

Research Article

Analyzing the Quality Management Process in Healthcare Sector

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Abstract: This paper is concerning the quality management in the two different private Erbil hospitals. The reason behind choosing this topic and those two different private hospitals is that they both are in same environment of practicing same obligation; however, both are totally different from each other. Therefore this paper is examines the quality management and the service in those two different hospitals in terms of productivity, quality, registry and its responsibility. During about more than five visits to each hospital and interviewing managers, employees and its patients the concepts of their management of capturing the essence to the service provided and quality management in both hospitals observed clearly. The quality management of the private hospital in general was very different from other hospital. One of the main reasons behind this was lack of quality principles in this hospital. Hence, comparing it to the service provided at the private hospital, except for that they both are private hospitals the majority of the other features were massively is in contradictory.

Keywords: Quality, management, total quality management, healthcare, hospital.

INTRODUCTION

Concerning what has been discussing further in the organization, it is clear that it needs numerous of preparations through the holder for its company. Kurdistan is one of the developing regions that recently has features many changes. Kurdistan has reached a good standing, yet when it comes to quality it is still not an adequate amount, since quality has a vital function that Kurdistan requires to expand for its development. Because Kurdistan has more service companies than product companies, it is clear that the lack of quality will appear more in service companies. What brings attention is that most of those companies that suffer poor quality are including private companies rather just in non-for-profit companies. For understanding what quality management is, first it is important to be familiar with what is the definition of quality? Within the word it is clear that what is mean by quality, however in the business there are many different definitions of quality in the way that people are not essentially agreeing with each other. Quality is one of the important fundamentals in both public service and not-for-profit organizations. It has inflowing standards of most product and service markets. Nevertheless after the definition of quality has been comprehensible, it comes direct of glancing to what is the operations management. Coming to across the Operation Management in Context book that Frank Rowbotham,

Les Galloway, Masoud Azhashemi in the quality management section they declare that there three important identified factor of quality is covers all the issues that are relevance to the business operations management including design quality, conformance quality, and operations quality [1]. Each of these factors is represent an obvious observation about both quality generally and quality management particularly in business. In addition to what has been clarified above, it is important to become conscious that no organization can create a successful or sustained business without pointing out of how they are measuring, controlling and improving its quality management.

One of the important elements that quality management requires is measurement; the reason of measuring the quality is that each action in the quality management is important to analysis the cause of failure to gather the concert which sets or in contrast some of them that has capacity for action to improve the situation [2]. According to one of the department of trade and industries article that highlights the benefits of the measurement which the benefits are including "Identifying and tracking progress against organizational goals, identifying opportunities for improvement, and comparing performance against both internal and external standard"(DTI). One of the important occupations of measurement is ensure the

effectiveness and identify opportunities for improvement which that makes the importance of comprehending measurement in the organization [3]. Measurement of quality can be identified to measurement of design quality and measurement of conformance quality.

LITERATURE REVIEW

For reviewing literature about quality management it is important to be acquainted with the understanding of first quality in general and quality management phase. When it comes to society people have diverse observation of different perspectives, it is similar for quality management. It has many different definitions and people are having different perspectives about its elements. According to Lumpur that believes that quality management is that too straight and controls an organization through considering to quality which it refers to a mount of natural characteristics that sets in order to fulfill requirements [4]. While, coming to another document that clarifies that the implements of the most significant basics in quality management system can straightforwardly functions the quality management module [5]. On the other hand Olson believes that quality management is a process that occupies complete outlook of the organization throughout obligations that concerns with the quality in the firm [6]. Also according to Quality Assurance and Management of Observing Systems book that defines quality managements as a system that supplies elements for operations in the organization such as values and the methodological frames, as well as quality management is also organizing activities for those who regards with the quality through practicing each of managing and controlling elements of an organization [7]. In addition the most rational definition of quality management has been distinct by Frank Rowbotham, Les Galloway, Masoud Azhashemi as they declare that quality management contains of three important features which holds all of the issues that have importance to the business operations management which are including design quality, conformance quality, and operations quality [8]. Subsequently after the appreciating the meaning of quality management it is important to be acquainted with the factors and elements of the quality management.

