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## The International Experience in the Formation of Mechanisms for Public Personnel Management in the Healthcare Sector

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### ABSTRACT

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The article analyzes foreign experiences in shaping mechanisms of public personnel management in the healthcare sector, based on a comparative study of practices in Japan, the USA, Germany, and Canada. It is shown that the effectiveness of human resource management in the medical field largely depends on a combination of state regulation, stable financing, professional development of personnel and incentive systems. The theoretical part of the study substantiates the importance of personnel development as a strategic factor for improving the quality of medical services, managerial efficiency and public trust in state institutions. Comparative analysis demonstrates that in countries with well-developed health systems (Canada, Germany, Japan), public personnel management is implemented through the integration of state policy, professional development mechanisms and social guarantees. In particular, Japan is characterized by a multi-level system of workforce planning and centralized quality control; Germany combines public and private insurance with a high degree of social responsibility among health professionals; Canada features effective coordination between federal and provincial authorities and stable tax-based funding. By contrast, the US experience highlights the limitations of a private insurance model, which creates financial barriers for citizens and complicates the maintenance of a sustainable workforce. The results allow us to conclude that successful foreign practices for forming mechanisms of public personnel management rest on combining strategic state oversight, institutional support for continuous professional development, transparent financing systems and effective motivational tools. The proposed approach may be used to improve the Ukrainian health care system by aligning personnel management with European standards, ensuring workforce stability and enhancing the quality of public services.

### KEYWORDS

international experience, public management, public management in healthcare, healthcare sector, mechanisms of public management, management processes, global trends in healthcare, staff development, staff motivation, career growth, human capital.



## Зарубіжний досвід формування механізмів публічного управління персоналом у сфері охорони здоров'я

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### СТАТТЯ

### АНОТАЦІЯ

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У статті проаналізовано зарубіжний досвід формування механізмів публічного управління персоналом у сфері охорони здоров'я, що ґрунтується на порівняльному вивченні практик Японії, США, Німеччини та Канади. Визначено, що ефективність управління людськими ресурсами у медичній галузі значною мірою залежить від поєднання державного регулювання, стабільного фінансування, професійного розвитку персоналу та систем мотивації. Теоретична частина дослідження обґрунтовує значення розвитку персоналу як стратегічного чинника підвищення якості надання медичних послуг, управлінської ефективності та довіри населення до державних інституцій. Порівняльний аналіз показує, що в країнах із розвиненими системами охорони здоров'я (Канада, Німеччина, Японія) публічне управління персоналом реалізується через інтеграцію державної політики, механізмів професійного розвитку й соціальних гарантій. Зокрема, Японія характеризується багаторівневою системою кадрового планування та централізованим контролем якості праці; Німеччина – поєднанням державного та приватного страхування з високим рівнем соціальної відповідальності медичних працівників; Канада – ефективною взаємодією федерального й провінційного рівнів влади та стабільним фінансуванням через податкову систему. На противагу цьому, досвід США демонструє обмеження приватної моделі страхування, яка створює фінансові бар'єри для громадян і ускладнює забезпечення сталого кадрового потенціалу системи. Отримані результати дозволяють узагальнити, що успішні зарубіжні практики формування механізмів публічного управління персоналом базуються на поєднанні державного стратегічного контролю, інституційної підтримки професійного розвитку, прозорих систем фінансування та ефективних мотиваційних інструментів. Запропонований підхід може бути використаний для вдосконалення української системи охорони здоров'я з урахуванням європейських стандартів управління персоналом, забезпечення кадрової стабільності та підвищення якості публічних послуг.

### КЛЮЧОВІ СЛОВА

зарубіжний досвід, публічне управління, публічне управління у сфері охорони здоров'я, сфера охорони здоров'я, механізми публічного управління, управлінські процеси, світові тенденції в галузі охорони здоров'я, розвиток персоналу, мотивація персоналу, кар'єрне зростання, кадровий потенціал.

