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THE ATTITUDE OF MEDICAL STAFF TO THE QUALITY MANAGEMENT SYSTEM IN A SPECIALIZED HOSPITAL

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INTRODUCTION

Quality Management (QM) in the Organizations is the **Way** and/or **Science** and/or **Art** and/or **Choice** and/or **Image** and/or **Process** and/or…

But everyone also knows that QM is big and hard work.

"Quality management is the act of overseeing all activities and tasks that must be accomplished to maintain a desired level of excellence. This includes the determination of a quality policy, creating and implementing quality planning and assurance, and quality control and quality improvement" (Routner, 2020)

"Quality Management (QM) has been defined as a "philosophy or an approach to management" made up of a "set of mutually reinforcing principles, each of which is supported by a set of practices and techniques" (Dean and Bowen, 1994)

QM IN HEALTH CARE SECTOR

"It's a system for managing quality… It is the way our organization operates. And if you accept that, then it's very easy to see the QMS really is the basic foundation for being successful as an organization" (Colin Gray, Cavendish Scott Inc.)

The **main Principles of QM** for all types of the Organizations are:

1. Customer focus
2. Leadership
3. Engagement of people
4. Process approach
5. Improvement
6. Evidence-based decision making
7. Relationship management

Risk for QM in Health Care sector:

- Staff members in the Health Care sector are stressful (emergency situations, deaths, responsibility for Life, conflicts with other and etc.);
- QM is Innovation in the Organization and can be the Reason of Resistance;
- These both factors can be the Reason of unsuccessful implementation of QM.

SCIENTIFIC PROBLEM

The impact of QM implementation has on activities of organizations, economic indicators of organizations, etc. (Nasir, 2015).

But there are also many forms of resistance in organizations which impacts an obstacle to implement the Quality Standard.

Scientific problem can be formulated from problems – lack of feedback from patients, resistance and anxiety of medical staff and etc.

MacKey and all (2004) has shown that the application of management standards' methods is an effective work-related stress management strategy. Reynolds (2000) points out, that to defuse anxiety and avoid resistance to change, employee participation should incorporate accumulation of personal resources.

SURVEY METHODOLOGY AND SAMPLING

The survey was carried out in 2020 in specialized Hospitals.

Selection criteria:

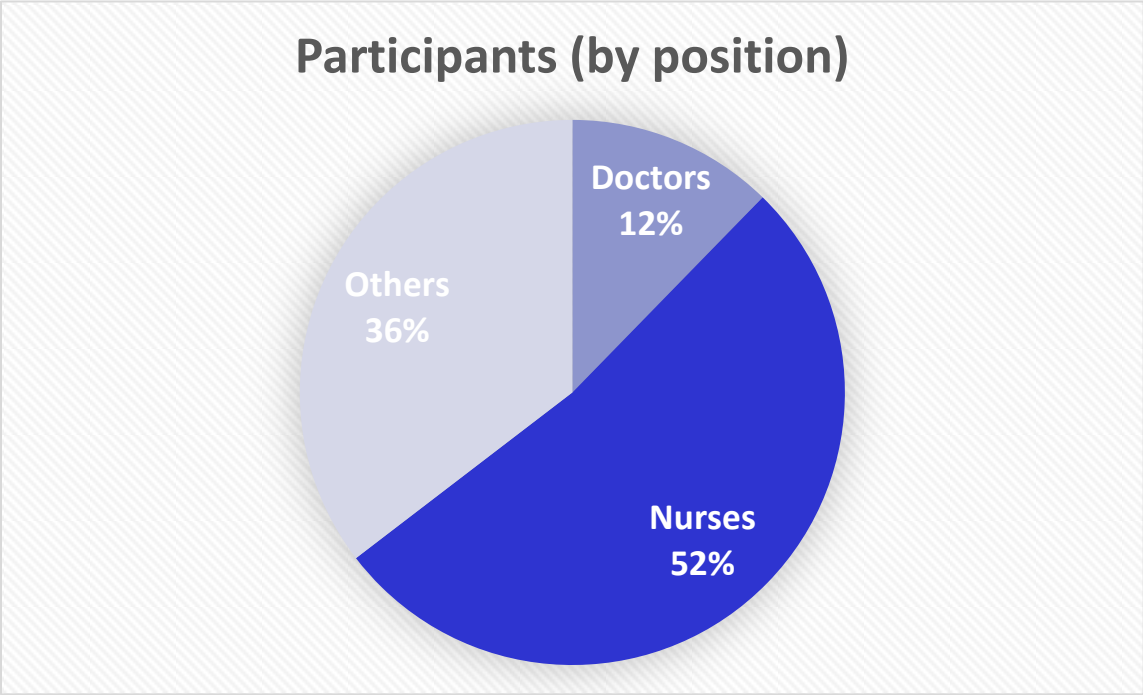
- Hospitals: Klaipeda, non-profit-making, inpatient, specialized, implementation of Quality Management (y/n);
- Survay participants in hospitals: all staff (doctors, nurses, other staff).

