

出國報告（出國類別：其他-國際會議）

參加 2017 健康照護品質與安全亞太年會 心得報告

服務機關：衛生福利部
姓名職稱：馬文娟研究員
派赴國家：馬來西亞
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摘要

本次會議係英國期刊 British Medical Journal 與 Institute for Healthcare Improvement 等機構共同舉辦，計有來自 35 國衛生福利官員及醫療專業人員上千人與會，會中以「訂定目標-行動-達成(Aim. Act. Achieve)」為主軸，針對培養專業能力和領導力(Building Capability and Leadership)、公共衛生(Population and Public Health)、以人和家庭為中心的照護(Person and Family-Centred Care)、安全(Safety)、品質(Quality)、成本與效益(Cost & Value)等 5 大領域進行探討與分享，其中有關照護品質提升策略、品質監測指標設定、評估方法等議題，對於本會職掌業務之推展頗有助益。會議期間除以各項專題進行講座之外，尚有超過 200 多篇的相關研究議題或是實務成果的海報展示，會前亦安排與會人士至當地醫療機構觀摩參訪，及舉辦醫療品質測量指標工作坊。

由於本會議已預定 108 年在台灣辦理，故本次會議中特以「Smart Healthcare Delivery System: Taiwan Experience」為題規劃專場，由本部何次長啟功率醫事司石司長崇良、資訊處許前處長明暉、國健署王署長英偉、醫策會王執行長拔群及台北榮總醫務部李主任偉強介紹我國在智慧醫療應用之成果，得到與會者熱烈回應，專場結束後仍有多人持續與演講者交流。

壹、 會議簡介及參加目的

健康照護品質與安全亞太年會(International Forum on Quality and Safety in Healthcare, 簡稱 IFQSH)，係由英國知名期刊 British Medical Journal (簡稱 BMJ) 與 Institute for Healthcare Improvement (簡稱 IHI) 等機構共同舉辦。BMJ 與 IHI 過去共同致力於醫療實證研究及提升衛生政策決策品質，並透過便捷的資訊平台在國際間分享彼此之研究成果及經驗交流，同時為提昇醫療品質促進，定期籌劃各式主題的研討會，提供更切乎實際的學習管道，讓各國人員透過面對面的機會，討論及交流各國對於照護品質提升的經驗及策略。IFQSH 便是在此背景下，於 2015 年在香港國際會議中心首次舉辦，其後輪流至亞太地區各主要城市舉辦，3 年來深受醫療衛生領域之專業人士所重視。

貳、 會議過程

一、 會議議程及參與(議程如附件)

本次會議於 8 月 24 日至 8 月 26 日在馬來西亞吉隆坡召開，計有來自 35 國衛生福利官員及醫療專業人員上千人與會，會中以「訂定目標-行動-達成(Aim. Act. Achieve)」為主軸，針對培養專業能力和領導力(Building Capability and Leadership)、公共衛生(Population and Public Health)、以人和家庭為中心的照護(Person and Family-Centred Care)、安全(Safety)、品質(Quality)、成本與效益(Cost, Value)等 5 大領域進行探討與分享，其中有關照護品質提升策略、品質監測指標設定、評估方法等議題，對於本會職掌業務之推展頗有助益。會議期間除以各項專題進行講座之外，尚有超過 200 多篇的相關研究議題或實務成果的海報展示，會前亦安排與會人士至當地醫療機構觀摩參訪，及舉辦醫療品質測量指標工作坊。

由於本會議已預定 108 年在台灣辦理，故本次會議中特以「Smart Healthcare Delivery System: Taiwan Experience」為題規劃專場，由本部何次長啟功率醫事司石司長崇良、資訊處許前處長明暉、醫策會王執行長拔群及台北榮總醫務部李主任偉強介紹我國在智慧醫療應用之成果，得到與會者熱烈回應，專場結束後仍有多人持續與演講者交流。

此外，國內許多醫院均派員參與本次會議及發表海報論文，充分展現我國醫療水準日益提升的成果。另因護理工作性質特別重視品管及團隊合作，因此在醫療品質提升工作上扮演著舉足輕重的角色，與會者中亦有為數不少之護理人員，因此 BMJ 特邀請新加坡、香港、臺灣、澳洲等區域內國家於 8 月 26 日上午會議開始前 1 小時進行座談，分享各國護理工作心得，並共同討論提升品質的策略。台北榮民總醫院護理部周副主任幸生受邀於座談中介紹我國醫療體系發展，及護理師公會全國聯合會對護理品質促進所投入的努力，由於報告內容豐富完整，受到在場人士熱烈回應。本人雖非護理背景，但受本會張委員澤芸邀請亦有幸參與，現場深刻感受到各國護理人員工作負荷的辛勞、跨團隊合作之工作模式，及所展現願意為提升護理品質付出的努力及熱情。

二、會議內容節錄

在 8 月 24 日至 8 月 26 日 3 天會議中，第 1 天為會前會，與會者可以選擇當地醫療機構觀摩參訪或參加不同主題之工作坊，第 2 天至第 3 天為正式會議，開幕當天大會邀請馬來西亞最高首領 DYMM Paduka Seri Sultan Perak Darul Ridzuan, Sultan Nazrin Muizzuddin Shah Ibni Almarhum Sultan Azlan Muhibuddin Shah Al-Maghfur-lah 到場為大會開幕式祈福，儀式雖短但讓與會者感受當地文化，其後馬來西亞前衛生部長 Dr. Abu Bakar Suleiman 介紹該國醫療體系發展及衛生現況，閉幕時則邀請新加坡「輪椅名醫」陳建民醫師(Dr. William Tan)，用自身經驗為例，以「The Power of Discontent」發表演說，鼓勵與會者不要受外在條件限制，勇於追求人生的突破與進步，許多與會人士備受感動，莫不熱淚盈眶，會後紛紛與其合影留念。

就所參加之會前會、專題演講、部分主題演講及與我國相關場次節錄重點如下：

(一) 會前會

主題：Better Quality Through Better Measurement 透過有效測量提昇品質

演講人：Robert Lloyd, Vice President, IHI

內容摘要：

會前會主要分為兩類；一是參訪馬來西亞最具代表性的公立與私立醫療機構，另一類是不同主題的工作坊學習品質管理的策略、方法與工具，由於本會為監理健保業務，於 103 年建置「全民健康保險業務監理架構與指標」，涵蓋效率、醫療品質、效果、公平及財務等 5 大構面，訂有 27 項監理指標，因此會議第 1 天選擇參加由 IHI 的執行副總裁 Dr. Robert Lloyd 主講的「透過有效測量提昇品質」，他以 6 大面向，以深入淺出的方式，帶領與會者逐步了解在進行品質改進專案時，如何自我評估對於「測量」的理解度，如何選擇指標；包括過程指標、結果指標，還需要有平衡指標以預估專案改進後對病人、機構的全面影響，而在測量過程中，最重要的就是各項名詞之操作型定義要精確，不同的議題要發展出適當而完整的資料收集方式，最後才是針對資料進行判讀與分析。

