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## **EDUCATIONAL AND PROFESSIONAL PROGRAM IN PUBLIC MANAGEMENT AND HEALTH CARE SYSTEM ADMINISTRATION AT THE SECOND (MASTER'S) LEVEL OF HIGHER EDUCATION AT IVAN FRANKO ZHYTOMYR STATE UNIVERSITY**

*This paper focuses on the preparation of graduate-level students in the field of public governance and healthcare system management at Ivan Franko Zhytomyr State University. It outlines the distinctive features of the academic and vocational program, particularly its key study areas, which include the foundational principles and operational dynamics of the public administration framework. This structure encompasses institutions of state authority, municipal governance, and civil society, all functioning according to their designated roles and competencies.*

*The article discloses the characteristics of the educational and professional program, namely, objects of study: principles and patterns of functioning of the public administration and administration system as a set of institutions of state administration, local self-government, civil society in accordance with the functions and powers assigned to them; relations, phenomena, processes, models and mechanisms that characterize the manifestations of public administration and administration at the higher, central, regional and local levels, taking into account the healthcare sector. Learning objectives: training of specialists in public administration and administration, capable of solving complex tasks and problems in public administration and administration in healthcare. Theoretical content of the subject area: scientific concepts (theories) of public management and administration, in particular at the highest, central, regional and local levels of management; mechanisms of management and administration in the healthcare system to ensure stable development, effective overcoming of crisis situations and*

*consequences. Methods, techniques and technologies: scientific knowledge, management and decision-making, analytical information processing, institutional, instrumental, functional, organizational-technological and legal support, electronic governance (eHealth), systems analysis, modeling, forecasting and design of healthcare systems. Tools and equipment: information and analytical tools, systems to support the adoption and implementation of management decisions, specialized software.*

*Based on the analysis, it is observed that this educational and professional program is designed to prepare specialists for employment in executive authorities, local self-government bodies, and public organizations. These professionals will be capable of ensuring a socially acceptable standard of medical and administrative services, guided by principles of openness, transparency, accountability, and professionalism, both in current circumstances and in the post-war period.*

*The program also highlights the opportunity for students to create an individualized educational pathway. This is realized, in particular, through the freedom to choose the types and forms of education, the educational institutions and programs they offer, the educational components (EC) and their level of complexity, as well as the methods and tools of learning.*

**Keywords:** *management, administration, mechanisms, regional management, local self-government, management of social processes, public management of the health care system, public service, public administration, public service, public policy, e-governance, mechanisms for implementing public policy, program and project management, change and risk management, implementation of innovations.*

### **ОСВІТНЬО-ПРОФЕСІЙНА ПРОГРАМА З ПУБЛІЧНОГО УПРАВЛІННЯ ТА АДМІНІСТРУВАННЯ СИСТЕМОЮ ОХОРОНИ ЗДОРОВ'Я ЗА ДРУГИМ (МАГІСТЕРСЬКИМ) РІВНЕМ ВИЩОЇ ОСВІТИ У ЖИТОМИРСЬКОМУ ДЕРЖАВНОМУ УНІВЕРСИТЕТІ ІМЕНІ ІВАНА ФРАНКА**

