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ABSTRACT

Abdelgawwad Ahmed Salem Mohammed: Strategic approach to the management of healthcare facility (based on “Ain Shams Hospitals” case study) – Ternopil Ivan Puluj National Technical University: TNTU 2023.

The explanatory note to the master's qualification work consists of 68 pages, 2 illustrations, 7 tables. The structure of the work consists of an introduction, four chapters, conclusions to each section, general conclusions, a list of sources used, which consists of 19 items and appendices.

The work is devoted to develop theoretical foundations and practical recommendations for improving the application of a strategic approach in managing a healthcare institution (“Ain Shams Hospitals” case study).

To implement the tasks in the study, the following research methods were used: analysis of scientific sources, comparative analysis, statistical method, method of own observations, method of generalization.

Key words: management, healthcare institution, analysis, hospital, organizational activity, system, innovations, sanitary, emergency.

CONTENT

INTRODUCTION.....	4
CHAPTER 1. THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF APPLYING THE STRATEGIC APPROACH TO MANAGING HEALTHCARE.....	7
1.1. The Essence and Features of Applying the Strategic Approach to Managing Healthcare Institutions	7
1.2. Forms and Methods of Strategic Management in Healthcare Institutions...	13
Conclusions for Chapter 1	21
CHAPTER 2: SYSTEM ANALYSIS AND EVALUATION OF APPLYING THE STRATEGIC APPROACH TO MANAGING AIN SHAMS HOSPITAL (EL-DEMERDASH)	23
2.1. General information about the hospital.....	23
2.2. Analysis of the Activities of the Investigated Healthcare Institution in the Context of Meeting the Healthcare Requirements of the District Population	24
2.3. Evaluation of Institutional and Resource Provision for Applying a System Approach to Managing the Investigated Medical Institution.....	27
2.4. Analysis of the Effectiveness of Applying Strategic Management Tools in "Ain Shams Hospitals	34
Conclusions for Chapter 2.....	40

CHAPTER 3. DIRECTIONS FOR IMPROVING THE IMPLEMENTATION OF THE STRATEGIC APPROACH TO MANAGING THE HEALTHCARE INSTITUTION.....	42
3.1. Formation of Hospital Districts as a Strategic Direction for Reforming the Activities of Healthcare Institutions.....	42
3.2. Enhancement of Resource Provision for Strategic Management of the Medical Institution	45
Conclusions for Chapter 3.....	52
CHAPTER 4. LABOR PROTECTION AND SAFETY IN EMERGENCIES.....	54
4.1. Instruction general sanitary and hygienic requirements to cleaning, care on the equipment of drugstores	54
4.2. Emergency plan at workplace	57
CONCLUSION.....	59
REFERENCES	64
APPENDICES	66

INTRODUCTION

The relevance of the research topic: Healthcare management is a complex, purposeful, and continuous process of influencing the managed entity by the governing system. To achieve this, a management system is needed that utilizes modern advancements in scientific organizational management and the most effective methods of operation for healthcare management bodies. Healthcare management should be stable, continuous, operational, and ensure the effective utilization of medical facilities to accomplish assigned tasks within defined timelines and under any circumstances. Improving the quality and enhancing the management in the activities of healthcare institutions in the Egyptian healthcare system is one of the pressing issues for further advancement of healthcare provision to citizens and the implementation of healthcare reform.

Specifically, in the National Strategy for Reforming the Healthcare System in Egypt for the period 1950-2023, the following main objectives were identified for the activities of modern healthcare institutions:

People-centeredness: The healthcare system should primarily listen to the needs of people (patients, employees). Quality and safety of services, their adaptability to constantly changing requirements and challenges, should become the fundamental principles of the reformed healthcare system.

Result-oriented approach: The effectiveness of care and/or preventive programs, financial protection of patients, efficient use of resources, quality of service provision, and consideration of patient preferences should guide decision-making at all levels.

Implementation-oriented approach: This involves the application of new models of healthcare service financing that are effective, reduce financial risks associated with deteriorating health, and provide access to appropriate services. It also involves the introduction of advanced management technologies and procedures by healthcare institutions.

In view of this, the implementation of strategic approaches to managing the development of healthcare institutions, particularly the tools of strategic planning, is an important scientific and practical problem, the solution of which determines the relevance of the research.

The purpose of this work is to develop theoretical foundations and practical recommendations for improving the application of a strategic approach in managing a healthcare institution.

In accordance with the defined purpose, **the following tasks** have been set and addressed in this thesis:

- Determine the essence and peculiarities of applying a strategic approach to managing a healthcare institution.
- Characterize the forms and methods of strategic management in medical institutions in the context of healthcare system reform.
- Conduct an analysis of the activities of the researched healthcare institution “Ain Shams Hospital (El-Demerdash)” in the context of meeting the healthcare requirements of the population in the city.

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The objectives of the work are to:

- Assess the institutional and resource support for the application of the strategic approach in the management of the researched healthcare institution.
- Analyze the effectiveness of the application of strategic management tools in the researched healthcare institution.
- Justify the directions for the formation of hospital districts as a strategic direction for reforming the activities of healthcare institutions.
- Identify directions for improving the resource support for strategic management of the healthcare institution.

The research object is the process of applying the strategic approach in the management of Ain Shams Hospitals.

The research subject is the mechanisms and tools for applying the strategic approach in the management of healthcare institutions.

Research methods: The work utilizes general scientific and special research methods, including analysis and synthesis, system and factor analysis, historical and logical method, economic and statistical methods, graphical and program-targeted methods, expert evaluation methods, forecasting methods, and others.

The practical significance of the work lies in the analysis of the organizational, functional, and resource support for the application of the strategic approach in the management of the researched healthcare institution, as well as the development of the strategy for "Ain Shams Hospitals" in the context of medical reform implementation.

Approbation of the work was carried out in the collection of abstracts of the All-Ukrainian scientific-practical conference CURRENT ISSUES IN MODERN TECHNOLOGIES. Book of abstract the X International scientific and technical conference of young researchers and students. 24th-25th of November 2021, p.104.

Work structure: consists of an introduction, four chapters, conclusions to each section, general conclusions, 2 figures, 7 tables, a list of sources used, which consists of 19 items.

CHAPTER 1. THEORETICAL-METHODOLOGICAL FOUNDATIONS OF APPLYING A STRATEGIC APPROACH TO HEALTHCARE FACILITY MANAGEMENT

1.1. Essence and peculiarities of applying a strategic approach to healthcare facility management

The dynamic and partly unstable state of any management object, especially a multifaceted one like a healthcare facility, necessitates the development of an appropriate strategy for its development and a specialized toolkit for strategic management. In the absence of clearly defined orientations, scientifically substantiated goals and development tasks in managing the healthcare institution's development, numerous problems arise, such as the inability to coordinate multi-level work plans, difficulties in aligning the activities and motivation of organizational and personnel structural elements, inconsistency in the distribution and utilization of all resources, and challenges in assessing development effectiveness, among others. The balance and sustainability of healthcare facility development should be determined and adequately ensured by achieving long-term goals formulated in specific documents (strategies, plans, programs) and implementing managerial functions of governing bodies.

In this regard, strategic management is one of the system-forming tools of management that allows for effective development of the healthcare facility towards achieving justified goals and objectives in the context of changing external and internal environments based on rational utilization of competitive advantages and all components of its resource potential.

According to the definition provided by the World Health Organization, strategic management encompasses the following essential directions:

Formulation of strategic development tasks for the healthcare sector.

1. Preparation of relevant laws, regulations, tools, monitoring, and control over their implementation.

2. Ensuring accountability and transparency of achieving strategic objectives and tactical and operational tasks.

Strategic planning is a process in which an organization's leaders define their vision for the future and identify their organization's goals and objectives. The process includes establishing the sequence in which those goals should be realized so that the organization can reach its stated vision.

Strategic planning typically represents mid- to long-term goals with a life span of three to five years, though it can go longer. This is different than business planning, which typically focuses on short-term, tactical goals, such as how a budget is divided up. The time covered by a business plan can range from several months to several years.

Businesses need direction and organizational goals to work toward. Strategic planning offers that type of guidance. Without such guidance, there is no way to tell whether a business is on track to reach its goals.

The following four aspects of strategy development are worth attention:

1. **The mission.** Strategic planning starts with a mission that offers a company a sense of purpose and direction. The organization's mission statement describes who it is, what it does and where it wants to go.
2. **The goals.** Strategic planning involves selecting goals. Most planning uses SMART goals -- specific, measurable, achievable, realistic and time-bound -- or other objectively measurable goals.
3. **Alignment with short-term goals.** Strategic planning relates directly to short-term, tactical business planning and can help business leaders with everyday decision-making that better aligns with business strategy.
4. **Evaluation and revision.** Strategic planning helps business leaders periodically evaluate progress against the plan and make changes or adjustments in response to changing conditions.

The classic representation of the strategic planning process consists of 8 interconnected components: Mission - Goals - Evaluation of the external environment

- Management assessment of strengths and weaknesses - Analysis of strategic alternatives - Strategy selection - Strategy implementation - Strategy evaluation.

One of the most important decisions in strategic planning is the choice of an overall objective, primarily through formulating the organization's mission. In our case, it would be to create a successful medical institution. The mission serves as a reference point for the leader in choosing the best alternative for the organization.

A crucial stage in the strategic planning of a healthcare institution is the clear formulation and prioritization of goals. In order to make a significant contribution to success, goals must meet several requirements:

- They should be specific and measurable, allowing for a clear benchmark for subsequent decisions and performance evaluation.
- They should be time-oriented, meaning not only what the organization wants to achieve but also when the desired results should be attained.
- They should be attainable, serving to enhance the organization's effectiveness. Setting unattainable goals can have a negative impact on organizational development.

Any medical organization is a complex multi-element system that aligns its activities with achieving a set of goals. Therefore, the main types of goals in healthcare organizations include production goals (e.g., indicators of medical care performance), productivity improvement, expansion/reduction of the range of medical services, financial resource provision, organizational structure changes, improvement of human resource competencies, and more.

The diagnostic stage of the strategic planning process for a healthcare institution begins with the analysis and evaluation of its external environment. As an open system, a medical organization is dependent on the external environment, particularly in terms of resource interaction, energy, personnel, consumers, and so on.

Since the survival of an organization depends on its leadership, managers are obligated to identify significant factors in the environment that will impact their organization. They must also propose appropriate ways to respond to external forces.

The analysis of the external environment is the process by which strategic planners monitor external factors affecting the organization to assess opportunities and threats.

The assessment of the external environment is done through three parameters:

1. Evaluating changes that affect various aspects of the current strategy.
2. Identifying factors that pose the greatest threat to the current strategy.
3. Identifying factors that offer more opportunities to achieve the organization's overall goals by adjusting the plan.

The second part of the diagnostic stage is the management assessment of the organization, aimed at identifying its strategic strengths and weaknesses. The management assessment includes an analysis of healthcare process management, marketing situation, finances, accounting, human resources, organizational culture, and more. A thorough analysis of human resources as a key component of the healthcare organization's performance is necessary. It is important to address the competence of the staff, including leadership, staff turnover, and its causes, the effectiveness of utilizing opportunities for staff qualification improvement, the effectiveness and competitiveness of the reward system, and more. The organization's culture and image are also of significant importance for competitiveness. It is advisable to analyze the psychological climate, customs, and expectations of the organization, examine its reputation among service consumers and employees, and consider public opinion. The management assessment concludes with the compilation and ranking of the institution's strengths and weaknesses.

To synthesize the information obtained during the diagnostic process and justify strategic decisions, it is recommended to use a specialized technique called **SWOT analysis**. SWOT stands for **Strengths, Weaknesses, Opportunities, and Threats**, and so a SWOT analysis is a technique for assessing these four aspects of the business.

