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**ОБУЧЕНИЕ НА ЧОВЕШКИТЕ РЕСУРСИ
В ЗДРАВНАТА ОРГАНИЗАЦИЯ**



ГОДИШНИК НА ВУАРР

ТОМ ІХ



Д-р Катрин Крахтова е лекар със специалност по дерматология и венерология.

Тя е един от първите лекари въвели естетичната медицина в България, преди повече от 22 години. Основните и интереси са в сферата на дерматологията и венерологията и по специално естетична дерматология, мениджмънта и управлението на човешки ресурси в здравеопазването. Чрез създаването и успешното развитие на Скин Системс Груп, успява да имплементира собственото си разбиране за успешен модел в здравеопазването, а именно поставяне на нуждите на пациента на първо място, лечение и грижа, чрез иновативни технологии и човечност.

Към момента е медицински директор и заместник управител на МБАЛ „Скин Системс“. Дългогодишен управител на медицински центрове „Скин Системс“ от 2006 г. досега. Медицински директор на „Скин Лайн“ 2004-2006 г. Създател и производител на собствена козметична серия кремове за лице от 2015 г.

Д-р Крахтова притежава повече от 17 годишен управленски опит в сферата на здравеопазването. Притежава магистърска степен по здравен мениджмънт, а през 2017г. защитава дисертационен труд на тема „Нискоинтензивна лазерна терапия в лечението на акне и розацея“, за която и е присъдена образователна и научна степен - доктор. Дългогодишен преподавател в сферата на медицинската козметика и естетична дерматология. Множество специализации и участия в научни форуми в чужбина.



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**TRAINING OF HUMAN RESOURCES IN THE
HEALTH ORGANIZATION**

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Abstract: Organizations' interest in training and motivating human resources has its deep reasons in some features of the modern economy: increasing competition between organizations; introduction of new techniques and technologies; accelerated obsolescence of human knowledge and skills. Companies in highly developed countries are actively engaged in staff training and consider it a priority area in human resource management.

In healthcare facilities, staff training is a systematic process of enriching the knowledge, skills and attitudes of employees with the aim of improving their work performance in their positions, structural level and organization. The "improvement" function itself has a very responsible and aesthetic content. Its purpose is to provide the necessary conditions in the organization so that people can develop and increase their effectiveness and that of the organization.

Keywords: human resources, health care, training.

The most expensive resource in any company is its staff. What makes a company successful or not is the people who work in it. Their motivation, but above all their competence. Each employee has specific knowledge and skills. Rapid changes in all spheres of our life, however, lead to rapid

obsolescence of all kinds of knowledge. If the employer company wants to continuously and successfully develop its potential, it must invest innovatively in the development and training of its personnel. This is especially true for newly established companies.

From the point of view of management, training is one of the means for the formation and development of human resources. With it, not only new knowledge and skills are pursued. It forms new attitudes among the staff by increasing the motivation to satisfy higher needs and career development, supports the preparation of necessary reserve personnel for managerial work and increases the volume and quality level of the human resource in the organization without the need to hire a new one staff and incur additional costs.

Significant funds that companies spend on staff training are an indisputable indicator of the role of this activity in the development of the organization. The improvement of knowledge is often used in parallel with the term staff development. Career development is defined as a set of activities for planning and managing professional and service growth, where the efforts and responsibilities of both the organization and individuals are appropriately combined. Staff training is only one of the factors for improving the work performance of employees. Therefore, the decision for any activity in this area must go through a careful analysis of the entire group of factors that affect work performance.

Staff training is understood as one of the factors for improving the work performance of employees and is aimed at such enrichment of knowledge, skills and attitudes, leading to desired changes in their work behavior and work results. Its ultimate goal is related to the organization's interest in increasing the efficiency of the use of the main production factors and improving the parameters of organizational behavior.

In the training process, the motivation of the trainees plays a very important role. Before training begins, employees must understand what they need it for, they must themselves compare their suitability assessment with the standard of their workplace, with the expectations that the organization has for them as collaborators. Training is that management activity that is based on decisions and actions to purposefully change the behavior of human resources in order to work better. Learning is inherent in human nature, and training is a way to manage human resources in an organization.

