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DOCTORAL DISSERTATION

Auto summary

**ROLE OF MARKETING IN THE CREATION OF
FINANCIAL RESOURCES IN HEALTHCARE ORGANIZATIONS**

Doctoral student:

Angelco Andonovski, MSc

Scientific Supervisor

PhD. Mariela Deliverska

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I GENERAL CHARACTERISTICS OF THE DOCTORAL DISSERTATION

INTRODUCTION

Improving performance and accountability in any field is dependent on establishing goals that unite the interests of all stakeholders. This goal could be defined as: “to create value for stakeholders.” In healthcare, value encompasses and integrates many of the already existing goals within the healthcare system such as quality, safety, patient centricity, and cost management, which bring together the interests of actors such as patients, payers, providers, and suppliers.

Upon the deregulation of the health care industry, many profit oriented firms have been established with the sole purpose of offering medical solutions to patients, while being totally involved in providing a satisfactory return to its shareholders, and also providing a sustainable business model for stakeholders. To this end, any firm is ultimately responsible to shareholders for providing a competitive rate of return on the initial investment outlay, meaning that a FOR PROFIT firm within any industry segment has as its primary financial goal the maximization of wealth to the true owners of the firm the shareholders.

METHODOLOGICAL APPROACH TO RESEARCH

1. SOCIAL JUSTICE FOR STUDYING THE TOPIC

Creating value for healthcare organizations is the primary goal for their managers, both in for-profit and nonprofit organizations. In this chapter, we present the value-focused management methodology, a practical approach for increasing the value of a healthcare organization. The methodology is a multistep approach, including determining the goal, determining the performance measures, identifying the value drivers, deciding how to improve the value drivers, and implementation and control. The value-focused management methodology enables managers to examine systematically where they should devote their time and energy and in which areas the contribution will be marginally small.

Certainly clinicians should practice with the consistency demanded by scientific methods and follow evidence-based care guidelines. But results matter. The goal of value-based health care is better health outcomes.

Value and patient satisfaction are also commonly confused. While the patient satisfaction movement has brought a much-needed emphasis on treating people with dignity and respect, the essential purpose of health care is improving health. Value is about helping patients. Satisfaction surveys ask patients, “How were we?” Value-based care providers ask, “How are you?”

2. SUBJECT OF RESEARCH

The subject of research in this dissertation is improving a patient’s health outcomes relative to the cost of care is an aspiration embraced by stakeholders across the health care system, including patients, providers, health plans, employers, and government organizations. Value-based health care aligns diverse parties.

By focusing on the outcomes that matter most to patients, value aligns care with how patients experience their health. In this context, health outcomes can be described in terms of capability, comfort, and calm. Capability is the ability of patients to do the things that define them as individuals and enable them to be themselves. It is often tracked with functional measures.

3. PURPOSE OF THE RESEARCH

Value-based health care connects clinicians to their purpose as healers, supports their professionalism, and can be a powerful mechanism to counter clinician burnout. Critics who characterize value-based health care as underpinning a model of “industrial health care” distort the meaning of the term value, misinterpreting it as focused on cost. Instead, value-based health care’s focus on better health outcomes aligns clinicians with their patients. That alignment is the essence of empathy. Measured health outcomes demonstrate clinicians’ ability to achieve results with patients and families and drive improvement in the results that matter most to both patients and clinicians. This intrinsic motivation is often missing in the health care system, where clinicians are directed to spend countless hours on tasks that do not impact their patients’ health.

Better outcomes also reduce spending and decrease the need for ongoing care. By improving patients’ health outcomes, value-based health care reduces the compounding complexity and disease progression that drive the need for more care. A patient whose diabetes does not progress to kidney failure, blindness, and neuropathy is, over time, dramatically less expensive to care for than a patient whose condition continually worsens.

4. HYPOTHESIS

Basic (general) hypothesis:

Value-based health care is a path to achieving the aspirational goals of the Institute for Healthcare Improvement’s “triple aim”—improving the patient experience of care, improving the health of populations, and reducing the per capita cost of health care—as well as improving clinician experience, a fourth aim that others have proposed.

First special hypothesis:

Patient and clinician experience improvements are described above. Population health only improves when the health outcomes of many individuals improve, which is the focus of value-based health care.

Second special hypothesis:

Costs also cumulate from the care provided for individuals. By organizing teams to care for individuals with similar needs, a value-based approach enables expertise and efficiency, rather than rationing, to drive costs down.

Third special hypothesis:

Improving value in health care is not an unreachable utopian ideal. Around the globe, health care delivery organizations—in varied payment settings, with an array of

regulatory structures and many different care traditions—have demonstrated dramatically better health outcomes for patients, usually at lower overall costs

Auxiliary hypothesis:

Health care's general failure to structure around patient needs accounts for its inconvenience and lack of integrated services. Failing to structure for what is common and routine also increases the burden on caregivers, who too often must improvise to solve routine problems.

5. RESEARCH METHODS

For the sake of successful processing and elaboration of the topic of the doctoral dissertation, which requires a multidimensional approach, a number of research methods are used, namely:

- **Historically** - by applying this method, the conditions in the health care provided by the health organizations are determined historically;
- **Content analysis** - this method analyzes situations and reveals the influence of marketing in creating financial value in healthcare organizations by providing better services to users of healthcare services;
- **Comparative method** - by applying this comparative perception of experiences, methodology and differences in the provision of health care in several countries;
- **Statistical method** - by applying this method, the efficiency of creating financial value in healthcare organizations is processed;
- **Synthesis** - using this method, the data obtained using the previous methods are combined..

II. SCOPE AND STRUCTURE OF THE DISSERTATION

The dissertation has been developed in the volume of 161 pages, and the content is structured according to the set goal of the research and specific tasks and is in accordance with the subject of the research.

Structurally, the work consists of an introduction, main text in three chapters; conclusion; used literature 104 sources in total in - English and language,

- ✓ reference to major contributions;
- ✓ statement of authenticity and originality.

III BRIEF JUSTIFICATION OF THE DOCTORAL DISSERTATION

CHAPTER ONE: VALUE MARKETING AND CONSUMER ENGAGEMENT IN HEALTHCARE

1.1. MARKETING IN HEALTHCARE

Healthcare marketing is the process of strategic outreach and communications designed to attract healthcare consumers, guide them through their healthcare journey and keep them engaged in the healthcare system.¹

Healthcare marketing refers to the process by which healthcare professionals use strategic communication to satisfy their customers – patients by guiding them into recovery and maintaining close contact with them. Health marketing aims to promote health by sharing relevant information and informing the public about beneficial healthcare interventions.²

Healthcare marketing can be broadly defined as a management process that involves assessing the wants and needs of customers and performing all activities related to the development, pricing, provision and promotion of solutions that satisfy those wants and needs. For anyone involved in the healthcare industry, the importance of understanding marketing is paramount. Healthcare marketing should be thought of as "inbound" marketing (listening to stakeholders) and "outbound" marketing (consulting stakeholders).³

- Inbound marketing involves marketing research to find out:
 - ✓ Which specific needs of specific potential customers should be met;
 - ✓ How those needs can be met (target market);
 - ✓ How many customers might be willing to pay (price analysis);
 - ✓ Who are the competitors (competition analysis);
 - ✓ How to design and describe the product or service and how the product should be identified (branding).
- Outbound marketing includes:
 - ✓ Advertising and sales promotion;
 - ✓ Public and media relations;
 - ✓ Customer service;
 - ✓ Consumer satisfaction.

