



Quality in Healthcare: Concepts



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What is quality?

- **Quality** must be understood before it can be managed
- *Noun and adjective*
- *The Oxford English Dictionary* defined quality as:
 - The standard of something as measured against other things of a similar kind;
 - the degree of excellence of something.
- Adjective- Excellent

What is quality?

- ISO 9001- Quality is defined as “the degree to which a set of inherent characteristics fulfills requirements”.
- It is both objective and subjective in nature.

TRANSCENDENT

Scholars in Philosophy

Quality is an "innate excellence" that cannot be defined precisely, but it is intuitively understood, you know what it is

Quality it's a simple, unanalyzable property that we learn to recognize only through experience

PRODUCT-BASED

Scholars in Economy

Quality is a precise and measurable variable found in the components and attributes of a product

Quality reflects the presence or absence of such measurable and *desired* product attributes

Higher *quality* = more attributes ➔ higher costs ➔ expensive goods

USER-BASEDScholars in Economic,
Marketing &
Operation Management

Individual consumers have different wants or needs, and those goods that best satisfy their preferences have the highest *quality* for them

"Fitness for use" (J.M. Juran)

**MANUFACTURING
BASED**

"Conformance to requirements" (P. Crosby)

"Do things right the first time" (P. Crosby)

Preventing defects (less expensive than repair/rework) ➔ costs reduction ➔ improvements in *quality*

A product that deviates from specifications is likely to be poorly made and unreliable, providing less satisfaction (*poor quality*) than one that is properly constructed (*high quality*)

VALUE-BASEDScholars in Operation
Management

Define *quality* in terms of *costs & prices*: "A *quality* product is one that provides performance at an acceptable *price* or conformance at an acceptable *cost*"

This approach is becoming the more prevalent



The Dimensions of Quality (Garvin. 1988)

Dimension	Meaning and example
Performance	Primary product characteristics, such as brightness of the picture
Features	Secondary characteristics (i.e. added features), such as remote control
Conformance	Meeting specifications or industry standards, workmanship
Reliability	Consistence performance over time, average time for the product/unit to fail
Durability	Useful life, includes repair
service	Resolution of problems and complaints, ease of repair
Response	Human-to-human interface, such as courtesy of the dealer
Aesthetics	Sensory characteristics, such as exterior finish
reputation	Past performance and other intangibles, such as being ranked first/best

Definition of quality (WHO)

- *Quality is the level of attainment of health systems' intrinsic goals for health improvement and responsiveness to legitimate expectations of the population.*

WHO's dimensions of quality for Healthcare



Quality in Healthcare

- Quality Digest: “Quality is meeting the customer's needs in a way that exceeds the customer's expectations”.
- The Community Health Accreditation Program - quality as “*the degree to which consumers progress toward a desired outcome*
- National Association of Quality Assurance Professionals - quality as “*the level of excellence produced and documented in the process of patient care, based on the best knowledge available and achievable at a particular facility.*”

NHS England- Quality of care

- The single common definition of quality which encompasses three equally important parts:
 - Care that is clinically effective— not just in the eyes of clinicians but in the eyes of patients themselves;
 - Care that is safe; and,
 - Care that provides as positive an experience for patients as possible

Definition of quality of care

- Doing the right things (what)
- To the right people (to whom)
- At the right time (when)
- And doing things right first time

Definition of quality

Carrying out interventions correctly according to pre-established standards and procedures, with an aim of satisfying the customers of the health system and maximizing results without generating health risks or unnecessary costs.

Institute for Healthcare Improvement --- (IHI):

- Quality is turning into outcomes management, and involves minimizing unnecessary variation so that outcomes become more predictable and certain.

Institute of Medicine

- “Quality of Care” is the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.

IOM's Six Aims for Improving Health Care Quality

Aim	Description
1. Safe care	Avoiding injuries to patients
2. Effective care	Providing care based in scientific knowledge
3. Patient-centered care	Providing respectful and responsive care that ensure that patients values guide clinical decisions
4. Timely care	Reducing waits for both recipients and providers of care
5. Efficient care	Avoiding waste
6. Equitable care	Ensuring that the quality of care does not vary because characteristics such as gender, ethnicity, socioeconomic status, or geographic location.

