How to improve the quality of healthcare by a third-party

Patient-friendly & Smarter Healthcare

2017 IHFTAIPEI
41st World Hospital Congress
ISQua

- Not for Profit Membership Organisation.

- Mission is to inspire and drive improvement in the quality and safety of healthcare worldwide through education and knowledge sharing, external evaluation, supporting health systems, and connecting people through global networks.
The ISQua Network system

- Board
- Education Fellowship
- International Accreditation Programme
- Conference & Events
- Communities of Practice
- Experts
- QI Network
- Innovations and Systems Change Group
- Partnership with Patients

2017 IHFTAIPEI 41st World Hospital Congress
External evaluation network

ISQua offers a peer review assessment framework to support the improvement of performance and practice of health and social care standards and external evaluation bodies.

EXTERNAL EVALUATION

We award:

- Standards
- Organisations
- Surveyor Training Programmes

Over 90 International Surveyors
60+ Client Organisations in over 30 Countries

Continuous Quality Improvement
International Best Practice
Standards Based Assessment
4-Year Cycle
Peer Review
IAP Global Presence

66 Organisations in 34 different countries
What is accreditation?

• Accreditation is a self-assessment and external peer review process
  
  – Aim is to accurately assess levels of performance in relation to established standards

And
  
  – To implement ways to continuously improve the health care system.

8 Standards
- Governance
- Strategic, operational and financial management
- Risk management and performance
- Human resources management
- Information management
- Surveyor management
- Survey and client management
- Accreditation or certification awards
IAP international reach

- Argentina
- Australia
- Brazil
- Canada
- Columbia
- Croatia
- Czech Republic
- Denmark
- Dubai
- Egypt
- France
- Hong Kong
- India
- Indonesia
- Ireland
- Japan
- Jordan
- Kazakhstan
- Korea
- Kyrgyzstan
- Lebanon
- Malaysia
- Netherlands
- New Zealand
- Norway
- Philippines
- Saudi Arabia
- Slovenia
- South Africa
- Spain
- Taiwan
- Tajikistan
- Thailand
- Turkey
- UAE
- United Kingdom
- United States
ISQua Accredited Organisations

- Haute Autorité de Santé – DAQSS
- Accreditation Canada
- Joint Commission of Taiwan – JCT
- Council for Health Service Accreditation of Southern Africa - COHSASA
- Danish Institute for Quality and Accreditation in Health Care - IKAS
- Diagnostic Accreditation Programme, British Columbia
- Health and Disability Auditing Australia Pty Ltd - HDAA
- Joint Commission International - JCI
- Malaysian Society for Quality in Health - MSQH
- Quality Improvement Council, Australia - QIC
- National Accreditation Board for Hospitals & Health Care Providers, India - NABH
- DAA Group Limited, New Zealand
- AABB, USA
- Netherlands Institute for Accreditation in Healthcare - NIAZ
- ICONTEC Health Accreditation Service, Columbia
- CHKS Accreditation Unit, UK
- Canadian Accreditation Council of Human Services - CAC
- Global-Mark Pty Ltd, Australia
- Health and Disability Auditing New Zealand - HDANZ
- Australian Aged Care Quality Agency - AACQA
- The Healthcare Accreditation Institute (Public Organization), Thailand - HAI
- Australian General Practice Accreditation Ltd / Quality in Practice Pty Ltd – AGPAL/QIP
- Japan Council for Quality Health Care - JCQHC
- The Australian Council on Health Care Standards - ACHS
- Health Care Accreditation Council, Jordan - HCAC
- DNV GL Business Assurance, Norway
- Associacao Brasileira de Acreditacao De Sistemas e Servicos de Saude, Brazil – CBA
- KARS Komisi Akreditasi Rumah Sakit

2017
IHFTAIPEI
41st World Hospital Congress
Vote 1

Do you participate in Accreditation or External Evaluation of quality in your organisation?
What is accreditation?

