



Høgskulen
på Vestlandet

Pasientsikkerhet og samhandling

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The Role of organizational factors in how efficiency thoroughness trade-offs (ETTO) affects clinical quality – a review of the literature

Background



Resource
limitations



Unlimited
healthcare
demands



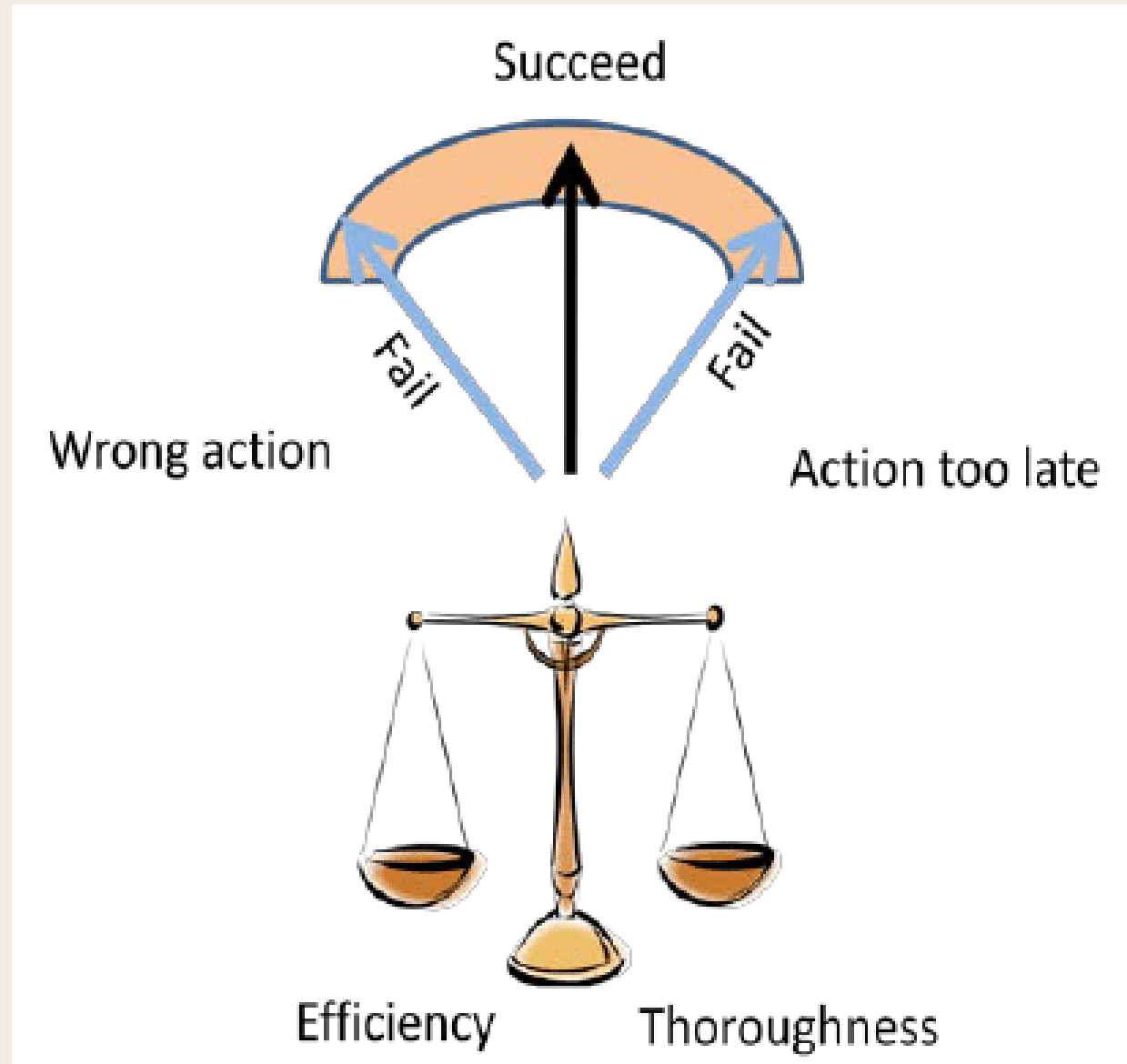
Increasing
costs



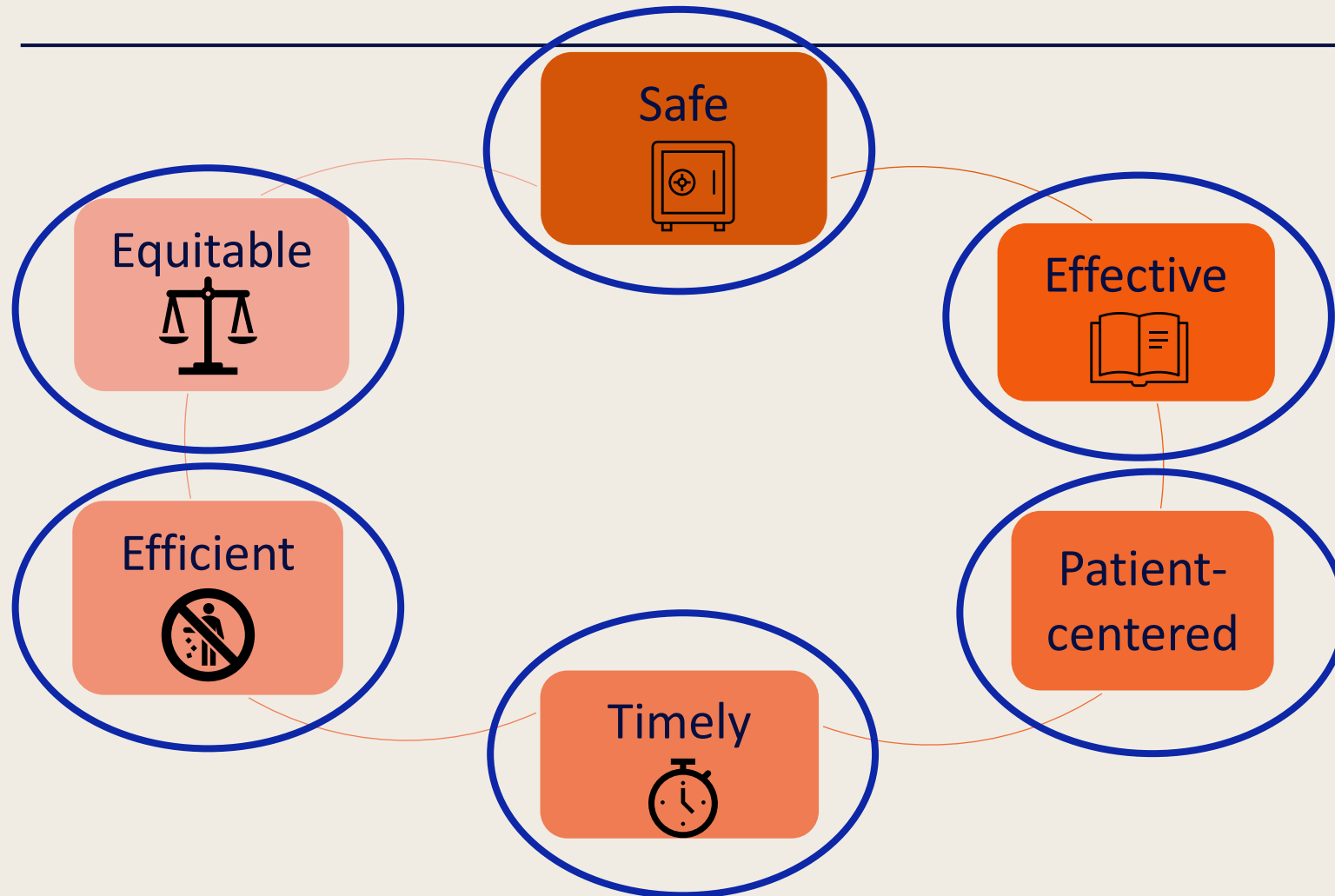
High quality
care on the
agenda

The ETTO-principle

- Performance variability
- Trade-offs
- Efficiency vs. thoroughness
- Different weighting



IOMs six domains for healthcare quality





Purpose of the review

Purpose: to increase knowledge of the role organizational factors play in how health personnel make efficiency-thoroughness trade-offs (cf. Hollnagel's ETTO-principle) and how it potentially affects the quality of the provided healthcare services.

Method and analysis

- Thematic syntesis of the literature (Thomas and Harden, 2008)
- Thematic analysis (Thomas and Harden, 2008)
- Four main categories



<https://www.emerald.com/insight/content/doi/10.1108/IJHG-12-2020-0134/full/html>

Results

1. Organizational factors impose forced or planned trade-offs, weighting efficiency, impacting clinical quality
2. Trade-off visions aiming to increase quality exist in both the blunt end and the sharp end
3. Health personnel's own assessments are often the most prominent vector when thoroughness is weighted
4. Factors related to IT systems and ward guidelines lead to trade-offs

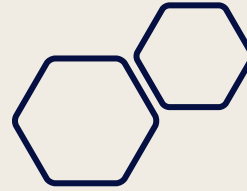


Discussion

- Efficiency is and will become a crucial aspect in healthcare service delivery
- Efficiency is an important aspect of healthcare quality
- Efficiency may be overweighted
- Efficiency/thoroughness aspects in future policy choices



Conclusion



- Demands that caused trade-offs
- The context matters
- Health personnel adapt to the situations or the context they are in
- Effective healthcare services and timely care to patients → most dominant, while health personnel were trying to
- Health personnel safeguarded the domains patient centeredness and patient safety
- Regulatory role



” Thank you for the attention!

