

# **The Need To Improve Quality in Healthcare**

**Kiev 2008, November 6 - 7**

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# ***What is Quality ?***

What about the quality of this egg ?



gently vs. fragile

excellent oval vs. irregular form

smooth vs. porous

# ***What is Quality ?***

Estimations about quality are from (very) different points of view

- quality philosophy
- medical sciences
- subjective experience and emotion
- patient expectations

# ***Agenda***

1. Tradition of Quality in Healthcare
2. Look Behind Quality in Healthcare
3. Basic Structure of Quality Systems
4. Limitation and Modern Concepts

# Tradition of Quality in Healthcare

Ὁμνῶ Ἀπόλλωνα ἰητρὸν καὶ Ἀσκληπιῶν καὶ Ὑγίαν καὶ Πανάκειαν καὶ θεοὺς πάντας τε καὶ πάσας ἱστορίας ποιούμενος ἐπιτελέα ποιήσῃν κατὰ δύναμιν καὶ κρίσιν ἐμὴν ὄρκον τόνδε καὶ συγγραφὴν τήνδε· ἠγήσασθαι τε τὸν διδάξαντά με τὴν τέχνην ταύτην ἴσα γενέτησιν ἐμοῖσιν καὶ βίου κοινώσασθαι καὶ χρεῶν χρηρίζοντι μετάδοσιν ποιήσασθαι καὶ γένος τὸ ἐξ αὐτοῦ ἀδελφοεῖς ἴσων ἐπικρινέειν ἄρρεσι καὶ διδάξῃν τὴν τέχνην ταύτην, ἣν χρηρίζωσι μαιθάνειν, ἄνευ μισθοῦ καὶ συγγραφῆς, παραγγελίης τε καὶ ἀκροήσιος καὶ τῆς λοιπῆς ἀπάσης μαθήσιος μετάδοσιν ποιήσασθαι υἱοῖσι τε ἐμοῖσι καὶ τοῖσι τοῦ ἐμῆ διδάξαντος καὶ μαθηταῖσι συγγεγραμμένοις τε καὶ ὄρκισμένοις νόμῳ ἰητρικῷ, ἄλλω δὲ οὐδενί.

Διατηρήσασθαι τε χρήσασθαι ἐπ' ὠφελείῃ καμνόντων κατὰ δύναμιν καὶ κρίσιν ἐμὴν· ἐπὶ δηλήσει δὲ καὶ ἀδίκῃ εἴρξειν.

οὐ δώσω δὲ οὐδὲ φάρμακον οὐδενὶ αἰτηθεὶς θανάσιμον οὐδὲ ὑψηγήσομαι συμβουλίην τοιήνδε· ὁμοίως δὲ οὐδὲ γυναικὶ πεσσὸν φθόριον δώσω·

ἀγνώσῃ δὲ καὶ ὅσῳς διατηρήσω βίον ἐμὸν καὶ τέχνην ἐμὴν.

οὐ τεμέω δὲ οὐδὲ μὴν λιθιῶντας, ἐκχωρήσω δὲ ἐργάτησιν ἀνδράσιν πρήξιος τῆσδε.

ἐς οἰκίας δὲ ὀκόσας ἂν εἶω, ἐσελεύσομαι ἐπ' ὠφελείῃ καμνόντων ἐκτὸς ἐὼν πάσης ἀδίκης ἐκουσίης καὶ φθορίας τῆς τε ἄλλης καὶ ἀφραδισίων ἔργων ἐπὶ τῆς γυναικείων σωματίων καὶ ἀνδρείων ἐλευθέρων τε καὶ δούλων.

ἂ δ' ἂν ἐν θεραπείῃ ἢ ἴδω ἢ ἀκούσω ἢ καὶ ἄνευ θεραπείης κατὰ βίον ἀνθρώπων, ἔ μὴ χρή ποτε ἐκλαλέεσθαι ἔξω, σιγήσομαι ἄρρητα ἠγεύμενος εἶναι τὰ τοιαῦτα.

ὄρκον μὲν οὖν μοι τόνδε ἐπιτελέα ποιέοντι καὶ μὴ συγχέοντι εἴη ἐπαύρασθαι καὶ βίου καὶ τέχνης δοξαζομένῳ παρὰ πάσιν ἀνθρώποις ἐς τὸν αἰεὶ χρόνον, παραβαίνοντι δὲ καὶ ἐπιποκαῦντι τάναντία τούτων.

Traditionally medicine is  
committed to quality

(Hippocratic Oath)

# ***Tradition of Quality in Healthcare***

“If a physician shall make a severe wound with an operating knife and kill [the patient] or shall open an abscess with an operating knife and destroy the eye, [the surgeon’s] hand shall be cut off.”

