

H. I. KLISHCH, T. I. KHVALYBOHA, M. YA. KICHULA

## MECHANISMS OF PROFESSIONAL DEVELOPMENT MANAGEMENT OF HEALTHCARE STAFF

Ivan Horbachevsky Ternopil National Medical University  
of the Ministry of Health of Ukraine, Ternopil, Ukraine

**Purpose:** to develop a conceptual paradigm for managing employees' professional development in modern healthcare institutions.

**Materials and Methods.** This article presents a modern paradigm for the system of managing the professional development of healthcare institution employees, which should take into account contemporary personnel management tools, the experience of foreign countries with a well-developed healthcare system, as well as the realities, potential, and opportunities of Ukraine's healthcare sector. The research materials are based on scientific articles by Ukrainian and foreign scientists. Methods of structuring, analyzing, and summarising information are also used.

**Results.** Significant transformations are currently taking place in Ukraine's healthcare sector. However, effective tools and mechanisms for managing the professional development of healthcare institution employees have not yet been proposed. This paradigm should be based on the principles of strategic management. Thus, healthcare institutions should develop a personnel policy and strategy, review the system and forms of employee remuneration, improve motivation and incentive mechanisms, and introduce an effective personnel development and advancement system.

**Conclusions.** Developing a modern personnel management paradigm for healthcare institutions, which incorporates strategic management mechanisms, psychological aspects of operations, and economic and social methods of influence, ultimately aims to improve the efficiency of personnel activities and the quality of medical services provided at the national level.

**KEY WORDS:** professional development; healthcare institution; personnel management; motivation, motivation.

In the current socio-economic and political realities of Ukraine's development, the healthcare sector is considered one of the priority areas of reform. The ideology of medical care provision, financial and economic mechanisms, market dynamics in healthcare, and the healthcare system as a whole are transforming. Along with these changes, a new management system for healthcare institutions must be introduced, leading to a shift in the paradigm of managing the professional development of employees in these institutions.

**Purpose:** to develop a conceptual paradigm for managing employees' professional development in modern healthcare institutions.

**Materials and Methods.** This article presents a modern paradigm for the system of managing the professional development of healthcare institution employees, which should take into account contemporary personnel management tools, the experience of foreign countries with a well-developed healthcare system, as well as the realities, potential, and opportunities of Ukraine's healthcare sector. The research materials are based on scientific articles by Ukrainian and foreign scientists. Methods of structuring, analyzing, and summarising information are also used.

**Results.** In recent years, research on public administration and regulation issues, the financial and economic mechanism, and the economic foundations of the development of Ukraine's healthcare system has been among the most relevant within the framework of public administration, economics, and national economic management.

However, the issue of managing the professional development of healthcare institution employees has not been thoroughly explored in national scientific studies. Managing employees' professional development in the current socio-economic realities is crucial, as managing employee development in any organization is one of the key factors of its competitiveness. The future of the national healthcare system and its sustainable development also directly depend on industry professionals who apply their skills and abilities, strive for self-improvement, and are motivated for successful professional activity – this being the primary task of the personnel management system in a modern healthcare institution. Effective management of the professional development of medical personnel contributes to solving the problem of improving the quality of healthcare services provided to the population.

In the healthcare system, medical personnel are assigned a significant role, as they are the primary

providers of medical services to the population. Therefore, managing personnel formation and development processes is recognized as a priority task of healthcare management.

As part of the autonomy of healthcare institutions, the following changes must occur in their financial, economic, managerial, organizational, and other activities: 1) the head of the healthcare institution gains extensive authority, including freedom in asset and financial management, personnel policy formation, and determination of the institution's internal organizational structure; 2) the healthcare institution gains autonomy in establishing forms and methods of employee remuneration, motivation, and incentive mechanisms within the framework of current legislation; 3) changes in financial management mechanisms (the institution, as an enterprise, is funded not based on a detailed expenditure budget but according to its own financial plan, requiring the implementation of modern financial management tools); 4) the healthcare institution obtains the right to form enterprise associations with other healthcare institutions that also operate as enterprises, allowing for the redistribution of functions among them and the joint optimization of material, human, and financial resources, thus introducing outsourcing principles; 5) the healthcare institution can hire individual entrepreneur doctors under civil contracts, provided they are registered and have obtained the appropriate license to conduct medical practice [1].

As mentioned above, medical personnel occupy a special place in the medical assistance and services system. Modern principles of reforming the industry involve changing the concept of managing these personnel:

1. The application of personnel policies and strategies within the activities of healthcare institutions.

2. The introduction of modern forms, systems, and principles of medical staff compensation.

3. The introduction of a motivational mechanism and modern methods of stimulating the activities of medical personnel [7].

