RIVERSIDE MEDICAL CENTER, INC.

DR. PABLO O. TORRE MEMORIAL HOSPITAL

METRO PACIFIC HEALTH
THE HEART OF FILIPINO HEALTHCARE

DEPARTMENT:	POLICY NUMBER:
Total Quality Division	DPOTMH-APP-TQD-P015-(01)

TITLE/DESCRIPTION:
TOTAL QUALITY MANAGEMENT POLICY

EFFECTIVE DATE:	REVISION DUE:	REPLACES NUMBER:	NO. OF PAGES: 1 of 11
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APPLIES TO: All employees	POLICY TYPE: Administrative

PURPOSE:

1. To continuously improve the quality of products/services/processes of Riverside Medical Center, Inc. by focusing on clients' safety, patients' expectations and experiences.
2. To enhance customer satisfaction and sustained excellent company-wide performance utilizing Total Quality Management (TQM) philosophy.

DEFINITIONS:

Total Quality Management- The management of quality at every stage of operations, from planning and design through self- inspection, to continual process monitoring for improvement opportunities.

Customer-focused- The customer ultimately determines the level of quality. No matter what an organization does to foster quality improvement—training employees, integrating quality into the design process, or upgrading computers or software—the customer determines whether the efforts were worthwhile.

Total employee involvement-All employees participate in working toward common goals. Total employee commitment can only be obtained after fear has been driven out from the workplace, when empowerment has occurred, and when management has provided the proper environment. High-performance work systems integrate continuous improvement efforts with normal business operations. Self-managed work teams are one form of empowerment.

Process-centered-A fundamental part of TQM is a focus on process thinking. A process is a series of steps that take inputs from suppliers (internal or external) and transforms them into outputs that are delivered to customers (internal or external). The steps required to carry out the process are defined, and performance measures are continuously monitored in order to detect unexpected variation.

Strategic and systematic approach-A critical part of the management of quality is the strategic and systematic approach to achieving an organization's vision, mission, and goals. This process, called strategic planning or strategic management, includes the formulation of a strategic plan that integrates quality as a core component.

Continual improvement-A large aspect of TQM is continual process improvement. Continual improvement drives an organization to be both analytical and creative in finding ways to become more competitive and more effective at meeting stakeholder expectations.[3]

Fact-based decision making- In order to know how well an organization is performing, data on performance measures are necessary. TQM requires that an organization continually collect and analyze data in order to improve decision making accuracy, achieve consensus, and allow prediction based on past history.

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Communications: During times of organizational change, as well as part of day-to-day operation, effective communications plays a large part in maintaining morale and in motivating employees at all levels. Communications involve strategies, method, and timeliness.[3]

Integrated system. Although an organization may consist of many different functional specialties often organized into vertically structured departments, it is the horizontal processes interconnecting these functions that are the focus of TQM.[3]

- Micro-processes add up to larger processes, and all processes aggregate into the business processes required for defining and implementing strategy. Everyone must understand the vision, mission, and guiding principles as well as the quality policies, objectives, and critical processes of the organization. Business performance must be monitored and communicated continuously.

- An integrated business system may be modeled after the Baldrige Award criteria and/or incorporate the ISO 9000 standards. Every organization has a unique work culture, and it is virtually impossible to achieve excellence in its products and services unless a good quality culture has been fostered. Thus, an integrated system connects business improvement elements in an attempt to continually improve and exceed the expectations of customers, employees, and other stakeholders.

RESPONSIBILITY:

All employees

POLICY:

1. Riverside Medical Center, Inc. shall embrace the essential elements of total quality management in order for the TQM to succeed.

2. Riverside Medical Center, Inc. shall embody the total quality management practices on Leadership, Strategic Planning, Customer Focus, Process Management, Supplier Management, Cross-Functional Training, Customer Involvement, Employee Involvement, Empowerment and Team work.[2]

3. The RMCI Management Committee shall lead the pro-active change to TQM to overcome fear of change. Change to TQM demands stamina, a spirit of entrepreneurship, endless patience, continuous communication, encouragement and recognition of those who achieve successes along the line.

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4. All employees shall commit themselves to implement the Total Quality Management program of RMCI as well as its corporate strategic objectives. Having in mind that these corporate strategic objectives contribute to clients' satisfaction-a shared responsibility which every employees must feel and understand.

5. In the study conducted by Al-Shdaifat, the researcher pointed out that, "Of all the TQM practices, continuous improvement is the most important factor."[4] It is therefore essential that RMCI employees shall practice, and contribute to Continuous Quality Improvement (CQI) programs of each section/unit/department/division.

