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## MODERN RESORT BUSINESS OF UKRAINE AS A SOCIO-ECONOMIC SYSTEM

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### **Abstract**

The article is devoted to the issues of presenting the modern resort business that has developed in Ukraine as a systemic organism. The article reveals the features of the resort business. The need for a comprehensive approach to its study. The resort business is considered as a system. Five subsystems of the resort business are identified. Their features are justified.

**Keywords:** resort business; balneology; sanatorium and resort industry; resort system; sanatorium and resort activities; resort; therapeutic natural and climatic factors; natural therapeutic resources

## Сучасна курортна справа України як соціально-економічна система

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Стаття присвячена питанням представлення сучасної курортної справи яка одержала розвиток в Україні як системного організму. В статті розкриті особливості курортної справи. Необхідність в комплексному підході до її вивчення. Курортна справа розглянута як система. Виділені п'ять підсистем курортної справи. Обґрунтовані їх особливості.

**Ключові слова:** курортна справа; курортологія; санаторно-курортна галузь; курортна система; санаторно-курортна діяльність; курорт; лікувальні природно-кліматичні фактори; природні лікувальні ресурси.

**Introduction.** The formation of the modern market of Health Resort Services is due to the growing popularity of a healthy lifestyle and the need of the population for high-quality and affordable health services. But the vast majority of management decisions that are made in relation to the sanatorium-resort industry, as well as various studies of the functioning of the resort business, are carried out without reference to the laws of its development as an integral system. This is what makes it impossible to ensure the integrity of the attitude to the resort business, overcome isolation when considering its traditional components, and reveal the relationship of individual areas of work with industry-wide problems in the development of individual regions. The **aim of the work** was to study the resort business as a system, to give a modern concept of the resort system, to reveal the goals and functions, its composition and structure.

**Research results and their discussion.** Human capital is the most important asset of the country. Health, the main component of human capital, largely determines the quality and duration of human life. Health also mainly determines the quality of the labor force and the state of the economy in the state as a whole. The higher the incidence and disability, the more employees are separated from participating in the production process, and the greater the damage caused to the country's economy. Especially these issues will become very important after the end of the war in Ukraine.

Increasing the duration of participation of the population in labor, industrial and social activities, early disability and mortality, temporary and permanent disability are signs of our time. It is the health resort industry that can play a significant role in maintaining the health of the population. This is facilitated by the research of domestic balneologists, numerous and diverse resort factors and resort resources that are available in our Ukraine.

Resort factors, being natural or artificially created, provide favorable conditions that are a necessary means to ensure medical and preventive activities on the territory of a particular resort area. Increasing the health-improving effect is also facilitated by the specifics of resort factors, which consists in their complex application within the framework of sanatorium-resort health improvement.

In turn, sanatorium-resort health improvement is an effective lever from a medical and economic position. Its effectiveness is evidenced, for example, by the fact that the economic efficiency of sanatorium-resort health improvement correlates 1 to 8 in terms of expenses incurred and income received, and sanatorium-resort health improvement contributes to a significant reduction or even elimination, disability, compensation for those spent on sanatorium-resort health improvement increase labor productivity.

The resort fund of Ukraine is a collection of all types of natural healing resources, health-improving areas, as well as health resorts and resort regions.

Depending on the goals of the activity, the following functions are distinguished::

- spa treatment;
- medical rehabilitation of patients;
- rehabilitation treatment;
- health recreation and disease prevention;
- cultural, educational and entertainment function.

The first three functions of resorts form the basis of spa therapy, that is, the therapeutic use of natural and physical factors. As part of the work of sanatorium-resort institutions, in addition to health and wellness functions, other types of activities are also defined: mass catering, transport services, a large sphere of entertainment, etc., which are directly related to the provision of resort services, and often are part of them.

Thus, scientific and practical activities in resorts are quite diverse and include several directions, which is due to the complexity of the sanatorium-resort product, which includes several basic components: health and wellness services, accommodation services, food, leisure.

The organization and functioning of the resort business, as well as every industry, should be based on the principle of consistency. There are many different definitions of the concept of "system". In Management Science, in the most general sense, a system is considered a complex of communication elements that form a certain integrity, which has fundamentally new properties in relation to its elements. Each system has its own goals and connection with the external environment. The system approach helps you understand the relationship between the system, its subsystems, elements, and the external environment. The functioning of the system is ensured by organic interaction and communication of all its subsystems and elements, taking into account the influence of the external environment [4; 5; 7].

