



INTERNATIONAL HIGHER SCHOOL OF MEDICINE

DEPARTMENT OF PUBLIC HEALTH

EDUCATIONAL AND METODOLOGICAL COMPLEX

Green Healthcare Management

MASTER PROGRAM

In the field of Public Health and Medicine

The compiler of the curriculum: Iliazova N.B., PhD

Total:	3 credits (90 hours)
Classroom hours:	30 h
Independent work:	60 h
Final control:	credit with grade


Reviewed at a Meeting of the Public Health Department

Minutes No. 1 dated 28 August 2025

Head of Department  Djusupov K.O.

Reviewed and Approved at the meeting of Cyclic Methodical Commission

Minutes № 1 dated 12 September 2025

Cyclic Methodical Commission Chairman  A.E. Bazhanova

Bishkek – 2025

INTERNATIONAL HIGHER SCHOOL OF MEDICINE

Department of Public Health



COURSE PROGRAMME

GREEN HEALTHCARE MANAGEMENT

For Master Program students
Academic degree of Master Program in the field
of Public Health & Medicine

Total load: 3 credits (90 hours)
Class work: 30 h
Students' work: 60 h
Final control: Exam

Considered
By the department Public Health
Protocol №1 28/08/2025



Head: K.O. Dzhusupov

Bishkek – 2025

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Introduction. The main need to study the discipline "**Green Healthcare management**" is the formation of theoretical knowledge, basic principles and practical skills of management in the field of healthcare. The theoretical part of the course is aimed at mastering knowledge by undergraduates about the basic concepts and principles underlying management in the field of healthcare, and about the structural and functional foundations of management of a healthcare organization. The practical part of the course is aimed at the willingness to apply modern management methods and models to improve the efficiency of the health system, as well as to develop management solutions to improve the efficiency of a medical organization.

Learning objectives of the course. Upon completion of the "**Green Healthcare Management**" course, students will be able to demonstrate and describe various healthcare management organizations:

- ◆ Compare practices of professionalism in the healthcare setting.
- ◆ Analyze alternative management solutions in healthcare related problems and challenges.
- ◆ Discuss how global health issues affect the Kyrgyz Republic and other countries healthcare systems.
- ◆ Describe the framework in which healthcare services are produced, coordinated, consumed, and reimbursed.
- ◆ Demonstrate knowledge of strategic planning and decision making in the healthcare organizations.
- ◆ Demonstrate cultural competence in green healthcare through collaboration and teamwork.

Students will learn to:

- ◆ Training of doctoral students who will become professionals in all fields of medicine and healthcare. Increase awareness and responsiveness to the needs of local and global communities.
- ◆ Protection of patients' rights and observance of the principle of equal access to medical care.
- ◆ Encouraging dedication to the profession and leadership.

Expected results of the study of the discipline:

- ◆ He/she will be able to manage medical organizations, analyse socio-economic problems and social processes, and use methods of socio-economic relations in the healthcare system, taking into account the needs of society.
- ◆ He/she will be able to use management methods in healthcare; organize the work of public and private medical organizations and institutions; find and make responsible management decisions in the context of public and global public health, within the framework of his professional competence.

Teaching strategy. The course will be given with the use of research-based learning mainly. The lectures and practice will exploit also evidence-based learning, case studies and descriptive methods.

Assessment Strategies. Students will identify a dataset and develop and test hypotheses. This project will be completed in separate assignments then presented in a final 10-minute presentation and a report. Choosing the topic of the dissertation, the main criteria should be:

- relevance;
- novelty;
- prospects;

- the presence of a theoretical basis for the author and the team, where he will perform the work;
- availability of research tools for Master Program students.

1. MSR Modules: These modules include screen shots with directions to generate univariate and bivariate descriptive analyses, plots, and tests.
2. Word Problems from the Textbook
3. Exams: Students will also be tested on general course material in quiz and exam format.

Grading Scale & Criteria: Student performance will be evaluated on:

- Assignments (30%)
- Quizzes, Midterm Exam, and Final Exam (30%)
- Bivariate Analysis Project (BAP) (35%)
- Class Participation (5%)

Readings

- 1) Howard Frumkin, Christine Coussens. Roundtable on Environmental Health Sciences, Research, and Medicine Board on Population Health and Public Health Practice. The national Academies Press. Washington D.C. 2007. International Standard Book Number-13: 978-0-309-10592-7 International Standard Book Number-10: 0-309-10592-7.
- 2) Столяров С.А. Менеджмент в здравоохранении. Учебник для ВУЗов. М.: Юрайт. - 2019. С. 764.
- 3) Питер Конгстведт Управление медицинской помощью. Практическое руководство. М.: Геотар медицина. 2000. С. 743.
- 4) G.V.R.K. Acharyulu Bhimaraya Metri L. Kalyan Viswanath Reddy / Healthcare and Hospital Management Contemporary Issues and Strategies. First Edition: New Delhi, 2014 /ISBN: 978.
- 5) Багдасарян Д.Г. Методические материалы (указания, разработки, рекомендации) по дисциплине «Правовое регулирование деятельности организаций здравоохранения». Ультралит. М.: -2014. С. 121.
- 6) Носырев С.П. От менеджмента качества медицинской помощи к качеству менеджмента. //Менеджмент в здравоохранении. 2006. №9.
- 7) Юрасова М.В. Современные подходы к управлению качеством. //Вестник МГУ им. Ломоносова. №1. М.: - 2011. С. 112-125.
- 8) Ильясова А.Р. Основы экономики здравоохранения: учебное пособие/ А.Р.Ильясова. – Казань: Изд-во Казан. ун-та, 2019. – 86 с.
- 9) Sherman Folland, Allen C. Goodman, Miron Stano. The Economics of Health and Health Care. 5th Edition. ISBN 0132279428 (ISBN13: 9780132279420).
- 10) Александрова А.В. Стратегический менеджмент: Учебник / Н.А. Казакова, А.В. Александрова, С.А. Курашова, Н.Н. Кондрашева. - М.: НИЦ ИНФРА-М, 2013. С. 320.
- 11) Волкогонова О.Д. Стратегический менеджмент: Учебник / О.Д. Волкогонова, А.Т. Зуб. - М.: ИД ФОРУМ, НИЦ ИНФРА-М, 2015. - 256 с.
- 12) Анненкова Е.Н., Кондрашова Е.С. Трудовая мотивация врачей: зарубежный опыт // В сборнике: Модернизация современного общества: инновации, управление, совершенствование: экономические, социальные, общенаучные закономерности и тенденции: в 3-х частях. Новосибирский государственный технический университет, 2015. С. 16-19.
- 13) Лактионова Л.В., Матюхина О.М. Информационное обеспечение деятельности медицинского учреждения. Клиническая практика. №1. М.: - 2013. С. 43-51.
- 14) Paul J. Feldstein. Health Care Economics (Delmar Series in Health Services

Administration). 6th Edition. ISBN 1401859798 (ISBN13: 9781401859794).

