

Quality Healthcare through High Quality Health Management (An Opinion)

15 October 2009

- I. Quality Healthcare
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Quality Healthcare

1. Quality people in hospital
2. With quality hardware
3. Performing quality processes
4. Producing quality outcomes
5. With strict follow-up tracers

Quality Healthcare

1. Quality people
2. Quality hardwares
3. Quality processes
4. Quality outcomes
5. Tracers

Quality Healthcare

1. Quality people
 - a. Competent
 - b. Skilled

Quality Healthcare

1. Quality people

a. Competent

- Core
- Functional
- Leadership

Quality Healthcare

1. Quality people

a. Competent

b. Skilled

- Clinical (JCI)
- Hospitality (HEART)
- Efficiency (LEAN)

Quality Healthcare

1. Quality people
2. **Quality hardware**
 - a. Quality facility
 - b. Quality equipment

Quality Healthcare

1. Quality people
2. Quality hardware
3. **Quality processes**
 - a. Quality benchmark hospital
 - b. Quality benchmark pathways

Quality Healthcare

1. Quality people
2. Quality hardware
3. **Quality processes**
 - a. **Quality benchmark hospital**
 - Domestic/International
 - Tertiary/Quarternary

Quality Healthcare

1. Quality people
2. Quality hardware
3. **Quality processes**
 - a. Quality benchmark hospital
 - b. **Quality benchmark pathways**
 - Clinical
 - Hospitality
 - Efficiency

Quality Healthcare

1. Quality people
2. Quality hardware
3. Quality processes
4. **Quality outcomes**
 - a. Clinical (Quality & Safety)
 - b. Hospitality (CSI)
 - c. Efficiency (Margin)

Quality Healthcare

1. Quality people
2. Quality hardware
3. Quality processes
4. Quality outcomes
5. **Tracers**
 - a. External
 - b. Internal



Quality Hospital

1. People of any kind
2. With quality hardware
3. Performing quality processes
4. Producing quality outcomes
5. With tracers from outside

Acting

Quality Culture

1. Quality people
 2. With quality hardware
 3. Performing quality processes
 4. Producing quality outcomes
 5. With tracers from inside
- Living**

Quality Culture Behavior

1. **Responsibility** of every single soul
(Employee Engagement > 58%)
2. **Hearts** - Integrity & value
3. **Guts** - Hard working & Perseverance
(CQIs on all major aspects)
4. **Persistent** Follow-ups
(Super Tracers)



**Quality Hospital
vs.
Quality Culture**



**III. Quality
Health Management**

BMC Organizational Quality Management

- **PROACTIVE**
 - Always ready
 - Avoid risk
- **REACTIVE**
 - Timely response
 - Prevention of repeat
 - Continuous improvement



1. BMC Quality Clinical Management

- **PROACTIVE**
 - Patient Safety Goals
 - Closely Patient Safety Auditing
- **REACTIVE**
 - Clinical Rapid Response
 - Clinical Improve Processes (RCA)
 - CQI Monitor (Monthly)

1. BMC Quality Clinical Management

- **PROACTIVE**
 - **Patient Safety Goals**
 - PSG 1: Patient Identifications
 - PSG 2: Communications of Patient Care Team Members
 - PSG 3: High Alert Drugs Administration
 - PSG 4: Procedure on Wrong Patient, Wrong Side & Wrong Level
 - PSG 5: Nosocomial Infections
 - PSG 6: Slips & Falls

1. BMC Quality Clinical Management

- **PROACTIVE**
 - Patient Safety Goals
 - **Closely Auditing**
 - Bi-weekly Super Tracers
 - Monthly DCSC Tracers
 - Monthly safety walk-around
 - Quality Dashboard

