

NATIONAL HEALTH STRATEGY 2030



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INTRODUCTION



In January 2025 the Government of Ukraine approved the National Health System Development Strategy until 2030. Its overall goal is to ensure high-quality, accessible, free-at-point-of-use health care for every resident in Ukraine within a health-care system that is ready to respond to challenges and threats. The operational plan for the Strategy is divided into two three-year implementation phases and accounts for previous reform agendas.

The process of developing the document began at the end of 2021. Five thematic subgroups involving almost 100 national and international experts worked on the Strategy, several rounds of in-depth discussions took place within the Intersectoral Working Group on the Development of the Health System Strategy until 2030, and extensive public consultations were held with stakeholders.

The full-scale war brought new challenges for our country and the health-care system in particular, and thus the Strategy was updated accordingly.

The new Strategy is a comprehensive framework document that identifies key health challenges for Ukrainians and proposes solutions that will help to address them both during the war and in the post-war recovery period. The document clearly defines what we want the health-care system to look like in the coming years, and its action plan highlights the priorities of peaceful life while facing the current challenges of war. After all, the health of the nation is not only an indicator of the country's well-being, it is also at the core of its development potential.

Viktor Liashko
Minister of Health of Ukraine

CONTEXT AND GUIDING DOCUMENTS

Health care as a strategic governmental priority for strengthening Ukraine's human capital

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 health-care sector in the context of the COVID-19 pandemic and war

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. This is further complicated by significant migration among the population, including health-care workers; the need to implement ad hoc solutions to ensure universal access to health-care services and protect the population; and the difficulty of collecting and using objective data under martial law to make management decisions.

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.

Guiding documents for the development of the Strategy

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 following guiding legislation:

- 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.

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;¹
- the United Nations General Assembly 2015 resolution “Transforming our world: the 2030 Agenda for Sustainable Development”;²
- the Association Agreement between the EU and Ukraine, ratified by Law of Ukraine No. 1678-VII on 16 September 2014;³
- the WHO European Programme of Work, 2020–2025 – “United Action for Better Health”;⁴
- the 2020 Pharmaceutical Strategy for Europe;⁵
- the 2006 Convention on the Rights of Persons with Disabilities, ratified by the Law of Ukraine No. 1767-VI on 16 December 2009;⁶ and
- the Convention on the Rights of the Child, ratified by the Law of Ukraine No. 789-XII on 27 February 1991.⁷

1 Global Strategy for Women’s, Children’s and Adolescents’ Health (2016–2030) [data portal]. World Health Organization; 2025 (<https://platform.who.int/data/maternal-newborn-child-adolescent-ageing/global-strategy-data>, accessed 3 April 2025).

2 Transforming our world: the 2030 Agenda for Sustainable Development [website]. United Nations; 2025 (<https://sdgs.un.org/2030agenda>, accessed 3 April 2025).

3 Association Agreement between the European Union and Ukraine [website]. Government of Ukraine; 2025 (<https://www.kmu.gov.ua/en/yevropejska-integraciya/ugoda-pro-asociaciyu>, accessed 3 April 2025).

4 European Programme of Work [website]. WHO Regional Office for Europe; 2025 (<https://www.who.int/europe/about-us/our-work/european-programme-of-work>, accessed 3 April 2025).

5 Pharmaceutical Strategy for Europe. Brussels: European Commission; 2020 (https://health.ec.europa.eu/document/download/92714c9c-6880-4708-b649-287ee9e86670_en?filename=pharma-strategy_report_en.pdf, accessed 3 April 2025).

6 Convention on the Rights of Persons with Disabilities. New York/Geneva: United Nations, Office of the United Nations High Commissioner for Human Rights; 2006 (<https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-rights-persons-disabilities>, accessed 3 April 2025).

7 Convention on the Rights of the Child. New York/Geneva: United Nations, Office of the United Nations High Commissioner for Human Rights; 1989 (<https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-rights-child>, accessed 3 April 2025).

THE HEALTH SYSTEM AT A GLANCE AND KEY CHALLENGES IN THE COMING YEARS

Health system transformation continues

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.

Key challenges of the health-care system in Ukraine

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. Fig. 1 and Fig. 2 illustrate progress on life expectancy from 2000 to 2021.

