

Methodology of public administration of healthcare system potential

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Abstract

The article explores the theoretical and methodological foundations of public administration of the healthcare system potential as a complex multi-level object of public administration. The expediency of applying a systemic approach is substantiated, which allows considering the potential of the healthcare system as an integrated set of interconnected elements and relationships that form its holistic properties and determine the effectiveness of its functioning. It is determined that the potential of the healthcare system is not reduced to a set of social relations, but acts as their qualitative characteristic, reflecting the system's capacity to provide an appropriate level of medical services, public health, and efficient use of resources.

The content of the public administration methodology is revealed through the interaction between the subject and the object of management, as well as through a set of methods, goals, functions, and resources. The composition of public administration subjects—which include central executive bodies, regional administration, and local self-government—is systematized, and their role in the formation and implementation of state healthcare policy is defined. Particular attention is paid to the differentiation and characterization of the potential's components: human resources, financial, and infrastructural.

The paper proposes a classification of methods for public administration of the healthcare system potential by the nature of impact (direct and indirect), content (administrative, economic, socio-psychological, and others), form of implementation (legal and organizational), and orientation. It is proved that management efficiency is ensured by a combination of imperative and stimulating instruments of influence, as well as the implementation of modern digital, strategic, and program-target methods.

The importance of feedback as a key element of the methodology, implemented through monitoring, performance evaluation, and adjustment of management decisions, is separately substantiated. It is established that the transformation of the public administration methodology should be based on adaptability, consistency, and orientation toward the strategic development goals of the healthcare system in the face of modern challenges.

Keywords: public administration; healthcare system; potential; systemic approach; methodology; management methods; feedback; public policy.

1. Introduction

The potential of the healthcare system acts as a complex object of public administration. Researching the healthcare system through the prism of potential represents a qualitatively new approach to the development of public administration methodology. Indeed, the methodology of public administration is quite fluid and must ensure the adaptation of both the managed and the managing systems to the functional conditions of a given social system. The transformation of the object of public administration determines the vectors for its methodological development and changes in key mechanisms. We believe that the formation of the methodology for public administration of the healthcare system potential should be based on a

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systemic approach, which must define the peculiarities of the object component, methodological action, the functioning of public administration subjects, and the feedback between the object and the subject.

«The system-activity approach to methodology is not yet sufficiently developed, but it has good prospects for its evolution, particularly in distinguishing within it certain subsystems that facilitate cognition, communication, reflection, etc. However, science currently does not yet possess such methodological potential to form a highly developed internal structure of methodology. Nevertheless, the processes of establishing individual methodologies are proceeding quite rapidly. Methodologies for cognition, forecasting, communications, diagnostics, assessment, modeling, design, control, management, production, and consumption are currently taking shape» [4]. This underscores the constant search for innovative solutions in the development of public administration methodology in general, and the healthcare system in particular.

2. Literature review

The directions for the development of public administration methodology in the healthcare system have become the object of scientific research by many domestic scholars, including: Pushkar O.A., Andreev E.V., Khriapynskiy A.P., Tiurina D.M., Vlasenko S.I., Anishchenko M.A., Kuchmenko V.O., Zhuravel Yu.V., Shalko M.N., Paliukh V.V., Lapychak N.I., Piatnychuk I.D., Serohina N.O., Bashtannyk O.V., Hanushchyn S.N., Matvieienko I.V., Budzyn V.R., Stovban M.P., Antonova L.V., Melnychenko O.A., Orlova N.S., Yunher V.I., Tyshko D.F., Drahan I.V., Biulai S.V., Serhiienko L.V., Vasiuk N.O., Zaporozhets T.V., Dombrovska S.M., Karamyshev D.V., Kvitka S.A., Makarenko M.V., Kryzyna N.P., Lopushynskiy I.P., Malachynska M.Y., Prykhodchenko L.L., Rynhach N.O., Shestakovska T.L., Khudoba O.V., Bazyliak N.O., Shevchuk R.V., Panchenko O.A., Parubchak I.O., Terentieva A.V., Barzylowych A.D., Hbur Z.V., Petroie O.M., Samofalov D.O., Drahomyretska N.M., Syvak T.V., Havrychenko D.G., Krynychko L.R., Krynychko F.R., and others.

