



# Five-Year Action Plan (2023-2027)



**2<sup>nd</sup> Revised Edition**

Approved by the Board  
in the Meeting No. 9/2024  
on 23 August 2024



# **Five-Year Action Plan (2023-2027)**

**2<sup>nd</sup> Revised Edition**

**The Healthcare Accreditation Institute (Public Organization)**

**Approved by the Board in the Meeting No. 09/2024 on 23 August 2024**

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## **Five-Year Action Plan (2023-2027) of The Healthcare Accreditation Institute (Public Organization)**

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### **Part 1: Executive Summary**

According to the Cabinet resolution on December 4, 2017, the national planning structure was approved to be categorized into three levels: Level 1 Plans: The 20-Year National Strategy, Level 2 Plans: Master Plans under the National Strategy, the 13th National Economic and Social Development Plan, the Revised National Health Reform Plan, and the National Security Policy and Plan, Level 3 Plans: Plans developed to support the implementation of Level 1 and Level 2 Plans in achieving their goals, or plans required by law or international agreements and conventions. In accordance with this framework, the Healthcare Accreditation Institute (Public Organization) [HAI] has developed its 5-Year Action Plan (2023–2027) to align with relevant Level 1, Level 2, and Level 3 plans, as well as key policies set by the Institute’s Board of Directors. This plan serves as a strategic and operational framework to guide the implementation of HAI’s strategies, programs, and projects.

The Five-Year Action Plan (2023-2027) was initially approved by the Board at Meeting No. 9/2022 on September 23, 2022, and subsequently implemented. In fiscal year 2023, HAI conducted the first review of the Five-Year Action Plan (2023–2027), focusing on revising indicators and target values to align with the performance evaluation criteria for public organizations and the outcomes of the fiscal year 2023. The revised plan was approved by the Board at Meeting No.10/2023 on October 12, 2023.

The second review of the Five-Year Action Plan (2023–2027) was conducted in fiscal year 2024. This review was undertaken as the plan had reached its midpoint, and the Healthcare Accreditation Institute (HAI) recognized the need to reflect key policy directions recently set by the Board. These directions aim to guide and drive the Institute’s operations toward achieving its organizational objectives effectively and efficiently, while ensuring alignment with the evolving context and changes identified during various board meetings.

At the Board Meeting No. 1/2023 on January 30, 2023, the following key policy directions were established:

1. Revise the accreditation and surveyor development processes to align with the organization’s strategic direction, goals, and the evolving context.
2. Promote and support the development of the health service system to ensure quality and safety in accordance with the Institute’s vision, using a variety of mechanisms.
3. Encourage the development of primary healthcare systems through quality development and accreditation mechanisms.
4. Advance the development of data systems and the use of data to reflect the quality and safety of healthcare services.
5. Enhance the efficiency of the Institute’s organizational management.

At the Board Meeting No. 7/2023 on July 22, 2023, the direction and policy for accreditation surveys were outlined as follows:

1. Advance the Institute’s standards for quality development and accreditation beyond international requirements (Beyond International Standards).
2. Enhance the effectiveness and efficiency of the assessment and accreditation processes by improving systems, models, and methods, and integrating digital technology (Intelligence Survey). Surveyors will also be developed to achieve high competence and capability (Smart Surveyor), with the aim of increasing healthcare facility coverage, enhancing development maturity, and fostering continuous improvement.
3. Develop processes or systems that reflect the impact on public safety resulting from healthcare organizations that have achieved quality accreditation.

At the Board Meeting No. 2/2024 on February 16, 2024, the Board outlined key policies to drive the development and accreditation process based on healthcare results, as well as the organizational operations through regional networks. Additionally, in 2023, the Office of the Public Sector Development Commission (OPDC) required the Institute to conduct an evaluation of its efficiency and organizational value by developing a Result Chain and analyzing the organization's role within the ecosystem. A Memorandum of Understanding on Value-Based Evaluation for Public Organization Development was signed between the Chairperson of the Board and the Chairperson of the Sub-Committee for Promoting Public Organization Development on May 31, 2024. This agreement includes the identification of indicators covering outputs, outcomes, and impacts along the Result Chain, as well as the value evaluation of the Institute's existence, to be conducted in 2025. The value indicators are as follows:

1. People have equitable access to public health services that meet national standards.
2. Public trust in healthcare organizations accredited with HA standards.
3. Safety of service recipients and healthcare professionals.
4. Ongoing development of quality systems in healthcare organizations across the country.

