



## Scientific Report

# The role of personnel management in ensuring the quality of medical activities

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### Abstract

Personnel management is a field of knowledge and practical activity aimed at providing the organization with highly trained personnel who can perform the labor functions assigned to them and ensure optimal utilization. The quality of medical services is primarily related to the following indicators, which clearly indicate the role of the human factor: the timeliness of medical care; the correctness of the choice of methods of prevention, diagnosis, treatment and rehabilitation when providing medical care; the degree of achievement of the planned result. Social quality - is the quality of culture, which is formed by the behavior and position of medical personnel towards patients. Employees must know not only the technology of providing medical care, but also the rules of interaction and behavior with patients. The human factor plays an important role in the provision of medical care. Medical personnel give priority to obtaining new knowledge in the profile direction. The safety mechanism of medical activities and internal quality control are associated with the development of a corporate culture of medical service quality and safety. The goal of creating a competence center is to accumulate and promote the dissemination of positive experience in the field of quality management to medical organizations. Regular training of personnel should promote the development of skills in business communication, consultation, conflict resolution, and professional competence.

**Keywords:** Social quality. Profile knowledge. Competence center. Role design. Competence hierarchy.

### Introduction

The changing world of healthcare includes the following reasons: a) External reasons - the consumer (patient), open information

space, increased competition, regulatory authorities. b) Internal reasons: personnel, quality of professional education, medical technology. Let's get acquainted with the



requirements imposed on medical personnel - based on international experience. Typical problems based on the audit results - section "Human Resources Management": The first requirement - formation and development of human resources (analysis of personnel development prospects; existence of a long-term personnel development plan); The second requirement - a system of personnel development and continuous learning (existence of a continuous learning program; existence of simulation centers in medical facilities; program for employee participation in scientific research); The third requirement - a personnel evaluation system (implementation of a personnel evaluation system; expert evaluation; evaluation by management; self-evaluation; thematic testing). Regular training of personnel should promote the development of skills in business communication, consultation, conflict resolution, and professional competence. Personnel risks [1]: risk of hiring low-skilled employees; risk of staff turnover; risk of adaptation; risk of inefficient use of workers (low labor productivity); risk of work motivation; risk

### **Research method**

A new role for the health sector - partnering with other sectors requires training staff to: Understand the policy and administrative responsibilities of professional sectors; Build a knowledge base and evidence base for policy options and strategies; Assess health process; Establish regular platforms for

of ineffective training; dependence on key employees.

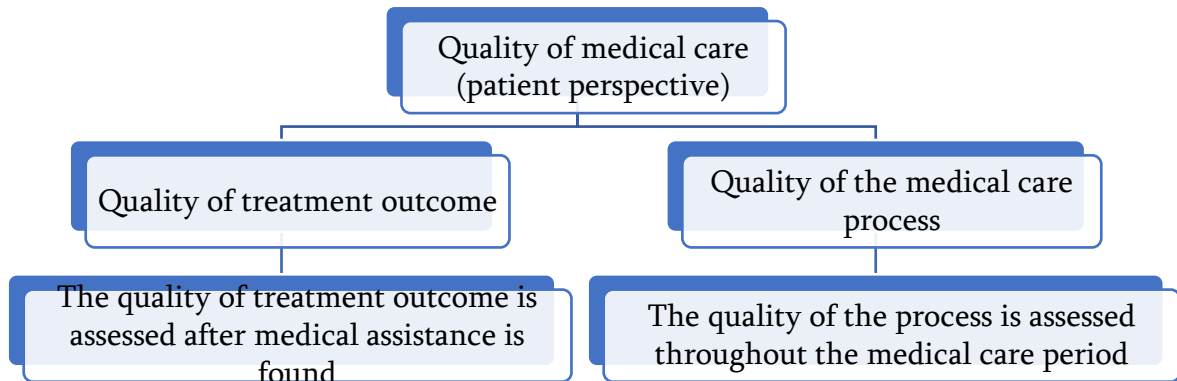
A methodological approach to public management that ensures health interests is most effective when: Systematic processes take into account the interaction of different sectors; Taking into account different interests [2]; Accountability, transparency and participation of different parties are ensured; All stakeholders are involved; Practical intersectoral initiatives contribute to the formation of partnerships and the creation of an atmosphere of trust. Health-friendly management tools for medical facilities - relevant: Creation of inter-agency committees (working groups, councils) taking into account different interests; Thematic consultations and intersectoral action groups; Partner platforms and citizen involvement [3]; Availability of comprehensive information and evaluation systems; Impact assessment and a combination of regulation and assurance; Legislative framework [4; 5; 6]; Use of adaptive strategies, sustainable structures and foresight.

