

Intergrating BALDRIGE Criteria in HEALTHCARE Performance Excellence

Presented by the original 1988
Baldrige Board of Examiners
member and also the 2007 Member
of the Baldrige Board of Examiners

~~February 17-18, 2008 [SESSION A]~~

February 25-26, 2008 [**SESSION B**]
JW Marriott, Kuala Lumpur

*"Baldrige Criteria integrates all the key drivers of organisation performance...
allowing you to manage your organisation as a system instead of a
collection of individual parts."*

- Baldrige Panel of Judges -

Developed by :



Strategic Partner :



Call 603- 9206 5800

Fax 603- 9200 7946

e-mail ibn@intel-biznet.com

"The Baldrige criteria and our unwavering commitment to quality, satisfaction and continuous improvement have helped us toward our vision to be the best place to work, practice medicine and receive care, and ultimately, to be the best health care system in the universe. We believe we are changing health care for the better, and the Baldrige evaluation process and recognition have fanned the flames of enthusiasm to continue on our quest."

- Mike Murphy, President and CEO of Sharp HealthCare,
Baldrige Award (in Healthcare) Winner 2007



The changing nature of today's healthcare organisations..

**COST REDUCTION PRESSURES . QUALITY OF CARE IMPROVEMENT
MEETING STRINGENT GUIDELINES . CLINICAL PROCESS IMPROVEMENT**

has forced healthcare professionals to re-examine how they evaluate their performance!

While many healthcare organisations have long recognised the need to look beyond financial measures when evaluating their performance, many still struggle with what measures to select and how to use the results of those measures. Every feature of healthcare - quality, safety, workforce loyalty, patient experience, cost, efficiency and more, faces growing scrutiny. While challenges abound, successful change strategies for healthcare leaders and organisations remain elusive. Healthcare professionals must comprehend performance and process excellence in order to deliver ever-improving value to patients and stakeholders, promoting healthcare quality and organisational sustainability.

**HOW CAN HEALTHCARE LEADERS ENGAGE IN THE
RIGHT INDUSTRY PERFORMANCE IMPROVEMENT INITIATIVES IN THE
RIGHT WAY TO ACHIEVE THE
RIGHT RESULTS?**

**THE BEACON AND BLUEPRINT FOR HEALTHCARE QUALITY
AND CLINICAL EXCELLENCE...**

- THE BALDRIGE CRITERIA -

For nearly 15 years, in countries around the globe, organisations committed to high performance have competed against sophisticated comprehensive criteria for performance excellence. Healthcare organisations in many parts of the world have embraced the Baldrige Criteria as a benchmark to gauge their strengths and opportunities for improvement and as a measurement of their overall alignment and integration of key areas of overall performance and process improvement. **BALDRIGE CRITERIA**, is now accepted worldwide as **THE CORNERSTONE** in helping healthcare organisations gain the edge in a fiercely contested industry.

"By helping healthcare organisations assess and improve their overall performance and strive for excellence in all they do, the Baldrige performance excellence criteria drive improvements beyond most accreditation requirements. The criteria...will facilitate communication and sharing of best practices. They focus on all aspects of organisational performance results, not just on the tools or techniques that an organisation should use to achieve better technical outcomes, financial or administrative results."

- Harry Hertz, Director of Baldrige Award Program,
National Institute of Standards and Technology, USA

IBN International's executive workshop will provide you with strategic framework that is both process-driven and results-based for continuous improvement. Internationally awarded Baldrige Senior Examiner, **Paul Steel**, will help demystify the criteria in Baldrige process for healthcare organisations in achieving healthcare excellence. The seven critical categories of the Baldrige Healthcare Criteria for Performance Excellence are emphasised to achieve world class Performance Excellence.

