

# Thailand's Quality Improvement Journey

Prince Mahidol Award Conference 2012  
27<sup>th</sup> January 2012

Anuwat Supachutikul, M.D.  
The Healthcare Accreditation Institute  
Thailand



# The Long Journey

- 1981 Community hospital management
- 1983 Nursing service
- 1984 STAR the hospitals
- 1985 Rural healthcare system & network
- 1989 Nursing quality assurance
- 1993 Pilot TQM/CQI in public hospitals
- 1993 Social Security Standards for hospitals (capitation payment)

## Hospital Accreditation

### Quality Improvement

R&D Program Under The HSRI

**TQM in  
8 Public Hospitals**  
**1<sup>st</sup> HA  
Standards**



1993

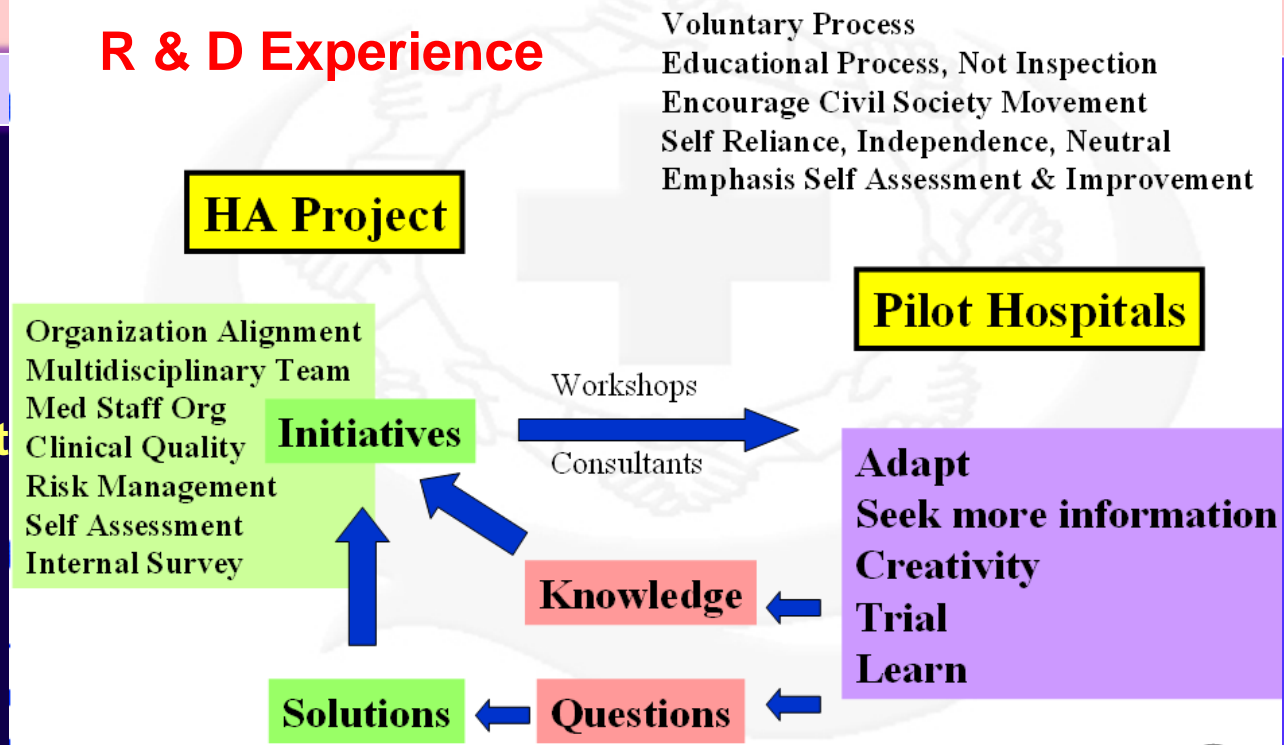


1996



1998

### R & D Experience



# Stepwise Recognition

**Step 3: Quality Culture**  
Identify OFI from standards

Payers  
demand  
for quality

TQM in  
8 Public Hospitals

