

# EFFECTIVENESS OF GLOBAL MANAGEMENT METHODS IN HEALTHCARE SYSTEMS

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## Abstract

This article analyzes the role and importance of global management approaches in improving efficiency in healthcare systems. Management models such as Total Quality Management, Lean Management, Performance Management, Strategic Planning are considered on a theoretical basis, and management methods in the healthcare system of Uzbekistan are analyzed in comparison with international experience. Linguistic competence, in particular the role of English in healthcare management, is also highlighted. The article shows the differences in the management strategies of the healthcare systems of advanced countries - the USA, Great Britain, Germany, South Korea, and gives practical suggestions for Uzbekistan.

**Keywords:** Global management, healthcare system, TQM, Lean Management, strategic planning, international experience, efficiency, linguistic competence, management innovations, digitalization.

## Introduction

In modern society, the effectiveness of the healthcare system is one of the most important criteria for the socio-economic stability of the state. The healthcare system plays an important role not only in the treatment of diseases, but also in the prevention of the population, education of a healthy lifestyle, resource management and implementation of health policy.

However, in many countries, including Uzbekistan, this system suffers from a shortage of personnel, inefficient allocation of resources, financial problems and management difficulties. Global management approaches are of urgent importance in solving these problems.

The purpose of this article is to analyze the possibilities of applying global management methods to the healthcare system, identify factors affecting efficiency and conduct a comparative analysis of the experience of Uzbekistan with international experience.

### Theoretical foundations

Global management is a set of strategies and methods for managing organizations operating in different cultural, economic and political conditions. In the healthcare system, this approach is aimed at improving the quality of healthcare services, ensuring financial sustainability, and creating services that meet the needs of the population.

### Main management theories:

- Total Quality Management (TQM): Quality management and continuous improvement at every stage.
- Lean Management: Reducing waste and achieving high results.
- Strategic Planning: Planning based on long-term goals of the healthcare system.

- Performance management: Results-based assessment of the activities of healthcare workers and institutions.

Strategic management approaches for healthcare systems developed by international organizations - WHO, UNDP, OECD - serve as the basis for improving the experience of each country.

#### Practical analysis

The healthcare system of Uzbekistan has entered a phase of drastic reforms in recent years. During 2017–2024, state policy in the healthcare sector was consistently focused on strengthening primary health care, expanding digitalization processes, providing quality healthcare services to the population, and qualified training of healthcare workers.

In this regard, in 2020, the “5 Initiatives for a Healthy Life”, in 2021 the “Electronic Health Care” concept, in 2022 the “Criteria for Quality Assessment of Medical Institutions” and other legal frameworks were created. Their effect is being observed as follows:

#### Positive changes:

The infrastructure of primary medical services is being improved: new family clinics have been built, existing ones are being reconstructed.

Electronic medical cards, an online queue system, platforms such as myMed are being introduced.

Training modules based on foreign programs are being introduced into the medical education system. For example, the Tashkent Medical Academy has begun to adopt the experience of Korea and Germany.

However, there are the following pressing problems:

Traditional and bureaucratic management system Many healthcare institutions still operate in a vertical management model, that is, on the basis of orders from the top down. In such a system, the initiative is determined not by lower-level specialists, but by the central apparatus, which limits the possibility of sincere initiative and quick solutions.

Weak quality monitoring Hospital activities are still evaluated based on quotas and reports. Patient opinion surveys, traditional social surveys on the quality of services, and independent audits are practically non-existent. This affects the quality of services and patient satisfaction.

For example, according to a survey conducted by the Ministry of Health of the Republic of Uzbekistan at the end of 2023, only 61% of patients reported being completely satisfied with the service.

#### Lack of modern management competencies among local leaders

Most of the heads of regional and district health departments have classical medical knowledge, but they are not sufficiently trained in areas such as strategic planning, financial management, lean management, personnel motivation, risk analysis, and quality management.

This situation leads to:

- Inefficient use of budget funds;
- Inefficiency in personnel turnover;
- Resistance to the introduction of innovations.

Territorial imbalances: the technological capabilities and quality of medical services available in the capital and large cities are significantly lower than those available in rural areas or remote areas.



Example: While in Tashkent there are 3.2 doctors per capita, in Karakalpakstan this figure is 1.7 (2023).

Low rate of digitalization

Digital systems are being implemented, but there are problems with database integration, security, and ease of analysis.

In particular, in many medical institutions, patient information is stored on several separate platforms and is not synchronized with each other.

In conclusion, the current analysis shows that although legal and organizational reforms are being implemented within the Uzbek healthcare system, for them to be fully effective, a deep integration of modern management approaches, human resources, digital transformation, and organizational culture is necessary.

Analysis of international experience:

- USA: A system based on private sector and public cooperation.
- Great Britain (NHS): A financing model based on performance and quality.
- South Korea: One of the advanced countries that has introduced artificial intelligence technologies in healthcare.

Analytical Comparison

Indicator	Uzbekistan	USA	United Kingdom	South Korea
Financing	State-centered	Insurance + Private	Public Sector	Mixed system
Management method	Traditional	Strategic & Lean	Results	Technological-innovative
Human resource policy	State-linked	Individual Assessment	Competence-Based	Online certification
Digitalization	Primary level	Advanced	Intermediate	Very high

The main factors affecting efficiency:

- Quality of human capital;
- Electronic management systems;
- Transparency of resource allocation;
- Availability of language and international relations.

Conclusions and recommendations

The following achievements can be achieved by implementing global management methods in the healthcare system of Uzbekistan:

1. The quality of service will increase, services will be created that meet the needs of patients.

2. Resources will be used rationally, waste will be reduced.

3. Personnel will become competitive, modern management competencies will be formed.

4. A fast and accurate analysis system will be introduced through new technologies.

Recommendations:

1. Introducing management science as a separate module for higher medical education institutions and training centers.
2. Organizing trainings based on global management platforms (for example, WHO Management Handbook).
3. Developing programs to strengthen English language skills in management.
4. Expanding Public-Private Partnership (PPP) mechanisms between the state and the private sector.

Additional Idea: <<Linguistic Competence and Management>>

In today's globalized medical system, language skills, especially English, are becoming an integral part of management. A healthcare worker who is fluent in English:

Reads international articles, keeps abreast of news;

Participates in online courses, seminars, symposiums;

Has the opportunity to adapt foreign practice to the local system.

Therefore, by developing linguistic competence, healthcare workers can more quickly master innovative management methods and become internationally competitive.

Conclusion

The quality and efficiency of services can be improved by implementing global management methods in the healthcare system. Modern approaches such as Total Quality Management and Lean Management allow for rational allocation of healthcare resources, result-based evaluation of staff performance, and increased quality of service. Traditional management methods still prevail in the healthcare system of Uzbekistan, which reduces competitiveness. Therefore, studying international experience, implementing digital management systems, and improving the language skills and management competencies of healthcare workers are urgent tasks. The article concludes with practical recommendations for introducing global management models into the healthcare system.

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