

8- TOTAL QUALITY MANAGEMENT (TQM)

“Total Quality Management is an effective system of integrating the quality development, quality maintenance and quality improvement efforts of various groups in an organization so as to enable marketing, engineering, production and service at the most economical levels which allow for full customer satisfaction”.

Benefits of Total Quality Management (TQM):

1. Customer satisfaction oriented benefits.

2. Economic improvements oriented benefits

1. Customer satisfaction oriented benefits: The benefits under this category are listed below:

- (a) Improvement in product quality.
- (b) Improvement in product design.
- (c) Improvement in production flow.
- (d) Improvement in employee morale and quality consciousness.
- (e) Improvement of product service.
- (f) Improvement in market place acceptance.

2. Economic improvements oriented benefits: The benefits under this category are as follows:

- (a) Reductions in operating costs.
- (b) Reductions in operating losses.
- (c) Reductions in field service costs.
- (d) Reductions in liability exposure.

Principle of Total Quality Management:

The basic principle of TQM should be carried out using the 8 QM principles which are:

- 1. Customer focus.**
- 2. The role of Leadership.**
- 3. Involvement of People.**
- 4. Process Approach.**
- 5. System Approach to Management.**
- 6. Continual Improvement.**
- 7. Factual Approach to decision making.**
- 8. Mutual Beneficial Supplier relationship.**

1- Customer focus:

Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations.

2. Leaders:

Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives.

3-Involvement of People:

People at all levels are the essence of an organization and their involvement enables their abilities to be used for the organizations benefit.

Involving people means sharing knowledge, encouraging and recognizing their contribution, utilizing their experience and operating with integrity.

4. Process Approach:

A desired result is achieved more efficiently when activities and their related resources are managed as a process.

- Processes are dynamic-they cause things to happen. Processes within an organization should be structured in order to achieve a certain objective in the most efficient and effective manner.

5. System Approach to Management:

- Identifying, understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its objectives
- Systems are constructed by connecting interrelated processes together to deliver the system objectives which in the case of the QMS are the satisfaction of the interested parties.

6- Continual Improvement:

Continual improvement of the organization's overall performance should be a permanent objective of the organization

- Continual improvement is the progressive improvement in organizational efficiency and effectiveness.

7- Factual Approach to Decision Making:

- Effective decisions are based on the analysis of data and information.
- Facts are obtained from observations performed by qualified people using qualified means of measurements i.e. the integrity of the information is known.

8- Beneficial relationships are those in which both parties are knowledge, vision, values, and understanding. Suppliers are not treated as adversaries. By:

- Clear and open communication.
- Sharing information and future plans.
- Establishing joint development and improvement activities.

The importance of TQM in Health care systems:

- ☐ Health services include a wide variety of quality aspects, all of which are important. In the case of medical services, the seller is doctors, hospitals, nursing homes, clinics, etc.
- ☐ Because they offer health services for sale at stipulated prices.
- ☐ They buyer is the client or patient who buys these health services at the stipulated prices.
- ☐ It may also include quality of performance that is directly connected and closely related to healthcare such as food, housing, safety, security, attitude of employees, and other factors that arise in connection with hospitals and nursing homes.

TQM for the Workforce:

- ☐ **-Kaizen teams** -An intense and rapid improvement process in which a team or a department throws all its resources into an improvement project over a short period of time.
- ☐ **-Blitz teams** usually comprise of employees from all areas involved in the process who understand it and can implement the changes on the spot.

-Quality Circles: Teams of workers and supervisors that meet regularly to address work related problems involving quality and productivity.

- Typically small day-to-day problems are given to quality circles. Since workers are most familiar with the routine tasks, they are asked to identify, analyze and solve quality problems in the routine processes.

TQM and Six Sigma:

- Generally, a Six Sigma approach covers one or more areas of TQM Elements.

Barriers to Successful TQM: ☐

- ☐ Lack of long-term commitment and leadership for management. ☐

- ☐ Insufficient empowerment of workers.
- ☐ Lack of cross-functional, cross-disciplinary efforts.
- ☐ Misdirected focus – emphasis on the unimportant many problems facing the organization rather than a critical problems.
- ☐ Emphasis on internal processes to the neglect of external - customer- focused – results.
- ☐ Lack of focus in training and coaching

- ☐ Lack of cost-of-quality measurement, performance reporting, and reward/formal recognition systems.