


Managerial actions in health care companies

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ABSTRACT

Objective: to analyze the organizations of health care companies regarding their marketing management actions, in the management of use for adequate customer service, in the maintenance of their reputation in the market and an analysis methodology for the creation of projects for process improvement, in this case Six Sigma. **Methodology:** literature review, which aims at a bibliographic survey of critically defined themes. **Results:** it is vitally important for the maintenance and growth of a healthcare company to have tools for competent management, always aiming at the most important thing for the customer. **Conclusion:** with increasing competition and the dispute for profit, health care companies that do not have a management plan aimed at improvements may lose customers and market space.

Keywords: Utilization management, Health marketing, Six sigma, Customer, Business reputation.

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INTRODUCTION

Complexity and increased competition in healthcare companies drive the use of tools to manage important aspects. We have a very wide range of strategies, but we will cover usage management, healthcare marketing, corporate reputation, and the Six Sigma management system.

The management of use creates protocolized conducts for the care process, elaborating a specific guide for each situation and thus reducing costs, avoiding unnecessary and inappropriate procedures.

Healthcare marketing, with its strategies, positions the company in the market to be seen by its customers and possible new customers, looking for creative ways to make this connection.

The maintenance and preservation of business reputation is a set of impressions that defines the status of the organization in the eyes of the public with which it deals. It is vitally important, as it defines how much customers, suppliers, investors, that is, everyone involved with the company wants to be close to it.

A program with Six Sigma structures customer-facing projects based on statistics collected in a specific way. This translates into benefits for the customer and the company, such as better service, welcoming the customer and reducing company expenses.

Adding these tools and applied correctly, the health care company tends to maintain itself and with possibilities for growth in a safe and continuous way, but always focusing on the customer.

Seeking the importance of each management tool, analyzing its aspects and contributions to health care companies, using the literature review as an analysis, which will allow to discuss these topics in a critical and judicious way.

DEVELOPMENT

USAGE MANAGEMENT

A patient needs a medical procedure only performed in a hospital. Then the patient communicates to his health plan about the procedure and the necessary hospital procedures. The health plan contacts the hospital and asks about the procedure and if it is in accordance with the pre-existing protocol for this procedure it is approved, if there are discrepancies it can be denied. This path, in the view of insurance companies, avoids unnecessary expenses with inappropriate procedures and ensures reimbursement to the hospital. This procedure is a part of utilization management, used by healthcare companies.

Labeling Usage Management with a single, universally accepted definition is tricky, as there can be multiple interpretations. So we can consider it as a set of techniques used by or on behalf of purchasers of health care benefits to manage health care costs, influencing decision-making about



patient care through case-by-case assessments of suitability for care prior to care (IOM – Institute of Medicine).

Utilization Management is underpinned by evidence-based guidelines, assessing the adequacy of health care needs and care, the quality of facilities over the provisions of the health insurance company.

These guidelines reflect evidence-based care, although there may be differences between best practice and acceptable quality and cost-effectiveness with payer guidelines, emphasizing cost-effectiveness.

Similar to Donabedian's quality assurance model provides a framework for examining health services and assessing the quality of care, Utilization Management uses the following steps of evaluation: prospective review, concurrent review, and retrospective review.

A prospective review evaluates the need for health services before their use, reducing unnecessary admissions or procedures, denying cases that do not meet the criteria.

Simultaneous review is the review of services during hospitalization. Its focus is on reducing denial of services and placing the patient in appropriate medical care and appropriateness of intervention, discharge planning, and transition to the next level of care.

Retrospective review is the process of evaluating the adequacy of procedures, configurations, and deadlines after the provision of services, assessing whether the care applied is in accordance with the criteria. It is related to the payment or reimbursement according to a medical plan, if the criteria are correct, the payment occurs, if not, there are questions and even the denial of reimbursement.

By using all three types of reviews, healthcare companies ensure that all care provided is appropriate, avoiding unnecessary procedures and expenses.

However, there are many criticisms of Utilization Management that lead to a broad discussion on the subject. The medical profession reports that it has lost its clinical autonomy, as they must follow the criteria established by the insurance companies and the large administrative burden. Insurance companies defend the Utilization Festoon, as it reduces the service of unnecessary or inappropriate procedures, even though it is not a gold standard of management.

SIX SIGMA

The increasing complexity of the organization of the health system and the increase in longevity can have impacts on medical expenses and reduce the quality of health services provided, so improvement in business strategies becomes vital.