▶▶ ARE YOU SELECTING THE RIGHT PERFORMANCE MEASURES?? ◀◀

***This Result-Oriented Action Learning Masterclass
will enable YOU to...***

- ↳ **Gain** insight on how to successfully launch your organisation on a journey to world-class excellence
- ↳ **Clearly** understand the Baldrige criteria and its role in achieving world-class excellence
- ↳ **Recognise** proficiency in conducting a Baldrige assessment
- ↳ **Explore** proficiency in conducting a Baldrige assessment scoring
- ↳ **Compare** and **contrast** the advantages of Baldrige in relation to TQM, Six Sigma and ISO certification
- ↳ **Unfold** the excellence indicators from Baldrige in Healthcare winners
- ↳ **Examine** the performance excellence metrics used by Baldrige in Healthcare winners
- ↳ **Review** a best practice model from each of the seven categories of the Baldrige Healthcare Criteria
- ↳ **Integrate** Baldrige with TQM, ISO and Six Sigma process for achieving excellence
- ↳ **Describe** the benefits of using the Baldrige Healthcare Criteria to improve organisational performance
- ↳ **Identify** challenges using the Baldrige Healthcare Criteria
- ↳ **Gain** a greater understanding of Baldrige core values, concepts and framework
- ↳ **Leverage** the Baldrige system approach to align organisation's strategic goals
- ↳ **Diagnose** the effectiveness of your organisation and devise an improvement plan from the diagnosis
- ↳ **Strive** to design and deliver strong clinical results and healthcare improvement in your organisation

"Healthcare organisations could benefit from applying its rigorous criteria (Baldrige) in their efforts to IMPROVE QUALITY, LOWER COSTS AND BETTER SERVE PATIENTS."

- Robert R. Waller,
President and CEO,
Mayo Foundation

Why it is crucial?



"We believe that the Baldrige program helps provide answers to this challenge (to close quality gap)... It makes good business sense, and more importantly, it's the right thing to do for our patients. Bronson has been on a journey to excellence for many years. We have, and will continue to find, opportunities for improvement. We will continue to raise the bar in everything we do... That's why we participate in the Baldrige process - to learn from other high performing organisations."

- Frank J. Sardone, President & CEO, Bronson Healthcare Group, Baldrige Award (in Healthcare) Winner 2005



Day One

Day Two

MODULE 1 LEADERSHIP EXCELLENCE

- ↪ Leadership Orientation
- ↪ Criteria Explanation and Intent
- ↪ Leadership Excellence Indicators for World-Class Healthcare Institutions
- ↪ Criteria Best Practice Examples – North Mississippi Medical Center, Bronson Methodist Hospital, Robert Woods Johnson University Hospital – Hamilton, Saint Luke's Hospital of Kansas City, Baptist Hospital, Inc. and SSM Health Care System
- ↪ Actual Leadership Best Practice Management Process Models (Process Diagrams) for Healthcare
- ↪ Questions & Answers

Video Presentation: Baldrige Healthcare Winners Leadership Excellence Examples

MODULE 2 STRATEGIC PLANNING EXCELLENCE

- ↪ Strategic Planning Orientation
- ↪ Criteria Explanation and Intent
- ↪ Strategic Planning Excellence Indicators for World-Class Healthcare Institutions
- ↪ Criteria Best Practice Examples – North Mississippi Medical Center, Bronson Methodist Hospital, Robert Woods Johnson University Hospital – Hamilton, Saint Luke's Hospital of Kansas City, Baptist Hospital, Inc. and SSM Health Care System
- ↪ Actual Strategic Planning Best Practice Management Process Models (Process Diagrams) for Healthcare
- ↪ Questions & Answers

Video Presentation: Baldrige Healthcare Winners Strategic Planning Excellence Examples

MODULE 3 FOCUS ON PATIENTS, OTHER CUSTOMERS AND MARKET EXCELLENCE

- ↪ Patient/Other Customers/Market Focus Orientation
- ↪ Criteria Explanation and Intent
- ↪ Patients, Other Customers and Market Excellence Indicators for World-Class Healthcare Institutions
- ↪ Criteria Best Practice Examples – North Mississippi Medical Center, Bronson Methodist Hospital, Robert Woods Johnson University Hospital – Hamilton, Saint Luke's Hospital of Kansas City, Baptist Hospital, Inc. and SSM Health Care System
- ↪ Actual Patients, Other Customers and Market Focus Best Practice Management Process Models (Process Diagrams) for Healthcare
- ↪ Questions & Answers

Video Presentation: Baldrige Healthcare Winners Patient, Other Customers, and Market Focus Excellence Examples

MODULE 4 MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT EXCELLENCE

- ↪ Measurement, Analysis and Knowledge Management Orientation
- ↪ Criteria Explanation and Intent
- ↪ Measurement, Analysis and Knowledge Management Excellence Indicators for World-Class Healthcare Institutions
- ↪ Criteria Best Practice Examples – North Mississippi Medical Center, Bronson Methodist Hospital, Robert Woods Johnson University Hospital – Hamilton, Saint Luke's Hospital of Kansas City, Baptist Hospital, Inc. and SSM Health Care System
- ↪ Actual Measurement, Analysis and Knowledge Management Best Practice Management Process Models (Process Diagrams) for Healthcare
- ↪ Questions & Answers

