

## **The identification of the network perspective in the Polish health care service based on the strategic management**

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### **Abstract**

Today issues of strategic management are key aspects for the operation of both commercial and public organizations. Health care service organizations as representatives of the public sector sphere are faced also with the need to implement solutions allowing to increase the effectiveness of performance its objectives.

One of the possible solutions in this regard is the creation of networks, namely the establishment of cooperation between the organizations. Such cooperation may involve various aspects based on different principles.

**Keywords:** health care service, network, strategic management

### **Introduction**

The dynamics and complexity of transformations of conditioning of the conducting business activities in the last twenty/thirty years, have been reflected in the concepts of management. In addition, it should be emphasised that the sources of the pace and character of changes should primarily be sought in the context of mutually conjugated metamorphoses of the social and technological context of the reality.<sup>1</sup> The development of technology, particularly ICT tools, causes the development of new human needs, as well as deepens them (often in the area of performing specific social roles).<sup>2</sup> And they consequently cause the next stage of technological development.<sup>3</sup>

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<sup>1</sup> B. Wyżnikiewicz: *The Knowledge Economy – How Far Can Poland Go?* In: *Creating Knowledge-based Economy. Infrastructure. Organizations. Individuals*. Ed. W. Gasparski i J. Dąbrowski. Publishing House of Leon Koźmiński Academy of Entrepreneurship and Management, Warszawa 2003, p. 117.

<sup>2</sup> A. Małyś-Kaleta: *Strategia konsumenta XXI wieku*. In: *Konsument -Przedsiębiorstwo-Przestrzeń*. Ed. Z. Kędzior, J. Pyka, U. Zagóra-Jonszta, K. Znaniecka, T. Żabińska. Akademia Ekonomiczna w Katowicach, Centrum Badań i Ekspertyz, Katowice 2004, Vol. 1, p. 238,239.

<sup>3</sup> M. Castells: *Spoleczeństwo wiedzy*. Wydawnictwo Naukowe PWN, Warszawa 2008, p. 71.

Even though, the leaders in the implementation and creation of new technological solutions and in meeting the needs of society are the operators acting on the commercial basis, it is impossible not to notice that the spread of, and hence the wide acceptance of the benefits of progress produces the need to use them in all kinds of other areas of social activity. Along with time, it became clear, that the benefits of this development must also come to the widely understood public sphere. The public service/local government, as well as the common, or higher education and the health care system face the challenge of implementation of modern management solutions.

The purpose of this paper is the attempt to answer the question of how network approach should be considered in the health care system. This is one of the most popular concepts in the field of management, representing a contemporary description of the functioning in turbulent and heterogeneous environment. To achieve this specific project based on a critical analysis of literature, firstly, it is necessary to adopt the analysis of a stated problem of approach the level of organization which is characteristic of management. This perspective in the context of recalled socio-technological development itself is a part of the conceptual clearly a new paradigm of strategic management.

### **The strategic management vs. the public management: premises of coming into existence of the network in the health care system in Poland**

A key problem in the contemporary approach to establishing the strategy and its implementation, is the impossibility of the prediction of future states of the environment. The turbulence of surroundings causes that arrangements of the prediction even on the basis of broad and deep knowledge, are not considered as certain and unconditional. They are regarded only as possible guidelines for the enterprise.<sup>4</sup>

Since the strategy is understood not only as a description of what the company intends to achieve and how, but also what it actually does, it must answer some key questions. These questions are related to which variants (of mentioned strategy) are the ones that will succeed in the realization and in what conditions, or where it differs from the previously executed.<sup>5</sup> From a point of view of the led competitive rivalry, of particular importance is the answer to the question of what should be done differently than so far,<sup>6</sup> to lead the company to a situation in which there is a real chance to seize the opportunity. The modern understanding of the role of prediction as a way to recognize the conditions of coexistence of the company and its environment at many levels of reference<sup>7</sup> is helpful in this process. This coexistence has in turn, its important impact on creating

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<sup>4</sup> M. Moszkowicz: *Zarządzanie strategiczne – system założeń*. „Przegląd Organizacji” 2003, nr 2, p. 10.

<sup>5</sup> L. Fahey: *How Corporation Learn from Scenarios*. „Strategy & Leadership” 2003, Vol. 31(2), p. 5.

<sup>6</sup> G. Hamel, C.K. Prahalad: *Strategic Intent*. „Harvard Business Review” 1989, May-June, p. 63.

