

Quality Improvement Highlight:

METAS Adventist Hospital-Surat (India)

Dr. Anil Kumar Chillimuntha



Embrace Change:
Building today's leaders

Friday, October 19, 2018



For my thoughts are not your thoughts, neither are your ways my ways, declares the Lord. As the heavens are higher than the earth, so are my ways higher than your ways and my thoughts than your thoughts”.—

Isaiah 55:8–9

“But select capable men from all the people—men who fear God, trustworthy men who hate dishonest gain—and appoint them as officials over thousands, hundreds, fifties and tens”.—**Exodus 18:21**

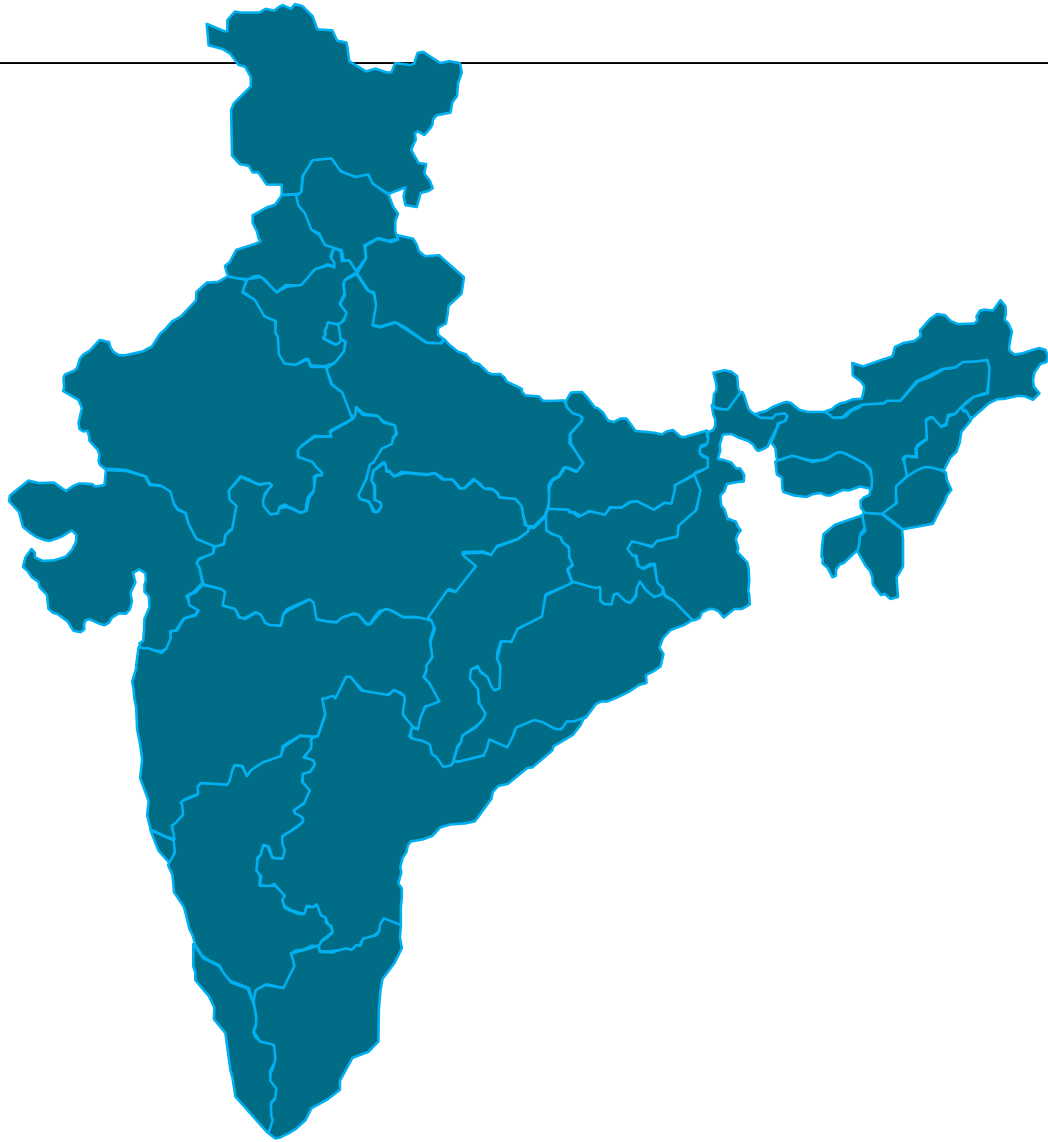
Inspired from Great Leaders in Bible:-

Moses, Joshua, King David, Queen Esther





METAS ADVENTIST HOSPITAL
(Formerly Mission Hospital)

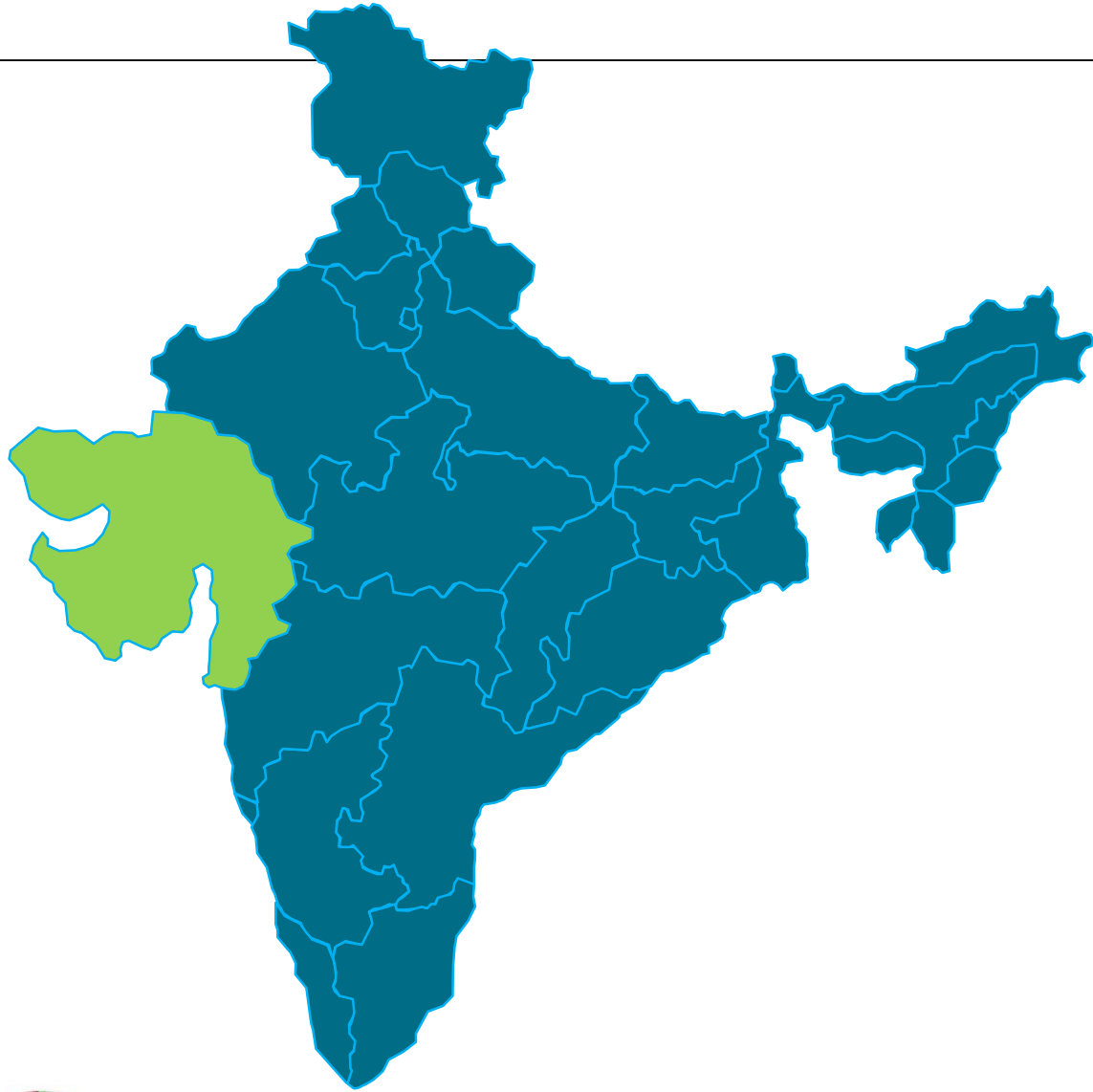


GLOBAL HEALTHCARE CONFERENCE



METAS ADVENTIST HOSPITAL

(Formerly Mission Hospital)



- Metas Adventist Hospital – 300 Beds
- Established in 1920 (98 Years).
- Territory: Southern Asia Division of Seventh-day Adventists.
- Located in Surat, Gujarat, India.
- Western India - 3 hrs from Mumbai



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METAS ADVENTIST HOSPITAL

(Formerly Mission Hospital)



*1920- Pr. O.W Lange Opened a Dispensary
in Udhana
1936- Small Clinic at Station Road*



*1940- Clinic Moved to Timaliyawad
1941-Hospital with 20 beds was opened*



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METAS ADVENTIST HOSPITAL

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1965- Bed strength increased to 120



*1978-School of Nursing & College of
Physiotherapy*



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2008- Bed strength increased to 250



2010- Bed strength increased to 275



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METAS ADVENTIST HOSPITAL - WITH 300 BED CAPACITY



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Initial state of Hospital-1920



Current state of Hospital-2018



Building Today's Young Leaders



METAS ADVENTIST HOSPITAL
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Journey : Childhood

- Drought – 1975
- Latur Earthquake – 1993
- Plague – 1994
- Communicable Diseases :
 - Scabies - 1980
 - Conjunctivitis - 1983
 - Chicken Pox
- Floods – 1996
- Cyclone – 1998



Journey : Adulthood

- Riots -1992
- Earthquake – 2001
- Terrorist Attack – 2002
(Gandhinagar)
- Floods – 2006
- Terrorist attack –2008
(Mumbai)
- H1N1 – 2009
- Cholera- 2012
- Bird Flu – 2017



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METAS ADVENTIST HOSPITAL
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Building Today's Young Leaders Communicable disease Disasters

Cholera 2012



Drought-1975



Swine flu 2010



Plague-1994



Floods 2006



Earthquake-2001 in Surat



Cyclone -1998



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**What does humanity
need in such an
environment?**

