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Human Resource Policy for a Sustainable Medical Organization

Olga A. Latukha, Yuri I. Bravve, Kseniia S. Tolstova, Irina D. Kiryakova, Stanislav V. Sokolov, Yaroslav A. Frolov, Andrey L. Tomchuk

Novosibirsk State Medical University, Novosibirsk, Russia

ABSTRACT

BACKGROUND: At present, both theorists and practitioners show growing interest in studying the improvement of medical organizations' efficiency through the enhancement of human resource policy. It should be noted that effective staff performance in solving current tasks does not always ensure the sustainable long-term development of a medical organization. The available scientific data lacks studies on human resource policy in sustainable medical organizations, which determined the relevance of this work.

AIM: The work aimed to describe a model for improving human resource policy in a sustainable medical organization under current conditions.

METHODS: The study of human resource policy in a sustainable medical organization was conducted at Novosibirsk State Medical University during the period 2016–2024. The research was based on medical organizations of various ownership forms that had achieved their long-term goals over a period of three or more years. The sociological survey included 625 managers of medical organizations.

RESULTS: The analysis showed that many managers are concerned about the effectiveness of human resource policy, but not all management models contribute to enhancing the sustainability potential of a medical organization in the long term. Modern human resource policy tools commonly used in sustainable medical organizations include: strengthening coordination of employees' work across departments; creating a favorable psychological climate within the team; improving workplace equipment; establishing a personnel reserve; and enhancing the efficiency of remuneration.

CONCLUSION: To achieve the long-term goals of a medical organization, it is necessary to develop and improve three key areas of activity that directly affect the efficiency of human resource utilization and, consequently, the achievement of the organization's strategic objectives: monitoring and analysis of key performance indicators of staff and the organization as a whole; continuous and systematic improvement of processes within the medical organization; and the creation of an effective system of communication with both internal and external environments of the medical organization.

Keywords: human resource policy; medical organization; sustainable development.

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ОРИГИНАЛЬНОЕ ИССЛЕДОВАНИЕ

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Кадровая политика для устойчиво развивающейся медицинской организации

О.А. Латуха, Ю.И. Бравве, К.С. Толстова, И.Д. Кирякова, С.В. Соколов, Я.А. Фролов, А.Л. Томчук

Новосибирский государственный медицинский университет, Новосибирск, Россия

АННОТАЦИЯ

Обоснование. В настоящее время растёт интерес как теоретиков, так и практиков к исследованию повышения эффективности медицинских организаций за счёт увеличения эффективности кадровой политики. Следует заметить, что эффективная работа персонала по решению текущих задач не всегда приводит к устойчивому развитию медицинской организации на долгосрочную перспективу. В доступной нам литературе не представлены исследования кадровой политики в устойчиво развивающейся медицинской организации, что и определило актуальность нашей работы.

Цель исследования. Описать модель совершенствования кадровой политики в устойчиво развивающейся медицинской организации в современных условиях.

Методы. Исследование кадровой политики в устойчиво развивающейся медицинской организации провели в Новосибирском государственном медицинском университете в период 2016–2024 гг. Базой для исследования послужили медицинские организации разной формы собственности, которые достигали своих долгосрочных целей в течение трёх и более лет. В социологическом исследовании участвовали 625 руководителей медицинских организаций.

Результаты. Проведённый анализ показал, что вопросами эффективности кадровой политики обеспокоены многие руководители, но не все управленческие модели могут способствовать повышению потенциала устойчивости медицинской организации на долгосрочную перспективу. Современными инструментами кадровой политики, часто используемыми в устойчиво развивающихся медицинских организациях, являются: повышение согласованности работы сотрудников между подразделениями; создание благоприятного психологического климата в коллективе; улучшение оснащённости рабочих мест; создание кадрового резерва и увеличение эффективности оплаты труда.

Заключение. Для достижения долгосрочных целей медицинской организации нужно развивать и совершенствовать три ключевых направления деятельности, напрямую влияющих на эффективность использования кадрового потенциала и, как следствие, на достижение стратегических целей всей организации: мониторинг и анализ ключевых показателей эффективности персонала и организации в целом; непрерывное и систематическое совершенствование процессов в медицинской организации; создание эффективной системы коммуникации с внутренней и внешней средами медицинской организации.

