

# 英国における 病院評価や施設別データ提示 の事例紹介



2017年12月16日 がん患者学会2017  
「医療施設別データの見方：生存率や統計基本と海外の事例紹介」

日本がん登録協議会専門委員

森島 敏隆

大阪国際がんセンター  
がん対策センター

# 今日のお話

患者向けのウェブサイト

英国版・がん対策推進計画  
—生存率をどうしたいか—

様々な病院評価の公表  
—生存率など—

病院評価の公表の意義  
—患者の病院選択に役立つか—

病院評価の難しさ  
—英国での歴史を紐解いて—

注：英国の事例がわが国にそのまま当てはまるわけではありません！

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# 英国（イングランド） 医療体制の基本情報

## NHS (National Health Service)

- 1つの国営企業
- 英国内のほぼすべての病院と診療所を運営

## CCG (Clinical Commissioning Group)

- 人口数十万人単位に1つ。207個
- 地域住民の健康に責任。地域医療の運営を担当
- 診療所の医師、病院勤務医、他職種が委員

## 病院

- 233施設（2017年3月現在）
- がん拠点病院のような指定はない

# NHS Choices

(病院、診療所、救急診療所の検索サイト)

患者向け

The screenshot shows the NHS Choices website homepage. At the top, there is a navigation bar with links for Home, About, Contact, Tools, Video, e-Referral Service, and Communities. On the right, there are options for Translate and Log in or create an account. The main header features the NHS Choices logo and a search bar with the placeholder text "Enter a search term". Below the search bar are five navigation buttons: Health A-Z, Live Well, Care and support, Health news, and Services near you. The main content area is divided into two sections. The left section is titled "Health A-Z" and includes the text "Symptoms, conditions, medicines and treatments" and a button labeled "Find conditions and treatments". The right section is titled "Most common" and lists several conditions: Stomach ache, Chest infection, Depression, Back pain, and Diabetes. Below this is a photograph of an elderly man smiling while a healthcare professional in blue scrubs looks at a tablet. The bottom section of the page is a grid of service tiles. The "Find local services" tile includes a dropdown menu for "GP", "Urgent care", "Hospitals", and "Dentists", a search bar for "Enter your postcode", a "Search for services" button, and a link to "Full list of services". The "Do it online" tile lists services like "Get a European Health Insurance Card", "Book a GP appointment", "e-Referral Service", and "Buy a prescription pre-payment certificate". The "Yes I donate" tile promotes organ donation with the text "Register as an organ donor". The "Save a life Give blood" tile promotes blood donation with the text "Register to give blood". At the bottom left of the grid, there is a call to action: "Call 111 for non-emergency medical advice".

## Latest articles















How to stay well this winter

HIV and AIDS

Asthma



患者向け

主要項目		星	監査機関 格付	職員から 見て	死亡 退院	食事
Topics	Key Facts	NHS Choices users rating	Care Quality Commission inspection ratings	Recommended by staff	Mortality rate (in hospital and up to 30 days after discharge)	Food: Choice and Quality
Sort by	Nearest					
Update results						
<b>Cygnets Hospital Ealing</b> <input type="checkbox"/> Add to shortlist						
Tel: 020 8991 6699 22 Corffon Road Ealing W5 2HT 0.9 miles away   <a href="#">Get directions</a> 		 5 ratings <a href="#">Rate it yourself</a>	<b>n/a</b> Not yet rated	<b>n/a</b> No relevant data available	<b>n/a</b> Not available for independent or specialist hospitals	<b>n/a</b> No relevant data available
<b>Clayponds Rehabilitation Hospital</b> <input type="checkbox"/> Add to shortlist						
Tel: 020 8560 4011 Sterling Place South Ealing London W5 4RN 1.1 miles away   <a href="#">Get directions</a> 		 2 ratings <a href="#">Rate it yourself</a>	 No rating <b>Visit CQC profile</b>	 Within expected range with a value of 63%	 Lower number of deaths than expected	
<b>Central Middlesex Hospital</b> <input type="checkbox"/> Add to shortlist						
Tel: 020 8965 5733 Acton Lane Park Royal London NW10 7NS 1.7 miles away   <a href="#">Get directions</a> 		 56 ratings <a href="#">Rate it yourself</a>	 No rating <b>Visit CQC profile</b>	 Within expected range with a value of 63%	 Lower number of deaths than expected	

# トリップアドバイザーを見習って 2009年

HOME > NEWS > HEALTH > HEALTH NEWS

## NHS hospitals rated like TripAdvisor on new website

NHS hospitals can now be compared and rated by patients in a new TripAdvisor-style website to be launched by Andy Burnham, Health Secretary.



Andy Burnham - NHS hospitals rated on TripAdvisor-style website Photo: DAVID ROSE

●●●●● 1,267 reviews

#1 Best Value of 9,885 hotels in United Kingdom

📶 Free Wifi 🏊 Pool

●●●●● 3,939 reviews

#2 Best Value of 9,885 hotels in United Kingdom

🏊 Pool 🍴 Restaurant

# NHS Choicesで他に見れること

医療安全

清潔さ、院内感染

患者調査

- 患者満足度
- 患者の自己決定
- 患者の尊厳

クレームの数

職員調査

駐車場



Start new search

### Find hospital - consultants

Enter a consultant name or specialty to continue. Search hospitals, surgical procedures or departments by selecting a tab below.

Hospitals Consultants Surgical Procedures Departments

Please search by consultant name or specialty

Consultant name

By specialty

Location (optional)

e.g. Singh or John Smith

Gastrointestinal cancer services

e.g. postcode or town

Search

患者向け

### Consultants offering services in Gastrointestinal cancer services

Edit your search or start new search

Showing results 1-10 of 186 Results per page 10 Update

#### Roger Ackroyd

GMC membership number: 3324866

Specialises in:

Bariatric surgery, Gastrointestinal cancer services, General Surgery

Locations:

BMI Healthcare  
Sheffield Teaching Hospitals NHS Foundation Trust

Performance data available

#### Javad Ahmad

GMC membership number: 5177028

Specialises in:

Gastrointestinal cancer services

Locations:

Royal Derby Hospital

Number of oesophago-gastric cancer operations	30 day risk-adjusted mortality rate	90 Day Risk-adjusted mortality rate	Length of stay
26 oesophago-gastric cancer operations <b>View Source Information</b>	Within the expected range with a rate of 0%. <b>View Source Information</b>	Within the expected range with a rate of 0%. <b>View Source Information</b>	Within the expected range with an average of 12 days stay after surgery. <b>View Source Information</b>
36 oesophago-gastric cancer operations <b>View Source Information</b>	Within the expected range with a rate of 0%. <b>View Source Information</b>	Within the expected range with a rate of 1.7%. <b>View Source Information</b>	Within the expected range with an average of 12 days stay after surgery. <b>View Source Information</b>
66 oesophago-gastric cancer operations <b>View Source Information</b>	Within the expected range with a rate of 1.3%. <b>View Source Information</b>	Within the expected range with a rate of 3.5%. <b>View Source Information</b>	Within the expected range with an average of 12 days stay after surgery. <b>View Source Information</b>
55 oesophago-gastric cancer operations <b>View Source Information</b>	Within the expected range with a rate of 3.9%. <b>View Source Information</b>	Within the expected range with a rate of 7.6%. <b>View Source Information</b>	Within the expected range with an average of 15 days stay after surgery. <b>View Source Information</b>

#### Roger Ackroyd

Male  
GMC membership number: 3324866

26 oesophago-gastric cancer operations  
**View Source Information**

OK  
Within the expected range with a rate of 0%.  
**View Source Information**

OK  
Within the expected range with a rate of 0%.  
**View Source Information**

OK  
Within the expected range with an average of 12 days stay after surgery.  
**View Source Information**

#### Other consultants specialising in Oesophago-gastric cancer surgery in England

#### Khurshid Akhtar

Male  
GMC membership number: 3534649

36 oesophago-gastric cancer operations  
**View Source Information**

OK  
Within the expected range with a rate of 0%.  
**View Source Information**

OK  
Within the expected range with a rate of 1.7%.  
**View Source Information**

OK  
Within the expected range with an average of 12 days stay after surgery.  
**View Source Information**

#### Ahmed Al-Bahrani

Male  
GMC membership number: 5207427

66 oesophago-gastric cancer operations  
**View Source Information**

OK  
Within the expected range with a rate of 1.3%.  
**View Source Information**

OK  
Within the expected range with a rate of 3.5%.  
**View Source Information**

OK  
Within the expected range with an average of 12 days stay after surgery.  
**View Source Information**

#### William Allum

Male  
GMC membership number: 2379212

55 oesophago-gastric cancer operations  
**View Source Information**

OK  
Within the expected range with a rate of 3.9%.  
**View Source Information**

OK  
Within the expected range with a rate of 7.6%.  
**View Source Information**

