

**S. Yu. Tsekhla, N. A. Simchenko, E. A. Polishchuk**

V. I. Vernadsky Crimean Federal University (Simferopol, Russian Federation)

## DEVELOPMENT OF HUMAN RESOURCES STRUCTURE FOR HEALTH RESORT FACILITIES OF THE REPUBLIC OF CRIMEA<sup>1</sup>

*The subject matter of this study focuses on the laws and mechanisms of employment in various sectors of the labor market of the Republic of Crimea. The article is devoted to the research of staffing structure for the development of business activities in the Republic of Crimea, in particular, for the health resort complex, to identify priority areas of regional employment policy.*

*The main hypothesis of the research is as follows: there is a discrepancy between the basic parameters of the Crimean labor market transformation and the educational system that makes their proper interaction impossible, causing inconsistencies between the needs and demands of the labor market and the level of training (in particular, in the health resort complex) and the formal qualification of graduates of educational establishments.*

*The methodological framework of the research is based on a systemic approach in studying the labor market of the Republic of Crimea and the use of statistical methods of analysis of the labor market conjuncture.*

*The study analyzed the dynamics of socio-economic development of the Crimean region. The Crimean regional labor market conjuncture was studied, allowing the identification of the main causes of the imbalances in the development of the labor market. The analysis was made with regard to the qualifications of medical professionals graduating from educational establishments and groups of factors affecting the staffing structure were properly identified. The study of reasons of the Crimean labor market discrepancies showed that the current imbalance was caused by both objective and subjective reasons.*

*Priority directions for employment policies have been suggested for the health resort complex. Their implementation will make the stabilization of the situation related to medical staff possible, including for the health resort complex. Such steps will also help improve the potential of human resources, capable of providing highly professional services to holidaymakers; contribute to the effective solution of problems of development of the Republic of Crimea under new economic conditions.*

**Keywords:** health resort complex, staffing, labor market, employment, unemployment

### Introduction

In the current socio-economic conditions of Russia, ensuring that national health is strengthening, and the quality of life of citizens is improving are important components for the state social security. One of the priorities for the implementation of socio-economic policy of the Republic of Crimea within the Russian Federation is the development of a health resort complex, which is one of the main sources of financial income, means of population employment and life quality improvement, a basis for social and cultural environment development, which is defined by the Federal Targeted Program Socio-Economic Development of the Republic of Crimea and city of Sevastopol till 2020<sup>2</sup>.

The main objectives of this Program are the integration of the economy of the Crimean Federal District into the Russian economic space, ensuring transport availability, infrastructure constraints removal in order to ensure sustainable economic development due to non-compliance of basic socio-economic indicators of the Crimea development with Russian average ones (Table 1).

The Republic's service industry plays a special role in the implementation of this Program. During the years 2011–2013, its share in gross regional product was more than 60%: commerce (14%), transport and communications (12%), tourism and sanatorium sphere (11%), real estate (10%) and others<sup>3</sup>.

<sup>1</sup> © Tsekhla S. Yu., Simchenko N. A., Polishchuk E. A. Text. 2015.

<sup>2</sup> On Approval of Federal Targeted Program Socio-Economic Development of the Republic of Crimea and city of Sevastopol till 2020. Resolution of the Government of the Russian Federation dated August 11, 2014 No. 790 [Electronic resource]. URL: <http://government.ru/media/files/41d4fa3a896280aaadfa.pdf>. (date of access: 10/09/2014).

<sup>3</sup> Basic Indicators of Socio-Economic Position of the Crimea. [Electronic resource]. URL: <http://gosstat.crimea.ru> (date of access: 20/11/2014).

**Basic Socio-Economic Indicators of Development of Russian Federation and Republic of Crimea  
within Period from 2011 till 2013\***

Indicator	Year		
	2011	2012	2013
<i>Russian Federation</i>			
Volume of total gross regional product, bn RUB	45,992.3	49,926.1	54,013.6
Volume of total gross regional product per capita, thousand RUB	317.5	348.6	376.3
Investments in fixed assets from all sources of financing, bn RUB	11,035.7	12,586.1	13,255.5
Total unemployment rate, %	6.5	5.5	5.5
Average nominal monthly accrued wages, RUB	23,369	26,629	29,792
<i>Republic of Crimea</i>			
Volume of total gross regional product, bn RUB**	140.65	171.2	185.5
Volume of gross regional product per capita, thousand RUB**	77.8	90.7	94.4
Investments in fixed assets from all sources of financing, bn RUB**	71.6	77.3	66.3
Total unemployment rate, %	6.1	5.7	5.8
Average nominal monthly accrued wages, RUB**	9,050	10,500	11,400

\* Russia, 2013: Statistical Book. / Federal Service of State Statistics Moscow, 2013. p. 62; Russia, 2014: Statistical Book. / Federal Service of State Statistics Moscow, 2014. p. 62; Basic Indicators of the Socio-Economic Position of the Crimea. [Electronic resource]. URL: <http://gosstat.crimea.ru> (date of access: 20/11/2014).

