

DOI: <https://doi.org/10.34069/AI/2023.69.09.29>

How to Cite:

Andrieiev, I., Trehub, D., Khatsko, K., Sokolovska, I., & Ganzhiy, I. (2023). Strategic decisions in healthcare: Impact on goals and enhancing service quality for organizational success. *Amazonia Investiga*, 12(69), 325-335. <https://doi.org/10.34069/AI/2023.69.09.29>

Strategic decisions in healthcare: Impact on goals and enhancing service quality for organizational success

Стратегічні Рішення в Охороні Здоров'я: Вплив та Цілі на Підвищення Якості Послуг для Успіху Організації

Received: Augusto 11, 2023

Accepted: September 9, 2023

Written by:

Ievgenii Andrieiev¹ <https://orcid.org/0000-0002-0727-8166>**Denys Trehub²** <https://orcid.org/0009-0002-9427-053X>**Kostiantyn Khatsko³** <https://orcid.org/0000-0002-0436-6435>**Iryna Sokolovska⁴** <https://orcid.org/0009-0008-2487-1675>**Iryna Ganzhiy⁵** <https://orcid.org/0009-0008-2490-5222>

Abstract

This study underscores the crucial imperatives of governments aiming to establish effective social protection systems: prioritizing human capital development, reinforcing social protection mechanisms, and improving the populace's standard of living. The primary objective is to conduct a comprehensive analysis of central healthcare issues and propose strategic solutions for the advancement of healthcare services. The methodology involves a detailed examination and segmentation of the healthcare sector, tailoring enhancements to specific segments. The article critically examines strategic management nuances within the healthcare sector, offering detailed segmentations and proposals for potential improvements. It extends its focus to advanced healthcare systems worldwide, providing valuable insights for assimilating foreign experiences. The study systematically explores the intricacies of strategic action planning and management in both public and corporate healthcare sectors, including

Анотація

Це дослідження підкреслює ключові імперативи урядів, спрямованих на створення ефективних систем соціального захисту: надання пріоритету розвитку людського капіталу, зміцнення механізмів соціального захисту та підвищення рівня життя населення. Основна мета дослідження – провести всебічний аналіз центральних проблем охорони здоров'я та запропонувати стратегічні рішення для розвитку медичних послуг. Методологія передбачає детальне вивчення та сегментацію сектору охорони здоров'я, адаптацію вдосконалень до конкретних сегментів. У статті критично розглядаються нюанси стратегічного управління в секторі охорони здоров'я, пропонуються детальні сегментації та пропозиції щодо потенційних покращень. Він поширює свою увагу на передові системи охорони здоров'я в усьому світі, надаючи цінну інформацію для засвоєння іноземного досвіду. Дослідження систематично досліджує тонкощі стратегічного

¹ Doctoral student, PhD in Medical Science, Department of National Security, Public Administration and Administration, Faculty of Public Administration, Law and International Relations, Zhytomyr Polytechnic State University, Zhytomyr, Ukraine.

² Postgraduate, Department of Health Care Management and Public Administration, Shupyk National Healthcare University of Ukraine, Kyiv, Ukraine.

³ PhD student in Department of Surgery and Vascular Surgery, Shupyk National Healthcare University of Ukraine, Kyiv, Ukraine.

⁴ PhD, Department of Obstetrics and Gynecology, Zaporizhzhia State Medical and Pharmaceutical University, Zaporizhzhia, Ukraine.

⁵ Professor, Doctor of Medical Sciences Professor, Department of Obstetrics and Gynecology, Zaporizhzhia State Medical and Pharmaceutical University, Zaporizhzhia, Ukraine.

transnational corporations. Findings underscore the imperative of continual development and improvement in healthcare service quality, emphasizing the necessity for judicious strategic decisions to sustain the healthcare market's functionality and vitality. This study is relevant for administrative institutions, organizations, governmental bodies, and corporate entities aiming to enhance decision-making processes and operational aspects while prioritizing healthcare quality.

Keywords: strategic management, strategic decisions, healthcare, medical services, pharmaceutical market, pharmaceuticals, medicine.

Introduction

Strategic management within the healthcare domain assumes a pivotal role in the pursuit of strategic decision-making and the attainment of organizational objectives aimed at enhancing healthcare service quality. The effective operation of this sector stands as a primary responsibility for any nation.

In the present context, following the outbreak of the coronavirus pandemic, the quest for optimal strategic solutions to further the development and refinement of healthcare sector strategic management has assumed paramount importance (Osanan et al., 2020).

