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## INNOVATIVE TECHNOLOGIES IN PERSONNEL DEVELOPMENT

*The aim of the article is to substantiate the innovative approaches in the work of nurses, because their competence ensures availability and quality of medical and preventive care to the population. The subject is defined as the stages of development of nursing personnel, including education, career growth, and employee motivation.*

*In order to achieve the set aim and to solve the chosen tasks, modern research methods have been used. They include scientific abstraction (in the study of the categories of "core competencies", "competence"); systematic approach (to substantiate the principles influencing the professional development of the worker), sociological survey (questionnaire) (to determine the methods of motivating nursing personnel), etc.*

*The provisions and conclusions of the work are presented as a system of measures aimed at improving the competence, capacity building and utilization of the intellectual capital of health institutions.*

*It is revealed that the core professional competencies of nursing staff are the basis of employee development in the organization, and they help determine the level of professional competence of nurses, their practical skills.*

*Innovative technologies for the development of nursing staff are disclosed, including: building core competencies, individual development plan, performance appraisal, career planning, training and staff development, employee motivation.*

*It is established that the employee clearly defines his needs, goals, expectations in the individual development plan to know how to develop in the future and properly plan the steps and necessary measures to achieve the goals. Performance appraisal allows the assessor to determine the professional competence of the nurse. When planning nursing careers, it is necessary to take into account the specifics of the healthcare sector, the constant increase of requirements for the quality of medical services, the introduction of new medical technologies, etc. Motivation behind the career choice is often founded upon the principles of charity, assistance, care, compassion, and being altruistic.*

*Метою статті є обґрунтування інноваційних підходів у роботі медичних сестер, адже від компетентності останніх, залежить забезпечення доступності і якості лікувально-профілактичної допомоги населенню. Об'єктом визначено етапи розвитку середнього медичного персоналу, що включають навчання, кар'єрний ріст, мотивацію праці.*

*Для досягнення визначеної мети і вирішення окреслених завдань використано сучасні методи дослідження, зокрема: наукового абстрагування (при вивченні сутності категорій ключові компетенції, компетентність); системного підходу (для обґрунтування принципів, що впливають*

на професійний розвиток працівника), соціологічного опитування (анкетування) (для визначення методів мотивації праці середнього медичного персоналу) тощо.

Положення та висновки роботи є системою заходів що спрямовані на вдосконалення компетентності, нарощування та використання інтелектуального людського капіталу закладу охорони здоров'я.

Розкрито що основою розвитку працівника в організації є ключові професійні компетенції медичного персоналу середнього рівня, які допоможуть визначити рівень професійної компетентності медичних сестер, навички їх практичної діяльності.

Розроблено інноваційні технології розвитку середнього медичного персоналу, які включають в себе : побудову ключових компетенцій, індивідуальний план розвитку, оцінку за результатами роботи, планування кар'єри, навчання та розвиток персоналу, мотивацію праці.

Встановлено, що в індивідуальному плані розвитку співробітник чітко визначає свої потреби, цілі, очікування, щоб знати як в подальшому розвиватися, правильно спланувати кроки та необхідні заходи для досягнення цілей; оцінка за результатами роботи дає можливість визначити професійну компетентність медичної сестри; при плануванні кар'єри медичних сестер необхідно враховувати специфіку сфери охорони здоров'я, постійне зростання вимог до якості медичних послуг, впровадженням нових медичних технологій тощо; мотиви праці часто проявляються через милосердя, надання допомоги, турботу, співчуття, носять альтруїстичний характер.

*Key words: innovation, career, competencies, core competencies, competence, motivation, staff development*

*Ключові слова: інновації, кар'єра, компетенції, ключові компетенції, компетентність, мотивація, розвиток персоналу*

**Формули: 0, рис.: 1, табл.: 1, бібл.: 11.**

**Formulas: 0, fig.: 1, tabl.: 1, bibl.: 11.**

### **General problem outline and its connections to important scientific and practical objectives.**

The success of any organization depends largely on the development strategy and innovative management. Innovation in the field of personnel development defines the role of an employee within the management system (HR management). Major changes in the modernization of Ukrainian health care largely depend on the competence of health professionals, including nurses. Innovations in nursing are seen as the basis of daily patient care aimed at improving the quality of health care services. The need for innovative solutions is very high, as nursing staff play an important role in health care reform, accessibility and quality of care and prevention services.

