

DEVELOPMENT OF HUMAN RESOURCES IN MEDICAL INSTITUTIONS

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Abstract: The management of human resources is the main function of management in the organization. This defines the nature and the development of the Organization as a whole, modifies people's management in the working process to steer them towards the goals that the organization sets itself. The effective management of human resources requires the elaboration of clear strategies for the development of staff, managers with values and patterns of behaviour, corresponding to the stated values of the organization, who understand the significant effect of improving work to improve the human resources system in order to achieve better results. In order to achieve the objectives of an organization such as the Specialized Hospital of obstetrics and gynecology for active treatment Varna (SHOGAT), the leaders of each level need to know the theoretical-methodological foundations of the staff motivation, the legal framework for the action; To know and guide conflict resolution in hospital sectors. Knowing the patterns of motivation, the management raised the 100% satisfaction of its employees by improving the jobs and renovating the building stock. Managers in the medical institution work in the direction of engaging the personnel in the curative and diagnostic process, as well as in participating in the training process of the future cadres. This helps to plan labour resources on hospital structures and to select staff.

The management and development of human resources is aimed at implementing the decision and implies forming in the managing system (the supervisors) the ability to properly influence the managed system (health teams) in order to ensure that the task is implemented by using the most effective methods and means.

Keywords: development, staff, hospital, training, management.

INTRODUCTION

Medical and non-medical personnel are dependent on their personnel [4], their qualifications, knowledge and skills, their ability to adapt to the constantly changing environment. The legal framework sets high requirements for the staff in the medical institutions for their knowledge according to the MRLC (minimum required level of competence) [8]. On this basis, staff management faces a number of problems, such as shortage of qualified staff, ageing staff, lack of practical skills and adaptive capabilities. In order to carry out a continuous process of medical care, the management of the medical institution is required to provide the required number of specialists (doctors, midwives/nurses [5]) in a clinical specialty. The main indicators for Labour resources are:

-Average annual number of staff: one number of average staff numbers includes one post, which is occupied all the working days of the year.

-Average annual salary: This planned benchmark is determined by the funding body and is different for each sector, each region and every healthcare institution;

-Wage Fund (WF): This indicator is obtained by multiplying the average annual headcount by the average annual salary. According to the rules for funding under the clinical pathways, under contract with the National Health Insurance Fund under the National Framework contract, the medical institutions form a WF [2]. To retain staff and ensure continuity of medical care, it is necessary to get the staff involved in the distribution of the profits [7]. It's a strong motivational factor. Besides the financial result, it aims to identify the staff with the interests and prosperity of the ward and the medical institution as a whole [1]. The employer may choose or develop such rules, mechanisms and remuneration procedures to ensure [6] that when Medical Institution (MI) wins, employees understand their income [10]. Such a link creates with the staff a certain interest not only on the direct financial results of the work of the individual workplace, but also on improving the financial performance and prosperity of the whole hospital [3]. This, in turn, demands the staff, their qualifications, the development of capabilities and the improvement of the quality of healthcare. Knowledge of the labour market and market relationships in healthcare is related to knowledge and application of economic methods [9]. For this purpose it is necessary to draw a parallel and continuous connection between the management of staff and the management of human resources in the Medical structures (table 1). The process in the human resources management system involves the implementation of a number of basic activities, including work design, labor analysis, training and development, evaluation and remuneration.

Table 1. Staff and human resources management

Manage frames, or frame policy	Human resources management
Centralized function, with the introduction of the frame unit: Specialists involved in planning, motivating, etc., linear leaders manage the activities of collaborators and subordinates;	Decentralised function of the frames: linear control in accordance with the objectives and development of linear connections and communication channels
Vertical control and hierarchy of connections;	Horizontal management, focus of development tasks
Personnel planning	Human resources planning is consistent with its integration and development
Purpose – To ensure the needs of workplaces for a specific time and to release non-working workers	Purpose- Human resources and their qualification in accordance with the objectives of the organisation.
Performance of tasks in relation to the activity	Carrying out tasks in line with long-term development strategies, exploiting competitive advantages and enabling environment, partnerships and collaborations
Objectives, to achieve compromises between economic performance and social partnerships	In accordance with the development objectives of the organisation as a whole, the development of the organisational culture and balancing the current needs and the long-term development plan

The aim of the study is to improve the model of personnel selection and management, to improve communication channels between the different structures and to increase the qualification of staff.

