

Bulletin



The International Society for Quality in Health Care Ltd.

August 2010

Time's Running Out.....



Early Bird closes on 27th August 2010. Register online now to take advantage of our reduced Conference rates.
www.isqua.org/current-conference.htm

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CEO's Report



Róisín Boland, ISQua CEO

It is midyear and always a good time to assess what has been achieved so far.

At the start of the year we embarked on a review of the organisation's Memorandum and Articles of Association which was completed in June. The proposed revision is available now on the website and is an agenda item at the AGM in October.

In line with ISQua's strategic direction work on educational activities has progressed. The focus is currently on the development of an Online Information Hub and further news on this will be included in the ISQua Education session which will take place during the conference in Paris.

Your views as members are a priority for us and extensive information has been obtained from the membership survey and focus groups that have taken place this year.

We are currently actively looking at ways to improve communications and also to improve membership services. Membership overall has improved to date by a very encouraging 55% increase since 2009.

The International Accreditation Programme continues to grow both in activity and reputation, thanks to the work and enthusiasm of both the Accreditation Council and ISQua staff. The Council are elected by the members of the Accreditation Federation who are all institutional members of ISQua, a number of places become available on the Council this year and details on the forthcoming elections are included within the IAP News section of this Bulletin.

Participation in regional activities continues and news from some national and regional quality societies is included. As with previous years a meeting of Regional Societies will take place during the conference in October.

The popularity of the International Journal for Quality in Healthcare is increasing and discussions have taken place regarding its image and other possible content inclusions. The Editorial Committee will meet in October and resulting from this further activity is expected to take place during the course of the next few months.

Deriving from the recent Board Strategic Meeting a number of developments have

been suggested and further news on these will be included over the next few Bulletins.

Conference work is continuous, and the momentum gathers for the current and next year's events as the month's progress. Work also on future conference locations is ongoing. This year's conference in Paris is attracting a lot of attention, information on some of the events that take place in addition to the scientific programme prior to, during and after the conference are included in this edition of the Bulletin.

As ISQua evolves we are also taking an introspective look at how we operate and, as with most other organisations at this time, planning for 2011.

While we move into the second half of the year remember conference Early Bird registrations close on 27th August 2010, so if you have not registered yet be sure and do so soon.

*"Respirer Paris, cela conserve l'a me".
To inhale Paris preserves the soul.*

-Hugo, Victor Marie

See you in Paris!

Róisín Boland,
ISQua CEO

President's Report

There are several areas I would like to touch upon in this issue, given some of the objectives we are pursuing.



Mr. Philip Hassen, ISQua President

We want you to be aware of, as well as to invite your comments and to encourage you to engage where you can in the work underway with the International Accreditation Programme, the upcoming Conference in Paris, among other activities. Below are a few of the areas where we have been actively engaged - either working on as a Board or where I have represented the Board.

The Board continues to be impressed with the International Accreditation Programme (IAP) and the effect it is having. The individuals on the Accreditation Council are

dedicated to improving the quality of health care through the accreditation programme applications and processes - assisting so many countries and organizations with their commitment to raising the standards of health care in and around the world. Chaired by Wendy Nicklin from Accreditation Canada, the IAP is cited by many of the people I meet during my international travels as a one of the most important services provided under ISQua through the Accreditation Council. The Council and its members are principally serving accreditation bodies which want to demonstrate to their citizens and governments that the methods of improving health care through accreditation is making a difference in their respective countries. The Council is making a difference through constancy of purpose, clarity and focus on setting high yet achievable standards. The board members of ISQua are extremely pleased with the innovative work and initiatives of this very committed group of expert leaders.

This year I had an opportunity to speak again in Malaysia (July 13-16) and continue to see progress in the demands they place on themselves to improve the quality of their health care system. My conversations with nurses, doctors and administrators evoked

a great sense of pride they have in their achievements with enormous commitment to the patients they serve. I also met with the Malaysian contingent representing the Asian Society for Quality in Healthcare (ASQua) and learned about their work. With Paul Bartels, President of the European Society for Quality in Health (ESQH), I also had the opportunity to address the World Health Congress. During that time and subsequently ISQua and ESQH representatives met to determine how we will work together to partner in the future. Both groups are positive about our mutual goals and agree that there are several areas for both organizations to collaborate.

We are very encouraged by the early registrations for the Conference in Paris with approximately 650 people already planning to attend the full convention and some, the pre-conference. Everything is virtually in place for this highly anticipated conference - very knowledgeable speakers, interactive sessions, noteworthy pre-conferences, facilities and the evening social events. Careful thought has gone into the planning and organization of the conference. The Board wishes to thank Prof Laurent Degos (President, Haute Autorité de Santé) for chairing this event, and we want to extend our sincere appreciation to the entire committee for their keenness, time and effort.

ISQua is seeing good growth in the numbers of members this year. The Board wants to continue strengthening its membership, and most assuredly believes it can do so. Enlisting new members is of utmost importance in establishing a stronger organization and enabling quality and safety in healthcare to improve for those we serve - as we know it can.

Finally I want to thank the ISQua staff for all of their hard work and dedication over the past several months permitting the Board to advance our agenda and to enable us to place many "irons in the fire". The Board members are genuinely committed and want to do so much more to make ISQua supportive of our members work in improving quality and safety for patients, and it can only do so by having an effective team of staff helping to achieve our goals. Gandhi is quoted as saying "If you want something really important to be done, you must not merely satisfy the reason, you must move the heart also." I confidently say that we have engaged the hearts and minds of many and with continued efforts by the staff, Board and members we will achieve what we envision needs to be done to improve quality and safety in developed and developing countries.