**Analysis of research and publications searching for a solution to the problem.** Issues related to innovations in personnel management are considered in the works of both Ukrainian and foreign scientists, in particular A. Barynova, A. Kolot, M. Nahara, I. Ostrovska, A. Rumiantsev, V. Savchenko and others. Given the relevance of these topics, it is necessary to conduct further scientific research on the innovations in the personnel development.

**The purpose of the article.** The purpose of this study is to substantiate innovative approaches in the work of nurses - the main source of development in the healthcare system, since they work in all health care settings, with different types of patients. In the modern practice of innovative health care management, the process of improving and updating the medical equipment is continuous. Therefore, in nursing practice, innovative development of knowledge is done through constant review, updating and improvement of medical services' quality.

**Main results of the research.** Nursing staff plays an important role in health care reform, accessibility and quality of patient care and disease prevention.

However, new requirements are being imposed on the nursing profession as a whole and its activities above all in the field of new medical technologies nowadays. We would like to suggest supplementing the developed model of personnel management of the Ternopil City Children's Community

Hospital (henceforth – TCCH) with innovative technologies that will optimize the activities of medical staff and make plans for personnel development in the future. In order to improve the quality of health care provision, we propose to define core professional competencies for nursing staff that will help with the determination of the nurses' professional competences and the level of their practical skills.

Competence is a set of knowledge, abilities and skills needed to perform certain professional functions as a nurse in order to obtain positive results.

Human creative potential develops based on competencies and, therefore, the basis of the organization is the knowledge management system, that is, its transformation into a system of self-learning, a laboratory of excellence that involves staff in the decision-making process (O. Diakiv, 2017).

In addition as M. Nahara's stated: "... core competencies are the essential competencies, which correspond to the broadest set of operations and functions in the worker's professional field of activity. They are unified in accordance with their degree of application (meta-professional). These competencies are of the utmost importance for every job position. We must include the knowledge, skills and behaviour patterns that form a competitive advantage for the organization within this category" (M. Nahara, 2012).

The core competencies as dominant indicators of behaviour are summarized in Table 1.

Table 1

### Core competencies of a TCCH nurse

| Core Competencies  | Competency Characteristics (behavioural indicators)   |
|--|---|
| Ability to create favourable conditions for the provision of high quality medical services | Ability to perform medical procedures, collect and evaluate child health data, provide skilled patient care.<br>Ability to advise patients, their parents on disease prevention and treatment options.<br>Willingness to provide qualified emergency medical care.  |
| Active communication with patients and their parents                                       | Maintain status (partnership) relationships with parents and children<br>Capacity for compassion and mercy.<br>Ability to express their feelings, actively support patients.<br>Ability to perceive and respect the thoughts of children and parents.<br>Avoid conflicts with parents and children.<br>Clearly communicate information about the health, patient treatment stages, their legal rights and responsibilities to parents and children.<br>Respect patients' human dignity, their rights. |
| Positive attitude to innovation  | Interest in personal and professional development.<br>Ability to organize professional development events.<br>Ability to evaluate personal achievements.<br>Willingness to innovate, learn new things.<br>Capacity for creativity, high activity, initiative.<br>Learning from the experiences of others.<br>Familiarity with modern medical technologies that allow them to perform their medical duties professionally.   |
| Stress resistance  | Analytical thinking.<br>Emotional intelligence.<br>Ability to engage in a meaningful dialogue with parents and children.<br>Ability to optimally spend their mental resources in providing medical care to patients.<br>Ability to find a personal communicative approach to the child and parents.<br>The ability to control the behaviour of patients and their parents.  |
| The ability to work in a team (crew)   | Ability to interact with colleagues within the medical team.<br>Ability to critically evaluate the benefits and disadvantages of meeting patient safety standards, to be socially responsible in performing the duties of a nurse, develop a plan for providing comprehensive medical care, evaluate the delivery of effective nursing care, correctly set priorities, promote self-discipline.   |

Source: developed by the authors.

