

Quality Assessment Using EFQM Model for Overall Excellence of Indian Health Care Sector

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Abstract

Quality point of reference is the main priorities of hospitals and quality assessments in hospitals is the biggest challenges which is determined by many tangible and intangible factors. The purpose of the paper is to investigate the quality assessment of hospitals in Odisha using the European Foundation for Quality Management (EFQM) model. Prior literature had focused on different sectors but less applicability of this model in the hospitals. In order to address the gap, the present research used a quantitative methodology to collect the data through a questionnaire from the healthcare professionals including doctors, hospital managers and Senior Executives in hospitals of Odisha. Random sampling was used where 87 respondents participated in this study. The results confirmed the significant contribution of the EFQM determinants in relation to each other. The results emphasis on the results of the EFQM model and it had both practical as well as academic contribution in the quality assessment in the hospitals and finally it has conclude EFQM model has played a vital role in influencing the quality assessment of hospitals.

Keywords: *Quality assessment, Healthcare, EFQM Model, Quality Management.*

Introduction

Quality has become a vital part of our day to day life. Quality as a tool is used by hospitals to gain a competitive advantage over competitors. By quality improvement it reduces waste, lower cost, market share is increased. Which in turn provides a hospital patient satisfaction and other stake holders in productivity and profitability. Health Care providers provide a variety of services various factors are taken into consideration in delivery of these services. Services have a multidimensional concept which specifies healthcare quality as the application of science and technology to maximize benefit to health

without increasing risk. Quality service delivery is the most important priority of the hospital. Service quality and EFQM are most popular model implemented in the hospitals. EFQM most popular quality excellence model focus on continuous improvement organizational process. EFQM tries to improve service quality and is a tool helping hospitals to measure the path of excellence and helps in finding the gap and suggest for further improve or enhancement. EFQM model provides a total view approach, satisfies patients and its stakeholders, financial concern and self assessment instrument used in finding out the gaps in process improvement. This it is essential for the study of quality aspect in the hospital and implement model for excellence in health care delivery services.

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Literature Review: Vallejo et al (2007) used the EFQM model in a psychiatric ward and found EFQM model as a excellent framework for quality assessment and a good tools for identifying the areas for quality improvement. Only one criteria didn't apply to the ward out of the 232 sub criteria. The study was in Spain used quasi experimental research design using EFQM

model which aimed at quality by which the number in admission increased, length of stay and readmission process time decreased^[2]. TQM model was implemented to improve the quality standards of the Palestinian public and private hospitals^[12]. Implemented the EFQM model and the factors were extracted to measure the quality perceptions of health care organizations and measured the relationship between quality dimensions. Strong relationship was based on leadership, resource management, people management and customer satisfaction^[9]. Moeller J (2001) used EFQM model in German health care services, the model was proven to a quality management tool to gain a competitive advantage^[1]. Sanchez et al(2005) Studied in Spain using Observational Methodology used EFQM model. The study aimed at quality, efficiency. They found satisfaction level increased and average length of stay and waiting time for surgical is increased. The majority of EFQM criteria improved, especially noticeable in ‘processes’ and ‘people results’^[3]. Leadership and employees greatly affect quality initiatives on success or failure in the healthcare organizations^[10]. Leigh et al(2005) study in UK using Survey methodology EFQM model Qualified nurses Confidence, competence and retention of newly nurses increased^[4]. Rodriguez Cerrillo et al. (2002) in Spain used quasi experimental with ISO 9001. The result outcome was patient satisfaction improved^[5]. Excellence Organizational Model of European Foundation for Quality Management has been on nine criteria^[7]. They proposed a model which include four stakeholders i.e. patients, activities, resource and their effects. They used six levels and the model proposed by them was compatible with other models^[8]. The 9 principles of EFQM model are Leadership, Policy and strategy, People, Partnership and resources, processes, customer results, people results, society results and key performance results. EFQM model implemented in thermal sector in order to improve the excellence in quality^[11]. Human resources and customer results should be given more emphasis for improving the organization excellence model^[6].

