Contents

	rait i. Quality ili ficaltificate	
1.	QUALITY Dimensions of Quality in Healthcare 4 Evolution of The Concept of Quality 5 The National Committee for Quality Assurance (NCQA), USA 12 Healthcare Effectiveness Data and Information Set (HEDIS) 12 Present International Scenario 13 International Society for Quality in Healthcare (ISQua) Accrediting the Accreditors 15 Indian Scenario 16 CRISIL Rating of Hospitals/Nursing Homes 18 Cost of Quality: Economic Feasibility 19	3
	Part 2: Improvement of Quality of Services in Hospitals	
2.	HOW TO IMPROVE THE QUALITY OF SERVICES IN HOSPITALS Essentials of Quality Improvement in Healthcare Services 23 Improvement of Quality in Healthcare: Different Approaches 25 Total Quality Management (TQM) 25 Lean Thinking (Lean Manufacturing) 25 Six Sigma 27 Lean Sigma 29 Kaizen 32 Quality Circles 33 ISO Certification 34 Accreditation of Hospitals 34 Important Considerations 35 Implementation of Quality Management Program in an Organization 36	23
	Part 3: Certification/Accreditation of Hospitals	
3.	ISO CERTIFICATION Benefits of ISO Certification 43 Structure of ISO 9001:2000 Standards 45 Quality Manual 46 Purpose 47	43

Quality Management in Hospitals

4. NABH ACCREDITATION

Planning Considerations 47
Policies and Procedures 48
Management Review 49
Internal Audit 50

	Composition of NABH 51	
	The Organogram of NABH 52	
	Objectives of Accreditation 52	
	Benefits of Accreditation 53	
	Activities/Achievements of NABH 53	
	NABH International (NABHI) 54	
	NABH Accreditation Standards for Hospitals 55	
	Accreditation of Dental Healthcare Service Providers (DHSP) 56	
	Accreditation of Blood Bank and Transfusion Services 56	
	Accreditation of Primary Health Centers and Community Health Centers 57	
	Accreditation of Small Healthcare Organizations 57	
	Medical Imaging Services 57	
	Medical Laboratory Program 58	
	Oral Substitution Therapy (OST) Center Accreditation 59	
	Accreditation of Wellness Centers 59	
	Accreditation of AYUSH Hospitals 60	
	Accreditation of Allopathic Clinics 60	
	Accreditation Standards 61	
	Accreditation Program and Patients' Safety 62	
	NABH Accreditation Program for Hospitals 62	
	Hospital and SHCO Accreditation Time Line 65	
5.	JOINT COMMISSION ON ACCREDITATION OF HEALTHCARE ORGANIZATIONS (JCAHO)	66
	1. Periodic Performance Review (PPR) 66	
	2. Tracer Methodology 66	
	3. Priority Focus Process (PFP) 67	
	4. Unannounced Survey 67	
	5. Extension Survey 67	
	6. Validation Survey 68	
	7. At Risk of Denial for Accreditation Policy 68	
	JCAHO Patient Safety Goals 69	
	Submitting Alternative Approaches 69	
	Surveying and Scoring the NPSGs 69	
	JCI Accreditation Program 70	
5.	IDEAL APPROACH TO QUALITY	73
	Part 4: Quality Management at Departmental Level	
7	PATIENT FRIENDLY HOSPITAL	77
•	The Simple Test 82	,,
	THE SHIPPIE TEST OF	

51

		Contents
8.	FRONT OFFICE	83
	Functions of Various Sections 83	
	Quality Assurance of Front Office 85	
9.	OUTPATIENT DEPARTMENT	89
	Definition 89	
10.	EMERGENCY SERVICE	95
	Quality Assurance of Accident and Emergency Services 96	
11.	DEPARTMENT OF DENTAL SURGERY	102
	Services Provided by Dental Surgery Department 102	
	Quality of Dental Service 102	
	Quality of Structure 103	
	Quality of Process 104	
12	Indicators for Evaluation of Quality of Services 106	107
12.	PATHOLOGY DEPARTMENT	107
	Quality Assurance of Pathology Department 107 The Internal Quality Control Mechanism 108	
	Quality of Process 110	
	External Quality Assurance 112	
	Criteria for Evaluation of Quality in Laboratory Services 112	
13.	RADIOLOGY DEPARTMENT	114
	Quality Assurance of Radiology Services 115	
	Structure Elements Important from Quality Point of View 116	
	Quality of Process 118	
	Radiation Safety Measures 120	
	Indicators for Evaluation of Quality of Services 121	
14.	OPERATION THEATER (OT) DEPARTMENT	123
	Quality of Services of OT Department 124	
	Quality Aspects of Structure 124	
	Quality Control of Process 126	
15.	BLOOD BANK	132
	What Does Quality Mean in Blood Bank Service? 133	
	Quality of Outcome 133	
	Quality of Structure 133	
	Quality of Process 134	
	NABH Standards for Blood Transfusion Services 136	
16	Quality Control Criteria for Transfusion Services 136 PHYSIOTHERAPY AND REHABILITATION DEPARTMENT	120
10.		138
	Quality Assurance of Physiotherapy and Rehabilitation Service 139	
	Quality of Structure 139 Quality of Process 140	
	Criteria for Evaluation of Quality of Services 141	
17.	MATERNITY SERVICES MATERNITY SERVICES	142
.,,	Functions of Maternity Service 143	
	· · · · · · · · · · · · · · · · · · ·	

