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MODULE BOOK

Quality management in healthcare

Part of the program of further
professional training for chief
doctors

Expected number of participants: 20-25

Duration of cycle: two weeks,
six hours per day each day,
40 – 60 hours of self-studying.

Expected time for implementation:

October 2017.

1. INTRODUCTION

Adequate quality of medical care is a necessary condition for reaching aims by the system of public health that are connected with health of people and ability of the system to react on consumers' needs. WHO definition of quality of care is "the extend to which health care services provided to individuals and patient populations improve desired health outcomes. In order to achieve this, health care must be safe, effective, timely, efficient, equitable and people-centered".

Responsibility for quality is more often laid upon medical facilities. Ukrainian medical facilities once per three years take an obligatory accreditation aimed at quality conformity of medical help. As a result, a hospital receives accreditation certificate of I, II level or of the highest category. Starting with January 2014 the Standard ISO 9001 became a part of accreditation process in Ukraine. Now hospitals competing to receive the accreditation certificate of the highest category are to have implemented quality management system confirmed by the ISO certificate.

ISO 9001 is a good instrument for management, which helps an organization to understand essence of processes and their influence on each other, create feedback communication with patients, work with suppliers and the third parties based on the principle of "Relationship management". It is also the most used managerial standard in the world. It is universal, it can be applied in any organization and in any country with regard to its legislation and traditions. It is based on theory of Total Quality Management.

Total Quality Management (TQM) is a general organizational method of continuous quality improvement of all the processes in organization (in our case – medical facility). The method is focused on patients' needs and based on facts (analysis of statistical data). Moreover, it is a team process, in which every employee takes part.

The main idea of TQM lies not only in quality of a service but in quality of organization of work in the company (in other words – processes), including level of personnel expertise.

The notion of quality is quite abstract. A medical facility itself formulates the notion of quality depending on its resources and understanding the essence of its processes, which in its turn influences on processes interaction and functioning, creating perception of organization by a consumer.

This course is developed for the managers

- Who want to understand all the details of ISO 9001 application in medical facility,

- Who want to understand if there is a necessity to create and maintain their own quality management system and to receive step by step instructions of how to create the set of documents necessary for certification audit

Participants will find out how the requirements of the Standard ISO 9001 work along with the requirements of obligatory Ukrainian accreditation and create one set of documents valid for both systems of quality control. Which as a result will support the development of organizations under management of course participants and quality improvement in medical facilities and in the country.

2. Theoretical perspectives of the course

This course can be considered as a part of management and administration courses. It will help participants to explain and defend participant's own definition of quality and quality goals for his/her organization.

In this course we will introduce theoretical perspectives and concepts to understand growing role of total quality management for business, community and society in general and for public health in particular.

You will get an introduction in:

- Total quality management;
- Leadership;
- Planning;
- Management of resources (people, infrastructure, environment);
- Risk management;
- Process management;
- Performance evaluation and improvement.

3. Main goals of the course and their achievement

The course aims to

1. To get the participants acquainted with the notion of quality and managerial decisions that support quality of care;
2. To change paradigm of thinking of the participants through alternative views on managing medical facility;

3. To create “continuous improvement way of thinking” through demonstration of practical examples of Standard application in health care (based on ISO 9001).
4. To form the skills of analytical reading and practical usage of articles of any Standard.
5. To apply the skills formed in other courses for development of quality management system in medical facility.

During this course the participants will achieve the following:

With the regard to knowledge and insights

- To understand basic principles of TQM;
- To identify kinds of standards according to which quality of services is managed in healthcare facilities;
- To quote basic requirements towards quality management system based on ISO 9001:2015.

With regard to the application of knowledge and insights

- To be able to apply quality management principles.

With regard to the formulation of judgements

- To be able to explain and defend participant’s own definition of quality and quality goals for his/her organization.

How to reach the above stated goals

Theoretical notions studied in this course are the universal laws of business described in set of requirements to management system (Standard). It might be difficult to understand that there might be no strict logical relationship between theoretical concepts and empirical examples. This relationship is a matter of interpretation possible to be introduced into practice in several ways. That is why the participants should not only read the literature but take active part in discussions to relate the theoretical perspectives to specific cases.

4. Relation of the course to other modules in the educational program

The course is a part of the program of further professional training for chief doctors. The course is logically connected with the following courses and topics: “Social medicine as the basis for management in healthcare”, “Management in healthcare”: Theoretical basics for healthcare governance, Theories of system and practice of their usage in healthcare, Healthcare as a system, Technology of management process, Information management in healthcare, Business planning in healthcare.

