

CONTEMPORARY CONCEPTS OF HEALING BUSINESS ENTITY MANAGING PROCESS

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Summary

In the face of transformations of healing entities into companies of the commercial law, the management is gaining the special significance. Healing entities are forced to the fast adjustment to the new reality of rivalry, also is the need of staying at the market without the additional support and financial subsidies from the outside and keeping the high level of services in spite of reducing financial resources. Changes of conditioning are forcing a lot of system organizational transformations, which must be directed at the optimization of of the unit's functions, medical institutions unceasing lifting, qualities of services which are conditioning the level of satisfying the patient. Flexibility, speed of the reaction to economic changes, awareness and supporting the management and employees are factors, which gives power about individuals constitute in competing with other institutions. Every entity healing and for her ordering the staff is standing before the difficult task associated with keeping the return, with providing for patients the best care and the development of the medical staff in order incessantly to increase, quality of services according to scientific and technological progress.

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Strategic management in healing subjects

In the modern management, strategic thinking plays the key role, it is decisive both in building institutional foundations of development as well as

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effective filling up the mission and the vision, the same as in capturing new areas of the activity. Strategic management is managing the development of the organization in a long stretch, set for using chances and threats turning up in the environment, this way a definition was formulated through which puts emphasis on analysis of the outside situation and internal enterprise³. It is fact is emphasizing changeability's and unpredictability of surroundings, so it is possible more easily to accommodate itself, creating many variants of operational plans is necessary. It means that whole process of managing is complex from three stages⁴:

- a) strategic analysis – diagnoses of the enterprise, determining those present of both future chances and threats, strong and weak points, as well as the strategic position of the healing subject.
- b) strategic planning – generating the option, the evaluation and choice of the variant of the strategy between the attractive but possible option for the accomplishment.
- c) realization of the strategy – correct planning of essential stores to implement the adopted strategy, determining changes of organizational structures are a purpose.

Strategic analysis constitutes the ground for formulating the strategy, should concentrate on detecting problems and using their mutual influence as part of the strategic system. The PEST method is the most often applied method in strategic analysis, for which the English acronym is taken back to four elements of components of the microenvironment (political, economic, sociocultural, technological factors). The PEST method is embracing⁵:

- political surroundings – legal (P) – institutions governing the business activity, mutual form them relationships among enterprises and among enterprises and you;
- economical surrounding (E) – it is common to rank all phenomena and economic processes which are rising here, as the result of the

³ See more: Griffin R. W., *Bases of managing organizations*, PWN, Warszawa 1998; Żukowski P., Muszyński A., *Zarządzanie zasobami ludzkimi. Wartościowanie pracy*, Wydawnictwo: Bałtycka Wyższa Szkoła Humanistyczna w Koszalinie, Koszalin 1999; Żukowski P., Muszyński A., *Zarządzanie strategiczne. Marketing strategiczny i operacyjny (zarys problematyki)*, Wydawnictwo: Bałtycka Wyższa Szkoła Humanistyczna w Koszalinie, Koszalin 1998; Żukowski P., Muszyński A., *Podstawy zarządzania jakością w kontekście integracji europejskiej*, Wydawnictwo: Politechnika Lubelska, Lublin 2000.

⁴ Gieraszkowska G., Romanowska M., *Strategic Analysis of the Enterprise*, PWE, Warsaw 2012; Głowacka M.D., Galician J., Mojs E., *Managing the healthcare centre*, Wolters Kluwer, Warsaw 2009.

⁵ See: Dobska M., Rogozińska K., *Bases of managing the healthcare centre*, PWN, Warsaw 2008 Griffin R. W., *Bases of managing organizations*, PWN, Warszawa 1998.

- deliberate and intentional business activity of natural persons and economic subjects, as well as authorities;
- social surroundings – cultural (S) – this neighbourhood includes phenomena and processes concerning that people staying with themselves in diverse relations, as well as institutions associated with his functioning;
 - technological surroundings (T) – technological progress, as well as technological progress of basic elements of surroundings in methods of the production and converting tangible properties into useful goods and used machines, tools, materials, of the proportion and the order of applying them, the same as the ability of using them by employees.

