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Methodological Approaches and a Model for Developing Human Resources Policies in Healthcare Institutions

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ABSTRACT

The current phase of transformation in Ukraine's healthcare system is marked by the growing importance of human resources policy in ensuring the effectiveness of medical institutions. The relevance of this study stems from the need to develop modern approaches to human resources management amid sector reform, a shortage of medical personnel, professional migration of workers, increased competition among healthcare institutions, and the need to ensure high-quality medical services. In today's environment, human resources capacity is one of the key factors in the stable operation and development of medical institutions. The article aims to substantiate methodological approaches to the formation of human resources policy in healthcare institutions and to develop an integrated model for its implementation. The study employs systemic, strategic, institutional, competency-based, and process-oriented approaches to the analysis of human resources policy in healthcare institutions. The specific features of applying each of these approaches were summarized, and their role in ensuring effective human resources management was identified. It was established that the effectiveness of human resources policy largely depends on the integration of HR decisions into the strategic management system of the healthcare institution, consideration of the impact of external and internal factors, and the adaptability of the human resources management system to the current operating conditions of the industry. As a result of the study, an integrated model for developing a healthcare institution's personnel policy was developed, which includes an analytical stage, strategic goal setting, the development of personnel tools, institutional anchoring, and the monitoring and adjustment of personnel policy. The practical significance of the results lies in the possibility of using the proposed model to improve personnel policy, enhance the effectiveness of human resource management, and ensure the competitiveness of healthcare institutions.

KEYWORDS

human resources policy, healthcare facilities, human resources management, human resources capacity, strategic management, HR management.



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Методологічні підходи та модель формування кадрової політики в закладах охорони здоров'я

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Сучасний етап трансформації системи охорони здоров'я України супроводжується зростанням ролі кадрової політики у забезпеченні ефективності діяльності медичних установ. Актуальність дослідження обумовлена необхідністю формування сучасних підходів до управління персоналом в умовах реформування галузі, дефіциту медичних кадрів, професійної міграції працівників, посилення конкуренції між закладами охорони здоров'я та потреби забезпечення високої якості медичних послуг. У сучасних умовах саме кадровий потенціал виступає одним із ключових факторів стабільного функціонування та розвитку медичних установ. Метою статті є обґрунтування методологічних підходів до формування кадрової політики закладів охорони здоров'я та розробка інтегрованої моделі її реалізації. У процесі дослідження використано системний, стратегічний, інституційний, компетентнісний і процесний підходи до аналізу кадрової політики закладів охорони здоров'я. Узагальнено особливості застосування кожного з підходів та визначено їх роль у забезпеченні ефективного управління персоналом. Встановлено, що ефективність кадрової політики значною мірою залежить від інтеграції кадрових рішень у систему стратегічного управління закладом охорони здоров'я, врахування впливу зовнішніх і внутрішніх факторів та адаптивності системи управління персоналом до сучасних умов функціонування галузі. У результаті дослідження розроблено інтегровану модель формування кадрової політики закладу охорони здоров'я, яка включає аналітичний етап, стратегічне визначення цілей, розробку кадрових інструментів, інституційне закріплення та моніторинг і корекцію кадрової політики. Практичне значення одержаних результатів полягає у можливості використання запропонованої моделі для вдосконалення кадрової політики, підвищення ефективності управління персоналом та забезпечення конкурентоспроможності закладів охорони здоров'я.



КЛЮЧОВІ СЛОВА

кадрова політика, заклади охорони здоров'я, управління персоналом, кадровий потенціал, стратегічне управління, HR-менеджмент.

1. Introduction

The current stage of transformation of the health care system of Ukraine is accompanied by increased requirements for the effectiveness of human resources management, which is due to the reform of the industry, changes in financing models and increased competition between health care institutions. In these conditions, personnel policy acquires strategic importance, as it determines the possibilities of ensuring the quality of medical services, the stability of the functioning of institutions and their adaptation to changes in the external environment [1–4].

