

EAHP Foundation 2009 seminar – Quality management and leadership

Simona Mitrovič, mag.farm.spec

The EAHP Foundation held its 2009 seminar in Vilnius, Lithuania, and hosted 28 participants. The seminar was arranged in cooperation with the Hospital Pharmacy Section of the Lithuanian Pharmaceutical Society (LFS).

Friday, 17 April 2009

After a welcome lunch and a brief speech by EAHP representatives Mrs Jacqueline Surugue and Mrs Elfriede Dolinar, the seminar started with the first topic: **Leadership and structure**. The speaker Ms Ingrid Tannert began her course with: 1) Principles of effective leadership, 2) Motivation and delegation, 3) Leadership styles and maturity of employees, 4) Vision & mission, strategy and results, 5) Working with targets, staff appraisal, 6) Communication as a leadership tool. The issue of leadership is important in every pharmacy, especially in bigger ones with many employees, where work must be well organised in advance. A good leader must be able to set the goals, plan, make decisions, have a review over the job done and of most importance to support and develop people. To make their job easier, leaders should learn how to communicate with employees, how to delegate and how to upgrade their abilities. Ms Tannert explained how different personality types might approach leadership.

Saturday, 18 April 2009

The second topic: **Quality management systems** was presented by Dr Christoph Buchta. First we needed a theoretical basis and a number of quality management systems were compared: EFQM (European Foundation for Quality Management), JCI (Joint Commission International for accreditation), KTQ (Kooperation für Transparenz und Qualität im Gesundheitswesen - Cooperation for transparency and quality in health care) and ISO (International Organization for Standardization). Afterwards we focused on ISO 9001:2008 especially: 1) documentation requirements (control of documents and records), 2) management responsibility (management process: commitment, customer focus, quality poli-

cy, planning, responsibility, authority and communication, management review), 3) human resources management (training, competence and awareness) and, 4) continuous improvement.

Participants from different countries mixed to form four groups. In workshop style each group had to prepare presentations on the following themes and share the results with others.

Group 1: Training, competence and awareness

This group had to: 1) establish a procedure for personnel training, 2) define roles and establish job descriptions, 3) establish a checklist for training of new personnel, 4) establish an annual education plan for personnel.

The organisation, e.g. hospital, should determine the necessary competence for personnel performing work, provide training or take other actions to achieve the necessary competence and evaluate the effectiveness of the actions taken.

Group 2: Control of documents and records

1) establish a procedure for control of documents and records, 2) establish a list of documents and a list of records.

Approving documents, review, revision status and availability of documents are important, once a management system has been introduced into your organisation.

Group 3: Improvement

1) establish a procedure for continuous improvement, 2) establish a form to report non-adherence to the system and preventive actions.

The organisation should review the effectiveness of the quality management system and take action to eliminate the causes of non-adherence in order to prevent recurrence.

Group 4: Management process

1) write a quality policy including top management commitment to quality management, 2) establish a list of measurable quality objectives, 3) establish an organisation chart, 4) establish a form for quality management review.

The working day ended with the visit to the old Lithuanian capital Trakai and a farewell dinner in the presence of the President of the LFS, Professor Eduardas Tarasevicius, to the sound of the Lithuanian national instrument 'Skrabalai' (wooden bells).

Sunday, 19 April 2009

Our host, Ms Birute Varanaviciene the President of the Hospital Pharmacy Section of the LFS, generously organised a visit to the Hospital Pharmacy of Vilnius Children's Hospital.

Conclusion

The 2009 EAHP seminar was again successful. We learned how to improve the job of a hospital pharmacist and implement important issues from ISO standardisation into our everyday work. We also had an opportunity to look inside ourselves and learn about who we are and who shall we become in the future, personally and professionally.

Authors

Simona Mitrovič, mag.farm.spec
Vesna Bizjak, mag.farm
Ljubljana University Medical Centre
7 Zaloška
SI-1000 Ljubljana, Slovenia