

# Scheme for Healthcare QMS and its Implementation as a Socio-technology - The QMS-H Model -

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## INTRODUCTION

- Socio-technology
  - healthcare, energy, communication, transportation, nuclear power
- Technology
  - product-specific technology
  - management technology
    - Quality Management System (QMS)
- Establishment of healthcare as a socio-technology
  - necessary conditions regarding management technology

# INTRODUCTION: Key Issues

- ❑ QMS-H model
  - Quality Centered Management System for Healthcare
  - form
  - necessary BOK
- ❑ Widely utilized by society
  - accessibility to BOK
  - necessary elements
- ❑ Implementation
  - introduction and promotion of QMS-H
  - QMS-H Research Group

# QMS-H MODEL

## Framework of TQM

TQM Element	Example
Philosophy	the definition of quality, involvement of people, kaizen, the next processes are our customers, PDCA cycle, process control, management by fact, respect for humanity
Core Management System	daily mgmt, policy mgmt, cross-functional mgmt, quality assurance system
QC Methods/Techniques	statistical methods, QC story, new QC 7 tools, QFD, FMEA, FTA
Operation Technology	TQM promotion office, suggestion schemes, QC circles, diagnoses by top management, QC team

## OVERALL PICTURE OF THE QMS-H MODEL

## Philosophy

- Customer focus
- Visionary leadership
- Process approach/system approach
- Object first
- Involvement of people/participation by everyone
- Human centered management

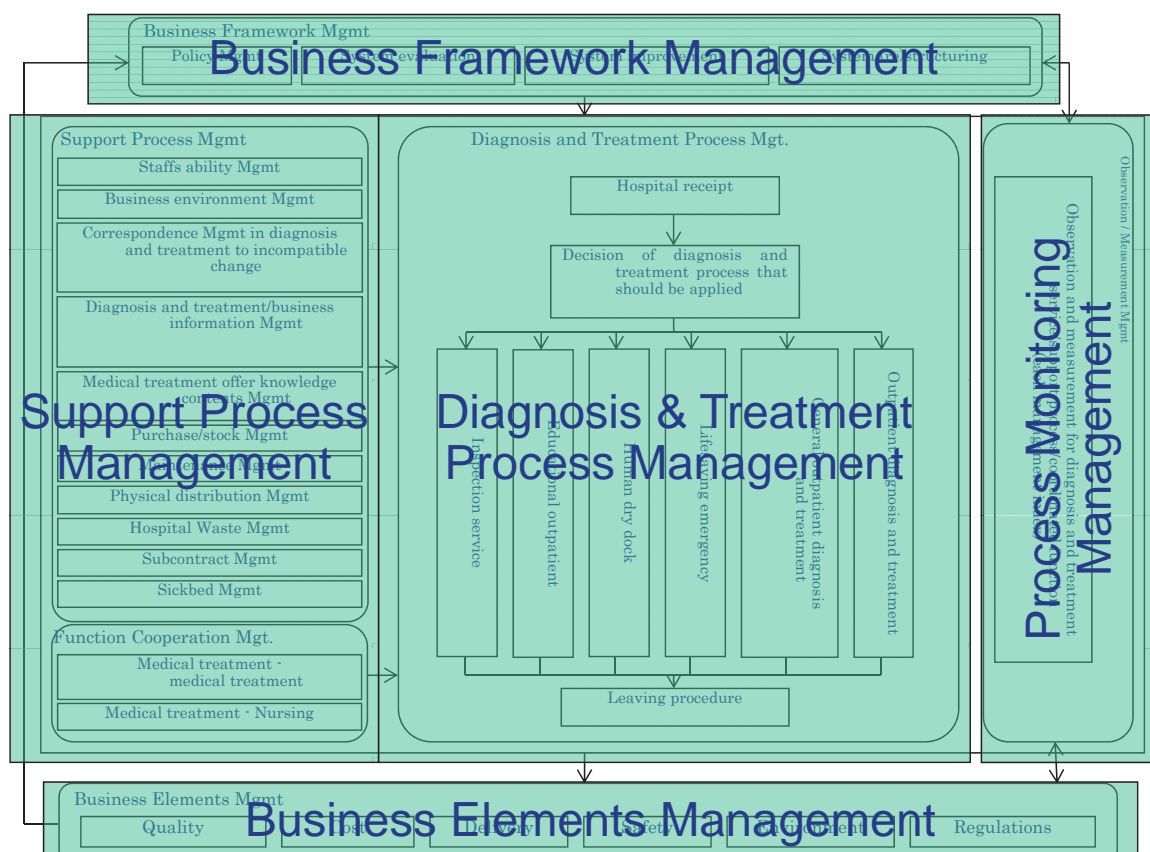
## Philosophy

- Customer focus
  - fulfillment of customer requirements
  - taking the patients' conditions, situations, and expectations into account
- Visionary leadership
- Process approach/system approach
- Object first
- Involvement of people/participation by everyone
- Human centered management

