



The role of the entrepreneurial approach in the development of medical services within the healthcare services market

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Abstract. The purpose of this study was to examine the impact of the entrepreneurial approach on the development of efficient and competitive medical services in the context of market transformations. The methodology was based on an analytical and theoretical approach, which included an analysis of the dynamics of state and local budgets, healthcare guarantee programmes, international financial assistance, and a review of practical case studies of selected healthcare institutions. The main findings indicated that in 2023, state expenditure on healthcare amounted to UAH 207 billion, increased to UAH 238.7 billion in 2024, but declined to UAH 217 billion in 2025. In turn, funding for the healthcare guarantee programme rose from UAH 142.7 billion in 2023 to UAH 175.5 billion in 2025. Local budgets provided UAH 441.9 billion in 2023, with projected growth of 15% by 2025. Despite this, around 46% of healthcare expenses were covered directly by patients, and the average payment for an outpatient visit in 2024 reached UAH 600. Voluntary health insurance generated UAH 1.5 billion in premiums in the first quarter of 2024, with a pay-out ratio of 56.8%, reflecting the growing role of the private sector. International support also played an important role: between 2023 and 2025, Ukraine received over USD 1.2 billion in grants, including the Transforming Health Systems for Resilience and Improved Efficiency project with a budget of USD 454 million. This funding facilitated the modernisation of hospitals, procurement of medical equipment, and development of telemedicine, which was projected to cover 80% of healthcare facilities by 2025. The study analysed the operations of several medical centres, including the National Specialised Children's Hospital "Ohmatdyt", the Municipal Non-Profit Enterprise "Uman Central City Hospital", and the Medical Centre "AILAZ". The practical value of this study lies in the possibility of using its findings to develop strategies aimed at improving the financial sustainability and competitiveness of healthcare institutions through the implementation of entrepreneurial approaches, digital innovations, and diversification of funding sources

Keywords: strategies; patient; financing; competitiveness; marketing

Introduction

Rising competition and the dynamics of change in the healthcare sector necessitate the adoption of new approaches to the organisation and management of medical services. The transition to market-based regulatory mechanisms requires medical institutions to enhance the efficiency of resource utilisation, implement innovative technologies, and establish flexible development strategies. Under these conditions, the entrepreneurial approach becomes a crucial instrument for improving

service quality, expanding the range of services, and meeting patient needs.

The insufficient elaboration of conceptual approaches for the development of effective marketing strategies in the medical services sector creates the need to refine methods and tools capable of ensuring the sustainable development of this market. In the study by O. Zghurska *et al.* (2023), a comprehensive analysis of trends in the development of the medical services market in

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Ukraine was conducted, the characteristics of medical marketing were examined, and the advantages of private healthcare were identified. The study refined the methodology for developing the sequence of stages in marketing strategy construction, emphasising the use of unconventional innovative tools that enable greater effectiveness in promoting medical services. The results indicated that the implementation of such strategies can influence the competitiveness of medical institutions and the quality-of-service provision. The low efficiency of private medical institutions in the context of increasing competition requires the improvement of approaches to service management and development. The study by Y. Volkova *et al.* (2024) examined the organisation of operations in a private multidisciplinary clinic, the service delivery system, and patient satisfaction, and evaluated the efficiency of internal business processes and the application of innovative management solutions. The study identified key areas for optimising the operations of the institution, including enhancing marketing policies and staff qualifications, and introducing digital technologies to automate processes and improve communication with patients.

The limited efficiency in resource management and the absence of a comprehensive approach to the strategic development of medical institutions necessitate the search for innovative solutions to improve operational outcomes. In the study by I. Khomenko *et al.* (2022), the organisational and economic principles of healthcare institutions' functioning were analysed, factors affecting service quality were identified, and opportunities for implementing strategic management tools were considered. The authors proposed a model for developing strategies for medical institutions, focused on rational resource utilisation, enhancing competitiveness, and improving service provision. The insufficient level of financial stability and resource use efficiency in the healthcare system created a need for new mechanisms for management and service development. In the study by V. Shevchuk *et al.* (2021), the financial and economic aspects of the activities of medical institutions were considered, and sources of funding, their diversification, and impact on service quality were analysed. The authors developed recommendations for optimising financial flows, improving the efficiency of resource expenditure, and attracting investment into medical infrastructure.

Inefficient management of financial flows and insufficient economic incentives for participants in the medical services market hinder the development of competitive services. In the study by I. Levchenko & N. Solopun (2021), the economic principles underlying the functioning of the medical insurance system were examined, and the impact of different financing models on accessibility and quality of services was analysed. Researchers highlighted the need for reform of resource allocation mechanisms, enhancement of insurance programmes, and strengthening of the role of the private

sector in healthcare financing. Low innovation activity and limited financial resources in the medical services sector reduce opportunities for implementing effective managerial solutions. In the study by V. Valakh *et al.* (2024), mechanisms for improving the performance of medical institutions through the introduction of innovative technologies and investment instruments were considered, and their impact on service quality and financial stability was assessed. Scientists emphasised the importance of a comprehensive approach to modernising the material and technical base, developing human resources, and attracting private capital.

