

2 de Julio, 2013

# Estrategias efectivas de cambio en la implementación de Programas de Gestión de Calidad: ¿Qué nos dice la evidencia?



Pedro Delgado  
Executive Director  
@pedroIHI

# EI Norte

Innovation Series 2008

## Seven Leadership Leverage Points

For Organization-Level Improvement in Health Care

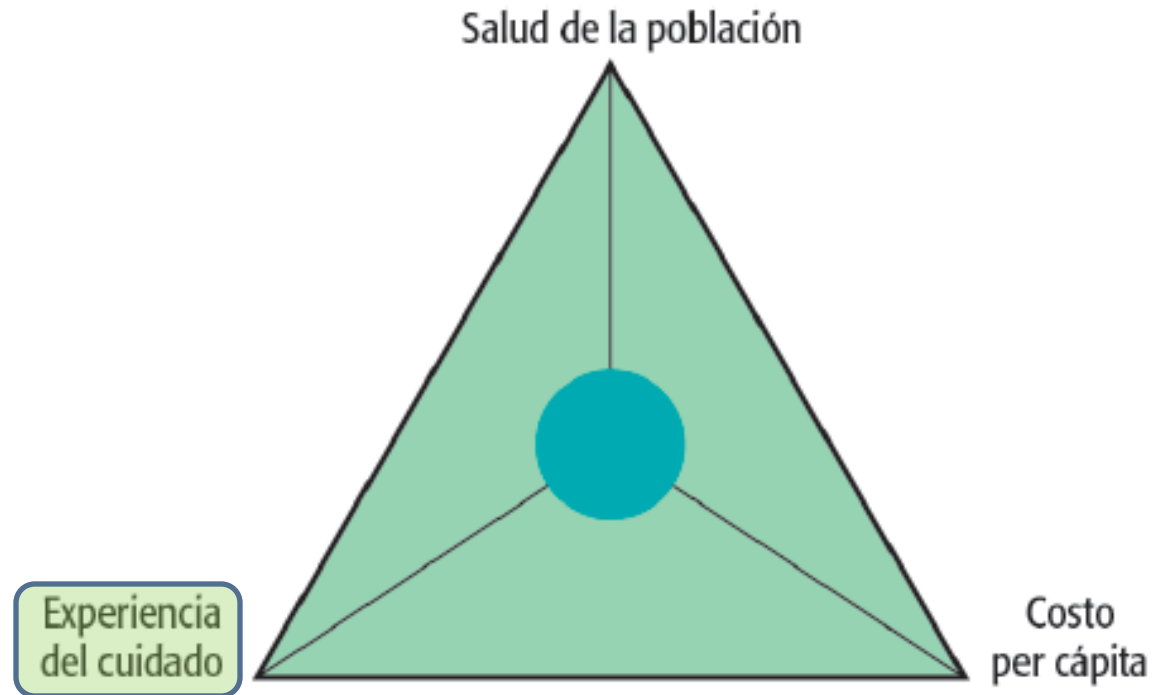
Second Edition [www.ihl.org](http://www.ihl.org)



# Norte: Triple Meta del IHI?

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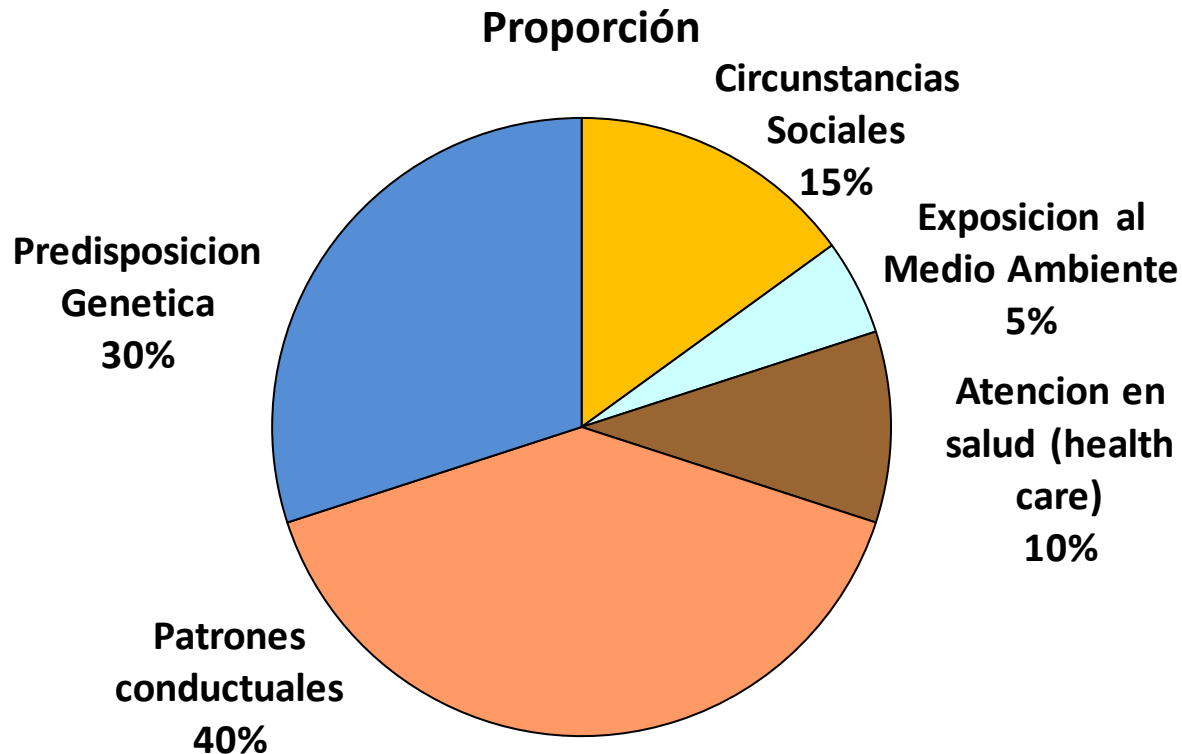
- Segura
- Oportuna
- Eficiente
- Eficaz
- Equitativa
- Centrada en el paciente



Advertencia:  
El futuro requiere  
paradigmas  
distintos



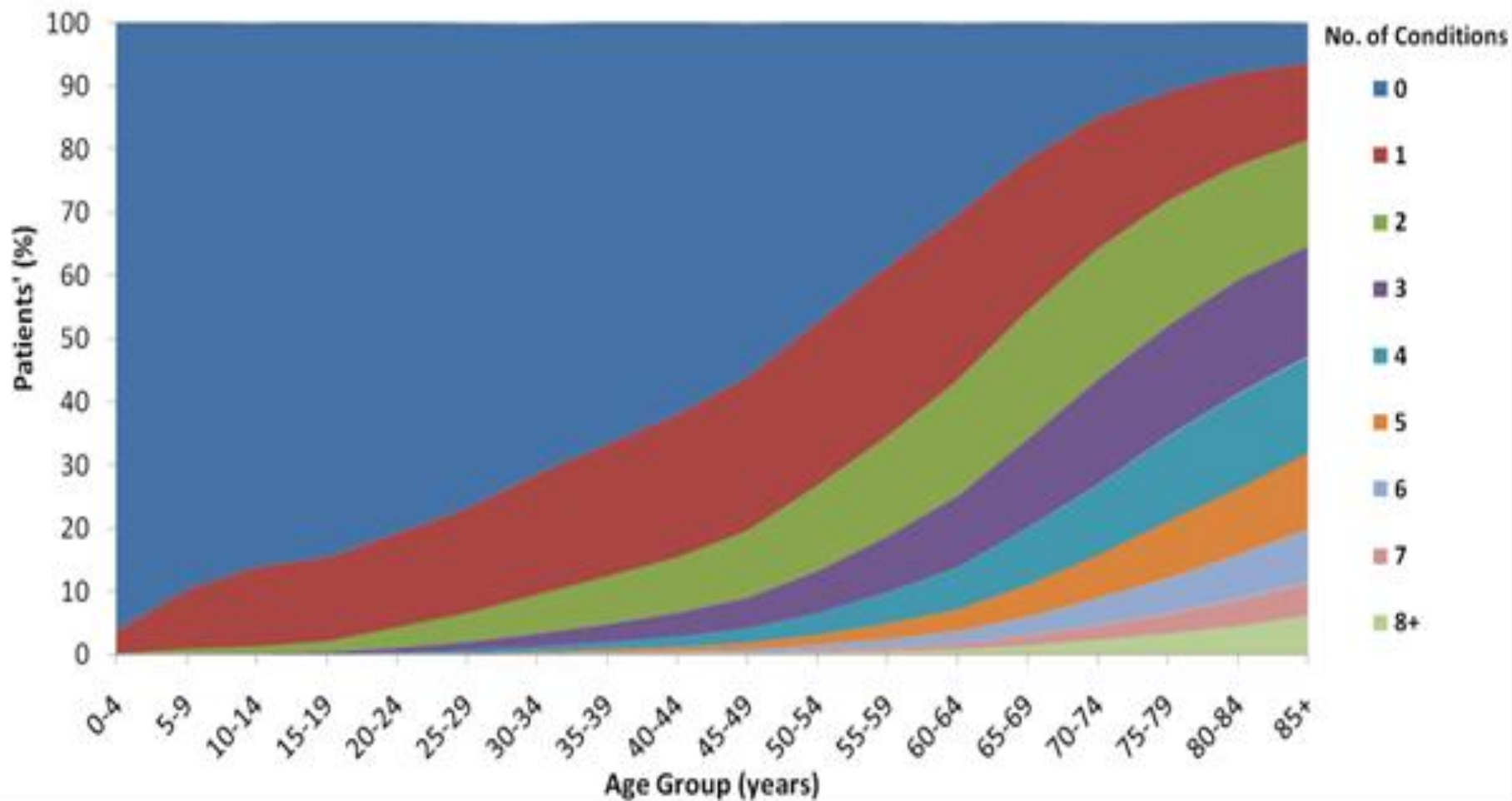
# Determinantes de la Salud y su contribución a muertes prematuras



Adapted from: McGinnis JM, Williams-Russo P, Knickman JR.  
The case for more active policy attention to health promotion. Health Aff  
(Millwood) 2002;21(2):78-93.



