

Total Quality Management in the New Century

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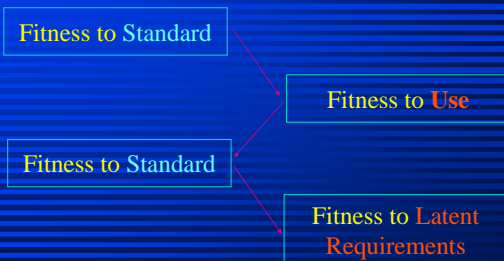
The Evolution of Quality

- Q Concept 1: Fitness to **Standard**
- Q Concept 2: Fitness to **Use**
- Q Concept 3: Fitness to **Cost**
- Q Concept 4: Fitness to **Latent Requirements**

Quality Road Map

Product Issues

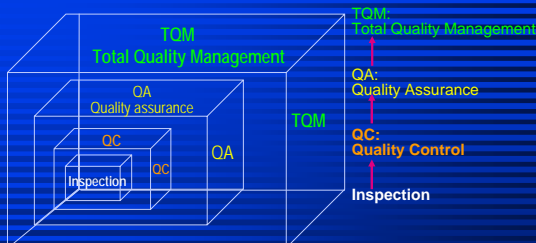
Market Issues



Future of Fitness or Quality

- Q Concept 1: Fitness to Standard
- Q Concept 2: Fitness to Use
- Q Concept 3: Fitness to Cost
- Q Concept 4: Fitness to Latent Requirements
- Q Concept 5: Fitness to *Corporate Governance*
- Q Concept 6: Fitness to *Societal or Global Environment*

What is "quality" ?



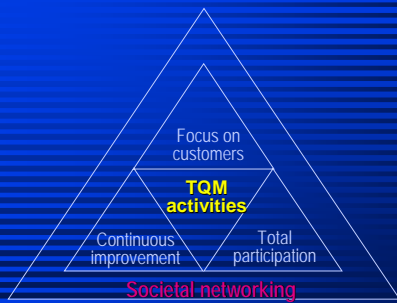
What is you measure is what you manage.

"There is a very little agreement on what constitutes quality."
 Masaaki Imai.

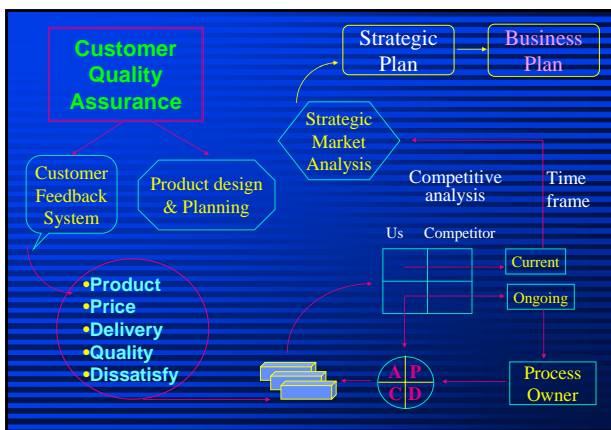
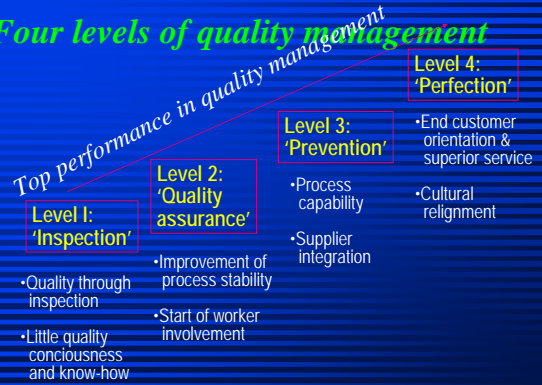
Evolution of Quality Concepts and Methods



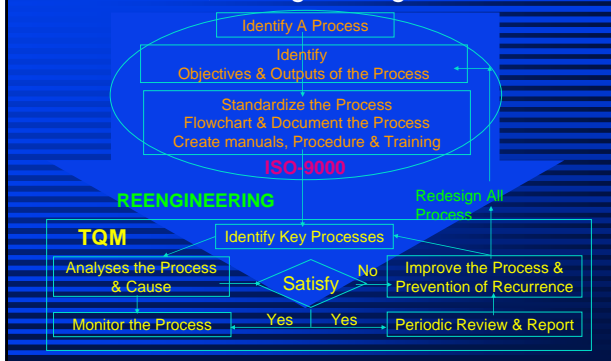
Four Revolutions of Management Thinking in TQM



Four levels of quality management



ISO-9000, Reengineering, and TQM



Fitness to STANDARD

What is standard ?
 How is standard set ?
 How is standard used ?