5. Methodology

A number of teaching methods are used in this course: traditional lecturing, interactive lectures, self-studies, blended learning (guest lectures, skype consultations, information exchange via google docs), elements of PBL, case studying.

6. Planning group

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7. Examination

The final grade for the course is “pass” or “fail”.

To “pass” the course and receive the certificate participants should:

- Participate in tutorials (lectures). Assessment criterion “present/absent”. In case the participant is absent from more than two tutorials, he or she writes an essay on the topics that were missed. – 20% of total score.
- Participate in group discussions of case studies. Assessment criterion “participated/not participated”. – 30% of total score.

- Prepare presentation: preparing slides (relevance of information), presenting – 50% of total score.

The final assessment is performed in the form of individual preparing and presentation of Quality Policy for the hospital managed by the participant. The final task consists of:

- Definition of qualitative service;
- Definition and principles of work with the patient;
- Principles of work with the employee (internal customer);
- Principles of relationships with the supplier;
- Definition of third parties and principles of work with them;
- Ideas for improving existing quality policy (if any).

8. Content of the course

1. Introduction
2. Quality of medical care.
3. Quality management models.
4. Quality management principles.
5. Planning. Design and development of services.
6. Requirements for services.
7. Support. Resources.
8. Risk management. Safety culture.
9. Control of externally provided processes, products and services (outsourcing).
10. Production and service provision.
11. Monitoring, measurement, analysis and evaluation.

9. Literature:

The first four sources are obligatory for reading before starting the course.

1. «ISO 9001:2015 Системи менеджменту якості. Вимоги».
2. Quality management principles (iso.org)
3. Барлоу Джанелл, Мёллер Клаус. Жалоба как подарок. Обратная связь с клиентом – инструмент маркетинговой стратегии / Пер. с англ. – М.: ЗАО «Олимп - Бизнес», 2006. – 288с.
4. John C. Maxwell 21 irrefutable laws of leadership.

5. Кутузова Д.М., Степурко Т.Г., Ковтонюк П.А. Пацієнт споживач чи клієнт? Як називати тих, хто по цей бік лікарні?
6. Maxwell R.J. Quality assessment in health. British medical journal. Volume 288. 12 May 1984.
7. Maxwell R.J. Dimensions of Quality of revisited: from thought to action.
8. Mathilde Berghout et al. Healthcare professionals' views on patient-centered care in hospitals. BMC Health services research (2015).
9. Ali Mohammad Mosadeghrad Healthcare service quality: Towards a broad definition. International Journal of Health Care Quality Assurance. March 2013.
10. Avedis Donabedian Evaluating the Quality of Medical Care.
11. J.C.Benneyan, R.C.Lloyd, P.E.Plsek. Statistical process control as a tool for research and healthcare improvement. Published by group.bmj.com
12. Paul B. Batalden, Frank Davidoff. What is „quality improvement“ and how can it transform healthcare? Published by group.bmj.com
13. Michael Leonard and Allan Frankel How can leaders influence a safety culture? Thought paper May 2012. The Health Foundation Inspiring Movement.
14. Pascale Carayon, Anping Xie, Sarah Kianfar. Human factors and ergonomics as a patient safety practice. Systematic review. Published by group.bmj.com
15. A guide on quality improvement methods. Healthcare Quality Improvement Partnership. June 2015.
16. R.Bohmer The instrumental value of medical leadership. Review 2012.
17. <http://www.peoriamagazines.com/ibi/2009/jul/history-modern-quality>
18. <http://www.qihub.scot.nhs.uk/quality-and-efficiency/2020-framework-for-quality-efficiency-and-value/improve/deming%E2%80%99s-system-of-profound-knowledge.aspx>
19. <https://www.kingsfund.org.uk/projects/pfcc/model-improvement>
20. <http://www.obs.ru/article/92/>

Additional literature:

1. Выход из кризиса: Новая парадигма управления людьми, системами и процессами / Эдвардс Деминг ; Пер. с англ . — М.: Альпина Бизнес Букс, 2007. — 370 с.
2. Барлоу Джанелл, Стюарт Пол. Сервис, ориентированный на бренд. Новое конкурентное преимущество / Пер. с англ. – М.: ЗАО «Олимп - Бизнес», 2007. – 288с.

