PERFORMANCE EVALUATION OF SALMAN FARSI HOSPITAL OF BUSHEHR BASED ON EFQM ORGANIZATIONAL EXCELLENCE MODEL

FAKHRIEH HAMIDIANPOUR*, MAJID ESMAEILPOUR**, AIYEH DORGOEE***

*Assistant prof. Business Management, Persian Gulf University, Bushehr, Iran.
** (Corresponding Author) Assistant prof. Marketing Management, Persian Gulf University, Bushehr, Iran.
***M.A. Candidate of Business Management, Persian Gulf University, Bushehr, Iran.

ABSTRACT

The health care system has a dynamic environment and attending to the factors related to quality, plays the key role in its success. Due to it, health care is receiving much attention around the world. To survive in such conditions, performance evaluation can have an effective role in satisfying proper quality for services. The purpose of this research is to evaluate the performance of Salman Farsi Hospital of Bushehr Based on «EFQM» Organizational Excellence Model. The present research is practical regarding to purpose, and regarding the data collection, it is a descriptive – analytic research, which cross-sectional was conducted in year 2013. The statistic universe of this research consists of directors, managers, matrons, supervisors and units of Salman Farsi Hospital of Bushehr. The data collection tool is the adjusted questionnaire of EFQM organizational excellence model, which consists of 50 questions in nine principal criteria of this model. In order for validity assay, used nominal conceptual validity, which is confirmed by the experts? The reliability of data collection tools is Cronbach's alpha and the coefficient of Cronbach's alpha for the whole questionnaire was 0.98%. The results revealed that Salman Farsi hospital has acquired 362.61 scores out of 500 in enablers criteria. Also the results criteria it has gained 269.59 scores out of 500. The research results indicate that hospital is in an ideal situation regarding the enablers criteria but it’s in an average situation regarding the result criteria, which needs more attention of managers in this area.

KEYWORDS: assessment Performance, Organizational Excellence Model, European foundation of quality management (EFQM), Salman Farsi Hospital of Bushehr
1. INTRODUCTION

Today considering the speed and value of information and challenges for organizations about criteria for specifying situation and planning based on strong and weak points is necessary more than ever. Having intensive competitive atmosphere among organizations and endless effort of them to improve the quality of services and products and satisfying expectations and needs of customers caused organizations to look for a comprehensive, trustable and flexible method for evaluating this performance to acquire precise and comprehensive information about position, situation and their performance in the society and based on strengths and weaknesses of the past prevent occurrence of more errors in the future and by the way they guarantee their life (Pakdelbonab & Talebi, 2011). Every organization needs to be evaluated to be aware of understanding information about the rate of appropriate and purity of activities specially in complex and dynamic information in complex and dynamic motivation needs the system of evaluation. On the other hand lack of evaluating system and controlling a system causes lack of establishing relationship between inside and outside organizational environment that finally result in olderness and death of organization (Sadeghi & Hejazi, 2012). Importance of organizations that offer health and treatment services and their role in improving health in the society is clear to people (Qamary, et al, 2010). Hygiene and health not only are the most important growing servicing industry in developed and developing countries, but also influences on individuals welfare. For this reason health care over the world is considered to a great extend (Lee, 2012). Preservation and supplying people’s health are considered developmental priorities in every country and workers in health section try to use their resources to offer the best and qualitative cares and health and treatment services to the society. To be sure of offering such services, evaluating performance is needed (Imani-Nasab & et al, 2012). System of health care and treatment benefits a dynamic environment and paying attention to factors related to quality play important role in its achievement (Manjunath & et al, 2007). Also quality of services and healt care are main priorities of health organization and these organizations continously are used to improve quality of services and increasing business performance. The most important purpose health care organizations is access to the highest quality based on accessible resources (Moreno-Rodríguez & et al, 2013). In recent years significance of quality of health care services caused managers halth care services and treatment pay more attention to promoting the level of health care and treatment quality. Today most of the countries regardless of their wealth have a great concern about health, treatment and quality of offering health care, affective treatment, and effectiveness cost by accessible resources. Therefore, the entire managers that offer health care and treatment need methods to evaluate these services (Moeller & Sonntag, 2001). In developed countries hospitals pay about 40% of costs in health and treatment section, while in developing countries it is 80% (Vali Ghazvini & et al, 2013). Therefore, quality of evaluation and applying results can be very important. Lack of evaluation not only result in increasing treatment costs, but negligence in offering primary health care endangers the health in the society. Now that supplying them in addition to supplying assurance health will result in total efficacy from treatment institutions with appropriate costs Younesi (far, et al, 2013). In the world in which technological, socio-cultural and economical changes have increasing speed, the health organizations should adopt the policies of appropriate organizational improvements to be able to do their responsibilities to preserve stable and continuous development. The first step for reaching at this purpose is self evaluation of positive points, potentials and weaknesses of organization based on mission and values of organization. Self-evaluation is a dynamic and
systematic process that continuously can provide insights for areas that need improvement and processes and required activities for improvement (Dehnavieh, et al, 2012). Methods that are used for self-evaluation should have a comprehensive and systematic look to the entire inputs, processes and outputs of organization. For this reason, providing methods for evaluating performance of organizations were interested. Among different methods of evaluating performance the privileged models of business benefit very special situation (Torabi Pour & Rekab Eslamizadeh, 2011). Salman Farsi Hospital of Booshehr as a greatest and most important offerer of health care and treatment in the province should evaluate their performance. Therefor this study evaluates performance of hospital using the model of EFQM organizational excellence.

