

# Effectiveness of the implementation of the medical tourism development strategy

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## Abstract

To ensure effective state management of the development of medical tourism as a new direction in national socio-economic policy, it is necessary to rely on an objective assessment of key performance indicators (KPIs). These indicators make it possible to determine the dynamics of changes in the industry, assess the effectiveness of management decisions, and form strategic guidelines for attracting investment and expanding the country's participation in the global medical services market. The current stage of development of medical tourism is characterised by a tendency to distinguish new and specialised areas from traditional forms of tourism, which contribute to increasing the profitability of the sector, expanding the range of medical tourism services and creating conditions for entering new domestic and foreign markets. The growth in demand for medical services is accompanied by an expansion of supply, which is due to the intensification of entrepreneurial activity, high return on capital and the presence of significant competitive potential.

In the context of globalisation and digital transformation, medical tourism occupies one of the leading places among innovative instruments of state strategic management in the service sector. Its development stimulates budget revenues, creates new jobs, increases the country's investment attractiveness and contributes to improving the trade balance. The main goal of this direction is to provide quality medical services to foreign citizens, both within the country and in cooperation with international partners. From a macroeconomic point of view, state policy in the field of medical tourism should take into account demographic challenges, growing needs for rehabilitation and prevention, as well as changing consumer priorities towards individualised medical services.

In the international market, medical tourism is rapidly becoming a separate segment with high investment potential — from the construction of medical hotels to the modernisation of existing resort and medical infrastructure. This requires targeted government management based on systematic monitoring of key performance indicators for strategy implementation, including: the number of foreign patients who have received services in Ukraine; the volume of direct and related revenues from the provision of medical services; patient satisfaction levels; investments in medical infrastructure; the volume of international partnerships and contracts; the country's position in global medical tourism rankings; the number of institutions certified according to international quality standards; and the dynamics of the development of the sanatorium and resort network.

The goal of effective public administration in this area is not only to coordinate the activities of market participants, but also to create a favourable environment for the development of medical tourism as a strategically important direction. This involves integration with other sectors (tourism, healthcare, education, digital infrastructure), improving the regulatory framework, and introducing support mechanisms at all levels, from local to central. Due to the increase in the recreational and medical needs of the population, as well as the growing demands for quality treatment, the sanatorium-resort system is transforming into a resort-recreational cluster focused on prevention, recovery and the continuation of an active life. In this context, public administration should be flexible, analytical and effective — focused on achieving specific performance indicators and their continuous improvement.

**Keywords:** state; management; public administration; service; public service; tourism; medical tourism; tourism infrastructure.

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doi: [https://doi.org/10.26642/ppa-2025-1\(11\)-27-36](https://doi.org/10.26642/ppa-2025-1(11)-27-36)

## 1. Introduction

Establishing key performance indicators (effectiveness) for achieving strategic goals in medical tourism development is the basis for ensuring the effectiveness and efficiency of strategy implementation. «The level of institutional change in any area of public administration is determined by the effectiveness of the management system of the relevant state institutions. The realities of today bring to the fore the need to solve problems of improving the management system in state institutions in order to ensure the quality and effectiveness of the performance of relevant functions and the provision of services. Therefore, solving the problem of the effectiveness of public administration is currently one of the top priorities and requires in-depth theoretical and methodological research» [18].

There are many approaches to the formation of key performance indicators today, and this management method is the most effective in public administration. In the context of the development of public policy in the field of medical tourism, the formation of strategies should provide for such key performance indicators, specifically for the subjects of implementation of the specified policy or policies in the field of medical tourism components. To date, the issue of key performance indicators for the implementation of strategies at the state level has been considered and there have even been attempts to implement them, but to a greater extent they depended on political will, which led to fragmentation of state management decisions; bias of persons holding political positions in the implementation of policies; the lack of continuity when the leadership of central executive bodies changed. This raises the issue of implementing strategic goals for the development of medical tourism through the fulfilment of relevant tasks that have corresponding key performance indicators.

## 2. Literature review

Issues of key performance indicators in public administration and the implementation of public policies are discussed in the works of domestic and foreign scholars: V.D. Bakumenko, O.Tkachova, E.Vedung, Yu.Bazhal, O.Kiliyevich, O.Mertens, N.R. Nizhnik, V.M. Soroko, A.V. Sokolov, V.B. Dzyundzyuk, O.Babinova, D.Oliynyk, T.R. Tsalco, S.M. Nevmerzhitskaya, P.V. Matvienko, V.V. Tsvetkov, A.Simon Herbert, S.Kogen, A.O. Chemeris, A.I. Artim, R.M. Rudnitskaya, M.D. Lesetsko, H.Simon, D.Smithburg, V.Thomson, D.Rosenblum, D.Goldman, O.Yu. Shapran, I.V. Rozputenko, B.D. Gavrylyshyn, O.I. Kulinich, T.O. Protsenko, A.O. Goshko, I.I. Artym, E.Vedung and others.

