



## IMPLEMENTATION OF GOOD QUALITY PRACTICES IN A CHEMICAL DEPENDENCY REHABILITATION CENTER

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### ABSTRACT

The principles of the quality management system guide the organization that seeks effectiveness of its processes in order to satisfy the needs and expectations of its clients, these principles guide to good practices applicable in several segments. But what are good quality practices? Good quality practices are structured actions, previously planned, executed, monitored and implemented with a focus on quality, based on the principles described in the specific regulations for the ISO 9000 family quality management system, which revised in 2015 presents the seven principles of quality: Customer Focus, Leadership Engagement; Process approach; Improvements; Evidence-based decision making; and Relationship Management (stakeholders). Thus, this study aims to describe practices based on these principles in an organization that provides care and rehabilitation services to people diagnosed with chemical dependency, the Center for Rehabilitation in Chemical Dependency. Elaborated as a descriptive research of application with qualitative scope structured in six topics, with the strategic purpose of improving the quality of the processes in the provision of assistance service.

**KEYWORDS** : Quality management. Good habits. Service. Rehabilitation.

### INTRODUCTION

For Campos (2004), "the great goal of human organizations is to meet the needs of the human being in their struggle for survival on Earth." Quality becomes an indispensable practice for organizations. With this comes the precision of a management with a focus on quality, in which for Toledo (2014) quality management is a continuous development of practices, objectives, focuses and methods for quality management.

According to Paladini (2012) the purpose is to systematize the processes that result in the services, following the hypothesis of the disorganization in the quality of processes located in the service area.

The application of quality management in the health area aims to improve care services through management methods, tools for control and problem solving, and application of principles for the progress of customer satisfaction.

For Holland (2010) dependence is the "state of necessity that results from continuous and repeated consumption of drugs or derivatives." The provision of care services in relation to chemical dependence refers to a health organization with great social relevance, since it welcomes people who are ill-treated by abuse of psychoactive substances, in order to provide treatment with multiprofessional team, so that they return to sober social life of dependency.

The benefits of quality management and its applicability to the health service have boosted the study of the application of good quality management practices in a chemical dependency recovery center.

For Toledo et al (2014) the service is "any act or performance that one part can offer the other part and that is essentially intangible. Its production may be linked or not to a physical good." In order to provide services, a connection between the service provider and

the customer is required and in each service a strategy model is required for its management.

ABNT (2015) states that adopting the principles: Customer focus; Leadership; Engagement of people; Process approach; Improvement; Evidence-based decision making; Relationship management, ensures that the organization is able to consistently add value.

For Bonato (2011) the quality of health services management is related to a grouping of behaviors with a focus on user satisfaction, it is believed that the good relationship between professionals in the technical areas and strategic administration is important for success of actions focused on quality.

According to American Psychiatric Association (2014) addiction is characterized as a "maladaptive of substance use." For the diagnosis, at least three of the following criteria are considered in the one-year period: compulsion to consume; increased tolerance; abstinence syndrome; difficulty in controlling behavior; relevance of consumption; cognitive losses.

For Holland (2010) rehabilitation contextualizes itself in helping social reintegration. Rehabilitation is usually assisted by multiprofessional teams of the medical field, the main types of professionals are: physiotherapists, nurses, occupational therapists, psychologists, social workers, psychiatrists, general practitioners. However, it is even more comprehensive in order to involve spheres such as education, training, employability, safety, leisure and other. According to Sources (2013), chemical dependence is a pathology that compromises social, psychological and biological issues, so rehabilitation to be more effective and effective must cover these areas. The physical damages are relative to the biological aspects, the losses in the interaction of the reasoning are of the psychological aspect and the damage of the social interaction provoking the co-dependence of the relatives between other evils are of social aspect.

**METODOLOGY**

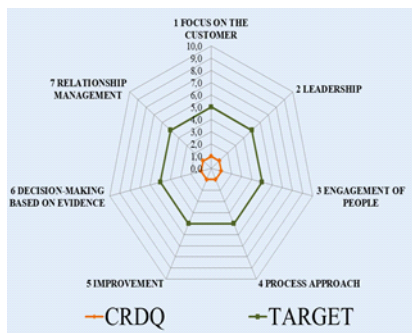
The article presents tactics that encompass the totality of the study object, associates different behaviors in the collection and analysis of the data, in other words, there is no single method for planning and structuring the research, data collection and analysis of the results. The present study was developed in the following logic:

- Accomplishment of the pre-implantation diagnosis, to characterize the organizational scenario (Background);
- Elaboration of the project to implement the good practices of the quality management system, applying in the context of the object of study;
- Implementation of the project of implantation of the good practices of the system of quality management in the center of rehabilitation in chemical dependency.

**IMPLANTATION AND RESULT DIAGNOSIS**

For Carpinetti and Gerolamo (2016) it is interesting to carry out an evaluation before the implementation of practices for quality management, to verify the level of adequacy of the organization, so that the diagnosis of pre-implantation aims to gather information of the current state of the CRDQ considering the principles of quality.