### Morbidity (number of chronic conditions) by Age Group





## Automated Hovering in Health Care — Watching Over the 5000 Hours

David A. Asch, M.D., M.B.A., Ralph W. Muller, M.A., and Kevin G. Volpp, M.D., Ph.D.

5000 horas  
(*tener v ser*)







## 3 estrategias

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1. Pacientes como activos
2. 'Psicoterapia vs Psicofarmacología'
3. Transparencia







## Effects of quality improvement in health facilities and community mobilization through women's groups on maternal, neonatal and perinatal mortality in three districts of Malawi: MaiKhanda, a cluster randomized controlled effectiveness trial

Tim Colbourn<sup>a,\*</sup>, Bejoy Nambiar<sup>a</sup>, Austin Bondo<sup>b</sup>, Charles Makwenda<sup>b</sup>, Eric Tsetekani<sup>b</sup>, Agnes Makonda-Ridley<sup>b</sup>, Martin Msukwa<sup>b</sup>, Pierre Barker<sup>c</sup>, Uma Kotagal<sup>d</sup>, Cassie Williams<sup>e</sup>, Ros Davies<sup>e</sup>, Dale Webb<sup>f</sup>, Dorothy Flatman<sup>f</sup>, Sonia Lewycka<sup>a</sup>, Mikey Rosato<sup>a</sup>, Fannie Kachale<sup>g</sup>, Charles Mwansambo<sup>h</sup> and Anthony Costello<sup>a</sup>

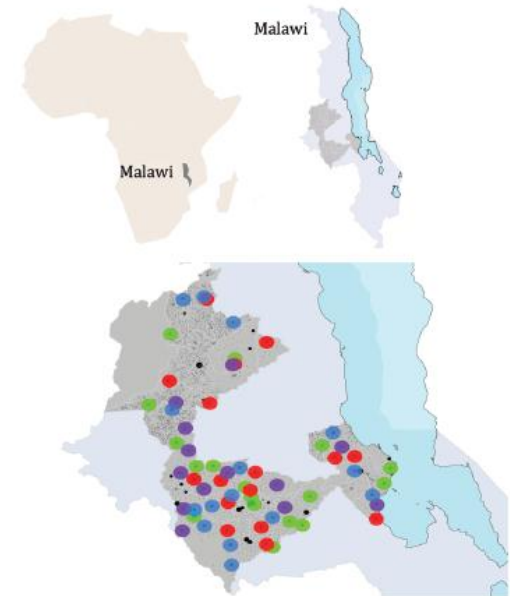
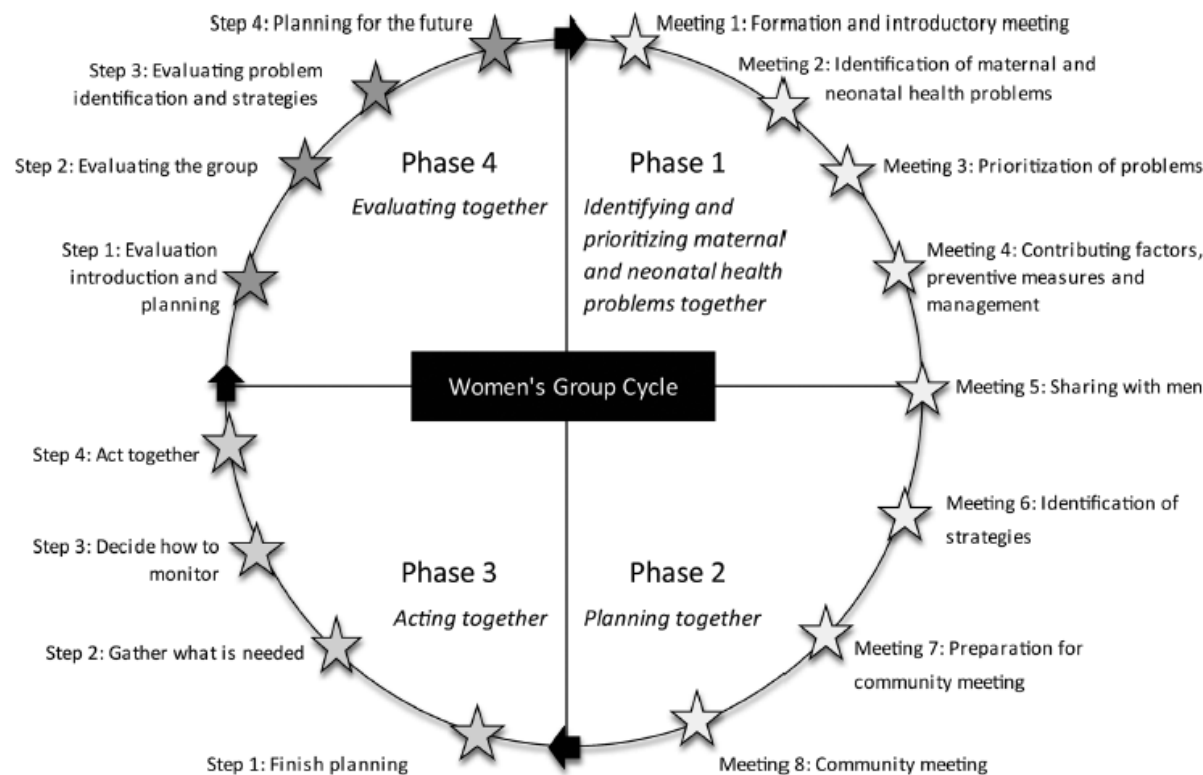


Figure 2. MaiKhanda Women's Group Action Cycle followed by the women's groups.



# Intervención en centros de salud y en comunidad



# Experticia local





# Grupos de mujeres líderes

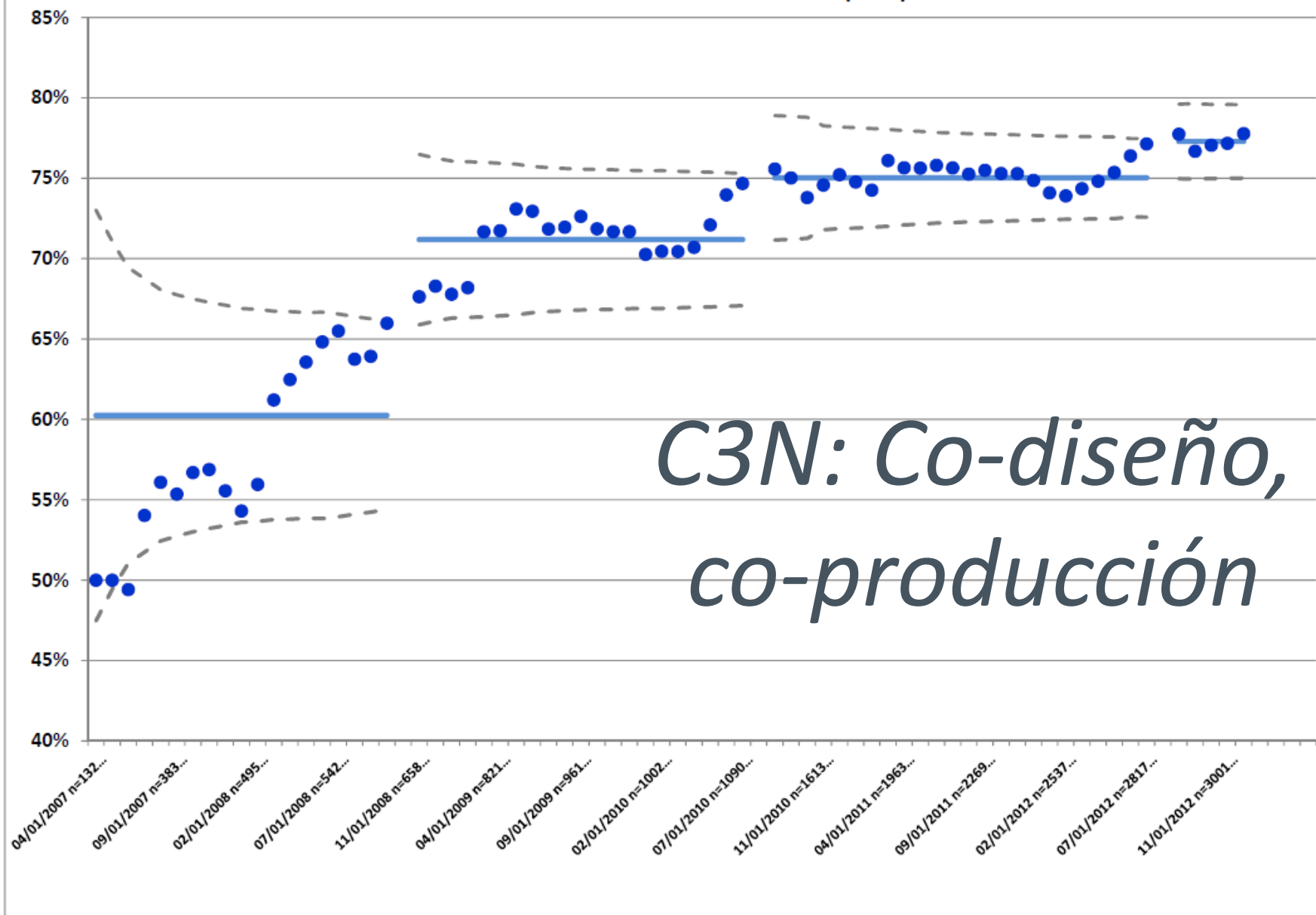


# 3 aprendizajes de Malawi

1. Las historias clínicas *son de los pacientes*, que le brindan acceso a los proveedores;
2. Sistemas confiables para recolectar y analizar datos para mejorar los procesos
3. El sistema de salud va mas allá de las paredes de los centros de salud u hospitales



