

PREPARING THE PERSONNEL RESERVE OF MANAGERS OF HEALTH CARE INSTITUTIONS LITERATURE REVIEW

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For effective work of the health care system it is necessary to pay great attention to personnel policy and systematically prepare a reserve of management personnel. Personnel potential of health care organizers are heads of medical and preventive institutions (MPI) of all levels capable of effective leadership of the organization and medical staff in general to perform the assigned tasks [1]. Since administrative activity provides for new responsibilities that are not peculiar to the average doctor, the manager has to bear responsibility not only for himself and his decisions, but also for the team. Therefore, the ability to solve the problems of the institution and represent its interests requires the development of qualitatively new professional skills. And at the same time, a high level of organizational skills, the ability to work with the team will not replace a high professional level of clinical discipline. In a multidisciplinary preventive medical institution it is especially important, since the head of the department is the leading specialist of this medical institution in his specialty and should be a professional of his work [1,2].

Training and selection of personnel is a significant problem for institutions, modern requirements of practical health care do not provide an opportunity for gradual mastery of the management profession, and the cost of inevitable mistakes is too high. Therefore, the appointed personnel should have at least appropriate education and pass the necessary stages of professional development. Very important and logical is the way in which, the doctor, having started with the work of a resident, successively passes through the stages when he performs the duties of the head of the department, then the deputy chief physician and finally the chief physician of the institution [2]. Consequently, the most logical and correct way in the formation of leadership personnel of the health management apparatus should include all stages of growth up to the head of the treatment and prevention institution. Only under this condition, the head of can be expected to be effective in health care management, which will allow finding new ways to solve the problems of preserving and improving the health of the population [3]

The conducted medical and social analysis of doctors of health care organizers in the Russian Federation has shown that about 60% of doctors of health care

organizers in the Moscow region are at the most productive age of 30 to 50 years, at the same time, among the heads of institutions there are persons younger than 30 years and older than 50 years. Among deputy chief physicians, the distribution at the age of over 55 years and under 35 years is approximately the same 14.8% and 14.2% [4]. This means that the principle of combination of young and old personnel is observed in health care management at the level under study. Managers, being on average older and more experienced, have younger workers in the person of their deputies, who are at the same time the reserve for filling the positions of managers. Thus, to select a reserve of organizers of health care institutions it is necessary to choose specialists aged 40-42 years with general medical experience of at least 15-16 years, as well as work experience as a health care organizer, with interest in working with staff, having a set of knowledge and skills of leadership [4].

According to another study of the staff composition of heads of health care institutions (Bashmakov O.I. et al., 2015), it was found that mainly heads of institutions were clinicians (94.8%), and only 5.2% had a specialty of health care organizer. Although the most important link in health care management, should consist of the most qualified, talented specialists from among health care organizers. Selection and placement of personnel at this level of management should be carried out particularly carefully, very important should be their special training in the specialty of public health and health care organization [5]. But to date, in practical public health care, appointment by the head of the institution is made spontaneously by industrial necessity without assessing the professional characteristics of the newly appointed health care organizer, with subsequent improvement of his professional level in health care organization. Taking into account that a modern manager should possess not only professional knowledge and skills, but also a certain set of business and personal qualities it is necessary to have preliminary, before taking office, training. However, persons without basic training in the management of a health care institution are often appointed to managerial positions. A competent manager of an institution should know the basics of personnel management, be able to competently select staff and control their activities, for the effective work of employees it is necessary to conduct timely training and retraining for professional growth in accordance with the needs of health care facilities [6].

At present, medical organizations are managed mainly by specialists who have been formed as clinicians and have reached a managerial position in their professional development [1]. In most cases, physician-leaders do not have sufficient specialized knowledge for professional management. In this regard, there is a need to train heads of medical organizations and specialists of health care management bodies in management programs, which requires fundamental changes in the existing

system of training and professional development of health care management personnel [4].

