Quality management in health care: empirical studies in addiction treatment services aligned to the EFQM excellence model

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CHAPTER 4

The EFQM Excellence Model: European and Dutch experiences with the EFQM approach in health care

Udo Nabitz, Niek Klazinga, Jan Walburg

CHAPTER 4

Abstract

One way to meet the challenges of creating a high-performance organization in health care is the approach of the European Foundation for Quality Management (EFQM). The Foundation is in the tradition of the American Malcolm Baldrige Award and was initiated by the European Commission and 14 European multinational organizations in 1988. The essence of the approach is the EFQM Model, which can be used as a self-assessment instrument on all levels of a health care organization and as an auditing instrument for the Quality Award. In 1999 the EFQM Model was revised but its principles remained the same.

In the Netherlands many health care organizations apply the EFQM Model. In addition to improvement projects, peer review of professional practices, accreditation and certification, the EFQM approach is mainly used as a framework for quality management and as a conceptualization for organizational excellence. The Dutch national institute for quality, the Instituut Nederlandse Kwaliteit (INK), delivers training, supports self-assessment and runs the Dutch quality award programme. Two specific guidelines for health care organizations, Positioning & Improving and Self-Assessment, have been developed and are frequently used. To illustrate the EFQM approach in the Netherlands, the improvement project of the Jellinek Centre is described. The Jellinek Centre conducted internal and external assessments and in 1996 was the first health care organization to receive the Dutch Quality Prize.
The EFQM approach

Introduction

Some of today's primary discussion topics in health care are cost management, empowerment of patients, deregulation and competition between health care providers. Simultaneously, the terms evidence-based practice, professionalism and quality of care have acquired new meaning. Casparie (1993a) and Berwick (1989) point out that within this context a new paradigm has emerged: quality management in health care. What is the meaning and the development of the emerging paradigm? What does it mean for providers, organizations and institutions?

One answer to these questions is given by the approach of EFQM. The European Foundation for Quality Management has developed a model to structure and review the quality management of an organization. Self-assessment, benchmarking, external review and quality awards are essential elements. The EFQM approach is an integral approach and was originally developed by multinational corporations. During the last years many not-for-profit organizations also recognised the value of the EFQM Model and used it to structure their own quality management. The Expert Project (Shaw, & Heaton, 1997), a European research project supported by the European Commission, identified four quality approaches of health care in Western Europe. They are the ISO approach, health care specific accreditation, visitatie, which is a Dutch form of external peer review, and the EFQM approach. The Expert working group concluded that the EFQM approach is the most generic approach of the four. The EFQM approach covers quality management as an integral part of all professional and management functions on all levels of the institution. Furthermore, it focuses on organizational performance, development and continuous improvement (Klazinga, 1996), which ISO and accreditation typically do not emphasise as much.

In this article we describe the background and the principles of the EFQM approach. The first part of the article closes with the findings of the first major revision of the EFQM approach in 1999. In the second part we summarize some experiences in Europe and in the Netherlands. The Dutch EFQM approach for health care organizations is laid out and we give the example of the Dutch prize-winner. The article ends with some reflections on the further dissemination and use of the EFQM approach.

The EFQM approach

In 1988, 14 representatives of European multinational companies such as British Telecom, Volkswagen and Philips initiated the European Foundation for Quality Management (EFQM). The European Commission and the European Organiza-
tion for Quality supported the initiative. The founding members developed a more dimensional quality management model, called the EFQM Model and introduced the principle of self-assessment and the European Quality Award Programme. According to the foundation, quality management should focus on all activities, on all levels in an organization and should be a continuous process to improve the performance. The essence of the approach is that the performance has to meet the expectations, needs and demands of the stakeholders. This description of quality management is directly related to the philosophy of total quality management and organizational excellence and is further explained in the fundamental concepts of the EFQM Model (European Foundation for Quality Management, 1999a).

**Comparisons and model development**

The EFQM Model shows many parallels with the assessment model of the American Malcolm Baldrige Award, the Australian Award, the South African Quality Award and the Deming Award in Japan (Hart, & Bogan, 1992; Malcolm Baldrige National Quality Award, 1999a). The Baldrige Award was introduced by the American Congress as a part of the Quality Improvement Act, and consists of a very detailed framework of criteria and procedures for assessing the quality of an organization. The Baldrige Award has seven assessment dimensions, called "The Seven Pillars" whereas the EFQM Model is characterised by nine dimensions. In 1995 the Baldrige Pilot Criteria for health care organizations were introduced and used by some health care organizations (Malcolm Baldrige National Quality Award, 1999b). The Baldrige criteria are reviewed every year and major changes have been made in 1995 and 1997.

