

Il report per i Collegi di Direzione

ovvero ...

*... come (e perché)
mettere a disposizione delle Aziende
informazioni sulla qualità dell'assistenza ...*

Area valutazione e sviluppo dell'assistenza e dei servizi – Stefania Rodella – 22/10/2012

The Joint Commission Journal on Quality and Patient Safety

5 Million Lives Campaign

Getting Boards on Board: Engaging Governing Boards in Quality and Safety

James Conway, M.S.

This article is the sixth and final in the series on the 5 Million Lives Campaign, the Institute for Healthcare Improvement's national initiative that aims to protect patients from five million incidents of medical harm in United States hospitals between December 2006 and December 2008.

EFFECTIVE GOVERNANCE FOR QUALITY AND PATIENT SAFETY IN CANADIAN HEALTHCARE

RESULTS

THE PRESSURES ON BOARDS TO PROVIDE LEADERSHIP ON QUALITY AND SAFETY

There is a growing literature on the role of boards in improving quality and patient safety, along with an accelerated interest from policy-makers and practitioners. This new interest contrasts with previous tolerance for considerable variation in how governance responsibilities were discharged in hospitals, and other healthcare organizations (Alexander, Weiner and Bogue, 2001; Orlikoff, 2005) and limited attempts to identify and disseminate governance best practices. Contributing to this increased governance focus has been the growing interest in improving governance more generally, in healthcare organizations, other non-profit corporations and for-profit corporations. The increased scrutiny of governance is linked with a trend to greater accountability and a growing capacity to measure organizational performance for clinical, financial and other outcomes.

Quality accounts monitoring by acute trust boards (533kb)

Benjamin Ritchie, Nicholas Mays

British Journal of Healthcare Management, Vol. 18, Iss. 2, 11 Feb 2012, pp 87 - 94

Current NHS policy defines quality of care in terms of safety, clinical effectiveness and the experience of patients. The Department of Health's main objective in mandating NHS acute sector providers in England to produce annual Quality Accounts from 2009-10 onwards was to increase the level of engagement of provider boards in quality improvement in their organisations. Quality Accounts are also intended to encourage boards to assess quality across the full range of services they offer. This study analysed the meeting minutes of boards of directors from a random sample of 15 NHS acute trusts out of the 61 with complete board minutes available in early 2011, to determine the prevalence of recurring board reports providing information on quality of care over the period 2008-2010, one year before and two years after the introduction of Quality Accounts. Boards should consider giving more attention in their meetings to the clinical effectiveness of specific services and an appropriate response (e.g. by using clinical audits) rather than focusing so much on topics subject of national targets such as hospital-acquired infections and waiting times.

(per i giovani) Che cos'è il CdD?



Dalla Legge Regionale 29/2004
un “organo aziendale strategico per il governo clinico, con compiti di proposta per i servizi, le attività di ricerca e innovazione e la valorizzazione delle risorse umane e professionali”

Chi c'è nel CdD?

Dalla DGR 86/2006 (Direttiva per l'adozione dell'Atto Aziendale)

- i direttori dei dipartimenti aziendali [...]
- MMG, pediatri LS, specialisti [...] compiti di coordinamento [...] responsabili di struttura organizzativa
- [...] figure infermieristiche e tecnico-sanitarie o riabilitative [...] responsabilità organizzative di livello aziendale o dipartimentale.
- direttore sanitario dell'azienda.

(per i giovani) perché i CdD sono di interesse per l'Agenzia?



Dal Programma 2011-2013 – Chi siamo

[...] promuovere lo **sviluppo di competenze** e assetti nelle Aziende sanitarie utili al pieno svolgimento del ruolo dei Collegi di Direzione [...]