## **1. Introduction**

In the current conditions of transformation of the health care system, one of the key determinants of its effectiveness is the quality of public personnel management. The formation of effective mechanisms for human resources management in the medical sector determines the ability of the state to ensure the sustainability of the health care system, its adaptability to the challenges of the socio-economic environment and compliance with the standards of good governance. Human capital, intellectual potential and professional competence of medical workers are the basic factors in ensuring the competitiveness of health care institutions in the context of global medical integration and market changes [18, p. 163].

The issue of effective personnel management in medical institutions is of particular importance in view of the reform of the industry on the principle of “money follows the patient”, which requires not only the rational use of financial resources but also a rethinking of approaches to labor management. In this context, the mechanisms of public personnel management should include strategic planning of human resources, optimization of the processes of selection, evaluation and motivation of medical workers, as well as increasing the level of professional culture and managerial responsibility.

The development of the system of public personnel management in the medical field is closely related to the implementation of strategic and psychological management mechanisms, which provide for the formation of a favorable organizational climate, the development of leadership competencies of heads of medical institutions, and the provision of conditions for continuous professional development of employees. Effective management of human resources also requires the improvement of the system of advanced training, the introduction of professional mentoring programs, as well as the creation of tools for internal motivation of personnel for quality work and innovative activities.

At the same time, a significant challenge for the modern health care system, according to N. Hoi and M. Pylypiv, remains the personnel shortage caused by both emigration processes and insufficient motivation of young specialists to stay in the domestic system. Low level of remuneration, limited career opportunities and lack of proper conditions for professional realization significantly reduce the attractiveness of the medical profession [4, p. 72]. Therefore, an important task of public management is to create a holistic system of personnel development that would combine state support, social guarantees, professional incentives and mechanisms for recognizing the merits of medical workers.

Special attention should be paid to the formation of an appropriate level of organizational culture of health care institutions, which directly affects the quality of medical services, patient satisfaction and the overall efficiency of management processes. Respect for ethical standards, the quality of communication between medical staff and patients, as well as the creation of a comfortable working environment, contribute to strengthening the positive image of the institution and increasing the motivation of employees.

Therefore, the effectiveness of medical institutions directly depends on the level of managerial competencies, the effectiveness of personnel planning and the ability of management to provide an optimal combination of material and non-material incentives. In this context, the formation of modern mechanisms of public personnel management in the field of health care is a necessary prerequisite for the successful implementation of reforms, strengthening human resources and increasing the competitiveness of the national health care system.

## **2. Literature Review**

The issue of public management of personnel in the field of health care belongs to complex interdisciplinary problems that integrate administrative, legal, organizational and socio-economic aspects. Modern scientific opinion testifies to the growing role of human resources as a determining factor in the effectiveness of public management of the health care system, which necessitates the study of foreign practices and the development of adapted management mechanisms based on them.

In the works of I. Boryshkevych, N. Hoi and O. Zhuk [1], the conceptual foundations of personnel development management as a systemic process aimed at ensuring the strategic stability of the organization and increasing its competitiveness are theoretically substantiated. The authors argue that effective personnel management should be based on a competency-based approach, the formation of internal motivational mechanisms and the introduction of modern tools for assessing the effectiveness

of employees. Such an approach, in their opinion, is a necessary prerequisite for creating an innovation-oriented organizational culture in the field of healthcare.

The study by N. Hoi and M. Pylypiv [4] is devoted to the problems of building an effective system of public personnel management in medical institutions operating in a dynamic legal and social environment. The authors' academic duumvirate focuses on the fact that the effectiveness of personnel administration is determined by a combination of innovative management approaches with proper regulatory and legal support. In particular, among the key areas of modernization, they single out the digitalization of personnel processes, optimization of management structures, as well as the development of a culture of leadership and responsibility in medical teams.

A significant contribution to the study of the legal foundations of the functioning of the industry was made in the dissertation of D. Gaumont [5], which revealed the administrative and legal mechanisms of the organization of health care. The scientist outlines the institutional foundations of state management of the industry, emphasizing the need to improve the legal regulation of the activities of medical institutions. In a joint publication by D. Gaumont and A. Denisova [6], the foreign experience of organizing the health care system, in particular in the countries of the European Union, Canada and the United States, is systematized, which allows us to identify universal principles of effective management – subsidiarity, autonomy and responsibility for the quality of services.

