

**Conceptual basics of managing the development of relations with stakeholders in the field of medical services****Tamara Merkulova\***

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**Abstract.** The relevance of the research topic lies in the need to find effective ways to optimize the activities of enterprises in the field of medical services based on improving their interaction with all stakeholders, organizations and institutions in the health care industry, which is a critical infrastructure. The main goal of the study was to substantiate the conceptual foundations of managing relationships with stakeholders at medical enterprises. At the same time, the state of the social and economic sphere of Ukraine in 2022-2023 and the main goals of sustainable development were taken into account. The following methods of acquiring scientific knowledge were used in the work: logical generalization, comparative analysis, content analysis, desk research. The list of problems and contradictions in the health care system of Ukraine which require improvement of approaches to managing interaction with stakeholders in the field of medical services, is substantiated. The principles of managing interaction with stakeholders at medical service enterprises are defined. Three groups of principles are proposed, which take into account, firstly, the need to manage the quality of medical services, secondly, the current political and socio-economic situation in Ukraine, and, thirdly, the goals of sustainable development. An improved list of functions of managing relations with stakeholders of enterprises in the field of medical services is proposed, which includes both justification of the specifics of general functions and justification of the list of specific functions. The list and interrelationships between the elements of the concept of managing relationships with stakeholders in the medical services industry are substantiated, including a set of hypotheses and basic provisions of the concept. The developed concept of managing relationships with stakeholders of enterprises in the field of medical services allows to implement a comprehensive and systematic approach to improving interaction between all participants and representatives of this industry and increasing the efficiency of its functioning in modern conditions

**Keywords:** stakeholder theory; healthcare industry; principles of stakeholder management; functions of stakeholder management; sustainable development

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## ● INTRODUCTION

An important role in the process of managing the adaptation of the healthcare industry to functioning in crisis conditions is played by the effective and coordinated interaction of enterprises with all participants in this industry, and first of all, with stakeholders. It is the speed and effectiveness of such interaction, as well as the established logistics, that are crucial today for patients, enterprises and the country as a whole. Problems of relations with stakeholders were considered in many classic and modern scientific works. In a number of studies, special attention is paid to the descriptive, instrumental and normative approaches of stakeholder theory. Modern studies focus on various aspects of interaction with stakeholders. Ethical and social aspects of doing business, based on interaction with stakeholders, were considered by K.J.P. Quintelier *et al.* (2021). This work highlighted the problems of humanizing business stakeholders and provided evidence that by treating them with respect and taking into account not only financial, but also moral obligations to them, business will receive additional benefits. However, the authors of this study note that it has certain limitations, since the experiments conducted in it do not cover all possible options for the reactions of the respondents to the attitude of business to stakeholders, and therefore, further systematization and deepening of similar studies is necessary. C. D'Souza *et al.* (2022) studied the influence of primary and secondary stakeholders on social and environmental responsibility of enterprises. The advantage of this work is that structural equation modelling, that is, specific quantitative methods were used to substantiate the results. The results detail the prospects for the development of the stakeholder theory, but the problem of clear understanding of the principles of assigning stakeholders to one or another group, and therefore, more systematic understanding of the general algorithm of such classification, remain partly unresolved.

In recent years, scientists have significantly deepened and expanded research within the framework of stakeholder theory and these studies touched various fields of activity, including the health care industry. The work of L. Kaporiri & D.S. Razavi (2021) substantiated the influence of stakeholders on determining the priorities of health care policy and highlighted the most priority and significant stakeholders for this industry. The limitation of the proposed approach is the lack of a strong theoretical foundation. The authors emphasize that the conclusions are not universal and cannot be widely applied to different levels of management. It is appropriate to develop fundamental principles for managing interaction with stakeholders, which is provided by this research. A certain impetus for an in-depth study of the problems of interaction with stakeholders in the medical field was due to the coronavirus pandemic in 2020-2022. This has not gone unnoticed by modern researchers. G. Bel & M. Esteve (2020) highlighted the question of whether private medical institutions can surpass the system of public medical institutions in the provision of medical services. The authors note that the advantage of the public health care sector is the possibility of providing cheaper medical services, which, in the long run, ensures a higher level of efficiency. The evidence presented in this work once again proves the importance of

public and private partnerships between stakeholders in the field of health services.

The principles of management and involvement of stakeholders in the field of medical services are covered in the recommendations and standards of the Patient-Centered Outcomes Research Institute (2022) and Principles and guidelines for governance in hospitals (2014). A number of modern works are dedicated to improving the quality of medical services due to co-design and co-production of medical services and creation of a common space for interaction of stakeholders. B. Ku & E. Lupton (2022) in their work emphasized the principles and methods of joint formation of an effective space for providing medical care, as well as practical applications from the health care industry. However, the authors did not pay attention to the theoretical foundations of joint construction of design thinking with stakeholders. This work is aimed at filling in such gaps and forming the conceptual basis of interaction with stakeholders in medicine. The works of M.A. Sujan *et al.* (2022), A. Garcia-Perez *et al.* (2023) devoted to the issues of connection of the quality of medical information and successful interaction of enterprises in the field of medical services with stakeholders, mainly consider the role of stakeholder management in the organization of information flows in health care. Each new wave of research actualizes various issues that are urgent for certain conditions and trends in the development of enterprises, industries, countries, etc.