Quality Management in Hospitals

	Program of Quality Assurance 144 Quality of Structure 144 Quality of Process 145	
12	Indicators for Quality of Services 146 INPATIENT AREAS (WARD UNIT)	148
10.	Definition 148	140
	Important Aspects of Ward Management 148	
	Important Quality Parameters 149	
	Infrastructure 149	
	Quality of Process 150	
	Criteria for Evaluation of Quality of Services in the Wards 152	
19.	INTENSIVE CARE UNIT (ICU)	154
	Definition 154	
	Role 154	
	Functions 154	
	Quality Management of Intensive Care Service 155	
	Quality of Structure 156	
	Quality of Process 157	
	Indicators for Evaluation of Quality of Services 159	
20.	NEONATAL INTENSIVE CARE UNIT	160
	Quality of Neonatal Intensive Care Service 161	
	Quality of Outcome 161	
	Quality of Structure 161	
	Quality of Process 162	
	Indicators for Quality Evaluation 164	
21.	DIALYSIS SERVICE	165
	Quality of Outcome of Dialysis Services 165	
	Quality of Structure 166	
	Quality of Process 167	
	Indicators for Quality of Services 168	
22.	PHARMACY SERVICE	169
	Role and Functions of Pharmacy Service 169	
	Quality Management in Pharmacy Service 170	
	Quality of Structure 170	
	Quality of Process 171	
	Evaluation of Quality of Services 173	
22	Criteria for Quality Evaluation 174	175
23.	MEDICAL RECORDS DEPARTMENT	175
	Role and Importance of Medical Records 175	
	Functions of Medical Records Department 176	
	Quality Assurance of Medical Records 176 What does Quality of Medical Records mean to all these Clients? 177	
	What all is Reauired to Satisfy all the Clients? 178	

	Quality of Structure 178	
	Quality of Process 179	
	Quality Indicators for Evaluation of Services 183	
24.	CENTRAL STERILE SUPPLY DEPARTMENT (CSSD)	185
	Definition 185	
	Functions of CSSD 185	
	Quality Management of Services in CSSD 185	
	Quality of Structure 186	
	Quality of Processes Used in CSSD 187	
	Indicators for Evaluation of Quality of Services 189	
25.	DIETARY SERVICE	190
	Functions of Dietary Services 190	
	Improvement of Quality of Dietary Services 190	
	Quality of Structure 191	
	Quality of Process 192	
	Criteria for Evaluation of Quality 195	
26.	LAUNDRY SERVICE	196
	Quality of Outcome 196	
	Quality of Structure 197	
	Quality of Process 198	
	Criteria for Evaluation of Quality of Services 199	
27.	HOUSEKEEPING SERVICE	201
	Activities 201	
	Quality Assurance of Housekeeping Service 201	
	Structure 202	
	Quality of Process 203	
	Indicators for Quality of Services 204	
28.	HOSPITAL ENGINEERING SERVICES	206
	Functions of the Engineering Services 207	
	Assurance of Quality of Engineering Services 208	
	Quality of Structure 209	
	Quality of Process 210	
	Indicators for Evaluation of Quality of Services 212	
29.	CENTRALIZED GAS AND VACUUM SUPPLY SERVICE	214
	Functions 214	
	Quality of Services 214	
	Outcome of Service 214	
	Structure 215	
	Quality of Process 217	
	Indicators for Evaluation of Quality of Services 219	
30.	HOSPITAL INFORMATION SYSTEM (HIS)	220
	Functions of HIS 221	

