



Project on the uptake and use of **ISO 26000** on **Social Responsibility** within the **MENA region**



Case Study

Country: Jordan

Organization: The Specialty Hospital



The MENA ISO 26000 project (1/2)

- **Donor agency:** Swedish International Development Cooperation Agency (Sida)
- **Implementation period:** 2011 - 2014
- **Beneficiary Countries:** Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Syria* and Tunisia

* Syria was suspended from the ISO membership in July 2013 and has not benefited from the project thereafter.



The MENA ISO 26000 project (2/2)

Project Goal: To contribute to achieving sustainable development through effective integration of social responsibility principles and practices (ISO 26000) in the MENA region, using the national standards body (NSB) as the central pivot

Project Purpose: To build capacity in the MENA region through the creation of pool of national expertise supporting selected pilot organizations to implement social responsibility principles and practices (ISO 26000).

Output 1.1: National human and institutional capacity built on ISO 26000 and its application in the pilot countries within the MENA region

Output 1.2: Improved national awareness on social responsibility among the MENA region

Output 1.3: Technical support provided to selected pilot organizations operating in the MENA region to facilitate their application of ISO 26000

Output 1.4: Joint Coordination Committee (JCC) on SR within the MENA region operational

Output 1.5: Regional exchange mechanism on Social Responsibility set-up



The MENA ISO 26000 project – Achieved Results in Jordan (1/3)

▪ At project output level

<i>Output 1.1: National human and institutional capacity built on ISO 26000 and its application in the pilot country</i>	<i>Output 1.2: Improved national awareness on social responsibility among the MENA region</i>	<i>Output 1.3: Technical support provided to selected pilot organizations operating in the MENA region to facilitate their application of ISO 26000</i>
<ul style="list-style-type: none">• 16 trained national project experts• 885 staff trained in pilot organisations	<ul style="list-style-type: none">• 8 national awareness-raising events	<ul style="list-style-type: none">• 15 participating pilot organisations• 12 POs delivered all deliverables• 56 training events by NEs for POs



The MENA ISO 26000 project – Achieved Results in Jordan (2/3)

▪ At project purpose level

<i>Number of POs completing key project deliverables – as assessed by IEs</i>	<i>Number of good case studies prepared by POs – as assessed by PO</i>	<i>Performance of national project experts – as assessed by IE</i>
<p>Measured results: Twelve out of fifteen pilot organisations completed all deliverables.</p> <p>General feedback: Three pilot organisations are still compiling their final action plan progress report. Three pilot organisations were still in the process of finalizing their long-term strategies at the end of 2014. The general quality of the deliverables was good from the beginning of the project and throughout.</p>	<p>Measured results: As agreed, Jordan submitted three case studies.</p> <p>General feedback: The three selected pilot organisations from Jordan delivered good quality case studies according to the agreed template. The case studies include</p> <ul style="list-style-type: none"> • Specialty Hospital (private hospital), illustrating environmental strategy and consumer focus • Rangers (environmental agency), illustrating environmental actions and sphere of influence through training • Water Authority Jordan (public agency), illustrating integrated management and follow-up, and stakeholder engagement <p>All of these organisations now have some information on their external website regarding their work on ISO 26000 and sustainable development.</p>	<p>Measured results: Fourteen out of sixteen showed good performance and participated actively. With some further mentoring and training they are able to offer training and advice to future organisations.</p> <p>General feedback: The project experts need to stay up-to-date with standards and tools, as well as current sustainability affairs, relevant to the application of ISO 26000. There are some examples in Jordan of project experts taking voluntary initiatives to promote ISO 26000 and the project also outside the project.</p>



The MENA ISO 26000 project – Achieved Results in Jordan (2/3)

