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THE CONCEPT OF A UNIFIED DEPARTMENTAL APPROACH TO THE MANAGEMENT OF QUALITY AND SAFETY OF MEDICAL ACTIVITIES IN THE REPUBLIC OF SAKHA (YAKUTIA)

The article devoted to the development of a concept for a unified departmental approach to quality and safety management of medical activities in the Republic of Sakha (Yakutia), examines issues related to the implementation and dissemination of practical recommendations of the National Institute for Quality of Roszdravnadzor. This can be achieved through the creation of an integrated system for managing the quality and safety of medical activities in subordinate medical organizations, based on the Regional Competence Center in the field of quality and safety management of medical activities.

The Regional Competence Center is a key element in the concept of the approach aimed at improving the management of quality and safety in medical activities. Its creation makes it possible to consolidate knowledge, resources, and efforts for the development and implementation of effective tools in the field of quality and medical care, as well as to disseminate best practices and existing experience.

The concept of a unified departmental approach to managing the quality and safety of medical activities is intended to create conditions for improving approaches to the organization of internal control over the quality and safety of medical activities. Its main idea is to develop measures aimed at the consistent and phased implementation of the practical recommendations of the National Institute for Quality of Roszdravnadzor in the medical organizations of the republic.

Keywords: competence center, quality and safety of medical activities, staff involvement, practical recommendations of Roszdravnadzor, internal quality control in a medical organization.

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Introduction. Ensuring the quality of treatment and patient safety is the most important component of the activities of medical organizations. As many researchers emphasize, treatment quality and patient safety are inseparable and mutually complementary scientific and practical categories, while patient safety itself is a comprehensive concept that integrates advanced educational, clinical, and management technologies aimed at preventing adverse treatment

outcomes, based on their internal interconnections and shared development prospects [4]. This is reflected in many strategic documents dedicated to the development of healthcare, ranging from individual medical organizations to federal subjects and the country as a whole. In the republic, there is a need to establish a holistic departmental system for quality and safety management, taking into account contemporary challenges and aimed at consolidating avail-

able efforts, resources, knowledge, and practices.

Research objective: to develop a concept of a unified departmental approach to managing the quality and safety of medical activities in the Republic of Sakha (Yakutia) through the use of accumulated experience, testing and implementation of best practices in pilot medical organizations, as well as by increasing the overall engagement and involvement of medical personnel in this work.

Research tasks: to develop organizational and functional technologies for creating an integrated comprehensive system for managing the quality of medical activities based on the practical recommendations of the National Institute for Quality of Roszdravnadzor, specifying the stages and measures for implementation; to determine the key indicators of medical activity quality and patient safety for evaluating the effectiveness and efficiency of the system in the future.

The work is based on the authors' own research and an analysis of regulatory legal documents in the field of quality control at the federal, republican, and local levels. The research included summarizing data on the state of quality control in the republic's medical organizations, conducting an audit across 18 key sections of the practical recommendations for ensuring quality control and safety in medical activities, which involved inspections, monitoring, and staff interviews. A comprehensive methodology was applied in the study, including: review and generalization of experience, content analysis, methods of systems analysis, expert assessments, organizational and legal analysis, organizational modeling, and other methods.

Discussion. State healthcare policy clearly defines ensuring the quality and safety of medical activities as a top priority, which is reflected in federal documents and initiatives. Continuous improvement of the quality and safety management system for medical activities is a pressing task for healthcare authorities. One effective solution to this problem is the implementation of a management system based on practical recommendations for organizing internal quality control and safety of medical activities in the medical organization of the National Institute of Quality of the Federal Service for Surveillance in Healthcare [3, 7]. As a result of systematic work in the republic, the State Autonomous Institution of the Republic of Sakha (Yakutia) "Republican Hospital No. 1 - National Center of Medicine named after M.E. Nikolaev" received the

National Certificate of Quality and Safety of Medical Activities for the first time. In addition to this institution, two other institutions underwent independent audits by authorized experts in their outpatient departments, subsequently receiving certification: the State Autonomous Institution of the Republic of Sakha (Yakutia) "Yakutsk Republican Ophthalmological Clinical Hospital" and the State Autonomous Institution of the Republic of Sakha (Yakutia) "Yakutsk Medical Center." Key elements of the quality management system include internal audits, risk management, documentation, staff training, and advanced training. Staff training should cover not only specific medical skills but also quality and safety principles, risk management methods, and patient safety. Risk management involves identifying, analyzing, and assessing potential risks, and developing and implementing mitigation measures. Effective documentation management ensures transparency and accessibility of information.

