

Електронний журнал «Ефективна економіка» включено до переліку наукових фахових видань України з питань економіки (Категорія «Б», Наказ Міністерства освіти і науки України № 975 від 11.07.2019). Спеціальності – 051, 071, 072, 073, 075, 076, 292.

Ефективна економіка. 2023. № 11.

DOI: <http://doi.org/10.32702/2307-2105.2023.11.41>

УДК 351.614

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ADMINISTRATIVE MANAGEMENT IN THE FIELD OF HEALTH

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АДМІНІСТРАТИВНЕ УПРАВЛІННЯ В ГАЛУЗІ ОХОРОНИ ЗДОРОВ'Я

The healthcare industry of Ukraine is now in a state of reform, the main purpose of which is the effective development of the medical system in the country, the introduction of European standards for the observance of all rights for the population to medical care. Medical reform is aimed at changing the conditions of functioning of medical institutions and the market of medical services. Thus, the conditions for financing state institutions have changed, namely: the state pays for medical services provided by a medical institution to a particular patient, and does not keep it. Such changes will require the introduction of effective administrative management in the activities of medical institutions.

The article studies the quality system of management of healthcare institutions and substantiates the relationship of management quality with elements of the management and managed management system. The basic principles and methods of management of the health care institution are characterized. It is determined that the

management of the organization of health care institutions should include two areas: organization of finances and quality provision of medical services. It turned out that the management activities of a medical institution should be handled not just by persons with medical education, but by managers and managers themselves. In the process of research, the main factors of competitiveness of a medical institution are allocated. In modern conditions, health care institutions must apply new management models, form competitive paid services, apply differentiation of sources of financing of the institution, use innovative technologies, new methods of planning activities, comply with international standards of quality of medical services.

For the efficiency of management of activities of a medical institution, the author proposed directions for ensuring the effectiveness of management of activities: improving financial security; improving the quality of medical services; improvement of personnel management; innovative implementations. It has been found that the main direction of ensuring the efficiency of management of the activities of a medical institution is financial support, since largely it depends on the improvement of all other areas.

Галузь охорони здоров'я України зараз перебуває в стані реформування, основною метою якого є ефективний розвиток медичної системи в країні, впровадження європейських норм щодо дотримання всіх прав для населення на медичну допомогу. Медична реформа спрямована на зміну умов функціонування медичних закладів та ринку медичних послуг. Таким чином, змінилися умови фінансування державних закладів, а саме: держава оплачує медичні послуги, що надані медичним закладом конкретному пацієнту, а не утримує його. Такі зміни вимагатимуть впровадження ефективного адміністративного менеджменту в діяльності медичних закладів.

У статті досліджено систему якості управління закладами охорони здоров'я та обґрунтовано взаємозв'язок якості управління з елементами керуючої та керованої системи управління. Охарактеризовано основні принципи та методи управління закладом охорони здоров'я. Визначено, що управління організацією закладами охорони здоров'я має включати два напрями: організація фінансами та якісне надання медичних послуг. З'ясовано, що управлінською діяльністю медичного закладу повинні займатися не просто особи з медичною освітою, а власне менеджери, управлінці. В процесі дослідження виділено основні чинники конкурентоспроможності медичного закладу. В сучасних умовах заклади охорони здоров'я повинні застосовувати

нові моделі управління, формувати конкурентоспроможні платні послуги, застосовувати диференціацію джерел фінансування закладу, використовувати інноваційні технології, нові методи планування діяльності, дотримувати міжнародні стандарти якості надання медичних послуг.

Для ефективності управління діяльністю медичним закладом автором запропоновано напрями забезпечення ефективності управління діяльністю: удосконалення фінансового забезпечення; удосконалення якості медичних послуг; удосконалення управління персоналом; інноваційні впровадження. З'ясовано, що основним напрямом забезпечення ефективності управління діяльністю медичним закладом є фінансове забезпечення, оскільки в більшій мірі від нього залежить удосконалення всіх інших напрямів.

