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சுகாதார அமைச்சு
Ministry of Health

All Provincial Secretaries
All Provincial Directors of Health Services
All Regional Directors of Health Services
All Directors/Medical Superintendents

Establishment of Hospital Quality Management Units (QMUs) and District/Healthcare Quality & Safety (HQS) Units

Ministry of Health is focusing its attention on the continuous improvement of Quality and Safety of the Healthcare system of the country. Hence, it is essential to design and deliver continuous quality improvement programs and institutionalize the concepts of Quality and Safety effectively and maintain its sustainability.

Accordingly, the Ministry of Health with the Directorate of Healthcare Quality & Safety, after discussions held with the relevant stakeholders has decided to take necessary steps to establish Hospital Quality Management Unit (QMUs) and District/Healthcare Quality & Safety (HQS) Units Island wide.

You are hereby requested to take necessary actions to establish Hospital QMUs and District HQS Units as a step forward for the effective provision of healthcare enriched with Quality & Safety. Please note that a document of Functions and Responsibilities of Hospital QMUs and District HQS Units is attached herewith for your further references.

You are hereby requested to strictly adhere to the Functions and Responsibilities described in the attached documents when establishing the Hospital QMUs/District HQS Units.

Your active and dedicated participation in this regard is very much appreciated and acknowledged. For further clarifications please contact: Director/Healthcare Quality & Safety on T.P. 011 – 2678598.

Thank you

Dr. Y D N Jayathilake
Secretary

Dr. Y. D. Nihal Jayathilaka
Secretary
Ministry of Health
"Suwasiripaya"
385, Rev. Baddegama Wimalawansa Thero Mawatha,
Colombo 10, Sri Lanka

Cc: Additional Secretary – Ministry of Health
Director General of Health Services

Hospital Quality Management Unit

Functions & Responsibilities:

1. Create a quality culture in hospitals with the introduction of Japanese 5S system, Productivity concepts and a Quality Assurance Programme.

2. Promote employee participation in Management by way of establishing Work Improvement Teams/Quality Circles.

3. Maintain a database in staff training and conduct a planned In-service Training Programme.

4. Assist the management in Performance reviews and maintain records of such reviews.

5. Conduct customer satisfaction surveys, and employee satisfaction surveys, maintain and take corrective action for public complaints. Encourage suggestion schemes in hospitals.

6. Prepare guidelines and protocols relevant to care provided to patients.

7. Establish a mini library consisting of manuals, periodicals, journals and other texts in Quality and Safety in Healthcare.

8. Ensure supplier quality by maintaining contract agreements for support services and maintenance of equipment.

9. Organize and update the supplier and maintenance information system and disseminate to the relevant Units.

10. Develop Annual Procurement plans for the different variety of purchases.

11. Collect data related to quality improvement of patient care services (eg. Patient accidents and adverse events, near misses, readmissions, case fatality rates, complications arising from Medical and surgical procedures, Referrals and Transfers etc.).

12. Encourage and assist in preparing strategic plans for the institutions.

13. Prepare tools for the implementation of Productivity and Quality Programmes.

14. Promote studies, research and medical audits in the institutions.

15. Develop and implement a monitoring system for the Quality Assurance Programme in the institution.

16. Establish a Rewarding System for employee satisfaction.

17. Promote an environment-friendly hospital.

18. Assist other institutions in Health or Non-Health Sectors to implement Productivity and Quality Assurance Programmes.

19. Improve the Quality of Work environment conducive to optimal patient care services.

20. Publish the Annual Report of the institution and provide feedback to the customers, employees, and stakeholders of Health Services.

Hospital Quality Management Unit

Quality Management Units (QMU) are established in all Base Hospitals upwards with the objective of Improving Healthcare Quality & Safety by way of assisting the management to bring about a quality culture in the hospitals. The function and responsibility of the Quality Management Unit is to provide services related to the management of the implementation of the Continuous Quality Improvement (CQI) Programme of the Ministry of Health. This unit will have a close relationship with the District Healthcare Quality & Safety Unit and the Directorate / Healthcare Quality & Safety of the Ministry of Health.

