

The article substantiates the need and role of personnel policy for further research into the development of human resources in the healthcare sector of Ukraine. The purpose of the article is to determine theoretical conceptual approaches to the development of human resources in the healthcare sector of Ukraine in the process of reform. The information base of the study is the scientific achievements of domestic scientists on human resources policy, human resources, personnel management in various sectors of the economy, statistical and analytical materials on the development of human resources in the healthcare system. The article formulates and describes in detail several alternative and complementary methodological approaches to the development of human resources in the healthcare system of Ukraine. The etymology of the concept of «human resources» is determined. The factors influencing changes in the choice of an approach to the development of human resources in the healthcare sector of Ukraine are investigated. The processes of reforming the medical industry and the problems of human resources are analyzed. The main principles of human resources development and methodological approaches to the implementation of development mechanisms are identified. The conclusions define the conceptual principles of approaches to the development of human resource potential in the healthcare sector of Ukraine in the process of reform: resource balance through overcoming the deficit of basic financial and material and technical resources in healthcare institutions, professionalization of personnel based on a

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Kapshuk I., Medical Director for Outpatient Service LLC “MEDICAL HOME ODREX”

Conceptual Approaches To Human Resource Development In Healthcare

competency-based approach, continuous training and quality control of specialist training, implementation of evidence-based management for making rational personnel decisions based on objective analytical data, active state social protection policy, retraining and overcoming regional imbalances in human resources.

Keywords: public administration, human resource potential, healthcare system, reform of the medical sector, competency-based approach, state personnel policy, medical personnel.

Problem Statement. Research conducted by Ukrainian scholars convincingly demonstrates that human resource capacity is a key element of the viability of Ukraine's healthcare system. The reform of healthcare financing and the autonomization of healthcare institutions have brought the issue of the efficient use of human resources to the forefront. Healthcare reform is aimed at achieving the strategic objectives of the state. Only through the implementation of a multidimensional strategy for public healthcare administration is it possible to develop sustainable, innovative, and highly productive human resource capacity capable of ensuring the provision of high-quality medical care to the citizens of Ukraine. Therefore, addressing the challenges associated with healthcare reform and identifying effective ways to develop human resource capacity in this sector remain highly relevant.

Analysis of Recent Research and Publications. Studies conducted by Ukrainian scholars during 2014–2017 demonstrate the absence of a single unified definition of the concept of “healthcare human resource capacity.” Instead, several paradigmatic perspectives have emerged within which researchers interpret this concept. An analysis of scholarly works, particularly the studies by N. L. Havkalova [1], T. V. Savina [2], and O. P. Tretiak [3], indicates that human resource capacity was examined in the context of healthcare reform and efforts to overcome the systemic crisis in the medical sector. Researchers emphasized that effective human resource management should be based on an objective assessment of human resource capacity, taking into

account competency requirements, quantitative and qualitative parameters, as well as employees' social and psychological characteristics.

During the 2000s, Ukrainian academic thought underwent a substantial reconsideration of the theoretical and methodological foundations of human resource formation and reproduction. The scholarly discourse of this period was characterized by a shift away from interpreting personnel merely as a workforce towards conceptualizing human resource capacity as a strategic intellectual asset. In the works of such prominent researchers as I. V. Burachek [4], T. V. Hrynko [5], V. O. Peniuk [6], T. O. Pohorielova [7], and others, the category of "human resource capacity" received comprehensive theoretical substantiation. These studies also examined the practical aspects of assessing and diagnosing the human resource capacity of healthcare institutions, as well as the criteria for evaluating the quality of an enterprise's human resource capacity.

Statement of the Research Objective. The purpose of the article is to identify conceptual approaches to the development of human resource capacity in Ukraine's healthcare sector in the course of its reform.

Presentation of the Main Research Material. The transformation processes within Ukraine's healthcare system have been accompanied by profound structural and financial changes. The reform of healthcare financing and the autonomization of healthcare institutions have brought the issue of the efficient use of human resources to the forefront. During this period, considerable attention in Ukrainian academic discourse was devoted to reconsidering the concept of "human resource capacity" in the healthcare sector.