As noted by the authors Murashko M.A., Samoylova A.V., and others, the methodology for implementing the Practical Recommendations is based on the most proven effective practices and approaches to ensuring the quality and safety of medical activities [8, 10]. Implementing an effective quality and safety management system in medical organizations is not simply fulfilling formal requirements, but a strategic step that allows for the use of the strengths of the medical organization and the minimization of the impact of weaknesses caused by external factors, such as the characteristics of the regional infrastructure.

Effective management decisions are based on a system of internal control, which is only possible with reliable information covering all aspects of a medical organization's operations. Therefore, the implementation of management mechanisms based on advanced information technology is a pressing issue [1].

The key strategy for regional quality and safety management includes the active involvement of medical organizations, physicians, patients, and public organizations in ensuring appropriate treatment and effective internal control.

To establish unified approaches to improving internal control and implementing quality and safety principles, a roadmap has been approved for the phased implementation of an integrated quality and safety management system for medical activities in medical organizations under the jurisdiction of the Ministry of Health of the Republic of Sakha (Yakutia). To consistently implement the plan's activi-

ties, regional working groups have been formed based on the sections of the Practical Recommendations for Organizing Internal Quality Control and Safety in Medical Activities. Following preliminary discussions and approval by all stakeholders, 11 pilot medical organizations in the Republic have been included in the project to implement the Proposals of the National Institute for Quality of Roszdravnadzor.

The successful functioning of a management system requires not only formal compliance with regulatory documents but also a deep understanding of quality and safety principles by all participants—from nurses and doctors to administrative staff and management. This includes not only knowledge of standard requirements but also the ability to apply them in practice, adapting them to the specific operating conditions of the institution. Moreover, an effective system goes beyond internal organizational processes. It presupposes a well-established system of interaction between medical organizations, ensuring uninterrupted continuity in the provision of medical care and minimizing the risk of errors associated with the transfer of information and inconsistencies in actions.

In this context, the role of centers of excellence in quality and safety in medical activities is crucial. They should provide methodological and advisory support to medical organizations, facilitate the exchange of experience, and implement best practices. Implementation of the system should be based on generally accepted management principles planning, implementation, verification, and adjustment. This cyclical process of continuous improvement involves ongoing monitoring and analysis of quality and safety indicators, identifying problem areas, and developing measures to address them. This requires collecting and analyzing the healthcare organization's performance indicators, including the frequency of violations of standards and procedures, satisfaction levels, and mortality and morbidity rates. Analyzing these indicators allows us to identify trends, predict risks, and take measures to prevent adverse events.

In June 2023, the Regional Competence Center for Quality and Safety Management in Medical Activities of the Republic of Sakha (Yakutia) (hereinafter referred to as the Center) was established at the State Autonomous Institution of the Republic of Sakha (Yakutia) "Republican Hospital No. 1 – M.E. Nikolaev National Center of Medicine."

