



**Nordisk tillsynskonferens 2017**  
**Internal vs external control**  
**Session C**

Laura Sch. Thorsteinsson, RN, MSc. Project manager  
 Directorate of Health and lecturer at the University of Iceland  
 laura@landlaeknir.is



### The Directorate of Health (DH)

(<http://www.landlaeknir.is/>)

- The principal role is to promote high-quality and safe health care for the people of Iceland, health promotion, and effective disease prevention measures
- In order to fulfill this role one of the action taken is **monitoring** – to enhance quality and safety




### The philosophy of monitoring quality and safety

- The most effective way to enhance the quality and safety of health care is to:
  - Build on collaboration and consensus
  - Motivate improvement
  - Provide consultancy
  - Enhance a learning culture instead of a *Shame and blame culture*
  - Look for opportunities to improve instead of looking for someone to blame



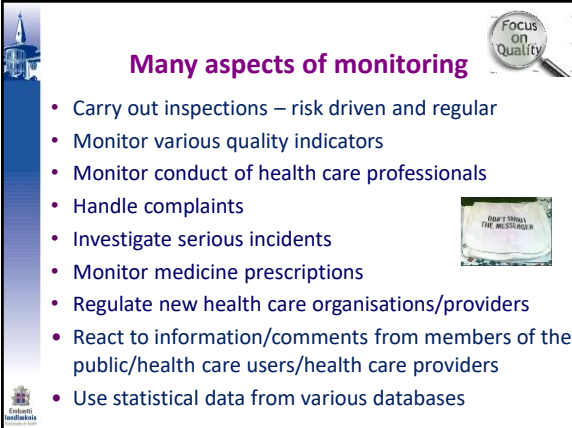


### Monitoring - a shared responsibility

- Internal control of the health care service providers
- External control/ monitoring by the Directorate of Health
- Monitoring by patients/health care users
- Enhancing quality and safety in health care is the shared responsibility of health care authorities, health care organisations, health care professionals and patients/health care users




### Many aspects of monitoring

- Carry out inspections – risk driven and regular
- Monitor various quality indicators
- Monitor conduct of health care professionals
- Handle complaints
- Investigate serious incidents
- Monitor medicine prescriptions
- Regulate new health care organisations/providers
- React to information/comments from members of the public/health care users/health care providers
- Use statistical data from various databases





### Inspection - process

Survey: Excellent ✓ Good Fair: Poor:

Gathering of data → Visit → Recommendations → Follow up

Questionnaire to managers	Meeting with managers	Report Ratings	Requesting action plan for improvement after 6 months
Surveys: Patients/ health care users Staff	Inspecting organisation	Compliments and recommendations for quality and safety improvement	Meeting with managers after 12 months reviewing quality improvement
Data on health care service	Interviewing staff	Presenting report to organisation	
Complaints Incidents	Reviewing of written data	Publishing report on website	



## Risk analysis and prioritising

- Vulnerable groups
- Underdeveloped safety culture
- Many complaints, serious incidents or comments from users/families of users
- Information from data bases
- Information from quality indicators



## Focus of inspection:

- Are the vision, policy and strategies of the organisation clear and visible?
- Is the management/leadership in concordance with current demands of good management/leadership?
- Are the practices of managers and staff in concordance with the quality policy of the organisation and current views regarding safety culture?
- How is housing and staffing and how are working conditions?

### Ratings:

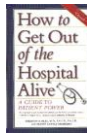
- Good
- Requires improvement
- Inadequate



## Monitoring quality and safety?

### High quality and safe health care.... where.....

- Patient safety is promoted systematically
- Patients experience safety and quality of care
- Patient partnership is valued
- Patients are empowered
- Patients take a part in their treatment as actively as possible
- Patients speak up and have a voice



## Monitoring quality and safety? / 2

### High quality and safe health care.... where....

- Professionalism is manifested into practice
- Staff is proud of the care provided
- Safety culture is well developed
- Reactions to incidents are appropriate
- Incidents are utilized as learning opportunities
- Valid and relevant quality indicators score high



## Monitoring quality and safety? / 3

### High quality and safe health care... where....

- Quality manuals, protocols, clinical guidelines and checklists are used
- Risk management is integrated into the care
- Consistency in treatment
- Appropriate staffing, housing and equipment



## How is it possible to monitor all this?

- How do you e.g. measure patient empowerment, safety culture, professionalism, effective team work, the use of clinical guidelines and communication in a quick and reliable way?
- Not with simple checklists!



## Growing complexity Effect on monitoring?

- More to know, more to do, more to manage, more to organise, more to observe and more people involved than ever before
  - Kalisch, 2014
- Multidisciplinary collaboration- teamwork
- Task shifting - task sharing
- Remote health care services growing
  - The Economist, April 8th, 2017



## The future of monitoring? The future of health care?

- Fast-ageing populations with complex needs
- Communicable diseases of the past - no longer the big problem
- Chronic diseases related to unhealthy lifestyles and longer lifespans - the problem
- Patients monitor various data with wearable devices that track vital signs, contact lenses that monitor blood-sugar levels and smart-stitches that measure the pH level of fluid in wounds
  - The Economist, April 8th, 2017



## The future of monitoring? The future of health care? / 2

- Enormous changes in health care
- Technology could revolutionise the way hospitals work
- High-speed internet, remote-monitoring technology and vast amounts of data
- Hospitals= Air-traffic control towers, from which medical teams can monitor patients near and far
  - The Economist, April 8<sup>th</sup> 2017



## Future monitoring Tremendous change?

- More complexity in health care – more complexity in monitoring?
- Growing patient/user involvement
- Endless availability of data
- Effect of Artificial Intelligence
  - By 2030, computers will have become 'more intelligent' than humans (Gollub, 2016)



## Finally

- Exciting but challenging times ahead in monitoring
- The purpose of monitoring is to enhance safety and quality
- We continue together, healthcare authorities, healthcare providers, patients/healthcare users making good choices each day to keep up the good work!

