



Public Management in the Health Sector of Ukraine: Digital Transformation and Communication Policy in the European Integration Dimension

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ABSTRACT

This document investigates current techniques for public management in Ukraine's medical sector amid digital progress and convergence efforts with Europe. The current state of the health system demands employing competent administrative structures that can guarantee transparency, accountability, and effectiveness in employing assets, concurrently improving the standard and accessibility of medical offerings for residents. The objective is a comprehensive review of public leadership in Ukraine's medical domain through the perspective of technological transformation and outreach planning within the context of European alignment, alongside substantiating paths for managerial practices to efficiency, clarity, and firmness of the healthcare framework per European Union standards. This investigation seeks to discover means to better public management in Ukrainian healthcare by incorporating digital tools and fostering a successful communication plan centered on the requirements of residents and the professional medical community. The research employed techniques such as assessment and combination, systematic and structural-functional approaches, comparison method, institutional review, summarization, and scientific abstraction. Conceptual methodologies for public management in the health sector amid digital shifts and worldwide integration were examined. Contemporary worldwide and European directions in the digitization of medical infrastructures and their effect on the reshaping of public management structures were described, enabling the pinpointing of superior international examples of health sector digitization, evaluating their influence on the effectiveness, clarity, and interaction methods of public management, and noting sectors for enhancing the Ukrainian framework. The legal and structural foundations of public management in Ukrainian healthcare, connected to European convergence, were examined. The present state and chief directions of digital evolution within Ukraine's health sector were analyzed, specifically the advance of the electronic eHealth system and digital governance tools. The trajectories for improving public management in the healthcare domain in Ukraine, directed by European benchmarks, have been confirmed.

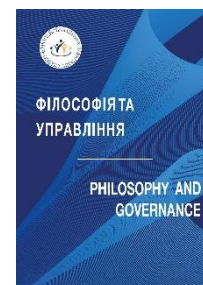
KEYWORDS

public management, public management in the field of health care, health care, digitalization, digital technologies, digital transformation, communication policy, European integration, globalization, global trends in the field of health care.



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Публічне управління у сфері охорони здоров'я України: цифрова трансформація та комунікаційна політика в євроінтеграційному вимірі

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СТАТТЯ

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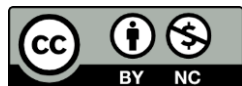
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У статті проаналізовано сучасні підходи публічного управління у сфері здоров'я України в умовах цифровізації та євроінтеграційних процесів. Сучасний стан системи охорони здоров'я вимагає запровадження дієвих управлінських механізмів, здатних гарантувати прозорість, підзвітність та ефективність використання державних коштів, а також покращити якість і відкритість медичних послуг для населення. Метою є комплексне дослідження публічного управління у сфері охорони здоров'я України крізь призму цифрової трансформації та комунікаційної політики в умовах євроінтеграції, а також обґрунтування напрямів удосконалення управлінських механізмів з метою підвищення ефективності, прозорості та стійкості функціонування системи охорони здоров'я відповідно до стандартів Європейського Союзу. Дослідження спрямоване на пошук шляхів удосконалення публічного управління у сфері охорони здоров'я України на основі інтеграції цифрових технологій та розвитку ефективної комунікаційної політики, орієнтованої на потреби громадян і професійної медичної спільноти. У дослідженні використано такі методи як аналіз і синтез, системний та структурно-функціональний методи, порівняльний метод, інституційний аналіз, метод узагальнення й наукового абстрагування. Проаналізовано теоретичні підходи до публічного управління у сфері охорони здоров'я в умовах цифрової трансформації та глобалізаційних процесів. Охарактеризовано сучасні світові та європейські тенденції цифровізації систем охорони здоров'я та їхній вплив на трансформацію моделей публічного управління, що дозволило виявити кращі міжнародні практики цифровізації охорони здоров'я, оцінити їхній вплив на ефективність, прозорість і комунікаційні механізми публічного управління та визначити напрями вдосконалення української системи. Досліджено нормативно-правові та інституційні засади публічного управління у сфері охорони здоров'я України в євроінтеграційному контексті. Проаналізовано стан і ключові напрями цифрової трансформації системи охорони здоров'я України, зокрема розвиток електронної системи eHealth та цифрових управлінських інструментів. Обґрунтовано вектори поліпшення публічного управління у сфері охорони здоров'я України на основі європейських стандартів.

КЛЮЧОВІ СЛОВА

публічне управління, публічне управління у сфері охорони здоров'я, сфера охорони здоров'я, цифровізація, цифрові технології, цифрова трансформація, комунікаційна політика, євроінтеграція, глобалізація, світові тенденції в галузі охорони здоров'я.

1. Introduction

The healthcare system in Ukraine is undergoing a phase of profound transformation due to the simultaneous influence of three factors: full-scale security challenges, accelerated digitalization of the public sector, and a strategic course towards European integration. Under these conditions, public management in medicine goes beyond traditional administration and is increasingly based on data, digital services and targeted communication policies. It is the combination of digital transformation and effective public communication that determines the ability of the state to guarantee the accessibility, quality and sustainability of medical services in accordance with EU standards.

