

DOI: 10.5604/01.3001.0054.9588

Nataliia Vasiuk (Наталія Васюк)

Kyiv National Economic University named after Vadym Hetman
Department of National Economy and Public Administration
e-mail: kafhealth@gmail.com

Nataliia Petruchenko (Наталія Петрученко)

Municipal Non-Profit Enterprise
“Primary Healthcare Centre no. 2” of Sviatoshynskiy district of Kyiv
e-mail: natapetruchenko@gmail.com

Nataliia Dankevych (Наталія Данкевич)

Master Degree at “Management”
e-mail: danav5@ukr.net

Human resources management of municipal healthcare institutions: problems and development prospects

SUMMARY

The factors of increasing the efficiency of personnel management of a municipal medical institution are determined. The activities of the Municipal Enterprise ‘Central Primary Healthcare Centre No. 2’ are analysed. On the basis of SWOT analysis, the strengths and weaknesses of this medical institution are identified. Three options for improving the personnel management system of the MNE ‘Central Primary Healthcare Centre No. 2’ are proposed for implementation.

Key words: healthcare, healthcare facility, municipal healthcare facility, human resources management, medical staff, human resources, staff motivation.

Introduction

In the context of Russia’s military aggression, it is extremely important for Ukraine to preserve and restore public health, reduce morbidity and mortality, and increase labour productivity. That is why healthcare facilities are becoming strategically important for the whole country.

One of the conditions for the stable functioning of a medical institution is the availability of highly qualified professional staff. Unfortunately, today the medical industry is experiencing a significant shortage of specialists due to low wages, outflow of medical personnel, mobilization of doctors, increased workload, as well as hazardous working conditions and alike.

In addition, the recruitment of unprofessional, incompetent, dishonest, biased personnel, as well as unfair distribution of material rewards and unjustified dismissal of employees negatively affects the reputation of a medical institution and reduces its image and competition. This situation requires increased requirements to the quality of personnel in the health care system, since the level of medical services provided in the country depends on their number, structure, qualification level, skills and abilities, competence, working conditions, personal and moral qualities, desire for self-improvement and successful professional activity ¹.

Theoretical aspects of the personnel management in medical institutions

Human resource management (HRM) in healthcare plays a crucial role in determining the quality and efficiency of healthcare services ².

A significant number of scientific studies are dedicated to the theoretical and practical aspects of the impact of personnel management on the activities of medical organizations, in particular. The impact of human resource management on hospital performance in sub-Saharan African countries has been studied by researchers who note that the most commonly examined practices include motivation enhancement, skills development, and empowerment practices. Several studies also focus on specific HRM practices, as well as staff training and education ³. Discovered by other authors notable positive correlations between Lean HR, finance, and IT functions and the self-reported impact on performance, after controlling for organizational and market variables ⁴. Researchers have identified connections between various HRM practices, policy systems, and performance outcomes ⁵. Also, HR practices were found to be linked, either directly or indirectly, to all three outcomes (effect on employee, organizational and financial outcomes). The application of HR practices is associated with better financial outcomes (measured by net margin), organizational outcomes (measured by client satisfaction), and HR outcomes (measured by sickness absence) ⁶.

When studying the issue of essential characteristics and the importance of personnel management in ensuring effective performance of health care institutions, it is necessary to pay attention to certain aspects that can provide a comprehensive view of the role of personnel

¹ T.V. Pulina, O.Yu. Tkachuk, *Rozvytok kadrovoho potentsialu orhanu publichnoji sluzhby*, "Ekonomika ta Derzhava" 2018, no. 12, p. 44–49.

² X Qin., Y.N. Huang, Z. Hu, K. Chen, L. Li, Wang, R. S. B. L. Wang, *Human resource management research in healthcare: a big data bibliometric study*, "Human Resources for Health" 2023 Dec 5, no. 21(1), p. 94.

³ P. P. Gile, M. Buljac-Samardzic, J. V. Klundert, *The effect of human resource management on performance in hospitals in Sub-Saharan Africa: a systematic literature review*. "Human Resources for Health" 2018 Aug 2, no. 16(1), p. 34.

⁴ S.M. Shortell, T. G. Rundall, J. C. Blodgett, *Assessing the relationship of the human resource, finance, and information technology functions on reported performance in hospitals using the Lean management system*, "Health Care Management Review" 2021 Apr-Jun 01, no. 46(2), p. 145–152.

⁵ C. Harris, P. Cortvriend, P. Hyde, *Human resource management and performance in healthcare organisations*, "Journal of Health Organization and Management" 2007, no. 21(4–5), p. 448–459.

⁶ B. Vermeeren, B. Steijn, L. Tummers, M. Lankhaar, R. J. Poerstamper, S. van Beek, *HRM and its effect on employee, organizational and financial outcomes in health care organizations*, "Human Resources for Health" 2014 Jun 17, no. 12, p. 35.

management in ensuring effective performance of the organization, in particular, health care institutions. These aspects can be both substantive definitions of this concept in the works of scientists, as well as studies of motivation, personnel development, legal aspects, the relationship between personnel management and strategic objectives of the organization, evaluation of the effectiveness of personnel management and other aspects.

