



Impact of national policy changes on the development of QMS

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Objective

To assess the relation between:

National policy changes

Multi level quality collaborative (MQC)

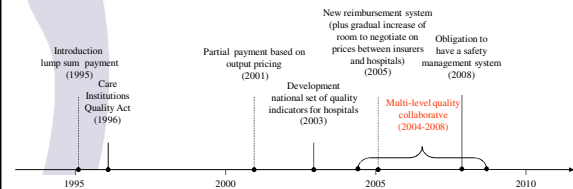
QMS development



Background

- Health care institutions act 1996
 - QMS is obliged
- Evaluation in 2000 (all healthcare institutions)
 - 5% has implemented a QMS;
 - 69% has quality improvement projects;
 - 26% has just started.
- Quality letter in 2002

Timeline of national policy changes between 1995 - 2008



Multi-level quality collaborative

- Aims of Better Faster:
 - To realise **substantial and distinctive improvements** for patients in 20% of the hospitals, within 4 years in the priority areas of patient logistics and patient safety

	2004	2005	2006	2007	2008	2009
Tranche I:		Serie 1	Serie 2	post SB p3		
Tranche II:			Serie 1	Serie 2	post SB p3	
Tranche III:				Serie 1	Serie 2	post SB p3

Interventions at hospital level

- Better Faster
 - leadership programme for executives, facilitated by external change agents
 - Create an improvement infrastructure
 - Create a learning environment
 - internal steering committee (to coordinate and track progress)

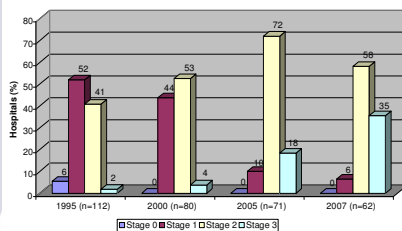
Interventions at unit level

- Better Faster
 - six quality improvement collaboratives
 - breakthrough projects implemented by multidisciplinary teams
 - features: training meetings, knowledge about best practices, plan-do-study-act cycles, performance monitoring
 - Facilitation by external change agents

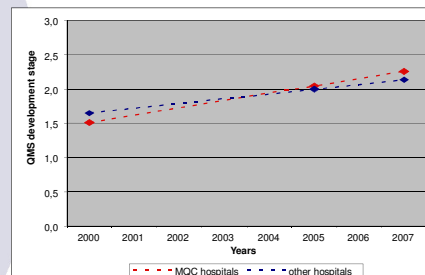
Research methods

- Longitudinal data collection: 1995, 2000, 2005 and 2007
- Using a validated questionnaire
- Four QMS stages
 - (0) orientation and awareness;
 - (1) preparation;
 - (2) experimentation and implementation;
 - (3) integration QI into normal business operations
- sent to executives of all hospitals/quality managers
- multilevel modelling to test QMS changes through time

QMS in hospitals since 1995



Development QMS: 2000-2007



Conclusion

- Increase QMS implementation because of:
 - combination of external and internal interventions
 - increased hospital size



More information

- Duckers et.al. Longitudinal analysis on the development of hospital quality management systems in the Netherlands. Int Journal for Quality in Healthcare 2009.

Thank you for your attention.