

Modern problems of management in the state dental clinics of Kazakhstan

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Abstract

Dentistry is one of the most popular types of medical activity due to the high demand of the population for dental care. Currently, the portion of private dental organizations in Kazakhstan is about 80%. Private dental clinics have higher efficiency of management compared to the state. In conditions of limited availability of dental services, primarily for socially-unprotected segments of the population, the problem of improving management in state dental organizations does not lose its relevance.

Keywords: dental services, dental organizations, dental clinic, quality of services, system of management

1 Introduction

The effectiveness of management in private dental clinics conditioned by high competition in the market of dental services. Currently, price competition is replaced by non-price competition due to the expansion of the list of dental services, additional services, etc. Private dental organizations alongside with the state participate in the competition for the state order, which further exacerbates competition.

The aim of our research was to identify priority

problems in the management of state dental organizations. For this purpose, a qualitative research was conducted on the method of focus groups online, which was attended by managers of state dental clinics in Almaty, Taraz and Shymkent (only three focus groups by 10 people), namely: chief physicians and deputies of chief physicians, heads of departments, chief and senior nurses. The participants in the focus groups independently identified priority problems in the management - table 1.

TABLE 1 Priority problems of management in the state dental organizations of Almaty, Taraz, Shymkent

Problems of management in the state dental clinics	Chief physicians and deputies of chief physicians		Heads of departments		Chief and senior nurses	
	Ab.	%	Ab.	%	Ab.	%
1. Absence of clear indicators for assessing the quality of dental care	8	80	8	80	3	30
2. Low responsibility of the clinic for the results of treatment	8	80	7	70	3	30
3. Insufficient training of clinic managers in the field of management and law	9	80	6	60	5	50
4. Insufficient introduction of innovation	8	80	9	90	5	50
5. Difficulties in continuous staff training	7	70	8	80	7	70
6. High competition from private dental clinics	10	100	9	90	5	50
7. Absence of strategy to attract new customers	6	60	5	50	2	20
8. Ethical problems, associated with payment service	5	50	4	40	2	20
9. Low corporate culture of the clinic	5	50	4	40	3	30
10. Introduction of diff. salary	9	90	10	100	9	90

The research based on the study of the opinions of the participants of the focus group showed that the most priority problems of management in dental public organizations in the opinion of chief physicians and deputies of chief physicians are: high competition in the market of dental services from private clinics, insufficient training of clinic managers in the field of management and law, the introduction of differentiated wages.

According to the heads of departments, the most priority problems in management are the absent of introduction of innovation, as well as high competition in the market of dental services from private clinics and the introduction of differentiated wages.

According to the heads of nursing staff, the most priority

problem in management is the introduction of differentiated wages. The degree of reliability of differences of chi-square 8,6, p-0,01.

In second place among the priority problems in management, chief physicians and their deputies identified the following: the absence of clear indicators for assessing the quality of dental care, the low responsibility of the clinic for the results of treatment, the absence of introduction of innovation. Most of the heads of departments identified such problems as: low responsibility of the clinic for the results of treatment, the absence of clear indicators for assessing the quality of dental care and the difficulties associated with the training of staff. In the opinion of the chief and senior nurses,

the second most important problem is the difficulties associated with staff training.

It should be noted that all focus group members believe that the absence of a strategy to attract new customers, ethical problems, and low corporate culture of the clinic are the least priority management problems.

References

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2 Conclusions

Analysis of results of the survey of focus groups showed, that for improvement of management is necessary:

- all managers of dental state clinics constantly improve the knowledge and skills of management of medical and business processes;
- to increase the responsibility of the clinic to patients;
- to form a healthy corporate culture associated with competent marketing and medical deontology.

E-source: <https://cyberleninka.ru>

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