What Is Quality?
(It’s Not What You Think!)

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“Quality” Issues

• Definition of quality
• Historical foundation of medical quality
• The business of healthcare
• The EMR
• Medical error
• Can “quality” be replicated?
Quality Is Often Not What You Think It Is!

• “Quality” is often a disguise for something very different
• Don’t believe your own advertising and theatre; beware of hubris
• “Quality” is an industrial concept: focus on decreasing variation
• Use a systems-oriented approach
Brand Equity: Perception Is Reality

1. Innovation?
2. Quality?
3. Sales?
Toyota Sees First Loss in 70 Years

Good-Plunge in Cr. Demand, Caused by Emergencies That We’ve Never Experienced!

YOSHIOTA, WASH.

Toyota Motor Corp. said Tuesday it will book a $12.3 billion loss for the fiscal year that ended in March, its first annual deficit in 70 years. Toyota cited the economic downturn and the aftermath of the March 11 disasters in Japan as reasons for its loss.

The company, Japan’s biggest automaker, said it will post a net loss of $13.2 billion in the April-June quarter, its worst single-quarter result ever.

Toyota’s operating profit fell 97% in the quarter, to $1.5 billion, and it forecast a loss in the current quarter.

The company said it will stop producing cars and trucks at 11 factories in Japan in the coming months to cut costs and make room for a surge in orders for smaller vehicles.

Toyota’s shares fell 7.7% in Tokyo trading Tuesday.
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Quality Is Often Not What You Think It Is!

- Both process and outcome are important
- All institutional reputations are mortal
- Human failure is both inevitable and predictable
Brand Equity

The Nation's Top Cancer Hospital

#1 Again!

2008

U.S. News & World Report

"America's Best Hospitals" annual survey

The University of Texas MD Anderson Cancer Center

Making Cancer History®
“The biggest trouble we’ve gotten into in the past is when we’re drinking our own Kool-Aid. The scaring that we’ve had in the last go around will remain with us for a long time. Part of my role is to be the institutional memory for this company.”

William Ford
Executive Chairman
Ford Motor Company

Forbes Magazine
03.27.14
Quality & Variation