



**Support to Secondary Health Care Reform in Ukraine**  
**Сприяння Реформі Вторинної Медичної Допомоги в Україні**



This project is funded  
by the European Union

Цей проект запроваджено Консультантами з  
Питань Медичної Допомоги EPOS спільно з  
NICO/ECORYS

# **Quality management system:**

*Project support to implementation process*

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*Michael Bews*  
*Kyiv, 06-07.11.08*



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# **Why majority of countries is troubled with healthcare quality assurance**

- **Population needs**
- **Documentary proof of low quality**
- **New approaches to quality management (EB medicine, industrial methods of quality management)**
- **Needs in efficiency improvement and best outcomes of medical interventions**



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# The Six Dimensions of Quality

Patient centred	Providing care that is responsive <sup>3</sup> to individual patient preferences, needs and values and assuring that patient values guide all clinical decisions
Safe	Avoiding injuries to patients from care that is intended to help them
Effective	Providing services based on scientific knowledge
Efficient	Avoiding waste, including waste of equipment, supplies, ideas and energy
Equitable	Providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location or socio-economic status
Timely	Reducing waits and sometimes harmful delays for both those who receive care and those who give care

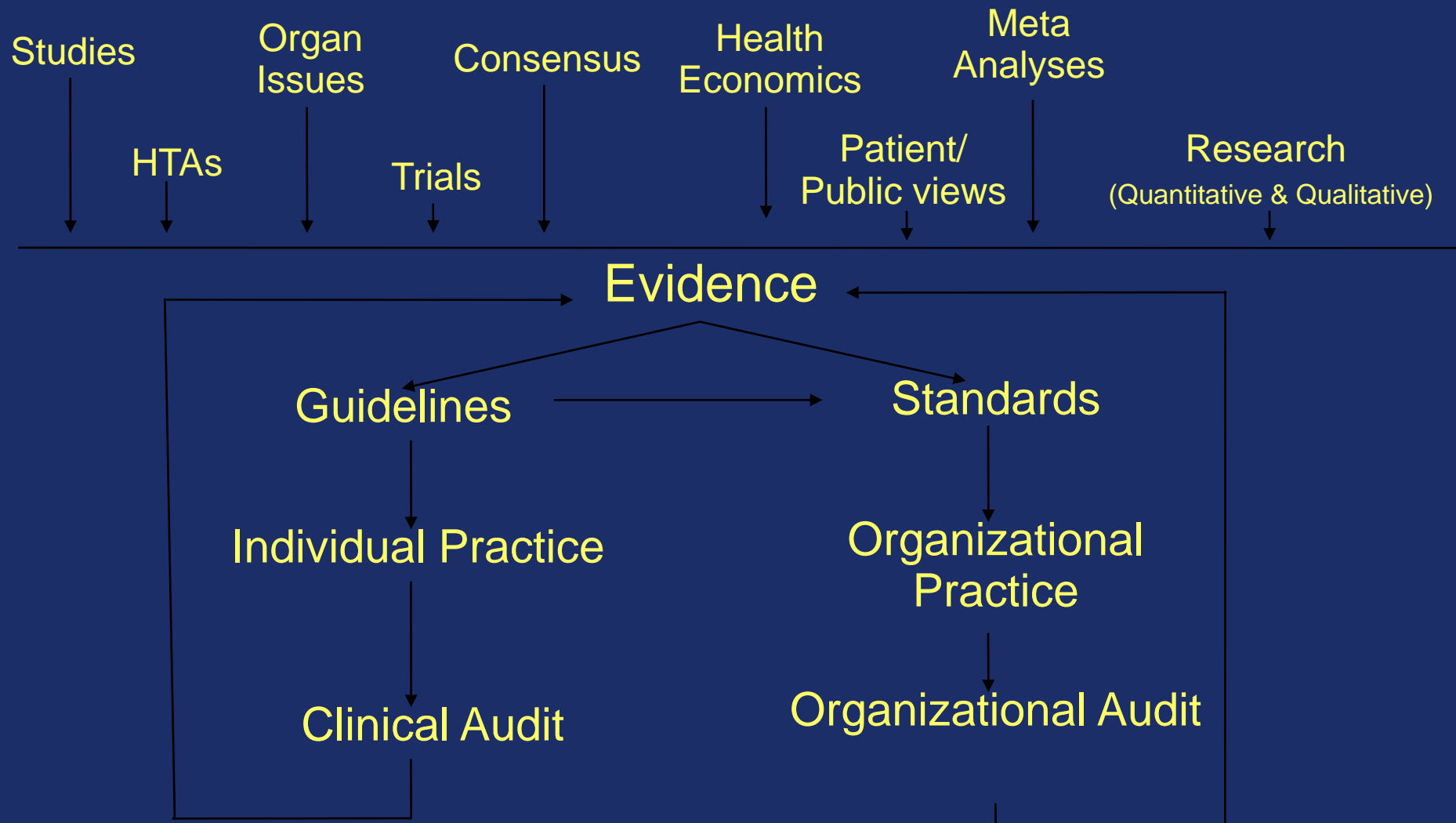
Better Health, Better Care : Action Plan, Scottish Government