Therefore, in this review of the Five-Year Action Plan (2023–2027), key policies set by the current Board, external challenges, and emerging impacts have been taken into account to formulate five strategic directions for HAI's operations, as follows:

### **Strategics<sup>1</sup>**

Strategy 1: Build public trust in the healthcare system through the HA process

Strategy 2: Empower collaborative networks to enhance quality and safety

Strategy 3: Strengthen knowledge management and innovation for transformational change

Strategy 4: Develop human capital to drive quality improvement

Strategy 5: Enhance organizational capability and credibility

The second revision of HAI's Five-Year Action Plan (2023–2027) conducted in fiscal year 2024, sets out to ensure that the Institute's mandates—as stipulated under Section 7 of the Royal Decree Establishing the Healthcare Accreditation Institute (Public Organization), B.E. 2552 (2009), and its Amendment (No. 2), B.E. 2562 (2019)—are effectively achieved. The revised plan is also aligned with the three-tiered national planning framework approved by the Cabinet on December 4, 2017, and is consistent with the United Nations Sustainable Development Goals (SDGs).

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<sup>1</sup> Strategies have been revised to effectively drive the key policies set by the Board.

**Part 2: Consistence with the plans in 3 levels as implied by the resolution of the Council of Ministers issued on 4 December 2017**

**2.1 National Strategy (Level-1 Plan)**

**1) The National Strategy** concerning the Development and Capability Building of Human Resource

(1) **Goal No. 2:** Thai society has favorable and supportive environment for life-long human development

(2) **Strategic Issue 5:** Promotion for the well-being of Thai people

5.4 The development of modern healthcare system to support the initiation of well-being.

(3) To achieve the target defined in National Strategy, the Action Plan of the Institute will help upgrade the healthcare organizations that are certified with HA to be a healthcare organization that has a standardized quality, and people will receive quality and safe services.

**2) The National Strategy** concerning Public Sector Rebalancing and Development

(1) **Goal No. 1:** Public sector has a result-based working culture with a focus on public benefits, and delivers responsive, fast and convenient services with transparency.

(2) **Strategic Issue 1:** Having a people centric public sector that delivers responsive, fast and convenient services with transparency.

1.1 Providing international standard public services as a leader of the region.

(3) To achieve the goal of the National Strategy, the Action Plan of the Institute will help upgrade the healthcare organizations that are certified with HA to be a healthcare organization that has a standardized quality, and people will receive quality and safe services.

**2.2 Level-2 Plans (Only the related ones)**

**2.2.1 Master Plan under National Strategy**

**(1) Issue # 13: Promotion for the well-being of Thai people**

(1.1) The goal at the level of the issue under the Master Plan

- Goal: Thai people have a better level of the well-being and a better living condition. (130001)
- Goal 2.2: Thai society has favorable and supportive environment for life-long human development
- To achieve the goal of the Master Plan, the Action Plan of the Institute will enable the people to access the service of healthcare organizations that are certified with quality and safety standards.

(1.2) Sub-plan under the Master Plan: Sub-plan for the development of modern healthcare system supportive to the development of well-being. (3)

- Development Approach

(1) Adapt and modernize health service system to meet international standards under the management system in which there is the decentralization of power and adequate level of efficiency with a focus on impartiality and sustainability; adopt resource sharing in administration and management among healthcare organizations under all jurisdictions in particular health region to improve the quality of healthcare system covering the aspects of human resources, medical equipment, and infrastructures connecting the services among primary, secondary and tertiary levels without barriers; develop prompt and efficient systems for

patient referral and emergency medical service; and develop a database system that can connect and can be shared together among all health agencies concerned within the healthcare system.

- Goal of the Sub-plan: To have a standardized public health system in place with better access for people of all levels. (130301)
- To achieve the goal of Sub-plan of the Master Plan, the Action Plan of the Institute will enable the people to access the service of healthcare organizations that are certified with quality and safety standards.

