The Battle Of Quality vs. Quantity In Hospital Administration: Quantity Wins All Too Often

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DISCLOSURES
No financial relationships to disclose
Will not be discussing nonapproved uses/techniques of devices or medications

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• Bottom Line
• Quality
• Silo Effect

The Bottom Line
CEO

CEO Responsibilities
• Keep hospital running efficiently
• Insure quality care
• Make certain revenue \( \geq \) expenses

The Bottom Line
CEO Responsibilities

EXPENSES
• Fixed Costs
  • Buildings
  • Infrastructure
  • Staffing (RNs, MDS, Techs, Housekeeping)
  • Administration
  • Equipment
• Variable Costs
  • RN Staffing
  • Equipment

REVENUE
• Patient Revenue
• Fundraising
The Bottom Line

Territoriality

CLAUDICATION

As long as there is no gross problem with quality, no reason to intervene

Let The Marketplace Decide

What Is Quality?

• Is there an objective definition?
• “Everyone” has good outcomes!
• Should I care about indications if they are not grossly out of line?
• Each of the specialties has their own bias!
What Is Quality?

If you folks can't decide quality, how can I as CEO?

The Silo Effect

Hospital System ABC

We Care About Those We Care For

System CEO

The Silo Effect

Hospital System ABC

System CEO

The Silo Effect

Hospital System ABC

System CEO
The Silo Effect

All major corporations

- General Motors
  - Cardiac
- Cadillac
- Chevrolet
- Buick
- Medtronic
  - Peripheral
  - Neuro
  - Cardiac
- Gore
  - Aortic grafts
  - Peripheral grafts
  - Viabahn

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If quality is going to win out in the new schema, Quality MUST be operationally defined!

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- Indications
- Outcomes (short and long-term)
- Technique
- Cost

The Battle Of Quality vs. Quantity In Hospital Administration: Quantity Wins All Too Often

- Indication
- Procedure
- Way
- Price

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