Ключевые слова: кадровая политика; медицинская организация; устойчивое развитие.

Как цитировать:

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BACKGROUND

According to international experience, including the World Health Organization statistics, the success of organizational changes to increase the efficacy of healthcare systems is largely defined by improved human resource management [1, 2].

Understanding the methods for assessing group dynamics and corporate culture is a crucial aspect of effective management. Current staff shortages owing to various reasons, such as death, emigration, and change of employment, are an important factor to consider. Among the most significant challenges are employee turnover due to underpayment, undertrained nursing staff, and inadequate work management [1, 3, 4].

To address healthcare staffing challenges, comprehensive solutions such as continuing education and career motivation programs are required. Effective training and onboarding systems for new employees will facilitate continuing education of healthcare professionals and significantly improve the quality of medical care. It is essential not only to provide training, but also to create conditions for professional development, which will considerably reduce employee turnover [3–6].

Furthermore, modern technologies allow for more effective task and resource allocation in health facilities. Electronic medical records, telehealth, and analytical systems will improve workflow and access to healthcare. This, in turn, will attract professionals who are interested in modern working practices [7, 8].

Another essential aspect is creating an inclusive workplace. A positive psychological climate and support from senior management and coworkers increase job satisfaction and reduce the risk of occupational burnout. Creating such conditions, together with effective human resource management, may assist the successful transformation of a healthcare system [9, 10].

According to research, the majority of healthcare professionals (84.0% $\pm$ 2.4%) believe their salary does not reflect their efforts and accomplishments. Moreover, healthcare professionals are rarely involved in negotiating terms and criteria for incentive payments with senior management and the accounting department at their institutions: only 31.7% of physicians and 19.7% of other healthcare professionals reported participating in such discussions. In 77.7% of cases (85.3% for paramedics), incentive payments for healthcare professionals are timed to holidays. Only 7.7% of respondents (including 11.8% of physicians) are rewarded for specific accomplishments or fulfilled tasks at other periods of the year [11].

Professionals must be able to use their skills based on their proficiency level. A medical organization's human resource policy must cover a variety of aspects:

- Compliance with employment legislation;
- Creating conditions that promote stable staffing and minimize employee turnover;

- Accounting for both current and future staff requirements;
- Balancing the interests of the organization and its personnel;
- Involving all stakeholders, including employee organizations, in the implementation of human resource policy [2, 12–14].

Furthermore, it is essential to develop mentorship programs that involve qualified physicians and nurses. It is important to enhance the standing of mentors, given that mentorship programs help experts maintain their skills and stay active. Therefore, an effective training and mentorship system is crucial for human resource development in order to improve the quality of medical care and facilitate active participation of experienced professionals [15, 16].

At present, both theorists and practitioners show growing interest in exploring ways to improve the efficiency of medical organizations. These studies primarily focus on doctor–patient relationships, quality of medical care, and the use of technology to improve the efficiency of medical organizations [17, 18].

Our findings were obtained as part of research into management techniques, factors, and methods that can support the sustainability of medical organizations in Russia [13, 16, 19–23].

It should be noted that effective staff performance in solving current tasks does not always ensure the sustainable long-term development of a medical organization. The available scientific data lacks studies on human resource policy in sustainable medical organizations, which determined the relevance of this work.

AIM

The work aimed to describe a model for improving human resource policy in a sustainable medical organization under current conditions.

METHODS

The study of human resource policy in a sustainable medical organization was conducted at Novosibirsk State Medical University from 2016 to 2024. The study was based on medical organizations of various forms of ownership that had been achieving their long-term goals for a minimum of three years. The sociological survey included 625 managers of medical organizations. The study was questionnaire-based. The representativeness of the study sample was assessed using K.A. Otdelnova's tables for high-accuracy studies ($t = 2.5$, $q = 0.98$), with the desired accuracy $K = 0.1$ [24].

