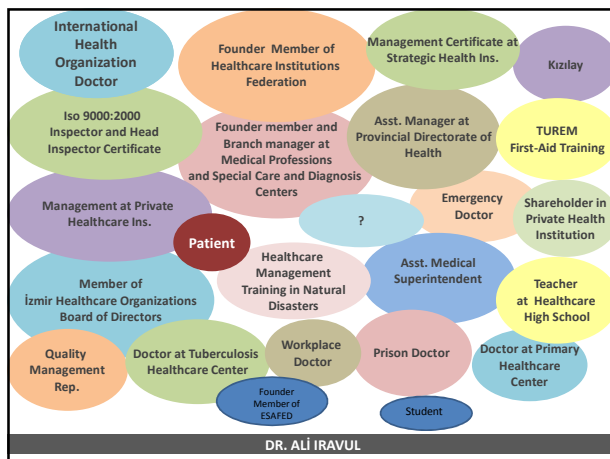




Ibni Sina Health Capacity Building Programme.
**Hospital and Health Care Facilities
Management and Administration
Training Programme**

Total Quality Management

DR.ALI IRAVUL
YEMEN 2012



Like Will to Like

**He whose two days (of life) are the same
(making no progress) is at loss**
Hz.(Holy) Muhammed (sav)

Healthcare service is a team game

You are as strong as your weakest link

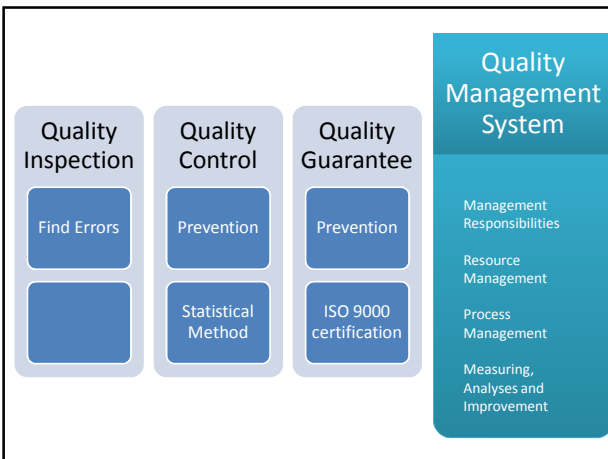
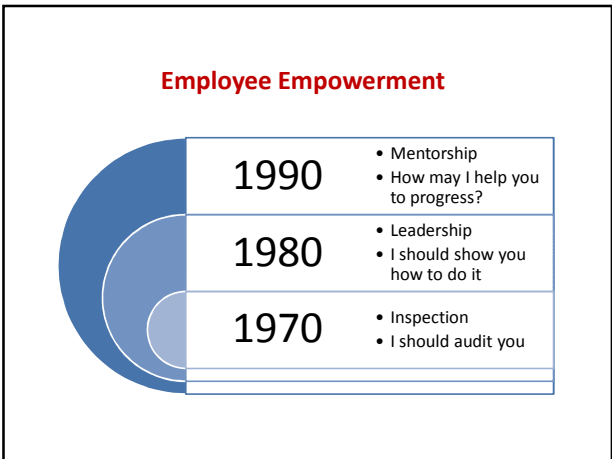


Imagine that you have a world-famous cardiovascular surgeon, who operates surgeries that might be said to impossible, but you do not have a sufficient postoperative care team, and patients die due to simple infection cases after surgeries that might be eight-hours-long. Quality management cares for such issues that seem to be small and insignificant but can not be ignored like this example.

We may say the “motto” for healthcare organizations is;

“...operating right procedures for right people at the right time and do it right on the first time”

This would only be possible by improving quality continuously



Until 70's management techniques were in a manner of Inspection and Auditing.

- Managers were trained to keep employee focus on controlling processes (planning, organizing and co-ordination).
- In this management style often results were driven by fear as employees received feedback related to audits/inspections of one person.
- This management style was action by dictation due to its own nature.