It is clear that each of cost of quality, quality measurement, measurement of design quality, measurement of conformance quality, control of quality, and quality improvement are different approaches of the quality management, clearly each of these elements has its own understanding in terms of quality management. Cost of quality is one of the important factors of quality management which has huge effect on quality in general. Each of the cost of quality has its own different occupation. The most

rational explanation regarding cost of quality can be seen in one of the ISO 9000 article that identifies cost of quality as tools in the business processes that calculates the total understanding of costs within the organization in order to satisfy customer [9]. According to Andrea Schiffauerova and Vince Thomson in TQM magazine that they explained about cost of quality with the title of managing cost of quality: insight into industry practice which clarifies that "Any serious attempt to improve quality must take into account the costs associated with achieving quality, since nowadays it does not suffice to meet customer requirements, it must be done at the lowest possible cost as well" [10]. Also according to Albert Porters book about operation management that declare that cost of quality has two different categories with the intention of assembling specifications which includes; cost of achieving good quality (cost of quality assurance), and the other is the cost of poor quality product (cost of not confirming) [11]. Cost of conformance which also can be called cost of quality assurance is represents the best quality that organization is producing which includes; prevention and appraisal. Each of the prevention and appraisal costs are engages with all the procedures that are accomplish in quality management system [9]. Prevention is consists of all costs associated in order to meet cost of conformance. Frank Rowbotham, Les Galloway, Masoud Azhashemi constructs successful prevention to five elements. The elements are including "training of staff and customers, sourcing of quality components and maintenance of supplier, relations, sourcing of quality plant; maintenance of plant; appropriate set-up of plant, redundancy in the product and the process, and design and redesign of product and process"[8]. Appraisal is consist of all costs that has connected with observing concerts and detecting failure which includes; "Inspection, testing, the stock costs of holding goods for inspection or test, the materials tested if the test is destructive" [8].

Cost of failure is another part of the cost of quality that combined to internal failure and external failure. Internal failure costs include those operating expenses that has earned from failure that faces the organization. External failure costs are identified when the completion in the production process accomplished it will directly connect with product failure [12]. In order to attain failure of cost in the organization it can easily done by multiply the probability times the cost of failure to obtain the risks of cost [13]. Control of quality is another fundamental of quality management, though they have direct influences on each other's. Control of quality is about operational practices and actions that are essential to sustain the quality required for the accomplish product, or service. It is refers to examination and communication that occurs inside organization which reflects each human resources that

concerned within quality and those who concerned within material control and structure [14]. Also quality control is part of quality assurance same as effectiveness and risk management; it is clearer on the assurance figure: To end with quality improvement it is important to understand one of the principal understandings of it. First it is important to realize that quality improvement must start with management's assurance which this can be practices in the way that quality improvement actively focus intensely inside work areas that based on the environmental changes such as overseas deployment [15]. What have been discussed are different views of different people about quality management and its elements. Each of these factors has vital effects on the organization if any of quality measurement, measurement of design quality, measurement of conformance quality, control of quality, and quality improvement were absent within the organization, clearly the organization directly faces serious problems that might destroys the reputation of the firm. It is most important to realize this approach is most get done by total quality management (TQM) model.

Research Problem

There are two different private healthcares private hospitals are considered for study. The motivation behind preferring for clarifying the quality management in the private healthcare sectors and especially those two hospitals is my query of finding the answer for the question that what makes both of the hospitals quality is different from each other while in the same time both of them are private healthcare sectors. Even though each of the Zheen international and Al Rasul private hospitals are practicing same obligation and subsist in equal environment, obviously each of them has total different approaches for applying quality management cost of quality and continue ensuring each of measuring, controlling and improving in order to remain their business in competitive market. So the main problem for this study is to examine the quality management in private healthcare sectors in Erbil.

Research objective

- To identify the approaches for applying quality management and cost of quality in private healthcare sector.
- To classifying and ensuring the way healthcare sector is measuring, controlling and improving in order to remain their business in competitive market.
- To identify the answer for the question that what makes the private hospitals quality different in the healthcare sector.