The scarcity of resources and the need to improve the efficiency of medical service organisation necessitate the search for new management approaches. In the study by A. Baitsurenko & O. Krupskyi (2023), factors influencing the performance of medical institutions were analysed, including the introduction of innovations, optimisation of internal processes, and the development of partnerships with the private sector. The authors underlined the importance of developing strategies aimed at improving service quality and competitiveness. Effective development of medical services in the modern context required the combination of innovative entrepreneurial approaches, integration of digital technologies, and the implementation of flexible management strategies capable of adapting to rapid changes in the market environment. In the study by T. Kaminska *et al.* (2024), the importance of using modern marketing tools, implementing personalised approaches to patients, and enhancing the professional competence of medical staff was examined as key factors in creating competitive advantages in medical services. Scientists stressed the necessity of adapting best international management practices that demonstrated effectiveness in the healthcare systems of countries such as Canada, Singapore, and Japan to the specific characteristics of the national market, considering its institutional, economic, and social conditions.

There remained a need for further research on the impact of entrepreneurial approaches and digital transformation on the competitiveness and financial stability of medical services, including the assessment of long-term economic efficiency of proposed strategies, integration of innovative solutions into the medical insurance system, adaptation of successful practices to national conditions, and design of mechanisms for adjusting development models to the dynamics of the market environment. The purpose of the study was to examine the impact of the entrepreneurial approach on improving the efficiency and competitiveness of medical services in a transforming market environment. The objectives of the study were to analyse current trends in the development of medical services, focusing on entrepreneurial strategies and innovative approaches, and to assess how the entrepreneurial approach, alongside the integration of digital technologies and strategic management tools, can enhance the efficiency, quality, and

accessibility of medical services in a transforming market environment.

Materials and Methods

This study was comprehensive and analytical-theoretical, covering the period 2023-2025, with a focus on identifying the influence of the entrepreneurial approach on the development of medical services in Ukraine. The essence of the entrepreneurial approach as an economic category was defined first. Methods of comparative analysis and systematisation of academic sources were applied. For example, the study of W.J. Glover *et al.* (2024) developed an integrative framework of entrepreneurship in the healthcare sector, which allowed a systematic interpretation of entrepreneurship as both an economic and social phenomenon. M. Paul *et al.* (2023) concentrated on digitalisation and security in healthcare, which hold critical value for entrepreneurial decision-making in medical institutions. E. Ciobanu & O. Bărbulescu (2025) emphasised the role of personal characteristics and leadership in the success of medical entrepreneurship, adding a behavioural dimension to the analysis. This combination of theoretical perspectives defined entrepreneurship in medicine as a complex economic category encompassing innovation, rationality, and social responsibility. The subsequent analysis was directed towards identifying theoretical approaches to the development of competitive advantages in the field of medical services. Methods of content analysis and synthesis of conceptual works by S.F. Dieffenbacher (2024), D. Mailani *et al.* (2024) and M. Zade *et al.* (2024) were employed. Their inclusion helped to identify practical instruments for enhancing competitiveness. This enabled the consolidation of a comprehensive toolkit for the development of strategies in medical institutions and the evaluation of their economic efficiency.

Financial and economic mechanisms of the development of medical services were investigated using quantitative analysis of budgetary indicators. The analysis was based on official sources, including data on the state budget of Ukraine in 2023 (Budget-2023..., 2023), indicators of healthcare financing in 2024 (MinFin: In 2024, healthcare..., 2025), and the allocations set in the "State budget-2025: Health care" (2025). The analysis of local budget revenues in 2023-2025 was conducted using data presented by N. Vinnychuk (2024), which enabled the assessment of their role in ensuring the financial stability of medical institutions. Structural-functional analysis of international programmes and projects was used to examine external sources of support, particularly the The World Bank in Ukraine (n.d.), United States Agency for International Development (USAID) (n.d.), and the EU4Health: Response to the COVID-19 pandemic and preparedness for crisis situations in the EU (n.d.). Specialised projects were also reviewed, including Transforming Health Systems for Resilience and Improved Efficiency (THRIVE) (Ukraine's healthcare sector..., 2024) and

the grant fund Ukraine Relief, Recovery, Reconstruction and Reform Trust Fund (URTF) (Financing mobilized for Ukraine..., 2025). These sources provided insight into external support as an additional factor of modernisation.

For further specification of results, the case study method was applied. The analysis was based on the source "A new nephrology and dialysis department was opened at the Ohmatdyt Polyclinic with funding from the German government" (2025), which contained information on the National Children's Specialised Hospital Ohmatdyt, which received financial aid following Russian shelling. The source "Medical support for hospitals in Ukraine in 2024-2026: What it will be like and what will change for patients" (2024) was also used, describing the implementation of the e-Stock system (Electronic system for inventory management..., 2024) for medicine control. In addition, the activities of the municipal non-commercial enterprise Uman Central City Hospital, which introduced the Helsi system, were considered, based on the "Report on the work of the hospital for 2024" (2025). The experience of the "AILAZ" (n.d.) medical centre and its cross-border initiative (Ukrainian ophthalmologists presented..., 2025) was examined separately.

Results

Economic foundations of the entrepreneurial approach in medical services

The entrepreneurial approach in healthcare emerged at the intersection of economic rationality, innovation, and social responsibility. Its essence lies in the application of entrepreneurial methods and principles to improve the efficiency of medical services, ensure their financial sustainability, and create additional value for patients. Unlike conventional management models, which were oriented primarily towards administrative control and regulatory compliance, the entrepreneurial approach was based on flexibility, the search for new solutions, rapid adaptation to market changes, and a strategic vision of future development. From an economic perspective, the entrepreneurial approach in healthcare can be interpreted as the integration of market economy instruments into the system of medical service provision. This included identifying and analysing demand for services, segmenting the market, building competitive advantages, employing modern marketing strategies, and attracting investment. One of the key objectives of this approach was the optimisation of resources – financial, material-technical, and human. Under conditions of limited public healthcare funding, entrepreneurial strategies enabled the identification of new income sources, ensure the stability of institutions, and improve service quality (Glover *et al.*, 2024).

