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Regional Healthcare System Personnel Management Based on Local Management Projects

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Abstract: The modern regional healthcare system is facing a shortage of medical personnel, which negatively affects the quality and accessibility of medical care and the competitive advantages of the region. The implementation of local projects is considered as one of the effective measures to address personnel issues and involves solving the problem of shortage of doctors, nursing staff, and reducing staff turnover. The main reasons for these problems are the lack of modern social staff development programs in healthcare organizations, high workload, lack of systematic work to attract and retain specialists, as well as insufficient development of retraining programs.

1 INTRODUCTION

The purpose of the research, within the framework of the designated topic, is to identify and substantiate the stages of implementation of the personnel management project in the healthcare system, the results of the project implementation, and to develop proposals for creating competitive advantages for regional healthcare institutions.

To achieve this goal, the following tasks were set: conducting diagnostics of the current personnel situation, developing a program to increase the attractiveness of work in the healthcare system, developing measures to modernize the system of retraining specialists, and automating HR processes in the healthcare system.

The object of the study is the human resources of the healthcare system.

Subject of the study: local project of human resources optimization

The theoretical and methodological basis of the study is the scientific research of Dozorcev O.E. (Dozorcev , Skovpen ', 2024), Lebedev N.V. (Lebedev , Sokol'skaya , 2022), Rudenko M.N. (Rudenko , Rozhkov , 2024) and others, data from special rating agencies, statistical data on the financial indicators of the healthcare system of the Volgograd region.

2 MATERIALS AND METHODS

To achieve the research objective, the following methods were used: comparative analysis, quantitative methods, statistical analysis of quantitative data, systems approach.

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3 RESULTS

During the preparation of the project, activities related to its implementation and aimed at minimizing risks are described.

Table 1: Measures to neutralize project implementation risks.

Risk	Cause	Risk mitigation measures
Low efficiency of the proposed measures	Lack of support from the management of institutions.	Minimizing or neutralizing risks involves actively involving management in the development and implementation of projects. Risk minimization is also observed against the background of the implementation of pilot project stages by several institutions in order to assess how the proposed ideas work before distributing them to the entire region.
Resistance to change	Lack of understanding among staff of the need changes	Conducting awareness raising and training for employees. Not only training can help here, but also working with opinion leaders within teams so that they can influence their colleagues and convince them of the need for change.
Limited resources	Lack of funding for programs.	Attracting federal subsidies, budget redistribution. Implementation of partnership programs with private foundations or international organizations, based on subsidies or grants for training and infrastructure changes

4 DISCUSSION

The main goal of the local project was to develop and propose measures to implement a personnel management system aimed at attracting, retaining and developing medical workers in the region.

The project involves three stages: diagnostics, development of solutions and implementation, table 2.

Table 2: Project implementation stages.

Stages	Results presentation form
Diagnostics	A report analysing the current situation, including statistics and interviews. A map of problem areas (regions and institutions with the greatest shortage of personnel). Presentation of the diagnostic results to the Committee's management.
Development of solutions	Personnel management program with a step-by-step action plan. Motivation system (benefits, bonuses and compensation schemes). Proposals for changing regulatory documents.
Implementation and training	Instructions and regulations for employees. Conducting trainings for heads of institutions. Launching pilot projects and reporting on their results.

The first stage involves a comprehensive assessment of the current state of staffing, including an analysis of the staffing situation in medical institutions, identification of key reasons for high turnover and shortages of specialists, and development of a map of problem areas indicating the medical institutions experiencing the greatest staffing difficulties.

The main findings of the diagnostics were the establishment of the causes of staff turnover, the identification of the greatest shortage of specialists in rural areas, the identification of the need to update the system of advanced training, insufficient automation of personnel processes and the need to expand state housing programs. To achieve the main goal, the following tasks were envisaged during the implementation of the project: Table 2.

The project completion time is planned to be 10 months.

The project is expected to be financed from the regional budget.

Table 2: Tasks implemented within the project.

No. p-p	Tasks	Deadlines
1	Conducting diagnostics of the current situation with personnel in the regional healthcare system.	1 month
2	Development of a human resources management strategy (attraction, retention, development).	1 month
3	Modernization of the system of retraining specialists and advanced training programs.	2 months
4	Development and implementation of a program of benefits and compensation for employees.	2 months
5	Automation of personnel records and creation of a platform for interaction between healthcare institutions in the region.	3 months
6	Training of HR specialists and managers of medical institutions in working with new HR management tools.	1 month

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At the first stage of the project, a diagnosis of problems was carried out, goals and activities were defined, table 3

Table 3: Problems, goals, activities within the framework of diagnostics.