Healthcare marketing involves meeting not only the implicit challenges of credibility, accessibility, and confidentiality, but also strict explicit regulations designed to protect consumer privacy and security. Marketing activities in healthcare must earn the trust of consumers, convey sometimes highly technical information in a way that consumers understand, and find a way to give the message an emotional resonance for the people it addresses. Within healthcare marketing there are many different areas where activities should

¹ What Is Healthcare Marketing? Strategies to Acquire Patients, (2022), <https://www.mercuryhealthcare.com> ›

² Healthcare Marketing: Definition, Strategy & Differences, (2022), <https://study.com> › lesson › h.

³ An Introduction to Healthcare Marketing, (2022), <https://www.amihm.org> › an-i.

be concentrated. Each requires different emphases, different content and a different strategy to meet consumer needs. The main characteristics of marketing in the individual activities in healthcare would be:⁴

- For healthcare providers – insightful, targeted marketing that puts professionals' achievements and distinctions on full display, especially with earned media content such as patient reviews that significantly influence care decisions.
- For health systems – public health often depends on the skillful preparation of the health message and the creation of materials to support it. Brand consistency, visibility and acceptance are important in healthcare. Whether promoting the excellence of their staff or communicating with the public, health systems use marketing and public relations every day to maintain their focus on accessible and reliable communication with healthcare organizations and institutions and the public.
- For medical device companies – To sell medical devices, healthcare companies must get in touch with their own company identity and values, develop messaging, anticipate objections, differentiate themselves from competitors, devise coherent content strategies involving many sides of content and multiple levels of activity.
- For Health Insurance – Health insurance, both at the state level and health insurance companies need marketing to differentiate themselves from competitors, drive traffic to their sites, generate leads, communicate the value of many multiple products, clear, concise educational messages and marketing content, to position themselves as trusted advisors to people across demographic segments and find the right product to promote with the right audience.
- For Senior Healthcare Providers – Marketing for these institutions has the essential role of aligning customer emotions with the values embodied and services offered. Because the act of choosing a retirement community is so important in a person's life, this business abounds with opportunities especially for compelling content marketing. Thoughtfully cultivated brand awareness and strategic communication allow these institutions to pre-emptively mitigate concerns, showcase strengths and resident testimonials, create engaging content with emotional weight behind it, direct that content where it needs to go, and at ultimately they inspire the elderly and their families to trust the institution.
- About Nonprofits, Associations, and Foundations – Health nonprofits often play a vital role in connecting people with health resources and support. These organizations rely on marketing principles for purposes ranging from developing strategies, leveraging content, PR communications, and sophisticated analytics to achieve public visibility and engagement.

Healthcare marketing helps providers increase their relationships with patients and build a long-term customer base. This may include creating, communicating, and delivering health information using client- and science-based strategies to protect and promote the health of diverse populations. Healthcare marketing must focus on understanding patient attitudes and

⁴ What Is Healthcare Marketing? (2022), <https://wearecsg.com › what-i>.

preferences. Healthcare marketing should let the potential patient know why they should choose a particular healthcare provider over the competition. A variety of tactics can be used that include a strong social media presence, digital promotion and customer satisfaction representation.⁵

1.2. THE MARKETING PROCESS IN HEALTHCARE

The healthcare marketing process is a strategic approach designed to attract healthcare consumers, guide them through their use of healthcare, and keep them engaged in the healthcare system. The procedures of the marketing process in healthcare include:⁶

- Identifying potential patients to serve and provide value by meeting their health needs;
- Increasing the strategic advantage for attracting patients in competitive conditions of the realization of the health activity;
- Keeping patients engaged with relevant, personalized, and timely referrals to their healthcare;
- Long-term patient retention and improving loyalty in a healthcare community;
- Driving more solvent leads and generating revenue;
- Connecting with patients through multiple channels;
- Assessing productivity and realigning strategy with comprehensive health data analytics.

The dynamic evolution of life inevitably affects health systems, generating significant changes and imposing marketing as an irreplaceable element in the operations of healthcare providers. Healthcare needs its own marketing approach with certain specific characteristics that are not found in other industries:⁷

- Through its specificity, healthcare marketing is an interdisciplinary field because it uses certain concepts, methods, and techniques specific to both classical and social marketing. The specificity of the marketing process in healthcare is that there are services and markets, but there is no monetary equivalent. This means that the effectiveness of its application can be found in the image of the healthy population:
 - ✓ Detection of a chronically ill category of people;
 - ✓ Providing treatment to sick people by going through the entire rehabilitation process;
 - ✓ Professional reintegration;
 - ✓ Social reintegration of sick persons, etc. The application of marketing in the field of health was imposed by the problems in the health of society.

⁵ What is Healthcare Marketing? – Florida Tech Online, (2022), <https://www.floridatechonline.com> ›

⁶ What Is Healthcare Marketing? Strategies to Acquire Patients, (2022), <https://www.mercuryhealthcare.com> › faq › what-is-health.

⁷ Purcarea, L. Victor., (2019), The impact of marketing strategies in healthcare systems, *Journal of Medicine and Life*, National Library of Medicine, 8600 Rockville Pike, <https://www.ncbi.nlm.nih.gov> ›

- An effective healthcare marketing process involves in-depth research of patient needs, identifying latent needs, and offering new healthcare services that patients have not explicitly requested.
- The involvement of patients in the achievement of the medical act is a necessity of current life with wide and complex meanings, not only beyond changing the mentality of service providers, but also with significant changes such as lifestyle, consumption habits and drugs of users. Structural changes force health systems to move towards the future, taking into account the current needs, and the future strategy can not be realized without the execution of management and marketing capabilities.
- The process of marketing health services differs primarily through the nature of the demand for health services. The user can not be the target of the marketing campaign, the doctor is the one who decides what, where, when, and how much will be provided for a certain service. The decision can be made by the doctor, the representative of the health authority, a family member. Healthcare also differs where the product can be very complex and not easily conceptualized. Many of the procedures used in healthcare, especially those based on technology, are complicated and difficult to explain to a person who is not specialized in that field.
- For healthcare providers, not all potential clients, are considered "desirable" for a particular service. While providers are required to provide services to all applicants, regardless of their ability to pay, there are certain categories of patients who may be discouraged from requesting a particular service.

1.3. MARKET AND CONSUMER NEEDS IN HEALTH

Healthcare market includes end users to whom medical care or treatment is delivered, medical diagnostic services are provided, or medical care and disaster relief are provided, including but not limited to:⁸

- Professional medical and health service companies, businesses, institutions and enterprises;
- Medical diagnostic facilities and laboratories that interact with patients;
- Government and private organizations that provide medical care in connection with disaster relief; and
- Firms that sell products or services to such end users:
 - ✓ Hospitals, including their pharmacies;
 - ✓ Integrated networks of medical service providers and their members;
 - ✓ Surgical centers, including their pharmacies;
 - ✓ Physicians' offices and medical clinics including their pharmacies;
 - ✓ Psychiatric health facilities, including their pharmacies;
 - ✓ Retail clinics that perform or provide medical services or care;

⁸ Healthcare Market Definition | Law Insider, (2022), <https://www.lawinsider.com › dictionary › healthcare-mar>.

