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The Importance of Total Quality Management (TQM) in Improving the Quality of Medical Services and Providing Healthcare in Hospital Institutions

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Received: 12/2023, Published: 01/2024

Abstract:

In this study, we will explore the role played by Total Quality Management in improving the quality of Health services in hospitals. Total Quality Management has become crucial in many organizations, gaining particular significance in hospitals. It focuses on meeting the needs of patients, satisfying their declared and undeclared desires, creating an integrated state in the organizational structure between activities and functions, and adopting a unified team approach to initiate work with minimal errors and achieve maximum gains at the lowest costs. This necessitates, primarily, the support of top management and a commitment to Total Quality Management as a modern management approach, along with efforts to disseminate the culture of total quality across all levels and among all employees.

Moreover, the radical changes witnessed by the country in recent years confirm that the field of health, like other fields, will experience the dominance of the private sector. This has indeed begun to emerge in private clinics. Therefore, the public sector must find its place and be prepared for competition. Certainly, survival will be for the sector that provides the best services at the lowest prices. Consequently, it is incumbent upon the government to prioritize health and address the challenges in this sensitive service sector. The goal is to achieve better service for the citizen, who is considered the renewable element for all societies.

Most hospitals in advanced countries adopt a Total Quality Management (TQM) approach, which is a broad organizational method aimed at achieving continuous improvement in quality in all healthcare processes. Meanwhile, public healthcare institutions in Algeria face problems at both the organizational and financial levels, leading to an increase in the cost of Health services. At the same time, they struggle to ensure high-quality Health services.

Key words: Total Quality Management (TQM), Medical services, healthcare, hospitals.

Tob Regul Sci.™ 2023;9(2): 2393 - 2409

DOI: doi.org/10.18001/TRS.9.2.155

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Introduction :

The commission, economic openness, and intense competition at both local and Global levels have imposed a reality indicating that survival in the market is for distinguished institutions and organizations that are effective in performance and provide high-quality services. It can be said that this continuous improvement and development of performance can only be achieved through a managerial framework capable of adapting and adjusting to the changing conditions.

Total Quality Management (TQM) now holds a significant position in the medical and social service, providing extensive services to individuals and complementing other services in the field of development. Enhancing the community's health level relies on the necessity of providing Health services and improving their quality and efficiency. Planners are supposed to realize the responsibility placed on them to study the health situation and develop health plans, considering Health services as a fundamental aspect of national economies.

The demand for Health services, as a necessary aspect of life, emphasizes the importance of addressing this topic. The study aims to confirm the commitment to Total Quality Management principles to ensure high-quality Health services. In light of the above, the main problem can be formulated as follows:

To what extent does Total Quality Management contribute to improving the quality of Health services and providing healthcare for hospitals?

Axis One: Quality of Medical services

1. Medical services and Related Concepts :

Medical services means medical and health care services provided to a Person, including, but not limited to, medical and health care services provided to a Person which are covered by a policy of insurance, and includes, without limitation, physician services, nurse and therapist services, dental services, hospital services, skilled nursing facility services, comprehensive outpatient rehabilitation services, home health care services, residential and out-patient behavioral healthcare services, and medicine or health care equipment provided to a Person for a necessary or specifically requested valid and proper medical or health purpose¹

Medical services are defined as establishments and institutions that provide diagnostic, therapeutic, or preventive health services to the population in a specific area.

Healthcare service is any activity or benefit that one party can offer to another, and it must be non-material, i.e., intangible, and should not result in ownership of anything. The definition of Medical services, as mentioned in the literature of the World Health Organization, is a set of interconnected elements that contribute to achieving health in homes, educational institutions,

¹ <https://www.lawinsider.com/dictionary/medical-services> 15-04-2023

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workplaces, international establishments, gatherings, urban environments, psychological, social, and health sectors.²

2. Characteristics of Medical services :

Medical services, like other services, possess several characteristics that distinguish them from other products:³

- **Intangibility:** Medical services cannot be seen or touched; they lack physical presence.
- **Inseparability:** There is difficulty in separating the production of the service from its consumption. Medical services are produced and consumed simultaneously.
- **Heterogeneity:** Heterogeneity refers to the inability to provide the same level of service consistently. For example, a doctor may find it challenging to consistently commit to providing identical and homogeneous services.
- **Perishability:** Perishability means that services cannot be stored for a period. They need to be utilized or consumed in real-time.
- **Non-ownership:** Medical services cannot be owned, and individuals cannot enjoy ownership rights.
- **Production of Service :** The distinction between the material and immaterial aspects of Medical services has led to differences in their production and marketing.

