

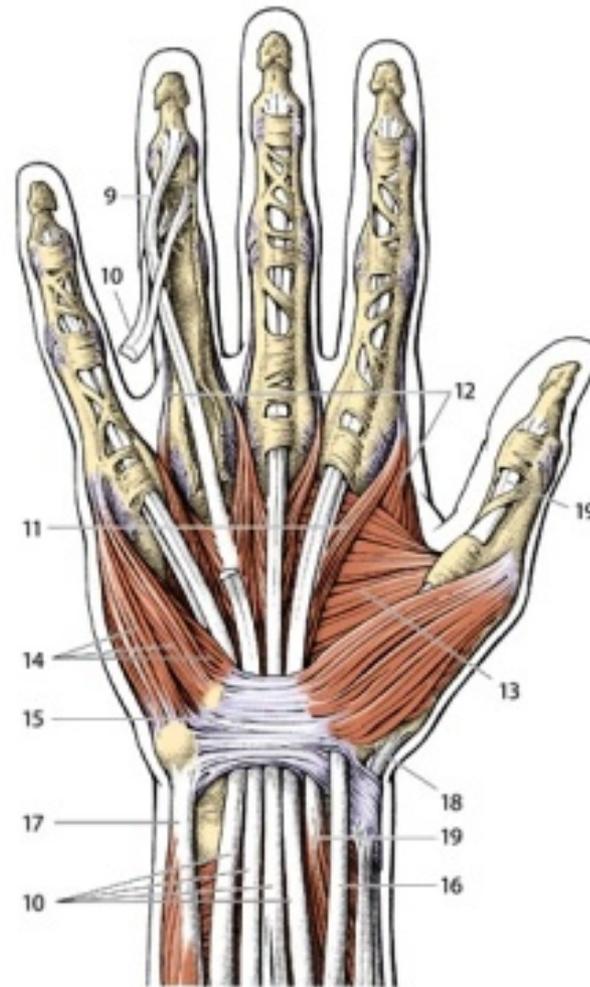


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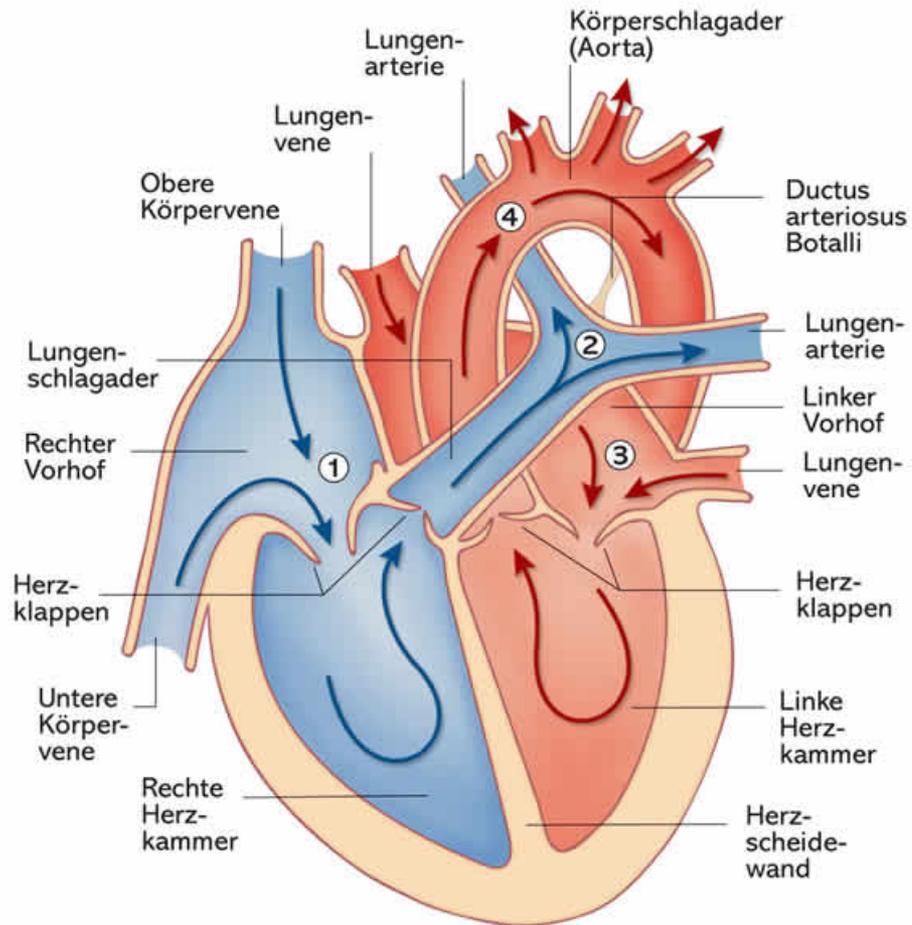
CAS Innovations- und Changemanager

Change in der Praxis

Form follows function

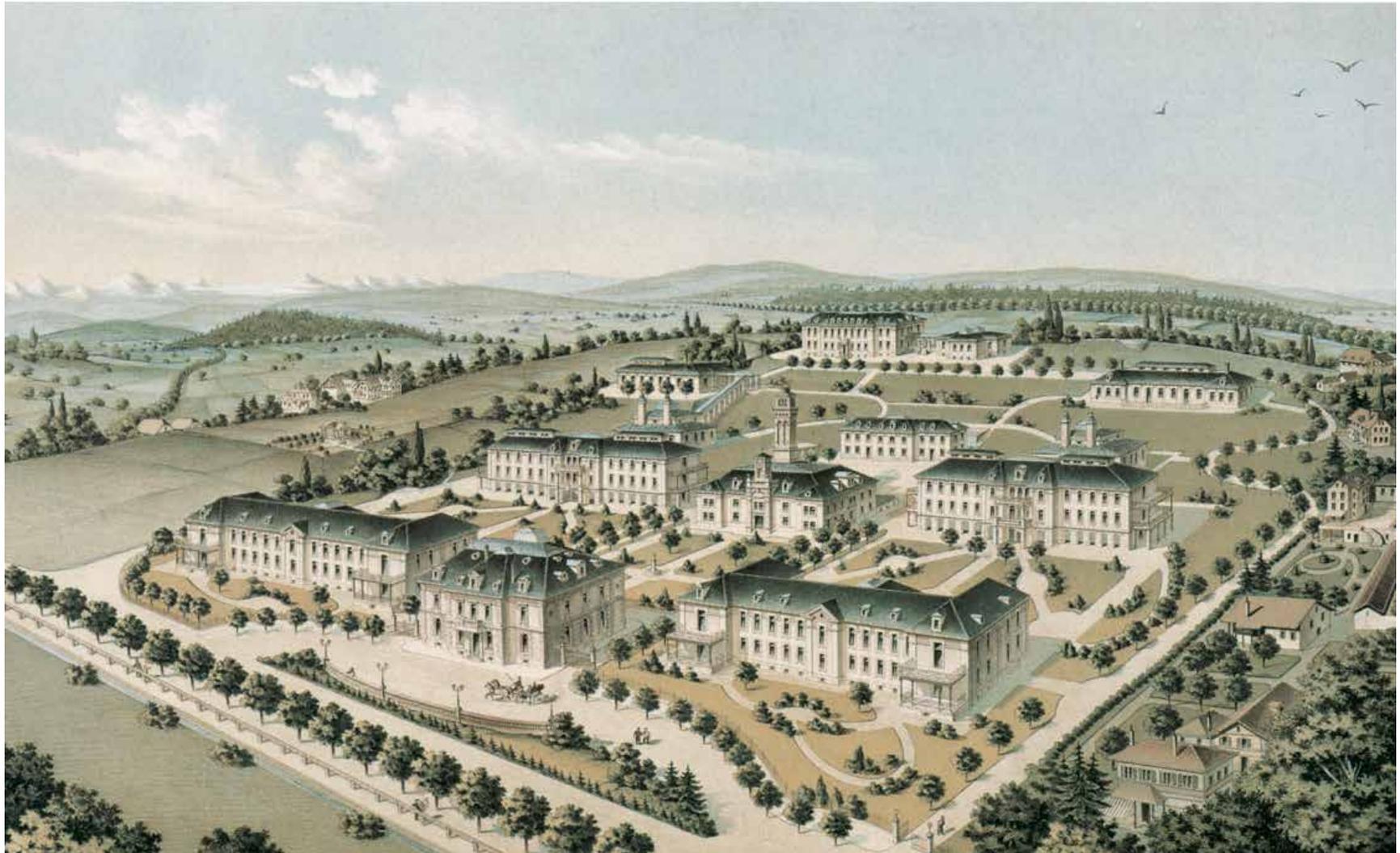


Form follows function



Form follows function

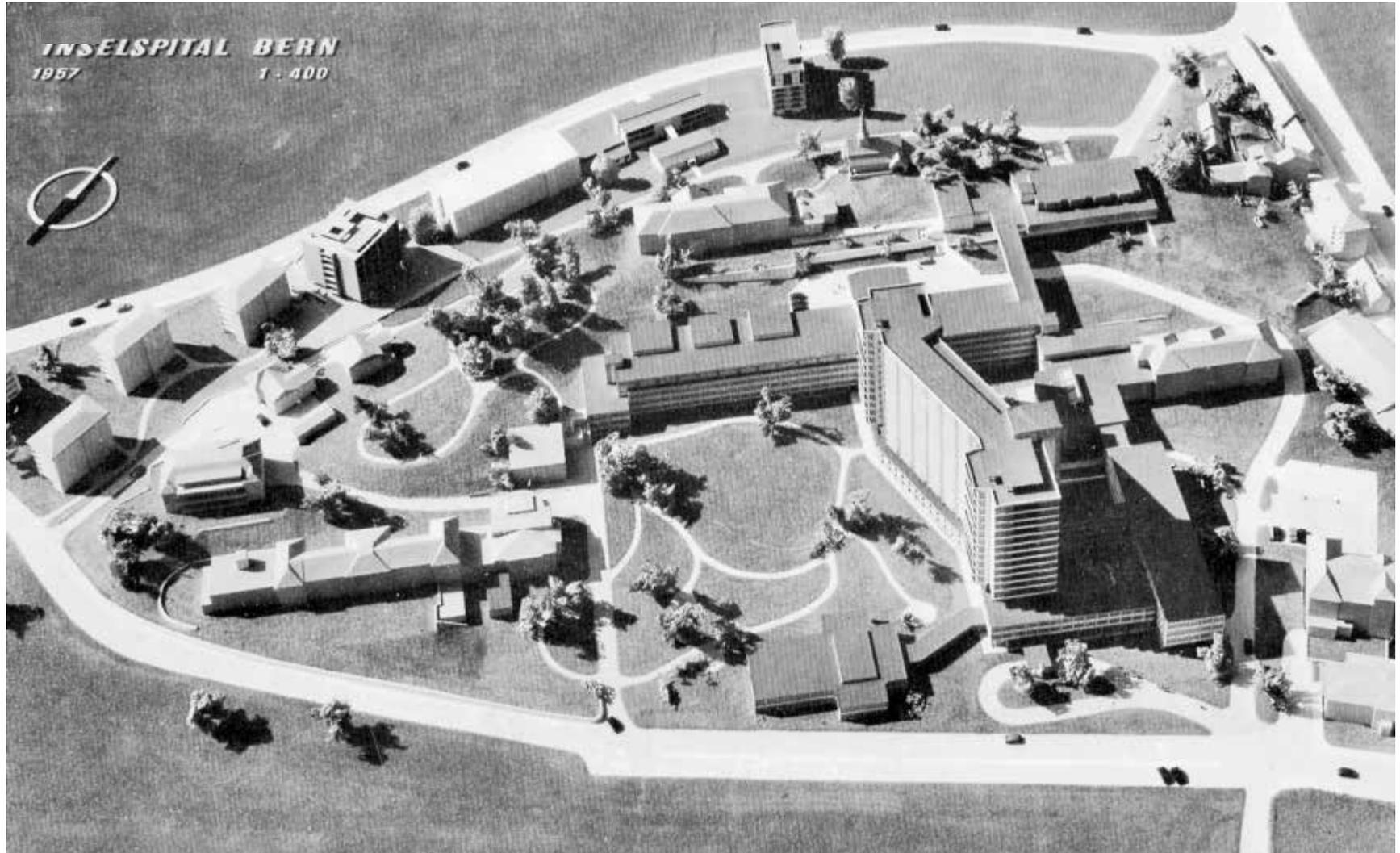
Masterplan 1884



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Form follows function

Masterplan 1957



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Andreas Walter® 2018

Form follows function



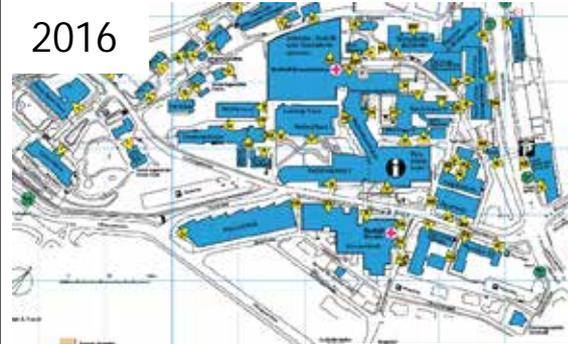
1982
Ø Aufenthaltsdauer 25.4d



Heute

Universitätsspital Bern

2016



2016

500'000 ambulante Kontakte
45'000 stationäre Patienten
6 Tage Ø Aufenthaltsdauer

7'700 Angestellte
41 Kliniken und Institute
1.1 Mrd. CHF Umsatz

Vom Regelwerk zur Bauordnung



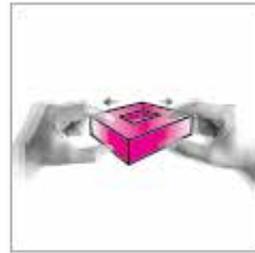
Quartiersbildung



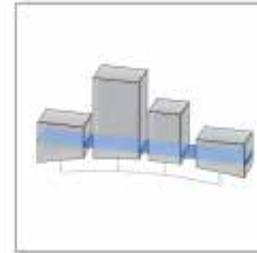
Grünräume



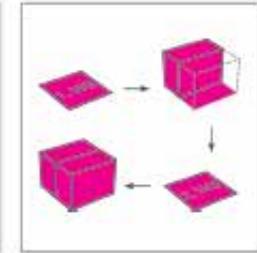
Dichte



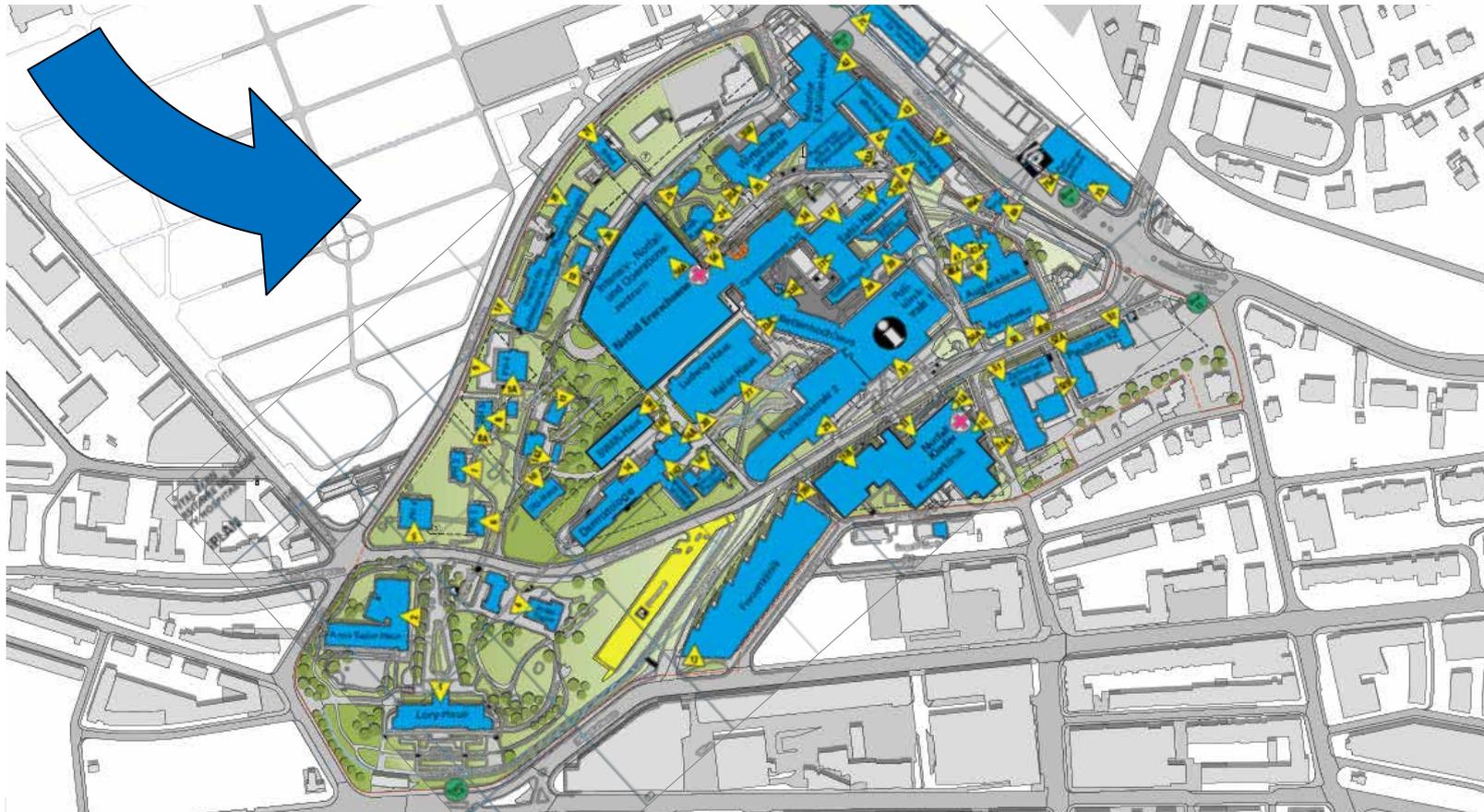
Knetmasse



Orientierungsniveau



Fruchtfolge



Vom Regelwerk zur Bauordnung



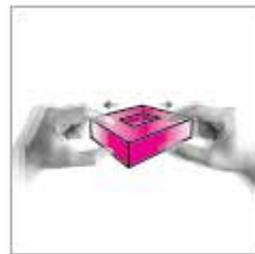
Quartiersbildung



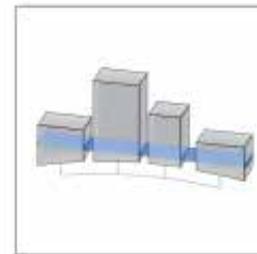
Grünräume



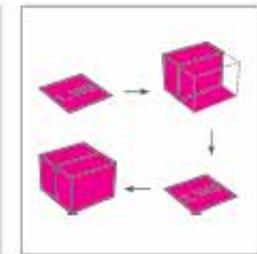
Dichte



Knetmasse



Orientierungsniveau



Fruchtfolge



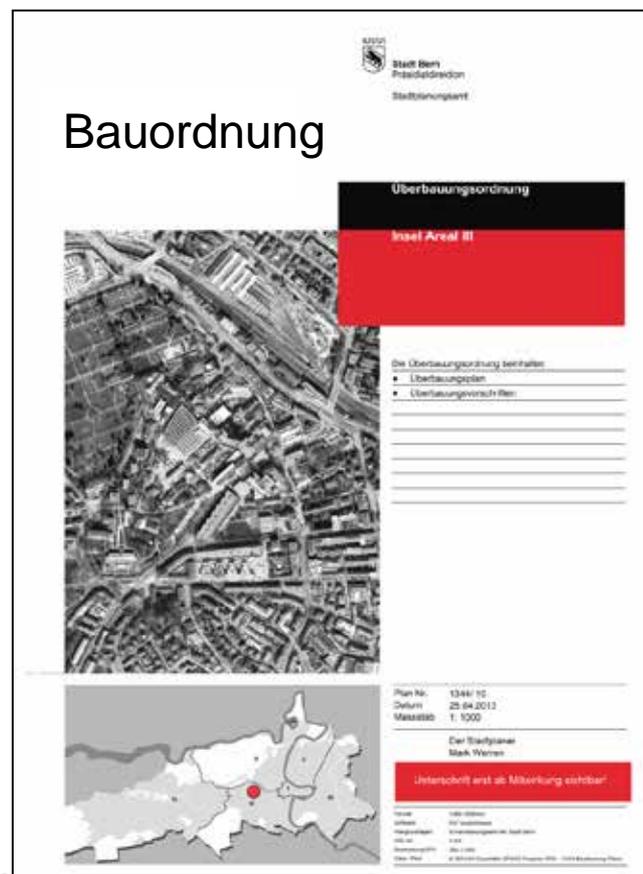
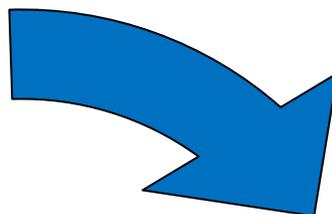
Regelwerk 2060

