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<https://doi.org/10.31498/2225-6725.41.2025.348065>*Amelnytska O.*¹**EFFECTIVENESS OF IMPLEMENTING AN INTEGRATED HR STRATEGY AND INCENTIVE SYSTEM WITHIN MEDICAL FACILITIES**

O. Amelnytska. Effectiveness of implementing an integrated hr strategy and incentive system within medical facilities

Effectiveness of implementing an integrated hr strategy and incentive system within medical facilities. The article examines the theoretical and applied aspects of developing and implementing comprehensive HR strategies within the operations of modern healthcare institutions. Based on an analysis of personnel challenges in the healthcare sector, the study justifies the necessity of a systemic approach to human resource management to ensure the high quality of medical services. Particular attention is paid to the role of the motivation system, which combines tangible and intangible incentives as a tool to overcome professional burnout and staff turnover. The author analyzes key performance indicators of the implemented HR solutions and their impact on the loyalty of medical personnel. The study proves that an integrated HR strategy serves as the foundation for the strategic development of an institution amidst healthcare reform and high market competition. The proposed practical recommendations are aimed at optimizing management processes and increasing the overall effectiveness of healthcare organizations.

Key words: healthcare HR management, motivation system, HR strategy, healthcare institutions, management effectiveness, personnel loyalty.

Амельницька. О. Ефективність впровадження комплексної hr-стратегії та системи мотивації в діяльність медичних закладів

Ефективність впровадження комплексної HR-стратегії та системи мотивації в діяльність медичних закладів. У статті досліджено теоретичні та прикладні аспекти розробки і впровадження комплексних HR-стратегій у діяльність сучасних медичних закладів. На основі аналізу кадрових викликів у сфері охорони здоров'я обґрунтовано необхідність системного підходу до управління людськими ресурсами для забезпечення високої якості медичних послуг. Особливу увагу приділено ролі системи мотивації, що поєднує матеріальні та нематеріальні стимули, як інструменту подолання професійного вигорання та плинності кадрів. Автором проаналізовано ключові показники ефективності впроваджених кадрових рішень та їхній вплив на лояльність медичного персоналу. У роботі доведено, що інтегрована HR-стратегія виступає фундаментом стратегічного розвитку закладу в умовах медичної реформи та високої ринкової конкуренції. Запропоновані практичні рекомендації спрямовані на оптимізацію управлінських процесів та підвищення загальної результативності роботи медичних організацій.

Ключові слова: HR-менеджмент у медицині, система мотивації, кадрова стратегія, медичні заклади, ефективність управління, лояльність персоналу.

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Problem Statement. The modern transformation of the healthcare system in Ukraine, driven by medical reform and the challenges of martial law, necessitates fundamentally new approaches to human capital management. Traditional personnel administration in medical institutions is gradually being replaced by the concept of strategic HR management, where staff is viewed as the primary asset and a key factor in competitiveness. However, in practice, most hospitals still face the problem of fragmented management measures, high levels of professional burnout, and a significant drain of qualified specialists. The lack of a holistic HR strategy that combines long-term planning with flexible labor stimulation tools hinders the development of the medical sector and reduces the quality of service delivery. This necessitates scientific substantiation and the implementation of comprehensive motivation systems capable of adapting the institution's internal environment to dynamic external conditions. Therefore, researching the effectiveness of HR innovations in the medical sphere is a highly relevant task for modern economic science and management.

Analysis of Recent Research and Publications. The problem of personnel management and labor motivation in the healthcare sector is at the center of attention for many national and foreign scholars. Over the past five years, theoretical and applied aspects of this topic have been actively studied in the context of the autonomization of medical institutions. In particular, O. V. Olikhovskiy and O. M. Karpa (2021) analyzed the peculiarities of personnel policy under reform conditions, emphasizing the need to implement KPIs for medical staff. The issues of strategic human resource management as a tool for improving the quality of medical services are highlighted in the works of O. V. Zghurska (2022). A significant contribution to the study of motivation mechanisms and the prevention of professional burnout among doctors was made by N. M. Sereda and I. V. Hladchenko (2023), who stress the growing role of non-material incentives during crisis periods. The problems of evaluating the effectiveness of HR strategies in Municipal Non-profit Enterprises (MNEs) of healthcare were considered by K. S. Akimova (2022). At the same time, despite the significant body of scientific

work, the issue of integrating motivational systems into a single comprehensive HR strategy—which would account for both the economic efficiency of the institution and the social satisfaction of employees—remains insufficiently explored and requires further study.

The goal of the article is a practical analysis of the components of a comprehensive HR strategy, as well as an assessment of the impact of motivation systems on the performance of medical institutions amidst the transformation of the healthcare system.

