulus to remote monitoring and other remote services. Patients and doctors are ready to use various remote services – for example, remote visits have already been successfully implemented in various disciplines. When it comes to technology, it is worth highlighting patient-oriented applications that aim to support and inform the patient and their loved ones on the treatment journey. These applications provide important support, as not all questions may immediately come to mind in the doctor's office and the answers received may also be forgotten.

Technology also has a dual effect on costs in the long run. On the one hand, state-of-the-art technology and more effective medicines are more expensive, but on the other hand, technological progress makes it possible to more directly link the quality of treatment and the price of service, where the quality of treatment includes health outcomes, patient

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<sup>1</sup> <https://pilv.lend.ee/vbhc2021ev/VBHC2021-kokkuvote-est.pdf>

satisfaction, and access to services. We are moving towards funding services that are efficient. In this way, the current healthcare provider-centred system would become patient-centred, with a shift of focus from treatment to prevention and the well-being of the patient and fragmented treatment services being replaced by a smooth patient journey.

## Increasing environmental awareness, continuing climate change, and worsening environment

This century is characterised by increased environmental awareness: negative environmental impacts, such as extreme weather conditions, have brought the topic to focus. Climate problems also manifest in Estonia, because the deteriorating quality of water and air has a direct effect on health. Asthma, but also infectious diseases and poisonings are topical in our climate. The impact of climate change on international migration trends must also be borne in mind.

Both the European Union and the United Nations are committed to the goals of sustainable development. The 2021–2027 budget period will see the EU direct more than 500 billion euros to tackle the climate and the green transition with the goal of fully implementing climate neutrality by 2050. From Estonia's point of view, this means a significant need for investments, services, and training.

## SWOT analysis of the NEMC

The analysis of the NEMC's strengths, weaknesses, opportunities, and threats (SWOT) highlights our desire to be a pioneer in Estonian healthcare. Our strengths are our **innovative spirit**, our **renown as a centre of excellence**, and our **professional team**. Due to the best **patient flow** and a **wide specialist coverage**, the medical centre has developed very strong **interdisciplinary cooperation** which in turn supports finding and retaining the best employees. In the opinion of the employees of the medical centre, our professional and well-trained team is our biggest strength.

As the mission of the Medical Centre is to invest in human health and we cannot ensure the necessary competence without a sufficient patient flow, the most important patient-related threats and weaknesses in the SWOT analysis are first and foremost **treatment journey fragmentation**, including the **need for better cooperation with the primary care level and lack of follow-up treatment and nursing care**.



Our team is our greatest strength and therefore increased attention should be turned to those weaknesses and threats that may lead to our team members leaving the medical centre: for example, a **communication culture** in need of improvement, **critical shortage of nurses** and the closely linked **overload** of the medical staff; and **out-dated information systems**, all of which were voted to be the most important shortcomings by the employees of the medical centre. Additionally, healthcare professionals have **considered research and development to be of major importance, even though there is a lack of resources to take part in these activities**. Research and development is also important for developing our strengths – innovation, competence.

Like all healthcare providers, the NEMC is threatened by the **inefficient use of the common healthcare resource** and the **growing pressure on the health insurance system**. Our growth is also limited by the **decline in investment capacity**.

The most important opportunities of the next strategy plan period of the medical centre will emerge from our strengths and weaknesses and threats. Central to this is ensuring the **integrity of treatment journeys**. As our patients' journey is not limited to the NEMC, **we need to improve cooperation within the NEMC group and the entire region of the medical centre, including primary care, other hospitals in Tallinn, and the social sector**. National and international cooperation is important for achieving better treatment results, but also for enhancing our **research, development, and teaching work**. Considering the wishes and readiness of the patients, it is important to **continuously increase their contribution to their own health** – in the long run, this will also help to make better use of the limited healthcare resources. To **optimise the workload** of our employees and to **increase our own efficiency, continuous investments** need to be made **in the information systems**. For the employees, a consistent focus on **improving the work culture and the working environment** is equally important. Given the need to improve our work processes for the benefit of both patients and employees on the one hand but also the limited resources of healthcare on the other, we need to further emphasise sustainable **quality improvement practices** that allow making better use of available resources. Due to the pursuit for better quality of care, a holistic treatment journey, and a growing volume of research and development, we must be **active partners in shaping the national healthcare system** so that the use of healthcare resources would be sustainable and in support of providing a journey-based quality care.

