

# Process-oriented approach in a quality management of medical services

**M Yelubayeva<sup>1\*</sup>, G Kabduyeva<sup>2</sup>, M Živitere<sup>2</sup>**

<sup>1</sup>Karaganda State Medical University, Gogolja Str. 40, 100000 Karaganda, Kazakhstan

<sup>2</sup>ISMA University, 1 Lomonosova Str., LV-1019, Riga, Latvia

\*Corresponding e-mail: elubaeva\_maral@mail.ru



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## Abstract

This paper discusses the main issues of process-oriented approach of management. The main aim of this paper is to emphasize the importance and effectiveness of process-oriented approach, and show its connection with Total Quality Management (TQM) and monitoring system in the healthcare organizations. The secondary data was obtained through the literature review and document study. It is found that the process approach can increase the quality of resources, reduce the costs, and increase the level of satisfaction and healthcare knowledge of consumers. On the other hand, TQM and monitoring can reduce the chance of quality (value) loss within the processes. The use of the process-oriented approach and quality monitoring system of medical services enable healthcare organizations to realize their potential. Process-oriented approach makes an organization more flexible in its performance.

*Keywords:* process-oriented approach, management, healthcare, organization, Total Quality management, monitoring

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## 1 Introduction

The aim of this paper is to study the effectiveness of the impact of the process approach and monitoring the quality of healthcare (services) provided by health care organizations.

At the present stage of development of healthcare, Total Quality Management (TQM) ideology is becoming increasingly important. As part of the TQM, the quality of health services and medical supplies should be understood not only as achieving or exceeding the level of private or general characteristics of the goods and services but also as a meeting of the needs and expectations of consumers. The role of the consumer, in this approach, plays a patient and an each subsequent member of the technological chain of Public Health. Hence, the foundation of total quality management in healthcare is based on the following principles:

1. The needs of patients form the work of healthcare organizations.
2. Quality assurance is a priority objective of healthcare organizations.
3. High quality healthcare is a result of processes of quality of medical services (organizational, technological, resourcing).

The achieving the high quality healthcare services is impossible without a fundamental change in the management system of healthcare organizations.

## 2 Process management and TQM

Medical care is a set of medical services, which aimed for the preservation, strengthening and restoration of human health. Although the term "medical care" is defined as a range of services and it should be tried to be determined

whether the data is an equivalent to the concept of quality management system. The pricing mechanism in the healthcare, in fact, has no value expression. It is only the corresponding service. Therefore, the quality of care is determined by compliance with the standards, and quality of services includes also a financial component and the use value for a patient. In terms of the process-oriented approach, medical service is considered as an economic category.

The quality management system is based on ISO 9000. Nowadays, in most countries, it is the standard of quality management in medicine. The introduction of the version of the international standards ISO 9001: 2001 enhances the understanding of the process.

## 3 Process management in healthcare organizations

An activity using resources is managed in order to transform inputs into outputs and it can be considered as a process. In turn, the healthcare process is defined as an activity, which consists of medical care in relation to a particular patient.

The basic principles of the process-oriented approach lies in the fact that all results achieved are shown in the process, which is the driving force behind the needs and expectations of consumers. Any work is a process (or system of processes) transforming resources into a certain result at the output; any product and/or service are the result of a series of interrelated processes that are amenable to planning, management and improvement. Process-oriented approach in the management of healthcare organizations deals with all the processes and changes that occur at different stages of medical services as a whole. This management approach offers new opportunities to optimize the activity of medical organizations and improve their

results. Today, healthcare organizations are faced with the need to revise, adjust their activities on a daily basis. So, the processes become the tools in the daily management.

The use of the process-oriented approach in the management of health organizations ensures:

- Flexibility - at every turn in the process structure;
- Ongoing evaluation and consideration of the interests of all stakeholders;
- The close link between the process approach and the economy of quality of medical services.

However, at the same time, useful changes can bring the changes that lead to a loss of value (quality) of services. Reasons for the loss of quality could be:

- Technology infringement;
- Inadequate quality of resources;
- Human factor;
- Imperfect management system and/or legislation, etc.

All this loss of quality can be found in the performance of individual processes (operations), hence, it is better to manage it during a process performance, i.e, when the quality loss occurs, not when the value of the services has decreased. The advantage of the process-oriented approach is that the rendering is represented as a series of operations and structural formation of a value for the consumer.

The understanding of a healthcare organization structure can determine the source of the loss of quality (value) of services in order to prevent the occurrence of these losses in the future.

The notion that the keys to efficient operation of the health system are "prophylaxis" and "prevention of diseases" can be applied in relation to quality management as well. Diagnosis of loss of quality in the early stages of their appearance is the key to high-value services in the future.

#### 4 Process management and monitoring

It is possible to move away from the traditional way and determine the "problem area" in the activities of healthcare organizations. This requires monitoring of the quality losses. Monitoring is defined as purposeful activity related to constant or periodic supervision, evaluation and forecast the state of the observed object (process, phenomenon, system) for its development in a desired direction. The monitoring of the quality of healthcare system should include the following areas:

- A continuous assessment of the quality (value) services;
- Detection of defects and errors that led to decline in the quality and efficiency of services;
- The study of patient satisfaction by anonymous questionnaire;
- Operational management response to an identified quality of the loss (of value) services;
- Continuous evaluation of the status and use of human and material resources.

Monitoring allows assessing the situation and taking the necessary measures to improve a quality. These measures will lead to a higher quality of healthcare and efficiency of healthcare organizations.

#### 5 Conclusion

In summary, it is better to focus not on a final result of the control of a service but on a management of intermediate processes, and identify deviations and analysis. Moreover, the process-oriented management is closely linked with TQM and monitoring.

As a result, the application of a process-oriented approach in a quality management of medical services will bring flexibility in order to:

- make better use of resources (labour, material, financial);
- increase the level of satisfaction of medical personnel;
- prevent and reduce the overheads related to a loss of quality (value) services;
- manage the process of achievement;
- increase degree of satisfaction of patients in obtaining healthcare services.

The use of the process-oriented approach and quality monitoring system of medical services enable healthcare organizations to realize their potential.

Process-oriented approach will transform a patient into a partner and it will make the work more productive for a doctor. Hence, the patient will be healthy and satisfied with the quality of services rendered. A significant advantage of this approach will be a decrease in the overall healthcare system costs associated with training of the patients in areas of healthy lifestyles and formation of skills of disease preventing (prophylaxis).

#### References

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