*Стаття присвячена підготовці здобувачів з публічного управління та адміністрування системою охорони здоров'я за другим (магістерським) рівнем вищої освіти у Житомирському державному університеті імені Івана Франка. У статті розкрито характеристику освітньо-професійної програми, а саме, Об'єкти вивчення: принципи і закономірності функціонування системи публічного управління та адміністрування як сукупності інститутів державного управління, місцевого самоврядування, громадянського суспільства відповідно до покладених на них функцій і повноважень; відносини, явища, процеси, моделі та механізми, що характеризують прояви публічного управління та адміністрування на вищому, центральному, регіональному та місцевому рівнях, враховуючи галузь охорони здоров'я; Цілі навчання: підготовка фахівців з публічного управління та адміністрування, здатних розв'язувати складні задачі і проблеми з публічного управління та адміністрування в охороні здоров'я; Теоретичний зміст предметної області: наукові концепції (теорії) публічного управління та адміністрування, зокрема на вищому, центральному, регіональному та місцевому рівнях управління; механізми управління та адміністрування у системі охорони здоров'я для забезпечення стабільного розвитку, ефективного подолання кризових ситуацій і наслідків; Методи, методики та технології: наукового пізнання, управління та прийняття рішень, аналітичної обробки інформації, інституціонального, інструментального, функціонального, організаційно-технологічного та правового забезпечення, електронного урядування (eHealth), системного аналізу, моделювання, прогнозування та проєктування систем охорони здоров'я; Інструменти та обладнання: інформаційно-аналітичні інструменти, системи підтримки прийняття та реалізації управлінських рішень, спеціалізоване програмне забезпечення. На основі аналізу зазначено,*

*що така освітньо-професійна програма передбачає підготовку фахівців для роботи в органах виконавчої влади і органах місцевого самоврядування, громадських організаціях, здатних забезпечити соціально прийнятний рівень надання медичних та адміністративних послуг на засадах відкритості, прозорості, підзвітності, професіоналізму тощо в сучасних умовах та післявоєнний період. Окреслено можливість формування індивідуальної освітньої траєкторії яка реалізується, зокрема, через вільний вибір видів та форм здобуття освіти, закладів освіти і запропонованих ними освітніх програм, освітніх компонент (далі ОК) та рівня їх складності, методів і засобів навчання.*

**Ключові слова:** управління, адміністрування, механізми, регіональне управління, місцеве самоврядування, управління суспільними процесами, публічне управління системою охорони здоров'я, публічна служба, державне управління, державна служба, публічна політика, електронне врядування, механізми реалізації публічної політики, управління програмами, проектами, управління змінами та ризиками, впровадження інновацій.

**Problem statement.** The full-scale invasion by the Russian Federation on February 24, 2022, into the sovereign and independent territory of Ukraine underscored the critical importance of developing and implementing state policies for training qualified managerial personnel in the healthcare sector. In response, Ivan Franko Zhytomyr State University has developed, in 2024, an educational and professional program (EPP) titled "Public Management and Administration of the Healthcare System" at the second master's level. This program aims to prepare highly educated, nationally conscious, and well-rounded individuals capable of effectively managing healthcare organizations. It is grounded in the principles of freedom, dignity, rule of law, legality, and patriotism, supporting the building of a democratic and lawful state. Furthermore, it seeks to equip graduates to actively contribute to the victory over the Russian aggressor and participate in the subsequent reconstruction of Ukraine's medical infrastructure by fostering innovative thinking and the ability to address complex challenges within the healthcare sector.

This educational and professional program, along with its defined outcomes, equips students (future managers) with the following competencies:

- A solid understanding of both theoretical and practical principles in the development and analysis of public policy, as well as the foundations and technologies involved in managerial decision-making.

- The ability to solve complex public management and administration problems while adhering to legal requirements; identify legal conflicts and issues; and draft regulatory legal acts to address them.

- Knowledge of fundamental national security principles and the capability to prevent and neutralize challenges and threats to Ukraine's national interests within their professional scope.

- Proficiency in applying modern statistical methods, models, digital technologies, and specialized software to tackle complex public management and administrative tasks.

- The capacity to identify priority areas for implementing e-government initiatives and advancing e-democracy.

- Effective management of innovations, resources, risks, projects, changes, and quality by applying contemporary models, approaches, technologies, and international best practices in designing and reorganizing management and organizational structures.

- The ability to develop national and regional program documents for public administration development using systems analysis, a comprehensive approach, and teamwork methodologies.

- Strong communication skills, including the ability to argue positions effectively and utilize modern information and communication technologies in public administration, grounded in social responsibility, legal, and ethical standards.

