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STRATEGIC LEADERSHIP AS A TOOL FOR ENSURING THE RESILIENCE OF THE HEALTHCARE SYSTEM TO CRISES UNDER CONDITIONS OF DIGITAL TRANSFORMATIONS

The article examines strategic leadership as a tool for ensuring the resilience of the healthcare system to crises. The relevance of those is taken into account the growing turbulence of the environment in which healthcare systems operate under the influence of pandemic, military, demographic, economic, and socio-political challenges, which require a reconsideration of traditional approaches to public governance in the sector. The aim of the study is to provide a theoretical justification of strategic leadership as a tool for ensuring the resilience of the healthcare system to crises, as well as to identify how the elements of strategic leadership are reflected in strategic and program documents of state policy in the field of healthcare. The methodological basis of the research is the combination of general scientific and special methods, including analysis, synthesis, generalization, the systemic and institutional approaches, content analysis, the logical-analytical method, and conceptual modeling. Within the framework of the study, a corpus of strategic and program documents of state policy regulating the development of the healthcare system and the mechanisms for ensuring its resilience in crisis conditions was formed. The results of the content analysis demonstrate that the most systematically represented indicators of strategic leadership in strategic documents are the strategic vision of sectoral development and inter-institutional coordination, whereas issues of resource mobilization and, in

particular, the formation of leadership competencies of managers and the development of human resources are reflected less consistently. It is substantiated that strategic leadership performs an integrating function in ensuring the resilience of the healthcare system by combining strategic planning, institutional coordination, resource mobilization, human capital development, and post-crisis recovery into a unified governance logic. A conceptual understanding of strategic leadership as a mechanism for forming an adaptive model of public governance in healthcare under conditions of crisis uncertainty is proposed. The practical significance of the results lies in the possibility of their use for improving state policy in the field of healthcare.

Key words: *strategic leadership, resilience, healthcare system, public administration, crises, content analysis, interinstitutional coordination, human resources capacity, digitalization, digital transformations.*

General statement of the problem. Modern healthcare systems operate in an environment of constant turbulence caused by the combination of global epidemiological threats, demographic transformations, financial constraints, and socio-political upheavals. Recent events, including the COVID-19 pandemic, armed conflicts, and economic crises, have demonstrated the vulnerability of even highly developed healthcare systems to sudden shocks and structural overloads. Under such conditions, traditional administrative management mechanisms often prove insufficient to ensure the stability of the sector's functioning, which actualizes the need for new approaches to organizing governance processes. In the scientific discourse, increasing attention is being paid to the concept of healthcare system resilience, which implies the ability of institutions to maintain functionality, adapt to environmental changes, and recover after crisis impacts. Effective strategic leadership plays a significant role in the formation of such resilience, as it is capable of ensuring the coordination of institutional decisions, the mobilization of resources, and the formation of a long-term vision for the development of the sector. Issues of leadership and governance are considered a key element of the functioning of healthcare

systems in the conceptual documents of the World Health Organization, which emphasize the importance of the managerial capacity of public institutions in ensuring the resilience of healthcare systems.

At the same time, scientific research on crisis management in the healthcare sector is mainly focused on the organizational and resource-related aspects of responding to emergencies, whereas the role of strategic leadership in ensuring the long-term resilience of the sector remains insufficiently explored. In the practice of public governance, this is manifested in the fragmentation of managerial decisions, limited coordination between institutions, and the insufficient capacity of the system to develop adaptive development strategies under conditions of uncertainty. These problems are particularly acute in countries where healthcare systems operate under conditions of resource constraints and the simultaneous impact of several crisis factors. Under such circumstances, strategic leadership acquires significance not only as a managerial competence of individual leaders but also as an institutional instrument that enables the integration of a strategic vision for sectoral development with the mechanisms of public governance. This necessitates a scientific understanding of the role of strategic leadership as a tool for ensuring the resilience of the healthcare system to crises and for identifying directions for its integration into contemporary mechanisms of public governance in the sector.

