

Review

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Book review “Process maturity of hospitals and the quality of medical services” by Beata Detyna

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In 2020, a book was released under the above-mentioned title. It is worth discussing this book by announcing its rich and very up-to-date content, because its content may be of

interest to many readers of the BAMS magazine. Although the book is currently available in Polish, which limits its usefulness for readers from various countries, an English edition is being prepared, and moreover, selected parts of the book can now be read easily in any language using well-functioning translation programs (I recommend Google Translate).

The view of the book cover is presented in the picture:



I will now provide a brief overview of the contents of the book.

Based on literature analysis and the research conducted by the authoress in the hospital environment, it can be clearly indicated that the concept of process maturity is relatively under-recognized in hospitals [1, 2]. According to

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scientific reports, there is a fragmentary but functional way of using maturity models in this environment [3]. It is dominated by selective research encompassing only one area of hospital activity, e.g. used IT systems, supply and purchasing management systems or healthcare processes at hospital wards. The literature review conducted by the author also indicated a certain deficit in hospital process maturity in the context of its influence on the quality of medical services [4–6].

Motivated by the desire to fill this gap in the research, the authoress set herself the primary goal to investigate the dependence between hospital process maturity and the quality of the service they provide. To achieve this major research goal, a number of short-term goals had to be achieved. The first two chapters in the monograph present the systematization of terminology related to hospital process maturity and medical services [3, 7]. The literature review was supplemented with the definitions of hospital process maturity, quality of medical services, and process quality in medical services proposed by the authoress. An in-depth analysis and general assessment have been conducted for process maturity models discussed in the literature, in the context of their applicability in the hospital environment.

In the empirical part of the book the original *multidimensional model of the process maturity assessment of hospitals* – MMPM-H is presented. It is a tool which can be used by hospitals to identify the real development level of the whole organization with respect to process maturity, it allows to verify progress made by a hospital after the transformation (improvement) of the methods and effects of its operation, including the quality of medical services. The model is consistent with the prepared form of the process maturity evaluation questionnaire. The utilitarian value of the study is enhanced by the implementation proposal of the recommended tool, which is part of the monograph. The proposal encompasses indications on stage by stage implementation and also a sample evaluation sheet of the process maturity progress [3, 8].

The basic and potential benefits of the correct and systematic implementation of the MMPM-H model, according to the authoress, include first of all a better recognition of hospital potential (available resources), the identification of areas requiring improvement, and also gaining knowledge on the opportunities for enhancing the effects of the conducted activity within the applied processes [5, 9–11]. Another factor of key significance is raising the awareness of all staff of their role in processes, and hence also in the results achieved by a hospital [12–14]. This is important because in the hospital environment

there is not much recognition of the connections between process management and entity operation efficiency, including the quality of medical services [15].

Verification of the adopted research hypotheses required research on the dependence between the level of hospital process maturity (in accordance with the MMPM-H model) and the quality of medical services. There were 122 hospitals actively participated in the research, which makes 12.83% of general medicine hospitals which were sent an online request to complete the questionnaire. All respondents belong to the hospital network, including in this number about 91% public entities and about 9% nonpublic ones. The results of statistical analysis presented in the book confirm the relevance of the investigated dependencies. They were verified using a number of tools: the single factor analysis of variance (ANOVA), nonparametric testing, parametric and nonparametric correlation analysis, and also the traditional discrimination analysis. The principal goal of the work has been completely achieved, which is a significant contribution in the development of the quality management field of study. This discipline has been enriched with knowledge on the methodology and evaluation results of hospital process maturity (management processes, both primary and supportive ones), and also with respect to the statistically confirmed dependencies between the level of process maturity and the quality of healthcare services.

The proven hypotheses (the main and the partial ones) form the basis for recommending the proposed actions to hospitals to improve their level of process maturity [16, 17]. The authoress realizes that she has not covered all issues pertaining to this extensive research area in her monograph. However, she hopes that the presented issues and questions will become the basis for further scientific debates and research.

In conclusion, I would like to emphasize once again that the publication of this monograph in English is planned in the near future. This is dictated by the strong interest in this book and numerous questions from foreign readers. It's worth looking forward to this release and take advantage of it when it becomes available.

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