Fig. 1. Average life expectancy at birth in Ukraine.⁸

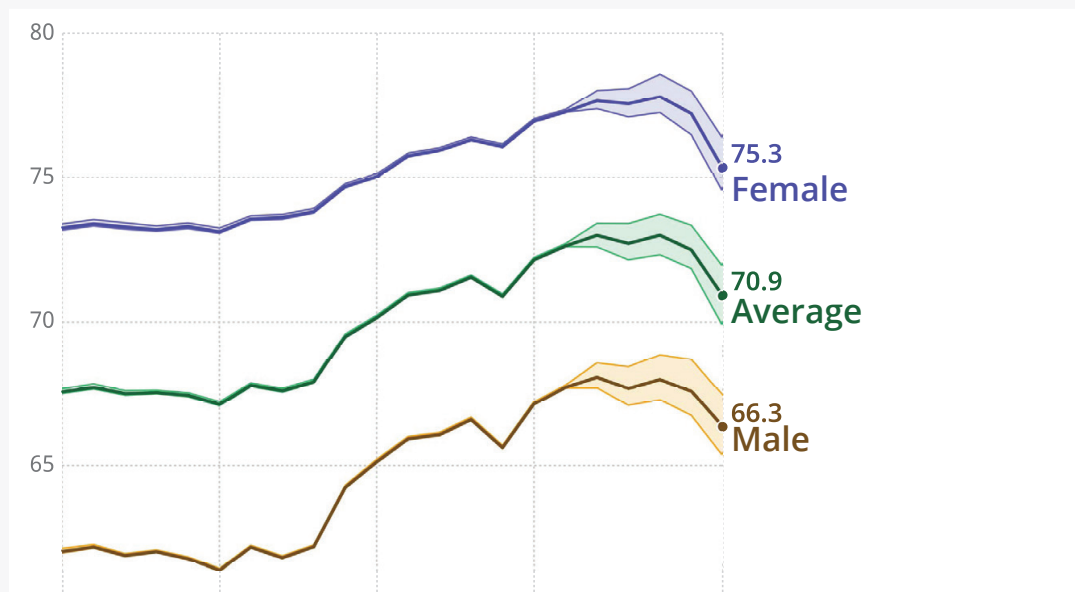
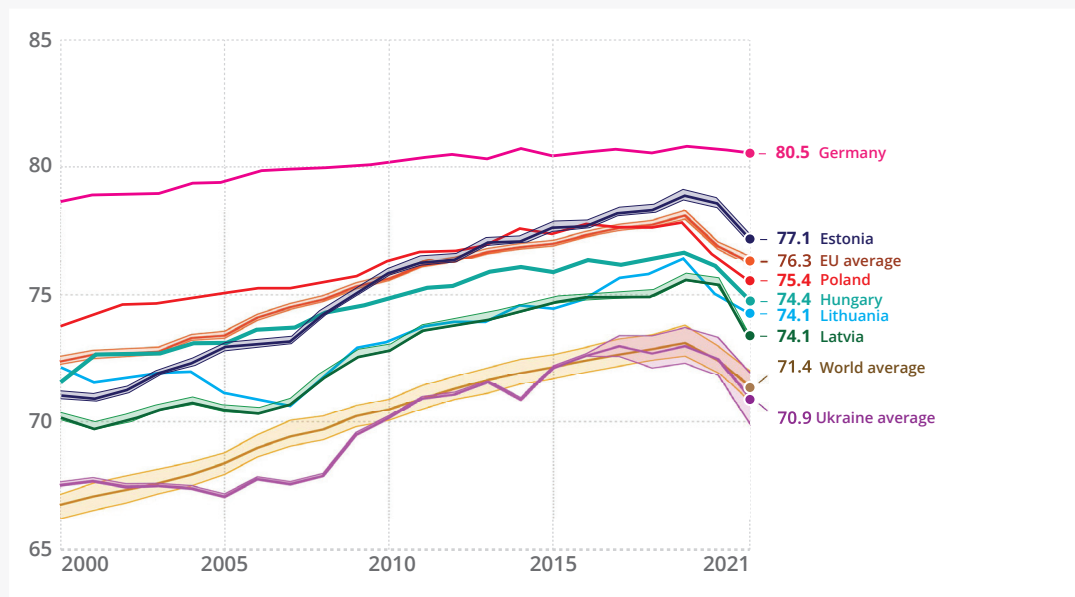


Fig. 2. Average life expectancy at birth in Ukraine compared to other countries.⁹