The second stage of strategic analysis is analysis of the competitive, also named as environment sector. Current, potential competitors and suppliers, as well as the recipients associated with the sector are included in surrounding of the competitive healing subject. Analysis surroundings competitive one should start by collecting vital statistics such as⁶:

- a) sizes of the sector – it is a sum of the income from the sale of all entities acting on the given area in the scale of the year,
- b) dynamics of the sector – change of the size of the sector from the year for the year expressed in the per cent,
- c) profitability of the sector- average net return on entities, operating in the sector,
- d) phases of the life sector (we distinguish 4 stages here):
 - birth – the sector is small, very much however the availability is simple, vague future, dynamics grows at the free pace,
 - development – on account of investments the return is low, dynamics of the height are great,
 - maturity – dynamics are stable, barriers of the entry are high an inflow is limiting new participants,
 - close (growing old) – dynamics are on the zero or negative level, a number of entities operating in the sector is falling.

Rivalry between the baulks with participants in the sector is being regarded in this model as the most important. Healing entities are competing between themselves among all with quality of performed services, reputation, availability of services, manner of patient care and assistance, cost of provided services. The threat of the appearance of new consumers depends first of all from the height of barriers of the entry to the sector.

⁶ Głowacka M.D., Galician J., Mojs E., *Managing the healthcare centre*, Wolters Kluwer, Warsaw 2009.

The sector is more attractive for them and barriers of the entry aren't high, carrying about more notable. This way of distinguishing we can differentiate such barriers⁷:

- a) capital – it is a cost of the appearance in the sector;
- b) competitiveness – depends before everything from getting the contract with the National Fund of the Health;
- c) administrative – met determined conditions determined in the provisions of the law must be.

In the model of Porter five forces analysis, a threat of the appearance of substitutes is another power. Services created by enterprises from other sector, but meeting the same needs of customers are substitutes. In health services, other ways of curing are substitutes (Korporowicz 2012). We determine, in this way, which substitutes we are dealing with and which per cent of the income is taken away from us.

Describing the bargaining strength of suppliers and buyers, at first we are identifying the current and potential competition. Suppliers are such persons, which conduct a business activity and are employed based on the contract. Their bargaining strength depends above all on the form of the market, on which they are acting. Persons or entities purchasing services directly from the healing subject and paying the National Fund of the Health, most often are buyers. Porter five forces analysis allows presenting⁸:

- full of insults of the sector,
- for entities operating in the given sector to determine the chance and threats,
- to determine the prospect of changes in the immediate future.

Thanks to that, it constitutes the ground for designing the strategic planning for participants in the sector. Determining the layout of powers and their sources is showing attraction of the sector. Evaluation of sector is lower of straining individual forces; all the more a situation of healthcare centres, but more attractive sector is luxurious. Fitting the healing entity for changes in the environment one should make analysis of the inner environment. There are methods of this analysis⁹:

- a) analysis of crucial factors of the success – is based on the method of Pareto. According to this principle one should choose and analyse the 20% of factors which are responsible for a success or a defeat;

⁷ Grub A., *Marketing in the health care*, Difin, Warsaw 2010.

⁸ See more: Koźmiński K., Piotrowski W., *Management. The theory and the practice*, Warsaw 1997.

⁹ Dobska M., Dobski P., *Marketing of medical services: marketing in practice*, INFOR, Warsaw 1999.

- b) analysis of the competitive profile – consists in the comparison strong and of weak points of the healing subject with chosen competitors of the sector;
- a) analysis of the chain of the value – lets exactly examine the process of provided medical services.