1. BMC Quality Clinical Management

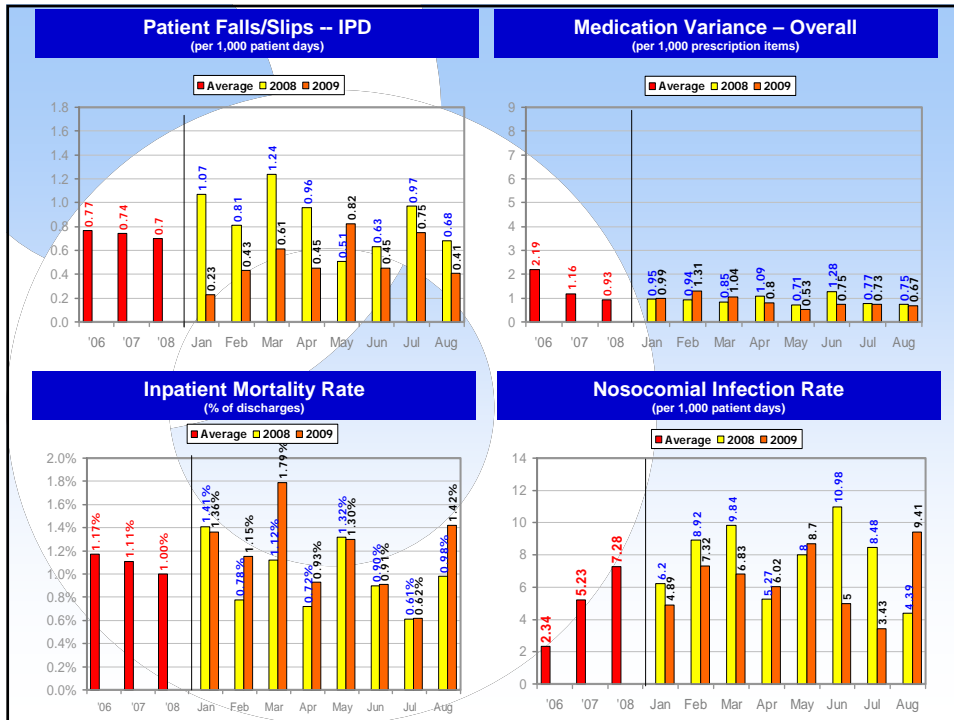
- **PROACTIVE**
 - Patient Safety Goals
 - Closely Monitoring
- **REACTIVE**
 - **Rapid Response (PRN & Weekly)**
 - Weekly Patient Safety Team Discussion
 - Monitoring of Set Indicators
 - Conclusions
 - Actions/Recommendations
 - Follow-up

1. BMC Quality Clinical Management

- **PROACTIVE**
 - Patient Safety Goals
 - Closely Monitoring
- **REACTIVE**
 - Rapid Response (PRN & Weekly)
 - **Improve Processes (Monthly)**
 - Patient Safety Committee Meeting
 - Policy development
 - Policy adjustment
 - Policy periodic Reviews

1. BMC Quality Clinical Management

- **PROACTIVE**
 - Patient Safety Goals
 - Closely Monitoring
- **REACTIVE**
 - Rapid Response (PRN & Weekly)
 - Improve Processes (Monthly)
 - **CQI Monitor (Monthly)**
 - Patient Safety CQI



2. BMC Quality Hospitality Management

- **PROACTIVE**
 - HEART Practice
 - Closely Patient Satisfaction Auditing
- **REACTIVE**
 - Nonclinical Rapid Response
 - Nonclinical Improve Processes (RCA)
 - CQI Monitor (Monthly)

2. BMC Quality Hospitality Management

- **PROACTIVE**
 - **HEART Practice**
 - H = Hearty Smiles
 - E = Empathy
 - A = Attention
 - R = Relationship
 - T = Trust (Professionalism)

2. BMC Quality Hospitality Management

- **PROACTIVE**
 - HEART Practice
 - **Closely Auditing**
 - Bi-weekly tracers
 - Monthly Clinical CQI Monitor
 - Patient Safety CQI

2. BMC Quality Hospitality Management

- **PROACTIVE**
 - HEART Practice
 - Closely Monitoring
- **REACTIVE**
 - **Rapid Response (Team)**
 - Team Weekly Patient Safety Management
 - Monitoring of Set Indicators
 - Conclusions
 - Actions/Recommendations
 - Follow-up