Vom Regelwerk zur Bauordnung



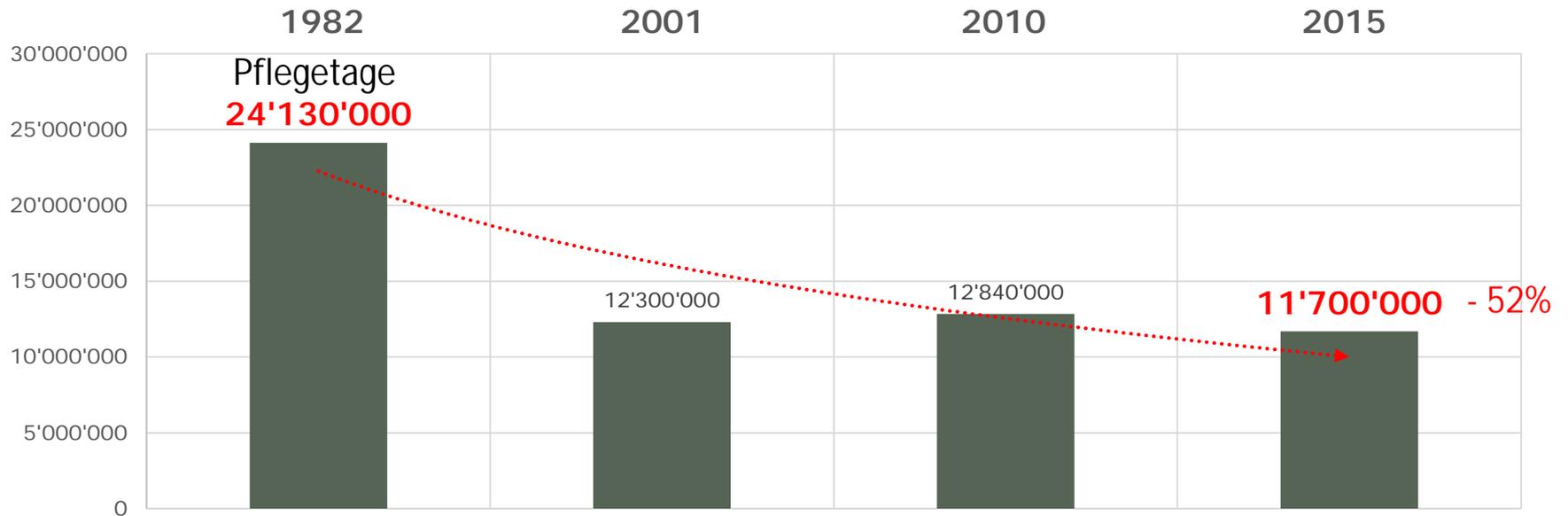
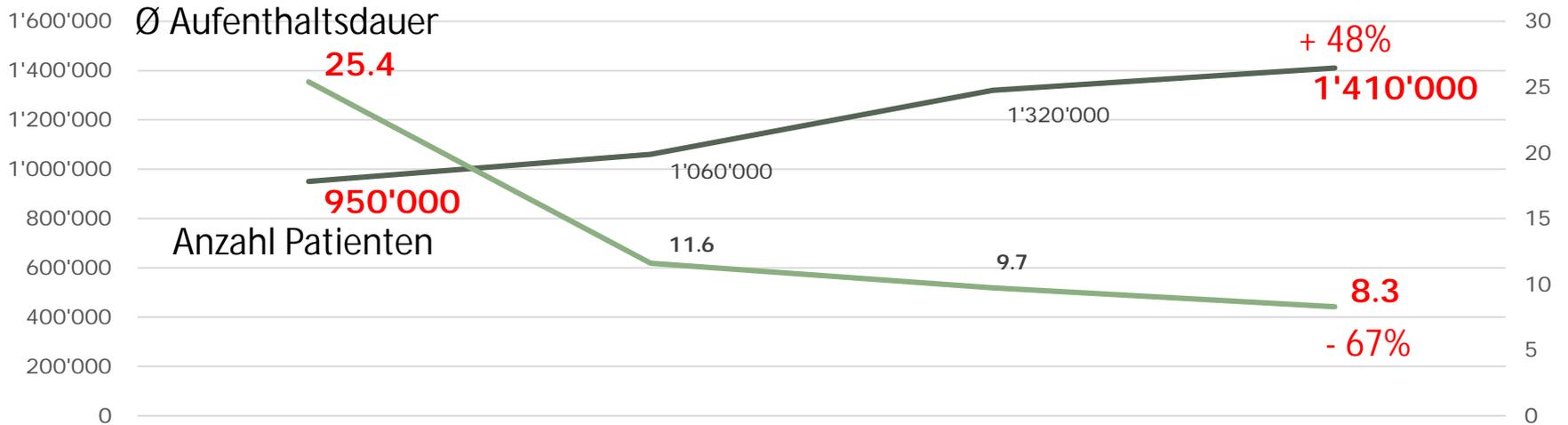
Baurechtliche Sicherung

Vom Regelwerk zur
Überbauungsordnung



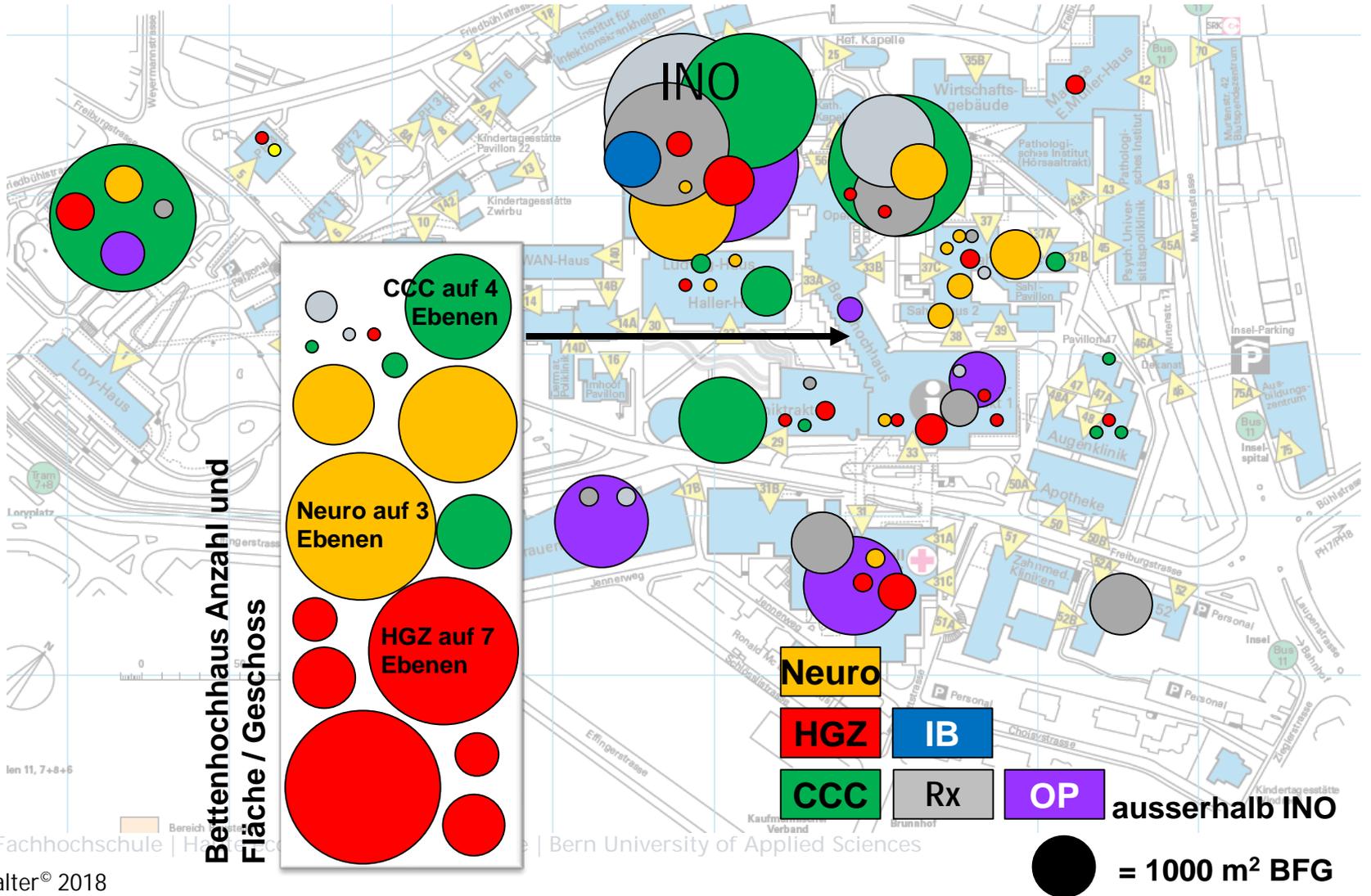
- | | | |
|------------------------------|-----------------|---|
| § Mitwirkungsverfahren | 2. Quartal 2013 | Ü |
| § Vorprüfung Kanton | 4. Quartal 2013 | Ü |
| § Öffentliche Auflage | 21.04.2014 | Ü |
| § Städtische Volksabstimmung | 08.03.2015 | Ü |

Entwicklung Gesundheitswesen Schweiz



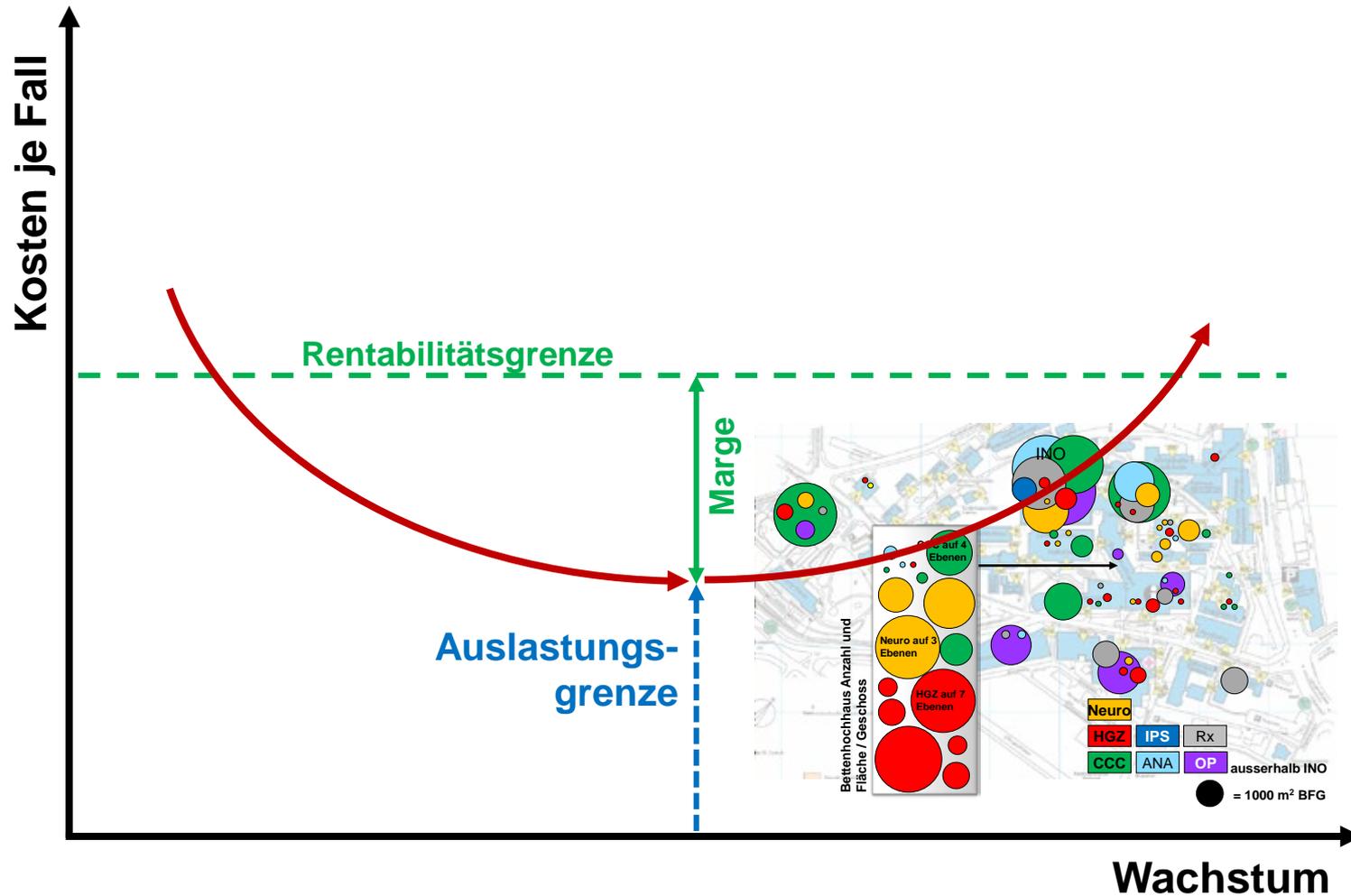
Organisch gewachsene Strukturen

Ineffizienz als Folge



Organisch gewachsene Strukturen

Ineffizienz als Folge





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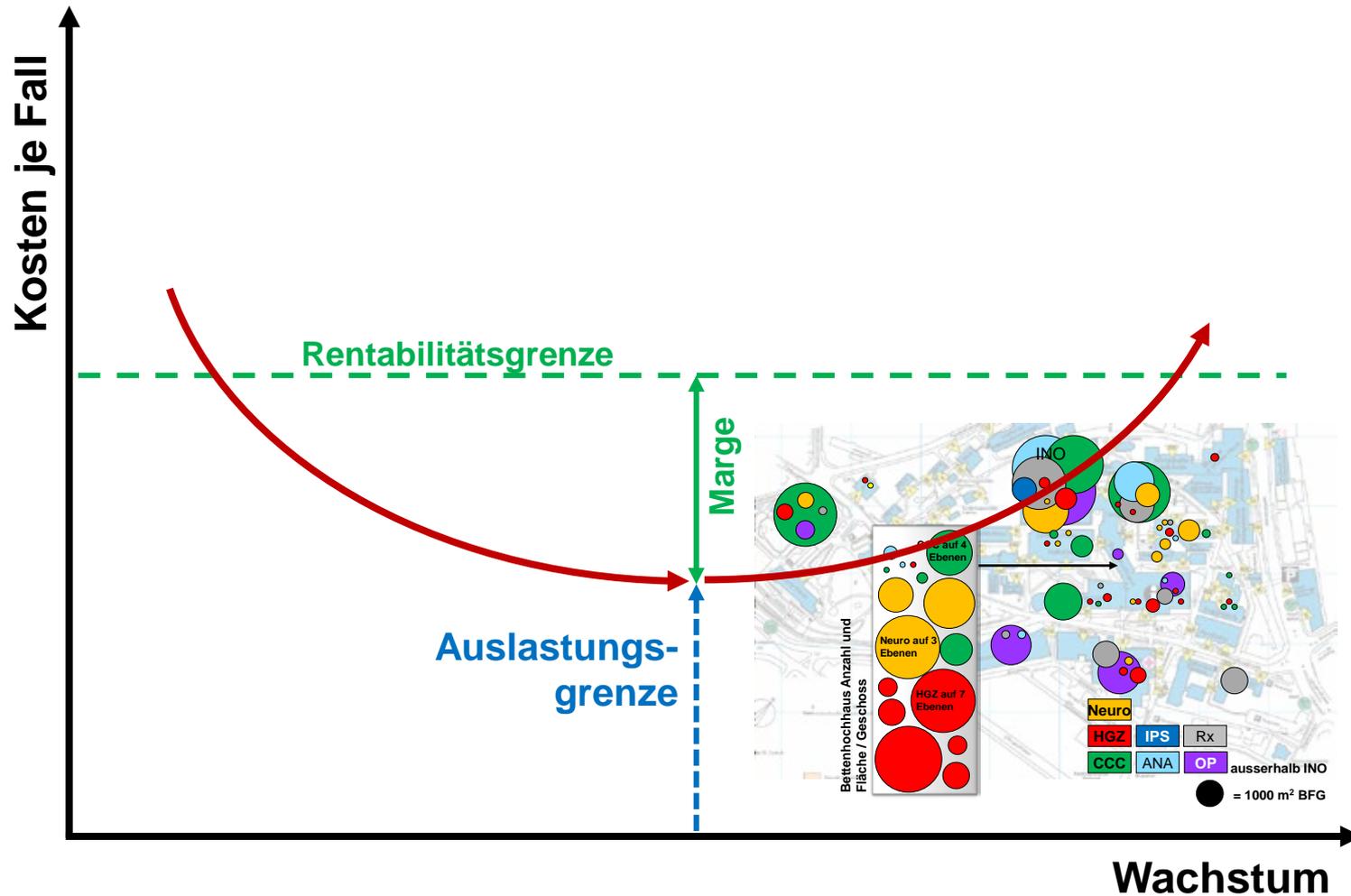
CAS Innovations- und Changemanager

