

Problems and Prospects of the Development of the Sanatorium-and-Health-Resort Industry in Russia in the Context of the Covid-19 Pandemic

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Abstract

The sanatorium-and-health-resort industry plays an important role in the life of modern society as it performs the function of restoring the health of the population, and as a consequence of improving the welfare of the country and productivity. The sanatorium-and-health-resort industry in the Russian Federation is a special complex, the principles of which were laid down in the Soviet period. However, it can be said that the industry has developed several problems, which in some ways was aggravated by the Covid-19 pandemic. Closed borders stimulate the development of domestic tourism, and quarantine restrictions in large cities have led to the demand for suburban areas for recreation, and also led to the popularity of sanatorium-and-health-resort institutions located within them. Despite the crisis phenomena in the industry, in general, the investment attractiveness of sanatorium-and-health-resort facilities is growing. A load of health resorts during the New Year holidays is more than 80-90%, in addition, many places in the health resorts of key regions are already booked almost 100% for the upcoming holidays. Prices for sanatorium-and-health-resort services have increased significantly despite the crisis. However, it is impossible to say unequivocally that this indicates a positive trend in the development of the industry as a whole. Therefore, the article is aimed at studying the problems in the sanatorium-and-health-resort industry both in the pre-pandemic period and during the period of quarantine restrictions, identifying the factors that affect its functioning. The study of the state of the industry is based on the study of the performance indicators of health resorts at the end of 2019, as well as on the opinions of tourists, which are published in the form of reviews on different sites. Expert

opinions on concerns about the prospects for the development of the industry in the post-pandemic period have also been studied, their validity and the reasons why they were justified or not have been considered.

Key-words: Sanatorium-And-Health-Resort Industry, Health Tourism, Impact of the Covid-19 Pandemic on Tourism, Resorts, Sanatoriums.

1. Introduction.

One of the tendencies of modern society is the pursuit of a healthy lifestyle, the preservation of beauty and youth, and health care. This is reflected in the development of medical and health tourism, the differentiation of its types, its integration with other types of recreation (for example, with spiritual tourism) (Afanasiev and Afanasieva, 2019), the expansion of the geography of recreation, as well as the formation of "weekend" wellness tours. However, the Covid-19 pandemic has made its adjustments to the development of the industry, and despite the rapid recovery of the sanatorium-and-health-resort sector and the optimistic forecasts of experts, the crisis phenomena have not spared it.

Despite the obvious crisis in tourism, the opinions of scholars and practitioners have been divided. Some believe that the pandemic will deal a significant blow to the industry, and it will take decades to recover (Gills, 2020; Hall, Scott, and Gössling, 2020; Korstanje, 2020). Others believe that the pandemic and its consequences are a bifurcation point that will lead not only to fundamental changes in the industry, but also bring it to a new level of development: the strongest, more creative, and able to adapt and resist threats institutions will survive, and their successful practices will make the industry more sustainable (Afanasiev and Afanasieva, 2021; McKinsey & Co, 2020; Momigliano, 2020; Prayag, 2020). In any case, the proponents of both points of view agree that the tourism and hospitality industry will change significantly in terms of geography, species diversity, demand for individual services, and their quality. It is assumed that the sanatorium-and-health-resort industry and health tourism, in general, will have a high demand in the context of the spread of coronavirus infection (Dekhlyar, Korolyov, Solomina and Filatova, 2020), meeting the need of one group of the population to recover from the disease, and the other – to rest in safe conditions. That is why the issues related to the study of the state and prospects of the sanatorium-and-health-resort industry and health tourism both in the Russian Federation and abroad are of particular relevance.

In the scientific thought, the problems of the development of the sanatorium-and-health-resort industry are raised quite often (Bykova, 2008; Khaydukov, 2009; Oborin, Plotnikov, Vladimirskiy and Kajachev, 2014; Dekhtyar, Korolyov, Solomina, and Filatova, 2020), including in the context of development during the pandemic (for example, Apatova, Bakumenko, Titarenko, 2020; Basnina, Valitova, Sheresheva, 2021; Vladimirsky, Oborin, 2021). However, in our opinion, a more detailed study of the state of the industry in the pre-pandemic period is required in comparison with the current situation. Also, at the time of the introduction of quarantine restrictions, both scholars and experts expressed various assumptions about the consequences of their impact on the sanatorium-and-health-resort industry, partly they were justified, partly not. Therefore, it is important to compare the state of the industry in the pre-pandemic period with the current situation and to identify the impact of the pandemic on the sanatorium-and-health-resort industry as a whole.

