

Attracting High-Quality Human Resources In Health Sector: A Case Study Of Lao Cai Province

Nguyen Vu Phi Cong

Hanoi University of Natural Resources and Environment, Hanoi, Vietnam

Abstract: Along with the socio-economic development, comprehensive health care for the people is always a top priority. Along with the medical industry, the pharmaceutical industry plays an important role in protecting and taking care of people's health and developing the region's economy. The reality shows that, at present, human resources for the pharmaceutical industry are relatively high in number, but quality is not guaranteed, and there is uneven distribution among regions, between cities and rural areas, villages, between provincial and district hospitals, between administrative and non-business sectors and production and business sectors. The attraction and reasonable allocation of health human resources in the province is an urgent issue that needs to be solved in order to achieve the highest efficiency in human health care. High-quality medical human resources in mountainous, remote, and border areas are always a "conundrum" problem for managers. Many groups of doctors volunteer to follow programs and projects on district hospitals to provide professional support and work directly. But in reality, these are only seasonal options, lacking sustainability. The problem of attracting and retaining high-quality medical staff is a very necessary task with health policy for Lao Cai province to be solved.

Keywords: Policy; Lao Cai; Human Resources; High quality human resources; Health.

I. INTRODUCTION

Lao Cai is a mountainous province located in the North of Vietnam, with a natural area of 6,383.89km² (accounting for 2.44% of the country's total area, the 19th largest area out of 64 provinces and cities across the country. In terms of geographical location, Lao Cai is located between the Northeast and Northwest regions of Vietnam. The North of Lao Cai province borders with Yunnan province, China - with 203.5 km of border line; The South borders Yen Bai province; the East borders Ha Giang province; The West borders Lai Chau province. In 2015, the province's population was 680,232 people, including 25 ethnic groups, of which ethnic minorities accounted for 64.1% of the province's population; population density 107 people/km². Lao Cai province is divided into 8 districts and 1 city, including 164 communes, wards and towns [4].

The project "Pilot sending young volunteer doctors to work in mountainous,

remote, border and island areas with extremely difficult socio-economic conditions" under Decision No.585/QĐ - MOH dated February 20, 2013 of the Ministry of Health (Project 585) [5] is assessed as having the best quality in current training programs, suitable to the medical examination and treatment situation in disadvantaged areas of Lao Cai after 8 years of implementation (2013-2021).

In Lao Cai, Project 585 has been gradually finding a way to solve this difficult problem by sending volunteers at the upper level to work and temporarily replacing doctors of the General Hospitals of the following districts: North. Ha, Muong Khuong, Bat Xat, Sa Pa so that they have the opportunity to be sent to train at the level of specialist doctors in specialties. In the period of 2013-2021, Project 585 has trained 26 specialists I for district hospitals of Lao Cai in the form of one-on-one tutoring [5]. As a result, specialists who specialize in I after graduation have very solid

expertise. However, this is only a modest number compared to the demand for medical examination and treatment in highland areas.

Currently, Lao Cai has 314 specialist I doctors (accounting for 30% of the total number of doctors). Particularly at the district level, there are only 49 specialists I and 10 clinical specialists II. Lao Cai strives that by 2025, 50% of doctors will have postgraduate qualifications (specialty I, specialty II); At district hospitals, there are 2 doctors specializing in I/clinical department. Thus, the locality needs to additionally train 213 postgraduate doctors (an average of 46 doctors/year) [4].

In addition to the positive signals of Project 585 on the quality of health human resources in the highland provinces, the local medical staff wishes that Project 585 will continue to be maintained in the direction of prioritizing health care services. Upland districts such as Bac Ha, Si Ma Cai, Muong Khuong - which are very difficult districts in human resource development, especially attracting doctors to work [6].

It is known that in the coming period, in order to maximize the effectiveness of Project 585, the Ministry of Health will implement the project for disadvantaged provinces, the project will expand the participating localities, expand the beneficiaries. If there is a shortage of human resources in the locality, they will train that subject. With such an implementation, the Ministry of Health, Department of Science, Technology and Training hope to help district health facilities improve their qualifications, helping people enjoy high-quality medical services right at the place of birth. life, with the ultimate aim of helping Lao Cai health care to minimize referrals at all levels. Stemming from that fact, the author has chosen the topic of the article: "Policy on high- quality human resources in the health sector in Lao Cai province".

II. THEORETICAL BASIS

Human Resources

In 2006, WHO issued a definition: "Health

workforce includes all those engaged primarily in activities aimed at promoting health". Accordingly, the health workforce includes medical service providers, managers and maids who do not directly provide medical services. It includes both formal and informal health workers (such as social volunteers, family health care workers, physicians...); including those working in the health sector and in other industries (such as the military, schools or businesses) [7].

According to the concept of health human resources of WHO, in Vietnam, the target groups considered as "health workers" will include staff, health workers on payroll and contracts working in the public health system. including military medicine), medical/pharmaceutical scientific research and training institutions and all others engaged in the management and provision of people's health care services (private health workers) , medical collaborators, healers and midwives/midwives). When developing and implementing plans for training, employing, managing and promoting health human resources, it is necessary to mention all people in the "health workforce" according to the concept mentioned above.

