

RESTRUCTURING OF CONSULTATIVE-DIAGNOSTIC CENTERS ON PRINCIPLES OF PUBLIC-PRIVATE PARTNERSHIP

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Abstract

The aim of the study is to substantiate the conceptual approaches to the restructuring of the Consultative and Diagnostic Centers (CDCs) - as a purposeful change in their structure, management system, operating activities on the principles of public-private partnership (PPP).

Materials and methods. To achieve this aim, general scientific methods of analysis, synthesis, generalization, interpretation of scientific data, as well as systematic approach, dialectical principles of comparison were used in the work.

Results. Based on a comprehensive study of the state of the organization and the activities of the existing CDC system, it is established that for its optimization it is necessary to implement PPP mechanisms and restructuring the system. It is shown that the development of CDC depends on the level of funding, quality of management, planning process, organization of production and implementation of public-private partnership mechanisms. Conceptual directions and priority principles of restructuring of the CDC system are grounded.

Conclusions. As a result of the study, it was concluded that to ensure the development of a system of consultative and diagnostic centers, their structure, functions, organization, and management should be brought into line with the requirements of PPP. It is possible to achieve this by implementing the conceptual directions of restructuring of the CDC system proposed in the article.

Key words: restructuring, consulting and diagnostic center, public-private partnership.

INTRODUCTION

Today KDC does not provide the population with affordable and quality medical care. In modern economic conditions, the state has no possibility to finance the industry in full, the more it is to renew the technological equipment park that is hopelessly outdated. It should also be noted that for the health of Ukraine's population there are negative trends, in particular, the incidence, incl. chronic non-infectious diseases, which make up the lion's share of the burden of disease, grow year by year. In the context of unsatisfactory financing of the health care system in Ukraine, the issue of accelerated transition from the extensively oriented, distribution system of resource support to an intensive development model with economic management methods, in particular the implementation of public-private partnership [1], is extremely urgent.

On the way of Ukraine's integration into the Euro, in order to optimize the health care system, it is expedient to implement its restructuring with the use of public-private partnership instruments [2].

Translated from English, "restructuring" (restructuring) - This is a reorganization of the structure of anything. In the works of many scholars (Lechan VM (2009), Gorozhankina M. Ye. (2011), Pavlyuk KV (2013), Nosulich T.N. (2014), Kurdil NV (2014), Trofimenko A.C. (2015) Varnavsky V.G. (2015)) restructuring on the principles of PPP considered as a synonym for reform.

If we consider KDC as a complex system that is prone to the influence of the factors of the external environment and the internal environment, then the term "restructuring KDC" can be given the following definition: restructuring KDC - this is a change in the structure, as well as elements that form its activities, under the influence of factors external and internal environment.

The purpose of the research - justify the conceptual approaches to restructuring the consulting and diagnostic centers - first as a purposeful change and their structures, management systems, operational activities on the principles of public - private partnership.

Materials and methods of research. To achieve this goal in the used general scientific methods of analysis, synthesis, synthesis, interpretation of scientific data and a method unity

of logical development of socio - economic systems, system approach, dialectical principles of comparison.

Research results

The restructuring of the KDC system is one of the conceptual components of the development of a system of consulting and diagnostic centers on the principles of public-private partnership.

Under the restructuring of the KDC system, we mean a deliberate change in the structure of the KCC and its constituent elements that shape the financial and economic policy, operational activities, the marketing system, personnel management, medical and social efficiency of the KCC on the basis of public-private partnership.

Thus, the restructuring is the implementation of a systematic approach to the development of the KCC, their functions, structure, organization, management in accordance with the requirements of the PPP, the external environment and the strategy of their development.

First and foremost:

- change in the form and structure of ownership (public-private);
- change of financial and economic policy;
- optimization of the technological process (based on the acquisition of high-tech equipment and technologies).

This approach most fully reveals the essence of restructuring, gives a systematic and comprehensive picture of this process. Within the framework of this approach, an understanding of the restructuring of the KCC as an integrated process of structural transformations and innovations aimed at ensuring economic stability, efficient operation and provision of quality medical services in the KCC is proposed.

