



e-ISSN 3083-6018

SOCIAL DEVELOPMENT: Economic and Legal Issues

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



Issues of Implementation and Ensuring the Competitiveness of Preventive Telemedicine in the Context of Transformation of the Healthcare Service Delivery System in Ukraine

Yuliya Pereguda  1, 2 *

¹ National University of Life and Environmental Sciences of Ukraine (Ukraine). Associate Professor at the Department of Global Economics, Doctor of Science (Economics), Associate Professor.

² Interregional Academy of Personnel Management (Ukraine). Deputy Head, Professor at the Department of Organization of Tourism Activities of the Educational and Scientific Institute of Management, Economics and Business, Doctor of Science (Economics), Associate Professor.

* Corresponding Author, e-mail: julilla.pereguda@gmail.com

ARTICLE INFO

Research Article

DOI:

[10.70651/3083-6018/2026.6.16](https://doi.org/10.70651/3083-6018/2026.6.16)

Received:

20 April 2026

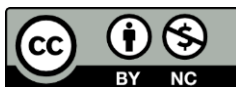
Accepted:

21 May 2026

Published online:

23 May 2026

Copyright © 2026 by authors



This is an open access journal and all published articles are licensed under a Creative Commons Attribution—NonCommercial 4.0 International (CC BY-NC 4.0)



ABSTRACT

The article is devoted to the search for new scientific solutions to ensure the competitiveness of preventive telemedicine in the context of the transformation of the healthcare service system in Ukraine. The main goal of the article is to develop a set of measures to ensure (increase) the competitiveness of preventive telemedicine at different levels of the national healthcare system (national, regional, local, and individual providers of medical services) under the conditions of the transformation of the healthcare service delivery system in Ukraine. The scientific article identifies the critical importance of developing preventive telemedicine in Ukraine in the context of the impact on the national health care system of a set of negative challenges, including Russian military aggression, increasing burden on the healthcare system, a critical shortage of medical personnel, significant migration and emigration processes, and lack of sufficient investment volumes, as well as the processes of digital transformation and the transition to a post-industrial development model. The benefits of introducing preventive telemedicine to the national healthcare system of Ukraine have also been identified. In the study, based on a literature review, an analysis of the development of the global and Ukrainian telemedicine market, a SWOT analysis, and a PESTEL analysis, key problems and negative factors affecting the competitiveness of preventive telemedicine in Ukraine have been identified. Additionally, the article highlights key areas (economic, marketing, political, social, and technological) and measures for ensuring (enhancing) the competitiveness of preventive telemedicine in Ukraine. The practical implementation of the proposals and conclusions of the scientific research will contribute to stimulating the development of telemedicine in Ukraine, including preventive telemedicine. It will also ensure the formation of a set of competitive advantages for preventive telemedicine services.

KEYWORDS

ensuring competitiveness, competitiveness, medical services, preventive telemedicine, telemedicine.



e-ISSN 3083-6018

СОЦІАЛЬНИЙ РОЗВИТОК: економіко-правові проблеми

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



Проблематика запровадження та забезпечення конкурентоспроможності профілактичної телемедицини в умовах трансформації системи надання медичних послуг в Україні

Юлія А. Перегуда  ^{1, 2 *}

¹ Національний університет біоресурсів і природокористування України (Україна). Доцент кафедри глобальної економіки, д-р екон. наук, доцент.

² ПрАТ «Вищий навчальний заклад «Міжрегіональна Академія управління персоналом» (Україна). Заступник завідувача, професор кафедри організації туристичної діяльності Навчально-наукового інституту управління, економіки та бізнесу, д-р екон. наук, доцент.

* Автор-кореспондент, e-mail: julilla.pereguda@gmail.com

СТАТТЯ

АНОТАЦІЯ

Дослідницька

DOI:

[10.70651/3083-6018/2026.6.16](https://doi.org/10.70651/3083-6018/2026.6.16)

Отримана:

20.04.2026 р.

Прийнята:

21.05.2026 р.

Опублікована:

23.05.2026 р.