3. Charles Vincent, Rene Amalberti. Safer Healthcare. Strategies for the real world. Springer open.
4. Donald M Berwick. A primer on leading the improvement of systems. BMJ 1996;312:616-22.
5. [Osterwalder](#) A., [Pigneur](#) Y. (2010); Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers.
6. What does “quality” in health care mean to you? CEAN Forum Summary Report – January 2013
7. How is it working? A new approach to measure governance in the health system in Ukraine. World Bank report. June 2015.

Video for self-study:

1. If Japans can, why can't we. https://www.youtube.com/watch?v=vcG_Pmt_Ny4
2. <https://www.youtube.com/watch?v=lU37nFoluwE&index=2&list=PLAF4A0074635D8924>
3. <https://www.youtube.com/watch?v=fwT7elOKZlg&list=PLAF4A0074635D8924>
4. <https://www.youtube.com/watch?v=0U31R7q5ijE&list=PLAF4A0074635D8924&index=4>

Useful resources:

1. www.iso.org
2. www.Jointcomission.org
3. www.deming.org
4. <http://health-index.com.ua/>
5. <https://www.facebook.com/QMinHealthcare/>

10. Specification of the content

Reading before the first day:

1. Michael Leonard and Allan Frankel How can leaders influence a safety culture? Thought paper May 2012. The Health Foundation Inspiring Movement.

DAY ONE.

Objectives:

1. To get acquainted with the participants, their expectations and motivation. To show the aim of the course, its content, explain assessment methods.
2. to bring to date knowledge of participants about quality and quality management.
3. to get acquainted with the main concepts of risk management. Learn how to plan, prevent and manage risks.

Interactive Lecture 1.

Introduction.

Plan.

1. Introduction to the course.
2. What is quality?

30 minutes Introduction of the course and each other. Expectations and motivation of the participants. Assessment principles and content of the course.

20 minutes Discussion: What is good quality for me? What do I want to change in my hospital?

5.30 minutes video about one of the best clinics in the world
<https://www.youtube.com/watch?v=I0gCX8HBJ0s&feature=share>

25 minutes Discussion: why is this clinic regarded to be of the best quality? How did they manage to become of highest quality?

Interactive lecture 2.

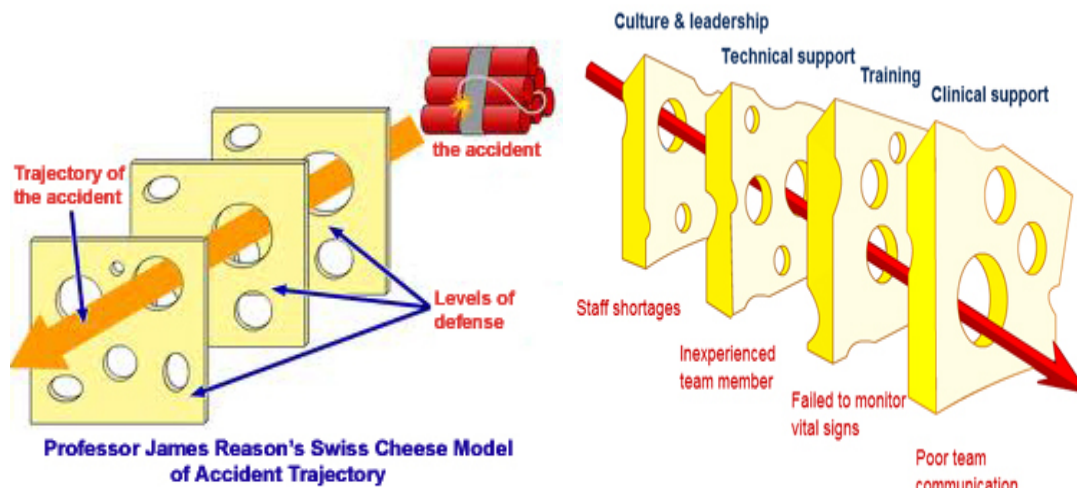
Risk management. Safety culture.

Plan.

1. Human error or system error.
2. How can we learn from mistakes?
3. Risk management algorithm.
4. Safety culture.

5:34 minutes Video human error or system error. <https://www.youtube.com/watch?v=zeldVu-3DpM>

15 minutes Discussion Who is to blame for error? How to deal with errors, how to deal with risks that arise? Give your examples of how you dealt with risky situations. Swiss cheese model. Discussion.



3:46 minutes. Video how can we learn from mistakes?

<https://www.youtube.com/watch?v=NaXE5pbLIOE>

20 minutes creation of algorithm of dealing with occurring mistakes.