4. The implementation of modern principles for the formation and development of healthcare personnel.

5. The use of innovative methods for training medical personnel, especially management personnel.

6. The introduction of teamwork principles in providing medical services by healthcare institutions.

Let us examine each of these directions in more detail.

*Personnel policy and personnel strategy of healthcare institutions.* To date, within the existing healthcare organization model in Ukraine, the leaders of institutions in this sector have not considered it necessary to apply the basic principles of strategic personnel management, which are based on the

formation of personnel policy and strategy. This situation has led to chaotic personnel management in healthcare institutions, where there was neither a concept nor a philosophy of personnel management, and innovative personnel management technologies were not implemented.

Personnel policy is the general direction of personnel work, reflecting a set of principles, methods, rules, and norms in the field of personnel management, and involves the formation of long-term directions for working with personnel in the organization [3]. We define personnel strategy as the overall action plan in personnel management, which is formed based on personnel policy and the organization's overall development strategy.

Thus, based on the above definitions, we can see that the primary goals of personnel policy and strategy are to ensure an optimal balance between the processes of renewal and preservation of the quantitative and qualitative composition of personnel in healthcare institutions according to the needs of the institution, legislative requirements, and the state of the labor market for medical personnel.

Therefore, the formation of personnel policy and strategy, as reflected in the charter and philosophy of the institution, the collective agreement, internal regulations, and the main provisions regarding the personnel work of the institution, represents a new qualitative stage in the formation and development of personnel in healthcare institutions. This stage aims to ensure the institution's sustainable development and improve the overall quality of medical assistance.

*The introduction of modern forms, systems, and compensation principles for medical personnel.* The issue of labor compensation for workers in Ukraine's healthcare sector is one of the most pressing socio-economic problems. According to the data from the State Statistics Service of Ukraine, the average monthly salary of medical personnel is the lowest among the wages of employees in Ukraine's public sector. 2018, it accounted for 66.5% of the monthly average salary nationwide.

The current healthcare system in Ukraine operates on the principles of a tariff system and labor standardization, which have some drawbacks. The compensation for workers in medical institutions is based on a unified salary grid, including all allowances. This fixed pay system does not depend on the volume or quality of medical services. According to this system, medical personnel should be paid even if they have not completed a particular volume of work [5].

All of this leads to a decrease in the prestige of the medical profession in Ukraine. Thus, there is a need for a fundamental change in the forms, systems, and principles of medical personnel compensation. Compensation for medical staff should include rewards for achieving results beyond the established

salary based on the tariff rate (for example, the introduction of an hourly bonus payment system). This strengthens responsibility and personal interest in medical assistance's quantitative and qualitative aspects.

*Implementation of a Motivation Mechanism and Modern Methods for Stimulating Medical Personnel.* As mentioned earlier, medical personnel are the key resource of the healthcare system, as doctors are the providers of medical services. Thus, they ensure the quality of healthcare services and deliver highly qualified medical assistance, making them essential to the medical and social effectiveness of the entire healthcare system. Their performance, in turn, depends on a well-structured motivation mechanism and a fair remuneration system in the healthcare sector.

Like any other organization, a healthcare institution may incur significant losses due to inefficient payroll management. At the same time, employee productivity can decline if the compensation and incentive system is unfair or non-transparent [2]. This highlights the need not only for changes in the payroll system and structure but also for implementing an improved motivation and stimulation mechanism for healthcare personnel.

Creating a high-quality motivation and incentive mechanism is one of the key responsibilities of any manager or leader, as it directly influences employees within an organization, enterprise, or institution to enhance their engagement, efficiency, and productivity [6].

A leader must consider motivation and incentives as a unified system, as they function differently. Motivation is a conscious decision-making process in which an individual chooses a specific behavior based on a complex interaction of external (incentives) and internal (motives) factors. Motivation enables employees to meet their fundamental needs by fulfilling their professional duties in the workplace. When implementing a motivation mechanism in healthcare institutions, managers must align motivation with employees' needs, encouraging them to act toward achieving organizational goals. At the same time, individual and collective organizational goals should be harmonized.

Thus, the work process and motivation system must be tailored to each employee, considering their true behavioral motives to maximize engagement and performance.

Thus, motivation and incentives embody the strategy and tactics of personnel management. Motivation is a strategic approach to achieving long-term goals set for employees while aligning with the organization's objectives.

For example, a doctor who seeks career advancement or professional development may take training courses or attend continuing education

programs funded by the medical institution where they work. They contribute to their personal growth and the institution's progress by acquiring new knowledge and skills [4].

