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## Contents

INTRODUCTION	6
<b>HUTSALIUK O.M.</b> Doctor of Economic Sciences, Professor, Vice-Rector for Scientific and Pedagogical Activities PHEI «Rauf Ablyazov East European University» (Ukraine), <b>BONDAR Iu.A.</b> Ph.D. of Economic Sciences, Associate Professor, Associate Professor of the Department of Management and Entrepreneurship Volodymyr Vynnychenko Central Ukrainian State University (Ukraine), <b>BOIKO O.V.</b> Doctor of Economics, Professor, Professor of the Department Management and Administration PHEI «Rauf Ablyazov East European University» (Ukraine), <b>BAKUM I.V.</b> Ph.D. of Economic Sciences, Associate Professor, Associate Professor of the Department Management and Administration PHEI «Rauf Ablyazov East European University» (Ukraine)	
<i>APPROACHES TO THE STRATEGIC MANAGEMENT OF THE DEVELOPMENT OF MEDICAL TREATMENT FACILITIES</i>	7 – 18
<b>GURINA G.S.</b> Doctor of Economics, Associate Professor, Associate Professor of the Department of Management of Foreign Economic Activity of Enterprises of National Aviation University (Ukraine), <b>KYRYLENKO O.M.</b> Doctor of Economics, Professor, Head of the Department of Management of Foreign Economic Activity of Enterprises of National Aviation University (Ukraine), <b>NOVAK V.O.</b> PhD in Economics, Professor, Professor of the Department of Management of Foreign Economic Activity of Enterprises of National Aviation University (Ukraine), <b>RAZUMOVA K. M.</b> Doctor of Economics, Professor, Head of the Department of Aviation Operations and Services of National Aviation University (Ukraine), <b>LUKIANENKO M.O.</b> Student of Department of Management of Foreign Economic Activity of Enterprises of National Aviation University (Ukraine)	
<i>FORMATION OF A MODERN MANAGEMENT MODEL AS A GUARANTEE OF THE ADAPTATION OF UKRAINIAN BUSINESS TO THE CONDITIONS OF GLOBALIZATION</i>	19 – 26
<b>Rimantas DAPKUS.</b> Doctor of sciences, Associate Professor, Vytautas Magnus University, Kaunas (Lithuania), <b>Jeals JAISON.</b> Master student, Vytautas Magnus University, Kaunas (Lithuania)	
INCREASING THE MANIFESTATION OF THE SUSTAINABLE DEVELOPMENT PRINCIPLES IN LOGISTICS ORGANIZATIONS	27 – 36



**SUVOROVA I.M.** PhD (Economics), Associate Professor, Associate Professor of Logistics Department, National Aviation University (Ukraine), **BASANETS S.V.** Master student of Logistics Department, National Aviation University (Ukraine), **POZNIAK O.V.** PhD (Economics), Associate Professor, Associate Professor of Logistics Department, National Aviation University (Ukraine), **DAVYDENKO V.V.** PhD (Economics), Associate Professor, Associate Professor of Logistics Department National Aviation University (Ukraine)

MODERN METHODS FOR ASSESSING THE EFFICIENCY OF LOGISTICS PROCESSES  
IN A COMPANY

37 –45

**REZNIK V.V.** Postgraduate Student, National Aviation University (Ukraine)  
CONTEMPORARY TENDENCIES OF THE MODERN LOGISTICS DEVELOPMENT

46 –52

**DABIZHA V.V.** PhD in Public administration, Associate Professor, Associate Professor of the Department of International Relations and Political Consulting, Open International University of Human Development «UKRAINE» (Ukraine), **VOSKOLUPOV V.V.** PhD in Management, Senior lecturer of Department of Management named after prof. Y.S. Zavadskii, Faculty of Agrarian Management National University of Life and Environmental Sciences of Ukraine (Ukraine)

THE INFLUENCE OF THE EXTERNAL AND INTERNAL ENVIRONMENT ON THE FORMATION  
OF STRATEGIC MANAGEMENT OF THE ENTERPRISE

53 –61

**HRYHORAK M.Yu.** Doctor of Sciences (Economics), Associate Professor, Professor of Department of Management of Enterprises National Technical University of Ukraine 'Igor Sikorsky Kyiv Polytechnic Institute' (Ukraine), **DIMITROVA A.V.** Master of the Faculty of Management and Marketing of National Technical University of Ukraine 'Igor Sikorsky Kyiv Polytechnic Institute' (Ukraine)

