



EFQM Framework For Corporate Social Responsibility In Healthcare Sector In The U.A.E

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Abstract

This paper studies the question of measurability of the influence of Corporate Social Responsibility (CSR) in healthcare sector in the U.A.E. It starts with explaining innovative developments of measuring the impact of CSR, showing that the measurement approaches move from the traditional short-term investigation to encompassing also into account soft social features, such as the satisfaction of employee, customer and society that consider a long-term success of a corporate. This approach is presented based on the criteria of European Foundation of Quality Management (EFQM). The paper offers a possible way to measure CSR impact by focusing on different stakeholders' satisfaction in sustainable business and then it reveals the way of businesses towards CSR.

Although the paper concentrated on the societies at healthcare sector in UAE, nevertheless of their nation of place and field of work, this paper is likely to be beneficial for any business to have an outline on the way of development, organizing, measuring and assessing the CSR activities.



Keywords: Corporate Social Responsibility (CSR); European Foundation for Quality Management (EFQM); Sustainable Excellence; Stakeholders; Healthcare; U.A.E.

1. Introduction

The expression "corporate social responsibility" (CSR) originated into public practice in the 1960s and initial 1970s, when several international companies were established in the business sphere. At that time, adding value for the society in addition to their essential operational strategies has attracted the attention of the companies. Corporate social responsibility has been defined with many perspectives. The idea of corporate social responsibility is encompassed in the meaning of sustainability. Kumar and Bala (2011) have pointed out that CSR is a complicated connotation to establish, it intersections with different such notions as "corporate citizenship, sustainable business, environmental responsibility, the triple bottom line; social and environmental accountability; business ethics and corporate accountability". It is extremely related to corporate environment and national environment. Blowfield and Murray (2008) defined the concept of CSR stating "CSR is the proposition that companies are responsible not only for maximizing profits, but also for recognizing the needs of such stakeholders as employees, customers, demographic groups and even the regions they serve".

Today, more than 80 percent of the prosperity related to CSR issues of a high proportion of companies are found on their websites, and others have isolate code of ethics and release material on social and environmental guidelines (Neergaard & Pedersen 2012). Additionally, ISO 14001 certifications has risen steeply and there has been an obvious growth in "Global Reporting Initiative" writers. It all designates that CSR is herein to remain. But, the challenge has stimulated to how. The challenge is how to incorporate economic, social and environmental consequences irregular organization decision making? As a result, management is seeking for tools to achieve this mission. The model of Business Excellence could be one of these tools. The European Foundation for Quality Management (EFQM) is one of other models to lead



companies in motivated to develop excellent in quality management.

EFQM non-profit organization was first issued in 1992, for several of times the model has been reshaped, for instance; in 2002, when “corporate social responsibility” (CSR) for the first time was presented in the model to substitute “public responsibility” (Neergaard& Pedersen 2012) as shown in Figure 1. In Paris in 2004, and by growing the awareness for the requirement of sustainable economic and social performance, the last publication is the EFQM framework for CSR initiated, it is stated that “The EFQM framework for CSR is a new and integrated approach that uses the Excellent Model as a common base - the model enables organizations to have an integrated approach to CSR” (Neergaard& Pedersen 2012).

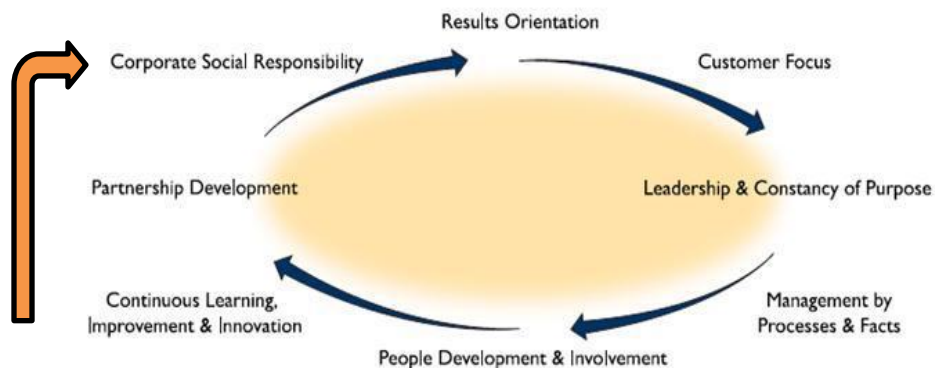


Figure 1: CSR in EFQM Fundamental Concepts

(Adapted from Omnex 2014)

How should the EFQM framework as a project be organized to support corporate social responsibility and sustainability? In short, EFQM model is based on nine criteria that are illustrated in Figure 2. Five of these are factors the company can influence "Enablers"; and four



are "Results", which can be measured as the effects of the influence and cover what an organization accomplishes.

