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FEATURES OF THE MODERN HEALTHCARE MANAGEMENT SYSTEM

The article examines different approaches to the essence of the concepts of «management», «health care management», etc., based on which the interpretation of the concept of «health care management» is proposed. Conceptualization of the content of the terms «management» and «administration» is of great importance for the development of the conceptual and categorical apparatus not only of the theory of management and science in general, but also of modern branch theories. The variety of approaches is caused by the conditions of functioning of modern management systems in the field of health care, which is caused by the continuation of the reformation of the management system of the industry, the addition of the legal framework, the search for sources of financing, personnel support, and the development of infrastructure in most modern states.

The article analyzes the object and subject of health care management as mandatory components of the structure of the health care system. The content of the main functions and methods of management in the field of health care is revealed. The interrelationship of functions and methods depending on the level of management and the applied model of organization of the health care system is analyzed. It is emphasized that the presence of different types of health care models depends not only on the method of financing and management, but also on the conformity of this model to the cultural, economic and social characteristics of the na-

tion and the state. It is indicated that modern states, which continue the process of reforming the health care sector, can use the best practices of each of the presented models to create an effective and accessible system of medical care, capable of responding to modern challenges, with an effective management system. It has been established that the management system of the health care sector should be based on a number of scientific approaches that will allow taking into account all factors of the internal and external environment.

It has been proven that the need to form an optimal management system is an important element of transformational processes in the field of health care. Today, the field of health care should be aimed at developing the capacity of health care institutions to meet the established quality standards, offer a favorable environment for the activities of medical workers, and meet the existing needs of citizens.

Key words: *health care management, health care management system, effectiveness of the health care sector, levels of health care management.*

Statement of the problem in a general form. The modern field of health care is an extremely dynamic field in which various changes are taking place all the time: the practice of the health care system is being modernized; the range of opportunities and challenges is expanding. As a result, the field of health care must possess not only the appropriate techniques to overcome the problems of disease prevention and health promotion, but also the methods and means necessary to adapt to changes and challenges. Taking into account the internal and external challenges, the healthcare management system must be able to radically restructure and reorganize the management system, practice and mechanisms of its functioning.

In today's world, the field of health care is forced to adapt to various challenges, in particular, the aging of the population, changing needs of patients, advances in technology, etc. These problems continue to spread in various health care systems. The biggest problem is the inability of managers and decision-makers to reach a consensus on the resolution of

the main health care problems that most modern states face. This trend is a global problem. In addition, the lack of consideration of global issues related to health care can lead to fragmented implementation of health care management. It is generally recognized that despite the existing differences in management systems in the field of health care, the problems of the specified field demonstrate the need to identify common characteristics and related ways of solving them.

Features of modern management of the sphere of health care are due to the fact that it is special and significantly different from other spheres and types of activity. The field of health care has special characteristics that require modification of general principles of management or change of main emphases:

- first, the result of the activity of a medical institution is a service that determines the nature of interaction with consumers – direct contact and their involvement in the process of service provision. This, in turn, is expressed in the multivariate management methods used in the health care sector;

- secondly, medical services belong to social services. Determining the essence and content of management of the health care system, it is customary to distinguish the following structural elements: content of management, goal, task, and object, levels of management, functions and methods of management.

The need for the formation of an optimal management system is an important element of the transformation of the health care sector, which determines the relevance of the chosen research topic.

Analysis and research of publications. When studying management issues, we cannot bypass such concepts as «management» and «administration». These concepts have many similarities and differences. What they have in common is that the object of management and control is the organization, in which they perform the same social function – increasing the efficiency of activities to achieve organizational goals. Moreover, both concepts mean a way of organizing processes, a certain organizational culture of society. The difference in the content of these concepts is determined by the fact that the object of management is not only the organization, but also the organization's communications with

the external environment. In management, a person (along with his important quality – being an employee) is considered as a complete system, that is, as a function and result of habits, needs, views, beliefs, etc.

