

品質與成本 (Quality and Cost)

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What is quality?

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The degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.

Quality is doing things in the first place (Crosby , 1979).

Horatio Nelson (1995)

If you cannot measure it you cannot improve it.

Brook, Mcglynn & Shekelle(2000)

You manage what you measure.

The Eight Dimensions of Quality

1. Performance
2. Reliability
3. Durability
4. Serviceability
5. Aesthetics
6. Features
7. Perceived Quality
8. Conformance to Standards

- ▶▶ **Quality** of nurses' performance
- ▶▶ **Quality** of patient care assessment,
planning, and care
- ▶▶ **Quality** of continuity of care

▶▶ **Quality** of patient and family education

▶▶ **Quality** of people's environment

▶▶ **Quality** of work-life

品質的相關名詞

- 品質管制 (QC)-是否符合規定
- 品質保證(QA)
- 全面品質改善(TQI)
- 品管圈(QCC)
- 標竿學習(Benchmarking)
- 提案制度(Suggestion system)
- 5S—整理、整頓、整潔、個人整潔、紀律

■ **Quality assurance(QA)** --focus on providers

■ **Continuous quality improvement(CQI)** ---focus on customers

QUACERS 模式--QCC

The **Quality Assurance Cost Efficiency Risk Staff Model**)

- 做好護理病人之品質保證
- 有效地評值病人照護之成本效益
- 考慮病人與工作人員之安全措施
- 滿足工作人員之需求

品質的相關名詞〈續〉

- 品質指標計劃 (QIP)
- ISO
- 台灣醫療品質指標系列 (THIS)
- 持續性品質改善 (COI)
- 臨床入徑 (Clinical path)
- 個案管理 (Case management)
- 疾病管理 (Disease management)
- 磁力醫院 (Magnet hospital)

QIP (Quality Indicator Project)--美國馬里蘭系統 (1997)



TQIP (Taiwan QIP) --醫策會引入台灣 (1999)



TQIS (Taiwan Quality Indicator Series)--本土自行
研發(1999)



THIS (Taiwan Healthcare Indicator Series)
--含長期照護、精神醫療(2001)

W. Edwards Deming



B
S
D
W
O

$$\text{Quality} = \frac{\text{Results of work efforts}}{\text{Total costs}}$$

"Dr. W. Edwards Deming taught that by adopting appropriate principles of management, organizations can increase quality and simultaneously reduce costs (by **reducing waste, rework, staff attrition and litigation while increasing customer loyalty**). The key is to practice continual improvement and think of manufacturing as a system, not as bits and pieces."

計畫
(Plan)

執行 (Do)
Need
management
and workers

查核 (Check)
The results are
observed

行動 (Act)
Lessons learned
& Prediction
made

Deming's seven deadly disease

- Lack of constancy of purpose
- Emphasis on short-term profits
- Evaluation of performance, merit rating, or annual review
- Management by use of only visible figures
- Mobility of management
- Excessive medical costs
- Excessive costs of liability

W. Edwards Deming

80% to 85% of the problems are with the system, only 15%-20% are with workers.

To make TQM effective requires appropriate development of a responsive and supportive **organizational environment**, change in management **culture, teamwork**, focus on **customers**, and **continuous feedback** to staff.

Karoru Ishikawa's (石川馨): **(品管圈之父)**

Quality begins with education and ends with education; first step in quality is to know the requirement of customers; quality control is the responsibility of everyone; 95% of problems in a company can be solved with simple tools.

Dr. Donabedian-1966

- 結構(Structure) – 人員數量、設備、醫院規模
- 過程(Process)- 流程、評估
- 結果(Outcome) – 健康狀態、滿意度、服藥遵從性、死亡率、LOS, mortality, C/S, complications, UTI --- 等

Dr. Donabedian-1980

- 品質 = f (醫療技術、醫療藝術、技術與藝術間之互動)

Rush Medicus-六大目標

- 擬定護理計劃
- 確保病人生理需要
- 確保病人生理及社會需要
- 執行護理目標之評值
- 遵守病房常規以保護病人
- 行政管理部門對護理業務之支援

Quality Workplaces = Quality Patient Care

By

2007 International Council of Nurses

2009 Joint Commission National Patient Safety Goals

- Improve the accuracy of patient identification
- Improve the effectiveness of communication among caregivers
- Improve the safety of using medications
- Reduce the risk of health care associated infections

2009 Joint Commission National Patient Safety Goals

- Accurately and completely reconcile medications across the continuum of care
- Reduce the risk of patient harm resulting from falls
- Reduce the risk of influenza and pneumococcal disease in institutionalized older adults
- Reduce the risk of surgical fires

2009 Joint Commission National Patient Safety Goals

- Encourage patients' active involvement in their own care as a patient safety strategy
- Prevent health care associated pressure ulcers (decubitus ulcers)
- The organization identifies safety risks inherent in its patient population
- Improve recognition and response to changes in a patient's condition