At the same time, the practice of functioning of health care institutions indicates the presence of systemic problems in the field of staffing, in particular, the shortage of medical personnel, disproportions in its distribution and insufficient level of motivation of employees, which is also confirmed by international research in the field of human resources development in health care [5–7]. According to the results of research, in Ukraine there is an uneven provision of medical personnel between regions, which reduces the efficiency of the health care system and the quality of services.

To a large extent, this is due to the lack of a clearly structured methodological basis for the formation of personnel policy, which would ensure the consistency and consistency of management decisions. As noted by Y. Maligon [1], human resources are a key resource for the development of the industry, but the existing approaches to its management need to be significantly improved. At the same time, modern research emphasizes that an effective personnel policy should take into account both institutional and organizational-economic factors, including the level of funding, working conditions and opportunities for professional development of medical workers.

Despite the presence of a significant number of scientific papers in the field of personnel management, the issues of forming a holistic system of methodological approaches to the personnel policy of health care institutions, as well as their integration into the practice of strategic management, remain insufficiently developed. Studies of international experience show that the effectiveness of the functioning of the health care system largely depends on the level of organization and management of human resources.

Thus, there is an objective need for the formation of scientifically grounded methodological approaches and the development of an integrated model of personnel policy, which will ensure an increase in the efficiency of personnel management in health care institutions and their adaptation to modern challenges of industry development.

2. Literature Review

Modern scientific research in the field of human resources management of health care institutions focuses on the formation of effective models of personnel policy in the context of the transformation of health care systems and the growth of the role of human capital. A significant part of the work is devoted to the substantiation of a strategic approach to personnel management, within which the personnel policy is considered as a component of the overall strategy for the development of the organization. Thus, in the study of J. Buchan, M. Duffield and D. Jordan [5], it was proved that the effectiveness of the functioning of the health care system directly depends on the consistency of personnel policy with long-term strategic goals.

A separate area of research is related to the application of a systematic approach to the analysis of the functioning of health care institutions. In the works of K. Willis, L. Reynolds and H. Keleher [8], health care is considered as a complex socio-economic system, within which personnel, organizational and institutional factors are interconnected.

An important place in scientific research is occupied by the competence approach, which is focused on the formation of the professional potential of personnel. In particular, in the works of L. Frank et al. [9], it is substantiated that the development of competencies of medical workers is a key prerequisite for improving the quality of medical services and the efficiency of the health care system. At the same time, the practical implementation of this approach is complicated by the lack of clear mechanisms for integrating competence models into the personnel management system. Domestic researchers also focus on the need to modernize the personnel policy of medical institutions in the context of digital transformation and reforming the health care system. In particular, I. Krynytska and

N. Koval [10] emphasize the importance of strategic personnel planning, and I. Shevchenko and I. Kramarenko [11] emphasize the role of motivational mechanisms in ensuring the stability of human resources.

In the studies of N. Pavlova, W. Groot and G. Van Merode [12], attention is focused on the importance of institutional conditions, financing models and interaction of the public and private sectors in the development of the health care system. This allows us to consider personnel policy not in isolation, but in the context of broader organizational, economic and regulatory changes.

A separate block of research is devoted to managerial approaches to improving the efficiency of health care institutions. Thus, F. Lega, A. Prenestini and P. Spurgeon [13] prove the importance of professional management for the effectiveness and sustainability of medical organizations, which creates the basis for the implementation of process-oriented management of human resources.

A significant contribution to the development of the theory of personnel policy in the field of health care was made by researchers who consider human resources as a key element in ensuring the sustainability of the health care system. In particular, the studies of J. Campbell et al. [6] emphasize that effective human resources management is a prerequisite for ensuring the availability and quality of medical services. The authors emphasize the importance of strategic planning of staffing, development of professional competencies of personnel and adaptation of personnel policy to modern challenges of the functioning of health care systems.

In the works of G. Buchbinder and N. Shanks [14], the need to integrate HR management into the general system of strategic management of medical organizations is substantiated. The researchers note that modern health care institutions need to move from administrative personnel management to a strategically oriented personnel policy aimed at developing human capital and increasing the efficiency of the organization.

