



# SUCCESS STORY HEALTHCARE SECTOR

## VAMED-KMB



# THE JOURNEY TOWARDS EXCELLENCE...

“ ...there is a continual improvement loop, feeding back the learning from the results achieved and using creativity and innovation to drive increased value for all the stakeholders. ”

# IGNITING THE PASSION FOR SUCCESS

EFQM is a network of remarkable and like-minded organisations who share a common vision of Excellence, as a continuous Journey together.

Through each Success Booklet, EFQM brings to you inspiring stories of people and companies who have successfully deployed the Model and experienced its many benefits. Here we take a closer look at how they did it ...

## **EFQM ENABLES YOU TO CONNECT, LEARN, ACT, ACHIEVE, SUCCEED**

The EFQM Excellence Model provides organisations with a platform and common language to share their experiences and learn from others. The desire to share, learn and innovate is what drives our economies forward. A derived observation is the fact that what was considered "best practice" yesterday rapidly enters the mainstream and becomes common practice today. To stay ahead, organisations need to adapt faster than ever.

Introducing a proven practice from one sector to another is one way to achieve this...

# HEALTHCARE SECTOR

## THE STORY OF VAMED-KMB



### PLEASE PROVIDE A BRIEF SUMMARY OF YOUR BUSINESS

VAMED-KMB is a subsidiary of VAMED, the leading international provider of a full line of services for health care facilities. We provide technical operations management in hospitals and realise construction and refurbishment projects during ongoing hospital operations. Our company is located in Vienna, Austria and has 970 employees. We are a long term and acknowledged partner of the Vienna Hospital Association, the Vienna General Hospital and the Medical University of Vienna who are major players in the international field of cutting edge medicine. With our services, we lay the ground for uninterrupted and high value patient care. Furthermore, through our lived excellence and innovative partnership models, we set standards in our sector and we operate as a think tank regarding business excellence, energy efficiency and much more for our parent company VAMED that has realised more than 800 projects in 79 countries on 4 continents.

employee focus. A service company, especially in the healthcare sector, must focus on technically and socially competent staff. This belief is also reflected in our guiding value principle "from people excellence for people".

### HOW DID YOU GET STARTED?

At the beginning of the implementation of the EFQM Excellence Model, the commitment of the management was decisive. This is why we trained all our managers (management board, first and second reporting line) as EFQM assessors. As role models, the board members even completed an international assessor training and personally headed the first EFQM improvement projects. Since the start, we annually conduct self-assessments and derive improvement projects (approximately 70 up to now). The self-assessment approach has been continuously improved. Since 2007, along with the internal teams, also our main customer conducts annual assessments of our company. External applications since 2006 have given valuable input by learning from others and are used to match self-perception and outsiders' perception, and to learn from the differences.

### HOW DID YOUR JOURNEY CONTINUE?

The first measures we derived from applying the Model were:

- the foundation of our Platform Employee Orientation. Employee Orientation stands for orientation in two directions:



*To share with the best is a great motivation to never rest on your laurels and always seek new challenges.*

### WHEN DID YOU START USING THE EFQM EXCELLENCE MODEL?

We started using the EFQM Excellence Model in 2003. What we liked about the Model is its broad stakeholder approach including a strong

understanding the employees' expectations and needs as well as giving them direction in order to assure cooperation on the common path with mutual trust

- the Leaders Platform: monthly meeting of board members and all managers of the first two reporting lines
- Shop Floor Talks: organised annually together with the managing director for bidirectional information exchange.

All of these measures proved very successful and helpful for the further development of the organisation.

Furthermore, learning to systematically evaluate the outcome of measures also helped us to improve a lot. In 2006/2007 VAMED-KMB achieved "Committed to Excellence", and in 2008 "Recognised for Excellence 5-star". In the same year, we were nominated for the Austrian Quality Award, Jury Award, and in 2009 we were granted the Austrian Quality Award. After that, VAMED-KMB started participating on an international level and so far we have been EFQM Excellence Award Prize Winners four times: in 2010 for "Succeeding through People", in 2012 for "Nurturing Creativity and Innovation", in 2013 for "Succeeding through the Talent of People" and in 2015 for "Adding value for customers".

### WHAT VALUE DID IMPLEMENTING THE MODEL BRING TO YOUR COMPANY? WHAT CHANGED?

Implementing the EFQM Excellence Model helped us to advance in a more structured way. Not only to plan and deploy measures but also to closely monitor their success and react in a timely manner if necessary to strongly support our continuous improvement as a whole organisation. Monitoring the success of our measures provides VAMED-KMB with a wide range of results. This verifiability is a valuable asset towards our customer. The implementation of the EFQM Model was even integrated into our contractual partnership. It enhances our customer's confidence and paved the way for us to be entrusted with the realisation of our customer's upcoming major building and refurbishment projects. This assignment ensures our employees' jobs for many years to come.

