



වයඹ පළාත් සෞඛ්‍ය සේවා දෙපාර්තමේන්තුව
வடமேல் மாகாண சுகாதார சேவைகள் திணைக்களம்
Provincial Department of Health Services - North Western



පැ.පෙ. 84, සෞඛ්‍ය කෂේත්‍රය,
නුගුණගල,
කුරුමිගල 60000.

தபாற்பெட்டி 84, சுகாதார வளாகம்
நீர்கொழும்பு வதி

P.O. Box 84, Health Complex,
Negambo Road,
Kurunegala, 60000 Sri Lanka

www.healthdept.nw.gov.lk
info@healthdept.nw.gov.lk

මගේ අංකය
எனது இல :
My No

ඔබේ අංකය
உமது இல :
Your No

දිනය
திகதி :
Date

2023.12.28

Internal Circular No – NWP/PDHS/07-02/09/2023

Regional Director of Health Services
Kurunegala / Puttalam
All Medical Superintendents of Base Hospitals

Establishment of Hospital Quality Management Units

Continuous improvement of Quality and safety of the health care system of province is a training need. Hence it is essential to design and deliver continuous quality improvement programs with suitable structure for implementation with a view to institutionalize the concepts of Quality and Safety effectively and maintain its sustainability. This is the amended circulars of Establishment of Hospital Quality Management Units (Circular No: 02-87/2013 , Circular No: 02-87/2013 i

Accordingly, Hospital Quality Management Units (QMUs) and District Quality and Safety (HQS) units have been established island wide under the direct supervision of the Head of Institutions.

- All heads of the institutions are requested to overall supervise and ensure the proper functioning of the QMUs.
- Medical Superintendents of the Institution should be appointed to supervise and guide hospital QMUs.
- A Steering committee led by Head of the Institution should be formed.
- A supervisory committee has to be appointed under the Steering Committee, to review the Progress.
- Review meeting should be held monthly.
- Quality Management Unit and planning unit may come under one umbrella of units to use the available resources in a shared manner.
- Strictly adhere to the Function and Responsibilities described in the attached documents when establishing and function QMUs.
- Filing system should also be maintained accordingly.
- Your active and dedicated participation in this regard is very much appreciated and acknowledged.



For further clarification please contact :Medical Officer (Productivity & Quality Management Unit - PDHS) - 037-2233434



Dr. M.K.Sampath Indika Kumara
Provincial Director of Health Services (NWP)

Dr. M.K. Sampath Indika Kumara
MBBS, MSc MD, MCMA
Provincial Director of Health Services
North Western Province
Kurunegala.

Copies :

1. Hon. Governor -NWP - F.Y.I
2. Secretary, Ministry of Health, Colombo - F.Y.I
3. Director General of Health Services, Ministry of Health - F.Y.I
4. Secretary, Ministry of Health -NWP - F.Y.I
5. Deputy Director General (Medical Services 1), Ministry of Health - F.Y.I
6. Director - Healthcare Quality & Safety, Ministry of Health, Colombo - F.Y.I

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, employee satisfaction surveys, patient experience Surveys and patient expectation surveys. Maintain and take corrective action for public Complaints. Encourage suggestion schemes in hospitals.
6. Prepare internal guidelines and protocols relevant to care provided to patients and ensure Implementation of hospital guidelines and protocols.
7. Establish a mini library consisting of manuals, periodicals, Journals and other texts in Quality and Safety in Healthcare.
8. 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,)
9. Encourage and assist in preparing strategic plans for the institutions.
10. Prepare tools for the implementation of productivity and quality programme.
11. Promote studies, research and medical audits in the institutions.
12. Develop and implement a monitoring system for the quality Assurance Programme in the institution.
13. Establish a Rewarding system for employee satisfaction.
14. Promote an environment – friendly hospital
15. Assist other institutions in health or Non- Health Sectors to implement Productivity and Quality Assurance Programmes.
16. Improve the Quality of Work environment conducive to optimal patient care services.
17. Publish the Annual Report of the institution on Quality and Safety and provide feedback to the customers, employees, and stakeholders of Health Services.
18. Introduce medication incident reporting system into hospitals and implement action plans to prevent occurrence of similar events.
19. Education of patients especially on high alert medicines to prevent serious errors.

Hospital Quality Management Units

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 units will have a close relationship with the two Regional & Provincial Healthcare Quality & Safety Units and the Directorate /Healthcare Quality & Safety of the Ministry of Health.

Administrative Structure of QMU in Hospitals

Human Resource		Base Hospital
1	No. of Full -Time employees needs The categories of Staff	MO -1 NO -1 DO -1 Health Assistant (HA) -01
Furniture		
2	No. of Tables (give detail description such as executive tables, office tables etc.	Office table 02
3	No. of Chairs (give detail description such as executive tables, office tables etc)	Visitor chairs -02 Office chairs -02 Chair for HA -01
4	No. of cupboards	02
5	No. of computer tables	01
Equipment		
6	No.of Desktop computers	01
7	No. of Laptop computers	01
8	No. of Multimedia	01
9	Photocopy machine	01
10	Availability of a digital camera	01
Any other items		<ol style="list-style-type: none"> 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

