



Strategic plan

2019 - 2035

Sunnaas Rehabilitation Hospital offers and further develops highly specialized rehabilitation services, benefitting patients and society as a whole

Sunnaas Rehabilitation Hospital contributes to the overall improvement and competence development in all professional disciplines involved in the field of rehabilitation

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Sunnaas Rehabilitation Hospital
– a way forward

How Sunnaas Rehabilitation Hospital sees its role

Sunnaas Rehabilitation Hospital Trust's most important contribution to patients, next of kin and society is to provide effective rehabilitation. It aims to strengthen patients' self-belief, work potential and social participation. Individuals who have experienced spinal cord injury, brain injury or serious injury in two or more body regions, constitute the largest patient groups at Sunnaas Rehabilitation Hospital. The hospital has a dedicated unit for children and adolescents. Many patients with chronic neurological, muscular or skeletal diseases also use the hospital's services.

Systematic and relevant cooperation with other health service providers is essential for creating appropriate and integrated chain of care. For the patient, rehabilitation is a protracted, often lifelong process. The most important contribution comes from the patient, but practical solutions, ongoing rehabilitation, support and follow-up locally are all required. Providing guidance, and building up expertise along the whole chain of therapists and local bodies who look after patients' health and welfare, are key tasks for Sunnaas Rehabilitation Hospital. If patients and society are to gain greatest possible benefit from the effort put in, the whole service must be coordinated so that no individual link weakens the whole chain.

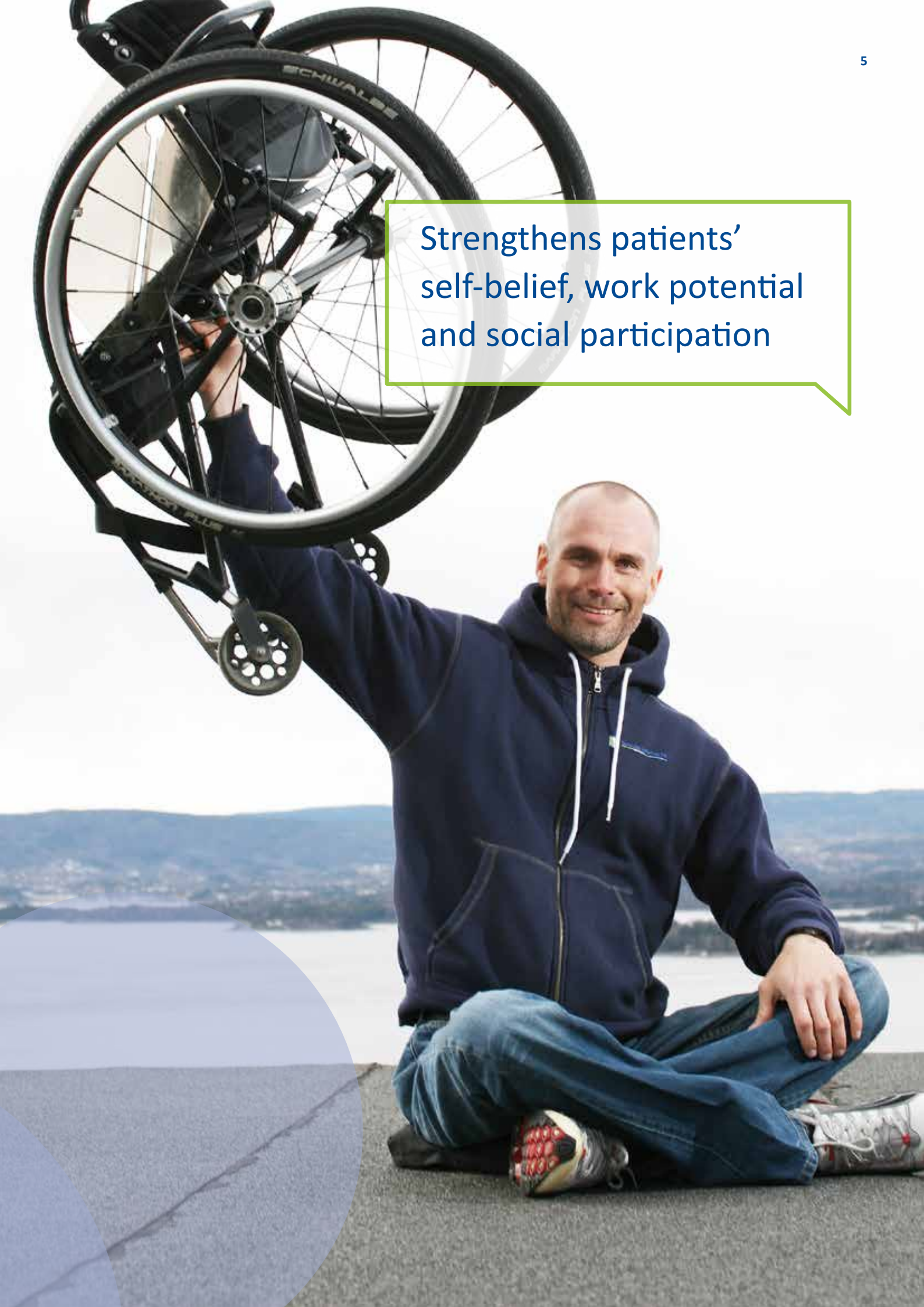
Sunnaas Rehabilitation Hospital's strengths lie in its highly specialised rehabilitation expertise, within the physical medicine and rehabilitation specialisation, and in its close relationships with universities. It provides complex and resource-intensive rehabilitation, where individual patient pathways require specialised technical medical equipment and the involvement of several professional specialisations, with high technical and cross-disciplinary expertise. The patients who receive a clinical offering at