RISK MANAGEMENT IN INTERNATIONAL SUPPLY CHAINS: GEOPOLITICAL AND  
GEOECONOMIC DIMENSIONS

62 –77

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## **APPROACHES TO THE STRATEGIC MANAGEMENT OF THE DEVELOPMENT OF MEDICAL TREATMENT FACILITIES**

*Hutsaliuk Oleksii, Bondar Iuliia, Boiko Olena, Bakum Iryna «Approaches to the strategic management of the development of medical treatment facilities». The article examines the main approaches to the strategic management of the development of medical treatment facilities and determines that the modern health care system needs comprehensive strategic measures that will contribute to increasing the effectiveness of the management of the strategic development of medical facilities. The market of medical*

*institutions is an important component in the structure of the market of medical services, evidence of this is the intensive development and expansion of not only medical, but also cosmetic services, improving their quality and level of service.*

*Therefore, there is an urgent need to determine the essence of managing the strategic development of medical institutions. The main achievements of foreign and domestic science in the medical field, the strategic planning of its development and the application of the principles of strategic management of medical institutions became the theoretical and methodological basis of the research. The formation and development of strategic management is an important part of corporate management not only of a manufacturing enterprise, but also of health care institutions as a whole. Without effective medical care, citizens are not interested in solving secondary problems, because the issue of preserving and maintaining health always comes first. With the spread of market development priorities, the management of medical institutions is gaining importance.*

*The study analyzes different approaches to strategic management, such as innovation management, resource management, implementation of digital technologies and patient orientation. Special attention is paid to practical aspects of strategy implementation, including assessment of the external and internal environment, development of strategic plans, optimization of operations and risk management. The research results are intended to suggest ways to increase the competitiveness of medical institutions and the quality of the services provided by them, which will contribute to their sustainable development in the conditions of modern challenges in the field of health care.*

**Keywords:** strategic management, medical institutions, management of strategic development of medical institutions, principles of management, management of the health care system

**Гуцалюк Олексій, Бондар Юлія, Бойко Олена, Бакум Ірина «Підходи до стратегічного управління розвитком медичних лікувальних закладів».** В статті розглянуто основні підходи до стратегічного управління розвитком медичних лікувальних закладів та визначено, що сучасна система охорони здоров'я потребує комплексних стратегічних заходів, які сприятимуть підвищенню ефективності управління стратегічним розвитком медичними закладами. Ринок медичних закладів є вагомим складовим в структурі ринку медичних послуг, свідченням цього є інтенсивний розвиток та розширення не лише лікувальних, а і косметичних послуг, підвищення їх якості та рівня обслуговування. Тому, виникає нагальна потреба у визначенні сутності управління стратегічним розвитком медичних закладів. Теоретико-методологічною основою дослідження стали основні досягнення зарубіжної та вітчизняної науки в медичній галузі, стратегічне планування її розвитку та застосування принципів стратегічного управління медичними закладами. Формування та розробка стратегічного управління є вагомим частком корпоративного менеджменту не лише виробничого підприємства, а і закладів охорони здоров'я в цілому. Без ефективного медичного забезпечення громадяни не зацікавлені у вирішенні другорядних проблем, адже на першому місці завжди стоїть питання збереження та підтримання здоров'я. З поширенням ринкових пріоритетів розвитку важливого значення набуває управління медичними закладами. У рамках дослідження аналізуються різні підходи до стратегічного управління, такі як інноваційний менеджмент, управління ресурсами, впровадження цифрових технологій та орієнтація на пацієнтів. Особлива увага приділяється практичним аспектам реалізації стратегій, включаючи оцінку зовнішнього та внутрішнього середовища, розробку стратегічних планів, оптимізацію діяльності та управління ризиками. Результати дослідження мають на меті запропонувати шляхи підвищення конкурентоспроможності медичних закладів та якості наданих ними послуг, що сприятиме їхньому стійкому розвитку в умовах сучасних викликів у сфері охорони здоров'я.

