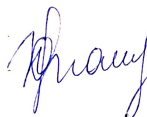


FEDERAL STATE EDUCATIONAL INSTITUTION OF HIGHER  
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**CLUSTER-ORIENTED COOPERATION MECHANISM FOR  
ORGANIZATIONS PROVIDING PAID MEDICAL SERVICES**

Direction of training: 08.00.05 - economics of sectors of the national economy  
(economics, organization and management of enterprises, industries, complexes:  
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Dissertation abstract for an academic degree of the candidate of economic sciences

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**The relevance of scientific research.** The current socio-economic situation and the coronavirus pandemic necessitate the search for new ways, as well as mechanisms for the development of healthcare management in order to ensure the proper level of quality and accessibility of medical services provided to the population of Russia. Despite the fact that healthcare is historically perceived as a state-run system, the socio-economic responsibility for the health of the Russian population lies not only with state-owned medical organizations but also with business structures that provide paid services.

Social progress is a criterion for economic success in the modern world. This is especially true for Russia which is a social state according to the Constitution [9]. The general strategic priorities for the development of healthcare in Russia outlined by the National Project "Healthcare" and the Industry Development Strategy until 2030, call for development and implementation of new science-based approaches aimed at improving management tools in the industry. The priority areas of development outlined in those legal acts certainly require an adequate level of funding. However, the costs of adapting the Russian healthcare system to combat COVID-19 caused budgetary funds to be redistributed. In addition, according to the goals (plans) of the Government, healthcare funding will be reduced by 7% by 2023. Thus, in the context of the protracted economic crisis and overcoming the far-reaching consequences of external threats, particular relevance is gained by the approaches to synergizing the funding and resources of organizations of various forms of ownership in order to solve the tasks defined in the National Project.

The existing forms of cooperation between state-owned medical organizations and private business structures are commonly found in organizations having reached a certain level of development (maturity stage) and having accumulated resources and experience to leverage their strengths. Meanwhile, some segments of healthcare (e.g., dentistry) that are largely represented by small and midsize businesses, have a set of interests and capabilities that can complement each other in reaching their common goals.

Thus, in the current situation, it is important to develop forms of cooperation between participants in the market of paid dental services by refining the basic principles of such cooperation, including through the use of elements of the cluster-oriented form of cooperation proposed in this study.

**The object of the research** is state organizations and business structures that provide paid dental services to the population of children's age in Moscow.

**The subject of the research** is socio-economic relations arising in the process of forming a mechanism of cluster-oriented cooperation of organizations providing paid dental services to the population of children's age in Moscow.

**The purpose of the study** is to summarize the theoretical aspects of economics and management and to form a new science-based applied mechanism for the cooperation of medical organizations of various forms of ownership that provide paid services.

**Research objectives:**

1. To conduct a comparative analysis of the forms of cooperation between organizations of various forms of ownership in the field of healthcare as well as approaches to determining the socio-economic essence of the concept of "client-oriented" medical service.

2. To form a mechanism of cluster-oriented cooperation of state-owned and commercial medical organizations on the basis of their mutually beneficial cooperation;

3. To create a model of cluster-oriented cooperation of organizations of various forms of ownership that provide paid medical services to the population of children's age;

4. To propose a method of shared funding as part of the cooperation of dental organizations of various forms of ownership in the provision of paid services.

5. To develop a methodological approach to assessing the socio-economic effectiveness of the implementation of the cluster-oriented cooperation mechanism for medical organizations.

**Theoretical and methodological basis** is the scholarly works of domestic and foreign scientists at strategic management of socio-economic systems, as well as research of domestic scientists at economics, management and further development of organizations in the healthcare sector. The methodological basis of the study is represented by economic and mathematical methods (cluster, correlation, statistical analysis), strategic (SWOT analysis), informational (process algorithms) and the survey method.

**The scientific novelty** of the research lies in the development of methodological and practical recommendations related to the cluster-oriented approach to ensuring effective cooperation between organizations which is focused on improving the quality of medical services and consisting in the subsequent improvement of the performance of dental organizations, the formation of related models and algorithms, as well as defining the socio-economic efficiency of the proposed mechanism.

