Siriraj Journey to Quality Excellence & Sustainability

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Deputy Dean of Quality Development
Scopes of Sharing

- About the Faculty
- Siriraj Quality Journey & Strategies to Quality Excellence & Sustainability
- Critical Success Factors in Siriraj Quality Journey
Scopes of Sharing

- About the Faculty
- Siriraj Quality Journey & Strategies to Quality Excellence & Sustainability
- Critical Success Factors in Siriraj Quality Journey
Vision
The Medical Institute of the Kingdom, towards International Excellence

Philosophy
“Truely success is not in the learning, but in its application to the benefit of mankind”

Mission
1. Produce quality graduates
2. Conduct researches & create academic atmosphere
3. Provide quality and up-to-date medical services with international standard
The oldest & biggest medical institute in Thailand:

- 124 years old
- More than 14,000 staffs, about 50% of staffs work in clinical services
- 2,221 hospital beds, with the services of
  - OPD : 2.5-3 million visits/yr
  - IPD : 80,000 cases/yr
- 3,600 students & trainees/yr: undergraduate & postgraduate
The Strategic Challenges in Quality Journey

<table>
<thead>
<tr>
<th>The internal challenges</th>
<th>The external challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ The diversity of professional staffs in 3 missions</td>
<td>➢ Increase demand and expectation of customers &amp; stakeholders</td>
</tr>
<tr>
<td>➢ Continuity in providing the best quality with international</td>
<td>➢ Complicated disease of patients</td>
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<td>standard, reasonable price and diverse broad services</td>
<td>➢ Rapid change of government policies, rules, and technology</td>
</tr>
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<td>➢ Being the medical school of choice and also being accepted</td>
<td>➢ Increased capability &amp; capability of the competitors</td>
</tr>
<tr>
<td>as the medical institute of the kingdom</td>
<td>➢ To be accredited by many external agencies</td>
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To cope with these challenges, we set the strategic objective of Siriraj Quality Development: to apply the standards & tools in Siriraj way and share to our staffs, so they can do their daily job with safety and quality concern, towards excellence.
The Medical Institute of The Kingdom, towards International Excellence

Be Recognized as One of the Excellent, International Medical Institutes in Research/ Education / Service

Health Care Providers/ Students

S1. Deliver Quality Graduates
S2. Medical School of Choice

S3. Produce Impact Research, Technology & Innovation Publication and Citation

Researchers

Medical & Granting Agency

S4. Build Enduring Relationships with Stakeholders

Patients, Families & Public

Reasonable
Diverse
Broad
Service
Keep in Touch with Public

Deliver Superior Values Of Services & Products

I8 Certified & Surveillance by External Agencies

I1. Apply Medical School Quality Assurance Criteria
I2. Develop Flexible & Dynamics Curriculum
I3. Create More CME
I4. Create Networking & Partnerships with Domestic & International Medical Agencies
I5. Develop Effective Research Administration and Management
I6. Internationalization
I7. Provide Extraordinary Customer Service
I8. Certified & Surveillance by External Agencies

Strive For Operational Excellence (OPEX)

F1. Financial Surplus
F2. Budget Effectiveness

Build A Sufficient Financial Base To Sustain Our Mission & Achieve Our Vision

L1. Recruit, Train & Retain Talented Staffs
L2. Create An Environment to Support Employee Engagement
L3. Create Competency-based HRD
L4. Create Institutional Excellence
L5. Initiate & Implement Health Leadership with Social Responsibility
L6. Develop ICT to Drive Institutional Operation & Growth

Develop Productive Organization Fundamentals
Scopes of Sharing

- About the Faculty
- Siriraj Quality Journey & Strategies to Quality Excellence & Sustainability
- Critical Success Factors in Siriraj Quality Journey
Sriraj quality journey began in 1999.

