

# Differences with The Joint Commission and DNV GL- Healthcare Integrating the ISO Quality Management System

National Property Management Association

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## What is the culture (perception) of accreditation?

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- Fear for the hospital staff
- Punitive thinking
- “Preparing” for the survey – ramp up.
- The Accreditation Exercise
- “Just Fix It” thinking
- Not sustaining improvements

“We are what we repeatedly do;  
excellence, then, is not an act but a habit.”

- Aristotle

## Survey Process

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### Joint Commission Standards

- Target important elements of patient care functions within an organization's structure that are essential to providing safe, high quality care.
- Reach beyond the CMS Conditions of Participation

### DNV Standards

- Integrates the Conditions of Participation with the International Standards Organization 9001 Quality Management Systems Requirements (ISO 9001).
- Currently 25 chapters in the NIAHO® manual. Most chapters coincide with the CMS CoPs and departments/functions within a hospital.
- Focus on outcomes

## Some of the differences...

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- Collaborative process which includes 3 annual surveys and ISO 9001 Quality Management System fostering continual improvement vs as Triennial Survey
- NIAHO Standards directly aligned with CMS CoPs reducing clarification issues vs a more prescriptive standard in addition to the CMS CoPs
- DNV does not have a scoring system, tipping points or levels of accreditation. - accredited or none accredited vs categories such as Preliminary Denial or Conditional Accreditation
- Integrating the ISO 9001 Quality Management System vs. Quality chapter more aligned with measurement yet lacking some of the infrastructure.

# 01 DNV GL NIAHO/ISO

## 9001

- 73% Fewer Standards - ↑ Efficiency
- Consistency & Accountability
- Standardized Integrated Structure – ISO
- Competitive Advantage – ISO
- ↓ Cost

- Integrated into workflow
- Promotes Innovation
- Develop Best Practices
- Sustainable improvement



# 02 DNV GL NAIHO/ISO

## 9001

- Change
- Understanding and applying the ISO Quality Management System
- Receptive to annual surveys

## Reported Outcomes: Transformation

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- Paradigm shift - gaining accreditation to constant improvement
- Outcomes focused & Organization driven
- Improved communication between leaders, physicians, and staff
- Accreditation becomes a management asset for quality, patient safety, and customer satisfaction improvement instead of the burden of "something more to do"

## Why introduce ISO 9001 to hospitals and tie this to accreditation?



- Reducing uncertainty, increasing safety
- Improving efficiency
- Enabling sustainability
- Building trust

**The Broader View of DNV GL**  
**SAFER, SMARTER, GREENER**

# About ISO 9001

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- Why is healthcare embracing ISO 9001?
  - Many healthcare organizations focus the management of their system from a standpoint of compliance to standards established by Regulatory Bodies or CMS.
  
- These standards do not adequately address basic management needs such as:
  - Continual improvement
  - Control of documented information (Consistency)
  - Purchasing Aspects (Vendor Accountability)
  - Process based internal audits/surveys (Introspective review)
  - Risk assessment (Proactive approach for mitigation)