**The aim of the study** is to identify and analyse key indicators for determining the effectiveness of the implementation of the medical tourism development strategy.

## 3. Results and discussions

The implementation of strategic provisions for the development of medical tourism as a qualitatively new object of state policy, which is currently unregulated, based on the identification and enforcement of key performance indicators, is an innovative approach that should ensure the full implementation of the strategy.

«Assessing the effectiveness and efficiency of public administration as the management of a complex, multifunctional system is a very non-trivial task. Public administration does not have a formalised target function and, as a result, no integral quality indicator. The goals of public administration are usually set out in the form of a list and are not reduced to a single one, the details of which can be considered by others. Moreover, the complexity of constructing integrated indicators for assessment is compounded by the fact that the results of the implementation of public administration functions are far from always directly related to the quality of public administration. With the development of market relations and as a result of reforms that implement the principles of new public management, the subject and object of public administration are becoming increasingly separated: there is a transition from direct methods of influencing society to indirect forms of participation, the results of which are less predictable and depend on a significant number of external factors. In addition, in complex federal states with a system of territorial decentralisation of government, executive bodies at different levels are, on the one hand, relatively independent and, on the other hand, interdependent, sharing responsibility for the final results of the state and development of society. This makes it difficult to obtain objective, parametric and quantitative assessments of the activities of each level and authority separately. However, the need to assess the effectiveness and efficiency of public administration has led to the emergence of a number of methodological approaches to assessing the activities of executive authorities [16].

In order to assess the effectiveness of the implementation of the medical tourism development strategy as a new direction of state policy, there is a need to form a system of key performance indicators. Such a system will allow to fully determine the effect that is planned to be obtained from the implementation of strategic goals and objectives, which are defined to ensure their achievement. Although the issue of key performance indicators is not new to the public administration system of Ukraine and other countries, it needs to be clarified in the context of the characteristics of medical tourism and the methodological provisions of state strategic planning proposed in previous studies. In particular, there is a need to define the content of the concept of the effectiveness of the implementation of the medical tourism development strategy; assessing current practices; methodological provisions for the formation of key performance indicators and, on their basis, determining the directions for the formation of key performance indicators for the implementation of the medical tourism development strategy.

**General approaches to understanding the effectiveness of public administration.** The term «effectiveness» comes from the Latin word «effectivus», meaning active or creative, and refers to the relative effect or outcome of a process or project, which is quantified as the ratio of the useful result to the costs incurred in achieving it. In other words, effectiveness is defined as the consistency of the result obtained with the intended goal. The effectiveness of a specific process aimed at accomplishing

a particular task depends on its quality and the quantity of resources involved in its implementation. Effectiveness can be calculated by comparing the total effect obtained with the total costs of planning, organising and implementing the process or project» [10].

«The concept of «effectiveness» from the point of view of a formalised category is quite relative, characteristic to a greater extent of a purposeful process, but inextricably linked to a specific result of activity. This category, which consists of a set of qualitative and quantitative characteristics in the parameters of a specifically defined system, reveals the planned result obtained. The conceptual apparatus in the operation of performance criteria is quite close in meaning to the target approach in understanding efficiency» [19].

Karamychev D.V. and N.M. Udovychenko point out that «the effectiveness of public administration is a concept that denotes the relationship between results and achieved social goals, results and used public resources. Effective management is an activity with the best possible results in meeting social needs and interests in conditions of state regulation of resources. Effectiveness is an indicator of the extent to which the efforts expended by the management entity and society to solve the problems posed are realised in socially significant end results» [5].

In accordance with the above, we offer our own vision of the content of the following concepts:

- effectiveness of the implementation of the medical tourism development strategy – the result of the implementation of the strategy, assessed on the basis of the ratio of the achievement of strategic goals for the development of medical tourism to the resources spent on their achievement by a specific subject of state policy implementation in the field of medical tourism and related areas;

- system of key performance indicators for the implementation of the medical tourism development strategy – a set of financial and non-financial indicators that are determined for each strategic goal and whose fulfilment allows assessing the effectiveness of the strategy as a whole and in terms of state administration entities that implement state policy in the field of medical tourism development;

- methodology for forming key performance indicators for the implementation of the medical tourism development strategy – a set of methods and means for forming key performance indicators for the implementation of the medical tourism development strategy and mechanisms for their achievement and final assessment;

- methodology for assessing the effectiveness of the implementation of the medical tourism development strategy – a set of methods and means for assessing the effectiveness of the implementation of the medical tourism strategy, based on a comprehensive analysis of the achievement of key performance indicators defined for each strategic goal.