2. LITERATURE REVIEW

Self-assessment is a disciplined, systematic, and comprehensive process for comparing activities and organizational processes and result is based on the criteria of the models of organizational excellence. Self-assessment provides a possibility for organization to be able to act in the way of excellence in comparison with models of organizational excellence to introduce their condition based on the results than improving the situation of organization (Dehnavieh & et al, 2006). Different models are introduced for evaluating organizations performance that each of them have their specific features. Of these models what is more emphasized by scientists and management thinkers based on the importance of manipulating dominant quality management organizational excellence model is considered as an extensive solution of increasing organization’s efficacy. Efficacy of these models caused developing them in health and treatment section. Still different types of models organizational excellence are introduced and applied that entirely are based on elements and values of extensive quality management that formed and have a similar orientation. Among these models Daming model, Molcoum balderij performance excellence model, and European performance excellence models are the most important and well-known models of organizational excellence and have the highest application in evaluating organizations performance (Sadeghi & Hejazi, 2012). Today most of the countries in the world emphasis on these models receive rewards at the national and regional level (Torabi Pour & Rekab Eslamizadeh, 2011). Amongexcellence models European Foundation of Quality Management is very suitable to be used in the country hospitals based on advantages like native conditions of country, domestic successful experiences in the relam of hospitals, intention to manipulate the model, political conditions, application possibilities and possibility of using experiences in other sections. In Iran from 2003 the national award of productivity and organizational excellence is defined based on the model of European Foundation of Quality Management and now a section called health and hygiene is added. A number of health and treatment centers such as nursery and midwifing college of medical sciences of former Iran, hospitals Shahid hashemi Nejad, Imam Hossain and Ayatollah Taleghani took part to get appreciation letter. Successful experience of manipulating European Foundation of Quality Management in the hospitals of country represents high abilities of this model in creating organizational excellence and improving quality of services in the Iranian hospital centers (Imani-Nasab & et al , 2012).
2.1. History and concept of EFQM

Analyzing organizational excellence model of EFQM showed that using appropriate management tools with organizational needs changed to a strategic issue for organizations in the current competitive environment. Therefore organizations select and use the best management tools among them and it is possible to improve their performance to result in customer satisfaction and share of market. Therefore introduction and using the best management tools based on the needs of organization and access to the effective results in organization are very important (Yousefie & et al, 2011). Framework of the model of organizational excellence of EFQM can be used for developing integration management system. This system of assessment should help managers in decision making that its final aim is improving performance in a competitive environment (Jose´ Tari & F. Molina-Azori´n, 2010). EFQM was established by managers of 14 great companies in European countries in 1998 to invoke and help organizations to cooperate in activities in order to improve activities that resulted in priority in customer satisfaction and staff, society and results of business and supporting managers of organizations in facilitating the process of providing comprehensive quality management that is a determining factor to access the global competitive advantage. Until 1995 approximately 60 percent of European organizations used the model of EFQM organizational excellence to assess the performance of their organization. In 2003 a new version of this model offered that in comparison to the previous version considerable modifications applied to them. EFQM is one of the models that assess performance of one organization using the process of self-assessment through measuring some concepts that are more qualitative (Leonard & McAdam, 2002).