Digital shifts and gradual convergence with the European governance space are fundamentally changing the logic of state influence on the healthcare sector in Ukraine. It is about a profound transformation of the management architecture, which is taking place against the backdrop of economic challenges, technological leaps and political turbulence. In this configuration, the health care system is increasingly manifested as a critical element of national resilience: demographic indicators, the quality of human capital, and the ability of the state to withstand long-term crisis loads directly depend on its effectiveness. It is no coincidence that in the EU countries, investments in digital governance of medicine have increased by an average of 30–40% over the past five years, and Ukraine, since 2020, has been demonstrating similar dynamics in the implementation of electronic services and platforms for managing medical data.

This issue is of particular importance in the context of Ukraine's European integration course. The process of approximation to the European Union provides for the harmonization of national health policy with European standards, principles of good governance, digital state and open communications. European experience demonstrates that effective public management in the field of healthcare is based not only on technological solutions, but also on a developed communication policy, partnership with civil society and a high level of trust in public institutions.

2. Literature Review

A number of studies are devoted to the digital transformation of public management in general, which covers the impact of digital technologies on the activities of public authorities and the qualitative development of public services. Thus, S. Petkun and I. Melnyk [24, p. 98] considered modern trends in the digital transformation of public management with an analysis of key digital factors and European experience in their implementation. N. S. Orlova and Y. L. Mokhova [21, p. 97] investigated the problems of information support of public management and digital governance, analyzed mechanisms, changes in the regulatory framework and compared national digital indicators with European ones. I. Y. Malyi and M. G. Tsedik studied the European integration benchmarks of digital transformation in public management [17], where they analyzed the EU regulatory requirements, the problems of introducing digital services and further prospects for their adaptation in Ukraine.

O. Parkhomenko-Kutsevil [23, p. 134] considered the modern aspects of the development of the electronic health care system in Ukraine, which is directly related to the digital transformation of management in the field of health care. The research of I. I. Boryshkevych et al. [4, p. 67] emphasize the key role of the managerial potential of the head in the field of health care as the basis for effective public management and modernization of the health care system. The authors focus on the need to develop managers' competencies for effective planning, organization and control of management processes, which is directly related to digital transformation and the introduction of innovative management mechanisms.

T. V. Zaporozhets et al. [33, p. 95] considered the strategies of the electronic health care system (Ehealth) as one of the ways to raise the state policy in the field of health care in Ukraine. Yu. L. Mokhova and V. L. Tokarenko [18, p. 188] analyzed the European experience of introducing electronic services in the field of health. O. M. Pakina [22, p. 132] studied more specific aspects of public management in health care – institutions, levers and changes in the field of management of the medical system.

At the international level, the issues of digitalization of healthcare and public management are also actively researched: S. Bahadori et al. [2] analyzed the challenges of integrating innovative digital technologies (AI platforms, wearable devices) into the national healthcare system, as well as the adaptation of assessment approaches in accordance with NICE standards for digital technologies. The

official report and recommendations [15] are fundamental to understanding modern digital health management internationally. M. A. R. Bak et al. [3] carried out a systematic review of the ethical aspects of public-private partnerships in digital health, including issues of transparency, access to data, governance and public trust, which are important for understanding the transformation of public management. M. C. Buchan et al. [5] presented a practical study of the application of innovative methodology for assessing and building the infrastructure for digital transformation of health care systems, including mixed methods of assessment and consideration of the needs of stakeholders.

A comprehensive study of public management in the field of health care in Ukraine in the European integration dimension allows us to assess the compliance of the domestic management model with European approaches, as well as to create a theoretical and practical basis for further modernization of public management in the field of health in Ukraine.

3. Problem Statement

The purpose of the study is to analyze and assess the effectiveness of public management in the field of health care in Ukraine in the context of digital transformation and European integration, as well as to identify innovative areas for improving management mechanisms, communication policy and personnel management to improve the quality of medical services and adapt the health care system to European standards.

4. Methods and Materials

The study of public management processes in the Ukrainian healthcare system, which takes place against the background of digital transformation and active implementation of communication policy in the context of European integration, is based on a wide range of methodological approaches.

An important component is interdisciplinary analysis, in particular, the comparison of national experience with European practices, which allows identifying gaps and prospects for harmonization of management and communication approaches. Content analysis of strategic documents, state programs and reports of authorities, as well as socio-communicative analysis of interaction between the state and citizens, provide an opportunity to trace how digital tools change the logic of public management. In practice, this is manifested in a more flexible organization of processes, which is focused on the needs of patients and takes into account modern European standards.

General scientific methods include analysis and synthesis, which are used for a systematic understanding of theoretical approaches to public management, digitalization and communication policy in healthcare; induction and deduction – to form generalizations about the impact of digital technologies on management processes and interaction between the state and citizens; generalization and abstraction – to identify key trends and models of digital transformation in the context of European integration.