In 80's leadership model was more preferred to inspection model

At this era managers were trained with the idea that effective management techniques were a combination of management and leadership skills.

It was taught that effective managers were able to improve success and performance for their employees.

Managers with consciousness on effectiveness were training themselves on their communication and debate skills.

In leadership model, successful managers would get results by focusing on solutions and by persuading others in order to be trustworthy and determined.

Mentorship is characterized as supportive management by many people.

- In mentorship model, successful managers teach employees in all levels within organization to discover their own abilities.
- More importantly, productivity would be reached by shared vision.
- In such environment, everybody would explore their own vision and role in order to reach shared vision of the organization.

Today the term "Mentor" has the meaning of trusted advisor, guide and coach.

Successful manager would not only lead, but they will mentor their employees by asking questions such as;

"What are you doing?"

"What would need to be done to do same process in half-time that are being spent today?"

"What would need to be done to finalize this process with zero error?"

More importantly, every member of the organization should mentor themselves by asking the same questions and find the answers.

Mentorship method can be described as managing by questioning.

2000

Today it is not the hardworking or educated that is hard to find, it is the person who takes initiative, creative and act in passion.

- There will be more companies where employees act accountable and responsible with the spirit of voluntaries.
- Decision making process will include all levels of the company.
- Strict hierarchical structures and well divided organizations will extinct like dinosaurs.
- There will be less managers, and old managers will be replaced by coordinators.
- Employees will decide by detecting their priorities by using common values of the companies.
- Transparency within company will be a standard. Top secret decisions known by a few will be history. Innovation will be everyone's job.

[Gary Hamel](#)

Total Quality Management

is a management style that;
targets to go beyond customers expectations,
supports teamwork,
and
reviews & improves all processes.

Objective

Receiving perfect performance results on all processes by using employee participation and continuous improvement sense to satisfy customer needs and expectations.

Total Quality Management

TQM approaches with **system integrity** understanding to organizations.

TQM should be based on a **shared vision**.

*TQM does not questions people or leadership, it only questions **process management**.*

Total Quality Management

is not managing people,
is managing with people.

is co-management

is a new way of thinking.

5 questions of improving quality

- Where am I?
- Why am I here?
- Where do I want to be?
- What do I need to do to be there?
- What have I succeeded until now?

- In order to provide quality service, first it needs to be determined level of quality and quantity of the services compared to targeted position.
- In quality management all decisions should be based on evidence (data).

So;

- Quality of service,
- service productivity,
- service efficiency,
- and the results should be reviewed,
- accountability should be valued,
- and forward looking policies should be created,
- measurements should be done and their results should be evaluated,
- in order to plan and compare.

Basic Concepts

- Customer Focus
- Process Management
- Focusing on objectives
- Management with data
- Prevention
- Continuous Improvement
- Participation and Synergy
- Communication
- Continuous training
- Leadership

Customer

User of products and services that arise from actions of a company or a person.

Customer Focus

Within institution : the next division or process

- INTERNAL CUSTOMER

Outside the institution : user of product or service

- EXTERNAL CUSTOMER

Quality
is determined
by the Customer

Customer Focus

Actually the boss is customer.
Without the customer neither institution nor boss can survive.
Salaries and wages are paid by the customer not the boss.
No customer, no boss.

Expectation

Expected quality

Perceived quality

Quality = Customer Satisfaction

Customer Satisfaction = Expectation - Perception

(S) (E) (P)

E > P Negative Case

E = P

E < P Positive Case

Negative case means there is lack of quality,

Positive case means quality.

Customer satisfaction is very important.

Only 4% of customers complain.

96 out of 100 unhappy customers do not complain.

But they make negative comments at least ten times which means 960 negative comments on your service.

There are three important effects of this.

1. For each 91 lost customer, you would need to spend 6 times more money, therefore keeping a customer costs 1/6 of replacing.
2. Negative comments mean bad press and bad reputation.
3. The easiest way to see issues in quality perception is to promote customers to give actual complaints. This way in time, issues to complain about would decrease therefore complaints would decrease.

