



**ADMINISTRATION, MANAGEMENT AND STRATEGIC PLANNING POLICIES OF
THE HEALTH SYSTEM - DESIRED RESULTS OF THE HEALTHCARE SYSTEM**

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ABSTRACT

Health systems everywhere in the world are constantly changing, transforming and reforming in an effort to increase their efficiency, to be cost-effective and to improve the quality of health care within existing limited resources. The purpose of this brief literature review was to illuminate one of the aspects where the administration, management and strategic planning policies of the health system should focus: the intended outcomes of the health care system. This issue is of interest to health policies since their re-formatting and adaptation should be in line with these trends.

KEYWORDS: *Administration policies, expectations, health system. management, reform, strategic planning.*

INTRODUCTION

The health care system is in a process of radical changes and reforms in almost all countries of the world. These changes and reforms are conditioned by a number of factors among which we can mention the change in the mentality and expectations of patients but also of the population as a whole regarding the health care system: patients expect high quality service, without bureaucracy and at the time they need it.^[1] On the other hand, there is an increasing pressure to limit health care costs, especially in the context of limited resources and competition for financial or other resources from other sectors of life and production.^[2] All these trends converge towards a final goal: increasing and improving the quality of health care, through the implementation of innovative evidence-based approaches.

These innovative approaches mean health care policy reforms, financial reforms related to the ways of reimbursement and payment of health care professionals, the increasing application of information technology in the health care system, the implementation of innovation in the health system, efforts to create and operate patient-centered health care systems, changing and reforming the health care delivery model now based on professional teams and holistic treatment of patients, etc. All of these, if implemented appropriately, would help to increase the efficiency of the health care system and increase the quality of health care, thus improving the cost-efficiency ratio.

The increasing role of information technology and the unstoppable increase in the amount of information generated by the healthcare system makes the implementation and use of information technology in the health system a must.^[3-5] In the context when, today more than ever, decision-making in health must be based on evidence, the application and use of information technology in the health system is an absolute necessity.

All these trends present great challenges for the health system. To address these challenges, it is necessary to change the administration, management and strategic planning policies in the health system, in order to anticipate these challenges and create the conditions for their optimal solution.

In this context, the purpose of this brief review of the literature was to shed light on one of the aspects where the policies of administration, management and strategic planning in the health system should be focused, and more specifically on the intended (desired) results of the health care system. This issue is of interest to these policies since policy re-formatting and adaptation must be in line with these trends.

Therefore, the following presents a summary of existing knowledge related to this main pillar of policies and elements of administration, management and strategic planning of health systems.

DESIRED OUTCOMES OF THE HEALTH CARE SYSTEM AS A GUIDE FOR HEALTH POLICY

We can affirm that the health systems, already very complex, in most countries of the world have not reached the intended efficiency despite being built with the best possible goals and results in mind.^[6-8] In this context, it is clear that the importance does not lie in the type of health system that a given country uses, but in the way that system is managed in order to reduce costs and obtain a higher value for the money invested.

However, there is no golden recipe and the measures and reforms taken must be consistent with the local context, with policy makers aiming for policy coherence through the application of best practices from different health systems.^[6] Other elements for success are effective medical teams, with appropriate professional skills, working in the field of coordinated systems and sub-systems that exchange information optimally.^[6-8]

In general, the administration policies of the health care system have been adapted to social changes and, consequently, to the health priorities that accompany them; thus, with the demographic transition and the accompanying inevitable epidemiological transition, the focus of the health system has shifted from the control of infectious diseases to the control of chronic and non-communicable diseases in the context of population aging; however, many low- and middle-income countries have a dual burden of chronic and infectious diseases, which expose their health systems with different challenges compared to high-income countries.^[9]

These changes, however, have not been able to implement patient-centered health systems; thus, it is estimated that only about 20% of health outcomes are due to health care, while about half of them depend on social determinants of health^[10-12] and about 30% are due to health behaviors.^[13]

A number of factors influence the complexity and suboptimal efficiency of health systems today in almost all countries of the world; among these factors we can mention health care quality gaps, access to health care, rising costs strongly driven by the pharmaceutical industry, health care providers, health insurers and other interest groups,^[14-16] leading to providing healthcare below the expected quality for patients and other users of the healthcare system.

Since these "anomalies" are encountered virtually in every health system, then it is necessary to identify the sub-optimal elements that must be corrected; but this is not an easy task; however, one thing is certain: complex health systems need transformative change, and this will be a lifelong effort to improve imperfect health systems.^[17-19]

CONCLUSION

All actors of the health system, but also policy-makers and decision-makers, must contribute to build a health system that achieves the desired health objectives as well as fulfilling the expectations of patients and the population, that rewards and evaluates quality and equal health care and that ensures the recruitment, development and retention of trained and qualified health professionals.^[20-22]

DECLARATIONS

Ethic Approval and Consent To Participate

Not applicable.

CONSENT FOR PUBLICATION

Not applicable.

COMPETING INTERESTS

The authors declare that they have no competing interests.

CONFLICT OF INTEREST

There is no conflict of interest.

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AUTHORS' CONTRIBUTIONS

BJ conceived the study. BJ, ET and ER collected and analyzed the data. BJ, ET and ER contributed to the interpretation of results. BJ took the lead in writing of the manuscript. All authors provided critical feedback and helped shape and improve the manuscript. All authors read and approved the final version of the manuscript.

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ABBREVIATIONS

Not applicable.

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