Chapter 7

Quality Health Care Management
Introduction

• The term *quality*, by definition, can mean excellence, status, or grade; thus, it can be measured and quantified

• The study and analysis of health care help maintain a level of quality that is satisfactory to all parties involved

• Current quality initiatives are multifaceted and include government-directed, private sector-supported, and consumer-driven projects
HISTORICAL DEVELOPMENT

• Quality of patient care
  • A. E. Codman
    • Monitored surgical outcomes
  • American College of Surgeons
    • Created the Hospital Standardization Program in 1918
  • Joint Commission on Accreditation of Hospitals
    • Formed in 1951
Data Quality

HISTORICAL DEVELOPMENT

• 20th century
  • Establishment of formalized mechanisms
    • Measured patient care against criteria
    • Focused on an organization’s reaction to individual events
    • Focused on the mistakes of individual providers
Data Quality

HISTORICAL DEVELOPMENT

• Mechanisms to improve quality of patient care
  • Total quality management
    • Organization-wide approach to quality improvement
  • Continuous quality improvement
    • Systematic, team-based approach
    • Used for process and performance improvement
Data Quality

HISTORICAL DEVELOPMENT

• Quality management
  • Every aspect of health care quality may be subject to oversight
• Quality assurance
  • Actions to establish, protect, promote, and improve quality
• Performance improvement
  • Improvement of performance related to patient care
HISTORICAL DEVELOPMENT

- Assessment models
  - Quality circles
  - PDSA
  - FOCUS PDCA

- Development of assessment models
  - Result of the manufacturing industry quality movement
  - 1960s – models applied to health care
  - 1970s – quality initiatives mandated for health care
Data Quality

HISTORICAL DEVELOPMENT

• Baldrige National Quality Award
  • Created in 1987
  • Initially recognized manufacturing and service sectors
  • Expanded in 1999 to include education and health care
Data Quality

HISTORICAL DEVELOPMENT

• Six Sigma Improvement Methodology
  • Five steps (D)MAIC
    • Define
    • Measure
    • Analyze
    • Improve
    • Control
Data Quality

HISTORICAL DEVELOPMENT

• Federal efforts to improve quality
  • 1989 – Agency for Health Care Policy and Research (AHCPR)
  • 1999 – Agency for Healthcare Research and Quality (AHRQ)
    • Changed from AHCPR
    • Part of the Healthcare Research and Quality Act
    • Located within the Public Health Service (PHS)
HISTORICAL DEVELOPMENT

• Federal efforts to improve quality (cont.)
  • AHRQ accomplishments
    • Medical Expenditure Panel Survey (MEPS)
    • Healthcare Plans Survey (HCUP)
    • Consumer Assessment of Healthcare Plans Survey (CAHPS)
    • Translation of Research into Practice (TRIP)
    • Patient safety organizations (PSOs)
    • National Strategy for Quality Improvement in Health Care
Data Quality

HISTORICAL DEVELOPMENT

• Private efforts to improve quality
  • The Institute of Medicine report
    • Private nonprofit organization
    • Provides health policy advice
    • Conducted an in-depth analysis of the U.S. health care system
      • Provided recommendations
      • Ten Steps for Redesign
Data Quality

HISTORICAL DEVELOPMENT

• Private efforts to improve quality (cont.)
  • National Committee for Quality Assurance (NCQA)
    • Focuses on manage care industry
    • Accredits managed care organizations
    • Manages Health Plan Employer Data and Information Set (HEDIS)
    • Operates recognitions programs
    • Accredits accountable care organizations
HISTORICAL DEVELOPMENT

• National Association for Healthcare Quality (NAHQ)
  • Brings all health care management professionals together
  • Includes a wide range of professionals
  • Certifies members through examination
    • Certified Professional in Healthcare Quality (CPHQ)
    • Recognizes professional and academic achievement
Assessment Tools

TOOLS

• Idea-generation tools
  • Brainstorming
  • Benchmarking

• Organizational tools
  • Affinity diagrams
  • Nominal group techniques
  • Gantt charts
  • PERT
Assessment Tools

TOOLS

• Analysis tools
  • Cause-and-effect diagram
  • Pareto Chart
Assessment Tools

**TOOLS**

- Identified Breast Lesions
  - Fibrocystic Disease: 35
  - Carcinoma in Situ: 3
  - Fibroadenoma: 20
  - Benign Other: 42

- Oncology Discharge Data

**HIM Student Enrollment at GSU**

- 2000: 12
- 2001: 14
- 2002: 16
- 2003: 28
- 2004: 27
Assessment Tools

Sample Chart

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Scatter (Plot) Diagram Displaying Alpha and Beta

Alpha is the intercept point where the regression line starts on the y-axis, in this case at 23. Imagine a stair-step line being drawn between each value. The beta is the slope of the line formed. In this case, the beta demonstrates that with every unit increase in the predictor there is a beta change in the slope—as beta increases upward (e.g., exam scores), IQ increases.

