

Hospital Accreditation

The Hong Kong's Experience (Past and Present)

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About Hospital Authority (HA)



- A statutory body established under the HA Ordinance in 1990
- Managing Hong Kong's public hospital services since December 1991
- Accountable to the HK Special Administrative Region Government through the Secretary for Health, who formulates overall health policies for HK



We manage:

- 7 clusters;
- 49 hospitals and institutions;
- 49 specialist out-patient clinics;
- 74 general out-patient clinics;
- more than 30,600 beds; and
- over 90,000 staff

Our Hospital Accreditation Journey

Since the establishment in 1990, HA has strived to improve patient care quality through various quality improvement initiatives.

Hospital accreditation is a tool widely adopted across the world to evaluate and enhance the quality of hospital services and safeguard patient safety.

Through accreditation process, clinical or non-clinical practices can be standardised and aligned within the organisation according to international standards.

**1995–
2006**

Annual Plan Section 3 Quality Improvement Standards

**2009 –
2017**

Hospital accreditation scheme with collaboration with ACHS*

**2018 –
2021**

A comprehensive review was conducted

**2022 -
Present**

Following HKSAR's government direction to resume hospital accreditation

*ACHS: Australian Council of Healthcare Standards

Implementation of the Hospital Accreditation Scheme with Collaboration with ACHS (2009-2017)



Staff engagement and training



Local surveyor development

Standards Adaptation

- Limitation was anticipated in applying ACHS Evaluation and Quality Improvement Programme (EQuIP) in HK with the differences in practices from Australia
- To ensure proper interpretation and adaptability with reference to local context, the **Hong Kong Guides** were formulated by various healthcare stakeholders in HK



Timeline

Pilot Scheme
(2009-2011)



Phase II
(2011-2016)



Phase III
(2015/16)

	Pilot Scheme Hospitals	Phase II Hospitals	Phase III Hospitals
Hong Kong East Cluster	Pamela Youde Nethersole Eastern Hospital	Tung Wah Eastern Hospital	
Hong Kong West Cluster	Queen Mary Hospital	Tung Wah Hospital	The Duchess of Kent Children's Hospital [#] Grantham Hospital [#] MacLehose Medical Rehabilitation Centre [#] Fung Yiu King Hospital [#]
Kowloon Central Cluster	Queen Elizabeth Hospital	Hong Kong Buddhist Hospital Kowloon Hospital Our Lady of Maryknoll Hospital	Hong Kong Eye Hospital [#]
Kowloon East Cluster		Tseung Kwan O Hospital United Christian Hospital	
Kowloon West Cluster	Caritas Medical Centre	Princess Margaret Hospital Yan Chai Hospital	
New Territories East Cluster		Alice Ho Miu Ling Nethersole Hospital North District Hospital Prince of Wales Hospital Tai Po Hospital	Bradbury Hospice [#] Cheshire Home, Shatin [#] Shatin Hospital [#]
New Territories West Cluster	Tuen Mun Hospital	Castle Peak Hospital Pok Oi Hospital	

As at 2016, 20 hospitals under HA had achieved full accreditation

[#] Completed Gap Analysis only

Major areas identified for improvement

Sterilisation and disinfection of reusable medical devices in operating theatres

Credentialing and defining scope of practice

Informed consent for medical treatments

Support to ethnic minorities

Document management and control

Patient communication and satisfaction

Patient safety



Corporate Improvement Programmes

Enhancing sterilisation and disinfection of reusable medical devices in operating theatres

Major Areas

- Corporate standards on disinfection and sterilisation
- Centralised Theatre Sterilisation Service Unit
- Instrument Tracking and Tracing System
- Training

