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Your manuscript submission - 1011396

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The Impact of Integrated Quality Management-Based Health Services on General Hospital Quality

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Introduction

The global trend toward Total Quality Management (TQM) implementation aims to steadily improve the quality of healthcare services to fulfill patients' expectations and maximize the use of available resources to improve care outcomes. Utilizing TQM processes in the healthcare sector can increase patient safety. TQM has emerged as a promising method for boosting the effectiveness and efficiency of health care demand in this respect (1, 2). TQM emphasizes people and processes. Its goals are organizational success and customer satisfaction (3). Increases in health care expenditures, reliance on technology, and the need to meet international standards and licenses are some of the primary difficulties facing current health organizations (4) (Aiken et al., 2012), and meeting the demands of patients, which necessitates hospitals to maintain a high standard of service. TQM improves hospital performance and costs (5, 6, 7, 8).

Several studies have been conducted to investigate the effects that putting TQM principles into practice has on an organization's overall effectiveness and performance. A great number of studies have uncovered significant and favorable associations (9). In boosting hospital quality, the phenomenon of inadequate implementation of comprehensive quality management is a major worry for hospital executives and personnel in general hospitals. Despite having a hospital disaster plan and conducting drills and simulations, it has been discovered that public hospitals are unprepared and vulnerable to man-made catastrophes. All of these factors can affect the hospital's capacity to provide patients with quality and safe care (10).

This article's objective is to examine the role of integrated quality management of health services in enhancing hospital quality. This article may aid healthcare firms in implementing a more efficient TQM approach. It will encourage general hospitals to provide high-quality patient care services.

Integrated Quality Management

TQM includes everyone in the enhancement of processes, goods, services, and culture in order to satisfy consumers and other stakeholders (11). TQM emphasizes customer demands and expectations to enhance product/service/process quality and business performance (12). Increasingly, TQM is becoming recognized as a critical component of more ethical business practices and the long-term growth of human capital. TQM-based governance, especially in terms of improving the quality of the company. Participation is mandatory for all members of the organization. The advancement of business management, production management, marketing management, customer service and management, human resources, and financial resources are all dependent on it. In a TQM system,

47 organizational leaders understand that the organization is a system, help employees grow, set up
48 multiple ways for different levels of the organization to talk to each other, and use the information to
49 make good decisions. Leaders should also encourage employees to take part in making decisions and
50 give employees some control over their jobs. The level of dedication and participation shown by upper
51 management is among the most important factors that can be considered when analyzing the efficiency
52 of TQM procedures. To increase employees' understanding of quality activities in TQM adoption and
53 practices, managers should exhibit more leadership than conventional management behaviors (13, 14,
54 15).

55 TQM's guiding principles are continuous improvement, management commitment to customer
56 happiness, employee empowerment, and customer focus (16). Numerous fresh improvement projects
57 are founded on TQM concepts, despite the belief that TQM is an antiquated notion. For instance, the
58 well-known Six Sigma concept for achieving zero errors is not an alternative to overall quality
59 management but rather a methodology that is included in it (17). The TQM is to make it possible for
60 an organization to offer goods and services of the highest possible quality. This will allow the
61 organization to be more competitive and perform better (18). In addition to this, research has shown
62 that an increase in quality has a beneficial effect on the overall performance of an organization (19).
63 TQM has the potential to decrease errors and improve patient satisfaction. Specifically, TQM will
64 facilitate the development of a patient-centered, safe and effective system, thereby enhancing patient
65 satisfaction (20, 21, 22).

66 With TQM, the goal is to engage and motivate all levels of the organization's workforce to take
67 ownership of the company's success. It is essential that everyone in the organization work together to
68 continuously improve the targeted solution, namely, the quality of care provided to patients in order to
69 meet their needs and expectations (23). TQM is essential for an organization to enhance service quality
70 and resource utilization (24). In international competition, organizations improve their global
71 competitiveness by providing high-quality products and services (25). The first nation to implement
72 the procedure was Japan. However, the application's theoretical concepts were developed in the United
73 States. During the middle of the 1980s, TQM gained popularity. On the other hand, the majority of the
74 ideas that form the basis of the TQM principles were developed in the 1950s and 1970s (26, 27).