Quality Management in Hospitals

	Quality Assurance of Hospital Information System 221 Quality of Structure 221 Quality of Process 223	
21	Indicators for Quality of Hospital Information System 226 SECURITY SERVICE	227
31.		221
	Quality of Outcome 227 Quality of Structure 228	
	Quality of Process 229	
	Indicators for Quality of Security Services 230	
32.	FIRE SAFETY SERVICE	232
32.	Common Causes of Fire in the Hospitals 233	232
	Areas More Prone to Fire 233	
	Quality of Fire Safety Services 233	
	Expectations of the Clients and the Regulatory Authorities 233	
	Quality of Structure 234	
	Manpower 234	
	Quality of Process Used 235	
	Indicators for Quality of Fire Safety Services 237	
33.	ACCOUNTS DEPARTMENT	239
	Functions of the Accounts Department 239	
	Quality of Outcome of Accounts Department 241	
	Quality of Structure 241	
	Quality of Process 242	
	Quality Indicators for Evaluation of Performance 243	
34.	MARKETING AND PUBLIC RELATIONS	244
	Public Relations Service 244	
	Functions of the Department 245	
	Essentials for High Quality Public Relations 245	
	Quality of Process 246	
	Indicators for a Successful Public Relations Program 247	
	Marketing Department 247 Functions 247	
	Essentials for Quality of Marketing Services 249	
	Quality of Marketing Process 249	
	Indicators for Quality of Marketing Program 250	
35	NURSING SERVICE	252
55.	Role 252	232
	Quality of Process 254	
	Documentation of Nursing Care 256	
	Criteria for Evaluation of Quality of Service 257	
36.	HUMAN RESOURCE DEPARTMENT (HRD)	259
	Role of HRD 259	

	Activities 259 Assurance of Quality of Services 261 Quality of Structure 261 Quality of Process 262 Indicators for Evaluation of Quality of Performance 265 MORTUARY SERVICE Functions of Mortuary Service 266 Quality of Structure 267 Quality of Process 268 Indicators for Quality Evaluation of Mortuary Service 269 OUTREACH SERVICES Purpose of Outreach Services 270 What does Quality of Outreach Services mean? 271 Quality of Structure 271 Quality of Process 272 Indicators for Evaluation of Quality 273	266 270
Pa	ort 5: Important Programs for Hospitalwide Improvement of Se	rvices
39.	STATUTORY COMPLIANCE IN HOSPITALS System of Ensuring Statutory Compliance 278 Structural Requirements 278 Process Requirements for Statutory Compliance 278 Indicators for Evaluation of Statutory Compliance 282	277
40.	PATIENT SAFETY MANAGEMENT PROGRAM (PSMP) Essentials of Patient Safety Management Program (PSMP) 285 Identification of Risk Factors 286 Infrastructural Risk Factors 286 Quality of Process 288 Implementation of PSMP 290 Criteria for Evaluation of Effectiveness of Patient Safety Program 291 Pre-requisites for a Successful Program 292	284
41.	Management of Sentinel/Adverse/Near-Miss Events (Annexures 9, 10) 293 DISASTER MANAGEMENT PROGRAM IN A HOSPITAL Peculiarities/Problems of a Disaster Situation 298 Expectations from a Hospital in a Disaster Situation 298 Quality of Structure 299 Quality of Plan/Process of Disaster Management 299 Evaluation of Quality of Disaster Management System 301	297
42.	INFECTION CONTROL PROGRAM Aims and Objectives of Infection Control Program 303 Quality Requirements of a Successful Infection Control Program 304 Quality of Structure 304	303

Quality Management in Hospit

	Quality of Process 305	
43.	Criteria for Evaluation of Quality of Infection Control Program 308 BIOMEDICAL WASTE MANAGEMENT PROGRAM	310
	Objectives of BM Waste Management Program 311	
	Quality of Infrastructure Available 312	
	Quality of Process Used for Implementation of Program 313	
	Indicators for Quality Evaluation 314	
44.	EQUIPMENT MANAGEMENT PROGRAM	316
	Purpose 316	
	Activities of the Equipment Management Program 317	
	Quality of Outcome Expected from the Program 317	
	Essentials for a Successful Program 318	
	Quality of Process Utilized 318	
15	Indicators for Quality of Equipment Management Program 320 TRAINING PROGRAM IN A HOSPITAL	322
43.		322
	Purpose of a Training Program 322 Quality of Outcome of a Training Program 323	
	Quality of Structure 323	
	Quality of Process 324	
	Indicators for Quality of Training Program 325	
46.	PATIENTS' INFORMATION AND EDUCATION PROGRAM	326
	Patient Information System 326	
	Prerequisites for a High Quality Patient Information Program 327	
	Process of Implementation of the Program 327	
	Indicators of an Effective Patient Information System 328	
47.	RIGHTS AND RESPONSIBILITIES OF PATIENTS	329
	Indian Scenario 330	
	Responsibilities 334	
	Part 6: Evaluation of Performance	
48.	APPROACHES TO EVALUATION OF THE SUCCESS OF QMS	339
49.	EVALUATION THROUGH STATISTICAL APPROACH	341
	Prerequisites for Evaluation 341	
	Criteria and Standards for Evaluation 342	
	Comparison of Pre- and Post-Implementation Data and	
	Assessment of Improvement 344	
	Failure Analysis 344	
50.	EVALUATION THROUGH MEDICAL AUDIT	346
	Objectives 346	
	Functions 346	
	Reauirements of a Hiah Ouality Medical Audit 347	