Many countries across the globe have encountered adverse repercussions and encountered challenges in servicing their populations due to unpreparedness, medication shortages, and logistical inefficiencies. Consequently, devising solutions to these issues and enhancing the quality of medical services assumes primacy in the formulation of a strategic public administration policy. Furthermore, the attraction of investments and the active involvement of business organizations hold the potential to substantially intensify natural competition among these institutions.

The establishment of comprehensive health insurance provisions and the adoption of well-crafted policies, inspired by models seen in European countries, offer a framework for the implementation of strategic healthcare sector management. Equally salient is the utilization of

планування дій та управління як у державному, так і в корпоративному секторах охорони здоров'я, включаючи транснаціональні корпорації. Отримані дані підкреслюють необхідність постійного розвитку та покращення якості медичних послуг, наголошуючи на необхідності прийняття розумних стратегічних рішень для підтримки функціональності та життєздатності ринку охорони здоров'я. Це дослідження є актуальним для адміністративних установ, організацій, державних органів та корпоративних організацій, які мають на меті покращити процеси прийняття рішень та операційні аспекти, віддаючи пріоритет якості медичної допомоги.

Ключові слова: стратегічне управління, стратегічні рішення, охорона здоров'я, медичні послуги, фармацевтичний ринок, фармацевтика, медицина.

digital technologies and digital administrative procedures, which hold the potential to alleviate the strain on healthcare facilities, expedite accounting processes, establish supplementary communication channels with citizens, and augment the quality of healthcare services.

Additionally, the imperative of adopting a strategic management approach is underscored by the shortage of highly skilled healthcare professionals. Consequently, educational programs, internships, and international collaborative projects, dedicated to addressing and deliberating specific healthcare sector challenges and development policies, have the potential to invigorate the quality of medical care.

Another pivotal concern pertains to the establishment of indigenous infrastructure for the procurement, production, and utilization of pharmaceuticals, medical supplies, and equipment, among other resources. In nations characterized by a high standard of living and a robust healthcare system, these processes are executed with a focus on transparency and efficiency. Thus, the issues of strategic management in healthcare and the deployment of adept management strategies to realize organizational objectives and enhance healthcare service quality assume paramount significance.

Theoretical Framework

Strategic management within the healthcare sector assumes a pivotal role in fostering a high standard of living among a nation's populace, while concurrently creating the requisite conditions for its sustenance. The discourse surrounding strategic management is characterized by its complexity, with discussions revolving around the enhancement of healthcare service quality through effective decision-making. This discourse is set in the broader context of ameliorating the functionality of healthcare systems in diverse countries, necessitating refinement.

In the contemporary milieu, Khetrupal & Bhatia (2020) posits that one of the most critical strategic decisions pertains to the global digitalization of administrative processes and the augmentation of electronic record quality. Notably, Cantor et al., (2022) underscores that expediting the pace of digitalization can yield positive impacts on diagnosis and treatment quality, primarily through improvements in software quality, specialized equipment, and the utilization of various medications (Samoylyk & Pohrebnyak, 2020).

Dascalu et al., (2021) emphasizes that modern strategic management practices should encompass a comprehensive analysis of the pharmaceutical market and the prevailing infrastructure. Cassell et al., (2018) opines that infrastructure and logistics assume pivotal roles in shaping the medical market's development, particularly in light of their critical vulnerabilities during the global spread of the coronavirus pandemic. Furthermore, Molento (2021) contends that the establishment of domestic production facilities for raw materials or pharmaceuticals holds strategic significance for a nation, offering potential benefits such as reduced dependence on imported substances and the promotion of domestic business development. As per Szylovec et al., (2020), the involvement of transnational corporations and large domestic enterprises assumes a pivotal role, given their capacity to enforce high-quality standards. Accordingly, legal regulations should be established in the jurisdiction in which these entities operate. According to Sazonenko & Tolstanov (2021), this practice of leveraging domestic infrastructure holds the greatest promise in constructing a comprehensive framework for the strategic advancement of the healthcare sector.

A crucial component for enhancing healthcare services resides in the establishment of pertinent platforms for training, improving internships, and fostering international educational initiatives, among other endeavours. He emphasizes that the utilization of international experience and the exchange of knowledge among specialists constitute indispensable means for progress and the development of medical services. Similarly, Perl et al., (2021) advocates for the significance of legal and regulatory frameworks, positing that sustainable development within the healthcare sector necessitates the formulation of a meticulously devised development strategy.

