

**A STUDY ON THE IMPACT OF ACCREDITATION ON QUALITY
OF HEALTHCARE SERVICES**

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfillment for the award of the degree of

Master of Business Administration (MBA)

In

Hospital and Health Management

By

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Under the guidance of

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2022

Abstract

- Quality of healthcare services is a very sensitive and relevant issue these days. It is the right of every human being to get quick and quality healthcare service, and to maximize the reach of better healthcare, accreditations are believed to play an important role.
- To conduct a study on the impact of accreditation on quality of healthcare services one must ask the question- How does accreditation help in ensuring the quality of services in the healthcare industry? The objectives for this project were: To understand the process & prerequisites for accreditation; To examine the relationship between accreditation and quality; To compare the quality of services pre and post accreditation at some hospitals.
- This study has been conducted using both existing literature on the impact of accreditation, as well as the market sentiment regarding it in various Indian cities is captured to provide a holistic view. Apart from literature review, this study also encapsulates the findings from healthcare providers and community interviews.
- Many countries have created the accreditation of healthcare institutions as a measure to raise the standard of care. Surveys have demonstrated that by enhancing the structure, framework, and organization of healthcare departments, accreditation programs considerably improve the process of care. Additionally, there is strong evidence that accrediting programs improve the clinical results of a wide range of diseases. As a result, accreditation programs ought to be encouraged as a means of advancing the caliber of healthcare services.

Research Question and Objectives

RESEARCH QUESTION

- How does accreditation help in ensuring quality of services in healthcare?

OBJECTIVES

- To understand the process & prerequisites for NABH accreditation
- To examine the relationship between accreditation and quality
- To gather perception on the quality of services pre and post accreditation at some hospitals

Introduction

- According to the definition of hospital accreditation, it is a self-evaluation and external peer assessment process used by healthcare organizations to accurately measure their level of performance in respect to specified criteria and to adopt ways to continuously improve. Many high-income countries, as well as some low- and middle-income ones, have adopted the accreditation of healthcare institutions as a measure to raise the standard of care. Critically, accreditation is not just about standard-setting: there are analytical, counseling and self-improvement dimensions to the process.
- This study aims to understand if getting an accreditation improves patient outcomes or makes no difference. We will seek to understand this through the perception of the HCP as well as the patients.



Accreditation

Quality improvement and accreditation have become an integral part of the healthcare service delivery globally. The process which assesses an organization on a fixed set of standards is known as accreditation. As part of accreditation, qualified outside evaluators assess a healthcare organization's performance and compare it to benchmarks that have already been set. Important regulatory modifications happen quickly and regularly in a healthcare environment that is constantly changing.

- JCI is an accreditation organization that is independent and not-for-profit. JCI collaborates with all kinds of international advocates, governmental bodies and health care providers. The JCI process focuses on critical systems which will most impact the quality of care, treatment and services. These standards are developed with close collaboration with HCPs, providers, consumers, SMEs, KOLs, government and employers, and backed by science and approved by the Board of Commissioners.
- NABL is an autonomous body under the Quality Council of India. Its aim is to maintain an accreditation system for laboratories and is developed according to the national and international guides while being suitable in India. It is a formal recognition for technical competencies of a laboratory based on assessment by third parties and is carried out by trained assessors with established expertise in calibration and testing activities.



Benefits of NABH

- Optimized usage of resources and materials leading to improved inventory management and avoiding stock-outs.
- Improvement in operational efficiencies, thus reducing costs.
- Decrease in incidents of HAIs, medical errors and accidents, thus reducing length of stay at the hospital.
- Improvement in personnel management and upskilling of staff by providing latest trainings and clarification in roles and responsibilities.
- Reduction of equipment malfunctions like breakdowns and down time, thus improving equipment utilization.