- ✓ Long-term care facilities, including their pharmacies;
- ✓ Medical care components of the Red Cross or other disaster relief organizations;
- ✓ Dental care facilities.

The term consumer need in health is used in its basic sense of need for health. Consumer demand in health refers to the lack of something that refers to the lack of health. A health need can also be defined as scientifically (biologically, epidemiologically, etc.) determined deficiencies in health that require preventive, curative, and, eventually, (where appropriate), control or eradication measures. The need for healthcare can be understood as a need for health that is strong enough for the individual to seek help in a health facility. Important considerations for the concept of health needs are:⁹

- The health need like health is not an absolute concept;
- There are gradations of health needs, therefore priority should be given to the health needs of the population or the individual;
- Health need is a subjective rather than an objective, scientific concept;
- Perceptions of "need" vary by observer;
- Health need is not a scientific assessment and is not the domain of the medical profession alone.

1.3.1. Healthcare Needs, Demand, And Supply

Effective policy making and efficient management of the healthcare system begins with a clear typology of terminology – need, demand, supply and access – and their interrelationships. Understanding the need for healthcare, and how it differs from the need for health that underpins it, is an important step toward quantifying current demand for healthcare and its future trends:¹⁰

- Need* is the capacity to benefit from healthcare. Healthcare means treatment, prevention, and supportive care that is effective – either alone or as a part of a care pathway – to improve, maintain or slow the deterioration of health at the moment or in the future (or both). The need is for "adequate" healthcare. Care of unknown cost-effectiveness requires the right care provided at the right place at the right time.
- Demand for healthcare* is different from demand for other goods or services. First, the demand for healthcare is a derived demand that arises from the fundamental demand for good health needed for consumption and investment purposes. The need for healthcare is an input to the health production function of the individual. Healthcare demand offers a framework for understanding how prevention and public health—including the broader determinants of health—can influence the drivers of healthcare demand.

⁹ Health Need - Concept – Some Perspectives, (2022), <https://bi coll.ub.uni-bielefeld.de> > download.

¹⁰ Need, demand, supply in health care: working definitions, and their implications for defining access, (2021), Cambridge University, <https://www.cambridge.org> >

- *Healthcare supply* is relatively inelastic, which means that, in general, the volume of services and treatments can not be easily increased in the short to medium term. New technologies may also face barriers to entry. The effect of new technologies on the volume of care provided depends on the additional costs and benefits related to the existing technology. Technological innovations to treat a previously incurable condition have no comparable treatment.
- Healthcare **need** is usually defined as the capacity to benefit. If health needs are to be identified, then an effective intervention should be available to meet these needs and improve health.
- **Demand** is what patients want; these are the needs that most doctors encounter. General practitioners have a key role in controlling needs. Patient demand for a service may depend on patient characteristics.
- The **offer** depends on the interests of health professionals, the priorities of politicians, and the amount of money available. National health technology assessment programs are developed in recognition of the importance of assessing the supply of new services and treatments before their widespread introduction.

1.3.2. Values and Consumer Satisfaction in Healthcare

In today's competitive world, customer issues are important to healthcare providers. Customer attitudes toward healthcare providers and their services significantly affect the professional future of healthcare organizations. In this situation, all eyes are focused on the interests, behavior, and sensitivities of customers, based on the service that providers set their orientations and offer services to, to create value for patients and provide them with an adequate understanding of service quality:¹¹

- Patients, as consumers of healthcare, increasingly determine the quality of service. Using the concept of value in the health sector is a relevant approach to eliciting patient satisfaction and improving healthcare.
- Paying attention to customer values is a competitive advantage. Successful companies are those that create better value and satisfaction for their customers. In health and medical organizations, it is more difficult to attract and retain customers.
- The health and medical organization should concentrate on quality as a strategic scale and tool to promote patient satisfaction with. Creating customer value is a major factor in the business success of companies.
- Health and medical organizations are successful when they create value for their stakeholders, such as patients and physicians. Value is defined as

¹¹ Rahmani, Z., (2017), The study of the relationship between value creation and customer loyalty with the role of trust moderation and customer satisfaction in Sari hospitals, Journal of Medicine and Life, National Library of Medicine, 8600 Rockville Pike, <https://www.ncbi.nlm.nih.gov> ›

the resulting amount of customer satisfaction, with costs and services. For all health and medical organizations, the primary goal must be to promote the creation of customer value.

- By strengthening the relationship between patients and healthcare organizations and institutions, customer satisfaction naturally grows and the value of the relationship between both parties improves, as does trust and loyalty.
- The philosophy of the health system is to ensure and promote the health and well-being of people and societies, and their criterion for success is to meet the needs and demands of the ones in the field of health.
- In terms of the competitive atmosphere between healthcare providers and increased customer awareness of the services offered by healthcare providers, customer expectations have increased. To retain customers, healthcare providers need to create value for their customers. Healthcare providers should strive to create and maintain patient loyalty to increase their market share and promote health in society.

Value is created through the delivery of high-quality and cost-effective healthcare services. The ability to create value from the perspective of service providers is facilitated through the development and implementation of essential customer-focused core competencies. These core competencies include:¹²

- ✓ Customer relationship management;
- ✓ Payer/provider relationship management;
- ✓ Disease management;
- ✓ Results management;
- ✓ Financial/cost management; and
- ✓ Information management.

1.4. RELATIONS IN HEALTHCARE

Doctors often like to think that the doctor–patient relationship is the key to effective healthcare. In reality, although the doctor–patient relationship is very important, it is not the only relationship that matters. There are numerous "touch points" in the healthcare system. They occur whenever someone interacts with a patient or acts on behalf of a patient. Good communication also reduces patient anxiety, improves patient well-being, and reduces frustration and confusion. Communication takes place through all these vital touch points:¹³

¹² Beveridge, R. N., (20220, Creating value-focused healthcare delivery systems: Part three – Core competencies, <https://pubmed.ncbi.nlm.nih.gov> ›

¹³ Selinger, H. A., (2013), Six Essential Relationships in Health Care – AAFP, <https://www.aafp.org> › issues.

Doctor–patient communication. When patients get sick, doctors need to listen, educate them, and treat their illness. Education and dialogue can reduce stress and promote healing.

Office staff–patient communication. In this regard, patients have a responsibility to be open and honest about the reason for their visit, their history, lifestyle habits, and any concerns and questions they may have. In return, it is the staff's responsibility to communicate with empathy and confidentiality while gathering this vital information.

Doctor–caregivers/family communication. For many patients, it is critical to involve non-medical caregivers and family. Elderly patients with visual or hearing challenges, the ones with language or cultural barriers, and the ones suffering from dementia will all need help managing their healthcare needs. Involving, educating, and responding to the needs of the caregivers and family can go a long way toward promoting health and wellness and avoiding or delaying hospital admissions, readmissions, and nursing home placements.

Doctor–doctor communication. When primary care physicians and other specialists share information with one another, they ultimately help the patient avoid duplicate medications and tests, drug interactions, and a whole host of other problems. Ideally, all patient information should be transmitted to the primary care physician and then made available in this "hub" to other specialists. Until everyone can exchange data electronically, the burden is, unfortunately, on patients and primary care physicians.

Doctor–allied health professionals communication. Nurse practitioners, therapists, counselors, pharmacists, medical assistants, and other allied health professionals are often the eyes and ears of the physicians in the field. Successful patient care requires a team, and allied health professionals are an important part of that team.