Авторське право

© 2026 авторів



Цей твір

ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0).

Стаття присвячена пошуку нових наукових рішень щодо забезпечення конкурентоспроможності профілактичної телемедицини в умовах трансформації системи надання медичних послуг в Україні. Основною метою статті є формування сукупності заходів забезпечення (підвищення) конкурентоспроможності профілактичної телемедицини на різних рівнях національної системи охорони здоров'я (національний, регіональний, місцевий, окремі надавачі медичних послуг) в умовах трансформації системи надання медичних послуг в Україні. У науковій статті було визначено критичну важливість розвитку профілактичної телемедицини в Україні в умовах впливу на національну систему охорони здоров'я сукупності негативних викликів (російська військова агресія, зростання навантаження на медичну систему, критичний дефіцит кадрів, значні міграційні та еміграційні процеси, відсутність достатніх розмірів інвестиційних вкладень), а також процесів цифрової трансформації та переходу на постіндустріальну модель розвитку. Також визначено переваги запровадження профілактичної телемедицини для національної системи охорони здоров'я України. У дослідженні на базі проведення літературного аналізу, аналізу розвитку світового та українського ринку телемедицини, SWOT-аналізу, PESTEL-аналізу було визначено ключові проблеми та негативні фактори впливу на конкурентоспроможність профілактичної телемедицини в Україні. Окремо виділено напрями (економічні, маркетингові, політичні, соціальні, технологічні) і заходи забезпечення (підвищення) конкурентоспроможності профілактичної телемедицини в Україні. Практичне впровадження пропозицій і висновків наукового дослідження дозволить стимулювати розвиток телемедицини в Україні, у тому числі профілактичної телемедицини, а також забезпечити формування сукупності конкурентних переваг для послуг з профілактичної телемедицини.



КЛЮЧОВІ СЛОВА

забезпечення конкурентоспроможності, конкурентоспроможність, медичні послуги, профілактична телемедицина, телемедицина.

1. Introduction

Starting from the seventies of the twentieth century, when the term “telemedicine” was introduced into scientific and practical activities (by T. Bird and R. Mark [1]), a period of active development of telemedicine services and penetration of telemedicine into the health care systems of various countries of the world began, where the United States of America occupied and occupies a key place. Since 2013, the World Health Organization (WHO) began to rapidly develop telemedicine and telemedicine services with an emphasis on the poorest countries and countries with low-quality medical care for the population [2]. The above situation led to the rapid growth of the telemedicine services market in the world, where the key drivers were: the pandemic, the development of digital medical technologies, the search by state authorities for ways to increase the economic efficiency of providing medical services, and the growth of public demands for the quality and convenience of medical care. At the same time, in 2019 the global telemedicine market grew to 41.5 billion USD with an average annual growth rate of 18.8% [3; 4], then in 2025 the size of the global telemedicine market amounted to 151 billion USD with an average annual growth rate since 2019 of 22.2% and average annual investment of 6 billion USD [5; 6].

In Ukraine, telemedicine has developed with the gaining of independence and the beginning of the construction of a national healthcare system. At the same time, despite the rapid development of the Ukrainian telemedicine market, starting from 2019, as of 2024, telemedicine services accounted for about seven percent of the total number of medical services provided in the country, which is critically insufficient for the country and the sphere of provision of medical services of the state [7–9].

In the current conditions of transformational restructuring of the system of providing medical services in Ukraine, it is important to increase the level of consumption of telemedical services by the population of the country with an emphasis on the most effective areas of telemedicine, which include preventive telemedicine. Currently, state government institutions, local governments and, especially, providers of medical services are faced with an important scientific and practical task of increasing (ensuring) the appropriate level of competitiveness of preventive telemedicine to expand the client base of this type of telemedical services.

2. Literature Review

The issue of the introduction and development of preventive telemedicine, including ensuring the competitiveness of preventive telemedicine in the medical services market, has been the focus of attention of a significant number of scientists.