Consequently complete perception and correct usage of this model on one organization depends on comprehensive introduction of the model and different strategies of self-assessment (Vernero & et al, 2007).

EFQM organizational excellence model from nine criteria is composed of five enabling criteria that are (leadership, policy and strategy, people, partnership and resources, processes) and four result criteria that are (customer results, people results, society results, key performance result). Criteria for this model deals with evaluation organization progress to reach at the excellence (Bou-Llusar & et al, 2009). Performance assessment criteria in the model of EFQM organizational excellence has 1000 scores (500 scores in the section of enablers and 500 score in the section of results and organization that get more score will have better performance.

A: Enablers

1. Leadership: excellent leaders establish ideals and missions and access to them and also use necessary systems for stabilizing achievement of organization to apply them using action and appropriate behavior (Jamali Paghaleh, 2011).
2. Policy and strategy: excellent organizations do their mission and landscape through creating the strategy of emphasizing on interests of beneficiaries and considering business run the section that they are acting in (Parham & et al, 2013).
3. People: excellent organizations use ability of workers in the personal and in team level and benefit from them. These organizations communicate with their workers and support them so that it result in their promotion and responsibility. Therefore, organization can use their knowledge and skills.
4. Partnership and resources: excellent organizations, non-organizational partnerships, suppliers manage and program their domestic resources to support strategies and policies, affective application of processes. When organizations program and manage their resources and partners, then they consider equilibrium between society and bio-environment.

5. Processes: the model of organizational excellence follows process based management approach. These processes should emphasis on domestic and foreign customers satisfaction considering expectations and their needs, processes cause increasing the value of customers and other beneficiaries.

B: results

1. Customer results: excellent organizations extensively measure important results related to their customers to assess them.
2. People results: excellent organizations extensively measure important results of their people to assess them.
3. Society results: excellent organizations extensively measure results related to society and assess to them.

2.2. EFQM organizational excellence model and self-assessment

EFQM organizational excellence model is a non prescriptive framework for quality management that are used without consideration of section, size, structure or maturity (nabitz & et al,2000). EFQM organizational excellence model in the section of healthcare are used as a framework for improvement, supervision, evaluation and innovation. This model is based on this assumption that excellent results of performance, customers, workers and society are achieved by leadership, policy and strategy that are received by people, partners and processes (Moreno-Rodríguez & et al, 2013).

There is a dynamic relationship between enablers and results so that superiority in enablers in the results will be observable (SÁNCHEZ & et al, 2006). Self-assessment is a process that using them it is possible to recognize the level of organizational excellence, therefor it is an important tool for continuous improvement.

Now the model of EFQM organizational excellence extensively is used in European health and treatment organizations to evaluate quality. Hospitals used this model for simple services, chronic cares, rehabilitation clinics, the center for primary care and professional services from this model (nabitz & et al, 2000). Based on importance of evaluating quality and improving services in Hygiene and Health section in Iran using this model is increasing. While a number of hospitals used EFQM model voluntarily, based on advertising by health ministry about comprehensive quality management this process is increased. For this reason by primary attempts using EFQM organizational excellence in health and treatment organizations Iran is in primary stages and developing it needs more attention to policy makers, application managers and university researchers (Dehnavieh & et al, 2012).
The model of organizational excellence in the section of health and treatment by recognizing the current situation of organization and specifying the strong and weak points causes reinforcing strengths, removing deficiencies and improving position of organization and they are guides for decision making and managerial policy making. Dehnavieh et al (2012) in their study entitled as “EFQM-based Self-assessment of Quality Management in Hospitals Affiliated to Kerman University of Medical Sciences” showed that criteria of processes and results of customers is more than 60 percent and other criteria were scored from 50 to 60 percent. While processes have the highest score about 62.9% and key performance results get the lowest score that is about 52.1.