***Current practice of assessing key performance indicators of public administration in Ukraine.*** The main basic task for building an assessment and analytical model for measuring the effectiveness and efficiency of public administration and management that is adequate to modern conditions is to formulate a system of criteria that form the basis of a specific assessment paradigm. In modern practice, various types of performance indicators are used, including final effects, immediate results and resource use. These indicators are considered to generally cover the necessary parameters for measuring the performance and effectiveness of public administration and, in a generalised form, allow for the assessment of the fundamental components of management specific to this area. Undoubtedly, the most measurable indicator is the use of resources, which reveals their expenditure on the activities of the executive authority within the given budgetary constraints. In general, the criteria for effectiveness include the signs and manifestations of management functions, but the analysis of the level of quality of effective management based on them should be focused on meeting the needs and interests of society [19]. Accordingly, when formulating a strategy for the development of medical tourism, public, private and social interests must be reconciled, which can be achieved through a system of key performance indicators for state policy in the field of medical tourism.

At the level of regulatory and legal regulation, there are existing approaches to the formation of key performance indicators for a particular public policy and, accordingly, for the activities of central executive bodies. Today, there is a practice of developing key performance indicators for public administration bodies and individual departments. The following examples can be cited:

- recommendations for the development of key performance indicators for the internal audit department in the public sector [15], approved by the Ministry of Finance of Ukraine;

- key performance indicators (KPIs) for the State Fiscal Service [6], approved by the Ministry of Finance of Ukraine;

- law «On Amendments to Certain Legislative Acts of Ukraine Regarding the Improvement of Corporate Governance of Legal Entities Whose Shareholder (Founder, Participant) is the State» [2] (No. 5593-d) of 22 February 2024, which defines the general approach to the procedure for evaluating the effectiveness of state-owned companies;

- the Ministry of Education and Science of Ukraine establishes key performance indicators for the national contact point of the European Union Framework Programme for Research and Innovation [11], and these indicators are also key in the contracts of rectors of higher education institutions.

Key performance indicators are important in assessing the performance of civil servants, as developed by the National Agency of Ukraine for Civil Service and approved by the Cabinet of Ministers of Ukraine. In particular, the Cabinet of Ministers of Ukraine has approved: tasks and key performance indicators for the effectiveness, efficiency and quality of the performance of civil servants who hold the positions of state secretaries of ministries [12]; typical tasks and key performance indicators for the effectiveness, efficiency and quality of the performance of civil servants who hold the positions of heads of central executive bodies [14]; methodological recommendations for determining the tasks and key indicators of performance, efficiency and quality of civil servants holding civil service positions of categories «B» and «C», monitoring their implementation and review [13].

Accordingly, when formulating directions for the implementation of the medical tourism development strategy, it is necessary to establish key performance indicators both for the implementation of strategic goals as a whole and for each individual public administration entity that implements state policy in the field of medical tourism or related areas.

**Approaches to the methodology for assessing the effectiveness of public policy implementation.** «Determining the level of effectiveness of public administration is characterised by a significant number of methodological approaches and provokes perhaps the most active debate among researchers and practitioners. When evaluating the activities of state bodies and civil servants, cost assessment methods are gradually being replaced by results-based assessment methods. In the field of public administration, the results of civil service activities are classified into three types: direct results, which are subject to quantitative assessment carried out in accordance with economic efficiency criteria; indirect results, which include the consequences of preventive activities by public authorities, the effects of which only become apparent in the long term; social effectiveness, which involves the achievement of 'social goals'. Its main criterion is the correspondence of activities to the problems and desires of the client or consumer of public services and, ultimately, of society as a whole» [7].