The entrepreneurial approach was also considered a driver of innovative development. The use of digital technologies, telemedicine, automated management systems, and electronic medical records created opportunities for reducing costs and increasing convenience

for patients. The economic effect was reflected in higher labour productivity, lower maintenance costs, and increased revenues through the expansion of the range of services. In this context, entrepreneurship became not only an economic category, but also an instrument of strategic modernisation of the entire healthcare system. Another important characteristic was the development of market-oriented behaviour of medical institutions. They begin to act as full participants in the competitive environment: analysing the positions of competitors, developing unique offered, building branding systems, and establishing long-term relationships with patients. This contributed to strengthening trust in medical services and fosters economic motivation for continuous improvement of service delivery (Paul *et al.*, 2023).

Entrepreneurial thinking in medical services was an important factor in rationalising resource use and creating competitive advantages for healthcare institutions. It involved the search for new sources of financing, optimisation of costs, active adoption of innovations, and a focus on strategic results. Such an approach enabled medical institutions not only to maintain financial stability, but also to enhance the quality of patient care under conditions of limited resources. The economic effect of entrepreneurial thinking was illustrated by the modernisation of the material and technical base (Ciobanu & Bărbulescu, 2025). According to data from 2023-2024, Ukraine was upgrading medical equipment: during this period, hospital modernisation was planned in different regions with more than UAH 2.6 billion allocated for the procurement of high-cost devices, including computed tomography scanners, magnetic resonance imaging systems, angiographs, X-ray, and mammographic systems. However, due to the absence of prepared facilities, delays in repairs, and bureaucratic obstacles, about 27% of tomography scanners purchased in 2023-2024 (16 out of 62) were not put into operation (Balandyukh, 2024). This indicated that financial investments without proper management do not deliver the expected results, whereas the entrepreneurial approach, with its focused on efficiency and effectiveness, could minimise such losses. Financial calculations also highlighted the scale of investments, while underlining the need for their rational use. In 2024, the state allocated around UAH 5.6 billion for the modernisation of medical institutions, which averaged approximately UAH 35,000 per doctor (with about 160,000 doctors) and around UAH 150 per patient (with a population of about 37 million) (Kovalenko & Mosorko, 2024). These indicators reflected average capital investment, yet their economic effectiveness

depends on the ability of institutional managers to allocate resources optimally and implement innovations.

An equally important aspect was the effective management of existing capacities. The greatest pressure on hospitals was observed in Vinnytsia, Odesa, and Kyiv regions, where the high level of workload was reflected both in the use of bed capacity and in the strain on staff. The hospital network reform in Ukraine represented a systemic transformation of the healthcare sector, which began in 2018 and continues to 2025 (Ustinov, 2025). Its primary aim was the creation of a capable and efficient network of medical institutions able to provide high-quality, modern, and accessible care. It envisaged the rejection of the outdated Soviet model of financing, the introduction of "money follows the patient" principle through the National Health Service of Ukraine (NHSU), and the development of a network of hospitals of different levels: general hospitals (one per 50,000-80,000 residents), cluster hospitals (one per 150,000), and supra-cluster hospitals as highly specialised centres (Kyrey, 2023). Within the framework of this reform, 106 hospital clusters were established, comprising more than 2,500 primary healthcare centres, 282 general hospitals, 166 cluster hospitals, 135 supra-cluster hospitals, and 25 emergency care centres. Furthermore, the reform included the optimisation of resource distribution, modernisation of infrastructure, introduction of new treatment standards, and active support from international partners. Its purpose was to ensure that patients receive care, where qualified specialists and modern equipment were available, while the system itself remained flexible and capable of adapting to new challenges, including the pandemic and military actions (The National Forum on..., 2025). However, only an entrepreneurial approach focused on strategic planning and the management of patient flows was able to make such optimisation effective.

The development of competitive advantages in medical services was examined through the lens of different scientific approaches, the most widespread of which are Porter's concept, the resource-based approach, the innovation-based approach, the marketing approach, and the institutional approach. Each highlighted its own mechanisms for ensuring the competitiveness of medical institutions, ranging from cost optimisation and differentiation to the adoption of innovations, a focus on patient needs, and consideration of institutional factors. The main principles of these approaches and the possibilities of their application in the sphere of medical services were summarised in Table 1.

Table 1. Theoretical approaches to the development of competitive advantages in medical services

Approach	Key provisions	Application in medical services
M. Porter (competition strategies)	Competitive advantage is achieved through cost leadership or differentiation	Reduction of service costs through resource optimisation; creation of unique service packages and personalised approaches
Resource-based view	Unique resources and competences generate long-term advantages	Use of modern equipment, highly qualified staff, clinic brand, and patient trust

Table 1, Continued

Approach	Key provisions	Application in medical services
Innovation approach	Competitiveness depends on the ability to implement new technologies and methods	Use of telemedicine, digital records, patient mobile applications, and modernisation of treatment methods
Marketing approach	Competitive advantage is based on client orientation	Market segmentation, development of a clinic brand, long-term relationships with patients, transparency, and quality of care
Institutional approach	Competitive opportunities are determined by the regulatory environment and state standards	Use of public-private partnership mechanisms, participation in funding programmes, compliance of medical services with the standards of the Ministry of Health of Ukraine and international norms

Source: based on N. Tyukhtenko et al. (2021), S.F. Dieffenbacher (2024), D. Mailani et al. (2024), M. Zade et al. (2024)

None of the approaches on their own can ensure sustainable competitive advantages for medical services. Their effectiveness increased only through comprehensive integration, where innovation was reinforced by specific resources, and marketing orientation towards the patient aligns with the requirements of the institutional environment. In this context, entrepreneurial thinking functions as an integrating factor that transformed individual theoretical models into practical management instruments. Such a combination enabled healthcare institutions to strengthen their competitiveness, maintain stable positions in the market, and build patient trust. In the long term, this created conditions for the sustainable development of medical services, their financial stability, and effective integration into the global space of medical innovation.