Health care institutions have been looking for management methods and tools to ensure their sustainability, the quality of the services provided, demonstrating a professionalization of management in the area of suade (Zimmermann, 2020). Among these tools we have Six Sigma.



The Six Sigma program constantly uses statistical tools to verify performance, feasibility of processes and knowledge and understanding of customer needs, promoting a strategic positioning in statistical responses generating improvement projects.

The Six Sigma model is structured from the patient's perspective, on the value of the service and the elimination of waste. This results in a tool for improving performance, with better operational results, cost reduction, where values are defined by patients, such as safety, satisfaction, targeted care without wasting time.

Six Sigma instruments raise the level of management excellence, reduce variability and defects, for this the DMAIC method (Define – Measure – Analyze – Deploy – Control), (Nortegubisian, 2018) is implemented, along with qualified statistical indications, based on data with a focus on improving performance.

Define project objectives and translate customer needs by identifying performance indicators that are related to project objectives. This is by listening to the customer, finding the error, and planning for changes.

Measure the process and its different parts, to determine its current performance and quantify the problem through data collection, helping to improve the understanding of the process, locate bottlenecks, allow measuring cycle time of activities, identify complexities and waste, identify opportunities to reduce processing costs.

To analyze is to obtain a diagnosis of the process under study and to seek the causes of low performance, helping to increase knowledge about the system, in relation to the causes that act in the process and identification of focus of change to be developed in the improvement phase.

To implement is to propose, develop and test changes, helping to identify the changes that will effectively result in an improvement. Analyzing the risks involved in the change, doing small-scale testing, analyzing all the results to finally apply the changes effectively and globally.

To control would be to perpetuate the knowledge and improvements achieved, to ensure that the results obtained are maintained over time, helping to evaluate the gains and leverage the continuous improvement process.

The Six Sigma tool has a broad aspect for institutional improvements in health, demonstrating numerous benefits for customer satisfaction, in addition to improving processes to ensure safety of care and organizational efficiency.

MARKETING IN HEALTH AND BUSINESS REPUTATION

The translation of the word "market" from English to Portuguese is market. The representation of Marketing is one of management and focus on the market, this promotes the



understanding of Marketing as a social process in which people get what they need or want in a market of free negotiation and supply of products (Lucietto, 2015)

Marketing is not just about selling, it is not just an advertising campaign, it is linked between the end customer and the health service provider company with relationships designed to identify and satisfy the needs of the consumer, and at the same time achieve the organization's objectives. The focus of marketing is on the end consumer, and everything must be done for this. All promotion aims, first of all, to get to know your consumer and motivate them to consume a product. Every promotional strategy needs the engagement of all departments of a company as a primary objective in customer satisfaction. The business vision of marketing has followed a different path, expanding the vision with innovative management, analyzing the markets, and seeking solutions.

For a Health Marketing concept, we have to analyze the end consumer. The vision of the customer has undergone drastic transformations. The modern customer is no longer passive, he tends to be judicious, researching and analyzing companies based on their needs and possibilities, comparing everything between companies and then making his decision. Companies had to look for ways to make this relationship closer, seeking to win and keep the customer.

With the profile of customers modified, companies had to know in depth the needs, desires, desires of their consumers. Marketing is a business relationship seen from the point of view of consumers. It should be noted that there will always be a need for some sales effort, but that the goal of marketing is to prepare the offer in such a way as to make the sale superfluous. The goal is to know and understand the customer so well that the product or service adapts to them and sells itself. From then on, all you have to do is make the product or service available.

Exchange is the essence in Marketing, we have a consumer wanting a product that suits their needs and the health service company that must have a product closer to the customer's possibilities. Hence the monetary exchange for the service.

A good marketing plan needs well-designed strategies following a path determined by the parties involved, seeking to achieve purposes, objectives and goals.

For the development of organizations, a well-designed marketing plan is ideal. It is through it that we define who the target audience will be, how to reach them and how to build customer loyalty. It is the description of your niche market, your goals and what are the means to reach the desires of your consumers. The marketing strategy answers what the company wants to achieve, what its objectives and goals are, understanding today to arrive at tomorrow.

