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MILITARY MEDICINE MANAGEMENT AND TRAINING SYSTEM FOR MEDICAL MILITARY MANAGERS IN UKRAINE

Key words: military education, military personnel, state administration, military medical service, military medical head, career.

ABSTRACT: In the years since Ukraine's independence, attention has been paid to defense capability of the country, but reforming the national defense sector has been falling behind current needs. The Ukrainian course towards the European community and NATO membership predetermines the advancement of all spheres of public life, including training of officer personnel of the Armed Forces of Ukraine, its education and career progress. The reform of military education requires introducing new academic programs that permit training modern-type officers – military managers, who can constructively interpret theoretical materials, the experience of domestic and foreign scientists and implement them in their practical activities. Against the backdrop of the reform of military education, one of the most important tasks of higher military education involves not only training highly-qualified specialists but also the conformity of their knowledge with international standards that will allow them to be competitive both at the domestic and international labor markets and be compatible with NATO partners.

The introduction of practical management experience as management methodology for the relevant system into military medicine will drive the formation of the requirements for organizing the training of specifically qualified personnel.

The training of a manager and leader under the dictatorship (authoritarian) principle is passing into history; there is a need for a military manager as a prototype of an intelligent and wise leader.

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With the advent and expansion of such a control system as management, the following question has arisen sporadically: what is the difference between management and administration? The objective of management is to increase the profitability of business and production activities, i.e., gaining profit. The objective of administration, in particular, state or public, is to regulate social relations, which would be convenient and beneficial to the use of business and all citizens of the state in their day-to-day operations. Management objectives prescribe the features of management methodology which relies on the guiding principle: public administration adopts methodology and action procedure, which is defined by current legislation, and management adopts methodology and action procedure, which is not prohibited by law.

Consequently, military administration is close to public administration in terms of the mentioned methodological principle since it is regulated by statutory acts and the system of orders allowed by the relevant laws in force. Thus, heightened attention to the enhancement of military administration is more important than using the terms “military management” and “military manager” within the system of military administration.

INTRODUCTION

Updating the improvement of the quality and effectiveness of organizational and management activities in domestic military medicine is caused by the war in southern Ukraine. To deal with this issue, some scientists propose to introduce management methodology into the relevant sphere. These proposals generate the challenging question: how to arrange the system of military medicine management with adequate training of qualified personnel? In the present article, the author attempts to answer the above question.

Analysis of recent research and publications. Many works by Polikashyn V.S., Poliakov S.Iu and Polikashyn O.V. have been devoted to the administration methodology of military medicine in the Armed Forces of Ukraine and management evolution in this field. Most of the scientific contributions by Zhakhovskiy V.O. have studied state administration of the system of developing a talent pool of medical service in the context of reforming the Armed Forces of Ukraine and the entire healthcare system. Banchuk M.V., Martseniuk V.P. have dealt in their studies with the advancement of state administration of expertise of healthcare heads. Radysh Ya.F., Pozhyvilov O.V., Vasiuk N.O. devote their scientific works to the management problem of staffing the healthcare system of Ukraine.

The purpose of the research. In the article, the author focuses on the issues of expediency to introduce practical management experience as a management methodology of the relevant system into domestic military medicine. This provides for the formation of the requirements for training specifically qualified personnel.

STATEMENT OF THE BASIC MATERIAL

Ukrainian legal scholars Polikashyn V.S., Poliakov S.Iu., and Polikashyn O.V. support the introduction of the terms “military management” and “military manager” both into the system of fundamental statutory documents regulating activities of the Armed Forces of Ukraine and scientific discourse. In this regard, they state that Ukraine has a significant statutory gap caused by the lack of the mentioned terms in current legislation (The Verkhovna Rada of Ukraine).

They believe commanders of military units and their HR deputies must be military managers. The scientists mark military managers can't control people being guided by precise and strict military documents and dictatorial (authoritarian) management principle “order – control” as before since they are forced to apply the principles of military management in management activity. In their opinion, new conditions – in which the execution of peacetime and wartime tasks differs because managers shall both follow directive documents and understand universal human truths and the importance of miscellaneous scenarios – necessitate management changes (Polikashyn, Polyakov, Polikashyn, 2013).

The scientists distinguish three types of management (economic, political (state) and military), which “sometimes have been developed in parallel, sometimes resulted from each other, sometimes had mutual influence (Polikashyn, Polyakov, Polikashyn, 2014), and agree with Vykhanskyi O.S. by stating that management centers around three phenomena – a task, individual, and management activity (The Verkhovna Rada of Ukraine, 2000).

Thus, V.S. Polikashyn, S.Iu. Poliakov and O.V. Polikashyn hold up with the idea that management is a management activity, i.e., administration.

Taking into account that the term “management” originated in the early XX century and administration is one of the oldest types of human activity, this brings up the question: what is the difference between “administration” and “management” and related types of human activity?