Financial and economic mechanisms of medical service development

Healthcare financing is a key element in the functioning of the national system of medical services, determining the level of their accessibility, quality, and resilience. Under market conditions, with growing competition among medical institutions and the increasing influence of the private sector, the search for and optimal use of financial resources becomes particularly important. In Ukraine,

the healthcare financing structure in 2023-2025 consisted of four key sources: the state budget, local budgets, private household expenditure, and international support. Each of these has its own specific features, influencing the financial sustainability and development of medical services (Resolution of the Cabinet of Ministers of Ukraine No. 120, 2025).

The largest share of resources for healthcare was provided by the state budget (Kanecki, 2024). In 2023, approximately UAH 207 billion was allocated to the sector, of which UAH 142.7 billion was directed to the Medical Guarantees Programme (MGP), UAH 10 billion to centralised procurement of medicines and equipment, and UAH 3.8 billion to epidemiological surveillance (Budget-2023..., 2023). Expenditure increased in 2024 to UAH 238.7 billion, including UAH 157.3 billion for the MGP, of which UAH 10.5 billion was allocated to emergency care, UAH 23.5 billion to primary care, and UAH 99.6 billion to specialised care (MinFin: In 2024, healthcare..., 2025). The budget for 2025 provided 217 billion UAH, including UAH 175.5 billion for the MGP, UAH 11.8 billion for centralised procurement, and UAH 5.6 billion for the modernisation of medical institutions (State budget-2025..., 2025). Figure 1 illustrated the dynamics of the overall state budget for healthcare and the financing of the Medical Guarantees Programme in 2023-2025.

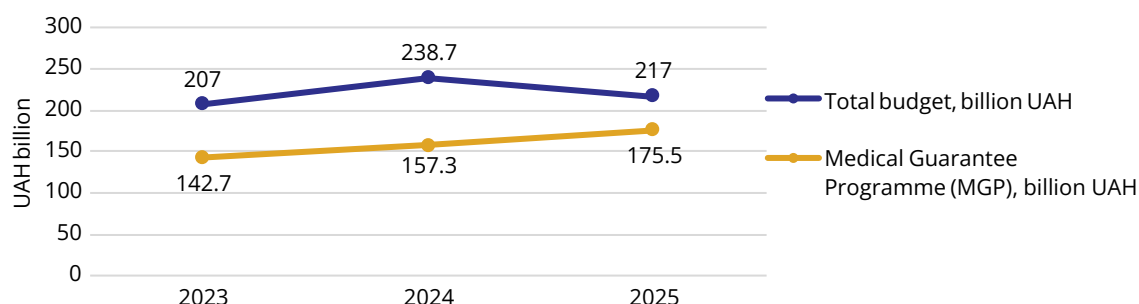


Figure 1. Dynamics of the state budget of Ukraine and financing of the medical guarantees programme in 2023-2025

Source: based on Budget-2023: UAH 207 billion is provided for financing healthcare (2023), State budget-2025: Healthcare (2025), MinFin: In 2024, healthcare expenditures amounted to UAH 238.7 billion (2025)

The figure illustrated that the total expenditure on healthcare increased in 2024 compared with 2023, while a reduction in funding was observed in 2025. Expenditure under the Medical Guarantees Programme

demonstrated a consistently positive trend, indicating the prioritisation of this area within the structure of budgetary allocations. This trend underscored the intent of the state to ensure the sustainability of financing for

essential medical services even under challenging economic conditions. Despite fluctuations in overall budget volumes, funding for the MGP continued to grow, representing a key factor in maintaining accessibility to medical services for the population. This indicated a gradual reallocation of resources towards guaranteed service packages, forming the basis for improving the efficiency of the healthcare system. A fundamental element of state financing was the operation of the National Health Service of Ukraine (n.d.), which functions as the sole purchaser of medical services. Its mechanism was based on the principle of “money follows the patient”. Healthcare institutions entered into contracts with the NHSU and received financing in proportion to the services actually provided. Primary care was funded on a capitation basis, while specialised and inpatient care was financed through “payment per case” tariffs. This system created incentives to improve the quality of medical care and ensured transparency in the use of funds (Healthcare financing in Ukraine..., 2024).