3. Types of Medical Services: type of medical services are :⁴

➤ Individual Health-Related Medical Services:

- Internal Medicine Department
- Surgical Diseases Department
- Pediatrics Department
- Obstetrics and Gynecology Department
- Head Diseases Department
- Emergency Department
- Radiology Department

² Saida Rahamania, *The Health Situation and Health services in Algeria*, Sociology Department, University of M'sila, Algeria, The Social Researcher Journal, Issue 11, March (2015), p. 216

³ Ashour Merzouk, *Total Quality Management to Ensure the Quality of Health services in Hospitals*, at the National Forum December 7-8,(2010), p 5

⁴ Ashour Merzouk, p5

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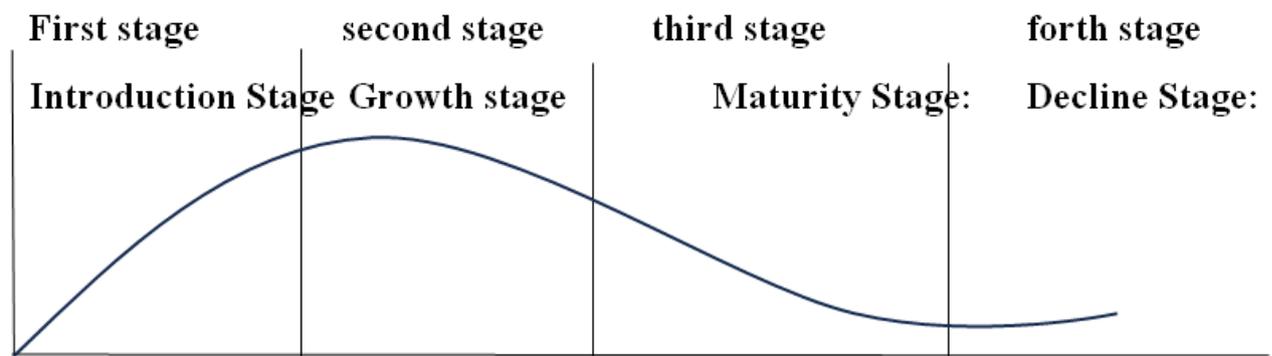
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- Laboratory Department, etc.
- **Supportive Medical Services** : These include all aspects related to clinical care within the hospital, encompassing:
 - Nursing Services
 - Pharmacy Services, etc.

4. the Life Cycle of Medical Services :

It is extremely challenging for a product to maintain its key characteristics and marketing approach consistently over time due to changes in the general environment—population, economy, technology, and culture. Additionally, changes in the market environment, customers, competitors, intermediaries, and suppliers can all impact the product's continuity in the market with the same characteristics. This is what is referred to as the life cycle of the product. Like any other product, health services go through four stages representing their life cycle, which are outlined in the following Graphic curve :⁵

Figure No.(1) Health service life cycle



Source: Ouaali Aisha, *The importance of healthcare service quality in achieving customer satisfaction: A case study of the public hospital institution in Ain Taya*. Thesis for the Marketing specialization, University of Algiers 03, (2011), P29

- **Introduction Stage**: A new service or a new form of a current service is said to be in the introductory stage when it is first offered. As with goods, many new services never obtain acceptance by customers and never get past the first stage of the service life cycle. An advantage that services have over goods is that many new services can be introduced on a small scale and expanded if acceptance grows. This small scale introduction reduces the financial risk associated

⁵ Alaa Adel Darwish, Human *Resource Planning Role in Improving the Quality of Health services: A Field Study on Public Hospitals in the Syrian Coast. Master's thesis in Business Administration*, Tishreen University, Syria, (2013), p. 85.

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with the introduction, making failure less costly.⁶ Service revenues in this stage are often low as the service is unknown.

