

# THE EXPLORATION OF CONTEXTUAL FACTORS OF TOTAL QUALITY MANAGEMENT IN A MEDICAL CENTER

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## ABSTRACT

The implementation of the National Health Insurance (NHI) has offered extensive medical care to the resident in Taiwan, while it also results in great demand for healthcare service. With the beneficiary requests a larger service scope with better quality, the Bureau of National Health Insurance (BNHI) is confronted by deficits. The medical service provider is facing tougher and tougher competition. The sharp increase of the expenditures in the hospital operations has caused serious threats to the hospital systems. Many studies indicate that Total Quality Management has a rather positive influence on the business management performance and the service quality improvement. Although many enterprises and hospitals promote quality management and have received various quality certifications, their systems are rarely improved. My study is to explore how the hospital achieves its systematic management performance by implementing the Total Quality Management. Based on many medical literatures and a practicable questionnaire in a medical center, I have drawn the following conclusions in my study: 1. There is a close connection among the Total Quality Management, the Competitive Advantage, and the Business Management Performance. 2. According to the Path Analysis, there are two paths that have obvious influence on the hospital management performance: Direct path: Total Quality Management Management Performance. Indirect path: Total Quality Management Competitive Advantage Management Performance. Besides, in order to attain the Competitive Advantage by widely conducting the Total Quality Management, the study suggests the advantage be reinforced through three directions: 1. Quality promotion: Promote the quality of medical Service. 2. Technology innovation: Develop new medical technology, equipment, and new working methods to promote efficiency. 3. Efficiency feedback: Respond to the shift of the surroundings and the need of the customers as soon as possible.

Keywords : Total Quality Management ; Competitive Advantage ; Hospital Management ; Path Analysis

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