

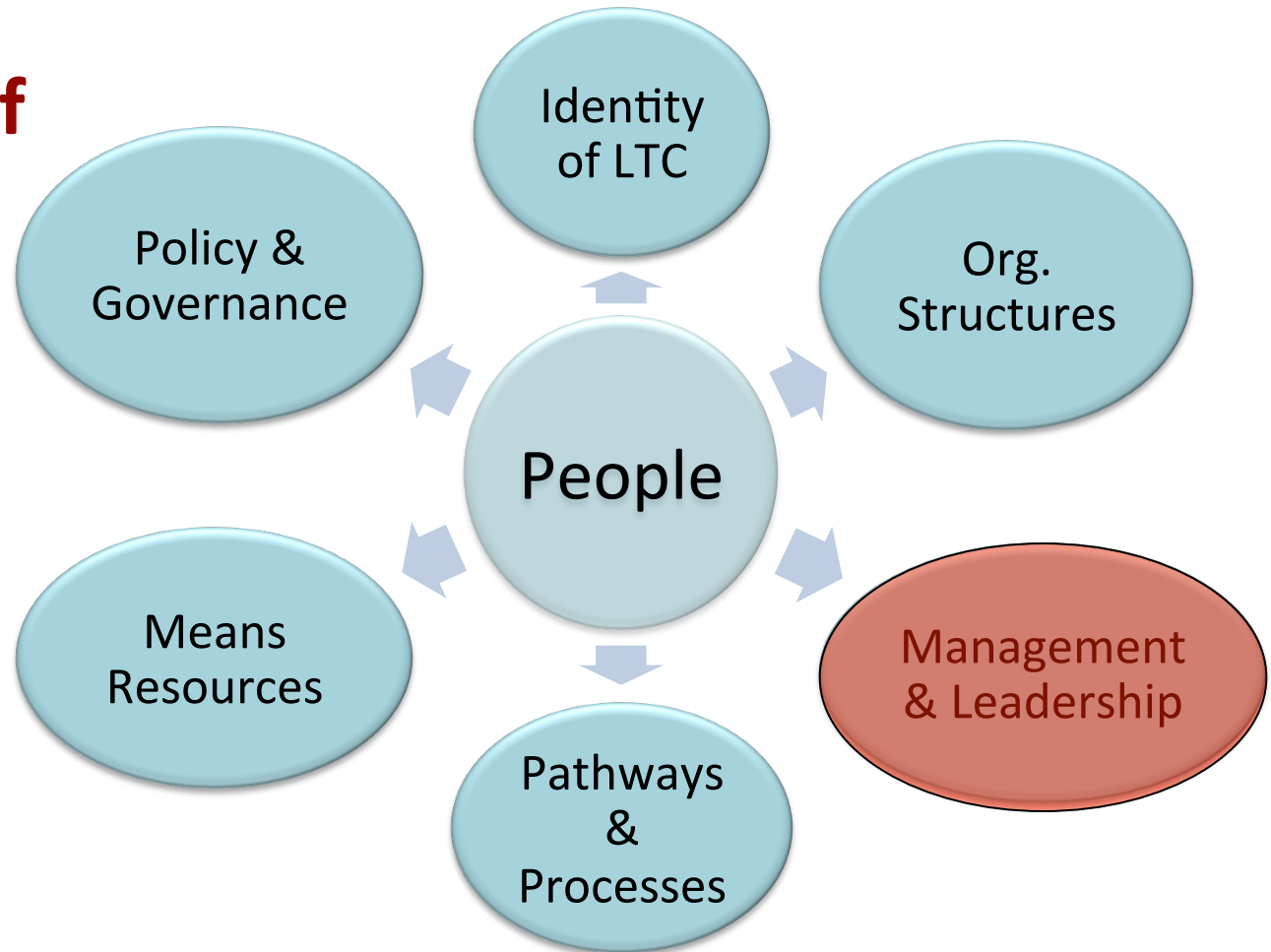
## Theme 4: Management & Leadership

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Funded by the European Commission  
under the Seventh Framework Programme  
Grant agreement no. 223037