**How can we stop further
deterioration of our
habitat and human
values?**

**How can we make this
world a better place to
live?**

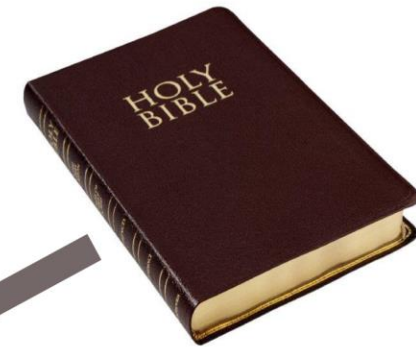
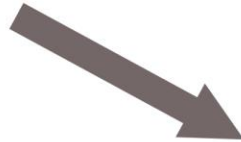
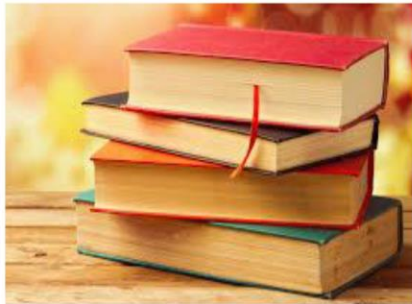


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Dr. Anil Kumar Chillimuntha
Vice – President
Hospital Affairs
METAS Group of Hospitals



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Problems faced AS A YOUNG LEADER Before Embracing Quality & Change

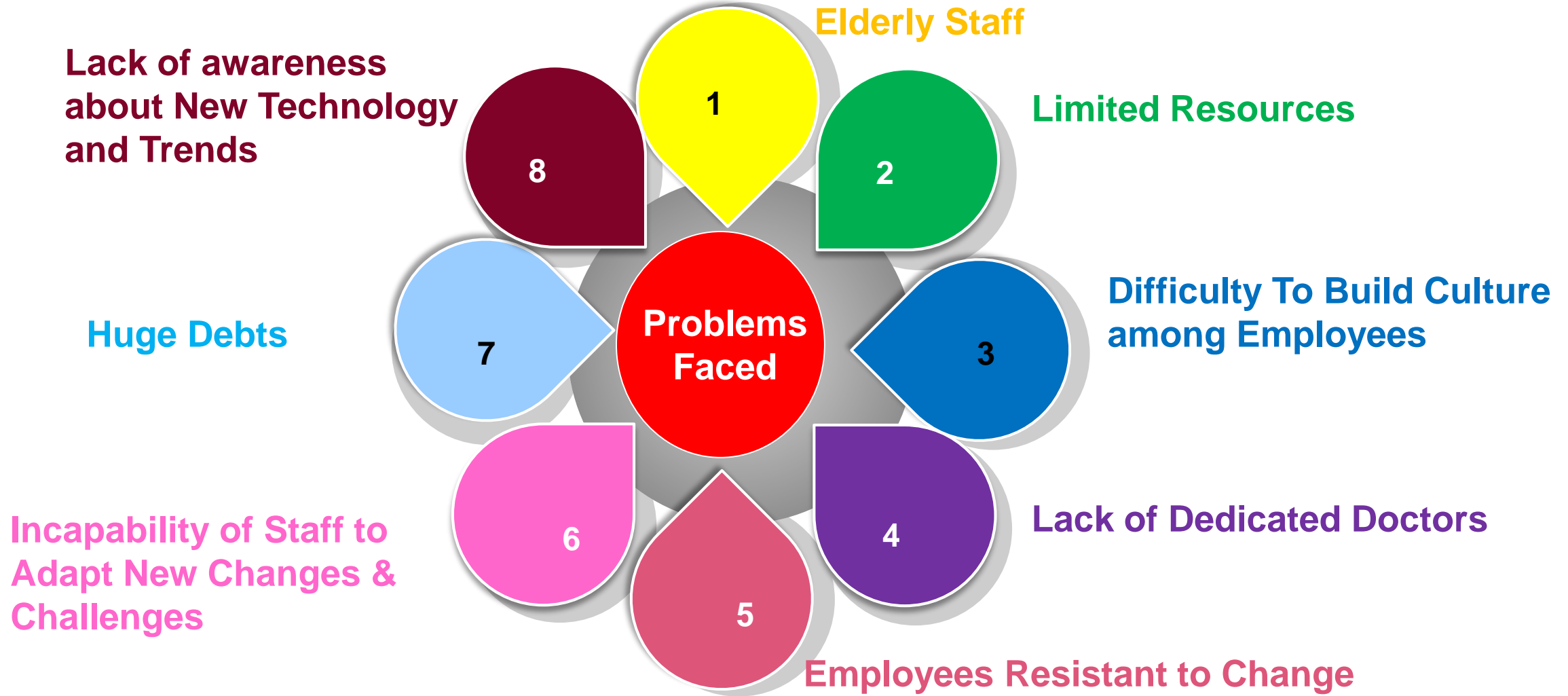


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Problem Faced As Young Leader



METAS ADVENTIST HOSPITAL
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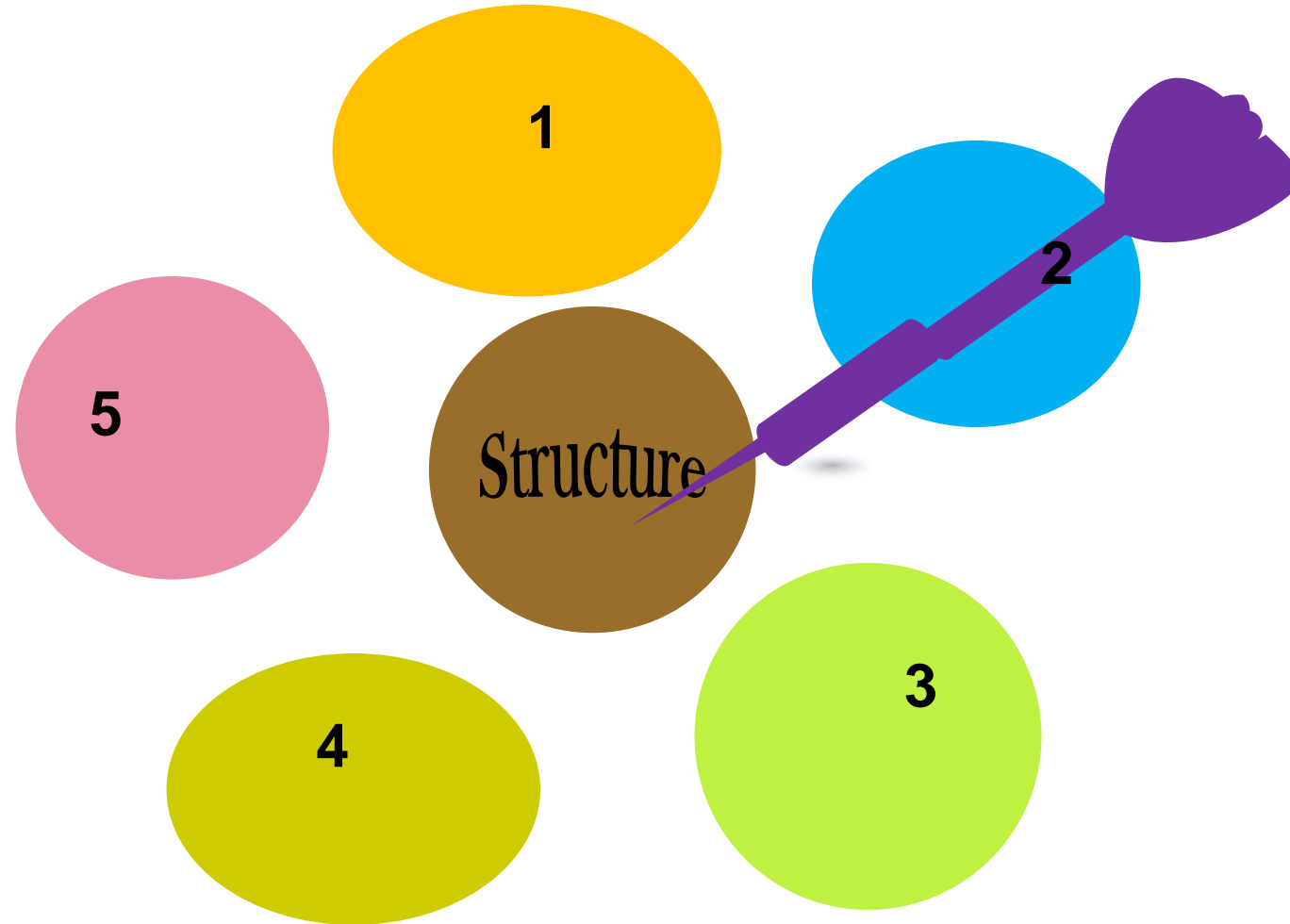
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A. Status Of Structure In 1999



METAS ADVENTIST HOSPITAL
(Formerly Mission Hospital)

1. Old Dilapidated Building.
2. No Patient Friendly Structural flow.
3. Bed Strength – 120.
Average Occupancy - <10 %.
4. Inadequate Patient & Employee
Safety Tools.
5. OT Roof - Asbestos Sheets.

