

Ministry of Health and Social Development of the Kyrgyz Republic

I.K. Akhunbaev Kyrgyz State Medical Academy

**"Agreed"**

Ministry of Health and Social  
Development of the Kyrgyz Republic

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**"Approved"**

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\_\_\_\_\_ 20\_\_ г.  
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Catalog of competencies in the specialty

**"Healthcare Manager"**

Postgraduate level

Bishkek - 2021

## Catalog of competencies in the specialty

### "Healthcare Manager"

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Approved Educational-Methodical Profile Committee (EMPC)	EMPC (Protocol № _____ от «_____» _____ 20__ г)
Approved Main Education Committee (MEC)	MEC (Protocol № _____ от «_____» _____ 20__ г)

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### *Explanatory note*

Protection of public health in our country is ensured by a wide system of state, socio-economic and medical measures.

The medical activities carried out in the field of health protection are the object of management and ensuring the quality of medical services, especially with the transition to a market economy and the appearance in the country of medical institutions with various types of ownership.

In the modern health care system of country, in order to provide high-quality medical services, managers of a new type are needed, such type as the "Healthcare Manager".

In connection with the above, a catalog of competencies was developed for postgraduate training of residents in the specialty "Healthcare Manager".

When developing this catalog of competencies, the following documents were taken as a basis:

- Law of the Kyrgyz Republic "On the protection of the health of citizens in the Kyrgyz Republic", dated 06.01.2005. № 6;

- Resolution of the Government of the Kyrgyz Republic dated August 30, 2018 № 411 "On Amendments to the Resolution of the Government of the Kyrgyz Republic", "On Postgraduate Medical Education in the Kyrgyz Republic dated June 31, 2007 № 303";

- Decree of the Government of the Kyrgyz Republic dated August 23, 2011 № 496 "On the establishment of a two-tier structure of higher professional education in the Kyrgyz Republic (as amended by decrees of the Government of the Kyrgyz Republic dated July 4, 2012 №472, July 22, 2014 №405)";

- strategy for the development of postgraduate education in the Kyrgyz Republic for 2014-2020 (approved by the Order of the Ministry of Health and Social Development of the Kyrgyz Republic of 05/18/2015 №248);

- requirements for the structure of the main professional educational program of postgraduate medical education (in residency specialties) in the Kyrgyz Republic, to the Order of the Ministry of Health and Social Development of the Kyrgyz Republic dated 04.10.2018. № 691.

- Law of the Kyrgyz Republic "On Public Health" (Bishkek city of June 24, 2009 No. 248 as amended by the Law of the Kyrgyz Republic of May 16, 2013, No. 72, December 29, 2014 № 171, 06.06.2016, № 99).

In accordance with the new concept "Strategy for the development of postgraduate education in the Kyrgyz Republic for 2014-2020 (approved by the Order of the Ministry of Health and Social Development of the Kyrgyz Republic of 05/18/2018 № 248)" the duration of training in residency in the specialty "Health Manager" is 2 years.

### ***Chapter I. General Provisions***

1.1. Healthcare manager is a physician who has received special training to ensure the quality of health care services in various organizational structures of health care.

1.2. Healthcare manager adheres to the following principles:

- basic foundations of management;
- fundamentals and methods of management;
- resource management of the organization;
- human resources management;
- quality management of medical services;

1.3. Purpose of the document.

This Competency Catalog is to become part of the regulatory documents for the postgraduate training of the Healthcare Manager.

Based on this Catalog it is:

• ***Determined:***

- purpose and content of the postgraduate education of the Healthcare Manager;
- level of professional competencies, knowledge and practical skills of the Health Manager.

• ***Developed:***

- training programs for the Healthcare Manager;
- criteria for assessing the quality of training of the Healthcare Manager at various stages of training;
- typical requirements for certification of the Healthcare Manager.

• ***Organized:***

- educational process;
- professional guidance of graduates of medical education institutions.

• ***Conducted:***

- certification of Healthcare Managers.

#### 1.4. Document users.

1. Ministry of Health and Social Development of the Kyrgyz Republic;
2. Treatment-and-prophylactic institutions, regardless of ownership;
3. Family Medicine Centers;
4. Centers for extreme medicine;
5. Feldsher-and-Midwife stations (FMSs);
6. Clinical diagnostic laboratories;
7. Center of State Sanitary-and-Epidemiological Surveillance (CSSES);
8. Enterprises and organizations for medical purposes;
9. Ministry of Internal Affairs of the Kyrgyz Republic;
10. Ministry of Defense of the Kyrgyz Republic;
11. Ministry of Emergency Situations of the Kyrgyz Republic;
12. State Committee for National Security;
13. MHIF, medical insurance organizations;
14. Educational organizations;
15. practical physicians;
16. residents;
17. other interested persons and organizations.