## Main theses

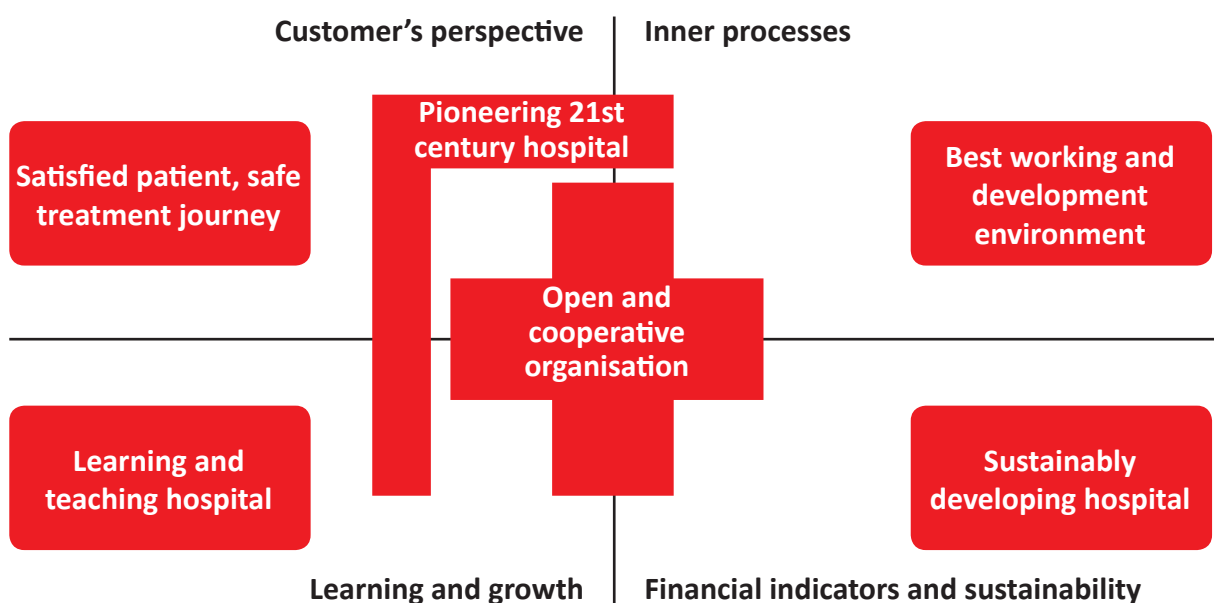
Based on the SWOT and the values of the NEMC, we have been guided by three main theses when drafting the strategy plan.

- a. Receiving the best possible treatment needs to be easy and dignified for the patient.
- b. Working in the medical centre must be good for development, motivating, and safe.
- c. The hospitals in the NEMC group need to grow holistically and sustainably.

Based on the main theses, the strategy plan of the medical centre consists of six strategies:

1. Satisfied patient, safe treatment journey
2. Pioneering 21st century hospital
3. Learning and teaching hospital
4. Best environment for working and growth
5. Open and cooperative organisation
6. Sustainably developing hospital

Looking at the balanced management map, the strategies are mainly divided as follows <sup>2</sup>:



<sup>2</sup> To some extent, overlaps exist also where the management map does not represent it, for example, the satisfied patient strategy also helps to achieve the goals of sustainable development, but it is mostly related to meeting the needs of the customer.

## Strategies

### Satisfied patient, safe treatment journey

The strategy plan of the North Estonia Medical Centre is based on our mission to invest in people's health. The patients on their treatment journeys are of paramount importance, their opinions and skills are central to achieving the best results. To ensure the patients' satisfaction, we turn even more attention to patients' experiences at the medical centre. We take a holistic approach to patient treatment journeys and ensure that it goes smooth, so that receiving treatment in the region of the medical centre would be dignified. As every treatment journey includes home treatment, we must also improve how patients cope on their own to achieve the best results. Independent coping begins with health awareness that we develop in the community before the patients get to the hospital. To ensure the safety of our patients' treatment journey, we have committed to taking patient safety to a new level by involving both our employees and patients. We consider it right to measure the results of our activities from the patient's point of view, this is also why the results of this strategy are all related to patient assessments.