Sunnaas Rehabilitation Hospital need around the clock nursing care, doctors on call, specially prepared facilities and technically complex equipment. The hospital's clinical service is underpinned by professional development, research, innovation and expertise-building.

The best way for Sunnaas Rehabilitation Hospital to achieve its mission is to play a double role, as both a physical and a virtual hospital. The physical hospital provides highly specialised rehabilitation in the form of time-limited and patient-specific treatment. It also engages in research, education and innovation. In the period up to 2035, Sunnaas Rehabilitation Hospital will also build up its virtual function, so that its partners perceive it to be a resource, available to all providers in the health and welfare chain. It will set the standards for local rehabilitation services, knowledge transfer, guidance and further education.

Good rehabilitation is essential if future challenges, caused by an ageing population and higher survival rates following serious injury or disease, are to be resolved. As the supply of qualified workers decreases, more people will live longer with various forms of incapacity. Patients' quality of life, their ability to work and care for themselves, and the economic sustainability of society will all be decisively enhanced if as many as possible receive optimal rehabilitation.

The expertise, methodology and cross-disciplinary approach developed at Sunnaas Rehabilitation Hospital over many years has the potential to provide important solutions to these social



Strengthens patients' self-belief, work potential and social participation

Value proposition

Sunnaas Rehabilitation Hospital is a public centre hospital trust and its two principal tasks are:

To offer and develop highly specialised rehabilitation for the benefit of patients and society

The patients, next of kin, partners and the State as owner will always receive a valuable, knowledge-based, cross-disciplinary and highly specialised rehabilitation service in which research, innovation and technology are closely integrated.

To contribute to the overall improvement and competence development in all professional disciplines involved in the field of rehabilitation.

Sunnaas Rehabilitation Hospital will work proactively with patients, next of kin, health personnel and others involved in securing patients' health and welfare, in order to further develop the rehabilitation field in Norway and internationally. This will be achieved through patient-oriented collaboration, research, innovation, education and expertise-building.



Strategic objectives

Sunnaas Rehabilitation Hospital in 2035

Based on its mission, statutory tasks and direction from the State as owner, Sunnaas Rehabilitation Hospital will continuously improve its position as the country's leading specialist rehabilitation community. Strategic objectives for 2035 are:

HIGHLY SPECIALISED REHABILITATION

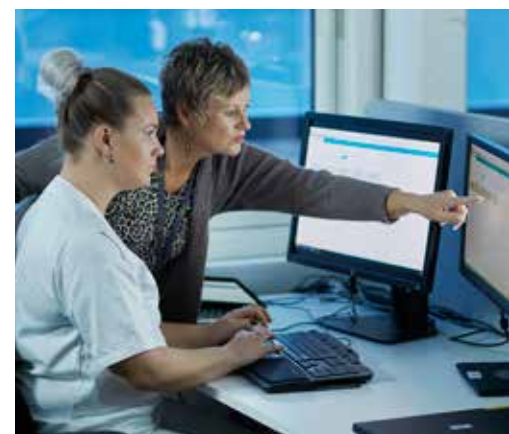
Sunnaas Rehabilitation Hospital will offer effective, highly-specialised rehabilitation services to maximise societal participation by patients and next of kin.

