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**SOCIOLOGICAL ANALYSIS OF PREPAREDNESS OF PASS OF UKRAINE
INSTITUTIONS TO REORGANIZATION CHANGES IN THE PROJECT
MECHANISM REALIZATION: «TRANSITION FOR PAYMENT OF CONTRACTS
WITH NATIONAL HEALTH SERVICE OF UKRAINE»**

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Abstract

The goal is to study the assessment of the doctors working in the PAS regarding the readiness of the PAS institutions of Ukraine to implement the project mechanism: "The transition to paying for contracts with the National Health Service of Ukraine" within the further development of decentralized organizational transformations of the administrative system of the PAS of Ukraine.

Materials and methods. 53 doctors (PAS staff of Ukraine) were interviewed by a specially designed questionnaire.

Statistical processing of the obtained results is carried out using generally accepted statistical methods.

Results. The comprehensive assessments of the readiness of PAS institutions in Ukraine to implement the project mechanism: "Going to pay for contracts with the National Health Service of Ukraine", taking into account the basic principles of further reorganization

transformations of structural management, based on the implementation of the model of the project of the regional pathoanatomical center (SRC).

Conclusions. The results of the study showed that, according to surveyed doctors, the current system of PAS of Ukraine within the framework of the implementation of the mechanism of decentralized organizational reform by 2020 will be ready only by 67.5% for the implementation of the project mechanism, similar results are associated with existing problems in the field of financing of PAS establishments in Ukraine and the urgent need to develop new investment mechanisms aimed at realizing the search for the necessary financing of the project's economic and resource support.

Key words: decentralization; pathoanatomical service; pathoanatomical center; organizational management; payments under contracts with the National Health Service of Ukraine.

Introduction

As of 2019 For medical establishments of Ukraine, it is very important to solve the basic questions aimed at the comprehensive study of aspects of the project mechanism implementation: "The transition to paying for contracts with the National Health Service of Ukraine". Accordingly, the development of a modern model of decentralization of the transformational adaptation of the medical system of Ukraine is quite complex, and requires additional sociological research aimed at generalizing the criteria for the implementation of projects related to this transformation.

In the partial case, the research data should include a comprehensive sociological assessment of the generalized outline of the identification of the functional and implementation readiness of the structures that are part of the system of the Ministry of Health of Ukraine.

In modern scientific literature, a certain attention is paid to the mechanism under consideration, and research has not yet been carried out on this issue within the framework of the definition of the reform of the organizational structure of the PAS in the conditions of its decentralization [1, 2], which determined the relevance of the study.

Materials and methods

The pilot survey was conducted in accordance with a specially developed questionnaire (filling out questionnaires was implemented on a voluntary basis in the units /

institutions of the PAS), during April-July 2019, among pathologists-physicians working in institutions and units of the PAC of Ukraine (53 doctors participated in the survey).

Statistical processing of the obtained results is carried out using generally accepted statistical methods. The methodological basis of the basis of work is based on the principles of comparative analysis, expert and retrospective evaluations, simulation and mathematical modeling.

The boundaries of the study were determined by studying the structural and functional business processes of the mechanism of transition to paying for contracts with the National Health Service of Ukraine in a consensus understanding of the prospects for the introduction of a decentralized model of socio-economic organizational management of the PAS of Ukraine.

For a comprehensive analytical realization of the study on the fundamental basis, the basic provisions of the classical theory of mathematical logic G.Boole are taken, which is a symbolic method of representing logical forms and syllogisms.

Results of the research and their discussion

The sociological study took place in 3 stages:

- provision and analysis of generalized assessments among surveyed physicians working in the PASS for the comprehensive implementation of the project mechanism: "Transfer to payment for contracts with the National Health Service of Ukraine" (hereinafter referred to as PM);

- provision and analysis of generalized assessments among the responded doctors working in the PAC regarding the analysis of the activity of PAS staff of Ukraine within the framework of the adaptation of the occupational classifier taking into account the implementation of the PM;

- providing and analyzing generalized assessments of the feasibility of lean manufacturing approaches within the framework of the implementation of PM.

