

# The Impact of Total Quality Management on the Quality of Institutional Performance in Saudi Hospitals: A Case Study of King Faisal Hospital

Dr. Karim Saeed Okour

***Abstract---** Here is the main goal and the first is to reach the levels of excellence without applying the health quality management system, but that its application here is carried out with that individual image and at the present time there are some initiatives to present and improve the health quality management system through working on the application of the five levels of maturity, so the goal returns The basic here in the research is to reach the design of those levels that exist and examine the maturity level in the health quality management in service organizations, to serve as a guide for senior management to assess that level of maturity in performance, and King Faisal Hospital has also been chosen. / Makkah, Saudi Arabia, and it became clear from the results of the application of the examination list that the hospital got a maturity level for quality management with an average of (2.985) and it is thus at the beginning of the second maturity level (organizational management), which indicates here that that hospital administration carries out and carries out many operations and activities in Different levels, therefore, the hospital's senior management should strive to start implementing a quality assurance or implementing an ISO 9001: 2008 quality management system to reach the third level of maturity, which is the desired level.*

***Keywords---** Total Quality Management, Service Organizations, King Faisal Hospital.*

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## I. INTRODUCTION

Those recent years have witnessed a great interest in adopting both levels in the upgrading and maturity of health services, as they help those organizations in identifying or evaluating and improving their current level of maturity in addition to being the approach that explains the health continuity of services as each level includes a number of operations that must be accomplished And achieving them with best practices to achieve this level of maturity required this in addition to that the application of quality management has become the current time of these basic necessities in order for the survival of health organizations, especially by applying that international standard ISO 9001, so it is necessary here to seek Adopting that idea and mission with the aim of improving these levels of maturity with quality management. Here, designing those mature levels of quality management in health service organizations contributes to helping managers understand and understand processes at every level of maturity and improving service, and then applying them to best practices that we will produce a case of The improvement in the service provided, and that continuing to improve the implementation and application in those processes will make it the organization to reach higher levels of improvement and progress, at which time the organization becomes able and absorbed to define and define all operations clearly and accurately based on the foundations of Yeh the most efficient for the purpose of improvement and development, analysis of operations and control.

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*Dr. Karim Saeed Okour, Assistant Professor, Department of Business Administration/ Health Management, Taif University.  
E-mail: Kareem\_just1@hotmail.com*

## **II. THE FIRST AXIS: RESEARCH METHODOLOGY**

### ***First: The Research Problem***

The research problem focuses on two main aspects:

The first aspect: the research problem revolves here by the lack of an integrated scientific method aimed at determining that level of maturity in managing health quality in health services and organizations in the Kingdom of Saudi Arabia and through these global developments in the field in general there are some foreign initiatives that refer to the application in quality management and that of While working to provide and apply maturity levels, however, those processes that are contained in each level have not been determined by maturity in quality management in that detailed form so that they can be applied in those service organizations in a clear and precise manner.

The other side: those service organizations in the Kingdom suffer from their lack of application and implementation of the quality management system, which contributes in a way to identify those problems that the health organization suffers with finding solutions to them and providing the basis for their data.

### ***Second: Research Importance***

The importance of the research is due to: -

1. Clarify the dangers of perceptions about the levels of maturity in health quality management in service organizations.
2. How health service organizations can carry out the process of self-evaluation for them by setting the levels of maturity in quality management and based on the examination of designs, as the self-evaluation here has an accurate evaluation that works to create objective judgment to reach the efficiency and effectiveness of the organization and quality management in it.
3. Ensuring that the health sector has an interest in the Kingdom and that contributes to the improvement of people's lives day after day. Therefore, it was necessary to reach the application of the scientific and administrative method by modern means in order to present these results and proposals, ideas that would contribute to achieving improvement in quality Health service and upgrading the health sector.