EXCELLENT RESEARCH AND INNOVATION

Sunnaas Rehabilitation Hospital will be a national and international centre of excellence for rehabilitation research and innovation.

DISSEMINATION OF EXPERTISE

Sunnaas Rehabilitation Hospital will strengthen society's rehabilitation capability in collaboration with other participants in the treatment chain and beyond.



Goals for strategic objectives 2035

Goals for strategic objective **HIGHLY SPECIALISED REHABILITATION** are:

- **PATIENT-CENTRED SERVICES**

To the greatest possible extent, the services will be established in line with user needs and be patient-oriented and participatory, with shared decision-making.

- **SEAMLESS PATHWAY**

The patient will experience an integrated and predictable pathway through treatment and the whole treatment chain will work as a team, both physically and virtually.

- **INDIVIDUALLY ADAPTED REHABILITATION**

The rehabilitation service will be cross-disciplinary and be tailored to the individual patient, based on systematic, individual assessments.

- **ARENA-FLEXIBLE TREATMENT OFFERING**

The patient will be offered a combination of virtual, ambulatory, polyclinical and outpatient/inpatient rehabilitation treatment.

- **IMPLEMENTATION OF NEW KNOWLEDGE**

Sunnaas Rehabilitation Hospital's rehabilitation service will be subject to continuous improvement, with new knowledge being put into practice systematically.

- **DOCUMENTATION OF EFFECTIVENESS**

The effectiveness of highly specialised rehabilitation treatment on patients' functional levels, social participation and socio-economic gains will be documented.

Goals for strategic objective **DISSEMINATION OF EXPERTISE** are:

- **BUILDING THE RIGHT EXPERTISE**

Sunnaas Rehabilitation Hospital's competence packages for rehabilitation and implementation methodology will be developed jointly with other disciplines and educational institutions.

- **SHARING EXPERTISE**

Sunnaas Rehabilitation Hospital will share expertise with other participants in the treatment chain and beyond, to ensure that patients receive good treatment, regardless of where they live.

- **DEVELOPMENT OF CROSS-DISCIPLINARY MODELS**

Cross-disciplinary rehabilitation expertise, and knowledge about models and methods, will be standardised, improved and shared with others.

- **ACTIVE SOCIETAL PARTICIPANT**

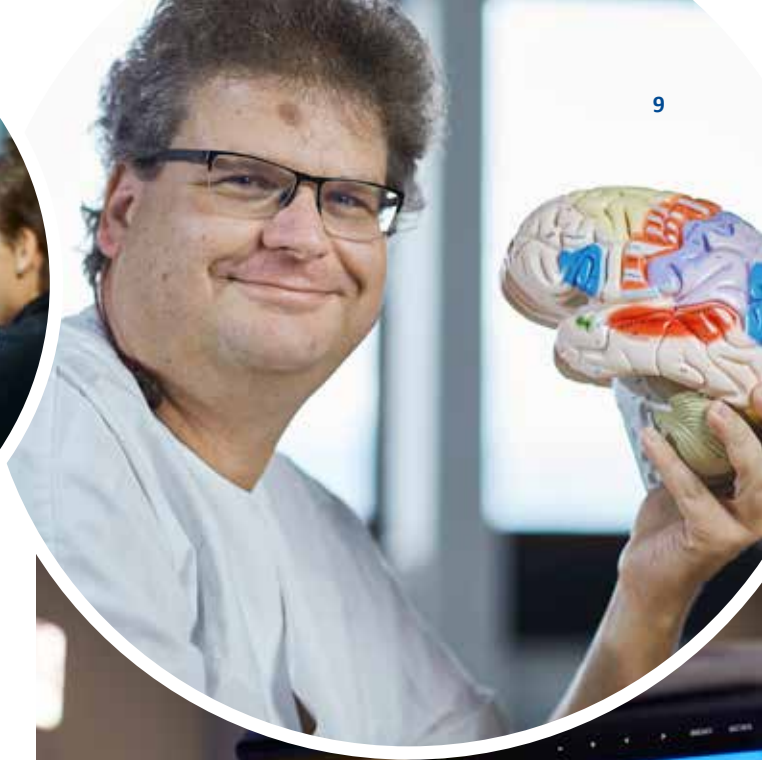
Sunnaas Rehabilitation Hospital will be an active and visible participant in society, promoting awareness of rehabilitation issues among the public and key decision makers.

- **EDUCATIONAL INSTITUTIONS**

Sunnaas Rehabilitation Hospital will collaborate with educational institutions to develop rehabilitation expertise for the future.

