



University of Azuay

Law Faculty

School of International Studies

**Graduation Work prior to obtaining the degree in International Studies
- Bilingual Mention in Foreign Trade**

**Proposal to obtain ISO 9001: 2015 certification, as a mean to attract foreign
retired patients in the city of Cuenca. Case: CEDIPAR**

Author: Paúl Bernardo Tenorio Jara

Tutor: Magister María Fernanda Rosales

Cuenca, Ecuador

2017

Table of Contents

ABSTRACT	vi
INTRODUCTION	7
CHAPTER I: THEORETICAL FRAMEWORK – CONCEPTS.....	9
1. Theoretical framework	9
1.1 Systems Theory	9
1.1.1 Systemic theory applied to business environments.....	10
1.1.2 Personal Mastery	12
1.1.3 Mental models	12
1.1.4 Constructing a shared vision.....	13
1.1.5 Team learning	13
1.1.6 Systemic thinking	13
1.2 Quality Theory.....	14
1.2.2 Concepts and perspectives about quality	15
1.2.2.1 Quality Concept	15
1.2.2.2 Quality Perspectives	16
1.2.2.3 Historical Vision of the Quality Concept	17
1.2.2.4 Quality in the field of Medical Assistance	19
1.3 Management systems.....	19
1.3.1 Concept	20
1.4 Quality management system (QMS)	20
1.4.1 Concept	20
1.4.2 Scope and Perspectives	21
1.4.3 Principles of Quality Management	21
1.5 ISO 9001: 2015 Regulations.....	23
1.5.1 Background.....	23
1.5.2 Object and field of application	24
1.5.3 Current Focus	25
1.5.4 Principles of Quality Management	25
1.6 Requirements established in the ISO 9001: 2015 Standards	26
1.6.1 Chapter Guidelines and Requirements.....	27
1.6.1.1 Organizational Context	27
1.6.1.2 Leadership.....	28
1.6.1.3 Planning for the Quality Management System	28
1.6.1.4 Support.....	28
1.6.1.5 Operation	29

1.6.1.6 Performance Evaluation.....	30
1.6.1.7 Improvement.....	31
1.7 Procedures to achieve Certification in ISO 9001:2015 Standards	31
1.7.1 Steps for Certification	31
1.7.2 Requirements for quality ISO 9001 certification.....	32
1.7.3 Time	32
1.7.4 Investment.....	32
1.7.5 Compliance with legal requirements.....	32
1.7.6 Staff training	33
1.7.7 Commitment.....	33
1.7.8 Experience	33
1.7.9 General recommendations	33
1.8 Referential Framework.....	34
1.8.1 International Context.....	34
1.8.2 National context	35
1.8.2.1 Ecuadorian Accreditation Service (SAE, acronym from original Spanish).....	35
1.8.2.2 Ecuadorian Institute of Normalization-INEN.....	36

CHAPTER II: CEDIPAR - CENTER OF RESPIRATORY PATHOLOGY DIAGNOSIS MEDICAL SURGICAL SHORT DISTANCE UNIT 41

2.1 Strategic Direction.....	41
2.1.1 Description.....	41
2.1.2 History	41
2.1.3 Mission	42
2.1.4 Vision.....	42
2.1.5 Values	43
2.1.6 Services.....	44
2.1.8 Market Strategy	46
2.1.9 Price Strategy	46
2.1.10 Growth Strategy	47
2.1.12.1 Medical Area	48
2.1.12.2 Diagnostic and Treatment Auxiliary Services.....	48
2.1.12.3 Technical Department for Medical Collaboration.....	48
2.1.12.4 Department of Biosecurity.....	48
2.1.12.5 Administrative Area.....	49
2.1.13 Análisis FODA.....	49
2.1.13.1 Strengths.....	49

2.1.13.2 Opportunities	49
2.1.13.3 Weaknesses	50
2.1.13.4 Threats.....	50
2.2 Organizational Structure.....	51
2.2.1 Value Chain.....	51
2.2.2 CEDIPAR Process Map.....	52
2.2.3 Process Definition	54
2.2.3.1 Practice Case Example.....	56
2.2.4 Structural Org-Chart	61
2.2.5 Positional Org-Chart.....	62
2.2.6 Functional Org-Chart.....	63
2.3 Current Situation.....	64
CHAPTER III: ANALYSIS OF THE MIGRATORY PANORAMA OF ELDERLY FOREIGN RETIREES IN CUENCA.....	65
3.1 Migration and globalization.....	65
3.1.1 Globalization.....	65
3.1.2 Migration	66
3.2 Causes of migration for retired foreign seniors	67
3.2.1 Background.....	67
3.2.2 Attraction factors	69
3.2.3 Causes of emigration	70
3.3 Migration of US retirees to Ecuador, specifically Cuenca	70
3.4 Analysis of the characteristic factors that have been used to promote Cuenca as the main residential destination for US retirees.....	72
3.4.1 Cost of living	72
3.4.2 Climate.....	74
3.4.3 Health.....	74
3.5 Field research.....	75
CHAPTER IV: INTERNAL AUDIT, PLAN PROPOSAL AND IMPROVEMENT ACTIONS TO OBTAIN THE INTERNATIONAL CERTIFICATION OF QUALITY MANAGEMENT ISO 9001: 2015 FOR CEDIPAR	76
4.2 Action plan	79
4.2 Action plan timeline	88
4.3 Proposal for the recruitment of retired foreign patients in the city of Cuenca: CEDIPAR Case	90
4.3.1 Costs.....	90
4.3.2 Service quality.....	91
4.3.3 Facilities	91

4.3.4 Other services.....	91
CONCLUSIONS.....	93
RECOMMENDATIONS.....	95
ANNEXES.....	96

ABSTRACT

During the last five years, Cuenca has experienced a migratory phenomenon of foreigners, mainly elderly, due to its architectural beauty, its privileged weather and its friendly inhabitants. Such elder foreigners require special services mainly focused on health, especially on respiratory and thoracic pathologies. For this reason, this research focused on investigating the preferences of foreign senior citizens to obtain important data such as personalized and bilingual attention to patients, as well as friendly treatments and accurate diagnoses. This work carried out an evaluation within CEDIPAR to determine if they have a quality management system such as ISO 9001:2015, and to improve care in all areas of the organization to reach the mentioned market. CEDIPAR complies with 57% of the ISO's norms, so it was necessary to develop an action plan for CEDIPAR to implement such quality norms in a medium term, and to elaborate a media plan to recruit foreign patients.

INTRODUCTION

The present work has the title "Proposal to obtain ISO 9001: 2015 certification, as a means to attract foreign retired patients in the city Cuenca Case: CEDIPAR", to do this, four chapters were written, the content of which is detailed later.

Cuenca has a population of more than 500,000 inhabitants according to INEN data. As of the 2010 census the growth rate has increased by 2% in a period of 10 years. The increase in the birth rate and internal and external migration are the main features of the population growth in Cuenca (Ecuadorian Institute of Statistics and Census, 2016).

In recent years, according to data from the Municipality of Cuenca, the city has been the scene of an interesting migratory phenomenon with the arrival of retirees, mostly from the United States. This factor has increased the demand for several services such as specialized care for the elderly and the diagnosis and treatment of their health problems.

Currently there are around 5000 foreign retirees in the city, of which, it is estimated, 95% are from the aforementioned North American country (Municipio de Cuenca, 2014).

CEDIPAR began as an important service alternative for the diagnosis and treatment of respiratory and thoracic pathology in the country. It is the only rapid diagnostic unit for respiratory diseases in Ecuador due to its conception, professional, and technological structure, with a 7-year trajectory in Cuenca.

This institution provides health care services in the areas of pulmonology, otorhinolaryngology, cardiology, neurology, neurophysiology, geriatrics, pediatrics, internal medicine, radiology, and clinical laboratory.

The implementation of a quality management system, with aspirations to an international ISO 9001: 2015 certification, implies that CEDIPAR, specialized in health care for the elderly, develops its processes and improves its services in search of excellence as competitive advantage so that it becomes a means of attracting retired foreign patients from the city of Cuenca.

It is necessary to understand that an efficient system for quality and improvement must include an adequate method of carrying out the work, so that the organization can achieve its objectives and goals, adding value to its products and services to satisfy the needs of its clients, while at the same time developing and maintaining advantages that differentiate it from its competitors.

In Chapter 1, a brief reference is made to System Theory, Theory of Quality, Management System, and Quality Management in order to establish a conceptual framework that allows understanding the approach of this work.

In Chapter 2 a diagnosis is made of the situation of CEDIPAR, in which its strategic direction is analyzed, through knowledge of aspects such as history, vision, mission, values, objectives, among others, in addition to a SWOT analysis. This is also a tour of its organizational structure, where different organization charts are presented and finally a presentation of their current situation.

In Chapter 3, an analysis of the migration landscape of foreign retirees, the possible causes of their migration, both globally and locally, is considered. In addition, field research is presented, which for this work consists of conducting interviews with foreign senior citizens, who met retirement requirements. Through the interviews we held, we sought to learn what aspect of the health system this segment of the population in Cuenca uses, and what preferences they have.

Finally, in Chapter 4, an internal audit applied to CEDIPAR is developed as a diagnostic method to review and evaluate the quality system, identifying the areas that should focus on improvement. Subsequently, a proposal for an improvement action plan is made that allows the institution to move towards obtaining the Quality Management certification, ISO 9001: 2015.

CHAPTER I: THEORETICAL FRAMEWORK – CONCEPTS

1. Theoretical framework

1.1 Systems Theory

The General Theory of Systems arose in the twentieth century as a necessity to explain the phenomena from a perspective that recognizes the complexity that surrounds any fact, not only in the biological scope but also in all kinds of human organizations, and therefore in aspects related to social, cognitive, and experimental sciences. The TGS was posed as such by the biologist Ludwig von Bertalanffy in 1950. From this new approaches were derived in the field of biology, cybernetics, mathematics and social organizations:

Classical science sought to isolate the elements of the observed universe - chemical compounds, enzymes, (...) and so much more - in the hope that by bringing them back together, conceptually or experimentally, the system or totality would be intelligible. Now we have learned that to understand not only the elements but the relationships between them-say, the enzymatic interaction in a cell, the interplay of many conscious and unconscious mental processes, the structure and dynamics of social systems, and so on. This requires the exploration of the many systems of our observed universe, in its own right and with its specificities. (Bertalanffy, 1989: XIII)

Von Bertalanffy thus proposes a general science of the whole whose object would be the interdisciplinary study of the systems by principles applicable to them at any level and in all fields of research. The author bases his theory on the following statements:

- (1) There is a general tendency towards integration in the various sciences, natural and social.
- (2) Such integration seems to revolve around a general theory of systems.
- (3) Such a theory could be an important resource for finding an exact theory in the non-physical fields of science.

(4) In developing unifying principles that run "vertically" through the universe of sciences, this theory brings us closer to the goal of the unity of science.

(5) This can lead to integration, which is much needed in scientific instruction. (Bertalanffy, 1989: 38)

Proponents of various applications of the TGS in different fields of science have been the Chilean Humberto Maturana with his studies on the organization of living systems; Zeeman and Thom in their work on bifurcations in dynamic systems applied to phenomena of nature and catastrophes; W. Ross Ashby and Norbert Wiener in the field of cybernetics; Ruelle, Lorenz, Feigenbaum and Yorke with chaos theory, among others.

1.1.1 Systemic theory applied to business environments

In the 1990s, Peter Senge offered new contributions to the TGS by applying the systemic perspective to business organizations. This author starts from the premise that there is an intelligence of any organization, which can be dynamized to gain experiences through processes of high synergy, thus generating what he calls organizational learning.

The idea that companies learn, like people, is an issue that since the 1990s has received great attention from people seeking alternatives to improve the performance of organizations. A company learns if it continuously and systematically seeks to make the most of their experiences by learning from them. This way you will be able to detect and correct the most serious errors and pitfalls and will be able to overcome difficulties, recognize threats and face new opportunities (Gutiérrez, 2010: 50).

Organizational learning is based on individual learning and the development of the potential of each person, which in turn generates a higher level of commitment at work, the exercise of responsibilities motivated by a sense of personal development and a group conscience which translates into high synergy achieved in teamwork. This learning model manages to detach itself from the more traditional styles of

control in organizations where excessive control predominates and a lack of initiative due to lack of motivation and the appropriate leadership by its managers.

Senge sees intelligent companies as those in which people continually expand their ability to create the results they want, and cultivate new thinking patterns that allow them to learn faster than their competitors, thereby gaining a sustainable competitive advantage. (Gutiérrez, 2010: 50)

For Senge the problem lies in the fragmented way that learning has taken place, which has generated a loss of connection with a sense of the whole of our existence and of the world:

When we abandon this illusion, we can build intelligent organizations, in which people continually expand their ability to create the results they want, (...) in which collective aspiration is released and people continually learn to learn together (...) Unfortunately, the most important institutions in our society are predominantly oriented toward control, rather than towards learning, rewarding individuals for working for others, rather than for cultivating their curiosity and natural drive to learn (Senge, cited by: Gutiérrez, 2010: 51).

Senge then proposes a new way of approaching learning, which involves mastery of five disciplines integrated into a whole in order to build intelligent organizations:

- Personal mastery
- Mental models
- Construction of a shared vision
- Team learning
- Systemic thinking

1.1.2 Personal Mastery

Personal mastery arises from the tension between the ideals and the reality of the person. The development of objectivity and patience helps the person to focus in a focused way towards the achievement of their goals and aspirations, recognizing the present limitations but at the same time making them aware of their potential and capacity to achieve the change they desire.

Those who learn to work with creative tension know how to use the energy it generates to make their visions become reality. So the first step in generating this creative tension is to have a clear vision of the transcendent things that you want to achieve in the mid-term (five to ten years). With creative tension, energy comes from the vision, from what you want to create. In problem solving, motivation is external, while in creative tension the motivation is internal and genuine. An organization committed to personal domination continually encourages the personal vision of its people, commitment to the truth and willingness to face honestly the gaps between both aspects (Gutiérrez, 2010: 52).

1.1.3 Mental models

These are those paradigms that influence our vision of the world and are based on subconscious beliefs. Prejudices and misconceptions about human nature, hierarchies, and control, keep companies in a situation of permanent distrust of their workers, and risk because of low productivity resulting from a concept of mismanagement by their leaders.

1.1.4 Constructing a shared vision

It is a collective process through which the organization creates an image of the future in which each of its members feels individually represented and - in turn - represents the whole.

When people share a vision, it connects them to a common aspiration. So a basic requirement to achieve the practice of this discipline is that the organization will foster mastery and personal visions. Because a shared vision emerges from personal visions and feelings, it is about generating a process by which individual visions come together to achieve one. Then they become "partners", "creators", and "participants". The vision no longer rests on the shoulders of a single individual nor is it a meaningless phrase (Gutiérrez, 2010: 53).

1.1.5 Team learning

Team learning involves achieving a synergy in the collective thinking process, so that it can achieve a higher level of results, always superior to isolated or individual thinking.

1.1.6 Systemic thinking

Systemic thinking attacks root forms of linear thought or cause and effect. In making a deliberate effort to avoid focusing on isolated elements within an organization or system, thought is forced to assume a global approach, of interrelationships that occur at a much greater level of complexity and require a comprehensive effort which individually is not difficult, but collectively achieves far greater results. Some concepts and elements of systemic thinking that are useful for a better understanding of general systems theory are reviewed below:

- There is an order to the form of subsystems and suprasystems, which allude to interactions within a system or over its whole.

- The boundaries of the system are called boundaries, and the mechanisms through which the systems perceives the suprasystem are called sensors, and together they define the environment in which it operates.
- The term "equifinality" refers to a common purpose that is the functional objective of the system.
- The term "feedback" accounts for a process of synergy and circular relationships, where the sum of the elements is greater than its parts. The systems generate synergies between their different elements and also promote their growth or dissolution. In this way it is possible to observe how the interaction of the different elements within a system can handle and adapt to diverse situations or phenomena, both to balanced situations as well as extreme situations. In this case there is reinforcement feedback (growth or fall) and equilibrium feedback, the latter being the one that returns or regulates the system back to its previous state or to a point where it is "preserved" unchanged, and whether positive or negative
- There is in every system an element or mechanism of delay, a period of time that necessarily elapses before the desired effects can be obtained. Understanding this is of vital importance to the organization, since events are developed independently and according to their own laws, so it is not useful to try to change situations or superficial appearances (symptoms)
- There are generic structures in the systems (which would determine the delay mechanisms already mentioned), which Senge calls systemic archetypes, which repeat themselves and whose ignorance keeps us prisoners without realizing it. System archetypes are usually the result of a certain combination of reinforcing cycles or compensating cycles (Gutiérrez, 2010: 53).

1.2 Quality Theory

The term quality, according to Berry (2012) has a close relationship with the way in which a company seeks to satisfy its customers. Standards and procedures are applied, not only to their productive processes, but to how a business forms its vision of continuous improvement to achieve its organizational goals. Companies must

strive to give the customer something additional to the product and this is mainly due to the levels of market competitiveness (Berry, 2012).

1.2.1 Importance of quality management in the company

Evans and William (2008) point to the importance of quality as one of the most significant factors for the survival of a company. Productivity, cost and quality determine the future of a company, but quality is the key element to contribute to its long-term profitability.

High quality goods and services provide a company an edge over competitors. High quality reduces costs resulting from returns, reprocessing and shrinkage; Increases productivity, profits and other measures of success. Importantly, high quality generates satisfied customers, who reward the organization with continued sponsorship and favorable verbal advertising (Evans y William, 2008:4).