Obiettivi del progetto - 1

- Misurare le variazioni – geografiche, temporali - di fenomeni di interesse per la salute e per i servizi
- Identificare aree critiche meritevoli di intervento
- Rendere disponibili queste informazioni alle aziende (CdD)
- Promuovere riflessioni, discussione, decisioni, interventi

Obiettivi del progetto - 2

- Consentire al SSR di essere protagonista nei processi di valutazione nazionale

The screenshot shows the homepage of the Programma Valutazione Esiti (PNE) website. At the top, there are navigation links for 'Home', 'Stampa', and 'Registrazione'. The main header includes the logo for 'agens.s.' (Agenzia Nazionale per la Qualità e la Sicurezza delle Cure) and the 'Ministero della Salute'. The main content area is divided into four columns: 'Guida alla lettura', 'Fonti informative e criteri di record linkage', 'Metodi statistici', and 'Appendice'. Each column contains a brief description and a 'leggi' (read) button. At the bottom, there is a summary statement: 'Le misure di PNE sono strumenti di valutazione a supporto di programmi di auditing clinico ed organizzativo finalizzati al miglioramento dell'efficacia e dell'equità nel SSN. PNE non produce classifiche, graduatorie, giudizi.'

• Opportunità per confronti internazionali

EuroHOPE
– Analysing the Performance of European Health Care

At the beginning of 2010, a new European four-year research project has been launched to evaluate the performance of European health care systems in terms of outcomes, quality, use of resources and costs.

EuroHOPE will be directed and co-ordinated by the Centre for Health and Social Economics (CHES) at the National Institute for Health and Welfare (ITHL).

EuroHOPE is financed by the European Union and falls under the seventh Framework Program (FP7) of the European Commission.

Focal point of EuroHOPE

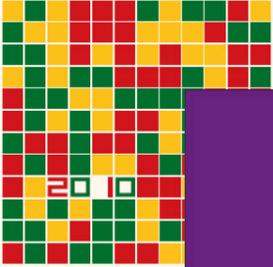
The focal point of EuroHOPE is the evaluation of five key public health problems or diseases: acute myocardial infarction, stroke, hip fracture, breast cancer, and lowbirth-weight infants. In addition, using data from Nordic hospitals, productivity will be related to quality of care.

What is EuroHOPE trying to achieve?

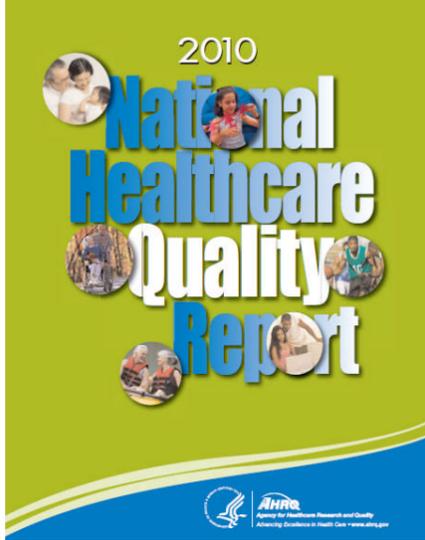
- To develop methods to measure outcomes and costs of care of specific diseases that can be used for routine evaluation of care given in the whole treatment chain of care (not only for specific procedures or short episodes)
- To develop methods to measure quality, access, outcomes and cost of care that can be used for routine evaluation and monitoring of performance, and give recommendations of a list of indicators to be routinely collected and published by the EU (as a part of European Community Health Indicators)
- To develop methods for international comparative health service research using register data
- To investigate the relationship between outcomes for quality and costs (or other measures of use of resources) between European countries, regions and providers applying a multilevel approach

Quality and Efficiency in Swedish Health Care

Regional Comparisons 2010



Swedish Association of Local Authorities and Regions



2010
National Healthcare Quality Report



Dutch Health Care Performance Report
Dutch Health Care Performance Report 2010

Come orientarsi nella ricchezza di dati (informazioni) disponibili?

... da una foresta lussureggiante ...



Abbiamo bisogno di un modello concettuale ...

... a un giardino rigoglioso ma ben coltivato ...



Come orientarsi nella ricchezza di dati (informazioni) disponibili?

Abbiamo bisogno di un modello concettuale....

EUROSTAT

Defining a minimum data set and related indicators [...] in the EU (2004)

WHO

Performance assessment tool or quality improvement in hospitals (PATH, 2004)

The Dutch Health Care Performance Report

(Zorgbalans, 2010)

The Health Foundation

Quest for quality and improved performance (2009)

Champagne F, Contandriopoulos et al.

