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IMAGE FORMATION IN CONDITIONS OF UNCERTAINTY IN THE ENVIRONMENT OF HEALTH CARE INSTITUTIONS ON THE EXAMPLE OF A STUDENT POLYCLINIC

Awareness of the value of health is one of the elements of national culture, a criterion of socio-economic well-being of a particular country and society as a whole. In conditions of environmental uncertainty, as a result of the COVID-19 pandemic and martial law in Ukraine, the creation of a positive image and its effective popularization has become relevant for healthcare institutions (ZOZ).

Objective. To establish the main factors of environmental uncertainty in which HCPs operate in Ukraine, as well as to identify possible ways and approaches to creating a proper image using the example of a student polyclinic (ZOZ-1).

Methods and materials. The research materials were analytical reports and certificates of HCP-1 for 2020-2024, reports and data from open information sites on the activities of domestic ZOZ. Research methods: meta-analysis of reporting documents on the work of ZOZ in the conditions of the COVID-19 pandemic and martial law in Ukraine, desk and field research, observation, analysis and modeling methods.

Results and discussion. The developed performance indicators of an individual health care facility allowed us to analyze its work in an uncertain environment. The COVID-19 pandemic became a factor that led to significant changes in the healthcare system of Ukraine at the level of individual institutions, in particular the student polyclinic. Under pressure from quarantine restrictions, problems with the provision of services, and increased demand for medical care, the health care facility was forced to restructure its work processes in order to continue serving a specific contingent of patients. The health care facility provided medical care to students of four higher education institutions, as well as residents of the city of Lviv. The total number of people receiving services reached hundreds of thousands, which created additional challenges in the context of the pandemic. The beginning of a full-scale war in 2022 became another test for the student polyclinic. The war increased the pressure on the health care staff and resources of the health care facility, while simultaneously causing a restructuring of the entire healthcare system. ZOZ-1 found itself in new realities: limited funding, staff shortage, growing population needs and the need to adapt to reform. An important stage in the functioning of the polyclinic was its accession to the second ZOZ association, which, on the one hand, provided the opportunity to work in a new structure, but at the same time led to the loss of a certain autonomy and the need to protect the interests of a specific contingent of patients, since ZOZ-1 serves mainly the youth contingent – higher education students, providing services: prevention, treatment of mental disorders and primary medical care. We have developed approaches to creating a positive image of ZOZ-1, which were based on a focus on the professional level, the use of modern technologies and active interaction with education students and the public. Accordingly, ZOZ-1 can strengthen its image and reputation as an important medical institution for the youth contingent and the city's population. The unique features of the polyclinic,

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accumulated experience and properly organized work will allow us to defend the right to autonomous existence, providing high-quality medical care in the face of modern challenges.

Conclusions. For the past five years, Ukrainian health care institutions have had to work in an uncertain environment, which was caused by the Covid-19 pandemic and the armed invasion of the Russian Federation into the territory of our state in 2022. However, even in these conditions, the country continues to reform the health care system. Creating a positive image and its effective promotion is the key to the successful functioning of a student polyclinic as a leading and original health care institution in terms of its specific activities.

Key words: image of the organization, uncertainty of the environment, health care institution, health culture of students.

Аеліта Кричковська, Тарас Варварич, Наталія Монька, Андрій Милянйч, Андрій Комар. ФОРМУВАННЯ ІМІДЖУ В УМОВАХ НЕВИЗНАЧЕНОСТІ СЕРЕДОВИЩА ЗАКЛАДІВ ОХОРОНИ ЗДОРОВ'Я НА ПРИКЛАДІ СТУДЕНТСЬКОЇ ПОЛІКЛІНІКИ

Усвідомлення цінності здоров'я є одним із елементів національної культури, критерієм соціально-економічного благополуччя окремої країни та суспільства загалом. В умовах невизначеності середовища, внаслідок пандемії COVID-19 та воєнного стану в Україні, актуальним для закладів охорони здоров'я (ЗОЗ) стало створення позитивного іміджу та його ефективна популяризація.