Doctor–hospital–patient communication. Effective transitions in care complete the cycle from health to illness and back to health again. However, when handled poorly, they can cause suffering, relapse, and readmission, unnecessarily costing the system a lot of money annually.

1.5. HEALTHCARE MARKET

The term *market* refers to a situation where buyers (consumers) and sellers (producers) interact (directly or through intermediaries) to exchange goods and services. It is a situation in which the forces of demand and supply interact to determine the prices of goods and services exchanged. The market includes a mechanism for: determining the prices and quantities of the traded object, communicating information about prices and distributing goods and services. Supply is the total amount of a product (good or service) that producers (sellers) are willing and able to sell at a given price. Demand is the total quantity of a good or service that consumers are willing and able to buy at a given price. The market forces of supply and demand represent the aggregate

influence of self-interested buyers and sellers on the prices and quantities of goods and services offered in the market.¹⁴

There are four main players in the healthcare market:¹⁵

- **Patients** – individuals who receive medical care from healthcare providers;
- **Healthcare providers** – institutions that provide care to patients, bill payers for that care, and purchase products from vendors;
- **Payers** – institutions that pay providers for healthcare services, which include insurance carriers, private employers, governments, and individuals, too;
- **Sellers** – Sellers of medical devices, pharmaceutical products, services.

CHAPTER TWO: DEVELOPING A CONSUMER-DRIVEN HEALTHCARE MARKETING STRATEGY

2.1. GENERAL CHARACTERISTICS OF THE MARKETING STRATEGY

Healthcare marketing is a process of strategic outreach and communications built to bring in new consumers, keep them through their healthcare journey and keep them engaged in the healthcare system. Healthcare providers face unprecedented pressure to meet consumer needs and expectations. However, many healthcare providers, including hospitals, health systems, and physician practices, have been slow to develop consumer-centric strategies. Now that patients can communicate virtually with healthcare providers, consumers want continuous access to healthcare, as quickly as they can get it, at a low cost, with as little red tape as possible.¹⁶

Healthcare marketing refers to the marketing strategies used by healthcare providers, insurers, suppliers and advocacy institutions to attract new patients and increase awareness of their healthcare business. Consumer-driven healthcare connects patients with healthcare providers available in real-time through websites, mobile apps, or even home visits.¹⁷

Today's consumers expect an innovative and digitally advanced healthcare experience as in any other activity. Hospitals, health systems, and medical practices must evolve to meet the needs of patients to remain competitive or risk being left behind. As more healthcare providers provide accessible online services and cut red tape between doctor–patient

¹⁴ Mwachofi, A., (2021), Health Care Market Deviations from the Ideal Market, <https://www.ncbi.nlm.nih.gov/articles/PMC3210041>.

¹⁵ Who Are The Key Players In The Healthcare Industry? – LinkedIn, (2016), <https://www.linkedin.com> › w.

¹⁶ Dickinson, A. R., Nicholson, P., R., Ward, E. (2020), 3 steps for executing an effective consumer-driven physician strategy, <https://www.hfma.org> › article.

¹⁷ Llewellyn, G., (2021), The components of an effective healthcare marketing strategy, <https://www.smartinsights.com> ›

communications, consumers can choose a healthcare business that offers a consumer experience that meets or exceeds their expectations.¹⁸

As consumers take a more active role in healthcare decision-making, models that put the interests and needs of customers at their center emerge. People want to be heard when deciding on treatment and whether they should receive it together (for example, surgery versus drugs). Through these initiatives, the health sector is formally shifting its focus to the patient, creating a coordinated and aligned effort by all stakeholders in the health sector to deliver more efficient and effective care.¹⁹

❖ Healthcare personalization is now expanding to predict potential health risks and provide real-time remote assistance 24/7. This capability is leading to new wearable health monitoring devices that connect people with healthcare providers, professionals, and insurance companies.

❖ The introduction of wearable biometric devices that provide patients with information about their health and telemedicine applications make it easier for patients to access healthcare no matter where they live.

- The healthcare sector constantly evolves from politics to patients and everything else. With new technologies focused on monitoring, research, and accessibility of care, patients play a more active role in their care. The healthcare sector must be aware of the latest medical developments and how the healthcare services are delivered to an increasingly demanding consumer market. Healthcare professionals must look to technology tools to help them understand their patients' needs and, ultimately, provide them with personalized care.
- Cultural changes, treatment costs, and policy adjustments are major factors contributing to kinder, gentler, and more patient-centered healthcare. The future of healthcare should be driven by diverse patient populations and their associated care needs.
- With informed patients and appropriate technology, physicians can provide effective care and coordinate with the medical community. Consumer-centric healthcare can also help increase the number of touch points needed at any given time—providing a pathway to behavioral change and improved outcomes.
- The healthcare industry is moving toward value-based care, along with growing consumer spending, making it imperative to offer retail services that retain and attract patients.
- To improve the quality of customer service in healthcare, one must first understand what the healthcare consumer needs. With the advent of digital innovations such as the Internet of things (IoT), big data, artificial intelligence (AI) and machine learning (ML), the healthcare industry needs to redefine the customer experience.

¹⁸ 15 Healthcare Marketing Strategies to Attract Today's Healthcare Consumer, (2022), <https://healthcaresuccess.com> ›

¹⁹ Sheppard, D., (2022), The Evolution of Healthcare Into a Consumer-Driven Industry, <https://www.originate.com> › t.

2.2. CONSUMER CHOICE FOR HEALTHCARE SERVICES

The selection of patients in healthcare is based on demand, that is, on strengthening competition among service providers:²⁰

- In consumer-oriented healthcare, the choice of treatment is made by the patient themselves. The principle that patient choice is assumed to cause competition among healthcare providers means that patients seeking high-quality care minimize costs, directly compare the prices and quality of different providers and actively choose the provider that best fits their preferences and needs.
- Patients invest effort in acquiring information and making an informed decision based on that information. If money follows patients, this selection process encourages providers to compete for patients by improving their quality and lowering their costs, which ultimately helps ensure quality, efficiency, and equity in healthcare.
- For patients to actively choose the best healthcare provider, they need to be informed about the quality of the providers. Therefore, quality indicators should be developed. A quality indicator is a measurable aspect of care that gives an indication of the quality of care and may refer to the structure, process, or outcomes of care provided by a health service provider.
 - ✓ Structural indicators refer to the organization of healthcare, while process indicators refer to the process of care delivery, and outcome indicators indicate the effect of care delivered.
 - ✓ Because patients have different information preferences, comparative information on all indicators is developed to allow patients to select the information relevant to them and choose a health service provider based on that information.

2.3. VALUE-BASED HEALTHCARE

The concept of value is a prominent current issue in healthcare. Individual needs, desires, preferences, and ethics influence the meaning of value which, in turn, is influenced by different cultures or historical periods:²¹

- The need to find better ways to shift incentives away from volume and toward value pushes patients, physicians, policy makers, and other stakeholders to turn their attention to what value means and what the main features of the concept are.
- It is accepted that values in healthcare can be defined as normative guidelines that help evaluate actions or situations and influence the decision-making process.