Formulation of the purpose of the article (task statement). The aim of the study is to provide a theoretical substantiation of strategic leadership as a tool for ensuring the resilience of the healthcare system to crises, as well as to identify how the elements of strategic leadership are reflected in strategic and program documents of state policy in the field of healthcare. Achieving this objective involves analyzing contemporary scientific approaches to the interpretation of resilience and strategic leadership, developing a system of strategic leadership indicators for the purposes of content analysis, examining the content of strategic documents regulating the development of the healthcare system and its functioning under crisis conditions, and summarizing the role of strategic leadership in the formation of an adaptive and resilient model of public governance in the sector.

Analysis of recent research and publications. The methodological basis of the study is the combination of general scientific and special methods, which made it possible to comprehensively reveal the role of strategic leadership in ensuring the resilience of the healthcare system to crises. To clarify the theoretical foundations of the problem, the methods of analysis, synthesis, generalization, and scientific abstraction were used, which allowed the systematization of scientific approaches to understanding the categories of «resilience», «strategic leadership», and «healthcare system resilience». The systemic method was applied to examine the healthcare system as a complex multi-level socio-governance system whose resilience is shaped by institutional, human resource, material, and coordination factors. The institutional approach was used to identify the role of strategic and program documents in shaping the regulatory and governance foundations of healthcare system resilience. The key special method of the study was the content analysis of strategic and program documents of state policy, through which the representation of such indicators of strategic leadership as the strategic vision of system development, inter-institutional coordination, resource mobilization in crisis conditions, management of human resources, and mechanisms for post-crisis recovery was examined. To interpret the obtained results, the logical-analytical method was applied, along with the method of conceptual modeling, which made it possible to formulate the author's understanding of strategic leadership as an integrating mechanism for ensuring the resilience of the healthcare system to crises.

The analysis of scientific publications indicates that the initial understanding of resilience was formed within interdisciplinary studies of complex systems and was only later integrated into the field of public governance. The theoretical foundations of the modern interpretation of resilience were laid in the works of C. Holling, who distinguished between the mechanical and ecological understanding of this category and demonstrated that systems are capable not only of returning to their previous state after disturbances but also of adapting to new conditions of functioning [1]. The further development of these ideas is associated with the research of L. Gunderson, who described the dynamics of complex systems through the model of the adaptive cycle [2]. Within this approach, resilience began to be interpreted as the ability of a system

to pass through the phases of growth, stabilization, crisis, and reorganization. The development of the adaptive understanding of resilience is reflected in the works of S. Carpenter, who considers it as the capacity of socio-ecological systems to change and transform under the influence of stresses [3]. In the field of public administration, these approaches were expanded in the studies of E. Dwight [4] and T. Haase [5], who emphasize the role of managerial decisions, organizational culture, and institutional learning capacity in the formation of resilient administrative systems. In the Ukrainian scientific literature, the issue of resilience is examined by D. Shkuropadska [6], O. Reznikova [7], M. Blikhar [8], and N. Sydorenko [9], who analyze the economic, security, and institutional dimensions of this category. The issue of ensuring the resilience of the healthcare system through effective mechanisms of state regulation of human resources is considered in the study by L. Kurnosenko [10], which emphasizes the importance of managerial decisions and institutional coordination for maintaining the functionality of the sector under crisis challenges. Thus, in the contemporary scientific discourse, resilience is increasingly viewed as a complex characteristic of public governance that combines the ability of the system to withstand crisis impacts, adapt to changes, and ensure the continuity of the performance of key functions.

At the same time, recent studies demonstrate a shift in emphasis from institutional and resource aspects of resilience to the role of managerial factors, primarily strategic leadership. In contemporary international literature, it is increasingly emphasized that the ability of healthcare systems to withstand crises largely depends on the quality of strategic managerial decisions. For instance, the study by N. Hillberg et al. shows that the resilience of healthcare systems in unpredictable crises is shaped by leadership strategies that ensure coordination of actions, the formation of a shared vision, and the maintenance of organizational flexibility within medical institutions [11]. In the article by S. Emami et al., a conceptual model for strengthening healthcare system resilience is proposed, in which strategic leadership is defined as a key factor in integrating the institutional, human resource, and material components of governance during crises [12]. Research by G. Belloni, devoted to the governance of healthcare systems under conditions of shock impacts,