2. Methods.

The work aims to identify the problems of the functioning of the sanatorium-and-health-resort industry in the pre-pandemic period and the impact of the Covid-19 pandemic on the industry and to study the prospects for the development of the industry taking into account the current situation.

To do this, the following tasks were set: a) to study the state of the industry at the end of 2019, to identify the main factors that affect its functioning, to identify the leading regions both in terms of the number of sanatorium-and-health-resort institutions and their investment attractiveness, as well as to study the specifics of the demand for sanatorium-and-health-resort services in the Russian Federation based on the reviews of tourists on the platforms for reviews and reservations, as well as in social networks to identify the positive and negative aspects and systemic problems inherent in the industry of sanatorium-and-health-resort services in the Russian Federation;

b) to study expert opinions on the prospects of the industry during the pandemic and after the lifting of quarantine restrictions, to consider the validity of these forecasts, to study how they were justified at the time of the study, as well as to characterize the current state of the industry and the prospects for its development shortly.

The study was based on data from open sources, reporting materials of the Federal Tourism Agency, Rosstat, EMISS, the Association of Health Tourism and Corporate Health, etc. Expert opinions were studied based on published interviews and articles of experts on leading platforms for the professional community. We studied the reviews of tourists on the sites for reviews and reservations, as well as on social networks to identify the opinions of consumers of sanatorium-and-health-resort services.

3. Results and Discussion.

The development of the sanatorium-and-health-resort complex was characterized by positive dynamics in the pre-pandemic period, although ambiguous in terms of regions and forms of ownership of sanatorium-and-health-resort institutions.

Table 1 shows the main indicators of the sanatorium-and-health-resort industry.

Table 1 - Indicators of the sanatorium-and-health-resort industry for 2015-2019 (average indicators^{1,2})

Types of sanatorium-and-health-resort institutions	2015	2016	2017	2018	2019
Sanatoriums and boarding houses with treatment	1,287	1,279	1,272	1,244	1,257
among them: sanatoriums for children with parents and health camps	558	526	508	470	448
of these: adult sanatoriums	729	753	764	774	809
Health resorts-dispensaries	568	529	510	491	465
Resort clinics, balneological hospitals, and mud hospitals	23	24	21	20	20
<i>Total</i>	<i>1,878</i>	<i>1,832</i>	<i>1,803</i>	<i>1,755</i>	<i>1,722</i>
Income of sanatorium-and-health-resort organizations, Russian Federation, million rubles.	128,648	138,112	135,752	141,583	152,551
Costs of sanatorium-and-health-resort organizations, Russian Federation, million rubles.	151,223	166,372	145,859	156,680	160,025
Losses of sanatorium-and-health-resort organizations, Russian Federation, million rubles (8-7)	22,575	28,260	10,107	15,097	7,474
Number of accommodated persons, thousand people	6,101	6,440	5,959	6,415	6,120
The average cost of a stay in a sanatorium, thousand rubles/day	2.44	2.67	2.79	2.91	3.09

¹ <https://www.fedstat.ru/>

² <https://rosstat.gov.ru/folder/23457>

The data in Table 1 show a decrease in the total number of sanatorium-and-health-resort institutions, especially in the segment of children's recreation and treatment. This is due to the increased requirements for organizations that organize children's recreation, the tax burden, and the presence of several administrative barriers. Also, the number of sanatoriums-dispensaries is steadily decreasing, this is due to the specifics of the provision of services by these institutions and the target audience. It should be noted that many dispensaries are being re-qualified as regular sanatoriums, so the trend of reducing this category will continue in the coming years, regardless of the challenges of the pandemic.

There is also a reduction in losses of health resort organizations and a small increase in profits, as well as the average cost of staying in a sanatorium, which in general allows concluding about the positive dynamics of the development of the health resort industry.

The analysis of existing research in the field of the sanatorium-and-health-resort sphere allows grouping the factors that affect the development of the industry as follows (Table 2).