**Step 1: R**  
Identify C  
Focus on h

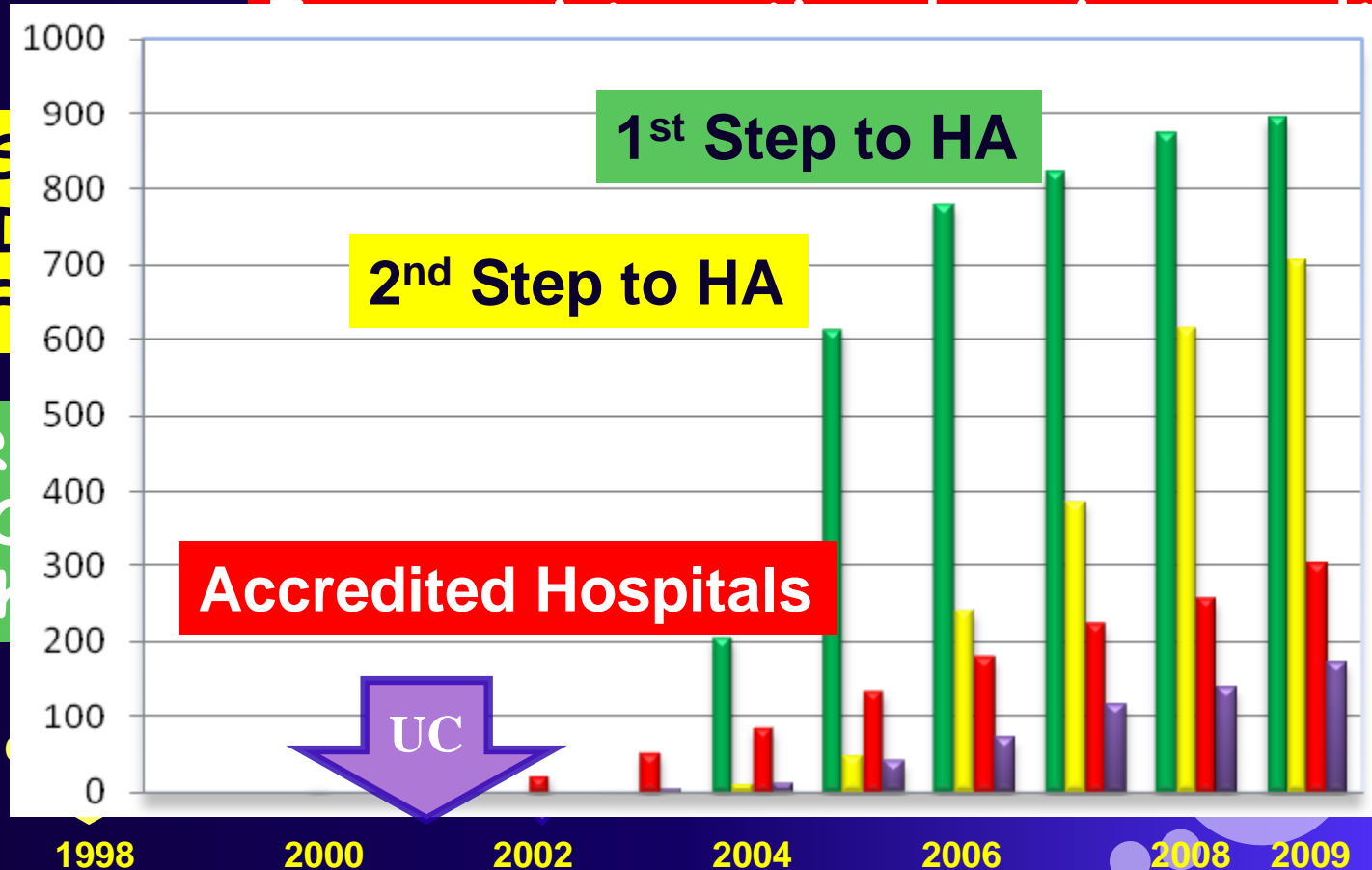
1<sup>st</sup> HA  
Standards

**Accredited Hospitals**

**1<sup>st</sup> Step to HA**

**2<sup>nd</sup> Step to HA**

UC



1993

1996

1998

2000

2002

2004

2006

2008

2009

# Patient Safety

Complaints  
to payer

Nationwide  
solutions

Readmit, ER revisit  
Death / CPR  
Complication  
ADE & ?ADE  
NI & ?NI  
Refer  
Incident  
Unplanned ICU  
Anes complication  
Surgical risk  
Maternal & neonatal  
Lab  
Blood  
Pt Complaint  
Nurse supervision

Patient Safety Goals / Guides : SIMP

Safe Surgery

Infection Control

Medication & Blood Safety

Patient Care Process

Line, Tubing, Cathether

Mis-connection

Emergency Response

Hand Hygiene  
Prevention of

Safe  
Safe  
Medi

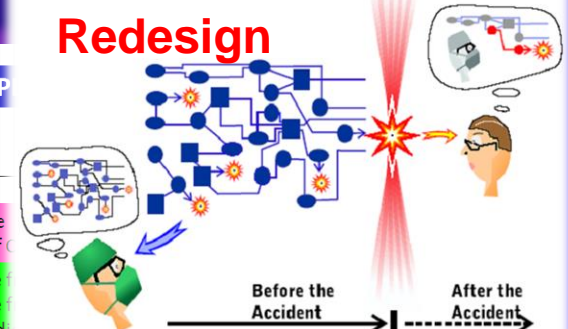
Tackling antimicrobial resistance  
Blood Safety

