## **Chelonian Conservation And Biology**





Vol. 17No.2 (2022) | <a href="https://www.acgpublishing.com/">https://www.acgpublishing.com/</a> | ISSN - 1071-8443 DOI:doi.org/10.18011/2022.04(1) 904-917

# COMPREHENSIVE REVIEW OF EMS QUALITY IMPROVEMENT PROGRAMS: EVALUATING METRICS, BENCHMARKING PRACTICES, AND CONTINUOUS IMPROVEMENT STRATEGIES

#### Abdulrahman Hamad Almurdif

<u>ahalmurdif@moh.gov.sa</u> Ministry of Health, Saudi Arabia

## TalalAbdulhadiG Almalki

<u>Taabalmalki@moh.gov.sa</u> Ministry of Health, Saudi Arabia

## Saud Mohammed Majrashi

Saudmm@moh.gov.sa Ministry of Health, Saudi Arabia

#### Khalid MuaddiFadhelAlshehri

Khmualshehri@moh.gov.sa Ministry of Health, Saudi Arabia

## Fahad JaziIbnrubayq

<u>Frubayq@moh.gov.sa</u> Ministry of Health, Saudi Arabia

#### Fahad Faleh Eid Alshammari

<u>falshammari110@moh.gov.sa</u> Ministry of Health, Saudi Arabia

#### Muhannad Safar Almalki

<u>Muhanadsa@moh.gov.sa</u> Ministry of Health, Saudi Arabia

#### Aziz Obaid Alanazi

<u>azizoa@moh.gov.sa</u> Ministry of Health, Saudi Arabia

## Abstract

This article demonstrates a detailed assessment of how the QI programs function in taking care of medical emergencies, which is called EMS. It rates a variety of indices; the best cases of



an Conservation and BiologyarelicensedunderaCreativeCommonsAttribution-

lLicenseBasedonaworkathttps://www.acgpublishing.com/

practice, in addition to continuous progress evaluation, are among these. The study aims to present the current QI initiative design as used in the EMS system and offer recommendations to improve the outcomes of future initiatives. The review is done through an analysis of the current literature on the topic, relevant methodologies of improvement programs, visualization findings, and a discussion about the identified metrics, and it ends with a note of recommendations for future improvements.

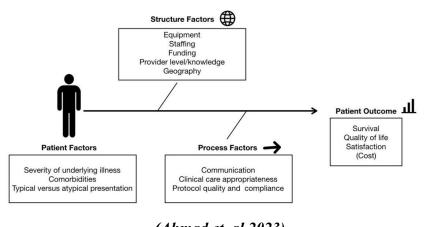
**Keywords:** Emergency Medical Services, Quality Improvement, Benchmarking, Continuous Improvement, Metrics, Evaluation

## Introduction

It can be said that Emergency Medical Services (EMS) is a lifeline for swift and adequate treatment in the midst of emergency circumstances, being the first responders to indeed emergencies. The Quality Improvement (QI) program in the EMS system is an inherent tool that ensures a high standard of service and smooth operations, which in turn results in quality patient outcomes. In this paper, there will be a critical inspection of the most important parts of emergency medical service quality improvement programs, such as metrics used for evaluation, best practices in benchmarks, and organizations that work on quality improvement.

The core of the EMSand QI programs is the rigorous analysis of the operating metrics that, on the one hand, prove to be the axle of the service efficiency assessment on the other. The metrics, which better span response times to patient outcomes, come along as proof of the effectiveness of EMS interventions. Response time metrics, for example, are associated with the EMS response time, one of the few independent determinants of patient survival rates and prognosis. Likewise, patient outcome metrics such as per cent survival and morbidity measures (especially in intensive care units) are also very important feedback on the effectiveness of the EMS personnel in treatment. Hence, there may be a need to focus on improving the key indicators that can be discovered through the intensive assessment of these metrics by the EMS agencies. Therefore, they can introduce tailored interventions that will make it possible to achieve the targeted improvements in service delivery.

Figure 1: Key Metrics Driving Efficiency and Effectiveness in EMS Operations and Quality Improvement Programs



(Ahmad et. al 2023).