1.2.2 Concepts and perspectives about quality

1.2.2.1 Quality Concept

In 2000, the International Organization for Standardization (ISO) included in its ISO 9000: 2000 vocabulary the definition of quality:

“The degree to which a set of inherent characteristics fulfills requirements.” (ISO, 2015).

Thus, a quality-oriented organization promotes a culture that results in behaviors, attitudes, activities and processes to provide value by meeting the needs and expectations of clients and other relevant stakeholders. The quality of the products and services of an organization is determined by the ability to satisfy customers, and the expected and unintended impact on relevant stakeholders. The quality of products and services includes not only their expected function and performance, but also their perceived value and benefit to the customer (ISO, 2015:7, 8).

A study conducted among managers of more than 80 companies in the United States, obtained the following definitions of quality:

- Perfection
- Consistency
- Waste elimination
- Fast delivery
- Observance of policy and procedure
- Provide a good and useful product
- Do it right the first time
- Please or satisfy clients
- Total service and satisfaction for the client (Evans y William, 2008:13,14)

1.2.2.2 Quality Perspectives

Like all concepts of thought, the idea of quality is in a process of evolution and, in addition, is subject to diametrically different perspectives, so that the same authors point out several categories from which each of the previously defined definitions can be extended or relativized, thus establishing:

a) Quality Perspective Based on Judgment

It is associated with concepts such as excellence or transcendence, but it does not allow a precise definition so that by remaining within the scope of subjectivity or as an abstract concept in the assessment of attributes of a product, it has no practical value in the administration of organizations.

b) Quality Perspective Based on the Product

This is based on a quantitative appreciation that does not necessarily constitute a parameter of quality and implies that more is better, which is not always true.

c) Quality Perspective based on the user

It has limits because it applies a quality criterion in relation to the performance of the product by the user, without considering the variety of users and their specific needs against the design of a product that may have been created to satisfy needs totally different from those of the user who is currently assessing its performance.

d) Quality Perspective Based on Value

The value approach has taken root in the market. It consists of the relationship that the consumer establishes between the sum of utility and satisfaction versus the price of the product.

e) Quality Perspective Based on Manufacturing

This approach defines quality as "the desirable outcome of engineering and manufacturing practices or compliance with specifications. The specifications are objectives and tolerances that the designers of products and services determine. Objectives are the ideal values for which production will be executed. The tolerances are specified because the designers recognize that it is impossible to achieve all objectives at all times within the manufacture process. (...) Compliance with specifications is a key definition of quality because it provides a means of measuring it. However, specifications do not make sense if they do not reflect the attributes that the consumer deems important" (Evans y William, 2008:14,15).

1.2.2.3 Historical Vision of the Quality Concept

The concern for quality arises in industries in the nineteenth century where companies faced the need to establish a control system to detect product failures such as lack of uniformity and errors in mass production lines. The work became the subject of inspections in order to improve the quality of the products, establishing measurable parameters and forms of control of the finished product. Theorist Frederick W. Taylor defines the most substantial contributions and strategies focused on improving assembly line production for that time.

From the focus on the finished product, the subject of control shifts to focus on statistical analysis, but only after the contributions of Walter Shewhart in the 1930s does the need to detect failures during the production process arise together with the importance of not waiting until the product is finished to find an irreversible situation and great losses in productivity. The approach then moves from being corrective to being able to prevent with due anticipation in each of the processes of manufacturing.

For 1951 Feigenbaum contributes with the concept of Total Quality. In this decade new ideas are generated that have a more global approach towards the company, leaving from the single-minded orientation for manufacturing processes that had previously established the parameters of quality control. Authors like Juran and Crosby affirm this approach and emphasize the importance of making the company visible and supporting other areas as quality generation zones in terms of service, management and other internal and external products, adding the reflection about the implied cost for the company, in terms of losses, the lack of high quality in its overall management. From this arises the concept of Quality Assurance (Juran) that raises the need to implement improvement processes to avoid losses for the company (Bounds, 1994: 56).

With advantages over North American industries, Japan took the principle and applied it to its industry in recovery after the crisis of World War II. E. Deming became its theoretical reference and achieved due recognition thanks to the successes demonstrated by the applications of his theories in that country and the conquest of the western markets by Japanese products in the 70s. The concept that Kaizen's continuous improvement implemented in the industries of that country were adopted by companies around the world. Throughout this whole range of theoretical analyses and successful experiences, the search for quality passed from a definitive method of projecting itself into a control tool to become a global strategy of the company.

In the 1980s, reflection on quality processes strengthened and solidified some key elements for business management through the concept of total quality, namely:

- Ensure the quality of processes
- Establish continuous improvement processes
- Refine and Improve Marketing Strategies
- Implement strategic planning to achieve organizational goals
- Implement training and continuous training processes to achieve goals
- Working in leadership areas
- Align the organization towards a common goal formally established in its mission and vision
- Establish variable remuneration systems based on performance
- Use of administrative tools such as the Hoshin and Kaizen methods

Application of the concept of Total Quality Management (TQM) to summarize the approach to quality from the basis of the processes in the organization, seen as a global aspect of which human resources is a fundamental part. (Bounds, 1994: 61).

From the end of the nineties until the present, the idea of strategic importance - for organizations - of the systemic restructuring their processes or, in other words, a total reengineering based on the concept of Total Quality.

1.2.2.4 Quality in the field of Medical Assistance

The concept of Quality Assurance in health emerged in the United States in the early 1970s based on Juran's quality assurance system. According to the Institute of Medicine of the United States of America, "the quality of health care is the extent to which health services to individuals and populations increase the likelihood of achieving desired health outcomes that correspond to their with the current level of professional knowledge." This definition is very complete considering both individuals and populations and linking quality with technical scientific development and its mastery by providers. (Ávalos, 2010:11)

1.3 Management systems

1.3.1 Concept

According to Fraguera, a management system is a set of mutually related or interacting elements, to establish policy and objectives, and to achieve these objectives within an organization, enabling and simplifying the implementation of a single integrated system through effective and adequate management (Fraguera, 2011: 48).

For Poveda and Cañón (2009), a Management System is a set of stages united in a continuous process, which allows an idea to be processed in order to achieve improvements and continuity. Four stages are established that make this system a virtual circular process, since, as the cycle repeats recurrently and recursively, it will be possible to obtain an improvement in each cycle. The four stages of the management system are: Idea Stage, Planning Stage, Implementation Stage, and Control Stage (Poveda & Cañón, 2009).

1.4 Quality management system (QMS)

Quality management systems are increasingly linked to the success and survival of organizations, products, and services. Similarly, managers and executives around the world have emphasized the importance of audits to ensure quality as one of their objectives, since "organizations that apply the ISO standard have higher rates of survival, sales, and job growth" (ISO, 9001: 2015, 2014). In our country, the SGC have been welcomed in recent decades, reinforced in the last 10 years, seeking the continuous improvement and competitiveness that globalization demands day by day, through access to information and the continuous expansion of knowledge.

1.4.1 Concept

According to ISO 9000 standards, a QMS is a dynamic system that evolves over time through periods of improvement. (...) provides a framework for planning, executing, monitoring and improving the performance of quality management activities (...) accurately reflecting the needs of the organization (ISO, 2015: 15).

1.4.2 Scope and Perspectives

According to ISO 9000 standards, a Quality Management System (QMS) comprises all those activities through which an organization identifies its objectives and determines the processes and resources required to achieve the desired results. The SGC manages the interacting processes and resources required to deliver value and results to relevant stakeholders, as well as enabling senior management to optimize resource use by considering the consequences of their long and short-term decisions. In addition, a QMS will provide the means to identify actions needed to address expected and unforeseen consequences in the provision of products and services (ISO, 2015: 15).

The sequence of implementation of an SGC in an organization follows an orderly process that can be synthesized in the following steps. As can be seen, this process is fed back and enables a dynamic of continuous improvement for the organization.

- a. Planning
- b. Approval
- c. Implementation
- d. Follow-up and evaluation
- e. Actions and corrections
- f. Innovation

As can be seen, this process feeds back and enables a dynamic of continuous improvement for the organization.

1.4.3 Principles of Quality Management

According to Evans and William, when applied in the search for quality, a company must be able to identify the needs and expectations of its customers and, in parallel, to maximize the potential of its workforce applied to learning and continuous improvement in all areas of the organization. In this way, the total quality formula of is sustained by the following fundamental principles:

- A focus on customers and shareholders
- The participation and teamwork of everyone in the organization
- A process approach supported by continuous improvement and learning (Evans y William, 2008: 21).

These authors stress the importance of sustained processes of continuous improvement for their ability to help understand the synergies that take place within organizations and to recognize the true origin of problems in them. Continuous improvement refers both to incremental changes, which are small and gradual, to innovations, or to large and rapid improvements. These improvements can take any of several forms:

- Increase value for the customer through new and improved products and services
- Reduce errors, defects, waste and related costs
- Increase productivity and efficiency in the use of resources

Improve responsiveness and cycle time performance for processes, such as resolving customer complaints or introducing new products (Evans y William, 2008: 22).

As is shown below, the application of the ISO: 9000: 2015 standards summarizes principles similar to those set out above, in its guidelines for the application of GSCs:

- Focus on the customer - The primary focus of quality management is to meet customer requirements and strive to exceed their expectations.
- Leadership - Leaders at all levels, establish unity of purpose and direction and create the conditions for people to become involved in achieving the objectives of the organization.
- Commitment of people - Competent, empowered and committed people at all levels throughout the organization are essential to improving the capacity to create and deliver value.

- Process approach - Consistent and predictable results are achieved more effectively and efficiently when understanding and managing activities as interrelated processes that function as a coherent system.
- Improvement - Successful organizations have a permanent focus on improvement.
- Evidence-based decision making - Decision making based on data and information analysis and evaluation is more likely to produce the desired results.
- Managing relationships - For sustained success, organizations must prioritize their relationships with relevant stakeholders, such as providers (APCER, 2016: 28).

1.5 ISO 9001: 2015 Regulations

1.5.1 Background

The International Organization for Standardization (ISO) is based in Geneva, Switzerland, and was founded in 1947 as a non-profit federation for the purpose of establishing normative parameters for organizations. At present, ISO is made up of 165 member countries (APCER, 2016: 23).

In order to standardize quality requirements for European countries within the Common Market, and for those who wanted to do business with these countries, ISO adopted a set of written quality standards in 1987. These standards were revised in 1994, and later in 2000. ISO took a unique approach by adopting the prefix "ISO" to name the standards. ISO is a scientific term that denotes equality. This criterion applies to organizations certified in accordance with ISO 9000, which have the same quality as those of their colleagues (Evans & William, 2008: 129).

ISO 9000 defines the standards of quality systems based on the premise that certain generic characteristics of administrative practices can be standardized and that a well-designed, well-executed and carefully managed quality system offers the

confidence that its results will meet the needs and expectations of customers (Evans & William, 2008).

The standards that encompass the ISO 9000 series are the best known. The ISO 9001 standard was first published in 1987 and subject to revisions in 1994, 2000, 2008 and 2015. These standards have gained widespread acceptance for the confidence they have projected and have become a kind of assurance that the organization using them has the capacity to constantly attend to the relevant requirements of customers.

The ISO 9001: 2015 standard specifies the requirements to implement a Quality Management System. According to this, the company needs to demonstrate a greater capacity to provide products and services that satisfy the client's requirements on a regular basis, based on a legal and regulatory standard applicable on an international level to increase customer satisfaction (ISO, 9001: 2015, 2014).

The requirements of ISO 9001 version 2015 are generic and are intended to apply to all companies, regardless of the type or size of the products and services that are supplied. What is sought upon obtaining an ISO 9001 quality management system:

- Commitment
- Reputation with your organization
- Customer satisfaction
- Competitive advantage

1.5.2 Object and field of application

The ISO 9001: 2015 standard can be implemented by any organization, allowing the fulfillment of requirements can be ensured through the adoption of different methodologies, practices and organization and management tools (APCER, 2016). All requirements of this International Standard are generic and are intended to be applicable to all organizations, regardless of their type or size, or the products and services provided.

"This International Standard specifies the requirements for a quality management system when an organization:

- a) Needs to demonstrate its ability to regularly deliver products and services that meet customer requirements and applicable legal and regulatory requirements, and
- b) Aims to increase customer satisfaction through the effective application of the system, including processes for system improvement and assurance of compliance with customer requirements and applicable legal and regulatory requirements" (ISO, 2015).

1.5.3 Current Focus

The current focus of ISO 9001: 2015 has a greater emphasis on its role in organizational performance, requiring organizations to manage their processes to achieve the desired results, and to use a "risk-based approach" in determining the degree of planning and control required, managing processes and the system as a whole, through the continuous improvement PDCA cycle (Plan, Develop, Check, Act). The first sentence in the introduction to ISO 9001: 2015 states "the adoption of a quality management system is a strategic decision of an organization that can help improve its overall performance and provide a solid foundation for sustainable development initiatives" (APCER, 2016: 22).

1.5.4 Principles of Quality Management

"The fundamental principles of the standard are the seven principles of quality management, which are described in ISO 9000 through the title, declaration of principle, logical rationale, benefits of its application, and actions that can be taken. The principles are a key of interpretation of the norm. ISO 9001: 2015 is based on the seven principles of quality management, which are described in ISO 9000: 2015" (APCER, 2016: 38).

Principle 1

Customer Focus: "The primary focus of quality management is the satisfaction of customer requirements and the effort to exceed their expectations". Ibid (39).

Principle 2

Leadership: "Leaders establish at all levels, unity of purpose and direction, and also create the conditions for people to commit themselves to achieve the goals of the organization". Ibid (40).

Principle 3

Personal Commitment: "It is essential for any organization that its people are competent, empowered and committed to create value". Ibid (41).

Principle 4

Process Approach: Consistent and predictable results are achieved more effectively and efficiently when understanding and managing activities as interrelated processes that function as a coherent system. Ibid (42)

Principle 5

Improvement: "Successful Organizations are permanently focused on improvement." Ibid (43)

Principle 6

Evidence-based decision making: "Decisions based on data and information analysis and evaluation are more likely to produce the desired results." Ibid (44)

Principle 7

Relationship Management: "For sustained success, organizations must manage their relationships with stakeholders, such as suppliers." Ibid (45)

1.6 Requirements established in the ISO 9001: 2015 Standards

Gaviria and Dovale (Gaviria, 2014) establish a differentiation in the norms of ISO / ISO / DIS 9001: 2015 in terms of its 10 chapters, thus establishing that the first three chapters are introductory and relate to objective, field of application , Principles and structure; While the fourth through tenth chapters are process oriented and contain the requirements the organization must meet to establish, document, implement and maintain a quality management system (Gaviria, 2014).

The following is a summary of the general guidelines outlined by Gaviria (Gaviria, 2014), which have been supplemented by ISO 9000: 2015 (ISO, 2015) standards to put into perspective some of the terms in use. The complete document (ISO / DIS Free Interpretation 9001 2015, 2015) which includes a detailed listing of requirements is available in the Annexes section of this paper.

1.6.1 Chapter Guidelines and Requirements

1.6.1.1 Organizational Context

This chapter covers the requirements for understanding the organization, the implementation of standards, the needs and expectations of the stakeholders and the scope of quality management systems and processes:

- Knowledge of the organization and its context
- Understanding the needs and expectations of stakeholders
- Determination of the scope of the quality management system
- Quality management system and its processes (Gaviria, 2014)

In understanding the context of an organization it is a priority to determine all the elements that have a direct relationship with the purpose of the organization, such as its vision, mission, policies, objectives, and sustainability. Within this consideration are included internal aspects related to the values, culture, knowledge and performance of the organization as well as external aspects such as legal,

technological, competitiveness and market environments. This is in addition to the cultural, social and economic environments in which the organization is immersed.

1.6.1.2 Leadership

Chapter 5 addresses the issue of leadership and quality policies with a customer focus:

- Leadership and commitment to the quality management system
- Customer focus
- Quality Policy
- Roles, responsabilidades y autoridades en la organización.

1.6.1.3 Planning for the Quality Management System

This chapter deals with planning within a broad perspective and linked to external processes. It addresses, therefore, the actions focused on the management of risks and opportunities, and the plans for the fulfillment of the GSC objectives:

- Actions to address, risks, and opportunities
- Quality objectives and planning to achieve them
- Planning changes

1.6.1.4 Support

The implementation of a Quality Management System requires the support of the top management of the organization to this endeavor, as well as the personnel engaged in it. This support will in turn enable:

- The provision of adequate human resources and other resources
- Monitoring of processes and results
- The identification and assessment of risks and opportunities
- The implementation of appropriate actions

Thus, Chapter 7 establishes the requirements concerning:

- Resources
- People
- Infrastructure
- Environment for the operation of the processes
- Monitoring and measurement resources
- Organizational knowledge
- Competition
- Awareness raising
- Communication.
- Documented Information
- Creation and updates
- Control of documented information (Gaviria, 2014)

1.6.1.5 Operation

Chapter 8 is one of the most extensive because it develops the generalities of operational planning and control of the quality management system. A central element of this chapter is also communication, both internal and external with the customers and other involved parties.