## ***Chapter II. General competencies.***

### ***2.1. General skills***

• Specialist is:

- capable and ready to analyze socially significant problems and processes, to use in practice the methods of the humanities, natural sciences, biomedical and clinical sciences in various types of professional and social activities;

- capable and ready to analyze worldview, social personally significant philosophical problems, basic philosophical categories, self-improvement;
- capable and ready to analyze significant political events and tendencies, for responsible participation in political life, for mastering the basic concepts and laws of the world historical process, for respectful and careful attitude to the historical heritage and traditions, for assessing the policy of the state; possesses knowledge of historical and medical terminology;
- capable and ready to analyze economic problems and social processes, to use the methodology for calculating indicators of economic efficiency; possesses knowledge of market mechanisms of management, consolidating indicators characterizing the degree of economic development;
- capable and ready for logical and reasoned analysis, for public speech, discussion and polemics, for editing texts of professional content, for carrying out educational and pedagogical activities, for cooperation and conflict resolution; to tolerance;
- capable and ready to master one of the foreign languages at the level of everyday communication, for written and oral communication in the state language;
- capable and ready to carry out their activities taking into account the moral and legal norms accepted in society; comply with the rules of medical ethics, laws and regulations on working with confidential information; keep medical confidentiality.

## ***2.2. Communication skills.***

- Healthcare manager is able:
  - to collaborate with state executive authorities, local self-government bodies, ministries, state committees, administrative and other stakeholders on the health issues, as well as with WHO and other international organizations;
  - to recognize differences of interests, accept different opinions, as well as avoid conflicts and resolve them within the framework of cooperation;
  - to possess rules and psychology of business behavior.

## ***2.3. Professional ethics skills:***

- Healthcare manager is able:

- to carry out their activities taking into account the moral and professional ethics, laws and standards adopted in society, to maintain medical secrecy and confidentiality of information;
- to comply with the legal aspects of their activities as Healthcare Manager.

### *Chapter III. Special competencies*

#### *Specialist who has completed residency training in the specialty "Healthcare Manager" must know:*

- modern management concepts;
- features of management of health care organizations by various forms of ownership;
- modern approaches to building a quality system;
- peculiarities of legal regulation of healthcare institutions;
- economic content of the financial and economic activities of health care institutions, regardless of the form of ownership;
- basics of strategic planning and skills for forecasting the economic situation of health care institutions of any form of ownership;
- issues of personnel management;
- resource provision of health care institutions and enterprises;
- labor law;
- basics of health insurance;
- fundamentals of accounting;
- peculiarities of taxation in healthcare;
- basics of pricing for paid services and remuneration of medical workers in market conditions;
- regulatory framework for the provision of paid medical services;
- organization of office work in healthcare;
- issues of standardization in health care;
- statistical research methods in health care;
- information systems in health care;
- methods of payment for inpatient and outpatient medical care;
- features of the economic justification of the system of state guarantees for providing citizens of the Kyrgyz Republic with free medical care;
- classification of health care organization costs;
- main indicators of the effectiveness of the functioning of medical organization as an economic entity;
- fundamentals of marketing in health care;
- factors of supply and demand in the medical services market;

- characterization of the consumer of healthcare services as the main object and subject of economic relations;
- forms and channels of promotion on the medical services market;
- content of the economic sections of the business plan of healthcare organizations;
- socio-economic factors influencing regional differences in health status;
- organization of medical and labor expertise;
- methods of conflict resolution.

***Be able to and possess skills of:***

- defining the goals and objectives of the activities of healthcare organizations;
- identifying priority problems of the institution;
- implementation of strategic and current planning of the activities of healthcare organizations and their structural units;
- formation of target programs for the development of health care in the territory;
- determining the needs of the population in medical and preventive care (types, volumes);
- drawing up a plan for the placement of health care organizations on the territory of a district, region, territory, republic;
- formation of business plans in the field of healthcare;
- organization of accounting and collection of information on the activities of healthcare organizations;
- evaluating the performance of healthcare organizations, production units, individual employees.
- evaluating the efficiency of resource use;
- forecasting the performance of healthcare organizations;
- analysis of the results of economic and financial activities of medical institutions;
- organizing the collection of information on the state of the regulatory and legal framework of health care;
- analysis of the state of the regulatory and legal framework of health care;

- identification of priority legal norms for the activities of a particular healthcare organization;
- formation of priority legal problems for the activities of a particular healthcare organization and determination of ways to solve these problems;
- coordination of the activities of structural subdivisions of the healthcare organization with legal services working in the system of public health protection.
- implementation of strategic and current planning of the activities of the health care organization in accordance with the changing regulatory framework of health care;
- determination of the organizational structure of health care organizations of different categories;
- definition of categories of health care organizations;
- distribution of functions between structural divisions and individual employees;
- drawing up charters and regulations on the activities of medical organizations;
- drafting agreements on joint work between organizations and other legal entities;
- rational organization of labor;
- implementation of personnel selection and staffing;
- formation of a favorable working atmosphere in the work collective;
- analysis of the medical services market, selection of the target segment in the market;
- developing a marketing plan, defining a marketing strategy;
- development of a marketing research plan for a medical organization;
- forecast of changes in the state of the medical services market;
- carrying out marketing activities in the field of health care, medical insurance;
- maintaining operational records in health care;
- statistical research in health care;
- medical and labor expertise;

- resolving conflict situations both with the personnel of the medical institution and with consumers of medical services;
- carrying out standardization in healthcare.