The hospital should aim to shorten this stage by informing potential service beneficiaries about the new service through organized and well-thought-out advertising campaigns.⁷

- **Characteristics:**

- Introduction of the healthcare service to the market.
- High costs and low profits.
- Limited consumer awareness.

- **Marketing Strategies:**

- Emphasis on promotion and education.
- Investment in infrastructure.
- Building awareness among potential consumers.

Growth Stage : During the growth stage, the industry is growing rapidly. Most firms offering the new service are seeing a positive cash flow.⁸to increase profits and heightened competition. Patient adoption is crucial, and as satisfaction grows, sales gradually increase. During this economically exciting phase, the institution works to prolong this stage, ensuring continuous growth and increasing returns.⁹

- **Characteristics:**

- Increasing demand and acceptance.
- Improvement in profitability.
- Expansion of service offerings.

- **Marketing Strategies:**

- Diversification of services.
- Expansion of market share.

⁶ Service Life Cycle, Chapter: **Business Science : Services Marketing : Service Design and Development** , on the following link :https://www.brainkart.com/article/Service-Life-Cycle_6012

⁷ Ouaali Aisha, *The importance of healthcare service quality in achieving customer satisfaction*: A case study of the public hospital institution in Ain Taya. Thesis for the Marketing specialization, University of Algiers 03,(2011), P29

⁸ **Service Life Cycle, Chapter:** Business Science : Services Marketing : Service Design and Development , on the following link :https://www.brainkart.com/article/Service-Life-Cycle_6012

⁹ Ouaali AishaP29

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- Continuous improvement of quality.
- **Maturity Stage** : During the maturity stage, industry sales level off. Competition becomes very intense since the only way a firm can gain the market share or increase sales is to take them away from a competitor. The result of this increased competition is a decrease in overall industry profits. Weaker firms will be shaken out of the industry. At this stage in the service life cycle, consumers see very few distinguishable characteristics among the various firms in a service industry.¹⁰ this is the longest stage in the healthcare service life cycle.

The service faces intense competition from similar or alternative services provided by competing institutions.

Services may experience a slow decline in quality compared to the growth stage.

The institution must strategize on how to keep the healthcare service viable for as long as possible, investing in positive competitive aspects¹¹

- **Characteristics:**

- Stable demand and market saturation.
- Competing with established services.
- Pricing becomes a significant factor.

- **Marketing Strategies:**

- Differentiation from competitors.
- Cost reduction strategies.
- Focus on customer loyalty.

- **Decline Stage** : During the decline stage, industry sales decline. This sales drop is often due to a new technology that has been developed.¹²The final stage marked by a decline in sales due to decreased demand and increased costs. Despite marketing efforts, the service may face challenges meeting consumer needs, and advancements in medical technology might introduce new, competitive products. Organizations are left with two choices: either try to improve and

¹⁰ **Service Life Cycle, Chapter:** Business Science : Services Marketing : Service Design and Development , on the following link :https://www.brainkart.com/article/Service-Life-Cycle_6012

¹¹ Ouaali Aisha, P29

¹² **Service Life Cycle, Chapter:** Business Science : Services Marketing : Service Design and Development , on the following link :https://www.brainkart.com/article/Service-Life-Cycle_6012

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develop the existing service or introduce a new product that meets consumer needs and explores new markets.¹³

- **Characteristics:**
- Declining demand and profitability.
- Increased competition.
- Changes in consumer preferences.
- **Marketing Strategies:**
- Streamlining services.
- Cost-cutting measures.
- Consideration of phasing out or replacing services.

Understanding these stages helps in implementing targeted marketing strategies to address the specific challenges and opportunities at each phase of the healthcare service life cycle.

5. Concept of Quality in Health Services:

Regarding the concept of service quality in general, it can be said that there is a quasi-consensus among many researchers that service quality involves meeting the desires of the customer. Undoubtedly, customer desires vary, meaning that the degree of service quality is a relative measure that differs from person to person. It depends on comparing the expected quality with the perceived quality. Consequently, three levels of quality emerge:¹⁴

1. Ordinary Service:

- Achieved when the customer's perception of service management equals their preconceived expectations.