Mr. Philip Hassen,
ISQua President

Meeting of the ISQua Board on 15th June 2010



Standing left to right: David Bates (USA), Eric Schneider (USA), Charles Bruneau (France), Sheila Leatherman (USA), John Oldham (UK), Peter Woodruff (Australia), Girdhar Gyani (NABH), Wendy Nicklin (Canada), Triona Fortune (ISQua). Seating left to right: Tracey Cooper (Ireland), Philip Hassen (Canada), Roisin Boland (ISQua), Bruce Barraclough (Australia).

ISQua's 2010 Mentorship Programme

Call for Expressions of Interest

An opportunity is available for a small number of delegates attending this year's Conference to spend the subsequent two days after the event (14th & 15th October 2010) at the following leading French national authority for health: *Haute Autorité de Santé (HAS)*

The Haute Autorité de santé (HAS) - French National Authority for Health - was set up by the French government in August 2004 in order to bring together under a single roof a number of activities designed to improve the quality of patient care and to guarantee equity within the healthcare system. HAS activities are diverse. They range from assessment of drugs, medical devices, and procedures to publication of guidelines and accreditation of healthcare organisations and certification of doctors. All are based on rigorously acquired scientific expertise. Training in quality issues and information provision are also key components of its work programme.

The mentorship programme will illustrate how these activities are coordinated, notably for the management of patients with chronic diseases.

The aim of this ISQua facilitated programme is to build links between countries, organisations and individuals, and to potentially offer informal mentoring from a distance. In the past this programme has made a real difference particularly in transitional and developing countries for health care professionals who are interested in patient safety and quality improvements.

For more information and an application form, please contact Eadin Murphy, Conference Co-ordinator at emurphy@isqua.org or go to <http://www.isqua.org/conference-details/professional-visitsmentorship-programme.htm>.

**Application closing date:
Thursday, 23rd September 2010**

Please note:

This opportunity is only available to delegates registered for the Conference by 23rd September 2010.

Professional Visits

The professional site visits will take place on the evening of Tuesday, 12th October and are open to all registered conference delegates. Please note however that places are limited and must be booked in advance through the Conference Co-ordinator, emurphy@isqua.org

For further information on the below visits - <http://www.isqua.org/conference-details/professional-visitsmentorship-programme.htm>.

Visit One

iLUMENS: Simulation Laboratory

This visit will demonstrate how the use of numeric (3D anatomy, e-learning, serious games) and simulation technologies now allows healthcare personnel to increase knowledge, but also to improve personal skills, and develop state of the art team collaboration.

Visit Two

Institut Curie: Treatment & Research against Cancer

This visit will demonstrate breast and ovarian cancer genetic testing and management - from the point of view of quality and safety of care.

The timeframe for the visit is from 19:00 to approximately 21:00 and it is advised that you depart the Marriott Hotel by 18:15. Travel time is approximately 30 minutes from the hotel. Please note that transport will not be provided by ISQua.

**Closing Date is Thursday, 23rd September 2010
Places will be confirmed by Tuesday, 28th September 2010**

Poster Prize 2010

Following on from the success of last year's inaugural Poster Prize competition, we are pleased to confirm that all abstracts accepted for poster display or poster presentation will again be entered to find

1) the Best Poster by a Newcomer

and

2) the Best Overall Poster

Our Poster Prize Committee, which this year will be Chaired by Ms Helen Crisp, Senior Advisor for The Health Foundation UK, will be looking for a number of criteria including: Scientific Content and Presentation/Display.

One winner will be chosen for each category and will be presented with a certificate on Wednesday, 13th October 2010 before the closing plenary.

The winner of each category will also receive:

One free registration for the Scientific Programme of ISQua's 28th International Conference which will be held in Hong Kong in September 2011.

ISQua 2010 Conference Scholarships

The International Society for Quality in Health Care (ISQua), and the World Health Organization (WHO) are delighted to announce the recipients of the ISQua 2010 Conference Scholarships.

Fifteen health care professionals (listed below) will each receive a three day scientific registration for ISQua's 27th International Conference in Paris.

We had a large number of applicants this year and the winners are spread throughout the five WHO regions. The majority of these applicants are from developing countries or countries with economies in transition.

These scholarships aim to identify and support up and coming 'leaders', who would benefit from the exposure and opportunity to establish useful networks. Priority was given to professionals who were relatively junior in their career and whose organisations were considered least able to afford such an opportunity.

2010 ISQua Scholarship Recipients

1.	Mohammed Baazab	Yemen
2.	Giang Nguyen Thi Thanh	Vietnam
3.	Vesna Vujic-Aleksic	Bosnia & Herzegovina
4.	Ijaz Ali	Pakistan
5.	Nneoyi Egbe	Nigeria
6.	Janika Villup	Estonia
7.	Channa Sam Ol	Cambodia
8.	Sara Fonseca-Castanol	Mexico
9.	Asgar Aghaei Hasjin	Iran
10.	Nalinee Kovitwanawong	Thailand
11.	Sahar Al-Masri	Jordan
12.	Jasna Mesaric	Croatia
13.	Gertrude Sika Avortri	Ghana
14.	Charles Makwenda	Malawi
15.	Anthony Musisi Kyayse	Uganda

Social Programme

Sunday Welcome Reception - *Marriott Rive Gauche*

18:30 - 20:30

**Included in the registration for the main conference and the accompanying persons package*

Join us for a traditional French evening with famous French Crêpe and toast 25 years of ISQua. The Welcome reception will give you the opportunity to network with the other conference attendees in the impressive surroundings of the Marriott Rive Gauche Hotel.

Conference Networking Reception - *Sorbonne University*

19:00 - 21:00

**A limited number of tickets can still be purchased through the online registration for €60.00*

Don't miss the opportunity to connect with old friends and meet new ones while enjoying the spectacular backdrop of the Sorbonne University. Join us for light finger food and refreshments in this historical landmark in the heart of the Latin Quarter. The Sorbonne which was founded in 1257 remains one of the most famous and prestigious universities in the world.

