Quality Manage ment in alth

Quality Management in Health Care

Objectives of the Session

- **By the end of this class, students will be able to;**
  - *Define quality in the context of healthcare*
  - *Explain the components of quality in healthcare*
  - *Describe different models of quality management in healthcare*
  - *Explain the basic steps to measure and improve quality in healthcare*
  - *Discuss how improve quality in the Ethiopian Health Sector*

Definition ...

- What constitutes quality in healthcare?
  - Different for different groups of stakeholders/actors
    - ✓ *Healthcare providers*
    - ✓ *Healthcare financers/donors*
    - ✓ *Patients*
    - ✓ *Others*
- However, the concept is among those lacking standard definition and description.
- Definitions depend on what people value more

Definition …

- Focus of stakeholders
  - **Patients**
    - Focus on physician-patient interaction, physical environment, time, distance
  - **Health workers**
    - Appropriateness of provided care.
    - Provision of appropriate care.
    - Fulfillment of required equipment and medical supplies

Focus of stakeholders …

- **Funding agents**
  - Emphasize the importance of efficiency and accessibility of care
- **Relatively common to different groups**
  - Appropriateness of provided care.
  - Provision of appropriate technical care

Definitions

ISO 9004

- Quality is the degree to which a set of inherent characteristics of something comply with a set of expectations. It is a relative concept which can not be defined in a vacuum.

Definitions…

American Society for Quality

- *The totality of features and characteristics of a product or service that bear on its ability to satisfy (customer) stated or implied needs.*

Definitions…

American College of Medical Quality

- *Medical quality is the degree to which healthcare systems, services and supplies for individuals and populations increase the likelihood for positive health outcomes.*

Definitions …

Avedis Donabedian, 1982

- *The application of medical science and technology in a way that maximizes its benefits to health without correspondingly increasing its risks.*

- *The degree of quality is, therefore, the extent to which the care provided is expected to achieve the most favorable balance of risks and benefits*.

Important concepts in the definitions

- **Quality of healthcare is about**
  - *Achieving positive health outcomes*
  - *Limiting the negative consequences of health care*
  - *Complying with scientific recommendations*
  - *Addressing beneficiaries' needs and expectations*

Components of healthcare quality

- According to Donabedian, quality of healthcare has seven pillars/components
  - Efficacy
  - Effectiveness
  - Efficiency
  - Optimality
  - Acceptability
  - Legitimacy
  - Equity

Components …

- **Efficacy:**
  - Is the ability of the science and technology of healthcare to achieve desired outcomes under best circumstances.
- **Effectiveness:**
  - Is the degree to which attainable outcomes are attained in reality.
  - It is the comparison between what is achieved in reality with what is potentially achievable with the ‘best’ care provided

Components ...

- **Efficiency**
  - The ability to achieve attainable outcomes of care at a lower cost.
  - Improving efficiency means decreasing the cost of care without compromising achievement of maximum attainable results
  - This can be done by:
    - ✓ *Improving the technology of healthcare (producing more efficient drugs, diagnostic algorisms, etc)*
    - ✓ *Improving the process of healthcare to avoid medical errors (harmful, useless or less effective decisions)*
    - ✓ *Appropriate use of resources for healthcare*

Components …

- **Acceptability**
  - Is the level of conformity to the wishes, desires and expectations of **patients**
  - Usually related to what beneficiaries of healthcare value more including
    - *Accessibility of services*
    - *Empathetic provider – patient interaction*
    - *Time, expense, physical comfort to receive services*
    - *Patient preferences regarding the effects, risks and costs of care*

