

PROFESSIONAL TRAINING AND IMPROVEMENT FOR THE MEDICAL STAFF IN THE ROMANIAN MEDICAL UNITS USING E-LEARNING PLATFORM

Cătălina-Oana MIRICĂ (Dumitrescu)

Bucharest University of Economic Studies, Romania, catalina.dumitrescu26@yahoo.com

ABSTRACT

The professional training has always been one of the most efficient manner of ensuring the social and professional development of the main organizational resource. In this situation, we stick to the medical staff in the medical organizations generating changes, based on the knowledge and permanently updated information, in a dynamic informational framework, characterized by multiple economic, social and politic changes. For this reason, the training offer specific for the health field is permanently adapting to the system requests, which should ensure the supply of service according to the European standards.

The professional improvement brings an added value by the fact is grants any person the possibility to develop, to improve according to his/ her professional needs, but also according to the organisational scopes.

The continuous training of the medical staff, in order to increase their professional performances remains a scope supported by the policies, strategies and regulations specific to the medical field.

Generally, people are open to professional training, taking into account that they often confront the necessity of using new informatic technologies or procedures and action technologies, so they need to develop new skills.

Therefore, in the medical units the use of the informatic technology may represent a training and improvement method, namely accessing an e-learning platform. I support this method because it can save time, taking into account the employees in the health system do not have a lot of spare time. So, the medical staff may benefit of training and improvement courses within the organisation implementing this e-learning program, namely: e-learning achievements based on CD or network. In both cases, the courses shall be in an electronic format, and a specialist shall coordinate the entire activity, directing the employees step by step in what they have to do.

KEYWORDS: *e-learning, training, improvement, medical organisations, human resources.*

1. INTRODUCTION

The health system is field suitable for employees, as it's the one that has to deal most with the lack of the training and improvement of medical staff, more than other fields and organizations. I say this because this profession is considered to be one of the most taxing occupations from this point of view and the achievement of professional goals may lead to dissatisfaction with work.

Studies have been conducted about the lack of a professional development program regarding the mental health of medical staff and the efficiency of the performed activity, as this is a subject which is debated in international literature.

The paper deals with a current issue which has several impacts on the quality of human resources and their effective management.

The results of the paper confirm the existence of the relationship between the quality of the professional life of the medical staff and the quality of medical services. Thus, direct connections have been established between the way in which salary levels influence the employees' professional lives and the subjects' desire to migrate from their current workplace as well as the way in which the working conditions affect the personal life and health of the employees belonging to the health system.

This paper aims to implement an e-learning program, namely: CD-based or network-based e-learning achievements. In both cases, the courses shall be in electronic form and a specialist shall coordinate the entire activity, guiding the employees' step by step and showing them what to do.

After these programs, the doctors shall have the opportunity to be promoted and their salaries will rise, too. If such a program is implemented in Romania, then we may hope that Romanian doctors will think twice before they leave for other European countries in order to achieve a better standard of living and the professional development programs provided by these countries.

2. LITERATURE

Professional training is the planned process designed to change attitudes, knowledge and professional abilities by studying, in order to reach performance in an activity of a whole of activities. The purpose resides in developing the individual's abilities and meeting the present and future needs of the organization in the field of human resources (Manole, 2006)

The training meets the employees' expectations and the needs of the organization at the same time. It contributes to the achievement of goals - professional satisfaction, economic performance - taking into account the evolution of jobs. It also helps to keep the employees within the organization and permanently adapt the available skills to the skills required by the job. (Peretti, 1994).

We often associate the success of an enterprise with its ability to develop and update the skills of its employees. They spend important amounts of money on this. Nevertheless, the training should not be regarded as a lost expense of the company, but it should be closely connected to the company strategy and it should contribute to increasing its performance (Campoy et al. 2008).

According to HR management specialists, professional training is a complex post-educational process through which the individual acquires the required knowledge and applies it to concrete situations in order to perform an activity which is useful to society (Manole, 2006).

