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THE WAYS TO USE OUTSOURCING INSTRUMENTS IN HEALTH MANAGEMENT OF UKRAINE

The article examines the ways of using outsourcing tools in the management of healthcare in Ukraine and reveals their prospects. To obtain the purpose it is necessary to fulfill such objectives as defining outsourcing in the health area; revealing outsourcing instruments in health management; designing efficient ways of outsourcing in health facilities functioning as a strategy for health management. It is proved that the concept of outsourcing is considered regarding its advantages and disadvantages. The paper proposes an analysis for the understanding of outsourcing, including its key definitions, its peculiarities, its theoretical models, and its future research trend. It provides a deeper understanding of the outsourcing trend in the health area. It is examined that outsourcing as an instrument for health management can be represented as based on clients'/patients' views, relationships, and efficient strategies. It is studied that among the problems is the underdevelopment of outsourcing in Ukraine and its subjective nature. Two directions of implementation of outsourcing in health care facilities are considered: the scope of health care activities and the scope of services that ensure the vital activity of the health facilities. The strategic reasons for the use of outsourcing by health institutions are revealed: the need to maximize the use of available resources to achieve the strategic goal in providing highly qualified medical care. The factors of the use of outsourcing tools in health management are analyzed. The following areas of application of outsourcing in health management are examined, such as outsourcing in the servicing of health care facilities; outsourcing in the provision of medical care; outsourcing of medical personnel.

Keywords: outsourcing in health care management; outsourcing in health care facilities; outsourcing in health care services; outsourcing in the provision of medical care; outsourcing of medical personnel.

Introduction

The formulation of the problem. The efficiency and functionality of outsourcing in business processes have been successfully implemented and proved. Outsourcing was also "permitted" in the sphere of public administration, where it was "entrusted" with the performance of a number of socially significant functions. In general, the prerequisites for the use of outsourcing in business and management (national government and local self-government) are the same. And such problems as the lack of certain types of competencies, low labor productivity, inefficient staff incentive system are the most relevant in governmental and municipal management.

The relevance of the research. The use of outsourcing in a social sphere – health care, education, social security services has also achieved significant success in some countries. This group includes outsourcing of employment services, diagnostic services, specialized medical care, child care centers, preschool and secondary education, social protection services for children, and social care institutions for the elderly and disabled. Outsourcing in this field is a consequence of inefficient cost and quality of work policy implemented by the governmental institutions. The use of outsourcing in various public infrastructure facilities – roads,

transport, water supply and sewerage – is also gradually spreading. The use of outsourcing in the public administration system is similar to its use in business structures, but has its own specificity arising from: the level of administration (national, regional, local level); sector direction (security industry, health, education, military security, etc.) [9, p.56]. While reforming the governmental and communal healthcare sector in Ukraine outsourcing is also gradually developing.

The aim of the paper is to examine the ways to use outsourcing instruments in the health management of Ukraine and to reveal their perspectives. To obtain the purpose it is necessary to fulfill such *main tasks* as – to define outsourcing in the health area; to reveal outsourcing instruments in health management; to design efficient ways of outsourcing in health facilities functioning as a strategy for health management.

The subject of the research is the health management sphere and its mechanisms and instruments.

Methods and information base of research

The authors draw on their personal experience and knowledge as well as such methods as a comparative study, analysis, modeling using the theoretical approaches proposed by Ukrainian and foreign scholars.

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Analysis of recent research and publications

The scientific focus of outsourcing is developed widely by the foreign scholars who examine its conceptual and empirical nature for instance in health area – e.g. Carvalho J., Goyal A., Guimaraes C. and others. The Ukrainian researchers investigate outsourcing in various sectors, including first economy – Savchenko T., Yaroshina A. and others; public administration – Kotovska I., Sorokivska O., Lutsykyv I. and others; in health management – Azarenkov G., Kukel G., Roleders V., Semchuk I., Zoidze D. and others. Analyzing this trend, they draw attention to the fact that the activities of health institutions, in addition to the performance of their main functions, which are related to medical activity, should also adequately provide other processes. Among such processes, they mention laundry, cleaning services, waste removal services, security and safety functions, IT, diagnostics, construction, repair, catering, etc. Highlighting previously unsettled parts of the general problem this paper is developing further the issues of outsourcing management in health area.