**Elements of scientific novelty submitted for defense:**

1. Based on the research of Russian and international scientific studies, a comparison, generalization, classification and subsequent systematization of the forms of cooperation between public and private sector organizations in socio-economic systems was executed using the example of the healthcare sector, including public-private partnerships and a cluster, and an analysis of possible obstacles to the formation of clusters in the health care system. A comparative analysis and classification have been carried out, as well as the most significant interpretations of the definitions "customer orientation" of medical services and "cluster-oriented cooperation" of organizations in the commercial medical services market have been highlighted. The cooperation is represented as a certain association focused on creation of the proper conditions for the provision of dental value-oriented services, organized within the framework of network cooperation, which is formed by combining state-owned and commercial organizations on the terms of mutually beneficial partnership. Organizations assume mutual obligations focused on solving operational tasks for coordination and cooperation of actions in order to

effectively manage the resources of the organization, allowing them to fulfill the declared state guarantees of the healthcare system, corresponding to certain established quality indicators and taking into account the degree of satisfaction of consumers of medical services.

2. A method of implementing the mechanism of cluster-oriented cooperation of medical organizations has been scientifically substantiated and applied in practice, including the phased organization of a number of actions, where the most significant component is the modeling of shared funding algorithms which makes it possible to increase the efficiency of managing medical organizations in an unstable socio-economic situation related to the crises in the national economy and the consequences of the coronavirus pandemic.

3. A model has been developed for cluster-oriented cooperation between healthcare organizations of various forms of ownership that provide commercial dental services, differing in areas of shared economic interest and opportunities that involve a certain sequence of actions of medical personnel and are able to minimize the problems associated with resource provision (infrastructural, personnel, information), which is the "weak link" of the Russian healthcare system, and thereby ensure an increase in the level of accessibility, quality and comfort of medical services provided to consumers.

4. Based on the proposed methodological approaches, a method for shared funding for medical organizations has been formed, which includes the following:

- determination of the expediency of cooperation between medical organizations by establishing: areas of shared interest and capabilities of children's dental organizations of various forms of ownership in Moscow as related to their provision of paid services;

- calculations and comparisons regarding the relative load of diagnostic equipment in state-owned children's dental organizations and the need for it in commercial children's dental organizations in Moscow; availability of basic medical personnel in state medical organizations, as well as determining the load on the main (medical) personnel in commercial structures;

– for the first time for healthcare organizations, a method was formed and implemented for organizations selection which effectively cooperate with each other based on hierarchical cluster analysis.

5. A methodological approach is proposed to assess the socio-economic efficiency of cluster-oriented cooperation on the example of children's dental organizations in Moscow, showing the effectiveness of introducing that mechanism into the practice of healthcare organizations in order to minimize threats and risks for organizations in the market of medical services in severe conditions of the coronacrisis which manifests in a shortage of all types of resources, including infrastructural and personnel problems, and allowing for the increase in competitiveness of organizations by improving the efficiency of management activities, as well as the effect of the proposed measures on the performance of the healthcare system as a whole.

**The theoretical and practical significance** of the study is to form theoretical and methodological approaches as well as to present conclusions that allow for the following:

- to develop a theoretical and methodological basis for the cooperation mechanism and the development of cooperation models for medical organizations of various forms of ownership in modern socio-economic conditions as well as at the state of overcoming various external threats;

- to develop and refine the methodological foundations of various types of effective cooperation of medical companies in the provision of paid medical services on the basis of the cluster mechanism;

- to practically implement scientific approaches to improving the quality of medical services and improving the efficiency of dental organizations in the field of public healthcare by utilizing the proposed method of shared use of resources by medical organizations.

These approaches can be implemented as one of the directions for the development of healthcare organizations as part of the implementation of national programs and strategies for the development of the social sphere of the Russian

Federation, as well as in the future for the introduction of artificial intelligence and machine learning technologies as part of the implementation of the national program for the digital transformation of the country.

In addition, the data presented in the study can be used in preparation of educational materials for the training of managers of medical organizations under "Healthcare Management" direction as well as other directions of study in higher educational institutions.

**The structure and scope of the dissertation.** The dissertation consists of an introduction, three chapters, a conclusion, a reference list, as well as an appendix. The length of the dissertation is 182 pages.