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**COMPONENTS OF THE QUALITY MANAGEMENT SYSTEM
IN MEDICAL INSTITUTIONS**

Yuliia PRUS, PhD

V. N. Karazin Kharkiv National University (Ukraine),
Mendel University in Brno (Czech Republic)

Product quality management is a system of interrelated elements that work together to achieve a common result. Conceptually, this system is similar to a house, which is based on certain roles and principles, without which the whole house may not stand. At the top is value, as the end result of the entire management system, and the three pillars on which the whole house stands are indicators, process and tools.

Value is the end result of a healthcare service. In fact, it is the difference in the patient's physical and emotional state before and after the provision of a medical service. And the more positive this difference is, the more value the patient receives.

There are two key components of healthcare value: clinical quality and service quality. Clinical quality refers to the improvement of a patient's health, while service quality affects the patient's level of satisfaction before, during and after their interaction with a healthcare facility.

Interestingly, patients associate the clinical quality of a medical service directly with the professionalism of a particular doctor. And if we break down the concept of doctor's professionalism into its component parts, we will get seven key characteristics and their manifestations in patients' real lives: effective treatment, clear explanation, caring, the doctor knows the patient's history, can predict, is open to new things, and can reassure.

The second element of value is satisfaction. This component has long been overlooked by municipal healthcare facilities in Ukraine. At the same time, it is one of the key factors in differentiating healthcare facilities in the eyes of the patient. Satisfaction management is based on managing patients' expectations and the actual

level of medical services. At the same time, according to the patients' experience, there are two key components of satisfaction: good attitude of the staff and speed of service.

Quality indicators are indicators that help to understand that the quality of healthcare services is changing. This change helps to determine the progress of quality over time, and most importantly, the indicators help to understand whether certain quality improvement measures are effective, what needs to be strengthened, what needs to be started, and what needs to be abandoned. Let's look at two examples of key quality indicators:

Waiting time – the time interval between “entering a healthcare facility” and “making an appointment with a doctor”. This indicator helps to assess how much of the patient's time is spent without value to them.

The loyalty index (net promoter score) is an indicator that reflects how likely a patient is to recommend a medical institution to his or her family and friends. It shows how fast the patient base of a medical institution will grow or decrease in the future. In order to measure the loyalty index for a statistically representative sample of patients, the following question should be asked: with what probability from 1 to 10 would you recommend our medical institution to your family and friends? (where 1 means never, and 10 means always).

Statistics show that usually six positive recommendations lead to one new patient, and one critic leads to the loss of as many as four potential new patients.

According to a survey of 100 patients of the Kolomyia and Kyiv city PHC centers in August 2019, the average loyalty index of the centers' facilities was 64% [1]. 64% is a very high figure considering that the loyalty index of the world's largest company, Apple, is 47%. Of course, with a larger sample of patients and under conditions of absolute anonymity, the results will be different. It is important to keep in mind that in Ukraine, customers are not yet accustomed to giving objective feedback. Sometimes they don't want to, sometimes they are shy, don't like to criticize, don't want to conflict, are afraid to offend the person who provided the service, etc. However, both patients and healthcare facilities should do their best

to help each other: patients – with objective feedback, healthcare facilities – with a constant response to it in the form of improving the level of medical services.

The loyalty index is most valuable when comparing one period to another, as well as when we compare the loyalty index of different medical institutions with each other. If a healthcare facility has no alternatives in the region, it is appropriate to measure the level of satisfaction instead of the loyalty index. In this case, patients should be asked: “How satisfied are you with the way you were served at the healthcare facility out of 0 to 100%?”.

In the context of the healthcare system transformation and growing competition among healthcare facilities, healthcare providers must master modern business processes for managing a healthcare facility. Hospitals that do not engage in their development weaken their competitive advantage, unlike those that improve the quality of services, improve processes, and strengthen and develop their team.

References:

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