²⁰ Determinants of patient choice of healthcare providers, (2012), <https://bmchealthservres.biomedcentral.com> ›

²¹ Healthc, M., (2017), Value as the key concept in the health care system: how it has influenced medical practice and clinical decision-making processes, The impact of marketing strategies in healthcare systems, Journal of Medicine and Life, National Library of Medicine, 8600 Rockville Pike, <https://www.ncbi.nlm.nih.gov> ›

- Providers consider value based on appropriateness of care and effective evidence-based interventions.
- Patients pay attention to the ability of healthcare to meet their goals, that is, the way of treatment that meets their needs. A patient's needs are often measured by taking into account various aspects such as pain, emotional and cognitive functioning, or functional impairment.

Value-based healthcare is often confused with quality and generally focuses on input and process compliance. Efforts by healthcare professionals to improve the quality of patients' health may yield different results for different patients:²²

- Value and patient satisfaction are also commonly confused. Patient satisfaction is expressed through treating people with dignity and respect. Value is to help patients.
- Value-based healthcare is a path to improving the patient experience of care, improving population health, and reducing healthcare costs. Population health improves only when the health outcomes of many individuals are improved, which is the focus of value-based healthcare.

2.4. MARKETING MANAGEMENT ORIENTATION IN HEALTHCARE

Marketing management orientation in health leads to improved competitiveness and performance in the health sector, provides knowledge and skills to apply strategic, tactical, and operational marketing aspects of marketing management with operational health activities, management of the quality of healthcare, human resources, brand management, digital marketing, social media marketing, and the like. It is of crucial importance to know what strategies should be adopted by the healthcare organizations and institutions, taking into account the decision-making criteria in the basis of the decision-making process of the health service providers.²³

Marketing departments in healthcare organizations emerged in the early 1980s. Healthcare organizations begin to compete for patients for the services and procedures that yield better financial results. Over the next two decades, marketing practices matured to include other aspects, such as, research, sales, segmentation, product development, and brand building. Nowadays, marketing management systems vary significantly among healthcare organizations. Some of these include core business functions with strong growth responsibilities aligned with strategic planning, business development, clinical operations, and financial management initiatives. There are five alternative concepts on the basis of which healthcare organizations shape and implement their marketing strategies. Those concepts are as follows:²⁴

²² Teisberg, E., (2020), Defining and Implementing Value-Based Health Care: A Strategic Framework, Journal of Medicine and Life, National Library of Medicine, 8600 Rockville Pike, <https://www.ncbi.nlm.nih.gov> ›

²³ Santos, J. Duarte ., (2021), Management and Marketing for Improved Competitiveness and Performance in the Healthcare Sector, <https://www.igi-global.com> ›

²⁴ Corrigan, K., (2016), What Kind of Marketing Organization is Your Health System? <https://www.corriganconsulting.com> › 2016/10.

- Product concept;
- Sales concept;
- Market driven concept;
- Relationship building concept;
- Marketing concept.

PART THREE: PREPARATION OF AN INTEGRATED MARKETING PLAN AND PROGRAM IN HEALTH

3.1. INTEGRATED HEALTHCARE MARKETING PROGRAM

The integrated healthcare marketing program is developed to determine how the defined value is to be delivered to the users of the healthcare services. The marketing program in healthcare determines the ways healthcare organizations build relationships with their patients by turning the marketing strategy into specific marketing activities. It consists of the marketing mix of the organization and the marketing tools used to implement the strategy. Integrated marketing is a holistic approach to marketing that takes into account all aspects of the marketing mix:²⁵

❖ The main marketing mix assets in healthcare are grouped into 5Ps:

- Product;
- Place;
- Price; and
- Promotion;
- Process.

❖ A healthcare marketing plan should be purposeful and consistently developed to be part of regular operations and integrated to achieve the organization's mission. These strategies (5P's) are necessary for the development and execution of health services and the growth of the profession that clients, as well as the health community, can accept. The 5Ps could guide healthcare marketing and ensure that market demands are effectively met to provide the necessary services.

❖ The 5P framework can be used by healthcare professionals to better understand the drivers of patient experience and create a strategy to improve patient satisfaction.

- Health products** are defined as substances that give energy or make a person healthy. Health products are vitamins, minerals, herbal medicines,

²⁵ Raji, S., (2019), Introducing 5P's Methodology as Healthcare Marketing Plan: Using 5P's Healthcare Marketing Plan, <https://www.researchgate.net/publication/335827536>.

homeopathic preparations, and probiotics; even some traditional medicines are also prescribed by a doctor or any equivalent practitioner.

- **Healthcare placement** begins from the moment a patient walks in the door, or even earlier, if the patient is previously admitted or transferred from another facility. The healthcare placement process continues until the patient is discharged to another facility or returns home. Between these endpoints, the patient is seen by multiple healthcare professionals, undergoes many tests, and uses numerous facility services. The placement process is optimized when quality and timeliness are optimized at each of these touchpoints. This includes effective operational processes, smooth transitions, and excellent communications.
 - **Healthcare pricing** refers to the administrative process by which prices are determined after the unit of payment has been determined (e.g. GP, residential care day, or hospitalization case). Pricing and regulation of health services is a key component of the strategic provision of health services. Countries align pricing policies with the broader goals of providing financial protection, equitable distribution of resources according to health needs, promotion of quality, and public health goals, as well as controlling the growth of healthcare costs and increasing efficiency.
 - The goal of **health promotion** is to positively influence the health behavior of individuals and communities, as well as the living and working conditions that affect their health. Health promotion improves the health status of individuals, families, communities, states, and the nation. Health promotion improves the quality of life for all people. By focusing on prevention, health promotion reduces the costs (both financial and human) that individuals, employers, families, insurance companies, medical facilities, communities, the state, and the nation would spend on medical treatment.
 - **Health processes** drive activities and outcomes throughout the health system, from admissions and procedures to billing and discharge. Healthcare processes represent a series of activities that are typically carried out when providing care to patients belonging to various defined groups.
- ❖ Modern marketing in healthcare involves taking into account the influence of its 7 elements through the relationship between the service provider and the patient. The other two elements are physical evidence and people.
- **Physical evidence** provide tangible clues to the quality of experience offered by a healthcare organization or institution. For a healthcare provider, physical conditions can be in the form of staff uniform, mobile application, and internal design of the organization.

- The *people* involved in healthcare enable the services to be performed in an organized and efficient manner. Healthcare is a knowledge-based business, so people play a key role in healthcare organizations and institutions and they include doctors, nurses, hospital staff, support staff, and the like.