Since the introduction of the EFQM Model in 1993 there was an annual review procedure. In 1997 the Steering Group for Model Development was installed to develop a proposal for an Improved EFQM Model. As a first step a broad collection of suggestions for improvements was carried out and analysed with the method of Concept Mapping (Trochim, 1989). In a second research phase the improved model was tested and reviewed by more than 500 model users in Europe. The final draft for the improved model was named the EFQM Excellence Model. The EFQM Excellence Model was presented in the spring of 1999 at the EFQM representatives meeting in Geneva and was accepted as the approach for the next years. The comparison of the old EFQM Model of 1997 and the new EFQM Excellence Model of 1999 shows some differences (European Foundation for Quality Management, 1999c). We see that the number of criteria, the basic structure and the fundamental concepts remained the same but the meaning of the 32 criterion parts are modified in the new model. In short the EFQM approach of 1999 is more focused on results, performance, customers and stakeholders.
The EFQM approach

EFQM and health care quality
Health care in Europe has a long tradition of developing methods and models to assess the quality of the work. Well known are the professional standards, inspection procedures, visitation committees, peer reviews, certification and accreditation procedures (Bohigas, Brooks, & Donahue, 1998; Ovretveit, 1994; Swertz, 1998). In several publications the EFQM approach is mentioned as a new and promising overall conceptual framework (Bohigas et al., 1998; Moeller, 1997a; Morgan, 1994; Pinter, 1998; Walburg, 1997). Many organizations do experiments and carry out pilot projects to use the approach in practice. However, up to now there are only a few references about the EFQM approach in academic literature. There are attempts to compare and integrate the different approaches and models, but a formal proposal is not yet developed (Donahue, 1998; Nabitz & Klazinga, 1999). In general the conclusion is that the EFQM approach provides a broader and more generic framework than most traditional health care approaches. Being generic it does not go into specific standards and norms for health care like the European accreditation systems such as the King Fund (1998) and PACE (Gennip, 1998) or the North American Accreditation of the Joint Commission (1998). The EFQM approach is general and aligns conceptually with the ideas that are formulated by Donabedian (1980). Donabedian looked at the health care service as a whole and distinguished between structure, process and outcome quality. The dimensions structure, process and outcome fit well for the criteria of the EFQM Model.

The EFQM Excellence Model
The EFQM Excellence Model is a generic model for quality management, which is used in all types of organizations, regardless of sector, size, structure or maturity (European Foundation for Quality Management, 1999b). The essence of the approach is the framework with nine dimensions, which are called criteria. Although this is somewhat contradictory to the definition of criteria in the quality literature in health care we decided to use the term criterion for the nine dimensions as this is consistent with the general terminology on the EFQM approach. The nine criteria are: Leadership, People, Policy and Strategy, Partnership and Resources, Processes, People Results, Customer Results, Society Results, and Key Performance Results. Next to the model there are eight fundamental concepts and a measuring system. The nine criteria are grouped in to Enabler and Result criteria. The Enablers cover the process, the structure and the means of an organization. The Result criteria cover the aspects of performance in a broad way. The EFQM Model is based on the premise that enablers direct and drive the results. Roughly simplified it means that an organization with well-developed enablers will have excellent results. The most important result criteria are Customer Results and the Key Performance Results.
The most important Enablers are Processes and Leadership. A graphical illustration of the model is shown in figure 1.

**Figure 1: The EFQM Excellence Model**

The EFQM Model is not based on a firm definition of quality. The model is not prescriptive but rather flexible. The following description of quality, which is closely related to the EFQM Model can be given: Customer Results, People Results and Society Results are achieved through Leadership driving Policy and Strategy, People, Partnership and Resources and Processes, which lead ultimately to excellent Key Performance Results.

Each criterion of the EFQM Model includes a number of sub-criteria, the total number of criterion parts is 32. The Enablers are broken down into 24 criterion parts, which are used to assess the approach, the deployment and the evaluation. The four result dimensions are broken down in to eight criterion parts, which require objective measures, data and facts, allowing performances to be compared with other organizations. The criterion parts are illustrated with 173 examples, which are called areas to address and measurements. The areas to address and measurements make the criterion parts and the dimensions understandable and clear. In Table 2 an overview is given.

