ТЕОРЕТИЧНІ ПІДХОДИ ДО УПРАВЛІННЯ СТРАТЕГІЧНИМ РОЗВИТКОМ МЕДИЧНИХ ЛІКУВАЛЬНИХ ЗАКЛАДІВ

Актуальність. Реформування сучасної системи охорони здоров'я потребує комплексних стратегічних заходів, які сприятимуть підвищенню ефективності управління стратегічним розвитком медичними закладами. Ринок медичних закладів є важливою складовою в структурі ринку медичних послуг, свідченням цього є інтенсивний розвиток та розширення не лише лікувальних, а й косметичних послуг, підвищення їх якості та рівня обслуговування. Тому, виникає нагальна потреба у визначенні сутності управління стратегічним розвитком медичних закладів.

Мета та завдання. Визначення фундаментальних теоретичних підходів розуміння сутності управління стратегічним розвитком лікувальних медичних закладів.

Матеріали та методи: Матеріалом для дослідження послужили результати фундаментальних наукових робіт у медичній галузі, а також матеріали для їх планування в медичних установах. 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. У роботі використовувалися методи структурно-логічного аналізу дослідження, який дозволяє виділяти, логічно структурувати та встановлювати зв'язки між впровадженням єдиної медичної інформаційної системи та результатом роботи. Для вивчення конкурентних переваг медикаментозного лікування використовували статистичні методи, що включали ретроспективний і проспективний аналіз. Для наукового обґрунтування стратегічних напрямів вирішення питань управління використано проблемно-орієнтований метод.

Результати. Рівень та якість надання медичних послуг характеризують стадії розвитку країни, адже інші сфери не можуть розвиватись повною мірою, якщо система охорони здоров'я знаходиться на низькому рівні. У контексті реформування системи охорони здоров'я у країні важлива роль відводиться стратегічному розвитку медичних закладів, який стосовно управління та управління розвитком закладів має бути стратегічним.

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рівні. Формування та розробка стратегічного управління є важкою частиною корпоративного менеджменту не лише виробничого підприємства, а і вкладів охорони здоров’я, і особливо важливої участі вона набуває в умовах реформування медицини, з метою подальшого отримання соціальних, лікувальних, фінансово-економічних конкурентних переваг на ринку медичних послуг. Без ефективного медичного забезпечення громадяни не зацікавлені у вирішенні однорогих проблем, але на першому місці завжди стоїть питання збереження та підтримання здоров’я. З поширенням ринкових пріоритетів розвитку важливого значення набуває управління медичними закладами

Висновки. Управління стратегічним розвитком лікувальних медичних закладів спрямоване на запровадження нових медичних технологій, підвищення рівня професійної підготовки медичного персоналу медичних закладів та підвищення якості медичної допомоги з використанням новітніх технологій.

Ключові слова: розвиток медичних послуг, медичних закладів, управління стратегічним розвитком медичних закладів.

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THEORETICAL APPROACHES TO THE MANAGEMENT OF THE STRATEGIC DEVELOPMENT OF MEDICAL TREATMENT INSTITUTIONS

Topicality. Reforming the modern health care system requires comprehensive strategic measures that will contribute to increasing the effectiveness of the management of the strategic development of medical institutions. 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.

Aim and tasks. To determine the fundamental theoretical approaches to understanding the essence of managing the strategic development of medical institutions.

Materials and methods. The material for the research was the results of fundamental scientific works in the medical field, as well as materials for their planning in medical institutions. The main achievements of foreign and domestic
science in the medical field, 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 work uses the methods of structural and logical analysis of the research, which will allow to highlight, logically structure and establish connections between the implementation of a unified medical information system and the result of the work. Statistical methods, including retrospective and prospective analysis, were used to study the competitive advantages of drug treatment. A problem-oriented method was used for the scientific substantiation of strategic directions for solving management issues.