RESULTS

According to the survey of medical organization managers, the most effective human resource policy tools that support the sustainable development of medical organizations were improved interdivisional coordination (68.2%) and a positive

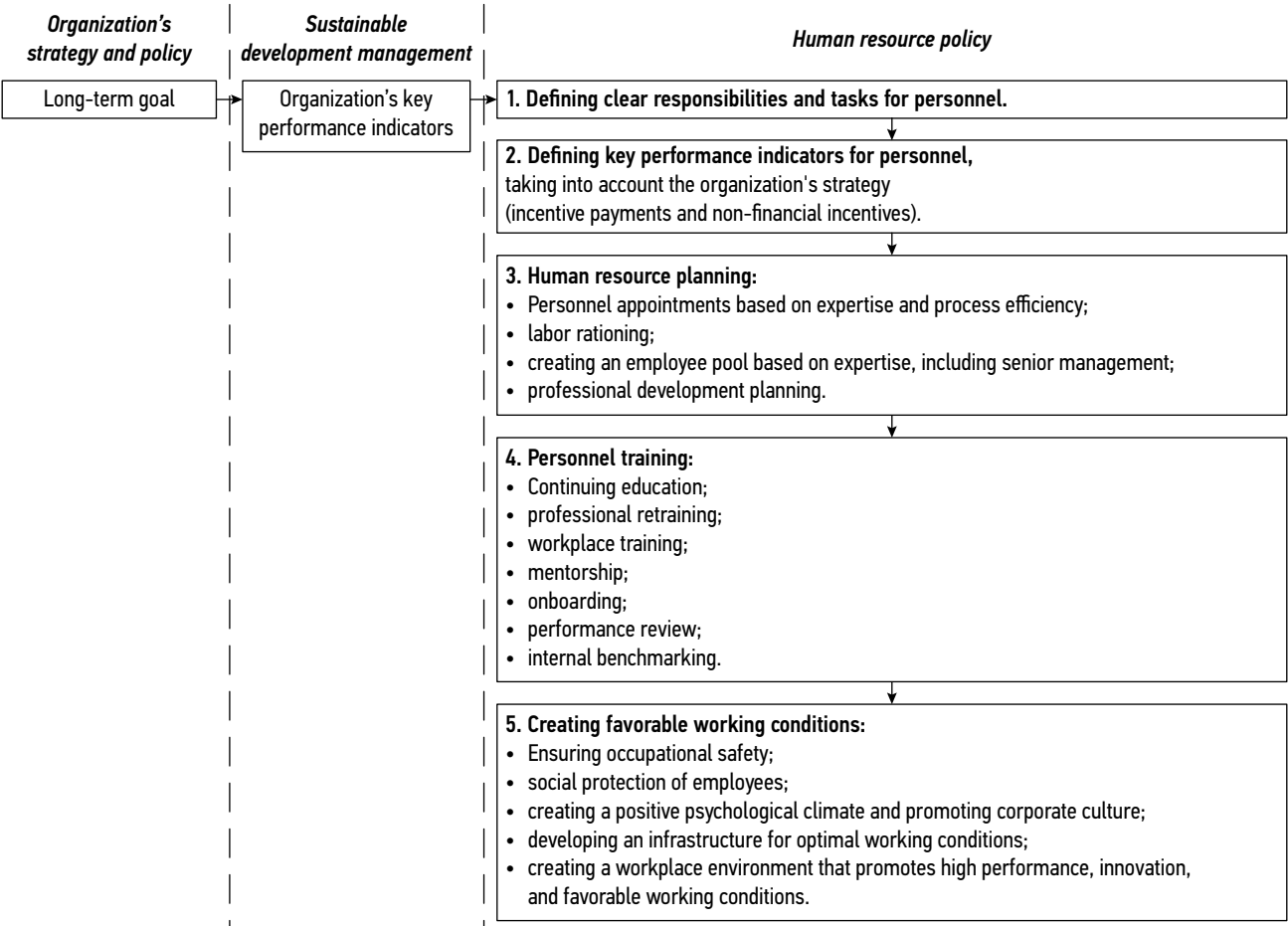


Fig. 1. Key areas for improving human resource policy in a sustainable medical organization [25].

