

APPROVED

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HEALTH SYSTEM DEVELOPMENT STRATEGY
for the period up to 2030

Description of the issues that led to the adoption of the Strategy,
and relevant guiding documents

Health care, as a key area of the social sector, is directly dependent on the economic and social well-being and political stability of the country. It remains vulnerable to emergencies and sociopolitical challenges, such as wars or armed conflicts, that negatively affect the health of the population and the ability to organize medical care.

The health of the population is not only an indicator of the current socioeconomic status of the country, but also a prerequisite for its future development via the realization of citizens' individual potential through increased quality and length of life. The state guarantees the protection and promotion of maternal and child health-care services, which are necessary for the regeneration of the population and the restoration of the human potential of the entire country.

Creating conditions for effective and affordable health-care and medical services for the population is a constitutional duty, and preserving, protecting and promoting the health and well-being of citizens is a key priority. Tackling public health challenges is the responsibility of the health-care sector but also requires consolidated efforts throughout the whole of Ukrainian society and the leadership of the Government at national, regional and local levels.

The armed aggression of the Russian Federation against Ukraine, which started in 2014, has severely affected the population's health and the functioning of the health-care system, and has demonstrated the existing and potential consequences of temporary occupation, internal migration and restricted access to health-care.

Since 2020, the national health-care system has also been under unprecedented pressure to respond to the COVID-19 pandemic caused by the SARS-CoV-2 virus. This emergency has required rapid and unified efforts, and has also revealed gaps that must be addressed to create a sustainable preparedness and response system for future threats grounded in a One Health approach. Human, animal and environmental health are interconnected and require interdisciplinary cooperation among medical professionals, veterinarians, ecologists and others working in related fields.

The Russian Federation's full-scale invasion increased the urgency of addressing the COVID-19 pandemic and created a number of new challenges for the Ukrainian health-care system, which extend beyond operational tasks and the need to respond to and mitigate the consequences of war.

Significant destruction of health-care facilities, increased demand for certain types of medical services not previously prioritized and the destruction of civilian infrastructure – which affects access to services, ability to follow patient routes and allocation of resources – among other issues, have all placed a heavy burden on the national health-care system. Strengthening and rethinking the country's systems of psychological, psychiatric and rehabilitation care, and developing the forensic medical examination system, require comprehensive resource planning and training.

The destruction of the Kakhovka hydroelectric power plant dam by the Russian Federation on 6 June 2023 and the threat of a radio-nuclear accident at the Zaporizhzhya nuclear power plant, which is under temporary occupation, require both immediate measures to mitigate consequences and long-term strategic decisions to compensate for their negative impact in the future.

This Strategy was developed considering the current state of the health-care system in Ukraine. It is aimed at improving the state health policy, and at implementing all appropriate and available measures to solve problems, ensure access to quality health-care services for the population and further develop the country's health-care system.

The Strategy is based on leading national documents and international experience, including strategic documents of the World Health Organization (WHO) and the European Union (EU), as well as best practices of the EU, the United Kingdom, the United States of America and other countries. It accounts for the country's European integration aspirations.

The Strategy was developed pursuant to the the decision of the National Security and Defense Council of Ukraine “On the State of the National Health-care System and Urgent Measures to Provide Medical Care to Citizens of Ukraine”, dated 30 July 2021 and enacted by the Decree of the President of Ukraine No. 369, dated 18 August 2021; the Decree of the President of Ukraine No. 261 “On Measures to Increase the Competitiveness of Health-care Institutions and Provide Additional Guarantees for Health-care Workers”, dated 18 June 2021; the National Economic Strategy for the Period up to 2030, approved by the Resolution of the Cabinet of Ministers of Ukraine No. 179, dated 3 March 2021; the National Human Rights Strategy, approved by the Decree of the President of Ukraine No. 119, dated 24 March 2021; the Human Development Strategy, approved by the Decree of the President of Ukraine No. 225 “On the Decision of the National Security and Defense Council of Ukraine”, dated 2 June 2021; the National Strategy for Creating a Barrier-free Space in Ukraine for the Period up to 2030, approved by the Order of the Cabinet of Ministers of Ukraine No. 366, dated 14 April 2021; and the National Action Plan for Noncommunicable Diseases to Achieve the Global Sustainable Development Goals, approved by the Resolution of the Cabinet of Ministers of Ukraine No. 530, dated 26 July 2018 and other guiding legislation.

The development of the Strategy considered the strategic documents of WHO and the EU, in particular the Global Strategy for Women's, Children's and Adolescents' Health 2016–2030, developed in support of the United Nations Sustainable Development Goals; the United Nations General Assembly 2015

resolution “Transforming our world: the 2030 Agenda for Sustainable Development”; the Association Agreement between the EU and Ukraine, ratified by Law of Ukraine No. 1678-VII on 16 September 2014; the WHO European Programme of Work, 2020–2025 – “United Action for Better Health”; the 2020 Pharmaceutical Strategy for Europe; the 2006 Convention on the Rights of Persons with Disabilities, ratified by the Law of Ukraine No. 1767-VI on 16 December 2009; and the Convention on the Rights of the Child, ratified by the Law of Ukraine No. 789-XII on 27 February 1991, etc.

Analysis of the current state of affairs, trends and justification
for the need to address the identified problems in the
healthcare system

In recent years, Ukraine's health-care system has undergone a significant transformation process, an important stage of which was the establishment of state financial guarantees for medical care for the population and the creation of a single purchaser of medical services and medicines – the National Health Service of Ukraine.

The enhanced autonomy of health-care institutions increased the level of decision-making independence for health-care managers and institution owners. This enabled the introduction of the fee-for-service principle; laid the foundation for competition; and became the basis for changing the health financing of the system, starting with primary health care and followed by specialized care provided by national and regional institutions, as well as other types of facilities. This created additional prospects for the formation of a unified health-care system in Ukraine.

The country's public health system reform is focused on strengthening public health institutions, and improving epidemiological surveillance and monitoring systems for hazards and threats of chemical, biological, radiation, nuclear or other unknown origin. The public health system, considering the Law of Ukraine No. 2573-IX “On the Public Health System”, dated 6 September 2022, is currently focusing its efforts on developing a network of regional centres for disease control and prevention and strengthening the technical expertise and coordination role of the main expert institution in the field of public health.

The establishment and development of a single national agency responsible for centralized procurement of medicines and medical devices for the health-care system, and its status as a health-care procurement organization, now provides an opportunity to implement comprehensive initiatives aimed at increasing the transparency and efficiency of public procurement.

An important step has been taken towards separating the development of state medicines policies from their implementation. The Law of Ukraine No. 2469-IX “On Medical Products”, dated 28 July 2022, extends the authority of the Ministry of Health to approve the core procedures and regulations of an executive body with special status that will implement policies on the development, market authorization, quality control, and the safety and efficacy of medical products. This executive body will also be responsible for overseeing implementation by subordinate agencies.

Another important direction is the digitalization of health-care processes, which simplifies medical practice and enhances public access to services while also significantly improving the quality of data essential for forecasting, planning, monitoring health-care quality, identifying systemic gaps in provision and informing effective management decisions.

Despite the progress made, Ukraine's health-care system continues to face significant challenges. Achieving major improvements in the health-care system to address the needs of the population and promote health and well-being will require the consolidation of efforts at national, regional and local levels; meaningful engagement from international partners; and the involvement of society as a whole.

In 2021 life expectancy at birth in Ukraine was 74.36 years for females and 65.16 years for males, ranking Ukraine as one of the lowest among European nations. Like its neighbouring countries, Ukraine is classified as having an ageing population and elevated mortality rates. As per the Human Capital Index of 2020, Ukraine is ranked 53rd among 174 countries.

Noncommunicable diseases (NCDs) represent a considerable challenge to the health of the Ukrainian population; nine out of 10 of the primary causes of premature mortality and 84% of all annual fatalities can be attributed to the NCD burden. Cardiovascular diseases and cancers constitute the predominant share of deaths associated with NCDs.

Other diseases that lead to significant loss of healthy life years in Ukraine include coronary heart disease, strokes, cancer, and musculoskeletal disorders, among others.

Mental health issues, particularly depression, were recognized as a hidden challenge in Ukraine even before the full-scale invasion began. They are now a top priority and will require significant resource investments. The urgent need for destigmatizing and deinstitutionalizing mental health services calls for coordinated efforts and the inclusion of mental health issues in policy-making at all levels and across all facets of life. Greater focus should also be placed on addressing addictions to psychoactive substances, alcohol and gambling due to their significant adverse effects on the quality of life and life expectancy of those with addictions and their families.

The need for more efficient utilization of hospital bed capacity in Ukraine, which is considerably higher than the European average per 100 000 population, remains urgent. Research indicates that approximately 20% of all inpatient cases could be effectively managed on an outpatient level, and over 60% of the days spent in inpatient care are considered unnecessary. Ukraine has around 49 health-care workers per 10 000 population, while developed EU nations exhibit figures ranging from 80 to 90. These facts collectively highlight the necessity to update health-care delivery models, plan the system's human resources for health, introduce or revise clinical patient pathways and industry standards in health-care, and adapt approaches to the education and ongoing professional development of health-care professionals.

According to a 2024 joint assessment by the World Bank, the Government of Ukraine, the European Commission and the United Nations, the total losses to the health-care system due to the Russian Federation's full-scale invasion are estimated to be approximately US\$ 17.8 billion. The total recovery needs are at least US\$ 14.2 billion, with over US\$ 872 million of this amount needed for urgent recovery. Restoring health-care service provision and organizing health system functioning in the de-occupied territories will require additional human and financial resources.

In light of the significant human, resource and economic losses resulting from the war, the health-care system should utilize all available and potentially viable medical technologies and solutions that, through early and effective interventions, can alleviate the future burden of disease, expedite recovery and safeguard the country's human capital.

The Strategy's primary goal and guiding principles

The Strategy's primary goal is to further develop the health-care system by enhancing its resilience and readiness to respond to challenges and threats according to the One Health principle. This includes expanding universal access to quality, free-at-point-of-use health-care services and medicines to improve the length and quality of life for the population; ensuring financial protection to prevent catastrophic health-care expenses; and fostering a value-based approach to health within society.

The Strategy identifies the principal health challenges confronting the Ukrainian population and seeks to establish sustainable conditions for effectively addressing them, thereby ensuring the advancement of the health-care system and facilitating access to quality medical services.

A crucial, cross-cutting priority of the Strategy is the comprehensive recovery of the health-care system from the armed aggression of the Russian Federation, compensating for resource losses and aiding in the rebuilding of the country's overall potential by restoring and developing human capital.

The recovery of the health-care system should also align with ongoing reform efforts to improve the efficiency of the system's functioning and governance, in accordance with the "building back better" principle pledged by the Government of Ukraine.

The Strategy outlines the following key values and guiding principles that represent development priorities and essential considerations in policy-making and implementation. These will be integral features of Ukraine's health-care system of 2030. These are:

Patient centredness: Respecting and considering the interests and needs of individuals, ensuring their right and opportunity to participate in decisions regarding their own health, observing and protecting the human rights that influence health, and ensuring related state guarantees.

Equality and fairness: Ensuring conditions and opportunities for equal and fair access to quality health-care services for all residents, regardless of their place of residence, race, ethnic and social origin, political and religious beliefs, gender

and gender identity, sexual orientation, age, marital or property status, or physical or mental condition, in order to protect individuals from catastrophic health expenditures.

Co-production of health-care services: Effectively and responsibly engaging people, local authorities and communities in mutual and equal partnership with the Government and other health actors in the process of planning, delivering, monitoring and evaluating health-care services.

Efficiency and accountability: Efficiently using and distributing available and potential resources, ensuring transparency in decision-making on their use and distribution, reducing corruption risks and establishing clear communication among all those involved in the management and use of resources.

Biopsychosocial approach: Considering social, economic and cultural factors and determinants of health and well-being (clean water, sanitation, nutrition, living conditions, etc.), as well as other non-medical aspects that may affect health, disease, recovery and rehabilitation processes, and the organization of medical services and care.

Evidence-based approach: Basing the development of public policy and the adoption of all management decisions in the health-care sector on objective data using scientific research and analysis, evaluations, and the implementation of evidence-based practices.

The objective of the Strategy is to establish a healthcare system in Ukraine that guarantees all individuals access to comprehensive health care services, promotes public health, and provides the highest level of medical care. Additionally, it aims to provide individuals and organizations involved in the health service delivery with transparent and efficient mechanisms to realize their capabilities and influence the development of healthcare policies at all levels.

The Strategy establishes a foundation and supports the "health in all policies" principle in Ukraine. It calls for considering health consequences in decision-making across different sectors, identifying synergies, and avoiding harmful health effects during the implementation of policies in other sectors to improve both public health and health equity.

Additionally, the Strategy aims to continue ensuring the creation of transparent and fair rules for healthcare providers and institutions of all forms of ownership and subordination. This will help maintain a favorable environment for the development of the healthcare system, attract investment, and support the recovery of Ukraine.

Strategic goals and indicators of their achievement

The implementation of the Strategy requires the achievement of strategic objectives and operational objectives, as well as execution of the tasks outlined below.

Strategic Objective 1. Ensure universal access to high-quality health-care services and resources to fulfil the individual's right to health.

Operational Objective 1. Ensure equitable conditions and unimpeded access to timely, safe and high-quality medical care.

The implementation of this operational objective will allow for the formation of an effective health-care system that ensures the balanced and continuous provision of high-quality and safe services to the population, guarantees financial protection, and creates equal opportunities for comprehensive access. This can be achieved by expanding the role of primary health care, transforming patient pathways, changing health service delivery models, and gradually integrating mono-profile health-care facilities into the structures of multidisciplinary ones.

Related tasks include:

- ensuring financial protection for patients, preventing catastrophic health spending and enforcing a zero-tolerance policy against corruption in the health-care sector, particularly by expanding the range of stakeholders required to disclose their income;

- improving the quality of primary health care, which will prevent avoidable hospitalizations;

- reducing institutionalization and, as a result, the segregation of people with mental health issues;

- developing a concept and implementation plan and subsequently establishing an integrated primary health-care network aimed at concentrating resources and services, and ensuring access to quality health care within communities;

- ensuring the establishment of a unified medical system, where health-care facilities and other service providers operate under the same regulations and can deliver an appropriate level of medical care regardless of their organizational structure, their ownership type, or the status or location of the individuals being served, complemented by the development of adequate patient pathways;

- ensuring the principles of inclusiveness and barrier-free access in the development and provision of health-care services, including electronic services, while considering the needs of individuals with disabilities and those with impaired daily functioning;

- developing and implementing an effective mechanism to encourage and support health-care professionals working in rural, sparsely populated or hard-to-reach areas;

- developing and maintaining a system for managing hospital districts and clusters and establishing an effective network of health-care facilities that ensures comprehensive territorial coverage based on set criteria, needs and available resources;

- strengthening the capacity of primary health-care providers to deliver comprehensive multidisciplinary services, including through mobile consultations for individuals with limited mobility or those living in remote rural areas and de-occupied territories, as well as the establishment of group practices, etc.;

expanding access to medical services for inmates and detainees through the gradual integration of penitentiary medicine into a unified medical system;

ensuring the gradual integration of mono-profile facilities into the structure of multidisciplinary health-care providers;

strengthening the implementation of the life-course approach to service delivery at all levels of provision to prevent health deterioration, create conditions for improvements and compensate for previously lost health opportunities.

