

ECONOMIC SCIENCES

ORGANIZATIONAL ACTIVITY IN HOSPITAL MANAGEMENT

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Introductions. The function of management is aimed at building an organization and forming a system of relations in it is called "organization". Organization - a type of management activity aimed at forming a management structure of the organization, establishing a system of connections and relationships, which allows you to work effectively to achieve goals. The organization is a management function within which grouping and coordination of works, types of activity and resources for achievement of the set purposes is carried out. The implementation of the function of the organization is carried out in the process of organizational activities. Organizational activity is a process by which the manager eliminates uncertainty, forms the division of powers, responsibilities of management and production staff, in order to form effective joint activities.

Aim. Identify and analyze the essence of organizational activities and its place in the hospital management system.

Materials and methods. The following methods are used in the scientific work. The method of systematic approach and analysis was used for quantitative and qualitative analysis of the problems of medical care in medical institutions. The biblio semantic method was used to study the existing approaches to solving the problems of organization of medical care. Using the method of descriptive modeling, a

functional - structural analysis of the division of labor and structuring as elements of the organizational activities of the hospitals.

Results and discussion. Division of labor - an element of organizational activity that determines the number of tasks performed by each employee and the level of control over them. For example, a general practitioner or a paramedic in a rural area does almost everything himself: registers patients, vaccinates, clinically diagnoses, prescribes treatment, and even retails medicines. In a city hospital, even in laboratory diagnostics, a number of specialized specialists should be involved: the doctor who prescribed the analysis; manipulation room nurse who takes blood for analysis; laboratory assistant who will conduct research; a laboratory doctor who will analyze the results of the study. That is, the city hospital has many specialized works.

The analysis allowed to determine certain advantages of specialization in the organization of the hospital. First, employees constantly perform a certain task and can achieve perfection. This reduces the amount of time to perform this task and to transfer tasks. Secondly, highly specialized work is simple and can often be performed with the help of specialized equipment. Upon dismissal of a specialized employee the hospital's personnel department may fill such a position with others. The above statement does not apply to highly qualified specialists. It will take more than a decade for a hospital surgeon of the highest qualification category to be dismissed for a medical graduate to achieve the same level of skill.

Specialization of works has certain shortcomings. In the workplace, specialized work for workers is monotonous and quickly gets bored. Monotonous work, as a rule, is not performed creatively, the quality of such work may decrease. With the development and improvement of production, the negative aspects of specialization began to appear more and more. There is also a new term in management, "redesign of works" or "reorganization of works", which are an alternative to specialization [1].

The second element of the organization of activities is structuring. Structuring is an element of organizational activity that determines the grouping of works according to the certain logic.

Management uses 4 main approaches to structuring:

Approach first - functional division.

Approach second - division by products.

Approach third - division by consumers.

Approach fourth - separation by placement.

Functional division - is approach to structuring and grouping work that requires the same or similar activities. For example, an X-ray department, a clinical and biochemical laboratory, a functional diagnostics department, and an endoscopy department are separated into the organizational structure "Auxiliary diagnostic departments" to organize the work of the hospital. Or a doctor's office, a women's examination room, an office for organizing and controlling the medical examination of the population and maintaining a centralized file of persons registered at the dispensary; office for identification of persons with increased risk of disease; office of sanitary education and hygienic education of the population; the office of preventive inspections will unite in structural division of polyclinic "Department of prevention".

The advantage of the functional approach is the facilitation of coordination of activities; disadvantage - employees and managers focus on a narrow range of activities and lose sight of the organizational system.

Separation by product - an approach to structuring that determines the grouping or ordering of activities around the product or group of products. Advantages of this division: all activities related to one product are easier to link and coordinate; increases the speed and efficiency of management decisions; in production by product groups it is easier to keep records, the responsibility of individual structural department increases. According to this principle, the work of a multidisciplinary hospital is organized, the hospital of which has in its structure several specialized medical and diagnostic departments.

