ISQuaEEA | International Society for Quality in Health Care External Evaluation Association
Accredited Organisation 2022-2026

ISQua | International Society for Quality in Health Care
Institutional Member 2023-2024

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# Beyond Compliance: The Evolution of Safety and Quality Assessment in Healthcare

BMJ IHI Conference Tuesday 31 October 2023

S5: Patient Safety and Co-Creating Care with Service Users

Dr Karen Luxford, Group CEO ACHS and ACHS International

Ms Louise Cuskelly, Executive Director, ACHS International and Consulting

# Learning objectives

Current landscape of healthcare accreditation

Understand impact and current approaches of safety and quality external assessment

Learn about global trends in quality improvement evaluation

Reflect on evidence about moving to an 'outcomes' focus

The Road Ahead

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# Landscape of Healthcare Accreditation

From standardisation to personalised evaluation – The evolution

| 1970s – 1980s | 1990s | 2000s | 2010s | 2020s | 2030 |
|---|---|---|---|---|---|
| ACHS EQuIP; Expansion into specialty accreditation Patient- Centred Care | Compliance based Continuous Improvement; National and Global Standards (WHO) | Safety and Quality Focus; NSQHS Standards; Digital Records; Performance indicators | Mandatory Accreditation 2$^{nd}$ Edn NSQHS; AI and Data Analytics; Global Collaboration | Pandemic Response and Preparedness; Outcome-focused assessment Integration of Advanced Tech Value-based care models Short notice | |

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# Changing Landscape

| ...From | | ...To |
|---|---|---|
| Provider Centric | **FOCUS** | Patient Centric /Consumer |
| Value Blind Reimbursement | **VALUE** | Value-based Reimbursement & Accountability |
| Episodic Fragmented Care | **PATIENT FLOW** | Continuous & Coordinated |
| Inpatient- Focused | **DELIVERY SETTING** | Ambulatory /Office / Home Focused |
| Disease and Treatment | **OBJECTIVE** | Health/Wellness & Prevention |
| Variation in Care Delivery | **QUALITY** | Standardized & Evidenced Based Care |
| Paper-Based | **INFORMATION MANAGEMENT** | Digital and Accessible Across Continuum |
| Limited Information Access | **INFORMATION ACCESS** | Transparent & Publicly Reported |
| Passive | **CUSTOMER** | Involved & Informed |
| Baby Boomers | **WORKFORCE** | Gen X & Millennials & Diverse |
| Government as a Major Payor | **PAYOR** | Government as the Primary Payor |

*Michael Dowling – President of North Shore - LIJ Health System*

# New Models of Care

New models of care accelerated

- Hospital In The Home (HITH)

- Home-based Care

- Telehealth and telemedicine

- Mobile health

# Healthcare Workforce & Budgetary Challenges

# Global Crisis – National Action

- Global Green and Healthy Hospitals - collaborative network of Australian health services committed to reducing their ecological footprint

- *'Sustainable Healthcare Module'* developed by the Australian Commission on Safety and Quality

- Australian health services - implementing a range of strategies to reduce emissions, building capacity within the health workforce, trial sustainable models of care and adapt the health system.

# ACHS Hospital Case Study

- Reducing Anaesthetic Greenhouse Gas Emissions at Royal North Shore Hospital, Sydney, Australia

- 1000 tones of $CO_2$ per year

- Switch from Desflurane to lower carbon footprint gas

- 85% reduction in Desflurane

- 900 tone reduction in $CO_2$
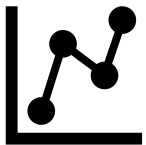
- $95,000AUD savings in gases


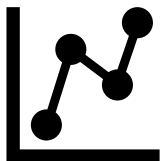
achs.org.au

# Innovations

Modern Tools and Practice in Healthcare and Accreditation
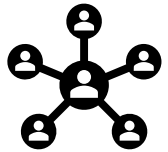
Artificial Intelligence (AI)