Table 2. Factors influencing the development of the sanatorium-and-health-resort sector in the Russian Federation

Group of factors	Factors that have a positive impact on the development of the industry	Factors that hurt the development of the industry
Natural factors: <i>characteristics and significance of resort resources, their condition and the impact of anthropogenic loads on their quality, the state of the sanatorium-and-health-resort complex as a whole, the geographical position of resorts and regions concerning resources and consumer markets</i>	Unique resort resources and their combinations (for example, in the Crimea, Krasnodar Region, etc.), which have a therapeutic effect on the body, their fame, and significance, as well as the history of their development	Disproportions in the allocation of natural resort resources, irrational use of resort resources in large resort centers, and agglomerations. Outdated material and technical infrastructure and lack of personnel.
Factors that affect demand: <i>the solvency of the population, the need for recreational, and, in particular, for health and</i>	On average, the growth of the population's solvency, the possibility of sanatorium-and-health-resort treatment under social programs, the growing popularity of a healthy lifestyle and recreation, the need for	Social and regional disparities in the level of income and material security of citizens, in general,

<p><i>wellness services, the understanding of enterprises of the need to improve the health of their employees to increase labor productivity, etc.</i></p>	<p>relaxation and detoxification, especially among residents of large cities and megacities.</p>	<p>the continuing popularity of beach holidays</p>
<p><i>Socio-economic factors: an attractive investment climate, the availability of concessional loans and ways to obtain borrowed funds, grant support from the state, the presence or absence of programs for the development of the industry, the peculiarities of the functioning and formation of budgets of private, departmental and state health resort institutions, etc.</i></p>	<p>The existence of state mechanisms for the formation of investment attractiveness of the regions of the Russian Federation in the context of tourism (for example, within the framework of the creation and functioning of tourist clusters), grant support for individual enterprises and complexes</p>	<p>The presence of administrative barriers and a high tax burden, insufficient funding of state health resorts, disproportions in the investment attractiveness and competitiveness of the regions of the Russian Federation</p>
<p><i>External factors (political, economic): the presence of international sanctions, an unfavorable or attractive image of the territories, the presence of programs and forms of international cooperation, etc.</i></p>	<p>International sanctions stimulate the need for import substitution, including in tourism. The health resort industry in the Russian Federation is mainly a direction of domestic tourism, and the services of the health resort complex meet the needs of the country's population.</p>	<p>For example, in Crimea, political factors lead to blocking the operation of international payment systems and booking platforms, reducing the attractiveness of the region for international investors, threats of sanctions for foreign capital, and even foreign tourists. Several Caucasian regions, contrary to objective indicators, are perceived on the international market as unsafe and dysfunctional (Afanasiev, 2020; Afanasiev, Sarancha, et. al., 2020)</p>

It is also necessary to note the specific factors that are characteristic of the development of the sanatorium-and-health-resort industry in Russia. Thus, the system of organization of sanatorium-and-health-resort tourism and a significant part of its material and technical base in the Russian Federation were formed during the Soviet period, and this still affects the functioning of the industry today. On the one hand, the presence of a strong base and successful principles of treatment and recovery gave an impetus to the development of the sanatorium-and-health-resort complex in the regions and in the private sector, where a competent approach and proper management were applied. On the other hand, this factor negatively affects the state of the industry where there is no possibility to modernize the infrastructure, since the main source of funds for maintaining the existing material and technical base, as well as for updating and increasing the number of rooms, reconstruction of dilapidated infrastructure, engineering networks, mineral springs, pipelines, parks, information technology, etc., becomes net profit, borrowed funds, assistance from the founders and support measures from the state and regional authorities. Therefore, in regions with resort resources, where there is a decline in demand due to dilapidated infrastructure and outdated treatment methods, there are problems with attracting investors, and their sanatorium-and-health-resort complex is experiencing crisis phenomena without proper support from the state (not necessarily financial but in terms of promotion, provision of qualified medical personnel, etc.) and competent management policy.

The pandemic, it would seem, was only supposed to exacerbate the crisis in such regions, but government support measures, soft loans, deferred tax payments, and inspections, as well as a program to stimulate domestic tourism, gave them a chance to make their sanatorium and resort complex attractive to investors and lenders, as well as to tourists. The Federal Agency for Tourism, together with the regional departments (ministries) for tourism (including in the Krasnodar Region, Stavropol Territory), during the period of mitigation of antiviral measures in May-June 2020, effectively contributed to the primary opening of sanatorium-and-health-resort organizations for the reception of vacationers. With the support of the management of Rostourism, during the same period, the requirements of Rospotrebnadzor to open sanatoriums after the cessation of their activities had been developed and significantly adjusted.

