

**For discussion on  
10 July 2012**

## **Legislative Council Panel on Health Services**

### **Implementation of Hospital Accreditation in Public Hospitals**

#### **PURPOSE**

This paper reports to Members the progress of the implementation of hospital accreditation in public hospitals by the Hospital Authority (HA).

#### **BACKGROUND**

2. In order to improve hospital service quality and enhance patient safety, the Government launched in 2009 a Pilot Scheme on Hospital Accreditation (Pilot Scheme) to develop a set of common hospital accreditation standards for measuring the performances of hospitals in Hong Kong. The Australian Council on Healthcare Standards (ACHS), an international accreditation organisation recognised by the International Society for Quality in Health Care (ISQua)<sup>1</sup>, was selected via an open tender exercise as the accrediting agent for the Pilot Scheme.

3. A Steering Committee on Hospital Accreditation (Steering Committee), comprising representatives from Food and Health Bureau (FHB), Department of Health (DH), HA and the Hong Kong Private Hospitals Association (PHA), was established to oversee and spearhead the implementation of the Pilot Scheme, which included the development of a set of locally adapted accreditation standards, the establishment of a local surveyor system, and the implementation of hospital accreditation in five public and three private hospitals participating in the Pilot Scheme (see **Annex A**).

4. The Pilot Scheme was concluded in March 2011 with full accreditation of the eight participating hospitals for a period of four years.

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<sup>1</sup> ISQua is an independent, non-profit making organisation that aims at driving continual improvement in the quality and safety of healthcare worldwide. ISQua launched its International Accreditation Programme (IAP) in 1999, which is the only international programme that “accredits the accreditors”.

Four other private hospitals also joined the ACHS's accreditation scheme on a self-initiated basis and were awarded full accreditation (see Annex A). A set of locally applicable standards, namely the fourth edition of Evaluation and Quality Improvement Programme Hong Kong Guide (EQuIP 4 Hong Kong Guide), was developed for measuring the performance of hospitals in Hong Kong. In addition, 49 healthcare professionals from various disciplines of both the private and public sectors were trained to become local surveyors. Based on the results and experience of the Pilot Scheme, the Government launched the Phase II Hospital Accreditation Programme (Phase II Programme) in October 2011.

## **PHASE II HOSPITAL ACCREDITATION PROGRAMME**

5. HA has engaged the ACHS through an open tender process as its collaborating partner to implement the Phase II Programme. The Phase II Programme covers four major aspects, namely –

- (a) update the accreditation standards in accordance with international practice;
- (b) continue building up the local surveyor system;
- (c) implement hospital accreditation in 15 HA hospitals (see **Annex B**); and
- (d) evaluate the impact and staff perception of the Phase II Programme upon completion of the accreditation surveys.

6. The Phase II Programme is expected to be completed over a period of five to seven years. The ensuing paragraphs highlight the progress of the Phase II Programme to date.

### ***Development of Standards for EQuIP 5 Hong Kong Guide***

7. Under the Pilot Scheme, a set of locally adapted accreditation standards (EQuIP 4 Hong Kong Guide) was developed based on the accreditation standards of ACHS. The EQuIP 4 Hong Kong Guide was subsequently endorsed by the ACHS Board and ISQua.

8. Following the international practice of periodically reviewing and updating hospital accreditation standards, the ACHS updated its accreditation standards from EQuIP 4 to EQuIP 5 in July 2011. The number of criteria in EQuIP 5 was increased from 45 to 47 with the addition of one new criterion on nutrition management, and the division of the criterion of incident and complaint management into two separate ones.

9. In order to keep up with international practice, the Committee on Standards formed under the Steering Committee had reviewed the EQuIP 4 Hong Kong Guide with reference to ACHS's EQuIP 5 standards. With the participation of DH, public hospitals, private hospitals and patient groups, and taking into account local circumstances, the Committee developed the EQuIP 5 Hong Kong Guide as the accreditation standards for Hong Kong. EQuIP5 Hong Kong Guide was submitted and endorsed by the ACHS board in April 2012 and is awaiting approval by ISQua. The Committee on Standards will continue to collect feedback from hospitals, stakeholders and patient groups, and meet regularly to evaluate the application of the EQuIP 5 Hong Kong Guide.

### ***Continued Development of Local Surveyor System***

10. The training and continued development of a local pool of surveyors is crucial to the implementation of hospital accreditation in Hong Kong. 49 local healthcare professions have been trained and appointed as surveyors under the Pilot Scheme. Under the Phase II Programme, an additional of about 60 surveyors would be trained and appointed as local surveyors. 24 local healthcare professionals<sup>2</sup> have already been selected to attend the surveyor induction workshop as first part of their surveyor training. After evaluation by ACHS, suitable trainee candidates will be arranged to attend training surveys to complete their surveyor training before final evaluation and appointment as local surveyors.