SWOT analysis is designed for use in the preliminary stages of decision-making processes and can be used as a tool for evaluation of the strategic position of organizations of many kinds (for-profit enterprises, local and national governments,

NGOs, etc.) It is intended to identify the internal and external factors that are favorable and unfavorable to achieving the objectives of the venture or project. Users of a SWOT analysis often ask and answer questions to generate meaningful information for each category to make the tool useful and identify their competitive advantage.

The next stage is **Strategic analysis** (sometimes referred to as a strategic market analysis) is the process of gathering data that helps a company's leaders decide on priorities and goals, shaping (or shifting) a long-term strategy for the business. It gives a company the ability to understand its environment and formulate a strategic plan accordingly. Strategic analysis is paramount in any organization because it provides the context and backbone upon which the strategy and overall position of the business is formulated.

There are different levels of strategic planning: institutional level, regional level, and industry level. The strategic planning of a healthcare institution should be closely linked to the industry's development strategy, which determines the directions for improving the population's health and utilizing the resource potential for the country as a whole. It should also align with the development strategy of healthcare at the regional and municipal levels, considering the specific healthcare needs of the population and the development of infrastructure and resource provision.

The work of implementing strategic planning into the healthcare management system requires a shared understanding, coordinated actions, and support from governmental structures at all levels. In our opinion, one of the key principles of strategic planning is aligning the volume and structure of healthcare services with the expected financial resources based on a clear definition of state guarantees for healthcare to the population.

To ensure the coherence of strategic plans at different levels, it is necessary to develop mechanisms for coordinating the activities of all components within the healthcare management system.

The implementation of the strategy is the final and most time-consuming stage of the strategic process. The following actions are particularly significant in strategy implementation :

1. Developing a contingency plan: A strategic plan is developed for an ideal situation, but reality may differ to some extent. Therefore, an important element of any strategic plan is the development of a contingency plan for situations where these differences become significant. Typically, such action plans are reviewed annually.
2. Developing an organizational structure: To successfully implement the adopted strategy, the organization must have a specific structure that provides maximum opportunities for its realization. Developing the structure includes the allocation of responsibilities for task execution and decision-making authority within the organization.
3. Choosing an organizational management system: A notable characteristic of the healthcare system is that personnel play a crucial role in the successful implementation of the strategy. Therefore, the personnel become a pivotal element in such a management system.
4. Strategy implementation involves selecting organizational alliances and control systems, which require coordinated actions and coordination among different units. The organization must determine the criteria to choose and better analyze the indicators of the units and manage their actions.

The implementation stage transforms the strategic plan into action. The selected strategy is an important component of effective management. Successful plan implementation requires the development of long-term and short-term programs, policies, procedures, and rules. It also involves integrating the strategic plan into the organization's structure through budgets and target management. Continuous evaluation of plan implementation is of great importance for assessing its accuracy and identifying any issues.

Strategic management is a continuous process. After strategies are implemented, it is necessary to track and periodically evaluate their implementation. An important condition for this is the selection of appropriate criteria that determine the effectiveness of the chosen strategy from a strategic analysis perspective. This includes its feasibility, i.e., the degree of difficulty and effort required to apply the strategy in practice, as well as its acceptability, i.e., determining to what extent the results of implementing a specific strategic approach align with the organization's mission and goals.

In our opinion, practical aspects of implementing strategic management in the healthcare institution should involve **changes in the principles of financial and economic activities within the industry**. The identified problems are key and fundamental elements of the link between healthcare providers and their consumers. Tasks aimed at strengthening and restoring human health have become more important than ever, as health has become one of the most significant macroeconomic and political factors in all spheres of society's life.

In this context, there is a need to analyze the results of healthcare system reforms in Egypt, particularly with the involvement of WHO experts and international organizations.

1.2. Forms and methods of strategic management in healthcare institutions:

Strategic management in healthcare facility management refers to a set of tools, approaches, and principles of managing a medical institution in conditions of instability and uncertainty in the external environment.

Strategic planning for the functioning of healthcare institutions, as an effective management tool, aims to:

The main approaches to developing strategies for healthcare institutions include:

1. The managerial strategic approach, where the leader of the healthcare organization acts as the chief strategist, exerting strong influence on assessing the current state, analyzing alternative strategies, and overseeing the detailed development of the strategy.
2. The approach of "delegating authority," in which the leader of the medical organization delegates the responsibility for strategy development to other departments or managers.
3. The joint (consolidated) approach, which is an intermediate option between the previous two approaches. The leader of the medical organization involves subordinates in the strategy development process, and the proposed strategy variant should be supported by key stakeholders.
4. The proactive approach, in which the leader personally has no interest in developing the details of the strategy or leading a group of "idea generators" for the development of a coordinated strategy.

All four approaches (methods) have their advantages and disadvantages and can lead to successful strategy development and implementation or failure. The specific outcomes depend on the effectiveness of management using the chosen approach, the ability to organize the strategy development process itself, and the competence of the judgments of the participants involved in the process.

The process of strategic planning is aimed at achieving the development goals of the healthcare organization and involves a set of management operations and the application of a specific organizational-economic toolkit according to a developed algorithm, which consists of interconnected stages (Figure 1.1).

Monitoring the state of healthcare organization development aims to ensure the acquisition and organization of objective and reliable information about the medical institution, assess and systematically analyze the obtained information, identify reasons and factors causing changes in development, develop forecast parameters, and justify recommendations for overcoming negative trends and supporting positive trends in healthcare organization development.

Resource analysis of healthcare organization development enables the resolution of strategic management problems and ensures the realism and achievability of strategic goals. It involves analyzing information about all types of available resources of the medical institution, their flow and effectiveness of utilization, resource-based justification of development and implementation of development strategies, and the competitive advantages of the healthcare organization.

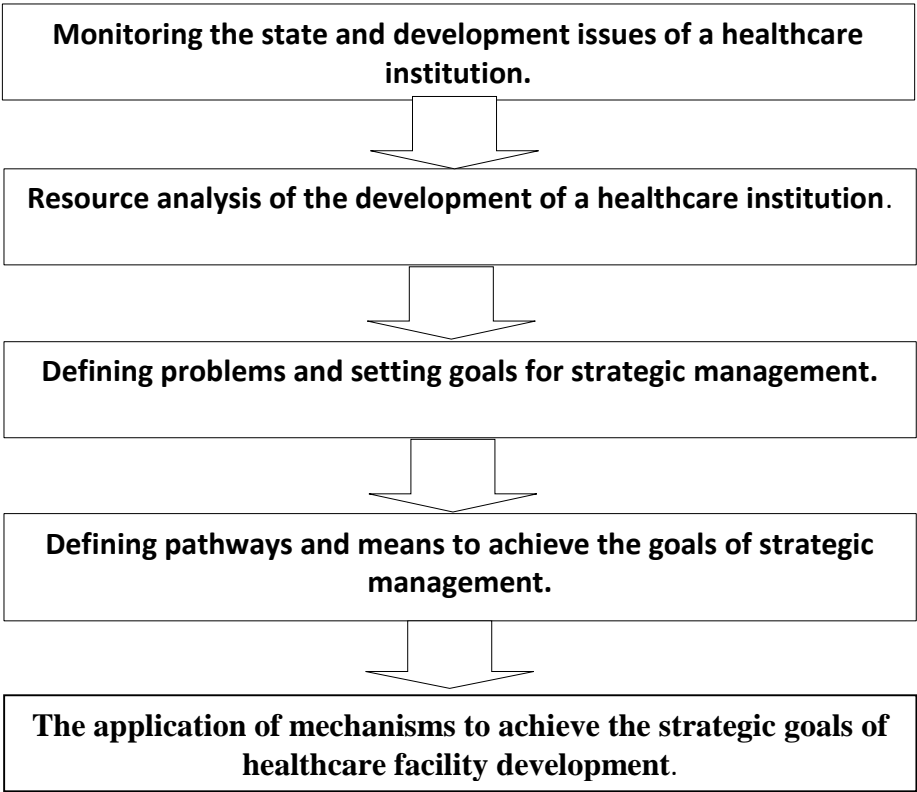


Figure 1.1 Development goals of the healthcare organization

Identification of problems and goal setting in strategic management, aiming to achieve the desired state of development for the healthcare institution based on the consideration of conditions and constraints identified during previous stages of socio-economic monitoring and resource analysis. Defining the mission and strategic (ideal) vision for the development of the medical facility, as well as long-term and short-term development goals.

According to global experience, the process of developing and implementing a development strategy can occur at two levels - the healthcare institution as a whole and specific strategic responsibility areas (its structural units). Consequently, at the level of the healthcare institution as a whole, the outcome of this stage is the development of a general strategy, while at the level of strategic responsibility areas, it involves functional management strategies for the medical facility (such as financial strategies, marketing strategies, resource strategies, etc.)

As mentioned above, the basis for identifying problems and setting goals in strategic management, as well as developing a system of development strategies for organizations, is the special tool of SWOT analysis. It allows for the justification and achievement of strategic development goals, considering the strengths and opportunities of the internal and external environment of the healthcare institution.

Determining the means and methods of achieving the goals of strategic management. This stage involves the development of separate target (local) programs, tactical and operational plans for the activities of the healthcare institution. These plans are formulated within the overall context of the strategic directions for the development of the medical facility and specify their specific priorities. Accordingly, the resource provision for the implementation of the development goals of the healthcare institution is carried out through the formation and execution of its budget.

Mechanisms for achieving the strategic development goals of the healthcare institution. Their selection and application possibilities are based on a system of specialized management tools, such as situational management, crisis management, project management, marketing, logistics, financial and personnel management, public relations, and information technology in healthcare management.

At this stage, an assessment is also conducted to evaluate the effectiveness of strategies and the implementation of management actions by the governing bodies of the medical institution. Corrections to previous stages and clarification of goals, priorities, and tasks of strategic management are made.

Overall, it is important to emphasize that strategic management in the healthcare institution's management system should ensure the definition of strategic development goals for the medical facility, an adequate system of management organization aligned with those goals, and the selection of an appropriate model for implementing the strategies.

We believe that the development strategy of a healthcare institution is a system of principles and provisions, quantitative and qualitative parameters aimed to determine the major projects to take on to meet those goals. It also includes sustaining that strategy focus over a period of three to five years.

The development of a healthcare institution's strategy should be based on the following principles:

- The principle of evaluating the results of previous activities (based on retrospective analysis).
- The principle of defining goals and a system of development orientations.
- The principle of aiming for the achievement of an optimal organizational structure for the medical institution.
- The principles of ensuring balanced and comprehensive development of the healthcare institution (considering a systemic approach to strategy development and implementation).

In turn, implementing the activity strategy of a healthcare institution in the context of healthcare reform requires the following:

- An appropriate organizational management structure that aligns with the directions and orientations of the strategy.
- The application of new methods and improvements in organizational and functional management mechanisms.
- Enhancement of the qualifications of management personnel in strategy development and implementation.
- Exploring new sources of funding and their accumulation to address priority strategic directions for the development of the healthcare institution.

It is important to emphasize the need for the application of specialized methods of strategic planning. Strategic management methods encompass the various ways and means of influencing the process of developing and implementing the healthcare institution's strategy to achieve established strategic goals. These methods can be categorized into two groups:

1. Methods for comprehensive assessment of the strategic position of the healthcare institution.
2. Methods for managing the implementation of the strategy.

Methods for comprehensive assessment of the strategic position rely on key strategic analysis methods such as SWOT analysis, PEST analysis, SMART analysis, portfolio analysis, scenario and expert analysis, benchmarking, sector analysis, strategic maps, balanced scorecard, and market research. A notable characteristic of strategic analysis is that it serves as both a retrospective and forward-looking tool, providing an assessment of the healthcare institution's strategic management system from a future perspective.

