



Reasoned Opinion

Professional and social role of the chief doctor of the clinic

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Abstract

Competition in the healthcare market leads to quality of medical services, optimization of medical service costs and retention of medical personnel. Optimizing patient service design in a clinic refers to the entire process of treatment from patient admission to discharge. Successful strategic and operational management is ensured by positioning leadership in a unified process. The chief physician must recognize that, in addition to providing personal services, his task is to continuously optimize processes in terms of medical quality, service quality, and cost effectiveness. Medical quality, service quality and economic efficiency should be coordinated and optimized.

Keywords: process optimization, social skill, structured monitoring, targeted discussion

Introduction

The clinic manager takes medical and economic responsibility within his competence, while helping the relevant structural units to stimulate the execution of the process. Systematic optimization of profitability and productivity should not demotivate employees. A team of qualified and motivated employees is an important success factor for further development. A prerequisite for successful management is knowledge of the changing conditions of the healthcare system in the market and their impact on the further development of the medical institution. Therefore, it is a priority to use management skills to manage the

clinic in the future, which will have a positive effect on the waxing of the profile of the chief physician. Accordingly [1], the line of responsibility of the chief physician runs through the balance between medicine and management. He is responsible for medical results, budgetary and personnel responsibility (according to international experience, the presence of professional experience, clinical knowledge and economic expertise skills, knowledge of public relations rules). It must [2] optimize medical quality, cost efficiency and processes, while maintaining increasing satisfaction among employees, treating physicians and patients.



Business [3] process management in the clinic should be based on the following directions: process performance control, result assurance, improvement opportunities, change management, quality management, role of operational management. A medical business process is a purposeful and regulated system of activity, during which it produces the transformation of resources into value - following the rules of complex performance of functions.

Research method

The following components are important for managing the medical department:

The opinion of the chief physician should be consistent with the thinking of the management; The chief physician must know the general conditions and limitations in which the management of the clinic must be successful (first of all, the issue concerns the budget limit); The chief doctor only argues in medical, legal and ethical aspects - (the dynamics of monetary income should be the responsibility of the administration).

The following conditions should apply during the conversation between the chief physician and the hospital administration: the chief physician understands the general principles of the healthcare system; The primary physician understands the clinic's needs and limitations in this system; The chief doctor helps the clinic compete successfully (his department's contribution to the clinic is based on a well-founded analysis).

In specialized departments, human resource management can be divided into the topics of staff recruitment and staff development. A

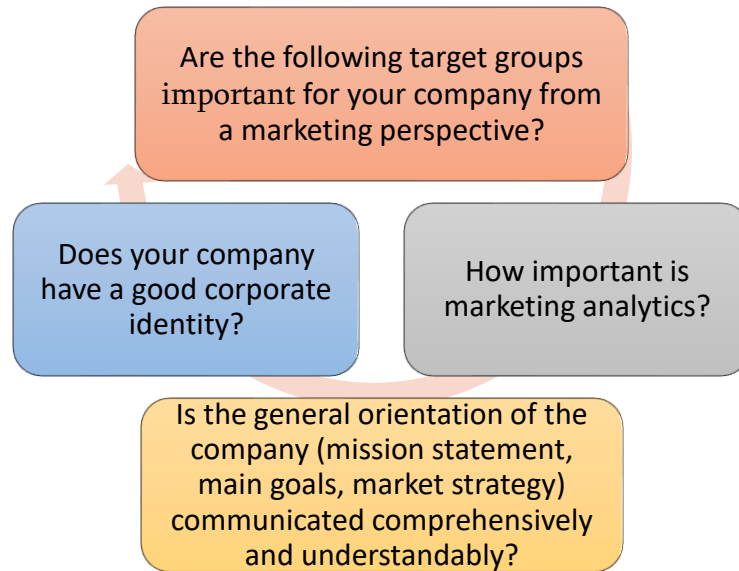
prerequisite for successful departmental staff management is a clear separation of tasks between hospital management and department management. What should be done centrally and what should be done decentralized? Who is responsible for the development of social and management skills of employees, who is responsible for the development of professional competence? Who is responsible for monitoring development? The main attractiveness factor of the medical department is the human and professional profile of the chief doctor. Activities in the clinic should be based on a generally better quality of working life. Activity profile of the chief physician - structure: a) provision of medical services (personal achievement, instructions for further training and further education). b) Management (management function) - personnel management process, marketing management. Staff development can be divided into the contents of education, support and organizational development. At the modern stage, methodological, social and strategic skills are becoming increasingly important, especially in leadership development.

The life cycle of business process management in a medical institution: 1. Medical process initiative. 2. Process identification. 3. Set of activities (actions included in the process). 4. Process analysis (current). 5. Process model development (Scheme 1) and change review (redesign). 6. Process control (quality of priority topics process performance). The clinic manager should pay attention to the development of the value chain model and should focus on the identification of the target market, the

proposal of the market proposition and the development process of the value in the direction of information management. The

priority roles of the clinic manager in the field of marketing management are presented in this scheme.