■ At project goal level

<i>Level of integration of SR in pilot organisations – as assessed by POs</i>	<i>Quality of advice provided by national project expert – as assessed by PO</i>	<i>Overall rating of project effectiveness – as assessed by PO, NE and NSB</i>	<i>Uptake of SR in country – as assessed by NE and NSB</i>
<p>Almost all pilot organisations indicated that the project has helped them move towards a more proactive approach.</p> <p>A few pilot organisations indicated that they have stayed at the same level of performance in some parameters, for example governance and decision-making, external networking, sphere of influence. This is understandable as implementing these changes will require more time than was available through the project. One pilot organisation indicated having moved towards a less proactive approach towards governance and sphere of influence. This is understandable as this pilot organisation was new to social responsibility and had reevaluated itself.. One pilot organisation indicated having moved away from a proactive approach with regards to gap analysis, which is a good insight as it was more challenging to the organisation compared to what was initially anticipated.</p>	<p>Only two out of 18 recommendations from pilot organisations were not in favour of the project expert working with other organizations looking for advice on ISO 26000. Both of these national experts were at the same time positively recommended by another pilot organisation. The quality of the advice provided by the project experts improved over the project period.</p>	<p>In general the project is seen by POs, NEs and the NSB as having had a medium positive impact in all areas, e.g. understanding of social responsibility at all levels, changed approach to managing social responsibility, improved sphere of influence, as well as changes to the core strategy. The NSB, pilot organisations and national project experts indicated low impact from the project on engaging with other organisations and initiatives on SR.</p>	<p>Uptake of ISO 26000 improved as a result of the project based on perceived stakeholder interest. Some of the organisations that work on similar SR-tools are now better aware of ISO 26000. 20 % of the project experts strongly (53 % and the NSB partially) agree that project has improved the understanding of social responsibility and ISO 26000 outside the project. Levels of national sales of the standard ISO 26000 before and after the project are unknown.</p>



The MENA ISO 26000 project – Intergating SR throughout organaization

Figure 4 from ISO 26000:2010 illustrates what is expected from an organization using the standard