Methods of strategy implementation management.

Implementing a strategic plan involves a series of steps that help ensure the organization can achieve its goals. The following are six steps to implementing a health care organization's strategic plan:

1. Establish a clear vision and mission: The first step in implementing a strategic plan is to establish a clear vision and mission for the organization. This involves defining the organization's purpose, values, goals, and objectives.
2. Develop an action plan: After establishing the vision and mission, the organization needs to develop an action plan that outlines the specific steps it will take to achieve its goals. This plan should include a timeline, specific objectives, and measurable outcomes.
3. Communicate the plan: The organization must communicate the strategic plan to all stakeholders, including employees, patients, and the community.

4. Allocate resources: The organization must allocate resources to support the plan.
5. Monitor progress: The organization must track progress toward its goals, measure outcomes, and adjust the plan as needed. This helps ensure the organization stays on-track and can adjust as needed.
6. Celebrate success: Celebrating success is an important part of implementing a strategic plan.

A healthcare development strategy is a special organizational, economic, and information-analytical document that is structured and includes the following elements:

- 1) Introduction;
- 2) Descriptive-analytical part;
- 3) Vision of the future;
- 4) Mission;
- 5) Characterization of competitive advantages and limitations of prospective development;
- 6) Strategic goals (directions) and phased action plans.
- 7) Mechanism of strategy implementation;
- 8) Developers and participants of development strategy implementation.

During the development of the strategy section that determines the competitive advantages and limitations of the prospective development of a medical institution, the identification of socio-economic problems and the selection of strategic development directions are carried out. Several scenarios of healthcare organization development strategy are developed, describing the events from the existing state to the future state of its development based on different combinations of strengths, weaknesses, opportunities, and threats. Based on scenario analysis, one baseline scenario and several optimal scenarios are chosen (which can be used for goal correction and strategic choices in the future).

Strategic planning technologies also include a set of innovative strategic analysis methods, including PEST analysis, STEP analysis, SWOT analysis, SMART matrix construction, geoinformation systems, multifactor forecasting, expert assessment methods, and more.

In the face of increased competition, healthcare organizations can successfully develop only if the process of strategy development and implementation becomes a real management tool. However, currently, strategic management in most healthcare organizations is only formal in nature. Insufficient attention is given to essential elements of strategic management such as strategic analysis, selection of prospective directions, goal setting, and strategic planning.

The importance of strategic management in healthcare organizations is determined by its ability to adapt to changes in the market environment and thus enhance the organization's competitiveness. In our opinion, the need for strategic management arises primarily from the importance of implementing ideas from managers focused on its long-term development.

The principles of strategic management allow understanding the structure of the healthcare institution's strategy planning process, the role and methodology of strategic market segmentation, the introduction of new methodological tools used during strategic analysis and strategy selection, the design of a management system for its implementation, as well as the organizational structure of management.

The systemic approach involves considering the modern healthcare organization as a socio-economic system characterized by:

- Integrity, where all elements and individual parts of the system contribute to achieving common strategic goals and objectives.
- High level of operational reliability, achieved through the interchangeability of system components and the use of alternative strategies for healthcare organization operations.
- Simultaneous consideration of qualitative and quantitative parameters of healthcare organization functioning, allowing for constant alignment and

evaluation of performance, strategic management systems, and strategy implementation.

Conclusions for Chapter 1:

In the context of dynamic healthcare system reform processes in Egypt, there is a need to develop an appropriate development strategy and apply specialized strategic management tools to this multifaceted management object such as healthcare institutions. Strategic management is one of the system-forming tools of management that enables effective development of healthcare institutions towards achieving justified goals and objectives in the face of changing external and internal environments, based on rational utilization of competitive advantages and all components of its resource potential. Strategic management encompasses the following important directions:

- 1) formulation of strategic development tasks in the medical field;
- 2) preparation of relevant laws, regulations, instruments, monitoring, and control over their implementation.
- 3) Ensuring accountability and transparency in achieving strategic goals, tactical objectives, and operational tasks.

The implementation of strategic management in the healthcare organization management system requires a shared understanding, coordinated actions, support from governmental structures at all levels, as well as alignment of the scope and structure of healthcare services with expected financial resources based on a clear definition of state guarantees regarding medical care to the population.

Strategic management of healthcare organization development aims to: anticipate the ideal state of development for the medical institution in the long term, taking into account exogenous and endogenous factors; form a realistic development model based on defining tasks and functions of activities; ensure the ability to adjust development strategies to achieve predefined goals; provide a clear understanding of the objectives of the management bodies of the medical institution, their structural

units, and enhance motivation for their functioning; strengthen the connections between the management bodies of the medical institution and the external environment, as well as improve internal coordination of their activities; prioritize long-term development goals of the healthcare organization, especially in the context of healthcare system reforms; enable adaptability to change and stimulate predominantly innovative development, primarily considering the competitive advantages of the healthcare organization and external and internal influences; rational utilization of all types of resources and increased efficiency of management activities in the medical institution.

In the conditions of intensified competition among medical institutions, only those for which the process of strategy development and implementation becomes a real management tool can successfully develop. However, currently, strategic management in most healthcare organizations has a merely formal character. Elements of strategic management such as strategic analysis, selection of prospective directions of activity, formation of goal systems, and strategic planning receive insufficient attention.

The significance of strategic management in healthcare institutions is determined by its ability to promptly adapt to changes in the market environment and thus enhance the organization's competitiveness.

CHAPTER 2. SYSTEM ANALYSIS AND EVALUATION OF APPLYING THE STRATEGIC APPROACH TO MANAGING AIN SHAMS HOSPITAL (EL-DEMERDASH)

2.1. General information about the hospital

The health system in Egypt is governed by the Ministry of Health and Population with five sectors of administration including: central administration for the minister's office, curative health services, population and family planning, preventative health services, and administration and finance. The Ministry is also divided into the public and private sector. The public sector comprises the government and parastatal organizations. Parastatal refers to quasi-governmental organizations such as the Health Insurance Organization (HIO) and the Curative Care Organization (CCO). The HIO was originally created as an umbrella organization to provide all Egyptians with health coverage and care. The four broad classes of beneficiaries under HIO are all employees working in the government sector, some public and private sector employees, pensioners, and widows. However, HIO only covers 60% of the population and provides basic coverage through their own hospitals and clinics. The public health system faces many challenges such as underfunding, low quality care, lack of medical equipment, and qualified personnel. Government investment in the public system is also low with only 1.5% of total GDP for public health expenditures. Total health expenditures for all sectors totaled 4.75% of national GDP. Public healthcare financing consists of 72% from employee tax, 25% from the Ministry of Finance, 2% from the private sector, and 1% from external sources.

Al-Demerdash University Hospital affiliated to Ain Shams University, which is one of the antique free government medical facilities. It is located in the Abbasiya neighborhood in Cairo.

Al-Demerdash Hospital was originally established in 1931 as a charitable hospital by Sheikh Abdel Rahim Mustafa Al-Demerdash Pasha. It was named Al-Demerdash Charitable Hospital. In 1947, a medical college was established within

the hospital, making it the third medical college in Egypt. Ain Shams University was officially established in 1950, and the Faculty of Medicine became part of it. Subsequently, several departments were updated and established.

Al-Demerdash University Hospital contains all medical specialties, as it is an integrated medical group equipped with the best doctors that provide the best and most wonderful medical services (dental, obstetrics and gynecology, dermatology, children, internal medicine, orthopedics, general medicine).

2.2. Analysis of the Performance of the Investigated Medical Facility in the Context of Meeting the Healthcare Needs of the Local Population

Ain Shams University Hospital (El-Demerdash) contains a various selection of doctors, consultants and specialists from various medical specialties. It delivers all types of primary and secondary specialized medical care for each patient's unique needs. Health care is provided to the Egyptian community in general and the Ain Shams University community in particular (which includes university faculty members - students and university staff) provided that care is integrated and at the highest level of quality and with the latest means.

In the new Egyptian Constitution which was amended in January 2014, health and welfare have been listed high on the agenda. It has been clearly mentioned in the Constitution that at least 3% of the gross domestic product (GDP) shall be spent on the health sector. The government has developed a white paper to guide health policy and strategic direction, which states strengthening efforts towards universal health coverage (UHC), expanding health insurance coverage, improving the quality of health services, etc.

Regarding the demographic situation in Cairo's 2023 population is now estimated at 22,183,200. In 1950, the population of Cairo was 2,493,514. Cairo has grown by 433,180 in the last year, which represents a 1.99% annual change. These population estimates and projections come from the latest revision of the UN World Urbanization Prospects:

The current metro area population of Cairo in 2023 is 22,183,000, a 1.99% increase from 2022. The metro area population of Cairo in 2022 was 21,750,000, a 2% increase from 2021. The metro area population of Cairo in 2021 was 21,323,000, a 2.02% increase from 2020. The metro area population of Cairo in 2020 was 20,901,000, a 2.03% increase from 2019.

Cairo has seen rapid growth over the last few decades, in large part because of a massive gap between the birth rate (30 births/1,000 people) and the death rate (7 deaths/1,000 people.) An analysis suggests that over 2020 and 2021, nearly 263,000 deaths were associated with the pandemic, over 12 times the official COVID-19 death count.

According to the survey conducted by WHO, the conditions of 17% of diabetic patients and 40% of hypertensive patients are caused by obesity, which is a serious issue. The smoking rate in Egypt is high, with 46% of males smoking, and it is shown in “Top 10 Causes of Death in Egypt” (Table 2.1). Measures against non-communicable diseases, smoking, and nutrition are required. The government plans to increase tax on cigarette for reducing influence of health by smoking and allocate certain amount of them for health expenditure.

Table 2.1

Top 10 Causes of Death in Egypt (2021)

Cause of death	Number of death (000s)	Change in rank 2019-2021
Ischemic heart disease	107.2	No change
Stroke	69.8	No change
Cirrhosis of the liver	41.4	No change
Hypertensive heart disease	21.3	Increased
Cardiomyopathy, myocarditis	17.5	Increased
Liver cancer	16.8	Increased
Kidney diseases	15.8	Increased
Chronic obstructive pulmonary disease	14.9	Decreased
Lower respiratory infections	14.1	Decreased
Endocrine, blood, immune disorders	12.4	Increased

(Source) Country statistics and global health estimates by WHO and UN partners

In Egypt, the percentage of 1-year-old children receiving immunizations for measles is as high as 95.8%, but the number of cases for mumps has increased sharply since 2019. In 2020, there were 20,390 cases reported, which was 40 times the number of cases in 2018.

Table 2.2

Transition of Reported Cases

	2017	2018	2019	2020	2021
Measles	16	26	245	405	1,314
Rubella	461	30	35	34	21
Mumps	26	531	-	20,390	7,626
Tetanus (total)*	-	264	-	9	8

(Source) WHO vaccine-preventable diseases: monitoring system 2022 global summary
 *Neonatal Tetanus and Total Tetanus cases equality may be the result from a lack of non-Neonatal Tetanus surveillance system.

With regards to tuberculosis and malaria, Egypt has achieved the Millennium Development Goals, and Egypt is also a leader in neighboring countries concerning TB control measures. On the other hand, the HIV infection rate of 5–24 years old is less than 0.1%, but it tends to increase year by year (see Table 2.2). The government is required to establish Voluntary Counseling and Testing Centers (VCTCs) throughout the country, and create an environment where people who are at risk of infection, such as commercial sex workers, users of intravenous injection drugs, male homosexuals, etc., can anonymously have their blood tested.

In Cairo, the mortality rate caused by infectious diseases is decreasing, while the prevalence of chronic hepatitis C virus (HCV) infection is the highest in the world, with at least one out of 10 people aged between 15 and 59 years old infected. The epidemic of HCV in Egypt began in 1960–1980. The health authorities in the Nile River Delta region and the upper region of the Nile River used unsterilized injection needles to administer an anthelmintic to prevent infection of schistosomiasis (bilharzias), which resulted in expansion of the hepatitis C infection.

