

# QUALITY AND COSTS IN THE PUBLIC HEALTH SECTOR: TWO SIDES OF THE SAME COIN?

Presentation at CMS Indaba

Theme: The Balance between Quality Health care Services and Costs

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- “The importance of providing **quality health services** is non-negotiable. Improved quality of care is fundamental in improving South Africa’s current poor health outcomes and in **restoring patient and staff confidence** in the public and private health care system. Furthermore, if quality is defined as “getting the best possible results within **available resources**”, then these National Core Standards set out how best to achieve this”.
- Minister of Health, Dr Aaron Motsoaledi, Foreword to the National Core Standards for Health Establishments in South Africa. Pretoria: DOH, 2010





# OUTLINE

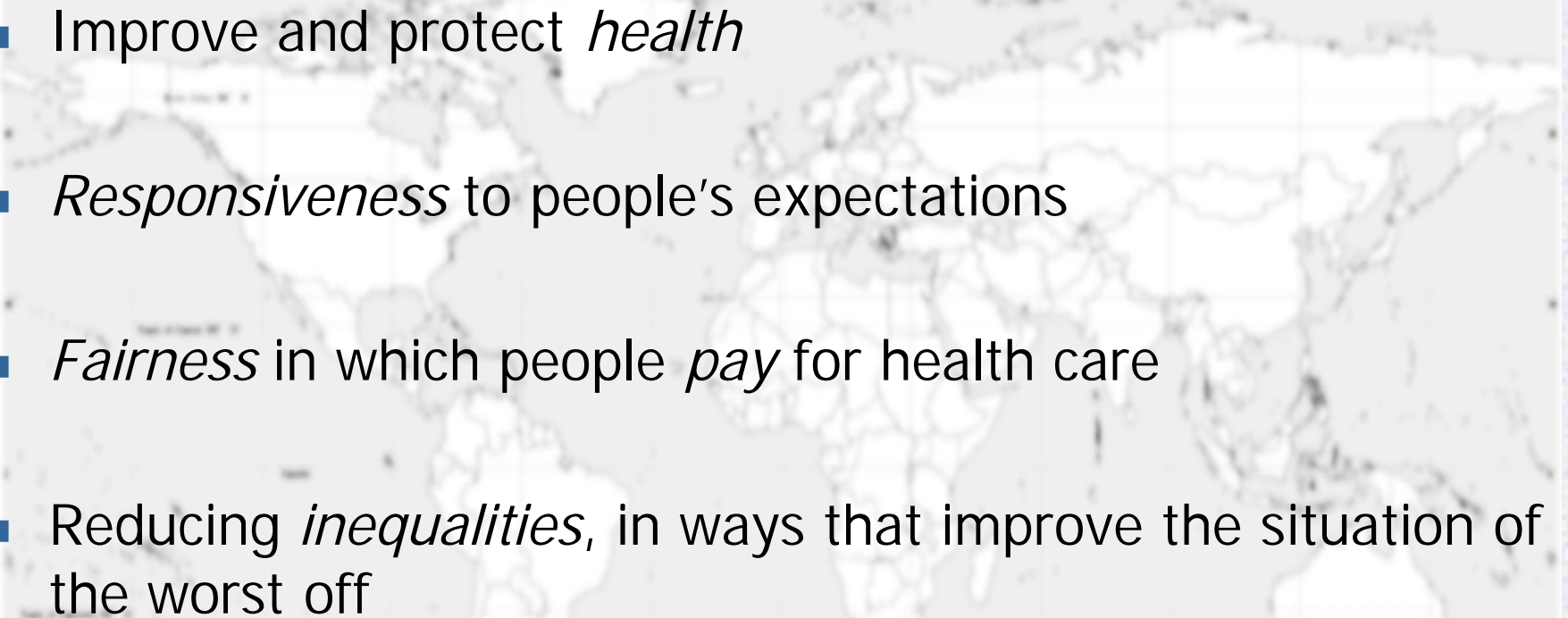
- Context & background
- Quality of care initiatives in public health sector
- Balancing quality and costs
- Concluding comments on quality & costs

# CONTEXT & BACKGROUND

- Globally, 'waves' of health systems reform
  - Relatively poor returns on investment in terms of health
  - Quest for greater efficiency, fairness and responsiveness to the expectations of communities
  - Goals of health systems
- Overall political and socio-economic reforms in South Africa



# GOALS OF HEALTH SYSTEMS

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- Improve and protect *health*
  - *Responsiveness* to people's expectations
  - *Fairness* in which people *pay* for health care
  - Reducing *inequalities*, in ways that improve the situation of the worst off