Tkachova O. points to the multifaceted nature of the methodology for assessing the effectiveness of public administration, in particular noting the following: in theory and practice, five most common approaches to assessing management effectiveness have emerged: target, functional, compositional, multiple, and behavioural. The target approach is based on the fact that the main goal of any management system is for the organisation to achieve its main objectives in the most rational way. The functional approach allows you to determine the effectiveness of management in terms of the organisation of work and the functioning of management personnel, i.e. it is based on the results and costs of the management system itself. The compositional approach aims to determine the degree of influence of management work on the results of the organisation's activities as a whole. Among the indicators that characterise the result (effect) of an organisation's activities, the following are most widely used: labour productivity in the organisation; the amount of reduction in product cost; the volume of profit growth; the volume of product sales, etc. The multiple approach is an attempt to assess management effectiveness using generalised indicators to cover several key aspects of an organisation's management activities. Assessing management effectiveness using the behavioural approach is based on measuring the degree of satisfaction of the needs of all groups interested in the results of the organisation's activities. The main criterion for assessing the effectiveness of public management using the behavioural approach is achieving a balance of interests among all interested and influential forces in the results of institutional activities. To determine the indicators that characterise the degree of achievement of the main criterion, both direct calculation methods and indirect assessment methods (expert methods, questionnaire surveys, etc.) are used. Since none of the above approaches has absolute advantages over the others, in practice, it is considered expedient to use them in combination, which ultimately increases the reliability of the results obtained. In domestic science, the assessment of public administration is based mainly on three main categories: economy, efficiency and effectiveness [17].

In theory, there are several well-developed approaches to assessing management effectiveness, including target, functional, compositional, behavioural, and others. Based on the practical specifics of management activities in the field of public management and administration, the target approach is considered the most appropriate in scientific developments. It is based on the fact that the main goal of any management system in this area is to achieve the set goals in the most rational way. This approach is often combined in scientific research with methods of assessing management effectiveness using a behavioural approach, the procedures of which are based on measuring the balance of interests of all stakeholders in the results of public institutions. This criterion is considered fundamental in the processes of assessing the effectiveness of public administration using a behavioural approach, which is ensured by a system of indicators that characterise the degree of its achievement: both direct calculation methods and indirect assessment methods (expert methods, questionnaire surveys, etc.) are used [19].

In scientific literature, the system of indicators of public administration effectiveness is defined in different ways. There are no uniform approaches to the formation of such indicators, which can be explained by a combination of objective reasons ranging from different political systems in countries and their changes to natural and climatic conditions that determine the strategic areas of national economies. Domestic and foreign scholars have proposed several approaches to performance indicators:

Butko M. [1] defines the following groups of performance indicators: 1) accountability and electivity of state power (participation of the population in government elections; independence of the media; observance of political rights and freedoms); 2) political stability (probability of political destabilisation; level of internal violence and terrorism); 3) government efficiency (quality of public services; competence of civil servants; quality of the work of the state bureaucracy; independence of the civil service from political pressure; public confidence in state policy); 4) quality of the state regulation system (promotion of economic development; degree of state intervention in market mechanisms; scale of the shadow economy); 5) control over corruption (use of power for personal gain; public perception of the level of corruption);

Nizhnik N.R. [9] divides performance indicators into: 1) internal indicators (quantitative indicators) (development and planning of public policy; civil service system and staff professionalism; regulatory framework for public regulation; cultural and ethical foundations of public regulation; functional effectiveness of public regulation; use of information technology; budget efficiency and effectiveness; public regulation system; quality of public services, works, products); 2) external indicators (level of relations between officials and citizens; level of relations between officials and business representatives; level of relations between officials and politicians; level of relations between central government and regional and local authorities); 3) general indicators (qualitative indicators) (overall level of state regulation; positive changes/trends in the state regulation system);

Pikulyk O.I. and N.I. Vlasuk suggest evaluating effectiveness of public administration and performance of public administration entities in terms of, firstly, economic efficiency and, secondly, social efficiency. Economic efficiency refers to the state's ability to implement sound economic policies and ensure the effective progression of various phenomena and

processes, such as economic growth, rational use of limited economic resources and budgetary funds, increased employment, development of business activity, and the attraction of both domestic and foreign investments. Public administration bodies develop relevant programs, projects, forecasts, and development plans for specific industries, sectors, or regions of a country. Achieving economic efficiency implies improving indicators such as productivity, profitability, and innovation activity, while reducing energy and material intensity of production. This also entails saving effort and resources through optimization and streamlining of operations. Economic efficiency is expressed through quantitative indicators related to production and distribution of national wealth, as well as by a degree of economic openness and freedom of entrepreneurship and trade [10]. Social efficiency, in turn, relates to a capacity to assess the effectiveness of public administration in a social sphere, particularly in addressing public social issues, with the primary objective being to improve quality and standard of living. Achieving social efficiency means enhancing a degree to which human needs are met and increasing citizens' well-being. Key components of quality of life include indicators of economic welfare, such as household income and savings, levels of social protection, and access to material goods and services. Additionally, they encompass working and employment conditions, living standards, housing, health, education, and ecological and social security. Social efficiency serves as a qualitative assessment of a public institution's performance, reflecting the alignment between its objectives and the needs of population. Various assessment methodologies are used to determine overall social efficiency, including sociological research aimed at measuring public satisfaction with the core elements of quality of life [10].