### **1. The NEMC provides the best patient experience in Estonia**

- a. We focus on continuously improving the experience of the patients and their relatives, both in the evaluation and development of existing services and in the planning of new services.
- b. We improve the communication culture of the medical centre so that communication with the patients and their relatives would always be understanding and courteous, respecting human dignity and autonomy.

### **2. The patient treatment journey is comprehensive and unhindered across the region**

- a. We map the most important patient journeys, including trauma, stroke and cancer patient journeys, and create preconditions for the patient to go through the journey unhindered in cooperation with primary care and other hospitals in the region.
- b. We expand the profile of specialist care provided by the NEMC.
- c. We expand the possibilities for patient care near to one's home.
- d. We expand end-of-life treatment possibilities based on the wishes of the patient.

### **3. The patient's ability to cope independently has improved throughout their treatment journey**

- a. We develop remote services that enable the patient and the relatives to cope with health concerns independently and seek help from outside the hospital.
- b. We enable patients to actively participate in their treatment by involving and training them.
- c. We support the patient treatment journey by adopting digital solutions that improve patient experience and independent coping.
- d. We ensure that the patients and their relatives can easily get information on their treatment journeys and to add to it.

### **4. The patient treatment journey is safe**

- a. We implement a patient safety system with supporting digital solutions and give both the hospital employees and the patients the skills necessary to use it.

- b. We develop a patient safety culture so that every employee and patient of the medical centre would have a say in patient safety and would be able to notify of cases where patient safety has not been ensured.
- c. The quality system and indicators related to patient safety are centrally coordinated and implemented in different areas of specialisation.
- d. When developing infrastructure, we consider the changing requirements and developments in patient safety.

## 5. Citizens are taken care of

- a. We provide up-to-date and evidence-based information to the public on health issues, focusing on prevention and health promotion.
- b. We further develop our Patient School, making it even more inclusive and patient-focused.
- c. We actively involve the NEMC in community health' promotion events.
- d. We cooperate with the NEMC's Patient Council and various patient support groups and patient organisations.

## Result

- 1) Improved patient-reported outcome (PRO)
- 2) Improved patient-reported experience (PRE)
- 3) Improved patient-reported service safety and personal feeling of safety (PRI)
  - The corresponding indicators will be introduced (PROM, PREM, PRIM)

**The NEMC provides the best patient experience in Estonia.**



## **Pioneering 21st century hospital**

Development of technology and digitalisation are key trends affecting healthcare already now. It is important that medical science would evolve hand in hand with these two key trends so that we can seize the opportunities of the 21st century to best treat our patients. The vision of the NEMC is to be a pioneer in Estonian healthcare, and our strategy to be a pioneering 21st century hospital is based on this: we are constantly improving and we use innovation to raise the level of Estonian medicine. We want to develop both individual specialities and cooperation between the specialities, introduce new technologies, as well as to optimise existing work processes with the help of modern information systems. The development and digitalisation of technology are not goals in themselves but instead tools that support patient journey and the joint efforts of healthcare institutions to provide the best care for our people.

### **1. High-quality treatment is available to every patient on their treatment journey**

- a. We develop interdisciplinary sectoral competence centres with internationally comparable quality indicators.
- b. We are constantly developing professional excellence as part of comprehensive treatment journeys.
- c. We cooperate with other hospitals to provide high-quality treatment.

### **2. The hospital's development is intertwined with innovation and new technological possibilities**

- a. We introduce new technologies (incl. artificial intelligence and robotics) to improve the quality of treatment, patient safety and patient experience, and to increase our operational efficiency.
- b. We create opportunities for participation in development projects and promote the use of innovative technologies in the NEMC.
- c. We increase data analysis capacity and enhance the use of the data to promote data-driven decision-making in treatment and development work, including the introduction of clinical decision support.
- d. We promote research, development, and teaching as part of the development of competence centres.