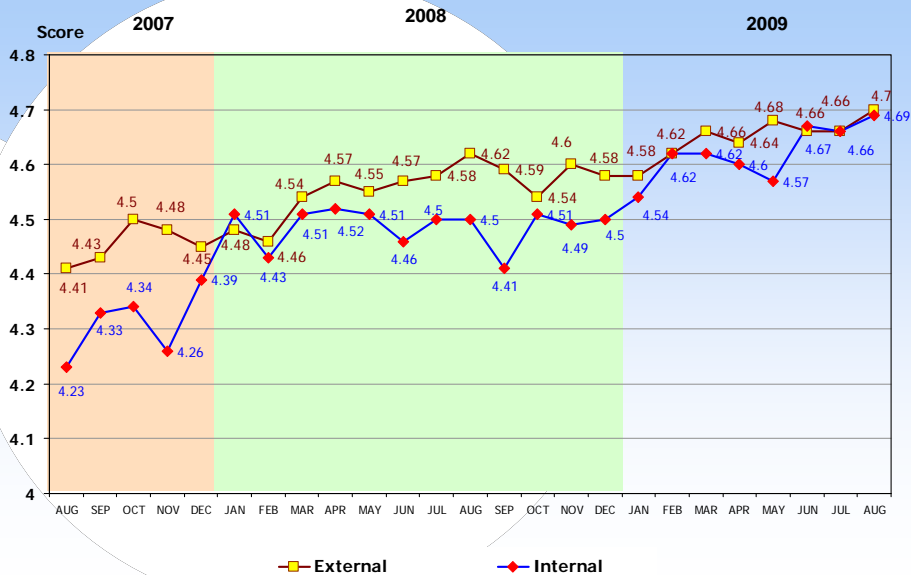
2. BMC Quality Hospitality Management

- **PROACTIVE**
 - HEART Practice
 - Closely Monitoring
- **REACTIVE**
 - Rapid Response (Team)
 - **Improve Processes (Committee)**
 - Patient Safety RCA & Policy Management
 - Policy development
 - Policy adjustment
 - Policy periodic Reviews

2. BMC Quality Hospitality Management

- PROACTIVE
 - HEART Practice
 - Closely Monitoring
- REACTIVE
 - Rapid Response (Team)
 - Improve Processes (Committee)
 - **CQI Monitor (Monthly)**
 - Non-Clinical Service CQI

BMC HEART SCORE



3. BMC Quality Efficiency Management

- **PROACTIVE**
 - Cost Improvement Goals
 - Closely Cost Improvement Auditing
- **REACTIVE**
 - Rapid Response
 - Improve Processes (RCA)
 - CQI Monitor (Monthly)

3. BMC Quality Efficiency Management

- **PROACTIVE**
 - **Cost Improvement Goals**
 - CIG 1: Unit FTE Management
 - CIG 2: Unit FMS & Utilities Management
 - CIG 3: Unit 5 S & Inventory
 - CIG 4: Unit MTD Expense (If applicable)
 - CIG 5: Unit Bad Debts (If applicable)

3. BMC Quality Efficiency Management

- **PROACTIVE**
 - Cost Improvement Goals
 - **Closely Monitoring**
 - Weekly tracers

3. BMC Quality Efficiency Management

- **PROACTIVE**
 - Cost Improvement Goals
 - Closely Monitoring
- **REACTIVE**
 - **Rapid Response (Team)**
 - Cost Management Team Meeting (Weekly)
 - Monitoring of Set Indicators
 - Conclusions
 - Actions/Recommendations
 - Follow-up

