HOW TO STAY ELEGANT AND EFFICIENT WITH SPARSE RESOURCES - USING COMMON SENSE AND LOGICS FOR HEALTHCARE QUALITY MANAGEMENT

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CONFERENCE & WORKSHOPS:

Building a Quality and Patient Safety Culture in Health Services: Experience and Prospects

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Presentation setup

- The healthcare environment
- Logic and semantics
- Why things don't work
- What to do and mainly HOW to make it work

HC ENVIRONMENT - LOOK FOR attributes / „blocks“

WITH A PERFECT „PUBLIC“ RECORD & OUTCOMES (accountable)

MANAGED (leadership confident, wise, un-selfish)

with a CODE/GENOME (development/growth, off-springs, existing and used framework - common mindset, with a memory)

LEAN (elegant, streamlined, transparent, efficient)

STANDARD (minimizing unexpected and avoidable burdens = using PATHWAYS)

SPECIALIZED (focused, doing limited No. of things but excellently = KNOWHOW)

COMMITED (philosophy existing, patient centred, altruistic)

INNOVATING (horizon-scanning **BUT used with a time-lag, „conservatism in the best sense“)**

OPEN (willing and able to share, disclose, teach)

RELAXED (low staff fluctuation, happy smiling people)

In „bad“ times (if not always)

- **Reuse (modify) existing**

- **Don’t look at the „rich“, learn from the „poor“** **(e.g. Developing a hospital quality improvement initiative in Lesotho www.emeraldinsight.com/0952-6862.htm)**

Prioritization matrix

- Potential impact of improvements on outcomes
- Improvement feasibility
- Local and national-level support
- Issues urgency

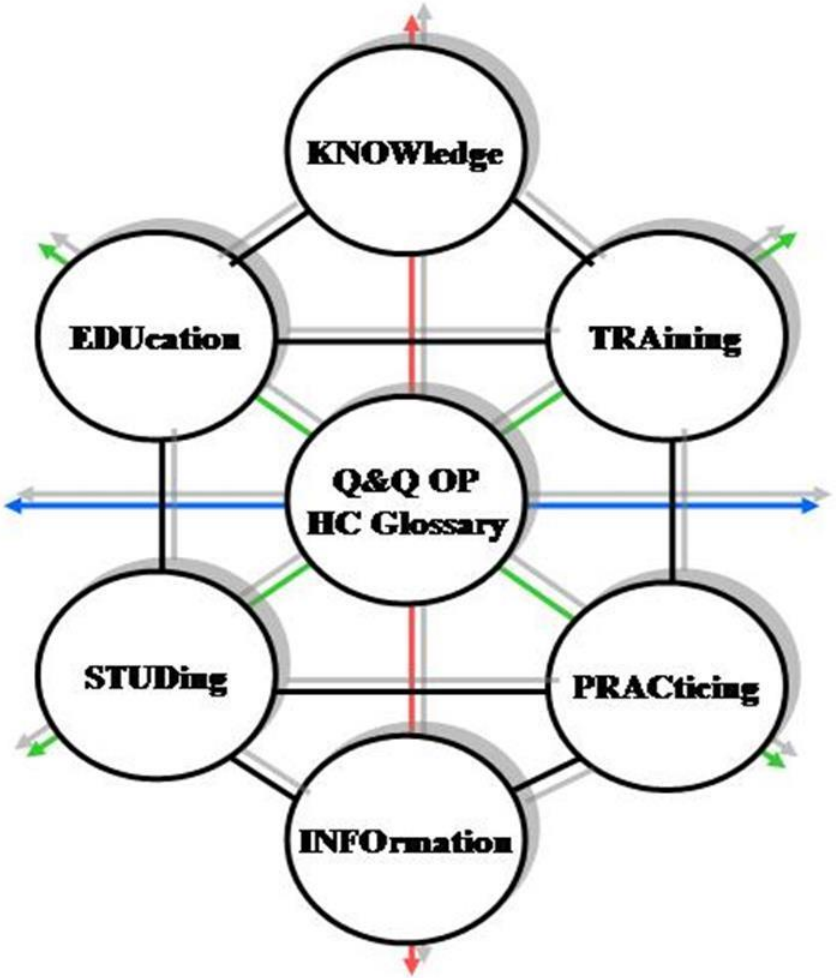
- Decentralize projects to multidisciplinary QI teams (bottom-up) aproach
- Suport QI teams

„Just in time“ training

- **Develop „SMART“ objectives (-specific, -measurble, -attainable, -realistic, -time-bound)**
- **Use simple data capture systems**
- **Use short PDSA cycles**
- Identify Service bottlenecks
- Develop goals
- Prioritize goals
- Develop interventions
- Manage and interpret data
- Motivation tools

Glossary centred learning

Ambiguity prevention = efficient collaboration



HC Quality

- Patient-centered
- Safe
- Effective
- Timely
- Efficient
- Equitable

Changing behavior – habits

Produce “on-demand” not “for the shelf”

