

	<b>UČNI NAČRT PREDMETA/COURSE SYLLABUS</b>
<b>Predmet</b>	<b>Menedžment kakovosti v zdravstvu</b>
<b>Course title</b>	<b>Quality Management in Health Care</b>

<b>Študijski program in stopnja</b> <b>Study programme and level</b>	<b>Študijska smer</b> <b>Study field</b>	<b>Letnik</b> <b>Academic year</b>	<b>Semester</b> <b>Semester</b>
Zdravstvene vede/3. stopnja Health sciences/3 <sup>rd</sup> Cycle	Menedžment v zdravstvu Management in Health Care	2. letnik 2 <sup>nd</sup> year	3. 3 <sup>rd</sup>

**Vrsta predmeta/Course type** izbirni/elective

**Univerzitetna koda predmeta/University course code** 3\_ZV\_2\_UN3\_IP\_MZ

<b>Predavanja</b> <b>Lectures</b>	<b>Seminar</b> <b>Seminar</b>	<b>Sem. vaje</b> <b>Tutorial</b>	<b>Lab. vaje</b> <b>Laboratory work</b>	<b>Teren. vaje</b> <b>Field work</b>	<b>Samost. delo</b> <b>Individ. work</b>	<b>ECTS</b>
15	10				425	15

**Nosilec predmeta/Lecturer:** doc. dr. Vesna Zupančič

<b>Jeziki/ Languages:</b>	<b>Predavanja/Lectures:</b>	slovenski/Slovenian
	<b>Vaje/Tutorial:</b>	slovenski/Slovenian

**Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:** **Prerequisites:**

<ul style="list-style-type: none"> <li>Vpis v drugi letnik študijskega programa.</li> <li>Študent mora pripraviti in predstaviti ter zagovarjati raziskovalno nalogo.</li> </ul>	<ul style="list-style-type: none"> <li>Enrolment in the second year of study.</li> <li>Student has to prepare, present and defend a research paper.</li> </ul>
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**Vsebina:**