Benchmarking assists EMS and QI activities in comparing the set metrics with standard or best practices to enable organizations to gauge their performance regardless of the level. Whether through response times compared against national standards or benchmarking the healing outcomes against peer agencies, benchmarking activities make EMS agencies aware of what the standards are for performance. In this regard, benchmarking offers a facility for tracking down what needs improvement and the adoption of successful agency management practices. By benchmarking, emergency medical service agencies can benefit from the wisdom gathered by analogous superior units on their best practices, which can contribute to the enhancement of their own operation efficiency and service quality.

In addition, plans for continuous improvement form the foundation of the EMS and QI programs that are designed to produce a culture of innovation, competency, and capabilities within the EMS agencies. These strategies thrive with multiple products in the framework, such as those for training and education, standard improvement, incorporation of technology, and, last but not least, stakeholders' cooperation. Through the continuous analysis and adjustment of protocols subsequent to the diligent monitoring of novel research findings and technological developments, EMS service providers can guarantee the delivery of cutting-edge care in a timely manner. Moreover, engaging stakeholders, including EMS personnel, patients, and community members, in QI initiatives can promote adaptability; agencies can aim their efforts at the demands and requirements of their constituents, therefore achieving a higher level of satisfaction and trust.

#### Literature Review

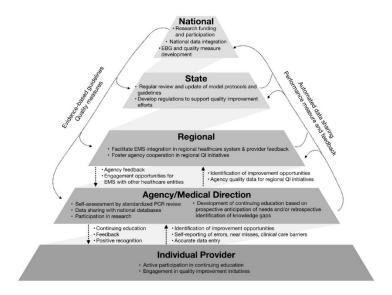
QI development in EMS encompasses metric identification, which is benchmarked equitably among providers, and improvement is seen over time. This review intends to summarize the main conclusions from previous research and experiments so as to reveal if EMS QI programs have been efficient in this process and to see the areas in which further improvement is still needed.

Metrics utilized for assessment become the actual basis for appraising EMS and QI operations proficiency and effectiveness. As many have mentioned, response time, the most common metric, is defined as the interval that starts with the receiving of an emergency call and ends at the arrival of EMS staff at the scene. Several studies stick out as the ones that emphasize the unimportance of fast reaction time in the case of coronary artery disease, trauma, or other time-dependent situations that could detrimentally influence the patient's health. Also, the research projects that this is one of the most effective approaches in which response times can be minimized and which can result in a high reduction in mortality rates and overall patient satisfaction.

The quality of treatment that patients experience in emergency medical services is yet another aspect that monitors QI programs in prehospital care in order to evaluate the efficiency of the services. The ultimate outcomes are in the form of varied parameters, including mortality and emotional and physical well-being after the treatment. Numerous studies have reported positive effects of EMS actions on patient outcomes, and the need to deliver as fast and precise medical care as possible is undeniable, improving survival rates and reducing long-term disability conditions. Related to this, patient outcome metrics furnish helpful feedback on the service quality provided by EMS workers and reveal the areas for development, thus allowing agencies to develop measures needed for improvements.

Adherence to protocols denotes a key aspect of the EMS andQI programs: the fact that they aim at enhancing the uniformity and predictability of providing care. This is the set of guidelines that have to be practiced according to a particular net of medical conditions and accidents, helping EMS in the decision-making process and providing the treating procedures. According to researchers, an improved effect on patients' lives and a decrease in variations in treatment can be achieved by punctual adherence to protocols. On the other hand, one of the challenges is always observing the protocols, which can be affected by factors such as knowledge provided by the provider, the availability of resources, and situations. Seemingly, addressing the observation programs and performance evaluations on protocol adherence will be an ongoing effort to assure service quality and the best possible patient care.

Figure 2: Importance of Protocol Adherence in Enhancing Uniformity and Predictability of Care in EMS Operations and Quality Improvement Programs



(Antony et. al 2024).

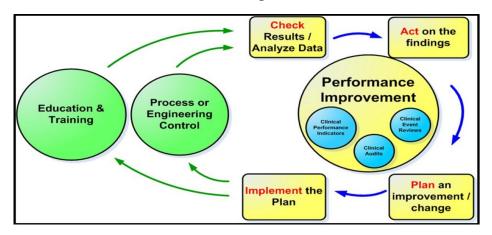
Patient satisfaction has long been regarded as a crucial index for measuring the general impression of a critically ill person or their relatives concerning EMS services. Studies showed a robust link between patient satisfaction and quality of care, whether it is real or just a perception, and thus, having patients taken care of is a vital step in making patients happy. Higher levels of patient satisfaction also correlate favorably with increased compliance, positive referrals, and goodwill in the communities with Emergency Medical Services. Subsequently, the result of these programs (QI) is the formation of feedback systems, such as patient feedback and complaint resolution processes, so as to gauge the level of satisfaction and identify the areas needing improvement.

