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BIOGRAPHY

Uche Nwabueze received his PhD from Sheffield Hallam University in the United Kingdom in 1995. For 24 years, Dr Nwabueze has dedicated himself to the advancement of the theory and practice of quality management through research, consulting work, and teaching across four continents (North America, Europe, Asia and Africa). His students and hospital executives describe their classroom and consulting experience with Dr Nwabueze as he is fondly called; as a scholarly adventure in critical thinking, problem-solving and reflective analysis. Dr Nwabueze 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. Dr Nwabueze serves on the editorial board of the African Business Journal and the Journal of Applied Quality Management. He is a member of the British Institute of Management, and American society for Quality. His research interest is focused on healthcare quality management and process redesign.

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THE EVIDENCE OF SUCCESSFUL IMPLEMENTATION OF TQM IN HEALTHCARE ORGANIZATIONS

TQM is being implemented in a vacuum, for example in a piecemeal fashion due to the fact that managerially, many hospital systems lack the time required for detailed planning and execution, thus quality management is seen as a political game rather than an integrated approach to improving the quality of patient care. Evidence from a structured interview of twenty quality managers suggests the lack of managerial understanding of the holistic nature of TQM. There seems to be broad confusion as to what constitutes the key requirements of TQM. Many hospitals focus on the quality assurance requirements of standard setting and monitoring and then think that by so doing they are implementing TQM. However, what these hospitals are actually doing is installing methods to inspect and correct medical performance rather than embarking upon an organization-wide drive 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 TQM in healthcare organizations.