Yaremko I.I. notes that «In order to conduct an objective and reliable assessment of effectiveness of management systems in public institutions, an appropriate system of criteria must be developed. This system should allow for determination of an actual level and quality of managerial performance over a certain period, as well as its compliance with needs, demands, and expectations of society. Some scholarly approaches suggest grouping all evaluation criteria into three categories: functional assessment, cost assessment, and special (including social) effectiveness. Arguments and justifications are provided in support of this classification, suggesting that it enables a comprehensive and integrated evaluation. In other words, such an assessment process of management system's effectiveness makes it possible to compare goals being implemented with those defined in strategic and programmatic documents, as well as to evaluate the public costs incurred for implementing managerial decisions against the outcomes achieved from their realization» [19].

Ivanchov P.V. [4] proposes methodological principles for evaluating effectiveness of public administration in a transformation of Ukraine's medical system in the following areas: medical effectiveness (coefficient of preventive medical examinations among adult population; coefficient of access to medical care; treatment mortality rate; average duration of inpatient treatment); social effectiveness (work capacity recovery rate; satisfaction rate with quality of medical services; index of growth in life expectancy; demographic improvement coefficient); economic effectiveness (healthcare financing coefficient; coefficient of implementation of innovations and technological processes in healthcare; ratio of private to public healthcare expenditures; coefficient of increased labour force participation);

Rosenbloom D. [20] proposes identifying indicators according to following types of effectiveness: technical effectiveness (rationality of the management structure organization; predictability of public officials' behavior; clarity of authority structure and division of responsibilities; adequacy of internal feedback and communication within an organization; provision of necessary resources); economic effectiveness (comparison of actual results with costs of achieving them, and benchmarking those results against indicators of alternative methods); and economy (defined by a level of administrative expenses and losses caused by waste, errors, and fraud committed by public sector employees);

Melnyk A. and O.Obolenskyi suggest distinguishing levels of effectiveness as follows: «general social effectiveness (at a level of a state and an entire system of public administration), specific social effectiveness (effectiveness of a functioning of public administration entities), and particular social effectiveness (effectiveness of activities carried out by administrative bodies and public officials)» [3].

Given characteristics of medical tourism and within a framework of methodology of state strategic planning developed in previous studies, key performance indicators of public policy must align with the strategic objective, which necessitates the establishment of an appropriate system of requirements. The academic literature presents several approaches to this issue, including:

Matviienko P.V. states that «a system of target indicators must meet following requirements: — comprehensively characterize an area of activity under study and reflect strategic objectives; — serve as a tool for reporting to a population on a level of achievement of set goals and objectives; — be reliable and based on official statistical data; — take into account development trends based on dynamic series of indicators» [8].

Pikulyk O.I. and N.I. Vlasiuk identify the following requirements for a formulation of key performance indicators of public administration effectiveness: effectiveness<sup>2</sup>; economy<sup>3</sup>; quality<sup>4</sup>; innovation implementation<sup>5</sup>; productivity of a public body<sup>6</sup>; adaptability of a public institution<sup>7</sup>; flexibility<sup>8</sup>; timeliness of decision-making<sup>9</sup>; reliability of a public body<sup>10</sup>; integrity<sup>11</sup>.

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2 It is the degree to which a public authority achieves the objectives set before it. To measure it, planned performance results are compared with actual outcomes. A measurement of effectiveness can be aimed at evaluating an individual employee, a team of employees, or an institution as a whole.

3 This is the ratio between the resources planned to be expended to achieve specific goals and accomplish particular tasks, and resources actually consumed.

4 It is a degree to which the activities of a public institution correspond to requirements and expectations set for it.

5 An indicator reflecting the actual use of new achievements and progressive methods within the organization's area of activity to achieve intended goals.