**The Measurement System RADAR**

The assessment of the quality of an organization is based on the one side on the EFQM Model with the nine criteria and the 32 criterion parts but on the other side
The EFQM approach

Table 1: Overview of criterion parts and areas to address of the EFQM Excellence Model

<table>
<thead>
<tr>
<th>Enabler criteria</th>
<th>Criterion parts</th>
<th>Areas to address</th>
<th>Result criteria</th>
<th>Criterion parts</th>
<th>Measures Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Leadership</td>
<td>4</td>
<td>24</td>
<td>6. Customer Results</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>2. Policy and Strategy</td>
<td>5</td>
<td>28</td>
<td>7. People Results</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>3. People</td>
<td>5</td>
<td>30</td>
<td>8. Society Results</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>4. Partnerships and</td>
<td>5</td>
<td>33</td>
<td>9. Key Performance</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Resources</td>
<td></td>
<td></td>
<td>Results</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Processes</td>
<td>5</td>
<td>29</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td>144</td>
<td>8</td>
<td>29</td>
<td></td>
</tr>
</tbody>
</table>

on a measuring instrument called RADAR. RADAR is an abbreviation for Results, Approach, Deploy, Assess and Review. The five steps of RADAR are a modification of the Plan-Do-Check-Act (PDCA) cycle of Deming. The measurement system is fundamental to the EFQM approach. In practice it is applied for the assessment of each criterion part. The result criterion parts are scored for the attributes: trends, targets, benchmark, cause and scope on a five point scale (0%-25%-50%-75%-100%). Each criterion part of the Enablers has to be rated on approach, deployment, assessment and review with attributes on a similar five point rating scale as used for the Results. The RADAR measuring system, which is illustrated in Figure 2 is the hard and prescriptive part of the EFQM approach.

Application of the EFQM approach

The EFQM approach is applied in three ways. First it is used as a frame of reference for the quality management of an organization, second it is as self-assessment tool and third the criteria of the model are used for the national or European quality awards.

Many businesses, institutions or organizations have chosen the EFQM Model as a frame of reference for their quality policy. In most cases the chief executive officer, the president, the senior management or the directorate takes the decision to use the EFQM approach. Some organizations go through a thorough investigation and a decision making process, others decide on the basis of their mission or on the fact that they operate in a competitive market. In most cases, after the decision is taken by the leaders, a broad training programme follows in order to introduce the EFQM way of thinking to the people in the organization. Eventually, the overall quality policy and the specific quality improvement projects are aligned to the nine criteria of the EFQM Model and benchmarking and assessments are carried out.
Other organizations start to apply the EFQM Model by doing a self-assessment. Frequent self-assessment is a powerful improvement tool. There are six different methods to carry out self-assessment (European Foundation for Quality Management, 1999). The steps to conduct a self-assessment are illustrated in Figure 3. In most cases a facilitator or an internal or external consultant prepares and conducts the self-assessment together with the management. The nine criteria and the measuring system are used as the tool to identify the strong and weak points of the quality management of the organization.

Organizations with a mature form of quality management are challenged by the EFQM Model to apply for the national or European quality award. In that case a team of experienced quality managers or consultants collects the information and writes a report which is submitted and scored by EFQM assessors. The assessors use a rating scale from 0 to 1000 points. If the assessors rate the application report higher then 500 points a site visit is carried out. If the assessors come to a rating higher than 550 points after the site visit the applicant is a finalist. If the rating is about 620 points the organization is a prize-winner. From these prize-winners, the European quality award jury selects the best for the EFQM award in five classes. In 1999 the...
Awards winners for the five categories have been Yellow Pages from the United Kingdom, Volvo Cars Gent in Belgium, Danish International Continuing Education and Servique Network Services in France. In the category of public sector there was no award winner.

**EFQM approach in European health care**

In almost all European countries the EFQM approach is used by health care organizations for self-assessment. Inpatient and outpatient services, acute care and rehabilitation clinics, specialised services and primary care offices have used the approach. However, it is only in the UK and in the Netherlands that a national institute is formally supporting the practical work. The British Quality Foundation has published and adapted the EFQM criteria for health care (British Quality Foundation, 1998) and the Dutch Quality Institute has developed specific guidelines for health care which are supported by the Minister of Health (Bering, 1999). Other European countries also have quality awards but in most cases they are not directly related to the EFQM approach. For example in Sweden the *Institutet för Kvalitetsutveckling* has an approach closely related to the Malcolm Baldrige Award.
with seven criteria (Institutet för Kvalitetsutveckling, 1999). Often larger health care services develop their own instrument, tune it to the EFQM criteria and criterion parts and experiment and implement their own approach directly in the field. That way of working is in conformance with the non-prescriptive philosophy of EFQM. The emphasis is on improvement and organizational excellence and not on measuring and standardisation. Many organizations and their managers are attracted by this practical approach. This pragmatic view implies however that many quality projects of health care organizations are not formally documented and published in the scientific English literature. We tried to collect examples through literature searches, conference proceedings and the EFQM Health Care Working Group. The publications, that we found do not cover the whole field and therefore the short descriptions below are more anecdotal.