## **(2) Issue # 20: Services for People and the Efficiency of Public Sector**

(2.1) The goal at the level of the issue under the Master Plan

- Goal: Public sector efficiently provides quality and acceptable service to clients. (200001)
- Goal 2.1: Public sector has a result-based working culture with a focus on public benefits, and delivers responsive, fast and convenient services with transparency.
- To achieve the goal of the Master Plan, the Action Plan of the Institute will enable the people to access the service of healthcare organizations that are certified with quality and safety standards.

(2.2) Sub-plan under the Master Plan: Sub-plan for the development of public services for people. (1)

- Development Approach:  
(3) Transforming the approach from “performing duties as mandated by law” to “delivering services that prioritize service users,” by improving work processes to support the development of public services that are both valuable and aligned with international standards. This includes shifting from manual operations to fully digital systems, integrating and linking the operations of government agencies to function as a unified organization. It also involves enhancing existing services and developing new, dynamic services that are responsive to the current context and driven by the needs of citizens, businesses, and service users. Moreover, it enables the public to conveniently and promptly provide feedback on government operations.
- Goal of the Sub-plan: An increasing number of public services are being transformed into digital formats. (200101)
- To achieve the goal of the Master Plan, the Action Plan of the Institute aims to reform its information technology system by focusing on the integration of data into a unified platform. This will be achieved by interconnecting all existing systems and utilizing various technologies as management tools. Additionally, new applications will be developed to support services in the 4.0 era, with the goal of enhancing operational efficiency and providing faster, more convenient services to healthcare organizations.

(2.3) Sub-plan under the Master Plan: Sub-plan for the Preparation and Development of the Personnel of Public Sector. (5)

- Development Approach:  
(3) Develop all types of public sector personnel to have a high level of knowledge and capability, critical thinking and adaptation skills to catch up with changes. Set up a competency development system

for public sector personnel to have new competencies, second or third language skills, digital skills, the good attitude and conceptual frame for providing services to people and providing the facilitation for private and civic sectors in favor of national development, so as to accommodate the upcoming changes in the contexts of development. Promote morality and ethics. Change the public work concept for the personnel to work as a professional person with a servicing mind, work proactively and look to the future, be able to integrate their works with those of other sectors in a tangible way, have an awareness to work with responsibility and integrity, based on the general and professional principles and with a focus on impartiality and equality, be brave to be assertive for any rightful actions, and always think of public benefits rather than the benefits of each own. Promote the protection of public sector personnel who insist on performing the rightful actions and perform their works in line with the morality and the code of professional ethics.

- Goal of the Sub-plan: Public sector personnel uphold values of serving the people, guided by ethics and moral principles. They are conscientious, highly competent, committed, and professional.
- To achieve the goal of the Master Plan, the Action Plan of the Institute will contribute to the development of a highly competent workforce. It includes a capacity-building system that equips public sector personnel with new competencies and advanced digital skills. The plan also emphasizes the promotion of ethics and integrity, the transformation of mindsets toward professional public service, a strong service orientation, a proactive and forward-looking approach, and the ability to collaborate effectively with other sectors in a concrete and integrated manner.

## 2.2.2 The 13<sup>th</sup> National Economic and Social Development Plan

1. The targets of the 13<sup>th</sup> National Economic and Social Development Plan
  - 1.1 The main target #3: Creating a society of opportunities and fairness by providing equitable access to quality public services in every area.
  - 1.2 Secondary target: To have quality and accessible public services.

## 2.3 Relevant Level-3 Plans (if any)

2.3.1	Name of Level-3 Plan	Action Plan of the Ministry of Public Health
2.3.2	Name of Level-3 Plan	Action Plan of the Department of Medical Services
2.3.3	Name of Level-3 Plan	Action Plan of the Department of Thai Traditional and Alternative Medicine
2.3.4	Name of Level-3 Plan	Action Plan of the Department of Disease Control
2.3.5	Name of Level-3 Plan	Action Plan of the Department of Health Service Support
2.3.6	Name of Level-3 Plan	Action Plan of the Department of Medical Sciences
2.3.7	Name of Level-3 Plan	Action Plan of the Department of Mental Health
2.3.8	Name of Level-3 Plan	Action Plan of the Department of Health
2.3.9	Name of Level-3 Plan	Action Plan of National Institute for Emergency Medicine
2.3.10	Name of Level-3 Plan	Action Plan of National Health Security Office
2.3.11	Name of Level-3 Plan	Action Plan of Social Security Office

## Part 3: Alignment with the United Nations Sustainable Development Goals (SDGs)

Goal 3: Good Health and Well-being: Ensure healthy lives and promote well-being for all.

