



### ASSESSMENT OF HEALTHCARE HOSPITALITY GUIDE USING THE 5P'S MODEL

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#### Abstract

Recently, it is observed that hospitality in healthcare is gaining importance along with medical facilities for being superior to others in a very competitive industry. This approach which is referred to as *healthcare hospitality*, started to be applied by not only private but public hospitals as well. The main objective is to improve the hospitality service quality at hospitals. To this end, the purpose of this study is to assess the "Healthcare Hospitality Guide" developed by the Ministry of Health. In order to examine the feasibility of all the criteria in this guide, the 5P's Model will be utilized, which is often used for the success of change management and strategic planning and including the following components: *purpose, principles, people, processes and performance*. This study will focus on how well components of the 5P's Model are met by the criteria in the Healthcare Hospitality Guide. Thus, a strategic evaluation of the Healthcare Hospitality Guide will be conducted. It is expected that the results will contribute to medical tourism, hospital administrations and strategic planning literature.

Keywords: strategic planning, the 5P's Model, medical tourism, healthcare hospitality, hospitals

## Introduction

Health and tourism are two important notions in human life. Health tourism is closely related to both of these notions, but still distinct, and defined as the set of activities having unique features (Swain and Sahu, 2008: 475). In the classification made by the Ministry of Health, health tourism is divided into three categories: medical tourism, thermal tourism and the elderly-disabled tourism. In this respect, medical tourism is not mentioned as the other name of health tourism, but is expressed as one of its types (Lunt and Carrera, 2010) and is defined as the trips of patients to other countries, through which they seek all kinds of procedures, surgical operations and other special treatments in order to improve their health status (Connell, 2006: 1093).

In 1990s, when medical tourism sector in Turkey achieved an important progress, significant investments were made in the private healthcare sector as well as the public health services (Tütüncü et al., 2011: 91). Since 2003, the Ministry of Health in Turkey, targeting high quality and sustainable services in the medical tourism sector, has set off a restructuring for the health sector through a reform called the "Health Transformation Project". In this context, the new practices of "healthcare hospitality" were proposed by implementing new regulations for the hotel services necessary for the delivery of health services in hospitals that are the members of the Turkey Public Hospitals Authority (Ministry of Health, Turkey Public Hospitals Authority, 2016). Hence, a new hospital model has been achieved in public hospitals where the patients and their relatives will be more comfortable, the staff will be more conscious, and the complication that can arise in service will be prevented (Ministry of Health, 2014: 41).

It can be argued that healthcare hospitality is important in bringing medical tourism in Turkey to a new dimension. Because medical hotels are nowadays being accepted as an alternative accommodation that combines the functions of hospital and hotel in a single property in order to fulfil needs and desires of patient visitors (Han, 2013). Strategic management is required to benefit from and adapt to the changes in the environment. Due to the change in service expectations and the competition as a result of the emerging markets, health institutions are required to employ strategic thinking more (Ülgen and Mirze, 2012: 27-28). It is possible to say that it is the most effective way to proceed in the light of the facilities available within the organization and external environmental conditions, in order to achieve the future goals and objectives of the strategic management of health institutions. Therefore, strategic management is of high importance in terms of creating a vision originating from the current situation, mission and basic principles of the health institutions, and of identifying appropriate objectives, targets and strategies for this vision.

A commonly used method in strategic management practices is the 5P's Model. The model offers strategic insight to *purposes, principles, people, processes* and *performance* components. In recent years, this model is also used in the scope of strategic management and hotels (Ford et al., 2008). In this study, Healthcare Hospitality Guide employed to improve the hospitality services within the hospitals are scrutinized with respect to components of the 5P's Model. The outcomes of this study is important since it provides evidence about the

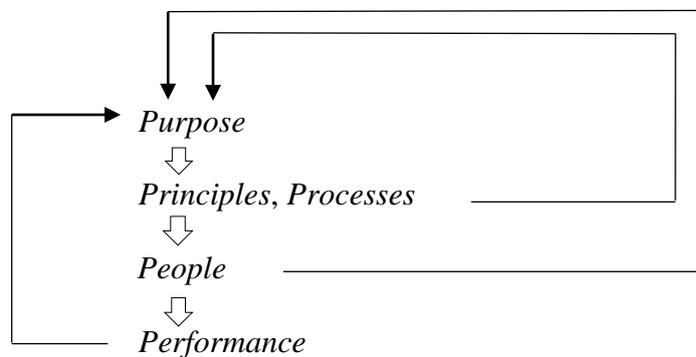
strategic feasibility of the scope and criteria of the healthcare hospitality services employed in Turkey and since it indicates that the hospitals are ready for medical tourism.

