

## Health care organizations: How to achieve excellence in care?

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**Abstract**— *Health care organizations have a duty to provide quality care to their users and to consider patient safety as a first. However, there are several elements to consider as essential for achieving excellence in service, which will be discussed in this work. As an objective, the present study seeks to list the main elements that contribute to an organization of health care to have excellence in the provision of its services and, to deepen the discussion about the alignment and cohesion of the teams. Methodologically, this is a qualitative, exploratory and bibliographic*

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*research, in which a bibliographic review of the last five years was carried out in scientific articles and reference sites, analyzed in January 2022, using the following descriptors: organizations of health, excellence, evidence-based medicine and team training. As a result, it can be seen that health organizations need to retain their employees so that they are co-responsible for the success or not of the organization. Through the feeling of belonging, empowerment and horizontality, this loyalty occurs more naturally and the members of the group start to always act in search of the best, of excellence in service to their customers.*

## I. INTRODUCTION

Thinking about a health service of excellence goes far beyond a place with a good physical structure and cutting-edge technologies to services for employees and patients. Knowing how to make the best use of all the available apparatus and having a cohesive and well-aligned team are essential for the quality of the services provided and, consequently, the success of the health organization.

Achieving excellence in a health service requires that several elements be considered by managers, among them we can mention:

- 1) Balanced, trained, assisted and rewarded teams;
- 2) Aligned and integrated teams;
- 3) Common culture for alignment and integration;
- 4) Process and rules infrastructure as a facilitator of solutions to complex problems;
- 5) Infrastructure that keeps the organization's mission aligned with the needs of the stakeholders;
- 6) Continuous improvement processes.

As an example of success using this range of fundamental elements, we can mention Mercy Health - an important North American health care organization - which annually stands out for presenting excellent services aimed at quality, exceptional service, a good environment to work in. and at the same time develop strategies to minimize costs and keep delivering efficient services" [1].

Understanding how a company can successfully reach and remain in the market and in a continuous process of expansion is an important challenge and at the same time fundamental to obtain similar results.

Given the context presented, this paper aims to discuss the main elements that contribute to a health care organization presenting excellence in the provision of its services, with emphasis on aligned and integrated teams.

## II. METHODOLOGY

Methodologically, this is a qualitative, exploratory, bibliographic research, in which a bibliographic review of

the last five years was carried out on scientific articles in the Virtual Health Library database and on reference sites, analyzed in January 2022, using the following descriptors: health organizations, excellence and team training.

Thirty-five articles were found, and after applying the eligibility criteria: full text, in Portuguese and indexed, the abstracts were read and the studies that met the theme related to the object of study were selected. Here, the discussions of the three most relevant works in this context will be presented, in addition to the considerations of a reference site also considered relevant.

## III. RESULTS AND DISCUSSION

### 3.1 Excellence in providing care

Increasingly, customers of healthcare organizations are looking for effective, humane services that prioritize their safety. In the meantime, Freire [2] notes that quality has become "an essential item for attractiveness and customer loyalty, also having the purpose of increasing the financial return of institutions and reducing waste".

Excellence translates as quality to the highest degree, with primacy over all. But is it possible to obtain this excellence in a health service? Considering its high complexity and the involvement of different teams? Undoubtedly this is an arduous and constant task, but not impossible!

Every improvement was caused by dissatisfaction. Thus, in order to have, and especially to maintain, a service of excellence, it is essential to maintain a certain climate of dissatisfaction, which can also be translated as chronically worried, with certain restlessness. This climate is necessary, but there is a need for a balance between dissatisfaction and action here [3].

Dissatisfaction alone does not lead to improvement, it needs to be balanced and go hand in hand with the right action at the right time and the right people involved and committed to the whole.

### 3.2 Aligned and integrated teams

An indispensable element is to have the teams aligned and integrated. In health, there are several professional categories working together. However, communication failures and effective partnerships often interfere with the routine of the service and ultimately reflect on the quality of care provided to the patient.

