

PATIENT SAFETY WITH COHSASA ACCREDITATION

The REDDINGTON HOSPITAL
EXPERIENCE

The Accreditation journey- An introduction



How did it start?

- The Reddington Hospital made a decision to proceed with accreditation in 2008
- The Council of Health Service Accreditation of Southern Africa (Cohsasa) flew in a team to conduct a baseline audit at the Victoria island hospital
- After a thorough evaluation of the approximately 20 departments, a final verdict was delivered

Baseline audit score

- The hospital scored 44%, with over 100 trigger 1 deficiencies
- In other words, 56% of Quality standards required by Cohsasa were non compliant

The Journey begins



The 6 phases of our Accreditation journey

- FOREST PHASE
- MOUNTAIN PHASE
- RIVER PHASE
- SAND STORMS
- WINDY PHASE
- PEACEFUL PASTURE

FOREST PHASE



Characteristics of the Forest PHASE

CHARACTERISTICS

- **Climate -POOR VISIBILITY- low compliance levels.**
- **Safety- ILL DEFINED RISKS, little knowledge about Safety**
- **People- UNCERTAINTY ABOUT FUTURE COSTS**
- **People - LOOMING FEARS ABOUT LOSSES**

FOREST phase



How we managed the Forest phase

Adopting the Rules of the Road by JOSEPH JURAN

- Provide participation
- Provide enough time
- Omit excess baggage
- Work with recognized leadership
- Treat people with dignity
- Reverse positions
- Deal with resistance to change

Phase 2- MOUNTAIN PHASE



Characteristics of the Mountain phase

Characteristics

- **Climate-Relatively good visibility. Fluctuating levels of compliance**
Acknowledgement that what we needed was a MIRACLE!
- **Safety- Recognition of some risks and safety deficiencies**
- **People- Warring factions**

MOUNTAIN phase



How we managed the Mountain phase

- Commitment by Top management critical at this stage
- Announcement that THERE WAS NO TURNING BACK!!
- Empowerment programs- Training Unit Heads and staff to tackle MISSION IMPOSSIBLE eg- new safety and quality processes
- Laying down the RULES- policy development & quality indicator monitoring

Phase 3- RIVER PHASE



CHARACTERISTICS OF THE RIVER PHASE

CHARACTERISTICS

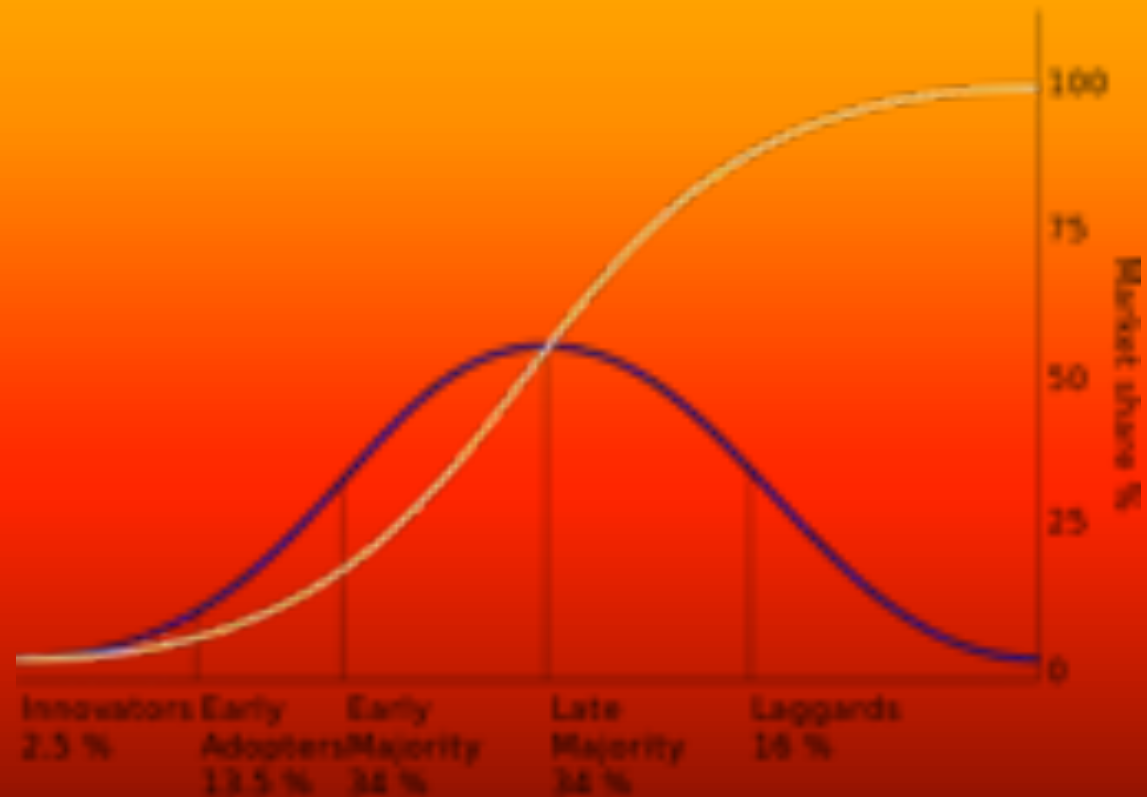
- Climate- Hidden dangers and predators
- Safety- High alert about safety gaps and emerging risks. Struggle to comply
- People- Late majority and resistant groups ready to sabotage efforts

RIVER PHASE



How we managed the River phase-

Diffusion theory by Everett Rodgers



PHASE 4- SAND STORMS



CHARACTERISTICS OF SANDSTORM PHASE

CHARACTERISTICS

- **Climate-** roughly 50% acceptance & above average compliance in non clinical units+ periods of confusion
- **Safety-** Some structures and processes in place to control risks
- **People-** Rapid turnover of staff creates sand storms

SAND STORMS



How we managed the sand storm phase

- Controlled turnover when possible
- Monitored quality indicators closely
- Established a strict induction program for new staff
- Established continuous training programs
- Applied organizational psychology
- Listened to staff concerns

PHASE 5- WINDY PHASE



CHARACTERISTICS OF THE WINDY PHASE

Characteristics

- **Climate-** visible level of enthusiasm, struggle to maintain above 80% compliance. Random high risk events
- **Safety-** Minimal no of trigger 1s- in clinical units
Safety Incidents popping up sporadically
People - may be discouraged when problems occur

WINDY PHASE



How we managed the Windy phase

- Let staff know that the 'WINDS' are meant to TEST the system
- Re-assured staff that the organization is learning to use newly established systems to manage high risk events
- AVOIDED modifying standard processes to please staff
- TRACKED ALL SAFETY INCIDENTS & CARRIED OUT AN RCA

PHASE 6-PEACEFUL PASTURE



CHARACTERISTICS OF THE PEACEFUL PASTURE PHASE

CHARACTERISTICS

- **Climate- Winning spirit prevalent. Discipline and hard work evident- > 80% compliance in all units**
- **Safety- significant reduction in safety lapses**
- **People- proud of achievements and ready for audit**

PEACEFUL PASTURE PHASE



That
was Our Reddington Experience!!

OVERALL

COHSASA

FACILITY SCORE – JULY 2012

96%

THANK YOU