OK  
Within the expected range with an average of 15 days stay after surgery.  
**View Source Information**

- 手術症例数
- 術後30日死亡率
- 術後90日死亡率
- 術後の在院日数

# 患者向けウェブサイト

病院評価を実名で公開

理解しやすいように工夫

★による格付け

数字をできるだけ避ける

生存率はない

# 今日のお話

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## ACHIEVING WORLD-CLASS CANCER OUTCOMES

A STRATEGY FOR ENGLAND  
2015-2020



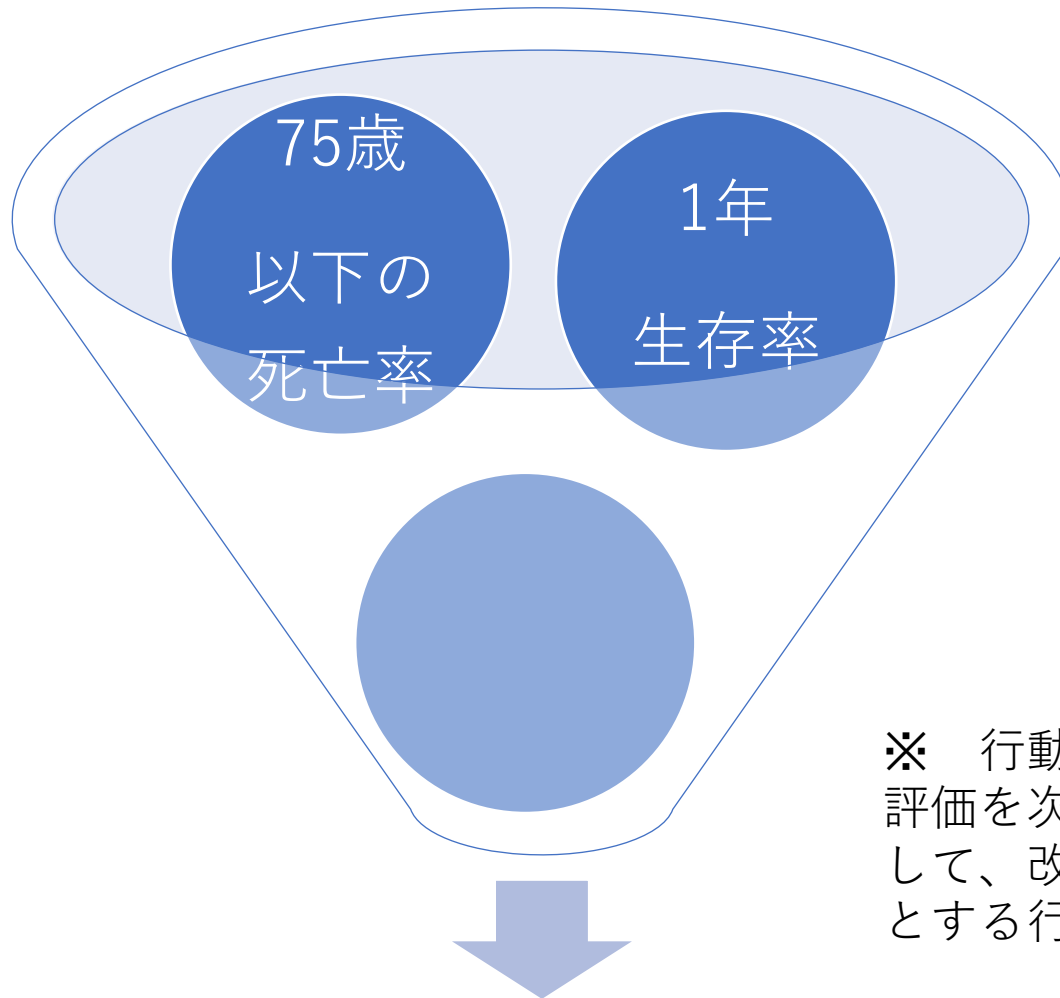
### 現状認識

- ・ 国全体で罹患率が低いのに、がん死亡率が高い
- ・ 生存率:CCG間で格差

10年生存率を  
改善しよう



地域間、病院  
間の格差をな  
くそう



※ 行動を流れで捉え、  
評価を次の計画に活か  
して、改善していこう  
とする行動プロセス

PDCAサイクル※を回していこう

National Cancer Intelligence Networkとの共同作業

<https://www.cancerdata.nhs.uk/dashboard>

# Cancer performance in Exampleshire CCG

June 2015

Introductory notes about this CCG, the measures included and the data sources, including sources for further information and any important notes, caveats or points to consider.

## KEY



Better than England average



Similar to England average



Worse than England average



Meets official target

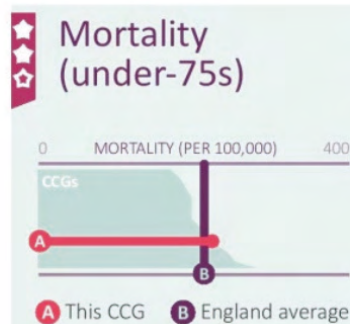


Does not meet official target

Differences are statistically significant based on 95% confidence levels



## VITAL STATISTICS EXAMPLESHIRE CCG



Mortality rates per 100,000 in people aged under 75.

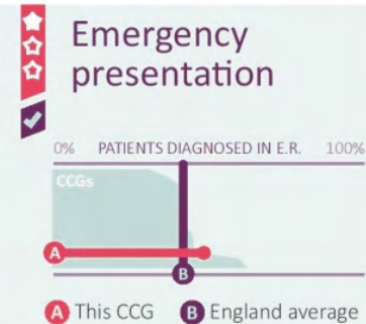


% of people surviving their cancer for one year or more.

## EARLY DIAGNOSIS EXAMPLESHIRE CCG



% of patients referred by a GP receiving cancer diagnosis or cancer excluded within 4 weeks.



% of cancer patients diagnosed through emergency presentation.

75歳以下がん死亡率

1年生存率

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—英国での歴史を紐解いて—

# NHS全体の年度目標 (Outcomes Framework Indicators)

## 2016年度の目標

- **早世を予防する**
- **慢性疾患のQOL向上**
- **病気・ケガからの早期社会復帰**
- **患者満足度向上**
- **医療安全**



# 75歳以下のがんでの 死亡率（CCG別）

医療者・  
行政向け

Reporting period	Breakdown	ONS code	Level	Level description	Gender	DSR	CI lower	CI upper	Registered patients	Observed
2015	CCG	E3800004 2	00C	NHS Darlington CCG	Person	151.9	129.2	177.4	97,586	159
2015	CCG	E3800004 7	00D	NHS Durham Dales, Easington and Sedgefield CCG	Person	144.9	131.7	159.1	263,958	441
2015	CCG	E3800011 6	00J	NHS North Durham CCG	Person	125.2	111.7	139.9	231,991	313
2015	CCG	E3800007 5	00K	NHS Hartlepool and Stockton-on-Tees CCG	Person	147.5	133.6	162.5	270,781	410
2015	CCG	E3800013 0	00L	NHS Northumberland CCG	Person	115.3	104.6	126.7	290,385	435
2015	CCG	E3800016 2	00M	NHS South Tees CCG	Person	141.9	128.2	156.7	268,732	392
2015	CCG	E3800016 3	00N	NHS South Tyneside CCG	Person	128.2	110.9	147.5	141,344	197
2015	CCG	E3800017 6	00P	NHS Sunderland CCG	Person	140.3	126.7	155.0	260,216	388
2015	CCG	E3800001 4	00Q	NHS Blackburn with Darwen CCG	Person	136.2	117.4	157.2	159,808	188
2015	CCG	E3800001 5	00R	NHS Blackpool CCG	Person	163.5	145.1	183.6	155,664	287
2015	CCG	E3800001 6	00T	NHS Bolton CCG	Person	133.4	120.0	147.9	280,082	362
2015	CCG	E3800002 4	00V	NHS Bury CCG	Person	139.4	123.0	157.5	183,949	260
2015	CCG	E3800003 2	00W	NHS Central Manchester CCG	Person	151.3	128.0	177.4	215,463	163
2015	CCG	E3800003 4	00X	NHS Chorley and South Ribble CCG	Person	122.2	106.7	139.3	163,797	225
		E3800013					126.1	158.6	230,130	300