Keywords: *health care, administrative management, management, management efficiency, medical institution.*

Ключові слова: *охорона здоров'я, адміністративне управління, менеджмент, ефективність управління, медичний заклад.*

Problem statement. The development of market relations in the medical industry is due to the reform of the domestic health care system and the introduction of health insurance. In this regard, the introduction of administrative management in the health care system is becoming relevant.

To carry out effective activities, it is necessary to introduce quality management, which will provide a management system and obtain high results at low costs.

Analysis of recent research and publications. Today, there is a fairly large number of studies and practical recommendations that contribute to the implementation of the main provisions of the theory of performance management in enterprises with various organizational and legal forms. Such studies were carried out by both domestic and foreign scientists: O. Baieva, A. Goncharuk, M. Armstrong, A. Baron, D. Dzhirasin, R. Kaplan, N. Klimash, V. Kutsenko, J. Graham, Radnor, S. Hutchinson, S. Nazarko, E. Neely, Z. S. Hatfield, E. Holdsworth et al. however, the system of administration in the field of health care is not sufficiently covered. Increasing the entrepreneurial activity of health care institutions with the provision of socio-medical efficiency requires the introduction of high-quality administrative

management. Thus, in the context of reforming the medical industry, there is a need to form an effective management of the medical institution.

Formulation of the objectives of the article (statement of the task). The article is aimed at studying the features of the application of administrative management in the field of health care.

Presentation of the main material of the study with full justification of the scientific results obtained. Despite the fact that administrative management as a science originated a long time ago (con. XIX - early. XX century.), the discussion on the definition of the essence of administrative management does not subside to this day. This is due to the presence of different approaches to understanding the basics of administration.

Now it is possible to maintain the efficiency of the enterprise, including health care institutions, through the introduction of an administrative management system aimed at solving managerial problems.

The experience of managing medical institutions in economically developed countries shows that administrative management should be an integral part of the health care system, which is due to the reform of this industry in our country.

The administrative management of health care institutions should cover two main areas: effective management of the medical institution and effective personnel management.

Reforming health care institutions in Ukraine, namely, the transition from a budgetary organization to a communal non-profit enterprise will contribute to the application of methods, principles and functions of administrative management in their activities.

The path to improving the efficiency of management of medical institutions passes, first of all, through improving the quality of management. Of course, the reforms of any country depend on the history of this country, on the economic and social infrastructures, but even the primary consideration of reforms, not to mention their development and implementation, should begin with an understanding of the role and functions of management. The activities of health care organizations in the conditions of market relations are changing significantly. It takes on new forms of

interaction with the environment. There is a need to work on the market. The market environment will displace non-viable medical organizations, reject ineffective forms and methods of management.

Under these conditions, medical institutions should form a reliable management system (the quality of relations between the management and managed systems), capable of ensuring a steady increase in efficiency, as well as the innovative development of health care institutions in conditions of dynamism and unpredictability of the market.

Composition and interconnection of management elements of the management system aimed at ensuring the quality of management of health care organizations (Fig. 1).