The subject of research is medical workers from Specialized Hospital of Obstetrics and gynecology "Professor Doctor D. Stamatov" Varna.

The subject of research is working relationships, hierarchical levels, participation of staff in the educational and therapeutic-diagnostic process.

The research methods are: survey, observation, talk with employees, numerical statistical methods, study of literary sources, etc.

Exposure: The structure and the number of staff in the medical institutions is consistent with a number of normative requirements (medical standards in certain clinical specialties; The current national framework contract for medical activities; Regulations and guidelines Institutional authorising. The staff of the SHOGAT Varna complies with the requirements of the medical standards, on which the MI carries out its activities according to the obtained permission for the activity of the Ministry of Health (table 2).

Table. 2. Structure of the staff of the SHOGAT Varna

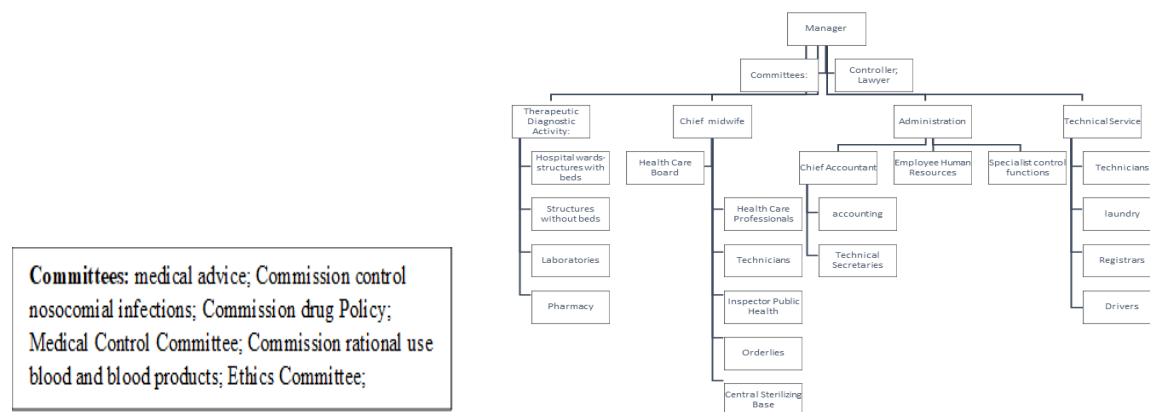
Personnel	Medical specialties	Total
Doctors	Obstetricians: 25 Neonatologists: 9 Anesthesiologists: 7 Epidemiologist: 1 Diagnostic Imaging: 1 Clinical Laboratory: 1 Pathologist: 1 Microbiologist: 1 Internist: 2 Physical Therapy: 1	49
Health Care Professionals	Midwives - 107 Medical laboratory Technicians -12 Inspector Public Health - 1 Assistant Pharmacist 1 Physiotherapist -1	122
Master Pharmacist	2	2
Non-medical staff – health assistants and medical secretaries	8	8
Orderlies	39	39

Technical Service	Laundry -3 Central Sterilizing Base -3 Technicians -10 Registrars -3 Other - 3	22
Administration	Manager -1 General midwife -1 accounting -3 Employee Human Resources-1 Specialist control functions -2 Technical organizers -2	10
Municipal Controller	1	1
Lawyer	1	1
General Numerical Staff		254

Part of the posts as physical jobs are vacant, with the posts employees covering the need of the curative diagnostic process in the hospital sectors. Every year the management announces the vacancies of the Promotion of the senior year of the university: of the Medical University of Varna and Medical College Varna. In practice SHOGAT Varna, as well as in most medical institutions, there is no recruitment procedure; Due to the shortage of healthcare professionals, compromises with the requirements of the candidates are allowed; Failure to comply with or misassess the needs of the medical institution by a certain type of staff. SHOGAT Varna has been involved in recruitment programs through the Labour Office in the last two years, providing work for different age groups, but there are no real candidates for work in the hospital structure. This is a practice in a number of hospitals to recruit staff at the expense of other sources to attract employees to job vacancies; Often the vacancy notice is not widely disclosed, only those working in the health facility can access it; In the use of the media, gaps in the advert are often made, etc.