First of all, it is necessary to conduct thorough theoretical research in this area to solve practical problems related to personnel development management. The scientific and educational literature, both foreign and domestic, uses a wide range of terms to describe the process of managing the activities and behaviour of employees. Among these definitions there are human factor management, personnel management, human resource management, labour management, personnel policy, personnel provision, personnel work, etc⁷.

Human resource management of an organization involves recognizing the growing importance of individual characteristics of employees, understanding their motivational patterns, and the ability to shape and direct these patterns in line with the organization's goals. In such circumstances, HR management is of particular importance. There are three factors that influence the personnel in an organization, in particular: the hierarchical structure and culture of the organization, as well as the market⁸.

It should be noted that the hierarchical structure determines the level of interaction and communication between different levels of management in the organization and employees, establishing the decision-making procedure, distribution of duties and responsibilities of each employee, which, in turn, affects the efficiency and motivation of staff, including medical staff. An organization's culture shapes the values, norms and standards of behaviour that determine how employees communicate with each other and respond to changes. The market influences the organization through competitive pressures, consumer needs and general economic trends. Under such influence, healthcare institutions can change strategies, adapt to new external conditions, etc. This, in its turn, affects the medical staff, as they need to be ready for changes and be able to adapt and make decisions quickly.

One of the components of HR management is the HR policy. Its implementation is aimed at creating highly productive, highly professional and responsible employees who are able to respond promptly and adequately to changes in the internal and external environment⁹.

It is important to note that The Global Strategy on Human Resources for Health: Workforce 2030 emphasizes that health workforce assessment includes a "deliberate strategy and accountability mechanisms" outlining how specific programs support health workforce capacity-building while avoiding distortions in the health labor market¹⁰.

We believe that this approach to human resources policy involves not only careful selec-

⁷ O.Ya. Huhul. *Teoretychni zasady upravlinnia rozvytkom personalu*, "Innovatsijna ekonomika" 2013, no. 6, p. 194–198, URL: http://nbuv.gov.ua/UJRN/inek_2013_6_48.

⁸ V.A. Ruliev, S.O. Hutkevych, T.L. Mostenska, *Upravlinnia personalom: Navch. posib.* K.: KONDOR, 2012, 324 p.

⁹ M.S. Pavlenko, A.O. Melnyk, *Menedzhment personalu v systemi efektyvnoji dijialnosti pidpriemstva*, "Vcheni zapysky TNU imeni V.I.Vernadsky. Seriya: Ekonomika i Upravlinnia" 2020, tom 31 (70), no. 2, p. 13–18, URL: https://www.econ.vernadskyjournals.in.ua/journals/2020/31_70_2/31_70_2_2/5.pdf.

¹⁰ A. Nove, O. Ajuebor, K. Diallo, J. Campbell, G. Cometto, *The roles and involvement of global health partners in the health workforce: an exploratory analysis*, "Human Resources for Health" 2023 May 24, no. 21(1), p. 41.

tion and training of medical staff, but also the creation of conditions that promote their professional development and personal growth.

Based on the above, the attention should be paid to the works of such scholars as V. Korolenko and T. Yurochko. The authors provide a scientific and theoretical substantiation of the role and importance of personnel policy in the healthcare sector, as well as identify areas for improving the state personnel policy in the healthcare sector, taking into account the European direction of Ukraine's development. The researchers define the term 'human resources management' as a practical activity aimed at identifying the needs of a medical institution for employees, taking into account the existing staff, as well as ensuring the proper quality of medical staff, regulating the process of its rational use, introducing organizational, economic and social factors in order to carry out effective work and ensure its productivity for the implementation of the organization's strategic goals¹¹.

We agree that in the healthcare sector, an extremely important role is assigned directly to healthcare professionals, so the management of human resources development is considered the main task of management in this area. Human resource management is an integral part of the overall management of the healthcare system, focused on the same goals and aimed at achieving them through the specific activities of an individual healthcare professional¹².

The current market for medical services includes state and municipal medical institutions that provide free medical care to the public on the basis of a state order, as well as private medical institutions that provide paid medical services to the public. At the same time, the most important task of all medical institutions is meet the needs of the population in terms of disease prevention and treatment in full.

Taking into consideration mentioned above, there is a need to analyze the activities of a municipal medical institution (on the example of the Municipal Non-Profit Enterprise "Primary Healthcare Centre no. 2" of the Sviatoshynskiy District of Kyiv (hereinafter – Municipal Non-Profit Enterprise "PHC no. 2"), and to provide practical recommendations for improving the personnel management system in the Municipal Non-Profit Enterprise.

Analysis of personnel management in the Primary Healthcare Centre no. 2 in Sviatoshynskiy district of Kyiv Primary Health Care Centre no. 2 of Sviatoshynskiy District of Kyiv

Municipal Non-Profit Enterprise "Centralized Primary Healthcare Centre no. 2" carries out non-profit activities aimed at achieving the preservation and promotion of public health and other social results without the purpose of making a profit, the purpose of which is to provide primary health care (hereinafter – PHC), as well as to take measures to prevent diseases and maintain public health¹³.

