

ABSTRACT

The characteristics of the activities of closed healthcare facilities show how dynamically the surroundings are changing. Therefore, the methods of operation used so far should be verified and adapted to the growing expectations of patients. Organizational culture is an important element influencing the perception and formation of the image of a given individual health protection. It is a factor that makes it stand out from other institutions. It consists of many elements that are created by organizations. In a closed healthcare facility, there are many professional groups that work to build a good image. Each of them makes an appropriate contribution to the creation of an overall picture of the individual. Simultaneously, if there is a lack of a sense of stability and security in any group, bad communication or the inability to solve problems, it reflects in the image of the entire organization. Creation of the impeccable image of closed healthcare facilities depends in majority from adequate human resource management, which translates into employee involvement in the implementation of the goals and mission of the unit. In this thesis the focus is on one professional group, which is the nursing staff. People employed in a nursing position have similar skills and knowledge which they can use in various ways, depending on the area of activity allocated to them - in closed healthcare facility, from the department where they are currently employed. The main potential of this professional group is knowledge, attitudes and skills. Nursing Staff plays an extremely important role in the healthcare system, exercising at the same time a caring, therapeutic, healing, promotional, educational and scientific function. Therefore, people who manage this professional group should analyze its knowledge, skills and develop the human Capital of employees. Bearing in mind premises that set tasks for creating a positive image of institutions, an analysis of issues related to the effectiveness of the methods of managing the competences of nursing personnel has been undertaken in this dissertation.

In this doctoral thesis, a research problem was formulated that takes up the subject of chosen factors in regards with competences of nursing staff that have positive impact on the image of the hospital. Building an image is not only about the graphic elements but also about the level of medical services and relations that are being built during the confrontation with medical staff, in case of this thesis - nursing staff. Establishing positive image of the hospital as public

organization is long-term process that demands time and. above all, the involvement of employees. Functioning of closed healthcare establishments where human health and life are the most important aim forces them to permanent improvement of actions. The concentration of managerial Staff on selected aspect of the nursing Staff s activities may lead to increase in work efficiency which will be reflected in the creation of good image of the organization, such as hospital.

The research process was focused on finding cognitive gaps in the field of competency management of nursing Staff that participate in the process of creation the good image of the hospital. The interpretation of the key competences of the management staff and the competences of their subordinate nursing staff was undertaken. The contemporary approach and determinants of personnel management were analyzed, demonstrating the value for the patient and the image of the hospital are the competences of the nursing staff as well as the attitudes and interpersonal skills of the management staff in personnel management in a closed health care facility - a hospital. In the doctoral dissertation, it was undertaken to identify cognitive gaps in the area of observed disproportions between the level of competences possessed by nurses and the practical possibilities of managing them by their superiors in such a way that they would be optimally used in the process of hospital treatment of patients. Many scientific studies deal with the issues of human resource management in healthcare, and this also applies to nursing staff. However, the level of analysis it is aggregated and the problem of nurses' employee competences is perceived from the point of view of the features predisposing to perform their profession, which the nursing staff must have and develop.

The main objective of the thesis was to identify factors affecting the effectiveness and efficiency of the management of nursing competences in closed healthcare facilities - hospitals. The particular aims were helpful in realisation of the main objective:

Examination of the relationship between competences management activities and the efficiency and satisfaction of nurses' work.

Assessing the competence potential of nurses as a professional group,

Recognizing the components and trying to define the concept effectiveness in managing the competences of nursing staff.

Constructing a model ordering factors influencing management of nursing staff competencies supporting efficiency hospital operation.

The main objective and particular aims were achieved by carrying out literature studies and my own empirical research. For the purposes of the ongoing research assumptions, the

Servqual method was used which helped to expose elements that we should put more attention on. Gaps were identified on the basis of calculating the differences between perception of nursing competences and its desired level. In the context of described research problem and agreed objectives, there were posted following hypotheses:

Main hypothesis - Management of nursing Staff competences affects on key elements of the image of the hospital, including the feeling of protection, effectiveness of the treatment and the process of recovery of the patient in the hospital.