Why things don't work

- Healthcare today is a complex process and the service is deliveded by „many" caregivers
- We do not teach and practise teamwork
- The patient and his family is not an organic part of the team
- The „product" has no ownership and no „common" value

Why things don't work

Why so many attempts for implementation fail

/1996 – 2014: our experience with > 50 projects/

- We expected active data collection (on the side of physicians and medical staff)
- We combined healthcare evaluation with scientific grants and goals
- We undervalued common clinical parameters and analyses of potential benefits of computerization
- We did not respect organizational rules of the system

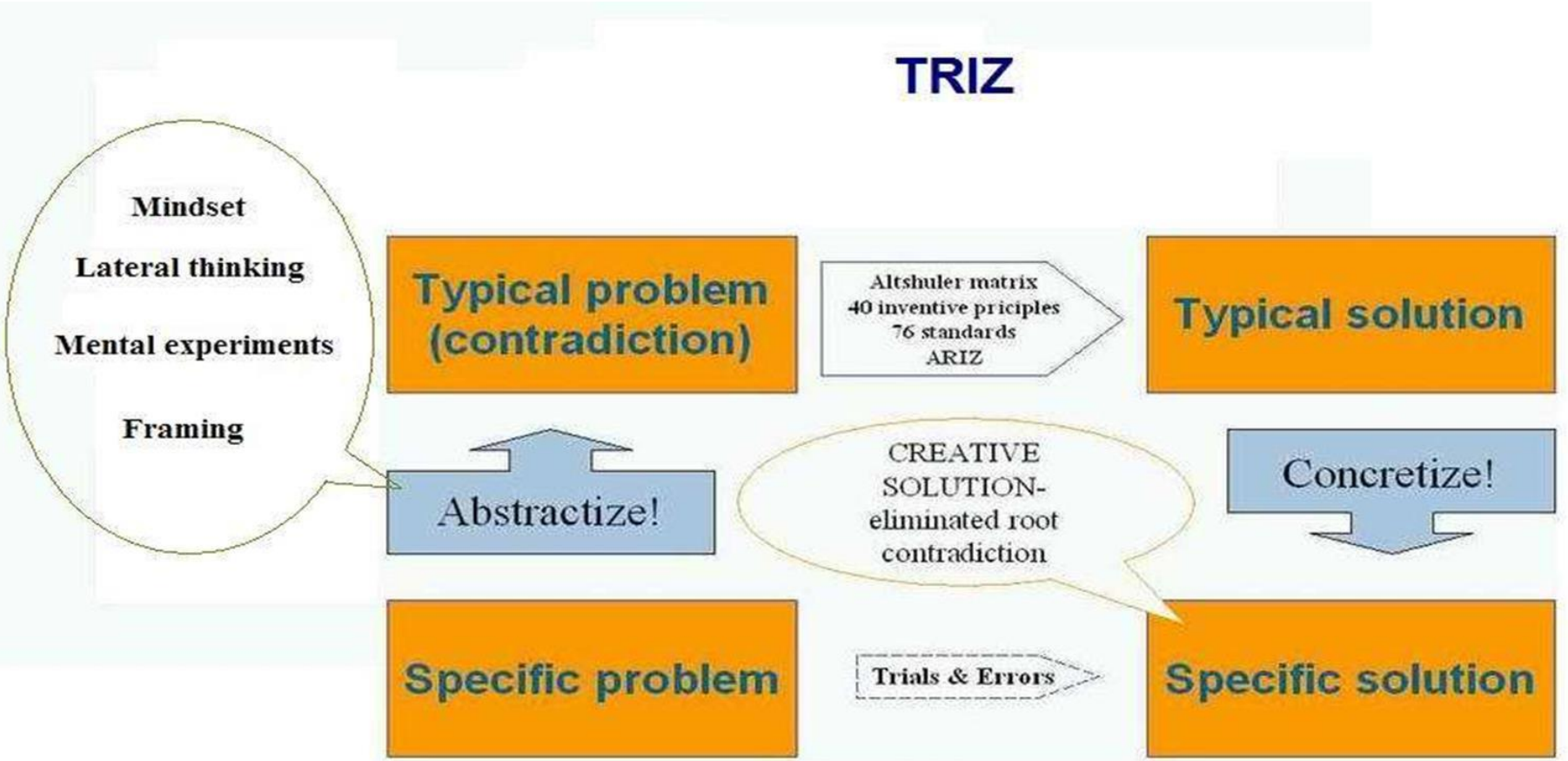
Logic and semantics

Characteristics of difficult problems

Difficult problems have some typical characteristics that can be summarized as follows:

- **Intransparency** (lack of clarity of the situation)
  - commencement opacity
  - continuation opacity
- **Polytely** (multiple goals)
  - inexpressiveness
  - opposition
  - transience
- **Complexity** (large numbers of items, interrelations, and decisions)
  - enumerability
  - connectivity (hierarchy relation, communication relation, allocation relation)
  - heterogeneity
- **Dynamics** (time considerations)
  - temporal constraints
  - temporal sensitivity
  - phase effects
  - dynamic unpredictability

Logic and semantics



TRIZ (pronounced [triz]) is a Russian acronym for "Teoriya Resheniya Izobretatelskikh Zadatch" (Теория решения изобретательских задач), a Theory of solving inventive problems or Theory of inventive problems solving (TIPS)(less known as Theory of Solving Inventors' Problems), developed by Genrich Altshuller and his colleagues since 1946.