Human resource development:

There are two commonly used concepts when discussing health human resources. The concept of Human Resource Development is concerned with the mechanism for the development of skills, knowledge and professional competence of individuals and in terms of work organization. Besides, it is necessary to pay attention to the concept of human resource management. According to WPRO, "human resource management is the process of creating a favorable organizational environment and ensuring that people do their jobs well by using strategies to identify and achieve optimal performance." in terms of quantity, structure and distribution of human resources with the most effective cost. The common goal is to have the necessary number of human resources, working at the right position, at the right time, doing the right job,

and receiving appropriate professional support at a reasonable cost"[8]. According to the previous concept, human resource management primarily focuses on recruitment, salary determination and salary increase mechanism, social insurance management, administrative work evaluation with motivation, incentives, firing when necessary, as well as training and other administrative tasks. It is the manager's responsibility to carry out those duties efficiently, legally, and to ensure fairness and consistency. However, according to the current concept, human resource management is understood more broadly, including the task of human resource development.

Policy on developing high-quality human resources in the health sector:

People's health care needs are increasing, disease patterns are changing, some infectious diseases tend to return, non-communicable diseases, accidents, injuries are increasing, epidemics are increasing. new and strange diseases with unpredictable developments; more and more factors such as environment, climate change, society and lifestyle have adverse effects on people's health; The population size has continued to increase and the population structure has undergone a great change. Most countries have entered the aging population stage. Therefore, the demand for drugs is also increasing, which requires a force of doctors, doctors, pharmacists with knowledge and expertise, to coordinate smoothly in all stages of treatment to bring the best effect, and to ensure the best results. ensure patient safety.

III. RESEARCH METHODS

Information and secondary data were collected from the annual reports of the Department of Home Affairs and the Department of Health of Lao Cai province.

Collecting and processing primary data from direct surveys and interviews with all 175 employees of the Lao Cai Department of Health through an online survey designed by the author using the social survey method. Meeting, time

July, August 2022, location at Lao Cai Provincial Department of Health and General Hospital, District Medical Center.

The interviews were conducted with the purpose (qualitative) to get different perspectives on motivating employees to find out the limitations in the work of attracting and retaining employees at the Department of Health, Lao Cai Province. The interview results are also used to design the survey questionnaire.

Sample Descriptive Statistics

IV. RESEARCH RESULTS

Currently, the province has 1.66 doctors/10,000 people, an increase compared to 2020 (0.31 doctors/10,000 people), of which the administrative and non-business sector has 80 doctors, reaching 1.18 doctors/10,000 people. in 2014 there were 60 doctors, reaching 0.89 doctors/10,000 people). There are 129/164 health stations with pharmacy staff, reaching 79% (in 2020 there will be 127/164 health stations with doctors). Currently, 12/13 hospitals have doctors, a decrease of 01 compared to 2020 (Muong Khuong District General Hospital), 04/9 medical centers have doctors (in 2020 there are 02/9 medical centers with staff members who are doctors). doctor).

As of December 31 , 2021, the whole province of Lao Cai has 775 medical staff and employees, of which: 336 indirect units, 439 people directly performing health care. The administrative and non-business sector includes officials working and working in the Department's leadership; Department of Medical Profession; Health inspectors; Provincial medical center; health department, district, city; the staff working at the provincial hospital; provincial specialized centers (stations); District General Hospital; District and city health centers and commune and ward health stations. The business sector includes State-owned (or equitized) enterprises with state capital; foreign- invested enterprises; Joint stock companies, limited liability companies, private enterprises; Drugstore; Drugstores; Drug retail agent; Households and individuals

producing drugs, trading in medicinal materials and agents selling vaccines and medical biological products.

The number of pharmacy staff working in the direct health care sector is much higher than the number of pharmacy staff working in the indirect health care sector.

Some advantages and disadvantages in policies to attract and retain high-quality health workers in Lao Cai province

Some advantages for the policy of attracting high-quality health workers in Lao Cai province

- To meet the health care requirements of the people in the whole country in general and Lao Cai province in particular, medical units in the province have paid attention to sending staff to improve their qualifications, paying special attention to training university pharmacists, participating in clinical pharmacy training courses at Hanoi University of Pharmacy.

According to the "Summarization report on pharmacy work in 2015 and the direction of pharmacy work in 2016" of the Department of Health of Lao Cai province, in 2015 interested medical units were sent to train at universities of medicine and pharmacy in the province. In the country, the province has had 11 officials who passed the exam and were sent to train Specialty Pharmacists I: 01, University Pharmacists: 08 and College Pharmacists: 02

- The number of pharmacy staff in the province is high (775 staff), The number of university pharmacists/10,000 people is increasing gradually, reaching 1.66 in 2015; 12/13 hospitals have pharmacists with university degrees, down 01 compared to 2014 (Muong Khuong District General Hospital)

- The number of pharmacists in the administrative and non-business sector is high, 1.31 times higher than the number in the pharmaceutical business.