Subgoal 8: Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

**Part 4: Substantial Contents of the Five-Year Action Plan (2023-2027) of The Healthcare Accreditation Institute (Public Organization)**

**4.1 Overview**

**4.1.1 Vision**

Healthcare organizations have international quality system and people are safe with HA standards.

**4.1.2 Mission**

(1) Assess and accredit the quality of healthcare organizations and define the healthcare accreditation standards.

(2) Support the establishment of healthcare system development mechanism of healthcare organizations in favor of quality and safety through the collaboration with affiliated agencies inside the country and overseas.

(3) Encourage the production, dissemination, and management of knowledge, studies and researches, as well as the policy recommendations in the area of healthcare accreditation.

(4) Prepare courses and curriculum and training sessions for the personnel of healthcare organizations to build up healthcare accreditation knowledge and understanding.

**4.1.3 Objectives**

(1) Upscale and increase the coverage of the healthcare organizations certified with HA Standards.

(2) People receive quality and safe health services from healthcare organizations certified with HA Standards.

(3) Quality and safety improvement in the healthcare system of Thailand is well accepted at international level.

**4.1.4 Target and Overall Indicators<sup>2</sup>**

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
1) Percentage of healthcare organizations that improved and enrolled in HA process	Percent	63.17	65	67.20	69.21	71.22
2) Percentage of districts in Thailand with healthcare organizations that have entered and been accredited according to HA standards.	Percent	-	85.88	≥95	≥95	≥95
3) Percentage of preventable harms affecting patients in healthcare organizations (Patient Suffering)	Percent	6.80	6.20	6.10	6.05	6.00
4) Satisfaction / trust of people towards healthcare organizations awarded with HA.	Percent					
2.1) Percentage of Satisfaction		-	-	≥80	-	≥85
2.2) Percentage of Trust		≥76	≥78	≥80	≥82	≥85

<sup>2</sup> Indicators in positions 2 and 3 have been revised to align with the Impact-level indicators in the Result Chain. Additionally, the indicator in position 5 has been adjusted to match the indicator used in the public organization evaluation.

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
5) HAI has been continuously accredited by ISQuaEEA in all three domains. <sup>3</sup>	PASS	Submit the self-assessment form for the renewal of the Surveyor Training Program	The Surveyor Training Program has been accredited.	Submit the self-assessment form for the renewal of the Organization and HA Standard	<ul style="list-style-type: none"> <li>The Organization has been accredited.</li> <li>The HA Standard has been accredited. (Submit the assessment form for accreditation of the Primary Care Standard)</li> </ul>	<ul style="list-style-type: none"> <li>The Primary Care Standard has been accredited. (Submit the self-assessment form for the renewal of the Surveyor Training Program)</li> </ul>

#### 4.2 Sub-plan under the Five-Year Action Plan

##### 4.2.1 Action Plan: Building public trust in the healthcare system through the HA process

###### 1) Target

- (1) Enhancing the coverage, continuity, and advancement of quality development and accreditation of healthcare organizations through HA standards.<sup>4</sup>
- (2) Healthcare organizations achieve quality and safety outcomes.<sup>5</sup>
- (3) Strengthening the efficiency and impact of the accreditation and evaluation system.<sup>6</sup>