Local budgets played an important role in ensuring the operation of medical institutions. In 2023, local budgets generated UAH 441.9 billion in own-source revenue, representing an 11% increase compared with 2022 (Analysis of local budgets..., 2024). By 2025, resources increased to UAH 327.7 billion, a 15% rise relative to 2024. A portion of these funds was allocated to healthcare, covering primary care, material and technical support of hospitals, remuneration of medical personnel, and capital expenditure. In addition to own-source revenue, local budgets received intergovernmental transfers from the state to finance social sectors, including healthcare (Vinnychuk, 2024). This system enabled consideration of regional specificities and the adaptation of expenditure to local conditions. Despite increasing state support, patients in Ukraine continue to bear part of the costs themselves. Out-of-pocket expenditure accounts for 46% of total healthcare spending, indicating that nearly half of the financial burden falls on households. Major expenses included the purchase of medicines, inpatient treatment, and informal payments (Can people afford to pay..., 2023). The issue of so-called “catastrophic expenditures”, when healthcare costs exceed 40% of a household budget, remains critical. This most frequently affects low-income groups, pensioners, and rural populations. The average official payment for an outpatient visit was approximately UAH 600, with charitable contributions remaining an additional source of financing. Despite the operation of the Medical Guarantees Programme, a portion of the population does not receive the full range of free services (Andreytsiv, 2024).

In the first quarter of 2024, medical insurance generated UAH 1.505 billion in premiums, representing approximately 17% of insurers' portfolios. Payments under voluntary health insurance (VHI) amounted to UAH 855 million, with a pay-out ratio of 56.8% (Results of the insurance..., n.d.). Corporate health insurance

continued to develop, ensuring coverage of employees even under conditions of war. This indicated a gradual strengthening of the role of the private sector in healthcare financing. International assistance constituted an important source of financing. In 2023-2025, Ukraine received substantial support from The World Bank in Ukraine (n.d.) and USAID (n.d.). The largest package of financial support from the World Bank – the “Transformation of Healthcare through Reform and Investment in Efficiency” (THRIVE) project (Ukraine's healthcare sector..., 2024) – amounted to USD 454 million, including USD 249 million from the ADVANCE Ukraine Trust Fund (supported by the government of Japan) and USD 5 million from a URTF grant (Financial support mobilized for Ukraine since..., 2025). A further USD 220 million was mobilised in 2024 and USD 200 million in 2025 (Ukraine and the World Bank..., 2024).

The World Bank also financed emergency response projects for COVID-19 and other initiatives, with a total exceeding USD 330 million. Overall, Ukraine received more than USD 1.2 billion in grant support for healthcare in 2023-2025. The EU4Health programme (EU4Health: Response..., n.d.) of the European Union allocated over EUR 4.6 million to Ukraine in 2023 for nine projects related to the prevention of non-communicable diseases, adoption of European diagnostic standards, and integration of an electronic healthcare system (European Union allocates more than..., 2023). USAID supported the digitalisation of medical services, strengthening of primary care, development of rehabilitation and psychological assistance, and integration projects aimed at aligning European standards with the healthcare system of Ukraine.

Healthcare financing in Ukraine in 2023-2025 exhibited a multi-channel structure. State resources remained the principal source, accumulated and distributed by the National Health Service of Ukraine. Local budgets played an important role, addressing regional needs and providing hospitals with material and technical resources. High levels of out-of-pocket expenditure indicated limited financial protection for the population, which was partially offset by the development of voluntary health insurance. International assistance complemented national sources, supporting infrastructure modernisation, digitalisation, and improvements in service quality. Together, these sources form the basis for the gradual transformation of the healthcare system, although their effectiveness depended on transparent governance, coordination between levels of authority, and the creation of conditions to reduce private expenditure by the population.

Prospects and strategic areas for improving the economic model of medical services

Economic stability of medical institutions in Ukraine in 2023-2025 remained one of the key challenges for the development of the healthcare system. Despite an increase in state budget financing, problems related to resource deficits, debt obligations, and inefficient

management affected the financial condition of hospitals. State funding provided the basis for operations, yet it does not always cover the growing needs of the system. The situation in rural district hospitals was characterised by low staff workload and insufficient patient numbers, resulting in underfunding from NHSU. This created a risk of optimisation or closure of individual departments.

In 2024-2025, NHSU suspended financing for dozens of medical institutions due to contract breaches, inadequate drug accounting, or inefficient use of funds. The suspension of such payments immediately threatened hospital operations, as they lost their main source of financing (Kravchenko, 2025). Population migration during the war further reduced patient numbers and hospital revenues, while mismanagement and abuse continued to contribute to financial instability. Nevertheless, Ukraine already demonstrated examples of overcoming financial crises. State investment and international support played a crucial role. In 2024-2025, the Ministry of Health of Ukraine allocated over UAH 2.6 billion for the modernisation of 15 hospitals in 12 regions, equipping them with advanced technology, from magnetic resonance imaging scanners to angiographs and endoscopes. This reduced maintenance costs for obsolete equipment and improved the quality of services. State-private partnership projects also proved successful. For example, the diagnostic centre in Vinnytsia, established with private investment, enabled equipment modernisation and increased service accessibility without additional pressure on the local budget. The Ukrainian Centre of Tomotherapy in Kirovohrad provided an example of investment in high-tech oncology treatment. Such initiatives ensured financial stability for hospitals and reduced dependence on state funding (Ustinov, 2024).

Grants and charitable support constituted another important instrument. The National Children's Specialised Hospital Ohmatdyt received over UAH 6.3 million from the government of Germany in 2024 for post-conflict restoration. These funds were used for building repairs and equipment procurement, including six modern haemodialysis machines. International grants enabled the institution not only to restore operations, but also to improve the quality of medical care (A new nephrology and..., 2025). The impact of centralised procurement was also notable. According to the Ministry of Health, in 2024 alone, optimisation of procurement procedures through Prozorro and Prozorro Market saved over UAH 1.9 billion. The introduction of the e-Stock system allowed hospitals to monitor medicine stocks and avoid surpluses, further reducing financial risks (Electronic system for inventory management..., 2024; Medical support for..., 2024).