We will characterize the main components of our model. O. Diakiv states that professional competencies define the readiness and ability of a person to effectively perform their direct functional duties on the basis of special (professional) knowledge, abilities and skills (O. Diakiv, 2012). Professionalism as defined by the Oxford English Dictionary is: “/...an activity whose core element is based on mastering a complex amount of knowledge and skills” (J. Simpson, 1989). Professional core competency creates favourable conditions for the provision of high-quality medical services. At present, it envisages an independent division of patient work: conducting pre-doctor examinations as well as preventive ones; identifying and solving patient's problems within their competence; provision of nursing services to patients with the most common diseases, including diagnostic measures and procedures (independently and with the doctor); conducting classes with different patient groups; admission of patients within their competence.

Core competency for active interaction with patients and their parents relates to communicative ones. Communicative competence is considered as a command of oral and written communication in different languages, including via the Internet, as a willingness to interact and cooperate with other members or groups of society (L. Barinova, 2014). Nursing staff are in direct contact with patients and their parents during the healing process, so the nurse can have a positive or a negative impact on the sick child. It is clear that the medical staff is to avoid unnecessary negative psychological influence on sick children as much as possible and to promote the creation of a comfortable psychological climate, in order to assist the quick recovery. Incompetence in communication can disrupt the diagnostic and treatment processes.

The core competency of positive attitude to innovation relates to the cognitive ones, which is equated with the acquisition, transformation and use of knowledge. Cognitive competencies involve the practical use of theories and concepts, as well as the latent knowledge gained from practical experience (M. Nahara, 2010). Intelligence, mental abilities, creativity, etc. are of great importance for the development of this competence. Continuous learning is used as a mechanism for quality control of knowledge in order to develop professional competence, to keep up with new innovative knowledge and technologies. The key to professional success is the ability of medical personnel to navigate the vast field of information, the ability to independently find solutions and successfully implement them.

The core competency for stress resilience is a psychological one.

Author Ya. Ovsianikova considers psychological stability as a complex quality of personality, synthesis of individual qualities and abilities. Balance is the ability to maintain a level of tension without going beyond acceptable (without causing destructive stress) (Ya. Ovsianikova, 2009). Ability to withstand stress is an integrative quality of a person, characterized by a willingness to perform professional tasks of varying levels of complexity and manifested in tolerance, professional empathy and charity, contributing to the relief of suffering and restoration of the patient's health. Daily communication with a sick child and their parents leads the situation when nurses need to expand their professional experience and optimize their emotional state in stressful situations. From a psychological point of view, the task of the medical professional is to reduce severe and inadequate reactions, to encourage a patient and his parents to have a reasonable attitude to the disease and fulfil the treatment regimen.

