



HCAC

Annual Business Report 2019

Presented to the General Assembly

Covering the period from 1 January to 31 December 2019

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★ LETTER FROM THE CHAIRPERSON

In the financial year 2019, the Health Care Accreditation Council has delivered resilient results, despite a challenging market environment. This achievement is reflected in both its span of work and its financials. This sets us on to a strong platform to leap forward.

Thanks to the leadership and guidance of the new elected Board, and with the highly professional team implementing a very robust strategy and well-designed initiatives focusing on improving healthcare in diverse ways and means and reaching out to the public as well as the region.

In 2019, HCAC swooped well beyond its mission to situate Jordan as one of the crafters of accreditation and accreditation governance worldwide. We ran against nine institutions for 2 available seats and won the elections to become Board members of the International Society for Quality in Healthcare and the only representative from the Eastern Mediterranean region.



Figure 1: H.E. Eng Said Darwazah, Chairman of the Board

We've also had a be-spoke conference under the patronage of His Majesty King Abdullah II, represented by Her Royal Highness Princess Muna Al-Hussein, attended by more than 700 hundred healthcare practitioners, decision makers and stakeholders, with an opening key note speech by Lord Nigel Crisp, former CEO of the National Health Service in the United Kingdom and member of the parliament.

Concerning our community engagement, we've produced public service announcements and focused on patient rights in follow up to our 2018 public awareness campaign. Change Day came in support of the world wide Patient Safety day announced by the world Health Organization and geared more than 45,000 pledges for safer care while we lit major monuments in Jordan with the color orange.

I am proud to say, we are well prepared to tackle our next strategic steps ahead. We shall focus on ways and means to engage the patient, make a difference to the patient, and ensure that we show improvement to patient care through numbers and data...

I thank the HCAC family for the immense amount of work they have done in 2019. I also thank our shareholders and Board members who repeatedly foster our common vision to further develop HCAC as a world class patient safety and quality in healthcare leader.

What we have achieved and what we aspire to is only possible with the belief of the Government and the private sector of our role, and the support that we have seen from of His Majesty King Abdullah II and Her Royal Highness Princess Muna Al-Hussein. I am grateful that a dream has come true and that we continue to grow with you and for you.

Eng. Said S. Darwazah
Chairman

★ LETTER FROM THE CEO

Indeed, 2019 was a very successful year on many fronts. I start my address by loads of gratitude and many thanks to the immense support and guidance of our Board of Directors, and to the HCAC team, who have become more of a family, and have relentless passion to improve quality and patient safety in Jordan and the region. They work hard and long hours, for small impacts and large changes, no matter what, collectively we all believe that the smallest improvement is evidently safer care for our families and loved ones.



Figure 2: HCAC CEO Mrs. Salma Jaouni Araj

I am also appreciative of our partners and stakeholders, who have really shown their belief in our work and have sought after our services. And I am thankful for our consultant and surveyors, who continue to grow with us, adhere to highest levels of professionalism, and respond to all our requests.

With the above, in 2019, HCAC was able to conduct more than 365 survey days and produce 197 reports to healthcare institutions. We boast a total of 196 accredited organizations versus 152 in 2018 with a new mix of organization including ambulatory and laboratory. We've also provided 511 consultation days, graduated 1230 people from our trainings, and conducted 30 initial assessments to potential new healthcare institutions to enter the accreditation journey.

With focus on quality and patient safety, both for raising the bar and expanding the understanding and uptake, HCAC reviewed 3 of its standard sets, tested a new recognition system and engaged in programs related to reproductive, maternal and child health services, baby friendly hospitals, and emergency preparedness. We've introduced a new concept on hearing the voice of the patient through the patient experience measurement at Al-Basheer hospitals while we prepare the latter for accreditation and the former is intended for national expansion. We've also worked across the region with Yemen, Iraq, Sudan, Palestine, Afghanistan, Dubai, and Abu Dhabi on a multitude of topics from quality, patient safety and accreditation, to governance, setting up accreditation bodies, and accreditation schemes.

In 2019, we've also embraced technology by launching our online training platform e-Jawda and transforming our surveying to digital.

We had our best year in PR and Communication so far, with a Media Competition, exponential growth in our likes, followers, mentions and retweets, as well as attendance of our 2019 Conference.

I can go on forever, but that will defy the purpose of this report, which I encourage you to read with an open heart and mind; and lots of dreams for the future

With that in mind, I'm glad to say that we enter 2020, which will be the last year in our strategic plan 2018-2020, with strength and an outlook to new ideas. On top of our commitments to accreditation, reaccreditation, midpoint assessment, and the quality and safety projects, we intend to work on quality in the provision of services for nutrition and autism, expand our outreach locally and regionally, focus on ambulatory care and support competition and research in quality and patient safety.

HCAC Services	Continuous	New
Accreditation Preparation QI Consultation Training	<ul style="list-style-type: none"> ▶ Basheer hospitals ▶ 49 Accreditation ▶ 64 Reaccreditation ▶ 87 Midpoints ▶ 10 Preparation ▶ 120 Course participants 	<ul style="list-style-type: none"> ▶ Preparation <ul style="list-style-type: none"> ▪ 30 PHCs ▪ 6 Hospitals ▪ 10 Healthcare Institutions ▶ Online courses ▶ 2 new courses
Projects (new areas and ISQua)	<ul style="list-style-type: none"> ▶ Health Service Delivery (RMNCH+) ▶ Baby Friendly ▶ Dubai ISQua support ▶ Abu Dhabi ISQua Support 	<ul style="list-style-type: none"> ▶ JCAN nutrition quality improvement ▶ EU Autism service quality improvement ▶ Patient Measurement Experience ▶ HCD Diagnostic Guidelines & Pathways
Activities (Cross cutting)	<ul style="list-style-type: none"> ▶ Change Day 2020 ▶ Quality Competition ▶ Media Competition ▶ Online Engagement 	<ul style="list-style-type: none"> ▶ Media series ▶ Quality Journal ▶ Ambassador Program ▶ HCAC 2021-2023 strategic plan

Figure 3: HCAC 2020 Plans

Our ambitions and aspirations will only be achieved with your support, shareholders, Board of Directors, Stakeholders, and Clients. We look up to you and to continuing to push the envelope to ensure we transform care for all with the highest standards of quality and safety.



Salma Jaouni Araj
Chief Executive Officer

SECTION 1: OVERALL ORGANIZATION

GOVERNANCE

As per legal counsel, the re-election of the HCAC Board of Directors (BOD) took place during their meeting in March of 2019. In it, His Excellency Eng. Said Darwazeh was re-elected as the Board Chairperson from January 2019 to December 2020.

Table 1: HCAC Board of Directors

#	Representative Name	Sector/ Institution
1	HE. Eng. Said Darwazah (Chairman)	Health Sector
2	Dr. Fawzi Al Hammouri (Vice Chairman)	Private Hospitals Association
3	HE. Dr. Rowida Al Ma'aitah	Academia
4	HE. Mr. Fares Qatarneh	Legal
5	Ms. Reem Badran	Marketing
6	Mr. Khaled Rabab'a	Nursing Syndicate
7	Mr. Fawaz Ajlouni - Secretary General	Jordan Association for Medical Insurance
8	HE. Dr. Ammar Al Shorafa'a (Secretary General of MoH)	Government Contributions Directorate (Ministry of Finance)
9	HE. Dr. Mohammad Abdullat (Secretary General)	Jordan Medical Council
10	Dr. Ibrahim Amayreh	Royal Medical Services
11	Mr. Wadah Barqawi	Finance and Economy
12	Ms. Randa Al Saifi	Patients representative
13	HE. Dr. Abdul Aziz Zyadat	Jordan University Hospital

Two honorary Board Members were elected as well His Excellency Dr. Moen Habashneh, former Director General of the Royal Medical Services and His Excellency Dr. Mahmoud Al-Sheyab, former Minister of Health.

During 2019, the Board of Directors met five times overseeing HCAC viability, accreditation decisions and appeals, surveyor training courses, compliance to action plan and financial plans, HCAC's 5th Quality Health Care Conference & Exhibition, Change Day, relationship with stakeholders as well as business development matters. In addition, an evaluation of the Board performance was conducted, both as a whole and as individual members. All newly-elected board members were provided with the required orientation sessions. The Finance Subcommittee and the Technical Subcommittee of the Board also met both virtually and face-to-face several times, reviewing financial issues, audit reports, quality improvement, accreditation decisions and rules as pertaining to the terms of reference of each one of them.



Figure 4: HCAC BOD First Meeting in 2019

BOD members participated in different HCAC events including: The Media Event, the 5th Quality Health Care Conference and Exhibition and its following press conference, as well as Change Day and its following press conference.

BUSINESS DEVELOPMENT

Public Relations and Communications

In 2019, HCAC achieved a significant increase in local market penetration due to efforts from increased Sales and Marketing as well as Public Relations (PR) and Communication. PR and Communication efforts were focused on building a strong base, upon which future goals can be set.