Meet the Poster Presenters - *Marriott Rive Gauche*

18:00-19:00

**Included in the registration for the main conference and the accompanying persons package*

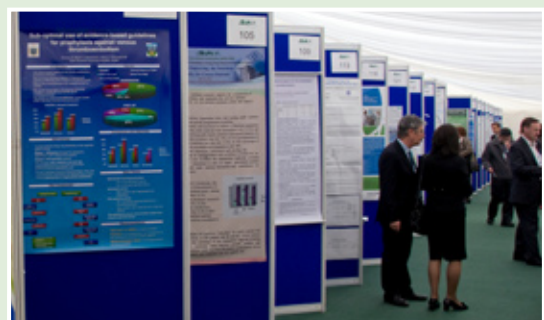
Meet with the authors of the posters. This is ISQua's largest display to date with over 300 posters from 56 countries. You will have an opportunity to interact with the authors to discuss their research and projects, as well as enjoy an informal and lively networking environment.



Marriott - Flambeed pancakes



Sorbonne University



Poster display

ISQua Pre-Conference Programme, Sunday 10th October 2010

A. Indicator Summit		B. Accreditation Symposium		C. Leadership and Quality Systems	
Patient centred indicators: Measuring and acting on what's important for the patient Co-Chairs: Tracey Cooper and Philippe Michel		International lessons learned to date: pathways to the future Co- Chairs: Wendy Nicklin and Jeffrey Braithwaite		Co- Chairs: Sir John Oldham and TBC	
09:00 – 09:10	Welcome Tracey Cooper; IE	09:00 – 09:10	Welcome and introduction Wendy Nicklin; CA	09:30 – 09:40	Welcome Sir John Oldham; UK
Section 1: Measuring patient experience					
09:10 – 9:35	Defining patient centred indicators Diana Delnoij; NL	09:10 – 10:05	Research and External Evaluation <ul style="list-style-type: none"> • Global study • Research site • Q&A Charles Shaw; UK & Rosa Sunol; SP		
09:35 – 10:00	Focusing on the patient Garance Upham				
10:00 – 10:25	Capturing the customer experience in other industries TBC	10:05 – 10:30	Issues critical to the sustainability of accreditation (Workshop 1) Wendy Nicklin; CA	09:40 – 10:30	
10:25 – 10:45	Contributions, comments, questions and answers with speakers panel Tracey Cooper; IE	10:30 – 11:00	Facilitated workshop 1 Mark Brandon; AU	Delivering Quality in Tough Financial Times: The approach in the English National Health Service Jim Easton; UK	
10:45 – 11:10 Coffee		11:00 – 11:30 Coffee		10:30 – 10:50 Coffee	
Section 2: Quality improvement through measurement					
11:10 – 11:35	A gap analysis framework for improving care for patients with HIV/AIDS Rashad Massoud; US	11:30 – 12:00	Report back and conclusion workshop 1 Mark Brandon; AU & Wendy Nicklin; CA		
11:35 – 12:00	Using patient-centered data to improve the quality of hospital care: approaches, pitfalls, solutions Oliver Groene; ES	12:00 – 12:25	Getting the most out of accreditation (Workshop 2) Brian Johnston; AU	10:50 – 13:00	
12:00 – 12:30	Defining and measuring excellence in patient-centered care Susan Frampton; US	12:25 – 12:55	Facilitated workshop 2 TBC	Cont. Delivering Quality in Tough Financial Times: The approach in the English National Health Service Jim Easton; UK	
12:30 – 13:00	Contributions, comments, questions and answers with speakers panel TBC	12:55 – 13:30	Report back and conclusion workshop 2 Brian Johnston; AU		
13:00 – 14:00 Lunch		13:30 – 14:30 Lunch		13:00 – 14:00 Lunch	
Section 3: Effectiveness of patient centered measures					
14:00 – 14:30	The effect of quality of patient-centered care on survival Paul Cleary; US	14:30 – 15:00	Ensuring accurate assessment (Workshop 3) Charles Bruneau; FR	14:00 – 15:15	
14:30 – 15:00	Getting the most out of Patient Reported Outcome Measures (PROM's) N. Devlin; UK	15:00 – 15:30	Facilitated workshop 3 Jeffrey Braithwaite; AU	Leaders Leading for Quality; Canada's National Approach Elma Heidemann; CA	
15:00 – 15:20 Coffee		15:30 – 15:45 Coffee		15:15 – 15:30 Coffee	
15:20 – 15:50	International Alliance of Patients' Organisations Jeremiah Mwangi; UK				
15:50 – 16:15	Contributions, comments, questions and answers with speakers panel David Ballard; US	15:45 – 16:15	Report back and conclusion workshop 3 Jeffrey Braithwaite; AU & Charles Bruneau; FR	15:30 – 16:45	
16:15 – 16:30	Summary David Ballard; US	16:15 – 16:30	Summary Paul vanOstenberg; US	Quality management in patient care; Using quality tools to improve processes of care Yosef Dlugacz; US	
16:30 – 16:35 Close Philippe Michel; FR		16:30 – 16:35 Close Jeffrey Braithwaite; AU		16:45 – 16:50 Close	

We would ask that you please remain within your chosen session. Further information on these session can be found on our website
 - <http://www.isqua.org/Current-Conference.htm>.

Report on the 2nd Annual Conference of The Society For Quality In Healthcare In Nigeria (SQHN)

Improving Quality Standards in the Nigerian Healthcare System.... sharing healthcare best practices



A cross section of the attendees networking during the conference

This one-day Conference was held on 6th July 2010 at the Agip Hall of the prestigious MUSON Centre in the heart of Lagos, Nigeria. The opening session was started with welcome remarks by Dr. Ngozi Onyia, the chairperson of the Society's Programmes Committee.