TRIZ is a methodology, tool set, knowledge base, and model-based technology for generating innovative ideas and solutions for problem solving. TRIZ provides tools and methods for use in problem formulation, system analysis, failure analysis, and patterns of system evolution (both 'as-is' and 'could be'). TRIZ, in contrast to techniques such as brainstorming (which is based on random idea generation), aims to create an algorithmic approach to the invention of new systems, and the refinement of old systems.

ref.: WIKIPEDIA 2007

Logic and semantics

Lexical FreeNet

Shortest paths between *quality* and *teamwork*

- ☑ Synonymous
- ☑ Triggers
- ☑ Generalizes
- ☑ Specializes
- ☑ Rhymes
- ☑ Anagram of

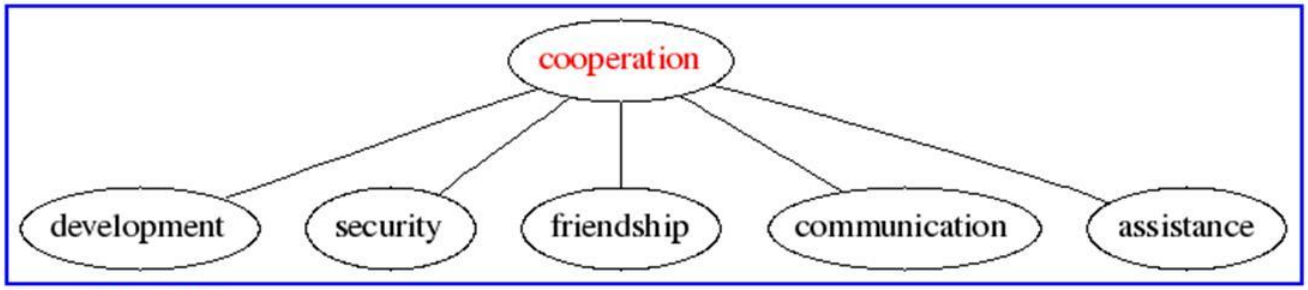
Word 1: quality
Word 2: teamwork

Connection

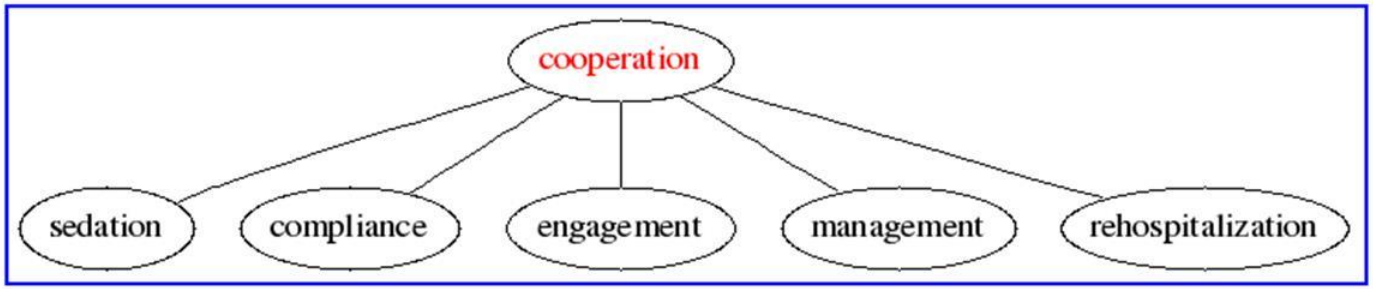
quality → sophistication ↔ cooperation → teamwork

