CONCEPTUAL BASES FOR THE DEVELOPMENT OF MECHANISMS FOR PUBLIC MANAGEMENT OF STRATEGIC POTENTIAL IN THE HEALTH CARE AREA

Abstract. The transition to a new quality of the health care system in Ukraine is accompanied by large-scale transformations in the sphere of public administration, which presupposes the coordination of all mechanisms that ensure the availability and high quality of medical care for citizens. The effect of the medical reform directly depends on the use of public administration modern mechanisms, built on the best world principles of the strategic potential of the health care system.

The purpose of the article is to deepen the theoretical and methodological foundations of the formation and implementation of public administration, the system of systematic monitoring of the quality of medical care.

In the paper, the authors analyzed the source of financing the health care system in a dynamic sequence. The main directions of the monetary mechanism improvement of the state management of the health care system at the level of reforming the state regulation of the activities to the health care institution are proposed. International practice is studied with the aim of bringing the domestic health care system to international standards, which will allow citizens of Ukraine to receive quality medical care in accordance with modern trends and scientific and
technical achievements of the medical area in the European community. The main directions in the context of the tasks of reforming the health care system in order to achieve its effective functioning are investigated. The model of public management of the strategic potential of the health care system is proposed, which, according to the authors, will improve the existing mechanisms of public management of strategic potential in this area.

The analysis conducted on the selected research problem provides a conceptual basis for the formation of an effective financial mechanism of public management of strategic potential in the area of health care, forms the platform for the development of macroeconomic stabilization policy. Prospects for further research are the improvement of the issues of the effective functioning mechanism of the budget sphere and the implementation of integrated management analysis.

**Keywords:** healthcare, state policy, sources of financing, state budget, local budgets, strategic potential, financial mechanism, public administration.

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**Концептуальні засади розвитку механізмів публічного управління стратегічним потенціалом у галузі охорони здоров’я**

**Анотація.** Перехід у нову якість системи охорони здоров’я в Україні супроводжується масштабними трансформаціями сфери публічного управління, що передбачає узгодження всіх механізмів, що забезпечують доступність та високу якість медичної допомоги для громадян. Ефект від медичної реформи безпосередньо залежить від використання сучасних механізмів публічного управління, побудованого на кращих світових принципах управління стратегічним потенціалом системи охорони здоров’я.
Метою статті є поглиблення теоретико-методичних засад формування та реалізації публічного управління стратегічним потенціалом системи охорони здоров’я, організації системного моніторингу якості медичного обслуговування. Предметом дослідження є теоретико-методичні та прикладні засади формування та практичного застосування інструментарію удосконалення механізму публічного управління стратегічним потенціалом системи охорони.

У роботі авторами здійснено аналіз джерел фінансування системи охорони здоров’я у динамічній послідовності. Запропоновані основні напрями удосконалення фінансового механізму державного управління системи охорони здоров’я на рівні реформування державного регулювання діяльності закладів охорони здоров’я. Досліджено міжнародну практику з метою приведення вітчизняної системи охорони здоров’я до міжнародних стандартів, що дозволить громадянам України отримувати якісну медичну допомогу у відповідності до сучасних тенденцій та науково-технічних здобутків медичної сфери у європейській спільноті. Досліджено основні напрями в контексті із завданнями реформування системи охорони здоров’я для досягнення ефективного її функціонування. Запропоновано модель публічного управління стратегічним потенціалом системи охорони здоров’я, яка, на думку авторів, поліпшить існуючі механізми публічного управління стратегічним потенціалом у даній сфері.

Проведений аналіз за обраною проблематикою дослідження забезпечує концептуальною базою формування дієвого фінансового механізму публічного управління стратегічним потенціалом у галузі охорони здоров’я; формує платформу розбудови макроекономічної політики стабілізації. Перспективами подальших досліджень виступає вдосконалення питань щодо механізму ефективного функціонування бюджетної сфери та здійснення інтегрованого управлінського аналізу.

Ключові слова: галузь охорони здоров’я, державна політика, джерела фінансування, державний бюджет, місцеві бюджети, стратегічний потенціал, фінансовий механізм, публічне управління.