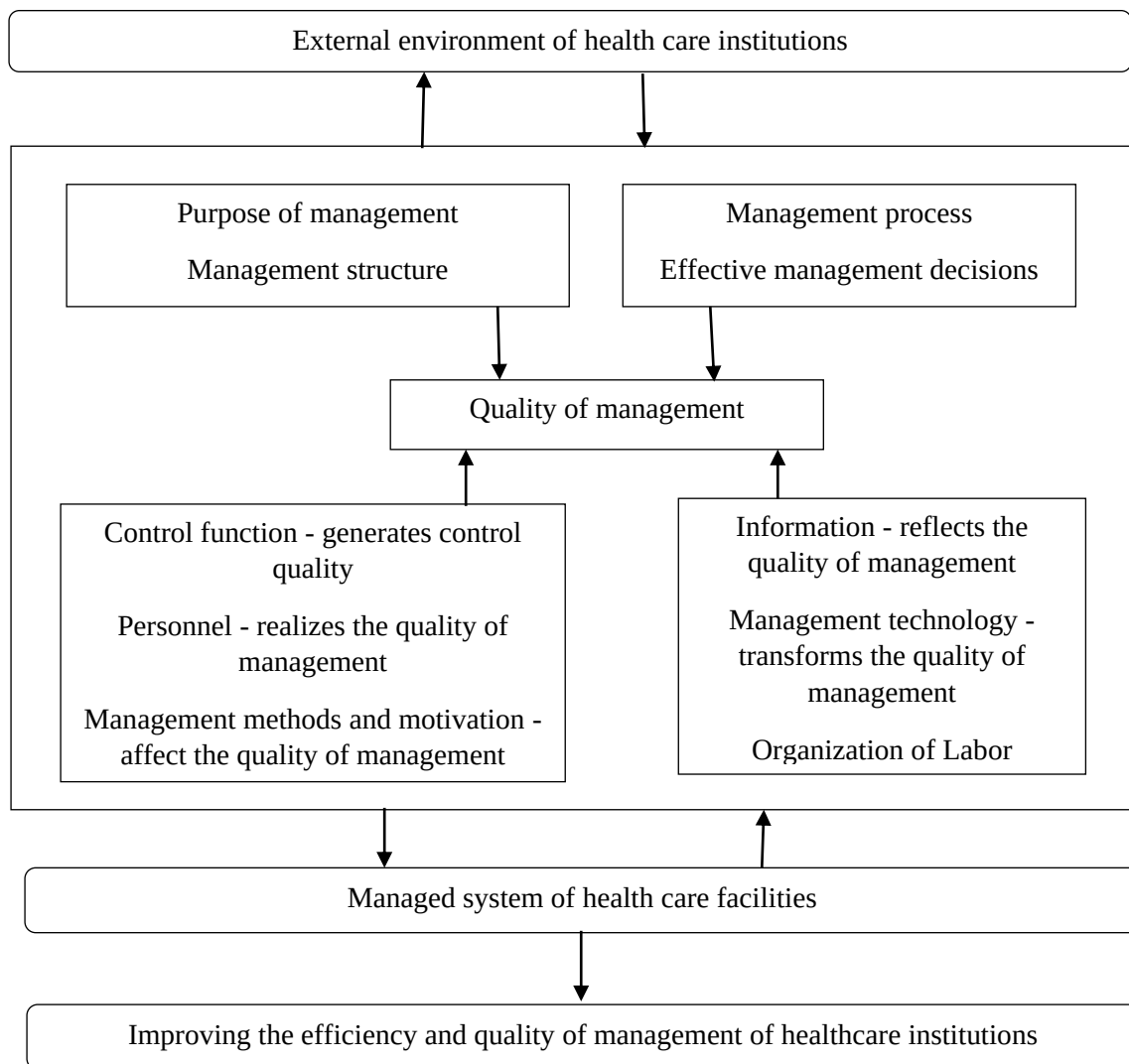


Fig. 1. Interdependence of management quality from elements of the management and managed management system of healthcare institutions

Source: formed based on [3]

An effective mechanism of innovative development is management, which includes a structural component (resource provision: material, labor, financial, information and other resources) and a process component (technological support), and the content of the result of rational planning and effective use of these resources, which will ensure the quality of medical services to the population [1].

Thus, the transformation of medical institutions from simple consumers of budgetary resources into independent economic entities, the development of new diverse forms of ownership and their legal equality, the transformation of elements of market pricing for medical services, the functioning of entrepreneurial and marketing activities, the introduction of compulsory and voluntary health insurance and other innovations require significant reform of management methods and style.

Nevertheless, today the main problems in the field of health care in Ukraine remain the imbalance in the number of doctors and paramedical personnel, the lack of motivational incentives to work and insufficient social security of health workers, low wages of medical workers, a small proportion of heads of medical institutions educated in the specialty "administrative management," etc.

In this regard, the management system in health care organizations must have organizational flexibility, the features of a self-regulating system that allows you to respond effectively, adapt to changes in the external environment, market and technology to survive and achieve your goals.

The following control principles are distinguished [1]:

Organizational, coordination and operational, which are aimed at activating and strengthening the motivation of each employee and the entire team. Among them: power and responsibility; unity of leadership; centralization; linear control; order; stability; initiative.