Despite the presence of certain developments regarding relations with stakeholders of enterprises in the field of medical services, this direction remains insufficiently widely covered, and the works require systematization and generalization in the form of the development of a conceptual basis. The purpose of the study was to develop the concept of managing relations with stakeholders of medical services enterprises, taking into account the goals of sustainable development and the situation in Ukraine as of 2023. To achieve this goal, the following tasks were set in the work: to identify problems and contradictions in the field of providing medical services in Ukraine in modern conditions in connection with the types of stakeholders affected by these or other problems; to systematize theoretical approaches to managing relationships with stakeholders and to develop relevant management principles and functions; to substantiate the elements of the concept of managing relationships with stakeholders, including the hypotheses and provisions of this concept.

## ● MATERIALS AND METHODS

The development of the concept of managing relationships with stakeholders at enterprises in the field of medical services was carried out in several stages. At each of them, certain methods of scientific research were used, which together make up the general methodology of this work. In general, the method of desk research, methods of logical generalization, comparative analysis and content analysis were applied. At the first stage of the research, the reports of the State Statistics Service of Ukraine (2023), Project of the strategy for the development of the health care system in Ukraine until 2030 (2023), as well as the current data on the emergency state of the health care system in Ukraine, were used as initial data, which are given in regular reports

and reports of the World Health Organization (Ukraine emergency..., 2023). To analyse and systematize information and data regarding the most acute problems faced by enterprises in the field of medical services and their stakeholders, which affect the management of relations with them, the method of logical generalization was used, which made it possible to compare the list of problems and contradictions with the list of key stakeholders who are most affected by these problems. At the second stage of the research, methods of comparative analysis and content analysis were used in order to substantiate the theoretical basis of the concept of managing relationships with stakeholders in the medical services industry and to find common provisions and areas of intersection of the theory of stakeholders with the concepts of socially responsible management and P4 medicine and with the theories of organizational behaviour, knowledge management, decision-making, sustainable development, intellectual capital, self-developing systems (by the theory of synergy). The main results regarding the development of a theoretical basis for managing relations with stakeholders of enterprises in the field of medical services were published in the work of O. Potii (2022). At the third stage of the research, normative documents and international recommendations on the principles and standards of stakeholder engagement, namely, the AA1000 stakeholder engagement standard (2015) and Principles to guide health system recovery and transformation in Ukraine (2022), were used as initial information materials. In order to substantiate the main principles of managing relations with stakeholders, the method of desk research and the method of logical generalization were used. At the fourth stage, the methods of desk research and comparative analysis were used to systematize scientific approaches to the interpretation of the function of managing relationships with stakeholders. The information

base of the study was made up of modern scientific works of researchers N.J.E van Vooren *et al.* (2020) and B. Ku & E. Lupton (2022). At the fifth stage, the methods of logical generalization, comparative analysis, and content analysis were used to build hypotheses and justify the concept of managing relationships with stakeholders in the medical services industry.

## ● RESULTS AND DISCUSSION

The development of the concept of managing relationships with stakeholders at enterprises in the field of medical services involves the need to formulate its purpose and theoretical provisions on the basis of proposed and tested hypotheses, as well as to determine the key principles and functions of such management together with the justification of the theoretical basis of the concept. An important component of this concept is the development of a methodological basis for managing relationships with stakeholders as a tool for its implementation. It is advisable to sequentially consider all the listed elements of this concept. When considering the purpose of this concept, it should be noted that it consists in substantiating the theoretical and methodological foundations, as well as a practical toolkit for managing relationships with stakeholders of enterprises in the field of medical services in order to solve the problems and contradictions faced by the latter in crisis conditions of uncertainty and taking into account the goals of sustainable development. The list of problems faced by enterprises in the field of medical services when interacting with stakeholders was formed, based on the analysis of sources (Principles to guide health system..., 2022; Ukraine emergency..., 2023). Table 1 systematizes the indicated problems and contradictions affecting the management of relationships with stakeholders and their connection with the types of the latter.

**Table 1.** The main problems and contradictions affecting the management of relations with stakeholders of enterprises in the field of medical services

The essence of the problem	Which stakeholders are most affected by this problem
A significant lack of the material and technical base due to destruction and military operations with a sharp increase in the need for medical assistance, especially for certain types of it (emergency, urgent, etc.).	Management, medical staff, shareholders and owners, patients, local authorities, Ministry of Health.
A decrease in the investment attractiveness of projects related to the reconstruction of structures and buildings in connection with increased risks due to military actions and the growing need for such projects.	Shareholders and owners of medical businesses, local authorities, patients.
Imperfect legislative and regulatory basis for working in wartime conditions and for rapid interaction with humanitarian organizations. The mechanisms of control over the movement of humanitarian aid need to be refined. At the same time, the number of humanitarian organizations of various formats has increased.	Heads of enterprises in the field of medical services, humanitarian headquarters and volunteer organizations, public organizations, the Ministry of Health, local authorities and communities.
Shortage of medical personnel as a result of their outflow from medical institutions with increased demand for qualified medical specialists of a certain specialty.	Managers of enterprises in the field of medical services, owners of medical businesses, patients.
A sharp reduction in non-medical staff, especially in private health care facilities, which leads to a decrease in the efficiency of business processes as a whole.	Patients, managers of enterprises in the field of medical services, employees of enterprises in the field of medical services (doctors, middle and junior medical staff, administrative staff).
The ties between medical educational institutions and practice bases, which formally remained, were de facto severed due to the impossibility of conducting practical classes in some regions of Ukraine because of military actions and the impossibility for students to be in these regions. Many classes that used to be held in clinics are now held online.	Medical educational institutions, students and entrants of medical educational institutions, enterprises in the field of medical services, patients.

