

Becoming a High-Reliability Community Hospital St. Andrew's Community Hospital

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Introduction/Background

- St. Andrew's Community Hospital (SACH) is a service under the St. Andrew's Mission Hospital group. In addition to inpatient rehabilitation, subacute and palliative care, SACH also operates home care and home palliative care; centre-based day and rehabilitative care; and outpatient and migrant worker clinics.
- From inception, SACH has adopted the concept of Total Quality Management and the hospital incident report system started using a Root Cause Analysis methodology from 2008 supported by the Healthcare Performance Office.
- Despite this structure, a commitment to deliver safe, reliable and effective care to our patients and clients, and the hard work put in by the staff, providing reliable and quality care remained challenging.

Goal/Objective

- Through the review of the Quality Framework and realignment of various committees, the targets to be reached by Dec 2023 were:
 - Increase in staff trained with Quality Improvement skills by 50%
 - Improve patient safety – with a decrease in falls rate (Indicator of concern) by 20%
 - Improve Clinical Quality Indicator* (CQI) of Value-based care for Hip and Stroke by 20%

*Number of patients who met all quality indicators (i.e. received "perfect care") as determined by the clinicians, divided by total number of patients.

Problem Analysis

- In 2019, a review of the hospital's approach to quality care, revealed that there was, in general:
 - The absence of a coherent Quality Framework compromises patient and staff safety and increases healthcare cost**