The Municipal Non-Profit Enterprise "Centralized Primary Healthcare Centre no. 2"

¹¹ V. V. Korolenko, T. P. Yurochko, *Kadrova polityka u sferi okhorony zdorovia Ukrainy v konteksti yevropeiskoi intehratsii*, K., 2018. 96 p.

¹² O.V. Baieva, *Menedzhment u haluzi okhorony zdorovjia: Navch. posibnyk*, K.: "Tsentr uchbovoji literatury" 2008, 640 p.

¹³ Pro zatverdzhennia Statutu komunalnoho nekomertsijnoho pidpryjemstva "Tsentr pervynnoji medyko-sanitarnoji dopomohy no. 2" Sviatoshynskoho rajionu Kyjiv: rozporiadzhennia Kyivskoho miskoho holovy vid 08 travnia 2023 roku no. 362. URL:https://kyivcity.gov.ua/npa/pro_zatverdzen-

provides primary health care to patients who have signed a declaration with the family doctor of the institution (Table 1). The total population in the service area is 115,429 people (including 84,008 adults and 31,421 children)¹⁴.

Table 1. The number of declarations concluded as of the date of the Municipal Enterprise “Central Primary Healthcare Centre no. 2” as of September 01, 2023

Structural subdivision of the Centre	Number of registered population	Number of declarations concluded	%
Outpatient clinic no. 1 (5 Kuchera St.)	10848	8558	78,89
Outpatient clinic no. 2 (5 Kuchera St.)	9924	7799	78,59
Outpatient clinic no. 3 (10 Simirenko Street)	31307	19586	62,56
Outpatient clinic no. 4 (10 Simirenko Street)	34691	26008	74,97
Outpatient clinic no. 6 (38 Simirenko Street)	17791	12617	70,92
Outpatient clinic no. 7 (38 Simirenko Street)	5455	4398	80,62
Outpatient clinic no. 8 (38 Simirenko Street)	5413	3684	68,06
Total in the Centre	115429	82650	71,60

Source: compiled according to the data¹⁵

As of 01 September 2022, the total number of declarations concluded was 82,650, including 59,119 for adults and 23,531 for children, which was 71.6% of the statistical population of the institution.

Since 2013, the Municipal Enterprise “Central Primary Healthcare Centre no. 2” has been a training base for house staff of the Bogomolets National Medical University in the specialties “General Practice-Family Medicine” and “Paediatrics”. In April 2019, the highest accreditation category was confirmed for the MNE “Central Primary Healthcare Centre no. 2”.

Table 2 shows a SWOT analysis of the Municipal Enterprise “Central Primary Healthcare Centre no. 2”, i.e. identifies the strengths and weaknesses of the activity, as well as potential threats and opportunities for the development of the healthcare facility.

nya_statutu_komunalnogo_nekomertsynogo_pidpriyemstva_tsentr_pervinno_mediko-sanitarno_dopomogi_2_svyatoshinskogo_rayonu_m_kiyeva/mg_362_982611/

¹⁴ Portal “Kyivaudyt”. Komunalne nekomertsijne pidpryjiemstvo “Tsentr pervynnoji medyko-sanitarnoji dopomohy no. 2” Sviatoshynskoho raijonu Kyjjeva. URL: [https://kyivaudit.gov.ua/vr/ka/company.nsf/\(pdpr\)/9B3AA2ED74292984_C2257DB200304F4C?OpenDocument](https://kyivaudit.gov.ua/vr/ka/company.nsf/(pdpr)/9B3AA2ED74292984_C2257DB200304F4C?OpenDocument)

¹⁵ Op. cit.

Thus, the strengths of the MNE “Central Primary Healthcare Centre no. 2” are its highly qualified staff capable of providing quality medical care. However, in the context of the war and the lack of adequate funding for the development of the healthcare facility and salary increases, there is an outflow of staff to other healthcare facilities and abroad.

Table 2. SWOT analysis of the Municipal Primary Healthcare Centre no. 2

Strengths	Opportunities
<ol style="list-style-type: none"> 1. A compact and efficient structure of the primary healthcare network that is close to patients. 2. Convenient location of outpatient clinics with good transport links. 3. Proximity to secondary healthcare facilities. 4. Highly equipped material and technical base according to the equipment list. 5. Sufficient staffing to provide primary healthcare with a high level of staff qualification. 6. Appropriate conditions have been created for persons with disabilities to visit all units of the institution. 7. A medical information system and automated workstations, as well as the Internet, have been introduced. 8. The Centre’s premises are being modernized on an ongoing basis. 9. Modern reception area, call centre, trained staff, and well-developed patient registration and routing processes. 10. Additional sources of income are available (reimbursement of utilities by local authorities). 11. Funds available to create a financial incentive mechanism. 12. Communication skills of the staff in conflict resolution. 13. Comfortable climate in the team, collegiality. 14. Availability of the institution’s website and Facebook page. 15. Local authorities’ support for healthcare development. 	<ol style="list-style-type: none"> 1. Active position and interest in the development of the medical centre by the administration of the institution. 2. Improved positive attitude of the population towards family medicine. 3. Ability to use modern forms of communication (messengers) with patients. 4. Openness to learning and willingness to implement international standards of treatment and diagnosis and recommendations of the World Health Organization. 5. Possibility of free advanced training courses for medical staff. 6. Striving for affordable, high-quality and high-tech medicine for every patient. 7. Development of the service and provision of medical services, which leads to an improved positive attitude of the population towards family medicine.

