

VILNIUS UNIVERSITY

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**STRATEGIC MANAGEMENT OF HEALTH CARE SYSTEM OF LITHUANIA:
PROCESSES AND MODELS**

Summary of Doctoral Dissertation
Social Sciences, Management and Administration (03 S)

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VILNIAUS UNIVERSITETAS

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**LIETUVOS SVEIKATOS APSAUGOS SISTEMOS STRATEGINIS VALDYMAS:
PROCESAI IR MODELIAI**

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INTRODUCTION

Relevance of the research

At the presence of global processes, which are evoked by the development of science, technology and information, the issues related to health care system are progressively increasing and getting more and more important in the management system of the whole world and Lithuania. Increasing funds allocated to health care do not meet society expectations. The importance of health care and its impact towards the development of global economical growth attracts attention of many theorists, society, and private capital owners. Analysis of current management approaches and searching for the new ones is one of the main assumptions of the competitive economy growth of the country.

The biggest issue that currently all health care systems in the world are struggling with is the objective to reform health care system, which would develop adequately together with the increasing demographical problems, changing economical conditions, technological progress, and the increasing expectations of the society. No matter the structure of the system and its financing, all countries are tackling with the problems in the national health care systems' management. During the lasts decades of this century various scientific studies, valuations and prognosis were performed in many economically stable countries trying to pattern the schemes of health care systems. Education, health care, social security, and jurisdiction sectors operating in Scandinavian countries make the impact to the highest competitive positions in the world. A lot of countries in the West monitor the US health care system's organization and its management. In USA the part of gross national product allocated to health care is the biggest in the world. Also, technologies and specialized maintenance is the most advanced; however, citizens are still not satisfied with the current health care. Since there is no big correlation between the health state of society and medical care (even though medical care improves one's health), it is necessary to find a solution in such potential science spheres as strategic management, which focuses not on the analysis of financial aspects, but rather on strategic thinking, analysis, and synergy. It is very important to emphasize competitive potential formation in the level of health care system's strategic management.

Lately, searching for the proper ways for the health care systems to react to the issues of modern environment, management theorists started to use the concept of “strategically oriented system” more often. In addition, they state that in such organization the assumptions for practical implementation of the formed organization strategy are created, and there are more possibilities for synergy, which is the main source of creating value to consumer, to emerge. Application of strategic management principles allows to look at and analyze health care system as one of the compound subsystems of the state’s strategic management. Also, it makes the possibility to highlight its functioning directions and to project or correct strategic aims and to implement the strategy itself. Many scientists (Drucker, Porter and Tiesberg, Kaplan and Norton, Mintzberg, Hamel, Prahalad, Lambin, Collins) state that today strategic management focus is on the implementation of the strategy itself. Successfully implemented strategy creates competitive advantage for organizations. Despite the variety of strategies, modern strategic management gurus agree on the basic statement that strategy creation process requires a lot of efforts, where the main objective is the practical strategy implementation. Such position determines scientists’ focus on the formation of strategic potential.

There is a big issue in health care system management, which requires strategists to make new decisions and actions such as how to mobilize the potential of human resources and information, and to transform health care system into strategically oriented organization, which would adequately develop together with the highest needs of the clients. Strategically oriented organization operates successfully and is able to constantly transform while reacting to even the slightest changes in the management. Such orientation provides organization flexibility and competitive advantage against other organizations, where no strategic management is applied. The analysis of scientific material enables to make an assumption that strategic orientation paradigm is emerging, which helps organization to develop and implement strategy in modern environment.

Scientific problem

Increasing global interest in health care management and its impact to the worlds economy enforces scientists to discuss about various management methods and models. Strategic management science lasts already for six decades, and its positive results and

effects are vivid in many sectors; however, strategic management principles are still not enough applied in health care. Even though it is agreed that strategic management subsystem of health care system makes an impact on the overall state's growth strategy, however, there is no solid methodology developed, which would allow to analyze strategic management application in the system and compare the effectiveness of measures taken among different countries.

During the last two decades USA scientists paid the most attention to strategic management research. The issues related to various aspects of strategic management were also discussed and analyzed in the works of Lithuanian authors such as Vasiliauskas, Marčinskas, Zakarevičius, Žukauskas, Smilga, Laurėnas, Čičinskas, Čiegis, Grebliauskas, Dubinas, Jucevičius, and others. It was also analyzed by the physicians such as Petrauskienė, Kalėdienė, Jankauskienė, Popovienė, and others.

Many authors focus on strategic management theories and its importance, however, at the moment the issue of practical application of strategic management possibilities for Lithuanian economy remains. Scientists analyzed the issue of strategic management in different aspects, whereas there is no systematic, holistic view towards health care system in Lithuania, while analyzing it in the terms of strategic process. Summarizing, it can be stated that insufficiently applied strategic management possibilities is an important and relevant scientific problem.

The object of the research of dissertation: the competitive potential of health care system.

The main aim of the research is to evaluate functioning and management processes of Lithuanian health care system and form strategic management model.

In order to implement the aim of the research detailed ***objectives are formulated:***

1. Theoretically analyze the development of scientific approach towards strategic management and reveal the importance of practical application of modern strategic management in health care system.
2. To evaluate global competitive strategy formation of health care systems.

3. To prepare the research model for Lithuanian health care system's strategic management process on the basis of the analysis of theoretical sources and scientific research.
4. To make evaluation of health care system functioning and management referring to the formed research model of strategic management process of health care system and empiric research results
5. To reveal the assumptions for formation of strategic management model of health care system.
6. To prepare Lithuanian health care system's strategic management model and to base its application consistency.

Methodology and methods of the research

For the analysis of the scientific problem raised in this thesis and for getting practical results the entire spectrum of methods of scientific and special research such as: logical analysis and summarization of scientific material, systematic, comparative, statistical analysis, surveys was used. SPSS program was used in order to summarize the surveys results.

Structure and scope of the research

The dissertation consists of introduction, three parts, conclusions and suggestions, reference list and appendixes. Volume of the dissertation is 144 pages, including 2 tables, 24 pictures, and 20 appendixes.

In the first part of dissertation „Theoretical aspects of strategic management“ the types of management and strategic management are described, the analysis of strategic management conceptions and schools is performed, and the importance of practical application of strategic management principles to health care system is revealed. Theoretical part is finished by presenting theoretical strategic management model applied for health care system, which is prepared by the author. In the second part „The analysis of health care system's functioning and management processes“ the context of global strategic management and health care system is analyzed, discussing the importance of health care services and its specificity, and the foreign countries experience in formation of competitive strategy. In addition, the conception of

Lithuanian health care strategic management is provided, and the organizational structure and management of health care in advanced countries is evaluated. In this part the model of Lithuanian health care system's strategic management process research is presented. According to this model, the competitive potential of the system is evaluated, and the empiric research of strategic management possibilities is performed. In the third part "The process of Lithuanian health care system's strategic management model formation and application" methodological assumptions are presented, and according to these assumptions Lithuanian health care system's strategic management model is prepared and presented, and practical application of this model is justified. The third part is finished by listing further possible scientific research approaches.

Used sources in dissertation

The comprehensive analysis of diverse scientific, statistical, methodological, and publicistic material was made in this dissertation. The main sources used are the following: monographic publications of scientists and management analysts of health care systems' management; official results of empiric research provided in various reports and newsletters of many health care institutions in different countries; scientific articles; statistical data; legal documents, which regulate health care systems in different countries; summaries of the conferences and scientific recommendations; information from web sites.

Scientific novelty, theoretical and practical significance of the dissertation

- Comprehensive and systemic strategic management conception analysis is presented, emphasizing application of strategic management principles for health care system.
- Competitive strategy formation assumptions are presented.
- Strategic management process research model is prepared, on which basis the state of Lithuanian health care system's strategic management is evaluated.
- Organizational structure and management of health care systems of advanced countries is analyzed.

- Empiric research of strategic management possibilities in health care system is performed, which reveals the scope of strategic management application.
- Scientific results of this thesis also can be used while developing strategic actions for state and public institutions, which have an impact on health care system's management.

