

## MANAGEMENT OF SUSTAINABLE DEVELOPMENT OF MEDICAL AND HEALTH-IMPROVING TOURISM IN UKRAINE

*L. A. Bondarenko, Ph. D (Econ.), Dnipro University of Technology,  
Bondarenko.L.A@nmu.one, orcid.org/0000-0003-4904-7435*

**Methods.** The theoretical and methodological basis of the study is the scientific works of domestic and foreign scientists related to various issues of the development of the field of medical and health-improving services, the prospects for the development of health tourism, the study of health tourism as an important area of activity in the regions; legislative and regulatory acts of Ukraine in this area, materials of specialized scientific conferences and symposia.

**Results.** It is established that medical and health-improving tourism is a promising and effective direction in the territorial aspect, in this regard, this type of tourism is proposed to be considered as a priority area of regional tourism policy. Specifics of formation of the system of organizational-economic and institutional conditions and factors of sustainable development of medical and health-improving tourism are considered. The problems and prospects of functioning and further development of the sphere of medical and health-improving services in Ukraine are analyzed, and also the basic principles of the state management of medical and health-improving tourism for its sustainable development are formulated.

**Novelty.** Practical recommendations for public administration, promotion and sustainable development of health tourism in the region are substantiated and developed, taking into account its interaction with other subsystems of tourism. Practical recommendations for the formation of strategic goals and objectives aimed at the sustainable development of medical and health-improving tourism have been formulated.

**Practical value.** The results of the study are the basis for the sustainable development of medical and health-improving tourism, which is able to strengthen the health of the population, improve the quality of life and demographic situation in the country; to develop the infrastructure of medical and health-improving territories; to provide economic stability and profitability of all medical and health-improving complex.

**Keywords:** health tourism, tourist services, regional programs, tourist infrastructure, sustainable development, management approaches, factors of production.

**Statement of problem.** For today, medical and health tourism occupies one of the leading places in the tourism industry, because there is a significant reduction of population of economically developed countries, the development of transport links, environmental pollution. Due to industrial development and active promotion of a healthy lifestyle, people are looking for recuperation and recreation in environmentally clean regions. Medical and health tourism is based on natural resources: mineral waters, ther-

apeutic mud and climatic conditions that in combination with each other have a positive effect on the treatment of various diseases. World experience shows that tourism as an important economic factor can significantly affect the development of the region and its attractiveness.

Tourism-based regional development should be based on natural potential in harmony with the interests of the local population and an effective marketing campaign.

The economic consequences of tourism development are generally recognized in the following areas: increased income, employment, improved balance of payments structure and the formation of a favorable investment climate in the region.

The share of tourism, as a branch of services trade based on natural potential and it is the second after the trade in natural energy resources of the total money turnover in the world economy. The World Tourism Organization ranks treatment and wellness as one of the most important travel motivations. In recent years, the number of travel related to treatment and health improvement has increased significantly in the world. This type of tourism is gaining a global scale and tourist flows have covered all continents. The world market of medical and health-improving tourism with characteristic institutions, product, methods of organization and production of services is being formed. For many countries, this type of tourism has been an important service industry and a significant source of income.

Ukraine also has significant reserves in this industry, but for successful use it is necessary innovative organizational, economic and managerial solutions, effective marketing development programs, which requires generalization of world and domestic experience and the development of an effective strategy for the sustainable development of medical and health-improving tourism and the tourism industry on the whole.

**Analysis of recent papers.** The question of the organization of medical and health-improving tourism and its place in the system of the tourist industry in the works of many foreign and domestic scientists is revealed. In particular, the problems of the development of medical and health-improving tourism are touched upon in the works of S. S. Halasyuk [5], V. Z. Khol-yavka, Kh. S. Leshko, O. M. Mochulska, A. O. Kukhtiy [8], N. O. Kovalenko [9], A. A. Romanova [12], L. O. Shpak [15] and others. The problems of state management of the tourism industry at the regional level are raised in the works of M. M. Bil [2], V. H. Herasymenko, H. K. Bedradina [7]. The management of the development of medical and health-improving tourism is highlighted in the works of O. S. Bylym [1], S. V. Dubinsky [4], M. P. Malska,

M. Y. Rutynskyy [10]. Medical and health-improving tourism in the context of sustainable development is studied by S. M. Chernovsky, N. S. Rybak [3].

