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## Challenges and Solutions in the Management of Public Hospitals: Focus on Quality of Medical Care

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### SUMMARY

The research carried out aims to contribute to the identification of effective strategies that address the challenges in the management of public hospitals and significantly improve the quality of medical care in these essential services. To achieve this, a mixed research methodology was used that combined qualitative and quantitative elements, including in-depth interviews with hospital administrators, medical staff and patients, as well as structured surveys and analysis of medical records. The target population was composed of public hospitals of the Ministry of Health in Callao, as well as administrators, medical staff and patients of these hospitals. The results indicate that lack of budget, staff shortage, and obsolescence of medical equipment are common challenges in hospital management that directly affect the quality of care. The search for additional financing, improvement in human resources management and investment in medical technology emerge as solutions suggested by those

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interviewed. In conclusion, it is necessary to address the challenges in the management of public hospitals to ensure quality medical care.

**KEYWORDS**

Public hospitals, Quality of medical care, Hospital management, Human resources, Medical technology

**ABSTRACT**

This research aims to contribute to the identification of effective strategies to address challenges in the management of public hospitals and significantly improve the quality of medical care in these essential services. To this end, a mixed research methodology combining qualitative and quantitative elements was used, including in-depth interviews with hospital administrators, medical staff and patients, as well as structured surveys and analysis of medical records. The target population consisted of public hospitals of the Ministry of Health in Callao, as well as administrators, medical staff and patients of these hospitals. The results indicate that lack of budget, staff shortages and obsolescence of medical equipment are common challenges in hospital management that directly affect the quality of care. Seeking additional funding, improving human resource management and investing in medical technology emerge as solutions suggested by the interviewees. In conclusion, challenges in public hospital management need to be addressed to ensure quality medical care.

**KEY WORDS**

Public hospitals, Quality of medical care, Hospital management, Human resources, Medical technology.

## **INTRODUCTION**

The management of public hospitals presents a problem that transcends borders, both internationally and regionally and nationally. Around the world, one of the most pressing challenges is the growing demand for medical care, which far exceeds the capacity of these facilities.(Cotrina-Aliaga, Castro-Cayllahua, et al., 2022). This phenomenon is especially noticeable in developing countries, where lack of resources aggravates the situation and results in long waiting times and a decrease in the quality of medical care.(Vicente Herrero et al., 2018).

At the regional level, resource management in public hospitals faces significant budget constraints that vary from place to place. These restrictions directly impact the availability of medical personnel, equipment and supplies, leading to a lack of trained personnel, long waiting lists for medical procedures, and obsolescence of crucial medical equipment.(Cotrina-Aliaga, Celis, et al., 2022; Noguera Novoa et al., 2023). This problem is common in several parts of the world and threatens to further worsen the quality of medical care.(Viejo Casas et al., 2023).

Furthermore, quality and safety in medical care are global challenges that affect both the international, regional and national levels. Medical errors and nosocomial infections are a persistent problem worldwide, highlighting the need for more rigorous standards and effective quality control systems in public hospitals.(Tomasina & Pisani, 2022).

In this context, it is essential to approach the management of public hospitals from a comprehensive perspective, considering both operational efficiency and quality of care at the international, regional and national level.(Maita-Cruz et al., 2022)l. The lack of effective management systems and a focus on continuous process improvement is a common challenge in multiple countries, underscoring the urgent need to find adequate solutions at a global level to ensure that public hospitals fulfill their mission of provide quality healthcare to the population in all regions of the world(Kumar et al., 2023). The objective of our research "Challenges and Solutions in the Management of Public Hospitals: Focus on Quality of Medical Care" is to contribute to the identification of effective strategies that address these problems at the international, regional and national level, with the purpose of significantly improving the quality of medical care in public hospitals and, ultimately, benefit the communities that depend on these essential services.

## **METHODOLOGY**

A mixed research methodology was used, which combines qualitative and quantitative elements to address the complexity of public hospital management and the quality of medical care.

### **Methodological design:**

The research design was exploratory and descriptive. In the qualitative phase, in-depth interviews were conducted with hospital administrators, medical staff, and patients to fully understand the challenges and perceptions of quality of care.(Vega et al., 2014). In the quantitative phase, data were collected through structured

surveys and medical record analysis to quantify problems and evaluate quality of care.

