Quality Improvement Initiatives - A Success Story of Hard to Reach Mountains of Northern Pakistan

Theme: Quality of Care

Addressing the Challenge of Patient-Centered Care and Safety

Kashif Jassani
Head of Quality Assurance
Aga Khan Health Service, Pakistan

Health Facilities of AKHS, P
Our Vision

Aga Khan Health Service, Pakistan (AKHS, P) is a leading **non-profit, non-governmental and non-denominational community-based organization** that seeks to achieve the highest quality of life with its catchment populations through enhancing their health and well being.
Our Mission

Aga Khan Health Service, Pakistan (AKHS,P) aims to foster healthy communities in its catchment population through:

• Creating an enabling environment for health enhancing actions,

• Caring and compassionate provision of quality assured health care,

• Development of effective and integrated health service delivery systems,

• Generation of sustainable models of healthy communities replicable across Pakistan.
HOW AKHS,P WORKS
Organizational Structure: On Map
Two Tier Model

- Operates 120 Basic Health Centers (BHC)
- Operates Eight Comprehensive Health Centers (CHC) including's 04 Government Hospitals under Public Private Partnerships (PPPs)
Organizational Structure: Geographical Setup

Central Office

- Karachi Region
  - Regional Office (01)
    - BHC (33)
    - HPM (13 HPM by 2018)

- Sindh Region
  - Regional Office (01)
    - BHC (22)

- Punjab Region
  - Regional Office (01)
    - BHC (08)
    - HPM (06)

- GB Region
  - Regional Office (01)
    - Field Office (04)
    - BHC (27)

- Chitral Region
  - Regional Office (01)
    - Field Office (02)
    - BHC (30)
    - CHC (04)

BHC: Basic Health Centre (120)
CHC: Comprehensive Health Centres (8)
Administrative sites (12)
Service Delivery Model

Community Support

Referrals to Government & Private tertiary care hospitals

CMWs & LHWs (government cadre)

CHCs (Specialized care, comprehensive EmONC)

BHCs (MCH, health promotion, basic package of services)

CHWs and TBAs (Community-based services)

Field Supervisory Teams (Technical & administrative supervision)
QUALITY PROJECT OVERVIEW
Dis-Satisfaction amongst Community during Quality Surveys & Community Meetings
Quality Project for Northern Pakistan

- Basic Health Centre (BHCs)
- Comprehensive Health Centre (CHCs)
- Public Private Partnership (PPP)
ROOT CAUSE ANALYSIS
Poor Infrastructure of Health Facilities
Old Equipments Needed Immediate Attention
Reduction in Client Satisfaction

Results of Internal Quality Audit & Client / Community Satisfaction Survey’s clearly showed the reduction in satisfaction level of Clients in terms of attitude of doctors and nurses, communication, waiting time, privacy of patients and as well as availability of medicines which was a burning issue in mountains of Northern Pakistan.
# Quality Improvement Plan 2014-2015

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<td>1</td>
<td>Current Analysis of Client Satisfaction Survey, Complaints, Incidents etc</td>
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<td>Internal Quality Audit to identify the Non Conformities / Observations</td>
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<td>Root Cause Analysis &amp; Action Plan</td>
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<td>Infrastructure Improvement of CHCs</td>
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<td>Designing &amp; Placement of Furniture (where required)</td>
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<td>Procurement &amp; Placement of Equipments at CHCs</td>
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<td>7</td>
<td>Development of Revised Policies &amp; Guidelines</td>
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<td>8</td>
<td>Training &amp; Development of Staff</td>
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<td>9</td>
<td>Relocation / Commissioning of Health Facility</td>
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<td>Current Analysis of Client Satisfaction Survey, Complaints, Incidents etc</td>
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<td>11</td>
<td>ISO Internal Quality Audit</td>
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<td>ISO 1st Surveillance Audit</td>
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**Status**
- Task Achieved
- Task Not Done
HIGHLIGHTS
EXECUTION OF PROJECT
AKHSP JOINT HANDS TOGETHER WITH

