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Quality management and ethics



CONGRESS '19

EAHM

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QUALITY MANAGEMENT & ETHICS

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AGENDA

1. DEFINITIONS

2. A GLIMPS INTO HOSPITALS

3. WHAT WAS DONE IN GERMANY BY THE STATE AND BY SOCIETY?

4. WHAT SHOULD WE DO?

DEFINITIONS

Ethics

“Ethical theories provide general criteria for being morally right, good or just and, in particular, seek to provide guidance where our moral everyday convictions are uncertain or contradictory.”
(Georg Marckmann)

“Ethics is generally concerned with the question: how should I, how should we act? Ethics do not pose the question of what is, but what should be. Ethics try to clarify what is morally right or wrong, good or bad, required or prohibited, fair or unfair.”
(Georg Marckmann)

Quality Management



- Increase patient satisfaction
- Structures and processes must be designed to support patient care and ethical treatment
- Management must guarantee accessibility and availability 24/7 on 365 days of the year

“Quality is generally the totality of characteristics and feature values of a unit in terms of its suitability to meet specified and presupposed needs.” (Seghezzi)

Problem of quality management in hospitals:

Willingness to provide financial resources

VS

Expectation of 24/7 availability of all medical services

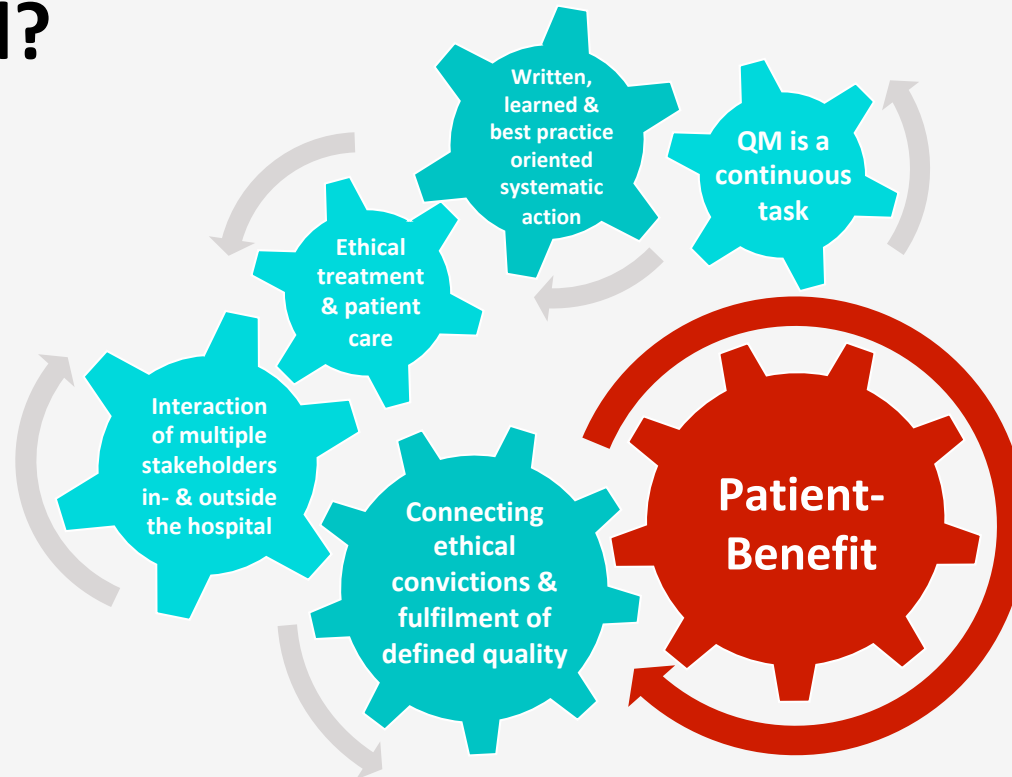
How are Ethics and Quality Management connected?

“... I reserve the utmost admiration for those who had the courage to embark on a serious, fundamental reform of our healthcare system. The network which has encouraged doctors' organisations, health insurance companies and, last but not least, an almost omnipotent pharmaceutical industry to protect their respective interests throughout the country, is impenetrable, and obfuscated with camouflage systems of utter hypocrisy. A fundamental reorganisation will clearly only stand a chance when the final collapse is at our door...”

(Reuter)



How are Ethics and Quality Management connected?



A GLIMPS INTO HOSPITALS

A glimps into hospitals...

"The little girl's foot was crippled. My students stood around me as I took the little creature's shoes and stockings off to examine the misfortune. ... I explained the ailment and suffering to my students, comforted her mother and told her that we could operate on the foot ... I made the necessary arrangements with the woman, and then bent down, picked up the clothes and carefully dressed the little one, who was sitting on my lap as good as gold, in her shoes and stockings. The mother protested: "But Professor! That's not your job! Let me do that. However, I fended her off and finished this small task..." (Sauerbruch, 1950)



Ferdinand Sauerbruch
painted by Max Liebermann, 1932

Patient experiences

- Long waiting times → waste of precious lifetime
- Lack of communication → feelings of fear, suffering, distress, pain



We have to remember:

The patient might be suffering, afraid, in pain or feel helpless!

Hospitals and their employees are here to serve the patients!

The patients ultimately pay our salaries and can rightly expect excellent service!

WHAT WAS DONE IN GERMANY BY THE STATE AND SOCIETY?

Quality management

- Further development of patient safety
- Intrinsic motivation as decisive factor for successful QM
- Enhancing the relevance, efficiency and fairness of quality assurance
- Implementations of external independent quality controls
- Enabling patients to get a second opinion
- Incorporate a review of the existence of an effective QM by law
- Following the guidelines of the medical societies

Ethics

High-quality health care is:

1. Safe
2. Effective
3. Patient-oriented
4. Timely
5. Efficient
6. Fair

Ethics in health care go beyond that: a fundamental attitude to the ever-changing issues expressed in many ways by the hospital employees, ranging from simple to life-or-death decisions.

Key principles of ethics in Health care

1. Self-determination
2. Doctor-patient relationship
3. Successful communication as a prerequisite for self-determination

WHAT SHOULD WE DO?

Basic points to be considered...

- Clarify and interpret the content of consensual ethical moral convictions
- Bring the various convictions into coherent context
- Develop the principals that have morphed into rules governing actions

(Marckmann mutatis mutandis)

- Appropriateness of care
- Effectiveness of care
- Patient perspective issues
- Safety of the care environment

(Joint Commission correspondingly)





“The highest level of medicine is love. It is love that teaches art, and no doctor is born without it. Chatter, sweet talk is the office of the mouth but helping, being useful, is the office of the heart. It is in the heart the doctor grows, he goes out from God, he is the natural light of experience. Nowhere, where the heart seeks great love, is greater than in the doctor.”

(Paracelsus)

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**THANK YOU FOR
YOUR KIND ATTENTION**