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Developing decision model for the outsourcing of medical service delivery in the public hospitals

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Abstract

Background: The decision to outsource an activity is one of the most complex organizational decisions. This decision is also influenced by several factors and components. In order to facilitate and optimize it, for the first time in this study, a decision model for outsourcing medical service delivery in public hospitals has been developed.

Methods: We conducted this cross-sectional study in 3 stages: 1) We identified the factors affecting the outsourcing decisions, 2) an expert panel identified the influential factors. After standardization, we distributed 220 questionnaires among university staff managers and heads, nursing managers, and managers of the research units, and 3) Structural Equation Model applied to evaluate the relationship between the variables on AMOS22, at 0.05 significant level.

Results: Findings indicated the optimal level of all fit indices. The path coefficient between all identified factors with the outsourcing decision was positive (t > 1.96). Factors ranging from the most effective to least effective included monitoring and control, service type, human resource, economic and financial, executive capability, external environment, and terms and conditions.

Conclusion: The proposed model provides unit evaluation to make the appropriate decision on outsourcing or non-outsourcing. Control and monitoring were the most determining factors. We recommend performing monitoring continuously as a guide and deterrent to error. We also recommend continuous monitoring and control over the quality of outsourced units and stakeholder satisfaction.

Keywords: Outsourcing, Hospital, Medical service, Decision model

Background

Stabilizing health as a fundamental principle is necessary for the sustainable development of today's societies. As the first level of treatment referrals, hospitals must keep pace with global developments [1]. Resources are becoming more limited, and the cost structure is changing. In addition, the financial performance of public hospitals is poor, especially in developing countries [2, 3]. The answer to this problem has been sought in sources outside the organization in recent decades. In this approach, we try to use the people's creative and persistent presence and reduce the government's presence [4]. Outsourcing, which includes the benefits of private sector management, such as cost savings, attention to justice and social responsibility, increasing efficiency and customer satisfaction, is a solution [5, 6]. Outsourcing means contracting out some internal activities and decision-making to an external supplier. Production inputs and decision-making authority can also be outsourced [7].

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