On the other hand, incentives act as a tactical tool within the motivation mechanism, addressing employees' specific (mainly material) needs and boosting productivity. Examples include bonuses, a 13th salary, recognition for overtime work, and flexible working schedules, all of which encourage employees to perform at their best.

*Implementation of Modern Principles for Healthcare Workforce Development.* Unlike leaders in other economic sectors, many modern healthcare managers fail to recognize the need for a structured workforce development process. This process involves professional planning of both the qualitative and quantitative composition of personnel and recruitment, selection, placement, adaptation, evaluation, and training. While these processes occur in healthcare institutions, they are often disconnected and lack alignment with a coherent philosophy, policy, or personnel management strategy, leading to various organizational issues.

Thus, there is a growing need for a well-structured approach to healthcare workforce formation, as this process serves as the foundation for the institution's innovation potential, future development, and competitiveness. It must become integral to healthcare institutions' overall strategic planning process to ensure sustainable growth and efficiency [5].

A medical workforce must consider factors such as the institution's organizational structure, corporate culture, the labor market and healthcare services, and the legal and regulatory framework.

Considering these factors during the workforce formation process will allow the healthcare institution's personnel strategy to be proactive, ensuring that it satisfies the needs of employees and takes their interests into account throughout the institution's operations.

*Modern methods are used to prepare medical personnel, particularly for management roles.* However, the issue of managing healthcare staff lies not only in their formation but also in their development. Medical personnel, especially doctors, constantly need to upgrade their qualifications, renew their licenses, etc.

Thus, medical training should be aimed at ensuring the principle of continuous medical education. This must be accounted for by healthcare managers, both in personnel policy and strategy and in the motivation process, as development methods can become a powerful motivational tool. For example, the healthcare institution could fund qualifications enhancement, participation in international and national conferences, and retraining for staff

members who demonstrate exceptional assessment performance [3].

The results of medical personnel development should form the basis for career management and staff movement within healthcare institutions, just as it happens in leading industries of the economy.

*The implementation of teamwork principles in the provision of medical services by healthcare institutions.* The provision of medical services is a team effort. Therefore, one of the main tasks of a healthcare institution manager is to create a favorable environment and team spirit within the institution to form a unified workforce. This will help increase the medical effectiveness of the institution's operations, thus improving its social and economic efficiency.

In particular, psychological tools for building work teams, methods for preventing emotional burnout, and strategies for improving relationships such as "doctor-patient", "doctor-middle and junior medical staff" and "doctor-manager" should be implemented [2].

**Conclusions.** Therefore, considering all of the above, we can see the necessity for significant changes in forming the salary fund for medical staff, their incentives, and overall personnel management in healthcare institutions. In our opinion, it is necessary to partially adopt the experience of developed healthcare systems from foreign countries, as well as the practices of leading industries in Ukraine, where modern personnel management technologies are applied, but always considering the realities and possibilities (financial, personnel, innovative, etc.) of our country.

The measures proposed above are not exhaustive and do not serve as a panacea; however, they should become an integral part of local and national efforts to develop the healthcare system in Ukraine and form a modern personnel management paradigm in this sector.

**Prospects for further research** are to study perspectives on forming the medical labor market in line with contemporary realities and the paradigm of personnel management in healthcare institutions.

#### Bibliography

1. Автономізація закладів охорони здоров'я. Реформа фінансування охорони здоров'я. URL: <http://healthreform.in.ua/autonomization> (дата звернення: 06.04.2025).
2. Borshch V., Shchur R., Chuvakov O. Motivation and stimulation mechanism of medical staff in developing countries: main challenges and ways of its improving in Ukraine. *Baltic Journal of economic studies*. 2018. 4 (4). 56–61.
3. Roland M., Dudley R. A. How financial and reputational incentives can be used to improve medical care. *Health Serv Res*. 2015. 50(S2). 2090–2115.
4. Smilianov V. A., Smilianova O. I., Gruzieva T. S., Vyhivska L., Rudenka L. A. Study of motivational factors in doctors in respect of healthcare quality improvement. *Wiad Lek*. 2017. 70(1). 27–31.
5. Виноградський М. Д., Беляєва С. В., Виноградська А. М., Шапова О. М. Управління персоналом: навч. посіб. Київ : Центр навч. літ. 2006. 504 с.
6. WHO. The World Health Report – Health Systems Financing: The Path to Universal Coverage. Geneva: World Health Organization; 2010.
7. Willis-Shattuck M., Bidwell P., Thomas S., Wyness L., Blaauw D., Ditlopo P. Motivation and retention of health workers in developing countries: a systematic review. *BMC Health Serv Res*. 2008. 8(1). P. 247.

