



## MARKETING METRICS IN PRIVATE HEALTHCARE INSTITUTION

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### **ABSTRACT:**

*Public health care institutions same as private health care institutions are present in almost every city in Croatia. Public health care institutions provide stability, security, and most of all they are traditionally among the people in Croatia. Private health care institutions are basically young and modern institutions with different and new management system. Private institutions focus on high quality service while public institutions are more based on the higher number of the patient's examinations in one day. Service and examinations in public health care institutions are financially covered by the Croatian Institute of Health Insurance and the examinations for those patients in most of the time is free, while the private institutions are financed directly from the patients. Differences between those two health care institutions bring private institutions to organize its management differently but also bring various marketing activities in order to attract patients, keep old one, survive on the market and institutionally provide a profit. These modern institutions that started with their work not more then ten years, not only in Croatia but also in Europe, marketing activities through the marketing metrics are necessary to provide in any private health care institution regardless the fact it is all about health care and its service. In this paper it will be presented how and which marketing metrics Policlinic Intermed as a private health care institution use in order to make marketing decisions and activities. Main analyses and metrics which Policlinic Intermed uses in its business are SWOT analyses and BCG metrics. Through those methods and analyses this polyclinic can make right decisions in order to bring required marketing activities for this kind of business. A purpose of this research is to bring out strategies that are necessary for making marketing decisions and activities and clarify that private institutions are different then public ones and their need to be advertise and promote in order to survive on the market.*

**Key words:** *Marketing, private health care institution, public health care institution, Polyclinic Intermed, SWOT analyze, BCG matrix.*

### **1. HEALTH CARE INSTITUTIONS IN CROATIA**

Most known and while spread health care institutions in Croatia are public institutions. For country as a Croatia which was function in socialistic organization for long time, this fact is not surprising. Public health care institutions are present in almost every bigger city in Croatia. Public health care institutions provide stability, security, and most of all they are traditionally among the people in Croatia. Through the public health care insurance and its organization, citizens or in this case patients in Croatia have almost every health service in public hospitals for minimum fee or even it is free of charge. (Babic and Roksandic, 2006, 21). This kind of health care organization in Croatia, present most common difficulty in organization, service quality, satisfaction or dissatisfaction among patients but also among doctors and medical staff. (Babic and Roksandic, 2006, 83). A huge number

of patients do not create only dissatisfaction, but also a pressure on doctors to examine a lot of patients in short period of time. Croatian institution of health care insurance in this case provides health care for every citizen in Croatia, however, the quality and addiction to a patient is a good question to observe. (Babic and Roksandic, 2006, 153- 155).

This kind of opportunity of bringing health care situation on the higher level, noticed private health care institutions, providing better organization, improved quality of service and focused more on patient as a unique customer. Higher quality of service that is accompanied with professional knowledge is the main key and the strongest position that private health care institutions can offer to their patients. (“Hrvatski zavod za zdravstveno osiguranje zaštite zdravlja na radu”, 2022).

Fortunately, health care comparing to other sectors of society is highly effort concentrated project. That means that this topic in Europe Union was presented in right timing where they showed increasing interest of health care system. (Dubois, McKee, Nolte, 2006, 1). However, Croatian health care institutions will have to wait until its join to European Union in addition to confess any changes. According to other European countries, private health care organizations are also quite new. A decade ago it was hard to conceive that private and public health care organizations would be competing each other. Governments everywhere, including the social market economies of Western Europe, have a new-found interest in privatizing services and redrawing the boundary between the public and the private. According to this status of private and public health care system, it challenges many opportunities to explore anxieties between publicly funded health care systems and private ones. (Drache and Sullivan, 2005, 16)

