

DEVELOPMENT OF MENTAL HEALTH SERVICES IN TITAN “DR. CONSTANTIN GORGOS” HOSPITAL THROUGH PROJECT QUALITY MANAGEMENT

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Abstract: Quality and Project Quality Management play an important part in the management of the psychiatric hospital entity Titan „Constantin Gorgos”. The Certification of Quality Management Systems in accordance with ISO 9000 series standards has constituted an inevitable necessity, and their implementation at the level of the hospital has contributed substantially to the development of mental health services. The lack of professionalism and culture can pull us out of the competition, or even out of the civilized world. The 21st century will prove the importance of knowledge, culture quality and excellence.

Cuvinte cheie: calitate, managementul calității proiectelor, servicii de sănătate mintală

Rezumat: Calitatea și Managementul calității proiectelor europene ocupă un loc important în managementul entității spitalicești de psihiatrie Titan “Constantin Gorgos”. Certificarea Sistemelor de Management al Calității în conformitate cu standardele din seria ISO 9000 a constituit o necesitate inevitabilă, iar implementarea acestora la nivelul spitalului a contribuit substanțial la dezvoltarea serviciilor de sănătate mintală. Lipsa de profesionalism și de cultură ne poate scoate din competiție sau chiar din lumea civilizată. Secolul XXI va dovedi importanța cunoașterii, a culturii calității și a excelenței.

In the current mental health systems, there is a change of organizational vision from the quality of nursing to the life quality of beneficiaries (patients). In this respect, the development of the psychiatric hospital Titan „Dr. Constantin Gorgos” was not centred on the institutional needs (hospital survival and keeping its organizational tradition), but it was focused mainly on the needs of the patients and of the community.

The development of mental health services was carried out in accordance with the local requirements, adjusting and shaping the interventions according to the characteristics and needs of the patients. Such an approach of mental health services organization based on the needs of local patients required the existence of a set of specific managerial skills (currently underdeveloped at system level). In order to properly meet the requirements of patients in the context of stiff competition and integration into the European Union, the Romanian hospital institutions have been put in a position to implement management systems integrating the „quality, creativity and innovation”.(1) Thus, the permanent concern for improving and developing the services has resulted in their quality certification (2,4) within the psychiatric hospital entity „Dr. Constantin Gorgos”. The unit currently holds the Quality Management certificate ISO 9001:2001. In parallel, the clear definition of problems and finding new sources of funding has led to the submission of applications and the implementation of two projects with external funding to cover the future development needs. Two external finances were thus obtained, based on the projects submitted, one of these successful projects being:

✓ **The Pilot Care Centre for Children with Autistic Spectrum Disorders (ASD).** On 7th November 2007, the Memorandum of Understanding was signed in Oslo between the

Norwegian Government and the Romanian Government for the „Norwegian Cooperation Program for economic growth and sustainable development” (NCP), through which Romania has received funds amounting to EUR 48 million for a total of 29 projects, of which 5 concern the health sector. One of the five projects in the health field is „The Nursing Centre for Children with Psychomotor Development Disorders” – whose promoter is Titan „Dr. Constantin” Psychiatric Hospital. The grant awarded through this program amounts to EUR 2.9 million, the total value of the project being EUR 3,632,200. Project implementation has begun on April 30, 2009 and has been completed on April 30, 2011.

The need of the project consisted in the lack of facilities for all the service requested arising throughout the country. In 2007, in Titan Dr. Constantin Gorgos psychiatric hospital the services provided for children with development disorders were performed by the Daily In-patient Unit for Children, with a capacity of 50 seats and providing medical services for a number of 250 children, in an insufficient space and with only 7 employees, of which only one specialist physician in child neuropsychiatry, the coordinator physician of the in-patient unit. In Bucharest, where there are 3 million inhabitants at that time, there was no centre for the care of children with developmental disorders that could provide a comprehensive medical, psychological and educational approach. Also, the ASD development at national level has a high incidence, as follows: of 4-5 patients at 10 thousand inhabitants, it grew to 10 patients at 10 thousand inhabitants, which means that at national level, there are over 20 thousand persons with learning disabilities in Romania, of which 10% are in Bucharest.

