

# Risk and Crisis Management

## MedHealth Beirut 2007



**CCHSA INTERNATIONAL**



**CCASS INTERNATIONAL**

## Accreditation – A Strategic Tool to Pro-activeness

**Dr. Fadi El- Jardali**  
**CCHSA International**  
**August 1<sup>st</sup>, 2007**

**Metropolitan Palace Hotel - Beirut**

# Overview

---

- Part I: Accreditation and Planning Models for Quality**
- Part II: Accreditation: A strategic tool to Pro-activeness: why accreditation is an invaluable to risk and crisis management**
- Part III: CCHSA: A World Leader in Accreditation!**
- Part IV Successes in the Middle East**
- Part V: Conclusion**



---

# Part I

## Accreditation and the Planning Models for Quality

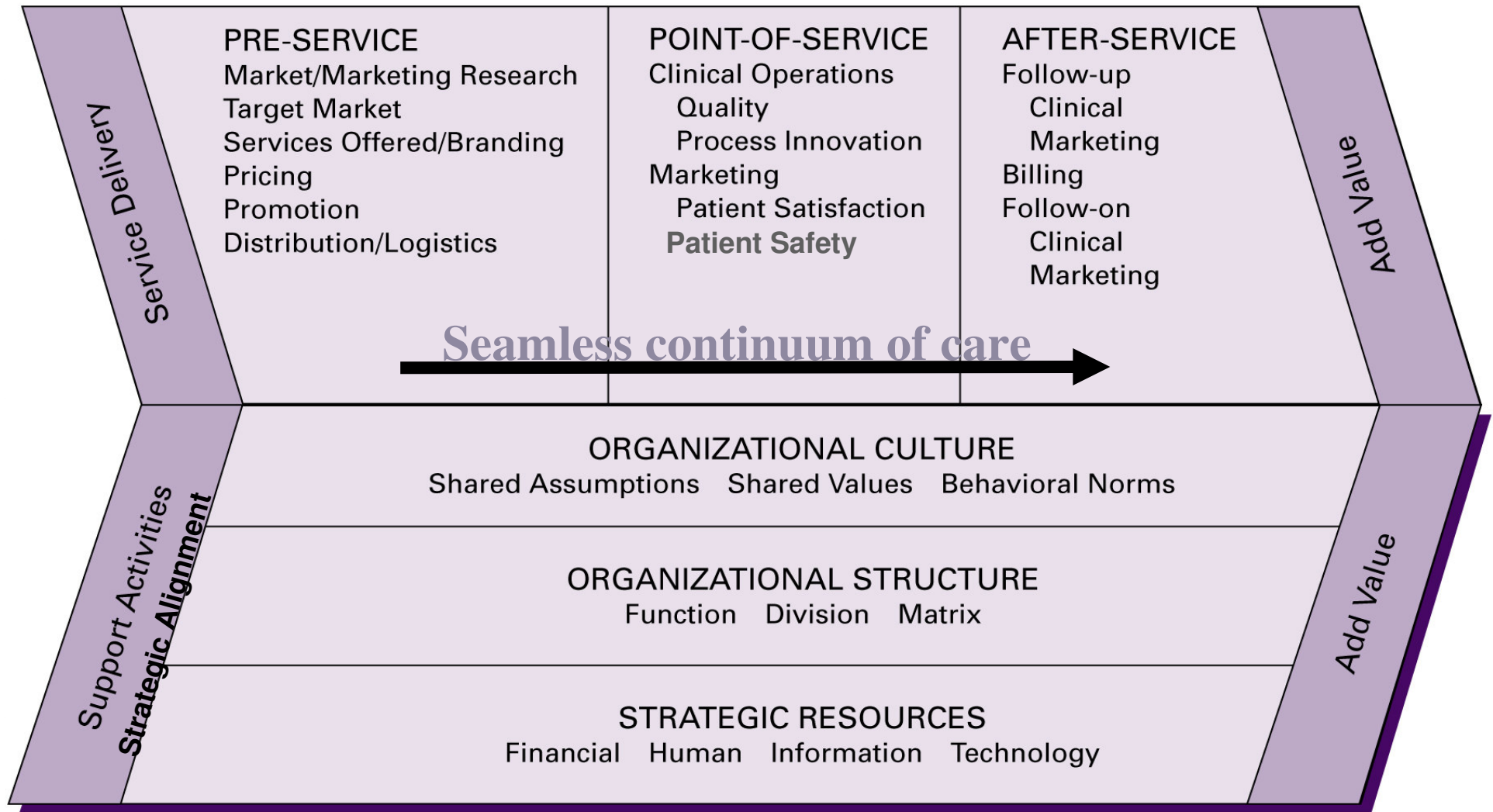
# Accreditation is...