2. Poor Service:

- Occurs when the actual performance of the service falls below the customer's expectations.

3. Excellent Service:

¹³ Amir Djilali, *Application of an Attempt to Study the Marketing of Health Services in the Algerian Healthcare System*. Doctoral thesis in the Planning Department, University of Algiers, (2009).

¹⁴ Ben Nafla Qadour and Merizak, Ashour, 2011, *Organizational Development and its Relationship with Total Quality Management in Healthcare Organizations in Hospitals*. University of Chlef, Algeria <http://iefepedia.com> consulted on december 9-2016

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- Achieved when the actual performance exceeds the customer's expectations regarding the service level.

Regarding the concept of quality in health services, the first definition was provided by L. John in 1933. « He defined it as the application and provision of all necessary health services in accordance with modern medical sciences and technologies to meet all population needs »¹⁵

6. Evaluation of Quality in Healthcare Services

As numerous variables determine customer satisfaction, it is very difficult to measure the service quality. For consumers it is harder to evaluate service quality than evaluating the quality of goods. Perception of service quality arises from a comparison

between consumer expectations and the actual service performance. Evaluation of quality is not only based on the outcome of a service but also comprises evaluation of the process of providing service. Therefore it is important to measure and

evaluate the quality of the service provided in healthcare services and specify new road maps in the light of the data acquired. A variety of methods are used in evaluating the technical quality of the healthcare service provided. Among these methods

the most commonly used one is the Structure-Process-Outcome approach developed by Donebedian. The structure factor here includes the structure of financial resources of health enterprise, human resources of health enterprise and organizational structure of health enterprise. The process factor is aimed at presentation and contains

activities conducted when providing healthcare service. In health enterprise the process factor contains activities such as examination of patients, identification of diseases and development and implementation of appropriate treatment plans. In evaluation of the technical quality of healthcare service the third element of the approach developed by Donebedian is the

outcome factor. The outcome factor refers to the impact of the healthcare service provided on the health status of patients and society. If the services provided have made desirable changes in the patient's health condition, it is possible to state that

the service outcome is good. In the healthcare service provided the quality is specified based on variables such as effectiveness, efficiency, productivity, optimality, acceptability, legality and equality¹⁶

¹⁵ Mouzouz, Nashida, and Ben Abdelaziz Fettima, 2011. ***Organizational Change and its Relationship with Total Quality Management in Healthcare Organizations.*** International Conference on Innovation and Organizational Change in Modern Organizations, Faculty of Economic and Management Sciences, Saad Dahlab University of Blida, Algeria, p3

¹⁶ Itil Erkan , Mehmat Unal , ***TOTAL QUALITY MANAGEMENT PRACTICES IN HEALTH SERVICES.*** Research Journal of Business and Management (RJBM), 9(4),(2022),P199

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Second Axis: Healthcare in Algeria

1. **Historical Development:** The first public hospitals in Algeria were built in Algiers, Oran, and Annaba between 1883 and 1889. In 1895, the first batch of Algerian medical students graduated as doctors. However, between 1914 and 1964, healthcare stagnated, with an average of only 50 beds added and about 19 doctors trained annually.

Post-Independence Era: Upon Algeria's independence in 1962, healthcare consisted of a network of hospitals, clinics, and dispensaries, providing comprehensive healthcare. The Algerian healthcare system was small, with only one doctor for every 33,000 people. Approximately 300 doctors and only one qualified healthcare worker were available for every 40,000 people.

The Algerian government heavily invested in training new medical staff, and medical colleges started graduating significant numbers of doctors.

National Healthcare System: From 1975 onwards, the Algerian government introduced a nationwide, free healthcare system. Treatment in hospitals, medications, and outpatient care became free for all Algerian citizens.¹⁷

2. **The public healthcare:** the public healthcare system covers 90% of the population through the national medical insurance system. Under this system, vulnerable groups, such as the poor, children, and the elderly, receive free healthcare. Wealthier citizens are required to contribute to healthcare costs based on a graduated scale.

The government decided to invest in extensive healthcare centers and clinics managed by the government instead of expensive hospitals. Healthcare facilities and medical equipment vary in size based on the local population. Remote areas tend to receive more basic medical services.