3. The identification of previously unresolved issues and the formulation of research hypotheses

The research hypothesis is based on the assumption that under the conditions of contemporary global transformations and national challenges, traditional mechanisms of public administration are insufficient; therefore, the effective development of the healthcare system requires the formation of a new adaptive methodology. This methodology views the sector's potential (human resources, financial, and infrastructural) as a complex, multifunctional object of public administration, the management of which should be based on the assessment of the system's holistic properties and the state's strategic goals.

4. Purpose, objectives and methods of the study

The methodological basis of the study is a systems approach, which enabled the development of an information model for the interaction between subjects and objects of management. Additionally, a combination of general scientific and specialized methods was employed: classification and typification – to systematize methods of managerial influence according to their nature, content, and form; structural and functional analysis – to define the powers of government authorities; modeling – to construct a feedback loop mechanism; analysis and synthesis – to detail the components of the healthcare system's resource potential.

5. Main results

«From the very beginning, the healthcare system has been one of the spheres of activity regulated by the state. This is due to the fact that services and programs implemented within the healthcare system directly affect human health and life. State regulation of healthcare institutions' activities, including issues of management and pricing, as well as attempts (made even in economically developed countries) to fully finance healthcare through the state budget, resulted in a slower and incomplete implementation of modern management methods and techniques within this system. Many scientific studies have been devoted to these issues, providing a fairly deep understanding of the main characteristics and functional features of healthcare models in different countries» [2].

However, in the context of global and national transformations, epidemics and pandemics, environmental crises, and the comprehensive introduction of information technologies, the healthcare system requires a new approach to public administration and regulation. Indeed, the making of public administration decisions must occur within the context of assessing the existing potential of the healthcare system and along the vectors of its enhancement, considering the strategic development goals of the state and potential risks and threats. Accordingly, the methodology of public administration must be transformed so that management decisions take into account temporal, spatial, and resource factors. Consequently, existing approaches to public administration methodology cannot be directly applied to managing the potential of the healthcare system.

Being a complex, multifunctional, and multi-level social system, the healthcare system acts, on one hand, as a managed system (the object of management) and, on the other hand, as a managing system (the subject of public administration). To develop a comprehensive methodological toolkit, we propose applying a systemic approach.

The systemic approach in public administration should be characterized as a methodology for both scientific cognition and practical activity, as any social relations, including managerial ones, can be viewed through the lens of a systemic approach.

«A system is a set of elements and the connections between them, rather than just the sum of the properties of its individual elements. With proper organization of the system, its integrated capabilities are higher than the sum of the potential capabilities of its component parts. Accordingly, a system is a set of components whose interaction contributes to the emergence of new integration qualities. This allows the system to develop. Defining the principles of its construction and its main characteristics provides an understanding of the essence of the system. The principles of system construction are: the reflection of real phenomena and processes in the model; the demonstration of structural complexity and the complexity of element interaction through the reflection of linear and nonlinear connections; the reflection of the concept of system openness and interaction with the environment; and synergy as a property of the system's elements and their stable connections» [3].

Such an approach allows for the consideration of public administration processes as an integral, multi-level, and interconnected system that involves the interaction of internal and external environments. Its goal is to achieve relevant socially significant objectives, particularly ensuring a high level of public health through equal access to medical care, the provision of high-quality medical services, disease prevention, restoration and maintenance of individual health, implementation of international standards, and coordination of international cooperation.

Regarding the application of the systemic approach, two variants of system research are possible, as presented in Table 1.

Table 1

Characteristics of Systemic Approach Variants in the Study of Public Administration of the Healthcare System Potential