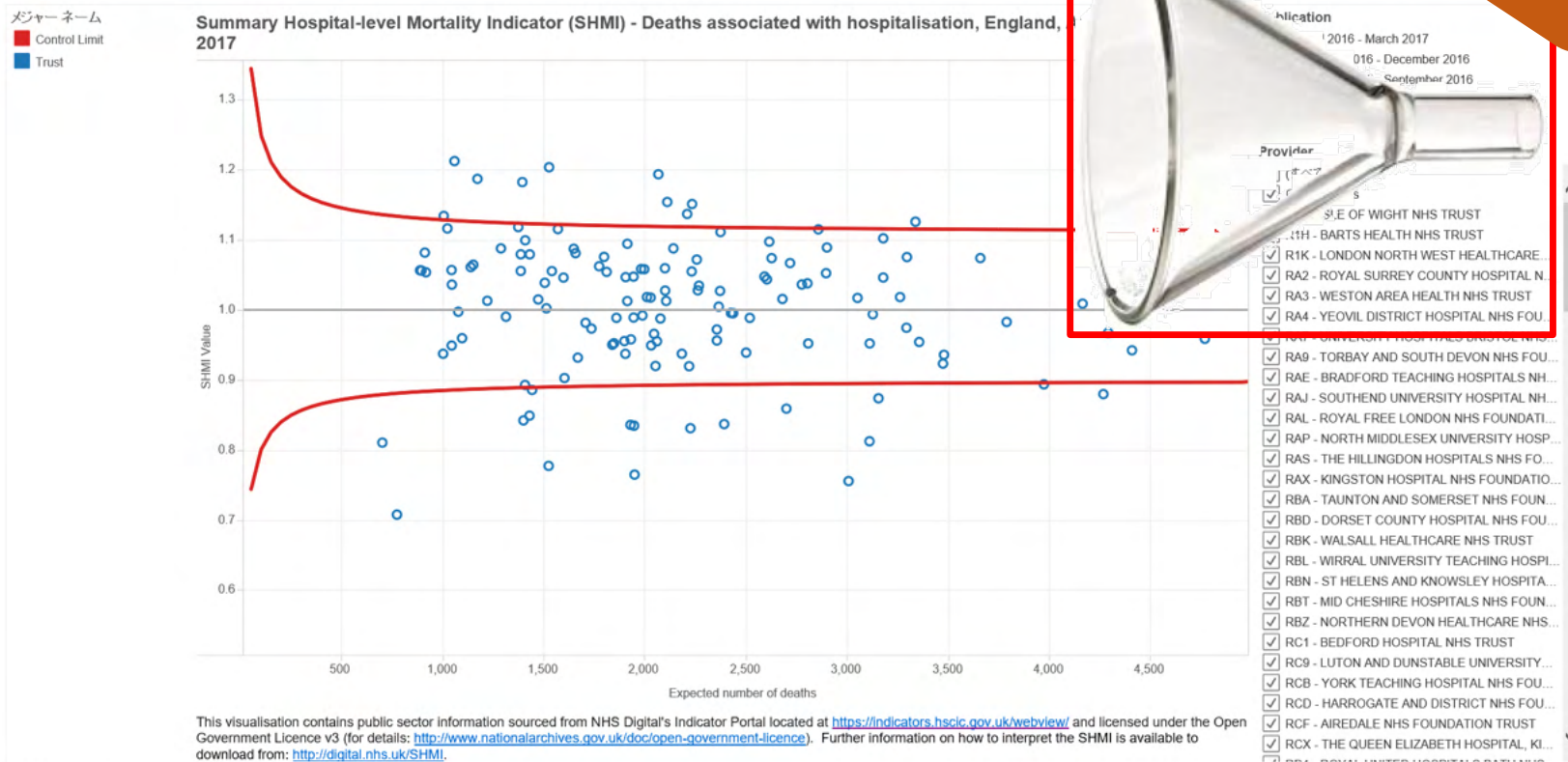
# がん患者の1年生存率 (CCG別)

医療者・  
行政向け

Reporting period	Period of coverage	Breakdown	ONS code	Level	Level description	Indicator value	CI lower	CI upper
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000001	02N	NHS Airedale, Wharfedale and Craven CCG	71.7	70.7	72.7
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000002	09C	NHS Ashford CCG	70.3	68.4	72.0
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000003	10Y	NHS Aylesbury Vale CCG	70.3	69.3	71.3
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000004	07L	NHS Barking and Dagenham CCG	66.0	64.8	67.1
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000005	07M	NHS Barnet CCG	73.8	73.1	74.4
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000006	02P	NHS Barnsley CCG	68.0	67.0	68.9
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000007	99E	NHS Basildon and Brentwood CCG	69.8	69.0	70.7
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000008	02Q	NHS Bassetlaw CCG	68.6	67.4	69.8
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000009	11E	NHS Bath and North East Somerset CCG	71.7	70.7	72.7
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000010	06F	NHS Bedfordshire CCG	69.8	69.1	70.6
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000011	07N	NHS Bexley CCG	70.0	69.2	70.8
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000012	13P	NHS Birmingham Crosscity CCG	67.8	67.3	68.3
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000013	04X	NHS Birmingham South and Central CCG	68.2	67.2	69.2
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000014	00Q	NHS Blackburn with Darwen CCG	67.7	66.5	68.7
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000015	00R	NHS Blackpool CCG	68.1	66.8	69.3
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000016	00T	NHS Bolton CCG	68.3	67.3	69.3
2014	Diagnosis: 1/1 to 31/12/2014 Followed up until 31/12/2015	CCG	E38000017	10G	NHS Bournemouth, East Dorset CCG	70.4	69.0	71.5

# 退院時および退院後30日以内死亡率

医療者・  
行政向け



## Funnel plot

# 現況報告 (Clinical Audit)

病院がNHSに定期的に報告

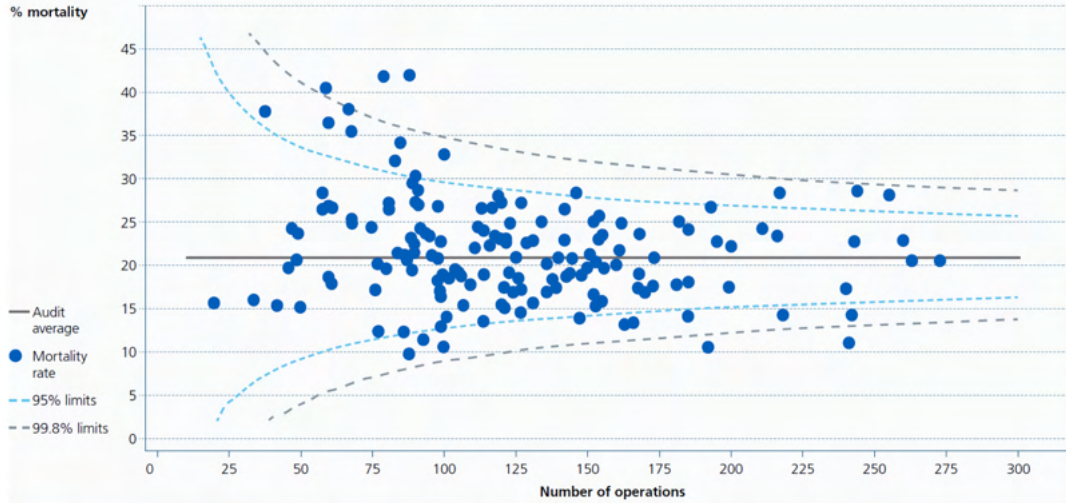
様々な疾患が対象

**例：大腸がんの手術**

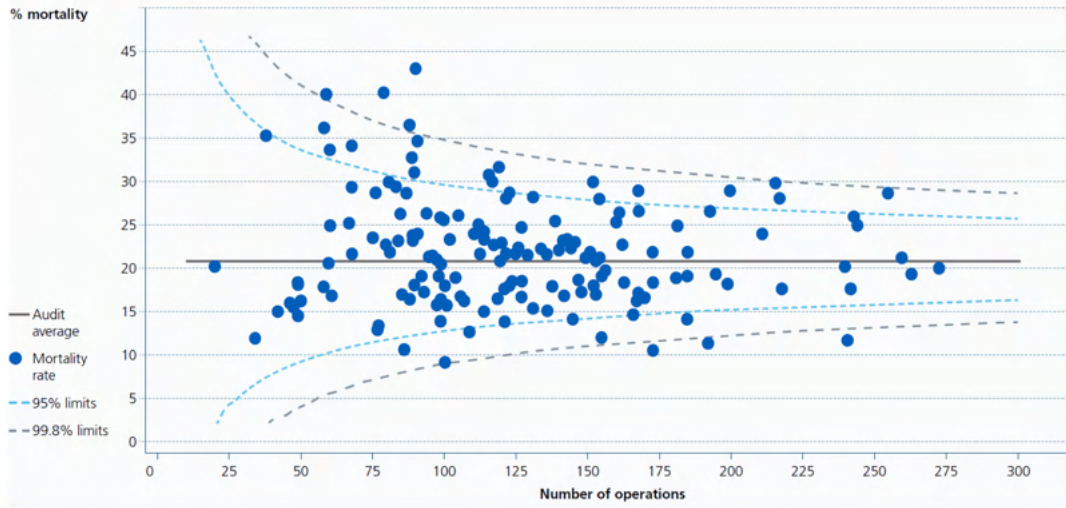
- 2年生存率
- 術後90日死亡率
- 腹腔鏡での手術の割合
- 根治術の割合
- 断端陽性の割合