Resource utilization is not only a tool used to evaluate the efficiency and effectiveness of EMS programs but also to make them more effective and efficient. This comprises all types of staff, from doctors to nurses, fire engines, essential medical tools, and supplies for the immediate consequences of emergency response. Some research has proven that achieving resource utilization improvements could result in cost-saving measures, time response optimization, and service delivery enhancement. On the other hand, different factors, such as dissimilarity in service categories, resource allocations, seasonal fluctuations, and financial time limits, could be considered challenges. As such, EMS agencies should encompass continuous assessment of resource utilization factors as a means to elaborate on inadequacy and establish efficiency solutions.

Although benchmarking is one of the key weight-bearing pillars, it is also used in EMSand QI programs, as benchmarking practices enable healthcare agencies to track their performance using industry standards or best practices. They can establish benchmarks for response time, patient

outcomes, and customer satisfaction and see how those aspects compare with what other EMS agencies achieve. That way, EMS agencies can know their strengths and weaknesses. This is also shown in the sharing of best practices and lessons learned, which can lead to the development of ongoing progressive improvement and innovation within the EMS community. Nevertheless, the big hitch in finding a standard yardstick and getting the result as uniform as possible is the biggest obstacle on the way to a common platform for the comparison of the data agencies. Hence, in order to achieve the expected results, EMS and QI must apply widely accepted benchmarking approaches and liaise closely with other strategic players within the industry to create meaningful performance barometers (Antony et. al 2024).

Figure 3: Role of Benchmarking in EMS and QI Programs for Performance Evaluation and Continuous Improvement



(Adamuet. al 2020).

Continuous improvement strategies constitute the backbone of EMS and QI programs that, through cultivating a learning culture, stimulating innovation, and enhancing quality, underlie agencies. These strategies require a number of actions, such as offering continuous training and education programs, revising and modifying protocols, and integrating systems and mechanisms of feedback. Through constant change and a focus on improvement, EMS agencies can improve the overall eminence of their clinical workforce, the operational efficiency of their work, and the involvement of stakeholders. In addition, progress in all directions on ongoing upgrading will be the foundation for the necessary adaptability and resilience in situations where businesses must cope with more and more complicated market dynamics. Lastly, EMS agencies need to perceive as their topmost objective the importance of constant progress in order to guarantee the delivery of satisfactory prehospital care.

In the end, the literature review highlights the holistic roles of various metrics and benchmarks and the continuous improvement strategies being implemented within EMS QI programs. Through close scrutiny of key performance indicators, comparing results to industry standards, and implementing targeted initiatives, emergency medical services agencies may achieve better performance in terms of service delivery, reduction of adverse outcomes for patients, and

increased effectiveness across the agency (Maaret. al 2022). On the other hand, there are some problems like data quality, one challenge, optimization of resources, and stakeholder engagement. Consequently, the following ones should gain significance, and long-term prognoses should be built on an original concept.

#### Methods

Following a systematic review framework, a search for literature related to emergency medical services (EMS) quality improvement initiatives was done. Electronic databases contained in PubMed, Scopus, and Google Scholar were searched using keywords pertaining to EMS, quality improvement, benchmarking, and continuous improvement. I also included empirical articles, case studies, and whitepapers published within the ten years in which I did my research. Data extraction and analysis were done to determine the main themes, monitors, comparative metrics, and enhanced strategies.

#### Results

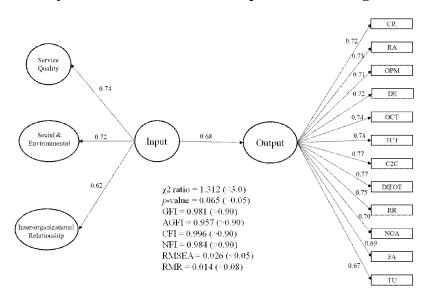
The study of Emergency Medical Services (EMS) and Quality Improvement (QI) programs showed that a great variety of indicators have been used for scorecards, clearly emphasizing the efforts to lengthen the response time and to improve patients' results. In addition to that, the benchmarking practices among the EMS agencies were considered diverse, while the continuous improvement strategies emphasized implementing evidence-based care, optimizing operations, and patient assessment.