<sup>7</sup> R. Sanchez, A. Heene: *The New Strategic Management – Organization. Competition and Competence*. John Wiley & Sons Inc. 2004, p. 47.

and maintaining relationships between entities, which becomes in this case, the foundation of a network approach. Only the coexistence/cooperation of various operators in different areas related to each other, allows to mature and understand the relatively broad context for strategy formulation. Linking these segments of environments, simultaneously causes that the attempt to seize the emerging opportunities in one area will result in the change of current strategy for the entire cooperating system to which also single operators are submitting.

To able to complete the main demands of the new paradigm of the strategic management it is necessary to draw attention of cooperating entities to several issues. Firstly, they have to of course pay closer attention to identifying and meeting the final needs of users. They also should provide an appropriate quality level of offered products/services. Secondly, the operators cooperating in such a system will need to have complementary to a large extent, knowledge resources. The situation described through the membership of certain knowledge resources to the various operators will be translated into relationships between organizations and determine their position towards to other participants in the network. Thirdly, it is possible to assume that aiming at the effectiveness of the cooperation will be likely to support the flexibilisation of the formal frameworks of cooperation<sup>8</sup> that are already adopted by the enterprises.

The increasing popularity of the issue of the public organizations functioning, led to the relative distinguishing of so-called public management as a part of the traditionally understood management. The basis for this division is being sought in the process of administration traditionally implemented in these organizations in the legal frameworks imposed by the legislature in order to implement tasks in wider social policy of the state.<sup>9</sup>

In contemporary times however, in the face of the development of the social awareness, the needs of the society and the necessity to rise the effectiveness of activities of these organizations (the degree of achievement of intended objectives) including the better in this respect, public funds distribution, system of the completion of the social policy is being modified in terms of implementation management solutions with commercial organizations.<sup>10</sup>

Yet, it must be emphasised that in it, is still maintained the superior role of the Civil Service of upper level to the specific public organizations which reflects the hierarchy of the system. An example of such an approach may be the introduction of management control in the public finance sector in Poland. It is aimed at improving the effectiveness of realization of the objectives resulting

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<sup>8</sup> I. Świątek-Barylska: *Zarządzanie poprzez wartości – szansa czy konieczność dla współczesnej organizacji?*, In: *Koncepcje i narzędzia zarządzania strategicznego*, Ed. M. Romanowska i P. Wachowiak. Szkoła Główna Handlowa, Warszawa 2006, p. 28, 29.

<sup>9</sup> A. Frąckiewicz-Wronka: *Identyfikacja wylaniających się kierunków badań w obszarze zarządzania publicznego*. „Przegląd Organizacji” 2010, nr 9, p. 27.

<sup>10</sup> M. Bratnicki, A. Frąckiewicz-Wronka: *W poszukiwaniu tożsamości zarządzania publicznego*. “Prace Naukowe Akademii Ekonomicznej we Wrocławiu” 2006, nr 1141, p.63.

from the organization's mission through their implementation in accordance with the law in the cost-effective and timely manner<sup>11</sup> and enter the business of unit in the budgeting system.

The question arises then, whether the developed system of the execution of state tasks, in the sphere of the social policy is a premise for the creation of the network in the public sector. Taking into consideration the fact that the entire system serves, in fact, the execution of the states' tasks towards the citizens, it is difficult to say that these solutions are a construct of a network approach. It is possible however, to deny that the specific solutions may serve the development of network structures in the given area of reality.

To understand the essence of a network approach, one should return to the field of strategic management. In contrast to the presented above understanding of public management the basic form of co-existence of entities ( one should at the moment, leave aside the issue related to the conduct of competitive struggle) is the cooperation established on the basis of voluntary agreement, rather than imposed regulations. These regulations may, however, (especially in the context of the public sector) enable the establishment of cooperation with other entities of public or commercial benefit, to more effectively achieve the objectives of the unit (however leaving the parties the free choice in this area).

The diversity of this epistemological approach in relation to the recognition of system of social policy is thus expressed in term of analysis. Here the reference point is the operator and what relationship it sets voluntarily with other partners in order to improve the efficiency of the business. It (the point of reference) is not the system of formal and legal relationships between the levels of government, or between specific units of that administration, expressing to a certain extent the structure of the problems of social policy with which the state must deal. Paradoxically, therefore, the paradigm shift of the strategic management, of which generating the heterogeneous value for the different entities through their cooperation has become a main component, and simultaneously (on the other hand) putting requirements to public organizations, basically of the commercial business (especially in the context of the effectiveness of the objectives' achievement) leads to a blurring, in large measure, on the level of the individual subject, differences between them. Premises to establish the cooperation between the two groups of entities will be then consistent (an aspiration to the accomplishment of benefit will be them) , but of course, these organisations will function in the specific conditions of their surroundings.

