



ISQua Checklist for Development of New Healthcare Accreditation Programs

Guidance for governments, agencies and other groups

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ISQua

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ISQua CHECKLIST FOR DEVELOPMENT OF NEW HEALTHCARE ACCREDITATION PROGRAMS

The following checklist has been designed by the International Society for Quality in Health Care (ISQua) to assist governments, agencies and groups to develop new healthcare accreditation programs that meet international best practice and ensure the best outcomes. The steps indicate the order in which actions should be carried out. Actions that are listed under the same step can be carried out simultaneously.

The checklist and its order may need to be adjusted according to local circumstances of such things as health reform, decentralisation and healthcare funding. Research indicates that the average length of time to set up an accreditation program from project start until first survey is three years.

The checklist is based on the Toolkit for Accreditation Programs by Charles Shaw, an ISQua/World Bank collaboration and endorsed by both organizations also WHO, and ISQua's Standards and Principles for Healthcare External Evaluation Bodies – ISQua's International Principles for Healthcare Standards, ISQua's International Organization Accreditation Standards for Healthcare External Evaluation Bodies, and ISQua's Surveyor/Assessor Training Program Standards.

The checklist was developed for ISQua by Barbara Donaldson, ISQua Accreditation Manager, Charles Shaw, consultant and adviser. UK and Jan Bultman, Principal Health Specialist for the Europe and Central Asia Region of the World Bank, provided valuable input and endorsed the checklist for publication. ISQua invites feedback on the checklist so that it can incorporate learnings from the experiences of organizations that have been involved in developing new accreditation or external evaluation programs. Send comments to isqua@isqua.org

Step	Action	Date	Action	Date	Action	Date
1	<p>Define the purpose of accreditation, e.g.</p> <ul style="list-style-type: none"> To improve the performance of health services by setting and measuring the achievement of standards To increase public safety and reduce risks associated with injury and infections for patients/clients and staff To increase public confidence in the quality of healthcare services To increase accountability of health services to funders and the public <p><i>Toolkit 2.1</i></p>					
2	<ul style="list-style-type: none"> Determine the desired role of accreditation within the national quality strategy or health reform plans Clarify the roles of the Ministry of Health, other public health agencies and inspectorates, and accreditation Ensure it is not licensing or registration for individual health practitioners Ensure independence for the proposed accreditation agency where possible <p><i>Toolkit 3.1, 3.2</i></p>		<p>Define the initial scope of the accreditation program, e.g.</p> <ul style="list-style-type: none"> public/private hospitals/community services primary/secondary/tertiary services voluntary. <p><i>Toolkit 2.5</i></p>			

Step	Action	Date	Action	Date	Action	Date
3	<p>Gain the support of stakeholders and determine the nature of ongoing relationships:</p> <ul style="list-style-type: none"> • government, health ministries • university departments • health professional associations • health insurers • consumer organizations • hospital and health service associations. <p><i>Toolkit 3.3</i></p>					
4	<p>Set up an establishment board or advisory committee of stakeholders to develop the program.</p> <p><i>Toolkit 2.4</i></p>		<p>Engage external consultants for the development of the accreditation program if necessary:</p> <ul style="list-style-type: none"> • ensure project specifications are appropriate (consult ISQua for assistance) • competency criteria include relevant experience with healthcare accreditation • references and advice are sought from experienced accreditation organizations and ISQua. <p><i>Toolkit 5.3</i></p>			

Step	Action	Date	Action	Date	Action	Date
5	<p>Develop proposal for a governance board and framework for the accreditation organization:</p> <ul style="list-style-type: none"> • Formal constitution and operating procedures • Board/Advisory Council representative of stakeholders • Preferably supported by government but independent of it • Draft mission, vision, values, ethics • Draft strategic and operational plans <p><i>ISQua's International Organization Accreditation Standards for Healthcare External Evaluation Bodies, Standard 1</i></p> <p><i>Toolkit 3.4</i></p>					

Step	Action	Date	Action	Date	Action	Date
6	<p>Obtain funding from government, health insurers, for:</p> <ul style="list-style-type: none"> initial development of standards setup of the accreditation organization <p>running of the organization for the first five years or a year after break-even.</p> <p><i>Toolkit 5.7</i></p>		<p>Negotiate incentives for accreditation for health service providers, e.g.</p> <ul style="list-style-type: none"> increased public funding preference from private insurers reduction of liability insurance costs exemptions from regulatory inspection linkage to health professional training posts and other professional development activities. <p><i>Toolkit 2.3</i></p>		<p>Develop standards in line with ISQua Principles for Standards.</p> <ul style="list-style-type: none"> Review other accreditation organization standards Incorporate legislative, technical and safety requirements Incorporate best practice where evidence available Ensure standards are client focused, cover the functions or systems of a whole organization or service, address the dimensions of quality and support quality improvement Consult stakeholder groups, including and consumer groups Involve stakeholders in standards development committees and working groups Develop the measurement system for measuring compliance with/achievement of the standards Test the standards through self-assessment, pilot surveys Use feedback from testing to improve the standards and rating system Develop guidelines to assist users to interpret and apply standards Get standards approved by accreditation organization governing body Seek ISQua assistance with the process Apply for ISQua standards accreditation <p><i>Refer ISQua's International Principles for Healthcare Standards</i></p> <p><i>Toolkit 4.1</i></p>	