Some of the most significant PR and Communication achievements include:

- Participation through booth setup in major Jordanian conferences and exhibitions including The Comprehensive Health Insurance Conference, the International Health Care Travel Forum, and the 5th Quality Health care Conference and Exhibition, highlighting the Council's achievements and efforts.
- Unifying HCAC 2019 courses appearances, making the updated version more captivating. The newly designed theme has become the standard HCAC courses theme.
- Use of Promotion Videos – two of which covered Health Care Quality Practitioner (HCQP) Workshop, and one promotion video covering each of the Health Care Risk Manager (HCRM), Health Care Executive Nurse (HCEM), Health Care Occupational Safety Practitioner (HCOSP). In addition, a video was published highlighting the 2018 HCAC accomplishments and received good media attrition and engagement.



Figure 5: HCAC's Participation Through Booth Setup



Figure 6: HCAC 2019 Courses Designs

- A total of 202 media appearances that honed down HCAC's expertise and role in quality and patient safety.

- Enhancing the HCAC website by updating the theme, design and information.

Other achievements include the design of new corporate giveaways and the 2020 calendar, as well as the company profile.

Among the most innovative products was the continuation of the 2018 launched, ‘Behind the Logo’ initiative, with the aim of providing information on the importance, significance and added value of HCAC accreditation, with a focus on Breast Imaging Units (BIU) accreditation and adding the accreditation of Hospitals.

As part of HCAC’S aim of increasing awareness, PR and Communications staff members have put in plan to produce a Media Program, consisting of a series of videos in which issues regarding patient rights will be covered. In 2019, focus groups were conducted in the North (Irbid), South (Al Karak) & Central (Amman) regions.

Individuals from all 12 governorates participated by sharing their experiences, personal stories regarding patient rights. This study was conducted in partnerships with the Ministry of Health’s Department of Media and Health Awareness. The production process will start in 2020.

In line with HCAC’s goal to increase visibility and raise awareness about quality and safety within the health sector, the Council re-launched the Media Competition on the 1st of July, under the patronage of HRH Princess Muna Al-Hussein. This year’s slogan was ‘اكتب، صور، سجل نحو رعاية صحية افضل’ , under which HCAC encouraged participating parties to cover three topics: safety of health care provider and patient, patient rights, and quality of health care service.



Figure 7: Behind the Logo-BIU Poster



Figure 8: HCAC Media Competition Logo 2019



Figure 9: Change Day Poster

For the 6th consecutive year, HCAC re-launched its annual Change Day initiative under the patronage of HRH Princess Muna Al-Hussein and with the support and sponsorship of HCAC’s strategic partner, Al Hikma Pharmaceuticals. The initiative encouraged participants to submit and commit to pledges regarding Patient Safety and Satisfaction, Patient voice, Employee Empowerment, and Quality Improvement.

Further details regarding HCAC’s 5th Quality Health Care Conference and Exhibition, Change Day, and Media Competition can be found in Section 5: Advocacy and Cross Cutting Programs.

Organizational Excellence Through Continuous Growth with ISQua

HCAC proudly became one of the International Society for Quality in Health Care (ISQua)'s board members in 2019. HCAC ran a very competitive campaign against 11 other contesters for two organizational seats. HCAC was the only organization from the Eastern Mediterranean region. HCAC made connections with 70 companies across the world requesting their vote after having been endorsed its candidacy by the French, the South Africans and the Indians.



Figure 10: ISQua Board Membership

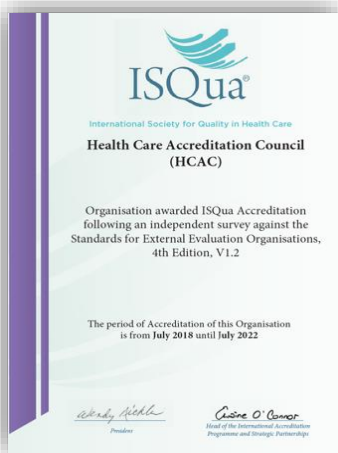


Figure 11: ISQua Accreditation

HCAC has also maintained its accreditation for organization from the International Society for Quality in Health Care (ISQua). The last ISQua accreditation survey was conducted from 25th-29th of March, 2018, after which HCAC was accredited. The period of accreditation is from July 2018 until July 2022. Following accreditation, HCAC was sent a progress report according to assessment results, which consisted of recommended actions. Accordingly, each department outlined remedial action plans, and a time frame in which the plan is to be completed. This was finalized and sent to ISQua on the 10th of July, 2019. In addition, HCAC maintains its ISQua accreditations for Standards and Surveyors.

Adoption of IT Solutions

With continuous proof that the digitization and automation of services enhances the quality and efficiency of services, HCAC invested in efforts to automate the management system for both the Accreditation and Consultation Departments.

Accreditation Department

Survey and surveyor's management, which includes survey reports, self-assessments, evaluations and more, was automated in 2018, making data entry considerably easier. The automated system allows surveyors or health care organizations to have access to an online system on which they can submit, upload and exchange documents.

After the testing of user acceptance, compiling of feedback, and subsequent adjustment in 2018, in 2019 HCAC has started the process of user training for a group of surveyors and contract persons. In addition, the system was piloted on a group of organizations, where a full cycle of surveys was automated. Due to a prolonged development and adjustment phase, as well as some technical issues related to server security, the system go-live was postponed until Q1 of 2020.

Consultation Department

The Consultation Department developed an online training platform “e-Jawda” and has now an online module regarding quality and patient safety courses, which was launched in November of 2019. In addition, the department developed a new certification course titled ‘Health Care Certified Executive Nurse’ course, where a blended course approach is being taken.

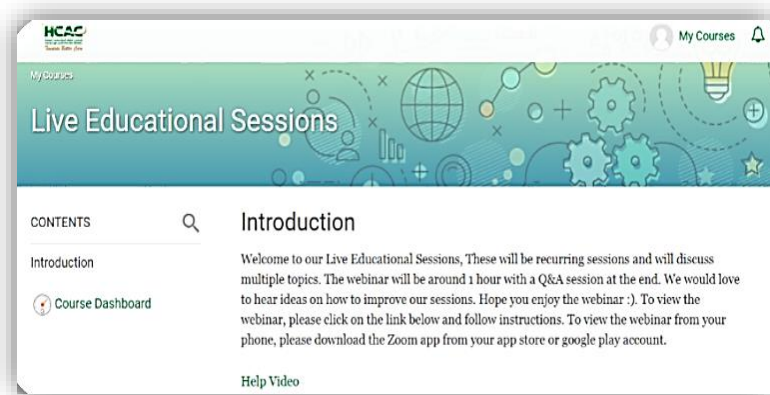


Figure 12: Online Training Platform "E-Jawda"

The same system used for training will be used for HCAC staff training, where internal staff will be able to access policies and procedures. In addition, the system will have on it digital orientation for new staff, making the introduction process easier and more accessible. In 2020, the online system will also provide information for newly appointed HCAC Board Members providing easy access to information regarding governance, policies and procedures and more.

HUMAN RESOURCES

Staff Turnover

In 2019, most of HCACs staff members remained as part of the Council, with three staff members leaving to other opportunities where they will surely make an impactful change, and one new staff member joining.

Table 2: Position Updates in HCAC During 2019

Position	Name	Date	Remarks
Technical Coordinator, Consultation Dept.	Ruba Al Sori	Joined April 2018 Left October 2019	Accepted a long-term job as hers was a USAID project based one
Business Officer	Rawan Jalabneh	Joined May 2019 Left September 2019	Accepted a Chevening Scholarship for master's in Public Health in UK
Accountant	Mohammad Hindi	Joined September 2019 Left November 2019	Offered a finance job with Deloitte
Accountant	Omar Al Khatib	Joined December 2019	

Internships

In 2019, HCAC had multiple interns work on and support their various deliverables and projects. Hala Hyasat joined in January as an intern to support the Accreditation Department, the Change Day campaign, and HCAC's 5th Quality Health Care Conference & Exhibition. Runwa Nuqul joined in October as an intern to write HCAC's Annual Report and to work on HCAC'S 5th Quality Health Care Conference & Exhibition. During the month of May, two students from the Amman Baccalaureate School interned at HCAC. The purpose of their internship was to expose the students to the various careers they would be able to pursue in the field of Healthcare and Medicine. The students got introduced to HCAC as a whole as well as its departments. In addition, they participated in field visits to three different hospitals.

Staff Development and Capacity Building

HCAC regards staff development and capacity building to be of great importance to the growth of the organization. After reviewing the professional needs of HCAC staff during the annual performance review, throughout 2019, HCAC's staff participated in:

- Emergency and evacuation procedures, led by the Civil Defense
- Office Ergonomics Training, titled 'Adjusting Your Workstation to Fit Your Body'

In addition, HCAC started building the capacity of the Executive Assistant to become the Human Resources coordinator, through participation in training courses.

Annual Staff Retreat: "Creating synergy within and between"

HCAC organized its annual all-staff retreat in order to strengthen team spirits, bridge the distance between the different departments, and de-freeze current leadership styles that have been outgrown and move towards more advanced and relevant management styles based on both objective as well as quantitative assessments

The 2019 retreat, was held between the 2nd and 3rd of October, 2019 in consultation with Dr. Ibrahim Aqel, operated under the title "Creating synergy within and between."