**Ключові слова:** стратегічне управління, медичні заклади, управління стратегічним розвитком медичних закладів, принципи управління, менеджмент системи охорони здоров'я.

**Introduction.** Relevance of research. Strategic management of the development of medical treatment facilities is one of the key components of the effective functioning of the health care system. In modern conditions, medical institutions face a number of challenges, such as the rapid development of medical technologies, increasing requirements for the quality of medical services, limited resources, as well as the growing needs of the population for affordable and high-quality medical care. In these conditions, it becomes important to apply effective approaches to management, which allow not only to ensure the stability of the work of medical institutions, but also to ensure their sustainable development.

Approaches to the strategic management of the development of medical treatment facilities include the analysis of the external and internal environment, the definition of key goals, the development and implementation of strategic plans, as well as the evaluation of results. Such a systematic approach allows for the creation of long-term strategies that take into account the specifics of a particular institution, trends in the medical services market, as well as the interests of patients and staff.

Studying different approaches to strategic management allows you to understand which models are the most effective in a changing environment and how to optimize the work of medical institutions to achieve high quality indicators and economic sustainability.

**Analysis of recent research and publications.** The topic of strategic management of the development of medical treatment facilities is actively researched both in Ukraine and abroad. Dissertation works and articles in specialized publications of Ukraine, where many Ukrainian researchers publish their works in specialized publications, such as "Economics of Health Care", which examines the strategic aspects of the

development of medical institutions in the context of reforms in Ukraine.

Thus, the authors Alkemaga V., Sumets O., Kyrychenko O. of the textbook "Health Care Management" highlight the issue of reforming the health care system in Ukraine and strategies for the development of medical institutions [1]. Peculiarities of strategic management in the national health care system were studied by such scientists as Borshch V. [2], Safonov Yu. [3], Stefanyshyn L. [4].

However, a significant part of scientific achievements concerns the medical field in general, and almost no attention is paid to medical institutions and, in particular, to the definition of the essence of managing their strategic development.

**The formulation of the goals of the article.** The purpose of the study is to analyze and systematize approaches to strategic management of the development of medical treatment facilities to determine effective management tools that contribute to improving the quality of medical services, optimizing the use of resources, and ensuring the sustainable development of medical facilities in conditions of constant changes in the field of health care.

**Presentation of the main research material.** The medicine and health care management system is a powerful force for the development and positive changes of health care institutions. Strategic management is a continuously proactive process that provides enterprises with the possibility of continuous development in accordance with dynamic changes in the external environment.

The origin of the term "strategy" dates back to ancient times and is literally translated from ancient Greek as "the art of warfare." In the modern sense, strategy is understood as "the art of managing the actions of a separate team to achieve goals in the fight against the enemy" (V. Lepskyi, 2016).



According to Z. Shershneva, S. Oborska, Yu. Ratushny, "strategy is a concrete plan of management actions aimed at achieving set goals. It determines how the organization will function and develop now and in the future, as well as what business, competitive and functional measures and actions will be taken to ensure that the organization achieves the desired state" [5].

Gavrylova N. "Strategic management of enterprise development aimed at creating competitive advantages of the enterprise, establishing an effective strategic position that will ensure its future viability in conditions of rapid changes" [6].

According to N. Makhinchuk and N. Obushina, the original idea that reflects the essence of the concept of strategic management is the idea of the need to take into account the relationship and interaction of the external and internal environment when determining the goals of the management entity. That is, it is based on a relationship characterized by the "environment - subject of management" system, where the subject is subject to various external influences of direct and indirect factors (NTP, socio-cultural and political changes, influence of interest groups, etc.). Scientists also claim that strategic management is a process of choosing and implementing goals, which allows you to explore the external environment, as well as the process of forming a strategy of internal and external opportunities for the development of the state in achieving the goal. At the same time, strategic management allows you to clarify the following aspects: where you are now; where do you want to be in the future; how to ensure movement towards the desired future [5].

Today, the formation and development of strategic management is an important component of corporate management not only of production, but also of health care institutions, and it is especially important in the conditions of reforming medicine, with the aim of further social, medical, financial

and economic competitiveness. in the market of medical services.