Professor E.A. Elebute, the Society's President gave a short speech in which he stressed the necessity for striving for healthcare quality simultaneously with Nigeria's current efforts to improve healthcare access and financing for the people of Nigeria. The Society's Secretary, Mrs. Njide Ndili then gave an overview of the Society's activities in the past years,



Mr Christopher Ente, Imperial College London, speaking on 'Incorporating patient safety practice into the Nigeria Healthcare System'

including two capacity building seminars for members and the establishment of the Society's website at www.sqhn.org.

The first Scientific Session was Co-Chaired by Dr. Muhammed Lecky, Director of Planning and Research in Nigeria's Federal Ministry of Health and Dr. Dudley Wang, the Chief Regional Medical Officer of Shell Petroleum Development Company in Nigeria.

Christopher Ente, Patient Safety Consultant at Imperial College London spoke on the need for a Clinical Governance framework to ensure patient safety in Nigeria's Healthcare System.

Two masterly presentations on Infection Control and Prevention were delivered by Professor F. Ogunsola, Professor of Medical Microbiology at Lagos University and Dr. Christoph Hamelmann the Country Director of Family Health International and Chief of Party for Global HIV/AIDS Initiative Nigeria.

Dr. Hasheen Saidu from Nigeria's public sector Petroleum Corporation, NNPC gave an account of healthcare quality improvement at the Corporation's Lagos hospital whilst Dr. Richard Ajayi an obstetrician described Patient Safety in Assisted Conception as practiced in his privately run Bridge Clinic where the Human Fertilization and Embryology Authority (HFEA) guideline is used as a benchmark.

Dr. Taiwo Sonoiki of Pathcare Nigeria described quality systems and standards in Medical Laboratory.



Services using the example of Pathcare Nigeria which holds the ISO 15189 Certification, and Dr. Segun Adeniyi, a medically qualified Systems Architect reported a study which showed that the use of intelliform improves medical data entry and document management thereby facilitating error reporting and clinical audit.

The Second Scientific Session was Co-Chaired by Dr. S. Kuku, Chairman of the Management Board of University College Hospital, Ibadan (the oldest University Teaching Hospital in Nigeria) and Dr. P. Nmadu, the Chief Medical Director of NNPC. The session was opened by Professor E.O. Otolurin, a Reproductive Health expert who is the Country Director of JHPIEGO in Nigeria. He presented a paper on a study which showed that the use of Standards Based Management and Recognition Approach considerably improved malaria control in pregnancy in Akwa Ibom State in the south eastern area of Nigeria: a good example of a quality improvement tool producing enhancement of both the healthcare of individuals and the health status of the community. This was followed by four papers on role of evidenced based medicine in clinical quality assurance, clinical audit, monitoring of length of stay of hospitalized patients to maximize quality whilst limiting cost, and the challenges of neonatal care in Nigeria respectively.

The Conference was concluded by a comprehensive summary given by Dr. Wale Abiodun-Wright, a Trustee of the Society.

After a tea break, members of the Society convened for the first Annual General Meeting which, in cheerful mood but with great attention to detail, covered all the administrative steps needed to ensure the movement of the Society forward.

The total attendance at this Conference was over 180 among who were several senior members of the healthcare professions in Nigeria.

APHM International Healthcare Conference and Exhibition 2010

13th – 15th July 2010, Kuala Lumpur, Malaysia

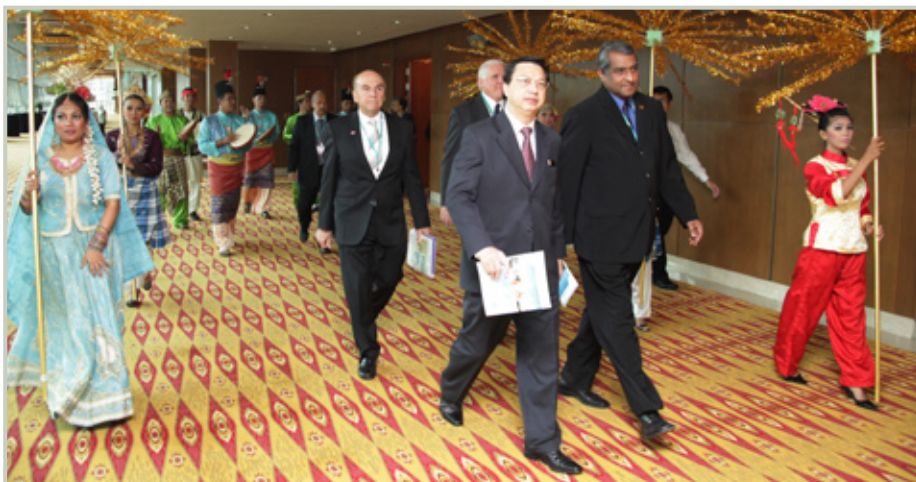
The annual international healthcare conference and exhibition organised by the Association of Private Hospitals of Malaysia (APHM) was successfully held on 13 – 15 July 2010.

Event was supported by ISQua, Asian Hospital Federation, Asian Society for Quality in Health Care, Ministry of Health Malaysia and Malaysian Medical Association.

In recognizing the ever increasing roles that medical care providers play in serving the community, this year's theme was : "3G's in Hospital Management – Governance, Giving and Greening". The areas of governance, giving and greening should be the priority key ingredients for successful and responsible management.

Some key presentation areas were:

- 1) Clinical Governance Updates from Around the Globe – presented by a panel of experts from ISQua, Canada, Australia, Singapore and Malaysia. ISQua was represented by its President, Mr Philip Hassen
- 2) How Universities and Training Colleges are instilling the culture of Clinical Governance in future healthcare workers
- 3) Corporate Social Responsibility in terms of public and global health – by Prof Brian Oldenburg of Monash University Australia, Dr Sharon



VIPs on the way to Opening Ceremony Clockwise front right - Dato' Dr Jacob Thomas APHM President, Dato' Sri Liow Tiong Lai Minister of Health Malaysia and Mr Philip Hassen ISQua President.

