



OPINION

on a competition for the occupation of an academic position "Associate Professor" in the field of higher education 7. Health care and sports, professional direction 7.4. Public Health (Health Management and Health Tourism),
University "Prof. Dr. Asen Zlatarov" - Burgas

announced in State Gazette № 45/17.06.2022
with the candidate: chief assistant professor Albena Dasheva Yanakieva, PhD

Member of the scientific jury: Professor, Stoyanka Petkova Petkova-Georgieva, PhD
University "Prof. Dr. Asen Zlatarov" - Burgas,
Department of "Organization and Management of Public Health Care"

1. General characteristics of the candidate's research and applied scientific activity.

To participate in the competition, the candidate submitted 28 works, of which 24 publications, one independent monograph, two collective monographs, and one methodical exercise guide. They are directly related to the competition and do not repeat the works presented for the acquisition of the educational and scientific degree "Ph.D."

Scientific works are structured in six thematic groups:

- **Research related to the development, competitiveness, and good practices in health and medical tourism** (publications according to indicators C.3., D.8.3., D.8.5., D.8.7., D.8.10., D.8.11., D.8.12., D.8.13., D.8.17., D.8.24., D.9.1., D.9.2.);
- **Organization and management in healthcare (Health Management). Building a strategic model for evaluating the effectiveness of the organization (health, tourism)**, (publications on indicator E.21.1., D.8.1., D.8.2., D.8.9., D.8.19.);
- **Strategic management in the health and tourism organization - optimization of activity through change management** (publications on indicator D.8.8., D.8.14., D.8.15., D.8.22., D.8.23.);
- **Crisis Management (Crisis Management) in organizations (in the context of healthcare organizations)**, (publications under indicator D.8.16., D.8.21);
- **Management of human resources in organizations (in the context of health organizations)**, (publications under indicator D.8.6., D.8.18., D.8.20);
- **The budgeting process as a central strategic management tool** (publications under indicator D.8.4.).

Three of all presented publications are written in English, and the scientific works in Bulgarian also include: an author's monograph, two co-authored monographs, a methodological guide for health managers.

Scientific publications in peer-reviewed journals or published in edited collective volumes are 24 (twenty-four). Most of the publications - 17 are authored, including the monographic work and the methodological guide, 7 are co-authored, as well as the two monographs.

The candidate has provided a reference for 205 scientometric points of citations: 3 citations in peer-reviewed monographs and 35 in non-refereed publications.

Chief assistant professor Yanakieva, PhD has presented a study guide - a methodical guide for health managers, designed to upgrade the theoretical knowledge with practical skills of the students of the specialty "Health Management" in entrepreneurship. In the practical part, game models are proposed for the seminar classes in disciplines such as: "Management solutions in health care: technology of development and implementation of projects", "Business models in health care", "Strategic management and business planning in health care", "Social entrepreneurship" and others. Through game models, students develop a concept for a business plan, acquire skills for teamwork, delegate rights, duties, and responsibilities, generating creative ideas for building and implementing an entrepreneurial plan.

A list of the candidate's participation in 1 international, 1 national project, and 6 university projects, of which 4 at the "Health care organization and management" department, Faculty of Public Health and Health Care, is presented.

The candidate took an active part in international conferences held in Kavala – Greece, and Saratov - Russia.

2. Evaluation of the pedagogical preparation and activity of the candidate.

The teaching activity of chief assistant Albena Yanakieva, PhD assistant professor, is 9 years old. Lectures and exercises were conducted in various disciplines as follows:

1. **"Strategic Management and Business Planning"** lectures and exercises, 4th semester, modes of study: regular, specialty "Health Management", OKS " Bachelor's Degree ".
2. **"Theory of Organizations and Health Organizations"**, lectures and exercises, 4th semester, modes of study: regular, specialty "Health Management", OKS " Bachelor's Degree ".
3. **"Financial management in the health care organization"**, lectures and exercises, 4th semester, modes of study: regular, specialty "Health management", OKS " Bachelor's Degree ".
4. **"Management of change"**, exercises, 6th semester, modes of study: regular, specialty "Health Management", OKS " Bachelor's Degree ".
5. **"Organizational Behavior"**, exercises, 2nd semester, modes of study: regular, specialty "Health Management", OKS " Bachelor's Degree ".
6. **"Communications and public relations"**, exercises, 3rd semester, modes of study: regular, specialty "Health Management", OKS " Bachelor's Degree "; OKS "Master's degree " – 2nd semester; specialty "Balneo, SPA and Wellness Management", OKS "Master's degree " – 2nd semester.
7. **"Business models in health care"**, exercises, 5th semester, modes of study: regular, specialty "Health Management", OKS " Bachelor's Degree ".
8. **"Health insurance systems and funds"**, exercises, 6th semester, full-time study, specialty "Health Management", OKS " Bachelor's Degree ".
9. **"Controlling in medical institutions"**, exercises, 8th semester, modes of study: regular, specialty "Health Management", OKS " Bachelor's Degree ".

