

## Corporate Governance Standards Weighted Quality Analysis

**İbrahim H. KAYRAL**

Healthcare Quality and Accreditation  
Institute of Turkey,  
Ankara, Turkey  
[ikayral@gmail.com](mailto:ikayral@gmail.com)

**Umut BEYLİK**

Kırıkkale University  
Faculty of Health Sciences,  
Kırıkkale, Turkey  
[beylik28@gmail.com](mailto:beylik28@gmail.com)

### Extensive Summary

#### Introduction

When the health sector's different components are evaluated together, the services offered in hospitals in terms of service delivery requires a serious infrastructure with technical and physical elements especially in human resources and it is seen that this structure can only produce the desired outcomes with the well defined hospital management processes.

Complex structure of health services results that hospitals serve with different characteristics. The properties of the hospital can be summarized with the headlines of structure, process and results. It is closely related with the hospital's level of institutionalization to manage such a complex system effectively. Institutionalization requires to work with the rules standards and procedures rather than with people's personal decisions. It is also related with to have own organizational culture including procedures and methods of doing business and by this way being different and distinctive impersonate from other organizations.

Multi-Dimensional Quality Model, were introduced to assess different dimensions affecting the quality and their relations with each other. As part of this objective, structural elements of the service, process-driven elements and ultimate outcomes are evaluated separately. In the model, each component is discussed in terms of the technical and functional elements of the health services. Quality Multi-Dimensional Matrix has been developed in the model to assist in the evaluation of the quality standards in health care.

SKS-Hospital; is intended to design covering all parts of the hospital as looking structural, process and outcome oriented. In this context, SKS-Hospital, consists of dimensions, sections, standards and assessment guidances. It consists of 5 Dimensions 39 Section 557 standard, and 1100 evaluation criteria. Dimensions in the set are; Corporate Services, Patient and Employee-Focused Service, Health Services, Support Services and Indicator Management.

## **Aim**

Hospitals have extremely complex matrix structure. Therefore, to manage hospitals more effective and efficiently, it is extremely important to understand what quality standards including for hospitals.

Especially in an increasingly competitive environment, in terms of strategic management, for the the institutions which adopted penetration strategy to better serve to the existing market, it is important to be active in the process of institutionalization.

This study aims to analyse Corporate Services and Support Services located in the Health Services Quality Standards, which prepared by the Ministry of Health for hospitals, with Multi-Dimensional Quality Model.

## **Method**

This research aims to make the quality analysis of SKS-Hospital in terms of technical and functional quality of Hospitality and Support Services with Health Services Multidimensional Quality Model (ÇBKM). In this scope "Corporate Services" and "Support Services" dimensions and some section based indicators relevant with these two dimensions are included.

Corporate Services Dimension has a total of 58 standard consisting of: corporate structure, quality management, document management, risk management, safety reporting system, emergency and disaster management, education management and the social responsibility department. Support Services dimension has a total of 71 standard include: facilities management, hospitality services, information management system, equipment and device management, medical records and archive services, waste management and outsourcing. Including section based indicators 134 standard are evaluated in the study. In the analysis process, it has been noted to the definitions used in the set.

The standards set under investigation is also used by healthcare institutions as a scoring tool. There is a point value of each standard in the set. Each points of standards in the set also determines the relative importance of each standard. In this context for weighting standards according to the relative importance of each one points of standards is taken into account. Optional standard in the set is not rated. For this reason, optional standards were excluded from the study.

## **Findings**

By the model, Corporate Services dimension of SKS Hospital is mainly focused on the sufficiency of technical quality and quantity.of resources. It can be said that these dimension less focused on the functional organization that felt by the patient level.

Additionally, standards are weighted on "structure" both technical and functional quality. It can be said that standards focused on to strengthen structure and by this way it support main services like care, diagnostic and treatment services with support services to provide the best contribution to them. Especially as the "output" related standard is quite lower level and "process" related standards are relatively moderate level, this shows standards focuses on resource supply and effective allocation of these resource in organization.

In the study, rating results also evaluated in terms of effect on structure, process and output. It was seen that there is a small increases in structure and processes related standards in terms of technical quality. In terms of output dimensions of the model, it was seen that there is 15,3% of increase compare with non weighthed distrubution of standards. This results shows that standards focus hospitals to the output or result related standards with increase in their ratings. However, this situation seems opposite in terms of functional quality. Here, decreases in terms of structure and process rating is less than the average decline. In terms of output 18.8% decrease rate was quite high. In this context, it is seen that it's given more emphasis on technical quality outputs. It is thought that it is aimed to provide efficient and quality service by promoting employees,

### **Conclusion and Discussion**

According to study results, SKS-Hospital focuses especially on organizational structure and although not as much as structure, it focuses on the management processes. However, the scope of standards in terms of output has remained weak compared with others. In this case, it is thought that the managerial performance evaluation and assessment of management may lead to significant shortcomings.

In this context, on behalf of institutionalization, SKS-Hospital seems to have the strengths and weaknesses in terms ÇBKM. Although structuring and process management though very important for institutionalization, in focusing this process, lack of standards.related with output is noteworthy.

As a result, standards in Corporate and Support Services dimensions of SKS-Hospital has to be evaluated in terms ÇBKM and associated with institutionalization in terms of hospital management with this study. Strengthening outcome-oriented standards in SKS Hospital, standards will improve the effectiveness of management as an integral part of hospitalization and thought to be an important step in this context with institutionalization.

Additionally, for futher studies it is recommended that this study can expanded to the all SKS-Hospital dimensions, by this way study results will reach more comprehensive conclusions and can be analyse with a holistic approach.