Operational Objective 2. Ensure access to high-quality, safe, and evidence-based medicines and medical devices for the population

The implementation of this operational objective will integrate the pharmaceutical policy into the health-care system; enhance the quality of medical care; improve access to medicines and medical devices; protect the population from ineffective, unproven and suboptimal medicines and medical devices; and increase the efficiency of health-care spending at all levels. This objective also aims to improve the regulatory system for the circulation of medicines and medical devices, as well as the procurement of medicines in accordance with EU practices.

Related tasks include:

ensuring that the management of the supply chain for medicines and medical devices is in line with best international practices;

ensuring that the Essential Medicines List, which is reimbursed by the state budget, is updated regularly and is comprehensive;

strengthening record-keeping and monitoring of the procurement and use of medicines and medical devices by health-care facilities at both outpatient and hospital levels, while ensuring the use of transparent inventory management tools;

ensuring the alignment of state policies regarding access to medicines and medical devices;

ensuring the documentation and continuous analysis of the list of medications received by patients during inpatient treatment within the health-care system (including those supplied by the health-care facility and those provided directly by patients);

ensuring ongoing monitoring, evaluation, and further development, expansion and revision of the Affordable Medicines Programme and its implementation modalities, as well as appropriate access to medicines, including prescription and reimbursable drugs in rural, remote and hard-to-reach areas;

mitigating the risks of self-medication and the use of treatments unsupported by evidence by limiting the influence of advertising and marketing on patients and health-care providers, while establishing comprehensive control over the prescription of specific categories of medications.

Operational Objective 3. Develop and support the population's value-oriented approach to health

The implementation of this operational objective will enable the population to access comprehensive health information; develop positive attitudes towards health; make informed decisions; and take responsible actions regarding their health, the factors that influence it and the available tools for improvement. Furthermore, it will ensure state regulation and oversight of the key risk factors impacting the population's health.

Related tasks include:

- promoting safe conditions and environments for human life to preserve and enhance health through the implementation of national, regional and local programmes aimed at controlling tobacco use, alcohol consumption and gambling; improving road safety; promoting health; and undertaking primary prevention measures;

- creating conditions for nutrition and consumer protection systems that ensure equal access to safe, healthy and environmentally friendly food throughout the life course, including the development of healthy eating habits in educational institutions;

- ensuring the incorporation of health issues into educational and training programmes at all levels;

- introducing a model of joint clinical decision-making in health-care and promoting people's responsibility for their own health;

- implementing comprehensive measures aimed at the environmental determinants of health, including protection from environmental pollution; access to safe drinking-water, sanitation and hygiene; access to recreational areas and clean air; and adaptation to climate change to create safe, healthy environments for human life;

- developing and implementing programmes to raise public awareness of health and safety issues;

- incorporating public health impact considerations into decision-making, policy development and the implementation of measures across all levels and sectors of the Government;

- ensuring patient access to their own medical data, as well as information about available and provided services.

Operational Objective 4. Restore, strengthen and support health system in the context of emerging challenges and increasing needs of the population during emergencies

The implementation of this operational objective will ensure proper planning of recovery measures, create favourable conditions, and support certain priority areas in the health-care sector. The urgency of attending to these priority areas has been increased by the consequences of the COVID-19 pandemic and the war. Additional efforts will be required to preserve public health; integrate war veterans, internally displaced persons and the population of the de-occupied territories; and support the post-war recovery of the country.

Related tasks include:

ensuring a unified approach and determining priority criteria for the phased restoration of health-care infrastructure, considering the needs of the population as a whole as well as individual groups in order to restore access to health-care services and develop capable networks of health-care facilities;

creating and gradually implementing the action plans to increase energy independence and adopt environmentally sustainable approaches to the operation of health-care facilities at all levels, including the use of renewable energy sources, thermal insulation of buildings, alternative heating sources, etc.;

ensuring the implementation of temporary technical solutions aimed at restoring access to health-care services in conditions of limited resources or constrained service provision capacity, while preventing permanent reliance on such temporary measures;

ensuring comprehensive consideration of the health needs of war veterans, the population in de-occupied territories and internally displaced people, while preventing duplication of functions and funding overlap in health-care service provision;

ensuring the development of a multilevel, evidence-based model of rehabilitation care in the health-care sector, including its proper financing, integration at all levels of health-care, and cross-sectoral collaboration on the basis of multifunctional rehabilitation centres and departments;

ensuring the development of mental health and psychosocial support services that are people-centred and tailored to the needs of local communities, including during the armed aggression and the recovery period, and proper communication between all stakeholders involved;

reviewing approaches to the functioning of inpatient psychiatric facilities, conditions of stay and medical care provided there, and ensuring proper adherence to human rights conventions;

implementing comprehensive measures to support motherhood and childhood, including initiatives aimed at increasing the birth rate through the development and support of reproductive technologies, reducing infant mortality, and further scaling up early diagnostic services and early intervention technologies;

ensuring the development of palliative care and access to effective pain relief;

ensuring the development and technical capacity of the network of forensic institutions;

ensuring the development of medical services, including routine immunization, vaccination in response to outbreaks and prophylaxis based on epidemiological indications, and post-exposure prophylaxis for those exposed to infection;

developing a long-term vision for complete infrastructure renewal and rebuilding of the health-care network in accordance with new building standards,

models of health-care provision and best European practices;

developing approaches to provision and, if necessary, shared use of vehicles by health-care workers, in particular when providing primary health care in hard-to-reach areas and areas with low population density;

ensuring the development and strengthening of systems for monitoring the use of psychoactive substances, alcohol consumption and gambling, and ensuring the implementation of comprehensive measures to reduce the supply of and demand for products that can lead to significant abuse and addiction;

ensuring access to trauma and burn care, orthopaedics, and reconstructive surgery services by developing appropriate patient routes and forming national networks;

ensuring access to services and technologies for the restoration and compensation of hearing and vision loss;

ensuring the development of an integrated emergency medical care system within the unified civil protection system in order to involve emergency medical and disaster medicine response forces and aeromedical evacuation, as well as forces and means of comprehensive emergency response in the event of chemical, biological and radio-nuclear threats.

Operational Objective 5. Ensure transparency of the national health-care policy and engage civil society in decision-making

The implementation of this operational objective will establish appropriate tools for the participation of civil society in the development and implementation of health policy at all levels, for the direct participation of all stakeholders in planning health-care programmes and services, and for transparency in decision-making.

Related tasks include:

ensuring the involvement of civil society in the development of health-care policy and health governance by promoting public awareness; and encouraging cooperation among national health-care institutions and facilities and civil society, citizens, territorial communities, patient organizations, professional associations, trade unions, media and other stakeholders;

establishing and implementing elements of effective management of health-care institutions that ensure public accountability and oversight, in particular through the formation of supervisory boards based on the principles of good governance;

improving communication and explanation of the processes of developing, expanding and approving state financial guarantees for medical care and the list of medicines and medical devices covered by the state budget;

enabling secure access to depersonalized, aggregated data (big data) from the electronic health-care system and its use by civil society, scientists and businesses, including for commercial purposes.

Outcomes of achieving Strategic Objective 1

Expected outcomes include:

- a health-care system model that ensures balanced, continuous provision of high-quality, safe and free-at-the-point-of-use services to the population;

- an expanded role of primary health care with transformed patient pathways and revised health-care delivery models;

- integration of mono-profile health-care facilities into the structure of multidisciplinary health-care facilities;

- increased access to medicines and medical devices;

- reviewed legislation to improve regulation of the circulation of medicines and medical devices and the practices for procurement of medicines;

- public access to information about the determinants of health and the role of personal attitudes in health;

- measures to ensure the resilience of the health-care system, considering the challenges posed by the pandemic and war;

- involvement of civil society institutions in decision-making in the health-care system.

Strategic Objective 2. Strengthen cross-sectoral collaboration for state policies affecting the health-care system.

Operational Objective 1. Ensure professional autonomy, sustainable development and efficient operation of entities operating in the health-care sector

The implementation of this operational objective will increase the sustainability of national institutions and agencies that have public trust and can effectively respond to health system challenges. It will also enhance system management and improve interactions with local authorities and executive governments in alignment with decentralization reforms.

Related tasks include:

- continuing to strengthen the National Health Service of Ukraine as a single national purchaser for health-care services, medicines and medical devices, and enhancing its accountability to the Cabinet of Ministers of Ukraine and the population;

- ensuring the functioning and proper organizational, financial and human-resource capacity of the Public Health Centre of the Ministry of Health of Ukraine as the main expert institution in the public health field at the national level, and strengthening the role of the network of regional centres for disease control and prevention as key public health institutions at the local level;

- ensuring the functioning and proper organizational, financial and human-resource capacity of the Ukrainian Scientific and Practical Centre for Emergency Medical Care and Disaster Medicine of the Ministry of Health of Ukraine as the main coordinating and expert institution in the field of emergency medical care and disaster medicine;

ensuring the functioning of the agency that carries out centralized procurement of high-quality medicines and medical devices at the expense of the state budget, ensuring the functioning of a single procurement system, using modern procurement tools and methods at national and regional levels;

strengthening the capacity of key health-care institutions that ensure the development of the digital and electronic health system, manage planning of human resources for health, health-care technology assessment and other critical functions in the health-care system;

strengthening the capacity and leadership of the Ministry of Health as a central executive body that shapes public policy and manages the national health-care system, in particular in the area of intersectoral cooperation;

ensuring a gradual change in approaches to the management and optimization of the Ministry of Health's structure by removing nonessential functions and delegating them to relevant bodies or institutions in order to focus the Ministry's functions on the development of effective public policy and strategic management in the health sector;

creating and ensuring the institutional capacity of a central executive body with special status that implements state policy in the field of creation, market authorization, quality control, safety, and efficacy of medicines and medical devices;

determining the institution(s) responsible for methodological support of the use of electronic medical records and their alignment with clinical feasibility and effectiveness, including designating owners of such processes, and developing and implementing a mechanism for exercising their authority;

strengthening cooperation with regional health authorities and local governments on their role in the formation and management of capable health-care networks, health resource planning, and the development and implementation of local health-care policies and programmes.

Operational Objective 2. Ensure proper health-care system financing and efficient use of resources

The implementation of this operational objective will ensure sustainable and flexible financing of the health-care system by continuously increasing resources to meet its needs, finding additional sources of revenue that do not create barriers to access to health-care services for the population, and continuously optimizing existing costs and programme delivery mechanisms.

Related tasks include:

continuing to pool funds from different fragmented budgets to finance the health-care system, in particular for centralized procurement;

optimizing institutions, enterprises and agencies under the management of the Ministry of Health and the State Service for Medicines and Drugs Control and divestment of non-core and non-profit assets;

introducing mechanisms to ensure the efficient use by health-care facilities of their own funds, in particular by strengthening capacity for financial planning

among health managers and introducing elements of cost monitoring;

developing clear rules and regulations for the voluntary health insurance market, including supplementary insurance for specific services that are not covered by state financial guarantees for medical care, are not life-threatening and are not directly related to the clinical quality of care.

Operational Objective 3. Strengthen intersectoral cooperation to ensure a whole-of-government approach to health-care issues

The implementation of this operational goal will strengthen the organizational capacity of the system, ensure effective allocation of functions and resources within the system, avoid duplication and gaps, and track progress in accomplishing tasks.

Related tasks include:

implementation of an intersectoral coordination mechanism and platform on priority public health issues and a clear mechanism of interconnection and interaction between them at national, regional and local levels;

ensuring cross-sectoral cooperation based on the principle of health in all policies and joint prioritization of issues that are common to all health policies and have an impact on health;

ensuring openness of data on health initiatives and activities and preventing fragmentation of efforts and duplication of functions.

Operational Objective 4. Align health-care policy with EU requirements and the global health agenda

The implementation of this operational objective will accelerate the integration of the country's health-care system, bring certain legislative norms in line with EU requirements, implement international standards for health-care, strengthen cooperation at all levels, and prepare and strengthen the capacity of health-care institutions to operate in the single European health-care area.

Related tasks include:

ensuring comprehensive harmonization of Ukrainian health-care legislation with EU legislation and establishing control over its compliance;

ensuring harmonization with international approaches to the development, adaptation and adoption of clinical recommendations and guidelines in the health-care system;

ensuring harmonization of regulation in the field of production, circulation and verification of technical regulations for medical devices with EU legislation, taking into account the requirements of the Association Agreement between Ukraine, on the one hand, and the EU, the European Atomic Energy Community and their Member States, on the other hand, and the terms of membership in international organizations, including digitalization of relevant processes;

ensuring continuous interaction with EU institutions to share best practices and build long-term partnerships;

ensuring the fulfilment of Ukraine's international obligations in the field of health-care, involvement in global initiatives and addressing global health issues as an active, full participant, which includes timely payment of membership fees;

bringing educational programmes in the specialities of “health care” and “social care” of medical higher-education institutions in line with European requirements and the needs of the transformation of the health-care system in Ukraine, ensuring their regular review and promoting the recognition of Ukrainian documents on health-care education internationally;

ensuring integration with the European health-care system and the single market, which will guarantee cross-border mobility of patients and provision of medical services;

ensuring continuous coordination of cooperation with international development organizations, involvement in international technical assistance projects, and transparency of attracting and using funds from international partners.

Operational Objective 5. Ensure consistent development of the health-care system using up-to-date evidence and accurate data, modern planning tools, and international best practices

The implementation of this operational objective will help to increase the efficiency and accuracy of management decisions in the health-care sector, ensure objectivity and impartiality of data generation and use, improve the legislative framework for the functioning of the integrated health-care information system, align national health indicators with international standards, and ensure consistency in the implementation of health-care policy.

