

# **Credentialing for Enhancement of Clinical Quality and Governance in Hospital Authority**

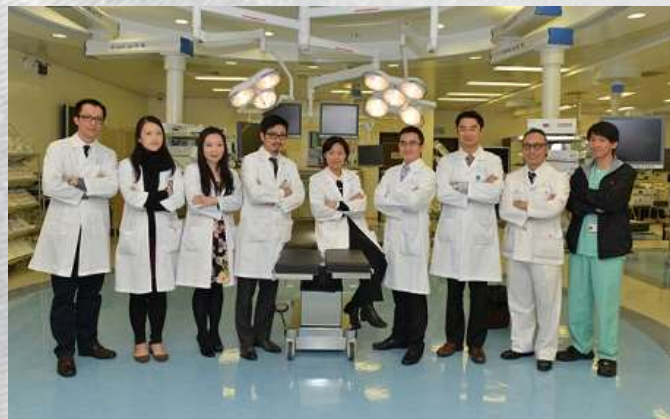
**Dr T L LEE**

Hospital Chief Executive  
Hong Kong Children's Hospital

**HA Convention 2016**

# Clinical Quality

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People



Facilities



System



Technology



Service Access

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# Clinical Governance

- System and measures through which healthcare organisations are accountable for assuring quality and standards
- Exercised through Clinical Management Team(CMT) at hospital and Clinical Co-ordinating Committees/Central Committees(COC/CCs) at specialty level
- Supported by system of clinical audits, indicators, training and professional development



# Clinical Coordinating Committees / Central Committees (COC/CCs)

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Platform for clinical leaders to advise HA on their specialty /service



Standard of Service and Care



Workforce and Training



Quality and Safety



Technology  
Therapeutics  
IT



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# Credentialing and Defining Scope of Practice

- **Credentialing**

Verification of qualifications, professional training and clinical experience

- **Defining Scope of Practice**

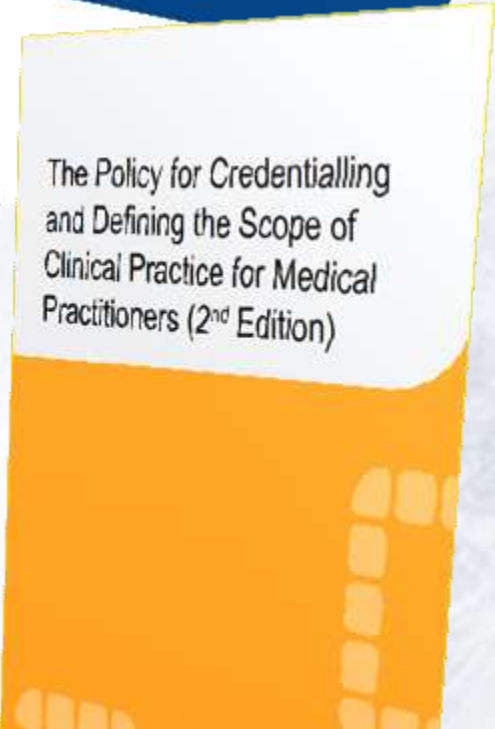
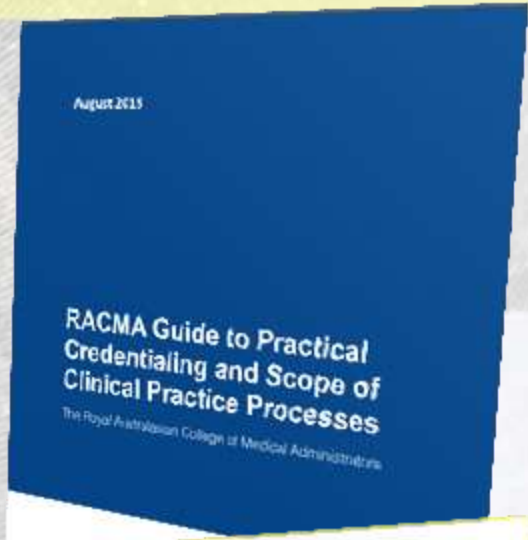
Delineation of individual healthcare professional's clinical practice based on credentials, performance and peer reviewed competence

Source: Australian Council for Quality and Healthcare, National Standard on Credentialing and Defining the Scope of Practice, Canberra 2004

# Overseas Development

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# Why Credentialing for HA?

