

QHP110

2021 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 2021 QHSE Quality Plan includes an internal audit plan which is a requirement of ISO45001, ISO14001, and ISO9001 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 are conducted by the QHSE Team and the third party internal auditor under the QHSE Management Scope in 2021. The aim is to have every department/ contract internally audited at least once a year.

A formal contract with a 3rd party internal auditor is in place that allows conducting internal audits for QHSE and Business Continuity according to the 2021 internal audit schedule to fulfill ISO requirements and to ensure that National Ambulance's QHSE Management System is robust. A copy of the proposed 2020 Audit Schedule is shown below.

The JCI Mock audits are proposed to be done every year 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.

EXTERNAL AUDITS

National Ambulance had numerous external audits in 2020 and these were as follows:

- **PWC Audit of Financial Statements** – February 2020
- **JCI Accreditation** – March 2020
- **ISO Remote Audit** – September 2020

It is expected the following external audits will be completed in 2021:

- **PWC Audit of Financial Statements** – February 2021
- **ISO Recertification Audit** – March 2021
- **ISO Surveillance Audit** - December 2021
- **NCEMA 7000:2015 Audit** - TBC
- **DoH ADHICS** - TBC

KAIZEN QUALITY MANAGEMENT

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

In 2020 we had the following Kaizen Groups which are expected to continue In 2021:

- **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.
- **Ops standards kaizen** – Ops standards kaizen is responsible for maintaining and improving operational related standards such as activation, response, hospital turnaround times and is also responsible for the improving of clinical audit scoring and ePCR review.
- **Supply chain Kaizen** – The OPIQ Kaizen was developed by Enterprise Project Management Office (EPMO) and IT to improve the support and use of OPIQ to ensure adequate levels of stock and par levels associated with store rooms.
- **Fleet Kaizen** – A fleet Kaizen team works in collaboration with Fleet to monitor vehicles and to ensure availability of active and spare vehicles

QUALITY CHECKLISTS

The following site surveys were done in 2020:

- Site Inspection Checklists – 469 Surveys
- Ambulance and Staff Readiness Checklists –353 Surveys
- Staff Self-Assessment Checklists 23,505 Surveys

The Site Inspection and Ambulance Readiness surveys and the Staff Self-Assessment Checklist is 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. The number of the completed checklist in 2020 decreased because of COVID-19, where all checklists were stopped for a couple of months.

PERFORMANCE MONITORING AND REPORTING

As a part of JCI 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 and 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 standards such as Jawda, JCI..etc.

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 every 3 quarters 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

The number of compliments received in 2020 was 25 and number of complaints was 85. All complaints received were acknowledged and responded within NA timelines.

The overall patient satisfaction rating for 2020 was 9.3 and stakeholder satisfaction was 9.5. 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 2020 Staff Satisfaction Survey covered 69.13% of NA staff. Overall staff satisfaction slightly decreased 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 2020 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 76 suggestions provided. These are being reviewed early 2021 as a part of our continual improvement program.

SHEIKH KHALIFA EXCELLENCE AWARD

Since 2020 will be a busy year with ADHICS, ISO, and NCEMA audits, 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 2021.

AUDIT SCHEDULE

2021: Upcoming Internal ISO Contracts / Functions Audits:

Contracts/Functions

Internal ISO Audit - Business Continuity Audit
Internal ISO Audit - Events Department
Internal ISO Audit - Corporate/Human Resources & Recruitment
Internal ISO Audit - Information Technology / PMO
Internal ISO Audit - Supply Chain Department and Warehouse
Internal ISO Audit - Northern Emirates Sites
Internal ISO Audit - Ambulance Communication Center
Internal ISO Audit - QHSE Management System
Internal ISO Audit - Clinical Governance -Credentialing & Licensing
Internal ISO Audit - Clinical Education Department
Internal ISO Audit - Yas Marina Circuit
Internal ISO Audit - Pharmacy
Internal ISO Audit - Fleet
Internal ISO Audit - Public Relations
Internal ISO Audit – Resource Management
Internal ISO Audit - MOPA
Internal ISO Audit – Civil Defense Academy
Internal ISO Audit – MOI Air Wing