demonstrates that an effective governance model and strategic leadership enhance the system's ability to maintain its core functions even in situations of large-scale instability [13]. Similar conclusions are presented in the work of S. Udod et al., which proves that strategic leadership plays a decisive role in maintaining the organizational resilience of healthcare institutions, particularly through the formation of trust, psychological support of staff, and effective communication during crisis situations [14]. An important contribution to the study of this issue was also made by R. Ferreira et al., who identified strategic governance approaches, institutional coordination, and leadership practices as key factors in the formation of resilient healthcare systems [15]. The generalization of these studies allows the conclusion that strategic leadership acts as one of the central instruments for ensuring the resilience of healthcare systems to crises, as it integrates a strategic vision of sectoral development, resource mobilization, coordination of institutional actions, and the capacity of the system to adapt and transform under conditions of uncertainty.

Presentation of the main research material of the study. To ensure the methodological clarity of the conducted content analysis, the main structural elements of the analytical procedure were defined in the study. In particular, the object and the unit of analysis were specified, the categories of content analysis reflecting the indicators of strategic leadership were determined, and the criteria for identifying the relevant provisions in strategic documents of state policy were established. Such an approach makes it possible to systematize the procedure for analyzing the texts of strategic documents and to ensure the possibility of a comparative interpretation of the results. The methodological framework of the conducted content analysis is presented in Table 1.

Based on the defined methodological framework, a corpus of strategic state policy documents was formed that became the subject of further content analysis and that determine the directions for the development of the healthcare system and the mechanisms for ensuring its resilience under crisis conditions. It includes the National Security Strategy of Ukraine [16], the Decree of the President of Ukraine No. 479/2021 "On the Introduction of the National Resilience System" [17], the Healthcare System Development Strategy of Ukraine until 2030 [18], the Strategy for the Development of Medical Education in Ukraine [19], the Concept for the Development

of Electronic Healthcare (Order of the Cabinet of Ministers of Ukraine No. 1671-r of 2020) [20], program initiatives in the field of mental health and rehabilitation, in particular the project “Mental Health for Ukraine” (MH4U) [21], as well as the Ukraine Recovery Plan [22], which defines strategic directions for the modernization and recovery of the healthcare system in the post-war period. The analysis of these documents makes it possible to examine how approaches to ensuring the resilience of the healthcare system are reflected in state policy, particularly through human resource management, the development of digital technologies, institutional coordination, and mechanisms for responding to crisis challenges.

Table 1

Methodological framework of the content analysis of strategic documents

Element of the methodology	Content
Object of analysis	Strategic and program documents of state policy that define the directions for the development of the healthcare system and the mechanisms for ensuring its resilience
Unit of analysis	Provisions of the document texts (strategies, sections, program priorities) that contain governance approaches to the development of the system
Categories of analysis	Indicators of strategic leadership: strategic vision of system development, inter-institutional coordination, resource mobilization in crises, human resource management, mechanisms of recovery and resilience
Identification criterion	The presence in the text of the document of formulations that define relevant governance mechanisms or strategic directions of development
Method of interpretation	Logical-analytical generalization of the results of the content analysis and comparison of the representation of indicators across different documents

