



Toshkent tibbiyot akademiyasi Urganch filiali "Jamoat salomatligi va umumiy gigiyena" kafedrasini mudiri, Ibadulla Qochkarovich Abdullayevning 70 yilligiga bag'ishlangan "Sog'liqni saqlash tizimida menejmentning zamonaviy muammolari va istiqbollari" mavzusidagi xalqaro ilmiy-amaliy anjuman 2025-yil 20-21 oktabr

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MODERN PROBLEMS AND PROSPECTS OF MANAGEMENT IN THE HEALTHCARE SYSTEM

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Annotation: This article is devoted to the problems of healthcare management in Uzbekistan. It analyzes contemporary problems related to the management of the healthcare system in Uzbekistan (financing, human resources, primary health care, infrastructure, information systems, quality control and transparency of management) and as solutions to these challenges, it is proposed to update the legal framework, increase transparency in financial mechanisms, motivate medical personnel, and widely implement digital technologies in healthcare. provides practical recommendations for modernizing the system.

Key words: Uzbekistan, health management, primary health care, health financing, human resources, e-health, healthcare, management, financial management, human resources, innovations, strategic planning

Аннотация: Статья посвящена проблемам управления здравоохранением в Узбекистане. В ней анализируются современные проблемы управления системой здравоохранения Узбекистана (финансирование, человеческие ресурсы, первичная медико-санитарная помощь, инфраструктура, информационные системы, контроль качества и прозрачность управления), а предлагаются пути решения проблем, направленные на актуализацию нормативно-правовой базы, повышение прозрачности финансовых механизмов, стимулирование медицинских кадров, широкое внедрение цифровых технологий в здравоохранение, также даются практические рекомендации по модернизации системы.

Ключевые слова: Узбекистан, управление здравоохранением, первичная медико-санитарная помощь, финансирование здравоохранения, человеческие ресурсы, электронное здравоохранение, здравоохранение, менеджмент, финансовый менеджмент, человеческие ресурсы, инновации, стратегическое планирование

Annotatsiya: Ushbu maqola O'zbekistondagi sog'liqni saqlash boshqaruvi muammolariga bag'ishlangan. Unda O'zbekistondagi sog'liqni saqlash tizimining boshqaruviga oid zamonaviy muammolarni (moliyalashtirish, inson resurslari, birlamchi tibbiy yordam, infrastruktura, ma'lumotlar tizimi, sifat nazorati va boshqaruvning shaffofligi) tahlil qiladi va muammolarga yechim sifatida normativ-huquqiy bazani yangilash, moliyaviy mexanizmlarni shaffoflashtirish, tibbiy kadrlarni rag'batlantirish va sog'liqni saqlashda raqamli texnologiyalarni keng joriy etish taklif etiladi, tizimni modernizatsiya qilish bo'yicha amaliy tavsiyalar beradi.

Kalit so'zlar: O'zbekiston, sog'liqni saqlash boshqaruvi, birlamchi tibbiy yordam, sog'liqni saqlash moliyalashtirish, inson resurslari, e-salomatlik, sog'liqni saqlash, menejment, moliyaviy boshqaruv, kadrlar, innovatsiyalar, strategik rejalashtirish

The healthcare system plays a crucial role in the socio-economic development of every country. According to the World Health Organization, the health of the population directly influences the sustainable development of a nation. Therefore, efficient healthcare management has become one of the most pressing issues today [1]. The main goal of healthcare management is, undoubtedly, to reduce the losses society faces due to illness, disability, and mortality. In recent years, Uzbekistan has launched large-scale reforms in its healthcare system: measures are being taken to strengthen disease prevention and primary healthcare, improve hospital capacity, and modernize diagnostic and monitoring systems. At the same time, serious management challenges still remain in the system —



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such as resource allocation, uneven distribution of healthcare personnel, financing, and quality control. This article identifies these problems and proposes potential solutions.

Main Problems

1. Financing and Resource Allocation

- a) Insufficient state budget funds.
- b) Weak development of the private healthcare sector.
- c) Incomplete formation of the insurance system.

In Uzbekistan, the state budget plays a central role in healthcare financing. However, issues remain regarding the sustainability of funding, efficient allocation, and equitable distribution of the budget across regions. These challenges affect both accessibility and the quality of healthcare services. In rural areas, in particular, problems persist due to outdated infrastructure and shortages of medical equipment.