Review of literature

Authors and Year	Study Location	Sample Size & Sampling technique	Salient features
Hussein, M., Pavlova, M., Ghalwash, M. et al (2021) ^[1]	Not mentioned	76, selective	The findings show that hospital accreditation consistently has a positive impact on safety culture, process-related performance measures, efficiency, and the length of stay for patients. However, employee satisfaction, patient satisfaction and experience, and the 30-day hospital readmission rate were found to be unrelated to accreditation.
Lam MB, Figueroa JF, Feyman Y, Reimold KE, Orav JE, Jha AK (2018) ^[2]	USA	4400, selective	On measures of readmissions for medical conditions but not for surgical conditions, accredited hospitals performed marginally better. No variation in death or readmission rates according to the accrediting body. The patient experience ratings for accredited hospitals were much lower, with the areas of communication, staff response, hospital silence, and cleanliness performing particularly poorly. Accredited hospitals do not appear to be offering better care, according to the data.
Petrović GM, Vuković M, Vraneš AJ (2018) ^[3]	Serbia	2, selective	The study was carried out in two tertiary level facilities for medical care, one of which was accredited and the other not. Seven quality indicators that assess health care quality, patient safety, institution efficiency, and productivity were compared over the time frame prior to, during, and immediately following the conclusion of accreditation. The accreditation process had a positive impact on the first scheduled health check at the institution, the first scheduled surgical check, the rate of patients with decubitus, and the average number of days spent in the hospital per patient with acute myocardial infarction, among the seven quality indicators that were being monitored. There was no difference in mortality due to accreditation.

Authors and year	Study Location	Sample size & sampling technique	Salient features
Salim FM, Rahman MH (2017) ^[4]	Dubai	1, selective	Based on secondary data of the KPIs throughout this time period and semi-structured interviews with top health authorities, a longitudinal case study encompassing the years 2007 to 2013 was done to investigate this influence. The study shows that healthcare accreditation serves as a catalyst for putting improvements into place and keeping track of them, but it also highlights certain difficulties.
Desveaux L, Mitchell JI, Shaw J, Ivers NM (2017) ^[5]	Canada	22, selective	Coherence, organizational buy-in, and collective quality improvement action are three methods via which the accreditation process has the potential to affect quality.
Brubakk K, Vist GE, Bukholm G, Barach P, Tjomsland O (2015) ^[6]	NA	3, selective	According to the information analyzed, there is no proof that hospital accreditation and certification lead to appreciable improvements in the standard of treatment as determined by quality metrics and standards. Most studies failed to mention the context, method, or cost of the interventions.

Authors and year	Study Location	Sample size & sampling technique	Salient features
Alkhenizan, A., & Shaw, C (2011) ^[7]	Saudi Arabia	26, selective	This study was a follow up on another study which contained very old data and much progress had been made since then. This study specifically focused on health service accreditation unlike the previous work.
Pomey MP, Lemieux-Charles L, Champagne F, Angus D, Shabah A, Contandriopoulos AP (2010) ^[8]	Canada	5, selective	We come to the conclusion that the certification process, while being a useful leitmotiv for bringing about change, is nonetheless subject to a learning cycle and a learning curve. Institutions make significant investments to meet the initial accreditation visit's requirements, and they gain considerably in the next three accreditation cycles, after which, institutions begin to find accreditation less challenging. HCOs and accrediting bodies must look for ways to fully utilize each stage of the accreditation process throughout time in order to maximize the benefits of the process.

Methodology

- Study design: The study design used is Observational (for objective 2 and 3) and descriptive (for objective 1)
- Study setting: Telephonic interview with HCPs at various hospitals and community respondents at accredited facilities
- Study population: Healthcare providers and community respondents
 - Inclusion criteria- Working at a hospital with or without a laboratory (Healthcare provider) and visited an accredited hospital or laboratory (community respondents)
 - Exclusion criteria- Not working at a hospital (healthcare provider) and not visited an accredited hospital or laboratory (community respondents)
- Sample size: 36 interviews with healthcare providers and 47 with the community.
- Sampling technique: we have used convenience sampling.
- Data collection method: Analyzing published articles and journals (for the objective 1), as well as conducted telephonic interview to understand the latest perceptions regarding the effect of accreditation on quality of healthcare services (for objectives 2 and 3).
- Data collection plan: A detailed questionnaire was prepared, and telephonic interview were conducted; the sentiments were captured. There will be no mention of identifiable information like name or facility name to maintain the privacy of the interviewees.

