

Ihor Zoshchuk
Chernihiv Polytechnic National University

FORMATION OF COMPETITIVENESS OF HEALTHCARE INSTITUTIONS IN THE CONTEXT OF MODERN TRANSFORMATIONS

The formation of the competitiveness of healthcare institutions in the conditions of modern transformations requires a comprehensive approach and a vision of the role of institutions in ensuring the long-term well-being of the population and the stability of the medical system. The competitiveness of healthcare institutions is a complex issue that has the following components: key performance indicators and their level; strategic and adaptive management; resources and the efficiency of their use; state policy; innovation and investment activities; operating conditions [1-3].

The key performance indicators of healthcare institutions in the conditions of modern transformations are the quality of medical services, staff qualifications, accessibility and innovation, the level of management decisions and the reputation of the institution.

The quality of medical services determines the ability of the institution to provide effective, safe and patient-oriented treatment. It is a criterion of trust from consumers and the basis for long-term positive treatment results

The qualification of personnel reflects the professional competence and readiness of medical workers to implement modern approaches to diagnostics and treatment. It directly affects the level of service and the effectiveness of care.

Accessibility of medical services means the possibility of timely receipt of medical care regardless of the place of residence, social status or financial capabilities of the patient. It is an indicator of social justice and the effectiveness of the health care system.

The next evaluation factor is the level of management decisions, which characterizes the effectiveness of the organization of internal processes, resource planning and strategic development. The overall stability of the functioning of a medical institution depends on the effectiveness of management.

Reputation, which is formed through the personal experience of patients and their subsequent loyalty to the health care institution and its staff, professional achievements and competencies of doctors, openness to society.

Active implementation of innovations contributes not only to technical progress, but also to an increase in the level of patient satisfaction through improved service and quality of services. In addition, innovation and investment activities support the adaptation of the healthcare system to global trends and standards, which strengthens its position on the world stage.

References

1. Avhustyn, R. R., Stakhiv, O. V. (2023). Vyznachennia stratehichnykh priorytetiv upravlinnia systemnym rozvytkom zakladiv okhorony zdorovia [Determining strategic priorities for managing the system development of healthcare institutions]. *Akademichni vizii – Academic Visions*, (17). <https://academy-vision.org/index.php/av/article/view/250>.
2. Kaida, O. S., Kostiuk, O. S. (2025). Analiz konkurentospromozhnosti zakladiv okhorony zdorovia Ukrayny v umovakh ekonomiky staloho rozvytku [Analysis of the competitiveness of healthcare institutions in Ukraine in the context of a sustainable economy]. *Herald of Khmelnytskyi National University. Economic Sciences – Herald of Khmelnytskyi National University. Economic Sciences*, (340(2)), 441-446. <https://doi.org/10.31891/2307-5740-2025-340-69>.
3. Popelo, O. V., Ostrovska, N. S. (2023). Finansove zabezpechennia sfery okhorony zdorovia v umovakh transformatsiinykh vyklykiv [Financial support of the healthcare sector in the context of transformational challenges]. *Investysii: praktyka ta dosvid – Investments: practice and experience*, (12), 13-19. DOI: 10.32702/2306-6814.2023.12.13.