Research results. The level and quality of the provision of medical services characterizes the sustainable development of the country, because other areas cannot develop fully if the health care system is at a low level. The formation and development of strategic management is a significant part of corporate management not only of a manufacturing enterprise, but also of health care institutions, and it acquires an especially important role in the conditions of reforming medicine, with the aim of further obtaining social, therapeutic, financial and economic competitive advantages in the medical market services

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 facilities is gaining importance

Conclusion. Management of the strategic development of medical institutions is aimed at introducing new medical technologies, increasing the level of professional training of medical personnel of medical institutions, and improving the quality of medical care using the latest technologies.

Keywords: development of medical services, medical institutions, management of strategic development of medical institutions.

Problem statement and its connection with important scientific and practical tasks. Reforming the modern health care system requires comprehensive strategic measures that will help improve the management of modern health care facilities, including medical facilities. Reforms of the national health care system primarily depend on funding, which directly affects the level of competitiveness of medical institutions, improving the efficiency and effectiveness of their activities. Thus, the reform of the medical industry in general, and medical institutions in particular, requires a comprehensive overhaul of medical management and especially their strategic development.

Despite its mission and goal of improving health, healthcare facilities operate in both the public and private sectors, adhering to the principles of economic and social efficiency. Therefore, the problem of management, improving the efficiency and appropriateness of medical institutions is important and especially in the context of strategic development management.

Analysis of recent publications on the problem. The works of modern domestic and foreign scientists are devoted to the management of strategic development of medical institutions. The works of (Borshch, V., 2019) about management system of a health care institution, (Voronenko, Y., 2012) about strategic management in health care, (Lepsky, V., 2016) about strategic management of modern medical institutions, (Safonov, Y., et.al., 2019) about strategic management of health care institutions; general principles and features of application in the field of health care in Ukraine, (Stefanishin, L., 2019) about Theoretical and methodological bases of strategic management of a health care institution, and others deserve special attention. However, a significant part of scientific achievements relates to the medical field in general, and there is almost no attention to medical institutions and especially to the definition of the essence of managing their strategic development.

Allocation of previously unsolved parts of the general problem. The level and quality of the provision of medical services characterizes the sustainable development of the country, because other areas cannot develop fully if the health care system is at a low level. 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 facilities in general and treatment medical facilities in particular becomes important.

The market of medical services is an important component in the structure of the market of medical institutions, evidence of this is the intensive development of medical services, expansion of not only medical, but also cosmetic services, improvement of their quality and level of service. Therefore, there is an urgent need to determine the essence of managing the strategic development of medical institutions.

Formulation of research objectives (problem statement). To determine the fundamental theoretical approaches to understanding the essence of managing the strategic development of medical institutions.

The main task of this study is to determine the
fundamental theoretical approaches to understanding the essence of strategic development management and the implementation of measures and principles of strategic management of medical institutions. The object of the research is the activity of treatment medical institutions.

**Materials and Methods.** The material for the study was the results of basic research work in the medical field, as well as materials for their planning in medical institutions.

The theoretical and methodological basis of the study were the main achievements of foreign and domestic science in the medical field, strategic planning of its development and application of the principles of strategic management of medical institutions.

The methods of structural and logical analysis of the research are used in the work, this method will allow to allocate, logically structure and establish connections between the implementation of a single medical information system and the result of work. Statistical methods included retrospective and prospective analysis were used to study the competitive advantages of medical treatment. The problem-oriented method was used to scientifically substantiate the strategic directions of solving management issues.

**An outline of the main results and their justification.** The health management system is a powerful impetus for the development and positive change of health care facilities. Strategic management is a constant active process and provides an opportunity for continuous development in accordance with dynamic changes in the environment.

The origin of the term «strategy» dates back to ancient times and literally translates from ancient Greek as «the art of warfare». In the modern sense, strategy means «the art of directing the actions of a particular team to achieve goals in confrontation with the enemy» (Lepsky, V., 2016).

According to Z. Shershneva, S. Oborskaya, Y. Ratushny, «strategy is a specific management action plan aimed at achieving the 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» (Shershneva, Z., et.al., 2001).