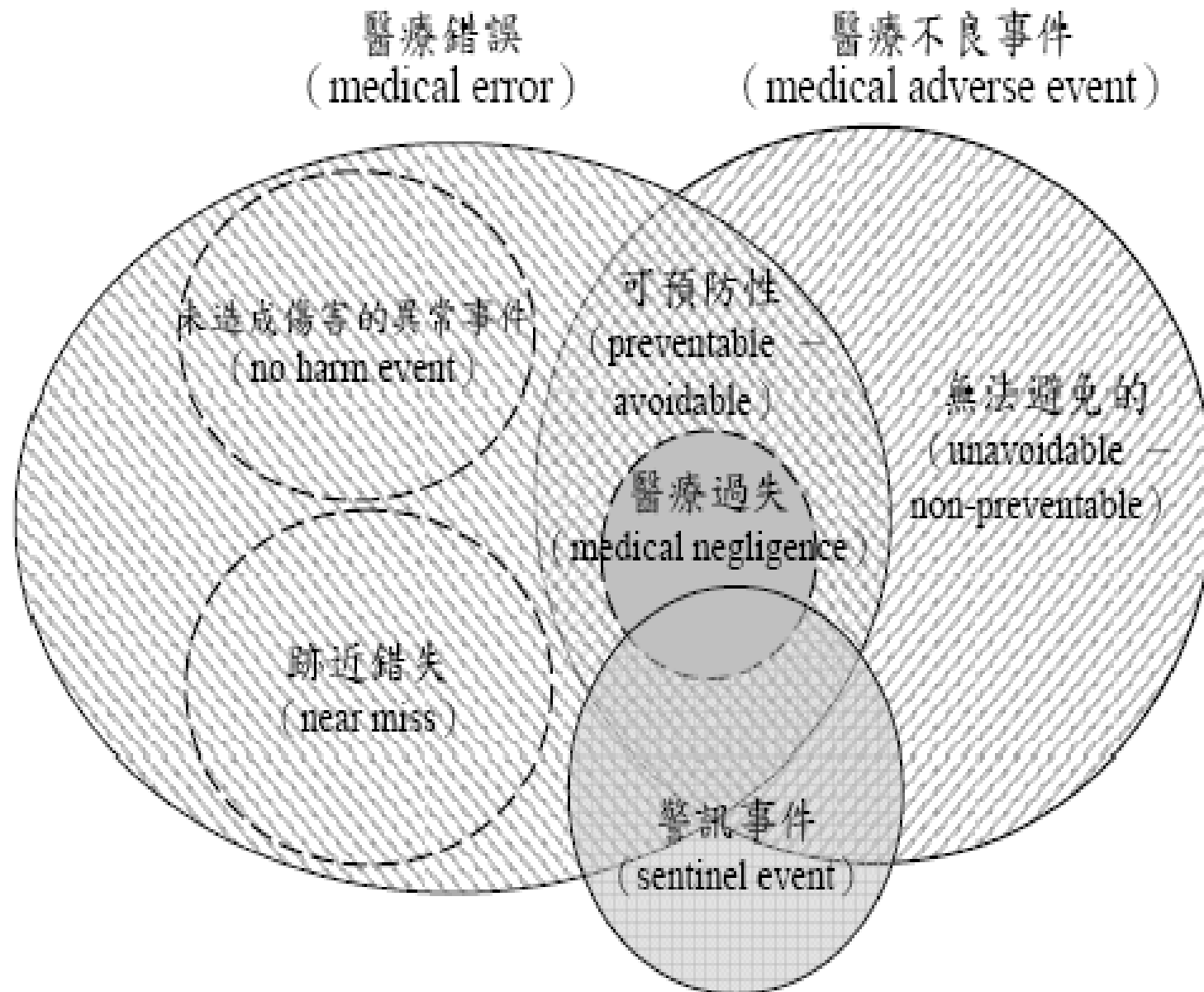
Quality management tool

- **Statistical techniques**
- **Brainstorming**
- **Multivoting**
- **Nominal group technique**
- **The delphi method**
- **Prioritization Matrix**
- **Run chart or trend chart**
- **Process flow chart**
- **Fishbone cause and effect diagram**
- **Pareto chart**
- **Bar chart**

品質(Quality)的問題

- 使用過度(Overuse)
- 使用不足(Underuse)
- 使用不當(Use Inappropriate)

醫療異常事件分類圖



Four actions to reach quality

- **Quality of care should be measured and reported routinely at both the national and provider-specific (e.g., hospital and physician) levels.**
- **Use of information technology.**
- **On power of patients to improve the quality of care they receive and their health outcomes**
- **Improved compliance with some of the quality measures used.**

Cost reduction and quality improvement Programs

- Clinical Pathway
- Disease management
- Case management
- Project
- Chart review
- Case study

*If a nurse is learning, she cannot
be in place of another nurse.*



Florence Nightingale

謝謝
敬請指教