\*\* Equivalent of rubles at the rate of the National Bank of Ukraine as of December 31 of each corresponding year.

The Republic of Crimea is a unique region of the Russian Federation, which has a strong natural-climatic, landscape, historical, cultural and recreational potential, which is a basis for the development of health resort and tourist areas.

In the recreational destination system of the Crimean region, the health resort complex is a set of industries and organizations, whose activities are aimed at meeting the needs of consumers in health resort treatment, rehabilitation and recreation of citizens, as well as at the creation of a competitive health resort and tourist product on the basis of effective and efficient utilization of natural, industrial, economic and socio-cultural resources.

Due to their economic and social importance, the issues of health resort complex development are well represented in the works of foreign (S. Hofer, F. Honegger, J. Hubeli [1], A. Speier [2], C. Loh [3], J. McHale[4], T. Powers [5], M. Dahlström [6] P. Cook [7]) and Russian (S. Yu. Ambartsumyan, S. A. Lochan [8], B. G. Ilyasov, F. H. Mazitova, Sh. Z. Zagidullina, A. N. Razumov [9], A. M. Vetitnev, A. V. Dzyubina [10], A. I. Marikyan [11] and other authors. However, the issues of labor market functioning, based on the staffing of health resort complex and influencing on social and labor relations regulations (in particular, in the Crimean region) are not sufficiently considered. Therefore, the above-said determines the relevance of the study.

The purpose of this article is to study the structure of staffing of the health resort complex of the Republic of Crimea, in order to identify priority areas for the employment policy implementation in the region.

The health resort complex of the Republic of Crimea in current conditions is undergoing rapid changes. At the moment, the optimization of human resources management as an important strategic component of the region development is becoming more and more important. In the new economic conditions, human resources has the highest profitability among the types of resource support of healthcare, including the health resort complex, as the cost of specialized personnel training, its maintenance and development is not comparable to the social effect, received by the society and recreants in respect of human and labor potential preservation [12, 13].

### Staffing in Health Resort Complex

Social services and, in particular, the healthcare system, which includes a health resort complex, is taking a more significant place in the programs of socio-economic development of the territories of the Russian Federation.

In the current socio-economic conditions of Crimean development, a special role should be assigned to the optimization of personnel policy and social security of workers of the healthcare sector, health resort complex, in particular. The presence of relevant staff, their qualifications, distribution, operation conditions, wages, social welfare, as well as work process logistical and technological support determine the proper level of health care delivery to recreants visiting a particular resort.

The basis of staff development strategy in the health resort complex is the need for training and skill improvement for industry experts, taking into account the needs of health resort facilities on the territory of the Republic of Crimea for particular specialists. The growth of professional knowledge and practical skills of current staff of the analyzed complex, as well as rational use of its potential, in their turn, will have a systemic impact on other, equally important healthcare (including health resort complex) parameters, such as financial resources.

The problem of staffing in the health resort complex of the Crimea includes a number of components, among which the main ones are: the irrational use of current workforce; limited staff reproduction; staff outflow—mainly due to the outflow of specialists from the health resort complex because of the seasonality—75% of resorts in the Crimea are seasonal (it means that these organizations' employees either get minimum wages during off-season period of time, or have unpaid leaves. Therefore, young professionals (doctors) are trying to find (and keep) a job on a permanent basis in hospitals, polyclinics and health resort facilities of year-round type.

According to the data of the Employment Center of the Crimea, within the studied period (2011–2013), the minimum number of vacancies was observed in 2011—3,277 vacant positions, the maximum number—in 2013—3952 vacant positions (Table 2).