The marketing plan is designed after building a marketing strategy, we have to have the HOW and then a WHY. The marketing plan tells you how to achieve the objectives and goals of the marketing strategy. For the composition of the strategic plan it will be: Objective (e.g., increase the number of sales of a health plan); Marketing Strategy (e.g. focus on new niches); Marketing Plan



(e.g., develop communication campaigns aimed at this new niche) and Marketing Action (e.g., create an online and offline communication line with this new niche).

In the construction of the Marketing Plan we have the following phases: Marketing Objective, Target Audience Definition, Purchase Journey, Marketing Mix, Action Plan and Budget.

Marketing objectives: every plan is made based on the definition of objectives, which must be clear, such as increasing sales, recognition of the brand and products or services, expansion or entry into the digital world.

Definition of the target audience: what is the profile of people that the company wants to reach. The search for these details allows the company to offer a product, a solution that meets the interests and that really makes a difference in the lives of its target audience. Therefore, knowing how your target audience thinks, acts, and feels makes all the difference in the development of new products and marketing campaigns.

Purchase journey: it is the path taken by the consumer from the presentation of the product to the purchase. Once you know your target audience, the path to purchase can be detailed. The consumer takes into account previous experiences, so they research and seek more information, this leads companies to be positioned in various communication channels. So the product purchased must be satisfactory and provide a differentiated and surprising experience.

Marketing Mix: looks for the definitions that can be controlled by the company and the person responsible for marketing to generate the desire to buy in its target audience, differentiating it from the competition and making it clear why they choose one product over the other, that is, why mine is the best.

Action Plan: these are marketing actions to put your goals into practice and are based on the marketing mix, aligned with the marketing plan. For this to occur, the details of the actions, what they expect from each action and how to evaluate their efficiency must always be present. As the market is constantly changing, a reserve list or a team must be on hand to modify and update the action plan.

Budget: corresponds to how much to spend in a given period, this ensures not to overspend leading to losses. By controlling expenses, it is easy to evaluate the results.

The marketing plan never ends, it's always changing, requiring constant revisions and updates to keep the business growing.

For a company to always be in the spotlight in this increasingly competitive market, it is to pay attention to the fact that its reputation is always high with its customers and to have positive evidence before the customer, the market and its competitors.



In the midst of the high supply of companies and their products and services, catching the consumer's attention and differentiating yourself from the crowd is essential for the success of a business.

Corporate Reputation is the set of impressions that define the status of an organization before its customers, employees, investors, suppliers, community, and any other group that has relationships with the organization. So it's how others perceive the company, it's the image conveyed reflecting and impacting its success or failure. This image has been built over years, forged by its prominence in the market.

Corporate reputation is part of the growth strategy of a business, the better the reputation, the more chances they have of growing, expanding their dominance in the market with a solid relationship with customers. Ensuring the delivery of what was promised and satisfying your audience, even in times of crisis, brand loyalty occurs and transforms the customer into a promoter of the company.

The main characteristics of success in building corporate reputation are: being transparent in their actions; invest in public relations, ensuring the company's communication and image; they are looking for ways to engage everyone (employees, investors, suppliers, community, etc.); have an active and well-defined voice in the market; establish standards of excellence in its offerings, covering all points of action, such as customer service, sales, product creation and development, marketing, etc.; they are attentive to details; they always seek to offer a humanized service; comply with the legal rules.

To maintain a reputation for quality in the market, the company needs to be attentive to the values, mission and vision of the company, avoiding inconsistencies and inconsistencies between what it proposes and what it practices. The market has ups and downs generating crises, the company has to know how to work with it, seeking to correct errors and assuming its failures and responsibilities. Maintain a healthy and respectful relationship with all the audiences served, listening to their opinions and using this information for constant improvement. Seeking to raise quality standards, seeking to achieve excellence in its actions to better meet the expectations of an increasingly complex and demanding market. Create marketing actions according to the profile of the customers, which are executed considering the language, concept, image, messages that want to be transmitted, especially to avoid misinterpretations or controversies. Today it is no longer enough to deliver quality products and services at competitive prices. To attract and retain customers, it is essential that companies pay attention to several other points.



FINAL THOUGHTS

The work showed that well-crafted management tools optimize the relationship with customers and the market, placing the company on an equal or superior footing in the competition for a share of profits. Putting the customer first and interpreting their desires and desires, companies set up projects aimed at improving and reducing costs.

This study is only a snapshot of the moment, which used the literature review and does not conclude the studies on these topics. Major changes always occur, so these themes will always have to be fought back for updates and improvements.



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