

MSHSW: MANAGEMENT SYSTEMS OF HEALTH AND SAFETY AT WORK

**Example of Planning of an Integrated System for Safety, Quality,
Environment: field of application ISO9000.2000, OHSAS 18001, ISO
14001; case of the Local Health Unit 19 of Asti**

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SUMMARY

As a result of the internal assessment reports of the implementation plans of a quality system integrated with the problems of safety and environmental management, which are moreover required by law, it is possible to clearly identify the needs and problems emerging from the prequalification inspections for the starting of the structuring process of an integrated system QSE. For the realization of a system like the one indicated by the top management as a strategic choice it is necessary to identify a priority level of interventions as an element of strategic importance for sanitary companies, working to fill still vacant posts like that of the Environmental Officer, who is moreover necessary to deal with problems of environmental impact, considerably important also for the people living near hospitals. An example is the case of the evaporative emissions of the Hospital of the Local Health Unit 19 of Asti, clamorously made well-known by the civic committees and which could end up in proceedings against the public administration. The reports describe the phase of arrangement of the integrated management handbook QSE and the most important problems that have to be dealt with, including the underestimate of the political-administrative part of a process like the one indicated. The approach used is that of the following phase of integrated quality production applied to all systems to create an effective system that can also get through a MSHSW, if the application of one system or the other seems to be inappropriate and above all if it is not possible to demonstrate their productivity, also and above all from an economic point of view.

1. INTRODUCTION

The revision of the complex technological systems that have led our humanity into highly complex situations that up to a few decades ago seemed inconceivable imposes a transdisciplinary approach that a large part of the Academic and Business world and especially of the Political one have not understood yet. Having complex interrelated competences is something that any professional can acquire through direct experiences and that often radically changes the curricula of the individuals. Therefore it is often a reaction to problems and needs experienced at work, sometimes with serious consequences. An example is in fact the war that we fight everyday against the tragic phenomenon of the accidents in the working places, on the roads, as well as in private homes. The total number of the injured is approximately 6,000,000 every year and the dead are almost 20,000 with a social cost of about 28 billion Euros every year. Besides, we have to add the costs deriving from the low quality of the production and the sometimes incalculable environmental damage to understand what nonsense and dissipation our way of facing life in "modern society" is.

2. COMMENTS AND NOTES

Therefore it is necessary to study quality plans complying with international regulations to acquire the ability to plan and comment them, as well as to analyse the identified proposals of integration. The quality plans must have good, clear and concise contents, so that the quality policy can summarize the important concepts of dynamics and continuous improvement that are the basis for the active maintenance of the systems through feedbacks coming from continuous management. As a consequence, training on this type of subjects and planning techniques implicitly creates the basis for the approach to the systems of continuous management Quality, Safety, Environment (from now on SMQSE) which are the objective that has to be reached to create an excellent business system.

All that is not only based on the respect of legislative formalisms, as one could infer from the sentence "to allow the Directors to manage initiatives in a Top-Quality perspective", which is one of the theoretical bases of the approach to the planning of complex systems like the QSE ones, which would however have only a top-down managerial logic, but it leads through SMQSE to the development of a way of thinking of the human resources through several statements of the general strategies for the organization of these types of implementation, using above all a bottom-up criterion that should be the underlying management and organizational philosophy of the system that one wants to start up in the new integrated business contexts. By bottom-up criterion we mean the theoretical and practical references of the application of a system implying the ability to continuously involve the essential resources represented by the human component, i.e. the creation of a network including several participants belonging to the world of the production process and the coordination with systems of continuous training and improvement of all the elements and resources properly and continuously coordinated taking into account the needs of everyone (bottom-up criterion).

It is therefore necessary to train the whole staff of a business system to thoroughly understand QSE and the essential and not formal meaning of SMQSE through an interdisciplinary approach aimed at the creation of fundamental interface languages, which have to be understood and to become integral part of the way of thinking of the human resources, especially in the communication systems of realities with different levels of cultural training and great experience, which are interconnected in complex chains within the single operational units of the various branches interacting in complex networks of any type.

3. PROBLEMATIC ISSUES

The interface between different cultural realities has in fact always been a problem for communication and for the perception of mutual requirements in complex territorialized systems. It is in fact well-known that the gap between the actual needs of the personnel working for the management of a system and the actual need to "square the circle" (answer to the need to reach economic and financial goals) of the managers and the administrative staff often causes tragic breaking-off cases and becomes an element of weakness preventing complex systems from working properly.

A further complication is the fact that this can be represented in an "open" system interacting with political, institutional and administrative realities that often make it impossible to identify the problematic issues or errors, which therefore continue to chaotically disturb the

system thus making activities uneasy and characterized by choices that make decisions empirical and multiply the usually negative effects on complex systems.

4. RESULTS

All that influences the internal and external user's perception of service, which determines consent and therefore even the survival of people and structures and certainly makes it impossible to approach a SMQSE that is not only bureaucracy and formalism.

5. PROPOSALS AND ANALYSIS OF RESOLUTIVE PROCESSES

The solution to the problem exists and is the continuous investment in cross-flow training which allows people to understand the sanitary techniques and economy and thus permits the HIPPOCRATIC application of medicine, of which sanitary economy has to be an area of research and development like all the other branches of medical research.