The head of a healthcare institution should implement a clear human resources strategy for his/her organization and take part in the fate of each employee already at the time of employment. The experience of private medical organizations has shown that such activities contribute to a conscious and effective attitude of an employee to his/her activity [7]. The recruitment of a medical specialist is based on the assessment of professional knowledge in the specialty in which he or she will work. During the interview, information is provided about the personnel strategy of the organization, principles of work with personnel, feedback is achieved with the future employee, about his personal plans, needs in professional growth. In order to effectively monitor the work of personnel, it is necessary to collect information during the employment stage and record it in an individual personnel monitoring card. At this stage, it is desirable to determine the characteristics of a specialist - socio-professional and professional-psychological [7]. At present, medical organizations are managed mainly by specialists who have been formed as clinicians and have reached a managerial position in their professional development [1]. One of the priority tasks of the state policy in the field of development and improvement of the health care system is the training of highly qualified health care management personnel, on whose activities the health status of the population largely depends [1]. Specialist in the field of health care organization and public health, must ensure the effective operation of the health care institution and improve management skills

Thus, in most cases, physician managers do not have sufficient specialized knowledge for professional management. In this regard, there is a need to train heads of medical organizations and specialists of health care management bodies in management programs, which requires fundamental changes in the existing system of training and professional development of health care management personnel.

In order to create a reserve of managerial personnel, it is necessary to conduct an assessment of personnel performance to determine the degree of effectiveness of each candidate for the reserves. Such a system increases the efficiency of human resource management of the institution through employee motivation, planning of professional training, professional development and career growth [6]. Due to the increasing requirements to candidates for the position of a manager, the formation of a management reserve is a necessary condition for ensuring the effective management of health care institutions in the future.

Based on the literature review and generalization of previous experience, Asadov D.A. et al. (2015) developed the following algorithm for selection and training of the reserve of managers of health care institutions:

1. careful selection, taking into account personal and professional qualities of candidates for the reserve for various managerial positions: physiological parameters (gender, age, state of health), professional level, business and personal qualities.

2. Training of candidates selected for the reserve: training of candidates in the institution according to an individual plan taking into account the specifics of the institution's activity; basic training of candidates in the specialty "Public Health and Public Health Care"; monitoring of the process of training of the reserve by the personnel service of health care management bodies in the regions.

3. Appointment of trained candidates to management positions.

4. Monitoring of the performance of the heads of the health care facilities appointed from the reserve by the personnel service of the Ministry of Health and health care management bodies in the regions [8]

Consequently, before recruiting candidates to the managerial reserve, it is necessary to identify positive and negative shifts of selected candidates in professional growth, their ability to manage personnel. Since the task of the head of LPU includes stimulating personnel, increasing their motivation, it is necessary to take additional efforts in case of slow professional development of an employee [9]. The systematic collection and evaluation of personnel information will allow the manager to form a reserve of managerial positions, but it is desirable not to bring this information to the employee, as the reserve will consist of several employees for one position. With sufficient staffing, long-term training will allow for a variety of methods of training the pool. This may include additional training, use of rotation method, temporary substitution, delegation of some managerial functions, introduction into commissions for evaluating the performance of another LPU, etc. The reserve should also be encouraged to be personally motivated. The personal aspiration of a specialist to professional improvement, acquisition of new knowledge and skills, both in clinical discipline and health care management, should also be encouraged [9]. It is important to conduct more thorough preliminary selection of candidates for the reserve, taking into account modern requirements for the heads of health care institutions, as well as the desire of the candidates themselves to hold managerial positions. It is necessary to establish constant monitoring of the work with the reserve on the part of managers and staff of the personnel department of health care management bodies in the regions. This joint work will help to solve the problem of improving the efficiency of health care management more successfully [8].

