

# HOSPITAL QUALITY: A PRODUCT OF GOOD MANAGEMENT AS MUCH AS GOOD TREATMENT

Andy Hyde and Anders Frafjord Diakonhjemmet Hospital, Oslo, Norway

**What should the main focus of the quality management system be if 95% of complaints are non-medical?**

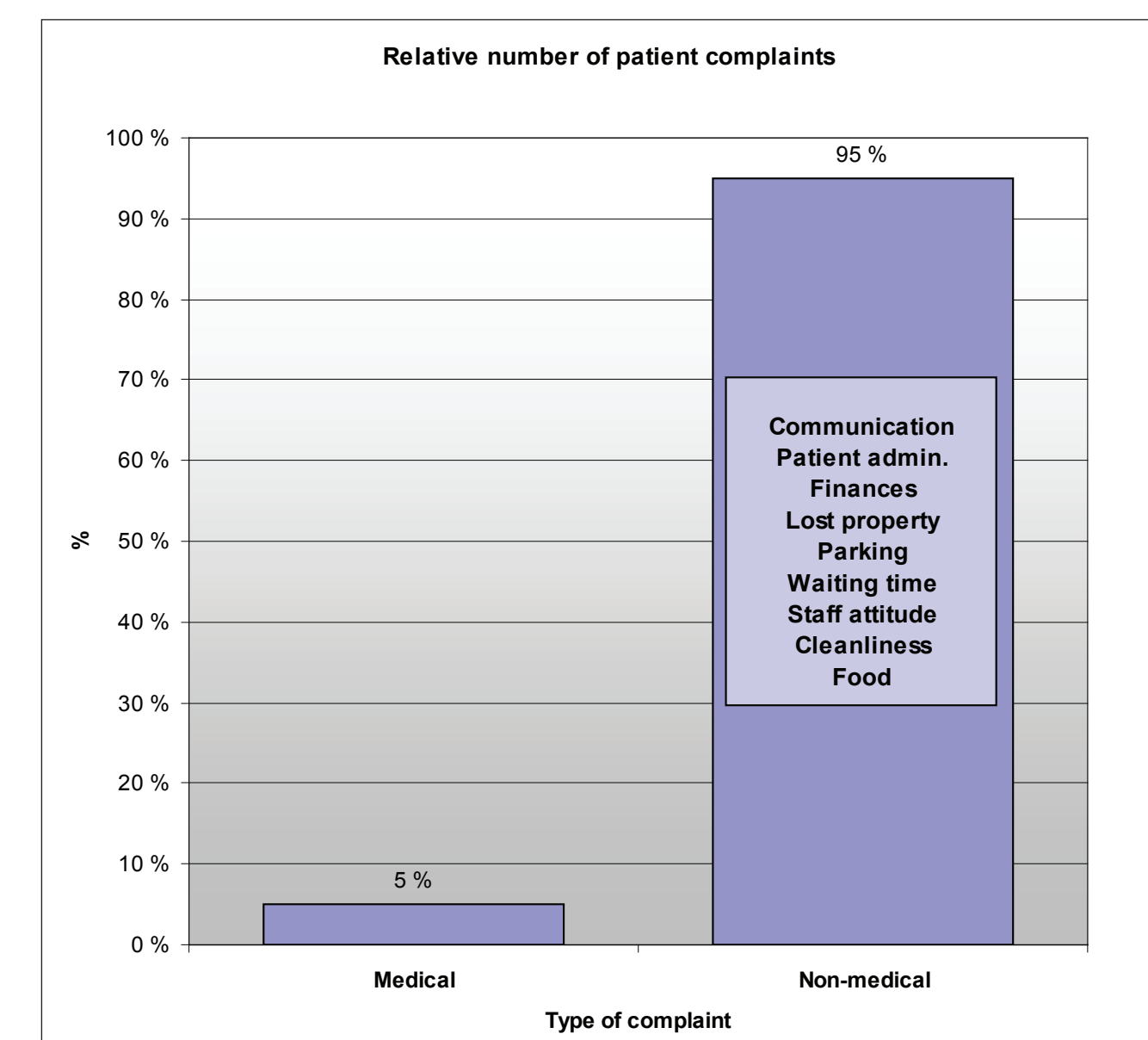
**What do patients complain about?**

**What is quality in the hospital context?**

- The degree to which the service meets the patients' requirements\*

\*Requirements are needs and expectations either stated, implied or obligatory

- Quality of a service delivery is not only measured by the outcome of the treatment.
- Great treatment can be hidden by poor delivery of other services.