- **Formal processes to ensure delivery of high quality, safe health care**
- **Based on standards and processes devised and developed by health care professionals for health care services**
- **Awarded based on implementation and achievement of quality standards through an independent, external peer review process**
- **An opportunity to have services recognized as meeting international standards**

# Accreditation for Value Creation in Health Care Organizations

- Organizations are successful only when they create value
- In your organizations, the importance of value must be emphasized to satisfy your clients

## Exhibit 8-1: The Value Chain



**Source:** Adapted from Michael E. Porter, *Competitive Advantage: Creating and Sustaining Superior Performance* (New York: Free Press 1985), p. 37.

# Planning and Accreditation

- Health organizations should develop organizational plans in support of quality services
- The planning process need to be formalized and documented
- We know that planning contribute to pro-Activeness

# “Fit all the plans together”



# What is a Strategic Plan anyway?

- **A strategic plan responds to these questions:**
  - **Who are we?**
  - **Where are we now?**
  - **What is the environment?**
  - **Where do we want to go?**
  - **How should we get there?**
  - **What will our path look like?**
  - **How will we measure our progress?**

# Strategic Plan Elements

- **Strategic themes / overarching focus areas**
- **Strategic initiatives**
- **Goals and objectives, tied to timeframe**
- **Specific outcomes and measurement**

**Strategic plan should integrate all other plans, two of them are the risk management plan and the disaster and Emergency plan**



# Part II

---

## Accreditation: A strategic tool to Pro-activeness:

### Why accreditation is an invaluable to risk and crisis management

# CCHSA Core Standards

- **Environment Management**
- **Human Resources Development and Management**
- **Information Management**
- **Leadership and Partnerships**
  - Governance
  - Management

# Risk Management Plan

- **CCHSA standards require that:**
  - **The governing body and managers prevent and manage any risks to the organization**

# Risk Management Plan

- **Is a process by which organizations identify, assess, control risks throughout the organizations**
- **The plan should be updated on a yearly basis**

# A Successful Risk Management Plan

- **can help your organization identify, assess, and control potential risks before an adverse event happens.**

# Risk Management is a proactive strategy

## Its components include:

- Risk identification
- Risk assessment
- Risk control
- Evaluation of risk management activities

# Sample from a Risk Management Plan

Symptom	Risk Identified	Risk Assessment	Risk Control and Timelines	Risk Control and Timelines	Outcomes	How will Outcomes be Measured?
<p>Staff safety concerns from 2003 survey</p> <p>One fall in parking area</p> <p>One auto-theft</p>	<p>Parking facility is dark, far from main door and lacks signage</p>	<p>Medium probability, Medium impact</p> <p>Take action</p>	<p>May 2004: Install new lighting</p> <p>June 2004: Install signage</p> <p>June – Dec 2004: Monitor need for call buzzer/alarm/parking escort service</p>	<p>Environment team</p>	<p>Safe parking facility</p>	<p>Client and staff satisfaction with parking (use staff satisfaction survey in 2005)</p> <p># incidents in parking area between July 2004-Dec 2004 (6 months)</p>
<p>Dementia clients not adequately served</p>	<p>Resource allocation and budgeting not meeting client needs</p>	<p>High probability, High impact</p> <p>Take action</p>	<p>June-Aug 2004: Develop new source allocation method (so that it is linked to strategic priorities)</p>	<p>Management team</p>	<p>Effective resource allocation (resource allocation part of planning cycle and linked to organizational priorities)</p>	<p>2005 budget linked directly to organizational priorities, as determined through planning cycle</p> <p>Client services in place to meet needs</p>



# CCHSA ACCREDITATION PROGRAM A Client-centred Approach (CCAP)



## Environmental Management

CCHSA INTERNATIONAL



CCHSA INTERNATIONAL

# Area of focus within CCHSA Standards

- Responding to Client Needs
- Infection Control
- Space, Equipment, Supplies and Medical Devices
- Disaster and Emergency Preparedness
- Quality Monitoring and Improvement

# Disaster and Emergency Plan

- **Any health organization should be prepared for disasters and emergencies**

# What is a Disaster and Emergency plan?

- It is a process by which an organization identifies the potential risk of a disaster or emergency
- It is an ongoing process, not a one-time event
- Its purpose is to prevent injury, limit property damage and capital losses and return to a normal operating state as soon as possible after the disaster

# Disaster and Emergency Preparedness

## CCHSA requirement

- 9 Standards
- 13 criteria
- 53 action items

# CCHSA standards domains

- Internal and external disasters and emergencies
- Prevention of and response to fires
- Evacuation and relocation as a result of internal or external emergencies
- Mass casualty reception in the event of a disaster

# CCHSA Standards Domains

- Reception of clients/patients from an evacuated organization
- Management of bomb and extortion threats
- Threats of personal violence
- Management of situations involving the missing client/patient