Online resources:

1. The World Health Organization [Electronic resource]. A regional strategy for universal health coverage. - Access mode: <https://apps.who.int/iris/handle/10665/273650>.
2. The program of the Government of the Kyrgyz Republic on public health protection and development of the healthcare system for 2019-2030 "A healthy person is a prosperous country". - Access mode: <http://cbd.minjust.gov.kg/act/view/ru-ru/12976?cl=ru-ru>
3. Russian Association of Endocrinologists. Implementation of programs in the field of healthcare. - Access mode: <https://rae-org.ru/news/realizaciya-programm-v-sfere-zdravoohraneniya>

Number of hours required to students to cover the course. According to the ISM's educational standards the course should cover:

Semester	Credits number	Lectures	Lessons	Students' independent work	Total hours
1	3	10	20	60	90
Total	3	10	20	60	90

The course units

№	Unit's topic	Total hours	Class work				Independent work		
			Lectures	Lessons	Unit	Total	Assignment	Literature review	Total
1	Management and legal activities in green healthcare organizations	30	2	3	1	5	16	4	20
2	Sustainable Healthcare Facilities	30	1	3	1	4	16	4	20
3	Financial and economic activities of medical organizations	30	2	4	1	6	16	4	20
	Total	90	5	10	3	15	48	12	60

"APPROVED"



K.O. Dzhusupov,
Head of the Department of
Public Health

Green Healthcare Management

SYLLABUS

FALL 2025

For students of Master Program in Public Health & Medicine

3 credits (90 h, including 30 class hours, 60 hours of independent study)

Course Leader: Nurgul Iliazova, candidate of economic science
+996 550 510909 (WhatsApp)
Email: nurgul-umay@mail.ru

Ten lecture sessions will be on Mondays and Fridays

Start date: September 04, 2025

End date: September 26, 2025

Zoom link for the lectures (14:00-15:35 pm; 16:00-17:30 pm):

<https://us05web.zoom.us/j/6101267116?pwd=zOR8XcqMSTTPBZllhOWcysngdWBWPD.1>

Meeting ID: 610 126 7116

Passcode: nnu06s

Workshops (14:00-15:35 pm; 16:00-17:35 pm)

Location: Room No 502, IHSM Main building, 1F Intergel'po st., Bishkek

Pre-requisites: This course is open to postgraduate scholars, fellows, and graduate students. An equivalent to introductory epidemiology, a behavioral/social science quantitative method, or a biostatistics course is very helpful. Prior consultation with Course Leader is recommended for those who do not meet any prerequisite.

Course Policies and Procedures:

1. The course of "Green Healthcare Management" of scientific research is highly interactive, and student attendance and participation are critical. The lecturer expects a respectful environment to discuss different positions. Active participation is promoted by taking care of not being dominant. Attendance will be checked for each class. Absenteeism, tardiness, and lack of participation will be reflected in the student's grade. Please notify the instructor in advance if you will not be attending a class. All course materials, assignments, instructions and exam quizzes are on Moodle platform <https://moodlephd.ism.edu.kg/>.
2. *Academic Conduct.* Students at IHSM are expected to maintain academic conduct, professional honesty, and personal integrity. IHSM is committed to upholding academic behavior standards consistent with the academic and professional communities of which it is a part. Plagiarism,

cheating, and other misconduct are serious violations of the IHSM Student Conduct Code. We expect you to know and follow the school's policies on cheating and plagiarism. Any suspected cases of academic misconduct will be handled according to IHSM regulations.

3. Cell phones must be turned off and are not used in the class during class.
4. *Students with disabilities (with special needs)*: Students with disabilities needing appropriate academic adjustments should contact the dean and the lecturer as soon as possible to ensure their needs are met on time. Students must inform the lecturer of the disability early in the class so appropriate accommodations can be done. Handouts are available in alternative accessible formats upon request.

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Course Objectives

Upon completion of the "**Green Healthcare Management**" course, students will be able to demonstrate and describe various healthcare management organizations:

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- ◆ Discuss how global health issues affect the Kyrgyz Republic and other countries healthcare systems.
- ◆ Describe the framework in which healthcare services are produced, coordinated, consumed, and reimbursed.
- ◆ Demonstrate knowledge of strategic planning and decision making in the healthcare organizations.
- ◆ Demonstrate cultural competence in healthcare through collaboration and teamwork.

Learning outcomes

At the end of this course students will be able to apply managerial skills to their public health and clinical research and gain the required skills to write and conduct hospital administrative duties. In particular, students will be able to:

- ◆ He will be able to manage medical organizations, analyse socio-economic problems and social processes, and use methods of socio-economic relations in the healthcare system, taking into account the needs of society.
- ◆ He will be able to use management methods in healthcare; organize the work of public and private medical organizations and institutions; find and make responsible management decisions in the context of public and global public health, within the framework of his professional competence.

Teaching strategy

The course is housed in IHSM e-Learning in Moodle. This course is blended taught through a discussion and lecture format with online "Blended Learning" assignments. Your participation in the class is vital to its success. Be prepared and ready to participate in each class, if voluntary participation lags students will be called on randomly. The "student to-do" function will be used in Moodle. The "student to-do" function will be displayed in your Moodle app calendar as a reminder to

read or watch the “Blended Learning” assignments for the upcoming module. All students will receive written feedback for each unit assignment and final assignment.

Blended Learning

Throughout the semester several Blended Learning assignments will be uploaded in Moodle.

What is blended learning and why is it important?

A Blended Learning class uses a mixture of technology and face-to-face instruction to help you maximize your learning. Knowledge content that, as the instructor, I would have traditionally presented during a live class lecture is instead provided online before the live class takes place. This lets me focus my face-to-face teaching on course activities designed to help you strengthen higher-order thinking skills such as critical thinking, problem-solving, and collaboration. Competency in these skills is critical for today’s health professionals.

What is expected of you?

You are expected to actively engage in the course throughout the semester. You must come to class prepared by completing all out-of-class assignments. This preparation gives you the knowledge or practice needed to engage in higher levels of learning during the live class sessions. If you are not prepared for the face-to-face sessions, you may struggle to keep pace with the activities occurring in the live sessions, and it is unlikely that you will reach the higher learning goals of the course. Similarly, you are expected to actively participate in the live class. Your participation fosters a rich course experience for you and your peers that facilitates overall mastery of the course objectives.