According to the results of a questionnaire survey among surveyed physicians working in the PAC of Ukraine, 61.8% consider that taking into account the trends of the modern transformation process by January 1, 2020, the full transition of the institutions of the PAS Ukraine will be transferred to pay for contracts with the National Health Service of Ukraine (NHSU).

Whereas, 18.8% of the respondents noted that not all institutions will make a timely transfer, and 19.4% indicate that it is difficult for them to provide a clear answer to the question (Fig. 1).

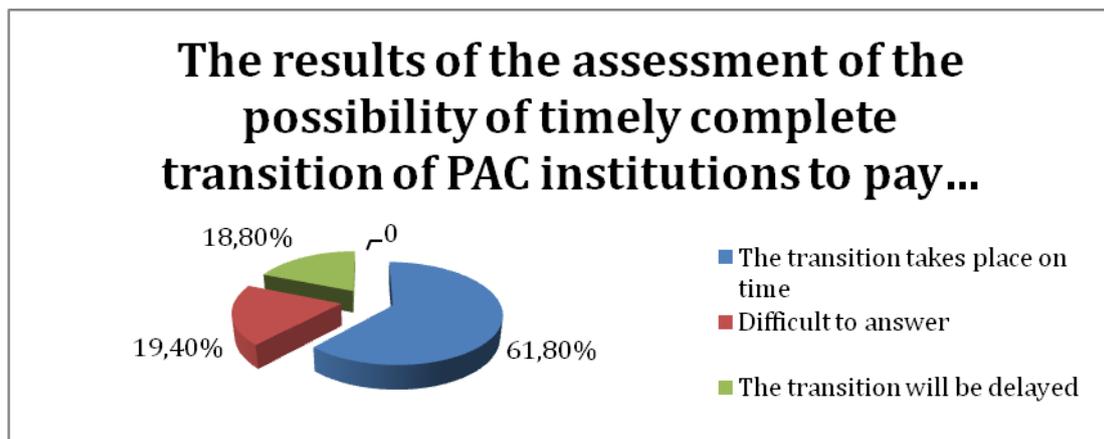


Fig.1 The results of a sociological survey of physicians working in the units of the PAS regarding the assessment of the possibility of timely complete transition of institutions of the PAS of Ukraine to pay for contracts with the NHSU by January 1, 2020

The study also found that the vast majority of surveyed doctors (71.6%) indicated that this transition would not cause significant problems in the organizational aspect of the PAS and therefore positively assess this transition, while 25.3% indicate that with this transition there may be a number of problems in the first place that will be associated with the problems of developing specialized algorithms of this transition, which will be clearly adapted to the current conditions of the activity of the institutions of the PAS, and only 5.1% of respondents indicated that they are hard to expect and a clear answer to the question (Fig. 2).