At the same time, the issues of the formation and development of medical and health-improving tourism, taking into account the specifics of the Ukrainian tourism industry, remain insufficiently studied in the work of these and other authors, which determined the relevance of the topic of this study.

**Aim of the paper.** Working-out the methodological proposals for the management of sustainable development of medical and health-improving tourism at the national and regional levels.

**Materials and methods.** In accordance with the Law of Ukraine «On Resorts», sanatorium and resort establishments are health care institutions located on the territory of resorts and provide citizens with services of a therapeutic, preventive and rehabilitative format using natural healing resources [11].

The main sub-branches of medical and health-improving tourism are actually medical and health-improving tourism. Medical tourism is aimed at obtaining qualified assistance in clinics, therapeutic manipulations, rehabilitation after operations, chronic diseases. Health-improving tourism aims to maintain a healthy body and maintain a balance between mental and physical health. Health-improving tourism, in turn, can be active (sports) and passive (beauty programs).

The sanatorium-resort base of Ukraine is widely represented by sanatoriums of various forms of ownership and departmental subordination located in different regions of Ukraine. A variety of natural healing resources are widely used for treatment and rehabilitation: mineral waters of different chemical composition for both internal and external use, therapeutic mud, bischofite, ozokerite, clay and preformed physical factors. Classification of resorts in the presence of natural healing resources, their geographical location are presented in Figure [7].

It should be noted that for the effective functioning of resorts exclusively natural factors are not enough, the appropriate tourist infrastructure must be established.

Unfortunately, the further development of medical and health-improving tourism in

Ukraine is constrained because there is the lack of the necessary technical devices and buildings for the rational use of resort and natural-healing

factors (pools, mud baths, etc.); special accommodation facilities for treatment, recovery and residence; as well as related infrastructure).



Fig. 1. Classification of resorts in the presence of natural healing resources, geographical location

In some resort regions of Ukraine there are problems with water and electricity supply. The main task of the development of Ukrainian regions, which have unique natural, climatic and healing resources, on the one hand, is to increase the supply of high-quality medical and health-improving services based on the creation of tourist and health-improving complexes that correspond to the latest achievements of modern medicine and take into account consumer demand, and with the other hand, to get the maximum amount of impressions and entertainment.

Forming a proposal, it should be taken into account that the medical and health-healing tourism market is undergoing noticeable changes. Traditional health resorts are no longer a place of treatment and recreation for elderly people and are becoming multi-functional health and wellness centers oriented for a wide range of clients, which is due to the following circumstances:

1) changes in consumer preferences for medical and health-healing services (rehabilitation programs are in demand; a healthy lifestyle is becoming fashionable);

2) reorientation of resorts in connection with a reduction in funding from municipal, regional and state authorities (sanatorium-resort establishments are forced to diversify their services through animation activities, offering a

wide range of health and recovery services, flexible approach to the duration of courses).

According to statistical materials up to 2014, the geography of sanatorium-resort establishments in Ukraine largely corresponds to the territorial-component structure of recreational resources and recreational needs. At the same time it is necessary to focus attention on two groups of areas:

– the leaders – the Autonomous Republic of Crimea (17 % of sanatorium-resort establishments of Ukraine), Donetsk (15 %), Odessa (12 %), Dnepropetrovsk (7 %), Nikolaev (5 %), Zaporozhye (5.5 %) regions;

– the outsiders – Kirovograd, Vinnytsia, Zhytomyr, Khmelnytsky, Ternopil, Chernivtsi regions (less than 1 %) [6].

