“To Lead is to Start”

Quality Improvement Cultural Drive through a National Accreditation System:

*The Case of Jordan*

Lebanese Society for Quality & Safety in Healthcare
Annual Congress
Friday, November 15th, 2013
Beirut-Lebanon
Quality improvement for Jordan started with a visionary Minister who took a leap for accreditation...

- USAID Agrees to support initiative of Minister of Health
- 12 members from a National Accreditation Committee was approved
- Pilot Hospitals
- Pilot Hospitals and First draft of Jordanian Hospital standards
- ISQUA accredits hospital standards
- First Surveyor Certification course started
- NQSGs launched
- 1st edition Primary Health Care Standard
- ISQua accredits Surveyor Certification Course
- Medical Transport Standards
- Centers of Excellence
- Breast imaging Units Standards
- ISQua accredits HCAC
- Public Awareness
- Patient Safety Center / Institute
- Cardiac Standards
- Diabetes Standards
- Second Regional Conference
- First Regional Conference
... and HCAC was thus established in 2007 as a nonprofit private shareholding company with the aim to raise the quality of health services...

HCAC

Mission

To foster the continuous improvement of the quality and safety of health care facilities, services and programs through developing internationally accepted standards, capacity building and awarding accreditation

Vision

HCAC services and accreditation will be the primary choice of healthcare facilities and organizations in Jordan and the region

Values

- Continuous Improvement
- Customer Focus
- Impartiality
- Integrity
- Learning
- Teamwork
- Transparency
...Through a range of different services stemming out of two separate arms of the organization

"A Comprehensive Model of Quality Improvement Services"

**Accreditor**
- Standards Development
- Surveyor Development
- Accreditation
- Mock Surveys

**Enabler**
- Consulting for Government
- Preparedness
- Training and Certified Courses
- Consultant Development

**Surveys and Standards Development Department**

**Education and Consultation Department**
HCAC can now showcase a multitude of successes...

<table>
<thead>
<tr>
<th>Standards</th>
<th>Accreditation</th>
<th>Education &amp; Consultation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital Accreditation Standards - 3rd edition</td>
<td>Diabetes Care standards 1st edition</td>
<td>Preparing 6 hospitals for Accreditation, 5 breast imaging units and 14 primary healthcare centers of excellence in reproductive health and family planning</td>
</tr>
<tr>
<td>Primary Health Care &amp; Family Planning Accreditation Standards – 2nd edition</td>
<td>Cardiac Care standards being 1st edition</td>
<td>Graduated groups from:</td>
</tr>
<tr>
<td>Breast Imaging Units Certification Standards - 1st edition</td>
<td>Family Planning &amp; Reproductive Health Centers of Excellence Program - 1st edition</td>
<td>- Certified Quality professionals</td>
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<td></td>
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<td>- Certified Infection Control professionals</td>
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<td>- Certified Risk Management</td>
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<td>- Leadership &amp; Management</td>
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</tbody>
</table>

- 44 certified hospital surveyors
- 31 certified PHC surveyors
- 17 hospitals accredited – four in the pipeline
- 45 PHC accredited – 60 in the pipeline
...Achieved through our rigorous and scientific approach ...

**Standards Development System**

- **Step 1**: Review of literature to develop first draft
  - Review first draft by a local experts Task Force to determine:
    - Appropriateness for Jordan & the region
    - Clarity and correctness of wording
    - Classification of standards (critical, core, stretch)

- **Step 2**: Review second draft by an external committee of experts to ensure that the standards are internationally acceptable

- **Step 3**: Field test the third draft by to ensure applicability and smoothness

- **Step 4**: Review fourth draft by the HCAC Board Technical Committee and recommend approval to the full board

- **Step 5**: Translate into Arabic and send for ISQua accreditation

- **Step 6**: Collect feedback, Q&A, and assess implementation - review and update every 2 / 3 years
...which fits the needs of our cultures and challenges...

**Accreditation**

- HCAC accreditation is given only for 2 years
- It includes a rigorous midpoint assessment at 1 year mark
- Follows strict policies and procedures for scoring, conflict of interest...etc.
- Is conducted over a number of days by a number of surveyors based on the healthcare institutions size
- All surveyors’ training is accredited by ISQua
...And addresses the most important factor of success: **Human Resources**!

\[\text{Phase I}
\text{Implementation Team Identification}
\]

\[\text{Phase II}
\text{Review hospital's vision, mission, values and structure}
\]

\[\text{Phase IV}
\text{Building Capacity and Training}
\]

\[\text{Phase III}
\text{Identification of Required Documents}
\]

\[\text{Phase V}
\text{Building/implementing quality management systems}
\]

\[\text{Phase VI}
\text{Monitoring and tracking system}
\]

### Phase I: Implementation Team Identification

1. **Class room training**
2. **Mentorship period (2 – 3 months)**
3. **Presentation to the classroom**
4. **Final certification exam**
5. **Recertification every 2 years**
But our most important internal achievements include our Team and the ISQUA accreditations…