CENTRAL ASIAN HEALTH SYSTEM STRENGTHENING (CAHSSS PROJECT)
Chitral District (KP):
1. Booni Medical Center
2. THQ Garamchashma (PPP)
3. RHC Mastuj (PPP)
4. RHC Shagram (PPP)
5. DHQ Chitral

Gilgit-Baltistan:
1. Gilgit Medical Center
2. Civil Hospital Gupis (PPP)
3. EFHC Ali Abad
4. Singal Medical Center
INFRASTRUCTURE IMPROVEMENT
PROCUREMENT OF EQUIPMENTS
IMPROVEMENT IN CRITICAL AREAS

2014

2015
IMPROVEMENT IN DIAGNOSTIC EQUIPMENTS - X-RAY

2014

2015

Aga Khan Health Service, Pakistan
IMPROVEMENT IN DIAGNOSTIC EQUIPMENTS - LABORATORY

2014

2015
IMPROVEMENT IN PATIENT CARE AREAS

2014

2015
SUPPORT SERVICES - WASTE MANAGEMENT

2014

2015
SUPPORT SERVICES - LAUNDRY MANAGEMENT

2014

2015

Aga Khan Health Service, Pakistan
SUPPORT SERVICES - STERILIZATION IMPROVEMENT

2014

2015
BIOMEDICAL SERVICES
e-HEALTH 1ST TIME LAUCHNED IN NORTHERN PAKISTAN
REVISED PROCEDURES AND PROTOCOLS
Quality Assurance Department

Introduction

Quality assurance department have initiated and implemented Quality Agenda developed & approved by Quality Assurance Committee at all Primary Care & Secondary Care facilities across Pakistan. The Quality Agenda includes following:

- Customer Feedback & Complaints
- Client Satisfaction Survey
- Un-toward Incident Report
- Clinical & Community Care Quality Indicators
- Patient Referral Mechanism
- Stock Out Mechanism
- Internal Quality Audit / Supportive Supervisory Visit
- Regional Quality Improvement / Management Review Meeting Updates


- ISO 9001:2008 Implementation Plan

Quality Policy

We, at Aga Khan Health Service, Pakistan

- Believe that quality is the shared responsibility of everyone.
- Provide compassionate, ethical, accessible, safe and client centered Quality care that meets the needs or expectation of our patients, clients and their families whom we serve.
- Provide an environment of Quality and care that promotes client and staff safety practices as well as culture of continuous Quality Improvement.
TRAINING AND DEVELOPMENT THROUGH TECHNICAL TRAININGS/ SOFT SKILLS
TRAINING METHODS