Мета. Встановити основні чинники невизначеності середовища, у яких функціонують ЗОЗ в Україні, а також визначити можливі шляхи та підходи створення належного іміджу на прикладі студентської поліклініки (ЗОЗ-1).

Методи та матеріали. Матеріалами дослідження слугували аналітичні звіти та довідки ЗОЗ-1 за 2020-2024рр., звіти та дані відкритих інформаційних сайтів щодо діяльності вітчизняних ЗОЗ. Методи дослідження: мета-аналіз звітних документів щодо роботи ЗОЗ в умовах пандемії COVID-19 та воєнного стану в Україні, кабінетні та польові дослідження, методи спостереження, аналізу та моделювання.

Результати та обговорення. Опрацьовані показники роботи окремого ЗОЗ дозволили проаналізувати його роботу в умовах невизначеного середовища. Пандемія COVID-19 стала фактором, що призвів до значних змін у системі охорони здоров'я України на рівні окремих закладів, зокрема студентської поліклініки. Зазнавши тиску через карантинні обмеження, проблеми з наданням послуг та підвищений попит на медичну допомогу, ЗОЗ був змушений перебудовувати свої робочі процеси, аби продовжувати обслуговувати специфічний контингент пацієнтів. ЗОЗ забезпечував медичну допомогу здобувачам освіти чотирьох закладів вищої освіти, а також мешканцям міста Львова. Загальна чисельність осіб, що отримували послуги, сягала сотень тисяч, що створювало додаткові виклики в умовах пандемії. Початок повномасштабної війни у 2022 році став ще одним випробуванням для студентської поліклініки. Війна посилює тиск на медичний персонал і ресурси ЗОЗ, одночасно спричинивши перебудову всієї системи охорони здоров'я. ЗОЗ-1 опинився у нових реаліях: обмежене фінансування, нестача кадрів, зростання потреб населення та необхідність адаптації до реформування. Важливим етапом у функціонуванні поліклініки стало її приєднання до другого об'єднання ЗОЗ, що, з одного боку, надало можливість працювати в новій структурі, але водночас призвело до втрати певної автономії та потреби захистити інтереси специфічного контингенту пацієнтів, позаяк ЗОЗ-1 обслуговує переважно молодіжний контингент – здобувачів вищої освіти, забезпечуючи послуги: профілактики, лікування ментальних розладів та первинну медичну допомогу. Нами було опрацьовано підходи щодо створення позитивного іміджу ЗОЗ-1, які базувались на фокусуванні щодо професійного рівня, використанні сучасних технологій та активній взаємодії із здобувачами освіти й громадськістю. Відповідно ЗОЗ-1 може зміцнити свій імідж та свою репутацію як важливий медичний заклад для молодіжного контингенту та населення міста. Унікальні особливості поліклініки, накопичений досвід і правильно організована робота дозволять відстояти право на автономне існування, забезпечуючи якісну медичну допомогу в умовах викликів сучасності.

Висновки. Останні п'ять років ЗОЗ України довелося працювати в умовах невизначеності середовища, яке було обумовлено пандемією Ковід-19 та збройним вторгненням у 2022 році російської федерації на територію нашої держави. Однак, навіть у цих умовах, в країні продовжується реформування системи охорони здоров'я. Створення позитивного іміджу та його ефективна популяризація є ключем до успішного функціонування студентської поліклініки як провідного та оригінального за специфікою діяльності ЗОЗ.

Ключові слова: імідж організації, невизначеність середовища, заклад охорони здоров'я, культура здоров'я здобувачів освіти.