Benefits of sterilisation

- Enhance surgical safety
- Reduce surgical infection rate



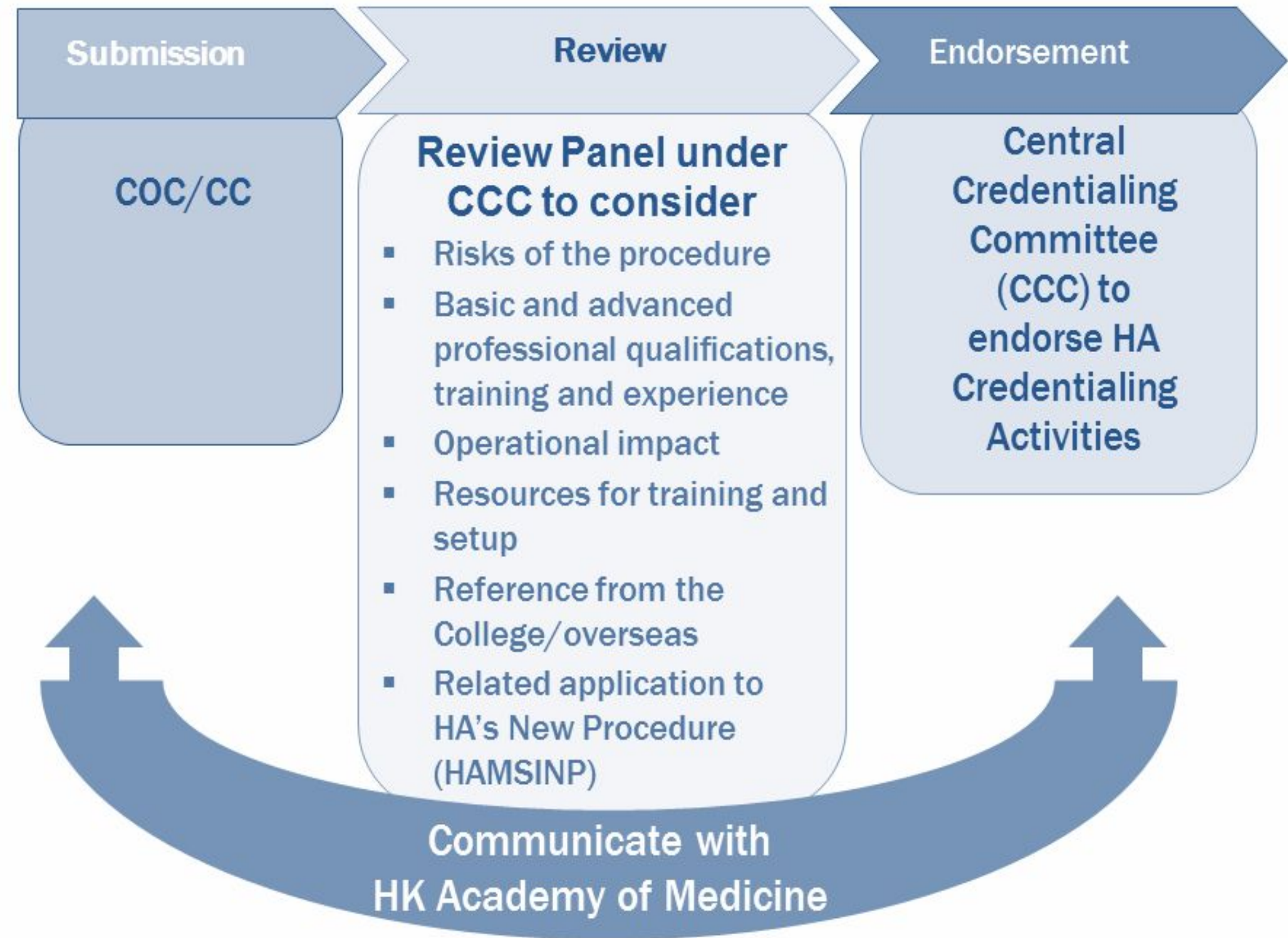
Developing credentialing and defining scope of practice

- Set up credentialing committees in corporate and cluster levels
- To ensure healthcare professionals have the skills, qualification, and experience with appropriate hospital support for the clinical services

Benefits of credentialing

- Assure quality
- Keep up patient safety
- Better arrangement of clinical duties

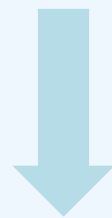
Mechanism of Vetting HA Credentialing Activities



Improving informed consent workflow and IT facilitation for medical treatments (eConsent)



