



QUALITY IN HEALTH INSTITUTES VIA EFQM EXCELLENCE MODEL: HEALTH PRACTICE AND RESEARCH CENTER SAMPLE¹

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ABSTRACT

The study aims to analyze the methods employed in health institutions within the framework of the quality approach and total quality management, and also to emphasize the necessity and adoption of quality in healthcare institutions and the importance of total quality management. Success in total quality management is achieved by the adoption and application of quality by all staff working in an organization. Within the scope of the study, the quality studies of the Ondokuz Mayıs University Health Application and Research Center (Turkey) were evaluated through EFQM (European Foundation For Quality Management) Excellence Model main and sub-criteria. The Ondokuz Mayıs University Health Application and Research Center (Turkey) launched its quality journey in 2005 and continued its activities more comprehensively in coordination with the quality management studies of the Ministry of Health as of 2014. The purpose of using the EFQM Excellence Model in the study is to enable the quality studies in the organization to be systematically examined. The case research design, which is one of the qualitative research methods, was used in the study. The data in the study were obtained through such methods as observations, interviews, and document analysis. Then they were evaluated and documented. As a result of the findings, the strengths of the institution and its aspects that can be improved were revealed.

Keywords: Health, Hospital, Total Quality Management.

1. INTRODUCTION

Today, globalization causes very rapid and powerful changes in the world. Such changes lead both the private sector and the public sector to keep up with this development and thus to be more competitive. Developing international competition, business, and management mentality has led organizations to seek excellence today. One of the management approaches that emerged as a result of this search is a total quality management approach.

The mentality of total quality management, which started in the industry and service sector, spread rapidly in a short time and was also considered important in the health sector. Since the 1980s, total quality management practices in hospital services especially in developed countries have spread rapidly. In Turkey, these practices have become widespread in a short time, especially in the last 30 years, most health organizations have adopted the principles of total quality management. Concepts such as increasing the satisfaction levels of patients and employees, continuous improvement, working with zero error in health institutions are very important for hospital management. Thanks to EFQM, which has emerged with the mentality of corporate excellence within the framework of quality approaches, organizations can achieve business excellence by self-assessment for quality, along with improvement studies. The study shows how to analyze the quality activities of health organizations using the EFQM Excellence Model.

2. LITERATURE REVIEW

Total Quality Management (TQM): "It is a management system dominated by the culture that highlights the human factor as the most valuable resource, that is grounded in participation in all kinds of activities including management, teamwork, effective and efficient use of all other resources (people, materials, etc.) over time and in getting things done right in the first place, that looks education as the basis of continuous improvement, and that adopts the orientation of the organization policies by the concept of quality" (Yenel and et al., 2008: 112). Although quality service is required in every field, it is a must in the healthcare field (Kömürçü, 2006: 13). Many studies have been conducted within the scope of quality in healthcare services. Some of these studies are as follows:

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In 2019, a case study doctoral dissertation prepared by Yurtseven (2019: 219) compares the healthcare quality standards- hospital version 5 (Sks-hospital v5) implemented through the Turkish Ministry of Health with the EFQM excellence model. The three hospitals analyzed in the study have a score range of 94-97 out of 100 according to the Sks Hospital V5 assessment, and they got an average of 301 points according to the EFQM Excellence Model scoring. This shows that the institutions are at the level of competence in excellence according to RADAR.

To measure the satisfaction of inpatients in health institutions, in the study conducted at Tekirdağ State Hospital by Çelikkalp et al. (2011: 1), a questionnaire containing the characteristics of socio-demographic and health services was applied to 279 patients hospitalized in internal medicine and surgery clinics. The relationship between the satisfaction levels of the patients and their socio-demographic characteristics and the healthcare-related characteristics was analyzed and no significant relationship was found. As a result, it is found that there is no significant relationship between the satisfaction levels of the patients and their socio-demographic data and healthcare-related characteristics. Quality measurement and evaluation in healthcare service: In a master's thesis titled *An Application in Bingöl State Hospital*, Tan (2016: 112) revealed that the perceived service level by the patients did not meet the expected service level. Annagür and Uzun (2014: 4) evaluated the training on Service Quality Standards for nurses, health technicians, and laboratories working at Selçuk University Medical Faculty Hospital within the scope of Healthcare Quality Standards. In the questionnaire applied to the managers of hospitals, Ulusoy, Biçer, and Naldöken (2011: 7) tried to determine the views of the managers of the hospitals in Sivas on total quality management. In the master's thesis, Selvi (2011: 6) examined the studies and applications in the Performance Management process of Edirne State Hospital. Successful performance results were obtained as a result of the data in 2007 and 2009, when the "Total Quality Management in Health" process, starting from "Health Transformation Project" was applied.