Continuation of the table 2

Weaknesses	Threats
<ol style="list-style-type: none"> 1. A significant number of employees of retirement age (including 20% of family doctors of retirement age). 2. Insufficient customer service. 3. Poor condition of premises of some outpatient clinics. 4. Insufficient level of integrated marketing communications. 5. Lack of strategic planning. 6. Limited marketing budget. 7. Ineffective staffing strategy. 8. Dishonesty of some doctors and nurses. 9. Defects in the provision of medical services and patient complaints. 10. Lack of effective internal control tools. 	<ol style="list-style-type: none"> 1. Competition with private centres 2. Part of the population remains passive in choosing a doctor due to distrust of the primary healthcare system. 3. Some people are unable to sign a declaration with a doctor due to the lack of a sufficient number of doctors. 4. Rapid outflow of qualified medical staff. 5. Financial crisis and inflation. 6. Migration of patients due to military aggression

Source: compiled according to the source¹⁶

Based on financial documents, including the balance sheet and income statement, for 2021-2023, a financial and economic analysis of the activities of MNE "PHC no. 2" was carried out, in particular, the dynamics of the components and structure of the assets of the medical institution was analyzed and it was found that during 2021-2023 the value of the assets of MNE "PHC no.2" increased significantly (Fig. 1). It can be stated that non-current assets have the largest share in the structure of assets, namely: 74.29%, 82.23% and 74.00% at the end of 2021, 2022 and 2023. Accordingly, the share of current assets is 25.71%, 17.77% and 26% over analyzed years.

This structure of assets indicates that the medical institution has a fairly large number of fixed assets, including expensive medical equipment. The residual value of fixed assets from 2021 to 2023 increased from UAH 25,800 thousand to UAH 51,745 thousand due to the purchase of medical equipment.

In general, the dynamics and structure of assets for this type of institution is satisfactory, with a great emphasis on improving fixed assets, methods and technologies for the provision of medical services.

Russia's full-scale invasion of Ukraine has put a critical strain on the national healthcare system, not only due to significant destruction of healthcare facilities, but also to the increased demand of citizens for various types of medical care and services that were not a priority before the war.

¹⁶ Op. cit.

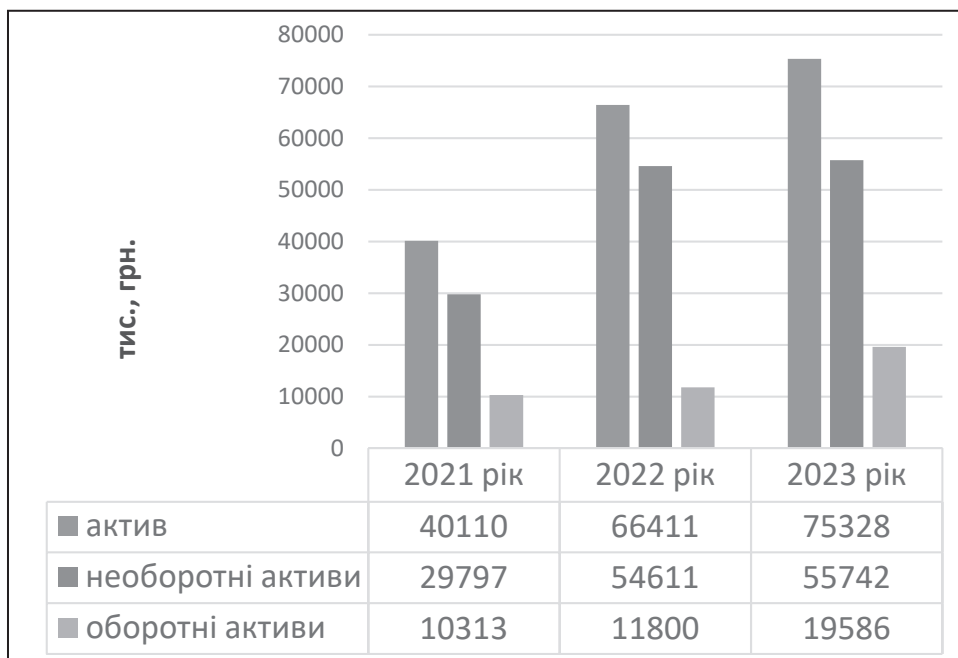


Fig. 1. Dynamics of assets of the MNE “Central Municipal Medical and Dental Centre no. 2” for 2021-2023.

Source: compiled based on the financial statements of the CNE

If we analyze the number of medical services provided in 2021-2023, as shown in Table 3, we can see that in 2022, compared to 2021, the number of medical visits decreased by 71,533. This is due to the beginning of the full-scale Russian military invasion and mass migration of both patients and doctors.