Some difficulties for policies to attract high-quality health workers in Lao Cai province

The number of health workers has increased over the years, but mainly at college and high school level, there are not many highly qualified and highly trained staff.

The ratio of specialist doctors per ten thousand people is still low compared to the whole country.

- The distribution of pharmacy staff in centers and establishments in the province is not reasonable: currently, there are 5/9 health departments of districts and cities without staff with university pharmacist qualifications, so it is difficult for the public directing, inspecting, supervising and implementing work at the establishment. No hospital has a clinical pharmacist, part-time clinical pharmacy staff, so clinical pharmacy work and drug information are limited. Some health stations in communes, wards and townships lack pharmaceutical staff, so drug management at the commune, ward and township level faces many difficulties. According to the 2015 Drug Review Report of the Department of Health of Lao Cai province, there are currently 35/164 commune, ward and township health stations that do not have staff with professional qualifications in pharmacy to manage and dispense drugs at the station.

There are still many problems with the use and treatment of health workers, in which the staff's income is still low. This is also a cause of the shortage of health workers, leading to an unreasonable distribution and displacement of human resources in some geographical regions and areas of work. For rural and mountainous areas... even though there are special allowances, it is still much lower compared to medical workers in hospitals (because hospital staff have a significant additional source of income. from the revenue generated by the hospital's autonomy and from overtime). Some grassroots and preventive medical units that are considered to be operating well are often the ones that successfully organize part-time services to increase employee income. It is of concern that the development of some of these fee-based services affects other functions of the unit, the overall effectiveness of the

health system and the interests of the population.

The reality shows that the implementation of some policies still faces many difficulties and the effectiveness is not high. Specifically, the implementation of Decree 56/2011/ND-CP stipulating preferential allowances according to occupations for civil servants and public employees working at public health facilities has faced difficulties in classifying them. situation at the district level, because in fact most of the staff have to do multiple jobs due to lack of human resources. Training and capacity building for health workers also face some difficulties in terms of funding and implementation.

Regarding the goal of improving training quality, the current training program for some subjects is not suitable. There is no accreditation system in medical schools. The increase in training quality has not been commensurate with the development level of technology and the community's demand for quality care is increasing rapidly. Continuity of training program has also not been focused. Investment funding from the state budget for training institutions is still very limited. In addition, the health sector still lacks strategic orientation and coordination mechanism in the health human resource training system.

V. CONCLUSION AND DISCUSSION

Healthcare human resources in general and high-quality medical human resources in particular are an important component and also a determining factor for the success or failure of the health sector. In the past years, under the direction and management of the provincial People's Committee and Lao Cai Department of Health, the province's health sector has made many progress, the health human resources have increased in both quantity and qualifications. Science and technology advances are more applied, the quality of health care for the people reaches a high level. In particular, pharmaceutical human resources are an indispensable component of the health sector and play an equally important role as medical

personnel. In 2021, the whole province of Lao Cai has 775 pharmacy staff, an increase of 5.59% compared to 2020. The number of general and postgraduate doctors will increase, reaching 1.66 doctors per ten thousand people in 2021 (2020 is 2020). 1.35 doctors/ten thousand people). However, the number of highly qualified staff is concentrated mainly in the Department of Health and provincial hospitals. In the districts, the number of specialists is still low, mainly with university degrees and lower.

In order to develop high-quality health human resources, it is necessary to have the right policies and strategies for development, management and administration, specifically: The policy on human resource development is clear, flexible, and there are regimes and policies on training, attracting and treating staff:

Training mode: The province supports funding, tuition fees, materials, and living expenses during the concentrated study period. It is necessary to increase the age of sending to graduate school for the health sector because health workers have to wait for enough people to replace jobs on the spot before they can go to school.

Attraction and treatment: Having a strong enough attraction regime coupled with a reasonable remuneration regime to retain and motivate medical staff to be wholeheartedly and fully committed to their work.

Enhance the ability to update knowledge and skills through continuous learning and in-depth professional training.

Human resources must be trained, used and best coordinated to have the lowest cost but still get the desired effect. Ensure a harmonious balance of professional structure of resources so as not to waste human resources, not to waste equipment, drugs and not to waste the budget.

Health workers need to maintain community trust, ensure medical ethics to make the community more and more harmonious.

Strengthen coordination between units related to the development, use, management of human resources, availability and suitability of equipment and pharmaceuticals, to support the

health workforce to meet be with the need.

Invest in facilities, technical equipment to meet the requirements of professional and technical development of the medical team. Having an appropriate hospital fee policy, creating conditions for the Hospital to ensure a stable income for medical staff.

In summary, in order to attract and retain high-quality medical human resources to meet the needs of people's health care and protection in Lao Cai province, there must be a synchronous solution: Training, attracting, treatment, while investing in adequate facilities and technical equipment, at the same time, must have an appropriate hospital fee policy and must have a good cooperative relationship with the upper level, taking advantage of the help of specialized units. leading faculty.

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