



ALL JAPAN
HOSPITAL ASSOCIATION

公益社団法人 全日本病院協会



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1. Mission of the All Japan Hospital Association

The All Japan Hospital Association (AJHA) is dedicated to improve the quality of hospital managements and the health and welfare of the society by offering high quality, effective and valuable healthcare service.

2. Greeting message from the President

The AJHA, a nationwide hospital association, was established in 1960. Nowadays it represents about 2,200 member hospitals, most of which are private hospitals.

Healthcare is one of the most important public issues related directly to the health and living of individuals and communities. Lately the public is paying more and more attention to healthcare, and in order to respond to these expectations the AJHA thinks it important to establish a healthcare system where healthcare staff can take pride in providing credible and capable healthcare services to public.

The Japanese society is experiencing rapid aging and financial problems. A healthcare reform lead by the government focuses mostly on financial aspects. But what Japanese people really want are safe, equal and quality healthcare services and information, which enables them to choose healthcare services rationally, although they stay anxious about the increase of medical and long-term care costs. Healthcare staff in practice demands that the reform should pay more attention to the actual situation of healthcare provision, regional differences and the establishment of a fair reimbursement system. No one is satisfied with the present reform.

In these rapidly changing circumstances, the AJHA researches what hospitals and healthcare providing systems ought to be to establish a healthcare system, which can satisfy both, the Japanese people and the healthcare providing staff. The results of the discussion were released as a series of publications. The AJHA is willing to solve major challenges to contribute to quality and sound management of member hospitals.

Without understanding and support from the public, even a good idea cannot be realized. To gather correct data, to report evidence-based recommendation and to meet expectations support from the people is essential. The AJHA is an organization dedicated to the quality healthcare for the Japanese people.



President

Hirotooshi NISHIZAWA, M.D.

Hirotooshi Nishizawa

3. History

1960 Establishment of AJHA in Osaka
Dr. Yoshio OZASA elected as 1st president

1960 Certification as a non-profit organization

1962 1st All Japan Hospital Management Conference

1964 Publication of the "Journal of All Japan Hospital Management"

1969 Publication of the "All Japan Hospital Association News"

1976 Dr. Shinichiro KIKUCHI elected as 2nd president

1983 Dr. Jisuke KINOSHITA elected as 3rd president

1987 Dr. Takamasa TAMAKI elected as 4th president

1991 30th anniversary

1992 Dr. Hiroshi HIDEHIMA elected as 5th president

1999 Dr. Hidetatsu SASSA elected as 6th president

2001 40th anniversary

2007 Dr. Hirotohi NISHIZAWA elected as 7th president

4. Member hospitals

The number of AJHA member hospitals has increased steadily, although the total number of hospitals in Japan decreased. In October 2008, the AJHA covered 2,258 member hospitals, 25.6% of all hospitals in Japan. Most member hospitals (99%) are private hospitals. The AJHA is the biggest and most influential private hospital association in Japan.