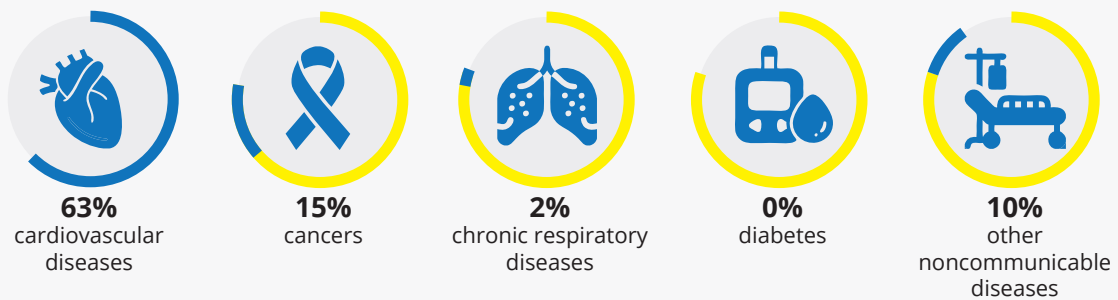


Noncommunicable diseases (NCDs) represent a considerable challenge to the health of the Ukrainian population; nine out of 10 of the primary causes of premature mortality and 84% of all annual fatalities can be attributed to the NCD burden. Cardiovascular diseases and cancers constitute the predominant share of deaths associated with NCDs. Fig. 3 presents proportional mortality by NCD. Other diseases that lead to significant loss of healthy life years in Ukraine include musculoskeletal disorders.

⁸ Health data overview for Ukraine [website]. World Health Organization; 2025 (<https://data.who.int/countries/804>, accessed 3 April 2025).

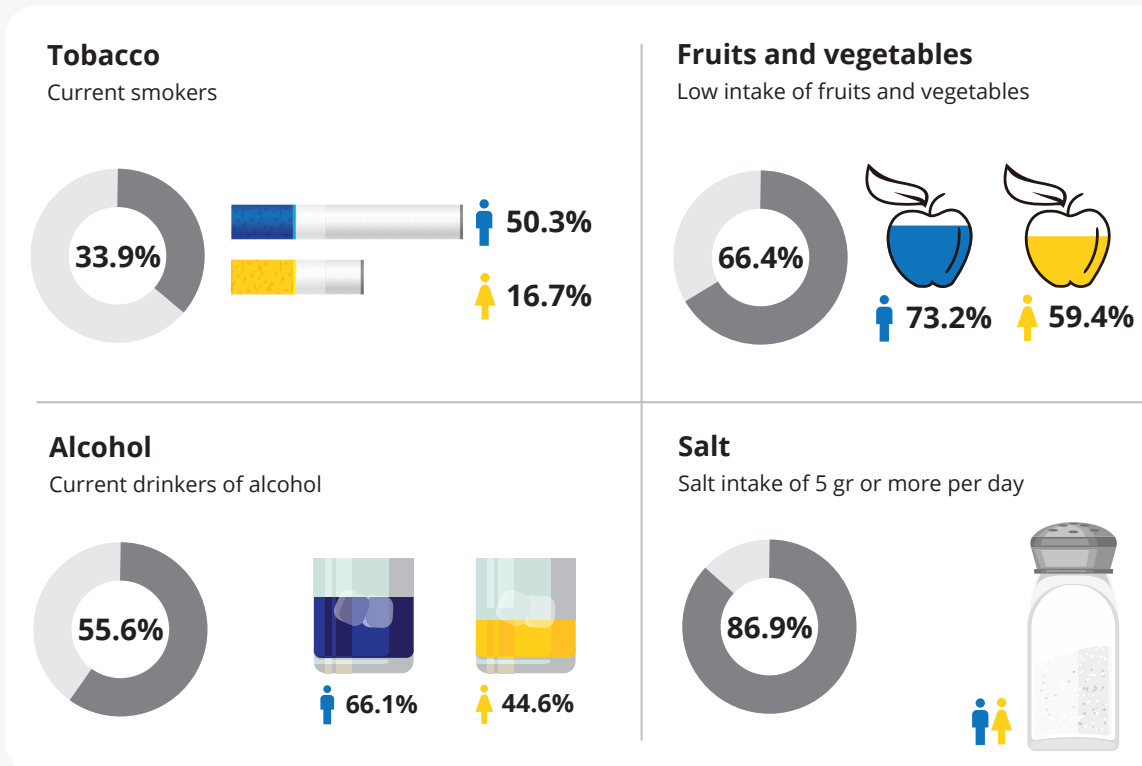
⁹ Health data overview for Ukraine [website]. World Health Organization; 2025 (<https://data.who.int/countries/804>, accessed 3 April 2025).

