

MANAGEMENT INNOVATIONS IN PRIMARY HEALTHCARE (CASE OF TBILISI AMBULATORY PEDIATRIC CLINIC)

**Tsiala Lomaia, Doctor of Economics. Tamar Chakhunashvili, post-graduate student.
Georgian Technical University**

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Introduction. Service sector plays a significant role in formation of the optimal proportion between the qualitative and quantitative indicators of the economic growth, establishing the reasonable proportion between the family budget incomes and costs and providing favorable environment for women's employment, thus playing a definite role in maintenance of employment gender ratio.

Medical services have public and social effect and the role of the primary healthcare sector is indeed significant in this respect.

Review of the research papers on the issue. Improvement of medical service delivery organization is divided into 4 components. The following indicators are used for their assessment:[4]

1. Hospital sector development;
2. Primary healthcare development;
3. Organization of ambulance service;
4. Healthcare at penitential system facilities.

Introduction of adequate healthcare conception in the medical service sphere has a long history and it is related to the works of such scientists as Donabedian, Robert Bruck, Ovretveit, Henderson etc.

Patient is regarded as a client, this was resolved by the UK Patients' Charter, providing for both, the patients' rights and the service standards. J. Ovretveit has stated three dimensions of the medical service quality by the interested groups (Diagram 1)[8].

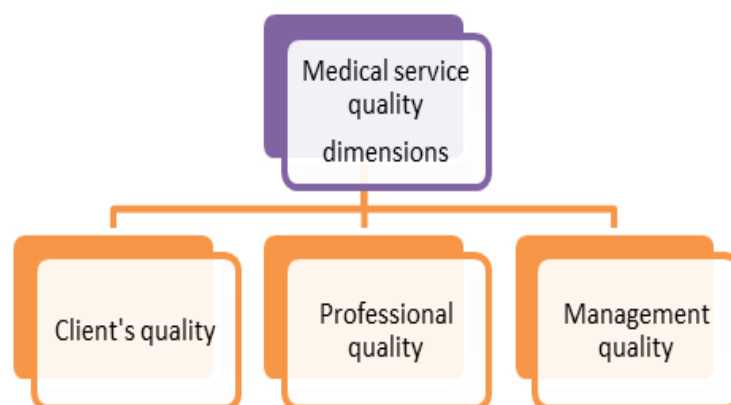


Fig. 1. J. Ovretveit has stated three dimensions of the medical service

Primary material description. Medical service is organized in three levels in Georgia:

- I. Primary healthcare;
- II. Standard stationary services;
- III. High-tech hospital services.

Study of organizational and managerial innovations would undoubtedly play a positive role in the medical service quality improvement and in protection of the patients' rights, as medical service, as such, implies medical treatment providing to the patients using medical achievements, relying on

the scientific evidence and the best clinical practice, and this acquires increasing significance with economic transformations ongoing in the country together with the reforms in the healthcare sphere. The issue of destruction of the existing mental dogmas in medical practices and informing the public about the necessity of healthcare system reformation is on agenda now.

Processes in the country’s healthcare sphere calls for stimulation of primary healthcare facilities’ management to apply mechanisms motivating the medical personnel to work better in their managerial activities. This would contribute to improvement of the medical service quality. The patients’ opinion is one of the most sensitive indicators for the medical services assessment, and it would be very helpful for the organization in implementation of managerial innovations. [1]

Our research, consideration of the experience gained in the foreign countries, analysis of the normative acts issued in Georgia, allowed us to make the assessment of the patients’ satisfaction with the medical services, provided by the specialists at the primary pediatric healthcare facilities.

We have conducted studies at the level of primary healthcare facilities. Regarding the goal of our research, we found it reasonable to assess medical services’ quality through the example of „MMedi22“ Clinic and to study the results of organizational and managerial innovations. For the purpose of studying the patients’ satisfaction, 200 patients were interviewed at „MMedi22“ Clinic; service quality was assessed within the 10-point system. The table below provides the summary of the study results (Table 1.)

Question: Please, evaluate the quality of services provided by the specialists at “MMedi22” Clinic at a scale from one to ten.