The resort system can be defined as a set of subsystems and elements that are directly or indirectly involved in the production of goods to meet the health resort needs of people, which are constantly evolving, becoming more complex, and acquiring new features. If the main resort concepts and legal, organizational, economic and social foundations of the development of resorts in Ukraine are determined by the law of Ukraine "On resorts" of 5.10 2000 № 2026, the concept of "resort system" is not currently fixed in any of the current regulatory and bylaws [1; 6].

The resort business as a system has certain properties, structure and components. Resort system:

- is an open multidimensional multi-level social system;
- implies a pronounced integrity and interdependence of constantly communicating subsystems and elements;
- provides a better cumulative effect, exceeding the totality of the results of all its subsystems and elements that function in isolation;
- capable of self-development, which ensures self-preservation and improvement of the system.

The system-forming factor of the resort system is the general fundamental goal, which can be conditionally defined in this way – to preserve and restore the health of a person and society with the predominant use of natural therapeutic factors.

The resort system is based on a structure that functions due to the mechanism of ordered connections and communications between interacting subsystems and environmental elements [4; 5].

Resort business as a system includes the following subsystems: essential; functional; organizational and managerial; infrastructure; functional and supporting. Each of these

subsystems, in turn, is a lower-level system and also includes a number of subsystems (elements).

The *essential subsystem* reflects the essence of the resort business, and even its specific content determines the nature of relationships between other subsystems and elements of the resort system. The elements of this subsystem are standards of sanatorium-resort care and programs for health improvement and sanatorium-resort treatment (wellness programs) of various types, levels and directions.

For standard diseases, special standards of sanatorium care are provided, with their subsequent periodic adjustment and updating. Standards are adopted to achieve important strategic goals, including the following:

- unity of the national sanatorium-resort space;
- variability and at the same time guarantee of the main health programs, taking into account the health resort needs and the state of human health;
- quality assurance of spa treatment based on a combination of mandatory requirements for wellness programs;
- high level of spa treatments due to proven effectiveness;
- strict regulation and control.

Standards of sanatorium-resort care are a list of sanatorium-resort procedures that are mandatory for this pathology. These requirements are common to all resorts in the country. Standards have their own structure, consisting of three parts. General part (it sets out the main criteria and signs that determine the health-improving model: age category, class of diseases, group of diseases, phase, stage, complications, conditions of provision).

Two special parts:

- the first one containing the requirements for recovery (list of procedures for this pathology);
- the second one, which contains requirements for the frequency of delivery and the average number of procedures provided.

Health programs are developed and approved by the health institution in accordance with state standards. Programs are classified on various grounds. As a rule, basic and additional programs are used that complement the main ones. The wellness program contains all the information about treatment, a list of medications and a list of spa procedures (services) and how to use them. It allows you to monitor the progress of assistance and its results at each stage. The program consists of several blocks: a description of the situation, an indication of all violations and problems identified during diagnostics; possible options for

effective recovery; stages, terms of recovery; methods and materials used in recovery, the cost of services.

*The functional subsystem* covers organizations that carry out sanatorium-resort activities (health facilities) of various types and forms, which implement sanatorium-resort health programs and directly ensure the rights and interests of those who are recovering. Let's imagine a functional subsystem as a set of the following systems: state; regional; private.

Each of these systems, in turn, consists of subsystems, which are also managed systems that are in hierarchical subordination to each other. The organizational and managerial subsystem includes bodies that perform regulatory and managerial functions in the sanatorium-resort sphere, advisory and other bodies created by them, as well as associations of legal entities of employers and their associations operating in this area, independent financial bodies (funds).

The organization of health resorts in Ukraine takes place at three levels: higher; middle and lower. According to the Law of Ukraine "On Resorts", management in the field of resorts is carried out by the Cabinet of Ministers of Ukraine, the specially authorized central executive authority for the activities of resorts, regional, Kiev state administration, other executive authorities and local self-government bodies. According to the method of calculating the volume of tourist activity, sanatorium-resort and health-improving institutions are classified as business entities of the tourism industry. Subjects of state management of resorts in Ukraine can be divided into three levels: higher, medium, and micro level.

The highest level includes the management bodies of the sanatorium and resort sector. These include structures that are part of the legislative and executive authorities, the Ministry of health – the main branch management body of the sanatorium-resort sphere of general competence, other ministries and departments that have subordinate sanatorium-resort organizations.

The average regional level is the legislative body and the highest executive bodies, the authorized body that directly manages the resort business, and other departments that have sanatorium – resort organizations under their jurisdiction.

Micro-level – the body within municipalities responsible for organizing the activities of the sanatorium-resort system in accordance with the charter.

The administration of Sanatorium-resort organizations is the level of management directly of health – improving institutions. In addition to these entities, public management bodies play an active role in the management of the resort business.