Wakani et al (2010) in a study entitled as “evaluating the qualitative level in dentistry hospital using EFQM model in Krachi city that learning continuous, innovative and improvement, developing cooperations and social responsibility in this hospital is satisfactory. Verner et al (2007) in a study entitled as “A two-level EFQM self-assessment in an Italian hospital” showed that leading, policy and strategy, partnership and resources were evaluated at a higher level, while criteria of people result, society result and customers result were evaluated at a lower level.

Islami zadeh et al (2011) in their study entitled as “Self-Assessment Based on EFQM Excellence Model in Ahvaz Selected Hospitals” found that the sum of final score of self-evaluation based on excellence model for Imam Khoumaini Hospital is 651.73 and for Naft province of Ahvaz it is 615.14. Parham et al (2013) in a study entitled as "Performance Evaluation of Qom Shahid Beheshti Hospital based on EFQM” found that scores are based on ninefold EFQM model. Leadership 48.4%, Policy and strategy 44.9%, people 48.6%, resources and partnerships 49.5%, processesn46.4%, customer result 42.1%, people result 38.6% society results 44%, keyperformance result was 42.4%.

Also similar studies like study of Valjo et al (2007) entitled as “Improving quality at the hospital psychiatric ward level through the use of the EFQM model” was done in Madrid Spain hospital and having score 209 in 2003 and score of 311 in 2005 based on ninefold criteria of EFQM organizational excellence (VALLEJO, et al., 2007), sanchez et al (2006) entitled as “A descriptive study of the implementation of the EFQM excellence model and underlying tools in the Basque HealthService” in the case of evaluation of health and treatment centers (SÁNCHEZ & et al, 2006). Below there are a number of domestic and foreign studies that are represented in the following table.
### Table 1: Literature review using organizational excellence model.

<table>
<thead>
<tr>
<th>Title of study</th>
<th>Writer</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluating treatment process using EFQM organizational excellence model in one institutions of treating addiction in India</td>
<td>Nabitez et al (2006)</td>
<td>The center at the end of self-assessment acquire 500 score that highest score is by European health and treatment organization.</td>
</tr>
<tr>
<td>EFQM organizational excellence model: experience of Germany in using EFQM approach in health centers</td>
<td>Mooler et al (2001)</td>
<td>By self-assessment in 17 developed hospitals in Germany they concluded that : 9 hospitals were from 201 to 300, 5 hospitals from 301 to 400, and 2 hospital get lower than 200 score and only 1 hospital get higher than 400 score.</td>
</tr>
<tr>
<td>Performance evaluation of Bojnord city education based on EFQM organization excellence pattern</td>
<td>Sadeghi et al (2012)</td>
<td>In the studied hospitals the criteria of enablers with 360 score from 500 score allocated 71.2% score to itself.</td>
</tr>
<tr>
<td>Evaluating performance of Qazvin Shahid Rajaee university based on EFQM organizational excellence.</td>
<td>Vali ghazvini et al (2012)</td>
<td>Result showed that performance of Ghazvin Shahid Rajaee hospital in comparison with criteria of organizational excellence pattern performance with sum of 1000 score was 36.82% suitable score and approximately is distanced 63.16% from appropriate condition.</td>
</tr>
</tbody>
</table>