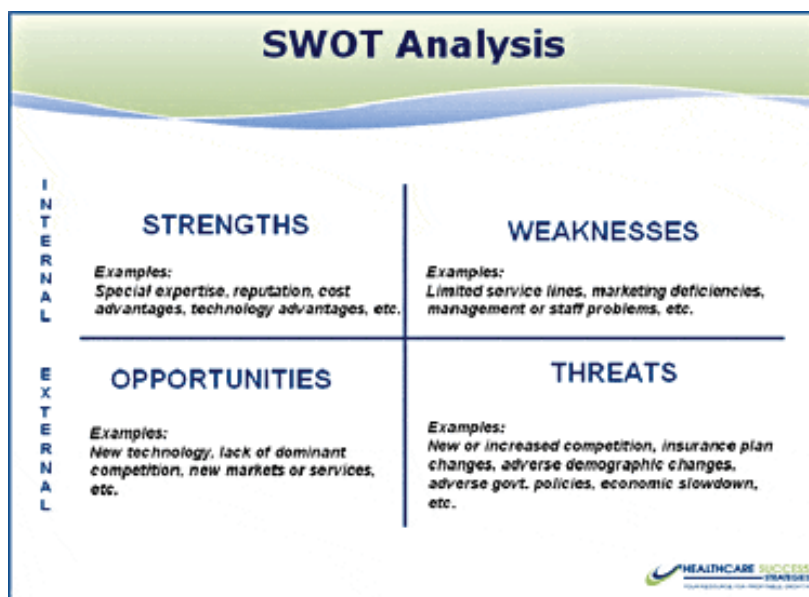
## **2. ORGANIZATION AND SERVICE QUALITY IN THE PUBLIC HEALTH CARE INSTITUTION, COUNTY HOSPITAL POZEGA**

Public health care institutions in Croatia are traditional and most likely attended among the Croatian people. Since lately people in Croatia did not have any other choice and any different opportunity to experience other service than in the private health care institution Number of population trough the past has been changed, while the most of those public hospitals did not change a lot. Today, situation in most of public hospitals is in deficiency of doctors in almost every type of specialization. This fact brings public institutions with smaller amount of doctors and increasing number of patients. Result of this situation certainly is no good for the hospitals for the doctors or most of all for the patients. In this kind of situation patients are waiting too long for some examination, a waiting list of different medical technology examination are too long, sometimes patients have to wait more than six months to be exanimate. Among all of those patients, doctors do not have enough time to dedicate on a patient. Furthermore, patients most of the time do not have time for questions or explanations of their certain problem or diseases. Dedication and service to a patient in this kind of health service cannot be in high quality as patients deserve to have. However, in the last few years, the Požega hospital has recorded significant investments in order to maintain the level of health services it provides at a high level, and during the past three years alone, 4 million euros have been invested in infrastructure works and equipment (Slavonski.hr, 2024.). In most cases patients do not have other choices then be cured in those public health care institutions. In some areas in Croatia there are both public and private health care institutions. Different kind of private institutions are more likely in bigger towns in Croatia. However, in Požega-Slavonia County, there is one private polyclinic. (Cesarik, 2020).

### 2.1. SWOT analyze in public health care institution

This kind of analyses is a reflection of any institution’s evolution of strengths, weaknesses, opportunities and threats. The main assignment of this analyze is to follow external and internal impacts of surrounding. Internal surroundings apply to strengths and weaknesses, while external impacts apply to opportunities and threats. (Kotler, 2008, 52). Through this table of analyzes it is easy to see which are preciously and exact strengths and weakness of the public hospital in Pozega, and exact opportunities and threats as external impacts on this public health care institution.

Figure 1



Source: Healthcare success, 2024.

S - Strengths	W – Weaknesses
1. Tradition hospital	1. Insufficient training of managers in management of health
2. Built in basic physical infrastructure - a unique building hospitals	2. Marketing and advertising activities
3. Supply of new, modern equipment-tracking new technology	3. “Burn out” syndrome at work, and low self esteem of employees
4. Developing human capital	4. Improper management of conflict and neglect of team building
5. Awareness of their own responsibility for the development of hospital	5. The low level of systematic risk management -(clinical adverse event)
6. Caring about quality (Total quality management )	6. Low IT equipment - lack of modern IT department
7. Adjustment to specific terms and conditions	7. Poor construction quality of hospital facilities poor plumbing, electrical and other installations
8. Own technical service	8. Absence of alternative sources of energy
9. Equal development of all hospital departments	9. Poor air conditioning
10. Concern about the environmental clean hospital environment	10. Technical safety of old appliances
11. Rational investing	11. Weak alternative sources of income
12. Organization of nursing studies	12. External security service and other maintenance services (outsourcing)

