Background

- You were the Chief/Senior Manager of the Quality & Safety Division of a Metropolitan Health Authority which is responsible for managing all the publicly funded hospitals in the 7 million population metropolitan area. There were 43 public hospitals with more than 29,000 beds and 12 private hospitals with 3000 beds within the region.
- Over the past ten years, public hospitals undergo a long process in reviewing the accreditation scheme either internally or externally. Some of them are voluntarily and successfully in getting accreditation in ISO as well as pathology laboratories. However, within this period, private hospitals have already completed 2 cycle of Trent accreditation and now consider adopting an internationally accredited scheme on top of the existing program.
- Recently, the government commits to pilot the hospital accreditation program in the public healthcare system and hope to incorporate an external review system to drive for high quality healthcare services.
- Please describe how you plan for the pilot scheme for discussion.

Planning Process

- Value of a program
- Situational analysis
  - Problem
  - People
  - Process
- Resources
- Planning & engagement
- Pilot program to test the water
- Evaluate the program
- Long-term development

Value for services: Quality

Is it still totally true that patients......
- Depend on us
- Trust us
- Believe us
OR the public ....

Today’s HC system: Transparency
based on evidence

Definition of Hospital Accreditation


Accreditation: Public recognition by a national healthcare accreditation body of the achievement of accreditation standards by a healthcare organization, demonstrated through an independent external peer assessment of that organization’s level of performance in relation to the standards.

Certification: Formal recognition of compliance with set standards (e.g. ISO 9000 series for quality systems) validated by external evaluation by an authorized agency.

Accreditation itself is not the ultimate goal but the process of system development to define the quality.
**Standards**
- System approach with available sources
  - Structure, process, outcome
  - Fully consultation with stakeholders e.g. college, administration, HC providers, government, professionals, regulators
  - Accredited by ISQua
- One world one dream: clinical function (continuity of care, access...), corporate function +/ support function, patient journey, patient safety.
- Alignment with goal, adaptation, culture, production
- Measurement grading subject to interpretation of surveyors with recognized training
- Regular update with professional, HC providers, government.

**Accreditation Cycle**
- Self Assessment Against Standards
- Education & Sharing
- Quality Initiatives & improvement
- External Assessment/survey

**World Trend in Introducing Hospital Accreditation**

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Countries with Accreditation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950</td>
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**What changing.......**
After the Institute of Medicine (IOM) published the report in 1999 which highlighted the frequency and severity of preventable medical errors in the US, there has been a shift in accreditation to focus more on patient safety and continuous quality improvement through the use of patient safety standards and specific patient goals. Accreditation is seen as a risk-reduction activity, by compliance with standards.

**Major considerations**
- Mode of Hospital Accreditation Programs
- Types of Standards
- Impact on existing services once introduction of the scheme
- Incentives to introducing a accreditation program
- Government’s viewpoint

**Modes of Hospital Accreditation Overseas**
- Standards Establishment
- Prescriptive
- Balanced
- Voluntary
- Administrative
- Incentive

Accrediting agent
- Local Body International Body
**Evaluation of Standards** (Int J Quality in HC 2008; 20)

- **PATHO**
  - USA and France
  - Balanced Accreditation Standards

- **Canada**
  - Motive

- **Australia**
  - Balanced alignment among goal, adaptation, culture and values, production

**Government’s viewpoint**

- Intention to get international recognition
- Approach & its emphasis
  - Regulation
  - Public recognition
  - Quality assurance/Patient safety
- Urgency: relate to healthcare reform
- Common standards or criteria with private sector

**Incentive-plus-Regulation Model**

- Adam Smith: Invisible Hand
  - Earn money through performance

- William Phelps Eno: “Father of Traffic Safety.”
  - Increase operating efficiency through job security & institution closures

**Resources & Standards**

- Entrepreneurial incentives
  - Managerial autonomy by controlling access & clinical accountability
  - Pay scale to staff
  - Public private interface

**Planning & Engagement**


- Strategy & fundamental issues
  - Planning & engagement
  - Secure the funding for first phase of implementation
  - Pilot program to evaluate the gaps & test the standards
  - Training of local surveyors
  - Evaluate the pilot program on impact & resources implications
  - Roll out plan based on the self-assessments in hospitals
Top Management Commitment

Pursuing Goal

- Form basis for participation of staff to drive quality improvement
- Develop standards in line with international accreditation scheme
- Create understanding is fundamental important
- Guide the resources allocation in view of quality

Buy-in Main Stakeholders

- Incorporate the international standards into existing local standards
- Conduct mock exam and training program by inviting external agents
- Training program in collaboration with accrediting agents for local staff
- Consultancy for gap analysis
- Experience sharing with hospitals been accredited
- Test the accreditation through mock examination
- Setup quality structure within headoffice to pilot the accreditation programs

Review by International Consultancy

- Develop explicit quality policy and strategies for improvement to reduce existing variations in perception over the scope/dimensions/principles of managing Q&S....
- Engage internal and external stakeholders in formulating policy and celebrating achievements
- Reflect the recognition of quality and performance in hospital .......
- Ensure best practices are shared systematically across staff in all hospitals/clinics, and disseminate accurate and positive messages to the public on service availability and performance

ISQua Accredited Agents

- The Australian Council on Healthcare Standards
- Canadian Council on Health Services Accreditation
- Australian General Practice Accreditation Limited
- Irish Health Services Accreditation Board now HIQA
- Council for Health Service Accreditation of Southern Africa
- Taiwan Joint Commission on Healthcare Accreditation
- Quality Improvement Council, Australia
- CHKS Healthcare Accreditation Quality Unit, UK
- Joint Commission International, USA

Invitation for expression of Interest

- Organize sharing forum with accrediting agent
- Analyze the standards from the manual
- Make reference to other quality programs e.g. clinical indicator program
- Understand the successful stories of accreditation
Win Public Support
- Promote the concept through mass media
- Bring up discussion among healthcare workers through cluster forums
- Present in convention & symposium

Pilot program in selected hospitals

Selecting Accrediting Body
- Establish an expert panel to discuss the principles of selection
- Review the strength & weakness of accrediting agents
- Consider the affordability and sustainability
- Consensus with private sector on setting common standards and the future accreditation model
- Impact on service delivery

Training of surveyors
- Build up local capacity and allow skill transfer
- Interpretation in standards by considering local context & systems
- Build up the culture of learning & sharing with counterparts on a common language
- Broaden the vision through external sharing

Pilot hospital & Evaluation
- Select well prepared 3-5 pilot hospitals
- Setup executive structure to support the pilot scheme
- Liaison with Bureau and private sector
- Need to go through tendering process for selecting the most suitable agent
- Budget for gap analysis & technical support
- Investigate the extra resources required,
- Evaluate the impact on existing services
**Challenges: Thai’s Experiences**

**Professionals opinion**
- QI initiatives
- Integration & utilization of information
- Promotion of staff participation
- Communication among departments
- Clinical practice guideline development
- Efficiency of maintenance system

**Surveyors’ opinion**
- QI initiatives
- Integration & utilization of information
- Clinical practice guideline development
- Multidisciplinary care
- Participation in QI
- Discharge and referral process
- HR policies

**Long term development**

- Propose future model of hospital accreditation
- Resources implication
- Review of standards & modify to meet local need
- Build up capacity for quality improvement
- Roll out plan for all hospitals

**You get what you want**

- Public recognition
- Quality improvement for patient care
- Risk management tool and patient safety
- Develop quality culture & share a common language

**I like to be the elephant in all people’s eyes**

**END**