Introduction. Health as a category of human existence is considered the most important priority of the state throughout the world. Attitude to health, awareness of its value is one of the elements of national culture, a criterion of socio-economic well-being of society. The culture of proper preservation of one's own health involves the search and free choice of providers of medical (pharmaceutical) services – health care institutions (ZOZ). In modern conditions, the creation of a positive image and its effective promotion has become relevant for ZOZ, which is the key to the successful functioning of any organization. In order to strengthen its reputation and create a positive image, ZOZ should focus on ways

to disseminate information about the professional approach at the enterprise, the use of modern technologies and active interaction of the service provider (itself as a ZOZ organization) not only with the contingent of recipients of these services, but also with the general public. The unique features of the health care institution as a provider of medical (pharmaceutical) services, long-term experience and properly organized work on creating its own image in the medical (pharmaceutical) services market of Ukraine and EU countries [16-22] will allow it to defend the right to autonomous existence, to prove in practice its competitiveness by ensuring high-quality medical (pharmaceutical) care in the

face of modern challenges and conditions of environmental uncertainty. Under the challenges of modernity and conditions of environmental uncertainty, specifically for our state, the authors of the article primarily consider martial law in Ukraine from 2022 to the present, which came immediately after the Covid-19 pandemic. It should be noted that the challenges mentioned above have sharpened society's attention to the problems of high-quality provision of medical (pharmaceutical) services.

Our research on the work of the student clinic was preceded by: collecting information from reports of this health care institution (hereinafter referred to as health care institution-1) [5]. We collected statistical data on the pre-war state of the dynamics of the indicators of the health care activity of Ukraine from open sources [6].

Research objective. To identify the main factors of uncertainty in the environment in which health care facilities operate in Ukraine, as well as to identify possible ways and approaches to creating a proper image of health care facilities using the example of a student polyclinic.

Research material and methods. The research materials were analytical reports and certificates of a separate health care facility for 2020-2024, reports and data from open information sites on the activities of domestic health care facilities. Research methods: meta-analysis of reporting documents on the work of health care facilities in the context of the Covid-19 pandemic and martial law, desk and field research, observation, analysis and modeling methods.

Research results. According to the statistical report of the Ministry of Health of Ukraine [13], as of 2021, we have processed the following data on the country's healthcare system. In pre-war 2021, 143.9 thousand doctors of all specialties and 1 thousand 186 hospital institutions worked in Ukraine. The largest number of doctors worked in Kyiv (14.2 thousand), Lviv (11.8 thousand) and Dnipropetrovsk (11.0 thousand) regions, the smallest number in Luhansk region (1.8 thousand). The largest number of health care facilities is located in Dnipropetrovsk (103), Lviv (90) and Kharkiv (76) regions. In addition, 273 thousand 526 people of intermediate medical personnel work in Ukraine: the largest number in Dnipropetrovsk (19,0 thousand) and Lviv (18,7 thousand) regions, Kyiv (17,7 thousand) and Kharkiv (15,7 thousand) regions; the smallest – in Luhansk region (4.4 thousand). Also, 11 thousand 278 paramedic and obstetric stations operate in the regions. The largest number of them is in Lviv (888), Khmelnytskyi (738), Ternopil (697) and Vinnytsia (688) regions. The smallest number of FAPs is in Mykolaiv region – 107. In addition, the Ministry of Health of Ukraine is forming 118 rear hospitals of the Ministry of Health of Ukraine in the interests of the Armed Forces of Ukraine.

Next, we processed data on the dynamics of indicators of the functioning of health care institutions in Ukraine in the period from 2020 to 2022 according to the data of the Ministry of Health of Ukraine [11] and which are presented in (Tab. 1).

Analysis of the main indicators clearly shows that in 2021 all health care indicators had negative dynamics compared to 2020, as the incidence of Covid-19 decreased due to vaccination of the population. However, in 2022 all indicators already had positive dynamics. Even taking into account the fact that according to the Ministry of Health [4] in Ukraine, almost 300 healthcare facilities were completely destroyed due to Russian shelling. At the end of December 2024, 1938 medical facilities in 715 healthcare facilities were damaged as a result of Russian attacks in Ukraine [4].