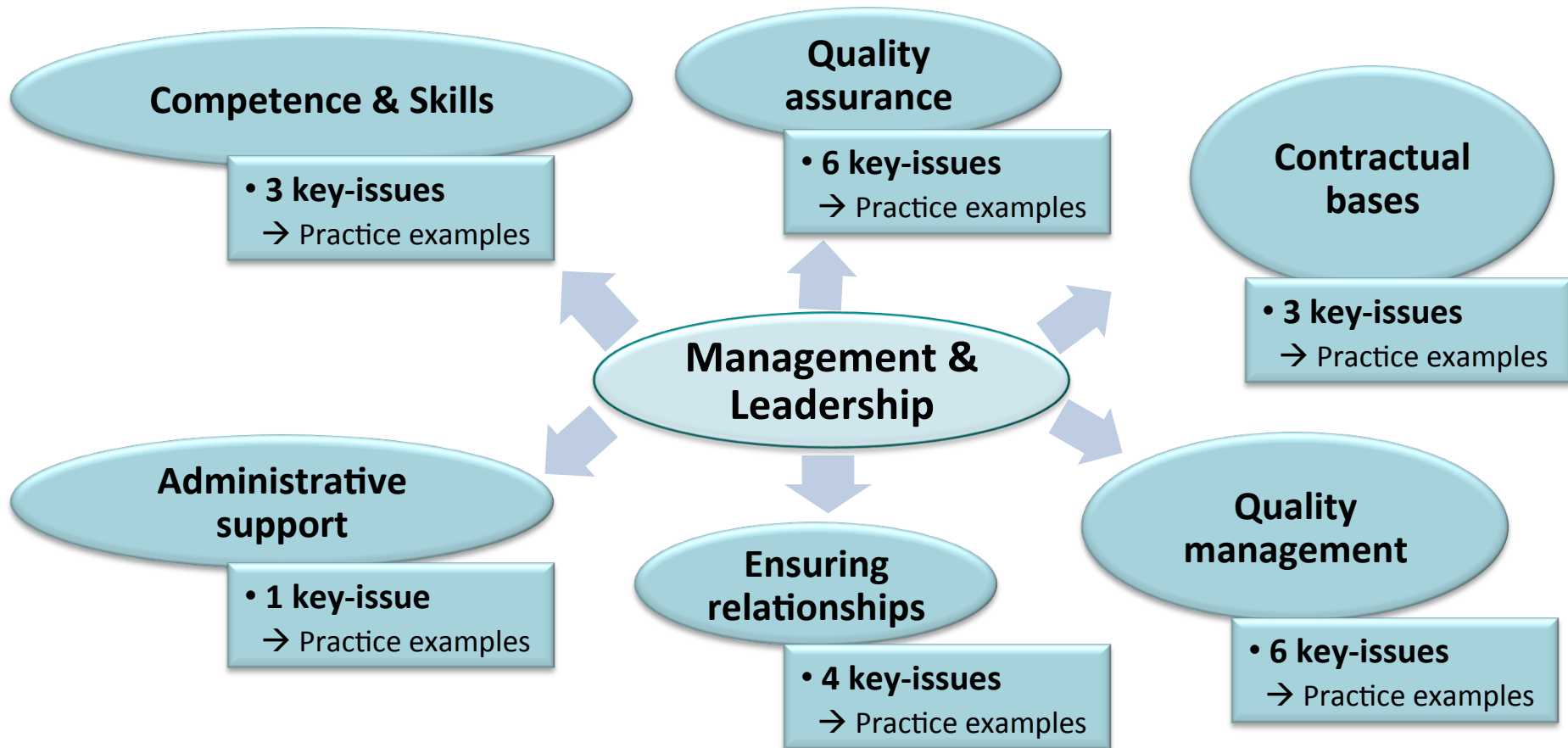
## The Themes of a Long-Term Care System