###### 2) Indicator and Target Value

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
<b>(1) The coverage in number of healthcare organizations awarded with HA.</b>						
(1.1) Percentage of healthcare organizations in <u>public sector</u> entered in HA process	Percent	72.2	74.2	76.2	78.1	80.1
(1.2) Percentage of healthcare organizations in <u>private sector</u> entered in HA process	Percent	37.2	39.2	41.4	43.5	45.6
(1.3) No. of healthcare organizations awarded with Advanced HA	(Cumulative) Number	18	20	22	24	26
(1.4) Percentage of primary care organizations engaged in the process of developing primary care standards.	Percent	Pilot implementation of the Primary Care Standard	1 (35 sites)	2 (70 sites)	5 (175 sites)	10 (350 sites)

<sup>3</sup> The 3 domains refer to the Surveyor Training Program, the Organization domain, and the Standards domain

<sup>4</sup> In alignment with the policies of the Board, as resolved in Meeting No. 1/2023 on January 30, 2023.

<sup>5</sup> In alignment with the policies of the Board, as resolved in Meeting No. 7/2023 on July 22, 2023, and Meeting No. 2/2024 on February 16, 2024.

<sup>6</sup> In alignment with the policies of the Board, as resolved in Meeting No. 2/2024 on February 16, 2024.

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
(1.5) No. of healthcare organizations with certification status in the development and accreditation of service network standards <sup>7</sup>	(Cumulative Number)	45	30	35	40	45
<b>(2) Percentage of the incidents of preventable harm, as defined by the Board, that impose severe impact directly on patients in healthcare organizations awarded with HA</b>	Percent	10	7.0	6.5	6.0	5.5
<b>(3) The level of success in utilizing digital technology for intelligence accreditation.<sup>8</sup></b>	(Cumulative topics)	1	2	3	4	5
<b>(4) Percentage of healthcare organizations's confidence in the Institute's operations.<sup>9</sup></b>	Percent	-	≥80	-	≥85	-

### 3) Development Approach

- (1) Elevate and promote the recognition of HA standards as a mechanism for quality development and accreditation across all levels of healthcare organizations.
- (2) Drive trust through quality outcomes (Healthcare Results) within the service system of HA-accredited healthcare organizations.
- (3) Promote the use of digital technology to support the accreditation process, enabling healthcare organizations to maintain continuous HA quality accreditation.

### 4) Key Program/Project

- (1) Effective Management of Development and Accreditation Survey Program
- (2) Program to Promote Quality Improvement in Primary Care Organizations

<sup>7</sup> The previous indicator measured only the accreditation of District Service Health Networks (DSHA). However, it has been affected by the transfer of Sub-district Health Promoting Hospitals (SHPH) to the jurisdiction of Provincial Administrative Organizations (PAO). As a result, DSHA accreditation faces operational limitations due to the need for integration with primary care facilities, which have been transferred to the PAO. To ensure the continued development and expansion of service networks, the Institute has reviewed the indicator and revised the target. The revised indicator now includes both DSHA accreditation and the assessment of development and accreditation of health network service standards (HNA/HNC)

<sup>8</sup> In alignment with the Board's policy on the use of digital technology to enhance the efficiency and effectiveness of quality development and accreditation processes, as endorsed in Meeting No. 7/2023 on July 22, 2023.

<sup>9</sup> This was adapted from the former Action Plan for Organization Management toward an Excellence, as it serves as an indicator of the efficiency of the assessment and accreditation system.

#### 4.2.2 Action Plan: Empowering Network Collaboration to Enhance Quality and Safety

##### 1) Target<sup>10</sup>

- (1) Expand the coverage and strengthen the capacity of local networks to operate effectively.
- (2) Establish collaborations with national and international organizations/networks to enhance the quality and safety of healthcare organizations in accordance with international standards.
- (3) Promote the engagement of community and social networks in supporting the development and accreditation of healthcare organizations.

##### 2) Indicator and Target Value<sup>11</sup>

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
(1) Percentage of provinces covered by local service networks	Percent	70.13 (54/77)	72.73 (56/77)	80	90	100
(2) No. of partnerships that have successfully contributed to improving the quality and safety of healthcare organizations. <sup>12</sup>	No.	N/A	5	7	9	11
(3) No. of community and social networks supporting the development and accreditation of healthcare organizations.	(Cumulative Number)	1	3	5	7	10

##### 3) Development Approach

- (1) Promote collaboration with local networks to expand coverage and enhance their capacity for effective and sustainable quality improvement.
- (2) Develop an efficient collaboration management system with national and international partner organizations, enabling healthcare organizations to enhance their quality and safety to internationally recognized standards.
- (3) Create opportunities for community and social networks to learn and understand the processes and mechanisms of healthcare quality development, leading to sustainable local ownership in supporting the development and accreditation of healthcare organizations.