**Content (Syllabus Outline):**

<ul style="list-style-type: none"> <li><i>Sistemi vodenja kakovosti</i> (definicije, zgodovinski razvoj, modeli vodenja kakovosti, menedžment kakovosti v zdravstvu in v zdravstveni negi, etična načela in načela kakovosti);</li> <li><i>Sistem zdravstvenega varstva in celovito integrirano upravljanje s kakovostjo in varnostjo v zdravstvu</i> (normativna podlaga, strategija razvoja kakovosti in varnosti v zdravstvu, strateški cilji, mednarodne primerjave, vloga različnih deležnikov za kakovost sistema zdravstvenega varstva in zdravstvene obravnave pacientov, podsistemi integriranega upravljanja s kakovostjo in varnostjo v zdravstvu, standardi in normativi);</li> </ul>	<ul style="list-style-type: none"> <li><i>Quality management systems</i> (definitions, historical development, quality management models, quality management in health care and nursing, ethical and quality principles);</li> <li><i>Health care system and comprehensive integrated management of quality and safety in health care</i> (normative foundations, strategy for the development of quality and safety in health care, strategic objectives, international comparisons, role of different contributors in the quality of health care systems and patient care, subsystems of integrated quality management and health safety, standards and norms);</li> </ul>
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<ul style="list-style-type: none"> <li>• <i>Menedžment kakovosti v zdravstvenih zavodih</i> (vizija, poslanstvo zdravstvenih zavodov, strategija razvoja kakovosti in varnosti v zavodu z akcijskim načrtom, organigram, dokumentacija vodenja kakovosti, stroški in prihranki sistema kakovosti, poslovna odličnost in kakovost);</li> <li>• <i>Menedžer/vodja/pooblaščen oseba za kakovost</i> (osebne značilnosti, kompetence, delovno mesto v okviru organizacijske strukture, ključne naloge, vloge različnih deležnikov pri integriranem upravljanju s kakovostjo in varnostjo v zdravstvu);</li> <li>• <i>Metode in orodja kot podpora vodenju kakovosti</i> (kazalniki kakovosti, smernice in standardi, standardni operativni postopki, klinične poti, pritožbeni sistem, nadzori in presoje, certificiranje in akreditiranje, dnevi kakovosti in varnosti, nagrade za kakovost);</li> <li>• <i>Integrirano upravljanje z varnostnimi odkloni in tveganji za varnost v zdravstvu</i> (sistem, register tveganj, register varnostnih odklonov, analiza vzrokov, ukrepi, učeča se organizacija, krizno komuniciranje);</li> <li>• <i>Kultura kakovosti, varnosti in pravičnosti</i> (definicije, organizacijska klima in organizacijska kultura, razvoj kulture, merjenje in izboljševanje);</li> <li>• <i>Merjenje kakovosti in varnosti v zdravstvu</i> (metodologija, standardizirani instrumenti, PREMs, PROMs, PRIMs, PaRIS itd., študije primera, vrednotenje kakovosti izida javnozdravstvenih preventivnih programov in aktivnosti zdravstvene nege);</li> <li>• <i>Načrtovanje raziskav za na dokazih temelječ proces nenehnih izboljšav</i> (menedžment informacij in znanja, raziskave in raziskovanje na področju menedžmenta kakovosti, metode ugotavljanja potreb, pričakovani uporabniki storitev);</li> <li>• <i>Razvoj in razširjanje vodenja kakovosti na vse poslovne procese in vzpostavitev procesa na dokazih temelječih nenehnih izboljšav</i> (komunikacija, projektno vodenje, motiviranje, vizualizacija, moderiranje in prezentacija, PDCA).</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Quality management in health care institutions</i> (vision, mission of health care institutions, strategy of quality and safety development in the institution with an action plan, organization chart, documentation of quality management, costs and savings of the quality system, business excellence and quality);</li> <li>• <i>Manager/supervisor/quality assurance officer</i> (personality traits, competencies, position within the organizational structure, key tasks, roles of the various contributors in integrated quality and safety management in health care);</li> <li>• <i>Methods and tools to support quality management</i> (quality indicators, guidelines and standards, standard operating procedures, clinical pathways, complaints system, control and assessments, certification and accreditation, quality and safety days, quality awards);</li> <li>• <i>Integrated management of safety incidents and health safety security risks</i> (system, risk register, register of safety deviations, root cause analysis, measures, learning organization, crisis communication);</li> <li>• <i>Culture of quality, safety and fairness</i> (definitions, organizational climate and culture, cultural development, measurement and improvement);</li> <li>• <i>Measurement of quality and safety in health care</i> (methodology, standardized tools, PREMs, PROMs, PRIMs, PaRIS, etc., case studies, quality assessment of outcomes of public health care prevention programs, and of nursing care activities);</li> <li>• <i>Research planning for evidence-based continuous improvement process</i> (information and knowledge management, quality management research and investigation methods of identifying needs and expectations of service users);</li> <li>• <i>Development and dissemination of quality management in all business processes and establishment of an evidence-based continuous improvement process</i> (communication, project</li> </ul>
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management, motivation, visualization, moderation and presentation, PDCA).

### Temeljna literatura in viri/Readings:

#### Temeljna literatura/Basic literature

- Rozman, R., Kovač, J., Filej B. in Robida A. (2019). *Management v zdravstvenih organizacijah* (str. 409-510). Ljubljana: Lexpera, GV Založba.
- Kramar, Z. (2022). *Kakovost in varnost v zdravstvu: priročnik*. Ljubljana: Zbornica zdravstvene nege.
- Zupančič, V. *Kakovost in varnost v zdravstvu*. Dostopno na: [w.gov.si/assets/ministrstva/MZ/DOKUMENTI/Storitve/Strokovni-izpit/Kakovost-in-varnost-v-zdravstvu-V.-stopnja.pdf](http://w.gov.si/assets/ministrstva/MZ/DOKUMENTI/Storitve/Strokovni-izpit/Kakovost-in-varnost-v-zdravstvu-V.-stopnja.pdf).
- Prebil, A., Pjerina A. in Fink, A. (2023). *Etika in zakonodaja v zdravstvu: učbenik za modul Kakovost v zdravstveni negi v programu Zdravstvena nega*. Ljubljana: Grafenauer.