Personnel training reflects the organization's policy in this area, and it is closely related to the company's strategy for growth, renewal, entry into new markets, etc. At the same time, it reflects the underlying philosophy regarding how to provide the necessary workforce.

Many organizations emphasize the importance of their employees and the competitive advantage that is gained through a quality workforce – through talented employees.

Human capital training is a strategic function of human resource management. It is directly related to growth and competitiveness and determines the professional growth of the staff. Investing in training is equivalent to investing in the sustainable development of companies. / Aleksiev, 2012 /

In healthcare, the race to optimize costs has companies globally rethinking all their long-term investments to gain a competitive edge. They are increasingly turning their attention to their employees and the ways in which they can increase their productivity. Managers are aware of the role of training and are looking for ways to properly manage this resource in a long-term economic perspective.

Research shows that the need to develop leadership skills comes first. Also important is the pressure on companies to optimize their costs and increase workforce productivity. Third is the desire of managers to know what the impact and benefits of training are.

Training and development is one of the most important functions of human resource management in any organization. The purpose of this training is to improve the skills behavior and expertise of the employees by introducing them to learn new work techniques.

Employee training and development activities are designed to impart to the employee to perform better in his assigned work which also motivates the employee to give his best so that during the appraisal of the job for the employee to be able to show that he meets the conditions for a promotion and salary increase. Training and human resource development are two different activities that go hand in hand for the overall improvement of the employee. The short-term and reactive process is learning that is used for operational purposes, while the long-term development process is for executive purpose.

Management takes the initiative for training to fill the skills gap in the organization; the development initiative is usually undertaken with a view to future succession planning.

The main stages of staff training are three: determining training needs and training goals; designing, organizing and implementing training programs; evaluating the effectiveness of training. Staff training is a systematic process of enriching the knowledge, skills and attitudes of employees in order to improve their work performance in the positions, the structural unit and the organization.

Staff training is seen as cost optimization for companies on a long-term investment scale to gain competitive advantage. Most turn their attention to how their employees can increase their productivity. For their part, managers are aware of the future development in training and are looking for ways to properly manage this resource in long-term economic development.

The factors that influence investments in personnel training show that the need to develop leadership skills is in the first place. Also important is the pressure on companies to optimize their costs and increase workforce productivity. Managers know the impact and benefits of training. Another important problem is related to the investments in the qualification of the personnel - the attraction and retention of employees. Companies recruit highly qualified personnel, usually directly from the student bench, and then train them very actively for a certain period.

These people go through different departments and perform specific tasks. The advantage of this approach is that it produces people with really high qualifications. Experience in large companies has proven that people who started working after completing a master's degree leave a year later and the investment in them is not returned. To protect themselves from such things, some companies prefer other companies to do the training by recruiting only people with qualification and at least two to three years of professional experience in the field of work. In this way, they get people with experience and knowledge. In this way, the right conditions are offered to attract and then retain talent. A more successful approach is associated with talented and ambitious employees. He hires people who have been working in the company for three or four years and are already qualified. These people are usually aged. A special program is planned for them, which includes passing through various departments. Focusing on the needs of the business and the people inside the organization and for their retention is the responsibility of the company itself, what talents it has and what are their needs to stay in it. Analyzes the information and assesses what to do not only with regard to the highly qualified staff but also the managerial staff.

Designing and organizing training programs means specifying what specific training activities will be carried out, in which period, for what duration, with what resources, which workers and employees will participate. The trainees are the most important element in the training process for this it is necessary to study their main characteristics; educational level, work experience, age, attitude to learning. One of the main points in the design of training programs is the correct selection of appropriate training methods.