Related tasks include:

strengthening the capacity of national scientific and research institutions in forecasting, planning and preparing sound proposals for making management decisions in the health-care sector with the involvement of stakeholders from other sectors;

strengthening the mechanism of cross-border information exchange, including entering domestic data into international registers, facilitating the establishment of long-term partnerships and the inclusion of Ukrainian professional associations and unions in international networks, and enhancing international cooperation and scientific collaboration;

ensuring the use of high-quality factual data, considering the needs of the population during martial law and in the post-war period when planning measures to restore, develop and reform the health system, including the development and implementation of a mechanism for analysing the current situation and the quality of care for specific diseases with the highest burden;

ensuring the continuous development and improvement of the programme of medical guarantees for the population; improving expense calculations and costing of services, taking into account the cost of medicines and medical devices; and using reliable data on the cost of medical care components, the volume of services provided to the population and available medical technologies;

ensuring the use of electronic health-care system data for managerial and public health decision-making;

ensuring the development of a health information platform with secure access to health data, and standardization of data exchange at the level of data collection, transmission and reporting;

ensuring regular independent assessments, including with the involvement of international organizations, of the progress of Ukraine's overall health system reform and the transformation of its individual components, and strengthening the mechanism for collecting and analysing data used to generate Ukraine's global reports on health-care indicators.

Operational Objective 6. Strengthen the capacity and ensure proper governance of the health-care system during emergencies and in response to global threats

The implementation of this operational objective will ensure public health protection through prevention, early detection, development of response mechanisms and maintenance of a state of constant readiness for emergencies. It will also prevent the cross-border spread of threats that may pose a danger to public health by building the system's capacity in accordance with the requirements of the International Health Regulations (2005).

Related tasks include:

ensuring the functioning of a capable public health system aimed at preserving and promoting public health, preventing diseases, and ensuring timely detection and response to health challenges, including through the leadership and effective functioning of the civil protection system;

ensuring technical capabilities and conditions for a laboratory network that meets biosafety and biosecurity standards, and strengthening the capacity of the laboratory network to quickly identify, verify, and report threats and hazards to public health;

providing the network of regional disease control and prevention centres with the necessary resources in accordance with the needs of the public health system to perform its core operational functions;

harmonizing legislation and coordinating the mechanism to ensure the readiness and response capabilities of the functional subsystems of medical protection, ensuring the sanitary and epidemiological well-being of the population under the unified state system of civil protection, which is enabled by collaboration among emergency, disaster medicine and public health systems;

ensuring the functioning and development of the national blood system to guarantee patients' equal and timely access to safe and high-quality donor blood components in sufficient quantities;

establishing a basic network of health-care facilities with the highest available level of protection and autonomy, which are ready to respond to the most serious threats and challenges;

ensuring human-resource capacity-building for specialists in clinical and public health laboratories of all specialities; specialists in quality management, biosafety, biosecurity, sequencing, etc.; and specialists involved in providing medical care and premedical assistance to victims in the event of chemical, biological and radio-nuclear emergencies;

developing and ensuring the functioning of a mechanism that would ensure uninterrupted access to basic medical services and activate prompt emergency funding for measures to prevent and overcome the consequences of emergencies;

ensuring the functioning of an effective epidemiological surveillance system regarding core public health indicators and monitoring of risk factors by strengthening intersectoral cooperation under the One Health principle and integrating public health and primary health-care services;

reviewing approaches to assessing the preparedness of health-care facilities and their staffing and technical resources, and developing the mechanism of rapid re-profiling to meet the needs triggered by challenges related to emergencies of various kinds;

reviewing the approaches and development of an effective system for filling, storing, deploying and managing reserves of critical medicines and medical devices;

developing the capacity of the national state-owned enterprise for the distribution of medicines and promoting the creation of a state-owned network of pharmacies;

continuing to optimize the provision of laboratory services to the public, including by creating a transparent model of prescription;

introducing a system of genomic epidemiological surveillance for priority pathogens by developing a national sequencing strategy, and building and maintaining a relevant laboratory network;

developing an operational information mechanism for early warning of risks and emergencies in the field of public health, integrated with other structures and international operational warning systems;

implementing a strategy for the prevention of diseases with pandemic/epidemic potential and the reduction of risk from the emergence of pathogens with a high degree of danger.

Operational Objective 7. Improve the mechanism and algorithms for monitoring the quality of health-care service provision

The implementation of this operational objective will help to improve the quality of medical care; fully harness its provision capacities to achieve the best treatment outcomes; and quickly and systematically identify, understand and respond to gaps in the provision and quality of medical services.

Related tasks include:

developing data-quality monitoring tools, unified terminology dictionaries and classifiers in the health-care sector;

developing a mechanism for conducting targeted, randomized studies of the accessibility and quality of health-care services and ensuring its implementation;

ensuring the revision of the criteria and licensing mechanisms for health-care entities, monitoring compliance with the licensing conditions, and revising approaches to the accreditation of health-care facilities;

improving the criteria for evaluating the performance of health-care facilities, including by establishing efficiency and quality indicators;

improving the efficiency of data collection and data verification at all levels of health-care provision;

implementing and continuously supporting medical information coding systems, national terminology dictionaries, and classifiers for the health-care sector;

developing, implementing and ensuring the gradual improvement of the quality assurance system in the health-care sector at national, regional and health-care facility levels;

analysing the feasibility of establishing an independent national institution for health-care quality management, continuous (real-time) collection and analysis of data on health-care providers' performance, and publication of relevant results;

establishing an independent agency for health technology assessment as a single expert body that provides the evidence base for the selection, validation and evaluation of the effectiveness of medical products and practices, and expanding state financial guarantees for health-care services;

implementing and enforcing practices of clinical effectiveness, clinical governance and risk management in health-care facilities;

reviewing approaches to organizing the work and ensuring the independence and impartiality of clinical expert committees.

Outcomes of achieving Strategic Objective 2

Expected outcomes include:

the creation of conditions for sustainable financing of the health-care system and attracting additional sources of funding;

cross-sectoral cooperation based on the principle of health in all policies and common priorities that have an impact on health;

integration of the health-care system with EU requirements in terms of international standards and international best practices;

greater quantity and quality of data that can be used to make managerial decisions in the health-care system;

an efficient health-care system response to challenges, global threats and emergencies;

revision of regulations on tools for monitoring the quality of medical care.

Strategic Objective 3. Create conditions for the development and realization

of the national health-care system's full potential.

Operational Objective 1. Ensure continuous development of human capital and create opportunities for self-realization in the health-care system

The implementation of this operational objective will create comprehensive conditions for the development of human resources within the health-care system by motivating and empowering health-care workers to perform their professional duties at the proper level and by ensuring decent working environments.

Related tasks include:

integrating education and scientific research in the health-care sector in accordance with the current international context and health-care transformation processes;

monitoring the quality of educational activities of medical higher-education institutions that train health-care professionals, and improving the system of independent assessment of the quality of health-care students' training;

ensuring proper conditions for improving the quality of organization and implementation of practical (clinical) training of medical students by establishing multidisciplinary university hospitals; optimizing the potential of existing university clinics and departments of medical universities; and standardizing approaches to the use of simulation methods of teaching and objective structured practical (clinical) exams;

introducing a modern model of medical residency based on international experience;

strengthening the professional development and training systems for rehabilitation specialists and professionals in psychological assistance and spiritual care in the health-care sector;

fostering the development of new forms of continuous professional development of health-care managers, professionals and specialists that are aligned with the priorities of the health-care system;

introducing a professional self-governance system for health-care workers and strengthening the mechanism for the participation of professional associations in policy-making, professional development, quality improvement and other health system tasks;

introducing a mechanism for granting the right to engage in professional activities in the health-care sector;

ensuring the openness and transparency of the competitive selection of scientific research proposals, as well as allocation of state budget funds to finance scientific activities in the health-care sector;

ensuring the advancement of digital competencies among health-care professionals and other users of the electronic health-care system, as well as the development of information culture, digital literacy and cybersecurity in the health-care sector;

introducing transparent and competitive procedures for the selection, career advancement and professional growth of health-care sector workers;

establishing and ensuring the functioning of a registry of human resources for health and a workforce reserve in the health-care sector; and ensuring workforce planning and development in accordance with the population's needs for quality and accessible services, the transformation of health-care delivery models in Ukraine, and global health-care development trends;

ensuring state guarantees of remuneration for medical and other health sector workers;

expanding the qualification requirements for nurses/nursing assistants and involving non-medical workers in the provision of health-care services, especially at the level of territorial communities;

ensuring comprehensive measures to counteract stereotypes, including gender and age stereotypes, in professional activities and patient interactions in the health-care sector, and properly responding to cases of discrimination or inappropriate treatment;

improving educational and training models for health-care managers and stimulating their professional development;

developing and implementing professional liability insurance schemes for health-care professionals.

Operational Objective 2. Implement modern technologies and scientific advancements to preserve and promote health

The implementation of this operational objective will enable the health-care system to benefit from global science and technology achievements; introduce the most modern approaches to medical care; and stimulate the creation, development, adaptation and testing of innovations in practice.

Related tasks include:

improving the regulatory and professional environment for conducting clinical trials;

expanding the practice of genetic research and the use of predictive test systems for health-care needs;

fully implementing telemedicine, an intelligent clinical-decision support system, a big-data processing system and artificial intelligence, as well as ethical principles for the use of artificial intelligence technologies and data-driven tools;

ensuring further development of transplantation system, including the use of bio- and xeno-implants, and further digitalizing industry processes while ensuring the safety of the materials, tissues and organs used;

creating a system for planning and comprehensively meeting the needs of health-care facilities in terms of expensive equipment in accordance with the hospital districts' development plans and the health-care system as a whole;

regulating and promoting the use of advanced therapy medicines and innovative medical devices;

regulating and expanding the use of remote health monitoring methods for patients;

ensuring research and production in the field of bioengineering, three-dimensional modelling, and printing and manufacturing of medical devices (including rehabilitation devices); strengthening the capacity of the national research and innovation infrastructure to create and commercialize the results of scientific and technical development; and introducing innovations in the health-care sector;

regulating and ensuring the operation of biobanks, accumulating and exchanging data between them for scientific purposes, and applying the latest approaches to the diagnosis and treatment of diseases.

Operational Objective 3. Technologize and digitalize health system governance and the planning and organization of health-care services

The implementation of this operational objective will help to consolidate Ukraine's leadership in implementing digital health-care solutions, and simplify and improve data management and comprehensive analysis for a wide range of needs.

Related tasks include:

developing infrastructure and technical conditions for the provision of quality medical services using information and communication systems at all levels;

implementing the transition from paper-based to electronic medical records;

implementing comprehensive cybersecurity and information protection measures, including compliance with the General Data Protection Regulation in health-care information systems, and periodic evaluation of their effectiveness;

ensuring the formation of a single medical system with national and cross-border interoperability and end-to-end processes and services.

Operational Objective 3.4. Create conditions for attracting investments and improving the economic efficiency of the health sector

The implementation of this operational objective will help to promote the country's economic recovery; attract investment in the health-care sector; enhance the competitiveness of health-care facilities; and expand public access to quality medical services, medicines and medical devices.

Related tasks include:

facilitating the regulation and development of medical tourism in Ukraine;

strengthening the capacity and reputation of medical higher-education institutions and professional higher-education institutions, particularly to attract foreign students, while ensuring the appropriate quality of education;

promoting the growth of Ukraine's pharmaceutical industry by encouraging investment in research and development, localization, and other strategies for adopting the latest technologies in the production of medicines and medical devices;

strengthening control over the enforcement of intellectual property rights, particularly by fully implementing the Bolar Provision and other modern tools designed to enhance the industry;

expanding the involvement of the private sector in the implementation of the programme of state medical guarantees and increasing the availability of free-at-point-of-use services for the population under the programme of medical guarantees in private health-care facilities

Outcomes of achieving Strategic Objective 3

Expected outcomes include:

a health-care system workforce to meet the population's needs;

training for health-care professionals in line with contemporary European approaches;

a professional self-government system for employees within the health-care sector;

the introduction and distribution of modern technologies and scientific advancements in clinical practice to uphold or enhance the population's health;

the digitalization of health-care management processes and the establishment of conditions for attracting investments in the health-care system.

The procedure for monitoring,
evaluation of the Strategy implementation results and reporting

The bodies responsible for implementing the Strategy are central and local executive authorities.

Organizational support and monitoring of implementation, as well as coordination of central and local executive authorities' activities, is carried out by the Ministry of Health.

Ministries and other central and local executive authorities will submit to the Ministry of Health information on the status of implementation of the Strategy's operational action plan by 1 June annually, starting from 2026.

The Ministry of Health will analyse and summarize this information and, based on the results, prepare an annual implementation report. The Ministry will submit the report by 1 July annually, starting from 2026, to the Cabinet of Ministers of Ukraine and publish it on its web portal.

Implementation of the Strategy is envisaged for 2025–2030 and is ensured within the competence of the relevant central and local executive authorities, state institutions, organizations, local governments (with consent) and the public (with consent), and will be carried out in two stages (the first in 2025–2027 and the second in 2028–2030) in accordance with the operational action plans that reflect

the expected results for each of the above measures.

Development of the operational action plans, as well as monitoring and evaluation of progress on implementation, is carried out by the Ministry of Health, considering the indicators for monitoring its implementation, and with the involvement of representatives of public authorities and with the consent of expert and scientific institutions, international organizations, civil society institutions, health-care providers and professional associations.

The indicators for monitoring the implementation of the Strategy are:

Indicators	Years					
	2025	2026	2027	2028	2029	2030
1. Share of the population that has a signed declaration with a primary health-care physician (percentage)	76,3	≤80	85	≤85	≤85	90
2. Share of the population that has signed a declaration with a primary health-care provider and undergone preventive examinations during the year (percentage)	10		20			30
3. Maternal mortality rate (per 100 000 live births)			30			20
4. Mortality rate for children under the age of five (per 1000 live births)						7,9
5. Number of patients diagnosed with HIV for the first time in their lives (per 100 000 population)			36			27,9
6. Number of patients diagnosed with active tuberculosis for the first time (per 100 000 population)			58,8			52,3
7. Mortality rate from cerebrovascular diseases of men aged 30–59 years (per 100,000 men of the corresponding age)						57,3
8. Mortality rate from cerebrovascular diseases of women aged 30–59 years (per 100 000 women of the corresponding age)						24,3
9. Share of diagnosed malignant tumours (breast, cervix, prostate, colorectal, lung) at early stages in the total number of diagnosed malignant tumours (percentage)						50,7

Indicators	Years					
	2025	2026	2025	2028	2025	2030
10. Immunization level according to the approved schedule for the six specified vaccinations age groups in the prevention of 10 infectious diseases (percentage)			95			95
11. Share of bacteriological laboratories in health-care facilities that provide round-the-clock inpatient care, accredited for compliance with the requirements of DSTU EN ISO 15 189 (percentage)	15	25	40	60	80	100
12. Proportion of patients prescribed antimicrobial medicines of the reserve group in health-care facilities that provide round-the-clock inpatient medical care (percentage)	4	2	1	<1	<1	<1
13. Share of antimicrobial medicines of the access group consumed by the population (percentage)			50	55	60	65
14. Share of generic international nonproprietary names, in particular for the paediatric population, that are reimbursed under the programme of medical guarantees (percentage)	>30					>40
15. Number of treatment standards and protocols revised (approved) in accordance with modern European treatment standards	≥30	≥30	≥30	≥30	≥30	≥30
16. Number of developed professional standards in the health-care sector	≤ 35	≤ 35	≤ 35	≤ 35	≤ 35	≤ 35

Some indicators are reflected in separate dedicated programme documents and correspond to the goals and objectives of the Strategy.