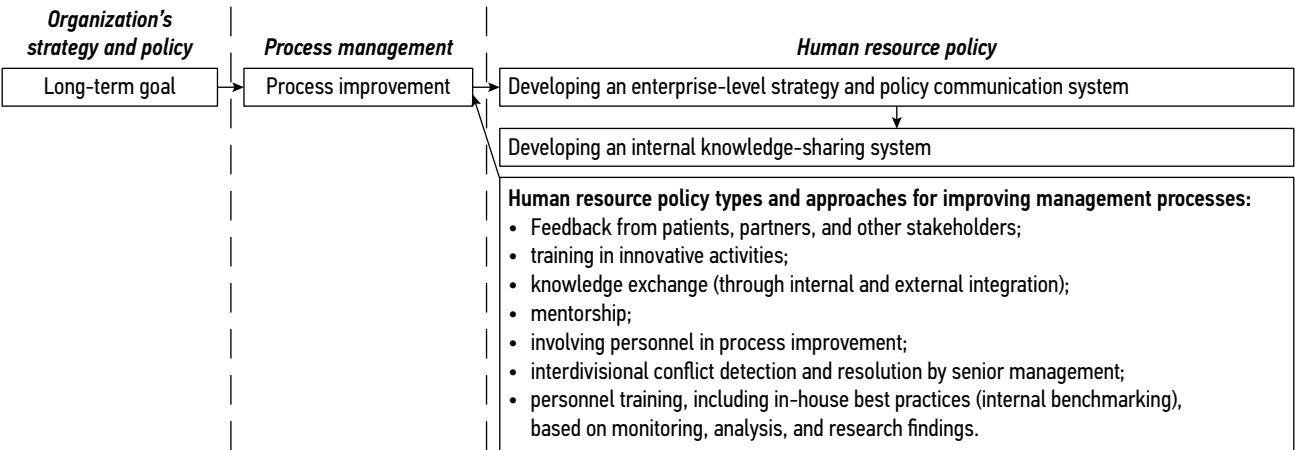


Fig. 2. Process management in a sustainable medical organization [25].

psychological climate (67.1%). Therefore, it is essential to improve workplace infrastructure (70.6%), employee pool (66.1%), and the effectiveness of labor remuneration (64.3%).

Overall, sustainable medical organizations are 1.4 times more focused on improving the efficacy of human resource policy than medical organizations that do not show sustainable growth.

Medical organizations' human resource strategies aim to provide high-quality medical care, comply with ethical norms

and standards, and create favorable conditions for professional development. Key aspects of a human resource strategy:

- Providing equal opportunities for professional and personal development for all employees;
- Building, maintaining, and improving human assets;
- Creating working conditions that comply with employment legislation while ensuring employee safety and comfort;
- Implementing a human resource management system based on economic incentives and social benefits.