### ***Third: Research Objectives***

The research aims here are due to: -

1. Working to determine that level of maturity in the Quality Department at King Faisal Hospital, Makkah Al Mukarramah.
2. Work to design and create these levels of maturity by managing the quality of health services that can be adopted by many service organizations.
3. Reaching this stage of maturity for quality management in health service organizations, which is considered as that guide for senior management, and from which we can identify strengths and weaknesses in their operations.

#### ***Fourth: The Research Methodology***

The researcher has relied here on the methodology of the case study, as the curriculum that combines more than one research method at one time in addition to its dependence on those personal interviews for both officials in the top management and employees in the various departments (medical, technical, and administrative), with the collection of those field observations This is to verify the information gathered in the maturity checklist answers.

#### ***Fifth: Society and Research Sample***

The health sector in Makkah was chosen to assess the size of levels of maturity in the management of health quality in those service organizations because it is one of the vital and very important sectors, and King Faisal Hospital has been chosen as one of the major hospitals that provide services for different age groups as it includes various medical specialties in addition to The presence of various medical conditions in it. The hospital consists of consulting clinics and emergencies in addition to the following medical specialties:

1. The surgical department: It includes everything related to fractures and bones, ear, nose and throat, eye surgery, urinary tract, chest and tear vessels, orthodontic surgery, and the central care unit.
2. Al Batiniya Division
3. Children's Division
4. Gynecology and Obstetrics Division
5. Technical Department: It includes pharmacy, laboratories and consulting clinic.

#### ***Sixth: The Method of Collecting Data and Information and Analyzing it***

A maturity checklist has been used here for those levels that contained a number of questions that amounted to more than (20) questions. It included the first level in organizational management (10) questions, whereas the second level in the quality management system included (5) questions While the third level included the Quality Improvement Department (5 questions) (Schiltz, 2003, 38).

### **III. THE SECOND AXIS**

Concepts of maturity levels with quality management

#### ***First: The Concept of Quality of Service***

The concept of quality in service is defined as meeting or exceeding current and future customer requirements (Schroeder, 2007, 137). Crosby also defined them as conforming to requirements or specifications, while Juran defined them as those appropriate to use (Kumar & Suresh, 2008,132) and the American Society for Quality has defined them as those characteristics and the overall characteristics of a product or service that are reflected in their ability to meet These apparent and implicit needs (Heizer & Render, 2008,194.) The researcher believes that these requirements in quality management are as follows: -

1. Commitment to support the higher administrations.
2. Working to focus on the customer's internal and external needs.
3. Participation and empowering all employees with responsibility for quality.

4. Working to implement that system with ISO 9001 Quality Management and obtaining the corresponding certificate.
5. Working on continuous improvement of levels through applying quality improvement tools to the service.

### ***Second: Dimensions for Quality with Services***

The measure of the quality measurement of health services in particular is completely different from the measurement of the extent of quality of products. There are groups that express the dimensions of the measurement of service quality and are also at a level of acceptance (Schroeder, 2007,137), and for these organizations to be leaders in the field of service quality they must To adopt these multidimensional dimensions of quality management, and to work on implementing them in the right way (Dupont, 2001,1956).

The following clarifies and explains the dimensions of service quality: -

1. Reliability in the service: That ability in the process of applying for the service to accomplish it and perform it in such an accurate form that depends on the accuracy in providing that health service in an organized manner with evidence in the specified time.
2. Reliability of service: this means the extent of conformity with the service specifications and their quality to the expectations of the patient and the recipient of the service.
3. Courtesy: That the service provider is highly respectful while observing feelings while dealing with them.
4. Good communication: It is the ability of that service provider to be well prepared to meet satisfactory services with its ability to understand and communicate with their different languages. (Al Qaisi, 2008, 113-114)
5. Efficiency in service: To have the ability and talent to provide services skillfully and to deliver to the recipient the greatest degree of satisfaction with the service.

