

сійної підготовки (визначення сукупності методів, системи критеріїв і логічних рівнів порівняння показників).

Таким чином обґрунтовано теоретичні засади відбору і конструювання фізично-реабілітаційних технологій діяльності лікаря; систематизовано й адаптовано до специфіки конкретного фаху методи фізичної реабілітації як технологічного підґрунтя професійної діяльності; визначено організаційно-педагогічні умови формування готовності майбутніх лікарів до застосування фізично-реабілітаційних технологій.

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FORMATION OF MANAGEMENT SKILLS IN STUDENTS OF HIGHER MEDICAL EDUCATIONAL ESTABLISHMENTS IN THE PERIOD OF HEALTH CARE REFORMING

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The paper focuses on formation of managerial skills in students of higher medical educational institutions within the framework of developing the doctor's competencies in the light of European health policy and reconsideration of existing mechanisms of health care management.

Key words: doctor's training, competence, management.

The basis of European policy is the «Strategic Health-2020» program, which strongly relies on the values focused on specific actions, with the possibility of adaptation to specific realities. The program is aimed at supporting actions of the state and society in order to significantly improve health and welfare of population, reduce inequalities in health, strengthen public health and ensure the availability of universal, high-quality and people-centered health systems [3].

This document of the WHO European Region recognizes the right of everyone to health, regardless of ethnicity, gender, age, social status and paying capacity.

The new European health policy requires a critical reconsideration of existing health care management mechanisms, health policy improvement, public health structures development, health care delivery priorities, and impact on the key risk factors.

There is no doubt that there is an urgent need to train a new generation of highly qualified medical personnel for a number of reasons:

- social, economic, ethical, and legal peculiarities in the activity of subjects of health care system in Ukraine;
- dynamic changes in the health care system;
- development of medical science and evidence-based medicine;
- development of international cooperation in the field of medical education.

Modernization of the system of higher medical education should take place in close interconnection with the health care sector reforming. Such a process should take place under the influence of a complex of state reforms, among which the key ones are the changes in the system of management, the improvement of regulatory and legal framework, ensuring proper financing of the health care system and higher medical education, and addressing the socio-economic issues [1].

The concept of «competence» is the fundamental basis for modernization of higher professional education. The principle of competence is extrapolated as a scientific method and applies to various areas of knowledge.

Management competence is a personal or professional quality, skill, behavioral model, mastering of which helps to successfully solve a certain management task and achieve high results. The lack of a particular management competence in a person reduces his/her value in the managerial field. The greater the number of managerial competencies is in the manager's arsenal, the more competent he/she is.

The main managerial skills of a specialist should be:

- the ability to work with information;
- the ability to analyze data;
- the ability to make effective decisions;
- the ability to formulate tasks and plan the stages of their implementation;
- the ability to organize the implementation process;
- the ability to manage subordinates (to take actions aimed at motivating employees to work effectively);
- the capability of professional external communications: conducting negotiations, presentations, meetings;

- the capability of professional internal communications: establishing interpersonal relations, holding meetings, interaction with various structures of institutions;

- the ability to maintain orientation towards achieving the desired result with optimal resource costs.

The peculiarity of management in the field of health care is due to specificity of this area. The nature and content of the doctor's activity, special conditions of work, cost-benefit analysis, results and assessment of the quality of medical care, its effectiveness – all this is the basis for increased attention to training health care managers.

In the conditions of reforming the health care sector, differentiation of medical care, introduction of medical information technologies, formation of the market of medical services, changes occur in the mode of doctor's and manager's. This, in its turn, affects the requirements for educational characteristics of training a future professional.

At present, the qualification requirements for managers of health care establishments include obtaining complete higher education in the direction of training «Medicine», internship in one of specialties of medical profile with further specialization in «Organization and management of health care» after some period of practical activity. There is still no internship in this specialty in Ukraine [2].

The issue of basic training of managerial medical personnel both in Ukraine and abroad remains relevant. Today, the development of managerial competencies takes place only at the postgraduate level in the form of specialization courses, pre-certification study cycles, and courses of thematic improvement. The participation of specialists in such events is not always justified and is guided by the formal need for advanced training. It should be understood that undergoing the advanced training courses will not at the same time transform a doctor into a health care manager. However, this type of training allows you to get an idea of economic features of the health care system, to navigate the regulatory framework, to gain knowledge of the basics of conflict management, that is, to obtain basic managerial knowledge and skills.

In our opinion, the medical management competence should be developed even during undergraduate studies at higher education institutions. The coincidence of methods for making clinical and managerial decisions is in favor of this opinion.

There is no doubt that clinical decision-making is a fundamental category of medical practice. The quality of medical care and patient's satisfaction largely depend on the doctor's ability to make adequate, timely decisions.

Decision-making is the responsibility of management, the content of which is to determine, in accordance with the situation, the further action of both subordinates and structural units, and actions in relation to a particular patient.

A classic approach to any management decision is to follow a certain procedure and to perform a range of compulsory actions:

- Problem definition
- Information search
- Identifying limitations and defining alternatives
- Decision making
- Implementation of the decision
- Control over implementation

At the root of any decision, there is a problem situation that requires its solution. In the first stages, the manager's task is to analyze the problem situation, study the state of affairs and goals, pre-formulate the criteria for the decision. The adoption and implementation of the decision is the stage where the managerial competencies of a specialist are combined with theoretical knowledge and experience.

Thus, the issue of increasing the professionalism level of health care managers becomes especially relevant in the context of reforming the health care system of Ukraine. Due to the dynamic changes in the health care sector and reconsideration of existing management mechanisms, there is a need for training a new generation of highly skilled health care professionals. Formation of managerial competences of future specialists is an urgent necessity and it should take place at the undergraduate level.

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