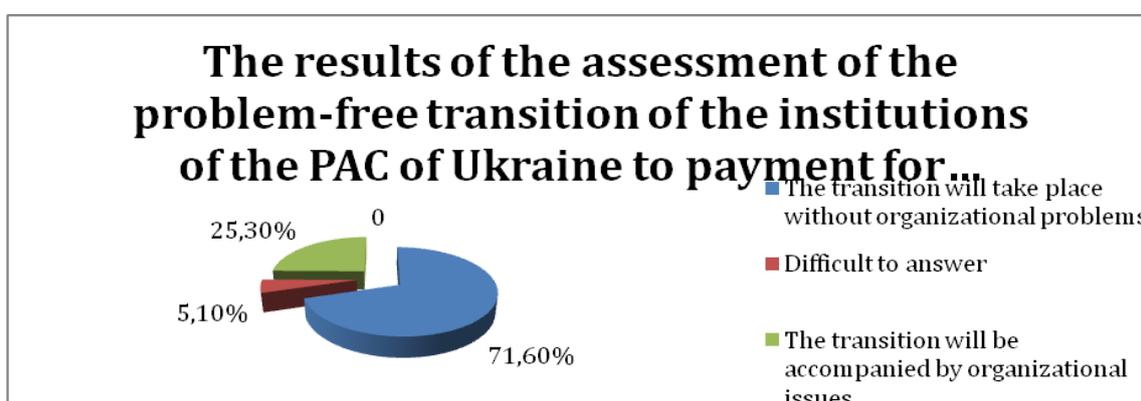


Fig.2 The results of a sociological survey of doctors working in the units of the PAS regarding the assessment of the problem-free transition of the institutions of the PAS of Ukraine to pay for contracts with the NHSU by January 1, 2020

A sufficiently large number of physicians surveyed (over 67.3%) indicate that the existence of problems with the transition of institutions of the PAS of Ukraine to payment for

contracts with the NHSU until January 1, 2020, related to the non-uniformity of regions in the area of readiness for implementation of the reorganization of structures of institutions of the PA, which are envisaged within the framework of the implementation of the reform project, while 12.6% indicated that it is difficult for them to answer the question, and 20.1% believe that the given problem is almost resolved and is not sufficiently significant, with an emphasis on the fact that most areas are confidently prepared for this transition [1].

According to statistics, as of July 20, the leader in the reorganization of medical institutions is Poltava Region - 85% of specialized institutions have already changed their status to municipal non-profit enterprises (KNP). In the second place Kharkiv region - 80% of the medical institutions are autonomous. Over them, Volyn Oblast (75%), Rivne Oblast (73%), and Lviv Oblast (68%), while 6 regions of Ukraine turned into communal nonprofit enterprises more than 50% of their hospitals. At least institutions were reorganized in Luhansk Oblast - 10% and in Transcarpathia - 13%. Next in "antireiting" - Ivano-Frankivsk region, where only 23% of institutions have the status of communal non-profit enterprises. In Kherson oblast, only 29% of hospitals have been transformed into the KNP, while in the process they have turned 12% [1].

Taking into account the given statistical data, the responded doctors working in the units of the PAS provided the following results of the ballistic assessment of the readiness of the oblasts before the full transition of the institutions of the PAS of Ukraine located in them to pay for contracts with the NSAU until January 1, 2020. presented in Table 1.

The results of the ballistic assessment of the readiness of the oblasts before the full transition of the institutions of the PA of Ukraine located in them to pay for contracts with the NHSU by January 1, 2020.

Thus, on the part of the responded doctors of the PAS workers, the average score of the ball assessments of the ballistic assessment of the readiness of the regions until the full transition of the institutions of the PAS located in them in Ukraine to pay for contracts with the NSAU until January 1, 2020, (as of July 22) in Ukraine is 5.3 points.

The results of the evaluation, in the first instance, demonstrate the visibility of the implementation of such a transition, which met a number of regions of Ukraine.

Considering the problem identified, 79.2% of the respondents noted the urgent need for the immediate (in particular, for the PAS institutions in the Kherson region) an immediate start of the process of autonomy.

Table 1

Indicator (Administrative Territories)	Average score (in balls -10 ball scale)
Ukraine	5,3
Crimea	-
Vinnitsa	5,4
Volyn region	3,2
Dnipropetrovsk	4,3
Donetsk	3,3
Zhytomyr	6,2
Transcarpathian	5,7
Zaporizhzhya	5
Ivano-Frankivsk	3,5
Kievskaya	6,5
Kirovogradskaya	5,4
Lugansk	2,55
Lviv	7,7
Nikolaev	4,5
Odesa	5,8
Poltava	9
Rivne	6,9
Sumy	6,3
Ternopil	7,5
Kharkiv	8,5
Kherson	2,5
Khmelnitsky	4,7
Cherkassy	5,7
Chernivtsi	5,9
Chernihiv	6,2
Kyiv	7,1
Sevastopol	-

Also, 59.2% of the polled respondents note that there are a number of areas for PAS institutions in Ukraine (in particular, Kherson and Luhansk regions do not have time to become a KNP and sign a contract with the National Health Service by the end of the year.

