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## ACTUALITY OF DEVELOPMENT OF THE AMBULATORY ASSISTANCE SYSTEM AT THE SECOND LEVEL BY APPLICATION OF MECHANISMS OF THE STATE-PRIVATE PARTNERSHIP

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### Abstract

**The aim of the research:** to determine and substantiate the relevance of the development of the outpatient care system at the secondary level through the use of public-private partnership mechanisms.

**Materials and methods** Research performed using the method of the system approach and analysis, synthesis and generalization, the interpretation of scientific data, as well as the structural-functional approach. Information Base for its implementation have become scientific papers of experts health care organization and management, normative documents, as well as the results of their research.

### Results of the study

In article research and actuality application of the mechanisms of public-private partnership (PPP) in the development of the system of outpatient care at the secondary level, on the basis of consultative diagnostic centers (KDC). Set out the methodological approaches to the formation of KDC on the PPP, which contribute to the development of business processes, mechanisms of mixed economy, attracting the resources of a private investor, the efficiency of the system of municipal KDC.

## **Conclusions**

The results of the research in the future will be used when designing functional-organizational model of KDC on the principles of public-private partnerships.

**Keywords: ambulatory care, communal consultative-diagnostic centers, public-private partnerships.**

## **Introduction**

Ambulatory assistance has priority in the medical service of population as the most massive and available aid. The extent of the work of other medical institutions depends on how well the tasks addressed to outpatient clinics (AOC) are addressed [1]. The system of outpatient-polyclinic institutions include public utility consultative-diagnostic centers (KDC).

In the context of reducing the financial capacity of the public sector of healthcare and the extremely insufficient resources of consulting and diagnostic centers, the issue of the application of public-private partnership mechanisms is increasingly being considered (PPP).

There are many different definitions of public-private partnerships. The most General of them gives the World Bank: "the PPP is the agreement between public and private parties with regard to the production and provision of infrastructure services, which are placed in order to attract additional investment and, more importantly, as a means of increasing the the effectiveness of budget financing "[2].

In the opinion of a number of Ukrainian scientists (Vinnytskiy B. (2008); Zapatrina I.V. (2010); Gorozhankina M.E. (2011); Gojda N.G. (2012); Pavlyuk K. (2013); Semigina T.V. (2013); Kurdil N.V. (2014)), an efficient health care system of today cannot develop without a public-private partnership [3-9].

The need for the introduction of public-private partnership mechanisms in the health sector in general and in the system of consultative-diagnostic centers in particular becomes more and more obvious. Attracting private investment in health care, to ensure the economic sustainability of the outpatient polyclinic institutions, enhance their effectiveness, quality of care requires changes to the structure of the Community system of outpatient polyclinic institutions of the secondary level and the development of modern models of these institutions.

Removing regulatory barriers to the development of public-private partnerships in Ukraine provides the law of Ukraine of 24.11.2015 № 817-VIII [10].

**The aim of the study:** to determine and substantiate the urgency of development of the outpatient care system at the secondary level through the use of mechanisms of public-private partnership.

### **Materials and methods**

Research performed using the method of the system approach and analysis, synthesis and generalization, the interpretation of scientific data, as well as the structural-functional approach. Information Base for its implementation have become scientific papers of experts from the health care organization and management, normative documents, as well as the results of their research.

### **Results of the study**

To identify and study the relevance of building the system of outpatient care at the secondary level through the application of mechanisms for public-private partnerships, the optimization of the public consultative-diagnostic centers through transition them on the principles of public-private partnerships and the formation of rational activity, ensuring the availability and quality of care were developed by the directions of development of system of consultative-diagnostic centers through the use of the mechanisms public-private partnerships.

Directions of development of public consultative-diagnostic centers, according to the terms of their transfer to the principles of public-private partnerships, are:

- from the sectoral responsibility for public health - to the communal and private sector;

- from the emphasis on the treatment of diseases - to the prevention of social (primary) and medical (secondary);

- from ambulatory medical care provided in insufficiently equipped, in connection with their constant lack of financing, municipal polyclinics and KDC, to highly qualified counseling and diagnostic assistance in the KDC organized on the basis of PPP and equipped with modern equipment and modern technologies, highly qualified personnel with a decent pay work;

- from the constant lack of financing of municipal KDC to real multi-channel funding, which ensures economic sustainability of facilities;

- from empirical organization of medical aid-to the scientific substantiation and strategic planning of its organization, development of key analytical performance, principles of their calculation and monitoring, which tracks the performance of tasks set the target control;

- from dissatisfaction with patients to their maximum satisfaction;

- from job descriptions to develop a matrix of responsibility for the achievement of key analytical indicators for departments and post personnel. Formation of target values for selected key analytical indicators;

- from statistical management reporting to create a system of managerial accountability for the strategic objectives and tasks;

- from remuneration of labor at rates to the formation of a system of motivation and staff remuneration based on the results of the achievement of key analytical indicators.