**WHEN DO YOU THINK IT STARTED ?**

Babylon nearly 4,000 years ago, during the reign of Hammurabi. The penalty for surgeons who failed to meet the government’s standard of care was straight-forward:

# ***Tradition of Quality in Healthcare***



Medicine has a longer  
tradition in quality than  
industry or other  
sectors of our society

# ***Tradition of Quality in Healthcare***

There are endless statistics documenting the permanent improvement in healthcare

**Here will be one graph regarding the improvement in healthcare**

# ***Look Behind Quality in Healthcare***

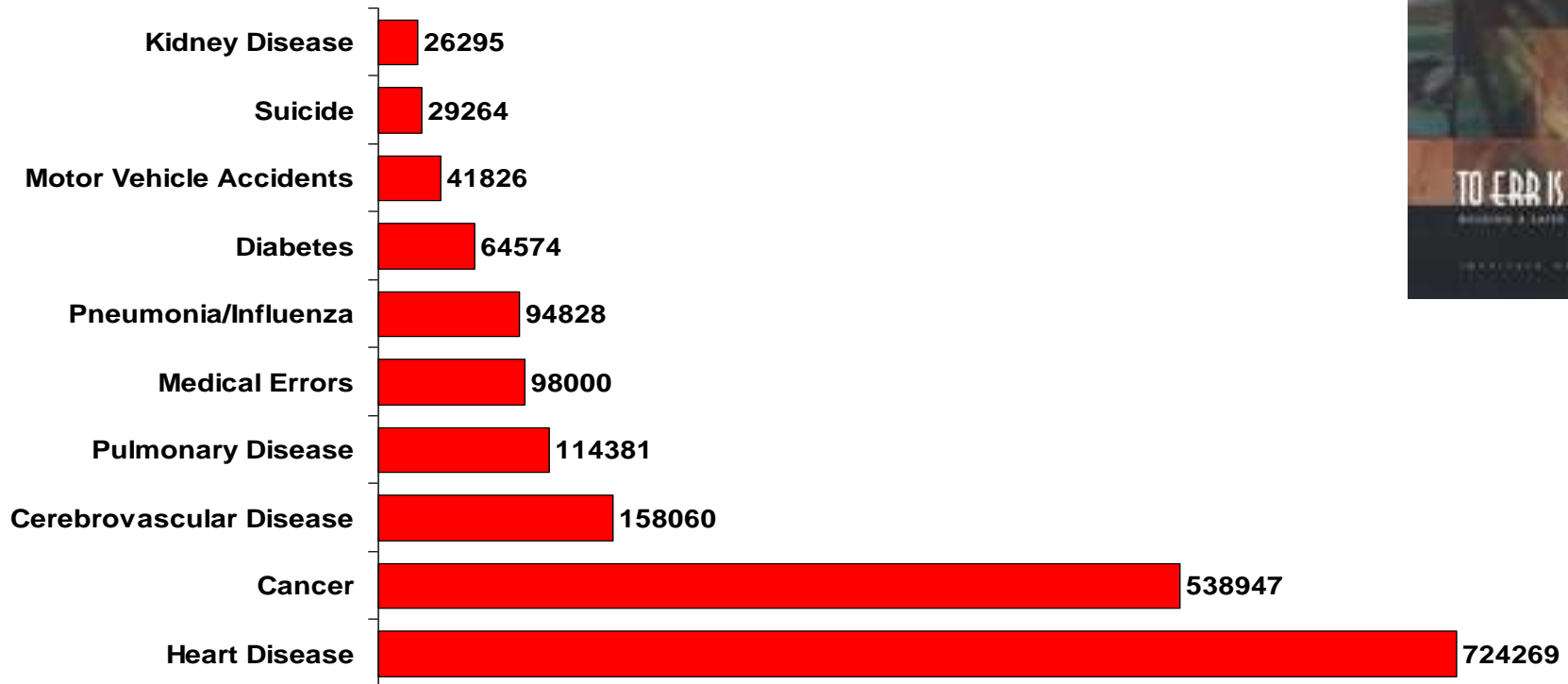


Austrian Report:

15 % of patients are leaving the hospital with a different disease than they were admitted for