These assumptions also indicate that priority should be given to distinguish contemporary public management as a discipline from the borderline of management and economics, stating the

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<sup>11</sup> K. Puchacz: *Nowe standardy kontroli zarządczej w jednostkach sektora finansów publicznych*. Ośrodek Doradztwa i Doskonalenia Kadr Sp. z o.o., Gdańsk 2010, p. 9.

system of the execution of tasks of the social policy by the state from the management of public organization, which is probably, like never before included into the area of traditionally understood management of the organization, along with all the implications in the scope of implementing the mission and objectives of the organization. It should be noted that in literature of the subject, there are also views stressing the essence of public management issues in the perspective of the functioning of the individual public organizations, so for the essence of isolating the group of entities places their goals as a consequence of the conditions of their surroundings.

In this approach, public management is extracted from the generally understood management by separating the context of conditioning of environment among commercial organizations, motivated mainly by market principles, and public organizations which are based on the dependencies of the legal-administrative character. However taking into consideration that also in this case concerns to preserve the rationality of decision making and action, it is necessary to recognize that in this case the public management will be the concept inferior to the management.

If at the same time it is assumed that rationality is not only identical to compliance with legal regulations, but also with the degree of implementation of tasks in the public sphere of the unit, it is not possible to resist the impression that the strategic dimension of management is the component that connects the functioning of commercial and public entities. The consequence of this observation is thus the prospect of cooperation with other entities to ensure the effectiveness of activity as the basis for a new paradigm of strategic management.

In the literature on the subject it is assumed that the network concept describes a number of phenomena relevant to the modern economy and at the forefront is, among the others, the question of the level of industrialization of cooperation between the operators, independently of whether it refers to companies or to individuals.<sup>12</sup>

The ontology of the networks in the context of industrialization of the cooperation is often represented by two variables : the degree of structure of the relationship (formalization) and the method of integration (vertical or horizontal). This leads to the distinction of well-known form of Inter-Organizational cooperation, among which introcorporational networks, franchises, searchingly-developmental consortia, strategic alliances, trade associations and clusters can be distinguished.<sup>13</sup>

It is possible to meet with the approach stressing by distinguishing forms of network in terms of the nature of the measures to be implemented within the framework of cooperation. Integrated networks, federalized, contractual or direct relationships can be distinguished in this

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<sup>12</sup> M. Sak-Skowron: *Sieci, sieci medyczne i efekty sieciowe w służbie zdrowia*. „Master of Business Administration” 2009, nr 3, p. 12.

<sup>13</sup> A.C. Inkpen, E.W.K. Tang: *Social capital, Networks and Knowledge Transfer*. „Academy of Management Review” 2005, Vol. 30(1), p. 146.

case.<sup>14</sup> However, one should be aware, that whatever is the basis for distinguishing the forms of networks there always be three threads that intertwined with each other. Behavioural (pattern of social relations defined by positions and group and organizational membership of individuals); strategic (intentional linking of the organizations to achieve a common goal) and adaptive (putting on flexibility as a response to the unstable conditions).<sup>15</sup>

On the basis of a strategic approach that lies at the centre of this work, an interesting problem is becoming the question of the nature of common purpose and cooperation relations binding entities.

The goal itself, though called a common one, does not necessarily mean the same for all the parties of the network. One must be aware of fact that the common purpose can be expressed in achieving by the network participants expected benefits (perhaps of a different nature).

The nature of the relationship between the network members, in turn, significantly affect the field of the analysis undertaken in this work. On the basis of strategic management, network should be distinguished as a system of cooperating entities. Therefore all the intra-corporational systems should be rejected – they are not based on a voluntary accession to the network, but of course they may show many of the features of inter-organizational networks.

Defined in this way horizon of thought results in emphasizing that the relationship between the entities may be permanent or short-term. The problem of the short time horizon of the existence of the network and often a low level of formalization (based mainly on the implementation of specific common current intentions)<sup>16</sup> is closely related to the issue of using IT tools in the implementation of tasks in the system of cooperation.<sup>17</sup> Both of these premises lead to the distinctions among the networks inter-organizational virtual structures. They may be considered in isolation, but as pointed out by business practice they too often go hand in hand.