O - Opportunities	T - Threats
1. Travel and tourist offers, Wellness Centers	1. False attitude of the state
2. Developing Centers of Excellence	2. Ownership underdeveloped local government
3. The development of hospice, Department and palliative care	3. Political changes and political interference in management of hospital
4. Participation in international projects	4. Unstable business environment and development
5. Participation in government programs	5. Inadequately system of protection against external risks
6. Inclusion in the "Evidence based medicine"	6. Traffic isolation (Pozega ravine)
7. Collaboration with clinical hospital centers in Croatia	7. The unreasonable demands compensation claims, a large "appetites" of lawyers and their "cooperation" with the judiciary and the insurer
8. Cooperation with the College in Pozega	8. Revenue from the budget and Croatian institution of health insurance
9. Continuing education in leadership and management in health services	9. Monopolistic behavior of Croatian institution of health
10. Health services outside the basic insurance Health Insurance	10. Underdeveloped and unclear system of accreditation of hospitals
11. Collaboration with patients and patient associations	11. Vertical and horizontal communication

## 2.2. Medical technology and staff in public health care institution

Most of public health care institutions or hospitals in Croatia same as in county hospital Pozega, contain with satisfied medical technology. According to health care situation today and in the past, Croatian institution of health insurance provide as best as possible medical technology, however, the number of those medical technology is never enough. Medical technology costs a lot and it is hard to follow new and improved technology. Same situation is in county hospital Pozega, however, this hospital invest in new technology as much as opportunities it can gets. In 2015 this hospital bought a 10 mil kunas worth MR, in 2019 it also invest in new integrated operating room worth 3 mil kunas. After six decades, using the funds of the European Union, the children's department of the Požeška hospital was renovated and equipped with the most modern equipment. The project, which included the Children's Department with a day hospital and one-day surgery, is worth several million kuna, so 16 million kuna has been set aside for construction work, while the equipment and associated devices cost more than 18 million kuna. However, the main problem in this hospital is long waiting list of examinations on different medical technology. Rarely appear situation when some medical technology damage and then appears a huge handicap in whole hospital. Waiting lists, that are already long, they are making huge loss for patients and medical staff. (Požeška Kronika, 2015, 034 Portal, 2019, Požeška Kronika 2020).

Medical staff in public health care institutions are high qualified and well educated. In Croatia most of doctors are employed in public health care institutions. In some cases they can chose which specialization they would like to specialized, but in some cases is not likely. Ambitions especially among young doctors can be seen, however, in this situation in public hospitals creates inappropriate conditions at work places, frustrations and inability to improve their skills. In this situation nurses in hospitals are mostly preoccupied among huge number of patients that need medical care. (Markovic, 2022).

According to this situation doctors and nurses do not have time, ability and motivation to improve their service toward the patients. It is not reasonable to blame directly those employees and their

lack of motivation, adequately solution for this situation would be in improving quality of human resource management and its organization. (Cesarik, 2020).

However, the situation of lacking number of doctors is slowly going to a better position for both of doctors and patients. Some of doctors are coming back from different towns and foreign countries and like UK and Austria. (034 portal, 2024).

