



e-ISSN 3041-248X

Philosophy and Governance

<https://www.eu-scientists.com/index.php/fag>



Innovative Directions for Improving Public Personnel Management Mechanisms in the Healthcare Sector

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ARTICLE INFO

ABSTRACT

Research Article

DOI:

[10.70651/3041-248X/2025.10.15](https://doi.org/10.70651/3041-248X/2025.10.15)

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Modern transformations of the system of socio-economic relations necessitate the reformatting of management models, the actualization of the role of publicity, and ensuring transparency in the staffing of important spheres of public life. The purpose of the article is an extended analysis of key innovative ways to optimize public management mechanisms in the healthcare sector in the context of current challenges. The study examines the main achievements of the upgrade of management strategies in the studied industry, identifies priority problems of the transformation process, and related challenges. Practical cases of the dynamics of management approaches to staffing in the healthcare sector of developed countries are analyzed, and basic legal and organizational aspects are identified that can serve as the basis for the formation of effective management strategies for the development of the industry in Ukraine. The impact of digitalization of management processes on industry management processes is studied, and the most important reforms in the industry are outlined, including the introduction of innovative electronic systems and technologies for optimizing the medical system. Relevant security challenges for the healthcare system in the digital information and communication environment are noted, in particular, the protection of confidential data, the prevention of unauthorized access, and the integrity of resources. The main directions of future reforms in the industry are highlighted, which will allow achieving greater efficiency of public management: improving the quality of medical care, ensuring sufficient funding, improving sectoral legislation, and harmonizing standards with European requirements. The practical significance of the research results lies in the possibility of their use in the process of forming and implementing an effective personnel policy aimed at improving the effectiveness of public management in the healthcare sector.

KEYWORDS

public management, public management mechanisms, public management in health care, health care, innovative approaches, personnel development, personnel motivation, career growth, human resources potential, civil service.



Інноваційні напрями вдосконалення механізмів публічного управління персоналом у сфері охорони здоров'я

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СТАТТЯ	АНОТАЦІЯ
Дослідницька DOI: 10.70651/3041-248X/2025.10.15 Авторське право © 2025 авторів Цей твір ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0).	Сучасні трансформації системи соціально-економічних відносин зумовлюють необхідність переформатування управлінських моделей, актуалізацію ролі публічності та забезпечення прозорості щодо кадрового забезпечення важливих сфер суспільного життя. Метою статті є розширений аналіз ключових інноваційних шляхів оптимізації механізмів публічного управління персоналом в секторі охорони здоров'я у контексті актуальних викликів. У дослідженні розглянуто основні досягнення апгрейду управлінських стратегій в досліджуваній галузі, виокремлено пріоритетні проблеми процесу трансформації та дотичні виклики. Проаналізовано практичні кейси динаміки управлінських підходів щодо кадрового забезпечення у сфері охорони здоров'я розвинених країн, виокремлено базові правові та організаційні аспекти, що можуть слугувати основою для формування ефективних управлінських стратегій розвитку галузі в Україні. Досліджено вплив цифровізації управлінських процесів на процеси галузевого управління, окреслено найбільш важливі реформи в галузі, у тому числі, впровадження інноваційних електронних систем та технологій для оптимізації медичної системи. Зауважено дотичні безпекові виклики для системи охорони здоров'я в цифровому інформаційно-комунікаційному середовищі, зокрема, захист конфіденційних даних, попередження несанкціонованого доступу, забезпечення цілісності ресурсів. Виділено основні напрямки майбутніх реформ в галузі, що дозволять досягнути більшої ефективності державного управління: підвищення якості медичної допомоги, забезпечення достатнього фінансування; вдосконалення галузевого законодавства і гармонізація стандартів із загальноєвропейськими вимогами. Практична значимість результатів дослідження полягає в можливості їх використання в процесі формування та реалізації ефективної кадрової політики, спрямованої на покращення результативності публічного управління у сфері охорони здоров'я. КЛЮЧОВІ СЛОВА публічне управління, механізми публічного управління, публічне управління у сфері охорони здоров'я, сфера охорони здоров'я, інноваційні підходи, розвиток персоналу, мотивація персоналу, кар'єрне зростання, кадровий потенціал, державна служба.

1. Introduction

The main direction of the formation of an effective health care system is to ensure the human resources of the industry. In Ukrainian realities, many serious personnel problems have accumulated in the area under study. Among the key ones, it is worth highlighting the low level of personnel planning, serious disproportions in the provision of specialists of various specializations and the shortage of employees, the low professional level of personnel, the inconsistency of the state personnel policy with the new challenges of the health care system – the complication of medical technologies, total digitalization, and the increase in public needs for medical care.