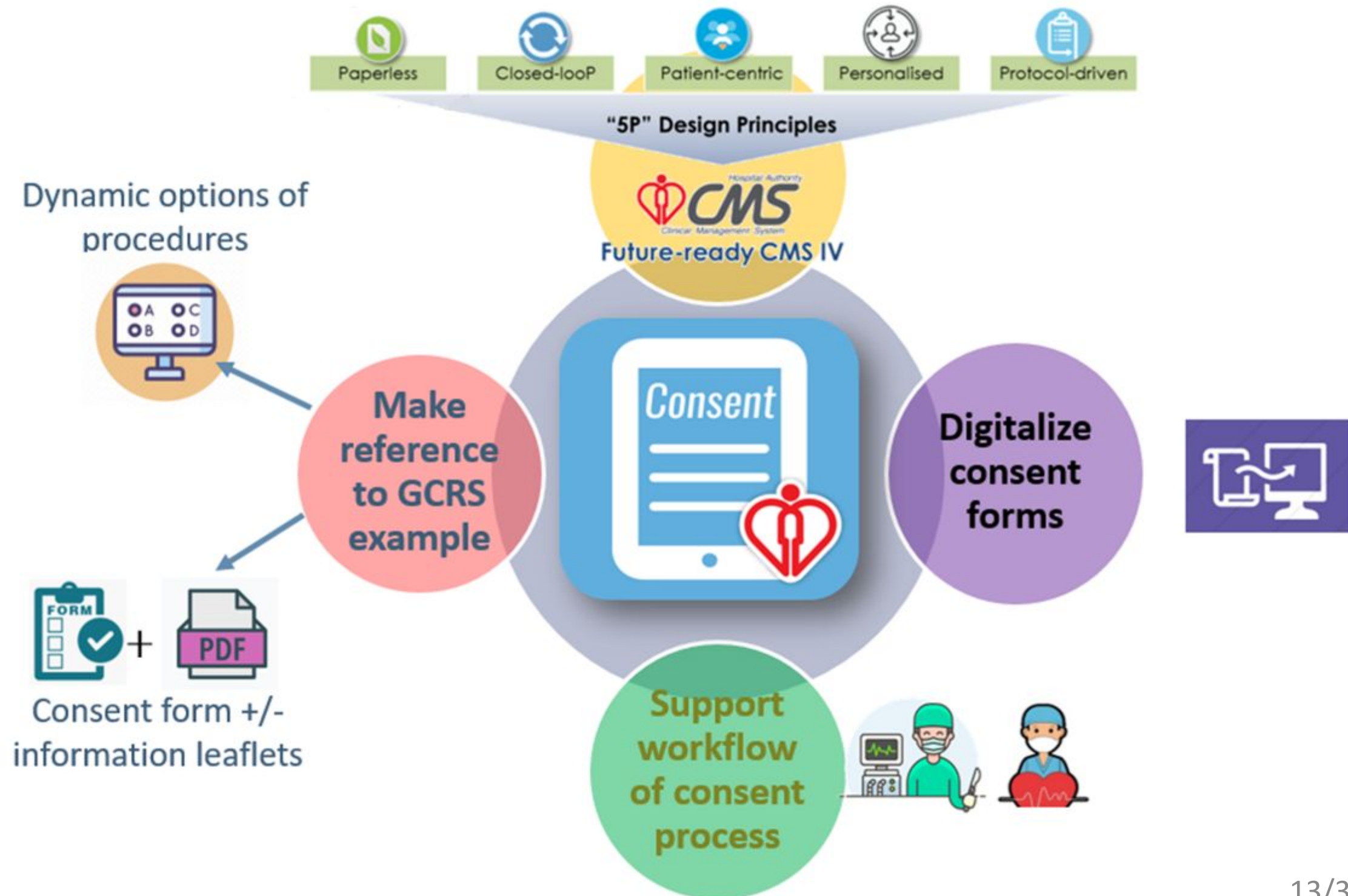
Web-based custom
print Informed Consent
Form System



eConsent

Benefits of eConsent

- Interface with other IT systems
- Improve quality of documentation
- Go green, go paperless



Improving support to ethnic minorities

- “Smart Patient” website provides information in different languages
- Translation service of 18 languages in hospitals
- Special dietary and mortuary services to cater different cultural / religion needs



And many others.....

Our Comprehensive Review – 2018 to 2021

Aim

How accreditation program could be further improved?

