

Motivating Medical Organizations to Participate in Accreditation

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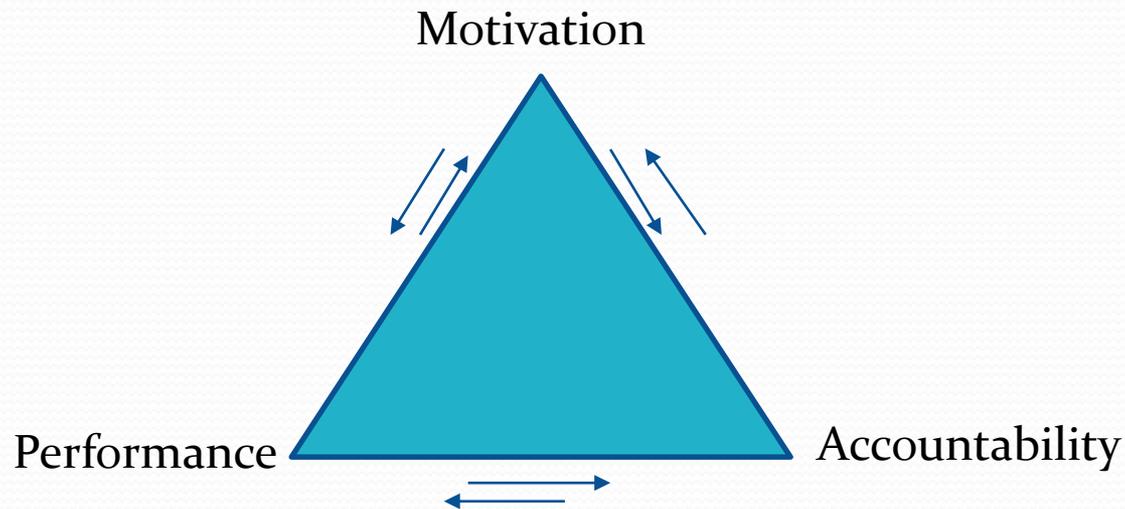
Questions to Answer:

1. Why would organizations pursue accreditation?
2. What are the motivating factors for healthcare organizations to seek accreditation?
3. Can accreditation be a motivating mechanism for organizations performance?
4. What are the benefits of accreditation?
5. Would accreditation increase consumer confidence in their organization?
6. How to increase consumer confidence in accreditation?
7. What is the role of government and insurance in motivating organizations to seek accreditation?



What's it all about?

Relationship between Motivation, Performance and Accountability!



Factors affecting accountability, performance and motivation ^{1/2}

1. highly performing employees will produce highly performing organizations (and visa versa)
2. highly performing organizations crave recognition
3. quality is everyone's responsibility
4. improvement is continuous and contagious
5. fiduciary responsibility of the job
6. ethical requirements of the profession

Factors affecting accountability, performance and motivation ^{2/2}

7. positive competition and benchmarking
8. peer pressure
9. fear of failure, impact of liability
10. regulatory requirements (MOH, insurance, law)
11. demand of the consumer

Key Players in Accreditation

- Organization Governance
- Employees
- Consumers
- Regulators, Purchasers and Payors
- Accrediting Agencies



What motivates organizations for accreditation 1/2?

1. Accreditation **benefits/impact** (Nicklin 2015):

1. Improve operational effectiveness
2. Advance positive health outcomes
3. Improves communications and internal collaboration
4. Teambuilding
5. Demonstrates commitment to quality and accountability
6. Decreases liability costs
7. Mitigates the risks of adverse events
8. Sustains improvements (operation and performance)
9. Efficient and effective use of resources
10. On-going self-analysis of performance
11. Insures an acceptable level of quality
12. Improves organizational reputation
13. Enhances capacity building
14. Enforces use of policies and procedures
15. Ethical framework
16. Positive impact on safety; patient, medication and environmental
17. Vision for sustained quality
18. Internal improvements
19. Improves reliability and accuracy (data, lab tests, etc.)
20. Improves employee and organizational accountability
21. Improves satisfaction (staff and patients)
22. Internal positive competition
23. Recognizes (and rewards) positive improvements
24. Promotes benchmarking, sharing and networking
25. Promotes a culture of quality and safety

What motivates **organizations** for accreditation? 2/2

2. Access to additional/new **funding** sources
3. Sustaining **improvement** becomes easier to achieve
4. **Recognition** (national and international)
5. Membership to an “**elite**” group
6. Link accreditation to rewards and/or special **privileges**
7. Higher level of organizational **classification**
8. Role of active and effective involvement of **accrediting organizations** (support, resources, technical assistance, training, facilitation, etc.)
9. Effective “**marketing**” strategies and **awareness** campaigns!!

