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**Feasibility analysis of the transfer of the
„Quality System Manager in Health care”
training in the Romanian vocational and
educational system**

This study was conducted within the project entitled „**SKILLS FOR QUALITY IN HEALTHCARE AT EUROPEAN LEVEL – QUALIMED**” financed by the European Commission through the Lifelong Learning Programme, Leonardo da Vinci sub-programme, Transfer of Innovation action, project number : LLP-LdV-ToI-2012/RO/019

Conducted jointly by professionals from the following organizations:

Centrul de Resurse Crest (România)

Asociația Română pentru Calitate (România)

Európai Minőségügyi Szervezet – Magyar Nemzeti Bizottság (Ungaria)

Quality Austria – Trainings, Zertifierungs und Begutachtungs GmbH. (Austria)

2013, Satu Mare



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This project has been funded with support from the European Commission.
This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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DISCLAIMER

The purpose and scope of this study is to introduce the subject matter and provide a general idea and information on the said area. All the material included in this document is based on data/information gathered from various sources and is based on certain assumptions. Although, due care and diligence has been taken to compile this document, the contained information may vary due to any change in any of the concerned factors, and the actual results may differ substantially from the presented information. Therefore, the content of this document should not be exclusively relied upon for making any decision, investment or otherwise. The prospective user of this memorandum is encouraged to carry out his/her own due diligence and gather any information he/she considers necessary for making an informed decision.

PURPOSE OF THE DOCUMENT

This feasibility study aims to identify the main aspects which relate to the introduction in Romania of a new training program in the field of quality management in health care, analyzing the main factors which can sustain, but also those which can hinder successful implementation of this approach and subsequent functioning of the training program in the best conditions of efficiency and effectiveness.

SHORT DESCRIPTION OF THE PROJECT

In the last years health system workers are more and more exposed to unemployment. This sector involves new skills and new jobs, innovation is very fast implemented and education and training systems need to improve sectorial identification and anticipation of skills and to support changes to be able to tackle this problem and assist workers in accessing trainings they need.

The specific objectives of the project:

- Develop operative models and instruments that allow to the training structures to set up efficacious analysis processes of training needs in the field of quality system management in healthcare;
- Develop specifically training oriented models and tools to support the continuous updating of the healthcare workers skills

- Implement processes of innovation of the training by establishing a transnational network of VET suppliers and other stakeholders in healthcare creating training and certification schemes for quality system manager in healthcare.
- Test the efficacy of models for the transfer of innovative practices to transnational level and implementation of training instruments supporting the cooperation between VET and the world of work.

The final results of the project refer to obtaining the following resources:

- instrument of needs analysis in the approved domain
- comparative report pointing the training needs and competences in the three partner countries
- didactic material for QSMH professional training
- specific competence schemes for QSMH and certification scheme of the competences at European level

This project means to support transfer of innovation from partners with experience in the field of VET in healthcare management.

Step 1: comparing education and training systems in other EU countries where healthcare vocational education and training systems are already in place.

Step 2: evaluate the best procedures that could sustain the process of analysis of the training needs.

Step 3: support development of the transferred innovation model by designing the training toolkit to be used in Romania for quality system management training in healthcare (QSMH) for personnel working in public health services. This last step will allow transnational partners to improve and coordinate their training model and continue innovation of EOQ in terms of quality management for the healthcare sector

BENEFITS

The qualification and certification of Quality Management Personnel according to standardized schemes has a long tradition in Europe and worldwide. Based on requirements concerning competent personnel related to functions in the quality management system of organizations the need for harmonized training and certification has been emerged since the 1980`s. The request to adapt these schemes to the healthcare field is more recent and today only 5 of the 32 member states of the EOQ network respond to this need.

The new training scheme built within this project will be adapted to the Romanian context. The common analysis will be oriented towards defining a common competence scheme for the QSMH position and a certification scheme validated by the EOQ. The main added value of the project will consist in the transferability of this project's results not only in the 3 countries involved but also in the other 29 states. This will enhance the mobility of the personnel responsible for quality system management in healthcare ensuring high-quality, safe and efficient healthcare at cross-border level responding better to the needs of citizens and patients in all Europe.

The main benefit for the Romanian vocational education and training system and for the Romanian health system is to create vocational training opportunities tailored to the needs of professionals working in the field of quality management in health care facilities, according to the highest quality standards recognized in Europe. This is considered a priority in the EU new training systems, new programs and new management of Structural Funds, dedicated to support "Agenda for new skills and jobs".

Short term benefits

3. Analysis of the training needs of the target group in Romania
4. Adoption and transfer in Romania of the Quality System Manager in Health Care (QSMH) scheme
5. Building of an adapted training curricula and material
6. Development of a new occupational standard for Quality System Manager in Healthcare in Romania obtaining its national recognition and introducing this new occupation in the COR (Romanian Occupational Code).
7. High level of training of personnel directly involved in providing medical services,
8. Good management of health systems

Long term benefits

Currently, in the 5 countries where training according to the QSMH scheme is in place, there are different approaches concerning the competence profiles. The VET providers, the certificating organizations and the national accrediting bodies need common European criteria as the basis for accreditation. Thus, the project will compare the training needs' assessment systems and the design of the training programs existing in the partner countries, using the results to build specific Quality System Manager in Healthcare competence and certification schemes, validated at European level and then used by the 32 EOQ network's member states.