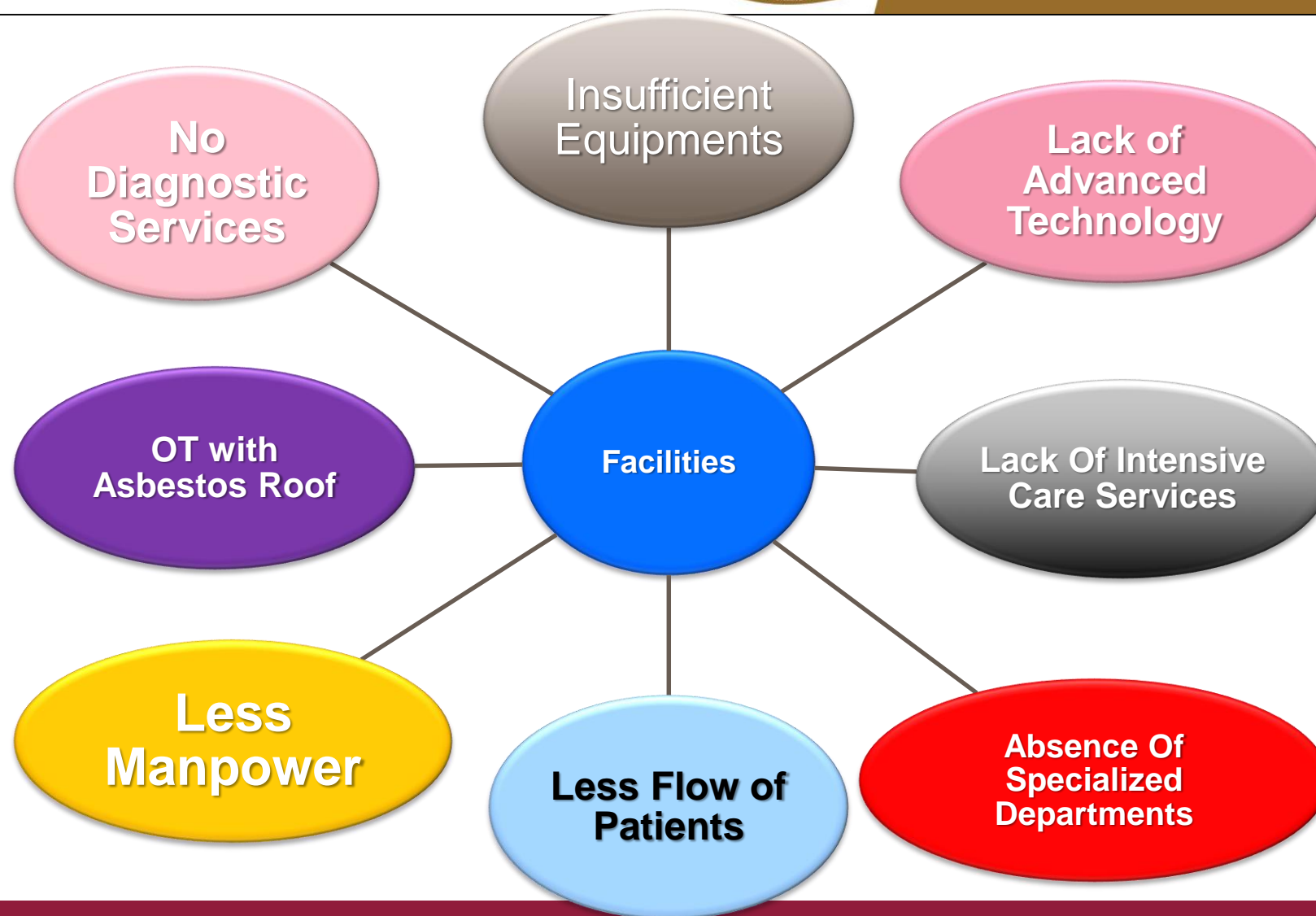


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B. Status Of Resources In 1999



METAS ADVENTIST HOSPITAL
(Formerly Mission Hospital)



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C. Status Of Services In 1999



METAS ADVENTIST HOSPITAL
(Formerly Mission Hospital)

1
Limited Scope
of Services

2
Lack of
Superspeciality
Doctors

3
Inadequate
Diagnostic
Services

4
No Ambulance
Services

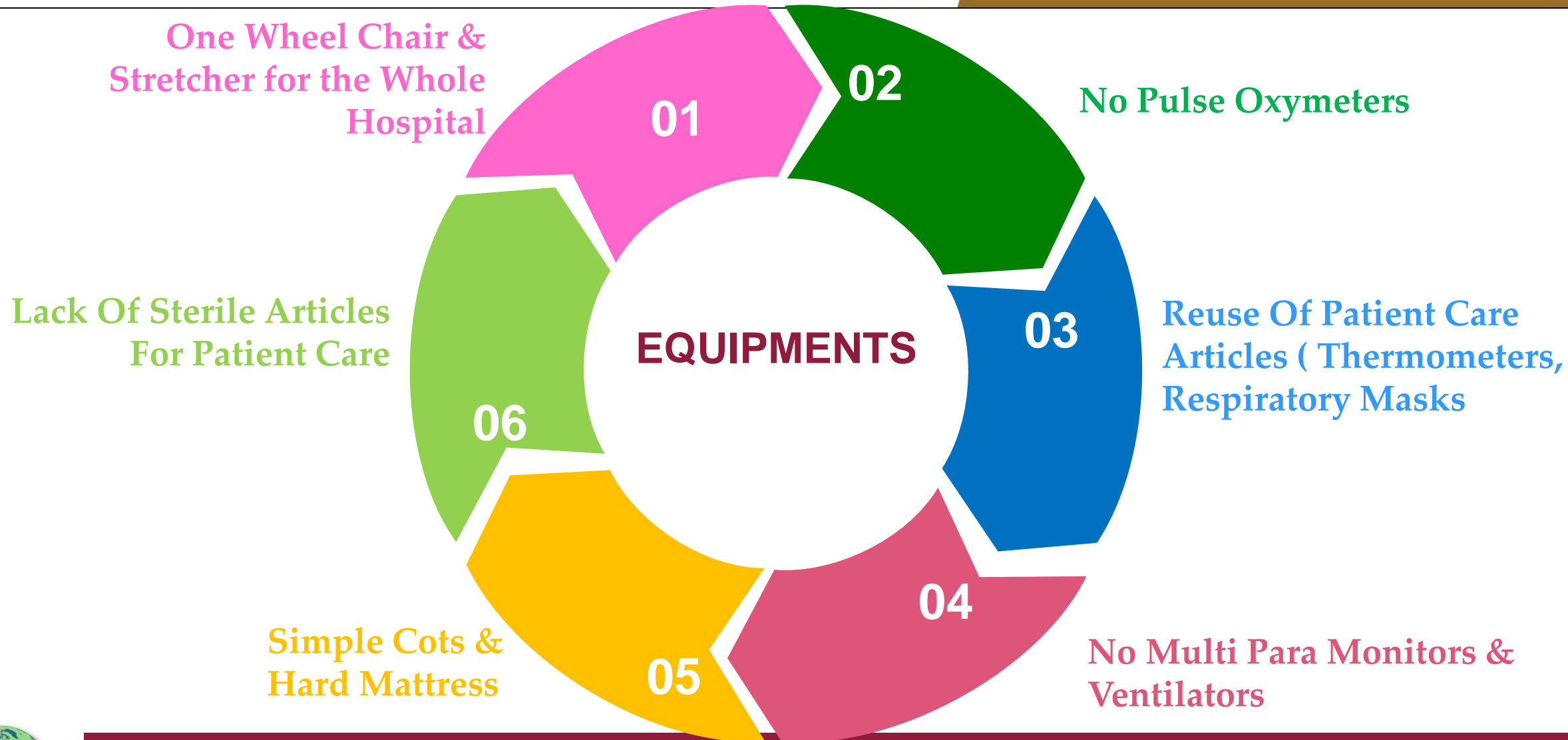


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D. Status Of Equipments In 1999



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E. Status Of Quality Practices In 1999



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01

➤ Patient & Employee
Safety Compromised

04

➤ High Mortality Rate

02

➤ Decrease Patient
Satisfaction Rate

05

➤ High Sentinel & Near
Miss Events

03

➤ Decreased Employee
Satisfaction Index

06

➤ High Medication
Errors



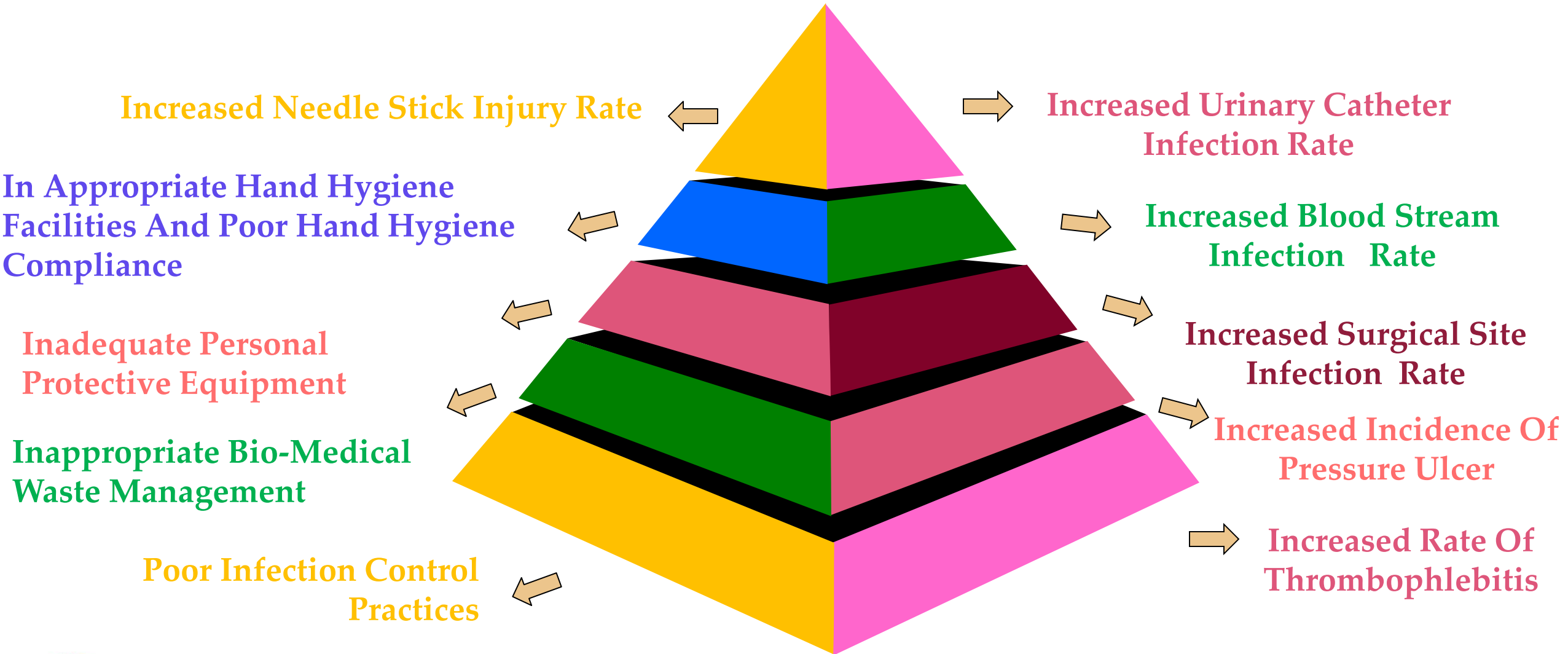
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F. Status of Infection Control in 1999



METAS ADVENTIST HOSPITAL

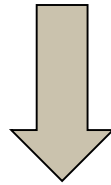
(Formerly Mission Hospital)



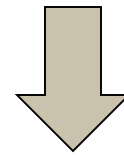
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Hospital Board Met In 1999



Voted to CLOSE THE HOSPITAL



Run Nursing College in Existing Hospital Building





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THE CHALLENGE OF TRANSFORMATION – Change Management