### 3. Modern, interoperable, and secure information systems across the NEMC group support the patients' treatment journey.

- a. We develop information systems on the principle that today's paper-based work processes need to be digitised and that the data created needs to be re-used in research, development, treatment, and administrative work.
- b. We ensure the use of interoperable information systems throughout the NEMC group and enable their introduction in partner hospitals as well.
- c. We are actively involved in the development of national IT-solutions that support patient journey.
- d. We ensure the continuity of information systems and the security of the data used.

#### Result

- 1) Improved quality of care, considering national and international quality indicators
- 2) Increase in innovation, assessed based on the employees involved in the development projects during the year
- 3) Increase in digitalisation to be able to have the whole patient support work process conducted digitally

**The hospital's development is intertwined with innovation and new technological possibilities.**



## Learning and teaching hospital

Healthcare is constantly evolving and the task of a pioneering hospital is not only to keep up with these developments but even be a step ahead of the developments. It is of importance that the NEMC would develop into an academic hospital, where teaching and research go hand in hand with medical work. In this way, we ensure not only the advancement of medical science, but also the advancement of Estonian medicine, as the NEMC is the central learning base for many clinical specialists. From the view of the sustainable development of the medical centre, it is important to educate a new generation of professionals based on the changing needs, such as radiology technicians and mental health nurses, as well as to support life-long learning of our staff. Given the globalisation of medical science, it is crucial that the NEMC be an even more active partner in international research, which, on the one hand, provides more opportunities for effective research and, on the other hand, allows our research to have a global reach.

### 1. The NEMC promotes the training of a new generation of professionals based on needs

- a. We will base the assessment of training needs on a stronger analytical underpinning so that it would address more precisely the key issues and needs of the NEMC.
- b. We improve cooperation with key partners for the training of specialists of critical importance (incl. radiology technicians, mental health nurses, radiation therapists, psychiatrists).
- c. We strengthen ties with students, also by way of supervising student research.
- d. We expand the training base of the medical centre across the NEMC group and to partner hospitals, if desired.
- e. We develop future managers and top specialists of the medical centre from among our employees.

- Training a new generation
- Academic hospital
- Life-long learning
- Research





## **2. The NEMC is developing into an academic hospital**

- a. We promote pre- and post-graduate learning, also by improving didactic skills.
- b. We support teaching and supervision.
- c. We will continue and deepen cooperation with other research institutions in Estonia and abroad.
- d. We will improve data-based cooperation with other hospitals both in Estonia and abroad to achieve larger sample sizes.
- e. We promote nursing science with a focus on applied research.
- f. We find opportunities to expand funding for research in hospitals.

## **3. Lifelong learning is valued at the NEMC and it supports the achievement of the hospital's goals**

- a. We introduce multi-faceted training methods (e-learning, contact learning and e-learning integration, incl. interactive learning, simulations).
- b. We develop impact assessments of trainings, incl. links with the performance indicators of the medical centre.

## **4. The NEMC is a valued partner for international research**

- a. When applying for international research grants, we are proactive in searching for cooperation partners in areas of importance for us.
- b. We actively participate in international pharmaceutical research.

## **Result**

- 1) Need-based future professionals
- 2) Growing volume of high-quality research, including applied research
  - a. Volume of research in the NEMC
  - b. Number of scientific publications, incl. number of articles published in Eesti Arst
- 3) Quality of learning increases
  - a. Feedback of trainees, residents
  - b. Feedback for trainings

## **Best environment for working and growth**

Our professional team is the greatest strength of the North Estonia Medical Centre. Investing in people's health also requires investments into our people. This is why we do our best to ensure that working for us supports development and is motivating and safe in accordance with internationally recognised standards. We want our employees to have a long and rewarding career at the medical centre which offers sufficient challenges opportunities for personal growth. Working in the NEMC, a higher-level hospital, is more intense than working in an average hospital. That is why we focus on optimising the workload of our employees in cooperation with the employees themselves. In creating the best working environment, we cannot ignore the risks inherent in healthcare, which we must comprehensively manage to ensure safety. Our managers have an important role in shaping our environment for working and development. At the same time, the value of each employee's contribution must be highlighted, which is why we manage the achievement of the goals of the strategy both from top down and from bottom up.