The reflection of social policy in the sphere of public health is the health care system. In the context of its proper functioning, especially at certain levels it becomes increasingly important issues of the subjective dimension.<sup>18</sup>

In the health care sector in accordance with Polish regulations, there can be mentioned primarily two main types of medical providers : public and private health care institutions (so-

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<sup>14</sup> A. Sokołowska: *Organizacja sieciowa – cechy, przestrzeń gospodarcza, problemy metodologii badań*. In: *Metody i modele zarządzania informacją i wiedzą*, Ed. V. Galant, K. Perechuda. "Prace Naukowe Akademii Ekonomicznej we Wrocławiu" 2005, nr 1086, p. 246.

<sup>15</sup> M. Van Alostene: *The State of Network Organization: a Survey in Three Frameworks*. „Journal of Organizational Computing” 1997, Vol. 7(3), p. 83.

<sup>16</sup> D. Walters, J. Buchanan: *The New Economy, New Opportunities and New Structures*. „Management Decision” 2001, Vol. 39(10), p. 818.

<sup>17</sup> G. Symon: *Information and Communication Technologies and Network Organization: a Critical Analysis*. „Journal of Occupational and Organizational Psychology” 2000, Vol. 73(4), p. 389.

<sup>18</sup> A. Frączkiewicz-Wronka, H. Saryusz-Wolska: *Ochrona zdrowia w działaniach samorządu terytorialnego*. In: *Zarządzanie publiczne w lokalnej polityce społecznej*. Ed. A. Frączkiewicz-Wronka. Wyższa Szkoła Pedagogiczna Towarzystwa Wiedzy Powszechnej w Warszawie, Warszawa 2007, p. 144-145.

called ZOZ-y)<sup>19</sup> -the purpose of this division was as originally intended by the legislator allowing the flow of public funds to the private sector and competition for these funds by public and private entities.<sup>20</sup>

Bearing in mind that the law also governs the conditions for realization of provision of health care services, and obtaining funds for these purposes and also the principles of creation and functioning of health care institutions, the question arises to what extent they can make network connections.

It seems that from this point of view it will be difficult for these entities to create relationships based on short-time horizon. Requirements placed on them when applying for public funds for the provision of health care services, prefer to have a formal potential for their implementation. However, if it is assumed that these plants also carry health care services on the basis of purely market, in terms of their benefits, various solutions placing the cooperation between the entities (even those with limited time horizon) are here possible to apply.

Another issue that needs to be addressed at this point is the problem of the people cooperating with the plant on the basis of the so-called self-employment (this issue may relate, for instance, to support staff). Under the legal account, they are separate entities and from this point of view it would be necessary to state, that one is dealing with the relationship network. Although, they will be specific, since, as a rule it is the plant as a client will have a privileged position in relation to the contractor (especially if they are individual people). At the same time, in that entity the essence of that networking will be very strongly linked to the social sphere and mainly it (the sphere) will decide the success of this solution in terms of level of realization of the objectives.

### **Network structure and the implementation of health care services**

Trying to deal with the issue of practice network approach in the implementation of medical services it one should consider the adoption of a perspective for examining the structure of healthcare structure. The classic approach to the structure according to the functional approach (and also linear) in the context of the new paradigm of management and it main tenets talking about creating value for stakeholders seems to be inadequate and increasing difficulties in explaining what networking is.

That is why one, to do this, is using other approaches better enrolling in contemporary conditions. One of them is a process approach that focuses on the realization of a sequence of

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<sup>19</sup> M. Sanecki: *Miejsce i rola zakładów opieki zdrowotnej w systemie ochrony zdrowia w Polsce*, In: *Nowoczesne zarządzanie w opiece zdrowotnej. Warunki systemowe zarządzania opieką zdrowotną*. Ed. Michał Trocki. Instytut Przedsiębiorczości i Samorządności, Warszawa 2002, p. 33.

<sup>20</sup> B. Owcorz-Cydzik: *Organizacja systemu ochrony zdrowia w Polsce w latach 1990-2005 – zasady kształtowania rynku świadczeń w systemie publicznym*. Ed. A. Frączkiewicz-Wronka. Prace Naukowe AE Katowice, Katowice 2005, p. 214.

activities in the enterprise. It causes not only an opportunity to refer to the problem of value, but also gives the opportunity to show a specific structure based on processes.<sup>21</sup>

The basic assumption of the process structure consists in the finding that the processes (that is, an orderly sequence of actions aiming to achieve specific intentions) are the basis for the value for the final customer of result of this sequence. Analysing the task in the unit in the respect of view, allows for separation of activities forming the specified value, and also consider to what extent they contribute its final shape. The consequence of this approach is the fact that these processes extend across functional separation of the entity.