	Contents
Process of Medical Audit 347 Indicators of Effectiveness of the Program 350 51. EVALUATION THROUGH NURSING AUDIT Objectives of Nursing Audit 351	351
Essentials of a Successful Nursing Audit Program 352 Process of Implementation of Nursing Audit Program 352 Indicators of Quality of a Nursing Audit Program 354 52. EVALUATION THROUGH EQUIPMENT AUDIT Benefits of Equipment Audit 355 Starting a System of Equipment Audit 355	355
Process of Equipment Audit 356 Indicators for Quality of Equipment Audit 357 53. EVALUATION THROUGH PATIENT SATISFACTION SURVEY Resources Required 359 Process 359	359
Part 7: Annexures	
ANNEXURE 1: ISQua ACCREDITED STANDARDS AND ORGANIZATIONS	367
Standards Accredited by ISQua 368	307
ANNEXURE 2: JCAHCO NATIONAL PATIENT SAFETY GOALS	373
National Patient Safety Goals, 2003 (Revised) 373	
National Patient Safety Goals, 2004 374	
National Patient Safety Goals, 2005 374	
National Patient Safety Goals, 2006 375	
National Patient Safety Goals, 2007 375	
National Patient Safety Goals, 2008 375	
National Patient Safety Goals, 2009 375	
National Patient Safety Goals, 2010 (Effective July 1, 2010) 375 National Patient Safety Goals, 2012 376	
National Patient Safety Goals, 2012 370 National Patient Safety Goals, 2013 377	
ANNEXURE 3: INITIAL ESTIMATE OF EXPENDITURE FOR TREATMENT	378
ANNEXURE 4: CRITICAL VALUES (GROSSLY ABNORMAL REPORTS)	379
ANNEXURE 5: MAINTENANCE OF RECORDS OF MONITORING/SURVEILLANCE OF	
STAFF FOR EXPOSURE TO RADIATION	381
ANNEXURE 6: PREVENTION OF WRONG PATIENT/WRONG SITE/WRONG SURGERY	382
ANNEXURE 7: FORMAT FOR INFORMED CONSENT	384
ANNEXURE 8: FORMAT FOR INFORMED REFUSAL OF CONSENT	386
ANNEXURE 9: SENTINEL/ADVERSE/NEAR-MISS EVENTS	387
ANNEXURE 10: FORMAT FOR REPORTING OF SENTINEL/ADVERSE/NEAR-MISS EVEN	TS 390
ANNEXURE 11. ADMISSION AND DISCHARGE POLICY FOR THE INTENSIVE CARE UNI	T 392

xxiv

Quality Management in Hospitals

ANNEXURE 12: PROTOCOL FOR PREVENTION OF ERRORS IN INVASIVE PROCEDURES	395
ANNEXURE 13: STATUTORY REQUIREMENTS APPLICABLE TO THE	
HOSPITALS/NURSING HOMES	397
ANNEXURE 14: LIST OF LICENSES/CERTIFICATIONS APPLICABLE TO THE	
HOSPITALS/NURSING HOMES	403
ANNEXURE 15: LIST OF REPORTS AND RETURNS TO BE SUBMITTED BY HOSPITALS	405
ANNEXURE 16: PROBLEM SOLVING BY ROOT CAUSE ANALYSIS TECHNIQUE	407
ANNEXURE 17: HOSPITAL ANTIBIOTIC POLICY	411
ANNEXURE 18: UNIVERSAL WORK PRECAUTIONS—NATIONAL GUIDELINES FOR	
CLINICAL MANAGEMENT OF HIV/AIDS BY NACO, GOVT. OF INDIA	415
ANNEXURE 19: EXTRAMURAL TRANSPORTATION OF BIOMEDICAL WASTE FROM	
ON-SITE STORAGE TO OFF-SITE DISPOSAL FACILITY	416
ANNEXURE 20: PROTOCOL FOR MANAGEMENT OF SPILLAGE OF	
CHEMICALS/POTENTIALLY INFECTED MATERIALS	418
ANNEXURE 21: CHARTER OF PATIENT'S RIGHTS AND RESPONSIBILITIES	420
ANNEXURE 22: PROFORMA FOR PATIENT SATISFACTION SURVEY (IPD)	422
ANNEXURE 23: PROFORMA FOR PATIENT SATISFACTION SURVEY (OPD)	424
REFERENCES	427
INDEX	431