

Beyond Quality and Toward Experience

Only the serious need apply.

BY SHAREEF MAHDAVI



What composes your typical day? For most of you, a workday starts with treating patients but quickly gets consumed by signatures, phone calls, e-mail, postal mail, chart reviews, managerial issues, and a detail rep who wants a few minutes of your time. With facilities issues, instruments breaking down, computer glitches, phone calls from referring doctors, billing discrepancies, delayed Medicare payments—the litany of intrusions on the doctor-patient interaction seems endless.

Although providing quality care seems logical and straightforward, if it were easy, we wouldn't see data that suggest that the majority of patients do not like how they are treated by front-office medical staff.¹ Patients are trying to tell the medical profession that they place as much value on the delivery of their care as they do on the care itself. Providing quality service seems difficult for many practices because it feels extrinsic rather than integral to their success. A medical practice can get so busy that taking the time to give each patient individualized attention seems like an expendable luxury. Why should you focus energy here?

Because the stakes have never been higher. Aging baby boomers are creating an unprecedented demand for medical services that will outstrip the government's and insurance companies' budgets. On the reimbursement front, medical practices can expect to do more work for less pay per transaction (cataract surgery's declining reimbursement is a prime example of this effect). The only way for practices to thrive in this type of market is to adapt to high volume by improving their daily processes and increasing their capacity to meet or exceed patients' expectations.

THE QUALITY MINDSET

I've observed that many medical personnel believe they deliver quality care simply by being nice to their patients. When I consult for a medical practice, one of the first questions I ask is, "How do you know your quality is good?" A small percentage of practices regularly benchmark their efforts against other practices as a means to improve. A greater percentage of practices survey their patients—although typically only after the procedure—and ask them to offer suggestions for enhancing the experience. These ideas represent a few ways of comparing

TABLE 1. TREATING THE PRACTICE LIKE A PATIENT

Your Patient	Your Practice
The patient seeks help to improve his eyesight/health	The physician recognizes the need to get outside assistance
Patient history and diagnostic work-up: performed by staff and physician	Data collection (surveys and benchmarking): performed by outside party (consultant)
Diagnosis	Observations, insight, recommendations, and an action plan
Treatment: intervention (eg, surgery)	Implementation: put the plan into place
Follow-up visits	Evaluation

Beyond Quality

B Lingard



Beyond Quality:

Beyond Quality in Early Childhood Education and Care Gunilla Dahlberg, Peter Moss, Alan Pence, Dr Alan Pence, 2007-01-24 This book challenges received wisdom and the tendency to reduce philosophical issues of value to purely technical issues of measurement and management

Beyond Quality Steven R. Wilson, Robert Ballance, János Pogány, 1995 Global manufacturing has been altered by the emergence of a new approach to production which differs radically from the principles of mass production This approach has been characterised by successful manufacturers in Asia and the West who have engaged in a continuous process to improve quality process productivity and cost performance The authors of *Beyond Quality* argue that many of the methods used by these new firms are equally suitable for manufacturers in developing countries and the transition economies of eastern and Central Europe Using case study material from Latin America Africa and Central Europe the authors demonstrate that it is the skill and organization of people rather than sophisticated equipment which determines growth in productivity and product quality These new forms of improvement are not dependent on economies of scale and so provide small producers with the flexibility to compete effectively against mass producers

Report of the Public Schools of the State of Missouri Missouri. Department of Education, 1916 Logic Bernard Bosanquet, 1888 **Harper's Bazaar** ,1926 *The Vedānta-sūtras [of Bādarāyaṇa] with the comm. by Saṅkarākārya [and] (Rāmānuga) tr. by G. Thibaut* Bādarāyaṇa, 1896 **Survey of the St. Louis Public Schools** ,1917 *The Word* ,1910 International Handbook of Production and Operations Management Ray Wild, 1989 **Report on the Composition and Quality of Daily Samples of the Water Supplied to London** ,1881 Beyond Quality in Early Childhood Education and Care Gunilla Dahlberg, Peter Moss, Alan Pence, 2005-06-23 First published in 1999 Routledge is an imprint of Taylor Francis an informa company *Hardware Dealers' Magazine* ,1919 **The Works of John Galsworthy: Quality and other stories** John Galsworthy, 1923 Quality in the Manufacture of Medicines and Other Healthcare Products John Sharp, J. R. Sharp, 2000 This overview of quality assurance in pharmaceutical production describes the principles and practice and discusses specific quality issues providing a guide to both national and international regulatory requirements **The Foreign Quarterly Review** ,1875 **Pre-scholastic and scholastic philosophy** Albert Stöckl, 1911 **Parliamentary Debates** Victoria. Parliament, 1902 **Report** USA Department of Agriculture Division of Statistics, 1893 The Critic ,1893 **The Columbian Encyclopedia** ,1897

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