outcomes as part of the policy development dialogue and problem-solving with other sectors; Assess the effectiveness of intersectoral working and develop comprehensive management policies; Build capacity through improved resources, institutional support and qualified staff. Patient expectations are constantly increasing, and patients are looking for

services that best meet their needs. The correspondence between patient

expectations and external communication is presented in chart 1.

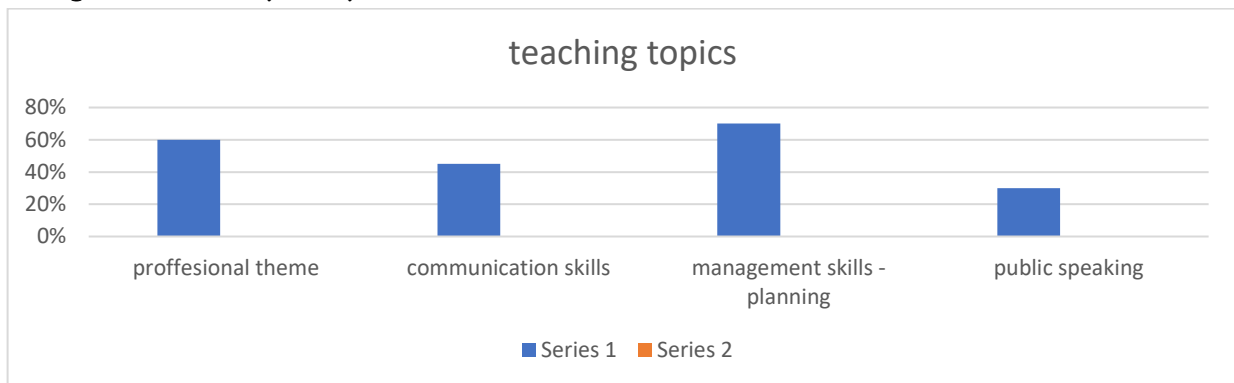
**Chart 1.** Quality of medical services



The study found that medical personnel at different levels prioritize acquiring new

knowledge in the following professional areas - presented in Diagram 1.

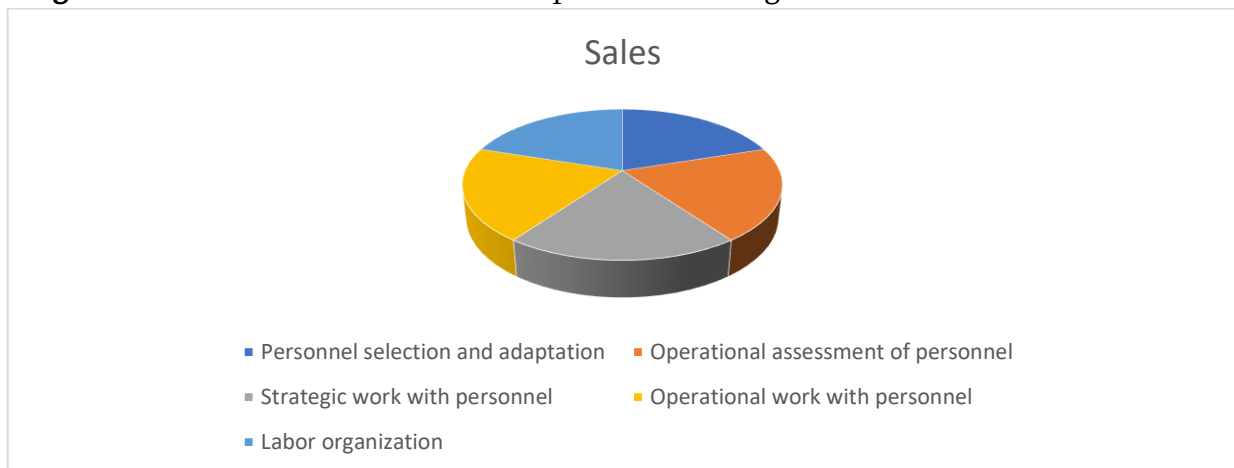
**Diagram 1.** Priority study areas.