Percent of IBD Patients in Remission (PGA)





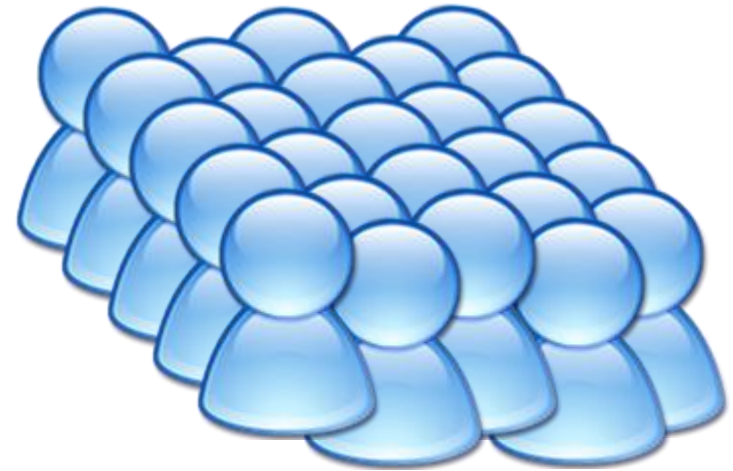
# 2. Psicoterapia v psicofarmacología

Un marco  
Claridad de Norte  
Formación en mejora continua



# Epidemia de salud mental....

2007



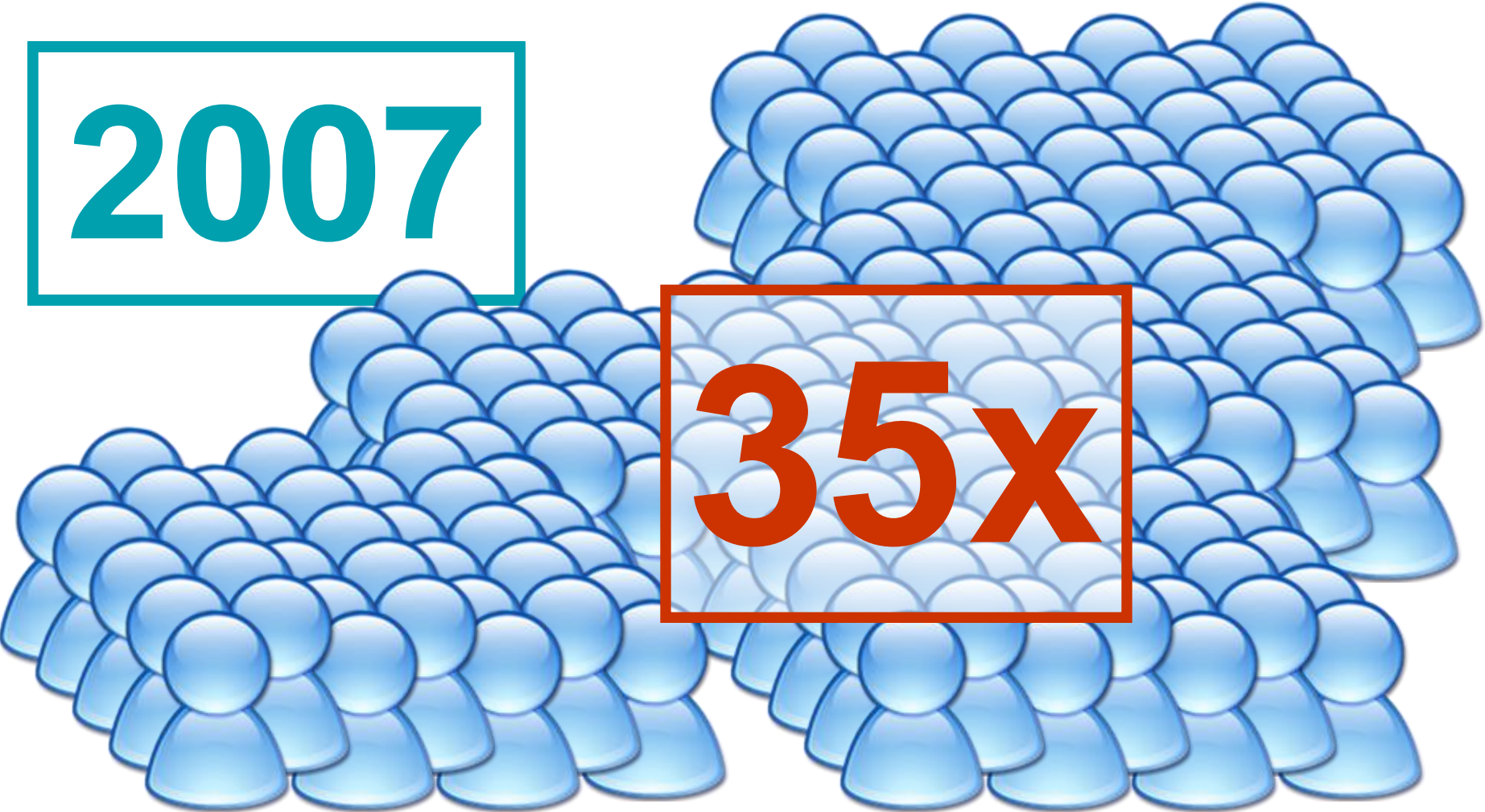
**Number of American adults receiving disability benefits because of MH disorders**



# Epidemia de salud mental....

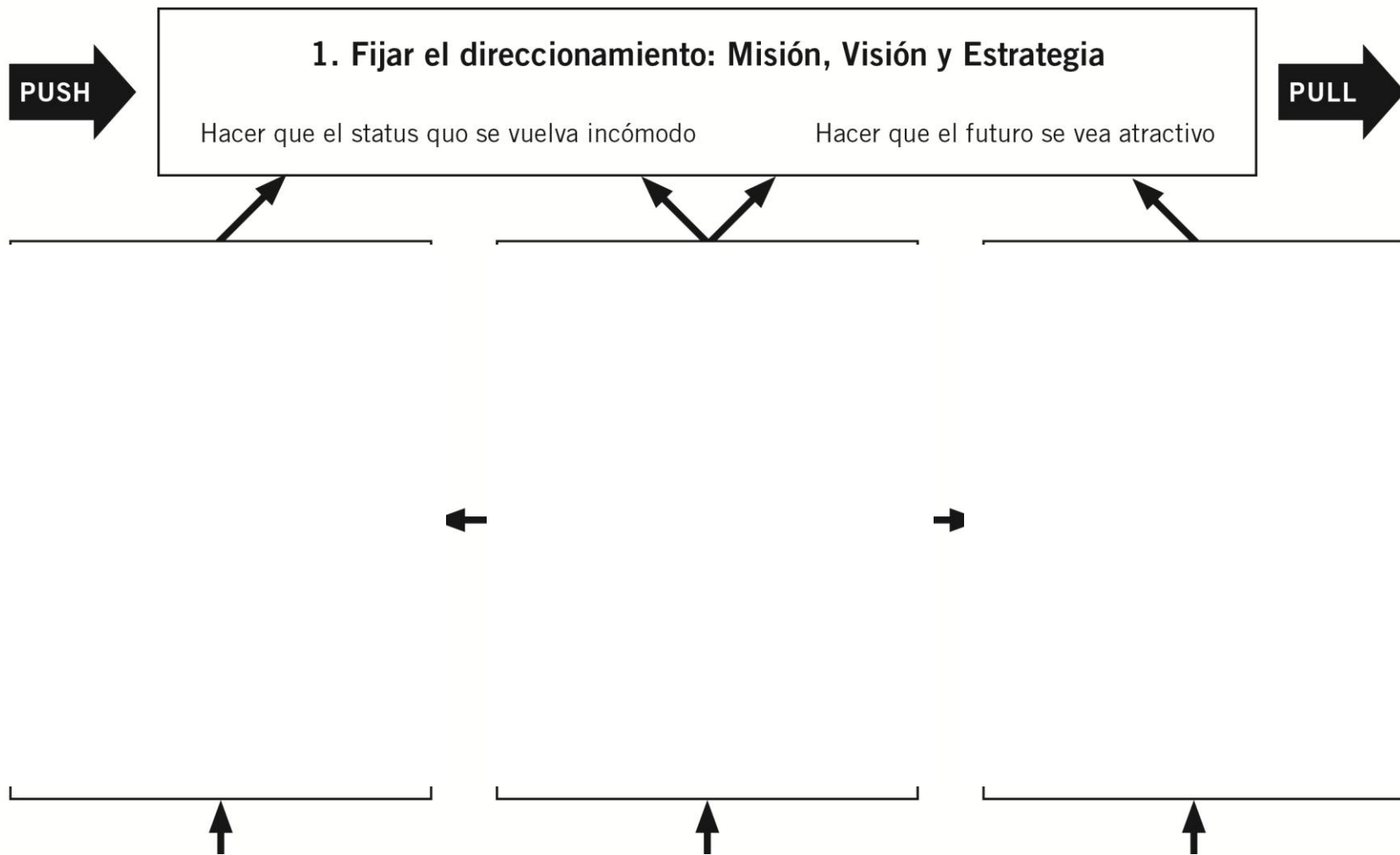
2007

35x

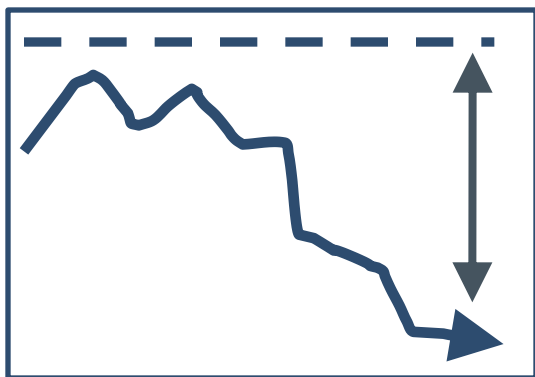


Number of American children for whom MH disabilities were claimed

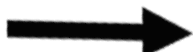




# Implementación



La "Brecha"



