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ORGANIZATIONAL AND ECONOMIC SUPPORT FOR THE TRANSFORMATION OF THE HEALTH CARE SYSTEM IN THE CONTEXT OF DIGITALIZATION

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The article is devoted to the formation of organizational and economic support of the health care system of Ukraine in the conditions of digitalization. The scientific novelty of the study consists in the development of the theoretical and conceptual foundations of the justification of organizational and economic support for the transformation of the health care system in the digitalization conditions, which involves the use of a comprehensive approach to resource-economic, financial and personnel support, as well as information-digital and organizational-institutional support. This provides an opportunity to obtain a synergistic effect regarding the functioning of the health care system in accordance with the goals and efficiency criteria of the digital transformation, taking into account the consequences of the pandemic and post-war reconstruction. The article describes the problems of transformation of the healthcare system of Ukraine, as well as the priority tasks in the implementation of reforms. The goals of the health care system transformation process can be described by the following characteristics: system efficiency, accessibility of health care services to the population, high quality of services/work in the health care system, high professionalism and appropriate remuneration of the staff involved in all parts of the health care system, and ensuring a high level of social protection of the population. The scheme of organizational and economic support for the digital transformation of the healthcare system in Ukraine includes three key elements: resource and economic, information and digital, and institutional and organizational support. The research made it possible to formulate further goals and criteria for the effectiveness of the digital transformation of the healthcare system, taking into account the consequences of the pandemic and post-war recovery.

Keywords: digital transformation, health care system, resource and economic support, information and digital support; institutional and organizational support.

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Introduction and statement of the problem

Crisis challenges in changes to the health care system in recent years have become, by far, the most radical in terms of the depth of transformation: starting from the reorientation of the entire national economy to overcome the pandemic to the next restructuring to protect the country from the aggressor. In the mentioned changes, the

sustainability of the health care system had to be ensured not only by economic potential, financing and activation of human potential, but also by institutional adaptations and the introduction of management mechanisms. Digital technologies and their implementation in the economic and legal field have become one of the tools for implementing changes in the health care system.

Analysis and research of publications

Studies of the problems of the transformation

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Organizational and economic support for the transformation of the health care system in the context of digitalization

of the health care system are presented in the publications of such scientists as Artsatbanova O.V., Andrusiv U.Ya., Zhurba M. [16], Yurchenko N.B., Kravchenko Zh.D., Pihotska O.M., Rudakova L.O., Chornovil O.V. etc. [1–6]. The transformation of the health care sphere in the conditions of digitalization was studied by Krynychko L.R., Dubina M.V., Zabashanskiy M.M., Motailo O.V., Kopnyak K.V., Cherchata A.O., Tarasova T.O., Shtogrin M.V. and others [7–9;15]. Scientists have studied the processes of formation and formation of the health care system, but the issues of organizational and economic support for the transformation of the health care sector remain insufficiently researched, especially taking into account the strategic orientations of the national economy and digitalization of all spheres of social life.

Formulation of the goals of the article

The purpose of this publication is to study the organizational and economic support of the transformation of the health care system in the conditions of digitalization.

Presenting main material

The importance of the influence of the latest digital technologies on such areas of activity as industry, trade, finance and many others is difficult to overestimate. This also applies to the functioning of the health care system, including digitalization of the field of medical services.

Let's consider in more detail the essence of the health care system of Ukraine. According to the current legislation, health care is a system of measures aimed at preserving and restoring physiological and psychological functions, working capacity and social activity of a person during his life. Such measures are carried out by state authorities and local self-government bodies, their officials, health care institutions; natural persons-entrepreneurs who are registered in accordance with the procedure established by law and have received a license for the right to conduct business activities in medical practice; medical and pharmaceutical workers, rehabilitation specialists, public associations and citizens [10].

Today, taking into account the given powers and functions, the institutional structure of the health care system of Ukraine is as follows: the Cabinet of Ministers of Ukraine, which develops state target programs, creates mechanisms for stimulating the activities of participants in the field of health care, ensuring the development of a network of health care institutions I, coordination of international cooperation; local state administrations and local self-government bodies – implement state policy in

the field of health care; executive bodies of village, settlement, city councils manage communal health care facilities, including organizing financial, material, technical and personnel support.

According to the information posted on the Government portal, since April 2020, the Medical Guarantee Program has been operating in Ukraine at the level of secondary (specialized) medical care [11]. The Medical Guarantee Program also includes the "Affordable Medicines" program, under which patients can get prescription drugs for free or with a small co-pay. Also, digital technologies for managing the health care system have been put into effect as a result of the implementation of the concept of the development of electronic health care, which was approved by the order of the Cabinet of Ministers of Ukraine dated December 28, 2020 No. 1671-r "On the approval of the concept of the development of electronic health care" [12].