Source: compiled by the author

After forming the corpus of documents, the next stage of the study was to determine the indicators of strategic leadership that would serve as the basis for the content analysis. In contemporary scientific literature, strategic leadership is considered the ability of managers to form a long-term vision for the development of an organization, ensure coordination of actions among different institutions, mobilize resources, and guide the organization toward adaptation under conditions of uncertainty. The theoretical foundations of this approach were developed in the works of M. Hitt [23] and C. Boal [24], where strategic leadership is defined as a system of managerial practices aimed at forming a strategic vision, ensuring organizational flexibility, and effectively using resources. The further development of these ideas is reflected in the studies of J. Adair [25] and H. Mintzberg [26], who emphasize the role of the leader in coordinating organizational activities, shaping shared goals, and maintaining effective communication among its structural elements. In the context of the functioning of healthcare systems, a significant contribution to the development of strategic leadership indicators was made by N. Hillberg [11], S. Emami [12], and G. Belloni [13], who link the effectiveness of healthcare system governance with the presence of a strategic vision for sectoral development, the ability of leaders to mobilize resources, coordinate the activities of various institutions, and ensure the adaptation of the system to crisis challenges. Taking these scientific approaches into account, the following indicators of strategic leadership were identified in this study for conducting the content analysis of strategic documents: the presence of a strategic vision for the development of the healthcare system, mechanisms of inter-institutional coordination, instruments for resource mobilization under crisis conditions, management of the sector's human potential, and mechanisms for post-crisis system recovery. The analysis was carried out by identifying provisions in the texts of the documents that correspond to the defined indicators of strategic leadership. For each analyzed document, it was determined whether it contained relevant provisions and the intensity of their representation within the structure of the document was also assessed (Table 2). Such an approach makes it possible to determine the extent to which strategic state policy documents integrate the principles of strategic leadership into the process of forming a resilient healthcare system.

Table 2

Representation of strategic leadership indicators in strategic documents on the development and resilience of the healthcare system

Document	Strategic vision of system development	Inter-institutional coordination	Resource mobilization in crises	Human resource management	Recovery and resilience mechanisms
National Security Strategy of Ukraine	Defines state resilience as a strategic priority	Provides coordination between public authorities and the security sector	Emphasizes mobilization of state resources in crisis situations	Indirectly addressed through the development of human potential	Envisages the formation of a national resilience system
Decree of the President of Ukraine No. 479/2021 on the National Resilience System	Forms a conceptual model of national resilience	Defines mechanisms of interaction among state institutions	Provides systematic preparation for crisis situations	Partially addressed through the training of managerial personnel	Directly aimed at strengthening state resilience
Healthcare System Development Strategy of Ukraine until 2030	Forms a long-term vision for sector development	Provides coordination between the Ministry of Health, the National Health Service of Ukraine, and other institutions	Provides modernization of the system's resource base	Significant attention is paid to the development of medical personnel	Oriented toward strengthening system resilience
Strategy for the Development of Medical Education in Ukraine	Defines strategic directions for training medical personnel	Provides interaction between educational and medical institutions	Indirectly addressed through the development of educational resources	Central element of the document	Forms the human resource foundation of system resilience

Continued from Table 1

Concept for the Development of Electronic Healthcare (eHealth)	Focused on the digital transformation of the sector	Provides integration of information systems	Promotes more efficient use of resources	Indirectly addressed through digital competencies	Ensures continuity of healthcare service delivery
Mental health and rehabilitation programs (MH4U)	Aimed at strengthening the social resilience of the population	Provide coordination between the state and international partners	Ensure system support during humanitarian crises	Provide training of specialists in the field of mental health	Strengthen the social resilience of the system
Ukraine Recovery Plan	Defines strategic directions for system modernization	Provides coordination between the state and international partners	Significant attention is paid to financing recovery	Provides development of human resources	Aimed at post-crisis recovery of the system

Source: compiled by the author

The analysis of the content of strategic documents indicates that one of the most widely represented indicators of strategic leadership is the presence of a strategic vision for the development of the healthcare system. Almost all of the analyzed documents contain provisions that define the long-term goals of sectoral development and form a general vision for the transformation of the system under contemporary challenges. In particular, in the National Security Strategy of Ukraine and the Decree of the President of Ukraine No. 479/2021 on the introduction of the National Resilience System, the issue of resilience is considered one of the key priorities of state policy. These documents emphasize the need to develop the institutional capacity of the state to withstand crises and ensure the continuity of the functioning of critically important sectors, among which healthcare occupies a special place. In sectoral documents, such as the Healthcare System Development Strategy of Ukraine until 2030, the strategic vision is specified through the definition of directions for the modernization of medical infrastructure, the development of

the healthcare financing system, and the improvement of the quality of medical services. Thus, at the level of strategic state policy documents, there is a clear intention to form a long-term model for the development of the healthcare system that corresponds to the principles of strategic leadership.