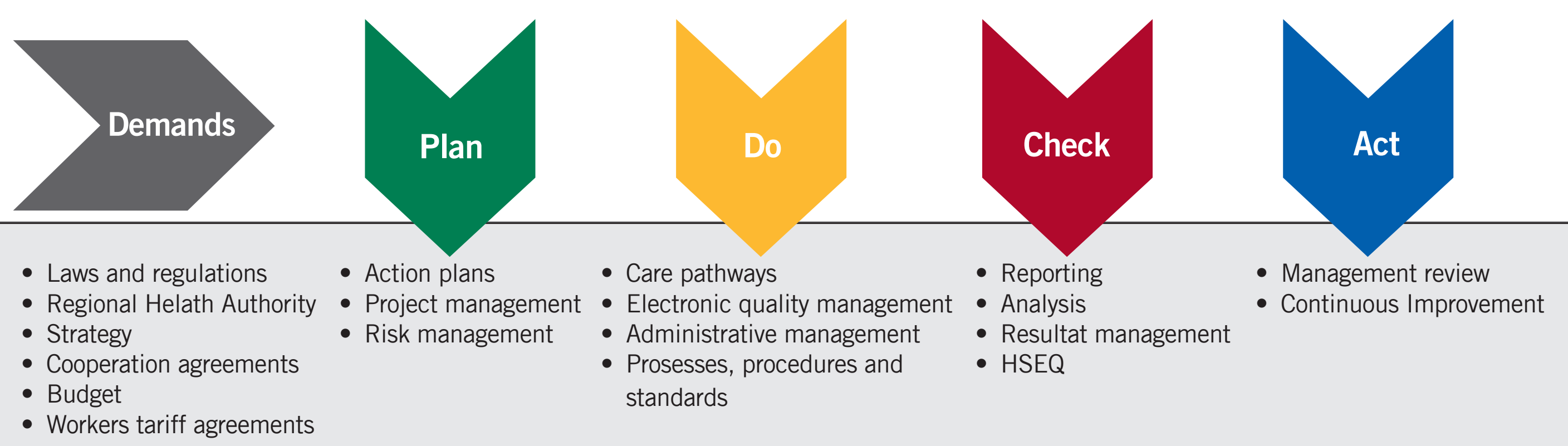
Source: Diakonhjemmet data

## Model



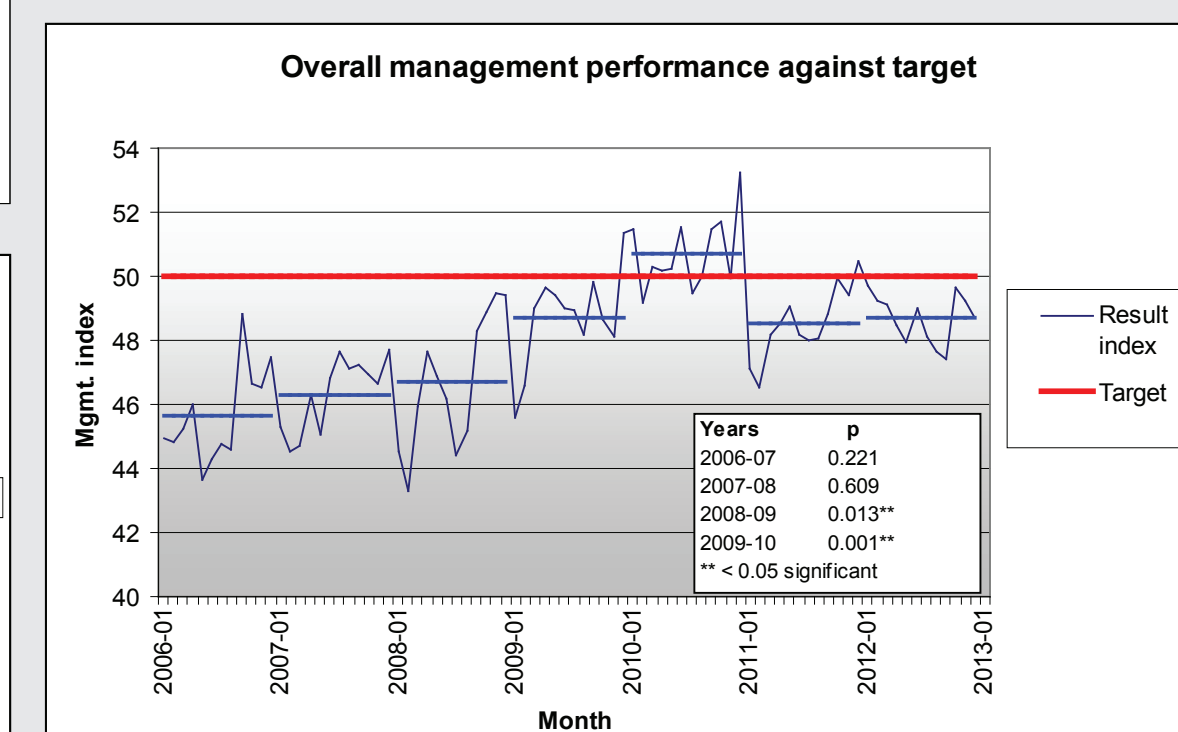