With analysis of the chain, it is possible to find available strong and weak points of the healing subject. Strong points can be the source of the competitive majority and basic for strategy construction, which sides will be weak and required for improvement. Well, conducted SWOT analysis is lowering the risk of the company's functioning, providing for it simultaneously optimum from many points of view, and making ways to direct the development. Strategic purposes, developed in this way, are taking long-term action into account in changing market surroundings. Determining strategic and financial purposes, it is a consecutive pace in the process of planning. It is possible to attain the desired market position in strategic purpose, however appoint the level of financial parameters is financial purpose.

Last step of the planning process already is step formulating the strategy of the healing subject. One should, however, remember that the strategy changes and is adapted for changing surroundings, new technologies and competitors. In that moment, when ,perhaps , the operational plan will be ready to pass the healing subject to the next stage, a realization of the strategy, i.e. implementing the strategy into force are achieving intended results.

Administering financial resources in healing subjects

Administrating financial resources establishes purposes and undertakes their accomplishment in collecting and disbursing financial resources. Financial resources, however, is cash, which the healing entity has at own disposal. It can be a form of own or foreign funds. Collecting and disbursing of these stores is taking place from result of done financial decisions. We can divide ordering financial resources in healing activity in three stages¹⁰ :

- financial planning;
- collecting and disbursing financial resources;
- financial control.

The financial planning in healing subjects is the constant process, consisted in examining financial consequences based on different scripts of the course of events, comparing real data with planned sizes. It can be a conse-

¹⁰ Zemek-Górecka A., the Legal Status of Independent Public Healthcare Centres and its Privatization, Wolters Kluwer, Warsaw 2010.

quence, so the amendment to investment programmes policies of financing, not telling the change of fixed earlier strategic purposes of the healing subject. Financial plan is leading for improving the organization of the process and realization of benefits, as well as influences to the effectiveness and the quality of provided services. The system of planning in the healing subject can grasp plans briefly and long-term. The stage of the financial planning includes four financial plans:

- a) account of financial flows *pro forma*:
 - plan of the income – income from the sale of services on account of the contract with the National Fund of the Health, from the sale of medical services, nonmedical and other income;
 - financial plan of costs – fixed costs direct, changeable costs direct, costs of indirect variables,
- b) profit and loss account *pro forma*- containing the planned income and costs in the period of making plans,
- c) balance *pro forma* – contains the planned image of the wealth and sources of financing it, if all planned actions are carried out.

The basic area of made decisions constitutes action stage of collecting and disbursing financial resources. We can divide this area in the following subareas: operational, investment and financial activity. An income of the operational part in main business activity is amounts acquired from the sale of services made in frames¹¹:

- basic- activity income from produced health benefits,
- support activity,
- other action which are an object of the business activity of the plant, if there is such activity predicted in articles of association.

Investment and financial activity has a major part in collecting and disbursing financial resources. The process of making a decision consists of three stages first it is an identification of investment possibilities, that is predicted operations are being considered and an influence on the result is determined economy – financial. Medical staff is playing a special role, because it is able to determine the demand on needed with t medical technologies.

The second stage is evaluations of invested projects, relies on estimating financial flows which are associated with the project and the appropriate discount foot and choice about the method of the evaluation, i.e. the criterion of rejecting or taking the investment project on. In such case, the individuals should act rationally and use accessibly sources to achieve the maximum effects or to minimize stores, which are being exploited for

¹¹ See more: Sobczak A. 2010.

getting determined targets. An implementation and a control are the third stage, which reports about the performance are being drafted in. The report contains juxtaposing data included in budget with real data.

Managing the quality in healing subjects

In functioning of healing subjects, quality of provided medical services is one of fundamental problems. Assuring at the appropriate cost high, qualities of services are calling for healing entities, which want to stay competitive in the market¹² (Rudawska 2011). More and more healing entities are implementing the total quality management noticing including the possibility of competing with other institutions is bigger contract with the National Fund of the Health or the credibility. The representative of the Nordic school of marketing distinguished two kinds of qualities: technical and functional. The technical quality which refers to the health service in healing subjects, is connected with what the patient receives as part of the provided service. However, in order to patient will attain satisfaction only when a tool performance is not enough, therefore is essential, in what way a technical quality handed over will stay. There is a condition- functional quality determines the way of providing the service i.e. the communicativeness, keeping the staff, the contact with the patient.