Instructional methods: This course is conducted online, in weekly units. The course presents information in different ways: 1) lectures; 2) assigned readings (textbook chapters); 3) home assignments - exercises; 4) Class quizzes.

Course Activities and Student Products: The course is based on the textbooks of Howard Frumkin, Christine Coussens. Roundtable on Environmental Health Sciences, Research, and Medicine Board on Population Health and Public Health Practice. And also G.V.R.K. Acharyulu Bhimaraya Metri L. Kalyan Viswanath Reddy. Healthcare and Hospital Management Contemporary Issues and Strategies. Class exercises and discussion, calculations on PC using MS Excel and some programs and other in-class participation, home assignments and final presentations. Additional analysis of an empirical dataset can be arranged individually.

Attendance. Class attendance is a critical component of the learning process. Students are expected to be present for all classes, since much of the material will be covered only once in class. Please note all faculty are bound by the IHSM policy for excused absences is required for all classes. Planned absences for reasons other than acute illness need to be excused in advance by the course master. Absences will typically be excused for reasons such as religious holidays, career development activities, or illness. Students who miss more than four classes may be expected to withdraw from the class.

Required readings should be completed before appropriate sessions as instructed. Recommended readings are for further exploration, depending on the student's interest.

To prepare for discussions, I want you to analyze each example given in Chapters of G.V.R.K. Acharyulu Bhimaraya Metri L. Kalyan Viswanath Reddy. Healthcare and Hospital Management Contemporary Issues and Strategies. Students have to do each exercise given under the section "Apply your knowledge".

Assignments. Students will identify a dataset and develop and test some hypotheses. This project will be completed in separate assignments then presented in a final 10-minute presentation and a report. Overview of research and its methodologies:

1. Concepts of healthcare management
2. The need for healthcare management and medical policy
3. Types of healthcare services
4. Steps in conducting strategic planning and decision making in the healthcare organizations.

Exercises from the Textbook must be submitted to Moodle.

Quizzes. There will be quizzes in class and outside of class which will be posted in Moodle. Having quizzes regularly encourages studying the material on a regular basis and paying attention to the material covered in class. The quizzes allow the instructor to modify and adjust instruction and the immediate feedback helps students to monitor their understanding. Having more quizzes can reduce test anxiety that doing poorly on a single quiz will have a negative effect on a student's grade. Also, the lowest four quizzes will be dropped. Any missed in-class quizzes will be recorded as a zero and will count as one of the four dropped quizzes. Quizzes will consist of true/false, multiple choice, or short answer questions probing the content of that week's lecture and/or readings. Questions are shown one question at a time and locked after answering which means you cannot scroll up and down the quiz. Disallowed aids include but are not limited to class notes, books, online resources, or other people. Students may not discuss any aspect of a quiz with classmates or others until after the quiz due date/time has passed. Potential schedule conflicts preventing a student from completing a quiz by the due date should be reported to the TA as soon as possible before the quiz becomes available on the course website. Any technical issues should be initially reported via email to the TA prior to the quiz end date/time. Make-up quizzes due to technical difficulties will not be considered otherwise.

Final exam: Students will also be tested on general course material in quiz and exam format.

Course Evaluation

Attendance	5%
Bivariate Analysis Project (BAP)	35%
Assignments	30%
Quizzes, Unit exams & Final exam	30%
Total	100 points

Required readings:

- 1) Howard Frumkin, Christine Coussens. Roundtable on Environmental Health Sciences, Research, and Medicine Board on Population Health and Public Health Practice. The national Academies Press. Washington D.C. 2007. International Standard Book Number-13: 978-0-309-10592-7 International Standard Book Number-10: 0-309-10592-7.
- 2) Столяров С.А. Менеджмент в здравоохранении. Учебник для ВУЗов. М.: Юрайт. -2019. С. 764.
- 3) Питер Конгстведт Управление медицинской помощью. Практическое руководство. М.: Геотар медицина. 2000. С. 743.
- 4) G.V.R.K. Acharyulu Bhimaraya Metri L. Kalyan Viswanath Reddy / Healthcare and Hospital Management Contemporary Issues and Strategies. First Edition: New Delhi, 2014 /ISBN: 978.
- 5) Багдасарян Д.Г. Методические материалы (указания, разработки, рекомендации) по дисциплине «Правовое регулирование деятельности организаций здравоохранения». Ультралит. М.: -2014. С. 121.
- 6) Носырев С.П. От менеджмента качества медицинской помощи к качеству менеджмента. //Менеджмент в здравоохранении. 2006. №9.
- 7) Юрасова М.В. Современные подходы к управлению качеством. //Вестник МГУ им. Ломоносова. №1. М.: - 2011. С. 112-125.
- 8) Ильясова А.Р. Основы экономики здравоохранения: учебное пособие/ А.Р.Ильясова. – Казань: Изд-во Казан. ун-та, 2019. – 86 с.
- 9) Sherman Folland, Allen C. Goodman, Miron Stano. The Economics of Health and Health Care. 5th Edition. ISBN 0132279428 (ISBN13: 9780132279420).
- 10) Александрова А.В. Стратегический менеджмент: Учебник / Н.А. Казакова, А.В. Александрова, С.А. Курашова, Н.Н. Кондрашева. - М.: НИЦ ИНФРА-М, 2013. С. 320.

- 11) Волкогонова О.Д. Стратегический менеджмент: Учебник / О.Д. Волкогонова, А.Т. Зуб. - М.: ИД ФОРУМ, НИЦ ИНФРА-М, 2015. - 256 с.
- 12) Анненкова Е.Н., Кондрашова Е.С. Трудовая мотивация врачей: зарубежный опыт // В сборнике: Модернизация современного общества: инновации, управление, совершенствование: экономические, социальные, общенаучные закономерности и тенденции: в 3-х частях. Новосибирский государственный технический университет, 2015. С. 16-19.
- 13) Лактионова Л.В., Матюхина О.М. Информационное обеспечение деятельности медицинского учреждения. Клиническая практика. №1. М.: - 2013. С. 43-51.
- 14) Paul J. Feldstein. Health Care Economics (Delmar Series in Health Services Administration). 6th Edition. ISBN 1401859798 (ISBN13: 9781401859794).

Note: Copies of all required readings are available in Moodle. Weekly lecture presentations and useful materials will be made available in Moodle. Materials used for each week are posted for informational purposes and not required readings.