According to Gavrilova N. «Strategic management of enterprise development, aimed at creating competitive advantages of the enterprise, the establishment of an effective strategic position that will ensure its future viability in the face of rapid change» (Gavrilova, N., 2019).

According to N. Makhinchuk and N. Obushina, the initial 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 external and internal environment in determining the goals of the management entity. That is, it is based on the relationship characterized by the system «environment - the subject of management», where the subject is subject to various external influences of direct and indirect factors (STP, socio-cultural and political changes, the influence of group interests, etc.). Scholars also claim that strategic management is a process of choosing and implementing goals that allows you to study the external environment, as well as the process of forming a strategy for internal and external opportunities for state development in achieving the goal. At the same time, strategic management allows you to clarify the following aspects: where you are now; where you want to be in the future; how to ensure the movement to the desired future (Lepsky, V., 2016).

Today, the formation and development of strategic management is an important part of corporate management not only production, but also health care facilities, and it is especially important in the reform of medicine, in order to further social, medical, financial and economic competitive advantages in the market medical services.

In their research, T. Sabetska and L. Stefanyshyn claim that modern scientific achievements lack a comprehensive methodological approach to the formation of a strategy for the development of a medical institution in the status of a municipal non-profit enterprise. That is why, the authors believe, it is necessary and extremely important to further scientific research to improve the technology of strategic planning of health care facilities, taking into account the prospects for their future development and threats to it (Sabetska, T., et.al., 2020).

According to V. Lepsky, «Strategic management of medical institutions should provide economic, social and scientific advantage in the competitive market of medical services. Manifestations of globalization of medical services are not yet fully present in Ukraine, but integration into the world community is a driving force in the need for innovative tools and methods of management of medical institutions» (Lepsky, V., 2016).

According to scientists T. Sabetska and L. Stefanyshyn, the concept of «strategic management of health care» should be considered as a complex
systemic process, which is based on building long-term plans for coordinated work of all its structural units, which are focused on development, improvement efficiency and achievement of social goals of the medical institution (Sabeltska, T., et.al., 2020).

According to Safonov Y. and Borshch V. implementation of the principles of strategic management in the practice of management of health care facilities provides (Safonov, Y., et.al., 2019):
1. Implementation of organizational changes: reduction of rigidity and hierarchy of management structures, development of program-target management, flexibility of organizational structure (attention to autonomy of activity, delegation of powers, teamwork and project management).
2. Focus on the coordination function of management, which is related to forecasting problems, the process of making managerial decisions, coordination of work to ensure interaction between different departments - inside and medical institution and affiliates - outside, stimulating activities.
3. Implementation of risk management and risk management mechanisms.
4. Management of innovations and stimulation of innovative activity of health care institutions with the provision of individual initiative and development of leadership qualities.
5. Stimulation of the constant process of staff development of the medical institution and the transition to the model of self-education organization.
6. Focusing on improving the quality of all activities of the institution, as well as its effectiveness while ensuring the formation and development of a culture of effectiveness of the medical institution.
7. The tendency to increase the role and importance of the organizational culture of the health care institution with the involvement of staff in the formation of development strategy, management of the institution, the formation of a new quality of medical services, etc.
8. Directing the operational activities of the health care institution to create a medical service of higher quality or with new properties, provided that its cost is reduced.
9. Introduction of the principles of intellectual and innovative leadership, based on the development of emotional and practical intelligence in employees, competency approach, critical thinking, creative management.
10. Formation of management capital that ensures the effectiveness of the management system of health care facilities.

Also, Safonov Y. and Borshch V. believe that the modern management of a medical institution should focus not only on the application of principles and tools of strategic management, but should focus on cultivating strategic thinking in their managers. Strategic thinking is «a special type of systems thinking that combines rational and creative components, objective and subjective aspects,…. integrates various concepts and methods in a complex process of strategic activity» (Safonov, Y., et.al., 2019).

