

QHP110

2022 QHSE QUALITY PLAN

INTRODUCTION

As a part of JCI's requirement of "GLD 2.2 Leadership Support of QPS Program", an area of high importance of the continuous involvement of governance / ownership in shaping and promoting the organizations Quality Program. This includes approving the quality plan and receiving regular reports on the achievements of the quality plan."

Moreover, JCI are very clear in stating the leadership role with the Quality Plan.

- Governance / ownership approves the quality plan and supports quality management and improvement efforts within the transport organization;
- Governance / ownership minutes document the review and any actions taken on the quarterly reports on the quality and patient safety program, including adverse and sentinel events;
- Governance / ownership develops effective, collaborative communication processes with management;
- Governance / ownership and management at least annually evaluate the effectiveness of the communication process.

The 2022 QHSE Quality Plan includes an internal audit plan which is a requirement of ISO45001, ISO14001, ISO9001, and NCMA 7000:2021 and it summarizes the quality initiatives within the organization to satisfy these requirements. Much of the details behind this Plan will be found in the relevant Performance Reporting Snapshots. This plan should be formalized and signed off by the board of management.

INTERNAL AUDITS

Monthly departmental internal audits are focused on Support Service functions and Operational Contracts. These will be conducted by the QHSE & BC Team and a third party internal auditor under the QHSE & BC Management Scope in 2022. The aim is to have every department/ contract internally audited at least once a year, or more frequently as required.

A formal contract with a 3rd party internal auditor is in place that allows conducting internal audits for QHSE and BC functions according to the 2022 internal audit schedule to fulfill ISO and NCMA requirements and to ensure that National Ambulance's QHSE & BC Management System is robust. A copy of the proposed 2022 Audit Schedule is shown below.

The JCI Mock audits are to be done by the end of 2022 across all JCI Compliance Folders. The aim of these mock audits is to ensure ongoing JCI focus and evidence sheets / folders are updated to reflect changing organizational circumstances and continual improvement initiatives, and to prepare the organization for the 2023 JCI Renewal Audit.

The ADHICS internal audits are conducted on yearly basis in order to ensure compliance with the Abu Dhabi - Healthcare Information and Cyber Security Standard and DOH Standard on Patient Healthcare Data Privacy.

EXTERNAL AUDITS

National Ambulance had numerous external audits in 2021 and these were as follows:

- **PWC Audit of Financial Statements** – February 2021
- **ISO Recertification Audit** – March 2021

- **ISO Surveillance 1 Audit** – September 2021

It is expected the following external audits will be completed in 2022:

- **PWC Audit of Financial Statements** – February 2022
- **ISO Surveillance 2 Audit** - April 2022
- **NCEMA 7000:2015 Audit** - TBC
- **DoH ADHICS** – TBC
- **Deloitte Internal Audit** - TBC

KAIZEN QUALITY MANAGEMENT

Kaizen Quality Management has been used in the Northern Emirates and Abu Dhabi since July 2015.

In 2021 had the following Kaizen Groups which are expected to continue in 2022:

- **QHSE, JCI, and ISO Kaizen** – Key QHSE, JCI and ISO Kaizen work involved preparation of Northern Emirates sites for ISO and JCI Audit readiness. This Kaizen work was done with the Northern Emirates Watch Leads ensuring all Northern Emirate sites are covered by one Kaizen shift member.
- **Staffing Kaizen** – A Kronos Kaizen team works to ensure smooth Kronos to support the continual development of this project.
- **Fleet Kaizen** – A fleet Kaizen team works in collaboration with Fleet to monitor vehicles and to ensure availability of active and spare vehicles

QHSE INSPECTIONS

The QHSE inspection process is updated to ensure that all operational sites, offices, and warehouses are inspected on periodic basis. Inspections prior to external audits are prioritized to ensure the preparation and readiness of the organization. The inspection schedule is set in a way that would allow stations to be visited 4 times a year in order to ensure that all shifts are covered. The frequency of inspections is indicated in the inspection table below.

QUALITY CHECKLISTS

The following site surveys were done in 2021:

- Site Inspection Checklists – 521 Surveys
- Ambulance and Staff Readiness Checklists – 511 Surveys
- Staff Self-Assessment Checklists - 11,157 Surveys

The Site Inspection, Ambulance Readiness surveys, and the Staff Self-Assessment Checklist are incorporated into the National Ambulance Data Warehouse with the potential for data mining and improved reporting of inspections. The progress of the survey completion is shared with Operations Managers on a monthly basis for corrective actions to be taken if needed.