Administrative Structure of QMU in Hospitals

Human Resource		TH / PGH	DGH	BH
1	No. of Full time employees needed The categories of Staff	MO - 1 NO - 1 Health Assistant (HA) - 01	MO - 1 NO - 1 Health Assistant-01	MO – 1 NO - 1 Health Assistant-01
Furniture				
2	No. of Tables (give detail description such as executive tables, junior executive tables, office tables etc)	Junior executive table -01 Office table-03	Junior executive table -01 Office table-02	Office table-02
3	No. of Chairs (give detail description such as executive chairs, junior executive chairs, office chairs etc)	Junior executive chair- 01 Visitor chairs -04 Office chairs- 03 Chair for HA-01	Junior executive chair- 01 Visitor chairs -04 Office chairs- 03 Chair for HA-01	Visitors Chairs -02 Office chairs- 02 Chair for HA-01
4	No. of cupboards	02	02	02
5	No. of computer tables	01	01	01
Equipments				

6	No. of Desktop computers	01	01	01
7	No. of Laptop computers	01	01	01
8	No. of multimedia	01	01	01
9	Photocopy machine	01	01	01
10	Availability of a digital camera	01	01	01
Any other items		1. Photocopy machine stand/ table 2. Chair for Computer table 3. Printer 4. Dongle 5. UPS for Computer and Photocopy machine 6. Box Files - 12 7. White boards -02	1. Photocopy machine stand/ table 2. Chair for Computer table 3. Printer 4. Dongle 5. UPS for Computer and Photocopy machine 6. Box files - 12 7. White boards -02	1. Photocopy machine stand/ table 2. Chair for Computer table 3. Printer 4. Dongle 5. UPS for Computer and Photocopy machine 6. Box files - 12 7. White boards -02

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Directorate
Healthcare Quality & Safety
MINISTRY OF HEALTH SRILANKA

Files to be maintained by Hospital Quality Management Units

Main Folders	Sub Folders/Files
1. Management	1. Miscellaneous File
	2. Correspondence with the Directorate / Healthcare Quality & Safety, D / HQS Unit
	3. Correspondence with the PDHS/RDHS
	4. Correspondence with the Hospital
	5. Foreign Funded Projects (i) WHO Project (ii) World Bank Project (iii) JICA Project
2. Organizational Profile	1. Organization description and Available Services & Facilities
	2. Policy Development & Alignment (Vision Mission & Values)
	3. Staff Profile
	4. Organization Charts
3. Customer focus	1. Customer awareness programmes
	2. Customer Satisfaction Surveys
	3. Waiting Time Surveys
	4. Suggestion Schemes
	5. Public Complaints & Media Reports
4. Leadership	1. Team of different levels of Leadership
	2. Organization Chart
	3. Environment Safety
	4. Social Responsibility – Support to key Communities & Community Health (Community projects done by the hospitals.)
	5. Public Support , Donation etc.
5. Performance Reviews	1. Mgt. Committee meetings
	2. Monitoring of Quality Care
	3. Maternal Death Reviews
	4. Perinatal Mortality Review
	5. Drugs Reviews
	6. Infection Control Reviews
	7. Any other performance oriented reviews

