

SUMMARY OF THE DOCTORAL DISSERTATION

Title of the doctoral dissertation: The competency model of managers in Public Healthcare

Entities

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The main purpose of this dissertation is to establish strength of relation between the competency of high-level managers working for Public Healthcare Entities and the quality of service received by patients in selected establishments, the degree of indebtedness of those establishments as well as the functioning of the individual organizational units by ensuring adequate human resources as a result of controlling the implementation of tasks of selected groups of employees (mid-level management).

In order to achieve the formulated objective of the work, the following research problem has been constructed: Do the managers of Public Healthcare Entities possess the necessary competencies to efficiently and successfully manage their respective entities? The main hypothesis (H0) related to the problem stated that the specialized and managerial competencies contribute to a great extent to the quality of patient service in terms of the waiting time for (selected) diagnostic and therapeutic procedures, the average time of hospitalization (in selected medical procedures), the usage of new technologies and the access to information. The hypothesis has been positively verified through two types of triangulation: data method (using various data sources) and methodological (using a few methods to investigate the formulated problem).

Test results enabled to define the competencies which modern managers of Public Healthcare Entities should possess for those medical entities to be efficiently managed both in terms of medical care and economic efficiency.

The implementation of the goals that were included in the paper was carried out in the course of extensive considerations undertaken in six chapters.

Chapter 1. The author extensively described the competencies of managers based on various literature studies. The author reviewed the definition of competency, the structure of the competency model, as well as the methods of measuring it. Additionally, the author provided an

overview of competency tests and competency models of managers of Public Healthcare Entities both in Poland and in the whole world.

Chapter 2. The author discussed the healthcare system in Poland. Presenting the model and the structure of the system, as well as the legal grounds. Additionally, author presented the division of Public Healthcare Entities providing services in healthcare, which are divided into public (SPOZ) and non-public (NZOZ). Briefly, the author discussed the financing of health benefits and the diversity of the healthcare sector in Poland, both on a structural and operational level. Employee groups have been presented who work for Public Healthcare Entities.

Chapter 3. Based on a wide range of literature the author attempted to explain the essence, functions, and modern characteristics of managing medical entities. Competencies of the management staff including the current manager of healthcare and the desirable directions of their development have been presented. Furthermore, the influence of human resources on the effectiveness of functioning of the Public Healthcare Entities has been presented. The author raised the issue of the organizational culture as a management subsystem and its influence on the functioning of medical entities. She has also presented the stages, functions, objectives, and forms of control in the management process.

Chapter 4. The author presented the subject of studies, their range, and the research model. The main research problem and the main research hypothesis have been described. Moreover, the author has also presented the range of work, the research methods used, and the general research model. She has analyzed quantitative research findings thoroughly based on the objective of the study, as well as detailed research problems and hypotheses. The selection of the sample of respondents for the study was presented. An analysis of quantitative research was presented as well. Within this analysis the research samples were compared, those included the high-level managers in charge of Public Healthcare Entities and their coworkers, which includes the subordinates of those managers, that is the mid-level managers, it also includes the experts who are managers with many years of experience in the field of managing Public Healthcare Entities. Based on test results and analyses a Competency Model of Managers in Public Healthcare Entities was constructed as an outcome of statistical analysis. Competency Model of Managers in Public Healthcare Entities was constructed as an outcome of Behavioral Scale of General Competences analysis. In this chapter, the author included research results of the qualitative research results amongst the tested high-level managers (individual in-depth interviews).

Chapter 5. It includes discussions regarding the literature on the subject and a summary of the results with recommendations for further research and conclusions. The author presented the verification of the research hypothesis and the answers to the research questions that have been

posed. The research gaps were presented as well. The author prepared the recommendations for the founding bodies of Public Healthcare Entities regarding diagnosing and evaluating the competency of managers enabling verification of the effectiveness of their actions. It was concluded that not all the managers of Public Healthcare Entities in Poland possess the appropriate level of competence to manage such organizations. The author also points out the limitations of the study and the directions of further research as a continuation of the issues covered in this dissertation. Furthermore, the attachments include research tools and the bibliography which was used to support the dissertation as well as the list of drawings and the tables which are all integral parts of this dissertation.