The Strategy is expected to create the conditions for a gradual increase in the average life expectancy of men and women in Ukraine.

Based on the monitoring and evaluation of progress, the Ministry of Health will prepare proposals and recommendations for urgent measures to ensure the effective implementation of the Strategy and, if necessary, amendments to the operational action plans.

Financial support for the Strategy implementation

Measures to implement the Strategy will be financed at the expense and within the limits of the state and local budgets approved for the respective year, as well as other sources of funding not prohibited by law.

Operational action plans can be implemented if sufficient resources are available for their implementation.

APPROVED
by the Resolution of the Cabinet of Ministers of
Ukraine No. 34-r dated 17 January 2025

OPERATIONAL PLAN
for the implementation of the Health System Development Strategy for the period up to 2030 in 2025-2027

Tasks	Activities	Terms of implementation, years	Implementing agencies	Progress indicators
Strategic objective 1. Ensuring universal access to high-quality healthcare services and resources for fulfilling an individual's right to health.				
Operational objective 1. Ensure equitable conditions and unimpeded access to timely, safe, and high-quality medical care				
1. Ensuring financial protection of patients, preventing catastrophic health spendings and implementing a zero-tolerance policy for corruption in the healthcare sector, particularly by expanding the range of declaration subjects	1) Analyzing the main factors and the prevalence of informal payments in the healthcare system	2025	MOH NHSU international partners (upon consent)	an analytical report was prepared, which includes a detailed description of the state of use of informal payments in the healthcare system

2) Conducting an analysis and assessment of corruption risks in the activities of the management of municipal and state healthcare institutions, as well as certain categories of healthcare workers. Based on the conducted analysis and assessment, formulating proposals on the expediency/inexpediency of expanding the list of individuals included in the management of municipal and state healthcare institutions and certain categories of healthcare professionals in order to introduce mandatory declaration of their income and property	2025	MOH National Agency on Corruption Prevention	analysis and assessment of corruption risks in the activities of the management of municipal and state healthcare institutions and certain categories of healthcare workers was conducted proposals were developed to expand the range of declaration subjects in the healthcare system (if necessary)
3) ensuring the development of practices for procuring innovative and high-cost medicines using managed entry agreements.	annually	MOHState Enterprise “Medical Procurement of Ukraine” (upon consent)	annual review/expansion of the nomenclature of medicines subject to the mechanism of managed entry agreements based on evidence was conductedthe use of funds provided for in the state budget for the implementation of managed entry agreements was ensured

2. Improving the quality of primary healthcare, which will lead to the prevention of avoidable hospitalizations	4) ensuring the operation of the Medevac system and its use for evacuating patients for treatment abroad	annually	MOH MFA Ministry of Defense of Ukraine state institution "Ukrainian Scientific and Practical Center for Emergency Medical Care and Disaster Medicine of the Ministry of Health of Ukraine" (upon consent) regional, Kyiv city state administrations (military administrations) international partners (upon consent)	regular referral of patients affected by the armed aggression of the Russian Federation against Ukraine for treatment abroad, in accordance with established medical indications, as well as their support during treatment and return to Ukraine, were ensured throughout the period of martial law
	1) monitoring the implementation of development plans of healthcare facilities included in the capable network and considering the results during the revision of the capable network	2025	MOH regional state administrations (military administrations)	Proposals for revising the capable network of healthcare institutions based on analytical reports on their performance were prepared
		2026	Kyiv city state administration (military administration)	
	2) establishing and monitoring quality indicators of primary healthcare provision	2025	NHSU MOH	the quality indicators of primary healthcare have been reviewed, and proposals for their improvement have been provided.
	3) improving the quality of primary health care, which will prevent avoidable hospitalizations	annually	MOH NHSU	the scope of medical services under the primary healthcare package is focused on early disease detection and the preservation of the population's mental health

	4) raising awareness of healthcare professionals, adult patients, children and adolescents and their parents about the prevention of diabetes complications	2025—2027	MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) centers for disease control and prevention (upon consent) National Academy of Medical Sciences of Ukraine (upon consent)	<p>the qualification of medical personnel has been enhanced through participation in roundtable discussions, trainings, and seminars on diabetes as part of continuous professional development</p> <p>medical institutions of higher education and/or research institutions have conducted scientific research on diabetes</p>
3. Reducing institutionalization and, therefore, segregation of people with mental health problems	Ensuring that healthcare facilities provide medical care to residents of psychoneurological institutions and nursing homes for the elderly of the social protection system	2025—2026	MOH Ministry of Social Policy of Ukraine	Amendments were made to the list of healthcare institutions approved by the Order of the Ministry of Health of 28 October 2002 No. 385 "On Approval of the Lists of Healthcare Institutions, Medical Positions, Pharmacist Positions, Positions of Specialists with Pharmaceutical Education, Positions of Healthcare Professionals, Positions of Healthcare Specialists, Positions of Professionals with Higher Non-Medical Education in Healthcare Institutions and Positions of Professionals with Higher Non-Medical Education, involved in the provision of rehabilitation care as part of multidisciplinary rehabilitation teams in healthcare institutions", namely in terms of excluding the social security system institutions/facilities from the mentioned list

4. Development of the concept, implementation plan, and formation of a network of healthcare facilities providing integrated primary medical care, aimed at concentrating medical resources and services to ensure access to quality healthcare at the territorial community level	1) ensuring planning and development of the network of integrated primary healthcare facilities	2025—2026	MOH regional state administrations (military administrations) local self-government bodies (upon consent)	declarations with general practitioners – family doctors have been signed between patients – residents of psychoneurological institutions and care homes for the elderly within the social protection system
		2025	MOH NHSU USAID Health Reform Support project (upon consent)	the concept of integrated primary healthcare facilities, their functions, list of services, proposals for staffing and technical support, etc. were developed
				a roadmap for the implementation of the concept of integrated primary healthcare facilities has been developed
				a list of priority institutions and their development in accordance with the concept of integrated primary healthcare facilities and considering the plans for the development of hospital networks
				analysis of funding sources and opportunities for the development of the Program of Medical Guarantees was conducted in compliance with the needs of implementing the concept of integrated primary healthcare facilities and relevant amendments to the legislation were prepared
	2) ensuring proper pediatric surveillance	2025—2026	MOH	support of institutions in accordance with the plan for the implementation of the concept of integrated primary healthcare institutions was provided
		2025		a procedure for pediatric surveillance was developed
		2025		criteria for assessing the child's development were identified and medical staff were trained on its use

5. Ensuring the formation of a unified medical space where healthcare institutions and providers operate under uniform rules and are capable of delivering an appropriate level of medical care, regardless of organizational form, ownership, subordination, or the location of the patient being treated, along with the development of appropriate patient pathways	3) increasing the capacity of primary health care facilities to provide NCD prevention services	2025—2026	MOH	standards for the treatment and prevention of priority non-communicable diseases were approved/updated
	4) promoting accessibility and quality of reproductive health services at the primary health care level	2025	MOH	the matter of uncomplicated pregnancy management at the level of primary health care is now legally regulated
	5) improving the system for conducting preventive medical examinations for specific population categories based on risk group, age, and health status	2025—2027	MOH NHSU regional, Kyiv city state administrations (military administrations) local self-government bodies (upon consent) sectoral associations (upon consent)	an increase of at least 5% annually in the coverage of preventive medical examinations for at-risk populations based on age and health status has been achieved
	1) ensuring the transformation of healthcare facilities under the management of the Ministry of Health to facilitate their inclusion in the Program of Medical Guarantees, improve patient access to quality medical services, and gradually establish a unified medical space	2025	MOH NHSU	the transformation into a state-owned non-commercial enterprise and the signing of contracts with the NHSU have been ensured in at least eight facilities.
		2026		transformation into a state non-profit enterprise and conclusion of contracts with NHSU in all institutions managed by the Ministry of Health that provide medical services, medicines and medical devices included in the Program of Medical Guarantees to the population

	2) ensuring the transformation of institutions under the management of the National Academy of Medical Sciences to facilitate their inclusion in the Program of Medical Guarantees, improve patient access to quality medical services, and gradually establish a unified medical space	2025	National Academy of Medical Sciences of Ukraine (upon consent) NHSU	contracts with NHSU were concluded in at least 25 institutions
	3) ensuring the transformation of institutions under the management of other central executive authorities to facilitate their inclusion in the Program of Medical Guarantees, improve patient access to quality medical services, and gradually establish a unified medical space	2025—2027	Ministry of Justice of Ukraine Health Care Center of the State Penitentiary Service (upon consent) MOH NHSU	support and cooperation were provided within the framework of the pilot project on the provision of medical care to convicts and detainees in a single medical space and further transformation at the institutional level
		2025—2027	Ministry of Defense of Ukraine State Administration of Affairs (upon consent)	the transformation and support of healthcare facilities under other governing bodies for integration into the unified medical space have been ensured
6. Ensuring the application of inclusivity and barrier-free access principles in the development and provision of healthcare services, including digital services, taking into account the needs of persons with disabilities, impairments in daily functioning, and activity limitations.	Promoting the availability of information and communication technology products and services in the electronic healthcare system and other key information and communication systems and registers in the healthcare sector	2025—2027	MOH NHSU State Service of Ukraine on Medicines and Drugs Control enterprises, institutions and organizations in the healthcare sector (upon consent)	the requirements of the State Standard of Ukraine EN 301 549:2022 (EN 301 549 V3.2.1 (2021-03), IDT) "Information Technology. Requirements for the availability of ICT products and services" have been applied to the creation, modernization, development, administration and maintenance of key information and communication systems and registers in the healthcare sector

7. Developing and implementing an effective mechanism to incentivize and support healthcare workers in rural, sparsely populated, or hard-to-reach areas	generalization of practices for implementing regional incentives to attract healthcare workers under the conditions of staff shortages	2025	MOH NHSUregional, Kyiv city state administrations (military administrations) local self- government bodies(upon consent)	an analytical report on tools to stimulate and engage healthcare professionals at the regional level and recommendations for the development of local programs were prepared
Operational objective 2. Ensuring public access to high-quality and safe medicines with proven efficacy, as well as medical devices				
8. Ensuring supply chain management for medicines and medical devices in line with best international practices	1) development and implementation of an effective vaccine supply chain management system	2025—2026	MOHstate enterprise “Medical Procurement of Ukraine” (upon consent) state institution "Public Health Centre of the Ministry of Health of Ukraine"(upon consent) centers for disease control and prevention (upon consent)State expert center of the Ministry of Health of Ukraine (upon consent)State Service of Ukraine on Medicines and Drugs Control	amendments to the Order of the Ministry of Health of 16 September 2011 No. 595 ‘On the Procedure for Preventive Vaccination in Ukraine and Quality Control and Circulation of Medical Immunobiological Products’ were introduced to comprehensively regulate the functioning of the vaccine supply chain management system with a comprehensive set of quality assurance requirements at each level of the system training of specialists at all levels of the system management, including vaccine supply and distribution was conducted

	2) considering the possibility of implementing the "last mile" concept for the delivery of centrally procured medicines	2025—2026	state enterprise "Medical Procurement of Ukraine" (upon consent) MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) The Safe, Affordable, and Effective Medicines (SAFEMed) for Ukrainians project (upon consent)	an analysis of the feasibility of implementing the "last mile" concept has been conducted, resulting, if needed, in the approval of a roadmap and the implementation of developments or specific elements, including through additional piloting
9. Ensuring the continuous updating and functional completeness of the list of essential medicines and medical devices covered by state budget reimbursement	ensuring constant review and updating of the National List of Essential Medicines	2025—2027	MOH	the National list of essential medicines has been updated based on the results of health technology assessment
10. Strengthening record-keeping and monitoring of procurement and use of medicines and medical products by healthcare facilities at both the outpatient and hospital stages and ensuring that their use of transparent inventory management tools	1) ensuring further expansion of the functionality and development of the e-Stock electronic stock management system for medicinal products and medical devices ("need", "procurement", "accounting", "reporting", "open data" modules)	2025—2026	state enterprise "Medical Procurement of Ukraine" (upon consent) MOH	the efficiency of planning processes for medicines and medical devices has been improved through the use of the e-Stock electronic inventory management system for medicines and medical devices.
	2) informing the Ministry of Health on the results of state financial control measures on procurement, use of medicines and medical products by healthcare institutions	quarterly	State audit service of Ukraine	measures were taken to eliminate the risks of non-compliance with the principles of procurement and use of medicines and medical devices by healthcare institutions

	3) ensuring open data monitoring in the process of procurement of medicines and medical devices by healthcare institutions	annually	MOH state enterprise “Medical Procurement of Ukraine” (upon consent) State expert center of the Ministry of Health of Ukraine (upon consent)	monitoring of procurement of medicines by healthcare institutions in accordance with the National list of essential medicines was ensured
11. Ensuring harmonization of state policies on access to medicines and medical devices	updating approaches to calculating the needs for antiretroviral medicines and HIV diagnostic systems, as well as monitoring treatment effectiveness	2025	state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) state enterprise “Medical Procurement of Ukraine” (upon consent) MOH	updated tools for calculating the need for antiretroviral drugs and diagnostic systems for HIV detection (rapid diagnostics) were introduced
12. Ensuring documentation and continuous analysis of the list of medicines received by patients during inpatient treatment in the healthcare system (including those provided by the healthcare facility or provided directly by patients)	monitoring of prescriptions and/or purchases of medicines covered under the inpatient care packages of the Program of Medical Guarantees	2025—2026	MOH NHSU	monitoring of compliance with the accounting of medicines used in inpatient settings was introduced
		2026	MOH NHSUcivic society and charitable organizations (upon consent)	a tool for obtaining patient feedback was developed, particularly with the involvement of civil society organizations and sample surveys/evaluations
13. Ensuring continuous monitoring, evaluation and further development, expansion and revision of the "Affordable Medicines" program and its implementation models, as	ensuring the development and improvement of the mechanism for implementing the “Affordable Medicines” program, as well as expanding the reimbursement program with new medicines	2025—2026	MOH State Service of Ukraine on Medicines and Drugs Control JSC “Ukrposhta” (upon consent)	delivery of medicines through mobile pharmacies and postal operators in rural areas, remote and hard-to-reach areas was introduced

well as proper access to medicines, including prescription and reimbursement medicines in rural, remote and hard-to-reach areas