One important sphere of activity of Ain Shams Hospital is providing inpatient care, which is ensured by the corresponding material and technical base. The bed capacity in 2022 has decreased with a capacity of 50 care beds per 12,000 population (compared to 58.6 in 2020). 15 medium care beds and 35 intensive care beds equipped with ventilators. The building was constructed at a total cost of 52 million pounds (18 million from the budget - 16.5 from education sector - one from special funds - 16 from donations of civil society).

2.3. Evaluation of the institutional and resource support for the implementation of a systemic approach in managing the researched medical institution

The functional activities of Ain Shams Hospital are aimed at achieving its main goal - integration and efficient utilization of resources to achieve the best final outcomes in providing outpatient and inpatient medical care to the population. The main objective of the Ministry of Health and Population (MoHP) is to meet the population's needs for qualified and accessible medical assistance.

According to the founding and organizational-regulatory documents governing its operation, the directions of activity of the researched medical institution are systemic and multifaceted. In particular, the MoHP defines the following spheres of activity for the researched medical institution:

- Medical practice; creating conditions necessary for providing accessible and quality medical care to the population, ensuring proper management of internal therapeutic and diagnostic processes and effective utilization of hospital property and other resources.
- Providing patients with free and paid services of secondary/specialized inpatient medical care in accordance with the legislation, including emergency (urgent) care necessary for proper prevention, diagnosis, and treatment of

diseases, injuries, poisonings, or other health disorders, as well as medical monitoring of pregnancy, childbirth, and the postpartum period.

- Timely and quality treatment of patients using a comprehensive range of necessary and accessible methods, a differentiated approach to selecting methods and means of treatment for different categories of patients, ensuring the principles of continuity, sequence, and staged approach, and an individualized approach to organizing and implementing diagnostics and treatment.
- Providing qualified therapeutic and diagnostic care to pregnant women, women in labor, postpartum women, and newborns.
- Round-the-clock admission of patients, organizing the provision of emergency medical care in accordance with Egyptian legislation.
- Providing patients with medical care of the appropriate profile, based on indications and the level of the hospital, in conditions of round-the-clock inpatient care.
- Ensuring citizens' right to freely choose a primary care doctor in accordance with the established procedure defined by legislation at the primary and secondary levels.
- Organizing, if necessary, the provision of medical care of a higher level of specialization to patients based on other healthcare facilities by referring patients to these institutions in accordance with the law.
- Organizing cooperation with other healthcare facilities with the aim of ensuring continuity of medical care at different levels and effective utilization of healthcare system resources.
- Conducting expertise on temporary incapacity for work, referring individuals with signs of permanent disability for medical-social expertise, directing patients for medical and social rehabilitation, issuing and extending sick leave certificates, conducting preventive examinations.

- Ensuring and monitoring the quality of medical care to patients within the approved guidelines of the MoHP, which shapes the state policy in the field of healthcare, clinical protocols, medical standards, as well as other laws, regulations, rules, and norms regulating healthcare activities.
- Analyzing the organization and quality of therapeutic and diagnostic activities, carrying out organizational and methodological work related to the provision of medical care in the hospital.
- Studying and analyzing the main integral indicators of work, the state of health and medical services provided to the population, and making proposals for their improvement.
- Conducting preventive and health awareness work among the population on the prevention and provision of first aid for sudden illnesses, accidents, and poisoning.
- Participating in informational and educational outreach work among the population regarding the promotion of a healthy lifestyle.
- Providing paid medical services to the population in accordance with Egyptian legislation.
- Providing medical care through insurance activities, etc.

It should be emphasized that the development of strategic directions, formation of strategic plans, and justification of mechanisms for their implementation are the prerogative of the highest administrative apparatus of the medical institution. Accordingly, the administrative service of Ain Shams Hospital operates on the principles of objectivity, effectiveness, and rationality on contractual terms, interacting with enterprises, institutions, organizations of all forms of ownership, and citizens in the areas of economic activities in accordance with the legislation of Egypt. The administrative apparatus of the researched medical institution exercises its rights and fulfills its obligations in the areas of planning, material supply, organization and remuneration of labor, finances, prices, and other areas of activity provided by the legislation of Egypt.

The functioning of the administrative service of the researched medical institution relies on a system of tasks and management of various activities, considering the complex organizational structure of Ain Shams Hospital (El-Demerdash Hospital) that has emerged after the reform of the medical institution and its transformation in accordance with the new requirements in the field of healthcare in Egypt. The organizational structure of the researched medical institution is presented in Figure 2.1.

The main functions of the management of the researched medical institution, primarily strategic planning, forecasting, and planning, are entrusted to its administrative service. Specifically, the hospital's chief physician, in accordance with their official duties, competencies, and authorities, performs a range of functions, namely:

- Acting on behalf of the institution in accordance with the legislation, representing it in relations with the executive authorities and local self-government bodies, legal entities, and individuals.
- Managing the hospital's property and the joint property of the territorial community on the basis of operational management; entering into agreements, forming budgets, allocation plans, staffing tables; issuing orders, directives, and assignments.
- Organizing the hospital's work in providing services to the population in accordance with the requirements of regulatory legal acts. They are responsible for the formation and implementation of the financial plan and the development plan of the medical institution, the results of its economic activities, the achievement of performance indicators, and the quality of services provided by the medical institution
- Submits quarterly, annual, financial, and other reports of the hospital to the founder in accordance with established procedures;
- Makes decisions regarding the hiring and dismissal of employees, as well as other decisions in the field of labor relations as provided by labor legislation.

Enters into employment contracts with employees and ensures the rational selection of personnel, adherence to internal work regulations. Creates conditions for improving the professional and qualification level of employees in accordance with the approved staffing table;

- Ensures compliance with labor protection legislation, sanitary and hygiene standards and regulations, and fire safety requirements in the hospital, as well as the creation of appropriate working conditions;
- Approves regulations on structural units of the hospital, as well as other regulations and procedures of a systematic nature, including regulations on remuneration of employees based on their performance, procedures for receiving and using funds received as charitable contributions, grants, and donations, procedures for receiving, storing, dispensing, and accounting for medicines and medical products;

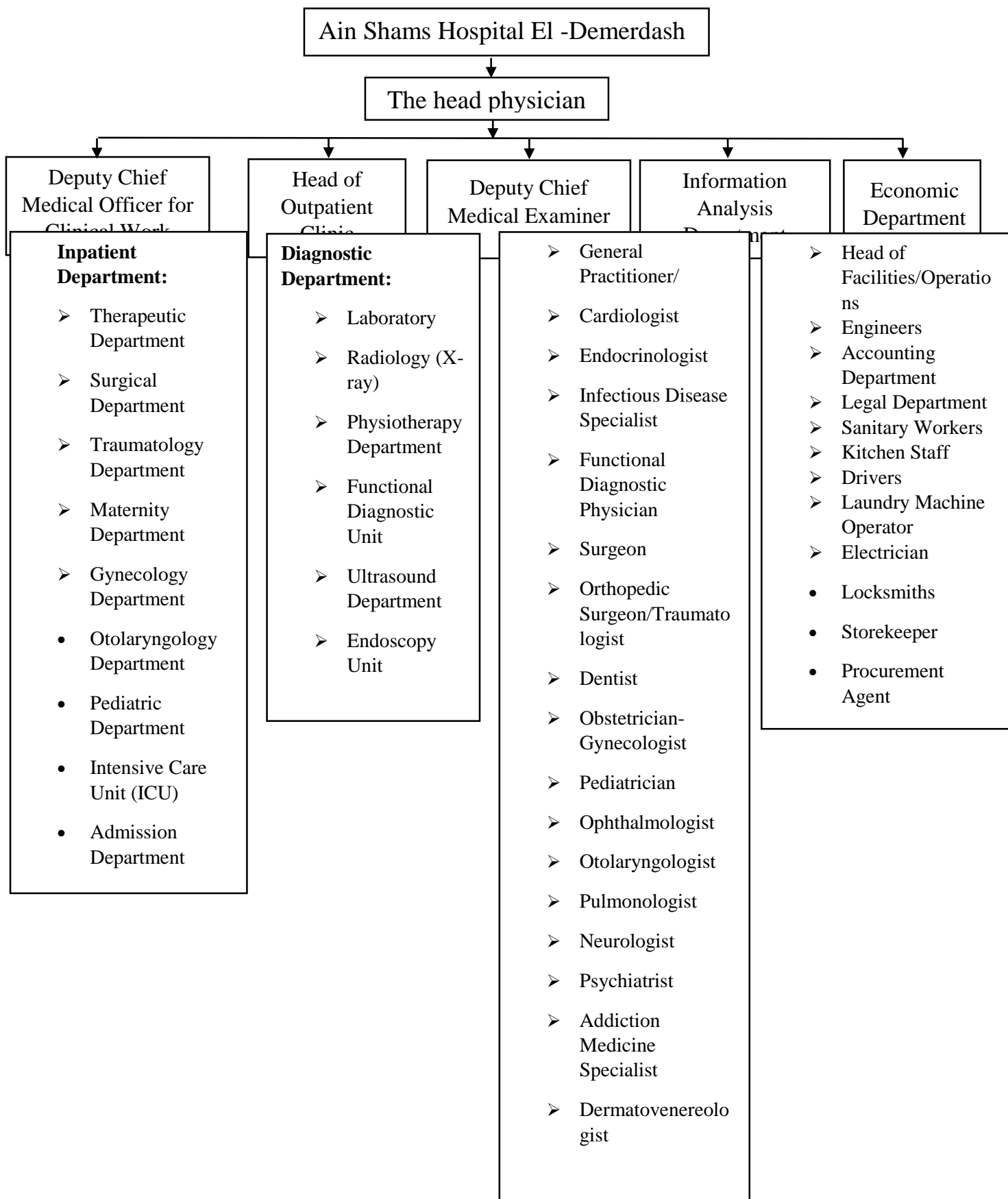


Figure 2.1. Organizational structure of "Ain Shams Hospital El-Demerdash"

With the agreement of the founder and in accordance with legal requirements, has the right to conclude property lease agreements. Certain structural units of the administrative service of Ain Shams Hospital El-Demerdash including deputy chief physicians responsible for medical, therapeutic, sanitary-epidemiological, preventive, and other areas, as well as the personnel department and the accounting department, perform functions such as determining the staffing level and allocation of funds in accordance with the approved norms, determining the number and composition of employees, and creating a staffing table.

The administrative service of the medical institution also has the right, within its functional responsibilities, to establish additional payments, allowances, bonuses, material assistance, and other payments to its employees from the wage fund, in accordance with the current legislation. The organization of management processes in the functional activities of Ain Shams Hospital El-Demerdash is carried out in accordance with its Charter by the chief physician, their deputies responsible for the respective areas of work, as well as the heads of structural units. According to the Regulations of Ain Shams Hospital El-Demerdash, the organization of processes in management and functional activities is entrusted to the administrative staff of the investigated medical institution.

In particular, the chief physician leads the activities of the hospital based on singularity, relying on the community, and is responsible for the entire medical-preventive, organizational-methodological, administrative-economic, and financial activities of the hospital. The application of a strategic approach in managing the investigated medical institution objectively requires effective communication with elements of the organization's external environment. The overall management of the organization's management processes in the investigated healthcare institution, the chief physician performs a combination of general and specific functions, including:

- Develops and implements measures aimed at improving the quality and culture of the activities of the investigated medical institution in terms of medical services to the population, providing highly qualified inpatient and outpatient

(consultative) care; develops strategic directions and approves comprehensive annual plans, including all areas of work;

- Coordinates the organizational and methodological work of healthcare facilities; ensures timely implementation of modern methods and means of prevention, diagnosis, and treatment of patients; provides leadership and control over the state of statistical accounting and ensures its reliability; studies and implements new organizational forms of medical services to the population and advanced experience of other medical-preventive institutions; creates conditions for specialization and professional development of doctors and medical personnel.