At the end of 2020, according to official data, contracts were signed with the National Health Service of Ukraine for 3,095 providers of medical services to the population, for which 51.6 billion UAH were paid, in particular, 13.3 billion UAH to primary care institutions, 13.3 billion to institutions providing secondary care (specialized) assistance – UAH 29.7 billion, emergency medical care facilities – UAH 3.7 billion, medical facilities that provide assistance to patients with COVID-19 – UAH 4.9 billion. 1,682 contracts have been signed with providers of primary care to the population, of which 1,102 institutions are communally owned, 206 are privately owned, and 374 are individual entrepreneur doctors [13].

However, the Decision of the National Security and Defense Council of Ukraine dated July 30, 2021 "On the state of the national health care system and urgent measures to provide citizens of Ukraine with medical care" refers to the unsatisfactory state of implementation of the health care reform of Ukraine, namely [14]:

- unsystematic implementation of the reform;
- heterogeneity of organizational and legal forms of functioning of health care institutions;
- unbalanced functioning of the industry;
- the unreasonableness of the pricing of medical services;
- the limited influence of the existing health care system on the demographic situation in the country and much more.

Unfortunately, the existing health care system does not meet the needs of Ukrainian citizens in terms of equal access to quality medical services, and management is not focused on the

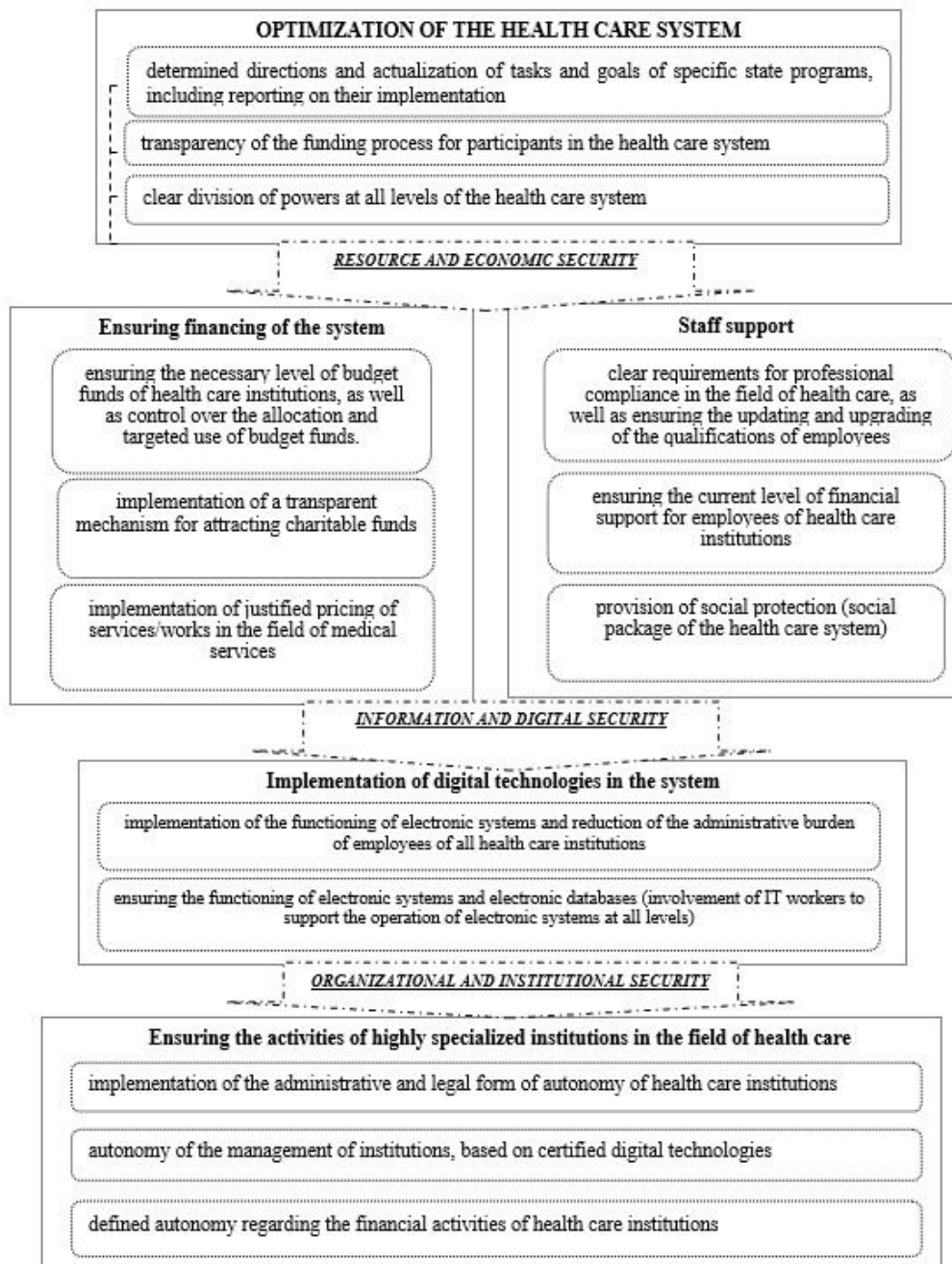
implementation of the patient-centered principle. Therefore, the existing system needs transformation, the results of which should be:

- compliance with the needs of the population in providing high-quality and affordable services in the field of health care;
- an effective and accessible network of healthcare facilities;
- functioning of an effective and efficient health care system.

To ensure effective transformation of the health care system, it is necessary to form organizational and economic support (Figure).

Organizational-economic support makes it possible to obtain a synergistic effect of the functioning of the health care system by:

- ensuring adaptation to various external influencing factors;
- establishment of closer relations between the component health care systems;



Organizational and economic support for the digital transformation of the healthcare system of Ukraine

Source: systematized by the authors

- orientation of the health care system to the effective implementation of potential opportunities;
- digital transformation of the healthcare system;
- providing incentives for achieving the goals of transformation of the health care system in the conditions of digitalization;
- focusing of means, mechanisms, measures, tools for ensuring the implementation of the identified goals of the health care system;
- comprehensive provision of the functions of the health care system.

In this way, organizational-economic support becomes the basis of effective transformation of the health care system in the conditions of digitalization. Organizational-economic support for the digital transformation of the healthcare system of Ukraine is aimed at optimizing healthcare, which includes:

- determination of directions and updating of tasks and goals of specific state programs, including reporting on their implementation and effectiveness;
- transparency of the process of funding participants in the health care system, prevention of corruption, dishonesty and lobbying of the interests of certain elites or groups;
- clear division of powers at all levels of the health care system, preventing the possibility of shifting responsibility.

Organizational-economic support for the digital transformation of the healthcare system of Ukraine should include resource and economic, informational and digital, and organizational and institutional support. In turn, resource and economic support will include financial and personnel, as these are the two main foundations of the health care system's economic support. Financial support of the health care system will provide for the provision of the required level of budget funds for health care institutions, as well as control over the distribution and targeted use of budget funds. Current trends in the global experience of the functioning of health care systems prove the need for the implementation of a transparent mechanism for attracting charitable funds and the introduction of justified pricing of services/works in the field of medical services.

The transformation of the healthcare system cannot take place without information and digital support, namely:

- implementation of the functioning of electronic systems and reduction of the administrative burden of employees of all health care institutions;
- ensuring the functioning of electronic systems and electronic databases (involvement of IT workers to support the operation of electronic systems at all

levels).

Organizational-economic support will necessarily include organizational and institutional provision, namely:

- implementation of the administrative and legal form of autonomy of healthcare institutions;
- autonomy of the management of institutions, based on certified digital technologies;
- defined autonomy regarding the financial activity of health care institutions.

Reasonable and effective provision of both the economic and organizational process of transformation of the health care system should be aimed at the implementation of specific tasks of transformation. The goals of the transformation process of the health care system can be described by the following characteristics: the effectiveness of the system, the availability of health care services for the population, a high level of quality of services/works in the health care system, high professionalism and appropriate financial support of all links of the health care system health, achieving a high level of social protection of the population.

One of the most important areas of effective functioning and transformation of the health care system is the transfer of power between the state and regions, and within regions – between individual territories and local authorities [1; 4; 8-9]. A key aspect in the decentralization and digitization of the health care system is the transfer of management functions at different levels of the system. So, for example, the market of goods and services in the field of health care is a complex system, which includes participants of various forms of ownership, in particular budgetary, communal or private.

