

Improve care. Empower change.

JCI VIEWBOOK



The world is in flux

YET THE NEED FOR **QUALITY AND PATIENT SAFETY** ENDURES



The world has shifted dramatically during the last few years, presenting urgent challenges for health care leaders and their teams. The World Health Organization notes some of these seismic developments:

For the first time in history, **people age 60 and older will outnumber children younger than five by 2020**, posing escalating demands on health care systems.

The appearance of the Ebola virus is the **largest Ebola outbreak** since the virus was first discovered in 1976. The recent rise of **Middle East Respiratory Syndrome or MERS** demands enhanced surveillance to contain this often lethal infection.

The top three causes of premature death are **heart diseases, respiratory infections such as pneumonia, and stroke** – chronic conditions with proven protocols for prevention and effective treatment.

About 44 million of the world's children under age 5 are **overweight or obese**.

The tobacco epidemic is an enormous public health threat, **killing nearly six million people a year**.

As the world encounters new health crises, health care organizations must be poised to respond with consistent practices deployed by a well-trained workforce. In the face of accelerating change, achieving and maintaining the highest quality and safety standards remain top priorities.

JOINT COMMISSION INTERNATIONAL (JCI) IS READY WITH SOLUTIONS THAT WORK.

Working with organizations

ON THEIR
QUALITY IMPROVEMENT
JOURNEYS

When health care organizations prepare to take the next step in quality and safety improvement, they turn to the international leader: JCI.

JCI helps organizations help themselves by offering the world's most selected accreditation and certification, providing relevant education, and delivering evidence-based consulting. Only at JCI do hospitals, health systems, government ministries, public health agencies, and other providers find experts and services aligned to teach and implement leading global practices.

JCI helps organizations to reach their goals, improve outcomes, and empower staff for long-term success.



"At JCI we are constantly scanning the globe for new ways to help health care leaders achieve peak performance."

That's why we bring accreditation practicums, diploma programs, and other unique educational events to major cities throughout the world. Every week JCI consultants are working side by side with patient care teams to minimize risks and apply Robust Process Improvement™ strategies to improve services. And every year we award the coveted Gold Seal of Approval® to more accredited organizations than the previous year.

All of these initiatives support a singular goal: to collaborate with health organizations to achieve the highest forms of quality and patient safety."

Paula Wilson
President and CEO
Joint Commission International
and Joint Commission Resources

JCI by the numbers*

800+
JCI-accredited organizations

60+

Countries with JCI-accredited health care organizations, encompassing

5.3
billion people

Countries of origin for JCI consultants and surveyors

Australia
Austria
Belgium
Brazil
Canada
Colombia
Czech Republic
Denmark
India

Indonesia
Ireland
Israel
Italy
Japan
Lebanon
Netherlands
Pakistan
Panama
Philippines

Saudi Arabia
Singapore
Spain
Taiwan
Tanzania
Thailand
Turkey
United Arab Emirates
United States

SOCIAL MEDIA

10,000+ health care professionals engaged through **3** digital platforms

JCI consultant credentials

23% MBAs
39% Physicians
33% Nurses
17% PhDs

*As of 1 April 2016

“Gold Standard” accreditation



FROM THE
WORLD'S LEADER



Since 1999 scores of organizations gained JCI accreditation, joining the elite group of organizations that have achieved *Gold Seal of Approval*® recognition in quality and patient safety.

JCI accreditation is available in eight care settings and many health systems are pursuing network accreditation across individual health centers and clinics. The 5th edition of *JCI's Accreditation Standards for Hospitals* went into effect April 2014, with designated standards for academic medical centers and heightened emphasis on the prominent role of leadership in creating cultures of safety.



“JCI accreditation truly reflects the dynamics of health care today. Emerging challenges in health care-associated infections, medication safety, and technology lead to greater scrutiny and more rigorous standards. Organizations depend on JCI to define best practices and global benchmarks for improvement, and then provide the tools to help achieve quality and safety goals.”

Paul Chang, MD, MBA, MPH, CPHQ, FACHE
Vice President, Accreditation, Standards, and Measurement
Joint Commission International

JCI standards meet highest international benchmark

No other health care accreditor has as many sets of standards approved and endorsed by the International Society for Quality in Health Care (ISQua) as JCI. ISQua's International Accreditation Program “accredits the accreditors” and provides worldwide recognition for meeting approved international standards.



