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**TOOLS FOR MANAGING THE QUALITY OF MEDICAL
SERVICES IN ISRAELI HEALTHCARE ORGANIZATIONS**

**SPECIALTY 521.03 - ECONOMY AND MANAGEMENT IN FIELD OF
ACTIVITY**

ABSTRACT

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I. CONCEPTS OF THE RESEARCH

Actuality and importance of research theme. Medical services are an integral part of every person's life, and the quality of these services directly affects the health and well-being of society. Quality management has become an important issue for healthcare organizations over the past decades. A focus on quality of care is relevant and necessary to effectively manage these services for the benefit of patients and physicians. This is because the field of health policy and management faces significant theoretical and practical challenges. Despite years of reform efforts, Israel's health care system needs improvement, especially in terms of quality. Among the many reasons for this, one can highlight the dominance of microeconomic thinking and the lack of comparative studies of healthcare organizations. Healthcare organizations face many challenges that can be classified into four main areas: increasing costs of healthcare services, rapidly increasing technological dependency, pressure on organizations from international regulatory bodies to reduce costs and improve quality, and pressure to meet patient needs.

Improving the quality of medical services in Israel's public general hospitals will provide better healthcare for the country's residents. Public general hospitals in Israel are the main providers of healthcare services to the population, especially for those who cannot afford private healthcare services. Therefore, improving the quality of medical services in these hospitals is key to improving the overall health and well-being of Israeli residents.

In the modern world, a large number of innovative technologies, approaches, methods and tools have been introduced and are in use, which can significantly improve the quality of medical services and manage this process more productively. Studying the features of their development and implementation in the management system of public hospitals in Israel will improve the quality of medicine in general and, accordingly, make them more accessible to everyone. In addition, Israel is one of the leading countries in the field of medicine and modern medical technology in the world. A well-chosen system of management tools for improving the quality of medical services will help maintain and strengthen Israel's leadership in this area.

The area of quality and patient safety in healthcare is relatively new. However, interest in quality in a broader sense continues to grow. In Israel, activities to improve quality and patient safety have recently begun. It was not until 2003 that the National Program for Quality Indicators in the Community was launched, and in 2012 the National Program for Quality Indicators in Hospitals was launched. Thus, to date, in Israel there are no theoretical and practical results from extensive research on tools and their implementation in the quality management system in public general hospitals.

Effective quality management of health care services can help hospitals provide safe and effective care, as well as improve efficiency and reduce health care costs for governments and individual patients. By focusing on quality management, hospitals can also improve patient satisfaction, reduce the risk of medical errors and adverse events, and ensure compliance with relevant regulations and standards. This can help build trust in the hospital among patients, families and the community at large.

Study degree of the research theme. To date, the issue of managing the quality of medical services has been studied fragmentarily and does not present a holistic picture and a unified vision of the processes, ways and approaches that could guide the development of policies, strategies or programs for managing the quality of individual medical services of a medical institution. The results of the analysis of existing practices and developments in the field of quality management

at the country level, as well as in Israeli hospitals, are not sufficiently reflected in theoretical studies.

However, some issues related to quality management of medical services are covered in various studies by scientists and practitioners. Approaches to defining the concept of quality of medical services vary depending on the points of view of the authors. Some authors, including Subhash S., Shewhart W.A., Endeshaw B., Lakin K., Kane S., highlight certain values and understanding of the quality of medical services. The World Health Organization and the International Standardization Organization provide rather vague definitions of the quality characteristics of health care services. The dual nature of the quality of medical services is reflected in the studies of Donabedian A., Čučković D. et al. Israeli scientists Bar-Ratson E., Rosen B., Gabison R., and Eligulshvili B. also consider various aspects of the quality of medical services. The process of improving the quality of medical services in the Republic of Moldova, aspects of the implementation of personalized medicine and its quality are considered by Moldovan scientists Dragomir L., Carp M., Zarbailov N., Gușilă I., Kurochkin G. S., and Țopa A.

The formation of the quality of medical services is influenced by a number of factors, which was noted by Kim C.E., Zachariae R., Zamir F., Jaafar S., Ismail M., and Mosadeghrad A.M., as well as Israeli scientists Balicer R., Dreihier J., Davidovich N. et al. Significant contributions to the development of approaches and tools in the field of quality, including in medicine, were made by Ishikawa K., Tillinghast S.J., Deming W.E., Baker A., Busse R., Panteli D., Busse R., Kunkel S., et al. Quality is a response to administrative restrictions and external rules: accreditation, quality program, investment programs - this is the conclusion of the authors Price D., Fukey L. N., Haugland H., Fereday S., Johnson J. K., Barach P., and Antony J. They continued their research within the framework of the development of quality management tools. Thus, the author came to the conclusion that, based on the results of theoretical research, one can very productively develop one's own ideas, establish patterns and obtain acceptable results for increasing the efficiency of medical services by improving the quality management system.

Purpose of research is to develop management tools for improving the quality of medical services in public general hospitals in Israel.

Objectives of research:

- describe approaches to determining the quality of medical services;
- describe the process of assessing the quality of medical services;
- describe the role of management tools in improving the quality of health services;
- reveal the methodology of scientific research; present the main research methods; describe approaches to analyzing and presenting research results;
- conduct a comparative analysis of healthcare systems in terms of improving the quality of medical services in countries around the world;
- identify trends in improving the quality of medical services in Israel;
- explore the experience of using quality assurance tools in public general hospitals in Israel;
- form a mechanism for managing the improvement of the quality of medical services in public general hospitals in Israel;
- develop a system of tools for managing the improvement of the quality of services in public Israeli hospitals; evaluate the effectiveness of the management mechanism for improving the quality of medical services in public medical institutions in Israel.

Hypothesis of research. The introduction of a set of modern management tools for

improving the quality of medical services in public general hospitals in Israel, when adapted within the framework of an appropriate mechanism, will increase the quality of medical services and improve patient satisfaction. The most likely and promising scenario, as suggested by the author, is to build on the basis of the quality management mechanism recommendations for quality improvement management for public general hospitals in Israel, which relate to the use of the mechanism, the algorithm for using tools, as well as assessing the effectiveness of implemented solutions.

The study confirmed the hypothesis that the introduction of modern management tools and a quality management mechanism actually contributes to improving the quality of medical services in public hospitals in Israel. This fact is confirmed by studies of country practices, as well as surveys, patient reviews and other studies in Israeli general hospitals. The results of the study and the author's practical developments may be useful for the future improvement of the mechanism and tools for managing the quality of medical services.

Synthesis of research methodology and justification of chosen research methods. The structure of the scientific research methodology within the dissertation includes three areas: general characteristics of the research, the logical structure of the research and the time frame for conducting the research. The author chose a general approach to the study, based on the relationship between quantitative and qualitative methods of data analysis. Aspects such as reliability, validity, and representativeness were taken into account when assessing the quality of the study. The interrelation of fundamental (analysis, historical, logical, synthesis, induction, deduction, hypothetical, formalization) and applied research (observation, interviews, questionnaires, survey, testing, photography, measurement, comparison, experiment, modeling) made it possible to find the optimal and logical sequence of their application in the context of the problem being studied - the quality of medical services in general hospitals in Israel. This made it possible to obtain a more accurate and complete understanding of the processes and phenomena studied as part of the study. By combining different research methods, the quality and reliability of scientific research and its results can be significantly improved. Thus, the use of fundamental and applied research methods is a necessary condition for the development of science and practice in the medical field, as well as for solving specific problems and problems of the research object. This approach to research work was chosen based on the characteristics of the subject and object of research in the dissertation.

Abstract of thesis chapters, focusing on investigations performed and their need of achieving the purpose and the objectives of the research. The dissertation is presented on 159 pages of the main text. The structure of the doctoral dissertation includes an introduction, four chapters, conclusions and recommendations, a bibliography of 284 sources, 14 tables, 55 figures and 66 appendices.

The introduction argues for the relevance and degree of knowledge of the research topic, outlines the goal and objectives, presents a working hypothesis, describes the research methodology, and briefly outlines the content of the dissertation chapters.

Chapter I, "Theoretical aspects of the quality of medical services as a component of the value-normative system of modern society," reveals approaches to defining the concept of quality of medical services. The author also discusses methods for assessing the quality of services in the field of medicine. The features of the use of quality management tools, which logically come from approaches to quality management, are described.

In **Chapter II, “Methodology for conducting scientific research,”** the author developed a methodology for scientific research, which was used to achieve the goal of the study, solve problems and test the hypothesis. The methodology provides specific research methods and tools, their description and the optimal order of application within the framework of research work. Approaches to analyzing and presenting research results in dissertation work to formulate conclusions and recommendations are also considered.

In **Chapter III, “Analysis of the development of the Israeli medical services market in the context of quality assurance,”** the author conducts a study of global systems for improving the quality of medical services using the example of a sample of countries. This made it possible to identify patterns and the degree of influence of certain factors and phenomena on the effectiveness of quality management in private and public general hospitals. An in-depth study of trends in the development of the quality of medical services in Israel was conducted by conducting a questionnaire, studying documents, as well as internal documentation of general hospitals in Israel. This provided insight into the experience of using quality assurance tools in public and private hospitals in Israel. This analysis allowed us to identify trends, problems and advantages of the existing quality management system and find ways to possibly improve it.

In **Chapter IV, “Development of a system of tools for managing the improvement of the quality of medical services in public general hospitals in Israel,”** the author developed a mechanism for managing the improvement of the quality of medical services in public hospitals in Israel. This mechanism includes a comprehensive system of instruments that are suitable for use in public general hospitals in Israel. In order to establish the degree of effectiveness of the author's developments, an assessment of the effectiveness of the management system for improving the quality of medical services in public medical institutions in Israel was proposed. These developments will become the basis not only for practical implementation, but also for future research and testing in theoretical terms.

In **general conclusions and recommendations,** the author summarizes the results obtained and formulates conclusions that can be used for making management decisions in medical institutions in Israel. This part also provides recommendations that addressed to direct implementers to help improve the quality of public general hospitals in Israel and solve specific problems. The author's recommendations are based on the results of the study, as well as on a review of the literature and analysis of the experience of other countries, medical institutions and researchers in the field of quality management of medical services.

II. CONTENT OF PHD THESIS

The first chapter "Theoretical aspects of the quality of medical services as a component of the value-normative system of modern society" presents various approaches to determining the quality of medical services and methods for assessing it, which are used in medical practice and have been reflected in scientific research. The author's research has improved the understanding of what factors influence the quality of medical care and how it can be improved in practice.