Correctly planned communication is an effective tool for the organization, as it encourages people's engagement and increases understanding of the organization's context as well as the needs and expectations of its clients. The requirements of this chapter therefore focuses on the following topics:

- Planning and operational control
- Communication with the customer
- Determination of requirements for products and services
- Review of requirements related to products and services
- Design and development of products and services

- Design and development planning
- Input elements for design and development
- Design and development controls
- Elements of design and development output
- Changes in design and development
- Control of externally supplied products and services
- Type and scope of control of external provision
- Information for external suppliers
- Production and service rendering
- Control of production and service delivery
- Identification and traceability
- Ownership of external customers or suppliers
- Preservation
- Post-delivery activities
- Change control
- Release of products and services
- Control of process output elements, products and non-conforming services
(Gaviria, 2014)

1.6.1.6 Performance Evaluation

This chapter establishes the guidelines for the tasks of measuring, analyzing, evaluating and monitoring the quality management system, including internal auditing processes and review by the organization's board of directors:

- Monitoring, measurement, analysis and evaluation
- Customer satisfaction
- Analysis and evaluation
- Internal audit
- Management Review

1.6.1.7 Improvement

Chapter 10 deals with the requirements and guidelines to be applied in corrective actions and in the continuous improvement of the quality management system. A high effectiveness in the application of a QMS is possible through a process of continuous training and instruction of the organization personnel. It is the responsibility of senior management to promote these improvement actions based on guidelines and actions such as:

- Nonconformity and corrective action
- Actions and measures to address non-compliance, including those arising from complaints
- Continuous improvement actions

1.7 Procedures to achieve Certification in ISO 9001:2015 Standards

1.7.1 Steps for Certification

The certification process of ISO 9001 has defined stages that must be followed to earn certification:

Knowledge of requirements and legal regulations regarding quality

Situational analysis of the organization

Construction of the QMS from each specific action within the organization

Documentation of processes based on the requirements of ISO 9001. Documentation is the support of the processes and allows to guarantee the efficiency and repetitiveness of the same. (Cerecedo, 2016)

Implementation of training processes within the company

Execution of internal audits

Application and monitoring of a quality system. The design of a QMS can be done by a consultant or by personnel of the company who know about the methodology of the certification process. (Cerecedo, 2016)

Conduct impartial audits through external and specialized assistance

Systematization and process improvement

Request for certification audit to ISO professionals. "Once the quality management system is verified to be working properly and implemented in full, a certification body will carry out the certification process. Once it is confirmed that all the requirements for the standards are fulfilled, ISO 9001 certification will be issued. Adding this certification to the organization - despite being the most common standard - guarantees good practices within institutions, providing added value with the goal of continuous improvement" (Cerecedo, 2016).

1.7.2 Requirements for quality ISO 9001 certification

Any requirement is an indispensable preliminary step towards achieving a goal. In the case of the requirements for ISO 9001 certification, all point to the implementation and monitoring of quality management within the organization or company. These are the required steps for integrated and coordinated compliance with the ISO standard requirements.

1.7.3 Time

A process of quality certification requires a reasonable period of time for its execution. This period must be considered and planned by the organization in order to comply with the stages and requirements in an appropriate manner.

1.7.4 Investment

Like most processes that require professional knowledge, the organization must consider that the implementation phase requires economic investment, since it must resort to the advice of a specialized consultancy.

1.7.5 Compliance with legal requirements

The organization must avail itself of the different laws that apply to the scope of its productive activity or services. This may require the use and payment of licenses, the application of labor and safety standards, among others, in addition to the application of local, regional, national, and continental standards for quality processes.

1.7.6 Staff training

Staff training is a key element in the process of obtaining ISO certification. Personnel management for those directly involved in the execution of core tasks will lead the organization to successfully implement a QMS.

1.7.7 Commitment

Maintaining a quality certification requires the involvement and commitment of each one of the members of the company, especially of the senior management positions, since, after having been certified, the company must perform periodic audits (annual) to evaluate the maintenance and evolution of quality processes.

1.7.8 Experience

"One of the things that matters most when it comes to external auditing is the experience of each organization. The auditors give special value to the antecedents in this matter and the related works. In the event that neither of them exist, the key will be in the documentation that is made of the indicators established by ISO in the ISO 9001" (Isotools, 2017).

1.7.9 General recommendations

At the international level there is no obligation for an organization to obtain an ISO 9001 certification. Therefore, it is necessary for every company or organization to carry out an internal evaluation to make a decision regarding the execution of a certification process. Although a certification can give the customers of an organization a greater level of confidence in the organization and the assurance that its products and services meet the standards that the client requires or expects, and that in some cases this situation may even become a prerequisite or advantage to access certain clients or markets, many organizations benefit from the use of ISO

standards without necessarily having access to the certification process (International Organization for Standardization, 2015).

If the company opts for a certification, the first step is to look for an internationally endorsed certification body (OEC) since the ISO organization does not perform this type of process. In doing so, it is advisable to analyze different OEC options and verify that they use the appropriate standards of the ISO committee, CASCO (Conformity Assessment Committee). CASCO has established a series of standards related to the certification processes (International Organization for Standardization, 2015).

The chosen OEC should ideally, as it is not mandatory, have been certified by the ISO/IEC TS 17021-3: 2013 standards for auditors and certifiers of Quality Management Systems. To find a suitable OEC, it is advisable to refer to the National Organization of Certification of the country where the organization or company performs (International Organization for Standardization, 2015).

1.8 Referential Framework

1.8.1 International Context

Companies and organizations must face new challenges every day that allow them to maintain their presence at a national and international level, for this reason, the tools and certifications of the ISO standards are very useful for companies to be competitive and develop advantages in front of them. to others that may be competition.

There are different organizations at a regional level in Latin America and the Caribbean, as well as in the rest of the world, which provide certification services according to different international standards, such as ISO regulations. Among these, the internationally recognized work of entities such as the Inter-American Accreditation Cooperation (IAAC), the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF).

It is worth noting that obtaining a certification of ISO standards can allow an organization to expand its market, either extending the arrival of its product to other countries, or attracting new foreign customers within the country.

It should be understood that, in a globalized world, the ISO 9001 standard is presented as a reference framework of international quality, which focuses on the client, the product, employees and continuous improvement.

1.8.2 National context

In the Ecuadorian context, around a decade ago the global trend towards certifications was incorporated in our country. According to the article "Certification: a step to excellence. A business objective" published in the Ekos magazine in July 2015, although in Ecuador the interest in certification has grown, it still has not reached the regional average.

Ecuador joined the world trend towards certifications more than a decade ago. "According to the 2013 ISO Survey 1,369 ISO 9001 certifications have been registered in the country, followed by Peru with 1,040 and Bolivia with 217 certifications. Colombia, Brazil and Argentina are the countries with the highest ISO 9001 certification. Currently there are more than 17,000 types of internationally endorsed certifications. However, the certifications that have had the greatest demand in Ecuador are: ISO 9001 Quality; ISO 14000 Environment and the ISO 22000 of Food Safety" (Certification a step to excellence, 2015).

According to the same article, in Ecuador according to information from the Ecuadorian Accreditation Service, SAE, in 2015, there were 20 agencies that met the requirements to carry out the accreditation were approved.

1.8.2.1 Ecuadorian Accreditation Service (SAE, acronym from original Spanish)

In Ecuador, the official accreditation body is the Ecuadorian Accreditation Service (SAE), an entity attached to the Ministry of Industry and Productivity. The SAE accredits three different sectors: laboratories, inspection bodies, and certification bodies, which are collectively called Conformity Assessment Bodies (OEC). An

OEC is accredited within one or more specific technical areas of a sector, called "accreditation scope" (Ecuadorian Accreditation Service (SAE), 2017).

In turn, the SAE is subject to evaluation and accreditation by international organizations and is a full member of the Inter-American Accreditation Cooperation (IAAC). At the global level, SAE is a signatory to recognition agreements between the two international accreditation bodies: the International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF) (SAE, Ecuadorian Accreditation Service, 2017).

1.8.2.2 Ecuadorian Institute of Normalization-INEN

In Ecuador, the Ecuadorian Institute for Standardization (INEN) is the entity in charge of establishing technical regulations for the different areas of industry, service delivery and organization management. The Technical Department of Validation and certification of INEN plans, organizes, directs, controls and evaluates the certification and validation services and product requirements in support of the application of normative documents. Among its services, INEN offers virtual access to ISO Standards, in coordination with the International Organization for Standardization ISO.

In a timely manner, INEN offers a system of technical regulation in which a series of regulations can be found applicable to the areas of human health and safety that concern the present project and that are summarized in the Ecuadorian Technical Regulation Project. These regulations can be obtained through the INEN website. (INEN, 2017) On this page the user can access a PDF file to look for the regulations in question. The following is an example that allows to visualize the format of the document in question, where the different regulations in all their extension and detail can be downloaded.

The following is an example that allows to see the format of the document in question, which allows to download the different regulations in all their extension and detail.

Table N°1: Example of the Technical Regulations - Download format in the INEN page:

N°. RTE INEN N°. PRTE INEN	TITLE	VALID	N°. OFFICIAL REGISTR ATION AND DATE	DATE OF ENTRY / EXPIRATI ON
<u>RTEINEN04</u> <u>2*</u>	Accessibility of persons with disabilities and reduced mobility to the physical environment	YES	69 2009-11-18	2010-05-17
<u>PRTE INEN</u> <u>271*</u> *downloadabl e regulations	Surgical and exploration gloves / procedure for medical use	NOT NOTIFIED	REGULAR PROCESSI NG 2015- 05-04	----- -

Created by: Tenorio, Paúl, 2017.

Ecuadorian Professional Training Service (*SECAP acronym from original Spanish*)

Together with the SAE and INEN, the Ecuadorian Professional Training Service SECAP is another public institution that operates in the area of certification. SECAP's emphasis is on the training and certification of human talent:

SECAP services include the training and certification of people for labor competencies, for which it facilitates its services in several locations in

Ecuador. The Ecuadorian Professional Training Service (SECAP) and its competency certification are accredited by the Ecuadorian Accreditation Service (SAE) (SECAP, 2017).

SECAP offers various job training opportunities through short, medium and long term courses in areas such as business administration, project development, accounting, and entrepreneurship, among others. It also offers a certification for evaluators in the Ecuadorian Model of Excellence. For all these reasons the SECAP can become an ally for the training and continuous training required by organizations and companies to enhance their management of human talent within GSCs.

SECAP guarantees a total independence between its training processes and those of certification, guaranteeing impartiality, confidentiality and security in the information, committing itself to:

- Identify, analyze, manage and document perceived or actual conflicts of interest in certification activities.
- Take action to avoid or mitigate any risk to impartiality
- Ensure objectivity in people certification activities
- Fair and impartial policies and procedures for all users
- Do not restrict certification for improper financial reasons or other limiting conditions.
- Do not allow any commercial, financial or other pressures that may impede impartiality (SECAP, 2017).

With regard to private OECs, the SAE in Ecuador has certified the entities listed in the list below. It can be noted, however, that none of these has ISO 9001: 2015 standards within its scope. This lack could be explained by a lack of information available at the moment of its due update in the SAE website.¹

¹ According to data from 2015 in the journal Ekos, in Ecuador, according to information from the SAE, 20 certification bodies were endorsed. Institutions such as INEN and SECAP at the public level, and private companies such as SGS, Icea Ecuador, Icontec, Bureau Veritas, Lenor Ecuador, were listed as accredited in that year. (Certification a step to excellence, 2015)

Table N°2: Certification Organizations Accredited in Ecuador, 2017. Source: (SAE, accredited OEC)

Sector	OEC	Reference Scope
Management systems Certified: <u>OAE CSC C 09-002</u>	Bureau Veritas Ecuador S.A. Quito	Quality Management Systems NTE INEN ISO 9001: 2009 in the sectors IAF 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39
Management systems Certified: <u>OAE CSC C 14-001</u>	International Quality Certifications - C.I.C.S.A. Quito	Quality Management Systems NTE INEN ISO 9001:2009 in the sectors IAF 29, 35
Management systems Certified: <u>OAE CSC C 09-001</u>	Cergestcal América Certification Group S.A. – ACG Quito	Quality Management Systems NTE INEN ISO 9001:2009 in the sectors IAF 1, 3, 9, 12, 13, 14, 17, 18, 22, 23, 24, 29, 30, 31, 33, 35, 36, 37, 38, 39
Management systems Certified: <u>OAE CSC C 12-001</u>	COTECNA Certification Services Ltda. Bogotá - Guayaquil	Quality Management Systems NTE INEN ISO 9001:2009 in the sectors IAF 2, 3, 4, 9, 10, 12, 13, 14, 15, 16, 17, 18, 19, 22, 28, 31, 32, 34, 35, 36, 37, 38
Management systems Certified: <u>OAE OCSC C 10-003</u>	Colombian Institute of Technical Standards and Certification – ICONTEC	Quality Management Systems NTE INEN ISO 9001:2009, Food Safety Management Systems ISO 22000:2005, Food Safety Management Systems FSSC 22000.

	Bogotá-Quito	
Sistemas de Gestión Certificado: <u>OAE CSC C 10-002</u>	S.G.S. of Ecuador S.A. Quito	Quality Management Systems NTE INEN ISO 9001:2009, Food Safety Management Systems ISO 22000:2005, Food Safety Management Systems FSSC 22000, Integral Management Systems for MiPymes NTE INEN 2537:2010

Created by: Tenorio, Paúl, 2017.

1.8.3 Local Context

In the city of Cuenca there are a growing number of companies from various production sectors that, like Graiman or Tugalt, have met ISO certifications, as well as institutions and companies providing services in public and private sectors, such as the University of Azuay, GM Laboratories, the Wall Street Institute or Mariscal Lamar Airport.

Regarding entities or organizations linked to the certification processes, in Cuenca the support of INEN, whose headquarters is located at Av. México and Unidad Nacional, can be counted on. The SECAP Multiple Center, whose facilities are located at Av. Octavio Chacón 1-98 and first transversal of Parque Industrial. The SAE does not have dependencies in this city.

Other instances of support or management could be found in institutions such as the Cuenca Chamber of Commerce, which maintains ongoing training programs in administrative and financial sectors, as well as for the medical faculties of the Catholic, Cuenca, and Azuay Universities. It also participates in training aspects focused on health issues or the Innpulsar Corporation of the University of Cuenca, focused on training and support to entrepreneurs.

CHAPTER II: CEDIPAR - CENTER OF RESPIRATORY PATHOLOGY DIAGNOSIS MEDICAL SURGICAL SHORT DISTANCE UNIT

2.1 Strategic Direction

2.1.1 Description

CEDIPAR CENTER FOR DIAGNOSTIC RESPIRATORY PATHOLOGY AND MEDICAL SURGICAL HIGH TURNOVER UNIT, is a Medical Center that provides Ambulatory, surgical and high turnover hospitalization services, specialized in the diagnosis and treatment of cardio-respiratory and thoracic pathologies, constituting itself in an efficient and effective diagnostic and therapeutic alternative, backed by experienced, prestigious, professionals, quality science and ethics, with the highest quality standards and the latest technological advances in the management of various respiratory diseases.

2.1.2 History

In August 2010, in the city of Cuenca, the Center for Diagnosis of Respiratory Pathology CEDIPAR was created, with the purpose of providing comprehensive health services, with quality science and technology, with a committed, qualified, and compassionate team who is willing to serve. This was done In order to contribute to the improvement of healthy conditions for the population through a specialized and highly reliable service.

In 2013 after three years of service and having had the total opening and support of the population and the medical staff of the city, the Austro county and the country in general, CEDIPAR takes on the challenge of being constituted additionally a HIGH TURNOVER SURGICAL PHYSICIAN UNIT according to the new times and needs of the population, not as a hospital but as a unit where a group of medical specialists can perform highly complex interventions with minimal invasion and without the need for prolonged hospitalization under a large number of conditions that allow the

expected results to be achieved in a short time and guarantee the patient a prompt and adequate recovery.

2.1.3 Mission

Its priority and fundamental mission is the provision of medical services specialized in the diagnosis and treatment of thoracic and respiratory pathology, with complementary services of imaging, clinical laboratory, electrocardiography, audiometry, polysomnography, ensuring excellence in medical care, scientific preparation, unrestricted attention, and respect to the ethical standards of the medical profession.

It is a medical-surgical center specializing in respiratory and thoracic pathology, ambulatory and high turnover surgery that offers personalized attention to each patient, providing the highest quality standards. It has certified medical personnel who will provide the most avant-garde and effective treatments, and provides comprehensive care specialized in assessment and clinical diagnosis of diseases, dependent or associated with the respiratory system, and thoracic pathology. It provides medical health care services, curative, preventive, surgical and rehabilitation of thoracic - respiratory pathologies. It also provides complementary radiological diagnostic services, clinical laboratory, polysomnography, to all users who require their services either by direct referral or by spontaneous demand.

2.1.4 Vision

To position ourselves as THE LEADING UNIT FOR RESPIRATORY PATHOLOGY AND MEDICAL DIAGNOSIS WITH PHYSICAL SECURITY AND HIGH TURNOVER as a private provider for specialized services in diagnosis, surgical, and medical treatment of thoracic and respiratory pathology in the Ecuadorian Austro region, through the provision of professional and diagnostic services with complementary high quality at affordable prices, with absolute respect for ethical standards of medical practice and a harmonious relationship with the community.

2.1.5 Values

-Ethics

Our actions are always framed following the rules and principles of professionalism, oriented to the need of our users.

-Humanism

We provide a service of excellence to all our customers without discrimination, we value the human being and the human condition first and foremost.

-Honesty

We proceed with total adherence to morality, professional ethics and law, with truthfulness and objectivity, always putting the welfare and life of our patients first.

-Efficiency

We have the best human and technological resources to offer a quality and timely service.

-Responsibility

Our team guarantees the fulfillment of each one of the roles established in each of its assigned areas.