10 Dimensions of Healthcare Quality

- Availability & Appropriateness
- Accessibility & Affordability
- Equity & Equality
- Technical Competence & Skills
- Timeliness & Continuity
- Safety
- Respect & Caring (I.P. relations)
- Efficiency
- Effectiveness & Efficacy
- Amenities

3 Perspectives of Healthcare Quality

- Healthcare staff (service providers)
- Health Manager (administration)
- Clients (external & internal)



The Patient / Client



Research done shows that patients/clients want services that are with:

- **Timeliness, continuity, respect and care;**
- **Safety**, positive result (**effective**) and **affordable**;
- Provision of adequate information about their condition and treatment; and privacy (**confidentiality**);
- Provision of all the drugs they need (**availability**);
- Within physical reach and given in a language they can understand (**accessibility**);
- All and equal services with justice (**equity & equality**).

The Health Care Manager



The health care manager sees quality care as:

- Managing efficiently the available resources of the health facility (**efficiency**).
- Staff achieving set targets & are disciplined (**effectiveness & management**)
- Health staff being regularly supported and supervised (**I.P. relations, safety, equity & equality**).
- Having adequate and competent staff to provide care (**tech. competence & skills**)
- Providing enough resources for work (**availability** of inputs and **amenities**)

The Health Staff / Provider



The health provider can provide quality care if present:

- Adequate knowledge and skills (**Tech. Comp.**)
- Enough resources- staff, drugs, supplies, equipment and transport etc (**Admin support & efficiency**)
- Safe and clean workplace (**safety & amenities**)
- Opportunity to regularly improve himself/herself (**CME**)
- Is well paid and rewarded for good work (**motivation**)
- Well support & cooperation (**I.P. relations**)
- Same advantages & benefits as other staff of similar grade & category (**equity & equality**)

Availability & Appropriateness



- The availability of a needed test, procedure, treatment or service to the patient in his needs.
- The degree to which the care / intervention provided is relevant and appropriate to the patient's clinical needs, given according to the current state of knowledge.

Access & Affordability



- Everyone should have access to quality health care. Access refers to the **ability of the individuals, to obtain health services.**
- Some of the factors that can affect access are:
 - a) **Distance:** e.g. If the access to quality health care may becomes a problem due to far distance.
 - b) **Financial:** e.g. where people cannot afford the services.
 - c) **Culture, beliefs and values**

Equity & Equality



- Quality services should be provided **to all** people who need them in a similar & equal way.
- Quality services should be available in all parts of the country, in villages, towns and cities **without difference** regarding race, gender, age, religion, nationality, sects, political issues, affordability, physical appearance or any other group, etc.

Technical competence & Skills



- Technical competence as an indicator of quality assurance implies that we should have adequate knowledge and skills to carry out our functions in order to provide quality services.
- With respect to what we cannot do, we are expected to refer them to other centers or personnel who are more competent to handle it.
- Our practice should also be followed by-
Standard Treatment Guideline.



Timeless & Continuity



- The degree to which the needed test, procedure, treatment, service, or healthcare intervention is provided to the patient, **at the most beneficial or necessary time, and is coordinated** among service providers and organizations.
- Continuity means that the client gets the **full range** of needed health services, and that when the case is beyond us, we **refer** them to the right level.



Safety & Reliability



- The safety of the patient and staff. The degree to which the risk of an intervention and the **risks** in the care environment **are reduced** for the patient and others, including the healthcare provider.
- Safety means that when providing health services, we **reduce** to the barest minimum injuries, infections, **harmful adverse effects and other dangers** to clients and to staff.



Respect and Caring (Interpersonal Relations)



- The degree to which the patient or a designee is involved in his/her own care decisions and to which those providing services do so with sensitivity and respect for the patient's expectations and differences.
- It refers to the relationship among all stakeholders
We should show respect to our clients; feel for our patients; not be rude with them; not disclose information we get from them to irrelevant people.
- This all will bring about good relations and trust.
Clients consider good interpersonal relationship as an important component of quality of care.

