

**BUSINESS AND OPERATIONAL MODELS IN PRIVATE HEALTHCARE ORGANIZATIONS: A COMPARATIVE STUDY OF SERVICE PROFILES**

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**Introdução**

This study examines how two private hospitals in Paraná, Brazil, with different service profiles, structure their business and operational models amid digital transformation. Using a digital maturity model, it finds the public-focused hospital prioritizes operational efficiency with isolated digital initiatives, while the private hospital treats digital transformation as a strategic pillar, fostering innovation and patient experience. Challenges include resistance, high costs, and fragmented systems. Tailored strategies aligned with each hospital's resources are essential for sustainable digit

**Problema de Pesquisa e Objetivo**

How do the business and operational models of private hospitals with distinct service profiles structure themselves and evolve in the context of Digital Transformation, considering different levels of digital maturity?

This study aims to analyze the differences in the implementation of business and operational models between private hospitals with distinct service profiles (one predominantly serving the public health system and the other focused on private clients), based on a digital maturity model.

**Fundamentação Teórica**

This study discusses Digital Transformation (DT) as a strategic factor requiring not only emerging technologies but also structural, cultural, and management changes. It analyzes business and operational models essential for creating and capturing value in healthcare, highlighting the importance of service integration and personalization. A digital maturity model based on Strohmeier (2020) and dimensions from Iansiti & Lakhani (2021) is proposed, covering value, operations, integration, and human capital as key axes to assess maturity and guide organizational transformation.

**Metodologia**

This study explores how private hospitals with distinct service profiles structure their business and operational models within the context of Digital Transformation (DT), using a digital maturity model that integrates the frameworks of Iansiti and Lakhani (2021), Johnson et al. (2008), and Strohmeier (2020). The study addresses the differences between hospitals, as well as examines the main characteristics of DT in the healthcare sector. A qualitative multiple case study was conducted with interviews, observations, and document analysis in two hospitals in Paraná, Brazil, with data analyzed t

**Análise dos Resultados**

The analysis revealed significant differences between the hospitals studied. Metropolitan, focused on SUS services, prioritizes operational efficiency and uses technology to reduce costs, with low digital integration and maturity level I. São Marcelino Champagnat, on the other hand, strategically adopts digital transformation, focusing on innovation, certifications, and patient experience, reaching maturity level II. Both face challenges such as high costs, professional resistance, and lack of interoperability.

**Conclusão**

The study demonstrated that Digital Transformation impacts hospital business and operational models in different ways. While the hospital focused on SUS services prioritizes efficiency and cost control, the private hospital adopts technology as a strategic pillar. Digital maturity influences the ability to adapt and innovate. The research reinforces the importance of strategies aligned with institutional resources and profiles, emphasizing that technology is a means to strengthen competitive advantages, not an end in itself.

**Contribuição / Impacto**

The study contributes by highlighting that Digital Transformation (DT) should be seen as a means to strengthen strategic differentiators, not just as an isolated competitive advantage. It demonstrates different approaches among hospitals, showing that DT can support operational efficiency or be part of the core strategy for innovation and patient experience. It proposes expanding research with diverse samples and quantitative methods, as well as improving digital maturity models by including detailed aspects of customer experience and human capital.

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