### The 5P's Model

Strategic management, different than the concept of management, is a concept related to the management of business through which long term survival, advantage in the competition, and increase in profits is possible, rather than the short-term ordinary course of business in the management (Ülgen and Mirze, 2012). Once the objectives change during the process of adjustment in the businesses, the chosen procedures are rendered inadequate in achieving the objectives or once other different and more effective ways are discovered, the need for a strategic change arises. Even though each strategy identification and alteration process is based on different approaches and assumptions, it requires an assessment of the situation in terms of analysis of the external environment, the structure, resources and the performance of the organization in order to achieve the objectives (Özkara, 1999: 52).

5P's Model, which dissolves various activities with strategic nature within each other, has been developed by Schuler in 1992. Schuler, primarily classified the components of the model as philosophy, policies, programs, practices and processes of the activities (Ayyıldız Ünnü and Keçecioglu, 2009: 1176). 5P's Model used by Pryor, White and Toombs in 1998 as a tool for the long-term survival and success of the businesses, and the model's components are shown in Figure 1 (Pryor et al., 2010: 4).

Figure 1. 5P's Model and its Components



Source: Pryor et al., 1998 as cited in Pryor et al., 2010: 5.

The arrows in Figure 1 indicate the relationship between the strategy and the model. Strategy triggers the structure; the structure triggers the employee behavior and the behavior triggers the results. The arrow from performance to purpose represents the feedback mechanism that leads an organization towards the purpose. This feedback link is essential for a successful strategic management. 5P's Model guides an organization in demonstrating an excellent performance, in achieving global standards and in maintaining long-term presence (Pryor et al., 2010: 5).

### Usage of the 5P's Model in Healthcare Hospitality Guide

Healthcare hospitality is defined as all the services; thorough which patients'/relatives' and employees' satisfaction becomes the main focus, the problems of communication, information and knowledge requirement of patients and their relatives are eliminated, requests and needs

are met, in a comfortable, hygienic, ergonomic and aesthetic environment during the provision of health services in the health facilities (Ministry of Health, Turkey Public Hospitals Authority, 2016). Healthcare hospitality covers all services of institutions other than medical services are organized and presented on the basis of patient satisfaction. These services that were previously available in private hospitals are now available in public hospitals (Ministry of Health, 2014: 42).

Although the priority of hospitals is to rehabilitate patients, comfort and happiness of patients during this process should not be neglected (Zygourakis et al., 2014). Therefore, "Healthcare Hospitality Guide" was created for providing services by attaining high quality and satisfaction in the hospitality services, for determining measurable goals, for ensuring unity of implementation and for identifying service delivery principles (Turkey Public Hospitals Authority, 2014). There are a total of 160 criteria in this guide, in 13 categories. These categories and criteria are as follows: staff (28 criteria), consultation and reception/guidance (9 criteria), patient admission (data-entry) (3 criteria), cleaning (17 criteria), waste management (8 criteria), catering (16 criteria), security (6 criteria), patient/sample transportation (5 criteria), garden/parking (6 criteria), laundry (21 criteria), canteen/cafeteria (16 criteria), tailoring (4 criteria) and religious services (21 criteria). In addition to the aims and objectives of the Healthcare Hospitality, the duties of the accommodation managers have been determined in the guide.

**Purpose:** The purpose of an organization in the 5P's Model contains all elements that constitute the strategic intent of the organization. It includes strategies that would actualize the vision and mission, along with the corporate mission, vision, goals and purposes. Business executives should create strategy and tactics apart from the strategic orientation and the objectives of the organization. Since the strategies are related to the structure, the processes and principles should be in accordance with the purpose (Pryor et al., 2010: 6). It is possible to observe that the main purpose in Healthcare Hospitality Guide is "*the delivery of better quality and professional service*". The goals, on the other hand, are stated as "*to ensure the delivery of the highest standard of services in the field of healthcare hospitality, to confirm the appropriate and timely control of the obligations in the delivered services, to provide an increase in the corporate performance*". Meanwhile, Healthcare Hospitality Guide also aims to announce the corporate goals and objectives to all service providers and employees. Corporate *mission* and *vision* statements are not included in the guide. Hence, this guide exhibits a significant insufficiency in terms of planning at the strategic level. Thus, with respect to the first P of the model, it would be necessary to add certain criteria to the guide.

