

**FEDERAL STATE BUDGET EDUCATIONAL
HIGHER EDUCATION INSTITUTION
"ROSTOV STATE MEDICAL UNIVERSITY"
MINISTRY OF HEALTH OF THE RUSSIAN FEDERATION**

FACULTY OF TREATMENT AND PREVENTION

Assessment materials for the discipline

"Management in Healthcare"

(appendix to the work program of the discipline)

Specialty 05/31/01 General Medicine

1. List of competencies formed by the discipline (in full or partially)

universal (UK)/general cultural (OK)

Code and name universal/general cultural competencies	Indicator(s) of achieving universal general cultural competence
UK-2 Able to manage a project at all stages of its life cycle	<p>ID 1 UK-2 Able to formulate the goal, objectives of the project and draw up a schedule for its implementation. ID 2 UK-2 Can organize a professional discussion of the project, justify the practical and theoretical significance of the expected results, distribute tasks and encourage others to achieve their goals.</p> <p>ID 3 UK-2 Able to check and analyze design documentation, calculate qualitative and quantitative indicators of design work.</p> <p>ID 4 UK-2 Able to present the results of work and analyze the results of the project and evaluate the quality of its implementation.</p>
UK-3 Able to organize and manage the work of a team, developing a team spirit strategy to achieve the goal	<p>ID 1 UK-3 Able to form a team to perform practical tasks, develop a team strategy and work in a team. ID 2 UK-3 Able to implement basic management functions.</p> <p>ID 3 UK-3 Able to assess the degree to which the team has achieved its assigned tasks and the contribution of each team member to the result.</p>
UK-10 Able to make informed economic decisions in different areas vital activity	<p>ID 1 UK-10 Understands the basic principles of the functioning of the economy and economic development, the goals of the form of state participation in the economy</p> <p>ID 2 UK-10 Applies methods of personal economic and financial planning to achieve current and long-term financial goals, uses financial instruments to manage personal finances (personal budget), controls own economic and financial risks</p>

general professional (OPK):

Code and name general professional competencies	General professional achievement indicator(s) competencies
OPK-9. Able to implement the principles of the quality management system in professional activities.	<p>ID 1 OPK-9 Able to perform professional activities of appropriate quality.</p> <p>ID 2 OPK-9 Able to analyze and critically evaluate the quality of professional activity according to given indicators.</p> <p>ID 3 OPK-9 Able to develop a plan of organizational and methodological measures for</p>

achieving an appropriate level of quality of professional activity.

2. Types of assessment materials in accordance with the competencies being developed

Name competencies	Types of assessment materials	number of tasks for 1 competency
UK-2	Closed tasks	25 with sample answers
	Tasks open type: Interview questions Add-on tasks	75 with standard answers 65 10
UK-3	Closed tasks	25 with sample answers
	Tasks open type: Interview questions Add-on tasks	75 with standard answers 65 10
UK-10	Closed tasks	25 with sample answers
	Tasks open type: Interview questions Add-on tasks	75 with standard answers 65 10
OPK-9	Closed tasks	25 with sample answers
	Open type tasks: Interview questions Tasks for additions	75 with standard answers 65 10

UK-2

Closed type tasks:

1. Management is:

- a) activities to develop and implement the organization's goals based on the rational use of all its resources;
- b) the science of management, regulation and control of the material, labor and financial resources of an organization;
- c) entrepreneurial activity that manages the promotion of goods and services from producers to consumers;
- d) ordinary management activities that do not affect the commercial issues of the organization.

Sample answer: a) activities to develop and implement the goals of the organization based on the rational use of all its resources

2. It is legally established that the state medical organization prices for defines its paid services:

- a) independently;
- b) necessarily in agreement with the governing body to which it is subordinate; c) having previously agreed with the Federal Compulsory Compulsory Medical Insurance Fund;
- d) having previously agreed with the Federal Compulsory Medical Insurance Fund.

Sample answer: b) necessarily in coordination with the governing body to which it reports

3. In the management of medical care, the standards are:

- a) as a standard for the required volume and quality of medical services;
- b) a reflection of the amount of money required for remuneration for a medical service;

c) to control the material costs necessary for the provision of medical services; d) a guide to the procedure for providing medical services.

Sample answer: a) as a standard of the required volume and quality of medical services

4. Issuing permission to a medical organization to provide paid medical services presupposes the right of the governing body:

a) to limit the volume and specific types of medical services;

b) do not dictate to the medical institution the volume and specific types of medical services;

c) allow the volume and specific types of medical services without certification of the institution;

d) authorize specific types of medical services even in the absence of a license.

Sample answer: a) to limit the volume and specific types of medical services

5. For a medical organization, licensing is:

a) permission to engage in a certain type of medical and preventive activity, issued by a government agency;

b) determining the volume and types of medical services for a medical organization;

c) recognition of the conformity of the methods used in a given medical organization with those methods adopted by the state;

d) justification for the compliance of the quality characteristics of medical services with the requirements stipulated by the state quality standard.

Sample answer: a) permission to engage in a certain type of medical and preventive activity, issued by a government agency

6. For a medical organization, certification is:

a) permission to engage in a certain type of medical and preventive activity, issued by a government agency;

b) determining the volume and types of medical services for a medical organization;

c) recognition of the conformity of the methods used in a given medical organization with those methods adopted by the state;

d) justification for the compliance of the quality characteristics of medical services with the requirements stipulated by the state quality standard.

Sample answer: d) justification for the compliance of the quality characteristics of medical services with the requirements stipulated by the state quality standard

7. In a market economy, healthcare regulation by the state required:

a) to neutralize the negative impact of the medical services market;

b) to limit the provision of medical services at inflated prices;

c) to create a balance in the implementation of market principles of management and the social orientation of healthcare;

d) to ensure priority in the position of municipal institutions. Sample answer: a)

to neutralize the negative impact of the medical services market

8. Advertising management is:

a) a type of activity aimed at finding and satisfying people's needs in the process of exchanging goods;

b) a type of activity aimed at finding and satisfying people's needs in the process of creating connections between consumers and producers;

c) any paid form of non-personal presentation and promotion of goods on behalf of the manufacturer;
d) analysis and planning of advertising programs and their implementation, including monitoring the implementation of programs.

Sample answer: d) analysis and planning of advertising programs and their implementation, including control of program execution

9. Name the correct sequence of stages of life cycle: a) growth saturation introduction maturity decline;

b) implementation maturity growth saturation decline; c)

implementation growth maturity saturation decline; d)

implementation growth saturation maturity decline.

Sample answer: c) implementation growth maturity saturation decline

10. For the preliminary type of control of medical activities, the goal is: a) feedback from the consumer and the possibility of adjusting plans;

b) identifying the necessary volumes and types of resources to achieve the stated goals;

c) search for motivation to increase remuneration for work; d)

analysis of the reliability of partners.

Sample answer: b) identifying the necessary volumes and types of resources to achieve the stated goals

11. For the current type of control of medical activities, the goal is: a) feedback from the consumer and the ability to adjust plans;

b) identifying the necessary volumes and types of resources to achieve the stated goals;

c) search for motivation to increase remuneration for work; d)

analysis of the reliability of partners.

Sample answer: c) search for motivation to increase remuneration for work

12. For the final type of control of medical activities, the goal is: a) feedback from the consumer and the possibility of adjusting plans;

b) identifying the necessary volumes and types of resources to achieve the stated goals;

c) search for motivation to increase remuneration for work; d)

analysis of the reliability of partners.

Sample answer: a) feedback from the consumer and the ability to adjust plans

13. For a healthcare manager at the "Implementation" stage of the life cycle medical product or service is necessary:

a) enter new markets due to strong competition in order to maintain positions in prices and profits;

b) avoid this stage by updating products (services), markets, technologies; c) quickly passing through this stage, subject to a successful choice of sales channels and a priority direction in activity in the market;

d) stay at this stage for as long as possible in order to more accurately determine the circle of consumers in your market segment.

Sample answer: c) rapid passage of this stage, subject to successful selection of sales channels and priority areas of activity in the market

14. For a healthcare manager at the "Growth" stage of the life cycle medical product or service is necessary:

- a) avoid this stage by updating products (services), markets, technologies; b) rapid passage of this stage, subject to a successful choice of sales channels and priority areas of activity in the market;
 - c) quickly passing through this stage, subject to priority work in organizing sales on the market;
 - d) stay at this stage in order to more accurately determine the cost of the service.
- Sample answer: c) quickly passing through this stage, subject to priority work in organizing sales on the market

15. For a healthcare manager at the "Maturity" stage of the life cycle medical product or service is necessary:

- a) avoid this stage by updating products (services), markets, technologies; b) rapid passage of this stage, subject to a successful choice of sales channels and priority areas of activity in the market;
 - c) stay at this stage for as long as possible by selecting advertising, increasing quality, changing prices, etc.
 - d) do nothing, be content with "laurels".
- Sample answer: c) stay at this stage for as long as possible by selecting advertising, increasing quality, changing prices, etc.

16. For a healthcare manager at the "Saturation" stage of the life cycle medical product or service is necessary:

- a) enter new markets due to strong competition in order to maintain positions in prices and profits;
 - b) avoid this stage by updating products (services), markets, technologies; c) quickly passing through this stage, subject to a successful choice of sales channels and a priority direction in activity in the market;
 - d) stay at this stage as convenient for fighting competitors.
- Sample answer: a) enter new markets due to strong competition in order to maintain positions in prices and profits

17. For a healthcare manager at the Decline stage of the life cycle medical product or service is necessary:

- a) enter new markets due to strong competition in order to maintain positions in prices and profits;
 - b) avoid this stage by updating products (services), markets, technologies; c) stay at this stage for as long as possible by selecting advertising, increasing quality, changing prices, etc.;
 - d) continue commercial activities without changing anything.
- Sample answer: b) avoid this stage by updating products (services), markets, technologies

18. In the compulsory medical insurance system, the indicator "standards for the volume of medical care" reflects: a) the standard of free medical services allowed for a person; b) the cost of 1 visit to a health care facility as part of free medical care; c) the amount of funds to reimburse the costs of providing free medical care per 1 person per year;

d) the amount of contributions made by the policyholder to the compulsory medical insurance system.

Sample answer: a) the rate of free medical services allowed for a person

19. In a healthcare institution for the position of chief physician at the management level speaks:

- a) strategic;
- b) tactical;
- c) operational;
- d) mixed.

Sample answer: a) strategic

20. In a healthcare institution for the position of deputy. chief physician for major resource management level is:

- a) strategic;
- b) tactical;
- c) operational;
- d) mixed.

Standard answer: b) tactical

21. In a healthcare institution for the position of deputy. chief physician for major areas of medical activity, the level of management is:

- a) strategic;
- b) tactical;
- c) operational;
- d) mixed.

Standard answer: b) tactical

22. In a healthcare institution for the position of manager. specialized departments in areas of medical activity, the level of management is:

- a) strategic;
- b) tactical;
- c) operational;
- d) mixed.

Sample answer: c) operational

23. In a healthcare institution for the position of manager. specialized departments in areas of medical activity, the level of management is:

- a) strategic;
- b) tactical;
- c) operational;
- d) mixed.

Sample answer: c) operational

24. In a healthcare institution for the position of chief nurse (deputy) chief physician for nursing) management level is:

- a) strategic;
- b) tactical;
- c) operational;
- d) mixed.

Standard answer: b) tactical

25. In a healthcare institution for the position of senior nurse clinical and paraclinical departments, the level of management is:

- a) strategic;
- b) tactical;

c) operational;

d) mixed.

Sample answer: c) operational

Open type tasks: **TOTAL 75 tasks**

26. Insert the missing word: _____ medical organization in management usually determined by the number of people working in it.

Sample answer: size

27. Fill in the missing word: The strategic direction of modern The _____ reorganization program in the Russian Federation is to reduce the volume of inpatient care and develop day hospitals and hospitals at home.

Sample answer: medical care

28. Fill in the missing word: The strategic direction of modern The _____ reorganization program in the Russian Federation is the development of hospital-substituting types of medical care.

Sample answer: inpatient care

29. Fill in the missing word: The strategic direction of modern program for the reorganization of outpatient care in the Russian Federation is _____ for outpatient care.

Sample answer: increased costs

30. Insert the missing word: Health authority when issuing permission from a medical organization to provide paid medical services has the right to make a decision on _____ and specific types of medical services.

Sample answer: volume limitation

31. Insert the missing word: Licensing of a medical organization means issuing a state permit for the right to engage in a certain type of _____.

Standard answer: therapeutic and preventive care.

32. Fill in the missing word: The purpose of _____ control is to obtain feedback on performance results and making adjustments to planning.

Sample answer: final type

33. Insert the missing word: The purpose of the preliminary type of control is determining whether _____ is sufficient to achieve the task.

Sample answer: resources (human, material, financial)

34. Insert the missing word: Task _____ implementation life cycle medical product/service lies in the ability to stay at this stage as long as possible by increasing advertising, improving quality, lowering prices, etc.

Sample answer: stages of "maturity"

35. Fill in the missing word: Task _____ life cycle The implementation of a medical product/service consists of overcoming this stage as quickly as possible, the correct choice of sales channels, and priority direction.

Sample answer: stages of "implementation"

36. Insert the missing word: Task _____ implementation life cycle medical goods/services consists of organizing sales.

Sample answer: stages of "growth"

37. Insert the missing word: Task _____ implementation life cycle medical goods/services is to search for new markets due to increased competition and strong price reductions.

Sample answer: stages of "saturation"

38. Insert the missing word: Task _____ implementation life cycle medical product/service is to avoid this stage through various marketing techniques: entering new markets, entering new services, etc.

Sample answer: stages of "decline"

39. Insert the missing word: The purpose of _____ type of control is promote motivation, reward and information for subsequent similar work.

Sample answer: current

40. Insert the missing word: Level of management in a healthcare institution The corresponding position of the head nurse (senior paramedic) is _____.

Sample answer: operational

41. Insert the missing word: Level of management in a healthcare institution The corresponding position of the chief physician is primarily _____.

Sample answer: strategic

42. Insert the missing word: Certification of a medical organization means confirmation of compliance of the quality characteristics of medical services with the level required by _____.

Sample answer: state quality standards

43. Insert the missing word: To solve organizational problems in healthcare takes a ___ approach.

Sample answer: system management

44. Fill in the missing word: The essence of _____ is the transfer of power powers down and their acceptance by a lower-level manager.

Sample answer: delegation

45. Insert the missing word: One of the connecting processes in management is _____.

Sample answer: communication

46. Insert the missing word: Management activities begin with _____.

Sample answer: goal setting.

47. Insert the missing word: _____ in management means that the employee receives tasks and is responsible for their implementation to one boss.

Sample answer: unity of command

48. Fill in the missing word: Reward is everything that a person considers for myself _____.

Sample answer: valuable

49. Fill in the missing word: Planning, organization, _____, control are the main management functions.

Sample answer: motivation

50. Fill in the missing word: Delegating your authority to others managers are carried out for _____.

Sample answer: optimal solution to a complex problem

51. Fill in the missing word: The key factor _____ are People.

Sample answer: in any management model

52. Fill in the missing word: The real influence of _____ is senior level managers.

Sample answer: when managing by goals

53. Insert the missing word: The economic mechanism of management consists from _____, production management and human resources management.

Sample answer: intra-company management

54. Fill in the missing word: The term "make a decision" means _____ To implementation of a specific plan.

Sample answer: give an order

55. Insert the missing word: The purpose of planning the organization's activities is _____, strength and means.

Sample answer: defining goals

56. Insert the missing word: The work itself belongs to the _____ category.

Sample answer: "internal reward"

57. Insert the missing word: The goal of the classical school of management is _____.

Sample answer: creation of a universal management principle.

58. Insert the missing word: _____ is the creation of the next link in honey setting a goal and a program for its implementation.

Sample answer: action planning

59. Insert the missing word: The control system in an organization includes: _____, current and final control. Sample answer:

preliminary control

60. Fill in the missing word: The process of _____ involves transfer authority from a senior manager to subordinate managers to perform special tasks.

Sample answer: delegation of authority

61. Fill in the missing word: The process of delegation transfers authority to a subordinate manager, and continues to bear all responsibility _____.

Sample answer: chief executive

62. Insert the missing word: The object of control is a person or _____, which are controlled.

Sample answer: group of people

63. Insert the missing word: _____ aimed at detailing plans Health care facilities, regulation of the production process and economic activities, ensuring clear actions of the management apparatus and coordinated work of all departments of the medical institution are organizational and operational management methods.

Sample answer: methods

64. Insert the missing word: Planning in management means process _____ development goals of the organization and its structural divisions, means of achieving them, timing and sequence of implementation and resource allocation.

Standard answer: definitions or clarifications

65. Fill in the missing word: _____ management determines the ways activities of members of the organization and rules of interaction between members of the organization.

Sample answer: principles

66. Insert the missing word: The functions of health care facility management are relative separate directions _____, with the help of which control actions are carried out to achieve the goals of a medical organization.

Sample answer: management activities

67. Insert the missing word: _____ management are: scientific in combined with elements of art, functional specialization combined with versatility, the optimal combination of centralized regulation and self-government, determination, consistency, continuity.

Sample answer: principles

68. Fill in the missing word: _____ is based on the assumption that the suitability and effectiveness of various management methods is determined by the situation in which the organization finds itself.

Sample answer: situational approach to management

69. Fill in the missing word: _____ is based on the idea of organization as a system of interconnected elements, each of which performs one unique function that ensures the existence of the organization in the long term.

Sample answer: systems approach to management

70. Fill in the missing word: The important contribution of the "school of scientific management" to management practice is the systematic use of _____ means in order to motivate personnel to increase their productivity.

Sample answer: labor incentives

71. Insert the missing word: To the elements of the environment _____ in management include international events, the state of the economy, scientific and technical progress, and political factors.

Sample answer: indirect action

72. Insert the missing word: The characteristics of an organization include goals, isolation, intra-organizational center, organizational culture, _____.