Table 2

Available Vacancies According to Employees Skills Levels<sup>4</sup>

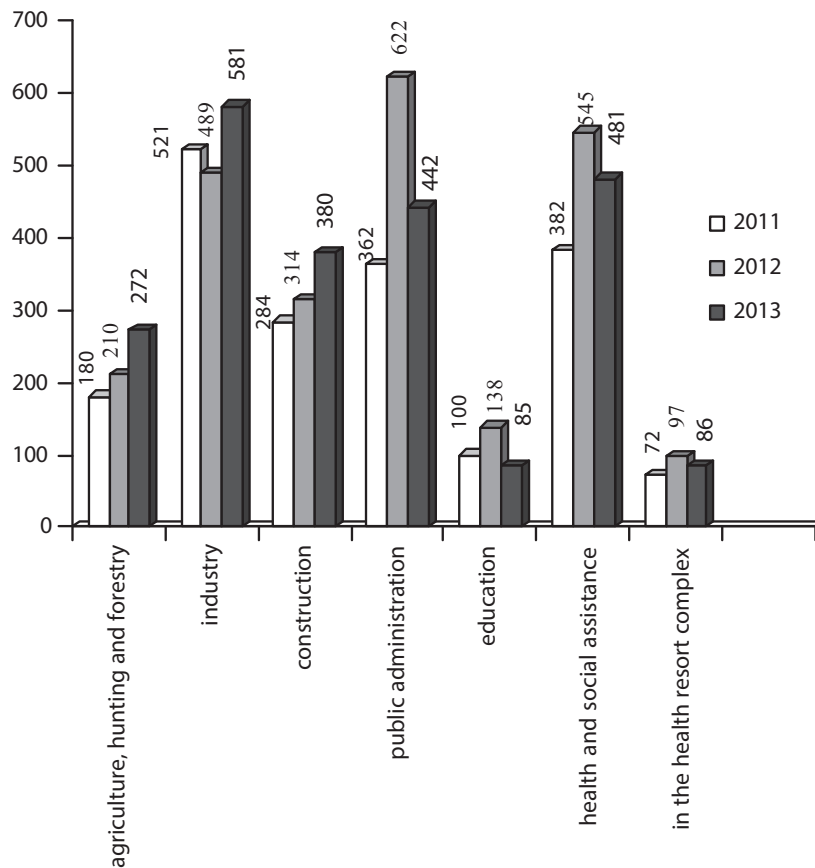
Vacancy Type	Year		
	2011	2012	2013
Total	3,277	3,776	3,952
including:			
skilled positions, for health resort companies:	1,643	1,916	1,974
doctors	47	58	62
nurses	50	55	57
other staff	27	31	38
workplaces	1,411	1,626	1,714
vacancies, not requiring professional education	223	234	264

According to Table 2, the growth of labor demand, including in the health resort complex, started in 2010, with a gradual recovery of the Crimean economy after the global financial crisis. In 2011, the number of vacancies in the region amounted to 3,277 positions—due to the growth of the Crimean region economy in 2011, in 2013 the vacancies growth increased by 4.7% compared to 2012.

The greatest increase in staff demand was noted for skilled workers, i.e. persons having the qualification of a specialist, a master, a junior specialist. This trend is also observed in the vacancies structure: if in 2011 the need for workers was 43% of all vacancies, then by December, 2013 the situation did not change (43%). At the same time, the structure of vacancies showed the decrease in the need for unskilled labor, and the increase (up to 49–50% of all vacancies) in need for skilled workers. Within the structure of demand in workers there is a stable demand for skilled workers with tools (20% in 2011 and 18% in 2013), with professional and technical education, and in some cases, with the qualification of a junior specialist; professionals (22% in 2012 and 24% in 2013) with the qualification of a junior specialist, a bachelor, a specialist.

The minimum number of vacancies is in such categories as technical officers and skilled workers in agriculture, forestry, fish farming and fishing (about 3%) with an educational qualification level of a junior specialist or with the certificate of professional and technical education, complete secondary education and professional training on-the-job. The need of enterprises for workers to fill vacant positions in the Crimean region, including in the health resort complex, in 2013 decreased by 7.5%

<sup>4</sup> Labor in the Republic of Crimea in 2013: Statistical Book. Territorial Body of the Federal State Statistics Service of the Republic of Crimea—Simferopol, 2014. 168 p. P. 27.



**Fig. 1.** Labor demand in the Crimean region within the period from 2011 to 2013 (by economic activity, in persons)

compared to 2012. In sectoral terms, the demand for labor within the period from 2011 to 2013 is presented in Figure 1<sup>5</sup>.

