

# COMPARATIVE ANALYSIS OF WORKING PROCESSES IN MEDICAL ORGANIZATIONS

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Historically activities of medical organizations were focused on provision of medical care without serious analysis of utilized resources. Currently rapid increase of demand for medical care and growing number of people with chronic diseases force healthcare systems to aim at economic effectiveness.

Economic effectiveness can be defined as a ratio between result and utilized resources. As the functioning of the hospital is based on the combination of various processes – managing, medical and non-medical, the effectiveness of total organization depends on the rationality and harmonization of these processes.

Number of methods was described to increase effectiveness of medical organization – Lean, Six Sigma, BSC, ISO and others. These methods streamline work and patient flows, eliminate bottlenecks and useless work, improve communications between patients and staff and create conditions for continuous improvements and realization of human potential.

The aim of the study was to evaluate compliance of working processes to key principles of ISO 9001 in medical organizations of different ownership form. Study was carried out in private clinic, corporate clinic, public hospital and public polyclinics. 90 processes were selected as providing compliance to ISO 9001 key principles in the following fields: leadership, strategy, development of human resources, partnership, processes and services.

Each organization was examined to define particular process as fully existing, partly existing or missing. Final result was expressed as percentage from 100% compliance.

The study showed significant difference between medical organizations. Best compliance rate was exhibited by private clinic (80%) followed by corporate clinic (76%), than public polyclinic (36%) and finally public hospital (31%).

Health care system in Russia undergoes structural reforms aimed at the increase of it's efficiency and quality. Chronic lack of human and financial resources arise numerous discussions concerning future scenarios of health care development and most effective investments able to boost the system.

At the same time present study shows that plain compliance to ISO 9001 principles can be used for significant improvement of hospital effectiveness without additional costs.

Graph 1.

Basic principles of ISO 9001 and number of relevant processes used for evaluation of medical organization.

Principle	Number of processes
Leadership	13
Strategy	17
Development of human resources	21
Resources and partnership	18
Processes, production, service	21

Graph 2.

Compliance of various medical organizations to ISO 9001 principles.

Principle	Private clinic of premium segment, %	Corporate polyclinics, %	City hospital, %	City polyclinics, %
Leadership	61	82	25	39
Strategy	82	48	41	32
Development of human resources	82	88	32	41
Resources and partnership	89	88	27	35
Processes, production, service	86	75	28	35
RESULT	80	76	31	36