

**COMPARATIVE ANALYSIS OF RISK MANAGEMENT
IN THE HEALTH SYSTEMS IN UKRAINE
AND THE REPUBLIC OF KAZAKHSTAN**

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Improving the safety of medical care in the health system of each country should pay special attention to reducing the likelihood of incidents (defects) and mitigating their consequences (objective causes), while reducing the concentration on human actions (subjective reasons). In health care, the main indicator of quality should be the safety of medical care that guarantees the health of patients.

Risk Management identifies weak links in health care facilities, and it is very important to collect, analyze and use risk management information, regarding incidents such as unexpected results, medical errors, hidden risks, defects.

Comparative analysis of Risk Management in the provision of medical care in Ukraine and the Republic of Kazakhstan will allow us to identify its weaknesses and strengths with further improvement of the risk management system in each country.

Standards in the field of health have a number of specific features, including: validity from a scientific, practical and technical point of view; reality, that is, the certainty of the volume of medical care, the specificity of the requirements for the quality of medical care, taking into account the real state of the industry, namely financial and personnel support, material and technical resources, the educational level of specialists, etc.; reliability, that is, compliance with the principles of scientifically sound medical practice and consistency with the opinion of most highly qualified doctors; clarity, concreteness and clarity of definitions; relevance, which can be achieved through periodic analysis

and revision of previously established standards, development of a mechanism for ensuring or stimulating the implementation of existing standards.

Ukraine has identified the development of standardization as one of the priority areas for reforming the health care sector of Ukraine and annually provides additions and updates to the regulatory framework for standardization management. Standards in health care are based on the principles of evidence-based medicine and take into account world experience. The Methodology for the development and implementation of medical standards of medical care on the basis of evidence-based medicine, approved by the Order of the Ministry of Health No. 751, contains the following wording: "This Methodology determines the mechanism for the development and implementation of scientifically based medical standards and unified clinical protocols for the provision of medical care on the basis of evidence-based medicine." Standards in the field of health care are approved in accordance with the established procedure by the central executive body implementing state policy in the field of health care (subpara. 8 paragraph 4 of the Regulation on the Ministry of Health of Ukraine, approved by the Resolution of the Cabinet of Ministers of Ukraine of 25.03.2015 № 267).

29.11.2018 State Enterprise "Ukrainian Research and Training Center for Standardization, Certification and Quality" adopted order No. 446, which approved DSTU (Ukr. – State Standard of Ukraine) ISO 31000:2018 Risk Management. Principles and Guidelines (ISO 31000:2018, IDT). The main objective of this Standard is to assist organizations in achieving success in the long term, taking into account all stakeholders (patients, health professionals, health facilities and their management, suppliers, pharmacists, etc.), while ensuring good risk management practices. Figure 1 illustrates Risk Management Principles.

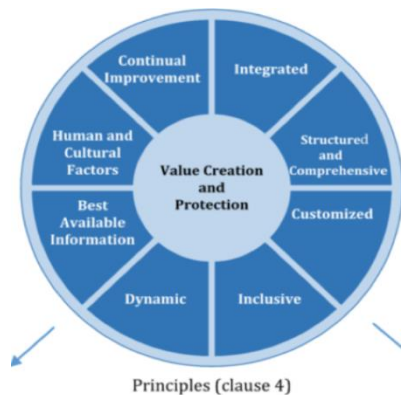


Fig. 1. Risk Management Principles



Fig. 2. Steps of Risk Management in healthcare

At the state level in Ukraine, the methods of risk management in the health care system include compliance with licensing conditions, compliance with accreditation standards, compliance with the regulations of the medical care process, and the introduction of a quality management system for medical care that meets the requirements of international and harmonized national standards.

Among the negative phenomena, we note the lack of mandatory accreditation of medical institutions in Ukraine, the low level of awareness of medical personnel regarding existing ISO standards, the presence of gaps in the chain of management activities of the medical institution.

According to the results of the questionnaire in 2023 in Kazakhstan, the level of integration of risk management into the planning and budgeting processes of the medical organization is not more than 70%. Medical organizations do not change strategic objectives or revise the budget in response to risk, indicating that the risk analysis has an indirect impact on changes in objectives and budget revisions. Also, the level of integration of risk management into operational processes remains at 74%, with medical organization risk-taking readiness remaining low at 64%. It is therefore necessary to revise the strategic objectives and plan of activities, as well as the budget, according to the real risks involved.

The legislative and regulatory framework in the Republic of Kazakhstan concerning risk management has been fully developed in terms of technical regulation, the sphere of circulation of medical products for both foreign and domestic producers. But in order to improve the quality of assessments on compliance of management systems with the ISO 31000 standard, the accreditation body of the Republic of Kazakhstan must obtain the status of a signatory in a foreign body (APAC, ILAC) which will help to expand the field of accreditation of actors, as well as the possibility of creating new actors.

The basic standard requirements are regulated by the Law on Technical Regulation, and the authorities are confirming compliance with the management system at this time.

The level of corporate governance in the industry is not high enough and most medical organizations do not have independent directors and audit and risk committees, nor risk management specialists. In addition, there is no established international "bestpractice" in the risk management system, the right "tone from the top" as a corporate culture. It should be concluded that there is a need to strengthen the interaction of all corporate governance structures (Supervisory Board, executive body, medical personnel).

In the Kazakh national standard of accreditation in health care, the quality and safety of medical care are delegated to various units with insufficient identification and risk assessment, determining the suitability and effectiveness of control measures to reduce the identified risks and does not meet the requirements of international standards of the quality management system, for example, ST RK IEC 31010:2020 on methods of identifying and identifying risks.

The non-profit joint stock company "Social Health Insurance Fund" (hereinafter – Fund), being a strategic purchaser, identifies defects, i.e. medical incidents that have already occurred (happened), without regard to the presence (absence) risk management systems. The Fund's activities in carrying out various types of monitoring of health facilities are not preventive in nature and the result is only a financial penalty in the form of a fine. We believe that the Fund's activities to identify defects and deal with complaints would have a higher level of efficiency if the requirements in the procedures governing the risk management system were synchronized, at each level in the health system, starting with the maturity of each individual health facility's risk management system.

To sum up, management risk, as a set of methods, should be aimed at ensuring the safety not only of patients and staff of a medical institution of any country, but also other material objects: equipment, premises, territory, infrastructure. Therefore, the objectives of risk management in a medical institution should be to prevent an undesirable incident event (if it has not already occurred); to minimize the consequences of an undesirable event (if it has already occurred). Health-care managers should view patient safety issues as problems of their management system, not their employees. Risk management should use two approaches: reactive and proactive. The reactive approach is aimed at punishing the perpetrator and does not contribute to the development of preventive risk management in a health facility. To be proactive, work should be done on incidents that have occurred and are likely to occur, This is therefore the approach that is more appropriate.