

# Hospital Accreditation: A Private Hospital's Experience

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- Opened in July 1995
- 1996: 110 beds



- 2013 : 433 beds

# Hospital Performance 2012



- Beds (including nursery cots): 414
- EMC (ER) attendance: 85,238
- Specialist OPD: 95,664
- Admissions: 36,438
- Operations: 24,798
- Deliveries: 7,393
- Occupancy rate (midnight census): 68.9%
- Bed utilization rate: 101.46%



# Hospital Accreditation



- A combination of self-assessment and external peer review process conducted by an independent team of qualified surveyors to accurately assess the hospital performance in relation to established standards
- Accreditation – A journey on the sea of continuous quality improvement with a destination but no end

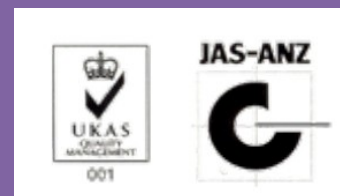


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# The Odyssey of Union Hospital on Accreditation



- Stage I 1998 - present  
ISO 9002:1994 (1999)  
Accreditation by LRQA



- Stage II 2000 - 2010  
Trent Accreditation Scheme of National Health Service (UK) – A joint programme with other member hospitals of the Hong Kong Private Hospitals Association
- Stage III 2010 - present  
Accreditation by the Australian Council on Healthcare Standards (ACHS)



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# ISO Accreditation (I)



## ISO 9002: 1994 Edition (June 1999)

- Quality Management System (QMS)
- Documentation
  - Mission & Policy; Procedures (hospital-wide and departmental); Working guide-lines and records
  - Function is to demonstrate and delineate responsibility and traceability
- Compliance – enforced by a trained Internal Auditing Team (spirit of 1994 Edition)



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# ISO Accreditation (I) cont'd



What did we gain?

- Establishment of a functional and efficient QMS
- Change in hospital culture – openness to inspection surveys by colleagues and peers; receptive to constructive criticisms; root cause analysis and no-blame culture become the norm
- Interchange of good work practices
- Adverse events reporting and trend analysis for management review



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# ISO Accreditation (II)



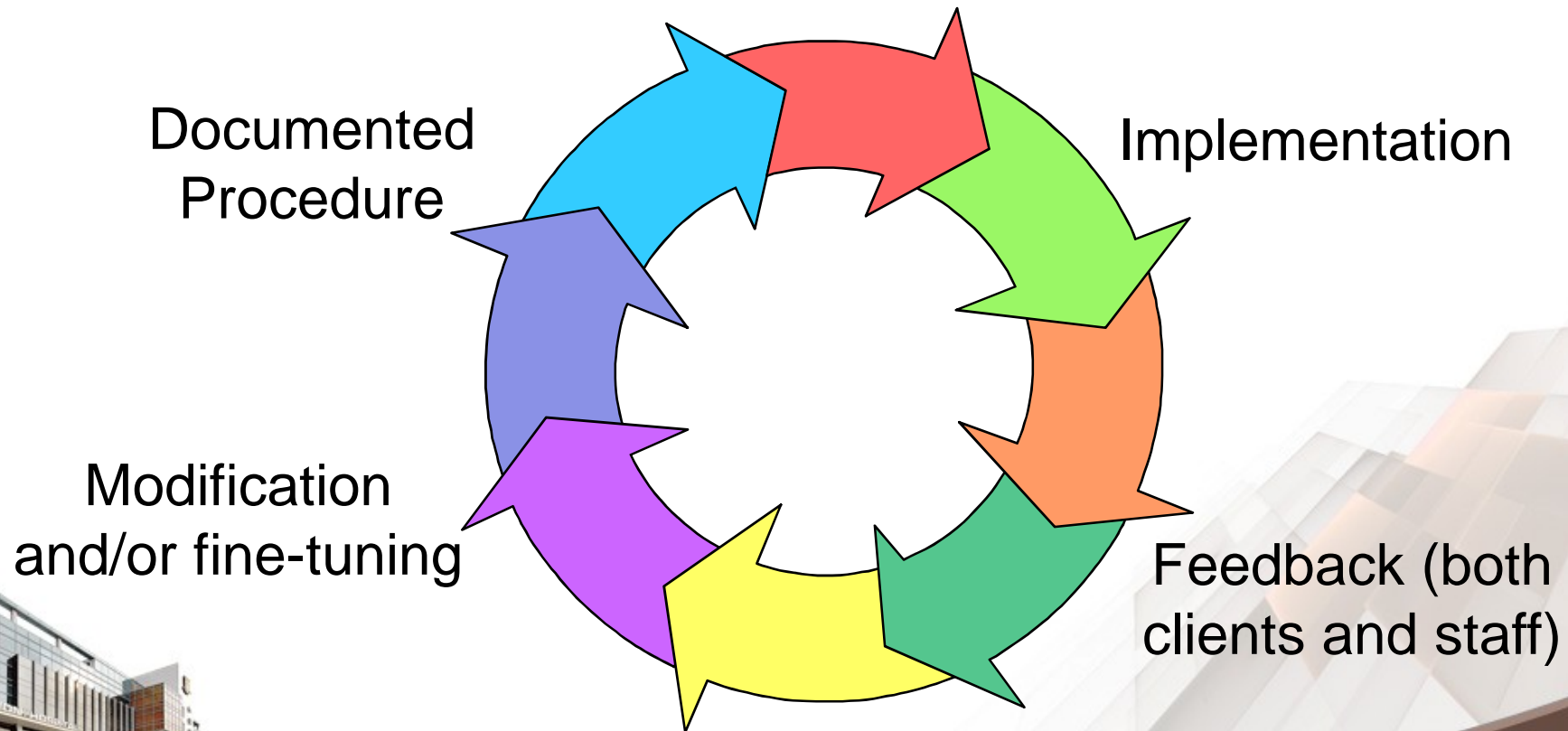
ISO 9002:2000 Edition  
(June 2002, 2004 & 2007)