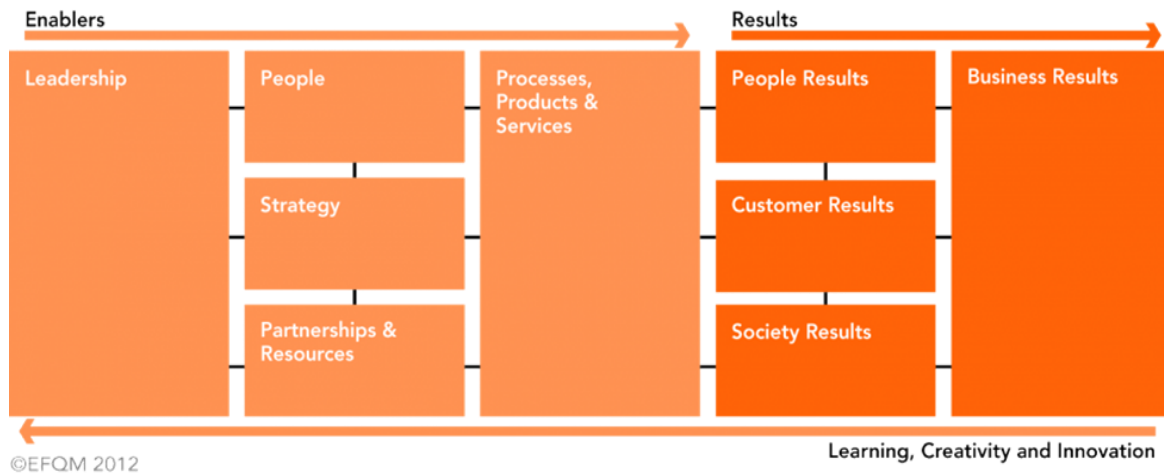


Figure 2: EFQM Model Criteria

(Adapted from EFQM 2012)

Kumar and Bala (2011) have identified how the EFQM model explains the concept of putting CSR into practice to support social responsibility and sustainability in the following way:-

- Excellent organizations adopt a highly ethical approach by being transparent and accountable to their stakeholders for their performance as a responsible organization.
- They give consideration to, and actively promote social responsibility and ecological sustainability both now and for the future.
- The organization's CSR is expressed in its values and integrated within the organization.
- Through open and inclusive stakeholder engagement, they meet and exceed the expectations and regulations of the local and where appropriate, the global community.
- As a well-managed risk, they seek out and promote opportunities to work on mutually beneficial projects with society inspiring and maintaining high levels of confidence with stakeholders.



- They are aware of the organization's impact on both the current and future community and take care to minimize any adverse impact.

With the above points and to take advantage of CSR initiatives, healthcare businesses should take in their considerations to control environmental waste and recycling solutions, check-up and diagnosis focused field projects, research and support to projects, satellite or portal rural area clinics, awareness and training programs, choice of suppliers through their CSR programs and improving their quality of management and service as Dr. Faith stated in "ChinaCSR" (2014).

And last, but definitely not least, the EFQM Framework for CSR, is a fresh and integrated approach that practices the Excellence Model as a mutual foundation. Subsequently, the information and realizing of topics like CSR and sustainability have improved meaningfully. Majority of organizations have some category of CSR actions but still people have strife with discovery related results. The problem is, in most cases, there is slight at this time to drive on concerning "Society". The concern of the organization to society is not about goodwill or fixing the troubles of the world, but about directing its profit in a manner which links the values of recent society in its handling of its stakeholders as employees and customers and even social environment everywhere it serves. Recently, a number of awards such as European CSR as well as Arabia CSR aim "to highlight CSR best practices and showcase the achievements of public and private companies in enhancing their sustainability performance to have a larger and more positive impact on society" (Arabia CSR Network 2013). In the U.A.E, although it is considered at the forefront in this area and "over the year it has grown into up to be one of the foremost CSR and sustainability related professional organizations in the Arab region" (Arabia CSR Network 2013), but still the reluctance of corporate management and the practice of social responsibility correctly attributed to several reasons, particularly lack of understanding of the idea well and the belief that it increases the burdens and costs of the company, and reduce profitability, i.e., they discount not add, and this concept is totally wrong, as the social responsibility if it can be practiced literally and effectively increase the promotion of the company and its products.