Variant 1	Variant 2
System as the interaction between subject and object	System as a process
1	2
System elements and their content	
<i>Subject of management</i>	<i>Input</i>
– central executive bodies, regional administration, and local self-government subjects	– resources and information about them entering the public administration system
<i>Object of management</i>	<i>Process</i>
– the set of social relations subject to public administration or regulation	– activity of public administration subjects regarding the making of public administration decisions
<i>Methodological action</i>	<i>Output</i>
<i>Public administration methods:</i> – the impact of the management subject on the management object through a set of methods of public administration influence, combined into public administration mechanisms	– the final result obtained through the implementation of a specific public administration decision, determined by the goals of public administration in the context of implementing state functions
<i>Public administration goals:</i> – determined by the state and strategic vision of the development of social relations <i>Public administration functions:</i> – in the classical sense, functions include social, security, law enforcement, regulatory, and others <i>Public administration resources:</i> – the set of resources that determine the capacity to formulate and implement public administration decisions regarding a specific set of social relations	
<i>Feedback</i>	<i>Feedback</i>
<i>Monitoring:</i> – aimed at establishing the compliance of public administration decision implementation with the set goals and parameters, as well as internal and external factors of social relations development <i>Efficiency assessment:</i> – evaluation of the effectiveness of the adopted decision in accordance with existing internal and external environmental conditions <i>Correction of decisions:</i> – carried out based on the results of monitoring and efficiency assessment, considering the need for strategic goals of public administration	– societal reaction and the actual change in the functional parameters of the set of social relations, resulting in corrective actions reg

Considering existing approaches to public administration, the properties of the healthcare system, and the object of this study – the potential of the healthcare system – we shall apply the first variant, which demonstrates the interaction between the subject and the object, for the development of public administration methodology. Indeed, this will allow for the formation of a comprehensive approach to the formulation and implementation of public administration decisions regarding the healthcare system potential, taking into account its properties, namely: intersectoral nature, professionalism, dynamism, sociality, high level of stakeholder interest, knowledge intensity, and multi-level structure.

Applying the specified approach to the healthcare system requires defining the following provisions:

1. The Object of Public Administration. The general object of public administration is the potential of the healthcare system as a whole. Its key components are human resources, financial, and infrastructural. At the same time, it is impossible to

consider the public administration of the healthcare system potential in isolation from all its other components. After all, the potential of the healthcare system both inherently forms the possibility of providing medical care at various levels and is increased or decreased depending on socio-economic, political-legal, and other conditions.

2. The Subject of Public Administration. The subjects are central executive bodies, regional administration, and local self-government bodies that implement state policy in the field of healthcare and related areas (fields ensuring the implementation of medical assistance).

3. Methodological Action. Methodological action can be considered as follows:

– *First, public administration methods* – the impact of the management subject on the object through a set of public administration influence methods combined into public administration mechanisms (central executive bodies develop and implement state policy, which, through a set of direct and indirect influence methods, defines the functional parameters and development vectors of the healthcare system potential);

– *Second, public administration goals* – defined by the state and strategic vision of the development of social relations; in the context of the healthcare system, the goal is revealed through medical, organizational, and managerial tasks, which can be either permanent or periodic (determined by specific conditions);

– *Third, public administration functions* – in the classical sense, public administration functions are social, security, law enforcement, regulatory, etc. (state policy is aimed at fulfilling a particular state function, and in the case of the healthcare system – the social function);

– *Fourth, public administration resources* – a set of resources that determine the possibility of forming and implementing public administration decisions regarding a specific set of social relations (in this context, it refers to economic, human, political, and legal resources that allow for the implementation of public administration decisions regarding the healthcare system potential);

4. Feedback is manifested in the following components:

– *Monitoring* – aimed at establishing the compliance of public administration decision implementation with the set goals and parameters, as well as internal and external factors of social relations development (in this case, such public administration methods as control and supervision are used);

– *Efficiency assessment* – an evaluation of the effectiveness of the adopted decision is carried out in accordance with the existing conditions of the internal and external environment (implemented through the application of informational methods);

– *Correction of decisions* – carried out based on the results of monitoring and efficiency assessment, and considering the need for strategic goals of public administration (subject to changes in the external and internal environment, the state policy in the healthcare sector is adjusted).

The methodological provisions of public administration of the healthcare system potential based on the principles of the systemic approach are presented in Figure 1.