Professional training is a logic and systematic whole of theoretical knowledge and practical abilities acquired through professional preparation, subject to the process of permanent extension and renewal by the improvement of professional preparation, the necessary knowledge and abilities in order to exercise a certain profession. (Fleseriu, 2003)

Professional training supposes a "systematic process designed to change the behaviour, knowledge and motivation of the existing employees in order to improve the balance between the characteristics of the employee and the requirements of the workplace" (Painisoara & Painisoara, 2005).

In fact, professional training is a continuation of previous educational stages. Thus, in choosing his profession, after going through the educational stages, the individual should take into account the specialization he followed within the previous educational stages and, on the other hand, his aptitudes and psychological profile. At the same time, professional training is the first stage in the career of an individual, beginning with his start period. (Manole, 2006).

Professional training aims to improve the existing ability and expresses the process of transforming the "material" man represents and the result of the provided service, through this process, is labour,

the physical and intellectual abilities "processed" in the native material, the ability to work at a certain qualification level. (Campeanu-Sonea & Osoian, 2004).

The efficiency of the two processes depends on the concern for putting theoretical knowledge into practice. To apply the training process is to continue the process of professional training and improvement by solving problems concretely. The assessment of way in which the acquired knowledge was applied is materialized in: the quantity and quality of the acquired knowledge, changing mentalities, increasing the efficiency of the organization. (Manole, 2006).

3. STUDIES AND RESULTS

The research paper aims to analyze the factors regarding the training and improvement of medical staff as well as the influence exerted on the medical staff belonging to public hospitals vs. private hospitals. The case study performed in the research paper applies to 4 Romanian health organizations, namely: Spitalul Clinic de Urgenta Floreasca, Spitalul Clinic de Urgenta Bagdasar Arseni, Spitalul Monza and Spitalul Sanador.

For this reason, we have chosen the sample made up of doctors, residents and nurses. Considering the nature of their work, we have considered that by determining the important factors for the members of this group, both the professional activity and the psychical comfort of the employees may be optimized.

We have used a questionnaire in order to identify the dissatisfactions of the medical staff; most questions are closed. We have chosen this method upon a careful observation of the above group and the conditions and activities of the workplace; the observation was conducted during 7 days. The observation was followed by informal talks, which focused on the dissatisfaction, problems and difficulties encountered by the employees during their activity.

All 4 analyzed hospitals have a background of training and promoting highly qualified specialists, based on recognized professional criteria of prophylaxis, diagnosis, treatment and management.

Presently, according to the organizational chart, 5363 employees work in the four hospitals. The structure of the employees may be detailed according to several criteria, such as:

Table 1. The structure of human resources based on the level of education

Educational level	Educational level	Short-term Higher education	Secondary education	Post-secondary education	Total
No. of staff Floreasca	1672	4	381	944	3001
No. of staff Bagdasar	344	8	102	534	1088
No. of staff Sanador	268	10	106	344	728
No. of staff Monza	290	24	84	148	546
Total	2574	46	673	1970	5363

Source: (Database of hospitals 2015)

As expected, the higher-education staff is the most numerous in the structure of the 4 hospitals, namely 48%, the post-secondary education staff accounts for 36.80%, which includes beginner nurses

and a large part of the hospital auxiliary staff and the least staff is secondary education staff accounting for 12.55% plus 46 nurses with short-term secondary education (0.85%).

From the point of view of professional training, in the case of the hospitals Floreasca and Monza, more than half of all employees (55.71%, respectively 55.11%) accounts for higher-education staff, which may lead to an increased quality of the staff's preparation and performance of work.

Table 2. The structure of human resources based on the category of staff

Category of staff	Medical staff	Non-medical staff	Total
No. of staff - Floreasca	2753	248	3001
No. of staff - Bagdasar	970	118	1088
No. of staff - Sanador	658	70	728
No. of staff - Monza	493	53	546
Total	4874	489	5363

Source: (Database of hospitals 2015)

Depending on the category of staff, given their field of work, 90.88% of the hospital staff is medical staff, which includes doctors, residents and auxiliary medical staff and non-medical staff account for 9.12%. For all the 4 analysed hospitals, the number of medical staff exceeds 90% of all employees.

