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ASSESSMENT OF THE ADAPTABILITY OF A MEDICAL ORGANIZATION IS AN INDICATOR OF THE ORGANIZATIONAL EFFECTIVENESS OF PROJECT MANAGEMENT IN THE FIELD OF HEALTHCARE

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ABSTRACT. The period of forced adaptation caused by the COVID-19 pandemic indicates the need to accomplish the achieved results in order to realize the national development goals of the Russian Federation, defined until 2030. An analysis of emerging trends leads to secure these gains and find tools that will help make healthcare system available and improve the quality of medical services provided to patients. Adapting to modern challenges as a concept is used in many areas and branches of human activity as well as in healthcare to be successful in realization of national projects. At the same time, it is necessary to note the important interdependence between the ability to adaptability and the indicator of organizational effectiveness of project management of a medical organization, which are key elements of the functioning of a self-organizing system. The purpose of the research study was to analyze assessments of possible options for the adaptability of medical organizations (active and passive) implementing federal and regional projects in the field healthcare, in relation to the level of organizational maturity and sustainable development of the industry. For practical purposes, the use of adaptation assessments of medical organizations make it possible to determine the ability of the system to function stably and support possible changes in the outer environment. By correlating the results of assessments of the organization of project processes with the description of the effective experience model, a medical organization gets an idea of its pro and cons, determines major trends of its self-development, and therefore of its vital activity and on-going adaptability. Mentioned above indicates that achieving goals in compliance with the basic principles of strategic planning established by national projects in the healthcare industry depends on the ability of a medical organization to actively adapt to modern challenges in the internal and external framework of both — the project and competition. Accommodation and adaptation indicates flexibility and quick response, the presence of the necessary reserves in the healthcare system, and ultimately the adequate level of organizational maturity of project management of a medical organization.

KEYWORDS: adaptability of medical organizations, indicator of organizational maturity of project management, active and passive adaptation, interdependence of elements

ОЦЕНКА АДАПТИВНОСТИ МЕДИЦИНСКОЙ ОРГАНИЗАЦИИ — ПОКАЗАТЕЛЬ ОРГАНИЗАЦИОННОЙ ЗРЕЛОСТИ УПРАВЛЕНИЯ ПРОЕКТАМИ В СФЕРЕ ЗДРАВООХРАНЕНИЯ

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РЕЗЮМЕ. Период вынужденной адаптации, вызванный пандемией COVID-19, свидетельствует о необходимости продолжать следовать достигнутым показателям для реализации национальных целей развития Российской Федерации, определенных до 2030 года. Анализ проявившихся тенденций, возможно, позволит закрепить успехи и найти инструменты, которые помогут сделать отрасль здравоохранения доступной, повысят качество предоставляемых пациентам медицинских услуг. Адаптация к новым вызовам, с которыми приходится сталкиваться в современных условиях, и потребность находить новые, часто нестандартные, управленческие решения инициирует необходимость разработок новых инструментов реализации национальных проектов. При этом следует отметить важную взаимозависимость между способностью адаптивности и показателем организационной зрелости управления проектами медицинской организации, которые являются ключевыми элементами функционирования самоорганизующейся системы. Целью исследовательского вопроса стал анализ оценок возможных вариантов адаптивности медицинских организаций (активной и пассивной), реализующих федеральные и региональные проекты в сфере здравоохранения, во взаимосвязи с уровнем организационной зрелости и устойчивости развития отрасли. В практических целях применение оценок адаптации медицинских организаций позволит определить способность системы функционировать стабильно, поддерживать возможные изменения, адекватные внешней среде. Соотнося результаты оценок организации проектных процессов с описанием модели зрелости, медицинская организация получает представление о своих сильных, слабых сторонах, определяет приоритеты для саморазвития, а значит, готовность к текущей адаптивности. Изложенное свидетельствует, что достижение целей с соблюдением основных принципов стратегического планирования, установленных национальными проектами в отрасли здравоохранения, зависит от способности медицинской организации активно адаптироваться к новым требованиям в текущих условиях внешней и внутренней среды проекта, конкуренции. Приспособление и адаптация свидетельствуют о гибкости и быстрой реакции, о наличии необходимых резервов в системе здравоохранения, в конечном итоге об уровне организационной зрелости управления проектами медицинской организации.