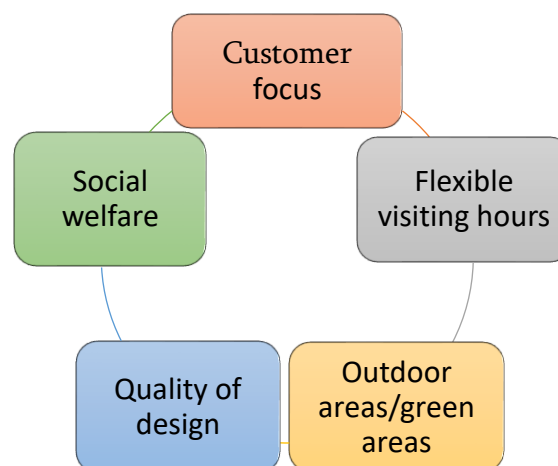
Scheme 1. Priority topics in the field of clinic marketing management in the research process



The main focus (Scheme 2) of marketing indicators analytics: quantitative competition analyzes (e.g. determining the number and capacities of competitors); qualitative competition analyzes (e.g. treatment methods, services); Strengths-weakness analyzes (evaluation of your own potential in comparison to main competitor

Competitors); Portfolio analyzes (for strategic analysis of the company/business areas). The foundation of clinic management is represented by such indicators as: growth and improvement, organizational culture, patient satisfaction, quality of working life, long-term investment value, compliance of the clinics potential with market conditions.

Scheme 2. Indicators of fundamental importance of the clinic



Result

Horizontal managers with personal responsibility should play a special role in the management of the medical center, who will be involved in development planning and targeted discussions. In the center, different groups of specialists will work on an interdisciplinary and interprofessional basis, and the organization of patients will be based on treatment processes. In hospitals, the quality of operational and strategic management is as important to the success of the department as the quality of medical care. The management challenge is to achieve efficiency better than competitors without degrading quality and reducing attractiveness to patients and employees. In the long run, the activity pays off with optimized and efficient processes. If the incentive system is based only on the number of private patients, it will be difficult to convince the general practitioner that he should treat fewer private patients and spend more time on management. In addition to specialist competence, management knowledge and social skills are required to manage a specialized unit or treatment center. The task profile of the chief physician consists of the provision of personal medical services and responsibility for administrative tasks. The chief physician's management task is divided into strategic management and operational management. Important areas of management responsibility are personnel and process management.

Accumulating knowledge and skills is one thing, transferring it interpersonally is another. Team building, conflict management, and appropriate communication are important qualities for all managers, especially chief physicians, to

cope with day-to-day demands. After a certain period of staff development, the chief physician has staff that he has created. The management of the clinic has some information about the professional and social competence of the employees, and it is also in their interest to carry out targeted interviews with them. Management knowledge and management skills will be an additional requirement for successful management of the medical department in the future. Senior doctors should be doctors and managers at the same time. It is a daily challenge for senior doctors: what they want, can, have the right to do and what they decide for themselves. A chief physician must pragmatically perform complex tasks that go beyond medical requirements. This requires extensive skills, especially in personnel management. For successful optimization of the process, leadership and motivation of the chief physician are necessary. For this task, it needs a team that has confidence, time and experience (structured monitoring). Professional management in clinical departments with effective process control and clear strategic orientation is a prerequisite for successful medical work. Effective optimization and self-control require clear goals.

Strategic mapping of the business process in the treatment process: 1. Training-growth - organizational culture of the clinic; change and improvement. 2. Internal Perspective - Safety and Advantage of Treatment Processes. 3. Customer perspective - customer satisfaction and offering a complete market option. 4. Financial security - long-term investment value. [4, 5, 6, 7].



კლინიკის მთავარი ექიმის პროფესიული და სოციალური როლი

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აბსტრაქტი

ჯანდაცვის ბაზარზე კონკურენცია წარმოებს სამედიცინო მომსახურების ხარისხის, სამედიცინო სერვისის ხარჯების ოპტიმიზაციისა და სამედიცინო პერსონალის შენარჩუნების მიმართულებით. კლინიკაში პაციენტის მომსახურების დიზაინის ოპტიმიზაცია ეხება მკურნალობის მთელ პროცესს, პაციენტის მიღებიდან გაწერამდე. წარმატებული სტრატეგიული და ოპერატიული მენეჯმენტი უზრუნველყოფილია ხელმძღვანელობის პოზიციონირებით ერთიან პროცესში. მთავარმა ექიმმა უნდა აღიაროს, რომ, პერსონალური სერვისების მიწოდების გარდა, მისი ამოცანაა უწყვეტი ოპტიმიზაცია პროცესების სამედიცინო ხარისხის, მომსახურების ხარისხისა და ხარჯების ეფექტურობის კუთხით. სამედიცინო ხარისხი, მომსახურების ხარისხი და ეკონომიკური ეფექტურობა კოორდინირებული და ოპტიმიზირებული უნდა იყოს.

საკვანძო სიტყვები: პროცესის ოპტიმიზაცია, სოციალური უნარი, სტრუქტურირებული მონიტორინგი, მიზნობრივი დისკუსია.

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