6 It can be measured by a volume of information produced during the management process or services provided to users.

In the context of the aforementioned study, the following requirements for the formation of a system of key performance indicators (KPIs) for implementing a medical tourism development strategy are identified:

- Key performance indicators must be defined for each strategic objective and ensure an absence of both substantive and formal conflicts between objectives;
- KPIs must be realistic and correspond to powers and responsibilities of a respective public administration entity responsible for implementing state policy in a field of medical tourism and related sectors;
- KPIs must comply with an existing legislation of a state and not contradict any legal acts;
- KPIs should ensure innovativeness in the implementation of state policy in a field of medical tourism;
- A timeframe for achieving KPIs must not exceed the duration of the medical tourism development strategy implementation;
- A principle of integrity and anti-corruption must be observed during the formulation and fulfillment of KPIs;
- KPIs must be justified and based on an objective assessment of an internal and external environment of medical tourism development.

Accordingly, we suggest the following mechanism for implementing a medical tourism development strategy based on key performance indicators (see Table 1).

The table defines strategic goals of medical tourism development, with integrated tasks for their implementation and assigned key performance indicators to entities responsible for implementing state policy in a field of medical tourism or related sectors. The specified KPIs should be further detailed and assigned to a relevant public administration entity.

For example, general effectiveness indicators related to establishment of a regulatory and legal framework for medical tourism, specifically a development of the Law of Ukraine «On Medical Tourism», is proposed to be assigned to following entities: Cabinet of Ministers of Ukraine; State Agency for Tourism Development of Ukraine; Ministry of Health of Ukraine; Ministry of Economy of Ukraine.

The transformation of a state legal regulation of the healthcare system in the context of implementing the medical tourism development strategy is entrusted to: Cabinet of Ministers of Ukraine; Ministry of Health of Ukraine.

Key performance indicators related to the legal assessment and impact evaluation of normative legal acts regulating medical tourism on stakeholders are assigned to: Cabinet of Ministers of Ukraine; State Agency for Tourism Development of Ukraine; Ministry of Health of Ukraine; Ministry of Economy of Ukraine.

Table 1.

Mechanism for Implementing the Medical Tourism Development Strategy Based on a System of Key Performance Indicators

Strategic Goal	Tasks	Key Performance Indicators	Implementing Entity
1	2	3	4
Strategic goals characterizing the development of the regulatory system			
Formation of the Legal Regulatory Framework for Inbound and Outbound Medical Tourism	- Development and Adoption of the Law of Ukraine On Medical Tourism	Create a working group to assess the system of legal regulation of medical tourism in Ukraine	Cabinet of Ministers of Ukraine State Agency for Tourism Development of Ukraine Ministry of Health of Ukraine Ministry of Economy of Ukraine
	Amendments to be made to:	Propose the content of the draft Laws of Ukraine on medical tourism in Ukraine and on the provision of medical care to foreigners	
	-The Law of Ukraine On Emergency Medical Care	Propose the content of the draft Law of Ukraine on amendments to the Laws of Ukraine on Healthcare system	Cabinet of Ministers of Ukraine Ministry of Health of Ukraine
	-The Law of Ukraine On the Fundamentals of Ukrainian Health Legislation	Conduct a legal assessment of draft legislative acts regulating medical tourism	Cabinet of Ministers of Ukraine State Agency for Tourism Development of Ukraine Ministry of Health of Ukraine Ministry of Economy of Ukraine
	-The Law of Ukraine On State Financial Guarantees of Medical Services for the Population	Assess an impact of draft legislation on stakeholders	
	-The Law of Ukraine On Medicinal Products		

7 It is defined by an institution's ability to effectively perform assigned functions within a certain range of changing conditions. The wider this range, the more adaptive an institution is considered.

8 It characterizes a capability of public administration bodies to change their role in decision-making processes according to emerging new tasks, and to establish new connections without disrupting the inherent structural order of a given body.

9 It characterizes the timeliness of identifying management problems and the speed of their resolution, which ensures maximal achievement of set goals while maintaining the stability of established management processes.

10 Characterized by reliable operation, that is, the ability to ensure the completion of tasks within established deadlines and allocated resources.

11 The orientation of a public authority's actions toward protecting public interests and the refusal of a public servant to prioritize private interests while exercising their granted powers.