***The functional support subsystem*** is both functional and providing. It consists of a resort fund – natural healing resources, other favorable factors and conditions, health-improving areas and resorts that are used or can be used for the prevention and treatment of human diseases (improving the health of the population).

Resort business is a diverse industry, focused, on the one hand, on the organization of sanatorium-resort services for the population, and on the other – on the exploitation of natural healing resources. Therefore, the resort fund is considered both as a functional subsystem and as the main functionality of the system that provides natural healing factors.

The properties of natural and climatic therapeutic resources and conditions are determined by scientific research of balneologists, long-term medical practice approved by the body that deals with the resort business.

Natural and climatic therapeutic resources and conditions are the property of all citizens and are intended exclusively for improving the health of the population, are considered to be specially protected natural objects and territories that have non-standard application and protection features.

According to the laws of Ukraine, natural healing resources belong only to state ownership. Natural healing resources have a strictly intended purpose and can be used for the treatment of diseases or their prevention.

Resort - is a territory developed and used for medical and preventive purposes, which has natural healing resources, as well as buildings, structures, and infrastructure facilities necessary for their use [6]. Health-improving institutions in their activities use a variety of resort resources – a set of natural and climatic factors and artificially created objects intended for health-improving and recreational activities, which determine the possibility and prospects for development in different regions of resort complexes necessary for recreation and health promotion. The basis of the resource potential of resorts are natural healing factors, which include climate, therapeutic mineral waters and gases, therapeutic clays, koumiss, etc. according to this feature, climatic, balneological, mud resorts and resorts with special natural resources are distinguished. Most often, resorts use several groups of natural factors at the same time [4; 6].

***The infrastructure subsystem*** covers organizations that provide support for sanatorium-resort activities. In the resort system, they play an important role, organizationally ensuring its effective functioning. The infrastructure subsystem includes the following elements::

- organization of scientific and methodological support (research institutes and laboratories of balneology);
- organization of training and retraining of personnel;
- intermediary organizations;
- organizations that operate deposits of natural medicinal resources;
- auxiliary and service organizations.

In a general sense, an infrastructure subsystem can be divided into two more subsystems. The first system of material objects and activities for providing resort services to the population that contribute to health promotion. The second subsystem of social infrastructure and has its own subsystem of auxiliary farms (communications, roads, transport, etc.). Components: medical and preventive, cultural and entertainment institutions, sports grounds, specially trained medical and maintenance personnel, etc. Moreover, it should be said that the personnel of institutions of the sanatorium-resort complex, etc. it plays a very big role in each of the subsystems.

One of the conditions for successful operation of health resorts in a market economy is an effective management system based on modern management theories. The key figure in this process is the manager, on whom the implementation of each managerial function depends. Today, the problems of training, training, and advanced training of modern managers of sanatorium-resort institutions are quite relevant.

Each of the management levels of a sanatorium-resort institution is responsible for a certain staff. The senior managers of health resorts at the enterprise level include the chief physician-a person who must successfully cope with the management of not only medical processes (preventive, diagnostic, therapeutic), but also have special knowledge in the field of Public Administration, social medicine, economics, healthcare, personnel policy.

Middle-level managers coordinate and control the work of junior managers – these are the deputy chief physicians for financial work, economic work, medical work, polyclinic work, technical work, general economic work, the director of the sanatorium's House of culture and others.

Lower-level managers (operational managers) are the organizational level that is directly above non – managerial employees (heads of departments, chief nurse, dietetic doctor, canteen chef, garage mechanic, woodworking section foreman, head of supply department, head of food warehouse, head of material warehouse, green economy technician, head of heating service and others).



The professional and qualification structure of the personnel of a sanatorium-resort institution provides for the presence of a standard set of official categories, which can be combined into the following groups::

- administrative and managerial personnel;
- specialists;
- personnel of mass professions;
- employees;
- the tourism animators;
- tourism workers;
- medical personnel.

Professional mobility of sanatorium-resort managers consists of: senior managers (managers) and middle-level managers (managers) in the departments of a sanatorium-resort institution.

### **Conclusion**

Thus, we see that the resort business is a multi-level multidimensional social system, characterized by multiple interactions and communications of all constituent subsystems and elements that have their own specific features and patterns of development, subordinated to a single goal. It has all the characteristics of any socio-economic system, the main ones of which are the interdependence of all its components and a certain autonomy from the external environment.

Looking at the resort business as a complete system is extremely useful. It allows us to reveal the relationship of individual areas of activity with the general problems of the resort business, to overcome isolation when considering its traditional components, which contributes to the development of more adequate management solutions in the spa industry.

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