-Quality

We take care that our clients receive excellent care, in a humane, professional, and scientific environment.

-Confidence

We offer our patients the confidence of being attended by professionals who genuinely care for their health and their lives.

-Teamwork

We promote the integration of each member of our company oriented to attending our clients from the moment of their entry to their exit, offering personalized attention and permanent accompaniment throughout the care process.

2.1.6 Services

CEDIPAR has an ambulatory care service, diagnostic tests, ambulatory surgical procedures and high turnover hospitalization in the following Medical Specialties Areas:

- 1) Pneumology
- 2) Otorhinolaryngology
- 3) Cardiology
- 4) Surgery
- 5) Neurophysiology (Polysomnography)
- 6) General medicine
- 7) Clinical laboratory
- 8) Imaging
- 9) Anesthesiology

Pneumology: With the assistance of Specialist Physicians, it will carry out clinical evaluations, diagnosis, and specialized treatments for tracheo-broncho-pulmonary diseases and pleural pathologies, computerized spirometry, capnography, P_{c6}min, respiratory therapy, thoracentesis, bronchoscopic intervention, and special pneumological surgical procedures that do not require prolonged hospitalization.

Otorhinolaryngology: With the assistance of specialist physicians to perform professional activities of clinical assessment, diagnosis and specialized treatment of diseases of the upper respiratory tract, audiometric assessment and special otorhinolaryngologic surgical procedures that do not require prolonged hospitalization.

Cardiologia: With the assistance of specialized physicians this will perform clinical assessments, diagnosis, and specialized treatment of diseases of the upper respiratory tract. It will also perform audiometric assessments and special otorhinolaryngologic surgical procedures that do not require prolonged hospitalization.

Surgery: With the assistance of specialized physicians this will carry out clinical assessments, normal preoperative evaluations, the assignment of surgical equipment, and the availability and feasibility of special surgical procedures that do not require prolonged hospitalization.

Neurophysiology: With the assistance of specialized physicians this will perform clinical assessments, diagnosis, and specialized treatment of neurophysiological pathologies, polysomnography, and special treatments that do not require prolonged hospitalization.

General Medicine: This is the primary task of evaluating patients who, as needed, establish a diagnosis and recommend the appropriate treatment applicable to their best knowledge and understanding, and inform and refer the patient to a specialist doctor when the pathology found requires specialized care.

Clinical Laboratory: With the participation of medical specialists and medical technicians, this will perform body fluids analysis, sample reception, technical processing, analysis, reports of general and special examinations, microbiology, clinical pathology and anatomopathology.

Imaging: With the assistance of medical specialists and medical technicians this will carry out specialized diagnostics and intervention procedures. It will comply with the plate imaging, technical processing, printing, analysis and report on general and special radiology examinations.

Anesthesiology: Anesthesiologists will be solely and exclusively responsible for the pre-anesthetic assessment, anesthetic management, and post-anesthetic recovery of patients who require to short-term surgical procedures.

Objective:

Carefully maintain the health and well-being of the population by offering the best options in prevention and treatment of different respiratory, thoracic and other diseases, backed by standards of excellence in service and scientific knowledge for our professionals, in order to generate the highest levels of satisfaction in our users.

2.1.8 Market Strategy

CEDIPAR focuses on 4 key points:

- **Product Strategy**
 - ✓ Offer specialty exams
 - ✓ Use of state-of-the-art technology and equipment
 - ✓ Immediate analysis and delivery of results
 - ✓ Specialized respiratory care
 - ✓ Offer service of care and realization of examinations of specialty at home or where the patient requires it
 - ✓ Medical examinations carried out under the supervision and direction of specialist doctors that guarantee a reliable and timely diagnosis
 - ✓ Offer personalized attention, providing our patients with an atmosphere of comfort, warmth and humane treatment.

2.1.9 Price Strategy

- ✓ Offer the best service with the best price.
- ✓ Flexible prices according to the conditions of our patients
- ✓ Special discounts on business packages according to volume

- ✓ Special prices for different social assistance institutions with a large volume of patients

2.1.10 Growth Strategy

- ✓ Establishment of agreements to provide our services with different health institutions inside and outside the city
- ✓ Bring medical attention to other cities with the CEDIPAR team offering a quality service at the same cost, capturing an important sector that needs the service but can not be transferred to our center.
- ✓ Implement agreements with health institutions that allow us to offer our patients complementary diagnostic tests as part of comprehensive care.
- ✓ Supply services for the public procurement system

2.1.11 Promotion Strategy

- ✓ Conduct workshops and conferences for the promotion and dissemination of different services to specific groups of primary care physicians who require specialized examinations for a diagnosis and appropriate treatment of their patients.
- ✓ Participation in various free health fairs to publicize our services
- ✓ Carry out free health care campaigns
- ✓ Radio and television advertising
- ✓ Advertising on different websites related to health services
- ✓ Advertising through our website and social networks
- ✓ Active participation with interviews in different mass media by the medical specialists
- ✓ Distribution of triptychs, flyers and general information in different strategic points of the city

2.1.12 Functional Areas

CEDIPAR has different operation areas that guarantee personalized and efficient attention.

2.1.12.1 Medical Area

The Medical Corps of the High Turnover Surgical Medical Unit will have as its mission to provide excellent medical care with quality, warmth and humanism, to participate in the research activities of the institution, to comply fully with the institution's policies and to commit to the growth and development of the Cedipar Short-Range Medical Surgery Unit.

2.1.12.2 Diagnostic and Treatment Auxiliary Services

These are auxiliary units that support the diagnostic management of respiratory and thoracic pathologies. Among them are: Laboratory, Radiology, Anesthesiology, Respiratory Endoscopy, Respiratory Function Tests, and Respiratory Therapy.

2.1.12.3 Technical Department for Medical Collaboration

This refers to the professionals who are graduates but still in the process of learning who provide their services in the Cedipar Hospital Short Range Surgical Unit supporting the work of specialist doctors. Among them we have:

2.1.12.4 Department of Biosecurity

In charge of defining regulations for behavior and preventive management for the personnel of the Surgical Medical Unit of High Turnover against potentially infectious agents, with the purpose of reducing the probability of acquiring infections in the work environment, emphasizing PREVENTION through the Asepsis and insulation.

2.1.12.5 Administrative Area

Together with management, the presidency, and the board of directors, it is in charge of the administration and coordination of the institutional activities, with regard to its management area, the organizational structure of the Institution, the full compliance with the internal regulation of the surgical medical unit.

2.1.13 FODA

The SWOT analysis is a diagnosis through which the weak and strong points of an organization are analyzed. It also identifies opportunities and existing threats, in order to seek actions that allow you to improve.

2.1.13.1 Strengths

The strengths of a company correspond to that in which it operates well and which characterizes it by giving it importance or comparative advantage.

CEDIPAR has specialized professionals, very well prepared with master's degrees.

Highly trained and qualified technical personnel in the area of respiratory health.

Use of state-of-the-art medical equipment.

In CEDIPAR there is an excellent work environment that allows efficient and effective team work with warmth and quality.

Use of computer technology.

Comprehensive and personalized attention.

Performing diagnostic tests immediately.

Accessible costs.

2.1.13.2 Opportunities

The opportunities refer to external factors, which have a positive effect for the company, and offer situations that can be beneficial for the organization.

Absence of another specialized respiratory center in the area.

Few specialists in the city who perform the specialty exams in Pneumology.

A deficit of attention in the pneumological area in public health entities.

Health insurance market policies in constant growth, as a preventive health alternative.

Regulations of mandatory application in labor checks for all companies.

2.1.13.3 Weaknesses

The weaknesses are those aspects in which the company fails or does not perform properly. They are internal problems that can weaken an organization, making them especially important to identify.

Presence of competitors without the knowledge to perform specialty exams.

Lack of standardized prices at the local and national level.

Little diffusion about the importance of performing specialty exams in respiratory pathology.

High degree of ignorance on the part of primary care physicians about support and diagnostic tests in respiratory pathology.

Resistance of patients to perform specialized exams due to ignorance and little information available.

2.1.13.4 Threats

Threats are situations that affect the company in a negative way, they must be identified to design a strategy that allows them to be faced.

Lack of clarity of legal regulations of the state regarding private health that precludes greater coverage in the specific area of respiratory and thoracic health.

Exaggerated tax burden for small businesses.

Establishment of punitive policies and regulations that greatly limit optimal care for our patients.

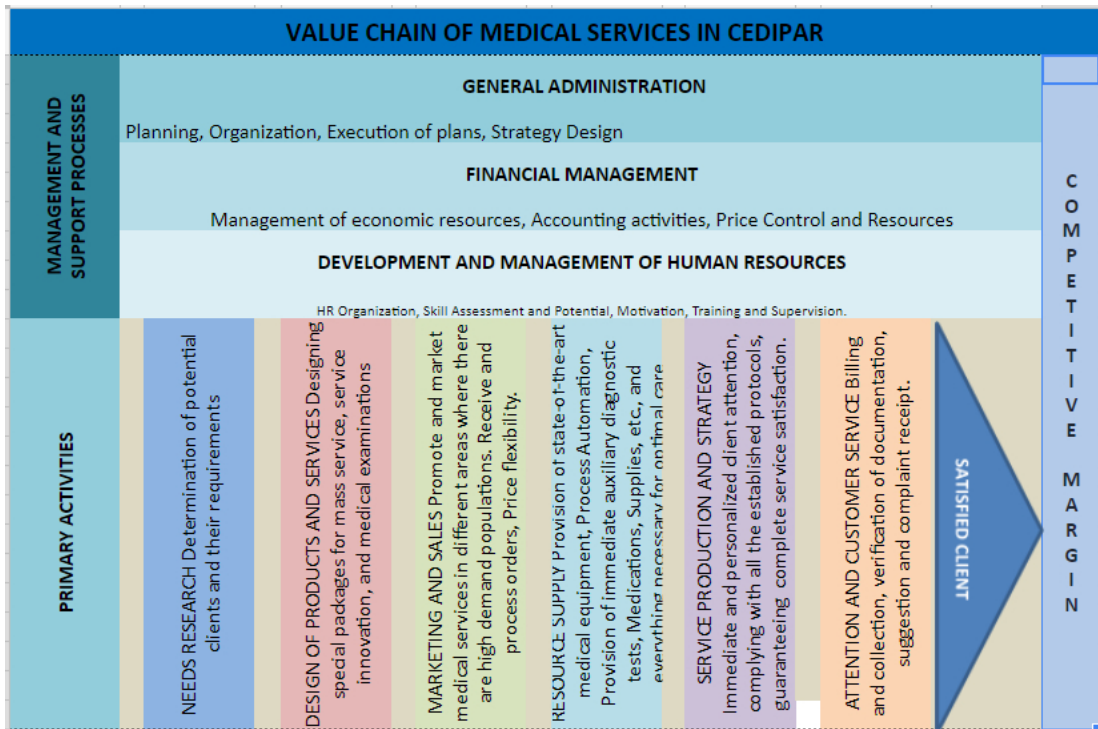
Increasingly expensive medical equipment.

Substantial increase of demand for medical supplies and medicines.

2.2 Organizational Structure

2.2.1 Value Chain

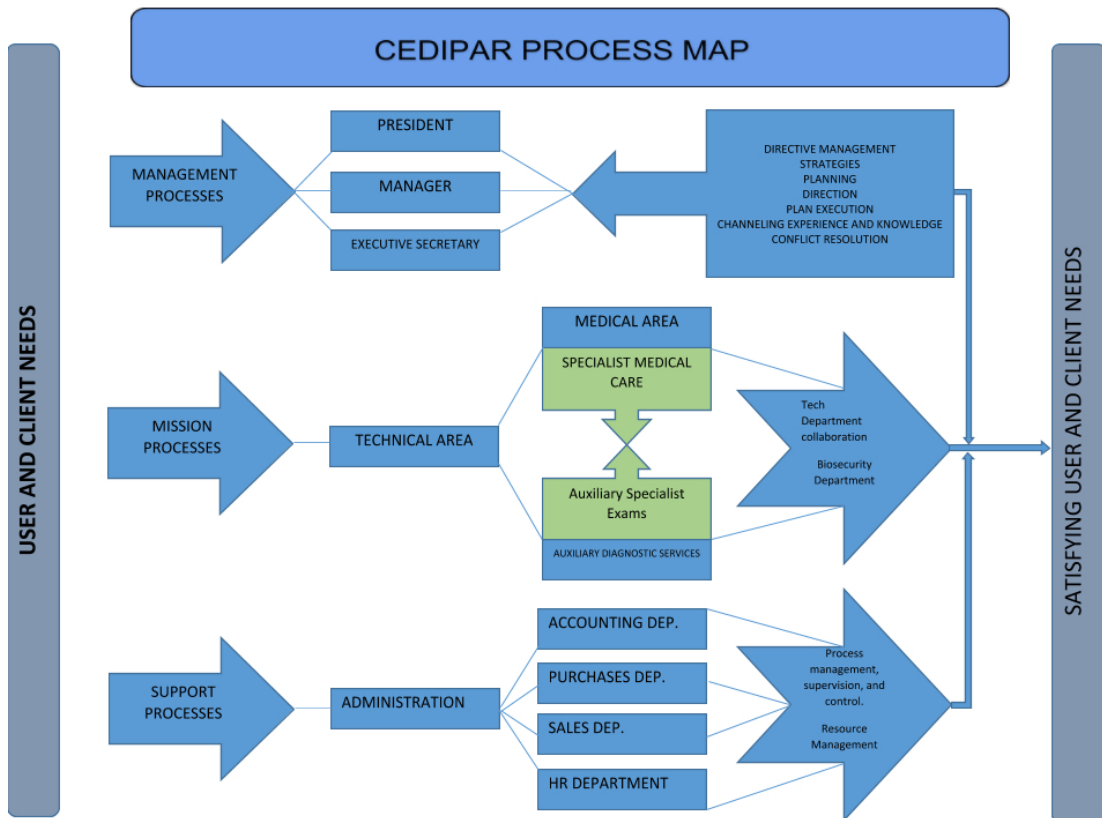
Figure # 1: CEDIPAR process details



Created by: Tenorio, Paúl, 2017.

2.2.2 CEDIPAR Process Map

Figure #2: Percentage of compliance with the ISO 9001: 2015 CEDIPAR company standard after the initial diagnosis (internal audit)



Created by: Tenorio, Paúl, 2017.

The processes CEDIPAR uses are the following:

a) Management processes: CEDIPAR executives are highly trained people who try to provide support in the different areas of the center, always seeking to channel their experience and knowledge into concrete actions in order to resolve the different situations that arise.

The people who lead the center have a very clear focus and that is what their vision says, since the positioning is based on quality and service, key factors to see greater results in the medium and long term.

b) Mission Processes: The technical area has several sub areas, which allow a better functioning, they also guarantee that the patients receive personalized treatment and that the treatment is efficient, thus helping to earn the patient's loyalty.

Medical Area: The medical staff of the center, besides having all the training and academic preparation to provide quality services, focus on treating patients humanely and warmly. The commitment to comply with the policies of the institution, to participate in the research activities, and to ensure that the development of the CEDIPAR Short Term Surgical Medical Unit is reflected in its growth.

Auxiliary Services of Diagnosis and Treatment: This is the service in charge of managing the results of the different therapies that are carried out within the center.

Technical department of medical collaboration: This corresponds to the medical staff that supports the center specialists.

Biosecurity Department: The personnel that work in this area emphasize prevention, through asepsis and isolation in order to ensure the safety of patients and as well as the staff that works at CEDIPAR.

c) Support processes: These correspond to the administrative area and the company executives who are in charge of managing and coordinating the different institutional activities, as well as the management area, compliance with regulations, and above all to manage the organization chart that maintains institution's internal structure.

2.2.3 Process Definition

Figure #3: CEDIPAR Process Definition

PROCESS DEFINITION					
PROCESS	Sale of medical services			RESPONSABLE	
TYPE OF PROCESS	Operational			Medical Corp Technical Personnel Administrative Personnel	
OBJECTIVE	Provide medical services with immediate attention, efficiency, effectiveness, and reliable results.				
SCOPE	This process applies to all types of medical services provided, ranging from the moment of patient reception to the time of discharge.				
RESOURCES					
HUMAN			PHYSICAL		
Medical Specialist Medical Resident Medical Technology Nurses Administrative and support personell			Physical Infrastructure Medical Staff Medical Supplies Basic Services (electricity, drinking water, internet, etc.) Computers and other office equipment and supplies. Medical Protocols		
ENTRANANCES	PROVIDERS	ACTIVITY	RESPONSABLE	DISCHARGES	CLIENTS
Medical Care Required	Client	Client reception Verifying their requirements Preparing the Patient Attention by medical consultant Medical exams Review and analysis of results Report and delivery of results Billing and collection	Receptionist Medical Resident Nurse Medical Specialist Medical Technologies Medical Specialist Medical Specialist Cashier	Patient attended Exams made	Patient

Created by: Tenorio, Paúl, 2017.

Tool used to describe how a process works and thus meets the required standard.

Activity: Medical Service Sales

P: Patient reception

H: Patient preparation

V: Performing tests

A: Delivering results

Discharges: Tests with reliable and guaranteed diagnoses.

Clients:

Internal Client: Medical, technical, and administrative staff.

External Client: Patients, doctors

New Patients:

Arrivals: Medical supplies, medication.

Resources:

Medical teams

Arriving disposable medical supplies

Computer

Printer

Medical staff, technicians, nurses

Basic services (electricity, water, telephone, internet)

Providers: Authorized distributors for medical supplies, medication, and office equipment.