Vasuthevan of Life Healthcare Group South Africa and Dr Nor Liza Ariffin from Sime Darby Medical Centre Malaysia

- 4) Various presentations on Green Building Certification and Energy Conservation tips for hospitals
- 5) Sharing of case study presentations by APHM member hospitals on their Corporate Social Responsibility activities

The panel of 33 invited speakers were from Canada, USA, United Kingdom, South Africa, Singapore and Malaysia. Their presentations had benefitted a total of 488 conference delegates comprising of top management personnel from the healthcare sector from Australia, Bangladesh, Indonesia, Malaysia, Nepal, Singapore, State of Qatar, Sultanate of Oman, Taiwan, Thailand, UAE, United Kingdom and USA.

Delegates also had the opportunity to participate in two additional programmes – APHM International Nursing Conference and workshop on Hospital Financial Management for the Non-Financial Manager.

104 exhibition booths were taken up in the trade exhibition on the latest in healthcare technology with exhibitors from China, United Kingdom, USA, Portugal, Singapore and Malaysia.

APHM 2011 will be held on 6th – 8th July 2011 at Kuala Lumpur Convention Centre.

For further details visit website: www.aphmconferences.org or email: majmin8@pd.jaring.my



Delegates of APHM 2010

ESQH – Who we are...our mission, organisation, activities and output.

Paul D. Bartels, President ESQH; Basia Kutryba, Vice-president ESQH

ESQH is a not-for-profit organisation dedicated to the improvement of quality in European healthcare. ESQH was set up in 1998, by a group of European societies for quality in healthcare.

Their aim was to create a regional network for sharing information and experience between national societies; make projects together and aspire to be a relevant player in setting the quality healthcare agenda for Europe.

The mission of ESQH emphasises championing quality in European healthcare by:

- Promotion of communication and exchange of ideas between the stakeholders in European health quality
- Stimulation of innovation in healthcare quality in Europe
- Impact being created by development of networks of experts, professionals, policy makers and citizens

Organisation

The organisation of ESQH has developed into 'a network of networks' managed by an Executive Board

The ESQH Secretariat is based in Limerick, Ireland and is staffed by the Executive Officer.

The ESQH networks include the:

- Network of European Societies (Council) – with associate members
- ESQH Office Network – with 13 offices
- European Network of Quality Institutes (ENQuI) - 13 members, being Institutes and Centres of Quality in Healthcare
- European Accreditation Network (EAN) – joined by 22 accreditation programs;

Further information on our organisation and networks can be found on our website <http://www.esqh.net>.

Widening the Network – Partnerships

ESQH has signed partnership agreements with three international organisations who share similar goals. The first such agreement was signed with EOQ, the European Organisation for Quality, in December 2001. Agreements have also been reached with the European Health Telematics Association (EHTEL) in 2004 and with the European Public Health Association (EUPHA) in 2008.

ESQH is also in working partnership with four other pan-European NGOs: the European Patient Forum, European Health Management Association, CPME (Standing Committee of European Doctors) and the Association of Schools of Public Health in the European Region.

ESQH has collaborated with WHO, both in Copenhagen and Geneva regarding the WHO initiative of risk reduction in surgery.

It should be emphasized, that ESQH has established a friendly and sustainable partnership relationship with ISQua and we are very much looking forward to develop further in this direction, recognizing ISQua as an umbrella organization for the regional societies.

Activities

Workshops & Conferences

Bi annual workshops held since 1999 with council members and offices from different countries every spring and autumn are one of the biggest advantages ESQH offers its members. In April 2009 we chose to focus on patient participation (Rome); in October 2009 we focused on EU work in the field of quality and patient safety (Dublin); and in April 2010 it was on performance measurements in healthcare (Istanbul). Our next workshop will be held in Luxemburg and will focus on Safe Surgery.

We also hold annual healthcare summer camps. ESQH summer camps are typically

three day retreats where themes are explored using well-trying creativity techniques and intensive discussion. The five main themes are – leadership, revolutionary breakthrough, reframing education, transformational learning and passion & compassion in healthcare.

Outputs

Setting the Agenda for Healthcare Quality in Europe

In 2009, ESQH was invited to become an official member of the EU Working Group on Patient Safety and Quality of Care. This group supports EU Member States in sharing best practice, expertise and experience in improving care quality and safety. This recognition is a landmark in ESQH development and will positively impact the work we do in Europe.

Participation in European Projects

ESQH have also been involved in the EUNeTPaS project via the ESQH Aarhus Office on Quality Indicators in WP 1: Patient Safety Culture and via our associate member, the Danish Society for Patient Safety regarding WP 2: Education in Patient Safety. The EUNeTPaS project finished in June 2010 and joint action is being planned as its continuation.

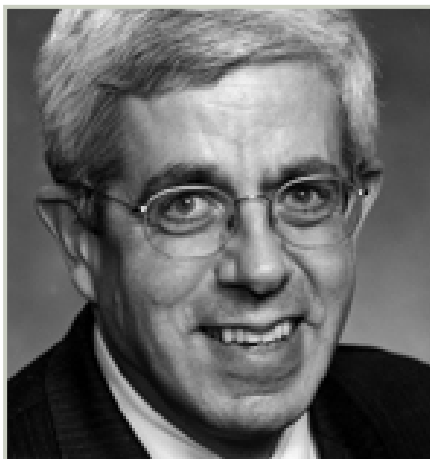
The Deepening Our Understanding of Quality Improvement in Europe Project (DUQuE) project involves as partners four organizations that host ESQH Offices: FAD, NIVEL, Polish Society for Quality Promotion in Healthcare and the Department of Clinical Quality and Patient Safety, Central Denmark Region.



Conversations with leaders in the field of patient-centered care

One of the ways Picker Institute supports patient-centered care is by recognizing people in healthcare who have made significant contributions to achieving patient-centered care worldwide.

