



Crosby

Focus on zero defect , Quality is of quality is ver



during the design phase rather than spending time and money on finding

No process without waste



Waste X value
Any steps customer will not pay for it

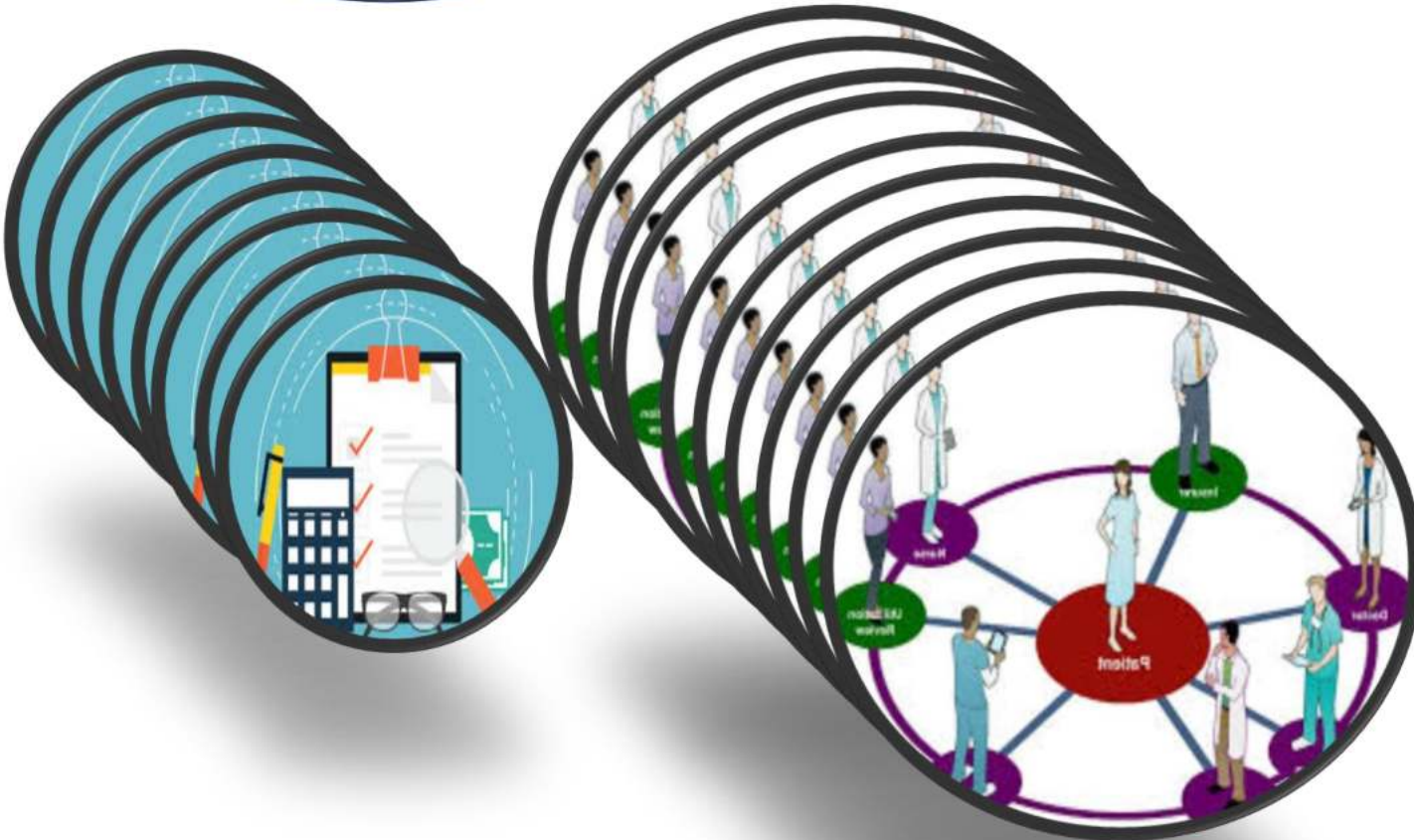


	1. Over-production	Producing more than asked by market
	2. Waiting	Goods or documents not being processed
	3. Transport	Transporting materials or products
	4. Over-processing	Taking unneeded steps to process parts
	5. Inventory	Unnecessary supplies or stock
	6. Movement	Searching and unnecessary movements
	7. Defects	Faults, scrap or bad quality
	8. Unused expertise	Not using existing expertise or knowledge



Berwick

Patient center and care coordination





MAP أوجه الجودة (تقييم الاداء)

Three Aspects of Quality

MEASURABLE



APPRECIATIVE



PERCEPTIVE



Aspects of healthcare quality

Measurable

Compliance with **standard** (guidelines, best practice, accreditations, awards, protocols) **measurement tools (KPIs)**

Appreciative

Appraisal of excellent beyond minimal standards as peer view to judge personal skills, performance & courts of law to determine professional behavior was reasonable or negligent. **(Judged by expert staff) (Peer review)**

Perceptive

excellent that is perceived and **judged by recipient** or the observer of **(respect the opinions affective the care)**.