## Management & Leadership: What is it all about?

- Innovation and progress (with a focus on linking mechanisms)
  - organisational development
  - human resource management
  - inter-organisational relations
  - quality development
  - user involvement
  - preventive and rehabilitative orientation
- People and instruments

## Theme: Management & Leadership



## 4.1 Management and leadership competence and skills

- a) foster leadership and management using appropriate training
- b) establish management and leadership competences in organisations through mentorship, secondment and shadowing
- c) establish leadership competencies regarding the management of networks

## What is quality in LTC?

- Quality as excellence
- Quality as a norm
  - (mutually agreed) standards
  - Legally defined minimum standards
- Specific characteristics of LTC (as health care and other personal services)
  - Production and consumption are linked
  - Interpersonal relationships difficult to standardise
  - Dependency of users
  - Various expectations by stakeholders involved
  - Usually paid to a large degree by a third party

## 4.2 Quality assurance at workforce level

- a) training of professionals in interdisciplinary/interprofessional working
- b) enabling interprofessional knowledge transfer
- c) fostering diversity-sensitive knowledge and attitudes of staff, promote and make use of multi-ethnic teams
- d) Shaping job profiles, fostering and mutual understanding of comprehensive pathways  
**Greece: Elderly Care Vocational Skill Building and Certification (ECVC)**
- e) Establishing competence regarding preventive and rehabilitative LTC  
**(Greece: Elderly Care ...)**
- f) Establishing competence and providing capacity for supporting and negotiating with older people and/or informal carers at their level  
**(Greece: Elderly Care ...)**

## 4.3 Contractual bases of pathway links

- a) using contracts or agreements to enable and sustain processes between services and/or organisations  
Finland: Managing client oriented processes in an integrated organisation
- b) contracts or agreements that link between services professionally and managerially
- c) contracts or agreements that specify funding across services



## 4.4 Administrative support at interfaces

- a) foster enabling administrative patterns as well as processes between services or organisations, making administrative systems compatible, reducing administrative burden

## 4.5 Ensuring relationships with stakeholders

- a) enable participation of older people and carers' representatives in shaping pathways and appropriate linkages  
**United Kingdom: Modernisation of older people's services in Birmingham**
- b) ensure conditions for older people and carers' shared decision-making
- c) mobilise volunteers' organisations, and ensure their participation  
**Germany: Network careCompany (Netzwerk pflegeBegleitung)**
- d) consider socio-economic, socio-cultural, disability and gender differences of older people and carers




## Prerequisites of quality in LTC

- Shared vision of stakeholders
  - Identity of LTC?
  - Definition of needs
  - Object to political debates
- Tools and methods
  - EFQM and ISO or QM systems adapted to the LTC sector
  - Training and involvement
  - Guidelines
- Institutional infrastructure to inspect OR certify quality

## 4.6 Quality management

- a) Approaches for promoting and facilitating the quality of mechanisms in relation to linkage, networking, coordination or integration of agencies and organisations  
Netherlands: Quality management of integrated stroke services  
Germany: Geriatric Network and Geriatric Academy Brandenburg
- b) Approaches to ensure diversity-suitable structures and processes
- c) Approaches to ensure high quality structures and processes involving informal carers (Germany: Geriatric Network ...)
- d) Approaches to shape preventive and rehabilitative structures and processes (Germany: Geriatric Network ...)
- e) Approaches focusing on quality of structures, processes *and* results of LTC providers (Germany: Geriatric Network ...)  
Europe: The E-Qalin ... Finland: RAI-benchmarking...  
Germany: Outcome indicators for rating the quality of care given in care homes...
- f) Approaches to measure and consider user satisfaction

## Practice examples

- Judy Triantafillou:  
**Elderly Care Vocational Skill Building and Certification** 
  - Assuring quality at workforce level
- Jon Glasby:  
**Modernisation of older people 's services in Birmingham** 
  - Ensuring relationships with stakeholders: Enabling the participation of older people and their families in shaping pathways
- Kai Leichsenring:  
**The E-Qalin Quality Management System** 
  - Quality Management: Approaches focusing on quality of structures, processes and results of LTC providers