Fig. 3. Proportional mortality by NCD.¹⁰



The 2019 WHO STEPwise approach to NCD risk factor surveillance (STEPS) survey found a very high prevalence of NCD risk factors in Ukraine, including high tobacco and alcohol consumption, very high salt intake (more than 12 g per day compared to the WHO-recommended intake of less than 5 g), and low fruit and vegetable consumption. Fig. 4 illustrates the proportion of these risk factors in the country.

Fig. 4. High prevalence of NCD risk factors in Ukraine.¹¹



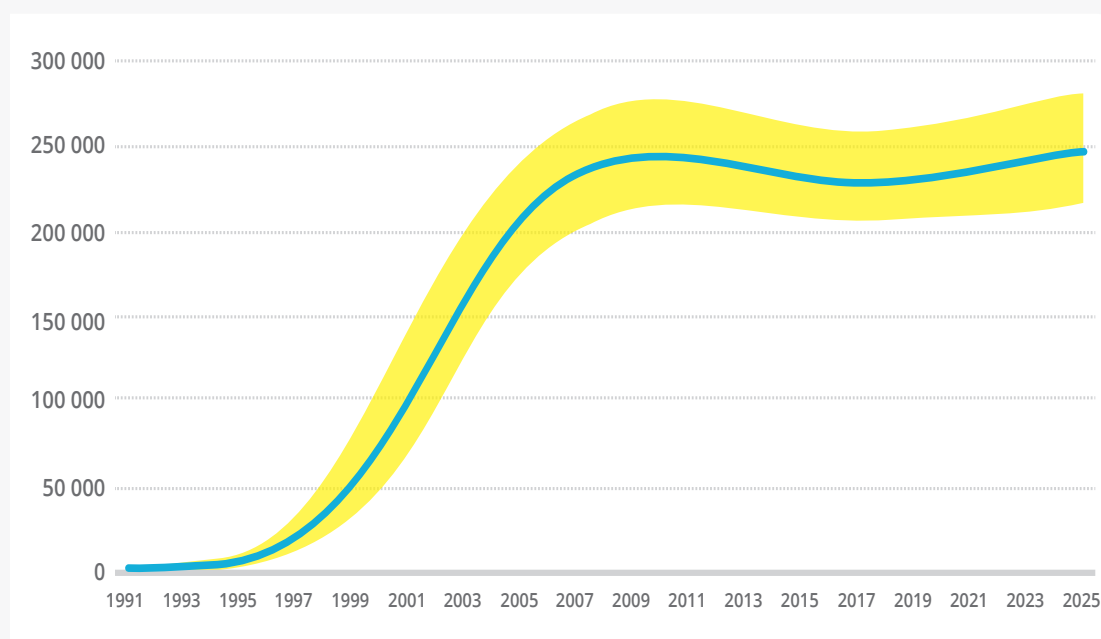
¹⁰ STEPS prevalence of noncommunicable disease risk factors in Ukraine 2019. Copenhagen: WHO Regional Office for Europe; 2020 (<https://iris.who.int/handle/10665/336642>, accessed 3 April 2025). License: CC BY-NC-SA 3.0 IGO.

¹¹ STEPS prevalence of noncommunicable disease risk factors in Ukraine 2019. Copenhagen: WHO Regional Office for Europe; 2020 (<https://iris.who.int/handle/10665/336642>, accessed 3 April 2025). License: CC BY-NC-SA 3.0 IGO.

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.

Despite declining mortality rates from infectious diseases such as HIV/AIDS and tuberculosis, according to WHO, Ukraine is still experiencing an increase in new HIV infections, late-stage cases and AIDS-related deaths. There is particular concern regarding the high prevalence of multidrug-resistant tuberculosis and the ongoing need to improve treatment outcomes. Fig. 5 depicts HIV rates in the country.