ANALISIS DEL SISTEMA

BUENAS IDEAS  
(De adentro, de afuera)



IMPLEMENTACION

EXITO / SOSTENIBILIDAD



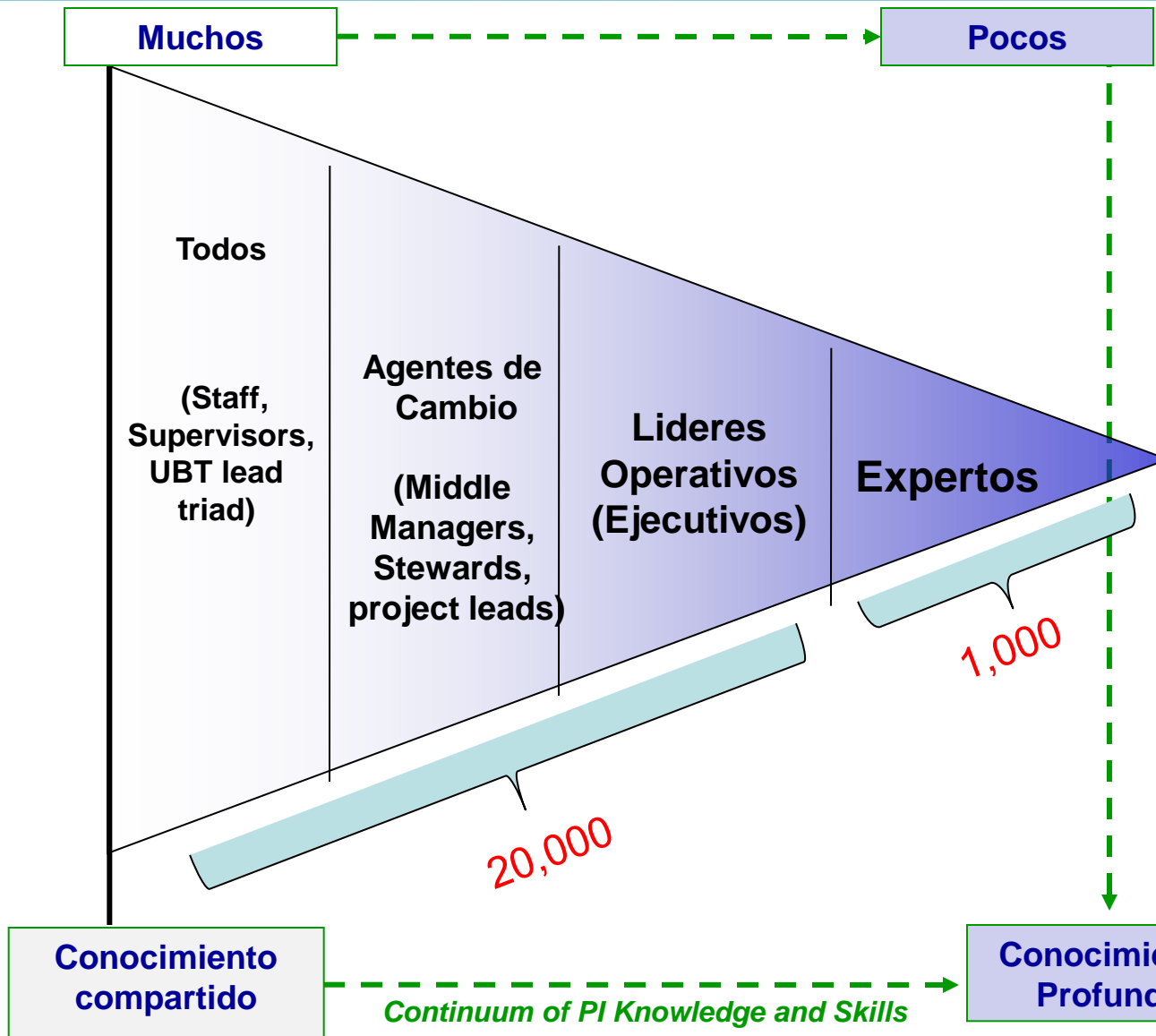
# Enfoque en la implementación

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- Medición (procesos y resultados) y sistema de aprendizaje, transparente
- Clara teoría del cambio, descrita en ‘driver diagrams’ a distintos niveles, con metas específicas (ambiciosas)
- ‘Todos a bordo’: alineación del sistema (políticas, macro, meso, micro; liderazgo comprometido)
- Capacitación en calidad y seguridad del paciente (destrezas a todo nivel)
- Diseño a gran escala desde el comienzo – expansión y sustentabilidad



# DESARROLLO DE CAPACIDADES

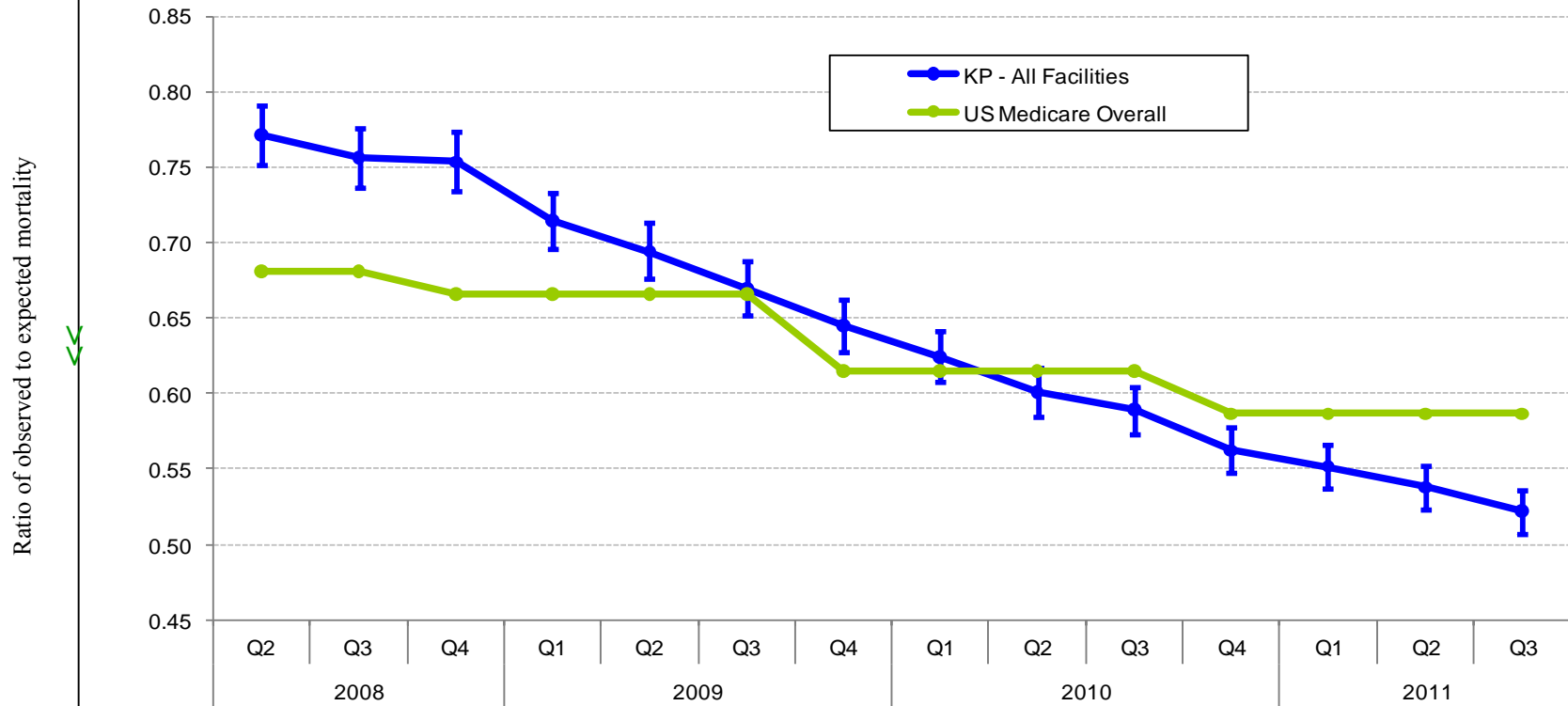


Se asume en el desarrollo de destrezas que distintos grupos en la organización tienen necesidades distintas de conocimiento y destrezas de mejora de calidad.

