

# Improvement of Regional Human Resources Policy within Health System Modernization

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## Abstract

The strategy of involving the staff in the rhythm of improving knowledge and practical skills in accordance with the new vision of training and professional growth of specialists within the framework of continuing education within the University Clinic of Kazan Federal University will increase the level of socially useful returns of the vocational education system and reduce the level of social tension in the labor market of the republic. The return to the traditions and the recreation of classical university medical education model, the creation of clinical departments is dictated by worldwide experience of successful development of scientific - educational centers in the field of biomedicine, as well as the need to review approaches to training specialists for the national health care.

**Key words:** Human resources, Health system, University clinic

## INTRODUCTION

The global labor market is more and more in need of a knowledge-based applied research in highly intellectual labor. Staff shortage, which reflects the imbalance between the existing employment structure in economy and the number of university graduates in different fields is one of the negative tendencies of the present period. Such imbalances include the following:

- Labor market segmentation, which does not coincide neither with the segmentation of education, nor with the requests of workers;
- The debasement of vocational education;
- The deterioration of professional training on the workplace<sup>1</sup>.

<sup>1</sup>Avramova E. M., Toksanbayeva M. S. Features of employment in Russia and the perspectives of the formation of russian middle class as the author of modernisation//Bulletin of the Institute of Sociology. – №3, 2011. – p. 106 – 119.

Manpower, being the main and most valuable part of the health care resources, ensures the effectiveness and efficiency of the health system as a whole, its individual entities and structures. In recent years a wide range of questions concerning public health that influence the availability and quality of care has been successfully solved in Kazan and the Republic of Tatarstan in whole. Although the material and technical base has improved, advanced technologies are actively used, a positive dynamic now can be seen in dynamics of indicators of public health, but nevertheless, the problem of professional staff in the health sector remains the same till day.

## MATERIALS AND METHODS

The most in-demand medical occupations in for the Republic of Tatarstan remain the same, they are anesthesiologists - resuscitators, doctors, ambulance doctors, TB specialists, pathologists, general practitioners (see Table 1). The average ratio of offhour admission in the health facilities of the Republic of Tatarstan decreased from 1.62 in 2013 to 1.5 in 2014, while ratio recommended by the Russian Federation Ministry of Health is 1.45.

At the moment on April 19, 2016 18 500 unemployed registered in Employment Department, this number exceeds the indicator of the last reporting date by 62

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**Table 1: Public health human resources of Tatarstan Republic1**

	2012 r.	2013 r.	2014 r.	2015r.
The overall number of doctors including:	12 180	11 623	11 669	11 988
- Precinct therapists	550	542	551	580
- Precinct pediatricians	722	704	705	707
- General practitioners	819	736	715	688
The number of specialists with secondary medical education	34*763	33*706	35*170	34 016

persons. The level of registered unemployment in Tatarstan amounted to 0.9% of the economically active population. The main measures to improve the personnel policy in the country are carried out as part of the May Presidential Decree V.V Putin and the State Program “Development of the public health in the Republic of Tatarstan 2020”.

Working on the improvement of the staff shortage problem in the industry, the government has launched a number of programs and activities in the country that are listed below:

- One-time compensation program (under the Law of 29.11.2010 №326 - FL “On Mandatory Medical Insurance in the Russian Federation”), due to which 258 doctors were attracted to work in rural areas in the period from 2012 to 2014 and 60 specialists were employed in 2015.
- Tatarstan government scholarship programs (Decree of the Cabinet of Ministers of the Republic of Tatarstan from 25.02.2014 №120), that is doctors who arrived at the republic to work on the basis of the decision of the competition committee, are provided with 500 thousand grant for the improvement of living conditions. According to the results of 11 competitions, 287 doctors were provided with grants, 192 of them came from other regions of Russia.
- In 2014 a pilot project on the ongoing education of physicians, pediatricians and general practitioners was implemented. The result of all the activities leads to the conclusion that the moneyed assistance of medical staff should be considered not as a type of financial costs, but as a profitable investment into the development of public health in one of the subjects of the Russian Federation. A complex of social measures should be directed to the maintenance and support of a medical worker not only during his working life, but also after his retirement.

## RESULT AND DISCUSSION

In order to improve personnel policy in public health in the Republic of Tatarstan and the efficient use of available resources, it is needed to raise professional level

of medical and paramedical staff, to increase motivation to work effectively, to develop professional management, and improve business performance and strengthen the role of nursing personnel in the provision of medical and health - social assistance to the population of the republic.

