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FORMATION OF THE ADMINISTRATIVE ELITE IN THE SYSTEM OF PROVISION OF MEDICAL SERVICES AND HEALTH CARE IN UKRAINE

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ФОРМУВАННЯ АДМІНІСТРАТИВНОЇ ЕЛІТИ У СИСТЕМІ НАДАННЯ МЕДИЧНИХ ПОСЛУГ ТА ОХОРОНИ ЗДОРОВ'Я УКРАЇНИ

It has been established that the health care system of Ukraine requires the presence of a new healthcare management specialist — a health care manager. In the health care system, managers should be first and foremost those managers who are called mid-level managers. It is proved that at the present stage of development of the industry, the most appropriate form of management of the health sector remains its model, which involves a combination of management with widespread use of market mechanisms in the provision of medical services to the population.

Foreign authors determine one of the most important mechanisms for reforming health care management by constantly improving the quality of medical services provision. System analysis of scientific literature and legislative acts gives grounds to assert that the considered theoretical developments of scientists relate to certain aspects of the given problem and to a certain extent reveal its content. That is why in the context of this study further study is required: the creation and functioning of the state apparatus of management of sanatorium and resort support of Ukrainian national military formations; strategic directions of development of the state policy in the sphere of sanatorium and resort maintenance of the population of Ukraine; the scientific substantiation of the correlation between the number of middle medical personnel and the doctors of sanatorium and resort medical treatment facilities is an important part of the state management of human resources of health care in Ukraine.

Встановлено, що система охорони здоров'я України потребує наявності нового спеціаліста управління системою — менеджера охорони здоров'я. В системі охорони здоров'я до менеджерів слід віднести перш за все, тих керівників, яких називають керівниками середньої ланки. Доведено, що на сучасному етапі розвитку галузі найбільш доцільною формою управління сферою охорони здоров'я залишається та її модель, яка передбачає поєднання управління з широким використанням ринкових механізмів у системі надання медичних послуг населенню.

Одним з найважливіших механізмів реформування управління охороною здоров'я зарубіжні автори визначають постійне підвищення якості надання медичних послуг. Системний аналіз наукової літератури та законодавчих актів дає підстави стверджувати, що розглянуті теоретичні розробки вчених стосуються окремих аспектів даної проблематики і лише певною мірою розкривають її зміст. Саме тому в контексті цього дослідження подальшого вивчення потребують: створення й функціонування державного апарату управління санаторно-курортним забезпеченням українських національних військових формувань; стратегічні напрями розвитку державної політики у галузі санаторно-курортного забезпечення населення України; наукове обґрунтування співвідношення між кількістю середнього медичного персоналу та лікарями санаторно-курортних лікувально-профілактичних закладів — важлива складова державного управління кадровими ресурсами охорони здоров'я України.

Key words: administrative elite, health care of Ukraine, system of medical services provision.

Ключові слова: адміністративна еліта, охорона здоров'я України, система надання медичних послуг.

INTRODUCTION

The activity of the modern manager is multifunctional. This is due to the fact that the manager in the managerial business constantly

solves the issue of both general and narrow-specific nature. In this regard, we fully agree with the authors who believe that the preparation of a new generation of civil servants should be multidis-

ciplinary and provide knowledge about a wide range of complex administrative problems. It is this approach, according to Ya.F. Radish, whose opinion we share, will ensure that the leadership of the Ukrainian health care system will lead to the administrative and political elite — the stratum, which, being the bearer of the most characteristic political and managerial qualities and functions, will be able to successfully solve complex issues of withdrawal from the deep systemic crisis. In connection with this, an important part of the state influence on the formation of the political and administrative elite for the health care of Ukraine is the organization of training of the corps representatives of state and administrative leaders of the branch. Among the main requirements for a new generation of managers of the public administration system, including health care in Ukraine, besides the ability to successfully solve issues of a legal, economic, political and communicative nature, that is to be a professional, are: a high level of culture, patriotism, spirituality; knowledge of foreign languages, new information technologies and modern management [1].

