

## **SOCIALLY RESPONSIBLE INTERACTION OF MEDICAL INSTITUTIONS WITH STAKEHOLDERS**

Purposeful establishment and development of dialogue with stakeholders is an important prerequisite for ensuring competitiveness in the long term. This issue is especially relevant for the medical field. Effective dialogue with stakeholders ensures the harmony of relations between employees, partners, patients, public authorities, and the local community in solving medical problems.

According to the international standard of social responsibility ISO 26000, stakeholder is an individual or group that has an interest in any decision or activity of an organization. Stakeholder engagement provides activity undertaken to create opportunities for dialogue between an organization and one or more of its stakeholders, with the aim of providing an informed basis for the organization's decisions [1]. It encompasses a multidimensional approach that seeks to strongly develop the relations and address new practices surrounding the interactions. There are several levels of interaction, and each organization can prioritize a specific stakeholder to perform certain practices. Related to sustainability, engagement and dialogue refer to a set of practices that build strong relations in order to solve complex problems related to sustainable development concerns [2].

Stakeholders of medical institutions can be classified into internal and external. They significantly affect the quality of medical services and the effectiveness of the company. Internal stakeholders include staff (workers and managers) and shareholders. External ones include all others (patients, partners, creditors, public authorities and others). At the same time, representatives of the international medical business understand the interaction with stakeholders in different ways (table 1).

Table 1

<b>Dialogue with stakeholders</b>	
<b>Stakeholder group</b>	<b>Form of involvement</b>
<b>ELSAN</b>	
Patients	<ul style="list-style-type: none"> <li>- Direct communication with doctors and nurses</li> <li>- Grievance letter boxes and hotlines</li> <li>- Patient satisfaction surveys</li> </ul>
Employees	<ul style="list-style-type: none"> <li>- Compliance action line</li> <li>- Employee surveys</li> <li>- Internal communications</li> <li>- Work council</li> </ul>
Investors	<ul style="list-style-type: none"> <li>- Annual General meeting</li> <li>- Ongoing dialogue with investors and analysts</li> <li>- Sustainability surveys from investors and analysts.</li> </ul>
Supplier	<ul style="list-style-type: none"> <li>- Continuous contact with supplier</li> <li>- Ethical standards of conduct towards employees, society and the environment</li> </ul>
Politics and society	<ul style="list-style-type: none"> <li>- Dialog with government officials and representatives of health care systems, health care professionals, physicians and nurses as well as patient organizations</li> </ul>
Academia	Research collaborations with universities.
<b>FRESENIUS MEDICAL CARE (FMC)</b>	
Patients	<ul style="list-style-type: none"> <li>- National e-Satis survey (measures patients' satisfaction with their hospital experience)</li> <li>- Events during France's Patient Safety Awareness Week</li> <li>- Prevention initiatives targeting key public health issues</li> </ul>
Employees	<ul style="list-style-type: none"> <li>- Employee engagement survey</li> <li>- Social and Economic Committees</li> <li>- Negotiations with employee representative organizations</li> </ul>
Practitioners	<ul style="list-style-type: none"> <li>- Medical staff committees</li> <li>- Partnerships with junior specialist doctors' associations</li> <li>- National conference of heads of medical staff committees</li> </ul>
Authorities	<ul style="list-style-type: none"> <li>- Participation in the work and committees of the FHP</li> <li>- Regular dialogue with regional health authorities to discuss the role played by our hospitals in regional healthcare systems</li> </ul>

Source: compiled by the authors on basis of [3; 4].

Bayer wishes to conduct dialogue as continuously and systematically as possible with all the relevant stakeholders (interest groups) to make the findings as fruitful as possible for their activities. Stakeholder dialogue helps to recognize important trends and developments in society and their markets at an early stage and take this information into account when shaping their business. The integration of various stakeholder groups is planned within the scope of their stakeholder engagement process. This process also includes monitoring the results of individual dialogue measures [5].

Thus, the effective interaction with stakeholders is an effective management tool in the process of improving the performance of economic activities of medical institutions. It allows organizations to improve the quality and competitiveness of their products and services, increase the market value of assets, form and develop a corporate culture.

#### **Literature**

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