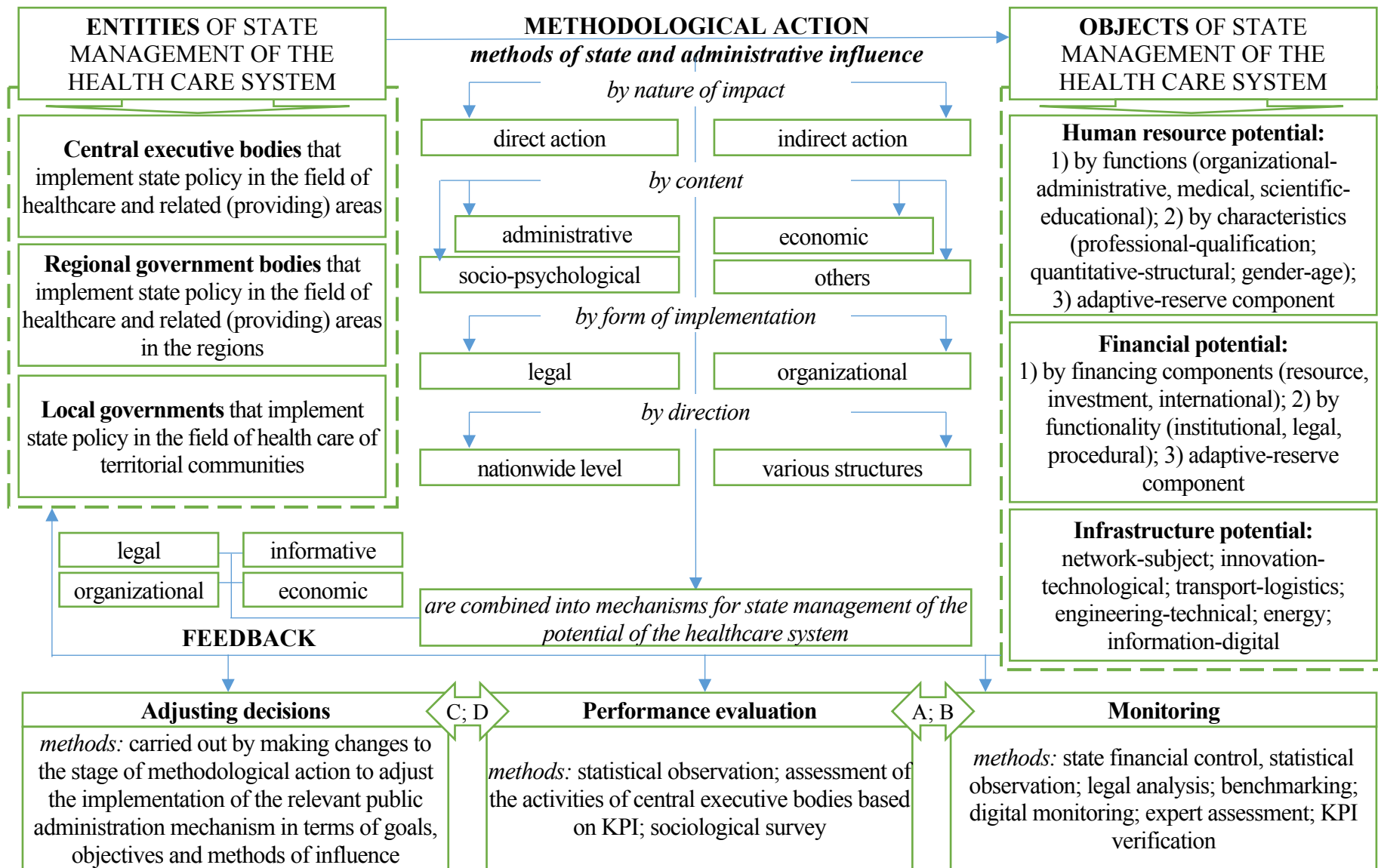


Fig. 1. Methodological provisions of state management of the potential of the health care system

Let us examine these components in more detail to identify the priority directions for the transformation of public administration of the healthcare system potential.

Public Administration Subjects. The subjects of public administration of the healthcare system potential include central executive bodies (which implement state policy in the field of healthcare and related (supporting) sectors); regional administration bodies (which implement state policy in the field of healthcare and related (supporting) sectors at the oblast level); and local self-government bodies (which implement state policy in the field of healthcare for territorial communities).