Among the special methods, a systematic approach was used, which made it possible to consider the health care sector as a complex socio-economic system with a multi-level management structure and extensive communication links; structural and functional analysis – to determine the roles and functions of public authorities in the implementation of digital solutions and the formation of communication policy; institutional method – to study the regulatory and organizational mechanisms of digital transformation of the health care system of Ukraine.

To compare national experience with European practices, a comparative method was used, which made it possible to identify common and distinctive features of digitalization of healthcare in Ukraine and the EU member states, as well as to assess the level of harmonization of management and communication approaches within the framework of European integration processes. The method of content analysis is used to process strategic documents, state programs, communication strategies and public reports of authorities. The socio-communicative analysis made it possible to investigate the mechanisms of interaction between state institutions, medical institutions and citizens in the digital environment.

The material base of the study is made up of regulatory legal acts of Ukraine in the field of public management, health care and digital transformation; strategic documents of public authorities (in particular, digital development strategies, health care reforms, and communication policies); official

statistical data of central executive bodies; analytical reports of international organizations (WHO, European Commission, OECD); scientific works of Ukrainian and foreign researchers on public management, digitalization and European integration; materials of expert research and public communications in the field of healthcare.

5. Results and Discussion

The health care sector occupies a central place in the system of public management. The state plays a central role in shaping health policy, as it determines the strategic priorities of the industry, provides the regulatory framework and financing of medical services. The role of the state in shaping health care policy is key to ensuring the accessibility, efficiency and quality of medical services. The state determines strategic guidelines, controls resources, implements standards and innovations, and ensures the integration of the Ukrainian health care system into the European and global context [24, p. 98].

Effective public management in the field of health care is a crucial component of guaranteeing the availability and quality of medical services for citizens. In Ukraine, the medical system is formed on the basis of a multi-stage institutional structure, which includes central executive bodies, independent state institutions and territorial departments. Such a structure provides comprehensive management of the medical industry, coordination of the state strategy, supervision of compliance with norms and the introduction of best practices, in particular electronic solutions (Fig. 1).

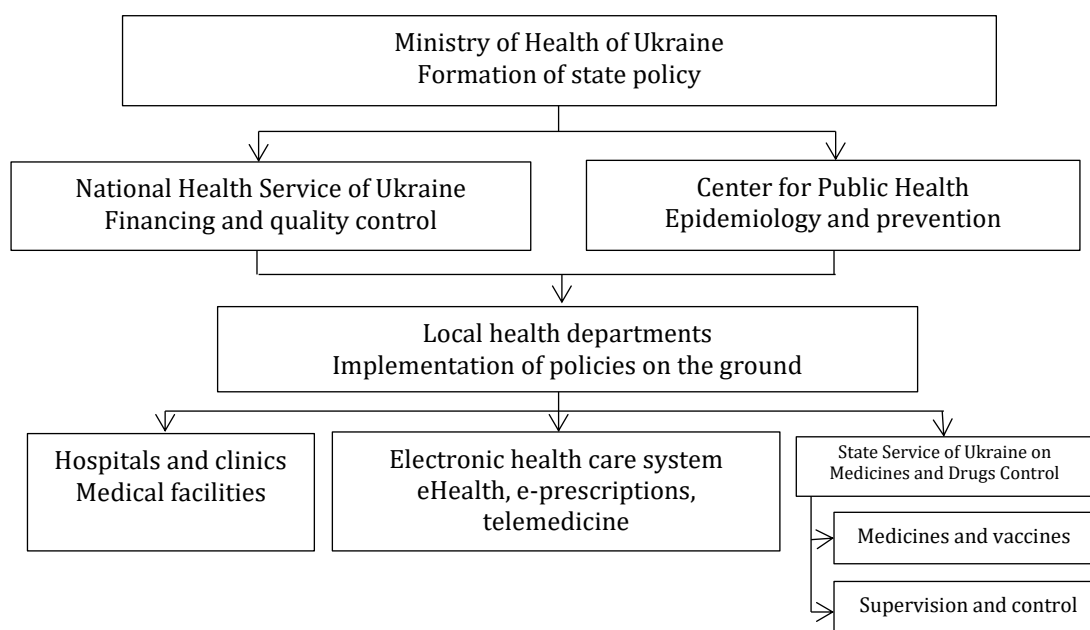


Figure 1. Structural characteristics of authorities and institutions responsible for health care in Ukraine

Source: Author's development.

Communication policy in the modern medical environment is becoming a key mechanism for effective management. Digital platforms create new channels of interaction, increase the requirements for transparency and efficiency of data transmission. The integration of digital channels significantly increases the efficiency of communication flows. Successful digital communication requires strategic planning that takes into account user behavior, social and cultural characteristics, as well as the protection of personal data.

Communication policy in health care is a systematic management of information flows between authorities, medical institutions and the population, which contributes to:

- increasing trust in public medical services;
- informing the public about new digital services;
- effective response to emergencies (pandemics, disease outbreaks).

Fig. 2 presents the scheme of digital transformation and the main communication channels in the

field of healthcare in Ukraine in the context of European integration.