STANDARD

- ❖ Standard is degree of excellence.
- ❖ Standard serves as a basis for comparison.
- ❖ Standard is a minimum requirement.
- ❖ Standard is a model for imitation.
- ❖ Standard is a “ benchmark ” of achievement which is based on a desired level of excellence.

Oxford dictionary

STANDARD

- ❖ *is an agreement established for an object, performance, capability, arrangement, state, action, sequence, method, procedure, responsibility, duty, authority, way of thinking, conception, etc. for the purpose of unification and simplification so that profit or convenience may be obtained with fairness among the people concerned.*

Japan Council on Industry

Level of Standard

- ❖ Level of acceptability or “minimum standard”.
- ❖ Degree of excellence or desirable or “optimal standard”.

Donabedian. 1982

Type of Standard

- ❖ Structure standard
- ❖ Process standard
- ❖ Outcome standard

Donabedian. 1982

Focus of Standard

- ❖ Good manufacturing practice
- ❖ Clinical practice guideline
- ❖ Practice standard

How is a standard set ?

- ❖ Collective judgement; the gold standard
- ❖ Value based
- ❖ Dynamic VS Static

How is a standard used ?

- ❖ Self-Assessment
- ❖ Inspection by authority bodies
- ❖ Accreditation

Standard or Accreditation Around the World

- ❖ National accreditation program:
 - ❖ US, Canada, Australia, & UK
- ❖ Government legislation:
 - ❖ Spain, China, & Latin America
 - ❖ France & Malaysia

WHO/SHS/DHS/93.2

Inspection

- Salvage
- Sorting, grading, reblending
- Corrective actions
- Identify sources of non-conformance

Quality Control

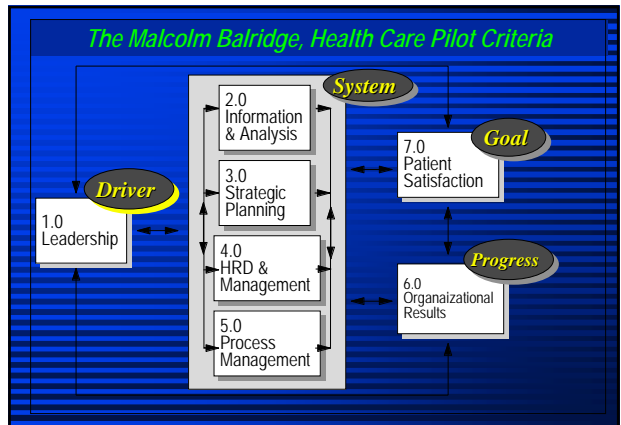
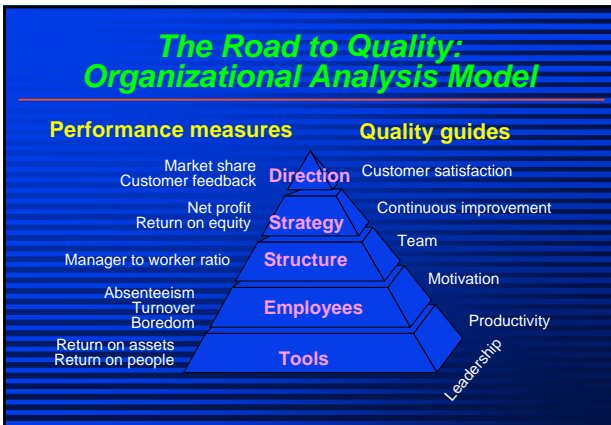
- Develop quality manual
- Process performance data
- Self-inspection
- Product testing
- Basic quality planning
- Use of basic statistics
- Paperwork control

Quality Assurance

- ❖ Quality system deployment
- ❖ Advanced quality planning
- ❖ Comprehensive quality manuals
- ❖ Use of quality cost
- ❖ Involvement of non-production operation
- ❖ Failure Mode and Effect Analysis
- ❖ Statistical process control

TQM: Total Quality Management

- ❖ Policy deployment
- ❖ Involve supplier & customers
- ❖ Involve all operation
- ❖ Process management
- ❖ Performance measurement
- ❖ Teamwork
- ❖ Employee involvement



Examination Items

1. Customer satisfaction	30%
2. Human resource utilization	15%
3. Quality assurance of services	15%
4. Quality results	15%
5. Leadership	10%
6. Strategic quality planning	9%
7. Information & analysis	6%

(Malcolm Baldrige National Quality Award Criteria)

