

# Four Paradigms and the fifth quadrant: The R2E2-Model © and Integrated Care

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*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: 1<sup>st</sup> April 2019

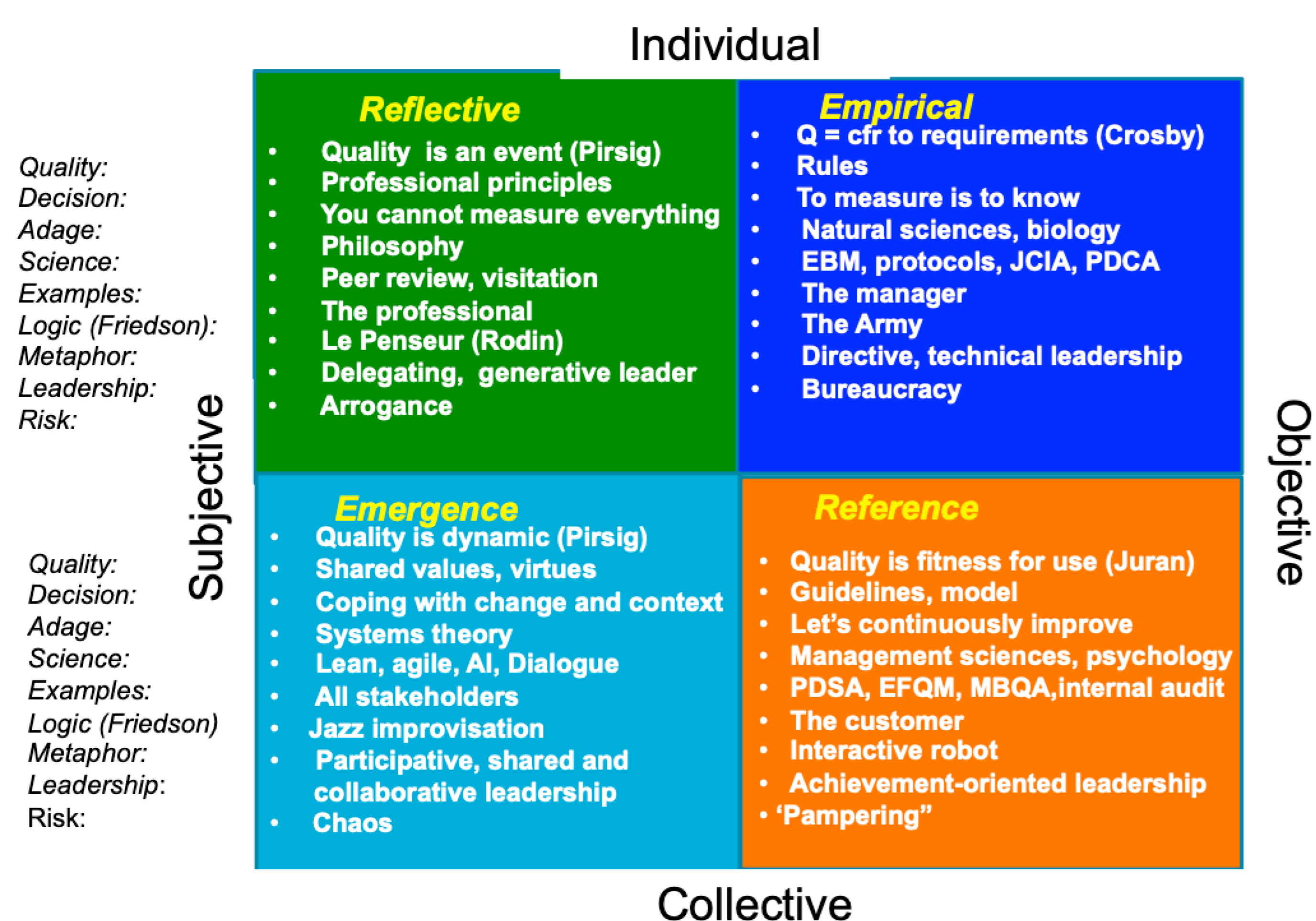
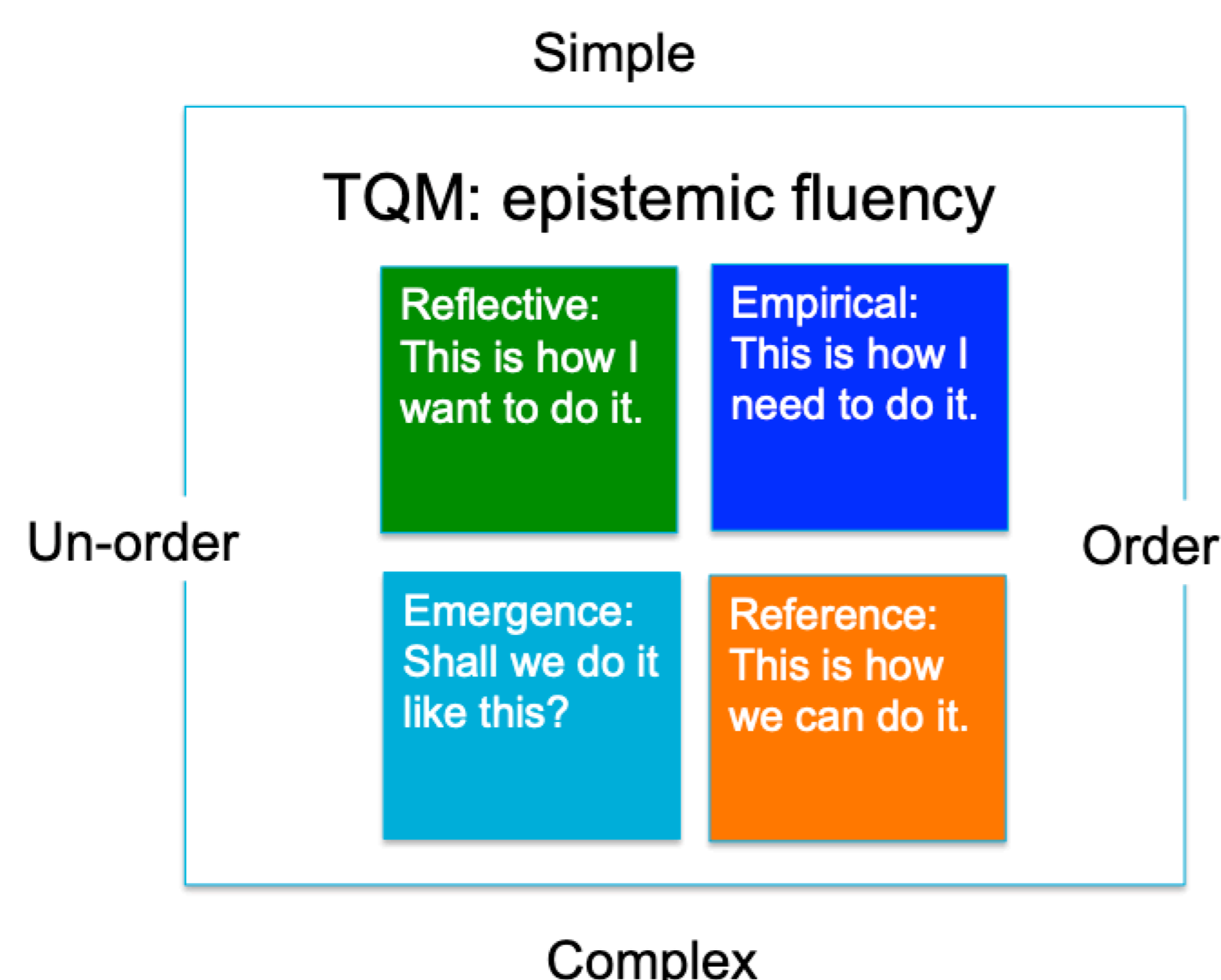


Figure 1: Four quality paradigms: the R2E2-Model ©

Figure 2: Four quality paradigms in Integrated Care

## The fifth Quadrant



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Figure 3: Four quality paradigms and the fifth quadrant

## Integrated Care

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

### Competences

1. Mindfulness
2. Facilitation of Self organization
3. Facilitation of Diversity
4. Facilitation of Improvisation
5. Flexibility/Agility

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Figure 4: Competences of an emergent leader in Integrated Care