



# **Preparation of Hospital Accreditation Pamela Youde Nethersole Eastern Hospital “Staff Engagement”**

**Hospital Authority Convention  
(7-8 June 2011)**

- **Louie Chan SNO(HA) PYNEH**
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# Pamela Youde Nethersole Eastern Hospital

- Commenced operation **since Oct 1993**
- The **first new hospital** after inception of HA
- **Major acute hospital:** Full-range of clinical, clinical supporting, psychosocio-spiritual & ambulatory services
- Largest hospital in **Hong Kong East Cluster (HKEC)** providing **>75%** of acute services
- Serves ~ **834,000 population**
- Total **1,574 beds** as of 31.03.2011



*To excel in the provision of  
holistic patient-centered  
quality health care through  
loving, dedicated and  
cohesive team effort*



# Hospital Accreditation Team PYNEH



**Doctors, nurses, allied health and  
Administrators**

# Management Strategies

- **Major strategy identified**

- **Hospital's pursuit of high-quality patient care is highly dependent on their ability to engage and use the staff resources effectively (Debra, etal, 2008)**
- **High staff engagement has significant and positive impact on the quality of organizations' services (Seijts & Crim 2006)**
- **Staff engagement is a crucial factor for the success of Hospital Accreditation Project**



# Staff Engagement

- The primary aim is to build a **partnership** between the Project Team with PYNEH Staff
- To **engage** all staff in the Hospital , not just the management



# Staff Engagement

- **Approaches of Project Team to enhance staff engagement (10 C's Model - Seijts & Crim 2006)**
  - **Leadership support**
  - **Education & Training**
  - **Staff Ownership**
  - **Communication & Regular Feedback**

# Leadership Support

- **To achieve success of organizational projects, support has to trickle down from the top (Debenham 2003)**
  - **Appointment of CSD (Accreditation & Standard) to drive organizational changes in alignment with international standards**
  - **First activity of Project Team as in May 2009 to obtain support of department heads**

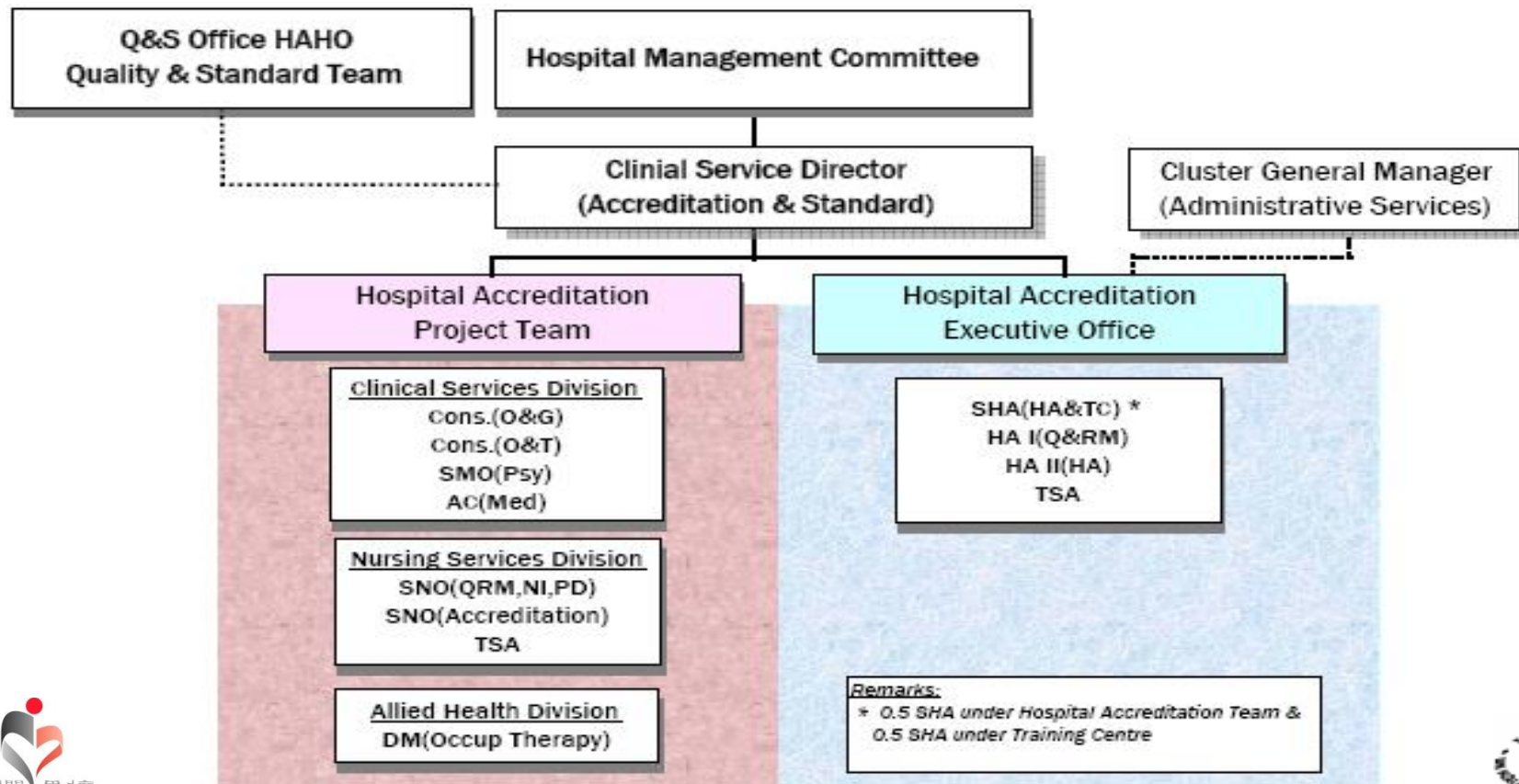
<b>Date</b>	<b>Activity</b>	<b>Attendance</b>
<b>25 May 09</b>	<b>ACHS Consultants meeting with Senior Management &amp; Department Heads</b>	<b>&gt; 60</b>