In the front-line territories, another 297 facilities in 114 healthcare facilities were completely destroyed. The greatest losses were suffered by hospitals in Kharkiv, Donetsk, Mykolaiv, Kyiv, Chernihiv, Dnipropetrovsk, Kherson and Zaporizhia regions. However, despite active shelling by the Russians, in 2024, 124 medical facilities were rebuilt, including: Cheresbyn Central Primary Health Care Center; Chernihiv Regional Hospital; Velikooleksandriivsky Central Primary Health Care Center; the first stage of reconstruction of the polyclinic building of the Chernihiv Central District Hospital, etc. Various international and all-Ukrainian projects, such as the UNITED24 platform and the World Bank "Strengthening the Health System and Saving Lives" (HEAL Ukraine), joined the renovation of health facilities. Shelters also continued to be created in hospitals to ensure safe conditions for staying in health facilities. In 2024, the government of Ukraine allocated one billion hryvnias for the implementation of 46 projects within the framework of budget programs. When distributing funds, priority was given to health facilities located in front-line regions [4]. In 2024, the Ministry of Health of Ukraine also determined a list of health care institutions with expert teams to replace the MSEC (medical and social expert commission) [2].

The Ministry of Health approved the Regulations on the Center for the Assessment of the Functional State of a Person [1], which will provide expert support and review of the validity of decisions, and appeals by patients. The orders of the heads of military administrations, in agreement with the Ministry of Health of Ukraine, determined the list of health care facilities in which expert teams will work to assess the daily functioning of a person. At present, it includes 286 health care facilities. They meet modern quality standards for medical (pharmaceutical) services and cover all regions of the country. Expert teams will work on the basis of these hospitals, which will conduct a professional assessment of daily functioning and determine disability. The institutions were selected, in particular,

Table 1

Key indicators of healthcare in Ukraine for 2020–2022

Key health care indicators (in thousands).	Years		
	2020	2021	2022
Number of doctors of all specialties (excluding dentists).	180	144	163
Number of medical staff	309	261	268
Number of hospitals	1,6	1,2	1,4
Number of hospital beds	275	245	252
Number of outpatient clinics	10,6	8,2	9,5
Planned capacity of outpatient clinics (thousand visits per shift)	929	831	853

by the criterion of proximity – so as to be as close as possible to people in all regions. Most health care facilities have already determined the first list of doctors who will conduct the assessment. Currently, there are over 4,300 doctors who will work in expert teams, while almost 1,300 worked in the MSEC [2]. In total, 1,348 expert teams have been created. The largest number is in the “general surgical”, “general”, “surgical” and “traumatological” profiles. Other team profiles include cardio-neurological, ophthalmological, oncological, phthisiatric, hematological and psychiatric. Thus, specialists with the appropriate qualifications will be able to assess a person’s daily functioning. Lists of doctors and contact e-mails of health care institutions are posted on their websites. A dashboard [14] with institution teams is also posted on the Ministry of Health website. In the future, the list of doctors, institutions and their indicators will be updated, ensuring transparency and accessibility of information. Expert teams will work in a new electronic system. All doctors who create an electronic referral for the assessment of daily functioning for their patients will have access to it. The created electronic system will help get rid of unnecessary paperwork and guarantee transparency and accountability in decision-making by expert teams.

In Ukraine, the vast majority of higher education institutions (HEIs) of the third and fourth levels of education operate specialized health care facilities – student hospitals (SH) and student polyclinics (SP). The health of students and, accordingly, the level of education and ensuring the quality of education of future specialists depend on the organization of these health care facilities. Many works of domestic and foreign researchers and scientists are devoted to the problems of health care and the formation of a healthy lifestyle of student youth [7; 12]. However, we did not find any publications devoted to the analysis of the work of HEI SP.