All the above requirements developed dynamic forces to instigate this study. This study is the first study to investigate on approaches of EFQM Framework for CSR and future sustainability in healthcare sector in the U.A.E., and this type of project management practices is still under researched area. This essay will discuss the integrating CSR in EFQM Business Excellence in healthcare sector in the U.A.E. The essay will begin by discussing how CSR stands in the healthcare sector in U.A.E. It will then explain how EFQM Framework plays a significant role in healthcare sector in the U.A.E. The essay will then turn to consider the approaches to measure the impact of CSR on healthcare performance. The final parts will elaborate the CSR challenges and the key benefits of CSR in healthcare in U.A.E.

2. Integrating CSR In EFQM Business Excellence In Healthcare Sector In The U.A.E

The mission to improve the health of individual and community is the work of healthcare businesses, moreover to maintain the health needs and address it through the strategic development of services and programs. A responsibility for economic and social growth is lying on all the stakeholders in the healthcare sector, including hospitals and pharmaceutical companies, furthermore medical equipment manufacturers. CSR is the systemized approach of responsible corporate. CSR is about how companies support their standards and performance with the desires and expectations of stakeholders- not just “customers and investors, but also employees, suppliers, communities, regulators, special interest groups and society as a whole” (China CSR 2014). It can bring competitive advantage and will be a key facilitator for client loyalty and today's healthcare marketing development cannot lose such business and social investment.



2.1 CSR in Healthcare Sector in the U.A.E

Healthcare Sector obviously stood like a leader in U.A.E, especially when deliberating the CSR matters. The causes behind this, it's main relative to its several stakeholders of government, society, and further private sectors, plus its system of generating profits has a superior connection to public's lives by touching their well-being complications more than other corporate bodies. Healthcare businesses require to continuously considering of state-of-the-art CSR approaches through stresses starting by their stakeholders.

Two principal works of Healthcare sector corporations should be considered before they resolve the difficult problems of serving the necessities as Lee (2005) suggested. At first, the business entities have to be gaining profits in a liable manner by communicating to HR, finance, marketing, supply chain and different divisions in the firm. Next, healthcare industry such as other business industries needs to emphasis on definite parts to add to the society and relate it through their business. This does not need to straight way link to their services or products and this could be the obvious variance of healthcare businesses compared to different sector businesses. Yet, general, there needs to be clear influences and corporations have to understand that. As a consequence, by means of making business and generating money, business can be adding to the society. Indeed, this is a difficult task but not unattainable.

Once two areas mentioned above are integrated as a company strategy, a corporate in the healthcare field could be known through the community instead of blaming upon for just tracking the profit.

2.2 EFQM Framework In Healthcare Sector In The U.A.E

Healthcare in U.A.E has an extensive tradition of developing approaches and excellence models to help assessing the quality of the work by achieving high levels of efficiency and effectiveness



in their operations. Famous are the inspection methods, professional standards and international accreditation and certification processes. EFQM is one model of an excellence model used mainly in U.A.E, its approach delivers a basic structure and it is considered as a generic and board framework more than other traditional healthcare approaches. Being generic it does not drive into definite criteria, professional legislations, rules and standards for healthcare and it does not cover specifically the clinical aspects of healthcare organizations as the European accreditation system such that provided by the Joint Commission for Accreditation of Healthcare Organizations (JCI). But, in general, EFQM approach brings into line conceptually through the concepts of the structured healthcare services which have been modified to improve specific guidelines for healthcare which are supported by the Ministry of Health (MoH) in the United Arab Emirates as a whole and differentiates between procedure, structure and result quality. The scopes procedure, structure and result conform acceptable to the scopes of the EFQM Framework.