(二) 專題演講

Keynote 1 主題：Breaking The Rules For Better Care 打破成規追求更好的醫療服務

演講人：Derek Feeley, President and CEO, IHI

內容摘要：

為了面對現今醫療體系的種種挑戰，特別是高齡化的人口、慢性病患者的增加等因素，IHI 領導聯盟成員(IHI Leadership Alliance)提出呼籲，希望未來的照護品質比過去好，健康狀況比以往好，每個人都能付得起相關的費用。為了達到這樣的目標，他們認為要平衡醫病之間的關係，醫護要跟民眾一起創造健康、一起將不必要的支出減少、教導民眾如何尋求生活及工作的平衡、節省的醫療費用可用到其他公眾事務。2016 年 1 月及 2017 年 3 月，IHI 推動了 Breaking The Rules For Better Care 專案，他們向 24 個美國及 10 個歐洲的醫療機構患者和工作人員詢問「如果您能夠打破或改變任何規則，可以為患者或員工提供更好的照護，那會是什麼？」，總共收到了 342 項建議可以修改的規則。綜觀受訪者的說法，有些人說，遵循規則是為了病人安全議題，但有些規則本身是沒有意義的，例如在半夜叫醒病人去測量其生命體徵，但病人狀況明明就很穩定，應該讓其好好睡覺才對。這次的調查顯示醫護人員的倦怠，可能源

於太多無意義的規則，這些規則設計的時空背景與現今的需求已經不同，Dr. Derek Feeley 強調有時墨守成規反而是阻礙進步的最大石頭，我們應勇於檢視與去除不合邏輯的成規，健康照護的品質才能有效提升。未來 IHI 還會深入探討有哪些規則需要改變，以及如何創新改變。

Keynote 2 主題：Defying Convention: Innovating New Models for Emerging Markets 為新興產業建立新模式

演講人：Azran Osman-Rani, CEO of iflix Malaysia, former CEO Air Asia; Malaysia

內容摘要：

Mr. Azran 是一位並非來自醫療界，但現在跨入健康產業的成功專業經理人，他分享個人在大型國際企業工作的經驗，從資本密集和受到高度監管的航空業(Air Asia)，到廣播公司的互聯網電視(iflix)，他認為不管是挑戰新興創投事業或行之有年的老牌企業，需要的是勇於創新、專注、速度和敏銳的心態，這也是各行各業共同的必要條件，企業要建立一個工作環境，不僅提供員工工作機會，更要建立一個能強化員工學習能力的工作文化，唯有透過密集的溝通、回饋及快速的工作節奏，才能讓公司所提供的服務與時俱進，以創新的型態與內容提供服務，才會符合消費者的需求。

Keynote 3 主題：Improving Quality as a Strategy in the New Era of Care 品質促進是新照護世代的策略

演講人：Donald Berwick MD, President Emeritus and Senior Fellow, IHI ; Former Administrator, Centers for Medicare and Medicaid Services; USA

內容摘要：

IHI 為本次大會另一重要籌辦單位，Donald Berwick 是 IHI 的榮譽總裁，也曾是美國聯邦醫療保險和聯邦醫療輔助計畫服務中心的行政首長。由於全球人口高齡化的趨勢，促使全球醫療健康照護需求大幅提高，醫療支出成本亦隨之不斷攀升，各國政府莫不積極投入資源，發展創新醫療

健康服務模式，俾能有效控制醫療成本且永續提供高品質醫療服務，並帶動醫療健康相關產業之發展。因此，IHI 長期致力推廣的三重目標 (TRIPLE AIMS)，就是制訂一個更好的照護體系、透過有效率的醫療支出進而讓民眾更健康，他以 2016 年世界衛生組織提出之永續發展目標 Sustainable Development Goals(SDGs)為指引，闡述新健康照護世代中提升照護品質的策略，並以其胞弟一向身體健康，沒有不良健康行為，卻突然昏迷送進加護病房的例子，說明在其就醫過程，醫療團隊的積極救治，並依據患者狀況密集檢討、調整治療策略，並充分與家屬溝通，帶領與會者共同檢視目前醫療照護過程中需要改革與轉變的方向，他認為最終能救回他弟弟的主要因素，並不是僅依照既有規則處置，而是在核心原則下，依照病人所需去調整；不是某位醫師有多厲害，而是團隊合作的成功；也不是保險給付有多少，而是醫療團隊基於對工作的尊重與從中獲得的榮譽感；流程的標準化很重要，但也並不是同樣的方法對每個病人都有效，因此需要依病人狀況去設計每個步驟。他再三強調，醫療品質的進步需要透過改變，但成功的改革在於團隊合作，改變不一定能成為改革。

Keynote 4 主題：The Power of Discontent

演講人：William Tan, Neuroscientist, Medical Doctor, World Record Holder and Paralympian; Singapore

內容摘要：

Dr. William Tan 1957 年出生於新加坡，2 歲那年罹患小兒麻痺症，因未能即時送醫，造成其終身殘疾，由於買不起柺杖和輪椅，直至 10 歲才邁出艱辛的第一步。在完成新加坡大學醫學院生命科學系學業，他前往哈佛大學念腦神經學與癌症預防的學位，陸續又到牛津大學修衛生政策及澳洲學醫，目前是新加坡領袖研究大學的醫生科學家，也是該國奧運殘疾運動員金牌選手。為了幫助各國弱勢團體募款，從 1987 年起，他憑著鋼鐵般的意志力，挑戰生命極限，為公益參加 7 大洲的馬拉松比賽，並捐出獎牌募款。他說：「我從不為自己失去的感到悔恨，而是加倍利

用自己擁有的。我失去了一雙腳，但是，我還有手、還有腦」。因此他積極把握每一個機會，但 2009 年卻被診斷出第 4 期的血癌(leukemia)，作為醫療專業人士，他在治療過程沒有抱怨只有配合，堅強的撐過 6 個月的化療，所幸，治療成效很好，他仍繼續他的人生旅程。最後，他鼓勵與會人士，在醫療工作的領域中，每天都要將點燃自己的熱情，專注於病人的需求，不只要將工作做好，而是要做到更好。讓我想起不知何時聽過的一句話「不滿足是進步的開始(Discontent is the first step in progress)」。