Long term benefits are:

- Fostering unitary professional training opportunities in the field of quality management for public health institution
- Involvement of the different stakeholders in making VET and qualifications systems more responsive to the needs of the health system employees focusing on developing competence-based training systems.
- Update the EOQ Harmonized Schemes, which are coordinated and recognized training and examination patterns at European level, in the quality management and other management topics
- Build specific EOQ Competence Specifications (CoS) and related EOQ Certification Schemes (CS) regarding the Quality System Manager in Healthcare training and certification process that will be validated by the EOQ.
- Recognition of this qualification within Europe through the registration/certification of EOQ certified professionals under the EOQ Personnel Registration Scheme.
- Building of a European framework for safe, high quality and efficient health services in order to support dynamic health systems and new technologies
- establishment of clear and transparent procedures for the recognition of professional qualifications in Europe
- joint analysis of vocational education and training systems used in different partner countries will allow not only the transfer of these innovations in Romania but also finding joint solutions to improve vocational education and training in all other European countries

- Recognition of this qualification within Europe through the registration/certification of EOQ certified professionals under the EOQ Personnel Registration Scheme giving the possibility of all European countries to implement this system.
- optimize the mobility of health professionals at European level: the professionals having obtained EOQ certifications will be able to work in any European country
- ensure that the necessary requirements for high-quality, safe and efficient healthcare are ensure for cross-border care, responding better to the needs of citizens and patients in all Europe

CHALLENGES

The premise underlying this chapter is that training does produce the hypothesized benefits.

Main challenges:

1. Training content and delivery must focus on precise topics that constitute the bodies of knowledge and specific skills required to produce desired on-the-job results. In other words, poorly developed training is unlikely to produce the desired benefits.
2. Dissemination of training curricula to all interested parties, increasing the number of people to be trained, ensuring the long term benefits and duration of the project
3. Acceptance of the training topics and materials – adaptability of the training materials and topics to the continuous changes in customer requests, legal requirements, making the training acceptable to a wide range of healthcare personnel

OPPORTUNITIES

- Access to the pedagogical material used by the partners from Austria and Hungary in the QSMH training, made on the base of the common EOQ curricula
- Training curricula developed and adapted to each county's specific context
- Training curricula created to respond to the needs of the trained persons from each country.
- Adaptation of the didactic materials to the concrete context of the Romanian health system: the legislation and the way the system is organized, addressing to concrete needs of training of the healthcare managers.
- Usage of both generally valid standards at European level and also specific national standards used for the national hospital accreditation
- Continuous analysis and rigorous adaptation of the methodology and the pedagogical materials to address the training needs of the of the trainers in this field

KEY SUCCES FACTORS

The main short term key success factor is the ability of the training suppliers from the fields of health management and quality management and the medicine universities to use the elaborated training curricula. They will be direct beneficiaries of the project results, because, in present, there is no such training program in this field in Romania. Also, on the basis of the specific competences and the certification schemes, the certification organisms of competences will be, also, direct beneficiaries of the project results.

The main long term key success factor is training the beneficiaries of the project, the employees from the health domain, on the basis of the elaborated methodology. They will beneficiate of competences recognized at European level

assuring their mobility on the European employment market. The competence certification organisms, the organisms of the quality systems and of accreditation of the hospitals will have a lot to benefit from the training of trainers and professionals in the quality systems management in the health sector.

The didactic materials elaborated within the project will be the basis for the of other training packages for other positions with duties in the quality assuring in the medical system - quality management technician in health care, or in the training of the professionals in the quality assuring domain or in other domains.

OPERATIONAL FEASIBILITY OF CERTIFICATION SCHEMES

According to the EOQ Competence Specifications (CoS) and related EOQ Certification Schemes (CS) regarding the Quality System Manager in Healthcare, there is the possibility of building training programs and certification on two competence levels. The first one, with lower degree of complexity regards Quality Management Representatives in healthcare. They shall be familiar with the ISO 9000 series of standards and EN 15224 and have specific knowledge and skills in quality management methods and techniques. The second one, with higher degree of complexity regards Quality Managers in Healthcare. They shall demonstrate all knowledge and skills as required for Quality Management Representatives and in addition shall be able to apply generic management systems practice, general office practices, systems and technologies, cultural norms and be able to apply language and communication skills appropriate to all levels. They shall also be able to judge quality management systems, related to standards and normative documents and to apply relevant quality management techniques.

The methodology which stands at the core of the implementation of the curricula and the course syllabus developed within this project is centered on the method of experiential learning. Two training manuals will be developed - one theoretical and one practical.

