



НАУКОВО-ПРАКТИЧНА
КОНФЕРЕНЦІЯ
З МІЖНАРОДНОЮ
УЧАСТЮ



СУЧАСНІ ТЕОРЕТИЧНІ ТА ПРАКТИЧНІ АСПЕКТИ КЛІНІЧНОЇ МЕДИЦИНИ

для здобувачів вищої освіти
другого (магістерського) рівня

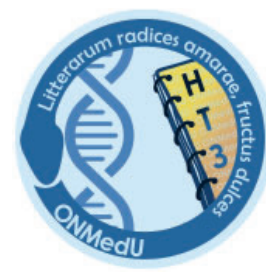
23–24 квітня 2026 року

Тези доповідей

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Сучасні теоретичні та практичні аспекти клінічної медицини для С91 здобувачів вищої освіти другого (магістерського) рівня [Електронне видання] : наук.-практ. конф. з міжнар. участю. Одеса, 23–24 квітня 2026 року : тези доп. — Одеса : ОНМедУ, 2026. — 132 с.
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У тезах доповідей міжнародної науково-практичної конференції здобувачів другого (магістерського) рівня освіти наведено матеріали учасників зібрання, а також іменний покажчик доповідачів.

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STRATEGIC MANAGEMENT SYSTEM IMPROVEMENT IN HEALTHCARE ORGANIZATIONS THROUGH THE INTEGRATION OF SUSTAINABLE DEVELOPMENT PRINCIPLES

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In the context of global instability, demographic change, epidemiological challenges, technological transformation, and increasing pressure on healthcare systems, the issue of improving the strategic management system of healthcare organizations is becoming especially relevant. Traditional management approaches, focused mainly on short-term operational efficiency, are no longer sufficient to ensure organizational resilience, high-quality care, and long-term institutional development. Under these conditions, the integration of sustainable development principles into the strategic management system of healthcare organizations becomes an important scientific and practical task.

Sustainable development in healthcare should be understood as a multidimensional approach that combines economic efficiency, social responsibility, environmental awareness, institutional adaptability, and stakeholder-oriented governance. Its integration into the management system creates the basis for a more balanced and future-oriented model of organizational development. Such an approach allows healthcare organizations not only to respond to current challenges, but also to anticipate risks, adapt to external changes, and align their strategic goals with broader public health priorities.

The improvement of the strategic management system through sustainable development principles involves the modernization of strategic planning, the introduction of integrated performance indicators, the strengthening of risk management mechanisms, and the development of responsible leadership. In healthcare organizations, this means a shift from fragmented administrative decision-making toward a systemic model based on long-term value creation, rational resource use, workforce support, patient-centeredness, and continuous quality improvement.

Particular attention should be paid to the role of human capital, digital transformation, and social equity in access to healthcare services. Sustainable strategic management requires the inclusion of staff well-being, professional development, innovation capacity, and organizational learning into the system of managerial priorities. At the same time, environmental components, including energy efficiency, waste management, and responsible procurement, are becoming increasingly significant for modern healthcare organizations and should be reflected in their strategic agendas.

Another important aspect is the need to strengthen institutional flexibility and adaptive capacity. Healthcare organizations operate in an environment characterized by uncertainty, crisis risks, and rapidly changing public expectations. Therefore, the strategic management system should be based on resilience, evidence-informed decision-making, cross-sectoral cooperation, and the ability to maintain stability under adverse conditions. The integration of sustainable development principles contributes to the formation of such a management model and supports the transition from reactive to proactive governance.

Thus, improving the strategic management system of healthcare organizations through the integration of sustainable development principles should be considered a strategic direction for ensuring organizational effectiveness, institutional sustainability, and social value. This approach not only expands the theoretical foundations of healthcare management, but also has substantial practical significance for strengthening healthcare organizations in the face of modern challenges.

STRATEGIC DIRECTIONS FOR IMPROVING THE MANAGEMENT SYSTEM OF A HEALTHCARE INSTITUTION

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In the context of dynamic changes in the healthcare sector, growing patient expectations, digital transformation, financial constraints, and increasing institutional competition, the issue of improving the management system of a healthcare institution has become one of the key priorities of modern health management. Traditional administrative approaches are no longer sufficient to ensure the effective functioning of healthcare institutions in a complex and unstable environment. Therefore, the search for strategic directions of management improvement is of both theoretical and practical significance.