Table 3. Performance indicators of the Municipal Enterprise “Central Primary Healthcare Centre no. 2” in terms of medical care provision in 2021-2023

No	Parameters	2021	2022	2023
1	Number of medical visits	294436	222903	293831
2	General clinical and haematological tests were performed	190310	263160	348100
3	Blood sugar and cholesterol tests were performed	21081	11396	12083
4	HIV testing was carried out	362	694	428
5	ECG studies were carried out	14059	11832	10949

Source: compiled according to the data¹⁷

¹⁷ Op. cit.

However, in 2023, the activities of the MNE “Central Primary Health Care Centre no. 2” returned to normal, as evidenced by an increase in the number of medical visits to 293,831, which is 70,928 more than in 2022. In addition, in 2023, there was an increase in the number of general clinical and haematological tests performed from 263160 in 2022 to 348100 in 2023, i.e. by 84940.

It should be emphasized that one of the most important indicators of public health is the coverage of childhood vaccinations, especially for infants, as vaccinations performed during the first year of life subsequently form a high level of immunity to diseases such as diphtheria, polio, tetanus, whooping cough, measles, mumps and can significantly reduce the number of infectious diseases and serious complications.

A statistical analysis of the medical facility’s activities shows that over 95% of vaccinations were carried out in a timely and high-quality manner during the period under review. This is due to the fact that the staff of the medical facility conducts active outreach to parents, encouraging them to take a responsible attitude to vaccinating their children. In addition, doctors independently monitor the vaccination schedule for children for whom a declaration has been made and try to remind parents as much as possible.

The MNE “Central Primary Healthcare Centre no. 2” also participates in the government program “Affordable Medicines”, which provides every Ukrainian with cardiovascular diseases, bronchial asthma and type II diabetes with the opportunity to receive free or low-cost medicines. The program is funded by the National Health Service of Ukraine, and the medicines themselves are dispensed only on the basis of electronic prescriptions. This allows patients to receive prescription medicines at any pharmacy in Ukraine that has an agreement with the NHSU, without reference to the patient’s place of residence or place of medical services.

In addition, due to the martial law regime, in accordance with the Order of the Ministry of Health of Ukraine “Some Issues of Primary Healthcare Provision under Martial Law” under no. 496 dated March 17, 2022, Municipal Enterprise “Central Primary Health Care Centre no. 2” provides medical care for citizens with the status of internally displaced persons, including vaccination in accordance with the Preventive Vaccination Schedule, and issues electronic prescriptions for medicines without a declaration.

Municipal Healthcare Centre no. 2 is an active participant in the city program “Doctor in Your Home”. Mobile multidisciplinary teams take part in this project. Examinations of persons with disabilities and immobile patients by narrow specialists as part of the above-mentioned team are carried out in accordance with medical indications. The number of visits to people who are unable to take care of themselves and need constant medical supervision during the entire period of the ‘Doctor in Your Home’ project is 486 patients.

Thus, the activities of the Municipal Healthcare Enterprise “Central Primary and Secondary Healthcare Centre no. 2” are aimed at providing quality medical services; meeting the needs of people in receiving timely and effective medical services; and increasing the life expectancy of the population.

Thus, by providing care both in the community and through the community, primary health care responds not only to individual and family health needs, but also to the broader public health problem and the needs of certain population groups.

The personnel policy of the Municipal Non-Profit Enterprise “Central Primary Healthcare Centre no. 2” is implemented in the following areas: regulation of the remuneration system, employment, motivation, professional development, protection of the rights of healthcare workers, etc.

The purpose of human resources management at the Municipal Enterprise “Central Primary Healthcare Centre no. 2” is to provide the healthcare facility with competent, highly qualified specialists for the quality provision of medical services, create conditions for the effective use of their potential, strengthen the motivation and loyalty of employees in order to improve the quality of medical services and patient satisfaction, and, as a result, improve the economic performance of the facility.

Considering the staffing situation in the Municipal Enterprise “Central Primary Healthcare Centre no. 2”, it is worth paying attention to the existence of threats to the preservation of human potential, which is associated with the migration of medical staff abroad, mobilization, low salaries and low motivation, insufficient professional experience of medical graduates, etc.

According to the staffing table of the medical institution, approved as of January 01, 2024, the number of employees is 305 FTEs, of which 260.5 FTEs (85.41%) are actually employed. The data on the number of approved staffing units and actually employed staff are presented in Table 4.

Table 4. Information on the approved number of staffing units and those actually employed at the Municipal Enterprise “Central Primary Healthcare Centre no. 2” as of January 01, 2024

Categories	Approved	Actually occupied	
		Full-time staff	%
Doctors	93	71	76,34%
Paramedical staff	109	91,5	83,94%
Junior medical staff	20	18	90,00%
Other staff	83	80	96,39%
Total	305	260,5	85,41%

Source: compiled on the basis of the approved organizational structure and the labour report of the PSC¹⁸

Thus, as we can see, there is a significant shortage of healthcare workers, especially doctors (23.66%) and nurses (13.06%).

In this regard, there is a need to compare the number of approved staffing units and actually occupied positions in 2022-2023, which is shown in Table 2.5.

As can be seen from Table 2.5, in 2022-2023 the number of FTEs increased, in particular due to an increase in the number of nursing staff (from 97.5 FTEs in 2022 to 109 in 2023) and other staff (from 56 FTEs in 2022 to 83 in 2023).