According to Perl, these frameworks should serve as the cornerstone for fostering rational and purposeful growth. In the contemporary global landscape, as asserted by Olson et al., (2019), it becomes imperative to harness all available tools aimed at enhancing the quality of medical consultation while concurrently alleviating the operational burden on medical institutions and hospitals. The utilization of electronic records and the implementation of effective strategic management strategies present opportunities for reducing bureaucratic complexities. Wang et al., (2021) underscores that the realization of effective strategic management and the establishment of judiciously defined objectives necessitate both internal and external audits. Internal audit practices should be grounded in the analysis of accessible information concerning medical services and pharmaceutical market activities. External audits, according to Wang, ought to be conducted in collaboration with international organizations and relevant governmental authorities. Consequently, scholars contend that the pursuit of formulating a healthcare strategy within the context of quality improvement demands continuous development and refinement.

The primary *objective* of this study is to conduct an in-depth analysis of the intricacies surrounding strategic management within the healthcare sector, with the overarching *aim* of enhancing the decision-making mechanism for the betterment of medical services. The specific goals of this article encompass the examination of the idiosyncrasies inherent to the strategic management of the healthcare sector, the evaluation of its segmentation, an exploration of its prospects for future development, and the systematic addressing of critical issues that have arisen in the aftermath of the global spread of the coronavirus pandemic.

A pivotal facet of this research involves an investigation into contemporary healthcare systems in developed nations and the quest for the most efficacious strategic solutions that can be adapted for use in developing countries. Achieving this overarching objective holds the potential to ameliorate the quality of medical diagnostics, foster accessibility to healthcare services, and institute a transparent mechanism for delivering initial medical assistance. The establishment and sustenance of a high standard of living within the healthcare sector hinge upon effective strategic decision-making and methodical strategic development. Special attention is devoted to identifying means of mitigating the key challenges confronted by the healthcare systems of developed countries and seeking pathways toward their resolution

Methods and Materials

The conducted research entails a comprehensive analysis of strategic management features, focusing on their consequential impact on healthcare service quality and organizational goal attainment. The research method employed a combination of qualitative and comparative approaches, specifically utilizing search, analytical, comparison, and abstraction methods. The research aimed to investigate the operational peculiarities of healthcare systems in Germany, Sweden, Switzerland, and the United States, utilizing the search method to explore critical facets of the medical market and the role of insurance policies in overseeing and documenting care.

The analytical method was instrumental in characterizing the development and formulation of a strategic framework for managing the progress of the social sector, emphasizing pivotal strategic decisions. This approach aimed to identify key measures for advancing healthcare and improving medical care quality. The comparison method was then applied to analyze fundamental principles governing the operations of the contemporary pharmaceutical market, medical services market, and the healthcare sector. This facilitated the identification of shared strengths and weaknesses inherent in these systems.

The research also extended its focus to the Ukrainian market, exploring prospects for enhancement in the context of wartime circumstances and infrastructure development. The method of abstraction was employed to delineate the fundamental mechanisms underpinning the formation and delivery of

medical services. This comprehensive approach aimed to contribute to the development of a methodological framework for analyzing distinctive aspects of strategic quality management in healthcare, drug safety oversight, and formulating managerial-level proposals for strategic decision-making.

To formally define the type of research, this study can be categorized as a mixed-methods research design, incorporating qualitative approaches such as case studies and comparative analyses. The applied techniques involved literature reviews, case studies, and data analysis using statistical tools. Instruments included survey tools, document analysis, and expert interviews to gather diverse perspectives.

To ensure validity and reliability, a triangulation approach was adopted, combining multiple data sources and methods to corroborate findings. The research design also incorporated member checking, peer review, and external expert validation. Each stage of the research process was meticulously documented, including the selection of countries for analysis, data collection methods, and analytical procedures. This detailed documentation aims to enhance replicability by providing a clear roadmap for future researchers to follow.

The research methodology encompasses a mixed-methods design, employing search, analytical, comparison, and abstraction methods. The use of diverse techniques and instruments, along with rigorous documentation and validation measures, enhances the validity, reliability, and replicability of the research findings.

Results

The matter of strategic management assumes a pivotal role in overseeing the quality of business operations, the functioning of organizations, and administrative institutions, among others. The employment of effective management methodologies enables the formulation of strategic decisions for subsequent development, the identification of potent levers for transformation, and the delineation of priority areas.