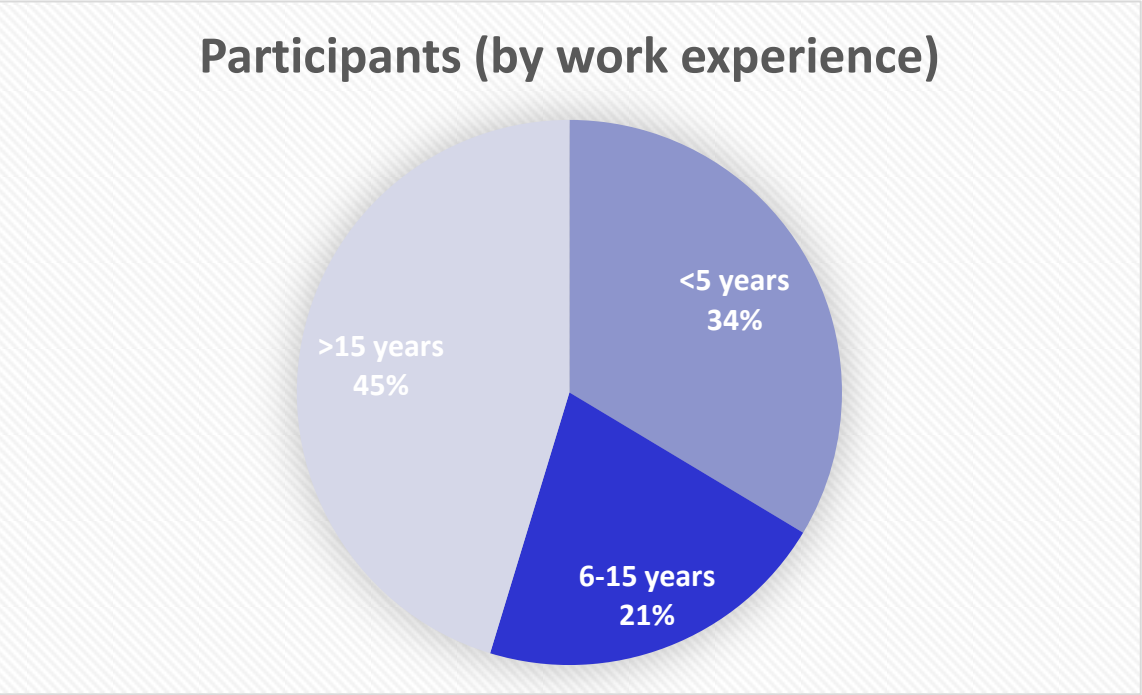
The instrument used for the survey was the Scale of stance on quality management practice and the scale of psycho-emotional working environment.