Change in der Praxis

Vitalität vs Komplexität

Organisch gewachsene Strukturen

Ineffizienz als Folge

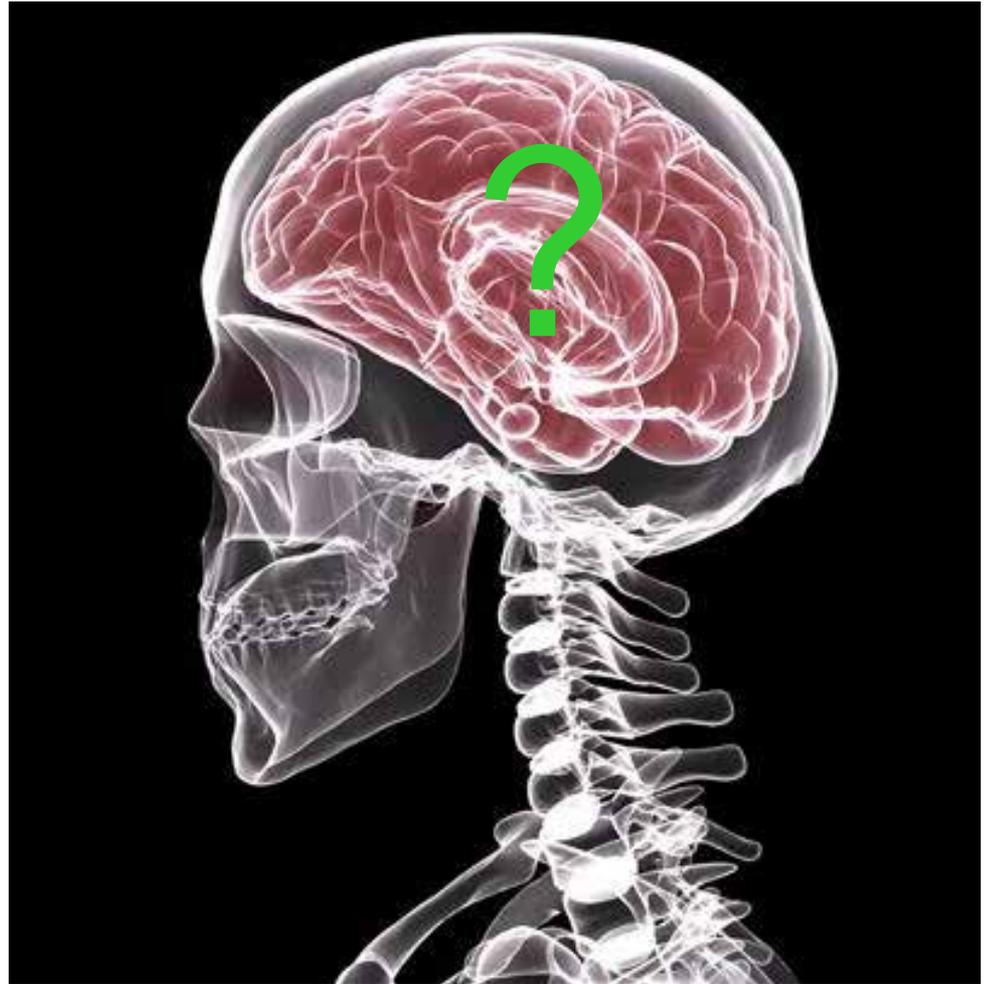
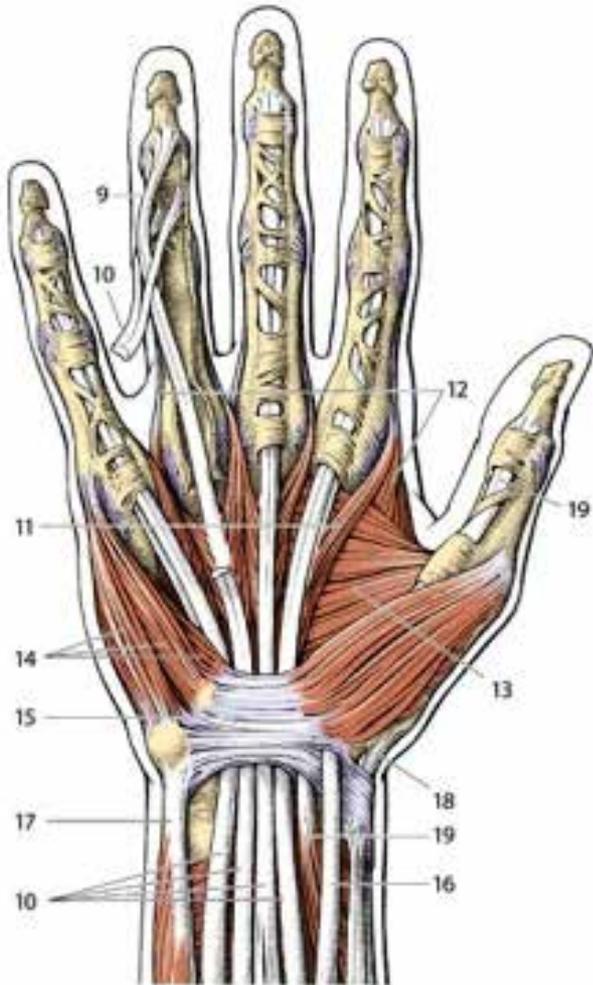


Vitalität vs Komplexität



Walter A: Das Schweizer Gesundheitswesen ist ein System. S&Z 2008;89(16):704-6.

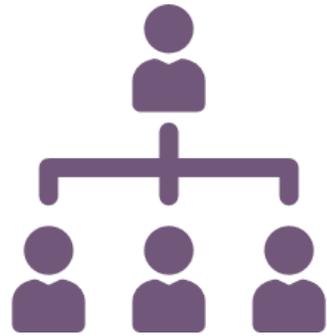
Form follows function



Lösungsentwicklung



Lösungsentwicklung



hierarchisch



Experten

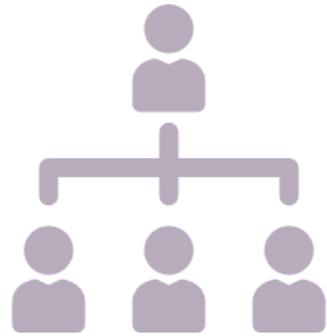


Ideen



eminenzbasiert

Lösungsentwicklung



hierarchisch

01100011
11001011
00100110
10110010

evidenzbasiert



Ideen



Berner Fachhochsch



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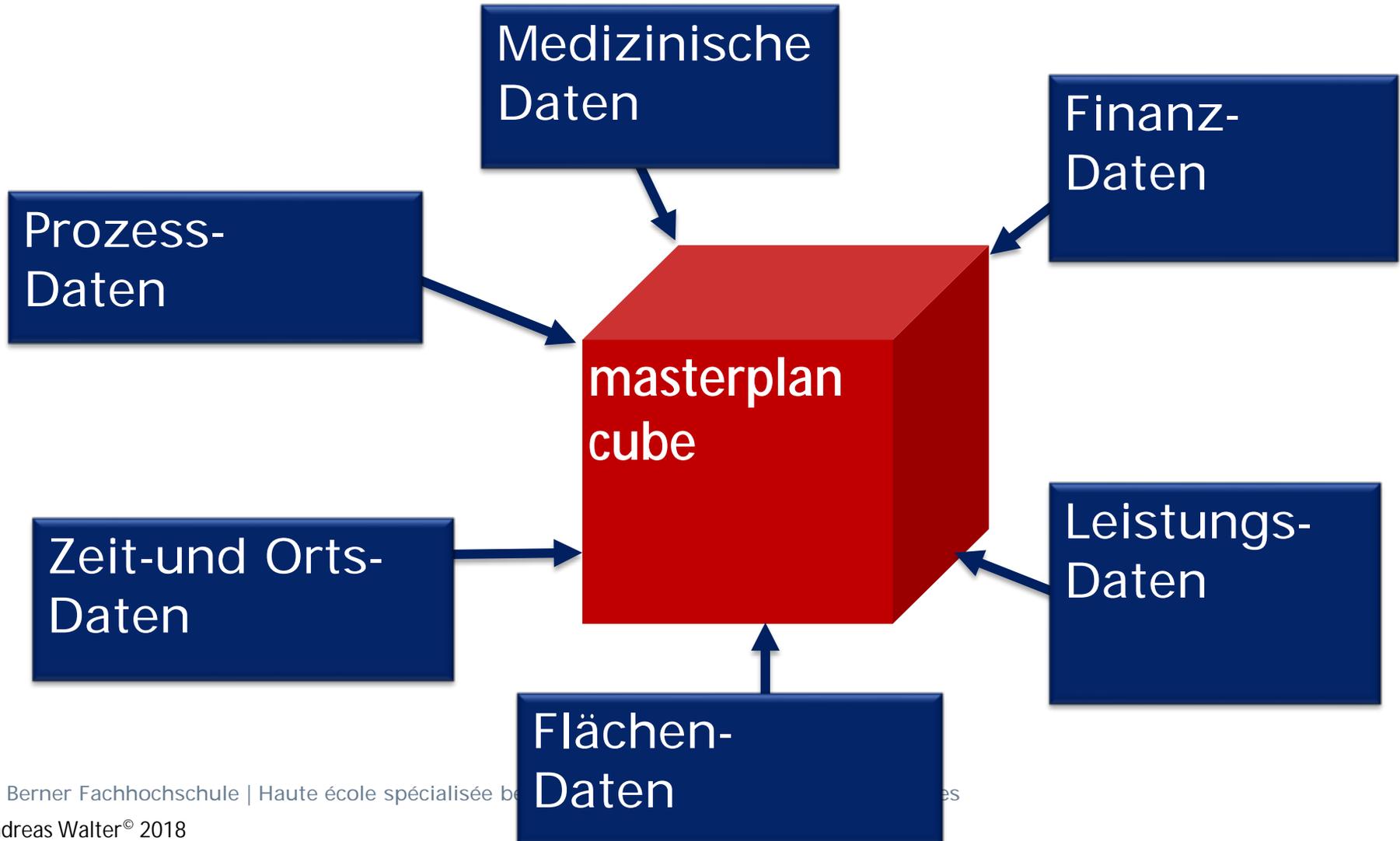


Experten



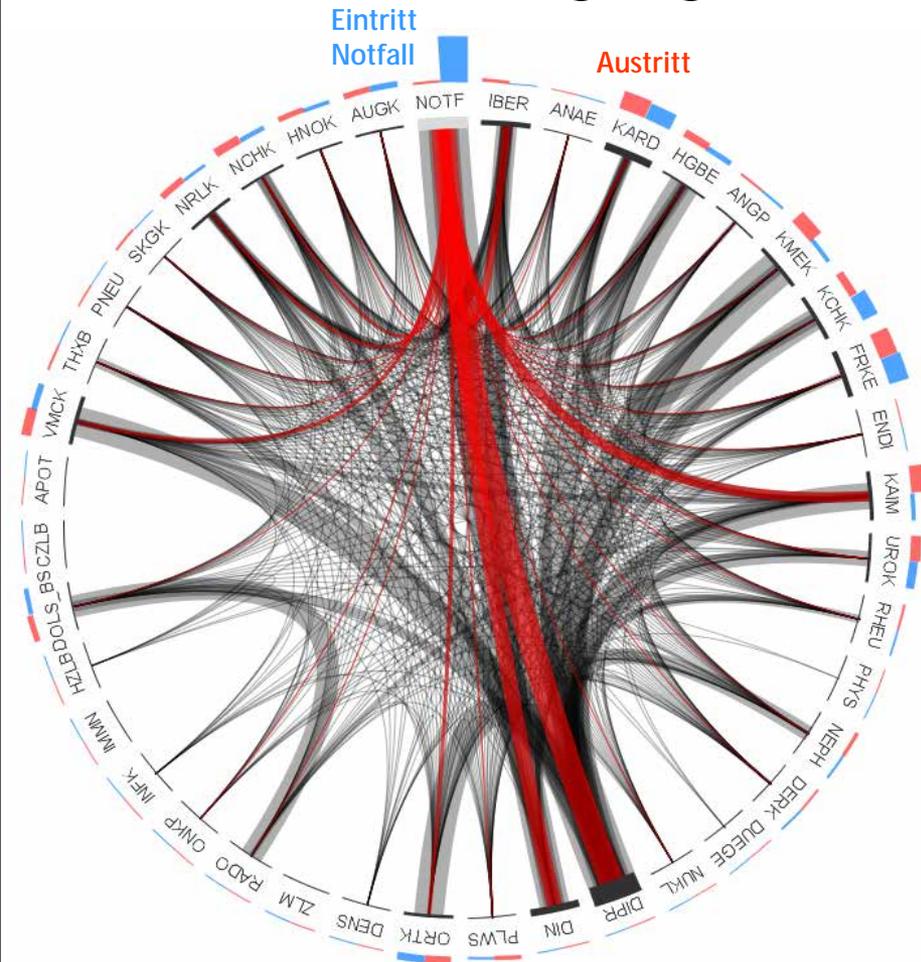
eminenzbasiert

Evidenzbasierte Lösungsentwicklung

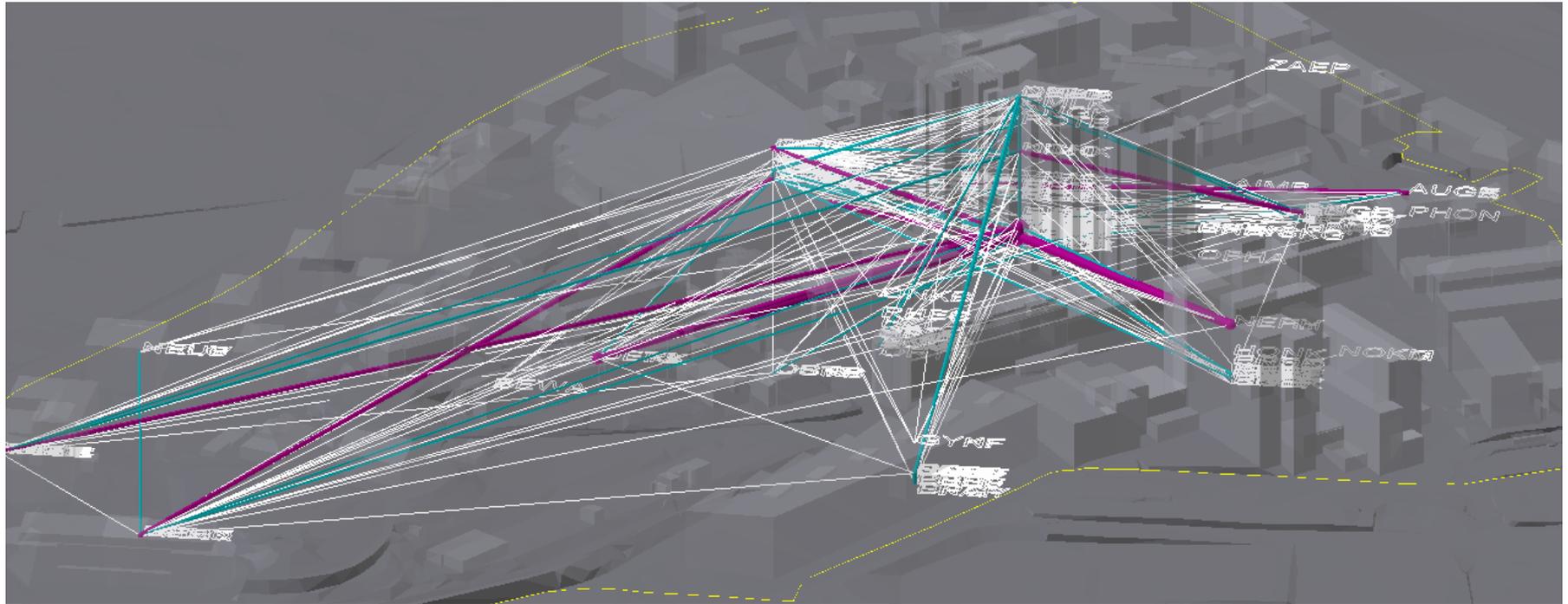


Organisatorische Sicht

Patientenbewegungen

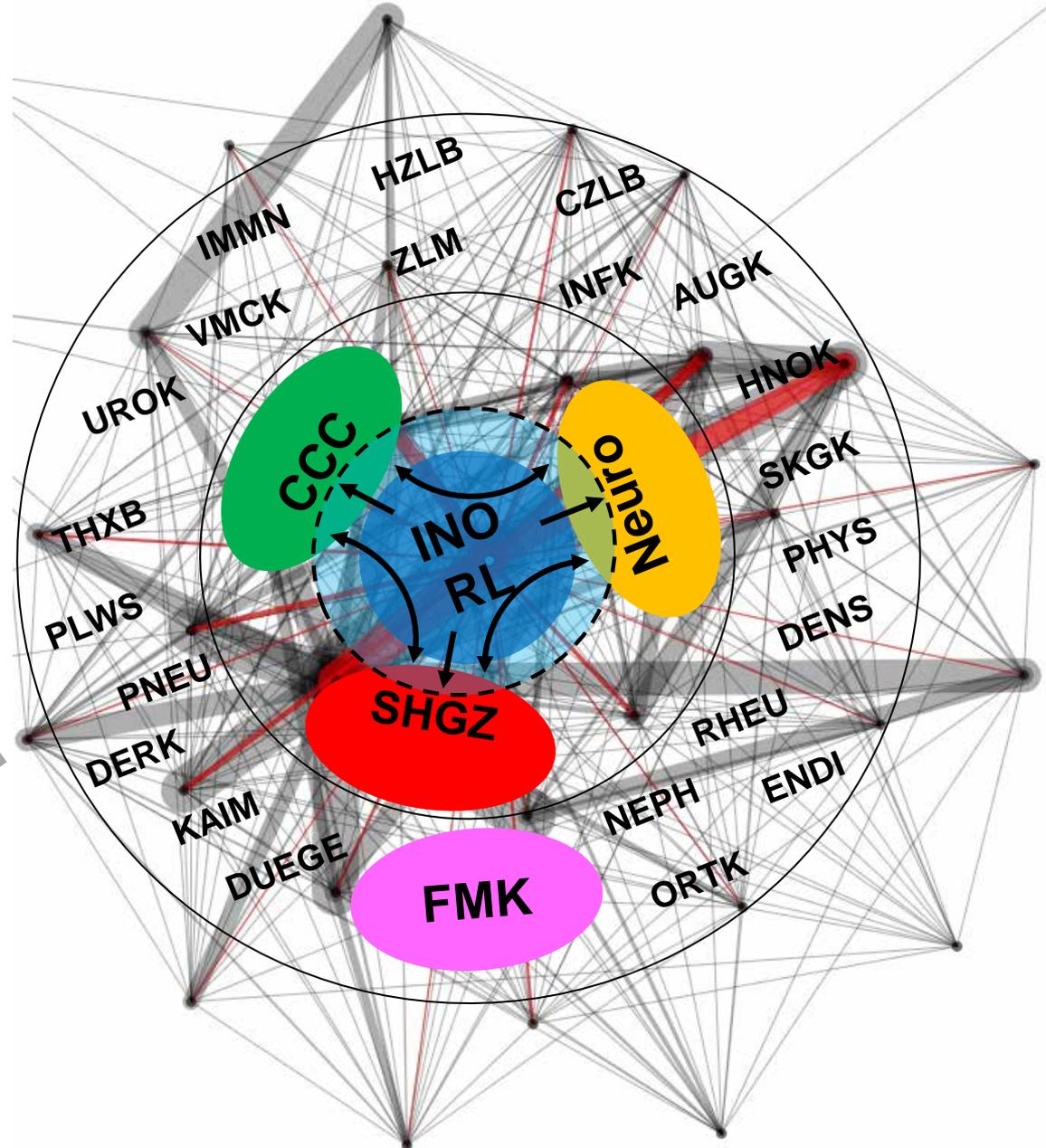
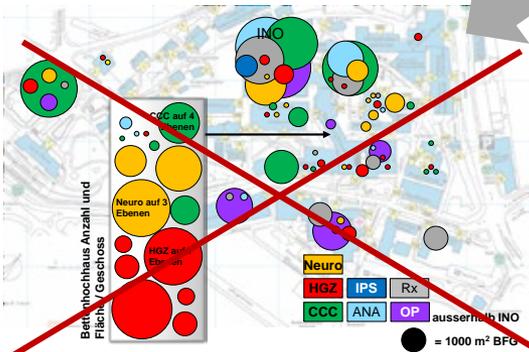
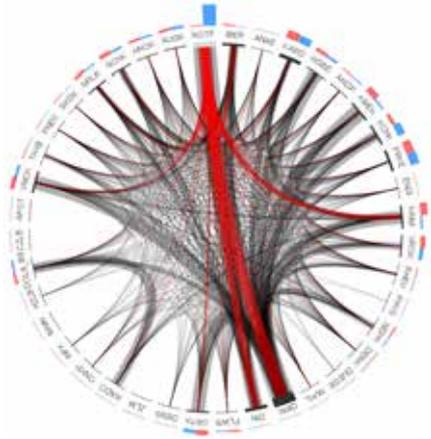