- **CLINICAL EDUCATION**

Sunnaas Rehabilitation Hospital will educate the occupational groups involved in highly specialised cross-disciplinary rehabilitation teams, and will train doctors in the medical specialisation of physical medicine and rehabilitation.



Goals for strategic objective EXCELLENT RESEARCH AND INNOVATION are:

- **RESEARCH**

Sunnaas Rehabilitation Hospital will continuously improve evidence-based rehabilitation, through clinically-oriented research linked to the rehabilitation programmes.

- **INNOVATION**

Sunnaas Rehabilitation Hospital will develop new rehabilitation services and improve the effectiveness of existing services. It will strive to be an attractive partner for business.

- **ACADEMISATION**

There will be academic competence at all levels in the organisation.

- **CROSS-DISCIPLINARY FUNCTIONAL LABORATORIES**

Research and innovation will be integrated into the clinical service through functional laboratories where clinicians, researchers and innovators from different disciplines will work together.

- **COLLABORATION**

Sunnaas Rehabilitation Hospital will collaborate systematically with other health institutions and with the university and university college sector at home and abroad.

- **QUALITY INDEX**

Regionally and nationally, Sunnaas Rehabilitation Hospital will be a driving force for effective documentation of patients' progress and results throughout the rehabilitation process.



Internal preconditions for achieving the strategic objectives

In order to achieve the strategic objectives Sunnaas Rehabilitation Hospital must:

- Live up to the national values of quality, safety and respect and contribute to first-class, balanced health services for all who need them, when they need them.
- Involve user organisations, user representatives, the individual patient and next of kin in all aspects of the activity, i.e. both the clinical offering and competence-building, research and innovation.
- Make the patient's needs the starting point for all work processes.
- Continue to invest in buildings, infrastructure and equipment - including completion of new hospital building (stage 3) and modifications for expanding polyclinical and outpatient services in Oslo.
- Have a thorough understanding of stakeholders' needs and their perception of the services offered by the hospital.
 - *it is impossible to offer a "patient-oriented" health service without understanding patient needs and wishes and the effect of the services.*
 - *it is impossible to "make others better" without understanding other participants' capabilities and wishes.*
- Ensure that Sunnaas Rehabilitation Hospital's expertise is easily accessible to others. This includes adapting the services to stakeholders' needs and using modern communication methods and technology.
- Have partners and networks that ensure the hospital keeps up to date with developments, adapts its services to others' needs and continuously reviews service delivery and who delivers it.
- Ensure high levels of professional expertise through strategic personnel and competence planning for all areas of activity, and create a working environment where staff identify with the hospital's objectives and contribute enthusiastically to achieve them
- Improve the technological competence of the hospital's staff.
- Be a dynamic, flexible and continuously improving organisation that readily exploits new evidence and introduces new services and technology in highly specialised rehabilitation, while transferring established tasks to other actors in the chain of care.
- At all times, combine knowledge-based practice with development, innovation and research. Simultaneously improve strategic integration by unifying targets, sharing the development and utilisation of infrastructure and harmonising the development and application of professional expertise.
- Develop the clinical offering so that:
 - *the main focus is on meeting patient needs at the participation level: in work; education; family and organisational life. This improves their "usefulness to society", and increased participation also leads to improved health.*
 - *the target groups are clearly defined and understood by patients, by rehabilitation service partners and by society.*
 - *flexibility of arena will be offered to an increasing extent, e.g. by consultation (telemedicine), ambulatory services, polyclinic and outpatient offerings that increase the number of contact points between the hospital and patients over time.*



Professionalism, commitment and joy are key values at Sunnaas Rehabilitation Hospital



External preconditions for achieving the strategic objectives

If Sunnaas Rehabilitation Hospital is to achieve its strategic objectives, a precondition will be that national directions for changes to the specialist health service are followed up, ref. the National Health and Hospital Plan and the Regional Development Plan 2035. Particularly important preconditions for the future of Sunnaas Rehabilitation Hospital are that the specialist health service will be directed and coordinated nationally to a greater extent, that further development of the rehabilitation services is planned and that funding matches the clinical offering.

This strategic plan is based on current and future development trends and has taken into account inputs from a range of participants. In line with the higher authorities' guidelines, the further development of Sunnaas Rehabilitation Hospital will be harmonised with other participants. Where tasks are to be taken over by others, the transfer must be well planned to ensure there is a seamless rehabilitation service to patients.

