

REVIEW

By Prof . Krasimir Borisov Gygov, M.D.

The dissertation on the topic:

Need for a marketing culture, such as management function in hospital management

Dissertant : Dr. Anton Petkov Petkov

The management of modern hospital structures is extremely complex and is related to legislative, economic and social characteristics in society. Today's heads of public and private hospitals face many challenges, overcome with a lot of theoretical knowledge and individual approach in each situation. This necessitates a certain need for a certain "marketing culture", which feels even more in recent years due to the introduction of framed mechanics in healthcare.

For clarification of these current aspects and their modern summary and development of a modern algorithm of behavior, the dissertation work of Dr. Anton Petkov is dedicated.

Dr. Petkov's dissertation work is presented on 119 typescript pages. Contains the following sections:

- Introduction;
- Literary review;
- Purpose, tasks and methodology;
- Summary of results;
- Conclusion-conclusions, recommendations and contributions;
- Literature;
- Applications;
- Publications in connection with the dissertation work.

The literature cited 121 sources, of which 81 in Cyrillic.

Literary review.

In the literary review, the author has looked at the problem globally, broken through our health reality. In critical terms, the experience of many of our and foreign specialists is shared that modern hospital marketing is characterized by many non-standard requirements and challenges.

Hospital activity will necessarily become more and more organised and the hospital product at an increasingly technological level. Historically, marketing has been recognized as a learning discipline as early as 1905 by V.F. Crusi and in 1911 by R.S. Bugler. It implements two processes: supply and demand. It is in the public interest that is seen as managerial and social, influencing people's culture and behaviour. Here attention deserves communication and communication skills, which is a kind of communication culture. In health terms, marketing is aimed at dynamic patient research, such as users of health services, analysis of real demand and realization of modern health care. The key to a successful marketing strategy is to devise a realistic marketing plan. In this order, the concept of "evidence-based medicine" is highlighted.

The specific marketing activity must ensure a balance between the interests of the patient user, the public and the hospital itself. This is possible in the presence of a new management style. It is necessary to note the existence of fundamental defects in the market, such as territorial unevenness, mixing of public and private activity, lack of connection between different sectors of health, undeclared activities and payments. Another feature is the ethical framework, mainly where patient well-being, equality and fairness are. Overall, healthcare marketing is still in its infancy, with the result that there is a growing need for a new marketing culture in the management process of hospitals. It is characterized by a wide orientation and responsibility to the external environment for communication and partnership, creating a hospitable environment for patients – clients. The prestige of the hospital is of particular importance in the competitiveness of the health market, and public relations are an important factor, having an intermediary function in resolving conflicts and social tensions in society. In

this aspect, the theory and practice of health marketing have their intersections with the theory and practice of quality in healthcare or the so-called "medical qualificationology" which is why socio-ethical marketing is a relatively new direction. In this aspect, there are some difficulties of an organizational, qualification and psychological nature. This requires the creation of a new marketing culture, the role of which means effective organisational change in healthcare in the process of health reform.

The literary review thus presented leads to the conclusion that an adequate high marketing culture is a prerequisite for successful organisational change on a large scale for any reform of the national health strategy.

Purpose, tasks and methodology.

The purpose of the dissertation work is a logical consequence of the topic, namely: "to justify the growing need for more effective use of marketing as a factor of effective management in the hospital in the interest of improving the quality of hospital activities in modern market conditions. The tasks are five and meet the target set out and are correctly formulated. The scientific study includes two public and two private hospitals. 306 hospital staff and 306 hospital staff and 340 treated patients are covered.

A direct anonymous survey, documentary analysis and modern statistical processing was conducted /alternative, variational, parametric analysis, non-parametric analysis, correlation and graphical analysis p 0,05/<

Analysis of results

Extremely important chapter in the dissertation work, well structured, and in a tabular and graphical way the results in public and private hospitals are presented and analyzed. The following basic methods are used to dial and process the information:

- documentary;
- sociologically;
- Statistical

The awareness of medical staff in hospitals has been assessed, the assessment of the benefit and necessity of the marketing approach, the financial results and the ways of paying the work of the staff has been carried out. Attention is paid to the difficulties in using marketing in the activities of the department. A specific analysis has been applied in the management activity, opinions on dissatisfaction with inpatient medical care have been interpreted. This in turn allows for a correction of the future activities of the hospital and modern conditions and interactions between the hospital and outside the hospital sector. The modern information system and the use of the internet provide wide opportunities for advertising of healthcare facilities, awareness of patients and the public. The quality of hospital care, the relationship between the different structures and their competitiveness, the attitude of patients to re-choice for treatment in the given health institution are assessed. Attention deserves and is paid to the causes of patient dissatisfaction and the communication culture of medical staff. A comparative analysis of the results for public and private hospitals is attached. A higher level of awareness has been reported in private hospitals, and they also have a significant advantage in competitive analysis and have a better relationship with the outpatient sector and the use of the Internet as an information tool. All these data and results obtained from the survey and surveys were analyzed by the dissertant, which in turn leads to a logical summary.

Summary of results

As a general finding, the insufficient marketing culture in the management of the hospitals examined was identified. This in turn hampers the management process. The activity of "public relations" is not well advocated, prior information before hospitalization of potential patients, insufficient use of the great opportunities of the Internet and the media. Not enough competitive analysis is used as a key element of modern marketing. Anonymous polls are an essential element in identifying much of the problems of health care and health reform.

Conclusion - conclusions and recommendations.

The conclusions of the dissertation work are 14 and are given chronologically in connection with a comprehensive statement the recommendations are 7 and in their presentation the personal experience of Dr. Anton Petkov is evident, namely:

I accept from the dissertant contributions, namely:

1. In methodological terms, for the first time in Bulgaria, health marketing is analyzed outside the traditional economic vision of this concept, which also includes health-specific social, cultural and ethical aspects.
2. Insufficient marketing culture in the hospital sector has been proven, leading to inefficient use of the bed fund and uneven rhythm in the activity and workload of medical staff.
3. The study fills a gap in terms of the necessary culture of competitiveness between medical institutions as a guarantee of quality of medical services.
4. The comparative analysis carried out by the public and private hospital sectors found that there was a different level of marketing culture of the staff.
5. Shortcomings in the use of the means of informing the public about the medical services offered have been demonstrated. Patients enter the hospital with a serious preliminary information deficit, more often in public hospitals.
6. Unsatisfactory coordination between primary care and hospital care professionals has been established.
7. The principle of targeted patients has been introduced into practice as part of the marketing approach.
8. The outlined differences in the management of public and private hospitals help to build policies to strengthen the management approach of medical institutions with poor financial performance.
9. Recommendations for improving management are justified, as a priority task of hospital management is recommended to overcome the narrow frameworks of the

hospital hospital inpatient and to make a health connection with coordination with the outpatient network and in particular with personal doctors.

The dissertation submitted to me for review by Dr. Anton Petkov has high scientific and practical value and meets the requirements of the Law on development of the academic staff of the Republic of Bulgaria, which is why I propose to the highly respected jury at the National Center for Public Health and Analysis to award him an educational and scientific degree "Doctor".

Reviewer



Prof. Krassimir Gigov, M.D.