



**THEORETICAL FOUNDATIONS OF MANAGEMENT IN THE HEALTHCARE
SYSTEM OF THE REPUBLIC OF UZBEKISTAN**

<https://doi.org/10.5281/zenodo.10578753>

Askarova Feruza Imyaminjonovna

*Part-time student of Fergana State University in the field of economics.
Fergana, Uzbekistan.*

ABSTRACT

The organization of the activities of medical institutions is of particular importance at the present stage of development of healthcare in the Republic of Uzbekistan. Management problems are reflected in all concepts and programs for reform of the health care system in the country. One of the leading areas of healthcare reform is a whole range of issues devoted to improving the management of the public health system. The main tasks of management are planning in the health care system, as well as the correct procedure for drawing up and approving plans in health care institutions. The goal of management is to achieve a high level of production efficiency and quality of products or services produced with their constant expansion and updating.

Key words

management, medicine, healthcare, competition, organization, skill,
leadership.

Introduction. The unfavorable medical and demographic situation in the country, the low level of management of the organization in healthcare, unreliable statistics on the health indicators of medical workers, primarily the heads of health authorities and institutions, the unstudied interdependence of the health status of the population, the management mechanism in healthcare, the lifestyle and health status of managers of medical institutions - the most serious problem of our time, requiring an urgent solution.

One tenth of the health status of the country's population is determined by the level of organization of medical care [1,2,3]. In order for the organization of medical care to be at a decent level, a high level of health of medical workers is necessary, first of all, heads of health authorities and institutions, i.e. every leader must master the "management" business. A management professional is called a manager. He organizes the specific work of employees based on modern management methods. In modern conditions, the management of an enterprise or institution is more often entrusted to a manager who is a hired manager. The role of the manager especially



increases in a market economy, in which only competitive enterprises achieve the highest results and receive the highest profits. Managers are subject to high demands both personally and professionally. In healthcare, each medical institution, carrying out its main treatment and preventive activities, produces medical goods, medical services, knowledge or information. Managing a health care facility also involves managing the quality of services and goods provided, which in turn requires managing medical technologies [4, 5, 6, 7, 8].

The goal of the work is to teach the future manager the following skills and abilities such as the ability to manage oneself, reasonable personal values, set clear personal goals, focus on continuous personal growth, have problem solving skills, ingenuity and the ability to innovate, a high ability to influence others, knowledge of modern management approaches, the ability to lead, the ability to train and develop subordinates, the ability to form and develop effective work groups.

Materials and methods of research.

The work used a complex of medical and social methods: statistical, sociological, psychological, analytical, organizational and functional modeling, monographic (direct observation), historical. There are two sides to management: the manager and the managed. Subjects of management are people whose functions and tasks include the implementation of management, i.e. managers, bosses, organizers. For the health care system - the Minister of Health, for medical institutions - chief doctors (in relation to the institution as a whole), their deputies (in relation to the unit they supervise), heads of departments (in relation to the department), etc.

The object of management is what is managed - personnel, production processes and the entire healthcare system (or its subsystems, individual divisions and institutions).

Research results and discussion.

➤ The sequence of actions was carried out by a control algorithm. The control algorithm is schematically presented as follows:

➤ The control subject, based on the development of information, develops and makes a control decision in the form of an order, command, signal, which is transmitted to the control object for execution (top-down line).

➤ The control object, perceiving the control action, changes its mode of action in accordance with the control signal and, having executed the "command", sends receiving information through the feedback channel (line from bottom to top).

➤ The subject develops new control actions depending on this information and again sends them to the object for execution (line from top to bottom).

Organizational structure is one of the most important elements of management. It is the framework for the activities of the institution, including the quantity and quality of executive structures. In a medical and preventive institution, the department is the integral element that organizes the activities of the entire institution. Creating an organizational structure involves defining connections between departments (vertical or hierarchical and horizontal or functional), distributing resources among departments (personnel, equipment, etc.), developing the functional responsibilities of medical personnel at various levels and specializations.

Management mechanisms are ways in which management influences performers to ensure that employees perform their production tasks in the best possible way. The methods of influence of the subject on the control object have a certain technology based on the definition of goals, principles, methods, functions.

To determine the goal, it is necessary to evaluate the management result based on an analysis of the effectiveness of the system and the effectiveness of the management process itself. In this case, one should distinguish between general (for the system as a whole) and intermediate goals (for the components of the subsystem).

For a medical institution, the general goal is to improve the health status of patients treated in this hospital. This is determined by a decrease in mortality, a reduction in the average length of stay of a patient in bed, the number of patients discharged with deterioration, etc. in the hospital as a whole. For a department, these are the same indicators, but related only to this department. For the doctor - the same indicators, but relating only to those patients whom this doctor observes.

The following management principles are distinguished:

1. Organizational principles of management are aimed at setting the task of strengthening the motivation of employees.

- division of labor;
- power and responsibility;
- centralization and unity of leadership;
- hierarchy and discipline;
- constancy of personnel and unity of personnel;
- justice and order;
- initiative and reward;
- subordination of private interests to the general.

2. The principle of development determines the relationships of all levels of management (management and subordinates), and the principles

3. The image of the organization characterizes the image of the institution.

Management methods include:

I. Command-administrative methods of management include authoritarian management based on orders, orders, charter. As a rule, these methods underlie the formation of the order of the institution's activities, its personnel and material support.

II. Economic and mathematical methods are used to stimulate the activities of personnel, influencing the employee's wages.

III. Social and psychological methods are based on changing the motivation of employees and are aimed at changing the views of workers, allowing them to increase satisfaction with the functions performed.