2025	NHSU MOH Ministry of Veterans Affairs of Ukraine	an analysis has been conducted, and the reimbursement program has been expanded with new medicines for the treatment of priority diseases, including among war veterans, with costs covered by the state budget
2025	Ministry of Justice of Ukraine Health Care Center of the State Penitentiary Service (upon consent) MOH	an analytical report on the results of the review of the application of the "Affordable Medicines" program to convicted individuals has been prepared and submitted to the Ministry of Health
annually	MOH NHSU	100 % of pharmacies located in the premises of municipal and state healthcare facilities operate under agreements within the framework of the "Affordable Medicines" program
2025—2027	MOH Ministry of Veterans Affairs of Ukrainestate institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent)	regular monitoring of the issuance of electronic prescriptions has been implemented based on the results of analysis, in accordance with sectoral standards and medication guidelines
2025—2027	MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent)	regular monitoring of the prescription of antibacterial medicines has been implemented in accordance with sectoral healthcare standards approved by the Ministry of Health

14. Reducing the impact of self-medication and the use of non-evidence-based treatment methods by limiting the influence of advertising and marketing tools on patients and healthcare providers and establishing full control over the prescription of certain categories of medicines

ensuring the monitoring of the appropriateness of prescribing narcotic medicines

2) ensuring monitoring of the prescription of antibacterial medicines

3) establishing full control and ensuring constant analysis and monitoring of compliance with the rules for prescribing medicines and the procedure for their release from pharmacies and their structural units	annually	MOH NHSU State Service of Ukraine on Medicines and Drugs Control	comprehensive control and the generation of analytical reports on prescription drug dispensing practices have been established
4) implementing comprehensive measures to reduce the demand and supply of factors and products that can lead to significant abuse and addiction, particularly among war veterans	2025	MOH Ministry of Veterans Affairs of Ukraine state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) other central executive authorities	amendments were introduced to the Procedure for Monitoring the Narcotic and Alcohol Situation in Ukraine, approved by Resolution of the Cabinet of Ministers of Ukraine No. 689 dated July 10, 2019, "Issues of Monitoring the Narcotic and Alcohol Situation in Ukraine."

Operational objective 3. Shaping and promoting a value-based attitude towards health among the population.				
15. Promoting the creation of safe living conditions and environment for people in order to preserve and promote health through the implementation of national, regional and local programs to control tobacco use, alcohol consumption, gambling, as well as road safety, health promotion and primary prevention measures, etc.	1) developing strategic approaches to mitigating the harmful effects of alcoholic beverages on public health.	2025	MOH other central executive authorities state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent)	an action plan to reduce alcohol consumption and minimize harm by strengthening the system of state control, prevention and response to the consequences was approved
		2026	MOH	reduction in the proportion of individuals consuming alcoholic beverages

2) ensuring the involvement of various groups of the population in physical activities and recreational activities, as well as in physical exercise at their place of residence and in public recreational areas, within the framework of the social project "Active Parks – Locations of a Healthy Ukraine", additionally, supporting sports initiatives for war veterans tailored to their specific needs and developing educational programs for trainers	2025—2027	Ministry of Youth and Sports of Ukraine Ministry of Veterans Affairs of Ukraine regional, Kyiv city state administrations (military administrations) All-Ukrainian Center for Physical Health of the Nation "Sport for All" (upon consent)	the population of Ukraine is involved in health-promoting physical activity and has gained an additional means of improving mental and physical well-being
3) conducting activities aimed at forming a conscious and responsible attitude to their own health among young people, promoting harmonious mental development, life safety, development of informal sports movements, street training and physical culture	2025—2026	Ministry of Youth and Sports of Ukraine	four events have been conducted with the participation of representatives of youth work entities
4) conducting trainings for representatives of civil society institutions and professionals working with young people, engaging war veterans in sports	2025—2026	Ministry of Youth and Sports of Ukraine Ministry of Veterans Affairs of Ukraine	two specialized training sessions on "Shaping a Healthy Lifestyle for Youth" have been conducted as part of the "Youth Worker" program

16. Creating conditions for nutrition and consumer protection systems that promote equal access to safe, healthy and environmentally friendly food throughout life, including the development of healthy eating habits in educational and upbringing institutions	conducting a study on the actual nutritional status of the population	2026	MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent)	data on the actual nutritional status of the population has been obtained
17. Ensuring that health awareness is included in education and training programs at all levels	1) developing basic comprehensive training materials on public actions in case of emergencies	2025—2027	central executive authorities, which are subordinate to educational institutions	information regarding public actions in case of emergencies have been developed and integrated into educational and training programs, as well as workplace training curricula
	2) including health topics in the educational programs of institutions providing complete general secondary education	2026	Ministry of Education and Science of Ukraine MOH	health education has been integrated into the curricula of institutions providing full general secondary education
18. Introduce a model of shared clinical decision-making into the practice of medical care and promote people's responsibility for their own health	Introducing patient's personal account and ensuring continuous expansion of its functionality	2025—2027	MOH NHSU state enterprise "eHealth" (upon consent) central executive authorities that are subordinate to healthcare institutions	a convenient and secure mechanism has been ensured for patients to access, review, update, and correct their personal data in the electronic health system and patient e-services.
Operational objective 4. Restoring, developing and supporting areas related to new challenges and meeting the needs of the population during emergencies				

19. Ensuring a unified approach and determining priority criteria during the phased restoration of the healthcare system infrastructure, taking into account the needs of the population and its individual groups in order to restore access to medical services while considering plans for the development of capable healthcare networks	ensuring support for the development of project documentation for the modernization/renovation of priority healthcare facilities	2025—2027	MOH	the filling and updating of the database on the implementation of medical infrastructure renewal measures have been ensured
20. Developing and ensuring the phased implementation of action plans to enhance energy independence and adopt environmentally sustainable approaches to the operation of healthcare facilities at all levels, including the use of renewable energy sources, thermal insulation of buildings, and the introduction of alternative heating sources, etc.	1) providing support for the gradual cost optimization of primary healthcare facilities, particularly through the use of energy-efficient solutions	2025—2027	MOH international partners (upon consent)	thermal insulation, installation of autonomous heating sources, and water supply systems have been implemented in primary healthcare facilities
	2) increasing the autonomy of healthcare institutions	2025—2027	MOH international partners (upon consent) local self-government bodies (upon consent)	it is planned to equip healthcare facilities and medical service locations with solar panels, covering no less than 300 sites

21. Ensuring the implementation of temporary technical solutions aimed at restoring access to medical services in conditions of limited resources or service provision capacity, while preventing the permanent use of such temporary measures	1) ensuring the rotation of medical staff and support for the de-occupied regions until access to medical services is fully restored	annually	MOH state institution "Ukrainian Scientific and Practical Center for Emergency Medical Care and Disaster Medicine of the Ministry of Health of Ukraine" (upon consent) WHO (upon consent)	the continuous engagement of healthcare system specialists in providing medical care in de-occupied territories and areas near combat zones has been ensured in accordance with the identified needs
	2) ensuring the deployment of mobile and temporary medical aid stations	2025—2027	MOHstate institution "Ukrainian Scientific and Practical Center for Emergency Medical Care and Disaster Medicine of the Ministry of Health of Ukraine" (upon consent) WHO (upon consent) Ukrainian Red Cross Society (upon consent)	at least 20 integrated medical care points have been deployed in areas with limited access

	3) ensuring the development of an emergency aeromedical evacuation system	within six months after the end of martial law	MOH Ministry of Internal Affairs of Ukraine State Emergency Service of Ukraine state institution "Ukrainian Scientific and Practical Center for Emergency Medical Care and Disaster Medicine of the Ministry of Health of Ukraine" (upon consent)	the relevant resolution of the Cabinet of Ministers of Ukraine was amended with regard to the pilot project on aeromedical evacuation
22. Ensuring a comprehensive consideration of the healthcare needs of war veterans, populations in de-occupied territories, and internally displaced persons, while preventing the duplication of functions and double funding of healthcare service organization	1) improving access to highly qualified dental care for military personnel and veterans	2025—2027	MOH NHSU	dental prosthetics and treatment have been provided to at least 1,000 individuals
	2) ensuring the formation of a network of psychological assistance service providers for war veterans, their family members and persons equated to them in the veterans' support system	2025	Ministry of Veterans Affairs of Ukraine	At least 50 providers of psychological assistance services for veterans, their family members, and equivalent persons have been included in the Register of psychological assistance service providers for veterans and their families
	3) strengthening the capacity of healthcare institutions to provide social services, including support for war veterans	2025	Ministry of Social Policy of Ukraine MOH Ministry of Veterans Affairs of Ukraine	the procedure for interaction between healthcare facility staff and social service providers in the delivery of palliative care has been improved
23. Ensuring the development of a multi-level evidence-based model of rehabilitation care in the healthcare sector,	Ensuring broad access to quality rehabilitation services and strengthening the capacity of the	2025	MOH NHSU Ministry of Veterans Affairs of Ukraine	at least 112,000 individuals have received rehabilitation services at healthcare facilities.

its proper funding, integration at all levels of medical care and interconnection with the system of measures and stakeholders in other areas of life on the basis of multifunctional rehabilitation centers and departments	overall network of rehabilitation providers		international partners (upon consent)	no less than 40 healthcare facilities have been equipped and prepared to provide rehabilitation services in accordance with the requirements
		Q1 2025	Ministry of Social Policy of Ukraine MOH Ministry of Veterans Affairs of Ukraine	The State Standard for the social service of social-psychological rehabilitation for individuals with gambling addiction (ludomania) has been approved
		Q1 2025	MOH Ministry of Veterans Affairs of Ukraine	standards for the rehabilitation of people with mental and behavioural disorders due to the use of psychoactive substances were approved
24. Ensuring the development of mental health and psychosocial support services that are person-centered and tailored to the needs of local communities, including during armed aggression and the recovery period, and proper communication between all the stakeholders involved	supporting the establishment of mental health centers in cluster hospitals as part of the national mental health and psychosocial support program	2025	MOH NHSU international partners (upon consent)	at least 30 mental health centers have been established in cluster hospitals
25. Reviewing approaches to the functioning of inpatient mental health facilities, conditions of stay, the provision of medical care, and ensuring proper adherence to human rights	ensuring that approaches to the provision of mental health care in inpatient settings are reviewed in line with current practices	2025	MOH	an updated network of healthcare facilities was formed to ensure the implementation of compulsory medical measures
26. Implementing comprehensive measures to support motherhood and childhood, including initiatives to increase birth rates through the development	1) ensuring the development and state support of in vitro fertilization programs and other types of assisted reproductive technologies and reproductive health programs	2025	MOH	the list of indications for in vitro fertilization was reviewed (expanded)
		2025—2027	NHSU MOH	at least 10 healthcare institutions are involved in the program and have signed agreements with NHSU on the relevant package of services

and support of reproductive technologies, reducing infant mortality and further scaling up early diagnostic services and early intervention technologies

	2025—2027	NHSU MOH	the Program of Medical Guarantees provides funding for at least 10,000 in vitro fertilization cycles annually
2) ensuring prevention of mother-to-child HIV transmission by providing formula milk to HIV-exposed children born to HIV-positive women in order to prevent vertical postnatal transmission of HIV to such infants during breastfeeding	2025—2027	MOHlocal self-government bodies (upon consent)	full provision of HIV-exposed infants born to women with HIV-positive status with formula milk was achieved
3) ensuring continuous improvement of measures to provide neonatal care and assistance during childbirth	2025	MOH NHSU	requirements for the definition of a level 3 regional perinatal center were revised
	2025—2027	MOH NHSU regional, Kyiv city state administrations (military administrations)	a detailed review of each case of infant mortality and interaction between the healthcare facility and the relevant structural unit for healthcare of state administrations (military administrations) are ensured
4) developing a specification for an early intervention service	2025	Ministry of Social Policy of Ukraine MOH Ministry of Education and Science of Ukraine	the specification of the early intervention service was approved
5) providing support for the implementation of the National strategy for building a safe and healthy educational environment in the new Ukrainian school at the national and local levels	2025—2027	Ministry of Education and Science of Ukraine MOHregional, Kyiv city state administrations (military administrations)	communication support for the key provisions of the National strategy for building a safe and healthy educational environment in the new Ukrainian school has been ensured
		Ukrainian-Swiss “Act for Health”	secondary education institutions were supported in implementing the Healthy School model

			project (upon consent)	the use of the "School health index" assessment tool was ensured
	6) improving the organization of nursing care in educational institutions	2025	MOH NHSU Ministry of Education and Science of Ukraine local self-government bodies (upon consent)	proposals for regulating the work of medical professionals based in educational institutions, key performance indicators, and the mechanism for interaction between educational institutions and healthcare facilities have been developed and agreed upon
27. Ensuring the development of palliative care and access to effective pain relief	1) ensuring the development of regional networks of palliative care facilities	2025	regional, Kyiv city state administrations (military administrations) MOH NHSU	the approaches to the organization of palliative care have been reviewed, and updated regional palliative care networks have been approved
	2) ensuring coordination of actions of healthcare facilities and social service providers in the provision of palliative care	2025	Ministry of Social Policy of Ukraine MOH	the procedure for interaction between healthcare workers and social service providers in the provision of palliative care was improved
28. Ensuring the development and technical capacity of the network of forensic medical examination institutions	providing support for the transformation and creation of a network of state-owned forensic institutions as well as its development	2025	MOH	capacity to conduct molecular genetic examinations (studies) was ensured
		2025	MOH	the processes of histological examinations in forensic institutions were modernized
		2025	MOH	the processes of conducting toxicological examinations (studies) in forensic medical institutions were modernized
		2026	MOH	the laboratory facilities of the State Specialized Institution "Main Bureau of Forensic Medical Examination of the Ministry of Health of Ukraine" have obtained the status of a reference laboratory

