

APPLICATION OF PORTFOLIO MANAGEMENT TOOLS TO ACHIEVE STRATEGIC GOALS OF MEDICAL REHABILITATION DEVELOPMENT IN UKRAINE

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INTRODUCTION

A topical theoretical and practical task of public administration is to scientifically substantiate models and methods of medical rehabilitation development in Ukraine in the context of institutional changes and to develop appropriate mechanisms for designing management decisions capable of solving “end-to-end” goals: from determining strategic priorities to solving local problems.

Despite the changes that are taking place in Ukraine within the framework of health care reform, the process of forming rehabilitation infrastructure in Ukraine, which would help to eliminate the limitations of life of persons with disabilities or their fullest compensation, is far behind the needs and does not meet the requirements of today. A significant problem with the functioning of the rehabilitation system in Ukraine is the dispersion of the latter among several ministries, which, in the absence of mechanisms for strategic planning of management actions and predicting the consequences of political decisions, leads to a violation of the integrity of the rehabilitation process.

The researches of K. Babov, T. Zolotareva, V. Koziavkin, B. Nasybullin, I. Pinchuk, Y. Radish, I. Sysoenko, A. Torohtin, O. Futruk, O. Shaptal etc. are devoted to the development of the state system of medical rehabilitation in Ukraine. Currently, the organization of medical and psychological rehabilitation of the persons affected by emergencies and hostilities is urgent (I. Babova, O. Bohomolets, I. Sysoenko, V. Stebliuk, I. Pinchuk, etc.).

Despite considerable research interest to the identified scientific problem, the issue of medical rehabilitation development in the format of technological decision-making process in a low level of coordination between authorized ministries and organizations has not yet been systematically reflected in scientific research, and regarding public-administrative mechanisms is considered most frequent in medical and

legal aspects, without paying attention to the issue of coordination of rehabilitation system subjects, institutionalization and conciliation of interests, resource support for the development of the medical rehabilitation system, which is inextricably linked to the effectiveness of the implementation of the National Health Reform Strategy for Ukraine.

Since rehabilitation is an essential component of the health strategy and requires close coordination of services in different sectors (medical, social, educational, legal), the best solution to the above problems is to formulate new mechanisms of public administration and, accordingly, to apply new approaches, in particular, project approach.

Peculiarities of application of the project approach in the activities of public administration and local self-government in Ukraine are covered in the works of V. Babaiev, T. Bezverhniuk, T. Mamatova, V. Rach, O. Fedorchak, I. Chykarenko, Y. Sharov and others. The expediency of using project management methodology and corresponding specific methods and tools in public administration is substantiated, it is proved that project management is a universal concept that can be applied in all sectors of the national economy – education, medicine, industry, tourism, etc.

The multivariance of strategies for the medical rehabilitation development in Ukraine, the need to coordinate the activities of many subjects of medical rehabilitation, implies the simultaneous implementation of a certain set of projects, combined in the form of a portfolio or program. Therefore, there is a problem of effective application of program and portfolio management methods to ensure the development of the of medical rehabilitation system.

1. Analysis of advantages and disadvantages of methodological approaches to project management in the aspect of medical rehabilitation development in Ukraine

The development and implementation of a strategy for the medical rehabilitation development in Ukraine should be based on the understanding that the implementation of measures in this field is an integrated set of various medical, legal, technological, social, investment, educational, infrastructural and other projects. Therefore, one of the most efficient approaches to the implementation of the objectives of medical rehabilitation is project management.

Designing in the field of public management of the medical rehabilitation development is a method of effective management of projects and programs aimed at the implementation of public administration reform in the field of medical rehabilitation. In such

projects and programs, actors are the authorities and governmental organizations, which are bound by the new rules, which is expected to improve the status of citizens as the final beneficiaries of the project or program.

When implementing a large number of projects aimed at achieving a single set of structured strategic goals, the process of selecting each individual project and forming the optimal set of them is important – it is necessary to initiate and develop each individual project, determine its expected results and check them for compliance with the strategic goals. Also of great importance in the implementation of a large number of projects is the rational allocation and redistribution of resources between individual projects (financial, human, material, etc.), especially taking into account their limitations. In case of insufficient resources, it is necessary to organize their redistribution, taking into account the priority of projects. A decision can also be made on suspending, closure or delaying the implementation of some projects in view of changes in the environment, shifting market focus, refining strategy, etc. Finally, purposeful collection, accumulation, analysis and synthesis of the results of individual projects is necessary.