(三) 其他場次

主題: How to Achieve Country Wide Transformation of Care

講者 1：Göran Henriks, Chair Emeritus, International Forum Programme Advisory Committee and Chief Executive of Learning and Innovation, Jönköping County Council, Sweden

講者 2：Jason Leitch, National Clinical Director, The Scottish Government; Scotland

講者 3：Hwei Yee Tai, Group Chief Quality Officer, National Healthcare Group; Singapore

本場次有來自瑞典、蘇格蘭及新加坡的 3 位講者以對談的方式，各自介紹該國在醫療照護模式上的創新改變，首先是來自瑞典的 Goran Henriks，他介紹該國 Jönköping 地區多年來在推動公共衛生及改善人口健康、福利的策略，該地區以品質促進和開展綜合健康護理服務而聞名，結合地方政府及民眾共同努力，這些整合性的服務，透過團隊合作的模式，讓民眾有富足與被鼓舞的感受，這些策略的成果反映在大幅度降低住院率、住院天數以及專科醫生的等待時間。Goran Henriks 將這些成功的經驗，歸功於工作人員和臨床團隊一起思考如何為虛擬的老年居民 Esther 提供最好的服務，藉此鼓勵他們學習推測不同環境中服務病人的感受，並探索如何在不同的系統中透過新興科技去改進這些服務，這種方法讓人們願意不斷的學習、思考與改進。

第 2 位專家是來自蘇格蘭的 Jason Leitch，他介紹蘇格蘭首席部長 Nicola Sturgeon 全力推動的 NHS 改革理念，Sturgeon 部長希望將初級照護及社區護理列為 NHS 的核心，透過數位科技建立跨領域的團隊，讓患者能在最短的時間內獲得即時的護理諮詢或服務，還有要能夠因地制宜為不同區域的居民提供各種服務。為使這種健康相關的關懷能在社區充分發揮，第一線的保健專業人員將參與衛生服務的規劃。而需要醫療保健的民眾也要擁有更多的參與權，並為自己的健康負責。這是一個跨越 2017 年到 2030 年的政策工程，2 項重要的配套一是資訊系統的建置 (Infrastructure Action Plan)，透過數位科技的輔助，讓民眾能夠在第一時間接獲相關的照護資訊，儘可能留在社區，另一項是建立初級照護的品質管圈 (Quality Circles in Primary Care)，透過組成同地域的醫療專業團隊，定期會面並分享新知，相互回饋的過程，能凝聚品質促進的態度，為此也推出新的全科醫生特約內容，希望增加全科醫生人數和新的社區醫療服務模式。

第 3 位是來自新加坡的 Hwei Yee Tai 女士，她介紹新加坡衛生部為全面提升公共醫療機構的服務素質，保障病患安心就醫，於 2013 年成立新加坡醫療保健改善網絡 (Singapore Healthcare Improvement Network, SHINE)。由 21 家公共醫療機構，包含醫院、綜合診療所、專科醫療中心及負責協調中長期護理服務的護聯中心 (Agency for Integrated Care, 簡稱 AIC) 組成，目的在於從藥物安全、預防及醫療相關的感染病，以及手術併發症 3 大方面提升醫療素質。希望帶動新加坡醫療體系的轉型，各醫療機構可以合作、互相啟發，提升醫療品質以及病患治療效果。

(四) Smart Healthcare Delivery System: 臺灣經驗

會議的第 2 天下午，主辦單位以「Smart Healthcare Delivery System: Taiwan Experience」為題規劃專場，由何次長啟功引言開場，本部資訊處許前處長明暉、醫策會王執行長拔群及台北榮總醫務部李主任偉強，以臺灣智慧醫療現況與未來發展為軸心，從不同面向切入，向與會者介紹我國在智慧醫療應用之成果。

許前處長明暉說明我國醫療院所實施電子病歷計畫系統，到全民健保資料庫的建置，及後來的雲端藥歷與健康存摺的推動，這些計畫對於醫療服務品質提昇有莫大的助益，另外還介紹急救醫療透過資訊系統的即時聯繫，患者上救護車後，掌握其狀態，等到送抵醫院時便可立即採取必要處置，他並強調醫療院所未來都應透過持續學習，讓科技進步所帶來的便捷，轉換成服務的提昇。

醫策會王執行長拔群細數醫策會成立以來在醫療品質促進的努力，簡介 Healthcare Quality Improvement Campaign (HQIC) 的內涵，及 2014 年起我國推動智慧醫院，並以長庚醫學中心實例，說明智慧醫院在照護、管理、研發、監測、學習分享、決策系統等各種機制如何運作，使得醫療服務品質向上提昇。

台北榮總醫務部李主任偉強則在現有體系上勾勒未來的創新醫療照護的藍圖及發展趨勢，探討解析醫療照護轉型的關鍵科技，特別是在高齡化社會，居家照護與醫療院所的連繫需求，促進醫療體系加速推動數位轉型，善用各種數位科技與網路通訊基礎，讓有限的醫療資源發揮最大功效，是各個國家都要面對的挑戰，而臺灣有能力也有熱忱，將醫療產業創新及營運模式分享給有同樣理念的國家。3 位專家精彩的演說得到與會者熱烈回響，直至專場結束，仍有多人持續向演講者提問與交流。

參、心得與建議

3 天的會議，議程安排多元且豐富，各主軸間的議題與大會主題相互呼應、扣連，與會者可以選擇專注於任一主軸，也可以跳場選擇不同主題，連續 3 天，因為精彩而絲毫不覺疲累。在本次會議期間所參加的場次中，最令我感動與自省的莫過於閉幕時陳建民醫師(Dr. William Tan)的演講，雖然一直以來都覺得自己對工作很認真，但是知道陳醫師是如何用著燃燒生命及自律的態度，時時追求進步及無私利他的精神，去面對其遭遇的各種挑戰，才深刻感受到自己的不足。會前會 Dr. Robert Lloyd 針對品質管理及測量方法的解說，也開啟對監測指標意義的重新思考，以及 Dr. Donald Berwick 在專題演講 3 中，談到當其胞弟在 ICU 接受治療過程中，渠做為家屬及專業人士的心情，顯示醫療團隊合作、專注於每個個案的狀況，找出解方及醫病之間的溝通是多麼的重要。最後，新加坡、