Video Presentation: Baldrige Healthcare Winners Measurement, Analysis and Knowledge Excellence Examples

MODULE 5 APPROACH / DEPLOYMENT ASSESSMENT INTRODUCTION

- ↪ **Case Study Group Exercise:** Baldrige Process Assessment and Scoring

MODULE 6 WORKFORCE MANAGEMENT EXCELLENCE

- ↪ Workforce Management Orientation
- ↪ Criteria Explanation and Intent
- ↪ Workforce Management Excellence Indicators for World-Class Healthcare Institutions
- ↪ Criteria Best Practice Examples – North Mississippi Medical Center, Bronson Methodist Hospital, Robert Woods Johnson University Hospital – Hamilton, Saint Luke's Hospital of Kansas City, Baptist Hospital, Inc. and SSM Health Care System
- ↪ Actual Workforce Management Best Practice Management Process Models (Process Diagrams) for Healthcare
- ↪ Questions & Answers

Video Presentation: Baldrige Healthcare Winners Workforce Focus Excellence Examples

MODULE 7 PROCESS MANAGEMENT EXCELLENCE

- ↪ Process Management Orientation
- ↪ Criteria Explanation and Intent
- ↪ Process Management Excellence Indicators for World-Class Healthcare Institutions
- ↪ Criteria Best Practice Examples – North Mississippi Medical Center, Bronson Methodist Hospital, Robert Woods Johnson University Hospital – Hamilton, Saint Luke's Hospital of Kansas City, Baptist Hospital, Inc. and SSM Health Care System
- ↪ Actual Process Management Best Practice Management Process Models (Process Diagrams) for Healthcare
- ↪ Questions & Answers

Video Presentation: Baldrige Healthcare Winners Process Management Excellence Examples

MODULE 8 HEALTHCARE RESULTS EXCELLENCE

- ↪ Results Orientation
- ↪ Criteria Explanation and Intent
- ↪ Results Excellence Indicators for World-Class Healthcare Institutions
- ↪ Criteria Best Practice Examples – North Mississippi Medical Center, Bronson Methodist Hospital, Robert Woods Johnson University Hospital – Hamilton, Saint Luke's Hospital of Kansas City, Baptist Hospital, Inc. and SSM Health Care System
- ↪ Questions & Answers

Video Presentation: Baldrige Healthcare Winners Results Excellence Examples

MODULE 9 HEALTHCARE RESULTS ASSESSMENT

- ↪ **Case Study Exercise:** Baldrige Healthcare Results Assessment and Scoring Simulation

MODULE 10 BALDRIGE HEALTHCARE PERFORMANCE METRICS USED BY EXCELLENT ORGANISATIONS

- ↪ Learning Outcomes
- ↪ Patient-Focused and Other Customers-Focused Outcomes
- ↪ Budgetary, Financial and Market Outcomes
- ↪ Workforce-Focused Outcomes
- ↪ Process Effectiveness Outcomes
- ↪ Leadership Outcomes

MODULE 11 HOW TO GET STARTED AND WHAT TO DO TO EFFECTIVELY USE BALDRIGE HEALTHCARE CRITERIA TO ACHIEVE WORLD-CLASS EXCELLENCE IN YOUR ORGANISATION

- ↪ What You Have to Do to Get Started
- ↪ How to Manage the Project to Enable Achievement of Performance Excellence
- ↪ Resource Requirements

TO SUM IT ALL UP

Develop an "Action Plan" to Connect the Classroom Learning to Your Current Quality Initiatives

- ↪ Assign Responsibilities
- ↪ Identify Through a Baldrige Assessment Process Improvement Opportunities in Your Organisation That Can Best Be Effectively Addressed Using the Baldrige Assessment Feedback and the Best Practice Management Models
- ↪ Receive an Electronic Copy of all Healthcare Best Practice Management Models to Guide your Organisation to World-Class Performance Excellence
- ↪ Receive an Electronic Copy of all Healthcare Performance Metrics Used by Excellent Organisations to Achieve World-Class Performance Excellence
- ↪ Develop an Improvement Action Plan Based on the Baldrige Criteria

Case Studies from The Malcolm Baldrige National Quality Award (in Healthcare) Winners 2002 – 2006



"The Baldrige journey helped us live our mission in our community...it really transformed our organisation. We got involved with the Baldrige criteria and processes because it's an evidence-based framework for good decision making, and it's a very balanced approach. Over a six year period, we've had over 100 percent growth in our emergency department and inpatient volume. It's all about the (Baldrige) process and feedback making the organisation better."