Problem setting. The health care system plays an extraordinary role in ensuring the proper standard of citizens living of any country, especially at the time when a person is faced with many threats of infectious and non-infectious origin. It is advisable to start the analysis of the problem of state management in the area of health care by defining such a complex concept as "health". There are a number of definitions that characterize this concept from different points of view - social, biological, medical, etc. The transition to a new quality of the health care system in Ukraine is accompanied by large-scale transformations in the area of public
administration, which involves the coordination of all mechanisms that ensure the availability and high quality of medical care for citizens. The effect of the medical reform directly depends on the use of modern mechanisms of public management, built on the best global principles of managing the strategic potential of the health care system. They form the basis for the introduction of a national policy in the area of demography, health care, and improving the availability and quality of medical care.

**Literature review.** The works of many scientists are devoted to the formation of the budget and its impact on the socio-economic development of the country. At the current stage of the national economy development of Ukraine it is very important to show the role of budget policy in the macroeconomic stability of the state, because it depends on the implementation of the Presidential Program of Economic Reforms for 2022-2023.

Researches of many foreign and domestic scientists and specialists are devoted to the study of problems associated with the financial and economic mechanisms which ensure state guarantees in the area of medical cares. A wide range of issues related to research in the area of medical services market and financial system of health care. For example, Karpenko and Zhylinska in 2019 research the human development in the context of provision of the society social safety. Golovanova and Krasnov in 2015 present actual problems of medical insurance development during the period of market reform. Thomson and Jun in 2018 explore International Profiles of Health Care Systems, etc. However, some issues, in particular, development of the financial mechanism for providing the state guarantees of population medical service remain insufficiently explored. There is a need to improve and expand the study of this issue. In addition, the domestic scientific literature is insufficiently studied issues related to the development of local budgets in the context of systemic transformations in the economy and public administration, taking into account financial aspects and changing the role of local governments in ensuring socio-economic development.


At the same time, despite the considerable number of scientific works, the problem of formation and normalization of the optimal system for the development of mechanisms for public management of strategic potential in the area of health care in Ukraine requires a deeper study. Agreeing with the undoubted value of
scientific research by scientists, it should be noted that at the current stage of development of state administration and local self-government, as well as in the existing conditions of a full-scale war with Russia, there is a need for a deeper study of modern technologies and innovative forms of strategic management of the health care industry.

**Research goal.** The purpose of the article is to deepen the theoretical and methodological foundations of the formation and implementation of public management for the strategic potential of the health care system, the organization of systematic monitoring of the quality of medical care.

The subject of the study is the theoretical-methodical and applied principles of formation and practical application of the toolkit for improving the mechanism of public management of the strategic potential of the security system.

General theoretical and economic-statistical methods were used in solving the tasks. The methodological basis forms a number of the following methods: scientific abstraction, classification and systematization – to identify the main components of health systems of leading countries according to three basic models; methods of dialectical and formal logic, analysis and synthesis, systematic approach, decomposition method – for the development of managerial tools and methodological support for the modeling the financial mechanism for providing the state guarantees of population medical service and the budgetary efficiency system in Ukraine’s state policy. The application of an interdisciplinary approach allowed to comprehensively considering the legal regulation of the development of public health management, as well as the laws and principles of reforming the mechanisms of public health management in Ukraine in the context of the European dimension. The systematic approach was used to develop and justify modern improvements in the mechanisms of public management of the health care system in Ukraine, taking into account foreign experience in the formation of mechanisms for public management of the health care system.

**Key research findings.** Under the conditions of the rapid development of reform processes in Ukraine, since 2015, much attention has been paid by scientists to the possibilities and necessity of changes in the mechanisms of public administration in various spheres of the economy and society. One of the main reforms, which are subject to careful processing and constant updating, is the reform of the health care sector. Every five years, the strategy and directions of health care reform are updated, which require transformations of the system and, accordingly, of all management mechanisms. The state makes maximum efforts to establish effective public mechanisms that will allow the implementation of strategic directions of development in the area of health care of Ukraine [1].

The main elements of the mechanism of state regulation for the health care sector are: subject, object, purpose, goals and principles, as well as tools for
implementing the mechanism. In addition, scientists note that providing the country’s population with quality medical care depends on solving such economic problems as determining the amount of budget funding and developing voluntary medical insurance, improving the system of providing paid medical services, training personnel, and introducing new technologies in the area of health care.