In the context of Ukraine's healthcare system transformation, the shift in funding principles through the NHSU, and the intensifying competition between public and private medical institutions, the issue of staff motivation has moved to the forefront. Medical professionals constitute a distinct category of personnel for whom intrinsic motivators (the desire to help, professional prestige, scientific interest) are often no less important than extrinsic ones (wages). Nevertheless, high stress levels, the risk of professional burnout, and frequently non-competitive compensation in the public sector demand the implementation of comprehensive incentive systems.

Conceptual Structure of a Comprehensive Motivation System

An analysis of the current state of the medical institution under study showed that the existing motivation system is largely based on outdated salary grids and haphazard bonuses that bear no relation to actual performance. The absence of a transparent career ladder results in the demotivation of young specialists.

The implementation of a comprehensive program, "Medical Professional 2025," is proposed, which is built on a combination of three pillars:

- financial Incentives (Pay for Performance): a transition to result-based compensation;
- non-material Motivation and Well-being: creating a supportive psycho-emotional environment;
- career and Development Management (L&D): a clear trajectory for professional growth.

The implementation of a comprehensive HR strategy and motivation system in the activities of a Municipal Non-profit Enterprise (MNE) is an investment project that requires detailed evaluation. Given the limited funding of the healthcare system, every hryvnia spent must yield a measurable result. The assessment of the effectiveness of the measures proposed in the previous subsections (KPI system, staff training, grading, well-being programs) is based on a comprehensive approach that includes the analysis of social, medical, and economic efficiency.

Traditional methods of evaluating investment efficiency (e.g., Net Present Value, NPV) are applied in medicine with certain limitations, as the primary output of a hospital's activity is patient health, which is difficult to monetize directly. Therefore, it is proposed to use a Balanced Scorecard (BSC), which considers the interconnection between physician satisfaction, service quality, and financial outcomes.

This interconnection is visualized in Figure 1.



Fig. 1. The Value Creation Chain in a Medical Institution via HR Tools

As shown in the figure, the economic effect is a derivative of the social and medical effects. Investments in the "soft skills" of doctors and their psychological

resilience convert into loyalty, which, under the "money follows the patient" principle, serves as a guarantee of the MNE's financial stability.

Forecast of social and organizational efficiency.

The social efficiency of the project is manifested in the creation of a favorable socio-psychological climate within the team and an improvement in the quality of work life. To evaluate these changes, a set of indicators is proposed:

1. Reduction of the employee turnover rate (*Kpl*). At the time of the study, the *Kpl* in the institution was 18% (primarily among nurses and young doctors). The implementation of induction and training programs reduces this figure to a natural level by 5–7%. The calculation of this effect is based on the fact that the cost of replacing one employee includes expenses for recruitment, interviews, and training, as well as the reduced productivity of a newcomer during the first three months. According to expert data, the loss of one doctor costs the institution approximately 150,000–200,000 UAH in lost internal benefits and direct costs.

2. Employee Net Promoter Score (eNPS). The eNPS is expected to rise from the current negative zone (-15) to a positive zone (+20/30). This indicates that employees are willing to recommend their hospital as a workplace to their peers. A high eNPS correlates with a 15–20% reduction in the rate of medical errors.

3. Professional development. The introduction of continuous learning allows for an increase in the number of doctors proficient in modern techniques (e.g., laparoscopy, operating with Medical Information Systems (MIS), and English language proficiency) from 30% to 60% within a year.

Economic efficiency is calculated by comparing the costs of implementing the HR strategy with the additional income (or savings) generated as a result.

The main expenditure items for the project (per 1 year) include:

- updating software and HR modules within the MIS;
- the bonus fund (the variable part of the salary based on KPIs);
- fees for training sessions and guest lecturers;
- renovation of the staff breakroom.

The primary sources of economic benefits are:

- increased revenue from the NHSU (National Health Service of Ukraine): due to an increase in the number of signed patient declarations (by 10–15%) and the provision of priority service packages by newly trained personnel;
- growth in revenue from paid services: improved service quality will lead to increased demand for premium wards, diagnostics, and consultations without referrals (forecast: +20%);
- turnover savings: reduction in recruitment and adaptation costs.