There are two main forms of staff training in the organization:

➤ *full-time* - instructing, mentoring; rotation, enrichment and expanding job duties. The wide application of on-the-job training methods is primarily due to their advantages - The training takes place in a real working environment and does not require special equipment and conditions - The trainee receives instructions and advice from an experienced worker who has successfully performed the relevant position - The training is relatively cheap and easy to organize - Active interaction in the learning process helps to build good relationships between the learner and the learner, who in most cases are members of the same work team. Along with this, some disadvantages of this form of training should be taken into account. There is a possibility that the trainer does not know how to teach his knowledge and skills, does not motivate for this, does not have time to train and misses important elements of the training. In addition, during training, equipment and materials cannot be used to their full potential, and costly mistakes are possible, related not only to damage to machines and finished products, but also to people's health. These disadvantages are to a certain extent overcome by the training methods, in which the trainee is detached from the work.

➤ *with interruption of work, but in the workplace* – An increasing part of organizations use video projections and specialized videos from various fields that can be used to quickly, effectively and relatively cheaply train a large number of employees in the organization. In most cases, video screenings are combined with lectures, which allow the teaching of unified information to a wide range of listeners. Another widely used modern method is multimedia interactive learning. With it, through programmed instructions, the learner can consistently master certain parts of knowledge and skills on a given issue at a time and place convenient for him. In recent years, various forms of distance learning have also rapidly made their way: webinars, teleconferences, and the like. The good thing about them is that they save time on the one hand, and travel expenses on the other

➤ *part-time* - courses, seminars and conferences - this type of training it can be conducted both individually and in groups of different numbers of employees. This group of training includes various specialized programs, seminars, study of practical situations, assessment centers, membership of professional organizations, behavior modeling and others. The main advantages of this type of training are - Ensuring the simultaneous training of a large group of participants - Trainers are good specialists in teaching knowledge and skills, and are not just good performers of work duties - Training is usually carried out in a better organization. It is carried out without fear of possible mistakes that would damage work equipment and materials -

It provides the opportunity for small companies to conduct training without spending huge resources on maintaining specialized personnel. At the same time, one should not forget the two main disadvantages of this type of training - In it, the trainees do not fulfill their work duties, which further burdens the costs of the training program - There is a possibility of breaking the connection between the training and the concrete work of the participants, who are relatively numerous and heterogeneous group and it is difficult for the trainer to adapt the material to the specific needs of each of them.

The most frequently applied learning methods, where learners are separated from their workplaces, are: lecture, brainstorming, cases and case studies, discussion, role-playing, work in small groups on certain tasks, debate, demonstration, simulations. Without the constant development of skills, it is impossible to find new solutions in business.

Courses can be short-term or long-term, and the main difference between a course and a seminar is that, while in the course the emphasis is on the acquisition of new knowledge, skills and attitudes, in the seminars the emphasis falls on the exchange of knowledge and experience, case discussions with which the students are familiar with it in advance.

The importance of training human resources is mainly determined by some features of the modern economy, such as the ever-increasing competition between organizations, the continuous internationalization of markets, as well as the introduction of new techniques and technologies. Personnel training can be defined as a systematic process of enriching the knowledge, skills and attitudes of the persons employed in the company in order to improve their work performance.

Training and development is always defined as one of the vital functions of human resources. In most organizations, training and development is an integral part of HRD (human resource development) activities. Amidst the tough competition in the corporate world, where skilled workforce is an important aspect to gain competitive advantage, training and development act as a tool for organizational success. Because the rapid changes in technology are de-skilling employees very quickly, many organizations have designated a certain amount of training hours per year for their employees.

From an HR perspective, training and development activities are the best way to create a talent pool within an organization. Instead of hiring staff who are qualified and trained for a particular job profile, training and development activities that take place within the organization are a much cheaper source of internal skilled employees. The Human Resource Department also promotes training and human resource development

activities as local managers are found to perform better than qualified people hired from outside.

The HR department is usually responsible for planning and implementing training and development activities in the organization. This activity involves first looking for skill gaps in the organization and then finding a precise source from which employees can learn new skills and improve their performance. Through the training and development activity, the HRM department actually contributes to the productivity of an organization.