Analysis

To understand the real-world impact of accreditation in healthcare facilities across India, we conducted telephonic interviews with 36 HCPs and 47 community respondents which were selected from my network as well as through mutual contacts.

The HCPs were 23% quality managers and 77% hospital administrators from various hospitals in Ranchi, Vishakhapatnam, Gurugram, Kolkata, Jaipur, Chennai and Patna. The community respondents were taken from the same hospitals as the HCPs.

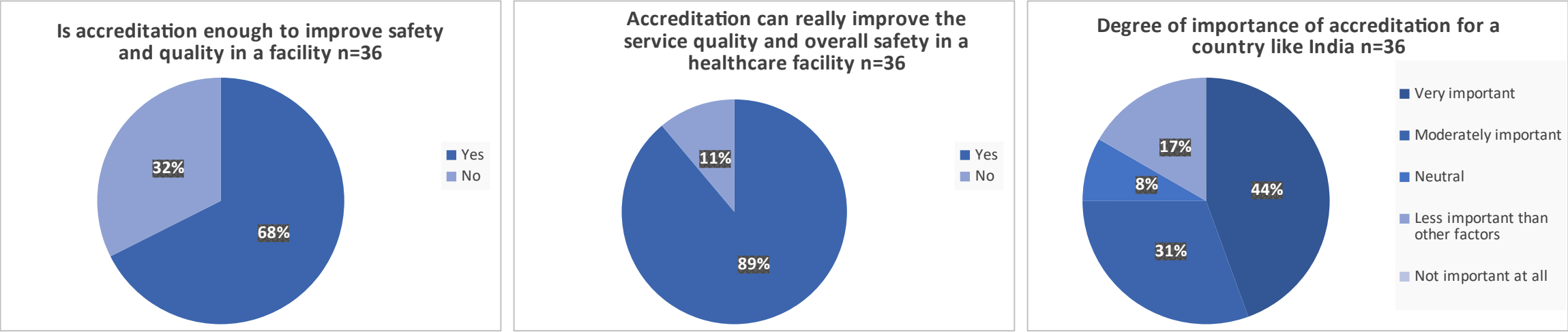
Based on the interviews, we can try to seek answers for the following questions:

Findings

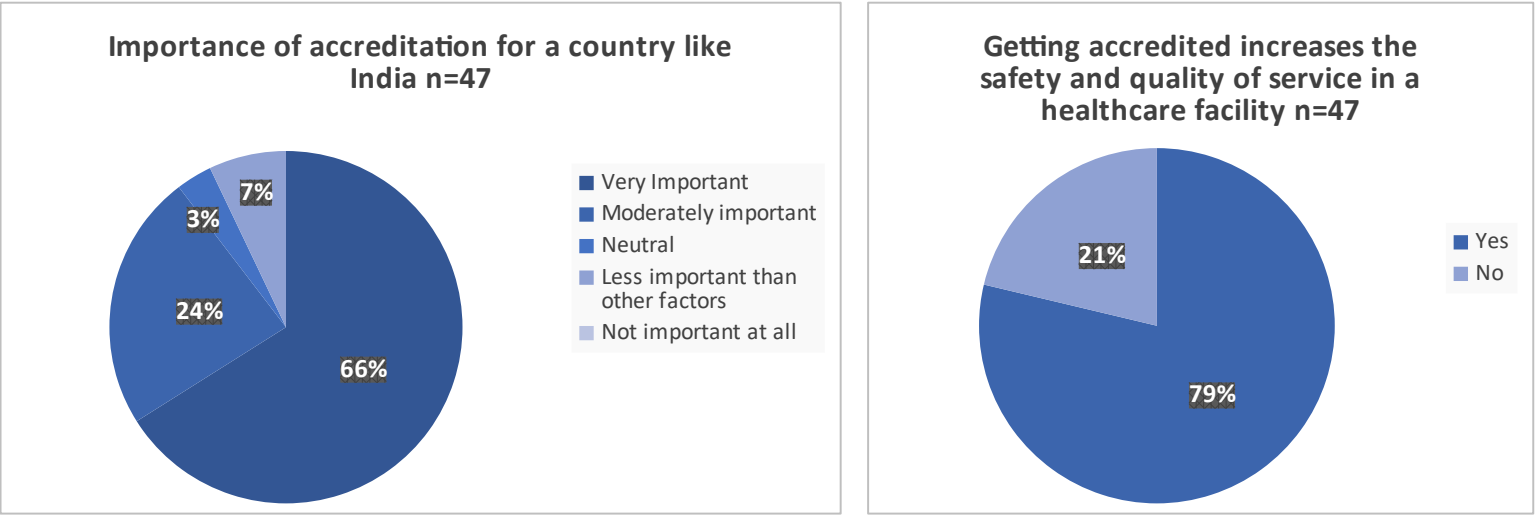
Objective 1: To understand the process & prerequisites for NABH accreditation.