The retreat was designed with the focus on achieving the following:

- Increase self and interpersonal awareness
- Understand and Create synergy's within and between teams
- Improve teams' outcomes and work relations

Many interactive activities were conducted, covering the following phases:

1. Phase one: focused on 'Self Engineering', In this phase participants explored their own self, and looked deep inside to increase self-awareness and management. This phase included understanding self and interpersonal qualities.
2. Phase Two focused on 'Synergize', which deals with sensitivity to the group dynamics that emerge in a multi-functional and interdependent organization. Growth is maintained not only by strategic brilliance, but also by a willingness to understand and strike a balance between Competition and Co-operation – Co-opetition which results in developing creative interpersonal interaction methodologies where Synergy works.
3. Phase Three focused on 'Excel', allowing individuals and teams to get the best of everyone to everyone. In this phase participants learn how to harvest and grow for the best outcomes.



Figure 13: HCAC Annual Staff Retreat 2019

Local Events and Recognitions

As part of HCAC's aim of ensuring that messages regarding quality and patient safety are spread and heard throughout the nation, the Council participates in local events held by local institutions and key stakeholders. The benefits of participation are twofold; awareness as well as increased support for HCAC.

Table 3: Events that HCAC Participated in During The Year 2019

Dates	Location	Event Name and Details	Form of Participation/ Department
22 nd February	Landmark- Amman	Medlabs activity	Accreditation
7 th April	JNC – Amman	الاجتماع الخاص بالمنتدى التمريضي الثاني	Consultation
27-28 th April	Dead Sea	Comprehensive Health Insurance Conference	Booth
26 th May	JNC –Amman	JNC Steering Committee	Consultation
26-28 th October	Le Royal Hotel – Amman	International Health Care Travel Forum	Booth
11-13 th November	Le Royal Hotel – Amman	5 th Quality Health Care Conference and Exhibition	Accreditation
11-13 th November	Le Royal Hotel – Amman	5 th Quality Health Care Conference and Exhibition	Booth
13 th December	Marriot Hotel – Amman	Lab Scientific Day	Accreditation

CONTINUOUS PERFORMANCE IMPROVEMENT

Testing New Recognition System

In 2019, HCAC launched new community pharmacy standards as well as the 4th set of hospital standards, with a new scoring guide. If proved successful, these guidelines for scoring will be applied to all other accreditation programs. The scoring guide was piloted in September 2019 and will be launched in 2020.

Building upon the recognition systems for Ambulatory and Laboratory programs, which started in 2017 and was extended until 2019, four feedback sessions were conducted, and cumulative data aggregated to determine the effectiveness of the system and whether or not it will be changed. This decision will be made in 2020.

Accreditation System Review

In 2019, HCAC Accreditation Department implemented the Action Plan that was set in response to the 2018 recommendations stemming from the testing exercise carried out by an international expert, for HCAC's accreditation elements, including assessment techniques, scoring systems and guidelines, and surveyors' performance, this included:

- Yearly audits of rating trends from both the Accreditation and Consultation Department, which were carried out in 2019
- Determining the applicability of standards according to health care providers.
- Speeding up the adoption of IT systems to increase effectiveness, efficiency and accuracy, launching in the year 2020
- Piloting of IT system on group of surveyors and accredited organizations, which was carried out throughout the year of 2019
- The use of Webinars and home-based training study and exercises, introduced in August 2019

Business Development Continuous Performance Improvement

With increased efforts to improve the capacity of HCAC's internal capacity, performance, and local and regional penetration, the Business team saw improvements in HCAC's overall achievements, with significant improvement in the following:

- An increase in the outreach due to constant engagement and use of social media platforms which include Twitter, Instagram, LinkedIn, and Facebook.
- An increase in traditional media appearances, including Radio, TV and Newspapers. This is due to the efforts made over the year, especially during HCAC's 5th Quality Health Care Conference and Exhibition.

- Standardization of proposals and separation between accreditation and preparation proposals as well as a review of pricing and guidelines for costing and pricing.

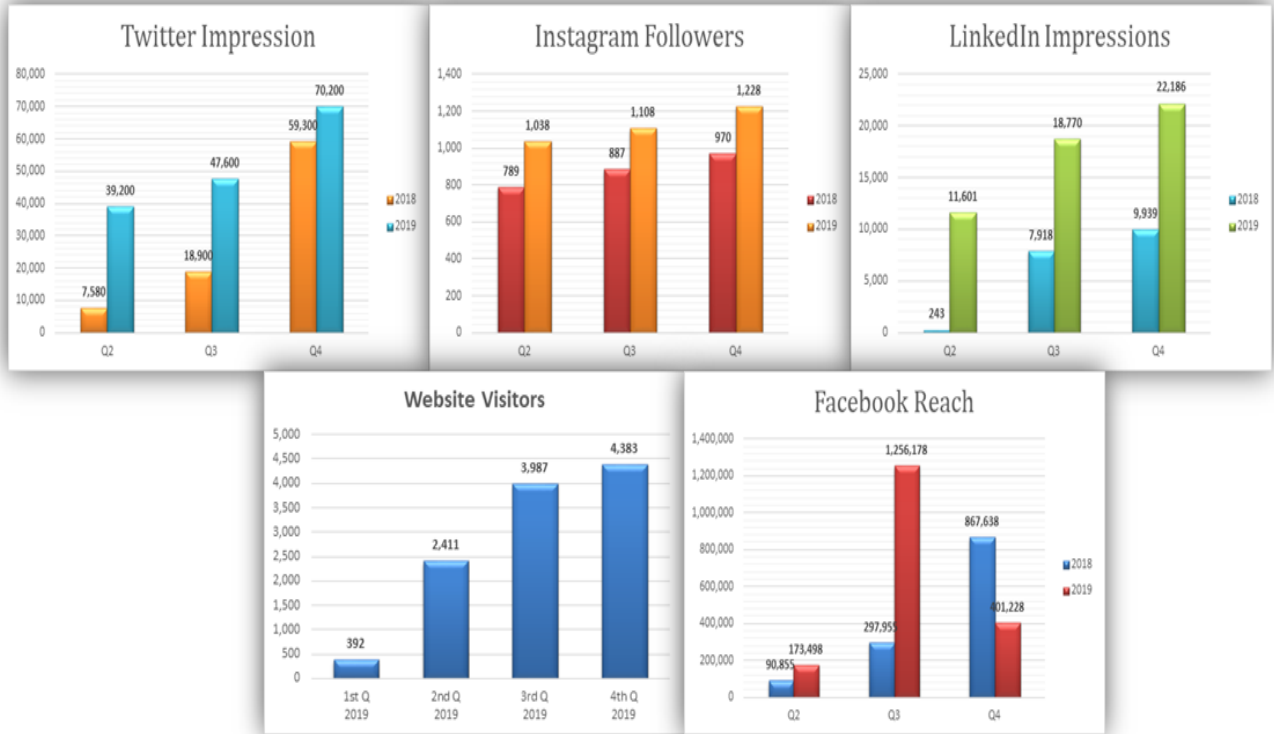


Figure 14: The Number of Social Media and Website Visitors 2018/2019

★ SECTION 2: ACCREDITATION

Since its foundation, HCAC has believed that accreditation plays the biggest role in developing and maintaining quality and patient safety in health care organizations. To achieve that, organizations invest a substantial amount of time and effort to comply with standards and best practices, to provide the best health care services. To suit regional as well as international health organizations, HCAC standards cater to and take into account cultural differences while aiming to reach international benchmarks. HCAC surveyors undergo rigorous training to be able to educate as well as assess institutions' compliance to accreditation requirements, and accordingly, provide them with appropriate recommendations to maintain and/or achieve quality and patient safety standards.

STANDARDS



Figure 15: Picture of HCAC's Sets of Standards

HCAC currently has 11 sets of standards for: Hospitals, Primary Healthcare and Family Planning, Breast Imaging Units, Medical Centers, Diabetes, Cardiac Care, Medical Transport, Ambulatory, Dentistry, Medical Laboratories, and Community Pharmacy.

HCAC standards are developed through collaboration from HCAC's standards development unit with different stakeholders using a national participatory approach.

Hospital Standards

Board approval was obtained in January of 2019 for the 4th edition of HCAC's Hospital Standards. This was achieved after the Accreditation Department held by end of 2018, 13 meetings with the 164 participants from different health care facilities. To validate the applicability of the new standards, surveyors and technical staff conducted 9 field tests, ultimately leading to effective changes in Hospital Standards.

Standards were then launched and communicated to accredited hospitals in April of 2019. These standards will be effective in Q1, 2020, giving hospitals 8 months to work on meeting the standards. In the 1st quarter of 2020, the launching and communication for surveyors will take place.

Scoring Guide

Following the testing cycle of the newly implemented recognition system applied to laboratory, ambulatory, and dental standards, a new scoring system was developed and introduced to be applied to hospitals according to the 4th edition of HCAC Hospital Standards. The scoring system aims to reduce variation between surveyors, minimize the margin of error, and provide clear and specific finding to organizations.