Key Dates:

Introduction class	04.09.2025
Assignment 1 submitted:	20.09.2025
Assignment 2 submitted:	24.09.2025
Assignment 3 submitted:	30.09.2025
Final online exam due:	TBA in December 2025

Tentative schedule

# #	Date	Topics	Discussion questions	Methods and Practice	Readings
Unit 1. Management and legal activities in green healthcare organizations					
1	04/05.09 .25	Medical organizations as an object of management. Management activities in green healthcare organizations. <i>Lecture – 1h</i> <i>Practice – 1h</i>	<ol style="list-style-type: none"> 1. Types of economic entities and their general characteristics. 2. Organizational management structures. 3. Production and technological characteristics of the organization. 4. Activities affecting the organization's activities. 5. Management styles of organizations. 6. What is green health care? 	Survey and group discussion: What types of organizational structures do you know? What are the main types of organizational structures? What are the main management styles of organizations? What is the evidence supporting green health care and what further evidence is needed?	Howard Frumkin, Christine Coussens. Roundtable on Environmental Health Sciences, Research, and Medicine Board on Population Health and Public Health Practice. The national Academies Press. Washington D.C. 2007. P. 2-5. G.V.R.K. Acharyulu Bhimaraya Metri L. Kalyan Viswanath Reddy / Healthcare and Hospital Management Contemporary Issues and Strategies. First Edition: New Delhi, 2014 /ISBN: 978. Chapter 1
2	04/05.09 .25	The role of the manager. The balance of managerial roles. Policy in the management of medical organizations. <i>Lecture – 1h</i> <i>Practice – 1h</i>	<ol style="list-style-type: none"> 1. The functions of a manager as a key link in management decisions. 2. Modern management levels. 3. The effectiveness of a manager in a medical organization. 4. Evaluation of managers' activities. 	Survey and group discussion: The main responsibilities of the manager of a medical organization. Classification of management levels.	Столяров С.А. Менеджмент в здравоохранении. Учебник для ВУЗов. М.: Юрайт. -2019. С. 764.

				Determining the effectiveness of the manager's work.	
3	04/12.09 .25	Legal regulation in the healthcare system <i>Lecture – 1h</i> <i>Practice – 1h</i>	Legal regulation of healthcare in the context of Legislation of various countries: - regulatory and legal documents of healthcare; - basic principles of health protection; - types of first aid; - the rights and obligations of the doctor and the patient.	Group discussion: 1. Analysis and use of regulatory and legal documents of healthcare. 2. Basic principles of health protection. Accessibility and quality of medical care, inadmissibility of refusal to provide medical care.	G.V.R.K. Acharyulu Bhimaraya Metri L. Kalyan Viswanath Reddy / Healthcare and Hospital Management Contemporary Issues and Strategies. First Edition: New Delhi, 2014 /ISBN: 978. Chapter 2-5
4	04/12.09 .25	Modern approaches to building a quality management system <i>Lecture – 1h</i> <i>Practice – 1h</i>	- Basic principles of quality management. - The ISO 9000 Group of standards. - The role of each employee in quality management	Survey and work in groups: -List the main trends in quality management in domestic and foreign practice. -Disclose the content of these trends in relation to the activities of domestic enterprises and organizations.	Носырев С.П. От менеджмента качества медицинской помощи к качеству менеджмента. //Менеджмент в здравоохранении. 2006. №9. Юрасова М.В. Современные подходы к управлению качеством. //Вестник МГУ им. Ломоносова. №1. М.: - 2011. С. 112-125.
	13.09.25	<i>Submission of the first assignment due by 9:00 am</i>			
<i>Unit 2. Sustainable Healthcare Facilities</i>					
5		Role of the Physical Environment in Green Building and Health <i>Lecture – 1h</i> <i>Practice – 1h</i>	- High-Performance Healing Environments - Green Guide for Health Care. - Green Hospital Building.	Group discussion: Discuss the principles of sustainable development in healthcare management. What are the main sources of environmental pollution	Howard Frumkin, Christine Coussens. Roundtable on Environmental Health Sciences, Research, and Medicine Board on Population Health and Public

				produced by healthcare facilities? Explain the importance of waste management and recycling in hospitals and medical institutions.	Health Practice. The national Academies Press. Washington D.C. 2007. P. 2-5.
	12.09.25	<i>Submission of the first assignment due by 9:00 am</i>			
Unit 3. Financial and economic activities of medical organizations					
6	11/18.09 .25	The economic content of the financial and economic activities of medical organizations Lecture – 2h Practice – 2h	- Economic analysis of activities in healthcare organizations. - Financial sustainability of medical institutions.	Creating a project taking into account the following points: -Efficiency of resource use (labour, material, financial). -Identification of deviations of actual indicators of economic activity of institutions from the normative ones and the reasons for these deviations. -Preparation of analytical information for the selection of optimal management decisions.	Sherman Folland, Allen C. Goodman, Miron Stano. The Economics of Health and Health Care. 5th Edition. ISBN 0132279428 (ISBN13: 9780132279420).
7	11/18.09 .25	Fundamentals of strategic planning and forecasting skills Lecture – 2h Practice – 2h	-The essence and economic content of strategic planning and forecasting. - Strategic analysis tools. - Development of measures to improve strategic planning and forecasting.	-Drawing up a strategic plan for the development of a medical organization taking into account modern trends. -Long-term forecast of the activities of a healthcare facility.	Александрова А.В. Стратегический менеджмент: Учебник / Н.А. Казакова, А.В. Александрова, С.А. Курашова, Н.Н. Кондрашева. - М.: НИЦ ИНФРА-М, 2013. - 320 с.
8	11/19.09 .25	Personnel management in healthcare organizations	- Basic principles of personnel management in a medical organization. - Personnel management tools in the healthcare sector	Analysis of the activities of a medical organization on the following points: - Criteria for the effectiveness of the personnel management	Анненкова Е.Н., Кондрашова Е.С. Трудовая

			<ul style="list-style-type: none"> - Evaluation of the performance of personnel in a medical organization. 	<ul style="list-style-type: none"> system in a medical organization. - Performance indicators of all departments of a medical organization. - Effective system of personnel selection and hiring. 	<p>мотивация врачей: зарубежный опыт // В сборнике: Модернизация современного общества: инновации, управление, совершенствование: экономические, социальные, общенаучные закономерности и тенденции: в 3-х частях. Новосибирский государственный технический университет, 2015. С. 16-19.</p>
9	11/26.09 .25	Information support for healthcare organizations	<ul style="list-style-type: none"> - Creation of a unified information environment for a medical organization. - Interaction of existing information systems and medical equipment of a medical organization. 	<p>Group discussion:</p> <ul style="list-style-type: none"> - Using a medical information system in clinical practice. - Protecting medical information. 	<p>Paul J. Feldstein. Health Care Economics (Delmar Series in Health Services Administration). 6th Edition. ISBN 1401859798 (ISBN13: 9781401859794).</p>
	26.09.25	<i>Submission of the second assignment due by 9:00 am</i>			

Unit 1. Management and legal activities in green healthcare organizations**Theme №1: Medical organizations as an object of management. Management activities in green healthcare organizations.****Lecture 1****Lecture outline:**

1. Types of economic entities and their general characteristics.
2. Organizational management structures.
3. Production and technological characteristics of the organization.
4. Activities affecting the organization's activities.
5. Management styles of organizations.

