

структурной трансформации в посткризисный период развития мировой торговли. Республика Беларусь традиционно реализует многовекторную внешнеэкономическую политику, поддерживает внешнеторговые контакты с большинством зарубежных стран, активно участвует в международных интеграционных процессах [6].

Таким образом, можно сделать вывод, что для улучшения благосостояния страны необходимо увеличивать рост экспорта, в том числе долю экспорта товаров и услуг в общем объеме экспорта, налаживать отношения с международными экономическими организациями.

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IMPLEMENTATION OF THE STRATEGICAL MANAGEMENT FOR THE HEALTHCARE INSTITUTIONS

The rapid growth of innovations in pharmacy, medicine, medical technology has led to fierce rivalry and intense competition between countries that could be leaders in certain fields or already held leading positions [1, 2].

The problem of increasing medical organizations efficiency in Europe and the USA, which has begun to be actively discussed since the mid-70s, has led to the

necessity to develop and implement various approaches and tools for managing healthcare organizations. There was a gradual formation of medical management areas and the transformation of medical organizations into corporations, the formation of various networks of medical organizations, consortia with pharmaceutical enterprises and medical research institutes. This process was particularly active in the United States, where, for historical and economic reasons, many areas of management were created, such as strategic management, corporate governance, organizational culture, etc [2, 3, 4]. There was intense competition between hospital corporations, especially for the distribution of funds from both private investors and targeted state funds intended for research in the field of medicine and pharmacy. All this resulted in the necessity to create various tools and techniques for evaluating medical organizations and comparing them with each other according to various criteria.

It should be also noted the role of developing countries in applying the experience of strategic management in health[3]. So, in order to achieve satisfactory performance in the healthcare organization of developing African and Asian countries in a fairly short time and create a relatively acceptable epidemiological situation in these countries by various international organizations, such as WHO, OECD, World Bank, UNICEF, etc., strategic programs aimed primarily at training medical specialists and financing primary health care were created.

With the period of preparation for joining Poland and Slovakia to the EU, structural reforms, and the introduction of a health insurance system, the situation in the country's healthcare system began to improve gradually. Many medical institutions were enlarged, restructured; attention began to be paid to methods of improving the efficiency of medical institutions, and to control the flow and use of financial resources [4, 5].

Significant changes have occurred in the system of training medical personnel; recognized international standards for patient care have been introduced; doctors have the opportunity to intern abroad or conduct research at leading medical institutes; a system of higher medical education for nurses and a number of other medical specialties was introduced; non-state medical schools have appeared to train a number of specialists in medical and other close social areas; non-governmental and private medical organizations, companies, centers arose that attracted highly qualified medical personnel and provided high-quality medical services. Well-known international companies and concerns entered the domestic pharmaceutical market; serious investors have appeared who are ready to finance promising projects in medicine and pharmacy; a number of health care projects began to be funded from EU funds; reforms related to financing of medical institutions and expansion of powers of local authorities and self-government were carried out. Thus, the challenges arose that led to the need to introduce strategic management in various large and medium-sized state and non-state medical organizations in Poland [5].

An important factor in the development of mechanisms for improving the medical organizations management was the active extension of the medical services market in Poland. And after joining the EU Poland began to study in sufficient detail the experience of other countries, introduced various training programs for medical

personnel, a training system for healthcare organizations managers, elaborated the corporate code rules and high organizational culture in many medical institutions, also began to pay great attention the image of the medical institutions, to the quality of treatment and to the assessment of conditions on hospital and clinics on the part of patients [1, 2, 4, 5].

Thus, the strategic management of the medical organization covered not only purely medical problems, as it was before, but also implied a comprehensive approach to assessing the external and internal environment of the organization, taking into account macroeconomic and regional changes in the socio-economic and legal spheres, changes in the market medical services and pharmaceuticals, the mobility of medical personnel, their qualifications and motivation, as well as the assessment of the general image of the organization by patients-consumers of medical services and various public organizations.

Ratings and rankings are often used to analyze the strategic positions of medical organizations and compare them with the positions of other medical organizations. The essence of this approach is that recognized independent experts evaluate or rank the studied objects on the basis of various criteria using quantitative or qualitative indicators. Estimates or points are summarized according to various criteria with account for weighting factors and determined in points or in other quantitative units the final position of the object under study. The research objects are ordered in accordance with the values of their totals and then their ordinal position in the ranking (position) is determined. Recently, ratings are often used to evaluate the effectiveness of medical organizations. In particular, over the past few years, PZU Group has been evaluating leading medical organizations in Poland, publishing these results in the press and posting on various websites.

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