Government Initiatives and Investments: The government implemented a four-year plan (2010-2014) with an allocated budget of 5.7 billion euros for healthcare. The majority of the funds were directed towards establishing over 1500 healthcare facilities across Algeria.

By 2015, the Algerian government allocated 4.85 billion euros for building 10 new hospitals and renovating existing ones¹⁸. The government invests in human resources by creating 58,000 job opportunities in nursing, medicine, and healthcare assistance.

¹⁷ Global health insurance advice, Algerian health insurance on the following link :

<https://web.archive.org/web/20221027192415/https://www.globalsurance.com/health-insurance/algeria/> 22-12-2022

¹⁸ *Investment in expanding clinics and hospitals improving Algeria's health indicators* on the following link: <https://web.archive.org/web/20221027192415/https://oxfordbusinessgroup.com/overview/focal-point-investing-improving-infrastructure-and-facilitating-growth-local-pharmaceuticals>

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Increasing funds are allocated to enhance healthcare resources for the development of new facilities. This funding is directed towards new medical equipment and improved capabilities for hospitals.

Access to healthcare is strengthened by requiring doctors and dentists to work in public health for at least five years. However, ¹⁹doctors are more easily found in northern cities compared to the southern desert region. While medical equipment and drugs in public facilities may not always be up-to-date, employment levels are high.²⁰

Current Healthcare Infrastructure (2018):

- 16 university hospitals.
- 297 public hospitals.
- 273 local healthcare institutions.
- 1708 clinics.
- 6226 healthcare centers.
- 575 private institutions, including 206 clinics and hospitals, and 369 diagnostic centers.
- More than 242,000 healthcare specialists in the public sector alone.

The government plans to build 40 additional public hospitals, 422 free facilities, and increase the number of healthcare professionals.²¹

3. **Private Healthcare Sector:** The private healthcare sector in Algeria is government-managed, and citizens are required to pay for services. It rapidly evolved to fill gaps left by the public healthcare system. Private medical care is limited because it is not covered by the public healthcare system, and only a few Algerians can afford private medical treatment.

Private medical facilities became more common in Algeria, with 250 private clinics operational in 2015 and more under construction.²²

4. **Government Financial Allocations (2023):** The Ministry of Health received a budget exceeding 61 billion DZD, a 14% increase from the previous year. These funds are allocated for

¹⁹ <https://www.our-africa.org/algeria/poverty-healthcare> 12-04-2023

²⁰ Ministry of health and population (Algeria) on the following link :
<https://ghdx.healthdata.org/organizations/ministry-health-and-population-algeria>

²¹ Mohamed el Hadj ,Director general of health services and hospital reform , Algeria on the following link :
<https://web.archive.org/web/20230225175810/https://pharmaboardroom.com/interviews/mohamed-lhadj-director-general-of-health-services-and-hospital-reform-algeria/>

²² Health insurance in Algeria on the following link :
<https://web.archive.org/web/20221126200509/https://www.pacificprime.com/country/africa/algeria-health-insurance-pacific-prime-international/>

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new projects, reassessment of existing ones, and addressing financial impacts resulting from integrating beneficiaries of the vocational and social integration assistance program for certificate holders. Additionally, funds are designated for settling debts of public health institutions to the Central Pharmacy of Hospitals and the Pasteur Institute of Algeria.

Additional financial allocations include over 76 billion DZD for training programs in the ministerial sector, creating 19,000 additional financial positions in 2023, particularly for doctors, paramedical staff, and specialized administrative positions in health.

Spending on pharmaceuticals, medical supplies, and other materials for human medicine and medical equipment is estimated at 100 billion DZD.

Challenges and Recommendations: Members of the Finance and Budget Committee “emphasized the need to renovate neighborhood health centers, especially in shadow areas, and improve Health services at their level. They called for the lifting of the freeze on hospital construction projects to ease the burden on existing hospitals”.