The Scale contained 39 statements about employees' stance on quality management practice, working environment, response to stressors affecting levels of stress at work, relationship with the working environment and four demographic questions.

During the study, 364 questionnaires were distributed (78.2% return rate).

RESULTS (1)

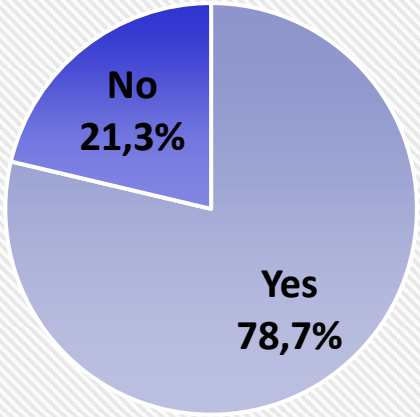




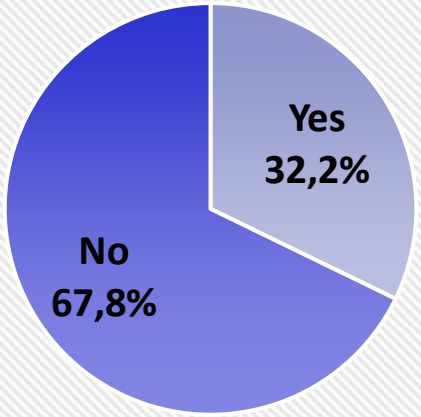
The majority (44.6%) were over 50 years of age. 18.9% of employees who had taken the survey indicated they live on their own, and 70.5% claimed they live with another person.

RESULTS (2)

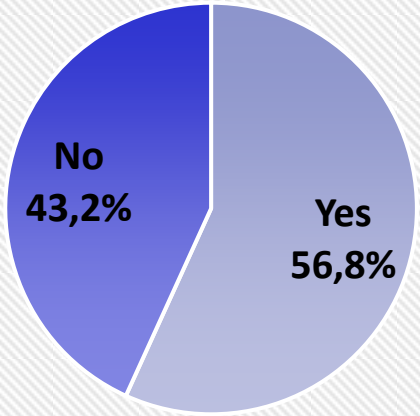
My Job and QM are related



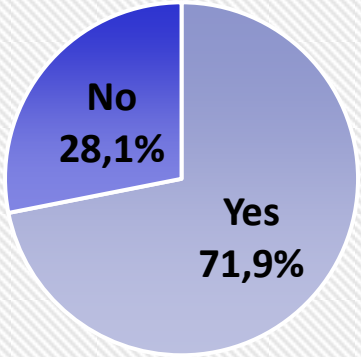
QM doesn't increase stress level at Work



