

**INVESTIGANDO O PAPEL BENÉFICO DA LINGUAGEM DE NEGÓCIOS NA SAÚDE**

**INVESTIGANDO EL PAPEL BENEFICIOSO DEL LENGUAJE EMPRESARIAL EN LA SALUD**

**INVESTIGATING THE BENEFICIAL ROLE OF BUSINESS LANGUAGE IN HEALTHCARE**

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**RESUMO:** *A importância da linguagem de negócios na área de saúde está mudando de um procedimento baseado em produtos ou resultados para um procedimento baseado em sistema. Médicos e gerentes se concentram principalmente em processos para obter melhor desempenho do sistema de saúde devido à crise financeira. A formação, otimização, reestruturação e melhoria da linguagem de negócios estão ocorrendo junto com a introdução de sistemas aplicados (na maioria das vezes, em IC: plataforma corporativa). O objetivo principal deste estudo é analisar o papel benéfico da linguagem de negócios na saúde. No contexto da metodologia, a melhoria da linguagem de negócios é considerada no quadro de melhoria progressiva ou reengenharia de processos de negócios (revisão global do sistema em grande escala). Com base nos resultados obtidos, os obstáculos da linguagem na área da saúde resultam em falha de comunicação entre os profissionais médicos e os pacientes, deteriorando a satisfação de ambas as partes e a qualidade da prestação de cuidados de saúde e segurança do paciente.*

**PALAVRAS-CHAVE:** *Linguagem empresarial, saúde, desempenho do sistema de saúde, aprimoramento da linguagem.*

**RESUMEN:** *La importancia del lenguaje comercial en el cuidado de la salud está cambiando de un procedimiento basado en productos o resultados a un procedimiento basado en el sistema. Los médicos y gerentes se enfocan principalmente en los procesos para obtener un mejor desempeño del sistema de salud debido a la crisis financiera. La formación, optimización, reestructuración y mejora del lenguaje empresarial se lleva a cabo junto con la introducción de sistemas aplicados (con mayor frecuencia, en la plataforma IC: Enterprise). El objetivo principal de este estudio es analizar el papel beneficioso del lenguaje empresarial en la asistencia sanitaria. En el contexto de la metodología, la mejora del lenguaje empresarial se considera en el marco de la mejora progresiva o reingeniería de los procesos de negocio*

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*(revisión global a gran escala del sistema). Según los resultados obtenidos, los obstáculos lingüísticos en la asistencia sanitaria provocan una falta de comunicación entre los profesionales médicos y los pacientes, lo que deteriora la satisfacción de ambas partes y la calidad de la prestación de asistencia sanitaria y la seguridad del paciente.*

**PALABRAS CLAVE:** lenguaje comercial, salud, desempeño del sistema de salud, mejora del lenguaje.

**ABSTRACT:** *The importance of business language in health care is changing from output or outcome-based to a system-based procedure. Physicians and managers primarily focus on processes to obtain better health system performance due to the financial crisis. The formation, optimization, restructuring, and improvement of business language is taking place along with the introduction of applied systems (most often, on IC: Enterprise platform). The primary objective of this study is to analyze the beneficial role of business language in healthcare. In the methodology context, business language improvement is considered in the framework of progressive improvement or reengineering of business processes (global, large-scale revision of the system). Based on the results obtained, language obstacles in healthcare result in miscommunication between the medical professionals and patients, deteriorating both parties' satisfaction and the quality of healthcare delivery and patient safety.*

**KEYWORDS:** *Business language, healthcare, health system performance, language improvement.*

## Introduction

Business process optimization is a multidimensional process that includes various analysis methods in the context of various aspects of the assessment (Table 1):

- Corporate and business strategy;
- Company management and finance;
- Marketing and sales;
- Supplies;
- Innovation and technology management;
- Staff.