- Christy Stephenson, President and CEO, Robert Wood Johnson University Hospital-Hamilton, Baldrige Award (in Healthcare) Winner 2004



Paul Steel is a world renowned Baldrige Trainer, Consultant, Examiner and Assessor. He has more than 25 years of application, management, education and consulting experience in the organisational excellence field. He is the developer of the Baldrige Excellence Templates Software and Baldrige Best Practices on key management and operational processes included in Baldrige Criteria for major Asian, Australasian and European Award processes. Thousands of organisations worldwide use TQI's Baldrige products and services to spearhead their performance excellence initiatives.

External to Baldrige, he has assessed hundreds of organisations using the Baldrige Criteria and has led/participated in over 130 actual/internal mock site validation visits. He has trained more than 12, 600 individuals, including hundreds of Performance Excellence Examiners worldwide and has worked in more than 30 countries. He has led Baldrige improvement projects for healthcare, public sector, education, service, manufacturing and smaller organisations.

He has facilitated the Baldrige Board of Examiners Assessment training for National Institute of Standards and Technology (NIST) and has trained national and/or State Examiners each year since 1991 as well as thousands of internal assessors for organisations worldwide. He had facilitated the 'Executive Achieving Excellence' which has been attended by hundreds of CEOs from around the world for the past three years. Paul has contributed for five years to Telkom Indonesia which won the first Indonesian Quality Award 2006. He is an Indonesian Ministry of State-Owned Companies-authorized Baldrige consultant. Meanwhile, in Malaysia, he has trained the national Examiners and Judges for the Prime Minister's Quality Award.

Paul has served as a Washington State Quality Award (WSQA) Judge/Board of Directors Member for 12 years. He is on the KPMG Technical Advisory Committee and served as a Fortune Magazine Best Practices Awards Judge. He is a Senior Member of ASQ and SME and he holds Masters Degrees in Business and Engineering and is an Adjunct Professor of Process Management in a leading university in the USA. He is instrumental advisor to the annual Singapore Quality Award. He facilitated Baldrige Board of Examiners training for National Institute of Standard and Technology (NIST) and has trained national State Examiners since 1991. Paul also has conducted Executive Achieving Excellence seminars which have been attended by more than 700 CEOs worldwide since 2002.

His international consulting experience spans across 30 countries which includes over 200 consulting assignments in Europe, Asia-Pacific, the Middle East, Australasian and the South America. He has consulted the Baldrige Healthcare Criteria Award Winners such as the **Bronson Methodist Hospital, Robert Wood Johnson University Hospital-Hamilton and Saint Luke's Hospital**. Paul's illustrious clients list include **IBM, Tata Steel, Bahrain Telecommunications, Xerox Europe, Telecom New Zealand, Ricoh Japan, Microsoft, Intel, Kodak, Ford and American Express**. He was the only external consultant Xerox of Europe used to prepare them in winning the European Quality Award and he is the only American to be lead consultant to a European Quality Award winner.

Total Quality Inc.

Total Quality Inc. (TQI) was formally founded in 1991 by Paul Steel and is based in Bellevue, WA USA. TQI has served thousands of organisations worldwide since 1991, attesting to their enduring marketplace value. Any organisation serious about achieving unsurpassed excellence is a candidate to be a customer. Their customers are diverse including smaller and larger public sector, not-for-profit, education, health care, service and manufacturing organisations. They represent all levels of excellence achievers from beginners to winners (Europe, Asia and the Americas).

TQI offers a full menu of Baldrige services and products. They innovate to strive to be the recognised leader in enabling the effective and easier use of the Baldrige Criteria.