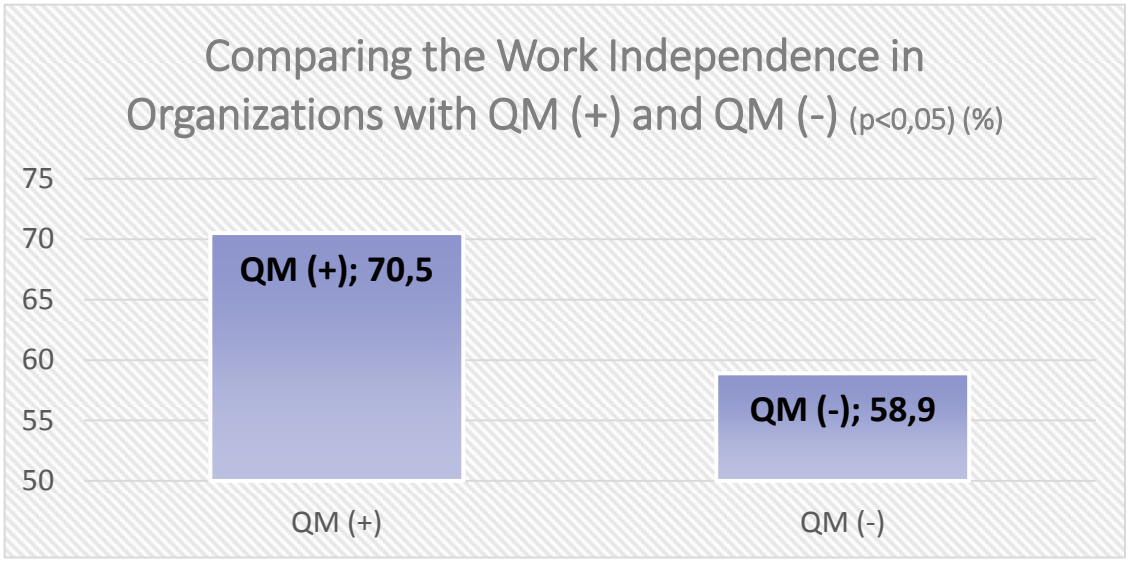
QM facilitates my workload

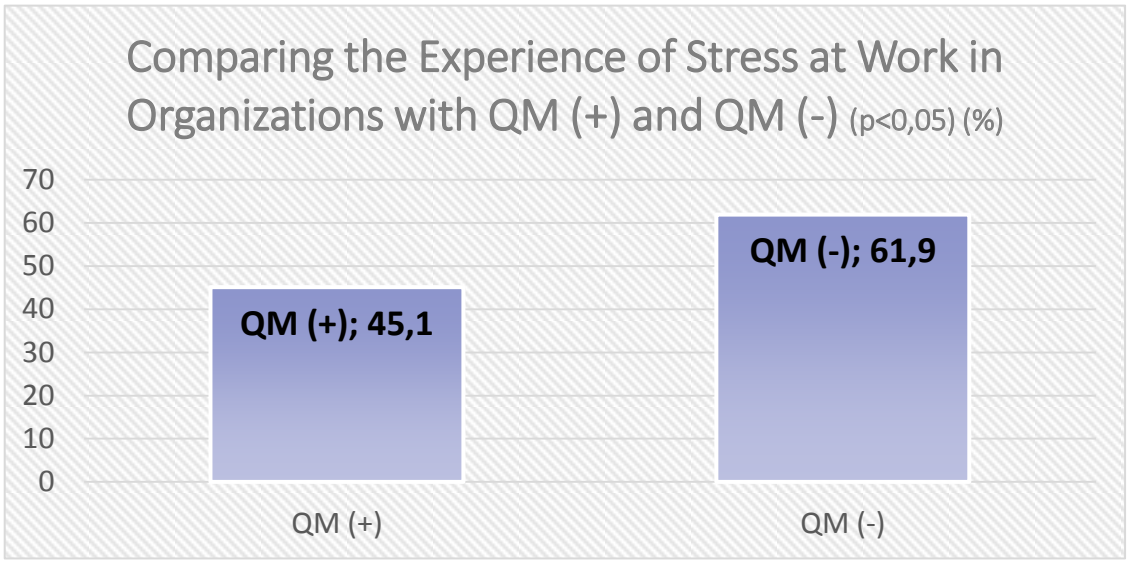


