

**Staff's Perceptions of Obstacles to Quality Management Systems in
High- and Low-Performing Hospitals, Jordan**

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Certificate of Originality

I certify that that the substance of this thesis has not already been for any degree and is not currently being submitted for any other degree or qualification.

I certify that any help received in preparing this thesis, and all sources used, have been acknowledged in this thesis.



Ashraf A'qoulah

March 2014

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Abstract

Implementing a Quality Management System (QMS) is important in order for hospitals to deliver high-quality services. Hospitals in Jordan vary greatly in terms of the quality of their services, with some providing high-quality services and others providing low-quality services. This study aimed to explore QMS obstacles in high- and low-performing hospitals in Jordan using the framework of systems and organizational theories.

The study employed a Mixed Method-Sequential Exploratory design. In this sequential explanatory design, data collection utilised the strengths of both quantitative and qualitative methods (i.e. mixed method). A set of questionnaire (yielding quantitative data) was used to explore the QMS obstacles and then interviews (yielding qualitative data) were conducted to identify ways to address these obstacles.

The study population was drawn from six public and private hospitals considered high- and low-performing. A total of 908 participants who worked in the six hospitals, such as doctors, nurses, midwives, pharmacists, dentists, accountants, clerks and allied medical professions completed a set of questionnaire on QMS Obstacles. The study questionnaire called Quality Management System Obstacles Scale (QMSOS) containing 23 items was rated as 5-points Likert Scale. Twenty-four others (managers of hospitals) were interviewed about how to address the QMSs Obstacles using an interview guide.

The data was analysed using both quantitative and qualitative procedures. The quantitative analysis involved procedures such as Descriptive statistics, General Liner Model (Univariate analysis), ANOVA and t-tests to determine the major QMS obstacles in high- and low-performing and to explore the relationship between participants' background

variables and their score on the QMSOS. The qualitative data was analysed using thematic analysis to extract solutions to address the QMS obstacles.

The results showed that there were differences between high and low performance hospitals in terms of the QMS obstacles. The study also found that high-performing hospitals faced three major obstacles: (1) lack of rewards for hospital staff, (2) inadequate authority delegation, and (3) lack of staff. Conversely, the low-performing hospitals faced six major obstacles: (1) lack of rewards for hospital staff, (2) inadequate material resources, (3) lack of training programmes, (4) insufficient staff motivation, (5) insufficient budget for a QMS, and (6) inadequate authority delegation.

The solutions to the QMS obstacles related to issues associated with rewarding talented employees and providing good salaries and benefits; having effective hospital management specialists; providing hospital management training; delegating authority and identification of responsibility and accountability; building a trusting environment; employing enough staff; establishing training funds and effective training programmes; ensuring staff efficiency; providing the necessary laboratories and radiological services; and providing sufficient morale incentives to employees. The study also provides recommendations for improving the implementation of QMS in Jordanian hospitals.

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Acronyms

CLSI	Clinical and Laboratory Standard Institute
GDP	Gross Domestic Product
ISO	International Organisation for Standardization
JCAHO	Joint Commission on Accreditation of Health care Organisations
JD	Jordanian Dinar
JDOS	Jordanian Department Of Statistics
JU	Jordan University
JUH	Jordan University Hospital
JUST	Jordan University of Science and Technology
KAH	King Abdullah Hospital
MOH	Ministry of Health
NGOs	Non-Government Organisations
QMS	Quality Management System
QMSO	Quality Management System Obstacles
QMSOS	Quality Management System Obstacles Scale
RMS	Royal Medical Services
UNRWA	United Nations Relief and Works Agency