The Center represents an important element of the regional management

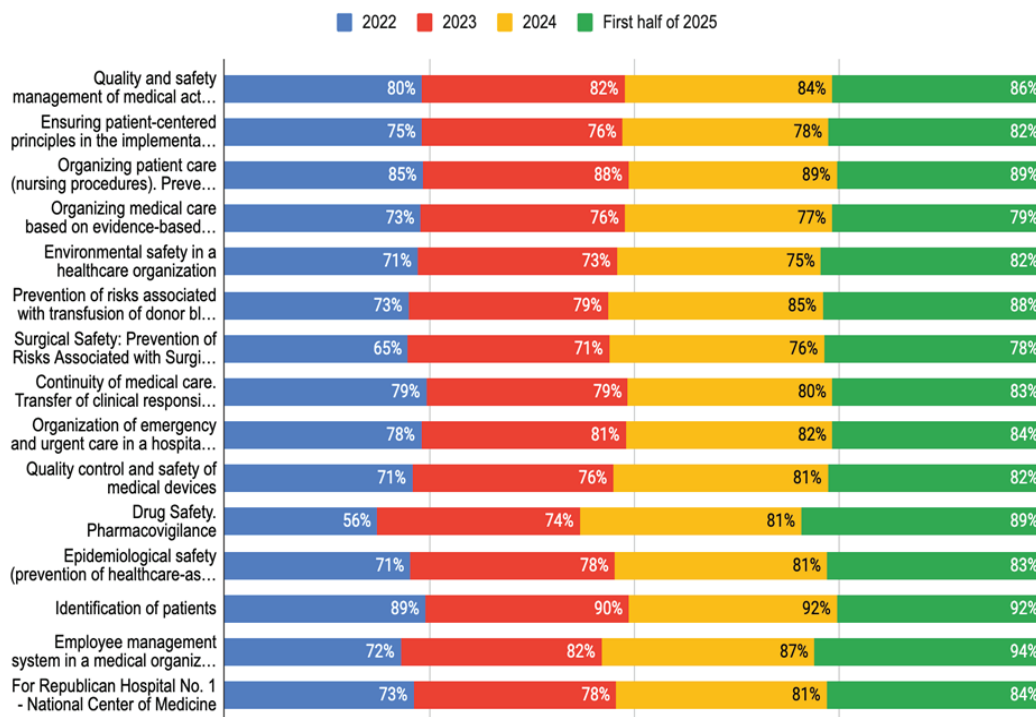


Fig. 1. Audit results for 2022 – first half of 2025

strategy aimed at improving the health-care system. The creation of the Center enables the integration of knowledge and best practices, facilitating the development and implementation of effective standards and tools.

Its activities are aimed at implementing advanced practical methods of quality and safety management in medical organizations of the Republic, covering a wide range of tasks [8]. Particular attention is paid to the development of a safety culture, including the active identification and analysis of adverse events, incidents, and other situations that could have led or have led to harm to a patient. The performance monitoring system developed and maintained by the Center is a tool for objectively assessing the effectiveness of both the institution itself and other medical organizations in the republic. Monitoring data is used to target resource allocation, optimize processes, and improve the overall quality of medical care.

Audit is a key tool for assessing the compliance of medical organizations. In this context, audit is a systematic, independent, and documented process aimed at objectively assessing a medical organization's compliance with standards and procedures [2]. This includes not only document review but also process analysis, staff interviews, and observation of medical personnel. It is important to note that audit is not a goal in itself, but a tool for continuous improvement.

In November 2024, the Yakutsk Republican Oncology Dispensary conducted its first primary audit a cross-assessment of the internal quality control and safety system for medical activities

management, and others. The audit covered 18 key sections of practical recommendations for ensuring quality control and safety in medical activities, dividing the analysis between the institution's