75 76 **Hospital Quality**

77 The continual advancement of science and technology, along with an unrelenting focus on
78 improving patient care, are the defining characteristics of the processes used to evaluate hospital quality
79 (28). Quality has become increasingly important to businesses like hospitals and other sectors with
80 significant customer bases (29, 30). The patient's expectations before they make a decision can have
81 an impact on the quality of the service they receive, as can the quality that is provided and the quality
82 of the output that is received. When evaluating the quality of care provided to a patient, one must start
83 with the patient's requirements and proceed to evaluate the patient's level of satisfaction. Both the
84 patients' expectations and their actual experiences shape the quality of the service they receive. If the
85 perceived service matches the expected service, the quality will be excellent or positive. When
86 compared to what was anticipated, the actual level of service provided is judged to be superior to the
87 ideal. If the actual quality of the perceived service is lower than what was anticipated, then the overall
88 quality of the perceived service is considered to be negative or poor (31).

89 Positivity among customers is directly related to the level of service they receive, which in turn
90 is determined by their subjective opinions about how well they feel they were treated and how well
91 they feel they received their desired results (32). High-quality care is defined as meeting the needs of
92 patients while also satisfying the requirements of healthcare providers by adhering to the standards and
93 guidelines that have previously been established in the clinical setting (33). Customers are more likely
94 to remain loyal to a company if they experience high levels of satisfaction with the brand and the
95 products or services they receive (34).

96 A concerted effort on the part of health care staff and stakeholders to address system-wide
97 problems is required in order for there to be improvements in the overall quality of hospitals. The first
98 thing that needs to be done is to put together a maintenance crew that is capable of providing high-
99 level problem care, effective leadership, and adaptable change management (35). Several aspects go
100 into determining the quality of the service provided, and they are as follows: i) Delivering on promises,
101 providing accurate service from start to finish, and handling issues with dependability are all examples
102 of excellent customer service; ii) Service that is delivered quickly and appropriately, ready response,
103 and all-around consumer help measure responsiveness; iii) Trust, safety, and friendliness are all
104 guaranteed; iv) Physical form is evaluated using Phys. The result of this is that hospital-based quality
105 indicators, which are frequently linked to the hospital's structure, process, or outcomes, always evaluate
106 the quantitative and/or qualitative care provided. The indicators provide a description of particular
107 facets of healthcare that are utilized for the purposes of monitoring, benchmarking, and prioritizing
108 activities in order to accomplish continuous quality improvement (36, 37, 38).

109 **Discussion and Opinion**

111 When determining the quality of a product or service, TQM takes into account both internal
112 and external customer feedback. Therefore, for hospital-affiliated parties to comprehend and value
113 what it means for quality to be present, they must first gain an understanding of both the process and
114 the customer. In TQM, all of a company's management activities are geared toward achieving one
115 primary goal: customer satisfaction. Regardless of the actions taken by management, they will be
116 ineffective if they do not ultimately increase the level of customer satisfaction. When it comes to the
117 increasingly cutthroat competition that exists between the managers of health care services, the pursuit
118 of quality is at the forefront of the conversation. As a consequence of this, the TQM methodology
119 places a high priority on accurately determining the requirements of customers as a component of the
120 process of coming up with a new product or service.

121 With the help of TQM, managers can offer strategic solutions that focus on prevention rather
122 than inspection; thus, it can also be used as a detailed strategy to develop organizational effectiveness
123 that involves everyone involved in the process (39). It is necessary to examine the policymakers or
124 stakeholders who were involved in the structural and functional preparation of the vision and mission's
125 structure and function in order to support the evaluation of the implementation of health services based
126 on the existing vision and mission. This will help ensure that the evaluation is accurate. One of the
127 indicators of a good management system is the degree to which the implementation is based on the
128 vision and mission. In most cases, hospitals will adhere to a quality policy, which is also sometimes
129 referred to as a service commitment to patients, in order to work toward the objective of achieving high
130 levels of patient satisfaction. It is anticipated that quality policies in hospitals will include not only the
131 systems that support services to customers/patients but also the systems that implement health and
132 work safety in hospitals and other social systems. This will be the case because quality policies in
133 hospitals will include the systems that support services to customers/patients.