The value of JCI accreditation

AS VIEWED BY THE WORLD



“The academic medical center safety culture has received a tremendous boost in the past few years. Working according to the JCI standards has made the AMC a safer place for patients, students, and employees. We consider working on safety and quality a lifelong process and we are really proud to be JCI-accredited.”

Prof Dr Maas Jan Heineman, Board of Directors, AMC Amsterdam, Amsterdam, Netherlands

“JCI accreditation helped us improve the quality of our hospital’s services and the care we provide to our patients. This culture of quality will help attract new patients to our facility.”

Dr Fawzi Al-Hammouri, Chairman, Private Hospitals Association & Specialty Hospital, Amman, Jordan

“Changi General Hospital’s mission is to deliver the best patient care with passion and empathy. We embarked on JCI accreditation as part of our quality improvement journey as we live out our mission. The accreditation process provided us with a framework and systematic approach as well as external expert validation of our strengths and areas for improvement. We have also sought, with the assistance of JCI surveyors and consultants, to enhance our understanding of the rationale for the standards so that our efforts are reflective of not just the letter but the spirit of the standards for the benefit of our patients.”

Dr Lee Chien Earn, CEO, Changi General Hospital, Singapore

“We are honored to have recently completed our third successful JCI survey. JCI accreditation focuses on patient-centered, high-quality care; it also ingrains continuous improvement into an organization’s culture. We are thankful to JCI for teaching us to use mistakes as improvement opportunities, helping us maintain a balance between quality and efficiency, and giving our organization the opportunity to stand out in the world of global health care. JCI makes us focus on the center of medical treatment – the patient – and helps us look forward and anticipate changes in the health care industry.”

Dr Qiang Ding, President, Huashan Hospital, Fudan University, Shanghai, China

CONNECTING PATIENTS TO QUALITY
HEALTH CARE AROUND THE GLOBE



WorldHospitalSearch.org is a unique, JCI-sponsored resource to help in-country residents and medical travelers find and choose JCI-accredited health care facilities for their care. This unique website is a true business asset and brand-builder for organizations in recognition of earning JCI’s *Gold Seal of Approval*.

Preparing for accreditation success

THROUGH LIVE LEARNING EVENTS

Is JCI accreditation right for my organization? How will JCI's philosophy of patient safety and continuous improvement transform my organization's performance? How do I begin and complete the accreditation process?

To help health care organizations address these questions and more, JCI sponsors live educational events held in convenient locations around the globe. Specially designed curriculum focuses on pivotal decision stages – from an initial analysis of the benefits of JCI accreditation to in-depth reviews of methodology and simulated tracers to see the survey process in action.

Attendees are encouraged to bring questions and seek solutions to complete their own journey toward enhanced safety and performance.



“Our learning events are designed to help organizations navigate their accreditation decisions and prepare for survey and compliance success. We encourage their teams to choose events that are most helpful to them at particular points in time.”

Sherry Kaufield, MA, FACHE
Executive Director, International Services
Joint Commission International

Events for unaccredited organizations

Preparatory programs deliver a guided overview of JCI standards, survey and evaluation methods, and how to overcome common challenges in the quest for JCI's *Gold Seal of Approval*. Experienced faculty lead attendees through lectures and small-group workshops focused on pursuing JCI accreditation and leading practices in survey preparation.

DISCOVER THE PATH Health care leaders considering JCI accreditation can assess its value during a three-day *Foundations* program for hospitals or ambulatory care organizations.

BEGIN THE JOURNEY A more intensive five-day *Practicum* is offered to quality managers and survey process team leaders to deliver a hands-on experience of presentations, workshops, and simulated tracer exercises to prepare for JCI accreditation.

Events for JCI-accredited organizations

For those organizations that have already achieved JCI's *Gold Seal of Approval*, accreditation experts host two different events to keep teams updated.

TRAIN NEW STAFF The five-day *Practicum* is an ideal way to orient new staff members to JCI accreditation, the survey process, and how to meet challenging standards.