英國及瑞典代表介紹該國近年在醫療照護轉型所推動的相關計畫，共通點都有智慧醫療及醫療資訊的應用，演講人都強調科技投入醫療照護及民眾對自我健康管理的重要性，我國在智慧醫療領域已深耕多年，而全民健保的實施及單一保險人特性，讓我們擁有非常完整的健保資料庫，現在又推出雲端藥歷及健康存摺的服務，除了可以進行相關的研究分析，民眾也可以藉此展開健康自我管理，以上種種投入，從「臺灣智慧醫療現況與未來發展」專場的與會人士反應熱烈來看，醫療產業創新將是我國下一個值得期待的機會。

相較於過去參與國際研討會的經驗，深刻感受到 BMJ 與 IHI 在會議、展覽安排上的用心與專業。例如報名後持續將活動訊息以電子郵件通知與會者，此外，透過專屬 APP 將議程與講者資訊、會議地點等相關訊息提醒與會者，以及運用社群網站即時將會議實況分享，並鼓勵參與者在平台上分享意見與心得。海報展示的部分，BMJ 用便利貼的方式，寫上 Excellent 貼在他們認為內容出色的海報上，對作者像是一個小小的鼓勵，對與會者像是一個小小的指引。另外，按照主題規劃 Poster Stage Sessions，分時段開放報名，海報作者用 3-5 分鐘介紹自己的作品，與現場聽眾的直接互動。另外還有 Video Posters，透過海報作者自己拍攝錄影帶，說明其研究目的、想法、作法以及成果，錄影帶除在會場播出，也放在此論壇的 Twitter，創新作法頗值學習。

健保會為執行法定任務，除了每月召開委員會議外，每年舉辦大型如總額部門執行成果評核會議及總額協商共識會議，雖然性質上與國際研討會並不相同，但還是趁此機會，向 BMJ 的工作人員請教他們的工作模式，該公司每年舉辦各種國際會議，其核心工作小組僅有 8 人，平日他們各司其職，負責議程、場地接洽確認，文書庶務等工作，即便過去已累積不少經驗，但每年舉辦地點不同，合作的單位與接洽業務的對象也會不同，議程安排及各種聯繫工作，需要跨國進行，經過反覆討論才能定案，此外，配合舉辦地點的工作文化、時差及其它限制，他們必須相互支援，且把握時效快速調整。雖然經常性的海外旅行，有時也會讓人感到疲累，但只要看到與會者有所收穫，就讓其工作成就感獲得滿足。

綜合以上參與心得，提出以下幾點建議：

- 一、健保法第 5 條賦予健保會對全民健保業務監理的職責，應針對現行所建置之監理架構與監理指標定期檢討、就各項監理指標趨勢變化進行分析，產製年度監測結果報告書，提供各界參考。
- 二、多位演講者都強調醫療體系的數位轉型、數據分析與運用、推動整合型照護服務，及民眾對自我健康管理的重要性。健保署近年推動之多項專案計畫，均已朝上述重點發展，例如：
 - (一)「醫療資訊雲端查詢系統」與「健康存摺」，讓醫療照護者與民眾在充分資訊下，做出最適臨床照護決策與自我健康管理，以減少資源重複與浪費，應持續精進與推廣。
 - (二)「醫院以病人為中心門診整合照護計畫」、「區域醫療整合計畫」、「提升急性後期照護品質試辦計畫」，及「跨層級醫院合作計畫」均已推動有年，未來在管理面，可逐步建立「以人為中心」的照護資料，並在符合法律規範下，將病人為中心的資訊整合與分享，作為後續推動跨層級照護整合之基礎。
 - (三)我國 65 歲以上人口將於 107 年超過 14%，115 年很可能突破 20%，未來醫療利用需求勢必有增無減，預估 109、110 年對健保財務收支將產生重大壓力，宜儘早強化對醫療資源不當耗用之監理，同時提昇民眾對此議題之關注，另可透過健保資料庫的分析，歸納健保醫療資源不當耗用趨勢，並提出改善方案。
- 三、建議繼續追蹤研析 IHI、IFQSH 及國際醫療品質協會年會 (International Society for Quality in Health Care, 簡稱 ISQua) 等機構在品質監測的研發成果，及各國在品質促進之推展經驗，適時應用於健保的監理業務，以達到醫療支出配置效益及照護品質的提昇。
- 四、健保會依法每年需辦理保險費率審議、總額協議訂定及分配事項，健保法亦有於審議、協議重要事項前蒐集民意之規定，建議參考國際間民眾參與公共政策之模式與經驗，擴大我國民眾參與健保重要議題討論之管道。

Pre-Conference Events

Thursday 24 August 2017

@QualityForum #quality2017

Experience Day Site Visits
09:00 - 17:00

Full Day Mini-courses
09:00 - 17:00

X1 Experience Day 1:

Malaysia Healthcare
Experience Visits

Quality Cost Value

Malaysia has an efficient and widespread healthcare system comprising both a government run universal model and a co-existing private healthcare system. On this experience day you'll have the opportunity to visit one of the Klang Valley's busiest public hospitals, Tengku Ampuan Rahimah, to hear from the staff about their challenges and quality improvement initiatives. You will also visit Sunway Medical Centre, a large private healthcare tertiary hospital to view the facilities and meet senior leaders.

- Understand more about the Malaysian health system and care model
- Visit two hospitals and meet leaders from the public and private systems
- Learn about improvement initiatives and network with peers from many countries

X2

Experience Day 2:
Patient Experience and Innovation Day

Person and Family-Centred Care

Patient centred care has become a focus of many organisations as they aim to improve experience for patients and their families. This day will include visits to the National Heart Institute and Charis Rehabilitation Centre to learn about their innovative approach to better patient centred care. The day will be facilitated by an international expert and provide the opportunity for discussion and peer-learning from local staff as well as your colleagues from around the globe.

- During the experience day you will:
 - Visit Kuala Lumpur's healthcare organisations focused on better patient centred care
 - See innovative approaches to improving patient experience
 - Discuss, learn and make new connections with colleagues focused on this topic

M1 Healthcare Transformation

Building Capability and Leadership
Room 304

Singapore Healthcare Improvement Network (SHINE) is a consortium of healthcare organisations that brings together more than 30 public and private acute hospitals, community hospitals and services, primary care institutions and the Ministry of Health. SHINE is an initiative by healthcare institutions for healthcare institutions that aims to improve patient outcomes. Our philosophy is "All Teach, All Learn, All Share" with a focus on implementing evidence based solutions that are scaled at pace, sustained and constantly improved by building up especially at the leadership level and capability nurturing a culture of improvement and innovation and delivering results.