3.2. BUILDING RELATIONSHIPS WITH HEALTHCARE CONSUMERS

A strong patient-healthcare provider relationship promotes collaboration and presents a greater opportunity to become familiar with the patient's health requirements. It is vital that healthcare organizations concentrate on retaining existing patients and attracting new customers. By establishing relationships with patients across the healthcare system, organizations can recognize opportunities to provide greater value throughout the patient's healthcare delivery. Maintaining a good relationship with patients in healthcare is especially important because of the following:²⁶

- *Good relationships lead to building a positive experience of the patient* – Patients who feel more personally connected to their healthcare provider experience more positive outcomes. Having a strong relationship with patients shows a positive value that goes beyond quality care and treatment. The more quality care a healthcare provider provides, the more it will differentiate itself from other competing healthcare providers.
- *Strong Relationships Promote Patient Satisfaction* – Patients want to be confident that their doctor will take the time to provide them with the individualized care they need and with the care they expect. In the healthcare industry, patients expect the same quality relationship with the hospital staff as they have with the doctor. Patients expect those relationships to deliver the personalization that shows the organization has taken the time to understand their individual healthcare needs. Patient satisfaction is a high-priority quality domain used to measure healthcare provider performance because patients are customers, just like consumers of all other products. Patients' quality care for is one of the basic dimensions of the health activity.
- *Better relationships help optimize activities* – Stronger relationships with the healthcare organization improve the likelihood that patients will engage in marketing activities. Simply put, promoting stronger patient relationships is an investment in more reliable healthcare marketing. When patients feel satisfied and confident that the healthcare organization knows them and does its best to provide them with the best health and wellness solutions, they will be willing to interact with the organization more often, increasing the overall patient lifetime value.
- *Patients are involved in their care* – Patients appreciate it more when they are involved with their provider while undergoing treatment. Also, they wish to be

²⁶ Saini, P., (2020), 4 Reasons Why Relationship-Building is Essential for Patient Retention, [https://webmedy.com > blog](https://webmedy.com/blog).

connected to other staff involved in their care plan. This involvement results in informed decision-making. When a healthcare provider tries to build a better relationship with patients, there are two benefits:

- ✓ First, the physician can better understand the individual medical history and treatment requirements of individual patients and can better understand their care options and needs while allowing them to make well-informed decisions.
- ✓ Second, better relationships improve an organization's chances of bringing patients into their healthcare decision-making process. The more an organization can understand the patient, the more it can provide individualized treatment, resources, and care plans. The stronger the relationship with the patient, the more likely these tailored resources and data will resonate and drive retention efforts.

3.2.1. Consumer Relationship Management In Healthcare

Consumer relationship management in healthcare (CRM) is a system that connects multiple sources of data (consumer and patient demographics, psychographic data, social, behavioral, clinical, financial, websites, contact center, accreditation provider, etc.) to provide a comprehensive overview of patient habits and activities. The primary goal of a healthcare customer relationship management system is to engage, acquire, and retain patients.²⁷

The goal of all healthcare providers is to provide the highest quality care to patients and consumers. Part of providing high-quality healthcare lies in establishing trusting relationships with care seekers and maintaining an organized patient information structure that is accessible to all involved in the delivery of healthcare services, while respecting medical information, security, and privacy regulations. Improving access to patient data effectively improves the quality of care and, subsequently, increases patient satisfaction.²⁸

- The use of customer relationship management in healthcare provides a unique opportunity to analyze and optimize the daily routine processes involved in service delivery.
- Healthcare customer relationship management allows for collection of important hospital dates, such as admissions, discharges, transfers, referrals, etc. By analyzing these data, certain measures can be taken to improve patient experiences. For example, some unnecessary steps between intakes and referrals can be eliminated, and automated activities among separate disciplines can be adjusted for maximum efficiency.

²⁷ Healthcare CRM: Definition, Benefits & Common Questions, (2022,) <https://www.mercuryhealthcare.com> ›

²⁸ Khabosha, M., (2017), CRM in Healthcare Organizations and How It Helps Hospitals, <https://www.cetrixcloudservices.com> › blog › crm-in-healt.

- Using customer relationship management in healthcare increases effective patient outreach and improves efficiency through automated multi-party workflows. Coordination is effectively improved allowing it to be cost-effective without compromising the quality of healthcare provided to patients.

Healthcare customer relationship management is a system that helps healthcare managers acquire, retain, and connect with patients and provide personalized service. This management is not only limited to the good reception of patients, but also to the medical suppliers, finance, and pharmaceutical departments of the health business. Healthcare customer relationship management integrates the clinical, financial and social details of the customer-consumer into a single integrated system.²⁹

3.2.2. Winning Consumers In Healthcare

Whether a new or established healthcare organization or institution, there is one concern all healthcare systems share: winning consumers – patients. Healthcare providers can not deliver quality care if they do not have patients to deliver it to. Therefore, every healthcare organization and institution needs a solid healthcare marketing strategy to help them communicate with consumers.³⁰

Healthcare organizations and institutions need to find ways to build trust and adapt the ways they reach consumers, that is, to attract, educate, and convince them to use their services:³¹

- Patients want to be shown that the healthcare organization or institution understands the ways it communicates with them. Communication begins between the patient and the doctor.
- Healthcare consumers need reassurance that a given healthcare experience will be safe—so much so that it affects their consumer behavior.
- Patients want to be able to opt-in to email or text communication for appointments, appointment reminders, and other simple communications that do not necessarily require a call.
- Healthcare organizations should increase their social media presence to be more engaging and interactive, responding directly to current and potential patients.

3.2.3. Managing Partnership Relations in Healthcare

In carrying out their business activities, today's companies cooperate with a large number of marketing partners. To be good at customer relationship management,

²⁹ What is the Importance of CRM in the Healthcare Industry, (2021), <https://www.apptivo.com> › w.

³⁰ Albertson, C.,(2019), The Guide to Winning with Healthcare Consumers, <https://www.patientbond.com> ›

³¹ Membrillo, A., (2020), 6 Ways to Reach Today's Healthcare Consumers, <https://www.cardinaldigitalmarketing.com> ›

companies should also be good at partner relationship management, working directly with each other, from inside and outside the company. This must be achieved in order to ensure mutual conquest and create greater value for buyers. The term **Partner Relationship Management (PRM)** is used to explain the business methodology and strategies used to control the functional relationships between an health organization and its partners.³²

- The nature of healthcare has traditionally made it unique in the marketplace, given that consumers generally have limited knowledge of what they purchase and are mostly detached from direct payment through third-party insurance. A partnership combines institutions that retain their individual identities and separate governance structures, and creates a larger decision-making entity for the partnership as a whole, according to an agreed-upon formula, with power shared in ways that may vary.
- The fundamental collaborative challenge in healthcare partnerships centers on mission alignment. It is entirely reasonable (and expected) that different organizations have different priorities and strategic visions. A common—and major—mistake is the assumption by one or more partners that they would be able to drive their missions across the partnership with the same focus and prioritization they had had before the partnership was formed. In reality, rather than seeking to drive individual institutional missions under an umbrella agreement, the partnership must strive to achieve an operational form of mission alignment. This means that respect for "mission differences" must be built strategically into the newly created conglomerate.

PART FOUR: ACHIEVING CONSUMER VALUE IN HEALTHCARE

4.1. DEFINITION OF CUSTOMER VALUE

Consumers play a critical role in the medical decision-making process, making choices that ultimately impact the value of care delivered on both individual and societal levels. Quality, cost, and coverage are inextricably linked and all must be addressed in order for a healthcare system that delivers quality and affordable healthcare for all to be achieved:³³

- Primary care has the potential to keep people healthier, improve patients' experiences with the healthcare system, and reduce overall spending. To maximize its possible benefits, the primary care system must be redesigned to facilitate care coordination, communication, access, cultural competency, and other qualities most highly valued by patients.

³² Wartman, A. S., (2016), Eight Strategies for Effective Partnerships in Healthcare, <https://www.aahcdc.org> › View.

³³ Sweeney, J., (2202), Consumers-Directed Policies – The Healthcare Imperative, <https://www.ncbi.nlm.nih.gov> ›

- Healthcare is increasingly recognized as a shared responsibility among individuals, employers, providers, insurers, and the government. Consumers are expected to view healthcare with a "value lens" when making decisions, but little has been done to supply them with meaningful, easy-to-understand information about the performance of the healthcare providers.
- One of the best ways to engage consumers to seek out value is to provide them with information about how well their healthcare providers deliver care. It is important to clearly define quality care; to provide cost and quality information together; ensure true differentiation among providers.