### **3. PRIVATE HEALTH CARE INSTITUTION IN POZEGA-SLAVONIA COUNTY**

In Pozega-Slavonia there is only one private health care institution. It is Polyclinic Intermed, which is established as a private health care institution in late 2005. This polyclinic is located in city of Pozega surrounded with health center; laboratory, retire pension centre and all that very nearby to the down town center. This private health care institution covers several medical specializations. This medical specializations are based on intern medical diagnostic and they are; gynecology, radiology, pediatric specialization, urology and occupational medicine. (Polyclinic Intermed, 2023)

#### *3.1 Organization in private health care institution, Polyclinic Intermed*

From the very beginning this private polyclinic has well known management organization. On the head of this polyclinic is a manager whose idea was to start this business. Yes, a difference according to the public health care hospitals can already be perceived. Meaning that this health care institution is not an institution for social caring problems as public hospitals sometimes appear to be. However, private institutions are profitably organizations, while hospitals as public health care organizations basically are nonprofit organizations. Operational parts of this polyclinic after the head master are financial department, marketing department, maintaining and safety insurance department. Present employees, without polyclinic Intermed could not even work are professional doctors with different specializations and nurses who are focused on patients comfort. In this polyclinic, same as in many others in Croatia, doctors work both in public hospitals and also in private polyclinics or clinics. Frequently, doctors in polyclinic Intermed come to polyclinic in late afternoon or in the evening or even in the morning if the certain appointments for examinations are made. In the morning doctors work in the county hospital Pozega, and in the evening or afternoon they arrive in polyclinic Intermed. In cases when examinations are planned for the mornings, doctors arrive in polyclinic after their night shift in county hospital Pozega. Those double shifts are their choice of work.

#### *3.2. SWOT analyze in private health care institution, Polyclinic Intermed*

From the very beginning of its opening, this polyclinic monitors all aspects of SWOT analysis. Threats and weaknesses are results of micro and macro impacts that influence on achievement of this institution. Micro impacts are for example political effects, social cultural effects, demographical economic effects, technological and other similar effects, while macro impacts are clients, suppliers, employees and for sure possible concurrent. It is necessary to monitor active trends in order to establish a right marketing advisable system. The role of managers in this work is to identify opportunities and threats to a specific company. Manager should observe this situation in addition to establish an environment of opportunity and be able to recognize a good marketing and lead a company to develop and achieve profits. Marketing creates opportunities that support the company's areas of need and interest of customers and in that case profit and development can be content. (Kotler 2008, 52),

After understanding the knowledge of opportunities, it is necessary to recognize those needs and be able to use them, while before this polyclinic should be aware of its strength but also its weaknesses.

In some cases, Polyclinic Intermed necessarily do not work imperfectly, however, bad connection and low mutual collaboration as a team it is easy to create its disadvantages.

### *3.2.1. Strength of Polyclinic Intermed and its marketing potency*

The main strength in Polyclinic Intermed lies in ambulance of workers health care. Examinations that are necessary are also an obligation by Croatian law. Those examinations include examinations for professional drivers or regular drivers, before person's first job, hunters, mariners, firemen, securities, periodically examinations and for other positions with special term on working places and conditions. Those examinations are usually in most of the cases are charged that moment after examination and for very correct prices. Moreover, equipment that is necessary for examinations are not expensive, which automatically reduce an amount of first but also later investing. In that case Polyclinic Intermed will have more money and bigger fund for marketing activities. In other perspective, amortization for this part of polyclinic is not that big as it is in other parts of diagnostic ambulances. Polyclinic Intermed with various diagnostic opportunities and huge spectra of examinations have capability to offer different diagnostic examination packets to all kind of companies. Those examinations are based on female and male special examinations that can be basic examinations or more detailed and specific examinations. Difference between those examinations is also price that vary from the examination to examination which can be flexible according to companies' arrangement. Those kinds of systematic examinations toward companies are the exact way to survive today's crises. The reason why is that huge number of people cannot afford that kind of expense, however, through their company that covers payments, they will be able to make certain examinations and polyclinic will achieve certain amount of patient's examinations. Furthermore, considering the marketing costs in this situation is basically on minimum but a product for a business and patients is on maximum. Marketing effects will be reached through the patient's experience which will be transferred (from mouth to mouth) to other potential patients. Situation like this creates a circle which positively connects company, patients and Polyclinic Intermed. Polyclinic achieves a number of examinations and marketing advertising through the patient satisfaction (or dissatisfaction), companies show its care to their employees or if they have lack of their cash budget, compensations in some cases can be managed, while patients get their better care for their health.