From the data in Figure 1 we can see that the greatest share of vacancies is occupied by industry (19%), health and social assistance—16% (including 4% in the health resort complex), public administration (15%); an increase in offers in the labor market, compared with the previous year, is observed in the mining industry (210%), agriculture, hunting and forestry (129.5%) and construction (121%).

### Study of Regional Labor Market Environment

The study of only labor demand would not be complete without the examination of its relationship with available labor supply, which generally forms the labor market of the Crimea.

Labor supply and demand in the Crimea, during the period of 2011–2013, according to occupational groups are presented in Table 3.

From Table 3 we can see that:

— The number of unemployed people, which were registered in the State Employment Service in 2013 is 8% lower than in 2012 and 3% than in 2011;

— The need for companies to fill available jobs (vacancies) in 2013 decreased by the same percentage as in the first position;

— The largest share of professional groups at the beginning of 2013 (people, who were registered in the State Employment Service) was occupied by workers in trade and services (23.8%), elementary occupations (19.7%), workers on maintenance, operation and monitoring the process equipment, on equipment and machinery assembling (11%) with a decrease in the number of people, registered in the State Employment Service, compared with the previous time period;

— The minimum number of people, registered in the State Employment Service in 2013, belonged to a group of skilled workers with tools (6.9%) and skilled workers of agriculture and forestry, fish farming and fishing (4.7%);

<sup>5</sup> Labor in the Republic of Crimea in 2013: Statistical Book. Territorial Body of the Federal State Statistics Service of the Republic of Crimea Simferopol, 2014 168 p. P. 30.

Table 3

Supply and Demand for Labor, According to Occupational Group within 2011 and 2013, persons<sup>\*</sup>

Occupational group	Number of unemployed people, who were registered in the State Employment Service			The need of enterprises for workers to fill available jobs (vacancies)			Load for 1 free workplace (vacant position)		
	2011	2012	2013	2011	2012	2013	2011	2012	2013
Total	20,056	21,080	19,432	2,767	3,277	3,027	6	6	6
including by occupational groups:									
Legislators, senior government officials, heads, managers	1,606	1,811	1,702	284	439	264	4	4	6
Experts	1,495	1,549	1,430	534	711	740	2	2	2
Specialists, including:	2,067	2,257	2,014	321	419	350	5	5	6
in health resort complex	20	20	23	32	32	36	2	2	3
Technical employees	1,406	1,538	1,423	96	74	66	22	21	22
Employees of trade and services	4,756	5,208	4,634	245	304	199	20	17	23
Skilled workers of agriculture and forestry, fish farming and fishing	803	820	909	100	81	159	7	10	6
Skilled workers with tools	1734	1620	1333	640	665	705	2	2	2
Workers on maintenance, operation and monitoring the process equipment, on equipment and machinery assembling	2,011	2,113	2,160	331	361	345	6	6	6
Elementary occupations	4,178	4,164	3827	216	223	199	19	19	17

<sup>\*</sup> Labor in the Republic of Crimea in 2013: Statistical Book. Territorial Body of the Federal State Statistics Service of the Republic of Crimea—Simferopol, 2014. 168 p. P. 29.

— The largest share of professional groups in 2013 (need of companies for employees to fill job vacancies) was taken by experts (24.4%), skilled workers with tools (23.3%), specialists (11.6%) with a steady increase in the number of vacancies in relation to the previous period;

— The smallest number of vacancies needed by companies in 2013 related to the following professional groups: qualified workers of agriculture and forestry, fish farming and fishing (5.2%) and technical employees (2.2%).

One indicator of the registered labor market of the Crimea is the load for one position (vacancy), which is calculated as the ratio of the number of unemployed people, registered in the State Employment Service, to the number of available vacancies. It should be noted that in the Crimea, in general, the load for one position in 2013 (compared to 2012 and 2011) did not change—6 people. With regard to individual professional groups, the situation is as follows (Table 2):

— In the structure of occupations that consistently has a high load for one position is noted for workers in the trade and services category (from 17 people in 2012 up to 23 people in 2013), technical employees (from 21 people in 2012 up to 22 people in 2013), elementary occupations (from 17 people in 2012 up to 19 people in 2013);

— The minimum load for one vacancy is noted for the following categories of occupations: legislators, senior government officials, heads, managers, specialists (1–2 persons), while such categories as workers on maintenance, operation and monitoring the process equipment, on equipment and machinery assembling, experts, skilled workers with tools have no fluctuation within the analyzed period.