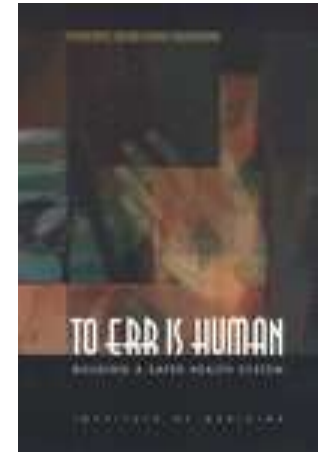
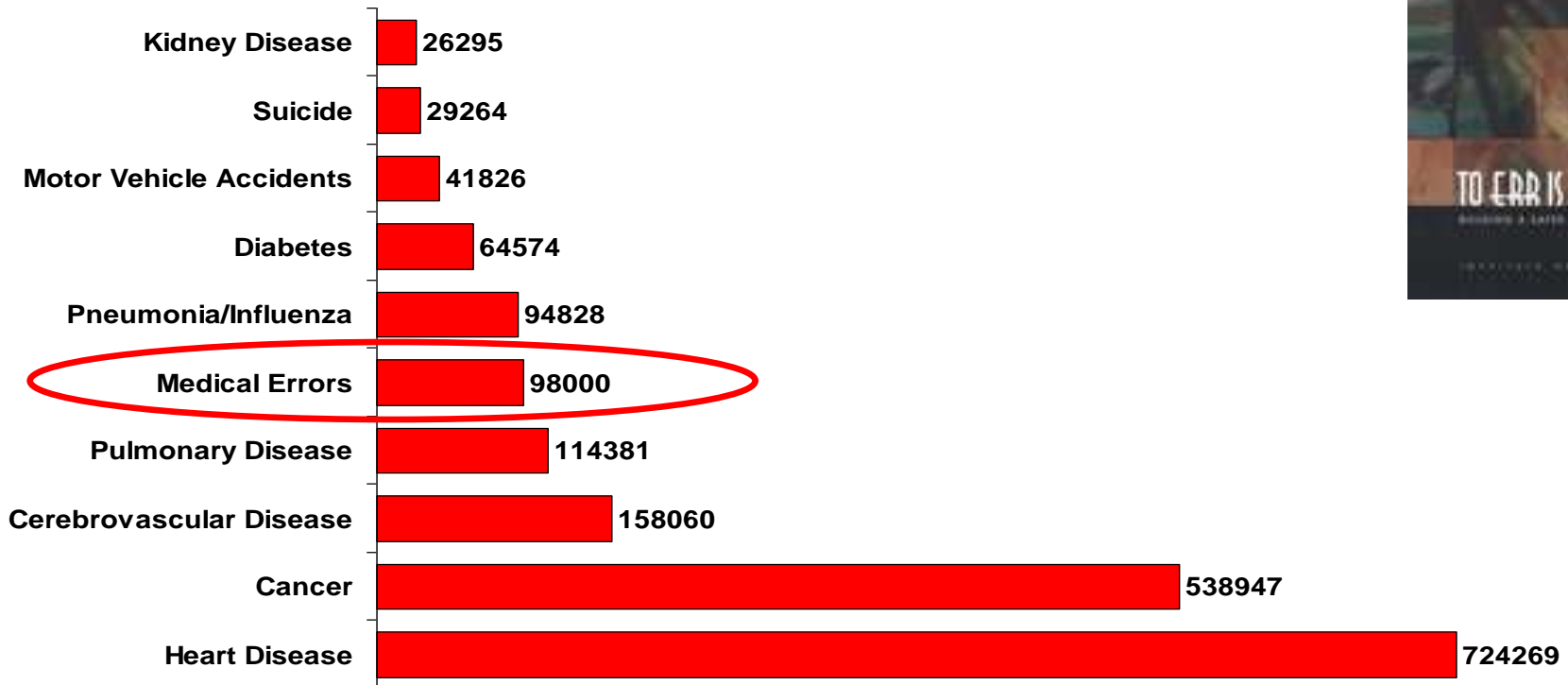
# Look Behind Quality in Healthcare

## Leading 10 Causes of Death in the US - 1998



# Look Behind Quality in Healthcare

## Leading 10 Causes of Death in the US - 1998



# ***Look Behind Quality in Healthcare***

USA:

Institute of Medicine landmark report  
“To Err is Human”, as many as 98,000 people die in a given year as a result of medical errors that occur in hospitals, more than from motor vehicle accidents, breast cancer or AIDS)



# ***Look Behind Quality in Healthcare***

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**( = 1 Boeing 747 “Jumbo Jet” crash per day)**

# ***Look Behind Quality in Healthcare***

USA:

25,000 patients are dying in hospitals each year because of wrong medication

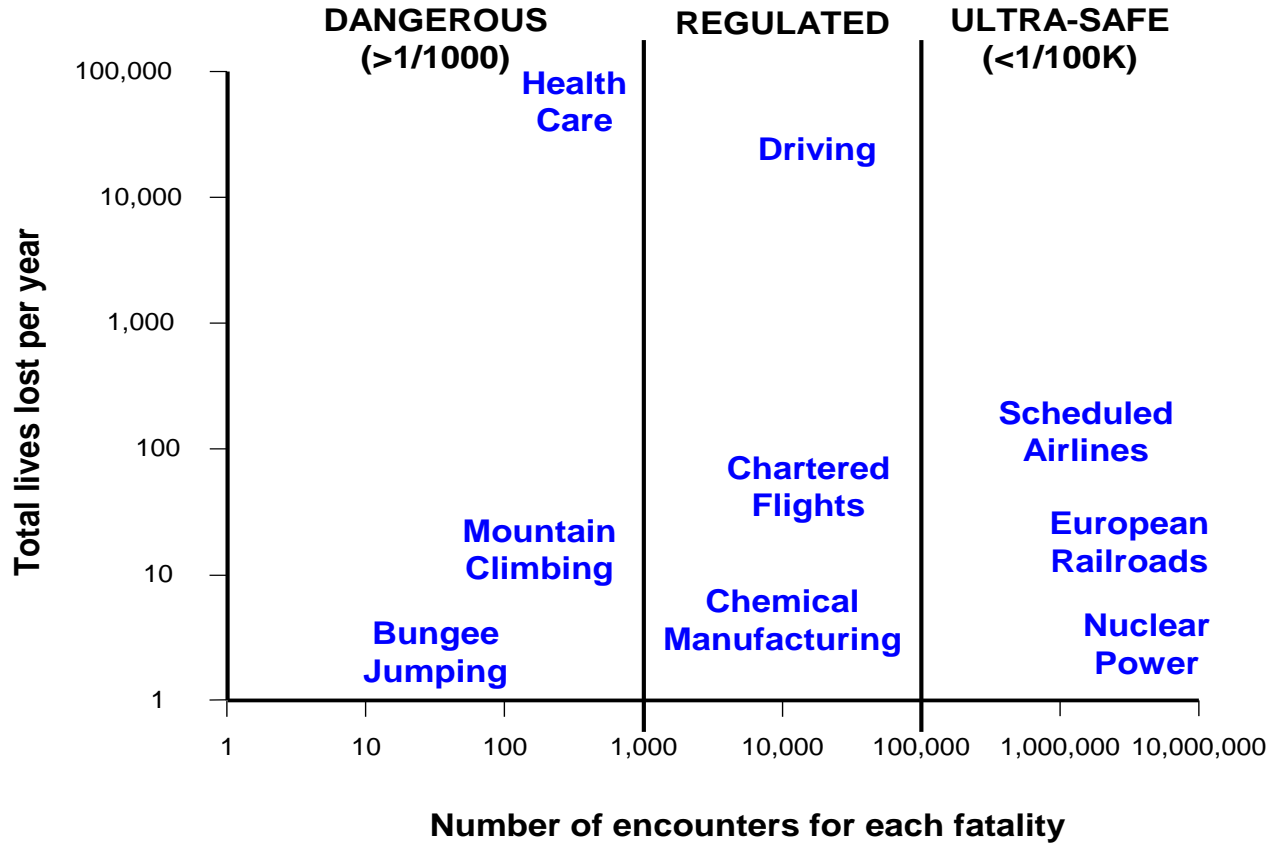
Germany:

