# Table of Contents

Acknowledgements  
Dedication  
Abstract  
Table of Contents  
List of Tables  
List of Figures  
List of Acronyms and Abbreviations  

Chapter 1. Introduction  
1.0 Background  
1.1 Developing a Research Focus  
  1.1.1 Shaping the Health System Globally: Impact on Trinidad and Tobago  
    NPM and Health Sector Reform  
    NPM in UK and Trinidad and Tobago  
  1.1.2 Models, Outcomes and Quality  
  1.1.3 Developing the Research Problem  
1.2 Locating the Research Study  
  1.2.1 Profile of Trinidad and Tobago  
  1.2.2 Brief Overview of the Health Care System  
  1.2.3 Context of Research  
1.3 Overview of the Chapters  

Chapter 2. Review of Literature  
2.0 Introduction  
2.1 Previous Research Studies and the Gaps  
  2.1.1 Related Research in Trinidad and Tobago  
  2.1.2 Related International Research
2.1.3 Relevance to my Research Study

2.2 Building a Definition of Quality in Maternal Health Care

2.2.1 Setting the Boundaries of the Literature Review

2.2.2 New Public Management: Performance, Managerialism and Quality

2.2.3 Defining Quality: Historical Perspectives

2.2.4 Defining Quality Shifting from Industry to Health Care

2.2.5 Defining Quality in Maternal Care

2.3 Quality of Care Models

2.3.1 Systems Models

Critique of Donabedian’s Model

2.3.2 Characteristics Approach

Critique of Maxwell’s Model

Critique of IoM’s Model

2.3.3 Perspectives Approach

Critique of Øvretveit’s Model

2.4 Quality Management Models used in Health Care

2.4.1 SERVQUAL

Critique of SERVQUAL

2.4.2 Chronic Care Model (CCM)

2.4.3 European Foundation of Quality Management (EFQM)

2.4.4 Malcolm Baldrige Quality Award (MBQA)

2.4.5 ISO 9000:9001

Critique of EFQM, MBQA and CCM

Maternity Models of Care

Hulton et al.’s Model of Care

Commentary on Hulton

Raven et al. Approach
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5 Measuring and Implementing Quality through Quality Improvement (QI)</td>
<td>67</td>
</tr>
<tr>
<td>2.5.1 Measuring and Implementing Quality</td>
<td>67</td>
</tr>
<tr>
<td><em>Total Quality Management/Continuous Quality Improvement (TQM/CQI)</em></td>
<td>69</td>
</tr>
<tr>
<td><em>Total Quality</em></td>
<td></td>
</tr>
<tr>
<td><em>TQM/CQI in Health Organisations</em></td>
<td>70</td>
</tr>
<tr>
<td>2.5.2 Business Process Re-engineering</td>
<td>71</td>
</tr>
<tr>
<td>2.5.3 Lean/Six Sigma</td>
<td>73</td>
</tr>
<tr>
<td>2.5.4 IHI Rapid Cycle for Change</td>
<td>75</td>
</tr>
<tr>
<td>2.6 Quality in Health Synopsis</td>
<td>78</td>
</tr>
<tr>
<td>2.6.1 Trinidad and Tobago Perspective</td>
<td>78</td>
</tr>
<tr>
<td>2.6.2 Global Perspective</td>
<td>80</td>
</tr>
<tr>
<td>2.7 The Research Proposal</td>
<td>83</td>
</tr>
<tr>
<td>2.7.1 Scope of the Study</td>
<td>83</td>
</tr>
<tr>
<td>2.7.2 Purpose of Study</td>
<td>84</td>
</tr>
<tr>
<td>2.7.3 Research Questions</td>
<td>85</td>
</tr>
<tr>
<td>2.7.4 Limits/Boundaries of the Research</td>
<td>86</td>
</tr>
<tr>
<td>Chapter 3. Research Methodology and Methods</td>
<td>88</td>
</tr>
<tr>
<td>3.0 Introduction</td>
<td>88</td>
</tr>
<tr>
<td>3.1 Methodology</td>
<td>88</td>
</tr>
<tr>
<td>3.2 Research Positionality</td>
<td>89</td>
</tr>
<tr>
<td>3.2.1 Positionality</td>
<td>89</td>
</tr>
<tr>
<td>3.2.2 Pragmatism</td>
<td>91</td>
</tr>
<tr>
<td>3.3 Beyond Pragmatism: Choice of Mixed Methods Typology</td>
<td>94</td>
</tr>
<tr>
<td>3.4 Operationalising the Research Question</td>
<td>98</td>
</tr>
<tr>
<td>3.5 Methods</td>
<td>100</td>
</tr>
<tr>
<td>3.5.1 Interview as a Research Method</td>
<td>100</td>
</tr>
</tbody>
</table>
4.2 Developing a Conceptual Framework: A Maternity Model of Quality for Trinidad and Tobago

