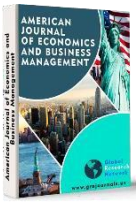

American Journal of Economics and Business Management

Vol. 7 Issue 12 | **pp.** 1575-1581 | **ISSN:** 2576-5973

Available online @ https://www.globalresearchnetwork.us/index.php/ajebm

Article

Improving The Infrastructure Activities Of Private Medical Institutions Based On Innovative Approaches

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Abstract: This article highlights the issues and factors related to improving the infrastructure activities of private medical institutions based on innovative approaches. It is noted that the performance of private medical institutions is significantly dependent on their infrastructure networks, which are affected by competitive factors and specific conditions in other hospitals and health facilities. Such conditions can negatively affect financial performance, especially as increased costs for equipment, medicines and loans are offset by reduced household incomes. The importance of factors influencing consumer preferences has been proposed as an innovative approach to improving infrastructure performance in private medical institutions.

Keywords: Medicine, Medical Institution, Infrastructure, Factor, External Factor, Environment

1. Introduction

In the context of forming an innovative economy, private medical institutions operate in every region**.** Various factors influence their economic activities, which are identified as external environmental factors aimed at improving the infrastructure activities of private medical institutions. These factors are divided into "distant" and "proximate" environmental factors. The "proximate" environmental factors include customers, suppliers, competitors, government regulation, trade unions, professional associations, and others that directly impact the operations of private medical institutions. These factors either increase or decrease the efficiency of private medical institutions, bringing them closer to or farther from achieving their goals. In this regard, private medical institutions actively interact with this part of their external environment.

Main Part

Managers strive to influence its parameters to modify it in a favorable direction, thereby attempting to manage the proximate environment effectively[1].

"Distant" environmental factors refer to elements that may influence the activities of private medical institutions indirectly, rather than directly. These include macroeconomic factors, legislative requirements, changes in government or regional policies, and social and cultural characteristics. Managers cannot control the parameters of the distant environment but must observe their changing trends and incorporate them into their plans.

Citation: oglu, Q, O. O. Improving The Infrastructure Activities Of Private Medical Institutions Based On Innovative Approaches. American Journal of Economics and Business Management 2024, 7(12), 1575-1581.

Received: 10th Sept 2024
Revised: 11th Oct 2024
Accepted: 24th Nov 2024
Published: 27th Dec 2024

The factors within the distant environment influencing the activities of private medical institutions are traditionally categorized as socio–cultural, technological, economic, and political–legal factors. Among the socio–cultural factors that indirectly affect the operations of private medical institutions, the following stand out:

- **standard of living** (the higher it is, the greater the demand for the quality of services provided by the institution)
- **core societal values**, such as promoting a healthy lifestyle and similar priorities
- **demographic trends** (an increase in population leads to higher demand for private medical services)
- **technological factors** relevant to the activities of private medical institutions, including new technologies and modern equipment.

The task of private medical institutions interacting with the external environment is to select suppliers capable of providing essential resources in terms of price, quality, and timeliness[2]. In this context, analyzing relationships with suppliers becomes critical. Furthermore, the issue of sourcing imported resources remains a pressing matter for private medical institutions.

In the modern economic environment, it is essential to consider the impact of exchange rate fluctuations and political conditions when planning the purchase of imported resources. Therefore, acquiring equipment that meets current demands is of particular importance in the operations of private medical institutions.

Often, attracting debt capital is necessary for purchasing expensive equipment. If private medical institutions lack their own funds for such investments, they frequently turn to various banking services. This directly affects the institution's operations, as the ease of obtaining credit and the interest rates determine how quickly the required equipment can be acquired and its actual cost.

Another critical factor influencing the development of private medical institutions is the labor market, where the professional qualifications of employees must meet the demands of the service market [3].

Factors such as the qualifications, education, ethics, and personal traits (responsibility, independence, and proactivity) of staff, as well as the cost of labor resources, significantly affect the performance of private medical institutions.

For private medical institutions, increased attention from state regulatory bodies is crucial. Key aspects include the range of medical services provided, the adequacy of pricing, consumer awareness of available services, and other factors. Institutions must analyze consistent, occasional, and potential scenarios, ensuring that certain situations are accounted for.

Today’s potential clients are well–informed about an institution, its service quality, competitor prices, and similar services. Therefore, it is vital for private medical institutions to maintain updated online resources, monitor reviews about their institution, and work on building a positive image. Competition among private medical institutions is a tool for enhancing the efficiency of economic activities. To evaluate competitiveness and identify competitive advantages, it is important to conduct an analysis of rival firms operating in the medical services market, focusing on factors that define competitiveness. These include the range of services, technical equipment, market concentration, location, service quality, level of customer service, and pricing policies.