The transformation of the concept of development of the health care sector against the background of current social and socio-economic challenges causes a change in the financial, economic and market mechanisms of the system, a reformatting of the general system of management of health care institutions, and the dynamics of the management paradigm in relation to human resources. Current managers and participants in scientific discourse are looking for opportunities to optimize healthcare management against the backdrop of digitalization and the dynamics of views on sectoral management functionality. The situation requires actualization of goals, means and approaches to communication based on the principles of humanism and human-centeredness.

Active reform of medicine in the context of increasing the share of private practice, optimization of financing and patient logistics between individual medical sectors does not exclude several problematic issues related to the management of personnel of healthcare institutions, in the context of general digitalization, the need to ensure inclusiveness and accessibility of medical services. Ways to increase the efficiency of the industry's human resources through public management mechanisms remain insufficiently researched and still require active scientific research.

2. Literature Review

The management paradigm in the field of health care focuses on the attention of scientists who have developed a system for analyzing and evaluating health care functions [3; 8; 11; 19], explored the possibilities of effective personnel policy in the area under study [4; 6], actualized the importance of maintaining the competitive advantages of medical institutions [7; 20]. The authors emphasize the need to guarantee the medical rights of citizens in the process of transformation of the health care sector, as well as promote the narratives of unification of standards of sectoral personnel policy as the basis for the sustainable development of the studied area.

The possibilities of modern digital transformation in healthcare HR management were explored by Ahn and Chen [1], Hasselgren et al. [5], Kraus et al. [9], Shi et al. [18], Paul et al. [15] and established that modern platforms of medical support and electronic document management should function as a single hub for all areas of services, which will optimize the time resource, reduce the risks of corruption, and allow to achieve better results in the functioning of the medical system.

Petrigna and Musumeci [16], Malihon [13] identified specific prerequisites for the effectiveness of sectoral management in the area under study, including the availability of resources and the readiness of participants in the process of providing medical services to upgrade the traditional management system. Directions for improving the effectiveness of state personnel policy in the area under study were studied [12; 14; 17]. The authors highlight the issues of the motivation and stimulation system, methodological foundations of the implementation of the management paradigm, and theoretical and executive aspects of the application of international standards in the industry.

Several researchers [2; 10] are studying certain issues regarding the organizational, legal, economic and institutional conditions for improving the personnel management system in the field of health care [2; 10], who are considering the possibility of involving international experts in the optimization of the national management system of health care, as well as the introduction of a system of competition between institutions. The authors argue that the development of an effective human resources policy requires a thorough analysis of the current state, legitimacy and compliance with the challenges of social and economic development.

The results of scientific searches of these authors do not allow for achieving comprehensiveness and consistency in the formation of concepts of public administration in the field of human resources of health care, which actualizes the need for further study of various aspects of the problem.

3. Problem Statement

Several issues regarding the effective management of healthcare institutions in the context of digitalization, ensuring inclusiveness and accessibility of medical services, remain insufficiently researched and still need to be addressed. Effective use of human resource potential, increasing the efficiency of its implementation in the area under study, can be achieved under the condition of effective sectoral public management.

The article is aimed at an extended analysis of key innovative ways to optimize the mechanisms of public personnel management in the health care sector in the context of current challenges.

4. Methods and Materials

The methodological and theoretical basis of the work was formed taking into account the priority principles of the implementation of system research, based on an integrated approach. In order to fully disclose the problem, several theoretical research methods were used, in particular, methods of abstract logical and comparative analysis, abstraction, and formalization, and some others.

The methods of abstract logical analysis, as well as synthesis, were used in order to highlight the most significant aspects and basic concepts of the phenomenon under study. The dialectical method, comparison and generalization were applied in order to detail the system of definitions, to distinguish basic categories and theoretical generalizations, to form the concept of an integral process of public personnel management in the medical field. Comparative analysis was used to identify the stages and factors of development of management mechanisms in the area under study.

The formalization method was used to identify the key vectors for improving the system of public management of personnel in the medical services sector in synergy with the conceptual principles of sustainable development, as well as to develop directions for the practical implementation of the results obtained in sectoral public management, structuring the principles, priorities and functionality of the object of study.