3. THE ONDOKUZ MAYIS UNIVERSITY MEDICAL FACULTY (TURKEY) HOSPITAL TOTAL QUALITY MANAGEMENT APPLICATION

3.1. Purpose

The study aims to analyze the total quality management studies carried out in health institutions within the framework of EFQM Excellence criteria and to determine the excellence levels of healthcare institutions. Since the EFQM Excellence Model was updated in 2019, the aim is to evaluate the quality studies of health institutions via the renewed model criteria. Suggestions are presented for the establishment and adoption of total quality management philosophy in terms of health institutions.

3.2. Scope

The study was conducted at the Ondokuz Mayıs University Health Research and Application Center (Samsun/ Turkey). In the study, the quality practices of the institution were evaluated through the EFQM Excellence Model updated in 2019. Within the scope of the study, the quality studies of the institution in 2017, 2018, and 2019 were analyzed. The successful aspects of the institution and its aspects that need improvement within the framework of the EFQM Excellence Model criteria were examined.

3.3. Method

The Ondokuz Mayıs University Health Research and Application Center (Samsun/ Turkey) was assessed via EFQM Excellence Model. In the study, one of the qualitative research methods, "a case research design" was used. In the case method, the elements related to one or more situations were evaluated through a holistic approach, In-depth research was carried out on how these factors affected the situation in question and how they were affected by this situation (Yıldırım and Şimşek, 2004: 293). Within the scope of the study, methods such as observation, interviews, document analysis were used to obtain data. A semi-structured interview technique was employed. While evaluating the study, the qualitative information of the institution was included as well as its quantitative information. The data were evaluated and reported within the framework of EFQM Excellence Model criteria. As a result of the findings, the strengths of the institution and its aspects that could be improved were revealed.

3.4. Findings

3.4.1. General Information about the Ondokuz Mayıs University Medical Faculty Hospital

The Ondokuz Mayıs University Health Research and Application Center is the Black Sea region's largest and best-equipped hospital in Turkey. The Health Application and Research Center provide services with 42

polyclinics, 31 clinics, 2 emergency services, 8 intensive care units, 21 operating rooms, 6 laboratories, 1 pharmacy, and various departments (radiology, nuclear, sterilization, etc.) (OMU Administrative Activity Report, 2018: 25). The hospital is equipped with most of the advanced technology diagnostic and treatment devices (Multislice CT, high tesla MRI, Digital Angio systems, Linear Accelerator, ESWL devices, Holmium and Greenlight Laser systems, etc.).

3.4.2. Basic Elements of EFQM Excellence Model

In today's competitive environment, all organizations, whether they are public institutions or private organizations, have to attach importance to customer satisfaction. Therefore, they have to adopt a customer-oriented approach and make continuous improvements in their products and processes. The main idea of the EFQM Excellence Model is to ensure internal and external customer satisfaction as well as community satisfaction and to achieve excellent business results (Nabitz and et al., 2000: 70). Organizations have the opportunity to self-evaluate thanks to the EFQM Excellence Model. By systematically reviewing their processes and results, they can identify their strengths and weaknesses (Finn and Porter, 1994: 56-61). Therefore, the EFQM excellence model can be used as an improvement tool because it can be used to compare results with their internal goals, their competitors, or similar organizations, and to encourage organizations to be the very best. As a result, the self-assessment process ends in planned improvement actions to make progress (Rusjan, 2004: 364). Considering the changes and developments, the model was updated and improved in 1997, 1999, 2003, 2010, and 2019 (National Quality Award Book, 2010: 30). The EFQM Excellence Model, which was updated in 2019 in its latest form, consists of 3 main criteria and 7 sub-criteria. The model is shown below:



Figure 1. EFQM Excellence Model
Resource: (The EFQM Model, 2019: 13).