# Evidence – at the heart of our work

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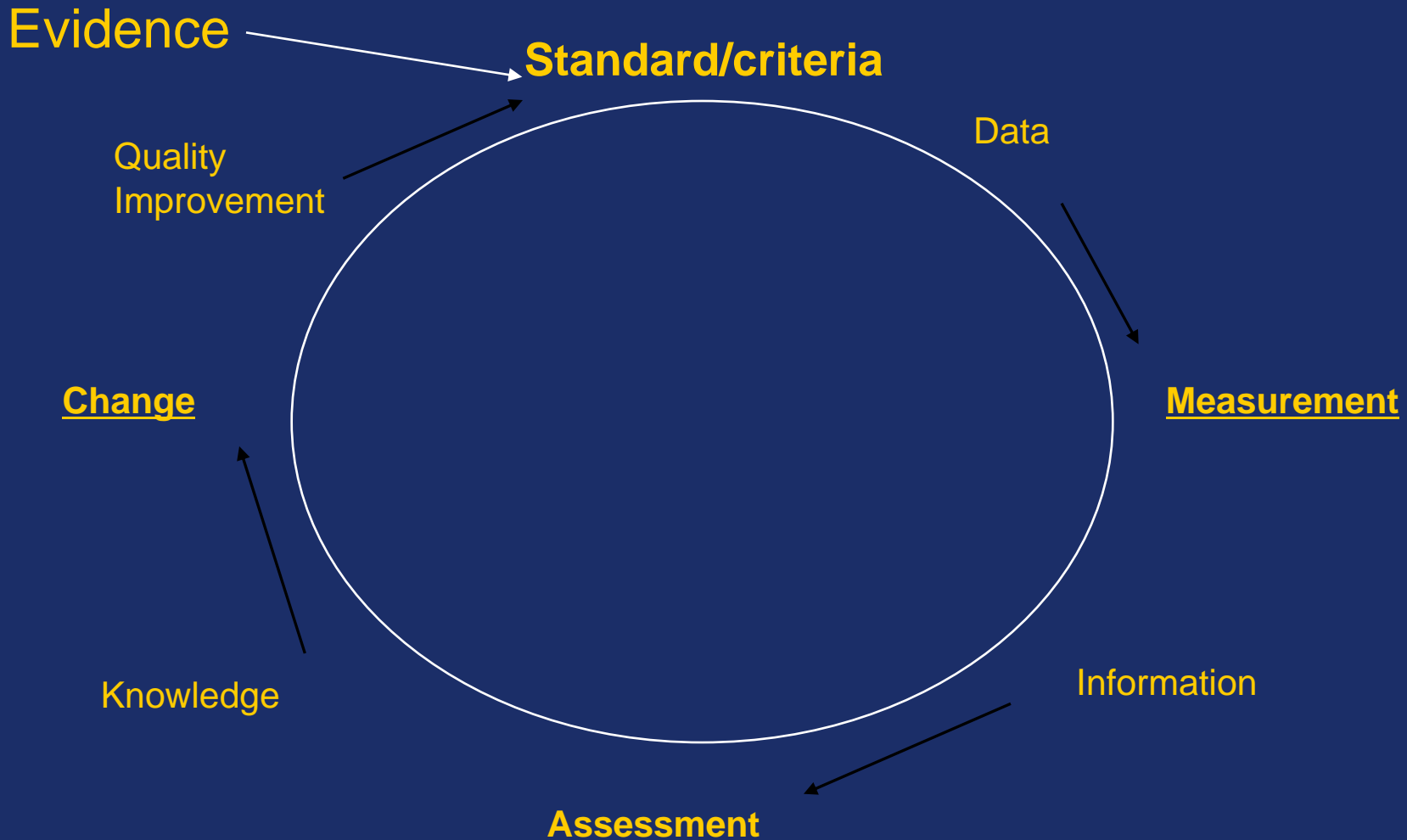




