Total Quality Management
By John Morfaw (Book Review)

Introduction

This book on Total Quality Management (TQM) is interesting because it is "zone specific". That is to say its target audience are those involved in the healthcare industry in Africa. As its subtitle states: "A comprehensive Strategy Toward the Implementation of an Effective and Efficient Healthcare Delivery System in Africa".[1] That is obviously a major challenge and we are not sure that TQM alone can solve the problem, but doubtless it can help.

As the author explains in the Preface to the book:

> " Total Quality Management is achieved through employee empowerment in decision making, the use of facilitated teams in the organization, individual responsibility for products and services and a strong customer service orientation, working from a set of values envisioning a mission, maintaining commitment, sustaining motivation, prioritizing tasks, cooperating with others, communicating effectively and seeking to continuously learn and grow.[2]

> In Africa, the health care industry is plagued by a catalogue of social, economic, political, cultural, structural and organizational problems, needing some reform, restructuring, reorganization and reengineering through the introduction and implementation of quality management concepts such as TQM. This will involve intensive and extensive education and training of all medical support personnel on effective and efficient as well as qualitative health service delivery to communities. This will also require reorganization and restructuring of existing medical institution, policy and system changes on major healthcare delivery systems in the continent."[3]

However, African Healthcare problems aside, and most other developing countries for that matter, Morfaw's book presents a valuable, simplified, description of what TQM is and what it involves. As you can see from the Book Structure in the next section, this is provided in Chapters 2, 3 and 4, together with an implementation plan specific to health services detailed in Chapter 8.

Book Structure

The book is organized as follows:[4]

Chapter One provides background on the history of Total Quality Management (TQM) and an introduction to the general principles and concepts of TQM and a statement of the problem in Africa. Also discussed in this chapter are the justification, scope, methodology and limitations of the study.

Chapter Two deals with the concept of TQM, the philosophers or gurus such as Edward Deming, Joseph Juran and Philip Crosby. The chapter also talks about TQM culture, its basic principles, process techniques and tools, management teams, Quality organizational structures and Quality Improvement process. The chapter also dwells on TQM organizational structure, various teams, panels and their roles and compares traditional and Total Quality Management.

Chapter Three discusses the Total Quality Management Process Improvement techniques such as the

Process Flowchart, and various statistical and management tools.

Chapter four focuses on the Quality organizational Structure as a cardinal instrument in the successful implementation of a management process. Various departments and divisions of the structure and their roles are discussed. It also relates Total Quality Management with the International Organization for Standardization (ISO) series of standards and the need for a paradigm shift.

Chapter Five deals with the status of healthcare and human resources crisis in the African continent.

Chapter Six analyzes and evaluates various programs in place in African countries dealing with quality assurance and improvement such as Advance Africa, the Quality Assurance Project (QAP), the John Hopkins University Program in Africa (JHPIEGO), The Council of Health Service Accreditation of Southern Africa (COHSASA), The Population Council, The Center for African Family Services (CAFS), the African Medical and Research Foundation (AMREF), and the activities of the World Health Organization (WHO) in Africa, the World bank, the African Networks for Health Research and development, the African health Research Forum, the West African Doctors and Healthcare Professionals Network, the African Population and Health Research Center and the African Council for Sustainable Health Development.

Chapter Seven examines various healthcare systems around the world and elaborates on healthcare systems of some African countries such as South Africa, Nigeria, Cameroon, Ghana, Tanzania, Kenya, Ethiopia and Botswana. This chapter also analyses the design of an effective and efficient healthcare system.

Chapter eight focuses on the implementation of the Total Quality Management concept in an organization, the development and implementation of a corporate strategic plan and the TQM training modalities and process.

Summary

In its early chapters, Morfaw's book presents a valuable description of what TQM is and what it involves. This will be valuable to those confronted with TQM for the first time. In contrast, Chapters 5, 6 and 7, provide a general overview of the activities of various organizations working to improve health in Africa. This information will be of most interest to those working in the field or contemplating doing so.

The detailed plan presented in Chapter 8, as the author states, is for "ministries of health and their related departments, public and private health organizations, hospitals, clinics, health centers, health insurance companies, nursing and rehabilitation centers".[5] Nevertheless, it provides a good example of the sort of considerations that should be given to, and actions taken in, a Total Quality Management Implementation Plan.

Footnote

Since this review, Author John Morfaw has advised that he is rewriting his book with a view to restructuring and updating some of the content. He expects to publish the new version later in 2009.

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[1] Morfaw, J. N., *Total Quality Management*, University Press of America, Lanham, Maryland, USA, page i

[2] If you can get your mind around that – and what it means in practice – you are doing well!

[3] Morfaw, J. N., *Total Quality Management*, page xiii

[4] Ibid, pp8-9

[5] Ibid, p93