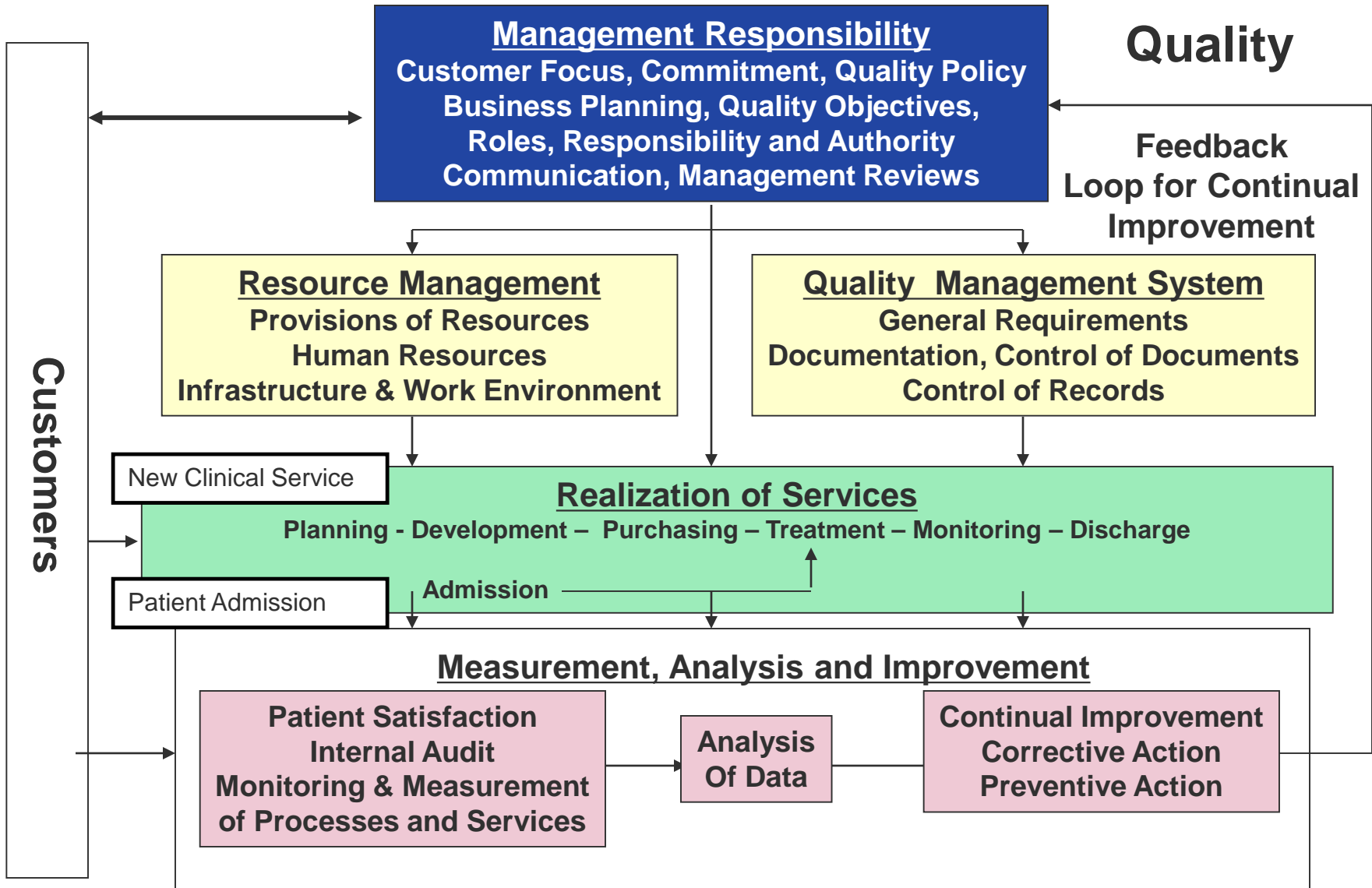


## Introduction of ISO 9001 Quality Management System

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- Understanding what works and what doesn't – a lot healthcare organizations can already demonstrate
- This is a hospital's quality management system incorporating ISO 9001 to what is currently in place
- Taking the time to implement this the right way and prioritizing
- We are healthcare people and we need to have an in depth understanding to embrace this approach
- A process approach fits healthcare
  
- Quality improvement and cost reduction have been elusive goals in the complex environment of healthcare delivery.
  
- ISO 9001 provides the overarching management structure needed to incorporate process improvement tools, such as Lean and Six Sigma, into a more encompassing quality management system suited to healthcare organizations.