Le modèle EGIPSS (2005)

Department of Health (UK)

Quality Accounts (2010)

AHRQ

Framework concettuale per il National Healthcare Quality Report (NHQR, 2010)

Commonwealth Fund

Commission on High System Performance Scorecard on Local health System Performance (2012).

Dalla letteratura.....

Dimensioni trasversali: Care coordination, Infrastructure capabilities



Dimensioni trasversali: Equity, Value, Sustainability



Componenti dell'offerta

Es. Percorso chirurgico, Assistenza farmaceutica..oppure Livelli di assistenza – Prevenzione, ecc.

Gruppi di Popolazione (età, genere, etnia, condizioni di malattia o disagio)

Es. Minori, Anziani, Disabili, Immigrati,...

Tipo di indicatori

Es. Struttura, processo, esito

Target di responsabilità

Es. Regione, Azienda, Dipartimento, Unità Op.va,...

Department of Health (UK) Quality Accounts (2010)



North Bristol NHS Trust

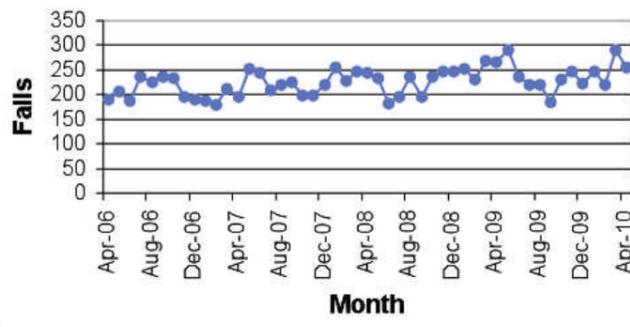
Account of the Quality of Clinical Services

provided by North Bristol NHS Trust 2009-2010

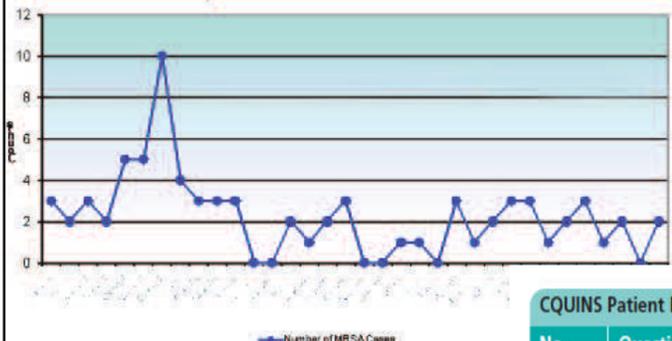


Trustwide Falls

Apr 2006 - April 2010



NBT Inpatient MRSA June 2007 to March 2010



CQINS Patient Experience questions (Positive scores, the higher the better)

No.	Question	NBT 2009
1	Were you as involved as you wanted to be in decisions about your care and treatment	93%
2	Did you find someone to talk to about worries and fears	89%
3	Were you given enough privacy when discussing your condition or treatment	92%
4	Were you told about medication side effects to watch out for when you went home	67%
5	Were you told who to contact if you were worried about your condition after you left hospital	80%



Le parole sono importanti ...

Sicurezza
Efficacia (appropriatezza)
Esperienza (e coinvolgimento) dei pazienti
Sistemi per la gestione della qualità (*governance, accountability, produttività, efficienza, innovazione, sviluppo, ...*)
Accessibilità
Equità
Copertura