Efficiency



- The efficiency with which services are provided. The relationship between the **outcomes** (results of care) and the **resources** used to deliver patient care.
- Efficiency is the provision of high quality care at the lowest possible cost. We are expected to make the **best use of resources** and avoid waste of our scarce resources.

Effectiveness and Efficacy



- The degree to which the care/intervention is provided in the correct manner, given the current state of knowledge, in order to achieve the **desired/projected outcomes**.
- Type of care that produces positive change in the patient's health or his/her quality of life. The uses of treatments & procedures that are known to be effective with **best possible efficacy** in relation to the patient's condition.

Amenities



- These are **indirect features** that can be provided by our health facilities to make life comfortable and pleasant for clients. They **contribute** to clients' satisfaction and make clients willing to use our services. For example, cleanliness, comfortable seats & beds, television sets, media, educational materials & videos, indication signs, best possible general facilities and physical environment etc. in the healthcare entity.

Improving Quality of Health Care

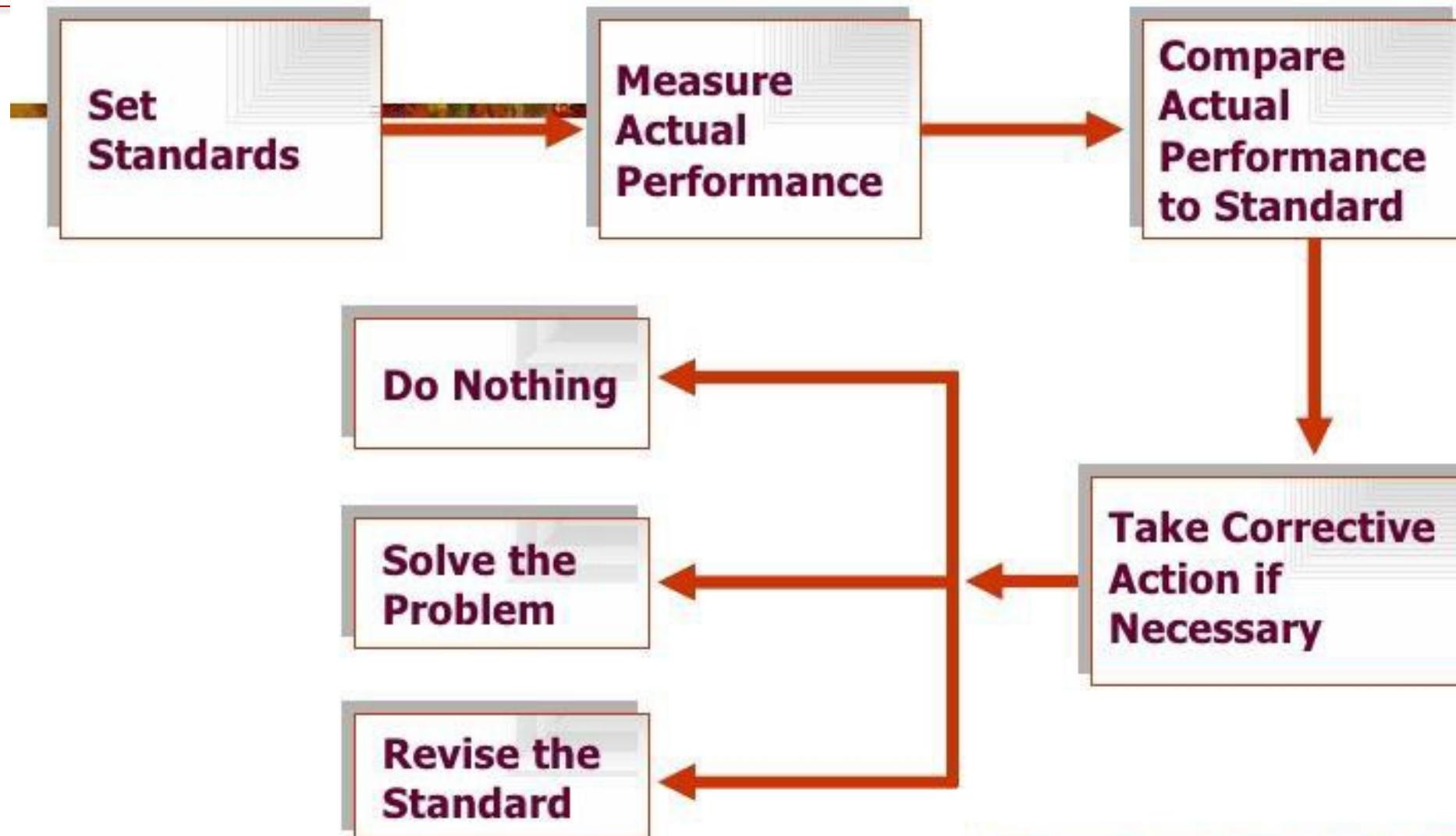


Evolution in Quality Thinking in Industry and in the Health Service

Quality Control

- Quality control (QC) is a procedure or set of procedures intended to ensure that a manufactured product or performed service adheres to a defined set of quality criteria or meets the requirements of the client or customer.

Steps in the Control Process



Quality Assurance

- **Donabedian:** all the arrangements and activities that are meant to safeguard, maintain, and promote the quality of care.
- **Drs. Ruelas and Frenk:** a systematic process for closing the gap between actual performance and the desirable outcomes
- **Dr. Heather Palmer:** process of measuring quality, analyzing the deficiencies discovered, and taking action to improve performance followed by measuring quality again to determine whether improvement has been achieved.
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Quality Assurance