#### References

1. Avtonomizatsiia zakladiv okhorony zdorovia. Reforma finansuvannia okhorony zdorovia [Autonomization of Healthcare Institutions. Healthcare Financing Reform]. Retrieved from: <http://healthreform.in.ua/autonomization> [in Ukrainian].
2. Borshch V., Shchur R., Chuvakov O. (2018). Motivation and stimulation mechanism of medical staff in developing countries: main challenges and ways of its improving in Ukraine. *Baltic Journal of economic studies*. 4 (4). 56–61.
3. Roland M., Dudley R. A. (2015). How financial and reputational incentives can be used to improve medical care. *Health Serv Res*. 50(S2). 2090–2115.
4. Smilianov V. A., Smilianova O. I., Gruzieva T. S., Vyhivska L., Rudenko L. A. (2017). Study of motivational factors in doctors in respect of healthcare quality improvement. *Wiad Lek*. 70(1). 27–31.
5. Vynohradskyi M. D., Beliaieva S. V., Vynohradska A. M., Shkapova O. M. (2006). *Upravlinnia personalom: navch. posib.* [Human Resource Management: textbook]. K.: Tsentrv navh. lit. K.: Center for educational literature, 504 p. [in Ukrainian].
6. WHO. The World Health Report–Health Systems Financing: The Path to Universal Coverage. Geneva : World Health Organization; 2010.
7. Willis-Shattuck M., Bidwell P., Thomas S., Wyness L., Blaauw D., Ditlopo P. (2008). Motivation and retention of health workers in developing countries: a systematic review. *BMC Health Serv Res*. 8(1). 247.

## МЕХАНІЗМИ УПРАВЛІННЯ ПРОФЕСІЙНИМ РОЗВИТКОМ ПЕРСОНАЛУ ЗАКЛАДІВ ОХОРОНИ ЗДОРОВ'Я

Г. І. Кліщ, Т. І. Хвалибога, М. Я. Кічула

Тернопільський національний медичний університет імені І. Я. Горбачевського МОЗ України, м. Тернопіль, Україна

**Мета:** розробити концептуальну парадигму управління професійним розвитком працівників у сучасних закладах охорони здоров'я.

**Матеріали та методи.** У статті представлено сучасну парадигму системи управління професійним розвитком працівників закладів охорони здоров'я, яка має враховувати сучасні інструменти управління персоналом, досвід зарубіжних країн з розвинутою системою охорони здоров'я, а також реалії, потенціал і можливості вітчизняної медичної сфери. Матеріалами дослідження слугували наукові публікації українських і зарубіжних учених. Застосовано методи структурування, аналізу та узагальнення інформації.

**Результати.** У сфері охорони здоров'я України нині відбуваються суттєві трансформації. Водночас досі не запропоновано ефективних інструментів і механізмів управління професійним розвитком працівників медичних закладів. Запропонована парадигма має базуватися на принципах стратегічного управління. Так, заклади охорони здоров'я повинні розробити кадрову політику та стратегію, переглянути систему та форми оплати праці, удосконалити мотиваційні механізми й системи заохочення, а також запровадити ефективну систему розвитку та просування персоналу.

**Висновки.** Розроблення сучасної парадигми управління персоналом у закладах охорони здоров'я, яка враховує механізми стратегічного управління, психологічні аспекти діяльності, а також економічні й соціальні методи впливу, у кінцевому результаті має на меті підвищення ефективності роботи персоналу та якості надання медичних послуг на національному рівні.

**КЛЮЧОВІ СЛОВА:** професійний розвиток; заклад охорони здоров'я; управління персоналом; мотивація.

*Рукопис надійшов до редакції 08.04.2025*

### Відомості про авторів:

**Кліщ Галина Іванівна** – кандидатка педагогічних наук, доцентка кафедри іноземних мов Тернопільського національного медичного університету імені І. Я. Горбачевського МОЗ України. ORCID <https://orcid.org/0000-0002-1074-1772>.

**Хвалибога Тетяна Ігорівна** – докторка педагогічних наук, професорка кафедри іноземних мов Тернопільського національного медичного університету імені І. Я. Горбачевського МОЗ України. ORCID <https://orcid.org/0000-0003-2160-4535>.

**Кічула Марія Ярославівна** – кандидатка педагогічних наук, доцентка кафедри іноземних мов Тернопільського національного медичного університету імені І. Я. Горбачевського МОЗ України. ORCID <https://orcid.org/0000-0002-1781-2529>.

Електронна адреса для листування: [klischchi@tdmu.edu.ua](mailto:klischchi@tdmu.edu.ua)