**Table 1.** Methods of business processes analysis and optimization

Evaluation aspect	Methods of analysis
Corporate and business strategy (Egorova, 2019)	Ansoff matrix, BCG matrix, Abel matrix Competitive analysis Roadmap Scenario planning Strategic maps

	SWOT analysis
Company and its management (Egorova, 2021)	Model 7 S Balanced scorecard Benchmarking Greiner's growth model Risk management Value chain Risk management
Finances (Abdukarimov, 2019)	Functional and cost analysis Economic value added and weighted average cost of capital Financial ratio analysis
Marketing and sales (Egorova, 2021)	Branding pentagram Karri consumer pyramid Crowdsourcing Social network analysis
Supply (Khlevnaia, 2018)	Business process reengineering Kaizen / genba Just-in-time Six Sigma
Innovation and technology management (Babich, 2018)	Innovation cycle Information technology strategic compliance model Bass diffuse model
Staff (Bukhalkov, 2019)	Quadrants of change Kotter's 8-Step Change Model Deming cycle

This table lists just a few of the key management models used in optimizing business processes.

Let us consider approaches to ranking business processes based on the Pareto principle.

## Methods

The theoretical and methodological basis of the study was the domestic and foreign scientific works in controlling, management accounting and management. When forming the KPI, the business processes of Artisan LLC, one of the largest producers of low-alcohol and non-alcoholic products in the south of Russia, are described.

To achieve the goal and solve the problems posed in the process of writing the work, the following methods were used: monographic, economic-statistical, abstract-logical, etc.

The choice of business processes for their optimization requires being guided by the Pareto principle: choose 20% of the highest priority processes of all top-level business processes.

## Results

In practice, the following criteria are used to choose priority business processes (Kovalev & Kovalev, 2021; Levchenko & Vlasova, 2018):

1) The importance of the business process is determined by the degree of its influence on the achievement of the company's strategic goals;

Thus, business processes are ranked by importance on a scale from 1 to a number that reflects the number of processes. In this case, 1 is the least important process.

2) The problematic nature of the business process means the difference between the required and current key indicators of the business process (being slightly better than competitors is enough). Keeping the advantage in key (determining competitiveness) performance indicators by 5–20% for a long time allows the company to outdistance competitors; can be interpreted as the difference between the actual indicators and the indicators of competitors (Table 2);

**Table 2.** Scale and criteria for assessing business processes and the degree of their problem

Process assessment	Assessment criteria	Value
Excellent	The process output is almost devoid of disadvantages. A major improvement has been achieved in the business process. Positive changes are planned in the future	1
Good	Good enough improvement in process performance compared to plan. Positive changes expected and planned in the future	2
Satisfactory	The procedures being used in the business process are effective, there	3

	are no major problems. Process management activities are being carried out. Key process indicators have been developed	
Not good enough	There are drawbacks, which, however, can be corrected. Process management activities are carried out	4
Poor	The process is completely or almost ineffective. There are serious drawbacks that require corrective action. The main activities to control the process are not carried out	5

Thus, business processes are ranked by their degree of problem on a scale from 1 to 5: 1 - the lowest, 5 - the highest.

3) The possibility and cost of making changes to the business process.

The main possible obstacles during making changes are shown in Table 3.

**Table 3.** The main possible obstacles during making changes

Group of barriers	Description	Degree of barriers
Finances	Financial costs of making changes to business processes, costs of both current and future periods	1 – the lowest 5 – the highest
Staff	Resistance to changes by employees involved in business processes. A rash fight against them can lead to the outflow of employees and the loss of valuable specialists, a deterioration in the moral and psychological climate.	1 – the lowest 5 – the highest
Legislation	Factors related to legislation that are relevant in the event of a redistribution of responsibility between departments and positions, changes in the principles and schemes of remuneration, job cuts, etc.	1 – the lowest 5 – the highest
Other	Other factors that impede the optimization or increase the cost of its implementation	1 – the lowest 5 – the highest
Possible extent of change		1 – the lowest 5 – the highest

Thus, business processes are ranked by their the degree of possibility and cost of making changes on a scale from 1 to 5: 1 - the lowest, 5 - the highest.