- quality assurance is that set of activities that are carried out to set standards and to monitor and improve performance so that the care provided is as effective and as safe as possible

Quality Assurance

- Quality assurance is a process to ensure that the quality of a product or a service meets a predetermined standard.
- The process of quality assurance compares the quality of a product or service with a minimum standard, often set by some external authority.
- The aim in quality assurance is to ensure that a product or service is fit for purpose

The Four Tenets of Quality Assurance

- ♦ Quality Assurance is oriented toward meeting the needs and expectations of the patient and the community.
 - ♦ Quality assurance focuses on systems and processes.
 - ♦ Quality assurance uses data to analyze service delivery processes.
 - ♦ Quality assurance encourages a team approach to problem solving and quality improvement.
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QAP's Quality Assurance Process

1. Planning for quality assurance
2. Developing guidelines and setting standards
3. Communicating standards and specifications
4. Monitoring quality
5. Identifying problems and selecting opportunities for improvement
6. Defining the problem operationally
7. Choosing a team
8. Analyzing and studying the problem to identify its root causes
9. Developing solutions and actions for improvement
10. Implementing and evaluating quality improvement efforts

QA vs. QC

- Quality Assurance makes sure that we are doing the right things, the right Way.
- QA focuses on building in quality and hence preventing defects.
- QA deals with process.
- QA is for entire life cycle.
- QA is preventive process.
- Quality Control makes sure the results of what we've done are what we expected .
- QC focuses on testing for quality and hence detecting defects.
- QC deals with product.
- QC is for testing part in SDLC.
- QC is corrective process.

Quality Improvement (QI)

- A planned, systematic approach to monitoring, analysis and improvement of performance to achieve optimal patient outcomes and patient experience
- Quality improvement is therefore primarily concerned with self or one's team, rather than external bodies (Inglis, 2005)