### ***Third: Maturity Levels in Quality Management in Health Service Organizations***

These five levels of maturity are applied by many health organizations that aim to develop their services in the form of defense, healthcare, financial, and insurance organizations, or any other organization (Fisher, 2008,22) in addition to working to improve the ability to predict crises in addition to For many benefits:

1. Working to determine the health services that must be provided in accordance with service standards.
2. Ensuring that everything needed for the service delivery process is in place from both operations, human resources, equipment and tools in addition to other facilities of the service.
3. Working to change and develop administrative and technical systems and methods in the health system.
4. Ensure that the service is available and available at the right time and at the right cost.
5. Expect the presence of servers with good training in how to deal with them.

## **IV. THE THIRD AXIS OF APPLIED RESEARCH**

The practical and practical aspect of existing research

The application of quality management to the research sample

This axis includes the concept of service quality in Saudi health organizations, in addition to applying the list to examine the maturity of quality management in service organizations on the research sample represented by the King Faisal Hospital / Makkah Al-Mukarramah Department.

### ***First: The Concept of Quality of Health Service***

The quality here in the medical field for health services still needs research and effort, so this requires attention and a great focus on the part of researchers to reach research that seeks and can improve reality by working in the health sector as the main goal of any health system is that it is a continuous improvement in the health of citizens, This is divided into two parts:

1. Quality (here means achieving the best level of health)
2. Justice (to the ability of the possibility is one of the differences that exist between these individuals and groups in facilitating access to the health service). (Khojwa, 2003).

The Saudi health field received a lot of attention when the Quality Assurance Initiative and the permanent development and implementation of quality improvement service interventions began and appeared, as the methods for quality assurance here can help managers in the health program to identify those guidelines required to be implemented in addition to the implementation procedures of those criteria for evaluation that actual performance of quality in comparison With these objective performance criteria to take these necessary steps towards the performance improvement of the program and its effectiveness. (Brown et. al, 2008, 2, 11-12).

### ***Second: The Practical Application of the Checklist for Quality Management in King Faisal Hospital***

The quality management in King Faisal Hospital has been examined and through interviews for both officials of the higher departments and doctors, as well as officials and workers in the various medical, technical, and administrative departments.

The discussion was the main goal of clarifying the size of the quality management that is designed and planned in addition to clarifying all those questions in a list of Checklist The answers to it have been done through the checklist of the maturity of quality management by these officials and workers in higher departments (hospital director, administrative assistants, technical assistants). The researcher has reached the following:

1. The first level: the organizational management of King Faisal Hospital.

The first level contains (10) questions that have been distributed to all operations within the level (policy of service quality, management of needs, planning of operations, equipment management, service quality assurance) and it appears from table (1) that there are (6) questions the answers were about Yes (in case the activity is carried out within the process)

And (4) questions, the answers of which were both (in the event that activity was not carried out within the process) by the hospital administration.

Table 1: First Level Checklist (Organizational Management)

no	yes	The content of the questions	T
×		Senior management implements its service quality policy	1
	×	The senior management is to spread that culture of hospital service quality policy	2
×		Senior management defines customers' requirements (all needs and desires)	3
×		An adjustment to the service provided is caused by unaccounted changes	4
	×	There are regulatory policies for providing health services	5
×		Needs are determined based on management and personnel recommendations	6
	×	The patients' needs are reviewed periodically	7
×		The administration develops a long-term plan for management policies	8
×		Policy changes are documented and saved with embedded files	9
	×	These changes are agreed to in administrative contracts	10
4	6	Grand total = 10	

And it follows from the following table that the hospital's senior management has taken the implementation of a quality policy and is striving to spread it among the workers, as it works to determine the requirements of patients and customers to reach the quality achieved by satisfaction from the health service.

2. The second level: health quality management.

This level shows the extent of application of the quality management system (International Standard ISO 9001) and on the extent to which coordination between workers and senior management is carried out, so the number of questions that were identified was the answers to them with (5) questions, which are devoted to cooperation between workers and teams, as shown in the table (2).