- Competence in foreign language communication on professional topics, discussing public administration issues and research findings.

- The ability to represent public administration bodies and other public sector organizations, presenting their activities and results to both specialists and the general public.

- The skill to develop well-founded management decisions considering European and Euro-Atlantic integration goals, existing legislative, time, and

resource constraints, while assessing political, social, economic, and environmental impacts of various options.

- The capability to plan and conduct scientific and applied research in public management and administration, including problem analysis, goal setting, selection and application of theoretical and empirical research methods, result analysis, and formulation of sound conclusions.

**Analysis of recent research and publications.** Recent research and publications highlight significant contributions to the field of public administration in healthcare, sociology, economics, and the evaluation and monitoring of healthcare quality. Notable domestic and international scholars, including R. Stogdill, M. Bilinska, V. Knyazevich, I. Krynychna, N. Kryzyna, Z. Gladun, Yu. Kovbasyuk, L. Zhalilo, V. Horachuk, Idvall, Avetis Donabedian, Johnson, E. Deming, and U. Shuhart, have made substantial advancements. Furthermore, specialists such as S. Vovk, A. Voitenko, L. Gaevska, V. Karlova, A. Klochko, V. Kupriychuk, M. Kravchenko, N. Kryzyna, L. Melnychuk, R. Nebozhuk, O. Pukhkal, Ya. Radysh, and V. Yakobchuk, among others, have significantly contributed to the education of higher education specialists in public management and administration. They have also played a key role in developing educational and professional programs for bachelor's, master's, and Ph.D. levels.

**The purpose of the article** is to popularize the features and trends in the development of the educational and professional program in public management and healthcare administration at the second (master's) level of higher education at Ivan Franko Zhytomyr State University.

**Presentation of the main material.** Today, Ivan Franko Zhytomyr State University (hereinafter referred to as Zhytomyr State University) truly has the opportunity to provide high-quality training for healthcare management specialists who, in the process of acquiring professional competencies, will constantly be in touch with the field of professional activity, which necessitates the establishment of cooperation with employers and other interested parties (stakeholders), etc. [1].

Therefore, the educational and professional program "Public Management and

Administration of the Healthcare System" of the Master's degree in the field of knowledge 28 Public Management and Administration in the specialty 281 Public Management and Administration was developed by the working group of Ivan Franko Zhytomyr State University in 2024. The form of education is full-time (full-time) and part-time, the educational qualification is Master of Public Management and Administration, as well as the qualification is Master of Public Management and Administration.

The goal of the educational and professional program is to train highly qualified, competitive specialists in public management and administration for the healthcare system who are able to identify and solve socially significant problems and tasks in martial law and in the post-war period, effectively implement the professional functions of a civil servant in changing socio-economic conditions or in the process of training, and adapt to foreign policy and domestic changes [2].

The goals of the program are to form a highly educated, nationally conscious and harmoniously developed individual, capable of thinking independently and acting in accordance with the principles of freedom, dignity, honesty, responsibility, and patriotism for the development of an open democratic and humanistic society.

A distinctive feature of this educational and professional program is the involvement of professors and teaching staff who have held management positions in state authorities and local self-government bodies, including deputies of the Verkhovna Rada of Ukraine and local councils. Additionally, the program benefits from leading experts with extensive theoretical and practical teaching experience at the National Academy of Public Administration under the President of Ukraine (during its operation). This expertise ensures that the program content remains relevant, practice-oriented, and delivered at a high academic standard.

Furthermore, collaboration with government authorities and local administrations provides students with valuable opportunities for practical training within executive bodies and local governments. It also enables their participation



in local projects, programs, and other initiatives, primarily within the Zhytomyr region [3].

