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**Total Quality Management (TQM) Factors:
An Empirical Study of Kwara State Government Hospitals**

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ABSTRACT The decay and paralysis in Nigerian's health care delivery system has been a source of concern to government and citizenry. The attitude of medical personnel (employees) at all levels of health care delivery to patients and the bureaucracy associated with the workings of public health institutions is inimical to quality health delivery. This paper investigates how Total Quality Management (TQM) – a value-chain model can help identify the point of breakages in the chain resulting in poor quality of health and also to determine the dominant factors in TQM implementation.