In order to carry out his professional activities, the Healthcare Manager also **must know**:

- fundamentals of the Constitution of the Kyrgyz Republic, laws and regulations in the field of health protection;
- international treaties of the Kyrgyz Republic, assessment criteria and indicators characterizing the state of health of the population.

### ***3.3. Graduation of the level of competence.***

To carry out his work, a Healthcare Manager must have a certain level of competence. The following gradations are used to indicate the level of competence:

Level 1 - indicates that the resident orients in the situation, can give an assessment with the indication of preventive measures:

Level 2 - indicates that the resident orients in the situation, can determine the risks for the organization and give a reasoned solution to this issue.

Level "E" means the resident knows that this situation is emergency to the organizational structure.

### ***3.4.***

<b><i>Title of Competence</i></b>	<b><i>Level</i></b>	<b><i>E</i></b>
Place and role of health care in the economic life of society	2	
Socio-economic significance of health care development	2	
Features of the economic justification of the system of state guarantees in the Kyrgyz Republic of free medical care	2	
Fundamentals of management. Modern management concepts	2	
Features of management of healthcare	2	

organizations of various forms of ownership		
Modern approaches to building a quality system	2	
Features of legal regulation of healthcare institutions	2	
The economic content of the financial and economic activities of medical institutions of various forms of ownership	2	
Fundamentals of strategic planning and skills for predicting the economic situation of healthcare institutions of any form of ownership	1	
Personnel management issues, resource provision of healthcare institutions and enterprises	2	
Healthcare Marketing Questions and Techniques	1	
Labor law	2	
Financial management	2	
The financial analysis	2	
Taxes and taxation	2	
Pricing	2	
Management Accounting	2	
Basics of accounting	2	
Organizational behavior	2	
Manager's professional skills	1	
Strategic management	1	
Health insurance	2	
Organization of office work	2	
Public procurement management in health care	2	
Health statistics in health care	1	
Evaluation of financial projects in healthcare	1	
Information systems in health care	2	
Evolution of management thought, the foundations of classical schools of management	1	
Modern concepts of management and features of management of healthcare organizations	1	
Modern approaches to the construction of quality management aimed at meeting the needs of the population in medical services	2	
Features of legal regulation of the activities of state, municipal healthcare organizations, as well as regulatory legal support for intra-organizational and economic tasks	2	
Economic content of the financial and economic activities of medical institutions of various forms of ownership	2	
Organization of accounting and collection of	1	

information on the activities of healthcare organizations		
Methodology for assessing the performance of healthcare organizations	1	
Methodology for assessing the performance of production units of a medical institution	1	
Assessment of the work of staff and individual employees of a medical institution	2	
Assessment of the efficiency of resource use	2	
Forecast of the results of economic and financial activities of medical institutions	1	
Analysis of the results of economic and financial activities of medical institutions	2	
Determination of tasks and goals of activities and identification of priority problems of a medical institution	2	
Implementation of strategic and current planning of the activities of health care institutions and their structural units	2	
Determination of the population's need for medical care (types, volumes)	1	
Formation of targeted programs for the development of health care in the territory	1	
The composition and standards for the placement of healthcare organizations, depending on the direction in the territory of the district, region, republic	2	
Formation and management of business plans in the healthcare sector	1	
Methodology for coordinating the activities of structural units with legal services	2	
Methodology for conducting marketing research on the medical services market	1	
Methodology for analysis and forecasting of the medical services market	2	
Methodology for the implementation of marketing activities in the field of health	2	
Methodology for marketing activities in the field of health insurance	2	
Methodology for determining the category and organizational structure of different categories of health care institutions	2	
Methodology for the distribution of functions between structural divisions and individual	2	

employees		
Methodology for drawing up charters and regulations on the activities of medical institutions	2	
Drafting contracts for employment, as well as contracts or agreements for joint work with other organizations or individuals	2	
Creation of conditions for the rational work of the personnel of the medical institution	2	
Selection and effective placement of personnel of the institution, drawing up the staffing table	2	
Ensuring the competitiveness of a medical organization	2	
Attracting Potential Alternative Sources of Financing to the Healthcare Sector	2	
Issues of resource provision for enterprises and healthcare institutions	2	
Regulation of disputes due to poor-quality provision of medical services	2	
Features of the patient's (client's) claims	1	
Features of proof, types of evidence, distribution of the burden of proof in the trial	1	
Medical professional as a participant in the trial	1	
Burnout and stress management	1	
Health insurance issues	2	
Introduction of accounting and operational documentation of a medical institution	2	
Issues of pricing for paid services and the form of remuneration of medical workers	2	
Features of taxation in the health care system, tax classification	2	
Fundamentals of the organization of medical and labor expertise	1	
Methodology for licensing and accreditation of medical institutions	2	
Statistical research methods in health care	2	
Methodology for working with the press, indicating ways to solve the problem	1	