In the United Kindom there are several trusts and organizations that use the EFQM approach as a framework for self-assessment. The following list is not comprehensive but illustrative. The Salford Royal Hospitals in Manchester (1998) supported by the University of Salford use the EFQM approach as a framework for quality management and training. Lifecare Trust in Surrey (Semple, 1998), a health care service for people with learning disabilities, uses the EFQM model to integrate and align its improvement projects. The Royal Bolton Hospitals (Naylor, 1999) did an assessment with the questionnaire method and identified projects to improve efficiency and performance. The Community Health NHS Trust of Wakefield (Pitt, 1999) conducted an overall assessment with an self-assessment team and used the results for business planning.

In Scandinavia there are two projects, that should be mentioned. The Hospital of Tromso (Oydvin, 1998) in Norway conducted about 60 self-assessments with the teams of the hospital and moved on to redesign the processes. They also won the Norwegian National Quality Award. The Finnish Association of Local and Regional Authorities (Holma, 1998) developed a short questionnaire for units and small groups which is used in 200 services. The method proved to be simple, fast and inexpensive. The experience is positive because all employees are engaged and motivated for quality management.

In Germany the first health care organizations that used the EFQM Model were the Deutsche Herz Zentrum in München and the Asklepios Klinik in Triberg (Moeller, 1997b). During the last years the University Hospital of Heidelberg (Moeller, 1997c) and the Health Care Services of Asklepios (Paeger, 1998) held annual quality conferences where they presented cases of the use of the EFQM Model in acute hospitals, laboratories and rehabilitation services. It is interesting to mention also that a network of private practices (Scheibe, 1997) use the EFQM approach to assess and improve quality. Several specialised services for addiction treatment in Hamburg, Frankfurt and in Nordrhein-Westfalen use the self-assessment
tool to develop a quality policy and identify improvement projects (Pursche, 1998). In Berlin a large home for the elderly, the Max Burger Zentrum (Breilinger-O’Reilly, 1999), introduced the EFQM approach and conducted a self-assessment with the 24 senior staff members. In Switzerland and Austria several health care services are in the phase of orientation or re-orientation of their quality policy and consider the EFQM approach as a framework. Two examples are: a dentistry in Basel (Harr, 1988) that uses self-assessment to improve performance and excellence, and a regional mental health care service in Innsbruck (Stühlinger, 1999) that is aligning its quality management along the nine criteria of EFQM.

In France the orientation is mainly on the national accreditation programme of ANAES, but there are some specialised units who consider an organizational excellence approach (Duvaufrier, Rolland, & Philippe, 1999). In southern Europe a large pilot project in the Basque Country Public Health service illustrates how the EFQM approach can be used on a regional scale (Arcelay, 1999). Twelve hospitals and twelve regional health care centres with a total of 22,000 employees conduct self-assessments in order to introduce quality management on a large scale. The Basque health services are supported by the Basque Foundation for Quality Promotion. This regional project highlights that on all levels in a health care setting the generic model for quality management can be applied. In Italy and Portugal we also find first initiatives to introduce the EFQM Model in health care (Olivierie, 1999; Parente, 1998).

We wish to emphasise again that the reported cases and projects are not a comprehensive list. However, they show that many institutions take their own responsibility for quality management, use the generic EFQM Model, and adapt the criteria parts to their own needs. This is completely in line with the fundamental principles of EFQM. That means that the work is not directed or structured by a European agency but it is an evolving process. In that process the EFQM health care working group has a facilitating role. The University of Heidelberg initiated the group in 1998. By now there are about fifty EFQM users participating in the health care working group. They meet several times a year and exchange experiences and ideas (EFQM health care working group, 1999).