Quality Improvement

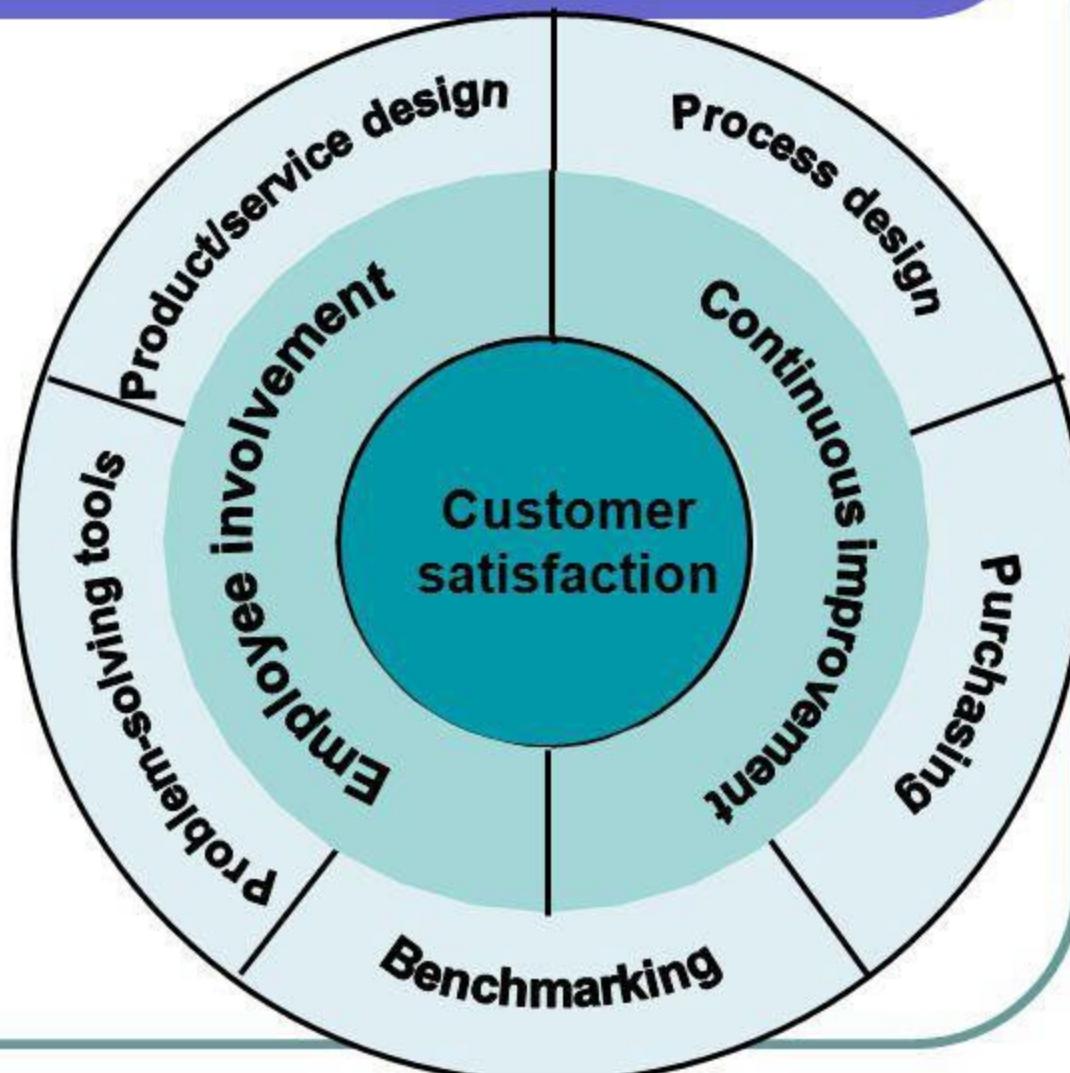
- QI work as systems and processes
- Focus on patients
- Focus on being part of the team
- Focus on use of the data