Direction :

The direction framework enables an organization to appear as a leader in its ecosystem and well-positioned to execute its future plans. It presents an organization-specific, inspiring purpose and aspirational vision. It makes an organization develop a strategy focused on creating sustainable value. It helps it develop a culture that creates value for stakeholders. The main criterion of this framework consists of two categories and sub-criteria (Kalder, 2021) :

Criterion 1: Mission, Vision, and Strategy

- 1a. Defining the purpose, vision, and strategy.
- 1b. Identifying and understanding the needs of stakeholders.

1c. Understanding its ecosystem, its own capabilities, and its major challenges.

1d. Developing strategy.

1e. Designing and implementing a governance and a performance management system (The EFQM Model, 2019: 12).

Criterion 2: Organizational Culture, and Leadership

2a. Steering organizational culture and nurturing its values

2b. Providing necessary conditions to realize change.

2c. Enabling creativity and innovation.

2d. Uniting behind a purpose, a vision and a strategy (The EFQM Model, 2019: 13).

Execution:

The direction framework leads an organization to execute its strategy effectively and efficiently. In the execution framework, the organization focuses on the commitment of its stakeholders for success and tries to create sustainable value. It sets out the performance results necessary for success. It directs the necessary improvement and transformation to be successful in the future. This framework consists of three categories and sub-criteria (Kalder, 2021) :

Criterion 3: Engaging Stakeholders

3.1 Customers: Building sustainable relationships

3.2 Staff: Attracting, engaging, developing, and retaining

3.3 Business and governing stakeholders: Securing and sustaining ongoing support

3.4 Society: Contributing to development, well-being, and prosperity

3.5 Partners and suppliers: Building relationships and ensuring support for creating a sustainable value (The EFQM Model, 2019: 13).

Criterion 4: Creating Sustainable Value

4.1 Designing the value and the way it is created

4.2 Communicating and selling the value

4.3 Delivering the value to stakeholders

4.4 Defining and exploiting the overall experience (The EFQM Model, 2019: 13).

Criterion 5: Improving Performance and Transformation

5.1 Steering performance and managing risks

5.2 Transforming the organization for the future

5.3 Steering innovation and utilizing technology

5.4 Exploiting data, information, and knowledge

5.5 Managing assets and resources (The EFQM Model, 2019: 19).

Results:

Performance results are evaluated. How successful the organization is in its attitude, its behavior, and its execution pertaining to the direction framework and the execution framework is evaluated. This framework consists of two categories (Kalder, 2021) :

Criterion 6: Stakeholders Perception

There is no sub-criterion.

Criterion 7: Strategic and Operational Performance

There is no sub-criterion.

3.4.3. Evaluation of OMU Faculty of Medicine Hospital Practices via EFQM Perfection Model

The Ondokuz Mayıs University (OMU) Health Research and Application Center (SUVAM) was assessed under the three main criteria and the seven sub-criteria in EFQM Excellence Model.

3.4.3.1. Direction

Criterion 1: Mission, Vision, and Strategy

1 a. Defining the purpose, vision, and strategy.

Mission refers to the reason for the existence of an organization; that's, what primary purpose it fulfils (Efil, 2016: 44). The mission of the Ondokuz Mayıs University (OMU) Health Research and Application Center is: "To raise individuals who research, learn, analyze, and who are pioneers, entrepreneurs and are committed to values; to increase the quality and innovative feature of scientific research; to provide a high level of service to stakeholders". *Mission* is also a tool to achieve the vision. *Vision* is a concept that is formed as a result of the long-term and fundamental decisions of the organization and describes the way forward to the future. On the other hand, a *strategy* is a concept that describes the way the organisation meets the expected results in the dynamic structure, which is created considering its ecosystem (Ülgen and Mirze, 2010: 35). The strategy of the Ondokuz Mayıs University (OMU) Health Research and Application Center is: "To use the resources allocated to healthcare services efficiently and to increase patient well-being" (OMU Quality Handbook, 2019: 11).

1b. Identifying and understanding the needs of stakeholders.