Let us rank the following business processes of an arbitrary trading company:

- Sales;
- Procurement;
- Investments (capital investments and new projects);
- Inventory management and warehousing;
- Asset management;
- Staff;
- Business planning and budgeting (Kryshkin, 2019; Bashkatova & Bashkatov, 2015).

The degree of priority is determined by summing the points marked by three characteristics (Table 4). For 7 business processes, the lowest and the highest priority indicator will be 3 and 17, respectively.

**Table 4.** Ranking of business processes (7 processes)

Business process	Degree of importance	Degree of problem	Possible extent of change	Degree of priority
Sales	6	2	2	10
Procurement	5	1	2	8
Investments (capital investments and new projects)	1	2	1	4
Inventory management and warehousing	2	4	3	9
Asset management	4	5	4	13

Staff	3	3	5	11
Business planning and budgeting	7	1	4	12

Thus, it is necessary to pay special attention to such business processes as asset management and business planning and budgeting. The business processes of manufacturing companies are ranked in a similar way. When optimizing business processes, it is advisable to start with the method of five questions (Table 5) (Schönthaler, 2019; Govdya & Khromova, 2018).

**Table 5.** Five groups of questions about the process

Group	Key question	Questions
Goal	What is the task?	Why this process is performed? What are the strategic and operational goals this process is performed to achieve?
People	Who does it?	Who does this process? Why exactly does he do it? Who else could do this process? Who could could have done this process better?
Place	Where is it done?	Where does this process take place? Why is it done here? Where else could this process be done? Where can this process be done better?
Time	When is it done?	When is this process done? Why is this process done at this particular time? What are the alternatives? Which alternative is better?
Technology	How is it done?	How is this process done? Why is this process done this way? How else can this process be done? Which is the best way to do this process?

After the formation of data about business processes, at the next stage of optimization, the developed KPIs are assessed (Shavrin, 2018; Polozhentseva & Klevtsova, 2017).

Let's analyze the key performance indicators of the Technology and Quality Department developed for Artisan LLC, one of the largest manufacturers of low-alcohol and non-alcoholic products in the south of Russia. For example, the following main indicators can be distinguished for the technology and quality manager:

- The finished product quality and sanitation (BRIX, blended syrup, compliance with technological regimes);
- No loss of drink during blending, no violation of the technological process and comments on certification;
- Lack of penalties of the regulatory authorities;
- Successful implementation of the individual goals set by the managing director.

Additional indicators are performance of the approved targets for the volume of finished product output over the past month. The managing director ensures control.

KPIs developed for the Technology and Quality Department of Artisan LLC are shown in Table 6.

**Table 6.** KPIs for the Technology and Quality Department of Artisan LLC

Positions and services	Key indicators for bonuses	Evaluator
Certification department		
Head of department	No comments on product certification	Technologies and quality director
	Successful implementation of the individual goals set by the manager	
Innovative project specialist	Successful implementation of the individual goals set by the manager	
Certification specialist	Compliance with the terms of preparation and approval of documents, compliance with the permit schedule	
	Timely study of the legal framework	
	Successful implementation of the individual goals set by the manager	
Process department		



Head of department Deputy head of department	Finished product quality (blended syrup, sugar syrup, compliance with process regimes during production), absence of mistakes	Technologies and quality director
	Proper logging and process reporting	
	Successful implementation of the individual goals set by the manager	
Process engineer	Finished product quality and sanitation (blended syrup, sugar syrup), absence of mistakes	Technologies and quality director
	Duration of unplanned downtime due to production disruption	
	Successful implementation of the individual goals set by the manager	
Blending shop		
Blending shop loader	Compliance with technological processes, modes prescribed in the blend card	Technologies and quality director
	Proper and safe operation of equipment, safety of inventory	
Blender Blender's assistant	Finished product quality and sanitation (blended syrup, sugar syrup), absence of mistakes	
	Compliance with technological processes, modes prescribed in the blend card	
	Proper and safe operation of equipment, safety of inventory	
Quality control department		
Head of department Deputy head of department	Timely implementation of the production control program for manufactured products	Technologies and quality director
	Timely execution of documents and reports	
	Timeliness and completeness of metrological work in all departments	
	Successful implementation of the individual goals set by the manager	
Quality control engineer	Implementation of the technical-chemical control scheme	Technologies and quality

