

# TQM and Patient Safety

## Experiences from Sweden

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**Michael Bergström**

*Project Director, MD*

*Global Knowledge Explorer Change Agent*

*Health Care Division*

**Swedish Association of Local Authorities and  
Regions**



Sveriges  
Kommuner  
och Landsting

# Thanks for the invitation!





# The Swedish Association of Local Authorities and Regions (SALAR)

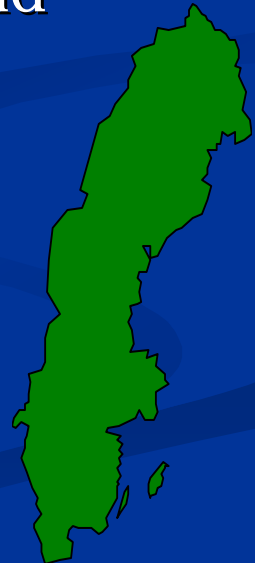
- The Swedish Association of Local Authorities and Regions is an association for municipalities, county councils and regions in Sweden, whose activities are founded in local and regional democracy.
  - Health and Social Care Division
    - **Dep of Improvement**



# Health Care in Sweden



- 9 millions in 1700 km x 400 km (20/sq km)
- 18 county councils + 3 regions – Healthcare
- 290 Municipalities – Social care, Care for the elderly
- Public & Private (small) sector
- 900 Health Care Centers, 80 General (merging) and 8 Regional Hospitals
- Equal care and availability for all
- Oldest inhab > 65 years in the world (17,3%)
- Lowest infant mortality (0,40%)(together with Iceland, Japan, Finland & Norway)



# Challenges makes priorities

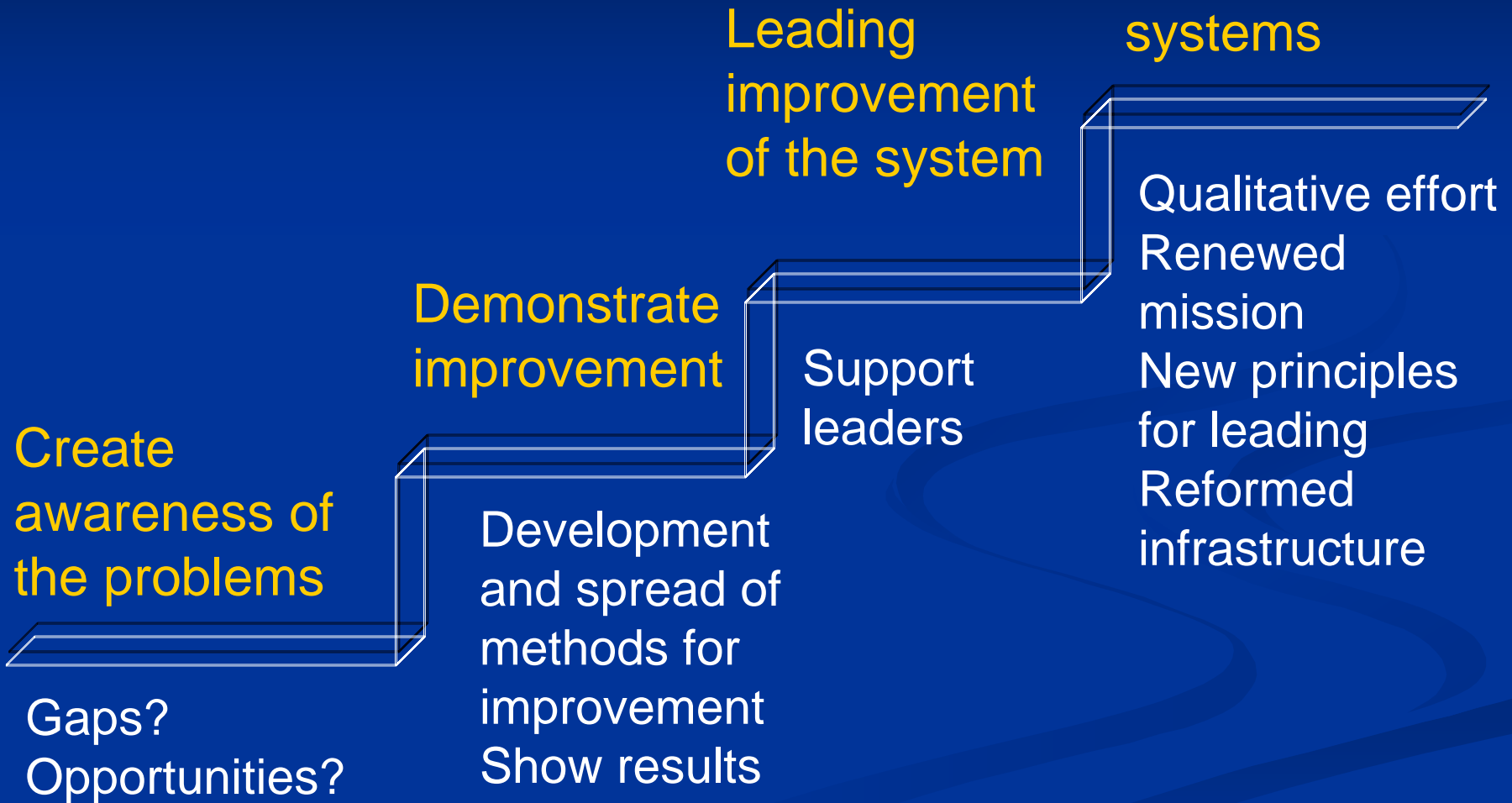
- Demographic changes – tensions
- Improved access in health care – new care guarantee
- Improved health – reduced absence due to sick-leave