The monographic study edited by Y. Radysh [17] highlights the evolution of public health care management in Ukraine and summarizes the prospects for its transformation in accordance with European standards. The authors' team emphasizes that increasing the efficiency of personnel processes is possible only if the unification of professional standards, the formation of a system of managerial competencies and the creation of a favorable social and legal environment for the activities of medical personnel are combined.

In the scientific works of O. Dmytruk and O. Svintsytska [2], the processes of adaptation of employees of medical institutions to new economic conditions are studied. The authors convincingly prove that effective personnel management requires the development of a mentoring system, the formation of a corporate culture and the introduction of flexible forms of professional support for personnel in the face of constant changes.

Foreign experience in the formation of mechanisms of public management in the field of health care is thoroughly analyzed in the work of M. Dolgikh [3], where a comparative analysis of management models in Great Britain, Germany, Canada and Poland is carried out. The scientist emphasizes that the key factors of efficiency are the autonomy of medical institutions, the availability of clearly defined standards of professional activity and a developed system for evaluating the effectiveness of personnel.

In the study of V. Zverych [27], the specifics of personnel management in the countries of Central and Eastern Europe, characterized by a combination of state control with the expansion of the independence of medical organizations, are considered. The author substantiates the expediency of borrowing European practices of continuous professional development of medical workers and improving the mechanisms of their stimulation based on the competence approach.

V. Karlash [7] focuses on the relationship between the quality of personnel management and the effectiveness of the health care system. The scientist argues that state regulation of the industry should ensure a balance between centralized management decisions and autonomy of personnel processes at the level of health care institutions.

Scientists N. Kostenko and V. Martynkovskiy [9] focus on the social aspects of providing health care, analyzing European mechanisms for stimulating medical personnel and supporting social partnership in the industry.

In the work of G. Kuzmenko [11], the foreign experience of public management in the field of health care is systematized, and the state, insurance and mixed models of industry organization are allocated. The author substantiates that the effective functioning of the system is possible only if the autonomy of medical institutions is balanced with state responsibility for the results of activities, which is a characteristic feature of European countries.

A comparative analysis of the health care systems of Canada, the USA, Japan and the European Union was carried out by I. Palamarchuk [15], A. Parshikova [16], O. Terzi [22], M. Shevchenko [19] and other researchers. Their works allow us to single out the universal characteristics of effective management – a high level of professional autonomy of medical personnel, transparent personnel selection procedures, orientation to competence development and the formation of a motivation system based on the effectiveness of activities.

Important is the contribution of Y. Shipov [20], who analyzes the possibilities of implementing foreign practices of public management of medical and social services in the Ukrainian context. The author emphasizes that successful adaptation of such models is possible only under the conditions of integration of digital technologies, compliance with ethical standards of professional activity and ensuring effective state control over the quality of services.

Thus, the generalization of scientific sources shows that foreign experience in the formation of mechanisms of public personnel management in the field of health care is based on a combination of administrative, legal and socio-economic factors. The key development trends are the decentralization of management, increasing the role of human resources, digitalization of processes, as well as the development of partnerships between state institutions, medical institutions and civil society. It is this integrative model that allows for ensuring the sustainability, efficiency and social orientation of the public management system in healthcare.

### **3. Problem Statement**

The purpose of this study is to analyze foreign experience in the formation of mechanisms of public personnel management in the field of healthcare, to identify effective practices of management processes that ensure the development of human resources, motivation and career growth of employees, as well as the formation of criteria for assessing the effectiveness of these mechanisms. The article provides for the study of modern approaches to the organization of public management in health care abroad, analysis of personnel management mechanisms, development strategies and motivational systems that contribute to increasing the efficiency of health care institutions and sustainable development of human resources.

### **4. Methods and Materials**

In the process of studying foreign experience in the formation of mechanisms of public personnel management in the field of healthcare, a set of qualitative methods was applied, which made it possible to comprehensively analyze theoretical approaches, regulatory and legal foundations and practical models of personnel management in the medical field of different countries. The methodological basis is a systematic approach, which made it possible to consider personnel management as an integral social and management system that combines strategic planning, professional development, motivational mechanisms and control of labor efficiency.

