

Model of management excellence as a methodology for management in dentistry

Modelo de excelência em gestão como metodologia de gestão em odontologia

DOI:10.34119/bjhrv4n1-192

Recebimento dos originais: 13/01/2021

Aceitação para publicação: 03/02/2021

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ABSTRACT

Regardless of the segment and the sector in which of operation, starting and mainly maintaining a business in the medium and long term are challenges for all entrepreneurs. In addition to technical knowledge of the specific profession, it is essential that the entrepreneur has control over the management of his business. A professional and efficient management should not only rely on the entrepreneur's feeling, but should integrate all sectors of the company, allowing an overview of the enterprise, enabling maximum information. Based on this knowledge and data, those responsible for making decisions within the business will be better prepared for more assertive deliberation and based on technical and scientific data. Professional management is essential for the survival and success of an organization. Many companies today are doomed to fail because they do not have a solid basis for managing expenses, profits and investments. In dentistry, we only have specific technical training and not management training, which

causes great difficulties when professionals graduate and decide to undertake. This conceptual article aims to present a tool with management methodology for dental professionals, enabling the professionalization of management in the dental clinic, maintaining the management of their business, and especially, the continuous improvement of their processes.

Keywords: Management in dentistry, MEG, Model of management excellence.

RESUMO

Independentemente do segmento e do setor em que opera, iniciar e principalmente manter um negócio a médio e longo prazo são desafios para todos os empresários. Além do conhecimento técnico da profissão específica, é essencial que o empresário tenha controle sobre a gestão de seu negócio. Uma gestão profissional e eficiente não deve contar apenas com o sentimento do empreendedor, mas deve integrar todos os setores da empresa, permitindo uma visão geral do empreendimento, possibilitando o máximo de informações. Com base nestes conhecimentos e dados, os responsáveis pela tomada de decisões dentro da empresa estarão melhor preparados para uma deliberação mais assertiva e baseada em dados técnicos e científicos. A gestão profissional é essencial para a sobrevivência e o sucesso de uma organização. Muitas empresas hoje estão condenadas ao fracasso porque não têm uma base sólida para gerenciar despesas, lucros e investimentos. Na odontologia, temos apenas treinamento técnico específico e não treinamento gerencial, o que causa grandes dificuldades quando os profissionais se formam e decidem empreender. Este artigo conceitual visa apresentar uma ferramenta com metodologia de gestão para profissionais da odontologia, possibilitando a profissionalização da gestão na clínica odontológica, mantendo a gestão de seus negócios e, principalmente, a melhoria contínua de seus processos.

Palavras-chave: Gestão em odontologia, MEG, Modelo de excelência em gestão.

1 INTRODUCTION

Dentistry, in the last decades, has evolved a lot as a science in the technical-scientific area. However, it is still developing and learning to relate to other professional areas such as administration, marketing, accounting, among others. Thus, professional management becomes essential for the survival and success of dental clinics in the current market (9).

The private sector of enterprises focused on health care in Brazil represents an expressive market, in particular, as it is a first class active population need (2).

The management process in dentistry should be understood as a fundamental tool for professional success, and every dentist, when undertaking in his own business, be it a dental office or clinic, should develop entrepreneurial skills and knowledge about dental administration in a general way. Even when he takes on a role in the labor market as a

public employee or public manager, or even as an employee of companies in the dental field, he will have to perform leadership and management functions in relation to these institutions (4).

The dentist, after five years of studies in higher education, conjectures that he is prepared to undertake in the area of health. However, years of specific technical-scientific training, in most cases are not enough to guarantee the success of the enterprise. To achieve success in new business, knowledge of the administrative procedures known as management becomes essential. Essentially, it is necessary to understand the planning for each decision making, from the initial moment of the formation of the clinic, the acquisition of instruments and equipment, from the simple act of hiring an assistant, until the moment of the analysis of the costs and expenses of the clinic.