Customer Judgments of Kano

I. Expected Level- What it is supposed to be

II. Desired Level – Good to have

III. Admired Level – Customer to be proud of services

I. Level according to Kano

I. Level is what customer targets to get. In another words it questions what features should our services have in order to keep our customers.

Understanding first level of customer needs would show use which features in our services should be kept in order to keep our customers and otherwise we would lose them.

II. Level according to Kano

II. Level customer needs are features that are desired by our customers in our services.

Lack of these services would not cause customer loss, but also would not improve our relationship.

This features aren't specific and in the middle. We need to ask the question "Have you been satisfied/happy with our services?" to our customers in customer surveys.

III. Level according to Kano

III. Level customer needs would get our customers to promote our services to people they interact with.

In order to find these needs, below question can be raised,

"Which features in our services would get our customers to be proud of working with us?"

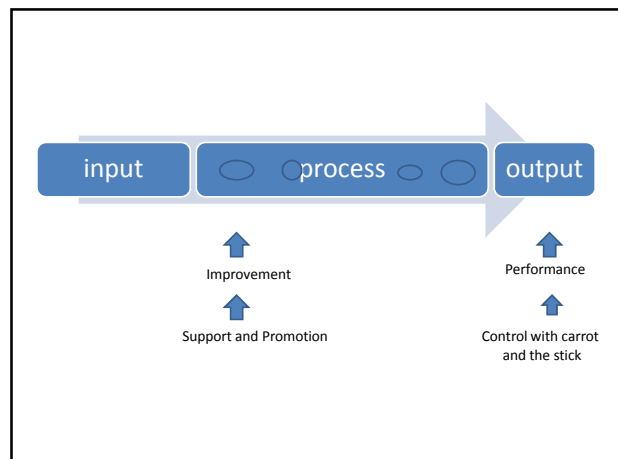
At this point Kano argues that people that are responsible for process management should be able to understand III.Level customer needs.

Process Management

Services are not produced by people but by processes.

Process Management

Management quality:
Do not focus on results,
rather focus on questioning processes
in order to have continuous improvement.



Process Management

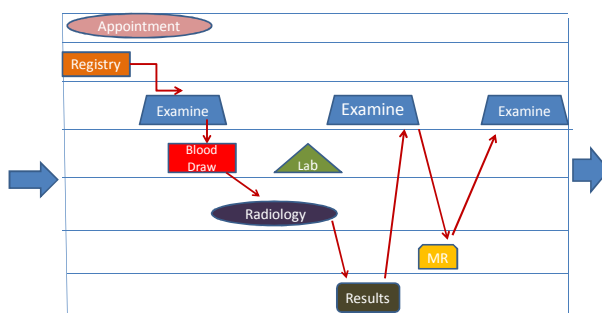
- Organizes ways of production in regards to processes instead of functional hierarchy.
- Evaluates operations and performance within all processes of institution and values process efficiency over individual success.
- Most effective instrument to meet efficiency and productivity to reach management goals.

Process Mapping

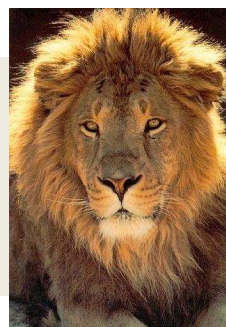
Advantages of Process Mapping;

- ✓ Visualizes the process
- ✓ Confirms steps in available process
- ✓ Enables to measure process period and bottleneck points
- ✓ Enables to determine unnecessary steps
- ✓ Enables to determine data gathering points

Process Mapping



2. Leadership



Leadership is like beauty;
it's hard to define,
but you know it
when you see it
W.Bennis

Adopt leadership and let it be institutionalized



The Aim of Leadership

- to improve the performance of man and machine
- to improve quality, to increase output
- simultaneously to bring pride of workmanship to people

The Aim of Leadership

is not merely to find and record failures of men, but to remove the causes of failure: to help people to do a better job with less effort

Deming

Do not accuse people,
question processes.