D. Cullen et al. [10] focused on the competitive advantages and disadvantages of using preventive telemedicine in rural areas of the USA. At the same time, scientists examined data on more than two million patients in rural areas of the USA in the period from 2019 to 2023 and determined that it is for patients from rural areas that preventive telemedicine has the greatest competitive advantages and is more competitive than conventional medical services for disease prevention.

L. Adler et al. [11], within the framework of a study of the implementation of preventive telemedicine in Israel, determined that the competitiveness of this type of medical service is lower than face-to-face visits to a doctor. At the same time, scientists took the efficiency of medical services and the quality of medical services as criteria for the competitiveness of preventive telemedicine.

K. De la Torre, S. Min, H. Lee, D. Kang [12] drew attention to the fact that digitalization and post-pandemic transformation of the healthcare sector have led to increased attention from patients to preventive telemedicine, and this, in turn, is one of the significant competitive factors in the development of this type of telemedicine service. In contrast, Y. Yang et al. [13] emphasized that predictive, preventive and personalized medicine (PPPM), based on telemedicine technologies, is the most modern and competitive direction of telemedicine.

X. Liu and A. Sengupta [14] investigated the issues of competitiveness of telemedicine services and their competition with other types of medical services with an emphasis on the use of telemedicine by doctors, including within the framework of disease prevention. D. Goetz [15] revealed the problems of ensuring the competitiveness of telemedicine services, including within the framework of preventive medical care of patients, through pricing and the introduction of new (innovative) technologies.

Separately, it is necessary to highlight a significant number of scientific studies that are focused on revealing the competitiveness of telemedicine services, including preventive telemedicine, by determining the advantages and disadvantages of telemedicine for various subjects of health care systems. It is possible to highlight the following works: K. Furlepa, A. Tenderenda, R. Kozłowski, M. Marczak, W. Wierzbą, A. Śliwczyński [16]; M. Stoltzfus, A. Kaur, A. Chawla, V. Gupta, F.N.U. Anamika, R. Jain [17]; T. Oliveira Hashiguchi [18]; P.K. Shah, A. Ramya, V. Narendran [19]; A. Haleem, M. Javaid, R.P. Singh, R. Suman [20].

3. Problem Statement

The purpose of the article is to form a set of measures to ensure (increase) the competitiveness of preventive telemedicine at different levels of the national healthcare system (national, regional, local, individual providers of medical services) in the context of the transformation of the medical service delivery system in Ukraine.

4. Methods and Materials

Within the framework of the scientific research, to achieve the goal of the article, a set of general and special methods at the empirical and theoretical levels was used, such as: literary analysis to reveal the issues of introducing and developing preventive telemedicine, including ensuring the competitiveness of preventive telemedicine in the medical services market; historical analysis to assess the development of the global and national telemedicine markets; comparative assessment and SWOT analysis to determine the issues of ensuring the competitiveness of preventive telemedicine in the medical services market of Ukraine; PESTEL analysis to identify key factors of negative impact on ensuring the competitiveness of preventive telemedicine in the medical services market of Ukraine; induction and deduction to determine the goals of introducing and expanding preventive medicine telemedicine services in Ukraine; logical generalization and scientific abstraction to form a set of ways to eliminate (reduce) the problems of ensuring (increasing) the competitiveness of preventive telemedicine in the medical services market of Ukraine; methods of systematization, grouping and logical generalization for systematization of information, formation of conclusions and scientific proposals of the article.

The research methodology is based on system-functional, historical and systemic approaches in revealing and solving the problems of ensuring (increasing) the competitiveness of preventive telemedicine at different levels of the national healthcare system (national, regional, local, individual providers of medical services) in the conditions of transformation of the system of medical services in Ukraine.