Management of a medical organization is a key issue for the effective functioning of the green healthcare system.

The state of the economic entity, the dynamics of its development and the final results of its activities (quality of medical services, reduction of population morbidity, increase in economic efficiency, etc.) depend on the correctly selected management concept and its practical implementation. Achieving these goals depends largely on the proper training, selection and placement of management personnel, who must select the necessary system, principles, methods and management style necessary for managing the organization.

The concept of "management" as applied to healthcare is legitimately extended to the following processes and persons:

- direct management of the organization's personnel;
- management of production and market entrepreneurial activities of commercial (and non-profit) healthcare organizations by hired managers attracted by the owner (or by the owner himself, performing the functions of a manager);
- management of production and economic activities of state healthcare organizations providing medical services (except for a number of special structures - forensic medicine, penitentiary institutions, the Ministry of Emergency Situations, etc.).

Unit control. Assignment: Work on the following exercise and submit it by the fixed date.

Exercise 1:

Options for questions for frontal and individual surveys, tests, situational tasks used to assess the assimilation of the tasks of this topic.

Survey and group discussion on the following questions:

- What types of organizational structures do you know?
- What are the main types of organizational structures?
- Describe the main styles of organizational management?

Theme №2: The role of the manager. The balance of managerial roles. Policy in the management of medical organizations.**Lecture 2****Lecture plan:**

1. Functions of the manager as a key link in management decisions.
2. Modern levels of management.
3. Manager effectiveness in a medical organization.
4. Evaluation of managers' performance.

Management activity, in comparison with other types of activities, has a number of features expressed in the nature of the work itself, its subject, and results. The specificity of the tasks solved by the manager presupposes a predominantly mental, creative nature of management work, in which setting goals, developing methods and techniques for achieving them, as well as organizing joint activities constitute the main meaning. Managers have a special subject of work - information, transforming which they make decisions necessary to change the state of the managed object. Therefore, the tools of labor of management workers are, first of all, means of working with information, and the result of their activities is assessed by achieving the set goals.

Managers play a large role, since they combine the work of various specialists: doctors, nurses, programmers, marketers, economists, psychologists, accountants and other persons acting under their leadership.

The main task of managers is to ensure the normal existence of the organization in the market under any changes in the situation, paying special attention to solving the social problems of the team, organizing its work in the most optimal way. Managers, when leading, like a good actor, play many roles that force them to behave in a certain way (Table. Managerial roles according to Mintzberg G.). These roles can be divided into three interrelated groups: interpersonal, informational and decision-making.

Exercise 2.

Survey and group discussion on the following points:

- Main responsibilities of a medical organization manager.
- Classification of management levels.
- Determining the effectiveness of a manager's work.

Theme №3: Legal regulation in the healthcare system

Lecture 3

Lecture outline:

Legal regulation of healthcare in the context of legislation of various countries:

- regulatory and legal documents of healthcare;
- basic principles of health protection;
- types of first aid;
- rights and obligations of the doctor and the patient.

Legal regulation of public health protection is one of the priority areas of healthcare development.

The right of every person to health protection is a generally recognized norm of international law, which has three levels of consolidation. The universal level has a general declarative meaning and acts as a recommendation for the world community (Universal Declaration of Human Rights 1948, International Covenant on Economic, Social and Cultural Rights 1966).

Legal regulation of health protection in each country is a specialized level of consolidation of the rights of citizens, taking into account universal international recommendations and regional mechanisms for their implementation, implying the construction of a clear legal vertical of the system of regulatory legal acts (RLA), based on legal force. At the same time, laws are the highest imperative expression of state power, that is, all subsequent RLA are issued on their basis and in pursuance of laws. Using the example of the Law of the Kyrgyz Republic "On the Protection of Health of Citizens in the Kyrgyz Republic" dated January 9, 2005 No. 6, as well as taking into account other regulatory legal acts, we will study the legality of the activities of medical institutions in Kyrgyzstan.

Exercise 3. Literature Review Synthesis.

Survey and group discussion on the following points:

1. Analysis and use of regulatory and legal documents of health care.
2. Basic principles of health care. Availability and quality of medical care, inadmissibility of refusal to provide medical care.

Theme №4: Modern approaches to building a quality management system**Lecture 4****Lecture outline:**

- Basic principles of quality management.
- The ISO 9000 Group of standards.
- The role of each employee in quality management

The main goal of quality management is to fully satisfy the agreed requirements of the customer with the lowest overall cost to the organization. But the best companies are those that strive for more - to anticipate the needs of their customers.

The main principles of quality management throughout the world are:

- 1) customer focus;
- 2) managerial leadership;
- 3) employee involvement;
- 4) process approach;
- 5) systems approach to management;
- 6) continuous (uninterrupted) improvement;
- 7) fact-based decision making;
- 8) mutually beneficial relationships with suppliers, including those that allow creating mutual value from cooperation.

Quality management in the modern world is usually mentioned in the context of two systems: total quality management (TQM) and ISO-9000 quality system standards. There are both common features and significant differences between them.

Exercise 4.

Survey and work in groups:

- List the main trends in quality management in domestic and foreign practice.
- Disclose the content of these trends in relation to the activities of domestic enterprises and organizations.

Unit 2. Sustainable Healthcare Facilities**Theme №5: Role of the Physical Environment in Green Building and Health****Lecture 5****Lecture outline:**

- High-Performance Healing Environments
- Green Guide for Health Care.
- Green Hospital Building.

Because modern healthcare facilities are large consumers of resources, they provide an opportunity to make changes or reduce the consumption of these resources. Despite financial pressures, they are dedicated to helping people and can be models for other institutions, said Craig Zimring of the Georgia Institute of Technology. According to Zimring, there are two agendas for green health care: the green agenda and the design-as-quality-support (DQS) agenda. The green agenda is a multilevel analysis of socioeconomic health impacts at multiple scales, ranging from a building's occupants to society as a whole. The DQS agenda converges with the green agenda but differs, according to Zimring, in some important ways. Similar to the green agenda, the DQS agenda advances social and economic goals, but it focuses on using design to improve quality and safety outcomes, such as error and infection reduction, staff turnover, length of stay, and patient and family satisfaction. In this agenda, design is viewed as a tool that can affect healthcare outcomes for patients, staff, and the institution as a whole.