Presentation of the main research material with the substantiation of the obtained results

Outsourcing is understood as the transfer by an organization of certain business processes or production functions on the basis of a contract/agreement, to be serviced by another company (outsourcer) specializing in the relevant field [3, 10]. Unlike one-time services outsourcing usually transfers functions for professional support of individual systems and infrastructure on the basis of a long-term contract/agreement. For example, accounting functions; services on cleaning territories, premises, offices; implementation and maintenance of the functioning of information systems, etc. While organizing various activities, outsourcing is a form of partnership that does not imply any participation of the customer and the outsourcer in each other's current activities [11]. It is because outsourcing presupposes the absence of interdependence between the client company and the executor, first of all on the basis of ownership rights.

Dyukarev D. researched that the term "outsourcing" in defining a new management concept was introduced in 1989 [6, p. 21]. D. Kasmin believes that "outsourcing in public administration should be accepted as the transfer of non-core functions of public authorities (administrative-management processes or their combination) to the private sector enterprise (outsourcer) that specializes in this field and has the qualified personnel and resources aiming to concentrate the efforts of public authorities on the main type of activity" [8]. As A. Aliyev considers, "outsourcing in the public sector is "contracting" for a traditionally provided service by civil servants" [5, p. 21]. The main task of outsourcing management is to determine the optimal balance between existing risks and the effectiveness of the institution's own activities and the attraction of the same resources from outside.

The key advantage of outsourcing is that the outsourcer provides a better and less expensive mechanism for performing the transferred actions. The advantages of outsourcing are: it minimizes the risks as a result of performing tasks by professionals [7, p.157]; it saves time (at the stage of performing new functions, for the development of which there is no time, it is easier to use the services of a third-party organization, which has the relevant infrastructure, technolo-

gies and the required specialists); it provides high-quality services, as the outsourcer has extensive experience in performing relevant functions; it demonstrates the ability to focus on core activities and provide newly specialized (for example, medical) services; it economizes staff training costs if it is necessary to solve specific problems (the outsourcer provides ready-made "narrow/ focused specialists", the customer does not invest in their training). The optimal model for the health system, which allows the efficient use of the limited resources under the difficult economic situation in the country, can be the outsourcing model. Under the Russia-Ukraine war and the economic downturn, it becomes most relevant to attract private business to the health sector. In this regard, partnership with the private sector could reduce the burden on public finances [11]. Besides, we can make some additions to the list of advantages, including: reduction and control of production costs; use of a focusing strategy; gaining access to advanced production technologies existing in the world; utilization of internal resources for other purposes; modernization of its structure for maintaining equipment, knowledge, and technologies necessary for outsourced production; taking advantage of the redesign and attracting specialists; reducing the influence of uncontrolled factors (e.g. of the lack of equipment components); release of fixed assets; cooperation and risk sharing; search for additional options for access to finance (on the stock market). For instance, a wide range of medical functions in the UK healthcare sector have been outsourced. More than £9 billion, or 7.3 % of the Department of Health and Social Care's annual budget, was spent on outsourced private sector healthcare [1]. Moreover, the defined indicator does not include such services as cleaning and catering of health care facilities.

At the same time, it is worth mentioning the disadvantages of outsourcing. First, there may be difficulties associated with the management of the organization, caused by the dual subordination of its workers. An employee has two employers. That leads to the issues related to discipline, organization of the workplace, and safety. Secondly, there may be problems of interaction with controlling authorities when the rules of servicing or safety regulations are violated. Thirdly, for example, when the service providers have access to confidential information, and therefore there are risks of its possible leakage. In addition, there is a number of systemic problems that objectively impede the acceleration of the development of the outsourcing services market in Ukraine: fear and distrust of customers, caused by the presence of negative experience in the use of outsourcing in various organizations; lack of objective information and professional personnel; lack of risk insurance for outsourced activities; often higher costs of paying for the services of outsourcing companies than doing the work on their own.

As we can see, many problems are associated with the underdeveloped outsourcing system in Ukraine and are largely subjective. Usually in health area, outsourcing is considered as something completely new and unusual, although in practice there are two areas of outsourcing implementation in healthcare facilities.