5. Results and Discussion

The Ukrainian healthcare system is under the influence of a set of negative challenges, which include Russian military aggression, increasing burden on the medical system, critical shortage of personnel, significant migration and emigration processes, lack of sufficient investment. On the other hand, the acceleration of digital transformation and the transition to a post-industrial development model also have a critical impact on the development of the national healthcare system in Ukraine. In these conditions, the country needs to reform the healthcare system, with an emphasis on the following components: increasing the efficiency of medical services, including economic ones; increasing the productivity of medical workers, primarily doctors; reducing (eliminating) discrimination and segregation, primarily in the provision of medical services to patients, especially from rural, remote and war-affected areas of the country; increasing investments in the provision of medical services; increasing the level of digitalization of medicine in the country and developing digital competencies, both among medical workers and patients.

One of the key ways to reform the healthcare system in Ukraine, which will reduce the impact of negative challenges on medical institutions, medical workers and patients, is the development of telemedicine and the widespread distribution of telemedicine services. At the same time, taking into account the limitations of both the healthcare system in the country and telemedicine, the emphasis

should be on such telemedicine services that are, on the one hand, the most in demand, and on the other, the most appropriate, which include preventive telemedicine.

Preventive telemedicine allows solving a number of medical, social and economic problems related to constant medical support of the population with an emphasis on people with chronic diseases, including cardiovascular diseases, diabetes, HIV, end-stage renal failure, asthma, obesity [21]. Telemedicine services for preventive telemedicine for patients from rural and remote areas are critically important [10].

For Ukraine, the introduction and expansion of telemedicine services in preventive medicine will allow achieving the following goals:

- reduce the burden on medical workers and medical institutions in the context of a shortage of medical personnel and restrictions on the development of medical service providers;
- optimize the size and structure of financial expenditures of the healthcare system in Ukraine on preventive medicine, primarily state expenditures and expenditures of local communities;
- reduce patients' costs, including financial, for receiving medical services in preventive medicine;
- involve doctors and medical workers located outside the country in the provision of medical services in preventive medicine, including doctors and medical workers who are not citizens of Ukraine;
- reduce (eliminate) segregation and discrimination of patients within the framework of the provision of medical services in preventive medicine, especially patients from rural, remote and affected territories of the country as a result of military operations;
- reduce the mortality rate of patients with chronic diseases, primarily cardiovascular diseases, especially those living in rural areas, in remote and war-affected territories of the country (as of 2022, 64.15% of all deaths in the country caused by diseases were due to cardiovascular diseases [22]);
- increase the working capacity and economic activity of patients with chronic diseases, primarily cardiovascular diseases, especially those living in rural areas, in remote and war-affected territories of the country;
- form an effective and patient-oriented system of providing medical services in preventive medicine in the country and in individual regions (territories) of Ukraine.

Despite the critical importance of the introduction and development of preventive telemedicine in Ukraine, from 2021 to 2024, this type of telemedicine service accounted for only 0.92% of all telemedicine services provided in the country [8]. This situation resulted from preventive medicine telemedicine services losing the competitive struggle with preventive medicine medical services provided directly in medical institutions. Thus, to expand preventive telemedicine in Ukraine, there was a need to identify problems in ensuring the competitiveness of this type of telemedicine services and to form a set of recommendations to eliminate (reduce) problems.

We consider it appropriate, based on the work of V. Caponnetto et al. [23], as well as V. Saxena et al. [24], to reveal the issues of competitiveness of preventive telemedicine through SWOT analysis (Table 1). In this case, it is necessary to clarify the conduct of the SWOT analysis, namely: preventive telemedicine will be taken as the basic telemedical service; as a basis for comparison – preventive medical services provided directly in medical institutions and in person by doctors and medical workers; the entire territory of Ukraine will be taken for the study; SWOT analysis will be presented in tabular form.

We consider it appropriate, based on the work of J. Chen [25] and S. Khan et al. [26], to identify problems that prevent ensuring an adequate level of competitiveness of preventive telemedicine in Ukraine, to use PESTEL analysis and identify key factors of negative impact.

Political factors of influence: the presence of a significant number of institutional traps, including those caused by bureaucracy and corruption; chaos and insufficient level of support for telemedicine, including preventive telemedicine, at the level of state institutions of power and local self-government bodies; lack of political initiatives for the development of health insurance in Ukraine; critical deficit of state investments and investments from local communities in the development of telemedicine, including preventive telemedicine.