The dynamics of the number of sanatorium-resort establishments in recent years has tended to decrease.

In 2014, one of the factors that influenced the reduction in the number of establishments was the occupation of the Autonomous Republic of Crimea, where the largest number of medical and health-healing complexes was located. A similar situation occurred in eastern part of Ukraine, namely in Luhansk and Donetsk regions, where due to the anti-terrorist operation, many health-improving establishments were

closed. The dynamics of the number of sanatorium-resort establishments is presented in the table.

In total, according to the above statistical data, there is a negative trend: a decrease in sanatorium-resort establishments from 320 in 2014 to 288 in 2018. There is a significant decrease in the number of preventive health centers from 118 in 2014 to 56 in 2018, a significant decrease

in children's health and recreation establishments from 13997 in 2014 to 9428 in 2018. This state of sanatorium and health resort and health establishments is explained by the difficult political and socio-economic situation in our country and the specifics of the implemented medical reform.

Table 1

Sanatorium-resort establishments of Ukraine

Year	Sanatorium-resort establishments with treatment		Sanatoriums		Holiday houses		Bases and other recreation facilities		Children's health and recreation facilities	
	total	beds, thousand	total	beds, thousand	total	beds, thousand	total	beds, thousand	total	beds, thousand
2010	510	141	234	19	290	60	1920	217	17342	196
2011	508	141	224	19	280	59	1947	216	17703	194
2012	484	133	185	18	286	60	1925	208	17744	188
2013	477	132	165	15	271	57	1916	202	18549	191
2014	320	79	118	17	90	17	1400	157	13977	126
2015	309	78	79	12	76	15	1399	165	9743	113
2016	291	70	63	10	73	14	1295	146	9669	112
2017	284	71	55	10	67	12	1235	133	9745	106
2018	288	64	56	8	70	12	1065	127	9428	108

Source: [14]

It should also be noted that in the past, sanatorium-resort establishments worked more dynamically and were focused on the development of mass health improvement of the population.

Unfortunately, in Ukraine there is still no clear idea of how sanatorium-resort establishments should function in a freely competing market. And in practice we can observe two types of management approach to them – social and commercial. Social is characteristic mainly for state medical and health-healing establishments, as well as for some corporations (Ukrzaliznytsia, Ukropshtha and so on). A more common commercial approach involves increasing the profitability of sanatorium-resort establishments to ensure current and expanded reproduction.

At the same time, the development of medical and health-healing tourism in Ukraine is hampered by a number of factors, which include:

– the absence of a state program for the development of medical and health-improving complexes (although mortality in the country is

increasing every year and lifetime of the population is decreasing);

– the staff, involved in the implementation of medical and health-improving services, is lacking special knowledge and a responsible attitude towards their clients (the staff implementing the services must understand the possible indications and contraindications for certain diseases, especially of diet and accommodation regimes);

– lack of benefits for utilities and tax payments for medical and health-improving establishments;

– lack of the open and efficient system of informing the population about the possibilities of Ukrainian resorts and health-improving complexes.

However, despite the negative dynamics, there are conditions for the development of medical and health-improving tourism.

Attracting foreign citizens for treatment and rehabilitation in Ukraine will contribute to the restoration of the medical industry and the development of certain recreational regions in

our country, create new jobs and suspend migration processes when the most qualified specialists go abroad. Wealthy Ukrainians willingly use this direction for treatment in foreign medical establishments in Israel, the Czech Republic, Germany and other countries [12].

However, there is a problem of the development of inbound tourism and especially medical and health-improving tourism, because in the medical tourism sector, our state is difficult to compete with the leading clinics in Europe and the USA.

Unfortunately, the development of medical and health-improving tourism is hampered by the level of service and not by the lack of high-tech medicine and qualified specialists. But the solution to this problem can be solved if there is a unified activity of medical establishments and travel agencies in providing the necessary and sufficient conditions for medical and health-improving tourism. Relevant government institutions should play an important role in matters of both regulation, quality control of services, and organizational and financial support.