6. The Total Quality Division Officer and TQD-QA Manager shall assist the middle management team in preparing a Continuous Quality Improvement directives and programs. This must be signed by all business unit, division, or process leaders, and distributed to everyone in the organization. The CQI directive and program should include **the following:** Concept for total quality, Importance of understanding business processes, TQM approach and Individual and process group roles and responsibilities.

The RMCI Quality objectives shall be:

7. To continuously improve the delivery of safe and quality patient care through evidence-based practices, patient safety protocols and key priority areas

8. Consistently provide services that exceeds customers expectation.

9. To maintain conformity to Quality Management System.

10. To develop, implement, and monitor compliance to Standard Operating Procedures and Policies.

11. To develop capacity building of RMCI on patient safety and adherence to excellent standards of care research.

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RMCI shall en-flesh the TQM 8 core elements[5] that are grouped together in four groups.

First Group: Foundation

As every building requires a foundation, every business philosophy requires some value to inform its approach to the world and its own organization. TQM institutes three foundational elements to its metaphorical building that foster productive attitudes and atmosphere.

1. *Ethics.* Ethics is the study of right and wrong, and TQM places importance on understanding what is the ethical thing to do, both as an organization and as individuals in the context of the organization. As the organization recognizes the need to operate in a morally good way, it is expected to institute a clear code of conduct.

2. *Integrity* While ethics is more concerned with knowing what is right, integrity focuses on acting according to the company values in an honest and open environment. Office drama, rumors or other forms of interpersonal hostility are to be frowned upon.

3. *Trust.* The successful implementation of TQM requires a relationship of trust among the individuals that are part of the organization. In order for teams to be able to improve and provide a high quality product or service to the customers, they need to work together in an atmosphere of trust. If that requirement is met, problem recognition, problem analysis, problem solution and decision making all become easier.

Second Group: Bricks

As the bricks are the main building block used to create and bear the weight of a house, the bricks in the TQM context rest on the foundation, and support the whole structure.

4. *Training.* Training is essential for employees to be able to achieve high levels of quality and efficiency. Since TQM is an all-encompassing approach to business management, it requires all participants to receive the needed training from their superiors. This training should cover how to be as valuable to the organization and its customers as possible.

5. *Teamwork.* Achieving common goals and providing the highest level of customer service requires teams to work efficiently together. Individuals should know how to work together, and the team environment should facilitate open discussions about both problems and solutions.

6. *Leadership.* While training and teamwork are essential for making member prepared to

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be a valuable part of an organization, leadership has a crucial role to play in harnessing that potential. All supervisors and managers should understand the TQM philosophy and methodology, and should be able to implement them while clearly transmitting values, strategies, direction and goals to the teams they are responsible for.

Third Group: Mortar

Even when you have all the elements needed to construct an outstanding building, it is important for those elements to be bound together, and this is the job of the mortar.

7. *Communication.* The all-encompassing mortar of the TQM building is communication. It starts from the foundation, surrounds the bricks and reaches the roof. The only way to continually improve and reach optimal performance is for information and ideas to flow freely. Communication should be ever-present in the organization, but it should also involve all external entities like customers, partners, suppliers and stakeholders.

Fourth Group: Roof

What tops off a building is the roof, which in the case of TQM is its last key element recognition.

8. *Recognition.* This element involves the positive feedback and encouragement that both achievements and suggestions should result within the organization. All supervisors should look for and detect contributions, and should provide recognition whenever they are made. This boosts both morale and performance. It gives member of the organization motivation to continue to participate productively in the TQM implementation.

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The RMCI Quality Management System framework shall be:

QUALITY MANAGEMENT PRINCIPLES

- CLIENT CENTERED
- EVIDENCE-BASED PRACTICES
- MEANINGFUL PEOPLE ENGAGEMENT
- RELATIONSHIP MANAGEMENT
- GOVERNANCE
- CONTINUOUS QUALITY IMPROVEMENT
- PROCESS APPROACH

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PROCEDURE (SOP):

1. The Total Quality Division – Quality Assurance Manager drafts the Quality Management System (QMS) of Riverside Medical Center Inc.

2. The drafted Quality Management System (QMS) shall then be presented to the members of the Management Committee (ManCom)President and CEO for approval.

3. Once approved, the Quality Management System shall be communicated to the different sections/units/departments.

4. After the presentation, each section/department creates their own continuous quality improvement program through CQI seminar-workshop spearheaded by the Total Quality Division.

5. The Continuous Quality Improvement program developed by each unit/section/department must be presented to their respective Division Officer and senior managers before it can be submitted to the Management Committee for approval.