The restructuring of the KDC on the principles of public-private partnership sets the system-wide basis for optimizing the organizational and economic mechanism of the KCC. Potentially and restructuring AI is almost Organizational economically second mechanism which includes management methods, management functions, organizational structure, management principles.

When analyzing the starting situation in the process of restructuring, it is necessary to choose an adequate mechanism, to determine the magnitude of the influences, the nature and the vector of motion. Then it is necessary to evaluate the degree of achievement of the goal, to analyze the results obtained, to establish whether there was a deviation from the goal, whether there were side effects. Restructuring should be aimed at preventing potential abnormalities

from the planned tasks of modernization of the KCC as it has a prognostic nature. When restructuring, we are talking about a set of parameters that describe the innovation activity, and the change in their size (for example, the magnitude of resource-intensity, profitability, etc.).

Restructuring by its very nature is an organizational set of measures aimed at bringing the KDC environment and its subdivisions closer to competitive market conditions. And the main tasks of the restructuring are:

- protection of the interests of the state, private investor, the population and the construction of an effective system of legal control;
- ensuring economic sustainability of the institution;
- building an effective structure in accordance with the development strategy on the principles of public-private partnership;
- optimization of business processes;
- effective use of resources (material, intellectual, etc.).

Therefore, restructuring - management tool parameters of industrial and technological changes in activity QBO, a set of measures aimed at bringing the operating conditions QBO model the principles of PPP in view of the economic situation in the country.

Restructuring in the crisis conditions of the Ukrainian healthcare system is considered as a tool of crisis management and involves a change in the structure of the KCC in order to financially improve its health. The proposed changes that need to be implemented in the restructuring process are presented in Table. 1.

Table 1 .

Restructuring of the KDC on the principles of PPP

Changes	Restructuring tasks
1	2
1. Obtaining the status of the KCC as a legally and economically independent organization	<p style="text-align: center;">Internal changes:</p> <ul style="list-style-type: none"> • organizational and legal structure • property and medical and technical complex • production complex • social-organizational complex
2. Development of the control system of the KDC with the mechanism of PPP	<p style="text-align: center;">New management organization</p> <ul style="list-style-type: none"> • quality of production • business processes • information technologies • financial flows

1	2
3. Development of supply and marketing policy	<p style="text-align: center;">Software:</p> <ul style="list-style-type: none"> • marketing strategy • the ability to influence the price in the market segment, compared with competitors • price influence as a criterion for the purchase of services • monitoring of operational information about the market
4. Reasoning of production-technological and innovation policy	<p style="text-align: center;">Create a new business unit:</p> <ul style="list-style-type: none"> • Minimization of production costs • bringing the quality of products in line with the needs of consumers • creation of the optimum system of maintenance of services • Increasing competitiveness on the basis of modern production technologies • the creation of fundamentally new departments and services
5. Establishment of price and financial policy	<p style="text-align: center;">Financing strategy</p> <ul style="list-style-type: none"> • setting prices for services in the framework of their sales management policy in order to achieve the most profitable sales volumes, average production costs for the maximum possible profit level • analysis and planning of cash flows, choice of strategy for attracting external resources - loans, forms of capital attraction, development of accounting and tax policy, control and management of expenses
6. Definition of investment policy	<p style="text-align: center;">Investment strategy</p> <ul style="list-style-type: none"> - definition of the total volume of investments of the enterprise, methods of rational use of savings, combination of different sources of financing, attraction of borrowed funds
7. Definition of personnel policy	<p style="text-align: center;">Personnel strategy</p> <ul style="list-style-type: none"> - formation of principles of personnel work, planning, attraction, selection and dismissal of employees, organization of work and management of personnel, advanced training and training of employees of the KCC, introduction of a system of stimulation of their activities, development of social partnership
8. Implementation of the resultant monitoring	Continuous monitoring of performance

As a rule, a private entrepreneur, co-founder of the new model, KDC, is invited to make additional investments in the business to carry out the above changes.