#### Priporočljiva literatura/Recommended literature

- Fondahn, E., De Fer MD, T. M., Lane, M., Vannucci, D. (2016). *The Washington manual of patient safety and quality improvement*. Philadelphia: (etc.) : Wolters Kluwer.
- Robida, A. (2013). *Napake pri zdravstveni obravnavi pacientov – Sistematična analiza globljih vzrokov za napake*. Bled: Prosunt.
- Robida A. (2009). *Pot do odlične zdravstvene prakse: vodnik za izboljšanje kakovosti in presoje lastne zdravstvene prakse*. Ljubljana: planet GV.
- Znanstveni in strokovni članki na temo kakovosti in varnosti v zdravstvu in oskrbi.

### Cilji in kompetence:

*Učna enota prispeva predvsem k razvoju naslednjih splošnih in specifičnih kompetenc:*

- celovito kritično mišljenje, sposobnost analize, sinteze in predvidevanje rešitev s področja menedžmenta kakovosti na integriran in interdisciplinaren način,
- usposobljenost za samostojno razvijanje novega znanja in reševanja najzahtevnejših znanstvenih in strokovnih problemov s področja menedžmenta kakovosti v zdravstvu in zdravstveni negi,
- avtonomnost in odgovornost pri odločanju za zagotavljanje kakovosti in varnosti pri izvajalcu zdravstvene dejavnosti,
- vodenje in sodelovanje v kritičnih dialogih v primeru varnostnih odklonov,
- poznavanje in razumevanje procesov v delovnem okolju ter usposobljenost za njihovo analizo, sintezo in predvidevanje

### Objectives and Competences:

*The course unit contributes mainly to the development of the following general and specific competences:*

- comprehensive critical thinking, the ability to analyse, synthesise and anticipate solutions in the field of quality management in an integrated and interdisciplinary manner,
- the ability to independently develop new knowledge and solve the most challenging scientific and professional problems in the field of quality management in the health care sector,
- autonomy and responsibility in decision making to ensure quality and safety for health care providers,
- conducting and participating in critical dialogues in case of safety deviations,
- knowledge and understanding of processes in the work environment and the ability to analyse, synthesise and

