Module 3: Introduction to Quality and Quality Improvement in Health

Unit 3.1: Dimensions in Quality and Quality Management
Unit 3.1: Objectives

1. Define key concepts of quality
2. Describe the different dimensions in quality improvement
Contents

• Quality
• Quality management
• Quality improvement / process improvement
• Quality assurance
• Quality control
• Quality audit
• Evidence-based process improvement
Group work

Assume you have to select a maternity for your sister to deliver her first baby.

- What criteria would you put up in terms of high quality for the delivery of your sister’s baby?
- What criteria would you set if you had to recommend this hospital if your best friend asks you to recommend one for his wife to deliver in?
Group work

• Discuss in groups of four and agree on at least ten criteria you would set for the selection.

• Please write them done on a paper and select one out of your group to present.

Time: 10 minutes
Group work

Collect the findings and discuss what the concept of quality means to the group.

Write the findings on a flip chart.

Time: 10 minutes
Defining Quality

1. Totality of features and characteristics of the Kenyan healthcare system that relates to its ability to satisfy a stated or implied health need (KQMH)

   Ministry of Health 2011

2. Quality is "the totality of features and characteristics of a product or service that bears its ability to satisfy stated or implied needs"

   ISO 8402-1986
3. A subjective term for which each person has their own definition. In technical usage, quality can have two meanings:
a. The characteristics of a product or service that bear on its ability to satisfy stated or implied need
b. A product or service free of deficiencies

*American Society of Quality*
Activity

Please compare the given definition with the criteria you have just set up.

Time: 10 minutes
Common terms in quality

Quality Management

A set of improvement and assessment techniques and tools to improve the overall performance of systems including quality assurance techniques.

Quality management can also be looked at as an organization-wide comprehensive management system including values, participation, teamwork and empowerment.
Common terms in quality (contd.)

Total Quality Management (TQM)

A management approach of an organization, centered on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction and benefits to all members of the organization and to society.
Common terms in quality (contd.)

Quality assurance

Focuses on ensuring that a set of processes for service delivery/production is strictly adhered to to minimize defects or variations in the final products or services, e.g. standard operating procedures (SOPs), guidelines.

Can be defined as all activities that contribute to defining, designing, assessing, monitoring, and improving the quality of healthcare.
Common terms in quality (contd.)

Quality control

Concerned with checking and reviewing work that has been done (product or end service), e.g. exit interviews, client satisfaction surveys, inspection, testing and sampling.

Implementation Guidelines for the Kenya Quality Model for Health • 2011
Quality audit

- The systematic examination of a quality system carried out by an internal or external quality auditor or an audit team.
- It is an important part of the organization’s quality management system and is a key element in the ISO quality system standard, ISO 9001.
- Quality audits are typically performed at predefined time intervals and ensure that the institution has clearly defined internal system monitoring procedures linked to effective action.
Self-assessment

“A cyclic, comprehensive, systematic, and regular review of an organization’s activities and results against a model of business excellence (for example, the total quality management models of the quality awards) culminating in planned improvement actions.”

European Foundation for Quality Management 1993
Quality Improvement

- A systematic approach to the processes of work that looks to remove waste, loss, rework, frustration, etc., in order to make the processes of work more effective, efficient, and appropriate.

*Implementation Guidelines for the Kenya Quality Model for Health 2011*

Anything that enhances an organization's ability to meet quality requirements. *Quality improvement* is one part of quality management.

ISO 9000

The ISO definition of *quality improvement* states that it is the actions taken throughout the organization to increase the effectiveness of activities and processes to provide added benefits to both the organization and its customers. In simple terms, quality improvement is anything that causes a beneficial change in quality performance.
Dimensions of Quality for Product

1. **Performance**
   - Basic operating characteristics

2. **Features**
   - “Extra” items added to basic characteristics

3. **Reliability**
   - Probability product will operate over time

4. **Conformance**
   - Meeting established standards

5. **Durability**
   - Life span before replacement
Dimensions of Quality for Service

1. **Time & Timeliness**
   - Customer waiting time, completed on time

2. **Completeness**
   - Customer gets all they asked for

3. **Courtesy**
   - Treatment by employees

4. **Consistency**
   - Same level of service for all customers

5. **Accessibility & Convenience**
   - Ease of obtaining service

6. **Accuracy**
   - Performed right every time

7. **Responsiveness**
   - Reactions to unusual situations
## Dimensions of Quality in Healthcare

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Description</th>
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<tr>
<td>Technical performance</td>
<td>The degree to which the tasks carried out by the health workers and facility meets expectations of the technical quality (compliance with standards, etc.)</td>
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<tr>
<td>Effectiveness</td>
<td>The degree to which the desired results (outcome) of care are met (ability to achieve desired outcome)</td>
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<tr>
<td>Efficiency</td>
<td>The ratio of the outputs of services to the associated costs of producing those services (use of minimum effort/resource to achieve desired outcome)</td>
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<td>Safety</td>
<td>The degree to which the risks of injury, infection or other harmful side effects are minimized</td>
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<td>Access to service</td>
<td>The degree to which healthcare services are unrestricted to geographical, economic, cultural, social, organizational or linguistic barriers</td>
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<td>Dimensions of Quality (contd.)</td>
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<td><strong>Interpersonal relationship</strong></td>
<td>Trust, respect, confidentiality, courtesy, responsiveness, empathy, effective listening, communication between providers and clients</td>
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<td><strong>Continuity of care</strong></td>
<td>Delivery of care by one care provider throughout the course of care (where appropriate) and appropriate and timely referral and communication between providers</td>
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<td><strong>Physical infrastructure and comfort</strong></td>
<td>Physical appearance of the facility and cleanliness, comfort, privacy and other aspects that are important to the clients</td>
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<td><strong>Choice</strong></td>
<td>When appropriate, client choice of provider, insurance plan or treatment</td>
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<td><strong>Patient centeredness</strong></td>
<td>Putting the client first. The client as a co-producer of the desired health outcome at individual, family and community levels.</td>
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Why Quality?

Where health systems – particularly in developing countries – need to optimize resource use and expand population coverage, the process of improvement and scaling up needs to be based on sound local strategies for quality so that the best possible results are achieved from new investment.

(WHO 2006)
Summary

- Quality is doing the right things
- Doing things right
- Doing things at the right time
- Meeting or exceeding client and communities’ expectations
- Expressed satisfaction of clients
- Meeting needs not wants
- Taking into account effective use of resources
- Compliance with standards
- Meeting minimum standards
Thank you very much!