¹⁸ Op. cit.

Table 2.5. Comparative information on the approved number of staff units and the actual number of staff employed at the Municipal Enterprise “Central Primary Healthcare Centre no. 2” for 2022–2023

Categories	2022			2023		
	Approved	Actually occupied		Approved	Actually occupied	
		Full-time staff	%		Full-time staff	%
Doctors	108	79	73,15	93	71	76,34%
Paramedical staff	97,5	84,5	86,67	109	91,5	83,94%
Junior medical staff	17,5	15,5	88,57	20	18	90,00%
Other staff	56	52,5	93,75	83	80	96,39%
Total	279	231,5	82,97	305	260,5	85,41%

Source: compiled on the basis of the approved organizational structure and the labour report of the PSC¹⁹

However, the number of doctors decreased during the study period (from 108 FTEs in 2022 to 83 in 2023). However, if we look at the number of actually occupied positions, we can see an increase from 231.5 actually occupied FTEs in 2022 to 260.5 in 2023, i.e. an increase of 2.44%.

Improvement of the personnel management system at the Primary Healthcare Centre no. 2 of Sviatoshynskiy District of Kyiv

The shortcomings identified in the course of the analysis of the institution’s activities indicate insufficient attention of the management of the MNE “PHC no. 2” to the personnel policy in the medical institution, as well as to the personnel management system in general. Ineffective HR policy affects the level of involvement of medical and non-medical staff, efficiency and quality of healthcare services, and the level of competitiveness and prestige of the healthcare facility itself. Therefore, the HR policy of a healthcare facility should contribute to the achievement of the main goal of the healthcare facility.

It is quite important to change the role and functions of the HR department, which should focus on finding promising, responsible, competent employees who will improve the performance of the healthcare facility and strive for self-development. Figure 3.1 shows the new tasks of the HR department of a healthcare facility in the process of forming its human resources potential.

¹⁹ Op. cit.

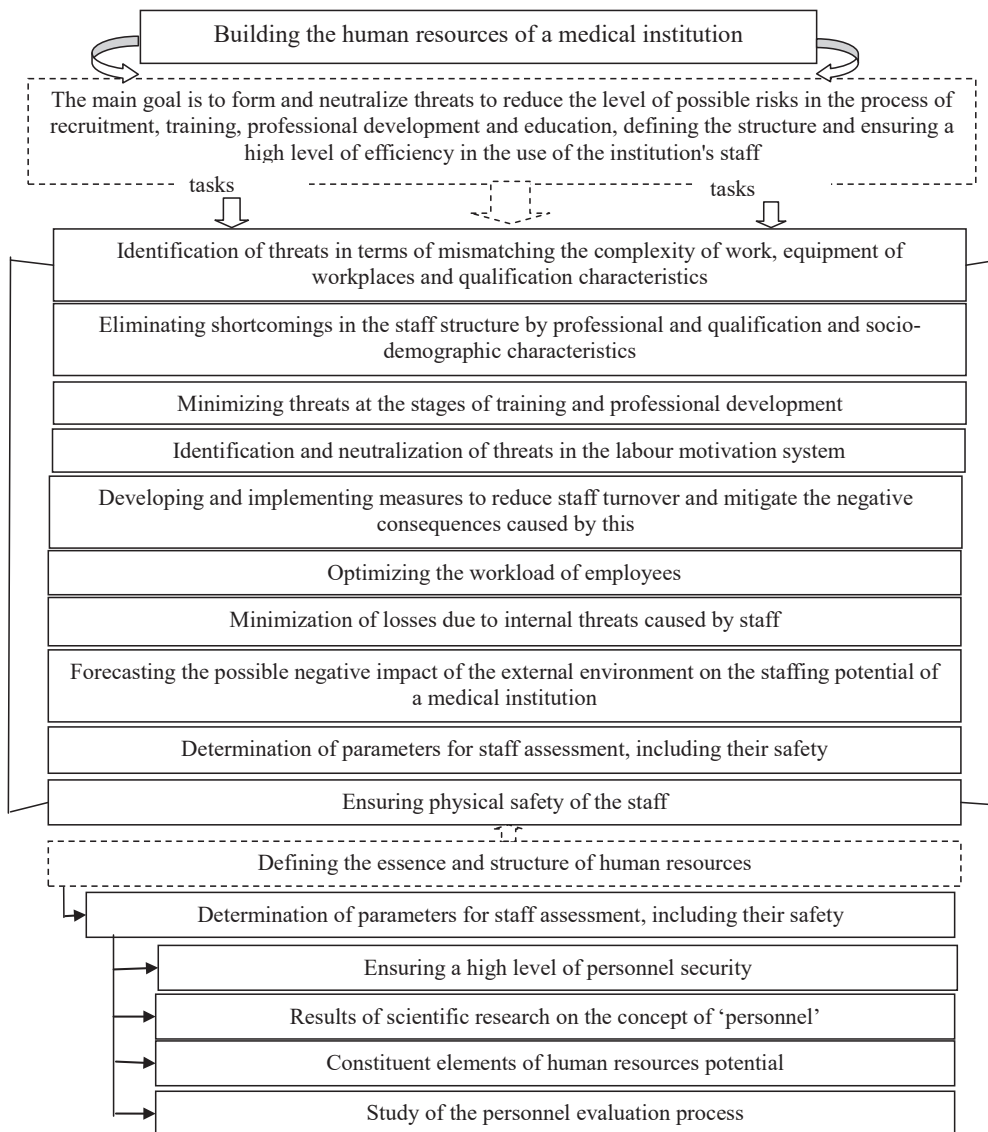


Fig. 2. Improved tasks of the personnel management service of a medical institution in the process of forming its human resources potential