10. **"Methodology of research activity"**, exercises, 8th semester, modes of study: regular, specialty "Health Management", OKS " Bachelor's Degree ".

11. **"Time Management"**, exercises, 6th semester, modes of study: regular, specialty "Health Management", OKS " Bachelor's Degree ".

12. **"Management of human and health resources"**, exercises, 2nd semester, specialty "Health Management", OKS "Master's degree ".

13. **"Economic analysis"**, exercises, 8th semester, modes of study: regular, extramural, specialty Marketing, Business Management, Industrial Management, Tourism, OKS " Bachelor's Degree ".

14. **"Efficiency and competitiveness in the industrial enterprise"**, exercises, 6th semester, modes of study: regular, extramural, specialty: Industrial Management, OKS " Bachelor's Degree".

15. **"Fundamentals of Management"**, exercises, 3rd semester, modes of study: regular, specialty "Industrial Management", "Tourism", "Marketing", OKS " Bachelor's Degree".

16. **"Management of human resources"**, exercises, 4th semester, modes of study: regular, specialty "Industrial management" "Marketing", "Business management", 6th semester - special "Tourism", and modes of study: extramural, special "Tourism" - 6 semesters, "Marketing" - 4 semesters, special "Ecology and environmental protection" - 3 semesters, OKS " Bachelor's Degree".

17. **"Investment Management"**, exercises, 7 th semester, modes of study: regular, specialty "Economic Management", OKS " Bachelor's Degree ".

18. **"Analysis and design of payment systems"**, exercises, 3 semester, modes of study: regular, extramural, specialty "Chemical technologies and psychology of crisis situations", OKS " Bachelor's Degree ".

19. **"Analysis of economic activity"**, lectures and exercises, OKS "Master's degree ", specialty "Engineering design"

The candidate participated in the development of 30 study programs in the disciplines:

For the specialty "Health Management", educational and qualification degree "Bachelor": **"Management of human resources"**, **"Fundamentals of management"**, **"Organizational behavior in a health organization"**, **"Communications and public relations"**, **"International health cooperation"**, **"Strategic management and business planning in healthcare"**, **"Sales representation in healthcare"**, **"Distribution policy and distribution channels of medicinal products"**, **"Pharmaceutical policy"**, **"Time management"**, **"Business models in healthcare"**.

For the specialty "Health Management", educational and qualification degree "Master" - 4 semesters: **"Fundamentals of management in health care"**, **"Organizational behavior"**, **"Communications and public relations"**, **"Analysis and design of payment systems in medical institutions "**, **"Management of human and health resources"**, **"Pharmacoeconomics"**, **"Management solutions in health care: technology of development and implementation of projects"**, **"Recreational management"**, **"Management of change and reforms in health care"**.

For the specialty "Health Management", educational and qualification degree "Master" - 3 semesters: **"Management of human and health resources"**, **"Controlling in medical**

facilities", "Pharmacoeconomics", "Management solutions in health care: technology of development and implementation of projects", "Recreational management", "Change management and risk management", " Analysis and design of payment systems in medical institutions", "Organization and management of the pharmaceutical industry", "Distribution channels in public health care", "Medical institutions -modern organizational models".

For the last 3 academic years (2019/20, 2020/21 and 2021/22) the classroom occupancy is in the following norm: 360 hours for 2019/20, 2020/21 and 400 hours for 2021/22. The hours over the norm is 409.2 hours in the "Bachelor" OCS and 267.5 hours in the "Master" OCS. The general report on the educational activity for the period from 2019 to 2022 shows a workload of 1796.7 hours.

A very good impression is made by the candidate's work as a scientific supervisor of students majoring in "Health Management". As a result of their joint work, 9 participations in scientific conferences and sessions with reports in the field of health tourism, telemedicine, physical health, vaccinations, socially significant diseases and other topics that address current problems and challenges in the field of health have been realized.

