



THE STRATEGIES OF APPLYING (TQM) IN THE HOSPITALS OF UAE A FIELD STUDY FOR A SAMPLE FROM THE HOSPITALS OF UAE – DUBAI – ABU DHABI.

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Abstract

The hospitals of UAE are proactive for excellency. For doing so, the researcher has stated the research problem and that is the availability of the requirements of applying (TQM) in the hospitals of UAE. he also has stated the null hypotheses that are based on :

- There is no significant effect between the requirements of applying (TQM) and the desire of senior management.
- There is no significant effect between continuous improvement factors and the application of TQM. This hypothesis includes two sub hypotheses:
 - There is no significant effect between the strategic goals and the application of TQM
 - There is no significant effect between the professional skills and the application of TQM

According to the questionnaire distributed to the selected samples, it was proved just the opposite of the hypotheses stated by the researcher. The researcher gave some suggestions, including the importance of activating the role of total quality management in hospitals.

1.0 Introduction

Along the lines of history, a mankind has been thinking about evolution and development so he has been growing up and seeking progress, in which there should be minimum mistakes in his works, and as a result of this many terminologies appear like quality and institutional outstanding.

The concept of quality is taken into account by many writers in different ways. But in this study , we will try to present the strategies of TQM in terms of the services introduced by the hospitals of UAE.

A questionnaire has been set to determine the current situation at the levels of the application of TQM and to decide the extent of the transparency granted by the higher management and the other administrative levels.

This study includes three parts as follows:

- 1- The concept of strategy and TQM and strategies of the application of TQM in hospitals.
- 2- Includes the concept of hospital management and the strategic outlook in the application of TQM in the hospitals of UAE.
- 3- Contains the features of the sample of the study, frequencies, percentages, circles and standard deviations, to the areas of the study according to the distributed questionnaire .Then the study hypotheses validity was tested.

Then, there was a clarification for the most important conclusions that have been found according to the research proposal and the study of the questionnaire distributed to the selected sample and the most important recommendations that can be taken into account to reach the highest levels of TQM.

2.0 Research Problem

The research problem is summed up in the availability of the requirements of the application of TQM in the hospitals of UAE. The problem is also in the improvement of health services while maintaining the professional standards of safety in the light of the continuing progress of the country in the various aspects of life.

3.0 The Significance of the Research

The importance of research lies in that it casts an objective look on the situation experienced in the hospitals of UAE, to know the level of TQM and the consequences in the case of the fulfillment of all the conditions of TQM requirements, and the future consequences.

4.0 Research Objectives

- To find out the possibility of the application of the principles of TQM in the hospitals of UAE.
- To know how to improve the performance of the employees to ensure the application of TQM and taking help of work teams to reach the TQM and the achievement of its objectives and principles.



- To find out the availability of the elements needed in the hospitals of UAE to make a continuous development under the boom in the country.

5.0 Research Hypotheses

- There is no significant effect between the requirements of applying (TQM) and the desire of senior management.
- There is no significant effect between continuous improvement factors and the application of TQM. This hypothesis includes two sub hypotheses:
 - There is no significant effect between the strategic goals and the application of TQM
 - There is no significant effect between the technical skills and the application of TQM

6.0 Population and Sample of Research:

Research samples are a group of employees selected from the hospitals of UAE, namely Al Ain Hospital , Tawam hospital , Sheikh Khalifa Medical Complex , and Al-Amal hospital .

The questionnaire was distributed with 25% of the total employees in the health field. Collected percentage of distributed questionnaires reached 21.89%.

7.0 Resources of Collecting Data

7.1 Primary resources: questionnaire as a fundamental way for collecting data

7.2 Secondary Sources

Arabic and foreign books.

Official documents and reports of TQM in the hospitals

Research bounds: locative bounds: samples from four hospitals of UAE.

8.0 Limitations of Research

Place: A sample of the hospitals is selected. Four hospitals in the UAE constitute the sample of the study.