The etymology of the concept of "human resource capacity" in the scholarly works of the period under review is explained through a combination of quantitative and qualitative characteristics of labour. On the one hand, it reflects the overall resource dimension of an enterprise's socio-economic development by determining the capabilities of particular categories of employees that may be mobilized in accordance with their job responsibilities and the strategic objectives of the organization [2]. On the other hand, human resource capacity is regarded as the complex and integrated ability of personnel to generate innovative ideas, create new competitive

products, and continuously improve their educational, professional, and psychophysiological capacities in response to the requirements of a changing external environment [8].

Research on the category of “human resource capacity development” within the Ukrainian academic tradition is based on several complementary methodological approaches. Each of these approaches focuses on specific aspects of the reproduction and enhancement of employees’ capabilities, thereby providing a multidimensional perspective on human capital management. The essence of these approaches, classified according to the functional orientation of human resource capacity development, is presented in Table 1. However, not all of these approaches may be applied to every specific sector or branch of the economy.

Table 1. Methodological Approaches to Human Resource Capacity Development

Methodological Approach	Essential Dimension of the Category in Academic Discourse	Functional Orientation of Development
Resource-Based Approach	Views human resource potential as the enterprise’s provision with managerial, industrial and production, and support personnel of the required quality and quantity	Aimed at ensuring human resource security and protecting the enterprise against external risks
Management Approach	Defines development as a set of systematic managerial measures aimed at the effective formation and utilization of human resource potential	Implemented through administrative mechanisms, optimization of organizational structures, and improvement of job description
Activity-Based Approach	Emphasizes behavioral manifestations, identifying employees’ professionalism, business competencies, and moral qualities as priorities	Focuses on managerial control, the development of communications, and effective social interaction
Systems Approach	Interprets human resource provision as an integrated system of interconnected elements functioning to achieve common goals	Ensures the integration of employees’ individual aspirations into the organization’s overall strategic architecture
Process Approach	Defines human resource provision as a continuous sequence of interrelated activities, including recruitment, adaptation, training, and career advancement	Aimed at the dynamic enhancement and continuous renewal of the qualitative characteristics of human resource potential over time.
Functional Approach	Defines the development of human resource potential as a specialized area of activity within the overall personnel management system	Focuses on implementing specific HR procedures, as well as employee evaluation and performance appraisal.

Element-Based Approach	Views human resource provision as a set of diverse tools, methods, and instruments for personnel management	Provides infrastructural and methodological support for the functioning of HR departments
Systems-and-Competency-Based Approach	Directs the management system toward the continuous development of employees' individual and collective competencies	Aimed at adapting professional profiles to international requirements and quality and safety standard

Source: Compiled by the author based on [4–6].

The application of a systems approach to a particular field of activity makes it possible to consider human resource capacity as an integrated system of interrelated elements and to identify effective pathways for its development.

The evolution of social and labour relations under the influence of globalisation requires Ukrainian management practices to adopt a systemic and competency-based approach. To ensure the effective management and development of human resource capacity, the following fundamental principles should be taken into account [1, 3, 8]:

- systematicity and continuity – considering human resource development not as a series of isolated training activities, but as an integrated employee life cycle within an organisation that is continuously adjusted in accordance with its strategic objectives;
- competency-based orientation – shifting the emphasis from formal educational indicators to actual knowledge, skills, and the ability to generate innovative ideas and create new products;
- interactive engagement – taking into account the two-way relationship between the human resource management system and the employee, in which the employee's personal goals are harmoniously aligned with the organisation's development trajectory;
- qualitative and quantitative balance – improving the qualitative characteristics of production personnel while maintaining an optimal workforce size and employment structure, thereby ensuring the continuity of technological processes;
- global adaptability – taking into account international standards concerning professional competencies, occupational safety, and technological regulations, which is critically important for the integration of Ukrainian businesses into the global economic environment.

A more detailed examination of human resource capacity development in the healthcare sector requires consideration of the factors that influence the selection of a particular approach or enable the application of an integrated approach to its further development.

