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Saudi Physical Therapy Association

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Healthcare Quality Concepts

Chapter 1

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Chapter outlines:

1. Definitions of HCQ
2. History of healthcare quality (HCQ).
3. Aspects of HCQ.
4. Concepts and principles of HCQ
5. Quality dimensions.
6. Total Quality Management (TQM).
7. Concept of value.
8. The quality chasm.
9. To error is human.
10. Role of HQ professional.
11. Quality Trilogy.



Definitions of Quality in Healthcare

In practice



= doing right things right the first time

= the right care for every person every time

= first NO harm





What is healthcare quality?

- “The balance of health benefits and harm is the essential core of a definition of quality.” (Donabedian, 1990)
- Quality is the optimal achievement of therapeutic benefit and avoidance of risk and minimization of harm. (Joint commission)





Two Broad Definitions of Quality in Healthcare

□ Classic Definition

- *Quality refers to the ability of a product or service to consistently meet or exceed customer expectations.*
- Issue: Who is the customer?



□ Institute of Medicine (1990) Definition

- *"Quality is the extent to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge."*

□ The Juran Institute defines quality as both "Freedom from deficiencies" and "Product features that attract and satisfy patients".



Definitions of HCQ

- Doing the **right things right** the first time and each time.
- Compliance to **standard**.
- Freedom from defects (avoidable interventions) / **zero defect**
- **meet customer expectations** (satisfaction) / adding **value** customer.
- Increase the likelihood **desired outcomes** consistent with current professional knowledge (IOM, JCI).
- Agency for healthcare research and quality (AHRQ) define HQ as healthcare is accessible, effective, safe, accountable and fair.
degree of excellent.





- **JCI defined quality** as:
optimal achievement of therapeutic benefit and avoidance of risk and minimization of harm (free from HARM).
- Another definition:
Degree with conformity with accepted principle and practice with appropriate use of resources



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History of healthcare quality



Total Quality Management

Quality Assurance

Quality Control

Inspection



Change in Quality emphasis

QUALITY CONTROL

- Implement in **short notice**
- Focus on **output**
- Emphasis on **required standard**
(product oriented)
- Achieved by **sampling and checking**
(**inspection**)
- Make sure that **the result**
have done are what u
- (((**OLD**)))

QUALITY ASSURNCE

- Long **term process**
- Focus on **process**
- Emphasis on **customer**
oriented)
- Achieved by **improve production**
process
- Make sure that **doing right** thing in
right way
(**MODERN**))



Comparison Between Traditional Monitoring and Evaluation utilizing the three aspects of quality (Quality Assurance) and **Continuous Quality Improvement (CQI)**

	QA	TQM / CQI
Objective	Outcome.	Process and outcome.
Focus	Statistical tail. Problem-focused methods (Actions are initiated when a problem is identified).	Entire group. (Continuous improvement process) trying to improve the process itself.
Focus on	Clinical aspects of care only.	Clinical and non clinical aspects.



Comparison Between Traditional Monitoring and Evaluation utilizing the three aspects of quality (Quality Assurance) and Continuous Quality Improvement

QA	TQM / CQI
Departmental.	Cross-departmental acc. to patient flow.
Frequently separating the dimensions of quality care— review of appropriateness separate from effectiveness and/or efficiency.	Integrating all efforts to improve both patient outcomes and efficiency of care delivery (improving value).
Errors are due to individual performance.	Errors are due to system failure (85%).



Comparison Between Traditional Monitoring and Evaluation utilizing the three aspects of quality (Quality Assurance) and Continuous Quality Improvement

	QA	TQM / CQI
Focus on	<p>WHAT of care → Patient care given.</p> <p>The right service to the right patient at the right time and place.</p> <p>WHO of care → Patient care giver.</p> <p>Competent and qualified staff who is doing the rights things <i>right</i>.</p>	<p>Also, focuses to the previous ones:</p> <p>HOW of care → Patient care processes.</p> <p>Systems and their key processes, Policies, procedures, and regulatory compliance, Relationships and communications; Clinical pathways, practice guidelines</p> <p>RESULT of care → Patient care outcome.</p>



Quality Gurus

Learn about the works of Quality Gurus

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What is Quality

“Doing the right thing right, right away”
W. Edwards Deming, 1982



“a measure of goodness that relates to the intended use of a product and the expectations customers have concerning this product”

Barkman, 1989

“Philip Crosby”

- Quality is conformance to requirements.