The quality of medical services is one of the most important factors for public health. Poor quality of medical care can also lead to inefficient use of resources and management, and consequently have a negative impact on the country's economy. In general, the quality of medical services has a direct impact on people's lives and health. Therefore, improving the quality of care

and developing effective assessment methods are important challenges for health systems and future research. Quality assessment should be objectively based on these two aspects at the level of health services, paying attention to both quantitative and subjective aspects (attitudes, interpersonal relationships)¹. Health service includes medical care and medical maintenance, as shown in Figure 1.

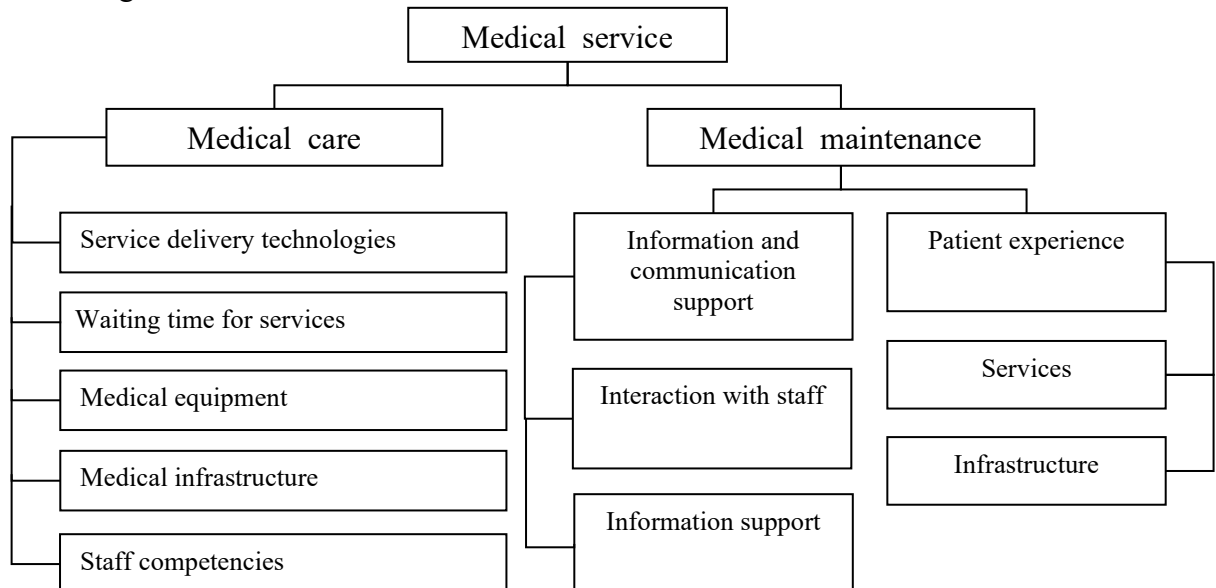


Figure 1. Medical service model [developed by the author based on^{2]}

Researchers emphasize that the quality of medical services is influenced by many factors³: qualifications and professionalism of medical staff, availability of equipment and technologies, organization and management of medical services, timeliness of provision of medical services, degree of patient involvement, taking into account procedures and standards. The professional experience and qualifications of medical staff can significantly affect the quality of medical services. The degree of customer satisfaction rests entirely with the medical staff⁴.

Based on the studied approaches to determining the quality of medical services and the conclusions formulated, the author made an attempt to supplement the definition of the quality of medical services. The quality of medical services, according to the author, is a personalized approach to each patient, based on his genetic, biological, psychological and social characteristics, taking into account compliance with the requirements of quality standards, which increases the likelihood of achieving the desired results in the field of healthcare in general and specific patients in particular. It is important to emphasize that this definition is based on a personalized approach, that is, quality is inextricably linked with the set of expectations of each individual patient, who in his own (individual) way represents the process and result of the provision of medical services in the context of medical care and medical care.

The classic procedure for assessing the quality of medical services includes the steps of the

¹ JURAN, M.J. *Quality Planning and Analysis*. New York, NY: McGraw-Hill, 1970, ch. 1 "Identification of customer needs", p. 50, 65. ISBN 0071129928.

² BUTOVA, T.G., DANILINA, E.P. BELOBORODOV, A.A. *Assessment of the quality of medical services in modern conditions: problems and solutions*. In: Modern problems of science and education, 2017, nr.6, p. 13-21. ISSN 2070-7428.

³ ZAMIR, F., JAAFAR, S., ISMAIL, M. *Factors influencing medical services quality on patient satisfaction towards loyalty*. In: International Medical University (IMU), 2022, nr.3, p. 30-39. ISSN 2519-139X.

⁴ KO, D. G. et al. *Operational efficiency and patient-centered health care: A view from online physician reviews*. In: Journal of Operations Management, 2019, nr. 65(4), p. 353-379. ISSN 0272-6963.

algorithm presented in Figure 2.

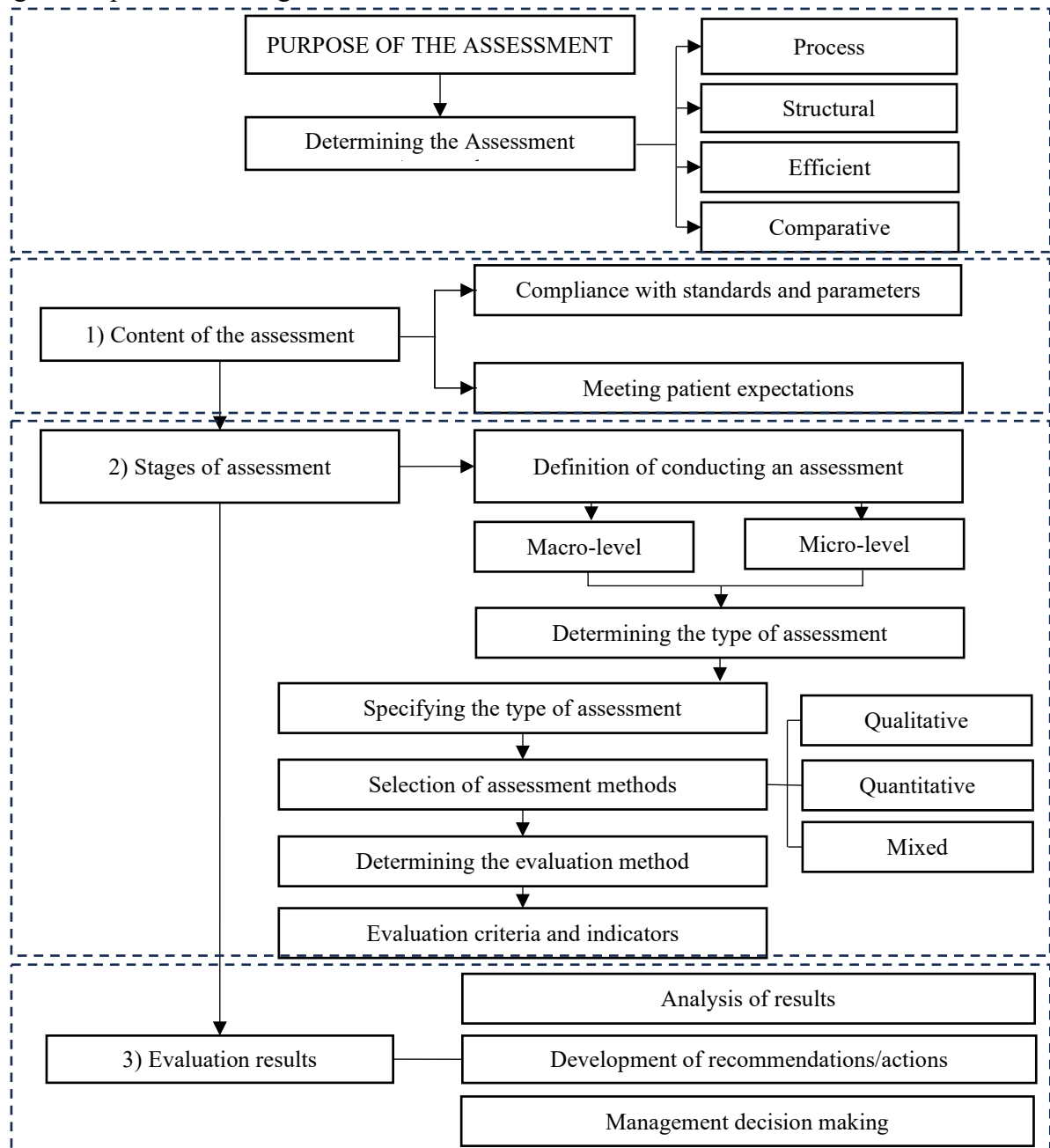


Figure 2. Algorithm for assessing the quality of medical services [developed by the author based on⁵]

According to the WHO concept, there are three aspects of quality⁶: quality of structure; process quality; quality of outcomes. Also, the triad (methodology) of Donabedian A. seems to be the most valid, based on a complex of structural, procedural and effective components of analyzing the quality of the medical service provided⁷. Accordingly, the measures taken to control the quality of medical care should also be considered within the framework of three components: the quality

⁵ MULESA, O. et al. *Development of models and algorithms for estimating the potential of personnel at health care institutions*. In: East European Journal of Advanced Technologies, 2019, nr. 4 (2), p. 52-59. ISSN 1729-3774.

⁶ *Types of Health Care Quality Measures*. Agency for Healthcare Research and Quality, 2023. [accessed 27.01.2023]. Available at: <https://www.ahrq.gov/talkingquality/measures/types.html>

⁷ DONABEDIAN, A. *Evaluating the quality of medical care*. In: The Milbank Quarterly, 2005, nr.83(4), p. 691-729. ISSN 0887-378X.

of the structure (assessment of the material and technical base, equipment, human resources), the quality of the process (the completeness and sufficiency of diagnostic, therapeutic, preventive and rehabilitation measures), the quality of outcomes (assessment of the performance of a doctor, department or service, institution, health care system). According to these components, in theory there are three approaches to assessing the quality of medical services: structural, process and outcome. Based on the analysis of quality management tools in the context of medical services, the author developed a diagram presented in Figure 3.