Economic factors of influence: low investment attractiveness and creditworthiness of healthcare providers, both private and public (municipal); lack of effective and adequate market mechanisms for attracting investments for the implementation of telemedicine projects, including preventive telemedicine at different levels of the national healthcare system (national, regional, local, individual healthcare providers); deformation of market relations in the healthcare market due to the presence of

institutional traps, which hinders the development of telemedicine in general and preventive telemedicine in particular.

Table 1. SWOT analysis of the competitiveness of preventive telemedicine in Ukraine

Components of SWOT analysis	Characteristics of the components of SWOT analysis
Strengths	Optimization of preventive medicine costs for the state, local authorities, medical service providers, and patients. Increasing the efficiency of preventive medicine medical services, including economic ones. Increasing the productivity of doctors and other medical workers. Creating greater choice among patients regarding preventive medicine medical service providers. Faster and wider access of patients to preventive medicine medical services. The price of preventive telemedicine medical services.
Weaknesses	Conservative attitude of doctors, medical institutions and, especially, patients. Unwillingness of patients to receive telemedicine services, including preventive medicine. Increasing investment requirements for the state, local authorities, and medical service providers, including the development of the infrastructure for providing telemedicine services. Training of medical institutions, doctors, other medical workers, and, especially, patients, including the development of digital competencies. Requirements for protecting medical information from unauthorized access, primarily by cybercriminals. The need for the state, local authorities, and medical service providers to increase innovative activity in the field of telemedicine, including the provision of preventive telemedicine services
Threats	Critically limited access to investment and credit resources by medical institutions, especially those in state or municipal ownership. The price of investment and credit resources for medical institutions, especially those in state or municipal ownership. Shortage of medical personnel, especially in the field of telemedicine. Lack of an effective health insurance system in Ukraine. Insufficient development of digital infrastructure in Ukraine, especially in rural, remote and war-affected areas of the country.
Opportunities	Development of the telemedical technologies market and growth of supply in the telemedical technologies market. Expanding the penetration of digital devices among the population of Ukraine. Growing demands for medical services from patients in Ukraine, including residents of rural, remote and war-affected territories of the country. Accelerating digital transformation processes in Ukraine, including within the framework of reforming the national healthcare system.

Source: Formed by the author.

Social factors of influence: insufficient level of patient acceptance of telemedicine services, including preventive telemedicine services; high barriers for elderly patients due to the development of digital competencies; critical barriers for the low-income due to the cost of digital devices; barriers to access for residents of rural, remote and war-affected areas of the country.

Technological factors of influence: insufficient development and penetration of digital technologies, primarily in the field of providing medical services; problems in the development of digital infrastructure, primarily in the provision of telemedicine services, including preventive medicine services; low innovative activity of medical service providers, both private and those in state (municipal) ownership.

Environmental factors of influence: increasing environmental requirements for medical service providers, both private and those in state (municipal) ownership.

Legal factors of influence: the presence of institutional traps in the legislative and regulatory framework for the development of telemedicine in the country at different levels of the national healthcare system (national, regional, local, individual medical service providers); lack of regulated legislative norms regarding the protection of medical information within the framework of the provision of telemedical services, as well as certification and admission to the national market of telemedical

technologies and telemedical devices (equipment). Considering the identified problems of ensuring (increasing) the competitiveness of preventive telemedicine in Ukraine, it is important to determine ways to eliminate (reduce) problems, which can be combined in several directions: economic, marketing, political, social, technological.

Economic measures to ensure (increase) the competitiveness of preventive telemedicine in Ukraine include:

1. Development and implementation of methodological tools for assessing the economic efficiency of preventive telemedicine projects at different levels of the national healthcare system (national, regional, local, individual healthcare providers), which will allow choosing the most economically feasible projects that will generate additional financial resources for the further development of telemedicine projects.

2. Formation of effective mechanisms for attracting investment or credit resources sufficient in volume and price for the implementation of preventive telemedicine projects at different levels of the national healthcare system (national, regional, local, individual healthcare providers), where special attention should be paid to Fintech tools for attracting investment or credit resources, including crowdfunding.