Moreover, U.A.E government is working together to be responsible for all required assist to the UAE corporate community in Abu Dhabi and the U.A.E to promote “innovative world class Best Practices” in Excellence approaches and facilitate its application for continuous improvement. The exclusivity of the Sheikh Khalifa Excellence Award (SKEA) program of sustainable Excellence to be fully aligned with the international best practice and adopting the EFQM Excellence model is driven “to enable people and organizations in Abu Dhabi and the UAE to enhance their performance, competitiveness and achieve world class stature for the business community at large” (SKEA 2014). Applicants are from all business sectors in the U.A.E such as educational sector, manufacturing sector, service sector, health sector...etc. In 2011, Mafraq Hospital in Abu Dhabi belonging to Abu Dhabi Health Services (SEHA) was presented with the Diamond Sheikh Khalifa Excellence Award (SKEA), it was the first healthcare facility as government hospital to receive SKEA and was also recognized by SEHA as the maximum scorer for its transformational result on implementing the EFQM Model to build an excellence and organizational culture of quality between all employees. Other hospitals belonging to SEHA



such as Sheikh Khalifa Medical City (SKMC), Tawam Hospital and Al-Ain Hospital as government hospitals and Al Noor Hospital non- government have also won the SKEA.

2.3 The Approach To Measure The Impact Of CSR On Healthcare Performance

The contribution of CSR on a corporate performance in addition to its stakeholders must be measurable so as to be assessed properly. The challenging mission of evaluating CSR results has remained significant matter for both researchers and practitioners. Several literatures on CSR integrate CSR into stakeholder theory and its evaluation becomes not easy, while other views consider CSR evaluation and the communication of the results as basically moral business practice that enable different stakeholders to recognize the impact and importance of social responsibility. Therefore, some organizations reflect it as a cause of business opportunity and enhanced competitiveness and have started to evaluate CSR “based on the Balanced Scorecard (BSC) approach and its integration with the Global Reporting Initiative (GRI) performance indicators concerning social responsibility” (Panayiotou, Aravossis & Moschou2008). Nevertheless, in nature, social features are considered to be “soft”, hence becoming hard to measure especially when it comes to the concepts of the structured healthcare services and its international standard practices. To many healthcare businesses, CSR remains “a vague and an intangible term”, with “unclear boundaries”.

Can the impact of CSR be measured on corporate performance? Yea, it can. This part of the paper studies the inquiry of measurability of CSR impact on business performance by different approaches. It begins with demonstrating a direct approach based on EFQM criteria, then goes on to establish an indirect approach on the basis of the stakeholder perception. Finally, it gives an overview of latest trends of the EFQM way to CSR built on the fundamental concepts and the excellence model itself with involving stakeholders’ importance and their expectations; it is like



a state of being merged to get together the direct and indirect approach to make sure that CSR is actually inserted in day to day practice, strategy and process and will address all stakeholders.

Direct approach

The improvement of the many excellence and quality frameworks has given rise to the organizations to involve measures concerning on CSR along with their measures linking to business performance. For instance, CSR and environmental responsibility act as core values in Baldrige (NIST 2014) or as a fundamental concept in EFQM framework (EFQM 2012). These concerns are evaluated as results measures under the perspective of “stakeholders and society”. Within the EFQM Award, a section considering “Impact on society” is measured from the perception of actual performance that reflects two characteristics of this procedure, a society’s awareness in what way the institute meets its expectations and how the institute influences on to the society.

The EFQM excellence model is built up of 3 main components; EFQM model, the fundamental concepts and the RADAR logic. Figure 3 shows the 8 criteria of EFQM excellence model that classified into two core groups: Enablers and Results. “Results” are affected by “Enablers” and “Enablers” are developed by feedback from “Results” in order to compare and measure business performance (Gemoets 2009). Enablers consist of factors that support business sustainable development, which are leadership, people, strategy, partnerships & resources and processes, products and services. Each criterion is divided into some sub-criteria. On the results side, standard key results are evaluated together with soft factors such as the influence of the business processes on people, customers and on society.



Figure 3: The EFQM 2010 model

(Adapted from Gemoets2009)

According to Serban and Ghenta (2009), the EFQM framework is used as an investigative model and helps to include characteristics of social and environmental responsibility. By means of this model, the organizations understand how to assess themselves and to evaluate their own improvement to promote a new sustainable and balanced vision of strategy and business culture. However the weight of each criterion has been changed but still sustaining the equivalent assessment between an organization's capacity "enablers' criteria" and the performance that delivered from its stakeholders "results criteria". Each of enablers and results criteria account for 50% of the total as shown in Table 1.