Se ajusta la 'dosis' dependiendo de este principio

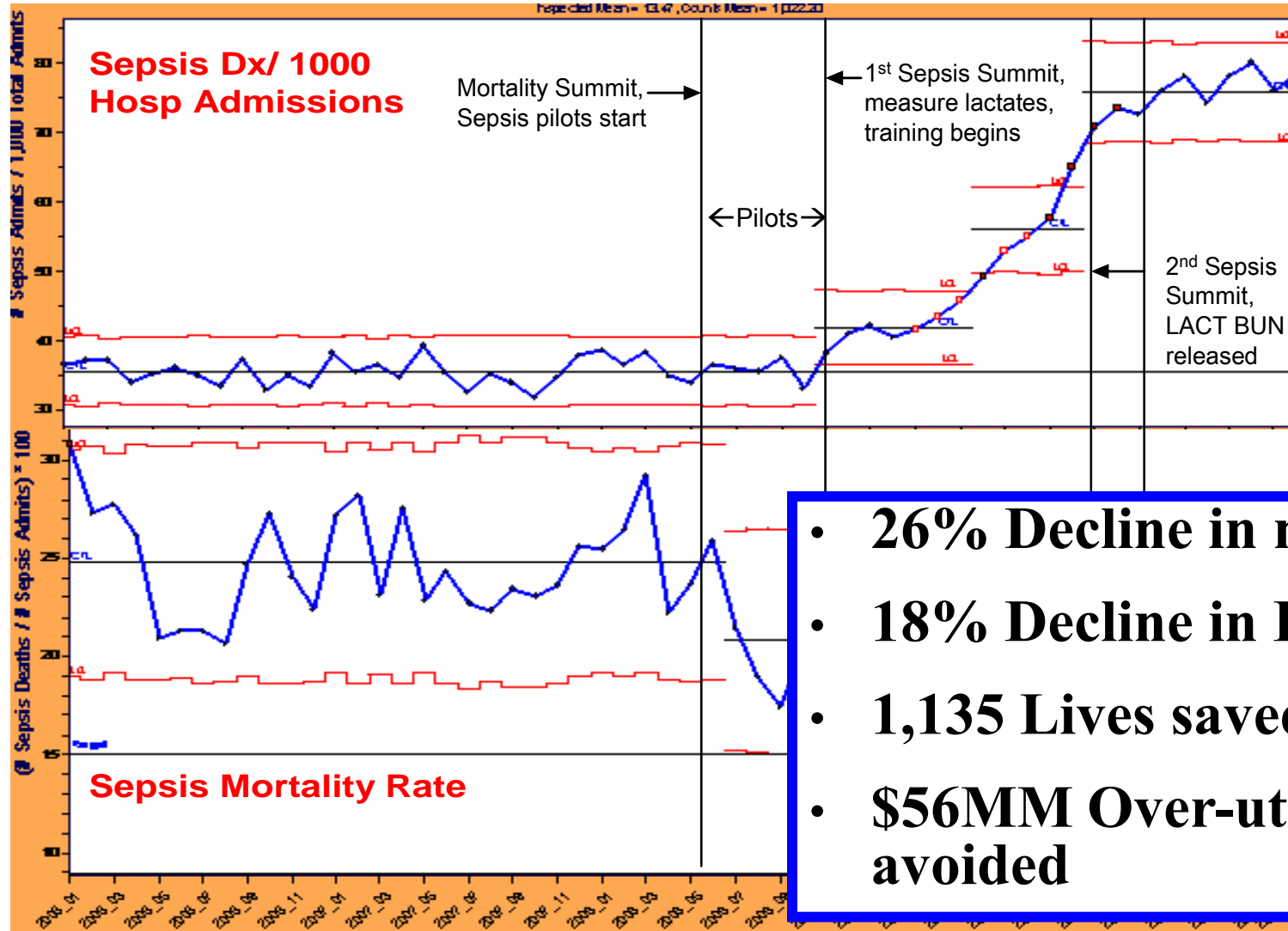
# Reducción de mortalidad estandarizada

## Inpatient Outcomes: Hospital Standardized Mortality Ratios





# Reducción de Mortalidad por Sepsis Severa



- **26% Decline in mortality**
- **18% Decline in LOS**
- **1,135 Lives saved**
- **\$56MM Over-utilization avoided**

*Mojarse los pies, comenzar a darle  
forma a un futuro mejor*



Open School

[www.ihl.org/openschool](http://www.ihl.org/openschool)



# online courses

## Patient Safety

Topic Leader: Lucian Leape, MD, Adjunct Professor of Health Policy, Dept. of Health Policy Management, Harvard School of Public Health

PS 100: Introduction to Patient Safety

PS 101: Fundamentals of Patient Safety

PS 102: Human Factors and Safety

PS 103: Teamwork and Communication

PS 104: Root Cause and Systems Analysis

PS 105: Communicating with Patients: Adverse Events

PS 106: Introduction to the Culture of Patient Safety

## Quality Improvement

Topic Leader: Lloyd Provost, MS, Statistician, Senior Improvement Advisor, Associate Director, Center for Health Care Process Improvement

QI 101: Fundamentals of Improvement

QI 102: The Model for Improvement: Engine for Change

QI 103: Measuring for Improvement

QI 104: Making, Spreading, and Sustaining Improvement: How the Work Gets Done

QI 105: The Human Side of Quality Improvement

QI 106: Level 100 Tools

QI 201: Guide to the IHI Open School Improvement Practicum

## Patient- and Family-Centered Care

Topic Leaders: James Conway, MS, Faculty, Harvard School of Public Health



CERTIFICATE OF COMPLETION

IHI OPEN SCHOOL FOR HEALTH PROFESSIONS

THIS CERTIFICATE IS AWARDED TO

**James Smith**

IN RECOGNITION OF SUCCESSFUL COMPLETION OF

THE BASIC CURRICULUM COMPRISING TWENTY-TWO HOURS OF ONLINE LEARNING IN THE AREAS OF

**QUALITY IMPROVEMENT, PATIENT SAFETY, LEADERSHIP,  
PATIENT- AND FAMILY-CENTERED CARE, AND  
MANAGING HEALTH CARE OPERATIONS**



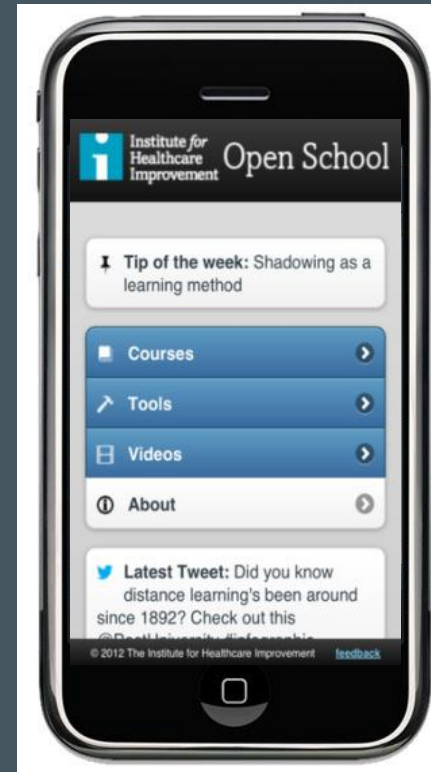
*Maureen Bisognano*

Maureen Bisognano  
President and CEO  
Institute for Healthcare Improvement

11/12/2012 4:30:44 PM

ff527bae-12eb-42c1-900e-b6399e19f45a

Visit <http://courses.ihim.org>





TECNOLÓGICO  
DE MONTERREY

Otorga el presente Diploma a

*Joaquín Zarco Rábago*

Por haber completado exitosamente el

*Diplomado "Mejora de la Calidad, Seguridad  
del paciente y Liderazgo en Salud"*

Emitido en la Ciudad de Monterrey

El 16 de agosto de 2012



Dr. Jorge E. Valdez García

Director  
Escuela de Medicina y Ciencias de la Salud  
Tecnológico de Monterrey

Dr. Germán Fajardo Dolci

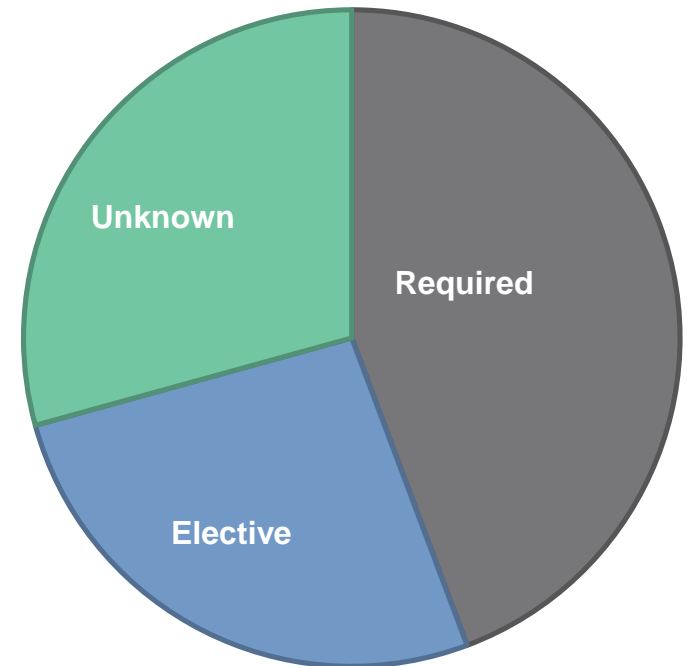
Subsecretario de Integración y Desarrollo  
del Sector Salud  
Secretaría de Salud

# Open School en el Curriculum

<http://www.ihl.org/offerings/IHIOpenSchool/Courses/Pages/OSInTheCurriculum.aspx>

- **62** universidades reportaron que exigen los cursos como requisito para graduacion
  - **30** requieren el Basic Certificate
- **37** ofrecen los cursos como **electivas**
- **41** centros academicos que no especificaron la manera de uso
- **60+** organizaciones de salud utilizan los cursos para entrenar residentes