1. Understand NABH
2. Self-Assessment
3. Self-Gap Analysis & Action Plan
4. Submit NABH Application
5. NABH accreditation fee must be paid.
6. NABH assessment needs to be scheduled with details of assessors and their date of assessment.
7. Assist in the accreditation process and get recommendations from the assessors for better implementation.
8. Become NABH certified.
9. Continuously manage and monitor the quality control system till next cycle.

Objective 2- To examine the relationship between accreditation and quality
Healthcare Providers:

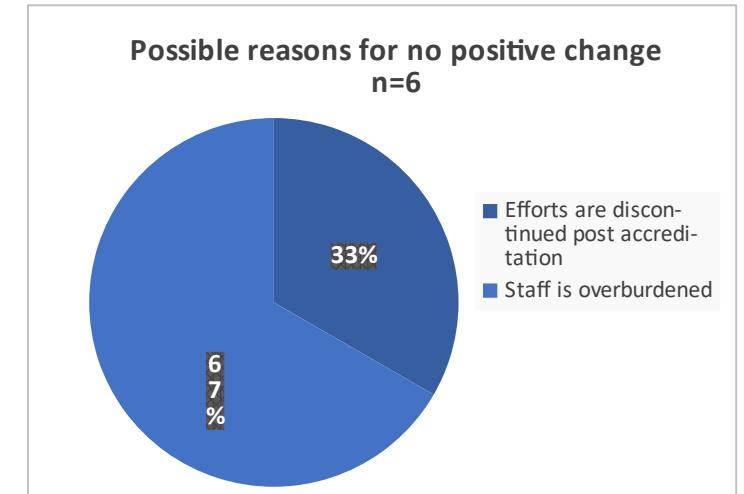
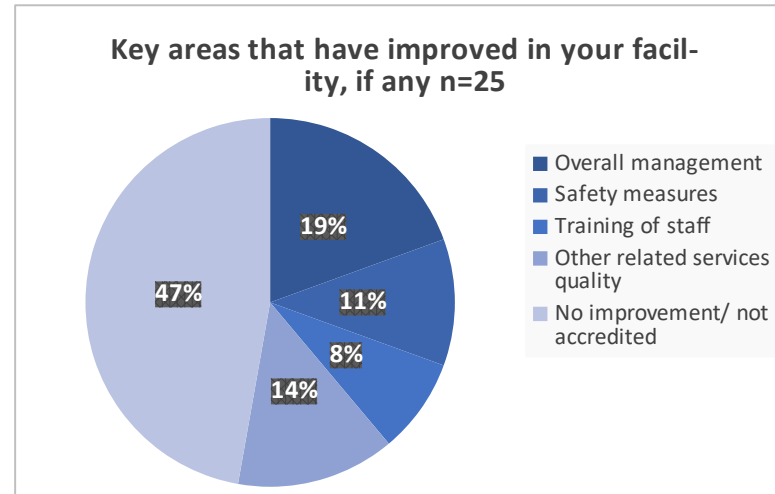
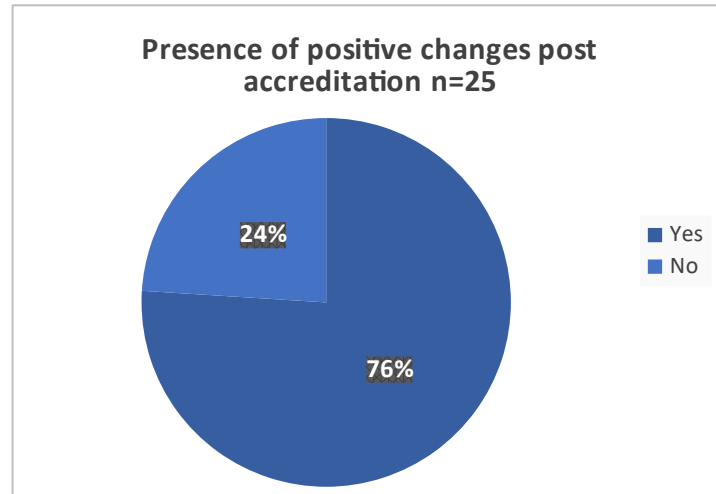