Indicators provide the bedrock of designed EMS QI programs, acting as core instruments that enable the monitoring of performance and are embedded in the system of continuous improvement. Among the indicators used, response time and patient outcomes turned out to be key metrics used to measure the effectiveness of EMS service. The reaction time, defined as the duration between the call point and the opening of local emergency services, has the highest importance because of its interrelationship with patient survival rates and client satisfaction. Further patient outcome metrics, such as post-treatment condition (survival rate, morbidity, functional status), deliver the quality of the EMS personnel that they provided during the prehospital procedure. Through their efforts to monitor these parameters, EMS agencies can readily detect the areas that need improvement and develop operative measures that can help in better providing the service (Lou backet. al 2024).

EMS and QI practitioners spread QI activities by various agency standards through a shared culture, while some agencies place more emphasis on performance, while others put their focus on public health. While some agencies applied the national standards or indicators, others were in favor of the agency's own formulated outcomes or external comparisons. National standards give a standard method for estimating full scale, and agencies can test their performance using industry benchmarks. Another type of metric that agencies rely on is the internal benchmarks, which are designed to be targeted towards and based on individual operation ambitions and the

context of construction. Through mutual comparison, agencies get to learn what is working and what techniques work well. This way, they get to know the jurisdictions or counterparts that are performing highly and think about how they can adopt the best strategies their counterparts use to elevate their performance. Through utilizing diverse benchmarking techniques, the EMS agencies are able to draw out information that can allow them to see where their performance stands and, hence, identify where more improvements are supposed to be made.

Figure 4: Diversity in Benchmarking Approaches Among EMS and QI Agencies: Impact on Performance Evaluation and Improvement Strategies



(Baja-Martinez et. al 2021).

QI has been improving over time, and the practices necessary in EMS are a critical part of programs aimed at achieving top-quality care, operational efficiency, and the satisfaction of stakeholders. These things have different sets of approaches that cover many aspects, such as training processes, protocol updates, tech utilization, and customer response methods. Orientations and classes facilitate EMS staff to acquire the abilities and background necessary to provide the highest level of care. Protocol charts show the progress of medical science and evidence-based methods, which at the same time gives EMS a way to match their protocols of care with the accepted norms. The technology has allowed the process of data collection, analysis, and communication, as a result of which the agencies are provided with the knowledge to act in a conscious way, and all the processes are performed in a reasonable manner easily. Feedback instruments, like patient responses to surveys and stakeholder engagement campaigns, help agencies identify the quality of services. They enable them to deal with the given issues proactively. EMS agencies can close the circle of quality improvements by engaging in continuous improvement strategies that will result in enhanced performance of the whole organization and better delivery of services to the residents.

Tabulations and graphs of the findings were prepared, and they provided a graphic method of distribution of metrics, benchmarking practices, and improvement measures all over the different EMS agencies. The said visual aids give a complete picture reflecting the current reality of the EMS programs, and they divide them into two parts: the first one shows the existing strengths, and the second one shows the opportunities for improvement. Integration of insights into data formats such as graphs and charts usually results in the discovery of tendencies, patterns, or areas that need to be addressed, making it easy for stakeholders to formulate data-driven decisions and targeted interventions. Furthermore, highly visualized presentations of results serve to increase the accessibility and readability of outcomes, making them more attractive and eye-catching to a broad target audience (Gray et. al 2022).

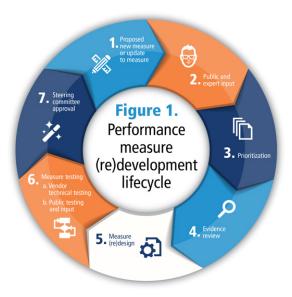
On the one hand, the surveyed QI programs of EMS agencies have been seen to use various metrics, benchmarking, and improvement techniques. The implementation of a quick response and good outcomes, time management, utilizing various performance assessment methods, and seeking to maintain a constant quality improvement measure are the way to go in order to advance the performance of any EMS. Through tabulated and graphic data, the findings of the analysis, as shown, highlight the answers to the current state of quality improvement in EMS programs and serve as the basis for future research and improvement planning.