The management system of a healthcare institution should be understood as an integrated set of organizational, economic, human resource, informational, and administrative mechanisms aimed at achieving institutional goals and ensuring high-quality medical care. Its effectiveness depends not only on the formal distribution of functions and responsibilities, but also on the institution's capacity for strategic adaptation, innovation, and sustainable development.

One of the main strategic directions for improving the management system is the introduction of strategic management principles into everyday institutional practice. This involves the formulation of a clear mission, long-term vision, measurable

strategic goals, and performance indicators aligned with healthcare priorities and population needs. Strategic planning enables healthcare institutions to move from reactive decision-making to proactive development management.

Another important direction is the strengthening of human resource management. Healthcare personnel are the core asset of any medical institution, and therefore the management system should include mechanisms for staff motivation, professional development, leadership support, prevention of burnout, and retention of qualified specialists. In current conditions, effective personnel management becomes a determinant of institutional stability and service quality.

Digital transformation is also a strategic component of management system improvement. The implementation of digital tools, electronic health records, data management systems, telemedicine solutions, and analytical platforms increases transparency, accelerates decision-making, and improves coordination between structural units. At the same time, digitalization requires managerial readiness, organizational flexibility, and appropriate staff competencies.

A separate strategic direction concerns quality management and patient-centeredness. Modern healthcare institutions should focus not only on medical outcomes, but also on patient experience, safety, accessibility, and continuity of care. For this purpose, management systems should incorporate quality standards, internal monitoring mechanisms, feedback instruments, and continuous improvement approaches.

In addition, particular attention should be paid to financial sustainability and resource efficiency. Rational allocation of resources, evidence-based budgeting, cost control, and diversification of funding sources contribute to institutional resilience and support long-term development.

Thus, the strategic directions for improving the management system of a healthcare institution include the implementation of strategic planning, strengthening human resource management, digital transformation, quality-oriented governance, and efficient resource management. Their integrated application creates the basis for enhancing institutional effectiveness, adaptability, and competitiveness in the modern healthcare environment.

ORGANIZATIONAL MECHANISMS FOR MANAGING THE INNOVATIVE POTENTIAL OF A HEALTHCARE INSTITUTION

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In the contemporary healthcare environment, the innovative potential of a healthcare institution has

become a strategic determinant of its sustainability, competitiveness, and capacity to respond to complex public health challenges. Rapid technological development, digital transformation, changing patient expectations, workforce shortages, and financial constraints require healthcare organizations to move beyond traditional administrative models toward more adaptive and innovation-oriented management systems. In this context, organizational mechanisms for managing innovative potential should be understood as an integrated set of structures, processes, managerial tools, and institutional conditions that enable the generation, selection, implementation, and scaling of innovations.

The innovative potential of a healthcare institution includes human, intellectual, technological, organizational, financial, and communication resources that can be mobilized to create and implement new solutions. However, the mere availability of such resources does not guarantee innovative development. Their effective realization depends on the quality of organizational mechanisms through which innovation processes are coordinated. This highlights the importance of building a management system that supports initiative, interprofessional collaboration, knowledge exchange, and evidence-based decision-making.

One of the key organizational mechanisms is strategic innovation governance. Innovation should not remain fragmented or dependent solely on individual enthusiasm. It needs to be embedded in the institution's strategic priorities, with clearly defined objectives, responsibilities, indicators, and expected outcomes. The creation of innovation committees, project offices, or cross-functional working groups can improve coordination and ensure alignment between clinical needs, managerial decisions, and technological opportunities.

Another important mechanism is the development of an innovation-supportive organizational culture. In healthcare institutions, innovation often encounters resistance due to high professional regulation, risk aversion, and heavy operational workload. Therefore, management should foster a culture of openness to change, learning, and controlled experimentation. Leadership plays a central role here: transformational and participatory leadership styles are more effective in stimulating innovative behavior, staff engagement, and readiness for organizational change.

Human capital management is also critical. The innovative potential of a healthcare institution is largely determined by the competencies, motivation, and adaptability of its personnel. Continuous professional development, interdisciplinary training, mentoring, and incentives for participation in quality improvement and innovation projects strengthen the institution's internal capacity for renewal. At the same time, the integration of clinical and managerial

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