Dal modello alla pratica



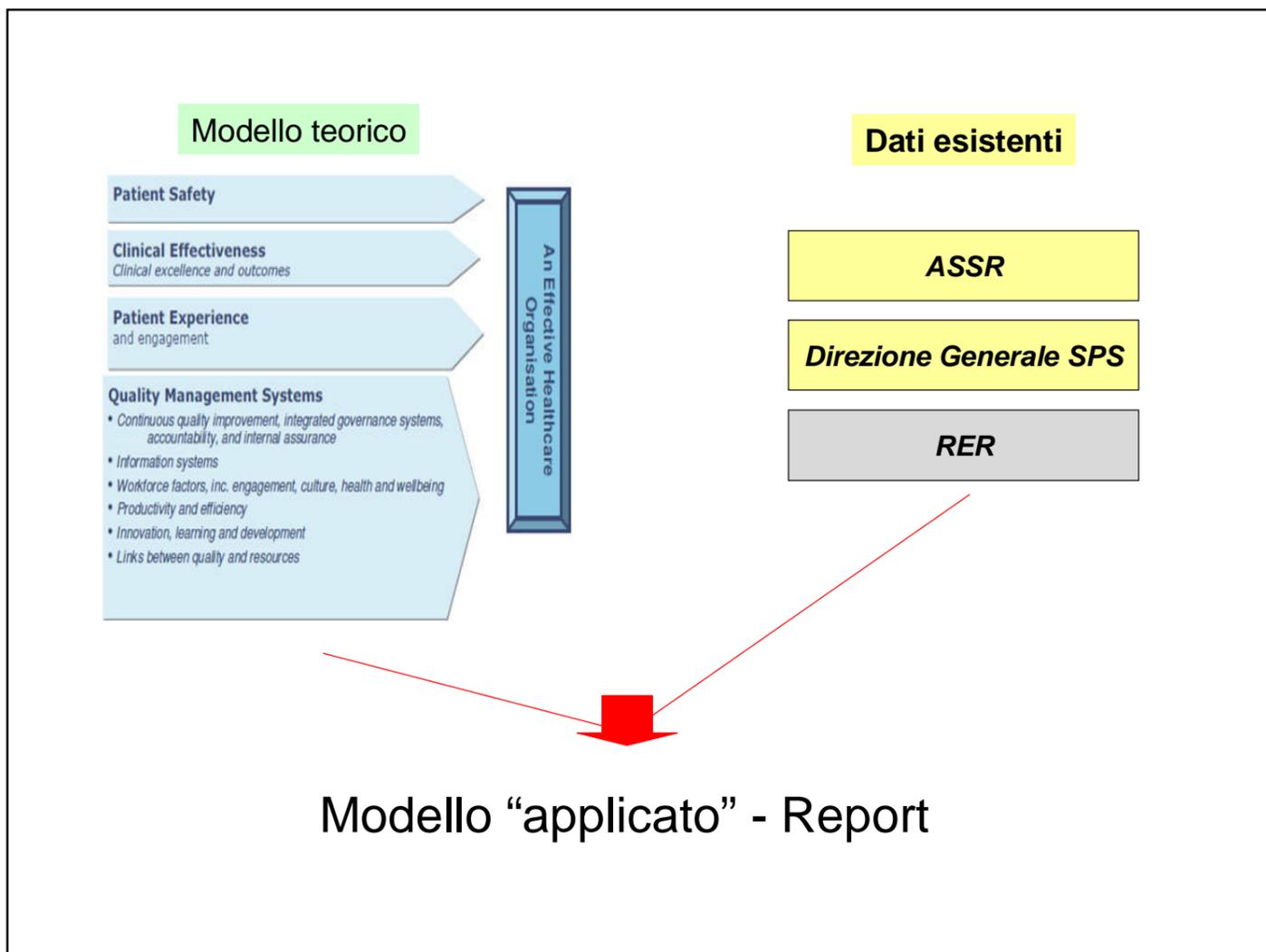
dagli ingredienti alla ricetta ...



... dalla ricetta al pranzo ...



... uno *chef* non basta



A che punto siamo?

- Ricognizione “dote” e processi informativi
- Riflessioni su “criteri guida” per la scelta di ambiti e indicatori
- Allestimento/discussione prototipo
- *Report pilota*
- *Sperimentazione*
- ...

Qualche esempio →

Domande e commenti possibili

- Che cosa devo fare in più?
- Quanti indicatori devo scegliere?
- Per i CdD sono necessari altri interventi
- I dati vanno discussi prima di tutto a livello regionale
- Come si svolgerà il confronto con i CdD?
- Come sarà organizzato il report?
-

I punti di vista, le sfide

- Tecnico-metodologico
- Comunicativo
- Gestionale