Leader
is responsible for
improvement of the system.

Leader

- is responsible for continuous improvement within the system,
- difference between people can only be decreased by this.

Leader

In a learning organization, leaders are sources of creative tension, designers, teachers, and stewards
Senge

Leadership

- Should be based on shared vision and collaboration than power.
- The leader that is able to see failures as an opportunity to improve will be differentiated from inspectors and managers.

Senge

Leadership

If you are not changing your Paradigm but only your behavior, changes you make are only temporary and superficial.

3. Continuous Training

Create processes to enable people improve themselves continuously.
Deming

Continuous Training

Institutionalize on the job training

Continuous Training

Is a change in mind.....
senge

Continuous Training

I read a great book on biking, I am an expert now.....

Continuous Training

- The learning organization is the organization;
- that widens the capacity to create the future,
 - that survives and adopts,
 - that learns to be productive.

Continuous Training

The learning organization is the organization;

- that creates a friendly environment for individuals to learn more,
- benefits from increased knowledge of individuals,
- improves its knowledge, comprehension and network.

Continuous Training

The learning organization is the organization;

- gathers learning individuals around common goals,
- values, shares and teaches knowledge
- therefore transforms knowledge to action than to continuity.

We create a 'learning organization', one where everyone is continually trying to learn from everyone else.

Peter Senge

Learning deficiencies in an organization

1. I am what my position is
2. Enemy is there in the outside
3. I do not want to be responsible
4. Stuck in past events
5. Boiled frog story
6. The mythos of management team

The Supplier

- Person or institution that supplies an input such as material, service or data.

Supplier Relations

In definition of processes and management

- What are the suppliers for this process/company or case?
- Which are most important?
- How may they help us to do our job better?
- How shall we prioritize suggestions?

4. Participation and Synergy

Total quality;
is not to manage people,
is to manage with people.

Participation and Synergy

Eliminate all barrier between divisions.
Pieces gathered together are more than their addition.



Pieces gathered together are more than their addition.



- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ In groups competition is introvert ▪ Each member are focused on their own goals ▪ Tendency to hierarchical structure ▪ Members have tolerance against each other ▪ Risk avoidance | <ul style="list-style-type: none"> ▪ In teams competition is extrovert ▪ Teams focuses on team purposes ▪ Members takes initiatives by themselves to reach goals ▪ Encourages different ways or thinking ▪ Risk acceptance |
|---|---|

With team work people can achieve goals that they can not achieve individually

They create synergy

With synergy total outcome is higher than sum of individual output.



5. Focusing on objectives



**Everybody
doing their best
would make it
better**

Focusing on objectives

- Everybody works with good intentions
- Good intentions is not enough, they should be led to a purpose



Dr. Deming

Focusing on objectives

Shared Vision;

- is not an idea.
- is will power coming from workers hearth
- once fired can be hold
- becomes reality not a dream
- creates energy to focus on goals and reach them
- get people work together regardless of trust issues
- creates common identity.
- promotes trying and taking risk

Focusing on objectives

-Which route shall I take?

-Not important if you do not know where to go

6. Management with data

You can neither manage
nor improve
the case you can not measure

Perfection is

Measurable

and continuous improvement

Management with data

What can be measured?

- Customer satisfaction
- Employee satisfaction
- Effects on society
- Communication Effectiveness
- Results and objectives
- Self-evaluation
- Cost of quality

Measurement

- Is conveying results with symbols especially symbols of numbers,
- of whether individuals or subjects have some features,
- and if features are available the degree they are owned.

Quality and measurement are two cultures that can not be separated

- Measurement culture requires a learning period,
Employees should learn;
- available practices to gather data,
- and how to analyze and use the results to plan improvements in processes.

We can manage what we can measure

Therefore we should measure things that we want to manage.

Below points are taken to consideration in order to find subjects that should be required to review under service quality standards.