Defining and setting clear and specific training goals is of essential importance for the effect of the conducted training. In general, staff training aims to enrich the learner's knowledge, skills and attitudes to deal with more difficult and responsible tasks and to improve his work results. It provides opportunities for career development and increases motivation to cope in the workplace, while reducing the turnover of highly qualified professionals. The realization of the objectives of the training leads to the optimization of its positive results. As a result, there is an improvement in labor performance and an increase in the quantity and quality of the production. As a result of continuous training, the time to learn new techniques and operations is reduced, while expanding the competence area of the workforce and reducing intra-company conflicts and turnover. Investments in training motivate staff for greater dedication and higher work results. This also contributes to improving the image of the company, which spends time and money on the professional qualification of its employees. On the one hand, the company increases the price of the provided goods and services, and on the other, it attracts professionals to work for it.

In addition to the traditional method for every new employee through the "Training-control" cycle, there are a number of other useful forms of obtaining new knowledge. Often, the trainee periodically changes his workplace and through the exchange of experience and good practices acquires an idea of the whole picture of the place where he works. There are personal or corporate trainings, seminars, conferences and forums, refresher courses, various educational programs and retraining. It is very important for the company to maintain a positive attitude towards continuous self-learning. Self-education can be expressed in various forms: independent attendance at thematic courses and professional events, reading business literature and specialized periodicals, visiting Internet portals with specialized topics.

Staff training is one of the factors for improving the work performance of employees and is a set of several interrelated activities.

The stage of determining training needs begins with an analysis of work and skills, determining its relative importance for the successful implementation of the activity of the entire company, the degree of knowledge and skills necessary for its implementation, the techniques, the type and duration of experience necessary for its professional implementation, as well as the most common mistakes that can be made and ways to minimize them.

The second stage of the determination of training needs is an analysis of performance results. Here, the actual achieved results are established, which are compared with the set goals and standards, and the deviations that have occurred are further analyzed by the manager and the subordinate, and a decision is made on the type and content of subsequent training.

The training objectives specify the needs and determine what the knowledge, skills and attitudes of the trainees should be at the end of the training. Properly defined learning objectives are helpful in selecting appropriate learning methods; the determination of the specific tasks both for the participants in the training and for the teacher; evaluating the effectiveness of the conducted training

The training must be tailored to the specific characteristics of the participants. The educational level and work experience of the participants provide information, both about the knowledge and skills possessed, and about their intellectual capacity. Therefore, this should be taken into account when structuring the teaching material and the applied methods. The training material must have practical applicability in the real work environment, because very often the participants do not see clearly enough the connection between the training conducted and their practical activity and are not sufficiently convinced that what they have learned can help them in the daily performance of the work their tasks. In connection with this, specific requirements for the content of the offered training programs are formed. Regardless of the specific features, however, the content of the learning material in each program is structured according to methodological units, which have a logical connection with each other and are aimed at achieving the learning goals. The duration of the training is determined by the identified needs of the respective company. Both the workplace and a location outside of it can be preferred for the place of training, depending on the choice of the method of conducting it. The design and organization of training programs must also take into account the resources that are needed: for trainers' remuneration; to provide an educational base - halls, technical means; for study materials.

Conducting the training is related to the implementation of a pre-prepared program for its implementation. This is usually associated with determining the means by which the training will be carried out, as well as the choice of training methods. Here, however, the advantages and disadvantages of each of them must be taken into account, as well as the abilities of the trainers, since they have a significant impact. Regardless of who may be in the role of trainer, they must:

- To strive to connect the activity of improving the knowledge, skills and attitudes of the employees with the strategy of the organization.
- To direct the training to a more complete utilization of the complex capabilities of the personnel.
- To connect learning with work and work with learning.

During the training, constant control is carried out by the lecturers or the heads of the programs, and the criteria are mainly internal and external. The internal criteria assess how the trainees cope with the given work and the content of the training, and the external criteria give an assessment of the extent to which the set goal has been met. They take into account the level of performance, changes in production, in the quality of the goods and services offered by the company after the training.

Upon starting work, every new employee is subject to induction training. This is familiarization with the history and basic rules of the company, structure, hierarchy, communication channels, working hours, work clothes, with the rules of labor safety (this is sometimes a separate training, especially in manufacturing companies), in short with everything that the new an employee must know, including household needs, such as the location of toilets, for example.