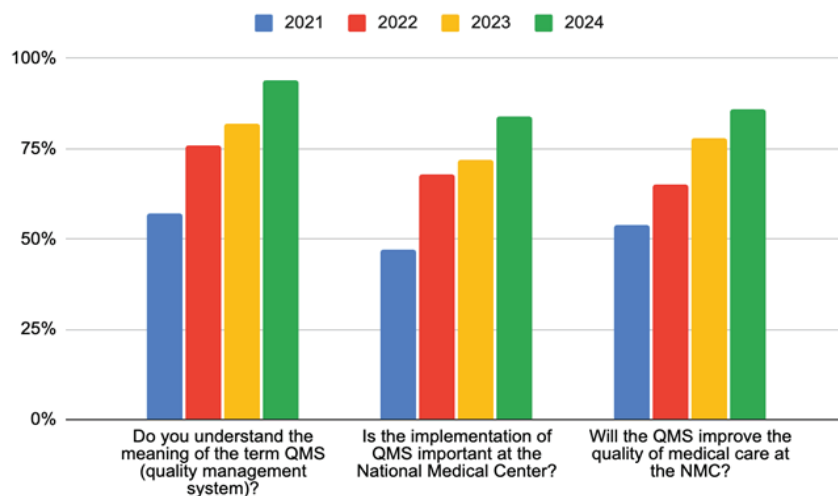


Fig. 2. Results of employee interviews for 2021–2024

for compliance with the requirements of the voluntary certification system for medical organizations by the Center of Excellence in Quality and Safety Management in Medical Activities of the Republic of Sakha (Yakutia). This was the Center's first experience assessing the performance of its colleagues, conducted in key areas of internal control, including epidemiological, surgical, and drug safety, personal identification, personnel

inpatient and outpatient departments. The first phase of the audit focused on a thorough assessment of compliance with established standards in order to comprehensively prepare for the subsequent certification stage, which involved an in-depth study of the content and areas of audits. Audits identify problem areas, and the collected data helps adapt management approaches and make adjustments to decisions. Control is one of the man-

agement functions aimed at establishing the conformity or non-conformity of actual activities with the specified level [5].

To replicate organizational and methodological foundations and organizational technologies, the Center has jointly developed a standard operating procedure, "Procedure for Developing Regional and Local Clinical Treatment Protocols." Standard operating procedures for patient routing by specialty have been developed and are currently being tested.

Furthermore, training in various aspects of medical care quality and safety plays a key role in the quality and safety management system for medical activities. The Center not only organizes training but also plays a leading role in the development and implementation of educational programs. These programs are adapted to constantly changing requirements and take into account the specifics of various medical specialties. Training is based on a multi-level system, including a variety of formats: from seminars and workshops aimed at practical mastery of internal quality and safety control methods to more in-depth educational programs that cover complex aspects of medical law, drug safety, risk management, and ethics. Seminars and training sessions are held regularly for medical organizations, ensuring access to high-quality training, regardless of the employee's location or specialization. These seminars discuss potential risks and current issues. This creates a platform for the exchange of opinions and ideas between doctors and nurses, fostering a deeper understanding of existing challenges and the search for collaborative solutions, ultimately positively impacting the quality of medical services. Continuous education not only promotes the personal and professional growth of specialists but also improves the overall quality and safety of medical services.

As part of enhancing safety culture, a strategic session was held in conjunction with World Patient Safety Day, attended by chief physicians, healthcare administrators, and media representatives. The session, which presented a variety of opinions from medical organization leaders and representatives, confirmed the relevance and importance of the concept of a unified departmental approach to managing the quality and safety of medical activities in the Republic of Sakha (Yakutia). The specifics of organizing and implementing the assessment (audit) of the quality and safety of medical activities at the level of medical organizations are reflected in the practical recommendations for organizing internal quality

control and safety of medical activities in medical organizations of the Federal State Budgetary Institution "National Institute for Quality" of the Federal Service for Surveillance in Healthcare by areas of work. Within each area, the tools are standardized and represented by a specific set of documents. The selection of criteria for assessing quality and safety is carried out by the heads of working groups for each area, based on the requirements of the main regulatory documents, based on those proposed by the Federal State Budgetary Institution "Central Medical and Electronic Expertise" of Roszdravnadzor, as well as those necessary within the context of the organization (their own needs) [6].

Based on the results of audits conducted in the inpatient departments of the State Autonomous Institution of the Republic of Sakha (Yakutia) "Republican Hospital No. 1 - National Center of Medicine named after M.E. Nikolaev", it was established that the implementation of a quality management system based on Practical Recommendations improves the quality and safety of medical activities. Figure 1 presents the results of audits for 2022-2024 and the first half of 2025. The main goal of such audits is to identify problems, risks and errors for their analysis and prevention in the future, but in no case to punish the perpetrators [9]. Significant improvement in indicators was achieved in the sections of the employee management system in a medical organization, epidemiological safety (prevention of infections associated with the provision of medical care), prevention of risks associated with the transfusion of donor blood and its components, products from donor blood. At the same time, the relatively low result in the "Surgical Safety" section shows that there is a need to take additional measures aimed at preventing risks associated with surgical interventions.