The EFQM approach in the Netherlands

The Netherlands have a special relationship with EFQM. In 1988 C. J. van der Klugt, president of Philips in Eindhoven, took the initiative to invite the secretary general of the European Commission and 14 presidents of well-known European companies for the founding conference. At that conference a letter of intent to improve quality in Europe was signed by all presidents. During the first years the work of EFQM was coordinated from the representative office in Eindhoven. Later the
office moved to Brussels. The Netherlands were also one of the first nations to found a national quality institute, the Instituut Nederlandse Kwaliteit, which promoted the EFQM approach and initiated the Dutch national award programme. The institute translated the EFQM guidelines and materials and started teaching programmes, in which self-assessment was emphasised from the very beginning. That is why the Dutch quality model based on EFQM is often called the Self-Assessment Model. The official name of the model in Dutch is: the Model of the Instituut Nederlandse Kwaliteit, usually abbreviated as the INK Model or INK/EFQM Model. In addition to the translation of the model and the introduction of the teaching programme, the Dutch Quality Institute improved the measuring system by introducing the idea of linking it to organizational development and the Profile and Quality-web.

From the beginning, health care authorities and organizations in the Netherlands were very interested in the EFQM approach. The Netherlands have a rich tradition concerning quality in health care (Casparie, 1993b). For years there have been programmes of professionals focusing on audit, guidelines, registries and external peer review procedures called *visitatie* (Klazinga, 2000). In the past decade quality systems in health care institutions and quality management have become mandatory, backed up by a national health care policy. Hospitals participate in an accreditation programme, and institutions for mental health, sheltered living and homes for the elderly have developed quality systems based on ISO. In the last few years there have also been several initiatives to harmonise the different certification schemes (Central College of Experts in Health Care, 1996). In this context the EFQM approach was very attractive because it is generic, has a certain face validity, and is easy to use by management, staff and others.

In the early 1990s two National Conferences on Policy on Quality Care played an important role in developing the Netherlands approach to health care quality. These conferences were initiated by the Dutch health authorities, the financiers, the health care organizations and the patient representatives as a reaction to the introduction of market elements in the Dutch health care system described in the report Dekker (Dekker, Boursma, & Dunning, 1987). The result of the first conference in 1989 was an outline for a quality policy, which stated that all health care organizations should develop a quality system (Casparie, 1990). The Dutch Parliament enforced this intention by passing legislation in 1996. The quality law is not specific and focuses on patient orientation and the improvement of efficiency and effectiveness of care. Managers and directors of health care organizations had to act and became interested in a broad view of quality. The broad approach of the EFQM Model was attractive to them, because quality and management, customer focus and efficiency and effectiveness are integrated. Directors and managers were soon convinced that the EFQM approach would work in health care organizations, be-
cause there was some evidence from companies in other sectors. By then many businesses throughout the whole of Europe had used the self-assessment tool successfully (Nabitz, & Wiersema, 1993).

A national committee, installed in 1990 at the National Conference, supervised the implementation of quality systems in Dutch health care institutions. In 1995 a survey was conducted among all the health care institutions to measure implementation progress (Casparie, Sluis, Wagner, & de Bakker, 1997). The survey was conducted for all sub-sectors of health care such as primary care, care for handicapped, mental health care, care for the elderly, hospital care and pharmacies. It did not include general and private practices. A postal questionnaire was sent to 1594 institutions. The questionnaire was structured along the criteria of the EFQM Model. Specific questions such as protocols and guidelines were added. The survey response was 74%. The results show that after five years 13% of the surveyed institutions had a coherent integral quality system in place. These organizations reported, among other effects, an increase in staff effort and job satisfaction despite the increased workload. Fifty-nine percent of the institutions had implemented parts of a quality system. In 1998 a short survey among the 20 best hospitals was conducted and showed that 13 of the 20 hospitals use the EFQM as a framework for their quality management system (Nabitz & Schipper, 1999).

The Dutch EFQM Model for health care organizations
In 1997 the Dutch Instituut Nederlandse Kwaliteit published two guidelines for health care organizations: Positioning and Improvement, and Self-Assessment. The Dutch Minister of Health endorsed the approach by writing the introduction to the guidelines (Instituut Nederlandse Kwaliteit, 1999). The first set of guidelines, Positioning and Improvement, helps the management of health care organizations conduct a quick scan of their quality management on the base of the nine criteria and the criterion parts. To do this, matrices for the assessment of the enablers and checklists for the results are available. With the help of these matrices, which include several items for each criterion part and the checklists, in which the indicators are represented, the management can conduct an initial assessment without external support. This approach provides an easy way for an organization to determine its position.

The second set of guidelines, Self-Assessment, are used by organizations that have ready carried out evaluations with the guidelines Positioning and Improvement. The second guidelines are more difficult to apply and more expertise is needed. The measuring system in the Self-Assessment Guidelines is a five point rating scale from 0% to 100% in which the ideas and principles of Plan-Do-Check-Act are incorporated.

