



Service Priorities and Programmes Electronic Presentations

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Structural quality management is practical and sustainable - A 18-year Experience in Tai Po Hospital

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Introduction

Since March 1998, the Physiotherapy Department of Tai Po Hospital (TPH) has launched clinical services and started clinical quality management in the same year. The clinical quality management was based on the Donabedian model. The Donabedian model is a conceptual framework for examining health services and evaluating quality of health care by drawing information about quality of care three categories: structure, process, and outcomes (A. Donabedian 1988).

Objectives

To review the history of quality management in physiotherapy department of Tai Po Hospital.

Methodology

The structure of the department is team based and led by a department management. Each team is responsible for different clinical program, for example a medical team is responsible for pulmonary rehabilitation program and stroke rehabilitation; an orthopedic team is responsible for hip fracture rehabilitation, total knee replacement and amputee rehabilitation; and a psychiatric team is responsible for psychiatric rehabilitation program. The process of clinical services is governed by various clinical guidelines. The first clinical guideline of the department was "Tai Po Hospital Pulmonary Rehabilitation Program Physiotherapy Protocol" which was developed for management of patients with chronic obstructive pulmonary disease in 1998. In the following years, various clinical guidelines were developed by the department according to various clinical needs, for example Wound Care Protocol (1999), Stroke Rehabilitation Protocol (2001), Total Knee Replacement Protocol (2001), Psychiatric Rehabilitation Program (2002) and Spinal Cord Injury Protocol (2003). In addition to clinical guideline for physiotherapy services provided to the patient in Tai Po Hospital, the physiotherapy department also developed inter-hospital clinical guideline. The "Physiotherapy Management Protocol for Patients with Chronic Obstructive

Pulmonary Disease in AHNH and TPH” was an inter-hospital Clinical Guideline developed by Alice Ho Miu Ling Nethersole (AHNH) and TPH in 1999. The clinical guidelines had development, dissemination, implementation, evaluation and revision processes over the years, for example in year 2002, the Chronic Obstructive Pulmonary Disease Protocol was already updated to Sixth Edition within 4 years. The quality of the each physiotherapy program is evaluated through outcome evaluations and process audits. Each clinical guideline contains a basket of outcome indicators for each physiotherapy program. The collected outcomes are analyzed and reported in yearly or quarterly outcome evaluation report and shared in the department and relevant forums. Early in 1999, the outcome of the pulmonary rehabilitation program was presented in the “Annual Congress of Hong Kong Physiotherapy Association” on the topic “Exercise Training in COPD: Hong Kong Experience”. The outcome evaluation of stroke rehabilitation was presented to The Department of Medicine & Geriatrics of TPH Yearly. In 2015, eight clinical services had yearly outcome evaluation and process audit and 12 clinical services had clinical guidelines in the physiotherapy department. Some of the outcome evaluation and process audit have last for more than 17 years in the physiotherapy department of Tai Po Hospital since 1998.

Result

Structural quality management consists of clinical guideline, outcome evaluation and process audit in real clinical situation is practical and sustainable.