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## MEDICAL MANAGEMENT VS HEALTHCARE MANAGEMENT: THEORETICAL FOUNDATIONS AND CONTENT

**Summary.** The article explores the conceptual differences and commonalities between medical management and healthcare management, emphasizing their theoretical foundations, functional content, and practical significance for the efficient operation of health systems and medical institutions. While healthcare management represents a broader, system-level approach focused on national or regional health policies, financing, strategic development, and public health outcomes, medical management concentrates on the internal administration of hospitals, clinics, and other healthcare facilities. The study highlights the structural components, subjects, and objects of medical management, including personnel, finances, technology, quality assurance, ethics, and patient-centered services. Special attention is given to managerial functions, principles, and methods, such as strategic planning, process optimization, digital transformation, financial management, and risk mitigation. The article analyses macro- and micro-level managerial approaches and outlines the key tasks facing leaders of modern healthcare institutions. By clarifying the theoretical distinction between these two managerial fields, the research underscores the importance of professional management competencies for improving service quality, safety, and organizational sustainability in contemporary healthcare. Practical recommendations include enhancing leadership development, implementing digital tools, ensuring effective resource allocation, and strengthening patient safety systems. The results of the study contribute to a deeper understanding of management priorities in the healthcare sector and provide a foundation for further research and practical improvements.

**Keywords:** medical management, healthcare management, healthcare system, strategic planning, quality management, digital health, patient safety, health administration, medical institutions, management functions.

**Problem statement and its relevance.** The rapid transformation of healthcare systems worldwide, driven by technological progress, demographic shifts, financial pressures, and increasing expectations for quality and accessibility of medical services, necessitates a clear understanding of managerial approaches within the sector. Although the terms *medical management* and *healthcare management* are often used interchangeably, they reflect different levels of management responsibility, scope, and strategic orientation. The lack of clear distinction between these concepts creates methodological ambiguity in academic research and practical administration.

Therefore, it is essential to examine the theoretical foundations, structural differences, and functional characteristics of both concepts to enhance the overall effectiveness of healthcare organizations and national health systems.

**Analysis of recent research and publications.** Recent scientific works emphasize the importance of effective management in healthcare as a key determinant of service quality, patient safety, and institutional sustainability. Scholars highlight the need for strategic leadership, optimization of medical processes, implementation of digital technologies, and development of patient-centered approaches. Publications also



explore macro-level issues such as healthcare financing, regulation, and innovation in national health systems, along with micro-level challenges including staff management, quality control, workflow coordination, and risk management within individual institutions.

However, despite the abundance of research on healthcare administration, there remains a limited number of studies that systematically compare and differentiate *medical management* and *healthcare management*. This gap underscores the need for a deeper theoretical analysis of these concepts to improve the methodological basis for further scientific and practical developments.

**Purpose of the article.** The purpose of the article is to analyze the theoretical foundations, structural characteristics, and functional content of medical management and healthcare management, to identify the differences and common features between them, and to clarify their significance for the effective functioning of healthcare institutions and health systems. The article also aims to generalize key principles, methods, and managerial tasks within these fields to form a comprehensive understanding of their roles in modern healthcare.

**Presentation of the main research material.** As is well known, the concept of “management” is currently viewed from different perspectives. Some researchers consider it a process of influencing someone or something, while others see it as a system of managing subjects, objects of management, and managerial actions [9, p. 10].

There is also the view that management is the art of organizing collaborative work in a way that yields the best results [11, p. 50].

According to the classical definition by M. Mescon, management is the process of planning, organizing, implementing, and controlling resources (human, financial, and material) to achieve specific goals or objectives of an organization. In a broader context, management is used to denote effective leadership or administration of various types of organizations or processes [3, p. 24].

Key aspects of management include [3, p. 25]:

1. Planning – defining goals and developing strategies and tactics to achieve them.
2. Organizing – creating the organizational structure and allocating responsibilities and resources to achieve objectives.
3. Leading – motivating and directing the team or staff to accomplish tasks.
4. Controlling – setting standards, measuring results, and adjusting deviations to ensure goal achievement.
5. Coordinating – ensuring interaction and cooperation among different elements of the organization to achieve common goals.
6. Decision Making – the process of choosing the optimal course of action among alternatives to solve problems or achieve objectives.

Management can be applied in various fields such as business, education, healthcare, public administration,

and others. Effective management is a key factor for the success of any organization or project.