5. Results and Discussion

The need to optimize the mechanisms for the implementation of personnel policy in the field of health care in Ukraine is due to the presence of two key problems: the lack of a unified public management strategy in this direction and the inconsistency of official reporting on the quality of the country's human resources potential with practical realities. Other negative trends include a reduction in the number of industry specialists, an unsatisfactory level of staffing, regional disparities, a low level of training, and an outflow of qualified workers as a result of intersectoral and labor migration. In the national health care system, professional standards of specialists do not meet modern world requirements and do not allow the formation of unified approaches to setting standards.

Ineffective personnel policy in the field of health care can lead to a number of risks, in particular, irrational differentiation of budgeting, excessive commercialization of the industry, and departure from social orientation. Overcoming these destabilizing conditions involves conducting a thorough analysis of the situation with the identification of the main achievements, problems, opportunities and risks of implementing the sectoral paradigm of personnel management.

Among the areas of improvement of the mechanisms of public management of personnel development of the health care system, the following should be highlighted.

Improvement of the regulatory framework for optimization of personnel policy in the industry, taking into account the best practices of developed countries, based on the principles of systematization and consistency of the current regulatory and legal support with international standards.

The mechanism for improving the regulatory framework for public management of personnel development of the health care system should include the development and implementation of professional standards for personnel, the nomenclature of specialties and positions in the field of medicine, the improvement of accounting and reporting documentation and criteria for assessing the quality of work of medical workers, as well as the relevant qualification requirements, which will create prerequisites for unification and promote the rational use of human resources for efficiency of the health care system [4; 6].

An important area of personnel management upgrade in the health care system is *the introduction of effective tools for the implementation of personnel policy*. In particular, it means the improvement of information systems and databases, which includes:

- creation of the National Observatory of Human Resources of Medicine as a center for collecting informative data, their analysis and monitoring;
- development of an effective system for supporting management decisions;
- introduction of a digitized register of industry specialists;
- prolongation of training and integration of the system of continuous training of doctors;
- interaction of health care personnel with leading international organizations.

A promising mechanism for optimizing managerial approaches to personnel in the field of health care is *the autonomy of medical institutions*, which provides for a change in forms of ownership, expanding the boundaries of the powers of the management to form the personnel policy of a particular health care institution, mechanisms of motivation and stimulation.

Also, it is necessary *to update the strategy for the development* of the personnel management system, to form principles, methods and norms in the industry, to guarantee an optimal balance between the indicators of quantitative and qualitative composition of medical personnel, taking into account the current demand, legal requirements and the distribution of resources in the labor market. Such a strategy can be both national and local in nature. In particular, the concept of strategic personnel management policy can be reflected in the charter of the medical care institution and internal regulations [2; 10].

An important direction of improvement of managerial mechanisms in the area under study is the *optimization of the motivation and stimulation system*. In particular, there is a need for adaptive dynamics of the principles and forms of remuneration of medical workers to increase labor productivity. To create an effective motivation system, it is important to take into account individual needs and ensure a balance between different types of stimulation.

The problem of personnel management in the field of health care is not only in the formation of human resources, but also in its continuous development. *The priority of continuous learning* should be taken into account in the personnel strategy of the institution, as well as acting as an effective tool of motivational policy. For example, the opportunity to participate in international and conferences, and advanced training abroad for the most effective employees can be positioned as additional incentives. An important component of the management mechanism is the introduction of the principles of teamwork, which requires ensuring a favorable climate with the help of psychological tools, the prevention of professional stress and emotional burnout.

Each of these ways of optimizing the mechanisms of public personnel management in the field of healthcare in the modern context requires the integration of effective digital systems and innovative capabilities of artificial intelligence. The creation of electronic document management systems, the formation of a national observatory of human resources will allow not only to effectively collect, accumulate and process informative data, but also to provide a management decision support system [12; 14; 17]. The introduction of a digitalized register of medical specialists, the prolongation of education and training of doctors, and cooperation with international organizations will allow for a phased transition to an optimal system of the ratio of medical personnel in the medical care system. The key vectors of the impact of digitalization on the processes of public personnel management in the field of health care are indicated in Table 1.

A modern electronic health care system (e-Health) allows you to unite all stakeholders in the healthcare system, forming a single central management mechanism that ensures effective collection and consolidation of clinical data, access to medical services, digital prescriptions, electronic medical records, online consultations, etc. An important aspect of management is to ensure the reliability, timeliness and transparency of informing participants in the medical system.