Despite the difficulties of recruitment, Medical institutions carries out its activities in accordance with the normative requirements, medical standards and good clinical practice. It provides its users with high-quality medical care and services tailored to the profile of the activities and continuously expands its product portfolio. The tasks and provisions of the activities are reduced in descending order with the single decision of the Medical Manager (manager), according to the normative regulations for carrying out medical and non-medical activities. In support of the curative and diagnostic activity are established Medical Council and committees, according to the Law on medical institutions. Tasks are confined in the form of orders, regulations and rules for activities. Hospital activities are organized in the regulations for the device, the activity and the internal order of the departments and laboratories of medical specialties. For each activity were developed bundles, algorithms and protocols. Monthly and annual reports are prepared for the activities carried out. The hierarchical structure of the SHOGAT Varna is shown in Fig. 1.

Fig. 1. Hierarchical structure of the SHOGAT Varna



The staff shares in their free answers that they want the opportunity to carry out various activities in providing medical and diagnostic procedures; workplace organisation. They share that they want a greater opportunity for achievement and vocation, providing more challenges, responsible work, the opportunity for individual development and progress to be included in their posts. On the basis of the monitoring and discussions with the staff of the SHOGAT Varna it is necessary the management to implement the model by enriching the position to stimulate the staff. Over 80% of respondents said that they could not bear the responsibility of their profession and preferred to be ordered (reduced in the form of an order, order or instruction) a way to act. It is necessary to undertake in the short term activities for the development of posts and activities. Enriching the work is a common motivational technique used to give employees greater satisfaction and confidence in their work. This means that the management needs to give employees additional responsibilities that were previously reserved for him or for other managerial positions. In essence-enrichment work is given to an employee who more independently manages the performance of his duties. This method will improve both the performance of tasks and the satisfaction of the people who perform them, by including in the positions of these people a larger field of personal accomplishments and confessions from others. It may also include more challenges and responsibilities, as well as more opportunities for individual progress and growth. All this makes the job motivating itself. However, in order to have the necessary effect, this system must take into account and develop five essential dimensions of the post.

The first measure is diversity. It will enable employees to perform different operations with different equipment, requiring the application of all skills by employees.

The second measure is to identify with the task. This will enable employees to perform a comprehensive part of the job. Carrying out only one part of the work brings a feeling of loss or incompleteness.

The third measure is the significance of the task. The feeling that a person is doing something that is worth it is important to many people.

The fourth dimension is autonomy, which refers to the notion that employees must carry out some control over their duties and work.

Feedback is the fifth essential dimension and refers to the information that workers receive on how they cope with their obligations. They often need this feedback so they can make the necessary improvements to their work.

One of the problems associated with enriching the job is how to develop a flexible job feature and justification at the workplace, and the activities that take place in hospital structures. Important questions are asked: how far to reach the manager and the management with regard to each of the essential dimensions; Which is the limit of the autonomy that the supervisor wishes to include in the post.

When examining the enrichment of the posts, the management team must take into consideration the following conditions:

- Is the employee able to assume more responsibility;
- Is the employee able to work with greater autonomy;
- Is the manager able to accept the changes in the positions where the autonomy of the workers will be expanded and the feedback will be strengthened.

In the application of this system it should be taken into account that some employees and managers cannot work effectively. For this reason, it is necessary to assess, even before its introduction, the reactions of both workers and operational managers. The purpose of enrichment of the posts is to improve the performance of the tasks and to obtain satisfaction of the employees from the work. This means that instead of being given an ever-easier task, it must be given to him to perform as much work-related tasks as he allows his personal potential. This allows each of the staff to show their opportunities and develop themselves as an employee. Through enrichment activities are given favorable opportunities for achievements and improvement. The work should not be defined in detail, but there should be an open end to its descriptions, so that the worker also has the opportunity to show creativity in it. In addition, it should be allowed to take responsibility. All this can be achieved and implemented successfully through the possibility of delegating and sharing these responsibilities. Taking responsibility is an important psychological moment in the work of everyone. Gaining more rights and assuming greater responsibilities will cause the medical professional/worker to focus all his attention on fulfilling his/her task. The intrinsic motivation for the seberendering will further boost its performance. As a key role in achieving better results, and at the same time, the working conditions in which the worker is placed are important. Physical working conditions include buildings, premises, lighting, temperature, noise, technical equipment. As a result, the management made improvements to the building stock, improving working environment conditions. Provide for the curative diagnostic process high-quality equipment for carrying out mini invasive operations; Monitoring of patients before, during and after childbirth and operating procedures; For intensive neonological care of high-risk newborns, newborns with extremely low weight, newborns with difficult adaptation. It is increased to 100% employee satisfaction, from workplace improvement.

