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MEDICINE SCIENCES

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MANAGEMENT DECISION-MAKING IN MEDICAL CONFLICT

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ПРИЙНЯТТЯ УПРАВЛІНСЬКИХ РІШЕНЬ В МЕДИЧНОМУ КОНФЛІКТІ

Abstract.

The article examines the features of the process of making managerial decisions in situations of medical conflict. The main types of conflicts that arise in the healthcare system are classified; the causes of their occurrence and response mechanisms are analyzed. Particular attention is paid to the stages of managerial analysis, ethical aspects of decision-making and methods of conflict resolution, including communication strategies, mediation and administrative interventions. A simulated example of a conflict situation in a medical institution with a corresponding managerial decision is considered. Recommendations for medical managers are formulated to minimize conflicts and increase the effectiveness of managerial activities in stressful conditions.

Анотація.

У статті розглядаються особливості процесу прийняття управлінських рішень у ситуаціях медичного конфлікту. Здійснено класифікацію основних типів конфліктів, що виникають у системі охорони здоров'я, проаналізовано причини їх виникнення та механізми реагування. Особливу увагу приділено етапам управлінського аналізу, етичним аспектам прийняття рішень та методам врегулювання конфліктів, включаючи комунікаційні стратегії, медіацію та адміністративні втручання. Розглянуто змодельований приклад конфліктної ситуації у медичному закладі з відповідним управлінським рішенням. Сформульовано рекомендації для медичних управлінців щодо мінімізації конфліктів і підвищення ефективності управлінської діяльності в умовах напруги.

Keywords: medical conflict; management decision; medical management; conflict resolution; mediation; ethics in medicine; health care system; communication in a health care institution; management strategy; conflictology in medicine.

Ключові слова: медичний конфлікт; управлінське рішення; медичне управління; врегулювання конфліктів; медіація; етика в медицині; система охорони здоров'я; комунікація в закладі охорони здоров'я; стратегія управління; конфліктологія в медицині.

The healthcare system is a complex social institution in which numerous actors with different professional, ethical and personal interests interact. In such conditions, conflicts are inevitable - both between medical personnel and between patients and healthcare institutions [1]. In these situations, the role of the manager comes to the fore, who must make effective, well-founded and ethically balanced management decisions. Making such decisions in a medical conflict requires special caution, risk analysis and knowledge of conflict resolution mechanisms.

The **aim** of the article is to consider the features of managerial decision-making in the context of a medical conflict, analyze relevant strategies and practices, and identify key factors for effective management in conflict situations.

Material and methods. The study used theoretical sources on healthcare management, medical ethics, conflictology, as well as regulatory and legal

documents of Ukraine. The main methods were analysis and synthesis of scientific literature, comparative analysis of management strategies, content analysis of regulatory acts, as well as a case method for considering a simulated conflict situation. The systemic approach allowed for a comprehensive description of the mechanisms of managerial decision-making in medical conflicts.

Results. Medical conflicts can arise at different levels and have different natures. The most common are [2]:

- conflicts between the doctor and the patient – due to insufficient communication, lack of consent for treatment, unsatisfactory results of medical care.

- intra-team conflicts – between medical workers, especially when distributing responsibilities, resources, bonuses, shifts, etc.

- conflicts between the administration and the staff – in particular when adopting changes in the

management structure, staff reduction, changing schedules or working conditions.

Conflicts can be open or latent, constructive or destructive. The manager is required to be able to identify the problem in time, correctly assess its potential for escalation and choose an effective response strategy.

The process of making a management decision in a medical conflict situation requires a systematic approach, which includes the following stages [3]:

1. Conflict identification – recognition of the signs of a conflict situation, analysis of its scale and potential impact.

2. Information collection and analysis – objective study of facts, opinions of the parties, regulatory and legal aspects.

3. Goal formulation – clear definition of the desired outcome of conflict resolution (preservation of the team, patients' rights, image of the institution).

4. Evaluation of solution options – analysis of possible solutions, their consequences and compliance with current legislation.