Healthcare services have a lot of stakeholders. The increasing need for healthcare services and their increasing costs are forcing healthcare institutions to develop new strategies for their stakeholders (Sönmez and Uğurluoğlu, 2017: 225). The Ondokuz Mayıs University adopts stakeholder-oriented process management in all its departments. In this sense, it works to accurately identify and meet stakeholder needs and expectations and to increase satisfaction.

1c. Understanding its ecosystem, its own capabilities, and its major challenges.

The ecosystem is a continuous large structure formed by the mutual interactions of living beings that exist in a certain environment and non-living things surrounding them (Miller and Small, 2003: 132). The Ondokuz Mayıs University (OMU) Health Research and Application Center conducts a lot of analyzes to understand the ecosystem, its own competencies, and main challenges. The strengths of the institution according to SWOT analysis included in OMU's Quality Management System (KALEM OMU, 2020) are as follows: having the largest medical research and application centers in the Black Sea region, Turkey, having a higher number of international students than the national average, having natural, peaceful and safe campuses with strong research and education infrastructure, a wide range of accommodation, nutrition, cultural and social opportunities, having a strong distance education system, having strong collaborations with non-university institutions and organizations, having a rich variety of educational programs. Its weaknesses are as follows: having an information management system that is not working effectively, having a lack of communication with graduates, having a low number of national and international registrations, trademarks, patents, utility models, and industrial designs, having an unsatisfactory level of university-industry cooperation, failing to transform the results obtained from the projects and the research carried out by faculty members into products (KALEM OMU, 2020).

1d. Strategy development

The strategy is to create a unique and valuable position that embraces a different set of activities saying what to do and what not to do (Porter, 1996:1). The 5-year strategic plan preparation of Ondokuz Mayıs University, covering the years 2019-2023, started in November 2016 and continued until April 2018. The strategy of the institution was developed in line with the principle of participation. Therefore, the strengths, weaknesses, opportunities, and threats of the university were revealed. The mission, vision, and core values of the university were clarified in future vision studies. These detailed studies contributed to the development of the strategy of the institution.

1e. Management and performance management system design and implementation

Since university hospitals are public institutions, the management and performance system in OMU SUVAM is carried out within the framework of certain laws and regulations. In addition, whether what happens in

theory is reflected in practice is taken under control through the quality assurance system. The processes of the institution are monitored through relevant indicators. The activities of the institution are carried out within the framework of defined works and workflows, and in case of a problem, deficiencies and malfunctions are eliminated by means of corrective and preventive actions.

Criterion 2: Organisational Culture and Leadership

2a. Steering organisational culture and nurturing its values

The organizational culture of the OMU Health Application and Research Center is expressed as "a hospital that believes in quality and attaches importance to it, provides confidence with its stance, adopts the plain hospital model, and that has a friendly and comfortable welcoming atmosphere." The organisational culture was created to support the quality approach. Accordingly, the core values of Ondokuz Mayıs University (OMU Strategic Plan, 2019: 16) are respect for values, scientificity, and academic freedom, entrepreneurship, innovativeness, and transparency. As part of directing organisational culture and nurturing values, Ondokuz Mayıs University applies an organisational culture survey to all its employees once a year in June. The results obtained as a result of the survey contribute to the development of its organisational culture.

2b. Providing necessary conditions to realise change.

Change is the reaction to the effects of the external environment in order to ensure sustainability (Ertürk, 2009:274). All tools, devices, and equipment are reviewed for OMU SUVAM patient and employee satisfaction, and the ones that are effective with the latest technology are tried to be used in practice. All tools, devices, and equipment are intended for OMU SUVAM patient and employee satisfaction, and the ones that are effective with the latest technology are exploited in practice. Thanks to the "corrective-preventive action forms" that healthcare professionals actively use to express a situation they detect while performing their duties, regulations are made in many applications.

2c. Enabling creativity and innovation.

Today, the most important force of creativity, change, and development in organizations is the concept of innovation. Innovation is the only way organizations can outperform each other in an ever-changing and increasingly competitive environment (Aydın and Bekmezci, 2020: 87). Ondokuz Mayıs University plans to increase its competitiveness by differentiating in many sub-areas so that devices, materials, and health care models can be developed in the field of health.