In his research, Voronenko Yu. Identifies four approaches to strategy development (Voronenko Y. 2012):
1. The main strategic approach. The head of the medical organization acts as the chief strategist, exerting a strong influence on the assessment of the situation, the analysis of alternative strategies and on various details of strategy development.
2. The «delegation of authority» approach. The head of the medical organization delegates authority for strategy development to other departments or managers.
3. Joint (collaborationist) approach is an intermediate option between the previous two approaches. The head of the medical organization involves his subordinates in developing the strategy. Their proposed strategy should be supported by the main actors.
4. Initiative approach. The manager is not personally interested in developing the details of the strategy, nor in leading a group of «idea generators» to develop an agreed strategy.

Also, according to Yu. Voronek, practical aspects of the implementation of strategic management in the field of health care should be changes in the principles of financial and economic activities of the industry. In the current system, these issues are key, but they are fundamental elements of the link between healthcare providers and their consumers. Tasks aimed at strengthening and restoring human health are becoming more important than ever. This is due to the fact that health has become one of the most important macroeconomic and political factors in all spheres of society (Voronenko, Y., 2012).

Also, well-known authors N. Makhinchuk and N. Obushina in their research note that the strategic planning of a modern medical institution should be closely linked, first, with the development strategy of the industry, which determines the development and use of resources to improve public health in the country as a whole, and, secondly, with the strategy of health care development in the region and at the municipal level, taking into account the
specific needs of its population in health care and the development of infrastructure and resources (Voronenko, Yu., et.al., 2015).

According to Stefanyshyn L. «The strategy of a narrow-profile medical institution is aimed at establishing and strengthening a long-term competitive position in the market». To achieve this goal, there is a need for a systematic approach to strategic decision-making of the medical institution. This is due to the need to harmonize the interests not only of external participants in the industry market (suppliers of equipment, reagents, intermediaries, state and municipal authorities, control and audit structures in the industry, patients, etc.), but also internal (heads of various functional areas, main and service personnel, administration) (Stefanyshyn, L., 2019).

According to the theory of operational management, the quality of medical services must be constantly improved by various characteristics (Voronenko, Yu., et.al., 2015). Here it is advisable to take into account that the quality of medical services needs to be improved in terms of characteristics that are useful or valuable to the patient. For example, the reliability of the results of laboratory tests is a useful characteristic of medical services, and the length of waiting for a doctor's consultation is valuable. Also problematic is the low level of awareness of patients about their rights to choose alternative treatment options, the range of laboratory tests, the feasibility of individual examinations in a particular case, giving them a choice of therapy available in terms of services (Stefanyshyn, L., 2019).

The concept of «medical service» should be characterized as measures or a set of measures aimed at disease prevention, diagnosis and frequent or comprehensive treatment, have their own final meaning and a certain value. One of the types of medical services is medical services provided by specialized medical institutions. Thus, the concept of "medical care" is considered as a professional action of the doctor, which is carried out in relation to the patient and includes diagnostic, preventive, curative and restorative measures. Thus, the medical service is understood as an event or set of measures aimed at the prevention of diseases of the teeth and mouth, their diagnosis and treatment, which have, based on the general definition of medical service, independent final value and a certain value. Medical services are characterized by four main features that distinguish any service from the product, namely: insensitivity, inseparability from the source of service, variability of quality, insecurity (Lepsky, V., 2016).

In our opinion, the competitive advantages of medical institutions should include the availability of high-quality modern equipment, high professionalism of medical staff, friendliness of staff, convenient location of the clinic.