The financial mechanism of state management of the health care system is complex, because it covers various spheres of state policy and a set of management subjects. The lack of clear prescribed criteria for evaluating the effectiveness of the use of budget funds at any level of public administration and health care institutions is a big problem for achieving the goals of the medical reform [2]. In the conditions of reforming the health care system financial support has undergone significant changes in the conditions of reforming the health care system, this applies both to the definition of a guaranteed package of medical services and to the provision of primary medical care through the conclusion of declarations with family doctors. The transformed primary medical care financing system is presented in Table 1.

**Table 1.**

<table>
<thead>
<tr>
<th>SOURCES OF FINANCING THE SYSTEM HEALTH CARE</th>
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<tbody>
<tr>
<td><strong>Transition period (2018)</strong></td>
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<tr>
<td>State budget</td>
</tr>
<tr>
<td>National Health Service of Ukraine (NHSU)</td>
</tr>
<tr>
<td>- the capitation payment made on the basis of the dynamics of signing declarations;</td>
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<tr>
<td>- the unified base rate was UAH 370;</td>
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<td>- age coefficients were in effect;</td>
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<td>- the corrective coefficient of mountainous terrain was in effect;</td>
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<tr>
<td>Ministry of Health (MH)</td>
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<tr>
<td>- financing was carried out through a state budget subvention based on a capitation rate of UAH 270;</td>
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<tr>
<td>- financing was determined according to the number of the population assigned to the primary medical care facility.</td>
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<tr>
<td>Local budgets</td>
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<tr>
<td>By types of local self-government bodies</td>
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<tr>
<td>Financing was carried out according to the following components:</td>
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<tr>
<td>- provision by the budget code of the items of expenses that are necessarily financed;</td>
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<tr>
<td>- additional financing of costs determined by local authorities</td>
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| **From 2019 year**                          |
| State budget                               |
| NHSU                                        |
| - the cavitations payment made based on the dynamics of signing declarations; |
| - the unified base rate was UAH 370;        |
| - age coefficients were in effect;          |
| - the corrective coefficient of mountainous terrain was in effect; |
| - the possibility of reducing the final payment by more than 20% within the limit declarations |
| Local budgets                              |
| By types of local self-government institutions |
| Financing was carried out according to the following components: |
| - provision by the budget code of the items of expenses that are necessarily financed; |
| - additional financing of costs determined by local authorities |

Source: calculated by authors on basic of [7; 8]
The implementation of the mentioned concept took place with the development of the legal mechanism, which provided for the following legal acts:

1. Verkhovna Rada of Ukraine:
   - Law of Ukraine "On State Financial Guarantees of Medical Services of the Population" (October 19, 2017, No. 2168-VIII);
   - Law of Ukraine "On improving the availability and quality of medical care in rural areas" (November 14, 2017, No. 2206-VIII);
   - Law of Ukraine "On the State Budget of Ukraine for 2018" (from December 7, 2017 No. 2246-VIII);
   - Law of Ukraine "On the State Budget of Ukraine for 2019" (February 28, 2019, No. 2696-VIII);

2. The Cabinet of Ministers of Ukraine:
   - Decree of the Ukraine Cabinet of Ministers "On approval of the Concept of reform for the health care financing system" (November 30, 2016, No.1013);
   - Resolution of the Cabinet Ministers of Ukraine "On Amendments and Recognition of Certain Resolutions of the Cabinet Ministers of Ukraine as having lost their validity" (Government Reimbursement Program "Affordable Medicines") (March 16, 2017, No. 180);
   - Resolution of the Cabinet Ministers of Ukraine "On the establishment of the National Health Service of Ukraine" (December 27, 2017 No. 1101-2017-p);
   - Resolution of the Ukraine Cabinet of Ministers "On approval of the Procedure for the implementation of state guarantees of medical care for the population under the program of medical guarantees for primary medical care for 2018" (April 25, 2018, No. 407);

3. Ukraine Ministry of Health:
   - Order of the Ukraine Ministry of Health "On approval of the Procedure for the selection of a doctor who provides primary medical care and the form of a declaration on the selection of a doctor who provides primary medical care" (March 19, 2018, No. 503);
   - Order of the Ukraine Ministry of Health "On approval of the Procedure for providing primary medical care" (March 19, 2018, No. 504).

In general, the stages of the health care financing reform that have already been implemented have significantly transformed the financial mechanism of state management of the health care system. Despite the above, there are still a number of unsolved problems, and some of them have already arisen during the reform process, which is due to initial neglect in the development of conceptual provisions. As we can see the financial mechanism must be complete and developed, this poses a number of new tasks for scientists [3].