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Assessment Tools

TOOLS

• Data-gathering tools
  • Forms
  • Check sheets
  • Surveys
  • Questionnaires
  • Written inventories
  • Computer screens with database or spreadsheet applications
Assessment Tools

APPLICATIONS

• Quality monitoring cycle
  • Uses data to recognize patterns and trends
  • Connection between raw data and real-life circumstances

• Benchmarking
  • Comparing outcomes with those of a superior performer
Assessment Tools

APPLICATIONS

• Quality indicator (QI) reports
  • Outgrowth of reporting requirements to public health agencies

• Personal health record (PHR)
  • Providers can compare their records against those of their patients
Performance Improvement and Risk Management

PERFORMANCE IMPROVEMENT

• Clinical function
  • Focuses on how to improve patient care
• Fundamentals
  • Review of a given process
  • Determination of how well that process should function
  • Understand who is affected by the process
  • Find out what is not working
PERFORMANCE IMPROVEMENT

- ORYX Initiative of the Joint Commission
  - Collect and aggregate data collected from similar patients
  - Analyze data for treatment options
  - Determine need for additional improvement
Performance Improvement and Risk Management

PERFORMANCE IMPROVEMENT

• Comprehensive Assessment for Tracking Community Health (CATCH)
  • Collects, organizes, analyzes, prioritizes, and reports data
  • Data from 250 health and social indicators
  • Collected data stored in a data warehouse to be mined and disseminated
Performance Improvement and Risk Management

RISK MANAGEMENT

• Nonclinical function
  • Focuses on how to reduce medical, financial, and legal risk
• Traditional risk management
  • Assessing patient outcomes and events
  • Writing incident reports
  • Reviewing past events
  • Employing traditional statistical methods
RISK MANAGEMENT

• Today’s risk management
  • Uses traditional processes
  • Includes more focus on database management
    • Using data in an automated fashion
    • Identifying risk inherent with databases
Performance Improvement and Risk Management

RISK MANAGEMENT

- Risk managers as liaison to attorneys
  - Conducting record reviews
  - Arranging depositions
  - Providing necessary documentation for claims investigators
  - Participating in interviews with staff
Performance Improvement and Risk Management

RISK MANAGEMENT

- Electronic health record
  - Security management process standards (Security Rule)
    - Pursuant to HIPAA
  - Risk analysis must be performed
    - Determine security risks
    - Implement standards to reduce risks and vulnerabilities
Performance Improvement and Risk Management

RISK MANAGEMENT

- Security measures
  - Implementing access and integrity controls
  - Addressing nontechnological risks
    - Using in-service education programs
    - Raising employee awareness about handing information
Performance Improvement and Risk Management

RISK MANAGEMENT

• Sentinel Event Review
  • Sentinel event
    • Unexpected occurrence involving death or serious injury
  • Management of sentinel events
    • Improving Organization Performance
    • Found in the JC accreditation manual
Performance Improvement and Risk Management

RISK MANAGEMENT

• Sentinel Event Review (cont.)
  • Root-cause analysis
  • Action plans
  • Reporting event to the JC within 45 days
    • Failure to report could place organization on Accreditation Watch status
Performance Improvement and Risk Management

RISK MANAGEMENT

- Enterprise risk management (ERM)
  - Additional risks to be considered
    - Threat of terrorism
    - Corporate governance and compliance
    - Increased oversight
    - Expanded awareness of medical and medication errors
    - Shortage of qualified staff
    - Effect of the economy on health care
Utilization Management

UTILIZATION MANAGEMENT

• Utilization review
  • Clinical review
    • Appropriateness of admission and planned use of resources
    • Can be initiated prior to admission
  • Evolution in the 21st century
    • Incorporates evidence-based guidelines
Utilization Management

UTILIZATION MANAGEMENT

- Case management
  - Ongoing review of patient care in various settings
  - Rated to assuring medical necessity of encounters
- Case managers (utilization coordinators)
  - Frequently nurses or health information managers
  - Manage review process
  - Coordinate patient’s care
Utilization Management

UTILIZATION REVIEW PROCESS

• Preadmission review
  • Performed prior to admission
  • Determines if admission is medically necessary

• Admission review
  • Performed at the time of admission
  • May include estimate of length of stay
  • If services not deemed appropriate, patient is notified
Utilization Management

UTILIZATION REVIEW PROCESS

• Concurrent review (continued-stay review)
  • Similar to preadmission and admission review
  • Continues at specific intervals

• Discharge planning
  • Coordinating the activities for releasing the patient
  • Can be initiated at any stage of the utilization review process
Summary

• Data have been used to study the quality of patient care for over a century
• Data collected from a patient’s health record are crucial to quality initiative in the health care field
• Performance improvement focuses on improving the quality of patient care
• Risk management focuses reducing medical, financial, and legal risk to an organization