Criteria	Maximum Score
Enablers	
Leadership	10
Strategy	10
People	10
Partnership & Resources	10



Process, Product & Services	10
Results	
Customer Results	15
People Results	10
Society Results	10
Key Results	15

Table 1: New Weighing of criteria

(Adapted from Abdallah et al. 2013)

Depending on the famous PDCA Cycle that acronyms for “Plan-Do-Check- Act”, the assessment method was termed RADAR, an abbreviation for “Results, Approach, Deployment, Assessment and Refinement” (Kaufmann and Olaru 2012). EFQM (2009) defines the RADAR system as “a dynamic assessment framework and powerful management tool that provides the backbone to support an organization as it addresses the challenges it must overcome if it is to realize its aspiration to achieve sustainable excellence”. The components of RADAR system establish the principles of fundamental cores that form the foundation for all business procedures, such as achieving balanced results, adding value for customers and taking responsibility for a sustainable future and five other fundamentals concepts. Figure 4 shows the RADAR system surrounding the EFQM criteria graphically.

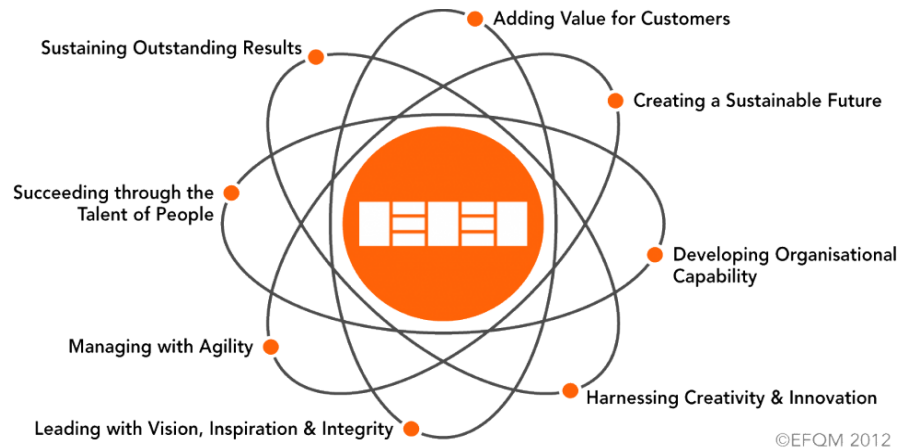


Figure 4: The Fundamental Concepts of Excellence

(Adapted from EFQM 2012)

EFQM model delivers a perfect measurement framework for CSR activities and their impact on organization performance by providing guidelines about how much weight must be specified to various “enablers” and “results” criteria in the total performance measurement.

Indirect Approach

An indirect approach could be another choice while it is practically difficult to deduct out directly the impact of CSR on corporate performance, but it is possible to define the impact of CSR on various stakeholders, as shown in Figure 5. It is essential to evaluate changes in stakeholder satisfaction levels according to their corporate social responsibility investments.

By focusing on different stakeholders’ satisfaction in sustainable business, the excellence concept in CSR will satisfy the needs of all the stakeholders. “Excellence in Corporate Social Responsibility is exceeding the minimum regulatory framework in which the organization operates and striving to understand and respond to the expectations of its stakeholders in society.” (Avlonas, N.: Adviser of EFQM).