The heterogeneity of the subjects and the state of its infrastructure, the complexity of the product of sanatorium-and-health-resort activities for the regulation of the industry by the state, the ambiguity of the trends in the development of the industry create certain difficulties for the development of the industry as a whole.

To analyze the state of the sanatorium-and-health-resort industry, it is necessary to identify the leading regions both in terms of the number of sanatorium-and-health-resort facilities and their investment attractiveness, as well as to study the specifics of the demand for sanatorium-and-health-resort services in the Russian Federation.

Table 3 shows the leading regions in terms of the number of sanatorium-and-health-resort facilities

Table 3 – TOP-10 regions by the number of sanatorium-and-health-resort organizations (at the end of 20183)

Region	Number of sanatorium-and-health-resort organizations, units
Krasnodar Region	189
Stavropol Territory	116
Republic of Crimea	111
Moscow Region	87
Republic of Bashkortostan	66
Sverdlovsk Region	53
Republic of Tatarstan	47
Chelyabinsk Region	46
Kemerovo Region	44
Perm Territory	41

However, the number of sanatorium-and-health-resort institutions does not guarantee that the region is attractive for tourists and businesses, and the state of the sanatorium-and-health-resort industry is satisfactory.

The Association of Health Tourism and Corporate Health annually summarizes the results of the rating of investment attractiveness of Russian health resorts, which is based on the industry and financial performance indicators of sanatorium-and-health-resort organizations provided directly by sanatorium-and-health-resort organizations

³ <https://rosstat.gov.ru/folder/23457>

(based on the results of a special survey of more than 300 sanatorium-and-health-resort organizations).

The integral rating is calculated based on the following indicators:

Business scale (sales revenue, bed capacity, average revenue per 1 guest per day);

Business efficiency (labor productivity, occupancy, average revenue per 1 medical rate, adjusted for the efficiency factor of medical coverage);

Investment potential (EBIT margin, revenue dynamics in 2019 compared to 2018, debt-to-sales ratio).

The results of the ratings for 2018 and 2019 are presented in Table 4.

Table 4. Leaders of the investment attractiveness rating for 2019 and 2018 (based on 4)

Place 2018	AI 2018	Region	Sanatorium name	Place 2019	AI 2019	Region	Sanatorium name
1	0.819	Krasnodar Region	LLC "Sanatorium "Zapolyarye"	1	0.827	Krasnodar Region	LLC "Sanatorium "Zapolyarye"
2	0.789	Bashkortostan	JSC Sanatorium "Yangan-Tau"	2	0.783	Bashkortostan	JSC Sanatorium "Yangan-Tau"
3	0.728	Altai Territory	JSC "Belokurikha Resort"	3	0.776	Interregional group	Network of sanatoriums of JSC "RUSSIAN RAILWAYS–HEALTH"
4	0.693	Interregional group	Network of sanatoriums of JSC "RUSSIAN RAILWAYS–HEALTH"	4	0.681	Altai Territory	JSC "Belokurikha Resort"

⁴ <https://aotrf.ru/projects/rating-2020>

5	0.652	Stavropol Territory	LLC "Sanatorium Plaza"	5	0.651	Stavropol Territory	LLC "Sanatorium Plaza"
6	0.623	Altai Territory	JSC Sanatorium "Russia"	6	0.651	Altai Territory	JSC Sanatorium "Russia"
7	0.617	Karelia	CJSC "Kivach Clinic"	7	0.644	Karelia	CJSC "Kivach Clinic"
8	0.607	Krasnodar Region	LLC "Sanatorium and resort complex "Znanie"	8	0.622	Krasnodar Region	LLC "Molniya Yamal" Resort Complex
9	0.604	Perm Territory	CJSC "Resort "Ust-Kachka"	9	0.597	Perm Territory	CJSC "Resort "Ust-Kachka"
10	0.595	Krasnodar Region	LLC "Corporate Health Center SIBUR-Yug"	10	0.578	Perm Territory	CJSC "Kurort Kluchi"

As can be seen from the table, in general, the leaders in the top ten have not changed much, they are still large sanatoriums with annual revenue in the range from 0.8 to 2.1 billion rubles (3.88 billion rubles – JSC "Russian Railways-HEALTH", 19 branches); labor productivity of more than 1.791 rubles per 1 employee in the Krasnodar and Stavropol Regions, Bashkortostan, Altai and Perm Territories, in Karelia. High economic indicators are achieved due to the above-average level of service, active work of sales and booking services, a good number of rooms, a large number of various services, or vice versa, the presence of a highly focused product.