Registration of the labor market is carried out on a certain date (month, quarter, half year, and one year) and figures on the number of unemployed people, registered at an employment center, as well as the need for workers to fill vacant positions, are in constant motion.



Specialists (masters, specialists, junior specialists) and skilled workers graduate, as a rule, in June and July. The graduates, who have been unable to find a job on their own, can apply to employment centers. In this regard, we find the analysis of demand and supply of labor in the labor market of the Crimean region as of the 1st of July is more representative since it describes the actual state of the labor market for young professionals.

Analysis of dynamics of the unemployed population (Table 3), registered at an employment center, and need for workers to fill vacant positions are characterized by a deficit of positions and testify of imbalance in the labor market. As from December 1, 2013, compared to the same period in 2012, the number of job seekers decreased by 1,648 people (8%) in general across the Crimea.

It is necessary to clarify that the only area of the Crimean economy with a significant excess of labor demand over the number of vacant job seekers is medicine; there is a similar situation with junior medical staff (nurses and massage therapists), a number of these occupation representatives are employed in the health resort complex.

Data characterizing the information on training specialists, in particular, health care personnel, in the region is shown in Table 4.

Table 4

Specialists Training, in Particular, Medical Personnel, in Higher Education Institutions of Crimea within 2012–2013 [14]

Branch of Learning	Accreditation Level					
	I–II			III–IV		
	Number of Students	Accepted for an initial training cycle	Graduated	Number of Students	Accepted for an initial training cycle	Graduated
Total in the Crimea	7,088	2,340	1,826	40,948	7,857	11,514
including:						
Healthcare, including medicine	2,063	839	482	1,376	213	166

At the moment, in the Republic of Crimea medical education is carried out on the basis of one higher education establishment of III–IV levels of accreditation—The Crimea State Medical University named after S. I. Georgievsky, and four higher educational establishments of I–II levels of accreditation: Medical college under the Crimean State Medical University named after S. I. Georgievsky, the Crimean Medical College, Medical College of Yevpatoriya, Yalta College of Medicine, which have no units (departments) responsible for the preparation of qualified personnel for health resort complex (regenerative medicine, balneology, massage therapy, etc.). The Taurida National University named after V. I. Vernadsky, starting from 2013, offers bachelors in recreation and sports and health tourism, which will have knowledge and skills in balneology, resort rehabilitation, social adaptation, the disabled rehabilitation, and will be specialized in massage [15].

In its turn, the need of health resort facilities, especially in Yevpatoriya and Saki regions (more than 80 sanatorium accommodation facilities, including for children), for specialists in health resort business can be noted even now. In general, health facilities, including the health resort ones, need 958 members of the profession. The nursing staff is also in short supply but in smaller numbers—about 800 paramedics and nurses are needed in the healthcare sector of the republic<sup>6</sup>.

### Reasons for Discrepancies in Labor Market

Due to discrepancies in the labor market of the Crimean region a critical situation has occurred—on the one hand, it is impossible to meet the needs of enterprises (institutions, organizations) for workers in certain professions and specialties, which, in turn, has a negative effect and contributes to poor servicing and to enterprise competitiveness decreasing, on the other hand, certain experts and workers have difficulties to find employment.

<sup>6</sup> “Quick, call the doctor!” Why aren’t there enough physicians in the Crimea [Electronic resource]. URL: <http://news.mail.ru/inregions/crimea/110/society/20295749/> (date of access: 1/12/2014).

The study of reasons of the Crimean labor market discrepancies showed that the current imbalance was caused by both objective and subjective reasons.

The objective reasons should include the slow recovery of the region's economy after the global financial crisis, which was the reason for the relatively massive job cuts. Another objective reason is an excessive number of graduates in so-called prestigious professions in the sphere of economy, tourism, jurisprudence. The customer for high school educational services is, at most, the population (paid educational services in 2013 amounted to 58%), which does not consider the demand for these professionals.