What motivates leaders to seek accreditation of their facilities?^{1/2}

1. **Make it required!!** Mandating accreditation.
2. **Regulate** select accreditation requirements e.g. policies, specific plans, safety goals, audits, etc.
3. Gain **testimonials** for the accreditation standards and the agency (including ISQua accreditation).
4. Offering **additional funds** (grants and contracts).
5. **Financial incentives** for achieving accreditation.
6. **Integrate** international accreditation standards into the national standards.
7. Offer **support**, resources, technical assistance and accreditation related training to organizations preparing for accreditation

What motivates leaders to seek accreditation of their facilities? ^{2/2}

8. Offer and perform subsidized **mock surveys**.
9. Nationally **recognize** those that get accredited and publicize their specific accomplishments and improvement projects.
10. Establish an “**accredited organizations forum**” (plus smaller groups on specialized accreditation areas) with strict membership rules to offer and share support between one another.
11. **Study tours** to showcase and further recognize accredited organizations.
12. Provide “**special**” **privileges** to accredited organizations.
13. **P4P** and eligibility requirements to added funding include achieving accreditation
14. **Publicize** accreditation benefits and push “the fear of being left behind” concept of those not achieving accreditation.

What about the consumer?

How can we increase the **confidence** of the healthcare consumer in accreditation?

Accreditation, Patient satisfaction and Trust in the Care System

- Accreditation improves the patient **care experience** which in turn improves his/her satisfaction.
- A patient that is satisfied with the system of care will have increase **trust** in the capabilities of that system
- Accreditation should improve **SAFETY!**
- Identify, publicize and encourage benchmarking of enhanced **patient care outcomes.**

What increases patient confidence?

- Tangible improvements
- Adherence to standards (organized system)
- Following specific and credible clinical practices
- Transparency in performance and outcomes (KPI's)
- Effective (pleasant and professional) communications
- Positive care experience (less or no errors and good outcomes)
- Pleasant patient experience
- Repeat good outcomes (consistency in care and outcomes)
- “Ah ha” moments (above and beyond the call of duty)
- National/International Reputation of HCO's

Effect of accreditation on patient confidence^{1/2}

1. Patient centered care (convenient, just in time care)
2. Relive and improve the patient experience
3. Think mission NOT function
4. Effective and targeted staff training
5. Respecting patients and their rights
6. Involve the patient in the care process
7. Publicize accreditation to maximize its impact
8. Improve communication with the patient/families
9. Improve caregivers inter-communications

Effect of accreditation on patient confidence 2/2

11. Avoid indifference or uncaring attitude
12. Educate the patient effectively
13. Achieve positive patient outcomes (errors, infection, experience)
14. Accuracy in care and treatment
15. Effective and proven treatment
16. Pain management
17. Adequate staffing ratios
18. Informed choices - transparency
19. Ethical and professional practices (futile Rx, conflicts, utilization, deontology, etc.)
20. Improved amenities

Recommendations on increasing consumer confidence

1. Make accreditation **mandatory** for all HCO's
2. Centralize and standardize accreditation **resources**
3. **Brand** the National Healthcare Accreditation Entity
4. **Publicize** (heavily) accreditation
5. Allocate **more resources** to accreditation and care system improvements
6. **Publish** accomplishments and improvements of HCO's
7. Revise standards based on **patient-centered care**
8. Provide focused **staff training** on the patient care experience
9. Organize **forums** on accreditation to share experiences
10. **Showcase** accredited organizations and their achievements

In conclusion..

There are many effective ways to motivate organization towards accreditation. But not all ways are applicable to all organizations equally and not all ways are actually successful in all organizations. For these programs to be effective they must be customized, well focused and uniquely suitable to the organization's culture and setting.

and...

- Incentives for organizations to seek and achieve accreditation must be tied to certain “return-on-investments”.
- Organizations must see a benefit from getting accredited. This benefit should be realistic and substantial enough to stimulate the preparation for and attainment of accreditation.
- Accrediting agencies must show the benefits and work on developing incentives for accreditation.
- Consumer confidence in accreditation is as important as organization governance acceptance of accreditation.

Thank You for your attention!

Any Q's??

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