Based on the above, we propose ways to improve the managerial culture of health care providers.

RESULTS

The most important goal of the process of managing the formation of a new generation of healthcare system managers is to use their personal professional potential — a comprehensive description of the suitability of the manager for the role of the active subject of management activity.

The author shares the opinion of Y.F. Radish that the personal professional potential of the head has a complex structure and is characterized by close interaction of all its elements: qualification, communicative, creative, psychophysiological, moral and educational [1].

As you know, the qualitative characteristics of the impact of his physical and intellectual powers and creative energy in the process of management activity serve as criteria for the level of professional potential of the head. This dedication finds its concrete manifestation in the creative activity of the head of the system of public administration, his attitude towards work as a higher vital necessity. Effective use of personal professional potential of a civil servant, which underlies his management activity, is realized in three main directions [2]:

— creation of the necessary conditions for the comprehensive development of personal potential;

— provision of conditions for the full mobilization of the capacity of civil servants in order to qualitatively fulfill the tasks facing them;

— constant development of professional qualities of managers in accordance with the strategic goals of the state.

Focused on a management officer, requiring a special understanding of the management process, is a specific way of thinking. The orientation of the head of the organization to its employees can be analyzed by the following parameters: the respect it displays to its employees; the trust he gives them; types and methods of participation of employees in matters of organization and professional cooperation; volumes of group work; transparency of personnel planning and development, remuneration system and social security; the intensity of the support staff provided.

According to the author, the management of employee orientation means: firstly, the use of managerial style, which allows employees to express their opinions and participate in decision-making; secondly, the organization of management, which enables employees to participate in the organization of their work (project groups), delegation of competence and responsibility; third, the use of auxiliary controls, such as "goal management" and staff assessment; fourthly, maintaining the organization's ability to continuous vocational education and innovation through the development of existing staff and the involvement of new and fifth, helping employees understand the professional content of work and life experiences through work — can be successfully used to enhance managerial culture heads of medical and preventive institutions of Ukraine.

Based on the foregoing, the author believes that, in order to implement the state policy of Ukraine in the field of health care and ensure the necessary compliance of the goals of Ukrainian health care institutions and the level of management culture of their leaders, the following methods and methods of work should be used: to conduct periodic audits existing systems of personnel management in terms of their compliance with the goals of a specific organization; Involve staff of the Personnel Management Service and all staff in developing and reviewing strategic and short-term plans for health care facilities; evaluate the work of the personnel according to the results of the organization's work, that is, the degree of achievement of organizational goals; Ensure permanent participation of top management of the institution and state authorities in the development and review of the personnel management system.

Today we are witnessing the fundamental changes taking place in Ukrainian health care. The consequences of the Soviet system in this area are being reviewed and the reform process has become irreversible. The analysis of literary sources and their own practical experience convinced that the return to the previous style of health care management is impossible and this is confirmed by the radical changes that take place in all sectors of the life of the post-Soviet society. There is no doubt the sustainability of the process of decentralization in political and economic life. Public funding of budget organizations (including medicine) has a steady decline. At the same time, instead of administrators of the traditional type of management come the leaders, in the basis of the activities laid the principles of modern management, or, as is now commonly said, managers.

In a market economy, success in a competitive struggle depends on the quality of management, and an effective solution to the strategic and tactical tasks of the organization requires the involvement of highly skilled professionals. Operational adaptation of the organization (enterprises, firms) to changes in the market environment is possible on the basis of management professionalism, which involves, first of all, the need for training of management personnel capable of implementing modern management approaches.

For the health care system of Ukraine, certain preconditions are created which are conditioned by new methods of management. And also the wider penetration of her germs of market relations, which in turn requires the presence of a new specialist in the management of the system — the healthcare manager. It is the market with its inherent risk and uncertainty that contributed to the development of Western managers of very important and necessary today for health managers such qualities as autonomy and responsibility for their activities, constant search for organizational and managerial and scientific and technological innovations as a protective mechanism under conditions instability of the equilibrium of market conditions.