Thus, the training of the reserve of managerial personnel of health care is a long and complex multi-component process. A qualified approach to the development of the training program, taking into account all the necessary theoretical and practical skills of the future health care manager, will allow trainees to master modern

innovative management technologies. A competent model of training a health care management specialist should contain such important issues as health care strategy and policy; service delivery management; health economics and financial management; ethics and law in health care; human resource management; use of information and communication technologies as a tool of professional activity [1].

The main task of the system of advanced training and continuing professional education of managerial staff requires the training of competent managers capable of effective management of the institution and staff [2]. During the selection and placement of managerial personnel in 50% of cases, neither a doctor's length of service, nor experience, nor the degree of preparedness of a doctor to perform the duties of a health care organizer is taken into account. Such managers will not work effectively because they do not know how to do it and most of them will not become specialists - health care organizers, and in time, most likely, they will return to their former medical work [10]. To train administrative and managerial staff in the health care system, it is necessary to train them with new knowledge and skills to master a set of competencies. At present, professional standards for health care are being developed, which establish qualification requirements for training and certification of employees. A professional standard contains a description of labor functions and actions of a manager, skills and knowledge necessary for successful management of an institution [6]. Consequently, when being appointed to the position of health care organizer and management of LPU it is advisable to have a preliminary thematic improvement in the specialty "public health and health care organization".

Currently, the head of the institution along with medical knowledge should know the basics of various fields such as: labor legislation, occupational health and safety, peculiarities of legal regulation of labor activity of medical workers, peculiarities of labor remuneration system in health care, labor rationing in health care, principles and methods of personnel management, evaluation and motivation of personnel, principles of teamwork, personnel management styles, basics of psychology and conflict management and others. In addition to knowledge, it is necessary for a manager to form the ability to carry out selection and placement of personnel, to form a team, to make and justify the staff schedule, to provide staff development, to assess the effectiveness of staff performance, to implement an effective system of remuneration [10]. Therefore, the training of highly qualified personnel of the system of population health protection, management nomenclature and their reserve, are the most urgent. This is due to the serious challenges facing health care and increased expectations of managers, managing teams, increased requirements for the quality and efficiency of the work performed, as well as the elimination of problems in the management process at various levels [2].

The basic level of education and individual experience, the ability to work competently with information are directly reflected in the process and results of passing the stages of the professional development cycle. Of great importance in the successful training and further fulfillment of professional duties of a manager is the motivation of a specialist, responsibility, dedication, desire to comprehend new things, stress resistance, discipline, friendliness [2].

Training of a medical professional with the desire and capabilities to manage a medical and preventive institution is necessary for further implementation of professional activity [2]. Management is the knowledge of how to manipulate other people - how to make them do what you need, so the question of the level of professionalism of managers of medical organizations, their personal and professional qualities, moral values, culture of thinking, ability to lead people has become especially acute. If a manager strives for self-improvement in order to develop those personal qualities that are necessary for a modern manager, and knows the requirements imposed on him, the effectiveness of management of a medical organization will increase [4]. Consequently, for the development of a medical organization it is necessary to continuously improve the qualification of its manager, his knowledge of managerial culture of behavior and activity [6].

According to the current legislation in our Republic [11], managers and specialists employed in the health care sector should improve their qualifications in the system of postgraduate education every five years. One of the main tasks of the postgraduate education system is to provide knowledge to the heads of institutions as managers-specialists in the field of management [12].

No less important for a manager is the principle of self-learning or "lifelong learning". Self-education is familiarization with novelties of medical, economic, legal and scientific literature, methodical manuals, instructions, Decrees and Resolutions of the President, Cabinet of Ministers, orders of the Ministry of Health. This is also one of the ways to improve the managerial competence of the head of a medical organization. A modern manager is a person who is constantly working on himself, on his professional and personal qualities. The head of a medical institution needs a large stock of managerial skills: the ability to set goals, to specify them in the form of tasks, to design and plan the scope of work, to organize the treatment and prevention process and make managerial decisions based on monitoring data, the ability to influence people, skills to form a team and solve its problems [13].