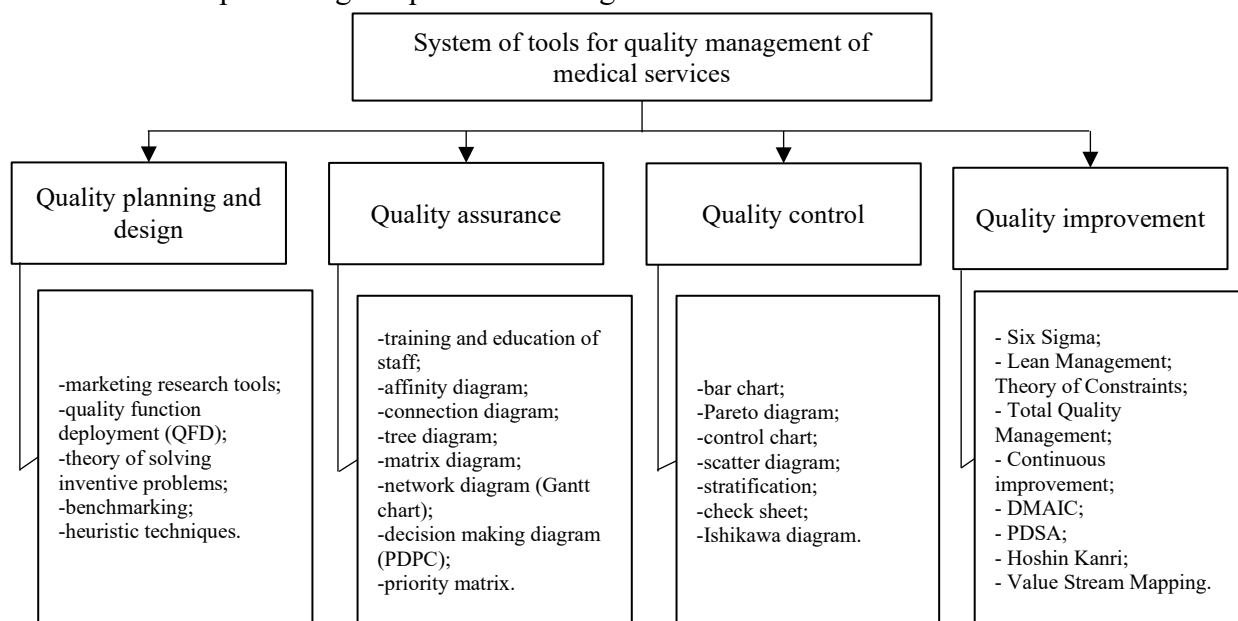


Figure 3. Diagram of tools for managing the quality of medical services [developed by the author]

The presented diagram of tools for managing the quality of medical services emphasizes their diversity. The tools can be used to plan for providing a high standard of healthcare and to monitor and improve the quality of healthcare services. From planning to improvement, each tool plays a role in creating reliable, efficient and safe healthcare processes. The harmonious combination of these tools helps to provide quality medical services that meet the needs and expectations of patients.

From the theoretical material analyzed by the author, it follows that the process of quality management of medical services includes four sequential types of activities: quality planning and design, quality assurance, quality control and quality improvement. It is important to select a well-chosen set of quality management tools that corresponds to one or another initial and expected situation in a medical institution in relation to quality management.

The second chapter "Methodology for conducting scientific research" describes the structure of research methodology and research methods that are included in theoretical and empirical research. Scientific research methodology is a set of strategic and tactical methods that are used by researchers in the process of conducting scientific research⁸. As the basis for the methodology of this scientific research, the author identified methodological paradigms, research objectives, formulated a scientific hypothesis, methods of data collection and analysis, and developed a research plan. The author used the structure of the research methodology within the

⁸ PATEL, M., PATEL, N. *Exploring Research Methodology*. In: International Journal of Research and Review, 2019, nr. 6, p. 48-55. ISSN: 2349-9788; P-ISSN 2454-2237.

framework of the dissertation, presented in Figure 4.

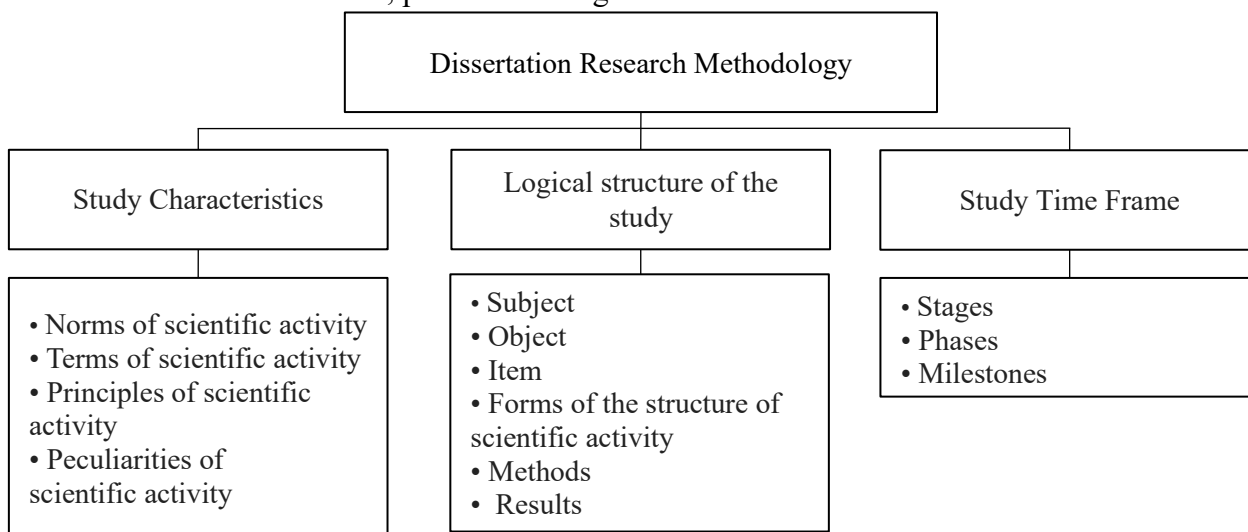


Figure 4. Methodology of scientific research in the dissertation [developed by the author]

One of the key aspects of scientific research methodology is the choice of overall research approach. Qualitative research can be useful for gaining in-depth understanding of social phenomena and processes, while quantitative research is used to obtain more precise and quantitative data⁹. As part of this dissertation research, the author selected a mix of quantitative and qualitative research and, accordingly, the most suitable methods of data collection (surveys, interviews, observation, questionnaires, etc.).

Analysis and presentation of research results are an important part of the process of scientific knowledge. After conducting the study, it is necessary to analyze and interpret the data obtained, as well as present the results in a convenient and accessible form. To achieve this, in scientific practice there are several approaches to analyzing and presenting research results, each of which has its own advantages and disadvantages. The author reviewed the main approaches to analyzing and presenting research results within the framework of this dissertation.

The choice of methods for analyzing and presenting results depends on the specific field of study and requires appropriate data analysis and the experience of the researcher. Combination analysis can combine both quantitative and qualitative analysis to provide a more complete understanding of the data being studied.

It has been determined that there is a critical role in developing proper scientific research methodology. It includes characterization, logic structure and time frame. The research stages, according to the methodology, must be completed in accordance with established scientific standards and ethical norms. Thus, methodology is an important element of scientific knowledge.

The third chapter is "Problem-critical analysis of the dynamic development of the Israeli medical services market". Today in world practice there are three main types of healthcare systems:

1) The budgetary (state) system assumes a significant role of the state as a buyer and provider of services in ensuring financing of healthcare from tax revenues and providing medical services to the entire population free of charge.

⁹ SMAJIC, E., AVDIC, D., PASIC, A. *Mixed Methodology of Scientific Research in Healthcare*. In: Acta Informatica Medica, 2022, nr. 3, p. 57-60. ISSN 03538109.

2) The insurance (social insurance) system is based on the principles of a mixed economy, combining market relations with government control, forming a system of regulated health insurance.

3) With the dominance of the private (non-state, or market) healthcare system, medical services are usually provided on a paid basis, at the expense of private insurance and personal funds of citizens (50% and above). There is no unified system of state health insurance, because the state's powers include providing medical services mainly to socially vulnerable categories of citizens (the unemployed, the disabled, the elderly, the poor).

The author analyzed the quality management systems of medical services in a sample of countries around the world and concluded that the quality management systems presented in the diagram in Figure 5 are most often used.

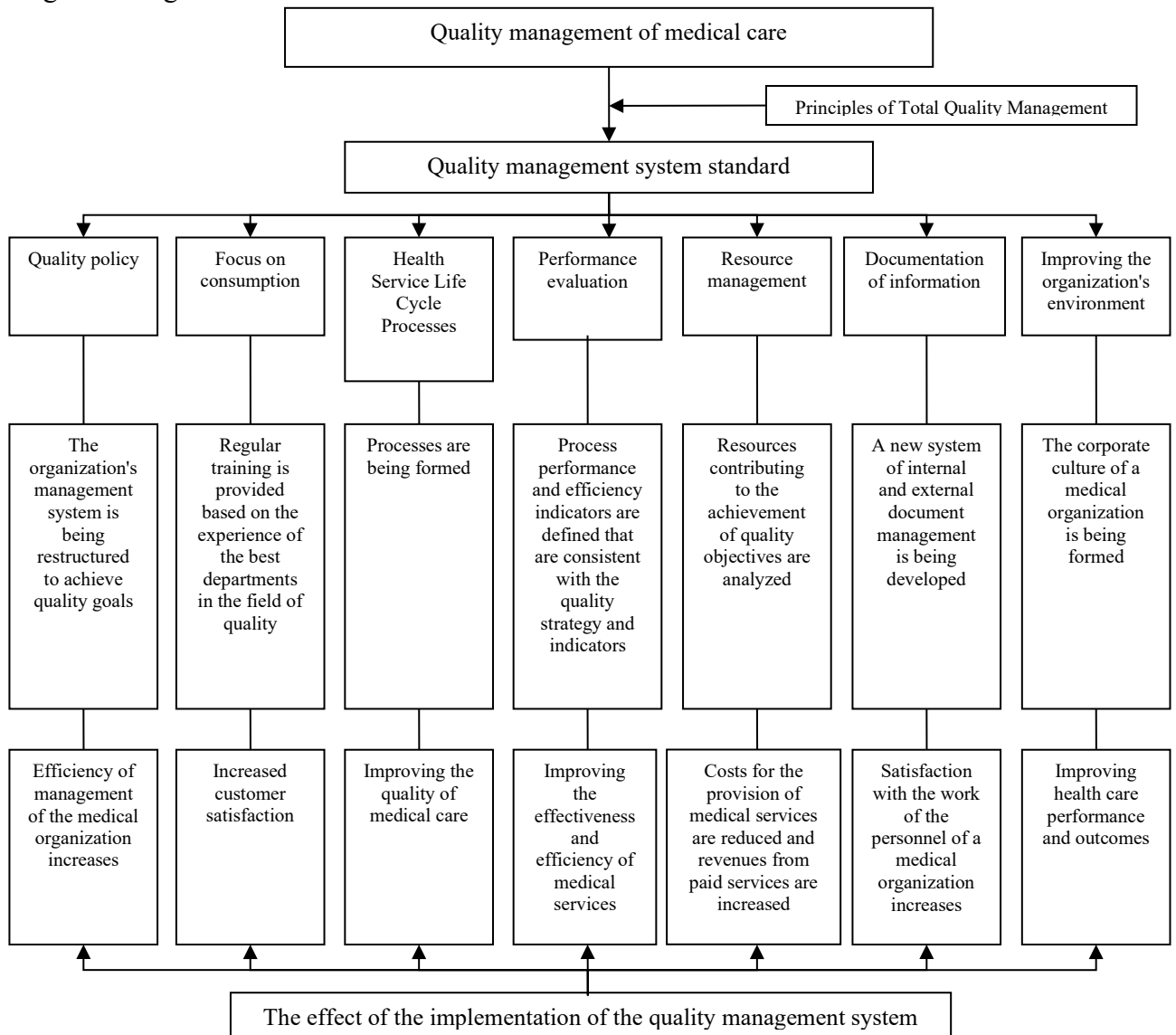


Figure 5. The quality management system of medical services adopted in medical institutions around the world [developed by the author]

This diagram demonstrates the key aspects of a quality management system that can be applied in healthcare settings around the world. Sections of the figure, such as Quality Policy, Consumption Focus, Performance Measurement and Improving the Organizational Environment, highlight the importance of focusing on patient needs and improving the quality of services, as

well as measuring and improving processes and results. Overall, the framework demonstrates that a quality management system is an important tool for improving the quality of health care services, and that these principles can be applied in health care settings in any country. However, it should be borne in mind that the implementation of such a system may require additional resources and efforts on the part of medical institutions to ensure the effectiveness and success of implementation.