The complexity of the situation in the tourism sector of the national economy of Ukraine is that enterprises today are negatively affected by a set of unpredictable factors of mega-, macro- and meso-environment.

Therefore, considering medical and health-improving tourism in the context of sustainable development, it should be presented as an open system, divided into three interacting subsystems: economic, environmental and social. The development of tourism can significantly affect the indicators of sustainable development of the country through income growth, job creation, the necessary conditions for the reproduction of the mental and physical strength of the population, which is the basis for the growth of labor productivity and economic well-being [8].

The author of the article will carry out a comprehensive assessment of the sustainable development of the tourism industry in a country or a specific region through the services of medical and health-improving tourism as a basis for developing economic mechanisms to compensate for the lack of natural factors.

In general, sustainable development over time, taking into account the main parameters, can be presented as follows:

$$\frac{dF(L,K,N,I)}{dt} \geq 0,$$

where  $F(L, K, N, I)$  – sustainable development function;

L – labor resources;

K – physical capital, means of production;

N – natural resources;

I – institutional factor.

The ratio of factors of production indicates the need to keep and increase some aggregate production potential, which is determined by three types of capital. In this case, natural capital can decrease to such a level as long as this decrease can be compensated for by increasing the means of production used (technology, infrastructure, roads, communications), raising the level of qualifications of specialists, etc.

There are strong and weak stability of development. Supporters of weak sustainability believe that it is possible to replace natural resources with an institutional factor. This understanding of sustainable development is important for those regions or countries where the lack of natural resources is a brake for the development of tourism services. In this case, medical and health-improving tourism, creating and strengthening the institutional element of sustainability, will contribute to the development of the tourism industry as a whole and, due to this development, will ensure the economic strengthening of the region.

The analysis of the available conditions and factors of production gives the chance of sustainable development of medical and health-improving tourism. Close cooperation of all subjects of the market of the analyzed direction of tourist services, joint efforts of specialists of medical and tourist branches, creation of favorable legislative conditions, allocation of target financing for restoration and maintenance of medical and health-improving establishments, development and active introduction of service, ensuring the security of the tourism industry will allow the development of inbound tourism, especially its medical and health-improving component.

The current state of the material and technical base of medical and health-improving establishments remains at a level far from the world standards. Therefore, the key strategic is-

sues of public administration and local government should be considered to increase the facilities and their capacity, the establishment of a competitive market for recreational services.

Based on the essence and basic principles of strategic planning and management in tourism, the sustainable development of medical and health-improving tourist complex in the region presupposes the development and adoption of a number of consistent strategic decisions. Any strategic plan for the development of a regional tourist complex is based on a basic strategy. So, in 2017, by order of the Cabinet of Ministers of Ukraine (dated March 16, 2017 No. 168-r), the «Strategy for the development of tourism and resorts for the period up to 2026» [15] was approved, aimed at the effective use of available recreational resources, increasing the level of inter-sectoral cooperation, stimulating the development of market relations in the tourism and resort spheres of activity, determining the prospects for their further development.

Giving due importance to the «Strategy for the development of tourism and resorts for the period up to 2026», it should be noted that the studied problems of sustainable development of medical and health-improving tourism are mostly general. The problem of the development of this direction of tourism in Ukraine is not well covered.

The choice of a strategic approach as a basic one depends on the results obtained at the stages of strategic analysis and goal setting. There is an approach that can also be considered as basic for planning strategies for the development of the field of medical and health-improving tourism in the region. The prospective development of tourism should be a balanced combination of two strategic directions.

The first must ensure the stability of the functioning of the existing socio-economic system, that is, relate to simple reproductive processes.

The second strategic direction should help to strengthen the potential of the region, that is, be aimed at expanded reproduction.

