

MODERN PROBLEMS OF MANAGEMENT IN HEALTHCARE

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Annotation: This article is dedicated to the problems of healthcare management in Uzbekistan. It examines the internal environmental factors influencing the effective management of a medical organization.

Key words: management, healthcare, budget, science, pedagogy, Socrates, education, informal environment, teaching, Plato, Arsitotel, school of three generations.

Management issues in healthcare are currently very relevant due to the commercialization of the sector, the decentralization of state power at the regional level, and, as a consequence, the increasing level of independence of medical organizations (MO). The main goal of healthcare management is undoubtedly to reduce society's losses from illness, disability, and mortality. To achieve this goal, effective activity is necessary, both for the entire healthcare system and for each individual medical organization, for which it is necessary to introduce new principles and approaches, methods and models of management of all links of medical organizations of various forms of ownership, aimed at satisfying the following interconnected goals:

- increasing access to quality and timely medical care;
- improving the quality of life and health of the population;
- increasing the profitability and profitability of MO activities. At the same time, not everyone understands and recognizes the necessity and importance of profitability and return for medical organizations of the so-called "free" healthcare system. However, practice shows that the most successful are medical organizations that actively attract additional extra-budgetary financial resources. The entire set of factors influencing the management of healthcare organizations, according to the method of occurrence, can be conditionally divided into two groups: environmental factors, which include:
 - from the state: increased licensing requirements; high requirements for medical premises; outdated equipment standards for medical offices; dumping prices for paid services established by state medical institutions;
 - from the suppliers: increased cost of medical materials and equipment;
 - on the part of consumers: a high level of distrust in medicine, prejudice against paid medical services;
 - other factors: lack of premises.
 - low managerial qualifications of institution managers;
 - shortage of qualified medical personnel;

- lack of financial resources and insufficient financing;
- lack of advertising and marketing (or their low quality). All of these

factors affect the medical organization not in isolation, but in and lead to a slowdown in the development of modern medicine. Let us dwell in more detail on the factors of the internal environment. In modern management of medical organizations provides for: transformation of the functions of the chief physician into managerial ones, head of the Ministry of Health he can no longer remain just a doctor, but must possess the entire arsenal. By assuming a leadership position, a person essentially ceases to be a doctor, but becomes a healthcare manager - a hired professional manager, in whose activity economic and managerial knowledge should occupy a leading place. In a number of works devoted to the analysis of managerial personnel, it is stated that about 50% of healthcare managers note a lack of knowledge of economics and healthcare management, as well as legal healthcare issues. At the same time, all respondents previously underwent retraining or advanced training courses in healthcare organization.

The lack of economic and managerial training of a number of Ministry of Health managers necessitates their low competence in making management decisions, which, in turn, leads to a decrease in the effectiveness of healthcare management. Thus, at the present stage, the importance of effective management is increasing.

Management in healthcare involves managing the labor, financial, and material resources of the Ministry of Health. At the same time, the most obvious and seemingly understandable personnel management is associated with a huge number of problems and contradictions. And the most acute problem is the shortage of medical personnel, both doctors and mid-level medical personnel. The most effective solution to the problem of staff shortage in a medical organization can be the creation of conditions that motivate personnel to work in it. These conditions include:

- relationships: in the collective (common moral climate, long-term joint work and friendship, etc.);
- with professionals of their own or related specialties working in other collectives; with patients;
- personal benefit, i.e., everything that satisfies the employee's personal needs: income, status and reputation, personal connections, etc. The most obvious is the situation with the level of remuneration - it is clear that this is a powerful motivating (or demotivating) factor.

Medical organizations, due to lack of practical experience and theoretical knowledge, do not use advertising and marketing in their activities. Although the principles of healthcare marketing and the promotion of medical services and goods are widely used worldwide. The ethical aspects of medical advertising in all countries are regulated by the Code of Medical Ethics, but not by restrictive or administrative measures. Using marketing analysis, medical organizations can change prices depending on the volume of supply and demand, the level of income of buyers, the number of purchases made earlier, etc. However, by focusing on and trying to eliminate the above-mentioned and the set of factors of the internal environment of the medical organization considered in the article, it will be possible to significantly increase the effectiveness of its activities.



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