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

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

In our opinion, the management of strategic development of medical institutions should be based on appropriate dimensions, namely:

1. Clinical effectiveness, which is the measurement of activities in which a medical institution in accordance with advanced and modern scientific approaches and knowledge provides qualified medical care or achieves the desired results (eg, cosmetic effect);

2. Technical efficiency, which consists in the optimal use of available resources to obtain the desired results (modern diagnostic and examination tools, modern medical equipment);

3. Orientation of the staff, which consists in ensuring the proper qualification of staff, interest and desire of staff in training, work on new equipment, continuous staff training, bonuses and financial incentives for staff of medical institutions;

4. Responsible management, which consists in the degree of response of the medical institution to the needs of the client (patient), ensuring continuity and coordination of care, innovative approach to solving patient problems, providing assistance to all patients regardless of financial, racial, cultural or social capabilities and preferences.
5. Occupational safety, which consists in measuring the activities in which the medical institution operates and provides safe services for the patient (sanitary conditions, anti-epidemic conditions, safe equipment), provides safe workplaces for medical personnel (labor protection, safety, sanitation and hygiene) conditions;

6. Patient focus, which is to put patients at the center of the process of providing medical services, special attention to the needs of the patient, support, confidentiality, providing the opportunity to choose a doctor.

Since the strategic planning of the medical institution is a complex and responsible process, its technology involves the implementation of the following stages:
1. Creating a team of specialists - strategic managers;
2. Analysis of the current state of the medical institution;
3. Assessment of the legal field, internal and external factors that directly or indirectly affect the development of the medical institution;
4. Formation of the mission and key goals of the medical institution;
5. Consideration of prospects and main challenges for the development of medical institutions;
6. Development of alternative options for the development of adverse events;
7. Clear planning of short, medium and long-term development prospects taking into account the changing environment;
8. Step-by-step implementation of the strategic plan for the development of the medical institution.

The development of measures to manage the strategic development of medical institutions should be carried out using situational analysis, which should be conducted in various areas:
1. The level of medical services, package of services, quality of medical services, the role of private medical institutions;
2. Pharmaceuticals and needs: purchase, supply;
3. Equipment and resources: infrastructure, logistics, planning, management, maintenance of buildings;
4. Staff: needs, training, retraining, registration and licensing, technical support;
5. Financial resources: attraction and distribution of resources, budget maintenance, budget subventions, financial management, internal and external control and audit;
6. Management: legislative base of Ukraine, internal regulations and orders, implementation and administration, medical protocols, planning procedures, procurement;
7. Coordination and leadership: development of institutional structures, domestic and international cooperation.
8. Infocommunications: monitoring, exchange of knowledge and experience, joint research;

Management of strategic development of medical institutions can be represented as a model (Fig. 1).

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

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

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

Events and changes that occur in the process of implementing the strategy of the medical institution are not always favorable, and may entail additional resource costs.

The implementation of the strategy needs to 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 client or ordinary, will provide a wide range of treatment services or a niche in the treatment market.

Today, in the conditions of transformation of the domestic medical system, the autonomy of health care institutions is taking place, ie the transition to a new status, namely the status of municipal non-profit enterprises, as well as a change in the model of their financial support. Along with the social mission of improving the health of citizens, medical institutions must also take care of the economic feasibility and efficiency of their activities, which requires the application of new principles and approaches to management, including strategic planning (Sabetska, T., et.al., 2020).
Mission diagnosis, treatment, prevention of diseases

Targets financial and economic, social, professional

Environmental assessment and analysis business environment, professional personnel support, favorable institutional environment

Management survey of strengths and weaknesses SWOT- analysis

Analysis of strategic alternatives possible options for the development of events with various favorable or unfavorable changes within the basic corporate strategies: growth, stabilization or reduction

Choice of strategy depending on the development of events, the occurrence of favorable and unfavorable events, the life cycle of the project

Implementation of the strategy price leadership strategy, market leadership strategy, market dominance strategy, niche strategy, offensive strategy

Fig. 1. Model of strategic management of medical institutions
Source: suggested by the author

### Table 1

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<th>SWOT-analysis of the medical institution</th>
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<tr>
<td><strong>Strengths</strong></td>
<td><strong>Weak sides</strong></td>
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<tr>
<td>Availability of highly qualified medical personnel; Excellent facilities; Comfortable working conditions for staff and patient care; Opportunities for financial motivation of staff.</td>
<td>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.</td>
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<tr>
<td><strong>External opportunities</strong></td>
<td><strong>External threats</strong></td>
</tr>
<tr>
<td>Introduction of the latest medical services; Implementation of public-private partnership programs.</td>
<td>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.</td>
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Source: (Voronenko, Y., 2012), (Lepsy, V., 2016)

Of course, the success of treatment and prevention activities largely depends on funding from local health authorities in general and medical institutions in particular.