An important area of modern research is related to the study of the problems of professional burnout of medical workers and ensuring their motivation. In analytical materials by M. West, S. Bailey and E. Williams [15], as well as in the study by T. Shanafelt and J. Noseworthy [16], it is emphasized that the psychological well-being of medical personnel, supportive leadership and organizational environment are directly related to the quality of medical services, patient safety and professional involvement of employees.

Special attention in scientific research is paid to the digitalization of HR processes in the field of healthcare. In particular, in the works of E. Boudreau and W. Cascio [17], it is proved that the use of digital HR technologies allows for increasing the efficiency of personnel planning, optimizing personnel assessment processes and improving management decisions in the field of personnel policy. Similar trends can be traced in the Ukrainian practice of managing medical institutions, where digital HR technologies are gradually being integrated into the HR management system [18; 19].

Thus, modern research indicates the need for an integrated approach to the formation of personnel policy of health care institutions, which combines strategic, institutional, competence and process mechanisms of personnel management.

At the same time, the analysis shows that most of the studies are fragmentary in nature and focus on certain aspects of personnel policy — strategic, competency, institutional, or process. The issues of their integration within a single methodological system remain insufficiently disclosed, which complicates the formation of a holistic model of personnel policy of health care institutions. This necessitates further research aimed at developing an integrated approach to the formation of personnel policy, taking into account modern challenges in the development of the industry.

3. Problem Statement

The article is aimed at substantiating and systematizing methodological approaches to the formation of personnel policy of health care institutions, as well as developing an integrated model for its implementation, which ensures consistency of managerial decisions, adaptability to changes in the environment and increasing the efficiency of the use of human resources.

4. Methods and Materials

The methodology of the study of the formation of personnel policy of health care institutions is based on the use of systemic, strategic, institutional, competence and process approach to the analysis of personnel management in the field of healthcare. In the process of research, general scientific and special research methods were used, in particular methods of analysis and synthesis, comparison, generalization, systematization and structural-logical modeling.

The information basis of the study is the scientific works of domestic and foreign scientists on personnel policy, strategic personnel management and the functioning of the health care system, regulatory legal acts in the field of medical management, analytical materials, statistical data and the results of modern research on staffing of health care institutions. The application of an integrated approach to the study made it possible to identify the main factors influencing the formation of personnel policy, to generalize modern methodological approaches to personnel management and to develop an integrated model for the formation of personnel policy of health care institutions.

The theoretical basis of the study is formed based on works on strategic management of human resources [5; 6; 14], development of human resources of the health care system [4; 9; 7], motivation and professional well-being of medical personnel [11; 15; 16; 20], as well as digitalization of HR processes [17, 18, 19].

5. Results and Discussion

In order to achieve this goal and substantiate the theoretical and methodological foundations of the formation of personnel policy of health care institutions, it is advisable to consider a set of methodological approaches that determine the logic and tools of personnel management. In modern scientific research, the most common are systemic, strategic, institutional, competency-based and process approaches, each of which reflects certain aspects of the formation and implementation of personnel policy.

The system approach considers personnel policy as an element of the integral management system of a health care institution. From this position, personnel policy:

- interacts with financial, clinical, organizational and information subsystems;
- depends on the external environment;
- functions as a set of interrelated processes.

Consistency in this context means the consistency of personnel decisions with the overall development strategy of the institution, financial capabilities and structural features of the organization [8; 13].

The strategic approach involves the integration of personnel policy into the strategic planning of health care facilities. It should be formed on the basis of the institution's mission, vision of development, strategic goals and analysis of internal resources and external risks [5]. Personnel decisions should correspond to the chosen profile of the institution (multidisciplinary, specialized, hospital district, etc.) [6; 14]. Thus, HR policy acts as a tool for implementing the strategy, and not an isolated function of the HR department.

The institutional approach involves taking into account the regulatory, organizational and regulatory conditions for the functioning of health care facilities [1]. Personnel policy is formed under the influence of:

- state policy in the field of health care;
- requirements of the National Health Service of Ukraine;
- labor legislation;
- industry standards and professional regulations.

