

Quality Management in Hospitals

*“Life-giving God, who alone hast
power over life and death,
over health and sickness :
Give power, wisdom and gentleness
to those who follow the example of
thy servant Florence Nightingale,
that they, bearing with them thy Presence,
may not only heal but bless, and shine
as lanterns of hope
in the darkest hours of pain and fear*

Florence Nightingale¹

Quality Management in Hospitals

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To
My parents, for their blessings
My wife Meena and
My sons Sharad and Saurabh
for all their support



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Message

Quality of health care services has been a subject of concern and criticism of late because of increasing public awareness and expectations and inability of the health care providers to improve the services and measure up to the expectations. One of the reasons, perhaps, is inadequate knowledge among health care professionals about the concept and techniques of quality management.

“Quality Management in Hospitals” authored by Col. S K Joshi deals with quality and its application in hospitals in a very comprehensive manner. It includes the evolution of concept of quality in health care, various approaches to quality improvement and the systems of certification/ accreditation. It has applied the basic “structure, process and outcome” approach to each & every department/service in a hospital in a manner that is simple, practical and easy to understand. Especially well written are the chapters on various programs for quality improvement as well as the important issues such as Patients’ Rights, Patients’ Safety, and Statutory Compliance in hospitals.

Col. Joshi, with all his professional training and experience as a hospital administrator in public/private sector, has done full justice to the subject. This book can be very useful to health care professionals—administrators, clinicians and nurses, interested in improvement of quality of medical services.

I compliment Col. Joshi on his efforts and wish him well

[Surg Rear Admiral V K Singh]



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Foreword

“Quality Management in Hospitals” authored by Dr SK Joshi is a comprehensive document written on the subject of quality of healthcare services that has generated a lot of concern of late. This is largely on account of increasing awareness among the consumers and supported by market forces including corporatisation, insurance and medical tourism. The book covering a vast canvas of quality management in hospitals is going to facilitate healthcare organisations in understanding and applying the quality management tools in all their functions.



Besides covering important subject of accreditation, Dr Joshi has elaborated the concept of quality and how it applies in various departments of the hospital. This will help clinicians, administrators and nursing staff to take ownership of quality processes. Similarly, the chapter on “Important Programmes for Hospital” covering statutory compliance, Patients’ Safety, Patients’ Rights and Clinical Safety programs can be a valuable support to hospitals.

I compliment Dr SK Joshi, who has used all his past hands-on experience to help hospitals to adopt the quality management concept incorporating patient safety in quality of healthcare.

(Girdhar J Gyani)

Preface

*“The priceless ingredient of every product
is the Honor and Integrity of its maker”*

Slogan of one of the major drug firms²

And that would mean honorable intentions and honest and sincere efforts on the part of the maker because the quality of his product is a matter of honor to him. It means he has a commitment to ensure that the quality of product or the service delivered is of a standard acceptable to and meeting the requirements of his clientele. More than that, as per the modern thinking, it means the efforts not just to satisfy but delight the customer.

The concept is specially important in the field of medical practice where awakening to the call of quality has just begun and is still in the early stage. Most of the staff, be it the doctors, the nurses, the technicians, the class IV staff or for that matter the management itself, are not well informed about the quality aspects of the services that they are providing to their patients. Knowledge of quality management in hospitals can go a long way in improving the quality of health care services. As the old saying goes—“knowledge, without practice, is sterile, but practice, without knowledge, is blind”. A doctor may be excellent in his own professional field. However, management, especially quality management in health care, is a different and specialized field requiring knowledge and skills in the practice of quality for delivery of high quality services. The practice of management needs to be guided and perfected through the knowledge of quality.

This book is a humble effort in clarifying the basic concept of quality as it relates to a hospital and its various departments/services. It is a practical approach to improving the quality of services in hospitals. Since quality cannot be implemented in a piecemeal or patchwork fashion, an effort has been made to look at every department of the hospital from quality angle keeping in mind the satisfaction of patients, the end users of service.

I have tried to put across, in a simple form, the application of basic concept of quality (structure, process and outcome approach) in a hospital. Any comments/suggestions from the readers will be gratefully welcome (at skjoshi1948@yahoo.com) as there is always a scope for improvement. After all quality is a continuous process and, as oft-repeated, “a journey and not a destination”.