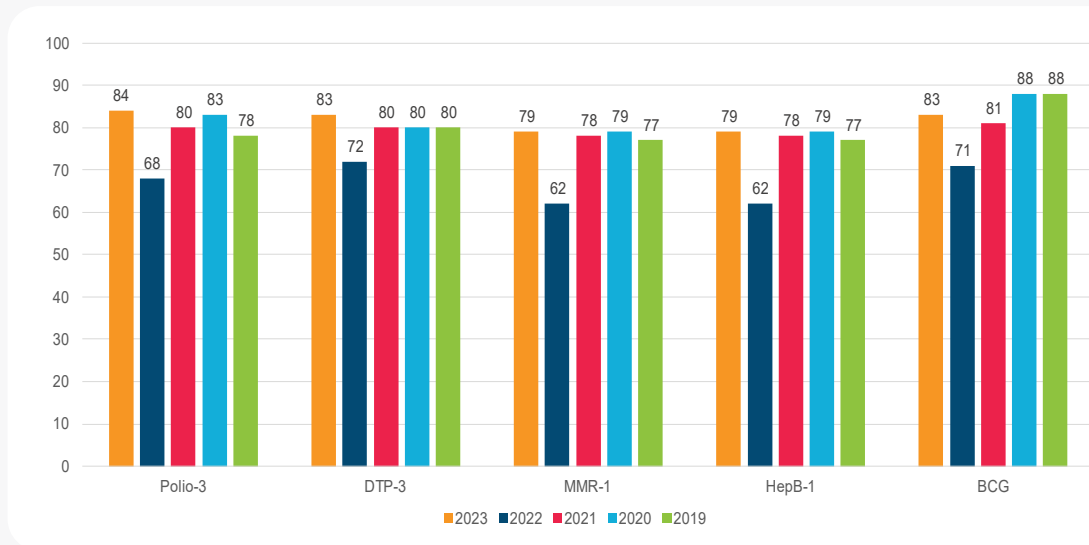
Fig. 5. Number of people living with HIV in Ukraine.¹²



Preventive vaccination coverage remains a significant public health challenge in Ukraine. In 2023 the expected coverage of children in their first year of life did not meet the targets set by WHO; it ranges from 78% to 92%, depending on the region. Fig. 6 depicts a selection of immunization rates in the country.

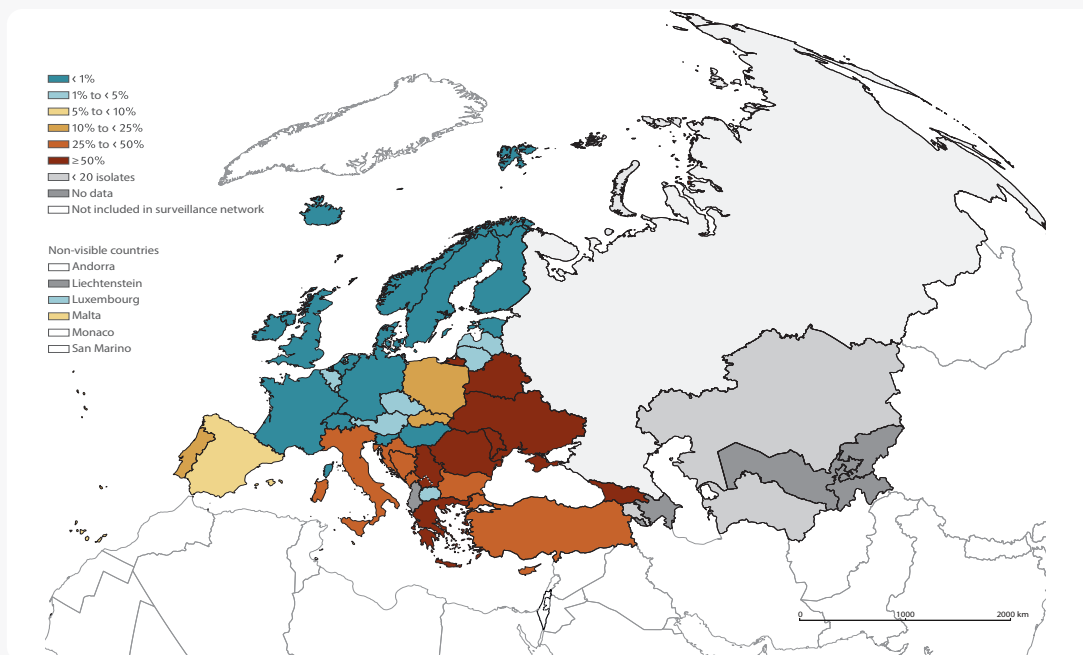
¹² HIV infection in Ukraine. Kyiv: Public Health Center; 2022 (https://phc.org.ua/sites/default/files/users/user90/HIV_in_UA_53_2022_EN.pdf, accessed 3 April 2025).