Sanatorium "Zapolyarye" retained 1st place in the rating in 2019, increasing its capacity (bed capacity) year to year by 17.3% and sales revenue by 5.5% by 2018 to 2,098 million rubles.

These ratings demonstrate the success of large businesses in the industry, in contrast to other types of tourism.

Let us look at the rating data in the regional context.

Table 5 - Regional distribution of investment attractiveness rating data in 2018-2019 (based on5)

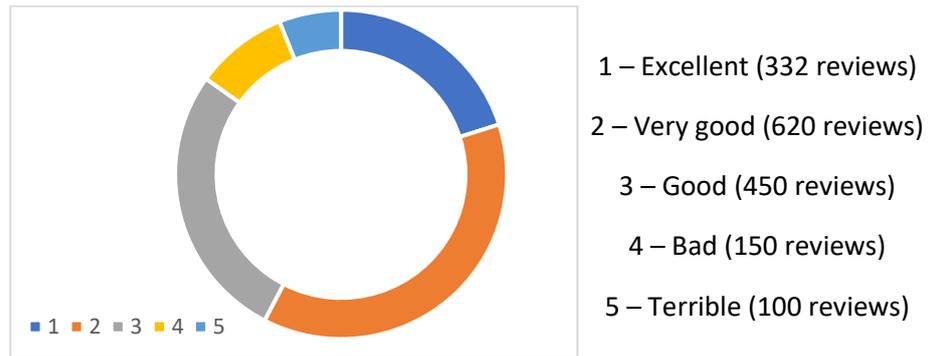
Region	The number of health resorts, units.		Sales revenue (million rubles)		Hotel room capacity, %		Profitability, %		Debt load, %	
	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019
Stavropol Territory	16	16	6,636	6,458	71	71	6.1	13.8	35	45
Krasnodar Region	13	18	8,021	9,345	67	65	6.1	0.8	101	70
Republic of Crimea	8	7	2,365	3,000	66	52	6.1	1.1	23	78
Altai Territory	6	6	4,303	4,047	82	79	6	9.4	5	6
Bashkortostan	5	3	1,172	2,086	90	98	2.8	3.3	0	1
Tatarstan	4	4	1,028	919	75	71	4.2	4.2	11	10
Sverdlovsk Region	9	4	1,073	662	78	73	1	1.8	7	1

As can be seen from the table, the number of health resorts that entered the TOP 100 increased the most in the Krasnodar Region, but there is also the highest debt burden in the rating. The health resorts of Bashkortostan (98%) remain in the leaders in room occupancy for the 4th year in a row, while the occupancy rates of the Altai Territory are close (79%). Sanatorium-and-health-resort facilities in the rating also show a positive trend in revenue.

To identify the problems of the functioning of the industry, we studied the reviews of tourists on the major platforms for reviews such as TripAdvisor, Otvovik, Tonkosti.ru, as well as on the websites of organizations and resorts. The search was performed by the keywords "resort(s)", "sanatoriums", "sanatorium-and-health-resort services", and the query also included parameters such as territorial linking – the search was performed both on the territory of the entire country and on individual regions. The regions to search for were taken from the list of the Ministry of Health (<https://kurort.rosminzdrav.ru/>). A total of 1652 reviews were studied (Fig. 1.).