Table 1, Continued

The essence of the problem	Which stakeholders are most affected by this problem
The change in the priority of medical services necessitates the revision of medical guarantees programs. A sharp shift in emphasis from planned to emergency medical care requires a review of funding priorities.	The Ministry of Health, central and local authorities, insurance companies, patients and their relatives, companies in the field of medical services.
Uneven load on institutions of the health care system in the regions of Ukraine.	The Ministry of Health, central and local authorities, territorial communities, patients, enterprises in the field of medical services.
As a result of the hostilities, many businesses that before the war implemented health insurance programs and other social packages to support the health of employees, at the moment do not finance such programs or have ceased operations altogether, which has led to a sharp reduction in customer service within health insurance programs.	Insurance companies, patients and their relatives, companies in the field of medical services.
Limited technical capabilities for the urgent entry of patient data into the electronic health care system due to the lack of light, communication and other circumstances.	The Ministry of Health, central and local authorities, territorial communities, patients, enterprises in the field of medical services.
Failure of outsourcing companies to fulfil their obligations to hospitals regarding the provision of catering services, transportation, etc.	Patients, companies in the field of medical services.

**Source:** developed by the authors based on the data of Principles to guide health system recovery and transformation in Ukraine (2022), Ukraine emergency – Situation reports (2023)

To solve most of these problems and contradictions, some issues have been settled at the macroeconomic level by the Ministry of Health and approved by the relevant regulatory acts (Resolution of the Cabinet of Ministers..., 2022), but new problems arise every day. The adopted and updated Program of Medical Guarantees envisaged both new packages of medical services, taking into account the state of war, which include rehabilitation services and the expansion of psychological support for the population (The Ministry of Health..., 2022). International organizations also play a significant role in solving these problems. An example of such joint work is the priorities in the restoration of the Ukrainian health care system developed by the Ministry of Health together with the World Bank within the framework of the project “Strengthening the health care system and saving life (HEAL Ukraine)”, including: professional training of specialists to expand services to support the mental health of the population, improving the work of multi-functional teams for the organization of aid and rehabilitation, including the de-occupied territories, increasing the number and quality of equipment for rehabilitation centres, reconstruction of medical facilities, and others (The Ministry of Health..., 2022).

The most important issue today is not only the solution of the problems which arise, but also the development

of a proactive system of managing relationships with stakeholders, which will allow to quickly rearrange priorities and flexibly respond to constant changes in the external environment in crisis conditions. For this, it is important to take into account the theoretical and practical aspects of interaction with stakeholders. The theoretical basis of such interaction is the theory of stakeholders. In addition to this theory, the following theories and concepts play a significant role: theories of intellectual capital, knowledge management, organizational behaviour, decision-making, sustainable development, strategic management, synergistic theory, as well as concepts of socially responsible management and P4 medicine. The relationship between all these theories and their importance as a basis for the concept of managing relationships with stakeholders are carefully explained in the work of O. Potii (2022). To further define the components of the concept, it is advisable to consider the main principles of management, involvement and interaction with stakeholders. These principles in a general form, without taking into account the specifics of the field, are given in various works of academic economists, as well as in guidelines offered by research centres, practically oriented standards, etc. Table 2 shows the results of logical generalization of scientific approaches to distinguish the principles of stakeholder involvement in the field of medical services.

**Table 2.** Principles of involvement and management of relationships with stakeholders in the field of medical services

Author or source	The essence of the principles
Patient-Centered Outcomes Research Institute (2022)	Mutual relations and clarity of roles and powers of stakeholders. Coeducation. Trust, honesty and transparency. Partnership.
Principles and guidelines for governance in hospitals (2014)	Coordination of clinical process management practices and corporate management practices. Effective structure of the board of directors of a medical institution for the possibility of making coordinated management decisions. Systematic audit, control and risk management with appropriate policies, structures and procedures. Compliance with responsibility, ethics and exclusivity, taking into account the specifics of the enterprise and the environment. Transparency and prevention of unethical practices when interacting with stakeholders.

Table 2, Continued

Author or source	The essence of the principles
N.J.E. van Vooren <i>et al.</i> (2020)	A shared vision of public health management. Mutual understanding of norms, values and roles of all system participants and building trust between them. Accountability and shared responsibility for both successes and risks. Political support for regional agreements in the field of health care. Alignment of financial incentives with system goals. Training at organizational and regional levels. Involvement of communities and study of their needs regarding medical services. Representation of stakeholders and management to promote the development of the health system and the well-being of the population.
B. Ku & E. Lupton (2022)	Human-centeredness: empathy, co-development and social factors. Creative worldview: correct questioning, visualization, prototyping and storytelling.