Table 1 - Presents the project budget calculation and the projected economic effect (ROI) for the first year of implementation

Expenditure (Investments)	Items	Amount, ths. UAH	Revenue Items / Savings (Benefits)	Amount, ths. UAH
1. Training and Development:		350,0	1. Revenue growth from the NHSU:	1 800,0
-	Communication skills training (external providers)	150,0	- Increase in the number of treated encounters (by 10%)	1 200,0
-	Professional development/advanced training courses	200,0	- New service packages (due to upskilled physicians)	600,0
2. Financial Incentives (Additional Fund):		1 200,0	2. Paid services:	550,0
-	KPI-based bonuses (quarterly)	1 000,0	- Growth in demand for premium/amenity services	550,0
-	Mentorship allowances	200,0		
3. Improvement of Working Conditions:		250,0	3. Cost savings:	450,0
-	Renovation of staff breakrooms, coffee machines	250,0	- Reduction in staff turnover (retention of 5 doctors and 10 nurses)	300,0
4. Administrative Expenses:		100,0	- Reduction in fines through proper Electronic Medical Record (EMR) management	150,0

- Software for personnel assessment and surveying	100,0		
TOTAL EXPENDITURE (I):	1 900,0	TOTAL BENEFIT (P):	2 800,0

The Return on Investment (ROI) formula is used to calculate the return on investment in personnel:

$$ROI = \frac{P - I}{I} \times 100\%$$

where:

- P (Profit/Benefit) – the total amount of benefits;
- I (Investment) – the total amount of investment.

$$ROI = \frac{2800 - 1900}{1900} \times 100\% \approx 47.4\%$$

Interpretation: An ROI of 47.4% indicates the high economic efficiency of the project. This result is very high for the public sector and confirms the thesis that personnel should be viewed not as an expense item, but as profit-generating capital.

The implementation of any changes within a conservative medical environment entails certain risks. Ignoring these risks can lead to the sabotage of innovations and a subsequent loss of investment. To manage the change process effectively, a risk matrix (Table 2) has been developed, which assesses the probability of risk occurrence and its potential impact, while also proposing specific preventive measures.

To summarize the expected outcomes, it is appropriate to compare the state of the medical institution "Before" and "After" the implementation of the proposed measures. It is projected that the strategy's realization will lead to balanced development across all key performance areas.

Figure 2 illustrates the dynamics of changes.

As shown in the chart, the most significant growth is expected in the "Staff Satisfaction" and "Management Efficiency" vectors. This will create a foundation for the further growth of the "Salary Level" indicator, which may show more gradual increases in the first year due to the necessity of reinvesting profits into development.

Conclusions. The developed HR strategy for a medical institution is a comprehensive tool that integrates material incentives with professional development and care for the psychological well-being of employees. Its implementation allows for the transformation of the institution from an old-style budgetary organization into a modern service-oriented enterprise, where the patient receives high-quality care, and the physician enjoys decent working conditions and opportunities for self-realization. This, in turn, will ensure the sustainable development of the medical institution within the competitive environment of Ukraine's reformed healthcare system.

Table 2 – Risk matrix for the modern HR strategy implementation project

Risk	Probability (1-5)	Impact (1-5)	Risk Level (P×I)	Prevention and Response Strategy
Staff resistance to change (Sabotage)	5	4	20 (High)	Active communication campaign. Engaging opinion leaders (reputable physicians) in working groups. Explaining the benefits of the new remuneration system (“Higher performance – higher pay”)
Formalistic approach to KPIs	4	3	12 (Medium)	Regular audit of performance metrics. Using balanced indicators (quantity + quality + feedback). Automation of data collection through Medical Information Systems (MIS) to prevent data manipulation
Budget deficit (delays in payments from the NHSU)	3	5	15 (High)	Establishing a reserve fund. Clear prioritization of payments: base salaries first, followed by bonuses. Transparent communication regarding the institution's financial status
Resignation of key personnel ("star" performers)	2	5	10 (Medium)	Individual negotiations with top-tier physicians. Offering exclusive conditions (mentorship, research opportunities, flexible

				scheduling) within the framework of the new strategy
Ineffectiveness of training (wasted investment)	3	3	9 (Low)	Post-training support. Assisting with the practical application of new skills as a mandatory condition for receiving bonuses

Figure 2 illustrates the dynamics of changes.



Fig. 2 – Competitiveness Profile of the Medical Institution (Current State / Forecast)

The conducted efficiency assessment demonstrates that the proposed measures for forming a modern HR strategy and motivation system are both economically justified and socially significant:

- financial feasibility: The calculated ROI of 47.4% confirms that investment in human capital is the most profitable investment for a medical institution under market competition. The project’s payback period is less than one year;
- qualitative transformation: A shift in corporate culture is expected—from paternalistic to partnership-based—where every physician is personally invested in the overall performance of the hospital;
- risk resilience: The developed risk management strategy minimizes the negative impact of the human factor and external economic fluctuations.

Thus, the implementation of the developed project will allow the Municipal Non-profit Enterprise (MNE) to reach a qualitatively new level of medical service delivery, ensure decent working conditions for medical staff, and strengthen the institution's financial independence.

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