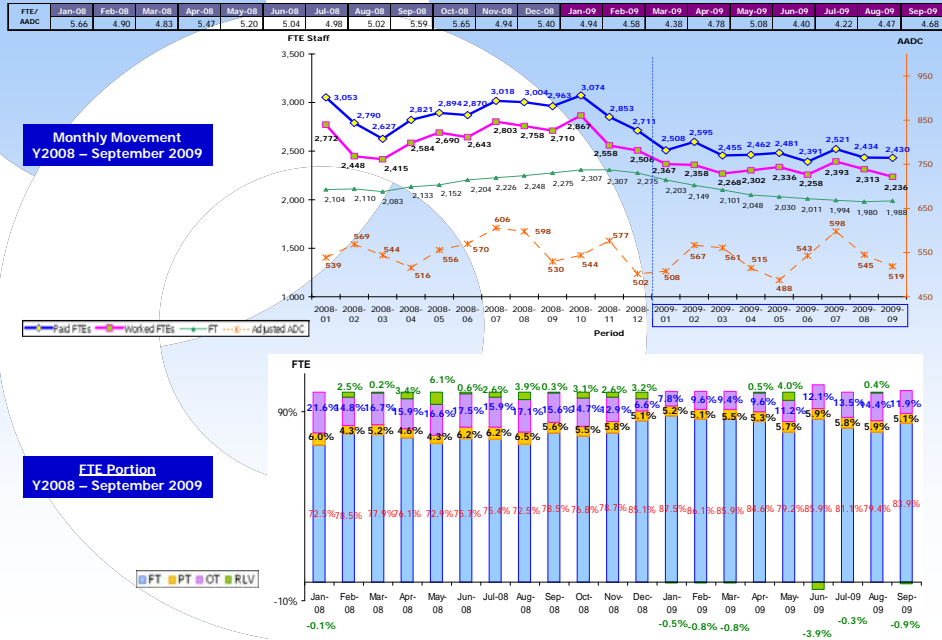
3. BMC Quality Efficiency Management

- **PROACTIVE**
 - Cost Improvement Goals
 - Closely Monitoring
- **REACTIVE**
 - Rapid Response (Team)
 - **Improve Processes (Committee)**
 - Cost Efficiency Committee Meeting
 - Policy development
 - Policy adjustment
 - Policy periodic Reviews

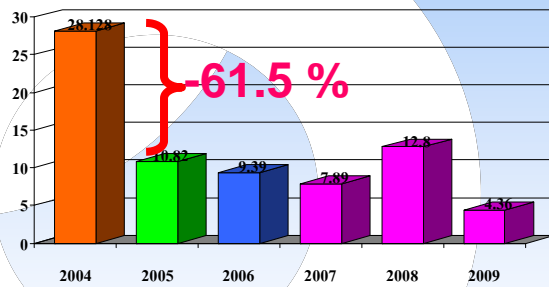
3. BMC Quality Efficiency Management

- **PROACTIVE**
 - Cost Improvement Goals
 - Closely Monitoring
- **REACTIVE**
 - Rapid Response (Team)
 - Improve Processes (Committee)
 - **CQI Monitor (Monthly)**
 - First Time Quality CQI
 - Waste Elimination CQI

Monthly FTE Movement



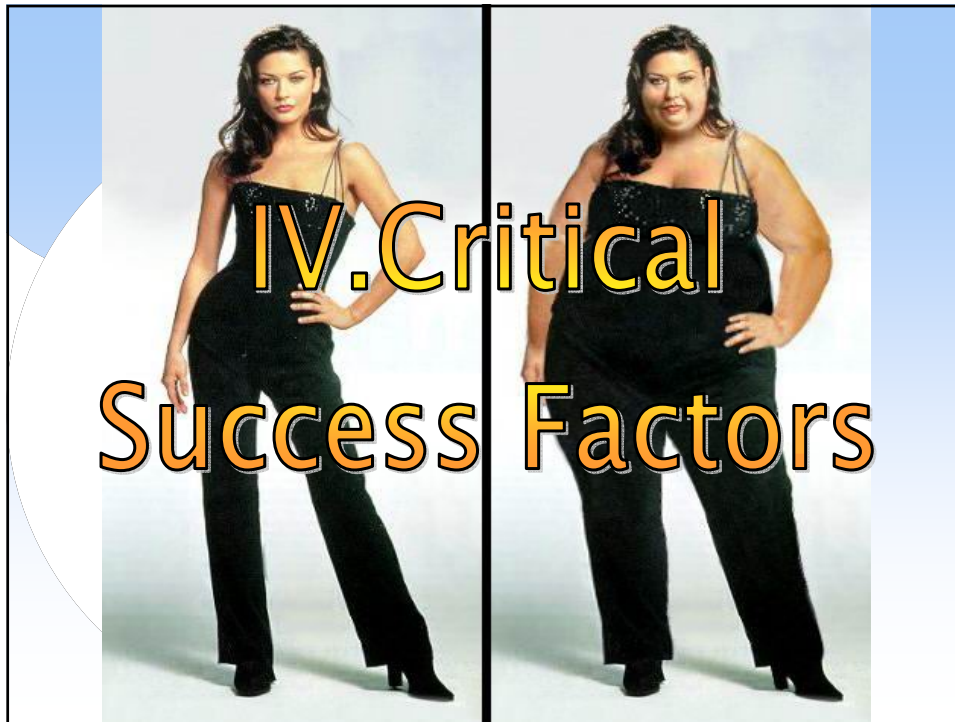
Cost of Adverse Events – BMC



2004 28,127,524.01 Baht

* Started QPS July 1, 2005

2005 10,829,880.02 Baht



CSF 1: Continuity (2–4 years)

CSF 2: Leadership

CSF 3: Lead team

CSF 4: Guts/Perseverance

CSF 5: Engagement

Critical Success Factors