Presenters for this session include SHINE leaders, faculty as well as frontline leads and implementors who will share their respective journey in executing improvement initiatives to achieve safe and reliable care. Topics to be covered include development of a quality improvement agenda that involved all members, capability building including the development of a national quality improvement curriculum and the development and rollout of Singapore's first large scale initiative, across multiple sites, to reduce harm in patients.

Brenda Zhuang, Manager in Clinical Standard and Improvement, Department, Office of Clinical Governance, Tan Tock Seng Hospital (TTS), Singapore

Deeptika De Silva, Head of Healthcare Performance Office, St. Andrew's Community Hospital (SACH), Singapore

Wong Moh Sim, Head and Senior Consultant, Chemical Pathologist, the Department of Laboratory Medicine, Khoo Teck Puat Hospital, Singapore

Hwei Yee Tai, Group Chief Quality Officer, National Healthcare Group, Singapore

Alvin Chang, Senior Consultant, Department of Neonatology, KK Women's and Children's Hospital, Singapore

M2 Introduction to Quality Improvement

Building Capability and Leadership
Room 305

Quality improvement is the systematic use of data and improvement techniques to achieve high levels of performance and the desired outcomes. Quality is directly linked to an organisation's approach to services and processes of care. In this session, participants will learn about setting aims, using improvement science, understanding and applying the lens of profound knowledge, problem solving, engaging others, developing a measurement strategy and understanding variation and applying the principles to any activity that require improvement. The faculty will discuss the difference between data for judgement and data for improvement. By the end of the session, participants will have the first draft of a plan to improve a process in their organisation.

Learning objectives:

- Describe the method to select a problem for improvement and identify the correct team
- Learn how to set an aim and the level of ambition
- Discuss how to identify gaps and causes of the problem they are trying to solve
- List ways and generate creative ideas
- Conduct a PDCA
- Describe the difference between measurement for learning and measurement for reporting

Gervais Wansitchong, Senior Consultant, Radiologist, Patient Safety Officer and Lead for QI and P3 training, Tan Tock Seng Hospital, Singapore

Debbie Wild, Deputy Director, Office of Improvement Science, Centre for Performance Excellence, COH, Singapore

Frank Federico, Vice President and Senior Patient Safety Expert, Institute for Healthcare Improvement, USA

M3 Better Quality Through Better Measurement

Safety
Room 302

Essential to all successful quality improvement efforts is decision making that is based on data that has been collected and analysed in a systematic and thoughtful manner. This session will provide a framework and practical guidance for avoiding roadblocks during your quality measurement journey (QMJ). Selecting a balanced set of measures, developing clear operational definitions, building a practical data collection plan and understanding the variation that lives in the data provide the major milestones in the QMJ. Special attention will be given to analysing data patterns with run and control charts. Building knowledge on how to link measurement to improvement strategies will provide the final milestones in the quality measurement journey. Throughout the day, case studies and exercises will be used to demonstrate the application of measurement principles to healthcare topics.

Learning objectives:

- Describe the milestones in the quality measurement journey
- Distinguish between measurement for research, judgment and improvement
- Identify and build useful measures (operational definitions, sampling and stratification)
- Understand variation conceptually and statistically
- Using and interpreting run and control charts
- Link measurement efforts to improvement strategies

Robert C. Lloyd, Vice President, Institute for Healthcare Improvement, USA

S1 Quality and safety for healthcare students

During the International Forum pre-day, the IHI and BMJ are hosting a dynamic and unique programme for students, junior healthcare professionals, trainee doctors and educators. We look forward to seeing you there!

[Find out more on page 16](#)

Conference Programme

Friday | 25 August

09:00	WELCOME AND CULTURAL PERFORMANCE Mehmet Uzun, Co-Chair of the Programme Advisory Committee - International Forum on Quality and Safety in Healthcare, Kuala Lumpur Mehmet Akdemir, Executive Editor, The BMJ, UK Primary Hall			
09:30	9 INNOVATION IN HEALTHCARE SYSTEM QUALITY: PATIENT SAFETY AND PERFORMANCE OF THE HEALTHCARE DELIVERY SYSTEM Tan Sri Abu Bakar Siddique, Chairman of Health Services P12, the previous Director, Director of Health, Malaysia Primary Hall			
10:00	10 OPENING CEREMONY DPMR Madani Seri Sahan, Kuala Lumpur, Malaysia Saharun Muzaffarudin Shah, Iain Abernethy Saharun Muzaffarudin Shah, Menteri Kesehatan Primary Hall			
10:30	10 SESSION 18: THE BUILT FOR BETTER CARE Derek Fawley, President and CEO, Institute for Healthcare Improvement, USA Primary Hall			
11:00	Refreshments			
11:30	11 11: QUALITY AND SAFETY IN PRIMARY CARE Mehmet Akdemir, Executive Editor, The BMJ, UK Shaharun Muzaffarudin Shah, Menteri Kesehatan Primary Hall	12 12: THE MALAYSIAN HEALTHCARE QUALITY JOURNEY Dato' Dr. Mohd Yusoff Yusoff, Director of Medical Development Division Ministry of Health, Malaysia Tan Sri Abu Bakar Siddique, Menteri Kesehatan Primary Hall	13 13: IMPROVING PATIENTS CARE CLARIFY LABEL Rafaela Kurek, Director of Quality and Patient Safety Hospital, Singapore Associate Clinical Professor & University of Calgary, Canada Conference Hall 1	14 14: WHAT'S THE ROLE OF CEOs IN PUTTING PATIENTS AT THE CENTRE OF QUALITY HEALTHCARE? Dahir Al-Awadiah, President & Managing Director of ICIJ Healthcare Services, Malaysia Lee Beng Teo, CEO & Managing Director of ICIJ Healthcare, Malaysia Hospital, Bangkok at Sampran Hospital Public Co., Thailand Ghulam Haseeb, Chair Executive, International Forum Programme Advisory Committee and Chair Executive of Learning and Innovation, Jodhpur Conference Hall 3
12:00	12 12: THE MALAYSIAN HEALTHCARE QUALITY JOURNEY Dato' Dr. Mohd Yusoff Yusoff, Director of Medical Development Division Ministry of Health, Malaysia Tan Sri Abu Bakar Siddique, Menteri Kesehatan Primary Hall	13 13: IMPROVING PATIENTS CARE CLARIFY LABEL Rafaela Kurek, Director of Quality and Patient Safety Hospital, Singapore Associate Clinical Professor & University of Calgary, Canada Conference Hall 1	14 14: WHAT'S THE ROLE OF CEOs IN PUTTING PATIENTS AT THE CENTRE OF QUALITY HEALTHCARE? Dahir Al-Awadiah, President & Managing Director of ICIJ Healthcare Services, Malaysia Lee Beng Teo, CEO & Managing Director of ICIJ Healthcare, Malaysia Hospital, Bangkok at Sampran Hospital Public Co., Thailand Ghulam Haseeb, Chair Executive, International Forum Programme Advisory Committee and Chair Executive of Learning and Innovation, Jodhpur Conference Hall 3	15 15: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 2
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13:00	Lunch Break			
13:30	13 13: IMPROVING PATIENTS CARE CLARIFY LABEL Rafaela Kurek, Director of Quality and Patient Safety Hospital, Singapore Associate Clinical Professor & University of Calgary, Canada Conference Hall 1	14 14: WHAT'S THE ROLE OF CEOs IN PUTTING PATIENTS AT THE CENTRE OF QUALITY HEALTHCARE? Dahir Al-Awadiah, President & Managing Director of ICIJ Healthcare Services, Malaysia Lee Beng Teo, CEO & Managing Director of ICIJ Healthcare, Malaysia Hospital, Bangkok at Sampran Hospital Public Co., Thailand Ghulam Haseeb, Chair Executive, International Forum Programme Advisory Committee and Chair Executive of Learning and Innovation, Jodhpur Conference Hall 3	15 15: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 2	
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15:30	15 15: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 2			
16:00	Refreshments			
16:30	16 16: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 2	17 17: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 1	18 18: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 3	19 19: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 2
17:00	17 17: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 1	18 18: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 3	19 19: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 2	
17:30	17 17: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 1	18 18: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 3	19 19: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 2	
18:00	18 18: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 3	19 19: UNDERSTANDING THE MESSAGE IN THE QUALITY MESSAGE Richard C. Lloyd, Vice President, Institute for Healthcare Improvement, USA Conference Hall 2		

