Pilot Hospital Accreditation: Perspectives of Chief Hospital Managers and Staff

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Background

- The pilot scheme of hospital accreditation
  - 5 HA hospitals
  - 5 private hospitals

- Initiated by the HA, in close collaboration with the Australian Council on Healthcare Standards (ACHS)
2 Studies

Study 1 - completed
• on chief hospital managers of HA and private hospitals

Study 2 – just completed
• on hospital staff of 4 HA hospitals
Study Objectives

Objectives

• To explore perceptions of the pilot hospital accreditation scheme from the views of chief hospital managers and staff
• To identify the most successful and least successful aspects of the scheme
• To draw lessons for future implementation
Study 1 – Chief Hospital Managers

Participants

• 9 chief hospital managers (from 5 HA hospitals and 5 private hospitals)

Methods

• A survey questionnaire
• In-depth interviews
Questionnaire Results

**Engagement component**

The EQuIP 4 accreditation program as a continuous quality improvement framework has been clearly introduced.

- Strongly disagree: 0%
- Disagree: 33%
- Neutral: 0%
- Agree: 67%
- Strongly agree: 0%

The pilot project scheme, timeline and commitment of participating hospitals have been clearly outlined. *

- Strongly disagree: 0%
- Disagree: 0%
- Neutral: 0%
- Agree: 50%
- Strongly agree: 50%

* One respondent considered the particular question not applicable to his/her hospital/context.

What is your overall satisfaction with the meetings and presentations provided by ACHS project team in the engagement process?

- Very dissatisfied: 0%
- Dissatisfied: 0%
- Neutral: 0%
- Satisfied: 56%
- Very satisfied: 44%
Questionnaire Results

**Readiness Component**

What is your overall satisfaction with the introductory and specialty workshops on EQuIP 4? *

* One respondent considered the particular question not applicable to his/her hospital/context.

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

- 0
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9 (N)

What is your overall satisfaction with the on-site support provided by the Australian quality managers and ACHS project team members? *

* One respondent considered the particular question not applicable to his/her hospital/context.

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

- 0
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9 (N)

The consultancy gap analysis is useful in assessing individual hospital’s readiness to conduct the organization-wide survey.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

- 0
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9 (N)
Questionnaire Results

Surveyor workforce

What is your overall satisfaction with the selection of local surveyors? *

- Very dissatisfied
- Dissatisfied
- Neutral: 25%
- Satisfied: 75%
- Very satisfied

* One respondent considered the particular question not applicable to his/her hospital/context.

What is your overall satisfaction with the surveyor training program? *

- Very dissatisfied
- Dissatisfied
- Neutral: 12.5%
- Satisfied: 62.5%
- Very satisfied

* One respondent considered the particular question not applicable to his/her hospital/context.
Standards

The EQuIP standards are adequate and appropriate with reference to the legality, adaptability and practicality of the local context of Hong Kong.

- Strongly disagree
- Disagree
- Neutral
- Agree: 67%
- Strongly agree: 33%
### Feasibility

#### Taking on the experience of the pilot scheme, hospital accreditation is acceptable in Hong Kong.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

- 33%
- 67%

#### Taking on the experience of the pilot scheme, hospital accreditation is feasible in Hong Kong.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

- 22%
- 78%

#### Do you support the full implementation of hospital accreditation scheme in Hong Kong?

- Strongly oppose
- Oppose
- Neutral
- Support
- Strongly support

- 11%
- 89%
Key Interview Findings

1. Overall experience with accreditation:
   - Generally positive:
     - a positive driving force to unite all staff
     - better communication, improved sense of belonging and team spirit
     - stimulated and promoted understanding between the public and private sectors
   - The important and positive contribution of nurses
Key Interview Findings

• Engagement:
  - successful
  - future engagement efforts:
    * patients
    * the public
Key Interview Findings

• Readiness:
  - on-site consultant visits and gap analyses most useful and relevant

• Standards:
  - EQuIP standards: generally relevant and clear; appropriate modifications re local context
  - consider giving differential weighting to different standards
Key Interview Findings

- Surveyors:
  - to further develop the knowledge and skills of local surveyors
  - to continue inviting overseas surveyors in future exercises
  - recruitment to local surveyor team: different professional experience and background
Key Interview Findings

2. Most successful aspects of accreditation:
   • Provided an opportunity to unite the hospital
     - improved team spirit and sense of ownership
     - increased intra- and inter-unit/departmental collaboration
   • Examples of other successful aspects:
     - improving document management and archive
     - upholding corporate governance
     - promoting the use of a framework for CQI
Key Interview Findings

3. Least successful aspects of accreditation:
   • Local surveyors: communication and feedback skills
   • The tight time frame and resources

4. Future implementation:
   • ACHS model as a basis for future development
   • Continue to involve overseas surveyors while developing local surveyors
Key Interview Findings

- Further develop the infrastructure eg. role of HAHO
- Consider the implication of resources and manpower
- Direct more efforts to engage the patients and the public
- Promote sharing among hospitals, both public and private
- More research to document the impacts of hospital accreditation
Study 1 – chief hospital managers

Conclusion

• The scheme was acceptable and feasible
• In future territory-wide implementation
  - development of local surveyor workforce
  - matching resources to support the work
Study 2 - Staff

Participants
• 168 administrative, professional and supporting staff (from four HA hospitals)

Methods
• 24 focus group interviews (6 in each hospital: 2 for each category of staff)
Focus group interview findings

- 5 major themes:
  1. Perceptions of hospital accreditation
     - as a formal examination
     - surveyors as official examiners
     - accreditation as meaningful exercise
     - cosmetic vs long-term sustainable changes
     - why accreditation?
Focus group interview findings

2. Positive experiences
   - worked towards a common goal: enhanced morale and solidarity
   - strengthened CQI

3. Difficulties encountered
   - huge workload but limited resources
   - uncertain of how to achieve standards
4. Areas to follow-up

- *Hospital-specific*
  * consolidate QA mechanisms established*
  * disseminate results and feedback on strengths and weaknesses to staff*
Focus group interview findings

4. Areas to follow-up
   - HA-specific
     * develop infrastructure for sharing of core data and key processes across hospitals
     * facilitate sharing of accreditation experiences
     * consider the implications of resources and manpower
Focus group interview findings

4. Areas to follow-up

- *ACHS*-specific
  * continue with the useful supports
  * formalize a 2-way communication channel to clarify issues
  * enhance objectivity of local surveyors
Study 2 – hospital staff

Concluding remarks

• Hospital accreditation:
  - heightened sense of solidarity
  - strengthened CQI initiatives

• Perceived main difficulty lies with heavy workload and inadequate resources
Study 1 + 2

Pilot hospital accreditation:

• Territory-wide implementation
  - incremental
  - provide appropriate resources and manpower to hospitals
  - further develop local surveyors