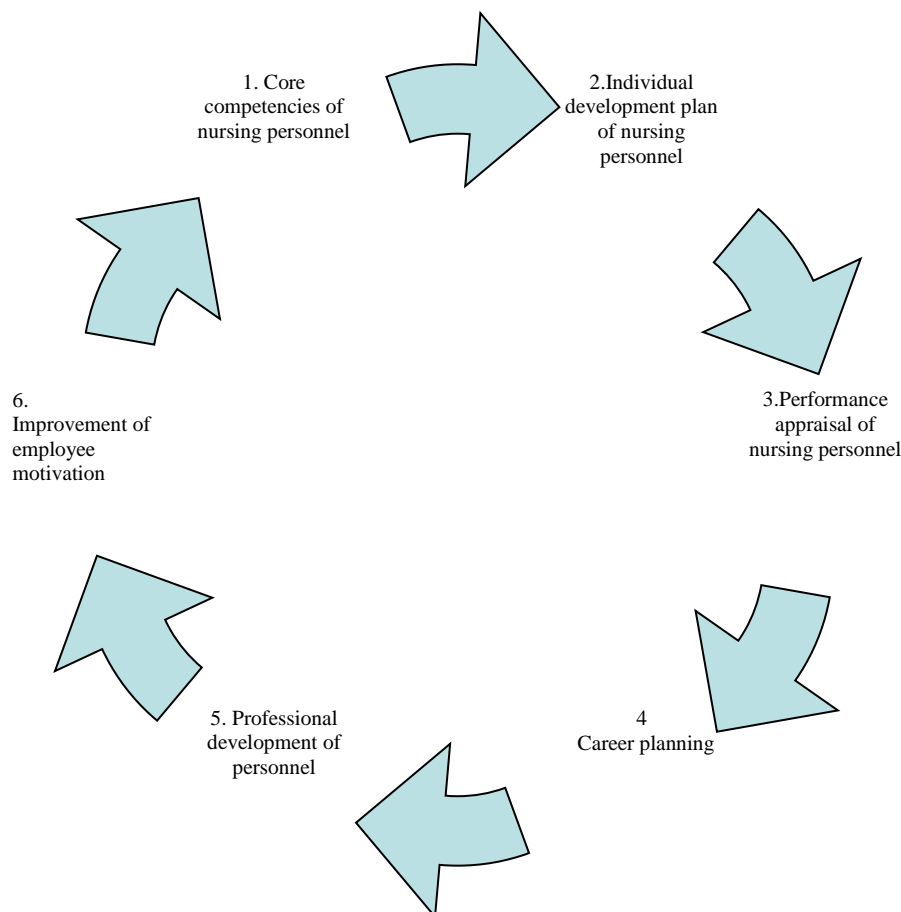
The core competence of working in a team pertains to leadership. “...leadership competencies are skills and abilities that make it possible to influence others” (L. Lishtaba, 2016). This competence characterizes the ability of the leader (senior nurse) to effectively interact with the team in the system of interpersonal relationships. Namely, this is the ability to navigate social situations, to correctly identify the characteristics and emotional states of other employees, to choose and to implement adequate ways of dealing with them while providing comprehensive medical care for patients, ability to provide constructive feedback in order to achieve mutual understanding between team members (doctors, nurses), and to lead a team.

According to the aforementioned core competencies of nursing staff, we propose an innovative model of professional development of a nurse.

The International Council of Nurses believe that nursing innovation is a major source of health care system development worldwide, as nurses work in all health care settings, with all types of patients, families, and interact with health care professionals and with experts in other industries alike. Nursing innovations are often the result of constantly reviewing, updating, and improving outcomes. Although they

do not lead to the significant achievements that are “broadcasted on every corner”, they are contributing to the nursing staff’s competence and are central to providing and improving quality of patient care (I. Ostrovskaia, 2009).

In the conditions of knowledge economy, every medical institution wants to be successful, use the latest technologies in medical activities, and, accordingly, the nursing staff needs to develop continuously. To address the latter, an individual development plan (hereinafter referred to as an IDR) of the employee must be developed. An IDR is a document that outlines a programme of the personal development of nursing staff to achieve the strategy of a healthcare facility. Nursing development goals, performance appraisal, personal development tools (career, training, motivation (D. Shushpanov, 2011)) should be included in the IDP.



**Fig.1. Innovative technologies for the development of nursing staff at TCCCH.**

*Source: developed by the authors.*

The goals of the medical staff are based on the mission of the institution and the implementation of the development strategy. Each specialist must support innovative development within his or her competence. IDP is needed as a professional development tool in which the employee clearly defines their needs, goals, expectations, in order to know how to develop in the future, to properly plan the steps and necessary measures to achieve said goals.