Sample answer: internal and external environment

73. Insert the missing word: In the organization there are _____: institutional, managerial, technical.

Sample answer: levels of control

74. Fill in the missing word: The structure of an organization is a set of elements and logical relationships between them that contributes to _____ and the achievement of the organization's goals - this is.

Sample answer: effective transformation of input resources into the final product

75. Insert the missing word: The mission of a medical organization is the general a goal that makes employees feel _____ toward something.

Sample answer: aspirations

76. Insert the missing word: The strategy of the organization should be understood _____, designed to implement the mission and achieve goals.

Sample answer: comprehensive comprehensive plan

77. Fill in the missing word: Strategy _____ is a strategy involving the search for growth opportunities in the existing market through new products requiring new technology.

Sample answer: horizontal diversification

78. Insert the missing word: _____ is a hierarchy of goals, where each is lower the goal is a means of realizing the nearest higher goal.

Sample answer: "Tree of goals"

79. Insert the missing word: _____ as a management function is drawing up plans taking into account the strategy and goals of the company, its production profile and the specifics of its activities in the market.

Sample answer: organization

80. Insert the missing word: _____ is a collection officially granted rights and obligations to independently make decisions, give orders, and perform certain actions in the interests of the organization.

Sample answer: managerial powers

81. Insert the missing word: The functional management structure is based on _____, ensuring the implementation of each management function at all levels, the hierarchy of bodies exercising control.

Sample answer: hierarchy of organs

82. Insert the missing word: In management practice when recruiting personnel organizations use the following groups of methods: _____.

Sample answer: prognostic and practical

83. Insert the missing word: From the point of view of management theory, the main goal _____ is to provide the organization with personnel, their effective use, professional and social development.

Sample answer: personnel management systems

84. Insert the missing word: According to management theory, to _____ Recruitment and personnel accounting subsystems include the organization of assessment, selection, admission and hiring.

Sample answer: functions

85. Insert the missing word: The functions of the personnel service include: development _____ standards and organization and control of working conditions.

Sample answer: internal regulations

86. Fill in the missing word: _____ discusses political and economic forces.

Sample answer: PEST analysis of the external environment

87. Insert the missing word: To the elements that make up the environment of indirect impacts at the enterprise include _____ and natural and climatic conditions.

Sample answer: international events

88. Insert the missing word: To the main characteristics of _____ in management refers to the homogeneity of the content of work within one function.

Sample answer: control functions

89. Fill in the missing word: According to management theory, _____ as The document begins with the following summary sections.

Sample answer: business plan

90. Insert the missing word: From the point of view of management theory and practice _____ in an organization should be considered as a phenomenon that can both destroy the organization and contribute to its development.

Sample answer: conflict

91. Fill in the missing word: If an employee moves to another functional area of activity without moving to a higher level in the organizational hierarchy, his career is _____.

Sample answer: horizontal

92. Insert the missing word: _____ in management are divided into two categories: substantive and procedural.

Sample answer: theories of motivation

93. Insert the missing word: To methods of increasing technological efficiency efficiency _____ include modernization of company equipment and production automation.

Sample answer: management decisions

94. Insert the missing word: According to management theory, two-way The communication process consists of successive stages: _____, followed by use and decoding.

Sample answer: birth of an idea; coding; broadcast; receiving

95. Insert the missing word: According to management theory, _____ have the following features: low time investment and high responsibility of decision makers.

Sample answer: individual solutions

96. Insert the missing word: In management theory, management decisions _____ are divided into ineffective, rational and optimal.

Sample answer: according to degree of effectiveness

97. Fill in the missing word: According to management theory, _____ are finding a compromise solution and the fact of subordination of the minority to the opinion of the majority.

Sample answer: negative aspects of collective management decision-making

98. Insert the missing word: _____ the basis of personnel management provides professional personnel marketing; quantitative and qualitative job planning; structuring and planning of personnel costs; advanced training of personnel.

Sample answer: socio-economic

99. Insert the missing word: The strategy of an organization in a particular strategic management zone is _____.

Sample answer: corporate strategy

100. Fill in the missing word: The source of formation of _____ includes: potential, goals and mission.

Sample answer: competitive advantage of the organization

UK-3

Closed type tasks:

1. In the works of which authors the development of strategic planning ideas was found reflection?

- 1) Mendel (1973), Lavrov (1972),
- 2) Ansof (1972), Schendel and Hatten (1972)
- 3) Newton (1971), Livshits (1972), Dunning (1974)
- 4) Marx (1972), Schmendel (1972), Darvind (1971)
- 5) Mendel (1978)

*Sample answer:*3) Newton (1971), Livshits (1972), Dunning (1974)

2. What is SWOT?

- 1) analysis of the possibilities of achieving the set goals
- 2) assessment of the internal environment of the company, as well as external opportunities and threats
- 3) threats of changing products
- 4) analysis of the bargaining capabilities of suppliers
- 5) analysis of competitors' bargaining capabilities

*Sample answer:*2) assessment of the internal environment of the company, as well as external opportunities and threats

3. When was the term "strategic planning" introduced?

- 1) in the late 60s early 70s. 20th century
- 2) in the late 70s early 80s. 20th century
- 3) in the late 60s early 70s. 21st century
- 4) in the late 70s early 80s. 21st century
- 5) in the late 80s early 90s. 21st century

*Sample answer:*1) in the late 60s early 70s. 20th century

4. Strategic planning is...

- 1) a set of measures to regulate the enterprise strategy
- 2) the difference between current management at the production level and management, carried out at the highest level
- 3) taking into account internal factors
- 4) an enterprise that ensures the achievement of the enterprise's goals
- 5) development and analysis of the solution

*Sample answer:*1) a set of measures to regulate the enterprise strategy

5. What is the name of the tool with the help of which managerial decisions are substantiated?
decisions in the field of economic activity of health care facilities?

- 1) development of strategic planning
- 2) analytical assessment of strategic planning
- 3) strategic planning method
- 4) assessment of strategic planning
- 5) implementation of strategic planning *Sample answer:*3) strategic planning method

6. Which of the following functions involves coordination of efforts?
structural units of the medical institution to achieve the goal provided
for by the strategic plan?

- 1) coordination and regulation
 - 2) organizational changes
 - 3) resource distribution
 - 4) adaptation to the external environment
 - 5) taking into account internal factors
- Sample answer:*4) adaptation to the external environment

7. Which of the following points reflects the concept of "management in
healthcare"?

- 1) this is a science that studies the patterns of development of society
- 2) this is an item with which prices for medical products are set
goods
- 3) this is a science that studies the production process mainly from the outside
material composition and its changes
- 4) this is the science of management, regulation and control of financial,
labor and material resources of medicine.
- 5) is a science that studies the sales market for medical services.

Standard answer: 4) is the science of management, regulation and
control of financial, labor and material resources of medicine.

8. Name the methods of strategic planning in healthcare

- 1) forecast and planned
- 2) balance sheet, standard
- 3) normative
- 4) balance sheet
- 5) reporting balances and economic standards

Standard answer: 1) forecast and planned

9. Name the main types of strategic planning systems in
healthcare

- 1) systems of rigid formalized planning
- 2) flexible strategic planning
- 3) decentralized and interactive
- 4) centralized, interactive
- 5) strategic planning

Sample answer: 1) systems of rigid formalized planning 10. As in
foreign literature the term "definitions" is usually called

mission of the organization?

- 1) financial mission
- 2) the economic mission of the organization
- 3) corporate mission
- 4) strategic mission
- 5) practical mission

Sample answer: 2) economic mission of the organization

11. Which of the following goals does not exist in the level goals patient services?

- 1) quantitative
- 2) high quality
- 3) tactical goal
- 4) practical
- 5) strategic

Sample answer: 3) tactical goal

12. Which organization has a formally appointed leader, a formally defined structure of positions and positions within the group:

- 1) informal
- 2) individualistic
- 3) formal
- 4) society

5) workshop

Sample answer: 3) formal

13. What is the name of the analysis, which is an assessment of the internal environment of the medical facility, as well as external opportunities and threats?

- 1) SWUT
- 2) SWOT
- 3) SWIT
- 4) SWET
- 5) SWYT

Sample answer: 2) SWOT

14. What is included in personnel management in health care facilities?

- 1) development and implementation of personnel policy, payment and incentives labor, socio-psychological aspects of healthcare management
- 2) principles, functions, economic methods
- 3) carrying out R&D, ensuring the development of production, ensuring sales of medical products and services

4) development of business projects for healthcare facilities

5) ensuring production with material and technical resources of medical institutions. Standard answer: 1) development and implementation of personnel policies, payment and incentives, socio-psychological aspects of healthcare management

15. What constitutes the basis for guaranteeing further operation pharmaceutical company?

- 1) provision of raw materials, materials, human resources
- 2) more complete use of production capacity
- 3) timely shipment and sale of goods
- 4) making a profit from the sale of goods (services)
- 5) increase in production volume

Sample answer: 4) making a profit from the sale of goods (services) 16.

Potential weaknesses of health care facilities include:

- 1) low income
- 2) outdated production facilities
- 3) low number of personnel
- 4) lack of a clear strategy, outdated production facilities, lack of staff skills
- 5) lack of borrowed funds

Sample answer: 4) lack of a clear strategy, outdated production facilities, lack of staff skills

17. The threat of environmental factors can be posed by:

- 1) low level of qualifications of medical personnel
- 2) outdated production facilities
- 3) entry into the market of new low-cost competitors' products
- 4) introduction of a new product by a competitor at a high price
- 5) favorable government regulation policies during recessions and fluctuations in the level of business activity

Sample answer: 3) entry into the market of new products from competitors at low costs

18. The most important task of management in healthcare is:

1) organization of production of goods and services taking into account needs patients

- 2) management of the development of financial policy of health care facilities
- 3) determination of the organizational structure of health care facilities management
- 4) development of a marketing program for medical products
- 5) organization of sales of medical services.

Sample answer: 1) organization of production of goods and services taking into account the needs of patients

19. Social and psychological aspects of medical management

organization does not include:

- 1) stability of official position
- 2) organization of workplaces in health care facilities
- 3) ways to increase the productivity of medical personnel
- 4) ensuring stability of employment of medical personnel
- 5) an effective bonus system for medical workers

Sample answer: 3) ways to increase the productivity of medical personnel

20. Type of management, which consists of managing a medical institution in overall:

- 1) Functional
- 2) Special
- 3) General
- 4) commander

Sample answer: 3) General

21. Development and implementation of personnel policy at health care facilities includes:

- 1) principles of selection and placement of personnel in health care facilities
- 2) forecasting and planning activities for the future
- 3) conditions of hiring and dismissal, training and advanced training
- 4) principles of selection and placement of personnel; conditions of employment and dismissal, training and advanced training

Sample answer: 4) principles of selection and placement of personnel; conditions of hiring and dismissal, training and advanced training

22. Which of the following points refers to the internal environment medical organization?

- 1) scientific and technological progress, the state of the country's economy
- 2) goals, structure, task, people
- 3) competitive environment, consumers
- 4) legislative and regulatory acts
- 5) taxes, loans

Sample answer: 2) goals, structure, task, people

23. Which of the following points reflects the external environment in business direct impact on the medical organization?

- 1) the state of the economy
- 2) resource suppliers, consumers, competitors
- 3) technology, goals, objectives, structure
- 4) scientific and technological progress
- 5) international events

Sample answer: 2) resource suppliers, consumers, competitors 24.

What is the name of entrepreneurship that extends to production and consumption of medical goods and services?

- 1) commercial
- 2) production
- 3) innovative
- 4) financial
- 5) trade

Sample answer: 2) production

25. What is the name of entrepreneurship that extends to exchange, distribution and consumption of health goods and services?

- 1) financial
- 2) production
- 3) commercial
- 4) innovative
- 5) tax

Sample answer: 3) commercial

Open type tasks: **TOTAL75 tasks**

26. Insert the missing word: The main factors for the growth of net income are increasing _____, saving material and monetary resources for production, improving product quality, increasing the efficiency of using fixed and working production assets

Sample answer: labor productivity

27. Fill in the missing word: Leadership means the ability to _____ on individuals and groups, directing their efforts to achieve the goals of the organization

Sample answer: influence

28. Insert the missing word: The main tasks of healthcare at the stage _____ is not an increase in human resources

Sample answer: crisis economic development

29. Solve a situational problem: Structure of management of nursing personnel in health care facilities is linear, two-level and has a horizontal shape.

A) What are the advantages and disadvantages of such a structure?

B) Propose and justify the optimal management structure for nursing services at the present stage.

Sample answer: a) Advantages: traditionalism, unity of management, personal responsibility for your department. ease of communication.

Disadvantages: inconsistency with the medical management structure, overload of the chief nurse, contradiction to the "7 ± 2" principle, lack of auxiliary management units for planning, control, etc.

B) Optimization through: introducing a second level of management, creating a three-level management structure, creating a functional or linear-functional structure. Benefits: Relieves the top-level manager of the decision

numerous routine operational issues and freeing her up to develop a strategy, reducing the requirements for multifunctional training of head nurses, and deeper and more qualified development of management decisions.

30. Solve a situational problem: In the clinic after retirement
A graduate of the VSO faculty, who had no work experience and was unknown to anyone in the team, was appointed to the position of chief nurse. The previously disciplined team became difficult to manage with the arrival of a newcomer. Nurses began to be late for work, not respond properly to comments, ignore decisions and orders, or carry them out "carelessly"; participation in public events has decreased. The young specialist, having assessed the situation, did not apply punitive measures, but organized a meeting of the council of sisters and proposed to intensify the work of the council: jointly draw up a work plan, appoint people responsible for certain sectors of work, designate days for meetings to sum up the work done. The team perceived this decision of the young specialist positively. Discipline and mutual understanding have improved.

What management principle did the head nurse use?

Sample answer: Maximum involvement of performers in the process preparation of decisions.

31. Solve a situational problem: When choosing a place of work, a surgical the nurse had two employment options: a city hospital and a medical unit of a large enterprise. In both hospitals she was offered a job as a day nurse in the surgical department, the same salary, volume of work, good working conditions, and the opportunity to improve her qualifications. A former classmate worked at the city hospital and liked the staff of the department, which was friendly and friendly, in which she could count on support. The nurse did not know the staff of the surgical department of the medical emergency department, but while working here she could receive a discounted voucher to the holiday home and pioneer camp of this enterprise during the vacation period. The choice of nurse settled on the surgical department of the medical unit.

What management methods used in the city hospital and medical unit were the priority for the nurse when choosing a place of work?

Sample answer: Social.

32. Insert the missing word: The subject of management science is social relations between people in the sphere of _____.

Sample answer: management

33. Fill in the missing word: Successful leadership does not involve _____needs to manage.

Sample answer: satisfaction

34. Fill in the missing word: The compromise method is the method_____, involving acceptance of the other party's point of view:

Sample answer: conflict resolution

35. Insert the missing word: Liberal style of team leadership on stage _____of activity is the most effective.

Sample answer: concept development

36. Fill in the missing word: What kind of relationship, authoritarian or democratic, more efficient at work?

Sample answer: leadership style depends on the situation and the maturity of the team. In a situation of stability and a mature team, the democratic style is effective, and in emergency situations and immature teams, the authoritarian style is effective.

37. Insert the missing word: Doesn't authority decrease in the eyes of subordinates? leader when using a democratic leadership style?

Standard answer: no, it does not decrease, because the leader retains expert power.

38. What are the features of the relationship between the manager and subordinates in healthcare institutions of modern Russia?

Sample answer: an authoritarian leadership style predominates, and there is low legal literacy of both managers and subordinates.

39. Insert the missing word: _____ health is expressed in rational use of financial resources and economical use of medicines, dressings, etc.

Sample answer: cost-effectiveness

40. Fill in the missing word: Medical _____ health is measured such indicators as: disease prevalence, "health index" and mortality.

Sample answer: efficiency

41. Insert the missing word: Prices for medical services include _____ organization for work performed plus profit

Sample answer: full costs

42. Insert the missing word: In any clinic in the Russian Federation a citizen who has _____ can receive medical care.

Sample answer: compulsory medical insurance policy

43. Insert the missing word: _____ specialist: confirms compliance of specialist training with state education standards.

Sample answer: certificate (certificate of accreditation).

44. Insert the missing word: Promotion of a healthy lifestyle, campaigns for the fight against smoking, drug addiction, campaigns related to family planning issues, etc. are marketing _____

Sample answer: medical services

45. Insert the missing word: _____ is analysis, planning, implementing and monitoring activities designed to establish, strengthen and maintain profitable exchanges with target customers in order to solve certain organizational objectives: making a profit, growing sales, increasing market share.

Sample answer: marketing management

46. Fill in the missing word: Marketing _____ is carried out with the purpose attracting vacationers and those wishing to receive a course of treatment in sanatorium-resort and medical institutions in specific climatic and geographical zones, cities, and regions of the country.

Sample answer: places

47. Insert the missing word: The product (service) becomes well known in the market at the _____ stage, so the institution's task is to stay at this stage as long as possible: increase marketing costs for advertising, improve quality, improve service, reduce prices.

Sample answer: maturity

48. Insert the missing word: In the broad sense, marketing _____ is a system of principles, methods and measures based on a collective study of consumer demand and the targeted formation of offers of medical goods and services by the manufacturer.

Sample answer: in healthcare

49. Insert the missing word: By _____ we mean activities aimed at obtaining complete information about the needs of the population for various types of medical and social care to ensure the preservation of public health.

Sample answer: marketing of medical services

50. Insert the missing word: To the _____ link of healthcare managers
This could include the head of medical services in large hospitals, the chief nurse, the dean of a medical higher education institution, etc.

Standard answer: average

51. Insert the missing word: _____ in marketing is a specialist, dealing with the creation and expansion of demand, problems of its change and reduction, seeking as many clients as needed to sell the entire volume of services or products produced by the organization at the moment.

Sample answer: manager

52. Insert the missing word: It is not true that the inability of a medical service to storage requires _____.

Sample answer: constant monitoring of the degree of patient satisfaction using surveys, questionnaires with the subsequent formation of a marketing information system

53. Fill in the missing word: _____ highlights five main sections
instructions: "preparation", "clarification", "simplification", "revival", "be yourself".

