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DIGITAL TOOLS FOR ADAPTING PUBLIC MANAGEMENT TO CRISIS SITUATIONS

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Abstract. *The article examines the role of digital tools as a key mechanism for adapting Ukraine's public administration system to crisis situations. Theoretical foundations of digital transformation and practical experience of implementing digital solutions in the public sector, particularly in healthcare, are analyzed. The classification of digital instruments, their functional purpose, and directions for improvement are defined. It is shown that digitalization enhances the resilience, transparency, and efficiency of public governance under uncertainty.*

Keywords: *digitalization, public administration, adaptation, crisis management, eHealth, digital tools, e-governance.*

Modern global challenges significantly transform the conditions under which public administration systems operate. They require governments to adopt new approaches to response, enhance resilience, and improve the adaptability of management processes. Traditional administrative mechanisms are increasingly proving insufficient for rapid decision-making and ensuring the continuity of state functions in a dynamic environment. In this context, digitalization emerges not only as a tool for modernization but as a key mechanism for adapting the state apparatus to crisis situations, promoting transparency, efficiency, and strengthening citizens' trust in government. The relevance of this study lies in identifying the role, potential, and development directions of digital tools capable of ensuring the sustainability of public management under conditions of uncertainty and multidimensional threats.

The main purpose of this study is to provide a theoretical justification of the significance of digital tools for adapting Ukraine's public management system to crisis conditions and to identify ways for their further improvement.

During periods of profound social and economic and political upheaval, the state governance system must respond promptly to emerging threats while ensuring the continuity and stability of key institutions. Under such conditions, digital technologies become the primary resource for adapting public administration, enabling the minimization of human factor influence, accelerating information exchange, and improving the efficiency of managerial decisions. Digital tools serve not only as instruments of automation but also as strategic response mechanisms, shaping a new architecture of interaction between government, citizens, and business. Their application ensures rapid decision-making, maintenance of communication, coordination of actions across different levels of government, and support of vital state functions even in crisis situations.

Digital tools can be classified by their functional purpose: analytical, communication, managerial, information-security, and social. They encompass both internal processes of public administration (resource management, information flows, risk management) and external processes aimed at ensuring interaction between government and citizens.

Digital tools in Ukraine's health-care sector have formed a multilevel adaptation system in which each component performs its function under crisis conditions. Their integrated use ensures rapid response to challenges, continuity of management, preservation of medical data, and citizens' trust in the state. Therefore, health-care digitalization is not merely a technological innovation but a resilience mechanism for public administration that combines efficiency, transparency, and a human-centered approach.

Further development of digital tools in Ukraine's health-care should focus on deeper integration, security, and personalization of digital services, enabling the public administration system to respond more effectively to future crises. A priority step is the creation of a unified national center for digital coordination in health-care, consolidating existing platforms into a single analytical ecosystem. This approach will ensure centralized data management, rapid institutional interaction, and unified standards for information exchange, which is particularly critical during wartime and humanitarian crises.

The second improvement vector involves expanding the use of artificial intelligence technologies in health-care management. Predictive models will allow forecasting infectious disease outbreaks, analyzing morbidity trends, and identifying regional needs for medical staff and resources. Intelligent data processing can become the foundation for strategic planning, improving resource allocation efficiency, and reducing decision-making time in crisis situations.

The third development direction relates to strengthening the cyber resilience of medical information systems. Amid war and increasing cyber attacks, the state must continue developing national infrastructure for medical data protection, expanding CERT-UA functionality, and introducing mandatory cyber security certification for health-care institutions. Mechanisms for backup duplication of critical databases should be established to guarantee service continuity even in case of physical infrastructure damage.

Equally important is enhancing digital literacy and crisis-readiness among medical personnel. This requires developing professional training programs and courses in digital medicine and crisis management, focused on practical use of information systems and online services. Participation of doctors and managers in such programs will not only improve service quality but also strengthen an adaptive management culture.

Thus, improving digital tools in public management during crises must follow a comprehensive approach.

Digitalization of public management in Ukraine has become one of the key factors in its adaptation to crisis conditions. Modern digital technologies have ensured not only the

continuity of management processes but also created the prerequisites for a profound transformation of governance models and communication mechanisms. Based on the analysis of scientific approaches and practical initiatives, it has been established that digitalization is not merely a technical tool but a complex social and organizational phenomenon that promotes open governance, enhances transparency, and strengthens the accountability of state institutions. The implementation of digital solutions in the public sector has enabled the preservation of management efficiency even under extraordinary circumstances, including pandemics, military conflicts, humanitarian, and energy crises. Digital tools have not only simplified state-citizen interaction but also ensured faster decision-making, reduced bureaucratic procedures, and increased public trust in government. Particular attention should be given to the digitalization of health-care, which is highly sensitive to crisis challenges. Digital innovations become the foundation of a new adaptive paradigm of public management that combines technological efficiency, social orientation, and strategic resilience of the state.

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