Accordingly, 89% of the respondents indicated that there was a need to introduce legal changes to the relevant legal framework, to support the process under consideration in the framework of the reorganization of the PAS, the majority of respondents (84.09% decided to support this idea, and 15.91% indicated that it was difficult for them to answer).

The results of the study showed that according to the surveyed doctors, the modern system of PAS of Ukraine within the framework of the implementation of the mechanism of decentralized organizational reform by 2020 will be ready only by 67.5% before the

implementation of the project mechanism, while 22.5% of respondents after reviewing the statistical data noted that they It is difficult to answer the question.

The results of the sociological survey, which were obtained during the implementation of 2 stages, are presented in Table 2.

Table 2

Results of the analysis of the activity of PAS staff of Ukraine within the framework of the adaptation of the occupational classifier taking into account the implementation of PM

Name	Balance score
1. Assessment of modern requirements for the education of PAS workers in the framework of their professional training	4
2 Assessment of staffing of PAS institutions in Ukraine by skilled workers	2
3. Estimation of regulatory burden on PAS workers	5
4. Assessment of the level of quality requirements within the framework of the work of PAS workers	5
5. Assessment of compliance with quality requirements by PAS workers	4
6. Assessment of the status of the existing regulatory framework for regulating the activities of PAS workers	3
7. Assessment of the level of fulfillment of tasks and responsibilities by the staff of the PAS in accordance with the specified requirements of the classification of occupations of PAS workers	3
8. Estimation of the level of providing informational support within the framework of the activities of PAS workers in accordance with the requirements of the classification of occupations of PAS workers	3
9 Estimation of the level of work of the PAS staff of Ukraine with the documents	4
10. Estimation of the level of work of PAS staff of Ukraine with the object of medical research	4
11. Estimation of the level of work of PAS workers with devices and equipment	3
12. Assessment of the level of work of PAS workers in Ukraine as part of their communication with colleagues, patients and their relatives.	4
13 Satisfaction of PAS workers with the level of conditions for their professional activity	2
Average rating	3,61

*The ball assessment was carried out in accordance with the 5 ball scale where the score is 0-2 points low, 3-4 middle level, 5 high level.

The obtained results showed that the activity of PAS staff of Ukraine within the framework of the adaptation of the occupational classifier taking into account the

implementation of the PM is at an average level, which is influenced by a rather substantial burden on the staff of the PAS as a result of the low level of their staffing and imperfection of the current organizational management model of the PAS, as a result which is significantly limited by the professional level of training of PAS workers. Table 3 presents the results of the assessment of the possibility of implementing a toolkit careful Production in PAS under the PM

Table 3

Assessment of the criticality area within the framework of the readiness of the PM implementation	Total Readiness Rank for the process of predicted in the PM	Matrix "A"	Matrix "B"	Matrix "C"	Matrix "D"
Application of ordering (system 5S);					
Rank of the zone of maximum criticality	3	3	3	3	3
Rank of a zone of moderate criticality	4	4	4	4	4
Zone of the zone is weak critical	5	5	5	5	5
Exhaust system and work under the order (system Kanban)					
Rank of the zone of maximum criticality	3	3	5	2	3
Rank of a zone of moderate criticality	3	3	3	3	3
Zone of the zone is weak critical					
Universal Care System (PTM system)	2	2	2	2	2
Rank of the zone of maximum criticality	3	3	3	3	3
Rank of a zone of moderate criticality	4	4	4	4	4
Zone of the zone is weak critical (SMED)					
Rank of the zone of maximum criticality	3	3	4	3	3
Rank of a zone of moderate criticality	3	3	3	3	3
Zone of the zone is weak critical					
The system is exactly in time (system "Just in Time")	4	4	4	4	4
Rank of the zone of maximum criticality	5	5	5	5	5
Rank of a zone of moderate criticality	5	5	5	5	5

The results of the assessment of the possibility of implementing tools for organizing careful production in PAS institutions under the PM

According to tabl. 3 almost all of the instruments are suitable for implementation of PM in the process of adaptation of the transition organizational management of the PAS, but a clear preference for the opinion of the staff of the PAS who took part in the survey is given to the system "Just in Time".

