

PROCESSES OF INNOVATIVE MODERNIZATION OF HEALTHCARE INSTITUTIONS

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✓ *Resume*

Presents four strategically important areas in the management system of a health care facility, the state of which determines the effectiveness and the opportunity to develop further. Presents a strategic plan for the development of preventive agencies, including a set of events distributed in some areas. The most priority of them for health care facility are: increasing economic efficiency and profitability of the organization, the increased population coverage of the preventive services, introduction of result-oriented motivation system, focused on professional development of personnel, improvement of the quality of services and increase in productivity of employees. The effectiveness of this action plan is expressed in the possibility of providing new, innovative preventive, diagnostic and medical services. Successful implementation of the strategic development plan would depend on the implementation of and compliance with the organization's quality management principles.

Keywords: health care, medical organization, qualified staff, technological equipment, principles of management, effectiveness, strategic plan

ПРОЦЕССЫ ИННОВАЦИОННОЙ МОДЕРНИЗАЦИИ УЧРЕЖДЕНИЙ ЗДРАВООХРАНЕНИЯ

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✓ *Резюме*

Представлены, четыре стратегически важных сферы в системе управления учреждением здравоохранения, состояние которых определяет эффективность и возможность обеспечить дальнейшее развитие. Представлены направления развития медицинского учреждения. Приоритетными из них для медицинского учреждения являются: повышение экономической эффективности и прибыльности, увеличение охвата населения профилактическими услугами, внедрение системы мотивации, ориентированной на результат и повышение квалификации персонала, улучшение качества оказываемых услуг и рост производительности работников. Эффективность такого плана мероприятий выражена в возможности оказания инновационных профилактических, диагностических и медицинских услуг. Возможности успешной реализации указанных направлений развития зависят от внедрения и соблюдения организацией принципов менеджмента качества.

Ключевые слова: здравоохранение, медицинская организация, квалификация персонала, технологическая оснащенность, принципы менеджмента, эффективность, стратегический план

SOG'LIQNI SAQLASH MUASSASALARINI INNOVATION MODERNIZATSIYA QILISH JARAYONLARI

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Abu Ali Ibn Sino nomidagi Buxoro davlat tibbiyot instituti

✓ Rezyme

Taqdim etilganlar sog'liqni saqlash muassasasini boshqarish tizimidagi to'rtta strategik muhim yo'nalishlar bo'lib, ularning holati samaradorlikni va kelgusi rivojlanishni ta'minlash imkoniyatini belgilaydi. Tibbiyot muassasasini rivojlantirish yo'nalishlari keltirilgan. Tibbiyot muassasasi uchun ustuvor vazifalar quyidagilardir: iqtisodiy samaradorlik va rentabellikni oshirish, aholini profilaktika xizmatlari bilan qamrab olishni ko'paytirish, natijaga yo'naltirilgan motivatsiya tizimini joriy etish va xodimlarning malakasini oshirish, ko'rsatilayotgan xizmatlar sifatini oshirish va xodimlarning ish unumdorligini oshirish. Bunday tadbirlar rejasining samaradorligi innovatsion profilaktika, diagnostika va tibbiy xizmatlarni ko'rsatish imkoniyatida ifodalanadi. Ushbu rivojlanish yo'nalishlarini muvaffaqiyatli amalga oshirish imkoniyatlari tashkilotning sifat menejmenti tamoyillarini amalga oshirishi va ularga rioya qilishiga bog'liq.

Kalit so'zlar: sog'liqni saqlash, tibbiyot tashkiloti, xodimlarning malakasi, texnologik jihozlar, boshqaruv tamoyillari, samaradorlik, strategik reja

Relevance

Numerous problems of the industry as a whole, and of individual medical institutions in particular, determine the importance of detailing individual provisions of the strategy for their development and the development of specific directions and measures that determine the main economic and social results of functioning. At present, the implementation of the relevant strategic measures is directly determined by the goals and objectives facing the institutions of the industry as a whole [1]. The key goal of the functioning of all medical institutions is determined by the role they play in society and is to provide the population with high-quality and timely medical care. In view of the above, the following strategically important directions in the management of health care institutions are identified. Firstly, this is a structural reorganization, which provides for the expansion of capacities to provide high-tech medical care of high quality standards. Secondly, the implementation of labor potential within the framework of a personnel policy based on modern management principles [3,4]. It is advisable to coordinate these elements, which requires the formation of financial policy. Financial policy measures should be aimed, first of all, at ensuring the availability of quality medical care, which is determined by the high social role of healthcare and a significant share of the state in the industry [5,7]. The increase in the volume of provision of paid medical services for health care institutions is, of course, an important strategic goal, but nevertheless, for many socio-economic factors, it is secondary in the framework of the financial policy of most institutions. These aspects should underlie the implementation of the strategic plan

Purpose of the study. Development of processes for innovative modernization and strategic development of healthcare institutions.

Result and discussion

One of the conditions for rationalizing and more economical use of resources, including financial ones, within an institution is the organization of payment for the activities of its departments, taking into account the volume and quality of the work actually performed. This approach will lead to the optimization of the structure of the medical organization and its more efficient functioning [7].