2d. Uniting behind a purpose, a vision, and a strategy

OMU has a quality management approach that "uses resources effectively, adopts the philosophy of continuous improvement, evaluates all its independent units in a holistic system and includes its stakeholders in the system" and reflects this mindset on the policies and practices of the institution (OMU Internal Evaluation Report, 2018: 5). The quality organization of OMU SUVAM is carried out with the active participation of everyone in the process, thanks to the chief physician's leadership, 8 committees under the hospital director and quality management director, and department and unit quality officers. The Patient Safety Committee, Employee Health and Safety Committee, Facility Safety Committee, Training Committee, and Clinical Quality Improvement Committee make up the quality management unit. The committees convene once every three months, at least four times a year, unless there is an extraordinary situation. Situation assessments are made in meetings, and problems are solved by various methods (brainstorming, root cause analysis etc.)

3.4.3.2. Execution

Criterion 3: Engaging Stakeholders

3a. Customers: Building sustainable relationships

At OMU SUVAM, a monthly patient satisfaction survey and an employee satisfaction survey are conducted at least once a year. Also, it conducts stakeholder satisfaction surveys once a year in June and supplier satisfaction surveys once a year in April. Besides, feedback is provided from all stakeholders through the tab of your suggestions and thoughts presented to all its stakeholders on the university website. Survey results are analysed in meetings in which managers participate every month. Ondokuz Mayıs University was awarded the *TS ISO 10002 Customer Satisfaction Management System Certificate* in 2020.

3b. Staff: Attracting, engaging, developing, and retaining

The most important source of organizations is the career expectations of the employees. Employee satisfaction is the emotion, thought and behavior shown towards various aspects of the career (Yenler, 2017: 4). At Ondokuz Mayıs University, internal stakeholders participate in decision-making and improvement processes through meetings, academic boards, conferences for stakeholders, and interviews with them apart from surveys. The suggestions and thoughts tab on the university website and the request boxes in the units are also evaluated within the scope of internal stakeholder analysis. The "Open Door" practice, where all stakeholders can share their problems, opinions, and suggestions with the OMU Rector, is also maintained in the institution.

3c. Business and governing stakeholders: Securing and sustaining ongoing support

An advisory board was established at Ondokuz Mayıs University with the participation of external stakeholders. The advisory board meets three times a year. The institution makes evaluations by taking stakeholder opinions into consideration at the meetings. In addition to the regularly conducted stakeholder surveys, the "suggestions and thoughts" tab on the website, the request boxes in the units, as well as the "open door" practice strengthen the communication with business and management stakeholders.

3d. Society: Contributing to development, well-being, and prosperity

Ondokuz Mayıs University aims to provide services bringing social benefits in education, health, and social fields in order to increase social welfare, development, and well-being (OMU Quality Handbook, 2019: 12). Therefore, service is provided with the latest technological products in the institution. The services provided to society by OMU SUVAM are appreciated. For example, as a result of the evaluations between 2016 and 2018, Ondokuz Mayıs University Health Application and Research Center was awarded with a certificate of appreciation for its successful performance in the determination of brain death and donor procurement by the Ministry of Health (Samsun Provincial Health Directorate, 2021). In addition, OMU received the 2019 Barrier-Free University Award, and OMU SUVAM was awarded an orange flag in the "Accessibility in Space" category.

3e. Partners and suppliers: Building relationships and ensuring support for creating a sustainable value

Working with the right suppliers will reduce purchasing costs in organizations, increase customer satisfaction, improve competitiveness and ensure sustainability (Supçiller and Çapraz, 2011: 2). It is important for OMU to establish long-term relationships with suppliers. Therefore, OMU has established a Stakeholder Feedback Management Procedure in compliance with *TS EN ISO 9001: 2015 and ISO 10002: 2018 standards* and has been implementing it. The data collected from the suppliers (via questionnaire, website, open door application, interviews, meeting, etc.) are analyzed and evaluated, and the evaluation results are discussed in the management review meetings, which ensures healthy communication with the suppliers (OMU Purchase Procedure, 2019: 8).