RESEARCH METHODOLOGY

The research is qualitative research where the following research questions formulated to find the solution for the quality concern of private hospitals in Erbil, Kurdistan. The questions are: (A) what are the approaches used for applying quality management and cost of quality in private healthcare sector? (B) How the private healthcare are measuring, controlling and improving in order to remain their business in competitive market? (C) What makes the hospitals quality different in private healthcare sector? The most ideal way to monitor the situation is to visit and observe what is occurring in hospitals, which through interviewing this can be more enhanced method. In this technique without difficulty individual can gain straight to the information that needed by face to face interviews with each of managers and employees of hospitals. Although for meeting each person in both hospitals many problems raised, at the same time certainly many answers of questions has obtains by observing the hospitals. Questionnaire, surveys, Sampling, and interviews are several methods for performing researches. First, part of questions had responses by three employees and then another part of questions were responses from five patients that they had operations there. The benefits from meeting those three employees was that they gave some of the problems that private hospital is suffering form and some of the employee's issues. Also, the benefits from meeting the patients were viewing their outlook for this hospital. Because of hospital is service organization customer's view and its satisfaction is considers one of the vital fundamentals in order for measuring the quality.

Analysis and Findings

Three definitions of quality management that the Operation Management in Context book clarified above are issues of relevance to operations including design quality, conformance quality, and operations quality. These three important definitions identified and analyzing all the subjects that are relevance to the business operations management [8]. In this section each of these three features are characterizing the understandable examination of concerning quality management for showing the differences of private hospitals.

Design quality

Design quality is signifies the amount of qualifying design of the product or service meets the requirements of the market. Due to design is representing a huge element in quality management, and because of the hospital is a is one of the service businesses, it is important to considering customer satisfaction as a vital constituent for representing service meets supplies in the market. In order to gain customer satisfaction the both hospitals must be aware

of design quality is ought to assemble the specifications of the service. Consequently if the specification is goes incorrectly, the problem will emerge with design, which in this case quality is often illustrated as meeting customers' needs [8]. Each of private hospitals are has different positions in design quality. They are simply doing their best in order to successfully met specification so that they could easily pay attention to their customer for meeting the customer satisfaction. In private hospital when patient attains there, they are orderly accomplishing their necessary preparations for their needs and all its action will computerize in order to stay in archive. Such as the patient is first goes to this hospital after he or she attain and diagnosis, they have a inpatients manager which its duty is to led the patient to the room in short time without make the patient hang around for long time. Also they provide each four rooms a nurse so that to make sure to carry out patients health or its requirements each two hours. For example, patients are mostly obtain their through the doctors that they send them to this hospital. When patient get to the hospital they need to wait at least some time in order to attain its room while they quickly took the money from the patient. As a result, each hospital is practicing same occupation, other than the operation is getting done much faster and tidy. Moreover, the main director of private hospital that clarified they have thirty five cleaning employees that costs them a huge amount of money to pay monthly. He said that the reason for spending this amount of money is to making sure that with the years the hospital has same view as when they opened. Also, he thought one of the important things that hospital need to take it in its consideration is to keep the building clean, the reason is to make the patient feels comfort when they attain to this hospital. While other hospital has no more than five cleaning employees which that makes the hospital appears old and dirty. In addition all the head departments are consists of people having expertise. According to the manager it took them long time to find people who have the specifications that the hospital needs, also he said that they did not find experts for some of the department's manager which takes them to bring people outside.

Conformance quality

Conformance quality is characterizes to what instance the product or service delivered is matching the customers specification. Hence, this sort of quality accounts as the one of the operations matter, in view of the fact that operations is responsible for manufacturing to specification [8]. In this case it is more proper to apply the customers believe or the specifications that customer desire to notice of the organization to this type of quality in order to be more comprehensible. Patients in private hospital are all satisfied in each of the possessions that they witnesses. For example, some of

the patients were very pleased for the techniques that the employees of the hospitals where practicing to behave, while other patients that they come from Arab towns in Iraq or outside of Kurdistan where amazed by the hygiene, beauty and modestly of the hospitals. Final two patients where very contented about the rooms that they sleep there which make them to say that "it was like a hotel" that was because every equipment such as telephone, air condition, television...etc were provided so that to help the patient not feel bored when they stay for night. Also one of the patient said that the hospital needs to provide some place and some equipment's, so that the visitors can sit or even sleep on it. At the same time as some other patients criticizing about some of the facilities that the hospital needs to change or provide such as beds, air conditioning, telephones.