Figure 1 - Structure of reviews of sanatorium-and-health-resort facilities in Russia on review sites

⁵ <https://aotrf.ru/projects/rating-2020/>



The nature of the reviews is generally positive, more than half of the reviews are in the "good" and "very good" categories. The fourth part of all reviews is a neutral group. As positive aspects, tourists note the aesthetic and recreational properties of the area, the location (the presence of nearby attractions, the absence of busy highways, proximity to public transport stops, public catering, to the sea or other natural objects, etc.), the set of procedures, the qualifications of medical personnel, the level of service, and the overall success of the trip. The percentage of negative reviews varied depending on the specific institutions, but in general, did not exceed more than half of all reviews for each object. In total, negative reviews amount to about 15 %, which is quite a lot. The main negative points that tourists most often note are the poor condition of the rooms, the presence of objects in the rooms that violate sanitary and hygienic requirements (for example, carpet), price inconsistency with quality, low level of contact service personnel (reception staff, maids, canteen staff, etc.), poor quality of food in canteens (violation of sanitary norms when distributing food, lack of a diet menu, etc.), lack of areas for children's recreation for families with children, queues for sanatorium-and-health-resort procedures. Quite a lot of comments from tourists relate to non-compliance with security measures in the context of the spread of coronavirus infection – non-compliance with social distance, lack of personal protective equipment and requirements to use them, etc. The following can be distinguished as a system of negative reviews that reflect the general negative trends of development.

Low quality of service personnel (non-medical) and service, which is caused by a shortage of staff, low salaries at the level of the service level, stereotypes of behavior at the contact level, which companies do not seek to eliminate due to savings in the salary fund and staff turnover. According to the reports of the monitoring of sanatorium-and-health-resort industry of the Krasnodar Region and Stavropol Territory, published in open

sources, the staffing of lower and middle-level personnel is 80%, medical personnel – about 90%, and these are the leading resort regions of the country.

The unsatisfactory condition of the number of rooms, outdated material, and technical base. Thus, according to open sources, even in the Krasnodar Region, more than 80 percent of the wear and tear of medical equipment is observed in 166 sanatorium-and-health-resort organizations of the region (federal sanatoriums – 90.2 %, regional – 91.3 %, municipal – 90.4 %, private – 90 %).

The lack of buildings and premises in most sanatorium-and-health-resort organizations that are adapted for the movement and accommodation of low-mobility groups of the population and facilities for families with children (who are often also referred to as groups of tourists with limited mobility (A.V. Afanasieva, M.S. Filatova, O.V. Goncharova, O.V. Prochorova, and O.G.Solntseva, (2020), as a rule, the accessibility of the environment is purely declarative, and special institutions and objects of sanatorium-and-health-resort infrastructure function for low-mobility groups of recreants.

In March 2020, to prevent the spread of COVID-19, the Government of the Russian Federation introduced a temporary ban on booking places, reception, and accommodation of citizens in all sanatorium-and-health-resort organizations from March 28, 2020, and the sanatoriums fully resumed work only from mid-July – early August 2020. Therewith, the demand for sanatorium-and-health-resort services was negatively affected by the requirements of Rospotrebnadzor to limit the number of rooms and the presence of a negative PCR test in guests.

During the period of restrictions on the operation of health resorts, several experts expressed their views on the prospects for the resumption of the operation of the industry and the consequences of the pandemic. We studied the expert opinions expressed during this period on various platforms – on the ProfiTravel platform, the website of the Russian Union of Travel Industry, several professional platforms and organizations, professional groups in social networks, etc. All of them can be conditionally grouped into the following blocks:

Fears and forecasts of a decline in demand for sanatorium-and-health-resort services since people will refuse long trips, will be afraid of contracting Covid-19, as well

as get a positive result of tests for Covid-19 and subsequent isolation instead of rest and recovery. According to experts, such threats primarily concern regions that mainly receive tourists from other subjects of the Russian Federation – Stavropol, Krasnodar Region, Altai, Crimea, Kaliningrad Region, etc. The main entry point for tourists in these regions are airports, which cause doubts and concerns among citizens due to the congestion of people in them and the high risk of contracting Covid-19. Also, according to experts, the demand could be affected by a drop in household income levels, as well as an increase in the level of inflation.

Concerns about the reduction in the market volume of sanatorium-and-health-resort services and a drop in the income of sanatorium organizations. In particular, according to BusinessStat forecasts, in 2020, the reduction by 33% compared to 2019 was expected – to 41 million person-days of stay, which could lead to a drop in the income of sanatorium-and-health-resort organizations by more than 20%⁶.

Concerns about the financial stability of enterprises in the industry, due to forced downtime and lack of income, the costs of maintaining the functionality of the infrastructure and paying salaries, as well as the postponement of travel dates to a later date, that is, the funds that tourists have already spent, and services will need to be provided later, when financial reserves may be exhausted.