The practical aspect of training of the head of a medical organization includes the formation of personal and professional qualities, skills and abilities to implement methodological, theoretical and methodical knowledge. All these aspects are interrelated. Methodological knowledge is a condition for systematic assimilation of

knowledge and formation of scientific outlook, serves as a means of preparation for self-education and a means of conscious choice of managerial decisions [10].

Modernization of the health care system requires training of managerial personnel in accordance with the current needs of the labor market. This goal can be achieved only if there is a professionally trained pool of health care management personnel [14]

Thus, in order to develop professional competencies of the future head of a medical organization, it is necessary to improve the qualification of the management staff of medical organizations with the introduction of innovative managerial and pedagogical technologies in the educational process of postgraduate education for the training of heads of medical institutions. A modern manager needs to master such issues as effective management; improvement of financing mechanisms of medical organizations, effective use of financial resources by health care institutions; creation of a civilized market of medical services; combination of administrative and motivational forms of management.

The problems of training of highly qualified personnel of the system of population health protection, management nomenclature and their reserve, as well as personnel of analytical and methodological units are very urgent. Unsatisfactory solution of personnel issues remains one of the main braking mechanisms on the way to the qualitative fulfillment of the current activities of the institution. Of particular importance is the achievement of high quality levels of human resources of specialists in the field of health care organization and public health, in turn having sufficient resources to intensify their work and significantly increase its productivity [15].

A special place in the training of specialists - health care organizers, who have not been trained in internship and residency programs, is occupied by educational cycles designed to master the fundamentals of public health and health care, modern trends and patterns, the state of organization and management, in essence aimed at "immersion in specialty". Successful training of health care organizers and personnel reserve on this cycle provides expanded opportunities for further development of specialists: every fourth student changed his/her place of work immediately after graduation or in the first year after graduation. Very few trainees were promoted at their previous place of work after training, many more do not work in their new specialty and continue clinical practice [5].

The training program for the reserve of health care management personnel should include the study of such basic topics as the theory and practice of management in health care, marketing and project technologies in health care organization, methodology of personnel management in health care, interpersonal skills, leadership [15]. The general approach to the content of the program should be

based on a set of knowledge and skills that a modern healthcare manager should meet. The additional part of the program should include skills and abilities of the future health care manager in legal basics, economics and management in health care, information technology [16].

Consideration of the problems of training specialists in healthcare management is based on the definition of priority directions and mechanisms of professional training in healthcare management and improvement of their professional qualification. In modern conditions, the management of health care facilities is impossible without competent specialists who have knowledge of modern management technologies and are able to solve organizational and economic problems of the industry. Among health care management employees, in addition to specialists who have basic medical education and specialization in health care organization and public health, there are specialists who have received basic economic education and know the issues of industry specifics. These are, as a rule, deputy chief physicians for economics, specialists in the economic department, specialists in procurement, logistics, and public relations. The development of a specialist-manager is determined by the accumulated competencies in the process of education and continuous professional development [6].

For the organizer of the health care system it is necessary to improve qualification in "Public Health. Management in health care". This specialization provides training of 306 credit-hours with a duration of 6 weeks. Of the total number of training hours, 144 hours are devoted to mastering the basics of health care organization and technology management, 72 credit-hours are devoted to the use of information and communication technologies in health care management, 90 hours - practical training, which are held at the Ministry of Health, in specialized centers and national clinics [8]. In the training process, not only traditional forms are used, but also business games, case studies on the practice of problem solving.

Undoubtedly, professional education in the field of health management implies obtaining a new specialty - "health management specialist". In accordance with the functions and responsibilities of specialists of the appropriate level of management, the competency model of training a health management specialist should be based on six main areas of competence:

- 1) Health strategy and policy;
- (2) Health information and statistics management;
- 3) managing the delivery of services;
- 4) Health economics and financial management;
- 5) Ethics and law in health care;
- 6) human resource management [6].

