

## Quality in health systems

Dr Charles Shaw

April 2013

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## Relevant Euro guidance

- Council of EU. Recommendation on patient safety 2009/C 151/01
- EC Directive 2011/24/EU on the application of patients' rights in cross-border healthcare
- EC Regulation 765/2008 "requirements for accreditation and market surveillance"
- EC "strategic vision for European standards" COM(2011) 311
- Council of Europe. Recommendation Rec(2006)7 on Patient Safety

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## European charter of patients' rights



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## Patients' rights

- Access
- Information
- Empowerment
- Security

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COUNCIL OF  
THE EUROPEAN UNION

EN

### Council Recommendation on patient safety, including the prevention and control of healthcare associated infections

2947th EMPLOYMENT, SOCIAL POLICY, HEALTH AND  
CONSUMER AFFAIRS Council meeting

Luxembourg, 9 June 2009

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## National action on patient safety

- Establish national policies and programmes
- Empower and inform citizens and patients
- Promote training of healthcare workers
- Share knowledge, experience and best practice
- Develop and promote research
- Adopt strategy for healthcare associated infections
- Establish infrastructure on use of antimicrobials

Council of EU 2009

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### WHO guidance

1. Look-Alike, Sound-Alike Medication Names
2. Patient Identification
3. Communication During Patient Hand-Over
4. Correct Procedure at Correct Body Site
5. Control of Concentrated Electrolytes
6. Assuring Medication Accuracy at Transitions
7. Avoiding Catheter Misconnections
8. Single Use of Injection Devices
9. Improved Hand Hygiene to Prevent infection

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### Common national systems

- Approval - pharmaceuticals, medical devices, implants
- Registration, licensing – institution, individual
- Training of clinical professionals
- Health technology assessment
- Organisational quality assessment
  - Accreditation, certification
- Clinical quality assessment
  - Clinical registers, collaborative audit

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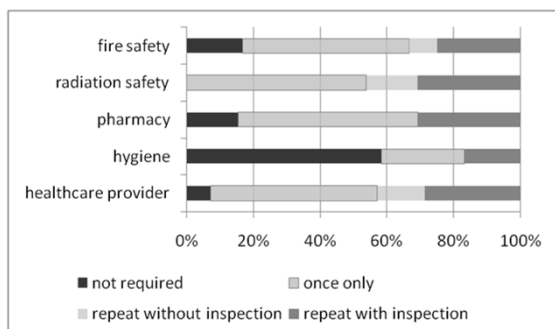
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### Public sector licensing, Europe 2008



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### Performance measurement systems

- Should be defined in a published plan for quality and performance management
- Governments should encourage harmonization of standards, measurements, incentives and public information
- Values, reference standards and objectives of performance measurement systems to be explicitly agreed with stakeholders
- Systems should not rely on single sources of data, should combine a range of informants

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### Pressures for clinical review

- Evidence of unacceptable variations
- Clearer research-based messages
- Scientific knowledge is growing too fast for individuals to interpret and assimilate
- Resources wasted on ineffective work
- Public demand for latest and best practice

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### Why have clinical audit?

- improve quality of patient care
- educate and train clinicians
- make best use of resources
- improve service organisation

Medical Royal Colleges, UK 1991

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### Effective audit involves...

- Systematic measurement of current practice
- Reference to research-based standards
- Practical mechanisms for change
- Repeat cycle to show benefit

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### Implementing change

- clear responsibility and organisation
- local ownership of explicit, agreed aims
- group and individual feedback
- peer review
- explicit action plans
- positive incentives, reinforcement
- systematic re-evaluation

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### Problems with cross-border quality in EU

- Expectations: no agreed European definition of "safe" hospital
- Measures: assessment systems vary in coverage, depth, rigour (within, between MS)
- Results: little comparable public information

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### Policies related to healthcare quality in Estonia

- Health Services Organization Act 2002
  - quality assurance for health service providers
  - Quality handbook as basis for internal quality assurance system
- Hospital Master Plan 2003
- Harmonisation with EU legislation
  - Cross-border directive