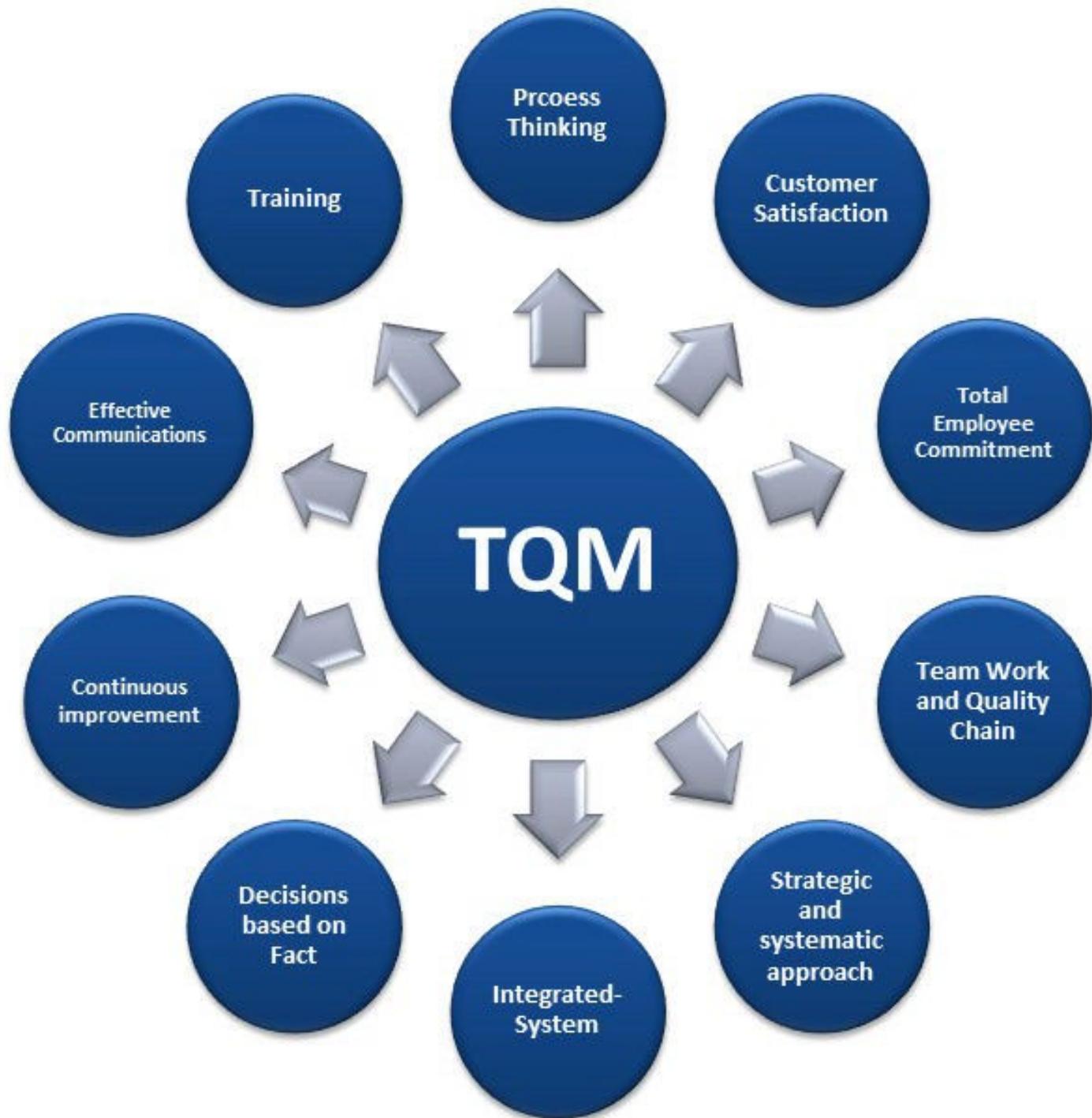
Total Quality Management

- a management approach to long-term success through customer satisfaction.
- In a TQM effort, all members of an organization participate in improving processes, products, services, and the culture in which they work
- It uses strategy, data, and effective communications to integrate the quality discipline into the culture and activities of the organization

TQM Wheel

TQM emphasizes three main principles: customer satisfaction, employee involvement, and continuous improvement.





Continuous Quality Improvement (CQI)

- Continuous QI is a philosophy that encourages all health care team members to continuously ask: “How are we doing?” and “Can we do it better?”(Edwards, 2008).
- More specifically, can we do it more efficiently? Can we be more effective? Can we do it faster? Can we do it in a more timely way?
- Continuous improvement begins with the culture of improvement for the patient, the practice, and the population in general.

Lets reflect on key learnings...

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Resources

[Dimensions of Quality in Healthcare | PPT \(slideshare.net\)](#)