#### Discussion

The discussion part of this study results in an elaborated analysis of the existing Emergency Medical Services (EMS) andQuality Improvement (QI) programs, mainly based on mistakes that were discovered. It presents both the bright side of the story and the challenges that come with it, as it points out new areas for improvement. Through its analysis, the report comes up with new opportunities to advance the sector. Fundamental aspects involve establishing a common benchmark, an improved analytic process and tools, and the use of technology for instant data analytics and feedback. It is also stressed that collaboration is another key element of driving continuous improvement, and it involves the involvement of EMS personnel, patients, and stakeholders from the community.

The principal power of existing EMS and QI programs is their probe into core metric measures like response time and patient outcomes. These indicators are crucial in figuring out how powerful the interventions of EMS are and which precise destinations need to be modified. Through continuous surveillance of these indicators, EMS agencies can identify trends, patterns, and focuses of interest that will help them solve service issues and improve systems of care. Nevertheless, this deficiency can be seen in the absence of uniform metrics applied to all EMS agencies, thus preventing similarity in performance measurements and benchmarking against industry standards. Similarly, streamlining metrics would accelerate the comparability course and subsequently make it possible for other EMS agencies to borrow from successes and deal with failures (Ron alter& Bernardo 2023).

Figure 5: Leveraging Core Metric Measures for Enhanced Evaluation and Benchmarking in EMS and QI Programs



(Elermoreet. al 2023).

Through active feedback mechanisms, EMSI agencies make sure to have their stakeholders, such as EMS personnel, patients, and members of the community, play an active part in the self-assessment of their services so that key problems can be identified and, with that, an appropriate improvement process can be followed. Based on the idea that employees need to be willing to always seek to do better, it is possible to cope better with problems that may happen along the way, ensuring the quality of healthcare will be high. This weakness, however, is caused by the absence of designing technology in the system for making calculations and feedback at the same time. A lot of emergency management services (EMSs) still use traditional methods of data acquisition and analysis, which might take a lot of time and cause low efficiency. Having technology solutions like electronic health records and data analytics tools integrated will enable EMS agencies to be on time in collecting, analyzing, and acting on data. This will, therefore, determine their course of action based on the situation.

Strengthening the methods of comparative analysis is also another point that should be taken into consideration in the programs that assess improvement in the EMS system. While some agencies track their key performance indicators using national standards or international benchmarks, others use internal targets or face competition to improve performance. Making benchmarking practices common would allow the EMS agencies to see each other's performance as more comparable and discover the things that were done the best and can be made better. Also, having a joint venture with industry associations in order to develop measures for performance like the ones used in the industry will provide EMS agencies with the tools that they could need to improve their performance by comparing themselves to the performance "benchmark" of the industry.

Chelonian Conservation and Biologyhttps://www.acgpublishing.com/

The engagement of stakeholders is the primary factor that leads to the sustainable operation of a quality improvement plan in the EMS system (Mustafa& El-Atari 2024). One approach is to integrate EMS employees and patients in the processes of QI initiatives, thereby obtaining their insights and guaranteeing that the improvement efforts are people-centred and geared towards overall health improvement. Another important aspect of the engagement of internal stakeholders in QI initiatives is the feeling that comes with their involvement in the design and implementation processes, thereby serving as a tool to foster ownership and accountability and, hence, success and sustainability in the long run.

There are both strengths and weaknesses that can be observed in QI programs that currently exist in EMS services. For instance, the focus on key performance metrics and commitment to continuous improvement are areas of strength, yet there is a need for improvement in terms of standardization of measures, utilization of methods for benchmarking, incorporation of technology in the services, and engagement of multi-stakeholders, i.e. Through these remedial measures, EMS institutions now stand to advance the overall effectiveness of their QI programs to ensure the delivery of efficient, high-quality prehospital care to the communities they serve.