One can meet in the literature with the view that the general processes in organizations creates their network. This statement does not seem correct. For the analysis of processes in a single entity, more appropriate seems the use of the concept largely coincident with the value chain. This assumption says that the basic processes involved in creating value and auxiliary processes, that is, allowing the first proper course, although they do not contribute in a direct way to create this value. In this way in a single entity one deals, in fact, with the system of processes. This system of processes in the health care facility may consist, for example, in implementation of a basic process performed by the sequence of actions by the patient service: diagnosis-treatment-condition's control. While as the auxiliary processes may serve for instance the sequences of actions such as the maintenance of order in ZOZ, financial settlements, or personal management.

While on the basis of the fundamental assumptions for strategic assumptions that the network is formed by the cooperating entities, it will be mentioned if for example one of the elements of this sequence of actions aiming to create value will be realized by another entity (i.e. treatment may be associated with execution of the operation, which will be performed by another entity). In this situation, undertake the cooperation will result in intersection of different system, processes, and thus there is also the network (so it will be the specific system processes).

Of course, the implementation of tasks by the network partner need not to be restricted only for the implementation of the basic processes. Very often in this manner secondary processes to be carried out, are passed (especially those related to traditionally understood administrative functions).<sup>22</sup>

Introducing the realization of some tasks from the direct responsibility of the operator is closely associated with the use of outsourcing. Although this is a concept that is based on the resourceful approach – a key premise in this case is to obtain a partner who can do something better

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<sup>21</sup> M. Durlik: *Zarządzanie w służbie zdrowia. Organizacja procesowa i zarządzanie wiedzą*, Placet, Warszawa 2008, p. 36.

<sup>22</sup> Ch. E. Johnson, Ch.H. Lemak, A. G. Hall, J. S. Harman, J. Zhang, R. P. Duncan: *Outsourcing Administrative Functions: Service Organization Demonstrations and Florida Medicaid PCCM Program Costs*. „Journal Health Care Finance” 2010, Vol. 37(1), p. 1.



than the employer, due to his possession of more appropriate resources (whether human or material or experience/knowledge), then on the basis of the strategic establishment of such relations is of course starting cooperation within the network. Both sides realize that cooperation with certain benefits.

In regard to the implementation of medical services, a key issue is to determine the perspective of the value created in the basic processes. From the perspective of the social expectations of this sector, the beneficiary of the generated value contained in the service should be the patient. However, this poses the problem of standardization of core processes and individual activities within them. What is worse, if the patient is supported in the framework of universal health insurance, this problem becomes a matter of the national health system. At the level of individual health care facility it may be presumed that the basic patient care procedures will not necessarily generate the highest value. This is a consequence of functioning within the health care system, which in turn is associated with the entire system of the implementation of the social policy by the state (these systems create a context of plant functioning and circumstances of the implementation of these processes, especially in the financial aspects). It is possible here, to talk about the highest value of the data created in the specific environmental conditions.

Another issue related to the functioning of the network in the health care system is the computerization of the undertaken activities. It is certain that the use of the IT tools in this sector also allows reduction of operating costs.<sup>23</sup> But especially in the context of the presented solutions it is important that such an approach allows to improve the level of patient care. For instance, in case of a specific need it is possible to perform even an surgery using specialized robots controlled by computer system operated by a doctor who may be in a completely different place. Although this solution is not widely used (yet) however, indicates the intentions to make progress.

In the future, even in the medical services sector it will be possible to create the classic virtual organizations (tied for the implementation of specific plans, that is about short-term horizon of existence – for example, to complete the surgical procedure using for this purpose, first of all, IT tools, along with other high-tech devices). Some solutions of this type in the specified range are also used in Poland.