WHO 2000 World Health Report

# QUALITY OF HEALTH CARE INITIATIVES

- Improving quality important global health priority
  - Medical errors & patient dissatisfaction-costly
- Purpose of initiatives:
  - Improve health care quality
  - Ensure patient safety
  - Improve clinical effectiveness
  - Promote public accountability



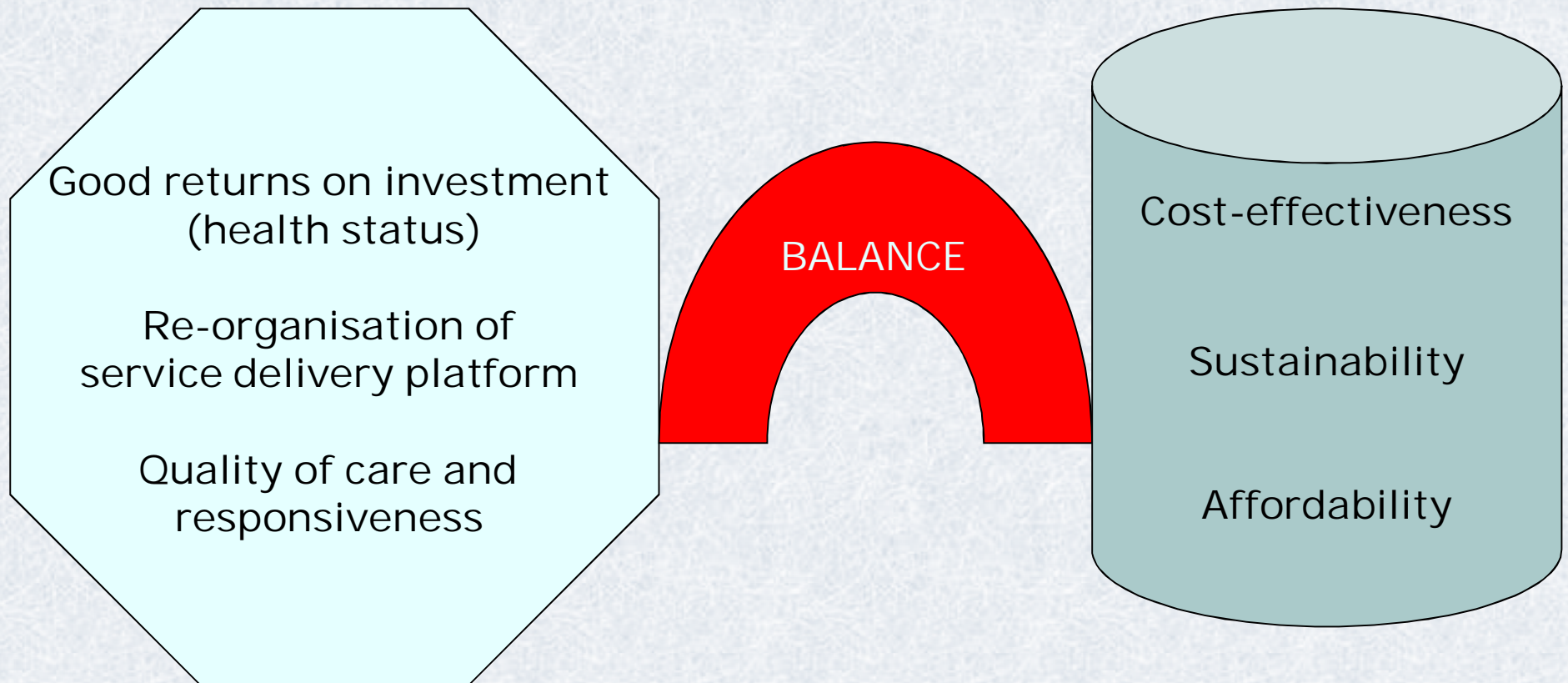
# WHAT IS QUALITY?

- “Getting the best results from available resources’
- “Meeting specified standards”
- “The degree to which health services for individuals and populations increase the likelihood of desired health outcomes, are consistent with current professional knowledge, and meet the expectations of healthcare users.”