Within the resource-based approach, development is viewed as a process of overcoming shortages of healthcare personnel and improving the material and technical conditions of their work. The central premise is that human resource capacity cannot develop in isolation from the financial and material resource base. In general, one in every eight members of the nursing and allied healthcare workforce is of retirement age. Therefore, the resource-based approach requires the immediate replacement of these personnel through measures aimed at retaining young professionals.

The development of human resource capacity within the competency-based approach is grounded in the formation and continuous improvement of employees' professional competencies in accordance with the standards of the Ministry of Health of Ukraine and international medical practice. This approach shifts the focus from quantitative indicators, such as the number of individual employees, to qualitative characteristics, including clinical proficiency, communication skills, and knowledge of contemporary treatment protocols.

The main development mechanisms within this approach include the modernisation of medical education and postgraduate training systems, the introduction of mandatory licensing examinations to verify qualification levels, and the creation of appropriate conditions for the continuous professional development of physicians.

Ensuring that healthcare personnel meet contemporary professional requirements directly contributes to improving the quality and safety of healthcare services provided to the population [9].

A comprehensive understanding of the challenges faced by the human resource capacity of Ukraine's healthcare system since the beginning of the reform process is impossible without considering the broader macroeconomic context. The principal destructive factor that undermined efforts to develop human resource capacity was the large-scale labour migration of Ukrainian citizens abroad, particularly among highly qualified healthcare professionals. Low remuneration

levels in Ukraine, delays in reforming social protection mechanisms, and excessive workloads compelled thousands of physicians and nurses to emigrate, primarily to neighbouring European Union countries, where the demand for healthcare professionals was steadily increasing.

The practical implementation of theoretical models for human resource capacity development in Ukraine during 2010–2018 took place amid severe macroeconomic shocks, a demographic crisis, and the intensification of external labour migration. The influence of these exogenous factors resulted in pronounced structural distortions across numerous strategically important areas of economic and social life. During the period under study, the most critical destructive trends were observed in Ukraine's healthcare system. Reform processes, accompanied by chronic underfunding and a low level of social protection, led to a substantial outflow of the medical sector's intellectual and professional capital.

An analysis of statistical data for 2015–2017 reveals significant structural imbalances in the human resource system of Ukraine's healthcare sector. Although the overall physician-to-population ratio approached the average European level, internal destructive processes created considerable risks to the sustainability of the entire system. Against the background of relatively stable overall staffing indicators, the actual condition of the system was characterised by a severe shortage of healthcare professionals at the local level.

By the end of 2016, almost 22,000 physician positions in Ukraine remained vacant. This shortage affected not only primary care physicians, including family doctors, paediatricians, and general practitioners, but also specialised healthcare professionals, particularly phthisiatricians. The available human resource capacity of the healthcare sector was estimated at 143,900 physicians and 261,300 junior specialists with medical education. These figures indicate a substantial discrepancy between the physical presence of healthcare professionals in the country and their official employment within the public healthcare sector.

A significant positive trend was the rapid increase in the number of general practitioners and family physicians. Following a decline to 11,862 professionals in 2015, their number increased to 14,239 in 2017 and reached 16,367 in 2017. This trend directly reflects the prioritisation of primary healthcare within the framework of the medical reform [7].

Conclusions. The implementation of the reform of the medical sector and the healthcare system as a whole requires comprehensive changes in the conceptual approaches to preserving and developing human resource capacity. These changes should include the following areas: ensuring resource balance by overcoming shortages of essential financial, material, and technical resources in healthcare institutions; professionalising healthcare personnel through a competency-based approach, continuous learning, and rigorous quality control of professional training; introducing evidence-based management to support rational human resource decisions based on objective analytical data; and implementing an active state policy in the areas of social protection, professional retraining, and regional incentives in order to minimise the adverse consequences of demographic ageing and the large-scale labour migration of healthcare professionals.

These approaches may serve as a foundation for defining the state's strategic objectives in the further reform of Ukraine's healthcare system.

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