A subjective reason for discrepancies of the Crimean region labor market is inaccurate and incomplete data on the labor market due to the following circumstances:

- Data of employment centers on the need for workers of certain professions and specialties is based on reports of enterprises, indicating the number of vacant positions (making it possible to draw a conclusion on trends in employment offers). However, applications that come to employment centers, do not fully reflect the situation in the labor market. It is well-known that vacancies of employment centers are often the least paid and low-skilled ones;

- Not all the employers submit information on available vacancies;

- Statistical surveys do not cover natural persons-entrepreneurs and their employees, as statistical reports submission are not provided for this category of employers by the current legislation;

- Employers use other channels of labor searching, for example, private employment offices, personal relationships of employees or ads in mass media.

There is a contradiction between the level of employers' requirements for graduates training and skills and unreasonable expectations of young people in the amount of proposed remuneration. It is, above all, the low competitiveness of graduates; lack of information on the needs of the market at the moment of their entrance to the higher educational establishments and on real employment opportunities.

The main requirements of employers are professional experience, ability to apply theoretical knowledge in practice, language skills, communication skills, stress resistance, sense of purpose and others. At the same time, according to employment centers, wages for existing vacancies are barely more than the minimum wage that evokes no enthusiasm among vacant job seekers.

According to the chosen method of research, there were highlighted groups of factors, determining the need of economics for staffing: factors that increase demand, factors that reduce demand.

The first group of factors, determining the need of economics for staffing, should include existing vacancies and newly created qualified jobs.

Along with a leading area of the production sector of the Crimean region—industry, the need for personnel (15–19%) is observed in public administration, healthcare and social assistance, which includes the health resort complex. In the industrial sector, the largest share of demand in personnel is observed in the processing industry (55–75%), which corresponds to the structure of employment in the economic sphere.

Strategic need for qualified specialists, according to many experts, is based on trends in socio-economic development and implementation of economic reforms, provided by the development strategy.

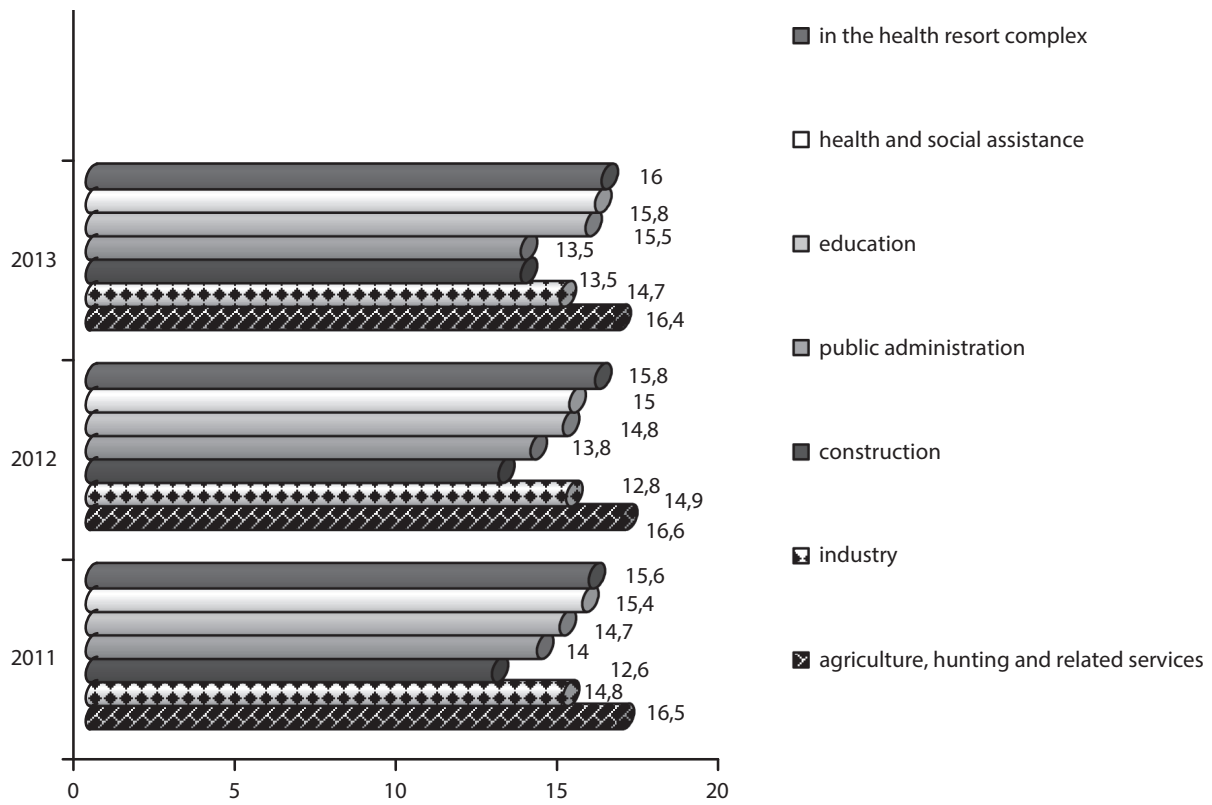
The factors, increasing the demand for labor, should include the number of employees approaching retirement age and working pensioners, which in the short term (2–3 years) can free their positions for graduates of the Crimean region [14].