КЛЮЧЕВЫЕ СЛОВА: адаптивность медицинских организаций, показатель организационной зрелости управления проектами, активная и пассивная адаптация, взаимозависимость элементов

INTRODUCTION

The main requirement for medical organizations that implement projects in the healthcare

area is to maintain a vector focused on strategic goals and the ability to transform the system in case of changes in external and internal conditions that require an adequate response.

Adaptability of a medical organization is a kind of sign that characterizes project creativity in healthcare. "...It should be emphasized that the regional and municipal component of the priority National Project "Health Care" is not only a clear implementation of federal directives in the regions and municipalities, but also active creative work to supplement and expand them" [1].

This attribute is inextricably linked to the organizational maturity of project management of a medical institution. It characterizes the system elements in the relationship with the variables combined in loops of nonlinear feedbacks with the effect of delayed reaction. Assessing the degree of adaptive activity of medical organizations is an indicator of high management maturity of healthcare projects [2–5].

It is possible to assess the "digital maturity of the region" by the level of integration of the processes of digital transformation of the regional economic system in general and the healthcare industry in particular. Examples of digital maturity of medical organizations [6] can be the processes of implementation using omnichannel appointment to the doctor of a polyclinic. At the same time, the assessment of the completeness of digital maturity processes at the level of entities in the context of regional health authorities [7, 8] correlates with the level of adaptation of specialized software of the medical information system of the industry.

The analysis of the application of digital technologies at the regional level in the healthcare management system is presented in publications [7, 9], where the authors describe the effects in the form of optimization of cost planning mechanisms and efficiency of therapeutic and preventive decision-making obtained by using digital technologies.

Within the framework of the research question, on the one hand, an attempt is made to assess and interpret the manifestation of the unique properties of a medical organization as a self-organizing system subject to the current influence of environmental factors. On the other hand, it is stated that there is a collective memory of the results of the gained experience of project management in medical organizations, indicating the organizational immaturity of the management subject.

AIM

To make an analysis of assessments of possible variants of adaptability of medical organi-

zations (the active and the passive), implementing federal and regional projects in the field of public health, in correlation with the level of organizational maturity and sustainable development of the industry.

MATERIALS AND METHODS

The base of the study was the publications of Russian and foreign scientists on the issues of studying the adaptive capacity of medical organizations to the changing conditions of the project environment. The analysis and evaluation were carried out in comparison with the levels of organizational maturity of project management. The number of literary sources used is 43, for the period from 2007 to the present. The information base of the study was federal and regional normative legal acts published in the reference and legal systems on the legislation of the Russian Federation "Garant". The databases of the Russian Science Citation Index (RSCI), Google Scholar search engine for full texts of scientific publications were used.

Research methods were: system-analytical, abstract-logical, content analysis.

RESULTS AND DISCUSSION

In recent years, there has been interest in using project management maturity models to assess the actual position of a medical organization compared to its potential capabilities [10, 11] and the achievements of other entities in specific aspects of management [12, 13].

Organizations, while managing projects, can adapt to changes, but they are not always capable of self-analysis and learning, because they do not have a choice, which is limited by the norms of sectoral federal and regional legislation [14, 15].

This circumstance prevents self-improvement of the organization, accumulation of the gained experience, thus hindering the processes of increasing the level of organizational maturity of project management [16, 17]. The lack of mechanisms of "self-adjustment" of the system, readiness to respond to various events in the changing environment do not allow to realize the goals [18].

At the same time, the means and tools of implementation can be defined and selected, but

since the medical organization is not subject to independent determination of goals, the results of project implementation are more of an answer than an adequate response. The lack of analytical work, conclusions, with the formation of collective memory on the results of the experience gained in project management indicates organizational immaturity and negative forecasts of the performance of indicative indicators defined by agreements and other industry directives of the project [19–21].

In turn, adaptation is a desirable property that allows to meet the seemingly contradictory needs of subjects implementing projects in the changing conditions of its external and internal environment. At the same time, in relation to social systems, to which the health care sector belongs, the ability to gradually adapt to changes in the environment can lead to failures in the implementation of projects by medical organizations if the conditions of this environment are worsening [14].

In order to find ways of adaptation, the use of Proposals (practical recommendations) of the Federal Service for Supervision of Health Care (Roszdravnadzor), aimed at creating a system of internal control and ensuring the quality and safety of medical activities by the criterion of organizing *the adaptation of employees* to the processes of care and provision of medical assistance to patients, is an important tool for assessing performance. The proposals concerned the system of employee management in a medical organization, namely compliance with the requirements designed to inform medical organizations about the main indicators that allow building a personnel management system that takes into account the professional potential of each employee, the most effective approaches *to the selection and adaptation of employees*. The organization of employee adaptation and induction involves the creation by the management of a medical organization of conditions under which the existing potential of employees is used most effectively to provide the population with high-quality and safe medical care [22].