Fig. 6. Immunization coverage in Ukraine, 2019–2023.¹³



Particular attention must be directed towards the issue of antimicrobial resistance (AMR), which represents one of the most significant threats to human health, economies and security. This challenge manifests at both individual and societal levels. Addressing AMR and decreasing the use of antimicrobials necessitates strategies, regulations, guidelines and tools, including antimicrobial stewardship. Fig. 7 reflects the significant burden of antimicrobial-resistant *Klebsiella pneumoniae* in Ukraine compared to western European countries.

Fig. 7. Percentage of invasive isolates of *Klebsiella pneumoniae* resistant to carbapenems, by country.¹⁴

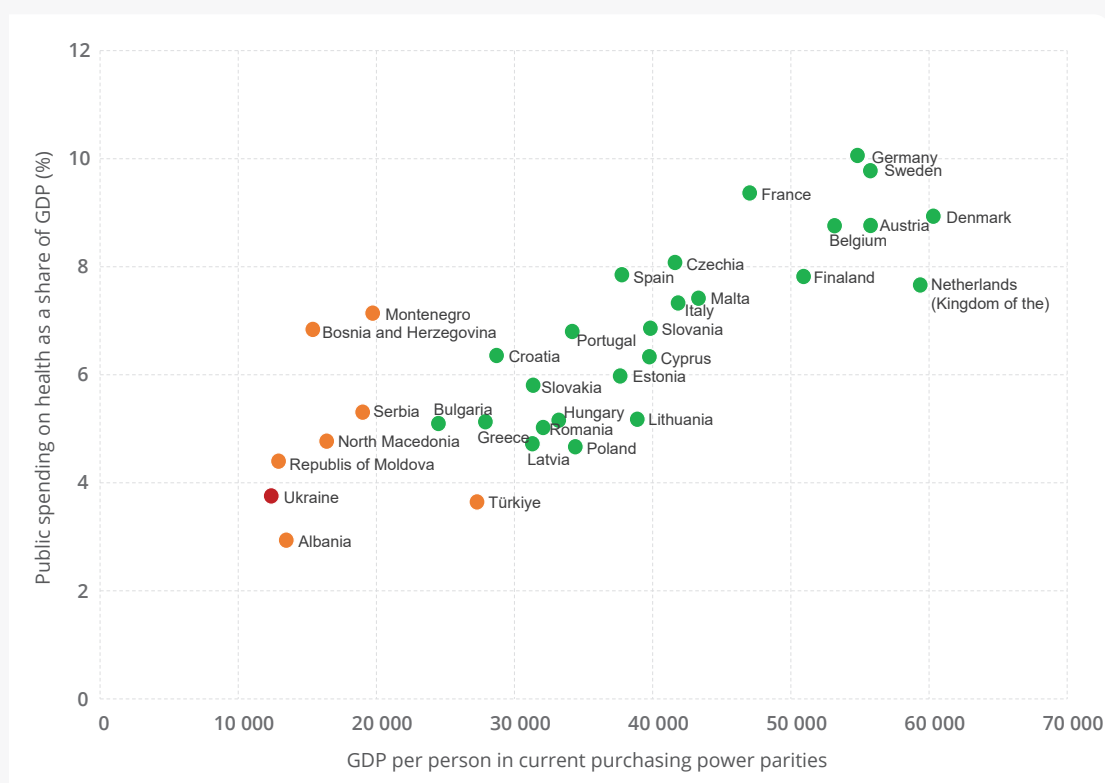


¹³ Unpublished report by WHO and the Public Health Centre of the Ministry of Health of Ukraine.

¹⁴ Antimicrobial resistance surveillance in Europe 2023–2021 data. Brussels/Copenhagen: European Centre for Disease Prevention and Control, WHO Regional Office for Europe; 2023 (<https://iris.who.int/handle/10665/366822>, accessed 3 April 2025).

Prior to the full-scale invasion, health-care expenditure in Ukraine was on an upward trajectory each year; however, it fell short when compared to global benchmarks for both the proportion of gross domestic product (GDP) and the allocation of health-care spending as a percentage of total government expenditures. Fig. 8 illustrates Ukraine's public spending relative to other countries in 2020.