As construction technology advanced during the past century, the design of hospitals changed from daylit, naturally ventilated, pavilion-style buildings to high-rise buildings with mechanically conditioned air, said Robin Guenther of Guenther 5 Architects. Bellevue Hospital in New York City is a prime example of this change. It was built on a site near nature, overlooking the East River, before the expertise was available to build high-rise buildings or provide mechanical ventilation. At that time, hospitals needed access to clean air and fresh water to heal people. The facility has continued to expand and based on blueprint calculations, Guenther reported that Bellevue Hospital now has 60,000 square feet of floor space, an acre and a half footprint, and less than 10 percent of the building has a window.

Exercise 5.

Survey and work in groups:

- Explore how you can rethink hospitals and transform their design to show that design is a tool for improving quality, safety, and experience.
- Uncover the problem and pay attention to the effect of indoor air toxicity on patients.

Unit 3. Financial and economic activities of medical organizations

Theme №6: The economic content of the financial and economic activities of medical organizations

Lecture 6

Lecture outline:

- Economic analysis of activities in healthcare organizations.
- Financial sustainability of medical institutions.

Ensuring the financial sustainability of medical institutions is the main objective of the economic analysis of medical institutions.

Economic analysis in healthcare institutions is a set of techniques and methods for comparative assessment of indicators of medical, industrial and financial activities.

The subject of economic analysis is the medical and economic activities of institutions (MPI) and the efficient use of available resources.

The main goal is to ensure the efficiency of medical institutions.

Objectives of the economic analysis of medical institutions:

- identifying the need for medical services;
- studying the completeness of satisfaction of needs;
- assessing the efficiency of resource use (labor, material, financial);
- identifying deviations of actual indicators of economic activity of institutions from standard ones and the reasons for these deviations;
- preparing analytical information for choosing optimal management decisions.

Exercise 6. Creating a project taking into account the following points:

- Efficiency of resource use (labor, material, financial).
- Identification of deviations of actual indicators of economic activity of institutions from the normative ones and the reasons for these deviations.
- Preparation of analytical information for the selection of optimal management decisions.

Theme №7: Fundamentals of strategic planning and forecasting skills

Lecture 7

Lecture outline:

1. The essence and economic content of strategic planning and forecasting.
2. Strategic analysis tools.
3. Development of measures to improve strategic planning and forecasting.

Strategic planning is the most important component of enterprise management, and without it, successful operation of an enterprise in a market economy is hardly possible. In today's rapidly changing economic situation, it is impossible to achieve positive results without planning your actions and forecasting the consequences.

Strategic planning is one of the management functions, which is the process of choosing enterprise goals and ways to achieve them. The essence of strategic planning lies not so much in the long-term planning horizon as in anticipating changes in the internal and external environment of the planned object and adapting the development process to them. Strategic planning of enterprise activities includes:

- a strategy implemented in the context of enterprise development and achieving set goals;
- strengths and weaknesses of enterprise development in a changing environment;
- risks constantly faced by enterprises;
- taking into account forecasts and proposals reflected in strategic planning;
- reflection of the relationship between economic, financial and investment activities;
- assessment of diversification resulting from mergers and acquisitions of other enterprises.

Unit control. Assignment: Work on the following exercise and submit it by the fixed date.

Exercise 6.

Task 1. Make a SWOT analysis of the activities of the healthcare facility taking into account the planning strategy.

Task 2. Make a table "Determining the overall potential of a healthcare facility, taking into account the possibilities of further forecasting of performance indicators."

Theme №8: Personnel management in healthcare organizations

Lecture 8

Lecture outline:

1. Basic principles of personnel management in a medical organization.
2. Personnel management tools in the healthcare sector
3. Evaluation of the performance of personnel in a medical organization.

The issues of labor organization in healthcare have become increasingly active in the last decade. Personnel is the face of the company, a derivative, without which its existence is impossible. Any promising and self-respecting company assigns the formation of its staff as one of the leading directions of its own policy.

Personnel as a resource of a medical organization:

- is key in the organization, since the use of other resources depends on it;
- over time, its usefulness increases (knowledge, experience), while other resources can lose their usefulness;
- if used incorrectly, the efficiency of application decreases much faster compared to other resources, up to complete instant loss; can itself cause harm.

Modern large multidisciplinary hospitals are complex organizations that include in their structure not only medical and paraclinical departments that provide appropriate medical care to patients, but also auxiliary services: administrative, economic, engineering, legal and economic - laundries, transport, food units, security, etc.

Exercise 7.

- Conduct an analysis of the activities of the healthcare facility on the following points:
- Criteria for the effectiveness of the personnel management system in a healthcare facility.
 - Performance indicators for all departments of the healthcare facility.
 - An effective system for selecting and hiring personnel.

Theme №9: Information support for healthcare organizations

Lecture 9

Lecture outline:

- 1) Creation of a unified information environment for healthcare facilities.
- 2) Interaction of existing information systems and medical equipment for healthcare facilities.

The issues of organizing the information space of a medical institution are very relevant today. The level of informatization and use of information technologies in medical institutions varies, there is no uniformity of software, and there is a serious lack of financial resources.

The main priorities of informatization activities are:

- Patient focus.
- Optimization of scientific and practical activities and the treatment and diagnostic process.
- Information as a tool for improving the qualifications of employees in professional and legal aspects.
- Improving the efficiency of the center.

Exercise 8.

Prepare abstracts on the following issues:

- transition of the institution to an innovative socially oriented type of development;
- improving the qualifications of employees in professional and legal aspects; implementation of a standardization system in the field of healthcare in order to improve the availability and level of medical care;
- rational use and planning of institutional resources;
- ensuring high quality administration in the areas of medical services and economics;
- improving the conditions for patient access to resources.

TASKS FOR INDEPENDENT WORK

Topics for independent work:

- 1) Subject and object of forecasting and planning theory
- 2) Logic and objectives of forecasting and planning
- 3) Objective necessity of state regulation of the economy
- 4) Main directions of state regulation of health care
- 5) Main principles of forecasting
- 6) Main principles of planning
- 7) Functions of forecasting and planning
- 8) Classification and content of intuitive forecasting methods
- 9) Classification and content of formalized forecasting methods
- 10) Main planning methods
- 11) Content, functions and forms of indicative planning
- 12) Essence and procedure for developing target comprehensive programs
- 13) Forecasting scientific and technological progress
- 14) Economic essence of strategic planning
- 15) Business planning: stages of development and structure of a business plan
- 16) Business planning: financial plan
- 17) Business planning: indicators of economic efficiency
- 18) Operational planning

- 19) Information support for forecasting and planning decisions
- 20) Foreign experience in forecasting and planning
- 21) Design Principles in Healthy Buildings
- 22) What is Green Building?