Therefore, the organizational structure of the administrative service Ain Shams Hospital El-Demerdash is focused on the strategic development of the organization, effective utilization of financial, material-technical, informational, and organizational resources, as well as on the improvement and strengthening of the human resource potential of the healthcare institution.

2.4. Analysis of the effectiveness of strategic management tools in Ain Shams Hospital El -Demerdash

Considering the organization as a management system using a systemic-structural approach, there is a distinction between the managing subsystem (management subject) and the managed subsystem (management object). Accordingly, the administrative service of the investigated medical institution, Ain Shams Hospital El-Demerdash, acts as the managing subsystem, while the organization's employees and consumers of its medical services belong to the managed subsystem. It is worth noting that the consumers of medical services can be considered as part (element, subsystem) of the organizational system since they systematically enter into relations with the organization regarding the services provided to them. On the other hand, there is no direct managerial influence on them.

In this case, they are independent and separate from the organization's administrative work.

Thus, healthcare service consumers are situated at the intersection of the healthcare institutions' administrative system and the external environment. Organizational connections and relationships serve as a connecting link between this system and the consumers of medical services. Accordingly, one of the strategic and operational tasks of administrative services in healthcare organizations is to shape and standardize such relationships.

The significance of the management apparatus of an organization lies in facilitating a clear understanding of the organization's goal by all employees and ensuring coordination of activities of its structural units towards achieving the mission and strategic objectives.

At the same time, it should be noted that the application of strategic planning tools is a challenging process accompanied by certain difficulties. Therefore, it is necessary, first and for most, to have a clear understanding of its essence and make a well-founded choice of methodology.

Strategic planning is a process based on a detailed analysis of the organization's internal and external environment, aimed at formulating a strategy, defining strategic goals, and developing a strategic plan that specifies the means of their implementation. In modern conditions, the significance of strategic planning for organizations lies primarily in the following:

- Today, virtually every organization is an open system, and its development is closely linked to dynamic external factors. Under these conditions, organizations whose activities are focused solely on addressing internal issues face failure. Therefore, it is necessary to have appropriate structural units within the organization responsible for analyzing external environmental factors and their impact on internal organizational activities. Such structural units (or positions) are usually formed during the strategic planning process.

- While newly established organizations may initially have advantages in the competitive environment due to their recent adaptation efforts, even after achieving stability in the market, they need to adapt to new changes and therefore require the development of corresponding strategies. Over time, these strategies will also become outdated and may even impede the organization's development. Hence, strategies need to be reviewed and updated, which, in turn, necessitates ongoing strategic planning.
- Unlike traditional approaches that have evolved in domestic planning practice, strategic planning allows for the development of not only one plan variant but a whole "portfolio" of alternative strategies, from which one basic strategy is chosen. If necessary, this strategy can be reviewed and replaced with another strategy from the "strategic set." This enables a more agile and cost-effective response to changes in the surrounding environment.

By using strategic planning tools, it is possible to achieve consistency in setting goals and objectives for the organization, as well as their technical and economic justification, which contributes to the systematic development of the organization in the long term. An important advantage of modern approaches to organizing strategic planning is the involvement of employees in defining the organization's mission, strategic vision, strategies, and development goals. This can serve as a significant motivational factor in achieving them through the efforts of the entire team.

It should be noted that effective analysis of the functioning of a medical institution requires a significant amount of statistical, financial, and economic data. The main focus of the analysis is the costs included in the cost of medical services provided by the institution. The provision of secondary-level medical services is a highly technological and resource-intensive service. The scarcity of resources for providing this category of medical services is critical for delivering quality standardized medical care.

The relative weight of material and financial resources in the cost of services provided by a hospital that offers secondary-level medical assistance is much higher

than in a primary care facility. Therefore, the management personnel of the medical institution need to conduct constant analysis, monitoring, and search for sources and means of resource provision.

In particular, if we characterize the level of resource provision of the researched medical institution, the Ain Shams Hospital El-Demerdash, it is necessary to highlight its main parameters, primarily the efficiency of utilizing the personnel potential (Table 2.3).

Table 2.3

Performance Indicators of the Ain Shams Hospital (El-Demerdash) 2021

Department	Number of beds	Patients	Operations performed	Doctors	Nurse
Therapeutic	45	1317		2,0	11
Surgery	15	963	452	3,25	6,5
Traumatology ENT (Ear, Nose, and Throat)	15 5	788 256	272 169	1,0 0,5	5,5
Obstetrics (Maternity)	15	477	81	1,0	5,25
Gynecological	10	398	125	1,0	4,5
Neurological	15	864		1,0	4,5
Pediatric	15	705		1,0	5,5
A neonatal ward				0,5	4,5
Operating rooms					4,5
Admission department					4,5
Resident doctor				8,0	

Note: The information provided is based on the data from Ain Shams Hospital (El-Demerdash).

It should be noted that the main objectives addressed in the process of strategic management of a healthcare institution are focused on: comprehensive analysis of the organization's current activities as a whole and its structural units to identify existing problems and subsequently determine the directions and means of their resolution; defining a system of goals and objectives for the organization's activities (for different

periods); coordinating the activities of the organization's structural units; forecasting sources and volumes of funding for planned measures and directions for effective utilization of limited resources; identifying possible changes in the external environment that can have both positive and negative impacts on the organization's functioning; monitoring and evaluating the achievement of goals and expected results of a specific healthcare facility's activities.

In light of the above, an integral component of analyzing the resource provision for the development and implementation of strategic objectives for the researched hospital is assessing the structure of the personnel potential and the level of remuneration for different categories of its medical staff (Table 2.4).

Table 2.4

Indicators of the number and remuneration of medical staff of the Ain Shams Hospital (Al-Demerdash) 2021

	Doctors	Salary/Wage (EP)	Nurses	Salary/Wage (EP)	Sanitary workers.	Salary/Wage (EP)	Total number of employees/staff	Total salary/wage (EP)
Therapeutic	2,0	12506	11	4954	11	2900	24	90771
Surgical	3,25	20492	6,5	2692	6,5	1756	16,25	64226
Traumatology Otolaryngology (ENT)	1,0 0,5	9286 3991	5,5	2270	5,5	1202	12,5	48229
Obstetrics (Maternity)	1,0	12074	5,25	2383	4,5	1208	10,75	47857
Gynecology	1,0	7245	4,5	2067	4,5	1208	10,0	39627
Neurology	1,0	4735	4,5	2060	4,5	12082	10,0	37446
Pediatric	1,0	5955	5,5	2443	4,5	1202	11,0	42095
Neonatal ward	0,5	2116	4,5	2513			5,0	28097
Operation rooms			4,5	21524	1,0	26856	5,5	24210
Admission			4,5	11211	4,5	1252	9,0	23306
Resident doctors	8,0	30654					8,0	30165

"Note. Provided by the author based on the information from Ain Shams Hospital (El-Demerdash)"

Our study of international and domestic experience in the organization of management activities in medical institutions indicates the need for the implementation of situational and process approaches to strategic management of a healthcare facility. Planning the activities of a medical institution based on a situational approach is grounded on the fact that during the implementation of plans, the organization's activities are influenced by a range of changes in the external environment, which can be either favorable or unfavorable. This, in turn, requires the administrative management personnel of the medical institution to possess the ability to timely anticipate their occurrence and effectively utilize favorable opportunities while minimizing or eliminating the impact of threatening factors.

In this context, there is an increasing need for analyzing the staffing and financial support of the transformation processes of the studied healthcare institution from a budgetary institution to a non-profit municipal enterprise. This primarily concerns the necessity of preserving or optimizing the hospital's workforce (Table 2.5).

Table 2.5

Summary indicators of personnel provision of Ain Shams Hospital (El-Demerdash) 2021

Categories of medical personnel	Staff (positions)	Salary (in L.E)
Doctors	64,0	3915421
Average medical personnel	132,5	6241877
Junior medical personnel	71,25	1882881
Other personnel	45,25	1418802
Total	313,0	13458982

Note: The information provided is based on the data from Ain Shams Hospital (El-Demerdash)

The solution to these tasks is based on the principles of a situational (adaptive) approach, according to which the plans and goals of the organization's activities are reviewed and adjusted to changes in the external environment. The main task of strategic management in a medical institution based on a situational approach is to prevent crisis situations in the organization as a whole or, in the event that their

occurrence is inevitable, to minimize their impact, localize and eliminate adverse factors through prompt response.

The conscious management of planning processes in a medical institution has undeniable advantages compared to the application of certain procedures. Therefore, to achieve greater efficiency in the planning of a medical institution's activities, it is necessary to purposefully apply a process approach.

To rationalize the planning processes of medical institutions, it is advisable to use technical, software, and other tools. Overall, the process of planning healthcare facilities should be based on the concepts of program-target, functional, institutional (process-organizational), and situational approaches.

Thus, strategic management as a purposeful activity in shaping and implementing the organization's development strategy, ensuring its competitive advantages and effective functioning in the market environment, can and should be used by managers of organizations of various types and organizational forms.

Conclusions for Chapter 2

The functional activities of the Ain Shams Hospital (El-Demerdash) are aimed at achieving the main goal - meeting the population's needs for qualified and accessible medical care, as well as integrating and efficiently utilizing resources to achieve the best final results in providing outpatient and inpatient medical care to the population.

The implementation of the main management functions of the investigated medical institution, primarily strategic planning, forecasting, and planning, is entrusted to its administrative service. The organizational structure of the administrative service of Ain Shams Hospital El-Demerdash is focused on the strategic development of the organization, efficient mobilization of financial, material-technical, informational, and organizational resources, as well as on improving and strengthening the human potential of this healthcare institution.

The main tasks solved in the process of **strategic management of healthcare institutions** include: comprehensive analysis of the current organization's activities as a whole and its structural units to identify existing problems and subsequently determine directions and means for their resolution; determination of the system of goals and objectives of the organization's activities (for different periods); coordination of activities of structural units of the organization; forecasting sources and volumes of financing planned measures and directions of efficient use of limited resources; consideration of possible changes in the external environment that can positively or negatively influence the organization's functioning; monitoring and evaluation of the state of achieving goals and expected results of a specific medical institution's activities.

Effective analysis of the functioning of a medical institution requires a significant amount of statistical, financial, and economic data. **The main object of analysis is the costs that form the cost of medical services provided by the institution.** The medical service of a secondary level medical institution is a high-tech and resource-intensive service. The lack of resources for providing this category of medical services is critical for delivering high-quality standardized medical care.

Indeed, the relative weight of material and financial resources in the cost of services provided by a hospital that offers secondary medical care is much higher than in a primary healthcare center. Therefore, the management staff of a medical institution needs to conduct constant analysis, monitoring, and search for sources and means to ensure these resources.

To rationalize the processes of activity planning in medical institutions, it is advisable to use technical, software, and other tools. In general, the process of strategic planning for healthcare organizations should be based on the concepts of program-target, functional, institutional (process-organizational), and situational approaches. These approaches help ensure effective planning and allocation of resources to achieve organizational goals and improve overall performance.

CHAPTER 3. DIRECTIONS FOR IMPLEMENTING A STRATEGIC APPROACH TO HEALTHCARE INSTITUTION MANAGEMENT

3.1. Formation of Hospital Districts as a Strategic Direction for Healthcare Institution Reform

Healthcare management is a complex, purposeful, and continuous process of the governing system's influence on the management object. Healthcare management should be stable, continuous, operational, and ensure the effective utilization of medical facilities' capabilities to fulfill their assigned tasks within defined timelines and under any circumstances. Improving the quality and enhancing administrative management in the activities of healthcare institutions in Egypt is one of the current challenges for further advancement of the healthcare sector.