Entrepreneurial approaches in the management of medical institutions became a key factor in developing competitive advantages and improving the quality of services. Such approaches involved the active implementation of innovations, diversification of financing

sources, development of international partnerships, and orientation towards patient needs. An example of effective implementation of entrepreneurial strategies was the activity of Uman Central City Hospital, which in 2024 expanded the range of paid service packages and introduced electronic appointment booking through the Helsi system. This enabled optimisation of patient flows, reduction of staff workload, and improvement in service quality. Such practices demonstrated that applying business models within the healthcare sector promoted financial independence and enhances patient trust (Report on the work..., 2025).

International cooperation also influenced competitiveness. Within the framework of the initiatives of the First Lady of Ukraine, Olena Zelenska, over 66 memoranda have already been signed with clinics in 24 countries. Programmes such as the Medical Exchange Program (2025) and the International Medical Partnerships Initiative (International medical partnership..., 2024) allowed Ukrainian doctors to undertake internships in leading medical centres in Germany, Canada, France, and other countries. The outcome of these programmes included the introduction of modern treatment methodologies in Ukrainian hospitals. International partnerships also created opportunities for telemedicine consultations, knowledge exchange, and collaborative research, supporting Ukraine's integration into the global medical community (Ministry of Health of Ukraine strengthens..., 2025).

Innovative strategies were also being implemented at the regional level to enhance competitiveness. The establishment of a medical cluster in the Rivne region, which joined the European Health Alliance, enabled participation in the personalised medicine project Personalised Medicine Empowerment Connecting Innovation Ecosystems Across Europe (PRECISEU, n.d.) with a budget of EUR 23 million in 2024. This initiative increased the innovation potential of the region, facilitated the adoption of personalised treatment approaches, and created conditions for the integration of Ukrainian hospitals into international research programmes. Such initiatives strengthen both the medical and economic potential of the regions (Innovation and international partnership..., 2024).

Cross-border initiatives also have practical value for the development of competitive advantages in Ukrainian medical institutions. Ukrainian-Polish projects in ophthalmology demonstrated the effectiveness of collaboration in the shared use of technology, staff training, and the expansion of service offerings. These efforts not only improved patient care, but also strengthened the position of institutions in the regional medical services market. Medical centres, such as the Ukrainian Medical Centre "AILAZ" (n.d.), actively participated in international conferences and symposia, including the European Society of Ophthalmology (n.d.) Congress (SOE) held in Lisbon in 2025. Ukrainian specialists presented

innovative treatment methods, share their own developments already applied in clinical practice, and learn new technologies alongside European colleagues (Ukrainian ophthalmologists presented..., 2025).

The development of telemedicine remained a key area, creating equal opportunities for access to medical care for residents of remote settlements. Digital solutions enabled remote consultations, diagnostics, and patient monitoring. This reduced the burden on large urban hospitals, ensured a more efficient allocation of resources, and simultaneously formed an additional competitive advantage for institutions that actively invested in digital transformation. In 2025, telemedicine consultations account for up to 10% of all medical consultations, with plans to implement telemedicine in 80% of healthcare institutions (Order of the Cabinet of Ministers of Ukraine No. 625-r, 2023). Thus, strategies aimed at enhancing the competitiveness of medical institutions within the framework of an entrepreneurial approach encompass a comprehensive set of measures. These included the development of new business models based on service packages, telemedicine, and digital services, active engagement of investments and grants, expansion of international partnerships and knowledge exchange, and optimisation of financial and administrative processes. The combination of these instruments enabled the development of sustainable competitive advantages, improvement of service quality, and provision of long-term economic stability for Ukrainian medical institutions.

Discussion

Healthcare in different countries has developed under the influence of varied economic, social, and political conditions, shaping diverse models of transformation. Contemporary challenges, ranging from rising healthcare costs and staff shortages to the rapid adoption of digital technologies, amplified the need for innovative solutions. In this context, analysing the experience of different countries provided insight into how the integration of innovation, financing, and managerial strategies has influenced the resilience and competitiveness of healthcare systems.

I. Iglesias *et al.* (2025) focused on the transformation of medical affairs departments in pharmaceutical companies in Spain, highlighting their evolution from an informational function to a strategic partner within the healthcare system, along with stakeholder management, digitalisation, and new organisational models. The study emphasised the importance of innovation, digital tools, and patient-centric approaches. In contrast, this study examined financial and economic mechanisms and practical cases from Ukrainian medical institutions, while I. Iglesias *et al.* (2025) analysed the strategic role of medical affairs departments in the pharmaceutical sector. A similar logic was observed in comparison with J. Kehr (2023). While this study highlighted economic

and entrepreneurial instruments for development, J. Kehr (2023) examined healthcare as a socio-political phenomenon, emphasising inequality and societal expectations. Despite differences in focus, both approaches underlined the necessity for healthcare systems to remain flexible and capable of adapting to change.