Evening Reception

19:00 | The Grandhouse
Join us for a relaxed evening of networking and cultural entertainment at the Grandhouse at Sepang. Celebrate the success of the International Forum on Quality and Safety in Healthcare with a networking event. See page 23.

Streams for 2017:

- Quality, Cost, Value
- Population and Public Health
- Building Capability and Leadership
- Safety
- Person and Family Centred Care

Poster Stage

Poster Sessions will be taking place during the following times:

- 11:30-12:45
- 14:15-15:30
- 16:00-17:00

See page 18.

#QualityForum #quality2017

Conference Programme

Saturday | 26 August

@QualityForum #quality2017

09:00	OPENING REMARKS Keynote 3 IMPROVING QUALITY AS A STRATEGY IN THE NEW ERA OF CARE Donald M. Berwick, President Emeritus and Senior Fellow, Institute for Healthcare Improvement, Former Administrator, Centers for Medicare and Medicaid Services, USA			
10:00	Refreshments Plenary Hall			
10:30	Refreshments			
11:00	D1: WHAT IS A GOOD DEATH? Ona Loong Lim, Senior Lecturer and Patient Experience Director, National University of Singapore Sir Paul Kirk, Clinical Professional Consultant, Director of Health System, Policy and Management, Prince of Wales Hospital, Chinese University of Hong Kong Howard Hong Kong Yipwek Wang, Director General of Health Promotion Administration, MOHW, Taiwan	D2: QUALITY ACROSS THE POPULATION: POPULATION-FRAGMENTED OVERSEAS Maria Poyser, Public Health Medicine Specialist, Health Quality & Safety Agency, UK April Kim, Vice President of Behavioral Science, Southwestern Foundation, USA	D3: STRENGTHENING QUALITY IN HEALTH CARE TO LEAVE NO-ONE BEHIND Aqilina Burhan, Acting Coordinator, Integrated Service Delivery, World Health Organization Usman Muneer, Chief of Bureau of Policy and Health Sector Reform, Department of Planning and Health Information, Cambodia Kam Mohamed Hameed bin Abdul Rahman, Senior Principal Assistant Director, CMAI, Tan, Consultant Public Health, Ministry of Health, Singapore	D4: STAFF WELL-BEING TRANSLATES TO SAFER CARE Alan Chang, Senior Consultant, Department of Health Services, Singapore General Hospital Shreevas Suresh Babu, Associate Professor and Lecturer, School of Health, Behavior and Society, Johns Hopkins University Shreevas Suresh Babu, Associate Professor and Lecturer, School of Health, Behavior and Society, Johns Hopkins University
11:30	E1: SMART HEALTHCARE DELIVERY SYSTEMS: TAIWAN EXPERIENCES Wang Hong, MD, MPH, Deputy Minister, Ministry of Health and Welfare, Taiwan Pa-Chun Wang, CEO, Joint Commission of Taiwan, Taiwan Maier Hsu, Director Medical Information Division, Ministry of Health and Welfare, Taiwan Cui Jun, Director of Taiwan, Joint Department of Medical Affairs and Planning, Taipei Veterans General Hospital, Taiwan	E2: FROM THE PAPERS OF DOASTER - BUILDING SAFER Easton Watkins, Integrity Chief Executive Officer, Sider Improvement, Oakland University, Michigan Dr. S. S. Sridhar, Director, National Center for Quality in Health, Malaysia	E3: ARE WE REALLY PATIENT CENTRED? Adam Sharma, Lecturer, Massey University, New Zealand David Grogan, Professor, USA	E4: VALUE APPLICATIONS IN HEALTHCARE Paul St George, Vice President Patient and Chief of Quality, Kaiser Permanente, USA Dulsha Bernard, Vice President Process Improvement, Quality and Patient Safety, Science North, Ontario, Canada
12:00	Conference Hall 1	Conference Hall 3	Plenary Hall	Conference Hall 2
12:30	Networking Zone Networking Zone Networking Zone Networking Zone	Networking Zone Networking Zone Networking Zone Networking Zone	Networking Zone Networking Zone Networking Zone Networking Zone	Networking Zone Networking Zone Networking Zone Networking Zone
13:00	Lunch Networking Zone			
13:30	F1: TREATING THE PATIENT FATHER THAN THE LINES Blaise Smeekens, Patient Advocate, Thailand Maier Hsu, Patient Advocate, Patient for Patient Safety, Malaysia Sarwan D. Shah, Research, Patient Representative, Malaysia	F2: MENTION SAFETY Frank Fiedler, Vice President and Senior Patient Safety Expert, Institute for Healthcare Improvement, USA	F3: QUALITY AND SAFETY IN DIABETES CARE Alexander Bong Soon Tan, Consultant Endocrinologist, University Hospital, Malaysia	F4: THREE CRIES AND SEVEN STORIES Derek Fealy, President and CEO, Institute for Healthcare Improvement, USA Derek Fealy, President and CEO, Institute for Healthcare Improvement, USA Derek Fealy, President and CEO, Institute for Healthcare Improvement, USA
14:00	Banquet Hall	Conference Hall 1	Conference Hall 2	Conference Hall 3
14:30	Refreshments			
15:00	Banquet Hall	Conference Hall 2	Conference Hall 3	Plenary Hall
15:30	Movement break			
16:30	Keynote 4 THE POWER OF DISSENT William Tan, Neurosurgeon, Medical Doctor, World Record Holder and Paralympian, Singapore	Plenary Hall		
17:00	Plenary Hall			