In particular, the Concept of Healthcare Development for the Egyptian population identifies **improving the quality of provision of inpatient and specialized care in healthcare facilities** as a priority of state policy in the healthcare sector. This means that the reform of medical institutions and ensuring the quality and effectiveness of healthcare require addressing strategic management tasks such as standardization of medical practice, licensing, accreditation, certification of medical personnel, quality assessment of healthcare, development of quality indicators and result monitoring, and implementation of a quality management system.

Reforms in the healthcare system should be based on the adoption of a comprehensive, explanatory, clear, and well-defined action program, which would serve as the basis for strategic reform in the healthcare sector in terms of legislation, education, and organizational activities. Accordingly, the strategy for the development of the domestic healthcare system should include the following:

1. Rational utilization of available resources through: changing approaches and mechanisms for resource allocation in healthcare - instead of "maintaining" medical institutions, funding them based on the volume and structure of work performed; transformation of primary healthcare; structural transformations of

inpatient care; implementation of medical practice standardization at all levels; changes in the functions and mechanisms of healthcare management; improvement of functional activities and management system of specific medical institutions.

2. Improving funding for the sector, primarily through budgetary means, with simultaneous involvement of additional resources from other sources and their diversification.
3. Rational utilization of material resources in healthcare and medical preventive institutions, which have significant areas that are inefficiently used and therefore require improved management by local government authorities and local self-government bodies.
4. Implementation of evidence-based medicine through the use of proven effective medical interventions, as well as improving the system of providing primary care and organizing the processes of providing secondary and other types of medical assistance.

Among the peculiarities that should be considered in the reorganization of the healthcare system in Egypt, general and sectoral aspects can be distinguished. The former include: lack of attention to the health problem both from individuals themselves and from government structures; general economic instability and lack of state funding for the sector; complex socio-economic conditions, as according to the State Statistics Service, the living standards of 74.6% of citizens are below the subsistence minimum (including doctors); 23.4% of the population lives below the poverty line; a complex demographic situation characterized by depopulation and negative population growth; the health level of the population is assessed as low or below average, ranging from 64.0% to 72.1%; a general increase in the incidence of Hepatitis, Diabetes , and other diseases in recent years.

Among the industry-specific characteristics that should be highlighted are the imperfections in the legislative framework for reforming medical institutions, particularly those in communal ownership. There is a lack of a unified long-term

program for reforming the national healthcare system, as well as a shortage of trained specialists in the field of healthcare management, economics, and administration. The managerial and administrative staff of medical institutions lack strategic planning skills, and there is a slow and inert management of their activities. The inefficient use of systemic resources in the sector is also a concern.

Therefore, when developing and implementing a strategy for reforming the national healthcare system, as well as formulating development strategies for various medical and preventive institutions, it is necessary to focus on a combination of tactical and operational tasks. Some of the pressing healthcare issues that require immediate scientific solutions include the establishment of a system for training healthcare management professionals, ensuring the economic aspects of transformation (developing pricing methodologies, funding mechanisms for different types of medical institutions, etc.), establishing a comprehensive standardization system in healthcare, ensuring social protection for physicians, and implementing an adequate administrative management system in medical institutions.

If healthcare reform succeeds in providing guaranteed medical assistance to every patient, ensuring that socially vulnerable segments of the population receive sufficient state-funded healthcare, while the financially capable citizens pay for their own healthcare, then it can be said that the reform course has been chosen correctly.

It is important to note that the reform of the healthcare system in Egypt should be carried out simultaneously in all areas of transformation taking place at the national level. However, each region has unique characteristics in terms of demographic reproduction, the medical-epidemiological situation, and the potential of the socio-economic territory, which can be utilized to address the challenges of improving the efficiency of healthcare delivery.

This defines the need for developing regional development models and territorial differentiation in the implementation of nationwide social policies aimed at improving medical services for Egyptian citizens.

3.2. Improvement of Resource Provision for Strategic Management of a Medical Institution

One of the key tasks of healthcare reform in Egypt is the transformation of its secondary level. Given that a secondary-level healthcare institution is a much more complex structure than primary healthcare centers, the leaders of medical institutions face the challenge of implementing new approaches to their management, including the reform of budgetary institutions into non-profit enterprises, for which special management and public administration procedures are applied.

The basis of new management technologies for healthcare institutions should be the understanding that the medical service provided by a secondary-level healthcare institution is a high-tech service that utilizes expensive medical products and equipment, delivered by highly skilled professionals who possess specialized knowledge, skills, and abilities in medical, therapeutic, preventive, and innovative activities. The provision of quality standardized medical services is possible only with its full financial, material and technical, personnel, and other resource provision.

As a municipal enterprise, a hospital cannot exist, and above all, forecast and plan its activities without having a comprehensive information base about existing and potential resources, without applying budgeting, strategic planning, and adaptive (situation-based) management tools. The head of a medical institution must have a clear understanding of the sources and amounts of income and expenses, the mechanisms for determining the cost of providing medical services, and apply financial management technologies.

According to the current regulatory framework, the main source of income for a medical institution in the status of a municipal non-profit enterprise is determined to be budgetary funding under a contract with the Ministry of Health and Population (MoHP). Reformed secondary-level healthcare institutions, have limited possibilities to increase this source of revenue. Therefore, they should pay significant attention to its forecasting and planning.

To achieve this, it is necessary to assess the actual costs, their structure, and calculate the cost of medical services. In the next stage, the calculated cost of the service needs to be compared with the value of the service for which the management of the medical institution intends to enter into a contract with the Ministry of Health and Population of Egypt (MoHP). The calculation of the cost of medical services involves analyzing the information and statistical database on indicators that characterize expenses for: medical and support staff; bed availability, density, and efficient utilization; cases of medical care (hospitalizations); bed-days; mortality rate; surgeries; ultrasound, CT scans, ECGs, and other examinations for inpatient departments; laboratories; employee remuneration; taxes; utility expenses; food products; medications; materials; space; paid services, and so on. Attention should be paid to the cost structure, particularly in terms of labor remuneration and material resources (equipment, supplies, etc.) in outpatient clinics and inpatient facilities. Detailed financial and economic analysis will help avoid problems during the transition to a new funding model.

The main sources of financial resources for healthcare institutions, enabling their current activities and creating opportunities for long-term sustainable development, as defined by Egyptian legislation, include: budgetary funding under a contract with the Ministry of Health and Population (MoHP), local budgets, regional (local) programs, grants, charitable and sponsorship assistance, private insurance policies, funds from insurance companies for the provided medical services; reimbursement of funds from employers for medical services provided to their employees; provision of paid medical services (within licensed types of medical activities and others specified in the statutory and organizational documents of the medical institution), and so on.

The full-fledged source of financial resources for the Ain Shams Hospital (el Demerdash) should be considered as the revenue from providing paid services, the structure and cost of which are determined by current legislation. As the owner of the medical institution, the district council grants the authority and approves the list of paid services to be provided by the district hospital. These services include self-

referral to a specialist for consultation, laboratory or instrumental examinations, procedures in the physical therapy department, massage, mud and paraffin treatments, improved accommodation conditions (enhanced comfort rooms), improved meals, as well as the provision of service to other healthcare institutions and physicians acting as individual entrepreneurs.

However, the provision of service to other healthcare institutions and physicians acting as individual entrepreneurs must be explicitly stated in the hospital's statute. Otherwise, the healthcare facility may lose its non-profit status. It is also important to adhere to the requirements of the state's social policy and social protection of the population, including separately calculating the cost of medical services for privileged categories of citizens.

Since the majority of funds that the healthcare institution can receive depend on cooperation with the The Ministry of Health and Population (MoHP) , it is deemed necessary to further examine the peculiarities of the contractual relationship between the medical institution and the MoHP, which are based on modern scientific and methodological foundations and international practices of healthcare services, incorporating outsourcing approaches.

At the same time, local self-government bodies, as owners of communal non-profit enterprises, should be responsible for ensuring access to medical care for patients - residents of administrative districts and territorial communities. This means that it is the local authorities who should carry out repairs of medical institutions that they own, assist with equipment procurement, pay utility services, and ensure transportation accessibility to the facilities, as well as carry out repairs of connecting roads and other infrastructure.

The main stages of concluding contracts with the Ministry of Health and Population of Egypt (MoHP) for medical services under the program of medical guarantees and the requirements for service providers are defined in a number of regulatory acts.

It should be noted that the procurement conditions for medical services relate not only to equipment but also to the availability of medical personnel, their qualifications, and the volume of service. If an institution can provide guaranteed medical services under the program of medical guarantees for a specific direction, each treated case in that direction will be reimbursed at 60% of the tariff for diagnostic-related groups. The remaining 40% will be paid in the form of a global rate (global budget) based on statistical data on the institution's work. This proportion will change annually (increasing the share of reimbursement for treated cases). From 202, it is planned to be 50/50. As a result, rules for citizens to receive medical services under the program of medical guarantees are established (Table 3.1).

Table 3.1

Rules for receiving medical assistance by the population under the program of medical guarantees.

Type of medical assistance	Requirements for providing medical assistance
Emergency medical assistance	In case of an emergency, an ambulance always arrives, and the patient receives assistance. The Ministry of Health and Population of Egypt (MoHP) covers the cost of emergency medical care and hospitalization when necessary. Emergency assistance is provided regardless of whether the patient has a declaration with a family doctor, therapist, or pediatrician.
Planned medical assistance	The basis for receiving planned medical care is a declaration with a therapist, or pediatrician for children. If a patient has a declaration, it means that the Ministry of Health and Population (MoHP) recognizes them in the electronic system and will cover the necessary medical services included in the program of medical guarantees.

Note: Created by the author.

In particular, we believe it is appropriate to develop a Development Strategy for Ain Shams University Hospital (El-Demerdash) that corresponds to the current challenges of the medical and administrative-territorial reform. Based on the analysis

of the hospital's activities conducted in Chapter 2 of our work, we can perform a SWOT analysis of Ain Shams University Hospital (El-Demerdash) (Table 3.2).

Table 3.2

SWOT Analysis of Ain Shams University Hospital (El-Demerdash)

The internal environment	Strengths:	Weaknesses:
	<ul style="list-style-type: none"> • • High level of energy efficiency in hospital premises • • Compact layout of hospital departments - the majority are located in one building • • Optimization of space utilization initiated - reduction of beds and closure of half of the premises • • High staffing levels of intermediate medical personnel 	<ul style="list-style-type: none"> • • Insufficient number of doctors • • Insufficient number of emergency medical teams • • Majority of laboratory analyses are done manually • • Lack of quality equipment in most hospital departments • • Insufficient number of surgeries performed • • Low kitchen workload and low quality of patient meals
The external environment	Opportunities	Threats
	<ul style="list-style-type: none"> • • Transformation of the hospital into a facility for planned treatment and long-term care with a day hospital unit • • Acceptance of patients from other districts • • Centralization of laboratory work • • Organization of knowledge exchange with doctors from other medical institutions • • Recruitment of new doctors through salary increases, using freed-up funds after implementing reforms 	<ul style="list-style-type: none"> • • Medical reform may not happen or may be delayed • • Decreasing population trend in the district • • Low purchasing power of the population • • Poor road quality and long distances between settlements (60% of the territory is not covered by public transportation)

Note: Developed b the author

PEST analysis (political, economic, social, and technological) is a management method whereby an organization can assess major external factors that influence its operation in order to become more competitive in the market.