4.1.1. Creating Consumer Loyalty and Retention in Healthcare

Good health quality has to be the baseline of everything a healthcare organization does. If a patient receives negligent care that results in adverse patient safety events, he will not feel loyal to the practice. Perceptions of health quality leads the way in building patient loyalty. When there is high healthcare quality, and the healthcare provider is polite and respectful to the patient, both physician and patient loyalty increases.³⁴

- The patient's experience can be split into two areas:
 - ✓ Healthcare processes: patient access, appointment scheduling and availability, and financial experience;
 - ✓ People: good patient-provider communication, friendly staff, shared decision-making, and patient education.
- The first step to building a loyal patient base is to simplify patient acquisition. Online presence affects patient's access and loyalty.
- Having accurate, updated information available online helps patients make the decision to visit a particular healthcare provider. Patients should be able to get the whole picture of a healthcare organization right from their online searches.
- After an organization has drawn in a new patient, it wants to keep that patient coming back, even if it is not to the same facility.
- Once the patient has gotten in the door of the clinic or hospital, the best way to assure patient loyalty is to provide a good patient experience. Patients tend to prioritize good experience over anything else.
- Healthcare organizations focused on building patient loyalty should consider the patient's experience from the beginning to the end of the healthcare process:
 - ✓ Convenient care options;
 - ✓ Good patient-health provider communication;

³⁴ What Is Patient Loyalty, Does It Affect Healthcare Consumerism? (2021), [https://patientengagementhit.com > features > what-is-p](https://patientengagementhit.com/features/what-is-p).

- ✓ Friendly staff members;
- ✓ Patient-centered billing; and
- ✓ Price transparency.
- Healthcare organizations should focus on the health quality, patient safety, and good patient experience that define patient loyalty.

4.1.2. Increase in The Share of Consumers in Healthcare

Consumers take advantage of unprecedented access to information to become more diligent and informed about their health. The growing power of the patient as a discerning consumer is creating new global markets and informing new care models. Patients demand more sophisticated, convenient, transparent, affordable, and personalized service:³⁵

- Patients also welcome the flexibility technology brings to their care. Increasingly, they are willing to be monitored wirelessly for their conditions, and to consider receiving traditionally hospital-based medical treatments, such as chemotherapy, at home. Obtaining readings from devices like electrocardiograms, pacemakers or defibrillators, which generally requires an in-person visit, can now be done through a mobile phone and wirelessly sent to a physician.
- Patients take a greater interest in their care and are more willing to self-manage. They also want to be more empowered when it comes to their health. Leveraging available health information, new technology, and mobile health (health), the empowered consumer knows more, wants more, and is able to do more for themselves.

4.1.3. Creating Value for Consumers in Healthcare

Creating value executes normal, conscious, inspired, and even imaginative actions that increase the overall good and well-being, and the worth of and for ideas, goods, services, people or instructions including society, and all stakeholders (like employees, customers, partners, shareholders and society), and value waiting to happen:³⁶

- The worth of medical service must be better and higher than others, so that patients feel they get more than they paid. Thus, in a business sense, value is what is paid and what is gotten.
- The healthcare provider, has to consider administrators, doctors, patients, staff, and nurses, and, of course, the investor as customers. Without patients there would be no need for healthcare providers, administrators, or staff. Healthcare institutions must also understand what customer value is; customer

³⁵ The empowered consumer: Emerging trends: Healthcare – PwC, (2022), <https://www.pwc.com › new->

³⁶ Mahajan, G., (2021), Will Customer Value Creation improve healthcare?, <https://customerthink.com ›>

value is not just the worth of the service (what patient get and how many they pay).

- Caring of patients, making them feel wanted, cared for and important is the key to success.
- The best doctors are good in communication and even better listeners. The top doctors are well-organized, know the customer, and are conscientious. They make customers feel cared for. Such doctors are aware (and curious). The principles of person-centered care are:
 - ✓ Treating people with dignity, compassion, and respect;
 - ✓ Providing coordinated care, support, and treatment;
 - ✓ Offering personalized care, support, and treatment.

4.1.4. Sustainable Marketing In Healthcare

Sustainability trends bring changes for just about every industry, including the healthcare sector, i.e., more efficient buildings, better use of resources, streamlined diagnostic, and treatment methodologies. Sustainability efforts in healthcare are broken into three categories:³⁷

- Fighting preventable diseases;
- Improving product transparency, so consumers can make more informed choices about personal health products; and
- Reducing environmental impact by reducing the use of plastic, using more recycled materials in packaging, and powering operations with renewable electricity.

Healthcare is a major concern both on individual and community level, which makes the proper functioning of the system of providing healthcare services to be an essential pillar for the proper functioning of society itself. This fact gives the healthcare system crucial importance in the context of the society's sustainable development, becoming a priority for all constituents that are but a part of the system's infrastructure, at both national and international levels, as a healthy population is considered an essential contributor for the sustainable development of a country:³⁸

- Understanding healthcare systems through a sustainable development approach can open up consistent directions on how marketing can contribute to achieving the goals of a sustainable healthcare system in general and of sustainable healthcare organizations in particular. The role of marketing in the development of sustainable healthcare means providing benefits that can lead to a modern health ecosystem.

³⁷ Miller, M., (2022), Why sustainability is at the heart of J&J Consumer Health: "It's the right thing to do", <https://advertising.amazon.com> >

³⁸ Popa, L. A., (2022), Exploring Marketing Insights for Healthcare: Trends and Perspectives Based on Literature Investigation, <https://www.mdpi.com> > htm.

- The market on which the organizations in the field of healthcare services operate has multiple and specific particularities, outlined by the specificity and particularities of the provider–client relations, whose content differs essentially in relation to any other service.
- There are difficulties in accurately determining the demand as well as differentiated access to information for the participants, the mechanism that regulates the price and tariff rule, and the intervention of the third payer. The main role of the by-law is to ensure equitable access to basic services for the population and last but not least, to ensure ethical and moral aspects be included in the provision of the health services.
- The field of healthcare services is characterized by a high degree of complexity and interdisciplinarity in many respects, thus becoming a separate field with specific characteristics, a sensitive area where several categories of interests intersect, including economic and social. A special feature of the humanitarian nature of healthcare services is that the patient's satisfaction is important not only to support the profitability or survival of the hospital, but also to increase the efficiency, effectiveness, and benefits of treatment.
- Aspects such as well-being, happiness, or quality of life are directly related to health status and it gives additional significance to research in the field, including through the lens of the interdisciplinary and sustainable approach.
- The increase in the importance of healthcare marketing is directly proportional to the increase in the importance of this sector of activity for the economy and society in general, and this is also in line with the increase in healthcare marketing research.
- The specific aspect of marketing affects the strengthening of patient compliance and improving the healthcare and well-being of target customers.
- Value-centered marketing opens up new dimensions of approaching from the perspective of emerging technologies and analytics by proposing three key dimensions of defining value: consumer preferences based on what they consider to be important to them, precision in addressing consumer healthcare, and a consumer-oriented process. Essential influences for the process of creating and co-creating value in healthcare services come from the area of digital technologies, data analysis, and big data and blockchain.
- Marketing made its presence needed in the field of health services in recent years, so, today, it plays an important and universal role in organizations operating in this field.

