

Quality in healthcare- A managerial Challenge

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In This Session

- ✧ What is quality
- ✧ What is quality in health care and Why
- ✧ How do we measure quality in healthcare
- ✧ Can industrial quality parameters apply to health care setting

flipkart



Courier



Pay Tm



Quality definition over the ages

1. "Fitness for use". Fitness is defined by the customer. (Joseph M. Juran)
2. "A product or service free of deficiencies." (American Society for Quality)
3. "Value to some person". (Gerald M. Weinberg)
4. "Conformance to requirements". (Philip B. Crosby in the 1980s)
5. "Quality combines people power and process power. (Subir Chowdhury Chairman and CEO ASI Consulting Group Michigan)
6. "a subjective term for which each person has his or her own definition"

Definition now

Q = Customer satisfaction

Who is the Customer

any one impacted by product/service or process

Types of Customers in Healthcare

External – end user

Internal – user of process

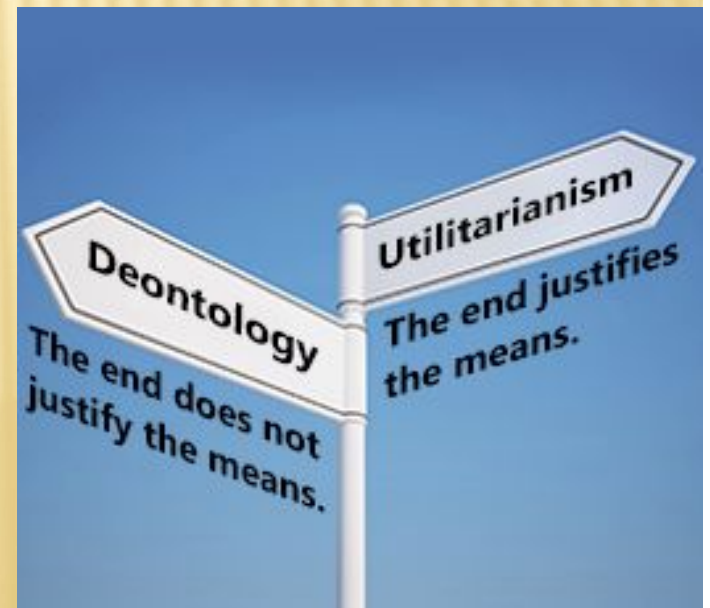


Peter F. Drucker

- ✍ **Quality in a product or service is not what the supplier puts in. It is what the customer gets out and is willing to pay for.**
- ✍ **When the customer returns and the product doesn't.**

Why this Concern in Healthcare Now?

- ✧ Change in patient's perception of care
- ✧ Differences in practice
- ✧ Supply and demand
- ✧ Quality costs less than its absence
- ✧ Competition
- ✧ Legal provisions
- ✧ Deontology



Why have Quality in Healthcare ?

- ☞ Uniformity in practice
- ☞ Reduce error, reduce wastage, reduce costs
- ☞ ACCREDITATION
- ☞ Legal issues – CPA
- ☞ Improved motivation
- ☞ Poor Q does harm

quality measurement in health care

- ✧ The process of using data to evaluate the performance in health care against recognized quality standards.
- ✧ Quality measurement can be used to improve health care
- ✧ Hundreds of different quality measures are used in health care.
- ✧ Simple ones are - 1) structure, 2) process, 3) outcome, and 4) patient experience.

quality measurement in health care

- ✧ **Structure** -the characteristics of a care setting, including facilities, personnel, and/or policies related to care delivery
- ✧ **Process** - the services provided to patients are consistent with available evidence
- ✧ **Outcome** - look at the effects, either intended or unintended, that care has had on patients' health, health status, and function
- ✧ **Patient experience** - provide feedback on patients' experiences of their care

Challenges in Healthcare

- ✧ Complex systems – clinical
- ✧ Organizational and cultural systems
- ✧ Power structures

Challenges in Healthcare

- ✧ **Underuse** – eye exam in diabetics, cervical cancer screening, beta blockers in heart attacks
- ✧ **Overuse** – antibiotics, hysterectomies, LSCS
- ✧ **Misuse** – hospital injuries, medication errors, lab tests
- ✧ **Variations** – care in diabetics, rates of LSCS

Challenges

✎ **Challenge 1: Convince people that there's a problem**

- ✎ Use hard data and to secure emotional engagement by using patient stories and voices.