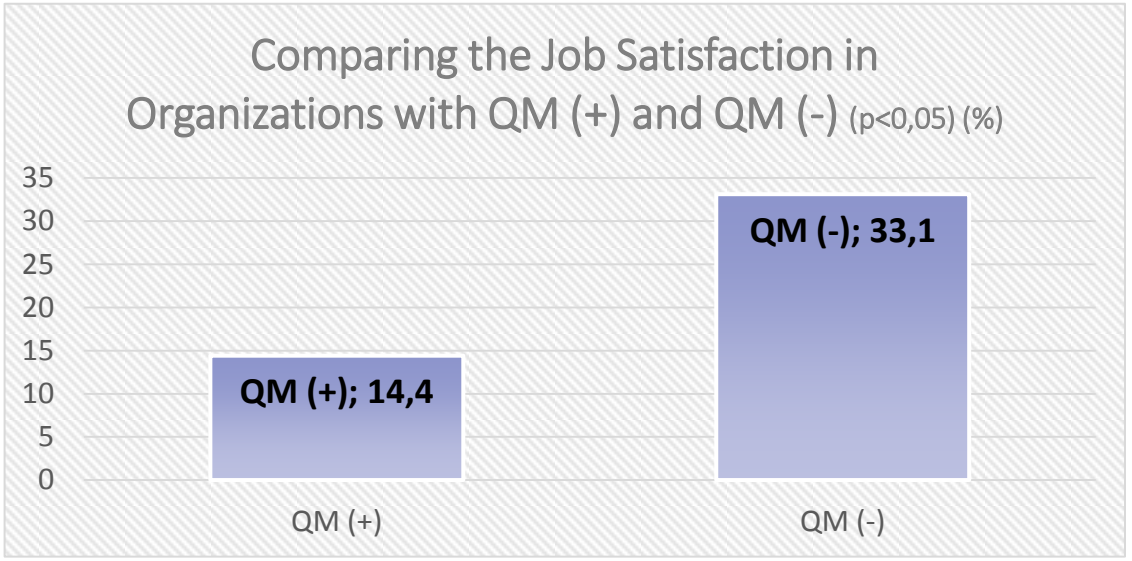
QM contributes to the image of the Organization

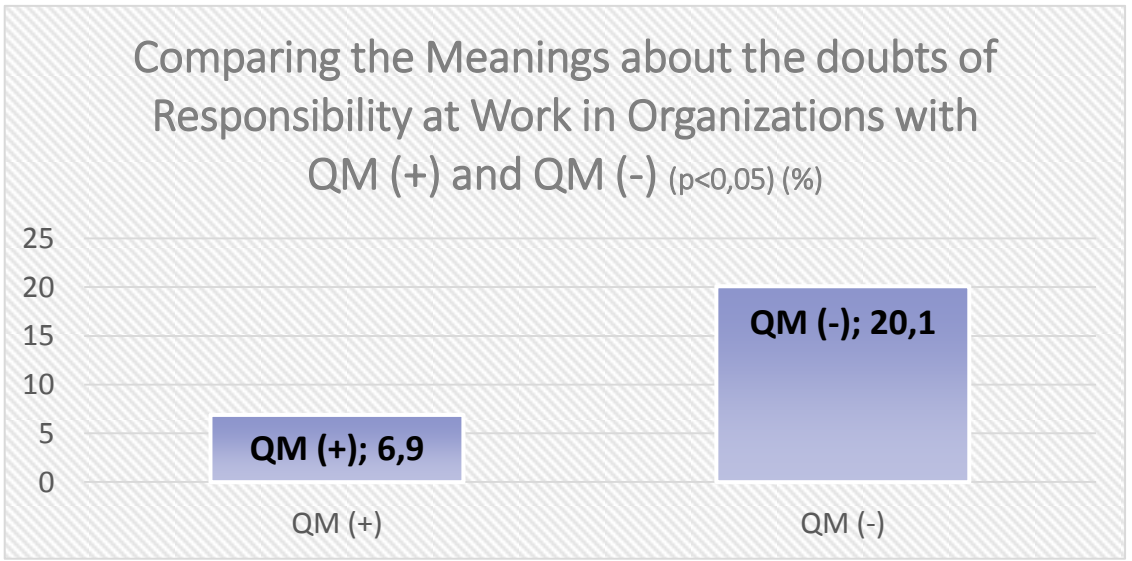


RESULTS (3)