quality ↔ character → actor ↔ worker → workmate ↔ teamwork

quality → sophistication ↔ cooperation → teamwork

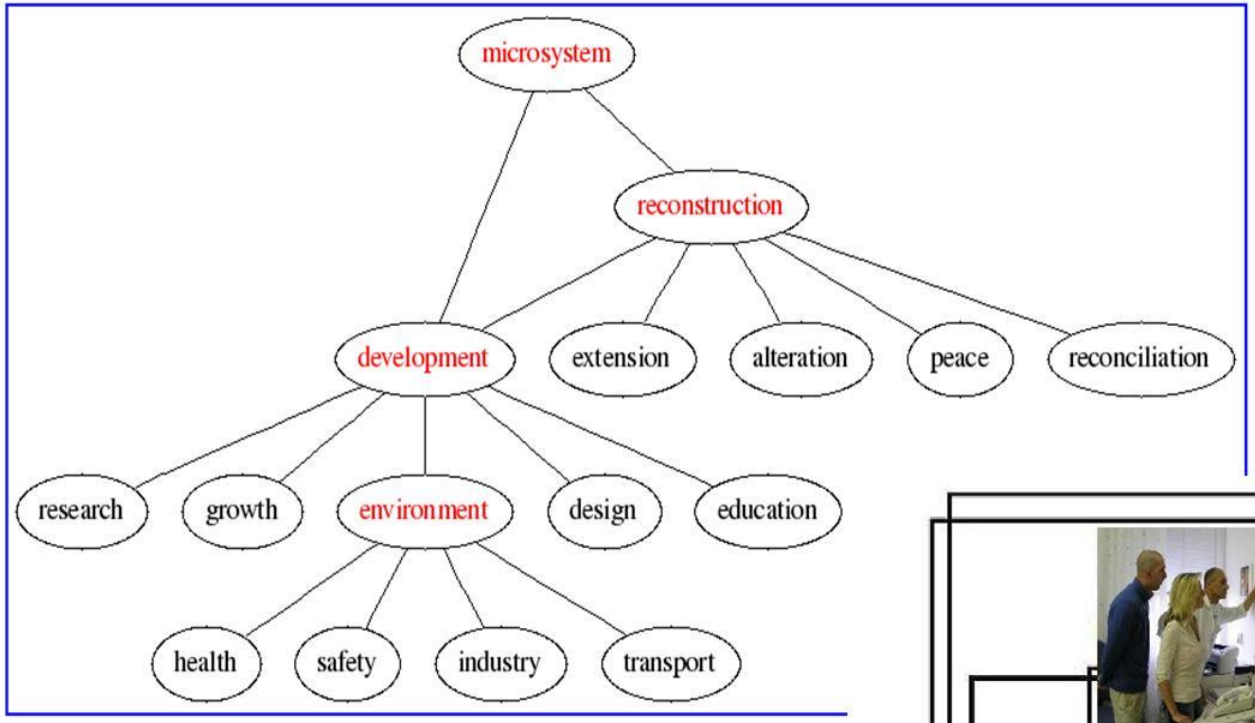


Cooperation - BNC



Cooperation - MEDLINE

Logic and semantics



Microsystem - BNC

DECOMPOSITION => CLINICAL MICROSYSTEM – smallest functional HC system unit (PEOPLE + INFORMATION INFRASTRUCTURE)

HOW to make it work ?

START with pathways:

1. Devised bottom-up (by users for users)
2. Respecting the HC logics and language
3. Get all stakeholders „together“
4. Provide a meaning of „team“
5. Make feel the „ownership“ of the HC process and it’s results