Community Respondents:

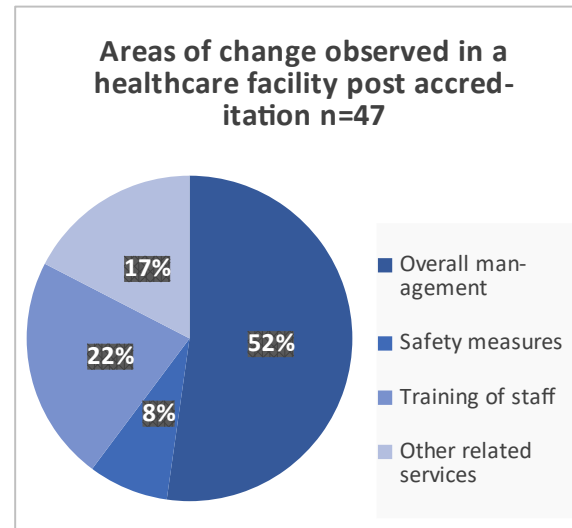
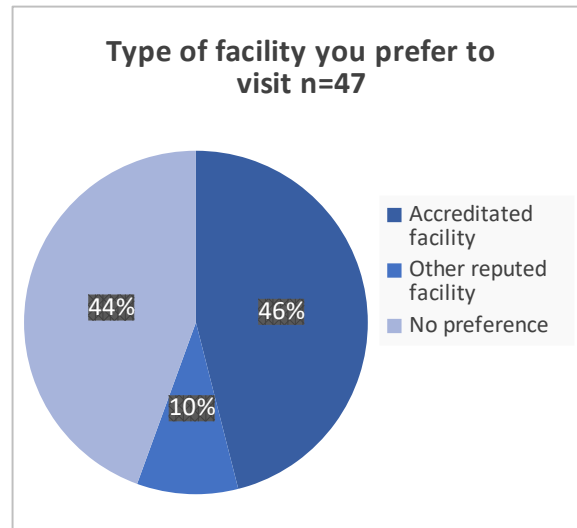


Objective 3: To gather perception on the quality of services pre and post accreditation at some hospitals

HCP Interviews



Community Respondents



Results

From the interview analysis, we get the information that indeed,

- Accreditation is favored among both HCPs as well as the community.
- Most HCPs and community respondents also feel that accreditation is very to moderately important in India.
- Most HCPs and community respondents also believe that accreditation improves the safety and quality of services, along with aiding in overall management and training staff in a healthcare facility.
- There is considerably less impact felt in areas like other related services quality, and since this was an opinion-based interview, we do not have data to back these claims.
- Healthcare facilities are benefitting from the increased footfall that accreditation brings as a lot of people prefer to get treated at an accredited hospital because of their confidence in its superior quality of services.
- The community is benefitting from the improved infrastructure, state-of-the-art facilities, more experienced medical practitioners, cleanliness and safety that are a result of accreditation.
- NABH is the most popular type of accreditation, and among the facilities which are not already accredited, most are planning for accreditation.