Methodology:

- ● ● Staff feedback survey on Hospital Accreditation Programme
- ● Studied on different **hospital accreditation models** across the world
- Series of **consultations** with relevant stakeholders

Staff feedback on hospital accreditation in HA

Staff evaluation

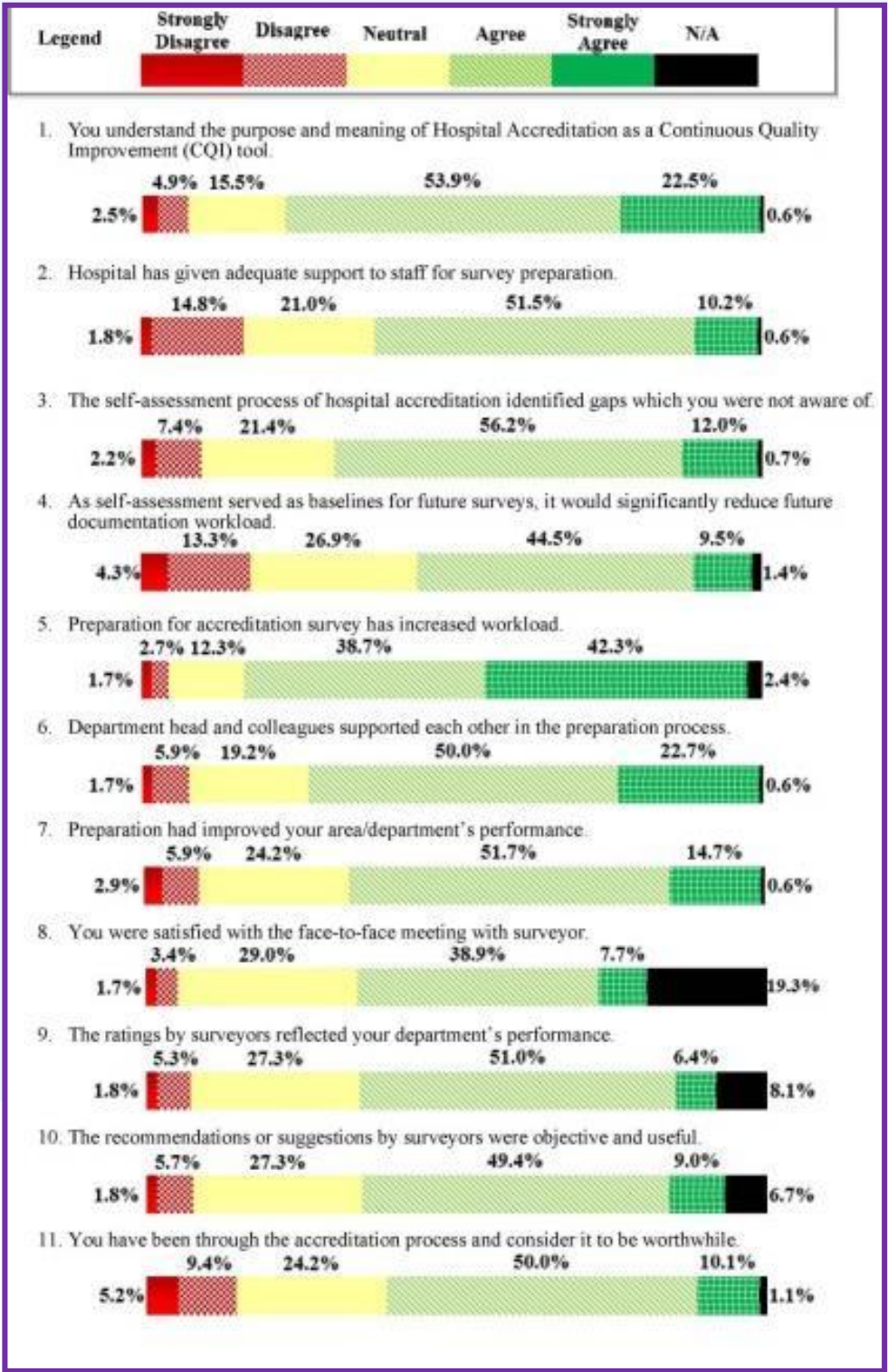
It's good to have guidelines and protocols. These documents make works easier!