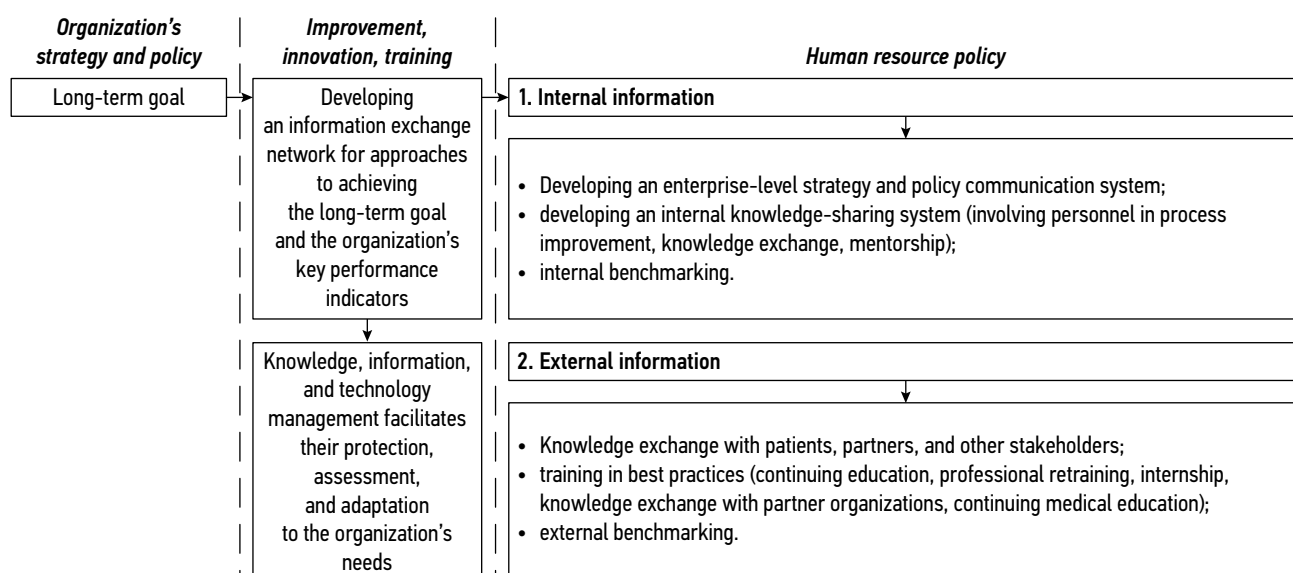


Fig. 3. Human resource policy in implementing innovations and personnel training in a sustainable medical organization [25].

An effective human resource strategy requires an understanding of internal and external factors that influence the medical organization's activities, such as legal requirements, job market situation, and interactions with professional and public organizations.

To achieve its long-term goals, a medical organization must not only maintain, but also continuously improve the three key areas of activity that directly influence the efficacy of human resource management and, consequently, the overall strategic goals. These areas are:

- Monitoring and analysis of key performance indicators for personnel and the organization as a whole (Fig. 1);
- Continuous, systematic improvement of workflow (Fig. 2);
- Creating an effective internal and external communication system (Fig. 3).

Overall, an integrated approach to human resource management based on these three areas will not only assist in solving the medical organization's current tasks, but will also facilitate the achievement of long-term strategic goals, thus improving competitive performance and promoting success in the healthcare market.

DISCUSSION

In the majority of medical organizations, the human resources department is traditionally responsible for assessing the level, quality, and efficacy of personnel training. This approach, while convenient for centralized management, does not always provide an accurate assessment of actual personnel skills and training efficacy. The ability of healthcare professionals to effectively apply their knowledge and skills in routine practice has a direct impact on the medical organization's sustainable development. Therefore, workplace training makes it possible to address several key issues simultaneously:

- Involving personnel in the organization's development;
- Eliminating the risk of common errors (risk management);
- Personnel adaptation to internal and external changes;
- Transfer of best practices from experienced to young professionals, etc.

Overall, this approach facilitates the sustainable development of a medical organization and promotes human resources management based on the organization's specific goals and needs. In this case, the human resources department acts as a coordinating and training center, providing the necessary resources, developing training programs, and monitoring overall human resource policy. An effective, sustainable development-oriented human resource policy in a medical organization must be based on a comprehensive approach that integrates various human resource management tools.

The key components of such policy are as follows:

- Employee pool management. Systematic identification and promotion of high-potential employees to prepare them for managerial roles. This includes targeted training, job rotation, mentorship, and assessment of potential using special tools.
- Senior management training in human resource management. Senior managers must have both professional and managerial skills, such as planning, arranging, and monitoring personnel training, effective team management, and encouraging professional development.
- Recruitment and training of young professionals. Recruiting and onboarding young professionals is essential for any medical organization. This requires special internship, mentorship, and performance assessment programs for young professionals.
- Performance review. Regular performance reviews provide an objective assessment of each employee's

skills, strengths, and weaknesses, allowing for future professional development planning. Performance reviews must be transparent and objective, with clear assessment criteria.

All of these components must be integrated to ensure the integrity and efficacy of a human resource management system. This is the only way that a medical organization's human resource policy may enable sustainable development and achieve strategic goals.

CONCLUSION

The analysis showed that many managers are concerned about the effectiveness of human resource policy, but not all management models contribute to enhancing the sustainability potential of a medical organization in the long term.

Modern human resource policy tools commonly used in sustainable medical organizations include: strengthening interdivisional coordination; creating a positive psychological climate; improving workplace infrastructure; creating an employee pool; and enhancing the effectiveness of labor remuneration.

