# Contents

*Acknowledgement* .................................................. D  
*Contents* .......................................................... E  
*List of Tables* .................................................... H  
*List of Figures* ................................................... I  
*List of Appendices* ............................................... J  
*Abstract* .......................................................... K  
*Operational Definitions* ......................................... L  
*List of Abbreviations* ........................................... Q

1. **Introduction** .................................................. 1  

   1.1 *Introduction and Background* ............................... 1  
   1.2 *Main Research Question* ..................................... 7  
   1.3 *Statement of the Problem* .................................. 7  
   1.4 *The Research Importance and Contribution* ............. 8  
   1.5 *The Research Objectives* .................................... 9  
   1.6 *The Research Boundaries* .................................. 10  
   1.7 *The Research Limitations* .................................. 11

2. **Literature Review** ............................................. 12  

   2.1 *Literature Review* ............................................ 12
2.2 Nature of Services .................................................. 19
2.3 Service Package .................................................... 21
2.4 Open System View of Services .................................. 21
2.5 Service Quality ...................................................... 23
2.6 Measuring Service Quality ....................................... 24
2.7 Classification of Service Failures ................................ 28
2.8 Capacity of Service Facilities .................................... 29
2.9 Hospitals, Role and Importance ................................. 30
2.10 Hospital Capacity – Quality Integration Management ...... 32

3. Methodology and Research Design .............................. 35
3.1 Research Design .................................................... 36
3.2 Research Methodology ............................................. 40
   3.2.1 1st Phase: Literature Review ............................... 40
   3.2.2 2nd Phase: Pilot Study ........................................ 41
   3.2.3 3rd Phase: Data Collection and Analysis .................. 42
   3.2.4 4th Phase: Process Analysis ................................. 45

4. Results and Analysis ............................................... 49
4.1 Results of Measuring Quality ................................... 48
   4.1.1 Introduction .................................................. 48
   4.1.2 Sample Characteristics ...................................... 48
   4.1.3 Calculation of Gaps’ Scores ................................. 49
   4.1.4 The Department that Scored Maximum Gap .............. 53
   4.1.5 Gaps – Education Relation ................................. 55
   4.1.6 Gaps – Age Relation ......................................... 56
   4.1.1 Causes of Quality Failures ................................. 57
4.2 Capacity Management ............................. 61
  4.2.1 Introduction and Objectives.......................... 61
  4.2.2 Process Analysis of the Emergency Department......... 62
  4.2.3 Process Analysis of the Pediatrics Department........... 70

5. Conclusions and Recommendations.......................... 49
  5.1 Conclusions ............................................. 78
  5.2 Recommendations........................................ 82
  5.3 Proposed Further Research............................... 86

References List of References 88
Appendices 91
  Abstract in Arabic Language. 108
List of Tables:

1.1 Hospital Beds in Hebron Governorate........................................... 2
1.2 The Population Characteristics and Health Providers in Palestine ..... 3
1.3 Comparable Indicators of Alia Hospital and other Governmental ones in Palestine ................................................................. 4
3.1 The Demographic and Status Variables of the Respondents .......... 43
3.2 Cronbach’s Alpha Values................................................................. 44
4.1 Sample Characteristics..................................................................... 48
4.2 Gaps in Tangibles............................................................................ 50
4.3 Gaps in Reliability........................................................................... 51
4.4 Gaps in Responsiveness................................................................. 51
4.5 Gaps in Assurance........................................................................... 52
4.6 Gaps in Empathy............................................................................ 52
4.7 Gap Scores Related to Departments............................................... 54
4.8 Frequencies of Delays in Different Working Areas...................... 57
4.9 Frequencies of Causes of Delays in Different Working Areas........ 58
4.10 Frequencies of Loyalty and Satisfaction Patients.......................... 60
4.11 Available Resources in the Emergency Department (ED)............ 63
4.12 Sequence and Duration of Activities in the ED............................ 64
4.13 Available resources in the Pediatrics Department ....................... 73
4.14 Sequence and Duration of Activities in the Admission Room........ 74
4.15 Time Analysis of the Daily Operations done by Nurses in the Pediatrics Department ................................................................. 76
# List of Figures:

1.1 The Organizational Structure of Alia Hospital ........................................ 3
2.1 Rasmussen’s Safe Operating Envelope .................................................... 16
2.2 Four-Level Healthcare System ............................................................ 17
2.3 Service Process Matrix ....................................................................... 20
2.4 Open System View of Services .............................................................. 22
2.5 Perceived Service Quality .................................................................... 25
2.6 Service Quality Gap Model (SERVQUAL Model) ................................. 26
2.7 General Simplified Systematic View of Alia Hospital ............................. 34
3.1 Conceptual Model of the Research ......................................................... 37
4.1 Gaps – Department Relation ................................................................. 54
4.2 Gaps – Educational Level Relation ....................................................... 55
4.3 Gaps – Age Relation ............................................................................ 56
4.4 Causes of Error Diagram ..................................................................... 59
4.5 Process Flow Chart in the ED ................................................................. 65
4.6 The Layout of the ED ........................................................................... 66
4.7 Proposed Process Flow Chart in the ED ............................................... 68
4.8 Time Analysis of Activities in the ED ..................................................... 69
4.9 Process Flow Chart in the Pediatrics Department ................................. 71
4.10 Proposed Process Flow Chart in the Pediatrics Department ............... 72
4.11 Time Analysis of Activities in the Admission Room of The Pediatrics Department .................................................................................. 83
5.1 Proposed Process/ Structure for the Emergency Department ............. 86
Appendices:

Appendix 1  Arabic Form of the Questionnaire.  91
Appendix 2  Table of the Questionnaire Statements.  100
Appendix 3  Distribution of Hospital Beds in Palestine.  102
Appendix 4  Alia Hospital Statistical Report 2009.  103
Appendix 5  The Minimum Resource Requirements for Bed Licensing.  104
Appendix 6  Actual Expenditure for MoH, Palestine 2009.  105
Appendix 7  Distribution of Number of Referral Cases by Cost, 2009.  106
Appendix 8  General Indicators of the Governmental Hospitals 2000-2009.  107