Complex services must rely on data

Physicians

Managers

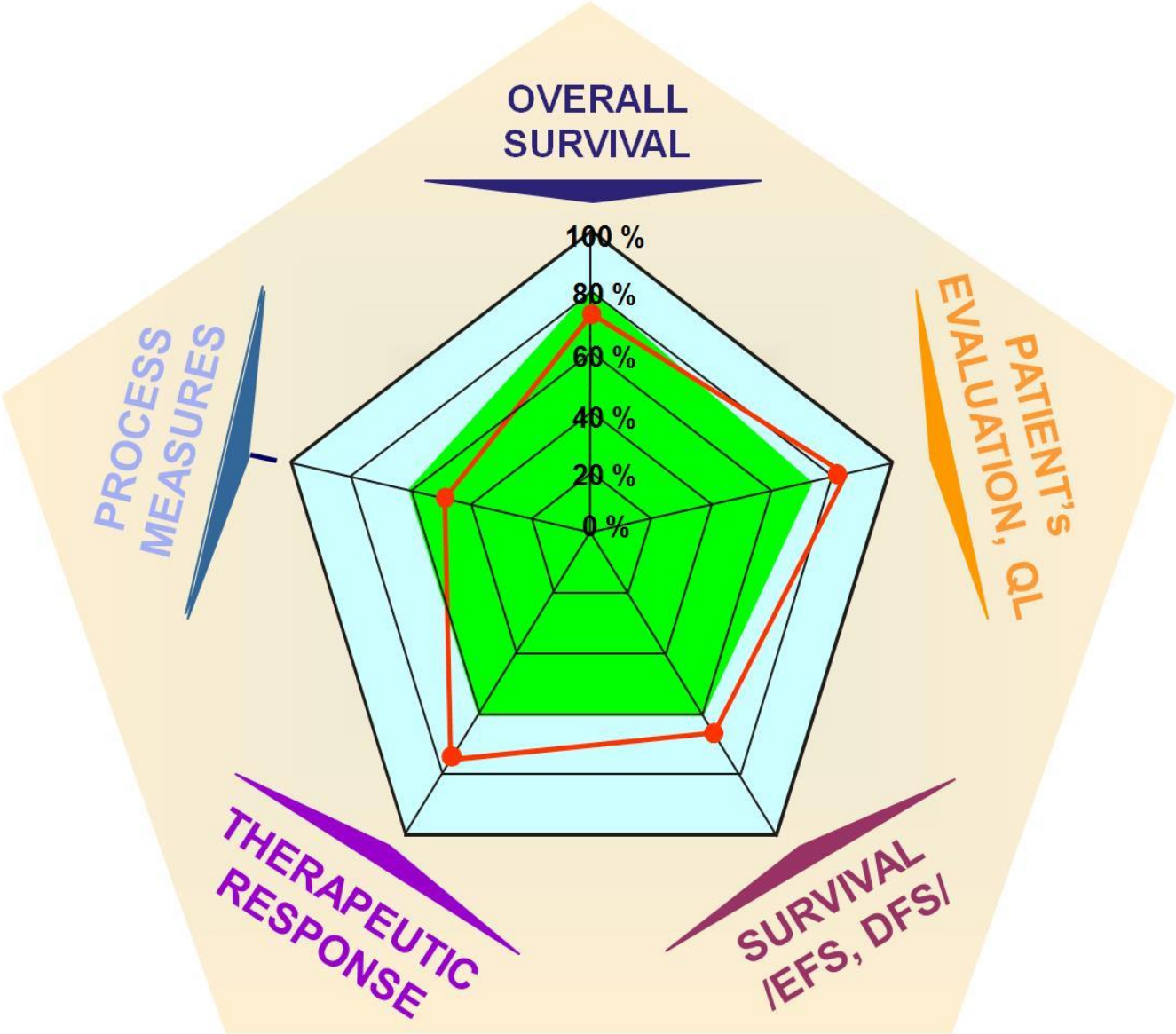
Public

Data must be processes to information and knowledge

Visualisation - Interpretation

ASSESSED LEVEL

- Single patient – episodes / technology
- Single patient – overall results
- Group of patients – episodes / technology
- Group of patients – overall results