Sample answer: John Adair

54. Fill in the missing word: The marketing mix includes 4 categories, known as the 4Ps of marketing, which includes _____.

Standard answer: product (product), price (price), place of sale (place), product promotion (promotion)

55. Insert the missing word: Marketing objectives with _____ demand – find ways to link the inherent benefits of a product or service with the natural needs and interests of a person.

Sample answer: absent

56. Insert the missing word: Number of patients actually served one doctor per year, is determined by the formula $F = T \times P$, where T is _____.

Sample answer: number of visits per hour

57. Fill in the missing word: It is not true that strategic planning _____.

Sample answer: clearly demonstrates the inconsistency of the responsibilities of all officials

58. Insert the missing word: _____ secondary sources information includes publications of advertising agencies, materials from market research institutes, industry statistics, etc.

Sample answer: external

59. Fill in the missing word: _____ understood strategy as "defining the main long-term goals and objectives of the enterprise and approving the course of action and allocation of resources necessary for these goals."

Sample answer: Philip Kotler

60. Insert the missing word: Sale of goods, services in several retail outlets (computed tomography in the diagnostic center and clinics of the city) is _____ sales

Answer standard: selective

61. Insert the missing word: The required number of all doctors per year is calculated according to the formula $P_a = \sum A \times N \times D$, where A is _____

Sample answer: appeal of the population regarding this class of diseases

62. Fill in the missing word: _____ is carried out through comprehensive, systematic, impartial and regular research of the marketing environment, objectives, strategies and operational activities of the institution

Sample answer: strategic control

63. Fill in the missing word: A patient in healthcare is a _____
goods (services) to satisfy their needs

Sample answer: consumer

64. Fill in the missing word: Effectiveness of using the direct channel
commodity circulation is that _____.

Sample answer: the number of services sold is quite large *there are funds for
highly specialized advertising

65. Insert the missing word: _____ is the amount of medical services
that medical workers can provide to the population in a certain period of time

Sample answer: sentence

66. Fill in the missing word: _____ is the most common
marketing data collection form used by approximately 90% of researchers

Sample answer: survey

67. Fill in the missing word: As one of the main approaches to organization
marketing activity is used when demand for goods exceeds supply and the cost of
goods is very high?

Sample answer: improving the production of goods and services

68. Fill in the missing word: A characteristic feature of using an indirect channel
commodity circulation is that _____.

Sample answer: there is a concentration of consumers

69. Insert the missing word: Marketing tasks with _____ demand –
convince adherents of something to give up their habits by disseminating frightening
information, sharply raising prices, limiting the availability of a product or service.

Sample answer: irrational

70. Insert the missing word: It is not true that the implementation of marketing goals
research can be carried out by _____ method.

Sample answer: statistical

71. Insert the missing word: According to _____, a leader should
perform the functions of foresight and planning, organization, direction, coordination
and control

Sample answer: Henri Fayol

72. Insert the missing word: At the _____ level, the manager
a medical institution develops long-term plans, formulates goals, adapts to various
changes and organizes connections with the external environment.

Answer: institutional

73. Insert the missing word: The main advantage of _____ is opportunity
see cause and effect in marketing research.

Sample answer: experiment

74. Insert the missing word: Accounting reports, materials earlier
The conducted research refers to _____ sources of secondary information.

Sample answer: internal

75. Fill in the missing word: The importance of management was especially clear
realized in the _____ twentieth century, when this activity turned into a profession,
into a field of knowledge, into an independent discipline, and the social stratum became a
very influential social force.

Sample answer: 30s.

76. Insert the missing word: According to A. Edaisis, an integrator as a type of leader
_____.

Sample answer: skillfully carries out group work

77. Fill in the missing word: With _____ leadership style, the leader encourages employees to actively participate in decision-making, personally controls each one and encourages them to take active action.

Sample answer: democratic

78. Insert the missing word: Marketing _____ is a set of active subjects and forces operating outside of organizations and influencing the ability of marketing management to establish and maintain successful collaborative relationships with clients.

Sample answer: company environment

79. Insert the missing word: It is not true that for the medical services market characterized by _____.

Sample answer: homogeneity of medical services

80. Insert the missing word: Workload on a clinic doctor per hour (T) determined by the formula $T = 60 / \sum x B \times D_n$, where B is _____.

Sample answer: average service time for one patient based on timing 81. Insert the missing word: If the quality of staff competitiveness manifests itself frequently, then when assessing the level of competitiveness, _____ is assigned on a five-point scale.

Answer: 3 points, 4 points.

82. Insert the missing word: _____ price is set arbitrarily manufacturer (with a high price strategy).

Sample answer: monopoly

83. Fill in the missing word: The _____ strategy encourages sales channels and involves actively offering goods to consumers.

Sample answer: pushing

84. Insert the missing word: Identifying types of information sources and paths its rational collection is the _____ stage of marketing research.

Sample answer: second

85. Fill in the missing word: The process of _____ is central to entrepreneurial activity.

Sample answer: foresight and planning

86. Insert the missing word: _____ of a market segment shows how in reality, one or another group of patients can be considered as a market segment, depending on how stable it is based on the main defining characteristics.

Sample answer: materiality

87. Insert the missing word: When assessing competitiveness at the stage strategic marketing, priority should be given to the _____ approach, forecasting future states

Sample answer: dynamic

88. Insert the missing word: It is not true that to reduce service variability and Ensuring quality control is necessary _____.

Sample answer: focus the buyer's attention on the benefits that the service brings

89. Insert the missing word: Team coordinator _____. Sample answer: links the actions of individual group members from the point of view of achieving a specific goal in contact with the leader

90. Insert the missing word: According to Mintzberg's classification of managers, The head of a medical institution who participates in meetings discussing strategy, reviews situations that include the initiation or development of performance improvement projects should be called _____.

Sample answer: entrepreneur

91. Insert the missing word: According to V. M. Chernyshev and A. Yu. Gendlin, according to Currently, the only direct method of influencing people is the _____ method.

Sample answer: administrative

92. Insert the missing word: At the _____ marketing stage, work on the materialization and implementation of competitiveness standards.

Sample answer: tactical

93. Fill in the missing word: _____ is a type of research in which under controlled conditions, one or more factors change while the others remain constant.

Sample answer: Experiment

94. Fill in the missing word: The pricing method, _____, is based on setting a low price to obtain a certain market share in order to achieve such a main goal as reducing the cost of a unit of production with a significant volume of output.

Sample answer: determining the penetration of the product into the market

95. Fill in the missing word: _____ marketing stage research is the analysis of collected information.

Sample answer: fifth

96. Insert the missing word: When determining competitive advantages, the most An insignificant quality for a doctor will be his _____.

Sample answer: intelligence

97. Insert the missing word: _____ is a type species, sample, to which something must satisfy according to its characteristics, properties, qualities

Sample answer: standard

98. Insert the missing word: A management decision is a choice _____.

Sample answer: alternatives.

99. Fill in the missing word: Leadership and _____ focus on the development of employees and their participation in decision-making processes.

Sample answer: personnel management

100. Fill in the missing word: Strategic planning in healthcare focuses on developing strategies to achieve_____.

Sample answer: long-term goals.

101. Financial management focuses on the effective use of _____ resources in healthcare.

Sample answer: financial

UK-10

Closed type tasks: **TOTAL25 tasks.**

1. What relates to the concept of healthcare efficiency:

1) social effectiveness, moral and psychological effectiveness, visual effectiveness

2) medical efficiency, social efficiency, statistical efficiency

3) medical efficiency, social efficiency, economic efficiency

Standard answer: 3) medical efficiency, social efficiency, economic efficiency

2. What is the market development strategy?

1) in the growth of the company through acquisition or strengthening of control over structures located between the company and the end consumer

2) in search of new markets for an already produced product

- 3) when it is in a state of saturation
- 4) in the sale of obsolete funds
- 5) in need of cash receipts

Sample answer: 2) in search of new markets for an already produced product 3. What is included in the control function?

- 1) drawing up current, medium-term and long-term development plans

companies

2) formation and ownership of the capital of the company, formation of bodies management

3) collection and processing, analysis of information on actual results activities of the company, development of activities necessary to achieve goals

4) development of strategic development plans for the company

5) development of enterprise balance sheets

Sample answer: 3) collection and processing, analysis of information about the actual results of the company's activities, development of measures necessary to achieve goals

4. What types of control do health care facilities use?

- 1) current, operational
- 2) financial, administrative
- 3) statistical and accounting
- 4) preliminary, current and final
- 5) financial, material and labor

Sample answer: 4) preliminary, current and final

5. What are not the main tasks of healthcare at this stage?

crisis economic development:

- 1) preservation of the public health sector
- 2) preventing a decrease in the volume of medical and drug care
- 3) increase in human resources
- 4) increasing wages for medical workers

Sample answer: 3) increasing human resources potential

6. What is the main idea of the strategy for reducing healthcare costs?

1) in search of opportunities to reduce costs and conduct appropriate cost reduction measures

2) in need of cash receipts

3) on the application of planning and management decisions, levels of centralization

4) in the absence of receipt of money

5) in search of possible patients

Sample answer: 1) in search of opportunities to reduce costs and carrying out appropriate measures to reduce costs

7. Which of the following is subject to licensing:

- 1) only medical institutions providing compulsory medical insurance programs
- 2) this is not a mandatory procedure
- 3) all medical enterprises, institutions, organizations without exception
- 4) medical organizations providing medical care to children under 14

years.

Sample answer: 3) all medical enterprises, institutions, organizations without exception

8. The cost structure of medical services includes everything except:

- 1) profit
- 2) contributions for social needs
- 3) personnel costs

4) income tax

Sample answer: 1) profit

9. System of departmental quality control of medical care in healthcare institutions of the Russian Federation is not based on:

- 1) the law "On the sanitary and epidemiological welfare of the population of the Russian Federation"
- 2) the law "On medical insurance of citizens of the Russian Federation"
- 3) "Fundamentals of the legislation of the Russian Federation on the protection of the health of citizens"
- 4) all answers are correct.

Sample answer: 1) the law "On the sanitary and epidemiological welfare of the population of the Russian Federation"

10. Strategic planning at the macro level is...

- 1) a necessary tool for economic management medical organization
- 2) a necessary tool for the financial management of medical organizations
- 3) a necessary tool for strategic management medical organization
- 4) a necessary tool for macroeconomic management
- 5) a necessary tool for market management of medical organizations

Sample answer: 4) a necessary tool for macroeconomic management

11. A document giving the medical organization the right to conduct activity is called:

- 1) patent, act
- 2) certificate
- 3) license
- 4) state standard
- 5) ID

Sample answer: 3) license

12. The science of control and management of resources (labor, financial, material) health authorities:

- 1) economics in healthcare
- 2) marketing in healthcare
- 3) healthcare management
- 4) healthcare organization

Sample answer: 3) management in healthcare

13. In the management system, "unity of command" means:

- 1) appointment of managers of a medical organization
- 2) subordination of the team to several managers
- 3) providing the management of the medical organization with such completeness power, which is necessary for decision-making and personal responsibility for the assigned work
- 4) delegation of a certain part of the functions to managers of various management levels
- 5) granting certain power

Sample answer: 3) providing the management of a medical organization with such complete power as is necessary for decision-making and personal responsibility for the assigned work

14. Which of the principles of effective leadership in healthcare is aimed at development of individual qualities of employees?

- 1) Restriction of freedom of action of personnel

- 2) Ignoring employee needs
- 3) Stimulating self-development and learning
- 4) Lack of feedback and evaluation of results

Sample answer: 3) Stimulating self-development and learning

15. What does the problem of combining centralization and decentralization mean in management?

- 1) the problem of determining the structure of the management apparatus
- 2) the problem of determining the ratio of higher, middle and lower management levels
- 3) the problem of optimal distribution (delegation) of powers when making management decisions
- 4) the problem of creating a multi-stage management structure
- 5) the problem of determining the relationship between higher and lower levels management

Sample answer: 3) the problem of optimal distribution (delegation) of powers when making management decisions

16. There are four types of alternatives:

- 1) height
- 2) introduction to the market
- 3) reduction
- 4) recession
- 5) decline, growth, introduction to the market, reduction

Sample answer: 5) decline, growth, introduction to the market, reduction

17. What kind of planning covers a period of several weeks or months?

- 1) short-term
- 2) long-term
- 3) medium term
- 4) operational
- 5) financial

Sample answer: 4) operational

18. Planning as a management function is carried out in the form of:

- 1) indicative, investment planning
- 2) long-term, medium-term, current planning
- 3) financial, credit planning
- 4) business plan
- 5) indicative and strategic planning

Sample answer: 2) long-term, medium-term, current planning

19. Which of the following management tools is used to evaluate efficiency of a medical institution?

- 1) Ignoring feedback
- 2) Lack of monitoring and evaluation of results
- 3) Using Key Performance Indicators
- 4) Lack of strategy and development plans

Sample answer: 3) Use of key performance indicators

20. Which of the following principles of financial management in healthcare contributes to cost optimization and ensures the financial stability of the institution?

- 1) Wasteful spending
- 2) Ignoring financial aspects
- 3) Effective budget planning
- 4) Lack of control and monitoring of financial flows

Sample answer: 3) Effective budget planning

21. Which change management strategy is suitable for healthcare organizations?

- 1) Maintaining the status quo
 - 2) Gradual changes
 - 3) Abrupt change without prior notice
 - 4) Ignoring the need for changes
- Answer standard: 2) Gradual changes

22. Which of the following elements are included in the management concept risks in healthcare?

- 1) Ignoring problems
- 2) Probability and impact assessment
- 3) Lack of insurance
- 4) Unambiguous decisions without discussion

Sample answer: 2) Assessing probability and impact

23. List methods for reducing risk:

- 1) liquidation and exchange
- 2) market, financial, government support
- 3) technical and legal
- 4) monetary and political
- 5) liquidation and exchange

Sample answer: 2) market, financial, government support

24. Which of the following leadership principles are most important for successful healthcare guidelines?

- 1) Ignoring the opinions of staff
- 2) Effective communication
- 3) Lack of adaptation to change
- 4) Secret decision making without discussion

Standard answer: 2) Effective communication

25. Which of the following principles of healthcare management emphasizes the importance of patient participation in decision making?

- 1) Centralization of management
 - 2) Hierarchical structure
 - 3) Formalization of processes
 - 4) Strategic planning
- Answer standard: 1) Centralization of management

Open type tasks: **TOTAL 75 tasks**

26. Fill in the missing word: Healthcare management is an activity according to MO in order to effectively use resources and achieve better medical results.

Sample answer: management

27. Insert the missing word: Subjects of management are _____ any level.

Standard answer: managers

28. Insert the missing word: A control object is _____ of people, coordinated to achieve set goals.

Sample answer: community

29. Fill in the missing word: Planning consists of _____ goals, objectives and resources of the organization necessary for its successful functioning.

Sample answer: definition

30. Insert the missing word: Organization as a management function is

_____connections, order and operating conditions between all divisions of an economic entity.

Sample answer: establishment

31. Insert the missing word: Coordination is the process of ensuring the actions of all parts of the _____management system, it is the preservation, maintenance and improvement of the established operating mode of the Moscow Region.

Sample answer: consistency

32. Insert the missing word: Motivation in the management system is the regulation _____of the interests of employees, encouraging them to achieve goals as personal and the organization as a whole.

Sample answer: process

33. Insert the missing word: Control in a management system is _____, which ensures that the organization achieves certain goals through a system of accounting, evaluation and analysis of activities.

Sample answer: process

34. Fill in the missing word: High-tech medical care provided with funds from _____budget and compulsory medical insurance funds.

Sample answer: Federal

35. Insert the missing word: Methodology for assessing the quality of medical care in the basis of examination of the technology of the diagnostic and treatment process corresponds to _____method of analysis.

Sample answer: procedural 36. Insert the missing word: " _____health" is not relevant to the assessment medical effectiveness of healthcare.

Sample answer: index

37. Insert the missing word: Hospitalization level _____can not used in assessing medical effectiveness.

Sample answer: morbidity

38. Fill in the missing word: Level _____population can be used when assessing social efficiency.

Sample answer: morbidity

39. Insert the missing word: Mortality and _____life expectancy can be used in assessing the social effectiveness of healthcare.

Response standard: expected

40. Fill in the missing word: Vertical linear relationships between units of the Ministry of Defense are intended for _____actions.

Sample answer: coordination

41. Insert the missing word: Defining the goals of the medical institution and employee tasks to achieve them is the essence of the function _____in management.

Sample answer: organization

42. Insert the missing word: Fixed assets, material equipment, personnel, finance, information refers to _____management.

Sample answer: resources

43. Insert the missing word: The excess of demand over supply eliminates to manage the use of a tool such as _____.

Sample answer: marketing

44. Fill in the missing word: The concept of marketing involves _____on consumer needs.

Sample answer: orientation

45. Insert the missing word: Does not apply to the properties of a medical service the ability to evaluate the service before it is performed _____.

Sample answer: receiving

46. Solve a situational problem: Graduate of the Faculty of Higher Nursing education is looking for a job and finds an advertisement that managers with higher medical education are required for the newly opening Russian-American diagnostic and treatment center. Because At one time, she graduated from school with in-depth study of the English language and constantly improved it during her student years, she decides to go for an interview.

If you were the HR manager of this company, who would you prefer? 1. a graduate of the Faculty of Higher Nursing Education;
2. an experienced Russian manager without medical education;
3. foreign manager.

Sample answer:

1. A graduate of the Faculty of Higher Nursing Education. Advantages: managerial medical education and language skills, the disadvantage is the lack of experience and, accordingly, recommendations. The optimal solution is to hire for a probationary period after an interview.

2. Disadvantage: it is easier to gain management experience than to acquire medical knowledge that is very necessary for such work.