Continuation of Table 1

1	2	3	4
Modernization of a subject structure of a state management system for medical tourism	Formation of a state executive body whose powers include implementation of state policy in a field of medical tourism	Establish the State Agency for Medical Tourism (SAMT)	Cabinet of Ministers of Ukraine
		Develop and approve the regulation on the activities of the SAMT	Cabinet of Ministers of Ukraine State Agency for Medical Tourism (SAMT)
		Amend the budget code to include provisions for financing the SAMT	Cabinet of Ministers of Ukraine Ministry of Finance of Ukraine Ministry of Economy of Ukraine State Agency for Medical Tourism (SAMT)
		Develop and approve the organizational structure of the SAMT	Cabinet of Ministers of Ukraine State Agency for Medical Tourism (SAMT)
		Develop and approve the reporting system of the samt	Cabinet of Ministers of Ukraine State Agency for Medical Tourism (SAMT)
		Develop and approve the key performance indicators of the SAMT	Cabinet of Ministers of Ukraine State Agency for Medical Tourism (SAMT)
Improving international cooperation in the development of medical tourism	-Establish international relations with countries whose healthcare systems are potentially interesting for Ukrainian citizens. -Establish international relations with countries whose citizens are interested in receiving services in Ukraine.	Conclude international agreements to promote the development of medical tourism	Cabinet of Ministers of Ukraine Ministry of Foreign Affairs Ministry of Finance of Ukraine State Agency for Medical Tourism
		Propose amendments to legislation in part to harmonize a national medical services market with the European Union medical services market	
		Determine the procedure for export-import operations related to medical tourism	
Formation of a system for collecting and processing information about medical tourism in Ukraine	- Create or identify a structural unit responsible for collecting and processing information on medical tourism - Develop a methodology for collecting and processing information on medical tourism - Identify the features of disseminating information on medical tourism - Identify channels and sources of obtaining information on medical tourism	Establish a structural unit within the SAMT – the Medical Tourism Statistics Department	Cabinet of Ministers of Ukraine State Agency for Medical Tourism
		Develop and approve regulations on a medical tourism statistics system	Cabinet of Ministers of Ukraine State Agency for Medical Tourism
		Develop a methodology for harmonizing medical tourism statistics with medical and economic statistics	
Strategic goals characterizing financial and economic conditions of a development of medical tourism			
Modernization of a financial management system of state and municipal healthcare institutions providing services to foreigners	- Expand the range of medical services of domestic state, municipal and private healthcare institutions - Expand the financial autonomy of state and municipal healthcare institutions - Expand the types of activities of state and municipal healthcare institutions	Amend legislation regarding a possibility of healthcare institutions operating in a form of state and/or municipal enterprises with a state share of at least 25 or 50%	Cabinet of Ministers of Ukraine Ministry of Health of Ukraine Ministry of Finance of Ukraine Ministry of Economy of Ukraine State Agency for Medical Tourism
		Amend legislation regarding the possibility of providing medical services by state and municipal healthcare institutions on a market-based basis	
		Amend legislation regarding the possibility of investment and other financial activities of state and municipal healthcare institutions	
		Develop regulations on establishing a limit (maximum limit) for provision of services to foreigners by state and municipal healthcare institutions	Ministry of Health of Ukraine State Agency for Medical Tourism

End of Table 1

1	2	3	4
Development of state financial support for citizens in particular opportunities to receive certain types of medical services abroad	Expand areas of financial support for receiving medical care abroad	Amend legislation regulating social security regarding financial support for medical care abroad by special categories Make appropriate changes to budget legislation Develop state programs of financial support for veterans of the Russian-Ukrainian war to enable them to receive medical services in foreign healthcare institutions	Ministry of Health of Ukraine Ministry of Finance of Ukraine Ministry of Social Policy of Ukraine State Agency for Medical Tourism
<b>Strategic goals characterizing the properties of medical tourism</b>			
Formation of a network of tourism entities that implement medical tourism services	Establish requirements for activities of tourism entities that implement medical tourism services Form a network of tourism entities that implement medical tourism services	Develop and launch a register of tourism entities that provide medical tourism services Develop and approve licensing requirements for tourism entities that provide medical tourism services Amend legislation in part to expand types of economic activity	Cabinet of Ministers of Ukraine Ministry of Economy of Ukraine State Agency for Medical Tourism
Modernization of a network of healthcare institutions providing medical services to foreigners	-Establish requirements for activities of healthcare institutions that provide medical services to foreigners. -Create a network of healthcare institutions that have received permission to provide services to foreigners. -Determine a list of medical services that cannot be provided to foreigners.	Develop and launch a register of healthcare institutions that provide medical services to foreigners Develop and approve requirements for obtaining permission for healthcare institutions to provide medical services to foreigners Approve a subordinate regulatory act on the list of medical services that cannot be provided to foreigners	Cabinet of Ministers of Ukraine Ministry of Health of Ukraine State Agency for Medical Tourism
Establishing requirements for foreign healthcare institutions regarding medical tourism	-Create a list of recommended foreign countries and/or healthcare facilities where Ukrainian citizens can receive medical services. -Identify a list of countries that are dangerous for medical tourism	Develop and approve a register of recommended foreign healthcare institutions for receiving medical services Develop and approve a register of countries that are dangerous for medical tourism In legislation on medical tourism, provide for liability of tourism entities that cooperate with healthcare institutions located in countries determined as dangerous for medical tourism	Cabinet of Ministers of Ukraine Ministry of Health of Ukraine State Agency for Medical Tourism