- No official statistics for such cases
- First estimates or speculation
- Expected numbers are similar

Ukraine: ?

# Look Behind Quality in Healthcare

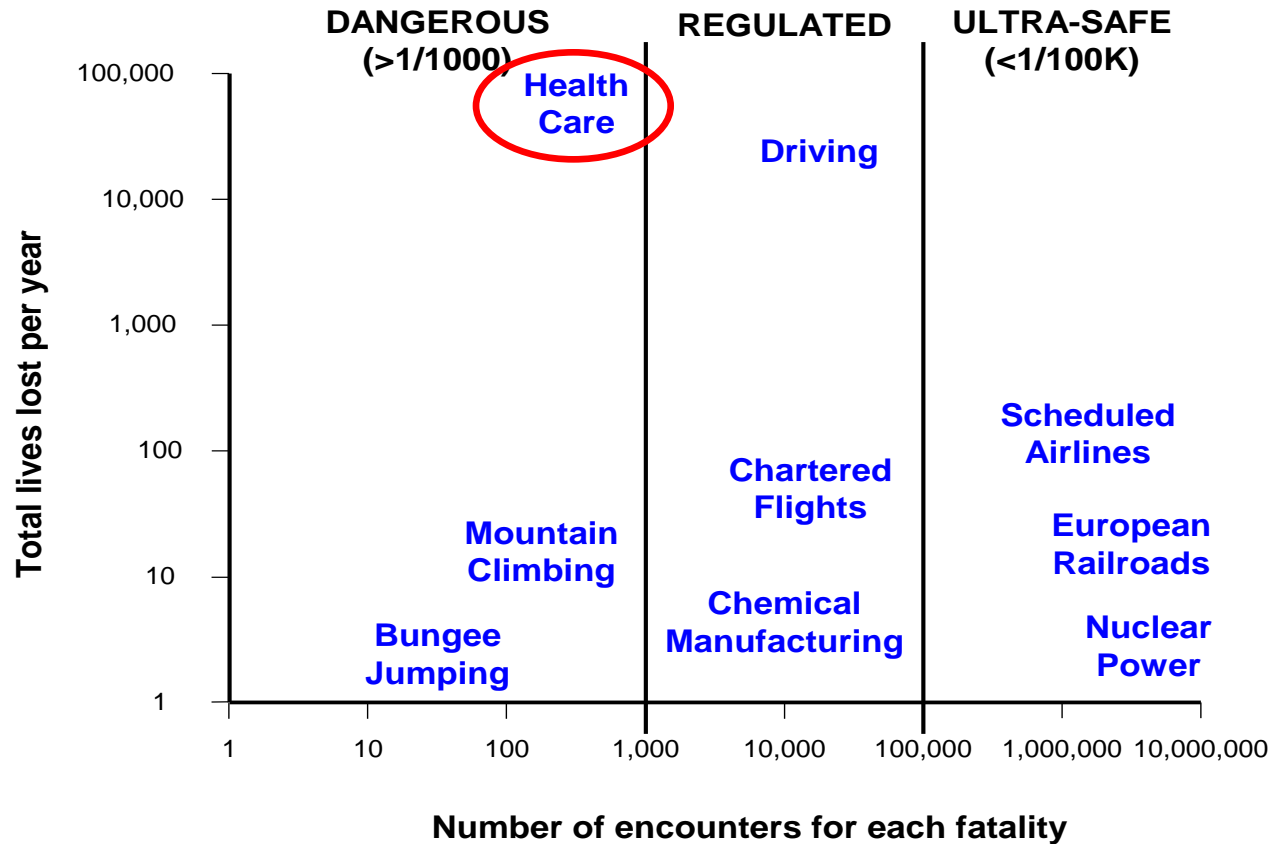
## How Hazardous is Health Care?



Source: Leape LL, MD

# Look Behind Quality in Healthcare

## How Hazardous is Health Care?



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# ***Look Behind Quality in Healthcare***

Assessment by Prof. Maynard (UK)

Why has the tobacco industry to warn of health hazards and hospitals not ?