3. Disadvantage: the stay of foreign specialists is very expensive foreign companies. The presence of foreign specialists leads to conflicts between them and Russian personnel due to differences in salaries. In addition, when working with Russian patients, it is necessary to take into account the mentality and characteristics of the Russian healthcare system

47. Solve a situational problem: In the office of the deputy chief physician for Three people gathered in the nursing department of a large clinic: the deputy chief physician for nursing, the chief nurse and the young senior nurse. Next is the dialogue between the manager and his subordinates:

deputy head physician (addressing the older sister first): "Your head of the department said that because of another stupidity on your part, we did not receive new equipment. You cannot be entrusted with anything serious. When I was your age, I cracked such problems like nuts."

older sister: "but you..."

deputy head physician: "Don't interrupt me!" Addressing the main sister: "But our older sister is not stupid. Remember how she helped us with the last plan? Okay, the matter is basically fixable." He turns to the main sister again: "Take over the preparation of the equipment agreement. I would have entrusted my elder sister with fixing the situation, and she would have made a mess, just like last time."

Older sister: "Let me..."

Deputy head physician: "That's it, the conversation is over"

Questions for the situational problem:

1. Formulate the basic rules of criticism.
2. Highlight those moments of the dialogue in which the leader violates the rules of criticism.
3. What exactly were the violations of these rules, and what, in your opinion, were there should be actions of the leader in this situation

Sample answer:

1. Do not make critical remarks in front of witnesses. Maintain an even tone. Find something to praise. Don't make hasty accusations, listen to explanations

on the other side. Admit your own mistakes in the situation, talk about the experience of your own failures. Criticize the actions, not the abilities and properties of another person. Help me find the right solution in this situation. Support the prestige of the person being criticized.

2. "...another stupidity on your part... Nothing serious can be entrusted, he'll screw things up again, like last time."

3. Criticizes in the presence of other people and does not allow the person being criticized to speak out. Criticizes the person himself, not his actions. Does not help find the right solution in a controversial situation.

48. Solve a situational problem: Deputy Chief Physician for Nursing cardiology clinic has long been harboring the idea of developing standards of nursing practice applicable in the conditions of its medical institution. Two months ago, she attended a study on organizing nursing in St. Petersburg, bringing a large amount of teaching material and ideas on how to organize it here. Previously, she discussed these problems with the management of the medical facility and the senior nurses of the departments. The attitude towards future innovations among them was not unambiguous. Several older sisters have begun developing standards and have already submitted their proposals. After consulting with them, the deputy. The head physician schedules a meeting. She is very concerned about the result of the meeting, since it depends on whether the team will understand the need for reforms and whether they will be successful. Help the deputy. the head physician to effectively conduct the meeting by answering the following questions:

1. Is it necessary to convene a meeting on this issue? When is it better not to convene meeting?

2. Is it appropriate to call a meeting in this situation and why?

3. Name the main functions of meetings.

4. What problems do you think the deputy should solve? head physician in preparation for meeting?

5. What will be the role of the leader in preparing and conducting the meeting? (use your experience)?

Sample answer: 1. Necessary. A meeting need not be convened if the issue can be successfully discussed by telephone or by written message; the matter is confidential; there is not enough information to make sufficiently thoughtful decisions; there is no good enough reason.

2. The deputy chief physician was faced with a problem that had several solution options and it is necessary that a number of employees take part in developing the solution. She needs to show the importance of this issue. She wants to study and share information. She wants older sisters to share their experiences with others. It needs to coordinate efforts to develop these standards.

3. Coordination. Distribution of tasks. Team formation. Informing teams. Studying the problem. Making decisions. Approval of recommendations. Monitoring.

4. Before the meeting N.P. It's appropriate to ask yourself a number of questions: what does she wants to achieve the result of the meeting? Who will be the meeting participants and what is each participant's role in the meeting? What is the meeting agenda and how long will each issue be discussed? Who will make decisions during the meeting? What specific tasks will its participants receive? What materials need to be prepared before the meeting?

5. Formulating the purpose of the meeting. Preparing the agenda. Definition regulations. Distribution of tasks. Conflict resolution. Summing up the discussion and decisions made.

49. Solve a situational problem: To a hospital for the position of senior medical officer A graduate of the VSO faculty was appointed sister of the department. She was assigned a salary equal to the salary of experienced senior nurses who do not have higher education, but have extensive practical experience. When professional questions arise, even those related to production needs, the young specialist is always met with the reluctance of employees to answer her and feels tension in the relationship. She told the hospital's chief nurse about this, and she talked to the staff. But even after this, relations between the young specialist and the old-timers did not improve.

What type of conflict is presented in the situation? What is the direction of this conflict?

Has this conflict been resolved?

Sample answer: In this case, we observe a conflict between an individual and a group, which has a horizontal orientation. The reasons for such conflict are due to the production basis. During negotiations with employees, the conflict was not resolved; only it was smoothed out.

50. Solve a situational problem: When choosing a place of work, a surgical the nurse had two employment options: a city hospital and a medical unit of a large enterprise. In both hospitals she was offered a job as a day nurse in the surgical department, the same salary, volume of work, good working conditions, and the opportunity to improve her qualifications. A former classmate worked at the city hospital and liked the staff of the department, which was friendly and friendly, in which she could count on support. The nurse was not familiar with the staff of the surgical department of the medical emergency department, but while working here she could receive a discounted voucher to the holiday home and pioneer camp of this enterprise during the vacation period.

The choice of nurse settled on the surgical department of the medical unit.

For a nurse, when choosing a place of work, what principles, in your opinion, were decisive?

1. Economic.
2. Organizational.
3. Administrative.
4. Social.
5. Psychological

Sample answer: Social

51. Solve a situational problem: There is a guard working in the therapeutic department a nurse characterized by a high level of professionalism: carries out assignments clearly and in a timely manner, follows the technology of performing manipulations, is responsive and friendly towards colleagues, winner of the "Best Nurse in the District" competition, is disciplined, always keeps her workplace and documentation in order. In connection with the procedural nurse going on leave, she made a request to the head nurse to transfer her to the position of procedural nurse.

What caused the desire of the guard nurse to move to work in the treatment room? 1. Receive higher wages.

2. The need for self-expression (the fullest use of one's knowledge, abilities, abilities, skills).

3. The need for recognition and self-affirmation.

4. The need to improve your skills.

5. The need for belonging and involvement in a noble cause

Sample answer: The need for self-expression (the fullest use of one's knowledge, abilities, skills)

52. Solve a situational problem: The surgical department of a hospital is distinguished from other departments have good performance indicators, a close-knit and friendly team, and high professionalism of nurses. The head nurse prepared a worthy replacement for her retirement - a nurse with organizational skills, respected by colleagues and patients, competent, able to make independent decisions. But the head nurse, without taking into account the interests and wishes of the team, invited a nurse from another department to fill the vacated position. The surgical department nurse quit.

What is the main reason a nurse quits?

1. Inability to fully realize one's knowledge, abilities, and skills.
2. Resentment towards the head nurse.
3. Fear of losing the respect of the team.
4. Unfulfilled needs of involvement and belonging to a noble cause
5. Unfulfilled need for recognition and self-affirmation

Sample answer: Unfulfilled need for recognition and self-affirmation

53. Solve a situational problem: In the clinic after retiring
A graduate of the VSO faculty, who had no work experience and was unknown to anyone in the team, was appointed to the position of chief nurse. The previously disciplined team became difficult to manage with the arrival of a newcomer. Nurses began to be late for work, not respond properly to comments, ignore decisions and orders, or carry them out "carelessly"; participation in public events has decreased.

The young specialist, having assessed the situation, did not apply punitive measures, but organized a meeting of the council of sisters and proposed to intensify the work of the council: jointly draw up a work plan, appoint people responsible for certain sectors of work, designate days for meetings to sum up the work done. The team perceived this decision of the young specialist positively. Discipline and mutual understanding have improved.

What management principle did the head nurse use? 1.

Planning.

2. Delegation of powers.

3. Maximum involvement of performers in the process of preparing decisions.

4. Competitiveness of management participants.

5. Taking into account the individual characteristics of employees

Sample answer: Maximum involvement of performers in the process of preparing decisions

54. Solve a situational problem: Due to difficult working conditions, the staff
The hospital's trauma department is not staffed with nurses, there is a high staff turnover, and part-time workers are hired. The nurses' work schedule is drawn up by the head nurse and then approved by the HR department. Very often during the month there are changes in nurses' shifts due to discrepancies between the work schedules of part-time workers at their main place of work, and there have been cases of absenteeism due to misunderstandings between nurses.

The head nurse found a way out of this situation by inviting the nurses themselves to draw up a draft schedule, in compliance with all the requirements of labor laws.

What management principle did the head nurse use? 1.

Delegation of powers.

2. Planning.

3. Taking into account the individual characteristics of employees.

4. The widest possible involvement of performers in the decision-making process. Sample answer: The widest possible involvement of performers in the decision-making process

55. Solve a situational problem: The surgical department of the medical unit performs operations usually as planned. 1 month in advance, the head of the department and the head nurse of the surgical department received information about the closure of the surgical department of the city hospital and the admission of patients with emergency conditions. For such conditions, operations were not performed often. The head nurse made calculations of the need for dressings, disinfectants, and sterilization equipment for the uninterrupted operation of the department, in order to then discuss the possibilities of purchasing or transferring for temporary use from the city hospital.

What management function did the head nurse implement?

1. Planning.

2. Organization.

3. Coordination.

4. Motivation.

5. Control.

Sample answer: Planning

56. Solve a situational problem: Chief dental nurse clinic went on an unplanned business trip for 2 days. In her absence, a commission from the Center for State Sanitary and Epidemiological Surveillance (TSGSEN) came to the medical institution. The commission was met by a nurse, recently appointed to the position of senior nurse, with 2 years of experience. As a result of the round, comments and questions arose to which the commission was unable to obtain clear and specific answers from the head nurse. Sanctions were imposed on the medical institution for violations of the sanitary and anti-epidemic regime.

How to avoid a similar situation in the future?

Sample answer: The head nurse was unable to answer the comments and questions of the SES commission either due to insufficient work experience or due to ignorance of the sanitary and anti-epidemic regime. The chief nurse must have a backup who would replace her during her absence. Since there is no backup in the healthcare facility, the chief nurse should, when leaving on a business trip, familiarize the senior nurse with her duties. The chief physician should have assigned an experienced senior nurse with at least 10-15 years of experience or a nurse in the infectious diseases department to meet the commission.

Having arrived from a business trip, the chief nurse should conduct a seminar with senior nurses and clinic nurses on the topic "Compliance with the sanitary and anti-epidemic regime." An approximate list of issues that need to be discussed: "Problems of preventing nosocomial infections"; "General requirements for ensuring the quality of the hospital environment"; "Requirements for certain types of specialized units of health care facilities (in particular, dentistry)"; "New means and methods of disinfection and sterilization"; "Deratization and disinsection in health care facilities."

57. Solve a situational problem: To a medical institution for the position of chief a nurse who had retired, was hired by a graduate of the Faculty of Higher Nursing Education who did not have sufficient experience working with nursing staff. The team of nurses was wary of

to the new leader. A tense situation arose in the relationship between the nursing staff and the head nurse.

How to establish relationships in a team and maintain the microclimate necessary for the effective work of nursing staff

Sample answer: In this situation, there is a conflict between an individual (chief nurse) and a group (team of nurses). The reason for the contradictions is the entry into the team and the appointment of a new person to a leadership position.

In order to improve relationships and defuse tense situations, the chief nurse needs to get to know all the nurses at the health care facility by holding a staff meeting. The chief nurse must find out how nurses "live", what problems bother them, what are the ways out of them, what is the atmosphere in the clinic. The chief nurse must demonstrate her individual qualities at her best - responsibility, determination, hard work, initiative, efficiency, discipline.

Since the team is already coherent and cohesive, the chief nurse should not quickly implement the knowledge, skills and abilities acquired at the VSO faculty into her activities. It is better to ask advice from sister leaders at the first stage of becoming a leader, stimulating their attitude towards innovation.

To maintain the microclimate necessary for the effective work of nursing staff, the chief nurse can hold a conference on current issues in nursing; review competitions "Best in the profession", "Best medical post", "Best sanitary and educational wall newspaper", etc.

58. Solve a situational problem: Early spring. The chief doctor ordered holding a cleanup day to clean up the area. The employees reluctantly accepted the information and gradually began to find all sorts of reasons not to participate in this event. As a result, on the appointed day, eight people instead of 46 came out to clean the area.

How to avoid this situation next year?

Sample answer: The chief physician must show by personal example the importance of this event (go to the cleanup day himself). Employees should be motivated to do physical work through moral encouragement: after cleaning the area, hold a "Best Cleanup Worker" competition with the presentation of certificates of honor and announcements of gratitude.

The administration also needs to think about improving the organization of the cleanup event (for example, musical accompaniment, hot tea, sandwiches, etc.).

59. Solve a situational problem: The nurse was 15 minutes late for work, therefore, she delayed patients' appointments with the dentist. This delay affected not only untimely preparation for working with patients (a sterile table was not set, necessary medications were missing, etc.), but also the psychological state of people going to see a dentist. The patients showed dissatisfaction and demanded an explanation.

What should a dental nurse do? What role can a nurse leader play in this situation?

Sample answer: A nurse in a dental office should apologize to colleagues and patients for being late and quickly prepare the office for the appointment.

sick. After work, the nurse must write an explanatory note to the senior nurse.

The nurse leader needs to do the following:

- to provide for the occurrence of such situations in the future (there must be a backup nurse, get to her workplace herself);
- find out the reason for the delay and discuss ways out of the situation for the future; hold a meeting of the workforce and discuss the situation;
- draw up a plan for nurses to master related professions.

60. Solve a situational problem: The central sterilization room operates in two shifts. The first shift is staffed by experienced nurses who have worked in this medical institution for more than 30 years. The second shift is staffed only by a newly formed team of nurses, the oldest of whom is 27 years old. There are serious contradictions between them, which turn into conflicts and require the intervention of the chief nurse.

What should a sister leader do to eliminate the factors that provoke conflict situations in the CSO team?

Sample answer: The nurse leader needs to:

- determine the type of conflict;
- personally identify the causes of the conflict;
- identify informal leaders in order to influence the psychological climate in general;
- create a flexible work schedule;
- conduct conversations with the workforce;
- eliminate organizational deficiencies.

61. Solve a situational problem: To the trauma department for a vacant position The position of nurse was accepted by an intelligent woman who, due to current circumstances, was left without a decent job. The nurse was washing the floors in the corridor of the department. Two visitors in dirty shoes entered and headed into the ward. The nurse made a polite remark, to which the visitors responded rather rudely, calling the poor woman names. She came to the head nurse with a request to dismiss her voluntarily due to repeated cases of insults from visitors.

Your actions in resolving the problem that has arisen

Sample answer: In the current situation, the tactics of the head nurse should be reduced to the following:

- reassure and support the nurse so that the conversation can be carried on;
- create conditions for the normal work of the nurse in the future: streamline conditions - visiting patients, one of the nurses on duty must be at the post;
- while on duty, do not allow visitors into the unit in an inappropriate manner (without shoe covers and outerwear)

62. Solve a situational problem: According to the staffing schedule in a traumatological The department must have 5 ward nurses working during the day shift. There are actually two nurses working there. Since the salary is quite low, there are practically no people willing to take the post of nurse. Working nurses also threaten to quit in the near future.

How can a senior nurse solve a staffing problem?

Sample answer: To solve a staffing problem, the senior nurse should:

- figure out if 2 nurses perform duties in the amount of 5 nurses, then there should be an appropriate additional payment;
- offer nurses to work on contract terms;
- take part-time workers from outside;
- promise nurses advanced training at the expense of healthcare facilities;
- attract medical students to work in the department colleges and schools.

63. Solve a situational problem: Procedural nurse, upon completion working day, began general cleaning. At this time, the doctor decided to give the patient a novocaine blockade. The nurse did not allow the doctor to carry out the blockade in a room where basic sterility conditions were violated, which caused his dissatisfaction. The doctor went to complain to the head nurse about such a "disgrace."

Is the procedural nurse right in this situation?

Sample answer: The procedural nurse is right in this situation. The nurse manager should politely ask the physician to delay the block until the procedure room is sterile and suggest other settings for the block (eg, dressing room, small operating room). Invite the head of the department to hold a production meeting with doctors and nurses on compliance with the requirements of the sanitary and epidemiological regime, remind doctors and nurses of their functional responsibilities and rights, as well as the rules of conduct and moral responsibilities of a medical worker in relation to the patient.

64. Solve a situational problem: A patient approaches the ward nurse and indignantly demands the fulfillment of prescriptions made by the attending physician during the round. The nurse, after reviewing the appointment sheet in the medical history, notes that no appointments were made. The woman became even more indignant, which caused a response from the nurse in the form of an irritated response tone. A conflict situation arose between the sister and the patient. The head nurse approached the post.

How could the sister leader resolve the conflict that has arisen?

Sample answer: To resolve the conflict, the head nurse should:

- invite the ward nurse and the patient to apologize to each other;
- calm the patient down so that you can have a conversation with her;
- make sure that there really are no appointments on the appointment list;
- go to the doctor and make sure there are no prescriptions;
- carry out "work" with medical personnel in order to warn in the future the occurrence of such situations;
- discuss the documentation system with the head of the department appointments, identify possible shortcomings and ways to optimize the interaction between medical and nursing staff.

65. Solve a situational problem: In teams of structural divisions
In a large medical and preventive institution, psychological tension increases as a result of difficult working conditions. It is accompanied by a decrease in discipline, quantitative and qualitative performance indicators of departments. Due to shortcomings in the work of staff, the number of justified and unfounded complaints from patients and their relatives has increased. Several employees resigned voluntarily. All this entailed the formation of a conflict situation directed against the administration of the medical institution. Trying to prevent

further development of the conflict, it takes measures to mitigate the current situation.

What measures can the administration take in connection with a conflict that has arisen in a medical institution? Justify the advisability of using one or another method of conflict resolution

Sample answer: Means of persuasion. They are used when the conflicting party is ready to act differently as a result of the realization that changing the situation is useful for itself. The main advantage of this method is flexibility and trust.

Imposing norms. It is an institutional approach based on the traditions, values and interests of society. The main advantage of the method is the ability to predict the behavior of opponents, the disadvantage is the lack of sufficient flexibility.

