

# ASPECTS REGARDING HUMAN RESOURCES POLICY FOR C.I.PARHON NATIONAL INSTITUTE OF ENDOCRINOLOGY

PhD. Student **Diana PAUN**  
C.I. Parhon National Institute of Endocrinology

C.I. Parhon National Institute of Endocrinology is a public institution of national public interest, in state custody, with juristic personality, being in suborder and administrated by The Ministry of Health. The mission of the Institute is to offer specific health services that can solve the health problems of the endocrine patients in the best and the most effective way possible and therewith to promote the development of the scientific research and to ensure the formation of young specialists in endocrinology. The values, principles and guiding philosophy of the entire activity of the institute are the respect and care for the patient, the promoting of the scientific clinical and experimental research, the respect for our predecessors - worthwhile professionals - and for the traditions of the Institute.

The aims of the Institute are the application of a competitive management and the best usage of the human, material and financial resources; the strategic plan :

1) On short term - the accreditation of The C.I.Parhon National Institute of Endocrinology as an excellence centre in endocrinology and in some overspecialised areas.

2) On medium term - reorganizing the clinical and ambulatory wards, the laboratory department, the molecular biology and genetics laboratory, the endowment of the imaging department.

3) On long term - clinical wards management, the elaboration of standards, criteria and quality indicators, the elaboration of practice guides and national registers.

The endocrine pathology – going from endemic goiter to growth disorders and osteoporosis - is a major one, with high morbidity rates, affecting the entire geographical area and all age and sex groups.

The Institute of Endocrinology represents therewith the only institution of its kind in our country which combines the medical activity with research and education, the institute being home of a powerful school of endocrinology, nationally and internationally acknowledged. Arguments for that are the numerous postuniversity courses organized by the institute annually as well as the international participation courses held in the institute in the late years, with a great impact on young specialists. Periodical presence of our researchers at symposiums, national and international congresses and conferences with scientific works appreciated by the organizing committees and published in various speciality journals is as well a valid argument for the role of the institute in national and international scientific life. The Institute is also remarkable regarding the great number of medicine doctors referred to the total number of advanced study employees.

Departments and research collectives from the laboratories ensure the deployment of the medical activity and the fulfilment of the contractual requirements of medical services suppliers, but also participate along with clinical and university physicians to an important research activity expressed by the achievement of a large number of research projects (clinical and experimental), the winning of grants after application on contests of The Medical Science Academy, the partnership with other national or international institutions and, as an acknowledgement of our specialists competency, the entry of our institute in clinical trials circuit.

The institution development strategy has as major objective the transformation of the National Institute of Endocrinology in a competitive national and international institution by assurance of a proper endowment accordingly to the rapid progress in endocrinology and also by development, motivating and maintenance of human resources.

Human resources management refers to leadership and the administration of the staff, its major objective being the raise of organisation performance by raising individual performances of each member of the organisation. The strategy developed by the lead of the organisation regarding the personal is congruent with the global strategies of evolution of the institute and include the planning of the personal, the improvement of the professional training, the maintenance and attracting of the valuable personal and also the safety and security at work and of work relations.

Human resources of the hospital totalize 295 persons : 44 doctors, 24 other advanced study personal, 111 medium sanitary personal, 116 auxiliary personal. (fig. No.1)

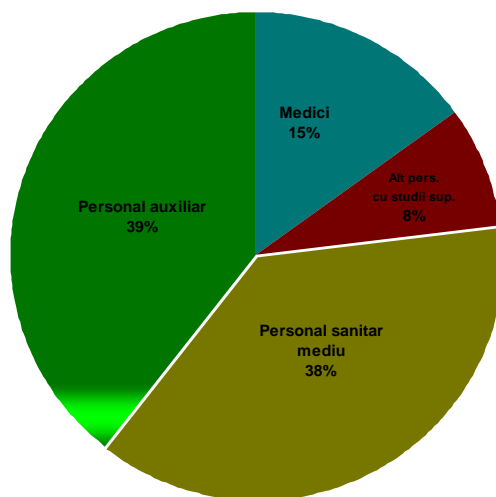


Figure 1

Labor force is therefore various and the loyalty of the specialists (doctors, nurses) is mainly headed towards the patient and their job and after that towards the employer. In addition, an important part of the staff is in research, researchers also helping the clinician, and allowing a good diagnosis and a proper therapy through the investigations performed in the research labs.

The problems in human resources refer to the lack of management strategy of human resources which allow implementation of the change. Thus, there was no acting training for quality, communication, teamwork, and therefore, the staff, mainly engaged in research work and education, is not ready for changing. The challenges that arise before the human resources management refer to the lack of motivation of the staff and its inefficient use. Therefore, the main objectives of human resources are mobilization, motivation and development of staff skills.

In the area of education and scientific research the main purpose of the staff policy was to improve the image of the researcher and to bring up the promotion modalities of activities and research programs of the Institute by:

- Continuity of scientific research under the National Strategy in the research-development and innovation domain for 2007-2013 approved by HG nr.217/2007 on scientific research projects approved by the management of the Institute and Academy of

Medical Sciences while increasing the quality and the level of performance of research and development activities in these projects.

- Supporting medical research into clinical trials that take place within clinical wards of the Institute with the participation of medical staff in clinical and research laboratories.
  - Improving the professional training of staff that ensure research.
  - Promoting the researching staff a competitive basis according to Law no. 319 / 2003, under the direction of the Academy of Medical Sciences
  - Developing the existing material database by equipping the laboratories with high performance equipment with funds allocated to scientific research contracts.
  - Developing a strategy for implementation of quality management in medical analysis laboratories.
  - Increasing contribution to budget research projects with consequent reduction of the difference between this contribution and the use of labor resources staff included into research.
  - Participation in the Steering Committee, Medical Board, the Scientific Council and Board of Management to optimize the activity of the whole Institute.

The objectives of human resources policy in the sphere of medical services were the continuing professional education and to increase the motivation of staff through:

- organizing an evolving plan of several training courses and continuous education for staff.
- increasing the staff motivation by moral incentives and remuneration changes, regular training, the development of participation in decision making, regular information on hospital situation, to implement gradual changes required by the application of the reform.

The activity monitoring was performed by following the achievement of human resources performance indicators which are designed to follow both current performance levels of the organization as a whole, as well as the personnel changes that are the result of implementing the desired objectives.

The continuous valuing of efficient staff, creating a medium that enables the development, meeting the needs of staff, with clearly defined objectives and expectations, with responsibilities at the appropriate latitude, with adequate working tools, the continuing education and the improvement of their working field were the assumptions that allowed employees to overcome their related skills only by regular enforcing duties. These are reflected by the upward trend of the Institute, both in terms of medical performance and research activity, in the high degree of staff stability and the confidence shown by the employees in the institution where they evolve their activity.

## References

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