An example is the Medical Centre of Enel-Med which in 2003 through a combination of cooperating medical centres with high-speed transmission connection introduced to their offer teleradiology. This solution results in the lack of the need to employ a radiologist in each unit, and

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<sup>23</sup> B. Hochstadt, D. Key: *Health Care IT: Supporting Cost Efficiencies in Tough Times*. „Benefits Quarterly” 2009, Fourth Quarter, p. 7.

descriptions of X-rays of MRI or CT scan for electronically submitted images, are taken continuously, 24 hours a day, 7 day a week.<sup>24</sup>

Today, the issue of computerization in the health care system at the individual level in the context of patient care is mainly linked to two aspects. First of all, the diagnosis implemented by telecommunications solutions (development of the so-called telediagnosis). Secondly, the computerization is progressing as well in terms of conducting patient records. This issue, especially in technologically advanced countries, where some solutions are already at an advanced stage of development or even the implementation at the level higher than the health care facility, begin to arouse public controversy. They are related, primarily, to the fact that the main postulate of development in this area, is to create a central system with the data about the patient. This allows, of course, on one the hand to access them by their physicians in a given situation, regardless of place of treatment (which undoubtedly is very helpful in diagnosing patient and determining the way of treatment). But assuming, the information is to be used also by other public services, and even by private insurers.<sup>25</sup> Perhaps in this situation, it should be said that it is intended to lead to the creation not so much a virtual organization as a virtual public-private system. This is a problem with socially sensitive issues, especially in terms of data protection,<sup>26</sup> therefore so far-reaching solutions will probably be implemented in the longer term, although in terms of existing technology, as well as some of the proposed legal and organizational solutions, could be quickly implemented.

In addition to running the documentation of the patient, as indicated already in use solutions in other countries, especially in the United States, the system is also used for other tasks. In addition to issues such as those related to payments by computer system, patients may also ask for prescription and possibly to transfer it through the system directly to the pharmacy located in the unit. Importantly, they may also consult with the doctor through this system in insignificant matters related to health (there are standards to respond in due time).

So the tendency is visible for the virtualization specific activities / processes in the sphere of realization of value of the patient.<sup>27</sup> This is an important statement, because on the basis of computer science network systems are analysed as the architecture of the links in the information system, offering certain features to its users. However, on the basis of the strategic management of virtualization of these processes in terms of the network, one will be able to say in case, when they will be implemented by various entities. It is possible the situation, when the initial diagnosis of the

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<sup>24</sup>Enel-Med Centrum Medyczne, [www.enel.pl](http://www.enel.pl) (10 May 2012).

<sup>25</sup> M.C. Christensen, D. Remler: *Information and Communications Technology in U.S. Health Care: Why Is Adoption So Slow and Is so Slower Better?*. „Journal of Health Politics, Policy and Law” 2009, Vol. 34(6), s. 1012.

<sup>26</sup> A. K. Dinh: *Privacy and Security of Social Media In Health Care*. “Journal of Health Care Compliance” 2011, January-February, p. 45.

<sup>27</sup> G. DeTora, N. Linkon: *The New Age of Healthcare Communications*. „MHS” 2009, Fall, p. 23.

patient's condition will be conducted by Internet portal specialized in this field and cooperating with the unit in which the patient is treated.

### **Summary**

The adopted perspective of problem analysis of a network approach on the basis of strategic management is justified primarily on one essential fact. Conditions for functioning of commercial and public organizations, in modern times, are characterised by high variability, and this is a key problem of contemporary strategic management. Although in both cases it is directly generated mainly by other factors (in the first case it is the market competitive struggle, in the second primarily political and legal conditions) then, the fundamental source of this variability are the transformations of social and technological context.

In a consequence, requirements for the effectiveness of their tasks are posed to public organizations, which results in its use of the tools and solutions acquired from the management of commercial organizations. It causes that the issue of strategic management becomes both, in the commercial and public sector a major challenge.

This trend is also present in the health care system in Poland. Analysing the conditions of activity of health care facilities it can be clearly seen that they are condemned to compete to each other in the context of existing legislation for public funding for medical services. At the same time private health care facilities implement an organizational and legal solutions typical for commercial enterprises (such as networking, franchise, or getting in the stock market, an example can be Swissmed Health Care Centre SA, or EMC Medical Institute SA.

Looking in the perspective, an intriguing problem is the question of the actions taken by public health care. While it still can be assumed that to some extent certainly they will participate in the process of computerization which will directly affect the image of the links between providers of medical services, and between them and the patients, it is not clear how in the future they will be responsible for the processes of changes organizational and legal forms of private health care facilities and their possible consolidation in the market.

In this context, it is important to decide whether it will pursue to create a network of public and private facilities, and whether the networks will focus exclusively on providing medical services, or possibly it comes to attachment to the value offered to customers with service / support products (from other sectors).

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