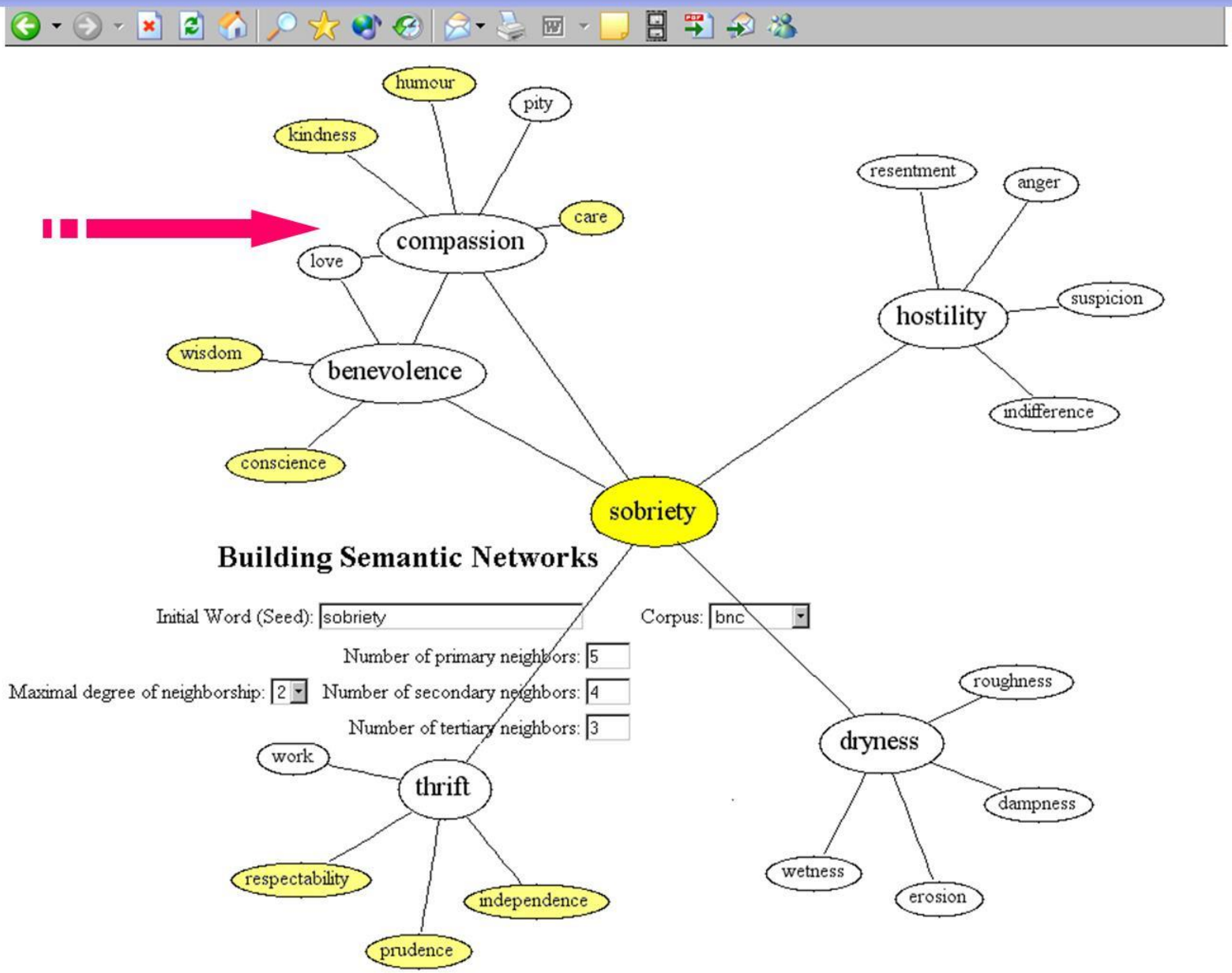


Evaluated subject

Reference standard

KEEP IT SIMPLE / TRANSPARENT

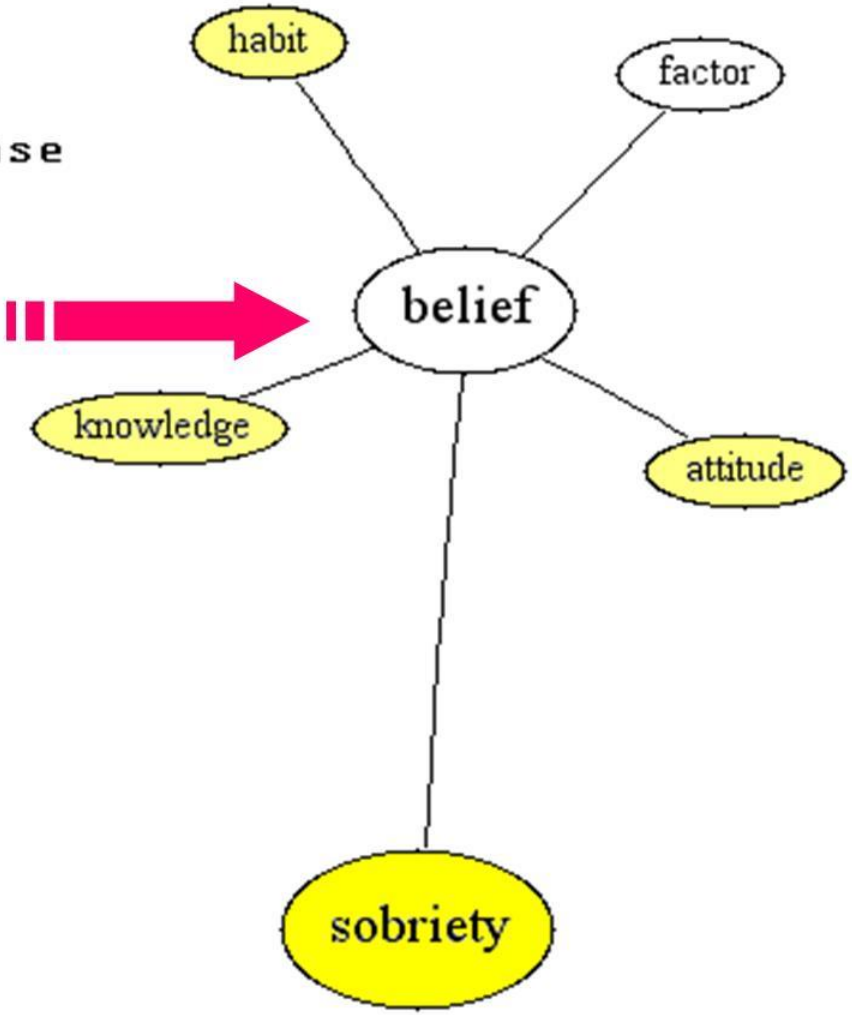
“SIMPLE & TRANSPARENT” EFFECT



“SIMPLE & TRANSPARENT” EFFECT

STANFORD semantic laboratory

"temperance" not in database
OHSUMED



OHSUMED
sobriety

Chastity - (lean process)

Chasteness

Synonyms

Restraint [n]
discipline in personal and social activities.

"he was a model of polite restraint"; "she never lost control of herself".

Example: inhibition self-restraint temperance continence

Austerity
Temperance
Sobriety

IS DEVELOPED ONLY BY TEAM-WORK

(rational responsible behavior culture)

Rational care

Looked Up:

rational

Meanings:

lucid (adj.)

based on reason (adj.)