Intermediate knowledge assessment in the discipline "Green Healthcare Management"

Tests in the discipline "Green Healthcare Management " for Master program students:

1. Types of inferences:
 - a. Inductive and deductive
 - b. Moral and physical
 - c. Abstract and concrete
 - d. Analytical and logical
2. Levels of management according to T. Parsons:
 - a. institutional, managerial and technical
 - b. organizational, managerial and technical
 - c. functional, organizational and technical
 - d. local, managerial and digital
3. Types of management:
 - a) Technical, state, ideological, non-state and non-political
 - b) Technical, state, religious, non-state and non-political
 - c) Technical, state, psychological, non-state and non-political
 - d) Technical, property, ideological, non-state and non-political
4. The goal of management:
 - a) ensuring the profitable activity of the company through limited organization of the production process, including personnel management and development of equipment volumes, as well as the effective use of human resources while simultaneously improving their qualifications and creative activity
 - b) ensuring the profitable activity of the company through rational organization of the production process, including production management and development of the technical and technological base, as well as the effective use of human resources while simultaneously improving their qualifications and creative activity
 - c) ensuring the profitable activity of the company through rational organization, including the formation of production at the present stage, with the development of the laboratory base, as well as the effective use of the organization's budget for limited provision of priority areas of activity
 - d) ensuring the profitable activity of the company through rational organization of the production process, including production management and expansion of personnel, while simultaneously improving their qualifications and motivating the activity of employees
5. The structure of the manager's time expenditure according to G. Mintzberg:
 - a) Trips and inspections - 15%, planned meetings and meetings - 60%, unplanned meetings - 2%, work with documents - 8%, phone conversations - 15%.
 - b) Trips and inspections - 3%, planned meetings and meetings - 24%, unplanned meetings - 35%, work with documents - 12%, phone conversations - 26%.
 - c) Trips and inspections - 30%, planned meetings and meetings - 15%, unplanned meetings - 5%, work with documents - 45%, phone conversations - 5%.
 - d) Trips and inspections - 3%, planned meetings and meetings - 59%, unplanned meetings - 10%, work with documents - 22%, phone conversations - 6%.
6. The highest levels of management are carried out by:
 - a) Managers

- b) Experts
- c) Subordinates
- d) Technical workers

7. Primary health care is provided by:

- a) therapists, pediatricians, general practitioners, obstetricians-gynecologists, paramedics, midwives, nurses
- b) therapists, pediatricians, general practitioners, orderlies, employees of the technical department, managers
- c) general practitioners, obstetricians-gynecologists, paramedics, midwives, nurses
- d) obstetricians-gynecologists, paramedics, midwives, nurses

8. Who determines the procedure for providing qualified medical care?

- a) The authorized body in the field of health
- b) The authorized body in the field of education
- c) The World Health Organization
- d) The Government of the Kyrgyz Republic

9. Qualified medical care is provided:

- a) in the oncological, gerontological, pediatric and obstetric-gynecological profile
- b) in the therapeutic, surgical, consultative and laboratory profile
- c) in the therapeutic, surgical, pediatric and obstetric-gynecological profile
- d) in the pharmaceutical, outpatient, pediatric and obstetric-gynecological profile

10. Inpatient care provided in hospitals at home includes:

- a) carrying out medical procedures for emergency medical care and drug provision in the amount of free/subsidized general provision
- b) carrying out medical procedures for medical indications and pension provision in the amount of free/subsidized drug provision
- c) carrying out medical procedures for medical indications and drug provision in the amount of free/subsidized drug provision
- d) providing consultations on medical indications and insurance coverage in the amount of free/subsidized drug provision

11. Inventory of drugs is carried out:

- a) once a year
- b) once a quarter
- c) once a month
- d) once every two weeks

12. The cost-intensity coefficient is established by:

- a) the authorized body in the field of healthcare
- b) the authorized body of the regional healthcare institution
- c) the authorized body of the research institute
- d) the authorized committee in the Government

13. The main economic indicator of the tarifficator:

- a) the cost-intensity coefficient
- b) the labor intensity coefficient
- c) the profitability coefficient
- d) the liquidity coefficient

14. Leasing is ...

- a) a type of investment activity in which the Lessor (leasing company) sells property to the specified Lessee for temporary use (with the final transfer of ownership) in order to generate income for a fee.

- b) a type of investment activity in which the Lessor (leasing company) acquires property specified by the Lessee from the Seller and provides the Lessee with this property for temporary use (with subsequent transfer of ownership) in order to generate income for a fee.
- c) a type of entrepreneurial activity in which the Lessor (leasing company) pays fees for the use of property specified by the Lessee and provides the Lessee with this property for free use to generate income for a certain fee.
- d) a type of investment activity in which the Lessor (leasing company) acquires the property specified by the Lessee from the Seller and provides the Lessee with this property for temporary use (without transfer of ownership) for operation for a certain fee.

15. General principles of management do not include:

- a) The principle of an optimal combination of centralization and decentralization
- b) The principle of objectivity (scientific validity)
- c) The principle of a market system
- d) The principle of systematicity (considering the management of an organization as an integral phenomenon)

16. Management methods are:

- a) Methods, means of influencing the managing entity on the management object
- b) Decisions made by the manager
- c) Decisions made by the board of trustees
- d) Methods, means of influencing the managing official on subordinates

17. Management principles are:

- a) A logically consistent manifestation of management methods
- b) Basic rules of activity for the implementation of management of the organization
- c) The thought process when making management decisions
- d) A set of rules and instructions for approval, submitted by staff to public opinion

18. The definition of "management" does not include:

- a) A synonym for the concept of "management"
- b) A set of professionally trained persons engaged in management labor
- c) Science that studies organizational, technical and socio-economic aspects of management
- d) The system of prices, markets and relationships between organizations

19. General (general) management in healthcare consists of:

- a) In managing a healthcare organization
- b) In improving the quality of treatment measures
- c) In improving drug treatment
- d) In strengthening material support

20. Functional (special) management is:

- a) Management of certain areas of activity of healthcare organizations and its units
- b) State policy regarding public health protection
- c) Policy of local government bodies to improve health
- d) State policy on mandatory compliance with the requirements of the World Health Organization

21. General management functions do not include:

- a) Forecasting and planning
- b) Control, accounting and analysis
- c) Motivation
- d) Combination of centralization and decentralization

22. Management functions are divided into:

- a) General and specific (particular)