At the same time, the tangential challenges of the process are the complexity of standardization and unification of medical documentation in different organizations; the need to maintain cybersecurity and guarantee privacy protection; resistance of participants in the process of providing medical services to innovations; the need to ensure equal access to digital technologies and training for all employees; prevention of excessive use of digital devices and social networks as sources of anxiety, increased stress, professional burnout; the need for constant technical support.

Table 1. Digital optimization of public personnel management in the field of health care

Direction	Practical tools
Unified Digital Solutions – Electronic Health System	– creation of unified electronic patient databases; – introduction of electronic declarations; – electronic prescriptions and referrals; – backup, cloud storage; – medical records and conclusions.
HR policy	– digital recruiting (using online platforms to search for candidates, virtual interviews and data analysis); – improving staff competencies (online courses, virtual trainings and continuous professional development programs); – digital management systems (tracking performance indicators, feedback from employees using online surveys, etc.).
Privacy protection	– multi-level authentication; – verification of medicines; – Personal data protection systems.

Source: Developed by the authors.

Time constraints, resource support, and staff qualifications often act as determinants of the quality of digitalization, and therefore currently only a small number of healthcare institutions are actively integrating technological and managerial innovations. The features of further development of the technical architecture of the electronic health care system within the framework of public management include adaptability and flexibility, service orientation, inclusive development of information and communication tools designed for different categories of users.

public management in the health care sector is actively expanding the scope of its functioning, becoming an effective tool for providing the population with high-quality and affordable medical services. The formation of a modern management paradigm in the industry should include mechanisms of strategic management, psychological and socio-economic methods of influence, which in synergy increase the quality and availability of medical services. The transformation of the studied field of public management can take place more intensively if successful practices of developed countries are involved, taking into account global trends in solving personnel problems, as well as intra-system problems.

It is necessary to emphasize the importance of public control over the legality and effectiveness of managerial activities. Guarantees of transparency and publicity in the medical sector should be provided, among other things, by public organizations and their associations, which will contribute to greater involvement of citizens in management processes. The state must provide appropriate prerequisites: to stimulate the activities of local public councils, to carry out information and educational activities. At the same time, it is worth noting that control by state bodies and public organizations should take place while maintaining the vertical of control.

Based on the above, it is possible to predict an increase in the impact of public management on the quality of staffing, including through the implementation of digital optimization solutions. The key strategic objectives of improving public management in the area under study should be summarized:

1) focus on a rational and strategic state policy of managing card resources in the industry, which provides for ensuring a clear political orientation to preserve and strengthen the health of society, guaranteeing unhindered and equal access of various social categories to high-quality and timely medical care;

2) integration of the principles of corporate social responsibility: openness, consistency, significance and prevention of conflicts that should be applied to the activities of medical institutions (guarantees of respect for human rights and labor standards, care for environmental safety, quality assurance of services and interaction with stakeholders – patients, employees, society);

3) directing efforts to overcome the gap in the provision of medical care in the context of social strata, overcoming or minimizing inequality;

4) positioning the health of the nation as a basic social capital, providing practical support for its harmonious development;

5) reorientation of the health care sector to preventive medicine, integration of health policy concepts of preservation and prevention;

6) formation of effective human resources based on the principles of continuous learning and improvement.

Thus, the construction of a modern paradigm of public personnel management in the field of health care should provide for the development and implementation of a system of strategic personnel management, psychological and socio-economic methods of influence, as well as analytics, which in synergy, will contribute to the increase of human resources and improve the quality of services in the field of healthcare.

6. Conclusions

The article was aimed at expanding the analysis of key innovative ways to optimize the mechanisms of public personnel management in the health care sector in the context of current challenges. Among the most important promising reforms in the industry are the introduction of innovative electronic systems and technologies to optimize the medical system, accompanied by security challenges for the health care system in the information environment, the creation of electronic document management systems, the formation of a national observatory of human resources that allow not only to effectively collect, accumulate and process informative data, but also to provide a system to support the adoption of managerial Solutions. The development of a digitalized register of industry specialists, the prolongation of education and training of doctors, and cooperation with international organizations will allow for a phased transition to an optimal system of ratio of medical personnel in the medical care system.

Actualization of the factors of openness and publicity plays a significant role in strengthening the position of health care institutions, optimizing social communications, and increasing public engagement. The synergy of a professional approach and stable principles for the implementation of the strategic goals of the health care reform, proper control by the state and society, will increase the efficiency of public management in the health care sector.

Promising scientific developments on the subject of the current study should be aimed at finding ways to implement international standards in the realities of Ukrainian public management policy in the field of healthcare.

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