Discussion

- The findings of this study is in line with the general sentiment captured from literature reviews of other international studies, as management and safety, along with improved footfall were a common feature in those studies as well as this study. The impact of hospital accreditation on the quality of healthcare: a systematic literature review ^[1], and The impact of accreditation on health care quality in hospitals ^[3] are two studies which yielded similar results as my study for the Indian context.
- This implies that there are some aspects which are considerably less impacted by the accreditation process or need more targeted and in-depth research to determine how much exactly is the impact of accreditation on them, or what could be the possible reasons for little or no impact, along with changes that could be introduced into the accreditation framework for more holistic growth and improvement.

Conclusion

- More hospitals are showing inclination towards getting an accreditation due to the many benefits it offers to the patients, staff as well as the organization. The challenge is to maintain the same level of quality after getting the accreditation, and this is something that requires continuous effort and commitment towards always providing the best services. In a country like India, accreditations like NABH are a blessing, as the healthcare landscape in India is infamous for its quality of care and safety measures. Hospitals can gain the trust of their patients if they are certified to be of a better quality than their competitors, and this could give them an edge over the other players.
- Based on the existing research on this topic, it can be assumed that regular accreditation exercises can have a positive effect on the overall quality of healthcare services as these accreditations are very stringent and do not tolerate any shortcomings. This, however, cannot eliminate all adverse events or is a fool-proof measure, and is not at all a replacement of continued improvement efforts.
- In future, additional research could be done to answer the question of whether the quality of services is better at an accredited hospital, or another hospital without an accreditation but better qualified HCPs.
- Finally, there is ample evidence to suggest that if more hospitals and healthcare facilities would be standardized with the help of accreditations, a lot many precious lives could be saved which would otherwise be lost due to poor hygiene, greater distance to good facilities, lack of trained staff and a lot more reasons which could be minimized with increased accreditation count in every district.

References

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- ^[8] Pomey, MP, Lemieux-Charles, L., Champagne, F. *et al.* Does accreditation stimulate change? A study of the impact of the accreditation process on Canadian healthcare organizations. *Implementation Sci* **5**, 31 (2010). <https://doi.org/10.1186/1748-5908-5-31>

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Thank You!

Presented by:
Ms Zovaria Rahman
MBA HOM-25
2020-22
1237



Internship Report

February-June 2022

Presented by:

Ms Zovaria Rahman

1237

MBA- HOM 2020-22

Internship at ZS Associates

- Designation- Knowledge Management Associate (Intern)
- Duration- 7th February to 17th June 2022
- Location- New Delhi (Work from home due to COVID-19 scenario)
- Purpose- to acclimatize future ZSers to the ZS culture and environment, along with training them to work independently for their full-time roles later.