T. Sabetska and L. Stefanyshyn claim in their research that modern scientific achievements lack a comprehensive methodological approach to the formation of a strategy for the development of a medical facility in the status of a communal non-commercial enterprise. Therefore, according to the authors, further scientific research on improving the technology of strategic planning of health care institutions, taking into account the prospects for their further development and threats to it, is necessary and extremely important [7].

According to V. Lepsky, "Strategic management of medical institutions should ensure economic, social and scientific advantage in the competitive market of medical services. Manifestations of the globalization of medical services are not yet fully present in Ukraine, but integration into the world community is the driving force behind the need for innovative tools and methods of managing medical facilities" [5].

According to scientists T. Sabetska and L. Stefanyshyn, the concept of "strategic management of health care" should be considered as a complex systemic process, based on the construction of long-term plans for the coordinated work of all its structural divisions, which is oriented towards development, increasing efficiency and achieving the social goals of the medical institution [7].

Strategic management of medical institutions is one of the most important elements of ensuring their effective functioning and long-term development. In today's health care environment, which is characterized by rapid changes in technology, legislation and funding, the provision of quality medical services depends on the institution's ability to flexibly adapt to changes and plan for the future. Strategic management covers the processes of planning, monitoring, analysis and evaluation of the institution's activities to achieve the established goals, which allows for effective

use of resources, improving the quality of medical services and ensuring sustainable development of the organization.

There are several key approaches to the strategic management of medical facilities, each of which has its own characteristics and advantages depending on the context in which the medical facility operates.

1. Traditional approach to strategic planning. This approach is based on the classic stages of strategic management: analysis of the external and internal environment, formulation of strategies, their implementation and control. The traditional approach involves using tools such as SWOT analysis to assess an organization's strengths and weaknesses, as well as identify opportunities and threats.

Assessment and analysis of the environment is an important component of the strategic management model, because a competent assessment of the business environment, the availability of doctors and medical personnel capable of professional growth, as well as the availability of infrastructure, favorable banking, tax, and economic legislation contribute to the successful implementation of the development strategy of a medical institution.

Evaluation of the main performance indicators of the activity of a medical institution can be carried out on the basis of a SWOT analysis (Table 1.)

Table 1 – SWOT analysis of a medical institution

<b>Strengths</b>	<b>Weak sides</b>
Availability of highly qualified medical personnel; Excellent facilities; Comfortable working conditions for staff and patient care; Opportunities for financial motivation of staff.	Continuous training of staff; Lack of new medical and diagnostic equipment; Low level of funding for budget health programs; High costs for training of medical staff.
<b>External opportunities</b>	<b>External threats</b>
Introduction of the latest medical services; Implementation of public-private partnership programs.	Insufficient budget funding for budget and local health and safety programs; Rapid growth of competition from private medical institutions; Irresponsible attitude of citizens to their own health.

*Source: formed by the authors on the basis [7-9].*

Strategic planning helps to determine the priority directions of the institution's development, in particular, improving the quality of medical services, expanding the range of services provided, and attracting new resources.

2. The competitive approach (Michael Porter) is aimed at ensuring the competitive advantages of medical institutions in difficult market conditions. In his five forces model, Michael Porter identifies the factors that affect the competitiveness of an organization: the level of competition in the industry, the threat of new players, the ability of suppliers and buyers to influence market conditions, and

the threat of service substitutes. In the conditions of growing competition among medical institutions, this approach allows for the development of strategies that contribute to attracting more patients and improving the position of the institution in the market of medical services.

3. Innovative approach and digitalization, since innovations play an important role in the development of modern medical institutions, the introduction of new technologies, such as electronic medical records, telemedicine and artificial intelligence, allow to increase the efficiency of work, improve the quality of diagnosis and

treatment, and also provide better access to medical services. An innovative approach to management also includes the adaptation of institutions to new models of patient care focused on results, such as Value-Based Healthcare, where the main criterion for success is the quality of care provided, rather than the quantity of services.

