



## IMPROVING THE MANAGEMENT OF PRIVATE CLINICS

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### АННОТАЦИЯ

В данной статье рассматривается важность управления частными клиниками, эффективной организации работы, управления проектами, менеджмент и маркетинговых вопросов. Основываясь на выводах, полученных в результате анализа деятельности частных клиник, были разработаны выводы и предложения по улучшению деятельности частных клиник.

**Ключевые слова:** Частная клиника, проектное управление, менеджмент, маркетинг, метод Кайдзена, система Balanced Scorecard, система KPI.

### ABSTRACT

This article examines the importance of private clinic management, effective organization of work, project management, management and marketing issues. Based on the findings obtained as a result of the analysis of private clinics, conclusions and proposals for improving the activities of private clinics were developed.

**Keywords:** Private clinic, project management, management, marketing, Kaizen method, Balanced Scorecard system, KPI system.

### INTRODUCTION

Today's economic and social changes require effective management of private clinics and improvement of their activities. Increasing competitiveness, expanding the quality and scope of medical services, and rapid application of technological innovations are becoming the main tasks of private clinics. Therefore, achieving these goals through the use of new approaches to their management, the introduction of innovative and strategic management models, and improving the skills of employees is of great importance. Based on this, the Decree of the President of the Republic of Uzbekistan No. PF-158 dated September 12, 2023 "On the Strategy of Uzbekistan-2030" provides for the organization of an education, medical and social protection system that fully meets the needs of the population and international standards, and 1.2 9 strategies for ensuring the health of the population are defined. There are a number of problems in the management of private clinics, and modern management approaches and mechanisms are needed to effectively solve them. The problems listed below are considered the most important problems in the development of private clinics and demonstrate the relevance of the topic.



1. Competition and maintaining a position in the market. Competition in the private medical sector is becoming increasingly intense. In order to maintain a position in the market and gain the trust of patients, clinics must constantly work to improve the quality of medical services and patient satisfaction. Clinics are forced to adapt their services and update their marketing strategies.

2. Financial management issues. Private clinics need to establish effective financial management to achieve financial stability. It is important to develop the right strategy for determining the price of services, effectively control costs, attract investments and spend funds wisely. In this case, the costs of attracting expensive technologies, equipment and specialists also become a big problem.

3. Medical insurance and financing. The activities of private clinics often depend on the ability of patients to pay. The lack of a well-developed medical insurance system or the lack of favorable conditions for patients reduces the income of clinics. Also, cooperation with insurance companies can be complicated and lead to delays in payments.

To solve the problems of effective management of private clinics, it is necessary to use modern approaches in strategic management, modern technologies, human resources and marketing. If each problem is resolved in a timely manner, it will help to increase the efficiency and competitiveness of clinics.

### **LITERATURE REVIEW**

Based on the relevance of the research topic, a number of scientific works, treatises and articles have been published by foreign and domestic economists on the issues of private clinics, their management and effective organization of their activities.

Foreign research in the field of private clinic management includes the following areas: effective management models, marketing strategies, personnel policy and the use of innovative technologies. Scientific research in a number of developed countries is of great importance in the management of private medical institutions. The study conducted by F. Ackerman (2003) is devoted to the effective management of private clinics, their financial stability and the quality of medical services. His research is mainly aimed at improving the management models and quality of services in private medical institutions. In his work, Ackerman raised a number of problems specific to private clinics and put forward the following recommendations for their effective management.

#### **1. Market Adaptation and Working with Patients**

Private clinics should constantly adapt their services to market demands. Ackerman's research shows the importance of deeply analyzing patients' needs and offering new services based on their demands. In his opinion, the clinic's customer base can be expanded by establishing good relationships with patients and ensuring their



satisfaction. He put forward the following idea: "Offering services that meet market demands and constantly studying patients' needs ensures the success of the clinic" (Ackerman, 2003).

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## 3. Marketing and branding

Ackerman's research shows that private clinics need to improve their marketing and branding strategies. The use of marketing tools should be effective in attracting patients and increasing competitiveness. As Ackerman emphasizes, "clinics need to actively use marketing tools to strengthen their brand and maintain their position in the market" (Ackerman, 2003).