Financial incentives. Usually used in cases of advanced conflict. Stimulation allows you to create that minimum of trust, on the basis of which an acceptable solution to the conflict is developed. The advantage of the method is its flexibility. The disadvantage is little practical application, relative ineffectiveness and weak normativity.

Use of power. Applied only in a specific situation and only through negative sanctions (intimidation or actual use of force). In practice it is used in combination with previous methods

66. Solve a situational problem: The head of a medical institution must make an important decision on the appointment of a new head of a structural unit of the hospital to replace the one who had previously resigned. When selecting and hiring a new employee, the main requirement was the competence of a specialist in his field. The main task was to attract competent employees to fill vacant positions. As a result, there are several applicants for this vacant position.

What actions should be taken by the chief physician to select the most suitable among them?

Sample answer: clear definition of the requirements for performing this work and the functional responsibilities of a specialist through a thorough analysis of tasks and expected responsibilities;

a detailed description of the qualities required for this specialist; making decisions on internal or external recruitment; reviewing received applications and conducting interviews; selection of a candidate based on the results of interviews, tests and recommendations.

67. Solve a situational problem: A manager takes part in a competition for filling the vacant position of chief physician of a private medical enterprise. For the competition, it is necessary to submit a long-term development plan for this medical institution, the purpose of which is to ensure high medical and economic efficiency.

What main components of the strategic planning development process should be taken into account when forming this competitive project?

Sample answer: 1.Reconsidering the goals, values and mission of the organization. The basis is an analysis of the current task (mission) of the institution and ascertaining the compliance of the activities being carried out with this mission.

2. Analysis of the surrounding (external) environment. Evaluation of information about the external environment
The company is aimed at identifying both strategic opportunities and threats, problems and other possible obstacles to its further development.

3. Definition and development of a company profile. The company profile reflects quantity and quality of company resources (material, labor, financial). Based on available resources, the plan allows you to determine the strategic capabilities of the company, taking into account market demands and the effective use of resources.

4. Analysis of alternatives and choice of strategy

68. Solve a situational problem: A large multidisciplinary hospital serves clinical base of the city's scientific and educational institutions in the field of medicine. For many years, its performance indicators far exceed those of other medical institutions. However, they can be even better. To improve the medical efficiency of the institution, the chief physician instructs his deputies to develop and implement a system for monitoring the quality of medical care.

Name the main stages (phases) of the control process and their content

Sample answer: 1. Creation of standards. 2. Observing changes, progress and results.

3. Comparison of performance with standards. 4. Evaluation of results and entry necessary adjustments

69. Solve a situational problem: The essence of modern medical organization activity lies in an adequate response to rapid changes, continuously changing technologies and environmental uncertainty. Improving the technologies used in the medical services market, increasing competition, the struggle for consumers and the quality of medical care require changing the requirements for medical workers. In human resource management, personnel policy becomes an active strategic policy, part of the overall policy of the entire organization. The main role in its implementation belongs to the organization's personnel service. Effective management of medical personnel involves the development of an appropriate concept for personnel development.

Name the main areas of activity when planning human resources in a medical organization

Sample answer: - analysis of the labor market and management of personnel selection activities; selection, hiring and adaptation of employees;

- planning the career of the organization's personnel, their professional and administrative growth;

- analysis of costs and results of labor;

- ensuring rational working conditions, creating optimal social psychological climate;

- development of a system of employee motivation;

- development of the organization's social policy, pension policy;

- conflict resolution

70. Solve a situational problem: You work as the chief nurse in city hospital. The senior nurse of the surgical department presented you with a year-end report on the quality of nursing care in the department. The report reflected:

results of analysis of statistical indicators of personnel and department activities; terms of treatment of patients and reasons for lengthening the terms due to the fault of nurses; correct accounting and consumption of narcotic drugs, alcohol, dressings.

Should this report be returned for revision, and if so, for what reasons?

Sample answer: The report should contain:

1. The results of nursing procedures and patient care on subject to the absence of any complications.
2. The degree of patient satisfaction with the state of nursing care in the department (discharged patients are surveyed).
3. Statistical indicators of personnel and department performance.
4. Accounting for the receipt and consumption of narcotic drugs, alcohol, dressings materials.
5. Patient treatment outcomes and the dependence of outcomes on the quality of nursing care
6. Duration of treatment for patients and reasons for lengthening the time due to the fault of nurses.
7. Information on the inventory of property and analysis of the reasons for its damage and loss

71. Solve a situational problem: You work as a manager in an outpatient medical facility. outpatient type. Assess the staffing potential of the nursing service and the availability of medical equipment in the physiotherapy department, if it is known that a total of 5 positions of nurses are allocated according to the staffing table; 5 positions are actually occupied; and the number of individuals is 3. Two nurses completed their last advanced training 6 years ago, one – 3 years ago. Medical equipment in the department was updated 6 years ago

Sample answer: Required:

- send 2 nurses for advanced training;
- security ratio = $3/5=0.6$; (there is a combination of positions);
- occupancy rate = $5/5 = 1$ (no vacancies);
- update medical equipment, since the percentage of its wear and tear is > 100%.

72. Solve a situational problem: Assess the staffing level of the nursing service hospital staffing, if it is known that a total of 75 positions are allocated according to the staffing table; 73 positions are actually occupied; and the number of individuals is 70.

1. Calculate the security ratios.
2. Calculate occupancy rates Standard

answer:

1. Security ratio = $70/73 = 0.96$; (there is a combination of positions).
2. Occupancy rate = $73/75 = 0.97$ (vacancies available).

73. Solve a situational problem: You have started work in the position of chief clinic nurse. You are friendly with your team, unobtrusively giving advice, expecting suggestions and reciprocal initiative from your subordinates. However, instead of activity and interest, you are faced with difficulties in establishing business contacts and unsatisfactory discipline. Determine your leadership style, establish the reasons that do not allow you to use it. What leadership style is most preferable in this team? Justify the use of this style

Sample answer: The leadership style is democratic; the impossibility of using it is due to the lack of initiative, labor discipline and the general immaturity of the team. In this team it is necessary to apply an authoritarian style. Here it is important to clearly set tasks for subordinates, tighten control over their activities with the introduction of a strict system of objective requirements, it is also necessary to identify informal leaders

74. Solve a situational problem: You work in a medical facility, which is headed by the chief a doctor who considers it his duty to "energize" his deputies every morning. They are in their

queues create a tense atmosphere in the team. The team is motivated through threats, the initiative of subordinates remains unattended, and management decisions are imposed in a categorical form. As a result, cases of employee dismissal have become more frequent.

Determine and characterize the management style of this health facility; give recommendations to improve the current situation

Sample answer: Authoritarian leadership style, because there is minimal contact with the team, the use of one's official position to impose one's decisions on the team without prior discussion. The leader needs to resort to a democratic style; be more self-possessed, stimulate and encourage the initiative of subordinates, develop and make decisions with the participation of the team

75. Solve a situational problem: The doctor-therapist in the hospital's emergency room examined a patient with suspected focal pneumonia (complaints, anamnesis, clinical examination data, laboratory test results). According to the standard, a patient with fever, cough with viscous sputum, and leukocytosis requires an X-ray of the lungs. The frequency of use of radiography for the diagnosis of pneumonia is 0.7. The doctor lost sight of this requirement, despite the fact that in the hospital x-ray examination using a modern digital x-ray unit is available around the clock, and, without referring the patient for x-ray, he admitted him to the hospital. The next day, the attending physician at the hospital, due to increasing respiratory failure, performed an x-ray examination, which revealed a large darkened area with a massive pleural effusion on the left. Antibacterial therapy was adjusted and a puncture of the pleural cavity was performed with evacuation of 1.5 liters of serous fluid. After treatment, the patient was discharged in satisfactory condition under the supervision of a local physician.

Was there a medical error in the actions of the emergency room doctor? If so, then determine what type?

Sample answer:

1. There was no medical error. The doctor's actions are correct, as per standard diagnosis of pneumonia, the frequency of use of radiography is 0.7;
2. There was an unintentional medical error in the doctor's actions - a miscalculation;
3. There was an intentional medical error in the doctor's actions - a violation;
4. There was an unintentional medical error in the doctor's actions - an omission (Standard answer).

76. Solve a situational problem: Therapist in the emergency room of a hospital at 20.00 examined a patient with suspected focal pneumonia (complaints, anamnesis, clinical examination data, laboratory test results). To confirm or exclude the diagnosis according to the standard (Order of the Ministry of Health of Russia No. 1658n) in a patient with fever, cough with viscous sputum, and leukocytosis, an X-ray of the lungs is required. The frequency of use of radiography for the diagnosis of pneumonia is 0.7. The emergency room doctor referred the patient for this study. The study was performed on an old analog X-ray installation (more than 30 years old), operating around the clock. The radiologist and the emergency room physician did not see pneumonia (foci of darkening, effusion, etc.) in the obtained images, and the patient was sent home, the asset was transferred to the local therapist. The next day, an X-ray of the lungs is performed at the clinic using a digital X-ray machine. Now, focal opacities and pleural effusions become noticeable in the lungs. The patient was admitted to the hospital. The images taken earlier in the hospital were

reviewed by experts, the quality of these images did not allow us to conclusively confirm or reject the presence of focal opacities in the lungs. After treatment, the patient was discharged in satisfactory condition under the supervision of a local physician.

Was there a medical error in the actions of the emergency room doctor and the radiologist, if so, then what type of error could it be attributed to?

Sample answer:

1. There was no medical error in the actions of the emergency room doctor and the radiologist, since identifying darkening in the lung was beyond the realm of possibility due to the use of technically outdated equipment (Answer standard);

2. There was an unintentional medical error in the actions of the radiologist - miss;

3. There was a medical error in the actions of the emergency room doctor - a miscalculation;

4. There was a medical error in the actions of the emergency room doctor - a violation.

77. Solve a situational problem: The doctor-therapist in the hospital's emergency room examined a patient with suspected focal pneumonia (complaints, anamnesis, clinical examination data, laboratory test results). To confirm or exclude the diagnosis according to the standard (Order of the Ministry of Health of Russia No. 1658n) in a patient with fever, cough with viscous sputum, and leukocytosis, an x-ray of the lungs is required. The frequency of use of radiography for the diagnosis of pneumonia is 0.7. The emergency room doctor did not refer the patient for this study due to absolute confidence in the correctness of his diagnosis (focal pneumonia), based on the data described above, despite the fact that in the hospital X-ray examination on a modern digital radiographic unit is available around the clock. The emergency room doctor admitted the patient to the hospital. The next day, the attending physician at the hospital, due to increasing respiratory failure, performed an X-ray examination, which revealed a large darkened area with pleural effusion on the left. Antibacterial therapy was adjusted and a puncture of the pleural cavity was performed with evacuation of 1.5 liters of serous fluid. After treatment, the patient was discharged in satisfactory condition under the supervision of a local physician.

Was there a medical error in the actions of the emergency room doctor? If so, what type of error could it be attributed to?

Sample answer:

1. There was no medical error in the actions of the emergency room doctor, since in the standard frequency of use of radiography in the diagnosis of pneumonia is 0.7;

2. There was an unintentional medical error in the actions of the emergency room doctor - miscalculation;

3. There was a deliberate medical error in the actions of the emergency room doctor - violation (Response standard);

4. There was an unintentional medical error in the actions of the emergency room doctor - omission.

78. Solve a situational problem: The doctor-therapist in the hospital's emergency room examined a patient with suspected focal pneumonia (complaints, anamnesis, clinical examination data, laboratory test results). To confirm or exclude the diagnosis in a patient with fever, cough with viscous sputum, and leukocytosis, a chest x-ray is required. The frequency of use of radiography for the diagnosis of pneumonia is 0.7. The doctor did not complete this study due to a breakdown of the digital X-ray unit (previously operating 24 hours a day) and the absence of a local regulatory act defining the routing of patients during the period of equipment breakdown. Corresponding entry

left in the hospitalization and medical history log. The patient was hospitalized in the hospital. The next day, due to increasing respiratory failure, the attending physician performed an X-ray examination using a digital X-ray unit operating from 08.00 to 17.00. As a result, a large area of opacity with pleural effusion on the left was discovered. Antibacterial therapy was adjusted and a puncture of the pleural cavity was performed with evacuation of 1.5 liters of serous fluid. After treatment, the patient was discharged in satisfactory condition under the supervision of a local physician.

Was there a medical error in the actions of the emergency room doctor? If so, what type of error could it be attributed to?

Sample answer:

1. There was no medical error in the actions of the emergency room doctor, since performing an X-ray of the lungs was beyond the realm of possibility (for a doctor) due to the incorrect actions of the head of the Ministry of Defense (the round-the-clock operation of the planned X-ray unit was not ensured during the period of repair of the 24-hour X-ray machine) - a violation forced by the Ministry of Defense (Answer standard);

2. There was an unintentional medical error in the actions of the emergency room doctor - miscalculation;

3. There was a deliberate medical error in the actions of the emergency room doctor - violation;

4. There was an unintentional medical error in the actions of the emergency room doctor - omission.

79. Solve a situational problem: Therapist in the emergency room of a hospital at 20.00 examined a patient with suspected focal pneumonia (complaints, anamnesis, clinical examination data, laboratory test results). To confirm or exclude the diagnosis according to the standard (Order of the Ministry of Health of Russia No. 1658n) in a patient with fever, cough with viscous sputum, and leukocytosis, an x-ray of the lungs is required. The frequency of use of radiography for the diagnosis of pneumonia is 0.7. The emergency room doctor referred the patient for this study. The study was performed on a modern digital radiographic installation operating around the clock. When analyzing the images, the radiologist did not see any areas of darkening, which he reflected in his report. The emergency room physician, having read the radiologist's report, did not look at the pictures and, accordingly, did not diagnose "pneumonia." The patient was sent home, the asset was transferred to the local therapist. The next day at the clinic, the local therapist, while studying the photographs taken in the emergency room, discovered a focus of darkening in the right lung. The presence of a dark spot was confirmed during a repeated description of the image by a radiologist at the clinic. The patient was admitted to the hospital. After treatment, the patient was discharged in satisfactory condition under the supervision of a local physician.

Was there a medical error in the actions of the emergency room doctor and the hospital radiologist; if there was, then what type of error could it be attributed to?

Sample answer:

1. In the actions of a general practitioner and a radiologist at a hospital, a medical error there was no, since the diagnosis of the darkening focus was beyond the realm of possibility;

2. The actions of the hospital radiologist included unintentional medical error – miss (no dark spot detected);

3. There was a deliberate medical error in the actions of the emergency room doctor - violation (the images themselves were not studied);

4. The actions of the hospital radiologist included unintentional medical error - a blunder (the dark spot was not detected), there was a deliberate medical error in the actions of the emergency room doctor - a violation (the images themselves were not studied).

80. Solve a situational problem: At an appointment with a dentist-surgeon before After tooth extraction, the patient was questioned about the presence of an allergic reaction to novocaine-containing medications. The patient denied the presence of an allergy, noting that this group of drugs had not been administered to him before, which he confirmed in his informed consent to medical intervention. The dental surgeon, after administering a medicine containing novocaine, began to remove the tooth. After 15 minutes, indications for additional pain relief arose. At the time of repeated administration of novocaine-containing medication, the patient developed angioedema, for which the necessary emergency measures were taken. After the angioedema was relieved, the tooth extraction procedure was continued under sedation (in dentistry - a state of light dozing or sleep) and then successfully completed. After two hours of observation in the ward and awakening, the patient was allowed to go home in satisfactory condition with recommendations. An allergic reaction to a drug containing novocaine was recorded by the doctor in the patient's chart and sent by e-mail to the local physician. The patient is recommended to consult an allergist.

Was there a medical error in the actions of the dentist-surgeon; if there was, then what type of error could it be attributed to?

Sample answer:

1. There was no medical error in the actions of the doctor-dental surgeon, since in Ultimately, the patient was allowed to go home in satisfactory condition;
2. There was an unintentional medical error - miss (missed allergy);
3. There was a deliberate medical error in the actions of the dentist-surgeon - violation (a test for allergies to novocaine-containing medications was not previously tested);
4. There was no medical error in the actions of the dentist-surgeon, since identifying an allergy to novocaine-containing medications was beyond the capabilities of this doctor (Response Standard).

81. Solve a situational problem: Attending physician of the pulmonology department According to the standard and taking into account the clinical picture, he prescribed the antibacterial drug Amoxiclav to the patient with chronic obstructive pulmonary disease. The patient had previously developed Quincke's edema to this drug, about which there is a corresponding entry in the outpatient chart, and the patient himself was well informed about the allergic reaction to this medicine. The attending physician lost sight of this circumstance and did not interview the patient to verify drug allergies, accordingly, without making a proper entry in the medical history. After taking Amoxiclav, the patient developed anaphylactic shock. The urgent measures taken made it possible to stop the critical condition that had arisen. The patient was transported for treatment to the intensive care unit and a day later in satisfactory condition was transferred to the pulmonology department. After 2 weeks, with improvement, the patient was discharged under the supervision of a local therapist.

Was there a medical error in the actions of the pulmonologist; if there was, then what type of error could it be attributed to?

Sample answer:

1. There was no medical error in the actions of the pulmonologist, since ultimately As a result, the patient was discharged home in satisfactory condition;

2. There was an unintentional medical error in the actions of the pulmonologist - miss (missed allergy);
3. There was an unintentional medical error in the actions of the pulmonologist - omission (allergic history was not studied) (Answer standard);
4. There was no medical error in the actions of the pulmonologist, since the identification allergies to the drug Amoxiclav were beyond the realm of possibility for this doctor.