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### Cycle of improvement

Standards  
Guidelines  
Expectations

Measurement  
Audit  
Survey

Change management

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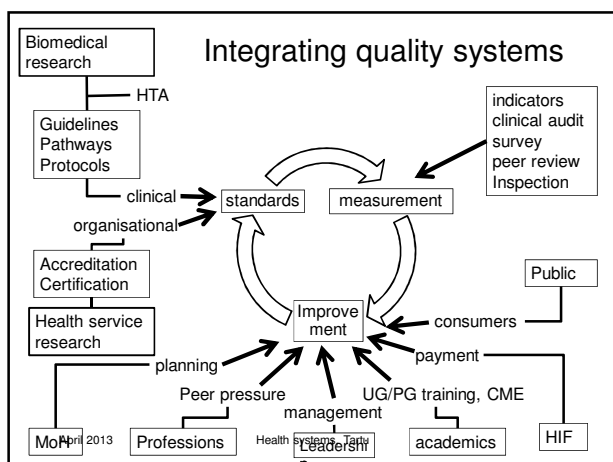
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- ### National organisations in Estonia related to quality and safety
- Ministry of Social Affairs
    - State Agency of Medicines (SAM)
    - Health Care Board (HCB)
    - National Institute for Health Development (NIHD)
    - Health Protection Inspectorate (HPI)
  - Estonian Health Insurance Fund (EHIF)
    - Clinical Guidelines Advisory Board
    - indicator steering committee (PATH)
  - Professional associations, Estonian Hospitals Association
  - University of Tartu
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- ### National functions for QHC - how allocated?
- Disseminate quality standards, measurement and experience
  - Coordinate evidence-based medicine
  - Evaluate health technologies
  - Collect, analyse, compare performance data
  - Develop organisational standards
  - Provide training in quality management
  - Independent evaluation of institutions
  - IT strategy, standards
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## Management guidance

Guidance to hospital, PHC managers:

- Policy
- Organisation
- Methods
- Resources

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## Cost concerns, national level

- Cost-benefit is time-sensitive: eg MRI, CT, streptolysin
- Throughput per specialist team
  - Vascular, paediatric surgery
- Case-mix adjustment eg LoS, complications, costs
- Preventive health: Avoidable morbidity eg diabetic amputations

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## Cost control, local level

- Reducing surgical LoS
  - Pre-anaesthetic assessment
  - Day cases eg D&C, hernia, cataracts
  - external fixation long bone fractures
  - Use of blood, plasma
- Antibiotic prescribing
  - Clinical policy
  - Single dose prophylaxis, stop orders
  - Route of administration
  - Third line drugs

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### Teaching and learning

- Is patient safety, quality improvement visible in undergraduate, postgraduate curriculum, teaching and examination?
- Are knowledge, attitudes and skills explicit?
- Peer review, clinical audit as basis for CME and individual performance appraisal
- Sharing learning within and between clinical teams and specialties
- Translating audit into management action

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### Resources for quality

Not "more staff, more equipment, more money"

- **Time:** regular opportunity for systematic reflection with work colleagues
- **Data:** access to relevant, accurate, complete and timely data
- **Information:** academic and practical guidance on standards and measurement
- **Skills:** quality co-ordination, technical skills and training in methodology
- **Staff support:** technical and clerical

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### Quality improvement in the Estonian health system, 2007

- involvement of consumers
- key roles of institutions
- incentives for quality
- single coordinating structure
- unified quality and performance indicators

Kaja Põlluste, Jarno Habicht, Ruth Kalda, Margus Lember Int J Qual HC 2007

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### Opportunities in Estonia, 2013

- Engaging stakeholders
- Defining accountability
- Incentives for improvement
- Practical guidance on internal systems
- Knowledge transfer, skills, training
- Data quality, standards, strategy
- “Closing the loop”: change management

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### Principles

- Values →
- Policies →
- Legislation →
- Existing mechanisms →

Framework

### Strategies

- Involve patients
- Develop professions
- Develop institutions
- Develop management
- Develop clinical practice
- Develop system

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### Technical, or behavioural solutions?

- Research
- Technology assessment
- Clinical guidelines
- Care pathways
- Indicators

- Governance
- Leadership
- Incentives
- Organisation
- Systems
- Teamwork
- Feedback
- Training
- Evaluation



St John, Newfoundland  
-est 300,000,000 tons

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