Adopting Thailand’s Hospital Accreditation (HA) as a quality framework, to achieve the faculty’s strategic objectives “Build Enduring Relationships with stakeholders” & “Certified & Surveillanced by External Agencies”.

Applying the standards for optimal and achievable performance, emphasizing on safety, continuous quality improvement to excellence & sustainability with the balance of customer & stakeholder focusing, valuing our staffs, and social concern.
Since 1999, we set the **QD milestones** (phases) as the QD direction & goal for a period of 3-4 years. Presently, we are in the beginning of the 5th phase.

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Development of Quality System</th>
<th>1999-2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 2</td>
<td>Development of Patient Care Process</td>
<td>2002-2004</td>
</tr>
<tr>
<td>Phase 3</td>
<td>Development towards the Excellence</td>
<td>2005-2007</td>
</tr>
<tr>
<td>Phase 4</td>
<td>Living and Learning Organization</td>
<td>2008-2011</td>
</tr>
<tr>
<td>Phase 5</td>
<td>Creating Safety Culture, Quality Culture, Learning Culture &amp; Sustainable Excellence</td>
<td>2012-2015</td>
</tr>
</tbody>
</table>

**Accreditation**
- 1st HA: Jan 2002
- 2nd HA: June 2004
- 3rd HA: March 2008
- 4th HA: Sep 2011
- 5th HA: TQA*

*Baldridge criteria; in the process*
We develop **8 QD strategies** to achieve the Living and Learning organization, emphasizing on **staff development** to build their ability in continuous improvement of daily work quality with alignment & integration of the value stream.

- Developing professional QD supporting teams
- Developing Siriraj QD direction & Siriraj QD way: emphasizing safety, quality, towards excellence driven by SIRIRAJ culture
- Promoting innovative and research environment in daily work: R2R
- Creating learning environment: Siriraj KM Strategy (Link-Share-Learn)
- Developing excellence specific disease care team: clinical tracer
- Continuing performance improvement: integrate Lean concept with common QD to increase value in daily work, self assessment & peer review
- Creating value of community & social: share good/best practice
- Creating individual happiness from routine work: value & reward our staffs
We have 4 professional supporting teams working together to drive the QD strategies.

Deputy Dean, Assistant Dean of QD and Head of the supporting teams (QD, KM, UM and R2R) have a meeting every 2 weeks to PDCA the QD strategies and plan.

We also work with many cross functional teams as a chairman/ committee/ consultants to get the alignment and integration of the Faculty QD issues.
Siriraj QD Administrative Structure:
QD supporting teams

Integrated professional teamworks

Dean of the Faculty

Deputy Dean of QD

Assistant Dean of QD

Quality Development (QD) Unit

Knowledge Management (KM) Unit

Utilization Management (UM) Unit

Routine to research (R2R) Unit

Head of QD Unit of Nursing Department

Nursing Department

Research Affairs
The leading principles in setting up Siriraj QD way is to improve the ability of everyone in each decision to

- Determine to work to the target with emphasis on “No harm & having Quality”
- Work as a team and want to do the better by creating “Flexibility & Agility”
- Harmonize the diversity to improve quality continuously by using PDCA cycle & Lean concept to create innovation, R2R and best practices in dialy work
- Create “Share & care atmosphere” by using KM process, Siriraj KM strategy (Link-Share-Learn) with the emphasis on “No shame and No blame”
- Value individual, “Be a giver and think of other people” and pay attention to the social
- Look forward to good things, being “Healthier, pride and happiness”
<table>
<thead>
<tr>
<th>S</th>
<th>Seniority</th>
<th>Love as brothers and sisters, giving assistance, sharing &amp; learning together</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Integrity</td>
<td>Loyal, correct , trustworthy, management by fact</td>
</tr>
<tr>
<td>R</td>
<td>Responsibility</td>
<td>Thinking of the benefit of the faculty, focusing on results and creating value, social responsibility</td>
</tr>
<tr>
<td>I</td>
<td>Innovation</td>
<td>Creativity, eagerness for new knowledge</td>
</tr>
<tr>
<td>R</td>
<td>Respect</td>
<td>Value every member of staff</td>
</tr>
<tr>
<td>A</td>
<td>Altruism</td>
<td>Unselfishness</td>
</tr>
<tr>
<td>J</td>
<td>Journey to excellence and sustainability</td>
<td>Cooperation for the excellence, systems perspective, visionary leadership, agility</td>
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</table>
The framework of Siriraj QD way