134 A comprehensive system that identifies and verifies all aspects and elements that facilitate
135 implementation in accordance with standards is required to support the quality of a hospital's care as it
136 is provided to patients. This is necessary in order to maintain the high level of care that the hospital
137 provides. Hospitals are required to plan out a work program in a manner that is reflective of the quality
138 goals that the hospital has set for itself. TQM is also seen as an effective and well-integrated way to
139 develop, improve, and keep quality high. This enables all departments to perform at the highest possible
140 level for the lowest possible cost in order to fulfill the requirements of customers (40, 41). TQM
141 practices are needed for successful implementation and improved performance, according to studies
142 (42, 43). TQM is a management approach that is widely regarded as being forward-thinking and
143 innovative among both businesses and other types of organizations. TQM is a system that, when
144 applied to the medical industry, ensures that a quality focus is maintained throughout every step of the

145 healthcare delivery process. This ensures that patients receive the highest possible standard of care at
146 all times (44).

147 There was a correlation between patient satisfaction ratings and technical measures of care,
148 which indicates that these metrics can be used to evaluate the quality of care provided by a hospital as
149 a whole (45). If it is implemented, TQM will lead to increased levels of nurse performance at every
150 level (46, 47). In addition, both theoretical research and data collected from the real world have
151 demonstrated that implementing TQM in an organizational process invariably leads to improvements
152 in that organization's level of performance. This has been shown to be the case in a way that is
153 statistically significant. This is the case regardless of whether the research is carried out in a controlled
154 environment or in the actual environment. The TQM methodology places an emphasis on patient
155 satisfaction, the identification of organization-wide problems, the development and promotion of open
156 decision-making among staff members, and the development and promotion of open decision-making
157 among patients. In addition, the methodology places an emphasis on the identification of organization-
158 wide problems. Each employee is responsible for the quality of the work they produce, and it is done
159 so in a way that makes this possible. This approach allows each employee to take on some of the
160 accountability for the total amount of work completed.

161

162 **Conclusion**

163 This study comes to the conclusion that the TQM can be applied to hospital organizations, and
164 that if it is correctly implemented, it has the potential to contribute to an improvement in the quality of
165 hospital care. In addition to that, it ought to provide direction of the implementation of TQM, which
166 addresses errors, boosts quality, and increases patient satisfaction as a result of contrasting the current
167 performance with that of the previous year. This is done in order to ensure that patients receive the best
168 care possible. Because it helps improve the performance of healthcare professionals, TQM is beneficial
169 to the healthcare industry because it leads to higher standards of conduct and more complete dedication
170 to the care of patients. This will, over the course of time, result in an improvement in the overall quality
171 of general hospitals because the quality of hospital programs is dependent on the development of
172 departmental practices toward the establishment of standards. TQM is beneficial to health services
173 because it helps improve the performance of health workers, which results in higher quality behavior
174 and a total commitment to working with patients. TQM is also beneficial because it helps improve the
175 performance of patients. A strategy based on total quality management is utilized in order to achieve
176 this goal successfully. As a result of this, the focus that is placed on subsystems within hospital quality
177 control serves to both introduce and put into practice TQM. One method that can be used to accomplish
178 this objective is the creation of an exhaustive TQM taxonomy. This taxonomy would describe the
179 manner in which TQM practices are integrated into systems that facilitate higher levels of performance,
180 as well as the reasons for doing so.

181

182 **Author Contributions**

183 N. H. collected and analyzed the literature. A. and I. verified the literature findings. All of the
184 authors have jointly completed the discussion of this article.

185

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The Impact of Integrated Quality Management-Based Health Services on General Hospital Quality

Nur Hidayah^{1*}, Arbianingsih², Ilham³

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Introduction

The global trend toward Total Quality Management (TQM) implementation aims to steadily improve the quality of healthcare services to fulfill patients' expectations and maximize the use of available resources to improve care outcomes. Utilizing TQM processes in the healthcare sector can increase patient safety. TQM has emerged as a promising method for boosting the effectiveness and efficiency of health care demand in this respect (1). TQM emphasizes people and processes. Its goals are organizational success and customer satisfaction (2). Increases in health care expenditures, reliance on technology, and the need to meet international standards and licenses are some of the primary difficulties facing current health organizations (3), and meeting the demands of patients, which necessitates hospitals to maintain a high standard of service.