82. Solve a situational problem: Attending physician of the pulmonology department According to the standard and taking into account the clinical picture, he prescribed the antibacterial drug Amoxiclav to a patient with chronic obstructive pulmonary disease. The patient had previously developed angioedema to this drug, but this fact was not noted in any medical record, since the reaction developed at home and the patient did not tell anyone about it. The attending physician interviewed the patient in detail about the presence of an allergy to the medications that he planned to use in treatment (including Amoxiclav), but the patient hid from him the fact of an allergic reaction. As a result, after taking Amoxiclav, the patient developed anaphylactic shock. The urgent measures taken made it possible to stop the critical condition that had arisen. The patient was transported for treatment to the intensive care unit and a day later in satisfactory condition was transferred to the pulmonology department. After 2 weeks, with improvement, the patient was discharged under the supervision of a local therapist.

Was there a medical error in the actions of the pulmonologist; if there was, then what type of error could it be attributed to?

Sample answer:

1. There was no medical error in the actions of the pulmonologist, since ultimately As a result, the patient was discharged home in satisfactory condition;
2. There was an unintentional medical error in the actions of the pulmonologist - miss (missed allergy);
3. There was an unintentional medical error in the actions of the pulmonologist - omission (allergic history was not studied);
4. There was no medical error in the actions of the pulmonologist, since the identification allergies to Amoxiclav were beyond the realm of possibility for this doctor (Response Standard).

83. Solve a situational problem: Doctor - cardiovascular surgeon (work experience - 15 years old) came to work at the department at 07.00, worked an 8-hour day, after which he began night duty, during which he performed 3 emergency operations. After completing his night shift, the same doctor at 09.00, as an operating surgeon, began performing surgery for an abdominal aortic aneurysm. During the isolation of the abdominal aorta, the cardiovascular surgeon damaged the inferior vena cava. The resulting massive blood loss was compensated, but in the early postoperative period severe respiratory distress syndrome and acute renal failure developed, which required long-term artificial ventilation (10 days) and double hemodialysis. On the 40th day after surgery, the patient was discharged in satisfactory condition for further outpatient treatment at his place of residence.

Did the cardiovascular surgeon make a medical mistake? If so, what is the mechanism of development of the adverse event, its harm and severity?

Sample answer:

1. There was no medical error, since ultimately the patient was discharged home in satisfactory condition;

2. The doctor, a cardiovascular surgeon, made a medical mistake - miss. The sequence of development of an adverse event is as follows: low competence of the doctor - in the operating room a surgeon with insufficient experience, knowledge and skills - blunder - major incident (damage to a great vessel) - severe harm (massive blood loss, grade III hemorrhagic shock);

3. The doctor, a cardiovascular surgeon, made a medical mistake - miss. The sequence of development of an adverse event is as follows: low competence of the doctor - in the operating room a surgeon with insufficient experience, knowledge and skills - blunder - major incident (damage to a great vessel) - moderate harm (massive blood loss, grade III hemorrhagic shock);

4. The doctor, a cardiovascular surgeon, made a medical mistake - miss. The sequence of development of an adverse event is as follows: work overload - a tired surgeon in the operating room - a mistake - a major incident (damage to a great vessel) - severe harm (massive blood loss, hemorrhagic shock III) (Answer standard).

84. Solve a situational problem: Before coronary artery bypass surgery, For a patient weighing 130 kg, an anesthesiologist-resuscitator (work experience - 1 year) performed induction of anesthesia, after which he intubated and connected an anesthesia breathing apparatus. The course of the operation proceeded without any peculiarities or deviations. After the operation, the patient was transported to the anesthesiology and intensive care unit, where he was connected to a ventilator. 30 minutes after admission, a chest x-ray was performed; the resulting images revealed atelectasis of the entire left lung. The emergency diagnostics carried out made it possible to quickly establish the cause of atelectasis - accidental intubation of one (right) bronchus. According to clinical and laboratory studies, there were no signs of respiratory failure, as well as inflammatory changes in the atelectatic lung. The position of the endotracheal tube was urgently corrected. A control X-ray 2 hours later showed complete expansion of the left lung. On the 9th day after surgery, the patient was discharged in satisfactory condition for outpatient treatment at his place of residence.

Did the anesthesiologist-resuscitator make a medical mistake in the operating room? If so, what is the sequence of development of the adverse event, its harm and severity?

Sample answer:

1. There was no medical error in this case, since ultimately the patient was discharged home in satisfactory condition;

2. The doctor - anesthesiologist-resuscitator made a medical mistake - miss. The sequence of development of an adverse event is as follows: low competence of the doctor - in the operating room an anesthesiologist with insufficient experience, knowledge and skills - a mistake - a major incident (accidental intubation of one bronchus) - severe harm (lung atelectasis);

3. The anesthesiologist made a medical mistake - a mistake. The sequence of development of an adverse event is as follows: low competence of the doctor - in the operating room an anesthesiologist with insufficient experience, knowledge and skills - blunder - major incident (accidental intubation of one bronchus) - moderate harm (atelectasis without respiratory failure and pneumonia) (Answer standard);

4. The anesthesiologist made a medical mistake - a mistake. The sequence of development of an adverse event is as follows: low competence of the doctor - in the operating room an anesthesiologist with insufficient experience, knowledge and skills - a miss - a moderate incident (accidental intubation of one

bronchus) – harm of moderate severity (atelectasis without respiratory failure and pneumonia).

85. Solve a situational problem: Currently in healthcare in the Russian Federation The process of creating a unified information space is taking place. The main socio-economic result of the creation of the system will be an increase in the efficiency of the activities of the ministerial level of management of the industry, subordinate executive authorities, territorial bodies, funds and public associations in the field of healthcare, social development, labor and employment.

1. List the main results of the socio-economic effect from implementation of the project to create a UIP.

2. Reveal how one of the things you listed will be accomplished results.

Sample answer:

1. Improving the quality of medical services

- Reduced financial costs;
- Reducing time costs;
- Reducing labor costs for medical personnel.

2. Improving the quality of medical services through:

- increasing the time to see one patient;
- increasing the availability of medical information and educational resources for citizens;

- reducing medical personnel errors associated with prescribing medications and choice of course of treatment (up to 15%);

- reducing temporary disability of citizens by reducing the number errors in diagnosis (up to 20%);

- reduction in mortality by 5% and a corresponding increase in average life expectancy of the population.

Reducing financial costs due to:

- the number of additional consultations, examinations and analyses, prescribed by various specialists in the absence of information about previously performed procedures (up to 14%);

- overexpenditure of medical consumables and drugs (up to eleven%);

- number of re-hospitalizations after treatment (up to 20%),

- number of visits by patients to medical institutions (up to 5%); the number of incorrect financial transactions in the health insurance system.

86. Solve a situational problem: In a medical institution in the city of Krasnoyarsk 5 people with diabetes are observed.

1. Where can a family doctor find out accurate information about a specific population? sick?

2. Why do such databases exist and what do they provide? Sample answer:

1. Personalized registers (databases) contain information about certain groups of patients (occupational diseases, diabetes mellitus, drug addiction, etc.) and are intended to monitor the effectiveness of medical care provided to them and plan its volume and financing.

2. The personalized register database provides:

- Possibility of effective dispensary observation and automated calculating morbidity and mortality rates,

- Fast and accurate generation of government reporting;
- Possibility of assessing long-term results of treatment and the effectiveness of therapeutic measures.

Planning of financial costs for carrying out preventive and therapeutic measures in relation to certain groups of patients, including drug provision

87. Solve a situational problem: You are an employee of a medical institution. To you instructed to develop a classifier of drugs for use in the implemented medical information system.

1. What are your actions?
2. What problems may arise for employees of the institution if you use a guide developed independently?

Sample answer:

1. Contact the territorial body (TFOMS, KMIAC) with a request for providing a current copy of the directory.
2. The received report does not comply with the established form, problems with updating the directory.

88. Solve a situational problem: You need to find out the number of patients treated in the Boguchany Central District Hospital for the past year.

1. What are your actions?
2. Where does this data come from?

Sample answer:

1. Obtain information through the "Health Map of the Krasnoyarsk Territory" service.
2. From reports of medical institutions collected and analyzed by KKMIAC

89. Solve a situational problem: You are the manager of a pharmacy. However, the means You lack information and workflow automation.

1. How can you automate the workflow in a pharmacy?
2. What are the principles for recording pharmaceutical materials (medicines and medical products? prescriptions) are included in Pharmacy Information Systems?

Sample answer:

1. By introducing pharmacy information systems.
2. Pharmacy information systems (AIS) are based on the following principles accounting of pharmaceutical materials (medicines and medical devices):
 1. The entire route of movement of materials up to their write-off (for a specific patient) must be traced both in quantitative and monetary terms.
 2. For purchased materials, AIS must provide complete analytics in the context sources of financing, items of expenditure, by suppliers and manufacturers, by product and pharmacological groups.
 3. For consumed (issued) materials – provide complete analytics: by departments and offices; by nosology groups [based on the latest version of the diagnosis classifier (ICD 10), medical and economic standards or clinical and statistical groups]; by category of patients (compulsory medical insurance, contractual, employees, pensioners, etc.); for individual patients (invoices).
 4. AIS must provide complete information on all pharmacy balances materials: in the central warehouse of the pharmacy, in the first aid kits of senior, guard and procedural nurses, in other departments and offices.
 5. Based on the accumulated statistical data, the AIS should allow create standards for minimum reserves for all or part of the product range, as well as purchase requests for the planning period (usually a year).

6. Control of materials according to expiration dates must be ensured. Materials for write-off according to requirements should be selected automatically from started batches, and new batches should be selected based on expiration dates.

7. AIS must support the possibility of targeted reservation of materials: in batches (reserve and ultra-high reserve), by separate nosology groups (for example, only for patients with acute heart failure), by certain categories of patients (for example, receiving treatment within the framework of targeted funding), and even by individual (specific) patients.

8. AIS must take into account the work of the recipe and production department (including - printing labels for finished dosage forms) with the possibility of automated write-off of components from the pharmacy warehouse and registration of finished dosage forms.

9. AIS should track the placement of materials in storage locations with full analytics on them and printing of product (rack) labels.

10. Provision must be made for the formation of all necessary documents, accompanying the movement of pharmaceutical materials: invoices and invoices, demands from departments, applications, inventory lists, detailed and aggregated reports on movement for an arbitrary period.

11. AIS should provide doctors with the opportunity to administer medications prescriptions based on information about the availability of drugs in their department and in the central warehouse of the pharmacy, as well as the ability to control the write-off of drugs by nurses for patients.

90. Solve a situational problem: You work in a pharmacy. Your organization is closely interacts with health care facilities. You need to know the number of items issued to the hospital department.

1. Is this possible using pharmacy information systems?

2. Where can I get this information?

Sample answer:

1. Yes.

2. You can get information from the 1C: Pharmacy information system medical institution."

91. Solve a situational problem: In a medical institution, a patient consults a doctor for a prescription for a subsidized medicine.

1. Can any doctor write a prescription for a subsidized drug? Justify your answer.

2. Can a discounted prescription contain any drug the patient needs? Justify your answer.

Sample answer:

1. A doctor (paramedic) has the right to write a prescription if information about the doctor is included in list generated by health care facilities and submitted to KFOMS

2. The doctor has the right to prescribe the medicine necessary for the patient if it included in the directory of medicines dispensed under preferential prescriptions. This directory must be compiled by the Ministry of Health of the region and transferred to pharmacies.

92. Solve a situational problem: Currently in healthcare in the Russian Federation The process of creating a unified information space is taking place. The result of the socio-economic plan from the creation of an information system is expected to increase the efficiency of the activities of the ministerial level of management of the industry, subordinate executive authorities, territorial bodies,

foundations and public associations in the field of healthcare, social development, labor, employment.

1. List the main results of the socio-economic effect from implementation of the project to create a unified information program.

2. Explain how one of the ones you listed will be deployed results.

Sample answer:

1. Improving the quality of medical services

- Reduced financial costs;
- Reducing time costs;
- Reducing labor costs for medical personnel.

2. Improving the quality of medical services through:

- increasing the time to see one patient;
- increasing the availability of medical information and educational resources for citizens;

- reducing medical personnel errors associated with prescribing medications and choice of course of treatment (up to 15%);

- reducing temporary disability of citizens by reducing the number errors in diagnosis (up to 20%);

- reduction in mortality by 5% and a corresponding increase in average life expectancy of the population.

Reducing financial costs due to:

- the number of additional consultations, examinations and analyses, prescribed by various specialists in the absence of information about previously performed procedures (up to 14%);

- overexpenditure of medical consumables and drugs (up to

eleven%);

- number of re-hospitalizations after treatment (up to 20%),

- number of visits by patients to medical institutions (up to 5%); the number of incorrect financial transactions in the health insurance system.

93. Solve a situational problem: In a medical institution in the city of Rostov-on-Don 12 people with diabetes are being observed.

1. Where can a family doctor find out accurate information about a specific population? sick?

2. Why do such databases exist and what do they provide? Sample answer:

1. Personalized registers (databases) contain information about certain groups of patients (occupational diseases, diabetes mellitus, drug addiction, etc.) and are intended to monitor the effectiveness of medical care provided to them and plan its volume and financing.

2. The personalized register database provides:

- Possibility of effective dispensary observation and automated calculating morbidity and mortality rates,
- Fast and accurate generation of government reporting;
- Possibility of assessing long-term results of treatment and the effectiveness of therapeutic measures.

Planning of financial costs for carrying out preventive and therapeutic measures in relation to certain groups of patients, including drug provision

94. Solve a situational problem: You are an employee of a pharmaceutical institution. A large amount of information is accumulated in the database every day.

1. List possible ways to ensure integrity and prevent data destruction.

2. Determine which method you need to use. Explain why. Sample answer:

1. Backup, archiving.

2. In the case of backup, we are talking about short- or medium-term additional storage of data that users may still need in their work. If, for example, current data is lost as a result of damage to the hard drive or for other reasons, it can be quickly restored. This way you can effectively protect your data from all sorts of accidents. The storage time for backup copies of a data array is not set for too long - several weeks or months.

Archiving involves data that was previously actively used, but has now entered a "static" state, so it is accessed relatively rarely. They can already be extracted from the backup copy and stored in the archive. Both approaches also differ in the level of costs for acquiring the necessary technical means: for archiving large amounts of data, inexpensive media with high storage capacity, for example, optical media, are usually used.

In the situation described above, it is necessary to back up your data.

95. Solve a situational problem: A message is posted on the bulletin board, which states that each employee of the organization is assigned a personal password. To ensure that employees do not forget it, the password represents the date of birth and name of each employee.

1. What information security rules were violated?

2. What characters should be used when writing a password?

Sample answer:

1. It is prohibited to use a "blank" password, login name, simple passwords like "123", "111", the sequence of the top row of letters on the keyboard. It is also prohibited to use the names and dates of birth of yourself and your relatives, names of pets, car numbers, telephone numbers and other passwords that can be guessed based on information about the user.

It is prohibited to write passwords on paper, in a file, an electronic notebook or other storage media, including on objects.

It is prohibited to disclose your personal password to other users, as well as to register other users in the system using your password.

2. The password must be a sequence of characters, ensuring a low probability of guessing it. The password should be easy to remember

96. Solve a situational problem: You are the head of the information service in a health care facility. U you have suspicions that an employee of your organization has allowed unauthorized access to legally protected computer information, which resulted in the destruction and blocking of information.

1. Which article of the criminal code was violated?

2. What punishment should the offender suffer?

Sample answer:

1. Article 272. Illegal access to computer information.

2. Unauthorized access to legally protected computer information, i.e. information on computer media, in an electronic computer, computer system or their network can lead to destruction, blocking, transformation,

changing or copying information, disrupting the operation of a computer, computer system or their network. Such an act is punishable by a fine in the amount of up to two hundred thousand rubles or in the amount of the wages or other income of the convicted person for a period of up to eighteen months, or by correctional labor for a term of six months to one year, or by imprisonment for a term of up to two years.

97. Solve a situational problem: You are the head of the information department security of the organization. You suspect that one of the users of the corporate information system is creating and distributing malware within the network.

1. Which article of the criminal code was violated?
2. What punishment should the offender suffer?

Sample answer:

1. Article 273. Creation, use and distribution of malicious programs for

COMPUTER.

2. Creating computer programs or making such changes to existing ones programs that can lead to unauthorized destruction, blocking, modification or copying of information, disruption of the operation of a computer, computer system or their network are strictly punished. The use or distribution of such programs or computer media with such programs is punishable in the same way: imprisonment for a term of up to three years with a fine in the amount of up to two hundred thousand rubles or in the amount of the wages or other income of the convicted person for a period of up to eighteen months. The same acts that entailed grave consequences through negligence, - are punishable by imprisonment for a term of three to seven years.

98. Solve a situational problem: Citizen P. penetrated the KKB information base and copied information of interest to him with limited access, which became known to the administrators of the information system. A week later he received a summons to appear in court.

1. Are his actions illegal?
2. What is this connected with?
3. What punishment can citizen P. face for his actions? Sample answer:

1. Yes.

2. Citizen P. violated the law - Chapter 28 of the Criminal Code of the Russian Federation, Art. 272 Unauthorized access to computer information.

3. Unauthorized access to legally protected computer information, i.e. information on computer media, in an electronic computer, computer system or their network can lead to the destruction, blocking, transformation, change or copying of information, disruption of the operation of the computer, computer system or their network. Such an act is punishable by a fine in the amount of up to two hundred thousand rubles or in the amount of the wages or other income of the convicted person for a period of up to eighteen months, or by correctional labor for a term of six months to one year, or by imprisonment for a term of up to two years.

99. Solve a situational problem: You are a teacher working with students correspondence department, while you are a fairly competent person in the field of using modern information and telecommunication technologies.

1. How can you organize the process of interaction with your students when Will the orientation lectures end? What technologies can be applied in this case?
2. What advantages do such technologies provide?

Sample answer:

1. In this case, you can use distance learning technology.

Distance learning is a modern version of distance learning that uses the capabilities of electronic information technologies. It allows the teacher and student, separated by space, to be in constant interaction, organized using certain techniques for constructing the educational process. The term "distance learning" in this case only means that the participants in the learning process are separated by a spatial framework, but not by a temporal one. Both the teaching staff and the distance learner have a constant opportunity to be in dialogue (both educational and interpersonal).

2. Training is individual, the student gets more opportunities independently regulate and distribute the study load and work schedule, distance learning allows you to obtain noticeable savings in time and money.

