



EBreast II

Quality management in breast cancer care

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Learning objectives

After this lecture the student should be able to

- Understand quality management principles related to breast cancer care.
- Demonstrate knowledge and critical reflections about quality indicators as tools to improve breast cancer treatment.
- Monitor quality indicators which deviates from minimum standard of care in the breast cancer treatment pathway.
- Evaluate quality indicators in breast cancer treatment.
- Compare quality indicators in European countries.



Contents

- Qualitymanagement in health care – hierarchy of concepts
- The goal of QM
- Domains of health care quality
- Quality improvement, quality assurance and quality control
- Measuring quality: quidelines, indicators, criteria and standards
- European quality indicators for breast cancer care (EUSOMA)
- Some national guidelines regarding breast cancer care - examples from Estonia, Finland, France and Norway



Quality management of breast cancer care is all health care professional's duty

- Participating quality assurance and quality procedures is a duty of all the health care professionals being involved in breast cancer care.
- These professionals should be able to plan and manage breast cancer care on their own field and as a part of multiprofessional breast cancer care team.



Hierarchy of the quality concepts

Quality Management
comprising quality planning

Quality improvement
comprising quality assurance

Quality Control

Self-evaluation and Clinical Audits

What is quality management?



- According to ISO9000 definitions, **quality management** is the overall umbrella for all quality concepts and it includes all *activities that organizations use to direct, control and coordinate quality*.
- Quality management can include establishing *quality policies* and *objectives*, and *processes* to achieve these through quality planning, quality assurance, quality control, and quality improvement.



The goal of quality management

- Is to ensure that products and services meet customer expectations or accepted standards or both.
- To improve patient outcomes by the means of health care delivery
<- designing and controlling systems in order to minimize harms.



Domains of health care quality 1/2

- **Effectiveness** is the extent to which planned *outcomes*, goals, or objectives are achieved as a result of an activity, strategy, intervention or initiative intended to achieve the desired effect, under ordinary circumstances (not controlled circumstances).
- **Efficiency** is *the ratio* of the output to the inputs of any system.
- **Efficacy** is the extent to which a specific intervention, procedure, or service produces the desired effect, under ideal conditions (controlled environment, lab circumstances).
- **Safety**: Avoiding harm to patients from the care that is intended to help them.



Domains of health care quality 2/2

- **Patient-centeredness:** Providing care that is respectful of and responsive to individual patient preferences, needs, and values and ensuring that patient values guide all clinical decisions.
- **Timeliness:** Reducing waits and sometimes harmful delays for both those who receive and those who give care.
- **Equity:** Providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location, and socioeconomic status.
- **Seamlessness:** All patients' health and social care services are coordinated and link with each other.



Quality improvement, quality assurance and quality control



Quality assurance in health care

Activities and programs intended to assure or improve the quality of care.

Includes

- the assessment or evaluation of the quality of care;
- identification of problems or shortcomings in the delivery of care;
- designing activities to overcome these deficiencies;
- follow-up monitoring to ensure effectiveness of corrective steps. (1)

THE FOCUS IS ON PREVENTION!



Relation of QI and QA

Quality improvement is an umbrella term that includes

- (a) quality assurance programs for continuous improvement in quality;
- (b) processes to improve staff and patient safety; and
- (c) procedures to improve the clinical and technical aspects of care as well as performance of all staff.



Quality control

Quality control (QC) represents the most basic form of quality-related activities and its main objective is to ensure that ***a system or a service fulfils the established quality requirements*** (2). It is thus a snapshot of the system performance and a reactive process to compare the performance against certain standards.

– THE FOCUS IS ON DEFECT IDENTIFICATION



Measuring health care quality

guidelines, indicators, criteria and standards on breast cancer care



We can assess care quality against

- **A guideline** (clinical practice guideline) that is a 'systematically developed statement to assist decisions for practitioner and patient about appropriate health care for specific clinical circumstance.
- **An indicator** is a 'measurable element of practice performance for which there is evidence or consensus that it can be used to assess the quality, and hence change in the quality, of care provided'.
- **A criterion** (review criterion) is a 'systematically developed statement that can be used to assess the appropriateness of specific health care decisions, services, and or 'a discrete, definable and measurable phenomenon, relevant to the definition of quality, and so clearly defined that we can say whether it is present or not'.
- **A standard** is 'the level of compliance with a criterion or 'the percentage of events that comply with a criterion'.“(3)



Quality indicators should provide:

- a quality goal, i.e. a clear statement about the intended goal
- a method for measuring the indicator - criteria
- description of how a measure is expected to be used to judge quality – measure of the level of the performance (3,4)