TQM improves hospital performance (4, 5, 6). Several studies have been conducted to investigate the effects that putting TQM principles into practice has on an organization's overall effectiveness and performance. A great number of studies have uncovered significant and favorable associations (7). In boosting hospital quality, the phenomenon of inadequate implementation of comprehensive quality management is a major worry for hospital executives and personnel in general hospitals. Despite having a hospital disaster plan and conducting drills and simulations, it has been discovered that public hospitals are unprepared and vulnerable to man-made catastrophes. All of these factors can affect the hospital's capacity to provide patients with quality and safe care (8).

This research's objective was to examine the role of integrated quality management of health services in enhancing hospital quality. When doing research, the researchers examined the literature as a methodology. In this research, the content analysis method was utilized as the approach to data analysis that was utilized (9). This research may aid healthcare firms in implementing a more efficient TQM approach. It will encourage general hospitals to provide high-quality patient care services.

Integrated Quality Management

TQM includes everyone in the enhancement of processes, goods, services, and culture in order to satisfy consumers and other stakeholders (10). TQM emphasizes customer demands and expectations to enhance product/service/process quality and business performance (2). Increasingly, TQM is becoming recognized as a critical component of more ethical business practices and the long-term growth of human capital. TQM-based governance, especially in terms of improving the quality of the company. Participation is mandatory for all members of the organization. The advancement of business management, production management, marketing management, customer service and

47 management, human resources, and financial resources are all dependent on it. In a TQM system,
48 organizational leaders understand that the organization is a system, help employees grow, set up
49 multiple ways for different levels of the organization to talk to each other, and use the information to
50 make good decisions. Leaders should also encourage employees to take part in making decisions and
51 give employees some control over their jobs. The level of dedication and participation shown by upper
52 management is among the most important factors that can be considered when analyzing the efficiency
53 of TQM procedures. To increase employees' understanding of quality activities in TQM adoption and
54 practices, managers should exhibit more leadership than conventional management behaviors (2, 11,
55 12).

56 TQM's guiding principles are continuous improvement, management commitment to customer
57 happiness, employee empowerment, and customer focus (13). Numerous fresh improvement projects
58 are founded on TQM concepts, despite the belief that TQM is an antiquated notion. For instance, the
59 well-known Six Sigma concept for achieving zero errors is not an alternative to overall quality
60 management but rather a methodology that is included in it. The TQM is to make it possible for an
61 organization to offer goods and services of the highest possible quality. This will allow the organization
62 to be more competitive and perform better (14). In addition to this, research has shown that an increase
63 in quality has a beneficial effect on the overall performance of an organization (15). TQM has the
64 potential to decrease errors and improve patient satisfaction. Specifically, TQM will facilitate the
65 development of a patient-centered, safe and effective system, thereby enhancing patient satisfaction (6,
66 16, 17).

67 With TQM, the goal is to engage and motivate all levels of the organization's workforce to take
68 ownership of the company's success. It is essential that everyone in the organization work together to
69 continuously improve the targeted solution, namely, the quality of care provided to patients in order to
70 meet their needs and expectations (17). TQM is essential for an organization to enhance service quality
71 and resource utilization (1). In international competition, organizations improve their global
72 competitiveness by providing high-quality products and services (18). The first nation to implement
73 the procedure was Japan. However, the application's theoretical concepts were developed in the United
74 States. During the middle of the 1980s, TQM gained popularity. On the other hand, the majority of the
75 ideas that form the basis of the TQM principles were developed in the 1950s and 1970s (6, 19).

77 Hospital Quality

78 The continual advancement of science and technology, along with an unrelenting focus on
79 improving patient care, are the defining characteristics of the processes used to evaluate hospital quality
80 (20). Quality has become increasingly important to businesses like hospitals and other sectors with
81 significant customer bases (6, 21). The patient's expectations before they make a decision can have an
82 impact on the quality of the service they receive, as can the quality that is provided and the quality of
83 the output that is received. When evaluating the quality of care provided to a patient, one must start
84 with the patient's requirements and proceed to evaluate the patient's level of satisfaction. Both the
85 patients' expectations and their actual experiences shape the quality of the service they receive. If the
86 perceived service matches the expected service, the quality will be excellent or positive. When
87 compared to what was anticipated, the actual level of service provided is judged to be superior to the
88 ideal. If the actual quality of the perceived service is lower than what was anticipated, then the overall
89 quality of the perceived service is considered to be negative or poor (22).