Means of statistical measurements. Data was analyzed using SPSS system, according to the system of Likert scales , the five marks that are clarified in the below table :

Opinion	Very few degree	Few degree	Medium degree	High degree	Very high degree
Mark	1	2	3	4	5

The most important used statistical means are:

- Frequencies and percentages for the description of sample features.
- The mean and standard deviation
- To test the hypotheses of the study the method of Simple Regression was used.

To test the material study, the researcher used Cronbach's Alpha equation for each factor of the questionnaire. The results were as follows:

The factor	Number of items	Reliability coefficient
TQM application	10	0.91
Higher management desire	11	0.94
Teamwork	14	0.94
The strategic goals	12	0.92
Overall performance	47	0.90

It is clear from the results that all the reliability coefficients were high, which means that high performance has stability.

First: The concept of Strategic management and Total Quality Management and the strategies of its implementation.

Firstly: The concept of Strategic management It is a developed intellectual approach that directs the management processes and its effectiveness in an organized manner in order to achieve the goals and objectives of the organization (Ali Alslmy,1995).

Strategic Management is a series of decisions and actions that lead to the development of a strategy or effective strategies to achieve the organization's goals..

Strategic Management (represents a system of integrated processes that has relation with the analysis of internal and external environment . It formulates an appropriate strategy, applies and evaluates it in the light of the analysis of the



impact of important variables in such a way that a strategic advantage can be achieved for the organization and maximizing its achievements in various business activities.) (Saad Ghalib Yassin,1997)

The scientists Thompson & Strickland see that Strategic Management is :The process by which managers can establish a long-term direction for the organization, identify its goals and develop the strategies for the purpose of achieving these objectives in the light of internal and external variables .(Al-Salem, 2009)

Hejenz and Fenser views that Strategic management is the administrative process that aims at accomplishing the organization's mission through the management and direction of the organization's relationship with its environment. Strategic management includes many basic terms that help in its implementation such as :

Basic Concepts and Terms in Strategic Management:

- Mission
- Objective
- Goal
- Objective,
- Management
- Strategic Planning
- Strategic Formulation
- Strategic Ravine
- Opportunities & Threats

Thus, the researcher views that the strategic management is the desire of the administration to bring about change in a defined period of time based on the current and future study.

Second,: The Concept of TQM

Many people understand that quality means (excellent variety) or (the original raw material), which is an old administrative principle renewed over the period of time. Some definitions of the concept of quality are as follow:

- Complete satisfaction of the customer .
- Conformity with the requirements.
- The accuracy use at the discretion of the beneficiary.
- (Unexpected degree of consistency and reliance that fit the market at a low cost) Deming 1986. (<https://old.uqu.edu.sa/lib/ar/170211>).

Definitions of (TQM)

There are many definitions of the concept of (TQM) . Researchers differ in their definition for it but it is not a surprising matter. Dr. Deming , the pioneer of quality was asked about it. He replied that he did not know. This is an evidence of comprehensiveness of its meaning. Therefore each one of us has his own opinion to understand to understand it.

The concept of (TQM) is:(The performance of the work correctly at the first time, with a reliance on evaluation of the beneficiary and the extent of the improvement o the performance . Federal Quality Institute (a cooperative form of team work which depends on the joint abilities for both management and employees for the purpose of continuous improvement in quality and productivity through work teams).

(doing the right things in the right way from the first trial)

Steven Cohen and Ronald Brand (1993) defined TQM as follow:

Management: means development and maintaining the capacity of the organization in order to improve quality constantly.

Quality : means meeting the requirements of the beneficiary.

Total : includes the application of the principle of the research about quality in any form of the work forms, beginning from exploring the needs of the beneficiary and ending of the evaluation of whether the beneficiary is satisfied with the services or products provided to him or not.

All these definitions, although they differ in their phrasing but the carry same meaning .