3. Formation and development of leasing schemes for financing preventive telemedicine projects at different levels of the national healthcare system (national, regional, local, individual healthcare providers), including with the participation of the state and local authorities.

Marketing measures to ensure (increase) the competitiveness of preventive telemedicine in Ukraine include:

1. Development and implementation of a program to promote preventive telemedicine services among patients with an emphasis on patients from rural, remote and war-affected areas of the country.

2. Formation of an effective advertising campaign with an emphasis on the target audience to stimulate demand for preventive telemedicine services.

3. Development and implementation of programs to stimulate sales of preventive telemedicine services at different levels of the national healthcare system (national, regional, local, individual healthcare providers) with the active involvement of state support instruments.

The policy measures to ensure (increase) the competitiveness of preventive telemedicine in Ukraine include:

1. Development and implementation of an effective and understandable state program for the development of telemedicine in Ukraine, including preventive telemedicine, which will be based on the UN Sustainable Development Goals [27], the Strategy for Sustainable Development of Ukraine until 2030 [28], the Strategy for the Development of the Health Care System for the Period until 2030 [29], the Strategy for the Development of Telemedicine in Ukraine [7].

2. Improvement and development of legislative and regulatory support for telemedicine, including preventive telemedicine, at different levels of the national health care system (national, regional, local, individual health care providers) with an emphasis on the protection of medical information within the framework of the provision of telemedicine services, as well as certification and admission to the national market of telemedicine technologies and telemedicine devices (equipment).

3. Development and implementation of an effective system of incentives for the development of telemedicine, including preventive telemedicine, at different levels of the national healthcare system (national, regional, local, individual healthcare providers) with an emphasis on both healthcare providers and patients.

Social measures to ensure (increase) the competitiveness of preventive telemedicine in Ukraine include:

1. Expanding patients' awareness of telemedicine services, including preventive telemedicine.

2. Involving opinion leaders in the dissemination of telemedicine who have a relevant impact on the target audience and directly on Ukrainian society.

3. Formation of adequate packages of telemedicine services, including within preventive telemedicine, which will be available to different segments of the population with an emphasis on eliminating discrimination and segregation at different levels of the national healthcare system (national, regional, local, individual healthcare providers).

4. Development of digital competencies of patients with an emphasis on the elderly to eliminate barriers to the consumption of telemedicine services, including preventive telemedicine services.

Technological measures to ensure (increase) the competitiveness of preventive telemedicine in Ukraine include:

1. Expanding access of medical service providers to telemedicine technologies and equipment.
2. Development of digital infrastructure in the country with an emphasis on rural, remote and war-affected territories.
3. Stimulating innovative activity of developers of digital solutions for telemedicine and providers of telemedicine services, including within the framework of the provision of preventive telemedicine services.

We note that ensuring the competitiveness of preventive telemedicine at different levels of the national healthcare system in Ukraine (national, regional, local, individual healthcare providers) requires the formation of synergistic efforts on the part of state authorities, local governments, society and individual social groups, as well as healthcare providers and patients.

6. Conclusions

Transformational processes taking place within the framework of the reform of the health care system in Ukraine under the influence of a set of challenges, as well as digital transformation and the transition to a post-industrial development model, require the development of telemedicine with an emphasis on the most critically important and relevant telemedicine services, which include preventive telemedicine services. In these conditions, it is important to ensure (increase) the level of competitiveness of preventive telemedicine services at different levels of the national healthcare system in Ukraine (national, regional, local, individual healthcare providers), which requires identifying problems and developing effective and efficient ways to eliminate them.

The practical implementation of the proposals and conclusions of this article should be considered in the context of their importance for the development of telemedicine in Ukraine, including preventive telemedicine, as well as the formation of a set of competitive advantages for preventive telemedicine services.