We are therefore at the hearth of the problem. What is indispensable is a real application of a QSE system that has to be a realistic, manageable, effective and efficient model corresponding to the 8042 definition of ISO (the quality of services and products is the fulfilment of implicit and explicit requirements of safety at work). In short we have simply to define quality as correct "answer to expectations and demands". This implies a progress, fundamental to reach the QSE objectives, which should not be a one-off and idle project but a continuous improvement making it possible to reach, through the actions necessary for SMQSE, the ambitious objective of DIRFT (getting everyone to Do It Right the First Time) and therefore to put everyone in a position to work properly even the first times!

All that seems to be also the target of art. 8 of legislative decree 502/92 c.m. 517/9 subparagraph 4 point g (to provide for the obligation to check the quality of the services offered); h (to lay down the terms for the adjustment of the already authorised structures and for the updating of the minimum requirements, in order to guarantee an adequate quality level of the services offered in so far as the resources available allow); as well as art. 8 subparagraph 7 (... the Regions and the Local Health Units take the measures falling within their competence, that are necessary to establish new relationships (...) based on the criterion of the institutions' accreditation and on the adoption of a quality control system for the activities carried out and the services offered (...)). As a consequence of the above-mentioned statements it seems absolutely necessary to adopt the SMQSE - DIRFT process.

However, from the analysis of the Quality Plan 0203 of the Local Health Unit 19 of Asti, which is the example we have taken into consideration, the substantial and formal difference between certification, which is the first step of the process, and accreditation (see Tangolo PRESENTATION slide int 2001) seems to be also "internally" clear.

Starting the certification process means essentially to adjust to international rules established by a third party, the certifying body!

The certification process is however a set of measures taken to adjust to rules that can usually be applied to systems that have to reach, demonstrate, maintain and improve the SMQSE process systematically fixed and approved by all the resources that autonomously and consciously decide to prepare themselves to unconscious or rather subconscious actions (much more powerful than the conscious ones) for the continuous development of higher and higher

levels of "latent Quality", a type of quality that is neither demanded nor expected by our customers (internal - external) and that can be defined as "exciting Quality"(Galgano, 1994).

6. THINGS TO BE DONE

The process has to be carried out not through a "top-down" hierarchization but through the active participation of the human resources, whose abilities and skills – whatever their level is – can be unlimitedly extended if every person is trained to start thinking and to see problems not as negative matters to be settled, but as opportunities of innovation and progress, thus changing the way of thinking that has created the problem itself and finding an alternative that consciously allows people to make continuous improvements through the adoption of procedures (frequent use of the diagram of Deming PDCA: Plan; Do; Check; Act) and the identification of important facts that have always to be considered in relation to the complex business structures.

7. ANOTHER ISSUE TO BE CONSIDERED

Maintaining an excellent quality level means in fact to turn problems from negative matters that one tries to avoid into problem-finding activities with high problem-solving abilities and to turn events into continuous improvements of the integrated QSE system.

One of the fundamental principles that we have to share is that integrated certification is not the achievement of a good result, but the starting of a good process of innovative and, if possible, integrated management based on the bottom-up criterion. It is in fact an essential and fundamental condition that all the personnel working in a system are intellectually stimulated and that this stimulus is the fundamental aim of managers, leaders and heads at different levels. Otherwise the action of few members of the management involved in the problems would be not sufficient for a true application of a comprehensive and interest-arousing SMQSE policy.

In short problem-finding is the fuel of the global action of the human resources and above all of the management that through the analysis of cause and effect TREE DIAGRAMS (see Galgano 1994) has to achieve total and continuous prevention by removing the disturbing elements in every sector: in other words the latent or EXCITING Quality which is higher than the one "demanded" or "expected" by internal or external customers.

8. PRACTICAL THINGS TO BE DONE IN THE MODIFICATION OF THE PLAN.

- In the diagram of the proposal of implementation of the QSE integration it is necessary to put together all the personnel of the complex business systems. If a connection is missing in the flow chart, which has to be circular, this must be created, as it is a fundamental element of the flows that can be applied to the problem of quality.
- To criticize the concept of business applied to hospitals, which have to be "user-solutions-services-centred" and not business-centred. Therefore our handbook will have to redefine the system of reference for the identification of processes achieving customer satisfaction.
- Analysis of the processes through diagrams

Process	Objective
EFFORTS	Results

Training has to pay continuous attention to the processes carried out for the offer of services, constantly rewarding efforts through the continuous updating of the procedures making the application of quality dynamic. Otherwise this application would in fact become static and routine application of bureaucracy rather than a system of continuous improvement aimed at reaching excellence.

We have in fact to take into consideration that when the quality system described in the handbook and aimed at obtaining certification is implemented, it will probably be already out of date and that the constant improvement of the systems through continuous efforts, training and control (not assessment and control of the people in a hierarchical way) ensures instead the development of a managing system that has to be the final aim.

9. IMPORTANT TO UNDERLINE.

According to the results, this first document of analysis will have to be followed by the definition of a quality policy for a continuously improving management system, which is the basis for the establishment of the best possible relationships with the certifying bodies, which have to be chosen carefully for their abilities to offer guidance on complex interconnected and multidimensional systems, knowing how to apply the general theory of the systems and the theories of the links between networks of small interconnected realities that offer explanations on how to foresee the evolution of a system and its dynamic adjustment., i.e. it is necessary to create a system of relations among the staff members, identify the problems and find the solutions to them.