At the same time, the key principles of adaptation assessment, including the operational core of a medical organization, are the patient orientation, process approach, risk management, continuous quality improvement, etc. [23–25, 43].

Taking into account that the region, municipal entity, medical organization are subordinated to the same goal, mission, strategy, tasks, management and organizational processes of the implemented project, the unity of structural elements, integrity, are inevitably subject to the principles of fractality and have an interdependent influence [26].

At the same time, it should be noted that executive authorities, health departments, create conditions for passive adaptation, which ultimately leads to the loss and insufficient optimization of resources by medical organizations (time, human and material capacities). Medical organizations, being the final executors of achieving project targets, are forced to adapt to the organizational management environment defined by the norms of current legislation [27, 28].

A passively adapting system functions to perform its functions in a given environment in the best possible way [29], i.e. maximizes its criterion of efficiency of functioning in a given environment. At the same time, the constant need for changes in all subjects of project activity involved in this process is not taken into account. It is not surprising that in such conditions the issue of ensuring strategic sustainability through the adaptation of public and corporate management to changed conditions is particularly acute [2, 16, 30, 31], whereas the systemic process of project implementation, regardless of the level, requires conscious and *active* adaptation rather than passive perception. This ultimately leads to an enrichment of collective understanding and cognition, which entails changes in the motivations, knowledge and judgments of health workers throughout the health system [32], despite its high degree of inertia and resistance to change.

An active adaptation is an iterative process that has sufficient agility to learn and adapt to possible changes in the environment. In the conditions of rapidly changing technologies, the ability to learn and adapt to innovations is of great value, and adaptation to changes at the individual level contributes even more to organizational and strategic flexibility [2, 33, 34].

It should be noted that the starting point for assessing the adaptability of a medical organization to the implemented project activities can be the process of backward planning, which allows to effectively focus on the implementation

of goal-oriented actions and reduce the risks of uncertainty [35, 36].

Being a somewhat paradoxical and counter-intuitive process, a “beginning with the end in mind”, the technology of backward planning nevertheless provides an understanding of the structure to be followed both in defining project goals and in planning implementation tools, activities and unit processes. Strategies such as backward design [37] are closely related to the concept of project activity, as they can facilitate the formulation of unified strategic objectives, including in the healthcare industry [38, 39].

The assessment of the activity of adaptive capacity of a medical organization, which adapts to the project environment by improving the ways of interaction as it develops, will characterize the level of organizational maturity of project management (Table 1).

It is impossible not to notice such an inextricable interdependence between the degree of adaptability of a medical organization and the level of organizational maturity of project management [20, 39]. The correlation between the adaptability and organizational maturity of project management of a medical organization allows us to judge not only the level of *reactive* behavior of a medical organization, when the consequences of non-compliance can be eliminated when a negative situation arises, but also the launch of management mechanisms to actively search for the causes of the crisis. Appeared “...operational risks imply changes, first of all, in the work processes of the organization or team due to changes in the staff composition, reshuffles in the management, which will also have to adapt to...” [40].

Transformation of project management maturity models in a medical organization and implementation of evaluative strategies for adapting to a highly volatile world to form a new way of thinking is a necessary means of achieving project goals.

Adapting new models can be costly and intensive, but in strategic terms, the results of such adaptation lead to the possibility of survival of medical organizations and stabilization of the situation in the health care system.

A significant part of the initiated projects are completed beyond the time and budget constraints, failing to fully achieve the stated objectives, or are not completed at all. This

is a clear evidence of the fact that, on the one hand, there is a gap between the development of project management theory and the practice of its application, and on the other hand, new areas of project management application require further development and improvement of adaptation methods with the assessment of organizational maturity of project management in medical organizations [41, 42].

As part of the development of organizational and strategic agility, medical organizations will need time to adapt to become organizations led by advanced leaders who know how to capitalize on the introduction of new approaches and technologies. A medical organization must be flexible enough to adapt to change, drive continuous increases in the volume and quality of health services, and be able to learn quickly and effectively.