# ***Look Behind Quality in Healthcare***

## Why Improvement of Quality in Healthcare

- First of all it is basic demand of healthcare systems and patient s right
- Secondly it is management s responsibility
- Such responsibilities are long implemented by/for other industries
- Information and technology are now available
- Payors become customers
- Patients become customers (“responsible patient”)
- Healthcare Sector changes into Healthcare Industry and competition is growing

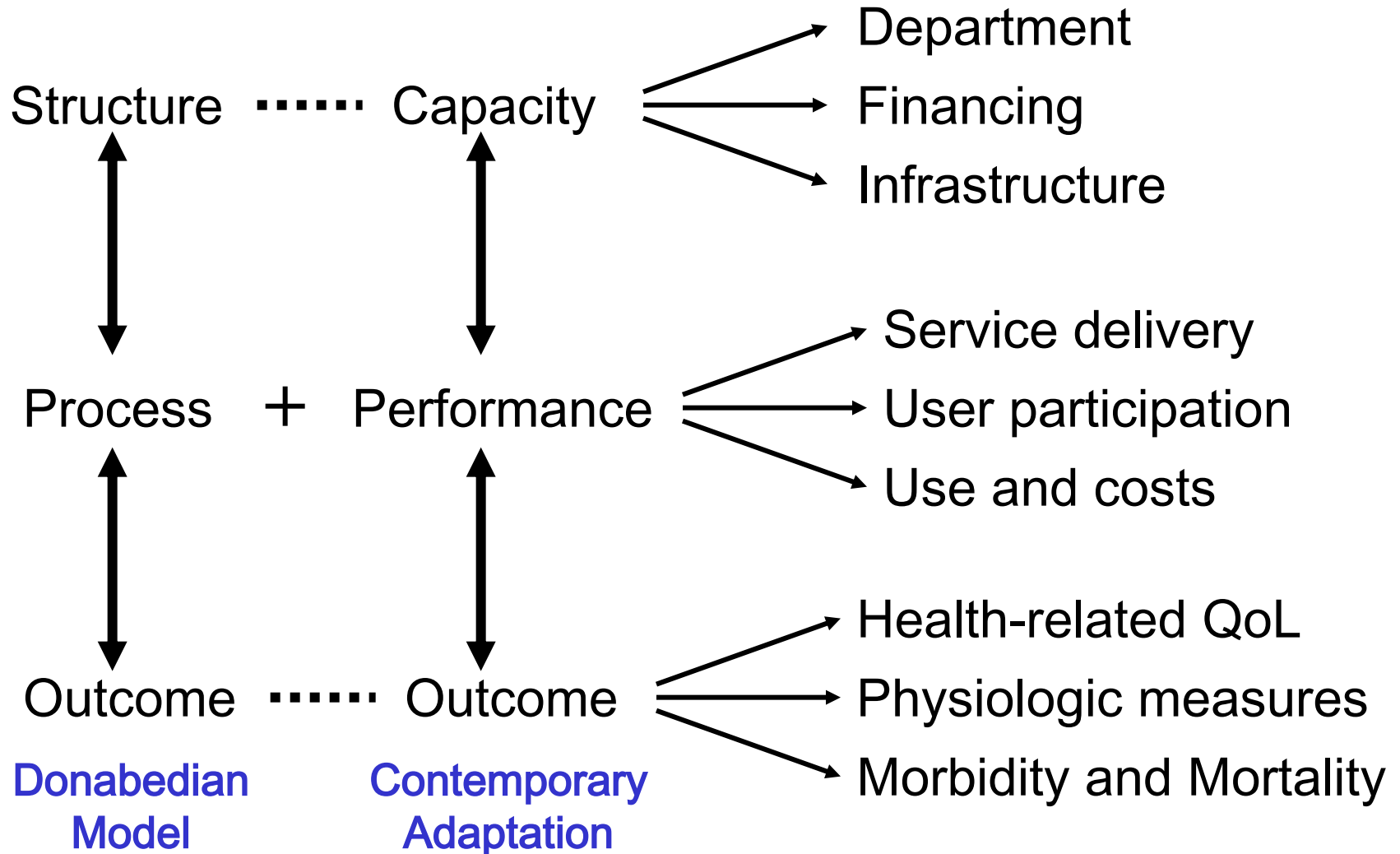
# ***Look Behind Quality in Healthcare***

## Why Improvement of Quality in Healthcare

In 1997 the Health Committee of the Council of Europe recommended:

Governments of member states should “create policies and structures, where appropriate, that support the development and implementation of quality improvement systems, ie systems for continuously assuring and improving the quality of health care at all levels”

# Basic Structure of Quality Systems



# Basic Structure of Quality Systems

## Structure – Process – Outcome

Structure	Process	Outcome
<ul style="list-style-type: none"> <li>• Equipment</li> <li>• Technical safety</li> <li>• Staff qualification</li> </ul>	<ul style="list-style-type: none"> <li>• QualAss. in medical and non-medical departments +</li> <li>• QualAss. of whole medical process –</li> </ul>	<ul style="list-style-type: none"> <li>• Some disease-related systems</li> <li>• Very low number of patient-focused quality systems</li> </ul>
<div style="background-color: #cccccc; padding: 5px; text-align: center;"><b>Quality Assurance</b></div>		<div style="background-color: #006633; color: white; padding: 5px; text-align: center;"><b>Outcome Mgmt.</b></div>
<div style="background-color: #003366; color: white; padding: 10px; display: inline-block; border-radius: 15px 15px 0 0;"> <b>Accreditation / Certification</b> </div>		