In addition to the theoretical acquisition of knowledge, future managers undergo professional training aimed at developing highly qualified and responsible specialists in public management and administration. These specialists are equipped to analyze, develop, and implement public and state policies, perform effective management functions in delivering administrative services within the healthcare sector, and actively contribute to innovative societal processes [4]. Their work supports the strengthening of democracy, the protection of constitutional human rights and freedoms, sustainable development aligned with global and European standards, as well as the socio-economic prosperity and social justice of Ukraine.

The educational and professional program "Public Management and Administration of the Healthcare System" emphasizes students' mastery of contemporary managerial decision-making methods and approaches to the efficient structuring and organization of government bodies and other public sector organizations. It focuses on techniques for ensuring and evaluating the effectiveness of their operations. The program also aims to develop professional competencies such as teamwork, leadership skills, effective work and personnel management, and motivation. Additionally, it fosters the development of practical skills essential for preparing students for executive roles and management positions across various industries, sectors, subsystems of public management and administration, territorial communities, and public organizations.

The educational and professional program "Public Management and Administration of the Health Care System" features a well-defined structure that corresponds to the subject area of specialty 281 "Public Management and Administration" [5]. It is designed to provide students with a solid foundation of both theoretical knowledge and practical skills necessary for managing and administering public sector organizations and institutions. The core of the program includes essential educational components covering topics such as the theory of

public management development, management of state healthcare programs with a focus on monitoring and evaluation, and the specifics of public administration and civil service within the healthcare system [6]. Additionally, the program addresses public practices related to social and humanitarian development, anticipatory healthcare management, and the economics and business dynamics of medical institutions. It also emphasizes human resources management, the psychological principles of effective management and mental health support, as well as the development of leadership potential among heads of medical institutions. Together, these elements ensure comprehensive preparation for future professionals to effectively lead and manage healthcare organizations [7].

The content of the educational and professional program comprehensively aligns with the theoretical content of the specialty's subject area, encompassing paradigms, laws, patterns, principles, and the historical context of management development [8]. It covers key management concepts such as systemic, situational, adaptive, anti-crisis, innovative, and project management, along with functions, methods, technologies, and decision-making processes relevant to the public and administrative sectors.

Academic disciplines within the mandatory component of the program, including "Methodology of Scientific Research," "Philosophy of Science," "Professional Communication in a Foreign Language," "Intellectual Property," and "Management of Medical Information and Digital Technologies in Healthcare," focus on the methodological foundation for research and forecasting trends in management development [9]. This aligns with your interest in healthcare management education, particularly the focus on decision-making. Furthermore, the mandatory educational components include various types of practical training, the completion of qualification work, and a unified state qualification exam, all directly related to specialty 281, "Public Management and Administration."

According to Article 53 of the Law of Ukraine "On Education," the formation of an individual educational trajectory is realized through the freedom to choose the types and forms of education, educational institutions and their



programs, educational components and their complexity levels, as well as learning methods and tools [10]. Applicants have the opportunity to shape their individual educational paths, which is regulated by several normative acts, including the Temporary Provision on the Organization of the Educational Process, the Provisions on the Procedure and Conditions for Choosing Academic Disciplines by Higher Education Applicants, the Procedure for Exercising the Right to Academic Mobility, rules on Training Students on an Individual Schedule, and the Procedure for Re-enrolling Educational Components and Determining Academic Differences [11]. These regulations collectively ensure that students can tailor their education to meet personal goals and needs while maintaining compliance with national educational standards and institutional policies. This flexibility aligns with recent legislative reforms aimed at enhancing the individualization and quality of higher education in Ukraine, allowing students to better plan their studies, recognize diverse learning outcomes, and adapt their educational experience to labor market demands and personal circumstances.