The health care facility (hereinafter referred to as HCP-1) serving HEI students in Lviv is the Tenth City Polyclinic (DMP), which was founded in 1946. Currently, it is located at 14 Boy-Zhelensky Street, on the territory of the student campus of Lviv Polytechnic National University. The hospital includes two outpatient departments: outpatient department No. 1 with a

planned capacity of 145 visits per shift and outpatient department No. 2 with a planned capacity of 136 visits per shift. At outpatient department No. 1, a day hospital with 30 beds operates; an inpatient therapeutic department with 20 beds. DML has a License (Series AE No. 459536 dated 04.06.2014) for the relevant type of activity. Experts of the Accreditation Commission for Healthcare of the Lviv Regional State Administration accredited this Healthcare Facility-1 on 24.10.2017. In the outpatient departments of ZOZ-1, students of the Lviv Polytechnic National University (LPU), the Ivan Franko Lviv National University (LNU named after Ivan Franko), the Institute of Banking (IBS), as well as university employees who work in hazardous conditions, undergo periodic medical examinations. Medical care is provided to university employees and the population of Lviv who live near this ZOZ-1 and have the opportunity to contact the following specialist doctors: surgeon, neurologist, otolaryngologist, ophthalmologist, dentist, obstetrician-gynecologist, therapists, there is also an X-ray room, a functional diagnostics room and a procedure room, a clinical diagnostic laboratory.

We have developed and grouped a number of statistical indicators that characterize the work of ZOZ-1 (Tab. 2-4). Table 2 shows the indicators and quality indicators of the work of primary care physicians of ZOZ-1 for 2020-2024.

The number of signed declarations varies within the range of up to 1 thousand units, which can be explained by both external and internal migration of the country's population.

Tables 3, 4 present the indicators of patient visits to outpatient clinics for 2020-2024 and other indicators of the work of ZOZ-1. The analysis of data for 2021-2024 allowed us to establish that the share of NU LP education seekers served by ZOZ-1 is more than 50% of patients.

ZOZ-1 records and analyzes statistical data on certain particularly dangerous diseases such as viral hepatitis, arterial hypertension, and tuberculosis.

Discussion of the results. The COVID-19 pandemic has become a determining factor that has led to significant changes in the country's healthcare system, as well as at the level of individual institutions, in particular

Table 2

Indicators of signing declarations for 2020–2024

INDICATORS	2020 year	2021 year	2022 year	2023 year	2024 year
Number of declarations	10 714	9 661	9 616	9 994	9 700
Men	5230	4901	4954	5226	5001
Women	5484	4760	4662	4768	4699
Children 0-17 years old	673	527	328	575	1431
Adults 18-39 years old	9844	8733	8837	8947	7503
Adults 40-64 years old	176	340	377	391	374
Adults >65 years	21	61	73	81	392

Table 3

Indicators of outpatient medical care provision in ZOZ-1

INDICATORS	Years				
	2020	2021	2022	2023	2024
Patient visits to doctors	11736	15931	13631	12569	11531
ENT	2639	5506	5129	1567	2563
Obstetrician-gynecologist	1835	4798	3006	3015	3497
Neurologist	1309	876	1402	2678	2574
Surgeon	779	1157	798	2765	1905
Ophthalmologist	585	392	251	345	139
Radiologist	4589	3202	3045	2199	853

Table 4

Performance indicators of ZOZ-1 for 2021–2024

Performance indicators	Years			
	2021	2022	2023	2024
Budget (in million hryvnias)	5,3270	8,1945	9,3889	7,7830
Staffing of the health facility (doctors/medical assistants)	34,5/51	31/45	30/45	30/45
Charitable contributions (in thousand UAH)	23,152	80,4405	75,051	61,900
Registered population (in thousands of people)	23,158	23,158	21,015	21,015
Full-time students (in thousands), of whom:	38,679	39,708	40,288	39,874
IBS	0,981	0,813	0,845	0,853
NU LP	21,442	21,595	21,729	21,338
Ivan Franko National University of Lviv	16,256	17,300	17,714	17,683
Out-of-town students	24,897	25,612	25,577	25,732
Living in a dormitory	13,254	14,289	14,144	14,175
Live in Lviv	13,782	14,096	14,711	14,084
Foreign students	0,415	0,385	0,417	0,420

the student polyclinic (ZOZ-1). Under pressure due to quarantine restrictions, problems with the provision of services, and increased demand for medical care, the polyclinic was forced to restructure its work processes in order to continue serving a specific contingent of patients. The institution provided medical care to students of four higher education institutions, as well as residents of the Lviv district. The total number of people receiving services reached hundreds of thousands, which created additional challenges in the conditions of the pandemic.