Scope: It begins with the reception of the patient and ends with the delivery of results.

Documents:

Equipment calibration protocols.

Testing protocols.

Control parameters:

Patient assessment: Critical, serious, stable.

Number of tests requested.

Testing time required.

Verification of results and diagnoses.

Degree of client satisfaction.

Leader: Human resources administrator and resident doctor

Objective: Provide medical services with immediate attention, efficiency, effectiveness, and reliable results.

Requirements:

Current legal regulations.

Current operating permit.

Internal operating manuals.

2.2.3.1 Practice Case Example

Activity: Sales of Health Services in Cedipar

Patient reception:

- ✓ In the first phase the patient goes through reception, once his/her need is known, he/she is referred to the specialist doctor requested, in this case the doctor pneumologist.

Patient care:

- ✓ The pneumologist receives the patient in his/her practice, performs an ample clinical history that is registered in an internal token system.
- ✓ The physical assessment and physical examination of the patient concludes the evaluation of the patient.
- ✓ Once the doctor has concluded with this first part, support exams are requested to have a clear and reliable diagnosis.
- ✓ The doctor explains in detail the type of tests to be requested prior to the patient's acceptance.
- ✓ The patient is adequately informed of the costs, duration and delivery of results.
- ✓ Upon the patient's complete acceptance, the patient is prepared.

Patient Preparation:

- ✓ The patient is directed to the examination room, the resident doctor, upon verifying the requested examinations, proceeds to inform the patient about the steps to follow for each examination and the special conditions that each study requires, such as signing a consent form, suitable clothing, among others.
- ✓ They are explained in detail the procedures to be performed, along with the possible risks and side effects.

Carrying out the Tests:

- ✓ The resident doctor, together with accredited technicians, nurses and other support staff, proceed to perform the requested tests.
- ✓ In order to optimize time for the patient, they start with the exams that requires a longer time to obtain analysis results.
- ✓ Once the examinations are completed, the resident doctor proceeds to evaluate the patient's current conditions.
- ✓ In special cases the patient is transferred to a recovery room under nursing care while waiting for the results.
- ✓ With the supervision of the specialist doctor, the exams are analyzed and finalized for printing and delivery.

Delivering the results:

- ✓ The patient receives all the test results and proceeds to present them to the specialist doctor.
- ✓ The medical professional will be the one who reviews the exams, includes them in the medical record of his patient and proceeds to give a clear and objective explanation to the patient.

- ✓ Once the diagnosis of the patient has been determined, the physician indicates the appropriate treatment, which may be administered by the patient or in the hospital, depending on the details.
- ✓ In the case of treatment outside the hospital, it is necessary to prescribe the a treatment that the patient can acquire outside the medical center.
- ✓ The patient pays for the health services received, and is given his bill and leaves.

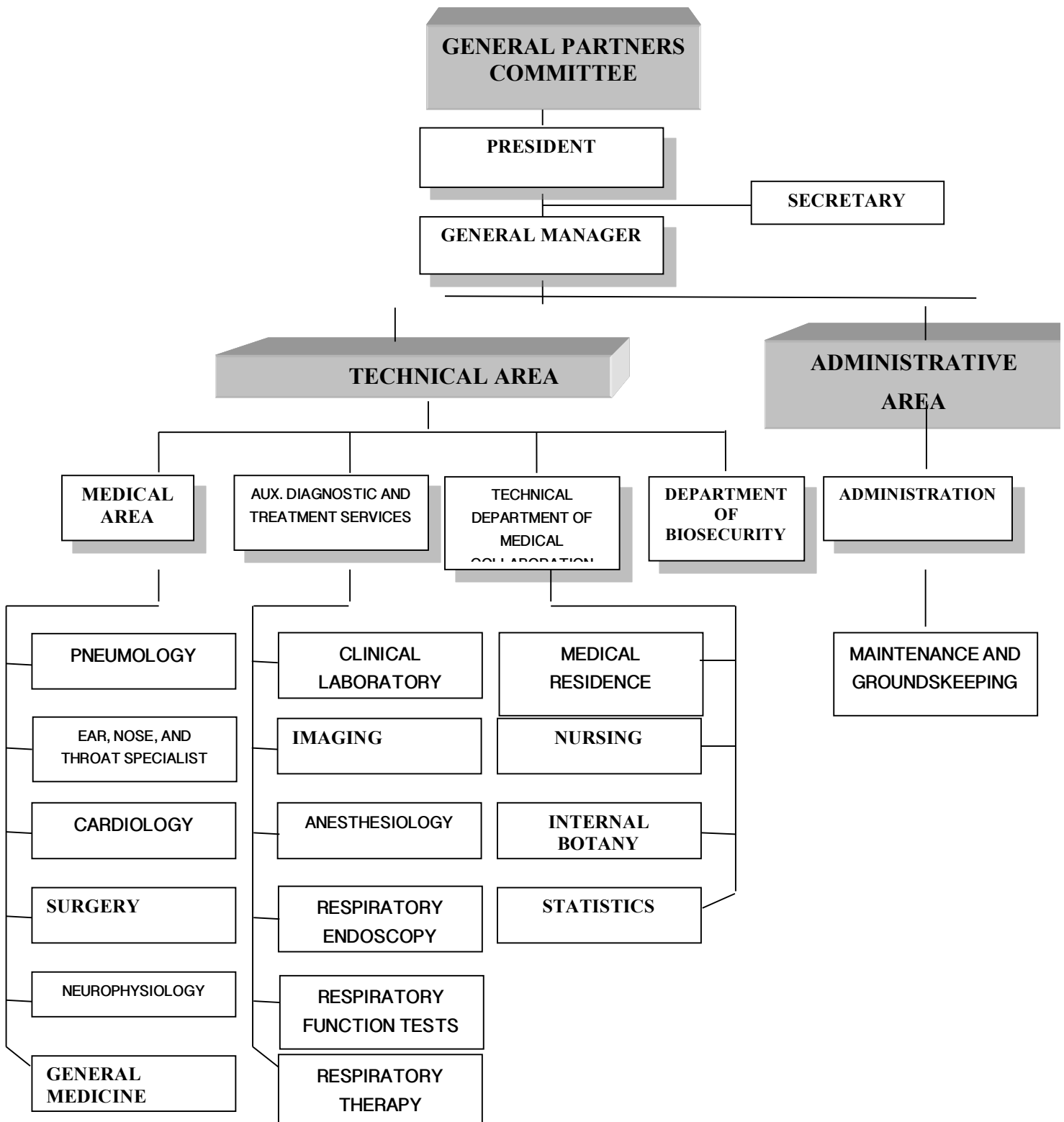
Hospitalization:

- ✓ In case the patient requires hospital treatment after the clinical evaluation and the test review, the treating doctor proceeds to deliver the internment order with the respective indications.
- ✓ The receptionist performs the admission of the patient to the health center, with prior informed and signed consent.
- ✓ The resident doctor receives the patient and gives instructions to the nurse to coordinate the admission.
- ✓ The nurse receives the patient and leads him to the room chosen by the patient to proceed with the preparation and admission.
- ✓ Following all the indications given by the resident doctor, the nurse initiates the administration of the treatment.
- ✓ The nursing assistant staff is responsible for ensuring that the patient's room is complete with all necessary clothing, supplies and equipment, indicating the location and use of each service and protective measures.
- ✓ The nursing assistant is in charge of all the general nursing care, grooming, and patient feeding from admission to discharge.
- ✓ The nurse is in charge of the control and administration of the patient's medication, records, and progress reports from admission to discharge.
- ✓ The resident doctor records an ample clinical history with all the collected information, plus the patient's clinical evaluation.

- ✓ The resident doctor is in charge of the surveillance, control and evaluation, registration and medical reports of the patient during their entire stay in the clinic.
- ✓ The attending physician monitors the patient during their hospitalization, performing 3 to 4 visits a day to assess the patient's progress, verifying the necessity control studies, treatment variation, or consultation to other specialists if necessary.
- ✓ If requesting consultation with another specialist, the treating physician advises the resident physician to request the required consultation.
- ✓ The resident doctor asks the specialist physician for consultation for the patient's assessment.
- ✓ The resident physician makes all the records for the case, together with the medical history.
- ✓ The consulting specialist doctor carries out the assessment of the patient, requests complementary examinations if warranted and indicates if treatment should continue, or to add or change the indications that he deems appropriate, always in coordination with the treating specialist doctor.
- ✓ During the patient's stay the concierge staff is responsible for maintaining the cleanliness and order of the patient's room, giving him all the facilities so that his stay is comfortable.
- ✓ The concierge staff is responsible for the day-to-day custodian classification and storage of all wastes (recyclable, organic, biohazardous, etc.).
- ✓ The person in charge of the administration of this health facility ensures that all facilities provide the optimal conditions, so that the patient can have warm, welcoming and excellent care.
- ✓ According to the patient's progress, the specialist doctor will decide the duration of hospitalization. The patient, once he has recovered his health and is in better conditions compared to his admission, the treating doctor will decide the discharge.

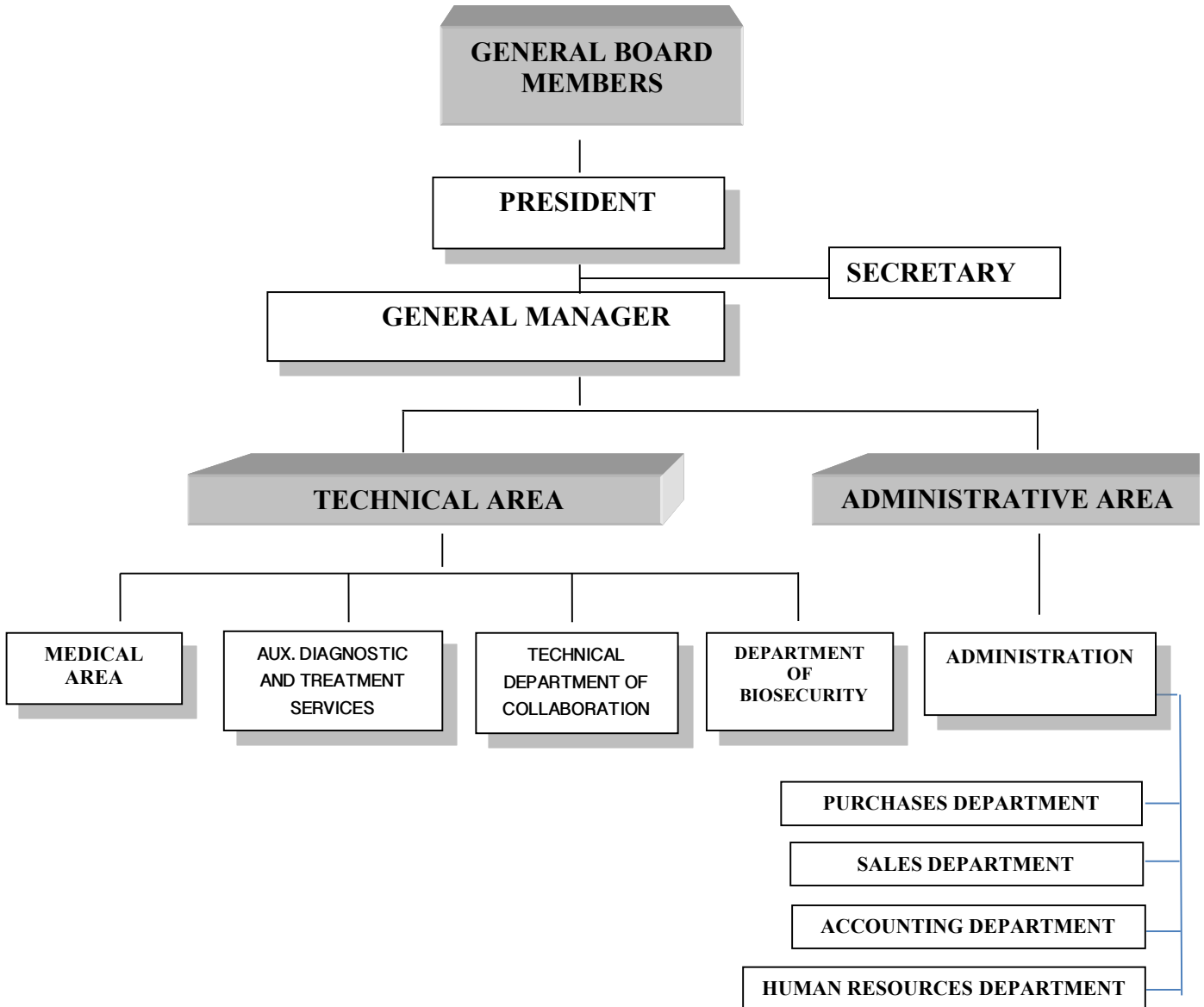
- ✓ Once discharge is decided, the treating physician establishes the treatment that should continue outside the facility, as well as the subsequent care and check-ups that should be scheduled.
- ✓ The resident physician will also explain in detail the administration of medications, warning signs, hygienic dietary measures and general care that must be maintained.
- ✓ The nursing staff is responsible for preparing the patient for discharge.
- ✓ Prior to their discharge of the patient will be given a detailed billing and collection by the cashier of all the medical fees and hospital expenses incurred during their stay in the health home.
- ✓ The patient receives a copy of all their health documents.
- ✓ The patient leaves this health hostel, being assisted by a staff member until the last moment of his stay.
- ✓ Once the patient is ready to leave the health hostel, the nursing staff together with the janitor proceed to perform the disinfection and asepsis of the facilities.

2.2.4 Structural Org-Chart



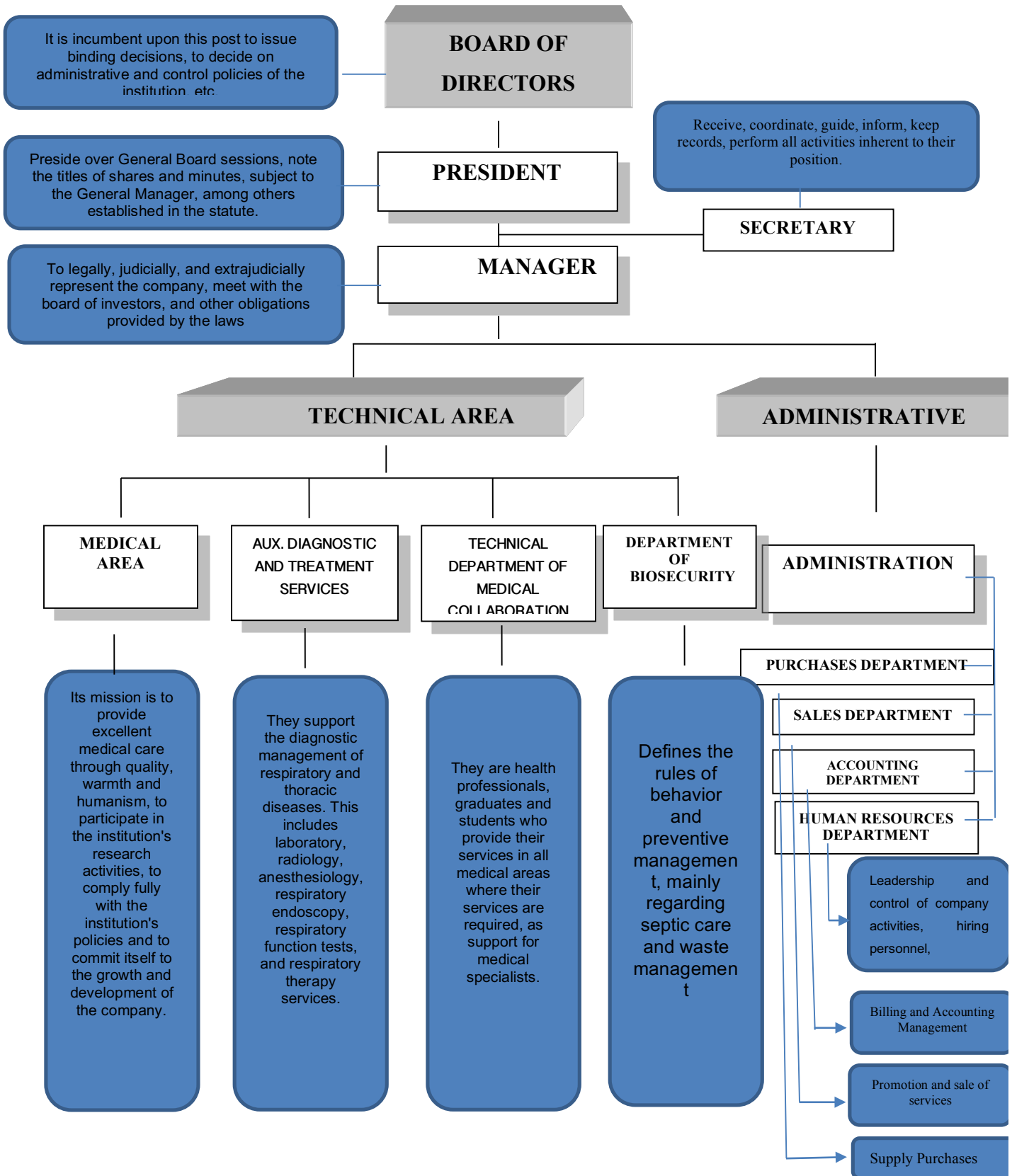
Made by: Tenorio, Paúl, 2017.

2.2.5 Positional Org-Chart



Made by: Tenorio, Paúl, 2017.