4.1.5. Marketing In Health As A Whole

Nowadays, consumers expect integration of healthcare, wellness, and lifestyle as they seek a more holistic view of wellbeing. For the ones in healthcare, wellness, and

lifestyle marketing, this shift has implications that extend far beyond individual messages, tactics, or channels. For marketing to succeed in this integrated view of health, wellness, and lifestyle, it demands rising and crafting nuanced strategies that appeal to and resonate with multi-faceted individuals. Lines between health, wellness, and lifestyle are fading. There is a greater understanding that they all work together in service to personal wellbeing. The focus on overall personal wellbeing poses a new dimension to health, wellness, and lifestyle brands and their marketers. The interactions they have with their consumers are no longer confined to traditional norms. It requires a deeper understanding of the consumer and their health.³⁹

The marketing of healthcare services at the macro- and microeconomic level is interdisciplinary because, both at conceptual and operational level, it uses a series of concepts, methods and techniques appropriate to marketing of services and social marketing.⁴⁰

- The marketing at the macroeconomic level, or macromarketing, implies application of the marketing at the level of the national economy as a social process which manages an economic flow of goods and services, from producers to consumers, in a manner which combines, in an efficient way, the offer and demand, and which fulfills the society's objectives. Macromarketing is but the application of marketing at the level of society, i.e., the entire national economy, through its specific forms of organization and orientation of economic activity.
- Micromarketing deals with the distinct activity of each organization within its confrontation with the market and economic and social environment. In the healthcare services domain, the role of the marketing is more important due to the influence of the state over the availability, accessibility, and cost of healthcare services.
- Micromarketing is the marketing applied by the organizations to their functioning within the economy. Micromarketing activities aim to fulfill the objectives of the organization by anticipating the needs of the buyers or customers and managing the flow of goods and services to satisfy the needs from the producer to the buyer or customer.
- The microeconomic dimension of the marketing is managerial. It refers to the decisions and actions of the organization referring to what it does and what it has to do in order to guide its current activity for touching some pre-established targets.
- Marketing in healthcare through the concepts, methods, and techniques it uses, adapted to the content and the characteristics of the services of public

³⁹ Kadlic, J., (2020), Health, Wellness, and Lifestyle Marketing for 2020 and Beyond <https://parallepath.com> › blog.

⁴⁰ Radulescu, V., (2022), Planning the Marketing Activity in the Health Care Services, <https://www.researchgate.net> ›

healthcare or which are linked by the person's medicine, is a specialized, self-contained activity with a strong social and economic orientation. The decisions taken at the central level are operated, at the microeconomic level, by the organizations which supply services of healthcare to the population.

CONCLUSION

To be effective and efficient, health care should be organized around segments of patients with a shared set of health needs, such as “people with knee pain” or “elderly people with multiple chronic conditions.” Organizing care in this way allows clinical teams to anticipate consistent patient needs and provide frequently needed services efficiently, doing common things well. The efficiency afforded by structuring care around patient segments frees clinicians from scrambling to coordinate services that are needed routinely. The added bandwidth allows them to personalize services for individual patients who may have somewhat different needs.

Starting by identifying the common needs of a patient segment enables teams to design and deliver care that provides a comprehensive solution for patients or families. When the goal of care shifts from treating to solving patients’ needs, care teams can both address the clinical needs of patients and begin to address the nonclinical needs that, when left unmet, undermine patients’ health. For example, a clinic for patients with migraine headaches might provide not only drug therapy but also psychological counseling, physical therapy, and relaxation training. Similarly, a clinic for patients with cancer might include transportation assistance as a service for those who have difficulty getting to their regular chemotherapy appointments. Broadening and integrating the services provided to patients achieves better outcomes by identifying and addressing gaps or obstacles that undermine patients’ health results.

Implementing multifaceted solutions requires a dedicated team drawn from an array of disciplines, many of which are not typically viewed as medical. An effective team integrates services, reducing or even eliminating the need for coordinators. Team members are often co-located, enabling frequent informal communication that supplements the formal channels of communication to ensure effective and efficient care. What is critical is thinking together to improve and personalize care and learning together so health outcomes improve with experience. The team structure can also expand across locations, extending state-of-the-art knowledge to remote clinicians and enabling world-class care to be delivered locally rather than requiring patients to travel.

Measuring health outcomes also provides the data needed to improve care and efficiency. Although caregivers are burdened with reporting reams of information, they rarely consistently track the health outcomes that matter most to patients and thus to themselves as clinicians. Cost and health outcomes data also enable condition-based bundled payment models, empowering teams of caregivers to reclaim professional autonomy and practice clinical judgment—two integral elements of professional satisfaction and powerful antidotes to the affliction of burnout.

Measuring health outcomes is not as complex as it is often perceived to be. Routine clinical practice does not dictate, nor can it support, the voluminous health outcome measure sets used in clinical research. Instead, clinicians need to focus on measuring the outcomes that define health for their patients. Those outcomes cluster by patient segment—the outcomes that

matter most to patients with congestive heart failure are strikingly consistent while also markedly different from the outcomes that matter most to women who are pregnant. Within any given patient segment, though, patients define *health* in terms of capability, comfort, and calm, as described above, and these dimensions can be usually captured in 3 to 5 measures.

Moving to a system of value-based health care requires that physicians and physicians-in-training learn to think differently about their role within the larger care team, about what constitutes an effective care solution, and about the importance of measuring the health outcomes that matter most to patients. That learning should begin during medical school.

IV USE OF THE SCIENTIFIC AND PRACTICAL RESULTS

Returns:

1. Proposal for successful management of marketing in health care and in separate health organizations.
2. A model of a system of measures and activities is proposed for the successful implementation of marketing in health organizations, both at the level of organizations and at the level of the health system.
3. Proposed activities for using marketing as a tool and business policy of health organizations and the health care system.
4. Proposal for the improvement of separate instruments of marketing in health organizations, and among manufacturers of medical services and products.
5. Developed measures to improve the use of marketing as a business function of the operation of health entities.
6. Proposed and devised activities for the promotion of the business activities of healthcare organizations with the application of marketing in healthcare.
7. The methods for implementing the policy for the application of marketing in healthcare have been researched and empirically proven.
8. Research was conducted to improve coordination and cooperation between the individual sectors in health care and health organizations.

For constant monitoring of the creation of marketing policies in the operation of health organizations, the data published as information about the functioning of marketing as a philosophy of operation should be studied.

LIST OF PUBLICATIONS RELATED TO THE DISSERTATION

1. Value marketing and consumer engagement in healthcare

2. Developing a consumer-driven healthcare marketing strategy

3. Marketing management orientation in healthcare

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DECLARATION OF ORIGINALITY AND TRUST

((according to Art. 27, paragraph 2 of the ZP of ZRASRB))

By **Angelco Andonovski, MSc**, self-study PhD student at the Finance Department of Higher School of Insurance and Finance (BCYΦ) - Sofia.

I declare that the dissertation presented by me on the topic, “**Creating financial value through marketing management and engagement of users of healthcare services in healthcare organizations**”, for awarding the educational and scientific diploma "Doctor" is an original paper and contains results obtained from my research, with the support and help of my supervisor.

I declare that the results obtained, described and / or published by other scientists are properly cited in the bibliography, subject to copyright requirements.

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