For this, a management tool is needed to guide the enterprise. In this article we present the Management Excellence Model (MEG) as an alternative for the management of dental clinics and offices. The Management Excellence Model (MEG) is the flagship of the National Quality Foundation for the achievement of the mission of stimulating and supporting Brazilian organizations in the development and evolution of their management, so that they become sustainable, cooperative, generating value for society and other interested parties (14).

MEG can be an excellent methodology to assess the level of management maturity of organizations, which can be very useful as a management tool for dental clinics and organizations in the health area. It proves to be a very practical, effective and efficient method based on its eight fundamentals, unfolding into themes and processes that produce results, thus obtaining an assessment allowing to identify the strengths and, mainly, the opportunity for improvement. With the assessment, the organization is able to define more assertive action plans. MEG is not a management model, but a reference model, inspiring the organization with a new way of executing its processes. With the application of a management model for excellence and the principles of Corporate Social Responsibility, an organization can demonstrate that it is indeed Socially Responsible (9).

Due to the little specific literature on the subject in dentistry, in this study we developed a conceptual research aimed to present MEG as a tool for the management of organizations in the health field, more specifically dental clinics and dental offices, based on the 16-year experience of Clínica Odonto mais Vida SS LTDA.

It uses MEG as a reference, and was recognized in the Competitiveness Award for Micro and Small Companies (MPE Brasil) among the three best companies in the health area of Santa Catarina (2014) and recognized in the Santa Catarina Excellence Award (PCE 2019), in the 125 points category. The implementation of quality management models in companies not only improves quality, but also increases market share, customer satisfaction, performance, competitiveness, profits, process efficiency and employee satisfaction. (3).

With that, it becomes very important that we have more research showing us new methodologies as an alternative to manage specific organizations in the health area, as well as successful cases and their management tools.

In this way, we can have more consistent data in the near future to obtain studies at the top of scientific relevance, such as systematic reviews and meta-analyzes, and thus we can have more relevant definitions for increasingly scientific and assertive decision-making.

The methodology used in this work was the model of excellence in management recommended by FNQ and disseminated by Excellence Santa Catarina.

2 MANAGEMENT EXCELLENCE MODEL® (MEG)

The Management Excellence Model® (MEG) reflects the experience, knowledge and research work of several organizations and specialists in Brazil and abroad. The methodology is defined as a set of precepts or processes used by a science; they are also the ability to use these precepts or norms to achieve their purposes (11).

In the markets where we have great competition, the highlighted entrepreneurs are those who can manage their business more effectively, due to the fact that it will take as important some details that were not analyzed by others, before starting to work in their sector, or even before opening their own business in a certain location, without proper planning (5).

Other management models in the health field are experimented in order to better simplify processes in search of better quality of care and services provided to our customers. The term "lean production", also known as Lean, describes a process of pioneering management operations at Toyota Motor, in the quest to transform a culture that embraces change and continuously strives for better service results (13).

At MEG, the Foundations of Excellence are expressed through managerial actions. To facilitate its measurement, qualitative or quantitative, questions and requests for results are proposed to be met by the organization. It is recommended that all of its management be documented, in order to prevent each person from carrying out a certain activity or process in the way they consider most convenient. This registration avoids that companies' resources be wasted and that each function is performed more efficiently and economically. The standards of management systems provide the organization with a model to follow for the preparation and operation of its management system, the model being based on characteristics that specialists consider to be optimal for the operation of organizational practices (12).

The organizational culture of a company is very important and represents fundamental significance in the change management process, where key aspects to be managed were evaluated in an organization that was successful and another that had failure in the change process, how results were obtained, the need to respect the organizational culture during the change process, the need to develop a vision of the future that includes the employees involved and a systemic approach that directs the implementation of changes. Key aspects that collaborated for one of the processes to be successful and made it difficult to implement changes in the process that were not successful (1).

In addition, in order for management excellence to be achieved, evidence is needed to support the evaluations presented, which are considered essential complements within the process. The MEG guides step by step through each stage. The results allow the organization to move towards management excellence, **creating** value for the customer and shareholder, society and other interested parties, contributing to its sustainability and permanence (7).