Within the framework of the chosen basic strategy for the development of medical and health-improving tourism in the region, it is advisable to implement several strategic directions, including the long-term sustainable development of a medical and health-improving and

tourist complex; expanding the range of medical and health-improving services in the region, entering new areas of activity; the formation of favorable conditions for the conduct of the tourist business within the medical and health-improving and tourist complex of the region [2].

In this connection, at the direction of organizing effective management of the sphere of medical and health-improving services in the Ukrainian regions, the author of the article proposes to clarify the strategic goal: forming the conditions for the creation in Ukraine modern, competitive and highly effective medical and health-improving and tourist complex, accessible to all segments of the country's population.

On the basis of the prerequisites and limitations of the perspective development of tourism in Ukraine, the goals of sustainable development of medical and health-improving tourism have been formulated:

- ensuring the right of citizens for the rest;
- improving the quality of life of all segments of the population, increasing income and employment by ensuring economic growth;
- replenishment of budgets of all levels, increase in income from tourism;
- integration into the world economy.

Based on the outlined strategic goals, the following tasks and program activities were identified:

1. Creation of modern medical and health-improving establishments in the regions that meet international standards.
2. Creation of favorable conditions for the effective functioning of the facilities of medical and health-improving and tourist complex.
3. Development of programs for the preservation of natural healing and recreational resources and improvement of the ecology of resort areas, including measures to ensure environmental safety, as well as to prevent man-made and environmental disasters.
4. Intensification of completion of major institutional transformations.
5. Accelerated promotion of Ukrainian health tourism to the international market, increasing its competitiveness.
6. Attracting investments in the field of medical and health-improving tourism.

Having solved the intended tasks, it is possible to obtain the following results:

- strengthening the health of the population, improving the quality of its life;
- improvement of the demographic situation in the country;
- development of the infrastructure of recreational areas;
- ensuring economic stability and profitability of the entire medical and health-improving complex,
- conservation, rational use, development of production of healing natural resources and their implementation in the domestic and foreign markets;
- ensuring the work of medical and health-improving institutions in market conditions, their transition to self-financing;
- increasing the competitiveness of the Ukrainian medical and health-improving complex in the international market.

Working-out a strategy for the development of a regional medical and health-improving and tourist complex and monitor its implementation, it is advisable to create a coordination center under regional government authorities, which will face the following tasks: ensuring the functioning of the strategic planning system in the field of regional medical and health-improving tourism; organizing the implementation of the development strategy in the field of medical and health tourism and monitoring the implementation of planned activities.

**Conclusions.** Ukraine, with its rich potential of medical and health-improving resources, an extensive network of health-resort establishments of various forms of ownership, a competitive advantage in price, can become an influential representative of medical, especially health-improving inbound tourism and satisfy the needs of domestic tourists. However, the development of medical and health-improving tourism in Ukraine needs support, coordinated actions within the entire tourism industry.

One of the most important areas of effective management of the field of medical and health-improving services is the development and implementation of projects and programs for their development, providing an organizational and economic mechanism for interaction between the tourism administration, the private business and public sectors in order to coordinate their activities.

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## УПРАВЛІННЯ СТАЛИМ РОЗВИТКОМ ЛІКУВАЛЬНО-ОЗДОРОВЧОГО ТУРИЗМУ В УКРАЇНІ

*Л. А. Бондаренко, к. е. н., доцент, НТУ «Дніпровська політехніка»*

**Методологія дослідження.** Теоретичною і методологічною основою дослідження є наукові розробки вітчизняних і зарубіжних вчених, пов'язані з різноманітними питаннями розвитку сфери лікувально-оздоровчих послуг, перспектив розвитку лікувально-оздоровчого туризму, вивченням лікувально-оздоровчого туризму як важливого напрямку діяльності в регіонах; законодавчі та нормативні акти України в даній сфері, матеріали спеціалізованих наукових конференцій і симпозіумів.