4:16 minutes video about safety culture <https://www.youtube.com/watch?v=DBVuu4Qj-Fs>

10 minutes discussion. Do you have a safety culture in your facility? How to create a safety culture? What would you like to change in your facility? How?

20 minutes discussing a paper How can leaders influence a safety culture?

Interactive lecture 3.

Risk management. Algorithm.

Plan.

1. Risk management.
2. Risk elimination planning.
3. "Avoid-trap-mitigate" instrument.

4:26 minutes video what is risk management?

<https://www.youtube.com/watch?v=BLAEuVSAIVM&feature=youtu.be>

10 minutes Practical assignment: making an algorithm for risk management, based on video.

3:51 minutes Video airline safety

https://www.youtube.com/watch?v=Df9_lwoE9IU&feature=youtu.be

10 minutes lecture and discussion of risk management strategies: "avoid-trap-mitigate". What to do if a hazardous event has already happened?

20 minutes practical assignment: how to plan the risk elimination? Using the risk management

scheme discuss the risks that might occur in your medical facility, choose two of them (medical + non medical risk) and deal with them.

10 minutes Discussion Never events. Experience of Great Britain.

<https://improvement.nhs.uk/resources/never-events-data/>

20 minutes Discussion What do I use now and what will I change in my medical facility?

READING:

1. Charles Vincent, Rene Amalberti. Safer Healthcare. Strategies for the real world. Springer open.
2. Pascale Carayon, Anping Xie, Sarah Kianfar. Human factors and ergonomics as a patient safety practice. Systematic review. Published by group.bmj.com
3. JCI 4th Edition 2011. pp. 193-208.
4. <https://improvement.nhs.uk/resources/never-events-data/>

Reading for the next day:

1. Maxwell R.J. Quality assessment in health. British medical journal. Volume 288. 12 May 1984.
2. Maxwell R.J. Dimensions of Quality of revisited: from thought to action.
3. Avedis Donabedian Evaluating the Quality of Medical Care.

DAY 2.

Objectives:

1. To get acquainted with the main notions of TQM: “quality”, “quality management”, “parties of the process”, “medical service”, “patient and client”, “standard”.
2. To compare quality management models of Donabedian and Maxwell.
3. To learn to build the process using PDCA.

Interactive lecture 1.

Quality of medical care.

Plan.

1. Medical services vs product quality.

2. Parties of the medical service performance process.
3. What is medical care? Is it actually measurable?

10 minutes Discussion. What is Product? Why is it qualitative for you? What is service? How service is different from a product? What is qualitative medical service?

20 minutes Lecture parties of the medical service performance process.

5:19 minutes Video with the patient about his experience in the clinic

<https://www.youtube.com/watch?v=t0U86sBPcxc&index=4&list=PL438766FC2C8E2BDE>

10 minutes Discussion: What does patient mean by quality?

10 minutes Discussion: What you usually seek when looking for a new job? What means quality for you as for the employee?

3:23 minutes Video What is the leader's concern in terms of safety and quality

<http://www.hhnmag.com/articles/7425-patient-safety-improves-when-providers-feel-psychologically-safe>

10 minutes Discussion what is quality from the point of view of a leader and the third parties.

10 minutes Discussion if quality of medical care is actually measurable.

Interactive lecture 2.

Quality management models.

Plan.

1. History of quality management.
2. TQM: what can be achieved, limitations, examples of use.
3. QM and clinical governance. Importance of standards.
4. Overload of standards: important and difficult choice which to use.

40 minutes Lecture

1.50 minutes Video about importance of standards

<https://www.facebook.com/isostandards/videos/10154701583926520/>

20 minutes discussion about personal view on importance of standards. Criticizing standards: why I believe I shouldn't use them. Kinds of standards known by the participants, what standards they use in their practice and why.

10 minutes Discussion what participants know about ISO 9001. What they think about it.

5 minutes Personal attitude of a teacher: why I use ISO 9001.

Interactive lecture 3.

Principles of quality management. Process approach.

Plan.

1. Donabedian and Maxwell models of quality management.
2. Process approach.
3. PDCA Cycle.

30 minutes. Discussion of Donabedian and Maxwell Models. Defining through it the notion of medical care and ways to assess it.

4.22 minutes Video Patient's story – information about all the stages, what to expect, risks

<https://www.youtube.com/watch?v=AiPUxjT5sZ8&index=33&list=PL438766FC2C8E2BDE>

10 minutes Discussion. Why the patient is so satisfied with the process approach to her treatment.