The institutional environment determines the framework of autonomy of the institution, permissible mechanisms for stimulating personnel, requirements for qualifications and continuous professional development [4; 12].

The competence approach focuses on the formation and development of professional and managerial competencies of personnel [9; 15]. Its key elements are:

- determination of competency profiles for different categories of employees;
- assessment of the compliance of actual competencies with the necessary ones;

- development of professional development programs;
- knowledge management in an organization.

In the field of healthcare, interprofessional interaction, clinical responsibility, digital skills and managerial competencies of managers are of particular importance.

The process approach considers personnel policy as a set of interrelated management processes [13; 17; 18]:

Planning → Selection → Development → Evaluation → Motivation.

Thus, the considered approaches are not mutually exclusive, but complement each other. The choice or combination of approaches depends on the type of health care institution, the level of its development, organizational structure and external conditions of functioning.

Each stage has clearly defined procedures, tools and performance criteria. Consistency of processes ensures the stability of the personnel system and minimizes the risks of management errors.

In order to systematize these approaches, as well as to determine the conditions for their application in different types of health care institutions, it is advisable to summarize their characteristics in the form of Table 1.

Table 1. Characteristics of methodological approaches to the formation of personnel policy

Methodological approach	Prerequisites for creation and use in health care facilities	Profile of the health care facility	Results Application
System	The need to consider personnel policy as a component of the integral management system of a health care institution; complexity of the organizational structure of medical institutions; the need for coordination of interaction between clinical, administrative and management units	Multidisciplinary hospitals; university clinics; regional clinical hospitals; medical centers with a large number of structural units	Consistency of personnel processes; improving the efficiency of personnel management; improvement of interdepartmental interaction; optimization of the use of human resources
Strategic	The need to coordinate the personnel policy with the strategy for the development of health care facilities; transformation of the health care system; competition between medical institutions; the need for long-term planning of human resources	Private medical centers; clinical intensive care hospitals; highly specialized medical centers; Network medical organizations	Formation of a long-term personnel strategy; increasing the competitiveness of health care facilities; ensuring personnel stability; human resources development
Institutional	Impact of legal regulation, professional standards and public policy in the field of healthcare; the need to comply with licensing conditions, accreditation standards and medical protocols	State and municipal health care institutions; institutions operating in the system of state programs; public health institutions	Increasing the compliance of the activities of health care facilities with regulatory requirements; formation of transparent personnel management procedures; institutionalization of personnel processes
Competence	Increasing requirements for professional training of medical workers; the need to ensure high quality of medical care; development of the system of continuing medical education	Highly specialized clinics; tertiary medical care centers; university clinics; Scientific and medical institutions	Improving the professional level of medical personnel; development of a system of continuous learning; improving the quality of medical services
Process	The need for standardization and optimization of personnel procedures; introduction of modern management technologies; digitalization of management processes in healthcare facilities	Large hospitals; medical networks; private medical centers; institutions implementing quality management systems	Increasing the transparency of personnel procedures; optimization of personnel management; reduction of management costs; Improving the efficiency of personnel processes

Source: Summarized based on sources [6, 7, 9, 13, 14].

The analysis of the approaches presented in the table shows that their effectiveness is largely determined by the conditions of functioning of the health care institution, which necessitates taking into account the factors of the external and internal environment.

When choosing one or another approach, an important background is external and internal factors influencing personnel policy.

External factors include:

- demographic trends – aging of the population, changes in the structure of morbidity;
- public policy – regulatory regulation, standards, reforms;

- migration of medical personnel – outflow of specialists abroad or to the private sector;
- financing – contracting model, budget constraints, economic stability.

Internal factors are:

- corporate culture – values, norms of behavior, communication style;
- management style – authoritarian, democratic, mixed; affects motivation and engagement;
- organizational structure – centralized or decentralized management model;
- financial capabilities of the institution – the ability to implement incentive mechanisms.

These factors determine the possibilities of implementing personnel policy and influence the choice of personnel management tools. Their consideration is a prerequisite for ensuring the effectiveness of personnel decisions and adaptation of the institution to changes in the environment.