6. After the Continuous Quality Improvement Program has been approved, the unit/section/department will now implement, monitor, and evaluate the program.

7. After the program has been found to be effective, the implementing unit/section/department continues to monitor or further enhance the program.

8. If the program however is found to be ineffective, a re-assessment of the program shall be initiated and determine why the program did not succeeded.

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WORK INSTRUCTION:

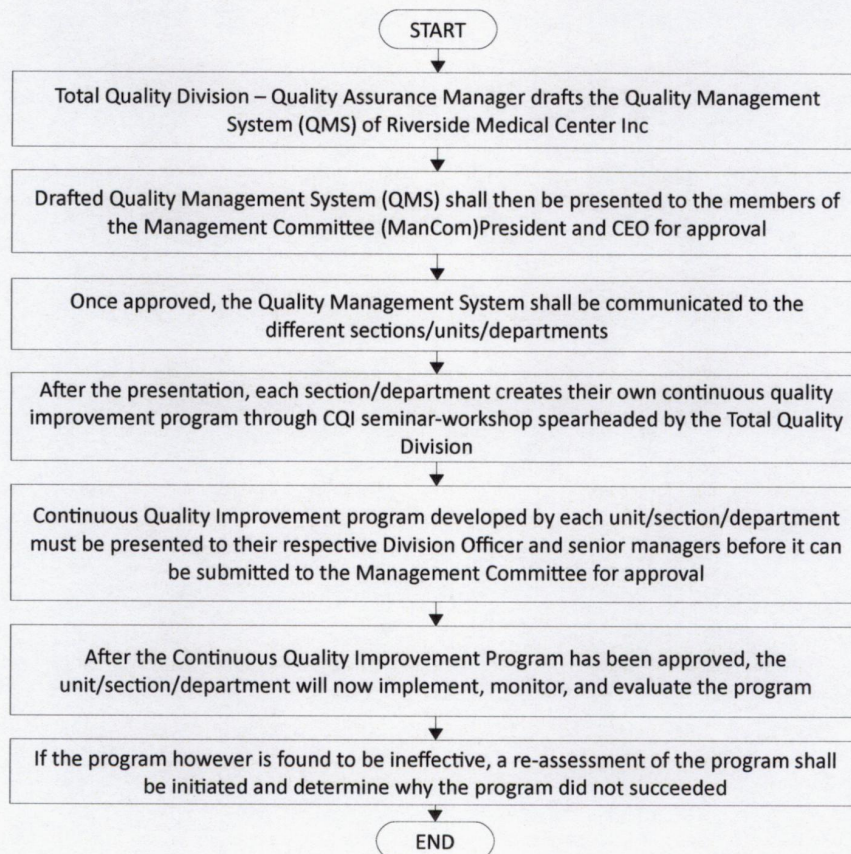| KEY TASK	PERSON RESPONSIBLE
1. Drafts the Quality Management System (QMS) of Riverside Medical Center Inc.	Total Quality Division – Quality Assurance Manager
2. Present to the members of the Management Committee (ManCom) President and CEO for approval.	
3. Communicates to the different sections/units/departments for approved QMS.	
4. Creates their own continuous quality improvement program through CQI seminar-workshop spearheaded by the Total Quality Division	Unit/Section/Department Head
5. Approved Continuous Quality Improvement Program will be implemented, monitor and evaluates the program.	
6. Presents to their respective Division Officer and Senior Managers the Continuous Quality Program developed.	
7. Initiate Re-assessment of the program and determine is ineffective.	Total Quality Division – Quality Assurance Manager

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WORK FLOW:

START

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Total Quality Division – Quality Assurance Manager drafts the Quality Management System (QMS) of Riverside Medical Center Inc

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Drafted Quality Management System (QMS) shall then be presented to the members of the Management Committee (ManCom)President and CEO for approval

↓

Once approved, the Quality Management System shall be communicated to the different sections/units/departments

↓

After the presentation, each section/department creates their own continuous quality improvement program through CQI seminar-workshop spearheaded by the Total Quality Division

↓

Continuous Quality Improvement program developed by each unit/section/department must be presented to their respective Division Officer and senior managers before it can be submitted to the Management Committee for approval

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After the Continuous Quality Improvement Program has been approved, the unit/section/department will now implement, monitor, and evaluate the program

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If the program however is found to be ineffective, a re-assessment of the program shall be initiated and determine why the program did not succeeded

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END

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FORMS: N/A

EQUIPMENT: N/A

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APPROVAL:				
	Name/Title	**Signature**	**Date**	**TQM Stamp**
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