THE MAIN STATEMENTS AND CONCLUSIONS

The theoretical aspects of strategic management

Analysis of scientific material revealed that management is often identified as business. However, the object of management is not only business organizations, but also public (health care system's) organizations. The difference in management makes just 10 percent, which are mostly evidenced in the application of management itself, but not of its principles. Specific mission, culture, history, and vocabulary of the organization make those 10 percent. Drucker (2001) stressed that "it is important to break the false difference applied for business and not business organizations, because business will not become the growth sector of advanced society in the 21st century". Currently, management of society information resources becomes the scope of practical methodologies, where the main focus is on strategic management, especially in such sector as health care, which is too much administered, but still managed not effectively. Strategic management is the process where all inside actions of organization make one direction, and the strategy becomes organization's life force (Kaplan, Norton, 2006). Simon (1997) provides division among strategic management, management and administration, the latter describing as the art of "work accomplishment", which includes processes and methods, which guarantee real action. Dividing the aim into the smaller intentions and appointing the tasks is not the same activity. Public administration is operational activity, which actually does not include the functions of strategic management, because the aims of management system are appointed from outside, but do not result from the management system's functioning itself (of course, the state's functions can not be ignored in public administration). Therefore, in non business sector

it is very important to separate strategic management from administration activity, which is performed in various ways in all organizations.

Even though the combining position of all modern strategic management schools is the strategy, however, many scientists still disagree with each other regarding the united approach towards the essence of strategic management. While one schools focus on the process itself, during which the organization creates and implements the strategy, the others emphasize the specific strategy determination methods. However, on the whole, they both focus on the different compound parts of the same strategy process. Breen, Hamel (2007), Kotelnikov (2007) maintain that modern strategic management cannot be directed towards the different parts of the process, but rather it impacts the whole business system of organization. Analysis of strategic management's conception growth revealed that even though the emergence of the main strategic principles is recorded, yet until the beginning of our epoch modern strategic management theories adapt and modify these principles according to certain conditions and aims (Mintzberg, Ahlstrand, Lampel, 2005; Koch, 2006). Hamel (2002) refers that the benefit of all strategies decreases and disappears in the long run. However, all created and developed conceptions of strategic management are the scientific background, on which modern strategic management perception was and is currently formed.

At the end of 20th century, the development of works related to the results and quality is noticed. However, health care system's focus was put on the process itself, but not on the results and attention was paid to individual patients and organizational units, but not the society as a whole. Partly such tendency came from the spread of Deming's (1989) "quality improvement" methods. Recently more attention is paid towards the results of health care, i.e. the state of patient's health. Therefore, currently formation of strategy of creating value is becoming more and more important in health care system. Modern strategies, relevant and solving problems of the current health care system, are created and their practical application is based by Kaplan, Norton (1996-2008), Porter, Tiesberg (2006), and their followers. In the management of health care system the focus of these strategic conceptions is on the formation of potential.

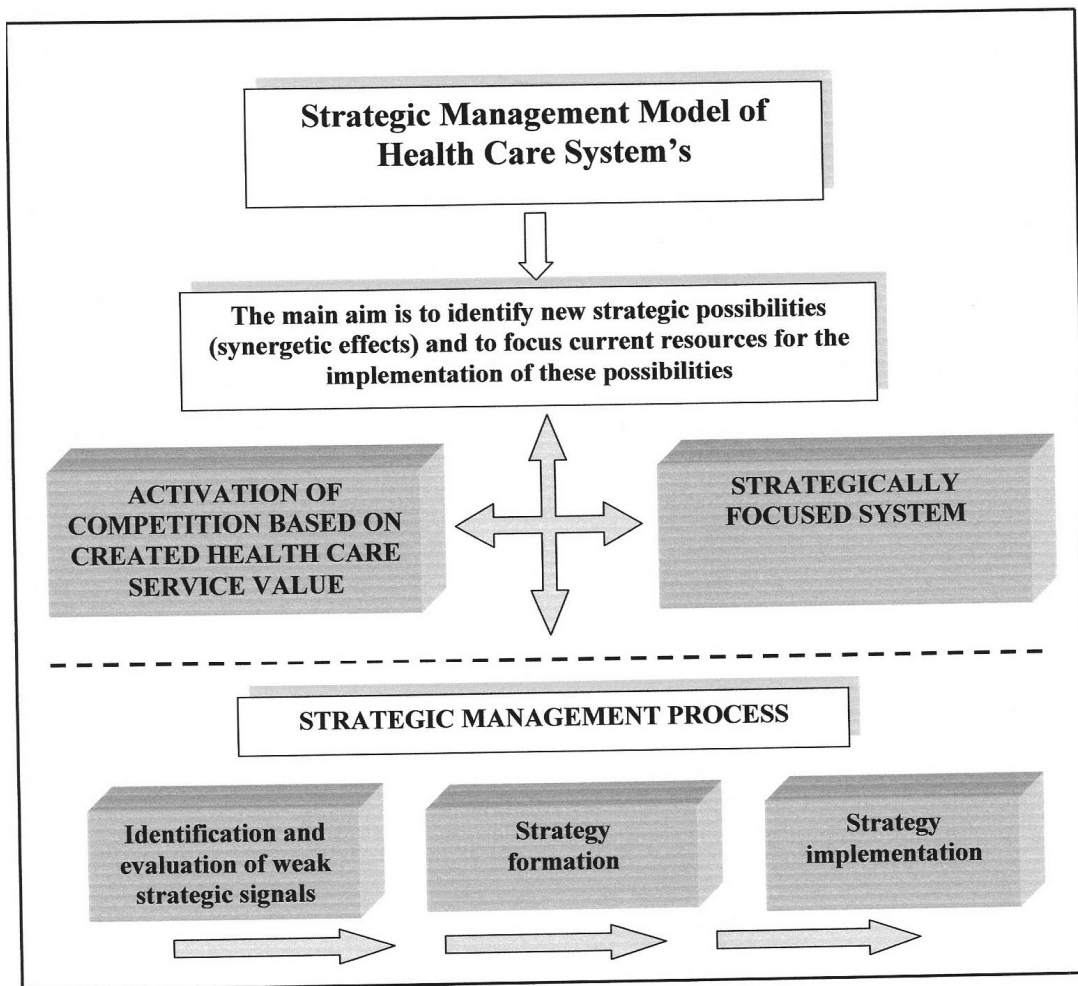
In the market of health care system there is a competition in the field of reallocation of expenses, but not on the value creation to the client. The main problem in the current health care system is that there is no competition neither in separate medical

state levels, nor in the whole process of health care cycle. Therefore, one of the ways of positive competition promotion is the transformation of health care service provision, establishing such parameter as value for the patient (Enthoven, Tollen, 2005; Porter, Tiesberg, 2006). The health care value is the result of patient's health state for the amount of money spent, which is determined by individual medical state during the whole health care cycle, starting from monitoring and prevention until treatment and further management of the illness. In many state health care systems the demand for refocusing strategic aims into the value creation for the patient, creating conditions for competition, changing service provision organization, and collecting and spreading information regarding the outcome, is increasing. In case of well developed primary health care structure, it is easier to transform health care system towards the value based system.

During the last decades, evaluation of organization activity, based on financial data, less and less met the growing management needs. In addition, the value of organization became more dependent on not material aspects such as good reputation, employees' knowledge and experience, application of advanced technologies, etc. In addition, there was a lack of proper control instrument, which would help to monitor strategy implementation. In order to remove these obstacles and implement the strategy there was created the balanced system of effectiveness indicators (SERS), which includes both financial and not financial indicators such as relations with consumers, inside activity processes, training, and further education. Thanks to SERS strategic management obtained new, more specific aspects, and became more dynamic. On the whole SERS philosophy is widely applied in the sphere of strategic management, i.e. creating strategically oriented organization. Due to SERS the horizon of organization aims is not limited to financial indicators, but rather it is capable to create the value for current and future clients, to develop own possibilities, and increase investment for human resources, activity systems and procedures. SERS combines effective use of material assets together with mobilization of intangible assets, and it becomes the main source of increasing effectiveness and competitiveness. Organizations lean towards the analysis of current and potential consumer behavior, habits, and priorities (from traditional management and control to focused on clients' needs), and strive for the results of such analysis to make impact on organization strategies. Therefore, organization strategy becomes especially important instrument for competitiveness.

In order to implement the principles of competition based on value and to establish SERS as strategic management mechanism, in the management of both the state, health care and others systems, the outcome of successful cooperation (“politics – scientists (strategists) – officers) and operation of strategic centers in democratic societies (“brainstorming”) is of much help. Such centers (for example, the club of Roma, RAND corporation, SITRA, and others) review the new and not analyzed yet geopolitical, geoeconomical, strategic, technological, and management possibilities of the country, pursuing for the new development quality. It is totally different level of thinking and perception comparing to that of the employees of the government and ministries in terms of quality. The function of “brainstorming” is very important. It not only makes scientific research, but also forms the connection between strategic knowledge, authorities, and policy preparation in relevant sectors. Therefore, in order to create effective strategic management system, which is focused on future markets, the assumptions of the establishment of strategic centers beside governmental institutions are arising.

