

## **ABSTRACT**

<b>Dissertation Title</b>	<b>Management Towards Excellence at Public and Private Hospitals: A Case Study of the Management of the Treatment of Diabetic Retinopathy</b>
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<b>Degree Sought</b>	<b>Doctor of Philosophy</b>
<b>Field of Study</b>	<b>Public Administration</b>
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### **Advisory Committee**

- 1. Assoc. Prof. Dr. Vipom Katekao** **Chairperson**
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**In this dissertation entitled “Management Towards Excellence at Public and Private Hospitals: A Case Study of the Management of the Treatment of Diabetic Retinopathy,” the researcher utilized both quantitative and qualitative research methodologies in the course of studying efforts to achieve management excellence in the treatment of diabetic retinopathy at selected public and private hospitals. Considered are salient management factors involving disease treatment, patient-centered treatment, and organizational development. Studied also is the relationship between these management factors and efforts to achieve management excellence by reference to appropriate major indicators in organizational development.**

Using the purposive sampling method, the researcher selected a sample population consisting of 521 diabetic retinopathy patients receiving laser treatment; receiving injections into the vitreous body; undergoing operations; or receiving a combination of treatment methods. The members of the sample population were undergoing treatment at three public hospitals and three private hospitals in the period between June 25 and August 14, 2010.

Data were collected using a questionnaire eliciting data concerning demographical characteristics, factors of disease treatment, patient-centered treatment, organizational development, and management excellence in the treatment of diabetic retinopathy.

Using techniques of descriptive statistics, the researcher analyzed the data obtained in terms of frequency, percentage, mean and standard deviation. Additional techniques used in the testing and analysis of the data were t-test, Pearson's product moment correlation coefficient, factor analysis, multiple regression analysis, and causal analysis.

Findings are as follows:

Overall mean scores on the factors of disease treatment, patient-centered treatment, organizational development, and management excellence in the treatment of diabetic retinopathy at the public hospitals examined were found to be at a high level (5.94, 5.68, 5.71, and 5.97, respectively). Furthermore, those at the private hospitals studied were also found to be at a high level (5.73, 5.57, 5.57, and 5.42, respectively).

Differences at a statistically significant level were found between public and private hospitals in respect to the factors of disease treatment, organizational

development, and management excellence in the treatment of diabetic retinopathy ( $t = 2.98, p < 0.01$ ;  $t = 2.22, p < 0.05$ ;  $t = 8.47, p < 0.001$ , respectively).

No differences were found in respect to the factor of patient-centered treatment. Positive correlation was found at a statistically significant by high level in respect to the factors of disease treatment, patient-centered treatment, organizational development, and management excellence in the treatment of diabetic retinopathy ( $r = 0.75, p < 0.001$ ;  $r = 0.69, p < .001$ ;  $r = .73, p < 0.001$ , respectively).

In applying factor analysis to these public and private hospitals, the researcher was able to isolate a new group of factors as independent variables. In descending order of importance, these variables were as follows: the patient-centered factor with three dimensions, *viz.*, (1) the environment; (2) physical conditions; and (3) mental conditions. In addition, the organizational development factor was found to have two dimensions, *viz.*, (1) morality, ethics, and work system organization; and (2) knowledge management. The factor of disease treatment was found to have three dimensions, *viz.*, (1) the methods of treatment and the conveyance of messages; (2) the readiness of resources; and (3) teamwork.

In applying factor analysis to public hospitals, the researcher was also able to isolate a new group of factors as independent variables. In descending order of importance, these variables are as follows: the patient-centered factor with three dimensions, *viz.*, (1) the environment; (2) physical conditions; and (3) mental conditions. The factor of organizational development was determined to have two dimensions, *viz.*, (1) morality, ethics, and work system organization; and (2) knowledge management. The factor of disease treatment was found to have three

dimensions, *viz.* (1) the methods of treatment and the conveyance of messages; and (2) the readiness of resources and (3) teamwork.

Furthermore, in applying factor analysis to the analysis of private hospitals, the researcher isolated a new group of factors as independent variables in descending order of importance as follows: The patient-centered factor was found to have four dimensions, *viz.* (1) the environment; (2) attentiveness; (3) physical conditions; and (4) mental conditions. The factor of organizational development was found to have two dimensions, *viz.* (1) morality, ethics, and work system organization; and (2) knowledge management. The factor of disease treatment was found to display three dimensions, *viz.* (1) the method of treatment and the conveyance of messages; (2) the readiness of resources; and (3) teamwork.

In applying multiple regression analysis, the researcher found that there were positive relationships at the statistically significant level in respect to the new variables isolated on the basis of factor analysis. In applying factor analysis three separate times, the researcher found the three following positive relationships: (1) Regarding public and private hospitals, statistically significant positive relationships governing the new factors were found to be predictive of variance in management excellence in the treatment of diabetic retinopathy at 63.80 percent. (2) Concerning public hospitals, on the basis of determining statistically significant positive relationships governing the new factors isolated through the application of factor analysis, the researcher determined that they were predictive of variance in management excellence in the treatment of diabetic retinopathy at 66.30 percent. (3) In respect to private hospitals, the researcher found that on the basis of factor analysis there were statistically significant positive relationships governing the

new factors which were predictive of variance in management excellence in the treatment of diabetic retinopathy at 67.00 percent.

Regarding causal analysis, the researcher ascertained that factors directly affecting management excellence in the treatment of diabetic retinopathy in descending order of importance were the patient-centered factor, the organizational development factor, and the disease treatment factor. In this connection, the path coefficient was equal to 1.96, 1.05, and 0.50, respectively.

On the basis of this research investigation, the researcher has concluded that in order to increase the levels of management excellence in the treatment of diabetic retinopathy, both public and private hospitals should lend support to and promote ophthalmology oriented towards patient-centered treatment as a priority. Next, in descending order, were found to be the factors of organizational development and disease treatment, respectively. The researcher finally recommends periodic evaluations using the indicator criteria found in this study.