The 3 Aspects of Quality Care

1. Measurable Quality:

- is the aspect of care which can be judged by the provider through comparative measures between the actual performance versus the standard one.

M
is for
Measurable
www.merriam-webster.com

2. Appreciative Quality:

- is the aspect of care which can be judged by the experienced practitioners who rely not only on standards but on their personal judgments and experiences as well. Peer review is an example.

Appreciative
www.compassion.com

3. Perceptive Quality:

- is the aspect of care which is perceived/judged by the recipient of care.

perceptive

ASPECTS OF QUALITY (MAP) اوجهه الجودة تقييم الاداء

M
is for
Measurable
money & clouds



Compliance with/ adherence to standards.

Appreciative
www.emmasaying.com



According to the judgment of peer review bodies.

زميل له نفس التخصص والخبرة

perceptive



As perceived by the recipient of care. إحساس العميل بالخدمة المقدمة



DEPENDENT



A customer is anyone who receives our service Or dependent on me as a supplier.



The concept of customer

- Person who consider e as a supplier
- One who **receive goods** and services.
- Customers are our "**dependents**"; they rely on us for a



Customer satisfaction is viewed in healthcare as **an essential component** of success. Cause: they focus on / how service meet their needs and there expected outcome are met.

Value of customer include :

- 1- price of care
- 2- quality of service



- **Identifying customers:**

Wheel and spoke" or "sundial“.

- **Customer lists by type:** Internal and external.

- **Identifying customer needs:**

- **Surveys and interviews.**

- **Research.**

- **Brainstorming.**

ساعة شمسية



العصف الذهني





➤ Tools to identify customers:

1. Customer lists by **category** , e.g., patients/families , practitioners/clinicians.
2. Customer lists by type ; internal and external customers.

Any organization has 2 type of customer:

- 1- **internal customer**: who is performing work eg . physicians, pharmacists, nurses, finance staff, admitting staff, HR staff
- 2- **external customer**: outside the organization eg . patients/families, accrediting bodies, suppliers, community





➤ Tools to identify customers needs:

1. Surveys and questionnaires.
2. Interviews:

Assigned **interview** process; each manager calls 8-10 members/patients/clients per month for **feedback on care and service**.

1. Focus groups, **6-12 homogenous customer** particular process/ function with open-ended questions for qualitative data.
2. Brainstorming
3. Research