At the same time, this market of medical services needs state regulation, which would increase the availability of goods and services, as well as improve their quality. Legalization of the services market will ensure the possibility of control at the state level for the use of uniform standards by all market participants in the medical field, regardless of their subordination and form of ownership. The growing needs for continuity and increasing controllability, the openness of medical services for society, the processes of digitalization of communications between the state, medical institutions and consumers, the formation of market relations in the field of medical services (which provokes the need to increase quality and consumer satisfaction) collectively require new solutions, the search for tools for increasing the effectiveness of administration, the formation of innovative technologies for regulating business processes. Special

attention should be paid to the processes of autonomization of institutions in the medical service sector, which requires financial, resource, and organizational independence and requires organizational and administrative competencies of personnel, internal rationalization and payback of strategic decisions.

The economic autonomy of medical institutions consists in changing the organizational structure, the emergence of different forms of ownership, which increases the competitive struggle for consumers and, accordingly, forms high standards of service quality and economic efficiency. In these conditions, digitalization acts as a tool for the administration of financial flows and processes of calculation of wages, taxes, expenses, etc. The formation of a digital space with the availability of online appointment of patients to doctors, ordering of medicines or other services simplifies communication and planning of working hours of health care workers. At the same time, the administrative burden on medical personnel in the field of health care is reduced, and the time of providing medical services is set by consumers.

Conclusions

The conducted study of institutional and economic regulators and regulatory frameworks made it possible to form the organizational and economic foundations of the transformation of the health care system in the conditions of digitalization. Structural changes and reorientation of the health care system in recent years under the influence of not only digitalization, but also pandemics and war are outlined. Resource and economic support for the digital transformation of the health care system is based on financial and personnel components. Information and digital support involves the implementation of the functioning of electronic systems and the reduction of the administrative burden of personnel due to the use of digital technologies. Institutional and organizational support is based on the legal norms of the functioning of health care institutions of all forms of ownership under the condition of autonomy, which is based on the application of certified digital technologies. The conducted research makes it possible to form further goals and criteria for the effectiveness of the digital transformation of the health care system, taking into account the consequences of the pandemic and post-war reconstruction.

The scientific novelty of the study consists in the development of the theoretical and conceptual foundations of the justification of organizational and economic support for the transformation of the health care system in the digitalization conditions, which

involves the use of a comprehensive approach to resource-economic, financial and personnel support, as well as information-digital and organizational-institutional support. This provides an opportunity to obtain a synergistic effect regarding the functioning of the health care system in accordance with the goals and efficiency criteria of the digital transformation, taking into account the consequences of the pandemic and post-war reconstruction.

The improvement of the organizational and economic mechanism of the development of the health care system in the conditions of digital transformations based on the implementation of European experience is seen as a promising direction for further research.

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ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНЕ ЗАБЕЗПЕЧЕННЯ ТРАНСФОРМАЦІЇ СИСТЕМИ ОХОРОНИ ЗДОРОВ'Я В УМОВАХ ЦИФРОВІЗАЦІЇ

Попело О.В., Тульчинський Р.В.

Стаття присвячена дослідженню умов і перспектив організаційно-економічного забезпечення трансформації системи охорони здоров'я України в умовах цифровізації. Наукова новизна дослідження полягає у розробленні теоретико-концептуальних засад обґрунтування організаційно-економічного забезпечення трансформації системи охорони здоров'я в умовах цифровізації, що передбачає задіявання комплексного підходу до ресурсно-економічного, фінансового та кадрового забезпечення, а також інформаційно-цифрового та організаційно-інституціонального забезпечення. Зазначене дасть можливість отримати синергійний ефект щодо функціонування системи охорони здоров'я відповідно до цілей і критеріїв ефективності цифрової трансформації з урахуванням наслідків пандемії та повоєнної відбудови. У статті окреслено проблеми та цілі цифрової трансформації системи охорони здоров'я України, а також пріоритетні завдання при проведенні реформ. Доведено, що обґрунтоване та ефективне забезпечення як економічного, так і організаційного процесу трансформації системи охорони здоров'я має спрямовуватись на реалізацію конкретних завдань цифрової трансформації. Досліджено, що модель організаційно-економічного забезпечення цифрової трансформації системи охорони здоров'я України містить три ключові елементи: ресурсно-економічне, інформаційно-цифрове та інституційно-організаційне забезпечення. Здійснене дослідження дозволяє сформулювати подальші цілі та критерії ефективності цифрової трансформації системи охорони здоров'я з урахуванням наслідків пандемії та повоєнної відбудови.

Ключові слова: організаційно-економічне забезпечення, організаційно-економічний механізм, трансформація, цифровізація, система охорони здоров'я, сфера охорони здоров'я.

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