**Dr. M.S Jeremiah,
Founder President & CEO,
Metas Group of Institutions**



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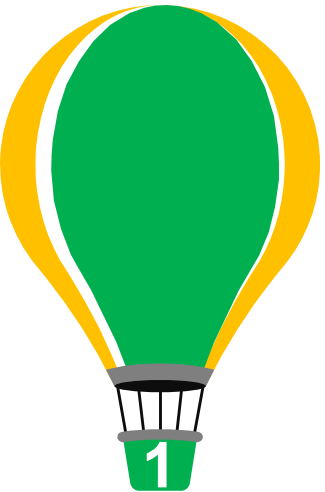
**From 1999 -2009
Infrastructure was built and
initiated Business Development**



Focus On Achievements



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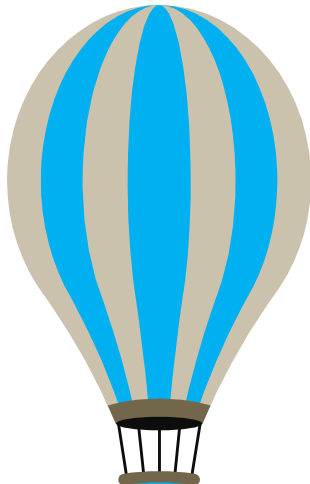
1

**Joined As A
Associate Vice-
president -1999**



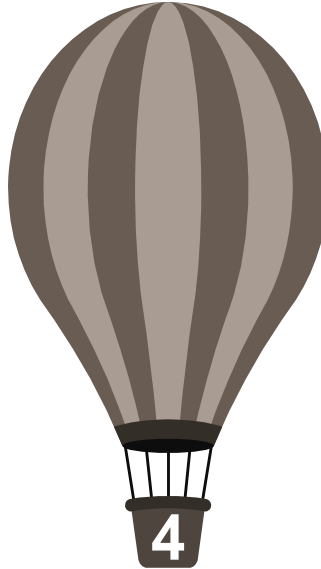
2

**Initiated
Marketing
Strategies -
2001**



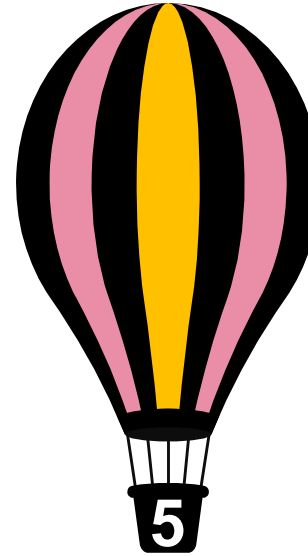
3

**Tie-up With
Well- Known
Companies -
2005**



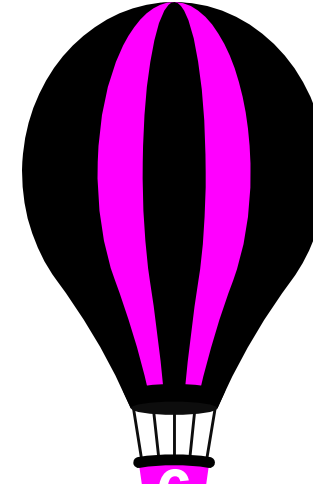
4

**Formation Of
New Depts &
Renovation Of
Hospital-2006**



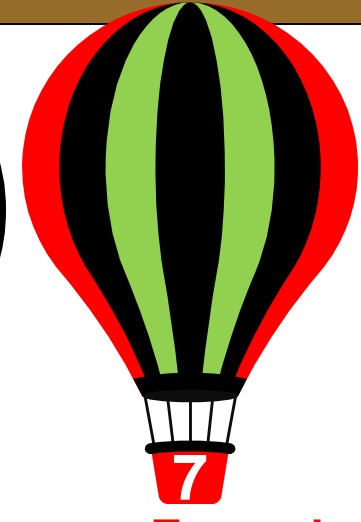
5

**Introduction Of
Advanced
Equipment &
Technology- 2007**



6

**Appointed Super
Specialty Doctors**



7

**Expanded Scope
Of Services**

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Marketing Strategies



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Initiated
Marketing
Strategies -
2001



General Camps



Free eye surgeries



Diabetes Rally



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Tie-Up with Well- Known Companies - 2005



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Tie-Up with
Well- Known
Companies -
2005



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Tie-Up with Well- Known Companies - 2005



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NIKO RESOURCES LTD



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Formation of New Departments



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Formation of
new Depts &
renovation of
Hospital-2006

Customer Care -2001



Dialysis Unit-2011



Intensive Care Unit



VIP Room-2013



Microbiology



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Formation of New Departments



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Medical Records Department



Blood Storage Unit



Pathology



Imaging



Airport Medical Center



Home Care



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Introduction of Advanced Equipment - 2007



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Storz Endoscopy -2008



Siemens C-arm - 2009



Surgident LED lights-2012



Class 100 Theatres with Hepa filters



Olympus Operating Surgical Microscope



RupsPlasma sterilizer - 2014



J &J Vessel sealer-2015



ETO - 2017



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Expanded Scope of Services

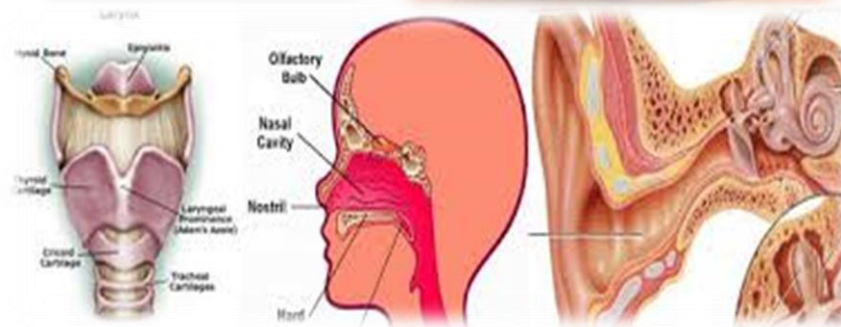


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(Formerly Mission Hospital)



Expanded scope
of services

- General Medicine
- General Surgery
- Orthopedics'
- Neurology
- Neurosurgery
- Ophthalmology
- Gastroenterology
- General Medicine
- General Surgery
- Internal Medicine
- Minimal Access Surgery
- Nephrology
- Nero-Surgery
- Obstetrics & Genecology



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Expanded Scope of Services



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Expanded scope
of services

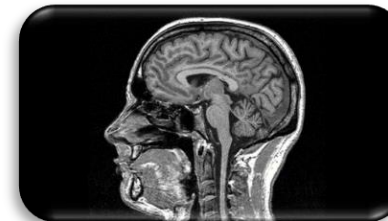
- Oncology
- Onco Surgery
- Ophthalmology
- Orthopedic
- Pediatrics
- Plastic Surgery
- Psychiatric
- Urology

Round the Clock Services

- Pharmacy
- Emergency with Ambulance
- Intensive Critical Care Unit
- Operation Theater
- Pathology
- Hemo Dialysis
- Blood banking

Services available in Diagnostics Imaging

- C T Scan
- Sonography
- X-ray
- 2D echo
- TMT
- PFT



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Medical Evangelism



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(Formerly Mission Hospital)

S.No	Practices	Percentage
1	Prayer with each patient at bedside	80%
2	Play Soft music in the whole hospital facility	100%
3	Pray before commencement of every shift	82%
4	Prayer in the nursing station by all the staff	86%
5	Prayer at the bedside for the assigned patients by each staff before the duty starts	81%
6	Prayer in the OT before taking inside for surgery	89%
7	Prayer in the OT before taking inside for surgery	90%
8	Mid day prayer at 12 noon	95%
9	Bedside Singing bands in the weekends	60%



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MEDICAL EVANGELISM



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NEW CHURCHES ESTABLISHED



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S.No	Church	Language	Area	District
1	S D A church	English	Athwalines	Surat .Gujarat
2	S D A church	Gujarati	Athwalines	Surat .Gujarat
3	S D A church	Telugu	Limbayat	Surat .Gujarat
4	S D A church	Tamil	Pandesara	Surat .Gujarat
5	S D A church	Gujarati	Sayon	Surat .Gujarat
6	S D A church	Telugu	Bhatar	Surat .Gujarat
7	S D A church	Gujarati	Kadodara	Surat .Gujarat



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NEW CHURCHES ESTABLISHED



METAS ADVENTIST HOSPITAL

(Formerly Mission Hospital)

S.N o	Church	Language	Area	District
8	S D A church	Gujarati	Madvi	Vyara .Gujarat
9	S D A church	Gujarati	Areth	Vyara .Gujarat
10	S D A church	Gujarati	Anthoroli	Vyara .Gujarat
11	S D A church	Gujarati	Kantowow	Vyara .Gujarat
12	S D A church	Gujarati	Sarkui	Vyara .Gujarat
13	S D A church	Gujarati	Vyara Tichakpura	Vyara .Gujarat
14	S D A church	Gujarati	Balpur	Vyara .Gujarat

S.N o	Church	Language	Area	District
15	S D A church	Gujarati	Lakholi	Songagh .Gujarat
16	S D A church	Gujarati	Junvan	Songagh .Gujarat
17	S D A church	Gujarati	Ghodchit	Songagh .Gujarat
18	S D A church	Gujarati	Ghutwel	Songagh .Gujarat
19	S D A church	Gujarati	Vazarda	Songagh .Gujarat
20	S D A church	Gujarati	Tadkua	Songagh .Gujarat
21	S D A church	Gujarati	Gunsadh	Songagh .Gujarat



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NEW CHURCHES ESTABLISHED



METAS ADVENTIST HOSPITAL
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S.N o	Church	Language	Area	District
22	S D A church	Gujarati	Pakhari	Songadh ,Gujarat
23	S D A church	Gujarati	Don	Songadh ,Gujarat
24	S D A church	Gujarati	Khoksha	Songadh ,Gujarat
25	S D A church	Gujarati	Medhsingi	Songadh ,Gujarat
26	S D A church	Gujarati	Lauehali	Songadh ,Gujarat



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METAS ADVENTIST HOSPITAL
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Transformation of Hospital Since 1920

1920



1999



2001



2006



2018



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Need for Quality- Embracing Change: Building Today's Leaders!