2.2.6 Functional Org-Chart



Made by: Tenorio Paul, 2017

2.3 Current Situation

Currently, after six years of hard work, CEDIPAR is positioned in the market as a solid and prestigious institution, with an excellent acceptance by the citizens in general, as well as being known for the skill of their medical professionals. They have been able to back up their diagnoses and treatments with scientific evidence, based on results of specialized exams performed by specialized professionals with the support of cutting-edge instruments and medical technology.

The objective is to continue expanding their services beyond the Austro region of Ecuador, especially in terms of preventive health. To promote, protect, and maintain the health and well-being of the working population, by means of increasing service capacity and executive checks that allow the establishment of risk factors, with the collaboration of specialists, workers, entrepreneurs and other involved sectors.

CHAPTER III: ANALYSIS OF THE MIGRATORY PANORAMA OF ELDERLY FOREIGN RETIREES IN CUENCA

3.1 Migration and globalization

3.1.1 Globalization

According to World Bank experts, globalization is a phenomenon that implies the widespread trend towards liberalization of trade and capital markets, the increasing globalization of production and distribution business strategies and technological progress, which determine the rapid elimination of the obstacles to the exchange of capital (Baró, 1997).

Authors such as Dabat (Dabat, 2009), point out that the first stage of globalization (or neoliberal globalization) culminated at the beginning of the 21st century with the emergence of a historical structural crisis of the international role of the United States, leading to a change in International relations with the rise of China, India, and Russia, among other factors.

This process, according to the same author is due to a rearrangement that is expressed mainly in three significant events:

- a) The crisis of the first stage of globalization, characterized by the absolute hegemony of the United States and the undisputed primacy of neoliberalism within the framework of computer-global capitalism,
- (b) the emergence of a new world order based on a new type of globalization with different institutional forms (greater weight of public regulation, concerns about social inclusion and greater importance of regional integration processes), various international relations of power, which question the very basis of functioning of American neoliberal capitalism, and
- (c) the gradual shift of the global economic cyclical center from North America and Western Europe to Asia ... as a result of the integration of China's new international role, the Association of Southeast Asian Nations

(ASEAN), India, Russia and the Islamic countries of the Middle East (Dabat, 2009).

3.1.2 Migration

Amparo Micolta, a scholar of migratory phenomena worldwide, cites Laura Oso in her definition of migration from a geographical perspective:

From a demographic point of view, displacement is often referred to as migration, which entails the change of residence of the individual from a place of origin to a place of reception and which entails the transfer of administrative geographic divisions, either to the interior of a country (regions, provinces, municipalities) or between countries. Sometimes this is limited to stays of not less than one year, however the measurement is determined by the definition that each country establishes in this regard (Micolta, 2005: 61).

In the context of economic globalization, migratory movements respond to factors of increased communication and access to information regarding possible destinations as well as alternative lifestyles, while having local crises in different countries or regions are a decisive factor in the decision to move. In the case of this work, the migration of US retirees to Ecuador can be explained, at least partially, because of the massive unemployment and economic crisis ongoing since 2001 in that country.

Little is known about the situation of retirement age foreigners residing in Cuenca, because there is little research on the causes of immigration, integration processes, and their perception of their contribution to the city. The economic, socio-cultural, and demographic impacts and the consequences that this migratory phenomenon causes in the city are not well known. Citizens have different points of view about this type of migration that little by little grows in the life of the inhabitants of Cuenca (Álvarez Velasco, 2012).

In the case of interest for this work, the migratory movement of US retirees to Ecuador can be explained, at least partially, because of the massive unemployment and economic crisis that began in 2001 in their country of origin.

This is how Cuenca has become the destination for an important process of international migration that has continuously increased the numbers of the foreign population that has chosen to reside permanently in this city. According to Diario El Tiempo, since 2012 the number of foreign residents in the city of Cuenca has increased by 1,000 people per year. According to the Ministry of Foreign Affairs this trend confirms that, according to its latest registry, Americans living permanently in the city exceed 8,000 inhabitants, and together with Europeans and Canadians surpass 12,000 foreign residents (Tiempo, 2015).

3.2 Causes of migration for retired foreign seniors

3.2.1 Background

In 1999, the UN Fund for Education and Culture (Unesco) declared the city of Cuenca a Cultural Heritage of Humanity. This fact gradually positioned the presence of the city in the international arena as a first order tourist destination in South America.

At the local level, the international recognition generates higher property values and encourages investing in urban renewal, but with efforts to preserve historical, architectural, natural or cultural features. To this end, local government and the National Institute of Cultural Heritage are making coordinated efforts and investments, aimed at a series of intervention, restoration or regeneration projects for spaces and landmarks throughout the city, such as monasteries, squares, or the emblematic Barranco and the traditional neighborhood of El Vado.

Diario El Tiempo reviews the year 2013, highlighting a series of international awards received by the city:

Since Cuenca was declared a World Cultural Heritage site in 1999 by UNESCO it has received several awards for international publications, which place it as one of the favorite destinations for vacations or to live. In 2008, it was classified by Stern Magazine as the first option for visiting and staying in Latin America. In the same year, National Geographic placed it in the 49th place of the world tourist destinations. In 2009, 2010 and 2011, International Living magazine selected it as the best place in the world for retirees. In 2010, Lonely Planet, cataloged it as one of the cities to know in the world. In

2012 Trip Advisor placed it in the 21st place of destinations selected by travelers in Latin America and CNN Money designated it as the best place for American retirees (Diario El Tiempo, 2013).

It is clear that the city of Cuenca receives international recognition both for its tourist attractions and for its excellent living conditions for foreign retirees. Both are reasons that complement and serve as a basis for decision-making on the part of this group of migrants, added to the fact that not only Cuenca, but the country as a whole receives a prominent treatment in international reviews:

One of the most important tourism publications in the world, International Living, has described Ecuador as "the top shelter for retirees" since 2008. Unlike the previous year where Cuenca was the chosen city, this time International Living identifies the whole country as the best place to retire. This is why Ecuador ranks first in the list of 22 best destinations in the world (Ministry of Tourism, 2013).

This criterion was confirmed in 2013 when Lonely Planet magazine placed Ecuador in the fourth place in the most recommended countries to visit in that year. The magazine highlighted places such as the Galapagos Islands, the Amazon rainforest, the railroad route, and the volcanoes route, among others (Diario El Tiempo, 2013).

The various interviews published in the city and country media indicate precisely that foreigners, in the vast majority of cases, make one or more prospective visits, still as tourists, to verify the information provided by magazines such as International Living. Once the decision is made, they will return later in their new status as immigrant. This fact highlights the importance of the tourist industry for the country in general, as a source of foreign exchange and generating workplaces, evidenced in the data presented by the Ministry of Tourism for 2012:

According to Christian Cobos, region 6 coordinator of the Ministry of Tourism, the projection of the country as a vacation or living destination influences the economic movement of different activities, such as hotels and other tourist services such as restaurants, entertainment centers and other places that are frequented by foreigners. The Ministry of Tourism expects

that this year the average number of tourists arriving in the country will be 2,000,000 people, surpassing the 1,270,000 visitors that arrived in 2012. In addition, he indicated that the contribution of the tourism sector to the country's economy was \$ 1.1 billion (Diario El Tiempo, 2013).

3.2.2 Attraction factors

In 2013, the US magazine Forbes described Ecuador as the best country "to live an extraordinary adventure for retirement" (El Tiempo, 2013). At that time, other cities such as Cotacachi in the province of Imbabura and Salinas in the province of Santa Elena, were reasons for positive reviews and presented as alternative destinations with different geographic and climatic characteristics. Although these cities have their own special tourist attractions, Cuenca stands out for the combination of positive elements that not only made it the first destination for retirees in Ecuador, but, worldwide.

Among the key factors that can be considered causes of foreign immigration to Cuenca, the following can be highlighted:

- Spring-like climate
- Cost and quality of life
- Peaceful rhythm of life
- Urban attractions: architecture, entertainment, cultural activity, internet in public spaces
- Affordable housing
- Good health services
- Benefits for the elderly
- Warmth and human quality

According to the website of the Ministry of Tourism of Ecuador, International Living magazine indicates that some of the reasons to choose our country as a destination are the good quality of life for a reasonable price, added to the presence of friendly and warm people who show respect and consideration for older adults. He notes that

International Living refers to Ecuador as a beautiful country, and also highlights the fact that it has hospitals and clinics with excellent bilingual doctors, which is a prime factor for the benefit of elderly migrants. (Ministry of Tourism, 2013). It is worth emphasizing that all these descriptions focus on Cuenca as the epicenter of quality.

3.2.3 Causes of emigration

The elements grouped as motivating factors and possible causes of the foreign migration to Cuenca are simultaneously linked to factors of negative order in the migrant's place of origin. Thus, at the origin of any migratory situation, other types of causes related to malaise or impossibility of staying in a certain place may be present due to financial, social, health, or work reasons, or even due to political reasons or any form of discrimination. In the case of retirees, who are the majority of migrants in the city of Cuenca, this last factor would be ruled out in general terms, with economic causes being one of the strongest determinants at the time of the decision to emigrate.

3.3 Migration of US retirees to Ecuador, specifically Cuenca

According to INEC, in 2010 a total of 11,213 foreign nationals were registered in Azuay, equivalent to 1.6% of the total population of this province. (Herrera, Moncayo, & Escobar, 2012) More recent studies by the University of Cuenca indicate that the number of foreigners coming from North America and Europe alone could be between 5000 and 8000 people:

According to a recent study by the University of Cuenca, the number of North Americans and Europeans in living in Cuenca is between 5,000 and 8,000. It reported that since 2015, more Europeans and young families are relocating to the city, whereas the majority of foreign newcomers between 2008 and 2014 were North American retirees (Cuencahighlife, 2017).

The data provided came from an article published by the electronic magazine Cuenca High Life, which also notes that the United Nations Development Program (UNDP) is conducting a study on the impact of foreign migration in the city of Cuenca, which will be announced soon.

The phenomenon of migration of US retirees to the city of Cuenca is due in large part to the decisive influence of tourism and business media, such as International Living and Forbes, magazines that, through their articles, had an impact on the segment of retirees who, in their search for tourist destinations and opportunities to make investments with high profit margins, also found an alternative option for their retirement years outside the United States.

María Augusta Orellana, project director of the Azuay Chamber of Tourism, ratified this observation by pointing out that the presence of the city and the country in international catalogs and journals is one more form of promotion that attracts foreigners (Diario El Tiempo, 2013).

The tendency to withdraw to countries such as Mexico and others in Central America and the Caribbean has expanded to the rest of South America in the last decade, supported by a process of dissemination through electronic media and specialized magazines that increasingly focus on specific issues such as the real estate market or medical tourism, which in turn attract not only investors but also people who opted to seek specialized services in the area of health benefits, added to the advantages of being able to maintain and even raise their standard of living. The page of the Ministry of Tourism of Ecuador refers to this fact as follows:

Forbes mentioned that Ecuador is a champion for five consecutive times as a destination for retirees. Quoting International Living, Forbes points out that among the factors that make our country the favorite are "the price of food, the spring climate of the Andes and tropical coast, special benefits for retirees, medical care, and the friendly cultural (Ministerio de Turismo, 2013).

However, not only investment opportunities or the possibility of performing surgical procedures or dental treatments at significantly lower costs were decisive factors in making the decision to choose Cuenca as a place to live. The real estate bubble that happened in the United States in 2007 was for many a key factor in this decision. The global economic crisis markedly reduced the purchasing power of middle and lower middle-class Americans, generating an impoverishing processes that made it

possible to migrate in a real way out of the imminent poverty that waited for many if they remained in their country of origin.

According to analyst Alejandro Dabat (2009), the financial and real estate crisis had a huge impact on the whole of the US economy and, therefore, international (...). From the bursting of the mortgage bubble in early 2007 (...) the international expansion of the crisis followed the banking system and the stock markets, the first manifestations of falling consumption, production, and employment. It took enormous sums to save the banks, the big productive enterprises and the tens of millions of mortgage debtors and laid-off workers (Dabat, 2009).

It is important to have this clear perspective so as not to incur generalizations when categorizing the financial or social situation of the migrant population. Just as in any society, there are disparities and individual situations in this group that would require a detailed study. This would allow prejudices, such as that those who come from abroad are always financial solvent, to vanish. In fact, in certain cases migrants are those who can not survive in the United States, so they decided to migrate to be able to support themselves with a basic pension, and to be able to raise their living conditions by the low costs in the destination country.

3.4 Analysis of the characteristic factors that have been used to promote Cuenca as the main residential destination for US retirees

3.4.1 Cost of living

The cost of living is the most crucial factor when choosing a destination to retire. This, unlike relatively stable aspects such as culture, geography and climate, is a fluctuating factor that depends both on the global economy and on conjunctural factors linked to the political stability of the country or its internal economic policies. Despite the constant process of inflation, the cost of living in Ecuador and in Cuenca in particular, is particularly advantageous for those who, like migrants, have stable pensions or income.

Some of the items particularly advantageous for foreign immigrants are outlined below:

-Real Estate Market

For the year 2013 several international analyses highlighted that Ecuador exceeds the highest expectations, "since it has the best real estate value in the world", (Ministry of Tourism, 2013).

According to the regional president of the Real Estate Association, Marco Rodríguez, since 2008 some 200 homes were purchased by foreign pensioners in Cuenca, home to some 800 foreigners (...) most were American couples (70%), followed by English, German and Canadians. These agents assert that a property in Cuenca costs half of what it would in the United States and 400% less than in Europe (Diario El Universo, 2010).

Leasing fees in the city of Cuenca are equally attractive and comparatively lower than any standard of prices in North America.

-Benefits for the elderly

These benefits include tax refunds and reduced rates on airfare, public transportation, general services, and cultural entertainment.

-Food and general expenses

General living costs including food, transportation, leisure, and clothing, and are equally low not only in comparison with North America or Europe, but also with other countries in South America. The page Numbeo.com provides a detailed and up-to-date list of commodity prices with a range of additional variances and calculation of financial ratios. It also allows comparisons of living costs between cities, giving, for example, data concerning Quito and Cuenca, where it is emphasized that the cost of living in this city is 5.85% less than in the former (Numbeo.com, 2017).

The page in question also allows the review of temporary statistics, and to visualize in graphs the fluctuation of prices in all type of goods and services, including costs of renting and real estate sales.

-Basic services

This category is, like the previous ones, notoriously low, for which its costs represent a great advantage compared to the cost of electric energy or water in the immigrants countries of origin.

3.4.2 Climate

Cuenca has a stable climate, differentiated only by a dry season and a rainy season. The temperature range is relatively stable and fluctuates between 13 and 23 degrees Celsius. Beyond offering a spring-like environment throughout the year, the great advantage for foreign migrants is the possibility of saving on what would otherwise be huge expenditures for heating bills during the winter season in the countries of the northern hemisphere.

3.4.3 Health

One of the greatest benefits for elderly migrants are the health services offered in Cuenca. These benefits include the possibility of joining the IESS, an advantage that many foreign migrants enjoy, along with access all their services, including surgeries and the access to free medicine. There are also several reasonably priced medical insurance services that far outperform the costs of the extremely high prices of paid medicine in North America.

The humane and professional quality of medical services offered in Cuenca have made the city a popular medical tourism destination, in addition to other motivations of tourism or permanent residence. As one resident in Cuenca states, "doctors have good personal treatment, many have studied in the United States and do not charge so much. In my country it is too expensive. We can live here without spending all our money " (La Hora, 2010).

3.5 Field research

See chapter III annexes

CHAPTER IV: INTERNAL AUDIT, PLAN PROPOSAL AND IMPROVEMENT ACTIONS TO OBTAIN THE INTERNATIONAL CERTIFICATION OF QUALITY MANAGEMENT ISO 9001: 2015 FOR CEDIPAR

4.1 Internal audit and diagnosis

- See annex for chapter IV

An audit is a systematic, independent, and documented process to obtain evidence and evaluate it objectively in order to determine the extent to which the audit criteria are met. (ISO, 2011).

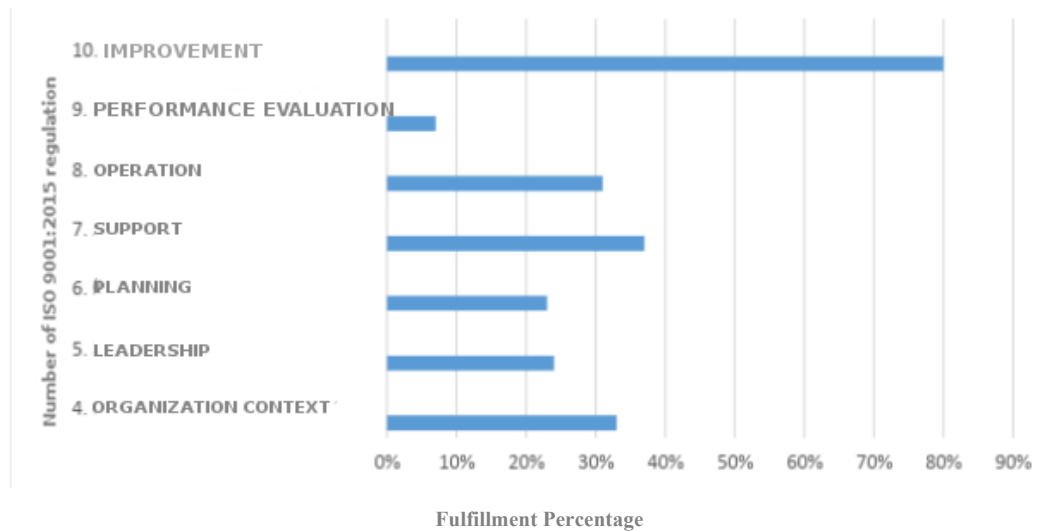
An internal audit also called first-party audit, is a process carried out by the company to review the quality system as a prerequisite to an external audit, as a control of the system's compliance or to diagnose the process to implement a system of quality management according to ISO 9001: 2015.

