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IMH BAGS THREE AWARDS AT ASIAN HOSPITAL MANAGEMENT AWARDS 2009

1. The Institute of Mental Health (IMH) has bagged three awards at the Asian Hospital Management Awards (AHMA) held on Friday 14 August 2009 in Ho Chi Minh City, Vietnam. This represents the highest number of awards won by a hospital at this year's awards. The AHMA recognises and honours hospitals in Asia that carry out best hospital practices. The award is recognised as the accepted hospital management awards programme for the Asia Pacific Region. Awards are given to hospitals in the region that have implemented or enhanced outstanding and innovative projects, programmes, and best practices during the previous year.

2. IMH's "**High Dependency Psychiatric Care Unit (HDPCU) to improve in-patient management of acutely disturbed patients**" won the *Most Outstanding Project* in the Customer Service Project category, while its "**Care and Share Programme: Touching the Hearts and Minds of Long-Stay Mentally Ill Patients @ IMH**" and "**Multidisciplinary Team for Holistic Management of Patients at Child Guidance Clinic**" won the *Excellence Awards* in the Community Service Project category and Departmental Service Improvement Project category respectively.

3. Some 247 projects from 62 hospitals in 15 countries vied for awards in seven categories (please refer to annex A for details). Judges for the awards include representatives from the Johns Hopkins Medicine International, International Hospital Federation and World Health Organisation.

HDPCU to improve in-patient management of acutely disturbed patients

4. IMH's High Dependency Psychiatric Care Unit was set up under the Healthcare Service Development Plan funded by the Ministry of Health, to provide better management of acutely disturbed in-patients.

5. What differentiates this ward from the other wards within IMH is its stepped-up intensive care for the severely disturbed. This includes close monitoring and frequent assessments of

both emotional and physical states. This is achieved with a nurse-patient ratio of one nurse to one or two patients. With continuous monitoring, psychosocial interventions, and health education on illness and treatment counselling sessions to patients and their families, HDPCU aims to achieve faster recovery and reduced patient hospitalisation days for this group of patients.

6. The unit has met and even surpassed its initial targets for inpatient care and service. Between January to April 2009, the unit has reduced the use of restraints by 39% in the acute general adult psychiatric wards. The duration of restraints was also reduced by 40%. Average length of hospital stay for patients admitted to the unit was also reduced by 22 % – from 27 days to 21 days.

7. Staff morale and satisfaction, vital for running such a unit, improved from an average of 7.17 out of 10 to 8.17 after the unit was set up. Staff reported most satisfaction from being able to better manage acutely disturbed patients. Patients and their families also gave favourable feedback on the new stepped up care provided.

Care and Share Programme: Touching the Hearts and Minds of Long-Stay Mentally Ill Patients @ IMH

8. The Care and Share Programme is aimed specially at IMH's more than 1,000 long-stay patients. Under this programme, volunteers augment the nursing staff to engage the long-stay patients in various social activities, allowing the channelling of energy into useful activities. Volunteers organise activities such as cha-cha dance, gardening, karaoke singing, indoor games such as ball games and table tennis, and art and craft to keep the patients meaningfully occupied. The presence of volunteers in the wards also provide patients the opportunity to interact with external persons, other than the doctors and nurses. Mentored and guided by IMH staff, volunteers are matched according to their skills and interests to assist patients in these activities.

9. Besides recruiting its own pool of volunteers from schools and companies, the IMH worked with the National Volunteers and Philanthropic Centre (NVPC) to recruit and match volunteers with patients' needs. Today, IMH has about 70 schools, organisations and groups and more than 100 individuals who volunteer regularly at the wards. Besides helping with patient activities, staff from some of the organisations have also painted wall murals in the wards to make them

brighter and more cheery. As a result of the Care and Share Programme, patients have benefited from improved quality of life, including a reduction in episodes of assaults and use of restraints.