We propose grouping the central executive bodies responsible for the public administration of the healthcare system potential by the types of potential they manage. This grouping is conventional, as separate administration or regulation is impossible in practice. At the same time, the main central executive body implementing state policy in the field of healthcare is the Ministry of Health of Ukraine. According to the Statute of the Ministry of Health of Ukraine [8], this public administration subject is tasked with the following objectives in such areas of state policy as:

- «epidemiological surveillance (monitoring), immunoprophylaxis, promotion of a healthy lifestyle and prevention of risk factors, prevention and reduction of tobacco use and its harmful effects on public health, food safety, regulation of environmental factors of the population's life, hygienic regulation of hazardous factors, creation of a national blood system, quality management for blood safety, biological safety and biological protection, combating antimicrobial resistance, responding to health hazards and emergencies in the healthcare sector, as well as ensuring the formation of state policy in the fields of sanitary and epidemic welfare of the population;

- development of medical services, implementation of the electronic healthcare system, ensuring state financial guarantees for medical services to the population;

- technical regulation of medical devices, in vitro diagnostic medical devices, active implantable medical devices, and cosmetic products;

- providing the population with high-quality, effective, and safe medicines; creation, production, quality control, and sale of medicines and medical immunobiological preparations; circulation of narcotic drugs, psychotropic substances, their analogues, and precursors; counteracting their illegal circulation, as well as safe medical devices and cosmetic products;

- development of the human resource potential of the healthcare system, higher medical and pharmaceutical education, and science» [8].

These tasks clearly reflect the provisions of public administration of the healthcare system potential. The activity of the Ministry of Health of Ukraine is multi-profiled; therefore, two subjects are subordinated to it: the National Health Service of Ukraine and the State Service of Ukraine on Medicines and Drugs Control.

The National Health Service of Ukraine (NHSU) is a key subject of public administration regarding the financial potential of the healthcare system. According to the Statute [14] governing its functioning, its key tasks are:

- «implementation of state policy in the field of state financial guarantees of medical services to the population under the program of state guarantees of medical services (the Medical Guarantee Program);

- performing the functions of a customer of medical services, medicines, and medical devices under the Medical Guarantee Program and under budget programs for which the NHSU is the administrator;

- submitting proposals to the Minister of Health regarding the formation of state policy in the field of state financial guarantees of medical care for the population» [14].

Thus, the NHSU performs a set of managerial and organizational tasks regarding the financial potential of the healthcare system and infrastructural tasks regarding the introduction of information and computer technologies. At the same time, the effectiveness and efficiency of utilizing and increasing infrastructural and human resource potential depend on the effective management of financial potential.

The State Service of Ukraine on Medicines and Drugs Control (State Medicines Service) performs a set of tasks of a supervisory nature and, in certain cases, acts as a subject for implementing feedback. According to its Statute: «The State Service of Ukraine on Medicines and Drugs Control is a central executive body whose activities are directed and coordinated by the Cabinet of Ministers of Ukraine through the Minister of Health. It implements state policy in the fields of quality and safety control of medicines, including medical immunobiological preparations, medical equipment, and medical devices, as well as the circulation of narcotic drugs, psychotropic substances, and precursors, countering their illicit trafficking, blood donation, and the functioning of the blood system» [9].

These subjects implement state policy purely within the healthcare sector, covering the management of all types of potential. However, their activities cannot be isolated from the activities of other central executive bodies, as the management and enhancement of financial potential depend on:

- The Ministry of Finance of Ukraine («the main body in the system of central executive bodies ensuring the implementation of a unified state financial, budgetary, tax, and customs policy... and state internal financial control» [13]);

– The Ministry of Social Policy, Family, and Unity of Ukraine (performs tasks in social policy, social insurance, and social protection of vulnerable groups [12]);

Human resource potential depends on:

– The Ministry of Education and Science of Ukraine («the main body... ensuring the formation and implementation of state policy in the fields of education and science» [10]);

– The National Agency of Ukraine on Civil Service (human resource potential), which performs tasks related to the organizational and managerial potential at the state, regional, and local levels by regulating civil service instruments.

Infrastructural potential depends on:

– The Ministry of Economy, Environment, and Agriculture of Ukraine (deals with state policy in food safety, price control, and occupational health [6]);

– The Ministry of Digital Transformation of Ukraine (the main body for digitalization, digital economy, e-governance, and the development of national electronic information resources and interoperability [7]);

– The Ministry for Communities and Territories Development of Ukraine (tasks in construction, urban planning, spatial planning, and the restoration of regions and infrastructure affected by the armed aggression of the Russian Federation against Ukraine [11]);

– The State Property Fund of Ukraine, as many state healthcare facilities are state-owned;

– The State Agency on Energy Efficiency and Energy Saving of Ukraine regarding the energy independence of medical infrastructure;

– The State Customs Service of Ukraine regarding the customs clearance of medical goods and technologies.