Another important indicator of strategic leadership reflected in most of the analyzed documents is inter-institutional coordination. Under contemporary conditions of healthcare system functioning, ensuring its resilience largely depends on effective interaction among various institutions, including public authorities, healthcare institutions, educational organizations, international partners, and civil society. In security-related documents, particularly the National Security Strategy of Ukraine and the Concept of the National Resilience System, emphasis is placed on the necessity of establishing coordination mechanisms between different levels of governance in order to respond to crisis situations. A similar approach can also be observed in sectoral documents, where coordination is considered an important instrument for improving the effectiveness of healthcare system governance. For example, the Healthcare System Development Strategy of Ukraine until 2030 envisages interaction between the Ministry of Health, the National Health Service of Ukraine, local authorities, and medical institutions. In addition, mental health and rehabilitation programs place significant emphasis on partnerships between public institutions and international organizations, which makes it possible to strengthen the system's capacity to respond to social and humanitarian challenges.

At the same time, the results of the content analysis show that the indicator of resource mobilization under crisis conditions is represented in strategic documents somewhat less systematically. Most documents contain provisions concerning the modernization of the material and technical base of the healthcare system, the development of digital technologies, and the improvement of financial mechanisms for the functioning of the sector. In particular, the Concept for the Development of Electronic Healthcare places considerable emphasis on the digital transformation of the sector, which is intended to ensure more efficient use of resources, increase transparency in governance, and improve public

access to medical services. Similar provisions are also contained in the Ukraine Recovery Plan, which defines strategic directions for financing the modernization of medical infrastructure and enhancing the efficiency of resource management within the healthcare system. However, in most documents the issue of resource provision is considered primarily from an institutional or financial perspective, whereas the role of strategic leadership in the mobilization and management of resources under crisis conditions is addressed less clearly.

Particular attention should be given to the indicator of human resource management in the healthcare system, which is represented unevenly in the analyzed documents. This aspect is most comprehensively reflected in the Strategy for the Development of Medical Education in Ukraine, which defines the directions for modernizing the training of medical personnel, improving the quality of education, and developing the professional competencies of healthcare workers. Certain provisions regarding the development of human potential are also contained in the Healthcare System Development Strategy of Ukraine until 2030 and in the Ukraine Recovery Plan, where the need to train specialists capable of working under new conditions of system functioning is emphasized. At the same time, the results of the analysis indicate that the issue of strategic leadership in the management of human resources in the sector is insufficiently reflected in strategic documents. In most cases, the development of human potential is considered mainly through the training of medical professionals, whereas the formation of leadership competencies among managers of healthcare institutions and sectoral administrators is practically not identified as a separate direction of state policy. This indicates the existence of a certain gap between contemporary scientific approaches to strategic leadership and their practical implementation in strategic documents on the development of the healthcare system.

The obtained results of the content analysis allow us to conclude that strategic state policy documents in the field of healthcare create regulatory and institutional preconditions for ensuring the resilience of the system to crisis impacts; however, the role of strategic leadership in these documents is represented mainly indirectly. Most documents

contain provisions related to the strategic vision of sectoral development, institutional coordination, and the modernization of the resource base of the healthcare system, which corresponds to the basic principles of forming resilient social systems. At the same time, elements directly related to the development of leadership competencies among managers, the formation of a managerial culture of strategic thinking, and the strengthening of the role of leaders in crisis management are presented much less systematically. This indicates that strategic leadership actually performs an integrating function in ensuring the resilience of the healthcare system, although in strategic documents it is predominantly present implicitly through mechanisms of coordination, resource management, and the development of human potential.

The generalization of the results of the content analysis of strategic documents makes it possible to form a conceptual understanding of the role of strategic leadership in ensuring the resilience of the healthcare system to crises. The obtained results indicate that certain elements of strategic management are present in state policies; however, they are predominantly represented through institutional mechanisms, regulatory provisions, and programmatic directions for the development of the sector. At the same time, strategic leadership appears not only as a managerial characteristic of individual leaders but also as a comprehensive instrument for coordinating the public governance system, ensuring the integration of strategic vision, resource potential, and institutional interaction. It is precisely through strategic leadership that it becomes possible to combine various elements of healthcare system governance into a unified logic for responding to crisis challenges.