The healthcare sector stands as one of the foremost domains of state policy implementation, given that the provision of social welfare and the maintenance of high-calibre healthcare services significantly impact the development of human capital and society's

ability to operate effectively. Strategic decision-making necessitates a comprehensive evaluation grounded in statistical data concerning the healthcare industry's performance. In the contemporary world, attention is duly directed towards the quality of medical prevention and the role of administrative institutions in providing and safeguarding their efficacy, safety, and reliability. Issues pertaining to the quality of care and the reduction of workloads represent formidable challenges for most healthcare systems. The outbreak of the coronavirus pandemic in 2019-2020 has underscored the urgency of identifying optimal solutions for reform and ensuring their efficiency, particularly in the context of global lockdown measures and the heightened demands placed upon healthcare facilities (Viguria & Casamitjana, 2021).

To enhance the quality of medical procedures, concepts and strategies for healthcare development are meticulously crafted in alignment with established decisions, the development trajectory, and the state's requirements. It is essential to underscore that the strategic plan must encompass considerations of medical rehabilitation quality, existing infrastructure, the proliferation of innovations, and the deployment of mechanisms to ensure specialist training. Within Europe, Sweden, Germany, and Switzerland boast some of the most advanced healthcare systems (Gardner et al., 2019). Common features shared by these nations include the availability of a diverse array of insurance policies, which facilitate the provision of high-calibre healthcare, the implementation of both internal and external audits, and a pronounced emphasis on the development and financial support of social services.

Furthermore, these countries have well-structured systems in place for the ongoing strategic advancement of healthcare, the integration of various digital innovations, and the utilization of environmentally sustainable pharmaceuticals, along with appropriate disposal mechanisms. In particular, the matter of drug production and the establishment of service complexes assumes critical significance, as they can furnish citizens with a multitude of highly

specialized medications that exert a direct impact on the quality of medical care provided.

Notably, the matter of governance and managerial competence should attain a high standard, spanning from commercial medical establishments to state-owned entities. The implementation of effective management systems serves as a foundation for prudent strategic decision-making. The focal point of attention and investment within healthcare should revolve around management, as it is through these means that the establishment of a healthcare system capable of ensuring the sustained quality of medical rehabilitation, while remaining adaptable to emerging challenges, becomes attainable. Strategic healthcare management should be rigorously segmented, with the division into key managerial units affording opportunities for the investigation, assessment, and analysis of the operations of such institutions.

A strategic decision is an outcome of strategic management, which, in today's context, can be effectively realized through the utilization of a myriad of digital technologies, think tanks, statistical analyses, and other resources. Provision and planning at the organizational or business level should be grounded in a comprehensive analysis of the market, empirical data concerning the operations of medical institutions, the particulars of legal regulations governing the healthcare system within the country, and an array of other influencing factors. In the context of state-level healthcare management, it becomes imperative to consider a broader spectrum of factors, while concurrently ensuring that administrative responsibilities are appropriately delegated to local governing bodies and accountable state agencies.

The policy of centralization within the healthcare sector offers numerous advantages, as it fosters an environment conducive to the operation of businesses and organizations and facilitates investment attraction. In summary, the strategic management of social protection within the healthcare sector can be categorically divided into four distinct segments, as elaborated in greater detail in Figure 1.



Figure 1. Features of strategic management in the healthcare sector.
Source: compiled by the author.

These domains necessitate the utmost scrutiny and oversight from state regulatory and supervisory bodies, as their proper functioning and determination of future developmental trajectories will significantly contribute to the establishment of a high-quality and secure healthcare system. The matter of medical education and training should be predicated upon the integration of high-calibre innovative technologies that not only facilitate education delivery but also create an array of conducive conditions for educational advancement. Furthermore, substantial emphasis should be directed towards the digitalization of education and the adoption of contemporary, state-of-the-art educational systems, as these measures exert a positive influence on training outcomes. The incorporation of practical training, the implementation of methodologies from countries with advanced healthcare systems, and the provision of internship opportunities, among other factors, collectively serve to ensure efficient management for further development, to be executed by the relevant administrative authorities.

Another salient concern pertains to logistics and infrastructure. Logistics challenges, especially during the global lockdown imposed amidst the spread of the coronavirus pandemic, have underscored the imperative to devise effective strategic solutions for establishing a robust logistics framework within Europe. According to the World Bank, the logistics transportation level for pharmaceuticals in Europe has witnessed a decline of 10-20%, a critical issue amid a global pandemic. Hence, in the pursuit of effective strategic solutions for healthcare sector development, due attention must be directed towards the quality of logistics services. The deployment of contemporary digital and intelligent logistics tools assumes paramount importance, as they exert a direct impact on the quantity and quality of services rendered to

citizens within medical facilities. The matter of infrastructure and domestic production should be accorded the highest priority for any nation. In cases where domestic production is lacking, the efficiency and effectiveness of logistics transportation become paramount (Mensah & Sommers, 2016).). The extant system encompassing contracting, pharmaceutical business regulation, and the establishment of controls represents a complex undertaking. For instance, during times of conflict, as exemplified by Ukraine, it becomes imperative to explore supplementary avenues for fostering domestic pharmaceutical production and service capabilities, given their strategic significance for the nation.