Due to the restructuring of the KDC on the principles of public-private partnership, the creation of a new business unit capable of fit into the market mechanism in which the state and the private entrepreneur are partners and jointly develop the structure and functions of KCC is ensured.

Formation of conceptual approaches to the restructuring of the KSC system is based on a program-targeted approach, a phased definition of problems and objectives, both external and internal.

The program-targeted approach provides a clear definition of the system of goals, the development of a program for optimal achievement of the main goal, defines the necessary resources for the implementation of the program.

In the system of addressing goals, the main, strategic goal of the municipal KDC restructuring on the principles of PPP is first defined.

Such a goal is to preserve and strengthen the health of the population on the basis of a new innovative model of the KDC on the principles of PPP, designed to realize the effective interaction of public and private resources, provide sufficient funding and introduce modern technologies for improving the quality and quality of medical care.

To achieve the goal, a program of external actions is formulated, which can be presented in general terms as:

- adoption of a political decision by local self-government bodies on the introduction of PPP mechanisms in the system of communal KCs based on the Law of Ukraine of July 1, 2010 No. 2404-VI "On Public-Private Partnership" and the Law of Ukraine of November 24, 2015, No. 817-VIII "On Amendments to some laws of Ukraine to eliminate regulatory barriers to the development of public-private partnerships and encourage investment in Ukraine " and Decisions and Cabinet of Ministers of Ukraine April 26, 2017, No. 298 on the Procedure for the replacement of a private partner under an agreement concluded within the framework of public-private partnership in accordance with part seven of Article 17 of the Law of Ukraine "On Public-Private Partnership" ;

- solving legal and financial-economic problems of the KCC system, eliminating legal barriers. Creation of a modern organizational and functional model of KDC on the principles of PPP with application of modern diagnostic and therapeutic and prophylactic technologies, principles of brigade servicing, financial and economic methods that are in line with existing economic conditions;

- development of quality standards and guaranteed volume of medical care, introduction of licensing and accreditation of the KCC;

- development of norms of resource provision of the modern model of KDC, a unified list of basic medical equipment. Solving the issue of training for a modern model of KDC, which works in market conditions.

Conceptually, the restructuring of the KDC on the principles of PPP involves the definition of goals. They are expressed in the form of a sequential formation of a "target tree" - an objective integrated program that contains the main goals that contribute to solving the main goal.

The definition of internal goals for the development of the KSC system is based on the common objectives and patterns of health system development in the new economic environment. In accordance with them, the target program for the development of the communal KDC system on the principles of PPP was formed, the goals of which were to implement the process of modeling the modern functional and organizational model of KDC on the principles of PPP.

Target program is a complex or system of events and targets related to resources, executors, and timing of implementation.

Thus, the formation of the concept of the restructuring of the KSC system was based on the definition of problems and objectives, both external and internal.

The concept of the restructuring of the KCC in the process of transition to the principles of PPP takes into account public and private interests. The balance of public and private interests is achieved through:

- state regulation, which is designed to ensure public interest;
- self-regulation of these relations directly by their participants (taking into account the specifics of the PPP projects, the possibilities of the partners and, accordingly, their responsibilities for the implementation of PPP projects).

The main means of such self-regulation are contracts concluded within the framework of public-private partnership, constituent and internal documents of partners. Among the ways of self-regulation of PPP relations, the PPP contract, as the leading legal mechanism of self-regulation, deserves special attention, as it fixes the fact of its parties' agreement on the establishment of PPP relations and the obligations of partners, depending on the specifics of the PPP project.

The experience of developed countries shows that sustainable economic development of health facilities is achieved through restructuring on the principles of PPP, qualitative expansion of activities in the sphere of introduction of modern cost-effective technologies, use of new organizational and managerial tools of activity.

Conclusions

The restructuring of the KDC in the study is presented in the form of purposeful changes in the structure of communal KT's with the aim of their transition to a modern PPP

model. The substantiated concept of restructuring the system of consulting and diagnostic centers on the principles of PPP will be the basis for developing a new functional and organizational model of the consulting and diagnostic center on the principles of PPP.

Prospects for further research are to use the experience gained from development of an optimized model of KDC on the principles of PPP.

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