100. Solve a situational problem: The child is 10 years old. He lives in Yakutia with his parents. He needs a consultation with the director of the Scientific Center for Cardiovascular Surgery named after A.N. Bakulev Academician L.A. Bockeria. But he is in Moscow.

1. How can you consult a child without going to Moscow?

2. What technologies can be used? Sample

answer:

1. Television medical centers of the National Center of Medicine of the Republic Sakha (Yakutia) and City Hospital No. 1 support an internal territorial television medical network, including the Mezhus Children's Center of Vilyuysk, the Lensk Central Hospital and the Alekseevsk Line Hospital. They actively consult patients in Moscow scientific centers (NCS of A.N. Bakulev, etc.), conduct distance training for medical personnel

2. Equipment for televised medical consultations – for example, computer, digital video or photo camera, microphone, headphones, special software, Internet communication channels

OPK-9

Closed type tasks: **TOTAL25 tasks.**

1. Determine the type of management structure, in the case where the hierarchical structure The management of a multidisciplinary hospital is represented by the chief physician, his deputies, and heads of structural divisions.

1) horizontal;

2) vertical;

3) mine;

4) delegated.

Sample answer: 1. horizontal

2. In a medical institution to introduce differentiated wages required:

1) order of the authorized health care body;

2) order of the head of the organization;

3) amendments to the collective agreement;

4) development of regulations on the procedure for remuneration;

5) coordination with a higher health authority. *Sample*

answer: 1, 2, 3, 4, 5.

3. Duration of the disciplinary sanction.

1) six months;

- 2) one year;
- 3) three months;
- 4) three years.

*Sample answer:*1. six months

4. Inventory of medicines is carried out:

- 1) once a quarter;
- 2) once every six months;
- 3) once a year;
- 4) at the discretion of the director.

*Sample answer:*3. once a year.

5. The main functions of entrepreneurship in healthcare are:

- 1) innovative;
- 2) resource;
- 3) general economic;
- 4) social.

*Sample answer:*1, 2, 3, 4.

6. The essence of marketing is:

- 1) a new way of thinking in enterprise management;
- 2) a new way of action of the enterprise in the market;
- 3) development of a system for promoting goods;
- 4) high prices for goods in demand. *Sample answer:*3. development of a system for promoting goods.

7. The specificity of the result of the medical service provided is that:

- 1) the result is embodied in a person;
- 2) the result is individual in nature;
- 3) it is impossible to provide a service in advance;
- 4) it is not the service itself that is brought to the service market, but information about it. *Sample answer:*1, 2, 3, 4.

8. To analyze the quality of use of medicines,
the following programs:

- 1) drugs with a small therapeutic index;
- 2) expensive drugs;
- 3) drugs used in large quantities. *Sample answer:*1, 2, 3.

9. The preventive work of the clinic is expressed in the following, except:

- 1) conducting examinations for the purpose of early detection of diseases;
- 2) home service;
- 3) anti-epidemic work;
- 4) health education classes. *Sample answer:*2. home service.

10. To develop a work plan for the structural unit of the medical
preventive organization needs:

- 1) state guarantee program;
- 2) a plan to optimize the hospital's medical care and its structural divisions;

- 3) financing plan for the hospital and its structural divisions;
 - 4) plan of organizational, economic and technological measures.
- Sample answer:*1, 2, 3, 4.

11. The main functions of entrepreneurship in healthcare include:

- 1) innovative;
- 2) resource;
- 3) general economic;
- 4) social.

*Sample answer:*1, 2, 3, 4.

12. Analysis of hospitalized morbidity is necessary for:

- 1) determining the frequency of complications and concomitant diseases for certain forms of diseases;
- 2) assessing the quality of medical diagnostics of primary health care organizations and hospital doctors;
- 3) determining the level of hospitalization coverage;
- 4) calculating the coverage rate of dispensary observation.

*Sample answer:*1, 2, 3.

13. Leasing is...

- 1) a loan issued by a bank aimed at the development of a medical institution;
- 2) type of investment activity in which the Lessor (leasing the company) acquires ownership of the property specified by the Lessee from the Seller and provides it to the Lessee to generate income for a certain fee;
- 3) financial activities in which the Lessor (leasing company) acquires ownership of the property specified by the Lessee from the Seller and independently disposes of it;
- 4) type of investment activity in which the Lessor (leasing the company) acquires ownership of the property specified by the Lessee from the Seller and provides the Lessee with this property for temporary use (with subsequent transfer of ownership) to generate income for a certain fee.

*Sample answer:*4. a type of investment activity in which the Lessor (leasing company) acquires ownership of the property specified by the Lessee from the Seller and provides the Lessee with this property for temporary use (with subsequent transfer of ownership) to generate income for a certain fee.

14. Representatives of which scientific school advocated for increasing the care of managers about subordinates?

- 1) schools of behavioral sciences;
- 2) schools of human relations;
- 3) schools of scientific management;
- 4) administrative school.

*Sample answer:*2. schools of human relations.

15. The main disadvantages of regional organizational structures include: b)

- double subordination;
- c) high level of conflict; d) overload of the chief manager; 3) large number of management staff;

d) low workload.

*Sample answer:*3. large number of management staff.

16. Representatives of the administrative school of management were:

- 1) Emerson, Ford;
- 2) Fayol, Weber;
- 3) Likert, Argyris;
- 4) Taylor, Fayol.

*Sample answer:*1. Emerson, Ford.

17. Initial process in the strategic management of a medical organization is:

- 1) defining the mission;
- 2) defining goals;
- 3) environmental analysis;
- 4) choosing a strategy.

*Sample answer:*3. environmental analysis.

18. In which organizational structure are functional units deprived authority?

- 1) in linear-functional;
- 2) in the line headquarters;
- 3) in a matrix;
- 4) in the regional.

*Sample answer:*3. in the matrix.

19. The main functions of the clinic are:

- 1) provision of primary health care, specialized medical care, laboratory and diagnostic assistance to the population on an outpatient basis, in a day hospital and at home in accordance with the types and volumes approved by the authorized body in the field of healthcare;
- 2) provision of specialized medical care by specialized specialists;
- 3) implementation of sanitary-hygienic and anti-epidemic measures;
- 4) organization and conduct of immunoprophylaxis;
- 5) coordination of the activities of structural units.

*Sample answer:*1, 2, 3, 4, 5.

20. Why are average errors used in statistics?

- 1) to measure the accuracy and reliability of sample statistical values;
- 2) to determine the number of required observations;
- 3) to construct a mathematical hypothesis;
- 4) to identify a technical error.

*Sample answer:*1. to measure the accuracy and reliability of sample statistical values.

21. What is not included in the cost structure of medical services?

- 1) expenses for remuneration of personnel;
- 2) contributions for social needs;
- 3) expenses for the purchase of medicines and other purchased materials;
- 4) profit.

*Sample answer:*4. profit.

22. Which of the interpersonal methods of conflict resolution can be considered the most effective?

- 1) compromise method;
- 2) method of coercion;
- 3) evasion method;
- 4) method of solving the problem.

*Sample answer:*4) method of solving the problem.

23. Drug provision within the guaranteed volume of free medical care is provided:

- 1) in accordance with clinical protocols;
- 2) within the list of essential (vital) medicines;
- 3) in accordance with drug formularies approved by managers medical organizations;
- 4) according to the order of the Ministry of Health.

*Sample answer:*2. Within the list of essential (vital) medicines.

24. Medicines received from extrabudgetary funds are subject to:

- 1) separate storage;
- 2) separate accounting;
- 3) mark with a special stamp;
- 4) write-off.

*Sample answer:*2, 3.

25. The solvency of an enterprise is

- 1) availability of sufficient funds in the current account;
- 2) absence of overdue accounts payable;
- 3) the presence of cash and cash equivalents at the enterprise sufficient for settlements on accounts payable requiring immediate repayment;
- 4) the ability of any asset to be transformed into cash. *Sample answer:*3. the company has cash and cash equivalents sufficient to pay accounts payable requiring immediate repayment.

Open type tasks: **TOTAL 75 tasks**

26. Complete the sentence with the missing word: Number of subordinates employees are characterized by the norm _____.

*Sample answer:*controllability.

27. Complete the sentence with the missing word: All medical organizations Regardless of the form of ownership, they are subject to_____

*Sample answer:*licensing.

28. Which stage is the first in the process of adoption and implementation of management solutions?

*Sample answer:*recognition of the problem.

29. Complete the sentence with the missing word: State control in the field provision of medical services is _____, carried out by a state body for control in the provision of medical services, healthcare entities, regardless of

departmental affiliation for their implementation of regulatory legal acts in the field of healthcare.

*Sample answer:*examination.

30. Complete the sentence with the missing word: Intrapersonal conflict is a conflict in which two managers impose _____ on one employee.

*Sample answer:*conflicting demands.

31. Complete the sentence with the missing word: Created by management teams are called _____.

*Sample answer:*formal.

32. List the properties of a medical service. *Sample answer:*Continuity, formation _____ demand _____ supplier, optional.

33. Complete the sentence with the missing words: Medical services are actions of medical workers who are _____ oriented towards a specific person.

Sample answer: _____ preventive, _____ diagnostic, _____ medicinal _____ or rehabilitation

34. Complete the sentence with the missing words: Independent examination is a procedure carried out in order to ensure transparency and objectivity in assessing the activities of individuals and legal entities engaged in _____

*Sample answer:*medical and pharmaceutical activities.

35. Complete the sentence with the missing word: Quality of medical care - this is a measure of compliance of the medical care provided with_____, approved by the authorized body in the field of healthcare and established on the basis of the current level of development of medical science and technology.

*Sample answer:*standards.

36. Complete the sentence with the missing word: Number of subordinates employees are characterized by _____.

*Sample answer:*controllability standard.

37. Complete the sentence with the missing word: Cost-intensity coefficient _____ is installed.

*Sample answer:*authorized body in the field of healthcare.

38. Give an answer to the question: During the reporting month, the local general practitioner He received 375 patients at the clinic, of which 350 people lived in this area. Among the patients, 75 people had colds, 120 had diseases of the cardiovascular system, 80 people had diseases of the nervous system. What indicator can be calculated?

*Sample answer:*Structure of morbidity of patients at the reception.

39. Give an answer to the question: Why are average errors used in statistics?

*Sample answer:*To measure the accuracy and reliability of sample statistics quantities

40. List the characteristics for planning the number of patients treated. *Sample answer:* 1) work of the bed; 2) the average length of stay of the patient in bed; 3) number of beds.

41. Complete the sentence with the missing word: The company has cash funds and their equivalents sufficient for settlements on accounts payable requiring immediate repayment - this is the _____ of the enterprise.
Sample answer: solvency.

42. Complete the sentence with the missing word: Methods _____ employees include maintaining staff performance.
Sample answer: manuals.

43. Complete the sentence with the missing word: Risk - management represents is the process of implementing changes in _____.
Sample answer: organizational structure.

44. Complete the sentence with the missing word: Medical planning An institution lasting 5-10 years is called _____ planning.
Sample answer: strategic.

45. Complete the sentence with the missing words: Personnel planning in healthcare includes _____ demand for medical specialties.
Sample answer: quantity, assessment, analysis.

46. Which healthcare system is characterized by the following principles - free of charge, universal accessibility, preventive focus, public participation in health issues?
Sample answer: mixed health system model.

47. Complete the sentence with the missing word: Development of a promotion system medical products and services is _____ marketing.
Sample answer: Essence.

48. Solve the problem: The chief doctor (56-year-old man) made a remark to a colleague, not calling her name related to her appearance. Namely, at the meeting he said: "The appearance of some of our doctors does not correspond to the image of the republican organization - what are with the red nails, short skirts and constant wearing of provocative large and expensive jewelry? Where is our code of conduct in appearance?" Is this statement sexist?
Sample answer: 1) Yes, since the remark was made by a male manager; 2) Yes, since the remark was made exclusively in relation to female colleagues.

49. Solve the problem: The measles incidence rate in city "N" was in: 2020 – 90%
2021 – 75%
2022 – 56%
2023 – 3%.
What indicator can be calculated?
Sample answer: Visual indicator or time series indicators decrease in incidence: absolute decrease, rate of decrease.

50. Complete the sentence with the missing word: Management is system _____, focused on meeting social needs.

*Sample answer:*management of the organization.

51. Complete the sentence with the missing word: Health care is a complex political, economic, medical, social and other activities aimed at _____

*Sample answer:*ensuring public health.

52. Complete the sentence with the missing word: A patient is _____, being a consumer of medical services.

*Sample answer:*individual.

53. Complete the sentence with the missing word: Planning, organization, motivation and control represent the _____ of a healthcare manager in a market environment.

*Sample answer:*functions.

54. Complete the sentence with the missing word: To obtain a loan For a non-governmental medical organization, the required documents are: application for a loan, charter of the enterprise and _____.

*Sample answer:*business plan.

55. Give an answer to the question: There are 38 medical positions in the state hospital, busy 35. What indicator can be calculated?

*Sample answer:*Staffing levels of hospital doctors.

56. List the types of permanent disability.

*Sample answer:*1. Disability among former military personnel; 2. Disability due to work injury; 3. Disability due to occupational disease; 4) Disability since childhood.

57. List the main indicators of medical examination.

*Sample answer:*1. Completeness of medical examination coverage; 2. Timely registration of patients at the dispensary; 3. The proportion of those newly admitted for dispensary observation among those under observation; 4. The average number of patients registered at the dispensary at the therapeutic site.

58. Give an answer to the question: What level of managers are the most small level of managers?

*Sample answer:*senior management.

59. Insert the missing word: Taking into account the territory, seasonality, age of the patient and the patient population is analyzed _____.

*Sample answer:*infectious diseases

60. Insert the missing word: The final results of medical care assistance, resources, the process of providing medical services, medical personnel act as _____ of the medical organization.

*Sample answer:*control object.

61. Insert the missing word: To methods of studying the personality of a subordinate, which are advisable to use in medical organizations include the presence of _____.

*Sample answer:*specialization certificates.

62. Give an answer to the question: During the reporting month at the city therapeutic site, 190 doctor calls to home were registered, of which 150 calls were served by the local doctor, and the remaining calls were attended by the doctor on duty. What indicator can be calculated?

*Sample answer:*Precinct indicator for home service.

63. Give an answer to the question: 98 people died in the city hospital during the year. During postmortem examination, the diagnosis was confirmed in 95 deceased. What indicator can be calculated?

*Sample answer:*Frequency of agreement between clinical and pathological findings diagnoses.

64. Solve the problem: The total number of children in the service area is 16,700. healthy children - 8,115. The number of children with risk factors - 3950. The number of sick children in the compensation stage - 4,269. The number of sick children in the subcompensation stage - 890. The number of sick children in the decompensation stage - 182. What indicator can be calculated?

*Sample answer:*Proportion of children by health group.

65. Solve the problem: In the hospital there are 38 medical positions on staff, occupied 35. What indicator can be calculated?

*Sample answer:*Staffing levels of hospital doctors.

66. Fill in the missing word: Leadership is the process of a leader applying power based on _____.

*Sample answer:*personal qualities.

67. Insert the missing word: The authorized body in the region health care will determine the procedure for providing _____.

*Sample answer:*qualified medical care.

68. Give an answer to the question: To evaluate what indicators are averages used? magnitude?

*Sample answer:*1. State of health of the population; 2. Organization of the work and activities of medical institutions in general, its individual units and doctors; 3. Organization of work and activities of the entire healthcare system; 4. Environmental conditions.

69. Solve the problem: In the surgical department of a healthcare facility there are difficult working conditions, low wages led to a decrease in the discipline of nurses, and cases of being late for work became more frequent. Employees avoided performing particularly labor-intensive steps in working with patients. For this reason, the number of complications associated with poor care has increased. Personnel resign at their own request. The head nurse, despite her extensive work experience, actively strives to improve working conditions, but cannot cope with the situation.

What should be the actions of the head nurse to really improve the situation in the department?

Sample answer: Develop an individual promotion plan with your older sister internal and external motivation of employees.

70. Insert the missing word: Economic _____ health care includes: costs of treatment and preventive work; the ratio of prevented economic damage to the costs of organizing and providing medical care; ratio of maintenance costs to the cost of fixed assets

Sample answer: efficiency.

71. Insert the missing words: "According to the definition of the World Organization healthcare, health is a state of complete physical, mental, spiritual and _____ well-being, and not just the absence of disease and physical defects. Health is closely related to your daily life activities, and therefore your personal _____. Your _____, and therefore your health, depends on how you organize your life activities."

Response standard: social, security, well-being.

72. Insert the missing word: At the _____ level, the head of the medical institutions develop long-term plans, formulate goals, adapt to various changes and organize connections with the external environment.

Response standard: institutional.

73. Insert the missing word: When determining competitive advantages, the most An insignificant quality for a doctor will be his _____.

Response standard: intelligence.

74. Insert the missing word: _____ is the amount of medical services, that medical workers can provide to the population in a certain period of time.

Response standard: offer.

75. Insert the missing word: _____ is the amount of medical services, which patients are willing and able to purchase over a certain period at a certain price.

Response standard: demand.

76. Insert the missing word: _____ of a market segment shows how in reality, one or another group of patients can be considered as a market segment, depending on how stable it is based on the main defining characteristics.

Response standard: materiality.

77. Insert the missing word: Licensing of a medical institution represents the issuance of _____ for the implementation of certain types of activities.

Response standard: state permit.

78. Insert the missing word: The purpose of _____ is to protect interests consumers based on establishing compliance of the activities of a medical institution with existing professional standards.

Response standard: accreditation.

79. Insert the missing word: After successfully completing accreditation the medical institution is issued _____.

Response standard: certificate.

80. Insert the missing word: Medical worker who caused the damage the patient, not related to the careless attitude of the health worker to professional duties, bears _____ responsibility.

Response standard: civil law.

81. Insert the missing word: Liability for harm caused to health
When providing medical care, the patient bears _____.

Response standard: medical institution.

82. Insert the missing words: Medical institution management system includes _____, strategic, _____ levels.

Response standard: tactical, operational.