Political factor: The Egyptian healthcare system is pluralistic, composed of a public sector and a private sector which are both governed by the Ministry of Health and Population. The public sector includes governmental and quasi-governmental organizations, one of the largest of which is the Health Insurance Organization (HIO). The HIO was created to provide health insurance for all citizens but currently covers only 60% of the population (Columbia, 2019). Egypt's public healthcare system is fraught with challenges such as underfunding, low-quality care, and a lack of medical equipment and qualified personnel. (Gericke et al., 2018). Thus, Egyptians that can afford it seek private healthcare. Private insurers receive government support, allowing citizens to acquire private health insurance. However, recent estimates indicate that out-of-pocket expenses still represent a staggering 63% of total health expenditures (World Health Organization, 2022).

Economical factor: The inflation rate: For 2022, an inflation rate of 13.9% was calculated. During the observation period from 1960 to 2022, the average inflation rate was 9.8% per year.

Social factors: Healthcare relies on understanding the changes in demographics and public values. Certain communities can share fears, beliefs, and cultural norms. If a healthcare professional or hospital isn't aware of these conditions while they treat that public, it can cause problems. Additionally, medical professionals need to stay on their toes about new trends.

For example, the use of essential oils as a cure for various illnesses including cases of flu, fevers, and even incurable conditions like autism, are on the rise. Understanding why people are turning to these natural remedies can help healthcare professionals talk and discuss concerns or treatment with these users.

Technological factors: Technological trends in Egypt's healthcare industry include the use of telehealth, the emergence of health-tech startups, and a growing

emphasis on artificial intelligence. The COVID-19 pandemic has broadened the use of telehealth and telemedicine technologies to connect patients and providers in virtual settings. This technology has also increased access to healthcare for patients in rural areas. In addition, a new wave of startups has been disrupting Egypt's healthcare industry, earning the country a spot on Magnitt's list of the top countries with the most startup investment deals closed in 2019 (Narwani, 2020). Artificial intelligence is gaining popularity throughout the industry, allowing for vast improvements in areas such as diagnostics and patient data management. To capitalize on this trend, Egypt announced a goal of having 7.7% of its GDP derived through AI by 2030 and has also formed a national AI strategy to further integrate AI into multiple sectors including healthcare (PwC, 2018).

Based on the consideration of internal and external factors, the following strategic directions for the development of Ain Shams University Hospital (El-Demerdash) can be identified:

1. Ensuring a high level of quality, safety, and accessibility of medical services:
 - Conducting independent audits and regular reviews of medical protocols.
 - Facilitating collaboration with emergency medical services.
 - Promoting cooperation with the network of primary healthcare centers.
2. Improving patient satisfaction:
 - Creating a motivational system for healthcare professionals (bonuses, incentives, etc.).
 - Optimizing the patient registration process.
 - Enhancing navigation within the hospital (informational signage, electronic registration/queue system).
 - Conducting annual audits of existing equipment and its condition.
 - Establishing a motivational system for healthcare professionals (bonuses, incentives, etc.).
3. Optimizing organizational structure and functional activities of the hospital:

- Optimizing support (technical) staff.
- Promoting centralization of laboratory work.
- Establishing or improving the administrative-service department.
- Creating a hospital development fund.
- Developing collaboration with other medical institutions, businesses, community organizations, and local authorities.

In conclusion, the implementation of these proposed strategic principles in managing the development of Ain Shams University Hospital (El-Demerdash) will enable it to adapt to the transformative changes brought about by healthcare reform and achieve the goal of providing comprehensive and quality medical services to the population.

Conclusions for Chapter 3

The possibility of a comprehensive reorganization of the healthcare system in Egypt is determined by the need to consider a combination of factors: societal factors (lack of attention to health issues by both individuals and government authorities; overall economic instability and lack of state funding in the sector; complex socio-economic conditions) and sector-specific factors (imperfections in the legislative framework for reforming healthcare facilities, particularly those under communal ownership; absence of a unified long-term reform program for the national healthcare system; shortage of trained professionals in the field of healthcare economics and management; lack of strategic planning skills among managerial and administrative staff in healthcare facilities; slow and inert management of medical institutions; irrational use of systemic resources in the sector).

Equipment of healthcare facilities with state-of-the-art technology, increasing flexibility in their organization and ensuring the ability to adaptively respond to internal social and external risks.

The medical reform in Egypt has initiated the planning and calculation of funding for healthcare facilities providing secondary (specialized) and tertiary (highly

specialized) inpatient medical care through state and local budgets based on a basic rate per treated case according to diagnostic-related groups.

The application of strategic management methodologies allowed us to develop conceptual provisions for the "Development Strategy of Ain Shams University Hospital (El-Demerdash) " that will correspond to the modern challenges of medical and administrative-territorial reforms.

Considering the factors of the internal and external environment, the mission of strategic development for the studied hospital has been formulated as follows: " Ain Shams University Hospital (El-Demerdash) is a modern, highly professional, financially stable, and independent healthcare institution providing quality services to its patients."

Accordingly, the main strategic directions for the development of Ain Shams University Hospital (El-Demerdash) are identified as ensuring a high level of quality, safety, and accessibility of medical services; improving patient satisfaction levels; optimizing the organizational structure and functional activities of the hospital.

By implementing the proposed strategic principles in the management of Ain Shams University Hospital (El-Demerdash), it will be able to adapt to the transformative changes driven by healthcare reform and achieve the goals of comprehensive and high-quality healthcare services for the population. This will enable the hospital to improve the quality, safety, and accessibility of its services, enhance patient satisfaction, and optimize its organizational structure and functional operations.

CHAPTER 4. LABOR PROTECTION AND SAFETY IN EMERGENCIES.

4.1. Instruction general sanitary and hygienic requirements to cleaning, care on the equipment of drugstores

1. The premises of hospitals shall be subject to wet cleaning with the use of detergents and disinfectants. Dry cleaning is strictly prohibited.

2. The floor is washed at least 1 time per shift, and walls and doors - at least 1 time per week with the use of disinfectants. The ceiling is cleaned of dust once a month in a wet way.

3. Window glass, frames and the space between them are washed at least once a month. At the same time outside the windows are washed only in the warm season.

4. The equipment of the premises of pharmacies is cleaned from the outside every day, cabinets for medicines in the premises of storage of medicines (material rooms) are cleaned from the inside as needed, but at least once a week.

5. Hand sinks and sanitary facilities are cleaned and disinfected every day.

6. If necessary, cleaning of premises and equipment is carried out more often.

7. For wet cleaning or disinfection it is necessary to have two tanks, which are marked "1" and "2". Container "1" is filled with detergent or disinfectant solution, container "2" - with clean tap water.

Rags and napkins are moistened with the solution contained in the container "1", and thoroughly wipe the area (2 + 1) sq. m of surface, pre-washed. Then they are rinsed in the tank "2", squeezed, re-saturated with a solution from the tank "1" and washed new areas of the surface.

Detergent or disinfectant is changed according to the instructions for use, the water in the tank "2" is changed as the contamination, but at least after treatment of 60 square meters. m surface.

8. For cleaning of various premises (a hall of service of the population, industrial premises, sanitary units) the separate stock (buckets, basins, brushes, rags,

etc.) which is marked and used accurately on purpose is allocated. Storage it is carried out in a specially designated place (room, closet, etc.) separately.

9. Napkins intended for cleaning production equipment, after disinfection and drying are stored in a clean labeled tightly closed container.

10. Sanitary day is held once a month. In addition to thorough cleaning on sanitary days, minor repairs, disinsection and deratization measures can be carried out.

Instruction on labor protection for pharmacists, pharmacists.

In order to prevent accidents during the operation of the pharmacist, it is necessary to follow the rules of safety:

- work in overalls, footwear, hair should be selected under a scarf (cap);
- take special care when working with poisonous, narcotic, potent drugs, volatile, odorous, flammable and explosive substances;
- when working with volatile, flammable and explosive devices do not use open fire:
 - after the manufacture of poisonous, narcotic and irritating drugs necessary thoroughly wipe working equipment, wash hands:
 - do not taste dosage forms containing toxic and narcotic substances, as well as dosage forms for external use;
 - strictly follow and monitor the implementation of the instructions on the sanitary regime by all shift workers;
 - as the person responsible for the shift to allow to work with the autoclave only persons who have a certificate of the right to work with the autoclave;
 - monitor the pharmacist's safety when working with poisons, drugs, concentrated acids and alkalis, irritants, flammable and explosive substances;
 - ensure proper storage of toxic, potent, flammable and explosive substances on change:

- to accept and hand over the shift and the workplace in the proper order and cleanliness, to analyze cases of safety violations, industrial sanitation and eliminate the causes of their occurrence;

- at the end of the shift, inspect all production facilities, make sure serviceability of electrical equipment and equipment, and at the end of the shift turn off the lights, electrical equipment;

- follow the rules of fire safety, study the rules of using a fire extinguisher;

- in case of emergency mode to take measures for evacuation of inventory values;

- be able to provide first aid.

Personal computer security

Every day, the monitor must be cleaned of dust and other contaminants before starting work. Once finished, your personal computer and peripherals must be disconnected from the electrical grid. In the event of an emergency, you must immediately disconnect your personal computer and peripherals from the electrical grid.

Not allowed:

maintain, repair and set up your personal computer and peripherals directly at the operator's workplace.

store paper, any media (discs, flash drives, etc.), spare blocks, parts, etc. if they are not used for the current work.

disable protective devices, arbitrarily carry out changes in the design and composition of personal computers and peripherals, or their technical establishment;

Work with a personal computer, in which uncharacteristic signals appear while working;

work with a matrix printer in the absence of a vibrating mat and with the (raised) top cover removed.

Microclimate

The room for working with personal computers should be equipped with heating systems, air conditioning or exhaust ventilation. Workplaces should provide optimal values of microclimate parameters: temperature, relative humidity and air mobility in accordance with standards, IN 4088-86.

Lighting

Rooms with personal computers must have natural and artificial lighting in accordance with the standard.

Natural light should be carried out through light apertures focused mainly on the north or north-east and provide a natural light factor (KEO) of at least 1.5%.

Artificial lighting in workplaces should be carried out by a system of general uniform lighting. In the case of preferential work with documents, the use of a combined lighting system is allowed (except for the general lighting system additional lamps of local lighting are installed). The lighting on the surface of the desktop in the document area should be 300-500lk. If these lighting values cannot be provided by the general lighting system, local lighting is allowed. At the same time, local lighting fixtures should be installed in such a way as not to create glare on the surface of the screen, and the lighting of the screen should exceed 300lk. In the case of artificial light, light sources should be mainly L-LB lamps. When the reflected lighting is used in rooms where documents are used in the primary way, it is allowed to use 250W metal lamps.

4.2. Emergency plan at workplace

Requirements for personal hygiene of staff hospitals that do not carry out production (manufacture) of medicines

1. The staff of the hospitals must:

- store outerwear and footwear separately from technological clothing and special footwear in a certain place (closet, etc.);
- to disinfect hands before and during work;

- before visiting the toilet to remove technological clothes, and after visiting - wash and disinfect your hands thoroughly;

- do not go beyond the pharmacy in the technological clothes and special shoes.

2. Technological clothing and footwear are issued to employees in compliance with applicable regulations. Its change should not be carried out less than 2 times a week, and more often if necessary. For this each employee must be provided with at least two sets of clothes.

3. Employees of pharmacies, getting a job, undergo a medical examination, followed by a periodic medical examination.

The results of the examination are entered in the personal medical book that gives the right to admission to work.

4. Staff of hospitals engaged in production (manufacture) of medicinal products, in addition to the requirements set out in section 4 of this Instruction, additionally performs the following:

- personnel engaged in the manufacture and packaging of drugs, must be provided with clean towels before changing for personal use;

- production personnel are forbidden to keep on workers places and in the pockets of bathrobes things for personal use, except clean handkerchief;

- to prevent the spread of microorganisms in all cases diseases (skin, colds, abscesses, cuts, etc.) staff the pharmacy must immediately notify the pharmacy administration. Everyone messages must be recorded;

- during the manufacture, control, packaging of drugs in workers should have their nails trimmed without varnish, and there should be no ring on the fingers.