90 Positivity among customers is directly related to the level of service they receive, which in turn
91 is determined by their subjective opinions about how well they feel they were treated and how well
92 they feel they received their desired results (23). High-quality care is defined as meeting the needs of
93 patients while also satisfying the requirements of healthcare providers by adhering to the standards and
94 guidelines that have previously been established in the clinical setting (24). Customers are more likely

95 to remain loyal to a company if they experience high levels of satisfaction with the brand and the
96 products or services they receive (25).

97 A concerted effort on the part of health care staff and stakeholders to address system-wide
98 problems is required in order for there to be improvements in the overall quality of hospitals. The first
99 thing that needs to be done is to put together a maintenance crew that is capable of providing high-
100 level problem care, effective leadership, and adaptable change management (26). Several aspects go
101 into determining the quality of the service provided, and they are as follows: i) Delivering on promises,
102 providing accurate service from start to finish, and handling issues with dependability are all examples
103 of excellent customer service; ii) Service that is delivered quickly and appropriately, ready response,
104 and all-around consumer help measure responsiveness; iii) Trust, safety, and friendliness are all
105 guaranteed; iv) Physical form is evaluated using Phys. The result of this is that hospital-based quality
106 indicators, which are frequently linked to the hospital's structure, process, or outcomes, always evaluate
107 the quantitative and/or qualitative care provided. The indicators provide a description of particular
108 facets of healthcare that are utilized for the purposes of monitoring, benchmarking, and prioritizing
109 activities in order to accomplish continuous quality improvement (27, 28).

110

111 **Discussion and Opinion**

112 When determining the quality of a product or service, TQM takes into account both internal and
113 external customer feedback. Therefore, for hospital-affiliated parties to comprehend and value what it
114 means for quality to be present, they must first gain an understanding of both the process and the
115 customer. In TQM, all of a company's management activities are geared toward achieving one primary
116 goal: customer satisfaction. Regardless of the actions taken by management, they will be ineffective if
117 they do not ultimately increase the level of customer satisfaction. When it comes to the increasingly
118 cutthroat competition that exists between the managers of health care services, the pursuit of quality is
119 at the forefront of the conversation. As a consequence of this, the TQM methodology places a high
120 priority on accurately determining the requirements of customers as a component of the process of
121 coming up with a new product or service.

122 With the help of TQM, managers can offer strategic solutions that focus on prevention rather
123 than inspection; thus, it can also be used as a detailed strategy to develop organizational effectiveness
124 that involves everyone involved in the process (6). It is necessary to examine the policymakers or
125 stakeholders who were involved in the structural and functional preparation of the vision and mission
126 structure and function in order to support the evaluation of the implementation of health services based
127 on the existing vision and mission. This will help ensure that the evaluation is accurate. One of the
128 indicators of a good management system is the degree to which the implementation is based on the
129 vision and mission. In most cases, hospitals will adhere to a quality policy, which is also sometimes
130 referred to as a service commitment to patients, in order to work toward the objective of achieving high
131 levels of patient satisfaction. It is anticipated that quality policies in hospitals will include not only the
132 systems that support services to customers/patients but also the systems that implement health and
133 work safety in hospitals and other social systems. This will be the case because quality policies in
134 hospitals will include the systems that support services to customers/patients.

135 A comprehensive system that identifies and verifies all aspects and elements that facilitate
136 implementation in accordance with standards is required to support the quality of a hospital's care as it
137 is provided to patients. This is necessary in order to maintain the high level of care that the hospital
138 provides. Hospitals are required to plan out a work program in a manner that is reflective of the quality
139 goals that the hospital has set for itself. TQM is also seen as an effective and well-integrated way to
140 develop, improve, and keep quality high. This enables all departments to perform at the highest possible
141 level for the lowest possible cost in order to fulfill the requirements of customers (29, 30). TQM
142 practices are needed for successful implementation and improved performance, according to studies
143 (30, 31). TQM is a management approach that is widely regarded as being forward-thinking and

144 innovative among both businesses and other types of organizations. TQM is a system that, when
145 applied to the medical industry, ensures that a quality focus is maintained throughout every step of the
146 healthcare delivery process. This ensures that patients receive the highest possible standard of care at
147 all (32).

