

Key issue:

“Approaches focusing on quality of structures, processes *and* results of LTC providers”

The E-Qalin Quality Management System

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Key-issue

Approaches focusing on quality of structures, processes *and* results of LTC providers

- Quality management in LTC has developed over the past few years
 - Trend from inspection to self-assessment and external audits
 - Most accreditation and inspection schemes still focus on structural indicators
 - Search for result-oriented indicators and methods for improvement
 - Investment in training and development of skills needed
 - Participative leadership indispensable

Why was E-Qalin developed/implemented?

- Providers of care homes not always satisfied with QM systems derived from industrial context
 - ISO 9000ff, EFQM, etc.
- No ready-made system available for care homes
- Very few care homes in Austria, Slovenia, Luxembourg, Italy and Germany applied QM



Main features of the E-Qalin QM system

- Adapted to the needs of LTC organisations
 - care homes, community care services, services for people with disabilities
- Based on training (E-Qalin Process Managers, Facilitators) and involvement of all stakeholders in self-assessment
 - 66 criteria in the area ‘Structures & Processes’ and 25 foci (key performance indicators) in the area ‘Results’
 - 5 different perspectives: residents, staff, leadership, social context (social accountability) and ‘learning organisation’ (future orientation)
- Certification by a third party audit

What are/were the effects?

- Used by about 200 care homes in Austria, Germany, Slovenia, Luxembourg
 - Transfer to the Czech Republic, France and the UK
- Evaluation study
 - Training of staff brought about increased quality thinking
 - Increased inter-professional cooperation
- Transfer to other countries
 - E-Qalin is not for everybody: participative leadership needed as well as an openness to staff training and involvement

Strengths

- Training and involvement of relevant stakeholders
- Assessment of structural, process and results quality
- Methodology to reflect upon and to improve reality in LTC organisations
 - Self-assessment is able to implement quality thinking and user-orientation at all staff levels
- Transnational, but open to national adaptations and regional requirements

Limitations and threats

- Various special skills needed by management and staff
 - group facilitation, project management
 - organisational development
- It's not easy to understand at first sight
 - 'experienced' during the Process Manager training and implementation
- Crisis management and the reduction of public spending
 - threat or opportunity for quality management?

Conclusions

- Investment in training to enable quality management in LTC services and facilities
- Further development of result-oriented indicators
 - See also other examples under the sub-theme ‘quality management’
 - Further research