# Disaster and Emergency Preparedness Standards (CCHSA):

- **11.0 there are process for mass casualty reception in the event of a disaster**
- **11.1 processes will address the following:**
  - **Designation of an area for receipt of casualties**
  - **Identifying personnel who will triage**
  - **Identifying casualties**
  - **Receiving and treating casualties**
  - **Posting signs**
  - **Establishing protocols for early discharge**
  - **Providing for on-site security and traffic control**

# Sample from a disaster/emergency plan for threat of personal violence

Steps	Responsibility	Action and Timelines	Outcomes
Establish interdisciplinary planning committee for <i>threat of personal violence</i>	Senior Admin responsible for environment services	<ol style="list-style-type: none"> <li>1) Assemble members from different parts of the organization who deal directly with the public (June 2004)</li> <li>2) Designate a steering committee (June 2004)</li> <li>3) Designate an education subcommittee (July 2004)</li> </ol>	<ol style="list-style-type: none"> <li>1) All areas and disciplines are represented</li> <li>2) The steering committee is responsible to ensure the plan is developed</li> <li>3) The education subcommittee ensures that education plans are made as the plan unfolds, rather than as an add-on at the end of the plan</li> </ol>
Determine disaster response capability and compare to the potential types of <i>threats of personal violence</i> with which the organization may be faced	Sub-committee	<ol style="list-style-type: none"> <li>1) Thorough review of current plan (July 2004)</li> <li>2) Brainstorm – then verify – threats of potential violence for which the organization needs to be prepared (July 2004)</li> </ol>	The whole committee is aware of the current situation and will set priorities for development

# Part III



# *CCHSA*

# *A World Leader in Accreditation!*

CCHSA INTERNATIONAL



CCHSA INTERNATIONAL



# Who is CCHSA?

- Leading, national health accreditation organization since 1958
- Non-governmental, non-profit, private, independent board
- Accreditation across many health sectors
- Applies standards that are nationally proven & internationally recognized through ISQua accreditation
- Highest levels of credibility and support from all levels of Canadian government and global experts



# Strategic Direction of CCHSA

## MISSION

**Driving quality in health care services through accreditation**

## VISION

**The leader in raising the bar for health quality**

# Strategic Direction of CCHSA (Cont'd)

## VALUES

Within an environment focused on clients and committed to quality of work life, partnerships, and personal growth, our values are:

**Excellence   Integrity   Respect   Innovation**


# International Recognition



- **Founding member of ISQua (International Society for Quality in Healthcare)**
- **CCHSA achieved ISQua international accreditation in 1998, 2002 and 2006 for its:**
  - ***Standards***
  - ***Organization***

# CCHSA *International* Markets

- **Middle East**
  - Saudi Arabia
  - Kuwait
  - Bahrain
  - UAE
- **Caribbean**
- **Europe**
- **Latin America**



---

**One third of all new accreditation programs and standards developed worldwide have taken the lead from CCHSA.**

*Charles D Shaw, ISQua*

---

# Part IV

---

## *Successes in the Middle East*

# History of CCHSA in Middle East

- 1999** First Accreditation client in UAE
- 2000** First Accreditation client in KSA
- 2000** Developed strong partnership with Al Mashura Health Group, KSA
- 2003** Opened office in Riyadh, KSA
- 2007** Significant increase in client base in Middle East

# Principles of CCHSA accreditation



# The Accreditation Process



# How does CCHSA's Accreditation Process differ?

- Standards of excellence
- Facilitative and step-wise approach
- Structured and organized self-assessment process
- Fully automated process
- Culturally sensitive, participatory and collaborative

# Expectations from CCHSA's accreditation program

- **Gain public recognition**
- **Build a solid foundation for a Quality and Patient Safety Culture**
- **Develop a Risk Management System**
- **Establish a Performance Indicator Management System**
- **Develop new individual and organizational capacities**
- **Address the needs of client/patient**
- **Improve quality of care and services**

# Part V: Conclusion

**Health Leaders and Managers need to:**

- 1- Have more strategic focus**
- 2- Create value based health care organizations by demonstrating commitments to quality and safety through accreditation**
- 3- Support resources and tools required to create value based organizations**
- 4- Be proactive, by demonstrating commitment to risk and crisis management**

# For further information...

**CCHSA International**  
**1730 St. Laurent Blvd, Suite 100**  
**Ottawa, Ontario, Canada K1G 5L1**  
**Tel: (001)-(613)-738-3800**  
**Email: [international@cchsa-ccass.ca](mailto:international@cchsa-ccass.ca)**  
**Website: [www.cchsa-ccass.ca](http://www.cchsa-ccass.ca)**

Canadian Council on Health  
Services Accreditation



Conseil canadien d'agrément  
des services de santé

**CCHSA INTERNATIONAL**



**CCHSA INTERNATIONAL**