The Model also makes it possible to assess the degree of management maturity, punctuating management processes and organizational results. It also provides an understanding of the market and the local or global scenario where the company operates and relates. Using MEG and answering its questions helps the organization to align its resources; identify strengths and opportunities for improvement; improve communication, productivity and the effectiveness of its actions; and achieve strategic objectives.

As a result, the organization moves towards management excellence and creates value for customers and shareholders, society and other interested parties, which contributes to its sustainability and longevity. It is worth emphasizing that the Model is not prescriptive in terms of tools, structure or the way to manage the business. It encourages the organization to be attentive to the needs and expectations of the various interested parts and use this information to formulate its strategic planning and its developments (8).

It also encourages alignment, integration, sharing and direction throughout the organization, so that it acts with excellence in the value chain and generates results for all stakeholders.

Being a translation of the Foundations of Excellence, the criteria encourage the organization to respond in an agile, assertive and innovative way to the challenges proposed by the business scenario. The Foundations of Management for Excellence are a set of values and principles that reveal cultural standards internalized in World Class organizations (expression used to characterize an organization considered among the best in the world in organizational management) and internationally recognized, expressed through its processes and consequent results. It should be noted that the Fundamentals are not isolated aspects of management, but interrelated, which characterizes the MEG as a truly holistic model.

3 FUNDAMENTALS OF THE MANAGEMENT EXCELLENCE MODEL®(MEG)

In MEG, the Fundamentals are expressed in tangible characteristics, measurable quantitatively or qualitatively, through processes and their respective results. The fundamentals have evolved over the years, adapting to the reality of the times until reaching the current version. These Fundamentals have always been based on the FNQ Excellence Criteria. In 2011, the fundamentals were: Systemic thinking; Organizational learning; Innovation culture; Leadership and constancy of purpose; Orientation by processes and information; Vision of future; Value generation; Valuing people; Knowledge about the customer and the market; Partnership development and social responsibility (6).

In 2014, MEG was structured around eight criteria of excellence (Leadership, Strategies and Plans, Customers, Society, Information and Knowledge, People, Processes

and Results) and is based on a set of concepts called Fundamentals of Excellence in Management (8).

The Foundations of Excellence express concepts internationally recognized and translate into management processes or performance factors that are found in World Class organizations – those that constantly seek to improve and adapt to global changes.

FNQ has evolved the model over the years, and this 21st edition presents itself as a Tangram (Figure 1), a puzzle of seven pieces from Chinese origin, which gives the organization the opportunity to reassemble it, or even adapt it from best way to represent its management model. The Tangram figure symbolizes a relationship model between the organization considered as an adaptable model that generates products and information and its organizational and technological environment, in addition to the external environment itself. The foundations structure the management excellence model and are principles that we find in common in organizations with exceptional results for the interested parties (14).

There is no hierarchy between the fundamentals, as they are all equally important, which shows that MEG is an integrative and fully adaptable model. The Fundamentals are:

Systemic Thinking

Understanding and treatment of interdependence relationships and their effects between the various components that make up the organization, as well as between these and the environment with which they interact.

Commitment to stakeholders

Establishment of pacts with stakeholders and their interrelationships with strategies and processes, in a short and long term perspective.

Organizational learning and innovation

Search and reach new levels of competence for the organization and its workforce, through perception, reflection, evaluation and knowledge sharing, promoting an environment favorable to creativity, experimentation and implementation of new ideas capable of generating sustainable gains for interested parts.

Adaptability

Flexibility and ability to change in a timely manner, in the face of new demands from interested parties and changes in the context.

Transformational leadership

Leaders acting in an ethical, inspiring, exemplary manner and committed to excellence, understanding the likely scenarios and trends of the environment and the possible effects on the organization and its stakeholders, in the short and long terms; mobilizing people around the organization's values, principles and objectives; exploring the potential of the cultures present; preparing leaders and people; and interacting with stakeholders.

Sustainable development

The organization's commitment to respond to the impacts of its decisions and activities, on society and the environment, and to contribute to the improvement of living conditions, both current and for future generations, through ethical and transparent behavior.