David C. Leach, M.D., is the retired CEO of the Accreditation Council for Graduate Medical Education (ACGME). He received a B.A. from the University of Toronto in 1965 and an M.D. from the University of Rochester School of Medicine and Dentistry in 1969. Dr. Leach received the “Good Samaritan Award” from Gov. John Engler for his more than 25 years of work at a free clinic in Detroit. Dr. Leach has received honorary degrees from four medical schools and is committed to honoring program directors through the Parker J. Palmer Courage to Teach award. He is also the 2007 recipient of the Abraham Flexner Award for Distinguished Service to Medical Education.



Dr. Leach

You have said that you are very interested in the use of values as well as rules in guiding the behavior of physicians and teachers. How do you describe the difference between values and rules?

Values are enduring; rules are ephemeral. Justice (i.e., giving something its due) is a value. A principle deriving from this value might be: “Honor your father and mother.” Another rule deriving from the principle might be: “Call your mother every Sunday.” We tend to make idols out of rules and to measure fidelity to the value by measuring: “Did you call your mother last Sunday?” Yet forcing the rule may, in fact, distort the value (we might be angry that we have to call, or become oblivious to the thousand other and better ways we can honor our parents).

Medicine is informed by a set of values that are enduring, that were present from Hippocrates onward. These include integrity, altruism and practical wisdom or prudence. Yet the rules in medicine have changed and are changing dramatically. When the forms of

medicine and their attendant rules change, headlines are generated and resistance is provoked. The danger is that values will dribble away unnoticed in the noise of the debate about rules.

Distorted national conversations, such as we have had about healthcare reform, offer an example. In contrast to integrity, altruism and practical wisdom or prudence, the debates have been characterized by distortion of the truth, fear-mongering and concrete thinking far removed from practical wisdom.

Do you feel that an emphasis on, or even attention to, the issue of values (in a word, and fairly all-encompassing) was lacking in your own medical education? If you did, when did you become actively involved in remedying that—teaching who you are, as it were?

All higher education comes with a side effect. It carries the assumption that a thing can only be studied properly if it is treated as an object, as something held at arm’s length from the student. “Be objective” is the mantra of higher education. Subjective feelings are thought to be a source of bias and unreliability. In the case of medicine, however, good physicians are informed by the subjective. Respect for patients, deep empathy and compassion are all informed by truths revealed by the human heart.

I went to an enlightened medical school (the University of Rochester), one well-known for paying attention to the patient’s point of view. We were taught the classic values of medicine, and yet they meant little to me until I became a resident. I think that is because the journey to value-informed behavior is an inner journey; it begins deep inside each individual with value-laden imperatives (this far and no farther), and from there informs external behaviors. Residency

is such an intense experience (it offers the steepest learning curve in medicine) that you not only learn medicine, you also learn about yourself and who you are, and you end up adopting a set of values to which you are faithful, as well as patterns of clinical behavior that make you effective.

Good physicians reflect on their practice. At the end of every day they ask themselves: “How good a job did I do in discerning and telling the truth?” “Did I put the patient’s interest ahead of my own?” “Did I do something creative today, something that harmonized the particular needs of the patient with the best generalizable scientific evidence at hand?” This daily habit makes the values real and defines who you are as a person and as a professional. It is a lifelong journey. It is never safe to say, “There, we have covered values, and now let’s move on to cover some other objective thing.”

What makes a physician an authentic practitioner?

The whole person shows up. I once thought I was going to win the New Yorker cartoon contest, a weekly event in which a cartoon is offered and the readers invited to submit a caption. This particular cartoon showed an executive sitting at a desk and having a conversation with a disembodied, but obviously living, head resting on his desk. The caption I submitted had the executive telling the head: “We find that things go better around here if the whole person shows up.” I did not win. The reason that the caption came easily to me is that in many work settings the intellect is invited and expected to show up, but the whole person may not be welcomed. Yet in medicine, patient care really is better if the whole doctor (or nurse, or other healthcare worker) shows up.

In addition to using the best science, those caring for patients should be compassionate. Compassion is different from sympathy. Sympathy says: "I'm sorry you hurt." Compassion listens to the patient's subjective feelings about being sick and acknowledges their authenticity. It offers companionship at the subjective level. Altruism and compassion are not techniques; they are new ways of being in the world. They require wholeness and integrity.

People come to doctors for three reasons: They have specialized knowledge (this feature is less important in the age of the Internet); they have experience and have reflected on their experience ("I've seen this before and this is what you do."); and they have particular skills (surgical, prescribing, etc.). There is an additional reason, however, and one that is at the heart of the doctor-patient relationship: Doctors are human. Physicians and patients share a common human vulnerability; we are all going to suffer and die in the end. This shared vulnerability permits deeper conversations about suffering, conversations that require authenticity from both parties. Authentic physicians are easy to spot and are essential for good patient care.

If we accept the definition of chaordic as "harmonious coexistence displaying characteristics of chaos and order with neither behavior dominating," how does it apply to medicine? How can chaos be beneficial, and can it coexist with the dictum to do no harm?

Dee Hock, the founding CEO of the Visa Corporation coined the term "chaordic" to describe complex organizations that function on the interface between chaos and order. The model is well-described in his book *One from Many*. Once you understand the model, you see it everywhere, especially in academic medicine and healthcare. Clarity of purpose, a few principles and a diverse group of people are needed for success rather than overly prescriptive rules of behavior.

While this model is designed to explain organizational behavior rather than doctor-patient relationships, it translates easily into safer healthcare. Some years ago, Ralph Stacey invited categorization of phenomena along two spectra: certainty and agreement. Certainty means that I have a deep understanding of the cause-and-effect relationships. If I take action X, result

Y will certainly happen. Agreement means that experts all agree that this is the right step to take. Some illnesses fall into the category where there is a high degree of certainty and agreement. This is the world of clinical guidelines. If they are followed, healthcare will be safer.