Assessment of the results of the work of the nurse is conducted by the management of the medical institution in the several areas. Among them: compliance with standards of nursing (medical) care, psychological support for the patient; individual approach to the patient; obtaining the patient's consent for nursing (medical) care; teaching the patient self-care skills or teaching the patient's relatives the rules of care (nursing pedagogy); correctness of the nursing procedure documentation; compliance with the orders of the Ukrainian Ministry of Health (regarding the rules for receiving, accounting, storage, and use of

medicines; maintaining) relevant medical records in accordance with approved forms; ensuring infectious safety requirements and adherence to sanitary and hygienic and anti-epidemic regimes; observance of internal work order in the institution; professional development, mastering of professional methodology and volumes of sanitary-educational work among patients. IDP within the framework of performance appraisal enables the assessor to determine the professional competence of nurses, to consider their opportunities and needs, as well as to determine additional opportunities to achieve the set goals.

Next, let us consider the individual development plan as an instrument for building an employee's career. The individual development plan can take into account both what the organization expects of an employee and personal aspirations of the person. In addition, developing an individual plan shows the employee the development and training opportunities the employee can achieve. Moreover, these opportunities are not limited to what the organization provides, but can also be discovered by the employee himself if he or she wants something more in terms of career growth. Many scholars believe that the institution transfers the responsibility of development and training to the employee by drawing up and implementing an individual development plan (A. Barynova, 2017).

When managing professional nursing careers, it is necessary to take into account the specifics of the healthcare sector, the constant increase of requirements for the quality of medical services, the introduction of new medical technologies, etc.

The individual development plan is considered as part of an individual educational programme aimed at developing the necessary competencies of nursing staff, improving their work efficiency, and professional growth in healthcare institutions. The programme may include the following: trainings; study of special literature, the journal *Head nurse's guide*, e-journal *emedsestra.mcfcr.ua*; observation at the workplace; internships; coaching; advanced training and retraining of junior specialists with medical education in regional postgraduate courses; work with mentors; conferences for junior medical professionals.

Individual development plan as a tool of motivation. In order to study the components of TCCCH nurses' motivation, we conducted a questionnaire survey, in which 220 randomly selected nurses. The survey was conducted in June 2019. Among the respondents: 20% have a Bachelor's degree, 80% have a Junior Specialist's degree. Among the respondents, 98% were women, 2% were men. One of the questionnaire questions asked to rank the qualities of a nurse from one to eight in decreasing importance: hard-working, disciplined, enterprising, competent, organized, determined, charitable, compassionate. According to most respondents, the most important quality for a nurse. In second place were organization skills. The majority of respondents put initiative in the third place. The results of the sociological survey indicate that nurses can satisfy their needs in the process of work as follows: 21.5% – satisfy their physiological needs, 22.8% – social needs, 12.3% – economic needs, 18.1% – status, and 25.3% – spiritual ones. The results of the survey made it possible to establish that 30.1% of the respondents consider seeking new knowledge and skills a priority motivation factor, 23.2% – solving difficult problems when providing medical care, 17.3% – income, 15.1% are interested in the labour process improvement of working conditions, career growth is considered by 14.3%.

The very essence of medical work implies altruistic motives, deep capacity for understanding, helpfulness, care, compassion, and charity; inclination towards personal relationships and passion for work, creative and spiritual development. These all correspond to professionally important qualities that create substantial basis for the professional success of the nursing profession.

**Conclusions.** The use of new technologies followed by knowledge, skills and the ability to obtain them competitive advantage in the management and provision of healthcare services. An innovative healthcare facility should develop and utilize intellectual human capital in its activities, including education, qualification, health status, personnel development and motivation. Professional competence, communication skills, willingness to provide the necessary qualified medical care in emergencies, respect for the human dignity and rights of patients should be a prerequisite for the actions of nurses at all stages of their activities. All this can be provided by our model of innovative development of nursing staff, which will allow the healthcare institution to improve the qualitative characteristics of employees, motivate them to increase competence and readiness for innovation.

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