The terms “healthcare management” and “medical management” are sometimes used interchangeably, but they may have different nuances and areas of application. Let us examine them.

Healthcare Management [1, p. 11]:

- a broader term that encompasses the management not only of medical institutions but of the entire healthcare system at the national or regional level;
- includes planning, organizing, coordinating, and controlling the activities of medical facilities, insurance companies, hospitals, pharmacies, and public organizations;
- focuses on the organizational aspects of the healthcare system, resource management, and the development of strategies to improve national or regional health outcomes.

Medical Management [10, p. 11]:

- typically refers to the management of specific medical institutions or organizations, such as hospitals, clinics, or other healthcare facilities;
- emphasizes the management of internal processes within medical institutions, the administration of medical staff, the efficiency of healthcare service delivery, and ensuring a high standard of medical care.

Of course, both terms are related to management in the healthcare field, but “healthcare management” defines a broader context, including systemic and strategic aspects, whereas “medical management” focuses on specific medical institutions and their internal operations.

For example, healthcare management requires effective resource management, ensuring high-quality medical services, and taking into account specific requirements regarding patient safety and the confidentiality of medical information (see Table 1).

Healthcare management is a complex task, as it requires the integration of medical practice aspects with managerial skills. The ability to adapt to a rapidly changing environment and effectively manage resources is crucial for success in this field.

In turn, medical management is a branch of management that applies management principles and methods to ensure the effective functioning of medical organizations and the improvement of healthcare service delivery [8]. Medical management emphasizes organizational and administrative aspects aimed at ensuring the quality of patient care, optimizing workflows, and complying with legal requirements and standards (see Table 2).

Medical management requires a combination of managerial and medical skills, as it involves coordinating and overseeing the work of healthcare professionals, ensuring the quality and safety of care, and addressing organizational tasks.

The object of medical management is a medical institution or organization that provides healthcare services [10, p. 10]. This can include a hospital, clinic, polyclinic, medical center, outpatient facility,

Table 1

**Key Aspects of Healthcare Management**

<b>Quality Management of Medical Services</b>	<b>Implementation of treatment standards and protocols. Ensuring that medical services comply with regulatory requirements.</b>
Financial Management	– Budgeting and financial planning. – Efficient use of financial resources to ensure the institution's stability.
Leadership and Human Resource Management	– Development of leadership skills among medical managers. – Managing medical staff teams to ensure efficiency and cooperation.
Information Technologies	– Implementation of electronic medical records and other technological innovations. – Protection of medical information and cybersecurity.
Patient-Centeredness	– Interaction with patients and consideration of their needs. – Ensuring accessibility and convenience of medical services for patients
Patient Safety	– Implementation of risk and safety management systems. – Staff training on error prevention and avoidance of negative consequences.
Planning and Development	– Strategic planning for the development of the medical institution. – Needs assessment and implementation of new services and technologies.
Efficiency and Process Optimization	– Reduction of delays and improvement of workflows. – Implementation of optimization methods to enhance productivity.

Source: developed by the author based on [8]

Table 2

**The key aspects of Management in Healthcare**

<b>Organizational Structure</b>	<b>Developing an effective organizational structure, defining responsibilities and the chain of command.</b>
Human Resources	Recruitment, training, development, and personnel management to ensure high efficiency and motivation.
Financial Management	Rational budgeting, expense tracking, financial analysis, and optimization of financial processes.
Information Technologies	Implementation and management of information technologies for process automation and storage of medical information.
Quality Management	Defining and implementing quality standards, procedures, and practices to ensure the safety and effectiveness of care.
Strategic Planning	Developing strategic goals and plans for the development and improvement of the medical institution.
Interaction with Patients and the Public	Improving communication, receiving patient feedback, and participating in public initiatives.
Procurement and Resource Management	Efficient use of medical equipment, ensuring necessary materials and medicines.
Conflict and Crisis Management	Developing strategies for conflict resolution and the ability to effectively respond to crisis situations.

Source: developed by the author based on [6, p. 12]

sanatorium, pharmacy, diagnostic center, or any other organization that provides healthcare services. The object of medical management encompasses all aspects of a medical institution's activities, and management is aimed at ensuring the efficiency and quality of these services. Leaders and managers in medical institutions interact with various areas such as finance, personnel, technology, patient safety, ethics, legal issues, communications, information technology, and more.