I was quite nervous when I first learned about this hospital accreditation exercise because I was not sure what to do.

Some recommendations are difficult to be implemented in our hospital setting.

Enhancing the overall quality of a hospital can definitely benefit patients.

The aim of hospital accreditation is good. However, under the existing manpower and resources, it is difficult to change. We need more support.



Major issues identified in the review

**3 issues
identified**

**Applicability of
Accreditation
Standards and
Recommendations
in HA**

**Additional Workload
and Pressure**

**Consistency and Local
Knowledge of
Surveyors**

**Evaluation Study of
Hospital Accreditation
Final Report**
Prepared for The Australian Council on Healthcare Standards

The Resumption . . .

HKSAR Chief Executive's Policy Address 2022 and 2023



Resume accreditation-related work in public hospitals to ensure that the quality of our hospitals continually attains international hospital standards



Two pilot hospitals, **Pamela Youde Nethersole Eastern Hospital** and **Prince of Wales Hospital**, have resumed hospital accreditation

Onsite surveys - **4Q 2024**

China's International Hospital Accreditation Standards (CIHA)



Developed by experts from the **Mainland** and **Hong Kong**

Incorporated:

- National 3A Hospital Accreditation Standards
- International benchmark
- Hong Kong's features

Followed the requirement of IEEA → RUMBA
(**R**elevant, **U**nderstandable, **M**easureable, **B**eneficial, **A**chievable)

Accredited by the International Society of Quality and Health Care External Evaluation Association in February 2022 with a high score of 97%



The Standards and anticipated achievements

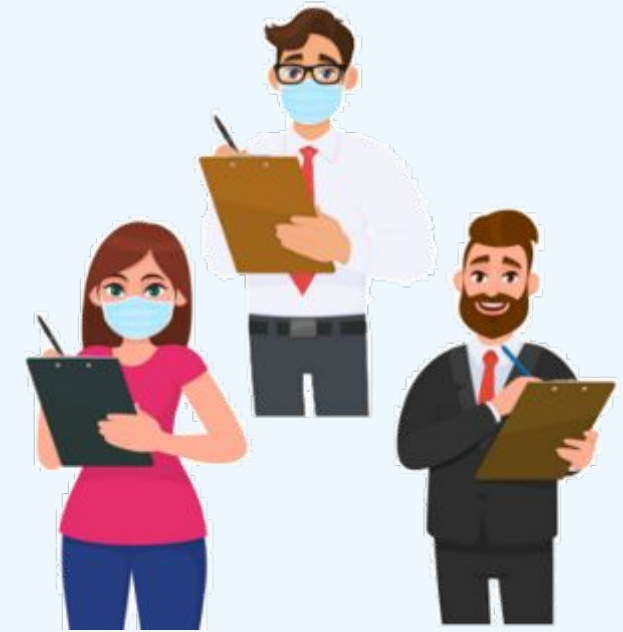


The Standards cover:

- Roles and functions (功能與任務)
- Internal governance (內部管治)
- Healthcare quality (醫療質量)
- Patient safety (患者安全)
- Risk management (風險管理)
- Humanistic care (人文關懷)
- Operational management (營運管理)

During on-site survey, surveyors will verify:

- Hospital systems
- Workflows
- Implementation records
- Self-assessment records
- Remedial measures



During survey, hospitals shall achieve overall optimisation on various fronts, for example:

- a) fostering the HA's culture of continuous quality improvement;
- b) developing additional clinical pathways (臨床路徑);
- c) strengthening pre-operative discussions (術前討論) and credentialing (資歷認證); and
- d) refining emergency response plans (應急預案) of hospitals and drills

To Address the 3 Major Issues Identified



**Additional
Workload and
Pressure**

**Consistency and
Local Knowledge
of Surveyors**



**Applicability of
Accreditation
Standards and
Recommendations
in HA**

Local customisation

- Given the variations in practice between the Mainland and HK, experts from the 2 places have been closely communicating for mutual understanding of the difference in healthcare systems
- HA will:
 - follow local's laws and regulations
 - enhance current practices and set up new systems according to CIHA's standards
- The deliberation has started from Spring 2023 and now coming to finalisation
- An operation manual will be provided to surveyors to facilitate their survey in HK