According to strategic management conceptions oriented to creation of value and theoretical positions, the formed model of Lithuanian health care system’s strategic management is presented in Picture 1. Its objective is to identify new strategic possibilities and to focus current resources for the implementation of these possibilities. The model of strategic management consists of two interrelated components: competition based on service value and strategically focused system. The compound parts of these components interact in the whole process of strategic management and create additional synergetic value. Strategic management process is based on strategic possibilities and dynamic strategy, which is supported by the stages of both the analysis (identification of weak strategic signals and evaluation), and strategic training, dynamic formation, and its application. According to the theoretical health care system’s strategic management model in the second part of the thesis the research model of Lithuanian strategic management process is formed and the state of health care system’s management is analyzed.



Picture 1. Theoretical Model of Health Care System's Strategic Management
(created by the author).

Research of Health Care System's Functioning and Management Processes

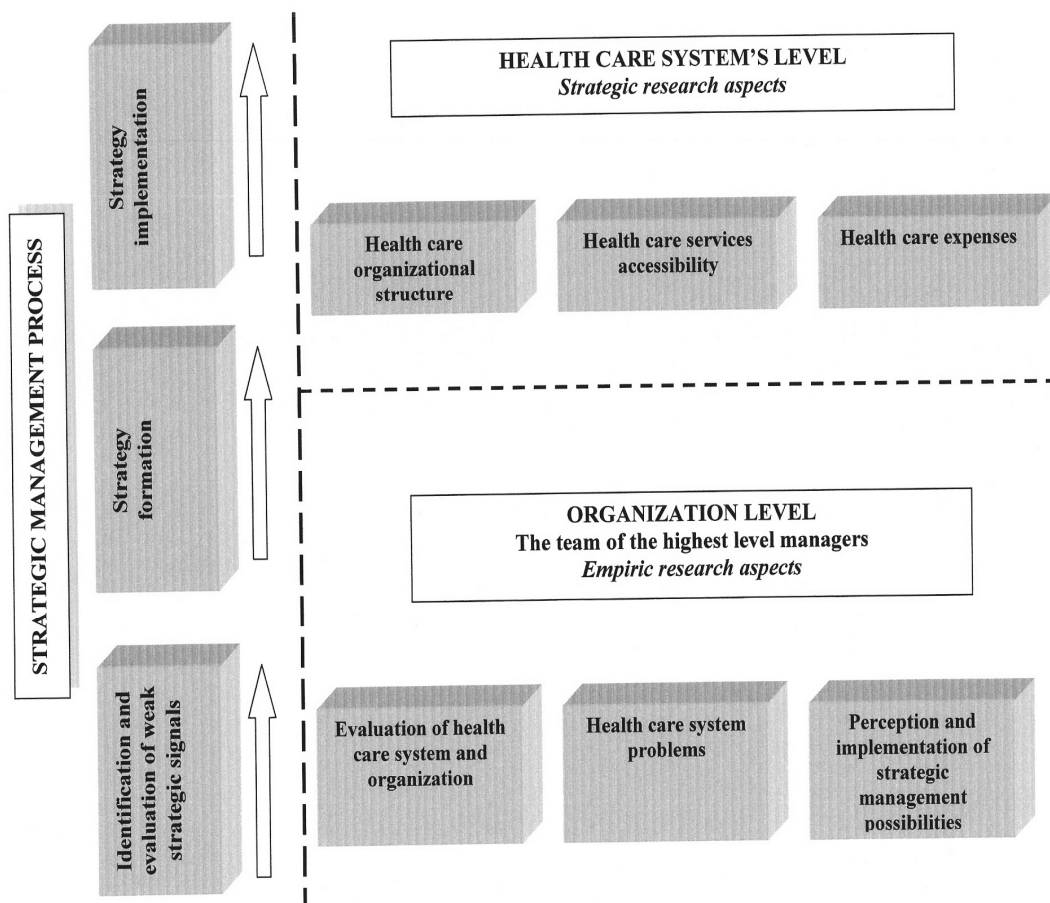
In scientific material and the documents of Global Health Organization the concept of “global health” is more often used. This concept describes health changes proceeding in the background of globalization (Brown and others, 2006). Health as the outcome of political, economical, social, technological, cultural, and physical environment compatibility is the global phenomenon (Burbules, Torres, 2000; Lee, 2001). Globalization making the impact on human and social capital directly and indirectly, through the health care system, empowers this system. Therefore, when making management decisions, it is very important to focus creative energy and ability

to think, analyze, and synthesize strategically. Currently, management systems are struggling with the issues evoked by economical, social, political and technological transformations; thus, the perception, evaluation, and management of these transformations is very important. It is relevant for not commercial sectors such as health care, as it is not dynamic and flexible. The content of the issues, which are evoked by present transformation, reveals insufficient application of strategic management principles, because it requires completely new decisions to be made. Therefore, information century organizations must be organized according to the new conceptual approaches (Drucker, 1998; Kaplan, Norton, 1996; Porter, Tiesberg, 2006) such as new management models, integration of activity processes, cooperation, market orientation towards the needs of the client and creating value for them, innovation, etc. The shift, which started in the eighth decade of 20th century, towards the holistic paradigm in health care system is also motivating new fundamental changes in management methods, socialization practice, education, and core values. In addition, it reveals that the patient (the potential client) is not yet the basis of health care system.

Seeking for strategic effect in health care system's management, and especially in the field of geoeconomy, the experience of Scandinavian countries was evaluated, where the models combine the high social guarantees with the big economic growth. The high competitiveness of these countries is determined by effective education, health care, social security, and jurisdiction, which create and guarantee citizens' security by ensuring high creative potential and the return of strategic ideas.

Even though during the last two decades infrastructure was widely developed and transferred into digital version, however, Finland's and Sweden's informational society models are firstly related to the human nature, language, and culture, but not on the technologies. Scandinavian models already exist for decades, however, their success is based on the previous models. Therefore, in order to adapt the positive aspects of Swedish and Finish systems, it is very important to evaluate the fact that for the effective management of these modes the components of unique welfare of the state are necessary. Therefore, forming Lithuanian health care system's strategic management model, it is very important to critically evaluate by how much the experience of other countries can be applied by the specific economical and cultural conditions of the country.

The conception of Lithuanian health care system's strategic management is presented by taking into account strategic management implementation, participants, management levels, resources, financing, activity, and services provided in health care system. Officially, the multi-stage strategic planning system is functioning in Lithuanian health care system, which is a component part of state's management. However, such a system creates conditions for the official Lithuanian growth strategy accomplishment as state's management system is not capable of providing necessary assumptions for the long term state policy planning and its implementation. The model, on which background the potential of health care system is evaluated, is presented in the thesis (Picture 2).



Picture 2. The Model of Lithuanian Health Care System's Strategic Management Process Research (prepared by the author).

The main objective of the model of Lithuanian health care system's strategic management process research is to distinguish the main aspects, which make an impact on the strategic management process in health care system, and especially the strategy implementation stage. The process of strategic management is divided into three stages: the first stage is described as "Identification and evaluation of weak strategic signals", the second as "Strategy formation", and the third as "Strategy implementation". This model includes the levels of health care system and the organization (the team of the highest level managers) as its separate component part. In each stage the actions, which make an impact on strategic management process, are analyzed.

In the level of strategic management system the problems of strategic management are grouped into three parts: health care organizational structure, services accessibility, and expenses. The evaluation of managers' position in the organizational level of strategic management possibilities empiric research is performed in three aspects: in the level of satisfaction of health care system and the activity of managing organization, identification of health care system's problems and perception of strategic management possibilities, and strategy implementation.

The analysis of the chosen management levels revealed that the expenses for health care in Lithuania as in all European countries are increasing due to unfavorable demographic tendencies, health care system's technologies development, and the growing needs of the citizens. The accessibility of health care services is not sufficient, because patients have to wait in queues, there is a low level of computer and informational technologies usage and insufficient access to Internet in institutions, not implemented primary health care priority, and patients cannot choose service on the basis of price and quality relation, etc. Few foreign and Lithuanian studies committed to the issues of health care system's management and the analysis of Health Care Ministry's strategic plan revealed that various state and society welfare indicators such as the size of GNP allocated to health care, public and private expenses, life span, death rate, etc. where most of them comparing to the advanced countries, is below the possible favorable level, demonstrate the level of system effectiveness. The fact that the main aspects in the analyzed studies are related to the financial issues of health care system and searching for the new solutions of how to improve the financial mechanism of this system and at the same time the effectiveness of the whole system, show the lack of

strategic thinking. Dominating Lithuanian health care system's financing "strategic" origin, on which the whole system's activity is focused today, result into inadequate response of the present policy while reacting into the modern society issues.