**Результати.** Встановлено, що лікувально-оздоровчий туризм є перспективним і ефективним напрямком в територіальному аспекті, в зв'язку з цим даний вид туризму пропонується розглядати як пріоритетний напрямок регіональної політики в галузі туризму. Розглянуто особливості формування системи організаційно-економічних та інституційних умов і факторів сталого розвитку лікувально-оздоровчого туризму. Проаналізовано проблеми та перспективи функціонування і подальшого розвитку сфери лікувально-оздоровчих послуг в Україні, а також сформульовані основні принципи державного управління лікувально-оздоровчим туризмом для його сталого розвитку.

**Новизна.** Обґрунтовано і розроблено практичні рекомендації щодо забезпечення державного управління, стимулювання і сталого розвитку лікувально-оздоровчого туризму в регіоні з урахуванням його взаємодії з іншими підсистемами сфери туризму. Сформульовано



практичні рекомендації щодо формування стратегічних цілей та задач, направлених на сталий розвиток лікувально-оздоровчого туризму.

**Практична значущість.** Отримані результати дослідження є основою для сталого розвитку лікувально-оздоровчого туризму, здатного зміцнити здоров'я населення, поліпшити якість його життя і демографічну ситуацію в країні; розвинути інфраструктуру лікувально-оздоровчих територій; забезпечити економічну стабільність і прибутковість всього лікувально-оздоровчого комплексу.

**Ключові слова:** лікувально-оздоровчий туризм, туристичні послуги, регіональні програми підтримки, туристична інфраструктура, сталий розвиток, управлінські підходи, фактори виробництва.

## УПРАВЛЕНИЕ УСТОЙЧИВЫМ РАЗВИТИЕМ ЛЕЧЕБНО-ОЗДОРОВИТЕЛЬНОГО ТУРИЗМА В УКРАИНЕ

*Л. А. Бондаренко, к. э. н., доцент, НТУ «Днепровская политехника»*

**Методология исследования.** Теоретической и методологической основой исследования являются научные разработки отечественных и зарубежных ученых, связанные с различными вопросами развития сферы лечебно-оздоровительных услуг, перспектив развития лечебно-оздоровительного туризма, изучением лечебно-оздоровительного туризма как важного направления деятельности в регионах; законодательные и нормативные акты Украины в данной сфере, материалы специализированных научных конференций и симпозиумов.

**Результаты.** Установлено, что лечебно-оздоровительный туризм является перспективным и эффективным направлением в территориальном аспекте, в связи с этим данный вид туризма предлагается рассматривать как приоритетное направление региональной политики в области туризма. Рассмотрены особенности формирования системы организационно-экономических и институциональных условий и факторов устойчивого развития лечебно-оздоровительного туризма. Проанализированы проблемы и перспективы функционирования и дальнейшего развития сферы лечебно-оздоровительных услуг в Украине, а также сформулированы основные принципы государственного управления лечебно-оздоровительным туризмом для его устойчивого развития.

**Новизна.** Обоснованы и разработаны практические рекомендации по обеспечению государственного управления, стимулирования и устойчивого развития лечебно-оздоровительного туризма в регионе с учетом его взаимодействия с другими подсистемами сферы туризма. Сформулированы практические рекомендации по формированию стратегических целей и задач, направленных на устойчивое развитие лечебно-оздоровительного туризма.

**Практическая значимость.** Полученные результаты исследования являются основой для устойчивого развития лечебно-оздоровительного туризма, способного укрепить здоровье населения, улучшить качество его жизни и демографической ситуации в стране; развить инфраструктуру лечебно-оздоровительных территорий; обеспечить экономическую стабильность и прибыльность всего лечебно-оздоровительного комплекса.

**Ключевые слова:** лечебно-оздоровительный туризм, туристические услуги, региональные программы поддержки, туристическая инфраструктура, устойчивое развитие, управленческие подходы, факторы производства.

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