Currently, the infrastructure activities of private medical institutions are directly linked to their competitiveness. This, in turn, requires a well–chosen strategy, effective implementation, and strategic planning by managers. In the modern context of economic development, it is necessary to develop methodological foundations for strategic planning. For this, the effectiveness of strategies must consider the specific features of the sector and its life cycle stages. By analyzing the characteristics of the sector, efficiency factors can be developed for selecting an appropriate strategy.

Strategy Selection and Infrastructure Development in Private Medical Institutions.

The process of selecting a strategy for the long–term development of an institution begins with external analysis. This involves evaluating factors outside the direct control of the organization's management that may influence its strategy. The primary goal of external analysis is to identify current and future opportunities and threats for the organization, as well as determine viable strategic options. External environments can be divided into two main components:

- macro environment (distant environment)
- micro environment (proximate environment).

Technological factors for private medical institutions require the proper procurement of facilities that are appropriate in this generation. P and L affects activities through restrictions of the government and through taxation. It is noted that the pressures resulting from tax exemptions, for example on VAT for medical services, are an important factor affecting operations.

They include; Economic factors which comprises of; support programs which promotes the condition of small businesses to be more competitive. However, private medical institutions here are exposed to contingent risks such as technological and economical aspects. These are hitches in the business, and are as follows: imported equipment wears out fast, has short operational life, affectset by currency fluctuations, and hard to find credit facilities.

At the moment, P Private medical institution may experience some impediment relating to banking sanctions within the credit cycle. It includes more complex credit application procedures, increasing interest rates and short credit repaying terms. Of these climatic conditions, all could affect financial results in varied ways that are however worsened by increasing costs of equipment, medications, and credit as household income declines. Even if it is important to increase the price of the services which are offered the challenge arises when revenue has reduced due to a decline in the demand of the paid services.

In this context, private medical institutions must implement cost–saving measures and enhanced control systems to maintain financial stability and competitiveness. An innovative approach is essential to effectively address the challenges and improve infrastructure performance in private medical institutions. High–quality service provision remains the top priority, making it one of the most significant factors in the sector.

The volume of medical services reflects the value of market services provided by institutions for various medical assistance and sanitation services. In January 2024, private medical services in Khorezm region were led by Urgench, which accounted for a notable 14.5% of the total medical service volume.

To ensure high–quality services, private medical institutions must enhance the composition of their infrastructure. This development is closely tied to the efficient functioning of diverse medical facilities. Consequently, the performance of private medical institutions depends significantly on their infrastructure networks, which are influenced by competitive factors and specific conditions in other hospitals and healthcare facilities (as outlined in table 1).

By leveraging these factors and adopting innovative strategies, private medical institutions can improve their operational efficiency, address external challenges, and maintain their competitiveness in the market[4].

Table 1. As of 2024, the structure of healthcare infrastructure in the Khorezm region includes the following [5]

№	The number of cities and districts	Medical institutions (state, private, PPPs)					
		Total number	From this			Bed the number	Commute the number
			State	PPP	Private		
1.	Urganch city	178	8	1	169	783	749 290
2.	Xiva city	42	5	0	37	291	270537
3.	Bog‘ot district	38	15	0	23	441	547231
4.	Gurlan district	49	13	0	36	519	511713
5.	Qo‘shko‘pir district	43	16	0	27	486	625057
6.	Urganch district	58	14	2	42	536	785396
7.	Xazorasp district	49	16	0	33	439	1024311
8.	Tuproqqal’a district	15	7	0	8	143	217822
9.	Xonqa district	47	14	0	33	480	801272
10.	Xiva district	30	14	0	16	540	679 761
11.	Shovot district	45	14	0	31	483	620292
12.	Yangiariq district	35	12	1	22	253	323001
13.	Yangibozor district	24	10	0	14	262	243309
	By region	**686**	**191**	**4**	**491**	**8599**	**7823369**

According to table 1, a total of 686 healthcare institutions operate in the Khorezm region. Of these, 191 are state institutions, 4 are state–private partnership–based institutions, and 491 are private healthcare institutions. The total number of beds is 8,599, and the number of visits is 7,823,369.

In addition, the infrastructure activities of private healthcare institutions can be ensured through innovative approaches by improving the quality of medical services provided. In this case, the volume of services provided in the region and the growth rate are of particular importance (table 2).

Table 2. Information on the volume and growth rate of services provided by main types of economic activity (compared to the previous year, in %) [6]

Types of services	2011	2013	2015	2017	2019	2021	2023
Services – total, bln. soum	**1066,0**	**1788,0**	**2548,6**	**3645,5**	**5763,3**	**8348,1**	**13254,7**
Services in the medical industry in percentages	9,5	20,5	33,1	62,1	103,6	171,2	271,9
Services – total, percentage	**124,6**	**121,8**	**115,4**	**108,2**	**113,4**	**118,9**	**114,5**
services in the field of medicine, in percent	128,9	140,5	113,9	120,4	114,3	130,3	112,2

According to Table 2, the total volume of medical services provided in the Khorezm region amounted to 9.5 billion soums in 2011, whereas by 2023, this indicator had increased to 271.9 billion soums. Additionally, the share of these medical services in the healthcare sector for these years was 128.9% and 112.2%, respectively, marking a decrease of 16.7%.