The main issues in Lithuanian health care system are the following: big system of hospitals, insufficiently developed primary health care, decreasing expenses for society health care. In order to compare the model of Lithuanian health care system organization, the organizational structure and management of the health care systems of the advanced West European countries such as the Netherlands, France, Germany, Sweden, Finland, Denmark, and others was evaluated. The above mentioned countries are chosen due to the results of the international index research ("Health Consumer Powerhouse") of the highest European health services. The research of this index evaluated the effectiveness of health care systems in terms of consumer point of view, including such aspects as insurance (reimbursed services, allowances), guarantees of citizens security, financing, supply organization, guarantee of service quality, improvement of effectiveness and expenses control (the interrelated component part of the value creating strategy).

The Empiric Research of Strategic Management Possibilities in Health Care System

The results of the empiric research performed according to the model of Lithuanian strategic management process research revealed the following issues of health care system's strategic management:

- *The issue of aims compatibility:* satisfaction levels of the activities of managing organizations and all health care systems are estimated inadequately; therefore, systematic connection is weak and the current, but not strategic aims are dominating. Present health care system's strategy is not sufficiently connected with the aims of other organizations (compound parts of the system).
- *The issue of strategic thinking:* financing is identified as the main health care system's problem.
- *The issue of vision:* only 15% of managers do understand the strategy of their organization and are able to identify it; therefore, it comes to conclusion that

strategy is not clear. This explains the reason why it is difficult to transform organizational strategy into the aim level, which is clear and possible to reach.

- *The issue of strategy implementation:* comparing to the global practice this issue is not very big, as 49% of managers indicated that their organizational strategy is successfully implemented. However, according to the results of the issue of vision, it can be concluded that only 15% of the total of 49% of responses are logical, because not realizing the organization strategy itself, it cannot be stated that it is practically implemented.
- *The issue of resources:* 10% of organizations do not relate the process of making annual budget with strategic management process and believe that they are independent. Strategy is not sufficiently connected with the allocation of long term and short term resources, excluding financial resources.
- *The issue of management:* 37% of managers take no more than an hour per month to discuss the strategy and 32% of managers take from one to three hours.
- *The issue of activity focus:* mainly organizations are focusing their activity towards reducing its expenses or searching for possibilities to avoid them at all.
- *The issue of activity indicators:* even though most of organizations (63%) indicated that they equally take into account human resources, indicators of inside, clients and financial indicators, however, the results of organization groups, which choose separate indicators, reveal that the most relevant are financial indicators, while the indicators which would allow to adapt strategy to the changing conditions are not analyzed.

The Process of Strategic Management Model Formation and Implementation in Health Care System

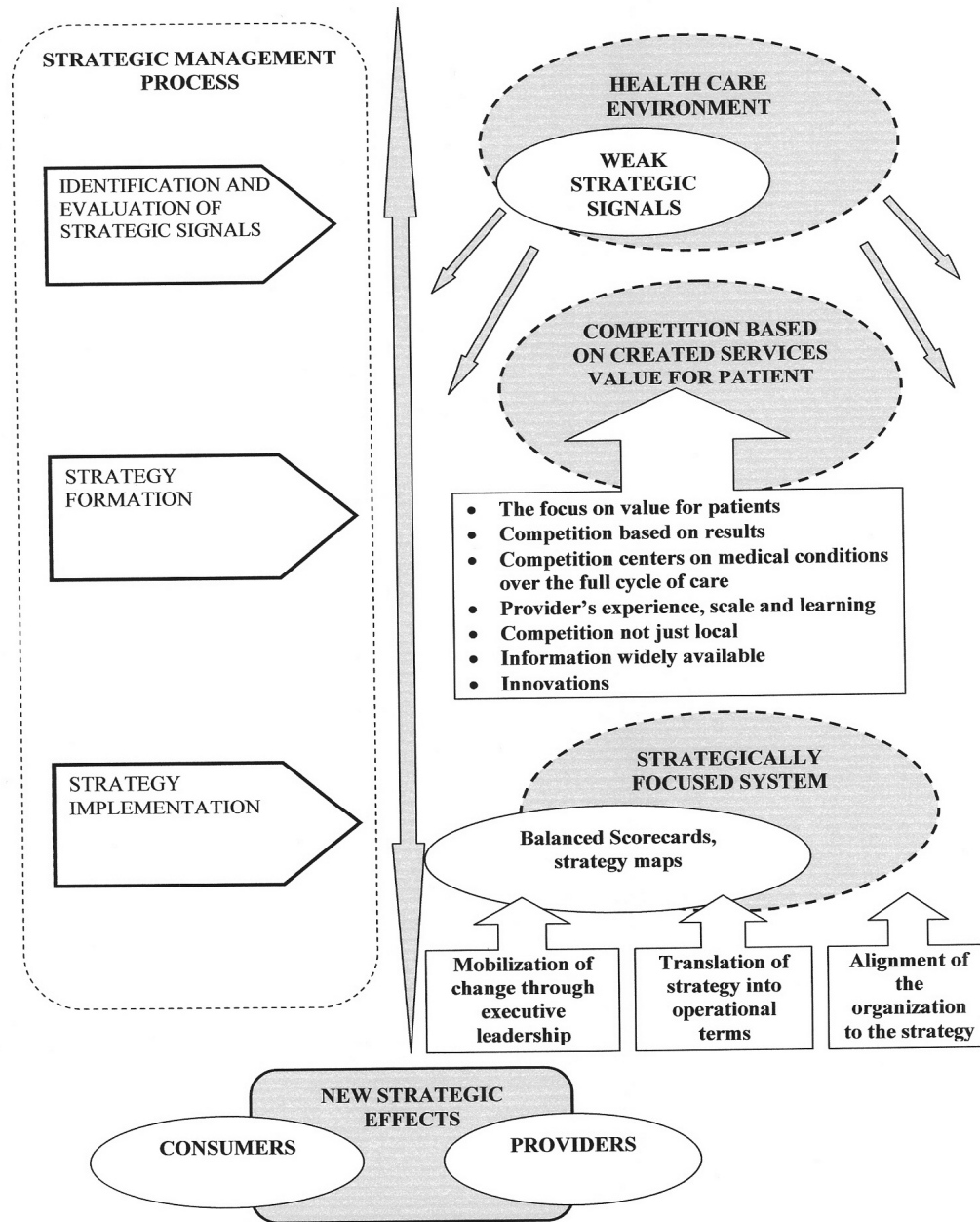
The following are the methodological assumptions according to which the model of Lithuanian health care system's strategic management is formed:

- Holistic approach, which gives the possibility to look at and analyze health care system as one of the compound state's management subsystems, to emphasize its functioning tendencies, project or correct strategic aims, and implement the formed strategy;

- Flexibility and globalization of health care system's environment;
- Adaptation of the new public management conception as this conception is proper and more flexible while reacting to the arising issues in health care system's environment comparing to that of bureaucratic public administration.
- The existing in the health care system's market zero amount competition's transformation into positive amount competition, and the competition's, which is based on creating value to the patient, connection to the results. Competition, which does not create any value, but describes how this value is divided, is called zero amount competition.
- The form of zero amount competition is artificially formed in Lithuanian health care system's market, which is based on allocation of resources, but does not create any health care service value for the patient.
- Changing environment makes health care system to maintain such positions as searching for the new strategic possibilities, development of competitive potential, and creativity. Such characteristics positively display in the new form of organization, which is strategically oriented and where all main management processes such as planning, allocation of resources, budget planning, financial statements and meetings of the managers are oriented towards the common strategy of organization. The balanced system of effectiveness indicators is one of the compound strategy oriented parts.
- In the context of changing environment it is very important to organize health care system as the network of interrelated and cooperating organizations.

The Model of Lithuanian Health Care System's Strategic Management

According to the mentioned methodological assumptions, the model of Lithuanian health care systems' strategic management is presented in Picture 3. The final result of this model is strategically oriented health care system. The aim of the strategic management model is the identification of the new strategic possibilities (synergic effects) and focusing resources for the implementation of these possibilities.



Picture 3. The Model of Lithuanian Health Care System's Strategic Management (prepared by the author).