Real-time Data Monitoring

Predictive Analytics

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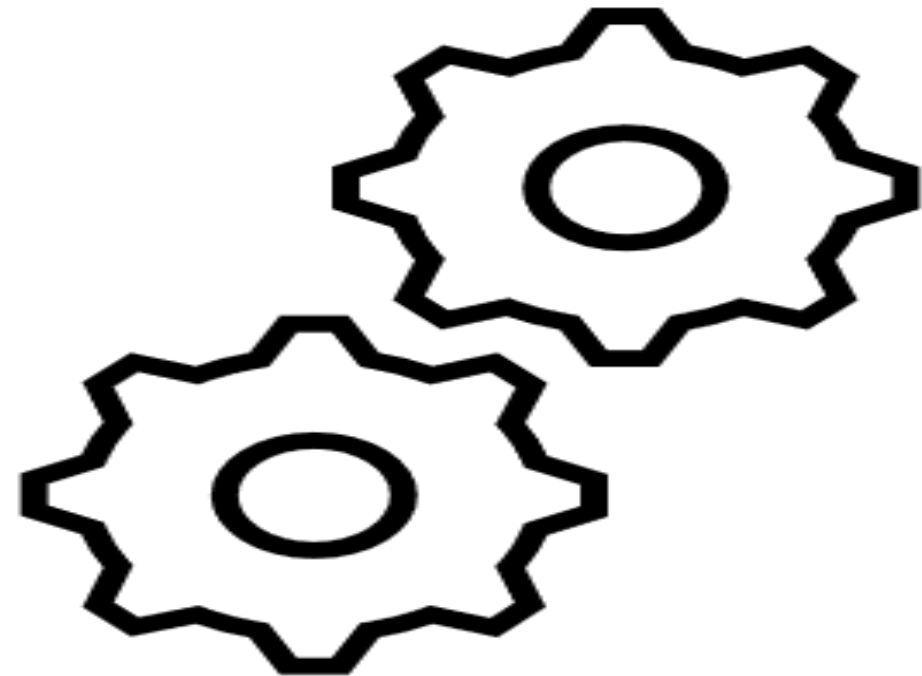
# Impact of Accreditation

# Assessment Rollercoaster

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**Accreditation** | **Is a process** | **Not an event**

