Four Paradigms and the fifth quadrant: The R2E2-Model © and Integrated Care Everard van Kemenade, PhD

Reason: There is a lot of misunderstanding and miscommunication about quality in healthcare between professionals and within groups of professionals. A different world-view might be the cause. *Question:* What paradigms can we discern in quality management in health care and how do they relate to Integrated Care?

Method: Literature review

Results: Four quality paradigms are discerned, the Empirical Paradigm, the Reference Paradigm, the Reflective Paradigm and the Emergence Paradigm, together constituting the R2E2-Model ©. The last paradigm might be the most interesting for Integrated Care.

Conclusion: The four paradigms can also bring light in discussions on Integrated Care. *Discussion:* Follow up research on usefulness of the concept of 'emergence' in Integrated Care is needed.

Reference: Van Kemenade, E.A., Hardjono, T.W. (2018), "Twenty-first century Total Quality Management: the Emergence Paradigm", *The TQM Journal* https://doi.org/10.1108/TQM-04-2018-0045, Retrieved from https://www.vankemenade-act.nl/wp-content/uploads/2018/11/TQM-04-2018-0045.pdf, Date: 1st April 2019

	Indivi	dual	
Quality: Decision: Adage: Science: Examples: Logic (Friedson): Metaphor: Leadership: Risk:	 Reflective Quality is an event (Pirsig) Professional principles You cannot measure everything Philosophy Peer review, visitation The professional Le Penseur (Rodin) Delegating, generative leader Arrogance 	 Empirical Q = cfr to requirements (Crosby) Rules To measure is to know Natural sciences, biology EBM, protocols, JCIA, PDCA The manager The Army Directive, technical leadership Bureaucracy 	<u>G</u>
Risk: Quality: Decision: Adage: Science: Examples: Logic (Friedson) Metaphor:	 Emergence Quality is dynamic (Pirsig) Shared values, virtues Coping with change and context Systems theory Lean, agile, Al, Dialogue All stakeholders Jazz improvisation Participative, shared and 	 Reference Quality is fitness for use (Juran) Guidelines, model Let's continuously improve Management sciences, psychology PDSA, EFQM, MBQA, internal audit The customer Interactive robot 	Objective