### 3. METHODOLOGY

This study is an applied research and respecting data collection is an analytical and descriptive research that was done cross-sectionally in the first half of year 2013. Population of this study is 40 individuals of managers of Salman Farsi Hospital in Booshehr that contains bosses, managers,
metrons, and authorities of different sections. In this study for limitation of population, there was no sampling and the entire members of population were analyzed using consensus. Tools of data collection are standard questionnaire of EFQM organizational excellence pattern that used the ideas of experts and researchers of domestic studies that based on excellence models in the realm of health and doing necessary modifications by researcher it is adjusted and contains 50 main question about nine criteria of leadership (5 question), strategy and policy (6 questions), partnership and resources (7 questions), processes (5 questions), customer result (5 questions), people result (5 question), society result (6 questions), and key performance result (5 questions). Leadership criteria 100 score to 500 score, policy and strategy 80 to 500 score, people 90 to 500 score, partnership and resources 90 to 500 score and processes have 140 score from 500 score in the section of enablers. In the result section also criterion of customer result is 200 score from 500 score, result of workers are 90 score from 500 score, society result 60 score from 500 score and key performance results are 150 score from 500 score. 40 questionnaires were distributed between sections authorities and units and after completing 32 questionnaires we analyzed them. In this study to measure reliability the formal content reliability was used that in this state quality and quantity of questions were analyzed in the experts view. Stability is the means of Alfa Cronbach data collection that Alfa chronbach coefficient of questionnaire was calculated and 0.98% was the result. To analyze data descriptive statistics in SPSS 20 was used.

4. FINDINGS

Of the studied individuals in this study 0.47 individuals were male and 0.53 individuals were female. 0.3% were AA, 0.75% were BA, 0.16% were MA, and 0.6 individuals were PH.H and higher. Most of the understudied individuals (0.68%) were from 30 to 40 years old. Also working experience of studied individuals was lower than 5 year, 0.25 individuals were from 5 to 10 years, and 0.65% were from 10 to 20 years. Of these studied individuals 0.16% were single and 0.84 percent were married. Also of the sum of studied individuals in this research 0.84% were formal employee and 0.6 % were conditional and 0.10 % were contract.

Findings of performance self-assessment in Salman Farsi Hospital of Booshehr based on the pattern of EFQM organizational excellence in each of the criteria of this model are indicated in the form of table 2:
Table 2: Average score of self-assessment Salman Farsi Hospital of Booshehr in ninefold dimensions of organizational excellence model.

<table>
<thead>
<tr>
<th>Dimensions of EFQM</th>
<th>Criteria</th>
<th>Criteria score</th>
<th>Acquired score</th>
<th>Distance to appropriate level</th>
<th>Percentage of acquired score</th>
<th>Distance percentage to appropriate level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enablers</td>
<td>Leadership</td>
<td>100</td>
<td>74.06</td>
<td>25.94</td>
<td>74.06</td>
<td>25.94</td>
</tr>
<tr>
<td></td>
<td>Policies and strategies</td>
<td>80</td>
<td>72.39</td>
<td>7.61</td>
<td>90.48</td>
<td>0.09</td>
</tr>
<tr>
<td></td>
<td>Workers</td>
<td>90</td>
<td>73.82</td>
<td>16.18</td>
<td>82.02</td>
<td>0.18</td>
</tr>
<tr>
<td></td>
<td>Partnership and resources</td>
<td>90</td>
<td>70.31</td>
<td>19.69</td>
<td>78.12</td>
<td>21.87</td>
</tr>
<tr>
<td></td>
<td>Processes</td>
<td>140</td>
<td>72.03</td>
<td>67.97</td>
<td>51.45</td>
<td>48.55</td>
</tr>
<tr>
<td></td>
<td>Score sum</td>
<td>500</td>
<td>362.61</td>
<td>137.39</td>
<td>72.52</td>
<td>27.47</td>
</tr>
<tr>
<td>Results</td>
<td>Customer result</td>
<td>200</td>
<td>98.89</td>
<td>101.11</td>
<td>49.44</td>
<td>50.55</td>
</tr>
<tr>
<td></td>
<td>People result</td>
<td>90</td>
<td>64.68</td>
<td>25.32</td>
<td>71.86</td>
<td>28.13</td>
</tr>
<tr>
<td></td>
<td>Society result</td>
<td>60</td>
<td>40/4</td>
<td>19.6</td>
<td>67.33</td>
<td>32.66</td>
</tr>
<tr>
<td></td>
<td>performance result</td>
<td>150</td>
<td>65.62</td>
<td>84.38</td>
<td>43.74</td>
<td>56.25</td>
</tr>
<tr>
<td></td>
<td>Score sum</td>
<td>500</td>
<td>269.59</td>
<td>230.41</td>
<td>53.91</td>
<td>46.08</td>
</tr>
</tbody>
</table>