No country in Europe fully provides the population with quality and modern medical care at the expense of the budget and is not able to allocate the necessary funds for modern medical equipment, technologies and materials for the treatment (prevention) of diseases in the population (Trigobyuk, S., 2008).

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

The strategic development of medical institutions is accompanied by risks of its successful implementation, namely:
- insufficient provision of highly qualified doctors;
- partial lack of medical facilities in rural areas;
- Insufficient provision of computer equipment and access to the broadband Internet of medical institutions, high cost of software;
- insufficient communication of medical institutions with local governments;
- insufficient financial support of medical institutions;
- lack of experience in medical management of medical institutions in terms of full economic calculation, cooperation with charitable organizations, sponsors, a wide range of paid medical services.

In the period before the reform of the medical sector, clinics received medical subventions from state and local budgets. These funds went to the salaries of health workers, utilities and partly to the purchase of medicines and other materials. This allowed to provide free services not only to privileged categories, but also to other residents, but with the use of «budget» materials with a short warranty period. Second-level medical reform has already affected medical services. Medical facilities met all the requirements of the National Health Insurance Fund - computerized, purchased software and necessary equipment. Under the medical reform, the state finances only planned care for children under 16 and the treatment of emergencies - acute pain that threatens human life and health. However, the state-guaranteed amount does not reimburse all costs. State medical institutions are competitive in the market of medical services both in terms of quality and cost of services. The advantage of a specialized medical clinic is the presence of doctors of different specialties.

The second level of medical reform, which involved medical facilities, began during quarantine, which caused some difficulties in its implementation. On the one hand, the medical institution cannot function properly, provide paid medical services, and on the other hand, local authorities cannot provide financial support, because the revenue part of the budget is not implemented.

Modern management of strategic development of medical institutions should focus not only on the application of principles and tools of strategic management, but also on the basis of strategic thinking. According to S. Trygobyuk – «Strategic thinking is a special type of systems thinking that combines rational and creative components, objective and subjective aspects, ... integrates various concepts and methods in a complex process of strategic activity» (Trygobyuk, S., 2008).

The need for strategic thinking in the management of medical institutions is high, but its development is accompanied by many difficulties, among which are:
- insufficient staffing of medical institutions with appropriate education;
- lack of incentives for management staff to introduce new management technologies;
- insufficient budget funding for medical activities;
- underdeveloped corporate culture of medical institutions;
- passive development of medical institutions.

Conclusions and perspectives of further research. The emergence of the latest effective, strategically active medical institutions and increasing competition in the market of medical services leads to the need to develop mechanisms for the strategic management of medical institutions. At present, medical institutions operate in a rapidly dynamic environment, which requires management to improve strategic and innovative qualities to ensure the competitive advantages of the medical institution in the market of medical services, avoiding new threats. Thus, modern management of medical institutions requires the development of new tools and management methods based on a scientifically sound development strategy and is a necessary condition for the implementation of the second stage of reforming the medical sector.

For scientific substantiation of measures of management of strategic development of medical medical establishments it is necessary to involve further scientific potential from higher medical educational establishments, research establishments of the Ministry of Health. In the process of managing the strategic development of medical institutions, much attention is paid to the head of the institution, his strategic thinking, strategic vision and desire to apply modern approaches to the management of the institution. After all, the head needs to organize, analyze the activities of the institution and adjust depending on the desired and undesirable events and
circumstances.

Management of strategic development of medical institutions is aimed at introducing new medical technologies, improving the level of professional training of medical staff of medical institutions and improving the quality of medical care using new standards in medicine.

Management of strategic development of medical institutions is possible only with the support of the state health care system, through standardization, certification and financial support, respect for human rights in the health care system and state support for health care to vulnerable groups.

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