Observed and adjusted two-year mortality for patients undergoing a major resection between 1 April 2012 and 31 March 2013, by trust/hospital with more than ten operations

Observed two-year mortality by trust/site with more than 10 operations



Adjusted two-year mortality by trust/site with more than 10 operations

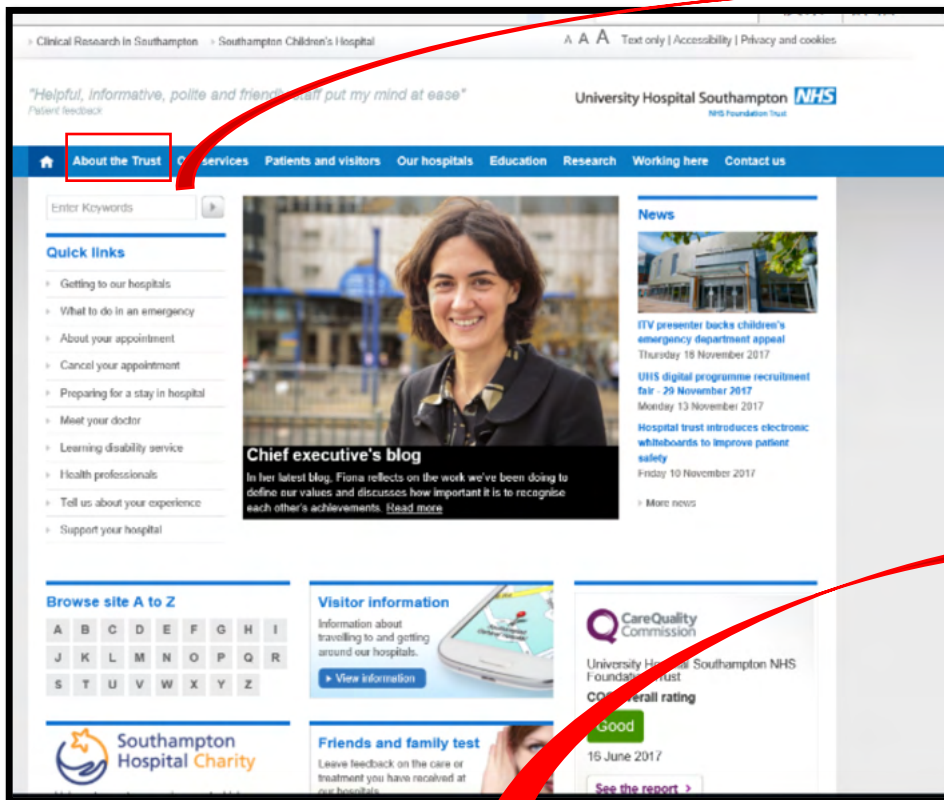


医療者・  
行政向け

表もあり

# Funnel plot

<https://digital.nhs.uk/catalogue/PUB22797>



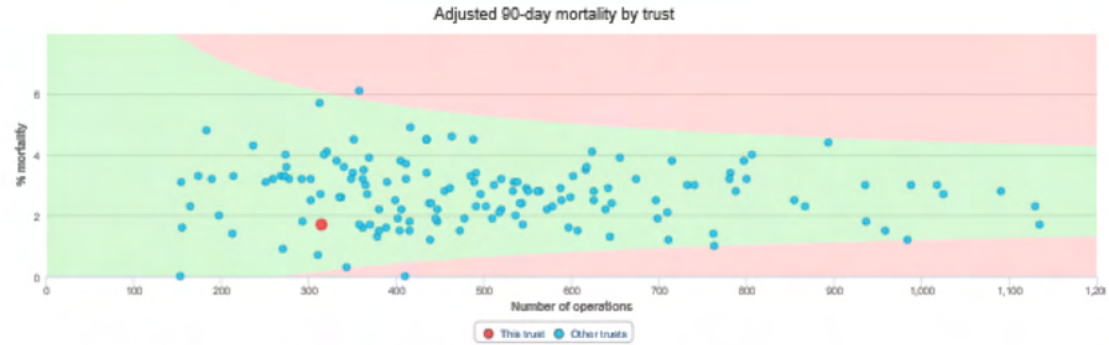
医師別、治療結果

# Airedale NHS Foundation Trust

The AIREDALE NHS FOUNDATION TRUST incorporates Alredale Hospital.

Trust rate of major resection	57.6 %
Trust case ascertainment	101.5 %

## Mortality by trust



Clinical outcome data for this surgeon includes cases at more than one Trust: Rajashekhar Rao.

## Mortality by surgeon



Name	GMC code	Procedures	Deaths	Adj. 90-day mortality rate	ACPGI surgeon *
Tarig Ahmed	6039537	88	2	2.5	No
Rajashekhar Rao	6041115	84	1	1.5	Yes
Basit Khan	4350840	73	2	2.3	Yes
Chris Newman	4327918	62	0	0	Yes

\* This denotes whether this surgeon is a member of the Association of Coloproctology of Great Britain and Ireland.

# Funnel plot

**BETA** This is a new service – your [feedback](#) will help us to improve it.

Your comparison list contains **7 schools or colleges** [Clear comparison list](#)

[Add more schools or colleges](#)

Search by school name or location

## Compare selected primary schools

[Select data to download](#)

[View on map](#)

<b>Primary performance</b> (4 schools)	<b>Secondary performance</b> (3 schools)	<b>16 to 18 performance</b> (3 schools/colleges)	<b>Ofsted ratings</b>	<b>Absence and pupil population</b>	<b>Workforce and finance</b>
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Looking at

Overall performance

Show

All pupils

### Overall performance at the end of primary school in 2016 - all pupils

School name	Type of school	% of pupils meeting the expected standard	Progress score & description			% of pupils achieving at a higher standard	Average score in reading	Average score in maths
			Reading	Writing	Maths			
Grange Primary School	Maintained School	57%	Above average 1.7	Well above average 3.8	Above average 2.6	3%	101	104
<a href="#">Remove</a>								
St Vincent's Catholic Primary School	Maintained School	53%	Average 0.9	Average 0.9	Average 0.3	0%	102	103
<a href="#">Remove</a>								
West Acton Primary School	Maintained School	52%	Average 0.3	Above average 1.9	Average 0.3	2%	100	102
<a href="#">Remove</a>								
Derwentwater Primary School	Maintained School	55%	Average -0.8	Average 0	Above average 1.4	12%	103	105
<a href="#">Remove</a>								
<b>England - state-funded schools only</b>		<b>53%</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>5%</b>	<b>103</b>	<b>103</b>
<b>England - all schools</b>		<b>53%</b>				<b>5%</b>	<b>103</b>	<b>103</b>

[Guidance](#) [Historical information](#) [Multi-academy trust performance data](#) [Publication timetable](#)

[Is there anything wrong with this page?](#)



School name	Ofsted rating	Date of inspection	Link to report
Acton High School Remove	<b>4</b> Inadequate	22/02/2017	<a href="#">Ofsted Report</a>
Derwentwater Primary School Remove	<b>3</b> Requires Improvement	15/03/2017	<a href="#">Ofsted Report</a>
Grange Primary School Remove	<b>2</b> Good	13/02/2014	<a href="#">Ofsted Report</a>
St Vincent's Catholic Primary School Remove	<b>2</b> Good	03/07/2014	<a href="#">Ofsted Report</a>
The Ellen Wilkinson School for Girls Remove	<b>2</b> Good	15/01/2014	<a href="#">Ofsted Report</a>
Twyford Church of England High School Remove	<b>1</b> Outstanding	03/05/2012	<a href="#">Ofsted Report</a>
West Acton Primary School Remove	<b>2</b> Good	16/06/2016	<a href="#">Ofsted Report</a>

[Guidance](#)

[Historical information](#)

[Multi-academy trust performance data](#)

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# 今日のお話

患者向けのウェブサイト

英国版・がん対策推進計画  
—生存率をどうしたいか—

様々な病院評価の公表  
—生存率など—

病院評価の公表の意義  
—患者の病院選択に役立つか—

病院評価の難しさ  
—英国での歴史を紐解いて—

# 病院評価の公表の意義

国民/患者と政府に対する説明責任

全体的な改善

- 測定されるだけでも、見られていると思うだけでも、改善に向かう

診療報酬の収入アップ  
患者の主体的な選択

- 病院の評判、競争
- 行政・医療関係者を通して、間接的効果も

病院に行くときは  
かかりつけ医の  
紹介状が必要

# どの病院に紹介するか、自分で選べるんですよ

## NHS IF YOUR GP REFERS YOU... YOU CAN CHOOSE

Be closer to home or family

自宅の近く

Be closer to work

職場の近く

Be treated as soon as possible

治療を早くしてくれるところ

Choose a particular consultant

あの医師に診てもらいたい

Go somewhere you can park

車を止めやすいところ

If your GP needs to refer you for a physical or mental health condition, the NHS Constitution says you can choose which hospital or service you go to.