<p>rešitev oz. posledic iz vidika kakovosti in varnosti,</p> <ul style="list-style-type: none"> <li>• usposobljenost za prepoznavanje potreb po spremembah in uvajanje inovacij za kakovost in varnost v zdravstvu,</li> <li>• sposobnost kreativne uporabe znanja v strokovnem okolju, zmožnost prepoznavanja problemov ter iskanja rešitev za izboljšanje kakovosti obravnave in varnosti pacientov in zaposlenih,</li> <li>• usposobljenost za koordiniranje multidisciplinarnega, integriranega pristopa za kakovost in varnost zdravstvene obravnave,</li> <li>• zavezanost k profesionalni etiki in kulturni nediskriminatornosti in spoštovanje kulturnih razlik v okviru menedžmenta kakovosti in varnosti v zdravstvu,</li> <li>• ozaveščenost o nujnosti lastnega izpopolnjevanja, dopolnjevanja, poglobljanja in posodabljanja znanja s področja menedžmenta kakovosti,</li> <li>• poznavanje in uporaba raziskovalne metodologije (metod, postopkov, procesov in tehnologije) za vrednotenje in izboljševanje kakovosti in varnosti v zdravstvu,</li> <li>• poznavanje pomena implementacije pristopa »na dokazih temelječega znanja/spoznanj kakovosti in varnosti zdravstvene nege« v klinično okolje,</li> <li>• usposobljenost za predstavljanje pridobljenega znanja in raziskovalnih dognanj,</li> <li>• obvladovanje metod, tehnik za merjenje in vrednotenje kakovosti izidov zdravstvene obravnave,</li> <li>• sposobnosti za vrednotenje in ocenjevanje kakovosti izvedenih intervencij v zdravstveni negi.</li> </ul>	<p>predict solutions or impacts to quality and safety,</p> <ul style="list-style-type: none"> <li>• the ability to identify the need for change and to introduce innovation for quality and safety in health care,</li> <li>• the ability to use knowledge creatively in a professional environment; the ability to identify problems and find solutions to improve the quality of health care and the safety of patients and staff,</li> <li>• the ability to coordinate a multidisciplinary, integrated approach to quality and safety in health care,</li> <li>• commitment to professional ethics and cultural non-discrimination and respect for cultural differences in the management of health care quality and safety,</li> <li>• awareness of the need for self-improvement, supplementing, deepening and updating knowledge in the field of quality management,</li> <li>• knowledge and application of research methods (methods, procedures, processes and technology) to assess and improve quality and safety in health care,</li> <li>• knowledge of implementing the "evidence-based knowledge/insights into the quality and safety of nursing care" approach in a clinical setting,</li> <li>• the ability to present acquired knowledge and research results,</li> <li>• mastery of methods, techniques for measuring and evaluating the quality of health care outcomes,</li> <li>• the ability to evaluate and assess the quality of interventions performed in nursing care.</li> </ul>
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**Predvideni študijski rezultati:**

Študenti/študentke bodo:

- poznali in razumeli različne sisteme in modele vodenja kakovosti ter njihovo uporabo na področju zdravstvenega varstva in v zdravstveni negi v mednarodnem in slovenskem prostoru,

**Intended Learning Outcomes:**

Students will:

- know and understand different quality management systems and models and their application in the field of health care and nursing in the international and Slovenian area,