The beginning of a full-scale war in 2022 became another test for the student polyclinic. The war increased the pressure on medical personnel and resources, while simultaneously causing the restructuring of the entire healthcare system. The institution found itself in new realities: limited funding, staff shortages, growing population needs and the need to adapt to reform. An important stage in the functioning of the polyclinic was its accession to the second association of healthcare institutions, which, on the one hand, provided the opportunity to work in a new structure, but at

the same time led to the loss of a certain autonomy and the need to protect the interests of a specific contingent of patients. The peculiarity of the polyclinic's work is that it served mainly the youth contingent – students of higher education institutions, providing services: prevention, treatment of mental disorders and primary medical care.

At Lviv Polytechnic National University, twice a year (March – April, November – December), according to the rector's order, lectures are held in student classrooms for students and teachers by doctors of the ZOZ-1, which are aimed at preventing the incidence of tuberculosis, chronic lung diseases, HIV/AIDS prevention, viral hepatitis prevention, sexually transmitted diseases prevention, arterial hypertension prevention, acute respiratory viral infections, influenza, measles and others (Tab. 5).

During the admission of patients, as well as during medical examinations, individual and group conversations were conducted. 2481 conversations were held, which covered 14612 people. 639 conversations were conducted by secondary medical personnel, covering 4103 people.

Students of the Lviv Higher Education Institution in ZOZ-1 are served under the "Affordable Medicines" program [9]. The government Drug Reimbursement Program "Affordable Medicines" has been operating in Ukraine for more than five years, which in 2019 provided for state coverage of drug costs for outpatient treatment of patients diagnosed with "cardiovascular disease", "type 2 diabetes" and "bronchial asthma"

The version of the Program dated August 15, 2019 already included 254 drugs that were subject to reimbursement [8]. As of 2024, the Program has been

Table 5

Dynamics of sanitary and educational activities of ZOZ-1 by year

INDICATORS	Years				
	2020	2021	2022	2023	2024
Number of lectures delivered	159	162	166	168	169
Prevention and early detection of tuberculosis	24	24	22	22	23
HIV infection/AIDS. Transmission routes, prevention and diagnostic methods.	17	15	17	17	17
Prevention of sexually transmitted diseases.	7	6	8	8	8
Viral hepatitis, prevention and diagnosis.	5	7	6	6	6
Reproductive health of the nation.	7	5	5	6	6
Breast cancer. Early diagnosis.	12	11	12	12	12
Melanoma. Methods for preventing the development of skin cancer.	5	8	12	12	12
Arterial hypertension at a young age. Prevention of cardiovascular diseases.	12	12	12	12	12
Measures to prevent Lyme disease. Tick bites.	6	6	6	6	6
Prevention of vaccine-preventable infectious diseases.	10	10	10	10	10
Diabetes, prevention and early detection	9	10	8	9	9
Current issues of leading a healthy lifestyle	25	24	24	24	24
Smoking and health. Disease or habit?	20	24	24	24	24
Number of individual interviews conducted	3731	3921	3329	3330	3350
Number of articles written in student newspapers	15	12	10	11	12

expanded to 589 drug items, and from January 1, 2025, it has been increased by 52 drugs [10]. This Program can be used by higher education students who have signed a declaration with a family doctor.

Thus, based on the results of the work of the studied ZOZ-1, we can conclude that the level of provision of medical (pharmaceutical) care and preventive work among students of higher education institutions is quite high.

Given the above challenges, an important task for the polyclinic is to form and maintain a positive image that will ensure trust from the student community and

the public. Today, the development of the right image and popularization of the institution can become the basis for restoring autonomy and stable functioning in the face of modern challenges.

