Quality Journey of Aga Khan University Hospital, Karachi

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ROAD MAP OF QUALITY

Integrate
Expand
Start
Prepare
Decide
Decide

- AKUH, Karachi started its operations in October 1985
- The decision to implement Quality was made and in November the Joint Staff Committee along with one of its sub-committee titled Quality Assurance Coordinators Committee (QACC) was formed.
Prepare

• 1985 onwards basic Quality Assurance methodologies were introduced in different departments with reporting mechanisms to QACC, JSC and the Board.

• April 1993, TQM workshop in Nairobi conducted by Dr. Don Berwick.

• March 1994, training of 21 key staff members as facilitators by Juran Institute/Qimpro associates.
Start

• May 1994 hospital’s Joint Staff Committee becomes quality council to oversee CQI implementation at AKUH.

• July 1994 - Dec 1995, first 18 months action plan was initiated for implementing CQI at AKUH.
Expand

• January 1996 - December 1997, 2-year CQI plan implemented (expand phase).

• This was followed by 2-years CQI expansion plans on a regular basis.
Integrate

• Presently we are in our integration phase aligning our business, goals, people and processes.
Structure, Process and Outcome

- **STRUCTURE**
  - Professionals
  - Facilities
  - Technologies
  - Organizations
  - Resources

- **PROCESS**
  - Diagnosis
  - Therapy
  - Interaction
  - Leadership
  - Management

- **OUTCOME**
  - Clinical
  - Functional
  - Perception
STRUCTURES
Structure

Joint Staff Committee, Quality Council
(Composed of Chairs and Directors)

Clinical Chairs
- Medicine
- Surgery
- Pediatrics
- Obs/Gyn
- Psychiatry
- Pathology
- Radiology
- Anesthesia
- Family Medicine

Operating Divisions
- Nursing
- Outpatient & Diagnostic Services
- Pharmacy & Nutrition
- Marketing
- Finance
- Personnel
- Maintenance
- Material Service
- Information Technology
- Safety & Security
- Clinical Affairs

QICC
(Composed of QMRs from all clinical departments)

CQI Coordinators Group
(Composed of QMRs from Operating Divisions)

Clinical Department Quality Improvement Committee with Quality Management Representatives (QMR)

Divisional Management Review Committee (MRCs) with Divisional Quality Coordinators
PROCESSES
Continual Improvement Model of AKUH
Quality Improvement and Patient Safety (QIPS)
Program

Support Processes

- HIMS
- ISD
- Personnel
- Materials Mngt.
- Financial Mngt.

Service Realization Processes

- Registration
- Care of Patients
- Patient Rights
- Patient Education
- Diagnostic Services
- Pharmacy/Nutrition
- Bills/Collections
- Admission
- Assessment
- Emergency
- Outpatient
- Inpatients
- Discharge Process

Support Processes

- Marketing
- Maintenance
- Safety & Security
- Medical Directorate
- Nursing Division

Health Care Services

Continual Improvement

Requirements

Patients

Satisfaction

Patients

Nursing

Medical Directorate

Personnel

Materials Mngt.

Financial Mngt.

ISD

Registration

Care of Patients

Personnel

Emergency

Outpatient

Inpatients

Discharge Process

Admission

Assessment

Emergency

Outpatient

Inpatients

Discharge Process

Marketing

Maintenance

Safety & Security

Medical Directorate

Nursing Division

Health Care Services

Continual Improvement

Requirements

Patients

Satisfaction

Patients
Internal Review Processes

• Departmental Quality Improvement Committees
• Joint Staff and its Sub-committees Reviews
• Patient Satisfaction
• Medical, Nursing and Others Health Professional Credentialing Programs
• Performance Appraisal Systems
Internal Review Processes

Quality Audits
- ISO 9001:2008 Internal Audits
- JCIA Mock Surveys
- Closed and Open Medical Record Audits
- Clinical Audits
- Nursing Quality Improvement Audits
- Infection Control Audits
- Environment Safety Audits
- Risk Management
External Review Processes

• ISO 9001:2008
• ISO 22000:2005
• Joint Commission International Accreditation
• Others
OUTCOMES
Stadium Road, Karachi – 1970’s
Ground breaking of Aga Khan Hospital and Medical College - 1980

Ground breaking of Aga Khan Hospital and Medical College by His Highness the Aga Khan who is assisted by Shamsh Kassim-Lakha, the then Chairman of the Owner's Representative Board of Aga Khan Hospital and Medical College.
President of Pakistan and Patron of Aga Khan University, General Zia-ul-Haq granted the Charter of Aga Khan University to the Chancellor, His Highness the Aga Khan. This marked the birth of Pakistan's first private international university.
Inauguration of AKUH - 1985

1985 - General Zia-ul-Haq, President of Pakistan and Chancellor of Aga Khan University unveil the inauguration plaque of Aga Khan Hospital in Karachi.
Construction of AKUH – Early 1980’s
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Construction of AKUH – Early 1980’s
AKUH Starts its Operations – Oct 1985
Quality Circles – 1990 - 2000

Effective Utilization of Oxygen Cylinders

Quality Circle in C1 Ward saved Rs. 16,128/ year by minimizing the wastage of Oxygen. The same strategy was successfully replicated by the B1 & C2 Wards.

Improvement in Documentation Process

Pharmacy Quality Circle developed a methodology to ensure 100% completion of documentation of all activities performed in the Main Pharmacy.

Medical/Surgical & Pharmacy Supplies Cost for Cardiac Surgery Reduced

‘Cardiac Friends’ continue efforts in Cardiac Surgery to reduce cost of uncomplicated CABG procedures by 18%, resulting in annual savings of Rs. 3 million.
Visit of Prof. Kondo to AKUH, Karachi 1997

Prof. Kondo, Mr. Shamsh Kassim-Lakha, and Dr. Camer Vellani with recipients of the awards.
Quality Convention - 1999
Arthur Anderen Quality Award
CQI & Facilitation Tools Training 2005
JCIA Accreditation – July 2006
Quality Improvement Colloquium - 2008
ISO 22000: 2005 Certification
May 20, 2009
ISO 9001:2008 Recertification - June 2009
JCIA Reaccreditation – August 2009
Quality Improvement Colloquium 2010
Improve Priority Setting for Emergency and Add-on Cases by Introducing Color Code System in Main Operating Room
**Division:** Nursing Services
**Project Team:** Munira Amin, Tehmina Tariq, Shazia Tabassum, Dr. Masood Umer, Rahim Noorullah, Parveen Amir Ali

Improved Turn Around Timings for Completion of Material Stock Request (MSR)
**Division:** Materials Management
**Project Team:** Farhan Bhayani, Khaliq Pesnani, Azad Sajwani, Kamal Shahbuddin, Khairunissa Sahfiq, Ali Gulamani

ER Diversion Revisited
**Department:** Emergency Medicine
**Project Team:** Dr. Munawar Khursheed, Dr. Ahsan Jamil, Mehrin Aman Ali, Philip Travas
World Quality Day 2010