Within a medical institution, given its prophylactic focus, it is important to rationally and fairly distribute earned funds within the institution. This will help to increase the interest of structural units and individual employees not only in their own financial well-being, but also in the successful operation of the medical organization as a whole. The main condition for this is the determination of the principles and procedure for the distribution of funds between structural divisions. The consumer of a medical service can receive better and faster diagnostic information that can provide an accurate diagnosis and quality treatment. The formation of an additional source of income allows you to develop directions within the financial policy of the institution. From the funds received, as well as the savings resulting from the optimization of the structure, reduction of unreasonable costs and deductions from income, it is possible to form several "general use" funds: reserve, institution development, life support and others [3,7]. Availability of financial reserves contributes to the stable functioning of a medical organization, providing opportunities for financing a number of areas: training of medical personnel; his financial incentives through incentives; formation of areas of social assistance. Measures in the field of structural reorganization of medical institutions include, first of all, measures in the field of increasing the efficiency of the use of fixed assets. At this stage, in many institutions, their property is the property of the state and is assigned to it on the

basis of the right of operational management. Within the framework of which the institution can use the property in accordance with the statutory activities; ensure the safety and use of property strictly for its intended purpose; ensure the repair of property; carry out depreciation and restoration of the worn-out part of the property transferred to operational management. For a step towards development and revitalization of its activities within the framework of the structural reorganization of institutions, V.A. [2] considers it necessary to implement the following measures:

- conducting marketing research of the medical equipment market;
- Formation of task plans for the purchase of medical equipment; repair, reconstruction of buildings and structures;
- formation of a plan for the replacement of worn-out equipment and its repair;
- organization of control over capital repairs of buildings and structures;
- monitoring of information on the movement of fixed assets;
- development, implementation of a program for the modernization of fixed assets;
- development and implementation of a program for metrological control and maintenance of medical equipment;
- development and implementation of the energy saving program;
- optimization of the operation of heat and power systems.

Another important factor in the modernization and increase in the efficiency of healthcare institutions in the implementation of their management strategy is staffing. At present, it is an integral part of the organizational and economic support associated with the specifics of medical activities, the professionalism of personnel, the peculiarities of the interaction of doctors, nurses and junior medical personnel in the provision of medical care, the improvement of social and labor relations (regulation of the labor market, improvement of the principles of remuneration medical personnel, updating the principles and mechanisms of social partnership) [6,8,9]. In recent years, Russian healthcare has made significant progress towards expanding high-tech medical care, which includes expensive types of diagnostics and treatment. However, in these conditions, the attending physician is responsible not only for the level of medical care, but also for spending the funds allocated for these purposes. Today, the physician has no incentive to conduct a cost-benefit analysis of a patient's treatment. It is not uncommon for the facts of unjustified use of expensive medical tests instead of cheaper

screening tests. The notorious unclaimed analyzes have not been eliminated, while the specialists who appointed them, and the departments in which they work, do not bear any material responsibility (costs). Today, preventive medical organizations have a low technological potential, which is not a factor contributing to the growth of the competitiveness of medical and preventive services provided there. In this regard, we believe that the current state of fixed assets requires the development of measures within the framework of the implementation of the general development strategy, through the activation of investment processes.

Immediate and strategic directions for the development of a medical institution

- study of the market for preventive services and analysis of their competitiveness;
- conducting a sociological survey of the opinion of the population, forecasting the purchasing activity of consumers of preventive services
- analysis of the preventive services performed, and assessment of the potential of the resources of the medical center;
- approval of programs of prevention and health procedures.
- posting information on the official website of the institution about the list of available and relevant preventive measures and health services;
- reducing costs by reducing non-production costs and optimizing the organizational structure of the center;
- increase in profitability by increasing profit margins;
- intensification of the provision of preventive and health-improving services
- improving the quality of services provided and work productivity
- amendments to the current list of paid preventive, health-improving and medical-diagnostic services;
- calculation of the cost of detailed and comprehensive preventive, health-improving and medical-diagnostic services;
- approval of prices for paid medical services provided in excess of the established task;
- optimization of business processes through the use of automated information and analytical systems.
- improvement of the motivation system and provision of advanced training of personnel
- implementation of an incentive system of remuneration of medical workers in the framework of the provision of paid services

- timely and informative posting on the official website about vacancies, requirements and remuneration;
- stimulation of advanced training of medical workers, retraining and timely certification;
- cooperation with educational medical institutions of the region in order to select personnel

This will contribute to the staffing of institutions with high-tech equipment, the availability of which determines the possibility of transition to the provision of high-quality medical care and an increase in the level of competitiveness, including in the market of paid medical services.

Findings

1. The effectiveness of the implementation of the strategic directions of health care development depends on the implementation and adherence of the organization to the principles of quality management, which will allow bringing, first of all, the provision of new, innovative preventive and health-improving services to a new level.
2. The existing norms and rules in the organizational and economic provision of health care, limit the modernization of the health care system, thus limiting the possibilities of increasing the efficiency of the management system of institutions as a whole.
3. The main strategic priority in the development of a medical organization is the need to switch to an innovative development model, which will contribute to improving the quality and availability of medical care for the general population.
4. However, weak staffing, blurred priorities, low investment potential, and a weak system for introducing scientific results into practical healthcare significantly hinder the processes of innovative modernization of healthcare institutions

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