In the guidelines Positioning and Improvement the Instituut Nederlandse
Kwaliteit has added some features to the EFQM approach, namely the five phases of organizational development. The idea of developmental phases originates from the generation model for quality management by Hardjono and Hes (1999). The five phases have proven to be very helpful for organizations working with the EFQM Model. The Product-Oriented Phase of an organization represents the bottom level or the first phase, followed by the Process-Oriented, the System-Oriented and the Chain-Oriented Phase. The fifth and top phase is called Total Quality. The five different phases can be seen as onion skins. Phase one is covered by phase two, phase three covers two and one and so on. This distinction in phases supports the self-assessment and helps to give an interpretation of the assessment results.

Other minor but practical additions in the Dutch EFQM approach are the two graphical representations of the self-assessment results: the Profile and the Quality-web. The Profile illustrates clearly the 32 scores on the criterion parts and the Quality-web shows the scores on the level of the nine criteria. These two graphs are the final product of the consensus meeting of a self-assessment. They reduce the assessment ratings to the essence, help to decide on priorities for quality projects and enhance the comparison of the assessments.

**Dutch Quality Award and Prize**

Many health care organizations and institutions in the Netherlands currently use the EFQM manual and undertake the self-assessment. Some organizations write a detailed application report and ask for a site visit by the audit team from Dutch Quality. So far six hospitals have conducted formal external assessments, however only the Jellinek Centre in Amsterdam has gone through the entire process of internal and external assessment. We give a short description of the award process of the centre to illustrate how it works. The process for the Dutch award is very similar to the European quality award process. Hardjono and Hess give a detailed plan of action for the award application (Hardjono, & Hess, 1993).

The Jellinek Centre is a treatment centre for addiction in Amsterdam. There are about 5000 clients treated by a staff of 500 people in 24 different programmes such as consultation, case management, intake, detoxification, inpatient treatment, aftercare and specialised services. In 1988 the centre started its first quality improvement project and it decided in 1993 to use the Dutch EFQM approach. The management team also decided to start an improvement plan with a pre- and post-assessment. First they performed a self-assessment, wrote an application report and asked for an external audit from the Dutch Quality Institute for the pre-assessment.

In the Netherlands the external EFQM audits are coordinated by the Dutch Quality Institute (Instituut Nederlandse Kwaliteit, INK). A team of three assessors reviewed the application report and visited the treatment centre in the fall of 1994.
Their conclusion was: The Jellinek Centre operates between level two and three (20% to 60%). The organization was in the beginning of the stage of Process-Oriented with strengths in Policy and Strategy, Leadership, Resource Management, Performance Results and Society results. The weaknesses were the fact that the measuring systems were not established. There was only little data available for People and Customer Satisfaction. Also the Management of the Processes was weak. The quality level was translated into a point score of 350. The Profile and the Quality-web, which the assessment team made are represented as the grey lines in Figures 4 and 5. The feedback report of the assessors also covered more than 100 suggestions for improvement. The management of the centre used the report to develop a quality improvement plan. For each criterion part the suggestions of the audit team were summarised and actions were identified and assigned to the members of the management team. This document was presented to everybody in the organization as the Quality Improvement Plan 1995-1996. The emphases in the plan were to implement quality thinking throughout the organization, to improve the processes by starting an ISO certification project, and to measure customer satisfaction and people satisfaction.

After two years of working on this Quality Improvement Plan, a second application report was written and submitted to the Instituut Nederlandse Kwaliteit. An assessor team of six people reviewed the application report (Nabitz, & Walburg, 1998) and came for a site visit during fall 1996 for the post-assessment. They thoroughly analysed the situation of the treatment centre and drew up a new Profile and a Quality-web, represented by the black line in Figures 4 and 5.

The Profile clearly shows that the quality level of the centre improved over the past two years on almost all criterion parts. The Quality-web also shows that the irregularity was reduced and that the web was more balanced than before. Processes and result criteria were rated higher, while the other criteria remained the same or improved slightly. This new Quality-web represents an organization on level three and implies that the centre has passed the organizational development stage of process improvement and is now in the phase of system improvement.

After allocating the weights to each criterion part and criterion as shown in Table 2 the assessment scores were converted into an overall score of 441 on a scale ranging from 0 to 1000.