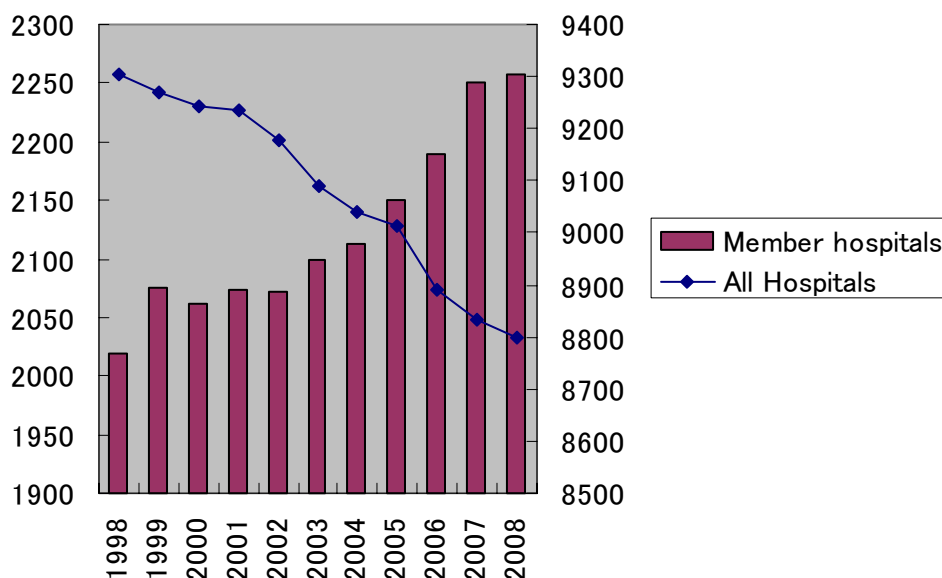


Figure1: Trend of member hospitals of the AJHA

5. Organization of the AJHA

Board meetings are the supreme decision-making organization of the AJHA. There are 19 committees supporting the board. A list of the committees is shown below. In 2009 the "AJHA General Research Institute" was established to further enhance the function of all committees.

(List of Committees)

General Affairs

Finance

Regulations

Future Planning

Public Relations

Future of Hospitals

Healthcare Providing System and Taxation

Health Insurance and Reimbursement

Healthcare Improvement

Long-term Care

Human Resources

Patient Safety

Hospital Accreditation

Art and Science

Emergency Medicine and Disaster Damage Prevention

International Exchange

Physical Checkup

Examination and Accreditation of Medical Administrators

Personal Information Protection

6. Major Activities of the AJHA

1) Survey and Research

The AJHA historically emphasizes survey and research activities.

(1) Committee on the Future of Hospitals

The Committee on the Future of Hospitals is composed of the chairpersons of all committees and mainly discusses how the healthcare system and hospitals in Japan ought to be. The results of these discussions are summarized every 2 years in the publication called "What hospitals ought to be- Report of the Committee on the Future of Hospitals". These reports describe the direction and activities expected of each committee in the following 2 years. In 2008 the report was rewritten and published as "On medical care and long-term care in Japan-A message from the AJHA Committee on the Future of Hospitals to the Japanese people, 2008" so that the general public had access to the information as well.

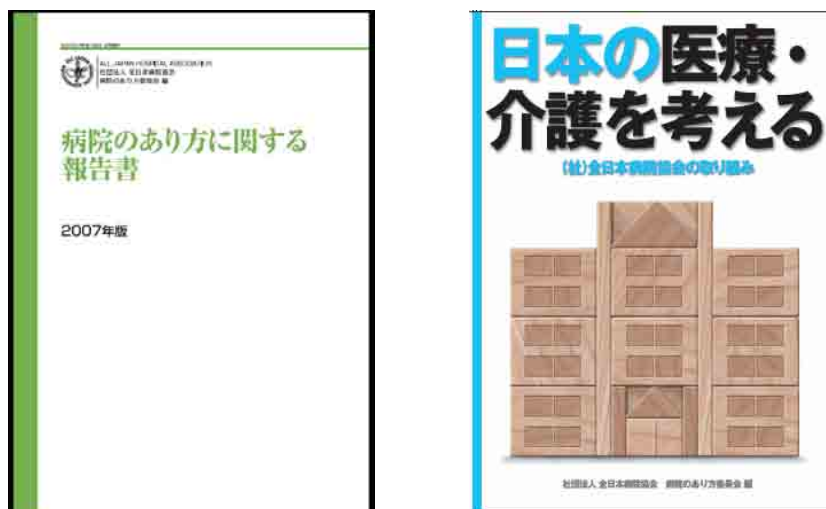


Figure 2: "What hospitals ought to be- Report of the Committee on the Future of Hospitals, 2007" (left) and "On medical care and long-term care in Japan-A message from the AJHA Committee on the Future of Hospitals to the Japanese people, 2008" (right)

(2) Survey on hospital management

Since 1993 a yearly survey on hospital management is conducted to clarify the present condition of hospital managements such as utilization, revenue and profit margins. Data of 500 hospitals

are included in these surveys. The results are available to the public on the AJHA website and are used in the discussion with the Chu-I-Kyo (National Committee on Revision of Reimbursement Tariff).