15 minutes Practical assignment. Using the scheme of process (according to ISO 9001) define the elements of the following processes: injection of medicines to an out-patient; payment for the received ultrasound machine; consultation appointment by a customer support girl.



20 minutes lecture on PDCA and its use in practice.

READING:

1. Кутузова Д.М., Степурко Т.Г., Ковтонюк П.А. Пацієнт споживач чи клієнт? Як називати тих, хто по цей бік лікарні?
2. <http://www.peoriomagazines.com/ibi/2009/jul/history-modern-quality>
3. <http://www.qihub.scot.nhs.uk/quality-and-efficiency/2020-framework-for-quality-efficiency-and-value/improve/deming%E2%80%99s-system-of-profound-knowledge.aspx>
4. Video for self-study If Japans can, why can't we.
https://www.youtube.com/watch?v=vcG_Pmt_Ny4
5. What does "quality" in health care mean to you? CEAN Forum Summary Report – January 2013
6. Ali Mohammad Mosadeghrad Healthcare service quality: Towards a broad definition. International Journal of Health Care Quality Assurance. March 2013.

Reading for the next day:

1. R.Bohmer The instrumental value of medical leadership. Review 2012.

DAY 3.

Objectives:

1. To analyze quality management principles and their application in a medical facility.
2. To analyze an actual quality policy of one of the private clinics. Create the scheme of writing a document "Quality policy".

Interactive lecture 1.

Principles of quality management.

Plan.

1. Customer focus – patient centered approach.
2. Leadership.
3. Engagement of people

3:33 **minutes** video patient-centered approach
<https://www.youtube.com/watch?v=8NgUe4s4UJM>

15 minutes discussion what is patient centered approach?

2:34 minutes video on leadership <https://www.youtube.com/watch?v=FGEVL19AaGA>

10 minutes discussion what does it mean to be a leader?

20 minutes discussion what are the qualities of a great leader (according to Maxwell)?

10 minutes discussion what is medical leadership (according to R.Bohmer)?

3:01 video about importance of each member of the team

<https://www.youtube.com/watch?v=WmR1QRGeBV4>

2 minutes reading the objective opinion of the customer <http://itlenta.com/kak-pryshhavaya-shherbataya-devochka-pogubit-ves-vash-marketing.html> (careful swear words are in the text)

15 minutes discussion what it means to engage all people into your service?

Interactive lecture 2.

Principles of quality management.

Plan.

1. Continual Improvement.
2. Evidence-based decision making.
3. Relationship management.

10 minutes discussion. What did you change in your medical facility for the last two years? Why? What are the results? Does every change mean improvement? What is improvement?

10:38 minutes Video on importance of changes http://www.ted.com/talks/knut_haanaes_two_reasons_companies_fail_and_how_to_avoid_them

10 minutes discussion. Where can we apply continual improvement principle in medical facility, how can we introduce changes, what are we going to do if the change doesn't work as well as we hoped?

4:45 minutes video improvement algorithm PDSA <https://www.youtube.com/watch?v=-ceS9Ta820>

10 minutes discussion: do I use evidence-based medicine? Why do I use it? How it helps a patient? Can I use the same principles in management and how?

1:29 minutes video on importance of evidence-based healthcare <https://www.youtube.com/watch?v=4aagQUo6aDo>

10 minutes lecture on interrelations of continual improvement and evidence based management, usage of PDSA.

10 minutes discussion on measurements for improvement and decision-making.

15 minutes discussion what I look for choosing for a supplier? What I can offer being a supplier? What does it mean to build mutually profitable relationships?

**Interactive lecture 3.
Project “Quality Policy”.**

Plan.

1. Quality policy.
2. Organizational roles, responsibilities and authorities - organizational chart.
3. Principles of work with the patient, employee (internal customer), supplier and third parties.
4. Project “Quality policy”. Consultation, assignment, requirements towards presentations.

30 minutes. Discussion of quality policy of “DILA” laboratory <https://dila.ua/quality-policy.html>

60 minutes. Questions and answers session. Explaining the assignment, requirements and assessment.

Assignment. Create quality policy for your medical facility. Formulate: notion of qualitative medical service, organizational chart, principles of work with the patient, employee (internal customer), supplier and third parties. During the following studying add amendments, if any. Present your quality policy.