# ***Basic Structure of Quality Systems***

## **Quality Assurance Systems**

- Typical Basis for Quality Management
- Tools to follow basics, laws etc.
- Reporting and comparing of results
- Definition of minimum requirements (e.g. CE)
- Definition of minimum patient safety

# ***Basic Structure of Quality Systems***

## **Accreditation / Certification Systems**

- General Systems  
e.g. ISO, Baldrige Award
- Method dominated systems for healthcare  
e.g. KTQ, HQS, ACHS
- Standard dominated systems for healthcare  
e.g. JCIA

# ***Basic Structure of Quality Systems***

## **General Systems**

e.g. ISO, Baldrige Award

- excellent for industrial processes
- excellent for industrial processes in healthcare as well
- highest degree of freedom for presenting the organis.
- highest degree of separation of departments
- highest degree of formalism
- no specific standards/measures for medical services
- no opportunities for comparison of medical services
- low degree of acceptance by insurances

# ***Basic Structure of Quality Systems***

## **Method dominated systems for healthcare**

e.g. KTQ, HQS, ACHS

- specific standards/measures for medical services
- hospitals can be creative and focus on specifics
- hospitals can eliminate some of their difficulties
- they are giving general orientation for change management.
- high degree of formalism
- target is the accreditation/certification and the teams are doing this for accreditation/certification
- overall quality systems and culture has to be implemented

# ***Basic Structure of Quality Systems***

## **Standard dominated systems for healthcare**

e.g. JCI

- specific standards/measures for medical services
- hospitals can not focus on their specifics
- hospitals can not eliminate on their difficulties
- they are giving specific orientation for change managment.
- hospitals can work with specific organisation and culture
- target are changes and safety; accredit. is add-on effect
- formalism can be reduced
- highest degree of acceptance by insurances

# ***Basic Structure of Quality Systems***

## **Accreditation / Certification Systems**

- Connecting departments and people and controlling the interfacing
- Safety for patients
- Safety for staff and management
- Improving Services
- But what has to be improved ?

# ***Basic Structure of Quality Systems***

## **Outcome Management**

- Measurement where you are at the moment
- Instrument for top management to learn what has to be changed
- Moving management from specifics to results
- Instrument to present your results to public