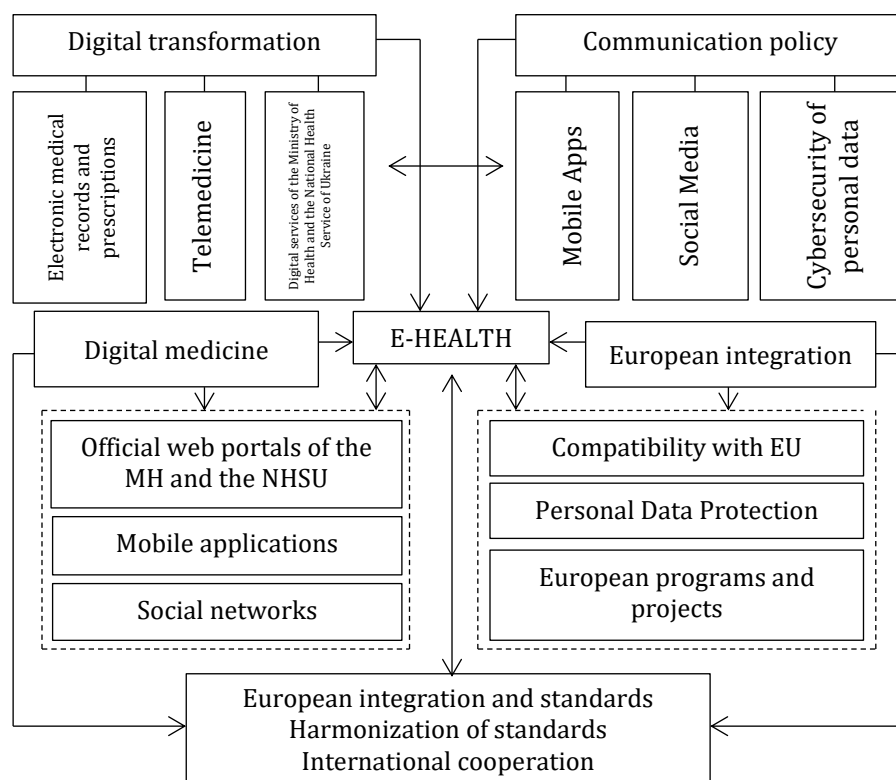


Figure 2. Digital transformation and communication channels in the field of health care in Ukraine in the European integration context

Source: Author's development.

Classical administrative theories remain the basis of organizational structure and accountability. In the digital environment, this is implemented through electronic patient registries, digital resource management systems, and automated platforms for monitoring the quality of medical services. For example, in the EU countries, eHealth and Electronic Health Records systems are actively used [9], which provide transparency and quick access to data, optimize management processes and increase the efficiency of state control [20].

Guiding and innovative methods emphasize the importance of strategic management and the growth of managerial capabilities. The use of analytical systems, AI tools to predict the needs of specialists, and electronic HR solutions makes it possible to improve staffing, outline workload and increase the efficiency of medical personnel [14]. An example is Digital Health Platforms in the United Kingdom and Sweden, which combine analytics, human resources and communication tools for healthcare managers.

Globalization and integration approaches involve the adaptation of the Ukrainian healthcare system to international standards and best practices. This includes the harmonization of regulations, the implementation of data security standards (GDPR), the integration of electronic platforms with international systems, and the application of European HR and resource management methodologies. Thus, in the EU countries, cross-border eHealth services tools are actively used, which allow the exchange of medical information between countries and increase the effectiveness of transnational health care programs [31].

The main component of modern administration is a communication strategy and interaction with society. Digital channels, mobile applications for patients, chat robots and social platforms make it possible to increase the clarity of decisions made, public participation and faith in government structures. For example, in Finland and the Netherlands, unified digital systems have been introduced to connect patients, doctors, and government agencies, which speeds up management decisions and improves access to medical care [9].

For clarity and systematization of modern theoretical approaches to public management in the field

of health care in the context of digital transformation and globalization processes, a table was compiled that reflects the relationship between theoretical concepts, digital tools and foreign practices. Table. 1 allows you to clearly trace how classical administrative principles, managerial and innovative approaches, as well as globalization strategies, are integrated with modern digital technologies and examples of international experience to increase the efficiency, transparency and adaptability of the health system.

Table 1. The relationship of theoretical approaches, digital tools and foreign practices in public health care management

Theoretical approach	Digital tools and technologies	Examples of foreign practices	Main role in public administration
Classic administrative	Electronic Patient Registries (EHRs), Digital Resource Monitoring Platforms	eHealth (EU), EHR (UK, Sweden)	Ensuring transparency, accountability and efficiency of management processes
Managerial and innovative	Analytics platforms, AI forecasting tools, HR systems	Digital Health Platforms (UK, Sweden)	Optimization of personnel, increase in productivity and efficiency of personnel
Globalization and integration	Cross-border eHealth, GDPR standards, integration of international systems	European Health Data Exchange Programs (Finland, Netherlands)	Adaptation of the national system to international standards, improving the quality and accessibility of services
Communication and social	Mobile applications for patients, chatbots, integrated portals for information exchange	Digital interaction services (Finland, Netherlands)	Increasing citizens' trust, involvement in decision-making processes, quick response to changes

Source: Compiled by the authors based on [9; 14; 20; 31; 33, p. 95].