Replace with Synonym:

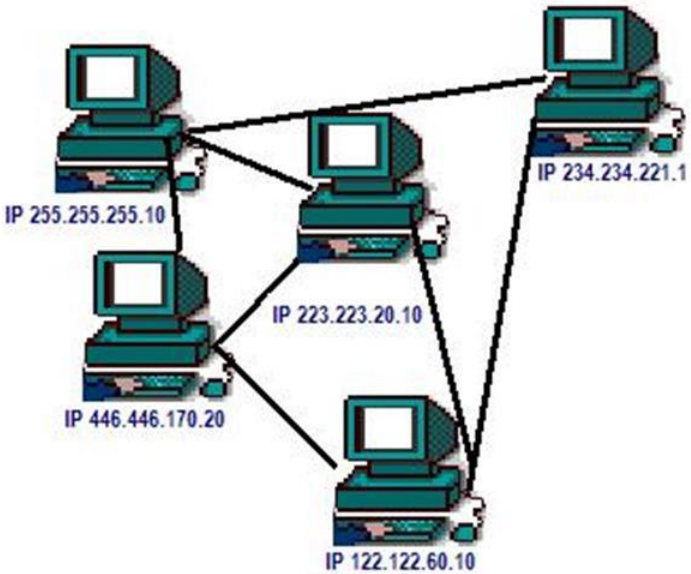
based on reason

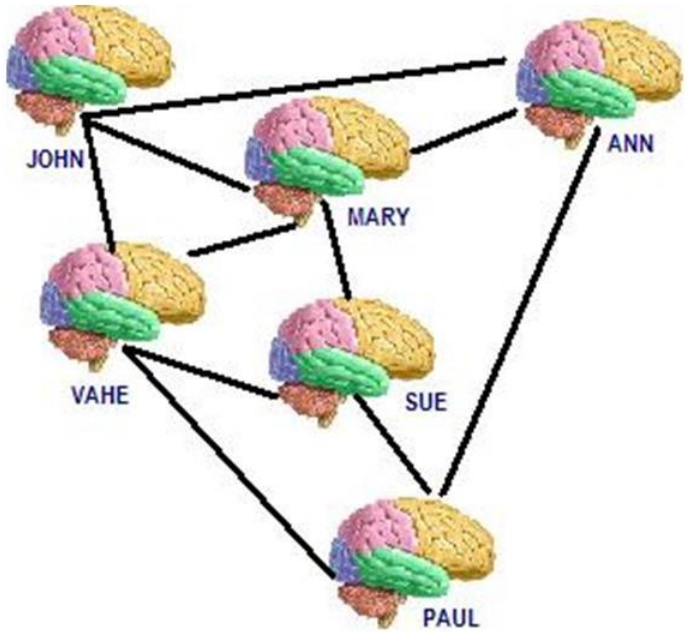
based on reason
sensible
reasonable
logical
realistic
sound
wise
judicious
illogical (Antonym)

Replace with Synonym:

lucid

lucid
balanced
sane
normal
cogent
coherent
irrational (Antonym)