### WHICH ASPECTS OF THE MODEL IMPLEMENTATION ARE YOU PARTICULARLY PROUD OF?

We have achieved an excellence culture that has become part of our DNA. New managers often ask after only one or two weeks in the company when they get their EFQM assessor training because without it they feel something is missing. The EFQM Excellence Model opens up new horizons and viewing beyond our limits has become common practice. The EFQM community is also a great pool for knowledge and best practice sharing.

# 11

*relevant  
certificates for  
the business  
and services we  
deliver*

from people  
**excellence**  
for people



**AS A RESULT OF IMPLEMENTING THE MODEL, HAVE YOU BEEN ABLE TO IDENTIFY IMPROVEMENTS IN ANY OF THE FOLLOWING?**

**Employee and customer satisfaction**

When we started using the EFQM Excellence Model we scored quite well in the enabler criteria but not so well in the results criteria because we did not have measurable evidence in all relevant areas. This changed over the years, now we have sustainable good results across all criteria. Additionally VAMED-KMB has realised efficiency increases for the company and for the customer while at the same time the customer and employee satisfaction further increased.

**Productivity**

Our service efficiency increased continuously over the years. This efficiency increases were realised to the benefit of our company and our customer. VAMED-KMB holds a total of 11 certificates relevant for our business and the services we deliver. The audit reports regularly express the high level of maturity of our organisation that auditors often denote as a benchmark and that could be reached with support of a well implemented EFQM Excellence Model. Also, new certifications and revisions can be achieved much faster due to this high level of maturity.

**WHAT DO YOU THINK ARE THE KEY BENEFITS OF IMPLEMENTING THE EFQM PHILOSOPHY?**

The key benefit of the EFQM philosophy is the sustainable success of the organisation attained through future oriented thinking, understanding what is needed to pursue the vision, following a systematic strategic approach, and setting demanding targets. To share with the best is a great motivation to never rest on your laurels and always seek new challenges.



**Kai Ostermann,**  
Managing Director  
VAMED-KMB

**WANT TO KNOW MORE ABOUT VAMED-KMB?**

Send your questions and enquiries to EFQM and we will make sure to get an answer for you. You can contact us at:

- [info@efqm.org](mailto:info@efqm.org)
- +32 2 775 3514



## About EFQM

EFQM is a not for profit membership foundation with 25 years' experience of supporting organisations, from Europe and beyond, reach sustainable Excellence and even exceed it. With its carefully designed portfolio of services and a strong network of 30.000 organisations from all sectors, size and maturity, EFQM is recognised by institutions and acknowledged by leaders as as a key partner to success.

EFQM is also the custodian of the EFQM Excellence Model, a non-prescriptive framework created by a team of experts from industry and academia that can be used to gain a holistic view of any organisation, regardless of size, sector or maturity. Since its inception, the EFQM Excellence Model has been a blueprint for EFQM members and organisations across and beyond Europe to develop a culture of excellence, drive innovation, and improve results.

## Do you have the Excellence drive?

After 25 years of working with organisations of different sizes, sectors or maturity, using various approaches to improve their performance, it seems clear that key elements need to be managed for an organisation to excel. We call these elements "The Fundamental Concepts of Excellence".

Used as a strategic evaluation tool, the EFQM Excellence Model offers a holistic view of the organisation, highlighting its strengths and opportunities to improve. Used as a benchmarking tool, the Model will show how an organisation compares to its competitors and other leading organisations. Used as a management tool, it will help set the performance and competency objectives of the organisation...

**IF YOU HAVE THE AMBITION, WE HAVE THE RIGHT TOOLS AND NETWORK FOR YOU...**

*Join the Excellence movement, the first Global Business Excellence Community...*

## EFQM Global Excellence Index

Born from the ambition to promote global Excellence across sectors and facilitate benchmarking, the EFQM Global Excellence Index recognises the world's best performing organisation on their journey to Excellence.

The index provides your organisation with global exposure and visibility showcasing what you have achieved through your Journey for Excellence including good and role model practices and what you are proud of sharing.

The Index will position your organisation as an active or even leading organisation for Excellence within your sector at a global level. It is a unique platform to enhance the visibility and image of your organisation as a driver for excellence, within and beyond your sector.

To join the EFQM Global Excellence Index your organisation needs to go through an EFQM assessment directly with us or with one of our partners. Your level in the index is determined by the EFQM RADAR scoring: Platinum – over 700 points; Gold – over 600 points; Silver – over 500 points and Bronze - over 300 points.

Being part of the Index, organisations will be exposed for a period of 3 years, free of charge, from the date of the assessment.

*Find out more about the EFQM Global Excellence Index and how you can become part of it by visiting the website at <http://www.globalexcellenceindex.org> or contacting us at [globalexcellenceindex@efqm.org](mailto:globalexcellenceindex@efqm.org)*

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