



## AN ANALYSIS OF TOTAL QUALITY MANAGEMENT PRACTICES IN INDIAN HEALTHCARE

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### ABSTRACT

Health care institutions these days want to deliver their best by adopting innovative practices and latest technology. There has been an increase in the competition among the hospitals to give quality services at an affordable price. A hospital accredited at the national or an international level is bound to maintain a quality control department. Although quality management techniques like total quality management practices have their origin in manufacturing industries, they are being adopted in the hospitals too. The present paper identifies the major total quality management practices through a review of related literature in Indian healthcare for the past twelve years. The results of the analysis present the major TQM practices considered as necessary for hospitals of India.

**KEYWORDS:** healthcare, quality, accreditation, total quality management practices.

### INTRODUCTION:

The Indian health care industry seems to be growing at a much rapid pace than before and the industry is expected to become a Rs. 12,60,000 crore by 2020. The health care industry, unlike other industries, stands untouched by recession. According to the Investment Commission of India the health care sector has experienced phenomenal growth of 12% per annum in the last four years. There had been a steady growth in this sector, revenues from the health care sector account for 5.2% of the GDP, making it the third largest growing sector in India, at a compounded annual growth rate (CAGR) of 15-17% for at least the next seven to ten years (Acharyulu and VenkatRamana 2012).

Hospital administration in India is striving hard to provide world class services to patients. With care and management of patients becoming the top priority of the staff, hospitals are now more quality oriented. People become more health conscious and patients become health consumers asking for better health. The classical 'hospital centered health' is shifting towards 'patient centered health' and the effort is put more and more on prevention and early risk detection (Acharyulu and Venkat Ramana 2012).

In recognition of the quality of health care delivery services in India, a number of Indian hospitals have received accreditation from international agencies worldwide. Indraprastha Apollo Hospital (New Delhi), Apollo Hospital (Chennai), Apollo Hospital (Hyderabad), Wockhardt Hospital (Mumbai) and Shroff Eye Hospital (Mumbai) have been accredited by the leading health care accreditation agency in the United States, Joint Commission International (JCI) (Acharyulu and VenkatRamana 2012).

With a vision to maintain quality, the management of the hospitals accredited by the national and international boards establish a quality department to focus on the services delivered. One of the best ways adopted by the hospitals to implement quality is practicing total quality management. Many researchers are

of the view that adopting total quality management practices improves the performance of the hospital (Brah *et al.*, 2000; Motwani, 2001; Montes *et al.*, 2003; Prajogo and Brown, 2004; Hermann *et al.*, 2006; Soltani and Lai, 2007).

Maintaining customer's goodwill in hospitals depends on keeping promises made to the effect that service failures will not happen again. For achieving total customer satisfaction with zero errors, total quality management has been evolved as the best strategy (K. Shridhara Bhatt 2011). TQM is defined as a management approach that tries to achieve and sustain long term organizational success by encouraging employee feedback and participation, satisfying customer needs and expectations, respecting societal values, beliefs and obeying governmental statutes and regulations. Product, process, system, people and leadership are the five pillars of TQM (Poornima Charantimath 2013).

Many researches are conducted in the Indian healthcare industry with a view to identify essential total quality management practices. The present paper presents the essential TQM practices that should be implemented in the Indian hospitals identified by various researchers.

### RESEARCH OBJECTIVE

To study the essential total quality management practices in Indian healthcare identified by different researchers based on a review of literature of researches conducted in Indian healthcare.

### REVIEW OF LITERATURE

The research on total quality management practices in Indian healthcare is not available until 2005. The research conducted by R. Rohini (2006) in hospitals of South India is an evidence of this.

R. Rohini (2006) based on MBNQA (Malcolm Baldrige National Quality Award) model identified six major TQM practices mentioned in Table 1, that should be adopted in Indian hospitals.

Manjunath (2007) also made use of MBNQA model but added two new dimensions to the total management practices as the organizational profile, environment and challenges is also highlighted by the MBNQA (Malcolm Baldrige National Quality Award) model.

Duggirala *et al.*, (2008) took opinions of the healthcare providers in various hospitals of India and named the total quality management practices identified as provider perceived TQM practices in healthcare.

Ali Morad Heidari Gorgji (2010) also stressed on the MBNQA model and identified major total quality management practices in Indian healthcare given in Table 1.

Sunil C. D' Souza and A.H. Sequeira (2011) performed a study in medical colleges of south India and identified the essential TQM practices by utilizing MBNQA model.

The table given below presents the major total quality management practices identified by various researchers in Indian healthcare.

**Table 1. MAJOR TQM PRACTICES IDENTIFIED FOR INDIAN HEALTHCARE**

SNO	AUTHOR	TQM PRACTICES IDENTIFIED
1.	R. Rohini (2006)	Leadership, Strategic Planning, Customer Focus, Measurement, Analysis and Knowledge Management, Workforce Focus and Process Management.
2.	Manjunath (2007)	Leadership, Strategic Planning, Customer Focus, Measurement, Analysis and Knowledge Management, Workforce Focus and Process Management, Service Culture and Servicescapes.
3.	Duggirala <i>et al.</i> , (2008)	Top management commitment and leadership, Human resource management, Process Management, Hospital facilities and Infrastructure, Patient Focus, Employee Focus, Measurement of Hospital Performance, Hospital Information System, Errors, Safety and Risk Management, Service Culture, Continuous Improvement, Benchmarking,

		Union Influence, Governance and Social Responsibility
4.	Ali Morad Heidari Gorgji (2010)	Patient Focus, Quality Planning, Workforce and Process, Goal Setting, Leadership, Work Environment, Communication, Knowledge Management
5.	Sunil C. D' Souza and A.H. Sequeira (2011)	Leadership, Strategic Planning, Customer Focus, Measurement, Analysis and Knowledge Management, Workforce Focus and Process Management.

The above review of literature on TQM in Indian Healthcare suggests that majority of the researchers adopted MBNQA (Malcolm Baldrige National Quality Award) model which highlights Leadership, Strategic Planning, Customer Focus, Measurement, Analysis and Knowledge Management, Workforce Focus and Process Management as the major TQM practices for hospitals.

**MBNQA Model:** The Baldrige Excellence Framework (Health Care) enables the hospitals to achieve its objectives, improve results, and gain a competitive advantage. The aim of the Baldrige framework is to help a health care organization improve and achieve excellence. The questions in Health Care Criteria help an organization in knowing how it is accomplishing its mission and objectives in seven areas: (NIST 2018)

1. Leadership
2. Strategy
3. Customers
4. Measurement, analysis, and knowledge management
5. Workforce
6. Operations
7. Results



(Source: MBNQA - A Strategic Instrument For Measuring Performance In Healthcare Organizations : An Empirical Study Sunil C. D'Souza, A. H. Sequeira, International Journal of Multidisciplinary Research, 2011).

**RESEARCH METHODOLOGY**

The present study is completely based on secondary sources i.e., various books, online and published journals, thesis were reviewed to identify the major total quality management practices implemented and researched upon in Indian Healthcare.

## FINDINGS

1. It has been found that majority of the researches on total quality management in Indian healthcare adopted MBNQA model.
2. The major total management practices identified for Indian healthcare are as follows: a) leadership b)strategic planning c)customer focus d)measurement, analysis and knowledge management e) workforce focus f) process management

## CONCLUSIONS

The present study is done with an aim to find the total quality management practices implementation in hospitals of India. Hence the paper highlights the major TQM practices for Indian Healthcare. The study can be used as a basis for further research in hospitals of India and the highlighted TQM practices could be used for assessing the performance of the hospitals based on the primary data.

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