CONCLUSION

The research conducted in this graduation qualifying work on the theoretical-methodological foundations and systemic analysis of the applied aspects of strategic management in the investigated healthcare institution allows us to draw the following conclusions:

A modern medical institution is a large multi-profile healthcare and preventive organization, often innovative and research-oriented, aimed at providing specialized medical care, implementing comprehensive preventive measures for population health improvement and disease prevention, ensuring compliance with state social guarantees in healthcare, and achieving a better quality of life for citizens.

In the dynamic processes of healthcare system reform in Egypt, there is a need to develop a corresponding development strategy and apply a specialized toolkit for strategic management to such a multifaceted management object as a healthcare institution.

Strategic management is one of the key management tools that enable effective development of a healthcare institution in the direction of achieving well-founded goals and objectives in the changing external and internal environment, based on rational utilization of competitive advantages and the institution's resource potential.

Implementing strategic management in the healthcare institution's management system requires a common understanding, coordinated actions, support from governing structures at all levels, as well as aligning the volume and structure of medical care with expected financial resources based on clear determination of state guarantees for healthcare services to the population.

Strategic management of healthcare institution development is aimed at anticipating the ideal state of the institution's long-term development, considering exogenous and endogenous factors, forming a realistic development model based on defining tasks and functions, determining strategic directions and priorities,

developing an effective implementation plan, and establishing mechanisms for monitoring and adjusting the strategy.

Overall, the introduction of strategic management principles will contribute to the adaptability of the Ain Shams University Hospital (El-Demerdash) to transformative changes driven by healthcare reform and enable it to achieve the goals of comprehensive and high-quality healthcare services for the population.

To ensure the achievement of predetermined goals, it is necessary to guarantee the ability to adjust development strategies. This includes ensuring a clear understanding of the goals among the management bodies of the medical institution, its structural units, and increasing their motivation. It also involves strengthening the connections between the management bodies of the medical institution and the external environment, as well as improving internal coordination.

In the context of increasing competition among medical institutions, only those that make the process of strategy development and implementation a real management tool can thrive. However, currently, strategic management in most healthcare institutions has a merely formal nature. There is insufficient attention given to essential elements of strategic management such as strategic analysis, selection of prospective directions, formation of goal systems, and strategic planning.

The importance of strategic management in healthcare institutions lies in its ability to adapt to changes in the market environment and enhance the organization's competitiveness. The functional activities of the Ain Shams University Hospital (El-Demerdash) are focused on meeting the population's needs for qualified and accessible medical care, as well as integrating and effectively utilizing resources to achieve optimal outcomes in outpatient, polyclinic, and inpatient healthcare services.

The implementation of the main management functions in the investigated medical institution, particularly strategic planning, forecasting, and planning, rests upon its administrative service. The organizational structure of the administrative service of the Ain Shams University Hospital (El-Demerdash) is focused on strategic development, effective utilization of financial, material-technical, informational, and

organizational resources, as well as enhancing and strengthening the human resource potential of the institution.

Effective analysis of the medical institution's functioning requires a significant amount of statistical, financial, and economic data. The main object of analysis is the costs that contribute to the cost of medical services provided by the institution. The secondary-level medical services provided by the institution are high-tech and resource-intensive. The lack of resources for providing this category of medical services is critical for delivering quality standardized medical care.

The proportion of material and financial resources in the cost of services provided by a hospital offering secondary-level medical care is much higher than in primary care institutions. Therefore, the management staff of the medical institution needs to carry out continuous analysis, monitoring, and search for sources and means of resource provision.

To streamline the planning processes of healthcare institutions, it is advisable to utilize technical, software, and other tools. In general, the process of strategic planning in healthcare institutions should be based on the concepts of program-target, functional, institutional (process-organizational), and situational approaches.

The possibility of a comprehensive reorganization of the Egyptian's healthcare system is determined by the need to consider a combination of factors: societal factors (lack of attention to health issues from both individuals and government structures; overall economic instability and lack of state funding for the sector; challenging socio-economic conditions) and sectoral factors (imperfections in the legislative framework for reforming medical institutions, particularly communal ownership; lack of a unified long-term reform program for the national healthcare system; shortage of trained professionals in the field of healthcare economics and management; lack of strategic planning skills among the managerial and administrative staff of medical institutions; slow and inert management of healthcare facilities; inefficient utilization of systemic resources in the sector).

The healthcare reform in Egypt has initiated the planning and calculation of funding for healthcare institutions that provide secondary (specialized) and tertiary (highly specialized) inpatient medical care through state and local budgets based on a basic rate per treated case according to diagnostic-related groups.

Significant cost savings can be achieved through optimization of the economic aspect of the investigated medical institution, specifically by replacing the head of the economic department with a manager responsible for broader economic duties. By analyzing the vehicle fleet and available heating area, conclusions can also be drawn regarding the feasibility of adjusting the functional load of certain support staff and hospital services.

Based on the results of the analysis, it has been determined that outsourcing non-medical services (cleaning, catering, laundry) to contractors should be maximized if it is economically advantageous. Additionally, we believe it is necessary to review the staffing schedule, which will clarify positions that can be reduced and those that need additional staff units.

The application of strategic management methodologies has allowed us to develop the conceptual provisions of the "Development Strategy of Ain Shams University Hospital (El-Demerdash)", which will correspond to the current challenges of medical and administrative-territorial reform.

Based on the consideration of internal and external environmental factors, the mission of the strategic development of the investigated hospital has been formulated as follows: "Ain Shams University Hospital (El-Demerdash) is a modern, highly professional, financially stable, and independent healthcare institution that provides quality services to its patients."

Accordingly, the main strategic directions for the development of Ain Shams University Hospital (El-Demerdash) are defined as follows: ensuring a high level of quality, safety, and accessibility of medical services; increasing patient satisfaction levels; optimizing the organizational structure and functional activities of the hospital.

For each of the strategic development directions, operational (medium- and short-term) goals have been substantiated to facilitate their achievement.

Under the direction of "Ensuring a high level of quality, safety, and accessibility of medical services": conducting an independent audit and regular review of the relevance of medical protocols; promoting cooperation with emergency medical services; facilitating collaboration with the network of primary care medical and sanitary units.

Under the direction of "Increasing patient satisfaction levels": creating a motivational system for medical personnel (bonuses, allowances, etc.); optimizing the patient registration process at the hospital; improving navigation within the hospital (installing informational signs, implementing electronic registration/queue management); conducting an annual audit of existing equipment and its condition; establishing a motivational system for medical personnel (bonuses, allowances, etc.).

Under the direction of "Optimizing the organizational structure and functional activities of the hospital": optimizing the supporting (technical) staff; promoting the centralization of laboratory work; creating (improving the work of) the administrative-service department; establishing a hospital development fund; developing cooperation with other medical institutions, enterprises, civil organizations, and authorities in the district.

In conclusion, the implementation of the proposed strategic principles for the development management of Ain Shams University Hospital (El-Demerdash) will enable it to adapt to transformative changes caused by healthcare reform and achieve the goals of comprehensive and quality medical services to the population.

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APPENDICES

- 1) The product of the quantity of provided inpatient medical services under all contracts in the previous reporting periods, the base rate, and the respective adjustment coefficients is calculated using the following formula:

$$\text{Bud}_{act} = \sum_p \text{Cases}_{act_i_h_p} \times \text{RW}_i \times \text{HLC}_h \times \text{BR}_{act_p}$$

Where:

Budact - the product of the quantity of provided inpatient medical services under all contracts in the previous reporting periods, the base rate, and the respective adjustment coefficients.

Casesact_i_h_p - the number of treated cases for the diagnosis-related group and provider level h under all contracts in the reporting period p.

RWi - the weight coefficient for each treated case within the diagnosis-related group.

HLCh - the level coefficient for each treated case based on the provider level h within the diagnosis-related group i.

BRact_p - the product of the base rate and the budget balance coefficient applied in the corresponding reporting period p.

- 2) The planned quantity of inpatient medical services for the current and future reporting periods under all contracts is calculated using the following formula:

$$\text{Cases}_{plan} = \frac{\text{Cases}_{total} \times \text{Per}_{plan}}{\text{Per}_{total}}$$

Where:

Casesplan - the planned quantity of inpatient medical services for the current and future reporting periods under all contracts.

Casestotal - the planned quantity of inpatient medical services for all contracts throughout the entire contract term.

**The magnitude of the global rates of Ain Shams Hospital (El-Demerdash)
for inpatient care in 2021.**

Code	Name of DSG (Diagnosis-Related Group)	Coefficient	Total cases	Sum
3.1	Diseases of the blood and hematopoietic organs	2,007	3	8555,8
3.2	Alimentary anemias	0,795	9	10167,25
4.1	Diseases of the endocrine system	0,681	116	112253
5.1	Psychiatric disorders and behavioral disorders	0,263		
6.1	Diseases of the nervous system	1,33	248	468703
7.1	ocular diseases	0,568		
7.2	Diseases of the ear, nose, throat, and upper respiratory tract	0,568	40	32285,12
9.1	vascular diseases	0,908	117	150961
9.2	cardiovascular diseases	0,898	1274	1625697,8
10.1	Respiratory diseases	0,681	974	942541
11.1	gastrointestinal diseases	0681	375	362888
11.2	Diseases of the hepatobiliary system and pancreas	0,681	172	166445
12.1	Diseases of the skin, subcutaneous tissue, and mammary gland	0,341	55	26651
13.1	Diseases of the musculoskeletal system	1,022	719	1044176
14.1	urological diseases	1,223	300	521365
14.3	Women's diseases	1,247	226	400469
15.1	pregnancy with complications	1,703	195	471893
15.2	Pregnancy with recurrent miscarriage	0,613	11	9581,8
15.3	pregnancy without fetal viability	1,511	434	931855
16.1	The perinatal period	3,368	14	18538,4
17.1	Congenital anomalies	1,135	24	38708
18.1	Unspecified symptoms	0,385		
19.1	Injuries and their complications	0,985	360	503887
19.2	Burns and frostbite	1,239	14	24649
19.3	Poisoning	0,477	29	
20.1	External causes of morbidity and mortality	0,396		
21.1	Factors influencing the health status of the population	0,415		
	Total		5857	

OPERATIONS

Code	Name of DSG (Diagnosis-Related Group)	Coefficient	Total cases	Sum
7A.1	Operations on the nervous system	2,565		
7B.1	Operations on the endocrine system	1,374		
7C.1	Eye surgeries	0,738		
7D.1	Otolaryngological surgeries	0,965	169	231744
7E.1	Surgeries on the head, upper and lower jaws	1,162		
7F.1	Surgeries on the heart and thoracic aorta	6,117		
7G.1	Surgeries on the organs of the chest cavity	2,631	1	3739
7H.1	Surgeries on the breast gland	1,745		
7J.1	Surgeries on the digestive system	1,438	75	153255
7J.2	Surgeries on the hepatobiliary system and pancreas	1,464		
7K.1	Surgeries on the urinary system organs	1,599		
7K.2	Surgeries on the male reproductive organs	1,097	22	34294
7L.1	Gynecological surgeries	1,828	206	535103
7N.1	Surgeries on the musculoskeletal system	1,986	226	637796
7P.1	Surgeries on the arterial vessels	2,127		
7P.2	Surgeries on the venous vessels and lymphatic system	1,067	21	31840
7S.1	Surgeries on the skin and subcutaneous tissue	0,795	287	324222,46
7Z.1	Surgeries on the abdominal wall, peritoneal cavity, retroperitoneal space, and pelvic region	1,444	92	188777
Total				10000000