Community Pharmacy Standards

In Q2 of 2019, Board approval was obtained for the Community Pharmacy Accreditation Standards that were developed in 2018.

Breast Imaging Units (BIU) Standards

In 2019, HCAC held four stakeholder's feedback meetings which took place throughout Q1-Q2 of 2019. The purpose of these meetings was to collect feedback from stakeholders before revising, upgrading, and updating BIU standards.

After drafting the standards, HCAC held a standard review workshop in September of 2019, to review, edit and finalize the 3rd edition of the BIU Standards. HCAC carried out three field tests in Q4 of 2019, for sample accredited BIUs representing different healthcare sectors to validate and examine the standard applicability and implementation in Jordan. An international review was carried out during Q4 of 2019 to ensure that HCAC standards are internationally recognized. BIU standards to be submitted for approval by the Board in Q1 of 2020.

SURVEYS

HCAC carries out five different types of surveys that are conducted by highly qualified and well-trained surveyors. Surveys include accreditation and re-accreditation surveys, mock surveys, midpoint assessments, and targeted surveys. A total of 364 survey days were carried out in the field with 197 of reports generated.

In 2019, HCAC surveyors conducted 24 mock surveys. These surveys were conducted to assess the readiness of health organizations as well as determine what areas need improvement. These surveys are usually conducted after the Consultation team has worked with them in preparation for accreditation or upon the request of the healthcare organization.

Once an organization is accredited, it undergoes midpoint assessments and re-accreditation surveys to ensure that HCAC standards are upheld, such as the sustainability and compliance of quality measures and patient safety practices. As part of the Midpoint assessment processes, accredited organizations are required to fill out self-assessment tools, providing information on whether standards have been met and to what degree. Unannounced visits are then conducted, where specific focal areas are chosen for re-assessment based on results of previous self-assessments & the most recent survey. In 2019, HCAC surveyors conducted 56 midpoint assessments.

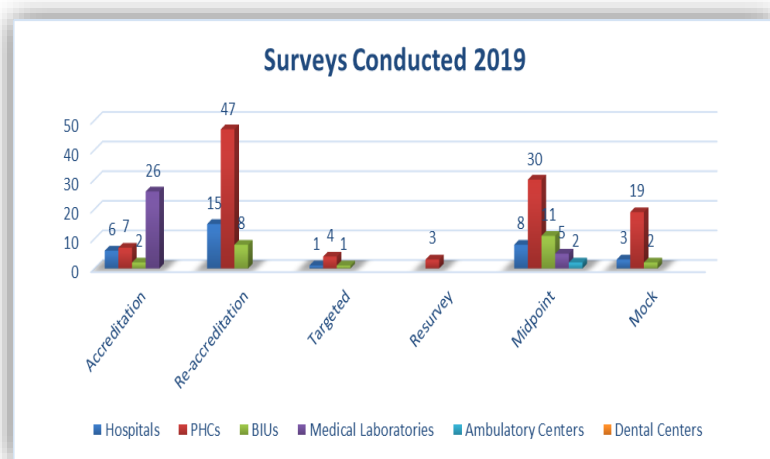


Figure 16: Overall Surveys conducted in 2019

ACCREDITATION AWARDS

In 2019, HCAC accredited 27 new health care organizations that included four hospitals, one primary health care center, 22 medical laboratories.

As of 31 December 2019, HCAC has accredited and re-accredited 30 Hospitals, 97 Primary Healthcare Centers (PHCs), 26 Breast Imaging Units (BIUs), 41 Medical Laboratories, and 2 Ambulatory Centers. With an increase in newly accredited health organizations in 2019, a total of 196 accredited organizations.

Table 4: Accredited Organizations 2017-2018-2019

Accredited Organizations	MOH	RMS	Private	University & Non-profit
Hospitals	11	8	8	3
PHCs	93	1	1	2
BIUs	9	4	7	6
Medical Laboratories			41	
Ambulatory Centers			1	1
Total	113	13	58	12
				196

Table 5: Accredited Organizations 2017-2018-2019

Accredited Organizations	2017	2018	2019
Hospitals	26	28	30
PHCs	90	97	97
BIUs	21	27	26
Medical Laboratories	3	14	41
Ambulatory Centers	1	2	2
Total	141	168	196

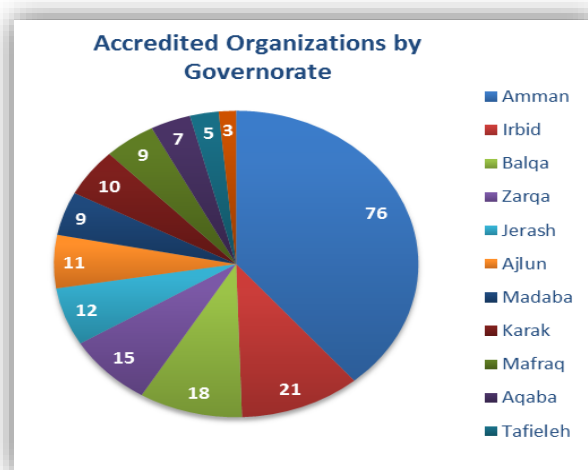


Figure 17: Accredited Organizations by Governorate

Accredited hospitals are located in all 12 governorates, spreading across the north, south and central areas of Jordan. This success comes after 2018's mission, set by His Majesty King Abdullah II of having one accredited hospital in every governorate. The chart and table show that the number of accredited hospitals increased from 28 to 30, and the number of accredited laboratories increased remarkably from 14 to 41.

SURVEYORS

Highly skilled surveyors play a vital role in accreditation as they are responsible for determining the progress of health organization on their journey of accreditation or re-accreditation. HCAC is the first institution in the Arab world to have its surveyor training program accredited by ISQua. For the third time, the HCAC Surveyors Training Program was reaccredited from August 2017 to August 2021.

2019 has seen an increase in certified surveyors, resulting in a total of 114. Certified HCAC surveyors come from different backgrounds, leading to a highly skilled group with different expertise.

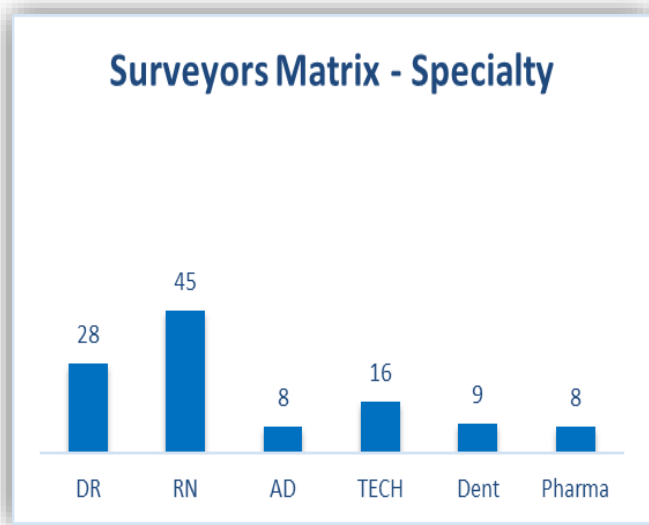


Figure 19: Surveyor Matrix According to Specialty

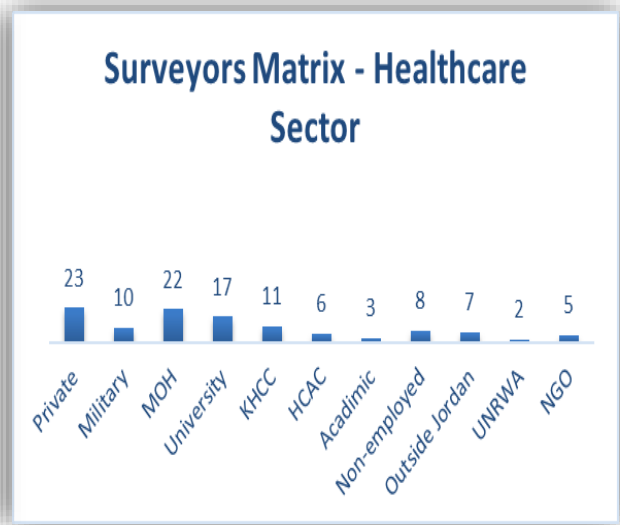


Figure 18: Surveyor Matrix According to Healthcare Sector



Figure 20: 2019 Hospital Surveyor's Certification

Surveyors Continuous Education Sessions and Training Courses

To maintain a specific standard of surveyors, continuous education session and training courses are conducted by the Accreditation Department as a part of building HCAC's surveyors' capacity. They are conducted for both newly certified surveyors and re-certified surveyors.

Webinars

In 2019, HCAC introduced the use of online Webinars into continuous educational sessions, and has successfully conducted 3 sessions throughout Q3 and Q4 of 2019, with the attendance of over 50 surveyors.