Other times, however, the illness is more complex, and blindly following guidelines would make the care less safe. For example, if a patient has a simple community-acquired pneumonia, I should follow the well-established guidelines for treatment of community-acquired pneumonia. If, however, the patient has AIDS or is otherwise immunocompromised, and has multiple other diseases that will interact with both the pneumonia and its treatment, it would be dangerous to simply follow the guidelines. There is much less certainty about the results of treatment, and there is much less agreement about what to do. In that situation, a few simple rules and value-informed principles are better than rigid adherence to guidelines. This is the zone of complexity. There are also times when we have such little certainty and such little agreement that the illness falls into the zone of chaos. At that time, the best we can do is to look for emerging patterns that will help us gather data to enhance certainty, and to convene others and their observations to enhance agreement.

To accommodate the range of illnesses seen, healthcare institutions must be fluent in all three worlds: They must be vigilant about following guidelines where appropriate, and they must be able to manage complexity and chaos as needed. A Newtonian command-and-control organization is not flexible enough to accommodate this level of versatility. Healthcare organizations need to master command and control and chaordic techniques, and to know when to apply the different models.

Isn't it difficult to teach "values"? Can you teach something like "honesty" or "virtue," or any of those concepts that are usually their own reward, or is it a matter of connecting with something already inside a person? How do you persuade someone that values have a benefit, even if it's only being able to live with yourself?

The best we can do is to create an ecology that supports life, an environment that nurtures the development of values.

While the journey to authenticity is a deeply personal and largely interior journey, societal and institutional contexts are really important. Can a resident learn professional values in an institution that systematically demonstrates unprofessional behavior? Can we teach integrity, altruism and practical wisdom in a society that tolerates limited or no access to care for the uninsured and dramatically worse healthcare outcomes for the poor?

All residents see the poor, and they know better than most the disparities in care. It is difficult to preach values when demonstrated behaviors are incongruous with the values preached. Nonetheless, I am hopeful. I am hopeful because the cause continues to attract good people and the goodness in people. Without ignoring the harsh facts, honesty also demands acknowledging the forces behind the facts and the large number of good people doing things to improve the situation. There are many stories of residents and others working around the broken system to do the right thing.

This article was kindly provided for publication by The Picker Institute.

Did you know...?

The following article, from the **International Journal for Quality in Health Care**, was covered by **Pharmacy Choice**.

This paper is available to read FREE online!

Patient Characteristics and Quality Dimensions Related to Patient Satisfaction

By Mikael Rahmqvist and Ana-Claudia Bara

Visit www.intqhc.oxfordjournals.org for more information about the journal.

The link is: <http://intqhc.oxfordjournals.org/cgi/reprint/22/2/86.pdf>



The International Accreditation Programme (IAP)

Since our last update in April, the ISQua Board has approved four accreditation awards. All awards were granted for a four year period from June 2010 to May 2014.



Congratulations to:

Ms Wendy Nicklin and Accreditation Canada who have received three awards - Organisational Accreditation and the accreditation of their Surveyor Training Programme and Public Health Standards.

Congratulations to:

Prof. Stuart Whittaker and the Council for Health Service Accreditation of Southern Africa (COHSASA) on the accreditation of their Emergency Medical Services Standards and Primary Health Care Services Standards.

IAP News

ISQua would like to wish Karen Timmons (JCI) and Karsten Hundborg (IKAS) the very best as both have recently changed employment and therefore resigned their Accreditation Council positions. In their place ISQua welcome Paul van Ostenberg from JCI and Carsten Engel from IKAS.

The coming months may result in further changes to the Accreditation Council as 2010 is an election year. Nominations will be sought in September for seven places, to ensure consistency the remaining eight will remain until 2012. Results will be announced 9th October 2010.

Following this meeting ISQua and the Accreditation Council supported the Health Care Accreditation Council's (HCAC's) first international Conference in Jordan.

The conference theme "Good, Better, Best: Moving Toward Quality in Health Care in the Middle East" was realized by the production of a rich programme exploring vital issues related to quality and patient safety. Lessons learned and shared experiences were explored to recognize changes needed in the way forward on the journey for quality improvement.

As reported in previous ISQua bulletins the IAP has witnessed a significant increase in the past two years.

Internal structures have been strengthened to support this increased activity, however the time is now right to investigate

The Accreditation Council at the June meeting held in Amman, Jordan.



From top left to right: Mark Brandon (ASCAA), Kadar Marikar (MSQH), BK Rana (NABH), Stephen Clark (QIP/AGPAL), Helena Be aard (NIAZ). Bottom left to right: Charles Bruneau (HAS), Brian Johnston (ACHS), Triona Fortune (ISQua), Wendy Nicklin (Accreditation Canada), Ann Jacobson (JCI), Carsten Engel (IKAS) and May Abu Hamdia (HCAC).

expanding our present accreditation programmes and consider diversifying in new directions. This next stage of the IAP must begin with an in-depth review of our present structures and processes.

ISQua would therefore welcome any suggestions or comments you may have, which can be sent to Triona Fortune, Director of Programmes at tfortune@isqua.org.

Notice of Annual General Meeting

The Annual General Meeting of the International Society for Quality in Health Care Limited will be held at 17:15 on Tuesday 12th October 2010 at the Marriott Rive Gauche Hotel, Paris, France.

AGENDA

1. Notice of Meeting
2. Apologies
3. Minutes of the Annual General Meeting on Tuesday, 13th October 2009
4. Report of the President
5. Honorary Treasurer's Report
6. Auditor's Report
7. Election of Auditor
8. Memorandum and Articles of Association
It is resolved as a special resolution that the Memorandum and Articles of Association in the form attached as Appendix A be approved and adopted as the Memorandum and Articles of Association of the Company in substitution for and to the exclusion of all existing Memorandum and Articles of Association.
9. Date of the next Annual General Meeting to be held in 2011

Appointment of Proxy

Proxy forms to reach Chief Executive Officer in advance of the meeting.