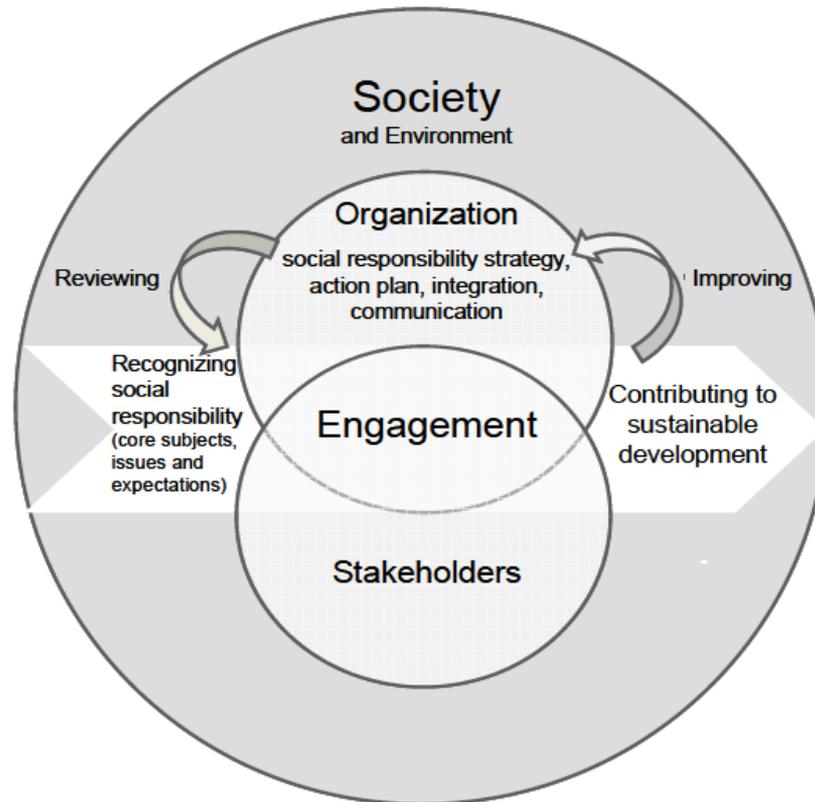
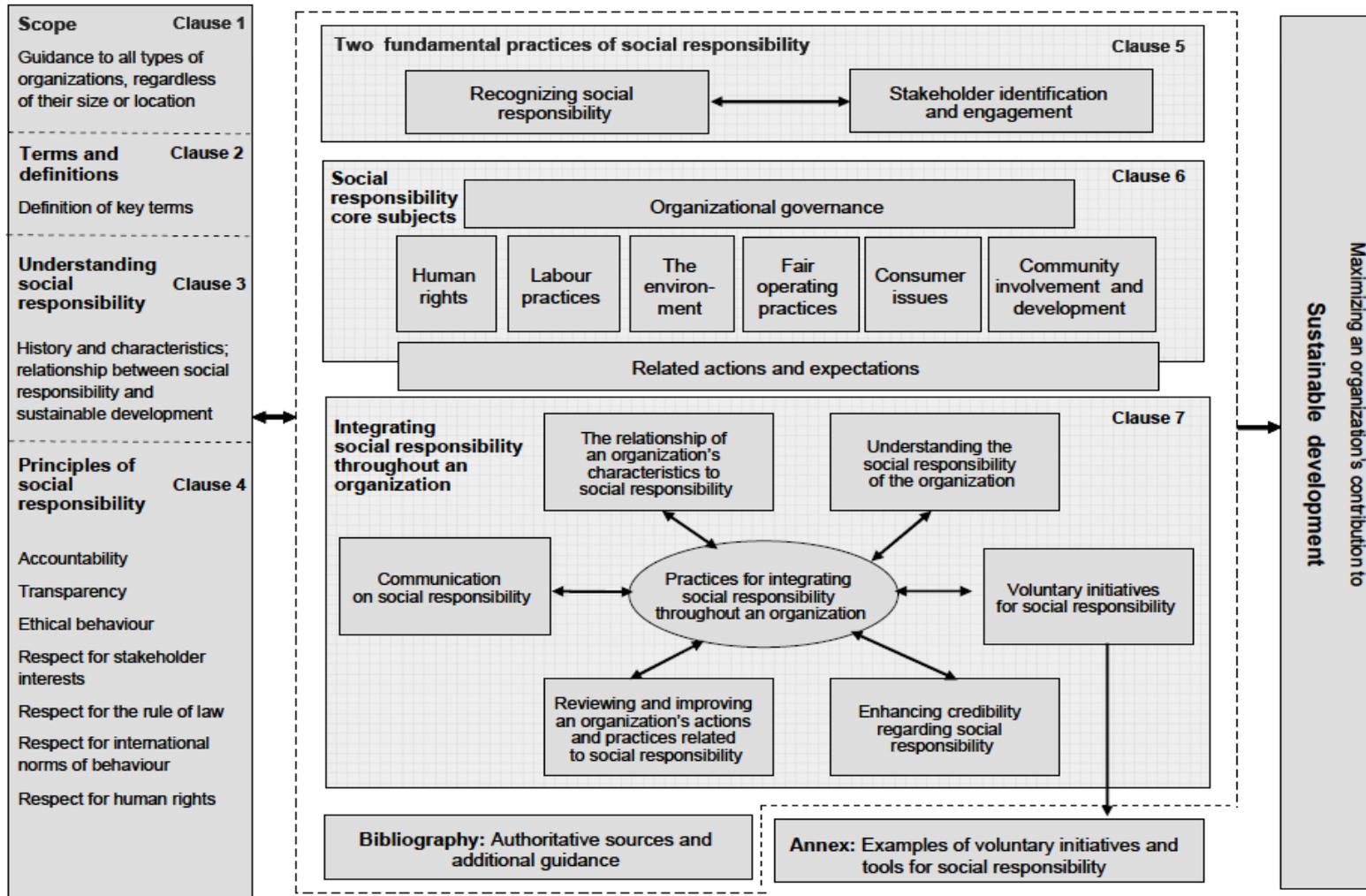


Figure 4 — Integrating social responsibility throughout the organization

Figure 1 in ISO 26000:2010 offers a schematic overview of the steps an organization is expected to take.





How ISO assisted the pilot organizations

1. Pilot organizations (POs) and national project experts (NEs) were identified together with the NSBs
2. The top management of the selected POs expressed commitment towards the application of ISO 26000
3. ISO appointed international experts (IEs) to build capacity of the NEs through training, refresher training, country visits and distance mentoring
4. NEs with the support of the IEs assisted POs by providing technical advice during the project period to apply ISO 26000 resulting in:
 - developing project deliverables such as gap-analysis, action plan, stakeholders map, progress reports, etc.
 - providing training and awareness raising events for the staff



The Specialty Hospital

- **Type of organisation:** Private teaching hospital (Company)
- **Main activities:** Full range of inpatient and outpatient diagnostic, therapeutic medical and surgical services.
- **Location:** Jordan - Amman - Shmeisani
- **Number of employees:** 1100
- **Annual budget** (Expected revenues for the next year 2014) = 33,000,000 JDs /Turnover (Actual revenue 2014) = 34,000,000 JDs
- **Number of members:** 155 shareholders
- **Website:**
www.specialty-hospital.com
<http://specialty-hospital.com/en/about-us/environment-and-workers-safety>