F. Taylor, the father of “scientific management”, was a manager of the steel-making company “Midvale Steel” in the USA. A two-in-one purpose (to increase enterprise profitability without additional investments that could be achieved through boosting labor productivity, i.e., to boost labor productivity to improve enterprise profitability) stimulated him to create the scientific direction. Before, labor productivity had been increased in one way – procurement of advanced, more productive equipment requiring investments. F. Taylor solved that contradiction by changing manufacturing organization through standardizing production activities for workers.

With the advent and expansion of such an administration system as management, the following question has arisen sporadically: what is the difference between management and administration? In the latter half of the XXth century, the difference was defined as follows: management, as a control system, is applied in business and production spheres. At the time, nobody singled out management and administration as the two systems of management activity. It happened at the turn of the XXth century when the issue of introducing management principles and methods into the system of state administration became relevant. The practice has proven the inefficiency of the mentioned symbiosis and compelled to draw a line between the two management systems: administration and management. The question concerning their profound dissimilarity has emerged full-blown again. The very practice of state and public administration has revealed that dissimilarity. It includes the difference in the objectives of management activity, and thus, the methodology of its implementation. The objective of management is to increase the profitability of business and production activity, i.e., gaining profit. The objective of administration, in particular, state or public, is to regulate social relations, which would be convenient and beneficial to the use of business and all citizens of the state in their day-to-day operations. Management objectives prescribe the features of management methodology which relies on the guiding principle: public administration adopts methodology and action

procedure, which is defined by current legislation, and management adopts methodology and action procedure, which is not prohibited by law.

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The application of the term “management” is appropriate in the civil healthcare system, which has a partial fee basis.

In light of the fact that the quality value of military medicine administration is enhanced, the issue of state personnel policy in this sphere becomes actual.

V. O. Zhakhovskiy, in his thesis work, proposed to define the term “state personnel policy of military medical service” as a complex of adopted national-level decisions or commitments to provide the Armed Service of Ukraine with highly-qualified medical specialists through implementing a set of political, economic, legal and scientific methods and work criteria with medical personnel (Zhakhovs'kyy, 2005).

To fulfil the key activities of the State Program for the Development of the Armed Forces of Ukraine for 2006–2011 approved by the Decree of the President of Ukraine dated December 27, 2005 (The Verkhovna Rada of Ukraine, 2004) and determine strategic intents and development prospects of personnel policy, the Concept of Personnel Policy in the Armed Forces of Ukraine was elaborated and approved by the Order of the Ministry of Defense of Ukraine dated November 27, 2007. The Concept identifies the essence of the personnel policy of the Armed Forces as a set of principles, directions, forms and methods of activities of military authorities aimed at building the integral system of the formation, training, and efficient engagement of personnel, meeting the needs of every person, developing his strong motivation for military activity and opportunities for personal fulfilment during his career (The Ministry of Defense of Ukraine, 2007).

The Concept of the Development of the Public Health System in Ukraine specifies that reforming the personnel policy in the healthcare system must be focused on (The Verkhovna Rada of Ukraine, 2000):

- updating the staffing system in the relevant area given current socio-economic conditions and real needs;
- the implementation in due order of the conclusion of the employment agreement under the terms of the contract with heads of health care institutions and further – with all medical workers;
- reorganizing the system of scheduling and distribution of personnel capacity at the ratio “a doctor – mid-level health professional” by increasing the number of mid-level workers;
- reforming stage medical and pharmaceutical education;
- training experts having a degree in new specialties: medical psychologist, clinical pharmacist, health economist, health informatics specialist, specialist in clinical engineer, health care manager; extending the training program for family doctors – general practitioners;
- formulating new state standards for higher medical and pharmaceutical education, academic and qualification profile of specialists, academic programs and unified means of knowledge evaluation of medical and pharmaceutical professionals;
- improving the training system for nurses, elaboration and implementation of the program for nursing development, expansion of the functions of nurses according to international practices that will reduce the need for doctors.

Thus, the Concept determines the strategic intents of the personnel policy of the entire healthcare system, which spreads its influence on military medicine. The analysis of scholarly works of Ukrainian scientists confirms that the terms “state health administration specialist”, “healthcare manager”, “head of a healthcare facility” are available in the healthcare sector (Radysh, Pozhyvilova, Vasyuk, 2012). They are similar in content because they define medical managers, but there is a functional difference between them:

- a state health administration specialist is a doctor by profession and public servant who holds the healthcare post in state service (for instance, he heads district or works at regional healthcare administration office (Kurylo, 2006);
- a healthcare manager is a public servant, not necessarily a doctor,

who heads a medical and preventive treatment facility or performs organizational work to realize orders under contract conditions (as a rule, he has a degree in law or economics) (Kryshtopa, 1995);

- a head of a healthcare facility is a manager of technological profile who carries out general management of particular medical technological processes, coordinates the actions of its particular components and pools the team's efforts to accomplish a goal and obtain the top result (Banchuk, Martsenyuk, 2010).