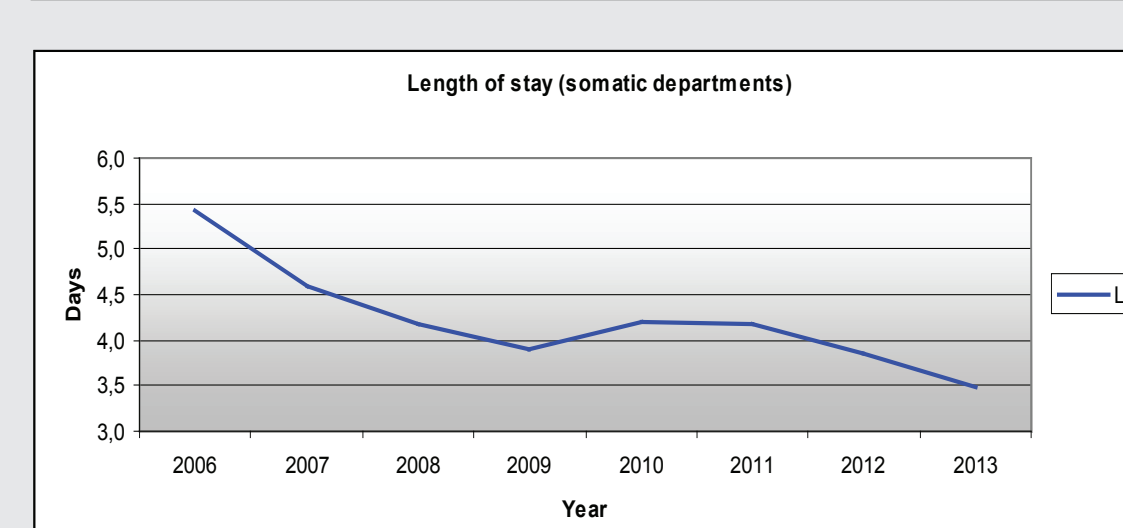
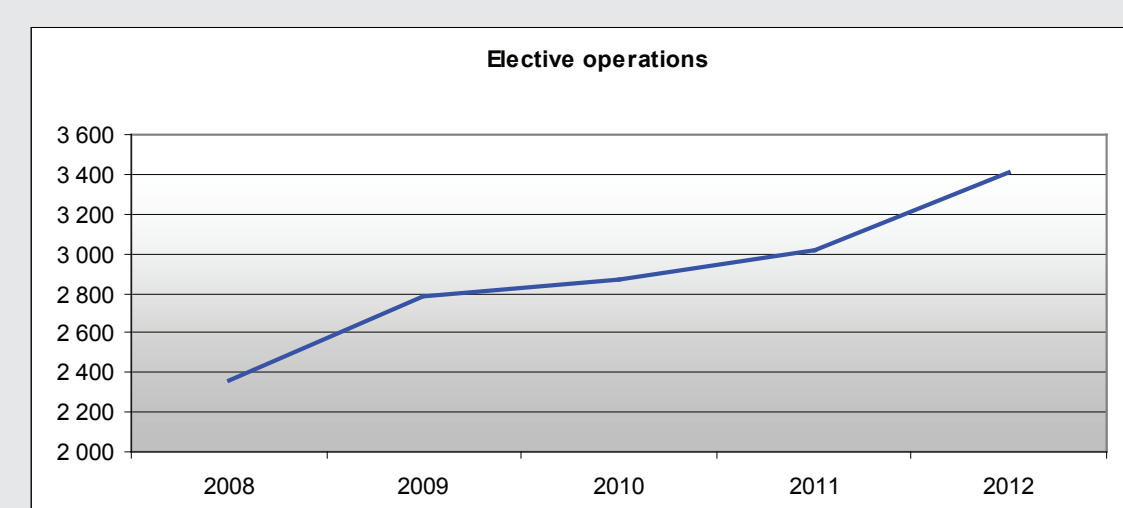
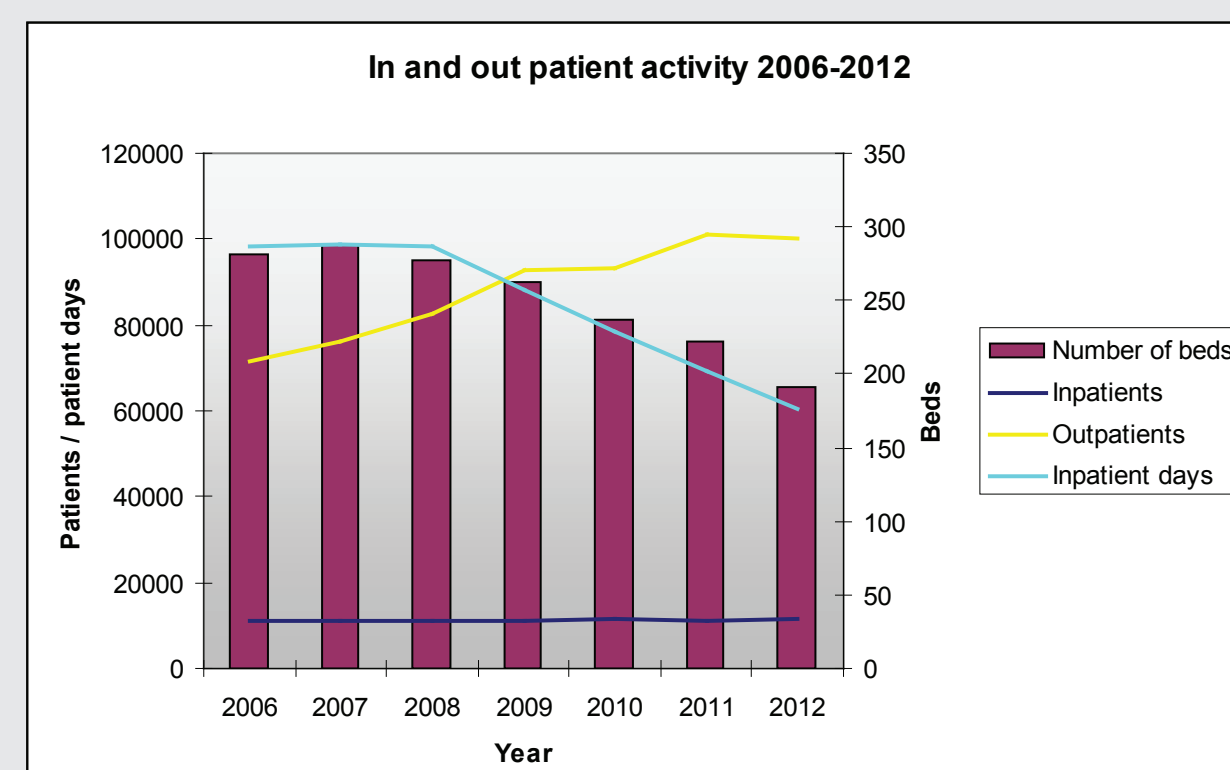