Therefore, for effective management of medical rehabilitation development projects in Ukraine, compensation for the isolation and limited life of the projects, continuous integrative activities are required. Each of these projects does not exist by itself, but only in collaboration with others, the combined implementation of which will achieve a set of strategic goals or goals of a higher level, which raises the question of integrating projects in the form of a program or portfolio and, accordingly, the formation of a program management system or portfolio of projects.

It is worth noting that today there is a fairly wide range of methodologies based on generalizations of best project practices formalized by well-known international and national project management associations in the form of standards. In the aspect of the presented study, the standards of the USA Project Management Institute (PMI) and P2M – the Japanese national standard, which accumulate experience of organizing project activities at the level of programs and portfolio of projects, deserve special attention. Moreover, these standards are widely used in Ukraine¹.

¹ Проектний менеджмент у публічному управлінні : підручник / за наук. ред. Ю.П. Шарова. Київ : НАДУ, 2017. 344 с.

By PMI standards, the “portfolio of projects” and “program” concepts are very close, but have a number of important differences. A program is a collection of interrelated projects, ancillary programs and individual activities that are coordinated to produce benefits that would not be available when managed individually. A portfolio are projects, programs, ancillary portfolios, and operating activity managed as a group to achieve the strategic goals of the organization².

Thus, both the portfolio of projects and the program are the result of combining a number of projects and programs, as well as individual activities (for programs) and operations (for portfolios) that lie outside the projects, in order to coordinate and effectively manage them together. However, all program components are interrelated and interdependent, and portfolio components are not necessarily interrelated or directly related, often only linked to the timing and overall resources of the organization in which the portfolio of projects is implemented.

Thus, the portfolio is a more flexible and adaptive structure – if changes in the external or internal environment of the organization require a decision to suspend or close a particular project, the program will indicate a failure to meet the planned benefits, i.e., the achievement of goals, and for the portfolio – changes in structure, which will have no impact on the achievement of the organization’s goals, as the exclusion of one project will be offset by other projects in the portfolio.

In addition, due to the interconnectedness, the exclusion of one project from the program will lead to its complete revision and restructuring, as it will not be possible to implement projects that were related to the excluded and based on its results. In the case of a portfolio, it is simpler to look at only the component from which the project was closed and to open the next project from the list of this component.

To understand the importance of implementing the portfolio management of the implementation of the organization strategies, it is necessary to emphasize its fundamental difference from the project and program management. That is, if the purpose of managing an individual project is to create a product with project constraints, and the purpose of managing the program is to achieve benefits for the organization by implementing all its components by a certain algorithm and within the specified resources, then the goal of portfolio management is to achieve

² A Guide to the Project Management Body of Knowledge (PMBOK guide) – 6 Ed. / Project Management Institute, Inc. *Independent Publishers Group*. Chicago, IL. 2017. 756 c.

the strategic goal/objectives of the organization under the condition for minimizing the resources used, both the scheme/algorithm for the implementation of portfolio components and their totality are variable. In addition, if the implementation of the program involves the implementation of all its components according to a certain scheme (algorithm), then the implementation of the portfolio means the achievement of a strategic goal. Portfolio components compete with each other for the resources needed to implement them, while program components must have all the necessary resources that, collectively, are program resources³.

A number of significant differences between the program and the portfolio are related to their content and success criteria:

–programs have content that covers the aggregate content of its components, and benefit from the implementation of these components in a complementary and coherent manner; the success of the program is its ability to provide the organization with the expected benefits, as well as its effectiveness and efficiency in the process of transferring those benefits;

–portfolios have content that covers the entire content of the organization, which transforms with changes in its strategic goals; the success of a portfolio is determined by its ability to achieve the strategic goals of the organization within the budget and resources provided to the portfolio⁴.

When selecting a way to integrate an organization's projects, it is also recommended that scholars' publications draw attention to differences in the functions of program and portfolio managers. Programs are managed by program managers whose main task is to ensure that the benefits of the program are transferred by coordinating its components; program managers monitor the progress of program components to ensure program schedule and budget are met.

Portfolio managers create and implement the necessary processes and communications that relate to the portfolio as a whole, directing and coordinating the work of staff who are required to report on matters relevant to the portfolio. Portfolio managers keep track of strategic changes and the allocation of portfolio resources among its components,

³ Сенча І.А. Обґрунтування оптимальності портфельного підходу при реалізації антикризових стратегій. *Держава та регіони*. 2016. № 2 (54). С. 20–24.