Crucial for achieving the success of the healing subject there is an opinion of the patient's satisfaction. If health services are meeting expectations, the patient perceives this service. The total quality management influence the healing entities, which want to exist on the medical market only with correct road. Qualities of health services are understandable and defined very differently. However, probably the most accurate definition it: "the quality in the health care consists in the unabridged demand for health services at possibly the lowest prime costs and service providers, regulations being applicable in frames and of limits established by authorities executive and buying institutions".

In systems of managing the quality we can distinguish two kinds of customers: outside which we recognize patients, their families, acquaintances as an internal that are employees and suppliers. In order to achieve the maximum benefits from managing the quality healing subjects must take needs into one account of two kinds of customers. Achieving these purposes by introducing the system of the management is possible with quality. The following systems of managing the quality are applied in the area of health

¹² See more: Rudawska I. 2011.

services accreditation, ISO certification. Accreditation is an outside process of the assessment of the healing entity, is acting longest and the most is spread. It is based on a voluntary evaluation, which is made by inspectors. The individuals are judged, as whole and it is valid for the aspect of the system. The process of accreditation consists of three phases:

- a) preparations – the most important part of the process. The medical institution is getting acquainted with standards and accommodates by their own. Sending to the Centre monitoring the Quality of the application form is a next activity of the medical institution. On this base, the date of the accreditation visit of inspection is being set.
- b) survive accreditation – the inspector based on authorization is making the formal assessment of the individual, checking among others: management of medicines, politics associated with medical waste, thickening beds in rooms, medical documentation and the like
- c) decision of accreditation – is being assumed by the Accreditation Board of the Centre of monitoring the Quality based on the preliminary report drawn up by the inspector.

An ISO certification is a process of managing the quality according to determined norms. ISO 9001 norm: 2008 is a norm the most spread in the world and consists of eight chapters. First three have technical character¹³. However requirements, which the healing subject must fulfil, contain five next chapters needed to receive a certificate. Individual meeting these requirements will enable himself to chart the strategy and direction of acting in the field of the quality.

Obtaining the certificate is possible ISO after meeting two criteria. Implementation of the system is first, and the other – positive passing the certification audit is aimed at an Audit evaluation of the system of managing the quality, as well as its elements. It consists, first of all, establishing weak points of the system, preventing determining correcting action, as well as action. Audits, which are led, are based on the ISO 19011 norm based on documentation of the system of the quality. Choice of enforcing the ISO 9011 norm: 2008 drag by their own; from the specificity of the healing subject; however, beginning *cc* implementing the place, in which the patient has the first contact, is a good method for medical institution, i.e. admissions room in the case of the hospital.

¹³ Kotler P., Shalowitz J., R.J. Stevens, Strategic Marketing in the health care, Wolters Kluwer, Warsaw 2011.

Marketing organizational management of providing medical services

“Marketing” derives from the Latin word “market”. At the end of the 19th century a concept arose of marketing, as effective functioning in the market strategy¹⁴. In the beginning, marketing was applied with reference to consumer goods, but the gradual evolution and the development of the market led to developing of marketing of industrial products. The marketing of services arose in years 50 – of the previous century. “Marketing is an organizational function and a set of processes being aimed at creating, announcing and delivering the value to customers, as well as the management with relations with the customer this way in order to provide for the benefit to the organization and her stakeholders”. The service is any action of one side can offer to other, it is nontangible and isn’t leading to any property. His production can be tied, but not has to be with the physical product.