The author analyzed the trends that have the greatest impact on the quality component of medical services, which is schematically presented in Figure 6.

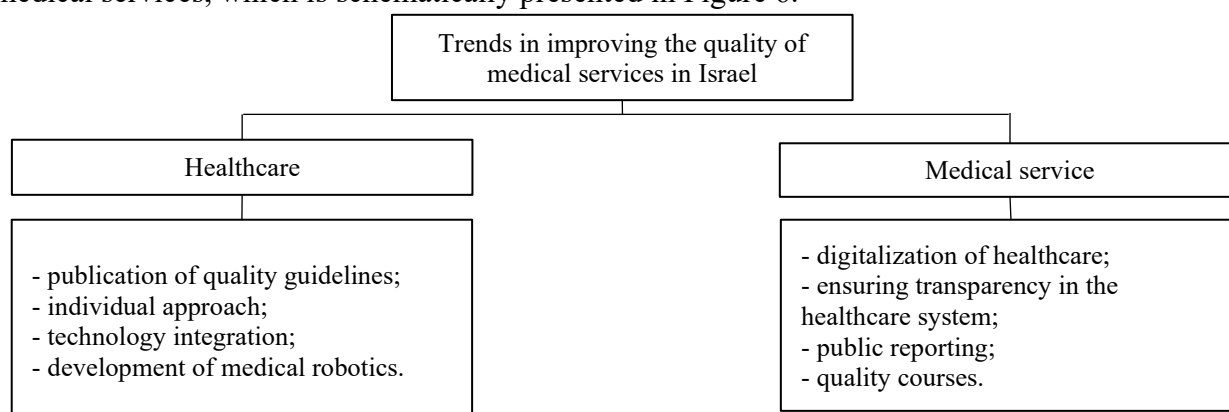


Figure 6. Trends in improving the quality of medical services in Israel
[developed by the author]

Trends in improving the quality of medical services were conditionally divided by the author into two types: Healthcare (treatment and diagnosis) and medical service (planning, accessibility and organization). The introduction of modern medical technologies, such as telemedicine, artificial intelligence and big data analysis, makes it possible to more accurately diagnose diseases and more effectively choose treatment methods. The author noted that some quality management and control tools are well developed in Israel (e.g., legislation, quality indicators, infection control, accreditation and patient experience monitoring), while others (e.g., peer review and clinical guidelines) are not. The author conducted a study to assess the quality of medical services in public hospitals in Israel based on official statistical data. For this purpose, quality indicators were divided into those that characterize the technical side of the medical service and the interpersonal one. At the same time, these indicators reflected the essence of approaches to assessing the quality of medical services in hospitals, which is presented in Table 1.

Table 1. Assessment of the quality of medical services in public hospitals in Israel, 2023
[developed by the author based on¹⁰]

	Technical side (health care)	Interpersonal side (medical service)
Process approach	<i>Continuity of care</i> 1. Golda – 89.75 2. Soroka – 88.5 3. Carmel – 88.5 4. Bellinson – 86.5 5. Emek – 85.75 6. Meir – 84.25 7. Kaplan – 82.25	<i>Attitude and respect for the patient</i> 1. Carmel – 92.25 2. Golda – 92.25 3. Bellinson – 90.75 4. Emek – 89.25 5. Soroka – 89 6. Meir – 88.25 7. Kaplan – 87.25
Structural approach	<i>Providing information</i>	<i>Physical conditions</i>

¹⁰ Quality indicators in institutions. [accessed 22.01.2023]. Available at: <https://datadashboard.health.gov.il/portal/dashboard/serviceQuality>

	<ol style="list-style-type: none"> 1. Golda – 89.75 2. Carmel – 88.5 3. Soroka – 88.5 4. Bellinson – 86.5 5. Emek – 85.75 6. Meir – 84.25 7. Kaplan – 82.25 	<ol style="list-style-type: none"> 1. Bellinson – 84.25 2. Soroka – 84 3. Carmel – 83.75 4. Emek – 82.5 5. Golda – 82.75 6. Meir – 80.25 7. Kaplan - 71.75
Effective approach	<i>Treatment effectiveness</i> <ol style="list-style-type: none"> 1. Golda - 91 2. Bellinson – 88.25 3. Carmel – 88.75 4. Soroka – 88 5. Meir – 86.75 6. Kaplan – 85.75 7. Emek - 85 	<i>Overall satisfaction</i> <ol style="list-style-type: none"> 1. Golda – 86.75 2. Carmel – 84.75 3. Soroka – 84.75 4. Bellinson – 84.25 5. Meir – 84.25 6. Emek – 77.75 7. Kaplan – 74.5

These indicators were distributed by the author according to the two sides of the medical service. The distribution was based on similarity, that is, the indicators “Continuity of care” and “Attitude and respect for the patient” reflect the two sides of the medical service within the framework of the process approach, the indicators “Providing information” and “Physical conditions” correspond to the structural approach, the indicators “Treatment effectiveness” and “Overall satisfaction” - the outcome-oriented approach. As you can see in the table, according to each indicator, the health care rating of the selection of public hospitals of the general profile of Israel is included. Thus, the author was able to characterize through these indicators approaches to quality management, taking into account the two sides of the medical service (medical service and medical assistance).

In the practice of public general hospitals, two conventional options for quality management have developed: effective and ineffective. An effective option assumes that internal quality control is as effective as possible, all materials for examining the quality of medical care are analyzed in detail, systemic and typical defects are identified. Subsequently, the causes of systemic and typical defects in medical care are identified, and these are eliminated in a short time. Relations between medical organizations are built on the principles of mutually beneficial cooperation. An ineffective option involves a formal hospital quality management system. Internal control is ineffective and is not aimed at identifying systemic and typical defects, but rather at concealing them; the requirements for cases of medical service provision are simplified as much as possible and do not comply with regulatory documents; as a result, there are pronounced differences in the results of internal quality control and examination of medical quality services.

The author concluded that hospitals use the same mechanisms for quality control. Basically, this is a discussion at the level of management, communication between management and departments (either at official meetings, or in correspondence by e-mail, or on annual work plans). Less attention was paid to monitoring waiting times. For procedures and outpatient visits, and especially - noticeable neglect of monitoring and overcoming the well-being of clinicians. Considering the bad results, which indicate a very high level of burnout in the Israeli health care system, much more needs to be done to promote clinicians’ well-being. In addition, some instruments, including semiannual or quarterly control meetings with departments and computerized reports, were used less frequently. Also, such instruments as expert evaluation, quality improvement PDSA projects and training on quality and patient safety are rarely used in hospitals.

The fourth chapter "Development of a system of tools for managing the improvement

of the quality of medical services in Israeli public hospitals" consists of the established mechanism for managing the improvement of the quality of medical services in public hospitals of Israel, as well as the presented system of tools for managing the improvement of the quality of services in State Israeli hospitals. An important part of this chapter is the description of the evaluation of the effectiveness of the mechanism developed by the author. The schematic mechanism is shown in Figure 7.

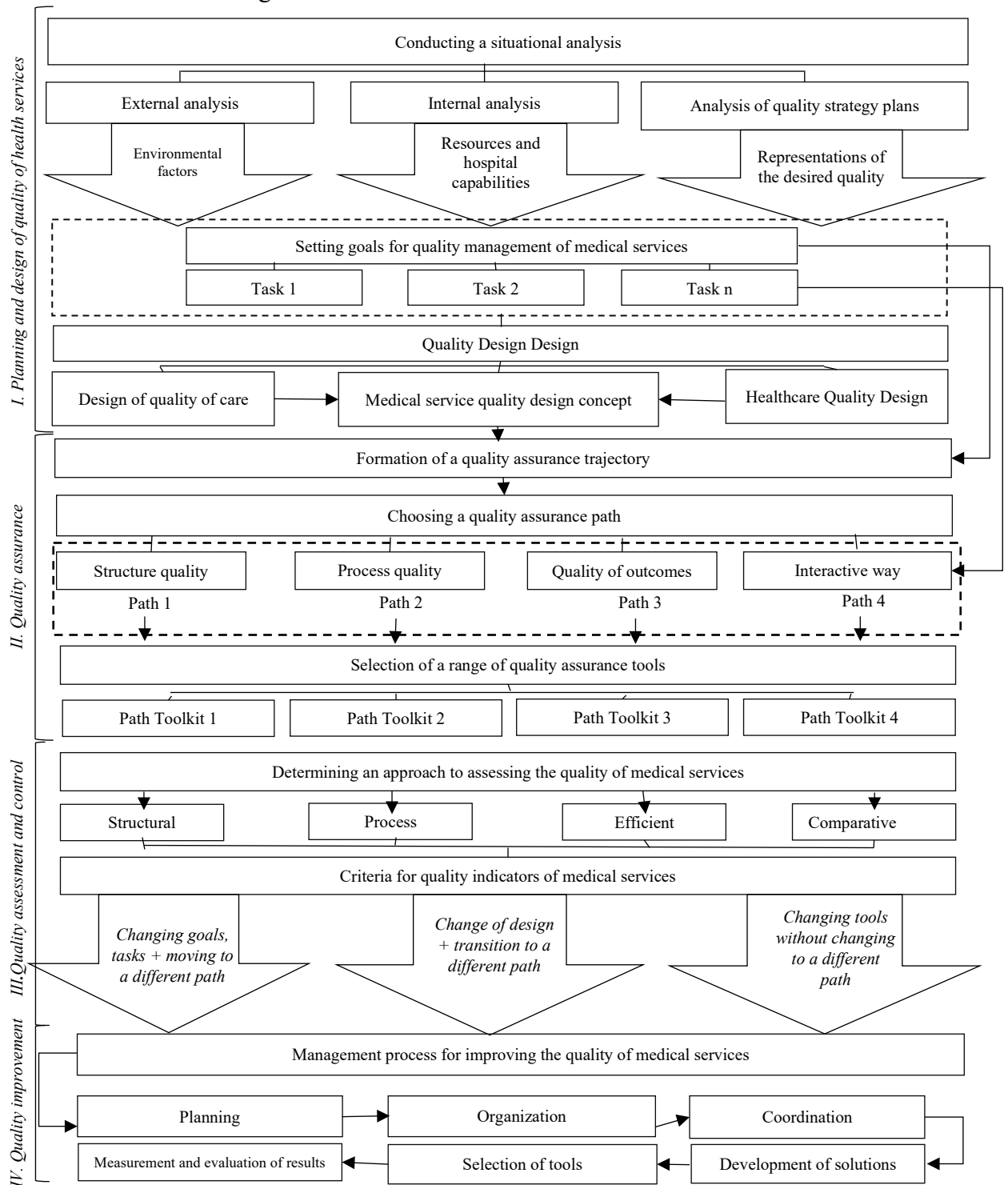


Figure 7. Structure of the management mechanism for improving the quality of medical services in public hospitals in Israel [developed by the author]