Value

Community & Social

Value & Reward
individual & team

Accreditation

• MUQD
• TQA
• HA/HPH
• ISO, GMP, GLP,…

• Internal Survey

Policy & Strategy

• QD Steering Committee
• Cross functional Teams
• Milestones
• Direction

1

2

4

• Vision
• Mission
• SIRIRAJ culture

Evaluation

Action Plan

• SWOT

Implementation

Communicate & Learn & Share
by QD core teams:

QD, KM, Lean, R2R tools & activities
by ST, SST
• Q. conference
• Q Fair
• Star Award
• KPI & monitoring

Create Knowledge & Innovation

Siriraj KM Strategy

Learn

Share

Link

3

To Achieve Safety, Quality & Learning Culture
Leading to Excellence & Sustainability
Summary of Siriraj Quality Standards & Tools

Phase 5 Creating Safety Culture, Quality Culture, Learning Culture & Sustainable Excellence (2012-2015)

- Emphasizing on Systematic perspective, Creating New Knowledge & Innovation through
  - TQA
  - Clinical Tracer, Concurrent trigger tool
  - Siriraj KM strategy, Empowerment evaluation
  - Lean R2R

Examples of Quality tools/

<table>
<thead>
<tr>
<th>Standards</th>
<th>Supporting unit</th>
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<tbody>
<tr>
<td>HA</td>
<td></td>
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<tr>
<td>ISO,</td>
<td></td>
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<tr>
<td>TQA/Baldrige criteria/EdPEx</td>
<td></td>
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<tr>
<td>JCI Clinical Care Program</td>
<td></td>
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<tr>
<td>5QC, ESB</td>
<td></td>
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<tr>
<td>QC, ESB</td>
<td></td>
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<tr>
<td>QA, QD</td>
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<tr>
<td>CQI (PDCA), Q. Doc. Syst.</td>
<td></td>
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<tr>
<td>Self assessment</td>
<td></td>
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<tr>
<td>Occurrence report, RCA, HFE</td>
<td></td>
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<tr>
<td>Concurrent trigger tool</td>
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<tr>
<td>Siriraj KM strategy</td>
<td></td>
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<tr>
<td>Lean-R2R</td>
<td></td>
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<tr>
<td>Lean</td>
<td></td>
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<tr>
<td>CoP, AAR, Mx review, ST</td>
<td></td>
</tr>
<tr>
<td>Lean-R2R CoP, AAR, Mx review, ST</td>
<td></td>
</tr>
<tr>
<td>Lean-R2R Care team</td>
<td></td>
</tr>
<tr>
<td>Lean-R2R</td>
<td></td>
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</tbody>
</table>

Timeline:
- 1998
- 1999
- 2000
- 2001
- 2002
- 2003
- 2004
- 2005
- 2006
- 2007
- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
Applying Thailand Quality Award: TQA (Baldridge criteria) as A Systems Perspective

Organization Profile (Context: OP)

Environment, Relationships, Challenges

2. Strategic Planning

5. Workforce Focus

1. Leadership

4. Measurement, Analysis & Knowledge management

6. Process Management

3. Customer Focus

Mission, Context, Vision, Values

1-6 Process management

7. Results

To achieve the Faculty objectives & sustainability

- Product and Process
- Customer-Focused
- Workforce-Focused
- Leadership and Governance
- Financial and Market

Integrate to Internal Survey, Ed. Quality Assurance, to achieve the external agency accreditations & TQC winner

Innovation, Knowledge To sustainable excellence

Education: EdPEx, Thai Ed. Std. Research: GCP
Health services: HA SPA, ISO, GMP, GLP
Every year we set up Siriraj QD goals to communicate our staffs in every unit.