# Philosophy

- ❑ Customer focus
- ❑ Visionary leadership
- ❑ Process approach/system approach
- ❑ Object first
- ❑ Involvement of people/participation by everyone
- ❑ Human centered management
  - people are respected
  - self-growth
  - consider human characteristics

# Core Management System



## Safety Management System

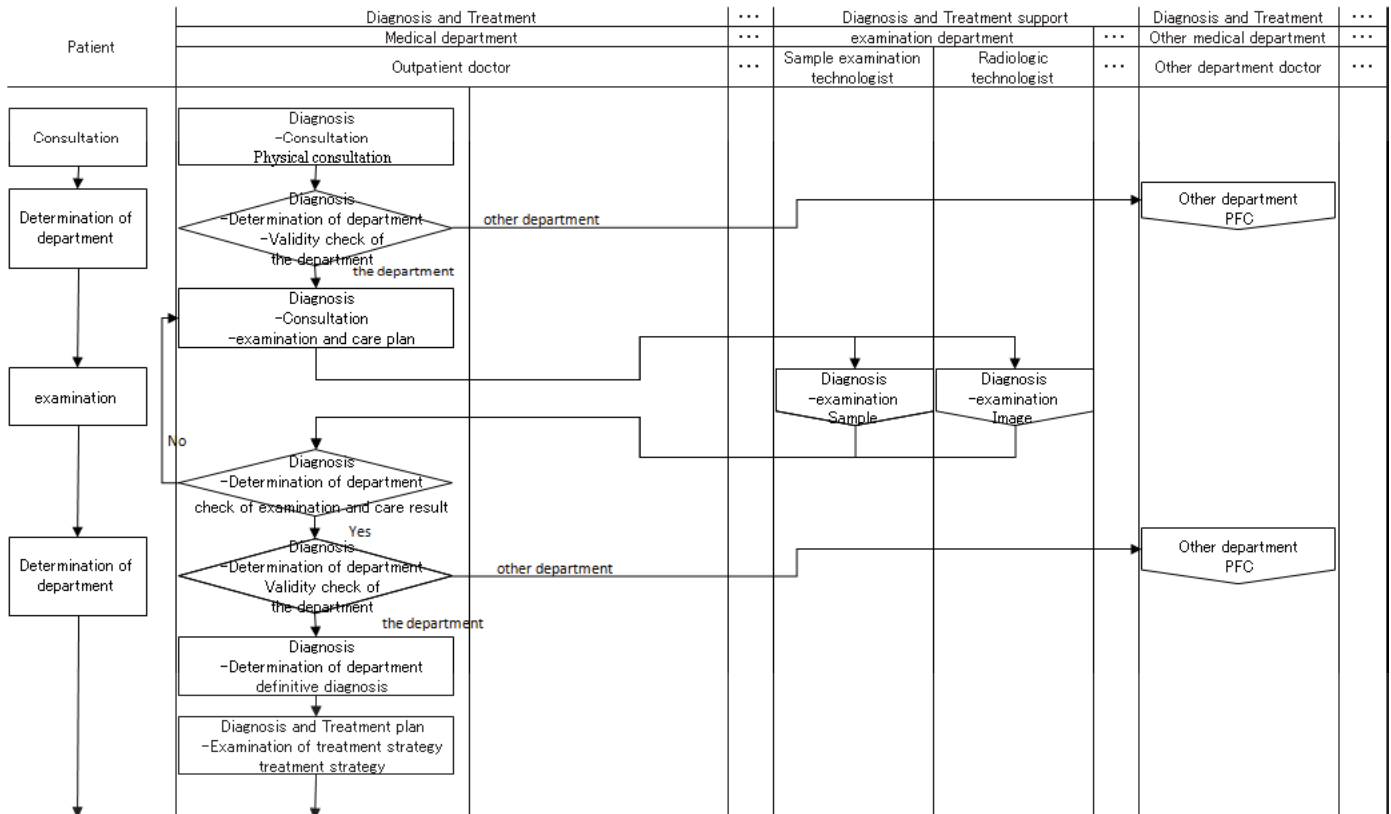
### □ Management of incidents

- immediate action
- incident report system
  - format
  - improvement of QMS

## Method/Technique

- visualization and standardization of jobs
  - PFC (Process Flow Chart)
- incident analysis method
  - Safety in QCDSE is focus

## VISUALIZATION OF THE PROCEDURES BY PFC



## Method/Technique

- visualization and standardization of jobs
  - PFC (Process Flow Chart)
- incident analysis method
  - Safety in QCDSE is focus
  - RCA, FMEA, Medical SAFER
  - POAM (Process Oriented Analysis Method for Medical Incidents)
  - Error proofing