Source:²⁰

As can be seen from Figure 3.1, the main goal of building the human resources potential of a healthcare facility is to provide competent, motivated employees, increase their loyalty

²⁰ Z. B. Zhyvko, O. M. Martyn, O. Z. Voronka, *Kadrova bezpeka cherez pryzmu poniatijino-katehori-alnoho aparatu ekonomichnoji bezpeky pidprijetstva*, "Hlobalni ta natsionalni problemy ekonomiky" 2018, Vypusk 22, p. 165–171.

and engagement, and use staff efficiently. In addition, the diagram shows that the tasks of the HR management service are significantly different from the tasks that currently exist in the HR department of a healthcare facility.

We propose to develop alternative solutions to the problem, identify mechanisms and measures for their implementation, and justify the economic feasibility of the proposed measures to improve the HRM system at the Municipal Non-Profit Enterprise “Central Primary and Secondary Healthcare Centre no. 2”. This will enable the healthcare facility to understand the cost-effectiveness of implementing a particular proposed solution.

In order to improve personnel management at the MNE “Central Primary and Secondary Healthcare Centre no. 2”, we are able to offer the following alternatives for improving the personnel management system, in particular: activation of motivational mechanisms; improvement of the personnel training and development system; reorganization of the personnel department.

Considering the first alternative, that is, an activation of motivational mechanisms, it should be kept in mind that motivating an employee should take into account his or her needs, interests and abilities. Practice shows that some employees need financial incentives, while others need non-financial incentives. Therefore, it is important that the Municipal Enterprise “Central Primary Healthcare Centre no. 2” focuses on the possibilities of combining different types of motivation: material, non-material, labour, and status. Using only one type of motivation can lead to employee addiction, dissatisfaction due to non-recognition, and rapid ‘burnout’ at the workplace, which also affects the level of personnel security.

Regarding the second alternative, that is, improving the system of staff training and development, it should be noted that the functioning of the Municipal Enterprise “Central Primary Healthcare Centre no. 2” is connected with the maximum provision of the population with quality and affordable medical care. It is the level of competence and professionalism of each employee (especially medical personnel) that determines the overall level of competitiveness of a medical institution.

That is why one of the main tasks of improving the HRM system is to train the necessary qualified employees and improve their professional level, ensure high quality of medical staff and their performance of relevant tasks.

And considering the third alternative, that is reorganization of the HR department – it should be noted that today, unlike in private medical institutions, the HR services at the Municipal Non-Profit Enterprise “Central Primary Healthcare Centre no. 2” are not ready to implement advanced methods of recruitment, adaptation, development and evaluation of staff. In other words, they operate exclusively as a human resources department: they process documents for hiring or dismissing employees, without thinking about how best to fill vacancies, possibly even through the career development of their own employees. Therefore, in our opinion, it is highly important, first of all, to change the functionality of the HR department to implement an effective HR policy.

Conclusions

The factors of increasing the efficiency of personnel management of a municipal medical institution are identified, such as the formation of a favourable psycho-emotional climate in the team; development of leadership in the organization; investment in training

and development of medical personnel; formation of an appropriate system of rewards and recognition; use of modern technologies and tools in personnel management.

It is proved that a properly developed HRM system contributes to setting clear goals, monitoring performance and providing effective feedback, which in turn affects the efficiency of the organization.

The article analyses the activities of the MNE “Central Primary and Secondary Healthcare Centre no. 2” and establishes that this medical institution carries out non-commercial economic activities aimed at achieving the preservation and strengthening of public health and other social results without the purpose of making a profit.

Based on the SWOT analysis, the strengths and weaknesses of the activity, as well as potential threats and opportunities for the development of the medical institution were identified. In particular, the strengths of the MNE “Central Primary Healthcare Centre no. 2” are its highly qualified staff capable of providing quality medical care. However, in the context of the war and the lack of adequate funding for the development of the healthcare facility and salary increases, there is an increase in staff turnover and a significant shortage of staff.

In order to improve the personnel management system of the MNE “Central Primary Healthcare Centre no. 2”, the following alternatives are proposed for implementation: 1) the activation of motivational mechanisms (material and non-material); 2) the second alternative provides for the improvement of the personnel training and development system, which will enable the training of the necessary qualified employees and increase their professional level; 3) the reorganization of the personnel department of the institution, which provides for the liquidation of the personnel department and the creation of a personnel management service.