Data collection of the initial diagnosis is done through form-based research, direct observation and interviews, contextualizing the principles of quality in the execution of the activities of the health service for during the initial 30 days, in different shifts to reach all existing processes in the CRDQ. After the observations and interviews, it is concluded that there is a need for action on all quality principles for the adoption of good practices in the CRDQ, as shown in figure 1 below:



**Figure 1 Pre-implantation diagnosis**

Source: Authors 2019

**PROJECT OF IMPLEMENTATION OF GOOD PRACTICES OF SGQ**

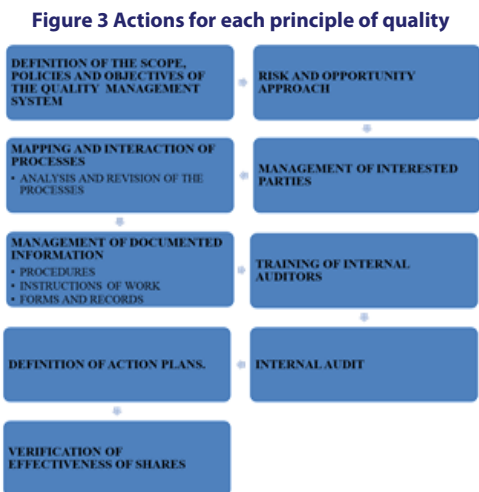
The first stage of the project is the definition of the scope, policies and objectives of the quality management system. The second step is to approach risks and opportunities. The third step involves the mapping and interaction of the processes and consequently their analysis and necessary adjustments. The fourth step is the management of stakeholders (internal and external). The management of documented information such as procedures, work instructions, forms and records is the fifth step. Training of internal auditors characterizes the sixth stage of the project. The seventh crucial stage for the development of the management system is the performance of internal audits to assess the level of compliance with the principles of quality. The definition of corrective action plans is the eighth step this provides the necessary adjustments. The verification of the effectiveness of the implemented actions is the ninth step and closes the first cycle of the quality management system. The project to implement the good practices of the quality management system in the CRDQ is structured in nine important stages, represented in figure 2 below:

PRINCIPLES	IMPLANT ACTION
Customer Focus	Connecting the objectives of CRDQ with the needs and expectations of patients.
Leadership	Provide the necessary resources and dissemination of mission, vision, values and strategies.
Engagement of people	Conduct employee satisfaction surveys, and promote greater interaction among multidisciplinary teams
Process approach	Map, analyze and adjust processes.
Improvement	Establish improvement suggestion program with monthly award for improvement with greater profitability for the CRDQ.
Evidence-based decision making	Hold monthly meeting with the steering committee to critically review CRDQ performance.
Relationship management	Conduct bimonthly meeting with internal and external suppliers.

**Figure 2 deployment steps of SGQ**

Source: Adapted Carpinetti and Gerolamo 2016

In parallel with the steps mentioned above an action plan is applied listing actions directed to each principle of the quality management system this represented in figure 3 below:



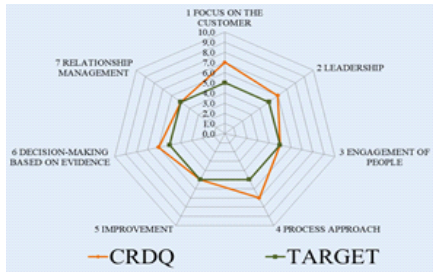
Fonte: Authors 2019

The project includes the steps and actions required to implement the good practices of the quality management system in the Center for Rehabilitation in Chemical Dependency.

**APPLICATION OF THE PROJECT**

The project is implemented through a quality committee formed by a representative of each sector of the CRDQ, and by the strategic management committee formed by the leadership of the organization, the project contemplates the steps and actions necessary for the implementation of good practices of the system quality management at the Center for Rehabilitation in Chemical Dependency in Amazonas.

The project had 10 months to complete its implementation, during the period there were significant changes in the management of CRDQ, but there was no negative impact on the project. After the implementation a second diagnosis is made to verify the effectiveness of the project implementation where the CRDQ obtained the performance characterized in figure 4 below:



**Figure 4 Project Post-Deployment Performance**

**Source: Authors 2019**

It is clear that the application of quality principles was relevant in the progress of patient satisfaction and in the administration of the rehabilitation center in chemical dependence. The principles of customer focus and process approach showed the best performance with the average 7, and the principles of improvement, people engagement and relationship management showed the lowest performance with the average 5, yet the performances are in line with expectations for the first year of good practice for the quality management system in the CRDQ.

### CONCLUSION

Implementing the principles of quality in an organization that offers health care services is very complex, once you work the change in the routine of work with multidisciplinary professionals, break the barrier of "always was so, why this?", of the "ego" of some physicians structuring disorderly processes, and especially raising awareness of the impact of the quality approach on patients' health was one of the greatest challenges.

However, to conclude the application of quality principles in an unusual segment, thus evidencing the improvement in the processes and the increase of the satisfaction of the user of the service reinforces the effectiveness of the quality management system.

However, in view of the complex and useful aspects of the case study, it is concluded that only the implementation of good quality practices is not sufficient for effective patient satisfaction, however, the highest responsibility lies with the top management of the Rehabilitation Center in Chemical Dependency to provide resources and monitor the management system in order to improve its performance.

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