Some of the new training methods include:

- *Rotation principle* - this is an innovative training technique that is oriented to increasing the efficiency of small groups of trainees, mainly with established professional functions or those that need their strengthening and upgrading. Each trainee has the opportunity to be in the role of a trainer, parallel to his function as a trainee as well as an evaluator.
- *Roit methodology* - used for higher performance through feedback with the trainees.

The results of the trainings are evaluated at different levels according to a special methodology that takes into account the return of the funds invested in learning. It is used to measure the results of training in terms of their effect on the work process and considers the return on investment.

- *Role-playing* - the performance of roles directs the attention of participants to new ones ideas and feelings, expectations and attitudes. The

method is suitable for forming skills for adequate response in a certain situation".

➤ *Simulation games* - the action unfolds on an imaginary plot or reproduces a real situation. The goal is to reproduce characteristics of a possible situation that requires adequate and appropriate behavior. Through them, knowledge is acquired, but the emphasis is mostly on skill formation, character building and assimilation of company values.

➤ *Brainstorming* - one of the most popular methods of finding a solution through uncritical presentation of different opinions - "generation of ideas".

➤ *Case-solving* – presenting a problem on which different ones are sought options for resolving it. The participants work mainly, and the trainer has only a guiding function.

➤ *Drawing ideas* - This method allows for the imagination to be provoked and the associations of participants on a given topic. It is suitable for introduction to a new topic.

➤ *The discussion* - a method of learning by resolving controversial issues, clarifying of contradictions, building thesis and antithesis. Summarizing and systematizing the results. In the discussion, there is an exchange of information and clarification of alternative possibilities.

➤ *Panel discussion or working in groups* - a method of exchanging opinions and searching for solutions to a complex, complex problem. Work is done in subgroups, each of them receiving a specific task - part of the general problem. The solution of the general problem is the sum of the individual solutions of the problems in the subgroups.

➤ Consultation at the workplace either remotely or via e-mails, such as consultations take place over the Internet.

A few favored trends for on-the-job training have emerged recently:

➤ The development of flexible skills such as leadership, communication, collaboration, time management. Automation of all work processes is accelerating and it is becoming increasingly clear that people, not profiled skills, come first. We must be able to benefit from both failed negotiations and offer systemic solutions. Flexibility and adaptability are the most sought-after characteristics in business, so the right solution is to develop these skills in current employees by investing in their training.

➤ To be successful in business, you need to acquire skills that will be needed in the future.

Training only in those skills that are needed today is no longer enough. Information and methods become outdated quickly and if not updated in a timely manner will lead to gaps in knowledge.

➤ To know what competencies employees should have in the immediate future, sufficient attention should be paid to forecasting business development trends. Employees with tomorrow's skills will be adequate to the business, or at least give a chance for competitiveness.

➤ When we are not busy with work, we can use the time to learn new things knowledge – the internet is an endless storehouse of all kinds of knowledge.

Most people would want to stay with the company if it invested in their career development. Employees want to learn and develop in order to solve tasks faster.

E-learning is the concept and process of enhancing teaching and learning through the use of a range of information activities ranging from fully online style learning. It provides flexibility and confidence to the learner.

Employees can improve training on their own at their convenience and on location. E Learning is the most commonly used technique because it is enabled through web-hosted content, where the content and the corresponding knowledge repository are hosted through a web server. Most of the corporate enterprises are moving towards this technique

In our globally and digitally connected world community, we have easy access to many online learning tools and courses, giving us the opportunity to study in many educational institutions from home. Online training enables employees to acquire new skills as needed.

We cannot imagine modern education without an online presence, including workplace, university and school education. Recently, more and more people are turning to this way of learning, as they prefer their own pace and when they feel they have a need. Online courses perfectly meet these requirements: there are no strict adherence to the time of passing, both for a course and for individual lessons. It can be started at any time without waiting to recruit people for the next course, as in traditional training.