1. Scope of healthcare activity: involvement of experts from other institutions. Highly specialized types of services can be provided in health facilities on the basis of outsourcing. That is, a health institution-outsourcer, concluding an outsourcing contract/agreement, provides another health institution with the borrowed highly qualified specialists [11];

performance of laboratory research in centralized laboratories. A number of laboratory studies can be outsourced to the implementing organization. Health facilities have the opportunity to provide comprehensive laboratory services using the diagnostic base of an outsourcer.

2. The scope of services that support the life of the institution. The typical forms of outsourcing used in healthcare are: washing of bed linen not in the health institution, but in specialized laundries; transfer of maintenance, repairs of buildings and equipment to external contractors; use of centralized or third-party car depots.

In addition, the experience of developed European countries suggests that on the basis of outsourcing, such services and divisions of medical institutions as catering units, sterilization departments, transport, which pass to the private owners on the basis of competition or tender, can function quite effectively. Payment for the services of an outsourcer organization is carried out by insurance companies and/or health insurance companies.

Azarenkov G. notes that "the implementation of the catering function requires the availability of appropriate staff, the availability of appropriate equipment, premises for cooking, procurement costs, and more. In turn, all these processes must have timely legal and documentary support, as well as appropriate operations in accounting. Therefore, the transfer of the economic component to a significant extent will contribute to the improvement of the quality of such activities, and the management of medical institutions aiming to raise the qualification level directly in medical activities, which will have the most important social effect" [4, p. 259-260].

Information support based on computer technology, provided by specialized enterprises, is one of the relatively new, but currently functioning forms of outsourcing [10, p.9]. Relatively recently, the functions of security, window washing, etc. began to be transferred to external performers. The utilization of outsourcing by health facilities is determined by strategic reasons: the need to maximize the use of available resources to achieve its strategic goal in providing highly qualified medical care. Strategic risks refer to broad aspects of health facilities that it cannot control. Strategic risks also include commercial risks associated with the loss of patient flow, as well as the inability to competently manage the work of the institution.

The increasing competition also creates strategic risks for the medical institutions – the introduction of new technologies by competitors, the emergence of new, more advanced methods of treatment and diagnostics, which lead to a decrease in the number of treated patients and, accordingly, to a decrease in funding. Focusing on the main activity of a medical institution – that is the provision of medical services – the management needs to develop an effective development strategy and avoid a number of risks. By choosing a certain type of outsourcing, the leadership of the health institution is able to influence risk management. Thus, at present, the goals of outsourcing should be to improve the quality of services, reduce costs, free up resources and increase patient satisfaction with the services provided.

Outsourcing provided by health facilities regarding the following factors:

First, the provision of medical services, that is, the main activity of health organizations, which is always accompanied by many other types of non-medical activities. For example, these can be such types of activities as cleaning,

cooking (catering), laundry, personnel management, operation of premises and equipment, transport services, laboratory research and security activities, as well as various additional services (hotel services, etc.). Thus, outsourcing, transferring the realization of some activities to professional service providers, contributes to the improvement of their quality and solves such socially significant tasks as responding to the population's need for quality medical care.

Secondly, the benefits of outsourcing in medical facilities should be considered in terms of cost-effectiveness. This is determined by the following reasons: high productivity with the specific functions; the ability of an outsourcer to purchase the necessary goods at wholesale prices, which allows healthcare organizations to reduce the costs of those services that are outsourced; minimal risks of commercial inefficiency in the provision of services; the possibility to increase the services that organizations need and outsourced, thereby increasing their financial and economic indicators; the need for advanced training and additional training of personnel engaged in the provision of non-core services.

Thirdly, the relevance of the introduction of outsourcing is also related to the fact that it allows to improve the management process in the healthcare sector, to increase the level of corporate culture in the organization, as it allows the leadership to focus on the main medical activities of the organization [2].

Unfortunately, despite the fairly widespread outsourcing in the healthcare area of Ukraine, the degree of implementation of mentioned management technology lags far behind developed countries. Outsourcing in the field of Ukrainian health care performs secondary and relatively unskilled functions (cooking, bed linen washing, cleaning rooms, etc.).