# Pamela Youde Nethersole Eastern Hospital Pilot Hospital Accreditation Project

## Organization Structure

– Direct reporting to Hospital Management Committee





# Leadership Support

- Meeting with Hospital Management (e.g. HGC, HMC, MC)
- Meeting with Division / Department Heads, DOMs, Department Coordinators and Quality Champions



*Department Visits for Self Assessment & Improvement Programs, Aug 2009*

# Education & Training

- **Induction Training, Gap Analysis Briefing & Workshop**
  - **Project Team Trainings**
  - **Specialty Training Workshops**
  - **On-site Quality Manager Support**
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- **Department Visits & Meetings**
  - **Self-assessment Meetings with Quality Champions & Department Coordinators**
  - **Staff Briefing & Sharing Forums on the 3 Functions**



# Education & Training



# Staff Ownership

- **Appointment of**
  - **56 Department Coordinators** including doctors, nurses, allied health and administrative staff for information and knowledge dissemination to each department and also act as communication bridges to reflect feedbacks
  - **46 Quality Champions** as subject officers for 45 EQuIP 4 criteria



# Quality Champions

## Examples:

ACHS Criteria		Mandatory criteria	Quality Champions
<b>Triage, Access, Planning &amp; Delivery, Evaluation, Discharge &amp; Transfer, Ongoing care</b>			<b>Project Team Members</b>
<u>1.1.1</u>	Patient assessment	M	Louie Chan
<u>1.1.2</u>	Care planning	M	Gloria Aboo
<u>1.1.4</u>	Care evaluation	M	Loletta So
<u>1.1.5</u>	Discharge /transfer process	M	SK Kou
<u>1.1.6</u>	Ongoing care		Louie Chan
<u>1.1.7</u>	Care of dying patient		Louie Chan
<u>1.2.2</u>	Triage system		Sunny Liu
<u>1.3.1</u>	Appropriate health care services		Loletta So, Gloria Aboo
<u>1.4.1</u>	Care and service planning		Sunny Liu



# Quality Champions

## Examples:

<b>Nursing Services</b>			
<u>1.5.3</u>	Pressure ulcer		Gloria Aboo
<u>1.5.4</u>	Patient fall		Gloria Aboo
<b>Corporate</b>			
<u>3.1.1</u>	Strategic and operational planning and development		<b>Mary Wan, Nancy Wong</b>
<u>3.1.2</u>	Governance		<b>Mary Wan, Nancy Wong</b>
<u>3.1.5</u>	<b>Documented corporate and clinical policies</b>	<b>M</b>	<b>Hans Li, CN Tang, Mary Wan</b>
<b>Administrative services</b>			
<u>1.6.3</u>	Special patient needs		<b>Nancy Wong, Clara Pi, Kelly Leung</b>
<u>3.1.4</u>	External service provider		<b>Hans Li, Kelly Leung, Stella Poon, Eric Wong</b>
<u>3.2.2</u>	Facilities		<b>Hans Li, Eric Wong</b>



# Staff Ownership

- **Briefing & sharing with Department Coordinators and Quality Champions**



*Meeting with Department Coordinators & Quality Champions to Align on Preparation of OWS, May 2010*

# Communication & Feedback

## Main Activity

- Department **Visits & Meetings** (Med, NS, AH, Admin, Fin, HR) on **Survey Preparation** e.g. Improvement Programs, Training Records, OSH etc.
- Meetings with Quality Champions on **Self-assessment & Improvement Programs**
- Staff Forums on **Latest Development** of Hospital Accreditation Project
- Sharing Sessions on the **3 Functions**



# Communication & Feedback

- **Communication and sharing forums**
- **Gap analysis & self assessment**



# Communication & Feedback

**Celebrate & encourage all the way**



*Celebration With All Staff After Consultancy Survey, Jan 2010*



*A Sharing & Encouragement Session Before OWS, May 2010*

# Communication & Feedback

## Launch of Accreditation website

- ❑ Background information
- ❑ Training presentation materials on EQuIP4
- ❑ Framework for preparation of Consultancy Survey & OWS
- ❑ Useful links to ACHS, HAHO etc.
- ❑ Newspaper clippings & newsletters
- ❑ Feedback column



# Communication & Feedback

## Variety in delivering messages

- Newsletters, posters, banners, souvenirs
- Spirit up staff for accreditation



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# Results

- ❑ **High attendance rates**
  - ❑ **Proficient response in document returns**
  - ❑ **Significant contribution – esp. Quality Champions and Department Coordinators**
  - ❑ **Valuable opinions and feedbacks**
  - ❑ **Appreciated by surveyors from both Consultancy Survey and Organization Wide Survey (OWS)**
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# After OWS

- **Accreditation Award Ceremony:**
  - **Celebrate with staff & Recognition**



*Accreditation Award Ceremony, 28 Sept 2010*

- **EQuIP 4 Cycle:**
  - **Follow up on OWS recommendations & Surveyors' suggestions**
  - **Continuous self assessment and improvement**

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# Ways Ahead

## ■ Staff Engagement

- Top management **commitment & leadership**
- Departments close **collaboration** with Central on hospital-wide issues
- Quality Champions **commitment and sense of ownership**
- **Teamwork** participation by all staff
- **Recognition and celebration** of success





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Thank  
You!