Accreditation is a self-assessment and external peer review process

– Aim is to accurately assess levels of performance in relation to established standards

And

– To implement ways to continuously improve the health care system.
Standards

Decide to improve

Develop improvement program

Continual improvement
Vote 2

Do you think external evaluation is or would be of any value to your organization?
Accreditation requires a framework and a cultural shift to be of value.
Framework for quality to support accreditation

- Quality planning
- Quality improvement
- Quality control
- Quality management

Based on Juran
Set the standard

Improve

Measure whether the standard is met
Work as usual will not work

- New ways of thinking (Deming)
  - We need different ways to solve the problems

- A change in culture
  - Change language and the way we act, behave, learn and teach

- Active changes
  - Actively adopt new ways to solve challenges
Accreditation Bodies 1951-2009

Shaw et al, 2010 International Survey of Accreditation Organisations 2009
The Accreditation bodies

• While the number of health-care AOs continues to grow, many fail to thrive.

• Successful organizations tend to complement mechanisms of regulation, health-care funding or governmental commitment to quality and health-care improvement that offer a supportive environment.

• Principal challenges include unstable business (e.g. limited market, low uptake) and unstable politics.
Recent trends

• Unannounced surveys – no rigorous empirical evidence to support these surveys’ presumed benefits
• Patient satisfaction surveys – requiring patient satisfaction surveys as part of accreditation process.
• Mandatory accreditation
  – Australia – National Safety and Quality Health Service (NSQS) Standards – hospitals, day procedure centres and public dental services
  – Canada – Mandatory in Quebec and Alberta
Accreditation

- Quality and safety structures and procedures are more evident in hospitals which are accredited or ISO certified.
- Some differences exist between accredited versus certified hospitals.
- Interpretation of these results is limited by sample size and variation.

Shaw et al, ISQua 2010. Accreditation and ISO certification: Do they explain differences in quality management in European hospitals?
Issues with standards

• Standards are ubiquitous within healthcare and are generally considered to be an important means by which to improve clinical practice and organisational performance.

• However, there is a lack of robust empirical evidence examining the development, writing, implementation and impacts of healthcare accreditation standards.

Vote 3

Do you think the current standards reflect the true state of your services?
Systematic review 1

• Accreditation
  – promotes change and professional development
  – has an organizational financial impact
  – improves measured quality performance
  – With public disclosure of outcomes, increases the credibility of the hospital with the community

• There is insufficient evidence to know if accreditation improves patient satisfaction

Accreditation programs

• Improve the process of care provided by healthcare services.

• Improve clinical outcomes of a wide spectrum of clinical conditions.

• Should be supported as a tool to improve the quality of healthcare services.

Impact of Accreditation on the Quality of Healthcare Services: a Systematic Review of the Literature
Abdullah Alkhenizan and Charles Shaw
Reliability

The twin lessons learnt are that a consistent survey outcome is likely to be reached when reliability of process and consistent application of standards are pursued, and research requires negotiating challenges and relationships.

Researching the reliability of accreditation survey teams: lessons learnt when things went awry

David Greenfield, Marjorie Pawsey, Justine Naylor and Jeffrey Braithwaite

Health Information Management Journal Vol 42 no 1 2013 ISSN 1833-3583 (Print) ISSN 1833-3575 (Online)
Cost benefit of accreditation

This has not been studied well and the cost benefits are not well determined.

Health services accreditation: what is the evidence that the benefits justify the costs?
Vote 4

Do you think there can be cost benefits associated with Accreditation?
Cochrane review

• The review highlights the paucity of high-quality controlled evaluations of the effectiveness and the cost-effectiveness of external inspection systems.

• If policy makers wish to understand the effectiveness of this type of intervention better, there needs to be further studies across a range of settings and contexts and studies reporting outcomes important to patients.

The Cochrane Library
Gerd Flodgren  Daniela C Gonçalves-Bradley, Marie-Pascale Pomey
External inspection of compliance with standards for improved healthcare outcomes
2 December 2016
Canada 2011 (Updated 2015)

30 Benefits Listed

- Risk Mitigation System
- Strengthens interdisciplinary team effectiveness
- Improves communication
- Promotes measurement and use of indicators

Improvements needed

- Does not increase patient satisfaction
- Data capture

Does accreditation stimulate change?

