

TITULO: Evaluación del impacto de la cuádruple meta como estrategia gerencial en la clínica Iberoamérica.

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RESUMEN

En el presente trabajo se describe la cuádruple meta como una estrategia gerencial para lograr mejorar los indicadores de la clínica Iberoamérica de la ciudad de Barranquilla, entre los meses de enero a octubre del 2021. Dichos indicadores son: resultados en salud, experiencia en la atención, satisfacción de nuestros equipos y sostenibilidad financiera. Estos indicadores fueron analizados estadísticamente con base a una matriz de datos consolidados categorizados en cada uno de ellos y proporcionada por la organización. En los resultados se encontró que con la aplicación de la estrategia gerencial de la cuádruple meta en la clínica Iberoamérica se alcanzaron los objetivos planteados en varios de los indicadores, sin lograr resultados satisfactorios en todos ellos. Sin embargo, hay una tendencia a la mejora de estos con el paso de los meses. Existe la dificultad en la medición de todos los indicadores para que se logre mayor confiabilidad en los datos, debido a que dependen del correcto y completo llenado de la historia clínica. Además, para un análisis más completo y veraz se debe extender el período de tiempo analizado y realizar una comparación entre las clínicas de la organización que utilicen esta misma estrategia gerencial. **Objetivos:** Evaluar la aplicación de la cuádruple meta

como estrategia gerencial para mejorar los indicadores propuestos por la clínica Iberoamérica. Comparar el avance de los indicadores aplicando la estrategia gerencial de la cuádruple meta en la clínica Iberoamérica en el periodo comprendido entre enero y octubre del 2021-Medir el impacto que genera la aplicación de la cuádruple meta como estrategia gerencial en la clínica Iberoamérica.

Materiales y Métodos: Enfoque metodológico investigativo cualitativo, de tipo descriptivo. **Resultados:** Para evaluar la aplicación de la cuádruple meta como estrategia gerencial se debe medir el impacto que generó al ser adoptada por la clínica Iberoamérica en el periodo comprendido entre enero a octubre del 2021, por lo anterior se hace completamente necesario realizar un análisis estadístico mediante gráficas que permitan hacer visible de forma cualitativa el impacto obtenido. **Conclusiones:** La cuádruple meta es una estrategia gerencial favorable que generó resultados que permitieron un avance positivo para la Clínica Iberoamérica en los primeros diez meses de su implementación. Se debe seguir aplicando la estrategia de la cuádruple meta para que los resultados sigan avanzando de forma positiva alcanzando la meta propuesta. Para poder obtener resultados más confiables se recomienda realizar un análisis comparativo con las demás clínicas de la misma organización, recordando que la cuádruple meta debe estar incluida dentro de sus planes estratégicos.

ABSTRACT

A healthcare system must be anchored to economic support to protect the right to health for the entire population but generating ideal coverage with an efficient and effective service also leads to high costs, these costs do not benefit the economy of the system since it makes it vulnerable to losses in opportunity and quality, therefore, health providers must strive to reduce costs without causing fractures in the provision of the service. The quadruple aim proposes a complete strategy of four axes, such as health results, experience in care, financial sustainability and, finally, it essentially includes the satisfaction of health personnel. This research aims to carry out a review to determine if the indicators exposed by the Iberoamérica clinic in the city of Barranquilla improve when introducing the quadruple goal as its management

strategy to achieve favorable results that generate a competent position of the same at the national level. When the results are presented by comparing the graphs of the statistical analysis, in the qualitatively measurable changes in the percentages of the indicators from January to October of the current year, it becomes evident that the indicators gradually improved over the time evaluated showing a positive trend. In the indicator of health results, almost all the sub-indicators reach the goal in the month of October, on the other hand, for the indicator of experience in care, the sub-indicators show a negative trend with respect to the results of January, although manage to stay above the objective, meeting the goal, it is important that it is not unknown that for this indicator the number of complaints increased in the evaluated period.. Additionally, for the indicator of team satisfaction from the beginning of the evaluated period, it is shown that the sub-indicators are on target and that they also have a positive trend, further improving the results. On the other hand, for the financial sustainability indicator, which is one of the axes that generates the greatest interest in the application of the strategy in its adoption in the Iberoamerican clinic, a considerable reduction can be observed in the rate of accounts pending invoicing and an evident improvement in EBITDA (English of Earnings before interest, taxes, depreciation, and amortization. Similarly, it is important to highlight that the strategy used generates commitment in the institution's staff, and this is because they are included in a fundamental way for the advancement of the clinic. To conclude this research, it is important to emphasize that it is necessary to continue using the strategy, continue to measure the indicators and further compromise the awareness of the patient population and human resources to achieve optimal functioning in all areas of the health system, as well In order to obtain more reliable results, it is recommended to carry out a comparative analysis with the other clinics of the same organization, remembering that the quadruple aim must be included within their strategic plans. **Materials and Methods:** Qualitative research with methodological approach and descriptive type. **Results:** To evaluate the application of the quadruple goal as a management strategy, the impact it generated when adopted by the Iberoamerican clinic in the period from January to October 2021 must be measured, therefore it is completely necessary to perform a statistical analysis using graphs

that allow the impact obtained to be made visible in a qualitative way. Graph 2. Health results. All the indicators reached the goal in the month of October and mostly with an improvement with respect to the month of January. The most significant advance is noted in the Incidence Rate for Catheter-Associated Bloodstream Infection (STI-CA), which was well above the limit. Graph 3. Health Results II. Although the goal was not reached in the rate of compliance with hospital stay with DRG. A positive trend is noted in the three indicators in the months analyzed. Graph 4. Experience in care. Those indicators that show a negative trend with respect to the January results manage to stay above the target, meeting the goal. The exception to this is the opportunity compliance rate in outpatient appointment allocation, however it is fairly close to the goal. Two other indicators are not reaching the goal, however, they show a positive trend. Graph 5. Experience in care II. The number of complaints has increased in the evaluated period. (This may be due to the significant increase in the activities of the institution, increased demand for services and at times their collapse). However, it remains within the target range, although it is very close to the limit. Graph 6. Team satisfaction. From the beginning of the evaluated period, it is shown that the indicators are on target and that they also have a positive trend, further improving the results. Graph 7. Financial sustainability. At the beginning of the evaluated period, the indicators show low performance with indicators that are negative. However, in the October period a much more desirable performance is noted, reaching the goal in both sustainability indicators. Graph 8. Financial sustainability II. There is a considerable reduction in the rate of accounts pending invoicing of the organization. In January this rate was 80%, a very high figure considering that it was more than ten times the limit. For the month of October, it stands at 6.39%, which is within the target limit of 7%. Graph 9. Indicators Vs Time. At the beginning of the evaluated period, only one of the indicators (Team satisfaction, yellow bar) were within the objective, however, the other indicators were approaching acceptable levels. The indicator with the worst performance was financial sustainability and its recovery marks the trend of positive progress in the application of the quadruple aim as a management strategy.

Conclusions: The quadruple aim is a favorable management strategy that generated results that allowed positive progress for the Iberoamerica Clinic in the first ten months of its implementation. The strategy of the quadruple goal must continue to be applied so that the results continue to advance in a positive way, reaching the proposed goal. In order to obtain more reliable results, it is recommended to carry out a comparative analysis with the other clinics of the same organization, remembering that the quadruple goal must be included within their strategic plans. **Keywords:** Management strategy, quadruple aim, senior management, organizational system, quality of Health Care, evaluation of processes and results.

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