Operational quality

Operations quality is regards to delivering the most high quality specification. As the book Operation Management in Context explains this type of quality as specification accomplish by corresponds to the familiar exhortations of 'right first time' and 'zero defects'[8]. As hospital a service organization and its duty is to protect people's life, which means that any mistake could lead to killing the patient that means to that there is no negotiation when mistakes take place. At the private hospital the main director was very concern about each surgery. He said that he is doing his best in order to insure that there is no mistake during surgeries. Even nursing group are responsible of patients life by looking out the patients even after they leave the operations theater their duty is to verify patients every two hours in order to make sure that the patient is fine. This means that the hospital is do its best in order to deliver the most high quality specification for its patients. In other hospital there were no nurse around to help her, she said "it was a night I almost die from the pain but there were no body came to help me" therefore, she stayed in bed for a long time along with huge pains.

Cost of quality

All Customers are having preferences to the products or services with a high quality and reasonable price, however many organizations cannot produce with such of specification. Organizations cost of quality is divided in to two types:

(A) **Cost of Conformance:** Cost of Conformance is refers to meeting the requirements of the customer. In order to make sure that customers are receiving a product or service that has high quality and reasonable price, it is enhanced for organization to spend their efficiency on prevention and appraisal costs.

(B) **Prevention:** As it was explains earlier prevention costs are interconnected with avoidance of failure and improvement of quality because of hospital is more

goes to service organization some of the elements of prevention not applying which those can be put into practice by: Training of staff and customers: Because of hospital is more goes to service organization, it is clear that they needs more training so that the employees easily across the difficulties to behave correctly with customer. Training in general can rarely observe in Kurdistan organizations. They also declare that training is expensive and the hospital does not want spend its money on training. Except they do not aware of that in future the hospital might face problems that might costs them much higher than training. **Sourcing of quality plants, maintenance of plant, correct set-up-of plant:** In this element each hospital has dissimilar position than each other's. The manager also claims that until know they do not take delivery of one small part benefits as much as they spend on this hospital. The manager in private hospital said that the hospital has its equipment they do not spend money for buy new except when the equipment broke down. Also, he mentions that the hospital saves its benefit for its plan that in near future the plan will come into view. **Appraisal:** Appraisal is concern with monitoring performance and detecting failure. Same as prevention because of hospital is more goes to service organization some of the appraisal features are not applying. Those factors that can be more practice is included: **Inspection:** Inspection is one of the most important issues that each organization needs to consider in order to meet the competitive advantages. When it comes to hospital things goes in to more serious situations. Most of the private hospitals in Erbil are not crating any preparation without believing that they certain about it. For example, as regards to plans in private hospital they do not plan to any effort if they are not deeply certain that the plant is successful. On the other hand, concerning employees for inspection, the manager was not very happy with the group of nursing that they have that makes him to examine the group daily which sometimes things leads the manager to fire employee. According to the manager that he claims that they do not plan usually they always perform what they ask from the owners of the hospital. Also the private hospital employees contain of limited number that some of them were appeared that they are over fifty years old that makes them work slowly.

(C) **Cost of Failure:** Cost of failure is another important part of the cost of quality that consists to internal failure and external failure. **Internal failure:** Internal failure costs are those operating costs that has earned from failure which faces the organization. In the hospitals internal failure mostly take place when the main manager is unable to inspire his employees that mostly are includes nurses. He claims that the problem of nursing is that they are very lazy and easily get exhausted. This makes the manager to examine the

group daily which sometimes things lead him to fire employee. In the private hospital they have limited number of employees. Some of the employee's especially nursing group was appeared that they are over fifty years old that makes them work slowly or carry on in its work daily. **External failure:** External failures are those costs that identified when the product or service process accomplished which directly connect with product failure. Because of private hospital is new and people are most feels affection for its services until know they have not face any difficulties. Also they have more than hundreds of employee and all employees were happy about their compensation that the hospital gives them, which through that the hospital could handle some of the serious external problems. Private hospital is faces difficulty in both external and internal costs. The reason is that opposite reaction of customer criticism and lack of staff payments. This leads the hospital to loss both the customers and losing employees.