A significant contribution to the education of students from the "Health Management" specialty is the tutoring (mentoring) of the candidate in this specialty from 2017 until now and the opportunity for students to receive adequate personal support during their studies for bachelor's and master's programs. The work chief assistant Albena Yanakieva is responsible for guiding, supporting, and advising students individually or in groups on all matters related to academic and administrative activities.

3. Basic scientific and scientific-applied contributions.

The contributions contained in the publications submitted for participation in the competition can be summarized as follows:

1. An algorithm and exemplary strategic models for building and implementing a **Balanced Scorecard System** for evaluating the effectiveness of sanatoriums, treatment, and health-rehabilitation organizations as structural units in medical tourism are proposed and presented.

2. A target classification of the types of health tourism was formed, the profile of the user of a health tourism service, and an index of medical tourism was presented through parameters assessing the degree of its development. The prerequisites for choosing the Bulgarian Southern Black Sea coast as a tourist destination for medical purposes, the motivational factors for choosing health-oriented tourism in Bulgaria, as well as the prospects for improving the activities, practices, and activities in the sector are highlighted.

3. Through a scientific-practical study, the possibility of improving health tourism in the Burgas region through the mediation of tourist enterprises and providers of health-tourism services (medical facilities, spa hotels, and recreation centers) has been analyzed.

4. Research is presented related to effective and anti-crisis management solutions for health tourism of tourist organizations and readiness for teamwork with health specialists, as well as preparation of a forecast for possible results of implementing the innovations and the change

process. An Algorithm for building a crisis scenario and a crisis plan in a recreational organization and an analysis of the crisis preparedness of health centers for prevention and the ability to offer a health and recovery service to the population in crisis situations are presented.

5. A financial model of the organization's strategy has been developed - The balanced system of indicators in the budgeting system as an important step in budget allocation and as an important management tool.

6. The team model in the organization and its role as a basic factor for organizational efficiency, creative transformation, and a painless exit from the crisis, as well as the key characteristics and advantages of the team approach in health tourism - synergy in the general health tourism product - have been studied.

7. A technique in tabular form is proposed, showing the priorities in the performed duties of the health specialist with value analysis, in order to build a skill for prioritizing the tasks, as a stage of decision-making.

8. Practical game models are proposed for the seminar classes in disciplines such as: "Management solutions in health care: technology of development and implementation of projects", "Business models in health care", "Strategic management and business planning in health care", "Social entrepreneurship" etc. through which students develop a business plan concept.

9. Guidelines and measures for the motivation of human resources during the crisis caused by COVID-19 are proposed, as well as specific strategies for overcoming the resistance of employees as a result of the change. The process of managing change in healthcare is explored.

10. The key trends in the training of human resources and raising the qualifications of health professionals are outlined.

4. Significance of contributions to science and practice.

The scientific works presented in the competition are the personal work and credit of the candidate. I have no doubt about the significance of the contributions in the scientific works of chief assistant Albena Yanakieva which is also confirmed by the presented reference for citations. Scientific researches are in areas that are relevant to our time, which can find wide application, both in the educational process and in practice. The quantitative indicators of the scientometric criteria for occupying the academic position of "associate professor" were met, even exceeded.

5. Critical notes and recommendations.

I found current and significant scientific and applied achievements in the field of health management and health tourism, but I could make the following recommendation to the candidate: for her future research activity, she should expand her publication activity in journals with impact factors and impact rank.

However, the research of the candidate, with whom I became acquainted, are completed developments with in-depth scientific research, typical of scientific work for the acquisition of the academic position "associate professor".

CONCLUSION

I give a positive assessment of the scientific production of chief assistant Albena Yanakieva. Bearing in mind the scientific works, the contributions and their significance for science and practice, and her research and teaching-teaching activity, I accept that she meets all the requirements for occupying the academic position of "Associate professor". The quantitative indicators of the criteria for filling the position have also been met, which is why I find it reasonable to propose chief assistant Albena Dasheva Yanakieva take the academic position of "Associate professor" in the field of higher education 7. Health care and sports, professional direction 7.4. Public Health (Health Management and Health Tourism).

Date:

Burgas,

18/10/2022

JURY MEMBER:

/ Professor, PhD, Eng. Stoyanka Petkova Petkova-Georgieva/