The analysis of scientific research shows that the conceptualization of the content of the terms «management» and «administration» remains debatable and does not fully reflect the real situation of the development of modern science and social-management practice. According to the researchers, this leads to a loose interpretation of these key categories when explaining complex social-management phenomena and processes in modern society [18]. These concepts play an important role in the field of health care. In our opinion, the use of the concept of management in the field of health care is more successful. We note that management in the field of health care is a system with a large set of interrelated elements that interact to ensure its effective functioning and the achievement of set goals in the field of health care. Health care management is a complex process that ensures the operation of a multi-level system, including intra-industry specificities and contextual conditions of the industry's functioning.

Researchers consider the essence of management in the field of health care from three positions:

1) as a synonym of management – the science of management, regulation and control of financial, labor and material resources by bodies and institutions in the field of health care [20];

2) as an influence on people, processes and objects – a system of directed influences on the organizational structure (its intellectual, financial, raw, material resources) with the aim of its most effective functioning [3];

3) as a process that includes interpersonal and technical aspects, with the help of which the goals of organizations in the field of health care are determined and fulfilled through the use of human and material resources, as well as various technologies [1].

The variety of approaches is caused by the conditions of functioning of modern management systems in the field of health care, which is caused by the continuation of the reformation of the management system of the industry, the addition of the legal framework, the search for sources

of financing, personnel support, and the development of infrastructure in most modern states.

As the goal of health care management, some authors indicate mainly the reduction of morbidity and mortality of the population [14], however, there is another point of view that perceives the objective function of health care management as maintaining and strengthening the health of the population, reducing morbidity, increase in life expectancy [21], which, in our opinion, more accurately reflects the orientations of the modern social state [29].

The division of the target function of health care management depending on the form of ownership of the managing entity, proposed by some researchers, seems interesting:

- the goal of public sector management is to provide the population with public services in the field of health care on the basis of their general availability;
- the goal of managing the non-state sector is to meet the needs of the solvent part of the population, reduce the burden on the state sector while simultaneously achieving break-even and regulatory profitability of business organizations [15].

It should be noted that not all authors distinguish the goal of health care management, and accordingly, the tasks, among which the majority note the improvement of the quality and availability of health care services, the increase of the rationality of the use of resources [2].

As objects of health care management, treatment and preventive institutions are called, which, in our opinion, seems incomplete, since manufacturers of medical drugs and equipment, entrepreneurs, resources of the health care sector should also be taken into account [16]. This more fully reflects the structure of the health care system.

The levels of the health care management system are determined by the authors according to the temporal principle: strategic, tactical, and operational, but there is also a division by subjects within the management process: subjects of the first, second, and third hierarchical levels [17]. Let us emphasize that the levels depend on national characteristics: in China there are four, and in Ukraine – three.

According to the classification of the World Health Organization, three basic types of health care models are distinguished: the Beveridge

system, the Bismarck system, and the market system (table 1) [11; 19]. In such countries as Ukraine, the Beveridge and Bismarck models are used in the organization and management of the health care system, which is implemented in mandatory health insurance and paternalistic orientation of public spending on health care. It is important to realize that the existence of different types of health care models depends not only on the way of financing and management, but also on the conformity of this model to the cultural, economic and social characteristics of the nation and the state. In particular, Ukraine, which continues the process of reforming the health care sector, can use the best practices of each of the presented models to create an effective and affordable health care system capable of responding to modern challenges, with an effective management system.

Despite significant differences in the organization of health care management systems, in the management process methods are used that are characteristic of the classical theory of management, as well as due to the functions of management in the field of health care [28].

*Table 1.***Features of health care system models**

Country	Features	Model
Bismarck Model	Financing: contributions from employers and employees. Compulsory insurance. Multiple insurance organizations.	Germany, Japan, France, and other countries of Western Europe
Beveridge Model	Central element: government as single payer. Funding through taxes. Provision of services: State medical institutions.	Great Britain, Ireland, New Zealand, Sweden and other Northern European countries
National Health Model	Hybrid model (Beveridge and Bismarck elements). Financing: Taxes and insurance contributions. May contain private and public healthcare facilities.	Canada, Taiwan, Australia

continuation of the table 1

Direct payment model	No insurance system. Payment of services directly by patients. A high share of costs is borne by the patient	Common in many developing economies where there are no widely available health insurance systems or public health financing
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Source: generated by the author based on [11; 19]

Many authors distinguish four classic functions of management: planning; the organization; motivation; control, to which some researchers add analysis and coordination functions (fig. 1) [4].