The key components of the object of medical management can be identified as:

- Medical staff (doctors, nurses, administrators, and administrative personnel).
- Patients (individuals receiving medical services).
- Finances (budgeting, financial accounting, expenses, and revenue).

- Technology and equipment (medical devices, information systems, technological solutions).
- Legal and ethical aspects (compliance with legislation, ethical standards, licensing).
- Service quality (quality control, certification, patient care standards).
- Communications (internal and external communication with staff, patients, and the public).
- Strategy development and planning (strategic planning, defining goals and mission).

Effective management of the object of medical management helps ensure the delivery of high-quality healthcare and the achievement of strategic goals in the healthcare sector.

The subject of medical management is an individual or a group of individuals responsible for managing

and making decisions within a medical institution or organization [10, p. 10].

The subjects of medical management can include the following roles [10, p. 10-11]:

- Administrators and executives – individuals with the highest level of authority and responsibility in a medical institution. Their duties include strategic planning, resource management, and coordinating the activities of the entire organization.

- Doctors and medical staff – physicians, nurses, and other healthcare professionals who play a key role in delivering medical services and may have managerial responsibilities, especially in larger medical institutions.

- Financial managers – individuals responsible for financial accounting, budgeting, and financial analysis of the medical institution.

- Quality and patient safety managers – individuals who organize and oversee the implementation of quality standards and ensure patient safety.

- IT managers – individuals responsible for implementing and managing information technologies and electronic medical records.

- Human resources managers – managers responsible for personnel management, including hiring, training, development, and performance evaluation.

- Communications managers – individuals responsible for internal and external communication, including interaction with patients, staff, and the public.

- Procurement and supply chain managers – individuals who ensure the medical institution is adequately supplied with necessary resources and materials.

These subjects work collaboratively to ensure the effective functioning of a medical institution and the achievement of its strategic goals. Communication and interaction among the various management subjects are crucial for the successful administration of a medical facility.

Medical management at the macro level encompasses the management and coordination of large healthcare systems, organizations, and structures at the national or regional level. This level includes aspects such as national healthcare policy, strategic planning, regulation, and financing of the medical sector [6, p.19] (see Table 3).

Macro-level medical management plays a key role in shaping policy, developing strategies, and coordinating various aspects of the healthcare system on a large scale.

At the micro level, medical management focuses on specific medical institutions, clinics, departments,

Table 3

**The key aspects of Medical Management at the macro level**

Main Direction	Area	Description
1. Strategic Planning	1.1. Development of national strategies	Formulating strategies for the development of the healthcare system and the improvement of medical care at the national or regional level.
	1.2. Analysis of systemic problems	Identifying key challenges in healthcare and determining ways to address them.
2. Regulation and Licensing	2.1. Establishment of a legal framework	Developing and implementing laws and regulations to govern the activities of medical institutions, doctors, and other professionals.
	2.2. Licensing and accreditation	Establishing procedures for licensing and accreditation to ensure the quality of medical services.
3. Financing	3.1. Budgeting	Allocating financial resources to support the healthcare system.
	3.2. Development of financial strategies	Identifying ways to attract funds and effectively utilize financial instruments.
4. Infrastructure and Technology	4.1. Development of medical infrastructure	Planning and supporting the construction of medical facilities, laboratories, and infrastructure objects.
	4.2. Implementation of information technologies	Ensuring the use of modern IT for managing medical information and communication.
5. Provision Policy	5.1. Insurance and social programs	Developing and implementing insurance systems and social programs to ensure access to healthcare for citizens.
	5.2. Development of service systems	Creating services and programs for specific population groups while considering their needs.
6. Research and Development	6.1. Funding scientific research	Supporting scientific research in the fields of medicine and health.
	6.2. Development of innovations	Promoting innovative technologies and treatment methods.
7. Global Cooperation	7.1. International partnerships	Establishing agreements and collaborating with other countries to exchange experience and resources.
	7.2. Participation in international organizations	Cooperating with international institutions and organizations to address global health challenges.

Source: developed by the author based on [10, p. 20]



hospitals, and other smaller organizational units, where leadership is carried out at the level of individual departments (see Table 4).

At the micro level, medical management focuses on specific medical practices, hospitals, or clinics and involves detailed oversight and coordination of internal processes. There are several key concepts in medical management that define the main aspects of managing healthcare organizations. Here are some of these key concepts: [5, p. 17]: Leadership, Strategic Planning, Organizational Structure, Communication, Quality Management, Human Resources, Financial Management, Information Technologies, Ethics and Confidentiality, Risk Planning and Safety.