Morphologische Sicht



Mehr als 50 Gebäude
Ø 1.1km Wegestrecke je stationärer Patient

Systemische Sicht





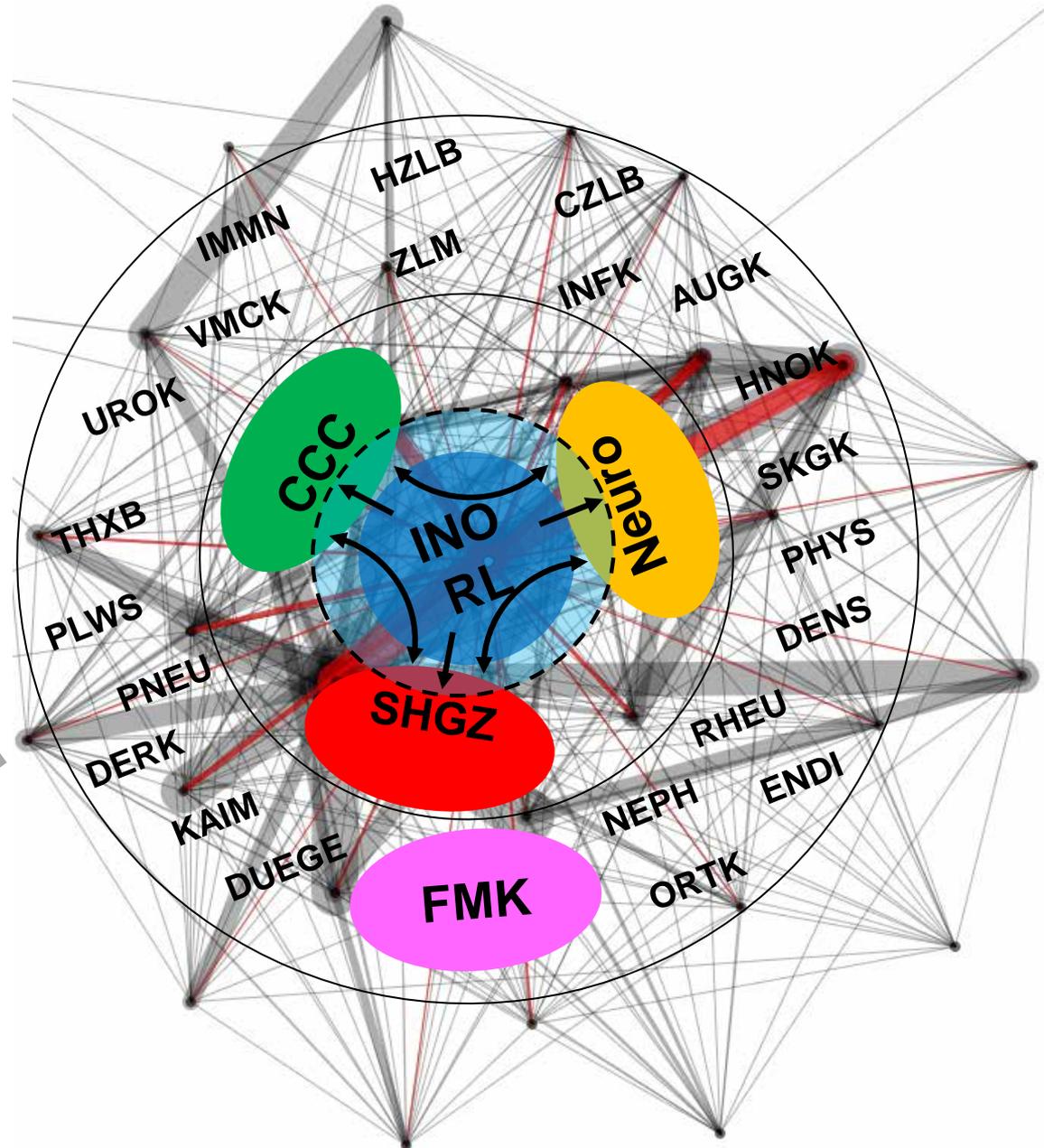
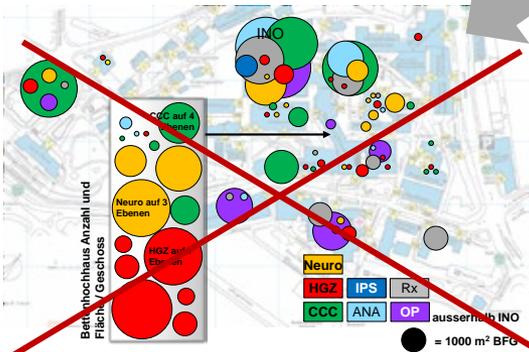
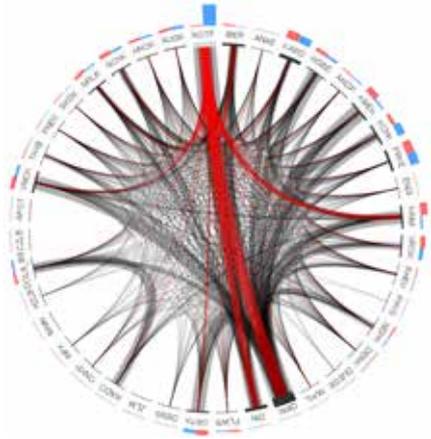
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CAS Innovations- und Changemanager

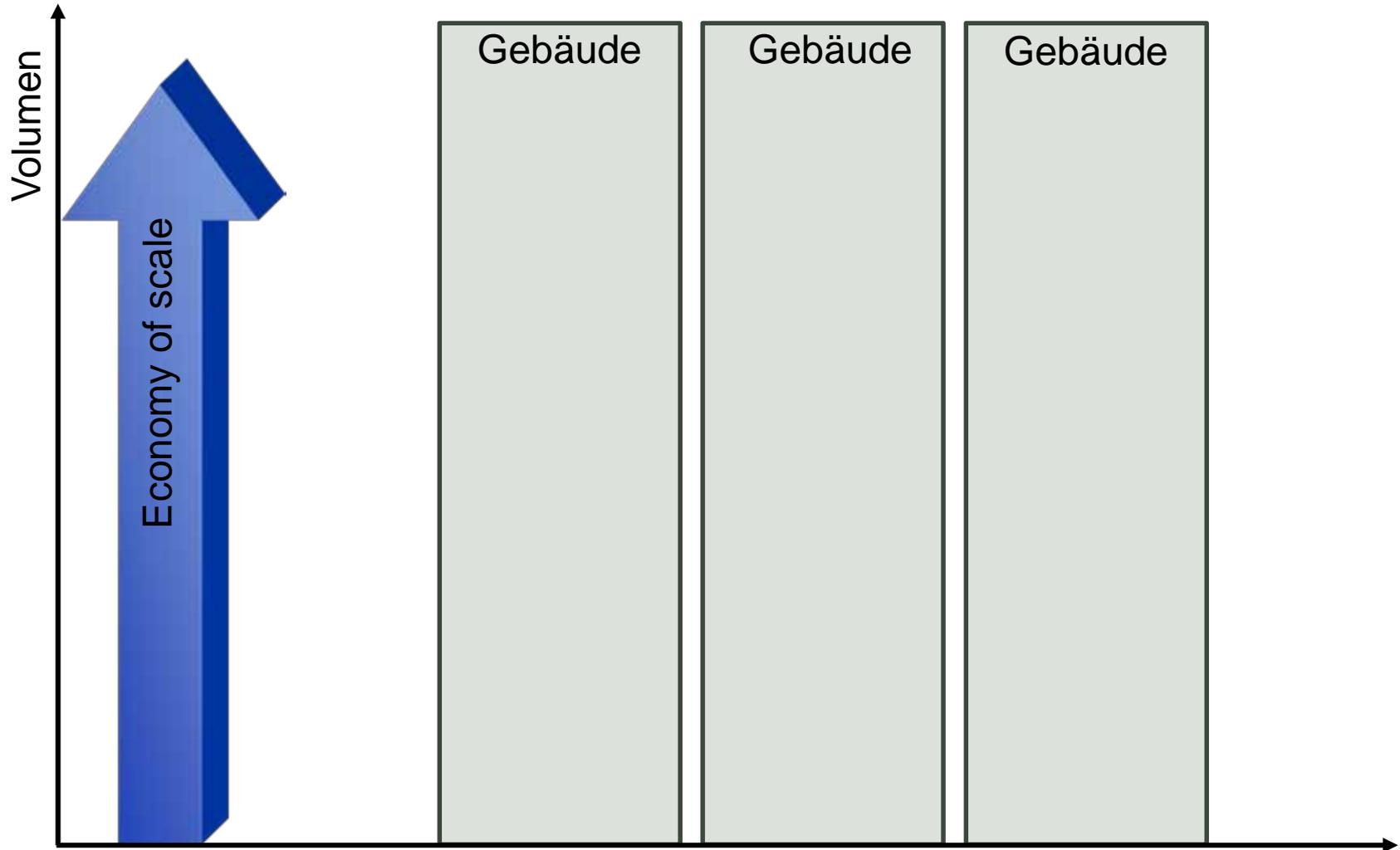
Change in der Praxis

Wertschöpfung

Systemische Sicht



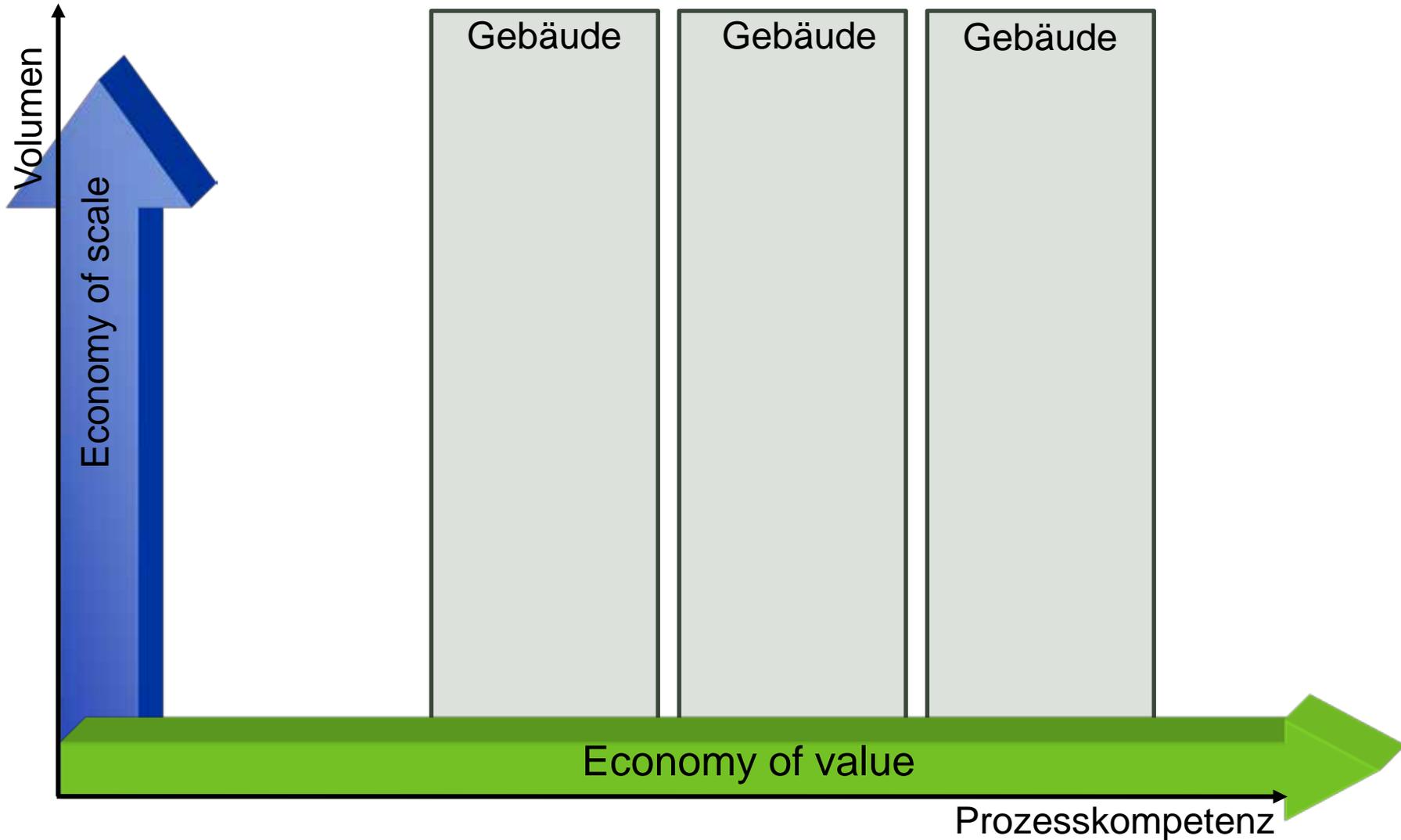
Der Patient zwischen akteurzentrierten Strukturen und Wachstumsstrategie



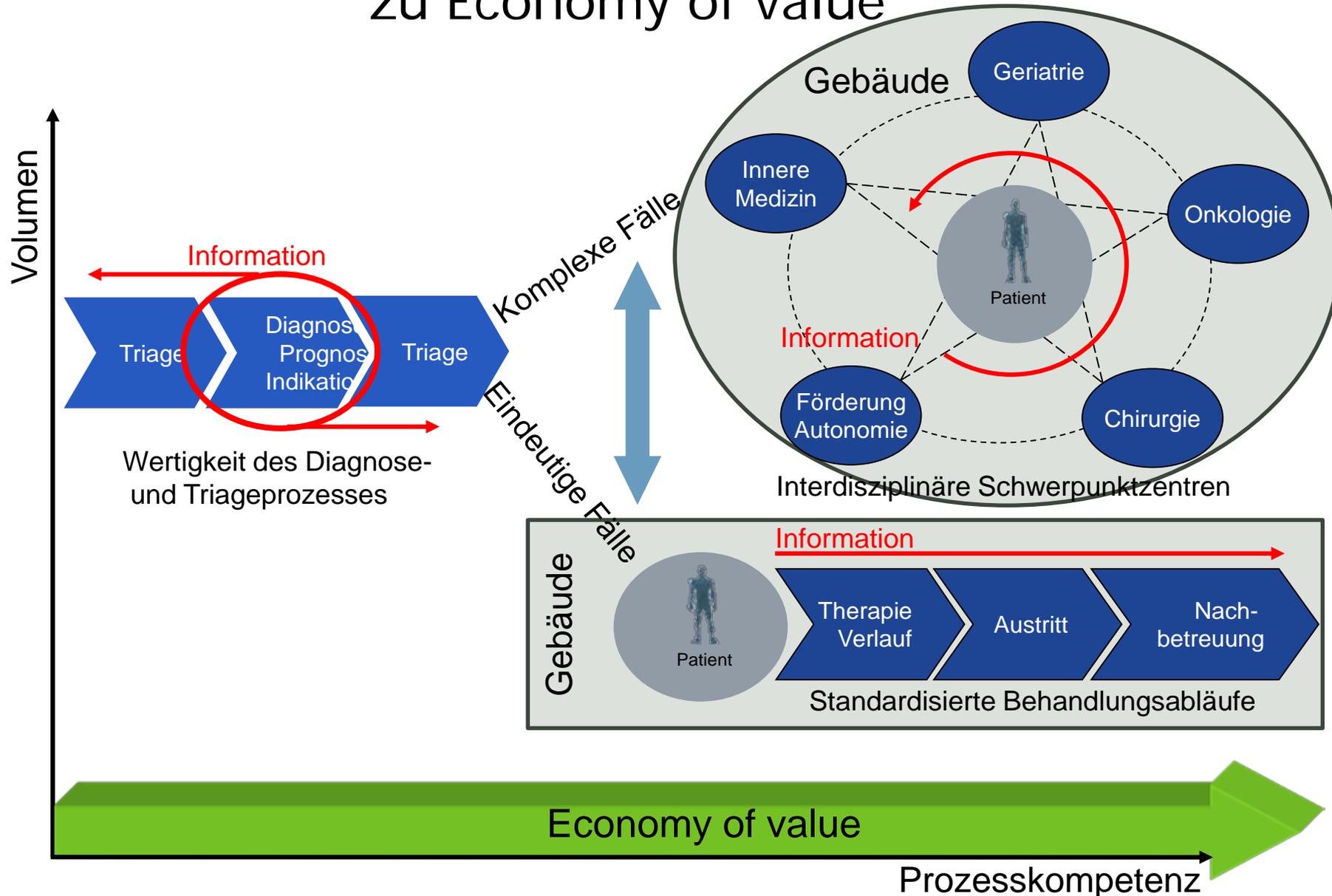
Wertschöpfung = Volumen x Prozesskompetenz