IHI Open School en el Curriculum



University of Toronto



United Kingdom  
Chapter Congress



Asir Primary Healthcare Sector of  
Saudi Ministry of Health – Saudi Arabia



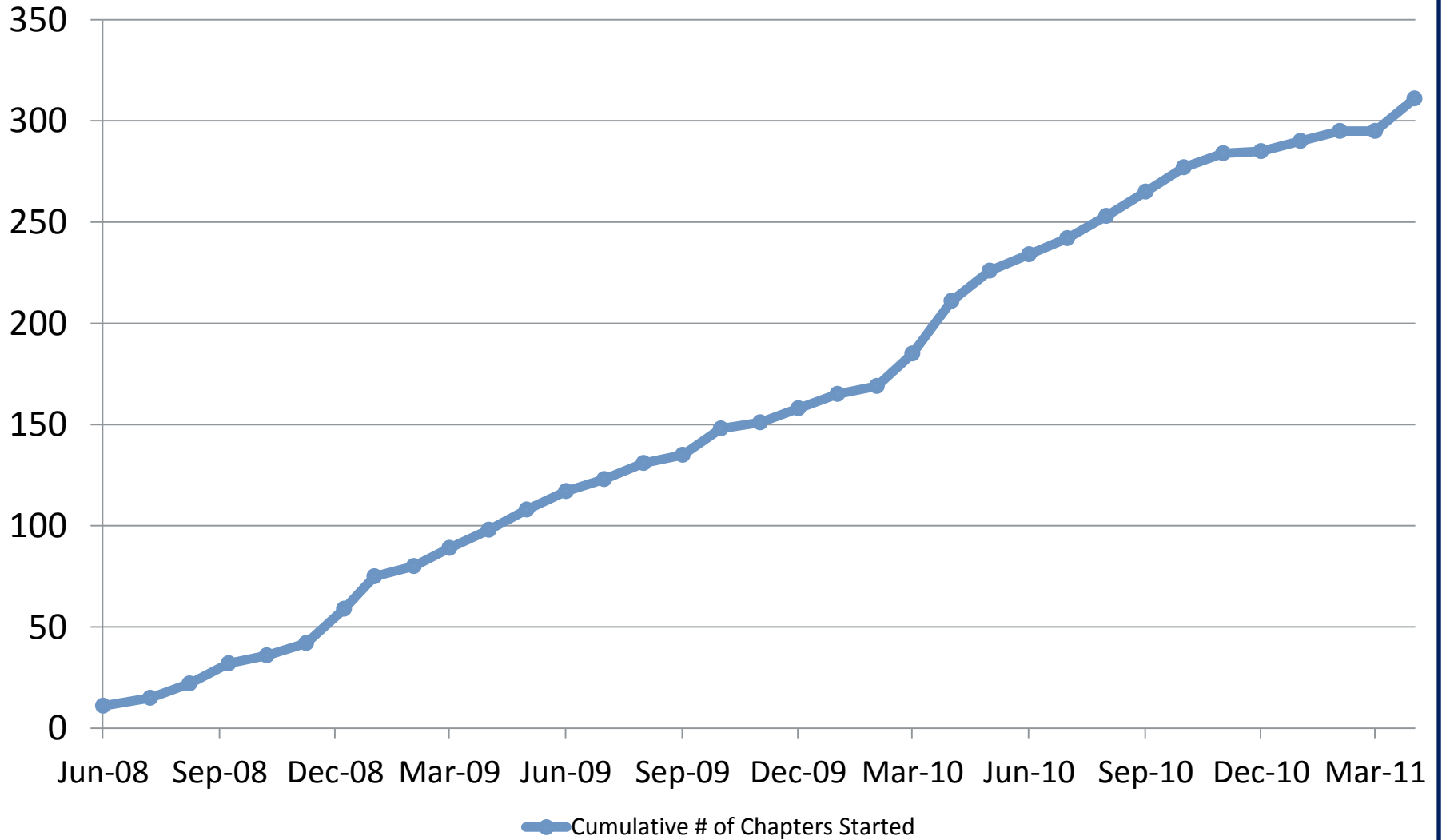
South Dakota Chapter



Muhimbili University of Health  
and Allied Sciences – Tanzania



## # de Capítulos





# Expansión escalonada

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## CONTEXTO

- Ghana (33m, pobreza) 2008
- $< 5 = 76/1000$
- NCHS, MinSal, Gates-IHI

## CONTENIDO

- MDGs:  
mortalidad  $< 5$

## MECANISMO

- Iniciativa Nacional de 5 años (colaborativa y desarrollo de destrezas de mejora)
- Expansión nacional escalonada



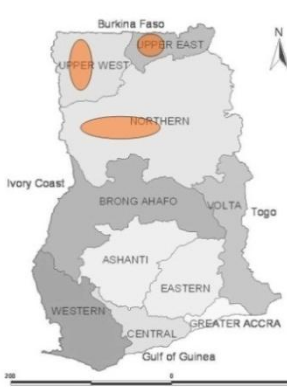


# Comienzo pequeño, rápida expansión con un 'paquete de cambio (change package)

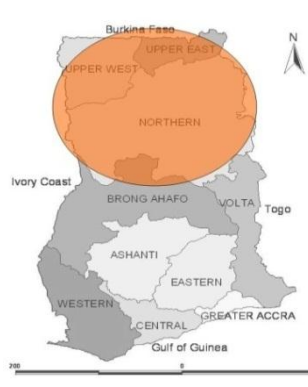
Total Pop'n:	350,000	5 million	11 million	11 million	22 million
Under 5 Pop'n:	60,000	500,000	1.7 million	1.7 million	3.3 million



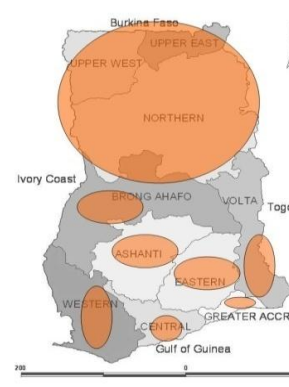
**Nov 2007**



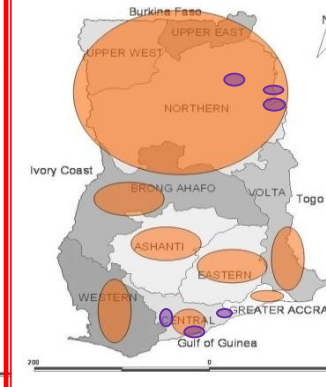
**Jul 2008**



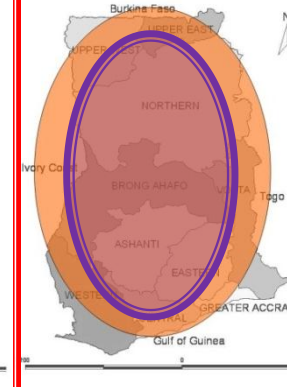
**Sept 2009**



**Oct 2009**



**Aug 2012**



**Jan 2013**

**Start-up:**  
months  
1 – 8

**Wave 1:**  
months  
9 – 22

**Wave 2:**  
months  
23 – 63

**Wave 3:**  
months  
24 – 89

**Wave 1R:**  
months  
58 – 89

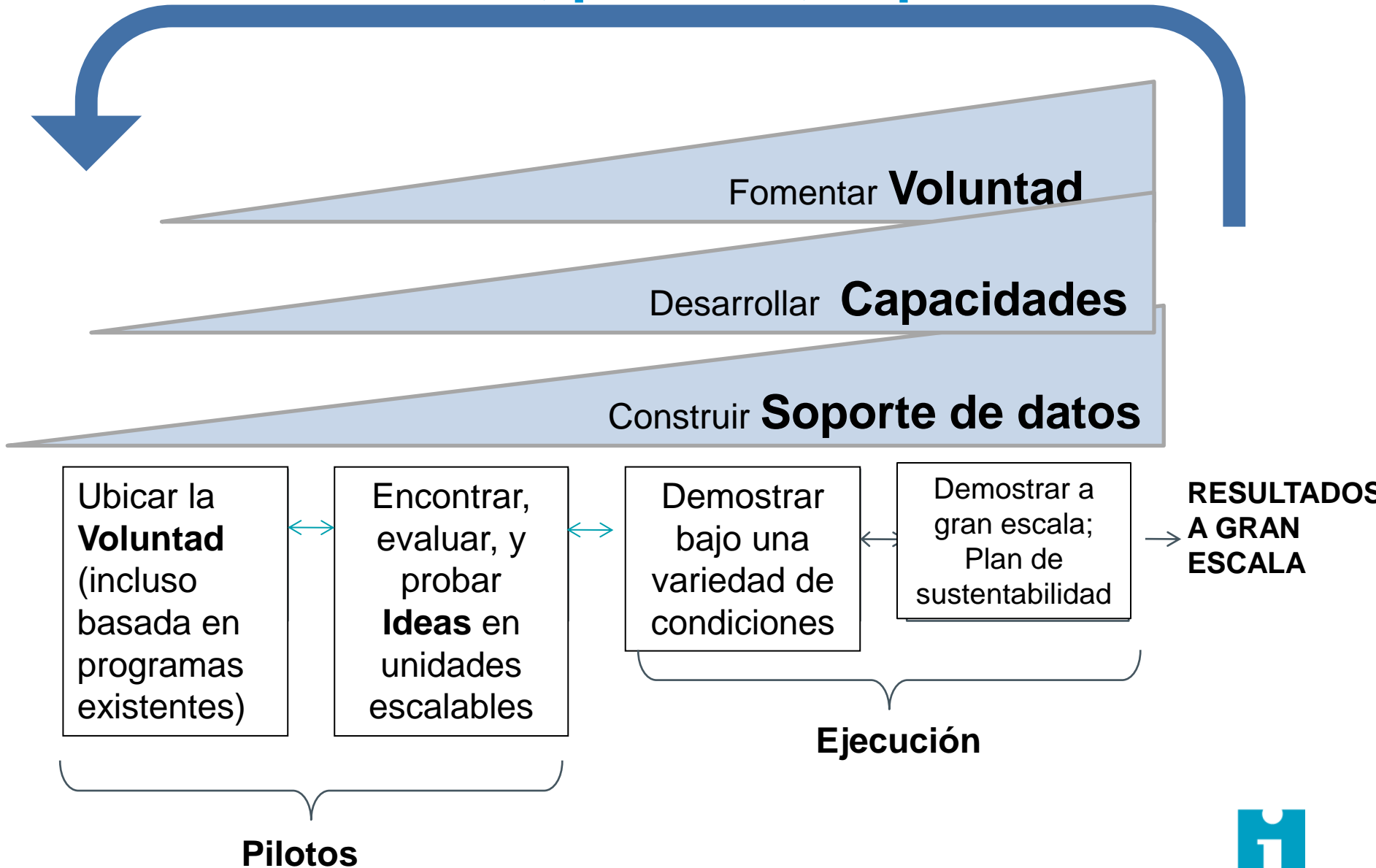
\*Referral project launch  
41 Referral Teams