This project is the first at national level to provide a specialized and complex approach. The aim of the project was to provide a suitable space, including all the facilities necessary for the

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diagnosis and care of the children with ASD, and to develop within this framework, medical, psychological and educational services, so that they acquire the best skills and abilities, in order to better integrate into the community and to improve their quality of life and that of their families. Innovation Norway has put at the disposal of the hospital the finance offer exclusively used to cover the eligible cost of the project, valued at EUR 2.9 million. Co-financing was made from the State budget through the Romanian Ministry of Health, amounting to RON 3,740 million. The partner in the project is the Norwegian NGO Voskne for Barn (Adults for Children) – national organization based on members working in the field of children's mental health. Voskne for Barn works both with children and teenagers, parents and professionals and covers health promotion, prevention and rehabilitation. The following results have been achieved during the project:

ü Building constructed in accordance with the specifications of the tender (figure no. 1), ready to be used and fully equipped. The building includes spaces for psychological and medical diagnosis, therapeutic activities (play therapy, art therapy, educational and occupational therapy), logopedy, spaces for physical activities (kinetherapy, hydrotherapy, etc.), family psychotherapy, and training activities for parents. The building also includes a residential area for the accommodation of the parents living in the countryside, whose children are in the therapeutic programme, as well as a continuous hospitalization structure, with 25 beds;

ü Development of a training curriculum, based on the experience of the Norwegian partners and the training of specialized multidisciplinary teams. In November 2009, the first consultation meeting with the Norwegian experts was held. Data that were included in the ASD Intervention Manual have been determined, as well as the instructional materials for a complete training of the multidisciplinary teams;

ü 200 specialists from all over the country have been trained (doctors, psychologists, psycho-pedagogues, social workers, nurses, speech therapists, kinetherapists, pediatricians, based on the course support accredited by vocational colleges (CMR, CPR, OAMMR). In accordance with the terms and conditions of the grant, 46 of trained specialists who have obtained the graduation certificate following the final examination will be employed, thus, a continuous improvement of the system results, through further training of medical personnel;

ü The final examination took place after the six months of training (October 12, 2010 – April 29, 2011) and was carried out in two tests: written and practical. The written test was made with the supervision of the specialized commission – Chairman Prof. Iuliana Dobrescu, PhD, „UMF Carol Davila”. The practical examination was carried out by the academic personnel of Norway, assigned by the Norwegian partner.

ü Funding of the Centre is accomplished starting with 2012 both by funds from FNUASS, by contract with the Insurance House for medical services provided for continuous hospitalization, in bed (25 beds), and transfers from the State budget through the DSPMB contract of DSPM.

Figure no. 1. The building constructed from external funding



ü Another project obtained by „Dr. Constantin Gorgos” hospital was the **NOKO7/RM/3/1 Project – „Pilot Intervention and Training Centre in Community Mental Health”**. Following the signing of the Financing Agreement between the Ministry of Foreign Affairs of the Kingdom of the Netherlands and the Romanian Ministry of Health, TITAN „Dr. Constantin Gorgos” Psychiatric Hospital was mandated alongside the National Centre for Mental Health to implement the NOKO 7 /RM/3/1 Project – „Pilot Intervention and Training Centre in Community Mental Health”, monitored and coordinated by the Unit of Programme Implementation and Coordination.

The Ministry of Foreign Affairs of the Kingdom of the Netherlands has contributed to the financing of the project, partly financed by the State budget. The execution of works was carried out during the period of September 2009 – January 2010.

Results of the project:

ü Foundation of the „Pilot Intervention and Training Centre in Community Mental Health”, providing both community mental health services, and training in this field.

On 15.02.2010 at 11:00, the opening of the Intervention and Training Centre in Community Mental Health took place on the premises of Titan „Dr. Constantin Gorgos” Psychiatric Hospital of 41 Nicolae Grigorescu Bvd, district 3, Bucharest. The event was attended by representatives of the Romanian Embassy of the Kingdom of the Netherlands, the Romanian Ministry of Health, the National Centre for Mental Health and Anti-Drug Fight, local community representatives and representatives of specialized medical units.

Figure no. 2. Conference Hall



The implementation of the project of the Intervention and Training Centre in Community Mental Health was carried out based on the Financing Agreement between the Ministry of Foreign Affairs of the Kingdom of the Netherlands and the Romanian Ministry of Health, signed on 01.10.2008, within the „Constituency Support Facility of Romania”, – project no. NOK 07 / RM / 3 / 1.