References

- Baieva O.V., *Menedzhment u haluzi okhorony zdorovjia: Navch posibnyk*, Kyiv: Tsentr uchbovoji literatury, 2008. 640 p.
- Gile PP, Buljac-Samardzic M, Klundert JV., *The effect of human resource management on performance in hospitals in Sub-Saharan Africa: a systematic literature review*, “Human Resources for Health” 2018 Aug 2, no. 16(1), p. 34.
- Harris C., Cortvriend P., Hyde P., *Human resource management and performance in health-care organisations*, “Journal of Health Organization and Management” 2007, no. 21(4–5), p. 448–459.
- Huhul O.Ya., *Teoretychni zasady upravlinnia rozvytkom personal. Innovatsijna ekonomika*, 2013, no. 6, p. 194–198, URL: http://nbuv.gov.ua/UJRN/inek_2013_6_48.
- Korolenko V.V., Yurochko T.P., *Kadrova polityka u sferi okhorony zdorovia Ukrainy v konteksti yevropeiskoi intehratsii*, K., 2018, 96 p.
- Nove A., Ajuebor O., Diallo K., Campbell J., Cometto G., *The roles and involvement of global health partners in the health workforce: an exploratory analysis*, “Human Resources for Health” 2023 May 24, no. 21(1):41.
- Pavlenko M.S., Melnyk A.O., *Menedzhment personalu v systemi efektyvnoji diijalnosti pidpryjemstva*, “Vcheni zapysky TNU imeni V.I.Vernadsky. Seriya: Ekonomika i Upravlinnia” 2020, tom 31 (70), no. 2, p. 13–18, URL: https://www.econ.vernadskyjournals.in.ua/journals/2020/31_70_2/31_70_2_2/5.pdf.

- Portal “Kyivaudit”. Komunalne nekomertsijne pidprijemstvo “Tsentr pervynnoji medyko-sanitarnoji dopomohy no. 2” Sviatoshynskoho rajionu Kyjjeva. URL: [https://kyivaudit.gov.ua/vr/ka/company.nsf/\(pdpr\)/9B3AA2ED74292984C2257DB200304F4C?OpenDocument](https://kyivaudit.gov.ua/vr/ka/company.nsf/(pdpr)/9B3AA2ED74292984C2257DB200304F4C?OpenDocument)
- “Tsentr pervynnoji medyko-sanitarnoji dopomohy no. 2” Sviatoshynskoho rajionu Kyjjeva: rozporiadzhennia Kyivskoho miskoho holovy vid 08 travnia 2023 roku no. 362. URL: https://kyivcity.gov.ua/npa/pro_zatverdzhennya_statutu_komunalnogo_nekomertsijnogo_pidpriemstva_tsentr_pervynno_medyko-sanitarno_dopomogi_2_svyatoshynskogo_rayonu_m_kiyeva/mg_362_982611/
- Pulina T.V., Tkachuk O.Yu., *Rozvytok kadrovoho potentsialu orhanu publichnoji sluzhby, “Ekonomika ta Derzhava”* 2018, no. 12, p. 44–49.
- Ruljiev V.A., Hutkevych S.O., Mostenska T.L., *Upravlinnia personalom: Navch. posib.*, K.: KONDOR, 2012. 324 p.
- Shortell S.M., Rundall T.G., Blodgett J.C., *Assessing the relationship of the human resource, finance, and information technology functions on reported performance in hospitals using the Lean management system*, “Health Care Management Review” 2021 Apr-Jun 01, no. 46(2), p.145–152.
- Qin X., Huang Y.N., Hu Z., Chen K., Li L., Wang R.S., Wang B.L., *Human resource management research in healthcare: a big data bibliometric study*, “Human Resources for Health” 2023 Dec 5, no. 21(1), p. 94.
- Vermeeren B, Steijn B, Tummers L, Lankhaar M, Poerstamper RJ, van Beek S. HRM and its effect on employee, organizational and financial outcomes in health care organizations. “Human Resources for Health” 2014 Jun 17;12:35.
- Zhyvko Z.B., Martyn O.M., Voronka O.Z., *Kadrova bezpeka cherez pryzmu poniatijno-katehorialnoho aparatu ekonomichnoji bezpeky pidprijemstva*, “Hlobalni ta natsionalni problemy ekonomiky” 2018, Vypusk 22, p. 165–171.

STRESZCZENIE

Nataliia Vasiuk (Наталія Васюк), Nataliia Petruchenko (Наталія Петрученко), Nataliia Dankevych (Наталія Данкевич)

Zarządzanie zasobami ludzkimi w miejskich zakładach opieki zdrowotnej: problemy i perspektywy rozwoju

Określono czynniki poprawiające efektywność zarządzania personelem komunalnej placówki medycznej. Analizowano aktywność CNP „TsPSMD nr 2”. Na podstawie analizy SWOT określa się mocne i słabe strony placówki medycznej. Do wdrożenia proponuje się trzy warianty udoskonalenia systemu zarządzania personelem KNP „CPMSD nr 2”.

Słowa kluczowe: opieka zdrowotna, zakład opieki zdrowotnej, komunalna placówka medyczna, zarządzanie personelem, personel medyczny, zasoby kadrowe, motywacja personelu.

Data wpływu artykułu: 29.07.2024 r.

Data akceptacji artykułu: 25.11.2024 r.

