

# Dejavniki menedžmenta znanja kot gradniki kakovosti zdravstvenega sistema

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## Povzetek

**Raziskovalno vprašanje (RV):** Kateri so dejavniki menedžmenta znanja, ki vplivajo na kakovost obravnave uporabnikov zdravstvenega sistema?

**Namen:** Namen raziskave je bil opraviti pregled domače in tujih strokovnih literatur, v katerih so avtorji obravnavali vpliv dejavnikov menedžmenta znanja na kakovost obravnave v zdravstvenih sistemih.

**Metoda:** Izveden je bil pregled domače in tujih strokovnih literatur v bazah podatkov Scopus, Cinahl, ScienceDirect in ProQuest v katerih smo poiskali prosto dostopne znanstvene članke in doktorske disertacije. Doktorske disertacije iz slovenskega jezikovnega področja smo poiskali v repozitorijih Univerze na Primorskem, Univerze v Ljubljani, Univerze v Mariboru ter v elektronski knjižnici Fakultete za organizacijske študije v Novem mestu, medtem, ko smo doktorske disertacije v angleškem jeziku poiskali v bazi PQDT Open. Evidentirali smo 201 članek in 61 doktorskih disertacij, za kar smo uporabili PRISMA diagram. Po fazi presejanja smo pregledali 27 polnih besedil z namenom opredelitev ključnih dejavnikov menedžmenta znanja in njihov vpliv na kakovost obravnave uporabnikov zdravstvenega sistema.

**Rezultati:** Ugotovili smo, da uporaba dejavnikov menedžmenta znanja prispeva k produktivnejšemu in učinkovitejšemu delu v zdravstvenem sistemu. Prav tako dejavniki menedžmenta znanja pozitivno vplivajo na uvajanje izboljšav, delovno uspešnost, zadovoljstvo pri delu in kakovost zdravstvene oskrbe. Identificirali smo naslednje ključne dejavnike menedžmenta znanja, ki vplivajo na kakovost obravnave uporabnikov v zdravstvenem sistemu: ustvarjanje znanja, izmenjava znanja, uporaba znanja in shranjevanje znanja.

**Organizacija:** Izidi iz naše raziskave so uporabni tako za lastnike kot tudi za menedžerje v zdravstvenih ustanovah, ki si nenehno prizadevajo za izboljšanje pogojev dela in boljšo kakovost zdravstvene obravnave.

**Družba:** Teorija in praksa na področju obvladovanja zdravstvene dejavnosti nenehno napredujeta, zato je skrb za menedžment znanja nujno potrebna in družbeno koristna. Zagotavljanje visoke kakovosti zdravstvenih storitev ima družbeni pomen, saj na ta način zagotavljamo aktivno populacijo v visoko starost in zagotavljamo hitro odzivanje v celotnem zdravstvenem sistemu na potrebe populacije.

**Originalnost:** Po pregledu obstoječe literature avtorji niso zaznali pregleda empiričnih raziskav o vplivu dejavnikov menedžmenta znanja na kakovost obravnave uporabnikov zdravstvenega sistema.

**Omejitve/nadaljnje raziskovanje:** Raziskovanje je bilo omejeno na članke, objavljene v preteklih desetih letih (od 2014 do 2023), v katerih so avtorji raziskovali modele menedžmenta znanja in vpliv dejavnikov menedžmenta znanja na kakovost storitev na področju zdravstvene dejavnosti. V pregled so bili vključeni le prosto dostopni članki, izključeni so bili članki, ki so obravnavali pregled literature na to temo.

**Ključne besede:** dejavniki, kakovost obravnave, menedžment znanja, uporabniki, zdravstvo.

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**Tadeja Krišelj** je zaposlena kot diplomirana medicinska sestra za področje ran, stom in kontinence (enterostomalna terapeutka) v Svetovalni službi zdravstvene nege Univerzitetnega kliničnega centra Ljubljana (UKCL). Po zaključku študija na Visoki šoli za zdravstvo v Ljubljani, se je leta 2000 vpisala na Fakulteto za organizacijske vede Univerze v Mariboru, kjer je leta 2003 diplomirala s področja kadrovskega managementa. S predavanji in učnimi delavnicami sodeluje na različnih strokovnih srečanjih in pri izobraževalnih dogodkih v Sloveniji in v tujini na področju ran, stom in inkontinence. Vključena je v pripravo strokovnih standardov in protokolov znotraj UKCL in tudi v slovenskem prostoru. Sodelovala je pri oblikovanju strokovnih smernic s področja oskrbe kroničnih in akutnih ran v okviru Ministrstva za zdravje, aktivno je vključena v pripravo Klinične specializacije s področja ran, stom in kontinence. Od leta 2020 je vodja Funkcionalnega izobraževanja s področja ran, stom in kontinence (Šole enterostomalne terapije), ki poteka pod okriljem Mednarodnega združenja enterostomalnih terapeutov.