### ***Implementing Accreditation in 15 Public Hospitals***

#### ***Staff Engagement and Communication***

11. Communication, learning and sharing are critical to the implementation of hospital accreditation. A series of hospital visits and

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<sup>2</sup> The 24 healthcare professionals come from different disciplines, including five from medical, ten from nursing, two from allied health and seven from administrative backgrounds.

staff forums were held to explain to hospital staff of the 15 participating hospitals the concept of hospital accreditation as a continuous quality improvement (CQI) measure and to enlist their views on the Phase II Programme. Representatives from hospitals participated in the Pilot Scheme were also invited to share their experience. Similar visits and forums will continue to be organised to ensure continuous communication with hospital staff. In addition, a Working Group on Staff Engagement and Communication, consisting of representatives from various disciplines, has been set up to establish a better network among hospitals.

### *Training and Support*

12. HA and ACHS organised the first round of training in February 2012 to prepare hospital project teams for accreditation. Starting from April 2012, monthly workshops on more specific topics were also organised for sharing experience and good practices, such as transfusion safety, medication safety and occupational health in hospitals. Resources have been provided to participating hospitals to set up dedicated teams to prepare for hospital accreditation, including conducting staff engagement and training activities at hospital level.

### *Gap Analysis*

13. Gap analysis<sup>3</sup> has been regarded by hospitals as one of the most useful training and support provided. It is undertaken by a small team of experienced ACHS consultants/surveyors to provide on-site education to hospital staff before conducting Organisation-wide Surveys (OWS)<sup>4</sup>. Besides explaining to them the application of EQuIP standards, the team would help the hospitals assess their readiness for OWS through identification of strengths as well as areas requiring improvements. After conducting gap analysis, ACHS will assign a designated consultant to each hospital to assist them with follow up action items and determine the appropriate time to conduct the OWS. To implement the Phase II Programme at a coordinated pace, the number of hospitals undergoing gap analysis is set at a maximum of six per year.

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<sup>3</sup> A gap analysis compares the performance of a hospital against the EQuIP standards and criteria. The major aim is to provide on-site education to hospital staff in order to identify strengths and opportunities for improvement.

<sup>4</sup> An OWS is a comprehensive on-site survey conducted by an ACHS survey team to review the performance of a hospital against the EQuIP standards, provide feedback and advice for improvement and recommends to ACHS on the accreditation status.

### *Evaluation of Phase II Programme*

14. ACHS will engage a local university to conduct an evaluation study on the implementation of the Phase II Programme upon the completion of OWS in the 15 participating hospitals.

### **ADVICE SOUGHT**

15. Members are invited to note and comment on the progress of the implementation of hospital accreditation in public hospitals.

**Food and Health Bureau  
Hospital Authority  
June 2012**

**List of hospitals awarded accreditation under the Pilot Scheme**

<b>HA Hospitals</b>	<b>Awarded full accreditation in</b>
Pamela Youde Nethersole Eastern Hospital	September 2010
Queen Elizabeth Hospital	October 2010
Caritas Medical Centre	October 2010
Tuen Mun Hospital	November 2010
Queen Mary Hospital	February 2011

<b>Private Hospitals</b>	<b>Awarded full accreditation in</b>
Hong Kong Sanatorium & Hospital	March 2010
Shatin International Medical Centre Union Hospital	July 2010
Hong Kong Baptist Hospital	February 2011

**List of private hospitals underwent and awarded accreditation on their own initiatives**

<b>Private Hospitals</b>	<b>Awarded full accreditation in</b>
Hong Kong Adventist Hospital	September 2010
Tsuen Wan Adventist Hospital	September 2010
Matilda & War Memorial Hospital	December 2010
Canossa Hospital (Caritas)	September 2011

**Annex B****List of the 15 public hospitals participating in Phase II Hospital Accreditation Programme**

	<b>Cluster</b>	<b>Hospital</b>
1.	Hong Kong East Cluster	Tung Wah Eastern Hospital (TWEH)
2.	Hong Kong West Cluster	Tung Wah Hospital (TWH)
3.	Kowloon Central Cluster	Hong Kong Buddhist Hospital (BH)
4.		Kowloon Hospital (KH)
5.	Kowloon East Cluster	United Christian Hospital (UCH)
6.		Tseung Kwan O Hospital (TKOH)
7.	Kowloon West Cluster	Our Lady of Maryknoll Hospital (OLMH)
8.		Princess Margaret Hospital (PMH)
9.		Yan Chai Hospital (YCH)
10.	New Territories East Cluster	Alice Ho Miu Ling Nethersole Hospital (AHNH)
11.		North District Hospital (NDH)
12.		Prince of Wales Hospital (PWH)
13.		Tai Po Hospital (TPH)
14.	New Territories West Cluster	Castle Peak Hospital (CPH)
15.		Pok Oi Hospital (POH)