Table 6: Overview of Webinars Conducted In 2019

Surveyors Webinars-Overview				
Topic	Presenter	Date	Number of Participants	Evaluation
Clinical Risk & Data Validation	Dr. Sahar Al Masri	6-Aug-19	22	81%
Laboratory Equipment Installation & Calibration	Dr. Lina Souan	4-Sep-19	20	86%
Laboratory Quality Control	Randa Salah	4-Dec-19	12	80%

Webinars consist of pre-recorded seminars, assignments and exams. They can be accessed remotely, making participation more accessible. The use of Webinars also reduces time spent on in-class training, an issue that was addressed after feedback. With an increase in the number of surveyors, webinars have proven to be an efficient way of conducting sessions, by offering the option of accessing information remotely.

Based on surveyor feedback, HCAC is currently working on introducing Webinars into surveyor training courses for the year 2020.

Surveyor's Retreat

In 2019, the Accreditation Department (AD) conducted a Surveyors retreat on the 10th of October, 2019 as part of surveyor's annual continuing education program. The retreat's guest speaker was Triona Fortuna, former Deputy CEO of the ISQua and CEO of Fortune Quality Accreditation Services. The surveyor's retreat was a huge success, with more than 70 surveyors participating. The objectives of the retreat were to:

- Raise the surveyors' awareness of the role the HCAC surveyor, including code of conduct
- Improve inter and intra surveyor reliability
- Discuss recent trends in patient safety solutions
- Understand the key principles of quality systems
- Strengthen surveyor's communication skills

The retreat consisted of interactive activities including presentations, discussions, and role play. Surveyors were introduced to and informed of updates regarding the accreditation department indicators and latest trends. Also, issues regarding incidents and complaints were discussed. In addition, the new standards scoring guide was presented, and feedback was collected from surveyors regarding the applicability and the comprehensiveness of the given guide.



Figure 21: Surveyor's Retreat 2019

Symposium – “Towards Better Outcomes”

On the 11th November 2019, The Accreditation Department held its first of a kind symposium for accredited healthcare institutions, titled “Towards Better Outcomes” to showcase and celebrate the impact and changes encountered in hospitals as a result of enrolling in the accreditation journey. This symposium was organized as part of the HCAC 5th Quality Healthcare Conference workshop days. HCAC accredited healthcare institutions have submitted success stories within 5 categories.



Figure 22: HCAC Symposium Participation Categories

The forum was held to discuss success stories, innovative initiatives and outstanding achievements among HCAC accredited hospitals. It was facilitated by the esteemed Triona Fortuna former Deputy CEO of the International Society for Quality in Healthcare (ISQua) and current CEO of Fortune Quality Accreditation Services. She was joined by two more members forming an independent judging panel; Dr. Sameeha Jarrah, Applied Science Private University, and Dr. Jaafar Abu Taleb, Quality and Accreditation Expert, for the selection of the winners.

Winners were announced and celebrated at the end of the Conference, as follows:

Table 7: HCAC 2019 Symposium Winners

Award	Hospital	Topic
Participation Award	Al Zarqaa Hospital	Client Service
	Jerash Hospital	Clinical Practice Guidelines
	Jordan University Hospital	Phlebotomy improvement project
3rd Place Award	Specialty Hospital	Baby-friendly hospital initiative
2nd Place Award	King Hussein Cancer Center	Lean Management projects
1st Place Award	Ma'an Hospital Mammography Unit	Quality improvement project



Figure 23: HCAC Symposium Winners

This symposium has allowed healthcare organizations to look at the work they've done and have been doing and present it. It also allowed them to think of long-term impact and sustainability of its efforts. In 2020, HCAC will be expanding this initiative and institutionalizing it.

★ SECTION 3: CONSULTATION

HCAC's consultation arm continues to work on capacity building and accreditation preparedness programs with non-governmental, public, private and military healthcare organizations and individuals. The Consultation Department (CD) completed 87.5% of their planned activities and 89% of their targeted budget, resulting in a very successful year. During 2019, the Consultation Department updated the existing Hospital toolkit in accordance with the updated 4th edition of Hospital standards (in Arabic). Accordingly, workshops were updated and adjusted.

As part of HCAC's core services, the CD conducted HCAC's 5 flagship certification courses: The Healthcare Certified Quality Practitioner (HCQP) course, the Healthcare Certified Infection Preventionist (HCIP) course, and the Healthcare Certified Clinical Risk Manager (HCRM) course, as well as Training of Teachers course. In addition, the CD developed a new certification course titled 'Health Care Certified Executive Nurse' which aims to help nurses to develop their skills, knowledge and abilities to improve executive level performance.

Details regarding certification course participation can be found in **Section 4: Training**.

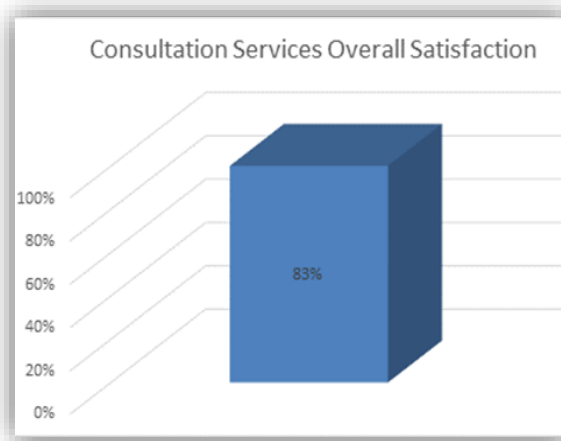


Figure 24: Consultation Services Overall Satisfaction Rate

PREPERATION

Under HCAC's consultation arm, a wide range of services is provided to health care institutions and governments to tackle and maintain quality improvement and promote patient safety. The consultation arm helps institutions with aim of meeting accreditation standards requirements and achieving accreditation, as well as capacity building and improving, and setting quality management systems.

Throughout 2019, the CD worked with a total of 52 health care organizations, providing them with a wide range of services, which include accreditation preparedness, educational packages, consultation visits, offsite support, gap analyses, as well as initial and interim assessments.

Assessments

In 2019, the CD conducted 11 initial assessments for different healthcare organizations, with the aim of identifying gaps and areas for improvements. This included three private hospitals, two BIUs (one located in a private hospital, one located in a PHC), one Social Care MOSD (Ministry of Social Development). In addition, initial assessments of four PHC and one hospital were conducted in Iraq. Initial Assessments result in detailed reports, identifying gaps and areas in need of improvement. Additionally, it outlines recommendations and ways in which health care institutions can improve in order to meet standard requirements. The CD conducted a total of 21 interim assessments/ gap analyses, with the aim of assessing improvement and progress of health care institutions' journey in complying with accreditation standards. The CD made amendments to action plans where change is needed.

Consultation Visits

In 2019, the Consultation team carried out a total of 417 consultation days.

Table 8: Consultation Visits in 2019

Project	Number of consultation days
BIUs	58
PHC	131
Private hospitals	147
BFH	16
MOH hospitals	13
Onsite visits – HSD Activity	52

During consultation visits, the HCAC consultation team works in cooperation with healthcare organizations and their teams and committees by conducting facility tours, reviewing documents and medical records in order to comply with standards and in preparation for accreditation.

Preparing 20 Primary Health Care Centers

The Consultation Department continued supporting the preparation of 20 public sector PHC centers for accreditation, after mock surveys were conducted in all 20 PHCs. Support was done by conducting 131 consultation visits and supporting the development of required action plans to overcome challenges and findings in mock survey reports to help in achieving accreditation requirements.

Preparing Six Public Hospitals

The CD continued working with 6 public hospitals in preparation for accreditation. A total of {13} visits were conducted to support hospital cadres and management in working towards and implementing standards in preparation for accreditation. Action plans were developed to monitor the progress of reducing gaps identified in mock assessments. One Steering committee meetings were conducted throughout 2019 with hospital directors and the General Secretary of the Ministry of Health (MOH) to address obstacles and, accordingly, develop an improvement plan.

USAID Al Bashir Hospitals (ABH) Preparation for Accreditation Activity



Figure 25: Workshop Held at ABHs

The “Al Bashir Hospitals (ABHs) Preparation for Accreditation Activity” is a three-year project funded by the United States Agency for International Development/Jordan (USAID/Jordan) and is implemented by the HCAC in close collaboration with the Ministry of Health (MoH) and the hospitals’ leadership and staff. The Activity, which started on 17 September 2018, spans over 3 years and is designed exclusively to drive enhancements in the quality of services and patient safety at ABHs, with the goal of improving the

health status in Jordan, through the preparation of the hospitals for accreditation.

To maintain stakeholder's buy-in, two steering committees were formed; the MoH Steering committee and the ABH Steering Committee. In addition, there were 38 technical committees and working teams in the four ABHs and central services. The aforementioned committees met numerous times to take required decisions related to institutionalized Quality and Patient Safety systems within the hospitals. The main purpose of these committees is to oversee and manage the progress of the project, as well as to facilitate required financial and human resources. In addition, committees empowered hospital cadres to achieve the desired objectives.