Health care is one of the main social functions of the state, in which outsourcing is widely practiced. The reason for this is the constant increase in health care costs, the need of the population to improve the quality of medical care, the desire of medical institutions to improve the skills of service personnel. Nowadays, outsourcing covers a wide range of services from IT services to high-tech healthcare sectors – radiology, oncology, ophthalmology, dentistry, etc. The provision of IT services in various areas of healthcare is a "traditional" type of outsourcing. The main segments of the IT outsourcing market are: infrastructure, operations, scientific research, information services for medical service providers, payment services (for the customers of insurance companies, etc.). The growth of the services market is mainly due to large and medium-sized organizations (hospitals, clinics, laboratories, pharmaceutical companies, etc.).

Outsourcing in health area can be introduced in its various segments:

1. Outsourcing in servicing of health facilities. Specialized management companies (by analogy with housing and communal services) are a promising tendency for the maintenance and service of buildings and structures of medical institutions. Improving the quality of services provided, reducing their prices, a significant expansion of outsourcing in the field of medical nutrition, laundry, security, and disposal of medical waste is very promising [4, p. 359-262].

2. Outsourcing in medical care. The use of outsourcing services by a health institution allows solving problems related to the availability and quality of medical care by focusing on the main activity, reducing costs, and strengthening

the material and technical base. All this makes it possible to attract additional investments in the development of technologies and equipment of public medical institutions and increase their ability to improve themselves. Thus, outsourcing makes it possible to use someone else's professional experience gained in solving similar problems. That allows the health facility to concentrate at the latest achievements of science and technology, ensuring maximum patient's satisfaction and the greatest possible compliance with health market requirements.

3. Outsourcing of medical personnel. Outsourcing of medical personnel is a range of services that certain companies provide to health facilities. They are provided in order to fill the shortage of medical personnel regarding: night duty; overtime hours of work; holidays. In addition, any medical facilities need outsourcing services due to a shortage of medical employees because of sick leaves, holidays, dismissal of medical staff. Within their cooperation, outsourcing companies, as a rule, provide health facilities with medical personnel of all levels: the doctors; technicians-radiologists; obstetricians; emergency paramedics; nurses; orderlies; medical registrars (outpatient departments); nurses. A medical institution can transfer various services under the control of the outsourcers. In addition to priority medical employees, outsourcing companies can provide a medical facility with the staff who will perform many tasks: maintenance (heating adjustment, thermal insulation, repair and sanitary works); transport services (including rental and maintenance of vehicles); staffing of the medical organization; everyday services (laundry, ironing, disinfection of bed linen, towels, waste disposal, garbage disposal); accounting services. Outsourcing firms can also provide healthcare structures with temporary employees to perform seasonal works – cleaners of the hospital territory, cloakroom attendants. Outsourcing companies, if it is indicated in the terms of cooperation, are able to organize various diagnostics and laboratory tests for medical institutions, hiring specialists in the required field of activity. The outsourcing company itself can be engaged in the selection and training of medical staff for a specific type of work, as well as to carry out audit, consulting and legal support for the activities of a medical facility.

The best recipe for effective healthcare management is outsourcing and distribution of duties: the head doctor – as a hospital manager – must organize the work of a medical institution so that patients receive qualified medical care, and manage finances, land resources, real estate, etc. There is an idea that he/she must be a qualified manager hired from outside. Currently, health facilities are run by doctors. These are, as a rule, former surgeons who have professional knowledge and competence in the field of medical activity. They were not taught to manage; they were taught to treat. But the profession of a top manager provides for completely different personal characteristics and a wide range of awareness in the field of special management disciplines. In Ukraine to manage effectively medical organizations a person is to have additional managerial education.

The emergence of the institution of managing directors for medical institutions gives a new impetus to the improvement of this area. Nowadays outsourcing services in Ukraine are becoming more and more in demand, moreover, they cover different areas of activity: banking outsourcing; outsourcing in the field of insurance and tourism; outsourcing of online stores; outsourcing services in the field of ad-

vertising and marketing; creation of call centers, hotlines and virtual offices for various organizations; outsourcing for delivery services, taxi services and many other areas.