Von Economy of scale



zu Economy of value





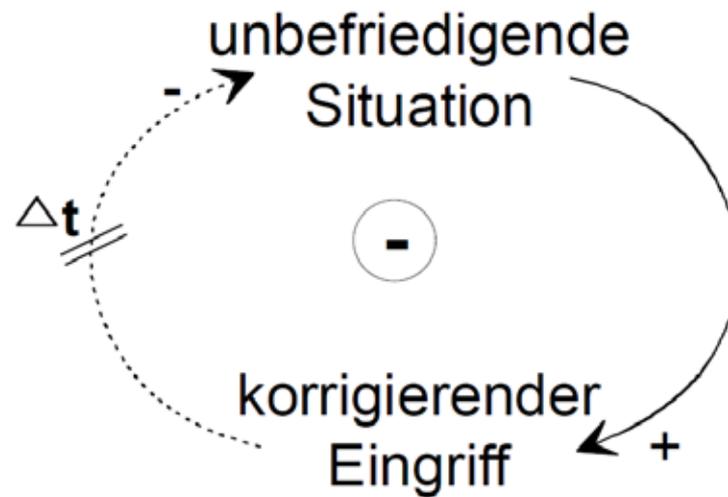
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Bern University of Applied Sciences

CAS Innovations- und Changemanager

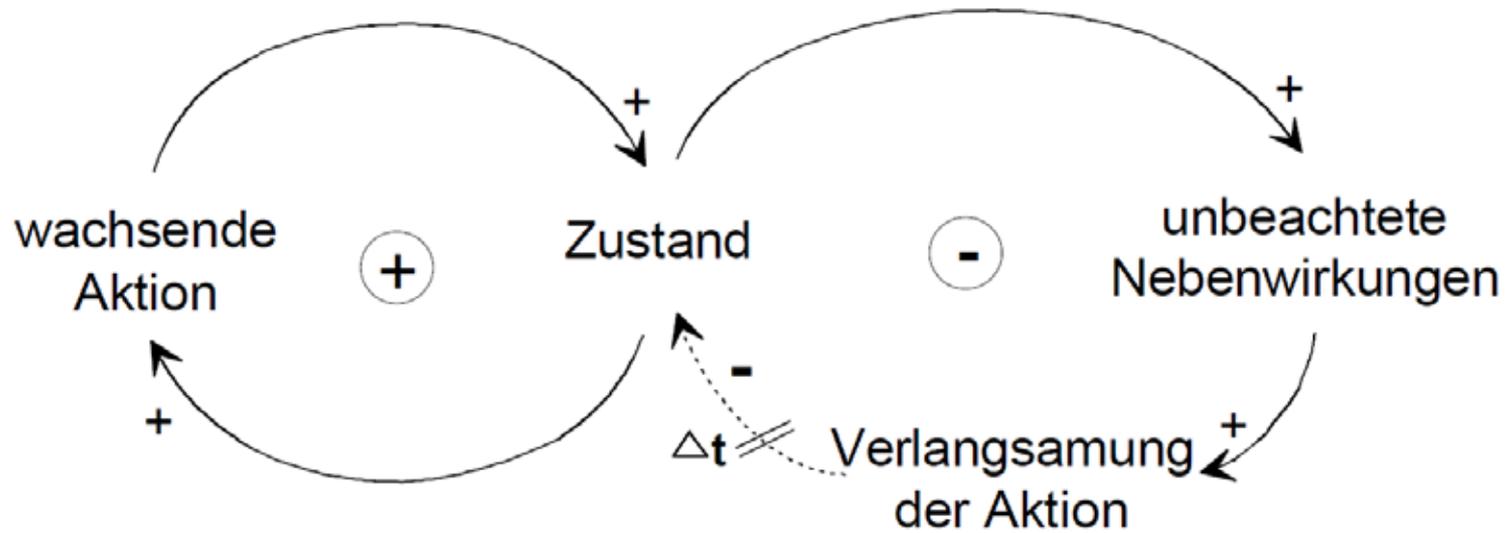
Change in der Praxis

Archetypen

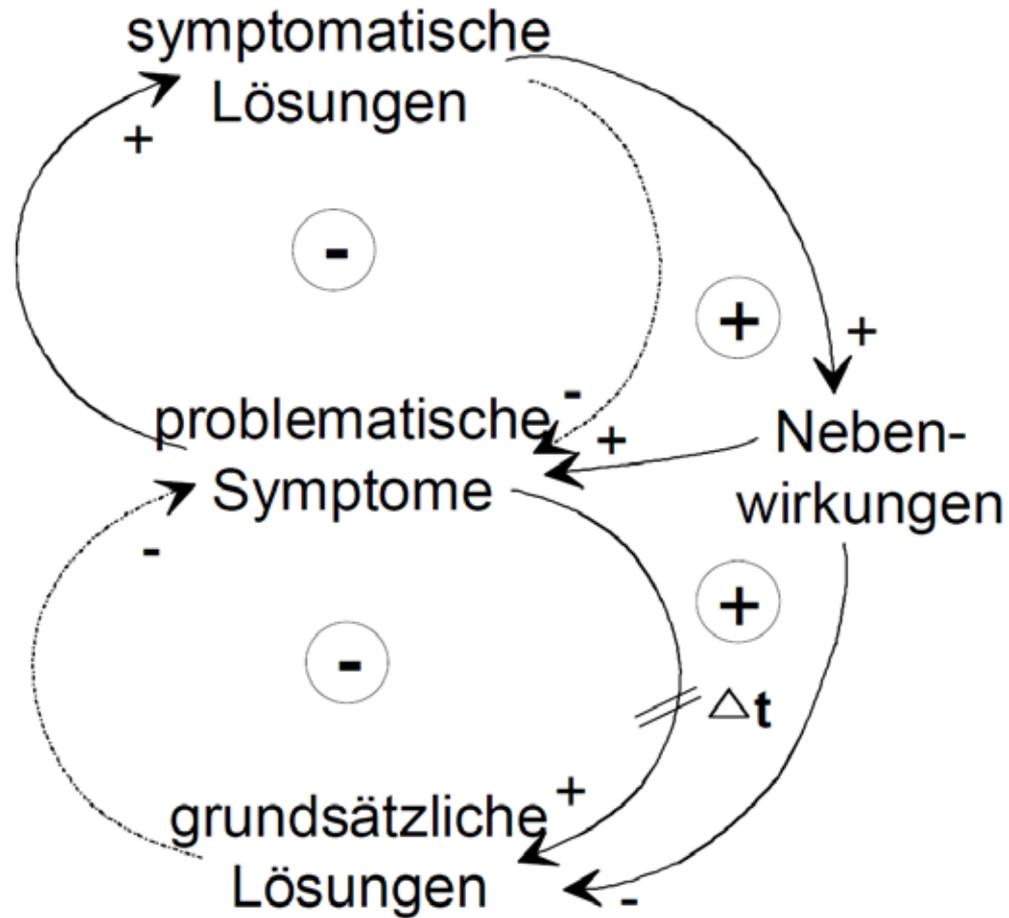
Gleichgewichtsprozess mit Verzögerung bei Eingriffen



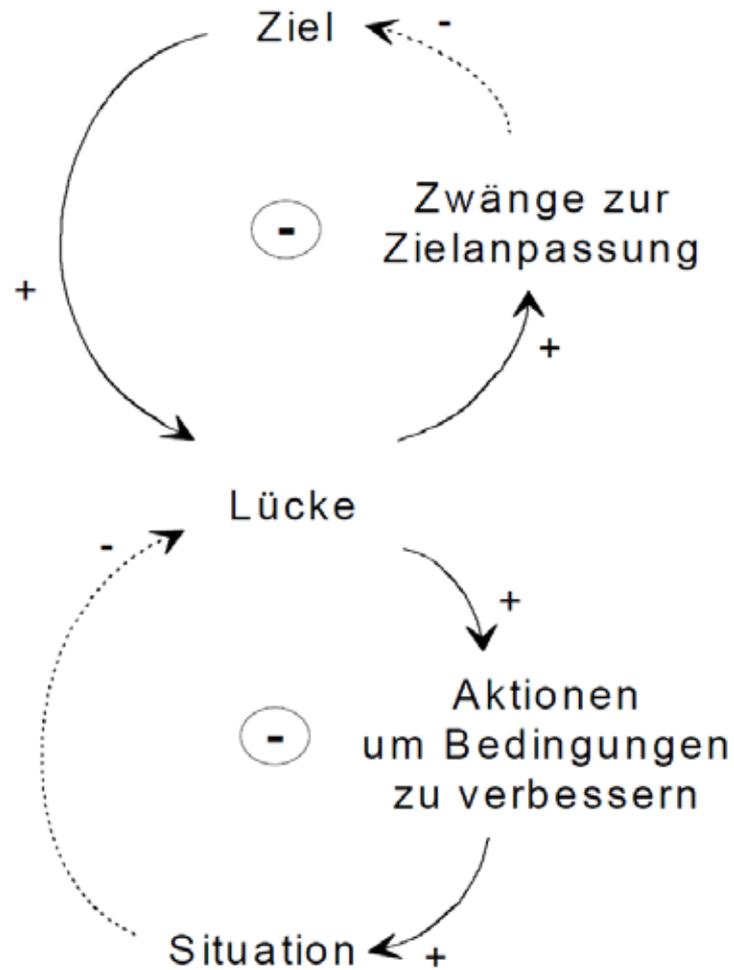
Grenzen des Wachstums



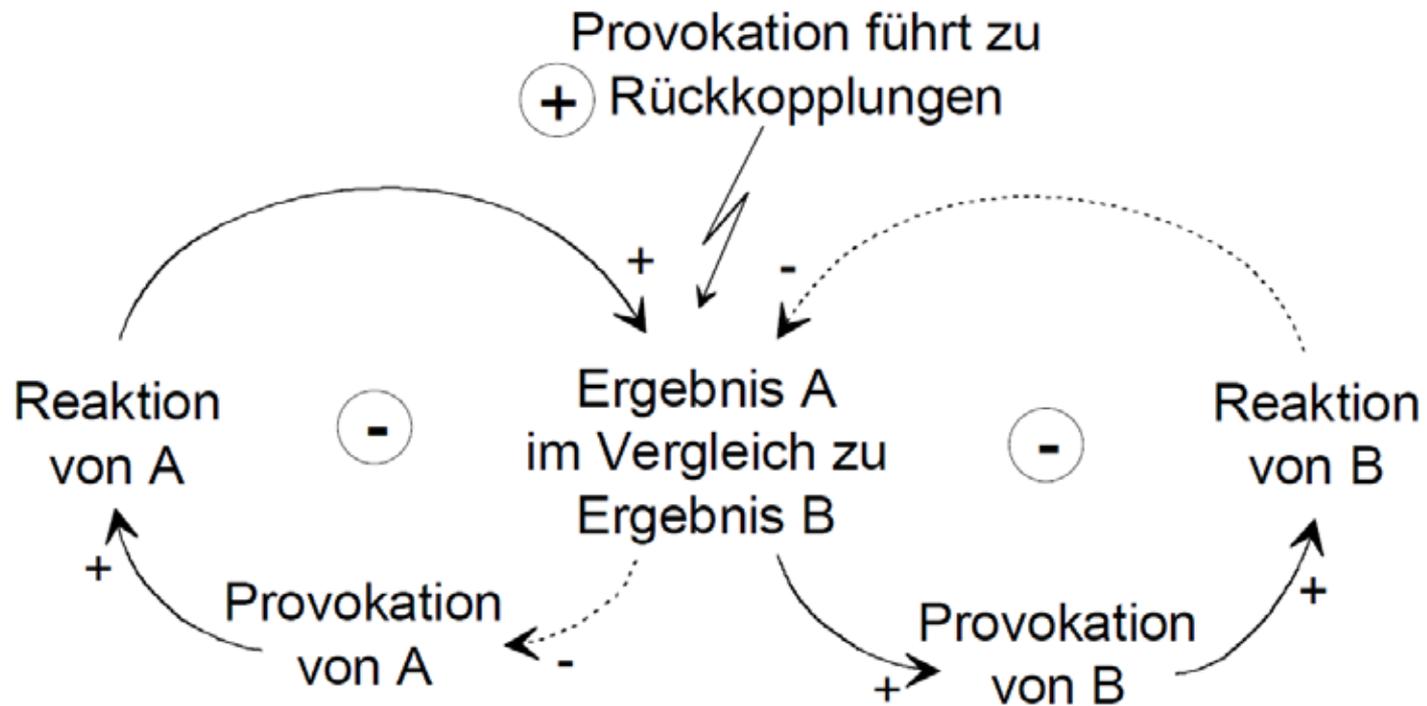
Problemverschiebung



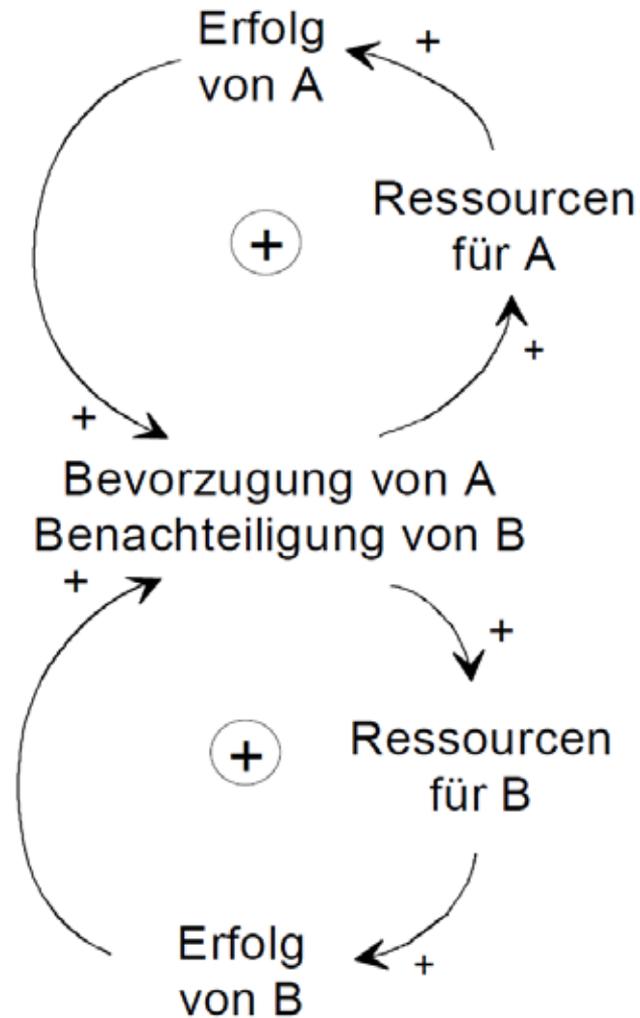
Erodierende Ziele



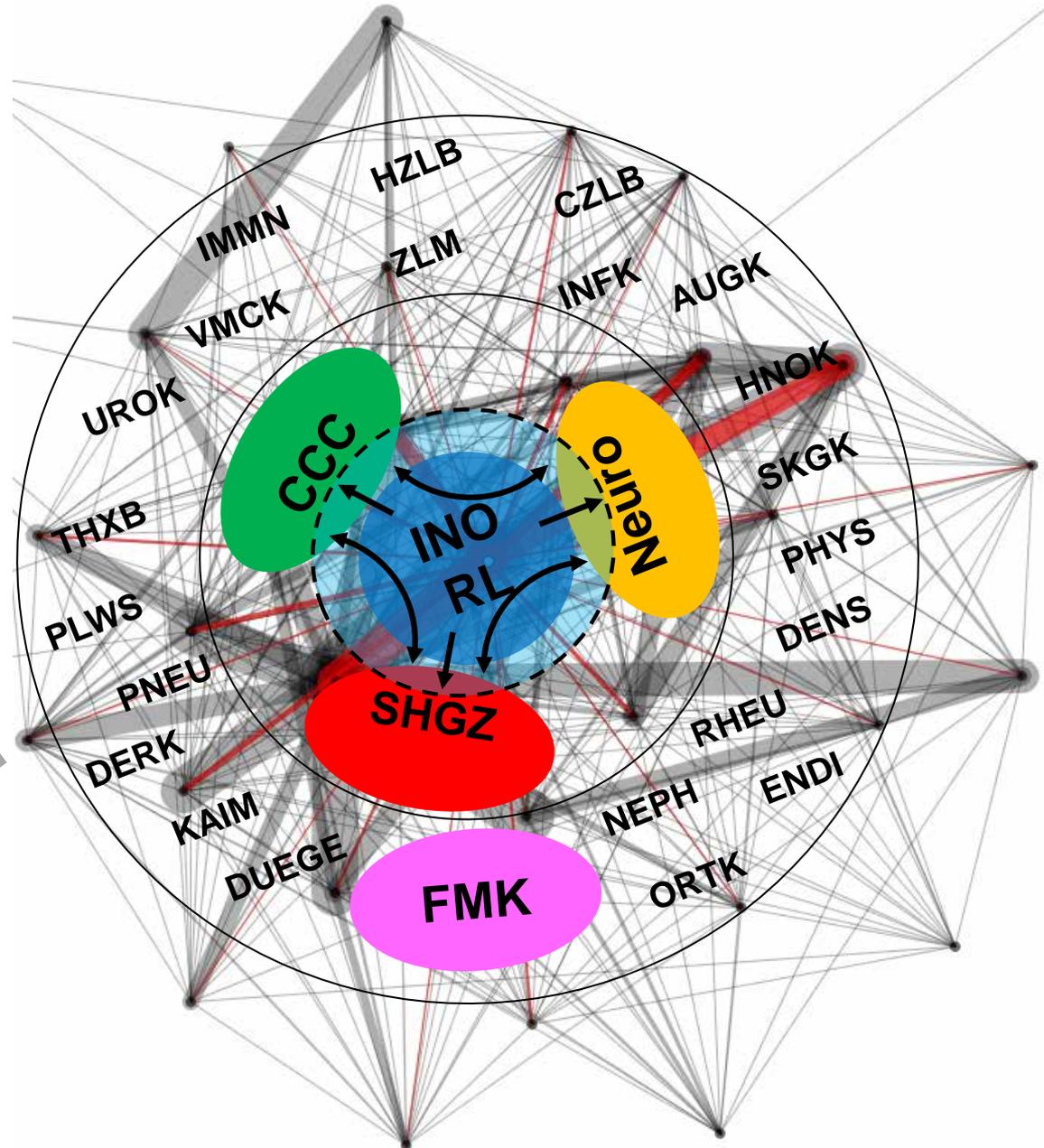
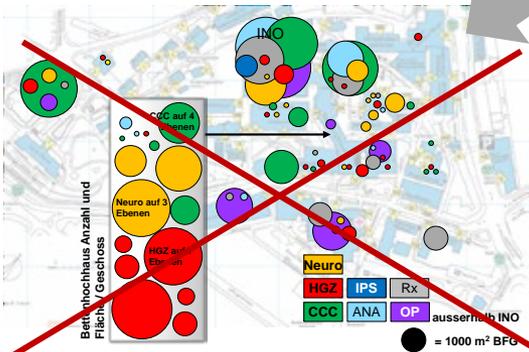
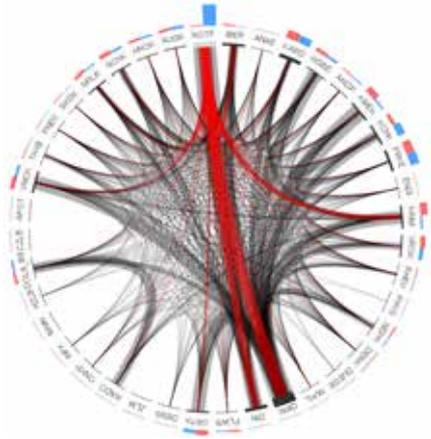
Archetyp der Eskalation



