

INSTITUTE OF MEDICINE  
2000 Annual Meeting

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Institute for Healthcare Improvement

## The Foundation

- IOM Roundtable
- President's Advisory Commission
- National Cancer Policy Board
- IOM Program on Quality of Health Care in America
- IOM Committee on Quality of Health Care in America
  - Subcommittee on 21st Century Health System
  - Subcommittee on Environment

## The IOM Roundtable

- ***"...Serious and widespread quality problems exist throughout American medicine. These problems....occur in small and large communities alike, in all parts of the country, and with approximately equal frequency in managed care and fee-for-service systems of care. Very large numbers of Americans are harmed as a result...."***

## Health Care Examples Overuse

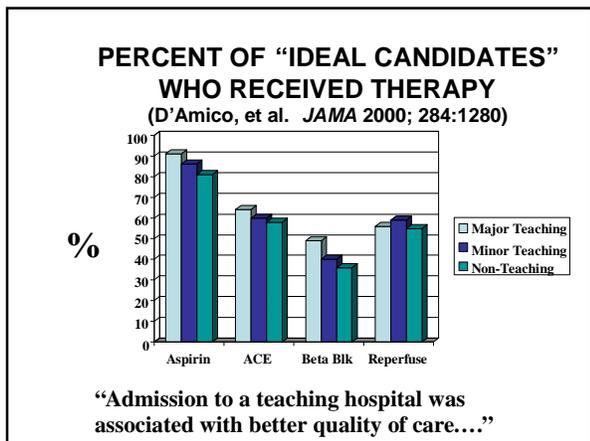
- 30% of children receive excessive antibiotics for ear infections
- 20% to 50% of many surgical operations are unnecessary
- 50% of X-rays in back pain patients are unnecessary

## Health Care Examples Underuse

- 50% of elderly fail to receive pneumococcal vaccine
- 50% of heart attack victims fail to receive beta-blockers

## Health Care Examples Misuse

- 7% of hospital patients experience a serious medication error
- 44,000-98,000 Americans die in hospitals each year due to injuries from care

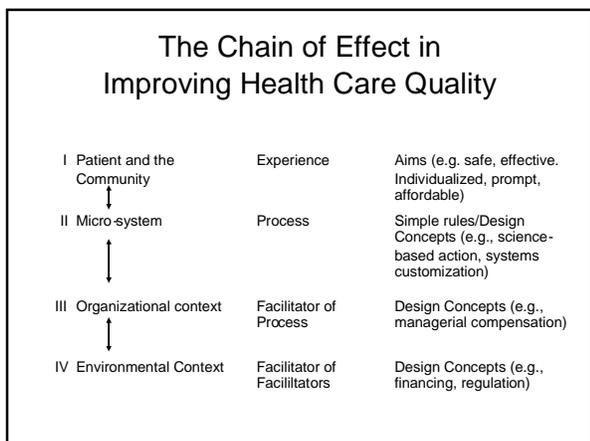


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### The Overarching Aim

- **The purpose of the health care system is to reduce continually the burden of illness, injury, and disability, and to improve the health status and function of the people of the United States.**

- ### Aims
- Safety
  - Effectiveness
  - Patient-centeredness
  - Timeliness
  - Efficiency
  - Equity

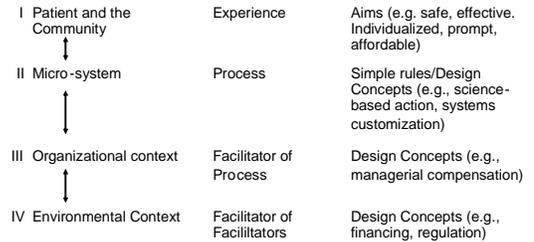


### Quality is a system property

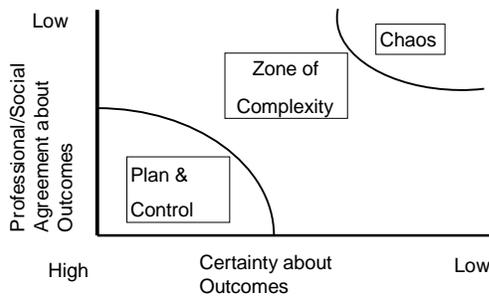
### “The First Law of Improvement”

Every system is perfectly designed to achieve exactly the results it gets.

### The Chain of Effect in Improving Health Care Quality



### Zone of Complexity



### Three Guiding Frameworks

- Knowledge-based
- Patient-centered
- System-minded

### Rules for Micro-systems

	Old Rule	New Rule
1.	Provide care based on visits	Provide care based on healing relationships
2.	Professional autonomy drives variability	Patient values drive variability
3.	Professionals control care	The patient is the source of control
4.	Information is a record	Information is a key to relationship

### Rules for Micro-systems

	Old Rule	New Rule
5.	Base decisions on experience	Base decisions on systematically acquired knowledge
6.	Safety is an individual responsibility	Safety is a system capability
7.	Secrecy is necessary	Transparency is necessary
8.	React to needs	Anticipate needs

### Rules for Micro-systems

	Old Rule	New Rule
9.	Increase value through cost reduction	Increase value through waste reduction
10.	Professional roles trump teamwork	Cooperative work trumps professional roles

Revised 10/00

### To Help...

- Face reality
- Commit to change
- Link to professional education
- Research on systems