Ask your GP or visit [www.nhs.uk/patientchoice](http://www.nhs.uk/patientchoice)

A small number of exclusions apply, for more information search for 'The NHS Choice Framework' online at [www.gov.uk](http://www.gov.uk)

# 2020年までに、病院を選べるように

かかりつけ医と相談

複数の選択肢を提示

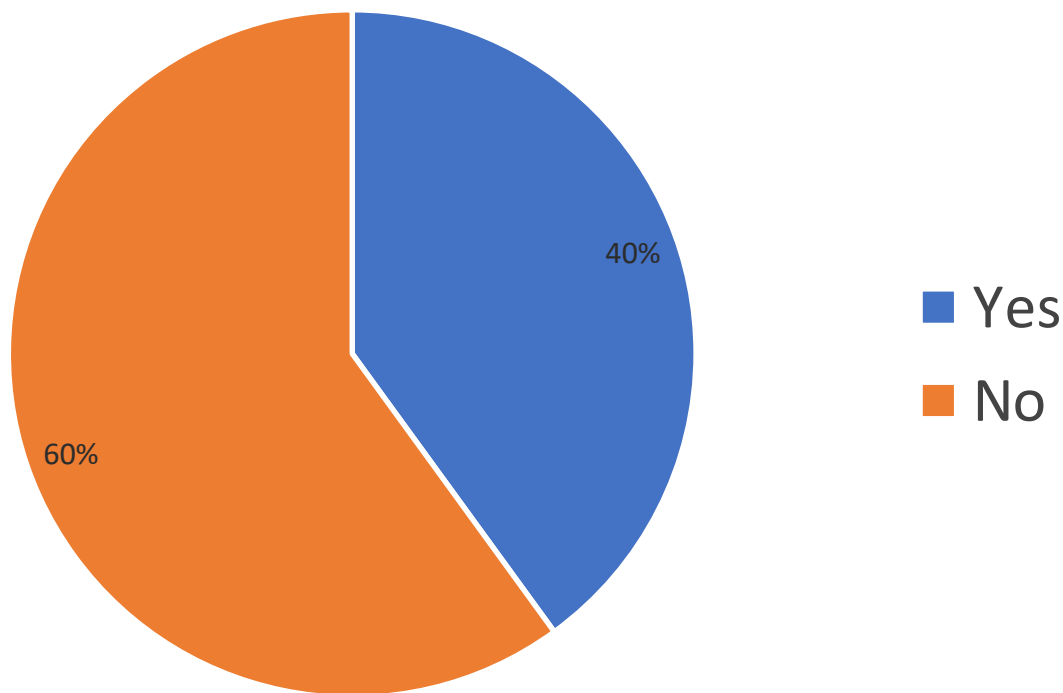
あまり待たされない病院を選べる

決断を助けるための情報を入手

検討するための十分な時間

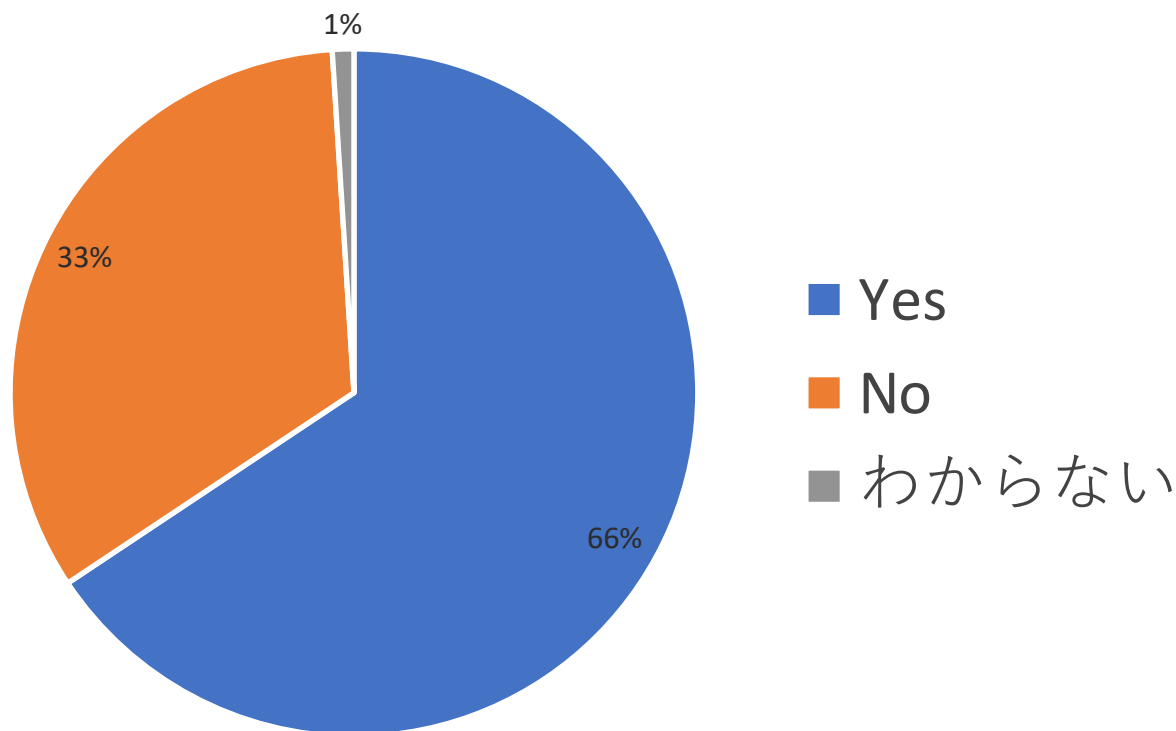