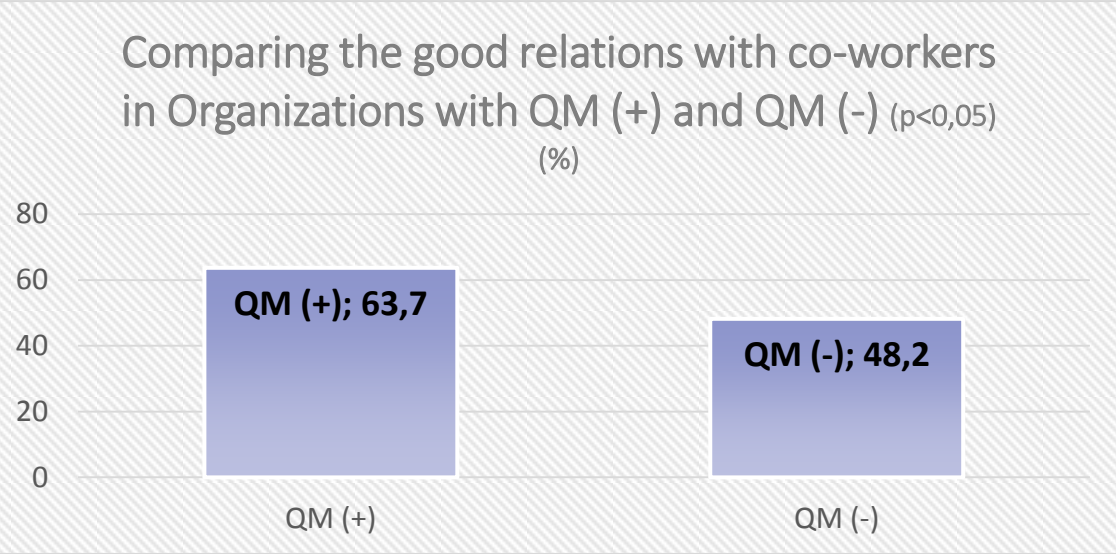

Comparing the Work Independence in Organizations with QM (+) and QM (-) (p<0,05) (%)
75
70
65
60
55
50
QM (+); 70,5
QM (-); 58,9
QM (+)
QM (-)

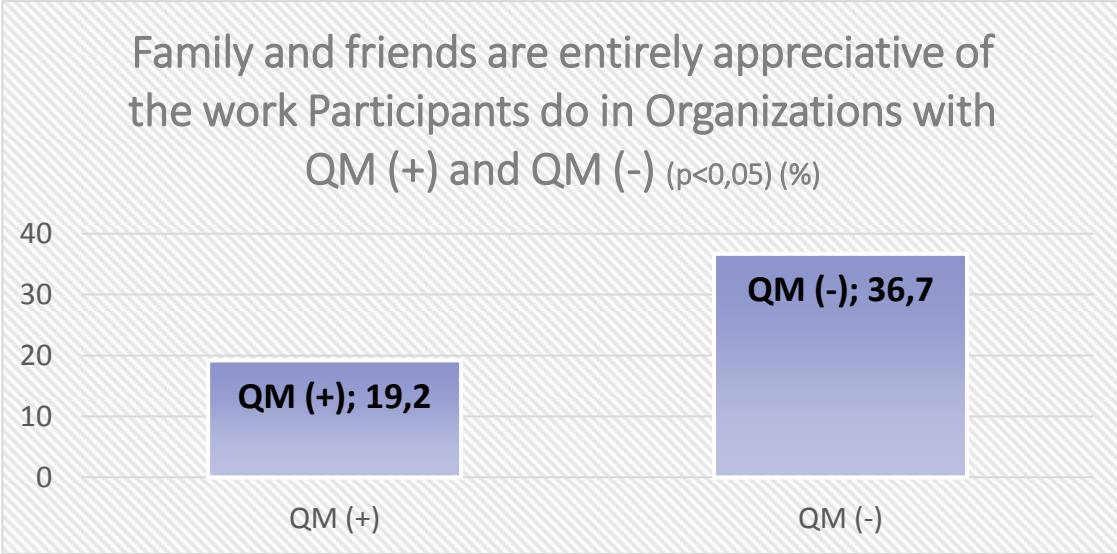

Comparing the Experience of Stress at Work in Organizations with QM (+) and QM (-) (p<0,05) (%)
70
60
50
40
30
20
10
0
QM (+); 45,1
QM (-); 61,9
QM (+)
QM (-)