Step	Action	Date	Action	Date	Action	Date
7	<p>Obtain commitment from stakeholders that the accreditation organization will:</p> <ul style="list-style-type: none"> • be established in line with the ISQua International Organization Accreditation Standards • use transparent and objective systems, decision-making and reporting • be free from undue influence by any party • establish fair complaints and appeal systems. 		<p>Establish the governance board and framework for the accreditation organization in line with proposal</p> <ul style="list-style-type: none"> • Confirm mission, vision, values, ethics • Confirm strategic and operational plans • Promote quality culture, define accountabilities for quality. <p><i>ISQua's International Organization Accreditation Standards for Healthcare External Evaluation Bodies, Standard 1</i></p>		<p>Establish the management systems of the accreditation organization.</p> <ul style="list-style-type: none"> • Appoint a chief executive • Define the CEO's responsibilities and relationship with the Board • Provide resources • Develop financial, information management and human resource systems, education programs • Determine the cost to participating organizations • Use external facilitators/experts with proven experience in implementing similar programs to assist , e.g. ISQua accredited organisational members) <p><i>ISQua's International Organization Accreditation Standards for Healthcare External Evaluation Bodies, Standards 2, 3, 5, 6</i></p>	
	Toolkit 6.8		Toolkit 3.4		Toolkit 5.1 – 5.7	

Step	Action	Date	Action	Date	Action	Date
8	<p>Select and train surveyors:</p> <ul style="list-style-type: none"> Define the required competencies Recruit and select health professionals, health managers, perhaps consumers Develop orientation and training programs for surveyors based on ISQua's Surveyor/ Assessor Training Program Standards Provide orientation and ongoing training Evaluate training Apply for ISQua Surveyor/Assessor Training Program accreditation <p><i>ISQua's International Organization Accreditation Standards for Healthcare External Evaluation Bodies, Standard 4</i></p> <p><i>ISQua's Surveyor/Assessor Training Program Standards</i></p> <p>Toolkit 4.2</p>		<p>Develop the survey management process, including:</p> <ul style="list-style-type: none"> information for clients the process for engagement of clients, application form and client agreements planning of the surveys a system of self-assessment by clients performance indicators provision of facilitation and education for clients, based on the ISQua Education and Learning Program Standards external survey survey report format and processing. <p><i>ISQua's International Organization Accreditation Standards for Healthcare External Evaluation Bodies, Standard 7</i></p> <p>Toolkit 4.3</p>		<p>Develop the accreditation process, including:</p> <ul style="list-style-type: none"> setting the criteria for awarding accreditation, based on achievement of the standards and minimization of risk determining timescales developing systems for ongoing monitoring of standards deciding how results will be published ensuring appropriate checks and balances. <p><i>ISQua's International Organization Accreditation Standards for Healthcare External Evaluation Bodies, Standard 8</i></p> <p>Toolkit 4.4</p>	

Step	Action	Date	Action	Date	Action	Date
9	<p>Develop evaluation systems and indicators to evaluate:</p> <ul style="list-style-type: none"> • satisfaction with standards and the measurement system • surveyor performance • satisfaction with the survey process • satisfaction with the survey report • satisfaction with education programs • staff performance • effectiveness of accreditation by setting up research from the beginning of the program <p><i>ISQua's International Organization Accreditation Standards for Healthcare External Evaluation Bodies</i></p> <p>Toolkit 4.5</p>		<p>Establish national and international credibility for the program and ensure it represents best practice by preparing for and gaining ISQua accreditation for</p> <ul style="list-style-type: none"> • standards • organization performance • surveyor/assessor training programs <p><i>ISQua's International Principles for Healthcare Standards</i></p> <p><i>ISQua's International Organization Accreditation Standards for Healthcare External Evaluation Bodies</i></p> <p><i>ISQua's Surveyor/Assessor Training Program Standards</i></p> <p>Toolkit 4.5.4</p>			

- References:
1. *Toolkit for Accreditation Programmes*, Charles D. Shaw, International Society for Quality in Healthcare for the World Bank
 2. *ISQua's International Principles for Healthcare Standards*
 3. *ISQua's International Organization Accreditation Standards for Healthcare External Evaluation Bodies*
 4. *ISQua's Surveyor/Assessor Training Program Standards*