⁴ Standard for Portfolio Management – 4 Ed. / Project Management Institute, Inc. *Independent Publishers Group*. Chicago, IL. 2017. 223 с.

the results of projects within components, and the aggregate risk of the portfolio⁵. Overall, the responsibilities of portfolio managers are much broader – they are required to control and monitor changes to the organization’s external and internal environments in order to successfully manage the portfolio of project and update it in a timely manner.

A slightly different approach is presented in the P2M standard. The P2M standard describes software management that is suitable for solving the complex tasks of modern society. It is designed mainly to formulate a program vision and approaches to program planning, implementation, and integration. According to the P2M standard⁶:

–the program development process should include: defining (profiling) a mission that is intended to extend the potential value of the program; creating a program architecture that allows a group of project-forming projects working autonomously; preparation of a number of appropriate strategies for program implementation; determining the criteria for the assessment of the planned values expected to be obtained as a result of the program; mechanisms for managing the program community to engage positively with program participants and stakeholders from different organizations who have different interests in the program;

–the program consists of projects that collectively aim to achieve the mission of the program; the program reproduces the conceptual values of the organization through a defined mission, the strategies of the organization are implemented through the program and create, refine and accumulate values; program is a group of projects whose life cycle is written into the program life cycle;

–the design and management of the program must take into account the principle of flexibility to change, which is manifested in the establishment of certain relationships between the projects of the program and the development of alternative scenarios for its implementation, as well as giving the projects some autonomy in implementation. Since the program is susceptible to, and sensitive to, environmental influences, the initial goals of the program may be revised

⁵ Креативные технологии управления проектами и программами : монография / С.Д. Бушуев и др. Киев : Саммит-Книга, 2010. 768 с.

⁶ Ярошенко Ф.А., Бушуев С.Д., Танака Х. Управление инновационными проектами и программами на основе системы знаний P2M : монография. Киев : Саммит-Книга, 2012. 272 с.

and refined depending on new circumstances. Similarly, defining a mission is a cyclical process that is carried out throughout the life cycle of the program from its development to adaptation to the environment, the only condition is to maintain the values of the program, which is the origin of the process.

It should be noted that according to the P2M standard, the program is devoid of certain disadvantages inherent to it in terms of program management according to the PMI standard. This concerns, primarily, greater program flexibility and, consequently, greater sustainability in achieving the goal (P2M planned value creation). However, this flexibility is achieved through the huge, time-consuming work of project managers while developing the program. In fact, various program scenarios are created depending on the predicted changes in the environment and the corresponding sets (chains) of projects. If a change is detected, the implementation of the program goes to the appropriate, pre-designed chain of projects, which is a branch in the architecture of the program and inherently cyclical combination of projects.

One can summarize the general provisions about an organizational project management platform as follows:

- if an organization chooses the wrong set of projects and the non-optimal form of their integration, there is a high probability that it will not be able to succeed in its development, even if it successfully implements and achieves the goals of a particular project. Moreover, the success of the wrong project can lead to the destruction of the corporate value of the organization, since the project is an investment of expensive corporate resources, therefore, the organization should choose only such projects that create corporate value;

- since project objectives are various, there is a risk that projects will be selected on a short-term basis. But organizations aim to create corporate value on a long-term basis, so it is necessary to create a set of projects based on both short-term and long-term goals;

- in each individual organization, numerous projects compete with each other, and the order of priority of investment in projects must be determined in terms of availability of human and financial resources, and the choice of the optimal solution is determined by an assessment of the potential increase in corporate value and reduction of relevant risks of projects in the complex. For such effective project selection, they use

formalized methods of project integration and management of program or portfolio of projects⁷.