29. Ensuring the development of health services, including routine immunization, outbreak response vaccination, prophylaxis based on epidemiological indications and post-exposure prophylaxis for those exposed to infection	strengthening the capacity to implement immunization programs and promote access to vaccination			the capacity of the body identification center within the forensic medical examination system has been established and strengthened
		2026	MOH	methods of forensic dentistry and odontology were introduced in the regions involved in the identification of unidentified bodies (remains) of individuals deceased under special circumstances
		2026	MOH	an educational/training center was established within the forensic institutions
		2025—2027	MOHstate institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) regional, Kyiv city state administrations (military administrations) local self-government bodies (upon consent)	communication activities have been conducted to strengthen public support for immunization with the aim of increasing the baseline indicators of immunization coverage and the implementation of the vaccination schedule
Operational objective 5. Ensuring transparency of the national healthcare policy and engaging civil society in decision-making				
30. Ensuring the involvement of civil society in the development of healthcare policy and health governance by promoting public awareness, encouraging cooperation between national healthcare institutions and facilities and civil society, citizens, territorial communities, patient organizations,	ensuring that the composition of working groups is reviewed in order to involve representatives of communities, patient organizations, professional associations, veteran organizations, etc.	2025	MOH NHSU State Service of Ukraine on Medicines and Drugs Control Ministry of Veterans Affairs of Ukraine war veterans associations (upon consent)	representatives of civil society have been included in the working groups for the development of specific policies.

professional associations, trade unions, media and other stakeholders				
31. Establishing and implementing elements of effective management of healthcare institutions that ensure public accountability and oversight, in particular through the formation of supervisory boards based on the principles of good governance	establishing supervisory boards of municipal and state-owned healthcare institutions	2025	MOHlocal self-government bodies (upon consent) USAID Health Reform Support project (upon consent)	supervisory boards were established in municipal healthcare institutions that provide specialized medical care
		2025	MOH USAID Health Reform Support project (upon consent)	supervisory boards were established in healthcare institutions managed by the Ministry of Health
		2025	Ministry of Justice of Ukraine Health Care Center of the State Penitentiary Service (upon consent)	supervisory boards were established in healthcare facilities of the State Penitentiary Service
		2025	National Academy of Medical Sciences of Ukraine (upon consent)	supervisory boards were established in healthcare institutions of the National Academy of Medical Sciences
Strategic objective 2. Strengthening cross-sectoral coordination of state policy affecting the healthcare system				
Operational objective 1. Ensure professional autonomy, sustainable development and effective functioning of entities operating in the healthcare sector				

32. Continuing institutional strengthening of the National Health Service of Ukraine (NHSU) as a single national purchaser for health services, medicines and medical devices, and enhancing its accountability to the Cabinet of Ministers of Ukraine and the population	ensuring the gradual transition of the NHSU to multi-year planning and contracting based on the current needs of the population and the strategic goals of the healthcare system	2025	MOH NHSU	multi-year healthcare agreements were concluded
33. ensuring the functioning and proper organizational, financial and human resources capacity of the state institution "Center for Public Health of the Ministry of Health of Ukraine" as the main expert institution in the public health field at the national level and strengthening the role of the network of regional centers for disease control and prevention as key public health institutions at the local level	1) ensuring support and continued implementation of field epidemiology training programs	2025—2027	state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent)	continuous training of epidemiologists and assistant epidemiologists was ensured
	2) ensuring leadership and development of national institutions in the field of laboratory diagnostics	2025—2027	state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent)	qualified personnel were trained in accordance with the Global Laboratory Leadership Programme
		2025	state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent)	a training center for the development and implementation of laboratory research methods was established

34. Ensuring the functioning and proper organizational, financial and personnel capacity of the state institution "Ukrainian Scientific and Practical Center for Emergency Medical Care and Disaster Medicine of the Ministry of Health of Ukraine" as the main coordinating and expert institution in the field of emergency medical care and disaster medicine	strengthening the capacity and efficiency of the Ukrainian Scientific and Practical Center for Emergency Medical Care and Disaster Medicine of the Ministry of Health of Ukraine	2025	MOHstate institution "Ukrainian Scientific and Practical Center for Emergency Medical Care and Disaster Medicine of the Ministry of Health of Ukraine" (upon consent)	the Procedure has been approved, training for emergency medical care workers and disaster medicine system staff has been organized based on modern requirements, and a quality control system for training has been implemented
		2025	MOH state institution "Ukrainian Scientific and Practical Center for Emergency Medical Care and Disaster Medicine of the Ministry of Health of Ukraine" (upon consent)	the Procedure for involving healthcare facilities and their structural units by the disaster medicine service has been approved
		2025—2026	MOHstate institution "Ukrainian Scientific and Practical Center for Emergency Medical Care and Disaster Medicine of the Ministry of Health of Ukraine" (upon consent)	an effective system of monitoring by regional emergency and disaster medicine centers of compliance with patient pathways as a component of quality control of medical care was created

35. Ensuring the functioning of the central procurement agency that carries out centralized procurement of high-quality medicines and medical devices at the expense of the state budget, ensuring the functioning of a single procurement space, using modern procurement tools and methods at the national and regional levels;	1) Strengthening the anti-corruption and compliance policy of the state enterprise “Medical Procurement of Ukraine”	2025—2027	MOH state enterprise “Medical Procurement of Ukraine” (upon consent)	compliance with the requirements of ISO:37001 for anti-corruption activities was ensured
	2) completion of transformation of the state enterprise “Medical Procurement of Ukraine” into a full-cycle national procurement agency (procurement center) and strengthening of the capacity to conduct procurement at the regional level	2025—2027	MOH state enterprise “Medical Procurement of Ukraine” (upon consent)	the warehouse facilities of the state enterprise "Ukrmedpostach", which meet licensing conditions, GDP requirements, and inventory management standards, have been incorporated
		2025—2027	MOH state enterprise “Medical Procurement of Ukraine” (upon consent)	an internal online knowledge platform was launched, and continuous development of staff competencies was ensured
		annually	MOH state enterprise “Medical Procurement of Ukraine” (upon consent)	the number of municipal healthcare institutions using the electronic catalog of the state enterprise "Medical Procurement of Ukraine" and the volume of purchases through it have been increased
		annually	Ministry of Internal Affairs of Ukraine Ministry of Justice of Ukraine State Administration of Affairs (upon consent) National Academy of Medical Sciences of Ukraine (upon consent)	the number of state healthcare institutions using the electronic catalog of the state enterprise "Medical Procurement of Ukraine" and the volume of purchases through it have been increased

36. Strengthening the capacity of key healthcare institutions that ensure the development of the digital and electronic health system, manage the human resources for health planning, healthcare technology assessment and other critical functions in the healthcare system	ensuring capacity and capability development of key institutions under the Ministry of Health that are responsible for developing the eHealth system	2025—2027	MOH NHSU State Service of Ukraine on Medicines and Drugs Control enterprises, institutions and organizations in the healthcare sector (upon consent)	the development of professional competencies and effective planning, provision, and distribution of resources for key institutions under the Ministry of Health, which ensure the development of the electronic health system, manage human resource planning, health technology assessment, and other critical functions within the healthcare system, has been ensured
Operational objective 2. Ensure proper financing of the healthcare system and efficient use of its resources				
37. Continuing to pool funds from different fragmented budgets to finance the healthcare system, in particular for centralized procurement	1) promoting maintaining the health priority in the formation of the state budget policy	2025—2026	MOH Ministry of Finance of Ukraine	healthcare expenditures are increasing annually
	2) ensuring a single pool of centralized procurement of medicines and medical devices for combating socially significant diseases	2025	MOH Ministry of Internal Affairs of Ukraine Ministry of Justice of Ukraine State Administration of Affairs (upon consent) National Academy of Medical Sciences of Ukraine (upon consent)	procurement of medicines and medical devices for the prevention, diagnosis, and treatment of HIV, tuberculosis, and viral hepatitis B and C is carried out within a unified planning framework and a single pool.

38. Optimizing institutions, enterprises and agencies under the management of the Ministry of Health and the State Service for Medicines and Drugs Control and divestment of non-core and non-profit assets	analyzing the activities of institutions, enterprises and organizations in the field of management of the Ministry of Health and the State Service of Ukraine on Medicines and Drugs Control	2025—2026	MOH State Service of Ukraine on Medicines and Drugs Control	decisions were made to optimize institutions, enterprises and organizations under the management of the Ministry of Health and the State Service of Ukraine on Medicines and Drugs Control (on reorganization (liquidation), transfer from the management, transfer to the management)
39. Introducing mechanisms to ensure the efficient use of own funds by healthcare facilities, in particular by strengthening the capacity for financial planning among health managers, and introducing elements of cost monitoring	1) providing training for members of supervisory boards of state and municipal healthcare institutions on financial planning and internal audit (after they are established)	2025—2027	MOH NHSU local self-government bodies (upon consent) USAID Health Reform Support project (upon consent)	training of members of supervisory boards of state and municipal healthcare institutions on financial planning and internal audit was conducted in at least one third of the regions of Ukraine (after they are established)
	2) promoting the efficiency of financial planning and expenditures of healthcare institutions	2025—2027	NHSU MOH	an action plan was developed to implement a mechanism to improve the efficiency of financial planning and expenditure of healthcare institutions
Operational objective 3. Strengthening intersectoral cooperation to ensure a whole-of-government approach to health care issues				
40. Implementation of an intersectoral coordination mechanism and platform on priority public health issues and a clear mechanism of interconnection and interaction between them at the national, regional and local levels	ensuring the preparation and publication of reports on public health status, epidemic situation and environmental indicators at the national level	annually	MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) centers for disease control and prevention (upon consent)	an annual report on the state of health of the population of Ukraine and the epidemic situation was prepared and submitted to the Cabinet of Ministers of Ukraine
Operational objective 4. Alignment of health care policy with EU requirements and global health agenda				

41. Ensuring comprehensive harmonization of Ukrainian healthcare legislation with the EU legislation and establishing control over its compliance	1) ensuring the adaptation of healthcare regulations for the purposes of implementing EU law	annually	MOH NHSU State Service of Ukraine on Medicines and Drugs Control	the implementation of the harmonization of Ukrainian healthcare legislation with EU legislation is constantly monitored in accordance with the resolution of the Cabinet of Ministers of Ukraine
		2025—2026	MOH NHSU State Service of Ukraine on Medicines and Drugs Control	EU healthcare legislation is adapted to the level that meets the requirements of the European Commission regarding Ukraine's EU membership criteria
	2) ensuring regulation of the production, trade and handling of biocides in accordance with European practices and requirements	2025—2026	MOH	support was provided for the adoption of the relevant draft law and the further development and implementation of bylaws
42. Ensuring harmonization with international approaches to the development, adaptation and adoption of clinical recommendations and guidelines in the healthcare system	1) ensuring harmonization of practices regarding the documentation and clinical handling of sexual violence cases	2025	MOH	methodological guidelines for providing healthcare services to individuals who have experienced sexual violence have been developed
	2) ensuring the development and implementation of national bioequivalence practices	2025	MOH state enterprise "State expert center of the Ministry of Health of Ukraine" (upon consent) enterprises, institutions and organizations in the healthcare sector (upon consent)	at least 3,000 medical staff of emergency medical care, primary health care, and obstetric and gynaecological services were trained to provide health care services to survivors of sexual violence relevant practices developed and implemented

	3) ensuring the harmonization of processes for the development and implementation of medical and technological documents, as well as the standardization of medical care	2025	MOH state enterprise "State expert center of the Ministry of Health of Ukraine" (upon consent)	regulatory acts in the field of creation and implementation of medical and technological documents and standardization of medical care in the Ministry of Health system were revised
43. Ensuring harmonization of regulation in the field of production, circulation and verification of medicines, technical regulations on medical devices with the EU legislation, considering the requirements of the Association Agreement between Ukraine, of the one part, and the European Union and the European Atomic Energy Community and their Member States, of the other part, and the terms of membership in international organizations, including digitalization of relevant processes	1) Establishment of an executive body with a special status implementing the state policy in the field of development, market authorization, quality control, safety and efficacy of medicinal products in line with the best European practices. Reorganization (liquidation) of the State Service of Ukraine on Medicines and Drugs Control	2025—2026, but not before the enactment of the Law of Ukraine "On Medicinal Products"	MOH State Service of Ukraine on Medicines and Drugs Control state enterprise "State expert center of the Ministry of Health of Ukraine" (upon consent)	the newly created body retains/has obtained the status of a full partner in the framework of international commitments and partnerships
	2) facilitating the integration of regulatory policies in the production and circulation of medicinal products between Ukraine and the EU			comprehensive regulatory, organizational, and resource support for the activities of the authority has been established and ensured
		2025—2026	MOH State Service of Ukraine on Medicines and Drugs Control Ministry of Economy of Ukraine specialized associations (upon consent)	a national-level medicines verification organization was established
				Lists of prescription and over-the-counter medicines to which safety measures (2D coding of medicines) apply have been developed
	3) ensuring the adaptation of technical regulations on medical devices in accordance with EU practices	2025—2027	MOH State Service of Ukraine on Medicines and Drugs Control	collaboration with EU regulatory bodies has been established regarding the integration into the EU medicinal product verification system prior to EU accession
44. Ensuring continuous interaction with the EU institutions to share best	1) ensuring full representation of Ukraine in European and	2025—2027	MOH Ministry of Finance of Ukraine MFA	representation of Ukraine in international and European organizations and associations was ensured

practices and build long-term partnerships	international healthcare organizations	full membership of Ukraine has been maintained and there are no membership fee debts		
		responsible individuals and algorithms for supporting partnerships, monitoring the implementation of agreements and ensuring proper communication on interaction with European partners have been defined		
	2) ensuring the implementation of continuous measures to strengthen the capacity and competencies of healthcare professionals and civil servants at the national level in the field of European integration	annually	MOH NHSU State Service of Ukraine on Medicines and Drugs Control state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) state enterprise "State expert center of the Ministry of Health of Ukraine" (upon consent)	training, workshops, internships, consultations and other activities were conducted in order to reinforce institutional capacity in the field of European integration in the healthcare sector
45. Ensuring the fulfillment of Ukraine's international obligations in the field of health care, involvement in global initiatives and addressing global health issues as an active full participant, which includes timely payment of membership fees	ensuring the integration of Ukraine's epidemiological surveillance system into the EU early warning and response systems	2026	MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent)	information exchange on epidemiological surveillance with the EU early warning and response system was ensured