Patient Identification  
Communication (SBAR, handovers, critical test  
results, verbal order, abbreviation)  
Proper Diagnosis  
Preventing common complications (Pressure  
Ulcers, Falls)

Sepsis  
Acute Coronary Syndrome  
Maternal & Neonatal Morbidity  
Response to the Deteriorating Patient / RRT

Review &  
Redesign

HINDSIGHT BIAS

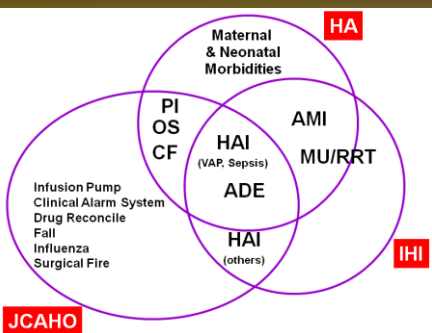


2<sup>nd</sup> Patient Safety Goals

Trigger Tools

1<sup>st</sup> Patient Safety Goals

Quality Review



1993

1996

1998

2000

2002

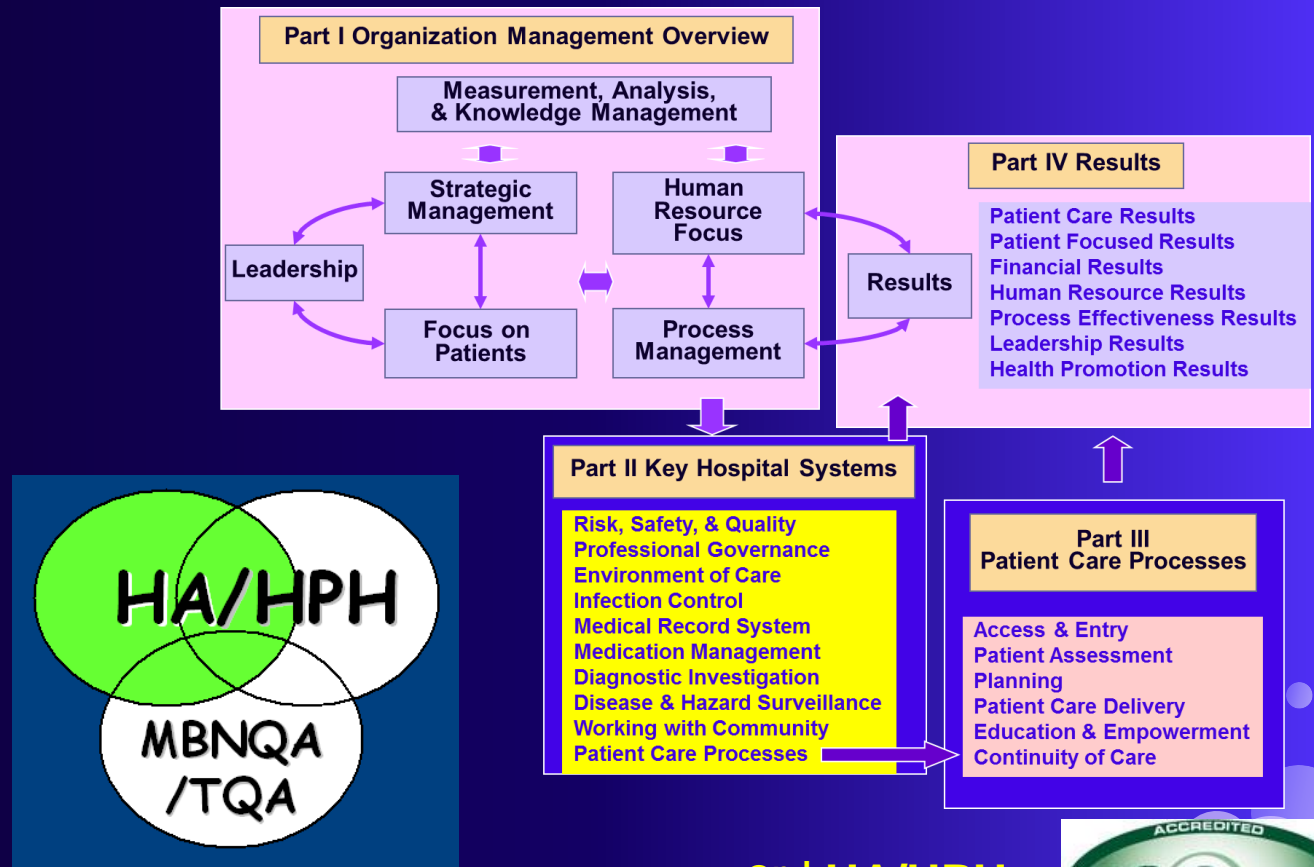
2004

2006

2008

2009

# Thai HA Standards Version 2



HPH Accreditation

**2<sup>nd</sup> HA/HPH Standards**



1993

1996

1998

2000

2002

2004

2006

2008

2009

# Implementing HA/HPH Standards

- Consider **core values & context** together with **criteria** in the Standards and move **PDSA**
- **Evidence-based practice** is one of the core values
  - Quality review: evidence-based practice review
  - Patient Safety Goals-SIMPLE: evidence-based guidelines
  - Redesign the process: seek evidence
  - Comparative indicators: guided by evidence of effectiveness
  - Integrated model of clinical CQI

# Spiritual Dimension of Quality Improvement

Sustainable  
Healthcare & Health Promotion by  
Appreciation & Accreditation

Spiritual HA

Self: Awareness  
Patient: Humanized Healthcare, empowerment  
Team: Living Organization  
Env: Healing Environment  
Survey: Appreciation  
Tool: Narrative/storytelling

SHA  
Program

Humanized  
Healthcare

2<sup>nd</sup> HA/HPH  
Standards

HPH  
Accreditation

1996

1998

2000

2002

2004

2006

2008

2009

# HA National Forum

## A Forum for Campaign & Sharing

- 1<sup>st</sup> (1999): Quality Improvement to Serve the Public
- 2<sup>nd</sup> (2000): Roadmap for a Learning Society in Healthcare
- 3<sup>rd</sup> (2002): **Simplicity** in a Complex System
- 4<sup>th</sup> (2003): Best Practices for **Patient Safety**
- 5<sup>th</sup> (2004): **Knowledge Management** for Balance of Quality
- 6<sup>th</sup> (2005): **Systems Approach**: A Holistic Way to Create Value
- 7<sup>th</sup> (2006): Innovate, Trace & Measure
- 8<sup>th</sup> (2007): **Humanized Healthcare**
- 9<sup>th</sup> (2008): **Living Organization**
- 10<sup>th</sup> (2009): **Lean & Seamless Healthcare**
