

Process Management Practices In Healthcare Institutions

Şükrü KILIÇ
kilicsukru@hotmail.com

Cumhur AYDINLI
cumhur_a@hotmail.com

Extensive Summary

1. Introduction

Whether or not processes have been identified, they are present in all organizational activities with their different extents. Therefore, improvements in processes are important in providing effective and productive process flows which are in compliant with organizational objectives. On the other hand, magnitude of business costs in health institutions which differ from other sectors and service businesses in terms of various characters they have, brings up different management implementations and approaches with regards to obtaining effectiveness in organizational structure and management. When body of literature is referred, it is seen that studies on implementations of other management approaches in health institutions which include process approach except Total Quality Management is quite limited. In this regard, it can be said that instead of a management approach in health institutions in which directly process management is focused, postmodern management implementations such as Total Quality Management, Balanced Scorecard or lean Six Sigma which include process approach in their contents are concentrated on.

In this study, process management in health institutions and management implementations which include process approach in their contents are investigated together with their results, thus having an idea is aimed in terms of applicability of process management in health institutions.

2. Basic Characteristics of Health Institutions

Important characteristics of health services such as being a dynamic sector under the effect of numerous variability and being related with human life directly separate health institutions from other industry and service businesses(Aslan&Demir, 2005; Aslantekin *et al.*, 2007). It can be said that this distinctive basic characteristics of health institutions can be explained in summary under three main titles as structure, process and output(Kavuncubaşı, 2000, p. 52-56,272; Uzkesici, 2002, p. 80-84).

Another important characteristic of health institutions is they are economical businesses with remarkable budgets due to reasons such as magnitude of investment

costs and their need of closely following up technological developments(Uzkesici,2002,p. 47; Atasever, 2014, p. 82).

3. Characteristics which Separate Presentation of Health Service from Other Service Types

There are some certain characteristics which separate health services from other service types(Aslantekin *et al.*, 2007). One of outstanding character among them is health services to be related with human life directly. As another characteristic, it can be said that health service employees work in a deontological culture environment where they are honoured and are proud of the given service and successful outcomes. Motivation of health employees is extremely affected by ethical values(Deldal, 2014).

Confidence factor in health interaction has utmost importance. Client fidelity in health service is directly oriented to the person giving service/physician and health institution is in the background(Bekaroğlu, 2005).

Performance of health service is a big system where many occupation groups take place in. This system; has three different extents as managers, persons giving service and persons getting service and all these three extents focus on human factor. As a result of this, requirement of performing effective, productive, quality, fast, accessible, on time and impeccable service arises. And such a requirement brings up the need of institutions to be managed in an extremely planned, sensitive, balanced and genuine way in performance of health services(Aslantekin *et al.*, 2007).

As another characteristic which separates health services from performance of other services, it can be indicated that satisfaction level of the client is inversely proportional with his expectations rather than the quality of the service he gets.

4. Examining Process Concept

Word meaning of *process* word is given as “incident and activity series between which there is unity or which are repeated, which progress, develop at a certain time point, process” (TDK, 2015). Notwithstanding, for definition of *work processes* which are meant with *process* expression, it is seen that there are quite different approaches in management science (Bozkurt, 2010, p. 39). Common point of all these definitions is the process to state a transformation which add value to the manufacture (Esin, 2004, p. 226).

5. Process Management or Management by Processes As a Contemporary Management Approach

Businesses include numerous work processes with various extents. A big portion of work processes some of which take part within sole business function, are processes which are conducted as interfunctional. Whether processes are implemented in a single department or consist of more than one department activities or interactions, in a final meaning, they affect productivity of business activities, thus financial achievement of the businesses (McDonald, 2013, p. 16). This characteristic of processes and customer satisfaction of traditional organization structure in the business and processes to cause some serious problems in terms of their productivity resulted in process management concept to arise (Eyüboğlu, 2010, p. 55-56).

6. Other Management Concepts And Implementations which Include Process Approach in their Content Error! Bookmark not defined.

Impact of process-driven management understanding on increase of business performance has been started to be felt especially after 1980s. In this period, among implementations aimed at Total Quality Management, EFQM Excellence Model, ISO 9000 Quality Management system Standards, especially its 2000 and later versions and standards of Malcolm Balridge National Quality Award given in America gave place to process approaches on an important level. Examining Processes Systematically is stated as one of the most important factors of Total Quality Management (Bozkurt, 2003, p. 9-10). It is also seen that different management implementations and methods which include process approach in their contents in different levels and extents in businesses are implemented to provide a competitive advantage in line with various variables such as changing environment conditions, customer demands, technological developments. (Saruhan *et al.*, 2013, p. 23) These can be expressed as Six Sigma, Balanced Scorecard and Reengineering.

7. Process Management Implementations in Health Institutions

It is stated in the literature that for Management approach by processes to be implemented in a business successfully, there must be process management understanding in that particular business (Bozkurt, 2003, p. 7-8). As well as process management can be evaluated as a step of which execution is mandatory in the stage of transition to the management by processes, it will be possible to put forward that for businesses which implement other management approaches which include process improvement approaches, transition to process management will be able to be performed easier relatively.

7.1 Total Quality Management Implementations in Health Institutions

Total Quality Management implementations have shown a rapid dissemination especially in hospital services in developed countries since 1980s (Çolaklar&Bozkurt Demirdağ, 2013). This increase which continued also after 2000s in number of certified health institutions likely to occur due to expected positive impact of ISO 9000 and other Total Quality Management implementations with regards to corporate performance.

As well as there is a high demand aimed at Total Quality Management implementations both in the world and in our country among management implementations giving place to process approaches, it is seen in made literature reviews that studies on impact of Total Quality Management implementations on continuous improvement and process management is quite limited.

7.2 Other Process Management Implementations in Health Institutions Except Total Quality Management Implementations

When the body literature related to researches on management implementations including process approach in health institutions is reviewed, for studies except total quality management implementations, it is seen that mainly studies on Lean Six Sigma and Benchmarking topics focusing reducing the cost, take place. Articles and researches prepared by Clevenet *al.* (2014), Gitlow and Gitlow (2013), Heuvel, Does and Koning (2006), Mannon (2014), Eiff (2012), Tabibiet *al.* (2011) and Lama *et al.*

(2013) which are of primary studies on these matters regarding implementations in health institutions have been examined together with their results.

8. Conclusion and Discussion

As a result of made literature reviews, it is seen that instead of a management approach in which directly process management is focused, postmodern management implementations similar to Total Quality Management, Balanced Scorecard or Lean Six Sigma which give place to process approach in their contents are concentrated on in health institutions. Additionally, it can also be said that studies on applicability of other management implementations giving place to process approach except Total Quality Management implementations in health institutions are quite limited.

Management by processes is a management understanding which may give positive results aiming at effectiveness and productivity in succeeding objectives. However, management by processes understanding needs a radical approach change focusing processes in all members taking part in the organization. In this content, it can be suggested primarily to evaluate other management concepts and implementations including process approach and to implement the approach deemed suitable in stages of transition to management by processes. When considered from this point of view, it is assessed that businesses which have put into force ISO 9000 which gave place to process approach especially after its 2000 version on an important level and EFQM, Balanced ScoreCard, Six Sigma or Reengineering management approaches will be one or more step ahead in stages of transition to management by processes. It must not be ruled out that making this issue a company culture will be able to be performed in the scope of a process and to be able to do this, primarily consistency of the management will be needed.