- Increasingly complex and technology laden healthcare provision
- Rising public expectation on transparency and accountability
- Mandatory accreditation standard on a structured credentialing system in HA
- Credentialing policy being developed by HK Academy of Medicine

# HA's Journey in Credentialing

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Usual  
Practice

- Department-based approach
- Focus on entry qualifications, promotion ranks align with qualifications set by external regulatory bodies

2010

- Issue raised by hospital accreditation
- Pilot hospitals started to work on credentialing policy and activities
- COC/CCs started to explore procedural-based credentialing

2011

- HAHO formed Task Force on Credentialing with representatives from pilot hospitals, COC/CCs and grade managers, HR and IT

2012

- Drafted "Framework on credentialing in HA" for consultation
- Reported to HA Board and management

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# Milestone

**April 2014**



**HA's Medical Services Development  
Committee Meeting (MSDC) endorsed the  
Framework on credentialing and Defining  
Scope of Practice**

# The Endorsed Framework

## Objectives

- Improve patient safety
- Enhance professional competence

## Scope

- Healthcare professionals  
(Medical, Nurses, Pharmacists and Allied Health)

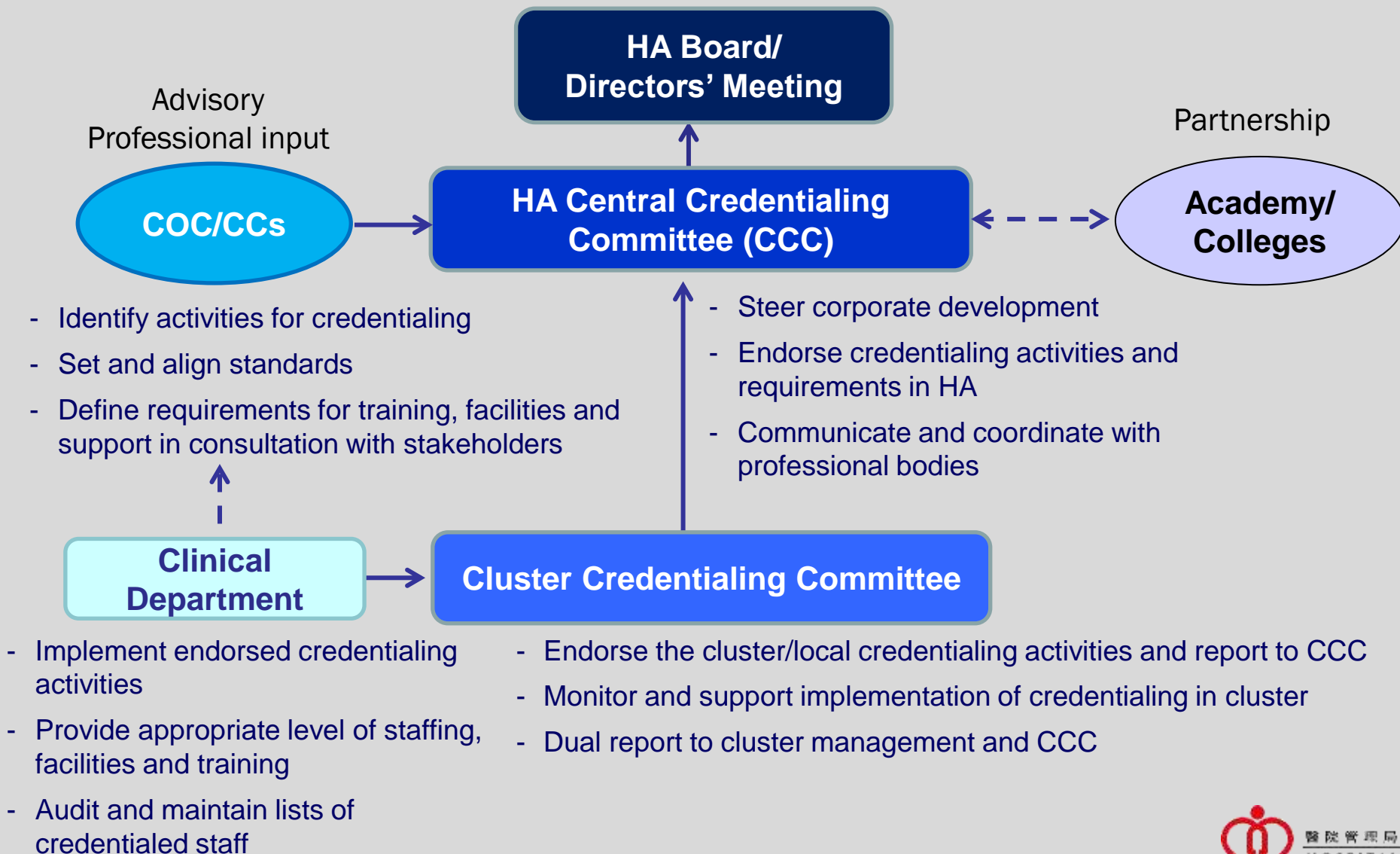
## Principles

- Clinical led
- Activity-based, i.e. specific procedure/ intervention
- Considering risk level, complexity, training support and operational needs

## Approach

- Centrally co-ordinated
- Pragmatic, cautious and step by step

# Two-tier Governance Structure





# Vetting of HA Credentialing Activities

## Submission

COC/CC

## Review

### Review Panel under CCC to consider

- Risks of the procedure
- Basic and advanced professional qualifications, training and experience
- Operational impact
- Resources for training and setup
- Reference from the College/overseas
- Related application to HA's New Procedure (HAMSINP)