Strategically oriented system is formed when all its compound parts are focused on strategic priorities, which are described in strategic maps, and it correlates with the balanced system of effectiveness indicators of these parts. Then there comes an assumption for the practical integration of strategic management process into the whole

health care system. In the model of Lithuanian health care system's strategic management the principles of value based competition and strategically focused organization are adapted. The action synergy of these principles create new possibilities for the consumers: actively participate in the management of his own health, to be properly informed, to choose the best treatment and health care service provider, and health insurance form. In addition, the new economical and other (social, ecological, creative, etc.) strategic effects are formed. The most important strategic effect of strategic management model is creation of highest value for the patient and potential client. Other significant strategic effects would arise not in the inside of the health care system itself, but rather in the zone of its limits, where health care system relates to other economy sectors such as social security, ecology, education, etc. At the same time health care providers are motivated to form new strategic and organizational aims: 1) to focus its activity towards the level of patient's health state, 2) to choose the range and types of services provided, 3) to join into medically integrated health care activity units, and 4) to create unique strategy in each activity unit. The following practical application stages of strategic management model are distinguished in the thesis: mobilization of change through executive leadership, 2) translation of strategy into operational terms, and 3) alignment of organization to the strategy.

The author also presents the network management structure of health care system, where the main purpose is to ensure quality system management and implement the objective of strategic effect: to create strategic compatibility in the whole health care system, to purify all prepared strategic aims, to coordinate the aims for Health Care Minister and his team, and separate management institutions, etc. The network management structure formed at the premier would perform delegation of Lithuanian national aims, especially in the sectors of competitiveness increase, and implementation of tasks to the specific management institutions. In such network management system there are vertical and horizontal synergic relations, and in their intersections – joints – formation of synergic effect is possible. Practical application of Lithuanian health care strategic management model has to be thoroughly regulated by the laws and their amendments, where not only the institutions in charge of the reform would be indicated, but also specific authorization, works, measures, and etc. would be documented.

CONCLUSIONS AND SUGGESTIONS

1. The increasing importance of health care in the context of advanced society evoked the increased attention of scientists to the management of this sector. In the last decade the global intense analysis of health care system's management approaches is followed by the discussions and valuations of scientists, and by patterning the growth of this system. Management of health care system is being started to be analyzed in the wider context of strategic management.
2. The performed analysis of information sources allows to make a statement that application of strategic management principles in the management of health care system is very important in case of reforms and in the process of transfer from bureaucratic public administration to the new public management model application. Strategic management helps to solve the issues and create the united direction of health care. In such a way, strategy becomes the life force of the system.
3. The analysis of strategic management conception revealed that modern strategic management paradigm modifies and adapts the advanced aspects of previous conceptions; however, theorists of strategic management provide different approaches towards the essence of strategic management, as they focus onto the different compound parts of the strategy process.
4. Starting from the end of the eighth decade of 20th century the main focus of health care system's strategists was on competitive strategies, which centered onto the process, but not the result. Such approach reveals insufficient application of health care system's creative potential. More and more scientists, analyzing the ways of strategy formation and implementation, emphasize the importance of strategy oriented into its value and its innovation. Creating value for the patient in health care system is one of the possible responses into the issues arising in our environment and one of the main competitive advantages.
5. Evaluation and management of economical, social, political and technological transformations is relevant to health care, because this sector is insufficiently mobile and flexible.

6. The analysis of practical application of strategic management in foreign countries reveal that while creating the model of Lithuanian health care system's strategic management, it is necessary to evaluate the specific conditions of the state's economical and cultural development. Therefore, it is very hard to transfer the health care system's models of other countries into Lithuanian conditions, however, it is useful to adapt certain advantages and evaluate disadvantages.
7. According to the thorough scientific material analysis and the latest strategic management practical studies, the author prepared the model of Lithuanian strategic management process research, which includes the levels of health care system and a separate its compound part – the organization (the team of the highest level managers). Strategic management process is divided into three stages: “identification and evaluation of weak strategic signals”, “strategy formation” and “strategy implementation”. On the basis of this model the research aspects, which make an impact for the process of strategic management, are distinguished. Insufficiently effective organization of health care system, irregular accessibility of health care services, increasing expenses, and especially low international index of health services comparing to other European countries, is typical for Lithuanian health care system. These problems are closely related to the lack of strategic management knowledge and its application.
8. After making the analysis of the data collected during the research period by the author, it can be stated that the position of health care system organizations in terms of strategic management is rather passive, because the main problem in health care system is identified as financing. Organization managers are not satisfied with the activity of health care system, however, the levels of managing organizations and health care system's activity satisfaction are estimated very inadequately; therefore, the systematic connection is weak. It is identified that only a small part of managers do understand the strategy of their organization and are able to identify it; therefore, it can be concluded that strategy is not clear. Organizations devote not enough time for strategy discussions. In addition, it was investigated that organizations focus their activity on the decrease of expenses and searching for the ways to avoid them, but do not analyze indicators, which would allow to adapt strategy in the context of changing conditions. All these

factors reveal the lacks of the present strategic management model. This comes into assumption that Lithuanian health care system's strategic management possibilities are used not enough.

9. It is stressed in the thesis that holistic approach, which allows to look at and analyze health care system as one of the compound subsystems of state's strategic management, is a very important assumption in the perception of strategic management process. In the context of changing environment health care system and its including organizations are enabled to accept orientation, which is known for its flexibility and globalization, search of the new strategic possibilities, development of competitive potential, and creativity. It is important to organize the system as the network of interrelated and cooperating organizations. According to such assumptions, the author forms the model of Lithuanian health care system's strategic management.
10. Activating competition, which is based on value, and creating strategically oriented organization are the main components of Lithuanian health care system's strategic management model. These compound parts in their interrelationship create synergy, which makes an impact on creating value and improvement of services for the patient and potential client. In a result, the new strategic effects are arising in health care system. Therefore, formation of strategic management model is identified as one of the ways to compete in the changing environment.
11. Lithuanian health care system's strategic management model can be applied after creating its compatibility both in the management of health care system, and in the rest compound parts of the state's system. Therefore, health care system's management effect or its value in the state's management system is treated as synergy, which is reached when the efforts for strategic aims of health care system and the aims of other economy systems are coordinated.
12. In the thesis proposed network management structure in Lithuanian health care system would help to form, correct and implement competitive policy. Network management structure is a solid contribution of specific strategic efforts, while planning strategic compatibility in all levels of health care system management, as it reveals in what way the model of health care system's strategic management

can be practically implemented and the system can be formed, where its basis is patients' and potential clients' expectations and satisfaction of their needs.

13. Identification of new strategic possibilities in Lithuanian health care system's management and concentrating resources for its implementation is in the primary stage. Therefore, the author proposes to combine currently implemented Lithuanian health care system's strategy and action plans together with the new strategic management model, its architecture, implementation terms, resources, and the expected results.

Scientific publications of the research results

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2. Smilga, E., Janušonienė, K. (2007). Significance of Strategic Alignment in Health Care System's Management Structure // The Recent Development of the EU: Challenges and Experience. Klaipėda: KU, V.3, p. 130-134. ISBN 978-9955-18-272-6.
3. Smilga, E., Janušonienė, K.(2007). Hypotheses of value-based competition formation in health care system // Sveikatos mokslai. Vilnius: SAM, T.17, Nr.4, p. 1124-1131. ISSN 1392-6373.
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1. Smilga, E., Janušonienė, K. Shape of the modern public health keeping strategy in Lithuania. Conference: Health care management. Klaipėda: Klaipėda University, National Association of Health Care Institutions, Klaipėda hospital. 2003 03 07-08.

2. Smilga, E., Janušonienė, K. Significance of Strategic Alignment in Health Care System's Management Structure. International conference: The Recent Development of the EU: Challenges and Experience. Klaipėda: KU Faculty of Social Sciences, Regional Policy & Planning Institute, Baltic Sea Region University Network, VU Institute of Political Sciences & International Relations. 2007 09 27–28.

About the author

Kristina Janušonienė was born on June 15th 1974 in Kaunas.

Education

1999-2003 – doctoral student of Social Sciences, Management and Administration, 03 S (Vytautas Magnus University).

1998 – Master degree of Business Administration and Management obtained (Vilnius University Kaunas Faculty of Humanities)

1996 – Bachelor of Business Administration and Management (Vilnius University Kaunas Faculty of Humanities)

1992 – Kaunas Saules secondary school graduated

Professional experience:

Since 2005 works on consultation and management services

2002 – 2006 JSC “Fotosetas”, general accountant

1999 – 2006 JSC “Konsiliumas”, general accountant

1998 – 1999 Kaunas Outpatient of Sanciai, accountant

1996 – 1998 Kaunas IIIrd Clinical Hospital, accountant

Fields of scientific research:

Strategic management, health care.

REZIUME

Temos aktualumas

Vykstant globaliems pasauliniams procesams, kuriuos iššaukia mokslo, technikos ir žinių plėtra, palaipsniui išryškėja ir įgauna vis didesnę kontrastą viso pasaulio ir Lietuvos ūkio valdyme problemos, su kuriomis susiduria ir sveikatos apsaugos sistemos. Didėjančios lėšos, skirtos sveikatos apsaugai, yra neadekvačios visuomenės lūkesčiams. Sveikatos apsaugos svarba bei šio sektoriaus įtaka ekonominiam pasaulinio ūkio vystymuisi pritraukia valdymo teoretikų ir visuomenės bei privataus kapitalo dėmesį. Esamų valdymo būdų analizė ir naujų paieška yra viena iš pagrindinių šalies ekonomikos konkurencingumo augimo prielaidų.