# ***Limitation and Modern Concepts***

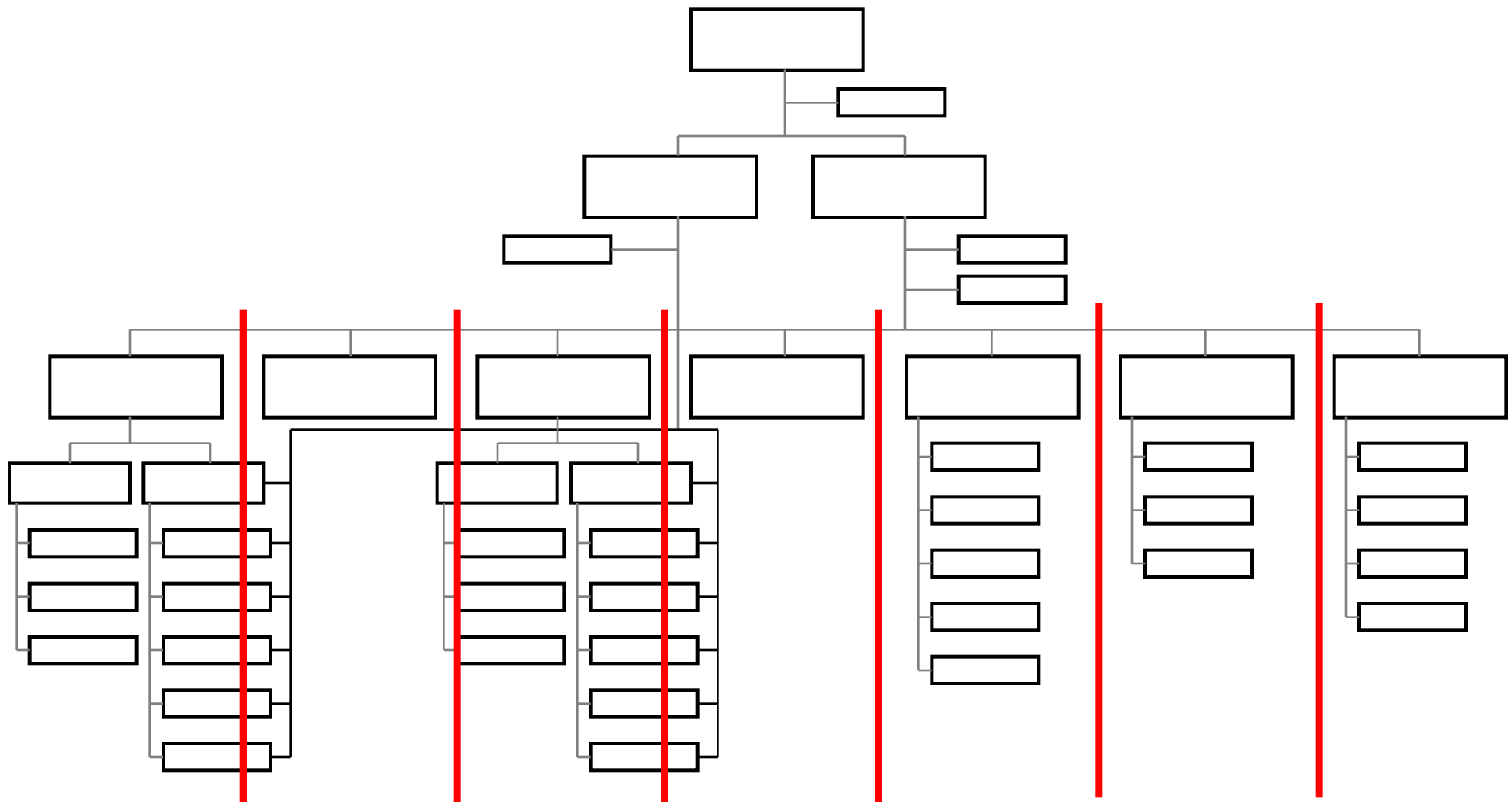
## **Limitation by structure**

- All improvements are done in traditional organisation and structures
- The classic organisation of a hospital with its rigid structures, severe hierarchies and restricted areas of responsibility, is much more than 100 years old
- Also in a typical modern hospital, the workflow is still squeezed into a hierarchical organisation with separated medical departments, wards and institutes or into restricted duties of doctors and nursing staff



# Limitation and Modern Concepts

hierarchic organization of a hospital



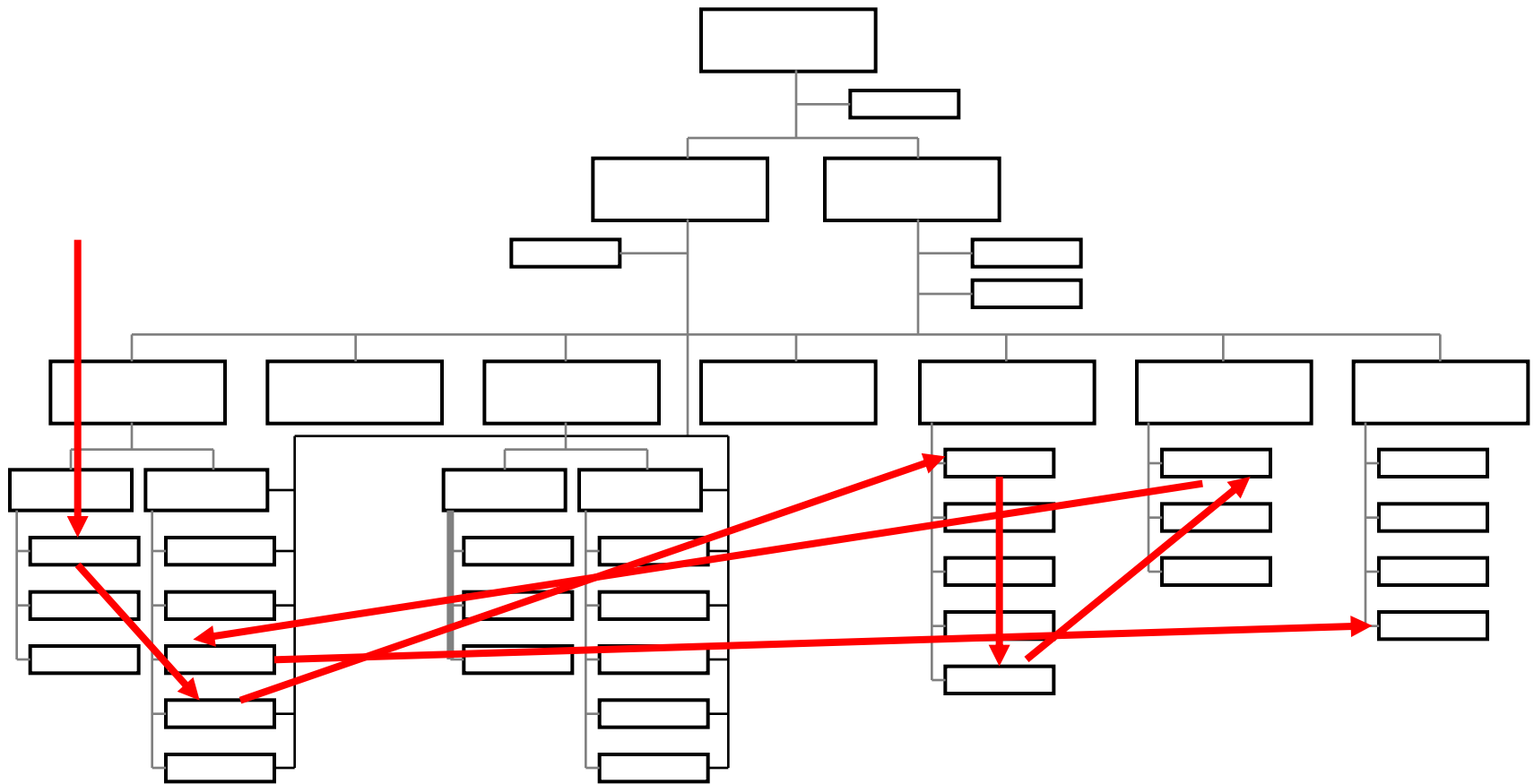
# ***Limitation and Modern Concepts***

## **Limitation by process**

- In the typical hospital the process and the patient have to follow the structure
- Modern organisation in other industries are defining a workflow and building consequent the structure around this workflow

# Limitation and Modern Concepts

hierarchic organization and workflow of a hospital



# Limitation and Modern Concepts

Wo ist Müllers Blutbild?