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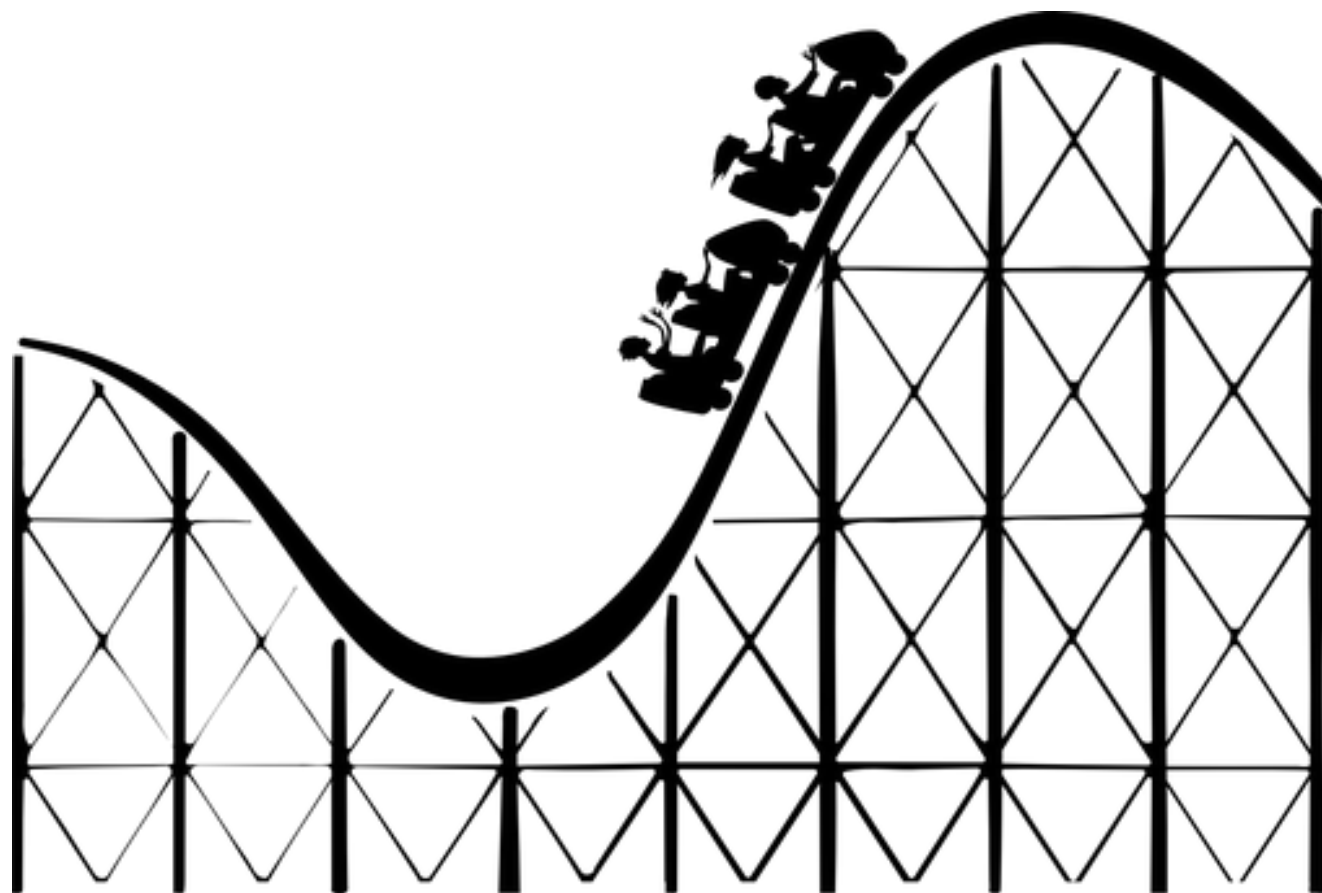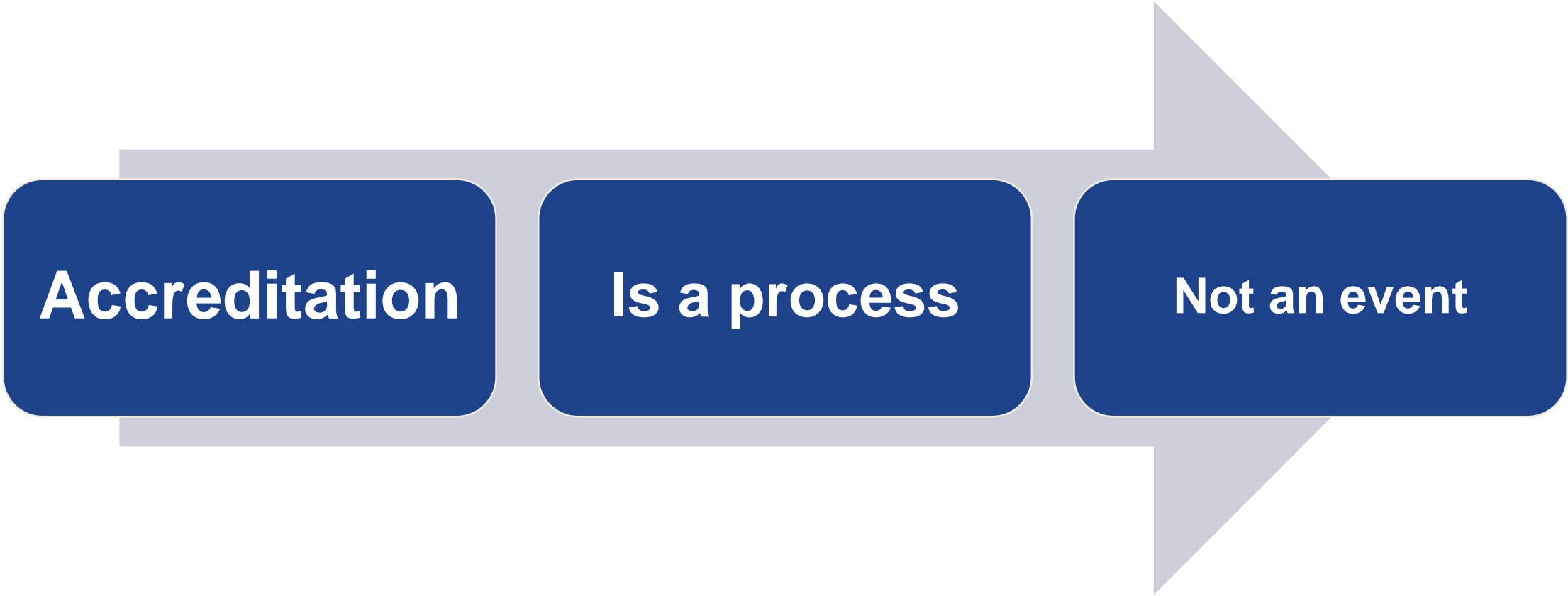
# Assessing the Value of Accreditation