Criterion 4: Creating Sustainable Value4a. Designing the value and the way it is created

The concept of value in health includes a set of multidimensional concepts (survival, functional status, the sustainability of recovery, etc.) that create patient benefit (Porter, 2010: 2). University hospitals have an important place in the Turkish Health System. OMU SUVAM is the largest and most equipped hospital on the Black Sea. In addition to the advanced examination and treatment services offered by experts in the field at OMU SUVAM, it provides support for education and training (associate degree, undergraduate, graduate, doctorate, and medical expertise), research and development (scientific studies, experiments, etc.) and social activities (conferences, interviews, events, etc.).

4b. Communicating and selling the value

The development of value at the patient level in healthcare institutions can be achieved through quality, communication, information, and transparency (Yong and et al., 2010: 6). With the OMU Bulletin published periodically at OMU, in-house activities, studies, innovations, and achievements are shared with all stakeholders. In addition, updated data and information about the healthcare service are shared on the web pages of OMU and OMU SUVAM.

4c. Delivering the value

With the resources available in value-based approaches in health care, choosing the interventions that ultimately create the best “value” has become one of the most accepted approaches (Özsarı, 2018: 6). In addition to advanced medical services, social welfare service is also provided to patients treated in OMU SUVAM. The hospital has a dressing room with the support of the employees. There are clean clothes for all ages and sexes in the dressing room. In addition, a "patient relative's home" offering 24-hour accommodation service was established for patients and their relatives in need next to OMU SUVAM while providing the healthcare service to them. A person who needs to stay at a patient relative's home can apply to the Patient Relative's Home with a document indicating that his or her patient or inpatient has received outpatient or inpatient treatment at the hospital.

4d. Defining and exploiting the overall experience

Data is needed to benefit from the experience. OMU analyzes the data and information suitable for monitoring and measurement in all units. The department and unit experience and evaluations are discussed in the monthly meetings which are held regularly and are attended by the managers at OMU SUVAM. It initiates corrective and remedial actions as a result of the analyzes, if necessary. The quality coordinator presents the results of all analyzes and evaluations in management review meetings (OMU Quality Handbook, 2019: 30).

Criterion 5: Improving Performance and Transformation

5a. Steering performance and managing risks

The performance of the organization depends on that of the employees. OMU SUVAM attaches importance to employee training in increasing employee performance. Training topics are listed as follows: “Interpersonal communication and development, patient rights and responsibilities, CPR training (Basic Life Support / First Aid), CPR training (Basic Life Support / Advanced Life Support), health law, hand hygiene, infection prevention, and control, cleaning, waste management, emergency call system, employee rights, and occupational health and safety training, orientation training (for the new employee in the hospital), departmental orientation training (for employees who are new to the department). Pieces of training for healthcare professionals: Patient safety, drug safety, transfusion safety.

Besides training, stakeholder surveys that guide performance evaluation and risk management, request boxes providing feedback, formal petition applications, telephone, and face-to-face interviews, web page, OMU Quality Management System (KALEM), applications/ feedback submitted through the Provincial Patient Rights Application System (HBBS) are evaluated in monthly meetings. In addition, risks that may be encountered and opportunities to be evaluated have been determined under the OMU Risk and Opportunity Procedure. It can be continuously evaluated through OMU Quality Management System (KALEM) software and is accessible to all personnel.

5b. Transforming the organisation for the future

Organizations must face the needs of the age in order to thrive in the turbulent business life and must be able to rapidly achieve the necessary transformation (Highsmith and Cockburn, 2001: 120). Since 2018, the largest oncology hospital, equipped with the most advanced technological devices, within the structure of OMU SUVAM in the Black Sea region has started to serve patients. The hemodialysis unit has reached a capacity of 40 beds with the renovation work. Transition to full financial and medical automation was completed in OMU SUVAM, where international accreditation and standardization studies in health services are continuing intensively (OMU Faculty of Medicine History, 2020).

5c. Steering innovation and utilising technology

The health sector is one of the sectors most affected by the innovation that emerges due to technological developments. Innovation efforts in the health sector give the health institutions global competitive power by affecting the quality of service, costs, and profitability as well as the life and quality of life of people (Karahan, 2018: 951). Information on new and technological services offered to patients is included on the web page of each of the service areas in OMU SUVAM.