#### Conclusion

Emergency Medical Services (EMS) and Quality Improvement (QI) programs is a vital element of providing high-quality prehospital care. While apparently being a crucial element, integral enhancement is needed, especially through measures meant to increase the accuracy of measurement, establish benchmarking methods, and adhere to good continuous improvement procedures. A successful EMS agency should be able to resolve these issues, which will then give it the ability to better serve the community. Benchmarks, when developed by a common standardized metric, will help to implement a single evaluation process. Performance comparisons between different agencies and organizations will be more efficient with improved benchmarking. Moreover, by ensuring that effective ongoing quality improvement systems are in place, it will be possible to create a culture of innovation and superiority throughout EMS institutions. Basically, this will help in providing the best prehospital care and, hence, satisfactory treatment results (Mustafa& El-Atari 2024)

## Recommendations

Based on the findings and discussions, several recommendations are proposed for enhancing EMS QI programs, including: Based on the findings and discussions, several recommendations are proposed for enhancing EMS QI programs, including:

- > Standardize metrics: To compensate, there must be absolute standards for measuring EMS results in order to enable benchmarking and comparison.
- ➤ Enhance benchmarking practices: degree of participation, standardized approaches, and cooperation with industry partners will eventually lead to having the best performance measures.

- Embrace technology: Delve into the development of technology innovations for data gathering, processing, and online ongoing reporting that will boost improvement policies.
- Foster stakeholder engagement: The QI initiatives should be undertaken with team members of EMS, patients, and the community in order to align with what they need and want from healthcare.
- ➤ Promote a culture of continuous improvement: Addressing a culture of learning, innovation, and accountability with EMS agencies is crucial, through which ongoing improvement can be enabled.

Through the execution of these actions, EMS departments would have an opportunity to become more effective in their efforts to foster QI. In the end, the quality of care would become admirable in patients' emergency conditions (Cai et. al 2022).

#### Reference

- Cai, W., Wang, L., Li, L., Xie, J., Jia, S., Zhang, X., ...& Lai, K. H. (2022). A review on methods of energy performance improvement towards sustainable manufacturing from perspectives of energy monitoring, evaluation, optimization and benchmarking. *Renewable and Sustainable Energy Reviews*, 159, 112227.https://www.sciencedirect.com/science/article/pii/S1364032122001502
- Mostafa, R., & El-Atawi, K. (2024). Strategies to Measure and Improve Emergency Department Performance: A Review. *Cureus*, 16(1). <a href="https://www.cureus.com/articles/215396-strategies-to-measure-and-improve-emergency-department-performance-a-review.pdf">https://www.cureus.com/articles/215396-strategies-to-measure-and-improve-emergency-department-performance-a-review.pdf</a>
- Ganesh, A. H., & Xu, B. (2022). A review of reinforcement learning based energy management systems for electrified powertrains: Progress, challenge, and potential solution. *Renewable and Sustainable Energy Reviews*, 154, 111833.https://www.sciencedirect.com/science/article/pii/S136403212101100X
- Mandt, M., Harris, M., Lyng, J., Moore, B., Gross, T., Gausche-Hill, M., &Donofrio-Odmann, J. J. (2022). Quality management of prehospital pediatric respiratory distress and airway programs: an NAEMSP Position Statement and Resource Document. *Prehospital Emergency*Care, 26(sup1), 111-117. https://www.tandfonline.com/doi/abs/10.1080/10903127.2021.1986184
- Sutia, S., Riadi, R., Fahlevi, M., Istan, M., Juhara, S., Pramono, R., ...&Munthe, A. P. (2020). BENEFIT OF BENCHMARKING METHODS IN SEVERAL INDUSTRIES: A SYSTEMATIC LITERATURE REVIEW. Systematic Reviews in Pharmacy, 11(8). https://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=09758453&AN=156303754&h=iKvXXMSkf%2BZqEZTNsG%2F3obIQ05FTW%2BK0qHJhEScgU1A87nFwqT3eCNtSUEVM6dWuQ%2BR02oTbZ2sdqZET4DNhsA%3D%3D&crl=c

