



Situation

1

12.5% of medical staff files received contained documentation that the physician had been granted privilege before initial appointment.



Response

2

Need for correction of a JCI Findings, falling under the High Risk category .

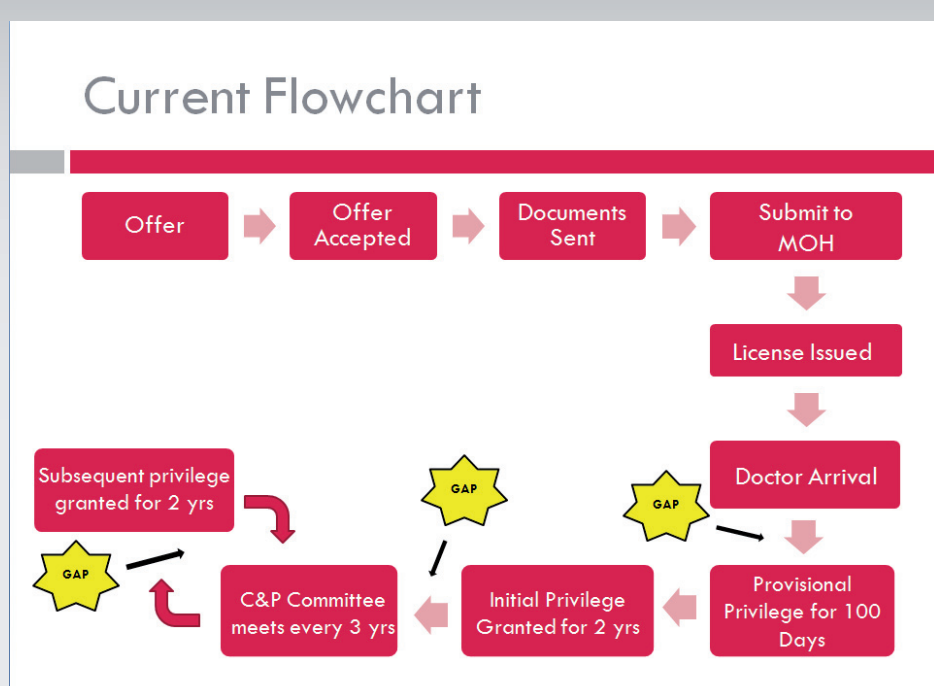
• COO creates task force of organization leaders/executives and called for an urgent meeting within few hours

- Chief Operating Officer
- Chief Medical Officer
- Quality Manager Director
- Chief Human Resource Officer
- Marketing Manager
- Quality Coordinator
- Human Resource Coordinator

Process

3

The Taskforce performed Gap Analysis by :
Comparing the current process against the JCI surveyors remarks.



Outcomes

4

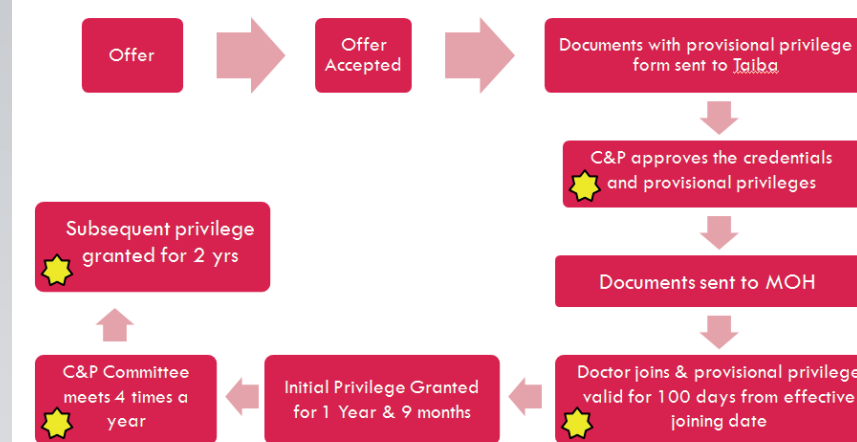
1. New Flowchart with strategies to Bridge the Gaps