Generalization of the characteristics of methodological approaches and factors of influence allows us to move on to the formation of an integrated model of personnel policy, which takes into account both strategic guidelines of development and the peculiarities of the functioning of health care institutions (Figure 1).

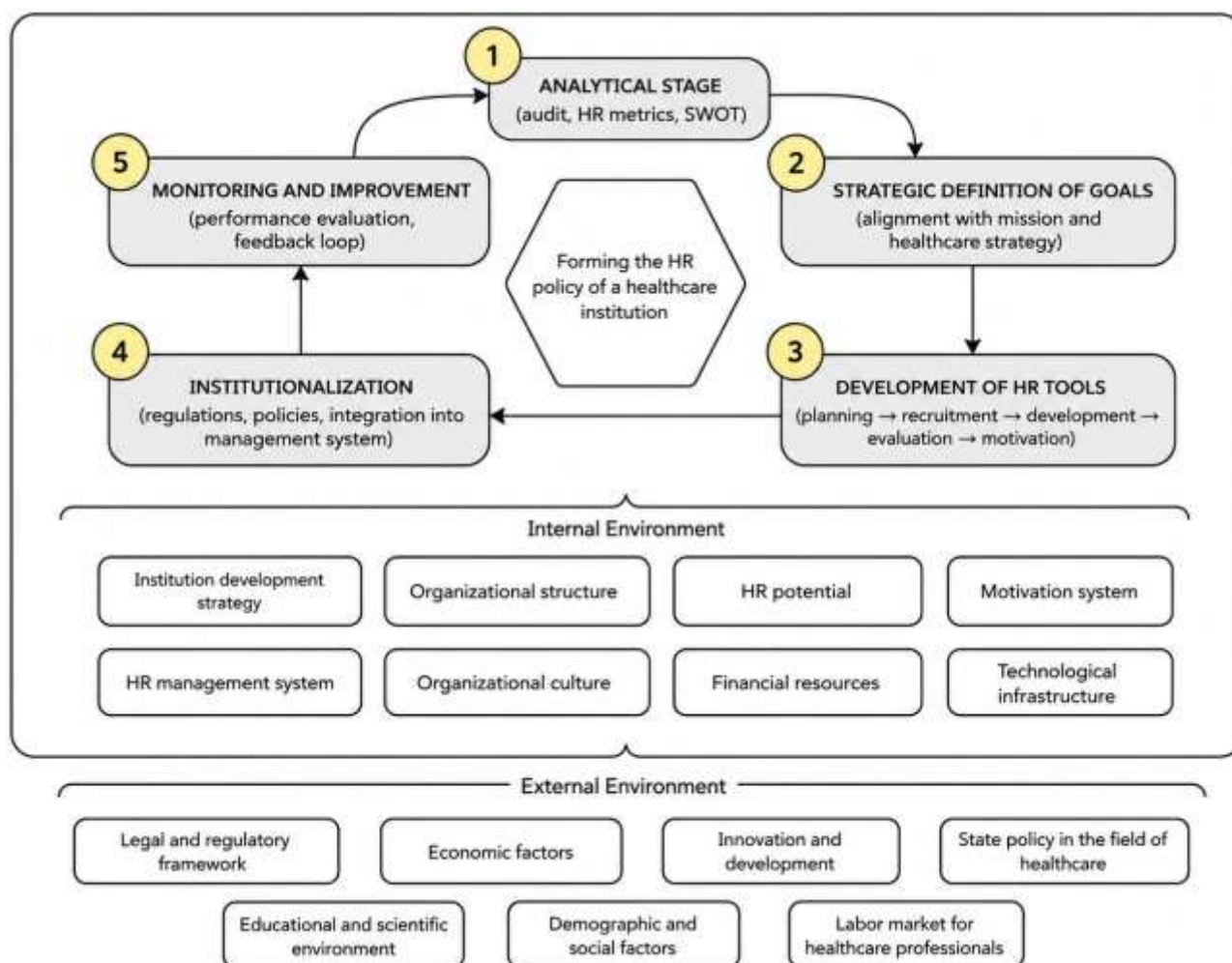


Figure 1. Model of formation of personnel policy of a health care institution

Source: Built by the authors.