## Endorsement

Central Credentialing Committee (CCC) to endorse HA Credentialing Activities

Communicate with  
HK Academy of Medicine

# HA Credentialing Activities

- First five endorsed HA Credentialing Activities in 1Q 2016

Specialty	Name of Procedure
Cardiology	Left Atrial Appendage Occlusion
	Percutaneous Coronary Intervention
	Transcatheter Aortic Valve Implantation
Surgery	Robotic Assisted Laparoscopic Radical Prostatectomy
Anaesthesiology	Cardiac Anaesthesia (Adult)

- Next batch of HA Credentialing Activities under review

Specialty	Name of Procedure
Obstetrics and Gynaecology	Robotic Assisted Radical Hysterectomy
Oncology	Intracavitary Brachytherapy for Carcinoma Cervix
Radiology	Hepatic Trans-arterial Chemo-embolisation

# Implementation

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Clinical departments to define lists of staff and hospital

Cluster Credentialing Committee to endorse lists of staff and hospital

[Part B] (To be completed by clinical department concerned)

### List of Staff Qualified to Perform the Endorsed Credentialed Activity

Hospital	Dept/ Team	Name (as in Clinical Management System)	Rank	Please ✓ if the staff fulfills the credentialing requirements				Effective Date
				Basic Professional Qualification	Advanced Professional Qualification	Training / Experience	Competence reviewed by Dept/Team Head or Designated Person	
QEH	Medicine /Cardiac	Dr CHAN Kam Tim	Cons	✓	✓	✓	✓	1 Jan 2016
		Dr LEE Kang Yin, Michael	Cons	✓	✓	✓	✓	1 Jan 2016
		Dr CHIANG Chung Seung	Cons	✓	✓	✓	✓	1 Jan 2016
Prepared by Team Head (if applicable) (Name)		Dr CS CHIANG	(Post)	Consultant	Date	28 Dec 2015		
Verified by Chief of Service / HCE* (Name)		Dr KF CHAU	(Post)	COO	Date	30 Dec 2015		
				* Endorsement of COS				

g Activities Home Staff Li

### Aortic Valve Implantation (TAVI)

minimally invasive procedure indicated for patients with symptomatic, severe aortic stenosis who are not suitable for aortic valve replacement as assessed by the Heart Team, in which a bioprosthetic valve is inserted through a catheter into the aortic valve. The procedure is performed in a cardiac catheterization laboratory or a hybrid operating room with or without transesophageal echocardiography (TEE).

Cardiology or Cardiac Surgery

should be performed by a team composing of anesthesiologist, nurses undergone training from the Heart Team, and at least two operators (with at least one of them fulfilling the training and credentialing criteria).

KEC	HKWC	KCC	KEC	KWC	NTEC	NTWC
	QMH	QEH	-	-	PWH	-
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Clinical departments/ Operating Theatre to verify credentials



# Reflection

- A complicated issue but get start!
- Essential communication and engagement with key stakeholders
- Involving practice and cultural changes
- Sustaining the momentum
- Still way to go
  - Maintenance of staff competency and re-credentialing
  - Integrated platform for credentialing information of qualifications, training and clinical experience

## 高危手術 醫管局推資歷認證<sup>15</sup>

【本報訊】醫管局今年起推出高危手術資歷認證計劃，劃一公立醫院進行高危手術所需的醫生資歷，年初先於心臟科、外科及麻醉科3專科共5種手術推行，但不會公開醫生名單予病人參考。

### 3專科5種手術先行

醫管局心臟服務中央委員會主席蔣忠想表示，符合相關手術的資歷認證審批的心臟科專科醫生，將會表列於中央資歷認證網頁系統，日後予進行相關手術的醫護，了解手術的「主刀手」是否合資格。

他解釋：「醫生預約手術後，翌日會由手術室護士查看，手術醫生是否於（獲資歷認

證）列表上，如果主刀手未獲資歷認證，護士就會通知部門主管阻止。」換言之，已進行資歷認證的手術，日後將只有考獲該資歷的醫生進行。蔣續指，部門主管及總部會定期監察醫生手術成效等表現，如長期處於低於標準水平，或需再接受培訓，視乎情況才可再做有關手術。

今年初會率先就心臟科、外科、麻醉科共5種手術，成立及推行資歷認證計劃，今年內應可再有3個專科共3個手術可推資歷認證（見表）。

現為香港兒童醫院院行政總監的醫管局前總行政經理（質素及標準）李子良相信，計劃不會為前線醫護帶來額外工作量。評

### 獲資歷認證專科手術

心臟科	左心耳閉合裝置植入術 (LAAO) 冠狀動脈介入治療術 (即過波仔) 經導管微创主動脈瓣植入術 (TAVI)
外科	根治性前列腺切除術 (機械臂輔助腹腔镜)
婦產科	成人心臟瓣膜
婦產科	根治性子宮切除術 (機械臂輔助)
臨床腫瘤科	子宮頸癌腔內近距離放射治療
放射治療科	野邊經動脈化療栓塞術

註：\*科6至9個月內推出 資料來源：醫管局



▲醫管局心臟服務中央委員會主席蔣忠想（左）及香港兒童醫院行政總監李子良（右），開介醫管局高風險手術資歷認證計劃。（鍾正怡攝）