STAY CURRENT The two-day *Accreditation Update* shares leading practices in satisfying new and substantially changed standards and offers opportunities to ask questions of JCI experts.

Foundations of Accreditation	Foundations of Ambulatory Accreditation	International Practicum on Accreditation and Quality Improvement	Accreditation Update for Hospital Standards
Three-day program for leaders and decision-makers at hospitals	Three-day program for leaders and decision-makers at ambulatory care organizations	Five-day program for quality managers and survey teams at hospitals	Two-day program for quality managers and survey team leaders at hospitals
Focus: How JCI accreditation and its survey process help improve patient safety and quality improvement	Focus: How JCI accreditation and its survey process help improve patient safety and quality improvement	Focus: How to prepare for JCI accreditation and meet the most challenging standards	Focus: How to understand and meet new and revised standards

Visit jointcommissioninternational.org for a schedule of upcoming dates and locations

Recognized excellence

FOR **CLINICAL PROGRAMS**

More than 60 organizations have earned Clinical Care Program Certification (CCPC), JCI's unique designation for excellence in disease- and condition-specific care. Many organizations choose to pursue multiple CCPCs as they strive to attract more patients and top-level talent to their services.

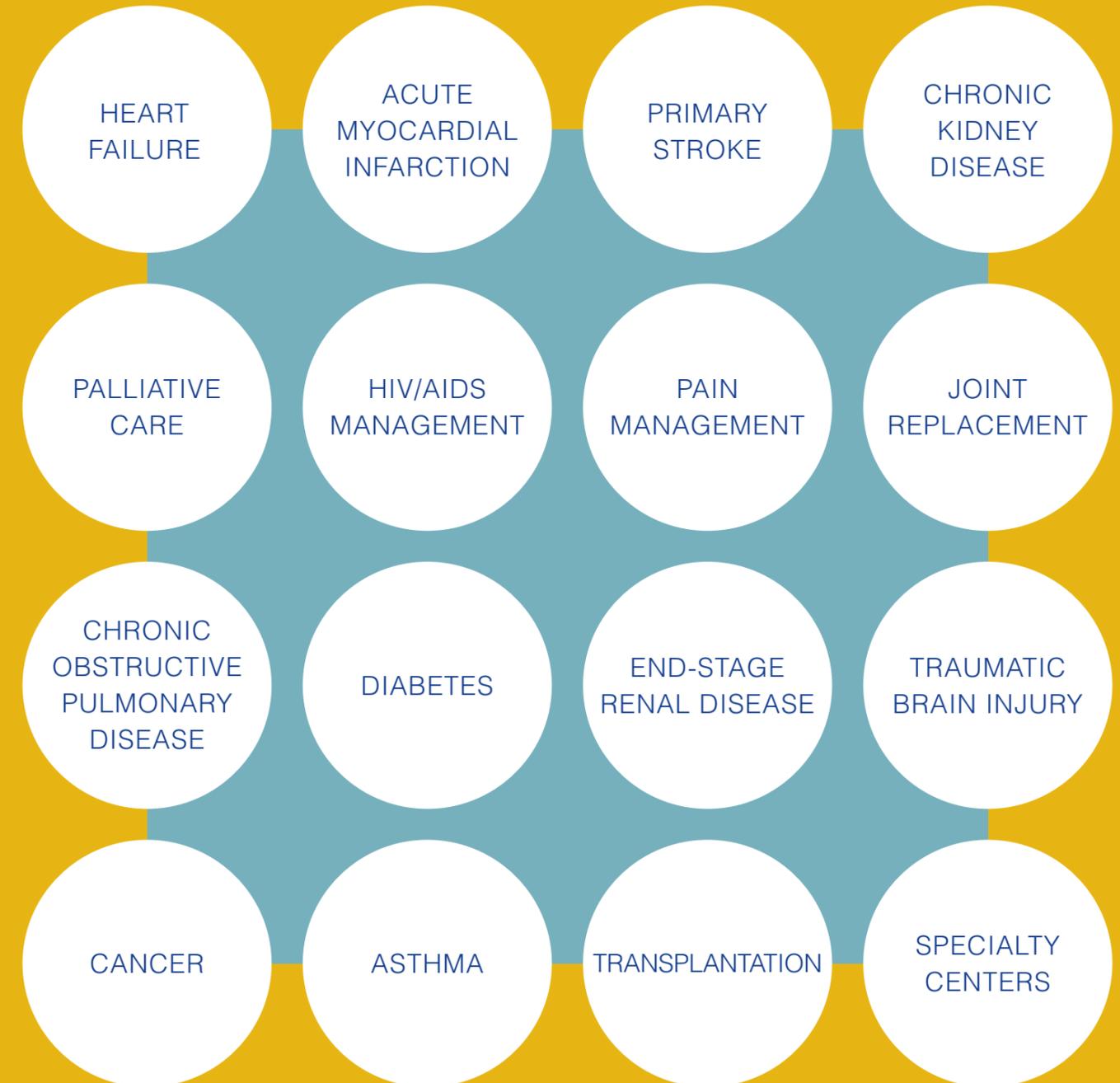
In 2015 with its 3rd edition standards, JCI broadened its CCPC program to include certification for Specialty Centers, permitting JCI-accredited organizations specializing in a particular area of care such as cancer or joint replacement to attain recognition for that specialty.