6. Bringing the educational programs in the specialties of the field of knowledge "Healthcare and Social Care" of medical higher education institutions in line with the European requirements and the needs of the transformation of the healthcare system in Ukraine, ensuring their regular review and promoting the recognition of Ukrainian documents on healthcare education internationally	ensuring the alignment of educational programs in higher education institutions that train healthcare professionals with European requirements and the needs of healthcare sector transformation	2025—2027	MOH	educational programs of higher education institutions training specialists in healthcare have been aligned with European requirements and the needs of healthcare sector transformation
		2025—2026	MOH	the process of ensuring the recognition of Ukrainian healthcare education documents in the EU countries has been initiated
Operational objective 5. Ensure consistent development of the health care system using up-to-date evidence and accurate data, modern planning tools and best international practices				
47. Strengthening the capacity of national scientific and research institutions in forecasting, planning and preparing evidence-based proposals for healthcare decision-making process with the involvement of stakeholders from other sectors	engaging higher medical (pharmaceutical) education institutions and research institutions in forecasting, planning, and preparing evidence-based proposals for decision-making in the healthcare sector	2025—2027	MOH National Academy of Medical Sciences of Ukraine (upon consent) enterprises, institutions and organizations in the healthcare sector (upon consent)	Higher medical (pharmaceutical) education institutions and research organizations are continuously involved in forecasting, planning, and preparing substantiated proposals, including through the development of informational and analytical materials.
48. Strengthening the mechanism of cross-border information exchange, particularly entering national data into international registries, promoting long-term partnerships and inclusion of Ukrainian professional associations and unions in international networks, strengthening	1) implementation of a pilot project on data exchange between the electronic healthcare system of Ukraine and the systems of other countries	2025—2027	MOH NHSU State Service of Ukraine on Medicines and Drugs Control enterprises, institutions and organizations in the healthcare sector (upon consent)	development of cross-border data exchange was secured
	2) ensuring the support and further development of the	2025	MOH enterprises, institutions and organizations in the	partnerships at the institutional, organizational, and agency levels have been initiated

international cooperation and scientific collaboration	international medical partnership program	annually	healthcare sector (upon consent)	at least five new partnerships between healthcare institutions are established annually
		annually		an annual forum was held to share experiences and present best practices among the partnership members
Operational objective 6. Strengthening the capacity and ensuring proper governance of the health system in times emergencies and in response to global threats				
49. Ensuring the functioning of a capable public health system aimed at preserving and promoting public health, preventing diseases and timely detection and response to health challenges, ensuring its leadership and effective functioning in the civil protection system	1) development and support of regional programs to improve public health awareness, in accordance with regional needs	2025—2027	MOH regional, Kyiv city state administrations (military administrations) local self-government bodies (upon consent) state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent)	regional public health programs are adopted and fully funded information campaigns involving community leaders are conducted on a regular basis to promote healthy lifestyles and encourage participation in regional programs
	2) development and implementation of a quality management system for laboratory testing and examinations in public health laboratories	2025—2026	MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) centers for disease control and prevention (upon consent)	responsible individuals for biosafety and biosecurity, as well as quality managers or designated persons, have been appointed at the state institution "Center for Public Health of the Ministry of Health of Ukraine" and at the disease control and prevention centers laboratories of the state institution ‘Public Health Centre of the Ministry of Health of Ukraine’ and centers for disease control and prevention are accredited in accordance with ISO 15189 and ISO/IEC 17025 standards
50. Ensuring technical capabilities and conditions of the laboratory network that meet biosafety and biosecurity	1) ensuring strengthening of the healthcare system capacity in the context of biosafety and biosecurity	2025	MOH	support was provided for the adoption of the basic draft law on biosafety and biosecurity, as well as further development and implementation of bylaws

standards, strengthening the capacity of the laboratory network to timely identify and verify threats and hazards to public health and report them	2) strengthening the capacity of disease control and prevention center laboratories in handling biological agents	2025	MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) centers for disease control and prevention (upon consent)	safety requirements for the use, application, disposal, neutralization and other related activities with pathogens and toxins have been developed and approved
				laboratories of the centers for disease control and prevention were renovated and technically equipped, the quality of research was improved, and new methods and technologies were developed
				risk assessment was conducted in the laboratories of the regional centers for disease control and prevention working with biological agents
51. Providing the network of regional disease control and prevention centers with the necessary resources in accordance with the needs of the public health system to perform its core operational functions	1) ensuring the information presence of the centers for disease control and prevention in communication activities at the regional level	2025	state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) centers for disease control and prevention (upon consent)	training on effective communication methods and information hygiene has been conducted for responsible specialists at regional disease control and prevention centers
	2) ensuring the utilization of disease control and prevention resource centers as bases for intern training	2025—2027	MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) centers for disease control and prevention (upon consent) civic society and charitable organizations (upon consent)	the functioning of the centers for disease control and prevention as providers of continuous professional development was ensured at least 30 per cent of the Centers for Disease Control and Prevention accept medical interns for the practical part of their internship training each year

52. Harmonization of legislation and coordination of the mechanism to ensure readiness and response of forces and means of functional subsystems of medical protection, ensuring sanitary and epidemiological well-being of the population under the unified state system of civil protection, which are provided by a joint collaboration between emergency, disaster medicine and public health systems	3) ensuring compliance with appropriate requirements for centers for disease control and prevention designated for the storage of immunobiological products (vaccines) and medicinal products for individuals with infectious diseases associated with high mortality rates	2025—2027	MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) centers for disease control and prevention (upon consent)	premises intended for storage of relevant medicines and medical devices in all regional centers for disease control and prevention are equipped with cold storage facilities
	4) ensuring the effective utilization of epidemiological surveillance data and monitoring results of non-communicable diseases and risk factors	2026	MOH NHSU state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent)	data on the results of epidemiological surveillance and monitoring of non-communicable diseases and their risk factors are processed in the electronic healthcare system
	1) strengthening cooperation within the response framework of the unified state civil protection system to biomedical emergencies	2025	Ministry of Internal Affairs of Ukraine State Emergency Service of Ukraine MOH	amendments to the Instruction on the organization of interaction between the State Emergency Service of Ukraine and the Ministry of Health in case of emergencies, approved by the joint order of the Ministry of Internal Affairs of Ukraine and the Ministry of Health of Ukraine No. 275/600 of 3 April 2018, were approved
		annually	MOH other central executive authorities regional, Kyiv city state administrations (military administrations) local self-government bodies (upon consent) state institution "Public Health Centre of the Ministry of Health	emergency response plans have been practically developed (and, if necessary, updated)
				information campaigns are conducted within the framework of simulation exercises to prevent the occurrence of biomedical emergencies, highlight measures to respond to such emergencies and eliminate their consequences

		of Ukraine" (upon consent)	
2) ensuring participation (whenever involved) in command and staff exercises (staff trainings) and special, demonstrative, experimental exercises (trainings) involving war veterans who are employees of institutions within the functional subsystems of medical protection and the provision of sanitary and epidemiological well-being of the population within the unified state civil protection system for emergency medical care.	2025—2026	MOH NHSU enterprises, institutions and organizations in the healthcare sector (upon consent)	the capacity of governance bodies and civil defense forces has been strengthened

53. Ensuring the functioning and development of the national blood system to guarantee equal and timely access of patients to safe and high-quality donor blood components in sufficient quantities	1) ensuring the implementation of electronic solutions for the functioning of the blood system	2025	MOH NHSU specialized state institution “Ukrainian Transplant Coordination Center” State Service of Ukraine on Medicines and Drugs Control enterprises, institutions and organizations in the healthcare sector (upon consent)	the effective functioning of the information and communication complex of the blood system as a set of processes and mechanisms for data processing in the field of blood donation and blood components was ensured
	2) ensuring the defining of requirements for regulating the cost of donated blood and blood components	2025	MOH specialized state institution “Ukrainian Transplant Coordination Center” (upon consent)	a tool for calculating the cost of donated blood and blood components was developed and put into practice
54. Establishing a basic network of healthcare facilities with the highest available level of protection and autonomy, which are ready to respond to the highest level of threats and challenges	ensuring an assessment of the actual readiness of healthcare facilities to provide medical care in case of emergencies	annually	MOH NHSU state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent)	routine spot check visits to healthcare facilities are conducted to assess the state of preparedness for response

55. Ensuring the human resources capacity building: specialists of clinical and public health laboratories of all specialties, as well as specialists in quality management, biosafety and biosecurity, sequencing, etc. and specialists involved in providing medical care and premedical assistance to victims in the event of chemical, biological and radio-nuclear emergencies	development and regular updating of training materials on preparedness and response to radiological, chemical, biological and nuclear threats	2025—2027	MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) other central executive authorities	a package of educational and methodological materials has been prepared and developed for higher education institutions regarding response and mitigation of the consequences for civil protection forces, functional subsystems of medical protection of the population, and ensuring sanitary and epidemiological well-being of the population within the unified state civil protection system in the event of emergencies of radiological, chemical, biological, and nuclear nature in the field of medical protection, sanitary, and epidemiological well-being of the population
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2025—2027	<p>MOH State Emergency Service of Ukraine other central executive authorities state institution "Ukrainian Scientific and Practical Center for Emergency Medical Care and Disaster Medicine of the Ministry of Health of Ukraine" (upon consent) state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) regional, Kyiv city state administrations (military administrations)</p>	<p>a system of training of specialists involved in providing medical care and first aid to victims in the event of radiation, chemical, biological and nuclear emergencies was established</p>
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56. Developing and ensuring the functioning of a mechanism to ensure uninterrupted access to essential healthcare services and activating rapid emergency funding for measures to prevent and overcome the consequences of emergencies	developing facility-specific emergency response plans (instructions for the actions of the personnel of business entities in the event of a threat or occurrence of an emergency)	2025	MOH NHSU enterprises, institutions and organizations in the healthcare sector (upon consent)	facility-based emergency response plans for healthcare facilities under the management of the Ministry of Health were approved
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57. Ensuring the functioning of an effective epidemiological surveillance system regarding core public health indicators and monitoring of risk factors by strengthening intersectoral cooperation under the "One health" principle and integrating public health and primary health care services	1) ensuring environmental monitoring throughout the territory of Ukraine with the involvement of all monitoring entities	2025—2026	Ministry of Environmental Protection and Natural Resources of Ukraine other subjects of environmental monitoring (upon consent) MOH Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv city state administrations (military administrations) local self-government bodies (upon consent) enterprises, institutions, and organizations entrusted with the authority to conduct monitoring of the monitoring subsystem (upon consent)	effective interaction and exchange of information between the entities of the state environmental monitoring system for joint decision-making and policy-making in the field of healthcare was ensured
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2) improving the practice of epidemiological surveillance of factors affecting the human living environment	2025	MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent)	epidemiological surveillance of infectious agents in domestic wastewater was introduced
	2025—2026	MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent)	a catalog of recommended methodologies necessary to meet the needs of epidemiological surveillance and monitoring of environmental factors has been formed
3) increasing the capacities for risk assessment and forecasting the scale and consequences of biomedical emergencies at the local, regional and national levels in order to ensure proper response to them	2026	MOH state institution "Public Health Centre of the Ministry of Health of Ukraine" (upon consent) centers for disease control and prevention (upon consent) other central executive authorities	unified approaches to forecasting the scale and consequences of biomedical emergencies have been developed in order to determine the necessary civil defense forces and resources for anti-epidemic, preventive, anti-epizootic, and treatment measures, as well as to ensure sanitary and epidemic well-being of the population

Operational objective 7. Improving the mechanism and algorithms for monitoring the quality of health service provision				
58. Developing the data quality monitoring tools, unified terminology dictionaries and classifiers in the healthcare sector	implementing comprehensive data quality monitoring tools	2025—2027	MOH NHSU State Service of Ukraine on Medicines and Drugs Control enterprises, institutions and organizations in the healthcare sector (upon consent)	organizational and technical solutions to improve the quality of data in the electronic healthcare system, other information and communication systems and registers were implemented

59. Developing a mechanism for conducting targeted, randomized studies on the accessibility and quality of healthcare and ensuring its implementation	ensuring continuous monitoring of the quality of medical treatment of acute cerebral stroke	2025—2027	MOH NHSU regional, Kyiv city state administrations (military administrations)	monitoring of progress towards achieving the targets outlined in the European Stroke Action Plan 2030 was ensured
60. Ensuring the revision of criteria and the licensing mechanisms for healthcare entities, monitoring compliance with licensing requirements, and reviewing approaches to the accreditation of healthcare facilities	ensuring the update of licensing conditions for conducting economic activities in medical practice	2025	MOH	amendments to the Licensing Conditions for conducting business activities in medical practice were introduced to establish requirements for entities to comply with the rules for the storage and disposal of medical waste and to introduce a rule on the expansion and narrowing of business activities in medical practice according to the types of medical care
61. Improving the criteria for assessing the performance of healthcare facilities, establishing efficiency and quality indicators, etc.	revision of approaches to quality management in healthcare facilities regardless of ownership type	2025	MOH regional, Kyiv city state administrations (military administrations) local self-government bodies (upon consent) civic society organizations (upon consent)	the Procedure for Quality Control of Medical Care, approved by the Order of the Ministry of Health of Ukraine No. 752 dated 29 September 2012, was updated
				requirements for the work of clinical expert commissions have been defined an algorithm for engaging and a basic methodology for monitoring the provision of healthcare services with the involvement of individuals or legal entities and the use of such monitoring data were developed
Strategic objective 3. Ensuring and creating conditions for the development and fulfilment of the national healthcare system potential				
Operational objective 1. Ensuring continuous human capital development and creating opportunities for self-fulfilment in the healthcare system				

62. Integration of education and scientific research in the healthcare sector in line with the contemporary international context and healthcare transformation processes	1) analysis of educational programs in the "Healthcare" field of knowledge and similar educational programs of higher education institutions of the European Union countries for their convergence and development of relevant proposals	2025	MOH Ministry of Education and Science of Ukraine	an analysis of educational programs in the field of "Healthcare" and similar programs at higher education institutions in European Union countries has been conducted, and proposals for their alignment have been developed
	2) ensuring that the areas of research and development in the field of healthcare, which will be carried out at the expense of the state budget, are in line with the priorities of national and global healthcare	annually	MOH Ministry of Education and Science of Ukraine National Academy of Medical Sciences of Ukraine (upon consent)	a competitive selection process has been conducted for the implementation of scientific research and development in the healthcare sector, funded by the state budget, with topics addressing priority issues in national and global health
	3) development of a favorable environment and a platform for joint policy development, work on improving medical education and healthcare system development	2025—2027	MOH Ukrainian-Swiss project “Medical education development” (upon consent)	six communication platforms were created to connect education, clinical practice and healthcare policy
				300 professionals participated in activities and joined experience exchange platforms
				150 specialists trained in cross-cutting topics (ethics, empathy, humanity, etc.)
63. Ensuring the monitoring of the quality of educational activities in medical higher education institutions that train healthcare professionals and improving the system of independent assessment of the quality of education in the healthcare sector	development and approval of the basic principles of quality assurance in healthcare education	2025	MOH	100 specialists trained in human resource management in the healthcare sector
				Regulation and action plan for the implementation of the quality assurance system in healthcare education were approved