The State Treasury Service of Ukraine performs functions of current management of the healthcare system's financial potential regarding state financial resources.

It should be emphasized that the impact of the subject on the object is carried out through both methodological action and feedback. The aforementioned subjects may conduct control measures, monitoring, and efficiency assessments. Additionally, several subjects are specifically aimed at monitoring and evaluation:

– Antimonopoly Committee of Ukraine: controls compliance with antimonopoly legislation by state, municipal, and private healthcare facilities.

– National Agency on Corruption Prevention (NACP): prevents corruption through preventive, informational, and analytical tools.

– State Statistics Service of Ukraine: performs informational and analytical functions regarding the collection and analysis of data on all types of healthcare potential.

– State Regulatory Service of Ukraine: assesses regulatory acts and handles licensing and accreditation of certain types of economic activities affecting the system's potential.

– State Tax Service of Ukraine: partially manages financial potential through budget filling and taxation of healthcare facilities.

– State Audit Service of Ukraine: controls the use of state financial resources.

– State Archival Service of Ukraine: ensures the preservation of medical and organizational information.

Specific powers regarding regional and local management of healthcare potential are delegated to Oblast Health Departments and structural subdivisions of city councils (territorial communities).

Object of Public Administration. «There are no absolute boundaries between the subject and the object of management within the executive power system: a managing system, while being a subject in relation to a certain object, can itself, in turn, be an object of management for another subject. For instance, an oblast state administration, which exercises executive power within an oblast, is a subject of management regarding the raion state administrations of that oblast, while simultaneously being an object of management for the government, which, in turn, is an object of management for the President of Ukraine and the Verkhovna Rada of Ukraine. It is necessary to emphasize the decisive significance of the object within the management system and the related interpretation of the target purpose of public administration itself. In the context of a democratic, rule-of-law, and socially oriented state, public and, specifically, state administration is aimed at ensuring human rights and freedoms, a high quality of life for citizens, and the security of their existence. From this stems such an essential feature of the functions of such administration as a constant focus on the vital needs of the object; that is, the activity of each specific subject must be analyzed from the perspective of real fulfillment, primarily of these needs, rather than any other internal needs of the subject itself» [5].

The potential of the healthcare system is a particularly complex object of public administration that cannot be integrated into a classical public administration scheme. Indeed, the potential itself cannot be characterized merely as a set of social relations, but rather as a specific property of such relations. At the same time, this property is a crucial characteristic of the efficiency and effectiveness of social relations, particularly within the healthcare system. It manifests through an increased level of public health, the effectiveness of medical services, the efficient use of financial resources, and the effectiveness of other medical, organizational, and informational measures. The characteristics of these components have been presented in previous studies.

Methodological Action. The issue of methodological action characterizes the methodology of public administration—that is, the public administration impact of the subject on the object. «In the process of establishing modern statehood, classical science played an exceptionally important role, dominated by two principles: the principle of objectivity (the independence of the scientist from value systems) and the principle of progress (understood as a process of general improvement of being under the influence of the cognitive mind). At the same time, knowledge developed in various spheres of classical science was transferred to the field of management and public administration in particular. This refers primarily to the methodological content of scientific management» [5]. Simultaneously, the shifting nature of social formations and the transformation of socio-economic relations lead to changes in the content, form, and directions of the development of public administration methodology.

«Within the framework of the classical school, the public administration system appears as a top-down regulated hierarchical organization of a linear-functional type with a clear definition of the functions of each job category. It should be emphasized that such a model is quite effective in conditions of a stable social environment and uniform managerial tasks and situations. To this day, it finds its application at various levels of public administration» [1]. This influences the methodology of public administration; however, today we have different approaches to forming methods of public administration impact, which allow for considering the interests of all participants in social relations and their influence on state policy.

The methodology involves a set of public administration methods identified in the previous figure. Considering the specifics of the healthcare system potential, we will provide a characterization of the methodological action from the perspective of the composition and content of the methods (Table 2).