The practical training manual, which will also be adapted to the needs of the target group and the specific activity related to this domain, will contain practical exercises. The practice will consist in a concrete activity with the trainer and a practical part with a supervisor in a real context - in hospitals in view of the direct use of the knowledge and practical instruments elaborated for the development of the competences. This practical approach will help the trainee to better understand the practical approach of QSMH and also to gain specific information adapted to each person's specific training needs. Each trainee will be able to ask

specific questions during both theoretical and practical training in order to satisfy his/hers own training needs and to gain specific information, useful in the future.

During the theoretical materials and practical training methodology testing period, each participant - beneficiary of the training – will be involved in the testing, giving their feed-back and information for the evaluation of the materials on the basis of pre-established criteria.

The testing - evaluation criteria of the elaborated materials will be:

- a) The degree of understanding of the concepts - transmitted notions for the practical part;
- b) The relations between the theoretical concepts and the elaborated practical training instruments;
- c) The clarity of the learning objectives for the practical applications;
- d) The capacity of the practice training instruments to develop the competences of the beneficiaries;
- e) The capacities of the training materials to develop the QSMH competences for this activity in the national context - ensuring the accreditation/certification of the quality management systems of the hospitals.

Testing will be made through the evaluation questionnaire of the competences acquired gained by the participants in the training program and the evaluation questionnaire of the established criteria for the testing of the elaborated materials/instruments.

After the finalization of both theoretical and practical training, quality management representative in healthcare will obtain several knowledge and abilities:

- Implement and maintain quality management system in healthcare, taking into account normative requirements
- Recognize legal and other normative requirements and coordinate their assessment and implementation in the company
- Process Management
- Manage and moderate groups
- Present and report quality-relate results to different target groups

- Be a contact person and motivator for employees in the organization
- Perform the role of Management Representative or support the management representative with the following tasks:
 - Advising top management
 - Top-down communication
 - Reporting to top management
- Recognize the importance of knowledge management for the organization
- Be the contact person for external interested parties (e.g. for suppliers, customers, certification body)
- Recognize customer-specific requirements and coordinate their assessment and implementation in the company
- Apply quality management methods
- Decide on additional methods for evaluating service quality
- Manage quality management projects in healthcare

After the finalization of both theoretical and practical training, a quality manager in healthcare will obtain several knowledge and abilities:

- Analyze quality-related data, assess facts, consolidate and present (and also report) them, particularly with regard to the following application fields:
 - Quality in healthcare situation (e.g. relating to efficiency, effectiveness, productivity)
 - Process adherence and performance (e.g. time aspects, error rates)
 - Product quality
 - Suggestion system (e.g. improvement suggestions)
 - Customer satisfaction (e.g. customer complaints)

- Supplier management (e.g. development/support, appraisal)
- Management evaluation (e.g. establishing principles, creating basis for decisions)
- Improvement programs
- Continuously analyze customer interest, represent them in the company and implement them where applicable
- Develop quality management in healthcare system in the direction of sustained business success of the organization
- Integrate/combine requirements from different management system standards and other internal and external requirements
- Be an internal quality management service provider / consultant for all levels of the company
- Be able to act as internal trainer/instructor for topics of relevance to company quality management and other management systems topics
- Promote the company's management system
- Create, implement, assess and improve audit programs

SPECIFIC CONSTRAINTS IN IMPLEMENTATION AND RECOGNITION AT NATIONAL AND INTERNATIONAL LEVEL

The main constraints are :

- Compliance with the procedural actions regarding:
 - Getting an agreement with the Ministry of Health to introduce in C.O.R. the occupation of „Manager of Quality Manager Systems in Healthcare”

- Realization of occupational analysis according to the methodology of National Authority of Qualifications
- Elaboration of occupational standard „Manager of Quality Manager Systems in Healthcare” and obtain the validation from the National Authority of Qualifications
- Authorization of Romanian partners for providing the training program based on the elaborated occupational standard
- Creation and authorization by National Authority of Qualifications of a national center for assessment and certification of professional skills obtained on other ways than formal, for the occupation of „Manager of Quality Manager Systems in Healthcare”
- Building training curricula in order to respect all the specific requirements of EOQ Competence Specifications (CoS)
- Providing premises for the program participants to be certified in Romania based on EOQ Certification Schemes (CS) regarding the Quality System Manager in Healthcare

RECOMMENDATIONS

- Allocate sufficient time and increased human and material resources for the development of the documentation required by the Ministry of Labor, Family and Social Protection and the Elderly and the National Qualifications Authority, given the complexity of the procedures for creating new occupations, respectively building and obtaining approval of new training programs.
- Use of effective occupational analysis tools which do not require extensive expenses, a potential example of method is DACUM (Developing A Curriculum).
- Identifying and involving stakeholders throughout the entire process related to the building of necessary frame for implementation of training program in Romania

- Prepare all specific documents of the training program and the certification of skills acquired in other ways than formal, in a clear and understandable mode to facilitate assessment and authorization processes.
- Always check the correlation of requirements and constraints in healthcare with the quality of management, which are constantly evolving both nationally and internationally.