In Table 4 detailed results of the comparison of the possibility of using the management tools [3] by PAS establishments in the framework of careful production in accordance with the PM are presented.

Table 4.

Results of the comparison of the possibility of using the tools of the management of PAS institutions within the framework of careful production in accordance with the PM

№	The name of the process	Requirements for silence Integral indicator according to PM	Ordering (SS system)	General Maintenance System (TPM system)	(SMED)	«Just In Time» system	Exhaust system and work under the order (system «Kanban»)
1	2	3	4	5	6	7	8
1	Planning a portfolio of proposals for the PAS	1,56	1,4	1,6	1,45	1,7	1,6
2	Support for the management of the services of the institutions of the PAS	1,62	1,7	1,8	1,9	2,1	1,3
3	Estimation of the possible level of the provision of the services of the PAS	1,92	1,5	1,5	1,97	2,1	1,3
4	Management of quality of service of PAS services	1,62	2,1	2,5	2,6	2,8	3,1
5	Customer service level management	2,11	2,1	2,8	2,9	2,4	3,21
6	Management of settlements with customers	2,23	2,5	2,9	2,8	3	2,6
7	Personnel management of PAS facilities	1,62	2	2	2,1	2,5	2
8	Strategic organizational management of the institutions of the PAS	1,27	2	3	3	2,4	2

1	2	3	4	5	6	7	8
9	Managing the finances and assets of the institutions of the PAS	1,34	2	3	3	3	2
10	Managing the efficiency of PAS establishments	1,41	2	2	3	2	2
11	Managing corporate communications and image	1,32	1,5	1,5	1,5	1,6	1,5
12	Sales management and order processing	2,23	1,5	1,7	1,8	1,9	1,23
13	Life cycle management of PAS services	1,42	1,4 5	1,65	1,43	1,9	1,1
14	Technical abbreviation and its support	1,33	1,4 5	1,43	1,65	1,65	1,7

* The results are integrated into the treatment of respondents' assessments performed on a 5-point scale

According to tabl. 4. the results of Table 3 were confirmed

Thus, the chosen tool «Just in Time» in respondents' opinion is fully suitable for the implementation of the PM. It should also be noted the basic conditions that should exist in order for PAS institutions to successfully implement the Just In time system within the framework of the PAS, namely:

- provision of the necessary support during the implementation of the system by the senior management of the institutions of the PAS;
- development of a system of successive actions of the production process within the framework of the activity of PAS institutions;
- organization of clear work of the establishment of the PAS;
- The presence of reliable suppliers who can deliver quality equipment at the right time.

Conclusions. The results of the study showed that, according to surveyed doctors, the current system of PAS of Ukraine within the framework of the implementation of the mechanism of decentralized organizational reform by 2020 will be ready only by 67.5% for the implementation of the project mechanism, similar results are associated with existing problems in the field of financing of PAS establishments in Ukraine and the urgent need to develop new investment mechanisms aimed at realizing the search for the necessary financing of the project's economic and resource support.

Also, the results of the survey pointed to the current problems in the system management of the PAS regarding the readiness of the regions to complete the transition of PAAS institutions located in them to pay for contracts with the NHSU by January 1, 2020, while 22.5% of respondents after reviewing the statistics noted that it is difficult to answer them. on the question posed.

The activity of PAS staff of Ukraine within the framework of the adaptation of the occupational classifier taking into account the implementation of PM is at an average level, which is influenced by a rather substantial burden on PAS workers due to the low level of their staffing and imperfection of the current organizational management model of PAS, which as a result is substantially limited professional level of training of PAS workers

According to the respondents, the chosen tool "Just in Time" is fully suitable for the implementation of the PM.

Prospects for further research are related to the study of the economic feasibility of the implementation of the CCP.

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