6.Human Resource Management	1. **HR Development** ❖ Job Descriptions
	❖ Staff Training In-service – International
	❖ Staff Training In-service – External
	❖ Staff Training In-service – Internal
	2. HR Deployment - ❖ Staff Distribution
	❖ Cadre Updates
	3. HR Involvement ❖ Work Improvement Teams /Quality Circles
	❖ Welfare activities
	4. Rewarding System ❖ Employee Satisfaction Surveys
	❖ Rewarding criteria
7. Information Analysis	1. Quarterly Statistic Bulletin
	2. Annual Report / Annual Statistic Bulletin
	3. Quality Related Data ❖ Hospital Associated Infections
	❖ Readmissions
	❖ Adverse Incidents Reporting
	❖ Complication Management
	❖ Transfusion Reactions
	❖ Mistake Proofing
	❖ Occupational Hazards
	❖ Referrals & Transfers
	❖ Hospital Morbidity & Mortality
	❖ Near Misses
	4.Studies & Research
8. Process Mgt.	1. Admission & Discharge policy and Guidelines
	2. Medical & Nursing Guidelines
	3. Support Services (Guidelines) ❖ Laboratory Services
	❖ Medical Suppliers
	❖ Diet Suppliers
	❖ CSSD
	4. Purchasing & Payments Procedures
	5. Tender Guidelines
	6. Any Others

District / Healthcare Quality & Safety Unit

Functions & Responsibilities:

1. Planning of quality and safety programmes in the district to align with the National policy on healthcare quality and safety

2. Support in-built Quality & Safety programmes of other specialties

3. Ensuring continuous improvement in the entire operations of healthcare quality & safety in District healthcare institutions

4. Create a quality culture in all healthcare institutions with the introduction of Japanese 5S system, Productivity concepts and a Quality Assurance Programme.

5. Liaise with the Directorate of Healthcare Quality and Safety of the Ministry of Health working on Quality Health Care.

6. Develop a mutual relationship with all the stakeholders working on Quality & Safety Improvement.

7. Maintain a database in staff training and conduct planned in-service training programmes for the Health workers in the district in Quality and Safety in Health care.

8. Assist the management in Performance reviews and the maintenance of records of such reviews.

9. Provide necessary technical and administrative support to the hospitals and MOH Offices in matters related to Healthcare Quality and Safety & Review.

10. Assist in the establishment of Quality Management Units in all secondary care hospitals and other health institutions in the district

11. Carry out monitoring of hospitals in the District that comes under the purview of Provincial Councils and provide feedback to the relevant hospitals

12. Prepare tools for the implementation of Productivity and Quality Programmes related to healthcare in the District in collaboration with the Directorate / Healthcare Quality & Safety

District / Healthcare Quality & Safety Unit

District HQS unit is a District level cell which will plan, organize, lead, control, implement, monitor and evaluation quality and safety health care services in all sphere of Health in the District accordance with national policy on quality and safety in health in liaise with directorate healthcare quality and safety of ministry of health and Provincial directorate. Also it ensures implementation of the Continuous Quality Improvement (CQI) Program in the District.

Administrative Structure of District / HQS Unit

Human Resource		D / HQS Unit
1	No. of Full time employees needed The categories of Staff	MO/HQS -01 PPO/PPA/SO/PA -02 MA -01 Data Entry Operator -01 Minor Staff -01
	Associated relationship	MO(MCH)/RE/RDS/MOP/MONCD/DRMO/DP DSPHID/RSPHNO/HEO/MRA/ Productivity Promoting Officers of the District/Divisional Secretariat level
Furniture		
2	No. of Tables (give detail description such as executive tables, junior executive tables, office tables etc)	Executive tables -01 Junior executive tables (with key board tray) -01 Office Table (with key board tray)-03
3	No. of Chairs (give detail description such as executive chairs, junior executive chairs, office chairs etc)	Executive tables Chair -01 Junior executive Chairs -01 Office Chairs (Rotating)-03
4	No. of cupboards	File Cupboards 02
5	No. of computer tables	No need
Equipments		
	No. of Desktop computers	01
7	No. of Laptop computers	01
8	No. of multimedia	01

9	Printer	01
10	Photocopy machine (with Printing & Scanning Facilities)	01
13	Availability of a Digital-Video camera	01
14	Dongle	01
Any other items		1. UPS for Computer and Photocopy machine 2. Box Files - 12