Table 3. The structure of human resources based on sex:

Sex	Women	Men	Total
No. of persons - Floreasca	2293	708	3001
No. of persons - Bagdasar	756	332	1088
No. of persons - Sanador	522	206	728
No. of persons - Monza	392	154	546
Total	3963	1400	5363

Source: (database of hospitals 2015)

Out of the 5363 employees belonging to the 4 hospitals, 73.90% is female staff and the rest of 26.10% is male staff; in other words, women account for more than three quarters of the staff. This is valid for each analysed unit and female staff accounts for approx. 70% of all employees.

Table 4. The structure of human resources based on age

Age	0-24	25-34	35-44	45-54	55-64	Over 64	Total
No. of staff Floreasca	40	1585	398	274	149	6	3001
No of staff Bagdasar	46	398	245	257	107	2	1088
No of staff Sanador	23	245	159	143	106	5	728
No of staff Monza	42	159	2387	65	40	3	546
Total	151	2387	1650	739	402	16	5363

Source: (Database of hospitals 2015)

The most common age bracket is that of 25 -34 (44.50%), which can be easily explained, as this age bracket includes all the residents belonging to public hospitals. The least common age group is the

one over 64; presently, each hospital has senior doctors, specialists and a C.M.F (physical medical culture) professor whose age exceeds this limit.

The study enables me to present some data and answers received from the medical staff after collecting the answers from the questionnaire.

Out of the 453 surveyed persons, 69% are nurses, 25% are doctors and 14% are residents. 74% of them are female staff, 67% are married persons, the most common age average is comprised between 36-45 (34%) and most staff (32%) have a seniority comprised between 6 and 10 years.

An important question related to the questionnaire is the health of the surveyed staff. 67% of the staff believe that their health is good, 29% say that it is less good and only 5% consider it very bad. Although the health of the surveyed staff is generally good, we notice the fact that the situation does not observe the general rule for the public health system, namely in the hospital Floreasca, 33% of the staff say that their health is less good and in the hospital Bagdasar, an important part (8%) of all surveyed employees say that their health is very bad and it affects their performance at work even if the reasons for this ill health are not always conclusive. For the other two private hospitals, there are no major differences.

The establishment of the ratio between the training level of the staff and the tasks assigned to them, thus 68% of them believe there is a correlation between the training level and the performed tasks. Nevertheless, in the case of public hospitals, the share exceeds slightly half of the total staff (Floreasca - 58%, Bagdasar - 52%). As far as the hospitals Monza and Sanador are concerned, most staff believe that the tasks they have in the hospital are established in accordance with their professional training level.

One of the questions of the questionnaire refers to the satisfaction related to the opportunities of promotion within the group, which turned out to be negative, as 54% are dissatisfied with their own career within the hospital. It's easy to understand why so many answered like that in the case of the hospitals Floreasca and Bagdasar, as most of them are residents who believe that the career development in the medical profession is a weak point, as it takes a very long time to peak in the career, as opposed to other professions. In exchange, the situation is reverse as far as private hospitals are concerned, especially the Monza hospital, where the staff benefits from professional development assistance on a regular basis through the participation of the staff in professional training courses in Italy, within the hospitals belonging to the Monza Group. They also have the opportunity to develop their careers in these hospitals and this is the reason why 85% of the total surveyed staff belonging to the heart surgery department are satisfied with their professional status.

Another question refers to the safety of the workplace. 67% of the respondents believe that their job is safe, but this time public hospitals have a higher percentage (Floreasca - 75%, Bagdasar - 72%). This is easy to explain due to the fact that public hospitals are financed by the state and thus they fall into the category of public institutions and the fact that over 60% of the employees have a seniority of over 5 years and those who meet this requirement have a tenure. There is a contradiction between the answers to this question and the answers to a subsequent question, which refers to the situations in which the employees would leave the institution.

A crucial fact related to the choices the medical staff make about their own job is salary. After being asked if the income from their medical activity is enough to ensure the livelihood of their families, 39% of the surveyed staff answered that their salary was not enough to ensure the livelihood of their families. The respondents gave opposite answers to this question. More exactly, if in the case of private hospitals (Monza - 85% and Sanador - 75%), the staff believe that their income is motivating, in the case of public hospitals (Floreasca - 44% and Bagdasar - 39%), the situation is totally different as more than half of the employees don't think that their income can help them cover their daily needs.