In the health care system, managers should be first and foremost those managers who are called mid-level managers. That is, the heads of health care institutions and their deputies. As well as heads of clinics and departments and heads of structural units. By virtue of their official duties, they carry out the overall management of the organization (system), coordinate the actions of its individual units and combine the efforts of subordinates to achieve the goal and obtain a high result.

A key figure in management is the manager, from which the implementation depends on each management function. Problems of training, training, and advanced training of modern managers of dental treatment and prevention institutions today are extremely relevant. This is explained by the fact that management becomes a profession where good results can not be achieved, based only on the practical experience and knowledge obtained in the basic medical school. It is professionalism, in contrast to the usual administration, fundamentally distinguishes the manager from the head of the previous formation.

The traditional head of a sanatorium-and-spa therapeutic and preventive institution, that is, a person with the appropriate official authority, comparatively successfully cope with the management only of the actual medical (preventive, diagnostic, medical) processes. But in modern conditions, this is obviously not enough. For effective management of sanatorium and resort facilities, special knowledge in the field of public administration, social medicine, organization, economy and health care management is now required. Man's ability to manage people is a complex field of activity, which includes personnel policy, ensuring cooperation between team members, training, informing, motivating employees, and other important components of the manager's activities.

The professional approach to the manager in a different perspective also highlights the personality of the current head of the sanatorium and resort institution. If the ideal of past years was a good performer of the directives that came from above, then now a creative person with a wide range of qualities is required: the propensity to act as a manager, the interest in his work. readiness to manage people, desire and ability to risk and take responsibility. It is these qualities that serve today as a prerequisite for successful management, since modern spa resort healthcare facilities operate in conditions of constantly changing situations, which should be responsive non-standard.

US experts J. Rice and C. Cleland, analyzing the health care strategy of the 21st century in the post-Soviet countries, emphasize that for medical practitioners, the acquisition of commercial skills is crucial for engaging in market research and efficiency the functioning of their units. "Moreover," noted the above-mentioned authors, state-owned medical service providers will simply be forced to look for new ways to increase their efficiency, given the growing competition from private companies. In order to survive in market conditions, managers must be able to make deci-

sions based on facts and in-depth analysis of the situation "[3, p. 50].

A characteristic of today is the change of sources of influence that can be used. So, if earlier the use of formal sources — a status, competence based on education and practical experience — prevailed, then for today's manager the basics of influence through which you can succeed in management are the creative position, the ability to cooperate, the art of strategic management, the good spiritual and physical form, responsibility, ability to adapt to changes and use them.

The requirement "management of a clinic should be professional" involves bringing every rational idea to the logical end, that is, before practical implementation.

Despite the dependence on how many levels of government exist, managers are divided into three categories in terms of their specific functions: technical, administrative and the level of social structures (institutional).

Persons operating on a technical level are engaged in current operations and actions necessary to ensure effective operation without failures in the production of products or services.

Managers at the administrative level are involved in the management and coordination within the organization, they coordinate the various forms of activity and efforts of various divisions of the organization.

The principals at the institute level are mainly engaged in the development of long-term (perspective) plans, the formulation of tasks, the adaptation of the organization to various changes, the management of relations between the organization and the external environment, as well as society, in which this organization exists and operates.

Rice D., Cleland K. noted that in the organizational context, leadership can be considered at three levels of responsibility and control, namely: technical, administrative, and institute [3].

Leaders of the grassroots level — junior bosses — is the organizational level, which is directly above the workers and other employees (not managers), control the fulfillment of production tasks and provide information to senior managers. They are responsible for the use of resources, raw materials and equipment allocated to them.

Managers of the middle level coordinate and control the work of junior bosses. They identify problems, start discussions, recommend actions, develop creative suggestions, prepare information for decisions made by senior executives, and transfer these solutions in a technologically

convenient form as specific tasks for grassroots linear executives.