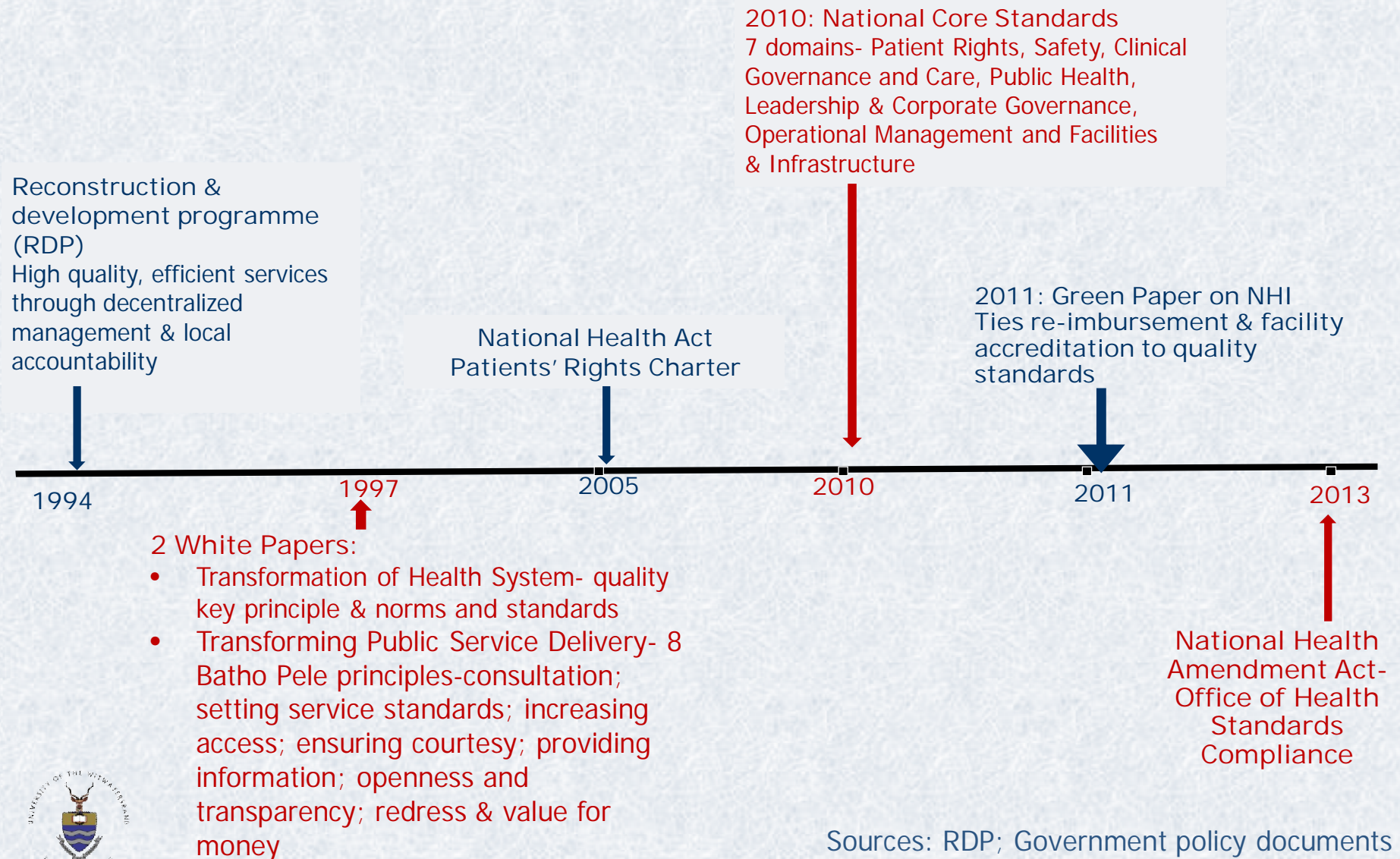
Sources: NCS; Donabedian and Deming

# OVERALL CHALLENGE





# PUBLIC HEALTH SECTOR- QUALITY INITIATIVES



Sources: RDP; Government policy documents



# COMMON THEMES

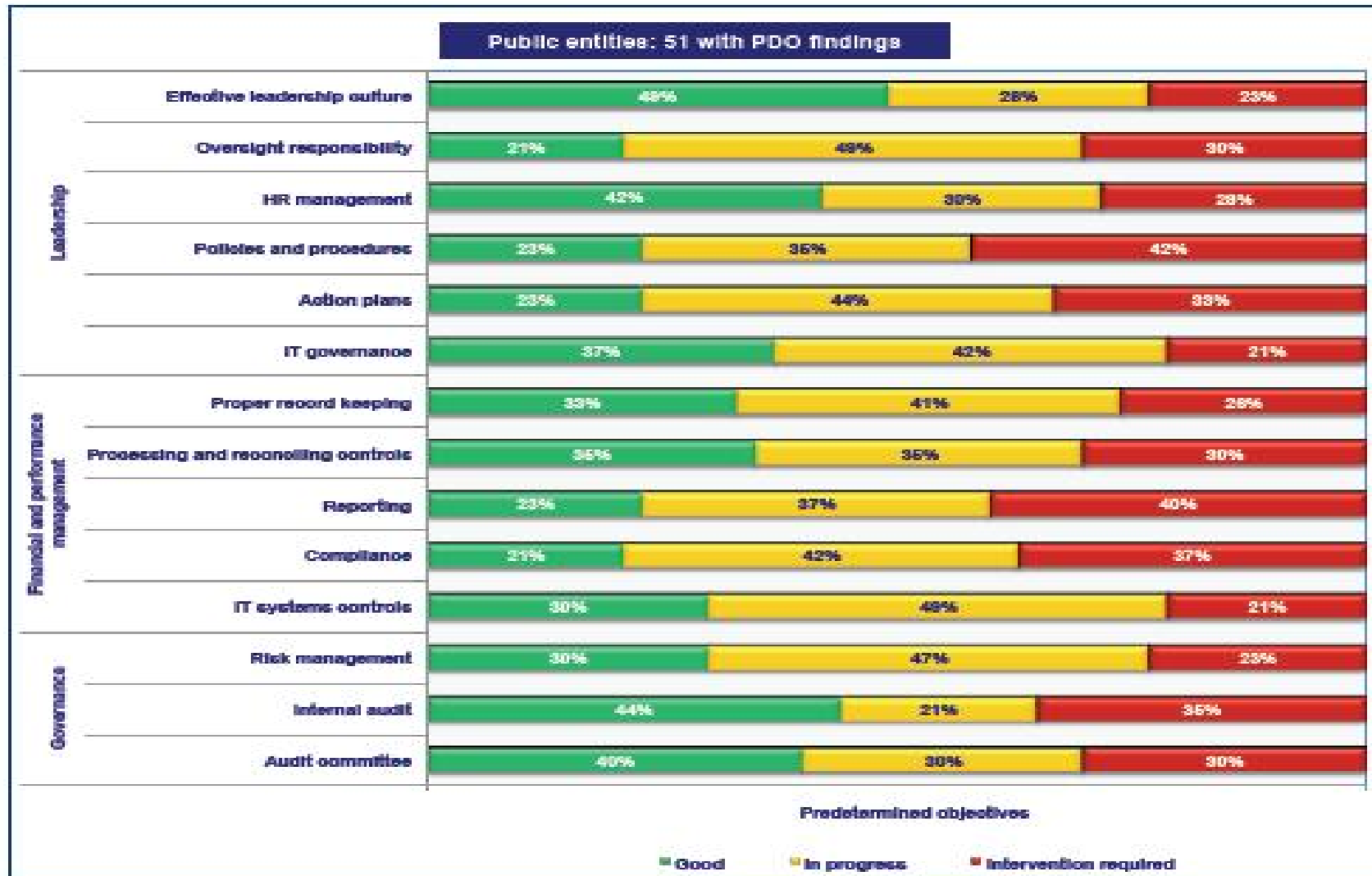
- Major efforts-policy/legislation (implementation)
- Responsiveness to patient and community needs
- Value for money
  - Patient safety & reducing errors
  - Good population health outcomes
- Efficiency and effectiveness
- Accountability
- Optimal health system functioning



Sources: NCS; Donabedian and Deming



# CHALLENGES & BARRIERS



Source: AG 2010-11 consolidated audit report; PDO=performance against pre-determined objectives

# AUDIT OF PREDETERMINED OBJECTIVES

Non-compliance	5 (50%)
Variances not explained	4 (40%)
Performance information not useful	4 (40%)
Performance information not reliable	9 (90%)
Total number of departments	10



Source: Auditor-General, 2010-11 consolidated audit report



# CHALLENGES & BARRIERS

- Governance, Stewardship and leadership
  - Fragmentation of initiatives
  - Lack of change management
- Capacity: numbers, skills, action
- Lack of accountability –feedback loop
- Sub-optimal or lack of culture of quality
- Gap between policy and implementation
- Lack of or insufficient resources and resourcing
- Lack of monitoring and evaluation



Source: Adapted from Rispel & Nieuwoudt



# CONCLUSION

- Significant progress in legislation and/or policies & implementation
- Achieving balance between cost & quality-two sides of same coin
- Requires:
  - High-level political & health system **stewardship** and leadership
  - Awareness among and **support from public servants** responsible for implementation
  - Dedicated **financial and human resources**
  - **Strong partnerships** with civil society (e.g. universities)
  - Good **information systems & clear indicators**
  - **Balancing** planning and action on the ground
  - Capacity building
  - Strong accountability mechanisms
  - **Monitoring and evaluation**