5d. Exploiting data, information, and knowledge

In organizations, the systematic collection of data, its transformation into knowledge and information takes place through information management. Information management, on the other hand, is a new discipline that enables collective and systematic acquisition, understanding, and evaluation of information from stakeholders in order to achieve better organizational goals (Demirel and Seçkin, 2008: 110). The general internal and external communication form established regarding the OMU Quality Management System is written communication. In internal and external communication, it is possible to use communication elements such as questionnaires, face-to-face meetings, phone calls, promotional materials, as well as digital platforms such as electronic mails, web pages, social media accounts, mobile institution applications, and messaging software.

5e. Managing assets and resources

In health organizations, the primary goal is not to make a profit, but it is necessary to achieve an optimum balance between income and expenses. The assets and resources of institutions present their financial structures. Given the financial structure of the revolving fund enterprise of OMU SUVAM, which operates within the directorate of Ondokuz Mayıs University Revolving Fund Enterprise, it was determined that its revenues didn't cover its expenses, and it lost for 6 years in the last 7 years between 2012-2018. Considering the financial structure of the institution, we can summarize its negative situation as follows (OMU 2018 Audit Report of Turkish Court of Accounts, 2018: 58- 68):

- ✓ The prices paid for health services in Social Security Institution Communiqué that were not increased despite the increase in inflation and foreign exchange increase, which had been directly affected by pharmaceutical and health expenditures since 2009,
- ✓ The increase in the minimum wage (increased by 204.73% in the last 10 years) and the increase in unforeseen expenses arising from the lawsuits won by the recruited personnel through service procurement tenders.
- ✓ No reduction in contribution payments Despite the loss of SUVAM.
- ✓ Making SUVAM's debt payments in the long term due to the financial structural disorder and as a result of this, an increase in the prices of the purchased products.
- ✓ Inadequate cost reduction measures in SUVAM.
- ✓ Having no umbrella organization as university hospitals in general
- ✓ Structural problems of the health sector.

3.4.3.3. Results

Criterion 6: Stakeholders Perception

"One of the most important elements of TQM is the satisfaction of the stakeholders of the organization" (Görener, 2013: 151). While stakeholder perceptions are evaluated in OMU SUVAM, stakeholder surveys that are regularly applied and evaluated in the institution are exploited. According to the results of the survey of the patients who received outpatient treatment, inpatient treatment, and treatment in the emergency department between 2017 and 2019, while outpatient and inpatient satisfaction scores varied between 70-91 points monthly in 2017, they were between 70- 93 points in 2018 and 68- 90 in 2019. The scoring table that enables the evaluation of customer (patient) satisfaction surveys in 2017-2018 is as follows: 90 points and above are very good, 80-89 points good, 70-79 points medium, 69 points and below are bad. As of April 2019, the Ministry of Health changed the questions and assessment method. As of April 2019, the evaluation score range of the inpatient questionnaire was changed as follows: 91-100 point range is very good, 71-90 point range is good, 51-70 point range is medium, 0-50 point range is bad. Between 2017 and 2019, patient satisfaction was between "medium-good-very good", never "bad".

Employee satisfaction surveys started to be conducted twice a year in 2017-2018. Since April 2019, the questionnaires created within the framework of the Health Quality Standards (HQS) survey application guide have been used and started to be implemented in December 2019. The survey results are shown in Table 1.

Table 1. Employee Satisfaction Score by 2017-19

	2017 MAY	2017 NOVEMBER	2018 MAY	2018 OCTOBER	2019 DECEMBER
THE NUMBER OF PEOPLE	378	277	124	182	399
SCORE	57	60	60	62	43

The score range in the employee satisfaction survey evaluation conducted in 2017-2018 was as follows: 69 points and below were bad, 70-79 points medium, 80-89 points good, 90 and above very good. The score range of the 2019 employee satisfaction survey was as follows: 0-49 points poor, 50- 69 points medium, 70-89 good, 90-100 very good.

OMU supplier satisfaction survey results as of 2017 and 2019 are shown on the basis of questions and overall rates in Table 2.