A positive association with quality, patient experience and outcomes

- A positive indication of an organisation's safety culture

- Is not a 'stand alone' guarantee of safety

- Must be responsive to change (population, technology)

- Based around the customer/patient journey

- Culture and leadership are positively associated with accreditation

- Can be used to develop and support a culture of safety and quality throughout.

- *(Deeble Institute, 2019. Assessing the value of accreditation to health systems and organisations).*

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# Evidence of Accreditation Impact

Implementation of the National Safety and Quality Healthcare Standards



*Australian Commission on Safety and Quality in Health Care. Creating Safer, Better Health Care - The Impact of the National Safety and Quality Health Service Standards Sydney: ACSQHC 2018*

# Impact in Challenging Times

Research during the COVID-19 pandemic showed that accreditation:

- **Influenced** development of policy, programs, plans, ensured training, required infrastructural attention, and changed behaviour and practice.

- **Led** to better preparedness to respond to any emergency, internal or external, while maintaining the provision of safer care and high-quality services, despite hardships.

- **Improved** health service's ability to cope, respond and be resilient

- **Enabled** readiness and an ability to adapt existing systems during the pandemic

- **Supported** effective collaboration and cooperation

*Health Care Accreditation Council, Jordan 2020*

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# Accelerated Innovations in a Crisis

**Years of digital transformation happened in a matter of weeks or days**

- Resistance to online healthcare receded

- Attitudes shifted

- Regulations were (temporarily?...) relaxed

- Australian Government funded an additional 28 telehealth Medicare items for - more patients able to receive essential care virtually

- 700,000 telehealth consultations per week in 2020

- Reduced spread of the virus – protecting patients, staff and saving lives

- Digital transformation of safety and quality assessment – virtual and hybrid assessments

# Moving to 'Outcomes' Focus
## Trends Shaping the Future & Associated Challenges

# Move from....

Structure → Process → Outcomes

# Emerging Trends in Regulation

- Introduction of technology driving a decrease in regulation

- Strategy tailored: exemplars; bulk; outliers

- Identify those services that need greater oversight by the regulator

- Regulation putting customer first - focus on 'outcomes' - not on 'process'

- Are we even solving the problem that was originally identified?

- Debate - not about 'more or less regulation' but 'what type of regulation?'

- Use of data moving forward and publication of data

- 'Right intervention at the right time' rather than one size fits all.

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# Global Trends Emerging

- Person-Centred Care

- Compliance to outcomes focus

- Smart technology and AI

- Remote/virtual assessment (accelerated by pandemic)

- Data analytics to support clinical decision making and regulation

- Tailored approaches to external evaluation/assessment

- Use of performance data to identify areas of risk

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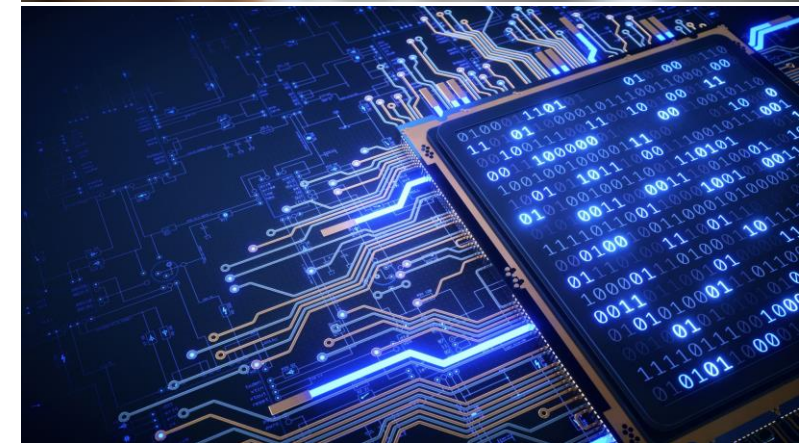
## ...TO PROVIDE A HOLISTIC OMNI HEALTH SOLUTION