## Operation Technology

- ❑ a methodology of introduction and promotion of QMS-H
  - 11 steps
- ❑ an organizational structure for promotion
  - TQM promotion office
    - 1 full-time staff, several part-time staffs for 500 beds
  - QMS promotion committee
- ❑ QMS education for personnel
  - Basic seminar for QMS-H
  - Activation & mutual enlightenment

## SPREAD OF INFORMATION ABOUT THE QMS-H MODEL

- ❑ Promotion body
- ❑ Publishing and learning of practical cases
- ❑ Standard
- ❑ Utilization of ICT



## Promotion body

### □ TQM promotion body in Japan

#### – JUSE, JSA

- provide and enhance BOK
- provide the incentive to spread knowledge and information about QM
  - publishing books
  - organizing seminars
  - helping with implementation
  - holding informational events
  - maintaining research groups
  - offering prizes/qualifications

#### – JSQC

- academic research promotion

## Promotion body of QMS-H

### □ Provision of BOK

- publishing books
- organizing seminars

### □ Assistance with implementation

- consultation
- assisting with the education in each hospital

### □ Improvement of BOK

- research group
- introduction of cases
- symposia
- academic journal

### □ Provision of incentive for promotion

- quality awards like the Deming prize
- qualification scheme

## Publishing and learning of practical cases

- Publishing & learning mechanism
  - Deming prize
  - QC forum
  - QCC forum
  - Academic symposia
- Healthcare QC forum

## Standard

- effective measure to spread knowledge and information about concepts and methodology
  - ISO9001
  - Japanese Industrial Standard (JIS)
- Japanese Medical Standard ?
- Promotion body

## Utilization of ICT

- TQM evolution
  - 1960 to 1980
  - paper media
  - direct communication
- Evolution of ICT
  - website
  - e-learning
  - PowerPoint

## **PRACTICING QMS-H: ACTIVITY OF THE QMS-H RESEARCH GROUP**

**□ Purpose**

- Proposing a QMS-H model
- Planning an effective and efficient process for introducing and promoting QMS-H
- Preparing an organizational structure for introducing and promoting QMS-H, systematizing the necessary learning

**HOSPITALS IN QMS-H RG**

	Hospitals	Type	#bed	QMS Operation, Certification
A	Koga General HP	Acute	363	certified in 2002
B	Jyoto Central HP	Acute	233	certified in 2003
C	Aso Iizuka HP	Acute	1165	started operations in 2006, certified in 2008
D	Sendai Medical Center	Acute	698	started operations in 2007, certified in 2008
E	Ooguno HP	Nursing home	174	started operations in 2007, certified in 2009
F	Maebashi Red Cross HP	Acute	592	started operations in 2007, to be certified
G	Musashino Red Cross HP	Acute	611	not aiming for certification
H	Satte General HP	Acute	192	started operations in 2009, to be certified
I	Saitama National HP	Acute	350	started operations in 2011, to be certified
J	Kawaguchi Municipal Medical Center	Acute	539	started operations in 2011, to be certified

## Issue and Outcome of the QMS-H RG

Issue	Outcome
Clarification of necessary processes	QMS-H model
Visualization & standardization of job processes	Visualization of treatment & nursing processes
Documentation	Documentation system
Check in PDCA cycle Management index	Method of internal audit Examples of management index
Introducing & promoting QMS-H	Step of Introducing & promoting QMS-H Deployment of introducing & promoting the plan

## Issue and Outcome of the QMS-H RG

Issue	Outcome
Development methods for management & improvement	Method of analysis of medication incidents, method of planning countermeasures Model for planning the management to prevent falling Mapping model for healthcare jobs & people
Improvement at the organizational level Achievement of policy & objectives	Method of problem solving on the basis of the hospital policy
Education system	Systematizing the contents of quality & safety education for healthcare Basic seminar for QMS-H

# EPILOG

- Make QMS-H common knowledge
- Enlightenment & spread of QMS-H
  - QMS-H model
  - BOK
  - Scheme
    - promotion body
    - publishing & learning of practical cases
    - Standard
    - ICT

**Thank you for your attention.**

## Philosophy

- Customer focus
- Visionary leadership
  - lead people in proper direction
- Process approach/system approach
- Object first
- Involvement of people/participation by everyone
- Human centered management

## Philosophy

- Customer focus
- Visionary leadership
- Process approach/system approach
  - quality assurance through systems
- Object first
- Involvement of people/participation by everyone
- Human centered management

## Philosophy

- Customer focus
- Visionary leadership
- Process approach/system approach
- Object first
  - PDCA cycle, management items
- Involvement of people/participation by everyone
- Human centered management

## Philosophy

- Customer focus
- Visionary leadership
- Process approach/system approach
- Object first
- Involvement of people/participation by everyone
  - fulfill responsibility
  - everyone is aware of the importance of quality and everyone participates in all the activities
- Human centered management