The presented practical suggestions are related to the security mechanism of medical activities and internal quality control (development of a corporate

culture of quality and safety of medical services). Recommendations to be considered by the management of a medical facility are presented in Diagram 2.

**Diagram 2.** Recommendations related to personnel management.



Advantages of implementing corporate governance: 1. Effective management of the activities of a medical organization through the creation of a collegial executive body 2. Rational distribution of responsibilities 3. Transparency of the

activities of a medical organization and investment attractiveness (strategic plans and corporate events) 4. Ensuring financial sustainability 5. Improving the quality of medical services.

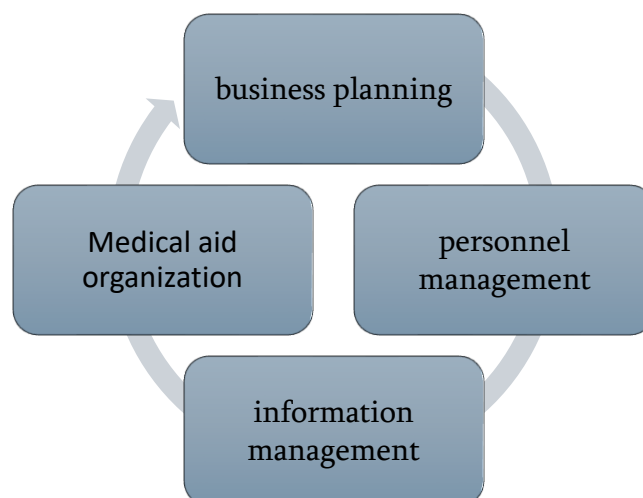
## Result

Let's get acquainted with the competencies at the strategic and operational levels, which are reflected in Chart 2.

**Chart 2 - A. Competence - Strategic Level**



**Chart 2 - B. Competence - Operational Level**





Operational work with personnel includes training and development; labor organization includes management of business communication and the use of a motivation system; strategic work with personnel includes the preparation of a reserve of managers. The goal of creating a competence center is to accumulate and promote the dissemination of positive experience in the field of quality management among medical organizations: Competence center as a project site: implementation of healthcare projects; Consulting and methodological activities: information and consulting assistance in the implementation of projects, assistance in the development of documents; Audit activities: assessment of quality management systems created on the basis of practical recommendations of health supervision, provision of an expert opinion; Training: conducting lectures, trainings on

the organization of a quality and safety assurance system for medical activities.

Human resources culture: a) planning of personnel requirements; b) leadership culture; c) learning culture - knowledge management; d) employee profile; e) role design; f) time management.

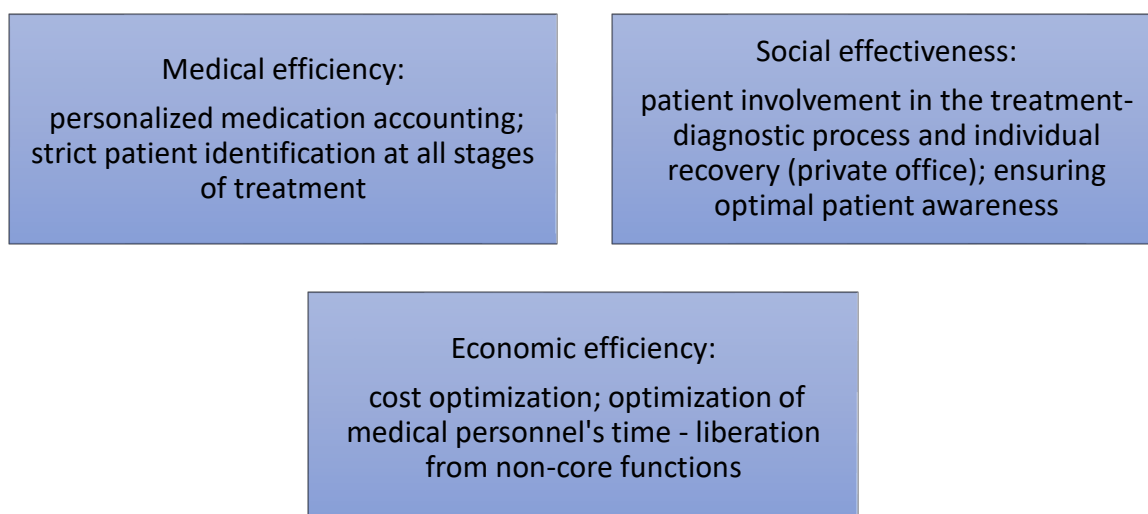
Personnel recruitment: a) personnel search; b) job interview; c) drawing up a contract; d) training a new employee.