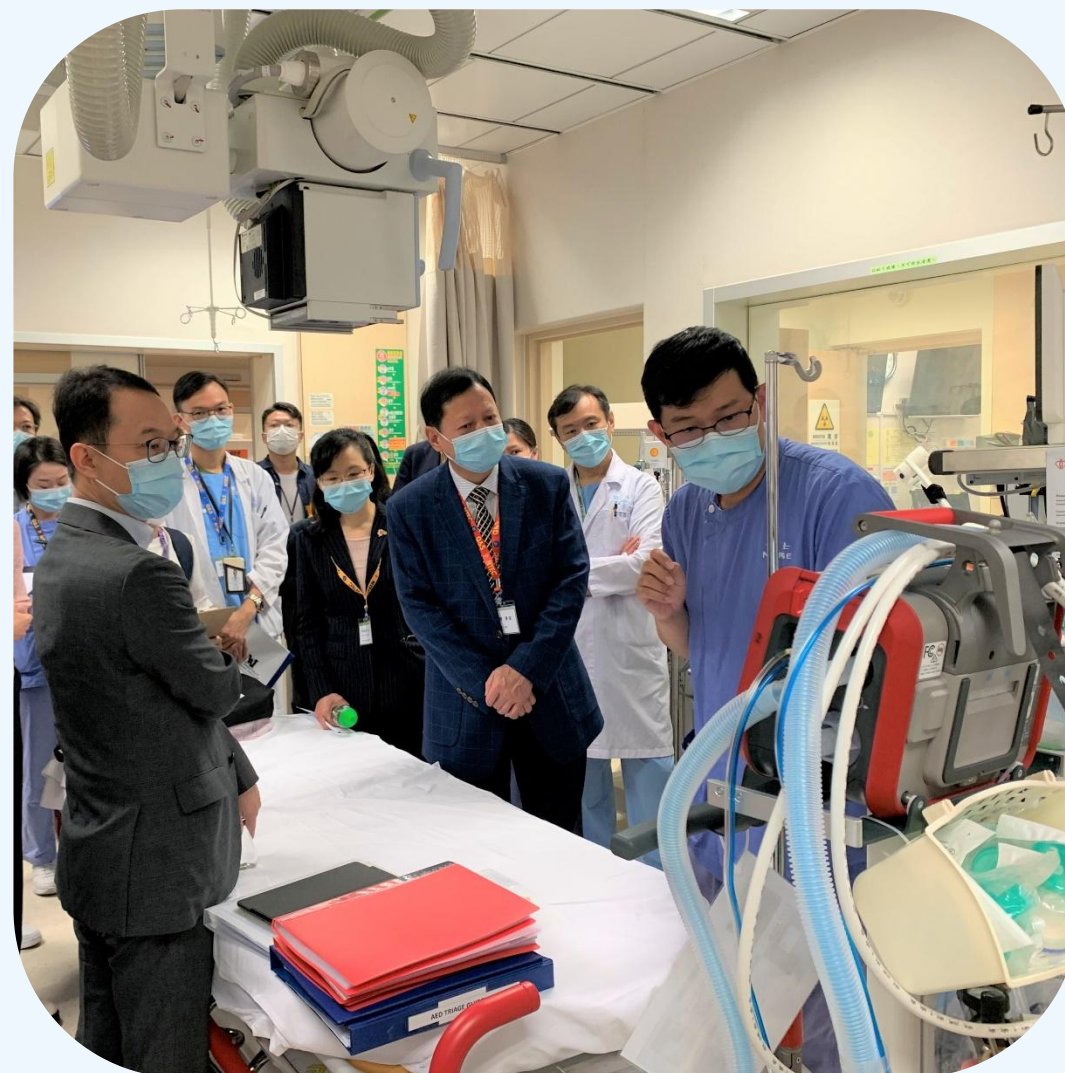
Local surveyor training



- Experts from public and private sectors in HK have been actively participating in training
- As of July 2024:
 - 14** have been appointed
 - 22** are under training
- HK surveyors will survey in HK, mainland and overseas hospitals

On-site training sessions for pilot hospitals

- To assess the readiness of hospitals for on-site survey
- For better preparation for on-site survey
- Exchanges between experts and HA staff on current practices of HA hospitals



