Universiti Teknologi MARA | Hospital Al-Sultan Abdullah
ISQua International Society for Quality in Health Care
Republic of Türkiye Ministry of Health
TÜSKA Türkiye Health Care Quality and Accreditation Institute

Dynamic Changes In Healthcare Organizations Through Hospital Accreditation: Lessons Learned In A New Teaching Hospital

J Md Noor, FZ Mohamed Ali, SS Kasim

Department of Quality Improvement & Patient Safety, Hospital Al-Sultan Abdullah, Universiti Teknologi MARA, Malaysia

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INTRODUCTION

Hospital accreditation is a voluntary process where an independent organization evaluates a healthcare facility to ensure it meets specific quality and safety standards There is some evidence that accreditation can bring positive change.

In Malaysia, public hospitals are structured under two different ministries: the Ministry of Health oversees public hospitals, while teaching hospitals fall under the purview of the Ministry of Higher Education. Although both types of hospitals are under government control, there are stark contrasts between them. Among the many differences, the most notable and impactful is the disparity in experience and knowledge regarding hospital administration. Unlike the government hospital where doctors are trained and groomed to perform administrative and managerial post such as Hospital Director and Deputy Directors, the doctors in teaching hospitals switch to administrative role abruptly. Wrestling with a lot of uncertainty, this gap presents a substantial threat to the institutions.

Accreditation, with its mandatory standards, act as a roadmap for hospital administrators, helping them navigate the intricacies of managing and governing healthcare organizations. These standards swiftly become a guiding light for hospitals, offering clear direction, organizational framework, and practical advice on effective healthcare institution management. We relate here our experience in the accreditation journey.

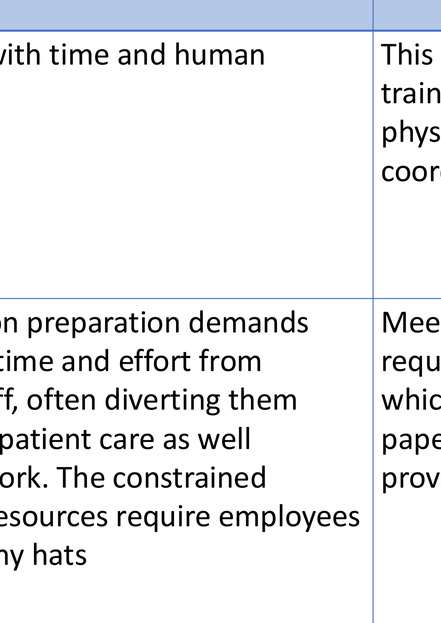
METHOD

We divide the challenges into four main categories, issues concern, and our approach in tackling these obstacles.

	GOVERNANCE AND LEADERSHIP	RESOURCE CONSTRAINTS	LOGISTICAL HURDLES	CULTURAL AND BEHAVIOURAL SHIFTS
CHALLENGES	Notable lack of expertise and experience in hospital administration	Limitation with time and human resources	This range from staff education and training, documents preparation, physical facilities, interdepartmental coordination and mock surveys	Staff resistance stemmed from familiarity with established practices and limited understanding of accreditation benefits. Furthermore, implementing and disseminating new policies posed significant hurdles
ISSUES	Without a solid understanding of the intricacies of healthcare organizations, it is challenging to steer hospitals in the right direction	Accreditation preparation demands substantial time and effort from hospital staff, often diverting them from direct patient care as well academic work. The constrained personnel resources require employees to wear many hats	Meeting accreditation standards requires substantial documentation, which can result in fatigue from paperwork and potentially impede the provision of efficient patient care	Existing policies and procedures require modification to meet accreditation standards. New policies were developed to address identified gaps in existing protocols To advance this agenda, hospital staff must comprehend and internalize the principles of patient safety
SOLUTIONS	• Pursue hospital accreditation. • Established a Department of Quality Improvement and Patient Safety. • This is staffed with senior physician, medical officers, staff nurses and administration staff who underwent healthcare care training for quality improvement, explore and scrutinize healthcare standards. • This department crafts the blueprint and implementation strategy for achieving hospital accreditation. • It also makes recommendations and provides feedback to top management.	• Step wise approach. • The initial focused was on core standards addressing the high-risk areas. • Set up realistic schedules to reduce stress and set appropriate expectations. • Regular and continuous staff education.	• Management actively addressed challenges through regular meetings and on-site visits. • Specialized committees were formed to tackle specific agenda items. • Conducting series of workshops and targeted small-group sessions. • A hospital-wide technical committee was established to oversee work progress. • Regular 'accreditation clinics' were held to help departments better understand and meet accreditation standards.	• Persistence and perseverance. Repetitively educating the staff on the importance of accreditation and patient safety. • Strong leadership is crucial in driving this message home and ensuring that staff understand the significance of these standards. • Training and regular internal audits helps to gradually shift the culture and lead to improvements in the quality of care and service provided.