The presented structure of the mechanism includes four sequential types of activities for

managing the quality of medical services: quality planning and design; quality assurance, quality control and quality improvement. Each of them includes a number of specific required actions aimed at establishing, maintaining and continuously improving the process of managing the quality of health care services at the hospital level.

I. Planning and design of quality of health services. This stage covers conducting a situational analysis in the hospital, formulating the goals and objectives of quality management of medical services, as well as designing the design of the desired quality of medical services of the hospital. The first stage is the starting point for managing the improvement of the quality of medical services in the hospital, which is why it is important to analyze the current, initial situation of the hospital. This includes studying the structure of medical services, assessing the quality of services provided, identifying strengths and weaknesses, analyzing the resource base, as well as analyzing feedback from patients and medical staff.

II. Ensuring the quality of medical services. The quality assurance stage is the main stage within which quality is formed, a quality management trajectory is set, and a specific path is determined that the hospital should follow through the use of certain management tools and improving the quality of medical services, which is presented in Figure 8.

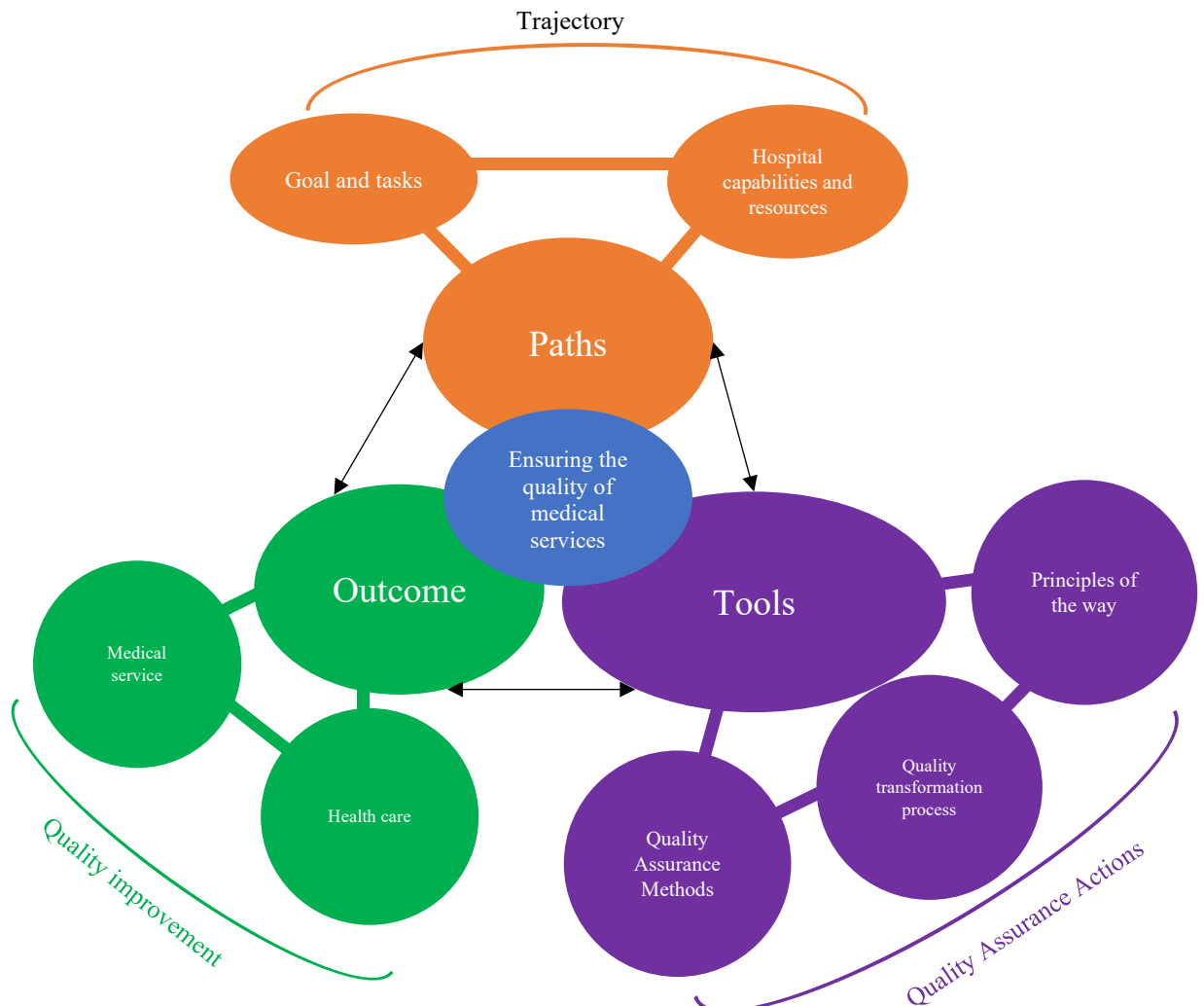


Figure 8. Scheme for ensuring the quality of medical services in public general hospitals [developed by the author]

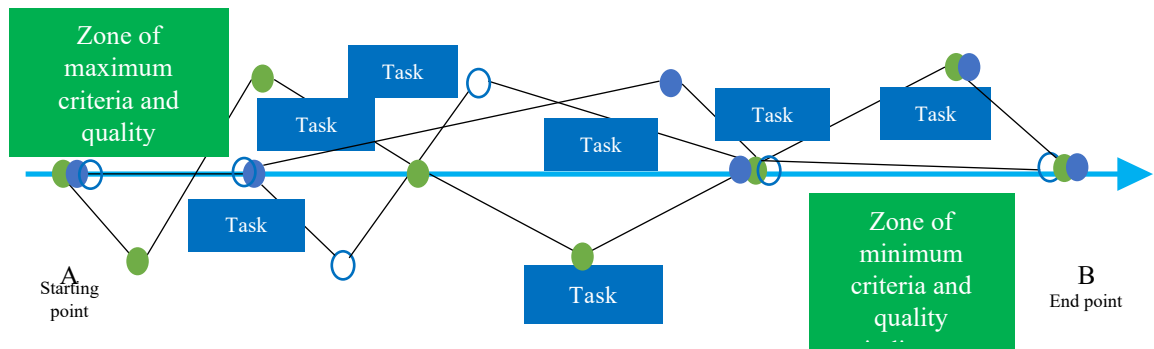
This stage is decisive in the mechanism, as it forms the basis for all subsequent practical work, providing reliable fundamental principles and tools for the effective implementation of the mechanism. In the process of implementing quality improvement solutions, problems, challenges and decisions may arise that require analysis and decision making. This includes identifying the causes of problems, choosing the best courses of action, and implementing plans to solve them. This stage is the monitoring of the implementation of plans to improve the quality of medical services and the achievement of quality goals.

The trajectory in the mechanism covers the following four paths:

- path 1: quality of structure - focusing on creating and optimizing the organizational structure, infrastructure, as well as providing the necessary resources and conditions for effective medical practice of the hospital;
- path 2: process quality - focusing on optimization and standardization of processes for providing medical services;
- path 3: quality of outcome - concentration on achieving clinical and patient outcomes, measured by treatment success, patient satisfaction and other indicators.
- path 4: Integrative path - combining aspects of all three paths and creating a balanced path that considers structure, processes and outcome, while striving for integrated quality improvement.

A path represents specific steps that are taken to achieve a goal associated with a specific aspect of the quality of a health care service. Each path focuses on a specific aspect of quality management and includes related tools, activities and actions. Quality assurance pathways determine how tools and methods for managing the quality of a medical service will be used.

The trajectory and ways to ensure the quality of medical services are presented schematically in Figure 9.



**Figure 9. Trajectory of health care quality in public general hospitals
[developed by the author]**

The paths presented in the diagram consist of control points (each color is a separate path), which correspond to tasks compiled in accordance with the goal of managing the quality of medical services at the first stage. Thus, completing the path means consistently completing the assigned tasks.

It is important to note that when choosing, priority is given to the path (or paths) that the hospital can travel without damage and loss of a significant part of the resources, in conditions of sufficient capacity to implement all the activities of the path.

III. Quality control of medical services

The stage of monitoring the quality of medical services is an integral part of the quality improvement management mechanism, since it provides systematic assessment and feedback at

all stages of continuous follow-up along the chosen path within the trajectory. Quality control allows you to determine the degree of implementation of tasks and see discrepancies both in the process and at the end of the entire management cycle for improving the quality of medical services. Therefore, this stage includes two types of quality control: assessment and quality control.

IV. Improving the quality of medical services

Continuous improvement is a key aspect of the mechanism. At this stage, measures are developed and implemented to eliminate problems identified at the previous stage of quality control, as well as measures to improve processes. This may include analyzing the causes of deviations, introducing innovations, changing the direction of improving the quality of medical services in the hospital, etc. Specific actions depend on the results of control. Also at the quality improvement stage, the priority of actions to improve quality is determined. A flow chart of the hospital's quality improvement process is shown in Figure 10.