"While JCI accreditation recognizes the entire facility's performance, a certification demonstrates a distinctive achievement in delivering evidence-based specialty care. A CCPC is the logical next step in an organization's path toward continuous improvement that sets it apart from its competitors."

Ashraf Ismail, MD, MPH, CPHQ
Managing Director, Middle East Office
Joint Commission International

EXAMPLES OF AREAS **CERTIFIED BY JCI***



**Partial list only; JCI certification is available in many specialty areas.*

Creating sustainable change

THROUGH **EXPERT CONSULTING**

In 2015 JCI consultants partnered with health care leaders to complete 264 engagements in 38 countries. Many of these assignments helped organizations to improve key processes as they planned for first-time JCI accreditation or reaccreditation.

JCI consultants are a rare breed: professionals with decades of clinical and administrative experience coupled with the vitality to share best practices with new generations of physicians and staff members. They excel in presenting “how to” solutions and teaching teams how to apply Six Sigma tools to redesign processes. Trained in Robust Process Improvement techniques, JCI consultants understand how to work effectively with hospital leaders and staff to make lasting changes.

The use of Joint Commission International (JCI) advisory services is not necessary to obtain a JCI accreditation award, nor does it influence the granting of such awards.



Marwa J. Zohdy, PhD
 Vice President, Global Consulting Services
 Joint Commission International and
 Joint Commission Resources

A suite of consulting solutions focused on clients' needs

Accreditation and Certification Preparation

Safety and Quality Improvement

INTRODUCTORY CONSULTATION

INFECTION PREVENTION AND CONTROL

BASELINE ASSESSMENT

MEDICATION MANAGEMENT

FACILITIES MANAGEMENT ASSESSMENT

POLICY AND PROCEDURE DEVELOPMENT

TRACER METHODOLOGY EDUCATION PROGRAM

QUALITY IMPROVEMENT DEVELOPMENT

MOCK SURVEY

DIPLOMA PROGRAMS

SAFE HEALTH DESIGN™

INVESTING FOR GROWTH

CUSTOM EDUCATION

“Every day we receive ‘thank you’ emails from clients who are experiencing real and lasting benefits from inviting JCI consultants into their organizations. JCI inspires a new way of thinking about quality improvement within health care systems around the globe. These organizations are celebrating healthier patient outcomes and a true sense of pride and accomplishment among staff.”

Living our mission

THROUGH NATIONAL AND REGIONAL ACCREDITATION ASSISTANCE



As part of its not-for-profit mission to improve global health, JCI provides expertise to countries striving to establish national and regional quality and safety standards and country-specific accreditation.

Ministries of health and other leaders have requested and received JCI assistance in standards development and implementation, surveyor identification and training, and governance and structure development to implement national or regional accreditation.

JCI offers its expertise through funding from the U.S. Agency for International Development (USAID) or by working directly with a country's ministry of health or other sponsor.

Here are just three examples of how the JCI team has contributed to country-specific accreditation and quality improvement.