Furthermore, “they urged an increase in the number of specialized doctors in internal regions, especially obstetricians. They recommended equipping hospitals with modern medical devices used in contemporary medicine and providing mobile clinics for residents of large southern regions. »²³

Third Axis: Total Quality Management in Healthcare Institutions

1. *Concept of Total Quality Management in Healthcare Institutions*

Total Quality Management is a growing field, especially because consumers are becoming aware of quality standards and the demand for stress-free services is increasing. With cut-throat competition, businesses go above and beyond to improve the quality of their products and services to ensure higher customer satisfaction and boost customer loyalty. Healthcare industry is no different. There is absolutely no room to make mistakes in hospitals. Even a tiny mistake can result in a loss of life or lifelong disabilities. Hospitals face several challenges every day and take every possible measure to overcome them to avoid any mishaps.²⁴

The concept of Total Quality Management (TQM) in healthcare institutions is consistent with the principles presented by pioneers such as Deming, Juran, Crosby, Ishikawa, and others in the field of quality management. In brief, TQM has introduced four revolutions in the business world: giving priority to and placing the customer first, continuous improvement in all organizational processes, involving everyone in achieving goals and outlining them, and

²³ <https://news.radioalgerie.dz/ar/node/16933> *Finance bill* 2023 12-06-2023

²⁴ <https://www.hbmsu.ac.ae/quality-management-in-hospitals> 18-02-2023

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integrating organizations into the social network. The application of TQM in healthcare institutions is fundamentally based on several dimensions :²⁵

- **Patient-Centric Approach:** Placing the patient at the center, where hospital activities revolve around meeting their needs. Hospitals allocate all their resources and capabilities to satisfy and serve the patient.
- **Focus on Service Quality:** Emphasizing the importance of quality in the Health services provided, considering it as a fundamental element that hospitals must strive for. All resources and capabilities are dedicated to achieving service quality.
- **Holistic Approach to Quality:** Quality of the final service outputs should be built at every step of the service delivery process. Each step serves as a gateway to the next.
- **Reliance on Facts and Figures :** Emphasizing the use of facts and figures in delivering Health services, without relying on intuition and emotions.
- **Employee Involvement in Continuous Improvement:** Involving hospital staff in developing plans and continuously improving Health services.
- **Achieving Harmony between Employees and Developing Competencies:** Forming work teams to satisfy patients, fostering collaboration, and developing competencies through training.
- **Establishing a System for Continuous Improvement:** Implementing a system to enhance the quality of Health services provided by the hospital continuously.
- **Aim for 100% Performance Level:** Striving for a level of performance that equals 100%, meaning zero errors and doing things correctly from the first time, every time.
- **Attention to Psychological Aspects of Employees:** Caring for the psychological aspects of hospital staff, seeking to achieve their satisfaction with work, fostering their sense of loyalty and belonging to the hospital where they work.

2. *Areas of Application of Total Quality Management in Healthcare Organizations:*

Total Quality Management relies on the quality of processes, simplifying and improving them, eliminating waste and repetition. Some benefits associated with medical aspects that healthcare organizations have achieved through TQM application include:²⁶

²⁵ Ashour Merzouk, ***Total Quality Management to Ensure the Quality of Health services in Hospitals***, at the National Forum December 7-8,(2010), p 6.

²⁶ Ahmed Mhamed El malki , ***Total quality management requirements in public hospitals***, Human Resource Management , The field of human development for specialized education and research,N04,Vol01October 2018, P222

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- **Simplified Procedures:** TQM philosophy helps identify ways to simplify work procedures through streamlining or improvement.
- **Improved Processes:** TQM management style is dedicated to continuous improvement and its achievement.
- **Operational Efficiency:** Operational efficiency is a crucial benefit achieved through TQM implementation by eliminating waste in operations and enhancing the skills of the workforce.
- **Elimination of Clinical Practice Variations:** TQM application contributes to eliminating variations in clinical practice by choosing the best approach based on evidence and scientific facts.
- **Reduction in Process Repetition:** TQM helps identify better ways to perform tasks, reducing repetition and its negative impact on quality, efficiency, and customer satisfaction.