Study developed by Marques [4] states that “team meetings represent spaces for integration and alignment of the work process, including the planning of pilot study activities, as well as continuing education activities”.

It is clear then that spaces for joint assessment of work processes are important tools for communication and team cohesion.

The meetings configured moments of encounter, of being together to identify knowledge gaps and insecurities to be overcome based on the mutual and interdisciplinary relationship of help. Thus, collaborative work between professionals became a tool that helped in the processes of permanent education in health and in the strengthening of the team, positively reflecting on the integration, scope and effectiveness of collective activities [4].

Absenteeism and turnover are observed in the health area as outstanding characteristics and it is usually believed that this is linked only to salary conditions and work overload. However, Ferreira and Reis [3] show that the increase in salary not linked to the change in organizational culture causes transitory motivation. Therefore, this would not be the best solution for team loyalty.

[...] incentives that bring gifts, travel or other financial rewards often lead to a climate of competition. Destroying the collaboration environment. [...] And so, if this is a very competitive environment, we cannot achieve our objective [...] due to the anxiety generated by the excess of competitiveness. Collaborative environments are often associated with the best experiences for all participants [3].

So how do you change the way people perceive your work? The watchword here is belonging. In order to develop good teamwork, it is necessary for its members to feel that they are an important and fundamental part of the whole.

Costa et al. and Fortuna et al. (as cited in Marques [4]) point out that “good communication, bonding and cooperation between the members is also essential, as well as commitment, co-responsibility and moments of sharing, elements that make mutual learning possible.

Experiencing group activities is a way of integrating professionals, obtaining a shared education and, thus, promoting a change in organizational culture. Another

important factor that acts greatly in relation to the change of culture is horizontality. Marques [4] assures that “horizontal care seems to favor care more than the vertical approach, as this [...] has generated low user attachment and adherence to programs and treatments, in addition to professionals' frustration”.

We can cite Disney as a successful experience on horizontality. In the work of Ferreira and Reis [3] he takes this approach to the success of the Disney Organization: “one of the challenges that Disney overcame in the 1980s was to delegate more power to employees. At Disney, collaborators are called cast members. Another way of valuing and motivating everyone who works at the institution”.

In this same work, Ferreira and Reis [3] states that any employee who works in contact with customers has the power to reimburse, give gifts or solve any problem that the customer has within the parks, all to satisfy and retain customers. In addition to accelerating problem solving, it gives employees a sense of belonging and empowerment.

Transcending to the reality of health, Ferreira and Reis [3] say that:

Clearly, giving a gift does not configure the routine of the hospital environment, but we can use the same methodology to help clients in difficulties, such as finding a wheelchair or providing a bed for an elderly companion, or seeking material for a professional in attendance.

Like the examples above, there are numerous attitudes and actions that can and should be implemented in a health care environment and that will facilitate the daily routine, igniting a sense of belonging on the part of the employee, as well as aiming to provide more prompt and quality service to the patients.

It is worth mentioning that the involvement of the top management of the health care organization is essential for aligning the purposes of quality with the strategic objectives of the institution. In this way, tactics are developed and implemented in the daily life of health services to achieve and maintain excellence, requiring constant review in order to promote continuous improvements and process consolidation [2].

## IV. CONCLUSION

A health care organization, despite having state-of-the-art technologies and the best physical structures, will hardly achieve success and excellence in customer service if its employees are not engaged and cohesive.

Empowerment, horizontality and belonging are fundamental concepts that must be present in the practice

of health teams. As discussed here, these are the ones that will guide the change in organizational culture, building employee loyalty and bringing excellence as a precept to the company's life, not as something unattainable, but as something natural in its daily life.

It is therefore up to managers to seek strategies for cohesion and team loyalty and adherence to the change in organizational culture, which will directly affect the improvement of desired organizational results.

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