Concerns about the possible disruption of production links and the supply chain of services due to the withdrawal of several partner companies from the market (for example, travel agencies as sales channels).

Concerns about the state of the social sphere, because the reduction in the volume of sanatorium-and-health-resort services will lead to a reduction in jobs, an increase in unemployment, and an aggravation of social and economic problems in the regions.

However, not all of these forecasts and fears were justified. With the lifting of restrictions, the demand for tourist services exceeded the pre-pandemic indicators. Moscow airports were crowded with tourists, and Sheremetyevo Airport was among the top 10 most visited airports in the world. In July, tour operators resumed flight programs to resort regions, such as the Krasnodar Region, Stavropol, and Crimea. Sanatorium-and-health-resort institutions in the Moscow and Leningrad regions were actively in demand,

⁶ <https://aotrf.ru/projects/rating-2020/>

as they served tourists of large megacities, who, fearing long trips, chose to rest at home for a short period.

An important role was played by the factor of closed borders because tourists who previously went abroad to receive sanatorium-and-health-resort services were forced to turn to Russian health resorts.

State support measures also had a positive impact: during the period of quarantine restrictions, inspections were canceled, credit and tax payments were postponed, personnel support (educational, material) was provided, and funds were allocated for the purchase of personal protective equipment and sanitizers. In addition, an important role was played by the program to stimulate domestic tourism, initiated by the Federal Agency for Tourism. Contrary to expectations, foreign investors turned their attention to the health resort sector during the pandemic. After all, the trends of demand recovery allow concluding that it will exceed the pre-pandemic level in the coming years, and the crisis affecting the hospitality industry allows entering the market at this stage with much lower costs. Foreign investments will help to maintain the financial stability of individual enterprises in the sector.

An important feature of the period was the optimization of the human resource when most of the functions can be performed with the help of 80% of the staff. The meaning of such optimization is to increase the functionality of working employees while maintaining the same salary. In other words, people in conditions of rising unemployment agree to work more for the same money just to keep their jobs. Of course, this statement applies to lower-and middle-level personnel, and then under the condition of incomplete loading. It is this optimization without automating the process that can lead to an aggravation of the service problem associated with staffing, which was revealed during the study of the opinion of tourists.

The load of the sanatorium room stock in some regions today is up to 90-100 %. The highest load was observed in the autumn season in the Crimea and the Krasnodar and Stavropol regions, as well as on New Year's holidays almost everywhere. Residents of regions where restrictions remained on New Year's holidays (for example, St. Petersburg) sought to spend them in sanatorium-and-health resorts.

The issues of compliance with safety measures have been significantly simplified with active vaccination against coronavirus infection.

A special group of visitors to health resorts were citizens of neighboring countries who, having relatives in the Russian Federation and having no reason to enter the country during the pandemic, apply to health resorts for accommodation (entry to the country for medical and health resort services is allowed). A special group of such visitors to health resorts today is formed by guests of the country who have come to receive the Russian vaccine.

The crisis phenomena in the industry forced companies to look for new ways of development, in particular, today practices are being formed to combine work and recreation in remote work conditions for a significant part of employees, in particular, coworking spaces are being created in sanatoriums, programs aimed at team building, etc., the idea of the need for improving employees' health to increase labor productivity is being promoted, special attention is being paid to families with children.

It is still difficult to assess concerns about disrupting production chains.

4. Conclusion.

Thus, inference should be drawn that the conditions of the industry identified in the study during the pre-pandemic period were partially aggravated by quarantine restrictions. Therewith, most of the experts' fears were not justified.

One of the important problems that are brewing in modern conditions is the high level of prices that most sanatorium-and-health-resort institutions have set, trying to make up for the loss of the period of self-isolation when demand is high since in the conditions of closed borders, the Russian tourist is forced to choose a place of recovery from a set of Russian health resorts. Taking the current high load as a given, without changing anything in the level of service and technical equipment of their enterprises, Russian sanatoriums may face a sharp drop in demand, and as a result of income, at the moment when the borders are reopened. Moreover, tourists will never return, faced with the poor quality of services.

Therefore, the period of the pandemic and its consequences should be taken into account in the development planning of each health resort institution.

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