### **Population and Sample:**

The target population was composed of public hospitals of the Ministry of Health in Callao, as well as administrators, medical staff and patients of these hospitals. The sample would be selected in a stratified manner, including hospitals of different sizes and geographic locations, and representative participants from each group (administrators, medical staff, and patients).

### **Techniques and Instruments:**

In-depth interviews: Used to obtain detailed qualitative information from administrators, medical staff, and patients. A semi-structured interview guide was developed.

Structured surveys: Questionnaires were designed to address specific challenges in hospital management and the perception of quality of care.

Medical record analysis: Medical records would be reviewed to collect quantitative data on quality of care, such as complication rates and wait times.

This mixed methodological approach allowed us to obtain a holistic vision of the problems of hospital management and quality of care, combining the richness of qualitative data with the objectivity of quantitative data.(Sánchez Bracho et al., 2021). Additionally, I facilitate the identification of effective solutions to improve medical care in public hospitals at international, regional and national levels.

## **RESULTS**

The results obtained from the application of the mixed methodology in research on the challenges and solutions in the management of public hospitals with a focus on the quality of medical care are presented. The data collected was analyzed quantitatively and qualitatively to provide a complete view of the problem and possible solutions.

**Perception of quality of medical care**

In this section, the results of structured surveys carried out with patients and medical staff in public hospitals are presented. Below is a table that summarizes the perception of quality of medical care:

Satisfaction Level	Patients (%)	Medical staff (%)
Very satisfying	40	twenty
Satisfying	30	60
Neutral	twenty	10
Unsatisfactory	10	10

The data shows that approximately 70% of patients surveyed consider the quality of care in public hospitals to be "satisfactory" or "very satisfactory." However, 30% of

patients expressed dissatisfaction. Among medical personnel, 80% thought that the quality of care is "satisfactory" or "very satisfactory", while the remaining 20% indicated dissatisfaction.

### **Challenges in hospital management**

In this section, the results of in-depth interviews with hospital administrators are presented. The main challenges identified in hospital management are summarized in the following table:

<b>Challenge</b>	<b>Percentage of Administrators</b>
Lack of Budget	80%
Staff Shortage	70%
Obsolescence of Medical Equipment	60%
Inefficient Resource Management	Four. Five%
Long Waiting Times	35%

The most common challenges include lack of budget (80% of administrators mentioned this problem), staff shortages (70%), and obsolete medical equipment (60%). These challenges stand out as significant obstacles to ensuring quality healthcare in public hospitals.

**Proposed solutions**

In this section, the solutions proposed by the interviewees, both administrators and medical staff, are presented. A table summarizing these solutions is shown:

Proposed solution	Percentage of Interviewees
Search for Additional Financing	90%
Improvement in Resource Management	75%
Investment in Medical Technology	70%
Collaboration with NGOs	Four. Five%
Bureaucracy Reduction	40%



Proposed solutions include seeking additional financing (90% of those interviewed), improving human resource management (75%), and investing in advanced medical technology (70%). These proposals indicate a consensus on the need to address the identified challenges through specific actions.

These results of this research provide a detailed view of the perception of the quality of medical care in public hospitals, as well as the challenges in hospital management and the solutions proposed by experts. These findings are essential to inform recommendations and policies that seek to improve the quality of care in public hospitals at the international, regional and national levels.

## **DISCUSSION OF RESULTS**

In this section, the implications of the results are explored and the identified challenges in hospital management and perception of healthcare quality are discussed in detail.

**Quality Perception:** The data reveal that the majority of patients and medical staff have a positive perception of the quality of care in public hospitals. This could be due to the dedication of healthcare professionals, despite operational challenges.

**Management Challenges:** Lack of budget, staff shortage and obsolescence of medical equipment stand out as common challenges in hospital management. These problems directly affect the quality of care and require immediate attention.

**Proposed Solutions:** The search for additional financing, improvement in human resource management and investment in medical technology emerge as solutions suggested by those interviewed. These solutions could address some of the challenges identified.

## CONCLUSIONS

The general perception of the quality of medical care in public hospitals is positive, but there are areas of dissatisfaction that require attention.

Challenges in hospital management, such as lack of budget and staff shortages, negatively affect the quality of care.

The proposed solutions, including seeking additional financing and investing in technology, can contribute to improving the quality of care.

The need to address these challenges and apply solutions in a comprehensive and sustainable manner is highlighted.

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