✎ **Challenge 2: If you do it, will it work? Convince people of the solution.**

- ✎ clear facts and figures, convincing measures of impact and be able to demonstrate the advantages of your solution

Challenges

🔗 **Challenge 3: Data collection and monitoring systems**

- 🔗 This always takes much more time and energy, Assess local systems, train people

🔗 **Challenge 4: 'Projectness' and ambitions**

- 🔗 Over-ambitious goals and too much talk of 'transformation' can alienate staff if they feel the change is impossible.

Challenges

🔗 **Challenge 5: Organisational context, culture and capacities**

- 🔗 Explain requirements to people and then provide ongoing support. Make sure improvement goals are aligned with the wider goals of the organisation

🔗 **Challenge 6: Tribalism and lack of staff engagement**

- 🔗 Clarify who owns the problem and solution, agree roles and responsibilities at the outset, work to common goals and use shared language.

Challenges

🌀 **Challenge 7: Leadership**

- 👉 'Quieter' leadership, oriented towards inclusion, explanation and gentle persuasion, may be more effective.

🌀 **Challenge 8: Incentivising participation and 'hard edges'**

- 👉 Carrots and sticks

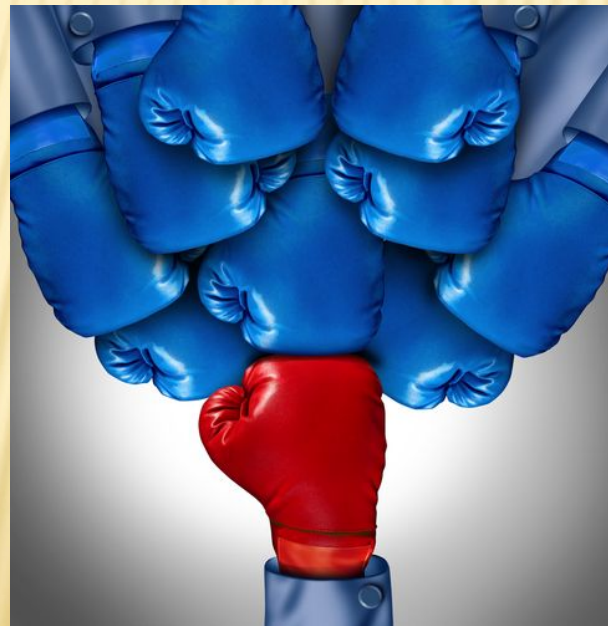
🌀 **Challenge 9: Securing sustainability**

- 👉 Sustainability can be vulnerable when efforts are seen as 'projects' or when they rely on particular individuals.

Challenges

🔗 Challenge 10: Side effects of change

🔗 It's not uncommon to successfully target one issue while also causing new problems elsewhere



What's the difference between a hospital and a bottling factory?

✧ Efficient processes are essential to good and cost effective care. But health services need to look beyond manufacturing for models

A Morton and J Cornwel, BMJ | 22 AUGUST 2009 | VOLUME 339



Two Arguments

- ✧ Healthcare must learn from other industries to improve process to achieve quality
- ✧ health care is different, and so the potential to learn from other sectors is limited.

1. Unpredictability

✎ Has two components

✎ **Irreducible Variability**

In manufacturing variability is reduced by standardizing inputs but not in hospitals

Exception handling system

✎ **Task ambiguity**

Automobile garage

Teaches how to reach fast, accurate, objective diagnosis

2. Professional nature of the production class

✧ Freedom to exercise judgment

✧ Intensive interdisciplinarity

✧ Work across boundaries

3. Service orientation

- ☞ Deal with patients or customers directly
- ☞ Patients' visitors - Law courts - friends



Thank you