- ☑ Materiality of the problem
- ☑ Frequency
- ☑ Country Standards
- ☑ Measurability
- ☑ Availability of effective actions

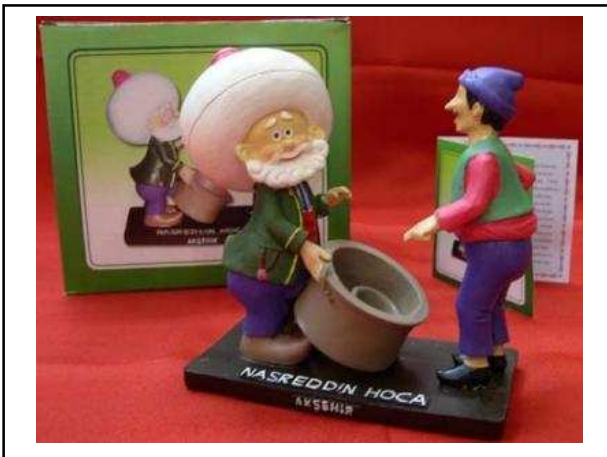
Evaluation

- Process of comparison of measurement results
- Therefore measurement is a form of **definition**
- Evaluation is a **judgment**.
- and depends on comparison of result.

Prevention

- After glass is broken
- After tire is flat





Prevention

Stop trusting total examination.

Prevention

It is not an essential part of quality management to find failures

Witch Hunt

Prevention

It is essential to prevent failure in TQM
TQM uses,
Cautions for possible defects in plans,
Clear reasons for failure,
Control and improvements within processes
in order to prevent errors.

7. Continuous Improvement

Improve production and service processes through the infinity and beyond.

Continuous Improvement

An organization is bound to decline after structure is created.

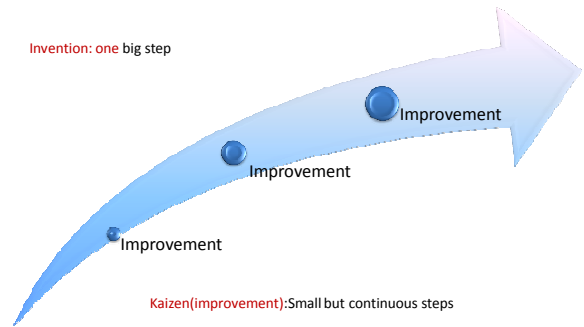
Parkinson Law

Continuous Improvement

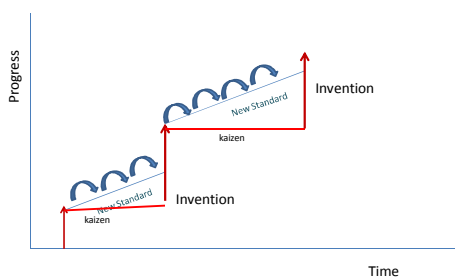
- Finding current situation as inadequate
- Improve human factor
- Usage of problem solving skills

Continuous Improvement

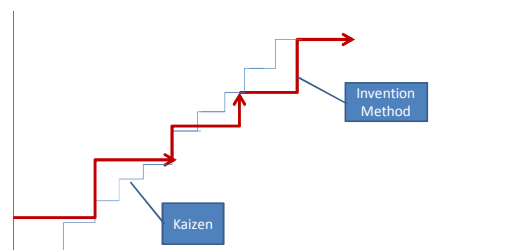
Invention: one big step



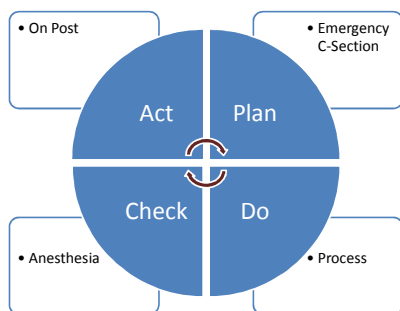
Comparison



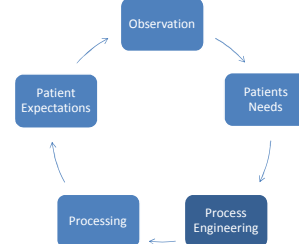
Continuous Improvement



PDCA



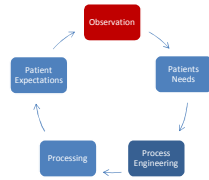
Shewart's continuous improvement circle



- Firstly patients needs and expectations should be understood.

