Сучасний менеджмент

**Chukhno I.A.**

PhD in Public Administration, Associate Professor,

Associate Professor of the Department of Public

Health and Healthcare Management

**Kuznetsova O.O.**

student of specialty “Public administration and management”

*Kharkiv National Medical University,*

*Kharkiv, Ukraine*

**PROJECT MANAGEMENT METHODS AND TOOLS AS A MEANS OF IMPROVING THE EFFICIENCY OF HEALTH FACILITIES IN MODERN CONDITIONS**

The proper functioning of the health care system, which is capable of providing high-quality and affordable health care for the population, is one of the important factors in the stability of the state, its socio-economic development. However, the health care system of our state today cannot fully fulfill these tasks, which is caused by various objective and subjective reasons. Significant place among them is the lack of conformity of the health care system with modern market conditions, lack of financing of the industry, restrictions on the use of funds provided by medical institutions and the use of modern approaches and management methods due to the peculiarities of the organization of the health care system of our state.

Nowadays, the health care system is in the process of reforming. The reform process involves several long stages, taking into account the complexity of the industry, the significance, the importance of its effective functioning for the state, its stability and further development. At present, the state is reforming the primary link for providing health care to the population. This process includes the autonomy of medical institutions, a significant expansion of the powers of their leaders as a result of decentralization of management and increasing the influence of local communities and local authorities on their activities, changing the organizational conditions for providing primary health care to the population and the fundamentals and principles of financing medical institutions.

Generally, the reform envisages the creation and increase of competition in the field of health care and requires the providing of effective management of healthcare facilities under the new conditions. Therefore, the issue of expanding the range of management tools and methods that can be used by managers of health facilities that receive somewhat changed authority and will start working on new posts from January 1, 2019, in accordance with the Order of the Ministry of Healthcare № 1977 of 10/31/2018 [1].

So, this Order introduces the following positions:

– General Director (Director) / Chief (Head) of the Health Care Establishment – will manage the production, economic and financial activity of the health care institution, will bear responsibility for the achieved financial and economic results of the activity;

– Deputy General Director (Director) / Chief (Head) of the Health Care Establishment – to manage of the health care institution within the powers delegated to him by the manager in the field of management of production, economic and financial activities;

– Medical Director – will manage the health care institution in the field of his delegated authority on medical issues [1].

In this case, the general director and his deputy must organize effective work of the medical institution. It means to ensure its survival and competitiveness in the new conditions of the functioning of the medical industry and at the same time to achieve the basic medical and social goals and tasks stipulated in the establishment of these institutions and related to the implementation of state policy in the field of health care and provision of the population with high quality and available medical assistance.

To accomplish these tasks, modern managers of health care institutions should use modern and adequate time-based approaches to the theory and practice of management, of course, within the limits of current regulatory and legal documents in this area.

One of the extremely useful directions of modern management, which can bring significant benefits when used in the management of medical institutions is project management.

Project management is the practice of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria at the specified time [2]. A project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources. And a project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal [3]. So, usual examples of a project are building construction or create major new computer system.

The daily management of a health care institution can not be carried out in the same way as a management of project, because the institution's activities are different from the project. At the same time, the use of certain tools, methods and approaches of project management in the management of a medical institution is one of the way to increase the efficiency of its activities in the current conditions. This is due to the role of effective management in ensuring the effectiveness of the organization in today's environment. Good management, adequate to modern conditions, is a significant competitive advantage for medical institutions. It is capable of creating the conditions for their effective development or, on the contrary, causing a decline.

There are a lot of different tools and methods in project management. Depending on the specific situation, tasks, terms, resources and features of the executives, the manager may select some of them to ensure fast, qualitative and effective performance of the tasks.

Project management tools are usually defined by the different features offered. The most common of them is

– planning/scheduling – зroject management tools allow you to plan and delegate work all in one place with tasks, subtasks, folders, templates, workflows, and calendars;

– collaboration – email is no longer the only form of communication. Use project management tools to assign tasks, add comments, organize dashboards, and for proofing & approvals;

– documentation – avoid missing files with file management features: editing, versioning, & storage of all files;

– evaluation – track and assess productivity and growth through resource management & reporting [3].

Also quite popular project management methodologies are Waterfall, Agile, Hybrid, Scrum, Integrated Project Management and other. In order to apply these methods and tools, the manager must be well-informed of them. But even if the manager uses only a few approaches based on the definition of clear terms, phases of work, team building, strict control over the use of resources, etc., this will already have a positive effect on the results of the medical institution's activities.

Thus, modern conditions of management in health care increase the requirements for managers of health facilities. This creates the need for them to find new approaches for effective management of healthcare facilities. The use of approaches, methods and tools of project management can significantly improve their efficiency in modern conditions.

Literature:

1. Про внесення змін до Довідника кваліфікаційних характеристик професій працівників. Випуск 78 «Охорона здоров'я». Наказ МОЗ України №1977 від 31.10.2018 р. [Електронний ресурс]. – Режим доступу : http://moz.gov.ua/article/ministry-mandates/nakaz-moz-ukraini-vid-31102018--1977-pro-vnesennja-zmin-do-dovidnika-kvalifikacijnih-harakteristik-profesij-pracivnikiv-vipusk-78-ohorona-zdorovja

2. Project management. [Електронний ресурс]. – Режим доступу : <https://en.wikipedia.org/wiki/Project_management>

3. What is Project Management? [Електронний ресурс]. – Режим доступу : https://www.pmi.org/about/learn-about-pmi/what-is-project-management