The experience of European countries demonstrates that technological innovations are effective only if a well-thought-out communication strategy is considered. For example, in Sweden and the Netherlands, digital healthcare systems are integrated into national and cross-border data exchange networks, which ensure protocol interoperability, reduce the risk of duplication of procedures, and increases the accuracy of clinical decisions. For Ukraine, this means not just adapting platforms, but the formation of a holistic digital environment that can meet modern European and global requirements.

The combination of classical, managerial and globalization methods, the inclusion of digital tools and the use of advanced foreign developments create an up-to-date ideology of public management in the field of healthcare. This makes it possible to increase the effectiveness, clarity and flexibility of management procedures, guarantee the improvement of personnel, rationalize funds and harmonize the domestic health care system with European and world standards [32].

Digitalization is becoming not just a tool for optimization, but the foundation of a new healthcare management ecosystem, where the interaction of technologies, standards and human resources creates conditions for transparency, efficiency and integration of national systems into the global medical space [8].

In recent years, the world and Europe have seen a dynamic introduction of digital technologies into healthcare systems, which has significantly changed approaches to public management. The main trends are:

1. Electronic health records and integrated platforms.
2. Telemedicine and remote services.
3. Data analytics and artificial intelligence (AI).
4. Digital systems of personnel management and training.
5. Communication strategies and accountability.

Public management in the field of health care in Ukraine is based on a developed system of normative legal acts that determine the organizational, social and administrative principles of the activities of state bodies, regulatory mechanisms, responsibility of subjects and the rights of citizens. The Constitution of Ukraine enshrines the right to health care as a fundamental social value and the obligation of the state to ensure an appropriate level of medical care and access to medical services, which lays the constitutional legal basis for public management in the field of health care (constitutional

principles of legal support of health care).

In 2025, a significant step was the approval of the Strategy for the Development of the Health Care System for the period until 2030 and the operational plan of measures for its implementation, which determine priorities, strategic goals and mechanisms for modernizing the management of the health care system, taking into account the challenges of the global pandemic, martial law and European integration requirements. This document emphasizes the obligation to coordinate the actions of national and regional authorities, ensure transparency, efficiency and interaction of all management entities, and also lays the foundation for the adaptation of national legislation to EU standards and international norms [30].

One of the key regulatory documents directly related to the digitalization of healthcare is the Order of the Cabinet of Ministers of Ukraine No. 857r dated 06.09.2024 "On Amendments to the Concept for the Development of E-Health", which provides for the harmonization of national standards with international ones, ensuring the interoperability of electronic systems, as well as the use of electronic system data for management decisions using modern technologies, including analytics and Big Data approaches. This indicates a movement towards the integration of national digital solutions into the European and global information space [29].

The processes of harmonization of legislation with the law of the European Union are actively promoted within the framework of the implementation of European integration obligations, which is confirmed by the assessments of the European Commission's reports on Ukraine's progress in various areas, including healthcare, where certain provisions of national policy are being reformed, taking into account EU standards. In 2025, at the meetings of the subcommittees of the Parliament, the results of the assessment and plans for further legislative work to harmonize medical and pharmaceutical legislation with European standards were discussed [6].

An important aspect of legal support is also the activities of relevant parliamentary committees and working groups on the development of draft laws detailing the principles, tasks and mechanisms of state health policy, including taking into account the best international practices and European values. Such initiatives are aimed at creating an integral legal framework capable of integrating EU standards and ensuring the efficiency, transparency and accountability of the health care system [16, p. 5].

The modern electronic transformation of the healthcare system of Ukraine is marked by the gradual introduction of complex electronic solutions. The central element of this transformation is the Electronic Health System (EHR), which creates a single digital space for storing, processing and exchanging the medical data of patients, doctors and medical institutions. The EHS provides a centralized database to which thousands of healthcare facilities across the country are connected. The system processes billions of medical records, electronic prescriptions and referrals, supporting the work of thousands of users every day and enabling digital interaction between medical institutions and healthcare authorities [7]. One of the main achievements of digital transformation is the introduction of electronic declarations, electronic prescriptions and electronic referrals. This made it possible to largely replace paper documentation and automate key administrative processes [26].

The development of the digital environment also involves the modernization of management tools, in particular, the use of centralized data to forecast the population's needs for medical services and assess the effectiveness of government programs. The National Health Service of Ukraine uses the data of the EHR to justify decisions on resource planning, monitoring the quality of medical services, and assessing the effectiveness of the health care system as a whole [7].

Among the main directions for the further development of digitalization is the expansion of the functionality of the EHR through the introduction of new services, such as electronic documents for health restoration and digital health certificates, which are planned to be launched in the coming years. This will contribute to further simplification of administrative procedures for citizens and increase the level of trust in electronic health care services [28].

At the same time, the transformation faces certain challenges, including the lack of a unified eHealth architecture at the national level and the need to improve data exchange systems and standards, which complicates the full integration of all digital components of the system [1].