4. The balanced system of indicators by Robert Kaplan and David Norton allows for a comprehensive assessment of the activity of a medical institution in several key areas: finances, internal processes, training and development, as well as work with patients. A balanced scorecard allows not only to measure current performance, but also to forecast future development, particularly in the changing health care market.

5. Adaptive strategic management, this approach is based on flexibility and quick response to changes in the external environment. For healthcare institutions, this is extremely important, as their functioning depends on rapid adaptation to new regulatory requirements, changes in funding and technological innovations. Adaptive management involves constant monitoring of the market, review of strategic goals and quick response to new challenges.

The principles of strategic management in the practice of managing healthcare institutions are based on general management approaches adapted to the specifics of medical institutions. They are aimed at ensuring efficiency, quality of medical services, rational use of resources and sustainable development of institutions. The main principles of strategic management in this field are described in Fig. 1.

Thus, the principles of strategic management in the management of healthcare institutions provide a systematic and comprehensive approach to planning and implementation of long-term goals. They help increase the efficiency of institutions, improve the quality of medical services and ensure sustainable development in the

conditions of constant changes and challenges in the field of health care.

Safonov Yu. and Borshch V. also believe that the modern management of medical institutions should focus not only on program principles and tools of strategic management, but also pay attention to the education of strategic thinking of managers and employees [3].

Today, the management of strategic development is an integral part of health care in general and the management of strategic development of medical institutions in particular. But even the most competent strategy does not give a 100% guarantee of accurate and detailed forecasting of the planned result. Therefore, the management of the strategic development of medical institutions should be considered as a model of achieving goals at the expense of external factors and internal potential.

In medical practice, management of strategic development is both the process of providing medical services and its result. After all, the basis of strategic management of the development of medical institutions is the selection of short-term, medium-term and long-term perspective goals and tasks of development based on humane, spiritual and moral and ethical values using the best ways and the concentration of the patient, doctor and medical institution. Management of the strategic development of a medical institution should be based on goals and measures to achieve them and be limited to financial, economic, personnel and time resources.

The practical aspects of the implementation of strategic management in the field of health care cover a number of key areas and processes aimed at ensuring the effective operation of medical institutions, improving the quality of medical services and sustainable development of organizations in conditions of dynamic changes, such as [9,10,11]:

### **The principle of purposefulness**

A key aspect of strategic management is defining clear goals and objectives to be achieved in the short- and long-term. In health care facilities, such goals may include improving the quality of health care services, reducing costs, improving accessibility, and expanding the range of services for patients. This principle requires the managers of medical institutions to set realistic, measurable and achievable goals, according to the needs of the patients and the capabilities of the institution.

### **The principle of the system approach**

Strategic management in health care involves a comprehensive look at all aspects of the institution's activities, including medical, administrative, financial, personnel and informational components. The system approach assumes that all elements of the organization are interconnected, and changes in one area can affect others. For example, the introduction of new medical technologies may require revision of management processes or additional training of staff.

### **The principle of adaptability**

Health care facilities operate in an ever-changing environment that includes new legislative requirements, changes in funding, new medical technologies and patient needs. The principle of adaptability involves the ability to quickly respond to external changes and adapt management strategies, while maintaining high quality of service and efficiency. It also includes flexibility in management decisions and the ability to innovate quickly.

### **The principle of patient orientation**

In the conditions of growing competition among medical institutions and high expectations for the quality of services, strategic management should be oriented to the needs of patients. This involves creating conditions for improving the quality of service, increasing the level of patient satisfaction and ensuring the availability of medical services. Patient-centeredness also involves the implementation of personalized approaches to treatment that take into account the individual needs and characteristics of each patient.

### **The principle of effective use of resources**

One of the key tasks of strategic management is optimizing the use of resources such as finance, human resources, medical equipment and infrastructure. The principle of efficient use of resources requires a balanced approach to management, which allows achieving maximum efficiency at minimum costs. It also includes rational budget planning, cost reduction without sacrificing the quality of healthcare services, and the introduction of new technologies that increase productivity.

### **The principle of innovation**

Modern medicine is actively developing, and health care institutions must constantly introduce innovations into their activities. This includes the application of new medical technologies, management software, diagnostic and treatment methods, as well as the development of electronic medical records and telemedicine. Innovation also refers to management processes that allow more efficient organization of the institution's work, increase productivity and quality of service.