- Karanjia, N., Dugyala, V., Olm-Shipman, C., &Lele, A. V. (2022). Quality improvement in neurocritical care: a review of the current landscape and best practices. *Current Treatment Options in Neurology*, 24(11), 533-549.https://link.springer.com/article/10.1007/s11940-022-00734-3
- Elemure, I., Dhakal, H. N., Leseure, M., &Radulovic, J. (2023). Integration of lean green and sustainability in manufacturing: a review on current state and future perspectives. *Sustainability*, *15*(13), 10261. https://www.mdpi.com/2071-1050/15/13/10261
- Ouda, E., Sleptchenko, A., &Simsekler, M. C. E. (2023). Comprehensive review and future research agenda on discrete-event simulation and agent-based simulation of emergency departments. *Simulation Modelling Practice and Theory*, 102823.https://www.sciencedirect.com/science/article/pii/S1569190X23001004
- Ronalter, L. M., & Bernardo, M. (2023). Integrated management systems and sustainability—a review on their relationships. *Total Quality Management & Business Excellence*, *34*(11-12), 1438-1468. <a href="https://www.tandfonline.com/doi/abs/10.1080/14783363.2023.2178407">https://www.tandfonline.com/doi/abs/10.1080/14783363.2023.2178407</a>
- Gray, J., Ross, J., &Badrick, T. (2022). The path to continual improvement and business excellence: compliance to ISO standards versus a business excellence approach. *Accreditation and Quality Assurance*, 27(4), 195-203.https://link.springer.com/article/10.1007/s00769-022-01503-0
- Louback, E., Biswas, A., Machado, F., &Emadi, A. (2024). A review of the design process of energy management systems for dual-motor battery electric vehicles. *Renewable and Sustainable Energy Reviews*, 193, 114293. https://www.sciencedirect.com/science/article/pii/S1364032124000169
- Barja-Martinez, S., Aragüés-Peñalba, M., Munné-Collado, Í.,Lloret-Gallego, P., Bullich-Massagué, E., &Villafafila-Robles, R. (2021). Artificial intelligence techniques for enabling Big Data services in distribution networks: A review. *Renewable and Sustainable Energy Reviews*, 150, 111459.https://www.sciencedirect.com/science/article/pii/S1364032121007413
- Ahmad, S., Shafiullah, M., Ahmed, C. B., & Alowaifeer, M. (2023). A review of microgrid energy management and control strategies. *IEEE Access*, 11, 21729-21757. <a href="https://ieeexplore.ieee.org/abstract/document/10050868/">https://ieeexplore.ieee.org/abstract/document/10050868/</a>
- Akanmu, M. D., Hassan, M. G., &Bahaudin, A. Y. B. (2020). A preliminary analysis modeling of the relationship between quality management practices and sustainable performance. *Quality Management Journal*, 27(1), 37-61. https://www.tandfonline.com/doi/abs/10.1080/10686967.2019.1689800

- Mapar, M., Bacelar-Nicolau, P., &Caeiro, S. (2022). Sustainability assessment tools in higher education institutions: Comprehensive analysis of the indicators and outlook. *The Wiley Handbook of Sustainability in Higher Education Learning and Teaching*, 153-186.https://onlinelibrary.wiley.com/doi/abs/10.1002/9781119852858.ch8
- Antony, J., Bhat, S., Sony, M., Fundin, A., Sorqvist, L., &Molteni, R. (2024). Sustainable development through quality management: a multiple-case study analysis of triumphs, trials and tribulations. *The TQM Journal*. <a href="https://www.emerald.com/insight/content/doi/10.1108/TQM-12-2023-0424/full/html">https://www.emerald.com/insight/content/doi/10.1108/TQM-12-2023-0424/full/html</a>
- Zhou, Q., & Du, C. (2021). A quantitative analysis of model predictive control as energy management strategy for hybrid electric vehicles: A review. *Energy Reports*, 7, 6733-6755.https://www.sciencedirect.com/science/article/pii/S2352484721009252
- Oliveira Júnior, G. C. D., Sigahi, T. F., Rampasso, I. S., Zanon, L. G., Pinto, J. D. S., Leal Filho, W., ... &Anholon, R. (2024). Integrated management systems: Barrier assessment through Grey Incidence Analysis and contributions to quality management. *Quality Management*Journal,

  115.https://www.tandfonline.com/doi/abs/10.1080/10686967.2024.2317474
- Ali, K., &Johl, S. K. (2022). Soft and hard TQM practices: future research agenda for industry 4.0. *Total Quality Management & Business Excellence*, 33(13-14), 1625-1655.https://www.tandfonline.com/doi/abs/10.1080/14783363.2021.1985448
- Jin, Y., Long, Y., Jin, S., Yang, Q., Chen, B., Li, Y., & Xu, L. (2021). An energy management maturity model for China: Linking ISO 50001: 2018 and domestic practices. *Journal of Cleaner*Production, 290, 125168.https://www.sciencedirect.com/science/article/pii/S0959652620352124