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EFFICIENCY OF PERSONNEL MANAGEMENT AS ONE OF THE STAGES OF DOING YOUR OWN BUSINESS (ON THE EXAMPLE OF HEALTHCARE INSTITUTIONS)

ЕФЕКТИВНІСТЬ УПРАВЛІННЯ ПЕРСОНАЛОМ ЯК ОДИН ІЗ ЕТАПІВ ВЕДЕННЯ ВЛАСНОЇ СПРАВИ (НА ПРИКЛАДІ ЗАКЛАДІВ ОХОРОНИ ЗДОРОВ'Я)

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Today there are many changes in the field of health care, but in the context of changing the management system of health care institutions have not introduced new effective mechanisms and management tools, so the problem of adaptation of medical staff to modern realities of health care, adaptation to constant changes in the system management and current reform of the medical sphere. Despite the existing interest of scientists in the management system in health care facilities, which includes the medical field, the issue of promising areas for improving the management of personnel in health care facilities has not been identified as a subject of special research, which led to scientific relevance. With this in mind, the article proposes promising areas for improving the personnel management system in health care facilities. The organizational system is an important part of the overall management system of the health care institution, which combines organizational, economic and motivational components, as well as all the tools, methods, models and techniques that implement them. To implement each of the main stages of the management system of health care institutions, a number of guidelines have been developed, which include: a system of motivation of health care staff, which is based on the survey and is the main motivational mechanism, and he, in turn, drives the entire system of managing the effectiveness of health care facilities; a system of tactical key performance indicators, calculated on a monthly basis, which together comprehensively assess the effectiveness of the health care institution. Providing quality and safe medical care to the population is the main goal of any health care facility. It is known that the overall assessment of the quality of care includes the quality of construction, process and result.

Keywords: personnel management, health care facility, management system.

Сьогодні спостерігається багато перетворень у сфері охорони здоров'я, але в контексті зміни системи управління персоналом закладів охорони здоров'я не запроваджено нових ефективних механізмів та інструментів управління, тому проблема адаптації персоналу медичної сфери до сучасних реалій медичного обслуговування, пристосування до постійних змін у системі управління та сьогодення реформування медичної сфери. З огляду на це у статті запропоновано перспективні напрями удосконалення системи управління персоналом в закладах охорони здоров'я. Незважаючи на наявний інтерес вчених до системи управління в закладах охорони здоров'я, до якої входить і медична галузь, питання перспективних напрямів удосконалення управління персоналом закладів охорони здоров'я не визначено як предмет додаткових досліджень, що призвело до визначення актуальності даної тематики. З огляду на це, у статті запропоновано перспективні напрями удосконалення системи управління персоналом закладів охорони здоров'я. Організаційна система є важливою частиною загальної системи управління закладом охорони здоров'я, яка поєднує організаційну, економічну та мотиваційну складові, а також усі засоби, методи, моделі та прийоми, що їх реалізують. Для виконання кожного з основних етапів системи управління ефективністю діяльності закладу охорони здоров'я розроблено ряд методичних положень, що містить: систему мотивації персоналу закладів охорони здоров'я, яка заснована на проведеному опитуванні і є основною мотиваційного механізму, який забезпечує рух організаційної складової системи управління, а той, у свою чергу, рухає всю систему управління ефективністю закладу охорони здоров'я; систему тактичних ключових індикаторів ефективності, розрахованих на щомісячне оцінювання, які в сукупності всебічно оцінюють ефективність роботи закладу охорони здоров'я.

Ключові слова: управління персоналом, заклад охорони здоров'я, система управління.

Formulation of the problem in general. The reform of the Ukrainian health care system and the introduction of health insurance are inevitably accompanied by the development of market relations in this area. Under these conditions, the issues of improving the personnel management system of health care institutions become especially relevant. The health care system of the country is in a state of constant transformation. As a multi-level and diversified structure, the system, as it transforms, forms complex approaches to defining the management system of health care facilities. It is in them that the state recreates a new system of government, which must be considered in the combination of the influence of meso-, macro- and micro-factors with the use of new forms of government at all levels.