### **The principle of team approach and leadership**

Strategic management of medical facilities requires effective leadership and coordinated team work. Leaders must clearly understand the organization's strategic goals and motivate staff to achieve them. This includes building a strong corporate culture, involving all employees in the decision-making process, and encouraging the development and improvement of staff skills. A team approach contributes to better communication, coordinated work and effective performance of tasks.

### **The principle of continuous monitoring and evaluation**

An important aspect of strategic management is the constant monitoring of the results of the medical institution's activities and the evaluation of the effectiveness of the implemented strategies. This involves regular analysis of key performance indicators such as patient satisfaction, quality of service, financial performance and resource utilization. Based on the received data, the strategy is adjusted to achieve higher results.

Figure 1 – Basic principles of strategic management in the practice of managing healthcare institutions

Source: formed by the authors on the basis [2-3; 9]

1. Analysis of the external and internal environment, that is, the practical implementation of strategic management begins with an in-depth analysis of both the external and internal environment of a medical institution. For this, tools such as SWOT analysis, PEST analysis (political, economic, social and technological factors) and healthcare market analysis are used. This stage allows you to assess the situation in the health care market, understand the needs of patients and the competitive environment, which contributes to the formation of effective strategic decisions.

2. Based on the analysis, the strategic goals of the health care institution are determined. These can be specific goals, such as improving the quality of medical services, increasing the number of patients, expanding the range of services provided, introducing innovative technologies, or increasing the efficiency of resource use. It is important that these goals are clearly stated, measurable and achievable, and aligned with the organization's mission and vision.

3. After defining the goals, a strategic plan is developed, which includes specific measures to achieve them. A strategic plan usually covers the following aspects:

- Financial planning: allocation of resources, investments in equipment and infrastructure, search for funding sources.

- Personnel management: training and advanced training of medical personnel, development of leadership qualities, employee motivation.

- Implementation of new technologies: investments in digitization, telemedicine, artificial intelligence for diagnostics, electronic medical records.

- Marketing strategies: attracting new patients by improving the reputation of the institution, cooperation with other organizations and informing the public about the services provided.

4. One of the most important aspects of modern strategic management is the introduction of innovative technologies. This

includes the development of telemedicine, the implementation of electronic medical records, patient management systems and analytical platforms for data collection and processing. Such innovations make it possible to optimize the work of the institution, improve the quality of medical services, reduce the time spent on patient care, and improve management processes.

5. Strategic personnel management includes not only recruitment and retention of qualified employees, but also continuous training, professional development and teamwork development. In the field of health care, it is very important that the medical staff is highly motivated and supports a corporate culture focused on quality service provision and development. The implementation of continuous training and development programs allows to improve the qualifications of the staff, introduce new methods of treatment and improve the overall efficiency of the institution.

6. An effective marketing strategy is an integral part of strategic management. It involves increasing the public's awareness of the services provided, the reputation of the medical institution, as well as the attraction of new patients. It is important to develop communication with patients through social networks, websites and other information platforms, where you can inform about the benefits of the facility, special programs and innovative approaches to treatment.

7. One of the most important practical aspects of strategic management is constant control over the implementation of the strategic plan. For this, performance indicators (KPI) are used, which allow to assess how successfully strategic initiatives are being implemented. The main indicators can be:

- Level of patient satisfaction.
- Quality of medical services.
- Financial results.
- Staff productivity.
- Use of innovation and digital technologies.

Constant monitoring of results and their comparison with planned indicators allows management to make timely adjustments to strategic initiatives, which contributes to achieving better results.

8. The practical aspect of strategic management includes readiness to respond quickly to changes in the external environment, such as new legislative requirements, economic crises or outbreaks of epidemics. Healthcare institutions must have flexible strategies that allow them to quickly adapt to new conditions, minimizing risks for the organization and patients. For example, during the COVID-19 pandemic, many institutions were able to quickly implement new security protocols, switch to remote delivery of services and ensure

uninterrupted operations in extreme conditions.