Table 1
Results of the patients’ assessment of the services quality provided by doctor-specialists

Specialist	Number of patients	Agreed to be interviewed	Points				
			2 points	4 points	6 points	8 points	10 points
Pediatrician	200	190	0	4	5	32	149
Surgeon	200	185	0	2	2	18	163
Otto-rhino-laryngologist	200	194	0	0	4	14	172
Ophthalmologist	200	197	0	1	0	17	179
Cardiologist	200	192	0	0	1	24	167
Neurologist	200	187	0	1	0	27	159
Total	200	197	0	6	10	24	157

Source: adapted from a sociological study conducted by our clinic Mmedi22 flights

The table shows the patients’ and their parents’ opinion; evaluation within the 10-point scale of the level of satisfaction with the medical personnel’s service being the outcome of one of the most significant components. [5]

We provide study of the patients’ satisfaction level on the example of “MMedi22” Clinic; as specified in Table 1, at “MMedi22” the medical service quality is satisfactory, according to the data provided therein. Based on the results of interviewing of the patients and their parents, 77% of the interviewed are fully satisfied with the medical personnel services awarding 10 points to the doctors’ service quality, 15% of the interviewed awarded 8 points and so on. Basing on our research results, we can evaluate the positive positions of the management at the above clinic. “Taking the advantage of the highest available health care standards” is one of the most significant issues of Alma-Ata Declaration of 1978 and Ottawa Charter adopted by World Health Organization in 1998 for the primary health care level facilities.

It is significant as well that the methods for assessment of satisfaction and the application techniques are improved every year. It the study and assessment of the patients’ satisfaction level, within the primary healthcare level, it is of significance for evaluation of the both, medical service levels and specific skills of the physicians. [7] Patients’ opinions would contribute to achievement of

the desired outcomes based on the today's medical science and technologies that would be helpful for the organization and implementation of the managerial innovations.

Based on survey of the patients' satisfaction with the medical services and on implementation of the managerial innovations, the decision was taken on establishing the Children's Health Center within the Clinic. We believed that this innovation would yield positive results. We were able to realize this idea in January 2015. [5]

Children's Health Center serves to improvement of the children's health, diagnosing the existing problems and their management, providing preventive health care. The main thing distinguishing this Center from the other primary healthcare facilities is that it provides services to both, healthy children and those with light physical, psychological and cognitive problems. I would like to state that this is the first center of this type in Transcaucasia.

Offered services:

1. Assessment of a child's global development by the pediatrician;
2. Consultations of the logopaedist;



3. Consultations of the psychologist;
4. Consultations of the special teacher;
5. Consultations of the recreation therapists, massage specialists;
6. Consultations of physiotherapists;
7. Remedial swimming, hydro massage;
8. Sand beach, special physical massage techniques in the sand;



9. Baby swimming and exercises (baby spa);
10. Fitness, sports dance. Performing presentations. [6]

Comfortable swimming pool for children, safe and hygienic environment, individual program, light exercises after swimming, it is a real baby spa. Water is the favorite environment for the babies, perfect for promotion of their motor development. Now it is the ninth month of functioning of the Children's Health Center, and we should note that it works at full capacity all the time. Both, children and their parents are satisfied and this shows that our recommendation on innovations was

reasonable. For 9 months, 2700 children have used our services. It was achieved by implementation of the targeted organizational, promotion and managerial measures.

Conclusions. Regarding the above said, we can make the conclusion that the medical facilities are subject to evolution. Gradually, in the process of providing services, the patients' rights become apparent, as well as the necessity of awareness and improvement of academic level, formulation of vision, taking the services and needs into consideration, meeting the clients' expectations, survey of satisfaction. Results of assessment of the patients' satisfaction allows us to make the conclusion that in the most of the surveyed polyclinics the following is ensured: [3]

1. Availability;
2. Communication;
3. Service coordination;
4. Politeness, respect, readiness for support;

Consumer services:

1. Introduction of the managerial innovations allowed consistent improvement of the organizational structure that is still in progress

2. For the purpose of institutional capacity building, based on innovative managerial and organizational measures and recommendations for improvement of the legal framework, the positive results were achieved with the practical significance that, in our opinion, could be interesting for development of the national strategy of medical service quality improvement, as well as for their application in the education process.