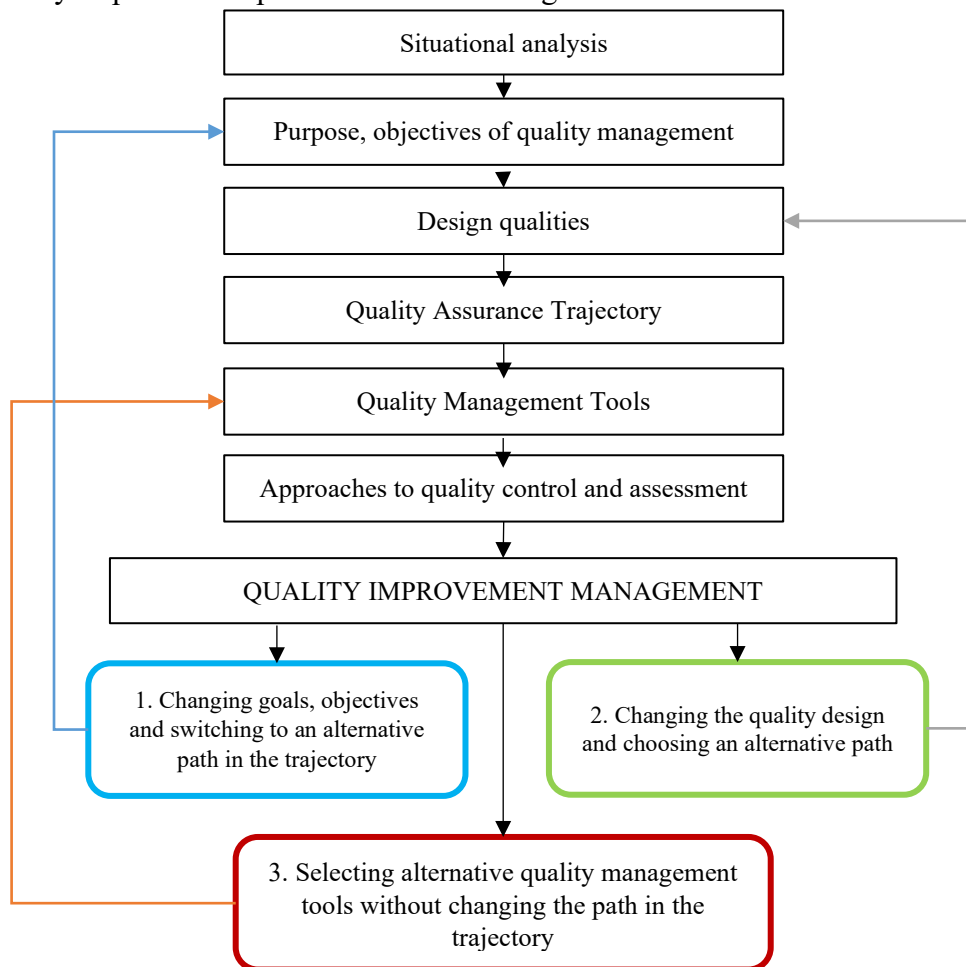


Figure 10. Diagram of alternative ways to improve the quality of medical services [developed by the author]

Managing the quality of health care services involves a constant pursuit of improvement. Therefore, after assessing the results of implementing a quality management mechanism, the organization can make one of the following decisions depending on the identified data.

The block of the mechanism dedicated to ensuring the quality of medical services is necessary in order to present the structure of quality management tools. This block is the core of the mechanism, since it sets the vector (trajectory) for the development of the quality of medical

services, determines the path of movement along this vector and determines the tools corresponding to a certain path, as shown in Figure 11.

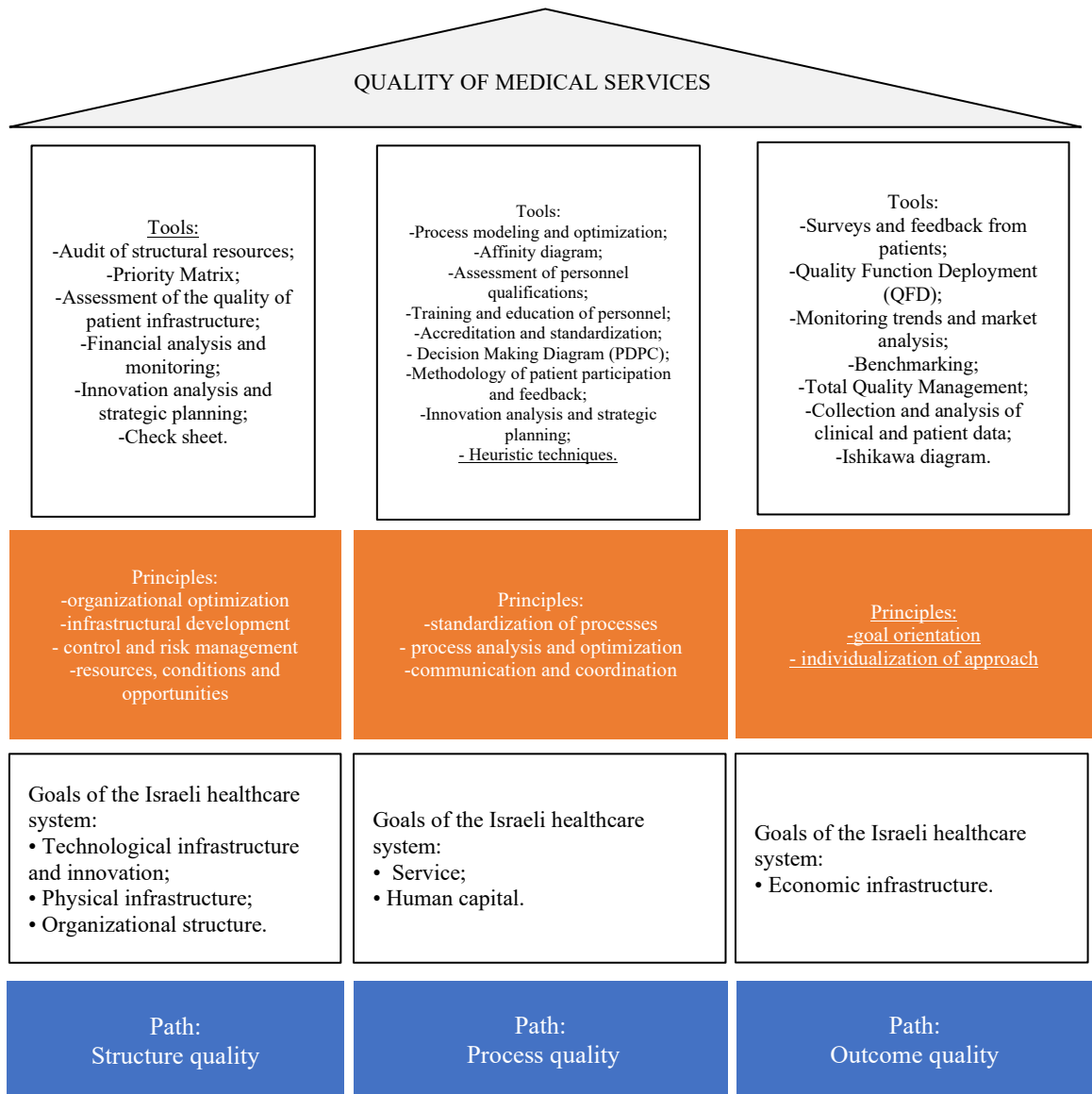


Figure 11. Diagram of management tools for improving the quality of medical services in public general hospitals in Israel [developed by the author]

The framework is based on three main paths that hospitals can follow when building their own mechanism for managing the quality of medical services. Hospitals do not have to choose one specific path; they can choose two or three paths. Everything will depend on the available capabilities, resources and the degree of influence of external and internal environmental factors. The quality of medical service is based on three pillars: structure, process and outcome. If a situation arises where the hospital cannot cover three paths at once, then it is necessary to proceed from the most important and large-scale quality problem that the hospital has. This will help maintain the sustainability of the system for ensuring the quality of medical services until it becomes possible to cover three aspects simultaneously. In this case, the hospital will first go through one path, covering the most pressing problems, then the second and third, restoring the entire quality structure.

The author has developed a system for assessing the effectiveness of the management

mechanism for improving the quality of medical services (hereinafter referred to as effectiveness assessment) for use in public general medical institutions in Israel.

Performance measurement is a powerful tool that is highly flexible and adaptable to the characteristics of each hospital, and also has its own limitations. The structure for assessing the effectiveness of the quality management mechanism for medical services in Israeli hospitals is schematically shown in Figure 12.

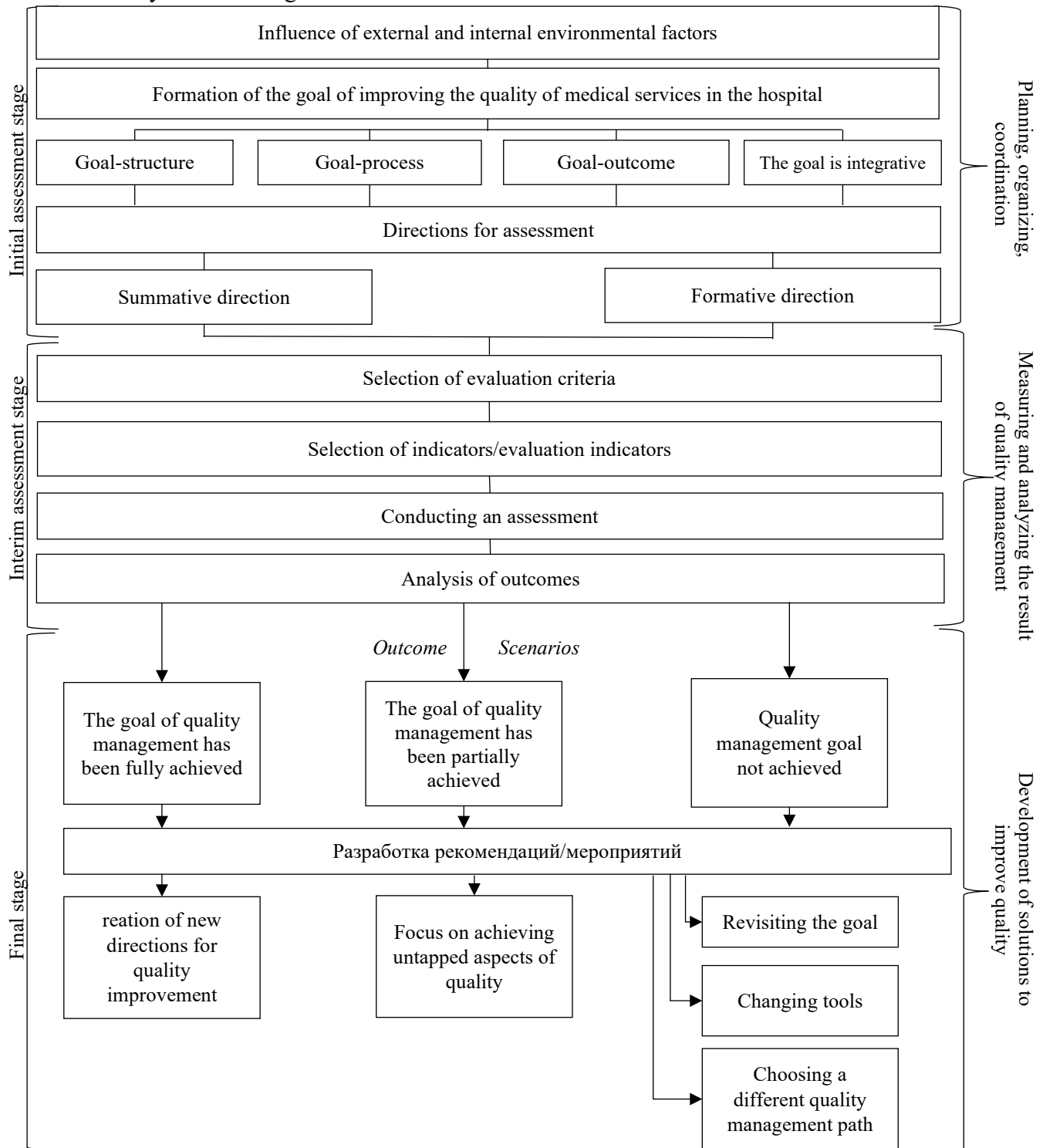


Figure 12. Scheme for assessing the effectiveness of the quality management mechanism for medical services in Israeli hospitals [developed by the author]
The performance measurement methodology outlined in the framework is a systematic and

structured approach to measuring, analyzing and evaluating the results and achievements of an area, process or activity to improve the quality of health care services in a hospital. It includes a set of principles, tools and procedures that determine how data can be collected, analyzed and interpreted, and how conclusions and recommendations can be drawn from it.