# NHS患者調査（病院外来） 2015

- 病院に紹介するとき、かかりつけ医（診療所）で複数の選択肢を提示されましたか？（2729人）



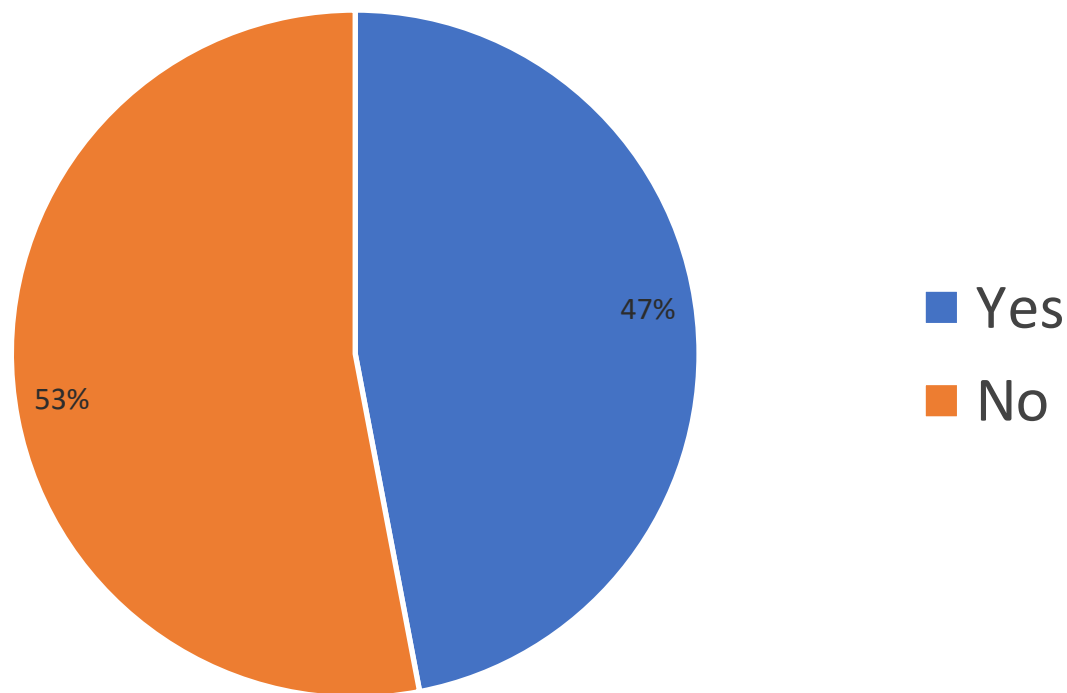
# NHS患者調査（病院外来） 2015

- どの病院がよいか、かかりつけ医と話し合いましたか？（2729人）



# NHS患者調査（病院外来） 2015

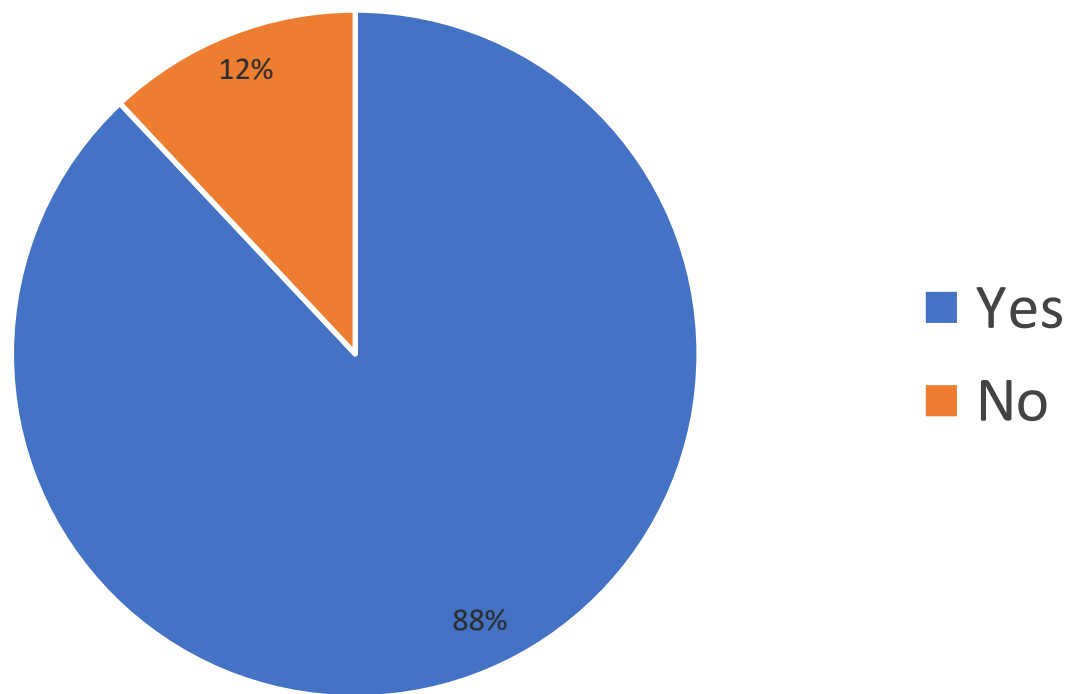
- どの病院に行くかを選択できることを知っていましたか？（2729人）





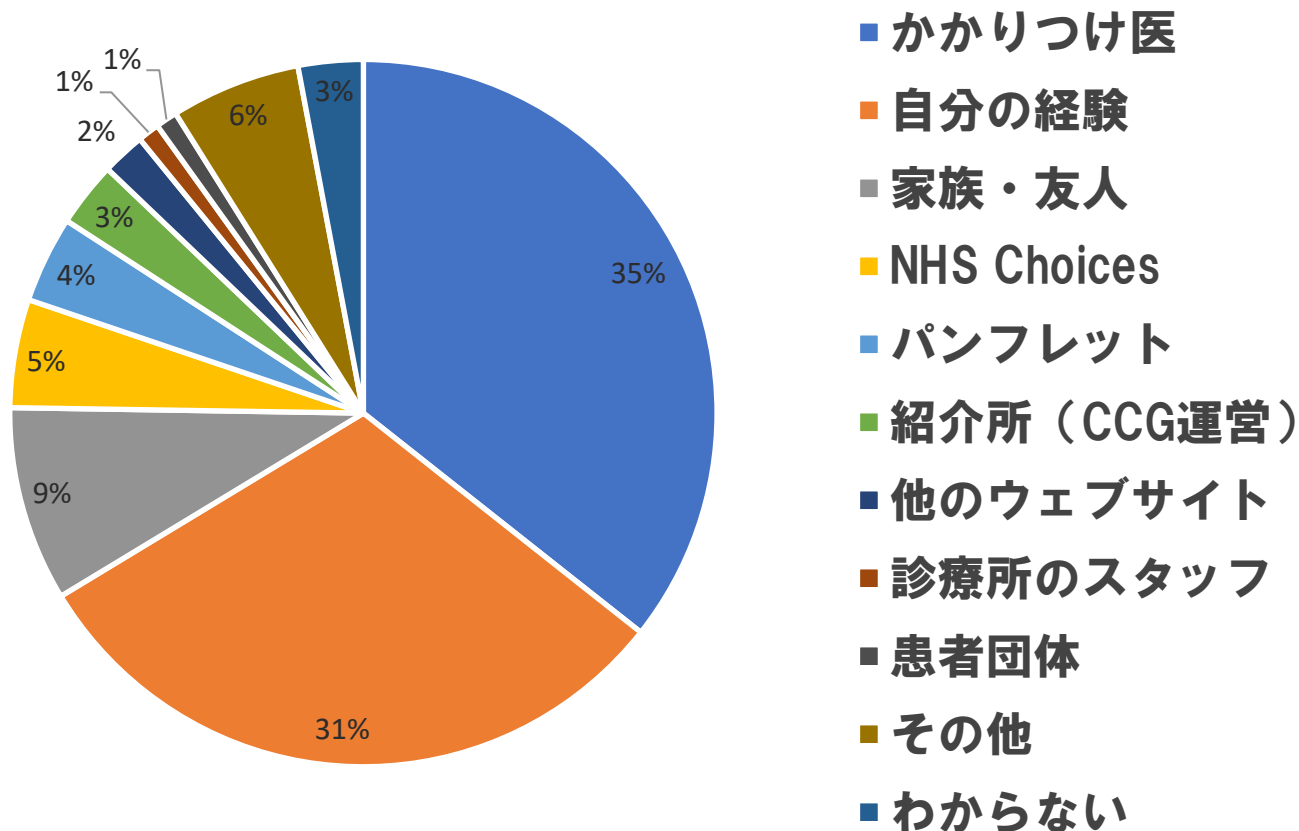
# NHS患者調査（病院外来） 2015

- どの病院に行くかの選択肢を提示されたとき、  
決断するのに十分な情報がありましたか？  
(1086人)



