

THE NEED FOR MANAGEMENT TRAINING FOR ROMANIAN HOSPITAL M.D.'S

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Abstract: *The paper focuses on a analysis of the need for management training for Romanian hospital M.D. carried out in the hospitals of the South of Romania (Constanta, Tulcea, Galati, Dolj, Gorj, Mehedinti, Teleorman, Calarasi, Dambovita, Arges, Bucuresti, Ilfov), during the year 2011. Globalization, technology and other work-design factors have triggered training needs for health professionals. The increasing reliance on computer technology and the increased diversity in the work environment create several challenges for the health personnel.*

Key words: *training, methods, specialty studies.*

1. Introduction - objectives and research methodology

The main topics approached in the paper: 1. The methodology for identifying the need for management training; 2. only a long term study of the phenomenon can correctly underline its effects on the involved sectors; 3. at this point, we can not copy the methods and techniques from other countries; 4. changes in this field is more than urgent.

To create the present paper, we have based our research on specialty articles published in magazines and international data bases, such as the British Medical Journal, Journal of Medical Ethics, The Lancet, Nature, New England Journal of Medicine, Science Magazine, Directory of Open Access Journals, Springerlink, Elsevier, ScienceDirect. Also, an important contribution came from the Management of the National Centre for Medical Improvement. The most important articles

which have influenced the paper are: A Recipe for Medical Schools to Produce Primary Care Physicians (Smith, S.R., Febr. 2011), Developing the Sentinel System — A National Resource for Evidence Development, (Behrman R.E., Benner J.S., Brown J.S., et al., March 2010), Transforming Graduate Medical Education to Improve Health Care Value (Hackbarth G. and Boccuti C., Dec. 2010), Harnessing Our Opportunity to Make Primary Care Sustainable (McDermott J., Febr 2011).

For the Romanian Medical system to be able to match the EU requirements, the hospital specialty staff must undergo training to improve their skills, especially in non-medical fields. A MEDAS Group research targeted at municipal and county hospitals from Southern-Romania counties was based upon three forms: for doctors, nurses and hospital top managers. A fourth form was applied to patients who have had

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medical treatment in these hospitals. From these four, a dire need for training has emerged, in the fields of public health management, strategic management, human resource management etc.

2. Main results

Doctors in county hospitals in the South of Romania have filled out a form regarding the need and the availability of professional management training courses. More specifically: strategic management, public health units management, human

resource management, communication management and financial acquisitions management. It has been determined that these courses are more than necessary for doctors to be able to fully meet the requirements for successfully managing a hospital.

The first question identifies the subjects' need to acquire new knowledge, outside their specialty field. Most of the subjects consider they need such training for their current job.

Table 1

Do you believe you need extra training, besides medical training?		
Answer	Frequency	Percent
Yes	151	78,6
No	25	13,0
I do not know / I will not answer	10	5,2

More than half of the respondents had not participated in specialty courses

outside the medical field.

Table 2

Do you have any other specialty studies, besides medical training? (Strategic Organizational Management)		
Answer	Frequency	Percent
Yes	65	33,9
No	127	66,1
Total	192	100,0

Regarding the courses for Public Health Units Management, almost half of the

subjects reported participation, as they were mandatory in a certain context.

Table 3

Do you have any other specialty studies, besides medical training? (Public Health Units Management)		
Answer	Frequency	Percent
Yes	93	48,4
No	99	51,6
Total	192	100,0

Only 6.3% of the respondents specialised in Human Resource Management.

Table 4

Do you have any other specialty studies, besides medical training? (Human Resource Management)		
Answer	Frequency	Percent
Yes	12	6,3
No	180	93,8
Total	192	100,0

As far as Financial Acquisitions Management is concerned, only the high ranking management doctors took part in the courses.

Table 5

Do you have any other specialty studies, besides medical training? (Financial Acquisitions Management)		
Answer	Frequency	Percent
Yes	5	2,6
No	187	97,4
Total	192	100,0

The same pattern emerged in communications and public relations management.