A regional development plan for the rehabilitation field will be formulated in order to define the hospital's future role. Coordination and organisation of the rehabilitation field at national and regional levels is also important. Many national tasks will be dependent on approval from the Ministry of Health and Care Services, through an established scheme for national services or by means of some other solution.

The current funding scheme hinders further development of the services to achieve the best results for patients. Future services need to be based on knowledge development and be in step with society's requirements, ref. the Coordination Reform. A general challenge is that the majority of the hospital's income is based on inpatient rehabilitation, while the stakeholders are demanding an increase in

outpatient services such as polyclinics and ambulant services, competence-building, innovation, research and education.

Input-based financing under the current rules does not take sufficient account of the resource demands involved in highly specialised rehabilitation services; shorter hospital admissions for patients with little need for nursing care are prioritised, while cross-disciplinary ambulant and polyclinical offerings and longer stays are under-funded. Incentives supporting achievement of the strategic objectives are therefore absent. Without a change in the funding scheme, or increased emphasis on funding the hospital by methods other than input-based financing, it will be difficult to achieve the strategic objectives.

Other preconditions are that there are no significant funding reductions and that Sunnaas Rehabilitation Hospital continues to determine significant areas of its own development - within the parameters set by the authorities and in collaboration with the hospital's stakeholders.





Sunnaas Rehabilitation Hospital has its own unit for children and young people

Anticipated development towards 2035

In 2019 Sunnaas Rehabilitation Hospital is well-run, has a balanced budget, offers good professional services, has high patient satisfaction and conducts extensive research and innovation. This is a good starting point for adapting to anticipated developments towards 2035, but significant refinement and adjustments will still be required.

Society is changing. It features increased access to information and emphasis on the individual. The welfare society is strong in Norway. Under the slogan “the patient’s health service” the trend towards increased patient empowerment continues.

The regional development plan 2035 will be the basis for development in the South-Eastern Norway Regional Health Authority up to 2035. Its aim is to promote:

- *Better public health, with continuous progression from prevention through to specialised health services.*
- *High-quality patient treatment and good user experiences.*

- *A good working environment for staff, competence-building and more time for treating patients.*
- *Sustainable health services for the community.*

The regional development plan is based on the development plans from the health trusts in the region. It identifies developments aspired to in the short term and up to 2035. The plan addresses important trends and drivers for change in the health service in the years to come. It is not easy to predict the shape of tomorrow’s health service, but plans must nevertheless be made for developing the service.

The organisation of the specialist health service presumably faces major changes and it is uncertain how these will affect Sunnaas Rehabilitation Hospital. At present, there are highly specialised rehabilitation needs that are not covered. These include services for children, young people and adults with complex cognitive and/or physical conditions resulting from traumatic and non-traumatic brain or spinal injuries, multiple trauma, neurological and neuromuscular conditions, as well as cancer and cancer treatment.





It is difficult to predict the future demand for highly specialised rehabilitation, as some factors point towards an increase (population growth and higher survival rates for serious diseases/traumatic injuries), while others point the other way (better prevention and treatment of serious diseases/traumatic injuries). The effectiveness and efficiency of welfare services is receiving increased attention, with the ensuing discussion of priorities and the social utility of rehabilitation.

There are two main trends in the rehabilitation field

- *The municipalities will assume greater responsibility for rehabilitation.*
- *The demand for highly specialised rehabilitation, and the potential to achieve ever-better results, will increase. More special expertise and equipment will be required.*

Significant efficiency improvements have been taking place in the health service for a long time, but there is still room for improved logistics and systems. New working methods must also be evaluated and defined.

In collaboration with the rest of the health service, Sunnaas Rehabilitation Hospital Trust will contribute to patients being able to receive follow-up and treatment outside a hospital and to developing new, flexible methods for achieving this.

Sunnaas Rehabilitation Hospital will prioritise these five areas for investment, in the regional development plan up to 2035:

1. New working methods - better use of technology and more user control
2. Collaboration over those in greatest need - integrated health services
3. Reduce unwanted variation
4. More time for patient-oriented work
5. Research and innovation for a better health service



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Sunnaas Rehabilitation Hospital offers highly specialised rehabilitation for people who have suffered serious disease or injury. Sunnaas Rehabilitation Hospital is Norway's largest specialist hospital in physical medicine and rehabilitation, and is one of eleven health trusts in the South-Eastern Norway Regional Health Authority. Sunnaas Rehabilitation Hospital's tasks are primarily regional, but it also has national responsibilities and university functions. Sunnaas Rehabilitation Hospital is accredited according to the international standards of the Commission on Accreditation of Rehabilitation Facilities, CARF.