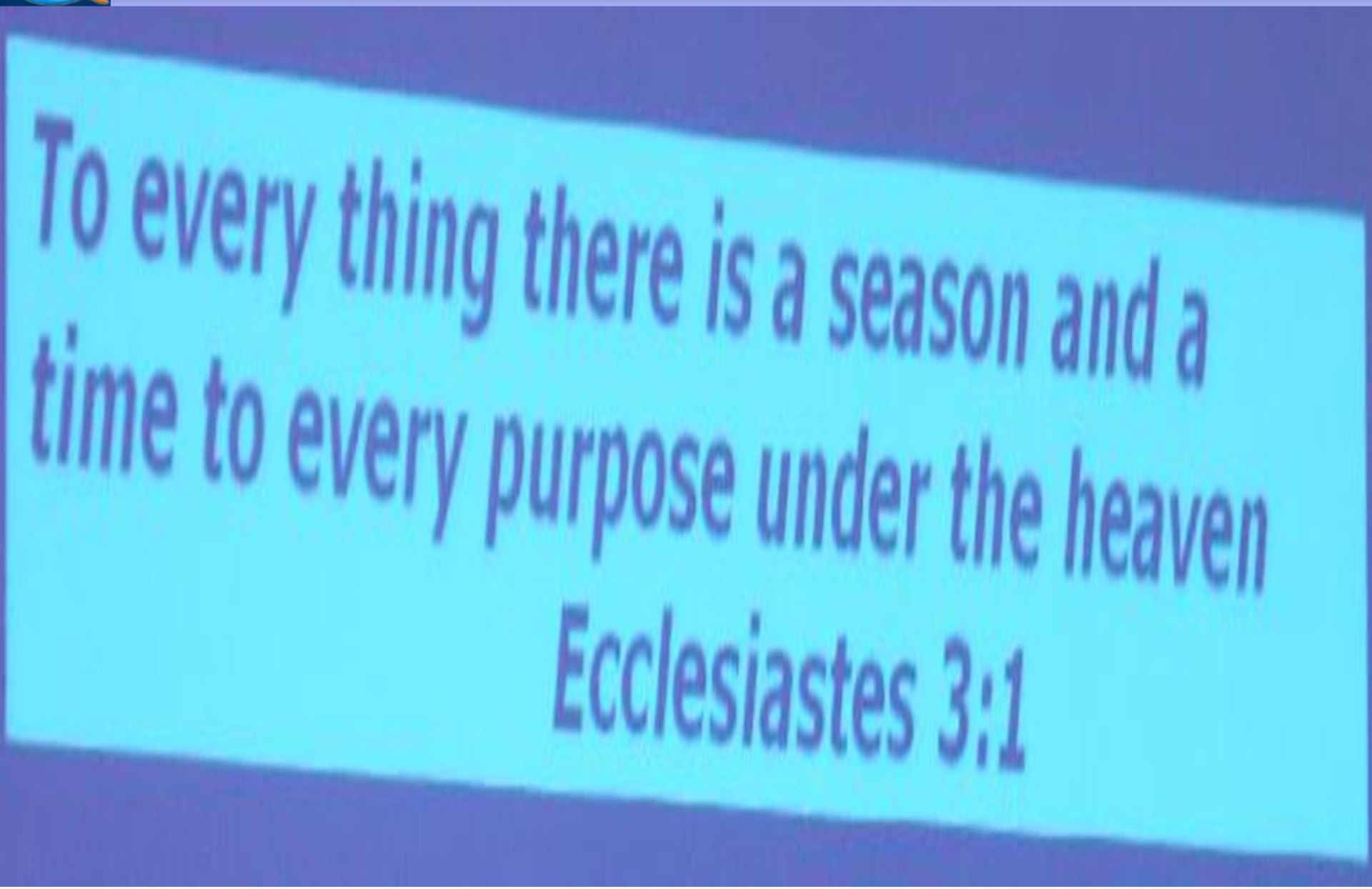


EFFECTIVE INTERVENTIONS

- ***ADVANCES IN MANAGEMENT***
- ***ADVANCES IN INFORMATION SHARING***
- ***ADVANCES IN EDUCATION***
- ***ADVANCES IN ACCOUNTABILITY***

- Σ ***ADVANCES IN TEAM-WORK***

ART of TIMING / TACTICS

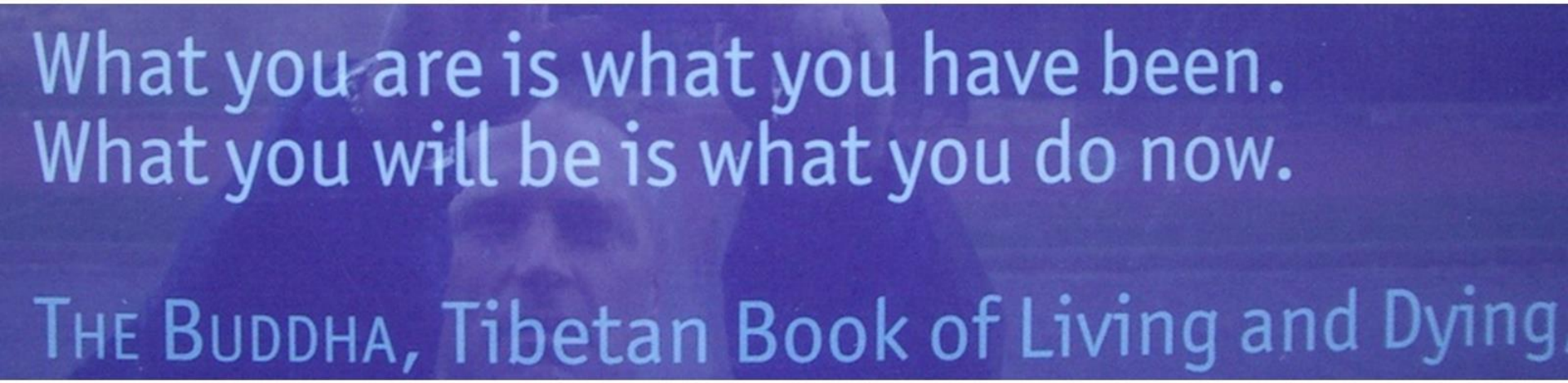


RIGHT INSTINCTS badly NEEDED !

IT DOES NOT MATTER

IT DOES NOT MATTER WHICH QUALITY APPROACH YOU USE AS LONG AS IT ADHERS TO COMMON QUALITY LOGICS

Why do it ?


What you are is what you have been.
What you will be is what you do now.
THE BUDDHA, Tibetan Book of Living and Dying

να έχετε καλή ημέρα

http://www.med.muni.cz/cekz

http:// www.ESQH.net

σας ευχαριστώ για την προσοχή σας