# Quality efforts in the Swedish Health Care since 1990

- **Quality Circles**
- **Medical Audit, Clinical Audit**
- **National Quality Registries (>50)**
- **QDL – Quality Development, Leadership -The Swedish Health Care Quality Award**
- **Clinical Value Compass**
- **Breakthrough series**
- **Leadership networks**
- **Balanced Score Card**
- **Idealized design of Clinical Offices Practices**
- **Pursuing Perfection**
- **University Collaboration for Improvement Knowledge**
- **Patient Safety**
- **Transformation...**

# The stairs of improvement and renewal

Dep. for Improvement- our model





# **Actions for improvement!**

Examples from work in Sweden

- 1. Breakthrough Series**
- 2. Patient Safety**
- 3. Quality Registries**
- 4. Getting improvement into the education for future health care professionals**
- 5. Transforming systems**

# 1. The Breakthrough Series (Genombrott)

- To close the gap between what we know and what we do
- A collaborative for teams motivated to improve on an agreed topic from organisations with leadership support
- A series of learning seminars where evidenced ideas and improvement model are provided

# Breakthrough Series in Sweden

## National topics focused in collaboratives since 1997

- **Reducing Waits and Delays**
- Better diabetes care
- Better care in the end of life
- **Better flow**
- Better care for patients with dementia
- Safer care
- Better care for cancer patients
- Preventing hospital acquired infections (ongoing)

Lessons: Good results, training of projectleaders to run many collaboratives accelerates improvement.

# Nations using BTS in Europe

- Sweden
- Norway
- Denmark
- UK
- The Netherlands
- Russia

# **2. Patient Safety**

## **is rising on the agenda**

Acknowledgement to  
Carina Svensson, SALAR

# Our direction



- To go from incident reporting systems *to designing for safety and prevention of system failures*
- Patient safety is a system property

# Actions for patient safety...

- **Providing facts**
- **Promoting spread of information and knowledge**
- **Conducting and supporting learning projects**
- **Influencing attitudes and behaviours**

# Providing facts

We learn from studies in USA, England, Canada, Australia and Denmark that patient safety is a substantial problem.