**Source:** systematized by the authors

Based on the above table, it is advisable to focus on those principles which correspond to the field of medical services as much as possible. An important role in determining the principles of managing relations with stakeholders in modern conditions is played by the goals of sustainable development and recommendations developed by international organizations regarding the restoration of the health care system in Ukraine. The goals of sustainable development, adopted at the summit of the 70<sup>th</sup> session of the UN General Assembly in 2015 (Transforming our world..., 2015), should be taken into account when determining the principles of managing relationships with stakeholders. Within the scope of this study, the following goals deserve special attention: No. 3 (good health and well-being), No. 4 (quality education), No. 9 (industry, innovations and infrastructure), No. 10 (reduction of inequality), No. 16 (peace, justice and strong institutions) and No. 17 (partnership for sustainable development). Other objectives are also relevant to the development of partnerships in the process of managing interactions with stakeholders in the field of health services, but the ones listed are directly related to this problem. Taking into account the goals of sustainable development and the current situation, the WHO (World Health Organization) developed Principles to guide health system recovery and transformation in Ukraine (2022), the list of which is as follows: patient-centricity (orientation on people); equality and financial protection; resilience (stability); efficiency and stability; accountability. The basis for choosing a list of principles for managing relationships with stakeholders of medical services enterprises in modern conditions in Ukraine is: firstly, the specificity and state of this industry in Ukraine, taking into account the impact of the consequences of the corona virus pandemic and military operations; secondly, the general principles of managing interaction with stakeholders and their involvement, as well as existing developments regarding the principles of stakeholder involvement in the medical field; thirdly, the goals of sustainable development approved at the global level and the recommendations of international organizations (WHO and others) regarding the reconstruction of the Ukrainian health care system.

In this work, it is proposed to single out three groups of such principles, taking into account the urgent and most important directions of managing relations with stakeholders: the first group are principles that support ensuring the quality of medical services, which is the main priority of any enterprise in this industry; the second group are

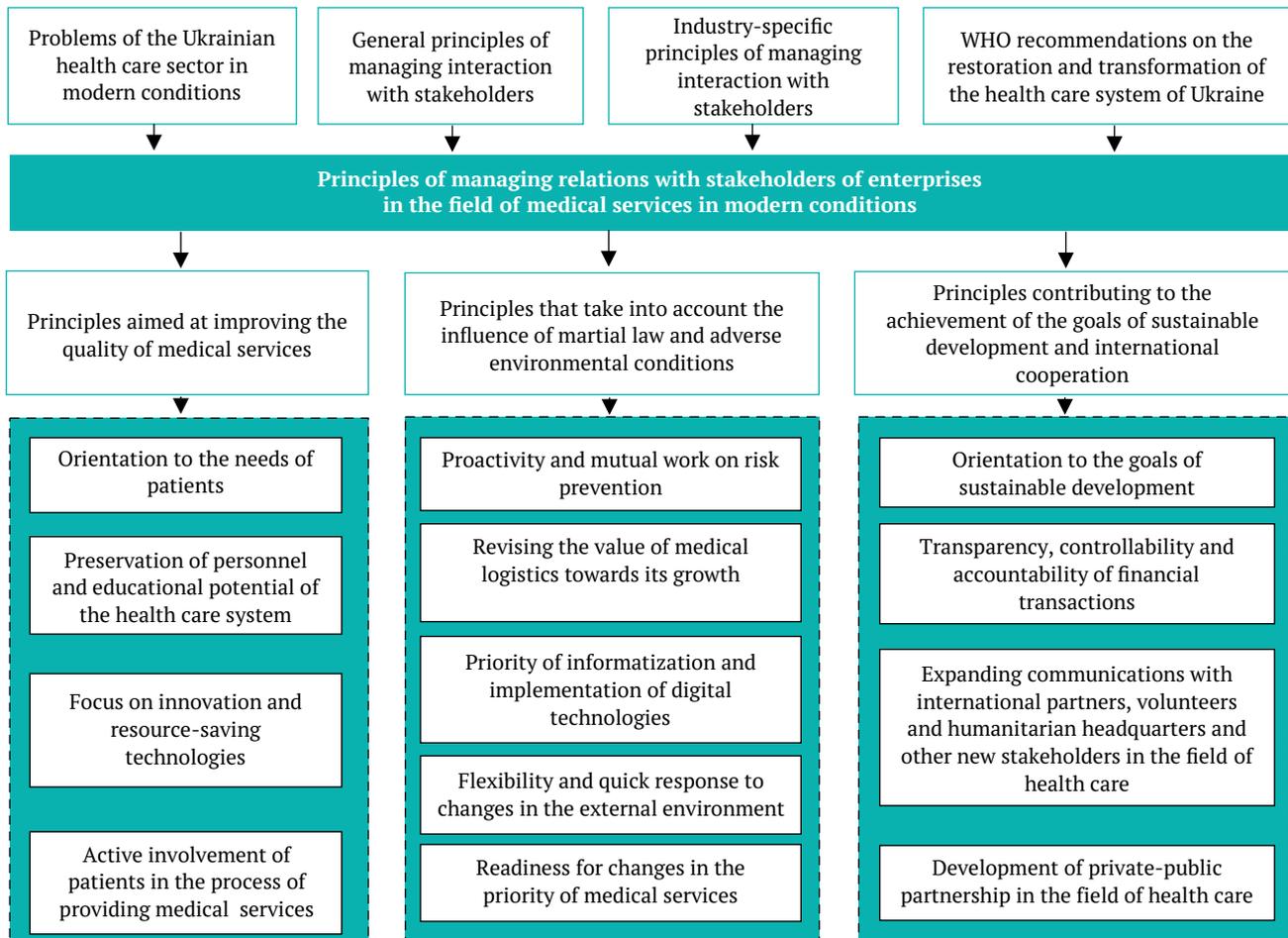
principles aimed at restructuring approaches to managing relationships with stakeholders, taking into account modern conditions and martial law, in which enterprises in the field of medical services have to work; the third group are principles that ensure the achievement of the goals of sustainable development and focus on international cooperation in the field of medical service, since for Ukraine, at the moment, it is extremely important to get support from international partners, stakeholders who take an active part in the reconstruction of the entire health care system, both through direct humanitarian aid and by developing recommendations for enterprises in the field of medical services. Figure 1 shows the main principles of managing interaction with stakeholders of enterprises in the field of medical services in modern conditions.