Furthermore, those definitions share the following:

1. Gaining customer satisfaction, reviewing and responding to the customer requirements.



2. Continuous development.
3. Teamwork.
4. Achieving the lowest level of defects or the so called zero defects .

Here, it can be said that Total Quality is an outstanding administrative work which results in a distinct product or service that gains customer satisfaction and his current and future expectations.

Third, the strategies of application of TQM at hospitals. During the pursuit of the application of total quality management. It must depend on a scientific approach in the application. There are many hospitals that seek to make their products have zero defects and achieve customer satisfaction and his current and future aspirations.

Administrative staff: The application of total quality management is the responsibility of managers to make good plans that are based on facts and statistics, and also to determine the duties of each department and every employee and to make sure of levels of achievement through the control and feedback.

Some hospitals in the study obtained the American Quality Certificate (CIA) COMMISSION JOINT INTERANATIONAL).

This certificate lasts for three years. The researcher sees that the hospitals in the study are proactive for excellency ,creativity and the continuous application for all modern technology in order to get excellency and achieve TQM standards .

Moreover, the selected sample of the study has made a cooperation with international American Association named Johns Hopkins.

- Both the administrative and health care staff work together to achieve quality: with a difference between the two types of staff, but they are complementary in some way in the integration processes of quality . Quality circles is the Japanese term which is invented by Deming . Quality circles consists of a number of workers whose number varies from 6-12 employees from various disciplines to work together in an integrated manner to bear the responsibilities . The quality circles group of workers is headed by one of them then the headship is rotated among them respectively, or according to the competence and experience and the head of the group prepares periodic reports to evaluate the performance of the staff of the participants of the circle.
- The commitment of higher management: to ensure quality the support of higher management and its believe in the achievement of quality. Since the achievement of TQM basically depends on setting a strategic plan therefore, it is prepared by the higher management and monitoring and evaluating performance is done also by higher management . So it is here the commitment of higher management is the base to achieve the overall quality.
- Strategic Planning of the overall quality: This means establish an integrated plan that includes the basics of implementation and feedback representing in the following form:



Object	Mission	Vision
Implementation	Evaluation	Correction

The form of Samah Baudh, (research of master 2008)

The researcher views that strategic planning for quality includes focusing on the internal and external factors of the hospital to identify the strengths and weaknesses of the employees and the means of financing, and it also includes the challenges and opportunities which are faced by employees and dealers.

Secondly: the concept of the hospital management and strategic outlook in the application of TQM in hospitals in UAE.

A): The concept of hospitals management: Before moving to the definition of hospitals management let's look at a brief description of the concept of hospitals. Some of these are:- World Health Organization (WHO) defines hospitals from a functional perspective as a social health organization whose functions are providing full health care for the population whether it is medical or preventive treatment, and hospitals OPD extend services to family in their home environment. They are also centers for the training of health care employees and centers for conducting social and vital researches .

The American Hospital Association: defines it as an institution with a medical health care system which provides medical facilities including the constant services of doctors and nursing to provide the diagnosis and treatment of patients.



It was therefore clear that the hospital integrated organization has an administrative health care and nursing staff and the process of its administration needs to the integration and coordination of the work of these parties and from this perspective hospitals management is known as: - The means of achieving the objectives related to public health in the surrounding community of the hospital through the optimal use of resources , theories, techniques , and cultures that help to meet the needs of the health of the individual and therefore the hospitals management aimed at the achievement of the objectives of the major policy on public health with seeking to discover the best research methods to increase the effectiveness of the performance of the health services provided by the hospital medical , preventive and research services and the development of health care human resources. (Farid Ragib Al-najjar, 1981).

- The hospital administration is defined as a constant process based on the planning, organizing, controlling, guiding and evaluating of performance based on the optimal use of the available resources including human and technological resources, to achieve maximum contribution efficiently and effectively. (Samah Baudh, 2008).