Disadvantages of this approach to structuring: heads of departments focus on providing medical care to patients with a particular pathological condition and may not see the whole system or even "compete" with other departments of the health care institution.

Separation by consumers is the approach to structuring, which determines the structuring of the organization by a certain category of consumers. A positive element of this approach to structuring is the use of highly qualified specialists to provide medical care to patients with certain pathologies. According to this principle, in the field of health care there are specialized, one-profile treatment and prevention facilities, the subject of which is the provision of medical care to patients with certain pathologies. For example, narcological, oncological, urological clinics, ophthalmological hospitals are introduced according to such organizational structure.

Separation by location - an approach to structuring, which determines the grouping of activities on the basis of certain geographical areas or features of regions: from the continent to several quarters of the city. A positive element of this approach is the proximity to the consumer of medical services. Medical and preventive institutions, non-state-owned, which implement economic activities in medical practice in large cities, are trying to open structural units of institutions in different parts of the city. This marketing approach increases the number of people seeking paid medical services.

The disadvantage of the approach is that since parts of the organization are scattered in different areas, large administrative staff is needed to coordinate activities.

The structure of the health care institution is a grouping of works between the internal parts of the institution (medical and diagnostic departments, auxiliary units), which are the only economic object of medical practice.

There are the following structures of health care facilities: general; production; management.

The general structure of the health care institution is a complex of medical and service units, as well as the management staff of the institution. The overall structure of a health care facility is characterized by the relationships and relationships between units in terms of size occupied, number of employees and type of activity.

The production structure of a health care institution is a form of organization of the process of providing medical care, which is expressed in the size of the health

care institution, the number and structure of departments and services. There are the following types of production structure:

- shopless - a set of geographically separated workplaces where technologically homogeneous work is performed or homogeneous medical services are provided. The production structure is used in small medical practices. For example, private dental hospitals;

- shop - a set of administratively separated parts of the health care institution, in which a certain set of medical services is provided in accordance with the specialization of the institution;

- corpus - the structure of a health care institution on the basis of combining several similar departments;

- combinatorial – structure that provides multi-stage processes of medical care, a characteristic feature of which is the sequence of processes of diagnosis, treatment and prevention.

The structure of the health care facility should be rational and economical, ensure compliance with the clinical protocol and ensure high quality medical care and services. Each health care facility consists of several elements - structural units. Structural subdivision is an independent part of the management unit (branch, service, precinct), which performs certain management tasks on the basis of the provisions on the structural subdivision. There are the following types of structural units: functional and medical.

Functional structural unit - an independent part of the management staff, which implements the tasks of a particular management function. For example, departments medical statistics, personnel management service, accounting.

The medical structural subdivision is an independent part of the management unit, which performs the tasks of operational management of the institution and provides the direct process of providing medical care.

Organizational structure of management is orderly set of management units that are in a stable relationship with each other, which ensures their functioning and development as a whole.

It is directly related to the structure of the health care facility and determines the division of labor and job responsibilities between the elements (medical staff, departments and other units of management) for the preparation, adoption and implementation of management decisions.

The management unit is an independent part of the organizational structure, which consists of the management staff and medical units.

Level of management is set of management units that occupy a certain level in the hierarchy of management positions of health care institutions. The choice of organizational management structure is always the area of competence of the top management of the hospital.

Conclusions. The main elements of organizational management in the hospital are the division of labor and the structuring of the main work. The above elements help to ensure the management of the hospital on the basis of three categories: authority, responsibility and delegation. The hospital should be optimized on the basis of scientific analysis and forecast of the medical and demographic situation in the region and the forecast of the need for highly specialized medical care, taking into account the planned changes at the primary and secondary levels of health care.

Referents:

1. Mintzberg Henry Structure in Fives: Designing Effective (1983), Prentice-Hall; ISBN 978-0-13-854349-5.