Table 2. Supplier Satisfaction Score by 2017-2019

Satisfaction Assessment Criteria		2017 (%)	2019 (%)
1	Communicating with the staff of the relevant unit	78,60	80,39
2	Attitudes and behaviors of the staff of the relevant unit	80,80	81,43
3	Access to tender documents	80,20	79,35
4	Progress payments and payments that are made on time	70,00	56,75
5	Opportunities provided while working	76,00	72,99
6	Working with the university	79,40	75,45
7	Taking advantage of opportunities and opportunities fairly	76,20	68,70
8	The adequacy of the unit web page	73,80	70,65
9	The forms of address and behavior of our purchasing officer	82,60	83,64
10	Our ability to produce solutions to your problems	76,80	74,81
11	Ability to deliver the necessary technical documents to the manufacturer in a timely and complete manner	80,00	76,10
12	Efforts to improve the quality system	77,60	72,86
Overall Satisfaction Rate		74,43	77,67

Source: (OMU Quality Coordinator, 2020)

According to the results of the supplier satisfaction survey in 2019, the satisfaction rate of "Our purchasing manager's form of address and behavior" had the highest rate with 82.60%. In the survey, the satisfaction of "Progress payments and payments on time" was determined 70.00%. In both surveys, the satisfaction rate of "The forms of address and behavior of our purchasing officer" was the highest.

Criterion 7: Strategic and Operational Performance

Efficiency is a very important concept in evaluating the performance of the health system. Efficiency can be expressed as the success of producing maximum output as much as possible with the available inputs (Özden, 2008: 167). The success of the output (service provided) in health institutions is firstly achieved with the recovery and satisfaction of the patients and then the satisfaction of the employees and all other stakeholders. Stakeholder satisfaction is shown in the "Stakeholder Perceptions" criterion. In this section, the rate of change in the number of patients admitted to the hospital will be included in the performance evaluation. OMU SUVAM performed patient examination and treatment in 2018 with an increase of 12% compared to 2017, and an increase of 11% in 2019 compared to 2018. Besides, OMU SUVAM determined the 2019 Ministry of Health Quality Standards assessment target score as 85 and achieved its target of 96.5% by scoring 82.04 points. In 2019, the number of patients per physician was 1,150, and the number reached 1,258 with an increase of approximately 9% (OMU Administrative Activity Report, 2019: 76).

4. CONCLUSION AND RECOMMENDATIONS

This research was carried out in order to evaluate the quality practices of Ondokuz Mayıs University Health Application and Research Center (Turkey) within the framework of the 2019 EFQM Excellence Model criteria. The applications realized as a result of the observations, interviews, and document analyses carried out in the institution were analyzed. It has been found that OMU SUVAM has successfully achieved external customer satisfaction (patient, supplier, etc.). Within the framework of the data, it was observed that patient satisfaction was mostly at a good and very good level in the three years (2017, 2018, 2019) that were evaluated. It was found that the suppliers were also satisfied. However, when the data were evaluated, it was seen that internal customer (employee) satisfaction was not at the expected level. When evaluated in general, this situation is thought to be caused by the difficult and risky working conditions of healthcare staff. There is a need for remedial regulations in state policies for healthcare professionals in this regard. In the institution, efforts can be made to increase the number of healthcare staff and to improve their working

conditions. Social activities for healthcare staff should be increased, the appreciation-reward mechanism should function more actively. Also, activities that increase the motivation of healthcare staff should be focused on. Many studies conducted today show that spiritual elements are of significance as well as material elements in the motivation of employees. In this sense, it is important to increase positive communication with employees. The performance of the staff will also increase through these remedial methods. Another factor affecting performance is the efficient and effective use of physical resources. In this context, considering the income and expenses of the institution between 2012 and 2018, it is seen that the institution made a profit only in 2017. The biggest reason for this is that the institution makes social benefits the priority instead of pursuing profit. Although profit is not at the forefront in health organizations that are public institutions, some measures should be taken to increase the service quality. The institution should develop new methods to increase its efficiency and profit. This research shows that health institutions can make self-assessment with the "EFQM Excellence Model". Healthcare institutions can constantly improve themselves by discovering their weaknesses via this model.

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