*Swedish scientific studies are underway.*

Examples; PhD student Karin Pukk at the Karolinska Institute and Synnove Odegaard

National Conferences

2nd conference in Sep 2005



# A tryptical year...

3 377 HSAN-cases

161

1059 Lex Maria

9000 Injuries are reported to LÖF

21 000 Cases to  
the Patient Board

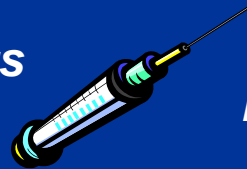
1000 reports to the Swedish  
Medical Insurance

## Intern/local/regional reporting of deviations



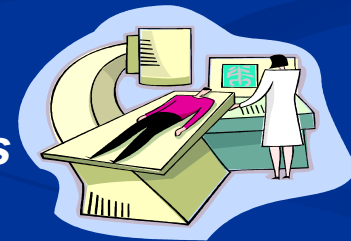
*Risks*  
*Side-effects*

*Complications*



*Events*

*No injuries* *Injuries*



1,4 miljoner care-  
episodes

26 million doctors visits in  
clinical practices,

200 million patient contacts

# Promoting spread of information and knowledge

- Courses in cooperation with the Universities of Linköping and Mälardalen
- Arranging conferences
- Elective courses at the Karolinska Institute for future health care professionals on patient safety

# Conducting and supporting learning projects

- **A safer care collaborative (Säker vård)**
- **Measures of a culture of safety**
- **”Care-related infections shall be stopped”  
(VRISS) a BTS - project**

# Influencing attitudes and behaviours

## Patient Safety

- is a basic part of the quality of care
- is a responsibility for everyone – but especially for the leaders
- seldom gets better through punishing an individual person
- is created in the interaction between humans, technology and the organisation

# 3. National Quality Registries in Sweden

About **50 national quality registries**

Data from individuals, about diagnosis, treatment and outcome are collected from departments

**Started by physicians in disciplines**

**Voluntary participation**

**Decentralised**

**Not for national control – for learning**

# Good Value – Example

## – Hip replacement

- **Follow up in registries has quickly revealed less good methods and prothesis**
- **10% reoperation rate in Sweden, 18% in the USA, 15% in Norway, 24% in Finland...**
- **Reduces suffering for thousands and thousands of patients.**
- **Saved 1,4 miljarder Swedish Kronor (200 million USD) over ten years**
- ***Reduces variation on comparative basis and the development is towards more transparency.***

# The recent development indicates

- *Registries are getting more used for improvement over time through our support*
- A growing enthusiasm in the registries
- A better coverage (of participating departments and practices)
- And that the health care leaders are becoming more aware of the importance of the registries

# Three Competence Centers

*Combines registries with improvement support:*

- The Swedish Heart and Artery Centre  
Uppsala Centre for Clinical Research (UCR),  
Uppsala
- The National Centre for Orthopedic  
Registries and Support (NKO), Lund
- EyeNet Sweden, Karlskrona