Table 2: Maturity Checklist for the third level (Quality Management System)

no	yes	The content of the questions	T
	×	The Quality Management System (International Standard ISO 9001) is implemented by the Regulatory Department	11
	×	The management of the organization is seeking procedures to obtain licenses for a Certificate of Quality Conformity (ISO).	12
×		There is cooperation between work teams and between customers and patients receiving service to determine the size of the needs	13
×		Individuals working and management teams at different levels are committed to implementing the plans of the organization	14
	×	There is an organized organizational policy as it is a demonstration of the extent to which the work force controls are enforced	15
3	2	Grand total = 5	

3. The third level: Health Quality Improvement Department.

This third level of the questionnaire contains (5) questions that were asked about (quantitative operations management, feedback loops, and reference comparisons).

Table 3: Checklist for the Third Level (Quality Improvement Department)

no	yes	The content of the questions	T
	×	A plan is defined by the discreet management organization as a method from which you can control the management of service operations (E.g. control panels, Pareto chart, etc.)	16
×		Senior management determines the form to control feedback	17
	×	Determine the methods and methods established by the administration to control the service	18
×		The administration supports all needs to support the policy and achieve the desired goals	19
×		Periodic examination of all the work of employees and employees to ensure the application of quality policies	20
2	3	Grand total = 5	

Table 4: Results of the Quality Management Maturity Examination List at King Faisal Hospital

<i>Weigh the results</i>	<i>Results</i>	<i>Yes Answers</i>	<i>Number of questions</i>	<i>Level</i>
$0.724*1=0.724$	0.724	6	10	1
$0.429*0.724*1=0.311$	0.429	2	5	2
$0.231*0.429*0.724*1=0.072$	0.231	3	5	3

As a result of its implementation of the feedback activities, the quality management level at King Faisal Hospital equals the sum of the results weights for the five maturity levels. My agencies:

$$\text{Quality Management Maturity Level} = 0.724 + 0.311 + 0.072 = 1.107$$

It appears from the table that the level of quality management in King Faisal Hospital falls on the average at the beginning of the second level of quality, as the hospital administration here implements most of the activists for these operations at the second level (organizational management) and as a result the hospital administration must seek to implement the activities concerned with the quality assurance process SOA and application of the system with quality management ISO 9001: 2008.

## V. THE FOURTH AXIS SEARCHES

### *Research Recommendations and Conclusions*

#### *First: Conclusions*

Here the research has come to the following: -

1. The results, by evaluating the level (organizational management), have obtained a rate of (0.724), which leads to the conclusion that most of the activities are operations that are contained in the second level and are executed as specified for them.
2. It also appears at the second level (Quality Management System), with a rate of (0.311) achieved, followed by the third level (Improvement Management System), having achieved a rate of (0.0729).
3. It appears from the evaluation results that the level of maturity in the quality management in King Faisal Hospital has reached (1.107).
4. King Faisal Hospital is among those hospitals that provide good health services, as it is one of the hospitals that operate in the private health system, as it has the latest medical devices in addition to the availability of the best doctors in all the various medical specialties required.

#### *Second: Recommendations*

In light of the results that have been reached, the researcher presents the following recommendations: -

1. King Faisal Hospitals must create that general climate with a view to supporting and achieving quality by decision makers, and by working to open the health quality assurance department.
2. Work to provide these levels to implement quality programs and carry out continuous improvement projects in the hospital.
3. Carry out specialized programs and training by activating and applying the health quality management system and total quality management.
4. To provide the necessary resources and tools to carry out operations and quality activities at King Faisal

## Hospital

5. Working and striving to manage the hospital by developing policies and administrative and organizational ideas in order to keep pace with that progress in the field of global health services.
6. The research proposes and recommends work to establish specialized units to link the hospital with those centers and research units with the aim of setting up training and training courses in the field of quality management to keep abreast of those changes in global health quality management.

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