**Omnihealth**

Guest[1]

Guest care · Online · Pharmacy · Telemedicine · Lab · Online · Polyclinic · NahdiCare Express · HHC · Provider Pharmacy · Store Crew · Delivery
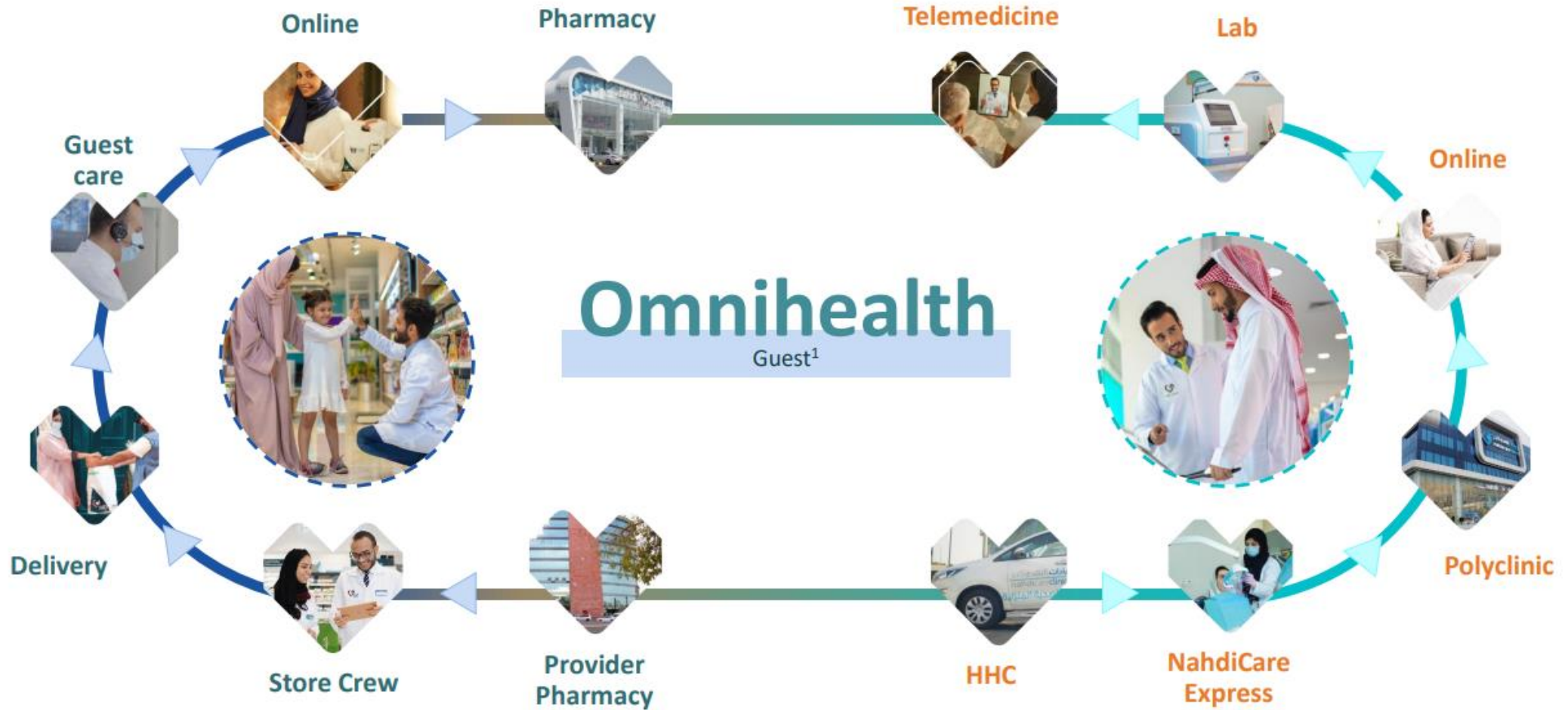
# Future Health Service Evaluation

- Ready access to data at a team level

- Teams designing data dashboards locally

- Real time data for safety and quality

- Automated auditing to support the assessment process

- From quality to value

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# Actionable Real-Time Data

Australian Council on Healthcare Standards

Partner project shaping the future

Actionable Data to support accreditation

assessment & clinical decision-making using

digital dashboards

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# Benchmarking is Transforming

**Benchmarking** is a fundamental foundation to **improving quality and safety in healthcare** and the ACHS Hospital Wide clinical indicator set provides a useful vehicle to assist HCOs in identifying their comparative performance.