Dr. Srikakolli Eliah
President & CEO
METAS Group of Institutions



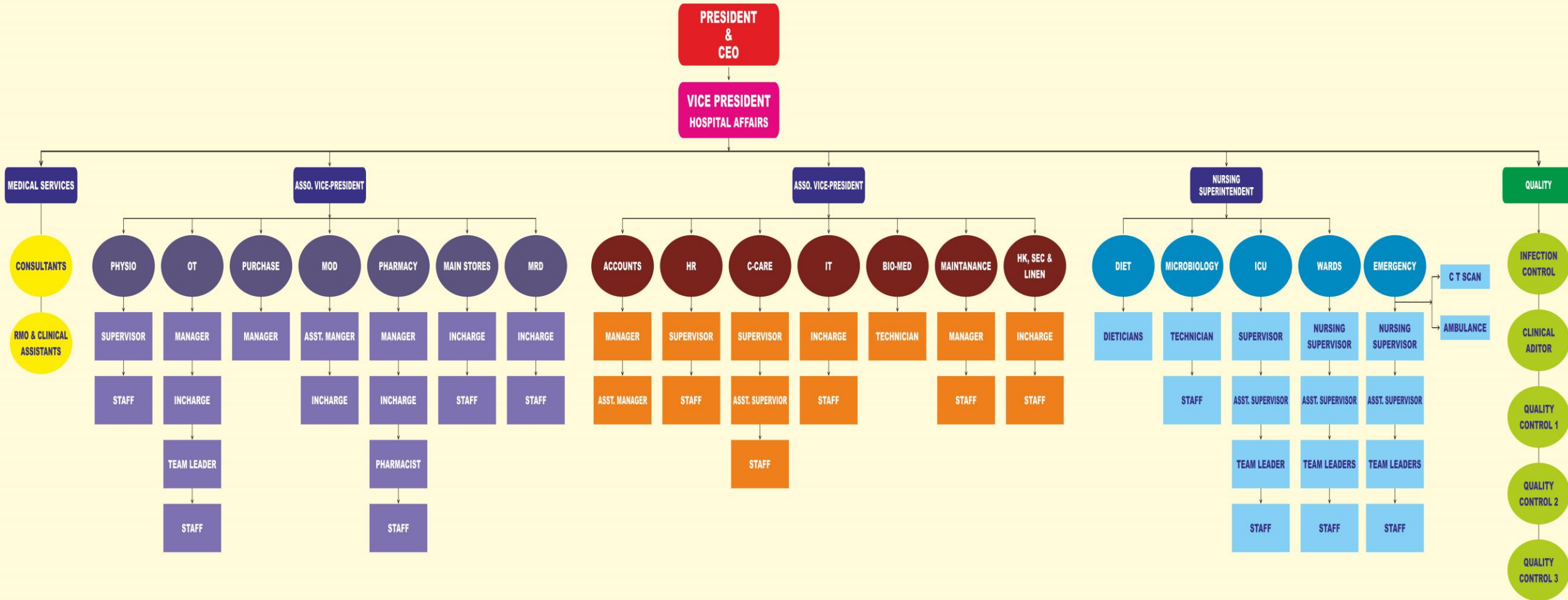
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ORGANOGRAM



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METAS ADVENTIST HOSPITAL

(Formerly Mission Hospital)

Journey in 2009-2010



Quality Adaptation

Formulated Hospital Standard Operating
Procedures, Policies & Manuals

Adapted ISQUA Standards

Recruited of Young &
Energetic Employees

Introduction of Advanced
Technology

Formation Of Super Specialty Services

Initiated Employee Meetings
& Departmental Conferences

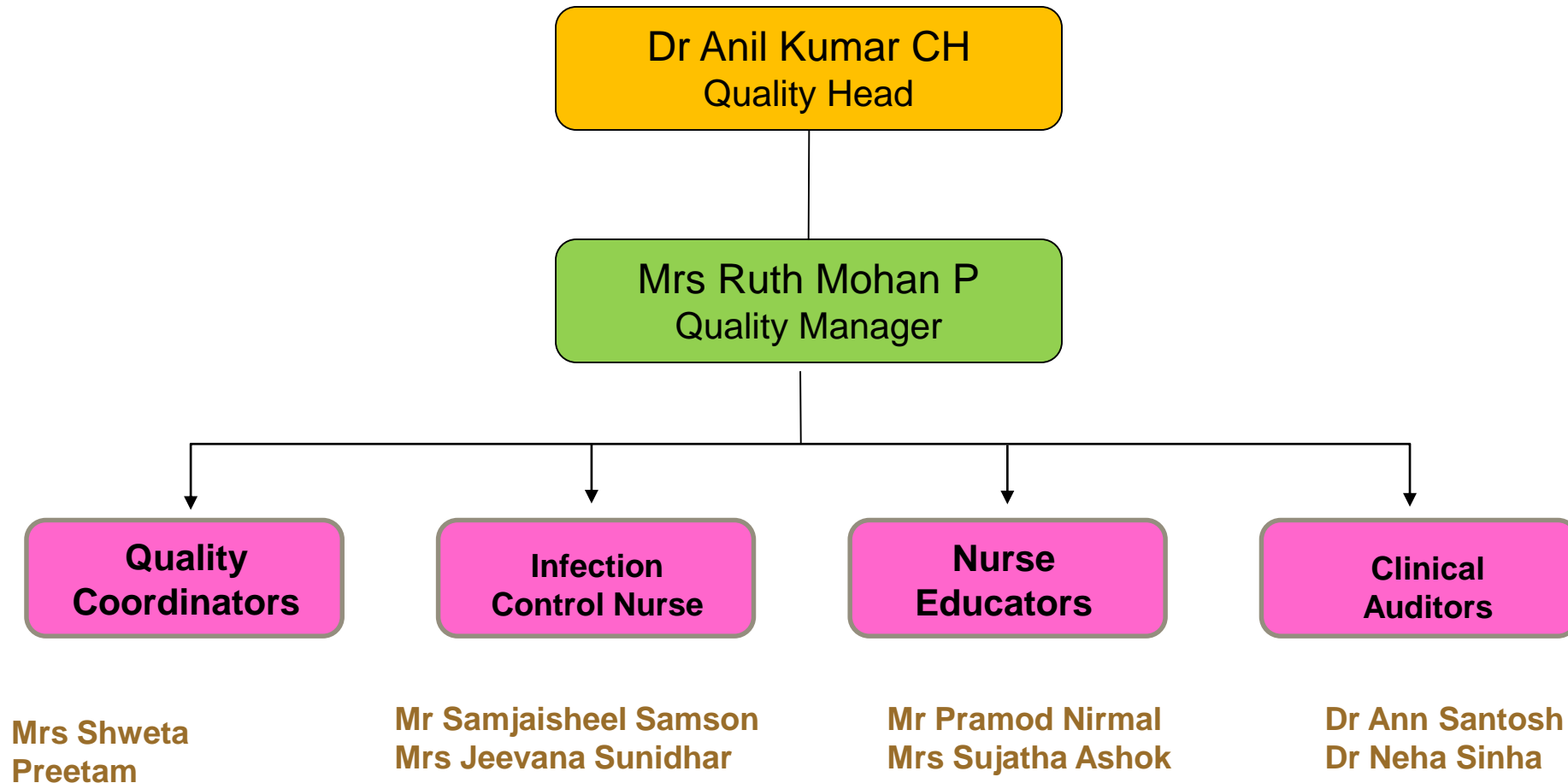
Initiated Departmental
Rankings

Conducted Self &
Cross Audits

Initiated Quality
Improvement
Projects



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Journey in 2009-2010



Quality Trackers

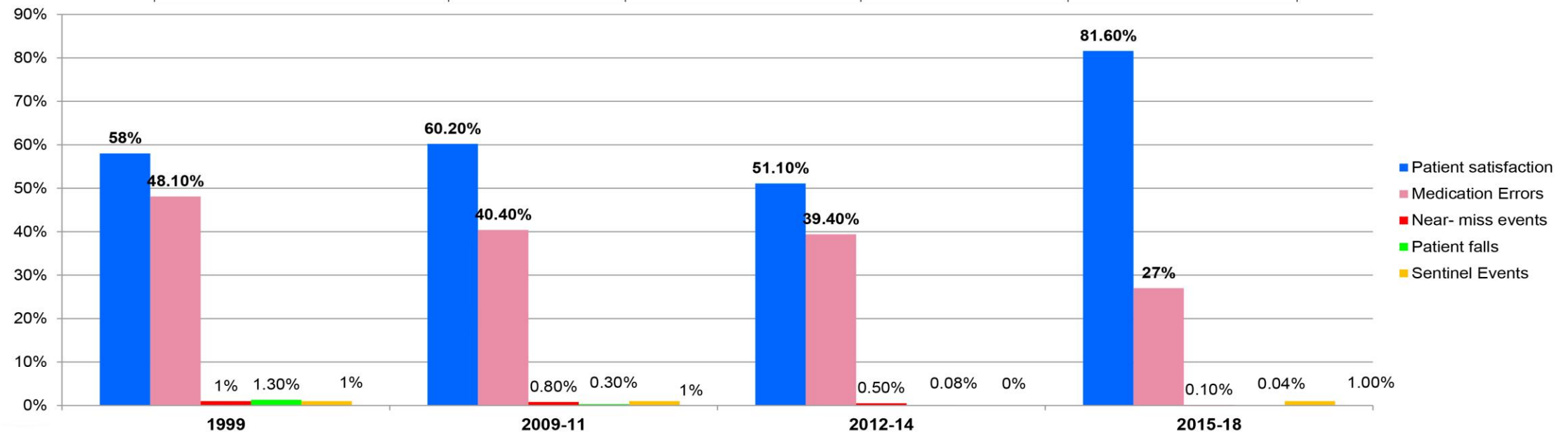
METAS OF SEVENTH DAY ADVENTIST HOSPITAL, Surat QUALITY DEPARTMENT TRACKERS -2018						
SNO	Trackers	Daily	Monthly	Quarterly	Half yearly	Yearly
1	Tracking of Quality indicators					
2	Departmental cross Audits					
3	Departmental Audits					
4	Data Validation					
5	Out source audits					
6	Review of SOPs & Manuals					
7	Committees meeting minutes Monitoring					
8	Conducting Mockdrills					
9	Evaluating departmental QIPs & QA					
10	Analyzing departmental documents					
11	Monitoring for applied Accreditations documents					
12	Daily departmental rounds					
13	Review of meeting minutes					
14	Crashcart Audit					
15	Monitoring & updation of Chapter files					
16	Review of all documents					





Quality indicators 1999 - 2018

	1999	2009-11	2012-14	2015-18
Patient satisfaction	58%	60.20%	51.10%	81.60%
Medication Errors	48.10%	40.40%	39.40%	27%
Near- miss events	1%	0.80%	0.50%	0.10%
Patient falls	1.30%	0.30%	0.08%	0.04%
Sentinel Events	1%	1%	0%	1.00%