However, in our opinion, such a unified consideration of management functions in the field of health care entails ignoring the specifics of the industry, its functional differences from other spheres of activity, although it allows for the full implementation of the management process. It is expedient, in our opinion, to divide the functions of health care management into general and private. A similar approach can be found in the works of most researchers [24; 26]. In addition, in the works of some of them, management functions are distributed in accordance with the previously considered management levels, which is the most systematized vision of the health care management system.

Regarding management methods, the opinions of most scientists coincide. Almost all authors who pay attention to management methods distinguish three groups of methods:

- organizational-administrative (administrative) are methods of direct influence that have a directive, mandatory nature and are based on discipline, responsibility, power and coercion. The essence of organizational and administrative regulation in the field of health care consists, mainly, in the establishment of special rules that are mandatory for implementation and determine the content and order of the organization of the provision of medical care – standards of the resource base of medical and preventive institutions, standards of the process of diagnosis and treatment, treatment outcome standards;

– socio-psychological – are of particular importance for the field of health care in connection with the clear social orientation of this system and a high share of human participation. These methods are represented by moral encouragement, social planning, persuasion, suggestion, personal example, regulation of interpersonal and intergroup relations, creation and maintenance of a moral climate in the team, etc.;

– economic – a system of techniques and methods for performers with the help of a specific comparison of costs and results (material incentives and sanctions, financing and lending, salary, cost price, profit, price) [4].

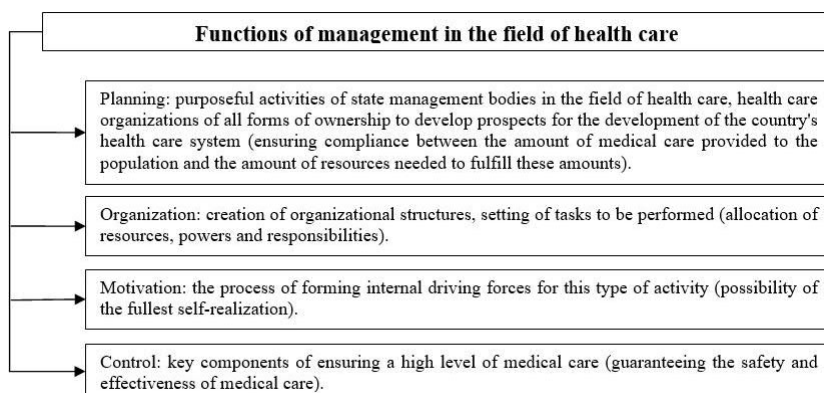


Fig. 1. Functions of management in the field of health care.

Source: generated by the author based on [4]

An exception is the selection of legal methods in the work of some researchers, which, in our opinion, is justified, since one of the methods used by the subject of management is regulatory and legal regulation of various levels, which regulates the content of all other methods [25].

Taking into account the models of the organization of the health care system, which are based on the degree of state participation in providing the population with medical services, and the approaches of some authors in the field of studying the theoretical foundations of health care management, the following conclusions can be formulated:

- firstly, the purpose and tasks of management are not clearly defined in the existing definitions;
- secondly, there is no unified approach to the composition of objects and subjects of health care management;
- thirdly, the functions and methods of management are debatable [25].

In the classical sense, management is «a conscious purposeful influence on the part of subjects, bodies on people and economic objects, which is carried out in order to direct their actions and obtain the desired results» [4].

As some researchers note, «the purpose of health care management in modern society includes:

- improving the health of the population;
- development of a healthy lifestyle of citizens;
- prevention of diseases and injuries that can be avoided if there is a modern state of knowledge;
- the development of a health care system capable of functioning within real financial constraints and using resources in the most efficient way to achieve health care goals» [27].

