

Journal of Social Research in Uzbekistan**HEALTH MANAGEMENT IN UZBEKISTAN****Kumriniso Y. Panoeva***Deputy Dean for Academic Affairs**Bukhara State Medical Institute**Bukhara, Uzbekistan***ABOUT ARTICLE**

Key words: management system in Uzbekistan, healthcare management, management of a medical organization.

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Abstract: This article is devoted to the problems of management in healthcare. It considers the factors of the internal environment that affect the effective management of a medical organization

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Kalit so'zlar: O'zbekistonda boshqaruv tizimi, sog'liqni saqlashni boshqarish, tibbiyot tashkilotini boshqarish.

Annotatsiya: Ushbu maqola sog'liqni saqlashda menejment muammolariga bag'ishlangan. U tibbiy tashkilotni samarali boshqarishga ta'sir qiluvchi ichki muhit omillarini ko'rib chiqadi

МЕНЕДЖМЕНТ ЗДРАВООХРАНЕНИЯ В УЗБЕКИСТАНЕ**Кумринисо Ю. Паноева***Заместитель декана по учебной работе**Бухарский государственный медицинский институт**Бухара, Узбекистан***О СТАТЬЕ**

Ключевые слова: система менеджмента в Узбекистане, менеджмент в здравоохранении, управление медицинской организацией.

Аннотация: Настоящая статья посвящена проблемам управления в здравоохранении. В ней рассмотрены факторы внутренней среды, оказывающие влияние на

INTRODUCTION

Management as a science appeared in the United States of America in the current century and today does not have a clear formula. Management is the science of management - a set of principles, methods, tools and forms of management in order to increase production efficiency and make a profit.

Ackley, president of the American Management Association, said that management is not about managing things, but about influencing people. It is the art of doing things right by managing people. Management is also the ability to achieve a certain goal using reason and motivation.

THE MAIN RESULTS AND FINDINGS

Management occurs when there are at least 2 people - the manager and the managed parties. The subject of management is the leader, the object of management is the managed. The subject of management is a person whose functions include the implementation of management. In the healthcare system, there are heads of health committees, chief physicians, deputy chief physicians, heads of departments, directors and heads of polyclinics, heads of private enterprises.

Objects of management - employees, collectives and any economic and economic objects working according to the instructions, which must be changed by the will of the object (disposition of this object).

The issues of healthcare management are currently very relevant in connection with the commercialization of the industry, the decentralization of state power at the regional level and, as a result, an increase in the level of independence of medical institutions. The main goal of health management, of course, is to reduce society's losses from morbidity, disability and death. Achieving this goal requires effective operation of both the entire healthcare system and each individual medical organization, which requires the introduction of new principles and approaches, methods and models of management of all parts of medical organizations of different forms of ownership.

A health care manager performs many professional duties:

- solve problems related to the prevention and protection of the health of citizens;
- manages the organizational processes of the medical institution;
- is engaged in the introduction of new medical technologies in the health care system;
- solves financial and legal issues;
- is engaged in the analysis of financial and economic activities of the organization;
- organizes activities to improve the efficiency of the institution;
- manages business processes within a medical organization.

Control functions. Each person performs at least one of the managerial functions. Depending on how many functions a person performs, he occupies a higher rung of the managerial ladder:

Technical operations - directly production. For a medical institution - diagnostics, treatment, prevention, examination, patient care, etc.

Commercial function: purchase, sale, exchange.

Financial transactions - attraction and disposal of funds for the implementation of activities.

Insurance - insurance and protection of property and persons.

Accounting - bookkeeping, accounting, statistics, etc.

Administrative - long-term program-target planning, organization, coordination, management and control functions.

Management goals can be: innovative, problem solving, fulfillment of certain duties, self-improvement.

A health care manager works in medical-related institutions and other organizations that require a specialist of this kind. It can be:

- hospitals, polyclinics, medical centers of narrow and wide profile;
- social security institutions (nursing homes, boarding schools);
- medical insurance companies;
- medical associations;
- public health authorities;
- organizations working with consumers;
- higher education institutions;
- travel agencies in the segment of health tourism;
- health-improving establishments (rest houses, sanatoriums, dispensaries);
- spas, massage parlors;
- diagnostic, consulting, health centers;
- pharmaceutical companies;
- enterprises engaged in the production of medical equipment, instruments and consumables.

The goals and functions of management correspond to a specific installation (technical, commercial, administrative, financial, accounting, insurance). Each installation requires physical health, mental abilities (caution, flexibility of mind, outlook), moral qualities (energy, sense of responsibility, sense of duty, self-esteem, kindness, politeness, honesty), special (professional) knowledge and work experience.

All the factors described do not arise separately and always exist in interconnection: personal benefit and result, result and attitude, attitude and personal benefit. There is an opinion [2] that the most important factors for most doctors are work efficiency and personal gain. The Department of the Ministry of Defense needs to develop and implement a system of motivation that allows assessing the results of work achieved by employees and adequately rewarding them, stimulating the

professional development of employees, at an acceptable level of costs for these purposes. It is necessary to provide medical workers with a decent level of remuneration, which would be directly dependent on the results of their work. In healthcare, there is also no other important motivational mechanism - the possibility of career growth. The current practice, when the promotion of certain employees to managerial positions in most cases does not have an objective basis, forms and maintains an inefficient system of sectoral management - a bureaucratic one. The only possible style of managing a medical organization and its divisions in this case is an authoritarian style. It is by no means the best of those known in management, especially in conditions when the "carrot policy" with insignificant financial resources is unattractive for ordinary employees, and the "stick policy" is unacceptable due to the existing personnel shortage.

CONCLUSION

Thus, the existence of strategic management is largely determined by the values adopted in the system. Values cannot be entered with an order or directive. They are formed gradually, under the influence of the external environment and with the participation of workers from all industries, subsystems, teams, organizations and departments.

Motivation is the process of encouraging each employee and all members of the team to be active in order to meet their needs and achieve the goals of the organization.

The influence of motivation on human behavior depends on many factors, mostly individual ones, and can change under the influence of the feedback of human activity. It is necessary to analyze and apply different methods of motivation to solve problems.

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