

Driving Quality Improvement

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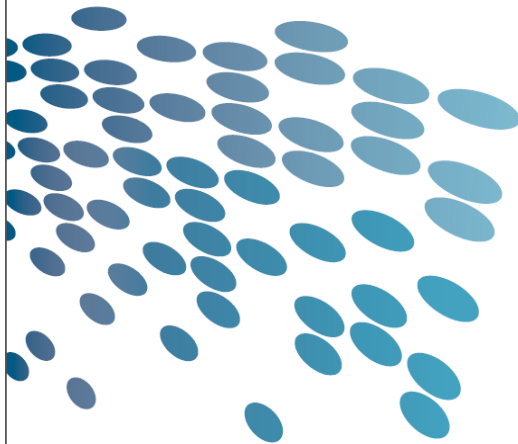
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Who drives quality?



What drives quality?

Pathology Quality Assurance Review



Chaired by Dr Ian Barnes

January 2014



How to Assess the Quality of a Pathology Service

Report of a meeting held to discuss the evaluation of medical laboratories in the context of health service reform

Held at the Royal College of Pathologists
2 Carlton House Terrace, London SE1 5AF
on Wednesday 26th October 2011




Is UK Pathology a quality service?

Pathology Quality assurance review

Lacks

- Transparency
- Integration
- Scrutiny
- Oversight
- Effective triggers for reward and sanction



What do pathologists think drives quality?

What do our commercial partners think?

What do managers think drives pathology quality?

I'm
interested in
knowing
what you
think are the
drivers
behind
quality in
pathology

- Peers
 - e.g. Consultants, Pathology Operational Managers (Head BMS), Quality Manager
- Commercial partners
 - Sales reps, engineers
- Managers
 - Director, Associate director

Peer view

- Accreditation and regulation
- Benchmarking
- Patient outcome data
- Commissioners
- Technology advances
- Personal proficiency
- Staff who care

Commercial partners

Cost

Prestige and reputation

Assurance that results are correct

Litigation

Managers

Resounding silence

Why?

Lack of understanding?

Lack of care?

Assumption that Pathology will take care of it

What drives quality for my managers?

- How the Board think we perform
- Quarterly performance
- Dashboard
- Still subjective
- Conflicts on board time
- The good, the bad and the ugly

What drives quality for my commercial partners?

- Working in partnership
- Flagship sites
- EQA performance
- Value for money
- The right result
- Profit

What drives quality improvement among my peers?

No-one wants to be the outlier

Scientists usually strive for improvement

We care

Teamworking

“I don’t want people to think I’m not doing a good job”

Changes in Pathology

No
accreditation

CPA

UKAS

CPA

‘Owned’ by Pathology

Friendly

We grew up with it

We forgot about it between inspections

Nice to have



UKAS



Why the disconnect?



Still the same....

People

Aims

Overall process

Outcome

So what's different?

The 'Standard'

The process of continual scrutiny

Understanding the scope of your service

The cost

Is this a bad thing?

The standard

Written differently

Need to understand terminology

Still open to individual interpretation

You have to buy it!

The process

Are you ready for accreditation?

Regular inspection

Keeps you on your toes

Different mindset

The cost

Annual fee

Inspection fee

Cost of clearing non-conformances

Cost of adding / changing scope

Focuses you

How has 15189 changed my lab?

Verification

Standardisation

Brought Pathology departments together

Audit

Documentation

Verification

CPA

Run a few samples

Eye ball the results

Keep the data on a
scrappy piece of paper

Lose the data

Forget when you made the
change

UKAS

Plan

Collect patient and EQA samples

Dilution, linearity, precision

Scrutinise

Discuss

Document

Implement

Standardisation

Patient pathways

NICE guidance

Effective use of finite resources

Driver for our commercial partners to be more open

Brought Pathology together

Established a Pathology wide Quality group

Review all SOP's together

Share the burden / pain

Share the experience

Learn together

Audit

Much less regimented approach than CPA

Targeted audit

More scrutiny about the process of audit

CAPA target times and the steps taken

Documentation

Most labs are already doing almost everything they need

Can they show this?

Know your quality system inside out and reference it to ISO 15189

How has 15189 changed me?

I think about things such as
Uncertainty of measurement

I use uncertainty when
talking to F1's

I have a new stick to use
with Trust managers

What are we focussing on?

Calibration

Uncertainty of measurement

Audit

Information management and technology

Pre and post analytical phase

Documentation

Who drives quality improvement?



Pathology needs **YOU** to drive quality improvement

