

Designing the implementation of a quality management system in the Republican Medical Library-Information Centre, Tatarstan, Kazan

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Abstract

The question of a quality management system implementation as a method of quality control improvement of a medical library and information centre is examined in this article. The article describes the introduction of a process approach to management and its successful introduction in the Republican Medical Library-Information Centre of the Republic of Tatarstan, Russian Federation.

Key words: quality management system; the concept of management quality; library-information centre.

Background

In current market economy in every institution and enterprise, the quality management's topicality is determined by its direction on the provision of a quality level of goods and services which can completely satisfy customers' requirements. High quality of goods and services is the most powerful component determining their competitiveness. It is impossible to integrate the national economy into the world economy and to assure its place in it without the provision of a stable quality, conforming to customers' requirements. The integration processes are objectively irreversible at any given stage of the world community' evolution, that is why the modern management concept of product and services' quality for the achievement of the scheduled purposes of enterprises (libraries) and institutions has become a priority.

Every library under severe competition in the information services' market has aspired to the evolution, providing for its demands and prosperity, but each enterprise has its own specificity and a different methodology (1). Today many libraries address the theory of total or universal quality management (TQM) and many Russian libraries, high school, medical and regional, have decided to implement a quality management system in their activity. Some libraries have already confirmed the quality of their goods and services by receiving certificates of GOST R ISO 9001-2001 and 9001-2008 (RMLIC).

A quality management system is a part of the institution's management system and is oriented towards the achievement of the results providing the maximum satisfaction requirements and users' (customers') wants. The quality purposes add other institution's purposes, such as profitableness rising, safety of staff etc. Today quality management has become one of the main administrative activity's directions in the State Institution (SI) «Republican Medical Library-Information Centre» (RMLIC, the centre) of Health Ministry of Tatarstan Republic. We use its principles in many aspects of work in different forms. The centre's staff recognizes that quality problems are very important during the process of social recognition and success achievement.

The situation was very different three years ago. We cannot say that we were not ready to implement a quality management system, because we fulfilled the basic demands of the standard of ISO 9001-2001. But after the scientific justification of strategic targets and projects with usage of common standards and the formats influencing the quality of processes and the implementation of the innovative decisions in-process, it was discovered that the motivation of librarians was almost on the last place. As a result, there were problems in the initiation of the implementation of a quality management system. One of the mistakes was that specialists for the internal audit had not been prepared and also there was not a common understanding of the

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necessity of the implementation of a quality management system. Therefore we began by improving the motivation and training of the staff.

We initiated new staff policies and worked out our plan of staff training in quality management by organizing seminars in the Institute of Additional Professional Education and Days of Quality in the Standardization Academy etc. People began to understand the tasks and changes in their work were observed (2).

Considering the implementation of a quality management system as one of the organizational aspects of the improvement of the administration quality of the center, we recognized that the system should represent an organizational structure namely principles, processes and resources necessary for the realization of quality policies by planning and managing. The centre's administration had determined the following basic demands: the system should be compact, clear to all sections, convenient, not overloaded by too many documents and certified in Russian and International systems of certification. In addition, a quality management system should bring practical advantages to the center and improve its activity in all directions. Taking into account such demands in 2006, the RMLIC Council decided to work out the principles of the quality management system and to implement it in the administration according to ISO 9001-2001. A working group (its members have changed over the last years) was created to carry this out.

The internal audit of the methods and processes influencing the efficiency of activity were made on the first stage of the system's implementation in the administration section of RMLIC. The main objective of self-rating was to obtain detailed information for working out an action plan on the creation of a quality management system, to reveal the potential for improvement of the centre and to implement the prime corrective actions (3).

The next stage was the evaluation of the organizational-administrative documentation system which regulates the powers and responsibility of officials, sections and individual employees of the centre. Reports regarding the departments, sectors, library branches and duty regulations were important results. After that the organizational structure of the centre's administration was formed and registered; processes according to ISO 9001-2001 were singled out; processes, executives for advanced planning, resource provision and efficiency of process, the principles responsible for routine planning and guiding of the process were all determined.