Development principles aimed at optimizing relationships and improving the effectiveness of collective activities. This is discipline, justice and subordination of individual interests to the general, corporate spirit, staff stability, remuneration and others.

Principles of increasing the image, authority, representation of the organization.

Management methods in healthcare include:

- methods of reinforcement and stimulation;
- methods of regulating behavior;
- methods for optimizing the labor process and increasing the responsibility of employees;
- developing employee initiatives and increasing individual creativity.

Management of the organization of health care institutions should include two areas: organization of finances and quality provision of medical services. It is necessary to take into account the fact that high-quality medical services are more dependent on the financial provision of health care institutions, since the provision of high-quality medical equipment, advanced training of medical workers, exchange experience, etc. depends on the financing of medical institutions [2-3].

Ukraine has already begun reforming the medical industry, which allowed medical institutions to change the organizational and legal form. It was this implementation that expanded the opportunities for the heads of medical institutions in making managerial decisions, in the formation of additional sources of financing for the purpose of effective functioning [4-5].

The management activities of a medical institution should be handled not just by persons with medical education, but by managers themselves. Since the manager or manager is a highly qualified leader who is able to plan and organize the work of the team to perform the tasks in the shortest possible time with the least cost and the greatest profit. Heads of medical institutions must have at least two educations, that is, medical and economic or legal.

The professional activity of the manager of a medical institution involves [6]:

- analysis of economic and social processes, drawing up plans and programs;
- Formation of business plans for the development of the industry, the region;
- formation of a quality system for the provision of medical services;
- development of the management strategy of the medical institution;
- management of the potential of the medical institution;
- Development and implementation of innovative projects;
- establishing communication links between medical personnel and patients;

- monitoring and evaluation of the organization's personnel;
- meetings, meetings, business communication;
- negotiations with other business entities, charitable organizations, etc.;
- relationships with charitable international organizations, international medical institutions.

One of the real opportunities to improve the efficiency and quality of public health care lies in the management of the health care system. The growing role of strategic health management requires a scientific approach to solving organizational problems of the work of management personnel.

The vast majority of decisions made are prepared without taking into account modern technologies for organizing the management cycle, as a result, there are no clearly developed plans for their implementation and control systems.

The main product of management activities are management decisions, the analysis of the composition of which allows an objective assessment of the organization of the management process, types of management activities at different levels, the nature of interaction, substantiate the organizational structure of management, the distribution of functions by levels and links, give proposals for the organization of work of management personnel, its number and composition.

A management decision is a creative process of a manager to determine the optimal set of actions to solve an existing problem. Decisions are the main form and specific product of managerial work.

The conditions for ensuring the quality and effectiveness of managerial decision-making are [7]:

- the use of scientific methods in making a management decision;
- studying the impact of economic and financial patterns on the effectiveness of management decisions;
- providing management personnel with reliable information;
- use of scientific methods of forecasting, functional-value analysis, economic justification of a separate management decision;
- adoption of several options for managerial decisions and their comparison;
- the legal basis of the management decision;

- automated collection of information and its processing;
- Formation of a motivation system for a high-quality and effective solution;
- development of a mechanism for implementing a management decision.

To fulfill the above conditions of improving the quality and effectiveness of the management decision on the development of a medical institution, optimizing financial resources, improving the quality of service is quite difficult for a manager with only medical education. Therefore, starting from 2019, the functions of managers are distributed in medical institutions, namely: the functions of the director of the institution, who should deal with issues related to economic activities, as well as the functions of the medical director, who should ensure the resolution of medical issues, are determined [6].

In accordance with the order of the Ministry of Health of Ukraine dated 31.10.2018 No. 1977, since 2022, only those persons who will have education in the specialty of manager [8] will be able to hold the position of director of a medical institution.

An effective way to achieve the quality of management of a medical institution is to apply a systematic approach by the head, which consists in the interaction of all elements of the system [9].