The organization was proposed to the jury for consideration for the Dutch Quality Prize. The jury decided positively and the Jellinek Centre received the 1996 quality prize awarded by the Dutch Minister of Finances during the annual Quality Week.
## CHAPTER 4

Figure 4: The Profile of the pre- and post-assessments

<table>
<thead>
<tr>
<th>ENABLER CRITERIA</th>
<th>CRITERIA PARTS</th>
<th>PHASE I</th>
<th>PHASE II</th>
<th>PHASE III</th>
<th>PHASE IV</th>
<th>PHASE V</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEADERSHIP (49%)</td>
<td>1A Involvement of managem. (53%)</td>
<td>20%</td>
<td>40%</td>
<td>60%</td>
<td>80%</td>
<td>60%</td>
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<td></td>
<td>1B Quality Culture (58%)</td>
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<td></td>
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<td>70%</td>
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<td></td>
<td>1C Recognition, appreciation (45%)</td>
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<td>1D Support (40%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>60%</td>
</tr>
<tr>
<td>POLICY &amp; STRATEGY (57%)</td>
<td>2A Quality management (65%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>70%</td>
</tr>
<tr>
<td></td>
<td>2B Information (65%)</td>
<td></td>
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<td></td>
<td>2C Business plans (55%)</td>
<td></td>
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<tr>
<td></td>
<td>2D Communication (60%)</td>
<td></td>
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<tr>
<td></td>
<td>2E Testing (40%)</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>PEOPLE MANAGEMENT (34%)</td>
<td>3A Staff policy (35%)</td>
<td></td>
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<tr>
<td></td>
<td>3B Expertise (25%)</td>
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<tr>
<td></td>
<td>3C Attaining goals (58%)</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>3D Involvement for improve. (20%)</td>
<td></td>
<td></td>
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<td>60%</td>
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<tr>
<td>RESOURCE MANAGEMENT (44%)</td>
<td>4A Finances (43%)</td>
<td></td>
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<td></td>
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<td>60%</td>
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<tr>
<td></td>
<td>4B Information support (65%)</td>
<td></td>
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<tr>
<td></td>
<td>4C Suppliers (25%)</td>
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<td>4D Technology (45%)</td>
<td></td>
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<tr>
<td>PROCESSES MANAGEMENT (25%)</td>
<td>5A Identification of processes (38%)</td>
<td></td>
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<tr>
<td></td>
<td>5B Control processes (30%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>50%</td>
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<tr>
<td></td>
<td>5C Review and improve proc. (20%)</td>
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<tr>
<td></td>
<td>5D Stimulate innovation (23%)</td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td>5E Process change (15%)</td>
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</table>

<table>
<thead>
<tr>
<th>RESULT CRITERIA</th>
<th>LEVEL I</th>
<th>LEVEL II</th>
<th>LEVEL III</th>
<th>LEVEL IV</th>
<th>LEVEL V</th>
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<tbody>
<tr>
<td>CUSTOMER SATISFACTION (25%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>44%</td>
</tr>
<tr>
<td>PEOPLE SATISFACTION (28%)</td>
<td></td>
<td></td>
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<td></td>
<td>49%</td>
</tr>
<tr>
<td>IMPACT ON SOCIETY (65%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>62%</td>
</tr>
<tr>
<td>END RESULTS (50%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>47%</td>
</tr>
</tbody>
</table>

---

- = pre-assessment 1994, e.g. (49%)
- = post-assessment 1996, e.g. [60%]
The EFQM approach

Figure 5: The Quality-web of the pre and post-assessments

Table 2: Post Assessment with weights, percentages and points

<table>
<thead>
<tr>
<th>Enabler criteria</th>
<th>Weights</th>
<th>Perc.</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Leadership</td>
<td>1.0</td>
<td>60%</td>
<td>60</td>
</tr>
<tr>
<td>2. Policy and Strategy</td>
<td>0.8</td>
<td>62%</td>
<td>50</td>
</tr>
<tr>
<td>3. People</td>
<td>0.9</td>
<td>55%</td>
<td>50</td>
</tr>
<tr>
<td>4. Partnerships and Resources</td>
<td>0.9</td>
<td>45%</td>
<td>41</td>
</tr>
<tr>
<td>5. Processes</td>
<td>1.4</td>
<td>50%</td>
<td>70</td>
</tr>
<tr>
<td>6. Customer Results</td>
<td>2.0</td>
<td>44%</td>
<td>88</td>
</tr>
<tr>
<td>7. People Results</td>
<td>0.9</td>
<td>49%</td>
<td>44</td>
</tr>
<tr>
<td>8. Society Results</td>
<td>0.6</td>
<td>62%</td>
<td>37</td>
</tr>
<tr>
<td>9. Key Performance Results</td>
<td>1.5</td>
<td>47%</td>
<td>71</td>
</tr>
</tbody>
</table>

| Total                             | 201     |       | 240    |
Discussion and conclusion

This article described and illustrated the philosophy, method and application of the EFQM approach. Background information is given, the EFQM Excellence Model and the scoring system are explained. We also illustrated the use of the approach by European health care organizations and gave insight in the award process of an addiction treatment centre. In the discussion we want to touch on some topics which are essential in a broader context. First it is remarkable how this approach has gained popularity in health care in a relative short period of time. Following the innovation-diffusion theory of Rogers (1983) we propose some explanations. Next we discuss the EFQM approach in the developing marketplace of health care institutions and conclude with some limitations and suggestions for further research.