To carry out this type of audit it is necessary to make an evaluation of the internal processes of the companies based on the management standard described, applying a checklist.

Once the information on the processes with which CEDIPAR had been created and the lack of a quality management system had been revealed, it was necessary to carry out an internal audit as a diagnostic to determine the degree of implementation necessary to obtain the certification in the future. This evaluation was carried out in all areas, including patient care. A checklist was used according to ISO 9001: 2015.

This evaluation determined that, although CEDIPAR does not have an implemented management system, it does have some processes with sufficient progress to carry out an adequate implementation, seeking the commitment of its managers and staff.

Figure #4: Percentage of compliance with the ISO 9001: 2015 standard for CEDIPAR after the initial diagnosis (internal audit).



Created by: Tenorio, Paúl, 2017.

This first diagnosis determined that there is a 34% compliance with the regulations, that is, it has a low average rating with respect to the audit performed.

As can be seen in the table, the regulation numbers where disagreements were mostly found are number 4 (organization context), number 6 (planning) and number 9 (performance evaluation). The other numbers also present nonconformities, but with a higher percentage of compliance.

Context of the organization

Although the percentage obtained does not reflect an entirely negative result, it represents an acceptable development of CEDIPAR in terms of its internal management, as it has been processing and documenting the information. As an organization they are aware of their needs and expectations, as well how to point out and identify their strengths, weaknesses, and threats.

Leadership

In this section, a low percentage is obtained in terms of the commitment of senior management, which is why they have to seek to continually enhance existing resources to improve service and customer satisfaction.

Planning

Regarding the planning that has been taking place in CEDIPAR, it can be observed that it is necessary to take more severe corrective actions, identify in which punctual aspect of the planning is failing to create stronger internal regulations that guarantee a better functioning.

Support

CEDIPAR obtains a medium-low percentage in this number in spite of having the process details followed in the various activities of the company.

Operations

In this regulation number, CEDIPAR is in a favorable position in comparison with the other percentages, due to its continuous control in the supervision and development in each activity

Performance evaluation

Although in CEDIPAR practical and periodic evaluations are carried out for the personnel of the procedures that are carried out in the company, a low percentage is obtained, which reflects deficiencies in the documentation part of those processes. All the actions concerning progressively improving the scope, operability, and performance of the company are carried out.

Improvement

This point is one that is better evaluated in the diagnosis, so that in the organization it reaches a higher percentage of compliance. This may be in response to a constant search by CEDIPAR for a continuous improvement of the quality of its service, which leads them to identify the need for the implementation of a QMS

4.2 Action plan

Once determined the non-conformities detected in the internal audit, it became necessary to apply an action plan that allows identifying the actions to be taken to improve these processes and opt, in the future, for the implementation of the ISO quality management system 9001: 2015.

Table #3: Action plan

	What	How	Who	Where	Why	How much
CONTEXT OF THE ORGANIZATION	<p>Identify and analyze the behavior of the market, its competition, new competitors, supply, and demand.</p> <p>Determine the main areas in which to implement the company</p>	<p>Through a survey market study of the general population, surveys of the existing offer market (hospitals, mainly private health centers). Survey of data on the number of suppliers, their service offer, coverage, prices, etc.</p> <p>Segmentation of departments and functions within the company.</p>	<p>Sales executive.</p> <p>The general management jointly with the administration, will be those who determine the areas and departments to intervene.</p> <p>HR Department.</p> <p>Departmental heads.</p>	<p>City of Cuenca</p> <p>CEDIPAR</p>	<p>It is necessary to maintain current information about the market and its behavior.</p> <p>An adequate organization and delimitation of areas is necessary for allowing an effective control of performance and quality.</p> <p>It requires documented data collection on weak points, negative aspects, performance, etc. in each department and processes on which to implement the QMS.</p> <p>The monitoring of established</p>	\$ 1200

	<p>QMS.</p> <p>Monitoring and review of information about interested parties and their requirements .</p> <p>Quality management and its processes</p>	<p>Preparation of process maps and protocols for each specific procedure in order to achieve a quality service.</p>			<p>protocols guarantee a better operation and a quality customer service.</p>	
--	---	---	--	--	---	--

<p>LEADERSHIP AND POLITICS</p>	<p>Leadership and management commitment</p> <p>Optimize existing resources to improve the quality of service</p>	<p>Performing a continuous periodic evaluation with a documented performance of each of the departments of the company and the satisfaction of our customers.</p> <p>Conduct periodic information meetings in order to implement a more inclusive communication system in which the members of the company can learn the established objectives and commit to meeting them.</p>	<p>HR</p> <p>Departmental heads</p> <p>Executives, departmental heads, medical staff, technical, and support staff.</p>	<p>CEDIPAR</p>	<p>The company does not have documented records of performance evaluations, favorable and unfavorable perceptions determined by the workers regarding customer satisfaction, which allow comparisons to be made and corrective actions taken in the corresponding cases.</p> <p>It is required to have committed people who are motivated to do their best to provide the best service to their clients.</p>	<p>\$ 300</p>
---------------------------------------	--	---	---	----------------	--	---------------

<p>PLANNING</p>	<p>Expand the spectrum of risks and opportunities beyond SWOT, identifying those that have a special impact on customer satisfaction.</p> <p>As part of the planning and implementation of the SGC, internal</p>	<p>Through the creation of an objective analysis of the general performance of the company at the end of the year and at the same time the preparation of an annual action plan to be implemented immediately, with due corrective actions in order to achieve maximum customer satisfaction.</p> <p>The personnel responsible for each department will be responsible for developing the</p>	<p>Managers</p> <p>HR</p> <p>Administrative area</p> <p>Departmental heads</p>	<p>CEDIPAR</p>	<p>At the end of each year it is necessary to maintain a documented system of the general evaluation of the company, as well as the creation of the new action plan for the new year, thus seeking the permanent achievement of new goals and objectives that lead to achieve excellent service.</p> <p>The follow-up for operating manuals, regulations, and protocols help to offer efficient attention and satisfaction for our clients</p>	<p>\$380</p>
------------------------	--	---	--	----------------	--	--------------

	regulations are proposed for better functioning and control such as safety, hygiene and health regulations, etc.	different regulations and operating manuals				
SUPPORT, RESOURCES AND MEASUREMENTS	The company provides all the economic and logistical facilities for	For the development of the QMS, the company plans to allocate an item for this purpose within its annual budget. Documenting the	Management, Accounting Department, technical area, departmental heads	CEDIPAR	With the human, economic, and logistic resources available for the implementation of the QMS, it seeks to comply with the required standardization processes.	\$500

	<p>the development of the QMS.</p> <p>Preparation of a work schedule for effective documentati on control of all the areas involved</p>	<p>protocols of each of the processes and their periodic evolution according to the needs of the company</p>				
OPERATION	<p>Implement greater supervision and monitoring of the processes of</p>	<p>Increasing the necessary human resources to guarantee the operation and efficient operation of the company.</p>	<p>HR</p> <p>Departmental heads</p>	<p>CEDIPAR</p>	<p>Having enough trained and motivated personnel allows offering clients optimal care and in turn creates a link with patients through personalized attention to</p>	<p>\$600</p>

	the various company activities to optimize the CEDIPAR mission	Duly monitored after-sales monitoring, and customer satisfaction level.			each of the users.	
PERFORMANCE REVIEW	Document the evidences and results that the QMS implementation shows	Delegate a commission in charge of carrying out an evaluation program according to the QMS standard, its implementation, and follow-up.	HR	CEDIPAR	Creating an effective system of follow-up documentation on employee performance is necessary for customer satisfaction.	\$1000
IMPROVEMENT	Seek to continually improve CEDIPAR quality of	Once the data is collected regarding the current situation, projections, and objectives of the company, using the	Each and every member of the company must be involved in the implementation of the QMS.	CEDIPAR	The implementation of a QMS is very important for CEDIPAR because it will allow a greater synergy between the members of the company, and the customers	\$500

	service.	available human, economic, logistic, technological resources, to implement the duly prepared action plan, following the standards required by the QMS.			will feel better served and ultimately the company's profits will increase.	
--	----------	--	--	--	---	--

Created by: Tenorio, Paúl, 2017

4.2 Action plan timeline

Table # 4: Action plan timeline

	February	March	April	May	June	July	August	September	October	November	December	January
CONTEXT ORGANIZATION												
LEADERSHIP												
PLANNING												
SUPPORT												

OPERATION													
PERFORMANCE EVALUATION													
IMPROVEMENT													

Created by: Tenorio, Paúl, 2017.

Action plan timeline

Finally, through Table # 4, the timeline of the action plan for the implementation of the quality management system is established, which is planned to be carried out in approximately one year.

This action plan aims to reduce the failure to comply with the rules (56%). The estimated investment that CEDIPAR should make to comply with this plan and achieve improvements in the organization, comes to \$4800.

4.3 Proposal for the recruitment of retired foreign patients in the city of Cuenca: CEDIPAR Case

The proposal presented in this paper includes offering patients a special package for medical check-up, including a specialty consultation, standard chest radiography, and computerized spirometry, as basic tests that permit early diagnosis, as well as a test for pulmonary function, which would allow detecting existing diseases and determine if additional tests are needed or not.

The vast majority of US citizens living in Cuenca and the rest of the country are over 65 and suffer from different diseases than those diagnosed in their country of origin, as well as others that can be discovered by the institution. Among those include:

Patients with chronic high-risk diseases.

Smokers or ex-smokers.

Occupational hazard populations, especially those that have been exposed to biomass combustion, fumes of any nature, volatile substances, organic and inorganic dust, mining, construction, etc.

4.3.1 Costs

The items that patients should pay for are in accordance with local standards, remembering that this is the only center that works under this specific specialty concept.

4.3.2 Service quality

In order to fulfill the objectives of the institution, it is important to have a bilingual, efficient, effective, warm and humane service with personalized attention. The client should feel at home, being attended to by competent and appropriate personnel, as well as professionals specialized in the areas of pulmonology, otorhinolaryngology, cardiology, radiology, neurophysiology, clinical laboratory, in accordance with the patient's needs.

4.3.3 Facilities

The facilities of the institution must be appropriate to the doctors available. It should be noted that CEDIPAR's area of pulmonology is considered by the US embassy in Guayaquil as the benchmark for the provision of services in this specialty.

4.3.4 Other services

Cardiorespiratory assessment

Pneumological assessment

Spirometry assessment

X Rays

Electrocardiogram

Respiratory endoscopy

Audiometry

Respiratory therapy

Clinical laboratory

The target audience, which in this case is retirement age immigrants, requires a comprehensive assessment of their health, offering immediate attention with examinations and results in the shortest possible time. They also need to have the necessary information that allows them to make CEDIPAR as the health center of their choice. For this, aspects such as:

- **Total Control**

Cardio-Respiratory Assessment, or Pulmonary Spirometry, X-Ray, Electrocardiogram and a monthly consultation for control, the cost of these services would amount to \$260.00 per year.

- **Media plan**

Considering that language is a limitation and foreigners, mostly, use the English language, it is important to look for communication forms focused on this population segment, which allow communicating the message in the right way to achieve a greater impact on the target audience.

- **Printed media**

Publications in magazines and weekly papers, which are targeted to the foreign population of the city, may allow the structure of a positive communication platform in response to this market. For this, some existing media can be considered: Basin dispatch; Cuenca for Expats magazine; Cuenca high life

- **Digital media**

On the other hand, structuring campaigns within digital media is of vital importance since for the target audience it is a medium with greater immediacy and accessibility. To do this, platforms such as Facebook Ads, Instagram, Google Ads and Gringo tree will be used.

CONCLUSIONS

The migratory flow to the city of Cuenca involves several factors such as the cost of living, stability, security, climate, and above all healthcare, which has been advantageous for retirement age migrants, for its humane treatment, personalized care, and mainly for the minor costs relative to their country of origin.

The business model that CEDIPAR has used during recent years has had a good performance, which can be seen in its results, so its shareholders and employees in general are motivated to continue with the business, having the certainty that implementing the standard results will be better, therefore, for the institution to bet on this advice could become an investment rather than an expense.

CEDIPAR is considered a synonym of quality, service, humanity, and experience, as well as being the only specialized center in these areas within the country, which reflects a competitive advantage over other specialists and health centers. This is how it becomes an alternative in diagnosis and therapy that meets the highest quality requirements. However, in order to comply with standards and standardization of processes, excellence is sought through a quality management system, aimed at achieving ISO 9001: 2015 certification in the mid-term, drawn at the end of 2018, in a plan of corrective actions that will take 10 to 12 months.

Through the process of analysis and internal self-diagnosis, it has been found that CEDIPAR has developed its activities in a prosperous and positive manner, despite not complying with many of the requirements of the quality management system, considering that it is necessary to certify the company to further strengthen the medical contribution to patients and the community, also considering that markets are increasingly demanding and that a company must always be at the forefront to stand out from the competition. This objective can be achieved if the management and company personnel commit to solve problems and comply with their processes.

By implementing the quality management system, a precedent is created that can change the present course of the institution and project a future for the company that marks a true competitive advantage. CEDIPAR, because it is a medical center, has a great social responsibility, which can be met through the provision of services such

as care at very low prices, and through agreements with foundations such as: Hospital San Martín de Porres and Fundación Pablo Jaramillo, which are actions that have committed CEDIPAR to the development of the city. Regarding the quality management system, this responsibility will be further intensified, since it will be located within a group of companies that have evolved worldwide.

The American retiree market niche is a large and growing potential public. The personal experience of many of them has been the best channel of communication since new clients have been reached through the positive experiences of these users.

Having analyzed this research, it was found that the general objective as well as the specific objectives are fulfilled in their entirety, so this project is viable and applicable to the reality of CEDIPAR.

As pioneers and leaders in the care of respiratory and thoracic diseases, CEDIPAR complies with 34% in the internal audit of quality management, which reflects the execution of correct actions, application of processes, and teamwork.

RECOMMENDATIONS

The preparation of a work schedule for effective control of the documentation of all involved areas.

Creation of a map of the specific processes where improved quality is needed.

Define and diagram protocols of each procedure that allow better operation and customer satisfaction

Document and file each of the implemented protocols.

Determine the potential of existing resources.

Implement a more inclusive communication system in which the members of the company know the established company objectives and commit to achieve them.

Carry out a continuous and documented follow-up on the fulfillment of all set objectives.

It is necessary to create an effective tracking system documented through a basic questionnaire about the degree of satisfaction.

ANNEXES

Chapter III Annexes

Field Research

Determine the sample size to study

Personal surveys and by mail to foreigners residing in Cuenca

Research variables

Processing and data analysis

Interviews with Retired Foreigners



Duration of Residency in Cuenca

When asked this question the answers were:

- 4 interviewees were living in Cuenca between 3 and 5 years
- 2 interviewees lived in the city between 1 and 3 years
- There were 2 who had lived in Cuenca more than 5 years
- Lastly 1 interviewee lived less than 6 months in Cuenca and another between 6 months and 1 year.



Time Expected to Remain Living in Cuenca

According to interviews conducted, Americans are looking to stay permanently to live in the city. There is however a group that has not decided yet and a person seeking to stay temporarily in the city, which is to say, 3 to 4 years more.

Possible Answers	Quantity
Permenantly	5
Undecided	4
Temporary	1

Data Sheet

Sample	10 interviews
Duration	15 to 20 minutes
Segment description	Retired Americans who live in Cuenca and are over 60 years old

Reasons for choosing Cuenca as a residential destination rather than other cities in the country

Primary The interviewees mentioned various reasons for living in Cuenca, with the cost of living being the most mentioned.



Secondary Health is not a main motivation to come to live in Cuenca, it is mentioned however, when talking about complementary reasons to choose this city, highlights the benefits in health and social security as well as the appropriate costs in health services.



Means of access to health services that gives greater confidence and security both in the service and in the information it provides

Social Security

- Although you have private insurance in the United States, you are interested in joining the IEES
- Heard good comments

Prepaid Medical Insurance

- You are currently affiliated with private health insurance, do not feel secure with the IEES even though you have heard positive comments about the institution

Entidad o casa de salud que es de su elección y preferencia al momento de acudir por servicios-atenciones médicas

Se mencionan distintas instituciones:

Clinica del Sur	Seguro Social construido en Loja	Monte Sinai	Clinica Santa Ana
<ul style="list-style-type: none">• Recomendaciones	<ul style="list-style-type: none">• Viaja permanentemente a esa ciudad	<ul style="list-style-type: none">• Buen servicio• Amigo del doctor	<ul style="list-style-type: none">• Buen servicio

Quality of regular health facility

The care in the facilities is considered excellent or good according to the opinion of the interviewees.

Excelent experience	Good experience
<ul style="list-style-type: none">• Knowledgeable personnel• Modern equipment• Good people	<ul style="list-style-type: none">• Little waiting time• Friendly doctors

Level of agreement with the relation between price and quality in Cuenca?

