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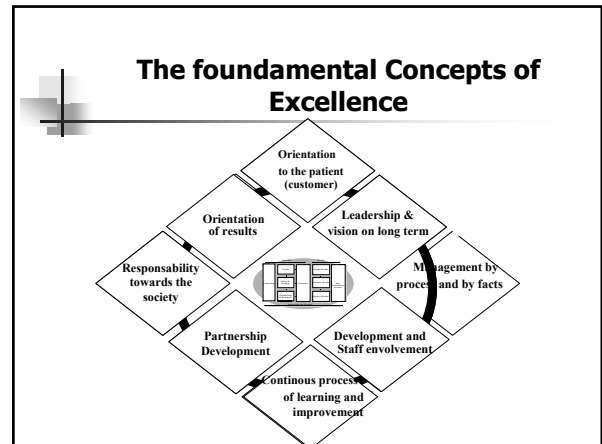
E F Q M

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



Hôpital Kirchberg

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

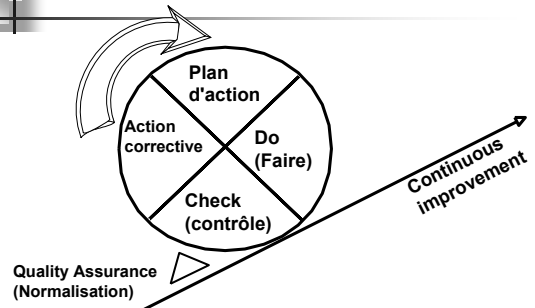
Development and staff involvement

- **CORPORATE IDENTITY** must be shared by everybody
- Sharing of values and vision at long term
- Best Practices
- Leading and lagging indicators

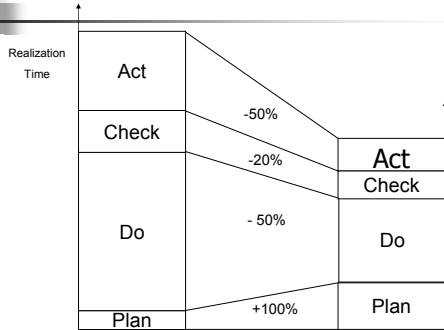
Continuous process of learning, innovation and improvement

- 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



Act ↔ Plan



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

Quality management and partnership with the medical staff

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)