Specific hypotheses:

H1. Competent nursing is the foundation of hospital treatment, often so obvious that underappreciated, in achieving the success of hospital treatment.

H2. The atmosphere and working conditions of the nursing staff depend on managing Staff competences.

H3. Management of nursing staff competences shapes the image of the hospital and effectiveness of treating patients.

H4. Managerial staff appropriately managing the competences of nursing staff contribute to the effectiveness and efficiency of nursing work.

The analyses of the conducted research allowed for the verification of hypotheses and became an indication for the development of a model of balanced management of the nursing staff competences.

The dissertation has a form theoretical and empiric, its structure covers five chapters, contractually divided into two parts. The first part consists of four subsequent chapters which were created as a result of literature studies and on the basis of which. research hypotheses were formulated.

In the first chapter there have been presented modern attitude and determinants of personnel management. An attempt was made to analyze the essence and objectives of management, starting with recruitment, and ending with employee evaluation. Professional methods of human Capital management were indicated. The principles by which human Capital management helps in achieving the goals of a given organization were listed. Common elements and differences between human resource management and personnel management were shown. The objectives of the recruitment and selection process in healthcare institutions were presented. It also includes factors that are necessary in the implementation of the nursing staff adaptation program. There have also been specified the elements that are taken into account in professional assessment of nursing staff.

The second chapter characterizes employee competencies as an object of management. After the theoretical issue of general competences, on the basis of the literature on the subject, the competences assigned to the professional group of nursing staff are presented.

Competency groups of nursing staff in other countries were listed in order to be able to compare them with the competences of nursing staff in Poland. The structure of interpersonal competences was cited, which, allowing to cope with difficult situations, creates the image of an employee in the environment in which he is located. The relationship between effective communication and patient safety was demonstrated. This chapter also focuses on contemporary management of health professionals' competencies. The following were distinguished: benchmarking, Total Quality Management (TQM), management through participation, concepts of knowledge management or concepts of organizational culture management. The focus was also on the characteristics of the health service which significantly influences the image of the hospital.

Chapter three shows the role of competences of nursing staff in closed healthcare facilities. In this chapter there are also highlighted the tasks and types of healthcare facilities and the role of management personnel shaping the behaviour of employees. After the previous characteristics of nursing staff competencies, chapter IV presents the role of these competences in closed healthcare facilities. The tasks of the nursing profession and the nursing team are indicated. Nursing service was described. Nursing in the 21st century has been characterized. Important aspects of the nursing profession and the role of the management staff in shaping employee behaviour are included.

The fourth chapter showed the way of creating the image of the hospital. The process of shaping the image was presented. The types of image of the organization according to selected criteria are included here. It is shown which elements a positive image of the company is associated with, what it is characterized by and what modern nursing is aimed for. It shows what is the professional development of nursing staff. The image of the hospital as a closed healthcare facility has been defined on several levels. It also covers the contemporary challenges faced by hospitals in order to maintain a positive image of the hospital.

In the second part, including the fifth chapter, the research concept and the results of own empirical research were presented. The results of the research were presented in graphic and tabular forms. They show a variety of views on the image of the hospital by individual groups. Expectations for a positive image of the hospital differ depending on gender, age and number of hospitalizations.

The dissertation ends with a summary in which the results of the own empirical research were synthesized and the directions for further research, inspired by the doctoral dissertation, were defined. The research provided tips that were helpful for the management staff regarding the studied areas: safety, reliability, empathy, competence and response to patient expectations. They contributed to the creation of a balanced model of nursing Staff management in the qualitative dimension. The concept of efficiency in the management of nursing competences was created. The main goal of the dissertation was achieved through the identification of factors that influence the effectiveness and efficiency of managing the competences of nursing staff in closed healthcare facilities - hospitals. The main hypothesis - the management of nursing staff competences affects the sense of security, the effectiveness of treatment and the patients recovery process in the hospital, has been positively verified in the light of the conducted research, which showed that the safety area provided by the nursing staff and reflected in creating a good image of the hospital received the highest rating.