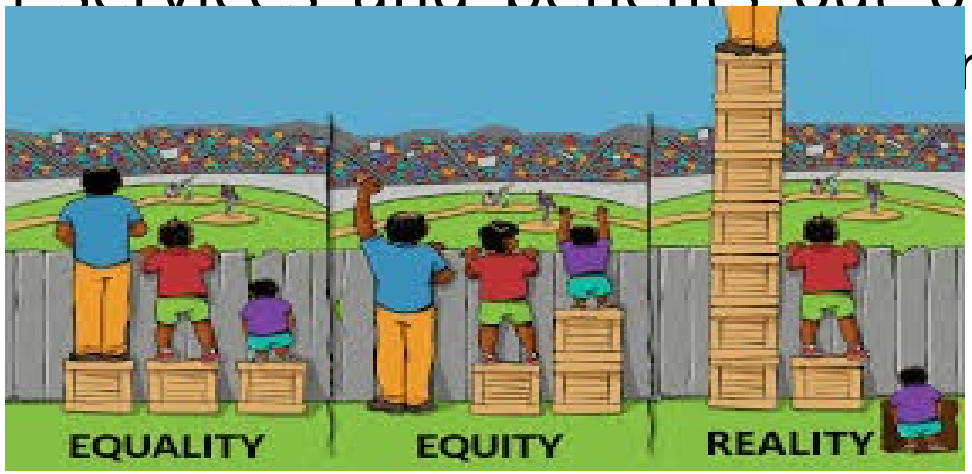
Components …

- **Optimality**
  - The balancing of improvements in health against the cost and other negative consequences of such improvements
  - Optimizing benefits
- **Legitimacy**
  - Is the conformity of healthcare to **social preferences** as expressed in ethical principles, values, norms, laws and regulations
  - Is the equivalent of acceptability as applied to the society

Components …

Equity

- Conformity to a principle that determines what is just and fair in the distribution of healthcare and its benefits among members of the population
- Do interventions facilitate the fair distribution of health services and benefits out of health care fairly nts of the popul



Quality Management …

- There are different models of Quality Management in healthcare
  1. Licensing
  2. Certification
  3. Accreditation
  4. Continuous quality improvement

- Most of the time, countries implement a combination of these models.
- No single model can effectively improve healthcare quality, a combination of models is usually important.

Different models of quality management in healthcare ...

Licensing

- Is a process by which a governmental authority **grants permission** to an individual practitioner or health care organization to operate or engage in an occupation or profession.
- Licensure reflects fulfillment of minimum requirements
- No individual or organization can be engaged in service provision without a license.

Different models of quality management in healthcare …

Certification

- Is a process by which an authorized body, either a government or non-governmental organization, evaluates and **recognizes** either an individual or an organization as **meeting pre-determined requirements**.
- Certification reflects the capability of an individual to provide services **additional to minimum requirements**.
- Certification provides added credential to an entity's qualification. **Examples.**
  - Certification of a GP to perform C/S in Ethiopia

Different models of quality management in healthcare ...

Accreditation

- Is a **formal process** by which a **recognized body** usually a non-governmental organization, **assesses and recognizes** that a health care organization meets applicable **pre-determined and published standards**.
- Participation is voluntary but advantageous
- Assessment involves self assessment and external assessment by a team of peers

Different models of quality management in healthcare ...

Continuous Quality Improvement (CQI)

- It is a continuous process with a goal of *doing the right things right the first time, every time.*
  - i. **Doing the right things:** investing resources on activities proven to achieve desired benefits
  - ii. **Doing things right:** implementing designed interventions in a way that is acceptable to beneficiaries, at the lowest cost possible and inline with current

Continuous Quality Improvement (CQI) …

- CQI includes two important components and a supporting infrastructure
  - Quality Measurement
  - Quality Improvement