# 4. Getting improvement into the education for future health care professionals

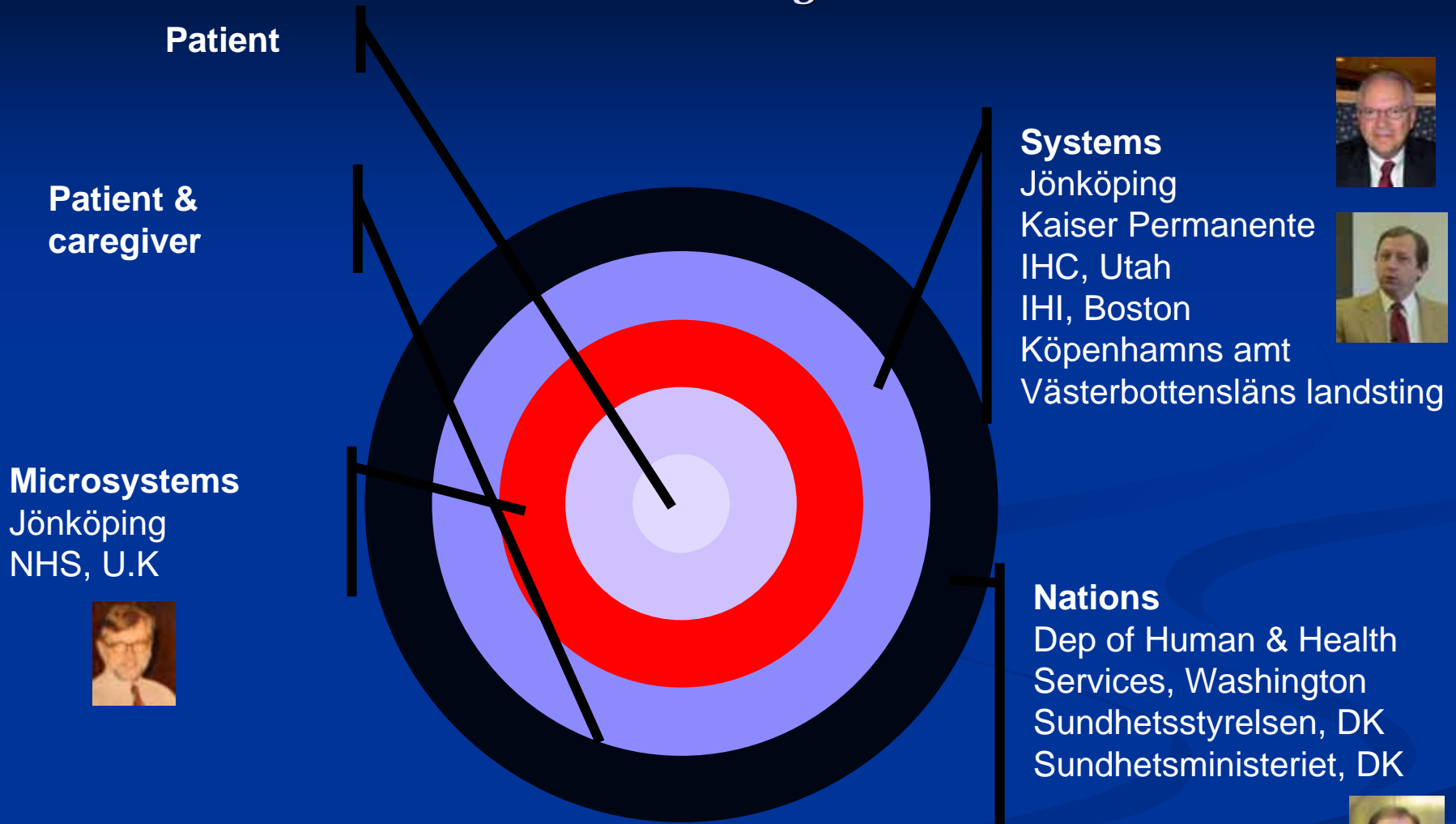
- Everyone in healthcare need to be engaged in improving the processes and systems
- It is very important to provide learning of improvement thinking and methods on all levels for future health care professionals
- The University Collaboration for Improvement Knowledge 2002-2004 in Sweden; – faculty development 4 universities, designing courses and assignments at four universities.
- Example; The Karolinska Institute

# Results

- **More than 20 teachers at 4 universities had faculty development**
- **5 new courses designed on QI incl. Patient Safety**
- **Extensive testing of Personal Quality Improvement Workbook and personal projects**
- **Spread and further learning in progress**
- **It takes time...**

# 5. Transforming Systems

Olsson J, Stenberg J



Complex Adaptive Systems, J Sterman, Y Bar-Yam,  
P Senge  
Literature Study MMC, KI  
Systems Dynamics MIT

# Lessons learned from study of transforming systems

- **A very clear patient focus**
- **Patient Safety is prioritized**
- **Align your mission with patient focus**
- **Align your systems for leadership & control**
- **Leaders base their decisions from measurable results from the frontline**
- **Build new arenas and alliances for multiprofessional participation**
- **Use research and collaborate with researchers**
- **Time...**