In 2019, the HCAC team, consultants and experts conducted the self-assessment and Gap Analysis meetings with respective committees and working teams within the four hospitals and central services (Radiology, Laboratory, Pharmacy, and support services). In Q1 of 2019, intensive meetings were held to discuss and explain the accreditation standards, complete the self-assessments and gap analysis with respect to current adherence to Accreditation Standards and the measurable elements. In addition, assessment sessions were held on quality improvements, infection prevention and control, and environmental safety for the 4 hospitals and central services.



Figure 26: Gap Analysis Meeting at the ABHs

In addition, detailed reports with key findings, road maps and action plans were developed to be implemented during the project life span.

As a result of the Gap Analysis and road maps, the HCAC team along with the ABH's quality, risk, safety, infection, and training coordinator, as well as department heads, committees and implementation working teams have started the documentation preparation phase to ultimately fulfill the HCAC accreditation standards. The HCACs team shared draft documents with the concerned coordinators and individuals in all four hospitals, in order to start reviewing and modifying the policies, procedures, plans, forms, etc., which is considered a cornerstone in developing the Quality Management System (QMS) in the hospitals, which document processes and identify responsibilities for achieving policies and objectives. By doing so, quality service is consistently delivered to the patient.

HCAC's Activity team held 12 workshops throughout 2019, where 474 participants that addressed different topics and targeted different audiences. These workshops covered the following topics including Leadership and Management, Quality and Patient Safety, Patient Care, Patient's Rights, Environmental Safety and Employee Health, and Infection Control and Sterilization. These workshops were held in the ABHs by external trainers with support from HCAC consultants.

In Q4 of 2019, the HCAC consultation team initiated two HCAC Flagship Certification Courses; Healthcare Certified Occupation Safety Practitioner (HCOSP), and Healthcare Certified Infection Preventionist (HCIP), with 27 and 25 participants respectively. Each course includes classroom training, followed by the practicum, then, eligible candidates will sit for the final exam in 2020. The remaining 3 Flagship Certification Courses will start in the first half of 2020. In addition, 4 Training of Trainers (TOT) workshops were conducted in ABHs by external instructors. A total of 92 participants attended the workshops where they were provided with the required training skills, including pre, during and post training courses. From the 92 participants, 24 will be selected to become 'Change Agents' whose goal is to share their knowledge and skills related to Quality and Patient Safety within the ABHs and amongst their colleagues.



Figure 27: HCAC Certification Course 2019

In collaboration with the ABH management team, the HCAC team and consultants commenced the strategic planning phase in 2019, which included internal and external analyses. Based on outcomes of the internal and external analyses, strategic priorities were identified in accordance with ABH'S mission. The implementation phase was initiated in September and will be finalized in early 2020.

Patient experience survey was conducted in inpatient hospitals (Maternity, Medical and Surgical hospitals). The purpose of the reports is to produce comparable data that allows objective and meaningful comparisons among Al Bashir Hospitals on topics that are important to patients and the public. Reporting of the survey results will create incentives for Al Bashir Hospitals to improve their quality of care while enhancing public accountability in health care by increasing transparency.

Additionally, mystery client visits were conducted in the outpatient and emergency hospitals. The Mystery Client is tasked to engage with ABH staff as any patient typically would and record observations and interactions. This tool will provide the HCAC team with a detailed evaluation of the service to be able to track change and progress during the implementation of the Activity. This is done through a customized data collection tool according to the best practices and the EFQM standards. Baseline reports for both measurements were issued in November. Due to their success, subsequent measures will be conducted and reported quarterly throughout the life of the project.

Preparing Ten Breast Imaging Units (BIUs)

In 2019, HCAC maintained partnerships with the Jordan Breast Cancer Program (JBCP) with the purpose of continuing to work on preparing BIUs for accreditation. The CD conducted 58 consultation visits to support teams in implementing and meetings standards in preparation for certification and accreditation in 12 BIUs; 8 Public RMS and 4 Private units in the North, Center, and South of the Kingdom.



Figure 28: HCAC Collaborates with JBCP for Breast Imaging Units Accreditation

Preparing Ten Private Hospitals

In 2019, the CD continued working with 10 private hospitals, in which they conducted training workshops to assure correct interpretation and mutual understanding of the 4th Edition of Hospital Standards. In addition, the HCAC team supported hospitals by conducting 147 consultation visits, in which they established required committees, developed action plans and required documents to assist in the implementation of the new standards.



Figure 29: Private Hospitals Workshops

QUALITY MANAGEMENT SYSTEMS

USAID Health Service Delivery Activity

In 2019, the HCAC team and the project team at Abt Associates mutually agreed to build on the work that was done in FY18, ensuring continuity and sustainability while replicating success where possible. Many goals were achieved this year including:

- Completing the FY18 RMNCH+ Manager Certification Course. A total of 236 participants out of 276 successfully completed all certification requirements.
- Completing the assessment of the remaining 22 PHCs and 17 hospitals were conducted in November 2018. All reports were approved by the respective project team's technical team at Abt Associates.
- Training assessors conducted all 17 Hospital Service Delivery Point (SDP) assessment processes, criteria, tool(s) and reporting for the fulfillment of the USAID Hospital Maternal and Neonatal Integrated Service Delivery (ISD) Recognition Program requirements. They were conducted against the Hospital Maternal and Neonatal Integrated Service Delivery (ISD) Recognition Program Assessment Criteria. These assessed Hospital SDPs included 5 RMS Hospitals and 12 MOH Hospitals.
- Finalizing the Training Program manual for newly hired GPs. And working with MOH on the handover of the Training Program for Newly-hired GPs.
- Conducting TOT programs with potential MOH trainers who are being equipped with the knowledge and skills to deliver the training program for newly-hired GPs. The 5-day classroom sessions were completed at the end of March 2019, with the 29 participants (Cohort 2), divided into two groups. Out of the 29 trainees, a total of (14) went on to successfully complete all the certification requirements.
- Initiating another round of RMNCH+ Manager Course in FY19 with a total of 90 participants.
- Supervising the implementation of the Training Program for Newly-hired GPs conducted by 20 MOH trainers-in-training at the Ministry itself. This took place from the 22nd until the 27th of September 2018, with a total of 52 participants.
- Conducting the orientation session for supervisors, at the Health Directorate level, on the newly-hired GPs' competencies and their roles.

Baby Friendly Hospital Initiative (BFHI)

The BFHI is a project spanning over 18 months, and is funded by UNICEF. It is dedicated to establishing a Quality Recognition Program to recognize hospitals that are implementing BFHI standards and ensure that they are sustainably maintained over time. This is achieved by using a recurring survey and recognition award to encourage continuous drive. The aim of the project is to improve neonatal healthcare and provide maternity services to promote breastfeeding.

The first phase of the project ‘Establishing a Quality Recognition Program for Baby-Friendly Hospitals’ was completed in 2018. The first version of the recognition system was tested in five hospitals, and according to results and gap analyses, adjustments and changes were made to cater to Jordan’s specific situation. In 2019, the final version of the recognition system was adopted by HCAC according to decisions made by the Steering Committee. As a result, a Baby Friendly Hospital Certificate was established, with 3 different levels of achievement; Platinum, Gold and Silver. Hospitals across sectors are now able to work towards achieving the Certificate. All five participating hospitals were awarded the Certificate; 3 Gold and 2 Platinum.



Figure 30: UNICEF Baby Friendly Initiative

Developing Standards for Persons with Disabilities

In 2018, HCAC’s Accreditation Departments worked and engaged with the Higher Council for the Rights of Persons with Disabilities (HCD) to develop diagnostic standards for persons with disabilities. Standards were developed and launched by HCD in September of 2018. After the developing of standards, in 2019, HCAC conducted 3 field visits in the North, Middle and South of Jordan to test the applicability of diagnostic standards in Jordan, and the possibility of implementing them with the current resources. HCAC then provided a 5-day training workshop to service providers who diagnose disabilities in disability diagnosis centers in Jordan. Standards then went under international review and advisory committee approval.

In March and April of 2019, HCAC conducted training for the responsible healthcare providers to educate and inform them about standards for diagnosis. The training aimed to orient them about the standards groups and requirements, so that they can facilitate the standards implementation process and build service providers’ capacities. More than 40 participants attended the training including the HCD team. The satisfaction level of attendees was more than 85%.



Figure 31: HCD Standards Training Session

SECTION 4: TRAINING

HCAC considers the development of skills through capacity building vital to effective change at the organizational level. That being so, HCAC's Consultation Department offers flagship certification courses and training workshops. These courses and workshops cover the areas of quality management, risk and safety, infection prevention, and leadership.

COURSES

HCAC Flagship courses are unprecedented in their respective fields. During 2019, the courses listed below were conducted in Amman, Jordan, by the Consultation Department and attended by a total of 99 participants.

Table 9: HCAC Course Attendance

Certification Course	# of Participants
Last Day of HCCAC	30
Healthcare Certified Infection Preventionist (HCIP)	12
Health Certified Quality Practitioner (HCQP)	42
Healthcare Certified Risk Manager (HCRM)	12
Training of Teacher (TOT)	14
Total	99



Figure 32: HCAC Infection Prevention Certification

WORKSHOPS

During 2019, HCAC conducted workshops and training programs with a total of 514 participants. Details below exclude the ABHs workshops and capacity building sessions.