Vienas didžiausių iššūkių, su kuriuo šiuo metu susiduria pasaulio sveikatos apsaugos sistemos - siekis reformuoti sveikatos apsaugos sistemą, kuri atitinkamai vystytųsi su didėjančiomis demografinėmis problemomis, permainingomis ekonominėmis sąlygomis, technologiniu progresu ir didėjančiais visuomenės lūkesčiais. Nepriklausomai nuo sistemos struktūros ir finansavimo, visos šalys patiria sunkumų valdydamos nacionalines sveikatos apsaugos sistemas. Paskutiniuosius dešimtmečius ekonomiškai išsivysčiusiose šalyse vykdomi moksliniai tyrimai, vertinimai ir prognozės, bandant modeliuoti sveikatos apsaugos sistemų valdymo schemas. Skandinavijos valstybėse aukščiausias pasaulyje konkurencingumo pozicijas įtakoja švietimo, sveikatos apsaugos, socialinės apsaugos ir teisėsaugos sritys. Dauguma Vakarų šalių stebi JAV sveikatos apsaugos sistemos organizaciją bei valdymą. JAV bendro vidaus produkto dalis, skiriama sveikatos apsaugai, yra aukščiausia, o technologijos, specializuota priežiūra - pažangiausias pasaulyje, tačiau gyventojai nėra patenkinti sveikatos apsauga. Kadangi nėra ryškios koreliacijos tarp visuomenės sveikatos būklės ir medicininės priežiūros (nors medicininė priežiūra ir gerina sveikatą), problemos sprendimo būdų būtina ieškoti tokiose potencialiose mokslo srityse kaip strateginis valdymas, kurio pagrindinis dėmesys sutelktas ne finansinių aspektų analizei, bet - strateginiam mąstymui, analizei ir sintezei. Sveikatos apsaugos sistemos strateginio valdymo lygmenyje ypač svarbu akcentuoti konkurencinio potencialo formavimą.

Pastaruoju metu valdymo teoretikai, ieškodami kaip tinkamai sveikatos apsaugos sistemoms atsakyti į šiuolaikinės aplinkos keliamus iššūkius, vis dažniau vartoja

„strategiškai orientuotos sistemos“ sąvoką ir teigia, kad tokioje organizacijoje sukuriamos prielaidos realiai įgyvendinti formuojamą strategiją bei užgimti sinergijai, kuri yra pagrindinis vertės vartotojui sukūrimo šaltinis. Strateginio valdymo principų taikymas suteikia galimybę sveikatos apsaugos sistemą matyti ir tyrinėti kaip vieną iš sudėtinių valstybės strateginio valdymo posistemų, išryškinti jos funkcionavimo tendencijas ir numatyti arba patikslinti strateginius tikslus bei įgyvendinti strategiją. Daugelis mokslininkų (Drucker, Porter ir Tiesberg, Kaplan ir Norton, Mintzberg, Hamel, Prahalad, Lambin, Collins) teigia, kad šiandien strateginiame valdyme ypatingas dėmesys skiriamas strategijos įgyvendinimui. Sėkmingai įgyvendinama strategija suteikia organizacijoms konkurencinį pranašumą. Nepaisant strategijų įvairovės, šiuolaikiniai strateginio valdymo teoretikai sutinka dėl esminės nuostatos, kad strategijos kūrimas yra sudėtingas, daug pastangų reikalaujantis procesas, kurio esmė yra realus strategijos įdiegimas. Toks požiūris sąlygoja mokslininkų dėmesio sutelkimą strateginio potencialo formavimui.

Sveikatos apsaugos sistemos valdyme iškyla sudėtingas iššūkis, reikalaujantis strategus priimti naujus sprendimus ir veiksmus: kaip mobilizuoti žmogiškąjį potencialą ir informacinius išteklius ir transformuoti sveikatos apsaugos sistemą į strategiškai orientuotą organizaciją, besivystančią atitinkamai su aukščiausiais kliento poreikiais. Strategiškai orientuota organizacija sėkmingai vykdo savo funkcijas ir sugeba nuolat keistis reaguodama į menkiausius valdymo pokyčius. Ši orientacija teikia organizacijai lankstumą ir konkurencinį pranašumą prieš kitas organizacijas, kuriose nėra diegiamos strateginio valdymo naujovės. Mokslinės literatūros analizė leidžia daryti prielaidą, kad valdymo moksle atsiranda strateginės orientacijos paradigma, kuri padeda organizacijai sėkmingai formuoti ir įgyvendinti strategiją šiuolaikinėse aplinkos sąlygose.

Mokslinė problema

Didėjantis pasaulinis susidomėjimas sveikatos apsaugos valdymu ir jo reikšme pasaulinių ūkių ekonomikai skatina mokslininkus diskutuoti apie valdymo metodus, modelius. Strateginio valdymo mokslas skaičiuoja jau šeštą dešimtmetį ir jo pozityvūs rezultatai ir efektai apčiuopiami daugelyje ūkio šakų, tačiau strateginio valdymo principai vis dar nėra pakankamai plačiai pritaikomi sveikatos apsaugoje. Nors sutinkama, kad sveikatos apsaugos sistemos strateginio valdymo posistemė įtakoja

valstybės bendrąją ūkio raidos strategiją, tačiau nėra vieningos metodikos, kuri leistų tirti strateginio valdymo pritaikomumą sistemoje bei palyginti tarp skirtingų šalių panaudotų priemonių veiksmingumą.

Paskutinįjį dvidešimtmetį strateginio valdymo tyrimams daugiausia dėmesio skyrė JAV mokslininkai. Strateginio valdymo problematiką įvairiais aspektais savo darbuose nagrinėjo ir lietuvių autoriai: Vasiliauskas, Marčinskas, Zakarevičius, Žukauskas, Smilga, Laurėnas, Čičinskas, Čiegis, Grebliauskas, Dubinas, Jucevičius ir kt. Šią problematiką taip pat nagrinėja medikai Petrauskienė, Kalėdienė, Jankauskienė, Popovienė ir kt.

Dauguma autorių yra sutelkę dėmesį strateginio valdymo teorijoms bei jų svarbos pagrindimui, tačiau šiandien išlieka aktuali strateginio valdymo galimybių realaus praktinio pritaikymo Lietuvos ūkyje problema. Mokslininkai analizavo strateginio valdymo problematiką skirtingais aspektais: Lietuvoje pasigendama sisteminio, holistinio požiūrio į sveikatos apsaugos sistemą, nagrinėjant ją strateginio proceso rėmuose. Apibendrinant galima teigti, kad nepakankamai įvaldytos strateginio valdymo galimybės - aktuali mokslinė problema.

Tyrimo objektas: sveikatos apsaugos sistemos konkurencinis potencialas.

Tyrimo tikslas: įvertinti Lietuvos sveikatos apsaugos sistemos funkcionavimo ir valdymo procesus bei suformuoti strateginio valdymo modelį.

Tyrimo uždaviniai:

1. Teoriškai išanalizuoti strateginio valdymo mokslinės minties raidą ir atskleisti šiuolaikinio strateginio valdymo praktinio pritaikomumo reikšmę sveikatos apsaugos sistemoje.
2. Įvertinti pasaulinį sveikatos apsaugos sistemų konkurencinės strategijos formavimą.
3. Teorinių šaltinių analizės ir mokslinių tyrimų pagrindu parengti Lietuvos sveikatos apsaugos sistemos strateginio valdymo proceso tyrimo modelį.

4. Remiantis suformuotu sveikatos apsaugos sistemos strateginio valdymo proceso tyrimo modeliu ir empirinio tyrimo rezultatais atlikti sveikatos apsaugos sistemos funkcionavimo ir valdymo įvertinimą.
5. Atskleisti sveikatos apsaugos sistemos strateginio modelio formavimo prielaidas.
6. Parengti Lietuvos sveikatos apsaugos sistemos strateginio valdymo modelį ir pagrįsti jo taikymo nuoseklumą.

Tyrimo metodika

Disertacijoje iškeltai mokslinei problemai tirti bei teoriniams ir praktiniams rezultatams gauti naudota bendramokslinių ir specialių tyrimų metodų visuma: mokslinės literatūros loginė analizė ir apibendrinimas, sisteminė, lyginamoji, statistinė analizė, apklausos metodas. Apibendrinant apklausos tyrimo duomenis naudota SPSS programa.