I,

(name of Individual Member or name of representative of Institutional Member)

Address:

.....

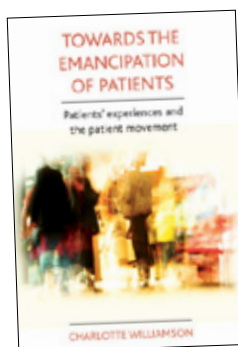
- Individual Member please provide address
- Representative of Institutional Member please provide name and address of organisation

Being a financial member of The International Society for Quality in Health Care, hereby appoint:

or, failing him/her,

the Chairman of the meeting, as my proxy at the Annual General Meeting of ISQua to be held on 12th October 2010 and at any adjournment thereof and to vote on my behalf on any motions put to the meeting.

Annual General Meeting Proxy Form



New Publications

Towards the emancipation of patients: Patients' experiences and the patient movement by Charlotte Williamson OBE, published by The Policy Press

The patient movement works to improve the quality of healthcare. Some of the work entails trying to get standards

of care that put patients at institutionalised disadvantage replaced by standards that free (emancipate) patients from that disadvantage. Combining new academic theory with rich empirical evidence, the author explains how looking at healthcare from an emancipatory perspective could improve its quality as patients experience it. Now that the quality of patients' experiences is on the government's agenda, this book, by a leading patient activist, should appeal to health professionals, managers, patient activists, policy makers and others concerned with the quality of healthcare.

"Scholarly, empathetic and written in plain English, this definitive commentary on patient emancipation is a 'must have' for anyone interested in patients and their wellbeing."

Sir Donald Irvine, Chairman of Picker Institute Europe and former President of the General Medical Council

"The author is clearly very well informed and a practiced communicator. The book has a clear theoretical thrust and is well-illustrated from personal and researched experiences of the 'patient movement'."

Graham Scambler, Professor of Medical Sociology, Director, Centre for Sociological Theory and Research on Health, UCL Medical School

"Charlotte Williamson is exceptionally well qualified to write about radical patients' movements. I hope her book will encourage patient groups to gain new confidence and authority, and healthcare policy makers, managers and practitioners to find new ways of working with patients to improve health services."

Professor Priscilla Alderson, Institute of Education, University of London

It is currently available on the Policy Press website with a 20% discount, for more information please see: <http://www.policypress.co.uk/display.asp?K=9781847427441>.

Bulletin Noticeboard

Dates to Remember!

4th – 6th September 2010

The Royal Australasian College of Medical Administrators (RACMA) / Hong Kong College of Community Medicine (HKCCM) Joint International Conference. *"Healthcare Reforms in Comparative Health Systems"*

Location: Hong Kong Academy of Medicine, HKAM Jockey Club Building, 99 Wong Chuk Hang Road, Aberdeen, Hong Kong

For further information: visit www.medcom.com.hk/racma-hkccm/ or email: RACMA-HKCCM@hkam.org.hk

6th – 7th September 2010

The 4th Annual FICCI Health Conference in partnership with ASQua. *'Healthcare for All: Global Standards with Local Touch'*

Location: Federation House, FICCI, New Delhi, India. **For further information:** visit www.ficci.com or email healthservices@ficci.com

6th – 8th September 2010

8th Australian Conference on Safety and Quality in Health Care (AAQHC 2010). *"Back to the Future - Unlocking the Potential"*

Venue: Convention and Exhibition Centre, Perth, Australia. **For Further Information:** email aaqhc2010@arinex.com.au or visit www.aaqhc2010.org.au

13th – 15th September 2010

7th Biennial Joanna Briggs Colloquium – *'Knowledge in Action: The Next Generation of Evidence-Based Practice'*

Location: Sheraton Hotel, Chicago, USA. **For further information:** visit <http://www.joannabriggs.edu.au/events/2010Chicago/index.php> or email chris.cafcakis@adelaide.edu.au

7th October 2010

OECD Health Ministerial Meeting – *Forum on the Quality of Care*

Location: OECD Headquarters, 2 rue Andre Pascal, Paris, France. Participation in the Quality Forum is free.

For further information and to request registration to the Forum, go to www.oecd.org/health/ministerial/forum.

10th – 13th October 2010

ISQua's 27th International Conference – *'Quality Outcomes: Achieving Patient Improvement'*

Location: Marriott Rive Gauche Hotel, Paris, France. **For further information:** email isqua@isqua.org

or visit <http://www.isqua.org/current-conference.htm>.

21st – 23rd October 2010

The Australian and New Zealand Obesity Society Annual Scientific Meeting. *"A Time for Change: meeting the challenges of the future"*

Location: Hilton Hotel, Sydney, Australia. **For further information:** please visit: <http://www.eventc.com.au/ANZOS/abstracts.html> or email: chris@eventc.com.au

22nd - 23rd November 2010

The Joanna Briggs Institute National Australian Conference on Evidence-based Clinical Leadership. *'Directing Policy to Action'*

Location: Palace Nova Cinema, Adelaide, SA . **For further information:** visit <http://www.joannabriggs.edu.au/events/2010NAC/> or contact: Chris Cafcakis on 0061 (0)8 8303 3637 or chris.cafcakis@adelaide.edu.au

30th March – 1st April 2011

European Association of Hospital Pharmacist (EAHP) Annual Congress.

'Hospital pharmacists in a changing world – opportunities and challenges'

Location: Austria Center Vienna, IAKW – AG, Bruno-Kreisky-Platz 1, A-1220 Vienna , Austria.

For further information: visit <http://www.eahp.eu/Congresses> or contact Annalisa Gardella on 0032 (0)2 741 24 36 or ea@eahp.eu

If you would like to advertise a forthcoming event please send us the details for inclusion in the next ISQua bulletin.



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