The paper uses the analysis and synthesis of scientific sources that provided the identification of key concepts for the development of human resources in the public sector, in particular in the field of healthcare. This made it possible to clarify the content of the concepts of “public personnel management”, “personnel policy in healthcare” and “mechanisms of human capital development” in the domestic and foreign scientific tradition, as well as to systematize approaches to assessing the effectiveness of management models in different countries.

The use of the comparative method made it possible to analyze the experience of Japan, the USA, Germany and Canada, determining the structural differences in their personnel management systems in the medical field. The comparison was based on the analysis of official statistics, government reports, international documents of the World Health Organization (WHO), OECD, as well as the results of scientific research and practices published in open sources.

Structural and functional analysis is also used, which made it possible to reveal the relationship between the functions of state health care management bodies and practical forms of organization of work of medical personnel. This method made it possible to determine the role of institutional, economic and social factors in the formation of effective mechanisms of personnel management.

In addition, the method of analysis of documents and management practices is used, which includes the study of official reports of ministries of health, statistical collections, materials of international conferences and the experience of professional associations of medical professionals. This made it possible to generalize real models of personnel policy and identify successful tools for motivating, training and retaining personnel in the medical systems of developed countries.

To summarize the results, a logical generalizing method was used, which contributed to the formulation of analytical conclusions on the effectiveness of existing mechanisms of public personnel management in foreign health care systems. Thanks to this, key elements relevant for adaptation in the

Ukrainian context have been identified, in particular in the field of professional development of personnel, financing, state control and motivation of employees.

Thus, the selected methodological toolkit provided a comprehensive study of the problem, allowing for a combination of theoretical analysis, normative evaluation and practical comparison of international models of personnel management in health care systems. This creates the basis for the development of effective management decisions in the context of reforming the domestic medical industry.

## 5. Results and Discussion

In the current conditions of transformation of the economy and social processes, personnel development is a key factor in the effective functioning of both private companies and public sector institutions, in particular healthcare. The changes taking place in the socio-economic space require constant updating of knowledge, skills and competencies of employees, since it is human capital that is the basis for ensuring the quality of management decisions, professional service and sustainable development of the organization.

As noted by I. Boryshkevych, N. Hoi and O. Zhuk, personnel development is a strategic tool for increasing the competitiveness of the organization, which allows to ensure its flexibility and ability to adapt to market challenges [1, p. 33]. This thesis is also quite relevant for the system of public management in the field of healthcare, where human resources determine the effectiveness of the implementation of reforms, the quality of medical services and the trust of citizens in state institutions.

Personnel development in the medical field should be considered not only as a process of advanced training, but as a comprehensive system that covers the formation of competence potential, improvement of organizational culture, stimulation of professional growth and increase of motivation of employees. According to modern scientific approaches, personnel development is a strategically oriented process that combines training, mentoring, performance evaluation, personnel planning and the introduction of innovative forms of professional improvement [1, p. 36].

In modern research on the problems of human resource management in the field of healthcare, it is important to distinguish and specify the content of the basic concepts that form the conceptual field of research. The analysis of scientific approaches of domestic and foreign authors allows us to determine the essence of the categories of "public personnel management", "personnel policy in health care" and "mechanisms of human capital development", taking into account modern trends in reforming the health care system. The summarized results of this analysis are presented in Table 1.

The formation of mechanisms of public management of personnel in the field of health care in foreign practice is implemented through the integration of strategic directions of state policy and specific management procedures that ensure the effective work of medical workers. The main elements of such mechanisms are personnel planning, professional development, motivational stimulation and quality control of personnel, which together determine the effectiveness of the health care system.

The example of Japan shows that personnel management is carried out at four levels: national, regional, medical centers and local. The Ministry of Health and Social Security establishes standards of qualifications, functional responsibilities and criteria for evaluating the work of medical personnel, which is practically implemented through annual planning of the number and structure of personnel of health care institutions, identification of needs for specialists and allocation of resources for training and advanced training [19].