Main problems	Goals	Events	Results
High staff turnover	Identify the causes of turnover and weaknesses.	Conducting interviews with employees, analyzing dismissal statistics. In order to accurately identify the reasons, a more in-depth analysis can be conducted. For example, conducting anonymous surveys of employees to understand the personal reasons for leaving (not only financial, but also organizational or cultural).	The main reasons have been identified: low salaries, lack of career growth, overwork.
Lack of specialists in rural areas	Identify areas with the greatest staff shortages.	Collect data on staff numbers in areas, analyze the causes of shortages based on the development of geographically oriented programs.	A map of areas with the greatest shortage of specialists has been compiled.
Lack of a system for professional development	Assess the current education system.	Analysis of existing programs, survey of employees about training needs. Retraining of personnel should be regular and relevant, taking into account changing standards and technologies in medicine.	Gaps in the current education system have been identified, and key areas for new programs have been defined.

The stages of business solution development are summarized in the table below.

The project implementation stage involves three stages, namely the introduction of a motivation system and the development of measures to support specialists working in the village.

Table 4: Development of business solutions within the project.

Directions	Goals	Events	Results
Motivation strategy	Increase the attractiveness of working in the system.	Developing a system of bonuses, compensations, and additional benefits. You can offer not only a system of bonuses, but also advanced career programs that include mentoring and advanced training courses so that employees feel the prospects for growth.	A new incentive system has been approved, including support for housing rentals for young professionals through: • Increase in wages for workers in remote areas. • Introduction of additional bonuses for fulfilling plans or achieving high results in treatment. • Creation of a housing program for young professionals (compensation of rental expenses)
Attracting personnel to rural areas	Encourage specialists to move to the regions.	Introduction of allowances for work in remote areas, creation of service housing. It is also important to consider the creation of flexible work schedules so that specialists can compensate for the distance from large cities with family life, receiving certain benefits and support in the form of housing.	The number of applications for work in rural institutions has increased by 20% due to: • Creating financial and social incentives for specialists working in rural areas: • Introduction of allowances

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			for work in remote areas. • Creating opportunities to use service housing or providing housing subsidies. • Provision of transport compensation or travel subsidies.
Retraining and education	Ensure that employees' knowledge is up-to-date.	Development of new educational programs, online courses, trainings. Creation of an online platform for distance learning to improve access to educational programs.	have been launched, attracting over 500 participants. Programs have been developed that take into account changes in medical technologies and standard practices. Specialized advanced training courses have been introduced. Retraining programs have been created for specialists who cannot complete basic education but need additional training . Establishing partnerships with medical universities and educational institutions to implement modern educational programs, as well as holding joint conferences and seminars.

The development of activities related to the training and development system involves defining goals, developing activities and having results.

Table 5: Stage of implementation of business solutions and staff training.

Directions	**Goals**	**Events**	**Results**
Implementation of a motivation system	Increase employee satisfaction levels.	Informing about new benefits, automation of bonus calculations.	Employee satisfaction levels increased by 15%.
Support for professionals in rural areas	Increase the number of medical personnel in the regions.	Implementation of the program for the provision of housing and transport subsidies.	The shortage of specialists in rural areas has been reduced by 10%.
Personnel training and development	Prepare employees for new challenges.	Conducting trainings, webinars , seminars.	85% of training participants noted an improvement in their professional skills.

5 CONCLUSIONS

Based on the identified problems, key areas of the program were formed. An employee motivation strategy was developed, including increasing salaries for medical workers in rural areas, introducing a system of bonuses and compensations, supporting housing rentals for young specialists, introducing career programs and mentoring, and optimizing work schedules.

To attract personnel to rural areas, financial and social incentives have been introduced, infrastructure has been improved, and preferential mortgage programs have been organized. Retraining and advanced training have been provided by launching new educational programs, developing online courses and trainings, partnering with medical universities, regularly conducting assessments and certifications, and retraining programs for specialists from related fields. HR processes have been automated by implementing CRM and HRM systems, creating a platform for interaction between medical institutions, optimizing the recruitment process, and automated monitoring of the workload on personnel.

As part of the project implementation, pilot projects were launched in several medical institutions, employees were trained in new motivation and personnel management systems, benefits and bonuses were calculated, trainings and webinars were organized for heads of institutions, and

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an internal feedback system for employees was developed. As a result, the level of employee satisfaction increased by 15%, the personnel shortage in rural areas decreased by 10%, 85% of training program participants noted improved qualifications, and the workload on personnel was reduced due to the redistribution of responsibilities.

The customer achieved a 10% reduction in staff shortages in the first year, a 15% reduction in turnover, increased employee motivation, improved quality of medical services to the population, and increased patient satisfaction due to increased availability of services. The contractor achieved an increase in reputation, gained experience in the social sphere, concluded agreements on further cooperation, and the possibility of scaling the experience to other regions.

An integrated approach to solving the personnel crisis has proven its effectiveness. At the same time, measures have been developed to minimize the risks that accompany the implementation of the project.

However, for a sustainable result, the program needs to be continued, including attracting federal subsidies and developing educational initiatives. In the future, the proposed measures can be scaled up to other regions of Russia, which will improve the personnel situation in healthcare at the national level. It is important to ensure constant monitoring and adjustment of the implemented solutions to improve their effectiveness.

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