##### 4) Key Program/Project

- (1) Empowering Network Collaboration for the Development of Quality and Standardized Healthcare Services.
- (2) Promoting the Engagement of Patients, Families, and Communities in Advancing Patient Safety.

<sup>10</sup> In alignment with the policies of the Board, as resolved in Meeting No. 7/2023 on July 22, 2023, and Meeting No. 2/2024 on February 16, 2024.

<sup>11</sup> New indicators and targets have been established to align with the operational plan for strengthening network collaboration for quality and safety, in support of the Institute's founding objectives.

<sup>12</sup> Definition of Success Level ;

Level 1: Collaboration is established domestically and/or internationally.

Level 2: A collaborative plan is developed and approved.

Level 3: Partners implement activities according to the plan.

Level 4: Measurable outcomes are achieved through the collaboration.

Level 5: Continuous improvement is made based on collaborative outcomes.

Success is counted at Level 5.

#### 4.2.3 Action Plan: Strengthening Knowledge Management and Innovation for Change

##### 1) Target<sup>13</sup>

- (1) Create and develop HA standards to gain international recognition.<sup>14</sup>
- (2) Enhance academic and innovation capabilities by creating value through knowledge management, research, and policy recommendations for dissemination and practical application.
- (3) Develop mechanisms and innovations to reflect the outcomes of quality improvement efforts.

##### 2) Indicator and Target Value

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
(1) No. of standards accredited at the international level.	(Cumulative Number)	1	1	1	2	2
(2) No. of academic knowledge outputs, research studies, innovations, and policy recommendations that have been adopted at the national or international level.	(Cumulative Number)	1	2	3	4	5
(3) No. of knowledge products generated from the quality development and accreditation process in healthcare organizations that have been disseminated and shared for learning.	No.	750	870	900	950	1,000
(4) Percentage of healthcare organizations participating in the development of mechanisms and innovations for quality and safety	Percent	65	68.4	70	72	75

##### 3) Development Approach

- (1) Create develop and refine standards to ensure that HA standards are accredited under international frameworks.
- (2) Promote the development of academic works, research, and innovations, with the aim of applying their outcomes to improve and elevate the healthcare service system, as well as supporting widespread dissemination.
- (3) Establish processes that generate policy recommendations based on the development and accreditation of healthcare facility quality.
- (4) Develop mechanisms and innovations to advance quality and safety within the healthcare service system.

##### 4) Key Program/Project

- (1) The Project for Upgrading Knowledge and Innovation Management for Change.
- (2) Annual HA National Forum Project.
- (3) The Development of Healthcare Facility Standards and the Assessment Process for Quality Development and Accreditation.
- (4) The Development of Quality Management Mechanisms to Enhance Efficiency and Reduce Disparities in Quality and Safety; Phase 2.

<sup>13</sup> In alignment with the policies of the Board, as resolved in Meeting No. 1/2023 on January 30, 2023.

<sup>14</sup> International recognition refers to being accredited by international organizations and may also include being utilized, communicated, shared for learning, or referenced in academic or professional contexts at the international level.

#### 4.2.4 Action Plan: Human Capital Development for Quality Improvement Activities

##### 1) Target<sup>15</sup>

- (1) Build and develop human capital in quality to have sufficient and appropriate capacity and capability in a systematic manner.
- (2) Maintain and promote the development of human capital in quality to enable effective and efficient work performance.
- (3) Strengthen the development of public health personnel to become human capital in quality development.