### **1. The development and research work of employees is supported in each structural unit of the NEMC**

- a. We create an environment that supports the development of employees by, among other things, also improving the management culture of the NEMC.
- b. We raise awareness among the employees of the NEMC about the possibilities of development and research work, the motivation to participate in that work and the skills to contribute to the field.
- c. We manage the horizontal and vertical careers of all staff.

### **2. It is good to work at the NEMC**

- a. Based on the ethical core values of the NEMC:
  - i. We improve the management and communication culture of the hospital to ensure an inclusive, rewarding, open, and psychosocially safe working environment and employee–manager relations.
  - ii. We focus on psychosocial risk factors to increase the safety and security of the working environment and mitigate these factors.
  - iii. We improve the physical working environment of employees to ensure their safety and increase their well-being.

- iv. We rely on internationally recognised standards and best practices to improve our work culture and working environment.

### 3. Workload at the NEMC is optimal

- a. We perform work analysis and map work processes to determine the best solution for sharing the workload.
- b. We create opportunities for each employee to improve our work processes.

### Result

- 1) The mental and physical well-being of employees and their satisfaction with the work culture are improving
- 2) Increased employee commitment
- 3) The management culture supports the development of employees
- 4) Decrease in early staff turnover among nursing and care staff
- 5) Significant risks identified in the work environment analysis have been managed in all units

**The NEMC is a good place to work.**



## **Open and cooperative organisation**

The NEMC is one of the three tertiary level hospitals in Estonia and we have a responsibility to ensure the continuity of healthcare services in our region. This requires close cooperation with other hospitals and providers of primary care and social services in the area, and an open and active dialogue with national partners as well as the public to improve the healthcare system. To provide the best treatment for our patients, we need to review the usage of resource and funding principles of the healthcare system in cooperation with other hospitals and ensure that the medical centre, other Tallinn hospitals, as well as primary care and social care would work as one team. From the patient's perspective, such cooperation means continuity in their treatment journey, regardless of the fact which healthcare institution in the area is the start or ending point for their treatment journey.

### **1. Use of healthcare resources has improved and supports the provision of high-quality journey-based medical care to patients**

- a. The NEMC shapes the healthcare system of Estonia and its financing principles as an active partner for key national institutions.
- b. In shaping the healthcare system, the hospital works closely with other Estonian healthcare service providers.
- c. The NEMC participates in public healthcare debates with eagerness and guides the discussion.

### **2. The hospitals in the area of the NEMC function as one**

- a. We unify and consolidate processes and support systems in the NEMC group.
- b. We strengthen cooperation between the hospitals in the NEMC group to form a unified treatment team.
- c. We strengthen cooperation with other hospitals in Tallinn and contribute to co-operation at the national and professional union level in order to act as one unified Tallinn hospital from the perspective of our patients.

### **3. Higher level care, primary care, and social care in the area of the NEMC area operate as one team**

- a. In cooperation with the primary care, we ensure the best treatment for patients.

- b. We create a joint information space with the primary and social care spheres for dealing with patients.

## Result

- 1) The financing of the healthcare system is based on the value offered to the patient.
- 2) Cooperation between the cooperation partners and employees of the medical centre is more highly rated by the parties.
- 3) Cooperation between our employees and primary and social care workers is more highly rated by the parties.

## Sustainably developing hospital

Healthcare is affected by a number of global trends, such as ageing population and deteriorating environment. The 2021–2031 strategy plan of the NEMC is approved in the midst of a pandemic, this is a good illustration of our need to be prepared for crises. In these circumstances, the NEMC group is committed to sustainable development to ensure continuous improvements in the quality of our services without compromising sustainability and the environment around us in the process. The key to our sustainable growth lies with our employees: both future-oriented managers and the employees who participate in the development of their structural unit on a daily basis. In addition to sustainability, we also need continue improving in a steady pace so that our patients could rely on every hospital in the NEMC group even in ten years' time.

### 1. Continuous quality improvement is a daily task of the structural units of the NEMC group

- a. We teach basic competencies necessary for improving quality to all employees of the NEMC.
- b. We develop quality improvement experts of the NEMC.
- c. We develop a culture supporting quality improvement.