<ul style="list-style-type: none"> <li>• ponotranjili pomen upoštevanja etičnih načel in načel kakovosti pri menedžmentu kakovosti v zdravstvu,</li> <li>• razvijali sposobnost integriranega upravljanja s kakovostjo in varnostjo v zdravstvu,</li> <li>• poznali in razumeli normativno podlago, strateške cilje in različne podsisteme za kakovost in varnost zdravstvu ter vlogo različnih deležnikov v prizadevanjih za kakovostno zdravstveno varstvo,</li> <li>• razvili sposobnosti za menedžment kakovosti v zdravstvenih zavodih iz vidika načrtovanja, izvajanja, vrednotenja in uvajanja sprememb procesov,</li> <li>• prepoznali pomen osebnostnih značilnosti, kompetenc vodje kakovosti ter razvili sposobnosti za izvajanje ključnih nalog,</li> <li>• poznali in znali uporabljati orodja in metode za spremljanje in izboljševanje kakovosti in varnosti zdravstvene obravnave in razvili sposobnosti za kritično presojo,</li> <li>• razumeli pomenskost in uporabnost posameznih metod in orodij za vodenje in zagotavljanje kakovosti in varnosti v zdravstvu,</li> <li>• spoznali sistem in razvili sposobnosti za integrirano upravljanje z varnostnimi odkloni in tveganji za varnost v zdravstvu ter krizno komuniciranje;</li> <li>• razumeli in ozavestili pomenskost, značilnosti kulture kakovosti, varnosti in pravičnosti,</li> <li>• poznali, razumeli pomen in znali izvesti merjenja kakovosti in varnosti na različne načine in iz različnih perspektiv,</li> <li>• razvili sposobnosti za vrednotenje kakovosti izida javnozdravstvenih preventivnih programov in aktivnosti zdravstvene nege,</li> <li>• znali prepoznati potrebe, poznali in znali načrtovati raziskave za na dokazih temelječ proces nenehnih izboljšav kakovosti in varnosti sistema zdravstvenega varstva, vodenja kakovosti ter upravljanja s kakovostjo in varnostjo zdravstvene obravnave pacientov,</li> </ul>	<ul style="list-style-type: none"> <li>• internalise the importance of considering ethical and qualitative principles in quality management in the health care sector,</li> <li>• develop the ability of integrated quality and safety management in the health care sector,</li> <li>• know and understand the normative foundation, the strategic objectives and the different subsystems for quality and safety in health care, as well as the role of the different contributors in efforts to provide high quality health care,</li> <li>• develop skills for quality management in health care institutions with regard to the planning, execution, evaluation and implementation of process change,</li> <li>• recognize the importance of personality traits and competencies of the quality manager and develop the ability to perform key tasks,</li> <li>• know and be able to use tools and methods to monitor and improve the quality and safety of medical treatment and develop the ability to make critical judgements,</li> <li>• understand the importance and applicability of individual methods and tools for managing and ensuring quality and safety in health care,</li> <li>• understand the system and develop skills for integrated management of safety deviations and risks to health security and crisis communication,</li> <li>• understand the meaning, characteristics and awareness of the culture of quality, safety and fairness,</li> <li>• know and understand the meaning and how to perform quality and safety measurements in different ways and from different perspectives,</li> <li>• develop skills to assess the quality of the outcomes of public health prevention programs and nursing care activities,</li> <li>• knows how to identify and understand needs and can plan research for an evidence-based process of continuous improvement in health care quality and safety, quality management, and patient care quality and safety management ,</li> <li>• understands the importance of, and develops the ability to develop and</li> </ul>
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<ul style="list-style-type: none"> <li>• razumeli pomen in razvili sposobnosti za razvoj in razširjanje vodenja kakovosti na vse poslovne procese in vzpostavitev procesa na dokazih temelječih nenehnih izboljšav.</li> </ul>	<p>extend quality management to all business processes and establish a process of evidence-based continuous improvement.</p>
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**Metode poučevanja in učenja:**

**Learning and Teaching Methods:**

<ul style="list-style-type: none"> <li>• <i>predavanja</i> z aktivno udeležbo študentov (razlaga, diskusija, vprašanja, primeri, reševanje problemov),</li> <li>• <i>seminarji</i>: <ul style="list-style-type: none"> <li>- študij primera iz prakse,</li> <li>- načrt za raziskovalno-projektno delo,</li> <li>- izvedba raziskave (voden individualni študij),</li> <li>- izdelava, predstavitev in zagovor raziskovalne naloge;</li> </ul> </li> <li>• konzultacije (individualne in kolektivne).</li> </ul>	<ul style="list-style-type: none"> <li>• <i>lectures</i> with active student participation (explanation, discussion, questions, examples, problem solving),</li> <li>• <i>seminars</i>: <ul style="list-style-type: none"> <li>- studying an example from practice,</li> <li>- a plan for research/project work,</li> <li>- research implementation (guided individual study),</li> <li>- preparation, presentation and defence of the research paper;</li> </ul> </li> <li>• consultations (individual and in groups).</li> </ul>
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**Načini ocenjevanja:**

Delež (v %)/  
Weighting  
(in %)

**Assessment:**

<p>Načini:</p> <ul style="list-style-type: none"> <li>• temeljna ali aplikativna raziskovalna naloga z zagovorom (obseg 30.000 znakov).</li> </ul> <p><i>Ocenjevalna lestvica:</i> <b>uspešno, neuspešno.</b></p>	<p>100 %</p>	<p>Types:</p> <ul style="list-style-type: none"> <li>• fundamental or applicative research paper with defence (30,000 characters).</li> </ul> <p><i>Grading scale:</i> <b>pass, fail.</b></p>
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