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# The Audit Cycle and Information

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# QMS SYSTEMS

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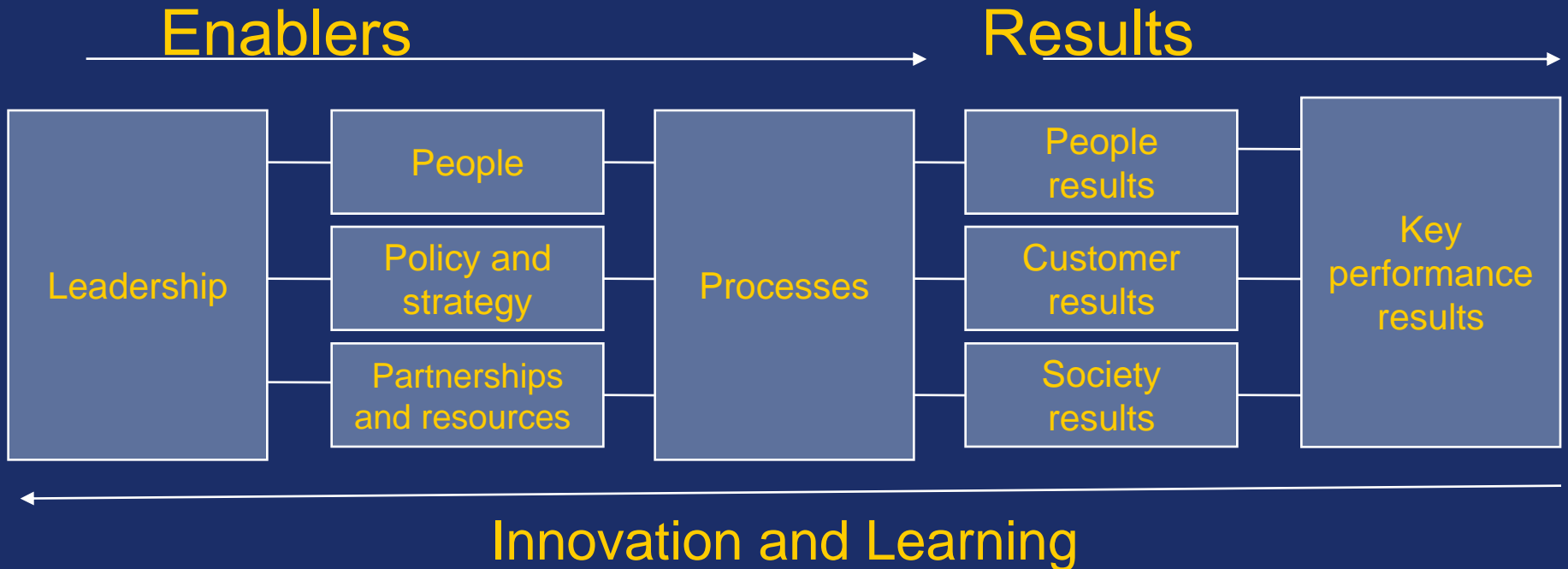
1. EFQM
2. ISQua
3. ISO 9001



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# EFQM

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- Many models focus on enablers and processes
- EFQM includes greater emphasis on result outcomes



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# ISO 9001

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Based on eight quality management principles:

- Customer focus
- Leadership
- Involvement of people
- Process approach
- System approach to management
- Continual improvement
- Factual approach to decision-making
- Mutually beneficial supplier relationships

*157 members including Ukraine*

*Historically applied more in non-clinical services*



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# SYSTEM DESIGN

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STANDARDS DEVELOPMENT  
PREPARATION  
SURVEY  
REPORT



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# Format of standards

**Title: summarises the area on which the  
standard focuses**

Standard Statement	Rationale	Criteria
The level of performance to be achieved	The reasons why the standard is considered important	What must be achieved for the standard to be reached
WHAT	WHY	HOW



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# Principles of Standards Development

- **Simple language**
- **Consistent with other recognised standards**
- **Explicit and measurable, yet realistic**
- **Mandatory**
- **Results orientated, focusing on patient outcomes**
- **Credible and widely disseminated**
- **Few in number**
- **Balanced**
- **Evidence-based**



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# STANDARDS DEVELOPMENT

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## Standards and criteria to be:

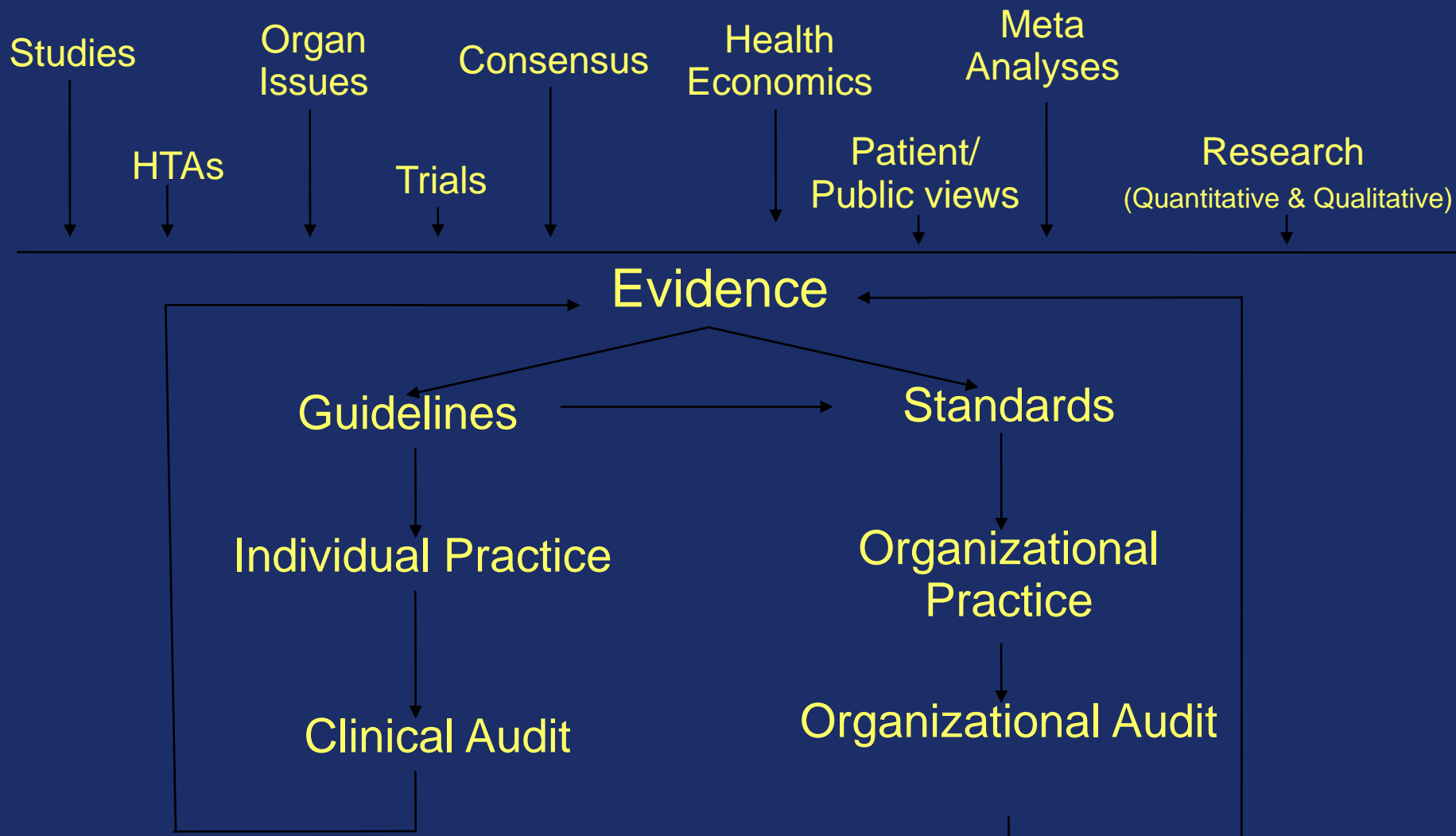
- **Measurable**
- **Attainable**
- **Flexible**
- **Acceptable**
- **Applicable**
- **Nationally implemented**