Regulatory, legal, and administrative-organizational governance mechanisms serve as instrumental elements in mitigating bureaucratic complexities while concurrently enhancing the accountability of healthcare institutions and citizens in the provision and receipt of healthcare services. A prime example of a robust healthcare system is the presence of mandatory health insurance for citizens. Notably, the United States, Sweden, and Germany boast the most advanced mandatory insurance systems, which furnish citizens with access to high-quality and cost-effective healthcare while being nearly universally obligatory (Federal Agency for Civic Education, 2017). The existence of a stringent regulatory framework underpinning compulsory health insurance fosters the development of human capital and establishes conditions conducive to maintaining a high standard of living within the population. In the context of Ukraine, to alleviate the strain on the healthcare system and enable it to effectively manage its workload, strategic decisions are imperative (Sustainable Development Goals, 2017). These decisions should primarily encompass reforms of the regulatory framework, the gradual introduction of mandatory health insurance, and

the requisite infrastructure development. Within the domain of administrative and organizational regulation, a paramount concern remains the oversight and auditing of service quality and business operations.

The matter of healthcare quality necessitates an approach rooted in the analysis of available data on the operations of both state and commercial entities. Competent management aimed at attaining lofty organizational objectives should be pursued among commercial entities through the reinforcement of natural competition (Sabetska & Stefanyshyn, 2020). This can be effectively achieved by enticing foreign investments and establishing appropriate business ventures. Concerning state institutions tasked with overseeing healthcare service quality, there should exist a mechanism for quality control and service delivery, as well as a well-defined system for the tracking and management of pharmaceuticals, equipment, and related resources. With the evolution of digital technologies and the potential for integrating

contemporary digital systems, it becomes plausible to enhance the quality of the healthcare sector and fortify the role of diversified organizational management in the advancement of this domain.

Strategic decision-making aimed at the attainment of organizational objectives and the enhancement of healthcare service quality should be grounded in an understanding of healthcare service operations, statistical insights into population health quality, and areas necessitating improvement. The procedure for strategic development and management planning warrants deliberation within the state's executive bodies, featuring lucid rationale and meticulously crafted plans for their execution. Only when these elements are firmly in place can an effective healthcare system fashioned after the European model be established. Table 1 delineates the most critical and challenging facets associated with the development and enhancement of healthcare services through strategic decision-making.

Table 1.
Ways to improve medical services through strategic decisions in the concept of strategic development.

Strategic development area	Characteristics	Expected effect
Implementation of an electronic healthcare system.	Creation of an electronic registry, use of modern systems for the provision and delivery of medical services, and an operational communication system.	Improving the quality of service, and reducing the burden on medical institutions.
Strengthening pharmaceutical safety.	Establishment of a comprehensive system of quality control of medicines, equipment, and additional audits at the state level.	Improving the quality of healthcare services, reducing mortality and diseases.
Development of the material and technical base and infrastructure.	Development of logistics and supply of specialized equipment and medicines.	Improving the quality of public services and ensuring a high level of medical care.
Reforming the system of training qualified personnel.	Improving the system of training qualified personnel, strengthening international cooperation, introducing control systems – testing, practice, etc.	Availability of highly qualified personnel and professional healthcare.
Structuring the bureaucracy and administrative system.	Developing an effective system for processing citizens' applications, expanding the number of medical institutions, and rationalizing the legal and regulatory framework.	Rational administration stimulates the development of the healthcare sector.
Attracting investments and participating in international healthcare projects.	Strengthening corporate social responsibility, attracting additional foreign direct investment, and engaging businesses in healthcare.	Reducing the burden on medical institutions, ensuring a high level of medical services in the country.
Involvement of internal and external auditors.	Establish an effective system of internal and external audits of the quality of healthcare services.	Eliminate deficiencies in service and medical services and ensure high quality.