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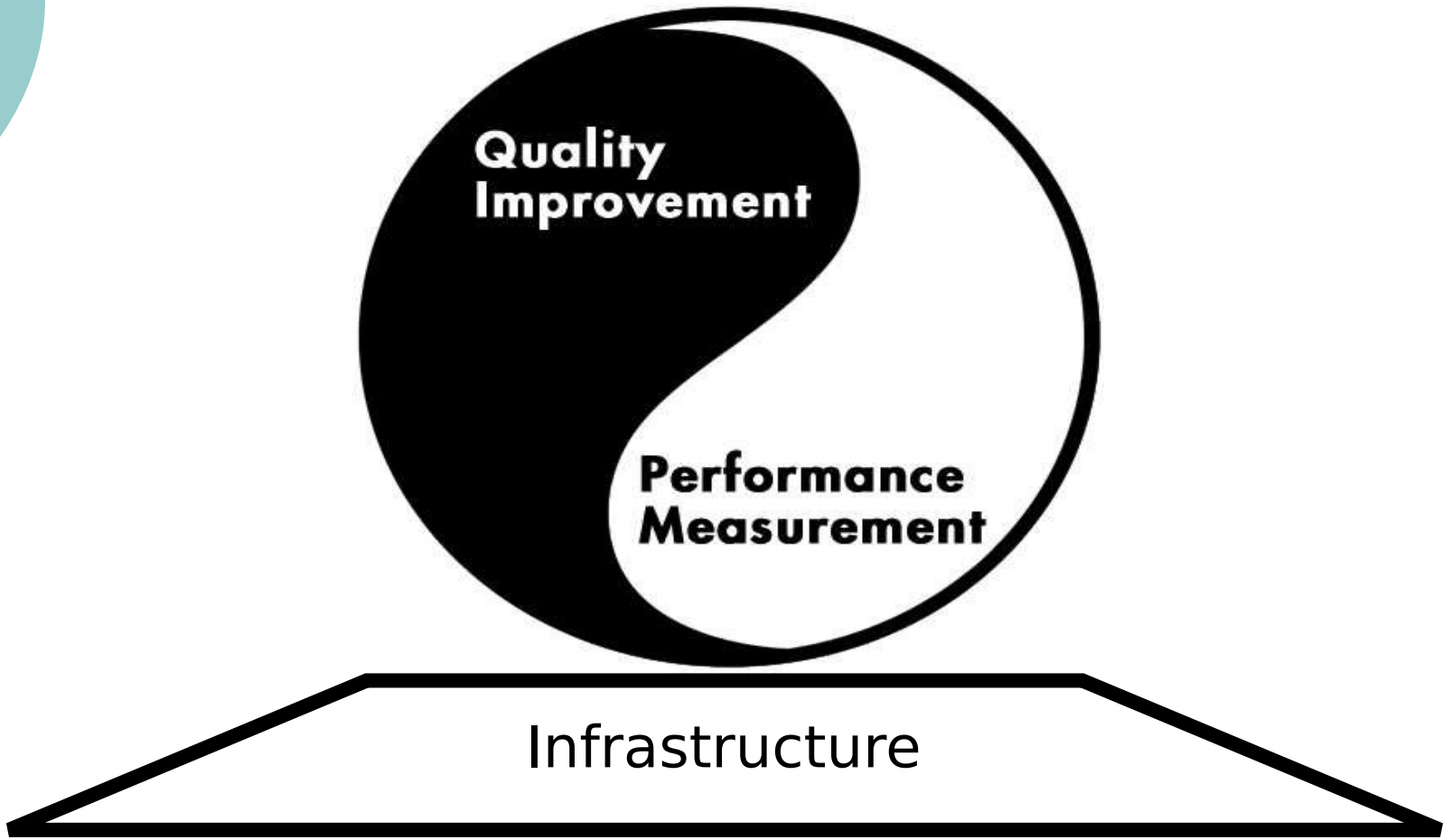
CQI …

- Components of CQI



Principles of CQI

- ***Client Focus:*** Focus first and foremost on meeting the needs and expectations of clients/patients.

- ***Teamwork:*** Work is accomplished through processes in which different people are responsible for different activities.

Quality Measurement …

- Donabedian's framework for measurement of healthcare quality
  1. *Structure*
  2. *Process*
  3. *Outcome*
- S-P-O are areas of measures on which information can be gathered and potentially inferred about the quality of healthcare.

Quality Measurement …

- **Structure**
  - Is the setup in which care is being provided
  - Includes:
    - *People*
    - *Resources*
    - *Knowledge and technology*

Quality improvement actions …

- **Examples of actions to improve quality of healthcare**:
  - Training on specific topics
  - Development of standards, guidelines and job aids
  - Electronic diagnostic support
  - Physician reminders
  - Process redesign
  - Change in technology
  - Reallocation of resources (human, financial, material)
  - Patient education programs

Quality Management in the Ethiopian Health Sector

- **External Quality Control**
  - ***Health Regulatory Agency:*** *previously* Drug Administration and Control Authority *(DACA)*.
  - **DACA** was re-structured as Food, Medicine and Health Care Administration and Control Authority (EFMHACA) of **Ethiopia** by the "Proclamation No. 661/2009".
  - *Responsible for registration and licensing of health care providers*
- **Internal Quality Improvement Processes**
  - *One of the major activities under the monitoring and evaluation sub-process*
  - *Expected at health facility level (Health Post*

Quality Management in the Ethiopian Health Sector…

- Food, Medicine and Health Care Administration and Control Authority (FMHACA) was established by proclamation to ensure the safety and quality of products & health services. FMHACA's mandates include the registration, licensing & inspection of health professionals, pharmaceuticals, food establishments, and health institutions.
- Products controlled by FMHACA include human and veterinary drugs, radiopharmaceuticals, traditional medicines,

Thank you for Your attention!!!