In prefectures and large cities, there are medical centers that provide staffing services to approximately 100,000 residents of each region. In practice, this means the formation of local personnel development programs: organization of advanced training courses, seminars on new medical technologies, assessment of employee competence and rotation system for optimal use of human resources. Municipalities carry out motivational measures, including bonuses for achieving quality of service indicators, supporting staff participation in scientific projects and providing social guarantees, which contribute to the retention of highly qualified personnel.

A feature of the Japanese system is the strong state regulation of the financing of health care and health insurance, which directly affects personnel management. Almost all tariffs for medical services are approved by the government, and the activities of insurance companies and medical service providers are subsidized by the state, which creates stable conditions for the work of medical personnel and allows the implementation of incentive mechanisms: competitive wages, premium systems, long-

term insurance and social guarantees. Regulated share participation of patients within 10–30% of the cost of medical services, a ban on the profits of insurance companies and restrictions on payment for the work of doctors in case of serious errors raise the standards of professional responsibility and discipline among personnel.

**Table 1. The Content of Basic Concepts in the Context of Public Personnel Management in the Field of Health Care**

Concepts	The content and essence of the concept
<b>Public Personnel Management</b>	It is interpreted as a purposeful, normatively regulated activity of state bodies and local self-government bodies aimed at the formation, development, motivation and effective use of the human resources of the health care system. Scientists emphasize that in the field of medicine, public personnel management should take into account the specifics of the social purpose of the industry, the need for ethical leadership and managerial flexibility, as noted by N. Hoi and M. Pylypiv [4, p. 72]; G. Kuzmenko [11, p. 21]. Foreign practice shows that in countries with developed health care systems (Canada, USA, Japan), public personnel management is focused on the service model and state-public partnership, which is emphasized by O. Terzi [22, p. 169]; Y. Shipov [20, p. 119].
<b>Personnel policy in healthcare</b>	It is understood as a comprehensive system of goals, principles and measures aimed at providing the industry with qualified personnel, their professional development, adaptation and motivation for effective work. Domestic researchers emphasize the need to form a personnel policy based on a competency-based approach, innovation and strategic planning. This opinion is supported by I. Boryshkevych, N. Hoi, O. Zhuk [1, p. 33]; O. Dmytruk, O. Svintsytska [2, p. 183]; I. Trunina [23, p. 52]. In the foreign context, personnel policy is considered as a tool for the autonomy of medical institutions and stimulation of professional growth of personnel, as noted by I. Palamarchuk [15, p. 182]; A. Parshikova [16, p. 5].
<b>Mechanisms of human capital development</b>	They are defined as a set of institutional, organizational, legal and economic tools aimed at creating conditions for continuous professional growth, the formation of competencies, digital literacy and improving the quality of work of medical workers. Scientists consider human capital as a strategic resource of the health care system, which requires investments in training, social protection and corporate culture. This position is expressed by I. Boryshkevych [1, p. 37]; V. Yankovska [25, p. 117]. Foreign experience demonstrates the effectiveness of innovative approaches to the development of human capital through digitalization, telemedicine and intersectoral cooperation, as M. Dolgikh writes [3, p. 110]; V. Zvirych [27, p. 24].

Outpatient care in Japan is provided by therapists and family doctors, which relieves doctors of clinics and hospitals. A practical tool for personnel management is the activities of professional public organizations, such as the Academy of Family Medicine, the Society of General Medicine and the Society for Primary Care, which coordinate professional development, standardization of practices and training programs.

In addition, the government has implemented the National Program “Healthy People – 21”, aimed at active participation of the public in maintaining their own health and interaction with medical institutions, which provides for staff participation in educational programs, monitoring of public health indicators and the implementation of disease prevention measures.

The formation of mechanisms of public management of personnel in the field of health care in the United States of America has specific features related to the private model of financing medical services [21]. The main characteristic of the system is that about 90% of citizens use the services of private insurance companies, while spending more than 10% of their family income on insurance. The vast majority of the population receives health insurance through employers or professional associations, as well as through organizations such as Blue Cross and Blue Shield, which are obliged to insure everyone [12].