It should also be considered that:

–the procedure of strategic designing of the development of the medical rehabilitation system in Ukraine – is a complex process of reconciling goals, program documents, interests, resources based on the use of the project approach and tools for planning, forecasting, making management decisions. Effective and efficient implementation of the mentioned procedure requires the creation of an appropriate system of state regulation – a mechanism for coordinating the activities of medical rehabilitation subjects;

–health-related rehabilitation services must be implemented at all levels of health (primary, secondary, tertiary) and at all stages of care (acute, subacute, long-term). The primary care sector should play a stronger role in long-term rehabilitation and become a starting point for specialized rehabilitation services;

–the necessary integrated provision and integration of aids in medical rehabilitation programs, training of professionals in the field of rehabilitation in accordance with the standards of the European Council of Physical and Rehabilitation Medicine;

–inventory of existing rehabilitation facilities, their re-equipment, re-profiling (if necessary) and certification according to international s

–providing the rehabilitation sphere with scientific and practical support (development of criteria for evaluation of existing rehabilitation institutions in accordance with European standards, clinical protocols, equipment tables according to the specialization of rehabilitation institutions, training of specialists in the field) at the expense of existing research institutions in the rehabilitation sphere;

Taking into account the above mentioned features of program and portfolio management, it can be stated that portfolio management directly is the optimal management technology in the aspect of medical rehabilitation development in Ukraine, since:

–matrix structure of portfolio project management by its nature provides mobility and flexibility to manage the development of the medical rehabilitation system, dynamism in the use of human resources, optimizes the process of decision-making and implementation of

⁷ Молоканова В.М., Дьомін Г.К. Методологічні засади портфельно-орієнтованого управління розвитком організацій. *Вісник Придніпровської державної академії будівництва та архітектури*. 2013. № 5. С. 57–64.

management decisions, and allows ensuring, on the one hand, the participation and consideration of the interests of all stakeholders, and the other is the balanced development of all subsystems of the medical rehabilitation system;

– defined methods for selection and prioritization of projects in the portfolio and the possibility of changing/adjusting them depending on changes in the external and internal environment of the managed system and strategic goals/objectives of the medical rehabilitation system provides flexibility of the management system of its development, dynamism in carrying out changes, optimizes and significantly shortens the time for making management decisions, enhances their validity and effectiveness of implementation of appropriate measures;

– the variability of the portfolio of projects' components and the algorithm of their implementation provides mobility and management flexibility, dynamic use of resources due to their redistribution between the components of the portfolio of projects; periodic review, optimization and balancing of the portfolio guarantee its compliance with strategic goals and objectives, as well as the speed and optimality of response to changes in the environment;

– thanks to the possibility of realization within the portfolio of research and experimental projects and its revision and inclusion on the basis of research results of new components, including innovative projects, proactiveness and adaptability of management significantly increases, the possibility of implementation of innovative programs is ensured.

2. Application features of using portfolio management tools to achieve the goals of medical rehabilitation

Today, the overall picture of subjective relationships in the mechanism of state management of medical rehabilitation is presented by: the Ministry of Health; The National Health Service of Ukraine; Ministry of Social Policy; The Ministry of Defense of Ukraine and other “security agencies”; The Ministry of Veterans Affairs, Temporarily Occupied Territories and Internally Displaced Persons of Ukraine; Ministry of Education and Science of Ukraine; The Social Insurance Fund of Ukraine, the Social Security Fund for the Disabled; social and other state services of Ukraine.

Institutions providing rehabilitation services at different stages to different categories of persons and with the involvement of different

resources, subordinate to the Ministry of Health, Ministry of Social Policy, Ministry of Education and Science, Ministry of Defense, Ministry of Internal Affairs, National Guard, Security Service of Ukraine, etc. There are also a number of rehabilitation facilities in the public, private and public sectors.

Interagency inconsistency and a low level of coordination of activities between structural units of different ministries can create significant problems in ensuring the efficiency of the tasks, disrupt the process and create a conflict of interest in the area of state control and supervision. A significant problem with the functioning of the rehabilitation system is the dispersion of the latter between several ministries, which, due to a lack of coordination, leads to disruption of the integrity of the rehabilitation process.

A significant problem is the problem of human resources for rehabilitation, which does not reach the world and European standards. Staffing is needed now and in large numbers. On the one hand, it is necessary to build (reload) high-quality national education very quickly. On the other hand, work out procedures for regulating new healthcare professionals to work as part of a multidisciplinary rehabilitation team.

Medical rehabilitation services are included in the list of the Medical Guarantee Program and will be paid from April 1, 2020, to institutions that are properly prepared and in compliance with the established requirements. Requirements for the package “Medical Rehabilitation” include the provision of inpatient or outpatient medical rehabilitation to patients with diseases in the rehabilitation period, i.e. outside the acute period, for three profiles of medical rehabilitation: adults and children from three years of age with disorders of the nervous system; adults and children from three years of age with impaired musculoskeletal function; children born prematurely and/or ill during the first three years of life. However, in order to provide certain packages of medical services for medical rehabilitation and to obtain funds for this, medical institutions must “equip themselves” with the appropriate equipment (by the way, high-cost ones) and specialists, which are currently scarce in Ukraine.