It is important to note that the effectiveness assessment is carried out based on the results of the implementation of a mechanism for managing the quality of medical services in the hospital. After its implementation, a certain time must pass for the results of the indicators before and after implementation to be indicative.

As an example, the expert assessment method was considered. The author has developed an algorithm for assessing the effectiveness of the quality management process for medical services, presented in Figure 13.

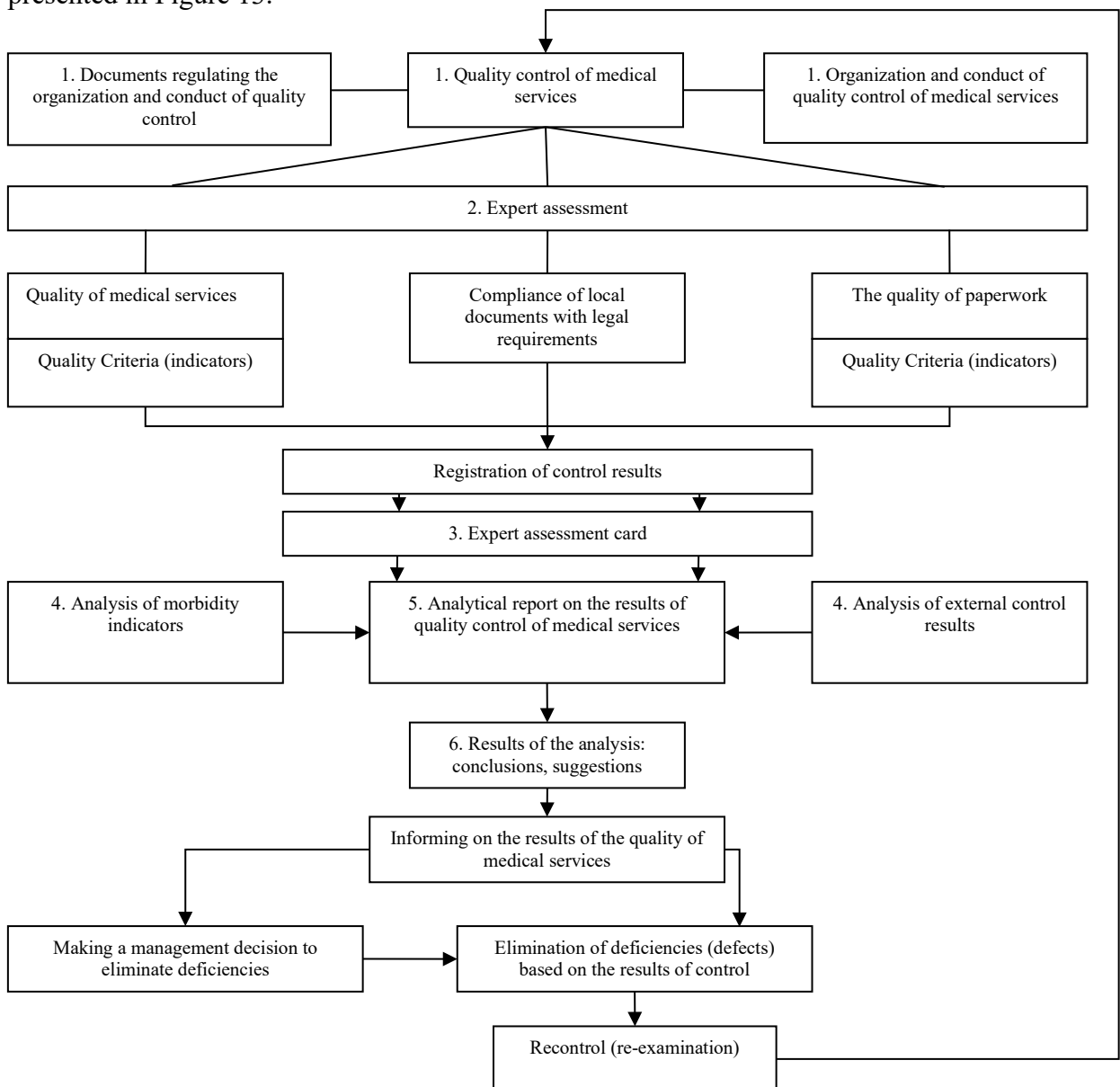


Figure 13. Algorithm for expert assessment of the quality of medical services in general hospitals in Israel [developed by the author]

The presented figure shows a diagram of the algorithm for expert assessment of the quality of medical services in general hospitals in Israel, which was proposed by the author. This algorithm was developed for the purposes of:

- ensuring and monitoring the appropriate quality of medical services in a general hospital;

- establishing uniform methodological principles for assessing the quality of medical services using expert assessment;
- assessment of the activities of persons involved in the provision of medical services, their effective interaction;
- using the results of assessing the quality of medical services in healthcare organizations for continuous improvement of its quality;
- ensuring the rights of citizens to receive medical services of appropriate quality in accordance with the requirements of Israeli legislation, taking into account the current level of development of medical science and medical technologies.

III. GENERAL CONCLUSIONS AND RECOMMENDATIONS

Based on the research, the author made the following **conclusions**:

1. Based on the identification of two aspects of quality and the dual nature of a medical service, its objective nature (medical care) was identified, including the technical characteristics that the product should have, and its subjective nature (medical care) - properties that are associated with consumer requirements.

2. It was found that assessment and management of the quality of medical services are closely interrelated and are aimed at ensuring a high standard of medical care. Quality assessment serves as a tool for implementing and maintaining the effectiveness of quality management.

3. From a methodological point of view, it would be more appropriate not just to combine a variety of methods (both qualitative and quantitative), but to develop a conceptually sound approach to assessing the quality of medical services. This approach should systematize theoretical concepts and integrate various methods and tools into a single mechanism that is consistent with the goals and objectives of the health system or hospital.

4. It has been determined that there is a gradual transition from quality control of medical services to quality management through three processes: planning, control, improvement.

5. The variety of quality management models and their successful adaptation to the medical field confirm that quality management of medical services is critical both for individual medical institutions and for the entire healthcare system.

6. Summarizing theoretical research, we can highlight certain types of activities within the framework of quality management of medical services: quality planning and design; quality assurance; quality control; quality improvement.

7. A connection was found between the types of activities and the tools used in managing the quality of medical services. Different methods for assessing the quality of health care services are used in different approaches and may vary depending on specific objectives and contexts.

8. The understanding of health care quality in many countries has been shown to be the extent to which health services for individuals and populations increase the likelihood of achieving desired health outcomes. It is based on evidence-based professional knowledge and is critical to achieving universal health coverage.

9. Based on the rating data, the author compiled a summary table, which made it possible to group the countries of the world analyzed above into three categories. These categories were conventionally named: High Health Care, Middle Health Care, Low Health Care.

10. The relationship between the healthcare system (budgetary (state), social insurance and private (market) and the approach to ensuring the quality of medical services, respectively, and the selection of the necessary tools for these purposes is reflected. This relationship is conditional in

nature due to the large variety of individual country characteristics typical of managing the quality of medical services in various healthcare organizations.

11. From an analysis of the Israeli healthcare system, it is clear that the country leads the world in the quality of medical services, thanks to its high technological level, experienced medical staff and variety of services. Israel continually strives to improve the accessibility and cost-effectiveness of its healthcare system. However, new challenges are emerging, such as rising costs and ensuring accessibility for all population groups.

12. The results of the study highlight the variety of ways in which healthcare quality management tools are used in public hospitals in Israel. This highlights the need to develop comprehensive and flexible strategies that take into account both clinical aspects and patient expectations.

As practical measures that improve the quality and efficiency of the process of quality management of medical services, the author formulated the following recommendations:

1. For future study of the process of improving and managing the quality of medical services, researchers should use the definition of the quality of medical services developed by the author, which combines an understanding of the dual nature of the quality of medical services: the quality of medical services is a complex concept that includes not only technical aspects of the provision of medical care, such as accuracy of diagnosis, effectiveness of treatment and safety of procedures, but also subjective aspects such as patient satisfaction with the result of treatment, communication between medical staff and patients, accessibility of medical services, as well as compliance with the requirements of professional practice and the expectations of patients and their environment.

2. The Israeli Ministry of Health is recommended to structure the state approach to managing the quality of medical services; implementation, within the framework of the national strategy, of a balance of three main functions to achieve high quality management: planning, improvement and quality control of medical services; accept and implement; develop a multi-level capacity building model within the framework of Israel's national health care quality strategy.

3. It is recommended to apply, as part of ensuring the quality of medical services provided at the hospital level, the mechanism developed by the author for managing the improvement of the quality of medical services in public hospitals in Israel, which implies the implementation of alternative ways to improve the quality of medical services.

4. Israeli public general hospitals are recommended to implement the application of the mechanism through a system of management tools for improving the quality of medical services in Israeli public general hospitals. Quality management tools imply comprehensive solutions on methods, approaches, methods aimed at achieving a level of quality that meets current requirements and expectations.

5. At the level of public general hospitals in Israel, the use of one of four sets of tools is recommended: tools for improving the quality of structure, process, outcome, or tools that correspond to an integrative quality improvement path that combines the tools of the three previous ones. The use of tools is possible thanks to the careful selection of indicators or quality indicators for them.