S K Joshi

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Abbreviations

AC	Air conditioning
ACHS	Australian council of healthcare standards
A and E Department	Accident and emergency department
AERB	Atomic energy regulatory board
AHA	Academy of hospital administration (India)
AIDS	Acquired immuno-deficiency syndrome
ALS	Advanced life support
ALS	Average length of stay
ANS	Assistant nursing superintendent
ANAES	National agency for accreditation and evaluation of health care (France)
ASSOCHAM	Associated chamber of commerce and industry
AST	Antibiotic sensitivity test
Autologus Transfusion	Transfusion of own blood (collected earlier) to a patient
BARC	Bhaba atomic research center
BLS	Basic life support
BMW	Bio-medical waste
BTR	Bed turnover rate
CCHSA	Canadian council on health services accreditation
CCTV	Close circuit television
CII	Confederation of Indian industries
CPA	Consumer protection act
C-PAP	Continuous positive airway pressure
COHSASA	Council on health services accreditation for South Africa
CRISIL	Credit rating information service of India limited
CSSD	Central sterile supply department
CT scan	Computerised tomography scan
CQI	Continuous quality improvement
DCI	Dental Council of India
DG set	Diesel generator set
DHS	Director health services or Directorate of Health Services
DMS	Deputy medical superintendent

DNS	Deputy nursing superintendent
DPCC	Delhi pollution control committee
ECG	Electrocardiography
EDP	Electronic data processing
EEG	Electroencephalography
EOQ	Economic order quantity (system of placing orders)
EPF	Employees provident fund
ESIC	Employees state Insurance corporation
ETP	Effluent treatment plant
EU	European union
FAC	French accreditation college
FICCI	Federation of Indian chamber of commerce and industry
FIR	First information report
HAI	Hospital acquired infection
HBsAg	Surface antigen detected in Hepatitis B viral infection
HFMEA	Healthcare failure mode effect analysis
HCO	Health care organization
HDU	High dependency unit
HIV	Human immunodeficiency virus
HEPA	High efficiency particulate air filters (filters used in air conditioning)
HIS	Hospital information system
HK	House keeping
HMO	Health maintenance organization
HOD	Head of department
HQS	Health quality services (UK)
HRD	Human resource department
ICCU	Intensive coronary care unit
ICD	International classification of diseases
ICU	Intensive care unit
IPD	In patient department
ISO	International organization for standardization
ISQua	International society for quality in health care
IT	Information technology
IV	Intravenous
JCAH	Joint commission on accreditation of hospitals

JCAHO	Joint commission for accreditation of health care Organizations (USA)
JCI	Joint commission international (USA)
LAMA	Left against medical advice
LIC	Life insurance corporation of India
MCB	Miniature circuit breaker
MCI / IMC	Medical Council of India
MD	Medical director
MICU	Medical intensive care unit
MIS	Management information system
MLT	Medical laboratory technology
MRD	Medical records department
MRC	Medical records committee
MRI	Magnetic resonance imaging
MRO	Medical Records officer
MS	Medical superintendent (Head of the Organisation)
MSW	Medical Social Worker
MSQH	Malaysian society for quality in health
MTP	Medical termination of pregnancy
NABL	National accreditation board for laboratories
NACO	National AIDS Control organization, Govt. of India
NICU	Neonatal Intensive care unit
NOC	No objection certificate
NS	Nursing superintendent
OPD	Out patient department
OT	Operation Theatre
PDSA	Improvement cycle (Plan, do, study, act)
PFP	Priority focus process
PET scanner	Positron Emission Tomography
PFT	Pulmonary function tests
PNDT	Pre natal diagnostic techniques
PRISMA	Prevention and Recovery information system for monitoring and analysis
PSMP	Patient safety management program
QCI	Quality Council of India
QMS	Quality management system
RO	Reverse osmosis—a technique of water purification

STD	Sexually transmitted diseases
PCB	Public call booth
SIRE	Systematic incident reconstruction and analysis
SOP	Standard operating procedure
SQC	Statistical quality control
SWOT	Strengths, weaknesses, opportunities and threats
TDS	Tax deducted at source
TLD	Thermo luminescent dosimeters
TMT	Treadmill test
TSSU	Theatre sterile supply unit
TQM	Total quality management
UNICEF	United nations international children education fund
UPS	Uninterrupted power supply
USAID	United states agency for international development
USG	Ultrasonography
USP	Unique selling proposition
VAT	Value added tax (in place of Sales Tax)
VDRL	Venereal disease research laboratory
WHO	World health organisation