# Example : Pursuing Perfection (creating the healthcare system of tomorrow)

A joint effort started 2001

12 health care systems: 6 in USA, 4 in UK,  
1 in the Netherlands and

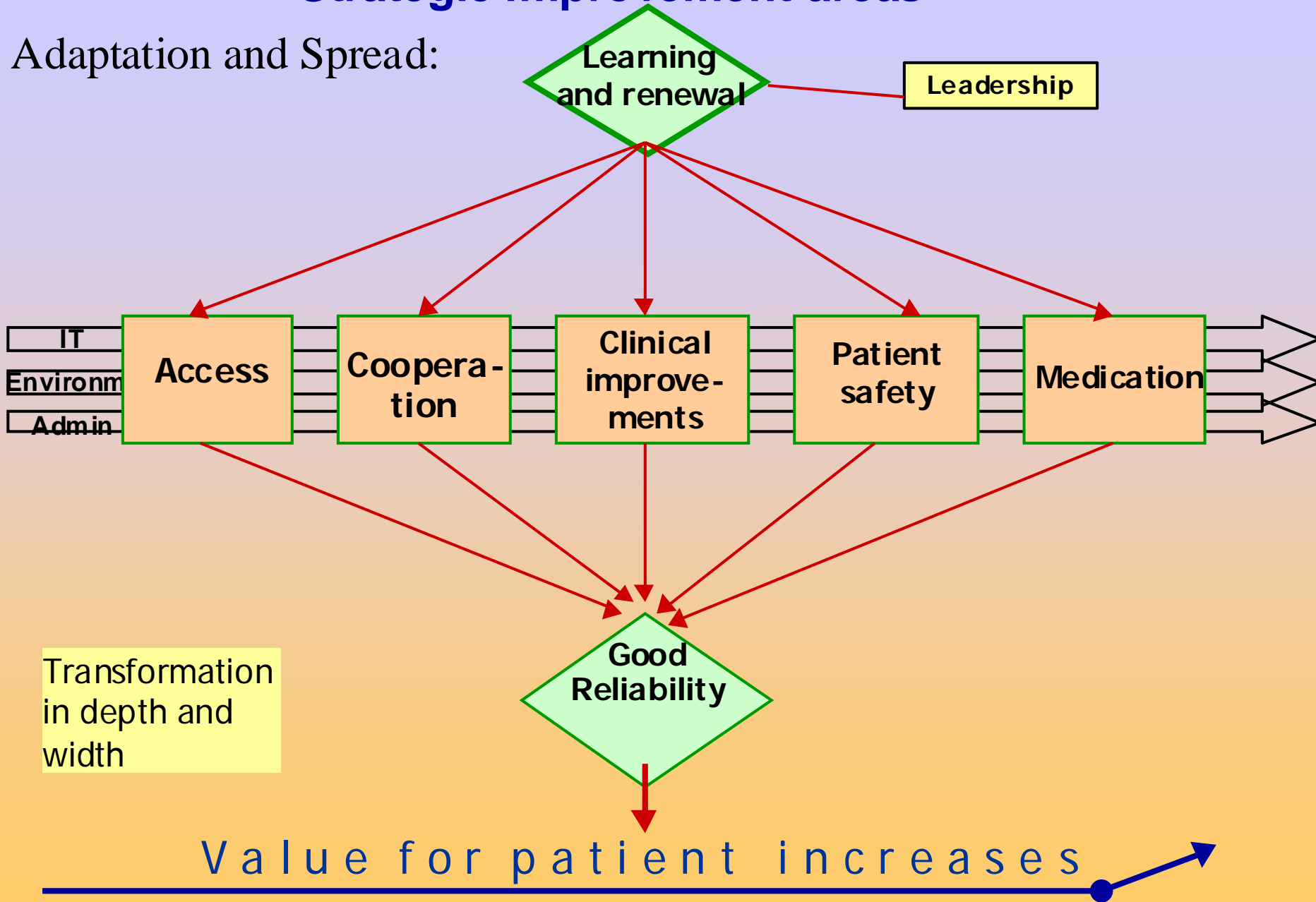
1 in Sweden - **the County Council of  
Jönköping in Sweden**

Jönköping are working on achieving  
worldclass in 15 processes

Organized by IHI, Boston, USA

# Strategic improvement areas

Adaptation and Spread:



# Lessons so far (in my view)

- **Total leadership committment devoted to aims**
- **Change on all levels at the same time**
- **Measure for improvement on system level as well**
- **Good support with methods and tools is needed**
- **International colloration is successful**

***Attention is the  
currency of leadership***

James Reinertsen



# Successful improvement needs

- A clear patient focus
- A committed leadership
- Improvement support
- Motivated staff

**It is better to act your way  
into new thinking,  
than to think yourself into  
a new action**

Michael Bergström

**Thank you for your attention !**

**Michael Bergström,**

*Project Director*

*Change Agent, Global Knowledge Explorer, MD*

*Health Care Division*

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**[michael.bergstrom@skl.se](mailto:michael.bergstrom@skl.se)**



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