83. Insert the missing word: _____ must be understood activities aimed at obtaining complete information about the needs of the population for various types of medical and social care to ensure the preservation of public health

Response standard: marketing of medical services.

84. Insert the missing word: Profitability _____ institution healthcare is determined by the ratio of book profit and cost.

Response standard: commercial activities

85. Define the concept from the description of the situation: In the intensive care unit of a health care facility in Due to difficult working conditions and low wages, the performance discipline of nurses has decreased, cases of being late for work, absenteeism for pseudo-excusable reasons, avoidance of particularly labor-intensive and not prestigious stages of working with patients have become more frequent, the number of complications associated with poor care has increased . Several nurses resigned voluntarily. An experienced head nurse with 20 years of experience, while formally performing her duties, does not seek to actively influence the situation. After discussing the situation, the head nurse promised to include in her work plan a conversation with the head physician about increasing the salary for the head nurse from the financial incentive fund.

*Sample answer:*Motivation.

86. Determine the types of conflicts from the description of the situation: In emergency surgery department of a large health care facility, due to difficult working conditions and low wages, the performance discipline of nurses has decreased, cases of being late for work, absenteeism for pseudo-excusable reasons, evading particularly labor-intensive and not prestigious stages of working with patients have become more frequent, the number of complications has increased, associated with poor care. Psychological tension is felt between employees, and a conflict situation is formed directed against the administration of the health care facility. Several nurses resigned voluntarily. An experienced head nurse with 10 years of experience, while formally performing her duties, does not seek to actively influence the situation.

*Sample answer:*Intergroup and Dysfunctional.

87. Solve the problem: A manager at any level usually faces the question of what choose a management style in order to achieve your goals as quickly as possible.

Which statements, in your opinion, are most consistent with the correct behavior of a nurse manager?

1. The manager must take into account the wishes of employees and take care of them.
2. The manager must constantly remind employees that at work they must work and be specific about what they should do.
3. A leader must adapt to the situation and constantly change his style behavior with employees.

4. The manager does not need to adapt to the situation, because employees are getting used to it to a certain management style and adapt to it themselves.

*Sample answer:*A leader must adapt to the situation and constantly change the style of behavior with employees

88. Solve the problem: In order to ensure that the timing and quality of diagnosis, treatment and care corresponded to the standards accepted in medicine, a constant process of observation is required - control, followed by making the necessary adjustments. Control is one of the management functions. However, the control process is often perceived negatively by doctors and nurses.

Which of the following provisions used to reduce negative manifestations of control, in your opinion, are erroneous:

1. The employee must know that control is not aimed at his personality, but at his production activities.
2. Control, if possible, should be carried out covertly, not demonstratively, so as not to influence production activities, not to worry the staff and not to discredit them in the eyes of patients.
3. Control should be exercised over the end result, not the process. execution.
4. Control should be regular, but selective.
5. The status of the inspector and the person being inspected does not matter for control purposes.

Standard answer: 2,3,5.

89. Draw the management structure of a nursing service using an example known to you large multidisciplinary hospital.

How, in your opinion, can the nursing service management structure be optimized?

*Sample answer:*1. Introduce a second level of management, making the management structure three-level in accordance with the medical management structure. 2. Create a functional or linear-functional structure.

90. Solve the problem: In the gynecological department of a large medical facility due to difficult working conditions and low wages have reduced the performance discipline of nurses, cases of being late for work, absenteeism for pseudo-excusable reasons, avoidance of particularly labor-intensive and not prestigious stages of working with patients have become more frequent, and the number of complications associated with poor care has increased. Several nurses resigned voluntarily. The department employs an enterprising graduate student from the evening department of the Faculty of Higher Education. An experienced head nurse with 40 years of experience, an excellent healthcare worker, while formally fulfilling her duties, does not seek to actively influence the situation in the department. The relationship between the student and her older sister is tense. A student is looking for a job. What should the head nurse do?

*Sample answer:*Raise a question to the chief physician about removal from office senior nurse and the appointment of a FVSO student to this position.

91. Solve the problem: Faculty of higher nursing education use increased interest among nurses. Despite the great difficulties during on-the-job training, as well as the need to pay for education, the competition for admission to FVSO does not decrease. The motives for enrolling in FVSO may differ among different students. Indicate which of them relate to internal motivations and which to external ones? Which motivation, internal or external, has the greatest benefits?

Sample answer: internal motives: Strive to improve your professional The level and presence of higher education will allow you to realize your creative potential in the future. External motives: Having a higher education is prestigious. After graduation, there is a real opportunity to work as a teacher at a medical college. Upon graduation, advancement through the ranks is possible. After graduating from university, you can get a well-paid job in one of the medical companies or in a private clinic.

92. Solve the problem: The structure of management of nursing personnel in health care facilities is linear, two-level and has a horizontal shape. Draw it.

The advantages of such a structure are... The disadvantages of such a structure are... Propose and justify the optimal structure for managing nursing services at the present stage.

Sample answer: Advantages: 1. Traditionality. 2. Unity of management. 3. Personal responsibility for your department. 4. Ease of communication. Disadvantages: 1. Inconsistency with the medical management structure. 2. Overload of the head nurse. 3. Contradiction to the "7±2" principle. 4. Lack of auxiliary management units for planning, control, etc. Optimization due to: 1. Introduction of a second level of management, creation of a three-level management structure. 2. Creation of a functional or linear-functional structure. Advantages: 1. Freeing the top-level manager from dealing with numerous routine operational issues and freeing her up to develop strategy. 2. Reducing the requirements for multifunctional training of head nurses. 3. More in-depth and qualified study of management decisions.

93. Solve the problem: The chief doctor gave an order to hold a cleanup day cleaning the area. The employees reluctantly accepted the information and gradually began to find all sorts of reasons not to participate in this event. As a result, on the appointed day, eight people came out to clean the area instead of 46. How to avoid this situation next year?

Sample answer: The chief physician must show by personal example the importance of this events (go out for cleanup yourself). Employees should be motivated to do physical work through moral encouragement: after cleaning the area, hold a "Best Cleanup Worker" competition with the presentation of certificates of honor and announcements of gratitude. The administration also needs to think about improving the organization of the cleanup event (for example, musical accompaniment, hot tea, sandwiches, etc.).

94. Solve the problem: In the emergency surgical department of a large medical facility in connection with Difficult working conditions and low wages have reduced the performance discipline of nurses, cases of being late for work, absenteeism for pseudo-excusable reasons, avoidance of particularly labor-intensive and not prestigious stages of working with patients have become more frequent, and the number of complications associated with poor care has increased. There is psychological tension between employees,

A conflict situation is emerging, directed against the administration of the health care facility. Several nurses resigned voluntarily. An experienced head nurse with 10 years of experience, while formally performing her duties, does not seek to actively influence the situation. What should be the actions of the head nurse to really improve the situation in the department? Justify.

Sample answer: Develop a plan to increase internal and external motivation employees.

95. Solve the problem: In the therapeutic department of a large medical facility due to difficult working conditions and low wages have reduced the performance discipline of nurses, cases of being late for work, absenteeism for pseudo-excusable reasons, avoidance of particularly labor-intensive and not prestigious stages of working with patients have become more frequent, and the number of complications associated with poor care has increased. Several nurses resigned voluntarily. An experienced head nurse with 10 years of experience, while formally performing her duties, does not seek to actively influence the situation. The head nurse, knowing that a graduate student of the evening department of the Faculty of Higher Educational Institutions was working in the department, suggested that she develop a plan of joint measures to correct the situation in the department. In the presence of the head nurse of the department, the head nurse promised that if the outcome was successful, she would remove the current head nurse from her position and appoint a student in her place.

Sample answer: Legal conflict, ethical conflict, form positive stimulation of the personnel reserve, a form of negative stimulation of the head nurse.

96. Solve the problem: Director of the City Diagnostic Center Tatyana Mikhailovna decided on the need to introduce a full-time position for her deputy for marketing. This was due to the fact that the increasing volume of work began to affect its quality. Tatyana Mikhailovna understood that in the daily routine she was beginning to lose sight of the most important problems that needed to be solved. The circle of potential candidates quickly narrowed to two employees. The first was friend Elena Nikolaevna; They studied together with her, trusted each other, and were family friends. As a specialist, Elena Nikolaevna was an efficient and fully qualified worker. She lacked, according to Tatyana Mikhailovna, a creative "vein", energy and perseverance in achieving her goals. Another candidate was Olga, who after graduating from FVSO worked as a nurse at the center. Possessing a sharp mind and being extremely dynamic, Olga very quickly became a qualified worker and fit perfectly into the team. Tatyana Mikhailovna believed that Olga only lacked perseverance. Repeatedly, on her own initiative, Olga offered Tatyana Mikhailovna original solutions to emerging problems, with the help of which she was able to achieve significant results. Who, in your opinion, should be given preference in resolving the issue of a marketing deputy: friend Elena Nikolaevna or young employee Olga? Explain your decision. What qualities, first of all, should a manager have?

marketing?

Sample answer: Preference should be given to Olga. The main qualities that a marketing manager must have: 1. Competence in the chosen field, the ability to act effectively in market conditions, the ability to provide optimal results in any situation, a developed sense of duty and responsibility; 2. Unity of word and deed, efficiency and flexibility in work, the ability to make optimal decisions independently and in a timely manner, deep knowledge of human psychology, the ability to most rationally distribute functions among themselves and

employees, ability to think strategically; 3. Constantly updating your own knowledge.

97. Solve the problem: Director of the City Diagnostic Center Tatyana Mikhailovna decided on the need to introduce a full-time position for her deputy for marketing. This was due to the fact that the increasing volume of work began to affect its quality. Tatyana Mikhailovna understood that in the daily routine she was beginning to lose sight of the most important problems that needed to be solved. The circle of potential candidates quickly narrowed to two employees. Not wanting to make a single decision, T.M. proposed that the administrative council, which includes her deputies and chief specialists, discuss the candidates and make a group decision. What types of solutions can you name? Briefly describe group decision-making methods.

Sample answer: "Brainstorming" – all participants in an informal setting express any ideas without fear of criticism. The manager analyzes alternatives to select the optimal one.

The Delphi method is the development of consensus through questionnaires and feedback. Nominal group - each member of the group makes proposals, discusses each one together, then rated individual voting, the proposal with the highest rating is taken as a basis.

98. Solve the problem: Alina Korovina works in the family doctor's office as a senior nurse. In accordance with the approved rules, one of the nurses must be on duty in the reception area every day. Today it's Alina's turn to coordinate the work of the family doctor's office. She will be scheduled to vaccinate children in her area between 1pm and 5pm, but is hoping she can find time during the day to finish the monthly report, which is due by 5pm today. Offices should not be closed for lunch breaks. From 13:00 to 14:00 she is scheduled to talk with the staff working in the office. The receptionist transfers calls to Alina that require the intervention of the nurse on duty, and also refers to her patients who came to the office without an appointment and would like to receive a consultation from a nurse. Alina can give instructions to the receptionist and technical secretary. However, it should be borne in mind that the technical secretary, as a rule, is very busy, because carries out tasks of the doctor and other employees. While Alina is working in her office and trying to finish her report, she is distracted by the following factors:

8:30 – A doctor comes in and asks for statistics on diabetic patients. 9:00 – A woman is reported to be crying in the waiting room who just found out she is pregnant. In addition, three patients came who want to be referred to the hospital for chest pain that they felt two weeks ago.

9:30 – The doctor calls Alina and asks someone to call Semenova from apartment 140 of building 34 and remind her about her child's vaccination.

10:00 – A patient calls and asks what he should do if he has lost his referral for examination.

10:50 – The dental office needs to prepare the records of 20 patients who require further examination and treatment.

11:45 – A young man comes in and says he has hepatitis. He heard about a new method of treatment and rehabilitation and would like to receive additional information. When giving answers to this problem, you should keep in mind that in reality there are no ready-made recipes for solving each specific problem, so you need to use your own experience and provide a logical basis for your decisions.

1. Describe how you would respond to each of the following distractions? What will you do first, what can you put off? Indicate in your answers whether you will delegate responsibility and to whom? Justify your decisions.

2. What are the external factors that contribute to unproductive use of time, can you name (use your experience)?

3. What recommendations can you give for time management in the workplace?

*Sample answer:*1. Preparing statistics on diabetics is not a priority; one of the nurses can help Alina select patient data from the computer. However, it should be clarified by what time this order must be completed. You can talk to the pregnant woman herself to decide on tactics; if a midwife is present, send her to her. Send patients with chest pain to see a family doctor. You can ask the receptionist to call you about vaccination, but if the phone is at hand and Semenova is at home, it will be faster to do it yourself, but if she is not at home

Responsibility will have to be delegated to the registrar or technical secretary. Regarding a lost referral, it would be best to tell him to come get a new one if he lives not far away and is free, or ask the nurse to bring the referral along the way. The registrar can prepare the cards during the day. You can talk to the young man yourself or entrust this matter to employees competent in this area. The first priority in any case should be working with patients.

2. Phone calls. Communication with colleagues. Meetings. Lack of information. Ineffective communication. Lack of feedback. Lack of clear rules, norms and procedures in the organization. Incompetence of colleagues. Inadequate record keeping and archiving. Lots of documents and reading.

3 Distractions must be resisted. Try to prioritize things according to your daily routine. Learn to say "no" decisively when you cannot do something due to lack of time. Improve your telephone communication skills. Use meeting time effectively. Prepare in advance for it, start and end the meeting on time, make sure that the discussion does not go beyond the agenda. Reduce time spent working with documents. Don't accumulate papers. Don't go back to each document multiple times. Set aside time to work on tasks that require special focus. Clear your desk of piles of papers.

99. Solve the problem: After graduating from the Faculty of Higher Nursing Education with diploma with honors and qualifying as a manager, Alexandra, following her husband, who got a job in a Moscow company, also moved to Moscow. She doesn't really want to sit at home, she is intensively looking for work and finds an advertisement with the following content: managers with higher medical education are required for the newly opened Russian-American medical and diagnostic center. Because at one time she graduated from school with in-depth study of the English language and constantly improved it during her student years, after consulting with her husband, she decides to go for an interview. If you were the HR manager of this company, who would you prefer?

Alexandru. 2. An experienced Russian manager without medical education. *Sample answer:*1. Alexandru. Advantages: education and knowledge of the language, disadvantage – lack of experience and, accordingly, recommendations. The best solution is to hire with a probationary period after the interview.

1. Disadvantage: it is easier to gain management experience than to acquire medical knowledge that is very necessary for such work.

2. Disadvantage: the stay of foreign specialists is very expensive foreign companies. Leads to conflicts between them and Russian personnel due to differences in salaries. In addition, when working with Russian patients, it is necessary to take into account the mentality and characteristics of the Russian healthcare system.

100.Solve the problem: In the surgical department of a healthcare facility there are difficult working conditions, low wages led to a decrease in the discipline of nurses, and cases of being late for work became more frequent. Employees avoided performing particularly labor-intensive steps in working with patients. For this reason, the number of complications associated with poor care has increased. Personnel resign at their own request. The head nurse, despite her extensive work experience, actively strives to improve working conditions, but cannot cope with the situation.

What should be the actions of the head nurse to really improve the situation in the department?

*Sample answer:*Develop an individual promotion plan with your older sister internal and external motivation of employees.

CRITERIA for assessing competencies and rating scales

Grade "unsatisfactory" (not accepted) or absence formation competencies	Grade "satisfactorily" (passed) or satisfactory (threshold) level of development competencies	Grade "Fine" (passed) or sufficient level development competencies	Grade "Great" (passed) or high level development competencies
failure to student on one's own demonstrate knowledge when solving assignments, lack independence in application of skills. Absence availability confirmation formation competencies indicates negative development results academic discipline	student demonstrates independence in application of knowledge skills and abilities to solve educational tasks in full According to sample given teacher, by tasks, solution of which there were shown teacher, it should be considered that competence formed on satisfactory level.	student demonstrates independent application knowledge, skills and skills at decision assignments, tasks similar samples that confirms Availability formed competencies for higher level. Availability such competencies for sufficient level testifies about sustainable fixed practical skill	student demonstrates ability to full independence in choosing a method solutions non-standard assignments within disciplines with using knowledge, skills and skills, received as in development progress given disciplines and adjacent disciplines should be considered competence formed on high level.

Criteria for assessing test control:

percentage of correct answers	Marks
91-100	Great
81-90	Fine
70-80	satisfactorily
Less than 70	unsatisfactory

When grading tasks with multiple correct answers, one error is allowed.

Interview assessment criteria:

Mark	Descriptors		
	strength of knowledge	ability to explain (introduce) the essence of phenomena, processes, do conclusions	logic and sequence b answer
Great	strength of knowledge, knowledge of basic processes of the studied subject area, the answer is different depth and completeness disclosure of the topic; possession terminological apparatus; logic and consistency answer	high skill explain the essence phenomena, processes, events, do conclusions and generalizations, give reasoned answers, give examples	high logic And subsequence answer
Fine	solid knowledge main processes subject matter being studied area, different depth and completeness disclosure of the topic; possession terminological apparatus; free possession monologue speech, however one is allowed - two inaccuracies in the answer	ability to explain essence, phenomena, processes, events, draw conclusions and generalizations, give reasoned answers, give examples; however one or two inaccuracies in the answer are allowed	logic and subsequence answer
satisfy flax	satisfactory process knowledge subject matter being studied areas, answer, different insufficient depth and completeness of disclosure Topics; knowledge of basic	satisfactory ability to give reasoned answers and provide examples; satisfactorily formed analysis skills	satisfactory logic and subsequence answer

	<p>theoretical issues. Several are allowed errors in content answer</p>	<p>phenomena, processes. Allowed several errors in content of the answer</p>	
<p>dissatisfy strictly</p>	<p>poor knowledge of the subject area being studied, shallow opening Topics; poor knowledge main issues theories, weak skills analysis of phenomena, processes. Allowed serious mistakes in content of the answer</p>	<p>inability to give reasoned answers</p>	<p>absence logic and sequences answer</p>