Directorate of Healthcare Quality & Safety

MINISTRY OF HEALTH SRI LANKA

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 iv . HiQi 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 , Patient Experience, patient expectation Surveys
	3.Waiting Time Surveys
	4.Suggestion schemes
	5.Public Complaints & Media Reports
4. Leadership	1.Team of Different levels of leadership
	2.Quality & Safety Action plan
	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 <ul style="list-style-type: none"> • Job Descriptions • Staff Training In – service International • Staff Training In – service –External • Staff Training In – service –Internal
	2. HR Deployment <ul style="list-style-type: none"> • Staff distribution • Cadre Updates
	3.Rewarding System <ul style="list-style-type: none"> • Employee satisfaction Surveys • Rewarding criteria
7.Information Analysis	1.Quarterly Statistic Bulletin
	2.Annual Report /Annual Statistic Bulletin
	3. Quality & Safety Related Data <ul style="list-style-type: none"> • Hospital Associated Infections • Readmissions • Adverse Incidents Reporting • Complication Management • Transfusion Reactions • Mistake Proofing • Occupational Hazards • Referrals & Transfers • Hospital Morbidity & Mortality • Near Misses • Medication Safety • Surgical Safety
	4. Studies & Research
8.Process Mgt.	1.Admission & Discharge policy and Guidelines
	2. Medical & Nursing Guidelines
	3. Support Services (Guidelines) <ul style="list-style-type: none"> • Laboratory Services • Medical suppliers • Diet Suppliers • CSSD
	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
	4.Patient safety Day Event

10. Strategic Planning	1. Planning Team
	2. Action Plans including Quality & Safety Action Plan
	3. Performance Targets
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 e.g. Infection Rates, Readmission Rates, death Rates etc.
	2. Patient and Customer focused Results - Customer satisfaction, Patient experience, Patient Expectation 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 I. Work Vs Staff II. Staff Training III. Employee Satisfaction IV. Work Improvement Teams Etc.

Regional / Healthcare Quality & Safety Unit

Functions & Responsibilities

1. Planning of quality and safety programmes in the district to align with the national policy on Healthcare and Safety.
2. Support in –built quality & safety programmes of other specialties.
3. Ensuring continues 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 and 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 record of such reviews.
9. Provision of necessary technical and administrative support to the hospitals and MOH Officers 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 District in collaboration with the Directorate /Healthcare Quality & Safety.
13. Initiate the carrying out of Healthcare Quality & Safety studies, research and medical audits in the district.
14. Develop and implement a monitoring system for the Quality Assurance Programme in the district and a rewarding scheme for Quality Improvements in the District Health Sector in consultation with the PDHS.
15. Assist PDHS and the RDHS in activities related to healthcare Quality and safety.

Regional / 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 Regional /Healthcare Quality & Safety Units

Human resource		D/HQS Unit
1.	No. of Full –time employees needed The categories of Staff	MO/HQS -01 DO/PPO/PPA/SO/PA -02 MA -01 Data Entry Operator -01 Monitor Staff -01
	Associated Relationship	MO (MCH)/RE /RDS/MOP/MONCD/DRMO/DPDSPHID/ RSPHNO/HEO/MRA/Productivity Officer 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
Equipment		
6.	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
11	Availability of a Digital –Video camera	01
12	Dongle	01
Any other items		1.UPS for Computer and Photocopy machine 2.Box Files -12

Files to be maintained at Regional / 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 Hospital
	5. Foreign Funded Projects <ul style="list-style-type: none"> i. WHO Project ii . World Bank Project iii. JICA Project iv . HiQi 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 , Patient Experience, patient Expectation 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.Quality & Safety Action plan
	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 <ul style="list-style-type: none"> • Job Descriptions • Staff Training In –service International • Staff Training In –service –External • Staff Training In –service –Internal
	2. HR Deployment <ul style="list-style-type: none"> • Staff Distribution in the district • Cadre Updates in the district
	3. HR Involvement <ul style="list-style-type: none"> • Work Improvement Teams /Quality Circles in Healthcare institutions • Welfare activities in the district
	4.Rewarding System <ul style="list-style-type: none"> • Employee satisfaction Surveys • Rewarding criteria
7.Information Analysis	1.Quarterly Statistic Bulletin
	2.Annual Report /Annual Statistic Bulletin
	3. Quality & Safety Related Data <ul style="list-style-type: none"> • Hospital Associated Infections • Readmissions • Adverse Incidents Reporting • Complication Management • Transfusion Reactions • Mistake Proofing • Occupational Hazards • Referrals & Transfers • Hospital Morbidity & Mortality • Near Misses • Medication Safety • Surgical Safety
	4. Studies & Research
8.process Mgt.	1.Admission & Discharge policy and Guidelines
	2. Medical & Nursing Guidelines
	3. Support Services (Guidelines) <ul style="list-style-type: none"> • Laboratory Services • Medical suppliers • Diet Suppliers • CSSD
9.OrganiZation Development	1.Implementation of Productivity & Quality Programmes
	2. National Quality Week events
	3. Application for National Awards
	4.Patient safety Day Event

10. Strategic Planning	<p>1. Planning Team</p> <p>2. Action Plans including Quality & Safety Action Plan</p> <p>3. Performance Targets of Healthcare institutions in the district</p>
11. Supplier Quality	<p>1. Supplier Information</p> <p>2. Specifications of purchasing items</p> <p>3. Support Services Information</p> <p>4. Annual Procurement Plan</p>
12. Organization Results	<p>1. Health Care Results Have labels & graphics on key performance areas, comparisons over the years & among units & comparisons with other hospitals e.g. Infection Rates, Readmission Rates, death Rates etc.</p> <p>2. Patient and Customer focused Results - Customer satisfaction, Patient experience, Patient Expectation surveys and comparisons with other hospitals - Referrals & Transfers</p> <p>3. Financial Results - Progress on Capital /Recurrent expenditure - Costing of Patient Care - Support Services etc.</p> <p>4. Staff & Work System results I. Work Vs. Staff II. Staff Training III. Employee Satisfaction IV. Work Improvement Teams Etc.</p>