The main areas of improvement of the financial mechanism of the state management of the health care system at the level of reforming the state regulation of the activities of health care institutions are the following:
- в міру того, що має місце політичний криза, це варто оптимізувати кількість медичних установ у регіонах, це допоможе більш ефективно використовувати фінансові ресурси для надання медичного обслуговування всіх рівнів з відношення до чисельності населення та персоналу;
- рекалкулювати систему оплати праці лікарів та іншого персоналу медичних установ, що збільшить якість персоналу медичних установ і, як результат, якість медичного обслуговування;
- збільшити співвідношення між числом населення та населення та числом медичних установ, що збільшить якість медичного обслуговування і, як результат, якість медицинських послуг;
- ключова частина завдань, що має бути покладена на менеджерів медичних установ, за недостатній використання бюджетних та фінансових ресурсів;
- надати бюджетні кошти для створення та оснащення регіональних експертних центрів з високотехнологічного обладнання.

Наразі, одні з ключових аспектів політики є її ефективне реформування адміністративної системи [4]. Основним виступає те, що здоров'я і життя людини - це найвища цінність в світі і основа існування будь-якої держави й суспільства в усіх. Для ефективного реформування у сфері здоров'я необхідно використовувати гуманістичних підходів та вважати принцип соціального страхування населення в організації та наданні медичних послуг. В процесі масових перетворень у сфері здоров'я в розвинені країнах світу якість комунікації та взаємодії підприємств медичної галузі, центральних та місцевих відомств і громадян набуває стратегічного значення. Завершення своєчасно та ефективно реформування у сфері здоров'я вплине на підвищення рівня життя і здоров'я населення, та буде сприяті до позитивної оцінки реформ у медичній галузі та політичній діяльності в цілому.

Всі можливе лише якщо дії всіх рівнів влади є високоюмкою співпраці. Міністерство здоров'я здійснює реформування медичної галузі з найбільш прийнятним результатом для суспільства, оскільки громадяни мають високі надії на владу, а за одночасно вони є нерозуміючим зміною реформування адміністративної системи. бачимо, є проблеми не тільки в персоналі і фінансових сфе.

Одним з переліку завдань, що мають бути виконані в процесі реформування медичної галузі, є зведення національної медичної системи до міжнародних стандартів, що дозволить громадянам України отримати високоякісне медичне обслуговування в згідності з модерновими тенденціями та науковими та технічними досягненнями світу.
medical area in the European community. Thanks to the reform, a completely new model of development of the health care system may appear on the territory of our country, which will be focused on the prevention of diseases, and not on their treatment. Perhaps very soon we will witness a rapid increase in the nation's health level and, accordingly, an increase in the average life expectancy of citizens [5]. The health care reform cannot be fully implemented without changes in the legislation, because it directly affects the public management of this sector. There is an urgent need to create, adopt and implement a law that would regulate the activities of health care institutions and the provision of medical services to the population, in accordance with European standards.

In addition, there is an increasingly urgent need to implement a law that would regulate the principles of mandatory social health insurance for the opportunity to realize the constitutional rights of Ukrainian citizens to health care, provision of medical assistance to the population, and health insurance. In addition, some already implemented laws need to be amended. For example, the provisions of the Law of Ukraine are "Basics of the Legislation of Ukraine on Health Care". According to the requirements of the Association Agreement with the European Union, the state government of Ukraine must implement the International Medical and Sanitary Regulations into the existing health care system, exchange the best achievements and gains in medical practice for gradual integration into the European community [6]. Achieving effective functioning of the health care system of Ukraine requires a clear understanding of the main directions and tasks of the state, which must be implemented in the process of reforming the industry (Fig. 1).