**Dr David Rankin**
Royal Australasian College of Medical Administrators
Chair, ACHS Hospital-Wide Working Party Version 13.4

Easy to use new interface

Analyse data in much deeper ways

**METRIK**

Significantly more complex comparisons

Exportable widgets and PDF reports

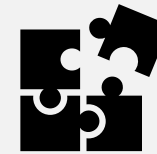# Associated Challenges and Considerations

Data Integration

Quality and Accuracy

Data Privacy and Security

Organisational culture and Change management

Resource & Knowledge Constraints

Technological advancement and adoption
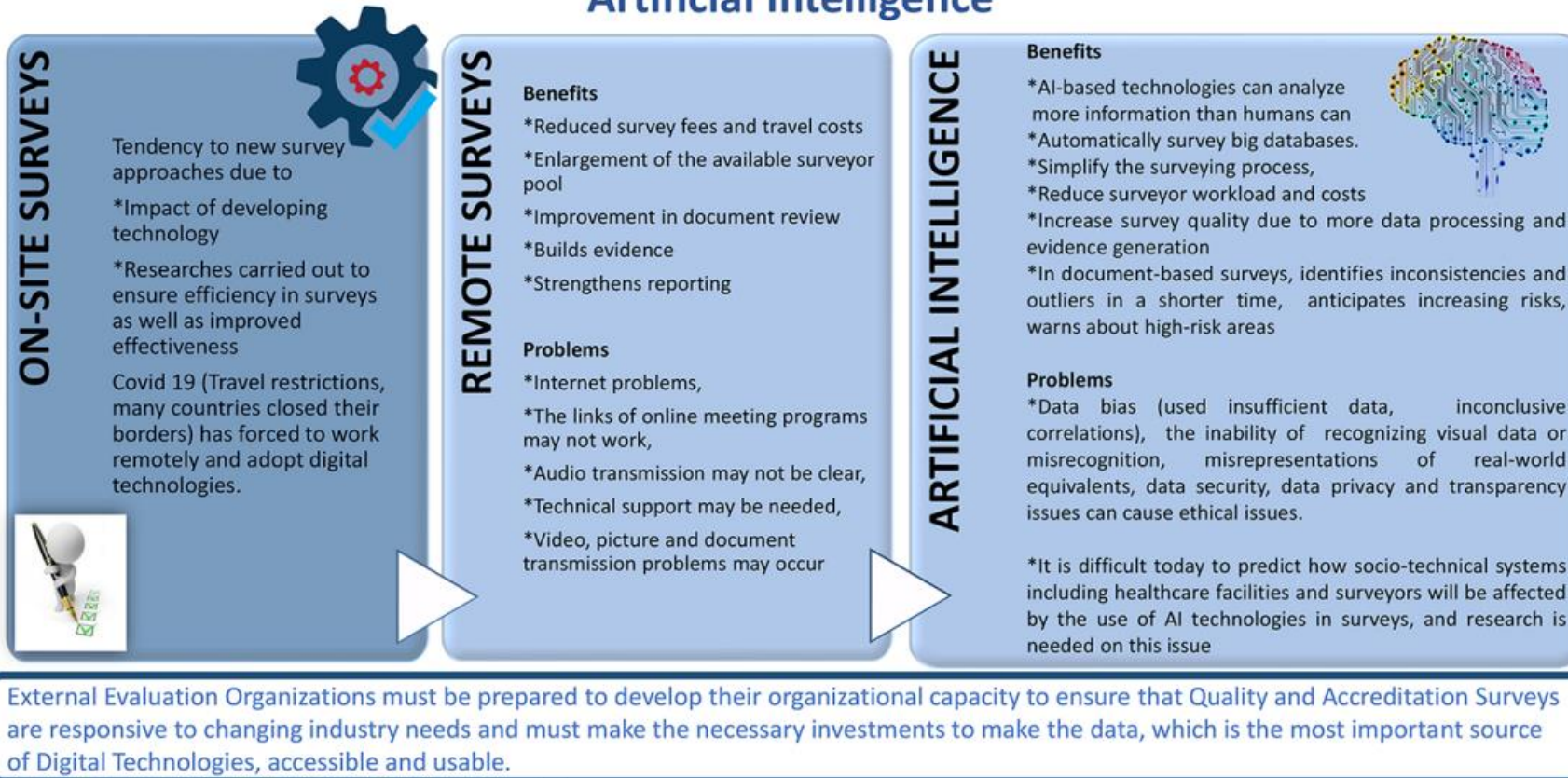
Continuous learning and improvement