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**Mirko Markič** je doktoriral na Fakulteti za organizacijske vede Univerze v Mariboru s področja organizacijskih ved na temo inoviranja. Po dvanajstih letih delovanja v avtomobilski industriji se je zaposlil na Fakulteti za menedžment Univerze na Primorskem. Je redni profesor za področje menedžmenta in znanstveni svetnik ter vodja ali član 17 raziskovalnih projektov in projektov z gospodarstvom. Njegova bibliografija obsega več kot 690 enot s področja upravnih in organizacijskih ved ter javnega zdravstva (varstvo pri delu).

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**Tamara Štemberger Kolnik** je doktorirala na UP Pedagoški fakulteti iz področja zdravstvene pismenosti. Na Fakulteti za management, Univerze na Primorskem, je magistrirala leta 2008. Je diplomirana medicinska sestra s 30 let delovnih izkušenj v kliničnem okolju, ker je pretežno delala na področju promocije zdravja ter na vodilnih delavnih mestih kot vodja zdravstveno vzgojnega centra, pomočnica direktorja za zdravstveno nego in direktorica zdravstvenega doma. Od leta 2008 se vključuje v študijski proces na področju zdravstvene nege in je od leta 2021 polno zaposlena na Fakulteti za zdravstvene vede v Celju kot prodekanja za raziskovanje. Kot sodelujoča in kot vodja projekta je sodelovala na mednarodnih in nacionalnih projektih. Njena bibliografija zajame več kot 340 enot.

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# Knowledge Management Factors as Building Blocks of Health System Quality

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## Abstract

**Research Question (RQ):** Which factors of knowledge management have impact on the quality of the healthcare system?

**Purpose:** The purpose of the research was to conduct a review of domestic and foreign literature, about the influence of knowledge management factors on the quality in healthcare system.

**Method:** Literature was searched in Scopus, Cinahl, ScienceDirect and ProQuest databases, we included available scientific articles and doctoral dissertations. Doctoral dissertations from the Slovenian language were searched in the repositories of the University of Primorska, University of Ljubljana, University of Maribor and in the electronic library of the Faculty of Organizational Studies in Novo Mesto, while doctoral dissertations in English were searched in the PQDT Open database. We founded 201 articles and 61 doctoral theses, for presentation we used the PRISMA diagram. After the screening, we reviewed 27 full texts with the aim of defining the key factors of knowledge management and their impact on the quality of the health system.

**Results:** We found that the use of knowledge management factors contributes to more productive and efficient work in the healthcare system. Knowledge management factors have also a positive effect on the introduction of improvements, work performance, job satisfaction and the quality of health care. We have identified the following key factors of knowledge management that have influence on the quality of the healthcare system: knowledge creation, knowledge sharing, knowledge use and knowledge storage.

**Organization:** The results of our research are useful for owners and managers in healthcare institutions, who are constantly striving to improve working conditions and better quality of healthcare.

**Society:** Theory and practice in healthcare are constantly advancing, making the care for knowledge management crucial and socially beneficial. Providing high-quality health services has social benefit, as this way we help an active population improve quality of live in old age and ensure a quick response in the entire health system to the needs of the population.

**Originality:** With literature review, the authors did not find a review of empirical research on the influence of knowledge management factors on the quality of health care system.

**Limitations / further research:** The research was limited to articles published in the past ten years (from 2014 to 2023), in which the authors investigated knowledge management models and the impact of knowledge management factors on the quality of services of healthcare. Only articles with open access were included in the review, articles dealing with a literature review on this topic were excluded.

**Keywords:** factors, quality of care, knowledge management, users, healthcare.

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**Mirko Markič** obtained his Ph.D. at the Faculty of Organizational Sciences, University of Maribor, in the field of organizational sciences, focusing on innovation. After twelve years of experience in the automotive industry, he joined the Faculty of Management, University of Primorska. He is an university professor of management sciences, a scientific advisor, and the head or member of 17 research projects and projects with the industry. His bibliography comprises more than 690 units in the fields of administrative and organizational sciences, as well as public health (occupational health).

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**Tamara Štemberger Kolnik** obtained her Ph.D. in Health Literacy area at the Faculty of Education at the University of Primorska. She completed her master's degree at the Faculty of Management, University of Primorska, in 2008. She has 30 years of work experience as registered nurse in different clinical settings. Her professional interest is predominantly focused on health promotion, leadership positions such as head of a health education centre, assistant director for nursing, and director of a primary health centre. Since 2008, she has been actively involved in the field of nursing education and has been employed full-time since 2021 as the vice - dean for Research at the Faculty of Health Sciences in Celje. She has participated as a collaborator and project leader in various international and national projects. Her bibliography comprises over 340 entries.

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