The largest share of employees approaching retirement age in 2013 in a total number of full-time employees was registered in agriculture and related services (16.4%), healthcare and social assistance (15.8%), including in the health resort complex—16%, education—15.5%, etc. (Fig. 2).

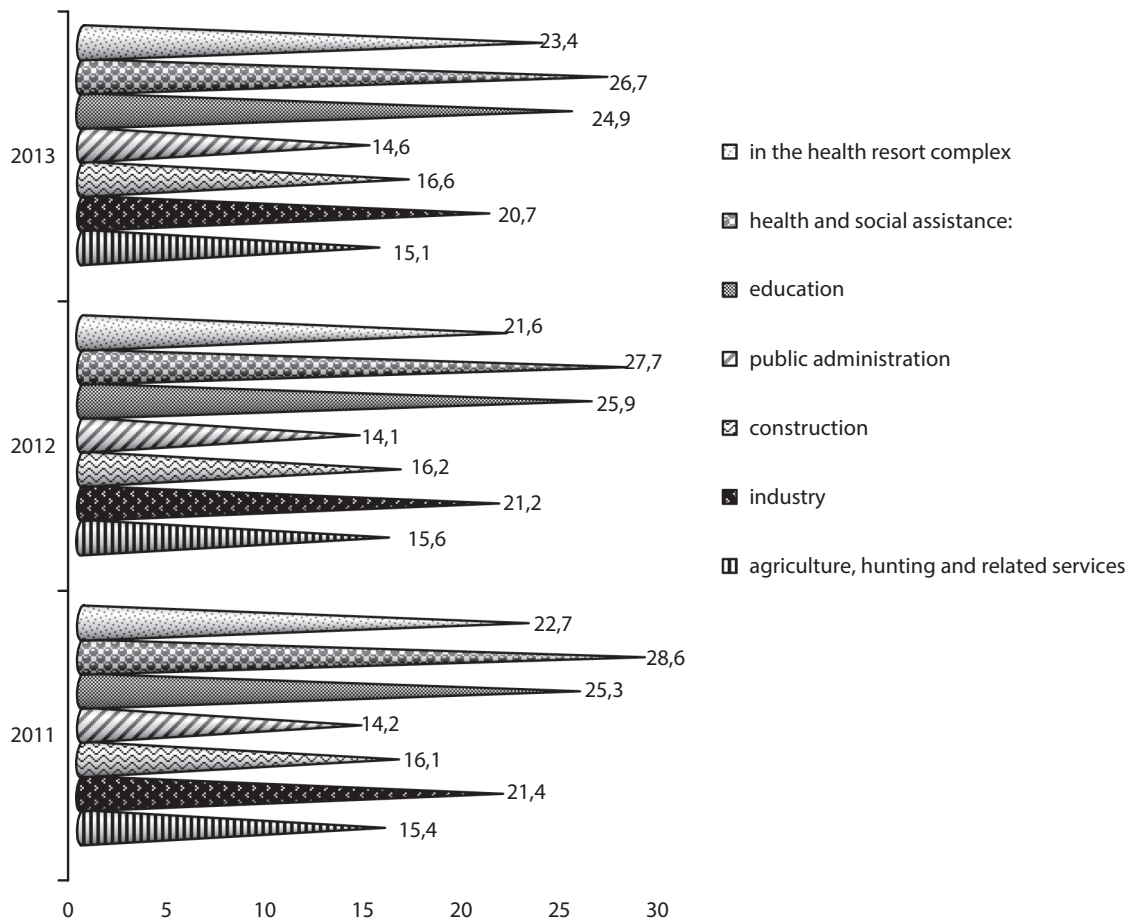
Graduates of educational institutions should be informed of the fact, that the expected release of positions in a 3-year term will be 15.5% of the full-time employees in education, 15.8%—in health and social assistance, including in the health resort complex—16.0%, 16.4%—employees in agriculture, hunting, and related services, etc.