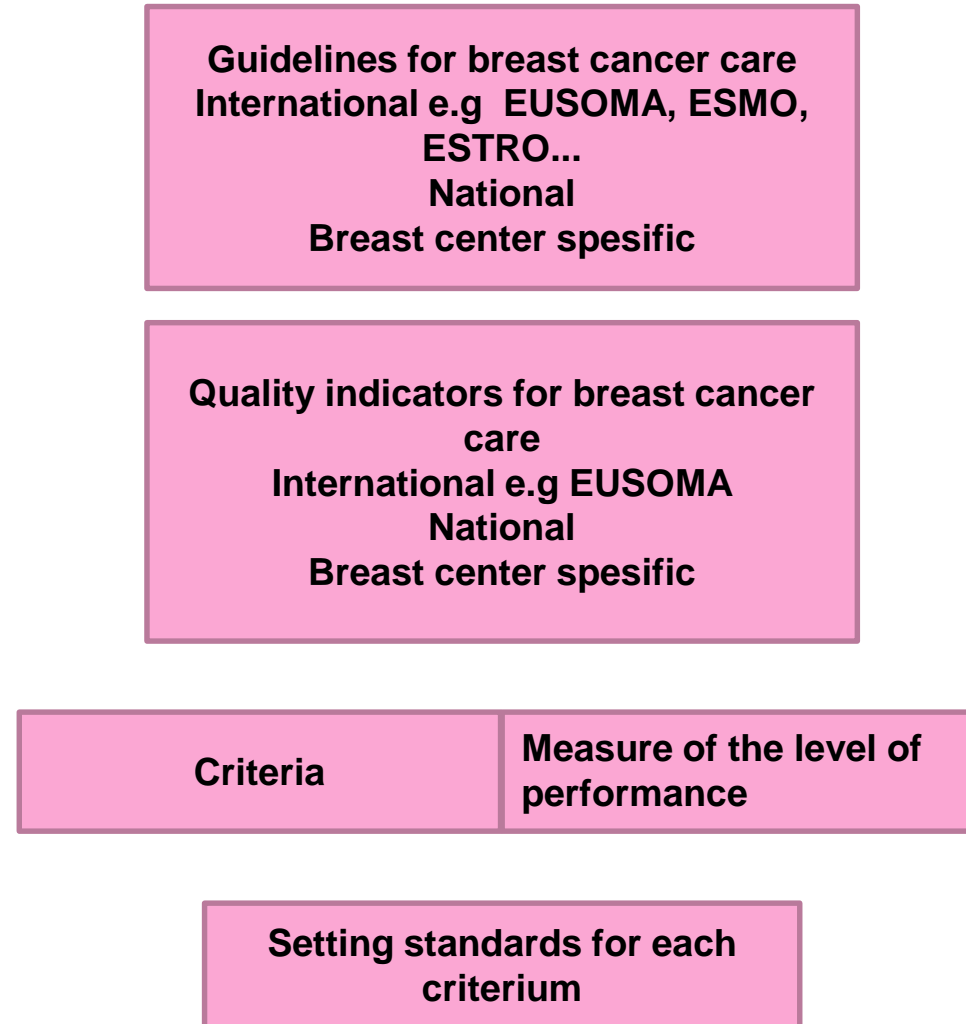


Figure 2. Setting standards for breast cancer care [applied according to Lawrence & Olesen (3)]



Guidelines EUSOMA and ESTRO

- European Society of Breast Cancer specialists (EUSOMA) has published Guidelines on the standards for the training of specialised health professionals dealing with breast cancer (5)
- European Society for Radiotherapy and Onchology ESTRO has published a list of guidelines regarding radiation therapy of breast cancer (6)



Guidelines ESMO

- European Society for Medical Oncology (ESMO) has recommendations on managing metastatic breast cancer (7)
- Managing cancer patients during the COVID-19 pandemic (8)
- Treating early breast cancer (9)
- Breast cancer in young women (10)
- Prevention and screening in BRCA mutation carriers and other breast/ovarian hereditary cancer syndromes (11)



National guidelines of breast cancer care

Many European countries have also national guidelines on breast cancer care which have been published on national languages.

Here some examples:

- Estonia

https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwirpKKu3tH1AhVsxIsKHZhtDbIQFnoECAgQAQ&url=https%3A%2F%2Fwww.ravijuhend.ee%2Fattachments%2Fguides%2F62%2F729%3Faction%3Ddownload&usg=AOvVaw3FwAG48_2uVDADndEpAAHT

- Finland

<https://1587667.167.directo.fi/@Bin/81cbc029c07847d180e67c00c12b3021/1643281162/application/pdf/190393/Suomen%20Rintasy%20ryhm%20hoitosuositus%202021.pdf>

- France

<https://www.e-cancer.fr/Professionnels-de-sante/Recommandations-et-outils-d-aide-a-la-pratique/Cancers-du-sein>

- Norway

[Nasjonalt handlingsprogram med retningslinjer for diagnostikk, behandling og oppfølging av pasienter med brystkreft \(helsedirektoratet.no\)](https://helsedirektoratet.no/nasjonalt-handlingsprogram-med-retningslinjer-for-diagnostikk-behandling-og-oppfolging-av-pasienter-med-brystkref)



European quality indicators for breast cancer care (EUSOMA)

- EUSOMA has published a position paper with quality indicators for breast cancer care to act as benchmarking document for European breast centers.
 - This document can be used for quality assurance and as a golden standard for breast center audits.
 - There are some quality indicators which are considered as mandatory requirements and some that are recommended.
 - The document lists indicators, standards and criteria for breast cancer care taking into account the whole breast cancer care pathway and interprofessional aspects of care.
- (12)



The European Commission Initiative on Breast Cancer (ECIBC)

- The European Commission Initiative on Breast Cancer (ECIBC) is developing quality assurance scheme for breast centers in Europe.
- It comprise quality indicators, self-assessment tool and quality assurance scheme manuals.
- These indicators will cover the whole process from diagnosis to follow-up. (14)



Accreditation of breast centers

- Based on the EUSOMA requirements, a voluntary and accredited certification process has been developed. (13)
- Regular monitoring, auditing, and benchmarking assist breast centres in maintaining a high standard of care, resulting in better performance of quality indicators. (13)
- There are also national accreditation systems for breast centers as well as for health care staff being involved with breast cancer diagnostics and care.

Thank you for your
attention!



Photographer Eija Metsälä



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