Table 10: HCAC Workshop Attendance

Activities	# of Workshops	Total # of Participants
HCAC Workshop	1	25
Preparation Workshop for Private Hospital	11	266
Preparation workshop for BIUs	4	79
TOT of GPs Training with HSD	2	29
RMNCH+ with HSD Project	6	90
B.F.H training for ABHs with UNICEF project	1	25
Total	25	514



Figure 33: Private Hospitals Preparation Workshop

SECTION 5: ADVOCACY AND CROSS CUTTING PROGRAMS

ADVOCACY

Higher Population Council

HCAC acts as a liaison officer with the Higher Population Council in developing, coordinating and following up on achieving national strategies and plans regarding population and development issues, one of which is the National Reproductive Health/Family Planning Strategy for 2020.

Jordan Nursing Council (JNC)

HCAC's CEO has been a member of the Jordan Nursing Council Board and has maintained her membership throughout 2019. HCAC's Deputy CEO is a member of a JNC committee dedicated to identifying competencies for Quality Improvement and Patient Safety specialization courses.

The High Health Council

HCAC continues its participation with the High Health Council and the Ministry of Planning in promoting and monitoring the national health strategy.

Cell Therapy Center IRB Committee

In 2019, the Cell Therapy Center IRB Committee held one meeting, in which HCAC participated as a member to review and approve the submitted researches related to stem cell topics.



Figure 34: HCAC Partnership in Advocacy

RESEARCH

In early 2019, HCAC looked at baseline and post accreditation data for several public, private and military hospitals vis-a-vis the HCAC hospital accreditation standards. Results of the analysis showcased that the improvement was huge, from less than 30% compliance with standards in the baseline to more than 95% post accreditation.

Influence of accreditation standards on care and services received by patients and the improvement gained by accreditation were assessed within the following aspects: Information Management, Medication Management, Access and Continuity of Care, Diagnostic Services, Education & Training, Environmental Safety, Ethics & Patient Rights, Human Resources Management, Infection Prevention & Control, Management & Leadership, Medical Records, Patient Care, Quality Improvement & Patient Safety, and Supportive Services.

Results showed that quality improvement is evident in hospitals that participate in the accreditation journey during the period 2012-2018. Each of the hospitals started with a compliance of less than 30% of the requirements of hospital accreditation categories. Whether it was a lack of policy, program or plan, training, and infrastructural necessity, practice or behavior, HCAC accreditation has influenced improvements in all aspects of patient care ensuring that hospitals are well-prepared to ensure patient safety and quality of care.

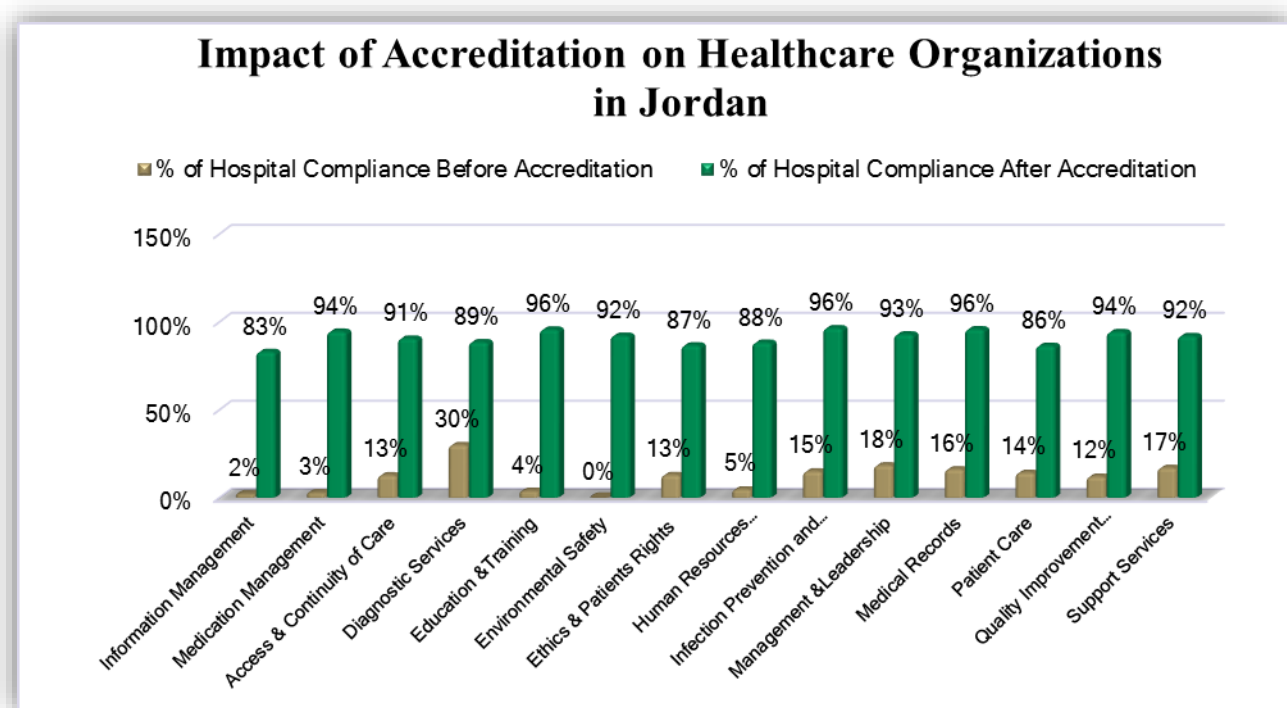


Figure 35: Impact of Accreditation on Healthcare Organizations in Jordan

HCAC's 5th QUALITY HEALTH CARE CONFERENCE AND EXHIBITION

Under the Patronage of His Majesty King Abdullah II of Jordan, the HCAC hosted its 5th Quality Health Care Conference & Exhibition in Amman, during the period of 11-13 November 2019. This year's keynote speaker was Lord Nigel Crisp, and chaired by Dr. Fawzi Al-Hammouri, and was Co-Chaired by Her Excellency Dr. Rowaida Al Maaitah.

Opening hours were from 07:30 to 17:00 daily • The event was attended by HRH Princess Muna Al Hussein (deputizing His Majesty) and HRH Prince Mired Bin Ra'ad as well as Board members, media, stakeholders, sponsors, exhibitors and partners.

The theme for the Conference was "Policy and Practice: A Partnership for Better Outcomes". During the conference, over 350 global health care professionals discussed the success, challenges and opportunities in driving healthcare quality and patient safety.



Figure 36: HCAC 2019 Conference Poster

The focus of this year's Conference was on ensuring that quality systems and patient safety requirements are instilled in all health-related planning, right from the beginning. The nature of the Conference was collaborative, where committed professionals and individuals from world-renowned organizations engaged in evidence-based discussion regarding the successes, challenges and opportunities in driving healthcare quality and patient safety. Hot issues were raised, such as universal health coverage, non-inpatient services, maintenance of quality in emergencies and more.



Figure 37: HCAC's Booth at HCAC's 5th Quality Health Care Conference and Exhibition

Over the three days, 521 participants took part in 6 workshops and 614 participants took part in 5 plenary sessions covering various topics. Workshop participants were given participation certificates. The 5th Quality Healthcare Conference had the largest number of attendees since the launch of the conference. The overall Conference attendance was 1321.

Table 11: Workshops Held During The Conference

Title of Workshop	Speaker	# of Participants
Workshop 01: Enhancing your Career Development in Healthcare Leadership and Management	Eric De Roodenbeke	77
Workshop 02: Artificial Intelligence and Safety	Samer Ellahham	78
Workshop 03: WHO Regional Framework for Action for Hospital Sector in the Eastern Mediterranean Region in Advancing UHC	Hamid Ravaghi	71
Workshop 04: Lean Design and Hospital Flow (Simulation)	Anastasia Sayegh	28
Workshop 05: Reducing Surgical Site Infection as a Vehicle for Patient Safety	Mohammad Saleh	28
Workshop 06: Clinical Governance and Clinical Audit	Dalal Abu Al Rob & Omaila Nassar	91

Table 12: Sessions Held During the Conference

Topic of Session	Moderator	Speakers
Session 1: Accreditation Experiences for Driving Quality and Patient Safety	Nisreen Qatamish	<ul style="list-style-type: none"> • Paula Wilson • Figen Cizmeci SENEL • Rabab Diab • Triona Fortune • Manvir Victor
Session 2: Policy, Regulations, and Supportive Environment for Safer Care	Rowaida Al-Maaitah	<ul style="list-style-type: none"> • Yousef Goussous • Julia Khalimova • Mohammad Rasoul Tarawneh • Jeffery Sine • Samer Ellaham
Session 3: Growing People for Ensuring Better Outcomes	Sahel Hammouri	<ul style="list-style-type: none"> • Samer Ellaham • Eric De Roodenbeke • Majeda Afeef Al-Ruzzieh • Steve Penfold • Aref Alabed
Session 4: Interventions for Promoting Person Centred Care	Nagham Abu Shaqra	<ul style="list-style-type: none"> • Anastasia Al Sayegh • Nael soudi • Hamid Ravaghi • Jumana Alaabed • Adel Wahadneh
Session 5: Data for Informing Evidence Based Practice	Muntaha Gharaibeh	<ul style="list-style-type: none"> • Shin Ushiro • Deepak Batra • Fadwa Bawazir • Haetham F. Dweiri • Fawzi Al-Hammouri

There were 21 Sponsors and Exhibitors during the conference. They were allocated specific areas as per their seniority.