The main conditions for the implementation of the PPP in the KDC we include:

- restructuring of municipal KDC process targeted organizational changes their structure on the basis of public-private partnerships;

- development and introduction of modern models of KDC on PPP partner interaction of district State administrations and private investor, fair distribution of risks and benefits of the project;

- focus the PPP address mainly social tasks (the purpose of the project is to be no profit participants, and improve the quality of services in OUR CLINICAL CENTER);

- integration of the achieved results on the basis of tripartite partnership: regional State administration, the private investor and a team of KDC;

- the priority of the role of the private investor in the process of implementation of the project of KDC based on PPP and a clear delineation of the functions of each of the partners;

- increasing the efficiency of services on the basis of material and technical rearmament of KDC, modern approaches to quality management, reengineering business processes, information technologies.

In the process of implementing the principles of the PPP, the system of municipal KDC, restructures the Organization, production, social, property and financial components. The proposed terms and conditions of the implementation of the PPP will improve financial and economic indicators, sustainability of KDC, the quality and accessibility of medical services to the population.

Also, taking into account the market economy, the management of the process of providing medical services is optimized.

In the model of KDC on PPP should be integrated target management which can be presented in the form of a hierarchical system of interconnected goals, objectives and key analytical indicators to evaluate their achievement.

This approach allows the decomposition of strategic purpose to the level of operational performance, which detail various aspects of the functioning of the KDC.

Each indicator must meet essentially the principle strategic management SMART-be specific (Specific), measurable (Measurable), attainable (Achievable), realistic (Realistic), specified in time (Timed/Timed-bound).

To this end, for each indicator is formed by a matrix of responsibilities and information card. Matrix responsibility determines the connectivity, the feasibility of the indicators and responsible for their implementation by establishing owners and customers, and information card specify their dimension, the frequency, level of detail and the depth of the analysis.

For the KDC-based PPP is strategic management as a system process, which ensures the creation of the concept of activity of the institution (the strategy) and directs the strategic objectives. At the strategic level is carried out by OUR development strategy, which includes: analysis; forecast; planning.

In a market economy planning must be a continuous process of creative activity, scientific and reasonable system of choice of major economic and social development, basic services, best technical means and organizational ways for policy purposes of the organization.

Strategic planning of branches of KDC is one of the most important components of modern public-private technology that are impossible without serious changes to the principles and priorities of the Organization activity of the KDC on PPP.

The functions of strategic planning are distributed between the representatives of district State administrations and private investor of KDC. District State administration in control of the activities of the KDC, in particular, execution of legislative acts and normative prescriptions for OUR quality control staff, provided the motivation of personnel and the development of their competence, performance contracts-orders for different types of services to the population, as well as determine the social norms of the services provided by the municipal budget.

Strategic planning is very important for production sphere of KDC, since the production process it is not possible to construct without identifying its components of procedures and operations, as well as the norms of expenses and the cost of each of them.

At the heart of strategic planning in a KDC lies prediction of socio-economic processes which can be divided into environmental prediction and forecast of domestic activity.

During the development of strategic planning distinguish three stages:

- normative;
- the development and revision;
- approval and implementation.

The main directions of OUR activities in strategic planning is:

- effective and conscious choice of goals and strategies of development of KDC;
- constant search for new forms and types of activities to improve the competitiveness of the institution;
- ensure compliance between the KDC and external environment, managing and handling subsystems and elements of KDC;
- individualized strategies for each structural unit-Department, as they have the features due to formed the composition frame, material-technical base, culture and other conditions.

#### **Conclusions:**

The article defined and justified the urgency of building a system of outpatient care at the secondary level through the application of mechanisms for public-private partnerships defined by vectors of development of KDC on the principles of the PPP, which includes: basic conditions the implementation of public-private partnerships in the municipal KDC, principles of purposive management of KDC on the PPP, the basics of strategic management and planning activities of KDC.

**Prospects of the further researches** are ground and develop functional-organizational model of KDC on PPP.

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