	Timely detection and recording of inconsistencies in the physical and chemical parameters of the drink with the recipe and the requirements of TU and GOST, monitoring over control actions	director
Analytical chemist	Successful implementation of the individual goals set by the manager	Technologies and quality director
Microbiology engineer	Timely and high-quality preparation of reagents, media, utensils	
	Timely identification of inconsistencies in controlled units	
	Implementation of the microbiological control program	
	Registration of analysis results	
Acceptance control laboratory assistant	Timely implementation of incoming control of basic and auxiliary materials, identification of inconsistencies in incoming raw materials.	Technologies and quality director
	Compliance with rules and methods of sampling and analysis	
	Registration of analysis results, logging and documentation	

The development of key performance indicators is used in the formation of the employee bonus system (Eliferov, 2021; Sigidov et al., 2009). Table 7 shows the percentage of employees deprived of bonuses for various reasons.

**Table 7.** Percentage of employees deprived of bonuses for various reasons

Omissions	Percentage
Inadequate labor management	10-50
Failure to comply with the duties provided for by job descriptions, internal labor regulations.	
Downtime due to the fault of the employee.	
Damage to equipment, vehicles, cargo, inventory, containers, materials and other property through the fault of the employee	

Substandard cleaning of premises and territories assigned to employees, workplaces, unsatisfactory maintenance of assigned equipment	
Loss of inventory, tools	
Failure to meet planned targets, unless otherwise agreed	
Late collection of receivables (for employees responsible for this function)	
Unjustified reduction of bonuses to a subordinate employee	
Deterioration of labor production discipline in the headed divisions.	
Violation of the rules for the technical operation of machines and mechanisms	50-70
Violation of labor protection rules, fire safety, operation technology	
Violation of the established rules for the production of work	
Poor performance of work; violation of the terms established by schedules, orders	
Cases of accidents and incidents, defects in work due to the fault of the employee	
Violation of the rules for keeping logs and charts; violation of the terms of document circulation in terms of financial and accounting reports, document circulation for personnel, errors and inconsistencies of data when drawing up a timesheet	
Violation of current instructions, rules, regulations	
Loss of documents, provision of inaccurate information	
Violation of traffic rules when driving machines and mechanisms	
Drunk at the workplace	
Theft (attempted theft) of finished products and other material values	
Absenteeism, absence at the workplace without good reason for more than 3 hours	
In the case of entering the territory of the enterprise without registering a pass card, as well as being late for work without a good reason within a month, the employee's bonus amount is reduced respectively:	
2 times	10
3 times	15
4 times	30
5 times or more	50

## **Conclusion**

Optimization of business processes shall consider the following typical reasons for the discrepancy between the results of the process and the requirements for it:

- Suboptimal structure and distribution of responsibility in the process. The presence of organizational fragmentation, characterized by a large number of organizational gaps, which is often exacerbated by the lack of their formalization (Komaeva et al., 2018; Takhumova, 2010);
- Undeveloped and ineffective information system that supports the business process. There is information fragmentation, characterized by a large number of information gaps and the use of various, unrelated information systems;
- The use of paper documents, repeated due regard of the same information, which leads to distortion, loss and increase in the cost of information (Tiupakov & Olifir, 2019);
- Lack of a formalized exchange of information, the wide spread of the oral method of transmitting information with all its inherent disadvantages (Igonina et al., 2021);
- Lack of standardization in the collection and transmission of information, duplication, complexity, redundancy and simultaneous insufficiency of the forms of documents used in business processes (Maslevich, 2021);
- Lack of either sufficient and effective control over the execution of the process or interconnection of the results of control with the system of motivation and remuneration of labor of its performers.

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