- Short Term Trainings
- Long Term Trainings including Degree Courses, Certifications etc
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<tr>
<th>Categories of staff</th>
<th>Key area of training</th>
<th>#</th>
<th>Institutes</th>
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<tbody>
<tr>
<td>Doctors</td>
<td>Gynae/Obs MCPS</td>
<td>1</td>
<td>Ayub Medical College Abbottabad</td>
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<td>Family Medicine</td>
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<td>Ultrasound, EET Diploma</td>
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<td>Hameed Gul Memorial Hosp. Peshawar</td>
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<td>Ultrasound refresher courses</td>
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<td>E-health</td>
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<td></td>
<td>Endoscopy</td>
<td>1</td>
<td>PIMS Islamabad</td>
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<tr>
<td>Pharmacists /Technicians</td>
<td>Pharmacy management course</td>
<td>2</td>
<td>Shifa Int. Hospital Islamabad</td>
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<td>Pharmacy and purchase symposium</td>
<td>14</td>
<td>AKU</td>
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<tr>
<td>FHOs, Supervisors and administrators</td>
<td>Administration, hospital management, monitoring supervision and ToT</td>
<td>28</td>
<td>Pakistan Institute of Management Karachi &amp; Shifa Int. Hospital</td>
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<tr>
<td>Categories of staff</td>
<td>Key area of training</td>
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<td>Institutes</td>
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<td>Nursing Staff</td>
<td>MScN &amp; Post RN BScN</td>
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<td>AKU</td>
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<td>Short courses on ECG, ETT &amp; Critical Care</td>
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<td>Shifa Int. Hospital Islamabad</td>
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<td></td>
<td>Refresher Training on ECG, EPI, TB DOTs, infection control, MNCH, Mental Health, Basic live support, communication and Facilitation skills</td>
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<td>AKU, Shifa Int. Hospital Islamabad, Learning Minds Group Karachi &amp; in-house</td>
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<tr>
<td>Technicians</td>
<td>Refresher and short courses on OT, Lab Dental, Primary health &amp; X-Rays (2months)</td>
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<td>Shifa Int. Hospital Islamabad, Ziauddin &amp; Pakistan Medical Institute Lahore</td>
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<td>Management and Nursing Staff</td>
<td>Quality Assurance workshop ISO 9001:2008</td>
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<td>Islamabad</td>
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QUALITY PROJECT OUTCOMES !!!
CLIENT SATISFACTION SURVEY
2014 vs 2015

Year 2014: 88%
Year 2015: 94%
CLIENT COMPLAINTS

2014 vs 2015
TOTAL INCIDENTS
2014 vs 2015

[Graph showing comparison of total incidents between 2014 and 2015 across four quarters.]
AKHSP ACHIEVEMENTS!!!
AKHSP CLEARED ISO 9001:2008 1st SURVILLIANCE AUDIT WITH OUT ANY MAJOR NON-CONFORMANCE

May, 2015
Congratulations to
Aga Khan Health Services (Pakistan)
Honourable Mention
for the
2015 International Hospital Federation
Quality and Safety and Patient-centered Care Award
for excellence, innovations and outstanding achievements in quality, safety and patient-centered care, in healthcare service delivery

Dr. Syed F. Kim
President
International Hospital Federation

Dr. Tameo Sakai
Awards Committee Chairman
International Hospital Federation

Eric de Jonge, PhD
Chief Executive Officer
International Hospital Federation

2015 International Hospital Federation
Quality, Safety & Patient Centered Care Award
Chicago, USA (October, 2015)
Quality, Safety and Patient Centered Care – A Dream Come True in the Mountains of Northern Pakistan.

An Award winning project of “2015 Quality, Safety & Patient Centered Care Award” at Chicago USA

KAHSP JA I SANI
Chairperson, Quality Assurance
Aga Khan Health Service, Pakistan

ROZINA ROHAN E SANI
Chairperson, Quality Assurance
Aga Khan Health Service, Pakistan

ABSTRACT: Northern Pakistan remains a challenging terrain due to harsh weather and ever-present risk of instability. However, its capital, Islamabad, has several hospitals that have been providing healthcare services. This article highlights some of the innovations and the efforts the Aga Khan Health Service (AKHS) has made to improve the quality and safety of healthcare services in Pakistan. The project, which has been awarded the 2015 Quality, Safety & Patient Centered Care Award, was implemented to enhance the quality of care provided to patients in the region. The project involved the development of a comprehensive quality improvement plan that included the participation of all stakeholders, including healthcare providers, patients, and the community. The project was successful in improving the quality of care, reducing medical errors, and increasing patient satisfaction. The project’s success has had a significant impact on the healthcare system in Northern Pakistan.
FUTURE PLANS!!!
A JOURNEY TOWARDS CONTINUOUS QUALITY IMPROVEMENT
Future Plans !!!

• AKHSP 100% health facilities are moving towards establishing and implementation of ISO 9001:2015 Standard and achieve the Re-Certification by May, 2017.

• AKHSP’s 120 Basic Health Centers across Pakistan are moving towards JCIA International Quality Standards in 2017.