6. In a changing healthcare environment and with rising patient expectations, assessing the effectiveness of quality management requires continuous improvement. It is recommended to use a methodology for assessing the effectiveness of the mechanism for managing the quality of medical services in public hospitals. It helps measure current status and understand how to improve

the quality of health care services, using a variety of tools to obtain objective data and analysis to make informed decisions.

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ADNOTARE

la teza de doctor în științe economice Dreier Dalia cu tema “Instrumente pentru gestionarea calității serviciilor medicale în organizațiile medicale din Israel”, Universitatea Liberă Internațională din Moldova, Chișinău, 2023

Structura tezei: introducere, patru capitole, concluzii și recomandări, bibliografie din 284 de surse, 159 de pagini de text principal, 55 de figuri și 14 de tabele, 66 de anexe.

Cuvinte-cheie: managementul calității, management, instrumente de management, îmbunătățire a calității, servicii medicale, spitale publice israeliene.

Domeniul de studiu: 521.03 - Economie și management în domeniul de activitate

Scopul tezei este de a dezvolta un set de instrumente pentru gestionarea îmbunătățirii calității serviciilor medicale în spitalele publice generale israeliene.

Sarcinile tezei: descrierea abordărilor pentru determinarea calității serviciilor medicale și metodele de evaluare; identificarea standardelor de calitate a proceselor medicale ca mijloc organizatoric de asigurare a calitatii serviciilor medicale; descrierea instrumentelor de gestionare a calității serviciilor în instituțiile medicale; efectuarea unei analize comparative a sistemelor de îmbunătățire a calității serviciilor medicale în țările lumii; analiza tendințelor de dezvoltare a calității serviciilor medicale pe piața israeliană; explorarea experienței aplicării instrumentelor de asigurare a calității în spitalele publice și private din Israel; formarea mecanismului de gestionare a îmbunătățirii calității serviciilor medicale în spitalele publice din Israel; dezvoltarea unui sistem de instrumente pentru gestionarea îmbunătățirii calității serviciilor în spitalele publice israeliene; evaluarea eficacității sistemului de management al calității pentru serviciile medicale din instituțiile medicale publice din Israel.

Noutatea științifică. S-a clarificat conceptul de calitate a serviciilor medicale, a fost formulată o definiție completă a metodelor de evaluare a calității serviciilor în domeniul medicinei, s-a format un mecanism de gestionare a îmbunătățirii calității serviciilor în instituțiile medicale, inclusiv un set de instrumente care contribuie la calitatea serviciilor oferite în spitalele publice din Israel. A fost elaborată o evaluare a eficacității sistemului de management al calității pentru serviciile medicale, incluzând indicatori de calitate măsurați în valori cantitative și calitative.

Problema științifică soluționată urmează să dezvolte un mecanism și un set de instrumente pentru gestionarea îmbunătățirii calității în furnizarea serviciilor medicale, care să permită ajustarea acțiunilor la nivel de țară și evaluarea eficienței managementului îmbunătățirii calității în spitalele publice generale din Israel.

Importanța teoretică: conținutul determinării calității serviciilor medicale este dezvoltat cuprinzător, abordarea evaluării calității serviciilor medicale la nivel macro (de stat) și micro (spitale) este structurată, ținând cont de tipul, forma, metoda și metodologia de evaluare, s-a identificat interconexiunile dintre instrumentele, criteriile și indicatoarele de gestionare a calității serviciilor medicale.

Semnificația practică este asociată cu o nevoie crescută de furnizare de servicii medicale de calitate în spitalele publice generale din Israel. Mecanismul dezvoltat pentru îmbunătățirea calității serviciilor medicale poate contribui la determinarea gradului optim de implementare a instrumentelor care contribuie la dezvoltarea aplicării managementului calității serviciilor medicale, precum și prin implementarea recomandărilor practice pentru îmbunătățirea calității serviciilor medicale oferite. Contribuie la îmbunătățirea nivelului de asistență medicală israeliană.

Implementarea rezultatelor științifice. Cercetările științifice sub formă de concluzii și recomandări au fost prezentate la conferințe științifice și în reviste: 3 articole (1,6 c.a.) publicate în reviste științifice de categoria „B”, 5 articole (2,85 c.a.) publicate în reviste științifice din alte baze de date, 4 rapoarte (1,9 c.a.) prezentate la conferințe externe și 2 raport (1,3 c.a.) la conferințe desfășurate în Republica Moldova.

ANNOTATION
to the doctoral thesis in economics by Dreier Dalia
“Tools for managing the quality of medical services in Israeli healthcare organizations”,
Free International University of Moldova, Chisinau, 2023

Structure of the thesis: introduction, four chapters, conclusions and recommendations, bibliography from 284 sources, 159 pages of main text, 55 figures and 14 tables, 66 appendices.

The purpose of research is to develop a set of tools for managing the improvement of the quality of medical services in public Israeli general hospitals.

Objectives: describe approaches to determining the quality of medical services and assessment methods; bring quality standards of medical processes as an organizational means of ensuring the quality of medical services; describe the tools for managing the quality of services in medical institutions; conduct a comparative analysis of systems for improving the quality of medical services in the countries of the world; analyze trends in the development of the quality of medical services in the Israeli market; explore the experience of applying quality assurance tools in public and private hospitals in Israel; to form a mechanism for managing the improvement of the quality of medical services in public hospitals in Israel; to develop a system of tools for managing the improvement of the quality of services in public Israeli hospitals; evaluate the effectiveness of the quality management system for medical services in public medical institutions in Israel.

Scientific novelty. The concept of the quality of medical services has been clarified, a complete definition of methods for assessing the quality of services in the field of medicine has been formulated, a mechanism for managing the improvement of the quality of services in medical institutions has been formed, including a set of tools that contribute to the quality of services provided in public hospitals in Israel. An assessment of the effectiveness of the quality management system for medical services has been developed, including quality indicators measured in quantitative and qualitative values.

The scientific problem solved is to develop a mechanism and a set of tools for managing quality improvement in the provision of medical services, which will make it possible to adjust actions at the country level and evaluate the effectiveness of quality improvement management in Israel's public general hospitals.

The theoretical significance: the content of approaches to defining the quality of medical services has been comprehensively disclosed, methods of assessing the quality of medical services have been identified, ways of applying quality standards in managing the quality of services in medical institutions have been proposed, and a definition of a set of tools for managing the quality of services in medical institutions has been formulated.

Practical significance is associated with an increased need for the provision of quality medical services in Israel's public general hospitals. The developed mechanism for improving the quality of medical services can help determine the optimal degree of implementation of tools that contribute to the development of the application of quality management of medical services, and through the implementation of practical recommendations to improve the quality of medical services provided, help improve the level of Israeli healthcare.

Implementation of scientific results. Scientific research in the form of conclusions and recommendations were presented at scientific conferences and in journals: 3 articles (1,6 a.l.) published in scientific journals of category “B”, 5 articles (2.85 a.l.) published in scientific journals of other databases, 4 reports (1.9 a.l.) presented at foreign conferences and 2 report (1.3 a.l.) at conferences held in the Republic of Moldova.

АННОТАЦИЯ

к диссертации на соискание ученой степени доктора экономических наук Дрейхер Далия
“Инструменты управления повышением качества медицинских услуг в государственных
больницах общего профиля Израиля”,
Международный Независимый Университет Молдовы, Кишинэу, 2023

Структура диссертации: введение, четыре главы, выводы и рекомендации, библиография из 284 источников, 159 страниц основного текста, 55 рисунков и 14 таблицы, 66 приложений.

Ключевые слова: менеджмент качества, управление, инструменты управления, повышение качества, медицинские услуги, государственные больницы Израиля.

Область исследования: 521.03. Экономика и управление в сфере деятельности.

Цель диссертации состоит в разработке инструментов управления повышением качества медицинских услуг в государственных больницах общего профиля Израиля.

Задачи диссертации: описать подходы к определению качества медицинских услуг; охарактеризовать процесс оценки качества медицинских услуг; описать роль инструментов управления в повышении качества медицинских услуг; раскрыть методологию научного исследования; представить основные методы исследования; описать подходы к анализу и представлению результатов исследований; провести сравнительный анализ систем здравоохранения в аспекте повышения качества медицинских услуг стран мира; выявить тенденции повышения качества медицинских услуг в Израиле; исследовать опыт применения инструментов обеспечения качества в государственных больницах общего профиля Израиля; сформировать механизм управления повышением качества медицинских услуг в государственных больницах общего профиля Израиля; разработать систему инструментов по управлению повышением качества услуг в государственных израильских больницах; составить оценку эффективности механизма управления повышением качества медицинских услуг в государственных медицинских учреждениях Израиля.

Научная новизна и оригинальность. Уточнено понятие качества медицинских услуг. Сформирован механизм управления повышением качества услуг в медицинских учреждениях Израиля, включающий комплексы инструментов, способствующие качественному предоставлению услуг в государственных больницах Израиля. Разработана система проведения оценки эффективности применения механизма управления повышением качества медицинских услуг, включающая алгоритм проведения оценки в зависимости от выбранного пути и инструментария управления повышением качества.

Полученные результаты, способствующие решению научной проблемы, заключается в разработке механизма и комплекса инструментов по управлению повышением качества предоставления медицинских услуг, что позволит скорректировать действия на уровне больниц и провести оценку эффективности этого процесса в государственных больницах общего профиля Израиля.

Теоретическая значимость: комплексно раскрыто содержание определения качества медицинских услуг, структурирован подход к оценке качества медицинских услуг на макро- (государство) и микроуровне (больницы) с учетом типа, вида, метода и способа оценки, выявлены взаимосвязи инструментов, критериев и показателей управления качеством медицинских услуг.

Практическая значимость связана с повышением потребности в предоставлении качественных медицинских услуг в государственных больницах общего профиля Израиля. Разработанный механизм управления повышением качества медицинских услуг может помочь определить оптимальный и адекватный поставленной цели, инструментария, способствующего развитию управления качеством медицинских услуг, что будет способствовать повышению уровня здравоохранения Израиля.

Внедрение научных результатов. Результаты исследования представлены в виде 3 статей (1,6 а.л.), опубликованных в научных журналах категории "B", 5 статей (2,85 а.л.), опубликованных в научных журналах других баз данных, 4 докладов (1,9 а.л.), представленных на зарубежных конференциях и 2 доклад (1,3 а.л.) – на конференциях, проведенных в Республике Молдова.

DREIHER Dalia

**TOOLS FOR MANAGING THE QUALITY OF MEDICAL SERVICES IN ISRAELI
HEALTHCARE ORGANIZATIONS**

**SPECIALTY 521.03 - ECONOMY AND MANAGEMENT IN THE FIELD OF
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ABSTRACT

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