

OPINION

by Ass.prof.Svetla Mihailova Shopova, Ph.D
Professional direction 7.4. "Public Health", scientific specialty "Social Medicine and
Organization of Healthcare and Pharmacy"
Faculty of Public Health and Health Care at the University "Prof. Dr. Asen Zlatarov", Burgas,
member of the scientific jury, according to Order No. RD - 258/15.09.2022 of the Rector of the
University "Prof. Dr. Asen Zlatarov" - Burgas

Regarding: Participation in the Competition for the occupation of the 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 the State Gazette, no. 45 of 17.06.2022 for the needs of the
"Organization and Management of Health Care" Department, at the Health Care Institute at the
University "Prof. Dr. Asen Zlatarov" - Burgas.
One candidate participated and was admitted to the announced competition:
Principal assistant Dr. Albena Dasheva Yanakieva

The candidate has submitted all the necessary documents for participation in the competition,
corresponding to the requirements of the Law on the Development of the Academic Staff in the
Republic of Bulgaria (ZRASRB), the Rules for its Application and the Rules for the Development
of the Academic Staff at the University "Prof. Dr. Asen Zlatarov" - Burgas.

I. Analysis of the candidate's career profile

Mrs. Albena Dasheva Yanakieva , Chief Assistant, was born in Lovech in 1976. She graduated
with a master's degree in Business Administration, specialization: International Business,
DIPLOMA No. 107939/23.06.2009 at the University "Prof. Dr. Asen Zlatarov" - Burgas. In 2016,
he acquired the ONS "Doctor" in the field of higher education 3. Social, economic and legal
sciences, professional direction 3.7. Administration and management, scientific specialty 05.02.21.
Organization and management of production (by branches and sub-branches) with a dissertation
on the topic: "Improving management in the activity of small and medium-sized enterprises by
applying a balanced system of indicators".

He started his professional career as a teacher in 2013 as a part-time assistant at the University
"Prof. Dr. Asen Zlatarov" - Burgas. In 2016, she was appointed as an assistant to the "Organization
and Management of Health Care" department and teaches disciplines such as: Strategic
Management, Theory of Organizations, Financial Management of Health Care, Controlling in
Medical Facilities, Business Models in Health Care, etc. In 2018, he acquired the administrative
position of Chief Assistant. It actively works in the tourism sector, which is a major factor for its
scientific applied activity in the field of health tourism. Mrs. Albena Dasheva Yanakieva , Chief
Assistant, speaks Czech, Slovak, English and Russian. Has very good communication and digital
skills.

II. General description of the submitted materials for the competition

For participation in the contest Chief Assistant Albena Yanakieva presents a scientific production that exceeds in volume and quality the minimally required scientometric indicators for "Associate Professor" according to the Rules for the Terms and Conditions for Acquiring Scientific Degrees and Holding Academic Positions at the University "Prof. Dr. Asen Zlatarov" - Burgas.

In the current competition, the candidate participates with a total of 28 scientific papers published in non-refereed peer-reviewed journals or published in edited scientific volumes.

III. Evaluation of the scientific works of the candidate for the overall academic development

Chief Assistant Dr. Albena Dasheva Yanakieva has presented comprehensive evidentiary material containing detailed lists, references, summaries and full-text copies of scientific works, certificates, citation references, declarations of co-authorship. The presented materials contain the necessary information to carry out a quantitative and qualitative assessment of her overall academic development. The presented works are in the field and the problems of the competition - professional direction 7.4. Public Health (Health Management and Health Tourism).

A habilitation thesis, a monograph: "Management decisions for health tourism in a period of crisis", as well as a textbook: "Methods and game models for making a management decision for entrepreneurship in health care (methodical guide for health managers)" are presented.

The candidate fulfills the conditions for occupying the academic position "Docent" in accordance with Art. 29 of ZRASRB and minimum required points for the academic position "Docent", according to PPZRASB in District 7. "Health and Sports", professional direction 7.4. Public Health (Health Management and Health Tourism). In table 1, I confirm the scientometric values according to which Ch. Albena Yanakieva, assistant professor, fulfills all the conditions for occupying the academic position "Associate Professor" in accordance with the Regulations for the Development of the Academic Staff at the University "Prof. Dr. Asen Zlatarov" - Burgas and the minimum required points:

Table 1. Minimum required points for the academic position "Docent" in District 7. "Health and Sports", professional direction 7.4. "Public health" according to PPZRASRB. Minimum required points for the academic position "associate professor" in District 7. "Health and sports", professional direction 7.4. "Public Health" in accordance with the Regulations for the Development of the Academic Staff at the University "Prof. Dr. Asen Zlatarov" - Burgas.

Group of metrics	Associate professor, in accordance with ZRASRB and PPZRSAB	Associate Professor, according to PRAS at University "Prof. Dr. Asen Zlatarov" - Burgas	Chief Assistant Dr. Albena Dasheva Yanakieva
A	50	50	50
B	100	100	100
C	200	220	628,34
D	50	60	205
E		20	55
Total	400	450	1038,34

The scientific publications presented are a total of 24 full-text publications published in non-refereed peer-reviewed journals or published in edited scientific volumes.

Out of a total of 28 scientific papers submitted for the competition, in 19 of them the candidate is the independent author, in 3 - the first author, in 4 papers he is the second author and in 2 he is the third author.

19 participations in conferences, round tables have been realized, of which 2 participations abroad. Ch. Albena Yanakieva, assistant professor, participated as a member of a work team in 6 research projects that were financed by the University, of which she was the head of 1. Participation in 1 national and 1 international project was also carried out.