**Principles:** Principles are defined by the behavior, assumptions and philosophies that guide how to run an organization and how work should be managed. These core values constitute the basis of decision-making approaches and the behavior of the employees. In particular, small business leaders, such as in family businesses, implement the principles of the established and operating organizations through a suitable understanding (Pryor et al., 2010: 6). As Healthcare Hospitality Guide is considered, the main principles are determined as; "*provision of innovative, sustainable, reliable, accessible, quality services, increase in productivity, ensuring the satisfaction of the employees and patients/patient relatives*". In the

5P's Model, it is recommended that the principles regarding the internal structure of the organization should be determined clearly and explicitly. The clear and precise assertion of principles in Healthcare Hospitality Guide indicates that the second P (*principles*) of the model is provided.

**Processes:** The processes are the procedural, systematic and organizational structures that are used to provide the services offered or to produce goods by the organizations. They are simultaneously the infrastructure and rules that support these systems and procedures. Performance evaluation methods, communication models and production systems are examples of processes (Pryor et al., 2010: 6). In Healthcare Hospitality Guide, it is conspicuous that the definition of work processes is considered as the inter-process communication, activities related to process control and reporting are handled within specific work groups and are standardized. In addition, patient and patient relative relations are included as well. In this regard, certain specified work processes could be exemplified as; *information, reception and orientation, patient admission, cleaning, security, garden and parking* services. Here, it is possible to observe that the organized work groups contain several insufficiencies regarding the process approach. For instance, patient admission and reception/orientation could be compiled under a single process name such as "*patient entry*" or "*patient admission*", or work such as cleaning, tailoring, laundry could be summed up in a single process under the name "*cleaning*". It is possible to assert that the work *processes* dimension in the model would be corresponded more appropriately after these adjustments.

**People:** People are the employees who perform work as an individual or as a team, in such a way that is compatible with the process and principles for the achievement of organizational objectives. They are defined as the active ingredients in work achievement. Business leaders might demonstrate a good performance if they could manage purposes, principles, processes and people in harmony (Pryor et al., 2010: 6). Particularly, in the service sector, employees who are capable of teamwork, learning skills, and flexible working characteristics is one of the factors that bring success in hotel management. In addition, arranging trainings in order to elevate the knowledge and skill levels of the employees contribute to the increase in quality, as well as increasing their commitment to work through motivation (Tütüncü and Demir, 2003). Healthcare Hospitality Guide provides an objective, fair, equal and simultaneous evaluation opportunity for all employees. The criteria set out in the guide related to employees are; to evaluate situations such as *employing staff according to rules and regulations, aiding the employees to channel their power and skills to the right tasks, personal development plans, training, orientation, evaluation, rewarding*. Thus, it is provided that the managers and employees could focus on the work, the work relationships between the employees are organized, the communication between employees and the manager is improved, and the skills of the employees are elevated to a certain level. Consequently, fourth P defined as the people in the 5P's Model could be considered as sufficiently addressed within the scope of the guide.

**Performance:** Performance is considered as the expected outcome that indicate all criteria, measurements and the status of the organization showing and is used as a criterion in decision-making. Performance results support the strategic management process in a

particular way to provide feedback and control (Pryor et al., 2010: 6). While, developing methods with the aim of performance assessment facilitate the follow-up of the performances and the monitoring of the developments (Arslantürk, 2009), it is confirmed that it also increases the quality of the services (Gavcar, et al., 2006). Service criteria related to healthcare hospitality guide are intended to provide performance evaluation and performance improvement. In Healthcare Hospitality Guide, criteria such as “efforts to increase the performance of employees”, “obtaining maximum efficiency from the training of employees” and “increasing motivation” are notable in scope of performance. By increasing the performance, it is intended to increase the satisfaction of the service receivers through the highly motivated employees, hence simultaneously realize the credibility and trust for the institution. In performance control, the method of receiving feedback about the services is used. In diverse areas (such as cleaning, security, food, patient admissions, reception, etc.), services are evaluated through a single performance form. It is also possible to observe the level of attainment for the goals of the institution in the guide. From such point of view, it could be asserted that this guide constitutes the outcomes in the 5P’s Model and performance components.