The proposed model can be tested in the activities of municipal and private health care institutions of Ukraine. In particular, its application allows for increasing the efficiency of personnel planning, reducing the risks of staff turnover, and improving the coordination of personnel processes within the framework of strategic management of the institution.

The model has a cyclical character, which ensures its adaptability to changes in the external and internal environment, and provides for five sequential, logically interrelated stages:

- Analytical stage.
- Strategic Goal Definition.

- Development of HR tools.
- Institutional consolidation.
- Monitoring and correction.

The analytical stage is the foundation for the formation of personnel policy and provides for a comprehensive assessment of the human resources potential and the environment of the health care facility.

Main components:

- audit of personnel (age structure, qualifications, experience, scarce specialties);
- analysis of workload and labor productivity;
- assessment of the level of competencies;
- analysis of staff turnover;
- research of the motivational profile of personnel;
- assessment of the financial capabilities of the institution.

At this stage, such tools as HR metrics (staffing ratio, turnover, average age, personnel costs) are effective; SWOT analysis of staffing; personnel questionnaires; analysis of compliance with strategic goals. The result of the analytical stage is the identification of problem areas and development potential.

Strategic definition of goals is the stage at which personnel policy is integrated into the strategic contour of the development of health care facilities. It provides:

- formation of a personnel mission;
- determination of long-term goals (3–5 years);
- setting priorities (staff retention, manager development, digital competencies, etc.);
- coordination of personnel goals with the financial strategy and plan for the development of medical services.

Thus, the personnel policy acquires a clear target orientation and becomes a component of the overall strategy of the institution.

Development of personnel tools – at this stage, strategic guidelines are specified through management mechanisms. At this stage, it is advisable to apply or develop a forecast of needs; competitive procedures, competency profiles, continuing professional development programs, management trainings, and mentoring. The toolkit should be adapted to the financial capabilities of the institution and the requirements of the regulatory environment.

The toolkit should be adapted to the financial capabilities of the institution and the requirements of the regulatory environment. It is advisable to consider the issue of personnel motivation as a component of personnel tools, since non-material incentives, professional recognition and working conditions significantly affect the involvement and stability of human resources [11; 20].

Institutional consolidation – this stage ensures the formalization of personnel policy and its integration into the management system. It provides:

- approval of the regulation on personnel policy;
- development of internal regulations;
- determination of responsible persons;
- integration of HR procedures into the corporate governance system;
- ensuring transparency of personnel decisions.

Institutional consolidation creates a normative basis for the stability and consistency of personnel processes.

Monitoring and correction are the stage at which effective mechanisms are:

- regular analysis of HR indicators;
- assessment of the achievement of strategic goals;
- internal audit of personnel procedures;
- adjustment of development programs;
- adaptation to changes in the external environment.

Monitoring provides feedback and transforms the model into a continuous management cycle.

The proposed sequence of stages ensures the consistency of the formation of personnel policy, the consistency of managerial decisions and the possibility of its adaptation to changes in the external environment.

6. Conclusions

As a result of the study, methodological approaches to the formation of personnel policy of health care institutions are substantiated and the expediency of their comprehensive application is determined. It has been established that systemic, strategic, institutional, competency-based and process approaches are not mutually exclusive, but form a single methodological basis for personnel management.

The scientific result consists of the development of an integrated model for the formation of personnel policy, which combines these approaches, takes into account the influence of external and internal factors and ensures the consistency of management decisions. The proposed model provides for a sequence of stages in the formation of personnel policy and is focused on increasing the efficiency of the use of human resources.

In contrast to fragmentary approaches to human resources management, the proposed model combines systemic, strategic, institutional, competency-based and process approaches within a single management cycle.

The practical significance of the results obtained lies in the possibility of their application in the activities of health care institutions in the development of personnel policy, optimization of management processes and increasing the adaptability of organizations to modern conditions of the health care system.

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