Fig. 8. Public spending on health and GDP per person in Ukraine, the EU and EU candidate countries, 2020.¹⁵

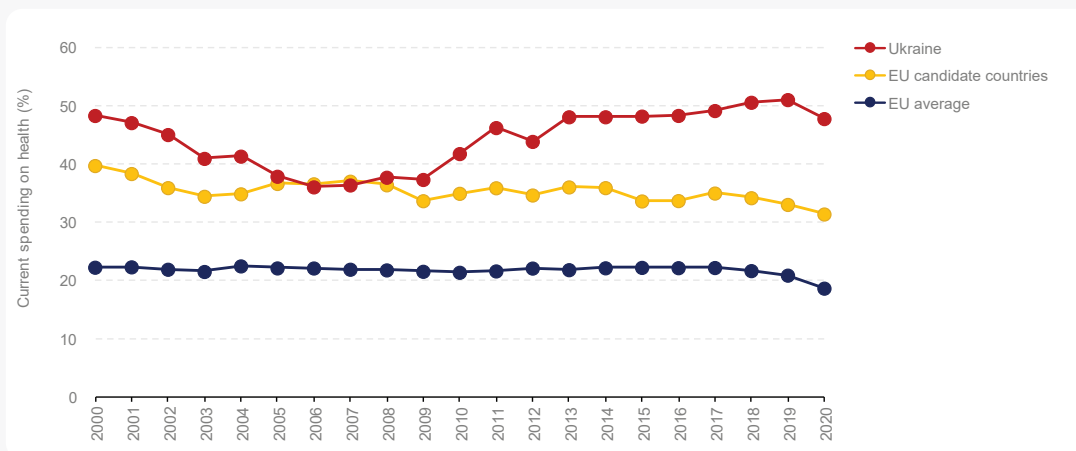


Research confirms the high level of both formal and informal payments in Ukraine, with out-of-pocket expenditures for health-care services, medicines and medical devices accounting for nearly 48% of total current health-care expenditures in the country. Additionally, in 2021, 17.1% of households faced catastrophic health-related expenses – one of the highest rates among European countries. This poses particular risks to vulnerable populations.

The most significant categories of out-of-pocket expenses incurred by patients comprise costs associated with medicines, including those that lack substantial evidence of effectiveness, and expenses related to inpatient care. Fig. 9 illustrates out-of-pockets payments in Ukraine relative to other countries.

¹⁵ Can people afford to pay for health-care? New evidence on financial protection in Ukraine 2023. Copenhagen: WHO Regional Office for Europe; 2023 (<https://iris.who.int/handle/10665/369097>, accessed 3 April 2025).

Fig. 9. Out-of-pocket payments as a share of current spending on health in Ukraine, the EU and EU candidate countries, 2020–2022.¹⁶



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.¹⁷ 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.

¹⁶ Can people afford to pay for health-care? New evidence on financial protection in Ukraine 2023. Copenhagen: WHO Regional Office for Europe; 2023 (<https://iris.who.int/handle/10665/369097>, accessed 3 April 2025).

¹⁷ Ukraine. Third rapid damage and needs assessment (RDNA3). February 2022–December 2023. World Bank, Government of Ukraine, European Union, United Nations; 2024 (<https://ukraine.un.org/sites/default/files/2024-02/UA%20RDNA3%20report%20EN.pdf>, accessed 3 April 2025).

THE STRATEGY'S PRIMARY GOAL, KEY VALUES AND GUIDING PRINCIPLES

Primary goal of the Strategy

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 sets a course towards a Ukrainian health-care system that guarantees all individuals access to comprehensive health-care services, promotes public health and provides the highest level of medical care. Additionally, it seeks to provide individuals and organizations involved in health service delivery with transparent and efficient mechanisms to realize their full potential and influence the development of health-care policies at all levels.

The Strategy supports the health-in-all-policies approach 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, it aims to continue ensuring the creation of fair and transparent rules for health-care providers and institutions of all forms of ownership and at all levels. This will help to maintain a favourable environment for the development of the health-care system, attract investment and support the recovery of Ukraine.



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.



Key values and guiding principles of the Strategy

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.

- **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.