The study of current state of organization of medical rehabilitation system in Ukraine and priorities of health care reform in the direction of implementation of comprehensive approach to the provision of rehabilitation services indicates the necessity for formation of government mechanism of medical rehabilitation system organization.

Institutionally government mechanism of medical rehabilitation system organization is a set of organizational and legal norms regulating the subject-

object and subject-subject relations of the authorized subjects (central bodies of executive power, state trust funds , other public authorities, government institutions and enterprises, specialized medical and rehabilitation establishments and institutions of various forms of ownership) as well as practical measures, principles, methods and tools by means of which resource provision of state policy implementation in the field of rehabilitation is conducted. Functionally government mechanism of medical rehabilitation system organization is the interaction of the mechanisms of public administration that provide performing of specific functions (administrative, economic, organizational, regulatory, information) to create conditions for ensuring the efficiency of providing rehabilitation services at all levels of medical care.

The analysis of the current system of state management of medical rehabilitation sphere in Ukraine shows the low efficiency of the system of rehabilitation and provision of social and medical services and the expediency of introducing certain institutional changes, namely, the establishment of a separate Department of Rehabilitation and Sanatorium Treatment at the Ministry of Health of Ukraine, which will have, first of all, coordination function in rehabilitation services in different sectors – medical, social, educational, legal, etc. It is envisaged that the created department should ensure the project activity of all stakeholders in order to systematically, purposefully and optimally develop the system of medical rehabilitation in Ukraine. The above indicates that portfolio management will be required in the newly created department, which requires the creation of a corporate project management system.

A corporate project management system means a set of methodologies, methods, tools and procedures, as well as resources used to manage a portfolio of projects and each individual project, united into a single integrated system.

The main external function of a corporate project management system is to provide managers of all levels and units of the Department and related structures with meaningful, up-to-date, reliable information in order to make optimal management decisions in a timely manner. The main internal function of the system is to ensure the achievement of strategic goals for the development of medical rehabilitation through the implementation of portfolio of projects.

The corporate project management system should be considered as a set of inextricably linked components⁸:

– methods and methodologies of the project management system – international and national standards;

– the only corporate project management methodology, as the main document – the corporate project management standard;

– staff – the group of people managing the project, acting in accordance with uniform rules and solving the tasks regulated by these rules;

– tools – an automated information system that creates a single information space for project participants and provides implementation of the project management methodology of the organization as a whole.

The methods of implementation of the corporate project management system are quite widely covered in the works of scientists and practitioners dedicated to the implementation of the project approach in the activity of commercial enterprises, but the recommended methods and tools can not be transferred to the public sphere without some adaptation and modification, since the formation of project management methodology is only possible by identifying of the peculiarities and specificity of the project activity in a particular industry.

Significant differences between projects in the public sphere are, in particular⁹:

– the focus of the projects on solving the problems identified in the relevant government documents – programs, concepts or strategies in the form of strategic priorities and objectives; other projects in the public sphere may be aimed at solving the major problems of territorial communities, organizations and institutions, etc.;

– availability of program projects, such as, for example, TEMPUS projects, Neighborhood and Partnership programs; research projects, technical assistance projects, projects under announced competitions and projects developed on the initiative of the originator – so-called development projects;

⁸ Кузьмич В.О. Трирівнева корпоративна система управління проектами. *Реєстрація, зберігання і обробка даних*. 2009. Т. 11. № 3. С. 75–82.

⁹ Азарова І. Порівняльна характеристика методів управління проектами в публічній та комерційній сферах. *Теоретичні та прикладні питання державотворення* : електрон. наук. фах. вид. 2019. Вип. 25. С. 27–31. URL: <http://www.oridu.odessa.ua/9/buk/E-25.pdf>.