- We conclude that the accreditation process is an effective leitmotiv for the introduction of change but is nonetheless subject to a learning cycle and a learning curve.
- Institutions invest greatly to conform to the first accreditation visit and reap the greatest benefits in the next three accreditation cycles (3 to 10 years after initial accreditation).
- After 10 years, however, institutions begin to find accreditation less challenging.
- To maximize the benefits of the accreditation process, HCOs and accrediting bodies must seek ways to take full advantage of each stage of the accreditation process over time.
Brazil
Impact of accreditation

• The study identified 13 organizational impacts of accreditation.
• There was evidence of a significant and moderate correlation between the status of accreditation and patient safety activities, quality management activities, planning activities—policies and strategies, and involvement of professionals in the quality programs.
• The correlation between accreditation status and patient involvement was significant but weak, suggesting that this issue should be treated with a specific policy.
• The impact of accreditation on the financial results was not confirmed as relevant; however, the need for investment in the planning stage was validated.
• The impact of accreditation is mainly related to internal processes, culture, training, institutional image and competitive differentiation.
Lebanon

- According to Lebanese nurses, hospital accreditation is a good tool for improving quality of care.

- In order to ensure that accreditation brings effective quality improvement practices, there is a need to assess quality based on patient outcome indicators.

Ten of these hospitals entered the accreditation program in 1998; the other ten, which served as a control, entered about two years later. The study prospectively measured the effects of the COHSASA hospital accreditation program on various indicators of hospital care.

The improvement of the intervention hospitals relative to the controls was statistically significant and seems likely to have been due to the accreditation program.

With the exception of nurse perceptions of clinical quality, the independent research team observed little or no effect of the intervention on the eight quality indicators.

The practical implications of the results of this study are:
- the COHSASA-facilitated accreditation program was successful in increasing public hospitals' compliance with COHSASA standards,
- additional work is needed to determine if improvements in COHSASA structure and process standards result in improved outcomes. (author's)
Clinical benefits an example

- Gratwohl et al (2011), Patient outcome was systematically better when the transplantation centre was at a more advanced phase of JACIE accreditation

- Lichtman et al (2011), CVA accreditation resulted in reduced mortality rate but no change in readmission rates

- Menachemi et al (2008), Ambulatory care centres, patients in JCI accredited facilities were significantly less likely to be re hospitalized after colonoscopy
Critical factors

• Collaborative, valid and uses relevant standards

• Favourably received by health professionals

• Healthcare organisations are capable of embracing accreditation

• Appropriately aligned with other regulatory initiatives and supported by relevant incentives.

Stakeholder perspectives on implementing accreditation programs: a qualitative study of enabling factors
Hinchcliff et al. BMC Health Services Research 2013, 13:437
The need for evidence

• The challenge for accreditation agencies is to publish their research protocols and then their findings, both positive and negative, in the peer-reviewed literature.

• When they do publish their results the agencies will be explicitly displaying leadership, transparency and evidence of improvement, the very qualities and conduct they require of the health organisations they accredit.

Developing the evidence base for accreditation of healthcare organisations: a call for transparency and innovation
Leverage of accreditation

• Providing high quality and safe patient care is a challenge in the current rapidly changing and complex health care environment.

• A variety of independent tools and methodologies can be used
  – regulatory requirements,
  – quality improvement tools
  – accreditation methodologies.

• Each alone will not achieve the tipping point in health care quality that is required.

• Accreditation can be the stimulus to align the improvement with outcomes.
Vote 5

Would you now consider an external evaluation or accreditation programme for your organization?
Conclusion

- Accreditation can be a useful tool to improve quality
- It needs to be part of a Quality Improvement strategy
- It requires a cultural shift by an organisation
- It should reach for standards above the minimum standards of inspection
Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives.

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