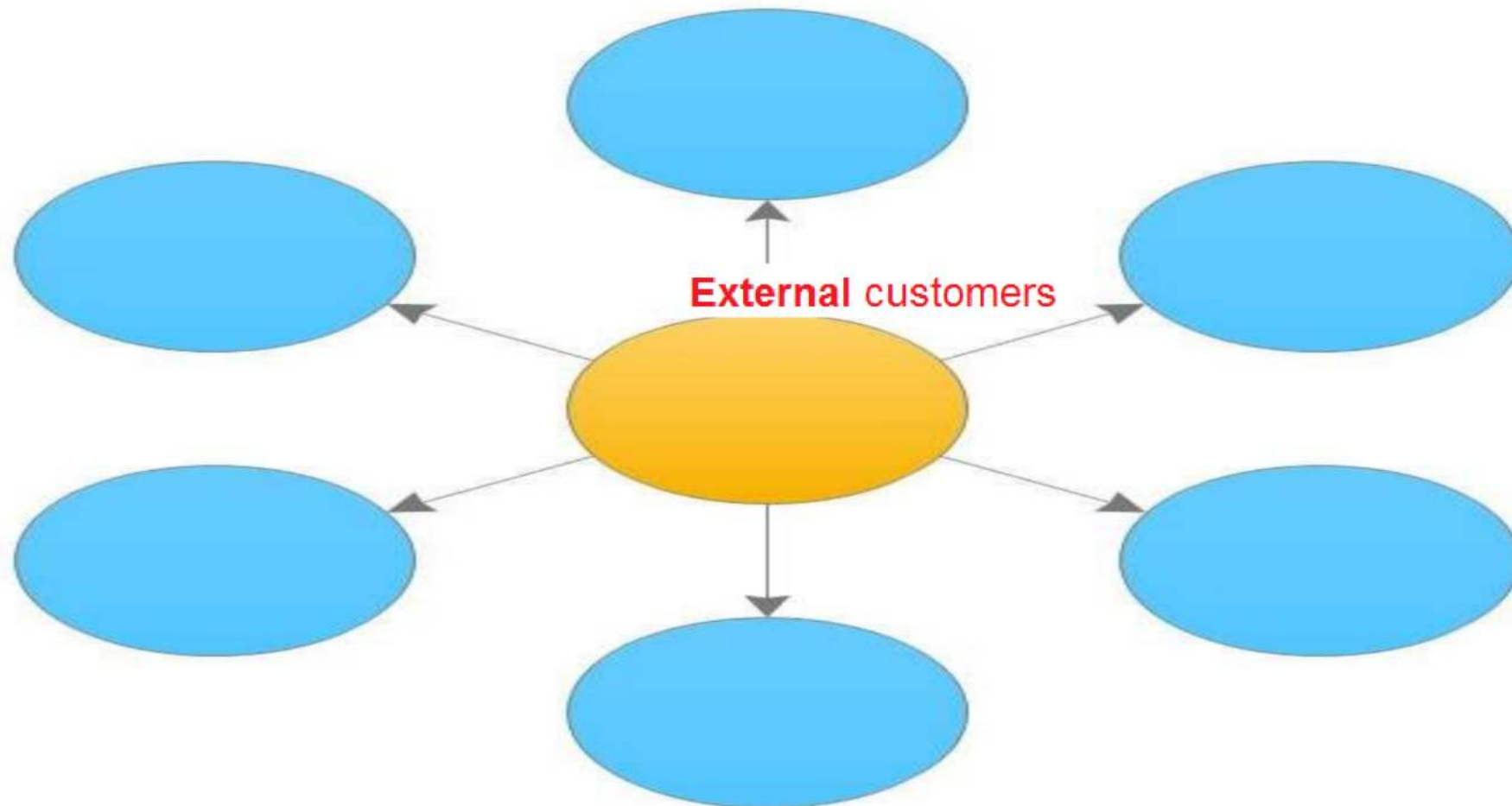
Focus groups discussion involves gathering people from similar backgrounds or experiences together to discuss a specific topic of interest.

when you need to understand an issue at a deeper level than you can access with a survey