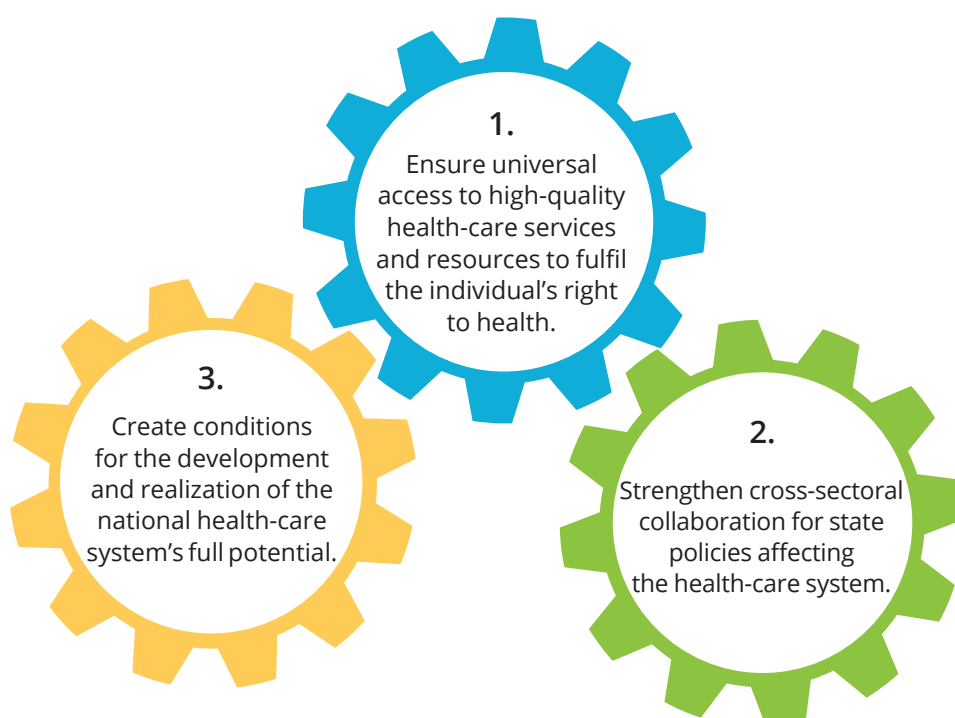
- **Efficiency and accountability:** Efficiently using and distributing available and potential resources, ensuring transparency in decision-making on their use and distribution, reducing corruption risks and establishing clear communication among all those involved in the management and use of resources.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

STRATEGIC OBJECTIVES, OPERATIONAL OBJECTIVES AND TASKS

The Strategy lays out a vision for the development of the Ukrainian health-care system in the following three strategic objectives, which will unlock the potential of the sector, provide the population with high-quality and accessible health-care services, improve the health of the nation, and strengthen the country's human capital:

1. Ensure universal access to high-quality health-care services and resources to fulfil the individual's right to health.
2. Strengthen cross-sectoral collaboration for state policies affecting the health-care system.
3. Create conditions for the development and realization of the national health-care system's full potential.

The implementation of the Strategy requires the achievement of these strategic objectives and their operational objectives via the 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 1.1. 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; and
- 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 1.2. 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; and
- 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 1.3. 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; and
- ensuring patient access to their own medical data, as well as information about available and provided services.

Operational Objective 1.4. 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; and
- 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 1.5. 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; and
- 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; and
- involvement of civil society institutions in decision-making in the health-care system.

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

Operational Objective 2.1. 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; and
- 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 2.2. 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; and
- 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 2.3. 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; and
- ensuring openness of data on health initiatives and activities and preventing fragmentation of efforts and duplication of functions.

Operational Objective 2.4. 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; and
- 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 2.5. 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; and
- 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 2.6. 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 specialties; 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; and
- 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 2.7. 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; and
- 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; and
- 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 3.1. 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; and
- developing and implementing professional liability insurance schemes for health-care professionals.

Operational Objective 3.2. 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; and
- 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 3.3. 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; and
- 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; and
- 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; and
- the digitalization of health-care management processes and the establishment of conditions for attracting investments in the health-care system.

MONITORING AND EVALUATING THE IMPLEMENTATION OF THE STRATEGY

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 depicted in Table 1. 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.

Table 1. Indicators for monitoring the implementation of the Strategy.

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
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

Показники	Роки					
	2025	2026	2027	2028	2029	2030
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

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 RESOURCES FOR IMPLEMENTATION OF THE STRATEGY

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.