Basic features of services are also characteristic of a medical service:

- a) immaterial-ness – in most cases services aren’t connected with producing tangible properties, therefore so cannot be assessed with senses by the potential buyer of services also we cannot show. Therefore the customer has the anxieties associated with the purchase “invisible” services, is necessary of them “realizing” what can take place thanks to the following factors:
 - place – external appearance and internal of subject,
 - people – kind, competent, taking care of the potential buyer,
 - information materials – suggesting the professionalism and the effectiveness,
 - symbols – so which are having positive connotations and are visible in information materials;
- b) diversity – they are characterized by a great diversity, since depend on the supplier, of place and time of providing them. Suppliers of services are implementing the standardization in order to ensure the appropriate level, qualities. Due to the uniqueness of the circumstance of every benefit they are never the same;
- c) inseparability – services are being provided by healing entities and “consumed” by the patient. The patient is becoming a part of the service, if it is being made by the doctor or the nurse;
- d) impermanence – it isn’t possible to store, or to produce prematurely services.

¹⁴ Rudawska I. 2011.

Other features of health services it:

- impossibility of the resale – for the patient such a service which is appropriate to the existing situation is being provided. It isn't possible, and so for her to offer other patient;
- asymmetry of information – patient is relying on decisions made by the doctor, since alone isn't able to put of accurate diagnosis;
- uncertainty and the risk.

In the sphere of medical services, the adaption of products to needs of customers is marketing. The wish to reach them is necessary, systematically to analyse future and current needs of patients as well as incessantly to keep up with happening changes in the environment. Marketing action should be fitted to the healing entity, taking into account his mission, the purpose as well as situations financial, of stores of people and technical. Below stages of marketing activity were described in the health care¹⁵. (Bukowska-Piestrzyńska 2007).

The market research of the market is a process consisting of 4 stages. The realization of these stages is providing us with information about needs on the market, which the healing entity is functional in and about whole institution.

Preparing the examination is a first phase of the market research, which is a difficult stage, for since is affecting the final effect. Setting about of it is of this stage we must think, what we want to know still to formulate questions, so that obtained replies are for us useful at making a decision. We have 3 types of market researches to choose from (Dobska, Rogozińska 2008):

- a) reconnaissance examination – drafting analysis, market processes and events with information which are already approachable. It will help us plan the new assortment of health services;
- b) descriptive examination – in the detailed way depicts markets and marketing problems appearing on them;
- c) causal examination – primitive sources of information, thanks to which the possibility of revealing existing causes of events is are being exploited.

An improvement in the market situation of the healing subject is most often a main purpose of the market research, however detailed cells result from the determined market situation and concern¹⁶:

- conditions of action – help in understanding phenomena,
- results of action – help in the inspection,

¹⁵ See: Bukowska-Piestrzyńska A., Marketing of health services – from building the image of the institution up for satisfying the customer, Ce De Wu, Warsaw 2007.

¹⁶ Głowacka M.D., Mojs E., Professional managing staffs in healthcare centres, Wolters Kluwer 2010.

– instruments of the influence – help in deciding “.

A realization which is aimed at creating the database by the appropriately selected and trained team, is the second stage of the market research which applying the chosen method is gathering information. Analysis of outcomes of collected data is a next stage. Research findings quantitative consist of four sub stages: verification, encoding, due analysis, interpretation of results, however, results of quality inspections don't require such analysis. In their case drawing correct conclusions will be enough.

Announcing of results is the last stage of the market research. In the report one should make received results and conclusions. The healing subject will enable information which it received by evaluating effectiveness of taken action. The market segmentation enables to adapt the offer and marketing action to needs of the group of buyers. Based on the following criteria characteristics of buyers are held:

- demographic – this criterion is simplest for the application, particularly the age and the sex, which in the significant way, are distinguishing the group of patients;
- social – including the available criterion specifying people, which are valued as economical- payment for offered services;
- psychographic – making the division about patients particularly into the lifestyle, which is possible to favour patients of the high risk;
- geographical – thanks ago the criterion is available selecting proper medical services to the specific region.