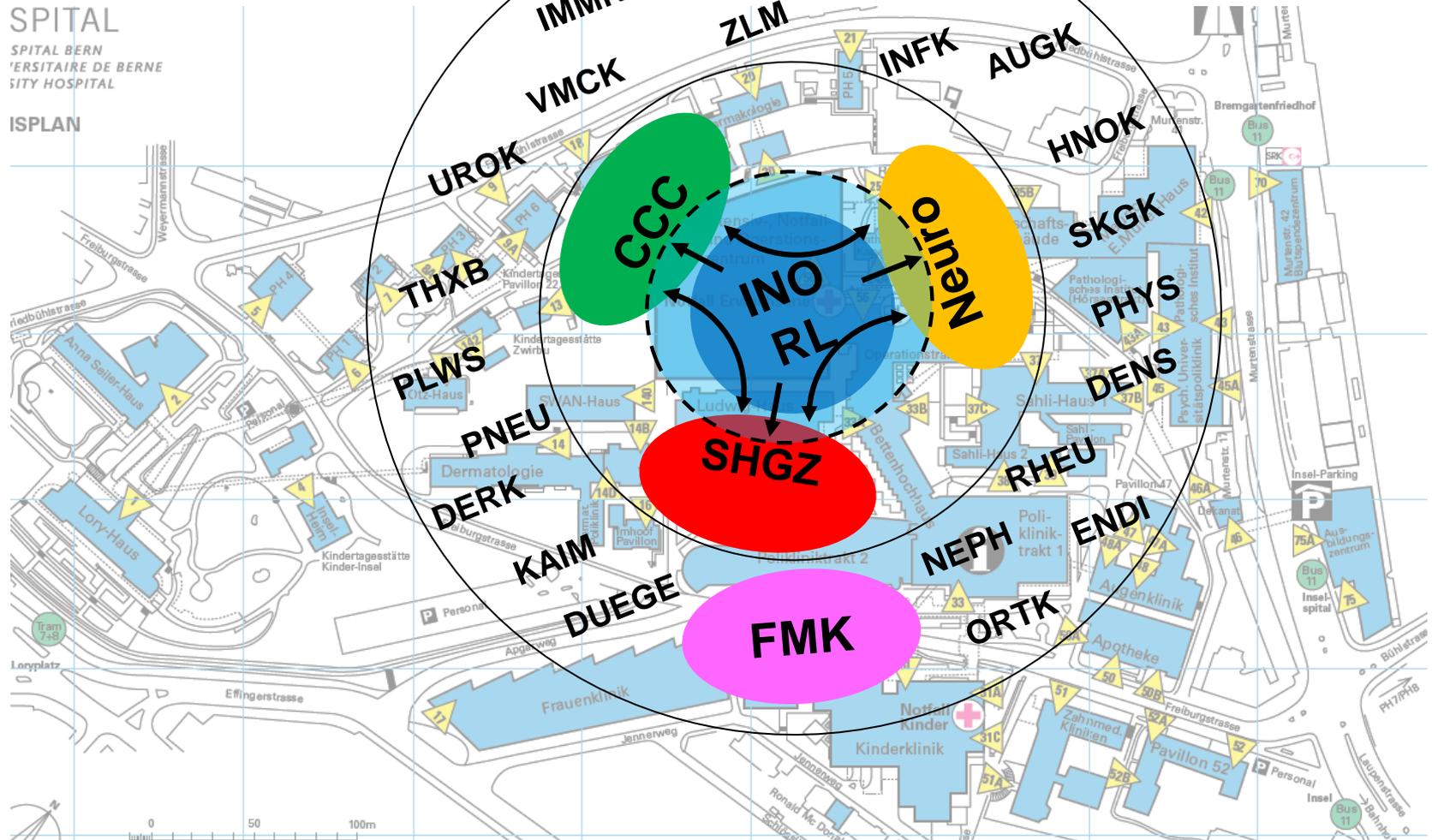
Erfolg den Erfolgreichen



Systemische Sicht

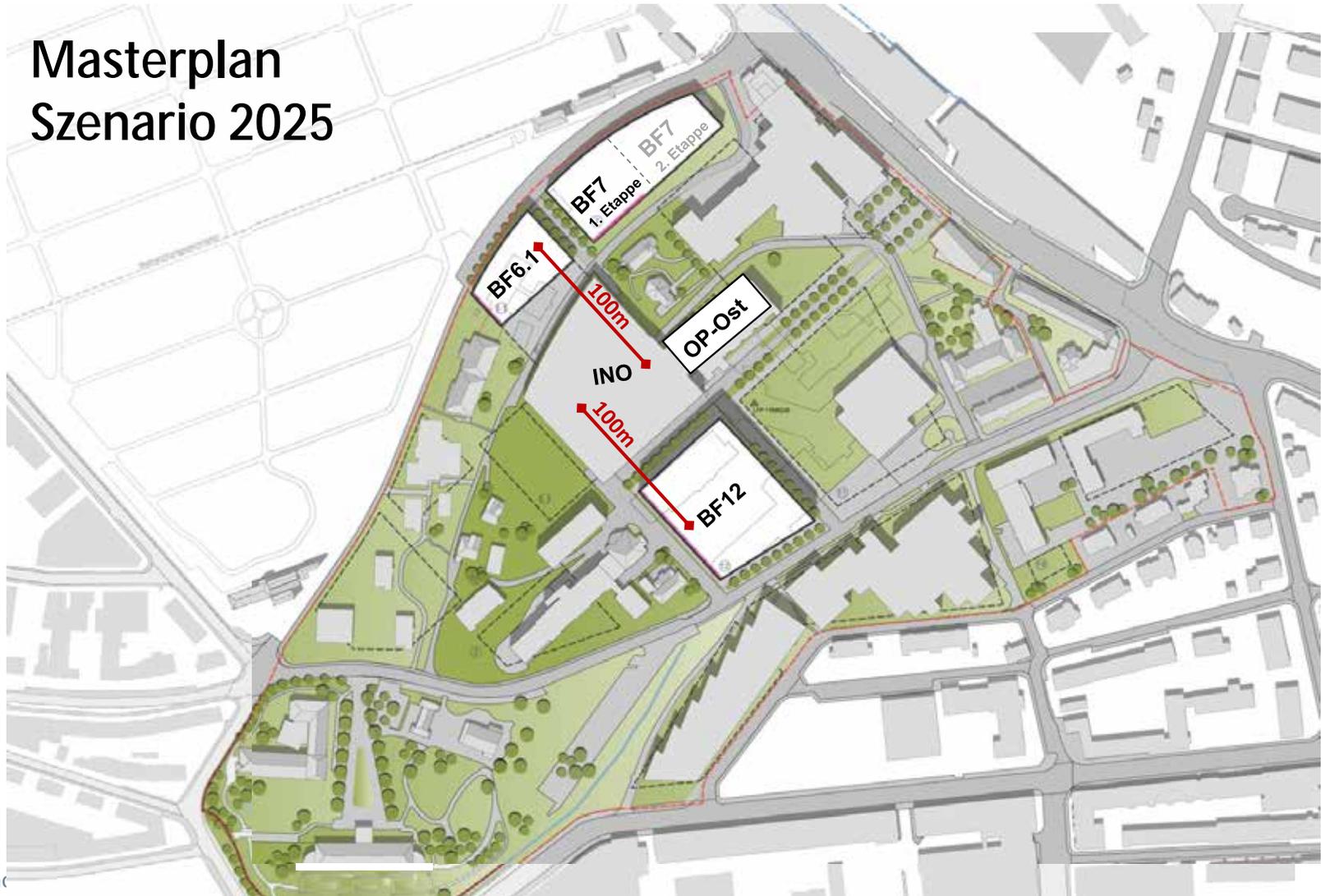


Masterplan 2025



Ergebnis

Masterplan Szenario 2025





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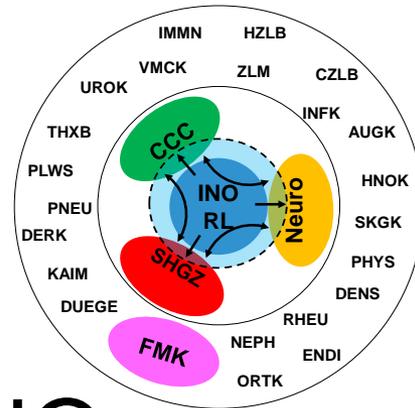
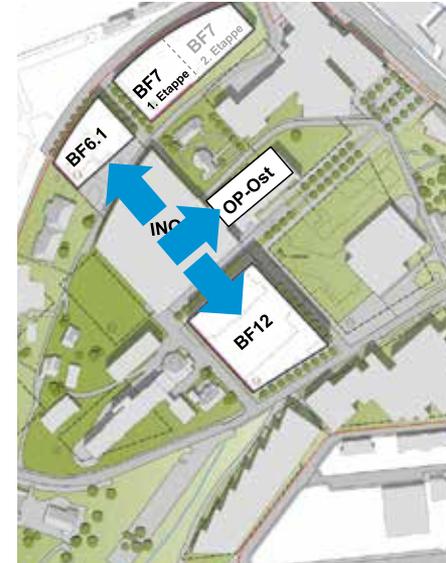
CAS Innovations- und Changemanager

Change in der Praxis

Umsetzung

Masterplan 2025

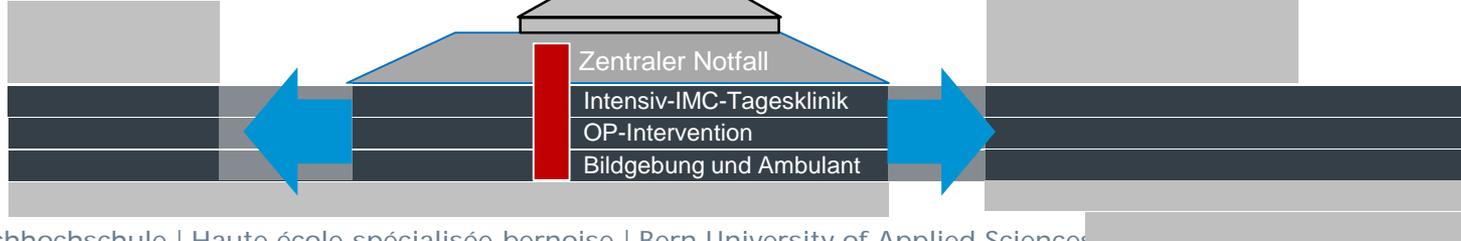
- ➔ Horizontale Ausdehnung der Kernfunktionsflächen
- ➔ Flexibilität für Wachstum, Konsolidierung, Spezialisierung und Nutzung



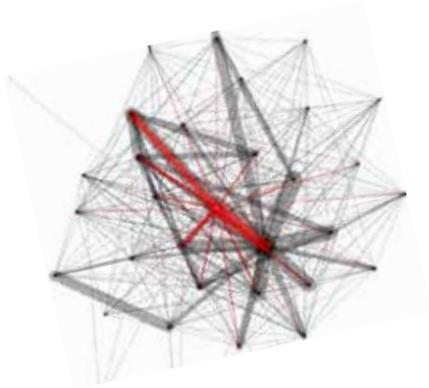
Baubereich
6.1

INO OP-Ost

Baubereich
12



Wettbewerb



Raumprogramm
(rund 850 Kern-Räume)

Betriebskonzepte



Dimensionierung



Kernprozesse



Supportprozesse



Raumprogramm
(rund 2000 Kern-Räume)

Baubereich
6.1

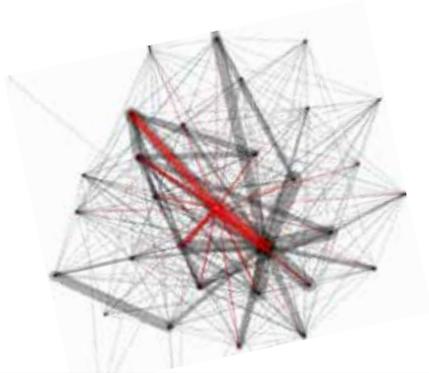
INO OP-Ost

- Zentraler Notfall
- Intensiv-IMC-Tagesklinik
- OP-Intervention
- Bildgebung und Ambulant