4.3 Description of the Model

4.3.1 The QUALITT Model

4.3.2 Structure in the QUALITT Model

4.3.3 Process in the QUALITT Model

4.3.4 Outcome in the QUALITT Model

4.3.5 External and Internal Influences: Power, Culture and Conflict in the QUALITT Model

4.3.6 Inclusion of Empirical Research

4.4 Conclusion

Chapter 5. Analysis and Discussion: Emergent Themes

5.0 Introduction

5.1 Profile of Key Participants

5.2 Definition of Quality a Trinidad and Tobago Perspective

5.2.1 Dimensions of Quality

5.2.2 Reflections on Defining Quality in Practice

5.3 Universal Themes

5.3.1 Internal: Networking, Alliances and Partnerships (NAPs)

5.3.2 External: External Input

5.3.3 Benefits

5.3.4 Power, Conflict and Culture (PCC)

Conflict

Culture

5.3.5 Reflection on the Theme: Power, Culture and Conflict

Chapter 6. Analysis and Discussion II

6.0 Introduction
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Structure: Access to Health Services: Barriers and Facilitators</td>
<td></td>
</tr>
<tr>
<td>6.1.1 Health System</td>
<td>169</td>
</tr>
<tr>
<td>6.1.2 Dynamics of Public Private Health Access</td>
<td>170</td>
</tr>
<tr>
<td>6.1.3 Facilities or Equipment Improvement</td>
<td>172</td>
</tr>
<tr>
<td>6.1.4 Human Resources</td>
<td>173</td>
</tr>
<tr>
<td>6.1.5 Accountability and Ownership</td>
<td>177</td>
</tr>
<tr>
<td>6.1.6 Rules Regulations and Policies</td>
<td>178</td>
</tr>
<tr>
<td>6.1.7 Cohesion: How Organised or Disorganised Activities are</td>
<td>178</td>
</tr>
<tr>
<td>6.1.8 Information Provision and Training: The Gaps</td>
<td>179</td>
</tr>
<tr>
<td>6.1.9 Reflection on Structure</td>
<td>180</td>
</tr>
<tr>
<td>6.2 Process</td>
<td></td>
</tr>
<tr>
<td>6.2.1 Quality: Approaches and Context (in Action)</td>
<td>181</td>
</tr>
<tr>
<td>Quality in Action</td>
<td>182</td>
</tr>
<tr>
<td>6.2.2 Provision and Delivery of Care</td>
<td>185</td>
</tr>
<tr>
<td>Access to Health Services: Barriers and Facilitators</td>
<td>185</td>
</tr>
<tr>
<td>Person-Centred Care with Culture Effects</td>
<td>186</td>
</tr>
<tr>
<td>Visiting the Antenatal Clinics</td>
<td>187</td>
</tr>
<tr>
<td>6.2.3 Experience of Care</td>
<td>188</td>
</tr>
<tr>
<td>Analysis of the Antenatal survey</td>
<td>188</td>
</tr>
<tr>
<td>6.2.4 Summary of Key Results</td>
<td>188</td>
</tr>
<tr>
<td>6.2.5 The Start of Care in Pregnancy</td>
<td>189</td>
</tr>
<tr>
<td>6.2.6 Choico</td>
<td>190</td>
</tr>
<tr>
<td>6.2.6 Antenatal Checks-ups</td>
<td>191</td>
</tr>
<tr>
<td>6.2.7 Tests and Scans</td>
<td>191</td>
</tr>
<tr>
<td>6.2.8 Antenatal Classes</td>
<td>192</td>
</tr>
<tr>
<td>6.2.9 Overall Antenatal Care</td>
<td>192</td>
</tr>
<tr>
<td>6.3 Outcome and Challenges</td>
<td>192</td>
</tr>
</tbody>
</table>