Analysis of recent research and publications. Such domestic and foreign scientists as T. Bazarova, B. Yeromina, A. Yehorshina, L. Balabanova, M. Vinogradsky, V. Danyuk and others made a significant contribution to the study of personnel management and the role it plays in achieving effective enterprise activity. At the same time, the problem of personnel management in health care facilities has not been studied in national research, as modern leaders of health care institutions have not finally adopted new views on the formation of the labor market of medical staff in modern conditions and models of personnel management.

Unresolved parts of the common problem. Despite the existing interest of scientists in the management system in health care facilities, which includes the medical field, the issue of promising areas for improving the management of personnel in health care facilities has not been identified as a subject of special research, which led to scientific relevance.

The purpose of the article – to development of perspective directions of improvement of the personnel management system in health care institutions.

Presenting main material. Activity management should ensure the use of both external and internal incentives for the success of health professionals and managers, as well as improving the visibility of patients by health professionals and the visibility of health professionals. In addition, if the technical staff of health care facilities is sufficiently stimulated, using only external motivators, then medical staff and managers need both external and internal motivators. The survey was conducted anonymously to obtain objective information. According to the results of the survey, an assessment of the importance

of different motivators for choosing a profession (table 1), which allows to identify the motivational expectations of staff health.

Their comparison with the results obtained by R. McCabe and others [1] according to a survey of European medical staff, they reveal common characteristics and differences in motivational motivations between Ukrainian and European health professionals, namely:

- 1) in general, Ukrainian health workers are more optimistic than European ones, as evidenced by the higher average level of estimates in the entire sample (3.8 compared to 3.3);
- 2) strong interest in work can be traced among both Ukrainian and European medical workers;
- 3) Ukrainian health workers (doctors and nurses) are somewhat less motivated by the altruistic motivator "desire to help people" and the desire to address patients "in close cooperation with people", but, unlike European counterparts, they are more interested in "employment", "responsibility at work" and "prestige of the profession (status)";
- 4) if European health professionals have external motivations related to material benefits, they are at the bottom of the rankings, their Ukrainian counterparts, these motivators occupy an average position in the rankings, and therefore have a higher value.

Thus, the results of the comparative analysis show greater optimism, active desire to recognize the benefits of society, less altruism and greater enthusiasm for external (material) motivations of Ukrainian health workers than their European counterparts.

However, it should be noted that Ukrainian health workers rate their financial motivations at 10 and below. While their Russian counterparts in the hierarchy of motivators give the highest place to the level of wages [2]. However, other studies [3] from some regions of Russia indicate the predominance of intangible motivators (moral satisfaction, the desire to benefit people) over material (wages), ranking the latter only third in the ranking of importance.

The identified reasons and differences in the degree of their importance in relation to foreign counterparts indicate the need to create a special motivational component of the management system, which takes into account the peculiarities of the Ukrainian health care system and internal factors that shape it.

The peculiarity of the existing system of material incentives in the health budget sector is that the employee's salary does not depend on quantitative (number of patients admitted, number of services provided) and qualitative (treatment