Diffusion of innovation

The EFQM Model is both generic and concise, with a high level of face validity for users that are used to conceptualising organizations in terms of structure, processes and outcome. Furthermore it is related to theories on organizational change, knowledge management and innovation, rather than theories on engineering and structuring of organizations. For health care institutions that have to start with the development of quality systems and quality management, it can be related easily with existing practice and is not as complex as detailed certification schemes. The approach is also attractive because the self-assessment is new and offers an easy start. The management of an institution can try it without making major investments, and if positive results are achieved the leaders can decide to continue using it. Compared to others models, such as ISO or accreditation, the self-assessment and the simplicity are clear advantages for the EFQM approach and strongly support its dissemination.

Being voluntary, a decision to apply the model is not forced upon an organization but can be undertaken when it is considered to be appropriate. Thus timing is under the control of the health care institution and an external review can be planned at a moment when it seems supportive to internal developments.

Our prediction is that as long as the EFQM Model can maintain its credibility, based on its concept and construct validity, it will continue to be used amongst health care organizations.

Health care organizations in a changing context

Given the policy context of market-oriented health care reforms and their consequences for quality of care initiatives, as demonstrated by Thomson (Thomson, 1998), the EFQM Model has some attractive characteristics. It is associated with
The EFQM approach

quality management of the manufacture and service industry and notably with
some “role model” organizations. This is attractive for health care managers. They
can position their institution in the context of service organizations with excellent
reputations. To be associated with Rank Xerox or TNT gives market advantages,
status and opens new ideas and perspectives.

Furthermore, being generic, the model does not interfere with the dilemma be­
tween profession and management that is typical for health care organizations. The
criterion parts of the EFQM Model do not really go into domains of professional
autonomy or clinical excellence. Although they are hidden behind some of the gen­
eral formulations, the criterion parts are less explicit about the control functions in
professional bureaucracies. The norms of ISO or hospital accreditation schemes
touch those topics directly. The avoidance of those dilemmas can be an advantage
when the aim of management is to introduce the general concepts of quality man­
agement in the organization.

The EFQM approach does not represent a governmental initiative or an initia­
tive from financiers. This gives the approach a kind of outsider status in many Euro­
pean countries that can be beneficial when, as part of the market-oriented reforms,
power relations between government, financiers and providers are changing. It is a
new opportunity for health care institutions which have to move forward with qual­
ity management but do not want to submit to direct external review and control
from the government. Despite the reputation of the European Commission that en­
dorsed the approach, the relative neutrality of EFQM makes it a credible approach
in the highly politicised arena of accountability mechanisms in health care.

Limitations and further research

The characteristics described above that explain the popularity of the EFQM
Model for health care organizations in Western Europe are at the same time its weak
points. Although the approach is beneficial in starting quality management initia­
tives and offering ground for comparison of health care organizations with other
sectors in society, it is and will not be specific enough to address all areas relevant for
health care. We are convinced that it will never replace the health care specific ap­
proaches of hospitals and professionals that assure the quality of the clinical content
of health care. However, if used correctly, the EFQM can provide an overarching
conceptual framework for quality management initiatives that is acceptable for the
different groups in health care organizations, including the professional, manage­
ment and growing number of technical and facilitating people. The convergence
between the four main models used in Europe as described in the results of the Ex­
pert project emphasises this point.

It seems necessary, however, that the EFQM approach in health care be evaluated
in a more systematic and rigorous way than has been done thus far. The exploratory
data collected should be supplemented by systematically-collected empirical data through evaluation research and, when possible, results of experimental research. Only then will we be able to see whether the popularity of the EFQM approach in health care is more than just a fashion.

Acknowledgement

The authors would like to thank C. Heaton and the members of the Expert Working group, S. Jackson and the members of the EFQM health care working group, W. van den Brink of the Amsterdam Institute for Addiction Research and R. Bering of the Dutch Quality Institute for their contributions.

Reference list


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