

8th European CAF Users' Event "Leading Quality into the Future"
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**How a trusting cooperative partnership
has brought
organizational changes and continuous
improvement in social institutions!**



Lebenshilfen Bruck-Kapfenberg · Ennstal · Leoben · Mürztal
CEO Mag.iur. Ferenc ULLMANN



Outline

1. Background and context of the organization

- Founded in the 70s
- Development from small parents' self-help-groups into modern providers of services for people with disabilities in Styria
- To meet the needs of our customers and to achieve more than “social integration”, clear leadership, motivated employees and professional quality management is required
- We are pioneers in creating new (work) opportunities based on the principles of inclusion and self-advocacy

2. Background of the case

- Cooperation of 4 Lebenshilfen because of ever-changing circumstances such as laws, regulations, customer wishes and tight financial situation of the Province of Styria; to increase the quality of the 4 organizations and to standardize it across all institutions; for better and more active reaction to the changing conditions in the social sector

3. Process/dynamics

- The whole CAF-questionnaire was adapted to our needs in the social sector

4. Results/outcome

- A new questionnaire for all such social organizations

5. Lessons learned & key recommendations

- The willingness for improvement as well as for cooperation and exchange
- Involvement of as many employees as possible
- External accompaniment

4. QUESTIONNAIRE



1. Background & Context of the organisation

As modern service providers we offer for example:

- Support to people with disabilities like housing · work · mobile services (leisure assistance, family's facilitation, home assistance, support for handicapped children up to the age of 6 · personal assistance · school support)
- Network occupational assistance: Youth coaching · vocational school and training assistance · work assistance · jobcoaching
- Other services: Catering services (restaurants, cafés, school buffets, catering) · horticulture and landscape care · work/ceramic/textile workshops · social forest projects

Our key mission · What we do:

- Our main business is to care and support disabled people in all phases and areas of life. We are committed to the realization of an inclusive society – so that people with disabilities can live a normal, self-determined life within our society

Company key figures (as of 03/2018):

- Employees: 489
- Customers: 1.270
- Turnover in 2017: Euro 22,6 million

Province of Styria key figures :

- 81 recognized disabled carrier organizations
- Total social costs 2016: Euro 510 million
- Disability aid costs 2016: Euro 310 million

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2. Background of the case

- Due to the ever-changing circumstances, we recognized that we only can meet the challenges in cooperation – based on trust and honesty and with clear objectives
- One of the challenges was to raise and compare the different standards in our initially 3 and now 4 organizations. The Center of Administrative Research (KDZ Vienna) was appointed as neutral guide
- One of the main features was (and is) the focus on people with disabilities in the sense of a “customer concept” for the best possible support in all stages and areas of life. Our self-representation team was involved right from the start. All issues such as company size, quality standards, know-how, technical equipment and financial management were subordinated to this idea

3. Process/dynamics



- **02.08.2013:** First informal meeting
- **17.09.2013:** Meeting about the development of a CAF-QM strategy paper of the 3 CEOs with Ing. Helfried Ogrisek (Province of Styria/QM/Head of the CAF program). Planning the QM project architecture, strategic objectives and organizational synergies. Subsequently development and implementations of the individual CAF projects of the 3 Lebenshilfen in cooperation with the Center of Administrative Research (KDZ Vienna)
- **09.10.2013:** Defining common minimum standards and setting up a CAF working group
- **29.10.2013:** Start up workshop with the Center of Administrative Research (KDZ Vienna)
- **28.12.2013:** Completion of the adaptation of the CAF grid to the social area
- **From 01/2014:** Start of the CAF process per organization (with cross-coordination and regular meetings)
- **29.09.2015:** Final discussion of the CAF-QM strategy paper “clever economizing – clever operation” between the Lebenshilfe-CEOs and Ing. Helfried Ogrisek (Province of Styria/QM/Head of the CAF program)
- **07.12.2016:** Awarding of the CAF Quality Seal in the Federal Chancellery by State Secretary Mag^a. Muna Duzdar
- **From 2017:** Continuous development of the CAF process (e.g. founding of “Lebenshilfen Shared Service GmbH”)
- **From 2019:** Lebenshilfe Mürztal will submit to the CAF process for certification

4. Results/outcome

- CEOs are responsible for implementation and continuous development (together with one main responsible person and a project team of 6 to 12 persons per organization)



Cost- and Human Resources Management

CEO Karin Prethaler



Pedagogy and Process Change Management

CEO Gertrude Rieger



Leadership Strategy Law

CEO Mag.iur. Ferenc Ullmann



Business and Marketing

CEO Klaus Ruckenstuhl

Results/Outcome and effects across the 4 organizations:

- Raising of awareness
- Cross-institutional gain of knowlegde
- Better relationship of trust with the Province of Styria (regular meetings)

Results/Outcome commercial area (for example):

- Cross-institutional management
- By purchasing a new accounting software, certain steps are automated in one go
- „Lebenshilfen Shared Service GmbH“ was founded

Results/Outcome educational care area (for example):

- Exchanging concepts so that only adaptation costs arise
- Joint concept development with a breakdown of the costs accrued splitted into all four institutions
- Cross-institutional knowledge transfer



5. Lessons learned & key recommendations (1)

The benefits of our cooperation are as follows:

- Multi-agency work programs
- Standardization and planning security
- Key figures and benchlearning
- Cost truth = comparability and transparency
- Transferability of the „LH 4 CAF model“ to all social organizations in Styria
- Impact optimization through information and communication on the widest possible basis in cooperation with the Province of Styria
- Although the CAF QM tool was originally created for the public sector, administrations and government agencies, it is also suitable for companies

5. Lessons learned & key recommendations (2)

The following points contribute to the successful implementation:

- Above all, the project must be supported by the CEOs and the management
- The involvement of as many employees as possible and good (internal and external) communication is required
- Appropriate resources such as money, time, personnel, infrastructure must be available
- At the beginning an external accompaniment is recommended; in our case, we have to thank the Province of Styria and the Center for Administrative Research (KDZ Vienna)
- Networking with other companies is helpful

It is important to remember that the goal is not to obtain the CAF seal of quality, but to continue developing the company horizontally and vertically; thus the CAF process accompanies the organization in the long term

- Consistent desire to improve businesses so that people with disabilities can find the best possible environment; in addition we took and take care in building mutual trust
- Other organizations still have a skeptical view toward the CAF process due to its coordination with the Province of Styria; with our “best practice example” we hope they will discard their skepticism
- The transferability of our model to other facilities for disabled people was a declared goal from the beginning

Questions



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