PERFORMANCE MONITORING AND REPORTING

As a part of QHSE reporting, National Ambulance is required to report to the Board of Management against key International Patient Safety Goals. As a part of this we provided the Board Corporate a QHSE Snapshots that satisfy the key requirements. With the revision of the Vision, Mission, Strategic Plan, the departmental objectives and KPIs were revised in order to be aligned with the Corporate strategy. Performance Snapshots exist for departments and for standards such as Jawda, JCI..etc.

STRATEGIC ACTION PLAN

As a part of realizing the strategic priorities in the Strategic Plan 2020-2025, a strategic action plan was developed. This action plan is available in the Strategic Plan 2020-2025 document. Each action item that contributes to achieving strategic objectives is assigned an owner and a support. The progress of each action item is updated periodically by the action owner.

EXCEPTION REPORTING

Exception reporting that highlights key performance metrics off track is done every quarter by the metric owner in which corrective actions are set. The exception reporting is also reported to the executives on yearly basis in the Management Review meeting. During the Management Review Meeting, action items and targeted interventions are discussed that will set the key performance metrics on track.

EXTERNAL CUSTOMER / PATIENT FEEDBACK

Multiple complaints and compliments were received in 2021. All complaints received were acknowledged and responded within NA timelines.

The overall patient satisfaction rating for 2021 was 9.2 and stakeholder satisfaction was 8.7. Patient satisfaction is captured through an SMS gateway and survey of non-transported patients, in addition to the Patient Satisfaction Survey.

INTERNAL STAFF FEEDBACK

The 2021 Staff Satisfaction Survey covered 76.13% of NA staff. Overall staff satisfaction was similar to last year's score with a Staff Satisfaction Index of 7.5. This indicates the result is slightly off track where staff satisfaction is more indifferent at the National Ambulance.

The 2021 Staff Satisfaction Survey include an Internal Service Review of all internal service departments. This was analyzed and feedback was provided to each department. Action plans arising from the Staff Satisfaction Survey Results were requested from the concerned departments.

Staff Suggestions for Improvement were identified and a total of 21 suggestions provided. These are being reviewed early 2022 as a part of our continual improvement program.

SHEIKH KHALIFA EXCELLENCE AWARD

Since 2021 will be a busy year with ADHICS, ISO, JCI and NCEMA audits preparation, the participation in the Sheikh Khalifa Excellence Award will be postponed until 2022. It is proposed that we follow the same gap analysis and closure process for JCI preparation but using the EFQM model for gap analysis. This would ensure NA was well placed for the Excellence Award submission at the end of 2022.

AUDIT SCHEDULE

2022: Upcoming Internal Audits:

Audits	ISO	JCI	ADHICS	BC
Business Continuity Audit		X	X	X
QHSE Management System	X	X	X	X
Corporate/Human Resources/ Recruitment	X	X	X	X
Information Technology / PMO	X	X	X	X
Supply Chain and Warehouse	X	X	X	X
Clinical Governance	X	X	X	X
Clinical Education	X	X		X
Pharmacy	X	X	X	X
Fleet	X	X		X
Public Relations	X	X	X	X
Resource Management	X	X		X
Operations				
Ambulance Communication Center	X	X		X
Events	X	X	X	X
MOPA	X	X	X	X
Civil Defense Academy	X	X	X	X
MOI Sharjah Air Wing	X	X	X	X
Yas Marina Circuit	X	X	X	X
Northern Emirates	X	X	X	X
ADAC	X	X	X	X

INSPECTION SCHEDULE

2022: Upcoming Inspections:

Inspections	Frequency
Warehouse	Monthly
Head Office	Monthly
MOPA	Quarterly
Civil Defense Academy	Quarterly
Yas Marina Circuit	Quarterly
ADAC	Quarterly
Northern Emirates – Area 1	Quarterly
Northern Emirates – Area 2	Quarterly
Northern Emirates – Area 3	Quarterly
Northern Emirates – Area 4	Quarterly
MOI Sharjah Air Wing	Quarterly