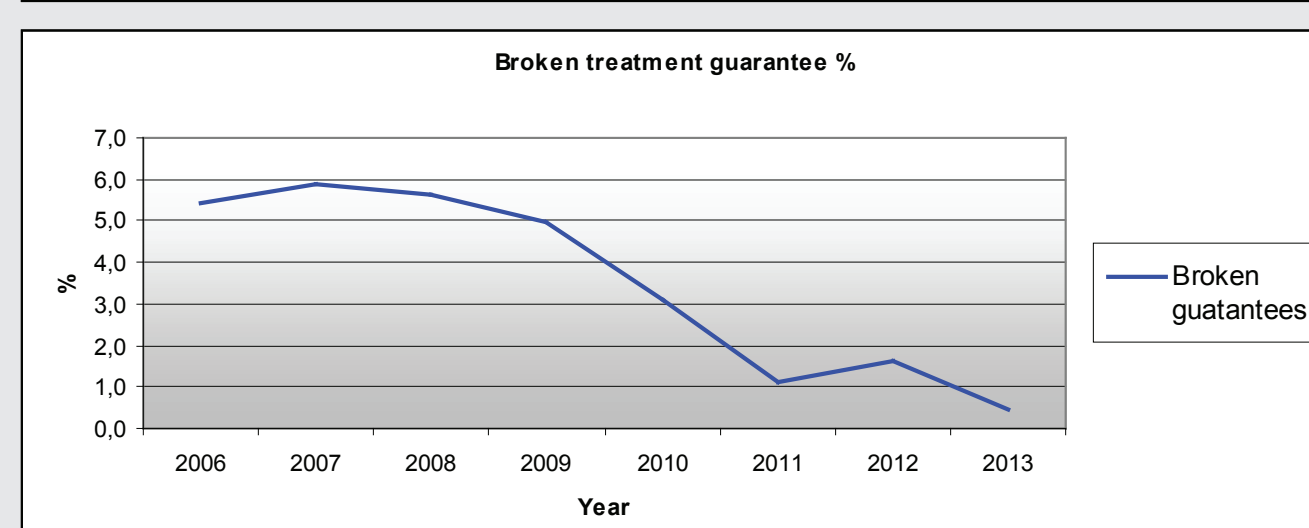
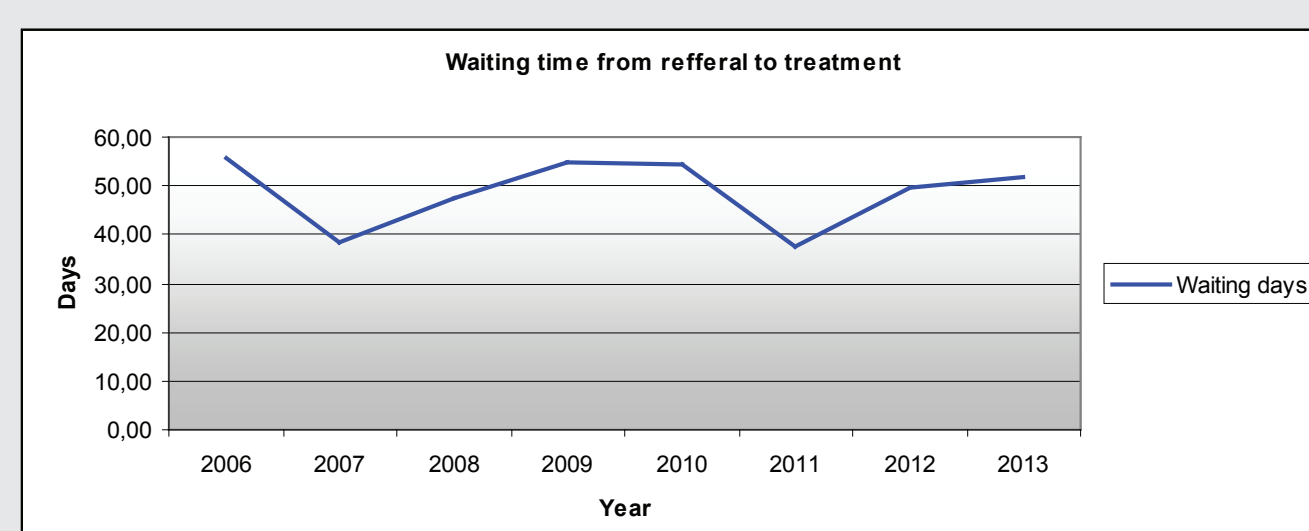
## Value-based Performance Management