An individual educational trajectory is shaped by applicants through the selection of elective components that constitute at least 25% of the total ECTS credits, the development of a personalized curriculum, and the choice of a topic and scientific supervisor for their qualification work. It also involves the recognition of learning outcomes obtained from other higher education institutions and non-formal education, selection of industrial practice bases, participation in academic mobility programs, studying according to an individual schedule, and the option to take academic leave. Students' right to choose their subjects is guaranteed by the Regulations on the procedure and conditions for selecting subjects at Ivan Franko Zhytomyr State University. The study of elective components within the educational and professional program begins from the first year, allowing students to actively shape their educational paths from the outset.

Applicants exercise their right to choose elective components through a structured process. During the first month of study, they are informed about the procedures, timelines, and specifics of registration and group formation for elective

courses at the University. They are also acquainted with the list of elective academic disciplines available for study, both within their chosen educational and professional program (EPP) and from other programs. This information is provided via the University's official website and through meetings organized with representatives from deans' offices, directorates, and departments, typically during the odd semester of the academic year. Following this, groups for studying elective academic disciplines are formed based on applicants' selections. This process ensures that students can make informed choices and actively participate in shaping their individual educational trajectories.

The educational and professional program and curriculum include two types of internships, which are mandatory components totaling 9 ECTS credits. These internships are designed to develop the competencies essential for professional activities. Their organization and conduct are governed by the Regulations on internships for higher education students at Ivan Franko Zhytomyr State University.

Internships provide applicants with the opportunity to solidify both theoretical and practical knowledge acquired during their studies, improve specialty-specific skills, gain insight into the nature of their future professional roles, cultivate a habit of lifelong learning, and enhance their soft skills. The internship program is structured as a cross-curricular sequence, beginning with an educational internship in public administration during the first year, followed by a production internship in state authorities and local self-government bodies in the second year. This practical training is facilitated through partnerships and cooperation agreements with internship bases, ensuring that students receive relevant and hands-on experience aligned with their professional development in healthcare management [11].

The implementation of the educational and professional program fosters the development of essential social (soft) skills such as communication, leadership, creativity, teamwork, responsibility, the ability to perform under pressure, conflict resolution, time management, negotiation, and persuasion [12]. These skills are

cultivated through courses like Scientific Research Methodology, Philosophy of Science, Professional Communication in a Foreign Language, and Management of Medical Information and Digital Technologies in Healthcare.

The program further cultivates students' abilities in critical and self-critical thinking, stress resilience, a commitment to continuous learning and self-improvement, planning, leadership, independent judgment and decision-making, as well as conflict resolution. These competencies are integrated throughout all educational components outlined in the program. Additionally, the development of social skills is reinforced through active participation in scientific and practical conferences, seminars, round tables, problem-solving groups, and meetings with experienced managers as part of the "Invited Professors" projects. Together, these experiences prepare students to effectively navigate the complexities of professional healthcare environments, emphasizing leadership and sound decision-making.

**Conclusions.** The educational and professional program 281 "Public Management and Administration of the Healthcare System" at Ivan Franko Zhytomyr State University has promising development prospects in the coming years. This program equips students and future managers with the qualification of Master of Public Management and Administration, enabling them to effectively establish social interaction and cooperation, prevent and resolve conflicts, and organize the activities of public administration bodies and other public sector organizations. Graduates are trained to provide information and analytical support for management processes using modern information resources and technologies, including developing measures for implementing e-government across various public management areas.

They are also prepared to determine sustainable development indicators at all levels – national, regional, local, and organizational – and to represent public administration bodies in relations with state authorities, local governments, public associations, enterprises, institutions, organizations, and citizens, establishing effective communication channels. Their professional activities consider the

national security needs of Ukraine, and they are capable of independently preparing draft regulatory legal acts, analytical reports, proposals, and expert assessments of legal documents at different levels of public management.

Moreover, graduates can develop strategic documents for socio-economic system development at various administrative levels, conduct scientific research in public management and administration, and make informed management decisions that take into account European and Euro-Atlantic integration issues. This comprehensive training aligns with the growing demands of healthcare management and public administration, emphasizing decision-making and leadership skills crucial for effective governance.

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