

BRATISLAVA UNIVERSITY OF ECONOMICS  
AND MANAGEMENT

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*Scientific project IGA 3/2020-M*  
“Improving Healthcare efficiency: new trends and challenges”

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*Health is an important value of the human resources in the modern economy.*

*Nowadays health care industry is an example of new innovative technology and needs modern management and essential funds to efficient realization of basic and advanced functions for support of good health state of the population in the country.*

***Scientific project IGA 3/2020-M “Improving Healthcare efficiency: new trends and challenges”. (Funder: VSEM IGA VSEM, i.e. Bratislava University of Economics and Management)***

*Duration: 2020-2022*

*The purposes:*

*to study the structure of sources and dynamics of financing of health care institutions in Slovakia and other countries;*

*to define methods of management of material, human and financial resources of health care institutions of Slovakia and other countries;*

*to formulate the most important directions of improvement of management of material, human and financial resources of health care institutions of Slovakia and other countries;*

*to develop a mechanism for making decisions on the effective use of budget and private funds by health care institutions of Slovakia and other countries.*

*Partners: HEIs from different countries, medical and health care institutions, social and education centers*

# **“Improving Healthcare efficiency: new trends and challenges”**

## **This project allows**

- to formulate a series of the recommendations for health care managers and economists,
- - to create preconditions for the development of program for the specialization of managers and economists in the finance of health care and management of health care organizations,
- to provide comparative analysis and research for the evaluation of the efficiency of health care in the different countries
- and adjust recommendations for the national strategy of the health care development

## **Participants:**

research group (VSEM),

research groups from our partner universities,

experts,

representatives from different healthcare institutions and research centers,

representatives of local self government

## Activities in the framework of project

1. Participations in the workshops, conferences and seminars
2. Preparation of methodological recommendations for students and practical experts, preparation of articles and reports for a international conferences and seminars
3. Preparation and publication of the articles and reports for the international journals
4. Preparation of the textbook "Finances of subjects of entrepreneurship in health care" for students
5. Organization of the summer school „Basics of management and finance for health care organizations“ for international participants
6. Preparation of the monographs

## Expected results:

- International networking and research cooperation,
- development of exchange programs for students and academic staff (Erasmus, bilateral or multilateral programs),
- development of new projects and educational programs,
- improving quality of research,
- development of recommendations for healthcare managers,
- publication of books, articles, monographs, conference proceedings



## Example of research :



# ANALYSIS OF THE STRATEGIC POSITIONS OF CENTER OF PEDIATRICS: THE PROBLEM OF IMPROVEMENT OF HUMAN RESOURCES MANAGEMENT

The purpose is to study the strategical positions for Pediatric Center in Sosnowiec named after John Paul II and to propose recommendations for the implementation of measures for strategic human resources management in this healthcare organization.

Methods of research: methods of comparative analysis, observation, survey and questionnaire, statistical methods, the BSC method.

Table 1. Plan of the development of BSC and KPI for the Center of Pediatrics

Time period	Action	Target group	Objective	Expected Results
2020 - 2023	Seminar “Implementation of BSC and KPI in medical institutions”	Board of directors, Chiefs of departments and wards	To give some basic principles and opportunities of BSC and KPI in medical institutions	Understanding by top managers the importance of BSC and KPI system for the improvement of management
2020-2023	Presentation “What are BSC and KPI and why we need?” for medical staff	Medical staff	To give some basic knowledge about BSC and KPI in medical institutions. To convince medical staff in importance of this system	Understanding by medical personnel the importance of BSC and KPI system for the improvement of management
2022-2023	Workshops for the definition and description of the processes in departments, wards, structural units	Working group from the chiefs or representatives of structural units, business analytics, IT specialists	To define processes in departments, wards, structural units. To develop set of the indicators for the measurement of efficiency of the processes	The map and diagrams of the processes in each department, wards, structural units. The set of indicators (KPI) for the measurement of efficiency of medical staff work in each department.
2023	Workshops for the development of Balanced Scorecard for the Center of Pediatrics	Working group from the chiefs or representatives of structural units, business analytics, IT specialists	To develop the elements of Balanced Scorecard To create the computer application for BSC	Computer program for BSC and KPI for the Center of Pediatrics
2022-2023	Trainings for the administrative and medical staff how to use Computer program for BSC and KPI	Administrative staff Medical staff	To form knowledge and skills how to use Computer program for BSC and KPI for the Center of Pediatrics	Knowledge and skills measure indicators, gather information and to complete the documentation for Computer program for BSC and KPI
2023-2025	Implementation of the Computer program for BSC and KPI	Administrative staff Medical staff	To measure the efficiency of strategy for HRM	The evaluation of the efficiency of HRM

Table 2. Complex of measures for different categories of personnel in “Strategic Development Program for the period 2020-2025”

Year	Action	Provider	Target group	Objective	Expected Results
2022-2023	Workshops “Organizational culture and its role in healthcare organizations”	Senior consultant or lecturer from company or Silesian Medical University	Chiefs of departments and wards. Head of HRM	To give knowledge about importance of organizational culture. To create internal codex of organizational culture in the Center of Pediatrics	Internal codex of organizational culture in the Center of Pediatrics Responsible behavior of the personnel according to standards defined in internal codex of organizational culture
2022-2024	Workshops “Organizational culture and its role in healthcare organizations”	Chiefs of departments and wards Head of HRM	Personnel	To give knowledge about importance of organizational culture. To present Internal codex of organizational culture in the Center of Pediatrics	Responsible behavior of the all categories of personnel according to standards defined in internal codex of organizational culture
2022 - 2025	Survey for medical staff	Head of HRM Chiefs of departments and wards	Medical personnel	To reveal the main problems of professional burnout	Decrease the possible reasons of professional burnout Improve the working conditions for staff
2023-2025	Workshops “Leadership in healthcare organizations”	Senior consultant or lecturer from company or Silesian Medical University	Chiefs of departments and wards	To improve knowledge and skills in leadership for top-managers and chiefs of departments and wards	More initiatives and responsibilities from chiefs of departments, support of strategy of development of the Center
2020-2025	Survey for medical staff	Head of HRM	Medical personnel	To reveal the methods of motivation for different categories of medical staff	Improvement system of motivation for personnel
2024-2025	Workshops “Team work in healthcare organizations”	Senior consultant or lecturer from company or Silesian Medical University	Personnel	To give knowledge about importance of team work in healthcare organizations	Improvement of cooperation between professionals; development of team work between nurses from different departments
2021-2025	Workshops “Communication with patients in pediatrics”	Senior lecturer from Silesian Medical University or Higher Medical School	Physicians, nurses	To give some psychological knowledge and skills in communication with children of different age groups for the medical staff	Improvement of communication of medical staff with children of different age groups for the medical staff

# Conclusions

1. The strategic positions of the Center of Pediatrics should be improved due to the enhancement the component “Management” and “Quality of care”.
2. The quality of management is based on the improvement of decision making processes, characterizes as growth of productivity of administrative staff and better control for financial state.
3. The improvement of the the component “Quality of care” is based on the enhancement of the quality of services and comfort conditions for patients, increasing the number of certificates and awards and reducing the number of complaints.
4. The program for the strategical management of human resources in the Center of Pediatrics should be based on the implementation of the Balanced Scorecard method audit and planning of human resource, development of the KPI (Key Performance Index) method for assessing the level qualifications and skills of medical personnel in certain period.
5. These recommendations will support of strategy of human resources development in Center of Pediatrics, increase their efficiency and enhance the strategical positions of Center of Pediatrics in future.



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