- 11<sup>th</sup> (2010): **Flexible & Sustainable Development**
- 12<sup>th</sup> (2011): **Beauty in Diversity**
- 13<sup>th</sup> (2012): **The Wholeness of Work & Life**

1<sup>st</sup> HA National Forum

1993

1996

1998

2000

2002

2004

2006

2008

2009



# **Collaboration of HA with Other Programs**

- **Laboratory accreditation & ISO15189**
- **Health Promoting Hospital**
- **Hospital pharmacy standards**
- **Drug abuse therapy**
- **HIV program**
- **Tobacco cessation program**

# Financial Incentives

- **First to demonstrate value of quality, then to facilitate quality achievement**
- **Incentive may be**
  - **Direct: monetary**
  - **Indirect: quota of patients**
- **Intangible financial benefits**
  - **Use LEAN to transform waste to value**

# A Framework for Payers to Drive Improvement in National Health Care Quality

## Our Challenges

## CONTEXT

Timing & momentum

Demonstration of early results

Political

Professional

**WILL**

**IDEAS**

*Ensure Standard Quality*

- Baseline accreditation & monitoring
- Guidelines and protocols
- Data collection & measurement

*Invest in Quality*

- Benefit design emphasizes prevention & coordination
- Payment structure minimizes overuse, underuse, and misuse

Investment in infrastructure for patient-centered care

*Motivate Providers & Professionals to Improve*

- Professional recognition/prestige

Education & training on quality for clinicians & managers

Public reporting of data

Financial incentives for performance

*Activate Patient & Public Demand for Quality*

- Civic participation
- Public/patient education
- Choice & competition
- Financial incentives

Popular

Organizational

Information on performance

Economic conditions

**EXECUTION**

**National Quality Strategy**

# Challenges & Strategies

- **Staff**

- **Attitude and education ->**

- Role model of educational institutes
    - Re-train after graduate

- **Turnover of staff ->** area-based collective effort

- **Management**

- **Leadership ->** peer motivation

- **Incentive ->** keep balance

- **Workload ->** empower the communities

- **Patient-centered care**

- **Seamless healthcare ->** SPHInX (Seamless Provincial Healthcare Innovation & Excellence)

- **Quality of primary care ->** local mechanism



**Thank You**