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# Quality components

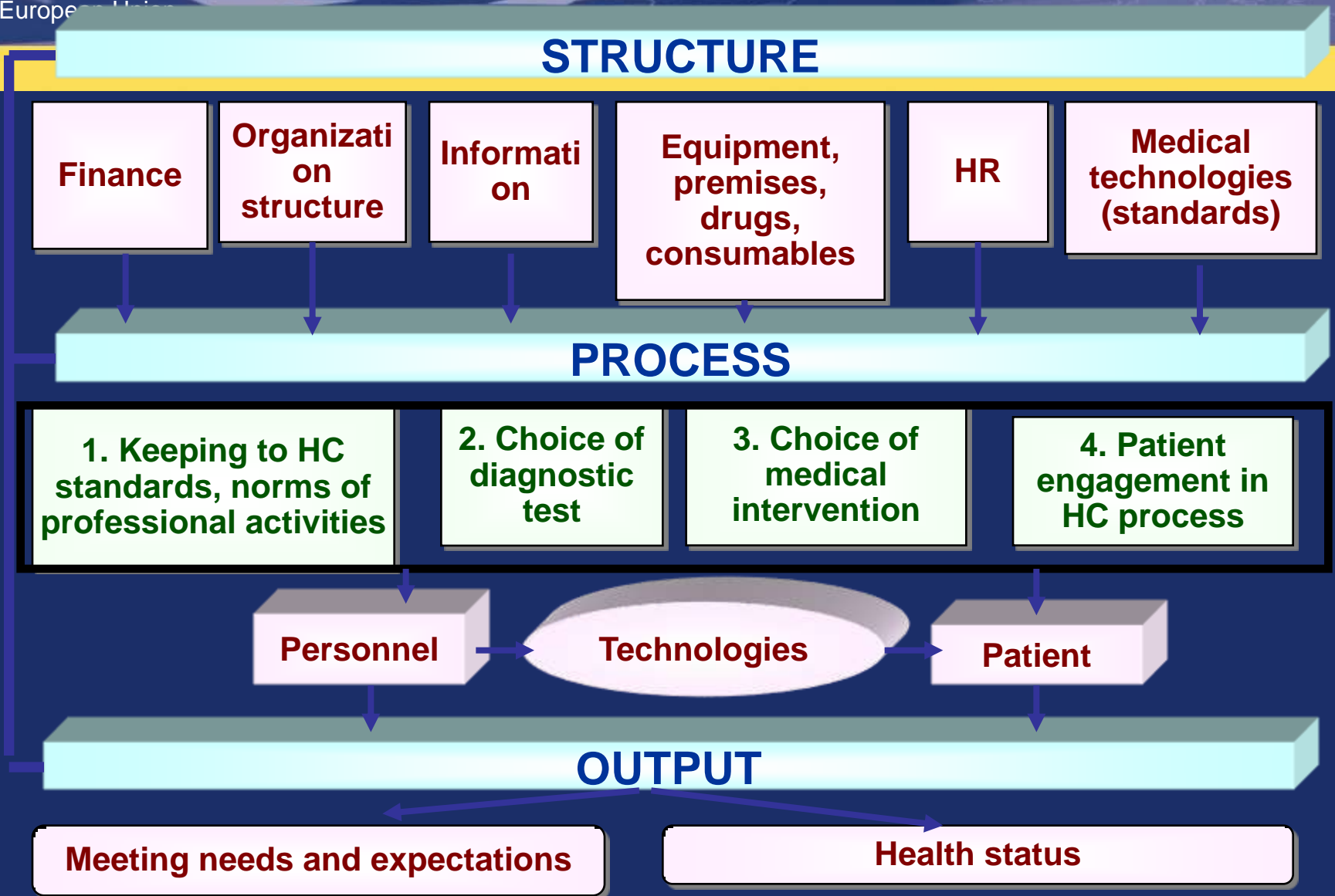
- **Structure quality**
- **Process quality**
- **Output quality**

*Donabedian, 1980*



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# Healthcare quality system





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# Healthcare quality assurance in public healthcare

- Vertical and centralized management system.
- Command and administrative management style.
- Healthcare to be developed on unique norms, healthcare financing and strict budget discipline.

*Medical examination carried out on administration level is the basic quality control method.*

*Major aim of the examination*

*retrospective assessment of healthcare for a patient, its outputs, defects, defect reasons while imposing sanctions on those guilty.*



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# Problem state in Ukraine

Need in implementing changes of administrative-command approach for healthcare quality assurance, in order to transfer to an approach on the process management principle.



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# Basic steps towards quality improvement

**Licensing**

**Accreditation**

**Standardization**

**Internal control**

**External control**



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# Quality improvement

## *(Project activity directions)*

### National level

- Recommendations for revision of accreditation needs of healthcare facilities
- Statements on an oblast and rayon hospital with a list attached
- Support to drafting Medical standards and Local protocols
- Methodology for healthcare technology assessment
- Professional trainings

### Regional level

- Recommendations on implementation of quality management system elements in pilot hospitals
- Hospital staff trainings



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# Governance within the NHS

**In response to the Nolan Report, the NHS in Scotland established three core values:**

- **Conduct**
- **Accountability**
- **Openness**