# NHS患者調査（病院外来） 2015

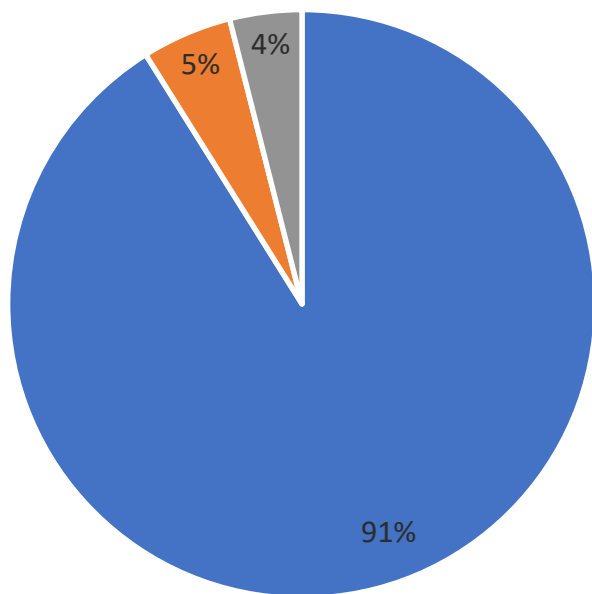
- どの病院に行くかを決めるとき、最も重要な情報源は何でしたか？（1086人）



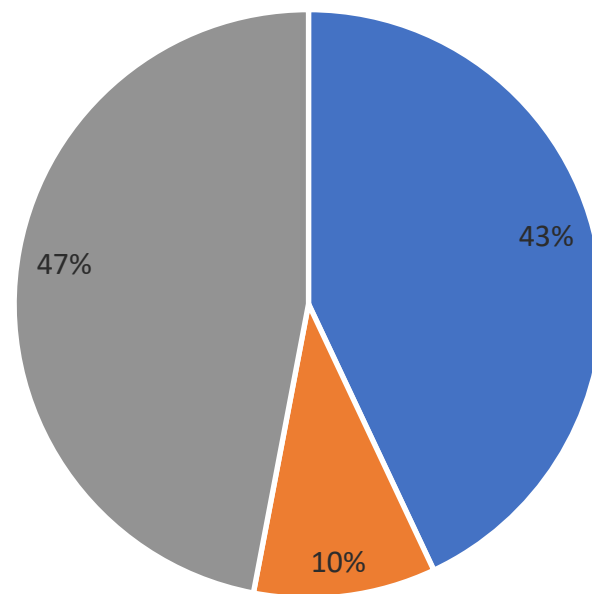
# NHS患者調査（病院外来） 2015

- 行きたい病院に行けましたか？（2729人）

選択肢を提示された人



選択肢を提示されなかった人



- Yes
- No
- どこでもよい



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# 病院評価の難しさ —英国でのその克服の歴史—

1980年代後半～1990年代半ばに始まる



当初は病院を匿名で、または地域別の数値を公表

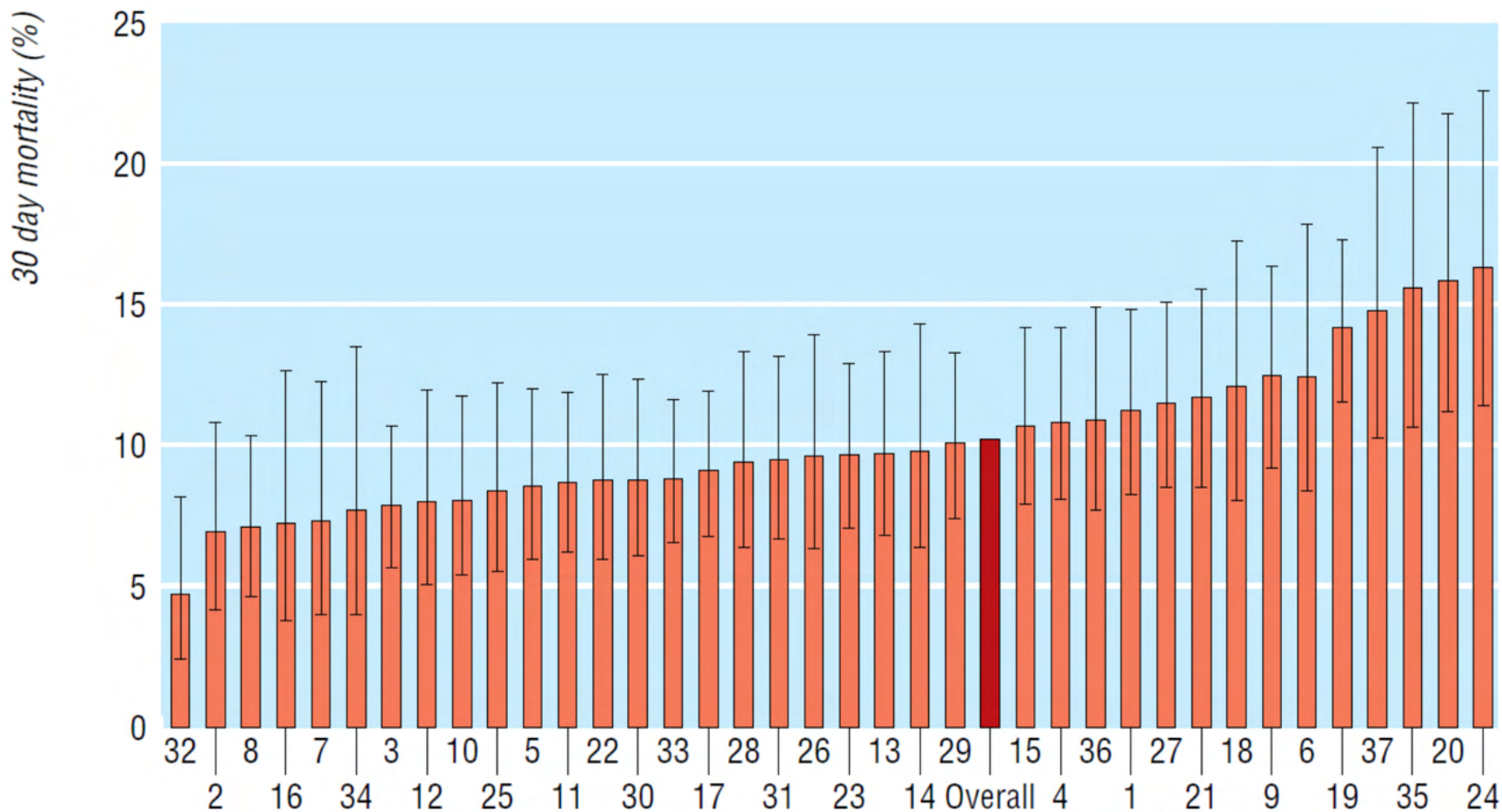


米国発、患者の状態を統計的に均す手法が成熟



1990年代後半から、次第に病院の名前を付けて

Goldstein, et al. J R Stat Soc, 1996  
Marshall, et al. Health Affairs, 2003



批判：“リーグ・テーブル”（順位表）になってしまう





静止画(スナップショット)はそのときの状況をすべて反映しているわけではない！

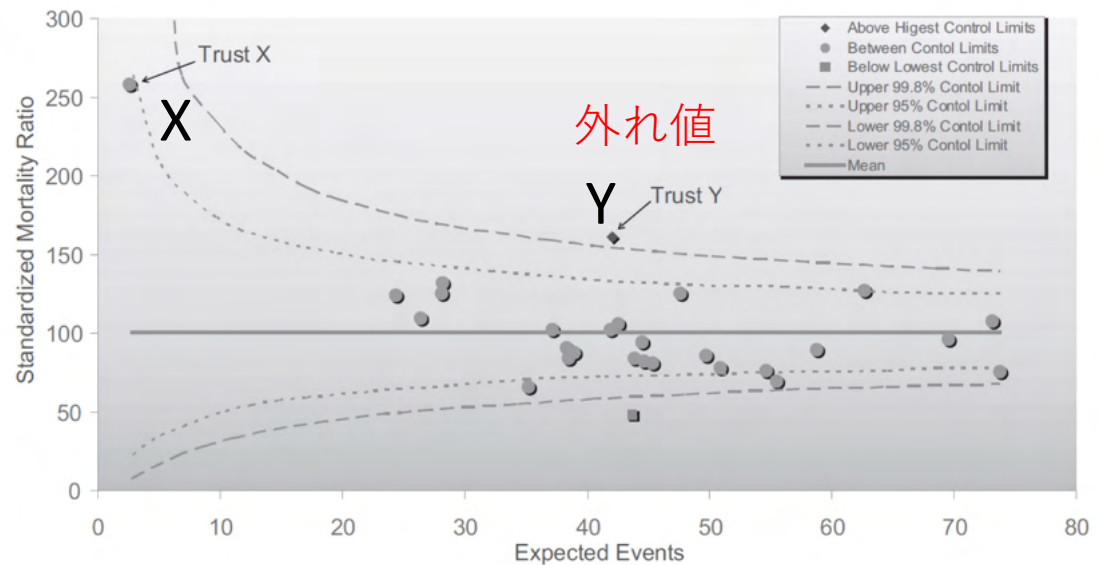
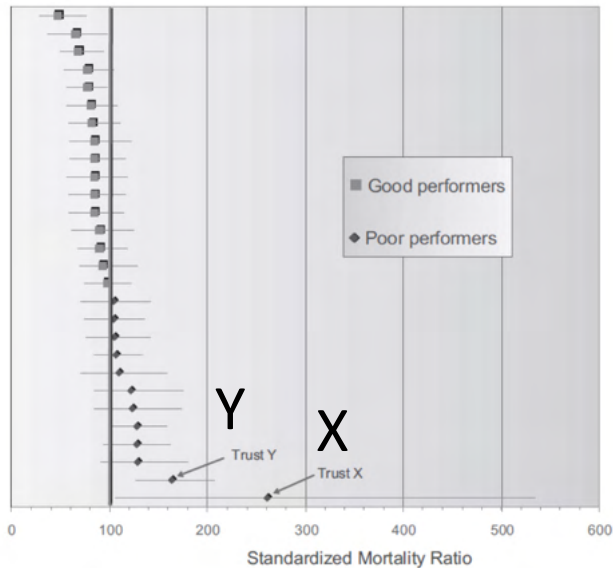
ブレることもあるだろうから、数字が一定の範囲(信頼区間)に収まっていれば大丈夫なんじゃないか？