–the originality of the initiation process – in the public sphere, a project usually begins when a public problem to solve using a project approach is already identified within strategic planning processes, thus an essential component of the project initiation process – identifying a problem area – often occurs without project manager and team participation;

–peculiarity of project financing: if in the project management of the private sphere, the application of certain methods and standards of financing is voluntary, then some aspects of financing of public sphere projects are enshrined in law;

–much less flexibility and variability in project management implementation: in the commercial sphere, changes are defined as modifications to any formally controlled output, component of a project management plan or project document that provide the necessary project flexibility in response to the variability of the environment and stakeholder interests; for public sphere, the modification of the requirements for the results of state projects and programs based on the results of monitoring their implementation becomes impossible due to the strict vertical hierarchy of management and the setting of strategic goals.

Considering the functions of the proposed Department of Rehabilitation and Sanatorium Treatment of the Ministry of Health of Ukraine, its corporate project management system should take into account the need to implement projects:

–internal system development projects – aimed at improving and/or reforming the system of medical rehabilitation in Ukraine, which are implemented at the expense of funding from stakeholders, first of all, initiators and project participants;

–internal non-system projects – aimed at modernization, improvement, development of certain elements of medical rehabilitation system, including certain establishments – sanatoriums, dispensaries, day hospitals, etc., and individual medical rehabilitation services, which are also realized mainly through funding from the initiators and participants of projects from among the subjects of medical rehabilitation;

–research projects – aimed at finding innovative ways of developing the medical rehabilitation system and introducing innovations into the activities of the relevant components of the mentioned system;

–external development projects (system and non-system), developed at the initiative of the Department and/or other institutions of the medical

rehabilitation system, to submit for competitions and receive financial assistance, including international, various grant projects, etc.;

– external development projects (system and non-system), which are developed at the initiative of the Ministry of Health of Ukraine and meet the requirements of the national health strategy, other strategic and program documents of the state level.

It is envisaged that a comprehensive Rehabilitation Development Program in Ukraine will be formed on the basis of these projects, which will no longer be a set of interventions but a set of interrelated projects of different types, selected for implementation on the basis of common selection criteria. Next, there will be a division of projects between the relevant profile subjects of medical rehabilitation, who will implement projects related to the strategy or policy of development of the rehabilitation system in Ukraine, and control and monitoring of projects, coordination of stakeholders' activities, allocation and redistribution of resources, etc. that is, all the functions related to project portfolio management, are vested in the Department of Rehabilitation and Sanatorium Treatment.

Therefore, it is considered to create the following functional elements of a corporate project management system.

1. *The project office* as a separate structural unit in the Department of Rehabilitation and Sanatorium Treatment of the Ministry of Health of Ukraine, which reports directly to the Department's management. The project office will be responsible for the establishment, implementation and improvement of the corporate project management methodology and will perform project portfolio management functions and a comprehensive Rehabilitation Development Program in Ukraine.

The following activities are foreseen for the project office:

– establishment, implementation, support and development of corporate methodology and a single corporate standard for project management and reporting;

– establishment, implementation and improvement of the system of training and advanced training of employees of the Department and other subjects of the system of medical rehabilitation for effective participation in the project activity;

– development and management of a comprehensive Rehabilitation Development Program; managing an appropriate portfolio of projects;

– analysis of the external and internal environment of the system of medical rehabilitation and change management within the program and portfolio management;

– coordination of the project activities of the subjects of the medical rehabilitation system and resources allocation; resolution of conflict issues;

– creation of a corporate project management knowledge base and project documentation archive; development of the corporate knowledge base to the level of mental space in which all project participants carry out the project activity.

2. *The project coordination and management groups* as permanent working groups in the format of subsidiary bodies of subjects of the medical rehabilitation system of Ukraine. The project coordination and management groups will be responsible for supporting the corporate project management methodology and will coordinate the project management processes and implement specific activities of the Integrated Rehabilitation Development Program in Ukraine within the specific subject of the medical rehabilitation system.

The following activities are envisaged for the project coordination and management groups:

– promoting the implementation and support of corporate methodology and a single corporate standard for project management and reporting;

– facilitating the introduction of a system of training and advanced training of employees of their subject of the medical rehabilitation system for effective participation in the project activity;

– planning of project activity within a specific entity, coordination, maintenance and reporting on projects developed and implemented by the subject of the medical rehabilitation system;

– coordination, maintenance, change management and reporting on projects implemented by the subject of the medical rehabilitation system in cooperation with other entities of this system, as well as on events/operation activities within the framework of the Rehabilitation Development Program in Ukraine;

– allocation of resources between these projects and activities; resolution of conflict issues;

– prompt informing of the project office on the current status of implementation of projects/activities, submission of proposals on: improvement of the corporate methodology and a single corporate

standard of project management and reporting; systems of training and advanced training of employees in the aspect of project activity; formation of current plans of project activity within the framework of medical rehabilitation system.

