

**QUALITY MANAGEMENT AND ACCREDITATION OF
HEALTH CARE ORGANIZATIONS**

Day: Thursday
Date: April 30, 2015
Time: 12:15 p.m. to 2:00 p.m.
Venue: Convention hall, Symbiosis International University, Lavale campus, Pune
Speaker: Dr. B. V. Krishnamurthy

Dr. B. V. Krishnamurthy introduced his topic by raising various questions concerning quality in health care organizations (HCOs), such as “Are Quality Management Services (QMS) important for HCOs?” “What is accreditation?” and “Is there a role for hospital administrators in health care accreditation?” The main points covered in his presentation are as follows:

1. IS QMS IMPORTANT FOR HCOs?

Dr. Krishnamurthy compared deaths as a result of medical errors in hospitals with deaths occurring on domestic flights. The former shows a high incidence of 1 in 764 admits, on average, whereas the latter was 1 in 8 million flights. He said that although 17% of hospitalized patients suffer serious adverse events, 70% of the cases are preventable. Some alarming statistics of patient deaths and mishaps in HCOs include 150 million (out of 3 billion) prescriptions being wrongly filled out, and 1500 patients a year reporting “left-ins” (or instruments in body cavities) after surgery.

2. MULTIPLE GOALS

Every HCO wants to provide safe and quality healthcare that is effective, efficient, equitable, timely, and patient centered. Every HCO wants to be profitable and grow. There are multiple goals that form an open agenda to include quality, patient safety, patient friendliness, family engagement, exceeding patients’ expectations, marketability, profitability, and sustained growth.

3. QUALITY COMMANDMENTS

According to Dr. Krishnamurthy, the only goal any HCO needs is quality. Quality needs “conviction, commitment, and conversion” and can be “complete, but never finished.” Quality also needs a “reformative” and not a “revolutionary” approach. This has to be understood from the point of view of the provider, recipient, and organizer of the health care services.

4. QUALITY MANAGEMENT METHODOLOGIES AND APPROACHES

Dr. Krishnamurthy mentioned a myriad of quality methodologies, such as Six Sigma, Lean Thinking, and Balanced Scorecards. The main approach explained in this session was the standards-based improvement approach, including ISO QMS Certification, ISO EMS Certification, and NABH Accreditation. He emphasized the components of QMS, namely planning, control, and improvement.

5. WHAT IS ACCREDITATION?

At this point in the seminar, the focus of Dr. Krishnamurthy’s presentation shifted to accreditation. This included models of external evaluation such as government regulations, mandatory licensing, and voluntary accreditation. The four components of accreditation, he said, are written and published standards, reviews by professional peers, administration by an independent body, and encouragement of organizational development. Dr. Krishnamurthy explained in detail the objectives, benefits, and driving factors of accreditation.

6. DOES ACCREDITATION HELP HCOS ACHIEVE QUALITY?

Although there has been no Indian study proving that accreditation has helped any HCO stakeholder, the Joint Commission in 2010 stated that evidence-based treatments have improved care quality, and the Joint Commission annual report of January 14, 2011 showed gains in patient care quality and safety. Although accreditation does not guarantee the elimination of all risks, it is a commitment to maximizing quality and safety.

7. HIGH RELIABILITY ORGANIZATIONS (HROs)

Dr. Krishnamurthy described HROs as having an environment of “collective mindfulness,” in which all workers look for and report small problems or unsafe conditions before they pose a substantial risk to the organization.

8. ROLE FOR HOSPITAL ADMINISTRATORS IN HCO ACCREDITATION

The role of hospital managers in HCO accreditation is vital, said Dr. Krishnamurthy. He gave helpful tips on how healthcare professionals can equip themselves to make QMS an integral part of their organization, including understanding the core meaning of QMS, selecting the most appropriate people to implement QMS, and learning to monitor, measure and manage data effectively.

Dr. Krishnamurthy ended the session with a positive message about quality measures leading to patient satisfaction and sustainable organizational growth by teamwork and a supportive work culture in implementing QMS in health care organizations.