In addition to the proposed principles for substantiating the concept of managing relations with stakeholders, it is advisable to consider the functions of the latter for enterprises in the field of medical services. Such functions include: firstly, the general functions of management, which are widely known, namely, the functions of organization, motivation, planning and control. At the same time, it is advisable to consider these functions precisely in connection with stakeholder management and its features; secondly, functions determined by the specifics of enterprises in the field of medical services. These functions relate to the quality and process of providing medical services, they are partially reflected in various scientific works, but require further generalization and systematization. The stakeholder approach in the field of medical services within the framework of the considered concept transforms the essence of general management functions.

The content of the planning function is the need to form the goal and strategy of the enterprise in the field of medical services, taking into account the interests of stakeholders in health care, planning measures for the active involvement of stakeholders to promote the activities of enterprises and measures to influence internal and external stakeholders in order to achieve the goals of the enterprise. The function of the organization is embodied in the coordination of the actions of the company's stakeholders in the field of medical services, the coordination of their meetings and the fair distribution of both benefits and risks from the company's activities among stakeholders, generalization and search for common areas of intersection of stakeholders' interests. The motivation function is implemented in influencing internal and external stakeholders

in order to attract them to participate in the activities of the enterprise in the field of medical services. Control as a general function of management is embodied in the measurement of the influence of stakeholders on the results of the enterprise in the field of medical services, the assessment of various types of influence from the point of view of social, economic, psychological, environmental and other types of effects, the implementation of constant feedback

with stakeholders and the assessment of their attitude to the company's activities. In addition to the listed general functions, it is advisable to consider the specific functions of managing relations with stakeholders in the field of medical services, which are due to the peculiarities of the latter. Such functions were considered in various works of researchers, but their list needs systematization, which is given in Table 3.



**Figure 1.** Principles of managing relationships with stakeholders of enterprises in the field of medical services in modern conditions

Source: compiled by the authors

**Table 3.** Specific functions of managing relationships with stakeholders at enterprises in the medical services industry

Description of the essence of a specific function	Authors of works that mentioned the function
<b>Improving the quality of medical services</b>	
The active participation of patients in the process of production of medical services helps to take into account their needs and improve both the clinical and service components (co-design and co-production of medical services), a common space is created to take into account differences in the perception of the quality of medical services by different types of stakeholders.	S.J. Williams & L. Caley (2020) S.M. Kearney et al. (2021) A.C. Stolk-Vos et al. (2022)
<b>Promoting the development of innovations at an enterprise and in the medical field</b>	
Joint participation in the organization of the provision of medical services together with medical workers of such stakeholders as IT specialists and companies, pharmaceutical companies, manufacturers of medical equipment and medical goods and other representatives of business closely related or related to the field of health care contributes to the development of these businesses and to the emergence of new solutions that clinics, hospitals, and medical centres need.	C. Gjellebæk et al. (2020) M. Segarra-Oña et al. (2020) G.J. Miller (2022) F. Santarsiero et al. (2023)
<b>Increasing the added value of medical services</b>	

Table 3, Continued

Description of the essence of a specific function	Authors of works that mentioned the function
The direct or indirect participation of stakeholders in the organization of internal business processes at an enterprise in the field of medical services will contribute to increasing the added value of these services due to the experience of both external and internal stakeholders.	F. Schiavone <i>et al.</i> (2021) R. Spanò <i>et al.</i> (2023)
<b>Increasing intellectual potential both at the level of an enterprise and at the level of the medical field</b>	
Interaction with medical educational institutions, as well as with institutions, organizations and other stakeholders that ensure the improvement of the qualifications of medical workers, contributes to the increase of intellectual capital, the formation of a personnel professional reserve and the training of medical specialists of a new generation.	J.L. Newlon <i>et al.</i> (2023)
<b>Increasing the efficiency of the process of providing medical services</b>	
Based on the involvement of stakeholders in the analysis of the process of providing medical services, it is possible to significantly reduce unnecessary costs and obtain a synergistic effect from the joint participation of stakeholders in improving management approaches in the medical services industry, to optimize the use of resources, and to invent more effective ways of organizing activities.	M. Dionisio <i>et al.</i> (2023)
<b>Ensuring the quality of medical information and the efficiency of its use</b>	
The involvement of IT specialists and specialists in the processing of large databases as stakeholders, the use of modern information technologies, the coordination of the exchange of relevant information between stakeholders, including other medical institutions and diagnostic laboratories, provides an opportunity to make a diagnosis in a timely manner and to guarantee the safety of storing personal data of patients.	M.A. Sujan <i>et al.</i> (2022) A. Garcia-Perez <i>et al.</i> (2023)
<b>Promotion of sustainable development of enterprises in the field of medical services</b>	
Orientation to the principles of social responsibility, along with other principles presented in this work, contributes to sustainable development, which, in the conditions of military operations and the unpredictable influence of external factors, is becoming even more important today for Ukrainian enterprises in the field of medical services.	A. Pereno & D. Eriksson (2020) L.D. Breeman <i>et al.</i> (2021) O.A. Chukwu & C.C. Nnogo (2022)