Consideration of the works of N. V. Hoi and M. S. Pylypiv [13] makes it possible to outline the main modern vectors of improving the procedures of public management by human resources in the field of medicine, which directly affect the effectiveness of digital transformation and management measures in the context of European integration. The authors emphasize the need to introduce electronic personnel

management complexes, mechanize employee accounting, use information analysis to predict the need for health care specialists and their best distribution among medical institutions. At the same time, they highlight the importance of increasing the abilities of directors and staff through remote educational environments, improving knowledge in accordance with Western criteria and forming a model of strategic interaction in medical institutions.

In addition, the study of foreign experience carried out by N. V. Hoi and M. S. Pylypiv [12] shows the effectiveness of the combination of digital tools, motivational mechanisms and transparent personnel management procedures, which ensures an increase in productivity, transparency and accountability of management decisions. As a result of improving personnel management, it is a key factor in increasing the efficiency of public management in the field of healthcare, integrating the Ukrainian system into European practices and ensuring the sustainable development of the digital healthcare system.

In the context of European integration, the communication policy of public authorities in the field of health care is becoming strategically important as a tool for implementing the principles of open government, citizen-centered governance and digital interaction. The European Union considers effective communication as an integral part of public management, ensuring transparency of policies, citizen participation in decision-making and increasing trust in state institutions [10].

Digitalization significantly transforms the mechanisms of communication policy in the field of healthcare. The use of digital channels – official web portals, electronic eHealth services, social networks and mobile applications – complies with European e-government and e-health standards and allows for prompt information of the population, feedback and access to public information. Research by the Organization for Economic Co-operation and Development shows that digital communications increase the effectiveness of public health policy through better coordination, analytics and citizen engagement [19].

An important criterion for the effectiveness of communication policy in the European integration dimension is the level of openness and transparency. European approaches provide for the systematic disclosure of data, management decisions and results in the field of healthcare, which contributes to the accountability of authorities and the formation of public trust. According to the World Health Organization, transparent and consistent communication is a key factor in supporting public health reforms and increasing the level of compliance with medical recommendations by the population [27, p. 364].

Communication policy acquires special importance in times of crisis and transformation processes. The European experience of the COVID-19 pandemic has shown that strategic communications, based on science-based data, consistency of messages and active involvement of digital channels, make it possible to reduce the level of disinformation, social tension and strengthen the readiness of citizens to implement government decisions [25, p. 118].

At the same time, the assessment of the effectiveness of Ukraine's communication policy in the European integration dimension reveals a number of challenges. Among them are the digital divide between different social strata, unequal access to digital services, and the need to professionalize strategic communications in the field of healthcare. European analytical reports emphasize that without overcoming these obstacles, digital communications will not be able to fully unlock its potential as a tool of public governance [11].

The effectiveness of the communication policy of public authorities in the field of health care in the context of digitalization and social transformations demonstrates that modern digital means make it possible to increase transparency and the level of citizens' trust in state institutions. O. Zhuk et al. [34] emphasize that innovative mechanisms of public management, which include digitalization, analytics and strategic communication, are key to effective governance.

For a comprehensive assessment of the role and effectiveness of the communication policy of public authorities in the field of health care in the context of digitalization and social transformations, it is advisable to carry out a comparative analysis of European and Ukrainian experiences. In Table 2 "EU-Ukraine" summarizes key approaches to the use of digital communication channels, ensuring openness and transparency of the activities of authorities, as well as the implementation of strategic communications in crisis conditions. Such a comparative format allows us to identify common features, differences and gaps in national practice, as well as to outline the directions of adaptation of European standards and best practices in the system of public health care management of Ukraine in the European

integration dimension.

Table 2. Comparative characteristics of communication policy in the field of healthcare: EU – Ukraine

Criterion	European Union (EU)	Ukraine
Communication policy model	Service-oriented, public administration model; Communication as an element of governance	Transitional model: a combination of administrative and service communication
Regulatory basis	eGovernment Action Plan, Digital Europe, Uniform Public Communications Standards	National Digitalization Strategies, Regulations of the Ministry of Health and the Cabinet of Ministers of Ukraine
Digital channels of interaction	Unified government portals, integrated eHealth platforms, mobile applications	EHS, official websites of the Ministry of Health, the National Health Service of Ukraine, the Diia application, social networks
Two-way communication	Systematic consultations, online surveys, citizen participation in policy-making	Limited participation; Feedback is mainly informational
Openness and transparency	Developed open data, regular public reports, clear management messages	Partial openness; data are published, but not always systematically
Level of public trust	Relatively high due to the stability and consistency of communications	Uneven; depends on crisis conditions and the quality of messages
Strategic communications in crises	One-stop information centers, science-based reports	Active use of digital channels, but with fragmentation
Countering disinformation	Institutionalized mechanisms and interagency coordination	Reactive nature, limited resources
The role of digitalization	Integrated Health Management and Policy Tool	Mostly an informative and administrative tool
Key challenges	Personal Data Protection, Ethical Aspects of Digital Communication	Digital Divide, Digital Literacy, Human Resources
European integration potential	Established practices and standards	High potential under the condition of institutional strengthening