These concepts interact with each other and form a comprehensive approach to managing a medical facility to ensure high-quality healthcare services.

The principles of medical management define the fundamental foundations of effective leadership in a medical institution or organization. These principles help establish an efficient and stable management system that ensures high-quality medical services and meets patient needs (see Table 5).

These principles serve as a foundation for developing management strategies and tactics for medical institutions, promoting their success, growth, and the improvement of service quality for patients.

The functions of medical management include a range of core tasks and responsibilities aimed at the effective administration of a medical facility and ensuring the quality of healthcare services: planning, organizing, authority, control, leadership, communications, HR, financial management, IT, conflict and crisis management [10, p. 12]. These functions interact and complement each other to ensure the efficient and stable operation of the medical institution, as well as the delivery of high standards of medical care.

The methods of medical management encompass various strategies and approaches aimed at the effective administration of a medical facility, the optimization of healthcare service delivery processes, and the improvement of patient outcomes [2, p. 11].

Medical management faces a number of important tasks aimed at ensuring the efficient functioning of medical facilities and enhancing the delivery of healthcare services: Service Quality Improvement; Effective Resource Utilization; Human Resource Management; Financial Management; Information Technology and Digital Transformation; Safety and Accountability; Community and External Stakeholder Engagement; Crisis Management; Enhancing Medical Process Efficiency [2, p. 13]. These tasks help ensure the delivery of high-quality and safe healthcare services, as well as the effective overall management of a medical institution.

Table 4

The key aspects of Medical Management at the micro level

Main Direction	Area	Description
1. Personnel Management	1.1. Recruitment and hiring	Selecting qualified medical professionals and administrative staff.
	1.2. Training and development	Educating staff to maintain up-to-date medical skills and leadership abilities.
	1.3. Motivation and retention	Developing motivation systems, creating a favorable work environment, and retaining talented personnel.
2. Financial Management	2.1. Budgeting	Developing and managing budgets for the effective use of financial resources.
	2.2. Financial analysis	Analyzing financial indicators to identify opportunities for cost savings and optimization.
3. Process Optimization	3.1. Standardization of procedures	Establishing standards and protocols to ensure consistency in medical practice.
	3.2. Performance monitoring	Tracking and evaluating the efficiency of workflows for further optimization.
4. Patient-Centered Care	4.1. Meeting patient needs	Creating services that satisfy patient expectations and requirements.
	4.2. Feedback systems	Implementing mechanisms for collecting and analyzing patient feedback.
5. Information Technologies	5.1. Electronic medical records	Implementing systems for storing and processing medical information.
	5.2. Telemedicine	Using technology to provide medical consultations and remote services.
6. Safety and Quality	6.1. Risk management	Developing and implementing strategies to reduce medical errors and other threats.
	6.2. Patient safety systems	Ensuring high safety standards for patients and staff.
7. Leadership and Communication	7.1. Leadership development	Cultivating effective leadership skills among management.
	7.2. Effective communication	Ensuring clear and efficient communication within the organization and with external stakeholders.

Source: developed by the author based on [10, p. 14-16]

Table 5

**Fundamental Principles of Management in Healthcare**

Principle	Explanation	Implementation
Patient-centeredness	Considering Patients' Needs and Expectations in All Aspects of Healthcare Facility Operations	Ensuring Accessibility, Convenience, and Safety of Medical Services to Meet Patients' Needs
Leadership and Effective Personnel Management	Development of Strong Leadership to Motivate and Set an Example for Staff	Regular Training to Develop Leadership Skills and Effective Communication
Quality and Safety of Medical Services	Ensuring the Highest Quality and Safety of Medical Services	Implementation of Quality Certification Systems, Patient Safety Standards, and Continuous Process Improvement
Financial Sustainability and Resource Optimization	Effective Use of Financial Resources and Optimization of Financial Processes	Budget Development, Implementation of Strategies to Reduce Non-Productive Expenses, and Analysis of Expenditure Efficiency
Strategic Planning and Development	Defining a Clear Development Strategy for the Healthcare Facility	Development of Strategic Plans, Conducting SWOT Analysis, Evaluation and Implementation of New Technologies and Services
Risk and Safety Management	Prevention and Minimization of Risks for Patients and Staff	Implementation of Risk Management Systems, Investigation and Analysis of Incidents, and Staff Training on Safety Measures
Communication and Collaboration	Ensuring Effective Internal and External Communication	Regular Meeting Systems, Ensuring Information Transparency, and Creating a Collaborative Work Environment
Effective Use of Information Technologies	Implementation of Modern Information Technologies to Facilitate the Processing and Storage of Medical Information	Use of Electronic Medical Records, Telemedicine, and Other Technological Innovations