A key characteristic of public administration methods for the healthcare system potential is their classification by the nature of impact into direct action methods and indirect action methods.

Direct action methods refer to a set of ways and tools through which the state exercises immediate, imperative (mandatory) influence on the behavior of management subjects by establishing norms, prescriptions, restrictions, and control. These methods possess the following properties: a power-regulatory nature, mandatory execution, legal certainty, and the possibility of applying sanctions. Based on the nature of their impact, direct action methods can be identified through the following components: regulatory and legal regulation (state medical guarantees defined by legislation); administrative and regulatory activities (clinical protocols defined by orders of the Ministry of Health of Ukraine); licensing and permit activities (licensing of healthcare facilities); control and supervisory activities (service quality audits / state financial audits); prohibitive and restrictive influence (quarantine restrictions / license revocation / fines); and state funding based on direct mandates (state funding of healthcare institutions).

Indirect action methods represent a set of ways through which the state exercises regulatory influence on social processes not through direct orders and prescriptions, but by creating conditions, incentives, motivational mechanisms, and economic levers. These methods possess properties such as forming a favorable environment for achieving policy goals, encouraging desired behavior of subjects, and reducing the need for coercive influence. The directions for applying indirect action methods include: economic stimulation (subsidies and grants to healthcare facilities; bonuses for physicians); tax levers (tax incentives for healthcare facilities and drug manufacturers; simplified customs procedures for medical equipment supply); budget-program regulation (the «Affordable Medicines» program); ensuring the investment climate (attracting private partners for the modernization of healthcare infrastructure); information and communication impact (promotion of vaccination and disease prevention); socio-psychological impact (implementation of moral incentives for medical personnel); and competitive mechanisms (contracts with the National Health Service of Ukraine).

Table 2

Characteristics of Public Administration Impact Methods of Public Administration Subjects on the Healthcare System Potential

By nature of impact			
Methods	Definition	Types	Examples for the Healthcare System (HCS)
Direct Action Methods	A set of tools through which the state exercises immediate, imperative influence on the behavior of management subjects by establishing norms, mandates, restrictions, and controls.	- Regulatory and legal framework	- State medical guarantees defined by legislation
		- Administrative and executive activities	- Clinical protocols mandated by MoH orders
		- Licensing and permitting	- Licensing of healthcare facilities
		- Control and supervision	- Quality of service audits / State financial audits
		- Prohibitive and restrictive measures	- Quarantine restrictions / License revocation / Fines
		- State funding via direct mandates	- Direct budgetary funding of healthcare providers
Indirect Action Methods	A set of tools through which the state regulates social processes not via direct orders, but by creating conditions, incentives, motivational mechanisms, and economic levers.	- Economic stimulation	- Grants and subsidies for hospitals; bonuses for physicians
		- Tax levers	- Tax exemptions for HCS facilities and pharmaceutical manufacturers; simplified customs for medical equipment
		- Budgetary program regulation	- «Affordable Medicines» program
		- Investment climate management	- Public-private partnerships (PPP) for infrastructure modernization
		- Information and communication influence	- Vaccination awareness and disease prevention campaigns
		- Socio-psychological influence	- Moral incentives and professional recognition for medical staff
		- Contractual mechanisms	- Service contracts with the NHSU (National Health Service of Ukraine)
By content			
Administrative Methods	Economic Methods	Socio-Psychological Methods	Other Methods
A set of tools for authoritative and organizational state influence on the activities of management subjects, based on legal prescriptions, mandatory decisions, and administrative coercion.	A set of tools for state influence on the activities of management subjects through economic levers, financial incentives, and mechanisms of material interest.	A set of tools for state influence on the behavior, motivation, attitudes, and values of management subjects through persuasion, communication, moral incentives, and building public trust.	- Strategic methods - Program-targeted methods - Digital methods - Crisis response methods
Properties: - Mandatory compliance - Direct managerial influence - Regulatory certainty - Provision for sanctions	Properties: - Based on indirect pressure - Aimed at stimulating desired behavior - Create conditions for system self-regulation	Properties: - Non-coercive nature - Focused on motivation, - Build social support for decisions	Properties: - Ensure complex influence on the healthcare system; - Enhance adaptability, strategic resilience, and resource efficiency
By Form of Implementation			
Legal Methods	Organizational Methods		
A set of tools for authoritative state influence exercised through a system of legal norms, regulatory acts, and law enforcement mechanisms.	Methods of state influence aimed at streamlining the management structure, coordinating the activities of authorities, and ensuring the effective functioning of the system.		
Properties: - Establishing rules of behavior/functioning - Regulation of managerial procedures - Establishing liability for violations of law	Properties: - Ensure systematic management - Align sets of actions and processes - Establish managerial discipline		
Ensure: - Guaranteed state medical assistance - Regulation of the pharmaceutical market - Oversight of medical facility activities - Protection of patient rights	Ensure: - Functioning of the medical facility network - Efficient resource allocation - Management of medical reforms - Coordination during crises (pandemic, war)		
By Focus			
National Level (Statewide)	Institutional/Organizational Level		
A set of public administration methods applied at the state level in the context of formulating and implementing national healthcare policy.	A set of public administration methods applied at the level of an individual public management entity within the healthcare system.		