Stakeholder engagement

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# The Road Ahead

# The Future of Quality and Accreditation Surveys: Digital Transformation and Artificial Intelligence

## ON-SITE SURVEYS

Tendency to new survey approaches due to

*Impact of developing technology

*Researches carried out to ensure efficiency in surveys as well as improved effectiveness

Covid 19 (Travel restrictions, many countries closed their borders) has forced to work remotely and adopt digital technologies.

## REMOTE SURVEYS

**Benefits**

*Reduced survey fees and travel costs

*Enlargement of the available surveyor pool

*Improvement in document review

*Builds evidence

*Strengthens reporting

**Problems**

*Internet problems,

*The links of online meeting programs may not work,

*Audio transmission may not be clear,

*Technical support may be needed,

*Video, picture and document transmission problems may occur

## ARTIFICIAL INTELLIGENCE

**Benefits**

*AI-based technologies can analyze more information than humans can

*Automatically survey big databases.

*Simplify the surveying process,

*Reduce surveyor workload and costs

*Increase survey quality due to more data processing and evidence generation

*In document-based surveys, identifies inconsistencies and outliers in a shorter time, anticipates increasing risks, warns about high-risk areas

**Problems**

*Data bias (used insufficient data, inconclusive correlations), the inability of recognizing visual data or misrecognition, misrepresentations of real-world equivalents, data security, data privacy and transparency issues can cause ethical issues.

*It is difficult today to predict how socio-technical systems including healthcare facilities and surveyors will be affected by the use of AI technologies in surveys, and research is needed on this issue

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External Evaluation Organizations must be prepared to develop their organizational capacity to ensure that Quality and Accreditation Surveys are responsive to changing industry needs and must make the necessary investments to make the data, which is the most important source of Digital Technologies, accessible and usable.

International Journal for Quality in Healthcare

Cayirtepe and Senel, 2022

# Future Models of Accreditation?

- ISQua EEA is revising the 5<sup>th</sup> Edition, *Guidelines and Principles for the Development of Health and Social Care Standards* (the Principles)

  'Sustainability of Health and Care Services' has been identified as a key issue for quality and safety of health and care services to be included in accreditation standards

- Sustainability central to health service accreditation

- Patient-Centred Care and co-production

- Continuous assessment/short notice

- Digital healthcare

- Safe, sustainable and healthy workplace

- Resilience of health and care organisations



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# Future of Accreditation - 2030

- Customised accreditation

- Assessment from the perspective of service users

- Accreditation as an on-going process

  - continuous or unannounced assessment

- 'Outcome' focussed

- Methodology includes a range of information sources (beyond onsite assessment)



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# Pursuing High Quality Care

**Compliance with standards and targets**

*Episodic*

*From outside*
*Imposed*

**Comparison where do you sit relative to peers**

*Episodic*

*From outside*
*Top down*

**Culture of safety & continuous improvement**

*Ongoing*

*From inside*
*Internal/ personal*

*Adapted from IHI Patient Safety Executive Training Program 2016*

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# Long Term Journey

| Stage 1 | Stage 2 | Stage 3 |
|---|---|---|
| Safety management based on rules and regulations | Good safety performance becomes an organisational goal | Safety performance is dynamic and seen as continuously improving |

**Increasing Maturity & Development** →

*Source – Carnino (undated), International Atomic Energy Agency*