READING

1. Quality management principles. Brochure by iso.org.
2. Mathilde Berghout et al. Healthcare professionals’ views on patient-centered care in hospitals. BMC Health services research (2015).
3. John C. Maxwell 21 irrefutable laws of leadership.
4. <https://www.kingsfund.org.uk/projects/pfcc/model-improvement>

DAY 4

Objectives:

1. To analyze business model by Osterwalder. To learn to describe the service, define resources, partners and so on according to the model.
2. To get acquainted with the system approach concept.
3. To discuss a system of feedback and communications with a customer (questionnaire, complaints).

Interactive lecture 1.

Planning. Design and development of services.

Plan.

1. Osterwalder's business model as an instrument for planning.
2. Role play.

10 minutes presentation of Osterwalder's business model.

The Business Model Canvas		Designed for:	Designed by:	One
Key Partners Who are our Key Partners? Which activities do they carry out? Which resources do they provide? Which channels do they use? Which customer segments do they target?	Key Activities What Key Activities do our Value Propositions require? Can they be automated? Can they be outsourced? Can they be performed by our Key Partners? Can they be performed by our Key Resources?	Value Propositions What value do we deliver to the customer? What are our customer's pain points and are we helping to solve? What are our customer's jobs to be done and are we helping to make them easier? What are our customer's needs and are we satisfying?	Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? How do we acquire, build, and maintain that relationship? How do we integrate them with our rest of our business model? How do we scale them?	Customer Segments For whom are we creating value? Why are our most important customers? How do we reach them? How do we integrate them with our rest of our business model?
Key Resources What Key Resources do our Value Propositions require? Can they be automated? Can they be outsourced? Can they be performed by our Key Partners? Can they be performed by our Key Activities?	Channels Through which Channels do our Customer Segments expect us to reach them? How do we acquire, build, and maintain that relationship? How do we integrate them with our rest of our business model? How do we scale them?	Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? Can we automate, outsource, or perform our Key Resources ourselves? Can we perform our Key Activities ourselves?	Revenue Streams As a result of our Value Propositions, what are the customer's basic willingness to pay? How are we charged? How do we charge? How do we bill? How do we collect? How do we ensure that our Revenue Streams are profitable?	

www.businessmodelgeneration.com

60 minutes role-play. Students are given roles: CEO, Vice president, Chief doctor, Heads of departments: finance, technical support, hygiene, communication, quality, juridical, etc. They are about to start the project "Pediatric clinic". They need to plan what kind of business is going to be the major, what will the service look like, what kind of resources they have, etc.

10 minutes presentation of the decision of the group.

Interactive lecture 2.

Requirements for services.

Plan.

1. Sources for requirements (owner, management, legal requirements, patient).
2. Questionnaire survey.
3. Complaints.

10 minutes discussion who (what) are the sources for requirements for services? Where to find these requirements? Creation together with the students the scheme of system approach.



10 minutes lecture on using the instrument of questionnaire survey.

60 minutes discussion of the book “Complaint is a gift” by J.Barrow. Why complaints are so important? What kind of attitude is crucial for receiving complaints? How to create this attitude and the culture of receiving complaints? How to differentiate between a complaint and criticizing of a person? What will you personally use in future?

Interactive lecture 3.

Support. Resources.

Plan.

1. Human resources.

2. Environment for the operation of processes.

10 minutes discussion what resources are there in your medical facility? Do you have access to their management? What is in your sphere of responsibility?

10 minutes lecture on human resources: competency, awareness, communication and improvement.

9:36 minutes video about work with human resources

<https://www.youtube.com/watch?v=0Mq2TijmqCI>

20 minutes discussion how do you work with people in your medical facilities? Do you know what they want and eager to achieve, what are they talented at? How do you appoint people on their places? How do you support the new employees? How do you teach new employees?

11:44 minutes video on internal culture

[https://www.ted.com/talks/tim leberecht 4 ways to build a human company in the age of machines](https://www.ted.com/talks/tim_leberecht_4_ways_to_build_a_human_company_in_the_age_of_machines)

20 minutes discussion Environment and internal culture: how do you understand it? How do you create it in your medical facility? Does it bring you any good? What problems do you have?

READING:

1. [Osterwalder](#) A., [Pigneur](#) Y. (2010); Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers
2. Барлоу Джанелл, Стюарт Пол. Сервис, ориентированный на бренд. Новое конкурентное преимущество / Пер. с англ. – М.: ЗАО «Олимп - Бизнес», 2007. – 288с.
3. Барлоу Джанелл, Мёллер Клаус. Жалоба как подарок. Обратная связь с клиентом – инструмент маркетинговой стратегии / Пер. с англ. – М.: ЗАО «Олимп - Бизнес», 2006. – 288с.
4. Выход из кризиса: Новая парадигма управления людьми, системами и процессами / Эдвардс Деминг ; Пер. с англ. — М.: Альпина Бизнес Букс, 2007. — 370 с.