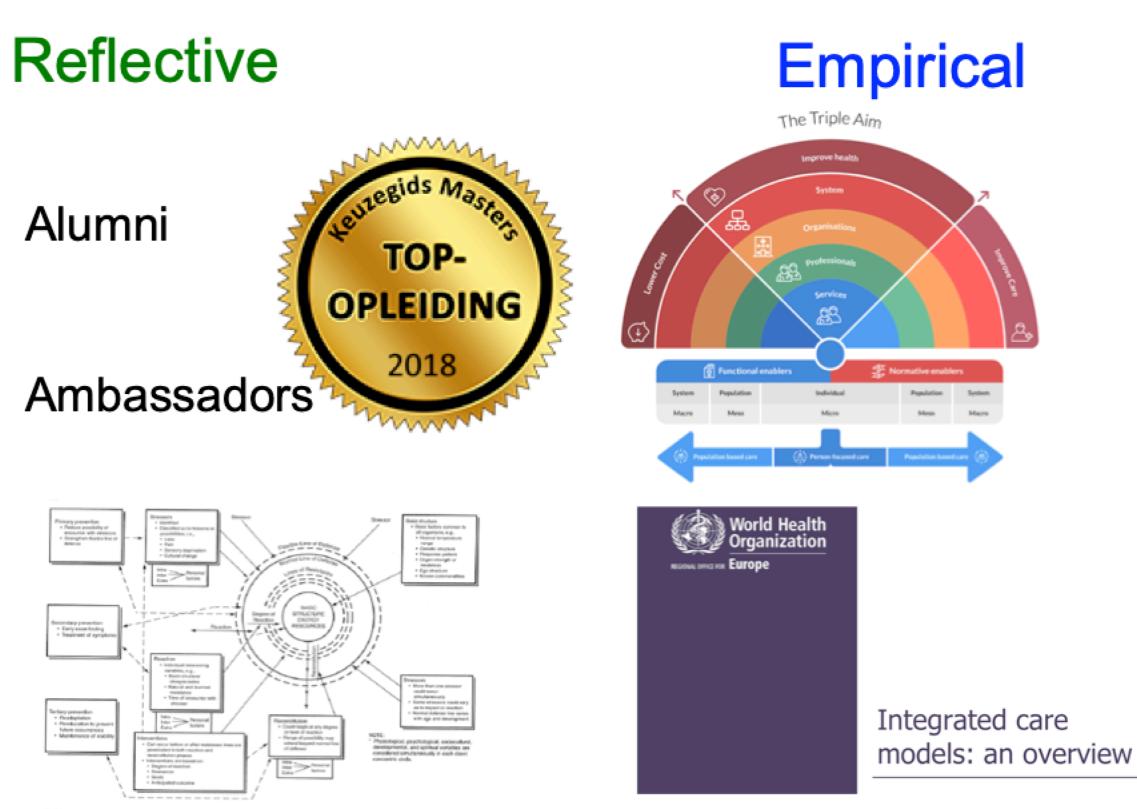


FIGURE 1-3. The Neuman Systems Model. (Original diagram copyright © 1970 by Betty Neuman.)



Collective

Emergence

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Figure 1: Four quality paradigms: the R2E2-Model ©

The fifth Quadrant

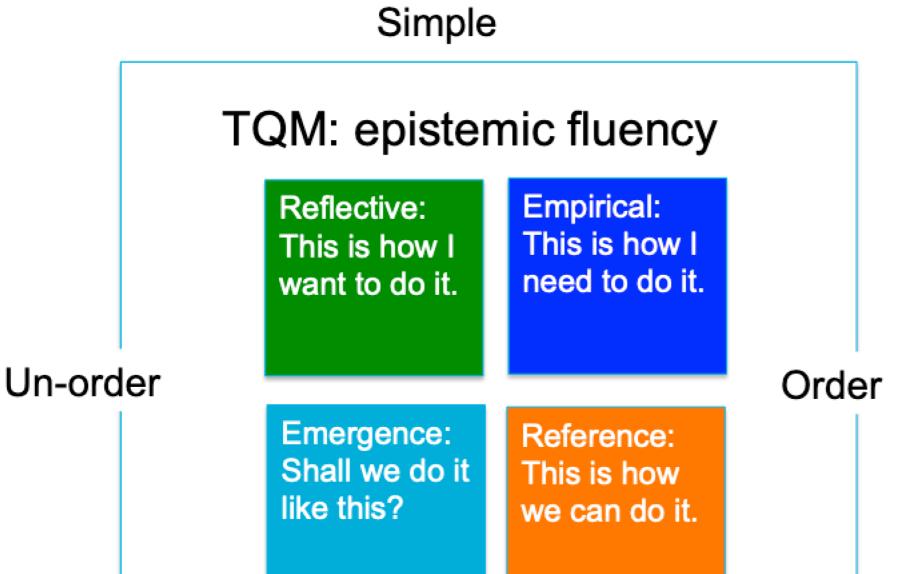


Figure 2: Four quality paradigms in Integrated Care

Integrated Care (because of its complex and un-ordered contexts) requires Emergent Leadership

Competences

1. Mindfulness

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- 2. Facilitation of Self organization
- 3. Facilitation of Diversity
- 4. Facilitation of Improvisation



Complex

Four paradigms and the fifth

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5. Flexibility/Agility

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Figure 3: Four quality paradigms and the fifth quadrant

quadrant

Figure 4: Competences of an emergent leader in Integrated Care

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Utrecht University of Applied Sciences <u>Everard.vankemenade@hu.nl</u> http://vankemenade-act.nl 1-4 April 2019