Quality measurement

One of the important elements that quality management needs is measurement. Measuring the quality is important because each action in the quality is needs to analysis the cause of failure to collect the performance that sets action in order to improve the situation. Because hospital is service sector it is more important for them to focus on customer's sensitivity and observation on the reflection of the quality. Private hospital accounts quality measurement as a huge part of their structure. The manager explained that after each actions in the quality they analysis the cause of failure to gather the performance that sets action with the intention of advancing the situation. It was obvious that a private hospital was not having any exact standard for applying or creating quality measurement. Because of the quality measurement is one of the important factors of the quality management after quality control and quality improvement; clearly it is difficult for them continue working and evaluating the quality management. Quality measurement is consists to measurement of design quality and measurement of conformance quality. These elements can be practices by monitoring complaints, satisfaction surveys, focus groups, mystery shoppers [8]. The both measurements of kinds of quality are something not appropriate in all hospitals. The reason is that in Kurdistan generally organizations are suffered from possessing specific criteria, standard or specifications to be measured against.

Control of quality

In order to expand control quality in any organization, without a doubt that the organization needs to creates a balancing between both conformance and failure costs. In private hospital they nearly are

practicing in the way of corresponding for both conformance and failure. The manager said that it costs them huge amount of money for analyzing both conformance and failure, yet they still analyzing. The reason is that they desire to make the hospital unique in the way that they do not suffer from any difficulties. Also, in this hospital employees in the departments were observed that they are working together and they creates a good relationship with almost each department. The reason is the place was small and they have limited number of employees. The manger claims that it is better for the department employees to work in its own job. However, the working together is might be the better way to practice in hospital. For example, in this way the hospital can easily work and control the pressures that the employees have by helping each other, which they could control one of the internal difficulty.

Quality improvement

Final factor of quality managements is quality improvement which this factor it is accounts as important after quality measurement. Because of quality improvement is the last and significant factor that organization needs to focuses on, it is important to get done by total quality management approach.

The total quality management approach can be put into practice by diagnosing each staff, quality specifications and management within the organization. Improving quality by total quality management in the hospital can be put in performing by: **Total:** Appling the total aspect on the employee's performance in both hospitals are completely dissimilar. In the private hospital the manager claims that staff is in the hospital are obliged to present in their own working time without being behind schedule and work expressly. He also claims that because of some staffs were behind schedule, he was short of to force them to leave the hospital. As it was been mentions before some patients who have been to there were complaining about the time that they have to wait for nurse to answer them even when they inquire for the room service. In order to get to the bottom of this problem in this hospital the administration have to obtain in that all the workers and appraisal their knowledge and responsibilities with the intention that improvements can complete with concerning their value of their availability throughout the working hours.

Quality

Organizational quality can describe by satisfying confirmed needs by customer. This can be done in hospitals by improving the relationships between the employees and customer. The assembling customers as partners in the hospital can be practice

through listening to their thoughts, objection and proposition and receiving benefit from them.

Management

Management is the most important feature between both total and quality factors. The reason behind this characteristic is that through the management's understanding and assurance the organization is expanding its achievement and accomplishment to competitive advances.

CONCLUSION

Briefly this paper is considers the quality management at both hospitals. It shows the different areas of both hospitals in considering the quality managements and its basics. The aim of this paper is to seek what makes those two hospitals to be different and to what extent they are thoughtful about the management and satisfaction. The result was even if both hospitals are private and have same environments of practicing the health care, indeed many differences occur when it comes to applying the objectives of the quality management and customer satisfaction. Also, each of those hospitals is having different perspective of utilizing quality criteria in its own way. This directs the hospital through suffering from no quality criteria and customer dissatisfaction, as a result the customer will have negative reputation towards the hospital. One of the main reasons behind this was deprived quality principles in this hospital.

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