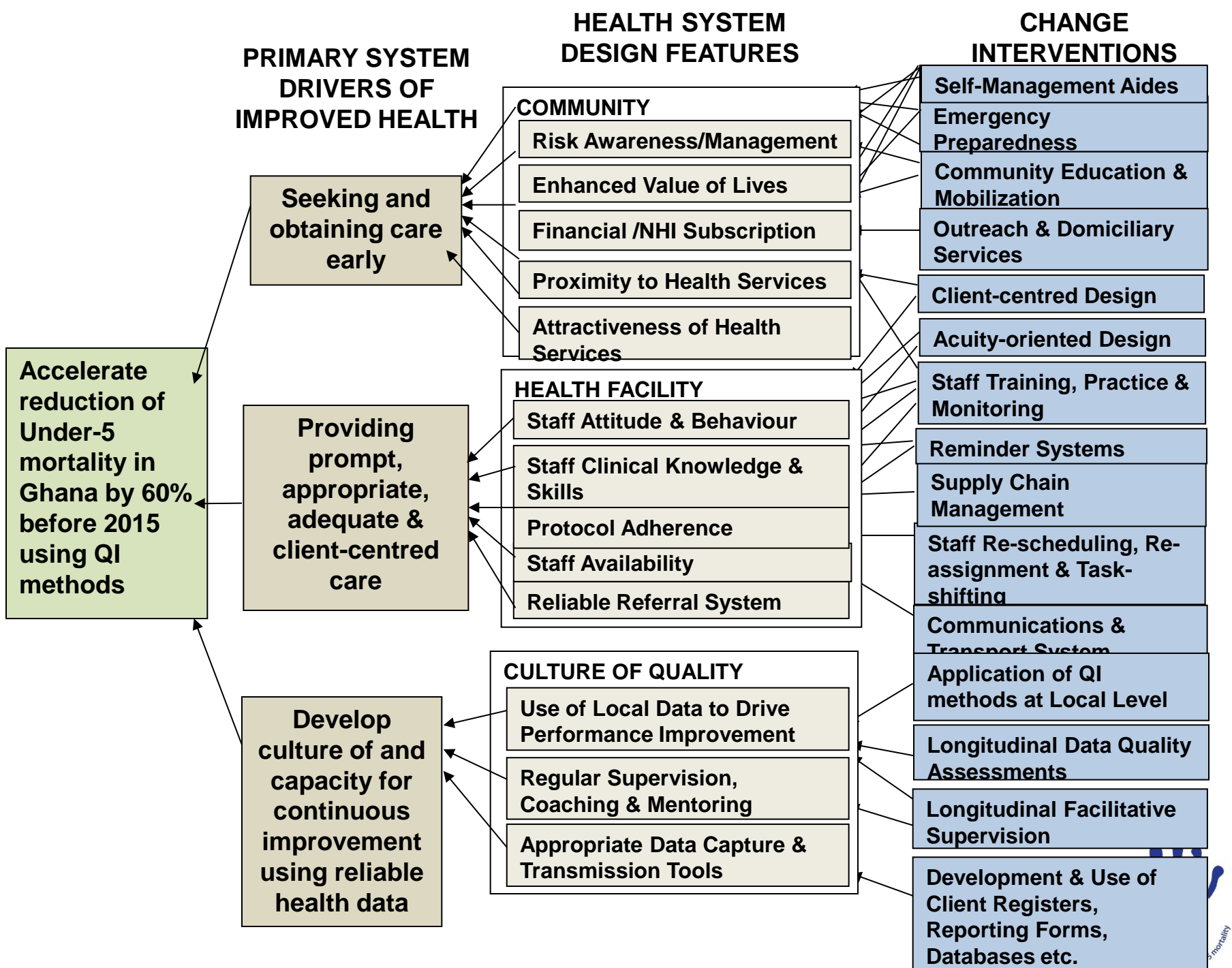
**Wave 4:**  
months  
63 – 89



No of. QI Teams: 30                      258                      350                      369                      >1,046

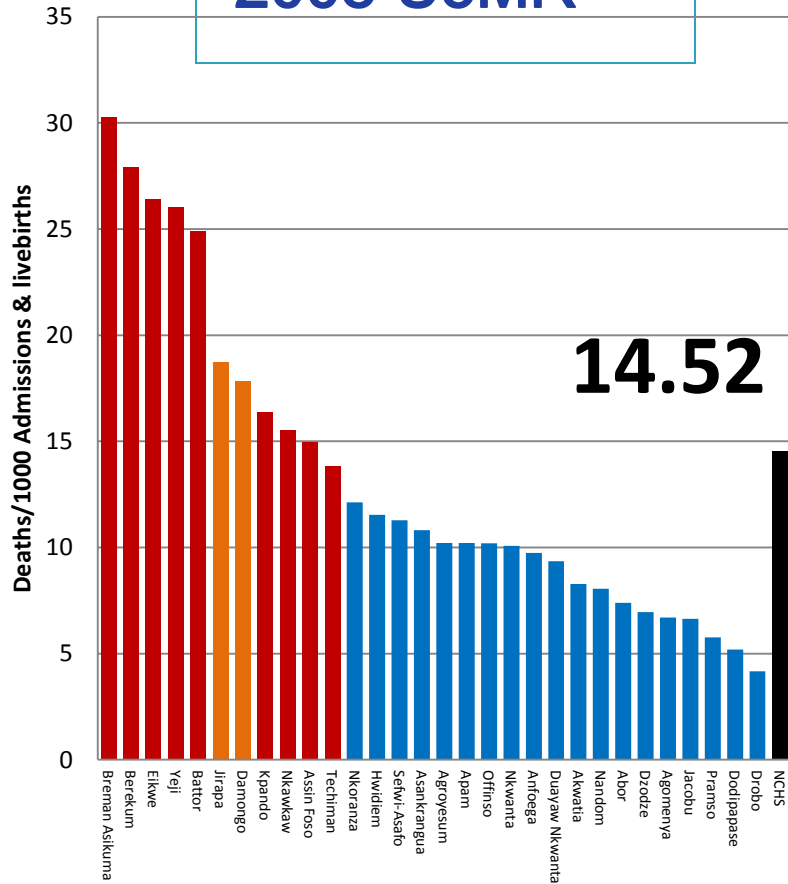
# Cambio a gran escala: innovación, pruebas, expansión



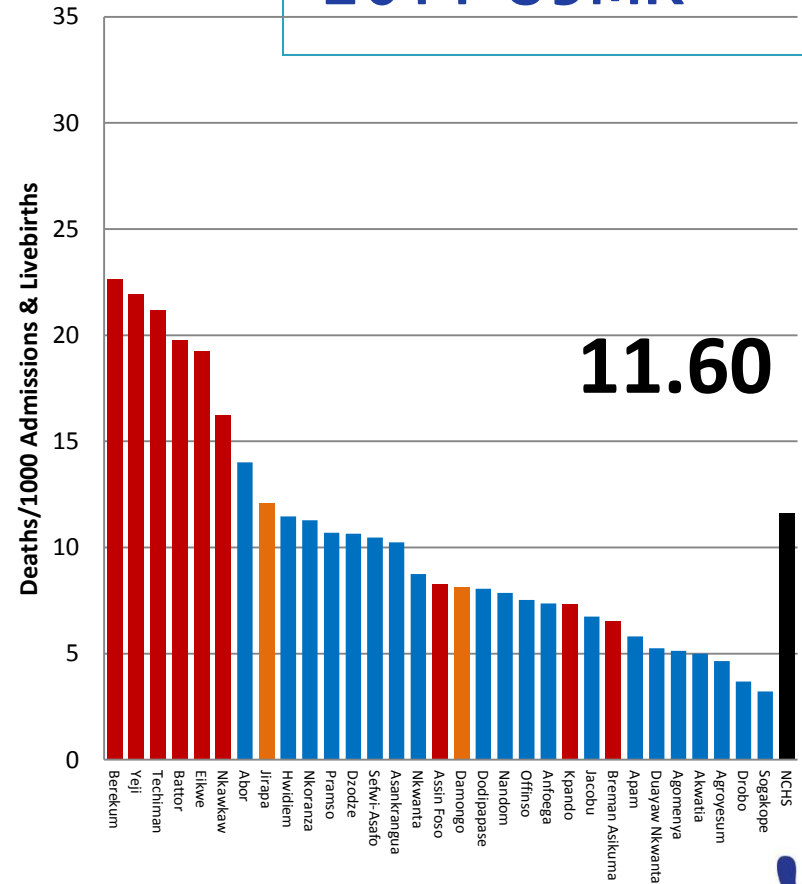


# Wave 3 NCHS Hospital Under 5 mortality

2008 U5MR



2011 U5MR



# 3. Transparencia



*“Busca utilidad, no  
perfección, en la  
medición”*

*(“seek usefulness, not perfection, in the measurement”)*

*Nelson et al., Building Measurement and Data Collection into Medical Practice; Annals of Internal Medicine; 15 March 1998 ; Volume 128 Issue 6 ; Pages 460-466.*



# Reacciones a números inesperados

*4 etapas de evolución...*

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- I. Los números son incorrectos
- II. Los números son correctos, pero en realidad no es un problema
- III. Los números son correctos, es un problema real, pero no es mi problema
- IV. Los números son correctos, y es mi problema