2. A strategic corrective action roadmap created

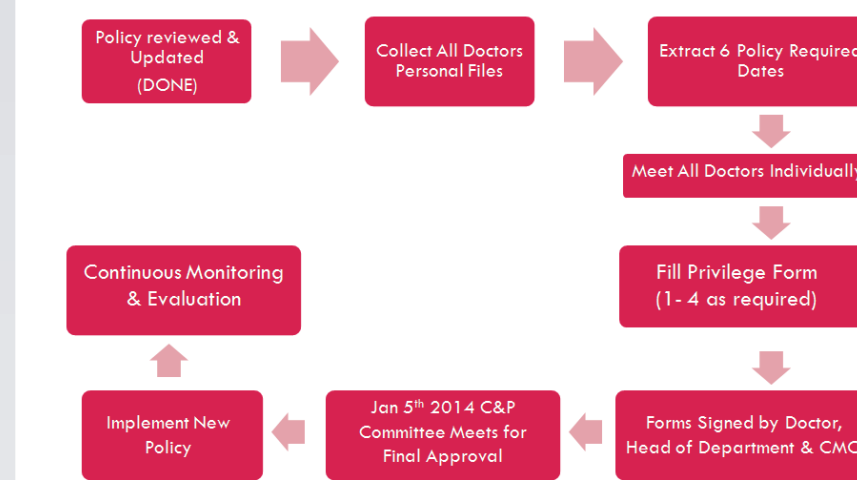
3. A new Quality tool "SCAR" created

4. Creation of A new KPI

New Flowchart



Strategic Corrective Action Roadmap



SCAR Approach

- **S**TRATEGIC- Selection of a high level strategic goal selected by the top management under conditions of uncertainty.
Criteria for selection:-
 - High Risk
 - Tasks that needs rapid decisions (within 12 hrs)
 - Team members consisting of executive team members.
- **C**ORRECTIVE- Clarifying the current process and identification of gaps within 12 hours
- **A**CTION- Acting on the identified gaps
Developing an implementation plan and acting on the plan, which are time bound. Implementation to start within 12 hrs.
- **R**OADMAP- Creation of a visual roadmap based on the redefined process. Continuous monitoring and evaluation done by linking the indicators with the incentives of executives

Taiba Hospital - Kuwait		
INDICATOR DEVELOPMENT FORM		
Unit/Department: Human Resources		
1. What is the specific name of this indicator? Percentage of Privileged Medical Staff		
2. What is the rationale for this indicator? (Why has this indicator been selected) <input checked="" type="checkbox"/> Meets Taiba objectives <input checked="" type="checkbox"/> Workload/activity <input checked="" type="checkbox"/> Benchmarking <input type="checkbox"/> Meets JCI Standards <input type="checkbox"/> High Risk/Low Volume <input type="checkbox"/> Safety Issue <input type="checkbox"/> Low Risk/High Volume <input type="checkbox"/> Special Request <input type="checkbox"/> Other:		
3. Data source collection method: <input type="checkbox"/> Medical Record <input type="checkbox"/> Patient Satisfaction Report <input type="checkbox"/> Department Data Logs <input type="checkbox"/> System Reports, please specify <input type="checkbox"/> Other:	Collection frequency and duration: Collected: Daily <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input checked="" type="checkbox"/> Others:	Type of Indicator <input type="checkbox"/> Structure <input type="checkbox"/> Process <input type="checkbox"/> Outcome
4. Operational definition: Remember: Include full definition with all inclusions and exclusions; specify all required data elements. Percentage of Medical staff who are privileged according to the policy. Inclusions: All Physicians providing medical services Locum Physicians External and Visiting Physicians		
5. Numerator statement: Total no of medical staff who are privileged	6. Denominator statement: Total Number of medical staff	
7. What is this indicator measuring? <input type="checkbox"/> Rate <input type="checkbox"/> Days <input type="checkbox"/> Time <input checked="" type="checkbox"/> Percentage <input type="checkbox"/> Other:	8. Baseline Data: 12.5%	9. Goal: 100%
10. Which of the following dimensions of quality/excellence does this indicator measure? <input checked="" type="checkbox"/> Appropriateness <input type="checkbox"/> Availability/Access <input type="checkbox"/> Effectiveness <input type="checkbox"/> Efficiency <input type="checkbox"/> Respect/caring <input type="checkbox"/> Safety <input checked="" type="checkbox"/> Timeliness <input type="checkbox"/> Continuity of Care		

FR-QMO-006

Effectiveness

5

• The SCAR approach was presented to the surveyors next day.



• JCI surveyors appreciated the leadership commitment, involvement and contribution of every member to common goals, and mentioned that the organization has the infrastructure within which the cycle of improvement can operate.



Lessons Learnt

6

• Learning organization and integration of team work are keys for successes in any organization