**“SAE-HI”** (2008-2011)

1. Safety by prevention or reduction the risk
2. Area of excellence
3. Health promotion
4. Effective communication
5. Increase customer satisfaction

**“Heroes”** (2012)

1. Healthy community
2. Journey to Excellence & sustainability
3. Safety culture by Risk management
4. Learning Organization
5. Communication Effectiveness
6. Increase customer and staff Satisfaction

Customize to 3 groups of staffs (clinical, lab., back office)
<table>
<thead>
<tr>
<th>Standard</th>
<th>Accredited unit</th>
<th>Year of the 1st accreditation</th>
</tr>
</thead>
<tbody>
<tr>
<td>HA (TQA, JClIA, ISO)</td>
<td>Hospital</td>
<td>2002, &amp; every 3 year</td>
</tr>
<tr>
<td>ISO 15189</td>
<td>All medical laboratories (15 Labs)</td>
<td>2005-2010</td>
</tr>
<tr>
<td>ISO 17025</td>
<td>Department of Pharmacology</td>
<td>2007</td>
</tr>
<tr>
<td>ISO 22870 Point of care testing (POCT) : blood glucose from fingertip</td>
<td>Hospital, Department of Clin. Path., Nursing, Pharmacy, ICT</td>
<td>2009</td>
</tr>
<tr>
<td>ISO 17025</td>
<td>Medical Device Division</td>
<td>2009</td>
</tr>
<tr>
<td>GMP</td>
<td>Center of Applied Thai Traditional Medicine</td>
<td>2010</td>
</tr>
<tr>
<td>ISO 9001 : 2008</td>
<td>IT</td>
<td>2011</td>
</tr>
<tr>
<td>TQA (Baldrige criteria)</td>
<td>Faculty</td>
<td>In the process</td>
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</table>

*The first university hospital has had all medical laboratories being certified.*

*The first hospital within the South East Asia has been accredited.*
Creating innovative and research environment in daily work: Routine to research (R2R) Project

Enhancing the creation & transformation of multidisciplinary team knowledge by using research methodology, integrating R2R to common Quality Development

Training: Research Methodology

Develop research questions from routine work

Work system improvement

Publication, Innovation, Patent

Evidence-based

Work system improvement

Processing

Context

KM tool

Executives

Clustering

Grant approval

Monitoring Teams

Protocol Development

Reviewers

Multidisciplinary team

Supporting team

Multidisciplinary team

Multidisciplinary team
Creating innovative and research environment in daily work: Routine to research (R2R)

7+ years of Siriraj R2R:
> 200 R2R granted projects with
> 80 finished projects & 100% return to improve their routine work

Over 40 publications & growing in international & national academic journals

Comparison of the Efficacy between Lidocaine Spray plus Lidocaine Jelly Lubrication and Lidocaine Jelly Lubrication Alone Prior to Nasogastric Intubation: A Prospective Double-Blind Randomized Controlled Study

Receiving Awards from R2R National Forum by Health System Research Institute & Alliance

Principle investigators:
- Physician
- Nurse
- Dentist
- Pharmacist
- Physiotherapist
- Supporting staff

Patent
In 2007, Siriraj R2R project won Asian Hospital Management Award: Human Resource Development Category.

- Train and benefit a large majority of staffs
- Allow employees flexibility to learn at their own time
- Improve a lot of the employees by way of effective professional training and life long learning
- Eliminate service defect, reduce waste and improve communication
- Significant result
- Good composition of team

Siriraj R2R is the pioneer in R2R of the country.
Siriraj R2R team is the core team in creating national R2R networks since 2008.

Coverage: 58/77 provinces