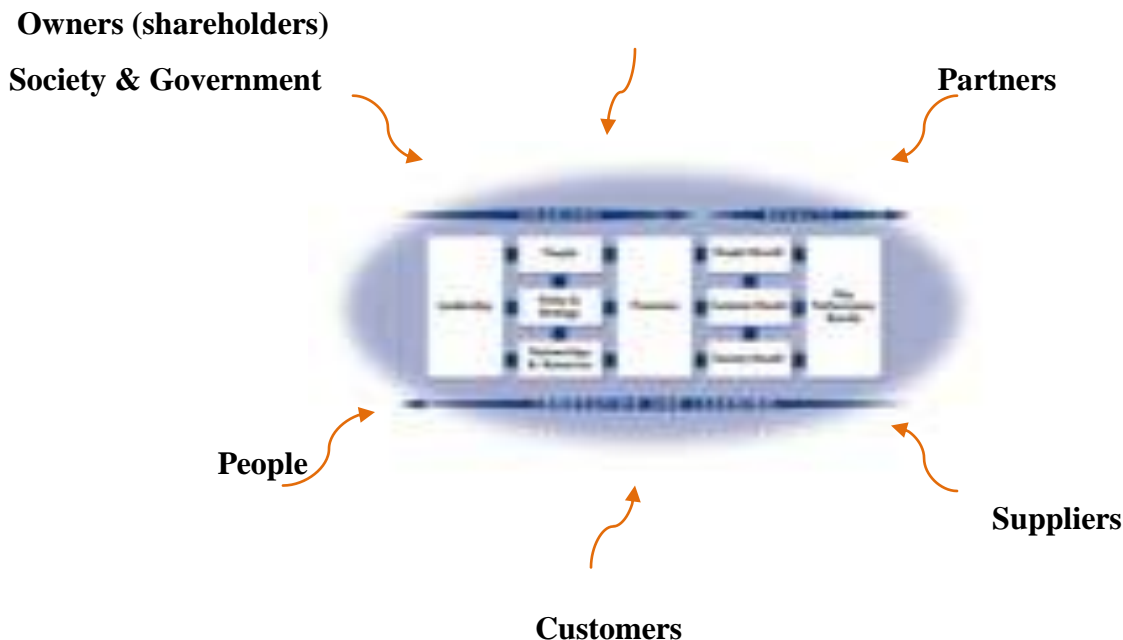


Figure 5: ‘Sustainable Excellence’- Focus on Stakeholders

(Adapted from Avlonas, N.: Adviser of EFQM)

How can the CSR activities and their impact be isolated to be measured?

First, the impact of CSR to every studied EFQM criterion should be identified, 22 topics in enablers and 20 topics in results criteria “42 topics in total of CSR dimension according to the content”(Avlonas, N.: Adviser of EFQM). Then, since the examined criteria are associated to identified stakeholders, relative data must be collected of these stakeholders. Interviewing in the form of questionnaire of different groups of stakeholders to obtain the relevant data is the best method. The satisfaction different stakeholder levels are the dependent variables, while the cumulated activities of CSR (as one regressor) are the independent variable in this simple regression analysis. It is important to exclude other



influences that affect the satisfaction level of each examined group, such as carrier opportunities, wage... etc. For this goal, the questionnaires need to be obviously concentrated on the impact of the CSR activities on the satisfaction of different stakeholders only (Kaufmann and Olaru 2012).

The EFQM Framework For CSR

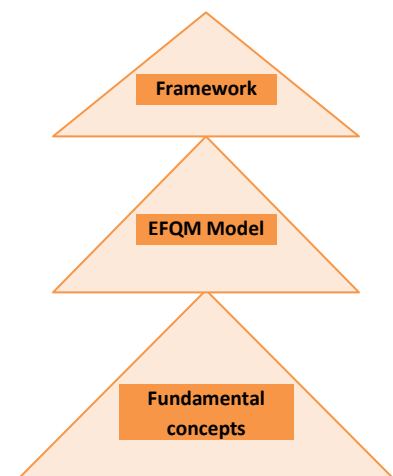
EFQM established the framework for CSR emphasis on social and/ or environmental responsibility to involve all the concerned stakeholders.

The Connections Between The Fundamental Concepts, EFQM Excellence Model And The EFQM Framework For CSR

The EFQM Framework for CSR: reacts to the requirements of organizations that need the definite requirement to improve specific areas of their management system or of organizations that have reached a maturity with the EFQM Excellence Model.

The EFQM Excellence Model: is an investigative model that helps an organization to achieve sustainable excellence.

The Fundamental Concepts: performs a constant combination of principles that if put by an organization into practice develop the channel to sustainable excellence.





The EFQM Way To CSR

EFQM Framework for CSR provides a very structured technique to assessing and recognizing the strengths of organization and areas need improvement related to CSR. It is considered as a tool for self- assessment that eases the way of the organization to record in a systematic and integrates way to the stakeholders. Figure 6 and Figure 7 show the EFQM way to CSR as have been developed by Avlonas, N; Adviser of EFQM.

