

Total Quality Management and Management Effectiveness program
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Health system management is one of the important debates in the world health communities and a proper system must be designed to respond the world Health needs, although there are variety of the managerial methods, here, we are going to identify two effective methods in every organization especially in Health Organizations and verify the characteristics of every one and the ways of integrating them and have a successful organization.

Total Quality management

Total Quality Management is a process, focused on client's need; quality centered, based on facts and depends on team works which is being guided by top manager of the organization to achieve the strategic goals of the organization through continuous improvement.

Philosophical Fundamentals of TQM:

- **Process based:**

Let's imagine the health organization as a process, so there will be an Input, Process and Output which every member of the organization is inside it in a horizontal line; there is no vertical classification and every one shares the Output.

Client Center:

All the ones work on the processes and all the people receive the out puts, are colleagues and share the results, so they must cooperate in the affaires; If we create such a sight in the Health Organization, the client will have a special condition, their needs will be respected and their expectations will affect the excellence of the services.

- **Continuous Improvement of the Processes and Systems:**

By concentration on Improvement of the processes and system's function excessive efforts is being done to respond the client's needs & expectations.

Management philosophy:

Since choosing a managerial Philosophy, Quality improvement begins; the first point for starting quality improvement efforts is the right selection of the Philosophy and it is top organizational manager's responsibility to choose a philosophy among several common philosophies to direct the organizational efforts.

A total philosophy must be able to focus on costumer needs and quality Improvement, every organizational member must understand the philosophy and it must also be able to put them in a quite harmony to move toward the ultimate goals.

A pleasant Philosophy must change the organizational environment into a learning atmosphere; also it must create an organizational motivation for life time learning. This philosophy must spread the management power, function and responsibility into the base of the organizational pyramid; it must have strategic sight and enables the managers to work with the numbers and assessment, as Total Quality management contains all of the mentioned characteristics which can response the managerial needs.

Three main characteristics of TQM are:

- **Client Center:**

As clients are the ultimate director of the Quality, responding their needs and expectations must be the base of every effort; every effort without considering the client's needs (both Internal and External clients), will not work although the managers believe it as perfect.

- **Process Center:**

Processes and Systems are the origin of almost every Quality problems; an organization is consisting of Systems and Staff, staff function is affected by all parts of the systems; obtaining a systemic sight will help us to analyze the systems and staff problems. Roots of every problem must be searched in systems; while the systems (processes) get better, staff function will get better too; staff is as the important keys of the implementing TQM in organizations, they are the major states of the organization; as they do the services, so their cooperation in performing TQM is vital; and in order to have the best results, staff training is necessary.

- **Continuous Improvement:**

As TQM does not know an END for Quality Improvement of the processes, for successfully performing of TQM we need group work and staff cooperation, by focusing all the organizational groups on processes walls between the units will fade and every one will work uniquely toward the organizational goals. Continuous Improvement will be accompanied by the continuous assessments of the processes, while assessing the clients' needs is a part of this affair; besides we must be able to create a condition in which the least defects occur; so solving the basic problems and avoiding them must change to staff daily task.

Strategic Planning based on Quality Improvement, is one of the main factors in implementation of TQM in an organization which is a long term process; patience and right strategy are the first two factors for success; besides top managers' commitment creates the consistence changes while without it nothing will happen and continue; a sufficient relating system is necessary in Implementation of TQM that must revolve around clients' needs and expectations; besides existence of an effective and sensitive encouraging system makes staff to move toward the TQM goals in the organization.

Evidence from review of country experiences, indicates that the most effective approaches to building capacity and improving performance of health system ate those which are driven by strong organizational cultures, good management practices and effective communication networks. In all cases, capacity building calls for a long term commitment. Building and maintaining managerial capacity is essential for improving health system performances.

While training may develop management competences, training initiatives alone will not develop the managerial capacity of the health system. This requires an [approach](#) which identifies and tackles barriers to changes in organizational practice at all levels.

The management Effectiveness Program (MEP) is designed to facilitate and sustain a change in the management culture of the health system by offering policymakers and managers strategic levers to build and sustain the system's capacity to adapt, respond to people's health needs and perform more effectively.

It provides an action learning approach to build the managerial competence of managers and their teams; the MEP brings modern management concepts, methods and tools to the work place enabling the managers and their teams to address their problems while progressively improving their competence and the performance of their services or programmes. To be successful the MEP must be supported by the Ministry of Health and involve a national learning network.

MEP can be incorporated in existing large scale change initiatives of countries which are aimed at improving the effectiveness and responsiveness of the health system to the needs of the population. Many countries especially the poor will soon be engaged in a process of scaling up successful outcomes of a core set of interventions related to HIV/AIDS, Malaria, TB child and reproductive Health, it is planned to adapt the principals of the program to this process.

The aim of the Management Effectiveness Program is to increase the level of performances of the health system through a continuous improvement of the system's work processes and functions while providing feedback to policy levels on structural constraints to performance improvement.

The management effectiveness program requires the active involvement and role modeling of policymakers and health leaders in the country and the engagement of those involved in the implementation, it is designed to address management problems in their own context by building and drawing on existing initiatives and leadership potential in the health system.

As there are so many similarities in basic rules of TQM and MEP (Management Effectiveness Program) we conclude that integrating them can help us to have successful systems and organizations.

Reference: WHO MEP Guide_Revision7.24.October 2000