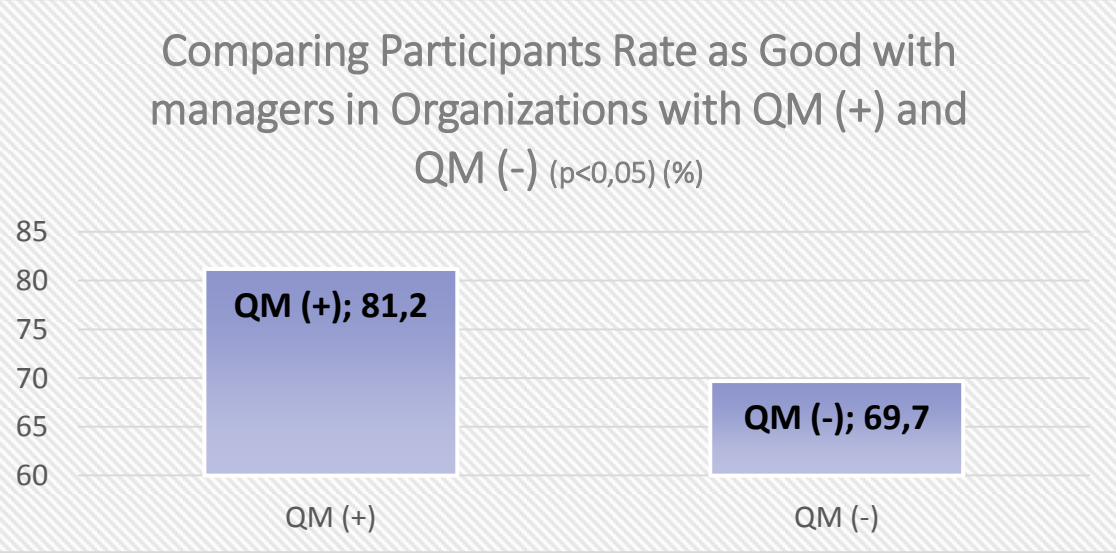

Comparing the Job Satisfaction in Organizations with QM (+) and QM (-) (p<0,05) (%)
35
30
25
20
15
10
5
0
QM (+); 14,4
QM (-); 33,1
QM (+)
QM (-)