3. *Project teams (project management teams)* as temporary working groups set up to develop and implement a specific project within the framework of the project plan of the medical rehabilitation entity.

The following activities are envisaged for project teams (project management teams):

- support of corporate methodology and a single corporate standard for project management and reporting;

- development and implementation of projects within the plan of the project activity of the medical rehabilitation subject, including preparation of pre-project documentation and reporting documentation to inform the appropriate group of coordination and management of project activity;

- prompt informing of the appropriate group of coordination and management of project activity about the progress of project implementation;

- preparation of project proposals, taking into account the real needs and capabilities of the units in the plan of project activity of the subject of the medical rehabilitation system and submitting them for consideration by the appropriate group of coordination and management of project activity.

The proposed functional structure of the corporate project management system in the field of medical rehabilitation somewhat complicates the process of organization of project activities within the overall system, but, in our opinion, is able to resolve the contradictions between the rather rigid hierarchical structure of both the medical rehabilitation system as a whole and its individual subject, and the necessary flexibility and adaptability of the project management process.

In addition, if it is possible for commercial project organizations, large enterprises, corporations, etc. to create an organizational structure according to the specifics of their project activity, then in the case of a medical rehabilitation system, the existence of such a structure is impossible. The medical rehabilitation subjects are separate, independent institutions, establishments or public bodies, whereby the coordination of their project activities is possible only based on the creation of a

functional structure with vertical reporting and the main function of coordination of the total resources within the project activity.

CONCLUSIONS

In order to ensure effective implementation of the tasks of medical rehabilitation development in Ukraine, it is necessary to: determine the number, sequence and nature of the operations that make up this process; develop or adapt for each operation the appropriate tools, techniques, technical equipment; determine the optimal conditions for the process duration. Technologizing this process is of great importance for improving the efficiency of management.

Considering the peculiarities of the medical rehabilitation system in Ukraine and the characteristics and capabilities of program and portfolio management, it can be stated that portfolio management directly is the optimal management technology in the aspect of medical rehabilitation development in Ukraine.

Portfolio management involves prioritization of portfolio components in compliance with strategic goals and allocation of resources between projects in accordance with established priorities; herewith the purpose of the portfolio is to achieve the strategic goals while minimizing the resources used. The variability of the components of the portfolio of projects and the algorithm of their implementation provides mobility and flexibility of management, dynamic use of resources due to their redistribution between the components of the portfolio of projects; periodic review, optimization and balancing of the portfolio ensure its compliance with strategic goals and objectives.

The subjects of medical rehabilitation are separate, independent institutions, establishments or public bodies, whereby coordination of their project activities is possible only based on the creation of a functional structure with the main function of coordination of total resources within the project activity, which consists of: project office as a separate structural unit in the Department of Rehabilitation and Sanatorium Treatment of the Ministry of Health of Ukraine; project coordination and management groups as permanent working groups of subjects of the medical rehabilitation system of Ukraine and project teams (project management groups) as temporary working groups created for development and implementation of a specific project within the plan of project activity of the medical rehabilitation subject. This functional structure by its nature provides mobility and flexibility of

management, dynamism in the use of human resources, optimizes the process of making and executing management decisions.

SUMMARY

The article highlights the problem of effective application of program and portfolio management methods to ensure the development of the medical rehabilitation system in Ukraine. Particular attention is focused on the analysis of the advantages and disadvantages of methodological approaches to project management in the aspect of medical rehabilitation development in Ukraine. It is determined that portfolio management is the optimal management technology in the aspect of medical rehabilitation development in Ukraine. The feasibility of creating a separate Department of Rehabilitation and Sanatorium Treatment at the Ministry of Health of Ukraine is substantiated and its main functions are characterized.

Proposals on creation of corporate project management system within the framework of medical rehabilitation system in Ukraine are presented. From the point of view of ensuring efficiency, flexibility and adaptability of portfolio management, the necessity of creating a functional structure with the main function of coordination of the total resources of subjects of the medical rehabilitation system in Ukraine within the project activity is substantiated. The components of the specified functional structure are offered, their purpose, responsibility and main activities in terms of creation, implementation and support of the corporate project management system are proposed.

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