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Lomaia Tsiala, Doctor of Economics, Associate Professor. **Chakhunashvili Tamar**, post-graduate student, Georgian Technical University. **Management innovations in primary healthcare (case of Tbilisi ambulatory pediatric clinic)**. The work provides discussion of one of the priorities in health care development in Georgia: health care of the population and especially of children and adolescents and improvement of medical services availability. Study of management characteristics, organizational and managerial problems plays significant role in achievement of medical service quality assurance and efficiency of the health care sector. Processes ongoing in the health care sector of the country cause interest in the primary healthcare management to apply the mechanisms motivating medical personnel to better perform their managerial activities, and this, in its turn, would contribute to improvement of the medical service quality and introduction of the management innovations.

Nowadays various methods for medical service quality assurance and improvement are known. Among the medical service assessment indicators particular attention should be paid to the outcomes as this is the main goal of the medical service: to provide proper medical treatment to the patients. The research results are described in the present paper.

Keywords: Children's health center; primary healthcare; innovative management; organizational and administrative innovations.

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Ломаїя Ціала, доктор економічних наук, доцент. **Тамар Чакунашвілі**, докторант. Грузинський технічний університет. **Інноваційний менеджмент у сфері охорони здоров'я (на прикладі Тбіліського дитячого центру здоров'я)**. Розглянуто один з пріоритетів розвитку сфери охорони здоров'я, про підвищення доступності охорони здоров'я і медичного обслуговування для населення, особливо для дітей і підлітків. Вивченню особливостей менеджменту й організаційно-управлінських проблем надано велике значення в забезпеченні якості медичного обслуговування та досягненні ефективності системи охорони здоров'я. З'ясовано, що процеси, які відбуваються в системі охорони здоров'я країни, визначають зацікавленість менеджменту установ первинної ланки охорони здоров'я в тому, щоб управлінська діяльність створила механізми внутрішньої діяльності, що формують мотивацію кращої роботи для медичного персоналу. Це сприятиме підвищенню якості медичного обслуговування.

Пропоновані дослідження і досвід, накопичений у зарубіжних країнах, аналіз нормативних актів, підготовлених у Грузії, дали можливість оцінити рівень задоволеності пацієнтів медичним обслуговуванням, отриманим в установах первинної ланки охорони здоров'я. Показник споживання медичних послуг і медичної продуктивності не відповідає міжнародним стандартам, що впливає на ефективність, клінічні результати і якість наданих медичних послуг.

Сьогодні відомі різні методи забезпечення й поліпшення якості медичного обслуговування, особлива увага щодо характеристик оцінювання медичного обслуговування повинна приділятися оцінюванню результату, оскільки саме він відображає основну мету медичного обслуговування – надання належної медичної допомоги пацієнтові.

Ключові слова: Дитячий центр здоров'я, первинна ланка охорони здоров'я, інноваційний менеджмент, організаційно-управлінський менеджмент.

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Ломаїя Ціала, доктор економічних наук, доцент. **Чакунашвілі Тамар**, докторант. Грузинський технічний університет. **Инновационный менеджмент в сфере здравоохранения (на примере Тбилисского детского центра здоровья)**. Рассмотрен один из приоритетов развития сферы здравоохранения, повышение доступности здравоохранения и медицинского обслуживания для населения, особенно для детей и подростков. Изучению особенностей менеджмента и организационно-управленческих проблем придается большое значение в обеспечении качества медицинского обслуживания и достижения эффективности системы здравоохранения. Выяснено, что процессы, протекающие в системе здравоохранения страны, определяют заинтересованность менеджмента учреждений первичного звена здравоохранения в том, чтобы управленческая деятельность создала механизмы внутренней деятельности, формирующие мотивацию лучшей работы для медицинского персонала, что само собой будет способствовать повышению качества медицинского обслуживания.

Предлагаемые исследование и опыт, накопленный в зарубежных странах, анализ нормативных актов, подготовленных в Грузии, дали возможность оценить уровень удовлетворенности пациентов медицинским обслуживанием, полученным в учреждениях первичного звена здравоохранения. Показатель потребления медицинских услуг и медицинской продуктивности не соответствует международным стандартам, что оказывает влияние на эффективность, клинические результаты и качество оказанных медицинских услуг.

На сегодняшний день известны различные методы обеспечения и улучшения качества медицинского обслуживания, особое внимание относительно характеристик оценки медицинского обслуживания должно уделяться оценке результата, так как именно он отражает основную цель медицинского обслуживания – оказание надлежащей медицинской помощи пациенту.

Ключевые слова: Детский центр здоровья, первичное звено здравоохранения, инновационный менеджмент, организационно-управленческий менеджмент.