TQI's mission is to enable organisations to achieve unrivalled excellence - in the minds of their customers and other stakeholders, in the shortest timeframe, and at the lowest total cost.



www.baldrige21.com

Partial Client List

Abbott Laboratories . All Saints Healthcare . Alliance Healthcare Ventures . American Association for Clinical Chemistry . Amersham Pharmacia Biotech . Aspen Valley Hospital . Bangkok Hospital . Baxter Healthcare New Zealand . Bayer . Bristol-Myers Squibb . Bronson Health Care . Bronson Methodist Hospital . Catholic Healthcare West . Child Support Enforcement State of Maryland . College of Physicians and Surgeons of Nova Scotia Commonwealth Health Corporation . Concord Hospital . Connecticut Department of Mental Health and Addiction Services . Department of Mental Health of Los Angeles . EMH Regional Healthcare System . Environmental Health Programs . Genesis Health Ventures . Georgetown University Hospital Glaxo Smith Kline . Health Canada . Health Now . Health One EMS . Healthcare Otago . Hennepin County Children, Family and Adult Services . Henry Ford Health Systems . Institute of Health Sciences Research of Iran . Iran University of Medicine . Jefferson General Hospital . John T. Mather Hospital Johns Hopkins Bloomberg of Public Health . King Abdul Aziz Medical City . Kumpulan Perubatan Johor . Lake Hospital System LifeCare Hospitals . London of Hygiene and Tropical Medicine . Maharaj Hospital . Massachusetts General Hospital . Medtronic of Canada . Missouri Rehabilitation Center Mueng Petch Hospital . Naval Dental Center Gulf Coast . Naval Medical Logistics Command . Navy Bureau of Medicine-Surgery Navy Medical Inspector General . New Hampshire Hospital . New Zealand Ministry of Health . Northampton General Hospital Northeast Mental Health Centre Oakwood Healthcare System . Oncology Care Systems Group . Ortho-Clinical Diagnostics . Ozone Pharmaceuticals . PacificCare . Pfizer Pharmaceuticals . Pharmacia Corporation . Pharmarama ZA . Pickens County Board of Disabilities and Special Needs . Presbyterian Healthcare System . Robert Wood Johnson University Hospital-Hamilton . Rockingham Memorial Hospital . Saint Luke's Hospital . SCAN Health Plan . Scripps Mercy Hospital . Sheikh Khalifa Medical Center . Shore Health System of Maryland . Stanislaus County Behavioral Health . Sunrise Medical . Swedish Hospital Medical Center . Taipei Municipal Heping Hospital Taiwan . The Ottawa Hospital . Tianjin Medical University General Hospital China . Tigray Regional Health Bureau, Ethiopia . United Laboratories . Unity Health System . University Health Services . University of Massachusetts Medical Center VA Chicago Health Care System . VA Healthcare Network Upstate New York . VA San Diego Healthcare System . Veterans Health Affairs Waitemata District Health Board . Wellington Free Ambulance . West Anaheim Medical Center . William S. Middleton Memorial Hospital

for detailed client list: <http://baldrige21.com/Baldrige%20Services%20and%20Products%20Users.html>

"Travelling the Baldrige journey of excellence creates a cultural change. It demands tremendous attention to quality improvement, especially patient care...The feedback is a huge benefit of the process. It creates transparency in your quality measures and financials, and it brings all your staff on board, which is paramount to the process."

- Gordon Hollingsworth, Administrative Director of Radiology, North Mississippi Medical Center, Baldrige Award (in Healthcare) Winner 2006

REGISTRATION...

PAYMENT

A confirmation letter and invoice will be sent upon receipt of your registration. Please note that full payment must be received prior to the event. Two easy way to pay

• Telegraphic Transfer

Bank : Maybank Berhad
Branch : Desa Pandan, Kuala Lumpur
Malaysia
A/C No : 514543111415
Swift Code : MBB EMY KL

• Foreign Demand Draft in USD to be drawn in a MALAYSIAN Bank.

All payments by cheque should be made in favour of:-

Intelligence Business Networks (M) Sdn. Bhd.
160-3-1, Kompleks Maluri
Jalan Jejaka, Taman Maluri
55100 Kuala Lumpur
Malaysia

Note: Payments must be received within 7 days upon issuance of invoice

HOTEL RESERVATION DETAILS

JW Marriott Hotel
Kuala Lumpur
183 Jalan Bukit Bintang
55100 Kuala Lumpur, Malaysia
Tel : 603 2715 9000
Fax : 603 2715 8111



Room Reservation can be made by delegates directly with the hotel. To enjoy privileged room rates, please state you're attending an event organised by IBN International. Please call Ms. Ros at 603 2719 8210 or email at roseat@ytlhotels.com.my

CANCELLATION POLICY

Due to contractual obligations, cancellation charges are as follow:

20 to 10 days notice : 50% of the workshop fee
9 to 3 days notice : 70% of the workshop fee
2 days or less notice : 100% of the workshop fee

However, complete sets of documentation will be sent to you. Substitutions are welcomed at any time. All cancellations of registration must be made in writing.