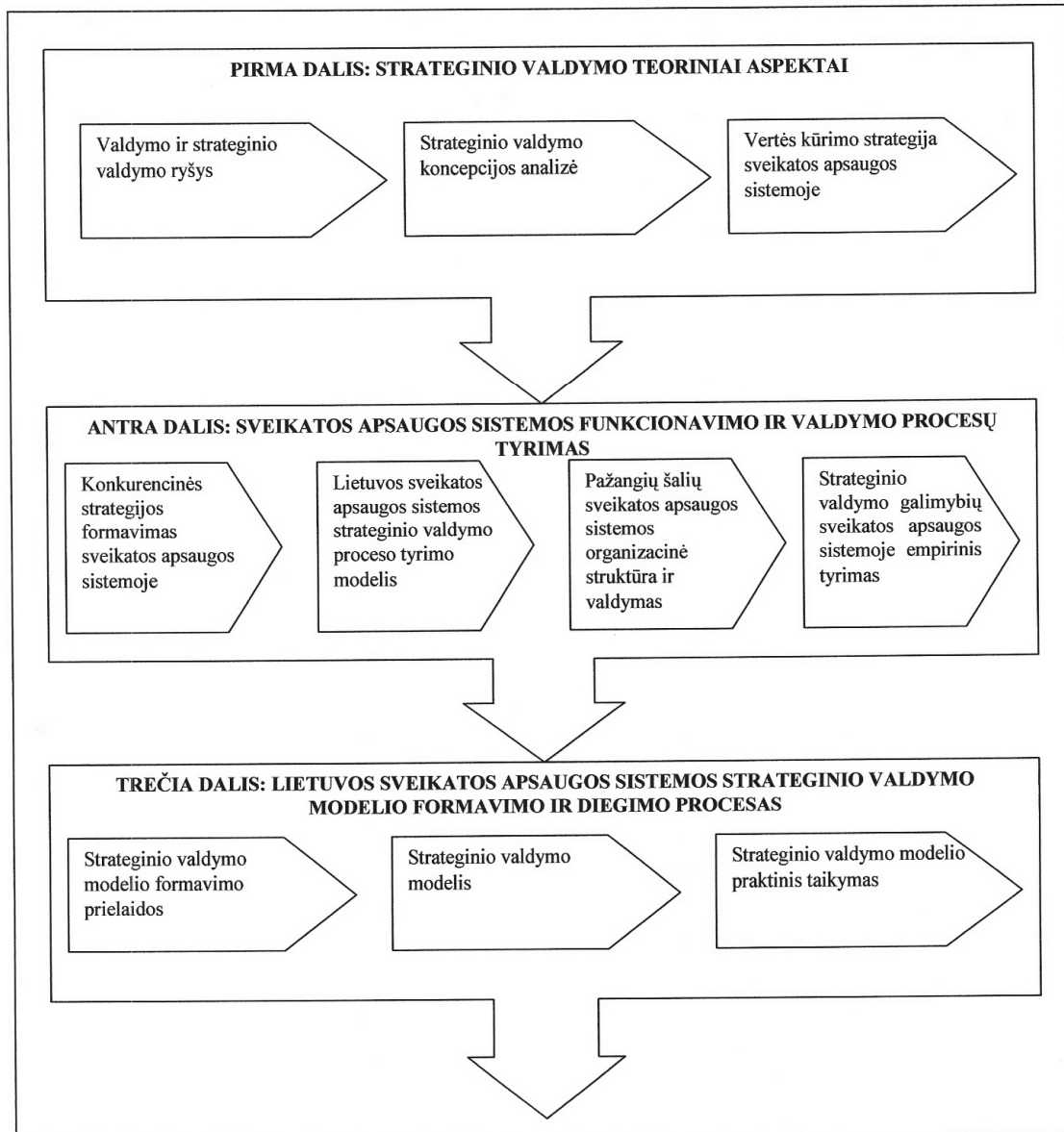
Disertacijos struktūra ir apimtis

Disertacinį darbą sudaro pateiktų paveikslų bei lentelių sąrašai, įvadas, trys dalys, išvados ir pasiūlymai, literatūros sąrašas ir priedai. Disertacijos apimtis – 144 puslapiai, joje pateikta 2 lentelės, 24 paveikslai ir 20 priedų.

Disertacinio darbo loginę struktūrą (žr. 1 pav.) nusako suformuluoto tikslo įgyvendinimui skirtų uždavinių sprendimo seka, kuri atsispindi trijose pagrindinėse darbo dalyse. Pirmoje dalyje “Strateginio valdymo teoriniai aspektai“ apibūdinamas valdymo ir strateginio valdymo ryšys, atliekama strateginio valdymo koncepcijų ir skirtingų mokyklų analizė ir atskleidžiama strateginio valdymo principų praktinio pritaikomumo sveikatos apsaugos sistemose reikšmė. Teorinė dalis baigiama autorės parengto teorinio strateginio valdymo modelio, pritaikyto sveikatos apsaugos sistemai, pristatymu.

Antroje dalyje „Sveikatos apsaugos sistemos funkcionavimo ir valdymo procesų tyrimas“ analizuojamas pasaulinis strateginio valdymo ir sveikatos apsaugos sistemos kontekstas, aptariant sveikatos paslaugų reikšmę ir specifiškumą, bei užsienio šalių patirtis formuojant konkurencinę strategiją. Taip pat atskleidžiama šiandieninė Lietuvos sveikatos apsaugos strateginio valdymo koncepcija, įvertinama pažangių šalių sveikatos apsaugos sistemos organizacinė struktūra ir valdymas. Šioje dalyje pateikiamas Lietuvos

sveikatos apsaugos sistemos strateginio valdymo proceso tyrimo modelis, kurio pagrindu įvertintas sveikatos apsaugos sistemos konkurencinis potencialas ir atliktas Lietuvos sveikatos apsaugos sistemos strateginių valdymo galimybių empirinis tyrimas.



1 pav. Disertacinio tyrimo loginė schema.

Trečioje dalyje „Lietuvos sveikatos apsaugos sistemos strateginio valdymo modelio formavimo ir diegimo procesas“ pateikiamos metodologinės prielaidos, kurių pagrindu parengiamas ir pristatomas Lietuvos sveikatos apsaugos sistemos strateginio

valdymo modelis bei pagrindžiamas šio modelio praktinis taikymas. Trečioji dalis užbaigiama galimų sekančių mokslinių tyrimų kryptių įvardijimu.

Naudoti informacijos šaltiniai

Disertaciniame darbe buvo atlikta išsami įvairios mokslinės, statistinės, metodologinės ir publicistinės literatūros analizė. Pagrindiniai naudoti šaltiniai yra: mokslininkų ir valdymo, sveikatos sistemų valdymo analitikų monografiniai leidiniai; oficialūs empirinių tyrimų rezultatai, pateikti įvairių šalių sveikatos apsaugos institucijų ataskaitose ir biuleteniuose; moksliniai straipsniai; statistiniai duomenys; įvairių šalių teisiniai dokumentai, reglamentuojantys sveikatos apsaugos sistemas; konferencijų rezultatai ir mokslinės rekomendacijos; elektroniniai informacijos šaltiniai.

Mokslinis naujumas, teorinė ir praktinė reikšmė

Disertacinio darbo mokslinį naujumą atspindi gauti teoriniai ir praktiniai rezultatai:

- Pateikta išsami ir susisteminta strateginio valdymo koncepcijos analizė, išskiriant strateginio valdymo principų pritaikomumą sveikatos apsaugos sistemoje;
- Pateiktos konkurencinės strategijos formavimo prielaidos;
- Parengtas strateginio valdymo proceso tyrimo modelis, kurio pagrindu įvertinta Lietuvos sveikatos apsaugos sistemos strateginio valdymo būklė.
- Išanalizuota išsivysčiusių šalių sveikatos apsaugos sistemų organizacinė struktūra ir valdymas.
- Atliktas strateginio valdymo galimybių sveikatos apsaugos sistemoje empirinis tyrimas, atskleidžiantis strateginio valdymo principų taikymo mastą.
- Parengtas Lietuvos sveikatos apsaugos sistemos strateginio valdymo modelis, sufokusuotas į paciento ir potencialaus kliento sveikatos poreikių patenkinimą.
- Disertacinio darbo moksliniai rezultatai taip pat gali būti realizuoti formuojant valstybinių ir nevalstybinių institucijų strateginius veiksmus, įtakojančius sveikatos apsaugos sistemos valdymą.