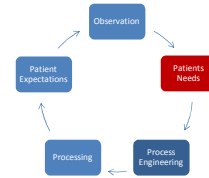
Continuous Improvement

- An important paradigm change before TQM implementation

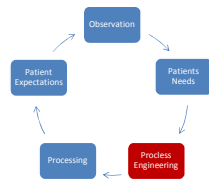


Change starts with finding boundaries

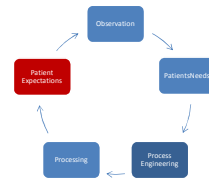
- What is the first phase?
- Who should take the action for change?
- What is the final phase?



- After answers are found to question, can focus on solution
- **After patients needs are understood, process engineering can start**
- **Customer needs and services are combined in engineering process**
- Circle ends with feedback from customers in patient expectations step



Circle ends with feedback received from customers whether changes in process is useful and meets customer needs.



“ Our biggest challenge is to operate improvements while continuing current processes with our employees. “

Chip Caldwell

We establish 'continuous quality improvement', meaning that everyone is continuously committed to improving themselves and the system.

Charles Deming

**An Example;
HCA Wesley Medical Center. Wichita, KANSAS**

1. Prioritize Quality

- Our number one priority is quality of our products and services.
- With belief that it will benefit to our patients and improve profitability with market share we work for simplifying processes.

2. Focus on Customer

- We are aware we have many internal and external customers and we work to serve them in best effort
- We will listen to our customers to seize improvement opportunities

3. Our employees are our most valuable assets.

- We believe people work on best effort basis and we respect skills individuals bring to their jobs.
- We are focused on system improvement.

4. We see doctors both as customer and partners

- We see basic relation between medical center and employees
- We will include doctors to continuous improvement of the system

5. Be partners with suppliers who have continuous improvement culture

- We believe value of a service is more than its price
- We will have mutual relationships with suppliers who have continuous improvement culture

6. Manage by leadership.

- By sharing our vision,
- We will help others work in same directions and value teamwork

7. Promote being proud of working.

- Help people be proud of their jobs.
- We will empower our employees to determine obstacles and remove them in order to reach quality standards

8. We approach each other with trust and respect

- We respect value of each individual
- We will improve continuously to reach this goal

9. Value honesty, integrity and trustworthiness

- We are determined to do best for all related parties.
- We know that our attitude and behaviors are products of Wesley
- therefore we will treat others in the way we would like to be treated

10. Look for improvement opportunities in all things you are doing

- We know quality is continuously growing
- We will work for perfection

11. Use statistical tools to improve and observe the system

- We are trying to continuously improve system and reduce volatility
- We will use data to understand processes.

12. Stop trusting control processes to seize quality standards

- We believe an effective quality management system would not be available only by investing in controls
- We will use control systems as an additional tool to observe the system

13. Understand failures are outcomes of processes not people

- We believe waste is outcome of failures in processes
- We will promote people to improve processes

14. Support Training.

- We value growth and training of employees.
- We will invest in work related trainings and assist our employees on self-improvement

15. Support Improvements

- We support creative thinking for system improvement
- We will have special intention in work related ideas

16. Praise success.

- We believe in value of awareness on improvements
- We will always save time to congratulate success

- This roadmap of principles will start chain reaction of Dr Deming.
- Please note that such change would not occur overnight.
- **This is a lifelong journey**
- This movement from old habits to new depends on our ability to understand,
- and continuous follow on these principles.

Thank You