### *3.2.2. Weaknesses of Polyclinic Intermed*

Unfortunately, the giant weakness of this polyclinic is the huge investment in many different diagnostic branches such as gynecology, radiology, cardiology and gastroenterology. Furthermore, equipment which was necessary for those various ambulances are enormously expensive and consist of ultrasounds, mammography, endoscope and others. Polyclinics employ high educated specialized doctors, their income are high which also impact on the budget of this polyclinic. According to those facts Polyclinic Intermed did not start with aggressive advertising, however, it continuously manage to be present on its potential market through the local advertising media. Best advertising and reference is through the patients. It is the strongest and effectively the best way to promote this kind of health service; however, as it can be positive patient's experience, it could also be the bad one. Polyclinic Intermed is not a perfect health care institution and mistakes happen, but with good internal communication and team work, all together create atmosphere where a patient is on the first place.

### *3.2.3. Possibilities of marketing freedom in Polyclinic Intermed*

As already mentioned, Polyclinic Intermed do not have realistic concurrence because it is only one private health care institution in this county. However, in some fields Polyclinic Intermed can feel concurrence from the public health care institute or hospital. The possibility that private health

care institutions have according to public one is the huge opportunity of marketing and advertising. In that case polyclinics are other private health care institutions can plan their marketing activities on free market in order to attract new patients, but also to keep the old one and crates a loyalty. Polyclinic Intermed through its marketing activities and freedom crates a message of awareness and importance of patient diagnostic and prevention. Today many dates show the real importance of prevention in addition to prevent certain diseases in order to be cured.

### *3.2.4. Marketing threats in Polyclinic Intermed*

The real threat for all kid of private health care institutions would be in case that Croatian ministry of health forbids any marketing activities in addition to promoting business instead of health. However, if Croatia plans to be one of European Union countries, this scenario should not be achieved. Croatian ministry of health can strictly define trough a law how and why they should use marketing strategies in order to be moral and human.

## **4. BOSTON CONSULTING GROUPE (BCG Matrix) IN POLYCLINIC INTERMED**

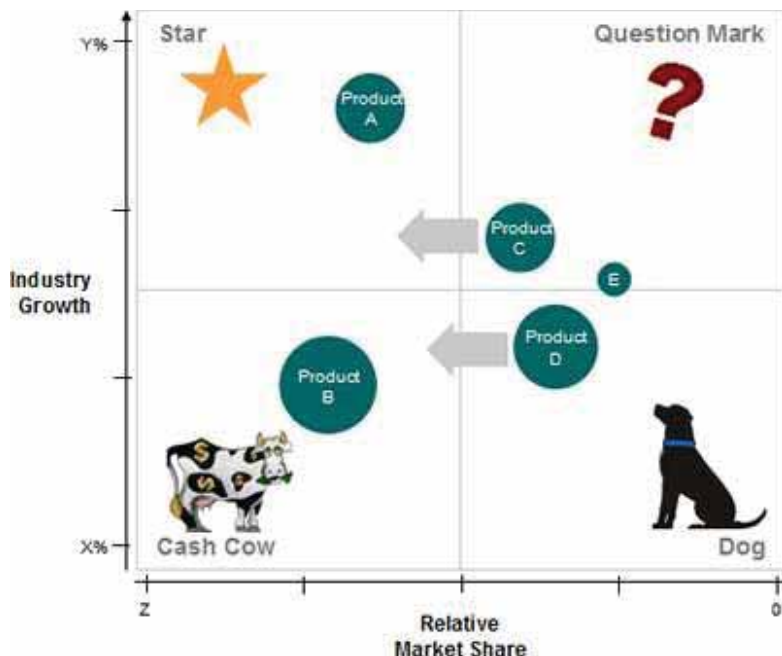
The BCG Matrix is method which is based on the product life cycle theory that can be applied in any company. Using this kind of method it is easily to verify what priorities should be given in the business to achieve a harmony. („Sveucilisni studijski centar za strucne studije“, 2010). Furthermore, to guarantee a long term value creation, any company that relay on this method should have a portfolio of product or service that contains both high growth product or service, in addition of cash contributions and low growth products that make a lot of cash. (Economy Faculty in Zagreb, 2010).