The high level of private financing and significant healthcare expenditures – 16.4% of GDP, which is one of the highest rates in the world, does not guarantee equal and full access to health services for citizens. In the fourth quarter of 2023, about 7.7% of the US population remained uninsured due to the high cost of insurance, job loss, or inability to receive a government subsidy. The lack of insurance limits access to medical services: non-profit medical centers and emergency departments can only stabilize the patient’s condition, but do not provide complete treatment. In addition, even the presence of insurance does not guarantee coverage of all the necessary medicines [13].

The American healthcare system implements the principle of “managed care”, where patients are referred through a network of intermediaries to doctors, pharmacies, laboratories and other medical institutions. Part of the population uses the state programs “Medicaid” and “Medicaid”, financed by taxpayers. Medicaid provides insurance for people over 65 years of age and socially disadvantaged

groups, while Medicaid covers a wider range of categories, but its provision depends on the legislation of individual states [3, pp. 108–109].

Primary health care is provided by family doctors who work individually or in small group practices. Most private clinics provide services with a staff of less than five people, which requires high autonomy and responsibility for employees. Patients choose doctors through electronic networks of registered providers, which stimulates staff to maintain a professional level and quality of service [2, p. 75].

Practical analysis shows that the existing system of mechanisms of public health care management in the United States has significant shortcomings. Citizens' dissatisfaction with high costs and limited access to services is confirmed by a 2017 survey by the Commonwealth Fund, according to which 82% of Americans consider the system to need fundamental reform [10]. Per capita expenditure in the United States – 7,290 USD per year – is more than twice as high as the average among industrialized countries, which indicates the inefficiency of private financing as the main source of resources for the health care system [6, p. 125].

Thus, the experience of the United States demonstrates that the private model of financing medical services creates significant financial barriers, complicates the availability of medical care, and affects the mechanisms of public personnel management.

The formation of mechanisms of public personnel management in the field of health care in Germany is based on a comprehensive system of public and private health insurance, which ensures the stability of financing and management of human resources. State insurance covers about 89% of the population, while private insurance funds cover about 9%, and the rest of the population uses special state programs that provide medical care for military personnel, police officers and other categories. The actual contribution of state health insurance to total health care expenditures exceeds 60%, with additional resources coming from pension insurance funds, occupational injury insurance and the state budget [16].

At the federal level, the health care system is coordinated by the Ministry of Health and Welfare, which determines public health insurance policies, sets standards for equality, completeness and quality of service delivery, and regulates the financing of medical institutions. State legal regulation is based on the Social Code, the fifth book of which directly regulates the procedure for the functioning of state insurance and the organizational principles of medical institutions [16].

The practical implementation of public personnel management mechanisms takes place at the level of the federal states, each of which is responsible for planning the activities of the health care system, ensuring the financing of hospitals and meeting the needs of the population for medical services. This means that regional authorities form local personnel development programs, determine the need for specialists and organize training programs for advanced training. Such regional diversity allows adapting personnel mechanisms to the social and economic characteristics of a particular territory, but at the same time creates a difference in the methods of planning and management of medical personnel [5, pp. 158–160].

The main source of funding for health care is the self-governing regional and federal hospital funds (gesetzliche Krankenkassen), which collect contributions and keep health facilities running at the social security level. Hospitals function as non-profit organizations, which guarantee financial stability and social responsibility of medical personnel. Practical personnel management in such conditions includes the formation of staffing, planning the number and structure of personnel, the organization of training and advanced training, as well as the introduction of motivation systems that support the efficiency and professional competence of employees [5, pp. 158–160].

The insurance system provides a wide range of services that affect personnel management: medical workers provide outpatient and inpatient treatment, provide prescription drugs, work with medical equipment and organize patient logistics. Practical interaction between state bodies, hospital funds and professional associations ensures a high level of personnel qualification, standardization of medical practices and equal access of the population to medical services. Stable funding and clear regulation of personnel roles and functions allow the implementation of comprehensive personnel development programs, including advanced training courses, competency assessments and motivational measures that guarantee the retention of highly qualified specialists in the health care system.