Streams for 2017:

- Quality, Cost, Value
- Population and Public Health
- Building Capability and Leadership
- Safety
- Person and Family Centred Care

Poster Stage

Poster Sessions will be taking place during the following times:

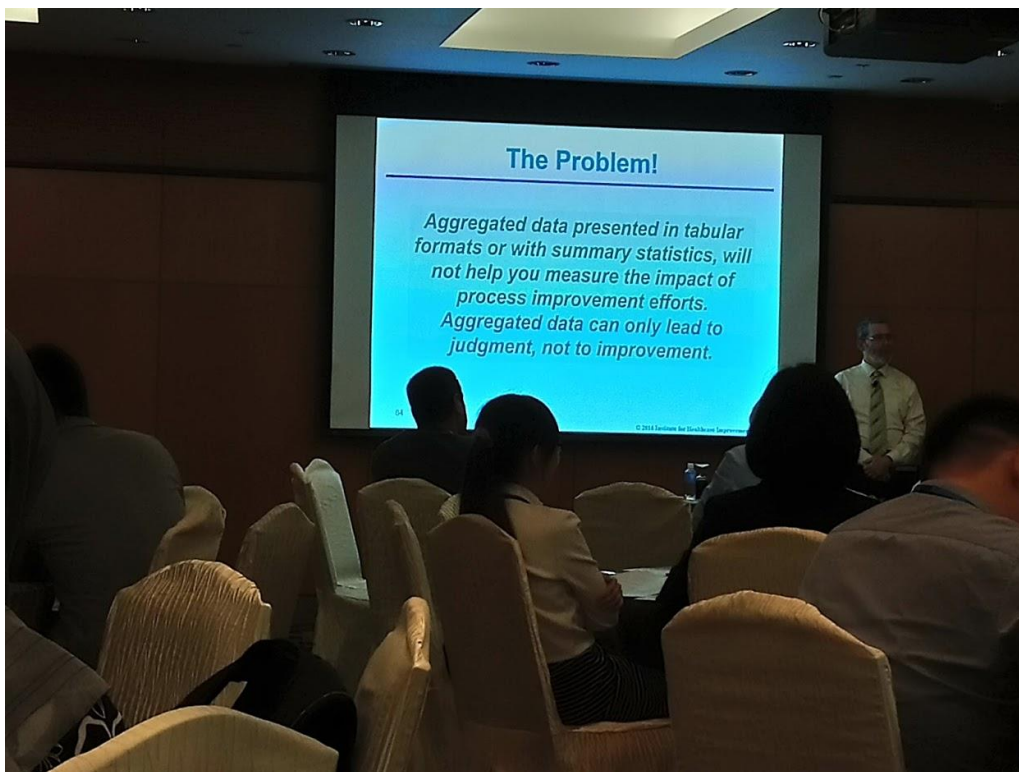
- 11:00-12:15
- 13:15-14:30
- 15:00-16:00

See page 18.

