

**Five-Year Strategic plan* (2020-2022) of
The Healthcare Accreditation Institute (Public Organization)**
*For Initial Period of 3 Years (2020-2022)

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Part 1: Executive Summary

As published in the Master Plan under National Strategy, 23 master plans in total, in the Royal Gazette dated 18 April 2019, and according to the resolution from the meeting of the Council of Ministers on 12 March 2019 announcing that government agencies shall improve the plan in level 3 under the responsibility of each agency, as implied by the resolution of the Council of Ministers issued on 4 December 2017, to make it consistent with National Strategies and the Master Plan under the National Strategies, as well as Part 3 of National Strategy Preparation Act BE 2560 (2017) and National Reform Plans and Procedure Act BE 2560 (2017); therefore on 17 May 2019 the Office of the National Economic and Social Development Council provided explanation on how to implement the activities in accordance with the Master Plan under National Strategies, and notified that all the agencies concerned must take action to properly adjust the level-3 plan of each one by compiling as a 5-year action plan, the initial period of which was defined as 3 years (2020-2022), so that such the plans would be consistent with the National Strategic Plan.

The Healthcare Accreditation Institute (Public Organization) had reviewed its 5-year strategic plan (2019-2023) to create a link and ensure consistence with National Strategic Plan (regarded as level-1 plan), the Master Plan under the National Strategic Plan, National Reform Plan for the Aspect of Public Health, and The Twelfth National Economic and Development Plan (regarded as level-2 plans), and the action plans of other agencies related to the affairs of the institute (regarded as level-3 plans), in order to prepare the 5-year action plan of the institute for the first initial period of 3 years (2020-2022) making it consistent with to the resolution from the meeting of the Council of Ministers issued on 12 March 2019.

The main content of the Five-Year Action Plan of the institute for the initial period of 3 years (2020-2022) covers the promotion for health facilities in Thailand to improve healthcare system with HA standards, which is regarded as the healthcare accreditation standards of Thailand that have been awarded with the accreditation for the standards, the surveyor development and the accreditation organization from the accreditation agency of international level (The International Society for Quality in Health Care External Evaluation Association: IEEA) so that the people can receive quality healthcare service in accordance with HA standards. To this end, the institute has set up the following purposes for driving this.

- (1) Promote for healthcare facilities to upgrade their outcomes of quality improvement as well as their healthcare systems by using HA standards.
- (2) Promote for healthcare facilities to improve and be awarded with accreditation by cooperating with network members, creating and disseminating the bodies of knowledge concerning the quality improvement of healthcare, and initiating a mechanism for driving such improvement continuously.
- (3) Administrate the organization based on the principle of good governance in order to be trusted by and reliable to clients and public.

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 3rd National Strategy concerning the Development and Capability Building of Human Resource

(1) Target No. 2.2: Thai society has favorable and supportive environment for life-long human development

(2) Strategic Issue 4.5: Promotion for the well-being of Thai people

2.2 Level-2 Plans (only the related ones)

2.21 Master Plan under National Strategy

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

1) Target at the level of the issue under the Master Plan

- **Target 2.2:** Thai society has favorable and supportive environment for life-long human development

2) Sub-plan under the Master Plan: Sub-plan 3.3 - The development of modern healthcare system supportive to the development of well-being.

- **Development Approach No. 3.3.1**

- (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 facilities 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.

- **Target of the Sub-plan:** To have a standardized public health system in place with better access for people of all levels.

2.2.2 Country Reform Plan for Public Health

1) Reform Issue 4: Primary Care System

- 2) **Implementation Procedure:** Develop standards and accreditation system for the service at primary level, i.e. the Standard for District Health Accreditation, so that the primary care system at the level of sub-district health promoting hospitals can have a the quality and safety standard mechanism for their services; and that there would be a collaborative work among healthcare facilities, District Health Board (DHB), as well as the community, in form of a network.

3) Activity

3.1 Development of a new approach for quality service and evaluation.

Sub-activity: Develop a service model favorable for achieving the long term goals (triple aim).

Target: There is a prototype clinic of family doctor and a primary care network.

4) Target of Activity

4.1 Medium term target (5 years)

Primary Care Cluster (PCC) is developed perfectly and receives support from District Health Board; Matrix Teams/Links/Networks; Catchment Area; Registered Population (Systematic matching of patients' names and physicians' names); Global Medical Records (GMR); Mature Interoperability; Full Data Availability; Specific Package for the need of each area; Mutual Trust and Confidence; ~ 35% of all primary care units i.e. public sector: 25%, public & private joint service: 5%; and private sector: 5%.