The interest of the governing structures of health facilities in the introduction of such services is growing restlessly. The main reason is that any medical facilities need highly qualified services to function effectively. It is extremely difficult to receive such services under a constantly transformational and unstable economy and insufficient financing. Only with the support of a company that will provide competent employees who perform their work responsibly, a medical institution will be able to develop, increase and improve the level of its services, and, as a result, provide patients with high-quality treatment. Thus, outsourcing is quite a promising direction for healthcare. The main motive for transferring non-medical services to outsourcing is the concentration of activities of healthcare institutions on the treatment process, the efficient use of budgetary resources, improving the quality of administrative and economic support of health facilities, and raising their safety standards [11]. The justification comes down to a clear understanding of the desired result from cooperation – what the management of a medical facility wants to get: improve the quality of ancillary services, reduce service costs, focus on the main activity, etc. [2]. One of the main criteria for outsourcing non-core support functions of a medical institution is the level of costs and the quality of services provided.

The effect is due to the absence of expenses for equipment, social security, labor protection measures, etc. These issues are solved by outsourcing companies. And since they are directly interested in making a profit, they use progressive forms of labor organization in their activities. Outsourcing provides for the comprehensive performance of all administrative functions by an external contractor – from cleaning the premises to servicing office equipment. An employee of the outsourcing company becomes an administrative manager who manages the process of providing services and is responsible for their quality and efficiency.

Conclusions and prospects for further research

The requirements of economy, profitability, solvency and quality in the functioning of health facilities, indicate the feasibility of transferring the following services to outsourcers: accounting; protection; cleaning of premises; garbage disposal. For the independent implementation of medical services, it is rational for a medical institution to keep legal services, personnel management, financial and economic accounting, nutrition, and maintenance.

1. Outsourcing in Ukraine medical facilities is a very progressive and fairly common management technology. However, in comparison with foreign practice, the segment of outsourcing services for health care at the moment is still at the initial stage of its formation.
2. Outsourcing in the health area has mainly transferred secondary and relatively low-skilled functions (cooking, laundry, cleaning, etc.).
3. A sufficient number of objective reasons should be identified that prevent the spread of outsourcing in healthcare, such as the organizational and legal form of national institutions, administrative barriers, the procurement system, the lack of real authority for managers to make decisions on the transfer of some functions to outsourcing, imperfect and inefficient compulsory health insurance system and many others.
4. The methods of financing which are characterized with an insufficient and steadily declining level of budget financing

of health facilities under the economic crisis in the country are not perfect.

5. There is a shortage of highly professional medical personnel and a low level of training in higher and secondary specialized educational institutions, as well as a lack of special knowledge in the field of management technologies among the heads of health facilities in Ukraine.
7. Ukrainian private business does not invest in health care area, since the profitability of a business is low (low payment capacity of those who need health care mostly – that is pensioners, chronically ill people, etc.).

However, despite all the identified threats to the development of outsourcing in the health care Ukraine, there are positive dynamics in this direction, both in quantitative and qualitative terms. So, outsourcing is one of the most optimal mechanisms for adapting healthcare institutions to difficult economic conditions, it helps to improve management efficiency and the quality of medical services provided. Outsourcers use different methods of performance (rendering services), different technologies for personnel management and systems for assessing the quality of services. There is a significant need for the development of unified standards of outsourcing provision taking into account the requirements of governmental bodies.

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ШЛЯХИ ВИКОРИСТАННЯ ІНСТРУМЕНТІВ АУТСОРСИНГУ В УПРАВЛІННІ ОХОРОНОЮ ЗДОРОВ'Я УКРАЇНИ

Вступ. Ефективність і функціональність аутсорсингу успішно впроваджено і доведено в бізнес-процесах. Аутсорсинг запроваджено і у сфері державного управління для виконання низки суспільно значущих функцій. Загалом, можна стверджувати, що передумови використання аутсорсингу в бізнесі та публічному управлінні однакові. Використання аутсорсингу в соціальній сфері – охороні здоров'я, освіті, соціальному забезпеченні – також досягло значних успіхів у деяких країнах. Аутсорсинг у цій сфері є наслідком неефективної політики щодо вартості та якості робіт, які реалізують державні установи. Щодо сфери медицини певні успіхи є у наданні діагностичних послуг, спеціалізованої медичної допомоги тощо.

