

# **SUMMARY**

## **The aim of the dissertation**

The aim of the dissertation was to analyse the structural and organizational transformations of a selected hospital subordinated to the self-government of the Podkarpackie Province in the years 1999-2018. The analysis was developed based on the Frederic Chopin Provincial Clinical Hospital No. 1 in Rzeszów, which main restructuring task was to optimize the cost-effectiveness and efficiency of the facility. Restructuring activities in the analysed period undertaken in the surveyed facility are the example of a typical remedial and adaptive restructuring.

## **Materials and methods**

The research conducted as a part of the doctoral dissertation was based on an observational-retrospective analysis. The time frame adopted for the purpose of the analysis included 1999-2018. A special database was created for the purposes of the study, which was subjected to statistical analysis. The following factors were identified that were of greatest importance in terms of the structural and organizational transformations identified in the study of the medical entity in the years 1999 - 2018:

- Number of beds and their occupancy and the number of procedures performed;
- Number of deliveries as specific medical procedures;
- Contract size in the hospital under study;
- Level and structure of employment;
- Level of costs and their structure as well as efficiency indicators;

The restructuring analysis of the hospital in question was based on data obtained directly from the hospital. A written consent to use the abovementioned data was obtained from the

Clinical Director of the Provincial Hospital No. 1 in Rzeszow. Descriptive statistics methods were used in the work. The selection of methods was determined by the temporal nature of the analysed data. It should be emphasized that all the analysed financial figures were expressed in prices from 2018, after revising the data from previous years on the basis of inflation indicators published by the Central Statistical Office. Graphical presentation was adopted as the basic method of time data analysis.

### **Conclusions:**

1. The number of beds in the examined hospital decreased in the period under consideration, and their occupancy rate was relatively constant, so the efficiency of resource use increased; the demand for medical services in the hospital decreased slightly, and the increase in indicators in 2017-2018 is the result of the inclusion of the Podkarpackie Center for Lung Diseases, and not a significant increase in the popularity of the Hospital as a provider of medical services;
2. In the analysed period, a decrease in the number of deliveries in the Hospital as services that were of key importance from the point of view of the functioning of the Hospital. The reorganization of the department and the increase in the quality of services allowed to increase the interest in this type of services in the facility in question (regaining part of the market) took place in 2017-2018.
3. The value of the contract in the analysed period increased significantly, which results mainly from the increase in the sum of funds allocated to health care by the Polish state; usually the result of contract performance is negative, which is also related to the fact that budgeting in the examined hospital is a challenge;

4. Employment in the studied facility increased in total, whereby a problem was observed in selected specializations with access to the appropriate number of employees, and in the longer perspective it should be assumed that this negative phenomenon will aggravate; the quality of employees directly affects the effectiveness of the medical staff of the facility; there has been a significant increase in the importance of contracts, which is beneficial from the point of view of the hospital's interests, however it also triggers negative social consequences and potentially related to the quality of services provided;

5. The total hospital costs increased significantly, however the dynamics of individual cost categories was different, high in the case of employment costs; at the same time, it was possible to balance the budget of the institution on the cost side thanks to outsourcing and contracts; investment costs accompanied by access to finance were incurred unevenly, as opposed to running costs.

6. Expenditure on investments in equipment and modernization and expansion of the property from 1999 to 2018 brought significant progress, which resulted in the creation of constantly improving conditions for the treatment of patients and work of the hospital staff.