**Fig.1. The main directions and tasks of reforming the health care system**

Source: formed by authors on basic of [7; 8]
We suggest considering each direction in more detail. The first, we are going to investigate the structural reorganization. Since the principle of demarcation has shown its effectiveness and efficiency, we propose to improve the health care system based on the principle of demarcation of the processes to providing medical care at the following levels: primary, secondary and tertiary. On the basis of the level of tertiary medical care, special regional endoscopic expert centers should be created, since the situation with morbidity and its complications of the gastrointestinal tract is becoming extremely threatening. Yes, according to the data of the Chancellery of the Registry of 2020 in Ukraine, the incidence of oncology of the gastrointestinal tract among men was 20.6% of all oncology, and among women it was 15.8% in both sexes -18.2% The situation with mortality of the gastrointestinal tract was 22.4% in men and 17.5% in women, in both sexes - 19.75%. These are very high indicators, taking into account the fact that in the world the incidence of oncology of the gastrointestinal tract is 13.4%, and the mortality rate is 17.4% [9]. Therefore, the question of state influence on this situation naturally arises, namely the creation of an appropriate legislative framework that would establish the following:
- the mandatory screening for men and women aged 40 and older;
- the creation of regional endoscopic expert centers at the level of tertiary medical care, which would be equipped with the necessary high-tech equipment and highly qualified personnel. This would make it possible to detect oncopathology in the initial stages, to operate on it directly during the study, increasing the percentage of survival after surgical removal of the tumor. In this way, it is possible to significantly reduce mortality and disability rates in Ukraine;
- to improve the Law of Ukraine on the State Budget and the Budget Code of Ukraine, which will specify the financing of regional endoscopic expert centers at the level of tertiary medical care;

The second, there is the ensuring the quality and availability of medical services. It is undeniable that the more motivated a doctor is (financially, morally, etc.), the higher the quality of his medical services will be. Application of a system for material and moral motivational mechanisms and incentives for medical workers in order to improve the quality of medical care:
- in the post-war period, all medical care at the primary level should be provided on the basis of family medicine;
- to improve the demographic situation in the post-war period, create an extensive network of paramedics and midwives in rural areas;
- to establish international standardization of medical support for motherhood, parenthood and childhood;
- the strengthening measures to combat common diseases (HIV/AIDS, tuberculosis, etc.);
- create a digital aggregator of the medical industry - a system of consolidated registers, with information on patients, personnel, health care facilities, medicines, etc.;
- to improve the procedures for granting licenses and accreditation of health care facilities;
- the modernization of measures in state control over the quality of medical care;
- the step-by-step introduction of mandatory state social health insurance and promotion of the voluntary insurance mechanism.

The third, there is the updating the industry financing system. Taking into account international experience, we propose a transition to an industry financing system based on the legally established model of mandatory state health insurance for citizens, as well as identifying problems of inefficient use of budget funds [10].

Promotion of the development of public-private partnership for the purpose of providing medical care at the secondary and tertiary levels using modern innovative technologies for the treatment of diseases of the population.

The sphere of health care was a priority in the State Budget for 2022 and remains a priority of state spending. In March 2022, the Parliament of Ukraine (Verkhovna Rada) adjusted the 2022 budget and reallocated more resources to defense-related programs, but left the health budget unchanged in nominal terms. Due to the deterioration of macroeconomic fundamentals (gross domestic product decreased and inflation increased), it is assumed that the share of healthcare in the gross domestic product will increase from 4.1% to 5.6%; expenditures in the area of health care per capita decreased in real terms from UAH 2860 up to UAH 2494 (decrease by 12.8%) [11]. The government should continue to prioritize health, given that medical needs have increased and the health budget has decreased in real terms. It is necessary to increase the efficiency of spending on health care. Contracting strategies at the regional level will allow for more efficient use of fewer resources. However, continuing to use the system of paying one-twelfth of the annual budget every month will undermine the efficiency of spending public resources in the long run. Improving efficiency may require institutions to take measures such as reducing non-medical staff and considering new methods of meeting health care needs by strengthening the PMD system. The risks of consolidation of the budget and cash flows should be carefully assessed and different scenarios should be considered. To account for possible risks, the government should model possible options for prioritizing services under different funding scenarios. Increased needs must also be considered, life-saving treatment protected, and priority packages and core budgeted expenses (such as salaries) must be re-evaluated, established and reflected in provider payments. Payments to institutions that are not controlled by the government of Ukraine should be reviewed [12].

Adjusting contracts based on public health needs at the regional level can help take into account the regional context and short-term needs. Before the war, National Health Service of Ukraine (NHSU) used a unified approach to the procurement of
medical services throughout Ukraine. War has different effects across regions, so governments may need to consider different approaches to funding health services in different areas. Contract adjustments at the regional level could allow a more detailed approach in terms of payment methods: the global budget could be adjusted to the current capacity of the institution (for example, when a large part of the staff left or the institution was damaged). In areas with large numbers of internally displaced persons, the global budget could be combined with results-based financing methods to stimulate access for the temporarily displaced population (Table 2). Adjusting the number of planned services, as well as the use of results-based financing methods, can also create space for the effective use of displaced health workers.