Personnel support: a) incentive system; b) participation; c) pension scheme; d) discussion with difficult employees.

Human resources development: a) leadership development; b) team development; c) knowledge promotion; d) moderation of processes in the group; e) exchange of experience and advice from colleagues; f) continuous improvement.

The relationship between organizational effectiveness and optimal use of human resources is presented in chart 3.

**Chart 3.** Effectiveness assessment





## პერსონალის მენეჯმენტის როლი სამედიცინო საქმიანობის ხარისხის უზრუნველყოფაში

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### აბსტრაქტი

პერსონალის მენეჯმენტი არის ცოდნისა და პრაქტიკული საქმიანობის სფერო, რომელიც მიზნად ისახავს ორგანიზაციის უზრუნველყოფას მაღალი ხარისხის მომზადებული პერსონალით, რომელსაც შეუძლია შეასრულოს მათთვის დაკისრებული შრომითი ფუნქციები და უზრუნველყოფილი იყოს ოპტიმალური გამოყენება. სამედიცინო მომსახურების ხარისხი უკავშირდება უპირატესად შემდეგ ინდიკატორებს, რომლებიც ნათლად მიაჩნებენ ადამიანური ფაქტორის როლზე: სამედიცინო დახმარების გაწევის დროულობა; სამედიცინო დახმარების გაწევისას პროფილაქტიკის, დიაგნოსტიკის, მკურნალობისა და რეაბილიტაციის მეთოდების არჩევის სისწორე; დაგეგმილი შედეგის მიღწევის ხარისხი. სოციალური ხარისხი - არის კულტურის ხარისხი, რომელიც ფორმირდება პაციენტების მიმართ სამედიცინო პერსონალის ქცევითა და პოზიციით. თანამშრომლებმა უნდა იცოდნენ არა მარტო სამედიცინო დახმარების გაწევის ტექნოლოგია, არამედ პაციენტებთან ურთიერთობისა და ქცევის წესები. ადამიანური ფაქტორი მნიშვნელოვან როლს თამაშობს სამედიცინო დახმარების გაწევაში. სამედიცინო პერსონალი პრიორიტეტს ანიჭებს პროფილური მიმართულებით ახალი ცოდნის მიღებას. სამედიცინო საქმიანობის უსაფრთხოების მექანიზმის დაცულობა და ხარისხის შიდა კონტროლი უკავშირდება სამედიცინო მომსახურების ხარისხისა და უსაფრთხოების კორპორატიული კულტურის განვითარებას. კომპეტენციის ცენტრის შექმნის მიზანია დაგროვდეს და ხელი შეუწყოს ხარისხის მართვის სფეროში დადებითი გამოცდილების გავრცელებას სამედიცინო ორგანიზაციებს. პერსონალის რეგულარულმა სწავლებამ ხელი უნდა შეუწყოს - საქმიანი კომუნიკაციის, კონსულტაციის, კონფლიქტის დარეგულირების, პროფესიული კომპეტენციის უნარების განვითარებას.

**საკვანძო სიტყვები:** სოციალური ხარისხი. პროფილური ცოდნა. კომპეტენციის ცენტრი. როლური დიზაინი. კომპეტენციური იერარქია.



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