Thus, health care management should be subordinated to the main goal – increasing the life expectancy of the population. The variety of tasks that are highlighted is due to the coverage of medical, social and economic indicators that underlie the level of functioning of the health care sector (table 2) [22].

Table 2.

Rating of healthcare systems

Rank	Country	Infras- tructure	Availability and cost	Overall index
1	Taiwan	87.16	83.59	78.72
2	South Korea	79.05	78.39	77.7
3	Australia	90.75	82.59	74.11
4	Canada	86.18	78.99	71.32

continuation of the table 2

5	Sweden	78.77	74.88	70.73
6	Ireland	92.58	96.22	67.99
7	Nether-lands	77.86	71.82	65.38
8	Germany	86.28	75.81	64.66
9	Norway	72.48	68.68	64.63
10	Israel	88.63	75.61	61.73

Source: generated by the author based on [22]

It is worth noting that the ranking of countries was formed on the basis of such factors as medical infrastructure, abilities and qualifications of medical personnel, as well as the cost and availability of drugs. Additional indicators include concern for the environment, access to clean water, sanitation, and government action to combat tobacco use and obesity. That is, the tasks of health care management should contain medical, social and economic components (fig. 2) [12].

We emphasize that the peculiarity of the health care sphere is that quite often medical measures of a curative and preventive nature may turn out to be economically unprofitable, but the medical and social effect requires their implementation.

For example, when treating the elderly, the medical and social effects may be negative. But with the use of modern medical drugs, intensive therapy and intensive care, it is possible to achieve a medical and social effect – to save a person's life. How comprehensive it will be is another question. As for economic efficiency, it cannot be decisive when choosing certain means of prevention, treatment, organizational forms of providing medical care. Human life is priceless. However, along with medical and social efficiency, economic efficiency can help in establishing the sequence of carrying out certain measures under conditions of limited resources [22].

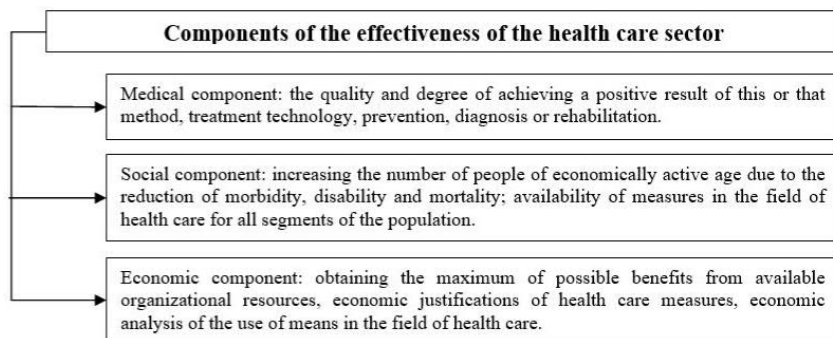


Fig. 2. The main components of the effectiveness of the health care sector.

Source: generated by the author based on [12]

The issue of efficiency plays a significant role in the development of the healthcare management system, since it is the efficiency indicators that demonstrate how effectively the system uses its own capabilities, and makes it possible to develop a strategy for its development and improvement [10]. The experience of China is indicative in this respect.

It should be noted that in 2000, according to official WHO data, the Chinese health care system ranked 144th in the world. Further down the list were countries whose GDP per capita was much lower than China's [8]. And already in 2020, China took 52nd place in the ranking among 195 countries of the world [23]. The reason for the mentioned dynamics in China can rightly be considered the success of health care reforms. In particular, China managed to significantly reduce the child mortality rate; increase the level of life expectancy; increase the welfare of the population and the amount of health care financing: 4.55% of GDP in 2008, 6.67% in 2018 and 7.12% in 2020 [13].

In addition, the state mechanism for managing the social sphere in the countries of state capitalism, which is China, has certain differences from the approaches used to regulate, for example, the production spheres. The mechanism of regulation of the health care sector is characterized by a significant presence of the state in the relationship

between providers of medical services and their consumers. Taking into account the peculiarities of China's national characteristics, the sphere of health care is a sphere of significant social risks, the action of which can have a significant impact not only on the socio-economic relations within the state, but can even lead to a global world crisis [8]. Countries such as Ukraine could use China's practice to improve the efficiency of functioning and management of various spheres, and the sphere of health care in particular.

