

King Saud University
College of Business Administration
Department of Health Administration - Masters` Program

PA 509-Quality Control in Healthcare
Second Semester 1436/ 1437

Select one of the following three case Scenarios, answer the question in a way that can lead to improving the quality of performance, keep in mind what you have learned in this course.

Case Scenario I

You work as the quality director in a small rural hospital in a village north of Riyadh. New physicians joined the staff. Within three months you discover several cases in which these, physicians' practices appear to be inappropriate (e.g., unnecessary surgery, failure to perform appropriate diagnostic studies, failure to use generally accepted treatments). A few cases are so obvious that even a layperson would doubt the physicians' judgments. Nurses and clinical staff in the hospital are also talking about physicians' questionable behavior. You do two studies to substantiate the problems and give the data to the administrator and the medical staff director. Both of them share your believe that there is a quality problem impeded in the clinical practice culture of the hospital and they want to start fixing this problem right away.

1. What is your next course of action? Be sure to explore all of the possible options and to justify your decisions.

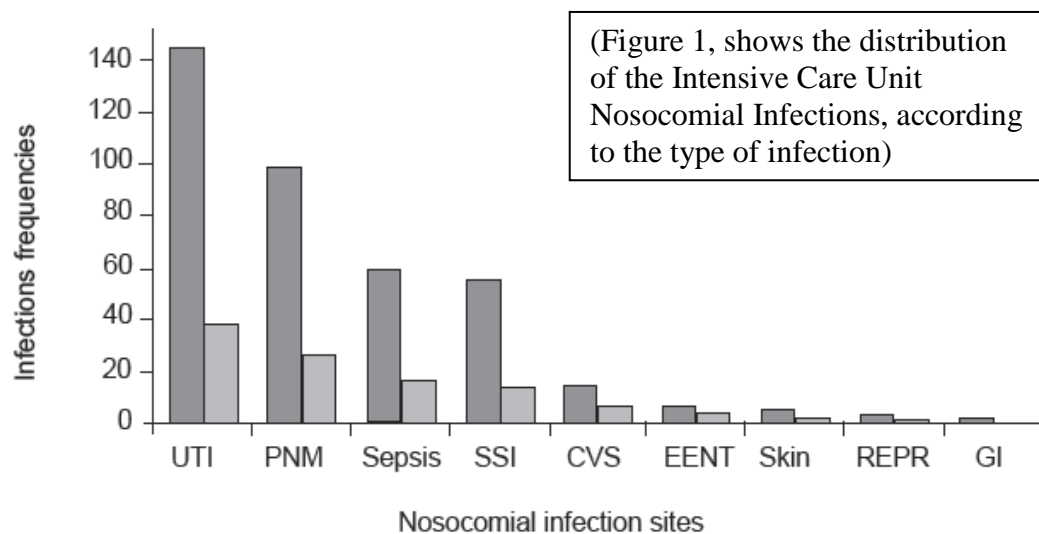
Case Scenario II

ICU nosocomial infections (NI) are primarily related to the patient's health status, invasive device utilization such as venous central line, long term urinary catheterization and mechanical ventilation, use of immunosuppressors, prolonged hospitalization, colonization by resistant microorganisms, antibiotics prescription and the setting itself which propitiate bacterial natural selection. ICU nosocomial infection rate varies from 18 to 54%, five to ten times higher than other hospital units' rates. It is responsible for 5 to 35% of all NI and for approximately 90% of all outbreaks of diseases in an ICU. The ICU high mortality rates, commonly ranging from 9 to 38%, can reach 60% due to nosocomial infection occurrence.

Mr. Saleh is the new the quality director at King Abdulaziz University Hospital (KAUH). Mr. Saleh was going over the statistical reports of KAUH for the past three years, when he came across the numbers for nosocomial infection in the ICU, he noticed that, the ICU nosocomial infection rate was on average twenty percent for the last three years, and approximately 10% of the patients died. Urinary infection was the most common type of NI, followed by pneumonia, sepsis, surgical site and others, (Figure 1, shows the distribution of the Intensive Care Unit Nosocomial Infections, according to the type of infection). Mr. Saleh understands the importance of an effective program for infection control with the

involvement of healthcare workers. So he decided to undertake a quality improvement project to reduce the rate of NI in the ICU.

2. What do you think Mr. Saleh should do to reduce NI in the ICU? Be sure to explore all of the possible options and to justify your decisions.