Like in many different companies that are based on product or service, BCG matrix also can be applied in Polyclinic Intermed. This polyclinic has its stars that presents high growth and high market share, then cash cows that presents low growth and high market share, furthermore, the dog which means both low growth and low market share, and of course the question marks that are related with high growth and low market share. According to this analyze, each medical branches can find its role in this matrix. The star in Polyclinic Intermed is an ambulance of gynecology; the question mark is radiology, while the cash cow is ambulance of workers health care. The dog with lowest potential to survive is gastroenterology.

Applying this kind of matrix on Polyclinic Intermed is not just to have clear and realistic vision of the business of all, but to have a prediction and guidelines where and why act and react in marketing activities. From this matrix it can be shown which part of specialization for some reasons should be liquidated, in that case marketing activities are worthless and any kind of advertising would be unreasonable way of spending time and money. Cow cash in this situation is specialization which investments are low; however, examinations are obligation that Croatian health law proscribes. In that case marketing activities are needed but in certain period of year potential targets are known and the actions are accommodated. For example, enrolment in high schools for certain occupation in middle of the year is ritual that is iterative and in that case Polyclinic Intermed makes sure that student knows about Polyclinic and where to find it, same as introduce Polyclinic to center of employment. The question mark is radiology which insisted a huge amount of investing in medical technology, which is automatically related to high amount of money. However, it does not that Polyclinic Intermed should not spend to promote and advertise this specialization if it has realistic chance to increase the amount of potential patients. The last part of BCG matrix is the star which is gynecology, the leading light of this polyclinic. Ambulance of gynecology has loyal patients which are willing to

pay for their examinations. However, it is necessary to create an increasing number of new patients. This goal will be achieved with patient's positive experiences, but it is also necessary to provide marketing activities in order to succeed and make this star even lighter.

**Figure 2 BCG MATRIX**



Source: 12 Manage, 2011.

## 5. SERVICE QUALITY IN POLYCLINIC INTRMED AS MARKETING LABEL-BRAND AND REPUTATION

Providing highest quality of service, a harmony of any kind of service business has to be based on determined and controlled roles of the workplace. Private healthcare institutions are organizations based on medical professional staff for the purpose of providing a medical service to a patient. These exact medical employees are real presenters of certain medical organization or healthcare institution. (Fried, Fottler, Johnson, 2005, 301). Moreover, importance of harmony and professionalism of this kind of work and its service is critical for any private healthcare institution to survive on its market. Polyclinic Intermed as a private health care institution is not financially supported by the Croatian institution of health insurance. This private institution's income comes from its own patients. Patients that are willing and patients that have enough financial support can cover themselves examinations that this private polyclinic can offer them. According to those facts, every patient in this institution is valuable. Patients in this situation do not depend on the service that Polyclinic Intermed is offering to them. In other words, it is only patients' free choice to be treated in this kind of health service and also to pay for this service or rather be examined in a public health care institution. Where does the difference lie? A difference is exactly in the service quality and how the human resource management is conducted. As already mentioned, every patient in Polyclinic Intermed is valuable, that means that all business and attention is focused on the customer or patient. Every employed person in Intermed has its role, how and in which way to please a patient.

Not only in private healthcare institutions but also in any other institution that is based on healthcare of a patient. According to the definition of the World Health Organization (WHO), every person of medical



profession is a person engaged in activity whose primary purpose is to enhance health. (Dal Poz, Gupta, Quin, Soucat, 2009, 12).