As for the management system, the objects of management in the field of health care are both the process of formation and distribution of funds of the industry, as well as mutual relations (interaction) between management subjects regarding the creation, distribution and consumption of medical services. Subjects of management in the field of health care are state, municipal and private health care systems with medical institutions included in them, as well as individuals and legal entities that consume health services through general health insurance, state health insurance and in the market of medical services. We can agree with the opinion of some authors who believe that the health care management system organically combines: subject and object of management; the entire set of various relationships that arise in accordance with the goal and tasks of the system (fig. 3) [9].

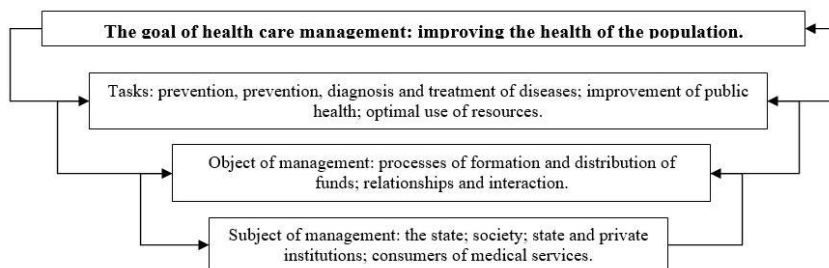


Fig. 3. The main components of the modern health care management system.
Source: generated by the author based on [9]

On the basis of the above, the most accurate is the perception of management as a process that allows you to reflect the target direction,

the sequence of management actions and is based on the subject-object approach.

Thus, health care management can be defined as a process of purposeful influence on the part of management subjects on the creation, distribution and consumption of health services by solving interrelated medical, social and economic health care tasks with the aim of increasing life expectancy population. The conducted analysis of functions and methods of health care management allowed, with a certain degree of convention, to distribute classic management functions, the content of which takes into account the peculiarities of the industry and the methods used in this process by management level.

Thus, strategic management is most characterized by the functions of forecasting and planning, which allow for goal setting and setting forecast (planned) values of indicators, while the main methods at this level will be legal and organizational-administrative.

In the process of tactical management, the functions of organization, coordination and control are carried out, which are implemented with the help of organizational-administrative and economic methods.

Operational management involves the predominant implementation of the motivation function, which consists in encouraging the objects of management to achieve the general goal of management, in this case – preserving and strengthening the health of citizens and increasing their life expectancy. The main ones at this level are methods of economic and social-psychological stimulation.

Regardless of the level, these functions and management methods are used in all models of the organization of the health care management system, since in most cases there are mixed models that involve the use of both paid and free medical care, as well as elements of a competitive market model.

It should be noted that state institutions have been dominating the health care sector of modern states for many years. Through them, the state carries out policy in the field of health protection of citizens. In our opinion, it would be imprudent to consider the state form of providing medical services as something that has survived itself, to define it as the antithesis of the market. The public sector is the most important,

irreplaceable sphere of implementation of a special system of social values inherent in modern society, and is an integral component of the public health care system.

The task today is to develop such approaches to the management of state organizations that will allow this sector in modern conditions to realize its potential and opportunities in achieving the goals that the state sets for the health care sector. In the conditions of the formation of market relations, the growth of costs for the operation of medical institutions in connection with the increase in the scope of their activities and the diversification of the population's requests, on the one hand, and the impossibility of indefinitely increasing state appropriations for health care, on the other hand, inevitably give rise to new forms medical service organizations.

The most demonstrative manifestation of new trends in health care management is private organizations that are financed not by the state, but by the founders. In addition to the source of funding, private organizations differ from public ones in that:

- their management allows greater flexibility, in particular, managers enjoy greater freedom in decision-making, and the management process, accordingly, has a more personalized character;
- the adoption of management decisions is dictated primarily by economic parameters, a special sensitivity to costs is manifested, that is, in private organizations, the principle of a direct relationship between income and expenses is strictly observed.

