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INCREASING THE EFFICIENCY OF MANAGEMENT ACTIVITIES OF MEDICAL INSTITUTION THROUGH IMPROVEMENT OF PROFESSIONAL COMPETENCIES OF MANAGERS

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The problem of healthcare industry management in Ukraine today is very important, especially in the context of economic and political change. This problem is exacerbated by the implementation of healthcare reform. Medical reform is aimed at changing the conditions of functioning of medical institutions and the market of medical services. This is manifested in the change in the organizational and legal form of healthcare facilities and the commercialization of these entities.

Thus, the conditions for financing state institutions have changed, namely: the state pays for medical services provided by a medical institution to a particular patient, but does not maintain it.

Such changes will require managers to have management skills. For a modern manager healthcare facility, the most important characteristics of his personality are competence, which would help in the effective solution of work tasks to obtain high results. Under such conditions of the functioning of the healthcare sector, there is a need to form the professional competence of managers in the field of management of medical institutions.

When studying the experience of formation and development of the competence approach, a certain range of features of its use within foreign scientific schools revealed: American, English, French and German.

The study of foreign experience should begin with the United States. It is believed that this is where the competency approach originated. R. White made an important contribution to the theory of competence in the middle of the XX century. In 1959, in order to describe individual personalities, he introduced the term «competence» as «effective interaction (of man) with the environment». A feature of his teaching is the definition of competence in relation to the concept of motivation [1].

In the study of competence of management staff, we can conclude that the manager of a medical institution should have different groups of competencies, such as: basic competencies, managerial, business and personal. Ukraine, which has launched healthcare reform, has already realized that the head of a medical institution is not only a talented doctor with basic competencies, but also a leader who is ready to take decisive action and effectively manage the medical institution to ensure its competitiveness.

Thus, in European countries, the manager of a medical institution must not only have a medical education, but also require education in "Healthcare Management" (Poland, France, Germany, Hungary, Italy, etc.), "Business Management" (UK), "Social Sector Administration" (Greece) [2].

It should be noted that Ukraine has also made changes in the training of

managers of healthcare facilities. Thus, from 2022, management positions can be held by those categories of employees who have obtained a diploma in "Management and Administration".

Improving the professional competence of the managers of healthcare institutions will further contribute to the development of the effective functioning of the medical institution. The effectiveness of a healthcare institution is mixed. The field of medicine combines three types of efficiency, which must be implemented by the healthcare institution: medical, social and economic. Without evaluating the results of medical and social efficiency, economic efficiency cannot be determined. These types of efficiency are interdependent. Note that increasing the professional competence of the managers of medical institutions, such as business, managerial, personal will affect the increase of social, medical and economic efficiency (Fig. 1).

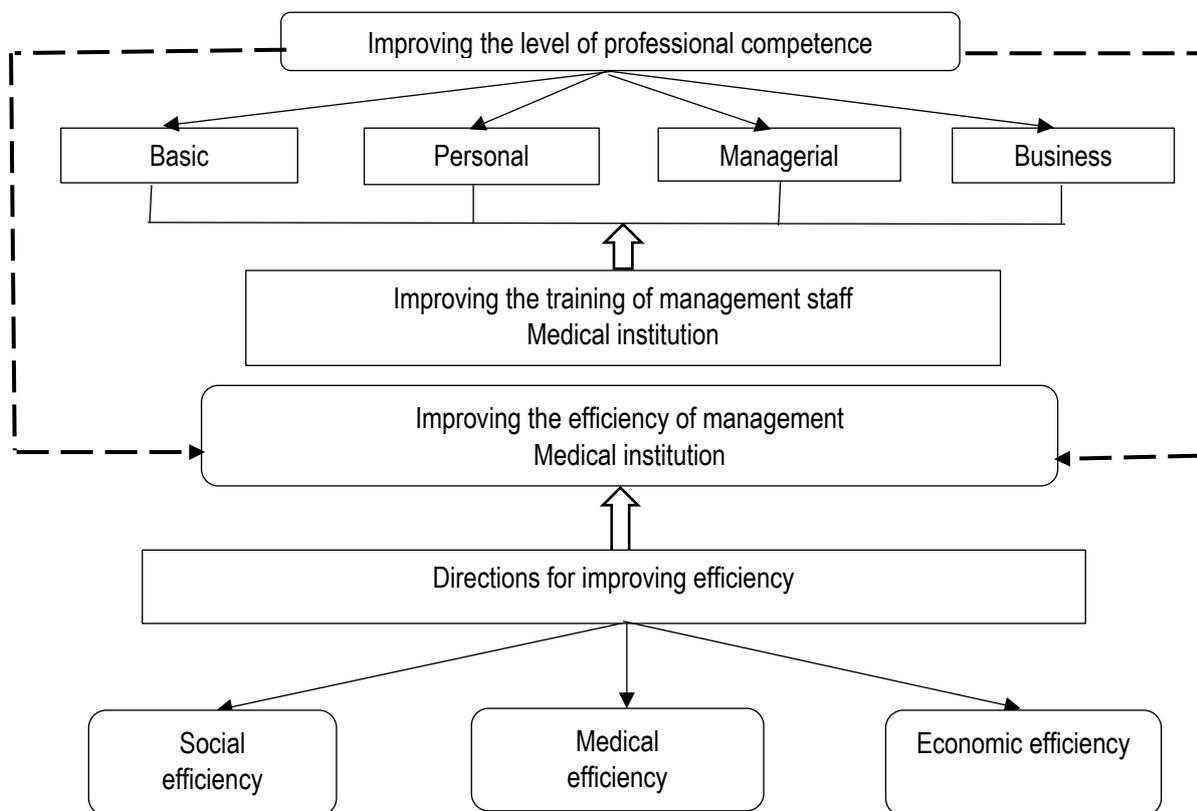


Fig. 1. **The relationship of professional competence of the managers of medical institutions with their effective management activities**
[Author's development]

From fig. 1 shows that increasing the level of professional competence of managers of medical institutions can be achieved through improving the training and retraining of management staff, which will increase the efficiency of management, namely: social, medical and economic.

References:

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