Table 1

**Rating of motivators for choosing the profession
of Ukrainian and European health workers**

№ in the ranking	Motivator	Average rating	Motivator	Average rating
	Ukrainian sample		European sample	
1	Interesting job	4,3	The desire to help people	4,3
2	Responsibility in work	4,3	Interesting job	4,2
3	Prestige of the profession (status)	4,2	Working closely with people	4,0
4	Demand for the profession / Employment opportunities	4,1	Work safety	3,9
5	The desire to help people	4,0	Mental (difficult) work	3,8
6	Exciting work	4,0	Social benefits	3,6
7	Comfortable working conditions	4,0	Ability to make a significant contribution to society	3,6
8	Society's respect for your profession	3,9	Opportunity to travel	3,6
9	Possibility to reconcile work and family	3,9	Exciting work	3,4
10	Opportunity to earn well in the future	3,9	Society's respect for your profession	3,2
11	The level of wages	3,9	Possibility to reconcile work and family	3,2
12	Working closely with people	3,8	Flexible work schedule	3,2
13	Ability to make a significant contribution to society	3,8	Opportunity to earn well in the future	3,0
14	Mental (difficult) work	3,8	Career opportunities	3,0
15	Work safety	3,8	Responsibility in work	3,0
16	Creativity and originality of the profession	3,4	Comfortable working conditions	2,9
17	Flexible work schedule	3,3	Prestige of the profession (status)	2,7
18	Career opportunities	3,3	The level of wages	2,6
19	Social benefits	3,2	Creativity and originality of the profession	2,6
20	Opportunity to travel	3,1	Demand for the profession / Employment opportunities	2,5
		3,8		3,3

Source: systematized by the author on the basis [1]

efficiency, quality of services provided, etc.) indicators of his work [4]. The management of health care facilities has extremely limited opportunities to encourage better employees. At the same time, each budgetary institution has a fund formed at the expense of charitable contributions of patients and patrons, the funds of which can and should be used to reward employees and develop other incentives for their effective work.

The main features of the proposed model of staff motivation for Ukrainian health care facilities are given in Table 2. The proposed incentives, depending on the main empirically created motivators, should serve as key elements of the behavioral air conditioning system, ie align the

expectations of employees efficiency. Therefore, in addition to external rewards (salaries, bonuses or payments), managers should stimulate internal rewards (joy of work performed, etc.), which increases his level of satisfaction and determines his behavior, adapting to effective work.

The proposed system of motivation is the main motivational component, which provides the movement of the organizational component, and which, in turn, drives the economic component of the management system of the efficiency of the medical institution. This means that properly selected and motivated staff demonstrates increased efficiency, which has a positive impact on the work of the entire organization and leads

Table 2

Characteristics of the staff motivation system for health care facilities

Groups staff	Motivational factors	The main motivators	Incentives effective work
Doctors	Men	The desire to help people Interesting job Exciting work Responsibility in work Prestige of the profession (status) The level of wages	Responsible assignments Gratitude Awards
	Women Age: up to 50 years	Responsibility in work Interesting job Comfortable working conditions Demand for the profession / employment opportunities The level of wages	Responsible assignments Gratitude Awards
Nurses	Age: up to 50 years	Responsibility in work Comfortable working conditions Interesting job Prestige of the profession (status)	Responsible assignments Improving working conditions Gratitude
Interns (young medical staff)	Age: up to 30 years	Interesting job Society's respect for their profession The level of wages Opportunity to earn well in the future Career opportunities Responsibility in work Comfortable working conditions Demand for the profession / employment opportunities	Guarantees of employment (after internship), Career growth, Awards, Gratitude of patients, Improving working conditions

Source: author's development

to an increase in its economic performance. However, before you can motivate your staff, you need to choose the right team that can work effectively and be the engine of healthcare efficiency. Guidelines for creating such a team in a health care facility are given below.

Build effective teams in healthcare facilities. When using the team building method to form the staff of a health care institution, it is necessary to take into account the specifics of the work of this type of institution, first of all, social orientation and high responsibility of staff. An effective team building process is based on understanding the goals the team needs to achieve, regularly evaluating staff professionalism, and strengthening conflict resolution and prevention skills [5]. Psychological microclimate, characteristics of relations significantly affect the overall results of teamwork. An indicator of teamwork is the satisfaction of each person in the team, which has a positive psychological climate, a high level of personal development, the ability to realize leadership aspirations, group cohesion, the coincidence of values of individual and group [6].

Among the existing methods of team building in theory and practice (goal setting, inter-

personal, role and problem), in our opinion, it is advisable to use the following methods for different health care facilities:

1) for treatment and prevention facilities, diagnostic centers and clinics: a focused (targeted) approach that allows team members to better navigate in the process of selecting and implementing group goals.