別にランキングまでしなくても・・・



# 順位表 vs Funnel plot



Funnel plotなら

- 順位が気にならない
- ほとんどの病院は曲線の内側だから、大丈夫

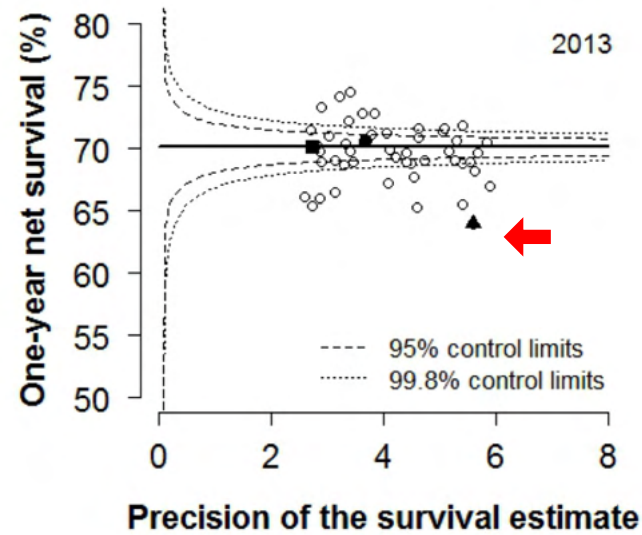
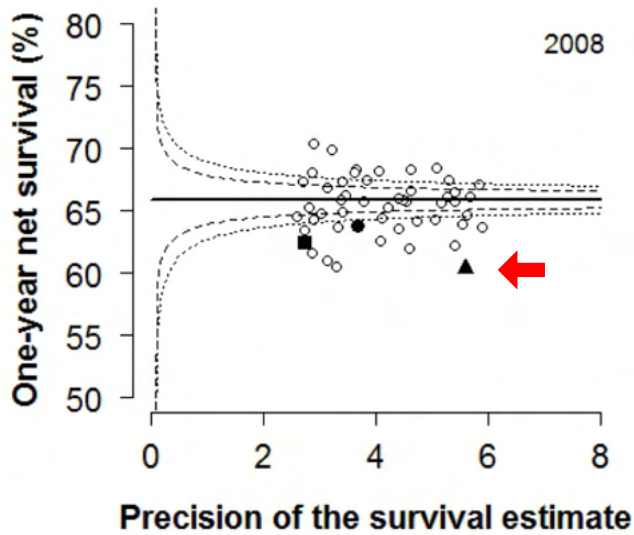
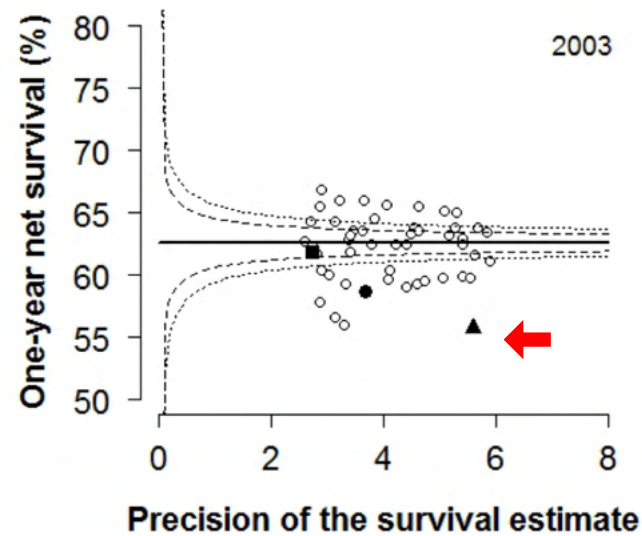
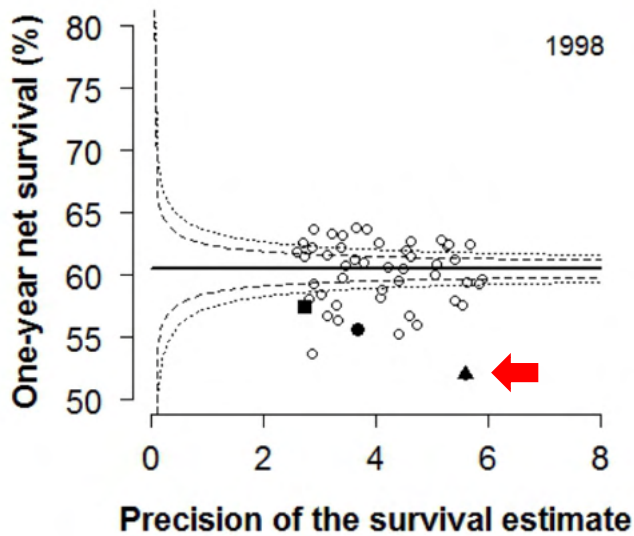
Mayer, et al. Ann Surg, 2009.

2000年代  
半ばから普及



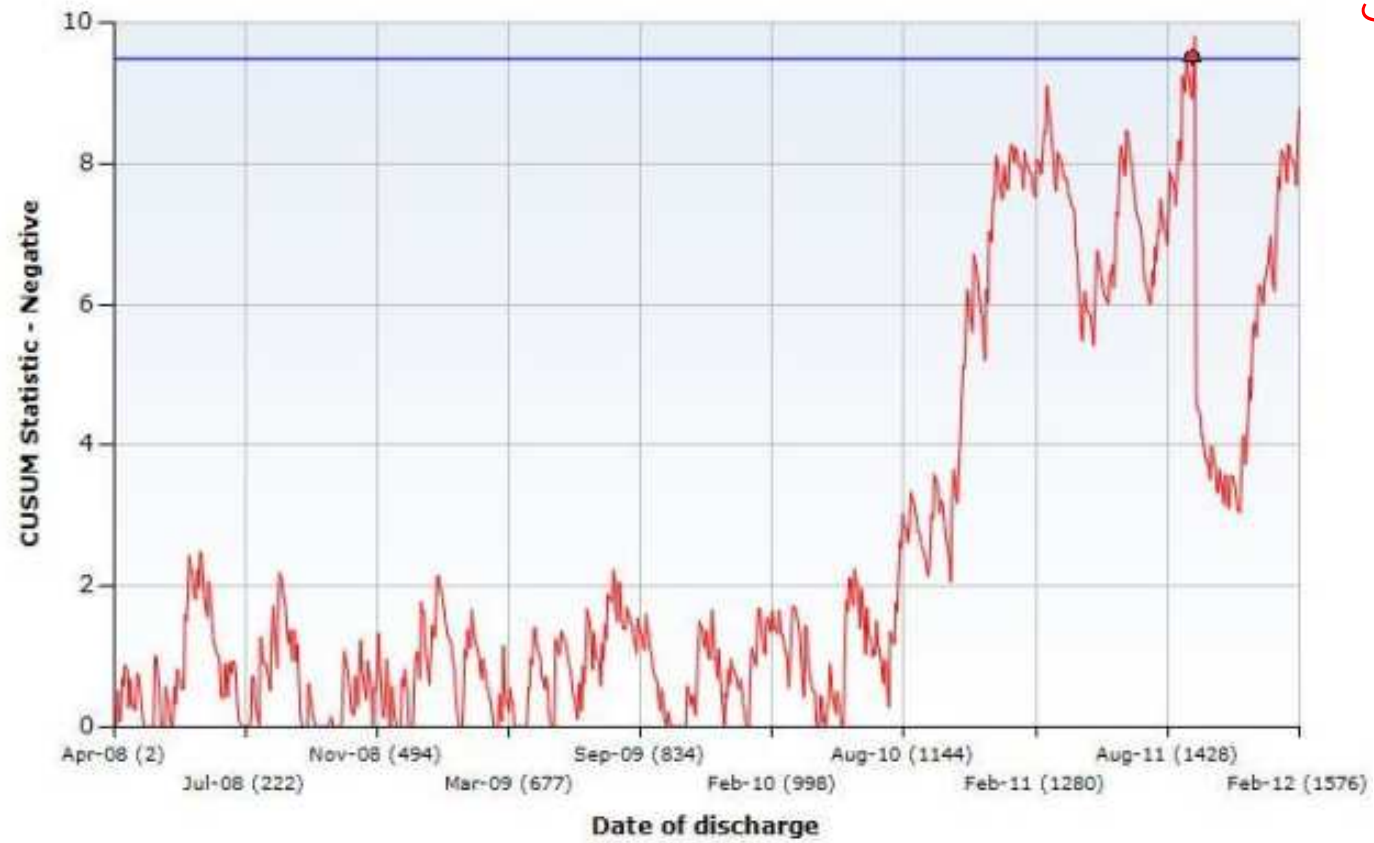
病院評価の  
実名公開が進む





# 動画のように

この線より  
上  
外れ値



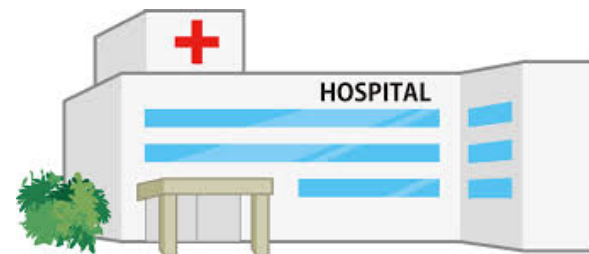
## ***CQC mortality outlier programme***

Mid Staffordshire NHS Foundation Trust 事件の発見の契機

# グルメ vs 医療



価格はどこの  
お店、病院でも  
大体同じ



一人の人が複数のお店を比較

味が消費者に素直に伝わる

同じお店ではいつも同じ味

大病で複数の病院に行くのは不可能

消費者（=患者）の状態はバラバラ

医師・スタッフによって技術ばらばら

ラーメン店の評価は誰もが同じ評価をしますか？

誰もがいつも低い評価をするラーメン店はさすがに・・・

病院評価は簡単ではない！ 継続的、多面的に評価