- b) Planning, organization and control
 - c) Analysis, collection and storage of information
 - d) Monitoring, control and supervision
23. Decentralization in management is not:
- a) Delegation of authority
 - b) Granting the manager, the broad powers necessary for him to implement personal responsibility
 - c) Optimal distribution of powers when making management decisions
 - d) All answers are correct
24. Centralization in management does not include:
- a) One-man management
 - b) The head of a specific level of management enjoys the right to individually decide on issues within his competence
 - c) Developing a collective decision based on the opinions of managers at different levels
 - d) All answers are correct
25. General laws of management do not include:
- a) Law of management specialization
 - b) Law of management integration
 - c) Law of moral and material incentives
 - d) Law of time saving
26. The goal of management in healthcare:
- a) Reduction of losses to society from morbidity, disability and mortality of the population with existing resources
 - b) Increase in the size of the salaries of medical workers
 - c) Creation of new methods of diagnosis and treatment
 - d) Solution in case of mass infection of the population
27. In a healthcare organization, the following levels of the management system are distinguished:
- a) Administrative (mid-level medical personnel)
 - b) Lower (junior medical personnel)
 - c) Operational (head of department). structural divisions, chief and senior nurses)
 - d) Technical (doctors)
28. The following are not economic management methods:
- a) Material incentives
 - b) Application of economic norms and standards
 - c) Development of planned and economic indicators and means of achieving them
 - d) Directives and instructions of management
29. The following are not socio-psychological methods:
1. Material reward
 2. Participation of personnel in management
 3. Creation of a normal psychological climate in the team
 4. Development of initiative and responsibility
30. The following are not organizational and managerial (administrative) management methods:
- a) Decision
 - b) Order
 - c) Coercion
 - d) Order
31. An association of people cannot be considered an organization if:
- a) There are at least two people united in a group

- b) There are common goals in the group
- c) A group of people has common property
- d) The activities of a group of people are consciously coordinated to achieve a goal

32. Common features of all organizations are not:

- 1. Systematicity (an organization is a whole consisting of interconnected parts)
- 2. Independence from the internal and external environment
- 3. Subdivision of labor
- 4. Availability of resources

33. Factors of the internal environment of an organization are not:

- 1. Goals and objectives
- 2. Clients
- 3. Labor resources
- 4. Technology

34. The following are not resources of an organization:

- 1. People (labor resources)
- 2. Information
- 3. Fixed and current assets
- 4. Independence from the external environment

35. Authority in managing an organization is all of the above, except:

- 1. The ability of a manager to influence subordinates
- 2. The ability of subordinates to influence management
- 3. The responsibility of a person for the results activities
- 4. Means of implementing the organization's mission

36. There are no management methods:

- 1. Organizational and administrative
- 2. Economic
- 3. Mathematical
- 4. Social and psychological

37. The basic norm of power is not:

- 1. Coercion
- 2. Reward
- 3. Persuasion
- 4. Legitimate power

38. Management styles are all of the following except:

- 1. Autocratic (authoritarian)
- 2. Imperious
- 3. Adaptive (flexible)
- 4. Democratic (partnership)

39. Reasons for subordinates' resistance are all of the following except:

- 1. Lack of experience
- 2. Lack of competence
- 3. Intra-family troubles
- 4. Unwillingness to take responsibility

40. The most important positive personal qualities of a leader are all of the following except:

- 1. A keen sense of justice
- 2. Clarity of decisions
- 3. Willingness to work more

4. Fear of competition from others

41. Interpersonal conflict resolution styles are all of the following except:

1. Avoidance
2. Smoothing
3. Smoothing
4. Compromise

42. Structural conflict resolution methods are all of the following except:

1. Clarification of job requirements
2. Coordination mechanisms
3. Organization-wide comprehensive goals
4. Credit systems

43. Stress can be caused by the following reasons, except:

1. Factors related to work
2. Factors related to the activities of the organization
3. Events in personal life
4. Liberalization

44. The main organizational factors of stress are not:

1. Overload or low load
2. Role conflict
3. Self-hypnosis
4. Role uncertainty

45. Motivation is:

1. Excitement
2. Desire
3. Incentive
4. Bribery

46. The principle of motivation is:

1. Using human behavior motives in the practice of managing his activities
2. Participation of all employees in management
3. Creating a multi-stage management structure
4. Formation of a hierarchy in the organization

47. Modern theories of motivation are not:

1. Substantive
2. Procedural
3. Formal
4. All answers are correct

48. The essence of substantive theories motivations:

1. Identification of internal drives
2. Identification of reward
3. Identification of the individual
4. Identification of the group

49. The essence of procedural theories of motivations:

1. The behavior of the individual is determined by needs
2. The behavior of the individual is determined by management
3. The behavior of the individual is a function of his perception and expectations
4. The behavior of the individual in extreme conditions

50. The following are not related to the main procedural theories:

1. Complex
2. Justice
3. Expectations
4. Climate

QUESTIONS AND TASKS FOR THE FINAL EXAM

Exam questions on the subject "Green Healthcare Management".

1. Medical organizations as an object of management. Management activities in green healthcare institutions.
2. Legal regulation in the healthcare system.
3. Information support for healthcare organizations.
4. The role of a manager. Balance of management roles. Policy in the management of medical institutions.
5. Organization and management of entrepreneurial, production, financial and research activities of a medical organization.
6. Satisfaction of the needs of the end consumer of medical services.
7. Modern approaches to building a quality management system in healthcare.
8. Reveal the essence of strategic planning and forecasting skills in the healthcare system.
9. Information support for healthcare organizations.
10. Economic content of the financial and economic activities of medical institutions.
11. Profitability of a medical institution.
12. Ensuring the competitiveness of a medical organization.
13. Reveal the essence of personnel management in healthcare organizations.
14. Analysis of the external environment of a medical organization. Analysis of the internal environment.
15. Segmentation of the medical services market.
16. Personnel policy in healthcare institutions.
17. The health insurance system and its basic principles.
18. The health care system of different countries: pros and cons.
19. Economic efficiency of medical activities.
20. Health care financing.
21. Explain the concept of "Green Healthcare Management" and its role in modern healthcare systems.
22. Describe the impact of climate change on public health and healthcare organizations.
23. Discuss the principles of sustainable development in healthcare management.
24. What are the main sources of environmental pollution produced by healthcare facilities?
25. Explain the importance of waste management and recycling in hospitals and medical institutions.
26. Describe strategies for improving energy efficiency and reducing carbon emissions in healthcare organizations.
27. Discuss the role of healthcare managers in implementing green policies and sustainable practices.
28. What are "Green Hospitals"? Describe their key characteristics and benefits.
29. Analyze the relationship between environmental sustainability, patient safety, and quality of healthcare services.
30. Discuss international initiatives and policies related to sustainable healthcare and climate-resilient health systems.

The list of updates

№ п/п	Changes made in the content	Name of the authors / signature	Head of Department or administrator / signature	Date of approval of corrections, Minutes №
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