So, the practical aspects of implementing strategic management in health care include a set of measures aimed at ensuring the effective functioning of medical institutions. They cover the analysis of the external and internal environment, definition of strategic goals, implementation of innovations, personnel management, marketing and continuous monitoring of results. Successful implementation of strategic management allows medical institutions not only to improve the quality of services, but also to ensure sustainable development in conditions of constant change.

Management of the strategic development of medical institutions can be presented as a model (Fig. 2).

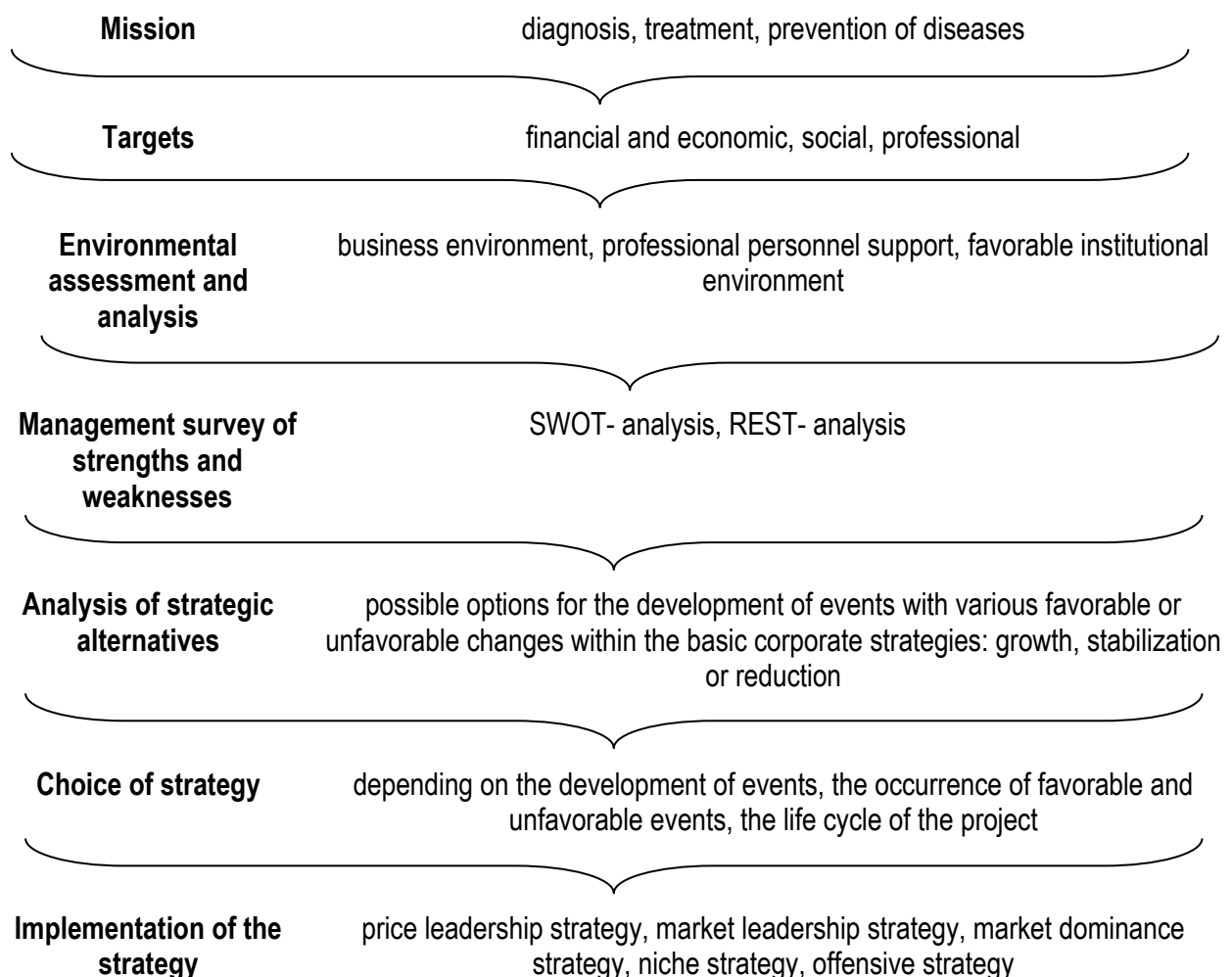


Figure 2 – Model of strategic management of medical institutions

Source: suggested by the author [12-13].