✓ **General characteristics of scientific production and publication activity**

The scientific production of Ch. Albena Yanakieva, assistant professor, has a practical-applied nature and is distinguished by her analytical and thoroughness. The main directions are:

1. Research related to the development, competitiveness and good practices in health and medical tourism.

In 11 publications and in his habilitation thesis, the candidate analyzes the main trends for the development of health-oriented tourism in the recreation sector. Scientific research on the problem of management decisions for health tourism during a crisis presents guidelines, approaches and methods for solving emerging problems in the field of medical tourism services. The potential of the Burgas region for the development of health tourism, as well as the possibilities for cooperation between tourist and medical institutions, have been investigated. The studies are focused on the management tools to create an organizational framework and a mechanism to coordinate the efforts of individual stakeholders, with the aim of achieving more effective actions in the national and international health travel market.

2. Organization and management in healthcare (Health Management). Building a strategic model for evaluating the effectiveness of the organization (health, tourism).

In 4 publications and 1 methodological guide, the candidate's research studies are oriented towards the development, implementation and development of a strategic model for evaluating the effectiveness of the organization - Balanced System of Indicators. Problems related to the viability of organizations in the field of medical tourism, which are currently under the crisis pressure of the external environment, are touched upon. The implementation of the method will support the improvement of their management activity, the creation of conditions for further development and their recovery after the crisis. The four dimensions are presented in detail: customers (patients), internal processes, training and development of personnel, as well as the financial part of the activity in medical facilities. An algorithm and model for the construction and implementation of a specific System of balanced indicators for sanatoriums according to the four classic perspectives, reflected in strategic maps and carried out through initiatives and measures on indicators for the competitiveness of health and rehabilitation facilities, is proposed.

3. Strategic management in the health and tourism organization - optimization of activity through change management.

In 5 scientific publications of the candidate, analyzes of strategies for implementing change in the organization are concerned, in particular: reform in the health organization, which can be carried out after consciously breaking the link of systemic inertia. The factors affecting the healthcare sector are reviewed: demographic, political-legal, technological, organizational, economic. The stages and specific strategies for carrying out a change in the healthcare organization are outlined. Strategic factors for successful change are proposed, according to the human factor in the social

system. Measures have been identified to effectively achieve the strategic goals by diversifying the main tourist product - medical tourism and neutralizing the negative consequences of those affected by COVID-19. The effects of the application of the Kaizen model in organizations in the field of recreation have been identified. Group resistance and the significant role of the team in change implementations are analyzed.

4. Crisis Management (Crisis Management) in organizations (in the context of healthcare organizations).

The candidate's scientific research, reflected in 2 publications, deals with issues of crisis management in a health and rehabilitation organization, the main aspects of the crisis process and its phases. An Algorithm for building a crisis scenario and crisis plan in a recreational organization is presented. A generalized scientific interpretation of crisis management is presented, contributing to the implementation of relevant management methods, helping to preserve the competitiveness of health-rehabilitation organizations. An analysis of the crisis preparedness of the health centers for prevention and their ability to offer a health and recovery service to the population in crisis situations is presented. Specific approaches, techniques and practices are proposed for stabilizing the organization through optimal management solutions for overcoming the crisis.

5. Management of human resources in organizations (in the context of health organizations).

In this area, the applicant has 3 publications addressing the motivation process, types of motivation systems and staff motivation practices during the crisis caused by COVID-19. Specific measures and basic guidelines are offered for management support for specific actions that will provide employees with the necessary motivational forces to deal with the crisis. The primary role of training and qualification improvement of medical personnel in the health care system is considered as a main emphasis in the strategy of the World Health Organization and in the National Health Strategy 2021-2030, Priority 5 - Human Resources. The effect of burnout syndrome among health professionals and its prevention is analyzed. The psychological factors in medical ergonomics that affect working medical professionals related to daily stress and psycho-emotional tension are presented, as well as the possibility of premature and quick neutralization of their negative impact.

6. The budgeting process as a central strategic management tool.

Several publications related to budgeting as an essential element in the management cycle of any organization, the ultimate goal of which is to obtain a profit that ensures growth, are of a scientific and applied nature. The effective forecasting and control of the financial reporting activity, which ensure the financial realization of the strategy, is studied.

✓ Teaching activity

As the main assistant Dr. Albena Dasheva Yanakieva participates in the teaching of 19 disciplines and is the co-author of 30 study programs. Her activity related to work with students is active. He is a tutor for 2 majors and participates as a scientific supervisor and consultant of students from the "Health Management" major in student conferences and scientific sessions.

IV. General assessment of the applicant's compliance with the mandatory conditions and mandatory quantitative criteria and scientometric indicators acc. Regulations on the terms and conditions for acquiring scientific degrees and occupying academic positions at the University "Prof. Dr. Asen Zlatarov" - Burgas.

The submitted documentation of the main assistant Dr. Albena Dasheva Yanakieva meets the requirements for holding the academic position "Associate Professor" according to the Regulations

for the terms and conditions for acquiring scientific degrees and holding academic positions at the University "Prof. Dr. Asen Zlatarov" - Burgas, ZRASRB and the Regulations for its application.

V. Conclusion

I stand behind the conviction that the most important thing for a scientific researcher is to be able to preserve his creative approach and individuality. Outstanding merits in the contributions and achievements in the field of Public Health undoubtedly contribute to the high evaluation of the candidate.

Apart from the scientometric parameters, which are convincing, and in view of the above, I give a high rating to the candidate, **VOTE POSITIVELY** for the election of the main assistant Dr. Albena Dasheva Yanakieva to occupy the academic position "Docent" in the field of higher education 7. Health care and sports, professional direction 7.4. Public Health (Health Management and Health Tourism), in the Faculty of Public Health and Health Care of the University "Prof. Dr. Asen Zlatarov" - Burgas.

22.10.2022

Burgas

Signature

Ass.prof. Svetla Mihailova Shopova, doctor