Infection Control Indicators 1999 - 2018

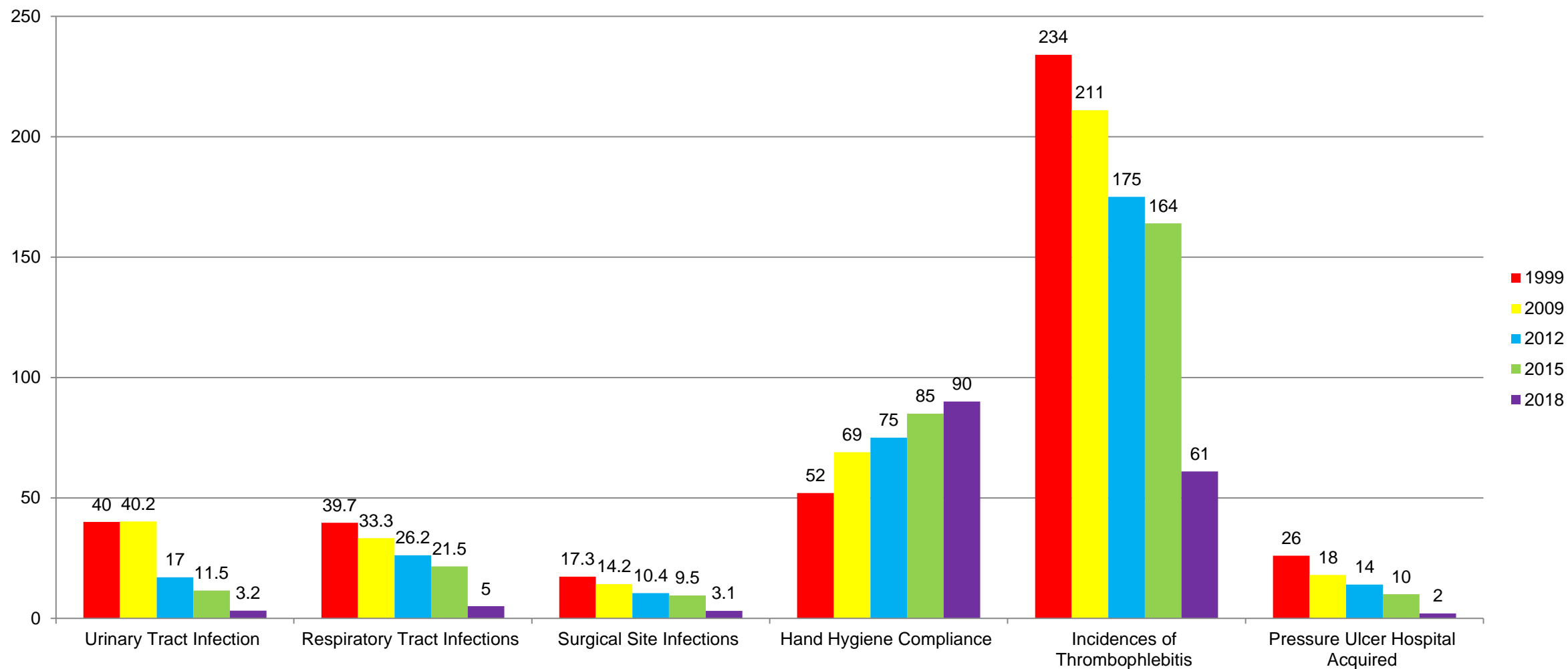
	1999	2009	2012	2015	2018
Urinary Tract Infection	40.0	40.2	17	11.5	3.2
Respiratory Tract Infections	39.7	33.3	26.2	21.5	5
Surgical Site Infections	17.3	14.2	10.4	9.5	3.1
Hand Hygiene Compliance	52	69	75	85	90
Incidences of Thrombophlebitis	234	211	175	164	61
Pressure Ulcer Hospital Acquired	26	18	14	10	2



Infection Control Indicators 1999 - 2018



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Training & development programmes

S.No	Type Of training & Development	No. of trainings held in a year	Percentage of Achievement
1	Daily In-service education for all the employees	2184 trainings /year	100%
2	Induction programs for the new employees	144 induction classes /year	100%
3	Departmental Induction	50/year	100%
4	OSCE	110 OSCE/year	100%
5	Training on new trends in health care settings	24 trainings/year	100%
6	ACLS/ BLS Training	240 employee/year	100%
7	Work shops	10 workshops/year	100%
8	Conferences	10satffs/year	100%
9	Seminars	28 seminars/year	100%



Training & Development Programs



METAS ADVENTIST HOSPITAL
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S.No	Type Of training & Development	No.of trainings per year	Achieved in percentage
10	In House Research activities	86 QIP/year	100%
11	Journal club association (www. Metas..	3 articles/year	100%
12	Departmental Key performance indicators	351 KPIs/month	100%
13	Performance appraisal	351 employees/month	100%
14	Departmental competency assessmnet	58 assessments/year	100%
15	Quiz competitions related to health	65 /Year	100%
16	Need based trainings (KPI, incidents with CAPA, feedback, grievance....)	As Per Need	100%



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HOSPITAL COMMITTEES



METAS ADVENTIST HOSPITAL
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Journey in 2012



METAS OF SEVENTH DAY ADVENTIST HOSPITAL, Surat COMMITTEE TRACKERS -2018

SNO	Trackers	Monthly	Twice in a month
1	THE MANAGEMENT REVIEW & QUALITY STEERING COMMITTEE		
2	PHARMACY & THERAPEUTICS COMMITTEE		
3	THE SAFETY ,RISK MANAGEMENT & EMERGENCY PREPAREDNESS COMMITTEE		
4	INFECTION CONTROL & HOSPITAL WASTE MANAGEMENT COMMITTEE		
5	ICU & OPERATING ROOM USERS COMMITTEE		
6	ANTI HARASSMENT COMMITTEE		
7	GRIEVANCE & DISCIPLINARY COMMITTEE		
8	THE HEALTH INFORMATION MANAGEMENT & MEDICAL RECORDS COMMITTEE		
9	CODEBLUE REVIEW COMMITTEE		
10	MORTALITY RATE REVIEW		
11	DIAGNOSTIC REVIEW COMMITTEE		



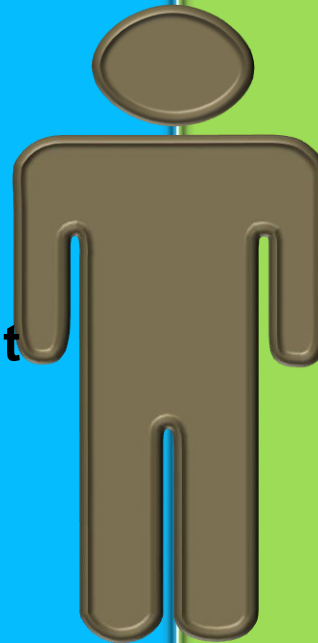
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Audits

Internal Audits

- Departmental Audits
- Quality Audits
- Nursing Audits
- Infection Control Audit
- Budget Audits



External Audits

- Outsource Departments Audit
- Department Audit by External Assessors
- Audits by Local Governing Bodies
- Audits by Adventist Governing Bodies





Journey in 2013



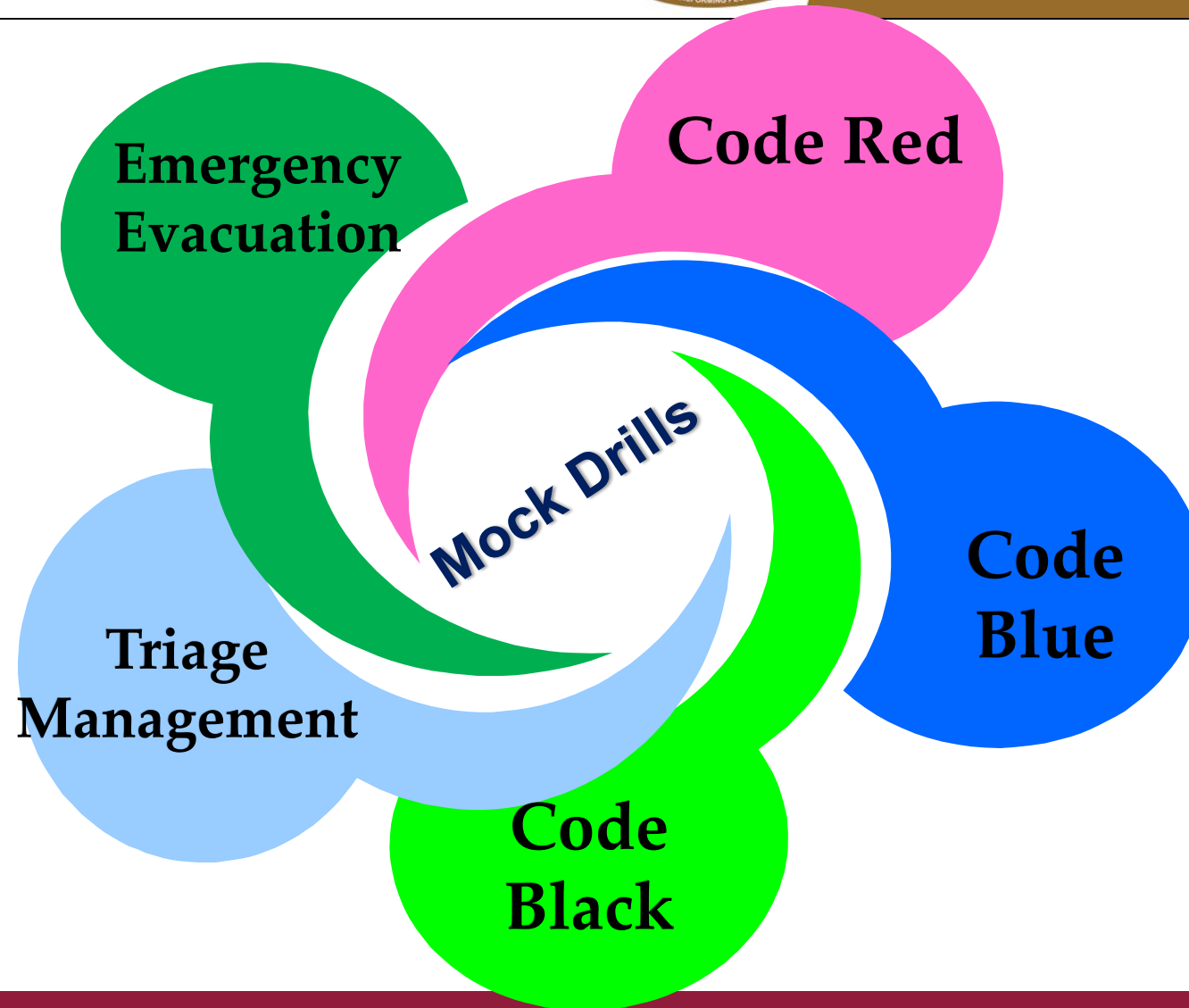
Disaster management

- » Cyclones & Floods
- » Earth quake
- » Fire
- » Out breaks
- » Riots
- » Terrorism
- » Bomb threat