64. Ensuring proper conditions for improving the quality of organization and implementation of practical (clinical) training of medical students through the establishment of multidisciplinary university hospitals, optimizing the use of the potential of existing university clinics and clinical bases of medical universities, as well as standardizing approaches to the use of simulation-based training methods and administering objective structured practical (clinical) exams	1) Ensuring improvement of the regulatory framework governing the activities of university hospitals (clinics) and clinical bases of departments of higher education institutions	2025	MOH	a comprehensive update of the regulatory acts governing the activities of university hospitals (clinics) and clinical bases of university departments has been carried out
	2) strengthening of the practical component in the acquisition and assessment of knowledge of students in the "Healthcare" field of knowledge	2025	MOH	the Regulation on university hospitals has been approved a regulatory legal act has been approved to improve the organization of the objective structured practical (clinical) exam and the use of simulation-based learning methods in higher education institutions that train students in the field of "Healthcare"
		2025	MOH Ukrainian-Swiss project "Medical education development" (upon consent)	seven clinical skills laboratories have improved their technical capabilities, including the installation of appropriate equipment and management systems
65. Introducing a modern model of medical residency based on international experience	introducing doctor training in medical residency	2025	MOH	residency training for doctors in the specialty "Surgery of the heart and major vessels" was launched
66. Ensuring the development of professions and training system for rehabilitation specialists and professionals in psychological assistance and spiritual care in the healthcare sector	1) ensuring the establishment of training of specialists in the priority areas of rehabilitation, psychological assistance and spiritual care in the healthcare sector in higher and professional pre-higher education institutions	2025	MOH Ministry of Education and Science of Ukraine	in higher education institutions and vocational pre-university education institutions, training at the second (master's) level has been introduced for the specialty "Therapy and Rehabilitation" (specialization "Speech Therapy"), "Medical Diagnostic and Treatment Technologies" (specialization "Prosthetics-Orthotics"), as well as specialization cycles for the specialties "Ergotherapy", "Speech Therapy", "Prosthetics-Orthotics", "Clinical Psychology", "Clinical Pastoral Care", and "Physical and Rehabilitation Medicine" (for nurses)

	2) ensuring the involvement of professionals with higher non-medical education in psychological care and spiritual care in the field of healthcare and social workers in the provision of palliative, psychiatric and rehabilitation care	2025—2027	MOH NHSU Ministry of Social Policy of Ukraine Ministry of Veterans Affairs of Ukraine	<p>a regulatory framework has been created for the involvement of professionals with higher non-medical education in psychological care and spiritual care in healthcare (if needed) and social workers in multidisciplinary teams providing palliative and rehabilitation care in healthcare facilities, rehabilitation facilities and mental healthcare facilities</p> <p>the list of positions of professionals with higher non-medical education involved in the provision of rehabilitation care as part of multidisciplinary rehabilitation teams in healthcare facilities was approved</p> <p>regulations on the chaplaincy activity in the healthcare sector were approved</p> <p>the right of a patient to receive spiritual care was ensured in accordance with the terms of procurement of the "Inpatient palliative care for adults and children" package under the Program of Medical Guarantees</p>
67. Fostering the development of new forms of continuous professional development of healthcare managers, professionals and specialists that are aligned with the priorities of the healthcare system	ensuring comprehensive improvement of the procedure for healthcare professionals and specialists certification	2025	MOH	<p>the procedure for the certification of professionals and specialists in the healthcare sector has been approved</p> <p>the nomenclature of specialties for professionals and specialists in the healthcare sector has been approved</p> <p>amendments have been made to the Regulation on certain measures for the continuous professional development of medical and pharmaceutical workers</p>

68. Introducing a professional self-governance system for healthcare workers and strengthening the mechanism for the participation of professional associations in policy development, professional development, quality improvement, and other healthcare system tasks.	1) providing support for the legislative regulation of self-government in the healthcare sector in Ukraine 2) ensuring the involvement of representatives of professional associations in the process of developing professional standards and sectoral standards for medical care	2025	MOH	amendments have been made to the list of specialization cycles by profession and specialty for specialists with vocational pre-university education, initial level (short cycle), and the first (bachelor's) level of higher medical and pharmaceutical education, as well as for master's degrees in nursing
				amendments have been made to the list of specialization and thematic improvement cycles for medical and pharmaceutical (pharmacy) specialties
				The draft Law of Ukraine 'On Self-Governance in the Healthcare Sector in Ukraine' was reviewed by the Verkhovna Rada of Ukraine
69. Introducing a mechanism for granting individual rights to engage in professional activities in the healthcare sector	developing a procedure for issuing a certificate on the right to carry out activities in the healthcare sector	2025—2027	MOH	Representatives of professional associations were included in expert groups and working groups of the Ministry of Health to develop professional standards and sectoral standards of medical care
				the draft procedure for issuing a certificate on the right to carry out activities in the healthcare sector was submitted to the Cabinet of Ministers of Ukraine
69. Introducing a mechanism for granting individual rights to engage in professional activities in the healthcare sector	developing a procedure for issuing a certificate on the right to carry out activities in the healthcare sector	six months after the adoption of the Law of Ukraine "On Self-Government in the Healthcare Sector in Ukraine"	MOH	

70. Ensuring openness and transparency in the competitive selection of scientific research and development projects, as well as the allocation of state budget funds for financing scientific activities in the healthcare sector	1) ensuring the mandatory inclusion of representatives from public organizations working in the healthcare sector in the composition of the commission on research and development established by the Ministry of Health.	2025	MOH	the Commission on Research under the MOH includes representatives of at least two public associations operating in the healthcare sector
	2) ensuring effective communication on open positions in healthcare institutions	2025—2027	MOH	dissemination of information on the work of the Unified web portal of vacant positions in state and municipal healthcare institutions and available vacant positions ensured
71. Ensuring the advancement of digital competencies among healthcare professionals and other users of the electronic health system, as well as promoting information culture, digital literacy, and cybersecurity in healthcare sector	1) ensure integration of the requirements of the conceptual and reference framework of digital competences of healthcare workers into professional standards, training and professional development system, and incentives for healthcare workers	2025—2027	MOH NHSU State Service of Ukraine on Medicines and Drugs Control enterprises, institutions and organizations in the healthcare sector (upon consent)	the "Tsifrograma" tool was updated for use by healthcare professionals as a self-assessment tool requirements for digital competencies have been included in the qualification descriptions and professional standards for employees in the healthcare sector
	2) ensuring the implementation of measures to monitor and improve the quality of relevant training and continuous professional development programs	2025—2027	MOH Ministry of Education and Science of Ukraine Ukrainian-Swiss project "Medical education development" (upon consent)	monitoring has been conducted, and recommendations have been developed to improve the quality of training programs in the specialization cycles "Healthcare Organization and Management", "Pharmacy Organization and Management", continuous professional development activities, and educational programs in the healthcare sector for the specialties "Management" and "Public Administration and Governance"

72. Introducing transparent and competitive procedures for the selection, career advancement, and professional growth of healthcare sector workers	ensuring the development and support of healthcare management programs	2025—2027	MOH Ukrainian-Swiss project “Medical education development” (upon consent)	40 specialists graduated from the Master's program in Healthcare Management at the National University of Kyiv-Mohyla Academy
				150 management specialists were trained as part of the program
73. Establishing and ensuring the functioning of a registry of human resources for health and a workforce reserve in the healthcare sector, as well as ensuring workforce planning and development in accordance with the population's needs for quality and accessible services, the transformation of healthcare delivery models in Ukraine, and global healthcare development trends	1) creating a registry of human resources in the healthcare sector	2025—2026	MOH	human resources in the healthcare sector register was created
	2) calculating the middle-term needs for medical and pharmaceutical personnel based on available data	2025—2026	MOH Ministry of Economy of Ukraine	staffing needs were calculated until 2027
	3) improving the process of analyzing and modelling the healthcare workforce needs based on global and national trends and comprehensive forecasts	2025—2027	MOH	a comprehensive tool (methodology) for calculating the staffing needs in the healthcare sector was developed and approved
74. Ensuring state guarantees of remuneration for medical and other health sector workers	ensuring the workload distribution on healthcare workers in healthcare facilities is regulated	2025—2026	MOH	limit standards for the workload of healthcare workers in healthcare facilities were approved
75. Expanding qualification requirements for nurses/nursing assistants and involving non-medical workers in the provision of healthcare services, especially at the territorial communities level	1) defining strategic directions for the development of nursing in Ukraine and ensuring the approval of professional standards for nursing professions, outlining the mechanism for expanding the competencies of nurses	2025—2026	MOH state agency “Center for nursing development of the Ministry of Health of Ukraine” (upon consent)	strategic areas for the development of nursing in Ukraine were identified
	2) ensuring the implementation of the project on empowering nurses and strengthening interaction at the primary healthcare level	2025—2027	MOH Ukrainian-Swiss project “Medical education development” (upon consent)	professional standards for nursing professions were approved
				the model of the nurse with expanded competencies has been implemented in 15 primary healthcare facilities, and training has been completed

76. Ensuring the implementation of comprehensive measures to counteract stereotypes, including gender and age-related stereotypes, in the healthcare sector, professional activities, and interactions with patients, as well as responding to cases of discrimination or inappropriate treatment	3) defining the role and potential competencies of nurses at the community level	2025	MOH USAID Health Reform Support project (upon consent)	a draft model for providing healthcare with the involvement of nurses at the community level, along with the qualification requirements for them, has been developed
	strengthening awareness and incorporating components on non-discriminatory, gender-sensitive communication with patients into educational and training programs for healthcare professionals	2025	MOH NHSU international partners (upon consent)	development and dissemination of information materials for healthcare professionals on non-discriminatory, gender-sensitive communication with patients, as well as inclusion of such issues in curricula and training and professional development programs for medical, pharmaceutical and rehabilitation professionals was ensured
		2025	MOH international partners (upon consent)	at least 3000 primary healthcare professionals trained in identifying and supporting cases of gender-based violence
at least 50 per cent of primary health care facilities are staffed with specialists trained to identify and handle cases of gender-based violence				
Operational objective 2. Implementing modern technologies and scientific advancements to preserve and promote health				
77. Improving the regulatory and professional environment for conducting clinical trials	bringing the principles of organizing clinical trials of advanced therapy medicinal products in Ukraine in line with international requirements	2025	MOH	amendments to the procedure for conducting clinical trials of medicinal products and examination of clinical trial materials were adopted
78. Expanding the practice of genetic research and the use of predictive test systems for healthcare needs	stimulating the development and subsequent implementation of domestic diagnostic systems for detecting infectious diseases	2025—2026	MOH	the nomenclature of needs for the development of domestic diagnostic systems for the detection of infectious diseases was formed and their implementation monitoring was ensured
79. Full implementation of telemedicine and intelligent clinical decision support systems, big data processing	ensuring the development of organizational and technical solutions for telemedicine and the implementation of artificial	2025—2027	MOH NHSU Ministry of Veterans Affairs of Ukraine enterprises,	functional capabilities for the use of telemedicine and the development of artificial intelligence in the healthcare sector were introduced

systems, artificial intelligence, introduction of ethical principles for the use of artificial intelligence technologies and data-driven tools	intelligence in the healthcare sector		institutions and organizations in the healthcare sector (upon consent)	telemedicine hardware and software solutions provided as humanitarian aid to Ukraine during the period of martial law in Ukraine were introduced with their subsequent integration into a single medical space
80. Ensuring further development of transplantation system, particularly with regard to the use of bio- and xeno-implants, further digitalization of industry processes, ensuring the safety of materials, tissues and organs used, etc.	developing sectoral standards for the provision of medical care involving the transplantation of anatomical materials	2025—2026	MOH	at least two standards of medical care have been developed and approved
Operational objective 3. Technologization and digitalization of the health system governance, planning and service delivery in the healthcare sector				
81. Development of infrastructure and technical conditions for the provision of quality medical services using information and communication systems at all levels	ensuring the integration of key information and communication systems and registers in the healthcare sector	2025—2027	MOH NHSU enterprises, institutions and organizations in the healthcare sector (upon consent)	comprehensive integration of systems and registers was completed
82. Implementing the transition from paper-based medical records to electronic medical records	ensuring the consistent implementation of measures for the transition from paper-based medical records to electronic documentation in the healthcare sector	2025—2027	MOH NHSU enterprises, institutions and organizations in the healthcare sector (upon consent)	transition from maintaining 50 paper-based medical records to structured electronic medical records was ensured
83. Implementation of comprehensive cybersecurity	strengthening the level of cyber security of information and	2025—2027	MOH NHSU enterprises,	the sectoral cybersecurity center in the healthcare sector was launched

and information protection measures, including compliance with the General Data Protection Regulation in healthcare information systems, and periodic evaluation of their effectiveness	communication systems and registers in the healthcare sector	annually	institutions and organizations in the healthcare sector (upon consent)	systematic measures for cybersecurity, monitoring, protection and analysis of possible interference, losses, damage to information and communication systems and registers in the healthcare sector are ensured
Operational objective 4. Create conditions for attracting investments, increasing attractiveness and improving economic efficiency of the health sector				
84. Facilitating the regulation and development of medical tourism in Ukraine	developing a strategic vision for attracting capital investment in the healthcare sector through the use of public-private partnerships	2025	MOH	a catalogue of potential public-private partnership projects in the healthcare sector was created and ensured to be updated
		2025	MOH international partners (upon consent)	monitoring of the implementation, documentation and development of positive practices of public-private partnership in the healthcare sector was ensured based on a unified approach
85. Strengthening the capacity building and reputation enhancement of higher medical education institutions and professional pre- higher education institutions, particularly with a view to attracting foreign students, while ensuring the proper quality of education	1) improving teaching practices and the organization of the educational process in higher medical education institutions	2025—2027	MOH Ukrainian-Swiss project “Medical education development” (upon consent)	guidelines for the implementation of best teaching practices adopted in seven higher medical education institutions
				750 professors mastered the new approaches to ensuring a high-quality educational process
				100 managers have been trained on ensuring a high-quality educational process in higher medical education institutions
				tools for ensuring a high-quality educational process have been developed and implemented in six higher medical education institutions

2) ensuring the quality and attractiveness of higher medical education institutions for international students	2025	MOH	A systematic analysis of the issues that arose during the administration of the International Foundations of Medicine (IFOM) exam was conducted, and a decision was made regarding the feasibility of its further implementation
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