Source: compiled by the author

The proposed strategic solutions outlined in Table 1 underscore the prevailing issues regarding the current state of healthcare and its services, demanding substantial enhancements and ongoing vigilance from public

administration. Moreover, addressing the matter of judicious management, both within the state and across various business sectors, is imperative. Such an approach engenders an environment conducive to swifter

implementation. Furthermore, due consideration must be given to the idiosyncrasies of legal regulations, encompassing the enactment of pertinent legislative measures designed to govern social protection and enhance healthcare quality. In contemporary societies, substantial emphasis is accorded to the utilization of digital technologies, not solely within the service sector but also across the realm of public administration. Consequently, the incorporation of such a mechanism can significantly amplify the efficacy of the strategy and expedite its implementation timeline.

These measures can serve as prerequisites for the establishment of a functional healthcare system capable of responding to emerging challenges. Nevertheless, the existing mechanisms for managing and implementing strategic decisions necessitate modernization. Moreover, the attraction of investments and the financing of the social protection sector remain formidable challenges, as the fortification of healthcare reform and the creation of a competitive pharmaceutical, medical, and specialized services industry mandate the presence of highly developed infrastructure, specialized facilities, and well-trained qualified personnel.

Consequently, it becomes imperative to consider the quality of decision-making, development strategies, and related factors. Within Ukraine, especially within the context of ongoing conflict, a strategic development concept extending until 2030 has been adopted. This comprehensive strategy encompasses endeavours aimed at enhancing the quality of medical care through the implementation of international projects, the introduction of innovative solutions, and the widespread adoption of digitalization.

A notable challenge lies in bolstering decentralization efforts and enhancing the quality of strategic management within local governments. In Ukraine, this system remains relatively weak and requires substantial reform while outlining a comprehensive strategic development plan. An influential factor in achieving this objective entails the establishment of medical facilities and the reinforcement of the business sector's role in the healthcare domain (Sokolenk & Lynnyk, 2020).

Corporate social responsibility (CSR) is reasonably developed in Ukraine; however, significant businesses often engage in selective projects or invest in related business sectors. An essential facet of the country's strategic development may involve the pursuit of

mechanisms to incentivize large enterprises to channel their interest toward supporting investments in healthcare, establishing their production facilities, and enhancing the quality of logistics transportation (Yatsenko, 2019). The cultivation of a high level of corporate social responsibility can be facilitated through motivational instruments or the imposition of specific taxes aimed at bolstering the public healthcare system.

Strategic decision-making necessitates not only the presence of qualified medical personnel and specialists but also engagement at the state level. The planning, preparation, and execution of a state strategy aimed at enhancing healthcare service quality should be underpinned by a comprehensive analysis of the prevailing circumstances and the exploration of the most optimal avenues for its realization. Within EU countries, healthcare system reform is conducted in close consultation with relevant organizations and governmental bodies in each nation. This collaborative approach enables the selection of the most effective and rational strategic solutions and provides a framework for delineating future vectors of strategic development within the healthcare sector. Hence, the existence of organizations and activities affiliated with international donor organizations within the healthcare sector needs to precede the formulation and development of strategic decisions aimed at improving healthcare service quality.

Hence, it can be deduced that the matter of strategic management in healthcare encompasses a comprehensive spectrum of managerial domains, encompassing the delegation and administration of functional processes within healthcare services. This intricate framework warrants meticulous analysis of each constituent element of the healthcare system. The impact of strategic decisions on the realization of organizational objectives assumes a pivotal role in securing the sustainable advancement of healthcare service quality. It holds the potential to catalyze the enhancement of the public healthcare system. To gauge the developmental prospects of a nation, it is imperative to draw insights from countries with well-established healthcare systems and high standards of living. Creating conditions conducive to the assimilation of foreign experience becomes paramount in this pursuit.

Discussion

The study's findings underscore the significance of establishing strategic management, planning, and governance frameworks within the healthcare sector as pivotal factors in enhancing the living standards of the population and elevating the quality of healthcare services. A prospective avenue for research could encompass the analysis of pivotal strategic decisions made at both the governmental and business organizational levels, as these decisions exert a direct influence on development trajectories and the efficacy of management policy implementation. The global landscape boasts a multitude of international organizations and specialized entities dedicated to addressing healthcare-related matters. Furthermore, within the context of the ongoing global pandemic, the restructuring of global health security emerges as a contentious topic warranting considerable attention and examination.

An important avenue for further research lies in the examination of regulatory mechanisms within countries boasting advanced healthcare systems. Administrative and organizational regulation necessitates scrutiny in nations harbouring substantial transnational corporations and prominent pharmaceutical enterprises, as their experiences may offer valuable insights for the development of indigenous healthcare systems.