Journey in 2013





METAS OF SEVENTH DAY ADVENTIST HOSPITAL, SURAT MOCKDRILL SCHEDULE 2018													
SNO	NAME OF THE MOCKDRILL	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1	CODE RED	12	16	23	19	18	22	27	10	21	24	20	28
2	CODE PINK	12			27			20			16		
3	CODE BLUE	12	23	27	19	24	14	19	24	13	18	23	14
4	DISASTER MANAGEMENT	10			12			20			24		
5	TRIAGE MANAGEMENT		15		24		20		14		27		19
6	CODE BLACK	4			23			14			26		



Quality Improvement Programme



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(Formerly Mission Hospital)

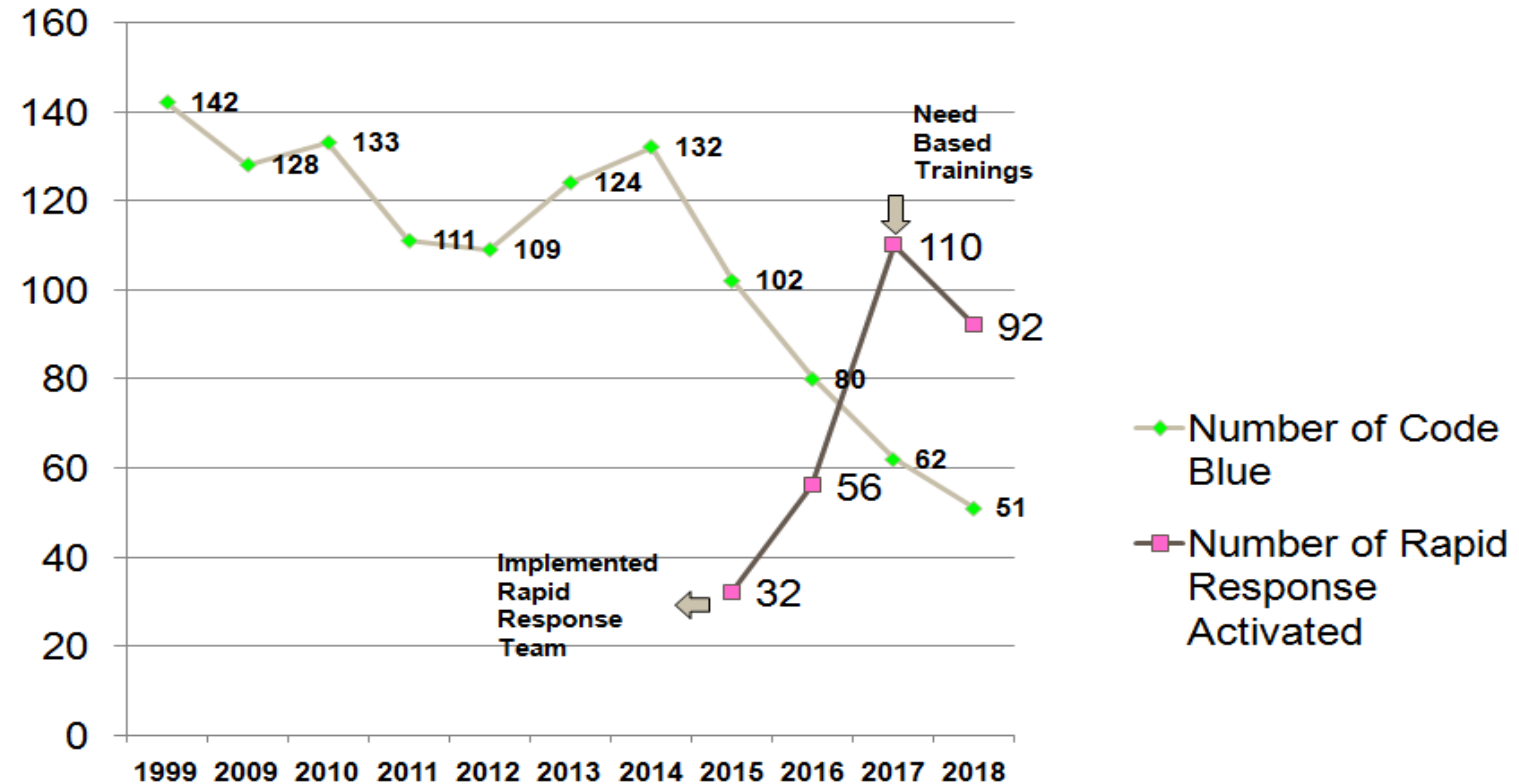
Journey in 2014



year	No. of Code Blue	No. of Rapid Response Activated
1999	142	
2009	128	
2010	133	
2011	111	
2012	109	
2013	124	
2014	132	
2015	102	32
2016	80	56
2017	62	110
2018(jan-aug)	51	92

Total Percentage of Probable decrease in Code Blue 2015 to 2018 - 48%

Rapid Response Team



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Good Practices



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**Journey
in 2014**



S.No	Good practices	Implementation	Acheived %
1.	TNAI Activities	2016	82%
2	Employee Appreciation	2017	96%
3	Medical Evangelism with full time chaplain	2017	75%
4	Mortality review meeting (every Thursday)	2016	80%
5	Inter – department Meeting (every Tuesday)	2016	100%
6	Employee/Nurses Meeting (every Wednesday)	2016	70%
7	Cleaning Day (every Thursday)	2016	75%
8	Ward Conferences	2017	86%
9	Journal Club discussion with new trends in nursing	2018	50%
10	Performance Appraisal	2015	100%
11	Ranking Employee Ranking Departmental Ranking	2018	60-70%
12	Blood donation, conducting rallys	2013	100%



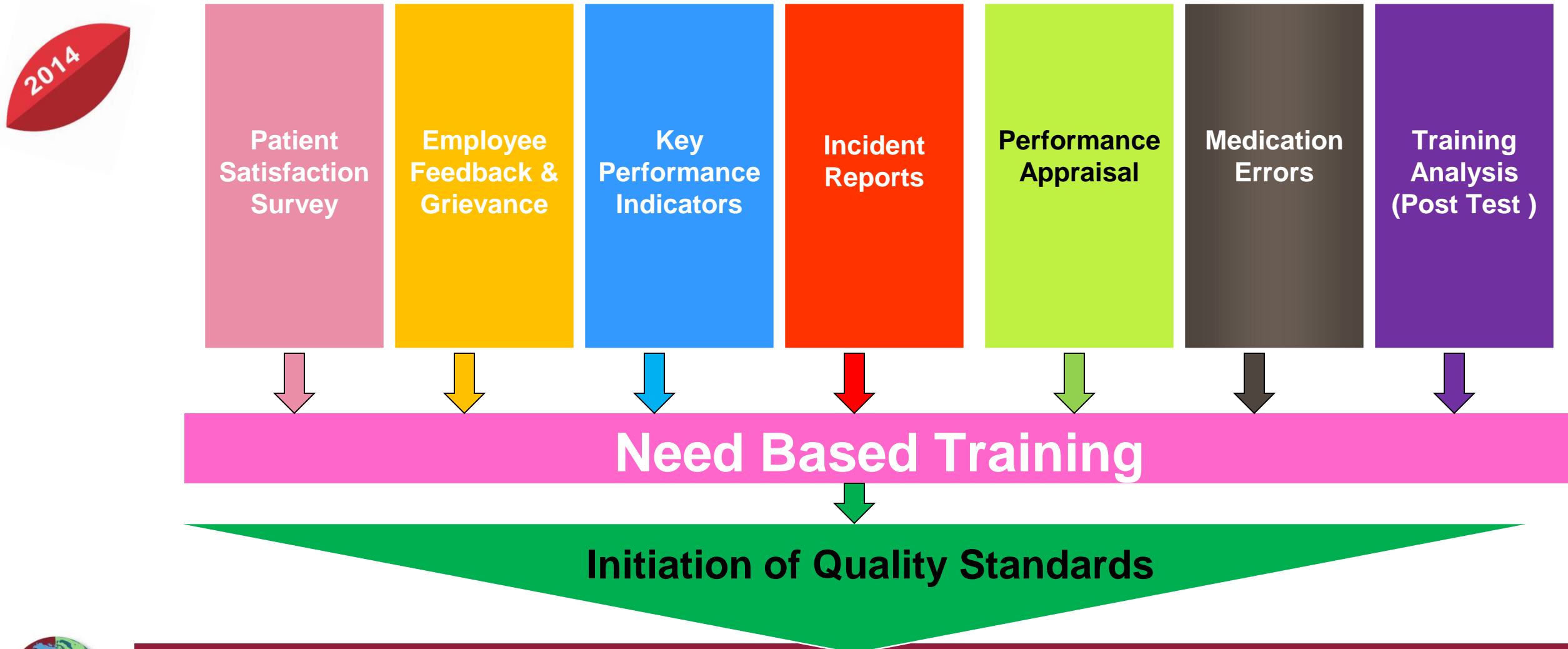
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Evolution of Qualitative Need-Based Training