To address the additional pressure & workload for our frontline

1

Focusing on continuous improvement

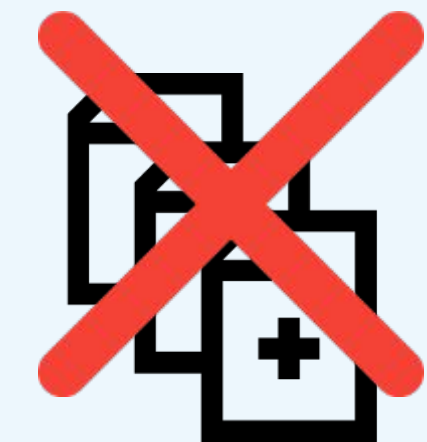
– not performance assessment



2

Eliminating duplication of work processes

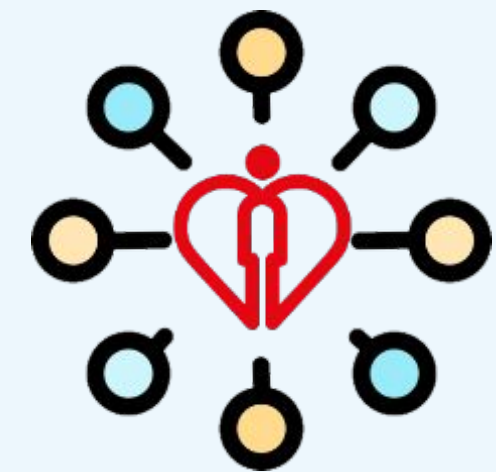
– integration into routine work



3

Strengthening central coordination

– allocating resources for improvement



Enhanced support from Head Office (HAHO)

Strengthened central coordination

- HAHO leads the customisation work
- HAHO aligns practices and establishes new cooperate-level policies
- Accreditation offices provide surveyors with documents and guidelines prior to on-site surveys



Optimal use of IT

- Set up of accreditation electronic database

Deployed additional manpower

- Support preparatory work
- Share with parent hospitals the experience gained from the exercise

Briefing session & topic workshops

All HA staff are invited to join various training sessions for better preparation

HOSPITAL ACCREDITATION

1st TOPIC WORKSHOP
MEDICATION SAFETY

Content :

- Requirements of Quality 1.3.1, 3.3.6 and 3.4.1-3.4.8
- How to fulfil the requirements
- Evidence available at corporate level

Date: 28 Mar 2024 (Thu)
Time: 13:00 – 14:00
Speaker: Prof. William CHUI

Webinar ID : 991 8075 3206
Password: 240328
<https://zoom.us/j/99180753206>

HOSPITAL ACCREDITATION WEBSITE:
<https://hateams.home/knowledge/group/HospitalAccreditation/>

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Topic Workshops organised by HAHO

HOSPITAL ACCREDITATION

2nd TOPIC WORKSHOP
PATIENT SAFETY

Date: 24 May 2024 (Fri)
Time: 13:00 – 14:00
Speaker: Ms. Bonnie WONG, NTWC CM(Q&S)

Webinar ID : 926 7788 0903
Password: 240524
<https://zoom.us/j/92677880903>

HOSPITAL ACCREDITATION WEBSITE:
<https://hateams.home/knowledge/group/HospitalAccreditation/>

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Briefing Sessions on CIHA by SHARC Experts

Internal communication

Carried out a series of staff engagement works:

- Various Staff Group Consultative Committees (Medical, Nurse, Allied Health)
- Staff forums and focus groups
- Publications
- Online feedback platform《Talk to Us》



HAS
協力Link



External communication

Liaisons with external stakeholders were arranged

- Regional Advisory Committees
- Patient Advisory Committee
- Association of Hong Kong Nursing Staff
- Legislative Council Panel on Health Services
- Newspaper articles



Way Forward

We look forward to suggestions and recommendations from surveyors and to unfold a new page of quality improvement initiatives in Hospital Authority

Our action plan >>>>

- To follow up on recommendations
- To follow up rectification process and provide support to hospitals
- To further roll out the programme to more HA major cluster hospitals (3 hospitals in 2025)
- To review effectiveness of accreditation programme



Thank you