3. *Importance of Total Quality Management Application in Hospitals*

The importance of applying Total Quality Management lies in its role as a fundamental stage in improving the performance of institutions and delivering global quality, leading to achieving customer satisfaction as the key to success for any institution. In the context of widespread and comprehensive global competition, any institution generally requires four key attributes:²⁷

- **Understanding Customer Needs:** Understanding what the customer wants, satisfying their needs and requests with the least cost.
- **Providing Goods and Services with Consistent Global Quality:** Consistently and continually supplying goods and services with global quality.
- **Adapting to Changes in Technological, Political, and Social Aspects:** Adapting to changes in technological, political, and social aspects.
- **Anticipating Customer Needs in Future Time Periods:** Anticipating customer needs in future time periods.

Therefore, the application of Total Quality Management can realize a range of benefits, summarized as follows:

- Reducing complaints and ensuring customer satisfaction by delivering high-quality services.

²⁷ Ashour Merzouk, ***Total Quality Management to Ensure the Quality of Health services in Hospitals***, at the National Forum December 7-8,(2010), p 7.

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- Lowering costs, improving quality, and increasing employee satisfaction, reducing employee complaints.
- Reducing accident rates and increasing profitability due to new customers willing to pay more for superior quality service.
- Enhancing communication and collaboration between organizational units.
- Improving human relationships and boosting morale.
- Increasing innovation and continuous improvement, motivating employees due to positive attitudes towards organizational climate elements.
- Enhancing overall performance, reinforcing the competitive position of the institution, and confirming the effectiveness of this system.

In conclusion, TQM (Total Quality Management) is a holistic approach that, when applied in healthcare institutions, can significantly improve the quality of services, reduce costs, and enhance overall performance.

Conclusion

Most hospitals in advanced countries have adopted the Total Quality Management (TQM) approach, which serves as a broad entry point for organizational improvement. It aims to achieve continuous improvement in the quality of all Health services provided by the hospital. In contrast, public healthcare institutions in Algeria face challenges in terms of organization and financing, leading to increased costs of Health services. At that time, there was an inability to guarantee high-quality Health services. To achieve quality Health services as the final product for the patient, it is essential to work on reducing the gaps between the accomplished healthcare service and the desired service by the patient.

The historical developments in the healthcare system in Algeria have played a significant role in shaping present-day healthcare institutions. The transition in the healthcare sector to an institutional system and the separation between hospital institutions and public institutions for community health has greatly reinforced their roles. Adopting the Total Quality Management system is one of the latest technologies that allows top management to deliver performance and engage all employees in feeling a sense of belonging to their institution. This encourage them to achieve the desired goals, realizing healthcare service quality. Achieving healthcare service quality as a final product for the patient requires the collaboration of all efforts, including service providers, top management, and even patients. This integration must be ensured between various hospital institutions, whether community or university-based.

Comprehensive awareness among healthcare service providers of the importance of Total Quality Management is one of the essential factors that help steer towards improving healthcare service

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quality. Based on the presented results, the studies can derive a set of recommendations, summarized as follows:

- ✓ **Focus on Implementing Total Quality Management:** Emphasis on implementing Total Quality Management due to its positive impact on organizational performance.
- ✓ **Provide Requirements for TQM Implementation:** Work on providing the requirements for TQM implementation to ensure its effective application.
- ✓ **Establish Incentive Systems:** Develop incentive systems that motivate employees to participate in implementing Total Quality Management.
- ✓ **Build Communication Channels:** Establish communication channels between departments to facilitate the flow of information and the implementation of suggestions.
- ✓ **Increase Employee Awareness:** Increase employee awareness of Total Quality Management and work on training and education.
- ✓ **Emphasize Customer Satisfaction:** Recognize the significant importance of customer satisfaction, especially in healthcare.
- ✓ **Enhance Management Support:** Strengthen management support for the implementation of Total Quality Management and establish a culture of total quality.
- ✓ **Prioritize Preventive Measures:** Focus more on preventive measures due to their crucial role in healthcare service quality.
- ✓ **Invest in Continuous Training:** Invest in continuous training in the healthcare field, especially for doctors and paramedics, to keep up with medical research developments.
- ✓ **Encourage Patient Involvement:** Encourage patients to contribute to improving healthcare service quality through motivation and other methods that ensure an elevation in service quality accepted and satisfying for patients.
- ✓ **Promote Integration and Teamwork:** Encourage integration, teamwork, and the elimination of barriers between administrative, nursing, and paramedical staff to facilitate information flow and align efforts in one direction.

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