All respondents shared (100%) Their fears about the possibility of unforeseen situations. 75.6% share that their direct managers do not have the necessary confidence and authority to make specific decisions. Any action and decision requires the intervention of the management and the minimization of an administrative decision or procedure for action. This is a challenge for human resources management in the SHOGAT Varna, to develop the skills of their employees for teamwork and decision-making. Regardless of what they are, you need to know who the man is, the leader who makes quick decisions, to be responsible, otherwise it will come complete chaos. More and more frequent the actions of the medical specialists in the treatment of curative and diagnostic activities, which speaks of great responsibilities in the performance of the work tasks. Medical services are consumed immediately and often the result is visible after a time, and every patient who consumes them has their own subjective complaints and corresponding expectations. This is often a prerequisite for the emergence of conflict situations, to aggression on the part of patients and their relatives, to the misunderstanding of the activities of providing medical care, in time, place and duration. It is therefore necessary to train the teams and their leaders in techniques for dealing with conflict situations, to mediate relations, patient-medical specialist and medical specialist-medical professional/manual.

The managers of structures must provide guidance and recommendations for improving the mechanisms for resolving conflicts in hospital compartments, developing corrective actions and taking certain measures when such Situations. The "correct" structure is determined from the inside, so it is necessary to train an employee who is empowered to make quick decisions should be able to order:

-You have to do the following:...;

-To be done by...;

-To do more... This way.

The survival of the team depends on its undeniable power. Without it, no one could feel safe. Teamwork, relationships and timely information play a primary and key role for the viability and sustainable development of each hospital structure as an organization and for the effectiveness of its overall management system. The established links of the SHOGAT Varna, as a basis for training of medical students and students in health care in the Department of midwife, graduate and PhD in obstetrics and gynecology, neonatology and pediatrics, provide favorable opportunities for Cooperation with the Medical University of Varna. This makes it possible to develop the teaching and scientific careers of medical professionals from hospital structures. The teaching activity in turn creates a prerequisite for attracting and selecting young staff, on completion of their studies at the university. In the SBGAL exercise their activities 4 habilitated persons (2- professors, 1- associate professor and 1- doctor of Sciences). From the medical staff 26.53% (13) are assistants and lecturers in MU Varna. From the specialists in health care - Qualified Midwives 6.54% (7) are Honorary teacher of the students of the specialty "Midwife", specialty "Management of health care" Educational Qualification Degree „Bachelor“ and „Master“. We have established mentoring of the state internship of the students from the specialty "Midwife", a final year, which is a good opportunity to adapt the future specialists to the working environment and a good opportunity for their attraction when choosing a workplace for realization. The management of the SHOGAT Varna must apply techniques to attract their employees into the academic and scientific activities, providing the opportunity for their employees to express themselves, for their scientific development, which will reveal their potential and satisfaction with activities. In support of this, financial incentives can also be applied in their participation in teaching and research.

CONCLUSION

The development of human resources in the hospital structures of SHOGAT Varna is linked to the principles that the medical institution applies in its activities in human resources management. It is necessary to develop and adopt procedures for recruitment of personnel in the medical institution; To establish and develop strategic links with universities and medical colleges, providing the opportunity to work for students in hospital structures; To make an annual analysis of the situation and trends in the labour market in the field of health services for the city. Varna To develop procedures to increase the qualification, remuneration and education of workers in different sectors, health professionals. This policy aimed at the development of the cadres, aims transparently and in accordance with the best practices to serve the management, the direct managers and the employees of SHOGAT Varna, as a tool in their practical work related to their professional Functions, management of labour relations, motivation and involvement of staff towards the implementation of strategic and operational tasks of the Organization. It is useful and appropriate for managers to involve employees in decision-making, which concern the receipt of important benefits. In this way you will maintain the belief that leadership is concerned fairly. A feeling of fair treatment helps to increase work satisfaction and empathy for the hospital as an organization. It is imperative the management of the

hospital to form in the employees a conviction in the remuneration system and in the policy that it conducts for staff management.

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