會場花絮



會場的重要通道均設有工作人員的人形立牌並標注名字，方便與會人士與其溝通，工作人員也會穿梭於各場次間提供必要協助。



會議第 1 天， Dr. Robert Lloyd 在會前會中語重心長提醒，品質的改善不能單靠統計數據運來判斷，而必須從整體面去分析所採策略帶來的影響。



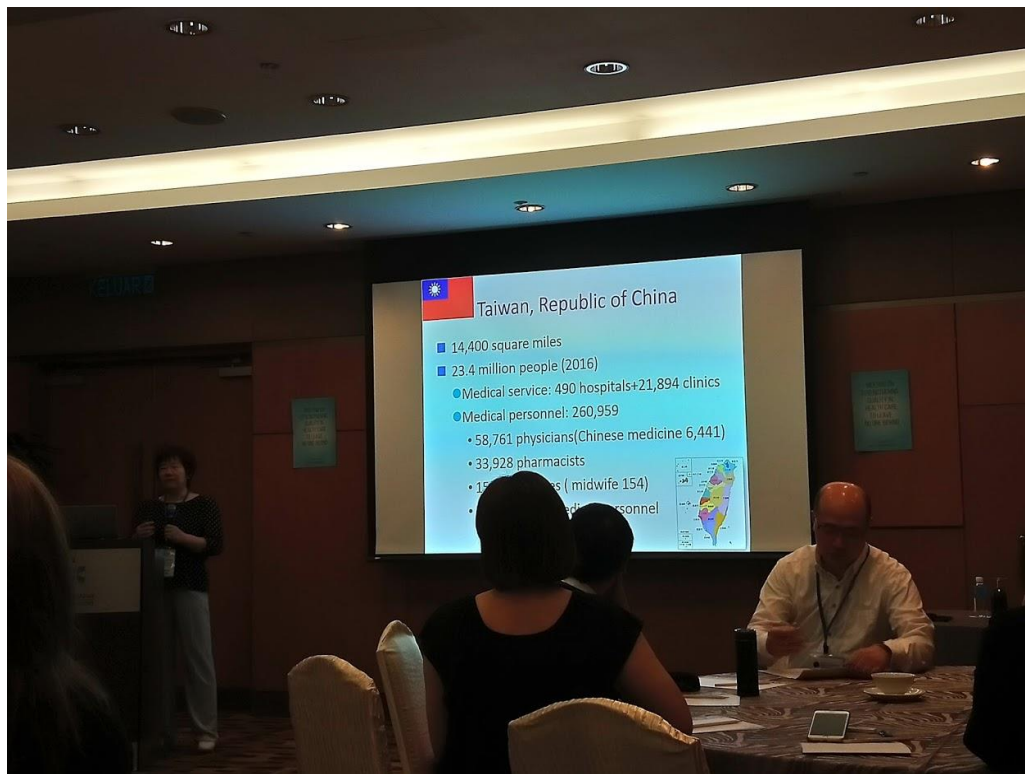
開幕式的文化表演舞蹈。



開幕式後與護理師公會同仁及本會張委員澤芸（左4）、李委員偉強（左5）合影留念。



臨時加碼的護理人員座談，來自新加坡、香港、臺灣、澳洲、印尼、斯里蘭卡等國家護理人員相見歡。



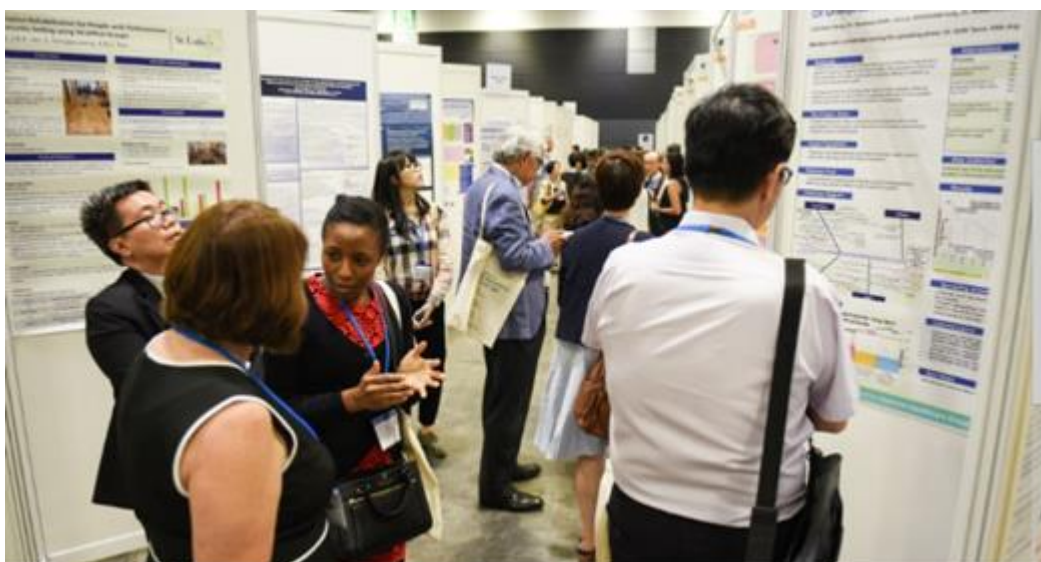
台北榮民總醫院護理部周副主任幸生受邀於座談中介紹我國醫療體系及護理工作概況。



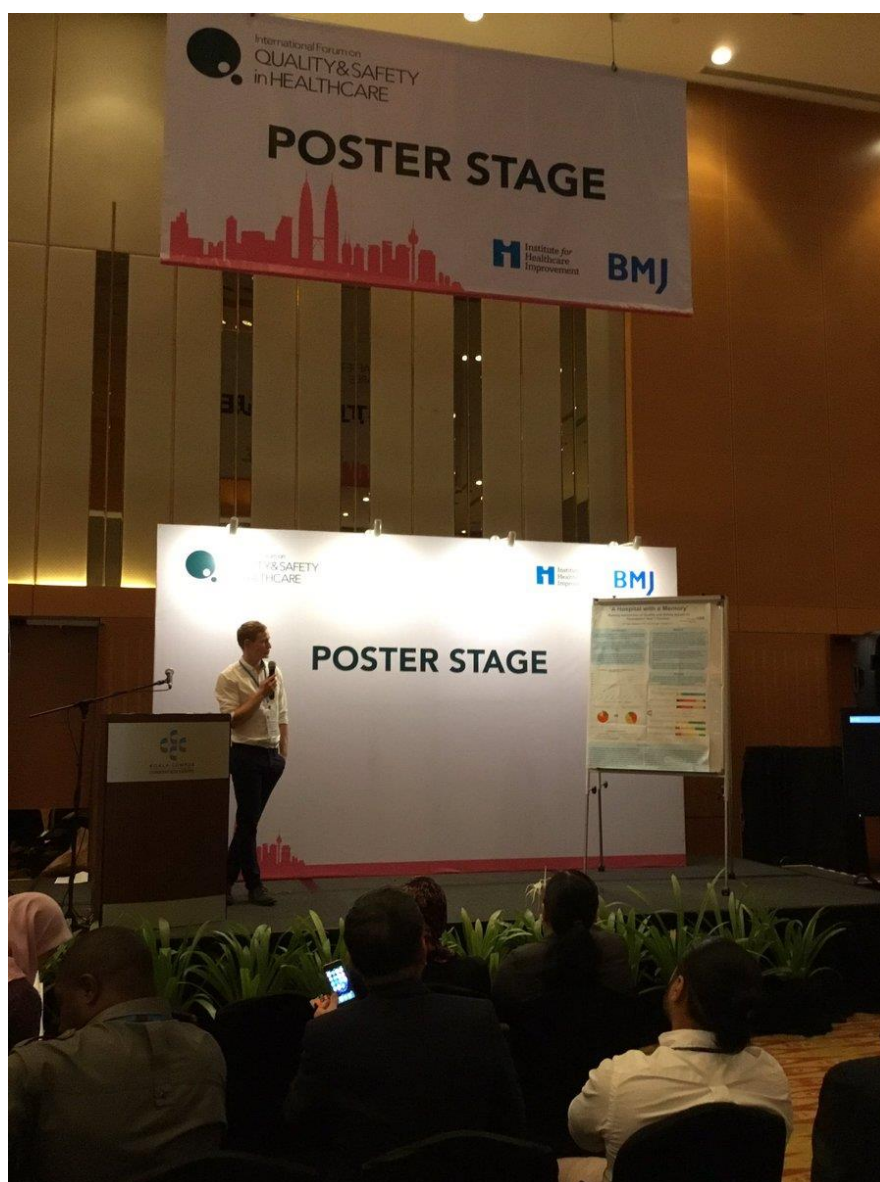
本部何次長啟功 (右 5)率醫事司石司長崇良(右 4)、資訊處許前處長明暉(左 2)、醫策會王執行長拔群(右 3)、國健署王署長英偉(右 2)及台北榮總醫務部李主任偉強(右 1)介紹我國在智慧醫療應用之成果。



「臺灣智慧醫療現況與未來發展」場次。



與會人士把握各場次中間空檔，前往海報展覽區，進行意見交流。



海報作者透過口頭報告的機會與現場聽眾直接互動。



「輪椅名醫」陳建民醫師(Dr. William Tan)閉幕式演講及其 2007 年第 3 度挑戰極地馬拉松成功。



與會者大排長龍，熱情與陳建民醫師(Dr. William Tan)合影。