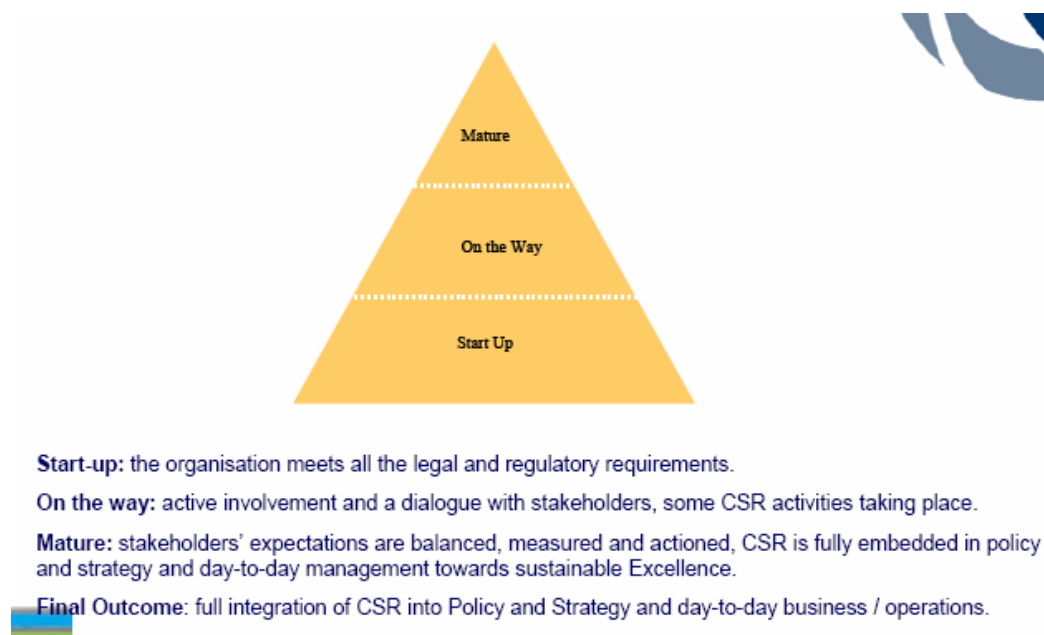


Figure 6: The way of businesses toward CSR, The EFQM Framework for Corporate Social Responsibility(Adapted from Avlonas, N.: Adviser of EFQM)

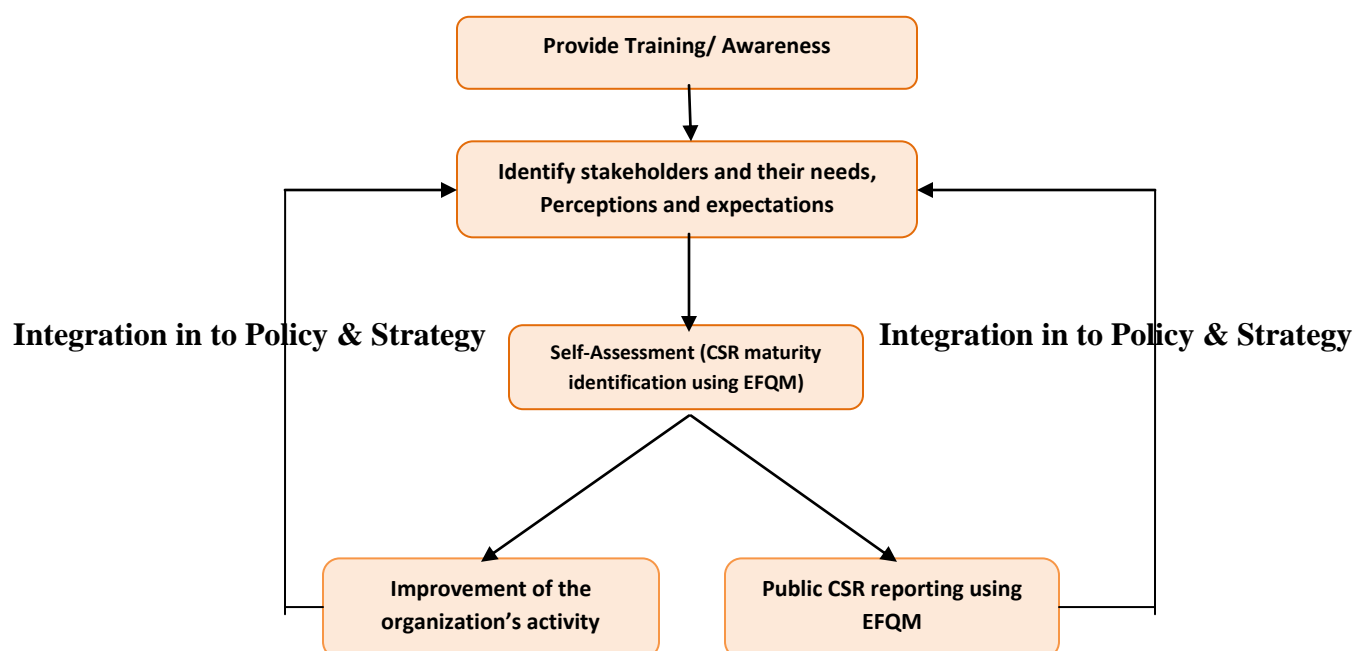


Figure 7: The EFQM way to CSR, The EFQM Framework for Corporate Social Responsibility (Adapted from Avlonas, N.: Adviser of EFQM)