In accordance with international standards of quality management, four groups of processes of the quality management system of medical institutions can be distinguished:

And the group is the responsibility of the head of the medical institution;

Group II is the management of resources in order to ensure the healing process;

Group III is the processes associated with medical care (preventive, curative, diagnostic, rehabilitation, patient care, etc.);

Group IV is the processes associated with the evaluation and monitoring of a particular type of activity.

The effectiveness of the management of a medical institution affects its competitiveness. The following factors of a competitive medical institution can be distinguished (Fig. 2).

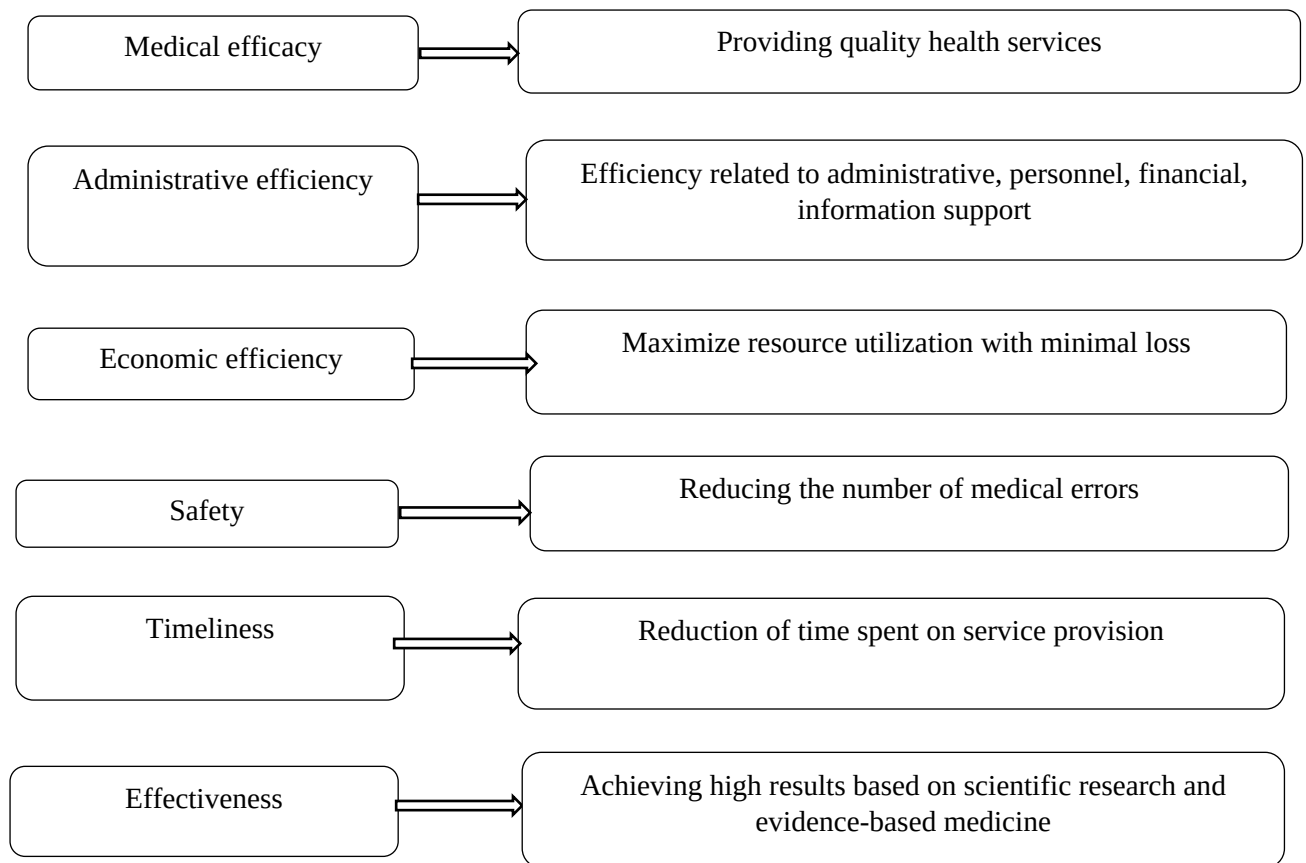


Fig. 2. Factors of competitiveness of a medical institution

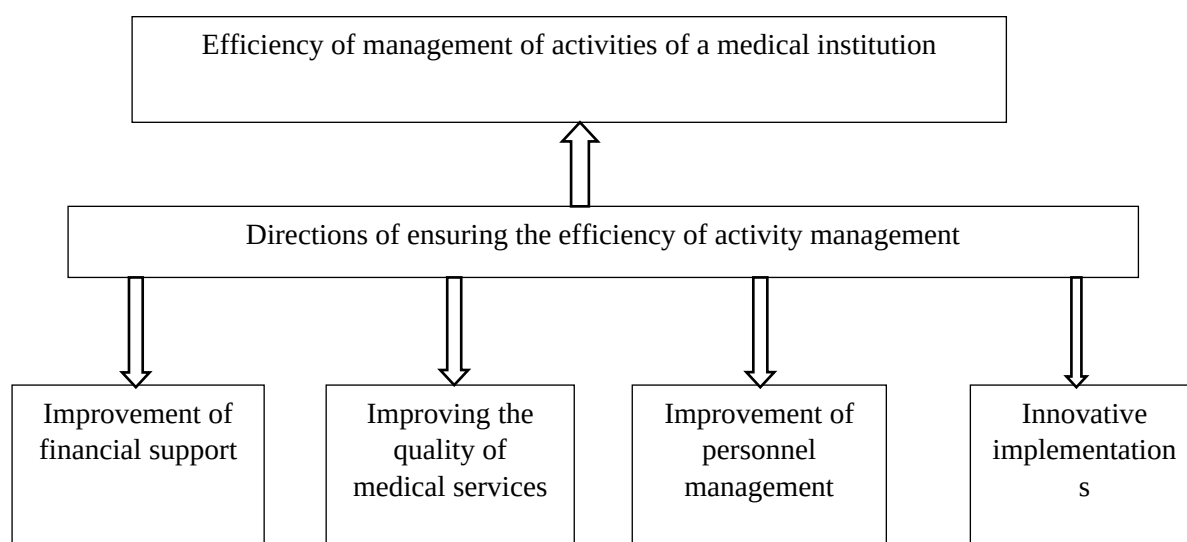
Source: formed based on [3]

Healthcare institutions must meet the challenges associated with the reform of the medical industry, namely: apply new management models, form competitive paid services, apply differentiation of sources of financing of the institution, use innovative technologies, new methods of planning activities, comply with international standards of quality of medical services, etc.

You can define the following areas of ensuring the efficiency of management of the institution (Fig. 3).

The main direction of ensuring the effectiveness of the management of the activities of a medical institution is financial support, since the improvement of all other areas depends more on it. In the process of reforming the healthcare industry, medical institutions received more rights and opportunities in making decisions regarding their financial security. Therefore, in order to ensure innovative development (the latest medical equipment), improve the quality of medical services, increase the productivity of medical personnel, the management of a health care institution needs to make effective and effective decisions on ways to increase its

own cash receipts. In turn, this characterizes the head as a highly qualified manager who uses all the possibilities, in accordance with the law and his powers, to ensure the efficiency of the institution.



**Fig. 3. Directions for ensuring the effectiveness of activity management
Medical institution**

Source: formed based on [2]

Conclusions from this study and prospects for further exploration in this direction. To implement the effective activities of medical institutions, it is necessary to introduce high-quality administrative management, which will provide a management system for obtaining high results at low costs. Administrative management of organizations in the field of health, designed to improve the forms and structures of management; purposefully improve the efficiency of activities through the aggregate principles, methods, technical means and technologies of management while maintaining the integrity of organizations; to intensify labor activity, to promote professional competence of both individual employees and the entire team, as well as to ensure the quality of management, which will contribute to meeting the needs of the population in quality medical services and at the same time making a profit.

Thus, administrative management in health care institutions is the activity of managing a medical institution and managing medical personnel in order to ensure the high performance of health care institutions at low costs and fully meet the needs of the population in quality medical services.

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Стаття надійшла до редакції 12.11.2023 р.