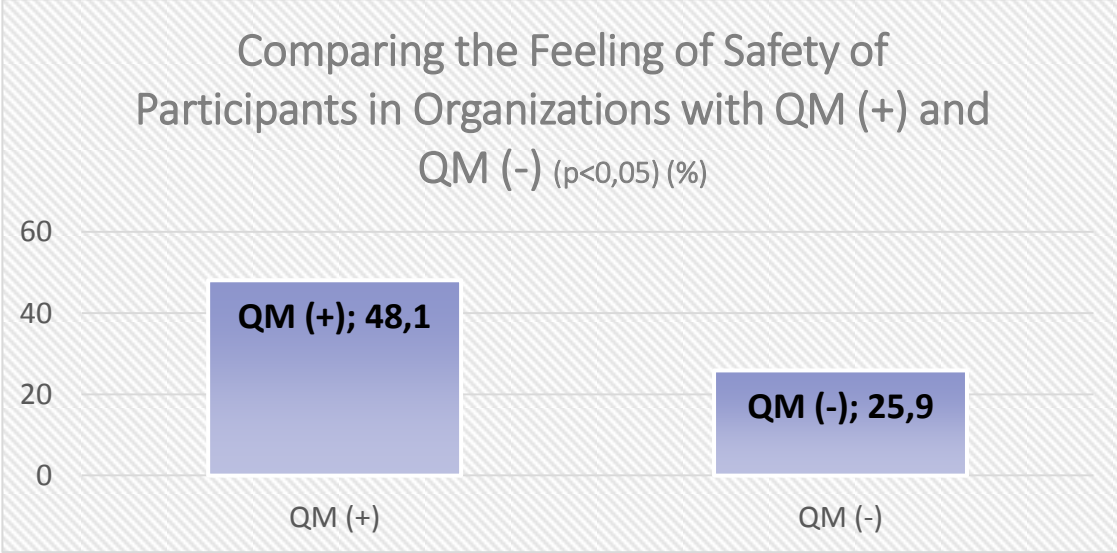

Comparing the Meanings about the doubts of Responsibility at Work in Organizations with QM (+) and QM (-) (p<0,05) (%)
25
20
15
10
5
0
QM (+); 6,9
QM (-); 20,1
QM (+)
QM (-)

RESULTS (4)


Comparing the good relations with co-workers in Organizations with QM (+) and QM (-) (p<0,05) (%)
80
60
40
20
0
QM (+); 63,7
QM (-); 48,2
QM (+)
QM (-)


Family and friends are entirely appreciative of the work Participants do in Organizations with QM (+) and QM (-) (p<0,05) (%)
40
30
20
10
0
QM (+); 19,2
QM (-); 36,7
QM (+)
QM (-)


Comparing Participants Rate as Good with managers in Organizations with QM (+) and QM (-) (p<0,05) (%)
85
80
75
70
65
60
QM (+); 81,2
QM (-); 69,7
QM (+)
QM (-)


Comparing the Feeling of Safety of Participants in Organizations with QM (+) and QM (-) (p<0,05) (%)
60
40
20
0
QM (+); 48,1
QM (-); 25,9
QM (+)
QM (-)

DISCUSSION (1)

Studies have shown that an implemented quality management practice:

- increases the level of employee job satisfaction, the overall level of job satisfaction among employees, the enthusiasm of employees,
- reduces work-related stress and psychological pressure,
- promotes creativity and enhances teamwork skills.

The emotional well-being of people working in healthcare organizations is influenced by a number of factors that are interlinked and their proper management can, through quality standards, positively affect not only the well-being of workers, but also improve the final product – the services provided by the healthcare organization – by enhancing quality, increasing the level of safety and ensuring accessibility.

DISCUSSION (2)

The findings of the study were broadly in line with the results of research carried out by other foreign authors, that is:

- that employees of organizations where a quality management practice has not been implemented are more likely to experience stress and a poorer psycho-emotional state than employees of organizations with quality management practice in place.
- Having analyzed the results of the study, we found that employees who do not follow the principles of a quality management practice at work measure their work as less independent, and are more likely to accidentally damage valuable equipment or work products, but are more likely to be satisfied with the work they do and their current lifestyles, and feel abnormally fatigued less often.

CONCLUSIONS

Studies have shown that an implemented QM **increases** the level of employee job satisfaction, **reduces** work-related stress and psychological pressure, **increases** the overall level of job satisfaction among employees, **increases** enthusiasm, **promotes** creativity and enhances teamwork skills.

The emotional well-being of people working in healthcare organizations is influenced by a number of factors that are interlinked and their proper management can, through quality standards, positively affect not only the well-being of the workers, but also **improve** the final product – the services provided by the healthcare organization – by **enhancing** quality, **increasing** the level of safety and **ensuring** accessibility.

Employees whose work is strictly regulated by the principles of a quality management practice are **less obliged** to rush to complete their work, are **less** likely **to consider** their work psychologically and physically tense, are **less** likely **to have doubts** about their responsibility at work, are **less** likely to **have experienced stress** in their work in the last six months and are more likely to give their relationship with co-workers a good evaluation.

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THANK YOU!

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