2.4 The CSR Challenges In Healthcare In The U.A.E

There were little challenges elaborated in this study by the researcher as a senior pharmacist practitioner in the health sector in the United Arab Emirates and other experts in the field which influence the CSR success, especially at healthcare industry in U.A.E:-

- CSR events in healthcare sector at UAE must develop better; traditional concept of social responsibility in some organizations still attached with contributions, assistances and donations.
- The owed budget of social responsibility initiatives was controlled by a division within the organization instead of involving of management in connecting with CSR drivers.
- Insufficient awareness about required methods to assess directly the effectiveness of CSR platforms.



- Unclear CSR approach and unplanned actions to be implemented in common healthcare entities.
- The healthcare sector has a range of CSR challenges that the normal person could not completely realize. Problems like strong practitioner lacks, strict regulatory compliance, expensive technological expansions, and difficulty of applications of international quality standards in the operations of healthcare industry that makes hospitals need to act hardly compared to other industries.

2.5 Suggestions To Resolve The CSR Challenges In The Healthcare In The U.A.E In The Context Of Project Management:

Grounded on the investigation of the health condition the researcher give a few suggested solutions for different stakeholders in the health sector in the U.A.E:

- 1) CSR should remain to show a dynamic part in structuring health organizations to advance the health services delivery systems. CSR should include many practices in health sector such as “social health insurance, telemedicine, and health checkup camps in remote areas, through public private partnership” (Ramani&Mavalankar 2006).
- 2) CSR concept should be reframed in order to facilitate for managers the perceiving social responsibility of their companies. Two rational dimensions could be considered: First, “product/process” which reflectsthe difference between the responsibilities associated to the products or services of the company vs. the process. Second, “do no harm/do good” which reflects the difference between the matters associated to the risky significances to be avoided vs. the proactive issues to do well to develop the well being of the related publics.



- 3) Managing, measuring, and reporting sustainability and CSR does support healthcare companies improve business value by benchmarking and signifying direction of their resources.
- 4) Two suggested components show the journey to dynamic CSR implementation that could be taken by the healthcare organizations as a framework for projects (Kakabadse, Kakabadse& Davies 2009):
 1. The three stages of CSR implementation; the decision-making stage (CSR awareness, reflexivity and discerning CSR goals), the adoption stage (using business case language, persuasion, handle paradoxes and conflicting priorities, consistency of application, CSR measurement and follow through) and finally, the commitment stage (will to act).
 2. The skills and capabilities required to develop at the three stages foreffective drive of organizational CSR.

2.6 The Key Benefits Of CSR In Healthcare In The U.A.E

In general, majority of U.A.E organizations possess strength areas in their practices of social responsibility which are supported by U.A.E government. Under the guidance of the government and mainly the Executive Council, U.A.E companies set their direction in the social responsibility clearly and as a board of national and corporate strategy with an allocated budget from the government. In addition, steps of community change actions are instructed like increase employment opportunities for citizens and equal opportunities for women and people with special needs (Kumar and Bala2011).

With regard to healthcare sector in U.A.E, CSR might show a main role in this context by underlining the execution of the hospital in a straight and clear manner and consequence in well understanding from the public concerning the overhead revealed challenges that this sector has. CSR wouldservice the healthcare sector to examine in detail on social matters that might help to develop their pictures and improve the stakeholder commitment by creating



their performance indicators obtainable to community. Furthermore, there are several of benefits of CSR in healthcare sector exposed; such as reputation management, more effective use of resources, improved patient loyalty, and increased capability to attract and retain quality employees, responsible competitiveness, attracting investors and business partners and enhanced bottom line of financial performance (HealthWorksCollective 2012).

3. Conclusion

The UAE healthcare organizations required modifying their CSR practices and responsibility and adjusting it with criterion frames like the EFQM Framework for CSR, this will help them to measure the social variation participated by them, in balance with the stakeholders' expectations for the greatest awareness of the community and society.

The healthcare corporates must be the idea lmodel in control business and should guide publics and other professionals to participate for society. Healthcare field should be the leader of sustainable development by emphasizes its part as a moral group citizen through several actions in the fields of environment, social needs, research and education and culture.

The main point of the proposed EFQM framework for CSR is that CSR has no actual importance for an organization if it is not an essential fundamental of its business strategy. If it is, top management should control and measure the CSR activities to meet the expectations of all stakeholders.

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