



Quality

- Measuring quality
 - Results not comparable
 - Results not severity-adjusted
 - Results not risk adjusted
 - Data collection problems
 - Results can be manipulated



History

- Florence Nightingale – medical record
- Anesthesia charts – Harvey Cushing
- Scientific management of hospitals
- Frank and Lillian Gilbreth
- American College of Surgeons – JCAHO
- Cancer registries



Codman's error classification

- Due to lack of knowledge or skill
- Lack of medical/surgical judgment
- Lack of care or lack of equipment
- Unconquerable disease
- Patient refusal
- The calamities of surgery – complications that can not be controlled



Avedis Donabedian

- Structure – the setting in which the medical care takes place
 - Personnel – number, type & training
 - Facilities
 - Equipment
 - Organization
 - Information systems – Mayo and Microsoft
 - Financial health



Donabedian – cont.

- Process – the intersection of health care delivery and the patient
 - Medical factors – the appropriate diagnosis
 - Patient factors – acceptance, understanding, compliance



Donabedian

- Outcome – the effects of this interaction
- Measuring the relationship between structure, process and outcome



Quality Improvement Model

- Leadership and responsibility
- Delineate scope of practice/care/service
 - types of patients
 - conditions and diagnoses treated
 - treatments and activities performed
 - kinds/types of practitioners
 - sites where care is delivered



Quality

- Identify important aspects of care
 - High risk, high volume or problem prone



Quality

- Indicator development
 - Outcome – positive or negative
 - Process – did we do what we said we did
 - Volume
 - Sentinel event



Quality

- Threshold levels
- Data collection
- Evaluation and analysis
- Problem definition – cause and effect diagrams
- Action plans
- Measure effect of change
- Communicate



Risk management

- The identification and evaluation of loss exposure to reduce the frequency and severity of events that might result in a financial loss



Competence

- Having the potential ability or capacity to function or perform in a given situation
- Degree of competence validated thru outcome analysis



NCQA

- The National Committee for Quality Assurance accredits managed health care plans based on fifty standards, 25% of which are related to quality improvement. They accredit approximately 300 health care plans



P4P

- Pay for performance initiatives:
 - Timely administration of antibiotics
 - Normothermia
 - Chronic pain management
 - Prevent ventilator related pneumonia
 - Prevent catheter related bloodstream infections



Hospital errors won't be covered by Medicare

- Pressure ulcers
- Injuries from falls
- Urinary infections from catheters
- IV catheter related infections
- Wrong site/wrong patient
- Incompatible blood transfusion
- Objects left in patients



Adverse events in Minnesota - 2009

- Deaths – 18
- Serious injury – 100
- Surgical errors
 - Wrong body part – 21
 - Wrong patient – 2
 - Retained objects – 37
 - Wrong procedure - 16