It is necessary to attach primary importance to personnel analysis and personnel policy in the field of health care organization, to develop passports of managerial career, to systematically prepare a reserve of managerial personnel with training in "Health Care Organization and Public Health" specialty [10].

Ivanov N.P., Malkina L.V. (2018) based on the results of the study conducted within the framework of the research "Main directions of improving the efficiency of medical organizations of the regional health care system" come to the conclusion that it is most appropriate to implement higher education programs - bachelor's degree programs in the direction of training 38.03.01 "Economics" on the profile (orientation) "Economics and management in health care institutions" on the correspondence form of education at the corresponding specialized departments of universities - coordinators

Training of health care managers requires knowledge of their numbers for long-term forecasting of their training volumes and calculation of necessary resources of educational activities, including the number of teachers and their qualifications

Naygovzina N.B., Son I.M., Zimina E.V. (2022) used the data contained in the forms of federal statistical observation No. 30 "Information about the medical organization" and No. 47 "Information about the network and activities of medical organizations" to calculate the number of senior staff of the health care system based on the data of federal statistical observation, taking into account the specifics of the constituent entity of the Russian Federation. The authors suggest that the reporting forms of federal statistical observation should be supplemented with information on the number of managerial personnel in the context of all positions of the management staff of health care organizations, which will make it possible in the medium term to plan the volume of advanced training of managers of medical organizations at all levels, taking into account the strategic objectives and prospects for the development of regional health care, supplementing the forms of federal statistical observation with the following data: the number of full-time, occupied positions and the number of physical and mental health care workers.

Latyshova A.A. et al. (2021) believe that the availability of optimal management potential, improvement of organizational methods of work, as well as the efficiency of working time use and rational load on the management staff aimed at improving the efficiency of the organization is one of the main tasks of management of a medical organization and the industry as a whole. To systematize the work on the training of managerial personnel, the authors propose a methodology for determining the need for managerial medical personnel, taking into account the typical features of a medical organization in the current state and for the future [22].

According to Reshetnikov V.A. (2013), the desire and motivation of a specialist, responsibility, dedication, desire to learn new things, discipline,

friendliness are of great importance in the successful training and further performance of professional duties of a manager. It should be noted that the trainees, selected by their fellow students in the category of the best cadets of the cycle, as a rule, from the first days of their studies demonstrated leadership qualities, managerial abilities, and completed their studies most successfully. Some of them headed central district hospitals, republican health care institutions, joined the teams of ministries and departments [6]

In order for a doctor to become a specialist health care organizer, he must first of all have practical experience. It can be taken as a rule that a doctor with a general medical work experience of at least 5 years can be nominated to work as a health care organizer. Only in the presence of this basic condition can we talk about his specialization and improvement in social hygiene and health care organization [4]

According to D.A. Donskoy (2015), it is necessary to monitor the duration of an employee's stay in the reserve. If after a certain time period (from 1 to 1.5 years) the company is unable to provide the reservist with promotion, he/she loses motivation, which leads to voluntary dismissal and actual loss of the reservist. Consequently, it becomes an extremely important task to create a clear scheme of personnel planning and to introduce a thorough accounting of the hiring of employees, their subsequent dismissals, or sending them to the reserve, as well as removal from the reserve, as well as possible promotions, etc. [19].

Thus, in case of sufficient staff capacity and systematic personnel policy, the head of the institution should be appointed from the personnel reserve. Necessary for appointment are: high qualification in clinical specialty, advanced training in health care organization, trial work experience in this position, preferred professional characteristics compared to other candidates for this position from the personnel reserve. The smallest, but the most important link in health care management, should consist of the most qualified, most talented specialists from the whole number of health care organizers. Selection and placement of personnel at this level of management should be carried out particularly carefully, as well as exceptionally high should be their special training in public health and health care organization. The formation of a strategic leadership pool is of particular importance in this area.

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