2. Human Resources — Professional Shortages and Migration

- a) Shortage of medical personnel, especially in remote areas.
- b) Migration of specialists abroad.
- c) Weak system of continuous professional development and retraining.

Although recent years have shown some increase in the number of doctors and healthcare workers in certain indicators, their distribution remains uneven. Low salary levels and the risk of migration—both within the country and abroad—pose additional challenges. This issue is especially evident in remote regions and rural medical points, where the shortage of qualified personnel reduces the quality of healthcare services.

3. The Need to Strengthen Primary Health Care

- a) Incomplete implementation of clinical standards and guidelines.
- b) Weak quality assessment and monitoring mechanisms.
- c) Existence of corruption and bureaucratic obstacles.

Uzbekistan is pursuing a policy of strengthening primary health care: the transition to family clinics and community-based approaches is underway. However, professional standards, the quality of clinical practices, and the patient referral system still require improvement. Despite ongoing reforms, issues of quality and coordination remain important.

4. Quality Control and Transparency in the Healthcare System

Quality of services, the introduction of clinical guidelines, and monitoring systems are in place, but further measures are needed to ensure their expansion and sustainability, as well as to reduce the risks of corruption and substandard services. Ensuring data collection and transparency within the system is essential for effective decision-making in management.

5. Information Systems and Electronic Health (e-Health)

- a) Electronic medical records and a unified database are not sufficiently implemented.
- b) Telemedicine and electronic services are limited in scope.

The monitoring and surveillance systems observed during the pandemic highlighted the need to strengthen and expand e-health infrastructure. However, integrating digital solutions across the entire country and ensuring data quality control remain pressing challenges.

Prospects and Recommendations

1. Strengthening Primary Health Care

— Expanding family polyclinics and community-based approaches; implementing clinical guidelines and organizing continuous professional development courses.

- Conduct regular preventive medical examinations.
- Strengthen programs to promote a healthy lifestyle.
- Strengthen environmental safety and sanitary and hygienic control

2. Improving Financing Efficiency and Managing Healthcare Expenditures



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— Ensuring fair allocation of resources across regions based on needs; introducing results-based financing tools to enhance budget efficiency.

— Strengthening partnerships with the private sector and international donors, while maintaining mechanisms that guarantee equality and quality of services.

___Widespread introduction of compulsory health insurance.

___Development of clinics based on public-private partnerships.

___Transparency of costs and rational use of resources

3. Developing and Retaining Human Resources

— Introducing regional incentive programs for healthcare professionals; adequate incentives for the work of medical personnel, retaining specialists in remote areas through regional benefits, continuous medical education and the acquisition of international experience, innovative management reinforcing tele-education and continuous professional development systems.

— Identifying and implementing measures to significantly improve salaries and working conditions in order to reduce migration flows. In particular, remuneration is considered the most powerful motivating factor.

4. Digital Health and Data-Driven Governance

— Developing an integrated national electronic health system while ensuring data accuracy and confidentiality. Introduction of a clinical audit and accreditation system, expansion of electronic governance mechanisms, use of artificial intelligence and big data in medicine.

— Using data for policymaking and management decisions: strengthening monitoring, evaluation, and rapid response systems.

Furthermore, in modern healthcare management, the chief physician should not only be a doctor but also a manager, possessing knowledge of economics and administration. According to research, nearly 50 percent of healthcare managers admit that they lack sufficient knowledge in economics and management. This results in poor decision-making and reduced efficiency of the system.

5. Improving Quality and Transparency

— Introducing mechanisms that take into account quality indicators and patient feedback; gradually expanding clinical audits and accreditation systems.

— Implementing anti-corruption measures and ensuring transparency in service pricing.

Conclusion : The considered directions for improving the management of the healthcare system cannot be implemented without increasing the volume of state financing, therefore, it is necessary to set tasks that are fully related to the protection of citizens' health, develop control indicators, as a result of which the volumes and sources of primary and additional financing of healthcare should be determined [5, p. 33]. Modern problems of healthcare management require a comprehensive approach. By updating the legal framework, ensuring transparency in financial management, motivating healthcare professionals, and widely introducing modern innovations, it is possible to significantly increase the efficiency of the healthcare system. In recent years, Uzbekistan's healthcare system has undergone significant modernization. However, several management-related challenges remain unresolved, including financing, distribution of human resources, strengthening the scope and quality of primary health care, digital systems, and transparency. Addressing these issues requires coordinated efforts of state policy, international cooperation, the private sector, and civil society, as well as the adoption of data-driven governance.

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