CDROM-based courses are offline digital courses. A CDROM may be provided to an employee to be used at the employee's discretion. CD-based courses also have learning tools and techniques similar to web-based courses, but have the advantage of being used offline, can be during free time at home, on vacation, or even when there is no network connection.

Corporates use this to their advantage, enhancing the learning framework by publishing and sharing learning content on intranet websites. This technique is open, flexible, shareable, cost-effective and easy.

Online library / online learning modules

Many companies have a rich repository of online books, magazines and other learning materials in the form of a digital library. Employees can use this as a source of knowledge to enhance their competence and skills

There are many techniques and infrastructural support provided by the corporations to support their training department.

Most of these techniques use network technology, including the use of satellite leased lines and Internet connections. With the improvement of network connectivity, the availability of broadband, 2G and 3G services, digital content is also available on handheld devices, including mobile phones.

Techniques and tools have changed the way corporations provide employee training, these techniques are convenient, adaptable, cost-effective and timely. They are perceived as blended learning techniques, which are the best combinations of instructor-led: classroom training, web conferencing, video or audio conferencing, sharing and collaboration tools, and offline CDROM-based computer training.

A motivated employee will use his knowledge and skills for the development of the company.

Training and development activities in the organization have several goals aimed at improving work performance and characteristics of organizational life:

- Acquisition of new and development of existing knowledge and skills;
- Development of the potential of employees in accordance with the requirements of the work and the priorities of the organization;
- Preparing staff to better deal with changes and contingencies;
- Providing an opportunity for competitive advantage;
- Improving the performance of official duties and the work of teams;
- Increasing job satisfaction and personal motivation;
- Enabling the delegation of more complex tasks to employees, development of innovative thinking.

When the company is ready to invest in its employees, they will be trained - the majority of employees agree to spend more time on training if the company wants to send them to courses.

Intergenerational learning describes how people of all ages can learn together and from each other. Intergenerational learning is an important part of lifelong learning, where generations work together to acquire skills, values and knowledge. In addition to knowledge transfer, intergenerational learning promotes intergenerational relationships and helps develop social capital and

social cohesion in our aging societies. Intergenerational learning is one of the factors to deal with the significant demographic changes we are experiencing across Europe and is a way to strengthen solidarity among society through the implementation of practical intergenerational learning.

Lifelong learning is increasingly becoming a must if we want the company or company we work for to survive. The company's employees must not only successfully perform their work, but also be ready to acquire new knowledge and skills that will allow the business to develop, to search and create new solutions, to be flexible, to be able to derive benefits from complex situations. And workplace learning will enable each employee to develop their potential and the potential of the company.

Regardless of whether a company has existing, functioning learning programs, employee development will never be effective if the work environment does not accommodate – and encourage – continuous learning. Organizations must support a culture of continuous development that is able to recognize the overall change in the industry and provide appropriate training to overcome the challenges that may arise from such changes.

The training and development policy of human resources includes the intentions of the organization's management in the field of health care. This policy is closely related to the company's strategy for growth, renewal, entry into new markets, etc. At the same time, it reflects the management's basic philosophy regarding the provision of the necessary workforce. Staff training makes sense only if it is directed to the specific needs of the organization.

The analysis is carried out at three levels: at the organization level, at the job level and analysis at the individual level. The analysis of the three levels leads to the definition of the training needs of the personnel in the organization; in which structural units, for which job groups. On this basis, the training objectives are formed, which represent a kind of bridge between the training needs and the training programs. The objectives of the training specify the needs and determine what the knowledge of the trainees should be at the end of the training. Properly defined training goals are useful in the selection of training methods, determination of the specific tasks both for the training participants and for the teacher, evaluation of the effectiveness of the conducted training.

The benefits and value of training and development act as a domino effect; leaders feel competent and can effectively influence employee performance; skilled and committed employees lead to high job satisfaction, commitment and thus retention; improving workforce and engagement benefits the overall bottom line of the organization. Regardless of the type of training and development provided, it must be aligned with future workplace

skills, support the company's business objectives and be delivered in an innovative way that reflects the digital transformation of the business.