In this regard, the question of what organizational principles guide modern heads of medical organizations (MO) was studied.

To the maximum extent, the heads of medical organizations in the Fergana region are guided by the organizational principle of "Justice and Order" (68.96 ± 2.72): significantly more often than by the principles of "Constancy of composition and unity of personnel" (50.00 ± 2.94 , $p < 0.001$), "Initiative and reward" (46.90 ± 2.93 , $p < 0.0001$), "Division of labor" and "Subordination of private interests to the general" (30.69 ± 2.71 , $p < 0.00000001$), "Power and responsibility" (21.03 ± 2.39 , $p < 0.0000000001$), "Hierarchy and discipline" (16.21 ± 2.16 , $p < 0.000000000001$); to a minimal extent - by the organizational principle "Hierarchy and discipline": significantly less often than by the principles "Division of labor" and "Subordination of private interests to the general" (30.69 ± 2.71 , $p < 0.001$), "Initiative and reward" ($46, 90 \pm 2.93$, $p < 0.0000001$), "Consistency of composition and unity of staff" (50.00 ± 2.94 , $p < 0.00000001$), "Justice and order" (68.96 ± 2.72 , $p < 0.0000000000001$).

The organizational principle of "Division of Labor" is guided by significantly fewer ($p < 0.05$) heads of the region's municipal district (30.69 ± 2.71) than the Fergana municipal district (39.13 ± 3.22).

Before the transition to market relations, the leading method of management was the command-administrative, order-based management method. Modern management and the transition to market relations require different relationships, i.e. the emphasis should be placed on economic-mathematical and socio-psychological methods

Economic management methods are a necessary condition for solving problems of accessibility and quality of medical care, services and health care products with limited resources and rising costs. The most important element of the use of economic methods in management is the economic stimulation of productive and high-quality labor. The main functions of management can be considered planning, organizing, directing and controlling.



Planning includes collection, storage, processing, analysis of information (the first part of the management cycle), development of alternative solutions, selection and adoption of the optimal decision. Planning methods - analytical, normative, budgetary, method of ratios and proportions, experiment and modeling. When planning, special attention is paid to a systemic and situational approach and economic analysis. Modern planning is usually called program-target planning, since it should be based on a target program, specific justified measures that ensure the achievement of the goal with minimal costs.

The plans are distinguished:

- By terms: long-term (for a period of more than a year) and current (year, quarter, month, week, day).
- By region: state, regional, city, district and individual institutions.
- By scale: general economic and sectoral.

Organization - creating conditions for the implementation of adopted management decisions, implementation of plans and programs, providing the necessary financial, material, technical, information and other resources for this.

Leadership is the creation of motives for people implementing management decisions to implement them. At this stage, organizational and administrative methods are used (orders, recommendations, instructions, permits, authorization), economic methods, bonuses, economic incentives, various forms of cost accounting (socio-psychological methods, encouragement, punishment, formation of public opinion etc.). Control allows for feedback and completes the management cycle; current control ensures that decisions are adjusted and implemented in accordance with the situation.

Conclusions. The manager is responsible for making the implementation of management decisions. Perhaps authoritarian and democratic leadership, individual or based on the opinion of the majority, the latter is considered preferable in modern society. The main errors in management are associated with insufficient information, experience, knowledge or personal characteristics of the subjects of management, which determine the lack of judgment. Most of the erroneous decisions (about 70%) are related to information support. Information is considered the most important management resource, and in a market economy it becomes an expensive commodity. In management, information is used for systemic and situational analysis, development and adoption of management decisions, current and final control and feedback. There are certain requirements for information: adequacy, reliability, timeliness, sufficiency, purposefulness.



REFERENCES:

1. Алейников А.С. Применение маркетинговых исследований для оптимизации деятельности стоматологических муниципальных учреждений: *Социальные аспекты здоровья населения* [электронный научный журнал]. 2014; 36(2). URL: <http://vestnik.mednet.ru/content/view/553/30/lang> (дата посещения 12 апреля 2015).
2. Балашов П.Ю., Плавунов Н.Ф., Трифонова Н.Ю., Галь И.Г. Кадровые процессы в системе здравоохранения Российской Федерации. *Вестник всероссийского общества специалистов по медико-социальной экспертизе, реабилитации и реабилитационной индустрии* 2014;(2):10-15.
3. Бондаренко В.А. Ключевая роль персональной компоненты в инфраструктурных и управленческих трансформациях. *Менеджмент в России и за рубежом* 2006; (6): 28-34.
4. Вялков А.И., Кучеренко В.З., Татарников М.А. Социально-психологические методы управления в условиях реформирования здравоохранения. *Главврач* 2004; (6):62-71.
5. Вирясов А.В. Системы маркетинговых исследований и маркетинговой информации их роль в здравоохранении: *Клинический Опыт «Двадцатки»* 2014; (3): 33-37.
6. Комаров Ю.М. Экономика как внешняя среда здравоохранения. оценка медицинского персонала. *Экономика здравоохранения* 2003. (5):37-40.
7. Стародубов В.И., Щепин О.П., Линденбратен А.Л., Галанова Г.И. Методологические основы и механизмы обеспечения качества медицинской помощи. Москва: Медицина; 2001. 784 с.
8. Стасевич Н.Ю., Алейников А.С., Вильк М.Ф. Модель организации последипломного образования заведующих отделениями стоматологических поликлиник. *Социальные аспекты здоровья населения* [электронный научный журнал]. 2015; 41(1). URL: <http://vestnik.mednet.ru/content/view/653/30/lang.ru/> (Дата посещения 12 апреля 2015).