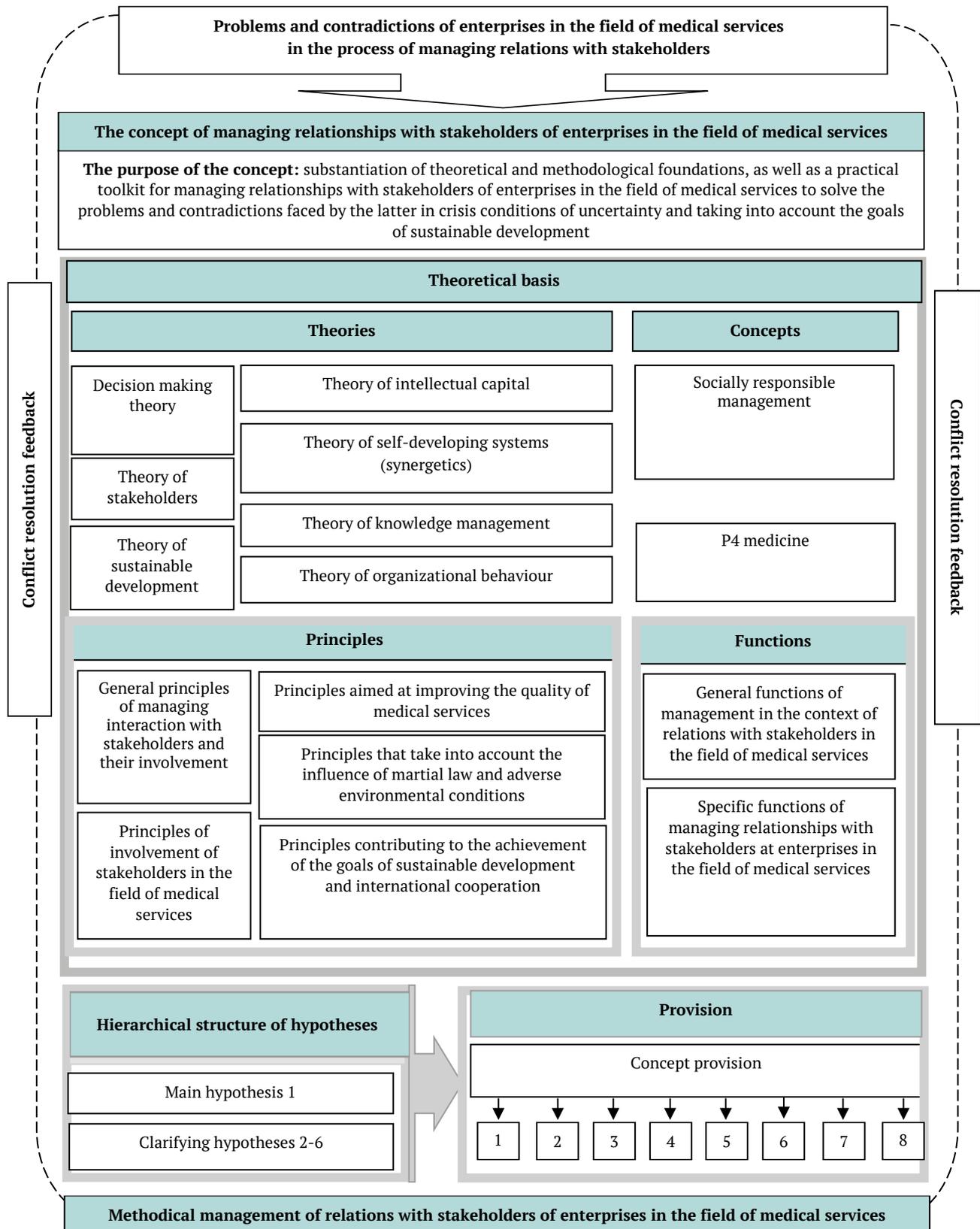
Source: developed by the authors

After defining the key principles and functions of managing relations with stakeholders of medical services enterprises, it is advisable to consider the set of hypotheses and theoretical propositions that form the basis of the above concept, and to single out the main and clarifying hypotheses. Hypothesis 1 (main): about the integration of relations with stakeholders into the general management system of enterprises in the field of medical services on an ongoing basis, which will contribute to ensuring the quality of the latter, a proactive and flexible approach to strategic planning and sustainable development in conditions of uncertainty, global changes and military actions. Hypothesis 2 (clarifying): about the impact of socio-psychological factors, the pandemic and military operations in Ukraine on the transformation of approaches to managing relationships with stakeholders in the medical services industry, taking into account the goals of sustainable development. Hypothesis 3 (clarifying): on the increase of intellectual capital and the level of qualification of employees of the medical services industry as a result of improving the management of relationships with stakeholders. Hypothesis 4 (clarifying) about the influence of information and communication technologies and partnership relations with IT companies on the improvement of management business processes at enterprises in the field of medical services. Hypothesis 5 (clarifying): about improving the quality of medical services of enterprises due to the service component, patient orientation and partnership relations with stakeholders in the field of health care. Hypothesis 6 (clarifying): about increasing the flexibility and proactivity of management and the emergence of synergistic effects as a result of a systemic approach to relations with stakeholders of medical services enterprises. The presented hypotheses, in turn, form the

basis for the formulation of the key provisions of the concept of managing relationships with stakeholders of enterprises in the field of medical services. To justify these provisions, it is advisable to take into account both the theoretical and practical basis on which the management of relations with stakeholders is based, and which makes it possible to formulate the provisions of the concept which are given below.