Research by N.C. Monteagudo *et al.* (2025) and this study converged in recognising the importance of innovation, digital technologies, and patient-centred approaches as key factors in the development of medical services. This study, however, emphasised financial and economic mechanisms alongside entrepreneurial strategies, while N.C. Monteagudo *et al.* (2025) focused on the development of value-based healthcare models, where the principal objective was the creation of treatment outcomes significant for patients, alongside the integration of multidisciplinary approaches, cross-sector collaboration, and novel methods for evaluating treatment effectiveness. P. Aceituno-Aceituno *et al.* (2021) examined entrepreneurship in a global context, highlighting the integration of innovative business models, strategic management tools, and long-term economic efficiency. Both studies agreed that an entrepreneurial approach functions as a key driver of medical development, enhancing the efficiency, financial sustainability, and competitiveness of healthcare institutions. Both also emphasised the role of digital technologies, innovation, and the pursuit of new funding sources as central to the transformation of healthcare systems. Differences emerged in scale and contextual focus. The authors R. Pagan & D. Horsfall (2020) analysed entrepreneurship in healthcare as a socio-political phenomenon, emphasising inequalities in access, the consequences of neoliberal reforms, and the relationship between the market and social justice. This study, in contrast, focused on financial and economic mechanisms for the development of medical services in Ukraine, examining the role of budgets, international assistance, and hospital modernisation. Shared recognition existed regarding the necessity of innovation, digital technologies, and flexible management strategies, while divergence lay in perspective: one adopted a socio-political lens, the other an economic-practical lens.

A. Sánchez-Bayón *et al.* (2022) demonstrated similarities with the Ukrainian analysis in recognising the importance of digitalisation and novel business models, albeit in a global socio-economic context. Similarly, I. Paunović *et al.* (2024) proposed an educational and scientific perspective on entrepreneurship, which, combined with the Ukrainian financial approach, outlined diverse yet complementary development trajectories. Issues of staffing and financial sustainability highlighted by K. Dubas-Jakóbczyk *et al.* (2024) in the context of Central and Eastern Europe corresponded with these challenges, although on a different scale. In the same context, W. Yao (2022) illustrated the Chinese experience of integrating medical industries into economic development strategies. Despite differences in context, Spanish,

Chinese, and Ukrainian examples supported the shared conclusion that entrepreneurship and innovation constituted universal conditions for the competitiveness of healthcare systems. X. Nie (2022) examined the issue of medical deserts in China, focusing on inequalities in access to healthcare, particularly in rural areas. Key barriers included shortages of medical personnel, inadequate funding, and weak infrastructure, resulting in significant urban-rural disparities in the quality and accessibility of care. Both studies agreed that financial insufficiency, workforce deficits, and regional imbalances were principal factors in the development of medical deserts. Both recognised the need for comprehensive reforms, integration of public and private resources, and the development of new funding models and innovative management solutions.

This study and M. You *et al.* (2025) converged in acknowledging that entrepreneurial approaches, digitalisation, and innovative technologies were critical for enhancing efficiency and competitiveness in healthcare. M. You *et al.* (2025) emphasised the integration of digital platforms, big data, and artificial intelligence within the Chinese healthcare system, whereas this study focused on Ukrainian realities, financial and economic mechanisms, and practical cases of hospital modernisation. Similar conclusions were drawn by S.O. Babatunde (2024), who stressed the importance of entrepreneurial approaches and public-private partnerships. Contextual differences existed: for Africa, key issues included inequalities in access, lack of insurance coverage, and workforce shortages, while this study concentrated on budgetary financing instruments and hospital digitalisation.

Whereas previous studies emphasised internal system transformations, B. Salter *et al.* (2022) examined the impact of political and global factors on the integration of biomedical innovations. Scientists argued that entrepreneurial development cannot occur outside institutional frameworks and regulatory policies. This expanded the analytical perspective, but differed from the Ukrainian context, where the focus remained on budgetary mechanisms and practical reform examples. Similarly, H. Liu *et al.* (2024) highlighted technological breakthroughs in the Chinese healthcare system, including telemedicine and big data. This study confirmed the importance of digitalisation, though it approached the topic through financial and managerial mechanisms. O.E. Ibikunle *et al.* (2024) focused on African contexts, where the combination of public and private resources alongside international support was crucial. This perspective resonated with the Ukrainian experience, though the challenges differ: for Africa, the primary issues were inequality and donor dependence, whereas for Ukraine, they were efficiency of budgets and telemedicine. Similar conclusions were evident in the study by E. Javanmardi *et al.* (2024), which examined entrepreneurship in a global dimension, emphasising transnational practices. While this study remained local, both approaches converged on

the importance of telemedicine, digital platforms, and patient-centred care.

Researchers S.N. Weimar *et al.* (2025) examined entrepreneurial models in healthcare from the perspective of their influence on system resilience during periods of uncertainty. The authors emphasised the importance of adaptive business strategies, digital solutions, and patient-centred approaches for overcoming challenges faced by medical institutions. This study aligned with the work of S.N. Weimar *et al.* (2025) in recognising the role of entrepreneurial approaches and innovation in enhancing the efficiency of healthcare services. Both approaches highlighted the significance of telemedicine, electronic management systems, and the integration of private capital through public-private partnerships. Differences emerged in context: S.N. Weimar *et al.* (2025) analysed global business models and uncertainty management mechanisms, whereas this study focused on the Ukrainian market, emphasising budgetary financing, international assistance, and practical cases of hospital modernisation. The work of C.G. Bocean & A.A. Vărzaru (2025) and this study converged in recognising the key role of entrepreneurship, digitalisation, and innovation for improving healthcare efficiency, as well as the importance of combining public and private financing. The first study examined digital transformation in a European context and proposed conceptual models of strategic management, whereas this study concentrated on Ukrainian financial and economic mechanisms and practical modernisation cases. Comparison demonstrated that studies across different countries concurred on the universal importance of innovation, digital technologies, and entrepreneurial strategies for enhancing healthcare efficiency. Key differences lay in scale and emphasis: some authors focused on global trends and political conditions, while others concentrated on local financing mechanisms and practical case studies. Findings indicated that successful transformation required adaptation of universal strategies to specific national contexts.