The above is another proof that a manager exercises administration in the healthcare system in the private sector or in self-financing healthcare institutions in which the relevant services are fee-based. Thus, one of the top-priority directions of forming the personnel policy in Ukraine must be aimed at the impartial selection of candidates for executive posts, because the professionalism of executives predetermines the success or failure of a healthcare facility and health care of Ukraine as a branch in general, and particularly in military medicine.

In the aspect under consideration, it seems interesting to refer to the PhD thesis by Zhakhovskiy V.O. that pays attention to the state administration of military medicine through the Health Department of the Ministry of Health of Ukraine. He emphasizes that personal professional potential of a leader has a complex structure and is characterized by close cooperation of all elements: qualification, communicative, creative, psychophysiological, moral and educational, which have a certain manifestation in creative initiatives of a chief of the healthcare system. He specifies the formulation of the concept “personnel policy of military medical service” as a compliance assessment of the available mechanisms of state regulation of evolving the system of building a talent pool for military medical service, which are proclaimed by state policy on military medicine in Ukraine. Therefore, “state personnel policy of military medical service” is a complex of approved national-level decisions or commitments to provide the Armed Forces of Ukraine with highly-qualified medical professionals through implementing a set of political, economic, legal, and scientific methods and criteria for work with medical staff (Vykhanskyy, 2014).

Zhakhovskiy V.O. determines guidelines of the personnel policy of medical service of the Armed Forces of Ukraine:

- the creation of an optimal professional and effective organizational structure of medical service of the Armed Forces of Ukraine;
- the engagement of military personnel and the most experienced healthcare specialists of Ukraine into reforming medical support and shaping the optimal healthcare system;
- staffing military medical establishments and government healthcare agencies with competent persons who recognize the need for qualitative and structural changes in medical services and can put them into action;
- non-stop improvement and renewal of medical service staff, enhancement of proficiency and responsibility of senior executives of medical service (Zhakhovs'kyy, 2005).

The scientist highlights the fundamental principle of shaping personnel policy of medical service of the Armed Forces of Ukraine – recruitment and the deployment of executive staff – places greater focus on the fact that nowadays, the most critical task of the system of military medical education is to train executives of medical service of the Armed Forces of Ukraine, as the quality of their training will influence:

- effective state administration of building personnel potential of medical service of the Armed Forces of Ukraine;
- the level of perfection of the organizational-staff and professional structure of the medical service of the Armed Forces of Ukraine;
- the effectiveness of the medical support system of the Armed Forces of Ukraine with minimum staffing and under an adequate level of medical care;
- constant combat readiness of medical service to provide medical assistance during natural disasters, natural and manmade catastrophes, under extreme conditions and a contingency situation;
- mobilization readiness of medical service, in particular, the option of rapid deployment of the sufficient number of military-medical units during a contingency situation with a minimum time for their preparation for the intended use (The Ministry of Defense of Ukraine, 2007).

At the same time, the joint decree of three ministries (the Ministry of Defense of Ukraine, the Ministry of Health of Ukraine, the Ministry of

Education and Science of Ukraine), which approved the instruction for launching military training for citizens of Ukraine according to the curriculum of reserve officers of medical service that must be realized at the departments of emergency medicine and military medicine of medical high schools or Ukrainian Military Medical Academy (The Ministry of Defense of Ukraine, The Ministry of Health of Ukraine, The Ministry of Science and Education of Ukraine, 2016), is assuming importance. One of the central goals of the decree is to guarantee military training for healthcare professionals at military units specified by the General Staff of the Armed Forces of Ukraine for the prospects of qualitative organizational and staff support of the system of military medicine during a contingency situation.

Ukrainian Military Medical Academy is the only higher military-medical institution of postgraduate education that permits citizens of Ukraine to acquire a medical profession based on the previous one obtained in a medical education institution and trains them for a career at the posts of permanent officers of medical service. The faculty of training military doctors enrolls citizens of Ukraine – alumni of higher medical education institutions of Ukraine who are Reserve Medical Officers and are eager to do military service at the Armed Forces of Ukraine, as well as medical doctors from the officers of medical service of the Armed Forces of Ukraine (Khodorovs'kyi, 2010). In 2012, the department of organization of medical support of the Armed Forces of Ukraine was established. It trains officers of military administration of tactical level – Master of Military Administration.

CONCLUSIONS

Consequently, reforming the healthcare system in Ukraine provides for the implementation of one of its principal directions – the formation of state personnel policy within the healthcare system. One of the essential components of the policy is the development of personnel policy of military medical service, which involves introducing mechanisms for updating the system of its staffing. In this regard, attention is paid to the

quality of administration in the system of military medicine, which is close to public administration in terms of its methodological basis since it is regulated by statutory acts and the system of orders. Thus, it is essential not only to use the terms “military management” and “military manager” within the system of military administration and focus on this issue but also to strive for upgrading the quality of administration in the military-medical field. To settle these issues relevant to Ukraine, it was designed the training system for military medicine officers on which Ukrainian Military Medical Academy relies when training military managers of tactical level with the right to obtain a higher military strategic education. Nowadays, there is a need to improve the quality of functioning of the training system for military-medical managers who can ensure the functional quality of military medicine in practice.

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