Source: Compiled by the authors based on [15; 3; 23, p. 134; 26]

The European model is characterized by consistency, institutional consolidation and active use of integrated digital platforms for interaction with citizens. In Ukraine, despite the noticeable progress in the development of electronic services and digital communication channels, the communication policy is still fragmented and largely dependent on crisis challenges. At the same time, the European integration course stimulates the gradual approximation of national approaches to European standards of transparency, openness and trust. Thus, the implementation of strategic communications, the development of digital tools of interaction and the institutionalization of communication policy are key prerequisites for improving the efficiency of public management in the field of health care in Ukraine [18, p. 188].

The modern health care system of Ukraine is under the influence of numerous global and regional processes that form new requirements for management, technology and communications. The main challenges are related to rapid digitalization, changing demographic indicators, global health threats and the need to integrate with international standards:

1. Globalization and World Transformations

Globalization is impacting health care around the world, creating both opportunities and risks:

- International exchange of knowledge and technology.
- Transnational health threats.
- Competition for medical personnel and resources.
- Development of digital technologies.

Globalization processes stimulate the modernization of the health care system. At the same time, they put forward requirements for the growth of managerial efficiency and the integration of national standards with international practice.

2. European integration context

European integration determines the features of the development of health care in Ukraine in the

strategic and regulatory dimensions:

- Harmonization of standards.
- Digital services and interoperability.
- Financing and support for reforms.
- Improving the quality of management.

The European integration context creates opportunities for the modernization of the Ukrainian healthcare system. At the same time, it puts forward requirements for the adaptation of standards, digital platforms and communication strategies in accordance with European standards.

The introduction of digital technologies and effective communication policy are key components of the modernization of the healthcare system of Ukraine. Despite significant progress in the digitalization of medical services, the development of electronic platforms and the creation of ways to communicate with citizens, the national healthcare system faces a number of difficulties, challenges and obstacles. These include uneven access to digital technologies, insufficient digital awareness of the population and staff, fragmentation of the introduction of digital systems, limited human resources, regulatory gaps, and cultural factors that slow down transformation [5].

In order to effectively analyze the processes of digitalization and the implementation of communication policy in the field of health care in Ukraine, it is necessary to systematize the main challenges and obstacles that hinder the transformation. The main factors influencing the introduction of digital technologies in public health management are presented in Table 3.

Table 3. Problems, challenges, and barriers to digitalization and communication policy in the healthcare sector in Ukraine

Category	Manifestation	Ways to overcome
Digital divide and unequal access	Limited access to high-speed internet in rural areas and among vulnerable groups	Expansion of Internet coverage infrastructure, government programs to ensure digital accessibility
Low level of digital literacy	Patients and some medical workers do not have the skills to use electronic services	Conducting training programs, online courses and training for staff and citizens
Fragmentation of the implementation of digital systems	Lack of a single national platform, different data exchange standards	Integration of existing platforms, creation of a single national digital hub, unification of standards
Insufficient integration of digital and communication processes	Communication policy is not always related to digital tools, which reduces citizens' trust	Integration of strategic communications with digital platforms, creation of complex interaction systems
Imperfect regulatory framework	Lack of full harmonization with European standards, data security risks	Harmonization of legislation with EU standards, introduction of GDPR-like rules for medical data
Limited human resources and professional training	Lack of digital governance and strategic communications specialists	Training of personnel through advanced training programs, creation of specialized units
Resistance to change and cultural barriers	Resistance of some personnel to traditional methods of work, insufficient motivation for digitalization	Motivational programs, information campaigns, involvement of management in support of changes
Impact of crisis conditions	Pandemic, hostilities increase the load on digital and communication systems	Development of crisis plans, adaptation of digital platforms for rapid response and communication

Source: Compiled by the authors based on [16, p. 5; 22, p. 132; 23, p. 134].

The most significant barriers are the digital divide, low levels of digital literacy, fragmentation of digital systems, limited human resources and imperfect regulatory frameworks. Overcoming these problems requires a comprehensive approach, which involves the integration of digital and communication processes, the development of staff competencies, the harmonization of legislation with European standards and the creation of incentives for innovation. The implementation of such measures will contribute to increasing the efficiency of public management, developing citizens' trust and strengthening the European integration potential of the health care system of Ukraine [6].

For a systematic analysis of the possibilities for improving public management in the field of health care in Ukraine, it is advisable to highlight the key areas of reforms based on European standards, principles of digital governance and open communication. Table 4 systematizes the main measures, their European analogues and expected results for the Ukrainian medical system. This approach allows you to visually assess the priorities of reforms, identify points of influence and align strategic goals with international practices.