##### 2) Indicator and Target Value

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
(1) Level of the achievement in developing the plan for the preparation and development of the personnel for driving the quality improvement in Thailand.	Level	1	2	3	4	5
(2) No. of Quality Experts registered.						
- No. of surveyors registered by the Institute	Person (cumulative)	172	177	As in the plan mentioned in no.1		
- No. of quality coaches registered by the Institute	Person (cumulative)	103	130	As in the plan mentioned in no.1		
(3) Percent of healthcare organizations that have a quality manager or a manager of the quality center who has gone through the training in the curriculum of the Institute	Percent	10	15	20	25	30
(4) No. of training curriculum or the study-visit training courses accredited by external agencies or at the international level <sup>16</sup>	(Cumulative Number)	1	1	2	3	4
(5) The level of achievement of the plan for enhancing the efficiency of human resource management of the Institute.	Level	1	2	3	4	5

##### 3) Development Approach

- (1) Develop a human resource development plan (HRD Blueprint) for driving quality improvement in Thailand and to implement it effectively, including human resource development and the promotion of the Institute's organizational culture.
- (2) Build and develop quality improvement experts—covering quality management representative (QMR), instructors, quality consultants (QC), and surveyors—in a systematic manner within the national health service system.
- (3) Develop recognized training programs in order to establish the Institute as a national and regional center for training, learning, and knowledge transfer in standards, quality improvement, and patient safety.

##### 4) Key Program/Project

- (1) Development and Advancement toward Becoming the HAI Academy Project.
- (2) Surveyor Preparation and Development Project Based on Global Standards.
- (3) Quality Coach Preparation and Development Project.
- (4) Human Resource Management and Development to Enhance Competency and Promote Organizational Culture Project.
- (5) Quality Management Representative Development Project.

<sup>15</sup> Targets from the previous operational plan prioritized by the Board in accordance with the HRD Blueprint.

<sup>16</sup> While the indicators are retained, the title of Indicator 4 has been adjusted to better align with the organization's vision.

#### 4.2.5 Action Plan: Organizational Development toward High Performance and Trusted Recognition

##### 1) Target<sup>17</sup>

- (1) Develop into a high-performing organization that earns the trust of healthcare organizations, the public, and stakeholders.
- (2) Create and promote a positive working environment, atmosphere, and organizational culture.
- (3) Enhance the use of data, information, and digital technology in organizational management to achieve meaningful outcomes.
- (4) Promote the organization's image and communication to increase public awareness of the HA accreditation of healthcare organizations.

##### 2) Indicator and Target Value

Indicator	Counting Unit	Target Value				
		2023	2024	2025	2026	2027
<b>(1) Outcomes of High-Performance Organizational Development</b>						
(1.1) Level of achievement in entering the Thailand Quality Class (TQC) assessment process.	Level	1	2	3	4	5
(1.2) No. of certifications achieved and maintained under ISO standards	(Cumulative Number)	1	2	2 <sup>18</sup>	3	3
(1.3) Level of Assessment Score for Public Sector Management Quality Award (PMQA 4.0)	Level	Pass the Standard criteria				
(1.4) Assessment results under the Integrity and Transparency Assessment (ITA)	Level	Good				
<b>(2) Results of organizational culture assessment, based on organizational culture criteria for becoming a high-performance organization (above the 80<sup>th</sup> percentile)<sup>19</sup></b>	Number of dimensions	-	10 from 12	-	11 from 12	-
<b>(3) Level of readiness in using data, information, and digital technology for organizational management</b>						
(3.1) Level of success in developing into a Level 3 or higher digital office.	Number of dimensions	-	-	At least 3 dimensions	At least 5 dimensions	7 dimensions
(3.2) Level of success in managing the healthcare platform system. <sup>20</sup>	Level	1	2	2	3	3
<b>(4) Proportion of service recipients who are aware of the HA accreditation of healthcare organizations ("HA Hospitals")<sup>21</sup></b>	Percent	-	28.2	30	35	40

<sup>17</sup> In alignment with the policies of the Board, as resolved in Meeting No. 1/2023 on January 30, 2023.

<sup>18</sup> ISO Standard 27001 and 27701

<sup>19</sup> Results of the organizational culture assessment. (Denison Culture)

<sup>20</sup> In alignment with the policies of the Board, as resolved in Meeting No. 7/2023 on July 22, 2023, and Meeting No. 2/2024 on February 16, 2024.

Definition of Success Level ;

Level 1: Platform development.