### Results and Suggestions

The competitive situation in health tourism developing as a result of the rapidly changing technology, shifting in service requirements and emerging markets necessitates the managers to utilize the strategic management concept as a tool. Identifying the vision, purpose and objectives through constituting a vision in health institutions, and predetermining the tasks to be completed in achieving these goals became almost an inevitability for a successful business approach. Such a strategic point of view also enables a more effective, efficient and high performance operation of the facilities. Table 1 summarizes the key results of the Healthcare Hospitality Guide assessment using the 5P’s Model.

Tablo 1. Usage of the 5P’s Model in Healthcare Hospitality Guide

<b>Component s</b>	<b>Healthcare Hospitality Guide</b>
Purpose	(+) The aims and objectives are clearly stated as follows: the deployment of healthcare hospitality practices in all public hospitals. (-) Vision and mission are not available.
Principals	(+) Healthcare hospitality has a number of principles which are referred to as 160 criteria.
Processes	(+) There are 13 categorized processes: staff, consultation and reception/guidance, patient admission (data-entry), cleaning, waste management, catering, security, patient/sample transportation, garden/parking, laundry, canteen/cafeteria, tailoring and religious services.
People	(+) The areas of responsibility of the managers are determined. (+) The duty of staff in service delivery is clearly stated. (-) There is no statement about patient opinions.
Performance s	(+) There are criteria for employee performance. (+) There are criteria for organizational performance.

Once healthcare hospitality service criteria are scrutinized in the scope of the first P component of the 5P's Model (*purpose*), it was observed that the mission and vision statements were not included. However, the planning process starts with the explanation of mission and vision statements and with identifying purposes and objectives, and continues with the determination of alternative approaches and finalizes with a selection from these alternatives. Health institutions offering healthcare hospitality services would succeed when they advance towards the purposes set out in the guide, yet the lack of a clear statement about the mission and vision could be interpreted as a significant deficiency in the compliance with the 5P's Model. To be successful in today's competitive environment and to be able to adapt to altering conditions and gain a strategic advantage, mission and vision statements hold a critical significance. Due to insufficient mission and vision statements the efforts of the organizations would be rendered fruitless in the process of change, hence the purpose would be not clearly demonstrated and the organization would fail to constitute a solid foundation for future success. Therefore, hospital managers should invest more time and effort in the preparation of the mission and vision statements.

The internal structure related dimension of the 5P's Model (*principles*), contains basic rules and standards of the healthcare hospitality service and they constitute the prerequisites of a systematic working environment in healthcare institutions. The comprehensive emphasis provided for the principles related to the services in the guide is an indication that this dimension is discussed and is attributed with adequate importance by the hospital managers. In the components of the 5P's Model (*processes*) that also takes external structure into account, it was suggested that the patient admission and reception/orientation could be compiled under a single process name such as "*patient entry*" or "*patient admission*"; work such as cleaning, tailoring, laundry could be summed up in a single process under the name "*cleaning*". Such case would provide convenience in the process-based controls in hospitals and would facilitate an operation as a whole. For more concrete identification of roles and responsibilities undertaken related to works and the identification of workflows with respect to these identifications would require a reorganization of the work processes conducted by the hospital managers.

In the *people* dimension of the 5P's Model, the guide was found to constitute a large number of related criteria regarding the issues such as wages, leaves, recruitment, dismissal, shift tracking, personal development plans, training, orientation, and rewarding. In the guide, which encourages employment staff by the hospital managers in compliance with the legislations, the consideration of procedures, regulations, directives and laws are also provided for further attention. Similarly, the guide emphasizes the importance in increasing the high motivation of employees, strong communication between employee, manager and patients, debonairness, courtesy, respect of employees in order to smoothly complete work tasks, and in increasing quality of service through functions such as such as taking the right actions. It is possible to assert that in the scope of the latter dimension of the 5P's Model, *performance*, Healthcare Hospitality Guide constitutes both the institutional and the employee performances. In the guide, it is also provided the necessary significance that should be attributed by the hotel managers to the endorsement of employees in taking necessary

responsibilities towards the increase of performance, to the identification and rewarding of high-performing employees, to the identification of low-performing employees for consultancy and orientation. As a result, Healthcare Hospitality Guide fulfils the principles, people and performance components of the 5P's Model in terms of strategic understanding, yet necessitates further adjustments related to the components of purpose and processes.

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