- Hence the researcher views that the hospitals management is a procedure to create cooperation linking the various administrative and health care levels and coordinate them to get outstanding service to satisfy the client.

B): Strategic outlook in the application of TQM in hospitals in UAE

After identifying the concept of total quality management we must know the strategic benefits of their application in hospitals.

First: the benefits of the application of the strategy of total quality in hospitals: It is known that the health sector is one of the most important sectors that an individual is forced to when getting ill or to check his health and therefore the benefits of the application:

1. Achieving the service of high quality with a competitive nature to attract customers at the local and international level.
2. The optimal use of the available resources in such a way to reduce the expenditures and ensure renewed service.
3. The strengthening of the relationships in the work of the employees and dealers and achieving the coordination between them.
4. The constant development of the services provided and the pursuit of excellence to offer services to fulfill expectations of the dealers.

Secondly: the desired goals of the implementation of the Total Quality Management :The total quality has goals and aspirations of the strategy of short-term and long-term. These objectives are :

1. Enhancing the safety of the internal and external environment for the care of patients.
2. The promotion of the culture of quality inside the hospital.
3. Enhancing punctuality of internal discipline in the hospital and health centers as a whole, and enhancing the effectiveness of the developmental of professional activities for continuous development.
4. The enhancement of international quality and reduce unjustified costs.
5. Enhancing the effectiveness of the effective communication between all administrative , medical and technical levels.
6. To encourage employees towards effective communication and job satisfaction.
7. Build a base of effective communication to achieve excellence in health care and strengthen the spirit of collaborative work.
8. To take care of the patient and give him health education especially for those diseases resulting from misconduct like addiction.
9. The supporting the effectiveness of the development of the activities and methods of community awareness and the establishment of educational partnerships with educational institutions and publishers including radio and TV.

Thirdly: Findings and recommendations

A):Descriptive analysis of responses of the sample:

- Descriptive analysis of responses of the sample to the items on the total quality management: the result(4.0) shows that a tendency of a large number of the staff at different levels and with different scientific specialization towards the application of the standards of total quality management.

- Descriptive analysis of responses of the sample to the items on the desire of the higher administration to work according to the Quality Management System: indicates the result(.3.9) indicates that high tendency of higher management and since it sets the strategies, this is an indication of the interest and the turnout for the implementation and the application of the system of the total quality management.



Descriptive analysis of responses of the sample to the items on the team work groups, the result (3.8) indicates that there is an agreement for work circles or what are so called team work groups and this feature is essential in achieving the total quality management.

- Descriptive analysis of responses of the sample to the items on the strategic objectives for the total quality management: the result (4.1) indicates that there is a big interest in the implementation of the strategies of total quality management, especially by the higher management. This gives evidence of the ambition of higher management in achieving total quality management.

B): Tsting of hypothesis

It is proved the opposite of the hypothesis set by the researcher and the right ones are :

- There is a significant effect between the requirements of applying (TQM) and the desire of senior management.
- There is a significant effect between continuous improvement factors and the application of TQM. This hypothesis includes two sub hypotheses:
 - There is a significant effect between the strategic goals and the application of TQM
 - There is a significant effect between the professional skills and the application of TQM

The findings and recommendations

A : The findings

1. The characteristics of the authority are clearly defined and have effective role.
2. There is high attention by the staff towards the development of the system of the hospital.
3. And then the activation of quality management in hospitals where this study took place.
4. There are high desire by higher management in the implementation of total quality management in the development of strategies for application at the level of organizational units.

B. Recommendations

1. Quality management must highlight its tasks widely and set the principles of the implementation of strategies for the management of the total quality management.
2. The management of the hospital must coordinates with available quality management to activate the team work groups, coordinate among them and to provide technical means to contribute the feedback for each of the Quality circles and Total quality .

C- Suggestions

1. Determination of specific budget special for quality management.
2. Conducting training courses for all Employees from all specializations.
3. Setting a norm of quality upon which to measure inside the hospital.

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