Considering the model of strategic development of treatment medical institutions, we will consider in more detail the goals of the activity of treatment medical institutions. The financial goal of a treatment medical institution, like any enterprise, is to make a profit, the social goal is to ensure the health of the population, or to maintain it at an acceptable level, and the professional goal is to satisfy the work of the medical staff as a specialist and career growth.

The implementation of the strategy should be important, because when choosing it, it is important to correctly assess the future client (patient) and his needs: the clinic is designed for an elite or ordinary client, will provide a wide range of medical services or a niche in the treatment market.

Today, in the conditions of the transformation of the domestic medical system, the autonomy of health care institutions is taking place, that is, the transition to a new status, namely the status of communal non-commercial enterprises, as well as a change in the model of health care institutions. their financial support. Along with the social mission of improving the health of citizens, medical institutions must also take care of the economic expediency and efficiency of their activities, which requires the application of new principles and approaches to management, in particular strategic planning [6].

The development of the medical care management system is associated with the introduction of advanced management technologies that can provide the necessary information to analyze the activities of medical institutions according to the following aspects: "quality of medical care", "qualified doctors", "patients" and "financing". The choice of a strategic management decision should meet medical, economic and social criteria.

It should be noted that the strategic development of medical institutions is a long-term planning process that covers all aspects of the activities of medical institutions with the aim of ensuring sustainable growth,

improving the quality of medical services and efficient use of resources. This development is aimed at adapting to external changes, implementing innovations, meeting patient needs and improving overall competitiveness in the healthcare market. Successful implementation of strategic development allows medical institutions to remain competitive, effectively respond to challenges and provide high quality medical care.

**Conclusions.** Thus, approaches to the strategic management of the development of medical facilities can cover several key aspects that reveal the importance and effectiveness of this management to ensure the sustainable development of the health care system:

1. The implementation of strategic management enables medical institutions to adapt to rapid changes in market conditions, in particular to new challenges in the field of health care, such as epidemics, demographic changes and technological progress. The development and implementation of clear strategic plans allows institutions not only to maintain stability, but also to achieve high indicators in the provision of medical services.

2. One of the key results of strategic management is the improvement of the quality of the provision of medical services. Thanks to the use of modern approaches, such as the model of balanced indicators (Balanced Scorecard) or the approach to management based on values (Value-Based Healthcare), medical institutions can better meet the needs of patients, increasing the quality of services and the level of patient satisfaction.

3. Strategic management allows more efficient allocation and use of financial, human and material resources of medical institutions. The use of strategic analysis tools, such as SWOT analysis, allows you to identify the strengths and weaknesses of institutions, as well as identify opportunities for optimizing resources and improving work efficiency.

4. Medical institutions are constantly faced with the need to respond to changes in legislation, financial mechanisms, demographic and epidemiological trends. Strategic management provides an opportunity to more flexibly adapt to these changes and develop appropriate action plans that allow to reduce risks and ensure stable development of the institution.

5. In today's world, innovations, in particular in the field of digital technologies, play a key role in the strategic management of medical institutions. The use of electronic medical records, telemedicine and other digital solutions contributes to increasing the efficiency of management and the quality of patient care. This makes it possible to reduce costs, improve access to medical services and increase the accuracy of diagnosis and treatment.

6. Strategic management cannot be successful without proper leadership and a favorable corporate culture in medical institutions. Leaders must not only determine the direction of development, but also

motivate the team, involve employees in the decision-making process, and stimulate the development of professional skills and competencies.

7. In the context of modern challenges, such as global environmental problems and social inequality, the strategic management of medical institutions should take into account the principles of sustainable development and social responsibility. This involves the implementation of environmentally friendly practices, the development of programs for the prevention of diseases and the support of the health of the population, especially vulnerable groups.

Thus, strategic management is an important tool that ensures the effective operation of medical treatment facilities in the conditions of modern challenges. Appropriately selected approaches and tools make it possible to achieve a balance between the efficiency of the use of resources and high quality of medical services, as well as ensure the sustainable development of institutions in the long term.

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