How we used ISO 26000:2010

- Establish social responsibility team
- Provide the hospital with ISO 26000 standards manual
- Conduct awareness session for the top management level to guarantee their commitment and internal session for hospital employees
- Identify stakeholders and their interest in hospital decisions and activities
- Engage stakeholders through stakeholders' relationship diagram, stakeholders' matrix, and stakeholders map sheet tools
- Identify the most material issues through ISO 26000 flash assessment tool
- Identify the gaps regarding SR strategy and stakeholder engagement according to the SR toolkit.
- Develop action plans to cover all gaps
- Follow up with these activities



Our vision and mission

Our vision: To be the hospital of choice for patients, doctors and staff, and to be recognized as one of the leading healthcare provider in the world.

Our mission: To provide the highest quality, comprehensive, safe healthcare services by highly qualified professionals and through the latest technology to exceed the stakeholders' expectations, taking into consideration the social responsibility and the code of ethics.

We reviewed the Specialty Hospital vision and mission to comprise SR concept and to integrate it with hospital core business as you can see.



Our values and policies

Our values: loyalty, excellence, compassion, teamwork, innovation, safety, commitment to social responsibility, commitment to laws and regulations, commitment to patient and family rights and ethical and cultural values of the community, and promote professional and ethical behavior among our stakeholders within our sphere of influence.

Our main polices: administrative, patient affaires, laboratory, radiology, anesthesia & sedation, pharmacy, infection prevention & control, facility management & safety, housekeeping, nutrition, laundry, transportation, quality improvement & patient safety, human resources, medical staff, nursing, finance, multi disciplinary, and information technology.

Many changes have been made during the project such as adding values that is related to SR to our values, also many changes have been made to our HR policies such as retention, termination, and incentive policy. Our adminstrative policies and contracted services policies had been changed.



Our Stakeholders

Our external /internal stakeholders: patients, suppliers, physicians, shareholders, employees, contractors, media, government, medical tourism offices, private hospitals, Jordan Arab medical council, medical insurance companies, banks, Universities, NGO's, auditing/consulting offices, private hospitals association, environment society medical associations, Jordan society for quality, trade unions, Jordan nuclear regulatory commission, HCAC, public hospitals, courts, community.

The hospital already has a list of stakeholders which include what is required from each category of the stakeholder to attain the hospital strategic plan, but after implementing ISO 26000 standards we used a different approaches to engage our stakeholders such as stakeholders' relationship diagram, stakeholders' matrix, and stakeholders map sheet tools.



Our most significant issues (3 examples) to be linked with the strategic targets

Organizational governance

Issue: Decision-making processes and structures

Labour practices

Issue: Employment and employment relationships

Consumer issues

Issue: Protecting consumer's health and safety



Our revised strategic targets based on the most significant issues

- Target 1:** Integrate social responsibility strategy within the hospital core business strategy
- Target 2:** Protect employees fundamental rights at work such as ensure equal opportunities and no discrimination practices among the hospital's employees
- Target 3:** Protect consumer's health and safety at the Specialty Hospital



Actions related to the strategic targets (1/3)

Target 1: Integrate social responsibility strategy within the hospital core business strategy

Actions planned:

- Embed sustainability related objectives in the hospital vision, mission, objectives, strategic directions, and action plans.
- Improve the stakeholders` engagement through the development and monitoring of "Stakeholders` needs fulfillment plan "