Process Orientation

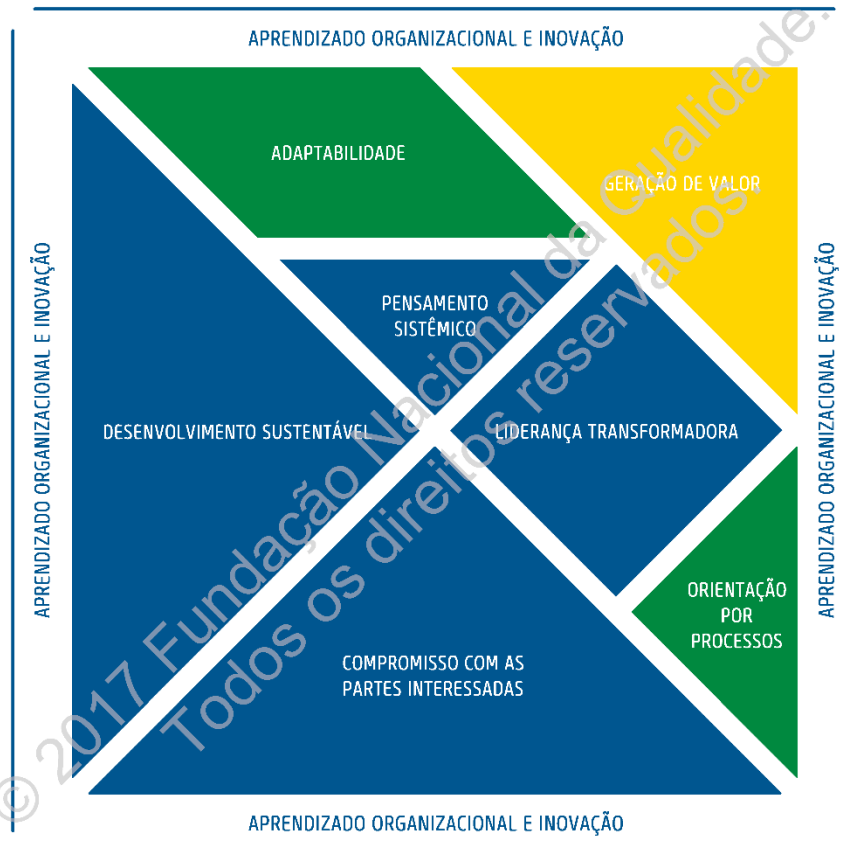
Recognition that the organization is a set of processes, which need to be understood from end to end and considered in the definition of the structures: organizational, work and management. Processes must be managed with a view to seek efficiency and effectiveness in activities, in order to add value to the organization and stakeholders.

Value generation

Achievement of economic, social and environmental results, as well as results of processes that enhance them, at levels of excellence and that meet the expectations of interested parties.

4 ILLUSTRATIONS

Diagram 1 – Management Excellence Model



Source: fnq.org.br

Abbreviations

Management Excellence Model (MEG)

National Quality Foundation (FNQ)

International Organization for Standardization (ISO)

Competitiveness award for micro and small companies (MPE Brasil)

Santa Catarina Excellence Award (PCE)

5 CONCLUSION

As a result of the implementation of MEG, the organization moves towards management excellence and generates value for customers and shareholders, society and other interested parties, which contributes to its sustainability and longevity, given that

the clinic in question is 16 years in the market with satisfactory results and with considerable and continuous improvements in its management over time.

The possibility of participation in the awards and also the certification, helps the monitoring and gives a considerable and relevant feedback, thus allowing the continuous improvement of the management.

It is worth emphasizing that the Model is not prescriptive in terms of tools, structure or the way to manage the business. It encourages the organization to be attentive to the needs and expectations of the various stakeholders and use this information to formulate its strategic planning and its developments.

The cost has to be considered, being much lower in relation to the implementation of an ISO, for example.

The autonomy to apply MEG gives freedom to maintain the company's culture and values, being adaptable to any type of business, and is well suited to dentistry.

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