Nurses are the first employed persons who are patients' first contact to the polyclinic. First impression that patients get are nurses who are open and welcome for any information that they might need. This "one on one" contact is personal and individual based on patient's problem or issue. In very comfortable ambient patient should feel confidence and satisfaction. Nurses have obligation to make proper schedule of waiting list. This waiting list is important part of the organization system of this polyclinic. Situation on so called market is that patients are waiting to long for certain examinations of certain medical technology examinations, and it is a real issue to be efficacy and precisely on making an appointment for patient who will after all pay for his or hers examination. If the waiting lists are too long in the polyclinic patients will rather go in public hospitals or even wait few days longer and go in public hospitals then attend private polyclinic and pay for their examinations or examinations on certain medical technology such as ultrasounds or mammography. Nurses are basically a soul of this polyclinic. They are not the main object here, however without them this polyclinic could not function. Moreover, they care about patient's accommodation, privacy; information that they need, also that patient's results of examinations comes on time and be on right place in right time. The whole idea is to satisfy every patient on its comfortable way with one on one service, and patient should feel satisfied for that service that he or she is paying for. After experiencing wonderful and caring nurse's service, patients are having their moment of time with a certain doctor they need. Comparing to the public hospitals, here patients have enough time for all questions and dilemmas on which they would like to have answers. Doctors are focused on that patient and its unique problem as much as it is possible. Every patient has minimum 15 minutes with a specialist alone. In most of the cases this period of time showed that 15 minutes are enough for every patient's need. In any time the whole team is prepared to organize other patients in a case when this 15 minutes progress in 20 minutes or more. Thanks to well practiced organizations of waiting list, there are no many patients in the waiting room sitting and anxiously waiting for their turn. Having this kind of organization gives patient maximum privacy, in other words, less people in waiting room – more privacy. Moreover, at the moment when patient comes in the waiting room and do not see many people in a waiting room for the examination, his thoughts do not immediately goes to an idea that he is going to wait so long. With enough time, professional skills, proper information and high knowledge every patient in polyclinic Intermed have the best treatment that this private institution can offers. Both, nurses and doctors have previous experience in public health care institution and they are aware of differences how and why they should approach to a patient with proper quality of service.

High service quality in every private health care institution in Croatia is a basic characteristic that is required. Private polyclinics are institutions that are free on their market, ready to attract their potential patient in order to appear in private polyclinic. Particularly in this case, polyclinic Intermed according to its position where people are basically with lower incomes has to prove and crate certain level of quality service in order to create amount of loyal patients and create a new. Those patients have to get better and higher quality of service then it is possible to get in public hospital. In other scenario if the quality of service is poor or even worst then in public hospital, it could lose its patients. Loosing patients means reducing number of examinations, meaning that income is lowering. In this situation any kind of marketing activities or advertising would not help private polyclinic to make any profit. This kind of service, health service is based on loyalty, quality, professionalism and comfort of every patient that steps in polyclinic. Low quality of service brings bad reputation that spreads quite fast in small city of Pozega.

## **6. HUMAN RESOURCE AS THE BEST MARKETING LABEL IN POLYCLINICINTERMED**

Many different companies provide service in different ways. Healthcare industry has this kind of service that provides care for a people who seeks for assistance. This kind of service has to provide a trust and certain level of intimate relationship. Although, human resource department of healthcare centers has huge part of responsibility. Duties of human department are to protect and support the quality of patient's relationship with the healthcare person. To create a healthy and positive environment in any healthcare institution it is important to provide satisfied employees that will impress their satisfaction on patients with full concerned and thoughtful care. (Shi, 2007,9).

Human resource in polyclinic Intermed corresponds between this particular and unique social type of business and professional medical staff. In addition to make any progress in this type of business it is unavoidably to respond on management requests supported with professional medical employees. Polyclinic Intermed had its important duty to insure employees' adequate and professional education same as motivation, and all that supported with right ways of developing its career. Additionally, by increasing job satisfaction of each employee and manage his personal development brings the company on the higher level.

