

THE ABSTRACT

of a doctoral thesis on: **The outsourcing of business processes in the operation of hospitals**

The contemporary market of medical services is facing new organisational challenges. Regardless of the organisational or legal form, the basic function of a medical organisation is its high medical culture - the patient's welfare. Due to methodological reasons, the research area in the thesis was restricted to public and non-public healthcare units - hospitals.

The speed of organisational changes, the appearance of a new payer, the influx of foreign capital forced the managers to implement new solutions, which had been unprecedented in healthcare, including a highly contemporary conception of managing organisations, namely the conception of outsourcing.

The development of outsourcing in the operation of an organisation is conditioned i.a. by: technical, technological and organisational changes referred to the economical-financial perspective (it being basic in profit organisations), the liberalisation of trade, the virtualisation of the operation of organisations, globalisation, the impact of cultural background.

There is no universal conception of outsourcing which would be relevant to numerous organisations. Internal conditions (e.g. technologies, financial resources, workers' competences and cultural competences) as well as the conditions existing in the environment (closer or more distant - especially while applying offshoring) influence the individualisation of the approach to any organisation which plans outsourcing projects.

As it was firmly presented in the thesis, the task of utmost importance related to the process of the application of outsourcing in healthcare units is the choice of an appropriate outsourcing partner. Choosing the partner, one has to consider not only the financial aspect, but also e.g. technological and organisational, **organisational**¹ and workers' capabilities - competences of the employees and others. An important element of the assessment of a potential partner are the recommendations for outsourcing companies issued by other entities.

The thesis applies the segmentation of research in the layer of theory and its application to public and non-public healthcare units - hospitals.

As it was clearly presented in the thesis, an aspect of crucial role is the consultation with the representatives (e.g. associations) of current and prospective patients, which is related to the successfulness of the application of outsourcing in healthcare units.

In the case of a healthcare unit there is also an aspect connected with a high variety of the staff employed and the tasks and duties performed by them, including medical staff - doctors, nursing staff, the staff connected with medical diagnostics, the staff connected with full rehabilitation, ancillary staff, administrative-economic staff, IT specialists. This constitutes an additional challenge for the application of outsourcing and was reflected in the considerations set out in the thesis.

The identification of the research area outlined in such a way necessitated defining a model of the application of outsourcing in (public and non-public) healthcare units.

¹powtórzenie występuje w oryginale

With regard to the foregoing, it has to be underlined that the thesis defined and filled a new (highly modern) area related to the application of outsourcing, which could be based on the three levels set forth below:

- the level resulting from the specificity of an organisation which applies outsourcing - a healthcare unit - a hospital (both public and non-public) offering services concerning patients' health and life, which are thus so sensitive
- the level resulting from the definition and establishment of a business model of the application of outsourcing in healthcare units - hospitals
- the level resulting from the indication of selected premises of building a scenario for the implementation of outsourcing with the use of the models established.

The process of (methodological) modelling of the application of outsourcing in healthcare units in the thesis involved the use of: participant observation, research questionnaire and artificial neural networks.

The research area of the present thesis belongs to the study of management and is in particular connected with the application of outsourcing in the operation of organisations, including organisations of such high specificity of operation, services and clients - patients as healthcare units (public, non-public) - hospitals. Additionally, the thematic area of the present thesis involves the area related to the establishment of business models for healthcare units - hospitals.

In the present thesis seven business models of the application of outsourcing in healthcare units - hospitals functioning on the Polish market were established.

Both the research area and the scientific purposes of the thesis generate high applicability of the identification proposed and the solutions established, presented in the thesis.

The thesis contains a survey of literature (foreign and national) in the research area defined.

The business models of outsourcing defined in the thesis allow to revise the components (selected categories defined in the research tool) identified in healthcare units - hospitals.

The thesis comprises four chapters. The first chapter: The identification of outsourcing in the operation of an organisation. The second chapter: The characteristics of healthcare units in Poland and selected European and non-European countries. The third chapter: Business processes in the application of outsourcing in healthcare units in Poland. The fourth chapter: The model of business processes in the application of outsourcing in healthcare units operating on the Polish market. The fourth chapter is empirical and contains the results of research conducted by the as well as the establishment of business models of the application of outsourcing in hospitals with the use of artificial neural network.

The construction of the thesis enabled the accomplishment of its defined aims and the verification of the primary hypothesis as well as subsidiary hypotheses. In such a form, the thesis allowed to complement the study of management with a new area.

The key words for the thesis are: outsourcing, business models, healthcare units - hospitals, artificial neural networks,