Subtitle: UTI: Urinary Tract Infections; PNM: Pneumonia; SSI: Surgical Site Infections; CVS: Cardiovascular; EENT: Eye, Ear, Nose and Throat, REPR: Reproductive; GI: Gastrointestinal.

Case Scenario III

With the growing community consciousness about hospital services, expectations about the hospitals' performance are also rising. Hospitals are being reoriented from just being centers for medical care and treatment to be more community oriented. The faith of people in the efficiency of public hospital is declining because of the negligence and indifferent attitude on the part of hospital authorities. It is said that each hospital has an image of its own, a tempo of work and emotional atmosphere peculiar to its traditions, its community of staff and patients. The nature of staff relationship directly influences the staff-patient relationships. It is for this reason there is different working atmosphere in different hospitals. Some hospitals enjoy a good reputation and others a bad one.

Almadina Hospital is a community hospital located in a small town in the northern region of the Kingdom. The hospital has been collecting data on patients' satisfaction. Five opinion/interview surveys were conducted by the hospital to test the level of satisfaction among the patients for both inpatient and out-patient-departments (OPD). These five opinion surveys were:

1. Level of satisfaction of OPD Patients in Almadina Community Hospital.
2. Level of satisfaction among the patients regarding the behavior of the hospital staff.
3. Quality of cleanliness in the hospital.
4. Availability of medications in the hospital.
5. In-patients: Quality of amenities provided in the hospital.

The levels of patient satisfaction of OPD patients indicates that about half (54%) of the patients were not satisfied with building arrangements for OPD and the responses of the patients regarding the waiting room facility also reveals that most of them were not satisfied (70%). Similar trend was observed regarding the registration procedure (70%) and other official procedures (62%). However, on the contrary when asked about the attention given by the doctor majority (74%) of the respondents were satisfied with it.

The patient's satisfaction regarding the diagnostic facilities like ECG, X-ray and laboratory services available with the hospital is far from being satisfactory. As the trends indicate 82%, 78%, and 80% of the respondents were not satisfied with the ECG, X-ray and laboratory services respectively. In general the patients were not satisfied with the hospital services, the behavior of the hospital staff, quality of cleanliness in the hospital, availability of medications in the hospital, or quality of amenities provided in the hospital (Table 1 and Table 2). Clearly the patients were not satisfied with Almadina Community Hospital, which prompted the leadership to recruit you as the new quality director to improve performance in these areas and eventually improve patients' satisfaction.

3. What are you going to do? Be sure to explore all of the possible options and to justify your decisions.

Table 1: Satisfaction Level of Patients with OPD

Item / Response	Highly Satisfied	Satisfied	Undecided	Dissatisfied	Highly Dissatisfied
Building arrangement for the OPD	05 (10.00)	15 (30.00)	03 (06.00)	10 (20.00)	17 (34.00)
Waiting room facility	00 (0.00)	08 (16.00)	02 (04.00)	13 (26.00)	27 (54.00)
Attention given by the doctor	09 (18.00)	28 (56.00)	01 (02.00)	10 (20.00)	02 (04.00)
Registration procedure	00 (0.00)	09 (18.00)	06 (12.00)	15 (30.00)	20 (40.00)
Other official procedures	02 (04.00)	15 (30.00)	02 (04.00)	18 (36.00)	13 (26.00)
Diagnostic facilities					
· ECG01	(02.00)	09 (18.00)	02 (04.00)	13 (26.00)	23 (56.00)
· X – Ray	00 (0.00)	10 (20.00)	01 (02.00)	17 (34.00)	22 (44.00)
· Laboratory service	04 (08.00)	06 (12.00)	00 (0.00)	18 (36.00)	22 (44.00)
Cleanliness					
· OPD	00 (0.00)	05 (10.00)	02 (04.00)	20 (40.00)	23 (46.00)
· Verandah	00 (0.00)	01 (02.00)	00 (0.00)	24 (48.00)	25 (50.00)
· Examination room	00 (0.00)	05 (10.00)	02 (04.00)	19 (38.00)	25 (50.00)
· Bathrooms / Toilets	00 (0.00)	01 (02.00)	00 (0.00)	24 (48.00)	25 (50.00)
· Surroundings	00 (0.00)	02 (04.00)	00 (0.00)	22 (44.00)	26 (52.00)
Behaviour of hospital staff					
· Doctors	07 (14.00)	25 (50.00)	02 (04.00)	10 (20.00)	06 (12.00)
· Nurses	02 (04.00)	10 (20.00)	00 (00.00)	22 (44.00)	10 (20.00)
· Paramedical staff	00 (00.00)	11 (22.00)	01 (02.00)	28 (56.00)	10 (20.00)
· Class IV	00 (00.00)	06 (12.00)	03 (06.00)	10 (26.00)	28 (56.00)