4.2 Short term target (1 year)

Set up monitoring and evaluation system in a way corresponding to the key performance indicators (KPI) that have been developed to show the specificity of primary care delivery, which include health and well-being, burden of diseases, subjective well-being, objective well-being, quality of care, utilization rate, coverage of preventive and health promotion activities, ambulatory care sensitive condition (ACSC), adjusted clinical groups (ACG), responsiveness, satisfaction of clients, satisfaction of service providers, and cost-effectiveness (cost per capita).

2.2.3 The Twelfth National Economic and Social Development Plan

1) **Objective1:** To lay a foundation for Thai people to be a perfect person by encouraging them to be ethical, disciplined, have good social values, public mindedness; be happy with well-being, good health and close family ties; and be smart with skills, knowledge and capability; and be able of continuous self-development through every stage of their lives.

2) **Overall Target 1:** Thai people possess the characteristics of a perfect Thai person.

3) **Strategy 1:** Strengthening and Realizing the Potential of Human Capital

(3.1) **Target 4 at strategic level:** Thai people will enjoy better well-being.

(3.2) Key Development Pathway No. 3.5 Enhance the efficiency of administration and management of public health service system and improve its fiscal viability.

- Adopt resource sharing in administration and system management among healthcare facilities 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 any barriers.

Indicator 4.6: Total health expense not exceeding 5%

2.3 Relevant Level-3 Plans (if any)

- Action Plan of the Ministry of Public Health
- Action Plan of the Department of Medical Services
- Action Plan of the Department of Disease Control
- Action Plan of the Department of Health Service Support
- Action Plan of the Department of Mental Health
- Action Plan of the Department of Thai Traditional and Alternative Medicine
- Action Plan of the Department of Medical Sciences
- Action Plan of the Department of Health
- Action Plan of National Health Security Office
- Action Plan of National Institute for Emergency Medicine
- Action Plan of Social Security Office

Part 3: Main Contents of Five-year Action Plan (2020-2022) of The Healthcare Accreditation Institute (Public Organization)

3.1 Overview

3.1.1 Vision

The healthcare system has quality and reliable with HA Standards

3.1.2 Mission

(1) Develop and prescribe healthcare accreditation standards and prepare recommendations to support and foster quality improvement in healthcare systems by collecting, reviewing and analyzing the data obtained through accreditation process.

(2) Promote and support the systematic development of a mechanism for improving healthcare systems to ensure quality and safety through the collaboration with public and private agencies (both in Thailand and overseas) concerning quality assessment, improvement and accreditation for healthcare facilities.

(3) Promote, support and implement the dissemination of knowledge. Prepare training curriculums for officials and staff members of healthcare facilities and other agencies in a way utilizable for self-assessment and quality improvement of healthcare facilities.

3.2 Strategies of the Healthcare Accreditation Institute

Strategy 1: Valued on Hospital Accreditation Process

(1) **Target:** Enhance quality improvement outcomes of healthcare facilities and healthcare systems by HA standards.

(2) Indicators and Target Values

Indicator	Counting Unit	Target Value (by year)		
		2020	2021	2022
Renewal of the accreditation for standards and surveyor training program by international accreditation body (IEEA).	Pass		-	
- Renewal of the accreditation for surveyor training program		Passed		
- Renewal of the accreditation of standards				Passed

Indicator	Counting Unit	Target Value (by year)		
		2020	2021	2022
Number of healthcare facilities already awarded with HA Standards that use Quality Measurement as the mechanism for driving and enhancing.	No. (Cumulative)	400	450	500
Number of targeted healthcare facilities entered into the process of Advanced HA.	Place (New)	3	4	5
Number of healthcare facilities at the level of community hospitals awarded with District Health System Accreditation (DHSA)	Place (Cumulative)	20	40	80
Level of satisfaction (by Percent) among the clients receiving services from healthcare facilities awarded with HA.	%	80	80	80
Number of recommendations obtained through accreditation process chosen as an advocacy issue for driving at policy level.	Issue	1	1	1

(3) Development Approach

- (1) Develop healthcare accreditation standards comparable to those of international level and consistent with national strategies and national policies.
- (2) Develop healthcare accreditation process.
- (3) Develop capability of surveyors.
- (4) Develop research works or prepare policy recommendations for quality improvement of Thailand's healthcare systems.

(4) Key Programs/Projects

- (4.1) Assessment Project for Work Process and Accreditation
- (4.2) Quality Enhancement by Quality Data Project for Healthcare Facilities

Strategy 2: Knowledge-based Quality Improvement Mechanism Support and Network Collaboration for Quality and Safe Healthcare System Development.