One of the key factors determining the competitiveness of the Republic of Tatarstan is the growth of the human capital, the acquisition of skills and competencies of citizens, the relevant qualification requirements of today and tomorrow. The accelerated spread of technology and innovation, the growth of knowledge-intensity of production processes pose new challenges to professional educational organizations. It is impossible to provide high-quality economic growth and improving the welfare of the population, without a flexible and adaptable system of vocational education.

The current problems of discrepancy between higher education and the labor market is largely due to the fundamental structural changes in the Russian economy in the years of reforms and related changes in demand and supply in the labor market.

Thus, people need an adaptive education system so it is quickly responsive to the labor market needs and can also stimulate economic growth, the system will reproduce specialists who able to work effectively in a competitive economic environment.

The return to the traditions and the recreation of classical university medical education model, the creation of clinical departments is dictated by worldwide experience of successful development of scientific - educational centers in the field of biomedicine, as well as the need to review approaches to training specialists for the national health care.

On the 28<sup>th</sup> of April, 2016 at the meeting of the Supervisory Board of the Kazan Federal University it was unanimously decided to establish a university clinic. In his report, the rector of Kazan Federal University Ilshat Gafurov described in detail the reasons for and the necessity of the transfer of RCH 2, emergency hospital-2 and city polyclinic №2 to Kazan Federal University. Tatarstan President Rustam Minnikhanov and Minister of Education and Science of the Russian Federation Dmitry Livanov supported Kazan University in its request to transfer a number of national medical institutions to the university with guaranteed retention of the republic, the population served, and existing on today's day level of funding these medical institutions.

100 years have passed by since that, but the experience of the creation of the university clinics at the Kazan Imperial

University is priceless for Kazan physicians, university professors and creators of healthcare services in general, as the natives of the clinic were experienced professionals, clinicians, policy makers, famous not only in Kazan, but also among the Russian medical school.

The presence of such a clinic is a mandatory licensing requirement for educational programs for the training of doctors in our country. This clinic should become a platform for transformation of research into real practice. At the same time, the Federal University is the first such experience and Tatarstan will once again become a pilot region, where new methods of interaction between society, universities and medical institutions are tested.

Within the framework of “University Clinic” project, leading representatives of the professors and teaching staff of the university are employed to the clinics. Thus, according to global changes have occurred in recent years in the federal regulatory framework governing healthcare of Russian citizens, they will have the right to fully implement the functions of physicians and doctors of hospitals, in turn, begin to work as teachers in higher education, enabling students to obtain the most demanded skills necessary for the full implementation of medical activities directly from those who daily uses the most advanced medical technology for the benefit of individual patients.

As a result, interest of many teachers in the clinical practice of health care is expected to increase significantly. For the team of practitioners entering the university is a unique opportunity for self-realization in a competitive advantage through the access to intellectual and material resources of the University, obtaining practical results in the implementation of their own development through the use of established technology base.

The University clinic is planned to be the main base of practical training for students of the Institute of Basic Medicine, on a wide range of types of medical activities: such as therapy, cardiology, neurology, vascular and abdominal surgery, obstetrics and gynecology, outpatient - polyclinic aid to the population. In addition to knowledge of the fundamentals of natural sciences, doctor undoubtedly defines the level of quality of clinical training, which determines the quality of care in a modern hospital. Advantageously, the proportion of advisory work in clinical dissections, medical commissions, and the formation of expert opinions in the work of the team at the University Hospital is planned to be achieved through the creation of a pool of scientific and teaching employees of the University in the field of clinical medicine. At the end of the main program at the University graduated doctors who have received a diploma, will start to work at clinics

primary outpatient - polyclinic network, which will require a new quality of training for clinics that can perform the functions of a district physician - physician and general practitioner for another university.

Today an approximate number of highly qualified personnel in Kazan University Hospital is 1837 people, 81% of whom are health professionals (1495 people in total, including 441 doctors and 734 nurses). Medical staff's high level of competence is proved by the number of available qualified personnel categories (indicator of the presence qualification category doctors at the University Hospital is 60%, which is 10% above the national average). But regardless of the desire to increase the qualification categories of staff, a constant inflow of young people into deficient areas is planned to carry out.

## CONCLUSION

According to the new vision of training and professional growth of specialists within the framework of continuing learning in Kazan Federal university, the strategy of staff engaged in the rhythm of the modernisation of knowledge and practical skills will allow to raise the level of socially beneficial impact of vocational education systems and to reduce the level of social tension in the labor market of the republic. As a result of the creation of Kazan University's clinic they expect the influx of well-trained health professionals enable to provide high quality medical care; an increase in the availability and quality of care; the transformation in tertiary care; the possibility of reducing the cost of medical services; the establishment of high-tech medical organizations; creation of a center of translational medicine; an effort of practical health care through activities aimed at improving the quality of population's life.

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