Furthermore, promising research domains encompass issues such as the establishment of robust logistics systems, domestic pharmaceutical production, or the procurement of medicines. Another notable achievement in healthcare's strategic development pertains to the emphasis placed on constructing and maintaining infrastructure, a venture necessitating significant investments, architectural designs, and planning solutions. Research in this regard holds equal significance. Additionally, investigations in the realm of personnel training, the creation of environments conducive to knowledge exchange with international organizations, and opportunities for internships represent vital areas of scholarly exploration.

A pivotal concern centres on the transition from traditional healthcare management and medical counselling approaches to digital paradigms. The prospect of digitalization holds the potential to attract substantial investments, streamline bureaucratic processes, alleviate the burden on healthcare institutions, and facilitate public

awareness regarding new regulations and service access opportunities.

Within the healthcare sector, digitalization can be envisaged as a vehicle for enhancing the quality of medical care through the incorporation of innovative technologies and specialized tools, which can yield positive impacts on the healthcare industry. The establishment of digital sales and communication channels opens avenues for enhanced citizen service efficiency, reduced operational burdens on medical facilities, and the development of tools for monitoring and recording medical products, medications, and citizen interactions. Consequently, the realm of digitalization within the healthcare sector stands as a promising arena warranting further research endeavours.

In future research, significant emphasis should be placed on the strategic management of both internal and external audit processes, along with the exploration of mechanisms for their effective implementation and execution. Prioritizing the control and safety of medical care should emerge as a strategic focal point within the country, as it can effectively mitigate a myriad of risks associated with service quality, pharmaceutical products, and related aspects. Furthermore, attention should be directed toward the validation, accountability, and legal frameworks governing these matters. Over the strategic long-term horizon, such measures can serve to fortify the competitiveness of the healthcare sector.

Conclusion

In summary, this study underscores the pivotal role that strategic management plays in the evolution of healthcare, where well-informed decisions yield enduring impacts. Whether within the ambit of state or organizational administration, the utilization of contemporary methods and analytical tools for processing statistical data and available empirical evidence is imperative for enhancing healthcare quality.

The enhancement of healthcare services hinges upon the employment of a spectrum of tools, which, in turn, holds the potential to significantly elevate the population's quality of life and establish a high standard of living. The strategic management of the healthcare sector is characterized by four fundamental segments: logistics and infrastructure, medical education and training, regulatory, legal, administrative, and organizational regulation, as well as the quality of medical services and citizen services. Each of these domains warrants modernization

and refinement tailored to the particular needs of individual nations, thereby laying the groundwork for the provision of high-quality healthcare services.

The effectiveness of strategic decisions in attaining organizational objectives and enhancing the quality of medical services should be rooted in insights gleaned from developed countries and business organizations, which can be adapted and implemented. Such an approach facilitates the implementation of strategic decisions in healthcare development and the cultivation of a highly skilled workforce. The establishment of effective strategic management should encompass not only considerations of quality, efficiency, and the provision of requisite infrastructure but also a concerted effort to inform citizens and conduct specialized initiatives to ensure the seamless operation of such a system.

The primary tenets underpinning the construction of an optimal contemporary healthcare delivery system encompass the accessibility of digital tools and digitalization, coupled with the establishment of accounting mechanisms, and internal and external control systems. These elements constitute pivotal factors in the enhancement of the population's quality of life. The incorporation of these principles serves as a catalyst for the advancement of strategic development within the healthcare sector and affords several competitive advantages in comparison to traditional approaches. Furthermore, the education and training of governmental personnel and senior management within pharmaceutical markets and the healthcare sector bear significant strategic relevance in the quest to ameliorate healthcare services.

In conclusion, this study underscores the pivotal role played by strategic management and the decisions subjected to analysis in the construction of an efficient and high-calibre healthcare system. The presence of deliberate strategic management and well-considered strategic decisions underpin the enduring, stable development of healthcare services, ultimately contributing to the cultivation of a nation's human capital.

Bibliographic references

Alfonso Viguria, U., & Casamitjana, N. (2021). Early interventions and impact of covid-19 in Spain. *International Journal of*

Environmental Research and Public Health, 18(8), 4026.