Provisions: (1) regarding the need to involve stakeholders and develop approaches to managing relationships with them at enterprises in the field of medical services to ensure the sustainable development of the latter in modern conditions; (2) regarding the peculiarities of the principles and functions of managing relations with stakeholders in the field of medical services; (3) regarding the formation of intellectual capital of enterprises in the field of medical services, based on integration relations with stakeholders and management of mutual relations with them; (4) regarding the development of business processes of an enterprise in the field of medical services based on the management of relationships with stakeholders; (5) regarding the improvement of the quality of medical services based on the involvement of stakeholders; (6) regarding the role and structure of stakeholders in the medical services industry in conditions of uncertainty; (7) regarding the synergistic effect of proactive management of relations with stakeholders on the activities of the enterprise in the field of medical services and directions for its improvement; (8) regarding the improvement of the management of relations with stakeholders of the medical services industry based on a comprehensive methodological approach, which is based on the methodological foundations of the theories of stakeholders and sustainable development, as well as specific methods and approaches

to the management of enterprises of the medical services industry. Figure 2 shows the structural elements of the concept of managing relationships with stakeholders at enterprises in the field of medical services.



**Figure 2.** Constituent elements of the concept of managing relationships with stakeholders of enterprises in the field of medical services

Source: developed by the authors

The features of the proposed concept are the combination of the principles of stakeholder theory with the specifics of management of enterprises in the field of medical services based on a systemic approach and taking into account the state of the Ukrainian health care system and the goals of sustainable development. As points of discussion, the approaches to distinguishing the principles discussed above should be compared. A number of scientists consider the principles of stakeholder involvement while other works highlight the principles of management of stakeholders or the principles of stakeholder management, and the principles of interaction with stakeholders. For this study, it is important to determine the difference between these groups of principles. In addition to scientific developments, the practical and internationally approved AA1000 stakeholder engagement standard (2015) lists the principles of stakeholder engagement. A separate group of studies is made up of those that highlight the peculiarities of the principles of involvement of stakeholders in the medical services industry, including N.J.E. van Vooren *et al.* (2020), B. Ku & E. Lupton (2022).

The principles developed in this study differ, firstly, in that they summarize existing approaches under the category of principles of managing relationships with stakeholders in the field of medical services, and, secondly, they are combined into three groups that reflect the most relevant trends in this industry, namely: improving the quality of medical services, the influence of martial law and adverse environmental conditions on health care enterprises, and achieving the goals of sustainable development and international cooperation. An active discussion in the scientific literature is also observed, regarding the functions of managing relations with stakeholders in the field of medical services. The problem is that in many works these or other functions are not clearly called functions, but are considered as control elements or additional effects, etc., although they are specific functions of managing relations with stakeholders. Among such works, it is appropriate to single out the work of S.J. Williams & L. Caley (2020), which explores the role of co-production and co-design in improving the quality of healthcare services. In essence, the basis of co-production and co-design is precisely the involvement of stakeholders in the process of management and decision-making regarding the provision of medical services. A similar question, but from the other side, was revealed by A.C. Stolk-Vos *et al.* (2022), who investigated whether patients and other stakeholders perceive the quality of medical services in the same way. Research by S.M. Kearney *et al.* (2021) is dedicated to the role of stakeholders in ensuring transparency and quantitative and qualitative performance of enterprises in the field of medical services, as well as in the implementation of integrated patient-oriented medical care. The cited works, in one way or another, raise the issue of the influence of interaction with stakeholders on improving the quality of medical services, and therefore confirm the feasibility of allocating the appropriate specific management function, which was done in this scientific study.

In his work, F. Santarsiero *et al.* (2023) considered the interaction with stakeholders in medicine through the lens of creating innovation laboratories. As a conclusion, scientists emphasize the positive impact of such laboratories on the development of digital innovations. However, the role

of different categories of stakeholders in the creation of such laboratories is not given special attention. Therefore, the issue of defining key stakeholders in this process is debatable. M. Segarra-Oña *et al.* (2020) provide arguments for the promotion of stakeholders in the development of innovations in medical enterprises. In this work, the influence of stakeholders on the development of innovations in the enterprises of the medical industry is determined, and also the emphasis is placed on the implementation of interaction models aimed at the joint creation of value. The authors of the study acknowledge as a limitation that it was not possible to examine the relationship between innovation and satisfaction of the end user of healthcare services. Integration of the results obtained in their research with the concept of P4 medicine and other related theories would allow to solve this issue. The works of F. Schiavone *et al.* (2021), R. Spanò *et al.* (2023) testify in favour of increasing the added value of medical services due to the interaction of the enterprise with stakeholders.