148 There is a correlation between patient satisfaction ratings and technical measures of care, which
149 indicates that these metrics can be used to evaluate the quality of care provided by a hospital as a whole
150 (33). If it is implemented, TQM will lead to increased levels of nurse performance at every level (32,
151 34). In addition, both theoretical research and data collected from the real world have demonstrated
152 that implementing TQM in an organizational process invariably leads to improvements in that
153 organization's level of performance. This has been shown to be the case in a way that is statistically
154 significant. This is the case regardless of whether the research is carried out in a controlled environment
155 or in the actual environment. The TQM methodology places an emphasis on patient satisfaction, the
156 identification of organization-wide problems, the development and promotion of open decision-making
157 among staff members, and the development and promotion of open decision-making among patients.
158 In addition, the methodology places an emphasis on the identification of organization-wide problems.
159 Each employee is responsible for the quality of the work they produce, and it is done so in a way that
160 makes this possible. This approach allows each employee to take on some of the accountability for the
161 total amount of work completed.

162

163 **Conclusion**

164 This study comes to the conclusion that the TQM can be applied to hospital organizations, and
165 that if it is correctly implemented, it has the potential to contribute to an improvement in the quality of
166 hospital care. In addition to that, it ought to provide direction for the implementation of TQM, which
167 addresses errors, boosts quality, and increases patient satisfaction as a result of contrasting the current
168 performance with that of the previous year. This is done in order to ensure that patients receive the best
169 care possible. Because it helps improve the performance of healthcare professionals, TQM is beneficial
170 to the healthcare industry because it leads to higher standards of conduct and more complete dedication
171 to the care of patients. This will, over the course of time, result in an improvement in the overall quality
172 of general hospitals because the quality of hospital programs is dependent on the development of
173 departmental practices toward the establishment of standards. TQM is beneficial to health services
174 because it helps improve the performance of health workers, which results in higher quality behavior
175 and a total commitment to working with patients. TQM is also beneficial because it helps improve the
176 performance of patients. A strategy based on total quality management is utilized in order to achieve
177 this goal successfully. As a result of this, the focus that is placed on subsystems within hospital quality
178 control serves to both introduce and put into practice TQM. One method that can be used to accomplish
179 this objective is the creation of an exhaustive TQM taxonomy. This taxonomy would describe the
180 manner in which TQM practices are integrated into systems that facilitate higher levels of performance,
181 as well as the reasons for doing so.

182

183 **Author Contributions**

184 N. H. collected and analyzed the literature. A. and I. verified the literature findings. All of the
185 authors jointly completed the discussion of this research.

186

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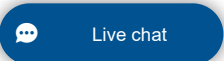
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The Impact of Integrated Quality Management-Based Health Services on General Hospital Quality

Nur Hidayah* , Arbianingsih Arbianingsih and Ilham Ilham

Opinion, Front. Public Health - Public Health Policy

Received on: 04 Aug 2022, Edited by: Hongping Yuan

Manuscript ID: 1011396

Keywords: Total Quality Management, Hospital, Health Services, Patient care services, Public Health



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Independent review report submitted: 27 Aug 2022

Initial recommendation to the Editor: The manuscript can be accepted

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- 1) Please modify the writing of the reference so that it is in line with the citation. Since citations are numbered, references should likewise be numbered in order to maintain consistency.
- 2) The proper scholarly backing for this opinion, beginning with the introduction and extending all the way through the conclusion, is the source of its power.
- 3) This viewpoint is extremely significant for providing support for the enhancement of the quality of healthcare provided by public hospitals, which is the expectation of a great number of individuals.

Q 2 Check List

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- a. Is the quality of the figures and tables satisfactory? - Yes
- b. Does the reference list cover the relevant literature adequately and in an unbiased manner? - Yes
- c. Does this manuscript refer only to published data? (unpublished or original data is not allowed for this article type) - Yes
- d. Is the opinion supported by evidence? - Yes

QUALITY ASSESSMENT

Q 3 Rigor	5/5
Q 4 Quality of the writing	5/5
Q 5 Overall quality of the content	5/5
Q 6 Interest to a general audience	5/5

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Final validation date: 31 Aug 2022

Revision request

Editorial Office: Frontiers in Public Health Editorial Office | 29 Aug 2022 | 09:37 #1

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