Within the framework of this study, strategic leadership is considered as an integrating mechanism for ensuring the resilience of the healthcare system, implemented through several interconnected managerial functions. First, it involves the formation of a strategic vision for the development of the healthcare system, which includes defining long-term goals for the modernization of the sector and its adaptation to conditions of uncertainty. Second, an important element is ensuring coordination among various public governance institutions, healthcare organizations, and international partners, which makes it possible to

align managerial decisions in crisis situations. Third, strategic leadership implies the ability to mobilize and effectively allocate healthcare system resources, including financial, human, and technological resources, in accordance with the current needs of the sector. In addition, an important component is the development of the human potential of the healthcare system, which includes the formation of professional and managerial competencies among healthcare managers and sector specialists.

Strategic leadership acquires particular significance in the context of restoring the healthcare system after crisis impacts. Under such conditions, managerial decisions should be aimed not only at restoring the previous level of system functioning but also at its structural modernization and strengthening its capacity to withstand future challenges. Thus, strategic leadership can be considered a key instrument for ensuring the resilience of the healthcare system, combining strategic planning, institutional coordination, resource mobilization, and the development of human potential within a unified managerial model of response to crisis situations. The formation of such a model makes it possible to increase the effectiveness of public governance in the healthcare sector and to create the prerequisites for the sustainable functioning of the sector under conditions of increasing complexity of the socio-economic environment.

Based on the conducted analysis, it can be argued that strategic leadership in the field of public governance of healthcare performs the function of an integration mechanism that combines various instruments of state policy into a unified system for ensuring the resilience of the sector. Its practical implementation involves the formation of managerial approaches oriented toward a long-term vision of system development, flexibility of managerial decisions, and the ability to adapt institutional mechanisms to conditions of crisis uncertainty. In this context, strategic leadership acts as a key factor that ensures the alignment of the strategic goals of state policy with the actual capacities of the healthcare system.

The practical implementation of strategic leadership in ensuring the resilience of the healthcare system can be carried out through several interconnected managerial mechanisms. The first of these is strategic planning for the development of the sector, which makes it possible to form long-term priorities for the modernization of the healthcare system

and to determine directions for its adaptation to crisis challenges. The second mechanism is institutional coordination, which ensures the alignment of activities among various actors of public governance, healthcare institutions, and international organizations. An important element is also the management of healthcare system resources, which involves the mobilization of financial, human, and technological resources during periods of crisis pressure. In addition, strategic leadership contributes to the development of the sector's human potential, the formation of managerial competencies among leaders of healthcare institutions, and the strengthening of the adaptive capacity of the organizational culture of the healthcare system.

Thus, strategic leadership can be considered one of the key instruments for enhancing the resilience of the healthcare system to crises, as it ensures the integration of a strategic vision for sectoral development with effective mechanisms for resource management, institutional coordination, and the development of human potential. The implementation of such an approach creates the preconditions for the formation of an adaptive system of public governance in healthcare, capable of responding effectively to crisis challenges and ensuring the continuity of healthcare service provision to the population.

Conclusion. The problem of ensuring the resilience of the healthcare system under contemporary crisis challenges requires reconsideration of the role of managerial factors in the functioning of the sector. The conducted research has shown that in strategic documents of state policy the issue of healthcare system resilience is considered mainly through institutional, resource, and organizational mechanisms. At the same time, strategic leadership, which in modern scientific literature is regarded as one of the key factors in the adaptation of complex systems to crisis impacts, is represented in strategic documents mostly indirectly. This indicates the existence of a certain gap between theoretical approaches to resilience governance and their practical implementation in state policy. The results of the content analysis of strategic and program documents of state policy made it possible to determine that the elements of strategic leadership most systematically represented in them are the formation of a strategic vision for the development of the healthcare sys-