Note: It may be necessary for reasons beyond control, to change the content and timing of the event, speaker(s) or venue, every effort will be made to inform the participants of the change.

THE IBN CERTIFICATE



Delegates who successfully complete this course will receive the prestigious IBN's Certificate of Achievement; a statement of Intelligence endorsed by world renowned subject matter experts.

VISA REQUIREMENT

Delegates requiring visas should contact the respective Embassies or High Commissions in their country of residence as soon as possible.

PROGRAM CUSTOMISATION

To get the most value out of this workshop, participants will be required to complete a Pre-Course Questionnaire. This information will be used to tailor the workshop content and delivery methods to meet your specific needs. The Questionnaire will be sent to delegates immediately upon receiving the registration form.

February - SOLD OUT [SESSION A]
February 25-26, 2008 [SESSION B]
JW Marriott, Kuala Lumpur

Intergrating BALDRIGE Criteria in HEALTHCARE Performance Excellence Investment

WORKSHOP FEE
RM 4990

EARLY BIRD REGISTRATION
RM 4690
(register before 20th December 2007)

GROUP DISCOUNT
SAVE ADDITIONAL 10 %
(for the 3rd and subsequent delegate from the same organisation)

PLEASE COMPLETE THIS FORM IMMEDIATELY AND FAX TO 603 - 9200 7946

PARTICIPANT DETAILS

Name 1	Job title
<input type="checkbox"/> Session A (21 - 22 February 2008)	<input type="checkbox"/> Session B (25 - 26 February 2008)
Name 2	Job title
<input type="checkbox"/> Session A (21 - 22 February 2008)	<input type="checkbox"/> Session B (25 - 26 February 2008)
Name 3	Job title
<input type="checkbox"/> Session A (21 - 22 February 2008)	<input type="checkbox"/> Session B (25 - 26 February 2008)

INVOICE SHOULD BE DIRECTED TO

Company _____

Business Address _____

Name	Job title	Dept
Email	Tel No	Fax No
Name of Authorising Manager	Job title	
Signature	Date	

This Booking Is Invalid Without A Signature

INFORMATION
For further information on this event,
please contact our Program Managers
at 603 92065800
or e-mail: ibn@intel-biznet.com

**WORKSHOP
SCHEDULE**

Registration	0830
Course begins	0900
Morning Refreshment	1030
Luncheon	1300
Afternoon Refreshment	1530
End of the day	1700

"Organisation and evaluation differentiate Saint Luke's Hospital of Kansas City from other healthcare facilities. We make sure everything we do is organised and relates back to our core values and mission statement. When evaluating any aspect of workflow, we use a standard process improvement model and involve the entire staff to look for better ways to take care of our patients. Planning is done with our vision as our guide - 'best place to get care, best place to give care.' And you see it from the top of the organisation to the bottom."

- Steve Bollin, Director of Radiology, Saint Luke's Hospital of Kansas City, Baldrige Award (in Education) Winner 2003

Who Should Attend

THIS EXECUTIVE TUTORIAL IS EXCLUSIVELY DESIGNED FOR
CEOs, CFOs, MDs, GMs, EDs, Hospital Directors, Chief Medical Officers, Chief Nursing Officers, Chief Pharmacists, Deputy Directors, Heads of Departments, Specialists, Senior Managers and Senior Executives from both public and private healthcare organisations with the following responsibilities:

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> > Quality Management > Medical and Health > Business Excellence > Clinical > Human Resources > Process Management > Strategic Planning > Customer Relationship > Audit > Hospital Operations | <ul style="list-style-type: none"> > Patient Safety > Change Management > Quality Planning > Nursing > Performance Management > Total Quality Management > Risk Management > Professional Services > Organisational Excellence > Learning and Development | <ul style="list-style-type: none"> > Service Quality > Healthcare Policy > Pharmacy > Clinical Services > Business Process Improvement > Finance and Budget Planning > Clinical Services > Policy Planning > Quality Improvement > Staff Development |
|---|---|--|