



# THE FOUR ROOMS OF CHANGE

## Case Study - Four Rooms of Change at Karolinska University Hospital

### Background:

Karolinska University Hospital is one of Scandinavia's premier health facilities. Together with the world-respected Karolinska Institute, they have been responsible for a number of medical breakthroughs in Sweden; including the world's first pacemaker implant which was performed in 1958. Karolinska University Hospital was formally established through the merger of Huddinge University Hospital and Karolinska Hospital in 2002. In 2004 Huddinge Hospital became the first hospital worldwide to receive environmental certification (ISO 14001). In 2005 this then applies to all of Karolinska University Hospital.

More recently the hospital decided to introduce lean principles – both thinking and acting – at the Specimen Reception of the Karolinska University Laboratory. The Specimen Reception had been viewed as a problem area for a considerable time; with a poor working environment, a lot of stress and monotonous tasks. The customers – the hospital clinics – were frustrated and the staff turnover within this section of the laboratory was high.

### Applications:

Helena Borges, the consultant who was tasked with building a new, lean organization, realized that if the project were to succeed it would require a change of culture. She knew that you can only have a lean organization when you have a culture in which people want to identify and solve problems relating to waste, quality deviations and process inefficiencies. This may sound simple but research shows that 90% of the time we actually ignore problems and deviations at work; i.e. we experience self-censorship and denial.

In order to better understand their existing culture, the group worked with the Four Rooms of Change and the Organizational Barometer. This helped them to get a clearer understanding of their 'current reality' as well as where and how they could improve. Today, the project at Karolinska University Laboratory has successfully halved lead times with enthusiastic staff, more satisfied customers and a transformed organizational culture.

### Testimonial:

*The Four Rooms of Change has been our compass and our road map in the process of change. The organization has changed from one with an attitude of 'Yes. Yes. We have tried that.' and 'It is no use trying.' to one in which everyone involved is committed, feels that they are capable and believes in their own ability to solve problems and to improve.*

Helena Borges  
Lean Management Consultant

For more on the Four Rooms of Change® go to [www.fourroomsofchange.com.au](http://www.fourroomsofchange.com.au) .

**Ander & Lindstrom Partners**  
Drottninggatan 55  
SE-111 21 Stockholm, Sweden  
Tel: +46 8 677 00 30  
info@andolin.com  
www.andolin.com

**Ander & Lindstrom Partners**  
200 South Peyton Street  
Alexandria Va 22314, USA  
info@andolin.com  
www.andolin.com

**Clarion Learning P/L**  
13 Wakefield Street  
North Manly NSW 2100, Australia  
Tel: +61 2 9939 7017  
Fax: +61 2 9939 7016  
info@clarionlearning.com.au  
www.clarionlearning.com.au