Source: developed by the author based on [10, p. 11-12]

**Conclusions.** Medical management and healthcare management represent interconnected yet distinct areas within the broader field of health administration. Healthcare management operates at the macro level, focusing on national policies, system-wide strategies, financing mechanisms, regulatory frameworks, and public health initiatives. In contrast, medical management functions primarily at the micro level and concentrates on the internal organization of medical institutions, personnel coordination, quality and safety of care, resource allocation, and operational efficiency.

The study demonstrates that the effective functioning of healthcare institutions requires the integration of both strategic, system-level approaches and practical managerial competencies at the institutional level. Medical management is grounded in principles of patient-centeredness, quality assurance, staff development, financial stability, process optimization, and digital transformation. Healthcare management complements these principles by addressing broader systemic challenges such as infrastructure development,

insurance programs, international cooperation, and innovation diffusion.

In practical terms, the distinction between these two fields enables healthcare leaders to adopt more targeted managerial approaches. Medical institutions benefit from implementing standardized procedures, quality management tools, electronic medical records, Lean-based process improvements, and comprehensive risk-management systems. At the same time, healthcare managers at the system level must focus on strategic planning, regulatory modernization, sustainable financing models, and support for technological advancement.

Overall, understanding the difference between medical and healthcare management enhances the effectiveness of decision-making, improves institutional performance, and strengthens the resilience and sustainability of healthcare systems. The findings of the article provide a conceptual basis for further research and may serve as a practical guide for administrators, policymakers, and healthcare professionals seeking to improve organizational outcomes and patient care quality.

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### МЕДИЧНИЙ МЕНЕДЖМЕНТ VS МЕНЕДЖМЕНТ ОХОРОНИ ЗДОРОВ'Я: ТЕОРЕТИЧНІ ЗАСАДИ ТА ЗМІСТ

**Анотація.** У статті досліджено концептуальні відмінності та спільні риси між медичним менеджментом і менеджментом охорони здоров'я, з акцентом на їхніх теоретичних засадах, функціональному змісті та практичному значенні для ефективного функціонування систем охорони здоров'я та медичних закладів. Якщо менеджмент охорони здоров'я відображає ширший, системний підхід, зосереджений на національній або регіональній політиці у сфері здоров'я, фінансуванні, стратегічному розвитку та показниках громадського здоров'я, то медичний менеджмент спрямований на внутрішнє адміністрування лікарень, клінік та інших медичних установ. У дослідженні висвітлено структурні компоненти, суб'єкти та об'єкти медичного менеджменту, зокрема персонал, фінанси, технології, забезпечення якості, етику та орієнтовані на пацієнта послуги. Особливу увагу приділено управлінським функціям, принципам і методам, таким як стратегічне планування, оптимізація процесів, цифрова трансформація, фінансове управління та мінімізація ризиків. У статті проаналізовано управлінські підходи макро- й мікрорівня та окреслено ключові завдання, що стоять перед керівниками сучасних закладів охорони здоров'я. Чітке розмежування теоретичних засад цих двох напрямів управління підкреслює важливість професійних управлінських компетентностей для підвищення якості послуг, безпеки пацієнтів та організаційної стійкості в умовах сучасної системи охорони здоров'я. До практичних рекомендацій належать розвиток лідерських навичок, впровадження цифрових інструментів, забезпечення ефективного розподілу ресурсів і зміцнення систем безпеки пацієнтів. Результати дослідження сприяють глибшому розумінню управлінських пріоритетів у сфері охорони здоров'я та формують підґрунтя для подальших наукових розвідок і практичних удосконалень.

**Ключові слова:** медичний менеджмент, управління охороною здоров'я, система охорони здоров'я, стратегічне планування, управління якістю, цифрова охорона здоров'я, безпека пацієнтів, адміністрування охорони здоров'я, медичні заклади, управлінські функції.

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