The formation of mechanisms for public management of personnel in the field of health care in Canada is carried out within the framework of a federal system with two constitutionally defined levels

of power. The central government is responsible for formulating national policies, manufacturing pharmaceuticals, financing and managing health services for certain populations, such as veterans, military personnel, and federal prisoners. The level of local self-government includes ten provincial and territorial bodies that implement a wide range of social medical programs and directly manage most medical institutions [17, p. 121].

Approximately 70% of health care costs are financed from federal, provincial, and territorial taxes, allowing for stability and predictability in funding. The federal government sets national standards for the health care system in accordance with the Canada Health Act and monitors their implementation by transferring funds to the provinces to cover the cost of medical care. At the same time, provinces manage local health care institutions, determine the need for medical personnel, organize training and extension programs, and ensure continuous quality control of service provision [24].

In a practical dimension, HR management mechanisms in Canada focus on primary care provided by therapists, who make up about 51% of medical practitioners. They act as coordinators, referring patients to specialists, laboratories, pharmacies and hospital facilities. This approach allows you to optimize the load on the system and increase the efficiency of the use of human resources. Doctors have a high level of professional autonomy: most work in private practices, hospitals, or outpatient clinics, receiving payment depending on the volume of services provided or a fixed salary. The state provides direct payment for their activities through the budgets of provinces and territories, which guarantees the timeliness of funding and stimulates high-quality performance of official duties [14].

Practical mechanisms of personnel management include a clear definition of the functions and powers of medical workers, the organization of continuous professional development, the establishment of standards for the provision of medical care and the provision of social guarantees, which contribute to the retention of highly qualified personnel in the health care system. An important element is also the patient's ability to freely choose a primary care doctor, which forms competition between medical professionals and stimulates the maintenance of a high level of competence [24].

Canada demonstrates that the integration of federal and provincial governments, stable funding through the tax system, effective organization of primary health care, and standardization of professional activities of personnel are key elements of practical mechanisms for public personnel management in the field of healthcare. This approach ensures high quality of medical services, accessibility for the population and effective use of human resources, which is the world standard of the modern health care system [24].

Table 2 provides a comparative description of the main mechanisms of public personnel management in the field of health care in the leading countries of the world, demonstrating different approaches to financing, control, professional development and motivation of employees.

**Table 2. The Main Mechanisms of Public Personnel Management in the Field of Health Care in Foreign Practice**

Country	Funding	Level of state control	Professional development	Motivational mechanisms	Features of the organization
<b>Japan</b>	Integrated State Insurance	High	Courses, seminars, staff rotation	Bonuses, social guarantees	Multi-level control system
<b>USA</b>	Private insurance	Medium	Professional standards through associations	Payment for the volume of services	"Managed" assistance, supplier network
<b>Germany</b>	Public and private insurance	High	Regular training, standards	Fund contributions, social guarantees	Federal-Länder system of government
<b>Canada</b>	State insurance	High	Coordination through therapists	Payment for the volume of services	Federated system, primary health care

Source: Compiled by the authors based on [16].

Thus, a systematic analysis of foreign experience demonstrates that effective public management of personnel in the field of healthcare requires a combination of strategic planning, adequate funding, professional development of personnel and integration of national systems with international practices. The use of this approach in Ukraine will contribute to improving the quality of medical services, stabilizing human resources and forming sustainable development of the health care system as a whole.

## 6. Conclusions

The analysis of foreign experience has shown that the effectiveness of public personnel management in the field of health care is determined by the complexity of approaches that combine state regulation, professional development of personnel and a system of motivational incentives. In most countries with a developed medical system, personnel management is based on strategic planning, advanced training, standardization of activities and support for social guarantees of employees.

Management models implemented in countries with different types of public management have a common goal – to ensure high-quality of medical services through the development of human capital. In countries with a state-type of management (Germany, Canada, Japan), the emphasis is on professional stability and continuous learning, while in countries with a market model (the USA), the main role is played by the autonomy of institutions and competition of specialists.

Thus, the generalization of foreign experience gives grounds to assert that in order to increase the efficiency of public personnel management in the health care system of Ukraine, it is necessary to implement a holistic personnel development policy focused on a combination of strategic planning, professional training, social support and ethical leadership.

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