The PR and Communications officer engaged in increased and regular social media posts, which consisted of visual and written content. Instagram, Facebook and Twitter were regularly used and updated to increase awareness of the topics and issues discussed. In addition, this year media efforts resulted in a total of 54 traditional media appearances on the TV, Radio, Newspapers and Magazines.



Figure 38: HCAC 5th Quality Conference Opening Ceremony



Figure 39: HCAC 5th Quality Conference Sessions and Speakers

Additional information regarding the 5th Quality Healthcare Conference can be found in the **Conference Report**.

CHANGE DAY

For the 6th consecutive year, on November 18th, HCAC re-launched its annual Change Day initiative under the Patronage of HRH Princess Muna Al-Hussein, and with the support and sponsorship of HCAC's strategic partner, Al Hikma Pharmaceuticals.

For the first time since launching the Change Day initiative, HCAC has joined its efforts with stakeholders, including the Jordan Nurses & Midwives Syndicate and the Jordan Nursing Council, resulting in a very fruitful Change Day.

This year's slogan was 'تعهد ليبدأ التغيير' which encouraged participants to submit pledges around the areas of Patient Safety and Satisfaction, Patient Voice, Employee Empowerment, and Quality Improvement.

This year's campaign garnered over 45,000 pledges, including pledges from Board members, directors of hospitals and healthcare institution, and many more. Pledges were submitted on various media outlets including traditional and non-traditional outlets.

In solidarity with World Patient Safety Day, on the 17th of September of this year, the Municipality of Amman lit up the Abdoun Bridge, as well as Le Royal Hotel. In doing so, Jordan became one of the countries around the world to participate in lighting up two of its landmarks, thus raising awareness of the World Patient Safety Day.



Figure 40: HRH Princess Muna Al-Hussein Change Day Pledge



Figure 41: The Abdoun Bridge and Le Royal Hotel lit up on the 17th of September

MEDIA COMPETITION

In line with HCAC's goal to increase visibility and raise awareness about quality and safety within the health sector, the Council re-launched the Media Competition on the 1st July, under the patronage of HRH Princess Muna Al-Hussein. With the re-design of the Competition, this year's slogan was updated into 'اكتب، صور، سجل نحو رعاية'، 'صحة أفضل'، under which HCAC encouraged participating parties to cover 3 topics: safety of health care provider and patient, patient rights, and quality of health care service.

For the first time since the launching of the Competition, HCAC formed a Steering Committee to increase the effectiveness of the Media Competition. The Steering Committee comprised 4 individuals; a Television expert, Radio expert, Journalism expert, and Doctor Specializing in Health Media. The Committee met up 3 times throughout 2019, in which they developed specific criteria upon which to judge submissions. The launching of the criteria before the launching of the Competition itself helped participants by providing guidelines, and in turn, resulting in more fruitful competition.

This year's media competition had 11 categories for individual participants, across several media platforms including printed press, television and radio and social media. Additionally, one category was developed for participating media institutions, which would recognize the media institutions that best covered issues in the health sector.

This Competition helped strengthen media relations and engagement between HCAC and the public. The Competition is ongoing and is still receiving submissions from participants. The Media Competition will be celebrated with the Nation Quality and Safety Goals (NQSG) with the presences of Her Royal Highness Princess Muna al Hussein.



تحت رعاية صاحبة السمو الملكي الأميرة منى الحسين المعظمة
يدعوكم مجلس اعتماد المؤسسات الصحية إلى الاشتراك في مسابقته الإعلامية للسنة الثانية على التوالي

اكتب.. صور.. سجل
نحو رعاية صحية أفضل

هدف المسابقة: الارتقاء بالتغطيات الصحفية والإعلامية المتعلقة بالشأن الصحي كفاً وبنوعاً، بما ينعكس إيجاباً على جودة الخدمات الصحية ويعزز الوعي المجتمعي حول حقوق متلقيها وسلامتهم.

تشتمل المسابقة ولا تقتصر على المواضيع التالية:

- سلامة متلقي ومقدمي الخدمات الصحية
- حقوق متلقي الخدمات الصحية
- جودة الخدمات الصحية

مدة المسابقة: تقدم الأعمال ما بين الفترة 1 آب 2019 إلى 31 ديسمبر 2019

لغة المسابقة: العربية أو الإنجليزية

فئات المسابقة

تلعب عن جائزة التميز المؤسسي لجميع المؤسسات الصحفية والإعلامية

فئة "درع التميز لأفضل أداء إعلامي في الشأن الصحي 2019"

وتقدم فيه المؤسسة الصحفية أو الإعلامية ملفاً تفصيلياً يتضمن كافة المواد التي تم نشرها أو بثها أو مشاركتها عبر مواقع التواصل الاجتماعي في مواضيع الشأن الصحي لعام 2019، مصنفة حسب نوع المادة (خبر، تقرير، تغطية، قصة، استطلاع، مقال... الخ).

فئات (الإعلام المطبوع والمسموع والمرئي والإعلام الاجتماعي)

الإعلام الاجتماعي (فيسبوك، يوتيوب، تويتر، إنستغرام)	الإعلام المرئي والمسموع	الإعلام المطبوع «صحف ومجلات ومواقع إلكترونية»
قيمة الجائزة لكل محور أدناه هي 800 دينار أردني	قيمة الجائزة لكل محور أدناه هي 1200 دينار أردني	قيمة الجائزة لكل محور أدناه هي 1000 دينار أردني
<ul style="list-style-type: none"> • منشور إعلامي مكتوب • منشور إعلامي صوتي • منشور إعلامي مصور • صورة 	<ul style="list-style-type: none"> • التقرير التلفزيوني (الريبورتاج) • الفيلم التلفزيوني • التقرير الإخباري أو التفاعلي الإذاعي 	<ul style="list-style-type: none"> • التغطية والتقرير الصحفي • القصة الإخبارية • الكاريكاتير • المقال

هل أنت مهتم بالمشاركة في هذه المسابقة؟ إن كنت مهتماً، قم بزيارة موقعنا www.hcac.jo

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113 فبري: 06-5814100 موبايل: 0791487407 أو عبر البريد الإلكتروني: aalfouiri@hcac.com.jo

HCAC
مجلس اعتماد المؤسسات الصحية
The Council for Accreditation of Healthcare Institutions

Figure 42: HCAC Media Competition Poster

★ SECTION 6: BEYOND JORDAN

With the help of increased Public Relations (PR) and Communications efforts throughout 2019, HCAC has built on its existing regional presence and engagement and has maintained itself as an exemplary organization in quality systems and patient safety.

During 2019, HCAC continued the technical assistance and support extended to the Dubai Healthcare City Authority – Regulatory (DHCR) in its preparation for and pursuit of internationally recognized accreditation through the International Society for Quality in Health Care (ISQua). Thus, the DHCR plans to position itself as a recognized accreditor of healthcare services within the Dubai Healthcare City.

HCAC also entered into a consortium and initiated a similar, yet more extensive project serving the Abu Dhabi Department of Health (DoH). The project aims at providing technical assistance and support to the DoH in the development and accreditation of its quality management framework, as a means to improve quality and promote patient safety within healthcare services in Abu Dhabi. Ultimately, HCAC’s work with the DoH will culminate into their seeking to attain the three International Society for Quality in Health Care (ISQua) accreditations--for its standards, for the organization and for its surveyor training program.

In addition to the projects it has initiated within the region, HCAC has participated in regional and international events to provide its expertise in consultation.

Table 13: HCAC Participation at Regional and International Level.

Dates	Location	Purpose
11-20 Feb. 2019	Khartoum, Sudan (through WHO EMRO)	Providing Quality Improvement and Patient Safety Training for Senior and Middle management in Alribat University Hospital
		Conducting a Quality and Patient Safety Assessment for Al-Albalt University Hospital
17-29 Aug. 2019	Baghdad, Iraq (through WHO EMRO)	Supporting the Ministry of Health in Iraq to improving Quality of Health Care Services through Accreditation. This entailed: <ul style="list-style-type: none"> • The assessments for 4 PHCs and 1 hospital • Conducting a workshop with key stakeholders to look at the capacity of quality, patient safety and accreditation in Iraq and arrive at a consensus on the next steps
01- 11 Dec. 2019	Amman, Jordan (through WHO EMRO)	Developing and delivering the Quality Improvement and Patient Safety modules offered through the TOT training course for national trainers from Yemen on hospital care and management
15 Apr.-31 Dec. 2019	Ramallah, Palestine - Modern University College	Designing and delivering a customized Healthcare Quality and Patient Safety Certification Course

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