To function in the current conditions of changing external environment and internal environment of the medical organization project is possible with the ability to continuously learn and adapt to changes in the direction of orderly complexity.

Characterization of model adaptability and levels of organizational maturity will determine the readiness to implement and develop a project management system with the intended goals, time and resource constraints.

Determination of adaptability versus organizational maturity of project management in a medical organization provides a well-thought-out and methodical mechanism of internal audit. It is a kind of detailed, objective and structured picture of the organization’s summative competence that should be conducted on a regular basis.

The assessment of adaptability should be considered as the tendency of the medical organization to technological feasibility of the project processes, operational viability of the system, training, which are necessary elements to maintain a stable structure, indicating the level of organizational maturity.

In some cases, adaptability indicators have a direct or indirect impact on these trends, but together they form a whole and jointly realize the process of development and implementation of projects in health care system.

CONCLUSION

Adaptability of a medical organization implementing healthcare projects is, in the first

Table 1

Interdependence of adaptability and organizational maturity of project management of a medical organization

Таблица 1

Взаимозависимость адаптивности и организационной зрелости управления проектами медицинской организации

Показатель оценки/ Evaluation indicator	Уровень организационной зрелости медицинской организации/ The level of organizational maturity of a medical organization									
	Уровень 1 / Level 1			Уровень 2 / Level 2			Уровень 3 / Level 3			
	Применение отдельных практик успешных проектов, с незначительными зонами интереса у сотрудников к процессам управления проектами / Application of individual practices of successful projects, with insignificant areas of interest among employees in project management processes	Понимание высшим руководством необходимости и полезности методов управления / Understanding by senior management of the need and usefulness of project management methods	Введение профессиональной, единой терминологии и частичная подготовка сотрудников / Introduction of a professional, unified terminology and partial staff training	Появление общей методологии управления проектами / Emergence of a common project management methodology	Формирование систематического плана по развитию персонала в области управления проектами / Formation of a systematic plan for the development of personnel in the field of project management	Наличие системы контроля по проектам, поддержка управления проектами на всех уровнях управления / Availability of a project control system, support for project management at all levels of management	Интеграция процессов управления проектами и качеством / Integration of project and quality management processes	Накопления процедур и интеграция лучших практик управления проектами. Создание проектного офиса или структуры / Accumulation of procedures and integration of best project management practices. Creation of a project office or structure	Формализация процессов управления проектами, поддержка деятельности на уровне корпоративной культуры / Formalization of project management processes, support of activities at the level of corporate culture	
–	–	–	–	–	–	–	+	+	+	+
+	+	+	+	+/–	+/–	+/–	–	–	–	–

place, the ability to achieve performance indicators within the required limits within a certain period of time even if the impact of the project environment does not allow the current processes to be cost-effective. That is why the sustainability of a medical organization depends on its ability to actively adapt to the changing requirements of external and internal project influences. This is primarily ensured by flexibility and the possibility of reactive behavior, by realizing its potential (reserve). In case of failure to achieve the indicative indicators defined by agreements and other sectoral directives of the project, it will be necessary to revise, possibly, the system of elements of the organizational structure of the project and transform the process.

As a result of continuous monitoring of the actual results of the project's process activities against the initial expectations of stakeholders, the project team can receive information and, in accordance with it, integrate changes, actively adapt, and learn quickly and effectively.

At the same time, the effectiveness and reliability of a medical organization's work on a project should be viewed as a systemic phenomenon, and as it moves towards maturity and stability, new elements (processes) will be added to the project. It is likely that the iterativity, and therefore the dynamism of the project as a system with feedback and counterintuitive behavior, will help to realize its nature and change the approach to the process.

The assessment of adaptability of a medical organization directly indicates its ability to improve with experience, learning, as it has the capacity to choose the best performance, which certifies the level of organizational maturity.

Thus, the *reactivity* of the medical organization's behavior, which triggers management mechanisms to actively search for the causes of the crisis, is able to transform the opposition into mutual complementarity, contradictory needs into orderliness.

Such a process will require from medical organizations conscious and active adaptation, not passive perception. It is a long-term effort to create a collective assessment of the project by all project stakeholders that will probably involve changes in motivations, knowledge, and judgments throughout the health care industry.

ADDITIONAL INFORMATION

Author contribution. Thereby, all authors made a substantial contribution to the conception of the study, acquisition, analysis, interpretation of data for the work, drafting and revising the article, final approval of the version to be published and agree to be accountable for all aspects of the study.

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