	4. Purchasing & Payments Procedures
	5. Tender Guidelines
	6. Any Others
9. Organization Development	1. Implementation of Productivity & Quality Programmes
	2. National Quality Week events
	3. Application for National Awards
10. Strategic Planning	1. Planning Team
	2. Action Plans
	3. Performance Targets of healthcare institutions in the district
11. Supplier Quality	1. Supplier Information
	2. Specifications of purchasing items
	3. Support Services Information
	4. Annual Procurement Plan
12. Organization Results	**1. Health Care Results** Have labels & graphics on key performance areas, comparisons over the year & among units & comparisons with other hospitals. eg. Infection Rates, Readmissions Rates, Death Rates etc.
	2. Patient and Customer focused Results - Customer satisfaction surveys, and comparisons with other hospitals - Referrals & Transfers
	3. Financial Results - Progress on Capital / Recurrent expenditure - Costing of Patient Care - Support Services etc.
	4. Staff & Work System Results 1. Work Vs Staff 2. Staff Training 3. Employee Satisfaction etc.

Directorate
Healthcare Quality & Safety
MINISTTRY OF HEALTH, SRI LANKA

Draft

Files to be maintained at District / Healthcare Quality & Safety Units

Main Folders	Sub Folders/Files
1. **Management**	1. Miscellaneous File
	2. Correspondence with the Directorate / Healthcare Quality & Safety
	3. Correspondence with the PDHS/RDHS
	4. Correspondence with the Hospitals
	5. Foreign Funded Projects (i) WHO Project (ii) World Bank Project (iii) JICA Project
	6. Report on supervisory visits to the healthcare Institution in the district
2. **Organizational Profile**	1. Organization description and Available Services & Facilities in all the healthcare institutions
	2. Policy Development & Alignment (Vision Mission & Values)
	3. Staff Profile of healthcare institutions
	4. Organization Charts
3. **Customer focus**	1. Customer awareness programmes in the district
	2. Customer Satisfaction Surveys in healthcare institutions
	3. Waiting Time Surveys in healthcare institutions
	4. Suggestion Schemes
	5. Public Complaints & Media Reports of healthcare institutions in the district
4. **Leadership**	1. Team of different levels of Leadership
	2. Organization Chart
	3. Environment Safety
	4. Social Responsibility – Support to key Communities & Community Health (Community projects done by the hospitals.)
	5. Public Support , Donation etc.
5. **Performance Reviews**	1. Mgt. Committee meetings of the healthcare institutions
	2. Monitoring of Quality Care in healthcare institutions
	3. Maternal Death Reviews in the district
	4. Perinatal Mortality Review in the district

	5. Drugs Reviews in the district .
	6. Infection Control Reviews in the district
	7. Any other performance oriented reviews in the district
6.Human Resource Management	1. **HR Development** ❖ Job Descriptions ❖ Staff Training In-service – International ❖ Staff Training In-service – External ❖ Staff Training In-service – Internal
	2. HR Deployment - ❖ Staff Distribution in the district ❖ Cadre Updates in the district
	3. HR Involvement ❖ Work Improvement Teams /Quality Circles in healthcare institutions ❖ Welfare activities in the district
	4. Rewarding System ❖ Employee Satisfaction Surveys ❖ Rewarding criteria
7. Information Analysis	1. Quarterly Statistic Bulletin
	2. Annual Report / Annual Statistic Bulletin
	3. Quality Related Data ❖ Hospital Associated Infections ❖ Readmissions ❖ Adverse Incidents Reporting ❖ Complication Management ❖ Transfusion Reactions ❖ Mistake Proofing ❖ Occupational Hazards ❖ Referrals & Transfers ❖ Hospital Morbidity & Mortality ❖ Near Misses
	4.Studies & Research
8. Process Mgt.	1. Admission & Discharge policy and Guidelines
	2. Medical & Nursing Guidelines
	3. Support Services (Guidelines) ❖ Laboratory Services ❖ Medical Suppliers ❖ Diet Suppliers ❖ CSSD