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### Reconstructing quality management implementation in healthcare organizations

Quality management improvement programs is being implemented in a vacuum, for example in a piecemeal fashion due to the fact that managerially and strategically many hospital systems lack the time required for detailed thinking, planning and execution, thus quality management programs is seen as a political, reactive activity rather than an integrated approach to improving the quality of patient care and caring. Evidence from a structured interview of twenty healthcare quality managers suggest the lack of managerial understanding, but more importantly, the belief in the holistic nature of quality management and improvement programs in achieving improved standards of patient care. There seems to be continued confusion as to what constitutes the implementation variables that would ensure success in driving the operations, people and strategic alliances required in a quality culture. For example, many hospitals focus on the quality assurance requirements of standard setting and monitoring and then think that by so doing they are implementing quality management. However, what these hospitals are actually doing is installing methods to inspect, correct and elevate medical performance rather than embarking upon an organizations wide strategic initiative to improve quality of care and caring for patients. The paper presents a model for the time constrained manager; a model that offers an understanding of the essential requirements for the success of quality management is the six sigma of total quality management in healthcare organizations.

### Recent Publications

1. U and Mileski J (2018) Achieving Competitive Advantage through Effective Communication in a Global Environment. *Journal of International Studies* 11(1):50-56.
2. Nwabueze U (2017) Professional Communication in Organizations, *International Journal of Management and Organizational Studies* 6(2).
3. Nwabueze U (2017) The Fiction of TQM Implementation in Healthcare Organizations, *Health and Environment Conference Proceedings, Innovation Arabia, Hamdan Bin Mohammed Smart University*, ISSN: 2414-6102, Page 56.
4. Mileski J and Nwabueze U (2017) Ethical Challenges in Corporate America, *Proceedings of the 59th Annual Meeting of the Academy of International Business*, ISSN: 2078-0435
5. Nwabueze U (2016) Organizational Improvement: One hospital's experience of Implementing TQM" (IJBPM-77754), accepted for publication in the *International Journal of Business Process Management*.

### Biography

Uche Nwabueze received his PhD from Sheffield Hallam University in the United Kingdom in 1995. He has dedicated himself to the advancement of the theory and practice of management through research, consulting work and teaching across four continents for 23 years (North America, Europe, Asia and Africa). His students describe their classroom experience with him fondly called as a scholarly adventure in critical thinking, problem-solving and reflective analysis. He has over 50 academic publications, most notably in the *International Journal of Business Performance Management*, *Total Quality and Business Excellence Journal*, *Journal of Product and Brand Management*, *Journal of Public Sector Management* and the *TQM Journal*.

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