*Con agradecimiento a Brian Jarman and Don Berwick*



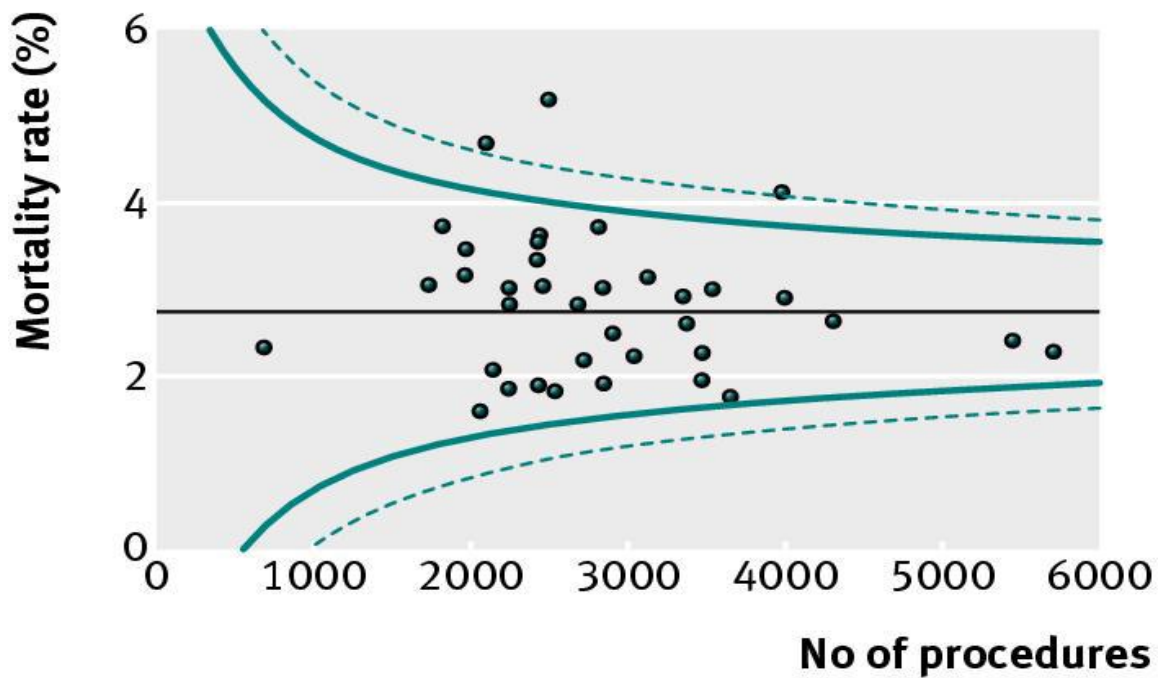
**“No puedes imponer nada sobre nadie y esperar que estén comprometidos con ello”**

Edgar Schein, Professor Emeritus  
MIT Sloan School





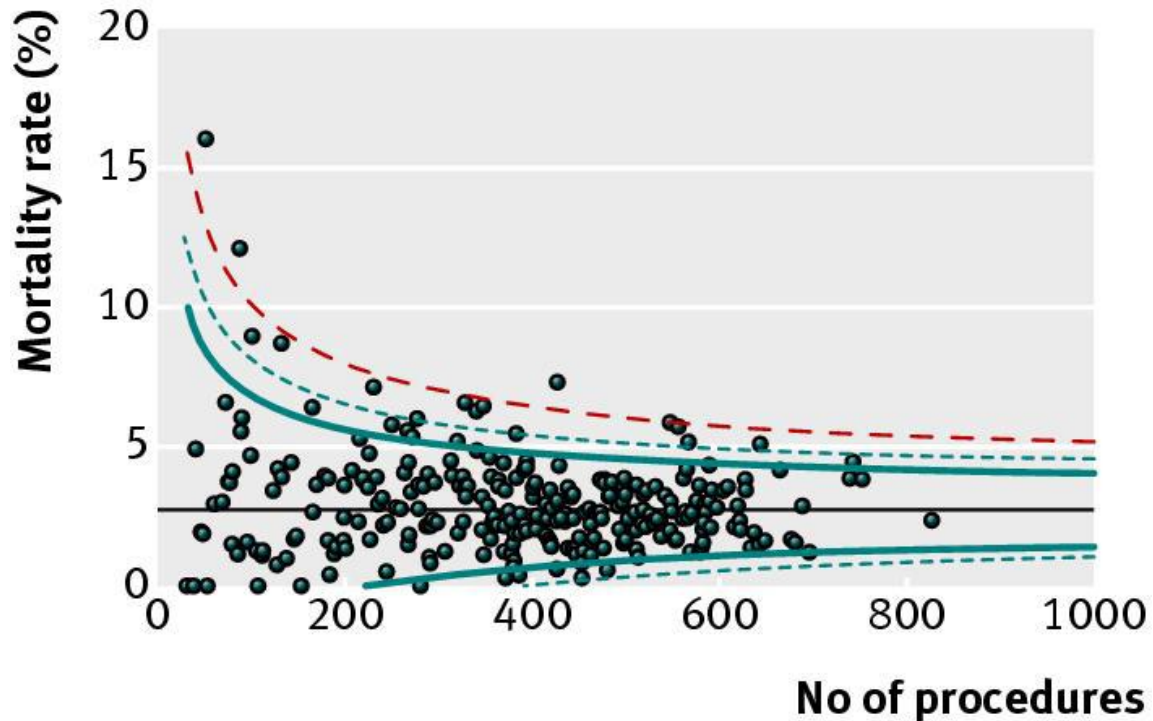
# Hospitales



# Cirugía cardíaca NHS / 2.74 (2008-2011)

BMJ 2013;346:f1139 doi:  
10.1136/bmj.f1139

# Cirujanos



# Transparencia – 30/06/2013

<http://www.nhs.uk/choiceintheNHS/Yourchoices/consultant-choice/Pages/consultant-data.aspx>

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1. Adult cardiac surgery
2. Vascular surgery
3. Thyroid and endocrine surgery
4. Bariatric surgery
5. Interventional cardiology
6. Orthopaedic surgery
7. Urological surgery
8. Colorectal surgery
9. Upper gastrointestinal surgery
10. Head and neck cancer surgery

98%





# Compromiso vs obediencia

## Cambio basado en obediencia

Un estándar mínimo de desempeño que todos deben alcanzar

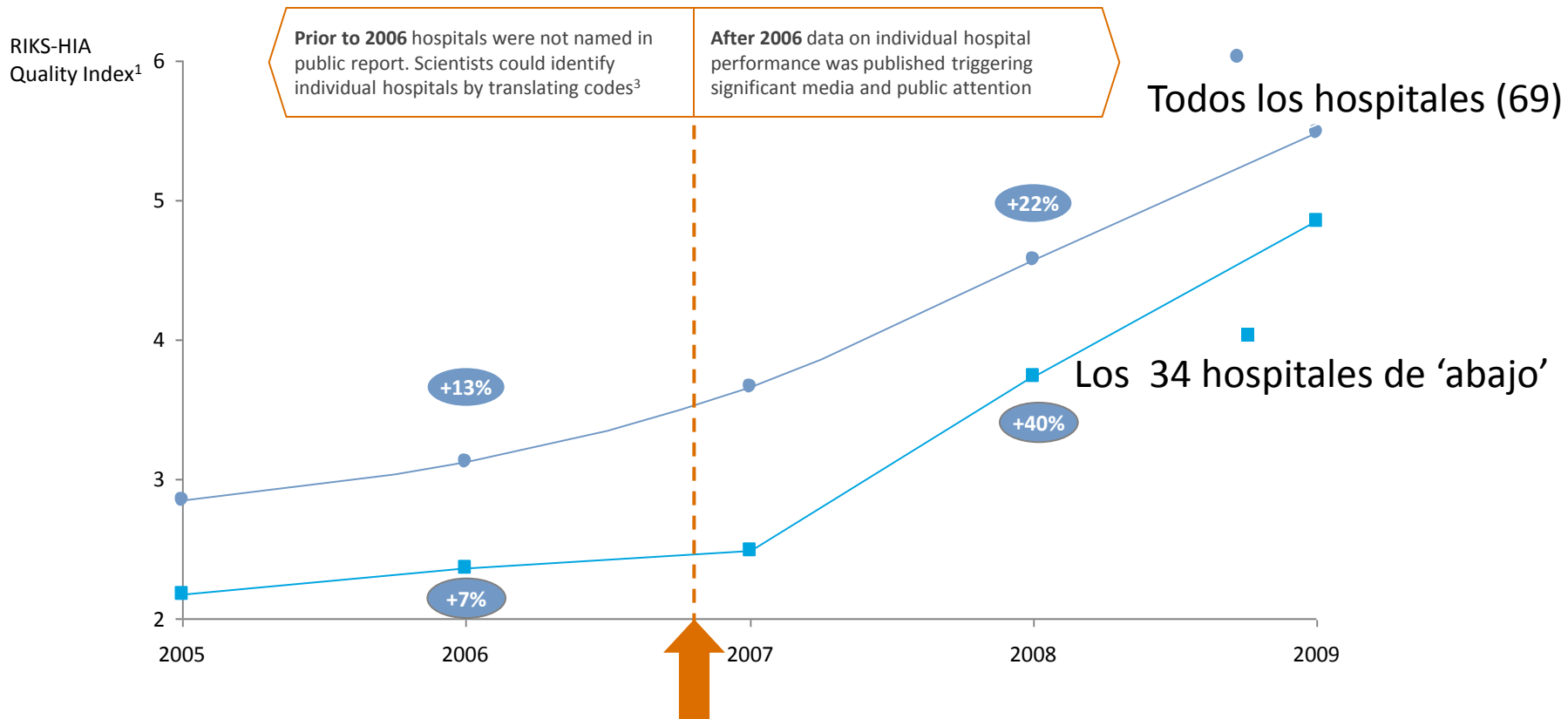
Individuos son contables en un sistema de jerarquías, a través de gerencia del desempeño y mecanismos de monitoreo de cumplimiento

La amenaza de sanciones o pena profesional crea el ambiente hacia conseguir la meta



# El efecto de la transparencia

Ejemplo: adopción de la guías para el tratamiento de síndrome coronario agudo



1. The quality index from RIKS-HIA measures Swedish hospitals adherence to national guidelines (best practice) regarding Acute coronary syndrome (ACS). The index is based on nine different process metrics which are described in the appendix. 2. Defined as hospitals given the three lowest grades when data became public for 2006 (0,5; 1,0; 1,5). 3. Data on individual hospital performance was first published in the 2006 RIKS-HIA annual report. From 2006 onwards the public and the media could easily access the data and compare individual hospital performance.

Source: RIKS – HIA Annual Reports 2005 – 2009, BCG Analysis



# Resumen

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## Advertencia...y...

1. Pacientes como activos
2. 'Psicoterapia vs Psicofarmacología'
3. Transparencia





Institute for  
Healthcare  
Improvement

# Gracias

*www.ihl.org*



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