- Build-in mechanism of Continuous Quality Improvement (CQI) in hospital operations



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## CQI Cycle



# ISO Accreditation III



## ISO 9001: 2008 Edition (July 2009)

- Quantification of Quality Improvement
- Departmental Quality Objectives become defined in measurable terms



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# Trent Accreditation Scheme (TAS)



- All 12 private hospitals in HK participated
- Biennial surveys with rectification of insufficiencies and identification of best practices
- Team of Surveyors from UK assisted by local surveyors trained according to the TAS programme – senior healthcare workers including hospital administrators, doctors, nurses etc
- Set of standards from UK modified according to local regulations and practices



## Trent Accreditation Scheme (TAS) (Cont'd)



- Accreditation reports assessed by Trent Board of Directors with local members.
- Best practices incorporated into standards for next survey (after 2 years)
- Quality and standard of hospital services being gradually improved every two years territory-wise in the private sector



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Accredited by The Australian Council on  
Healthcare Standards until June 2014

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# Australian Council of Healthcare Standards (ACHS)



- Pilot scheme initiated by the HK Food & Health Bureau – 3 private hospitals and 5 public hospitals (2010)
- EQulP 5 (Evaluation and Quality Improvement Program 5th Edition)
  - Four year cycle
  - Self Assessment
  - Organization-wide Survey (OWS) every 4 years
  - Mid-cycle Periodic Review (PR) in the 3rd year





# Australian Council of Healthcare Standards (ACHS) (Cont'd)



- Assessment according to 3 functional elements

1. CLINICAL – 6 standards  
22 criteria
2. SUPPORT – 5 standards  
15 criteria
3. CORPORATE – 2 standards  
10 criteria

In total 13 standards;  
47 criteria (15 are mandatory)



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# Australian Council of Healthcare Standards (ACHS) (Cont'd)



- Five grades of Rating:
  - LA (little achievement) – Awareness
  - SA (some achievement) – Implementation
  - MA (marked achievement) – Evaluation
  - EA (excellent achievement) – Excellence
  - OA (outstanding achievement) – Leadership



# Australian Council of Healthcare Standards (ACHS) (Cont'd)



- LA Being aware of some degree of insufficiency in the service according to certain criteria (人貴自知); formulate plan to improve or correct
- SA Improvement plan is being implemented; i.e. not empty talk
- MA Improvement can be quantified and found to be effective.
- EA Results being benchmarked internally, locally and or internationally – Clinical Indicators or KPI's
- OA Leader in the field



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## Accreditation Outcomes



# ACCREDITATION



**ACCREDITATION REASSURES  
HOSPITAL ADMINISTRATORS  
AND STAFF THAT THEY ARE  
DOING THE RIGHT THING IN  
THE RIGHT MANNER**



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← Cash flow balanced  
(1998/99)



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← Cash flow balanced  
(1998/99)

← Posted first profit  
(2002/03)



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(2002/03)  
← SARS (2003)  
← Building extension  
(2006)
- Stage III      2010 - present  
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- 2013 : 433 beds

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← Posted first profit  
(2002/03)  
← SARS (2003)  
← Building extension  
(2006)  
← Turnover doubled  
(2010 vs 2002)
- Stage III      2010 - present  
Accreditation by ACHS



# Take Home Message



1. Top Management commitment
2. System set up – quality management and risk management systems
3. Positive results to be communicated and celebrated
4. New norms and new shared values = culture change
5. Everything will fall in naturally for the Accreditation 'Journey'



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# Thank you