Core values respect, quality, service og justice are the foundation of the holistic quality management system at Diakonhjemmet Hospital. The colours of the different toolsets and results documentation are associated with the different parts of the PDCA circle.



Culture	Core values
	Motivation and innovation
	Leadership culture
	Continuous Improvement culture
Structure	Budget, laws and regulations
	Quality management systems
	Reporting and compliance
	Internal and external audit

## Results



Shortest waiting times in Norway and "on time delivery" of treatment.

Reduced number of beds, stable number of inpatients, 40% increase in outpatient visits

40% increase in operating room throughput. Reduced length of stay

Total achievement against targets improved year on year

**The patients' verdict: Diakonhjemmet Hospital was measured as Norway's 4th best general hospital in the national patient satisfaction survey (PASOPP) of 2011.**

Diakonhjemmet Hospital is the local hospital for approximately 130 000 inhabitants living in the western sectors of Oslo.

The hospital provides medical services in the fields of internal medicine, surgery, intensive medicine, rheumatology and rheumatology surgery, as well as psychiatry.

- The hospital has extended responsibility for treating patients in the fields of rheumatology and rheumatology surgery from the whole health region
- The hospital is a competence center in the fields of rheumatology and psychopharmacology, and has an extended research activity - especially within these areas
- Health services for the elderly has a special focus at Diakonhjemmet. The hospital is responsible for the treatment of people 65 years of age or older with hip fractures, in an extended area of Oslo, as well as for elderly patients in need of psychiatric health services

The four core values of Diakonhjemmet Hospital are respect, quality, service and justice.



Diakonhjemmet Hospital