The Ministry of Health in Turkey turned to JCI for assistance in developing a national hospital accreditation program, including the development of standards, survey process, accreditation policies, surveyor training, and standards and survey process testing.



The Society for Quality in Healthcare in Nigeria met with JCI experts for three days to kick off the initial phase of its accreditation program. The team mapped out a situation analysis and work plan to identify and resolve specific in-country challenges.



Hospitals in Regione Lombardia and Regione Sicilia in Italy selected a set of JCI standards and were assisted by JCI experts in evaluating how the organizations were meeting those standards. The JCI team conducted customized assessments based on target areas chosen for improvement by Italian authorities and health care leaders. The scope and rigor applied to target areas expanded over time.

Working around the globe

During the last decade, JCI has provided accreditation and technical assistance to numerous organizations, including:

- Global/Family Health International
- Global/World Health Organization
- Global/Management Sciences for Health
- Global/SafeCare with the PharmAccess Foundation and the Council for Health Service Accreditation of Southern Africa
- Brazil/Consortium for Brazilian Accreditation
- Mexico/National Health Council
- Nicaragua/Institute for Social Security
- Spain/Fundacion Avedis Donabedian
- Uzbekistan/Medical Association of Uzbekistan
- Georgia/John Snow International
- Taiwan/Joint Commission on Hospital Accreditation
- Indonesia/Ministry of Health
- Egypt/Ministry of Health and Population
- Rwanda/Management Sciences for Health
- Saudi Arabia/Mekkah Regional Quality Program and the Ministry of Health
- Jordan/Ministry of Health
- Turkey/Ministry of Health
- United Arab Emirates/Ministry of Health

Innovative diploma programs

FOR TODAY'S
HEALTH CARE
PROFESSIONALS

Health Care Quality Management & Patient Safety Diploma Program

Infection Prevention & Control Diploma Program

JCI's two diploma programs have attracted global attention as unique ways to develop local leaders with specialized skills in quality management and infection prevention and control (IPC).

Government ministries, hospitals, health systems, and universities are eager to work with JCI faculty to sponsor evidence-based education for hospital professionals to help them establish and refine their quality and IPC initiatives.

Each diploma program features an integrated curriculum – presented in modules during an academic year – taught by JCI experts with decades of experience in quality management, patient safety, and IPC. Participants learn leading-edge models, complete hands-on projects, and share practical knowledge with their care teams.

	Health Care Quality Management & Patient Safety Diploma Program	Infection Prevention & Control Diploma Program
Year Established	2012	2013
Participants to Date*	209	89
Curriculum	Eight intensive modules that focus on quality management, patient safety, leadership, data collection and analysis, and risk management	Three intensive modules in microbiology concepts, IPC principles, health care-associated infections, outbreaks, environmental risk, and leadership strategies

*Enrollment as of 1 April 2016

DEEPENING QUALITY SKILLS

The Ministry of Defense in Saudi Arabia has sponsored four classes of participants, each earning a diploma from Prince Sultan Military College in Dhahran. Ministry leaders chose the JCI program to strengthen quality performance and leadership throughout the ministry's 22 hospitals.

"We view the JCI program as a true asset to help us prepare the next generation of professionals for quality leadership roles in our hospitals. The participants respond very positively to the challenging curriculum, engaged faculty, and practical solutions they can use immediately within their organizations."

Dr Noura AlNowaiser

Director, Department of Continuous Quality Improvement and Patient Safety
Medical Services General Directorate, Ministry of Defense, Saudi Arabia



EXPANDING IPC EXPERTISE

The Saudi Ministry of Health is experiencing an era of rapid hospital construction, so ministry leaders chose JCI's Infection Prevention and Control Program to teach best practices and develop the next generation of IPC leaders within the Kingdom. In August 2013, 51 health care professionals completed the one-year program and earned their new IPC credential.

"We chose JCI as the best organization to conduct the specialized training we needed. Some of our hospitals have already received JCI accreditation and we wanted to base the curriculum on JCI's exacting standards. Our goal is to have one highly skilled infection prevention practitioner for every 125 hospital beds."