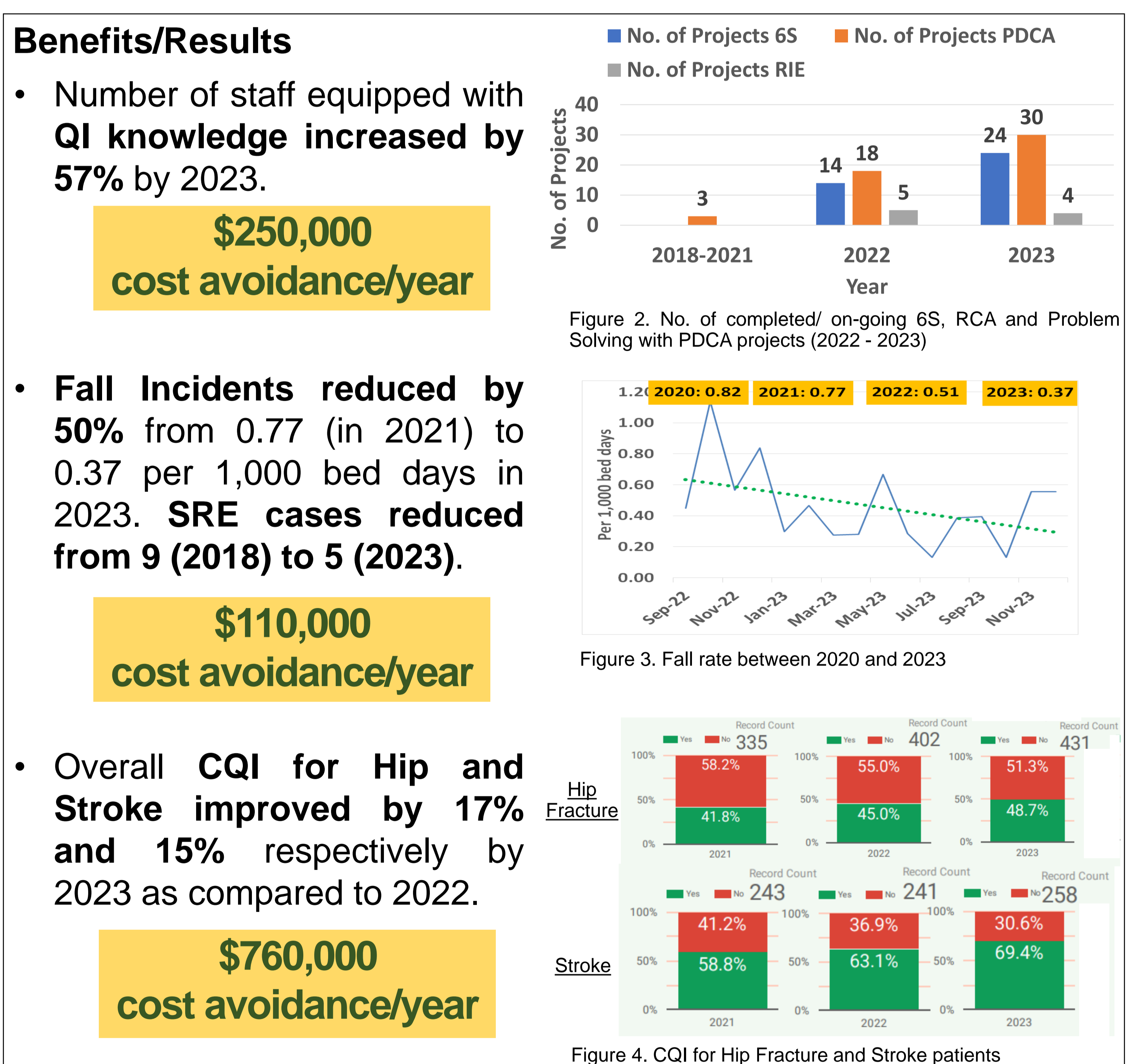
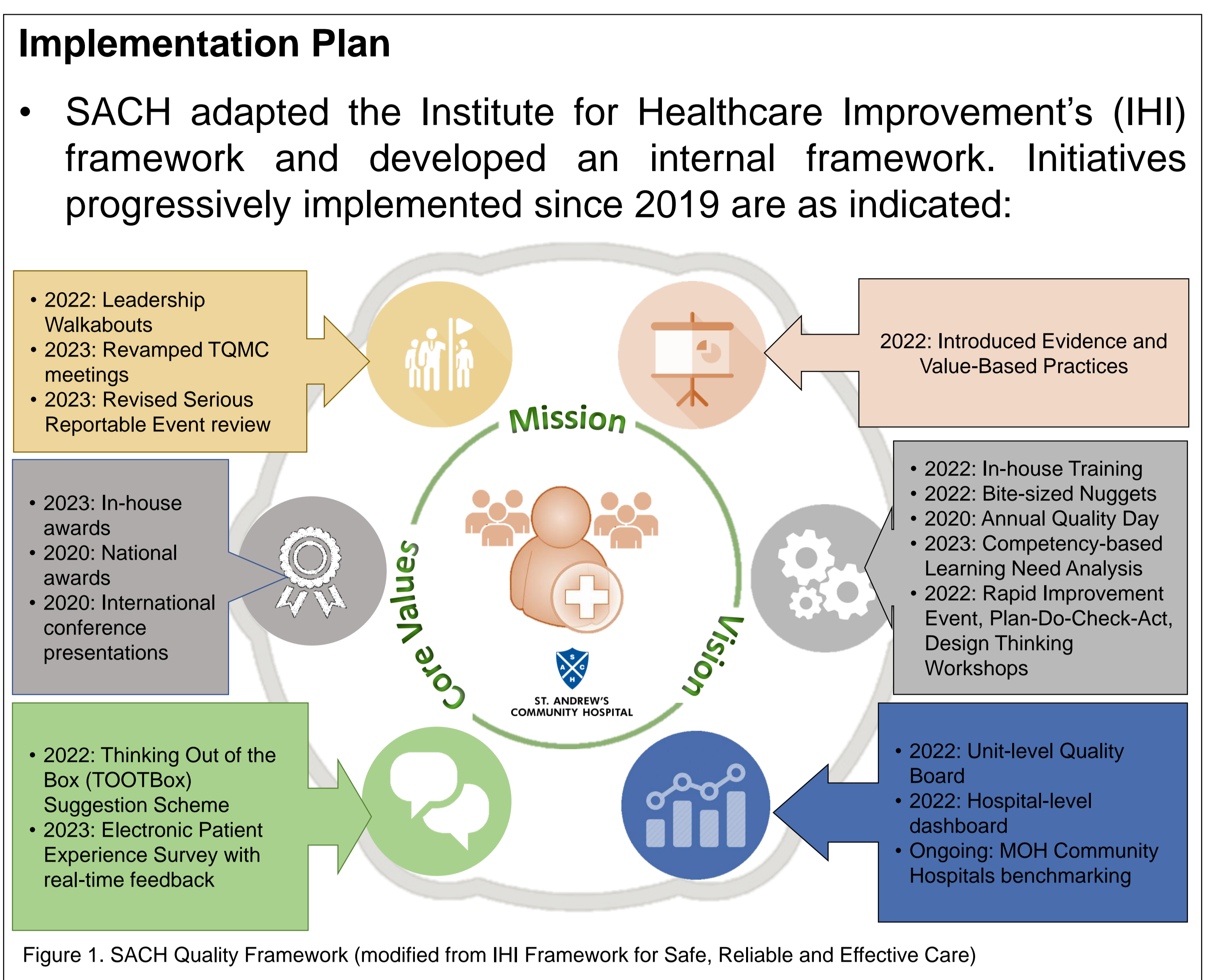
Low staff Quality Improvement competency

Reactive responses to incidents

Lack of expedient feedback to staff on patient experience

Lack of integration between the Quality Assurance Committees, the Value-based Council, and the Total Quality Management Committee (TQMC)

- This resulted in suboptimal outcomes.



Sustainability & Reflections

- Having a Quality Framework brings focus to various important dimensions conducive to providing quality care.
- Alignment of the Quality Assurance Committees under Total Quality Management Committee and the oversight of Value-Based Care by Healthcare Performance Office# provides synergy.
- Training of staff increases agency, contributing to safety and quality through staff initiated projects.
- Other dimensions in the framework such as quality and safety walkabouts contribute towards proactive and preventive care.
- To remain relevant, periodic review of modus operandi and strategic directions will be required.

#Healthcare Performance Office has been renamed Healthcare Performance and Innovation Office to take into account its expanded role.