Table 4. Areas for improvement in public management in the healthcare sector in Ukraine based on European standards, principles of digital governance, and open communication in the context of European integration

Directions	Main activities	European example/standard	Expected effect for Ukraine
Digital governance	Implementation of the electronic health care system (eHealth). Online appointment with a doctor, electronic prescriptions. Telemedicine and remote patient monitoring. Data analytics for management decisions	Electronic health records and eHealth platforms in Estonia and Germany	Improving management efficiency, reducing queues, optimizing resources, and reducing bureaucracy
Open communication	Data on medical institutions and funding. Interactive platforms for public control. Public involvement in strategic planning	Open Data platforms in the UK and Denmark; Public consultations of citizens	Increasing transparency, reducing corruption risks, and increasing citizens' trust
European health standards	Unification of clinical protocols. Advanced training of medical workers. Accreditation and certification of institutions. Integration into European medical networks	EU standards for quality of medical services, patient safety (e.g., EFQM, ISO 9001)	Improving the quality and safety of medical services, and integration into European medical practices
Institutional strengthening	Reform of the management structures of the Ministry of Health. Cross-sectoral coordination (education, finance, innovation). International partnerships and internships	EU countries apply a clear division of functions between departments and joint reform programs	Increasing the capacity of authorities, effective implementation of reforms, and exchange of experience

Source: Compiled by the authors based on [15; 21, p. 97; 33, p. 95].

The rapid development of digital tools in the public sector shows more and more clearly that the healthcare system can work much more accurately and economically than it was a decade ago. The transition to electronic services – from medical registers to automated procurement planning – makes it possible to redistribute resources in favor of treatment, rather than servicing paper procedures.

Orientation to European standards of quality and safety of medical services adds consistency to these processes. It is not only about the formal harmonization of norms, but about changing the management culture – from reactive to preventive. In EU countries that have gone this way before, the standardization of treatment protocols has reduced the number of medical errors by an average of a quarter in five years. For Ukraine, this vector of development creates a real chance to move from fragmentary reforms to a holistic modernization of the industry. In a combination of digital solutions, transparent data and international requirements, a healthcare model is gradually being built that can approach the practices of leading European countries not declaratively, but in terms of real indicators of efficiency and quality.

As a result, the Ukrainian healthcare system gets a chance to move from fragmentary changes to a sustainable development model. Optimization of financial flows, growth of public trust and gradual entry into the European medical ecosystem are no longer abstract goals and acquire measurable features. It is already observed that the combination of digital tools with modern management creates an accumulation effect, when each subsequent step of the reform reinforces the previous one and brings the industry closer to EU standards not declaratively, but in terms of real management results.

6. Conclusions

Thus, the modern model of public management in the health care system is formed at the junction of several intellectual and practical traditions. On the one hand, the reliance on classical administrative mechanisms – regulations, accountability, hierarchy of responsibility – is preserved. On the other hand, new management approaches borrowed from global public management, where flexibility, result-orientation and the ability to work with uncertainty are becoming more and more noticeable. The combination of these approaches, rather than abandoning one of them, creates the most sustainable management structures.

An important catalyst for these changes is the introduction of electronic solutions and modern communication tools. The transparency of the work of state structures is growing, and internal processes are becoming clear not only for the management but also for the executors. At the same time, the managerial potential of personnel is increasing: according to European experts, the regular use of analytical systems and digital communication channels increases the productivity of management teams. In this configuration, healthcare is gradually moving from an inertial bureaucratic model to a more open and adaptive system capable of responding to the challenges of a globalized environment.

The state of public management in the domestic health care system clearly indicates a shift in emphasis towards technological solutions and a new culture of communication. It is these factors that today determine the pace of renewal of the industry and its ability to integrate into the European institutional space. The formation of a modern information environment in medicine includes a number of interconnected solutions – from electronic medical records and telemedicine services to integrated data management platforms and tools for monitoring the health of the population. In this configuration, digitalization ceases to be a separate policy area and turns into a system-forming element that brings the Ukrainian healthcare model closer to EU norms and standards not declaratively, but through daily management practice.

The communication dimension requires special attention. Even effective digital tools do not give the expected result due to weak coordination of messages and the lack of a clear logic for interacting with the population. Optimization of communication strategies, complemented by the harmonization of legislative norms with European requirements, creates prerequisites for the growth of trust and predictability of managerial actions.

A comparison of the Ukrainian model of governance with the approaches used in the countries of the European Union allows us to draw a rather restrained optimistic conclusion. Ukraine already has a set of modern digital solutions that are not inferior in functionality to their European counterparts. There is even an advanced development of individual instruments, but their potential is used unevenly. The key problem is not so much the availability of technology, but the lack of uniform standards and a consistent architecture, which complicates data exchange and reduces the overall manageability of the system.

The results of the study made it possible to outline several vectors, without which the further development of the health care system will look fragmented. First of all, it is about combining existing digital solutions into a holistic infrastructure, where data, services, and management modules do not work in parallel, but are interconnected. Investment in human capital is no less important: the development of managerial and digital competencies of personnel is gradually becoming a critical factor in the success of reforms, because it is the quality of management decisions that determines the real return on technology.

It is advisable to direct further scientific research to the plane of a deeper understanding of how public management institutions in medicine are able to work in the context of digital restructuring.

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