RESULT

The MSQH accreditation took place from 14 to 16 Nov 2023. 44 services including 22 clinical services were surveyed with favourable feedback. Hospital Al-Sultan Abdullah was awarded a full four-years accreditation status on 26th April 2024.



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MSQH

INTERNATIONALLY ACCREDITED BY IEEA ISQuaIEEA IEEA

EDUCATOR | ENGAGEMENT | ENABLER | EVALUATOR | EMPOWERMENT

This is to certify that Malaysian Society for Quality in Health has accredited

HOSPITAL AL-SULTAN ABDULLAH, UNIVERSITI TEKNOLOGI MARA

(Name of Hospital)

This Accreditation is awarded by the Malaysian Society for Quality in Health in recognition of compliance with the Malaysian Accreditation Standards with respect to:

Organisation and Management
Human Resource Development and Management
Policies and Procedures
Facilities and Equipment
Quality Improvement Activities
and Special Requirements

The substantial compliance were awarded to the services listed below:

Governance, Leadership and Direction
Environmental and Safety Services
Facility and Biomedical Equipment Management and Safety
Nursing Services
Prevention and Control of Infection
Medical Records Services
Health Information Management System (HIMS)
Emergency Services
Clinical Services – Medical Related Services
Clinical Services – Surgical Related Services
Clinical Services – Paediatric Surgery Services
Clinical Services – Obstetrics and Gynaecology Services
Clinical Services – Paediatric Services
Clinical Services – Oncology Services
Clinical Services – Ophthalmology Services
Clinical Services – Otorhinolaryngology Services
Clinical Services – Psychiatry and Mental Health Services
Clinical Services – Orthopaedic Services
Anaesthetic Services
Operating Suite Services
Ambulatory Care Services – Day Care Services
Ambulatory Care Services – Endoscopy Services
Critical Care Services – ICU Services
Critical Care Services – NICU Services
Critical Care Services – Labour/Delivery Services
Chronic Obstructive Pulmonary Standards
Radiology Services
Pathology Services
Blood Translusion Services
Rehabilitation Medicine Services
Allied Health Professional Services – Physiotherapy Services
Allied Health Professional Services – Occupational Therapy Services
Allied Health Professional Services – Dietetic Services
Allied Health Professional Services – Speech-Language Therapy Services
Allied Health Professional Services – Audiology Services
Allied Health Professional Services – Optometry Services
Allied Health Professional Services – Medical Social Services
Allied Health Professional Services – Clinical Psychology Services
Pharmacy Services
Central Sterilising Supply Services (CSSS)
Housekeeping Services
Linen Services
Food Services
Mortuary Services

This Accreditation Award is valid

from 26 April 2024 to 25 April 2028

NORHAIZAM MOHAMMAD
PRESIDENT, MSQH

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CONCLUSIONS

In our experience, pursuing hospital accreditation has significantly enhanced hospital governance and established a strong foundation for ensuring patient safety. Through meticulous planning, effective communication, and fostering a culture of continuous improvement, coupled with strong engagement from Directors and their deputies, our hospital successfully navigated the accreditation process. However, this is only the beginning as we have yet to prove that hospital accreditation relates to improvement in patient outcome. In addition, maintaining changes post accreditation is of great concern, particularly when there is a high turnover of staff.

REFERENCES

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2. Andres EB, Song W, Song W, Johnston JM. Can hospital accreditation enhance patient experience? Longitudinal evidence from a Hong Kong hospital patient experience survey. BMC Health Serv Res. 2019 Sep 3;19(1):623