Figure3: Policy planning and proposal at Ministry of Health, Labor and Welfare

(3) Clinical Outcome Evaluation Project (COEP) and International Quality Indicator Project (IQIP)

The COEP is a research project to measure the performance of hospitals using clinical indicators. It was introduced in 2000 and there are currently about 30 hospitals participating in the project. In 2005 5 of those hospitals participated in the IQIP, an international project by the Center for Performance Sciences to measure performance. Since most acute care hospitals are reimbursed by the Diagnosis Procedure Combination (DPC), the COEP will be combined with the Medi-Target project in 2009.

(4) Medi-Target Project (benchmark using DPC data)

The DPC is a combination of fixed and fee-for-service payments developed and first introduced in Japan. Currently about 700 acute care hospitals are reimbursed by DPC and 700 other hospitals are preparing to participate in the future. The DPC requires hospitals to submit claim data electronically. The Medi-Target Project is a benchmark using DPC data. In 2009 this benchmark project, focusing on claim data, will be merged with the COEP with an emphasis on clinical outcomes.

(5) Other activities

The AJHA sends delegations overseas to South Korea, the United States, Australia and other countries every year. Representative international leaders in healthcare and health policies are also invited to Japan regularly.

(6) Research grant

So far the AJHA has received several research grants from the Japanese government. Some are listed below:

(Ministry of Health, Labor and Welfare)

2000-02	Research on Healthcare Providing Systems
2003-04	Introduction of electronic medical recording system and development of standard work flow
2003-05	Performance measurement of healthcare, based on patient case-mix and cost analysis
2005	Responses and solutions regarding medical incidents at hospitals
2005-07	Evaluation of safety and quality of healthcare, using the hospital information system and work flow analysis
2006-08	Development of an outcome evaluation model to improve quality of healthcare

(Ministry of Economy, Trade and Industry)

2004-06	Demonstration of mutual usability of hospital information systems
2005-07	Development of educational programs for hospital managers
2007	Effective hospital management by introducing a facility management system

2) Education

Human resources are a very important part of any hospital management. The AJHA offers a variety of education programs to its member hospitals organized for the different management levels, professions and activities. The list below shows examples of the programs:

Top Managers

Managers

Nursing Managers

Safety and Risk Managers

Supervising of clinical training

Annual check-ups and health consultations

Personal Information and Information Officers

Prevention of disaster damage



Figure4: Education courses for Nursing Managers (left), and for Managers (right)

3) Public Relations

To provide appropriate information timely, the AJHA publishes the newsletter "AJHA News" to its member hospitals every 2 weeks and maintains its own website:

<http://www.ajha.or.jp/>



Figure5: AJHA News (left), and AJHA homepage (right)

4) Policy Planning and Proposal

Based on the activities of its committees the AJHA plans and

proposes health policies, some of which are listed below:

- (1) Health Sector Reform
- (2) Revision of Reimbursement Scheme
- (3) Long-term Insurance
- (4) Taxation of Hospitals
- (5) Patient Safety Issues
- (6) Guidelines on End of Life Treatment

5) Personal Information Protection

In 2006 the AJHA was the first organization in the area of healthcare to be certified as a certified organization for the protection of personal information under the Personal Information Protection Law of 2005 by the Ministry of Health, Labor and Welfare. The AJHA is engaged in (1) provision of information to and education of member hospitals, (2) consultation of member hospitals and patients, (3) survey and research activities regarding personal information protection. In 2008 the AJHA, on behalf of the healthcare field, was invited to a public hearing organized by the cabinet office on the activities relating to personal information protection.

7. List of publications

The attached list shows recent publications of the AJHA. The publications report on the different activities and study results of the AJHA committees.

Clinical Paths (Concept, Practice), 2000
Standard Manual for Medical Recording, 2001
Standard Manual for Medical Recording and Management, 2004
Prevention and Countermeasure against Workplace Violence, 2005
Electronic Medical Recording and Business Renovation, 2005
Personal Information Protection Law - Q&A from healthcare staff, 2006
Introduction of a Hospital Information System, 2007

What hospitals ought to be - Report of the Committee on the Future of Hospitals, 2007

On medical care and long-term care in Japan -A message from the AJHA Committee on the Future of Hospitals to the Japanese people, 2008



Figure6: Recent Publications



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Access :

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- ② 8 minutes walk from Tokyo Metro Hanzomon Line ,Toei Shinjuku Line and Mita Line, Jinbocho-station
- ③ 10 minutes walk from JR Ochanomizu-station