<table>
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<th>Document :</th>
<th>AEMH 05/044</th>
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<tbody>
<tr>
<td>Title :</td>
<td>EFQM : Quality Programme in Hospitals</td>
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<tr>
<td>Author :</td>
<td>Dr Raymond Lies</td>
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<td>Purpose :</td>
<td>Information</td>
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<td>AEMH Member Delegations, Participants at the 58th AEMH Plenary Meeting</td>
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<td>Date :</td>
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EFQM
EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT

Founded in 1988 by 14 EU top organizations
Goal: Steering Group for Management in order to reach Excellence at top level
AEMH, Plenary Meeting in Athens
By Dr Raymond Lies

The fundamental Concepts of Excellence

Orientation to the Patient
= « is the patient satisfied? »
Basic:
- Quality of the treatment
- Quality of the products

Loyalty and Fidelity
- Segmentation, inquiries
- Customer relationship management

Means:
- « Drivers »
- Leading / Lagging Indicators
- Benchmarking with others

Leadership and Vision at long term
Goal orientated management at long term is a great facilitator for the staff and it brings security
- Governance Structure
- Leadership model
  - Values
  - Coaching
  - Salary
  - Added-Value
  - Alignment
  - Communication
- Members of the staff are partners

Management by process and by facts
- Each activity must be a part of a process
- The goal is the final result
- Key process identification for strategic objectives
- Process management is based on an involvement of the directors and an improvement of the staff
- Risk management

Development and staff involvement
- CORPORATE IDENTITY must be shared by everybody
- Sharing of values and vision at long term
- Best Practices
- Leading and lagging indicators
Continuous process of learning, innovation and improvement

- CME, CPD
- MOTIVATION and finally the performance of the staff is increased by CME and CPD
- EVALUATION and benchmarking by peers
- PDCA (wheel of Deming)

Wheel of Deming

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<tr>
<th>Act</th>
<th>Plan</th>
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<tbody>
<tr>
<td>Act</td>
<td>-50%</td>
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<tr>
<td>Check</td>
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<tr>
<td>Do</td>
<td>-50%</td>
</tr>
<tr>
<td>Plan</td>
<td>+100%</td>
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Partnership and Development

- Internal and external partners based on a WIN-WIN situation
- Key partners

Corporate social responsibility

Based on the respect of the existing laws and regulations

Ethics are highly respected

Long term visions are a must

Orientation of results

The excellence of a management is depending on the satisfaction of everybody involved
Quality management and partnership with the medical staff

Goal: WIN-WIN situation for
- the patient
- the doctors
- the nurses
- and the management

Requirements:
- Mutual trust
- Shared risks, therefore shared risk management
- Involvement of the medical staff in future plans and the strategic decisions
- Auto evaluation process a stage before extended evaluation by peers

Actual situation in Luxembourg

- All hospitals accepted the EFQM system
- 2004: auto evaluation
  - Quality Incitants
  - The evaluation is linked to a financial bonus for the hospital (max. 2% surplus of the budget)