Modernization of a subject structure of a state management system for medical tourism involves the following key performance indicators: establish the State Agency for Medical Tourism (Cabinet of Ministers of Ukraine); amend the Budget Code to provide financing for the State Agency for Medical Tourism (Cabinet of Ministers of Ukraine; Ministry of Finance of Ukraine; Ministry of Economy of Ukraine; State Agency for Medical Tourism); develop and approve regulations on activities of the State Agency for Medical Tourism; develop and approve an organizational structure of the State Agency for Medical Tourism; develop and approve a reporting system of the State Agency for Medical Tourism; develop and approve key performance indicators of the State Agency for Medical Tourism (Cabinet of Ministers of Ukraine; State Agency for Medical Tourism).

The Cabinet of Ministers of Ukraine, Ministry of Foreign Affairs, Ministry of Finance of Ukraine, and State Agency for Medical Tourism are assigned key performance indicators regarding an implementation of a strategic goal of improving international cooperation in a development of medical tourism, specifically: conclude international agreements to promote development of medical tourism; propose legislative amendments aimed at harmonizing the national medical services market



with the European Union's medical services market; establish procedures for export-import operations related to medical tourism.

The implementation of a strategic goal «Formation of a system for collecting and processing information about medical tourism in Ukraine» provides key performance indicators for: Cabinet of Ministers of Ukraine; Ministry of Health of Ukraine; State Agency for Medical Tourism; State Statistics Service of Ukraine.

The modernization of a financial management system of state and municipal healthcare institutions providing services to foreigners defines a set of tasks and key performance indicators for: Cabinet of Ministers of Ukraine; Ministry of Health of Ukraine; Ministry of Finance of Ukraine; Ministry of Economy of Ukraine; State Agency for Medical Tourism.

For a strategic goal «Development of state financial support for citizens regarding the possibility of obtaining certain types of medical services abroad», three key performance indicators are identified for: Ministry of Health of Ukraine; Ministry of Finance of Ukraine; Ministry of Social Policy of Ukraine; State Agency for Medical Tourism.

In turn, for an implementation of a strategic goal «Formation of a network of tourism entities providing medical tourism services», key performance indicators are provided for: Cabinet of Ministers of Ukraine; Ministry of Economy of Ukraine; State Agency for Medical Tourism.

Regarding a strategic goal «Modernization of the network of healthcare institutions providing medical services to foreigners», indicators are defined for: Cabinet of Ministers of Ukraine; Ministry of Health of Ukraine; State Agency for Medical Tourism.

Establishing requirements for foreign healthcare institutions regarding medical tourism provides key performance indicators for: Cabinet of Ministers of Ukraine; Ministry of Health of Ukraine; State Agency for Medical Tourism.

The implementation of these key performance indicators for a medical tourism development strategy will allow achieving the following groups of results:

- Economic nature: activate a medical tourism market; increase an investment attractiveness of healthcare institutions; improve a level of business activity and financial stability of healthcare institutions; increase tax revenues to state and local budgets; enhance business activity in related markets;
- Non-economic nature: improve a public health level of Ukraine's population; form a legal framework that ensures social consensus in society; enhance the country's reputation and image in international markets.

#### 4. Conclusions and prospects for further research in this area

Thus, methodological provisions for implementing a medical tourism development strategy based on the formation of a system of key performance indicators have been developed. The content of the concepts of the effectiveness of implementing the medical tourism development strategy; the system of key performance indicators for implementing the strategy; the methodology for forming key performance indicators for strategy implementation; and the methodology for assessing the effectiveness of strategy implementation have been substantiated.

Requirements for forming key performance indicators have been proposed. A comprehensive mechanism for implementing the medical tourism development strategy based on a system of key performance indicators has been developed, which involves identifying tasks for each strategic goal and the corresponding key performance indicators. Each key performance indicator has an assigned public administration entity. It has been substantiated that implementing the medical tourism development strategy should ensure achieving both economic and non-economic effects.

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