To achieve the long-term goals of a medical organization, it is necessary to develop and improve three key areas of activity that directly influence the efficacy of human resource management and, consequently, the overall strategic goals. These include monitoring and analysis of key

performance indicators for personnel and the organization as a whole; continuous, systematic improvement of workflow; and creating an effective internal and external communication system.

ADDITIONAL INFORMATION

Author contributions: O.A. Latukha: conceptualization, supervision, visualization; Yu.I. Bravve: supervision; K.S. Tolstova: writing—original draft preparation; I.D. Kiryakova: visualization; S.V. Sokolov: writing—review and editing; Ya.A. Frolov: investigation; A.L. Tomchuk: formal analysis. All authors approved the version of the manuscript to be published and agreed to be accountable for all aspects of the work, ensuring that questions related to the accuracy or integrity of any part of the work are appropriately investigated and resolved.

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AUTHORS' INFO

* **Olga A. Latukha**, MD, Dr. Sci. (Medicine), Cand. Sci. (Economics), Assistant Professor;
address: 52 Krasnyy st, Novosibirsk, Russia, 630091;
ORCID: 0000-0002-5449-2595;
eLibrary SPIN: 2634-0462;
e-mail: latucha@mail.ru

Yuri I. Bravve, MD, Dr. Sci. (Medicine), Professor;
ORCID: 0000-0003-4290-1440;
eLibrary SPIN: 2339-7310;
e-mail: kafedraozioz@mail.ru

Kseniya S. Tolstova, Assistant Lecturer;
ORCID: 0000-0001-7818-7491;
eLibrary SPIN: 6854-6475;
e-mail: kseniya4284@yandex.ru

Irina D. Kiryakova, Assistant Lecturer;
ORCID: 0000-0003-4509-2685;
eLibrary SPIN: 5446-8072;
e-mail: dotkiyakova@mail.ru

Stanislav V. Sokolov, Assistant Lecturer;
ORCID: 0000-0002-3806-3280;
eLibrary SPIN: 4894-7043;
e-mail: SokolovStanislav@inbox.ru

Yaroslav A. Frolov, MD, Cand. Sci. (Medicine), Assistant Professor;
ORCID: 0009-0005-8881-7916;
eLibrary SPIN: 5128-3573;
e-mail: frolov7788@rambler.ru

Andrey L. Tomchuk, MD, Dr. Sci. (Medicine), Professor;
ORCID: 0009-0006-8564-6979;
eLibrary SPIN: 2384-0488;
e-mail: tomchuk_a61@mail.ru

ОБ АВТОРАХ

* **Латуха Ольга Александровна**, д-р мед. наук, канд. экон. наук, доцент;
адрес: Россия, 630091, Новосибирск, ул. Красный пр-кт, д. 52;
ORCID: 0000-0002-5449-2595;
eLibrary SPIN: 2634-0462;
e-mail: latucha@mail.ru

Бравве Юрий Иосифович, д-р мед. наук, профессор;
ORCID: 0000-0003-4290-1440;
eLibrary SPIN: 2339-7310;
e-mail: kafedraozioz@mail.ru

Толстова Ксения Сергеевна, ассистент;
ORCID: 0000-0001-7818-7491;
eLibrary SPIN: 6854-6475;
e-mail: kseniya4284@yandex.ru

Кирякова Ирина Дмитриевна, ассистент;
ORCID: 0000-0003-4509-2685;
eLibrary SPIN: 5446-8072;
e-mail: dotkiyakova@mail.ru

Соколов Станислав Викторович, ассистент;
ORCID: 0000-0002-3806-3280;
eLibrary SPIN: 4894-7043;
e-mail: SokolovStanislav@inbox.ru

Фролов Ярослав Александрович, канд. мед. наук, доцент;
ORCID: 0009-0005-8881-7916;
eLibrary SPIN: 5128-3573;
e-mail: frolov7788@rambler.ru

Томчук Андрей Леонидович, д-р мед. наук, профессор;
ORCID: 0009-0006-8564-6979;
eLibrary SPIN: 2384-0488;
e-mail: tomchuk_a61@mail.ru

* Corresponding author / Автор, ответственный за переписку