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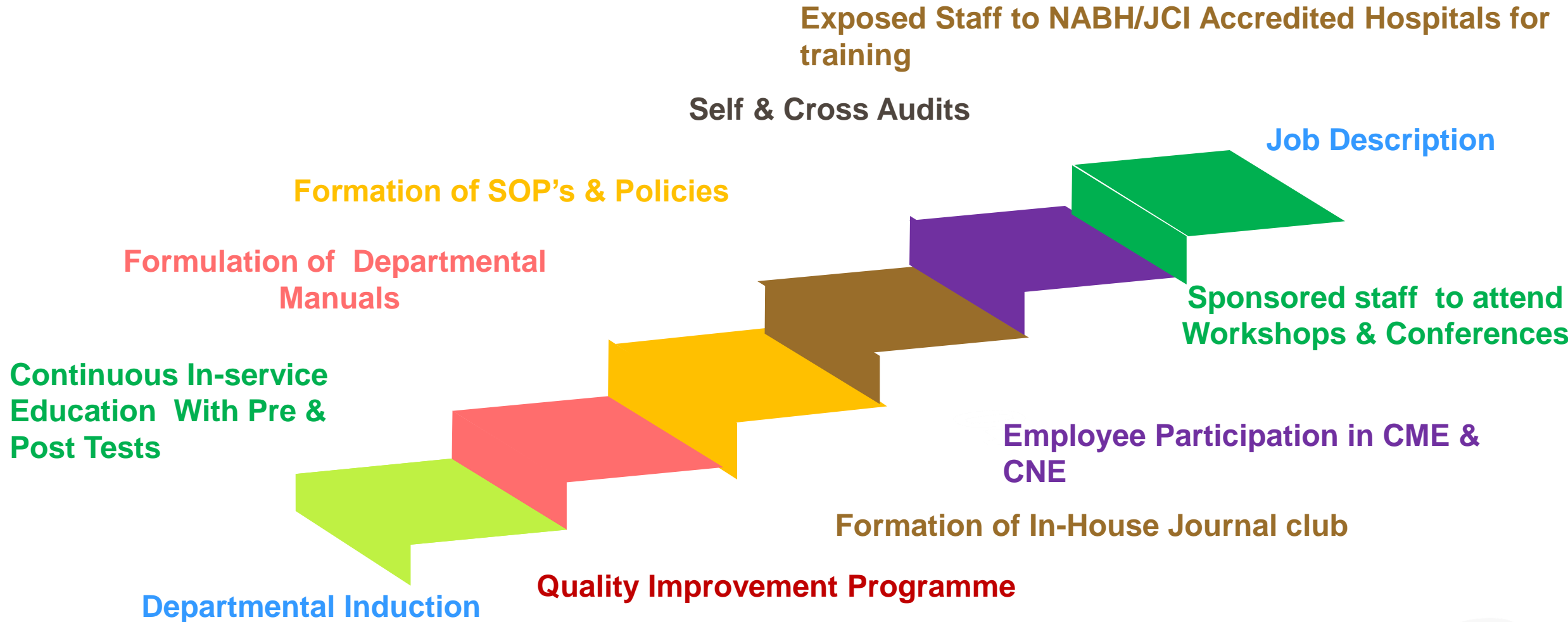
Journey in 2014



How We Achieved ? Success Tools for Quality Standards



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How We Achieved ? Success Tools for Quality Standards



METAS ADVENTIST HOSPITAL
(Formerly Mission Hospital)

Initiated Good Practices for Quality Improvement

Standard Operating Procedure Trainings

Incentives to Employees

Regular Mock Drills as
per Trackers

**NATIONAL
ACCREDITATION**

Formation of Quality Team

Installation of Safety tools in the Hospital

Budget Plan done for 10 years 1999-2009

Organized Recreational Activities
for Staff

Process Mapping

Visited other Hospitals for
Training



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Journey in 2016-2017



Conducted Workshops & Conferences - 2016 & 2017



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METAS ADVENTIST HOSPITAL
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Journey in 2016



1st Hospital in Southern Asia to Achieve National Accreditation - NABH



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FUTURE GOALS



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During the Process of Achievement of National Accreditation-

METAS Adventist Hospital Implemented 80% of JCI Standards

Due to Financial Constraints – \$ 0.5 – 1 million

100% Achievement was not possible

OUR VISION



JCI ACCREDITATION





5 Years - Strategic Plan Pillars



Strategic Action Plan



METAS ADVENTIST HOSPITAL

(Formerly Mission Hospital)

	2016	2017	2018	2019	2020
<u>Strategic area 1 :</u> CLINICAL EXCELLENCE AND QUALITY OF CARE IMPROVEMENTS	NABH QIP QA Formation of Committees Clinical Audits Patient safety Checklists & Audits	RRT Reduce in no of Code blue incidence	Journal club Reduction in Hospital Attack rates NABH Accreditation application for Nuzvid Hospital	NABH NABL Research and publications NABH Accreditation for Ranchi Hospital	JCI Nursing Excellence
<u>Strategic area 2 :</u> CONFIDENCE IN CARE	Bariatric/Neuro/ Uro surgeries Day care Outreach programs Home care services Free Surgeries	Introduction of advanced patient safety devices /strategies Free Eye Surgeries Health Checkups Diet Counselling	Increase in OPD Registrations Increase in IPD Admissions Increase in patient satisfaction Increase in patient care quality Renal Transplant Centre Corneal Transplant	Radiation Oncology Mobile Clinics Telemedicine	Cosmetic Surgery De-addiction centre Satellite units Liver Transplant



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Strategic Action Plan



METAS ADVENTIST HOSPITAL
(Formerly Mission Hospital)

	2016	2017	2018	2019	2020
<u>Strategic area 3:</u> ORGANIZATIONAL PARTNERSHIP DEVELOPMENT	-Training & development -TNAI Activities -Welfare activities -Employee Appreciation -Insurance and corporate empanelment -Mock drills	--Performance evaluation --KPI --RCA & CAPA analysis --Medical evangelism --BLS & ACLS Certification	--DNB --CPS – Gynecology ISCCM Indo Australian Critical Care Course	--CPS – Pathology --CPS – Anesthesia --CPS – Orthopedics DNB-Orthopedics DNB - Gynaecology	--Diploma --Paramedical Hospital Based Courses
<u>Strategic area 4:</u> PATIENT ENVIRONMENT AND INFRASTRUCTURE ENHANCEMENT	Fire alarm system Disaster Mngt; Wheelchair Belts for Safety Expansion of Oncology unit Health Checkup Lounge	Expansion of departments Hospital Gate Cardiology Unit	New departments Radiology Pathology Life Style	Modernization of OT In house Laundry Bone Marrow Transplant Brain & Spine Unit	MRI centre HVAC systems Modernization of Cafeteria IVF Unit
<u>Strategic area 5:</u> STRENGTHEN FINANCIAL HEALTH	Internal Marketing External Marketing Free camps & surgeries Charity Cost Studies Vendor Negotiations Employee Insurance	New Companies Enrolled – 11/71 Restored Blacklisted Insurance 7/10 Energy Saving	Government schemes Package system DPCO/ GST Rural Marketing 90 Day Credit Front Office Mngt	Target Based Marketing International Marketing Reduce Employee Cost	Revamp Revenue Cycle Centralize Vendor Mngt

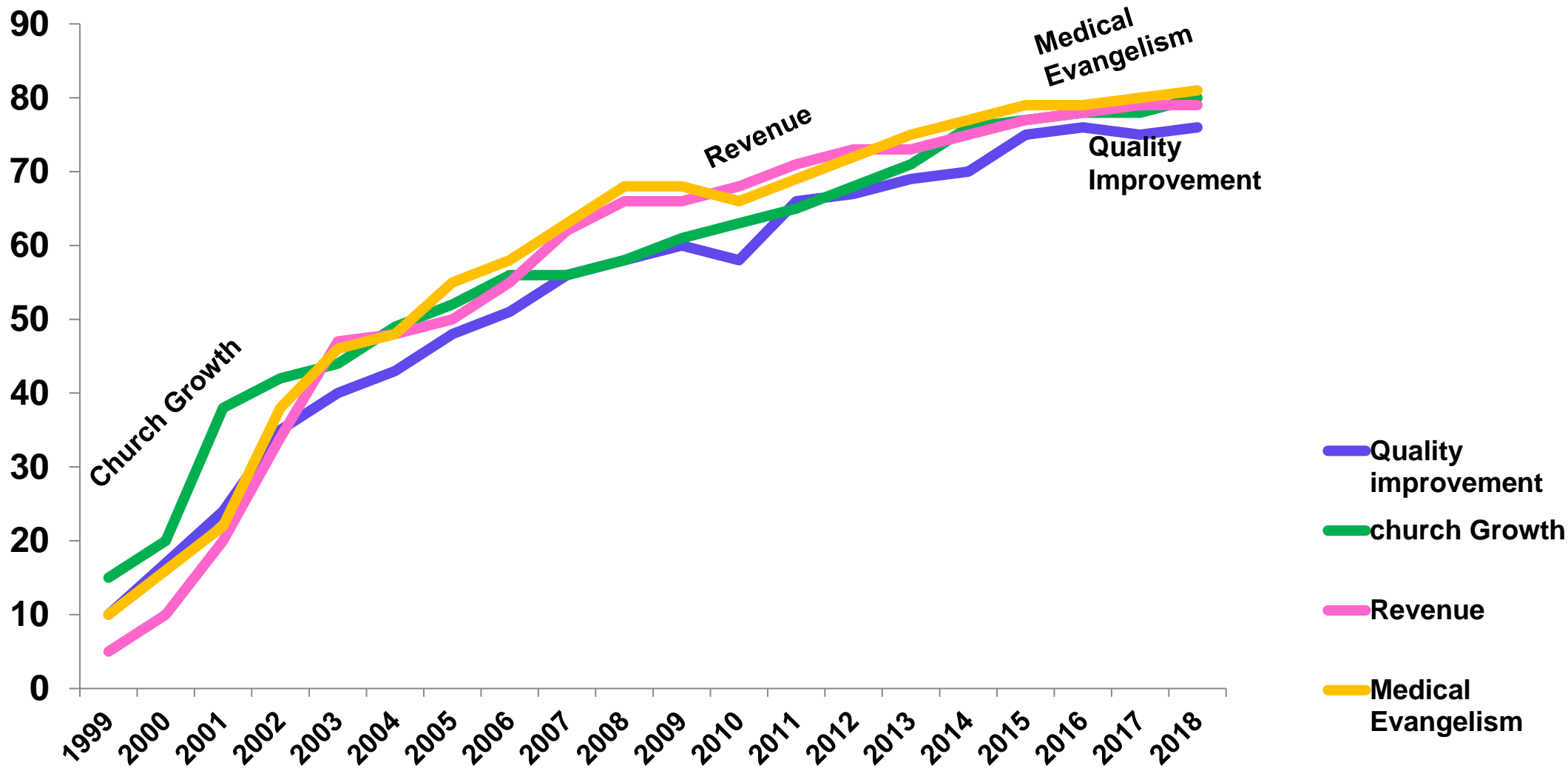


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Outcomes Of Embracing Change



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For Initiation of Quality in an Organisation we need Leaders who

- Can Take Initiatives
- Have The Ability To Manage People
- Have Courage to Take Risks
- Have Capability to Generate Innovative Ideas
- Have Long Term Vision
- Have Willingness to Embrace Change



Disclosure of Conflict of Interest

I do not have any relevant financial relationships
with any commercial interests.

Questions