IŠVADOS IR PASIŪLYMAI

1. Auganti sveikatos apsaugos reikšmė išsivysčiusios visuomenės plėtroje įtakojo padidėjusį mokslininkų dėmesį šio sektoriaus valdymui. Paskutinįjį dešimtmetį pasaulyje vykstanti intensyvi sveikatos apsaugos sistemos valdymo būdų analizė yra lydima mokslininkų diskusijų, vertinimų bei šios sistemos raidos modeliavimo. Sveikatos apsaugos sistemos valdymas pradedamas analizuoti platesniame strateginio valdymo kontekste.

2. Atlikta literatūros šaltinių analizė leidžia teigti, kad strateginio valdymo principų taikymas sveikatos apsaugos sistemos valdyme yra svarbus vykstant reformoms ir pereinant nuo biurokratinio viešojo administravimo prie naujosios viešosios vadybos modelio taikymo. Strateginis valdymas padeda spręsti kylančias problemas ir kurti vieningą sveikatos apsaugos kryptį. Tokiu būdu strategija tampa varančiąja sistemos jėga.

3. Strateginio valdymo koncepcijos analizė atskleidė, kad šiuolaikinė strateginio valdymo paradigma modifikuoja ir adaptuoja ankstesniųjų koncepcijų pažangius aspektus, tačiau strateginio valdymo teoretikai pateikia nevienpusį požiūrį į strateginio valdymo esmę, nes jie fokusuojasi į strategijos proceso skirtingas sudedamąsias dalis.

4. Nuo XX a. aštunto dešimtmečio pabaigoje sveikatos apsaugos sistemos strategų pagrindinis dėmesys buvo skiriamas konkurencinėms strategijoms, kurios koncentravosi į procesą, bet ne rezultato lygį. Toks požiūris atskleidė nepakankamą sveikatos apsaugos sistemos kūrybinio potencialo panaudojimą. Vis daugiau mokslininkų, tyrinėjančių strategijos formavimo ir įdiegimo būdus, pabrėžia strategijos, orientuotos į vertę, jos inovacijas, svarbą. Vertės sukūrimas pacientui sveikatos apsaugos sistemoje yra vienas iš galimų atsakų į aplinkos keliamus iššūkius ir vienas svarbiausių konkurencinių pranašumų.

5. Ekonominių, socialinių, politinių ir technologinių transformacijų įvertinimas bei valdymas yra aktualus sveikatos apsaugai, kadangi šis sektorius nepakankamai mobilus ir lankstus.

6. Užsienio šalių praktinio strateginio valdymo pritaikymo analizė atskleidžia, kad, formuojant Lietuvos sveikatos apsaugos sistemos strateginio valdymo modelį, būtina įvertinti konkrečias valstybės ekonominio bei kultūrinio išsivystymo sąlygas.

Todėl kitų šalių sveikatos apsaugos sistemų modelius perkelti Lietuvos sąlygomis sudėtinga, tačiau naudinga adaptuoti tam tikrus jų privalumus ir įvertinti trūkumus.

7. Remiantis išsamia mokslinės literatūros analize ir naujausiais strateginio valdymo praktiniais tyrinėjimais, autorė parengė Lietuvos strateginio valdymo proceso tyrimo modelį, kuris apima sveikatos apsaugos sistemos ir atskiros jos sudedamosios dalies – organizacijos (aukščiausio valdymo lygio vadovų komanda) lygmenis. Strateginio valdymo procesas išskaidomas į tris etapus: „silpnų strateginių signalų identifikavimas ir vertinimas“, „strategijos formavimas“ ir „strategijos įdiegimas“. Modelio pagrindu buvo išskirti tyrimo aspektai, kurie įtakoja strateginio valdymo procesą. Lietuvos sveikatos apsaugos sistemai būdingas nepakankamai rezultatyvus sveikatos priežiūros organizavimas, netolygus sveikatos priežiūros paslaugų prieinamumas, didėjančios išlaidos, o taip pat ypač žemas sveikatos paslaugų tarptautinis indeksas, jį lyginant Europos šalių kontekste. Šios problemos glaudžiai siejasi su strateginio valdymo žinių ir jų pritaikomumo stoka.

8. Atlikus autorės parengto tyrimo metu surinktų duomenų analizę, galime teigti, kad sveikatos apsaugos sistemos organizacijų pozicija strateginio valdymo atžvilgiu yra gana pasyvi, nes svarbiausia sveikatos apsaugos sistemos problema yra įvardijamas finansavimas. Organizacijų vadovai nepatenkinti sveikatos apsaugos sistemos veikla, tačiau vadovaujamos organizacijos ir sveikatos apsaugos sistemos veiklos pasitenkinimo lygiai vertinami ypač neproporcingai, todėl sisteminis ryšys silpnas. Nustatyta, kad tik maža dalis vadovų supranta savo organizacijos strategiją ir sugeba ją įvardyti, todėl galima daryti išvadą, kad strategija nėra aiški. Organizacijos skiria per mažai laiko strategijos aptarimui. Taip pat ištirta, kad organizacijos savo veiklą fokusuoja į išlaidų mažinimą arba siekimą jų išvengti ir neanalizuoja rodiklių, kurie leistų adaptuoti strategiją prie kintančio konteksto sąlygų. Visi šie veiksniai atskleidžia esančio strateginio valdymo modelio trūkumus. O tai leidžia daryti prielaidą, kad Lietuvos sveikatos apsaugos sistemoje strateginio valdymo galimybės yra nepakankamai išnaudojamos.

9. Darbe pabrėžiama, kad svarbi prielaida strateginio valdymo proceso suvokime yra holistinis požiūris, kuris suteikia galimybę sveikatos apsaugos sistemą matyti ir tyrinėti kaip vieną iš sudėtinių valstybės strateginio valdymo posistemų. Kintančios aplinkos kontekste sveikatos apsaugos sistema ir ją sudarančios organizacijos

igalinamos priimti orientaciją, kuriai būdingas dinamiškumas ir globalumas, naujų strateginių galimybių paieška, konkurencinio potencialo vystymas, kūrybiškumas. Sistemą svarbu organizuoti kaip tarpusavyje susijusių, bendradarbiaujančių organizacijų tinklą. Remiantis tokiomis prielaidomis, autorė formuoja Lietuvos sveikatos apsaugos sistemos strateginio valdymo modelį.

10. Lietuvos sveikatos apsaugos sistemos strateginio valdymo modelio pagrindiniai komponentai yra konkurencijos, paremtos verte, aktyvinimas ir strategiškai orientuotos organizacijos, sukūrimas. Šios sudedamosios dalys tarpusavyje suveikoje sukuria sinergiją, įtakojančią vertės kūrimą ir gerinimą pacientui ir potencialiam klientui. To pasėkoje sveikatos apsaugos sistemoje susiformuoja nauji strateginiai efektai. Tokiu būdu, strateginio valdymo modelio formavimas pristatomas kaip vienas iš būdų konkuruoti kintančioje aplinkoje.

11. Lietuvos sveikatos apsaugos sistemos strateginio valdymo modelis gali būti įdiegtas sukūrus strateginį atitikimą tiek sveikatos apsaugos sistemos valdyme, tiek tarp likusių valstybės sistemos sudedamųjų dalių valdymo. Todėl sveikatos apsaugos sistemos valdymo efektas arba jo vertė valstybės valdymo sistemoje traktuojama ir kaip sinergija, kuri pasiekama, suderinus sveikatos apsaugos sistemos strateginius tikslus ir pastangas su kitų ūkio sistemų tikslais.

12. Darbe siūloma tinklinė valdymo struktūra Lietuvos sveikatos apsaugos sistemoje padės formuoti, koreguoti ir realizuoti konkurencinę politiką. Tinklinė valdymo struktūra yra svarus kryptingų strateginių pastangų įnašas, projektuojant strateginį atitikimą visuose sveikatos apsaugos sistemos valdymo lygiuose, nes atskleidžia, kaip gali būti realiai įdiegiamas sveikatos apsaugos sistemos strateginio valdymo modelis ir formuojama sistema, kurios ašis yra paciento ir potencialaus kliento lūkesčiai ir poreikių patenkinimas.

13. Lietuvos sveikatos apsaugos sistemos valdyme naujų strateginių galimybių identifikavimas ir išteklių joms įgyvendinti sutelkimas yra užuomazginėje stadijoje. Todėl šiandien įgyvendinamą Lietuvos sveikatos apsaugos sistemos strategiją, veiklos planus autorė siūlo sujungti su nauju strateginio valdymo modeliu, jo architektūra, įgyvendinimo terminais, ištekliais ir laukiamais rezultatais.

Moksliniai straipsniai

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Moksliniai pranešimai disertacijos tematika:

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