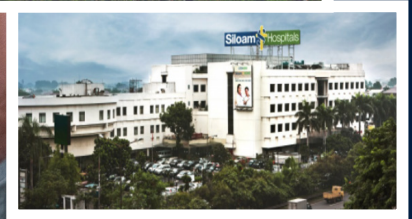
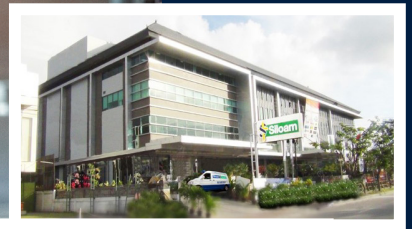
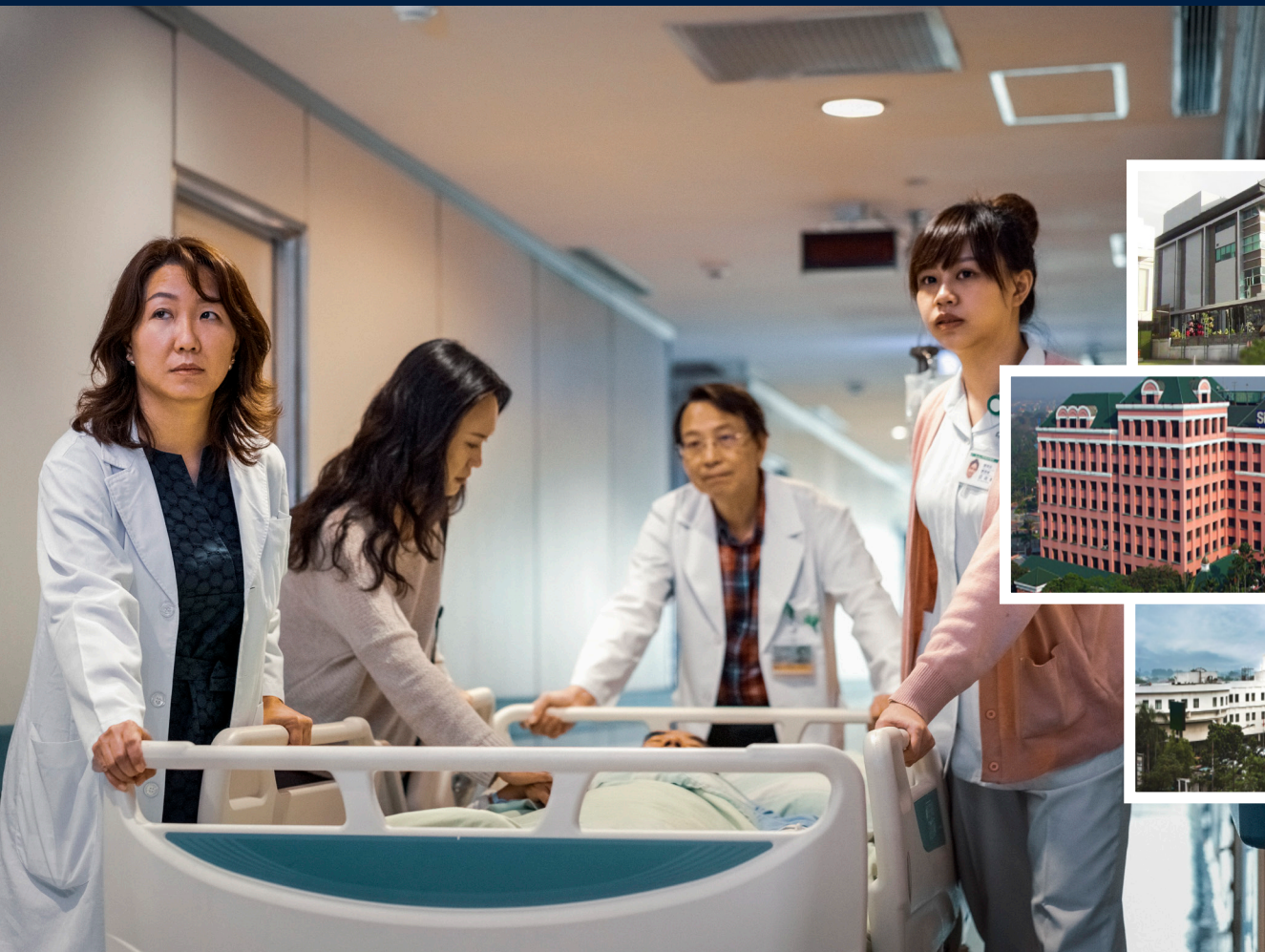




Siloam Hospitals Group

A Transformative Journey Toward a Culture of Safety



Founded in 1996, Siloam Hospitals Group is Indonesia's largest healthcare organization. With more than 14,000 employees, the system operates 41 acute care hospitals, each with an emergency department. Siloam's hospitals range in size from 100 to 450 beds and are located in 30 cities across 20 Indonesian provinces.