Reading for the next day:

1. <http://www.weahsn.net/what-we-do/west-of-england-academy/improvement-resources-and-tools/the-improvement-journey/steps-in-the-improvement-journey/define-the-problem/processvalue-stream-mapping/>

DAY 5.

Objectives:

1. To get acquainted with the kinds and principles of work with resources.
2. To get acquainted with process mapping.
3. To study the process of documents keeping and its importance for quality management.
4. To understand essence of outsourcing, kinds of control of processes, products and services given by the external suppliers.

Interactive lecture 1.**Support. Resources.****Plan.**

1. Infrastructure.
2. Monitoring and measuring resources.

15 minutes discussion. What is included into the infrastructure of your medical facility? Equipment, monitoring and measuring: do you know what equipment do you have? How old is it? How and when do you calibrate it? How do you plan the purchase of new equipment?

9.55 minutes <https://www.youtube.com/watch?v=WNb9pNymuwQ>

55 minutes general discussion. Discussing video. Influence of resources on general results of treatment. Why should we perform monitoring and measuring? What procedures of monitoring and measuring do you have in your medical facility? How often do you perform them? How do you fixate the results? Do you use the fixed results later?

Interactive lecture 2.**Resources. Organizational knowledge.****Plan.**

1. Documented information. Process mapping.
2. Identification of documents.
3. Algorithm of documents management.

2:40 minutes video what is organizational knowledge? <https://youtu.be/nRVx9qhzbgw>

15 minutes Discussion what is your organizational knowledge? How do you preserve it? Why documented QM system? What are the aims of records?

10:42 minutes Video: documents, records and records management

<https://www.youtube.com/watch?v=eRN30XoRS4U>

15 minutes Discussion what is your procedure of documents and records keeping? What is hierarchy of your documents? How do you develop your documents? How do you put them into action?

10 minutes Discussion of the article read at home. Mapping <http://www.weahsn.net/what-we-do/west-of-england-academy/improvement-resources-and-tools/the-improvement-journey/steps-in-the-improvement-journey/define-the-problem/processvalue-stream-mapping/>

25 minutes practical assignment: working in groups using the mapping technique create the procedure of creating and introducing a new algorithm.

Interactive lecture 3.

Control of externally provided processes, products and services (outsourcing).

Plan.

1. Principles of work with the suppliers.
2. List of suppliers.
3. Checking inputs.
4. Back up procedures. Change of supplier.

10 minutes discussion what supplies do I use in my medical facility to create the service? Who supplies these supplies? How critical these suppliers are? Do I know where to go if the supplier failed permanently?

4:26 minutes video supplier management <https://www.youtube.com/watch?v=LS08y9w6wYk>

20 minutes discussion how do you work with the suppliers in your medical facility? What are the principles of work? How to check if the supplies are of good quality? What are the ways of work with the products that came to you and apparently are of bad quality?

15 minutes discussion: what services and products I use in my medical facility to create my own medical service? Who supplies them? How important are these suppliers? Do I know who to address if the supplier let me down?

10 minutes discussion: how do you search for a supplier? Do you have a responsible person for the communications with the supplier? What is the process of search for the supplier in your medical facility?

4:26 minutes video on supplier management

<https://www.youtube.com/watch?v=LS08y9w6wYk>

20 minutes discussion: how do you work with the suppliers in your medical facility? What principles of work do you use? How to check if the supplied goods are of required quality? Do you have an input control procedure? How do you perform it? How do you act with the products of low quality?

15 minutes discussion. Can the services be “input production”? What is the difference between requirements for services and for products? What types of services do you use?

15 minutes discussion of the principle “relationship management”. Do you have the procedure of changing the supplier? Do you have “back up variants” list? How often do you use it?

Reading for the next day

1. How is it working? A new approach to measure governance in the health system in Ukraine. World Bank report. June 2015. pp.90 – 94, 152 – 159.
2. <http://www.obs.ru/article/92/>

DAY 6.

Objectives:

1. To discuss processes connected with services provision, their interrelations and place in quality management system.
2. To learn the methods of monitoring, assessment, analysis and evaluation.
3. To get acquainted with the types of audit and audit value for the quality management system.

Interactive lecture 1.

Production and service provision and release.

Plan.

1. Controlled conditions.
2. Identification and traceability.
3. Property belonging to customers or external providers.
4. Post-delivery activities.
5. Control of changes.