By content, it is proposed to divide public administration methods into:

– Administrative methods – a set of power-organizational impact methods based on legal prescriptions, mandatory decisions, and administrative coercion. Characteristic features include mandatory execution, direct managerial impact, regulatory certainty, and the possibility of applying sanctions.

– Economic methods – a set of ways the state influences management subjects through economic levers, financial incentives, and mechanisms of material interest. Their impact is based on indirect incentives aimed at stimulating desired behavior and forming conditions for the self-regulation of the healthcare system.

– Socio-psychological methods – a set of ways the state influences behavior, motivation, attitudes, and value orientations through persuasion, communication, moral incentives, and building public trust. These methods are non-coercive and are aimed at motivation to build social support for decisions.

– Other methods – including strategic, program-target, digital, and crisis response methods. Their purpose is to provide a comprehensive impact on the healthcare system and enhance its adaptability, strategic resilience, and resource efficiency.

By form of implementation, public administration methods for the healthcare system potential are divided into:

– Legal methods – a set of state power impact methods carried out through a system of legal norms, regulatory acts, and law enforcement mechanisms. The properties of these methods include establishing rules of conduct/functioning, regulating managerial procedures, and establishing liability for violations of law. Their use ensures: guaranteed state medical aid; regulation of the drug market; control over the activities of medical facilities; and protection of patient rights.

– Organizational methods – ways of state influence aimed at streamlining the management structure, coordinating the activities of authorities, and ensuring the effective functioning of the system. These methods ensure systematic management, coordinate sets of actions, and form managerial discipline. In terms of healthcare administration, their importance lies in the functioning of the medical facility network, efficient resource allocation, management of medical reforms, and coordination during crises (pandemics, war).

By orientation, public administration methods are categorized into:

– National level – a set of methods applied at the state level in the context of formulating and implementing national healthcare policy.

– Various structures – a set of methods applied at the level of a specific subject within the healthcare administration system.

Feedback is a key element of the public administration system for the healthcare system potential, as it ensures the acquisition, analysis, and consideration of information regarding the results of managerial decisions, the state of the managed object, and the public's reaction for the purpose of adjusting state policy. Methods for providing feedback include:

– Monitoring, provided by methods of: state financial control; statistical observation; legal analysis; benchmarking; digital monitoring; expert assessment; and KPI verification.

– Efficiency assessment, implemented through: statistical observation; assessment of central executive bodies' activities based on KPIs; and sociological surveys.

– Correction of decisions, carried out by introducing changes at the methodological action stage regarding the adjustment of the relevant public administration mechanism's implementation in terms of goals, tasks, and methods of impact.

6. Concluding remarks

Thus, the application of a systemic approach to the study of the methodological provisions of public administration of the healthcare system potential has allowed for the development of an information model characterizing the interaction between the elements of the public administration system and their substantive and formal characteristics. The powers have been defined and the properties of the subjects of public administration of the healthcare system potential have been identified according to its components: financial, human resources, and infrastructural. A system of public administration methods for the studied object has been developed by defining their content, properties, and application procedures (by the nature of impact, by content, by form of implementation, and by orientation). Furthermore, the methodological provisions for implementing feedback have been substantiated, involving the identification of methods across such components as monitoring, efficiency assessment, and decision adjustment.

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