The average score in the criteria of EFQM organizational excellence in two realm of enablers and results were calculated as follow: leadership criteria by acquiring 74.06 score from 100 scores, distanced from appropriate situation as much as 35.94%. Policy and strategy criteria by acquiring 72.39 score acquired 90.48 appropriate score is acquired that distanced from appropriate position as much as 0.09%. Staff criteria with 73.82 score from 90 score distanced from appropriate score by 0.18%. Criteria partnership and resources from 90 possible score, 70.31 score is acquired that distanced from appropriate situation by 21.87%. Processes criteria with 72.03 score from 140 possible score has 51.45 appropriate score and 48.55% distanced from appropriate score.

Totally the sum of enablers by acquiring 362.61 score from 500 possible score, 72.52% from the entire score with appropriate score of 27.47% distance. In the realm of results criteria of customer results from 200 possible score was 98.89 score that distances from the appropriate condition of 50.55%. Criteria of staff results acquire 64.68 score that acquired 71.86 appropriate score that distanced from appropriate condition by 32.66 percent. Key performance results from 150 possible score acquired 65.62 appropriate score that distanced from appropriate condition by
Finally, the criteria of results acquired 269.59 score from 500 possible score and were distanced from the appropriate score of 46.08. The most score is devoted to the criteria of policy and strategy, and the lowest score is related to the key result performance. In the following table, criteria of the model of organizational excellence based on the most and least score in Salman Farsi Hospital in two realms of enablers and results are documented in Table 3.

Table 3: Grading criteria of organizational excellence model in Salman Farsi Hospital

<table>
<thead>
<tr>
<th>Dimensions of EFQM</th>
<th>Criteria</th>
<th>Criterion score based on the model</th>
<th>Hospital acquired score</th>
<th>Grading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enablers</td>
<td>Leadership</td>
<td>100</td>
<td>74.06</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Policies and strategies</td>
<td>80</td>
<td>72.39</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Workers</td>
<td>90</td>
<td>73.82</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Partnership and resources</td>
<td>90</td>
<td>70.31</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Processes</td>
<td>140</td>
<td>72.03</td>
<td>7</td>
</tr>
<tr>
<td>Results</td>
<td>Customer result</td>
<td>200</td>
<td>98.89</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>People result</td>
<td>90</td>
<td>64.68</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Society result</td>
<td>60</td>
<td>40.4</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>performance result</td>
<td>150</td>
<td>65.62</td>
<td>9</td>
</tr>
</tbody>
</table>

5. CONCLUSION AND SUGGESTIONS

Model of organizational excellence is one of the most completed approaches of performance evaluation that in addition to high management commitment than reaching at its goals needs motivated and creative staff. As it is clear reaching at excellence in short time is not possible and organization should have a long term program for reaching at excellence (Go´mez Go´mez & et al, 2011). Of the most functions of organizational excellence model is analyzing current condition of organization and specifying current situation of organization and specifying areas that should be reinforced and trying to obviate them and to promote the positive points to improve the quality level performance in organization. Based on the result of research from criteria of organizational excellence model, criteria of policy and strategy has highest score and lowest criteria acquired the lowest key performance results. Based on data analysis and scores about leadership criteria by acquiring 74.06% of the entire score we conclude that management...
of Salman Farsi Hospital in Booshehr established the mission, view and commission and purposes and organizational values are reinforced appropriately. Results of this study is in line with findings of Sajadi et al (2008) in evaluating the performance of hospitals and educational and treatment centers of the university of medical sciences and health services of Isfahan province that are not in line with findings of Nabitiz et al (2006) (NABITZ & et al, 2006) in evaluating Netherland Hospital.