2) for hospitals and first aid centers – a problem-oriented approach to team building (problem solving) involves organizing a series of pre-programmed meetings to facilitate the process (with the participation of a third party consultant) with a group of people with common organizational relationships and goals. The content of the team building process includes the consistent development of procedures for solving team problems and, thus, achieving the main task of the team.

The formation of the team affects the effectiveness of all its further activities. If the team works effectively, it can provide quality management and organizational training, provide quality medical services and improve financial performance, as evidenced by numerous examples of medical business and institutions in different countries [7].

When creating a project team, the manager must take into account factors such as the number of employees on the project team and the roles that must be performed in the team to work successfully. For a health care facility, the team must match the planned number of employees in each structural unit (department). Often, teams of employees with different experiences and skills make more innovative and high-quality decisions than homogeneous teams. When forming a team, the leader should be guided primarily by considerations of team effectiveness, rather than personal sympathies. As a rule, the team requires different specialists, sometimes not at all similar to each other. Therefore, it is recommended to form a team of diverse people, as this promises more efficiency than if team members had similar views.

The main elements of effective teamwork in a medical institution include:

- satisfaction of personal interests of team members;
- successful teamwork;
- to solve the tasks set before the team.

Evaluation, analysis and management decisions. How effectively the team is formed and how effectively the health care institution will be able to establish the proposed methodological approaches:

- methods of in-depth analysis of economic efficiency of non-budgetary health care facilities using different models;
- methods of analysis of the effectiveness of budgetary health care institutions.

Developed methodological approaches allow:

- 1) evaluate the relative efficiency of health care facilities;
- 2) within the general set of medical companies and institutions to identify groups of leaders and outsiders in terms of efficiency;
- 3) evaluate the effectiveness of the scale and the nature of the effect of the scale for each health care institution;
- 4) assess the dynamics of total factor productivity for each health care institution and for the entire sample as a whole;
- 5) assess the reserves for reducing resource costs and the potential for efficiency gains for each health care facility;
- 6) establish the most appropriate standards for the implementation of sectoral and international performance benchmarks for each inefficient health care facility;
- 7) develop practical recommendations for improving the efficiency of health care facilities.

In general, the proposed methodological approaches ensure the implementation of important stages in the process of managing the effectiveness of health care facilities: eval-

uation, analysis and preparation of management decisions. Based on the recommendations made with their help, reasonable management decisions are made to improve the efficiency of medical institutions.

Monitoring and managing the effectiveness of health facilities. A consolidated set of key performance indicators and a system of evaluation and monitoring are needed to manage health facilities. Given the specifics of health care facilities, we have proposed a system of key performance indicators that allow you to quickly identify problems that hinder their effective development. The systematization of key performance indicators in the field of health care allows them to be divided into a number of typologies that reflect different aspects of the work of companies and medical institutions. Evaluation of selected aspects in the system of key performance indicators allows to fully reflect the effectiveness of the health care institution.

Monthly performance indicators allow you to make tactical management decisions that can increase the effectiveness of your health-care facility. However, operational decisions are often of particular importance in the work of a health care facility, which determines the quality and effectiveness of its operational activities.

Therefore, it makes sense to develop a system of operational indicators, which in real time can help the head to respond quickly to changes in the work of the institution and make timely management decisions aimed at sustainable growth of the health care institution. You can choose sets of certain indicators, based on the specifics of the department of the institution.

Conclusions. To implement each of the main stages of the management system of health care institutions, a number of guidelines have been developed, which include: a system of motivation of health care staff, which is based on the survey and is the main motivational mechanism, and he, in turn, drives the entire system of managing the effectiveness of health care facilities; a system of tactical key performance indicators, calculated on a monthly basis, which together comprehensively assess the effectiveness of the health care institution: medical, social, economic, technical and financial; a system of operational indicators that in real time help the head to respond quickly to changes in the work of the institution and make timely management decisions aimed at sustainable growth of the efficiency of the health care institution.

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