Effective management decisions are based on an internal control system, which is only possible with reliable information covering all aspects of a healthcare organization's operations [1]. In this regard, in 2024, the State Autonomous Institution of the Republic of Sakha (Yakutia) "Republican Hospital No. 1 – M.E. Nikolaev National Center of Medicine" implemented the "Internal Quality Control and Safety of Medical Activities" information system, which ensures the implementation of a risk-based approach within the healthcare organization. The system enables prompt monitoring of all

indicators related to quality and safety management, facilitates the timely identification of potentially hazardous situations, and the implementation of preventive measures, which directly impacts the reduction of adverse events.

At the State Autonomous Institution of the Republic of Sakha (Yakutia) "Republican Hospital No. 1 – M.E. Nikolaev National Center of Medicine," a study was conducted by interviewing employees using a structured questionnaire. The results of employee interviews for 2021–2024 are presented in Figure 2. As can be seen, employee awareness of the importance of implementing and maintaining a quality management system has increased year over year. The 2024 employee survey revealed that 94% understand the importance of a quality management system, 84% believe the system is important, and 86% of respondents are confident that implementing the system will improve the quality of medical care.

The development of a departmental integrated quality and safety management system, including the phased implementation of best practices and institutional expertise, necessitates research projects to assess the quality and safety of medical activities in the republic. Scientific study of these aspects will ensure the reliability of conclusions and confirm the practical value of implemented solutions, facilitating the development of strategically sound approaches to healthcare management. Research on the quality and safety of medical activities will soon begin, involving leading researchers and healthcare administrators in the republic.

Conclusion. Thus, it can be concluded that only a comprehensive approach combining management decisions, corrective measures, methodological support, and the active participation of all stakeholders can ensure the achievement of state healthcare policy goals and improve the quality and safety of medical activities.

The authors declare no conflict of interest.

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ANALYSIS OF PRIMARY DISABILITY OF WOMEN DUE TO BREAST CANCER

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Based on the depersonalized database of the State Medical and Social Expertise Bureau of the Irkutsk Region, an analysis of primary disability in women due to breast cancer (BC) was conducted. Among the contingent of primary disabled people, women with the second disability group, living in urban areas and over 55 years of age, currently prevail. For 2009–2023, a statistically significant increase in the overall indicators of primary disability due to BC was noted: "gross" by 1.4 times and standardized - by 1.3 times. The increase in the average age of disabled women from 53.2 to 58.1 years is associated with both improved medical care and patient survival, and with the aging of the population. Despite the improvement of diagnostics [3], the multidirectional dynamics of the proportion of disability groups 1 and 2 (an increase in the share of group 1 from 14.8 to 18.4% and a statistically significant decrease in the share of group 2 from 57.7 to 48.2%) does not correlate with the data on primary breast cancer incidence by stage, which is explained by legislative changes in detailing the classification and criteria for the implementation of primary examination by medical and social expertise institutions. To prevent severe disability due to breast cancer, a set of measures is necessary: active interdepartmental cooperation of all interested specialists, effective diagnostics of breast cancer, accessibility of medical care, and the development of a regional prevention program.

Keywords: breast cancer, primary disability, disability groups, age groups, average age of disabled women.

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Introduction. Breast cancer (BC) is the main oncological pathology of women in Russia and around the world, leading to disability and death [7, 8, 10, 11]. In the Russian Federation, more than 80 thousand women are diagnosed with BC annually, 20 thousand die from it [4]. Assessing the state of population health is impossible without analyzing primary disability, including taking into account individual nosological forms [1, 6]. In addition, primary disability rates can serve as an indirect criterion for the quality of medical care in the field of diagnostics: a significant proportion of first-group

disabled people indicates that cancer was detected at advanced stages [8]. In 2023, the level of primary disability of the adult population of the Irkutsk region due to malignant neoplasms exceeded the all-Russian level by 19.0%; among the older population - by 29.6% [5].

The aim of the study: analysis of primary disability of women due to breast cancer in the Irkutsk region.

Materials and methods of the study. The study used a depersonalized database of women aged 18 years and older of the Main Bureau of the Medical and Social Expertise, reporting statistical