# System Approach



## Focus on sequence and interaction of process all hospital processes...

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- Understanding the processes – from paper to reality
- Support processes seem to get lost in the survey process
- How can we help in breaking down the silo effect?
- The basic premise of ISO 9001...
  - **Document what you do** (Policies, Procedures, Protocols, Work Instructions)
  - **Do what you document** (How we carry out these processes?)
  - **Prove it** (How have we demonstrated we follow what we say we will do?)
  - **Improve it** (How do we change, fix, enhance, innovate?)

## A Few Common Myths...and debunked

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- ISO 9001 is a Manufacturers standard, NOT for hospitals
  - **ISO 9001 IS applicable to hospitals**
- ISO 9001 doesn't improve quality
  - **ISO 9001 IS all about quality improvement**
- ISO 9001 is all about documentation generation
  - **ISO 9001 is NOT about an "ISO Format/Structure"**
- ISO 9001 is a bureaucratic nightmare
  - **ISO 9001 is NOT a bureaucratic nightmare**
- ISO 9001 is very costly and time-consuming to put in place
  - **ISO 9001 is NOT very costly and time-consuming to put in place**
- ISO 9001 destroys creativity and innovation
  - **ISO 9001 ENCOURAGES creativity and innovation**
- ISO 9001 interferes with Lean and Baldrige CPE implementation
  - **ISO 9001 SUPPORTS Lean and Baldrige CPE implementation**

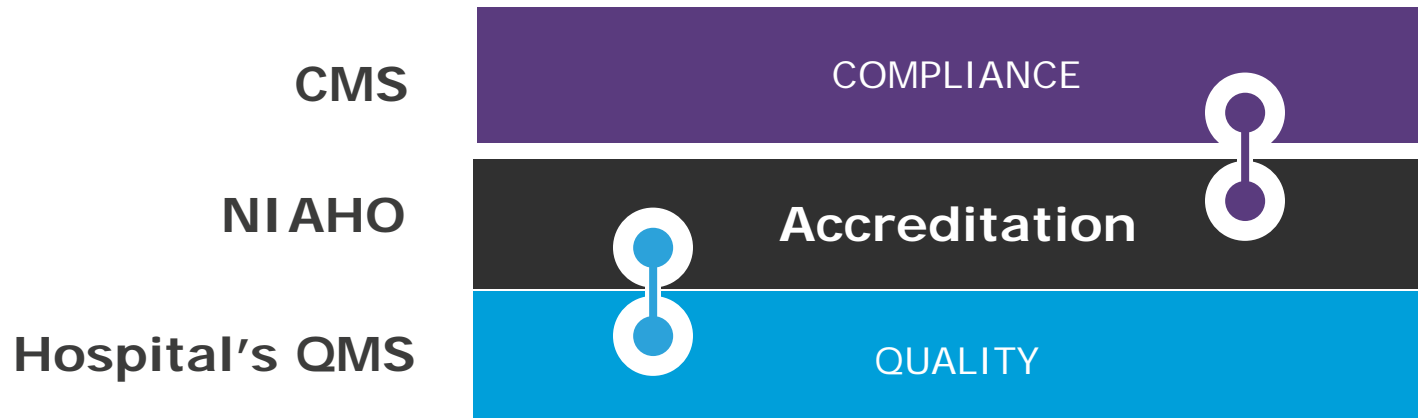
## Reasons for following the ISO quality management system...

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- Describe, Understand, and Communicate Your Company Processes
- Focus Management and Employees
- Improve Process and Service Quality
- Improve the Consistency of Your Operations
- Develop a Professional Culture and Better Employee Morale
  
- Improve Efficiency, Reduce Waste, and Save Money
- Increase revenue and new business
  
- Meeting Customer Expectations
- Increase Customer Satisfaction
  
- Recognition of quality – resonates with the market

## Connecting everything

Because of ISO 9001 . . . NIAHO connects **compliance** and **quality** into one seamless activity.



- A systematic approach to managing quality
- Evolved from a set of 'Conformance' requirements into an effective '**Business Management**' process
- Focus is now on Continual Improvement



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