These criteria will be a ground for separating sections. However, it is necessary in order to determine the destination market assessing economic attraction of remaining groups. Basement of choice for the destination market, which provided medical services will depend on attraction of individual sections. In the sphere of medical services applying mix of 5 Porter's forces, marketing is the third stage of marketing activity:

- a) product – a health service is a product. The structure of the service has a structure three-tier which is clubbing together from:
- core of the service – through the improvement in the health, all the way to total getting well, applying meeting the needs of the patient right medical procedures;
 - real service – the diagnosis, competence of the medical staff, the accessibility of provided data, as well as the aesthetically furnished study or the comfortable waiting room;
 - complementary services – which are expanding the basic service e.g. possibility of consultation with other doctors, whether of purchasing medical articles on the place.

- b) promotion – consists among others in informing target groups in new services, shaping needs, presentation of the benefit from the medical service, shaping the competitive position amongst healing entities “. We must, however, remember, that in accordance with the act about healing activity information, about health benefits, a guild cannot have an advertisement;
- c) distribution – the location of the medical institution should be putted in the centre of area, in which planning providing services for so that patients have an easier access at your service. Essential, it is also how ,whether the given healing entity, will establish the cooperation with other medical institutions.
- d) price – the majority of healing subjects is holding contracts with the National Fund of the Health and the patient directly isn't paying for the service. However, more and more often, in order to have performed examinations without expecting in the queue patients, are deciding to pay for the service and are choosing such an institution which offers the package of benefits, which currently need for the lowest price.
- e) staff – the information exchange between the patient and the staff of the medical institution has paramount meaning, since the effective transport is building up mutual trust to the contractor. The patient pleased with the service, will be speaking well of the institution, which effected positive on an image of the institution.

Elements of surroundings make up the financial certificate of the health service in the material dimension, the services concerning the process of proving, that are: colours of the institution, for its furnishing, illumination, a web-site, visiting cards, and educational folders. The process of providing the health service is connected by the efficiently functioning institution with the suitable performance of the service. Here, perhaps, can be such examples as: call-phone arranging of meeting for the patient to the visitor informing of the moved date or the hour the visit. Feeling like adapting medical institutions for happening changes on the market of medical services must accommodate themselves to the changing neighbourhood.

Live of the population, the improvement of the quality of the life or the awareness as well as the increasing number of competing institutions are forcing the life-time grows up, because the planning and the completion of marketing action are becoming an essential activity taken by healing entities. Checking on transformations, taking into account the constant modernization of needs of patients, is an essential functioning of medical institutions.

Conclusions

In twenty-four hours of ceaseless changes occurring on the market of health services, healing subjects, in the constant way, must be adapted to the changing environment. The medical institution putting the forehead should draw up and drill such mechanics of management barriers incurred and impediments of the current medical market in order can effectively function both in conditions supporting his development, as well as and in conditions of the uncertainty and didn't succumb to the influence of negative phenomena being found for her in an environment. Building and keeping the strong position on the market of medical services isn't a simple task in practice.

We must remember that in the healing subject employees who are carrying out cells resulting from the fixed strategy of the organization is the most important and valuable store. In the contemporary reality of functioning of healing subjects, also comprehending the effectiveness gained the special significance action. Dynamic variations of the terms of surrounding the healing subject became premises to making efforts increasing the effectiveness of the work. In combination with the inflation, it extorted financial resources which firmly were limited on of new managerial solutions ordering the search letting for optimum using all organizational resources. Many managing the healing subject are asking himself the fundamental question: in which way to streamline the process of managing the subject healing? It is hard to tell to the stated problem taking into consideration the diversity of instruments of the management and system solutions. Making a decision in this issue will depend on the specificity of the specific healing entity and its mission and strategic purposes, which the managing staff wants to carry out. It is important, so that tools and procedures supporting the process of managing are adapted for the organization rather than inversely. We must remember about systems of managing the quality which are raising the level of qualities at implementing of medical services into the effective way and also provide the effective process of managing the healing subject.

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