Senior management — usually one or more people are responsible for making the most important decisions for the organization as a whole.

The success of a manager's activity depends on the level of managerial skill (experience) that they possess. This skill can be grouped into seven categories:

1. Conceptual skills — the manager's ability to understand the general perspective of the organization, to imagine a complete picture.

2. Mastery in decision-making — the ability to choose the best of two or more alternatives.

3. The art of analytics — the talent of the correct distribution of works and tasks, the choice of the best techniques and tools, diagnostics of problems and prediction of the situation.

4. Administrative skills — the ability to perform certain organizational responsibilities, operate effectively within a limited budget, coordinate the information flow.

5. Communication art — the ability to logically and easily transfer your ideas and views to others both verbally and in writing.

6. Psychological skill — the ability to interact with people without conflict, create a favorable microclimate.

7. Technical skill requires special competence in the execution of tasks.

As for the professionally qualified division of labor, modern management theorists believe that on this basis, responsibilities are divided and responsibility is differentiated between employees, taking into account the position, the degree of complexity of the work performed and the qualifications required for this. At the same time, it is very important to ensure the maximum responsibility of the degree of complexity of the assigned work qualifications of the employee.

Development and other forms of division of labor — program-target, which provide for the separation of special groups of workers of different profiles for solving complex tasks at a certain stage of the enterprise, are developed; Object division of labor, according to which linear leaders are assigned to a particular object — a polling station, a shop, a production.

To date, there are four approaches to the management of science:

1) an approach from the positions of the allocation of different schools in management;

2) a process approach that treats management as a continuous series of interrelated managerial functions.

3) a systematic approach that treats organizations as a set of interrelated elements: people, structures, tasks and technologies that are geared towards achieving a goal in a constantly changing environment;

4) the situational approach implies that the suitability of different management methods is determined by the situation. The most effective method in a particular situation is the one that most responds to it.

CONCLUSIONS

Thus, for the health care system of Ukraine, the increasingly widespread introduction of market mechanisms is becoming increasingly common, which in turn requires the availability of a new health care management specialist.

In the health care system, managers should be first and foremost those managers who are called mid-level managers. That is, heads of health care institutions and their deputies, as well as heads of clinics and departments and heads of structural units. By virtue of their official duties, they carry out the overall management of the organization (system), coordinate the actions of its individual units and combine the efforts of subordinates to achieve the goal and obtain a high result.

The analysis of literary sources, which highlights the issue of healthcare management in European countries, suggests that at the present stage of the industry, the most appropriate form of health care management remains its model, which involves a combination of management with widespread use of market mechanisms in the system of provision medical services to the population.

Foreign authors determine one of the most important mechanisms for reforming health care management by constantly improving the quality of medical services provision. System analysis of scientific literature and legislative acts gives grounds to assert that the considered theoretical developments of scientists relate to certain aspects of the given problem and to a certain extent reveal its content. That is why in the context of this study further study is required: the creation and functioning of the state apparatus of management of sanatorium and resort support of Ukrainian national military formations; strategic directions of development of the state policy in the sphere of sanatorium and resort maintenance of the population of Ukraine; the scientific substantiation of the correlation between the number of middle medical personnel and the doctors of sanatorium

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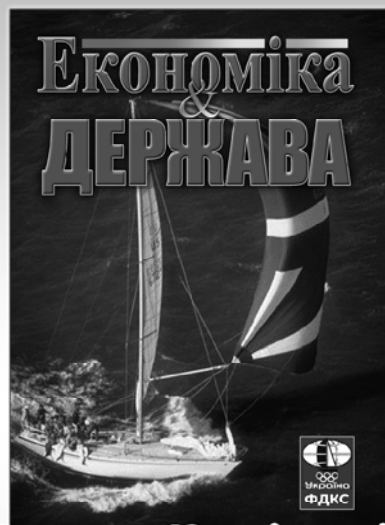
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