Prospects for further research based on and using the scientific results of the conducted study are to develop adequate and effective methodological approaches to assessing the effectiveness of telemedicine services in Ukraine with an emphasis on economic efficiency within the framework of ensuring (increasing) the competitiveness of preventive telemedicine at different levels of the national healthcare system (national, regional, local, individual healthcare providers).

References

1. De Souza, C., Morbeck, R., Steinman, M., Hors, C., Bracco, M., Kozasa, E., & Leão, E. (2017). Barriers and Benefits in Telemedicine Arising Between a High-Technology Hospital Service Provider and Remote Public Healthcare Units: A Qualitative Study in Brazil. *Telemed. e-Health*, (23). <https://doi.org/10.1089/tmj.2016.0158>
2. The World Health Organization (2016). *Country Programme on e-Health and m-Health*. <https://www.who.int/mongolia/news/feature-stories/detail/country-programme-on-e-health-and-m-health>
3. Su, Z., Li, C., Fu, H., Wang, L., Wu, M., & Feng, X. (2024). Development and prospect of telemedicine. *Intelligent Medicine*, 4(1). <https://doi.org/10.1016/j.imed.2022.10.004>
4. Renub Research. (2025). *Competitive Landscape of Telemedicine Market Recent Developments, Company Strategies, Sustainability Benchmarking, Product Launches, Key Persons, and Revenue Forecasts*. <https://lnk.ua/VOE9OJOcy>
5. Horizon Grand View Research (2026). *Global Telehealth Market Size & Outlook, 2025-2030*. <https://www.grandviewresearch.com/horizon/outlook/telehealth-market-size/global>
6. Polaris Market Research & Consulting (2025). *Telehealth Market Share, Demand, Global Analysis Report, 2026-2034*. <https://www.polarismarketresearch.com/industry-analysis/telehealth-market>
7. Cabinet of Ministers of Ukraine. (2023). *Resolution No. 625-p. Strategy for developing telemedicine in Ukraine*. <https://www.kmu.gov.ua/npas/pro-skhvalennia-stratehii-rozbudovy-telemedytsyny-v-ukraini-i140723-625>
8. USAID. (2024). *Assessment of the Resources of Healthcare Institutions in Ukraine Related to the Provision of Telemedicine Services. Report*. Kyiv: Project "Sustainable Development of National Healthcare Systems". <https://medplatforma.com.ua/images/79256/zvit.pdf>