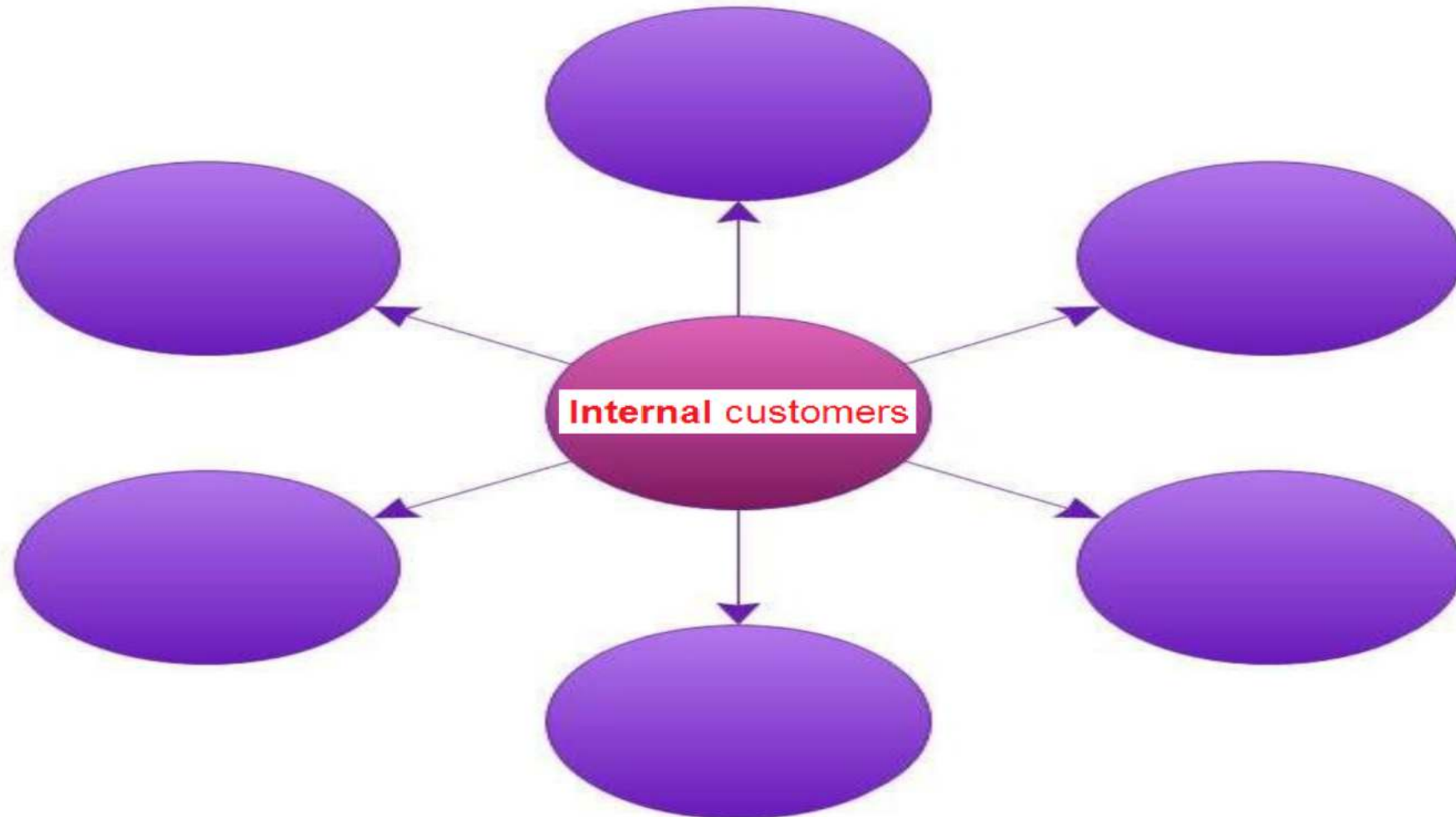


“Wheel and spoke” or “sundial”





“Wheel and spoke” or “sundial”





الجمعية السعودية للعلاج الطبيعي
Saudi Physical Therapy Association

Medical^{K P I S}
Infinite Giving
عطاء بلا حدود



within the organization / outside the organization



Internal Customer

VS

External Customer

- Admitting/reception/front office staff
- Administrative staff
- Administrative services staff
- Ancillary staff/technicians
- Care coordination/social services staff
- Communications staff
- Human resource staff
- Facilities staff
- Finance staff
- Medical/clinical record staff
- Nurses, aides, medical assistants
- Performance improvement, QM
- Pharmacists
- Physicians, med. directors

- Patients/families
- Physicians
- Purchasers
- Insurance companies and health plans
- Employers
- Government agencies
- Regulators and accrediting agencies
- Vendors/suppliers (goods and services)
- Other providers
- Educational institutions



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Healthcare between service or product

service

It is a **combination of skills and expertise**, which are intangible and cannot be measured, tested, or verified in advance.



Perish once delivered, if service opportunity is lost, it may be that it can not recouped

high variation from provider to provider, customer to customer, and from day to day.



heterogeneous

In **healthcare** service driven industry
In **manufacturing** product driven industry

product

can be measured and counted, tangible items that an organization produces



Not perish



there is little variation from one product to the next

product

A good, idea, method, information, object or service created as a result of a process and serves a need or satisfies a ...

homogenous



PRODUCTS vs. SERVICES

Product	Service
Tangible	Intangible غير ملموسة
Measure Output "objects"	Measure Outcome "performances"
Homogenous	Heterogeneous غير متجانسة
Can be stored or resold	Perishable فاني / ضائع cannot be stored or resold
Can be patented براءة اختراع	Very difficult to patent

KEY DIMENSIONS OF QUALITY CARE PERFORMANCE

1. Safe
2. Timely
3. Effective
4. Efficient
5. Equitable
6. Patient-centered
7. Efficacy
8. Appropriateness
9. Availability
10. Continuity
11. Respect and Caring



الصفات





خدمة مناسبة للمريض

• The degree to which the care and services provided are:

1. Relevant to an individual's clinical needs.

ذو صلة
RELEVANT



2. Correct: Doing the right things in accordance with the purpose (Medical necessity).

3. Suitable resource utilization as judged by peers.

Peer





Timeliness

- The degree to which care is provided to the individual at the most beneficial or necessary time.





Availability خدمة متاحة

ممکن الوصول إليه

- The degree to which appropriate care and services are accessible and obtainable to meet an individual's needs.





Competency

كفاءة

- The degree to which the practitioner adheres to professional and/or organizational standards of care and practice.

Peer

استمرارية الخدمة Continuity



Coordination



Cooperation

seamless



- The coordination of needed healthcare services for a patient among all practitioners and across all involved organizations over time.
- The ~~delivery~~ of needed healthcare as a coherent unbroken متناسك succession of services.

UNBROKEN



Effectiveness

Effectiveness



- The degree to which care is provided in the correct manner, given the current state of knowledge, to achieve the desired or projected outcome(s) for the individual"



$$\text{Effectiveness} = \frac{\text{Achieved}}{\text{Desired}}$$