Approaches to creating an image are well-known, but are not actively used by health care institutions. In fact, information about health care institutions is presented in the information field, but current events and activities are not covered. No marketing activities are carried out to popularize health care institutions among education seekers and the population.

The image of a student polyclinic is the result of the perception of the institution by patients, students, medical staff and the public. For its successful formation, it is necessary to focus on several key aspects. First of all, the professional image of medical staff plays a decisive role in building trust in the institution. Qualified doctors who specialize in the problems of student youth are one of the main advantages of the polyclinic. Understanding such specific problems as stress, adaptation to study and mental health helps to provide effective and timely medical care. In addition, regular advanced training of doctors and the introduction of modern treatment methods will allow the institution to keep up with medical standards. An important advantage is also the presence of specialists who speak foreign languages, which will allow serving foreign students, who make up a significant part of the patients.

The organizational image also requires attention. The clinic should take into account the specifics of student life and adapt the schedule of receiving patients to their study schedule. An important step will be the introduction of modern technologies, such as online registration, telemedicine and electronic medical records, which will significantly increase the convenience of service. Thanks to a flexible system of work, the clinic will be able to avoid queues and provide quality services.

Another important area is the information image of the institution. For this, it is necessary to actively use social networks, such as Instagram, Facebook and Telegram, to communicate with students, as an example, we can cite the Facebook page of the Educational and Scientific Institute of Therapy and Rehabilitation of the National University of Physics and Technology – Branch [3] and the University Clinic of the National Medical University named after O.O. Bogomolets [15]. Publishing useful content, updating information about services and preventive measures will help improve student awareness. Developing a convenient and informative website will also help make the polyclinic's services more accessible to young people.

The public image of the polyclinic can be developed through cooperation with universities and local communities. Conducting medical examinations, first aid training and educational events will increase the social significance of the institution. Participation in public projects and organizing open days will help strengthen the connection between the polyclinic, students and the population of the district.

It is important to popularize the student clinic using new methods and approaches to creating the image of ZOZ. Popularization of the student polyclinic (ZOZ-1) is a necessary step to attract more patients and strengthen its position in the healthcare system. One of the key methods is targeted communication with students. Organizing information meetings at higher education institutions, during which students learn about

the services and benefits of the polyclinic, will help attract the attention of young people. In addition, creating modern youth content on social networks, including videos and interviews with doctors, will contribute to a better perception of the institution.

The involvement of technology also plays an important role. The implementation of telemedicine will allow for remote consultations, which is especially important for students living in dormitories or with limited time. Additionally, the development of a mobile application with an appointment booking function and reminders about visits will ensure a modern level of service.

Particular attention should be paid to prevention and loyalty programs, which include preventive examinations, health days and social events. Cooperation with local communities in conducting trainings and attracting volunteers will also contribute to the popularization of the institution.

Conclusions. Over the past five years, Ukrainian health care institutions have had to work in an uncertain environment, which was caused by the Covid-19 pandemic and the armed invasion of the Russian Federation in 2022 into the territory of our state.

However, even in these conditions, the country continues to reform the healthcare system. One such reform is the replacement of the outdated MSEC system with a transparent, people-centered model. Evidence of civil society support in Ukraine under martial law can be the expansion of the "Affordable Medicines" program.

By focusing on a professional approach, using modern technologies, and actively interacting with students and the public, the student polyclinic (ZOZ-1) can strengthen its reputation as an important medical institution for the youth contingent and the population of the district.

Creating a positive image and its effective promotion is the key to the successful functioning of the student polyclinic as a leading and original in terms of the specifics of the ZOZ activity.

The unique features of the polyclinic, accumulated experience, and properly organized work will allow it to defend the right to autonomous existence, providing high-quality medical care in the face of modern challenges.

Prospects for further research will be the development of a SWOT analysis matrix with the involvement of higher education students to determine development strategies for ZOZ-1 in order to form a sustainable image of the student clinic.

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