One of departments that cannot be forgotten in the whole organization of the polyclinic Intermed is marketing department. During the process of bringing some marketing progress, each medical staff is involved. Involving doctors in radio interview and informing potential patients on importance of prevent diagnostic brings those employees on caring and moral level of satisfaction. Furthermore, doctors have ability to express their knowledge and unique experience in polyclinic Intermed in specialized news papers intended for medical staff. Both doctors and nurses are attending specialized convections to improve their knowledge and to be aware of new information in medical profession. Improving and refreshing polyclinic internet site with new interesting, actual and useful information is a duty that nurses maintain. According to profession, economist or any other occupation cannot replace this duty. Making this organization decision, nurses have their freedom of expressing their creativity. Sometimes it is challenge, sometimes itis motivation but it is obligation and responsibility for all of them. By organizing different actions such as free measuring of sugar in blood, free measuring of human pressure, information lecturefor pregnancy, lecture for people with high pressure and others, nurses and doctors have opportunity for their creativity and expression. Moreover, the most important information that future patient should be aware is the importance of prevention and examination for their real health status. Indirect education of all medical staff of polyclinic Intermed should motivate both patient and medical staff. Making a circle between patients, nurses, doctors, marketing department and manager's ideas and obligations should bring high quality of service same ashigh quality of human resource.

## **7. HELP BY OECD (ORGANIZATION FOR ECONOMIC CO-OPERATION ANDDEVELOPMENT)**

OECD is organization that was established in late 1961, its main head office is in Paris. Todaythis organization counts 34 countries as their memberships that dispose with more than 328 million Euros budget. What and how this organization has influence in health care system? This organization and its progression trough the publications (special magazines) analyses the organization and performance of health systems and its variations. Studies are conducted on requested topics as co-ordination of care, pharmaceutical pricing, long-term care and disability, health workforce and international migration of health workers, information and communications technologies in health care. Furthermore, it focuses on policies and institutional features which most affect the supply and demand of care, but also the

fairness in access and the ability of governments to control public spending. In order to improve public health care system in many countries, not just in Croatia, it is a mission of correlation of both political influences and citizens who are has ability to design institutions and health care policy which will have high efficiency of health care systems. The OECD collects detailed information on health policies and institutions governing health insurance and coverage, health care delivery, and the allocation and management of public health care spending. Through its missions and policy this organization helps countries that desire for better health care organization, or even any other kind of organization. According to long term experience, this kind of organization might be a good choice for Croatian complex and ravel situation in health care system. (Joumard I., Hoeller P., Andre C., Nicq C, 2010, 96). Private health care institutions encourage government to fulfill a number of objectives, to reduce administrative and financial burdens, in order to providing public services increase efficiency and effectiveness of services to achieve value for money, encourage innovation, and develop more user sensitive services. All that because privatization brings interests of both government and manager in orders to improve its performances. However, another explanation for privatization in health care system is to give consumers or patients a stronger voice through increased choice and competition. (Saltman R.B., Bankauskaite V., Vrangbæk K.,248).

## 8. CONCLUSION

Today in Croatia both exist, public and private health care institutions. In general, offer and quality of available health services is improved. There are many similarities between public and private health institutions, but there are many differences between them. Private health care institutions have their marketing freedom in order to attracts potential patient, while public health care institutions do not have that experience, moreover, public hospitals usually have more patients then it could handle. Very often this kind of scenario brings health care institutions in situation when public hospitals have long waiting lists and in private polyclinics there is lot of unused capacities, especially in small cities such as Pozega. City of Pozega is placed in Croatia where people basically have low incomes which brings them to attend public hospital more then private one. Sometimes it is not that they do not want to experience a good quality of health service, but they usually cannot afford that kind of luxury. According to those facts polyclinic Intermed has to adjust it marketing activities on the way potential patients or potential companies can respond. That is why human resource, high quality of service and marketing and management analyses are the right key of exact kind of advertising in addition to crate as larger as possible number of patients in order to survive on this kind of market. Polyclinic Intermed, in today's difficult financial situation had to reduce its marketing activities, however, fortunately it did not resulted with lower number of patients, examinations or incomes. With quality analyses and team work, basing on right marketing target Polyclinic Intermed manage to survive extremely hard insufficiency.

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