Figures in parentheses are percentages

Table 2: Satisfaction Level of Patients with inpatient services

Item / Response	Highly Satisfied	Satisfied	Undecided	Dissatisfied	Highly Dissatisfied
Availability of Medication					
• Quality wise	06 (12.00)	22 (44.00)	01 (02.00)	13 (26.00)	08 (16.00)
• Quantity wise	07 (14.00)	10 (20.00)	01 (02.00)	22 (44.00)	14 (28.00)
• At time	05 (10.00)	11 (22.00)	00 (00.00)	16 (32.00)	18 (36.00)
Amenities in the ward					
• Quality of beds	05 (10.00)	29 (58.00)	01 (02.00)	09 (18.00)	06 (12.00)
• Quality of the mattresses / pillow / blanket	03 (06.00)	15 (30.00)	02 (04.00)	17 (34.00)	13 (26.00)
• Equipment in the ward like drip stand/ bedside cabinet / screen	00 (0.00)	04 (08.00)	01 (02.00)	20 (40.00)	25 (50.00)
• Sufficiency of the linen	00 (0.00)	03 (06.00)	01 (02.00)	19 (38.00)	27 (54.00)
• Patient food	01 (02.00)	06 (12.00)	01 (02.00)	23 (46.00)	19 (38.00)
• Drinking water	00 (0.00)	03 (06.00)	02 (04.00)	25 (50.00)	20 (40.00)
• Heater	00 (0.00)	00 (00.00)	00 (00.00)	03 (06.00)	47 (94.00)
• Light	01 (02.00)	12 (24.00)	01 (02.00)	17 (34.00)	13 (26.00)
• Wash basin	00 (0.00)	00 (00.00)	02 (04.00)	28 (56.00)	20 (40.00)
• Availability of bed-pans	01 (02.00)	01 (02.00)	00 (00.00)	23 (46.00)	25 (50.00)
Amenities for attendants of patients					
• Attendants rooms/Sera	01 (02.00)	04 (08.00)	02 (04.00)	30 (60.00)	13 (26.00)
• Light/Heater	00 (0.00)	01 (02.00)	02 (04.00)	31 (62.00)	13 (26.00)
• Drinking, water	01 (02.00)	17 (34.00)	02 (04.00)	12 (24.00)	18 (36.00)
• Toilets/Bathrooms	00 (0.00)	06 (12.00)	02 (04.00)	19 (38.00)	23 (46.00)
• Canteen	00 (0.00)	02 (04.00)	01 (02.00)	27 (54.00)	20 (40.00)
• STD Booths	01 (02.00)	04 (08.00)	01 (02.00)	26 (52.00)	18 (36.00)
• Medical store	03 (06.00)	07 (14.00)	01 (02.00)	23 (46.00)	16 (32.00)
Cleanliness					
• Cleanliness in the ward	00 (0.00)	10 (20.00)	05 (10.00)	18 (36.00)	17 (34.00)
• Cleanliness of the Linen / Blanket	00 (0.00)	08 (16.00)	02 (04.00)	21 (42.00)	19 (38.00)
• Cleanliness in the OT	05 (10.00)	21 (42.00)	02 (04.00)	18 (36.00)	04 (08.00)
• Cleanliness in the Recovery room	05 (10.00)	18 (36.00)	01 (02.00)	16 (32.00)	10 (20.00)
• Cleanliness in the toilet / bathroom	00 (0.00)	06 (12.00)	02 (04.00)	09 (38.00)	23 (46.00)
• Cleanliness of surroundings	02 (04.00)	07 (14.00)	01 (02.00)	23 (46.00)	17 (34.00)
Availability of essential emergency services					
• Life Saving drugs	02 (04.00)	05 (10.00)	01 (02.00)	20 (40.00)	22 (44.00)
• Life Saving equipment	01 (02.00)	03 (06.00)	02 (04.00)	24 (48.00)	20 (40.00)
• Blood Bank facilities	03 (06.00)	06 (12.00)	01 (02.00)	18 (36.00)	22 (44.00)
• Availability of stretcher / wheelchair	02 (04.00)	07 (14.00)	12 (24.00)	11 (22.00)	16 (32.00)
• Ambulance services	02 (04.00)	08 (16.00)	10 (20.00)	13 (26.00)	17 (34.00)

Figures in parentheses are percentages