Preparing for accreditation (and reaccreditation)

Siloam Hospitals Group is accustomed to a national accreditation process. So, preparing for international accreditation wasn't a new concept, but it did require a different kind of preparation.

This preparation started with gaining commitment and buy-in from hospital leadership. That step was closely followed by engaging leadership and other stakeholders, specifically doctors and staff.

Next, the internal accreditation team conducted education to introduce new standards and requirements.

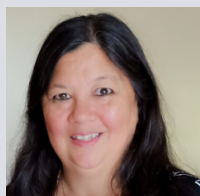


“We had to gain firm understanding of the JCI requirements and educate everyone to think not only in terms of compliance with each standard itself, but also to internalize it from a patient safety impact perspective and ensure it can be practiced operationally on a daily basis by everyone involved in delivering the patient care,” says Jessi Rahardja, regional quality and risk specialist, Siloam Hospitals Group.

Many of the JCI accreditation standards have now become “business as usual” for Siloam. These standards are even built into new hire orientation programs and annual training.

Accreditation and its impact on culture

The JCI accreditation process led Siloam Hospitals Group to think critically about their culture—specifically their culture of safety. The team found that the Agency for Healthcare Research and Quality (AHRQ) survey was a useful benchmarking tool to understand the hospital staff perspectives and develop focused actions for supporting culture of safety throughout the organization.



“Our staff proudly showcases our achievements related to team cohesion and our work to lift the culture of safety, not just for staff, but also for our patients,” says Julie McCaughan, senior director for quality and nursing, at Siloam Hospitals Group.



Siloam Hospitals Group received its first Joint Commission International (JCI) accreditation in 2007. Since then, three of the group's hospitals have been accredited by JCI, however each of the group's hospitals have been able to leverage off the learnings and implement international standards. The group's journey toward JCI accreditation began with a vision to become an international leader, setting the standard and advocating for safer and higher quality care.



A comfortable and positive survey experience

Due to Siloam's size, it's not uncommon for more than one of their hospitals to be going through the accreditation or reaccreditation process at the same time and support for each accredited hospital is very valuable.



"JCI surveyors are professional and communicate well with staff. They are experts in their field and have a broad knowledge base, which gives them the ability to drill down into issues with our experts," says Dr. Danny Widjaja, quality and risk general manager for Siloam Hospitals Group. "They are coaches who can guide us and give us examples of best practices. And they work in a way that make everyone feel comfortable."

Post-accreditation process improvements

The JCI accreditation process has shown Siloam how to look at data differently. It's become a powerful tool for decision-making, and the group has begun to automate data collection where possible.

International accreditation has also taught Siloam to prioritize things from a continuous improvement perspective.

"Our policies and procedures are shaped into more of a patient-centered perspective," says Ms. Rahardja. "This approach helped us to see things from a system perspective and build on a culture where we see things in a different way."

Other achievements as a result of JCI accreditation include:



- Higher quality care, which has led to recognizing Siloam as a healthcare provider of choice in Indonesia
- Improved clinical pathways and clinical guidelines through the implementation of tools and JCI standards
- Reduction in safety incidents by proactively identifying potential safety risks
- Enabled hospital leaders to implement new initiatives that effectively combined safety, quality and efficiency
- Provided a standardized framework that increased synergy between departments across the hospitals

An unexpected journey toward organizational transformation

At the start of Siloam's JCI accreditation journey, many outside the group were expecting to see what they described as "organizational transformation." But the team at Siloam didn't really know what that meant for them.

But McCaughan says that, at the end of the process, it was clear.



"It was a transformation," McCaughan says. "The accreditation process at Siloam gave a voice to all healthcare disciplines. The journey we have been on demonstrated that structure and change could be led from all levels of staff."



"We aspire to have all of our hospitals at a particular quality level, whether they are JCI accredited or not," McCaughan says. "Because we're the largest healthcare group in Indonesia, people are now using us as a benchmark. Whether that be for our services, new initiatives, or even management of staff and the type of training we offer, we're very proud of that."