The number of working pensioners in different spheres of economic activity in the Crimean region, in particular, in the health resort complex, is shown in Figure 3.

Based on Figure 3, the following conclusions can be made:



**Fig. 2.** Workers approaching retirement age to recorded number of full-time employees within the period from 2011 to 2013, % (Labor in the Republic of Crimea in 2013: Statistical Book. Territorial Body of the Federal State Statistics Service of the Republic of Crimea—Simferopol, 2014. 168 p. P. 24)



**Fig. 3.** Working pensioners in the Crimean region within the period from 2011 to 2013, % (Labor in the Republic of Crimea in 2013: Statistical Book. Territorial Body of the Federal State Statistics Service of the Republic of Crimea—Simferopol, 2014. 168 p. P. 45)



— The highest number of working pensioners was recorded in the following economic activities: healthcare and social assistance—23.4% (or 26.7% to recorded number of full-time employees); education—20.5% (or 24.9% to recorded number of full-time employees); industry—17.1% (or 20.7%, respectively).

— At the same time, the minimum number of working pensioners was registered in public administration—14.6%, agriculture, hunting and related services—15.1%, construction—16.6% to recorded number of full-time employees.

The factors, reducing the need of economics for skilled management of enterprises, institutions and organizations (in connection with their reorganization) and staff, often include additional educational programs and employee release numbers (the number of people released due to production elimination, to the reduction in number or staff), which will add to the number of registered vacant job seekers in the Crimea. [14]

Through the conducted study we can identify a number of basic problems of staffing of healthcare, including in the health resort complex, of the Republic of Crimea:

— There is no comprehensive system of human resource planning, taking into account the healthcare system restructuring in the new economy;

— A high share of people of retirement age among working medical personnel was discovered;

— A low share of young professionals in the structure of healthcare professionals, including in the health resort complex was noted;

— There is no system to monitor staffing and training specialists with higher and secondary professional education; etc.

### **Priority Areas of Active Employment Policy**

The solution of the identified problems in the new environment becomes a priority of the current stage of regional healthcare system development, including the health resort complex, in accordance with a focus on this sector modernization.

Due to the fact that the health resort complex operation in the Russian Federation, and the Crimean Federal District, in particular, is an integral part of national and regional policies and an important component of the healthcare system, the priorities of an active employment policy in the health resort complex are:

— Development of evidence-based approaches to the formation of the order for health resort complex specialists training, in accordance with real needs of the region for these specialists;

— Ensuring the development and improvement of policies focused on employment and adequate to basic needs of health resort organizations;

— Preservation of effectively used (and creation of new) jobs for the health resort complex in the region;

— A set of measures for retraining, supporting the employment of released specialists of analyzed industry;

— Reduction of unemployment among young professionals, adjustment of training areas in educational establishments, taking the specifics and the orientation of the Crimean region into account;

— Preparation and implementation of targeted regional programs for youth of all age groups, development of measures to encourage employers, graduates of higher educational establishments and professional schools, etc.

Implementation of these directions will allow:

— To stabilize the situation with medical staff, including for the health resort complex, to improve human resources potential of personnel capable of providing highly professional services to recreants;

— To improve the socio-economic efficiency of employment policy implementation in the health resort complex of the Crimean Federal District under the Federal Targeted Program Socio-Economic Development of the Republic of Crimea and city of Sevastopol till 2020.

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## Authors

**Tsekhla Svetlana Yuryevna** — Doctor of Economics, Professor, Head of the Economic Department, V. I. Vernadsky Crimean Federal University (4, Academician Vernadsky Ave, Simferopol, 295007, Russian Federation; e-mail: svetlana.tsohla@gmail.com).

**Simchenko Nataliya Aleksandrovna** — Doctor of Economics, Professor, Department of Economic Theory, V.I. Vernadsky Crimean Federal University (4, Academician Vernadsky Ave., Simferopol, 295007, Russian Federation; e-mail: nataly.simchenko@gmail.com).

**Polishchuk Elena Anatolyevna** — PhD in Economics, Associate Professor, Department of Management of Entrepreneurship, V. I. Vernadsky Crimean Federal University (4, Academician Vernadsky Ave., Simferopol, 295007, Russian Federation; e-mail: pea.znu@mail.ru).