The municipal health care system includes municipal health care management bodies and municipally owned institutions (medical and preventive and research institutions, pharmaceutical enterprises and organizations, pharmacy institutions, forensic medical examination institutions, educational institutions), which are legal entities and carry out their activities in accordance with the legislative framework on the protection of citizens' health, other legislative and normative legal acts. Financing of the activities of enterprises, institutions and organizations of the municipal health care system is carried out at the expense of funds from budgets of all levels, special funds intended for the health care of citizens, and other sources not prohibited by law.

Therefore, the health care management system should consist of a number of multidisciplinary teams, implement mechanisms to ensure quality and continuous improvement, ensure citizen participation and promote self-care [7]. In addition, this should be implemented in an environment of shared responsibility with other sectors. And in order to achieve the goals of the transformation of the health care sector, it is necessary to strengthen the management potential at all levels and stimulate new management competencies, the use of new methods and tools that will contribute to the effective functioning of the management system of the health care sector.

Conclusion. Thus, the article analyzes the concept and content of “health care management”, which is based on the subject-object approach, takes into account the target orientation and integral tasks of the industry’s functioning, and defines health care management as a process of purposeful influence on the part of management entities for the creation, distribution and consumption of medical services by means of the solution of interrelated medical, social and economic tasks of health care in order to increase the life expectancy of the population. In addition, it was emphasized that the need to form an optimal management system is an important element of transformational processes in the field of health care. Today, the field of health care should be aimed at developing the capacity of health care institutions to meet the established quality standards, offer a favorable environment for the activities of medical workers, and meet the existing needs of citizens.

ОСОБЛИВОСТІ СУЧАСНОЇ СИСТЕМИ УПРАВЛІННЯ СФЕРОЮ ОХОРОНИ ЗДОРОВ’Я

У статті розглянуто різні підходи до сутності понять «управління», «менеджмент», «управління охороною здоров’я» тощо, на їх основі запропоновано трактування поняття «управління охороною здоров’я». Концептуалізація змісту понять «менеджмент» і «управління» має велике значення для розвитку понятійно-категоріального апарату не тільки теорії управління й науки в цілому, але й сучасних галузевих теорій. Різноманітність підходів викликана

умовами функціонування сучасних систем управління сферою охорони здоров'я, що зумовлено продовженням реформування системи управління галуззю, доповненням нормативно-правової бази, пошуком джерел фінансування, кадрового забезпечення, розвитку інфраструктури в більшості сучасних держав.

В статті проаналізовано об'єкт та суб'єкт управління сферою охорони здоров'я як обов'язкові складові структури системи охорони здоров'я. Розкрито зміст основних функцій та методів управління в сфері охорони здоров'я. Аналізується взаємозв'язок функцій і методів залежності від рівня управління та застосовуваної моделі організації системи охорони здоров'я. Наголошено, що наявність різних типів моделей охорони здоров'я залежить не лише від способу фінансування й управління, але й від відповідності цієї моделі культурним, економічним і соціальним особливостям нації та держави. Вказано, що сучасні держави, які продовжують процес реформування сфери охорони здоров'я, можуть використовувати кращі практики кожної із представлених моделей для створення ефективної та доступної системи медичного обслуговування, здатної відповідати на сучасні виклики, з ефективною системою управління. Встановлено, що система управління сферою охорони здоров'я повинна ґрунтуватися на цілій низці наукових підходів, які нададуть змогу враховувати всі чинники внутрішнього та зовнішнього середовища.

Доведено, що необхідність формування оптимальної системи управління – є важливим елементом трансформаційних процесів у сфері охорони здоров'я. На сьогодні сфера охорони здоров'я повинна бути спрямована на розвиток спроможності закладів охорони здоров'я, аби відповідати встановленим стандартам якості, пропонувати сприятливе середовище діяльності медичних працівників й відповідати наявним потребам громадян.

Ключові слова: управління сферою охорони здоров'я, система управління охорони здоров'я, ефективність сфери охорони здоров'я, рівні управління сферою охорони здоров'я.

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