- (1) **Target:** Encourage healthcare facilities to improve quality and stay enrolled in quality accreditation process in accordance with HA standards.
- (2) **Indicators and Target Values**

Indicator	Counting Unit	Target Value (by year)		
		2020	2021	2022
Number of healthcare facilities with improvement and enrolled in accreditation process in accordance with HA standards.	No.	Not less than	Not less than	Not less than
- Healthcare facilities in public sector		780	790	800
- Healthcare facilities in private sector		120	125	125
Percentage of health personnel who received training from the institute, became knowledgeable, and have been able to use this knowledge in promoting and initiating the quality improvement in healthcare facilities.	%	70	75	80
Number of the bodies of knowledge, quality improvement outcomes and innovations of healthcare facilities already published.	Topic	300	300	300

Indicator	Counting Unit	Target Value (by year)		
		2020	2021	2022
Organization of National Forum on quality improvement of healthcare facilities	Time	1	1	1
Organization of the meeting on World Patient Safety Day & Patient and Personal Safety (2P safety)	Time	1	1	1

(3) Development Approach

- (1) Strengthen the network system for assisting and supporting the quality improvement of healthcare facilities of all levels.
- (2) Empower the network and initiate cooperation with people's sector to jointly improve the quality of healthcare facilities.
- (3) Capacitize public health personnel and leaders to be equipped with knowledge for initiating quality culture and a change.
- (4) Encourage healthcare facilities to create innovations and new bodies of knowledge for driving quality improvement.

(4) Key Programs/Projects

- (4.1) Project for the Promotion of Quality and Safety Culture
- (4.2) Project for Supporting Quality Improvement by Knowledge and Innovation

Strategy 3: Organization Management

- (1) **Target:** The Institute is administrated with good governance; and is trusted by and reliable to clients and public.
- (2) **Indicators and Target Values**

Indicator	Counting Unit	Target Value (by year)		
		2020	2021	2022
Renewal of the accreditation for the organization by international accreditation body (IEEA).	Pass		Passed	
ITA Score not less than 80%	%	80	80	80
Number of Innovations supportive to the work of the organization	Topic	1	1	1
Percentage of healthcare facilities that have confidence in the operation of the institute.	%	70	75	80

(3) Development Approach

- (3.1) Enhance the efficiency of administrative and management system, personnel development, and organizational communication.
- (3.2) Improve work system of the organization to be a smart office.
- (3.3) Communicate HA Brand and make an active move in communicating the image of the organization to public.

(4) Key Program/Project

- (4.1) Project for enhancing the efficiency of organization management

3.3 Estimation of Total Budget (2020-2022)

3.3.1 Estimation of Total Budget* 510.1604 Million Baht

Financial Source* (Million Baht)				
Allocation from Government	Revenue of the Institute	Loans		Others
		Domestic	Overseas	
161.3511	348.8093	-	-	-

3.3.2 Estimation of Budgets in accordance with Action Plan

1) Budget on Healthcare Accreditation Process

Unit: Million Baht

Action Plan	2020	2021	2022	Total
Allocation from Government	23.4855	35.7950	37.5843	96.8648
Revenue of the Institute	28.5000	56.6078	56.6078	141.7156
Domestic Loans	-	-	-	-
Overseas Loans	-	-	-	-
Others	-	-	-	-
Total	51.9855	92.4028	94.1921	238.5804

2) Budget for supporting the drive of quality improvement mechanism by using the body of knowledge and coordination with network in developing quality and safe healthcare system

Unit: Million Baht

Action Plan	2020	2021	2022	Total
Allocation from Government	0.5000	11.0000	11.5501	23.0501
Revenue of the Institute	47.5000	39.4022	39.4022	126.3044
Domestic Loans				
Overseas Loans				
Others				
Total	48.0000	50.4022	50.9523	149.3545

3) Organizational Management

Unit: Million Baht

Action Plan	2020	2021	2022	Total
Allocation from Government	1.5200	19.4712	20.4450	41.4362
Revenue of the Institute	32.9295	23.9299	23.9299	80.7893
Domestic Loans				
Overseas Loans				
Other				
Total	34.4495	43.4011	44.3749	122.2255

Remark: The estimation of human resource expense of the institute for 2020-2022 is as follows.

Unit: Million Baht

Human Resource Expense	2020	2021	2022	Total
Allocation from Government	43.0441	47.8038	50.1940	141.0419
Revenue of the Institute	6.5337	5.0601	5.0601	16.6539
Total	49.5778	52.8639	55.2541	157.6958