The executives for quality, auditors of internal control and the centre's staff on processes documenting of quality management system were trained. At the same time the quality executives worked out the basic standards of the centre by producing these documents: Rules of behavior and regulations; Internal audit; *Rules of regulations' and functional obligations of RMLIC employees'*; *Order of processes*. Previously staff producing these documents had been trained on the program *Quality management methods*. Meetings of the Working Group on Quality took place once a month together with the participation of the document designers of the institution's standards and the principals of structural sections participating in the coordination of documentation. Working out standard indicators of quality evaluation of library information, bibliographic services, production and efficiency of the RMLIC's activity from the point of view of the formation of a standard methodology, was the most difficult.

The third level of the documentation included detailed methods of specific activities: technological data sheets, duty regulations, work instructions, templates, forms etc. Each post had to have the list of documents, which informed employees of their rights, obligations and powers. The staff were informed about attaining positive results from the quality management system and further planning steps were discussed during staff meetings and the meetings of the methodology council of the centre. The documentation produced was immediately put into circulation after the ratification by the Coordination Council in order to make the quality management system work and develop. Monitoring of the system's implementation was achieved by means of internal audits under the direction and monitoring of the representative on quality. The implementation of the quality management system of the centre was initiated once its certification was in place according to the requirements of the ISO 9001-2008 standard.

The following criteria were taken into consideration for the certification approval:

- 1) international recognition, i.e. it should fulfill not only Russian standards but also foreign partners;
- 2) it should be acceptable in Russia and be according to the ISO 9001-2008 certification of quality management.

Certification of the quality management system of the centre was made by the Association on certification, "Russian Register" (Volga region unit), which has 26 offices (including Kazan), 7 regional departments in the Russian Federation, 5 representatives in our country and 12 in Europe, Asia and America. The Russian Register produces the certification of the quality management

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system in more than 140 countries and provides support to the certified institutions.

RMLIC was subjected to two external audits: preliminary and certified. Certificate of the standard of ISO 9001-2008 was given after the results of the certified audit of the centre. In addition to the basic certificate, the centre received the IQNet unified international certificate thanks to the membership of the "Russian Register" in the international certified network IQNet, the leading certification from 36 countries.

The support and constant improving of the quality management system's efficiency is the basic stage of the life cycle of the quality management system and includes internal and external audits. The audit reveals the weak points and determines the corrective actions, after it controls the efficiency of accepted measures, i.e. efficiency of all types of the center's activity providing quality. Improving of the center's activity is impossible without the periodic analysis of the actual state of work on quality and its results. The work on documenting the processes of the quality management system has allowed to make this form of analysis, to work out the modern standard documentation on all the activity's directions, to rule out the duplicating of procedures, to create the monitoring system on the basis of plans on quality, to raise organizational effectiveness of the centre, to allocate powers and responsibility at all levels of administration, to formulate the purposes and to select key processes and finally to manage the available resources more effectively. However, it should be understood that the ISO standard is not a dogma, but only a tool for the organization of work on the implementation of quality management principles. The main task of the center was not only the creation of a quality management system and its certification, but the introduction and use of modern management methods to improve the quality of information in library products and services.

The working group, who devised and implemented the quality management system, were rewarded with great practical experience in the field of quality management

systems and the process approach to management. At present we are working on the creation of guidelines in the field of the formation and implementation of the quality management system in Russian medical libraries and the process approach to management.

To summarize, we can say:

1. the process approach as the tool for formation and improving the quality management system based on ISO 9001-2008 standard has high organizational and methodological potential;
2. total implementation of the process approach to management has allowed the provision of new qualities in the center's management due to the transparency of the functioning mechanism and obtaining more opportunities for continuous improvement of the quality management system;
3. the process approach can be effectively used for the formation of integrated management systems in relation to the various areas of the center's activities: library-informational, bibliographic, publishing and printing etc.;
4. the ISO 9001-2008 standard allows the selection of processes of the quality management system easily. This characteristic of the standard leads to considerable diversity of possible models of quality management system formations. Today the quality management system of the centre is based not only on the requirements of the Russian Federation Health Ministry, Russian Federation and Tatarstan Republic Culture Ministry and ISO 9001-2008 standard, but also on the centre's standards, regulating most of the processes.

These facts allow the center to offer high quality library information and bibliographical products and services focused on qualitative standards and complete satisfaction of customers.

Received 22.02.2014 Accepted 03.03.2014

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