tem and mechanisms of interinstitutional coordination. Most documents define long-term directions for the modernization of the sector, the development of medical infrastructure, the digitalization of the healthcare system, and the need for interaction among various institutions of public governance. At the same time, such components of strategic leadership as the management of the sector's human potential, the development of leadership competencies among managers, and the formation of a managerial culture of crisis response are represented less systematically in strategic documents. Based on the conducted analysis, a conceptual understanding of strategic leadership as an integrating mechanism for ensuring the resilience of the healthcare system has been proposed. Within the proposed approach, strategic leadership is implemented through the formation of a long-term vision for sectoral development, coordination of activities among various public governance institutions, mobilization and effective use of resources under crisis conditions, and the development of the human potential of the healthcare system. The combination of these elements makes it possible to form an adaptive model of sectoral governance capable of ensuring the continuity of healthcare system functioning under crisis impacts. At the same time, it should be noted that the conducted study is based on the analysis of strategic documents and does not include an empirical analysis of management practices of healthcare institutions, which opens prospects for further research. The practical significance of the obtained results lies in the possibility of using the proposed approach to improve public governance mechanisms in the healthcare sector. The integration of the principles of strategic leadership into state policies and program documents may contribute to strengthening the institutional capacity of the healthcare system to respond to crisis situations, improving coordination among various governance actors, and ensuring the sustainable development of the sector in the long term. A promising direction for further research is the development of methodological approaches to assessing the level of strategic leadership in the system of public governance of healthcare and the analysis of its impact on the effectiveness of sector functioning under crisis conditions.

СТРАТЕГІЧНЕ ЛІДЕРСТВО ЯК ІНСТРУМЕНТ ЗАБЕЗПЕЧЕННЯ СТІЙКОСТІ СИСТЕМИ ОХОРОНИ ЗДОРОВ'Я ДО КРИЗ В УМОВАХ ЦИФРОВИХ ТРАНСФОРМАЦІЙ

У статті досліджено стратегічне лідерство як інструмент забезпечення стійкості системи охорони здоров'я до криз в умовах цифрових трансформацій. Актуальність теми зумовлена зростанням турбулентності середовища функціонування систем охорони здоров'я під впливом пандемічних, воєнних, демографічних, економічних і соціально-політичних викликів, що вимагають переосмислення традиційних підходів до публічного управління галуззю. Метою дослідження є теоретичне обґрунтування стратегічного лідерства як інструменту забезпечення стійкості системи охорони здоров'я до криз, в умовах цифрових трансформацій, а також виявлення того, яким чином елементи стратегічного лідерства відображені у стратегічних і програмних документах державної політики у сфері охорони здоров'я. Методологічну основу дослідження становить поєднання загальнонаукових і спеціальних методів, зокрема аналізу, синтезу, узагальнення, системного та інституційного підходів, контент-аналізу, логіко-аналітичного методу і концептуального моделювання. У межах дослідження сформовано корпус стратегічних та програмних документів державної політики, що регламентують розвиток системи охорони здоров'я та механізми забезпечення її стійкості в умовах криз. За результатами контент-аналізу встановлено, що у стратегічних документах найбільш системно представлені такі індикатори стратегічного лідерства, як стратегічне бачення розвитку галузі та міжінституційна координація, тоді як питання мобілізації ресурсів і, особливо, формування лідерських компетентностей управлінців та розвитку кадрового потенціалу відображені менш послідовно. Обґрунтовано, що стратегічне лідерство виконує інтегруючу функцію у забезпеченні стійкості системи охорони здоров'я, поєднуючи стратегічне планування, координацію інституцій, мобілізацію ресурсів, розвиток людського потенціалу та післякризове відновлення в єдину управлінську логіку.

Запропоновано концептуальне розуміння стратегічного лідерства як механізму формування адаптивної моделі публічного управління охороною здоров'я в умовах кризової невизначеності. Практичне значення результатів полягає у можливості їх використання для удосконалення державної політики у сфері охорони здоров'я.

Ключові слова: стратегічне лідерство, стійкість, система охорони здоров'я, публічне управління, кризи, контент-аналіз, міжінституційна координація, кадровий потенціал, цифровізація, цифрові трансформації.

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