5. Decision making – selection of the optimal option taking into account ethical, legal and organizational criteria.

6. Decision implementation and monitoring – implementation of a management step and assessment of its effectiveness.

The need to balance administrative expediency, patient needs and staff interests is particularly difficult.

Methods of managing medical conflicts

Communication strategies. One of the main causes of conflicts is insufficient or ineffective communication. The manager must create an environment of open dialogue and transparency. The introduction of regular meetings, feedback systems, communication training are effective tools for preventing conflicts.

Mediation and negotiations. The involvement of a neutral party (mediator) allows the parties to the conflict to convey their positions in a safe environment. Mediation helps to avoid litigation and maintain professional relationships. This practice is increasingly used in medical institutions, especially in cases of conflicts between personnel.

Administrative interventions. In some cases, the manager is forced to make directive decisions: change the composition of teams, change the schedule, temporarily remove employees from duties. Such measures should be a last resort and always legally justified.

Legal support. Medical conflicts often intersect with legal aspects: patient rights, labor disputes, ethics. The manager must act within the current legislation of Ukraine [4], adhering to the norms of the Constitution, the Labor Code, the Law "On Health Protection", etc.

Ethical aspect of decision-making

Every management decision in medicine has an ethical dimension. The following principles must be taken into account:

- Patient autonomy – the right of an individual to make decisions regarding their treatment.

- Justice – equal treatment of employees and patients.

- - Non-maleficence – avoidance of harm.

- Beneficence – promotion of good.

In a medical conflict, these principles may conflict. For example, protecting a patient may require holding a doctor accountable, which may disrupt the stability of the team.

Conflict prevention in the healthcare sector

Conflict prevention in medical institutions is no less important component of management activities than responding to existing conflict situations. Timely prevention of potential conflicts allows you to maintain stability in the team, improve the quality of medical services and reduce legal risks for the healthcare institution.

Organizational and management measures

Effective conflict prevention tools at the management level include:

1. *Clear definition of functional responsibilities.*

The presence of approved job descriptions and a transparent distribution of responsibilities minimizes misunderstandings among employees.

2. *Standardization of processes.* The introduction of clinical protocols, action algorithms and internal regulations increases the predictability of staff actions and reduces the space for subjective interpretations.

3. *Assessment of staff and patient satisfaction.* Regular surveys help identify hidden problems and tension before they turn into open conflict.

4. *Professional training and development of staff.* Continuous training of medical workers plays a significant role in conflict prevention:

- training in communicative competence, emotional intelligence and skills for effective interaction with patients.

- education in the field of medical ethics and law, which forms in the staff an awareness of the limits of their own professional responsibility and respect for the rights of other participants in the medical process.

- supervision and mentoring within medical teams, especially for young specialists, helps to reduce the level of professional burnout, which is a frequent cause of conflicts.

5. *Communication policy of the institution.* The internal communication system should be built in such a way as to stimulate openness and trust:

- the presence of channels for feedback, complaints and suggestions - including anonymous ones;

- regular general meetings or boards - platforms for discussing important decisions and identifying potential disagreement;

- transparent information about changes in the management structure, policies of the institution or working conditions.

6. *Psychological support.* Conflict prevention also includes psychological assistance measures:

- implementation of programs to reduce professional burnout - such as flexible working hours, rest, mental health support;

- the possibility of confidential consultation with a psychologist or crisis consultant.

7. *Ethical culture and values.* The formation of an ethical corporate culture is the foundation of conflict prevention. It is important that employees of a medical institution share common values, such as respect, professionalism, goodwill, equality.

Thus, conflict prevention in the healthcare sector should be systemic and multi-level. It includes both organizational mechanisms and the development of human potential through training, communication and support. A comprehensive approach to conflict prevention contributes not only to stability in the institution, but also to improving the quality of medical care.

Conclusion. Effective management of medical conflicts is a critically important competence of a modern manager in the field of healthcare. Making managerial decisions in such situations should be based on clear procedures, legal literacy, ethical norms and open communication. The role of conflict prevention is also important: the formation of a culture of trust, staff

training and the development of internal settlement mechanisms.

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