Also, in the European experience, strategic models of management of private clinics and issues of competitiveness are very important. Studies conducted by G. Norman (2015) and K. Grünig (2017) paid special attention to the quality of services, marketing strategies and personnel policies in private clinics. Grünig emphasizes that "improving the quality of services and effectively using marketing tools will make private clinics competitive" (Grünig, 2017).

## **METHODOLOGY**

The study uses the following methods to assess the management models, performance indicators and financial condition of private clinics.

### 1. SWOT analysis

SWOT analysis is used to identify the strengths and weaknesses, opportunities and threats of private clinics. This method is of primary importance in developing strategies for improving management models.

### 2. PEST analysis

PEST analysis studies political, economic, social and technological factors that affect the management of private clinics. This method helps private clinics identify threats and opportunities arising from the external environment.

### 3. Economic efficiency analysis

#### a) Formula for analyzing income and expenses

To assess economic efficiency, it is important to analyze the income and expenses of a private clinic. The following formula is used in this process:

$$P=TR-TC$$



Where:

- PPP is profit (net profit),
- TR is total revenue,
- TC is total costs.

The meaning of the formula is that the economic efficiency of a private clinic is calculated by subtracting its total costs from its total revenue. Total costs include salaries, operating expenses, legal requirements and other financial obligations of the clinic.

#### b) Profitability calculation formula

To assess the financial efficiency of private clinics, it is necessary to calculate the profitability ratio. This ratio shows whether the clinic is profitable or unprofitable. The profitability ratio is calculated using the following formula:

$$R=P/TR*100$$

Where:

- R is profitability (profitability ratio),
- P is profits,
- TR is total revenue.

This formula shows how much profit a private clinic makes in relation to its total revenue. A profitability ratio of less than 100 percent indicates that the clinic is not being managed effectively.

### ANALYSIS AND RESULTS

In order to improve the management of private clinics in Uzbekistan, it is necessary to organize effective management in the clinic in order to provide quality service to patients in the clinic, correctly evaluate the work of the clinic's employees and motivate them, and achieve the goals set by the clinic by introducing international and new methods.

The use of Balanced Scorecard (BSC), Key Performance Indicators (KPI) and Kaizen methods in private clinics has a positive impact on the management of the clinic.

The use of the Balanced Scorecard (BSC) methodology in a private clinic is very useful for determining the strategic goals of the clinic and increasing the efficiency in their implementation, and is defined as a management system that provides feedback on internal business processes and external results for continuous improvement of efficiency and results. BSC can be implemented in the following areas:

#### 1. Financial indicators in private clinics:

- Analysis of income, expenses and profitability.
- Assessment of income from medical services.
- Effective management of financial resources, ensuring the accuracy of data.



2. Processes related to private clinic clients:

- Obtaining useful feedback from clients, assessing client satisfaction with services.
- Analysis of advertising and marketing strategies, methods of attracting new clients.
- Client statistics (for example, the number of returning clients).

3. Internal processes in private clinics:

- Assessment of the quality of medical services and the effectiveness of processes in the clinic.
- Ensuring labor efficiency, continuity of treatment processes.

4. Learning and development:

- Improving the skills of employees (Organizing training and experiences, professional development of employees).
- Introducing innovations (Introducing new medical technologies and techniques, new ideas for developing the clinic).

Thus, the clinic succeeds in achieving its overall strategic goals.

Applying the Kaizen system in the management of private clinics can be an important tool for increasing efficiency, improving quality, and strengthening relationships with clients.

By adapting the basic principles and methodology of Kaizen to the activities of the clinic, many positive results can be achieved.

Applying the Kaizen system in private clinics:

Implementing small changes based on suggestions from employees. For example, optimizing the admission process or improving processes that affect the quality of medical services.

Involving clinic employees in positive changes in their duties. In this case, improving communication between the medical staff and the administration increases the efficiency of the clinic.

## CONCLUSIONS AND SUGGESTIONS

Based on this study, the need to introduce strategic and innovative approaches to the effective management of private clinics was confirmed. The analysis showed that in order to ensure competitiveness, provide quality services to patients, and achieve financial stability, private clinics need to implement modern management mechanisms. In particular, the implementation of systems such as Balanced Scorecard (BSC), KPI, and Kaizen is of great importance in increasing the efficiency of clinics.

Also, increasing the potential of personnel, improving the quality of services, and strengthening relationships with patients are among the decisive factors in improving the activities of private clinics.



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