Conclusions

The study demonstrated that the entrepreneurial approach in medical services, combining innovation, rationality, and social responsibility, created conditions for more efficient resource management, the strengthening of competitive advantages, and the improvement of service quality. The analysis showed that in 2023-2024, more than UAH 2.6 billion were allocated in Ukraine for the modernisation of medical institutions. However, about 27% of purchased tomographs were never put into operation due to the lack of appropriate infrastructure. This confirmed that without strategic management, investments did not generate the expected effect, whereas entrepreneurial thinking, with its emphasis on efficiency, could minimise such losses. In 2024, the state allocated UAH 5.6 billion for the modernisation of

medical infrastructure, which amounted on average to UAH 35,000 per doctor and only UAH 150 per patient, indicating an insufficient level of funding, when calculated per end-user of services.

Healthcare financing in 2023-2025 retained a multi-channel structure, in which the state budget remained the main source. In 2023, expenditures amounted to UAH 207 billion, in 2024 to UAH 238.7 billion, yet in 2025 they decreased to UAH 217 billion. In turn, funding for the medical guarantees programme increased from UAH 142.7 billion in 2023 to UAH 175.5 billion in 2025, indicating its prioritisation. Local budgets also played a substantial role, providing more than UAH 441.9 billion of their own revenues in 2023 with a projected growth trend of 15% by 2025. Despite this, almost 46% of healthcare expenditures were covered directly by patients, which created risks of "catastrophic expenditures", particularly for socially vulnerable groups. The average payment for an outpatient visit in 2024 was UAH 600. Meanwhile, voluntary health insurance showed positive dynamics: in the first quarter of 2024, premiums reached UAH 1.5 billion with a pay-out ratio of 56.8%, reflecting the gradual strengthening of the role of the private sector.

International assistance became an important factor of financial resilience: in 2023-2025, Ukraine received more than USD 1.2 billion in grants from the World Bank, USAID, and the EU, including the THRIVE project of USD 454 million, which contributed to hospital modernisation and the development of telemedicine. An

example of the effective use of resources was National Children's Specialised Hospital "Ohmatdyt", which, thanks to a grant of UAH 6.3 million from the German government, restored its infrastructure and purchased dialysis equipment. Successful public-private projects, such as the diagnostic centre in Vinnytsia and the Tomotherapy Centre in Kirovohrad, confirmed the effectiveness of funding diversification. The development of partnerships, participation in the PRECISEU programme, and presentations at the SOE Congress in 2025 integrated Ukrainian healthcare into the global sphere. By 2025, telemedicine was expected to cover 80% of institutions, with its share increasing to 10%, providing an additional competitive advantage. The limitation of this study was that it relied primarily on statistical data from 2023-2025, which did not fully reflected long-term trends. Prospects for future research include an in-depth analysis of the effectiveness of implemented entrepreneurial strategies in medical institutions and their impact on financial stability and service quality.

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Роль підприємницького підходу у розвитку медичних сервісів в умовах ринку медичних послуг

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Анотація. Метою даного дослідження було дослідити вплив підприємницького підходу на формування ефективних та конкурентоспроможних медичних сервісів у процесі ринкових змін. Методологія ґрунтувалася на аналітико-теоретичному підході, що включав аналіз динаміки державного та місцевих бюджетів, програм медичних гарантій, міжнародної фінансової допомоги, а також вивчення практичних кейсів окремих закладів охорони здоров'я. Основні результати показали, що у 2023 році державні видатки на охорону здоров'я становили 207 млрд грн, у 2024 році зросли до 238,7 млрд грн, проте у 2025 році скоротилися до 217 млрд грн. Водночас фінансування програми медичних гарантій зросло з 142,7 млрд грн у 2023 році до 175,5 млрд грн у 2025 році. Місцеві бюджети забезпечили 441,9 млрд грн у 2023 році з прогнозованим зростанням на 15 % у 2025 році. Попри це, близько 46 % витрат на медичні послуги покривали пацієнти власними коштами, а середній платіж за амбулаторний візит у 2024 році становив 600 грн. Добровільне медичне страхування у I кварталі 2024 року принесло 1,5 млрд грн премій при рівні виплат 56,8 %, що свідчило про зростання ролі приватного сектора. Міжнародна підтримка також відіграла роль: за 2023-2025 роки Україна отримала понад 1,2 млрд дол. грантів, включаючи проєкт Transforming Health Systems for Resilience and Improved Efficiency з бюджетом 454 млн дол. Це дозволило модернізувати лікарні, закупити обладнання та розвивати телемедицину, охоплення якої до 2025 року мало скласти 80 % медичних закладів. У межах дослідження було проаналізовано діяльність окремих медичних центрів, зокрема Національної дитячої спеціалізованої лікарні «Охматдит», комунального некомерційного підприємства «Уманська центральна міська лікарня» та медичного центру «Айлаз». Практичне значення дослідження полягає у можливості використання його результатів для розробки стратегій підвищення фінансової стійкості та конкурентоспроможності медичних закладів шляхом впровадження підприємницьких підходів, цифрових інновацій та диверсифікації джерел фінансування.

Ключові слова: стратегії; пацієнт; фінансування; конкурентоспроможність; маркетинг