All interviewees agreed that the price-quality ratio of health services is good, for the following reasons:



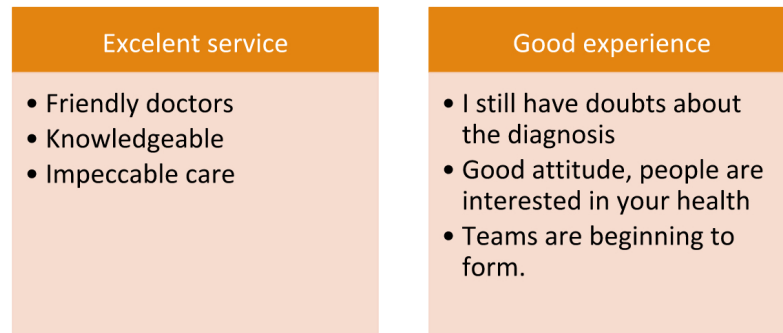
There were however two interviewees who expressed their concern explaining:

"Currently the price-quality ratio is positive, however this can change if the Government forces foreigners to join the IESS for a value of \$310"

"It's good attention though, sometimes I feel I have to rely on the diagnosis they give me, without being so sure it's the right one"

Satisfaction relative to the service or care received?

The service is considered positive, without showing negative perceptions on the part of the interviewees.



Important attributes to consider when choosing a health center



Health services situation when I came to Cuenca.

The situation in terms of health services in Cuenca has not changed in from when the interviewees came to live in the city, it is rated in general as good or excellent as in previous years.

On the other hand, one of the interviewees affirmed that they understand why the IESS wants different grades of coverage for foreigners based on their level of income.

Other interviewees expressed that despite the lack of changes in the health system, they felt like they had greater control over the level of training of their medical teams.

What does quality health service mean?

A quality health system according the the interviewees is a matter of care from doctors that:



Ways that health services in Cuenca can improve

Even though some interviewed foreigners said they had no suggestions for improving health services in Cuenca, those that gave suggestions said:

- That they be bilingual, even though it is also the duty of foreigners to learn Spanish
- That they be patient with those who are learning Spanish
- That foreigners should not have free access to health care without being insured. Currently they are required to take responsibility for all associated costs.
- Government coverage through IESS should be expanded.
- Doctors are not sufficiently up-to-date, they believe that they know everything after getting their MD.

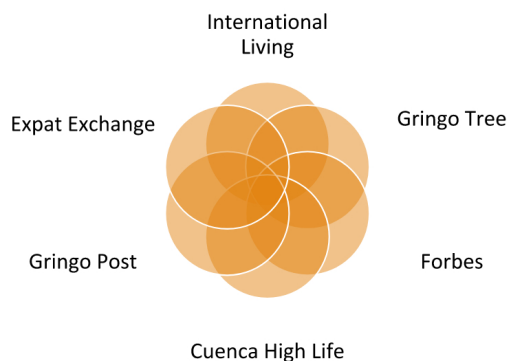
Ways that they found out that Cuenca was a place for retirees

Internet searches were the main way that foreigners decided to come live in Cuenca, digital magazines and previous travel to Ecuador were also important.



One of the interviewees mentioned a book published in Gringo Tree called **“Vida en Cuenca”** which analyzes the expectations and realities of living in Cuenca and its culture. Without negative judgement over life in Cuenca, showing the advantages and disadvantages of living here.

Digital means used to find out about Cuenca before arriving.

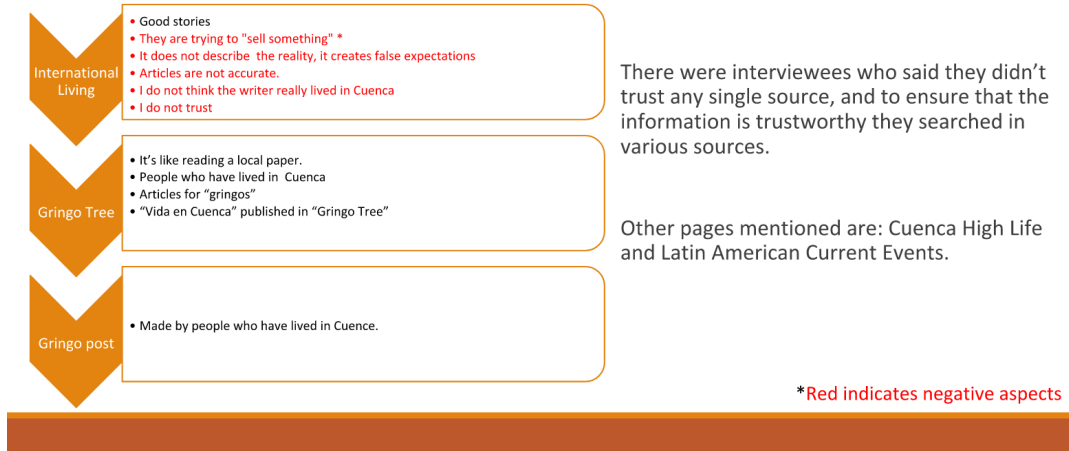


One of the interviewees mentioned that they didn't use any digital method because they didn't consider them trustworthy.

Another said that they had requested references by mail from people living in Cuenca.

One interviewee said they used several digital means but didn't remember their names.

Option that offered the best information confidence and security.



Are you affiliated with a web portal or digital magazine that provides information related to health services provided in the city?

With the exception of one interviewee who claimed to be affiliated with International Living, Cuenca High Life and Expat Exchange, the rest said they were not affiliated with any web portal or digital magazine that provides information related to health services, one of them expressed interest in sending them information on this topic.

Social network that provides information about Cuenca as a destination for retirees

Some of the interviewees said that they didn't use social networks to find information about Cuenca as a destination for retirees. Those who provided information mentioned:



Does your life experience in Cuenca match the expectations created for you through digital media?

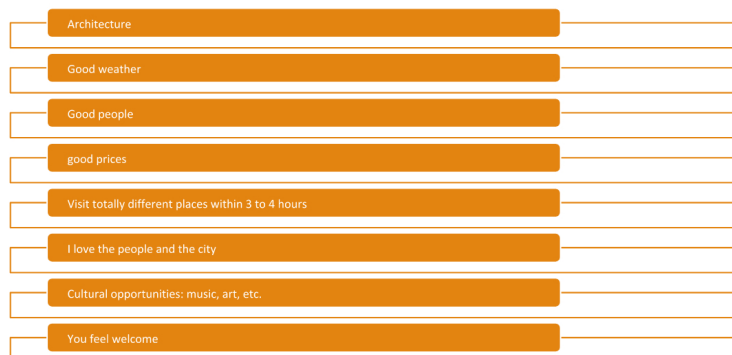
Yes, it matches	No, it doesn't match
<ul style="list-style-type: none">• In fact, it's better than I expected• Most people agree with what was published• I've had good experiences	<ul style="list-style-type: none">• The prices the digital sources offered were not the real prices.• They sell Cuenca as a paradise, and it isn't.• Some articles just tried to "sell" you Cuenca• Some of the people writing articles are not well informed.

In general, how has your experience been in the city of Cuenca?

Excelent experience	Good, but:
<ul style="list-style-type: none"> • Good and warm people • I feel at home • Weather • Free time to travel • Variety of fruits and vegetables • People integrate you into their culture. • People open to help 	<ul style="list-style-type: none"> • Lack of regulations for stray dogs • Tramway project is concerning • There are bad drivers. • There are Americans who give a bad image of the United States, then the Cuencans generalize thinking that we are all the same.

Would you recommend Cuenca to family or friend as a place to live or retire?

All interviewees stated that they would recommend Cuenca.



General information about interviewees

Gender	Age:	State
<ul style="list-style-type: none"> • 6 men • 4 women 	<ul style="list-style-type: none"> • Between 64 and 75 	<ul style="list-style-type: none"> • Primarily California (5 interviewees) • Other states: Texas, Pennsylvania and North Carolina.

Chapter IV Annexes

4.2 Internal audit and diagnosis

4.3 Determinations and nonconformities

References

- Álvarez Velasco, S. (2012). *Estado del arte de los estudios migratorios ecuatorianos*. Facultad Latinoamericana de Ciencias Sociales.Flacso-Sede Ecuador. Programa de Sociología.
- APCER. (2016). *APCER Guía del Usuario ISO 9001: 2015*. (A. Portugal, Ed.) Retrieved from http://www.apcergroup.com/espana/images/site/graphics/guias/APCER_GUIA_ISO9001-2015_ES.pdf.
- Ávalos, M. (January – April 2010). Calidad y gestión de servicios de Salud. *Horizonte Sanitario*, IX(1).
- Baró, S. (1997). *Globalización y desarrollo mundial*. Retrieved, March 25th, 2017, from <http://www.yorku.ca/ishd/CUBA.LIBRO.06/DEL/CAPITULO4.pdf>: <http://www.yorku.ca/ishd/CUBA.LIBRO.06/DEL/CAPITULO4.pdf>
- Bernal, C. (2010). *Metodología de la Investigación: administración, economía, humanidades y ciencias sociales*. Bogotá: Prentice Hall.
- Berry, T. (2012). *Cómo gerenciar la transformación hacia la calidad total* (Vol. IV Volúmen). Santa Fe de Bogotá: McGraw Hill.
- Bertalanffy, v. L. (1989). *Teoría General de los Sistemas*. México: Fondo de Cultura Económica.
- Bounds, G. (1994). *Beyond Total Quality Management: Toward the Emerging Paradigm*. Nueva York: McGraw-Hill.
- CEDIPAR. (2016). *Información institucional*. Retrieved from <http://cediparcuenca.com/>
- Cerecedo, L. (2016). *7 pasos para conseguir la Certificación de Calidad ISO 9001*. Retrieved on March 10, 2017, from <http://www.expoknews.com/los-7-pasos-para-conseguir-la-certificacion-de-calidad-iso-9001/>: <http://www.expoknews.com/los-7-pasos-para-conseguir-la-certificacion-de-calidad-iso-9001/>

- Cuencahighlife. (February, 07th, 2017). *Cuenca High Life*. Retrieved on March 27, 2017, from <https://www.cuencahighlife.com/united-nations-studying-impact-expats-cuenca-city-responding/>
- Dabat, A. (April - June, 2009). *Scielo.org*. Retrieved on March 25, 2017 from http://www.scielo.org.mx/scielo.php?pid=S0301-70362009000200003&script=sci_arttext
- Diario El Tiempo, R. (09 de 1 de 2013). *Diario El Tiempo*. Retrieved on March 25, 2017 from <http://www.eltiempo.com.ec/noticias/cuenca/2/304329/ecuador-destino-para-jubilados>
- Diario El Universo, R. (8 de 11 de 2010). *Cuenca es el nuevo paraíso de jubilados extranjeros*. Retrieved on March 25, 2017 from <http://www.eluniverso.com/2010/11/08/1/1384/cuenca-nuevo-paraíso-jubilados-extranjeros.html>
- Diario la Tarde*. (2 de Marzo de 2015). Retrieved on December 3, 2017 from <http://www.latarde.com.ec/2015/03/02/en-cuenca-residen-9-727-extranjeros/>
- Ekosnegocios.com. (07 de 2015). 98-102. Retrieved on March 12, 2017 from [.ekosnegocios.com:](http://www.ekosnegocios.com)
<http://www.ekosnegocios.com/revista/pdfTemas/1259.pdf>
- ElUniverso. (April 12th, 2013). *El Universo*. Retrieved from <http://www.eluniverso.com/2013/04/12/1/1447/ya-son-5000-extranjeros-viven-cuenca-95-ellos-eeuu.html>
- Evans, J., & William, L. (2008). *Administración y Control de la Calidad*. México: Cengage Learning Editores.
- Fraguela, J. C. (2011). *La integración de los sistemas de gestión. Necesidad de una nueva cultura empresarial*. (U. d. Coruña, Ed.) Retrieved from <http://www.revistas.unal.edu.co/index.php/dyna/article/view/25761/26188>
- García, E. (2011). *La calidad del servicio*. Madrid: Síntesis.
- Gaviria, J. D. (2014). *Propuesta de un Modelo de Migración de un SGC ISO 9001:2008 a un SCG basado en la Estructura de Alto Nivel, ISO/DIS*

9001:2015. Retrieved on March 12, 2017 from <http://repository.udem.edu.co/handle/11407/1138>

Gutiérrez, H. (2010). *Calidad Total y Productividad* (Tercera ed.). México: McGraw-Hill-Interamericana Editores.

Hernández, R. (2014). *Metodología de la investigación*. México: Editorial Mc Graw Hill.

Herrera, G., Moncayo, M. I., & Escobar, A. (2012). *inec.gob.ec*. (OIM, Editor) Retrieved on March 25, 2017 from http://www.inec.gob.ec/publicaciones_libros/perfil_migratorio_julio_30_2012.pdf

INEC. (2010). *Ecuador en Cifras*. Retrieved on December 3, 2017 from <http://www.ecuadorencifras.gob.ec/censo-de-poblacion-y-vivienda/>

INEN. (2017). *INEN Servicio Ecuatoriano de Normalización*. Retrieved on March 10, 2017 from, de <http://www.normalizacion.gob.ec/reglamentacion-tecnica/>

Instituto Ecuatoriano de Estadísticas y Censos. (2016). *VII Censo de Población y Vivienda*. Quito: INEC.

International Living. (Nov. 03, 2015). Retrieved from International Living: <http://internationalliving.com/2015/11/cuenca-a-perfect-city-for-retirement/>

International Organization for Standardization. (2015). *ISO 9001: 2015 How to use it*. ISO, Ginebra.

Interpretación Libre de ISO/DIS 9001 2015. (2015). Requisitos para los Sistemas de Gestión de la Calidad: Interpretación libre de ISO/DIS 9001:2015.

ISO. (2015). *Norma Oficial ISO 9000:2015*. Retrieved from <http://www.iso.org>

ISO, 9001:2015. (2014). *Sistema de Gestión de la Calidad. Fundamentos y vocabulario*. Ginebra: ISO.

ISO, O. (2015). Retrieved on March 9, 2017 from, de ISO 9000:2015, Sistemas de gestión de la calidad — Fundamentos y vocabulario.: <https://www.iso.org/obp/ui#iso:std:iso:9001:ed-5:v1:es>

- Isotools, O. (2017). *Isotools Excellence*. Retrieved on March 12, 2017 from <https://www.isotools.org/>
- Jany, J. (2011). *Investigación integral de mercados*. Bogotá: McGraw Hill.
- Kotler, P. (2007). *Dirección de Marketing*. México: Pearson.
- Kotler, P. (2012). *Dirección de Marketing*. México: Pearson.
- La Hora, D. (19 de 11 de 2010). *Diario La Hora*. Retrieved on March 12, 2017 from, de http://lahora.com.ec/index.php/noticias/show/1101050322#.WN_gvdI19kh
- Michael R. Czinkota, I. A. (2002). *Marketing Internacional*. Prentice Hall.
- Micolta, A. (2005). Teorías y conceptos asociados al estudio de las. (U. N. Facultad de Ciencias Humanas, Ed.) *Revista de Trabajo Social*, 7.
- Ministerio de Turismo*. (2013). Retrieved on March 25, 2017 from, de <http://www.turismo.gob.ec/ecuador-2013-el-mejor-destino-del-mundo-para-retirarse-segun-international-living-y-forbes/>
- Ministerio de Turismo*. (August 25th, 2015). Retrieved on December 9, 2017 from <http://www.turismo.gob.ec/ecuador-ocupa-nuevamente-el-primer-lugar-como-el-mejor-destino-para-vivir-en-el-extranjero/>
- Municipio de Cuenca. (May 25th, 2014). *Información turística de Cuenca*. Retrieved from <http://www.cuencanos.com/turismo/>
- Numbeo.com*. (April 1, 2017). Retrieved on April 1, 2017 from <https://www.numbeo.com/cost-of-living/in/Cuenca>
- OIM. (2012). *OIM*. Retrieved from http://www.inec.gob.ec/publicaciones_libros/perfil_migratorio_julio_30_2012.pdf
- Paspuel, W. (February 24th, 2015). *Diario el Comercio*. Retrieved on December 14, 2017 from <http://www.elcomercio.com/actualidad/ecuador-paises-mejor-infraestructura.html>

- Poveda, P., & Cañón, G. (2009). *Herramientas para implementar un Sistema de Gestión de Calidad*. Bogotá-Colombia: Icontec.
- Prescher, D. (Jan. 01, 2015). *International Living*. Retrieved on December 8, 2015 from <http://internationalliving.com/2015/01/ecuador-the-worlds-best-retirement-haven-in-2015/>
- Rourke, J. T. (2008). *International Politics on the World Stage*. California: Longman .Retrieved on December 8, 2015
- SAE. (2017). *Servicio de Acreditación Ecuatoriano*. Retrieved on March 10, 2017 from <http://www.acreditacion.gob.ec/que-es-la-acreditacion/>
- SAE. (s.f.). *SAE*. (SAE, Ed.) Retrieved on March 10, 2017 from, de Servicio Ecuatoriano de Acreditación: <http://www.acreditacion.gob.ec/programas-servicios/>
- SECAP. (2017). <http://www.secap.gob.ec>. Retrieved on March 10, 2017 from <http://www.secap.gob.ec/?p=155>
- Tiempo, D. E. (February, 28th, 2015). *eltiempo.ec*. Retrieved on March, 25th, 2017, de <http://www.eltiempo.com.ec/noticias/cuenca/2/349179/en-cuenca-viven-mas-de-8-000-estadounidenses>
- Universo, E. (November, 8th, 2010). *El Universo*. Retrieved from <http://www.eluniverso.com/2010/11/08/1/1384/cuenca-nuevo-paraiso-jubilados-extranjeros.html>