



Fundación
Santa Fe de Bogotá

Fundación Santa Fe de Bogotá demonstrates commitment to clinical excellence through JCI Clinical Care Program Certification





“As a private social organization, FSFB provides care throughout Colombia, including hospitals in Bogotá and Cartagena with several community-based programs, in the region, spanning Peru, Ecuador, Dominican Republic and Panama. The care team’s mission is to lead and positively influence the health sector to contribute to the well-being of individuals and communities, says Henry Gallardo, MD, CEO of Fundación Santa Fe de Bogotá.”

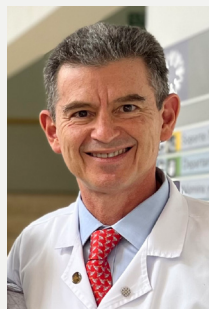


Improving the health and wellbeing of the people and communities it serves has been a guiding principle for Fundación Santa Fe de Bogotá (FSFB) since its inception in 1972. FSFB develops and manages the University Hospital, seven ambulatory centers including an institute dedicated to the treatment of cancer, the Education Division, the Center for Health Studies and Research and the Community Health Division. Each is an expression of the organization’s commitment to the promotion of human health and quality of life.

The University Hospital in Bogota originally earned accreditation from Joint Commission International (JCI) as an Academic Medical Center Hospital in 2010—and then reaccreditation in 2013, 2016 and 2019—making them the first organization in Colombia accredited in this category.

As significant as that is, they never thought achieving international accreditation was the end of their journey. Instead, they thought of it as just the first major milestone in advancing their quality journey. That’s why the organization began pursuing JCI Clinical Care Program Certification to excel beyond accreditation and demonstrate their commitment to clinical excellence and rigor.

JCI Clinical Care Program Certification recognizes excellence in clinical care and commitment to improving the patient’s experience for organizations that deliver care to a defined patient population such as stroke, knee replacement or diabetes. Any qualifying program that is part of a JCI-accredited organization, is eligible for JCI Clinical Care Program Certification. For FSFB, working towards JCI certification for different clinical programs is a natural extension of the organization’s commitment to continuous improvement in the quality of care.



“Our aspiration at the beginning was to be recognized throughout the community as a center of high-quality, effective clinical performance,” says Adolfo Llinás Volpe, MD, Corporate Chief Medical Officer for Fundación Santa Fe de Bogotá. “With 18 certifications and more to come, we’re reaching that goal and improving the health and quality of life in our region.”

Clinical Care Program Certification

The FSFB team admits that at the start, preparing for the certification process was challenging. But with perseverance and teamwork, their orthopedic program joint replacement program for hip, knee and shoulder became the first at Fundación Santa Fe de Bogotá to achieve JCI certification and recognition as a center of excellence.



“We’ve developed a relationship with JCI reviewers such that we can really ask questions about the evidence, process, indicators or implementation in terms of how we go to the next step. And we’re not afraid anymore about opening conversations that are difficult with the concern that it would be misinterpreted as a weakness,” says Dr. Salamanca, Chief Quality Officer at Fundación Santa Fe de Bogotá. “At first, we had great difficulties understanding the philosophy and intent of the standards.

But we felt it was well worth the effort to continue. Looking back now, we can say that, without a doubt, the experience has been invaluable.”

“One of the hidden benefits of the relationship with JCI is the cultural approach to solving problems. That’s where we needed translation into our culture because Latin American culture has different drivers,” says Dr. Llinás. “Certification shows we’re not only embracing the standards but also the culture and approach. Our hypothesis is that if we amalgamate the good elements from our culture and bring in the complementary strengths from the American (Anglo) culture, the potency of that combination is enormous.”

Currently, 18 programs at FSFB have successfully completed the JCI evaluation and earned the JCI Gold Seal of Approval, resulting in centers of excellence with JCI Clinical Care Program Certification, including:



- Acute myocardial infarction
- Bariatric surgery
- Benign biliary pathology-gallbladder
- Diabetes mellitus
- Hip replacement
- Knee replacement
- Liver transplant
- Lumbar decompression and fixation
- Management of rotator cuff disorders
- Multiple myeloma
- Normal pressure hydrocephalus
- Orthogeriatric
- Peritoneal neoplasm
- Primary stroke
- Prostate cancer
- Rheumatoid arthritis

▶ Fostering a Culture of Excellence

Becoming part of a CCPC program is a coveted role in the FSFB, according to Dr. Llinás. “It is aspirational in our organization to be part of the program or to lead one of these programs,” says Dr. Llinás. “It’s a very tight academic community with a high degree of pride and a clear sense of purpose.”

“The first two months of the year, we open admissions for clinical areas that want to pursue certification. We explain the process and outline what’s expected if they proceed. Some areas are ready, and others need more time to prepare”, says Ms. Sandra Soler, C4 Development and Implementation Coordinator. “I created a grid of the characteristics we’ve learned are predictors success. We run programs interested in certification through that grid to help determine if they’re ready to move forward.”

Once a program is accepted, the aim is to achieve certification in two years or less. The principal predictor of success is collective leadership. The teams rarely need to learn more medicine to achieve excellence. It is the CCPC framework that takes them from being good to outstanding in delivering outcomes and exceeding the patient’s expectation.



FSFB team celebrates completion of their survey process with the JCI surveyor.

▀ The obstacles can be formidable, but the benefits are undeniable.

Certification brings many benefits, including:

- Education and training on leading clinical practices and business processes
- Guidance and evaluation by clinicians and patient safety experts
- Improved risk management
- Increased community confidence in the safety and quality of available care
- Integration of evidence-based processes to achieve better outcomes
- Adoption of evidence-base standards developed and reviewed by health care experts
- Guarantees all patients under the same roof will be treated similarly
- Contributes to the development of the value proposition of the brand

While there's a perception that if you aren't in the US, UK, Germany or another developed economy, you won't be able to achieve outstanding outcomes, Dr. Llinás notes that he can point out many examples of how it's being done, right here in Colombia. From his perspective, JCI certification confirms the hypothesis that if you stick to process based on the best available evidence and rigorously measure what you're trying to accomplish, you can achieve the highest level of care, regardless of where you are.



“JCI certification is helping us meet our goal of providing high-quality, safe, effective medical care to our community,” says Dr. Llinás. “We’re trying to accomplish homogeneous care delivery wherever we operate. In contrast to other brands in the region that have different hospitals and deliver different outcomes, we strive for full governance over our structure. We’re not just adding practices and making suggestions regarding guidelines and procedures. We aspire to be responsible for the whole operation, including the behavior, delivery, and continuity of care in every location where we operate. And our efforts are getting results: We have outcomes that are on par with the best in class.”



- ▀ “Commitment to quality of care and patient safety requires corporate alignment, work, and leadership, but it can be achieved” says Dr. Gallardo. “And it’s not a matter of throwing more money at it. It’s a matter of accountability and continuity. That’s so powerful because there’s dignity in that story. And working with dignity to the best of one’s ability in a high-performing team is something we all appreciate. It’s a matter of pride.”