Table 6

Do you have any other specialty studies, besides medical training? (Communication Management)		
Answer	Frequency	Percent
Yes	13	6,8
No	179	93,2
Total	192	100,0

Table 7

Do you have any specialty training in the field of public relations besides your medical training?		
Answer	Frequency	Percent
Yes	7	3,6
No	185	96,4
Total	192	100,0

Although specialised medical software is a necessity nowadays, very few doctors have taken specialised IT courses. The vast majority admit they use computers at a very superficial level and those who are

over 50 report that they do not want to improve. In this category, almost 70% do not even have an e-mail address and they use the internet at most once a month.

Table 8

Do you have any specialty training in the fields of Information Technology and Computer Science besides your medical training?		
Answer	Frequency	Percent
Yes	3	1,6
No	189	98,4
Total	192	100,0

The degree of satisfaction regarding the workplace training they received for the position they had at the moment, 67.2% are satisfied and very satisfied. Nevertheless, 14,1% are dissatisfied or very dissatisfied.

Table 9

How satisfied are you with the training you have received for your current job?		
Answer	Frequency	Percent
Very unsatisfied	14	7,3
Unsatisfied	13	6,8
Neither satisfied nor unsatisfied	31	16,1
Satisfied	93	48,4
Very satisfied	36	18,8

At the question *How important do you consider participating in further non-medical training to be?* the answers are shown in the graph below:

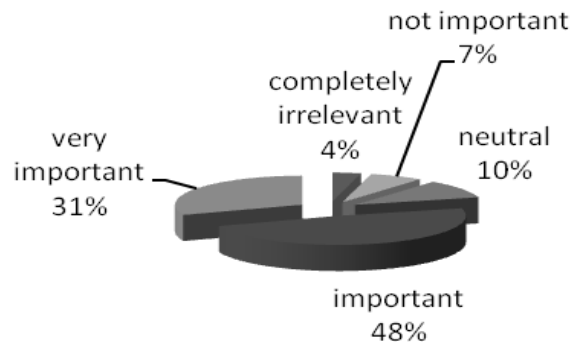


Fig. 1.

The respondents consider that it is important to attend other specialty courses, which means that the company which has funded the research can begin the courses in 2011.

We have tried to identify the respondents' availability to participate in different courses. Half of the responses were positive.

Table 10

Would you take part in the following courses: Communication management		
Answer	Frequency	Percent
Yes	102	53,1
No	82	42,7
I do not know / I will not answer	6	3,1

Table 11

Would you take part in the following courses: Public relations		
Answer	Frequency	Percent
Yes	87	45,3
No	90	46,9
I do not know / I will not answer	10	5,2

Table 12

Would you take part in the following courses: Information Technology and Computer Science		
Answer	Frequency	Percent
Yes	102	53,1
No	79	41,1
I do not know / I will not answer	6	3,1

The respondents are not aware of the courses offered by specialised Romanian companies (in the field which concerns them). Thus, the most common answer was „I do not know / I will not answer” for

almost 50%, followed by „No” for a quarter of the respondents, which translates in a significant need for these companies to extend their advertising campaigns.

Table 13

Do you believe there are enough Romanian companies specialized in providing courses for hospital staff?		
Answer	Frequency	Percent
Yes, but they are not adequately prepared	17	8,9
Yes, and they are well prepared	31	16,1
No	47	24,5
I do not know / I will not answer	83	43,2

As to the time futures students would spend weekly to acquire new skills, most have replied 2 hours and just 18% more than 3 hours. Taking into account that one would need four different courses, we

believe that 2 hours is completely insufficient. Furthermore, it is an indicator that the subjects had not had any contact with what a continuous education system or perpetual learning is.