Abdullah Assiri, MD, FACP

Director, Infection Prevention and Control, Ministry of Health, Saudi Arabia
Adjunct Associate Professor, Hubert Department of Global Health, Emory University, USA

Targeted education

TO ENGAGE STAFF
AND DRIVE PERFORMANCE



“We designed the certificate courses to tackle the most pressing quality and safety challenges facing today’s health care organizations. From leadership and planning to process maps and data analysis, these courses strengthen staff knowledge in a measurable way.”

Thomas W. Kozlowski, PhD, ACSW
Principal Consultant
Joint Commission International

CERTIFICATE COURSES IN QUALITY & SAFETY

JCI sponsors a series of certificate courses focused on evidence-based practices in quality and patient safety. Participating organizations choose from among eight one-week courses or cluster several courses in a custom-built curriculum to address their staff development needs.

EIGHT COURSES, PRESENTED SINGLY OR IN CUSTOM COMBINATIONS

PRINCIPLES OF QUALITY MANAGEMENT AND PATIENT SAFETY IN HEALTH CARE

LEADERSHIP AND PLANNING IN QUALITY MANAGEMENT

INFORMATION MANAGEMENT IN HEALTH CARE QUALITY

SYSTEMS APPROACH TO QUALITY MANAGEMENT

DATA COLLECTION IN PERFORMANCE MEASUREMENT AND QUALITY MANAGEMENT

PRINCIPLES OF PERFORMANCE MEASUREMENT AND DATA ANALYSIS

PATIENT SAFETY AND RISK MANAGEMENT

FUNDAMENTALS OF HEALTH CARE IMPROVEMENT

CUSTOM EDUCATION

Every organization experiences different barriers in its improvement journey. JCI offers custom education to help repair those breakdowns and improve quality and safety.

JCI faculty has presented on-site programs and workshops for hospitals, academic medical centers, ambulatory care facilities, and clinics. Each custom program blends formal presentations and hands-on exercises to improve understanding and comfort level with the topic. For example, an infection prevention and control program begins with lectures by experienced JCI faculty, followed by a tracer exercise where staff identify infection risk points and recommend process changes to avoid those risks.

MOST POPULAR CUSTOM EDUCATION TOPICS

INFECTION PREVENTION AND CONTROL

MEDICATION MANAGEMENT

TRACER METHODOLOGY

QUALITY MANAGEMENT

FACILITIES MANAGEMENT

Value-added resource

HELPS IMPROVE
**HAND HYGIENE AND
REDUCE INFECTIONS**



Hundreds of millions of patients are affected by health care-associated infections (HAIs) every year, resulting in thousands of deaths and huge financial losses, according to the World Health Organization. Improving hand hygiene – one of the most effective ways to prevent HAIs – is a target area for JCI.

5

Top five causes of hand hygiene failure in international settings

- Improper use of gloves
- Hands full
- Frequent entry or exit
- Following another person during entry or exit
- Isolation area (glove and gown practices)

The **Targeted Solutions Tool® (TST®)** for Hand Hygiene is available exclusively to JCI-accredited organizations where hand hygiene impacts patient care. Tested by hospitals around the world, this complimentary online resource was developed by the Joint Commission Center for Transforming Healthcare, a not-for-profit affiliate of The Joint Commission that partners with health care organizations to develop effective, durable solutions to critical quality and safety problems.

The TST for Hand Hygiene helps users improve and sustain hand hygiene practices, making it easy for organizations to increase compliance with JCI standards and reduce HAIs. The TST provides a model for launching system-wide hand hygiene improvement. This online tool guides organizations through a step-by-step process to collect baseline data, identify problem areas, implement customized solutions, and track improvements.

The TST for Hand Hygiene is located in JCI Direct Connect, the secure portal providing tools and resources to JCI-accredited organizations around the world. Watch for other TSTs to be released globally in 2016.

tst[®]
TARGETED SOLUTIONS TOOL[®]

TST PILOT DELIVERS RESULTS

Nine JCI-accredited health organizations from Asia-Pacific, the Middle East, and Europe successfully implemented the TST in adult and pediatric care units. The group experienced a dramatic 72% improvement in hand hygiene practices, based on thousands of direct observations.

Connect

WITH A **WORLDWIDE NETWORK OF SUPPORT**

The experts at JCI are at your service to work with you in transforming quality and patient safety.

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