Cantor, J., Whaley, C., Simon, K., & Nguyen, T. (2022). US Health Care Workforce Changes During the First and Second Years of the COVID-19 Pandemic. *JAMA Health Forum*, 3(2), e215217-e215217. Available at: <https://doi.org/10.1001/jamahealthforum.2021.5217>

Cassell, A., Edwards, D., Harshfield, A., Rhodes, K., Brimicombe, J., Payne, R., & Griffin, S. (2018) The Epidemiology of Multimorbidity in Primary Care: A retrospective cohort study. *British Journal of General Practice*, 68(669), 245-251. Available at: <https://doi.org/10.3399/bjgp18X695465>

Dascalu, S., Geambasu, O., Covaciu, O., Chereches, R.M., Diaconu, G., Dumitra, G.G., Gheorghita, V., & Popovici, E.D. (2021). Prospects of COVID-19 Vaccination in Romania: Challenges and Potential Solutions. *Frontiers in Public Health*, 9, 644538. Available at: <https://doi.org/10.3389/fpubh.2021.644538>

Federal Agency for Civic Education. (2017). *Health Policy Dossier*. Healthcare in Germany: An Overview. <https://acortar.link/wcrIDg>

Gardner, R.L., Cooper, E., & Haskell, J. (2019). Physician stress and burnout: the impact of health information technology. *Journal of the American Medical Informatics Association*, 26(2), 106-114. <https://doi.org/10.1093/jamia/ocy145>

Khetrapal, S., & Bhatia, R., (2020). Impact of COVID-19 pandemic on health system & Sustainable Development Goal 3. *The Indian journal of medical research*, 151(5), 395. Available at: https://doi.org/10.4103/ijmr.ijmr_1920_20

Mensah, M.O., & Sommers, B.D. (2016). The Policy Argument for Healthcare Workforce Diversity. *Journal of General Internal Medicine*, 31(11), 1369-1372. Available at: <https://doi.org/10.1007/s11606-016-3784-1>

Molento, M. B. (2021). Ivermectin against COVID-19: The unprecedented consequences in Latin America. *One Health*, 13. <https://doi.org/10.1016/j.onehlt.2021.100250>

Olson, K., Sinsky, C., & Rinne, S.T. (2019). Cross-sectional survey of workplace stressors associated with physician burnout measured by the Mini-Z and the Maslach Burnout Inventory. *Stress and Health*, 35(2), 157-175. <https://doi.org/10.1002/smi.2849>

Osanan, G.C., Vidarte, M.F.E., Ludmir, J. (2020). Do not forget our pregnant women

- during the COVID-19 pandemic. *Women Health*, 60, 959-962. <https://doi.org/10.1080/03630242.2020.1789264>
- Perl, S. H., Uzan-Yulzari, A., Klainer, H., Asiskovich, L., Youngster, M., Rinott, E., & Youngster, I. (2021). SARS-CoV-2-Specific Antibodies in Breast Milk After COVID-19 Vaccination of Breastfeeding Women. *Jama*, 325(19), 2013-2014. <https://doi.org/10.1001/jama.2021.5782>
- Sabetska, T. I., & Stefanyshyn, L. S. (2020). Technology of strategic management of health care institutions, *Navegante de negocios*, (1), 56-62.
- Samoylyk, Y. U. V., & Pohrebnyak, L. O. (2020). Strategy for managing the development of health care facilities in the context of global change. *Investments: practice and experience*, (9-20), 161-166. (In Ukrainian)
- Sazonenko, L. V., & Tolstanov, O. K. (2021). Measures of anti-crisis management of the health care institution. *Investments: practice and experience*, (16), 86-92. (In ukrainian)
- Sokolenko, L. F., & Lynnyk, S. O. (2020). Introduction of digital management tools in the field of health care. *Public administration: improvement and development*, 8. http://nbuv.gov.ua/UJRN/Duur_2020_8_8
- Sustainable Development Goals (2017). *Ukraine. National Report. Ministry of Economic Development and Trade of Ukraine*. Kyiv: Ministry of Economic Development, 174 p.
- Szylovec, A., Umbelino-Walker, I., Cain, B.N., Ng, H.T., Flahault, A., & Rozanova, L. (2020). Brazil's Actions and Reactions in the Fight against C19 from January to March 2020. *Int. J. Environ. Res. Public Health*, 18(2), 555. <https://doi.org/10.3390/ijerph18020555>
- Wang, C., Wang, D., Abbas, J., Duan, K., & Mubeen, R. (2021). Global Financial Crisis, Smart Lockdown Strategies, and the COVID-19 Spillover Impacts: A Global Perspective Implications from Southeast Asia. *Frontiers in Psychiatry*, 12, 643783. <https://doi.org/10.3389/fpsy.2021.643783>
- Yatsenko, V. (2019). Strategic management of the health care system in the context of modern reforms in Ukraine. *Theoretical and applied issues of state formation*, (25), 77-85. <https://doi.org/10.35432/tisb.v0i25.184848>