Not in the least, after collecting the answers received from the medical staff, it turned out that 35% of them feel the need to follow professional counselling courses and 34% feel the need to be involved in staff socialization and relaxation activities by the top level of the hospital.

I want to underscore the fact that, following the talks with the staff of health organizations, besides the fact that they are aware of the fact that these training and improvement activities carried out within the hospitals are essential, they also say that the Romanian health organizations are confronted with many problems and the implementation of such programs requires the settlement of many other primordial issues.

4. METHODS

The present paper aims to analyze the factors regarding the training and improvement of the medical staff and the influence exerted on the medical staff belonging to the public health organizations of Bucharest, by using more cost-effective ways in order to provide training for their employees. E-learning is less costly than traditional room training. Besides, many expenses related to training, travel costs for employees or trainers plus the employee's time are far reduced.

In our country, e-Learning is a way of training medical staff in a relatively short time and on a tighter budget. E-learning includes all forms of educational technology in education and learning. Therefore, e-learning is a type of distance learning, a planned experience of teaching and learning organized by the health institutions which will provide materials in a sequential and logical order in order for these to be assimilated by the medical staff in their own manner. The mediation shall take place through the new information and communication technologies - especially through Internet. Internet is both the way of distributing the materials and the communication channel between the involved persons. In the public health organizations of Bucharest, we may initiate an "e-Learning for medical staff" project. This project may help especially residents who may benefit from a free training system after finishing medical school or residency and who have trouble finding work in the Romanian public hospitals. At the same time, this project also targets experienced medical staff. [15–21]

Through the e-learning type platform, the project may enable access to training courses through internet. The courses may be accessed from the inside of the web page on which the platform will be developed. The exams shall be held both online and in the examination room. Those who completed the courses shall receive certificates acknowledged both nationally and worldwide.

This initiative was prompted by some research carried out within the health organizations in the last 5 years and we have reached the conclusion that such a project initiated in the public health organizations of Bucharest would be welcome both for the employees and the institutions. By means of these free training and improvement courses for the medical staff we can reduce the number of doctors leaving for other European countries, the doctors will have the opportunity to advance more rapidly in their jobs and, of course their wages will be higher, we can motivate the employees, reduce stress etc.

Among many questions, an interesting issue was raised: what will residents do after they finish their residency? A difficult question which is hard to answer and controversies about this issue have arisen and will always arise. That's why I will dedicate an entire article to this question. Coming back to the present project, the courses shall be held for medical staff. Afterwards, if this project is successful, we can increase the sample and, besides medical staff, we can also introduce the other employees of health organizations, such as: HR employees, accounting and legal department etc and, why not, subsequently we can expand the project to include all public health organizations of Romania.

At first, it may be a pilot platform, which will enable the training of one third of the medical staff. Then, in seven months' time, the platform may also be used by the other employees. The training of

medical staff may take a year and a half; during this time, they will attend courses which will span at least 370 hours, out of which 230 will be in digital form.

Besides this, we must also develop a network of at least 40 trainers and specialists, chosen from the medical staff, who will take over these tools and give them to those who need training.

5. CONCLUSIONS

Through the plurality of the outlooks of analysis, the present study has confirmed again the fact that the continuous professional training of medical staff is a highly complex phenomenon.

Professional training involves learning activities (the improvement of knowledge, abilities and attitudes) which may increase the present and future performance of the employees by enhancing their ability to carry out their tasks. It covers the differences between the current performance of the employees and the performance they intend to reach in the future. It's good to remember that the discovery of these discrepancies should not lead instinctively to the solution of training. Unfortunately, the training is not the answer to all efficiency problems within the institution.

In this society, which is intended to be a society based on knowledge, the value of an organization is given by its knowledge and the difference between organizations is made by the good use of the grey matter. That's why it's important that any Romanian health organization should guard well this treasure and develop it permanently in order to adapt to the external environment, which is changing constantly as well as the needs of the organization. The health organizations of Romania have more important and essential issues to deal with. For this reason, I hope from the bottom of my heart that these professional training and improvement programs will also be implemented in our country and the doctors and the nurses will stay in their country in order to work and live better.

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