Матеріали та методи. Автори цього дослідження спираються на власний досвід і знання, а також на такі методи, як порівняльне дослідження, метод аналізу, моделювання з використанням теоретичних підходів, запропонованих українськими та зарубіжними вченими.

Аналіз літературних джерел. Наукову спрямованість аутсорсингу широко розвивають іноземні вчені, які досліджують його концептуальну та емпіричну природу, наприклад, у сфері охорони здоров'я – праці К. Гімарайеса, А. Гойяла, Ж. Карвальо та інших. Українські дослідники вивчають аутсорсинг у різних секторах, зокрема з економіки – Т. Савченко, А. Ярошина та ін.; державного управління – І. Котовська, І. Луциків, О. Сороківська та ін.; з менеджменту охорони здоров'я – Г. Азаренков, Г. Кукель, І. Семчук та інші. Аналізуючи цю тенденцію, вони звертають увагу на те, що заклади охорони здоров'я, окрім виконання своїх основних функцій, пов'язаних із наданням медичних послуг, повинні належно забезпечувати й інші процеси. Серед таких процесів вони згадують пральні послуги, послуги з прибирання, послуги з вивезення сміття, функції безпеки, ІТ, діагностику, будівництво, ремонт, кейтеринг тощо. Проте невирішеними залишаються проблеми управління інструментами аутсорсингу в сфері охорони здоров'я.

Результати. У статті досліджено шляхи використання інструментів аутсорсингу в управлінні охороною здоров'я України та розкрито їхні перспективи. Для досягнення мети необхідно виконати такі завдання, як: визначити аутсорсинг у сфері охорони здоров'я; розкрити інструменти аутсорсингу в управлінні охороною здоров'я; розробити ефективні способи аутсорсингу у функціонуванні закладів охорони здоров'я як стратегію управління охороною здоров'я. Розглянуто поняття аутсорсингу – його переваги та недоліки. Проаналізовано розуміння поняття аутсорсингу, враховуючи його ключові визначення, особливості, теоретичні моделі та майбутні напрями досліджень. Це забезпечує глибше розуміння тенденцій аутсорсингу у сфері охорони здоров'я. Аутсорсинг в управлінні охороною здоров'я можна подати як інструмент, заснований на поглядах клієнтів/пацієнтів, стосунках та ефективних стратегіях. Серед проблем виділено нерозвиненість аутсорсингу в Україні – його суб'єктивний характер. Розглянуто два напрями впровадження аутсорсингу в закладах охорони здоров'я: сфера діяльності з охорони здоров'я та обсяг послуг, що забезпечують життєдіяльність закладу охорони здоров'я.

Обговорення. Обґрунтовано стратегічні причини застосування закладами охорони здоров'я аутсорсингу: необхідність максимального використання наявних ресурсів для досягнення стратегічної мети щодо надання висококваліфікованої медичної допомоги. Проаналізовано чинники застосування інструментів аутсорсингу в управлінні закладами охорони здоров'я. Обґрунтовано такі сфери застосування аутсорсингу в управлінні сферою охорони здоров'я, як-от: аутсорсинг в обслуговуванні ЗОЗ; аутсорсинг в наданні медичної допомоги; аутсорсинг медперсоналу.

Висновки. Вимоги економічності, рентабельності, платоспроможності та якості функціонування охорони здоров'я свідчать про доцільність передачі аутсорсерам таких послуг: бухгалтерського обліку; прибирання приміщень; вивіз сміття тощо. Незважаючи на всі виявлені загрози для розвитку аутсорсингу в охороні здоров'я України, спостерігається позитивна динаміка в цьому напрямку як у кількісному, так і в якісному аспектах. Можна стверджувати, що аутсорсинг є одним із найоптимальніших механізмів адаптації закладів охорони здоров'я до складних економічних умов, сприяє підвищенню ефективності управління та якості надання медичних послуг.

Ключові слова: аутсорсинг; аутсорсинг в управлінні охороною здоров'я; аутсорсинг у закладах охорони здоров'я; аутсорсинг в обслуговуванні ЗОЗ; аутсорсинг у наданні медичної допомоги; аутсорсинг медперсоналу.