HCAC is the first in the region and the fifth worldwide to receive all three accreditations from ISQua: Organization, Standards and Surveyor Training
…Yet no matter how much we have achieved so far, the challenges still exist…

- Chemical exposure
- Lack of radiation safety
- Absence of basic hygiene
- Violation of human rights
- Flies in operating rooms
- Open sewage systems within hospitals
- Lack of privacy
- No fire safety procedures and systems
- Untrained staff on basic resuscitation
- Lack of qualified medical and nursing staff
- No documented policies, procedures, plans, or guidelines
- Not in compliance with laws and regulations regarding fire safety, radiation safety, staff qualifications, and medication management processes.
- Havoc with the Syrian refugee situation and host communities
…But because HCAC believes quality improvement is a journey not a destination…

- Understand-ing situation and needs
- Acquiring skills
- Implement-ing behavioral change
- Requiring change
- doing it over an over
- Doing it willingly – embedding behavioral change in day to day life
...HCAC is in continuous improvement of itself...

The future of Quality Improvement is full of commitments

- Commitment to the PUBLIC
- Commitment to ACCREDITATION
- Commitment to CAPACITY BUILDING
- Commitment to RESEARCH and POLICY
HCAC public awareness and public engagement efforts

0 800 22 7 55
The future of Quality Improvement is full of commitments

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- Commitment to RESEARCH and POLICY

...so HCAC is in continuous improvement itself...
HCAC ever strengthened accreditation system

- Mystery client
- Continued reporting
- Un-announced midpoint assessment
- New standards every other year
- ISQua surveyor training

Unrecognizable diagram with HCAC Accreditation Award certificate.
The future of Quality Improvement is full of commitments

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- Commitment to RESEARCH and POLICY

...so HCAC is in continuous improvement itself...
HCAC an enabler for quality improvement and patient safety

Enabling Services

- Certification courses
- Workshops and Trainings
- Knowledge Transfer

Not just academic, includes practical and hands on

Rich yearly schedules

Walkthroughs and 1 to 1 consulting, coaching and mentoring
The future of Quality Improvement is full of commitments

- Commitment to the PUBLIC
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- Commitment to CAPACITY BUILDING
- Commitment to RESEARCH and POLICY

...so HCAC is in continuous improvement itself...
HCAC is developing its research and policy focus

**The Approach**

- Benchmarking
- Identifying strengths and weakness
- Pinpointing needs
- Publishing

**Patient Safety Research**

**Research**

**Advocacy**

- Data for Decision Making
- Continuing Education
- Changing policies
- Embedding into curriculums
- Accountability and responsibility

**The Recognition**

*Does Having Certified Professionals Impact Quality & Patient Safety in Jordanian Healthcare Organizations?*

**Introduction**

This study aimed to explore the impact of having certified professionals on the quality and patient safety in Jordanian healthcare organizations. The research was based on a comprehensive literature review and qualitative data collected from healthcare professionals and administrators.

**Methodology**

A mixed-methods approach was employed, combining quantitative surveys and qualitative interviews. The sample included healthcare professionals from various Jordanian healthcare organizations.

**Results**

The data analysis revealed significant improvements in patient safety and quality outcomes following the implementation of certification programs. Specific areas of improvement included patient satisfaction, clinical outcomes, and staff satisfaction.

**Conclusion**

The study concluded that the presence of certified professionals positively impacts the quality and patient safety in Jordanian healthcare organizations. Further research is recommended to explore long-term effects and sustainability of certification programs.
Our commitment extends beyond Jordan, to the region, with one goal: Improving Quality and Patient Safety.
HCAC can deliver different services and different approaches based on the different Sub-Regional Clusters in the MENA Region.
Our Focus is the patient and that is well defined in our new strategy from 2014-2016…

Mission

- Continuous Quality Improvement and Patient Safety
  - Safe health care
  - Quality services
  - Supportive environment
  - Empowered providers

Objectives

- Continuous Quality Improvement and Patient Safety

Stakeholders

- Patients
- NGOs
- Government
- Int'l Orgs
- Health Professionals
- Trainers & Academics
- Private Sector

Components

- Accreditation
- Consultation
- Capacity Building
- Research
...and our new priorities selected based on impact and applicability.

1. Ensure that health care authorities and other service delivery organizations embrace programs for improving the safety and quality of care

2. Empower the provision of a culture of quality and patient safety through building the capacity of service providers

3. Influence policy making and resource allocation through advocacy

4. Enable and support research to generate data for improved decision making

5. Engage the public at large about patient safety and quality of care through building awareness
To lead is to start
Thank You

OUR SUCCESS IS NOT MEASURED BY THE NUMBER OF ACCREDITED FACILITIES, BUT BY THE IMPACT WE MAKE FOR PATIENTS AND THE COMMUNITY THROUGH RAISING THE LEVEL OF QUALITY IN HEALTH CARE FACILITIES