Baubereich
12



Simulation z.B. Notfall



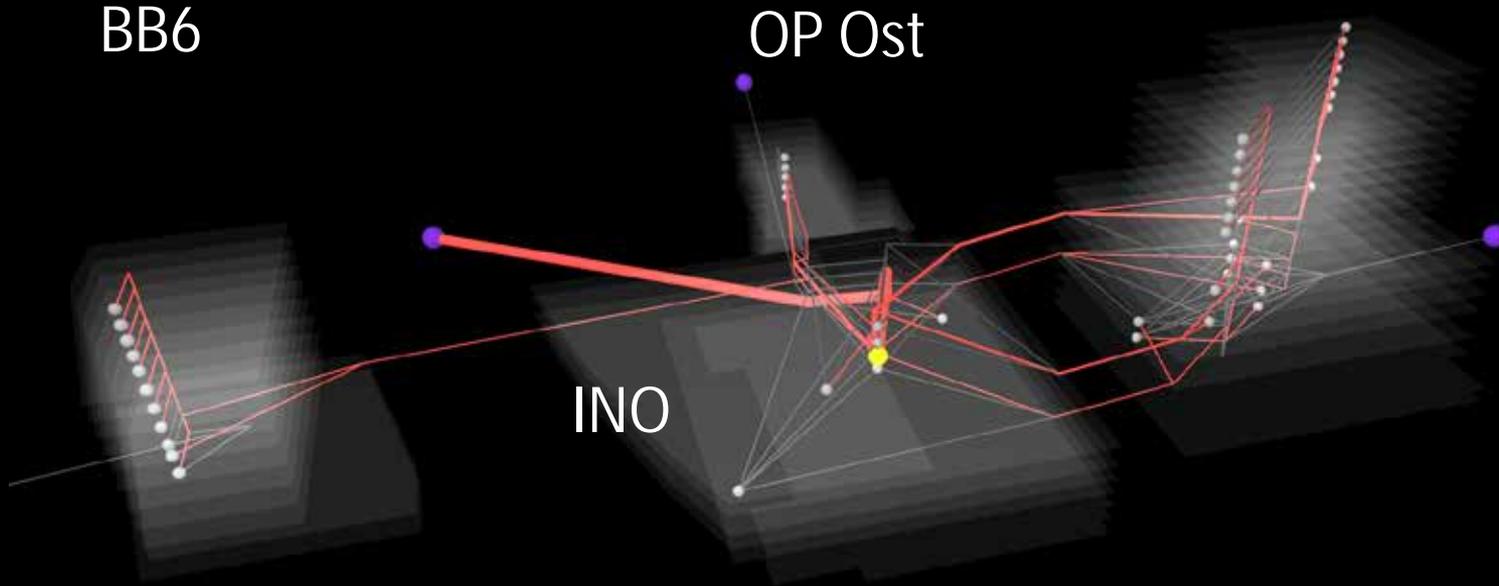
Bedarf + Potenzial



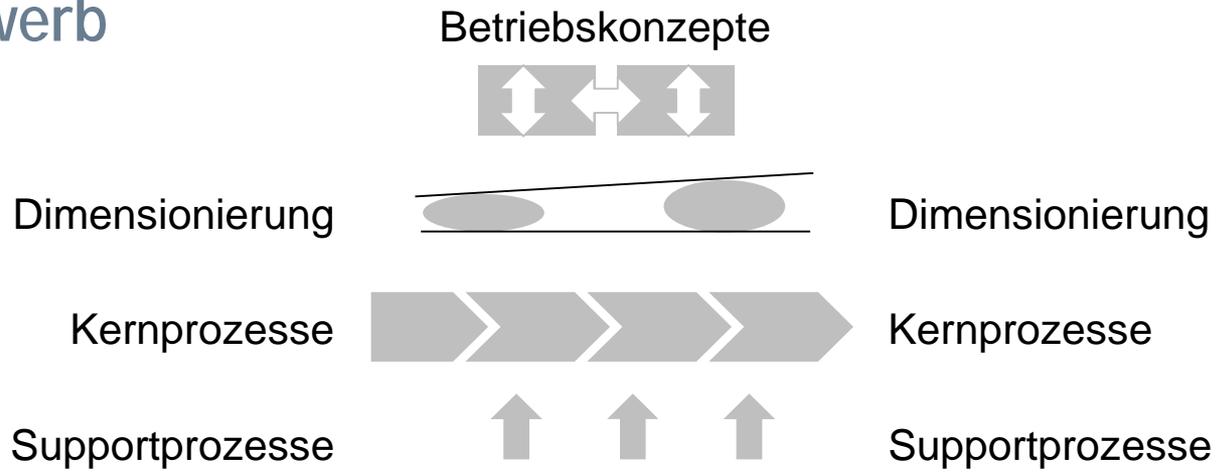
BB6

OP Ost

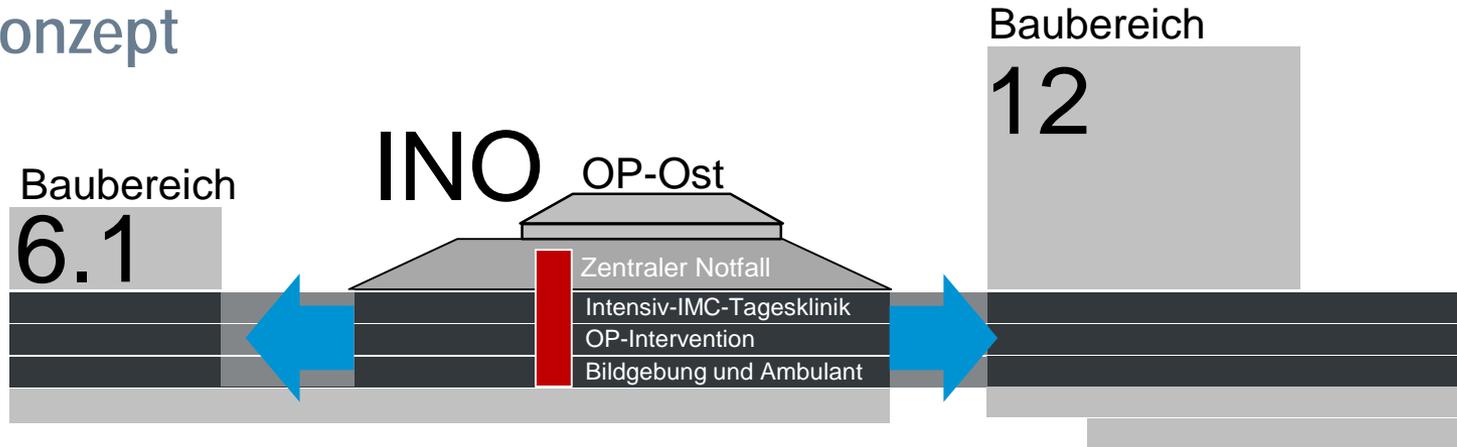
BB12



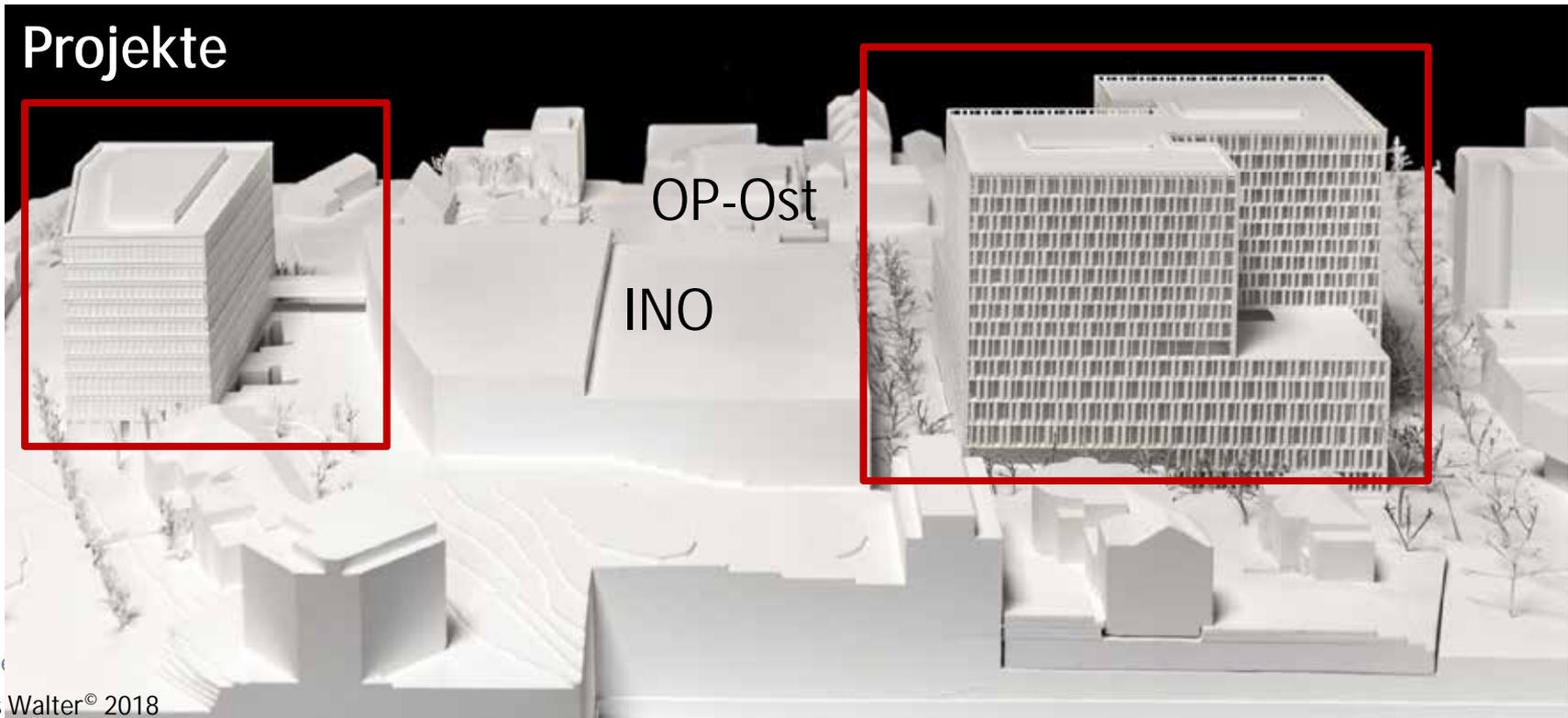
Wettbewerb



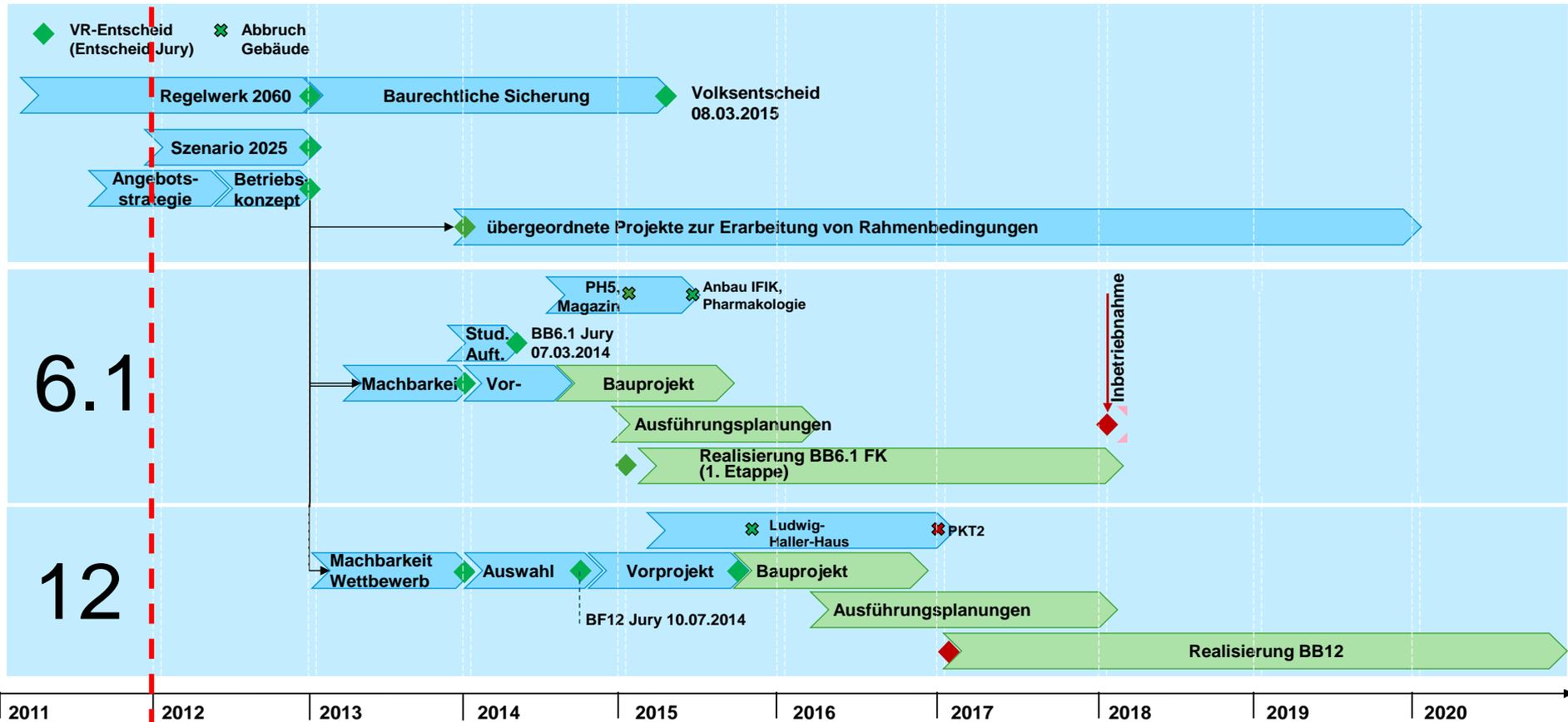
Konzept



Projekte

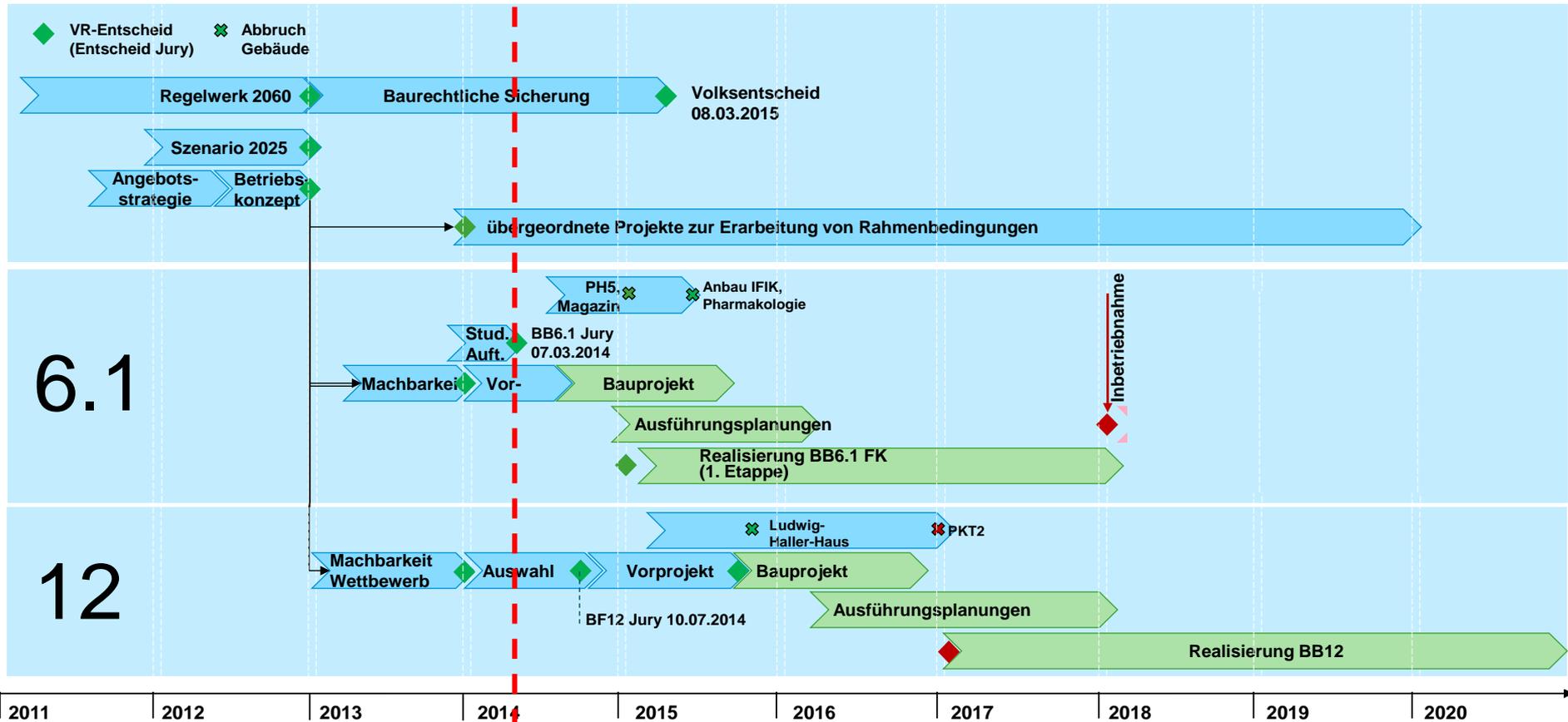


Terminplan Szenario 2025



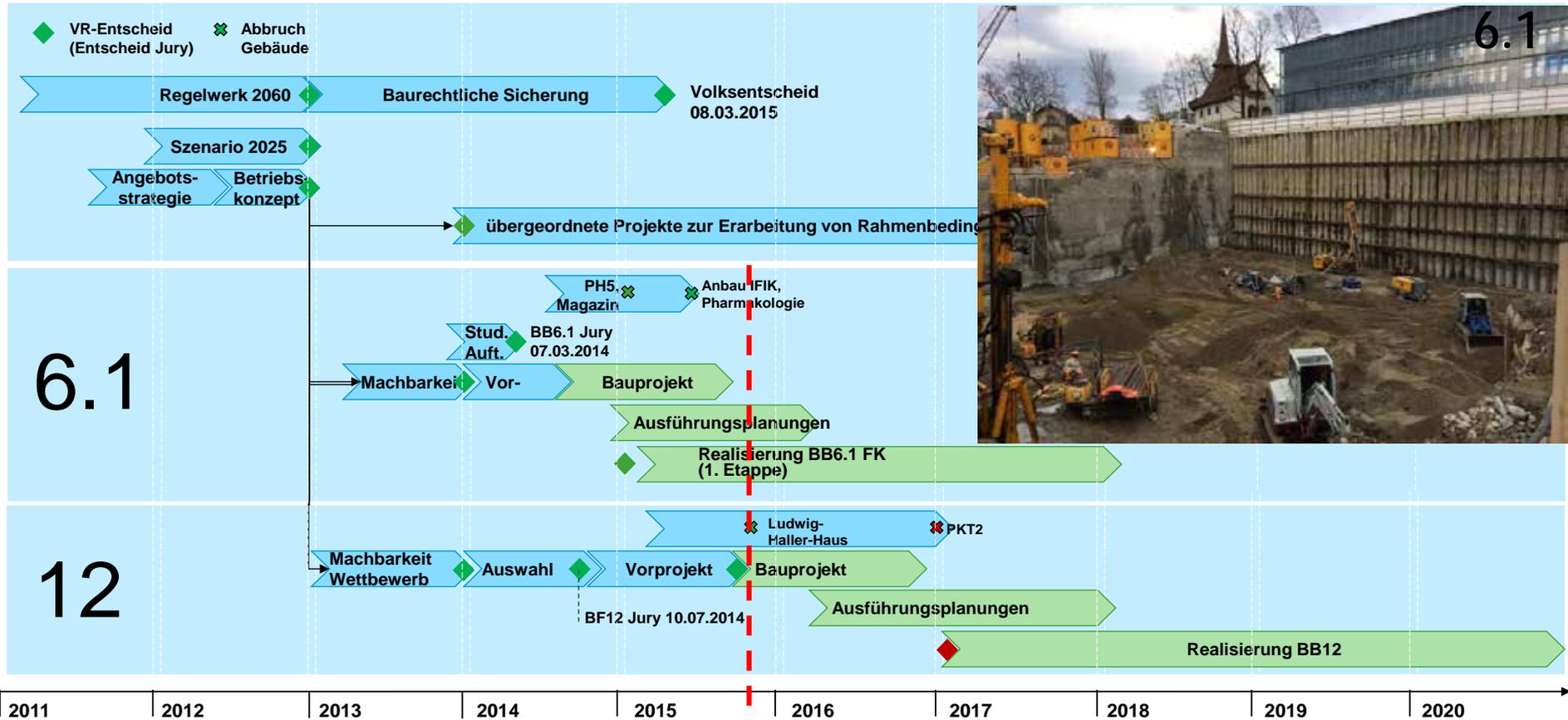
Terminplan 2012

Terminplan Szenario 2025



Architekturwettbewerbe

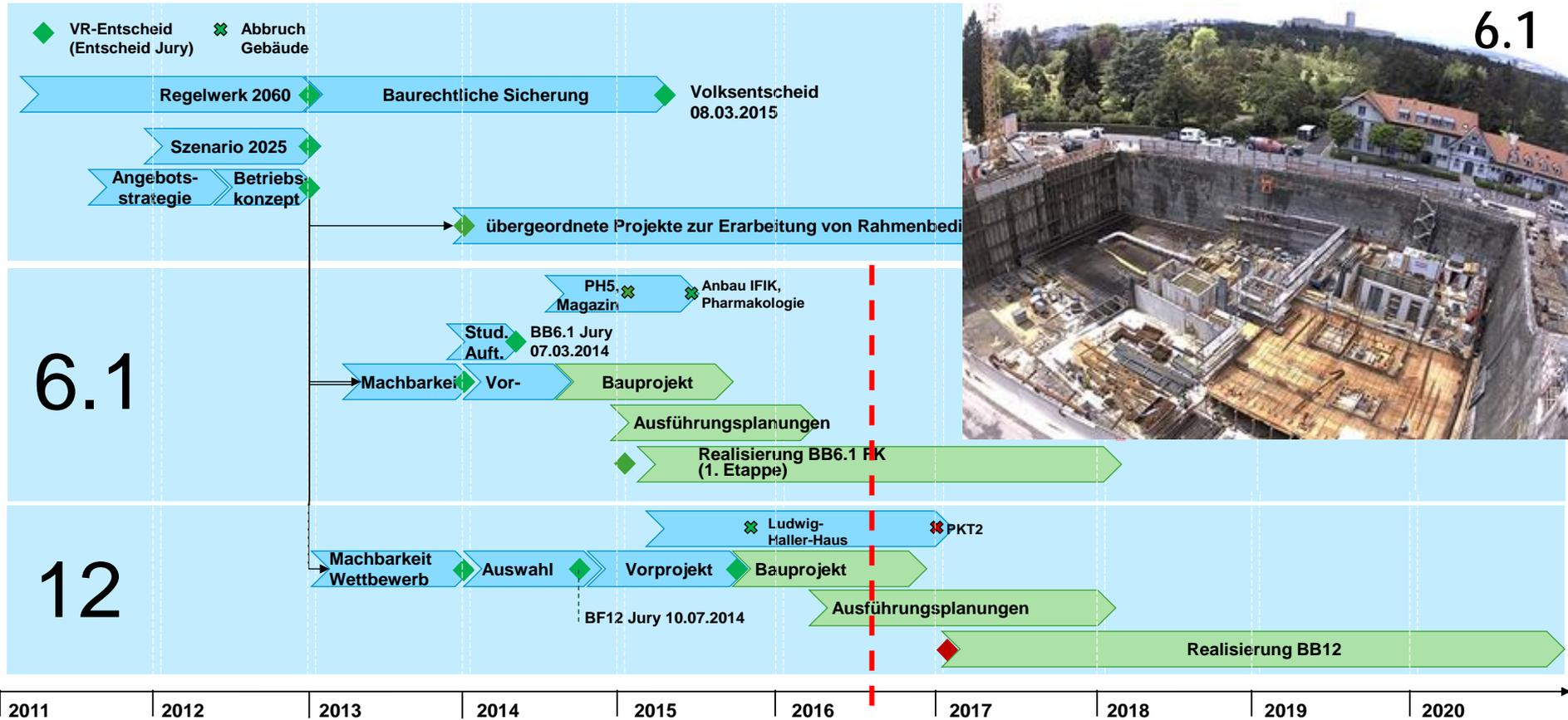
Terminplan Szenario 2025



Dez. 2015

Terminplan Szenario 2025

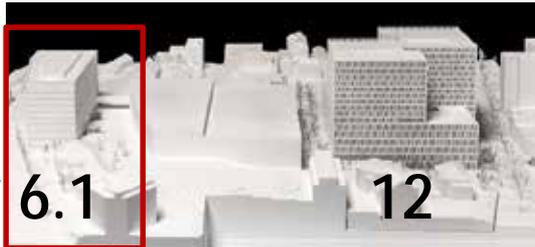
6.1



6.1

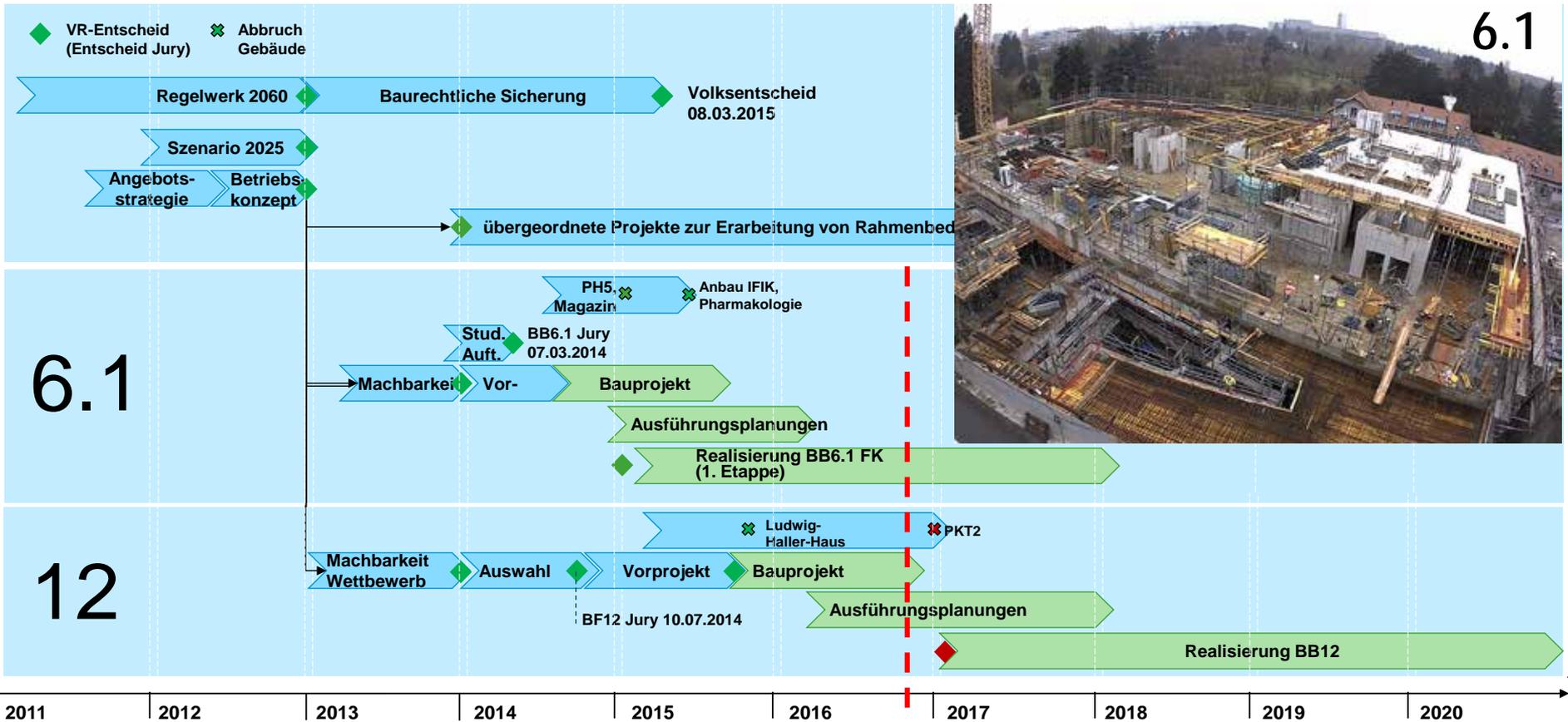
12

Aug. 2016



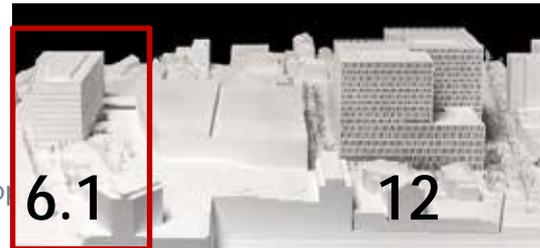
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Terminplan Szenario 2025