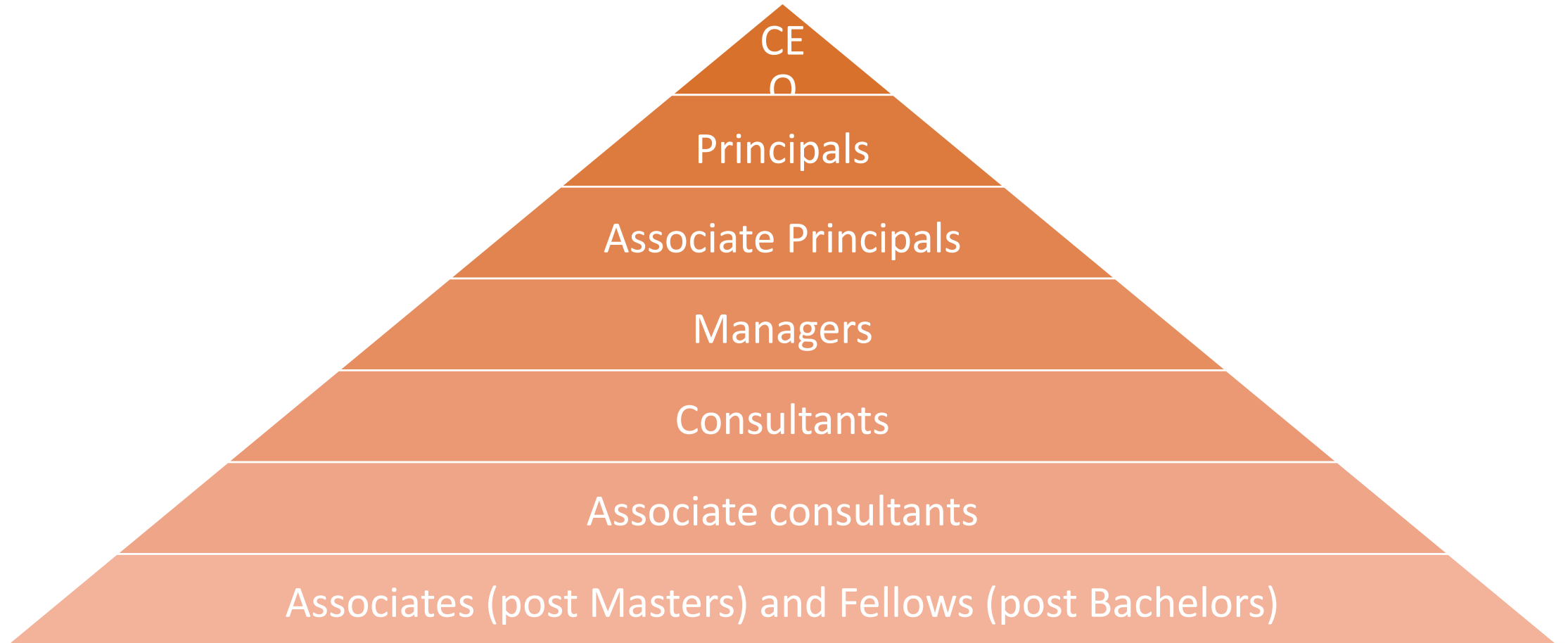
- Found in 1983 by Andris Zoltners & Prabhakant Sinha
- Has over 10,000 employees in 25 offices globally
- Management consulting firm, HQ at Evanston, Illinois
- The ZS Core values are:
 - ✓ Treat people right
 - ✓ Do the right thing
 - ✓ Get it right

Objectives Of Internship

1. To use theoretical knowledge into delivering relevant results to clients and stakeholders
2. To learn the ABCs of the pharma consulting world
3. To learn how to effectively interact with clients and to develop a lasting relationship with the internal as well as client teams.
4. To learn and improve existing skills like effective communication, time management, business etiquettes, task ownership, taking initiative and negotiation.



Organizational Structure Of ZS



Services Provided By Organization

- R&D
- Portfolio strategy
- Customer insights
- Marketing and sales strategy
- Operations and technology, etcetera.



Key Activities/Projects Undertaken Apart From Dissertation

- Assess firm knowledge needs and requirements (short-term and long-term)
- Deliver targeted insights using internal knowledge (ZS Case studies) and external sources (paid databases and analyst forecasts)
- Help the firm prepare materials for Summits and Conferences (for example- monthly, quarterly, bi-annually meetings and summits)
- Support the creation and update of knowledge assets including client updates, competitive intelligence, industry research etc. (for example- Quickbytes, newsletters and newsflash)
- Maintain, manage and develop the firm's knowledge infrastructure (for example- creating case studies for future reference, tracking client and industry development news)
- Share best practices and tactical knowledge across offices, practice areas and team.
- Engage and build relationships with firm members and leaders (for example- attending workshops focused on soft skills)



Key Learnings From Internship

- It helped me to get trained in execution of a variety of administrative tasks and enhance my decision-making and problem-solving skills.
- I have improved my time-management and stress-management skills.
- My computer skills have greatly improved, with an increase in typing speed as well.
- It has exposed me to a lot of opportunities to interact with people across different levels and expertise areas in the organization and made me confident and comfortable in doing so.
- It has given me the opportunity for taking initiative and ownership of various tasks, where I could work independently.
- Working in a global consulting firm gave me great exposure in terms of different cultures, socio-economic backgrounds, nationalities as well as genders. Every perspective was unique and interesting.
- Working with such experts was a humbling experience, and I hope to emulate their qualities in my life as well.

