



Reorganizacija u zdravstvenim službama u cilju povećanja učinka i produktivnosti radnog procesa

Reorganization in the Health Services with the Aim of Increasing the Effect and Productivity of the Working Process

Tomislav Alavanja, Žarko Vukašinić

Zubotehnička škola Beograd

School of Dentistry, Belgrade

Apstrakt

Ključni izazovi razvoja zdravstvenog sistema, kao i službi unutar njega, ogledaju se u potrebi prilagođavanja načina pružanja zdravstvene zaštite, jer će veći broj starijih ljudi sa više hroničnih bolesti zahtevati drugačija lečenja i drugačiji način pružanja zdravstvenih usluga. Osim toga, izazovi epidemija zaraznih bolesti sa kojima se zdravstveni sistemi širom sveta suočavaju u vreme Kovid 19 pandemije, dodatno naglašavaju potrebu za brzim i efikasnim odgovorom, kao i prilagođavanjem zdravstvenih kapaciteta. Dosadašnji načini upravljanja zdravstvenim sistemima postaju zastareli i dugoročno neodrživi. Kako bi se poboljšali ishodi lečenja, potrebno je promeniti ceo sistem, a ne izvršiti parcijalne promene samo nekih procesa koji se smatraju neuspešnim. Potrebna su nova pravila i podsticanje strateškog razmišljanja u svim delovima sistema. Postoje mogućnosti povećanja efikasnosti zdravstvenog sistema na svim nivoima zdravstvene zaštite, kao i unapređenja kvaliteta zdravstvene usluge, što doprinosi poboljšavanju zdravstvenih ishoda: poboljšanju koordinacije zdravstvene zaštite, izbegavanju prekomerne potrošnje resursa i unapređenju sistema finansiranja sistematskom i dugoročnom zdravstvenom politikom i konzistentnim sveobuhvatnim pravnim okvirom sa obavezujućim smernicama. Kao posledica navedenog, finansijski, demografski i socijalni pritisci znatno povećavaju troškove zdravstvene zaštite. Prilagođavanje zdravstvenih sistema novonastalim uslovima potrebno je sprovesti u okviru stalnih reformi, sa ciljem optimizacije procesa pružanja usluga i istovremeno zadovoljiti potrebe i očekivanja stanovništva. Promenjeni uslovi zahtevaju bolju koordinaciju između različitih nivoa zdravstvene zaštite, brži protok informacija, te efikasnije strategije kojima bi se osigurala odgovornost svih učesnika. Intersektorska, od strane Vlade koordinisana politika, zajednički ciljevi i integrisani odgovori na postojeće probleme i izazove, partnerstvo sa nevladinim i privatnim sektorom osnova su zajedničkog upravljanja, odnosno efikasnog sprovođenja zdravstva u svim politikama. Zdravstveni sektor ima vodeću ulogu u radu sa drugim sektorima i u neposrednoj podršci Vladi u razvoju relevantnih politika i dostizanju njihovih ciljeva. Uspesna primena ovog koncepta zahteva institucionalizovani proces intersektorskog rešavanja problema, utvrđivanje mandata i odgovornosti, inicijativa, finansiranja, budžeta i održivih mehanizama za rad vladinih ustanova u oblasti zdravlja. Ovaj nacrt strategije podržava unapređenje zdravlja, sprečavanje bolesti i produženje kvalitetnog života stanovništva. Takođe, ova strategija je preduslov bržeg razvoja promena, posebno u pogledu ostvarivanja visokog stepena fleksibilnosti bolnica i njihovih resursa kako bi se moglo brzo odgovoriti na trenutne

Abstract

The key challenges of the development of the health system, as well as the services within it, are reflected in the need to adapt the way of providing health care because a larger number of elderly people with multiple chronic diseases will require different treatments and a different way of providing health services. In addition, the challenges of epidemics of infectious diseases that health systems around the world are facing during the Covid 19 pandemic further emphasize the need for a quick and effective response, as well as adaptation of health capacities. The previous ways of managing health systems are becoming outdated and unsustainable in the long term. In order to improve treatment outcomes, it is necessary to change the entire system, and not make partial changes to only some processes that are considered unsuccessful. New rules and encouragement of strategic thinking in all parts of the system are needed. There are opportunities to increase the efficiency of the health system at all levels of health care, as well as improve the quality of health care services, which contributes to improving health outcomes: improving the coordination of health care, avoiding excessive consumption of resources and improving the financing system with a systematic and long-term health policy and a consistent comprehensive legal framework with binding guidelines. As a consequence of the above, financial, demographic, and social pressures significantly increase healthcare costs. Adaptation of health systems to new conditions needs to be carried out within the framework of constant reforms, with the aim of optimizing the process of providing services and at the same time meeting the needs and expectations of the population. The changed conditions require better coordination between different levels of health care, a faster flow of information, and more effective strategies to ensure the responsibility of all participants. Intersectoral policy coordinated by the Government, common goals and integrated responses to existing problems and challenges, and partnership with the non-governmental and private sector are the basis of joint management, i.e. effective implementation of health in all policies. The health sector has a leading role in working with other sectors and indirectly supporting the Government in developing relevant policies and achieving its goals. Successful implementation of this concept requires an institutionalized process of intersectoral problem solving, determination of mandates and responsibilities, initiatives, funding, budgets, and sustainable mechanisms for the work of government institutions in the field of health. This draft strategy supports improving health, preventing disease, and prolonging the quality of life of the population. Also, this strategy is a prerequisite for faster development of changes, especially in terms of achieving a high degree of flexibility of hospitals and their resources in



potrebe i očekivanja građana Srbije. Strategijom se podržava društvena briga za zdravlje ljudi i podstiče odgovornost države i društva u obezbeđenju dobiti za sve građane, putem unapređenja zdravlja, produženja očekivanog trajanja kvalitetnog života, kao i očuvanja zdrave životne i radne sredine. Strategija je dokument koji utvrđuje opšti okvir za akcije i identifikuje dalje pravce, ostavljajući prostor za rešavanje starih i novih izazova. Ciljevi se ostvaruju kroz sve oblike partnerstva za zdravlje i kroz naglašavanje značaja sveobuhvatnog pristupa putem interdisciplinarnosti i multisektorske saradnje.

order to be able to quickly respond to the current needs and expectations of Serbian citizens. The strategy supports social care for people's health and encourages the responsibility of the state and society in ensuring the well-being of all citizens, by improving health, extending the expected duration of quality life, as well as preserving a healthy living and working environment. The strategy is a document that establishes a general framework for actions and identifies further directions, leaving room for solving old and new challenges. The goals are achieved through all forms of partnership for health and through emphasizing the importance of a comprehensive approach through interdisciplinarity and multisectoral cooperation.