Table 2.

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<tr>
<th>Macroregion of Ukraine</th>
<th>Estimated number of IDPs per macro-region, persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>western</td>
<td>2900000</td>
</tr>
<tr>
<td>central</td>
<td>1666000</td>
</tr>
<tr>
<td>east</td>
<td>1472000</td>
</tr>
<tr>
<td>the city of Kyiv</td>
<td>1234000</td>
</tr>
<tr>
<td>northern</td>
<td>519000</td>
</tr>
<tr>
<td>south</td>
<td>238000</td>
</tr>
</tbody>
</table>

Source: formed by authors on basic of [11; 13]

A more comprehensive contracting strategy that would reflect the changing health needs of the population should be introduced soon. This medium-term strategy could proactively respond to health provider contracting using population health needs rather than provider-initiated contracts. Before the war, the procurement of services was largely determined by the institution's desire to sign a contract for the provision of specific services, and the scope of the contract was mainly based on the historical number of services provided. This approach was appropriate at the initial stage of health financing reform, but now creates barriers to the full implementation of strategic procurement. Proactive contracting will mean an active role of NHSU in planning and purchasing health services based on local health needs and the best ways to address them.

Further development of the selective procurement approach is also needed and should be based not only on provider compliance, but also on a strategic vision of how services should develop in the area to ensure access to the services needed. This will mean that providers will need to develop and deliver these services accordingly. This will make it possible to better focus on local medical needs and coordinate the
financing strategy of the National Health Service of Ukraine with plans for the
development of the network of medical service providers (hospital district). The
introduction of multi-year contracts with providers will give providers greater
predictability for planning their own budgets and larger-scale changes in service
delivery to improve quality and efficiency [14].

**Conclusions.** The formation of new strategic directions and tasks in the area
of health care at the global and national level will make it possible to improve the
already working mechanisms of public management in this area. Cooperation with
the international and European community will increase the level of interrelationships and the quality of implementation of all state measures at various
levels in the area of health care.

The model of public management of the strategic potential of the health care
system is proposed, which, in our opinion, will improve the existing mechanisms of
public management of strategic potential in this area:
- the improvement of the existing legal framework with subsequent
  monitoring of the effectiveness of the introduced innovations;
- to standardize the provision of medical services to citizens and raise the level
  of the nation's health based on international standards;
- the implementation of an effective personnel policy. Granting professional
  associations the right to carry out activities to improve the qualifications and support
  the continuity of the education of doctors with the possibility of certifying them for
  a higher category, and monitoring the competence of specialists;
- the expansion of the set of disease prevention measures and introduction of
  new ones, which will prevent the occurrence of diseases, contribute to their timely
detection and treatment to reduce the level of morbidity among the population;
- the gradual introduction of the insurance market. In the process of reforming
  the health care sector of Ukraine, the possibility of introducing mandatory health
  insurance and using a mixed budgetary and insurance system of financing the
  industry is being considered;
- the autonomization of all medical institutions of the industry;
- the formation and implementation of a new model of financing the health
  care system at all levels of medical care provision;
- on the basis of the level of tertiary medical care, create special regional
  endoscopic expert centers that would be equipped with the necessary high-tech
  equipment and highly qualified personnel. This would make it possible to detect
  oncopathology in the initial stages, operate on it directly during the study, increasing
  the percentage of survival after surgical removal of the tumor;
- the improving the medical infrastructure in rural areas and equipping it with
  the necessary material and technical equipment;
- the improvement of the mechanism of public management of the strategic potential of the pharmaceutical industry as a component of the health care sector;
- the ensuring favorable conditions for the development of free competition in the market of medical products and medicines, simplifying their licensing procedure and increasing the attractiveness of the industry for investors;
- the introduction of international clinical protocols for the provision of medical care;
- the creation of new emergency medical aid departments and optimization of the work of the corresponding dispatch service.

The development of mechanisms for public management of the strategic potential of the health care system in the post-war period will contribute to the rapid development of the health care system of Ukraine, including increasing the quality of providing medical services to the population, improving the material and technical equipment of health care facilities, and improving the professional training of medical personnel. This, in turn, it will allow us to use the strategic potential with maximum efficiency.

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