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## Original research article

# Specifics of risk management in select medical facility



Radka Prokešová<sup>a,b,\*</sup>, Iva Brabcová<sup>c</sup>, Sylva Bártllová<sup>c</sup>, Valérie Tóthová<sup>c</sup>

<sup>a</sup> University of South Bohemia in České Budějovice, Faculty of Health and Social Studies, Department of Legal Disciplines, Management and Economics, Czech Republic

<sup>b</sup> University of South Bohemia in České Budějovice, Faculty of Economics, Department of Regional Management, Czech Republic

<sup>c</sup> University of South Bohemia in České Budějovice, Faculty of Health and Social Studies, Department of Nursing and Midwifery, Czech Republic

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## ABSTRACT

Risk management in medical facilities within the Czech Republic is one of the important tasks of their management, supported by the Ministry of Health pursuant to the Luxembourg Declaration on Patient Safety. In connection with modern trends in integrated management, risk management should be an integral part of the “whole-hospital” management. The aim of the research realized under the support of IGA MZ ČR within the project – Ref. nr. NT 14133 “Advancement of Safety of Nursing Care” has been identification and description of specifics of risk management from the aspect of nurse-managers in selected medical facilities. According to the addressed managers risk management is focused on detection of a risk situation in processes which lead or could lead to errors and mistakes. The aim of risk management in these hospitals has been elimination or reduction of occurrence of these risks which could damage patient's health as well as medical staff's health as well as the whole medical facility generally by its negative effect. Possible risks are actively sought out, identified and then assessed. Risk management has been connected with process management and quality management in examined medical facilities. Just the quality indicators, which have been established and followed by each medical facility, can also significantly influence risk management. Regular quality audits also contribute to detection of potential risk situations. Interconnection of management systems aims at deepening of system approach in management of medical facilities, continual advancement of health service quality, advancement of efficiency process and risk management.

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\* Corresponding author at: University of South Bohemia in České Budějovice, Faculty of Health and Social Studies, Department of Legal Disciplines, Management and Economics, J. Boreckého 27, 370 11 České Budějovice, Czech Republic.

E-mail address: [rprokes@zsf.jcu.cz](mailto:rprokes@zsf.jcu.cz) (R. Prokešová).

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## Introduction

Risk management in medical facilities within the Czech Republic is one of the important tasks of their management, supported by the Ministry of Health of the Czech Republic pursuant to the Luxembourg Declaration on Patient Safety [1]. Risk management is in Czech environment governed by ISO standards ČSN ISO 31000 – Risk Management – principles and regulations [2] and ČSN EN 31010 – Risk Management – Technique of Risk Assessment [3]. Concept of risk has been explained as threat from occurrence of damage, loss, destruction or failure at business. Risk can be also generally seen as a possibility that an unpredictable event will happen with a certain probability [4]. In connection with modern trend in the area of integrated management the risk management should be an integral part of the “whole-hospital” management [5]. Risk management in medical facilities consists of four mutually linked phases: identification, assessment, implementing controls (reduction or prevention) and monitoring [6]. Effective manner of risk management in medical facilities is pursuant to modern trends in the sphere of integrated management associated with application of process management focused on better efficiency of processes which are more or less specific for each company. Process management presents systematic identification, visualization, measurement, evaluation and continual improvement of business processes using methods and principles which are based on process approach [7]. Process management of medical facilities is connected with quality management. Diffusion of quality management and risk management in a process managed medical facility happens during establishment as well as application of standards, further during implementation of controls and audits. The medical facilities using process management have implemented information systems which serve not only as data storage in the form of controlled medical documentation in a standardized format but also as informative technological support of process management, quality management and risk management. Regarding the fact that

nurses are the most numerous group of employees as well as managers in health service, risk management applied in medical facilities focuses not only on medical risks but also on risks connected with nursing care [8].

## Materials and methods

The aim of this research was establishment and description of specifics of risk management from the perspective of nurse-managers in the selected medical facilities, namely in Všeobecná fakultní nemocnice in Prague, in Nemocnice České Budějovice, a.s., and Nemocnice Písek, a.s.

The method of qualitative research – combination of field research (interview) and resulting analyses of documents containing the interview transcriptions was chosen for research survey.

Data collection was realized in 2013 by the technique of non-standardized group interviews with thirty nurse-managers on all levels of management (charge nurse, matrons and ward sisters) working in a hospital of faculty, regional or district type.

The interviews were recorded on a dictaphone and then transcribed by means of Transcriber programme. The method of open coding by means of ATLAS programme was used to analyse the transcription. All codes which arose from open coding were grouped according to similarities or inner connection into classes, categories and subcategories. Consequently the individual categories of answers were organized into general charts (network). The technique of “card set out” was applied to interpret particular network views.

## Results

The model of risk management (Chart 1) in the selected medical facilities is focused on seeking risk processes, their risk situations and mistakes or errors which can happen within the realized processes. A part of the model is seeking

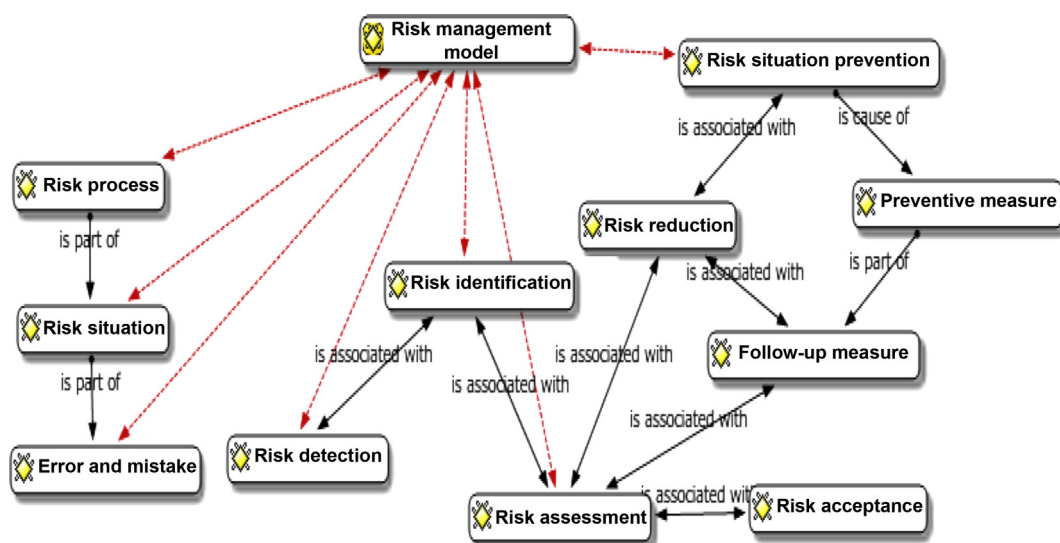


Chart 1 – Model of risk management.

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