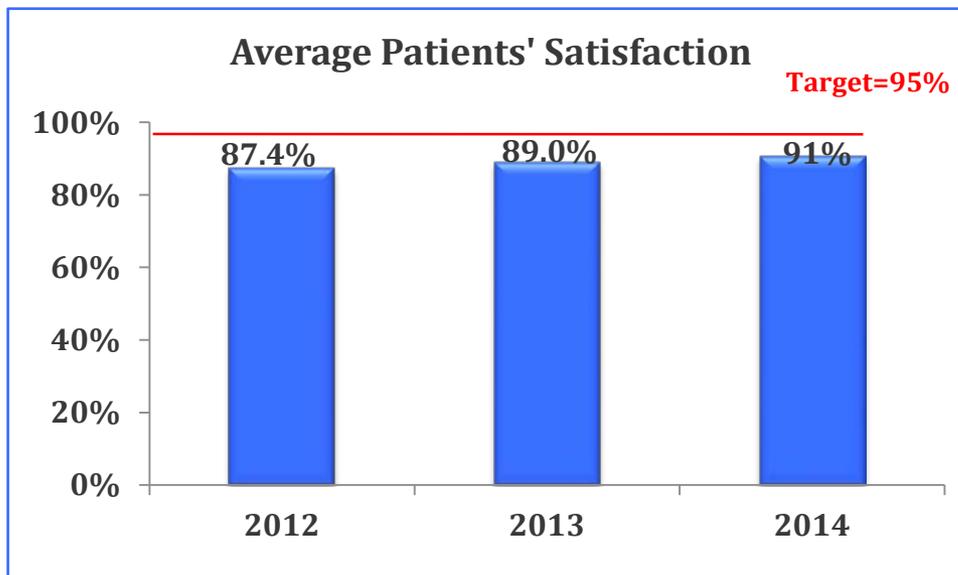
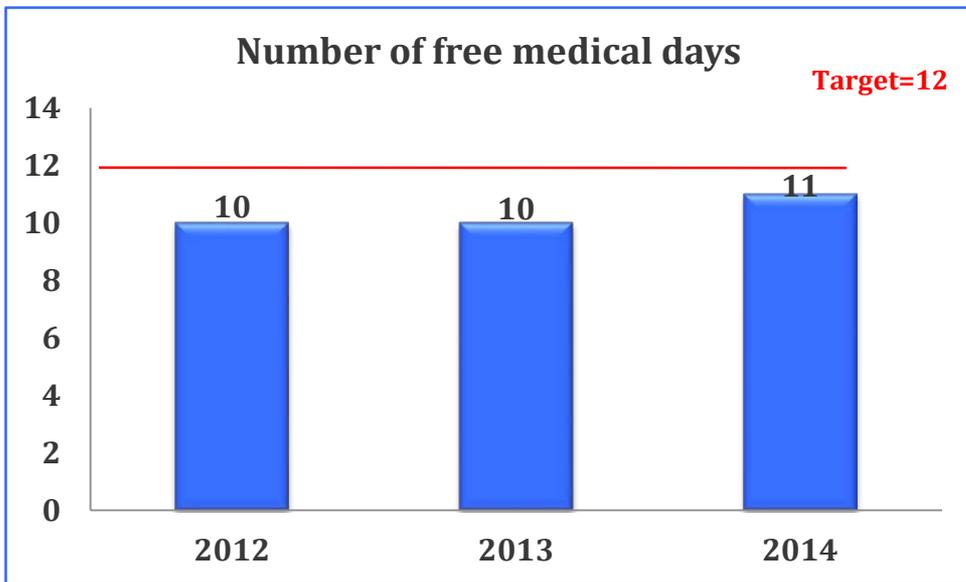
Follow up so far:

All actions have been implemented and monitored through the following key performance indicators:

- Number of free medical days & conferences
- Percentage of patients satisfaction
- Number of charity activities
- Number of trained medical students



Figures related to Target 1





Actions related to the strategic targets (2/3)

Target 2: Protect employees fundamental rights at work such as ensure equal opportunities and no discrimination practices among the hospital's employees

Actions planned:

1. Review HR policies to include statements related to non-discrimination and non-harassment activities
2. Add items to recruitment and retention policies about internal transfer between units.
3. Develop an "Employee's rights& responsibilities booklet" for the staff
4. Review the employee rights declaration to include section about human rights