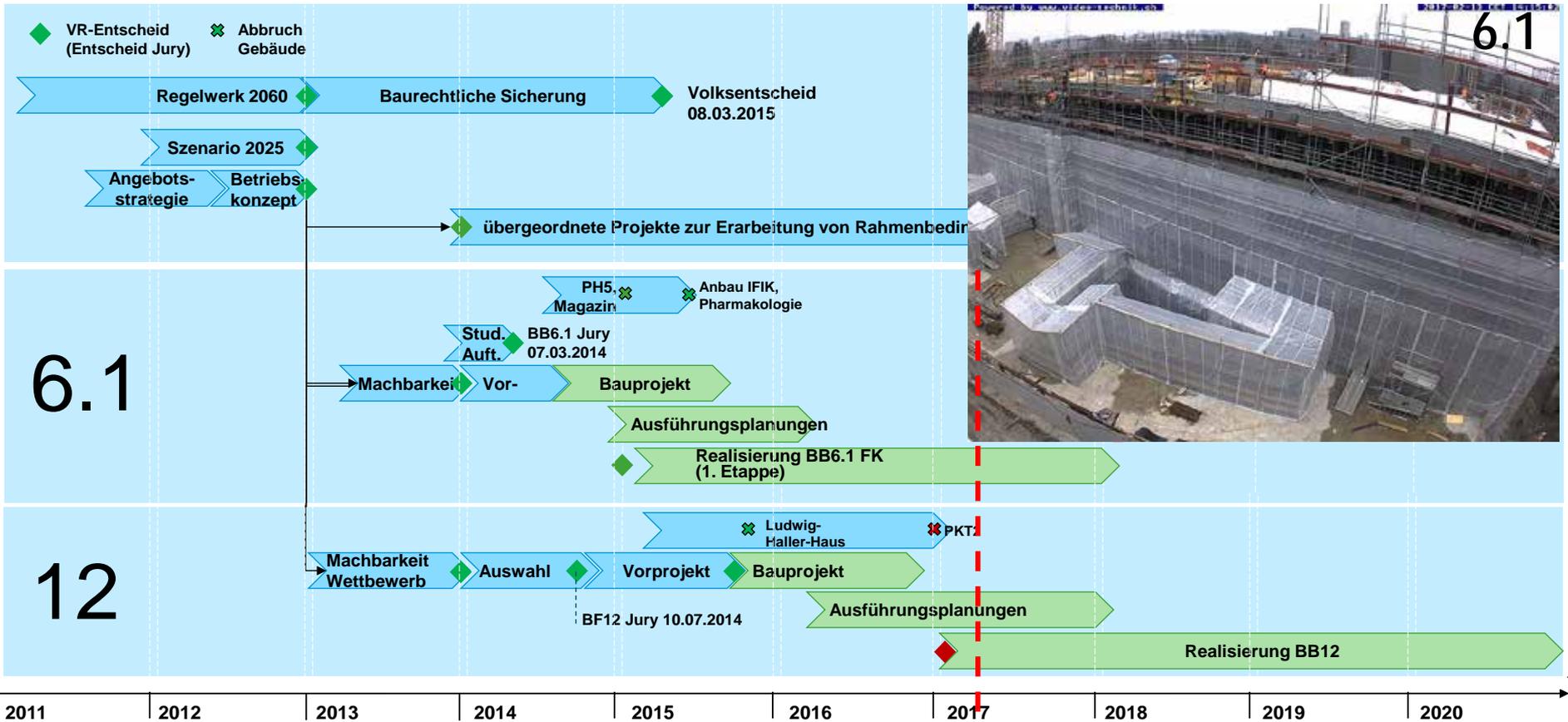


6.1

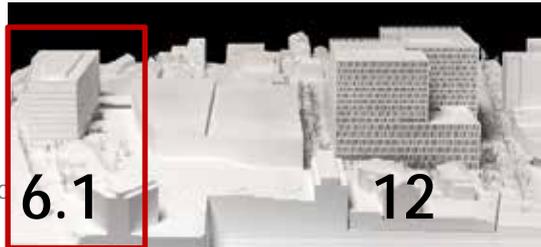
Nov. 2016



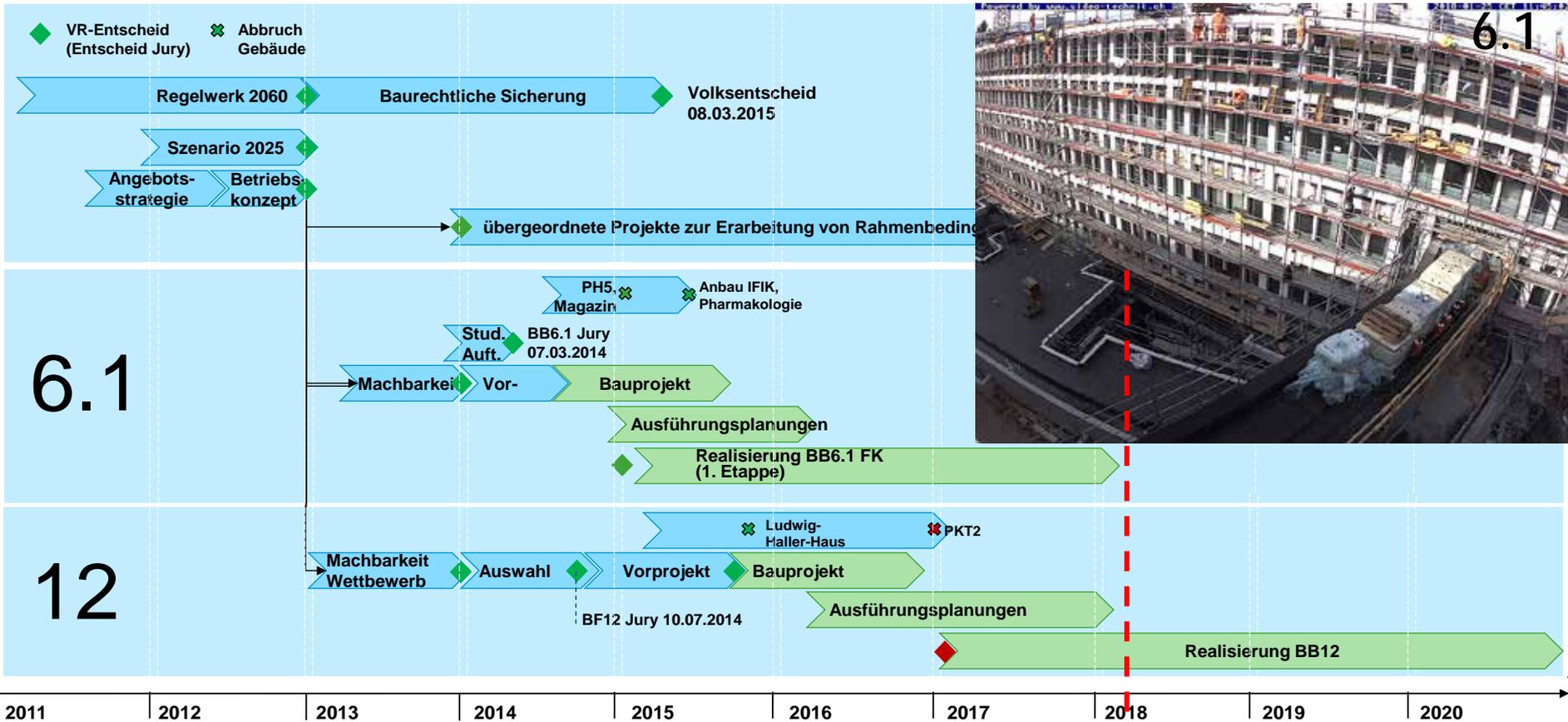
Terminplan Szenario 2025



Feb. 2017



Terminplan Szenario 2025

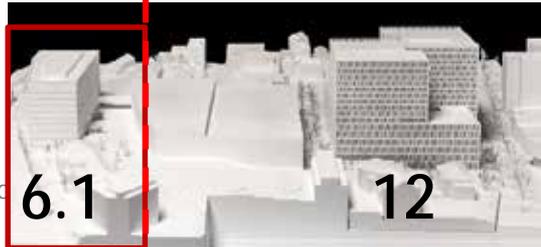


6.1

6.1

12

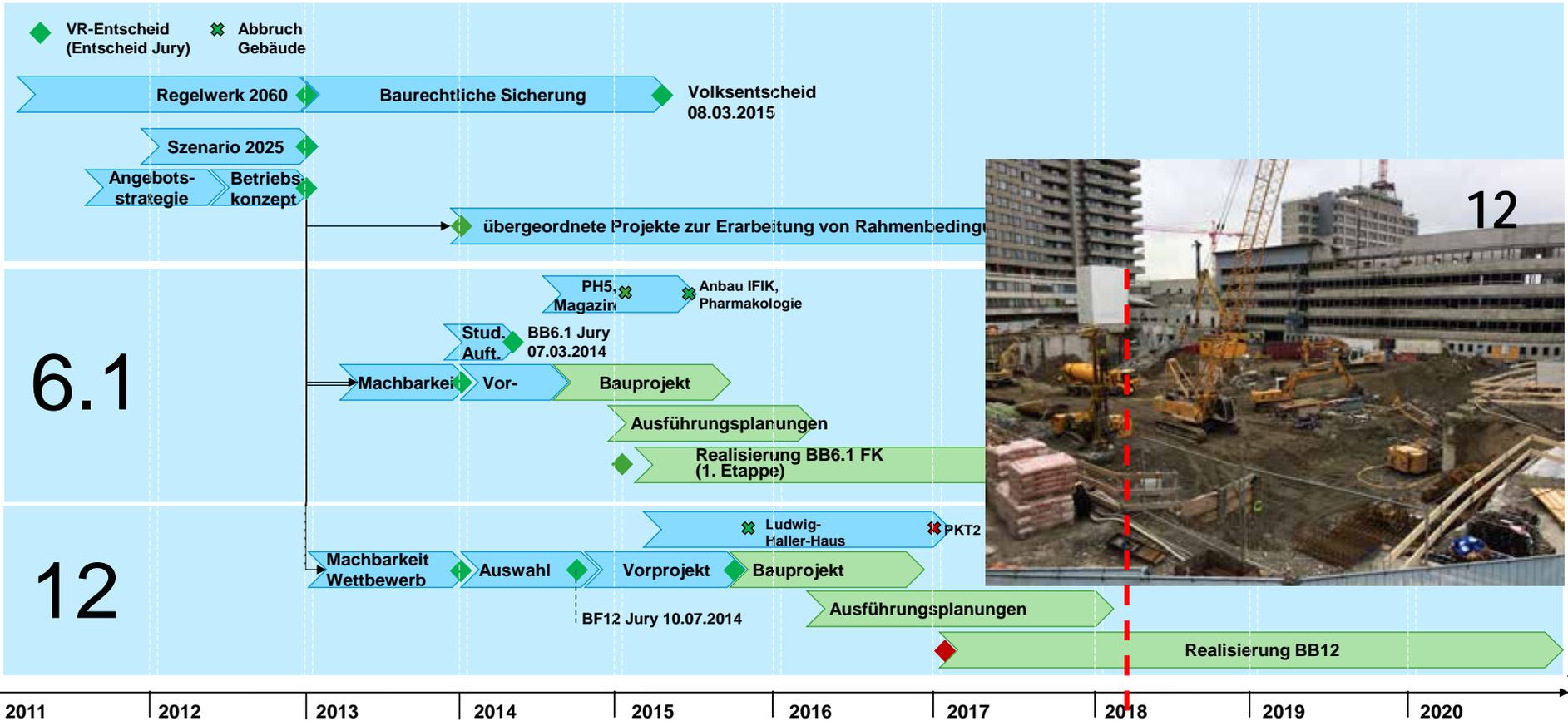
Heute



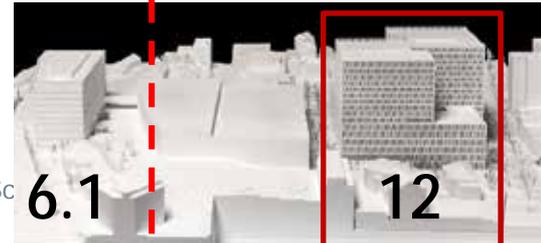
6.1

12

Terminplan Szenario 2025

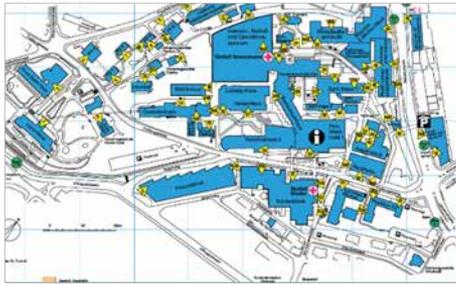


Heute



Ähnliche Ausgangslage -> Unterschiedliche Lösungen

Unispital Bern
980 Betten



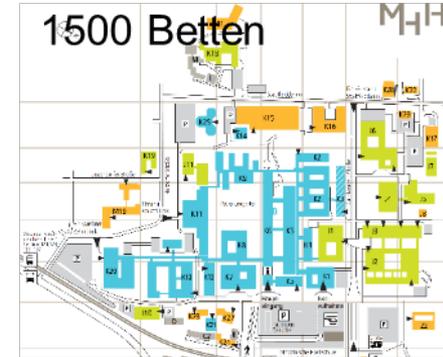
Unispital Basel
600 Betten



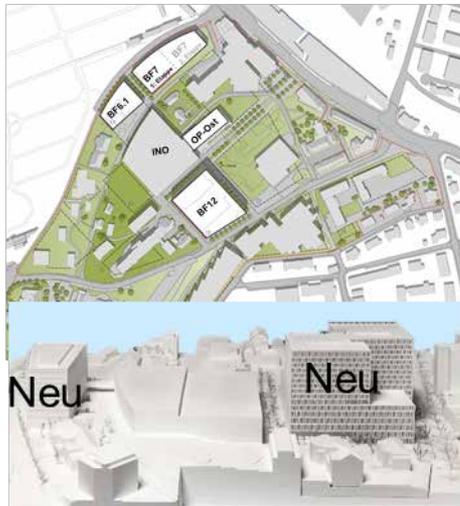
Unispital St. Petersburg
2200 Betten



Medizinische
Hochschule Hannover
1500 Betten



Lösung
Sanierung + Neubau



Lösung IST
+ Neubau + Rochade



Lösung
Neubau



Lösungsoptionen