Multi-disciplinary Team for Holistic Management of Patients at Child Guidance Clinic

10. The focus for the programme is to improve first appointment waiting time for quick access to Child and Adolescent Mental Health Service. A revised model of care was developed involving a multi-disciplinary team to provide integrated care for patients at the first visit. A new triaging system was implemented at the appointment centre to prioritise and allocate new appointments based on urgency of the cases. At the clinic, patients assessed by the psychiatrist to be requiring therapy will be seen by the psychologist on the same day, instead of being given a future appointment. This is possible with flexible team coverage to enable the psychologist to be “pulled” from inpatient services to provide ‘Therapy On Demand’. As a result, patients who need to be seen urgently are given “fast-tracked” slots to ensure that they receive timely and appropriate access and care. With the implementation of this programme, appointment waiting times have been halved and there is a zero no-show rate for patients requiring therapy. Both patients and staff are very satisfied with the current well-coordinated care and appropriate treatment at the first visit.

11. “We are continually looking at ways to improve patient care and the patient experience at our hospital. Winning the AHMA awards is an honour and will serve as an encouragement for our staff to continue looking at new areas to improve and to introduce best practices,” said Mr Leong Yew Meng, Chief Executive Officer of IMH.

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Annex A

Asian Hospital Management Awards Categories and Criteria

Category Name and Criteria
<p>1. Community Service Project An undertaking implemented or significantly improved in 2008/2009 that made a difference in the improvement of healthcare in the community. Is the project or program sustainable? Does the hospital merely provides resources or makes it an integral part of its community involvement. Does the hospital give of its management time and expertise? Is it innovative? More weight is given to how meaningful is it to the community it serves.</p>
<p>2. Customer Service Project A customer service project implemented in 2008/2009 that responded well to the needs of its clientele, drew praise from them, and positively projected the hospital as a quality service provider. The judges favor entries that also reduced costs, and did not require major capital expenditure. More weight is given to projects that are innovative (in relation to where the hospital is located). Is it a meaningful improvement of its service considering the environment in which it operates?</p>
<p>3. Human Resource Development Project A series of activities or a project undertaken by the hospital in 2008/2009 that was aimed at developing a large percentage of its people as knowledge-based workers. Is it a sustainable activity and did it achieve its goals? How innovative was the project and program. Did it have a lasting improvement in the skills of its employees? How meaningful was the program to the employees? How useful is it in their work? Special weight is given to the percent of employees covered, how well it motivates employees to provide better service and how the training improves service.</p>
<p>4. Internal Customer Service Project These are awards for any hospital department or unit that implemented in 2008/2009 any outstanding projects on how better to serve their co-departments or employees better. How well did the project look upon the other department(s) as a “customer”? Special weight is given to how innovative the project is, how well it reinforces the concept of “internal customer”, at no additional expense and how it improves service to its clientele.</p>
<p>5. Marketing, PR or Promotional Project A project implemented in 2008/2009 that made an impact on clients and the public, and/or that resulted in the hospital’s gaining recognition as an innovator or leader in the field, or that resulted in business generation. The emphasis here is on business that can be more or less attributable the project and what this is as a percent of the department or hospital’s revenue. In this sense, a department or center (and not necessarily a hospital wide program) that launched a successful campaign and can show results is eligible. More weight is given to how it used marketing tools to improve its revenue at least cost.</p>
<p>6. Patient Safety / Quality Medical Care Project This award is for the hospital that introduced in 2008/2009 an outstanding project for the monitoring and improvement in the delivery of quality medical care. Projects for the reporting, deliberation, management, and prevention of Sentinel Events are included as part of this category. More weight is given to how much project or program improved patient safety and are there measurements to back this up. In other words the judges will particularly look at the percent improvement.</p>

7. Departmental Service Improvement Project

A project successfully completed in 2008/2009 in any of the specialized (technical) areas of hospital management, such as Nursing, Laboratory, Radiology or in specialty clinics such as eye center, kidney center, etc. The project should show measurable results of having improved the service in such areas as reduction in medication errors, reduced waiting times, prevention of service defects, or faster results with little or no capital outlay.

Note: The Awards do not recognize any particular hospital as the “best” in a particular category. The Board of Judges and Advisers state however that the project they have selected for a specific Award is an outstanding one that deserves recognition and that may serve as a benchmark for other hospitals. It follows that there may be more than one winner in a category, and conversely there may be none.