9. The Business Research Company. (2025). *Telehealth and Telemedicine Market Report 2026*. <https://lnk.ua/I7vJJfP6M>
10. Cullen, D., Falconi, A.M., Levin, C., Crawford, G., & Adkins-Svoboda, S. (2026). Telemedicine Utilization and Preventive Services Among a Rural Population. *The American Journal of Managed Care*, 32(1). <https://doi.org/10.37765/ajmc.2026.89866>
11. Adler, L., Vered, S., Amran, M. M., Zacay, G., Bar-Ratson, E., Cohen, B., & Yehoshua, I. (2025). The effect of telemedicine on preventive medicine—a case from Israel. *Israel Journal of Health Policy Research*, 14(1), 31. <https://doi.org/10.1186/s13584-025-00696-2>
12. De la Torre, K., Min, S., Lee, H., & Kang, D. (2025). The application of preventive medicine in the future digital health era. *Journal of Medical Internet Research*, (27), e59165. <https://doi.org/10.2196/59165>
13. Yang, Y., Zhang, W., Liu, C. et al. (2026). Transforming telemedicine through predictive, preventive, and personalized medicine (PPPM): innovations, challenges, and future directions. *EPMA Journal*, (17). <https://doi.org/10.1007/s13167-026-00441-y>
14. Liu, X. O., & Sengupta, A. (2025). Competition or Complementarity Among Telemedicine Tools in Ambulatory Care Practice: Cross-Sectional Analysis. *JMIR Medical Informatics*, (13), e75246. <https://pmc.ncbi.nlm.nih.gov/articles/PMC12775760>
15. Goetz, D. (2023). Telemedicine competition, pricing, and technology adoption: Evidence from talk therapists. *International Journal of Industrial Organization*, (89). <https://doi.org/10.1016/j.ijindorg.2023.102956>
16. Furlepa, K., Tenderenda, A., Kozłowski, R., Marczak, M., Wierzba, W., & Śliwczyński, A. (2022). Recommendations for the Development of Telemedicine in Poland Based on the Analysis of Barriers and Selected Telemedicine Solutions. *International Journal of Environmental Research and Public Health*, 19(3). <https://doi.org/10.3390/ijerph19031221>
17. Stoltzfus, M., Kaur, A., Chawla, A., Gupta, V., Anamika, F.N.U., & Jain, R. (2023). The role of telemedicine in healthcare: an overview and update. *The Egyptian Journal of Internal Medicine*, (49). <https://doi.org/10.1186/s43162-023-00234-z>
18. Oliveira Hashiguchi, T. (2020). Bringing health care to the patient: An overview of the use of telemedicine in OECD countries. *OECD Health Working Papers*, (116). <https://ideas.repec.org/p/oec/elsaad/116-en.html>
19. Shah, P.K., Ramya, A., & Narendran, V. (2018). Telemedicine for ROP. *Asia-Pacific Journal of Ophthalmology*, 7(1). https://journals.lww.com/apjoo/Fulltext/2018/01000/Telemedicine_for_ROP.9.aspx
20. Haleem, A., Javaid, M., Singh, R. P., & Suman, R. (2021). Telemedicine for healthcare: Capabilities, features, barriers, and applications. *Sensors International*, (2), 100117. <https://doi.org/10.1016/j.sintl.2021.100117>
21. CDC. (2024). *Telehealth Interventions to Improve Chronic Disease*. <https://www.cdc.gov/cardiovascular-resources/php/data-research/telehealth.html>
22. The State Statistics Service of Ukraine. (2025). *Number of deaths by cause of death*. <https://ukrstat.gov.ua>
23. Caponnetto, V., Ornello, R., Papavero, S.C., Fracasso, A., Di Vito, G., Lancia, L., Ferrara, F.M. (2022). The COVID-19 Pandemic as an Opportunity to Improve Health Care Through a Nurse-Coordinated Multidisciplinary Model in a Headache Specialist Center: *The Implementation of a Telemedicine Protocol*. *Telemedicine and e-Health*, 28(7). <https://doi.org/10.1089/tmj.2021.0414>
24. Saxena, V., Bahurupi, Y., Mishra, A., Singh, A., Parate, S., Sandhu, H. (2022). Strength, Weakness, Opportunities, and Threats (SWOT) Analysis of Virtual Outpatient Department Under Telemedicine Department During the COVID-19 Pandemic. *Cureus*, 14(2). <https://doi.org/10.7759/cureus.22476>
25. Chen, J. (2024). Analysis of Market Trends and Strategies in the Health Industry: A Perspective Based on the PESTLE Model. *Advances in Economics, Management and Political Sciences*, (136), 136–146. <https://doi.org/10.54254/2754-1169/2024.18657>
26. Khan, S., Fatima, F., Khan, F., Sahil, M., Jahangir, Bashir, S., Khan, Z.A., Javaid, M., Haleem, A., Zaman, T.Uz. (2025). Analysing the barriers to adoption of telemedicine in healthcare sector using fuzzy DEMATEL method. *Intelligent Hospital*, 1(2). <https://doi.org/10.1016/j.inhs.2025.100012>
27. UNDP. (2026). *The Sustainable Development Goals*. <https://www.undp.org/uk/ukraine/tsili-staloho-rozvytku>
28. UNDP. (2017). *Sustainable Development Strategy for Ukraine by 2030*. <https://www.undp.org/uk/ukraine/publications/stratehiya-staloho-rozvytku-ukrayiny-do-2030-roku>
29. Ministry of Health of Ukraine. (2025). *Ukraine Health System Development Strategy 2030*. <https://moz.gov.ua/storage/uploads/3b12eed8-260c-46e5-baa7-b8418d7187ee/UKR-Strategy-2030-.pdf>