In our opinion, in improving the infrastructure activities of private healthcare institutions, special attention should be given to the consumer, who is the client. In this regard, we suggest dividing the factors influencing consumer preferences into three groups according to their significance:

1) The first group includes the most important or significant preferences:
   - the professional skill of doctors
   - modern equipment
   - guaranteed treatment outcomes
   - prompt service
   - friendly attitude of staff.
2) The second group consists of preferences that are liked by clients:
   - optimal communication time with the doctor
   - receiving services at a convenient time
   - transparency of treatment
   - immediate consultation with specialized doctors.
3) The third group includes the least significant preferences:
   - clear working hours of the registration department
   - medical laboratory services
   - comfortable interior and design.

2. Materials and Methods

Various organisational and legal measures are used to improve the infrastructural conditions of private medical facilities using peculiar approaches to focus on the up gradation of material and technological environment, business process reformation and innovative technology. The first is the digitalization processes including the application of Information Technology systems for storing and managing medical information together with customer relations. The use of electronic medical records and telemedicine, and online consultation improves organisational procedures and reduces managerial costs.

The next key strategy focuses on the upgrades of the logistical and operating systems of healthcare establishments. Resource management systems, efficient record keeping for pharmaceutical and medical equipment, use of cloud based data storage can dramatically improve the efficiency and reduce mistakes in functioning of an organisation.

Technical progress is also urgently needed in medical instruments. Private medical institutions take a lot of efforts to acquire hi-tech technologies for diagnosis and treatment through technologies such as 3D diagnostics, even robotic surgery systems and lasers. Proximity to delivering such technology requires significant infrastructural framework within institutions, personnel training and facility improvements. Furthermore, the significance of cultivating human resources must be emphasised: the training contemporary methods, organized manner and training, occurrence of professional progression opportunities, and the employment of fast learning practices.

3. Results

The use of new approaches to private medical facility construction leads to a large number of positive effects. First of all, the process of digitisation and the implementation of information technologies significantly improve the delivery of patient services. Information and telemedicine lead to the reduction of service time, minimize issues of

managing data, and is convenient because it gives patients easy access to services from a distance.

Optimizing corporate processes gives higher operational flow, which, in its turn, reduces operating costs and increases revenues. The application of modern resource control systems promotes the effective application of available resources hence reducing total wastage of money on drugs and equipment.

Enhanced usage of medical devices enhances opt accurate results making diagnosis and treatment easier while minimizing the chances of making mistakes that could disappoint patients. Private medical institutions, which run costly technologies, can achieve higher competitiveness of their healthcare services, thus creating value for their patients. Also, the practices of the staff's professional development and the use of the concept of continuing education increase the level of healthcare and build a more effective and enthusiastic staff. This not only helps to build its reputation over the years.

4. Discussion

The introduction of new approaches into the design of private clinics offers significant potential for improving the provision of heath care services. This process offers challenges.The imperative to transform business models defines a new critical management challenge, for all forms of business endeavour. The high capital cost required to implement digitisation and purchase modern equipment can be a major challenge for many private institutions especially at their developmental stages. These expenditures may call for significant commitment and time for implementation making it important to pay extra attention on planning and overall expenditure .

In addition, there are high costs in handling change in terms of employee training when new technology has been introduced in the various operations. Some of the employees in the healthcare sector may face some difficulties in(seg.11) change, which makes it a constraint to the innovation process.

One is the lack of willingness to change. As observed in other industries, the adoption of new methods and innovation faces lots of resistance from people who have been operating the previous system. This may result in low productivity at early stages of adoption of new technology.

However, preaching and practicing new strategies in the construction of private health care facilities have challenges The advantages however outweigh the challenges of implementing new strategies. Increased healthcare value, decreased operating costs, better financial outcomes, increased patient satisfaction, and improved image make innovation justified.

To implement the new concepts successfully PMIs need to strengthen their supporting framework, the priorities of which should be digitalization, increasing process operational efficiency, and training the staff. One should also pay respect to current economic factors prevailing in an organization and apply much-needed changes gradually to help people and systems move away from previous harsh conditions and toward efficiently using new technologies.

5. Conclusion

Health infrastructure network, general health awareness public health, distinguish and combinehigh success in medical outcomes due to internal and external fluctuations. In this sector, a change of par medical service with prompt, good quality, fair, and accessible universal healthcare has been done. A priority in this process is the upgrading of the conditions in care facilities and the increasing of the quality and accessibility of services.

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