Criteria of policy and strategy acquired 72.39% score that 0.09 percent it is distanced from appropriate level and shows the fact that strategies and policies of this hospital is precisely established and provides and there is a specific framework to introduce and appoint organizational processes to reach at this strategy and policies. These findings are close to the result of studies by result of studies by Dehnavieh et al (2010) about situation of enablers in social security hospitals of Tehran. Also this result is not completely in line with the result of studies by Valjo et al (2008). The hospital, however, has a quality policy.

In relation to the staff criteria results shows 18% distance from appropriate condition that we can say that this hospital is in an appropriate position in accessing to organizational goals. This result is not in line with the findings of Valjo et al (2007), Sanchez at al (2006) and it is in line with the result of studies by the results of studies in the Shahid Hashemi Nejad hospital in Tehran. Increasing people’s motivation is of the main factors in higher efficiency and customer satisfaction. Based on acquired scores by criteria of partnership and resources that is 70, 31 and distance of 21.78% we conclude that Hospital of Salman Farsi in Booshehr is in an appropriate condition respecting internal and external resources. These findings are not in line with the result of studies by Vali Ghazvini (2012) about self-assessment of Shahid Rajaee of Gazvin Hospital and they are in line with the studies of Vernero et al (2007) in assessment of Yoodin hospital in Italy.

In the case of processes criteria by acquiring 72.03 from the entire score we infer that key and strategic processes are used to introduce customer needs and other beneficiaries appropriately that are designed in a suitable condition. These findings are in line with the result of studies by Nabitiz et al (2006) in evaluating Netherland hospital and Sajadi et al (2008) in evaluating hospitals performance and educational centers in Isfahan Medical sciences university and they are not in line with studies of Imani Nasab et al (2012) in evaluating the Emergency section of Governmental Hospitals in Khoram Abad and it has little agreement with the result of studies by Valjo et al (2007) and Sanchez et al (2006). Criteria of customer result with 49.44% from the entire score shows that respecting customers and related interviews with customers and getting feedback from them in this hospital is in a relatively appropriate condition. This study is in line with the findings of Sajadi et al (2008) and Vernero et al (2007) and it is not in line with the findings of Sanchez et al (2006). In the case of criterion people results based on the score 64,68% of the entire score this result is in line with findings of Sanchez et al (2006) and Nabitiz et al (2006) and has little agreement with the result of studies by Valjo et al (2007).

In the case of criterion of society results this hospital acquired 40.4 score from 60 score and is in a suitable condition that these findings have little agreement with findings of studies by Sajadi et al (2008) in evaluating treatment and educational centers of performance in Isfahan. In the case of criterion for key performance results and as there is a 56.25% distance from appropriate
conditions it is necessary to pay attention to positive and weak points in improvable points in organization.

These findings or research were done by Sadeghi et al (2012) in evaluating Bojnoord hospital performance evaluation and also it has lower agreement with the result of studies by Torabi pour et al (2011) in self-assessment of Ahvaz hospitals that has lower accordance with findings of Sajadi et al (2008) and Sanchez et al (2006). Totally Salman Farsi Hospital of Booshehr acquiring 362.61 score from 500 score that is equal to 72.52 score in the realm of enablers it is in an appropriate condition. Also this hospital aquired 269.59 score from 500 scores, 53.91% of the entire scores are acquired and respecting the result of criteria are in an appropriate condition. One of the main features of this study is evaluating the performance of Salman Farsi hospital in Booshehr to introduce and promote the positive points for decision makings and appropriate management policies and areas need modification.

Based on the acquired scores by this hospital in enablers section it seems that the hospital is in a suitable condition, though aquired score in the section of results is in an appropriate condition, but attempts to makes these results better is one of the main results of this study. To reinforce the performance of Salman Farsi Hospital following suggestions are offered by the results of this study:

- in the case of concepts of the model of organizational excellence and their accordance with current educational programs are offered.
- Educational programs are used to increase the level of information, attitude, and performance of senior managers of Hospital with concepts of the model of organizational excellence in precise scoring to criterias of this model in the hospital.
- Results of performance self-assessment with the model of organizational excellence in different methods like questionnaire, preforma and workshop and …in the environment of hospitals are compared.
- This study was dome in different types of hospitals in Boosheher province and their result can be compared with each other.

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