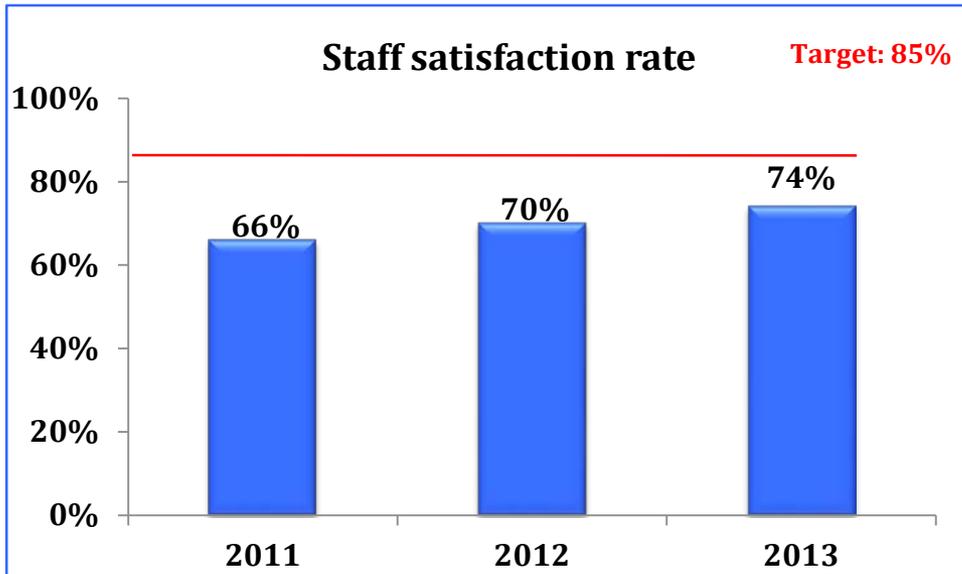
Follow up so far:

All actions have been implemented and monitored through the following KPIs:

- Staff satisfaction
- Number of complaints regarding HR practices



Figures related to Target 2





Actions related to the strategic targets (3/3)

Target 3: Protect consumer's health and safety at the Specialty Hospital

Actions planned:

1. Review risk surveillance list
2. Review the policy of environmental and occupational and health risks in order to add a point on how to make risk analysis for new projects

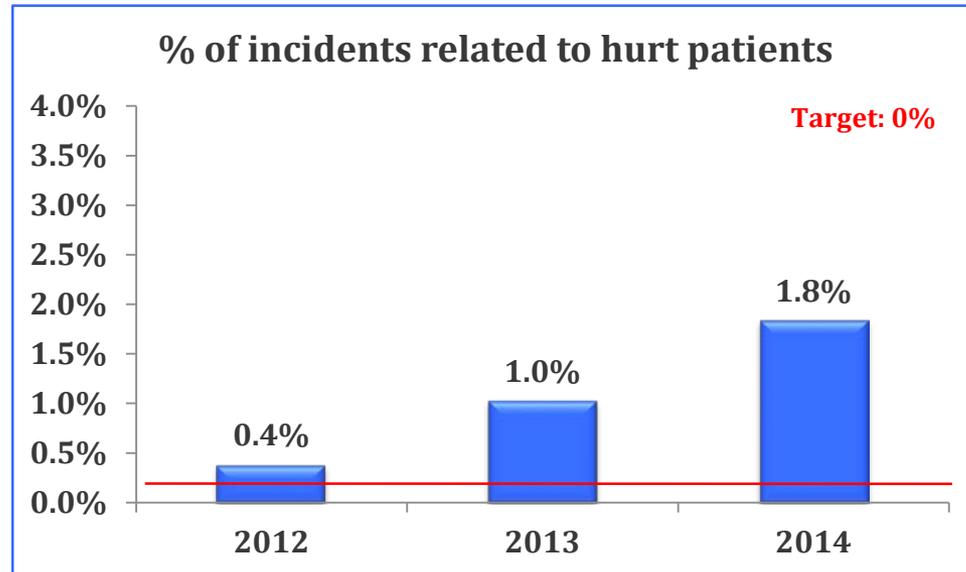
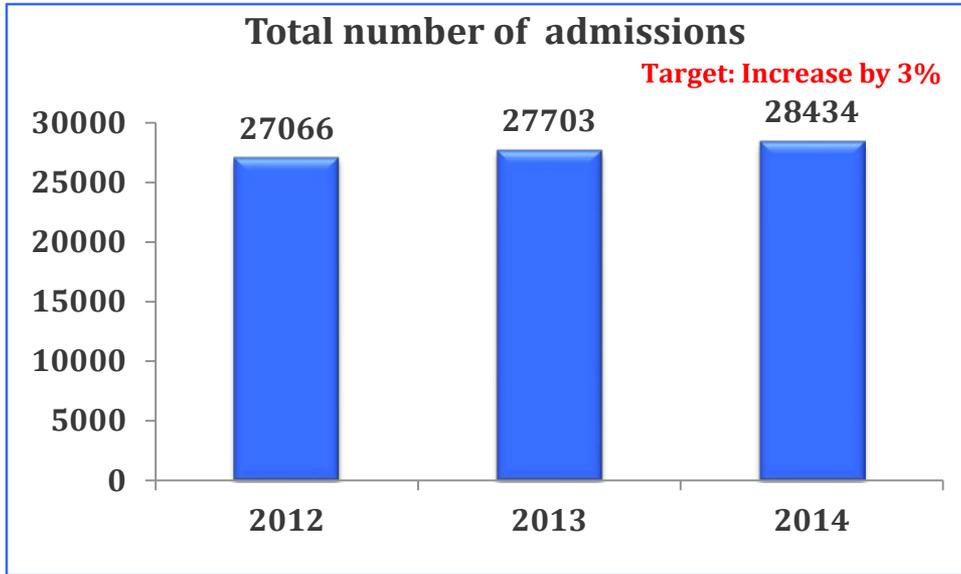
Follow up so far:

All actions have been implemented and monitored through the following key performance indicators:

- Percentage of incidents related to hurt patients
- Number of admissions



Figures related to Target 3





Our main steps of integrating ISO 26000, focus on revised governance, systems & procedures (1/5)

- We established a social responsibility committee that is linked directly to the general manager.
- All the activities related to the social responsibility are reported on annual basis to the board of directors
- Integrate social responsibility strategy within the hospital policies such as purchasing, infection control, contracted & rented services, incidents reporting, credential & privileges, and HR policies.



Our main steps of integrating ISO 26000, focus on measurements, monitoring and reporting of SR performance (2/5)

- We identify many measurement related to social responsibility and we add them to our monitoring plan.
- We establish indicator cards for all these measurements.
- The collected data are analyzed.
- The results presented in the quality improvement and patient safety committee on monthly basis.
- All the results related to SR are included in the quality department annual report.
- All the measurements related to SR are observed during quality rounds and tracer team rounds.
- All of our SR activities are involved in our sustainability report
- You can find our sustainability report on our website: <http://specialty-hospital.com/en/about-us/continuous-quality> then you can download it)



Our main steps of integrating of ISO 26000 , focus on sphere of influence (3/5)

We have :

- Revise contracted & rented services policy and code of ethical behavior to ensure that these subcontractors and suppliers apply decent working conditions for their employees.
- Revise the contracts of all suppliers to ensure it includes all their rights and concerns.
- Revise the employee rights declaration and purchasing mechanism to include section about human rights.
- Encourage recycling habits by providing recycling containers in the hospital.
- Purchase a medical waste treatment machine.
- Encourage wise consumption practices by reducing water, electricity, and fuel consumption.
- Conduct awareness sessions about social responsibility and sustainability for schools students.
- Use new tools to monitor our stakeholders concerns, such as phone calls, questionnaires, and personal interviews.



Our main steps of integrating ISO 26000, focus on training and communication (4/5)

Internal training/communication:

- We conducted awareness session for the top management level at the beginning of the project then we conducted a session for hospital employees.
- We added a brief about ISO 26000 and social responsibility to our general orientation program and to all our lectures
- We developed & distributed brochures, related to human rights for patients & vulnerable groups of patients and employees.

External training/communication:

- Our national experts conducted awareness session in the Jordan society for quality
- We published our sustainability activities in the journals
- We developed and distributed an SR activities booklet for all our stakeholders
- We promote and talk about ethical behavior & sustainability in all the conferences and exhibitions that we participated in



Our main steps of integrating ISO 26000, focus on SR related initiatives (5/5)

We have many quality initiatives from 2012 to 2014 regarding SR such as :

- Reduce number of consumed papers by 39%
- Reduce electricity consumption by 17%
- Reduce water consumption by 11%
- Reduce fuel consumption by 9%
- We purchased an autoclave machine to treat our medical wastes then we started to treat medical wastes of other hospitals which increase revenues of the hospital with 86,000 JD



Our recommendations & lessons learned

- We recommend other organisations to engage ISO 26000 in their activities since resources are becoming scarcer, and we need to use our resources wisely and effectively without waste or greed.
- We learned from ISO 26000 that stakeholders' involvement is essential to increase awareness and involvement in SR activities, also we learned that SR is not limited to financial support or charity activities.

Implementing ISO 26000 requirements helped the hospital to achieve the following certificates:

1. Arabia Corporate Social Responsibility Award
2. Product Authentication Certificate
3. The Best Organization in Implementing the Recycling Program 2014





National campaign for the blood bank support



Antibiotics sensitivity and resistance patterns workshop



Seminar about Ebola Disease

**Thanks for
Your Attention**