Wo sind Müllers Röntgenbilder?

Wo ist eigentlich Müller?

CITY HOSPITAL

**Innovative Softwarelösungen für einen effizienten Workflow im Gesundheitswesen. Das ist gut für die Patienten. Und senkt Kosten.**

Unser Ziel ist die bessere und schnellere Versorgung der Patienten. Um dieses optimal erreichen zu können, ist ein reibungsloser Informationsaustausch zwischen allen beteiligten Experten nötig. Deshalb entwickeln wir innovative Softwarelösungen, die erstmals alle relevanten klinischen und administrativen Patientendaten vernetzen. So sorgen wir für mehr Effizienz. Und für ein Gesundheitswesen, das auch in Zukunft bezahlbar bleibt.  
[www.siemens.com/lanswertforlife](http://www.siemens.com/lanswertforlife); +49 69 797 6420

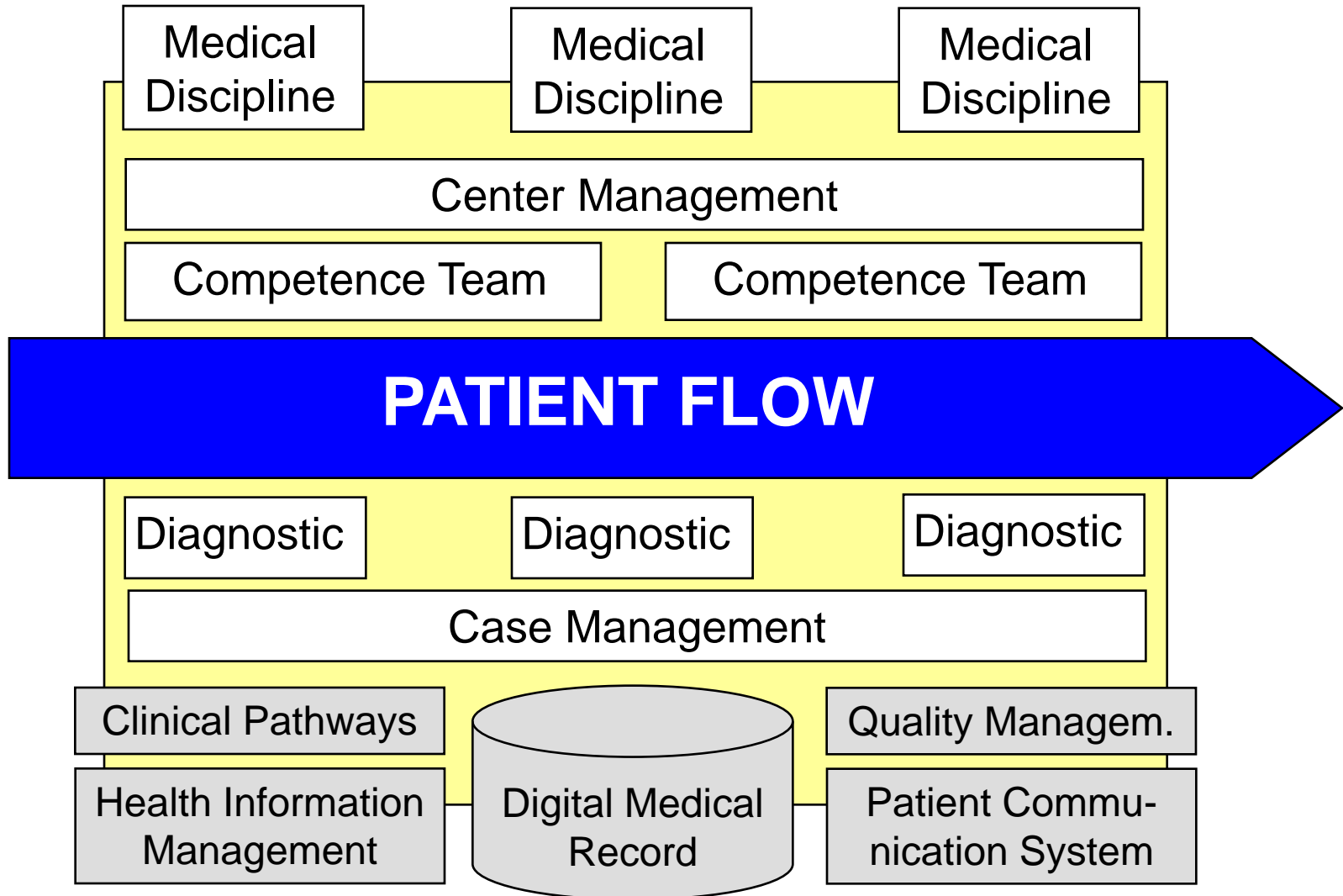
Answers for life. **SIEMENS**

# ***Limitation and Modern Concepts***

## **Modern Concepts of Quality Management**

- are based on the typical quality systems
- but improvement and change management can not be managed in the traditional hospital structure
- The hospital has to be prepared for breaking down all this old limitation

# Limitation and Modern Concepts



# ***Limitation and Modern Concepts***

## **Benefit for the hospital**

- Achieving all requirements of a modern quality management.
  - quality philosophy
  - medical sciences
  - subjective experience and emotion
  - patient expectations
- Improving safety for patients, staff and management
- Reducing costs
- Creating the new category of felt quality by patients