6. Control of nonconforming outputs.

3:28 minutes video about controlled conditions

<https://www.youtube.com/watch?v=IlhJsLGhBwg>

10 minutes discussion. What are “controlled conditions” in your medical facility? How are these conditions controlled? What to use to support the correct usage of the conditions (for example, what to do if the equipment didn’t pass the calibration procedure – identification and traceability).

7 minutes discussion. Defining what is the property of the patient or a supplier. Are there any peculiarities in using patients’ property? What are they?

10 minutes discussion. Actions after services provision. Give examples of work with the patients after they received services? What is algorithm, who is responsible, how do you check the process?

20 minutes discussion. Discussion of Koter’s model of change management. What do you agree with, what have you already tried, what do you disagree with and why?

20 minutes discussion. What is a non-conformity? How do you understand this notion? What non-conformities did you face in your practice? What algorithm do you use to cope with non-conformity?

10 minutes discussion. How to use PDSA cycle for change management and non-conformities management?

Interactive lecture 2.

Monitoring, measurement, analysis and evaluation. Management review.

Plan.

1. Monitoring, measurement, analysis and evaluation.
2. Types of measures.
3. Algorithm of measurement.
4. Management review.

09:50 minutes measurement for improvement.

<https://www.youtube.com/watch?v=Za1o77jAnbw>

10 minutes discussion what processes should be measured, what is the algorithm?

7:52 minutes video on types of measures. <https://www.youtube.com/watch?v=uow7mzrFif4>

10 minutes discussion. What types of measures do you use in your medical facility? In what way?

6:39 minutes video Static data vs Dynamic data.

https://www.youtube.com/watch?v=UJqvC_uo63M

10 minutes Discussion. What kinds of static data do you use in your medical facility? How do you gather it? How do you analyze it? In what decisions do you use it? What kind of dynamic data do you use in your medical facility? How do you gather it? How do you analyze it? In what decisions do you use it? What would you like to change in data analysis process?

25 minutes Discussion. Read the results of World Bank's study about the situation with monitoring and analysis performance in medical facilities of Ukraine. Discuss the results. What your facility uses to evaluate its performance? How useful there measures and numbers are? How do you use the received data for decision making. (The assignment to read the abstract was given on a previous study day - How is it working? A new approach to measure governance in the health system in Ukraine. World Bank report. June 2015. pp.90-94).

Interactive lecture 3.

Audit.

Plan.

1. Types of audits. (Internal audits, external audits, etc).
2. Algorithm of performing (according to ISO 19011).

20 minutes Discussion. Do you use audit in your practice? What is the aim of your audits? How often do you usually perform audits? What do you check? What is the algorithm of audit performance? How do you use the results?

20 minutes discussion. The situation with the audits performance in Ukraine. Read the World Bank's research and discuss the results. (The assignment to read the abstract was given on a previous study day - How is it working? A new approach to measure governance in the health system in Ukraine. World Bank report. June 2015. pp.152-159).

10 minutes lecture on algorithm of performing audits according to the standard ISO 19011.

15 minutes discussion on pros and contras of the algorithm. Would I use it in my medical facility?

4:34 minutes video on skills of auditor <https://www.youtube.com/watch?v=IJuZDvyEBHU>

10 minutes discussion. What are the skills necessary for the internal auditor?

READING

1. Quality management principles (iso.org)
2. <https://www.kingsfund.org.uk/projects/pfcc/model-improvement>
3. <http://www.obs.ru/article/92/>
4. Donald M Berwick. A primer on leading the improvement of systems. BMJ 1996;312:616-22
5. J.C.Benneyan, R.C.Lloyd, P.E.Plsek. Statistical process control as a tool for research and healthcare improvement. Published by group.bmj.com
6. Paul B. Batalden, Frank Davidoff. What is „quality improvement“ and how can it transform healthcare? Published by group.bmj.com
7. A guide on quality improvement methods. Healthcare Quality Improvement Partnership. June 2015.
8. How is it working? A new approach to measure governance in the health system in Ukraine. World Bank report. June 2015.

DAY 7.

Presentation of projects and general discussion.

120 (240) min– presentation of projects. Participants present the quality policy they created (or in case they had it what changes they made as a result of the course and why). Duration of presentation for each participant will depend on number of participants in a group, approximately 5 minutes and 2 – 3 minutes for discussions.

20 minutes General discussions.

20 minutes General discussion and conclusion about the course, certificates presentation.

20 minutes feedback from students.