Level 2: Pilot implementation of the Healthcare Platform.

Level 3: Integration of the Healthcare Platform into healthcare quality improvement processes.

<sup>21</sup> Use the results of the national survey conducted by the National Statistical Office as an indicator aligned with the policy of the Board, as endorsed in Meeting No. 7/2023 on July 22, 2023.

### 3) Development Approach

- (1) Develop organizational management to achieve efficiency and quality in accordance with nationally and internationally recognized management standards.
- (2) Enhance organizational management capability by adopting technology to support operations and advancing HAI toward successful completion of the DG Readiness Survey.
- (3) Improve organizational effectiveness through the application of technology in organizational management to achieve tangible results.
- (4) Promote the organization's image by communicating public awareness of healthcare quality accreditation under HA standards.

### 4) Key Program/Project

- (1) Project to Enhance Organizational Quality Management Efficiency.
- (2) Develop and Upgrade Organizational Readiness toward Becoming a Digital Government Project.
- (3) Policy Driven, Monitoring and Evaluation Project.
- (4) Public Relation Project to Spread out the Good Image of the Organization.

## 4.3 Estimated budget for 5 years (2023-2027)

### 4.3.1 Estimated Total Budget \* 1,174.2265 Million Baht

Source of the Funds* Million Baht				
Budgetary fund from the government	Extraordinary fund (Operational Revenue)	Loans		Other
		Domestic	Overseas	
416.9757	757.2508			

### 4.3.2 Estimated Financial Amount of the Budget for the Implementation of the Action Plan

#### 1) Accreditation towards Building Trust in Healthcare System

Unit: Million Baht

Action Plan	2023	2024	2025	2026	2027	Total Amount
Budgetary fund from the government	2.3802	1.2903	4.8024	5.2826	5.8109	19.5664
Extrabudgetary fund from operational revenue	30.7338	39.8225	39.4293	43.3722	47.7095	201.0673
Domestic loan						
Overseas money						
Other						

#### 2) Empowering Network Collaboration to Enhance Quality and Safety

Unit: Million Baht

Action Plan	2023	2024	2025	2026	2027	Total Amount
Budgetary fund from the government	15.0638	18.6473	0.0000	10.0000	10.0000	53.7111
Extrabudgetary fund from operational revenue	5.0000	4.0800	5.0000	5.0000	5.0000	24.0800
Domestic loan						
Overseas money						
Other						

**3) Upgrading the Knowledge Management and Innovations for Change**

Unit: Million Baht

Action Plan	2023	2024	2025	2026	2027	Total Amount
Budgetary fund from the government	-	2.7196	13.2245	15.0000	15.0000	45.9441
Extrabudgetary fund from operational revenue	23.7500	28.8262	40.0000	40.0000	40.0000	172.5762
Domestic loan						
Overseas money						
Other						

**4) Human Capital Development for Quality Improvement Activities**

Unit: Million Baht

Action Plan	2023	2024	2025	2026	2027	Total Amount
Budgetary fund from the government	2.7836	2.1906	2.4061	5.0000	5.0000	17.3803
Extrabudgetary fund from operational revenue	19.5110	20.3662	21.7692	22.0000	22.0000	105.6464
Domestic loan						
Overseas money						
Other						

**5) Organizational Development toward High Performance and Trusted Recognition**

Unit: Million Baht

Action Plan	2023	2024	2025	2026	2027	Total Amount
Budgetary fund from the government	1.2191	1.2191	15.1123	1.2191	1.2191	19.9887
Extrabudgetary fund from operational revenue	35.9804	33.6449	35.2935	45.0000	45.0000	194.9188
Domestic loan						
Overseas money						
Other						

Unit: Million Baht

Personnel Expense	2023	2024	2025	2026	2027	Total Amount
Budgetary fund from the government	46.2607	45.8688	47.7044	58.5048	62.0464	260.3851
Extrabudgetary fund from operational revenue	9.9163	12.9408	18.2750	8.7400	9.0900	58.9621
<b>Total</b>	<b>56.1770</b>	<b>58.8096</b>	<b>65.9794</b>	<b>67.2448</b>	<b>71.1364</b>	<b>319.3472</b>