“Dr Edward Deming”

- Quality is a predictable degree of uniformity and dependability, at low cost and suited to the market.

“Dr Juran”

- Quality is fitness for use/purpose.

“R J Mortiboys”

- Quality is synonymous with customer needs and expectations.

zoom





Codman

Emphasis on End result (**Outcome**)

idea
Product
Customer sat.



output : **objective**
tangible , can be counted
and measured (**quantitative**)

outcome
subjective , tangible , can
not be counted and
measured (**qua**)

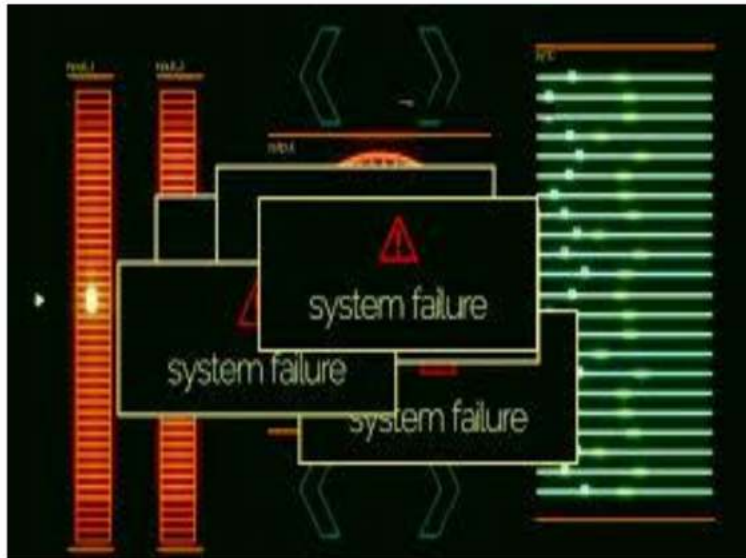




Deming

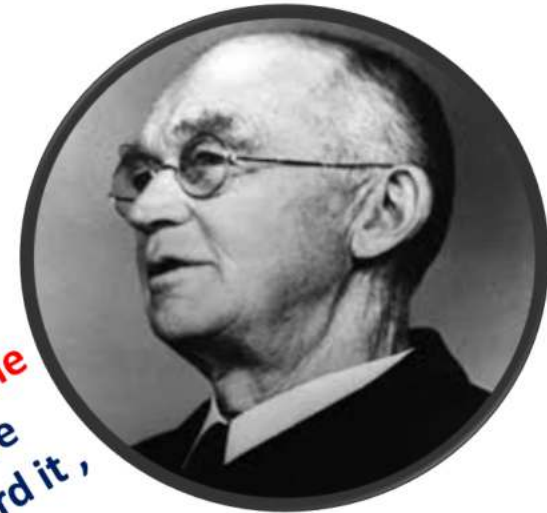
Philosophy:

The problem in a production process are due **to defects in the process in the system.**



defect : product has an error can **not meet customer needs**

defective : **unacceptable errors (defects)** in the product lead to discard it , can not rework





Dr. Deming's 14 Points for Management

Dr. Deming's 14 Points



14

- The principles were first developed with products in mind, not services.
- There is need for further adaptation in healthcare because a **patient is a person, not a product.**
- 9 out of 14 ated to behavior, psychology and ethics.

DEMING'S 14 POINTS
ON TOTAL QUALITY
MANAGEMENT

Adaptation.





Total Quality Management (TQM) Deming's 14 Point Plan for TQM

1	Create constancy of purpose		8	Drive out fear	✓
2	Adopt the new philosophy	✓	9	Eliminate boundaries	✓
3	Cease inspection, require evidence		10	Eliminate the use of slogans	
4	Improve the quality of supplies		11	Eliminate numerical standards	✓
5	Continuously improve production		12	Let people be proud of their work	✓
6	Train and educate all employees	✓	13	Encourage self-improvement	✓
7	Supervisors must help people	✓	14	Commit to ever-improving quality	✓