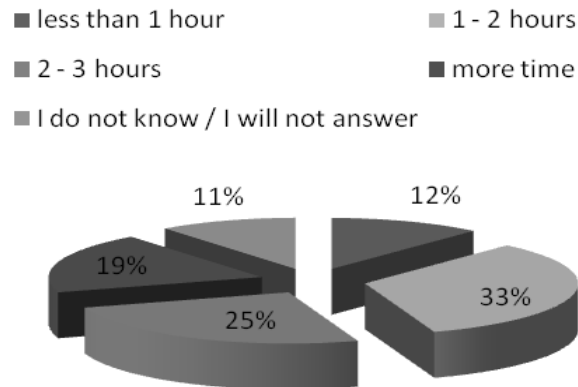


Fig. 2.

Even though they are open to attending different courses, most of the respondents are not convinced that they would actually

help develop their career. The company / teachers who will hold the lectures will have to convince students of the benefits.

Table 14

Do you believe that further, non-medical training, would help your career?		
Answer	Frequency	Percent
Very little	20	10,4
Little	35	18,2
Neutral / would not affect	34	17,7
A lot	64	33,3
Very much	39	20,3
Total	192	100,0

Over 60% of the respondents consider that participating in these courses will not help them increase their income.

Table 15

Do you believe that further, non-medical training, would increase your revenue?		
Answer	Frequency	Percent
Very little	40	20,8
Little	43	22,4
Neutral / would not affect	49	25,5
A lot	36	18,8
Very much	19	9,9

If a significant number of students is wanted, the company should hold the courses at its own headquarters, where they can provide the necessary materials and hardware.

An important percentage (10%) would nevertheless like that these courses be held in the hospital itself, because they constantly work overtime and they do not have time to travel to a different location.

Table 16

If you took part in such a course, where would you like it to be held?		
Answer	Frequency	Percent
In the headquarters of a specialized company	102	53,1
On-line	45	23,4
By mail	26	13,5
Another option	18	9,4

Also, the potential students consider that it would be useful to acquire knowledge that could be applied at a European or even an international level, as most respondents would like to leave the country, even just for specialisation programmes.

The respondents do not have a firm grasp on the actual financial cost of such a course. Most would be willing to spend around 500 ron, which is completely unrealistic, as it would not cover all the costs.

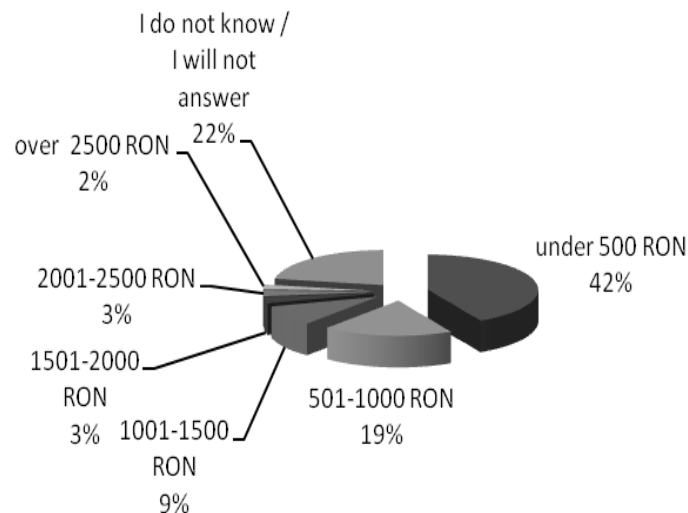


Fig. 3.

Nevertheless, since holding their position, more than half of the respondents had participated in non-medical specialisation courses, but only because this was mandatory. It is important to mention that the age of these respondents is around 35 and they had been employed for around 10 years.

3. Conclusions and recommendations

Overall, the respondents need to be encouraged, in any way possible, to participate in courses outside the field of medicine, because this will help them

improve their future career prospects, even at European level. Moreover, they will be better prepared to face the challenges of the business environment in which the competition from private hospitals is growing and given the fact that patients can now choose to go abroad for treatment.

As far as the approach is concerned, the paper is original. It is based upon personal research as well as on the findings and conclusions of renowned specialists and professionals involved in the specific operations. Some of the conclusions have never been presented in such a paper. The

implications of the research can be found at a strategic level, as well as at that of methodologies and organisational behaviour reconsideration.

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