Research Objectives:

1. To find out the factors which determines the EFQM model in hospitals in India.

Materials and Method

Descriptive research design is used in the study. The population in the study was the hospitals in Odisha and

the samples was confined to the health care professional including doctors, senior executives, top management A total of 87 questionnaire was found to be correct Respondents 45% were male and 55% were women and belonging to age group consisting of 18% of respondents having age between 24 to 29 years whereas maximum respondents belonged to age category 40-49 years. 80% of respondents had master degree and having job experience of more than 10 years.

Assessment of Hospitals using the SCORE of EFQM:

- a. Leadership: Hospitals showed the score in between the range of 55 to 67 points.
- b. Policy and Strategy: Hospitals showed the score 65,66,54
- c. People: The scored varied between 45 to 56
- d. Partnership & resources: Hospitals showed score between 52 to 67
- e. Processes: Scored varied between 75 to 96
- f. Customer result: Score varied between 130 to 160 out of 200.
- g. People result: Score varied between 55 to 78 out of 90.
- h. Society Results: Highest among all the hospital was 56.
- i. Key Performance Results: The highest score was 126 among all the hospitals

Correlation matrix specified the e correlation between the various parameters of the EFQM model and their relationship positive relationship exists between the variable towards the EFQM.

Table 1: Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 ^a	.635	.622	.650
a. Predictors: (Constant)				

The R² square specifies 63% explained by the variables towards the performance results and the society result and people results.

Table 2: Regression Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.728	.408		9.139	.000
	Customer Results	.234	.044	.187	-3.084	.000
	People Results	.155	.053	.068	-1.033	.003
	Society Results	.443	.045	.471	7.638	.000

a. Dependent Variable: Key Performance results

Table 3: Regression coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.738	.400		9.348	.000
	Policy & Strategy	.369	.043	.497	8.632	.000
	People	-.224	.055	-.230	-4.098	.000
	Partner & Resources	-.073	.044	-.090	-1.676	.005

a. Dependent Variable: Processes

Discussions

The above table specified the correlatinship-which is represented as the correlation matrix. 9 factors of the EFQM model was suggested i.e. leadership, policy & strategy, people & partnership and resources, process, customer results, people results, society results and key performance results. Positive relationship was established between leadership and policy strategy, positive relation is shown between leadership and people, positive relationship between partnership and resources. Policy and strategy have a positive impact on process. Leadership influences the policy strategy, people and partnership resources. So, it very much essential for the managers to understand these factors and to know to what degree leadership can influence the strategy formulation and people and partnership resources. Knowledge of different stakeholders should be known as per that policy and strategy has to be formulated. In order to achieve excellence in hospitals people have to be involved. Partnership and are aligned with strategic alliances and that gives more value to the chain. Key performance results in the hospitals are linked with customer, process and people results. The results obtained are being compared with EQA (European quality association) benchmark scores and the hospitals selected in the study have the score above the average score of EQA. The

process, customer and key performance results showed a difference among them. Society results had been below the average score of EQA. The EFQM model criteria are being divided into enablers and results and there a strong causality between the enablers and the results criteria as being found in the study. The identify excellence factors are leadership, partnership and resources, policy strategy, people and processes. These criteria perform the operational excellence in the hospitals. Patients are important than stakeholders,employee,partners. Not only processes, performance, are important but also patients are very important for the excellence in the hospitals.

Conclusion

The study focused on implementing the EFQM model in hospitals and it had a strong contribution in the way of EFQM in the health care sector. The study done in hospitals tried to fill the gap between various parameters on the basis of results. Society, key performance results, people results are the different variables focusing on the quality in hospitals. EFQM focused on improving the organization performance results. The study would help the hospital managers, administrators and the top management in understanding the parameters and implementing it for the success of the hospitals growth. Different strategy can be implemented in improving

the overall growth of the organization by which in turn improving the patient care quality.

Ethical Clearance: Not Required (It does not involve any experimental data collected from human as well as Animals. The data is collected from healthcare professionals working in different hospitals which purely their personal view or opinion which does not violate the ethical standards.)

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Conflict of Interest: Nil

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