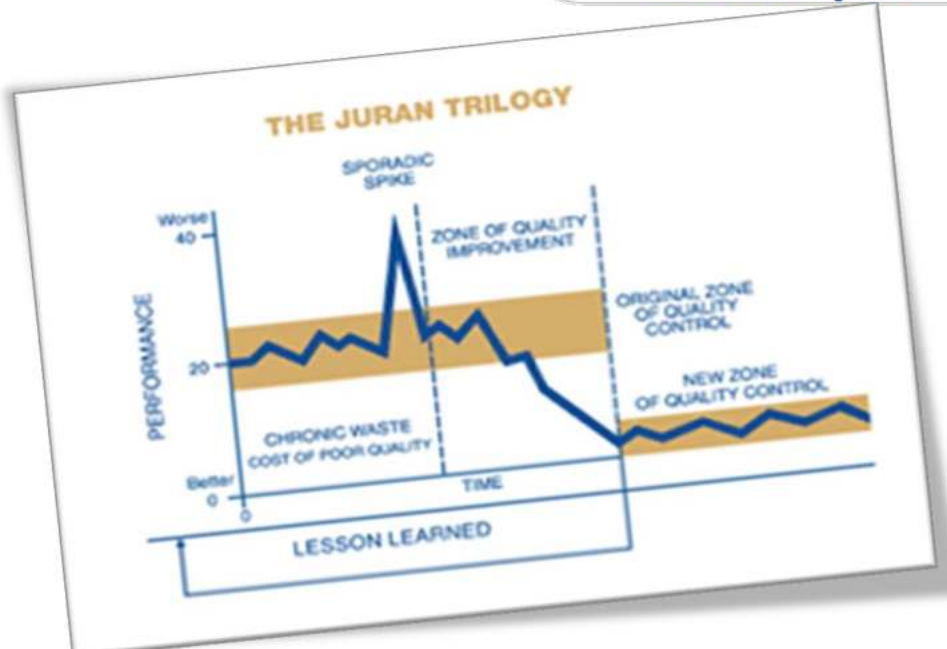
Juran

- Father of Quality
- Create concept of vital few and and useful many ((pareto principles 20-80 rules)).
- Develop juran trilogy (planning , control , improvement)
- Developed Q.council



QI project ??
High volume,
high risk ,
high cost ,
problem pron

Meeting
customer
needs
Cutting waste

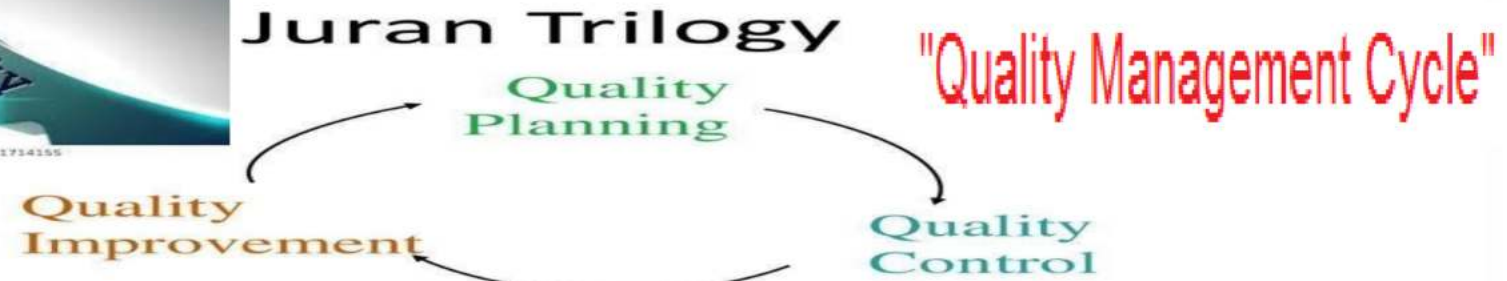




The three components work together to provide QM Process that function like a loop. There is no starting point or end point, put all components work together in a continuous way



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The three components work together to provide QM Process that function like a loop. There is no starting point or end point, put all components work together in a continuous way



Juran trilogy

understanding
customer need

monitoring performance

Improvement





Q.planning

- Engage leadership
- Identify **customers**
- Identify customer **needs**
- Design **processes**

Q.control

- Selecting measures
- Defining **measures**
- **Collecting** data
- Analyze data
- Taking action

Q.improvement

- Identify problems
- Identify **team**
- **Clarify process**
- Analyze **root causes**
- Implement **solutions**