A discussion of the role of such stakeholders as medical educational institutions in increasing the intellectual potential of healthcare enterprises is given in the study of J.L. Newlon *et al.* (2023). M. Dionisio *et al.* (2023) in their work provide evidence regarding the expediency of isolating such functions of managing relations with stakeholders as improvement of the efficiency of the process of providing medical services, and A. Garcia-Perez *et al.* (2023) and M.A. Sujan *et al.* (2022) also provide evidence regarding the quality assurance of medical information. A. Pereno & D. Eriksson (2020), considered a systemic approach to the organization of health care on the basis of sustainable development in the context of three main directions, such as sustaining, disruptive and transformational innovations. This work also highlights strategies for the transition to sustainable development in the field of health care, which are based on cooperation, innovation and information. The conclusions of the mentioned work contain recommendations for the involvement of stakeholders outside the health care system. However, a limitation to the implementation of the results is that they can be applied only to countries that pay the necessary attention to the problems of sustainable development in health care. The authors note that without this condition, the implementation of the results is debatable.

The question of whether all the listed impacts and effects that are the result of interaction with stakeholders can be called functions is debatable. According to the generally accepted interpretation of functions as stable and regular actions of the management subject, which lead to the achievement of management goals, this paper maintains the point of view that the listed aspects can be systematized and classified as specific functions of managing relations with stakeholders of the medical services industry. Thus, the problems of managing relations with stakeholders in the field of medical services are considered in modern works, but they are covered mainly in fragments and require systematization and the development of a comprehensive conceptual approach.

## ● CONCLUSION

The peculiarity of the approach proposed in the work consists in the systematization of different points of view not only of economists, but also of specialists in the medical

field and the substantiation of the theoretical background and a clear list of principles and functions of managing relationships with stakeholders of medical service enterprises. The hypotheses and theoretical propositions formulated in the article are linked into a single system and aimed at achieving the main goal of the concept. The main results of the study are: a list of problems and contradictions relevant for the Ukrainian health care system as of 2023, which determine the need to improve the conceptual principles of managing relationships with stakeholders of medical services enterprises. The principles of managing relationships with stakeholders at enterprises in the field of medical services are substantiated and three groups of such principles are proposed: those aimed at improving the quality of medical services, those that take into account the influence of martial law and adverse environmental conditions and those that contribute to the achievement of the goals of sustainable development and international cooperation. The system of hypotheses and provisions of the concept of managing relationships with stakeholders of medical services enterprises was also substantiated. The article systematizes approaches to defining the functions of managing relations with stakeholders at enterprises in the field of medical services and distinguishes two types of such functions – general and specific.

The scientific novelty of the research lies in the fact that for the first time the concept of managing relationships with stakeholders of medical services enterprises is proposed, taking into account the current state of the healthcare system in Ukraine, the specifics of this industry, the recommendations of international organizations regarding its restoration, as well as the goals of sustainable development. The main achievement of the work is that, for the first time, a holistic concept of managing relations with stakeholders in the field of medical services has been developed, based on the generalization and systematization of various scientific works which only partially reflect certain aspects of this problem. Prospective areas of further research are the systematization of methodological approaches to the management of relationships with stakeholders in the medical services industry and the substantiation of the methodological basis of the developed concept, taking into account modern standards and goals of sustainable development.

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#### ● CONFLICT OF INTEREST

None.

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## Концептуальні засади управління розвитком взаємовідносин зі стейкхолдерами в галузі медичних послуг

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**Анотація.** Актуальність теми дослідження полягає в необхідності пошуку ефективних шляхів оптимізації діяльності підприємств галузі медичних послуг на основі удосконалення їх взаємодії з усіма зацікавленими сторонами, організаціями та установами галузі охорони здоров'я, яка відноситься до критичної інфраструктури. Головною метою дослідження було обґрунтування концептуальних основ управління взаємовідносинами зі стейкхолдерами на підприємствах медичної галузі. При цьому було враховано стан соціальної та економічної сфери України у 2022-2023 роках та основні цілі сталого розвитку. У роботі використано такі методи наукового пізнання: логічного узагальнення, порівняльний аналіз, контент-аналіз, кабінетні дослідження. Обґрунтовано перелік проблем та суперечностей у системі охорони здоров'я України, що вимагають удосконалення підходів до управління взаємодією зі стейкхолдерами в галузі медичних послуг. Визначено принципи управління взаємодією зі стейкхолдерами на підприємствах медичних послуг. Запропоновано три групи принципів, які враховують, по-перше, необхідність управління якістю медичних послуг, по-друге, поточну політичну та соціально-економічну ситуацію в Україні, і, по-третє, цілі стійкого розвитку. Запропоновано удосконалений перелік функцій управління взаємовідносинами зі стейкхолдерами підприємств галузі медичних послуг, що включає як обґрунтування специфіки загальних функцій, так і обґрунтування переліку специфічних функцій. Обґрунтовано перелік та взаємозв'язки між елементами концепції управління взаємовідносинами зі стейкхолдерами підприємств галузі медичних послуг, включаючи сукупність гіпотез та основних положень концепції. Розроблена концепція управління взаємовідносинами зі стейкхолдерами підприємств галузі медичних послуг дозволяє впровадити комплексний і системний підхід до удосконалення взаємодії між всіма учасниками та представниками даної галузі і підвищити ефективність її функціонування в сучасних умовах

**Ключові слова:** теорія зацікавлених сторін; охорона здоров'я; принципи стейкхолдер-менеджменту; функції стейкхолдер-менеджменту; сталий розвиток