The project was implemented by Titan „Dr. Constantin Gorgos” Psychiatric Hospital and the National Centre for Mental Health and Anti-Drug Fight as beneficiaries of funding. The Ministry of Foreign Affairs of the Kingdom of the Netherlands supported the implementation of this project, the co-funding being provided by the State budget through the Ministry of Health. The Centre was built according to the highest European quality standards, the works being performed by building the attic floor for the „C” body of the hospital, on an area of 870 square meters, between September 2009 and January 2010. The Centre is equipped with a conference hall (figure no. 2) with a capacity of 100 seats, provided with audio-video systems of last generation and two simultaneous translation offices, classrooms and offices for the conduct of specific medical activities. The newly founded Centre is a Resource

Centre in Bucharest, which will provide both community mental health services and training in this field. **The effective implementation of the two projects largely depended on their quality. Each project was influenced by specific requirements as to the quality, cost and duration of execution.**

The concomitant completion of these three requirements (reducing cost and duration of execution in parallel with quality increase) is difficult to achieve, because it is possible only in the event of spectacular technical or organizational changes. The Project Manager had the mission to achieve the required quality in terms of acceptable costs and times.

Special mechanisms have been used within the project implementation at the level of specialized hospital entity, such as management by objectives, total quality management and staff involvement, to motivate team members. They were given additional freedom in choosing the ways of achieving their objectives, a considerable motivation of the specialized personnel being ensured, and the hospital manager and the project manager in the same time has had a tool for evaluating

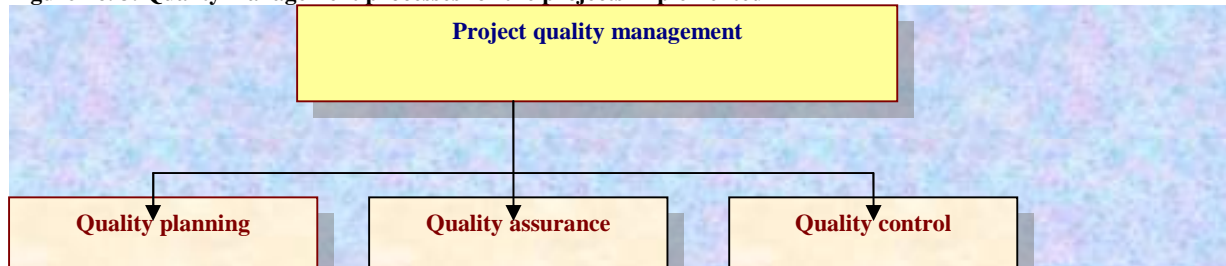
the performance of each individual. Quality management processes of implemented projects have been substantiated, irrespective of the nature of their results, the measurements and techniques on products quality were specific to the particular type of project. According to the Quality Manual edited, the modern management of the hospital complements project management and highlights the importance of following indicators:

▼ *Patient satisfaction.* Understanding, assessing, definition and management of expectations so that the needs of patients are met. It requires a combination of requirements compliance (project should produce what it is said to produce) and suitability for use (the product/service should satisfy real needs).

▼ *Prevention since the time of the audit.* The cost of error prevention is, in general, much lower than the cost of their correction – as a result of their detection during the audit.

▼ *Managerial responsibilities.* The cycle plan – execute – check – act provides the basis for improved quality. In addition, the initiatives to improve the quality taken by the psychiatric hospital entity, such as TQM, can improve the quality of project management and the quality of the project products, respectively of the medical services provided.

Figure no. 3. Quality management processes for the projects implemented



Project quality management has included all the processes needed to ensure that they will meet the requirements they have been launched for.

Quality management (figure no. 3) for the two projects consisted of the following three processes, which were interconditioned and overlapped:(3)

▼ *Quality planning* – identification of quality standards relevant to the project and the determination of the ways to meet them.

▼ *Quality assurance* – assessment on a regular basis of the performances recorded so that the projects meet the quality standards considered as relevant.

▼ *Quality control* – monitoring the results of the projects in order to assess whether they meet the standards considered as relevant and identification of the procedures to eliminate the causes generating negative deviations.

Project quality implementation and management at the hospital level has resulted in the development of professional and international collaboration relations in the field, focused primarily on the training of specialists, on strengthening the professionalism and improving the performance of the psychiatric hospital unit by enhancing quality management capacity.

Concluding, we can state that the attraction of European funds has represented an opportunity in the development of mental health services within Titan Dr. Constantin Gorgos hospital, so that the process of institutional, organizational and operational reform has been initiated and conducted, representing at the same time, a challenge in quality increase in this area in line with the international standards. Essential structural changes took place, which led to a functional integrated climate, the entry and maintenance of Romanian mental health care services on the European market. In the absence of integrated health services development and

strengthening, the reference hospital is likely to disappear from the specialized services market in a very short time.

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