### 2. The NEMC group is prepared for crises

- a. We ensure continuity of the provision of healthcare services in crisis situations

- b. We develop the leading role of the NEMC in increasing the crisis capacity of the group and the area.

### **3. The activities of the NEMC group are environmentally friendly**

- a. We increase the environmental awareness among the employees of the NEMC.
- b. We steer the NEMC towards becoming carbon-neutral.
- c. We adhere to environmentally friendly practices in developing infrastructure.
- d. We optimise the use of the hospital's resources, including the use of materials, generation of waste, and the working hours of the premises and the equipment.

### **4. The management quality of the NEMC enables to achieve the strategic goals set in the strategy plan**

- a. We simplify the analysis of management information by using modern management tools.
- b. We further the skills of the NEMC managers with priority competencies based on the development plan (quality improvement, matrix management, support for developing employees, etc. which arises from the development plan).
- c. We perform a structural reform so that the management structure and logic of positions in the NEMC would support the efficient and purposeful operation of the hospital.

## **Result**

- 1) Reduction of the carbon footprint aiming for carbon neutrality
- 2) Global increase in management quality based on regular 360° evaluations
- 3) Quality improvement projects are part of the work of each structural unit
  - a. Proportion of structural units with at least one compliant quality improvement project in their annual action plan OR
  - b. Proportion of employees in each structural unit who are each year involved in at least one compliant quality improvement project
- 4) The hospital provides treatment services without disruptions

## Annex 1. SWOT analysis of the Medical Centre



### STRENGTHS

Professional and well-trained team; internationally recognised centres of competence; leader in Estonia and opinion leaders in important specialities; inter-disciplinary cooperation; 24/7 coverage in a wide array of specialities; strong brand and a good reputation as a highest level hospital; attractive employer and learning base; hospital-wide openness and readiness for innovation and research; best patient flow in Estonia for specialised work, training and research; developing working environment with supportive colleagues and world-class technology; synergies with other hospitals in the NEMC group



### WEAKNESSES

Overload of medical staff; improvements needed for the communication culture; treatment journeys need improvement; territorial and infrastructure-related obstacles in developing infrastructure; investment capability is reducing due to loan commitments reaching a maximum level; legacy IT systems; lack of women's, children's, eye and infectious disease specialities in a volume expected of a highest level hospital; too much resources spent on treatments not common for a highest-level hospital; lack of capability for data analytics; not enough time and resources for research and development activities; scattered infrastructure hinders main and support activities



### OPPORTUNITIES

Development of international cooperation networks; participation in organising healthcare with other large and leading hospitals; new technologies which allow to optimise the processes, treatments activities, and prevention activities of the hospital; remote services and independent monitoring of patients; widening of the spectre of services by way of mergers and acquisitions; international cooperation in science and innovation; creation of unified patient journeys, including prevention activities; cooperation with health centres, subsidiary and partner hospitals for improving patient treatment; application for investment funding from different funds; valuation of health data; better and increased usage of infrastructure



### THREATS

Lack of important national strategies (incl. strategy plan for the hospital network) for organising healthcare; critical lack of nurses; unreasonable use of healthcare resources due to unreasonable competition of hospitals; uneven availability of primary level medical care, lack of after-care and nursing care; Health Insurance Fund's price policy does not support adoption of new technology or treatment methods to further the availability of support services in a modern volume; aging population and the proportion of patients with different diseases increasing and a growing pressure on the health insurance system due to this; heightened risk for situations with many victims and epidemics; high cost of investments for ensuring the security of new technology (incl. cyber-safety); shortcomings in patient safety; climate change-related impact on healthcare

## North Estonia Medical Centre

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**Äriniimi:**

North Estonia Medical Centre  
Registrikood: 90006399

**Juriidiline address:**

J. Sütiste tee 19  
Tallinn, 13419 Estonia  
Phone: +372 617 1300

**E-mail:**

[info@regionaalhaigla.ee](mailto:info@regionaalhaigla.ee)

**Webpage:**

[www.regionaalhaigla.ee](http://www.regionaalhaigla.ee)