The corporate needs of the organization and its groups can be identified on the basis of information on: human resources planning, introduction of new methods, techniques and technologies, information based on held meetings, interviews, questionnaires of managers with the HR department and the training unit.

Each training program must be developed individually and modified according to the emergence of new training needs or the need for changes based on generated feedback. It is of the utmost importance that the objectives of the training program are carefully defined. The content of the training programs should be determined entirely on the basis of the analysis of knowledge and training needs, and the assessment of what needs to be done to achieve the set goals. Based on the content, the duration of the training should be determined. An important role in determining the training programs is played by the choice of venue.

In-house training is the most frequently applied, especially after the crisis and the increased need to save money. With him, people are trained by more experienced and competent colleagues. Sometimes, for very specific technologies and processes, this is the only way, since the company's employees are the best and most familiar with them.

Mentoring can also be attributed to in-house training.

In-company trainings are related to the career development of the individual and acquisition of the required knowledge, skills, habits as a result of long-term experience and opportunities provided by the nature of the work itself. It is here that the role of the HR department is greatest, related to guiding the career development of employees, with the aim of being able to take on more and greater responsibilities in the future. From a cost-effectiveness point of view, in many cases, on-the-job training is the preferred form. This type of training is particularly suitable when the goal is to increase professionalism regarding the duties performed;

External training

It applies to knowledge and skills that we do not have in the company and want to acquire. Usually a leading company is hired for Human Resource Management - Form of training: lectures accompanied with discussion and coaching.

Conducting such training can have a subsequent multiplier effect inside the organization when a participant from the training returns to his workplace and shares the newly acquired knowledge with his colleagues.

External trainings are also able to provide a higher quality of technical knowledge. If the goal of the training is to lay a solid foundation of basic technical knowledge, external trainings have significant advantages and bring benefits to the organization, as long as they follow the agreed training plan and the participants achieve high results under the guidance of qualified instructors (trainers (Aleksiev, 2012).

A combination of on-the-job and purpose-built training.

The combined approach gives several advantages: it combines the advantages of the individual approach at the workplace on the one hand, and group-oriented training methods, on the other - it is flexible; there is no need for the training to be conducted in a short period of time due to the requirements of the job or the cost of renting premises; there is continuous collaboration between managers, learners and lecturers; this type of training can be defined as saving a large part of the organization's funds earmarked for training.

The evaluation of the training provided is necessary to justify the costs of the organization in relation to this activity against the background of the achieved benefits. The evaluation of the training has an impact on the behavior of the trainees themselves, who already at the beginning know that they will have to evaluate the processes in which they participate. This increases their motivation and changes in a positive direction their attitude towards the overall training process in the organization. In theory, various approaches to evaluating the effectiveness of training are known. The most widespread is the four-level assessment approach, which provides for:

- assessing participant reactions to content and general effectiveness of the program, in which it is meant that the evaluations also reflect the subjective views and preferences of the people.;
- evaluating what the participants in the program have learned;
- evaluating the changes in the work behavior of the participants;
- assessing the impact of the conducted training on labor productivity.

When evaluating participants' reactions to the training program, a standardized questionnaire typically asks for their opinions on several key areas:

- link between the curriculum and their job;
- acquired new knowledge and skills;
- ability of the trainer to attract and retain the interest of the participants;
- degree of achievement of the goals and objectives of the program as a whole.

In the field of health care, as in any other field of business, access to knowledge is synonymous with growth and development.

After 2020, many companies are already out of their comfort zones and need to be up-to-date, forward-looking in their approach to the future. To stay ahead, organizations need to invest in ongoing learning initiatives to make employees better equipped to deal with volatility by ensuring flexibility in the face of change.

As part of this continuous learning effort, many companies must completely rethink their existing strategies. In this dynamically changing world, continuous learning - where employees are promoted multiple times - will dominate the future of work, taking precedence over isolated one-off training sessions.

Microlearning is a learning framework where material is delivered in small, digestible, 2-5 minute segments.

Microlearning is well-suited to the modern learner for two reasons – firstly, they tend to have little time in the day to devote hours of learning, and secondly, with the advent of the smartphone, attention spans are increasingly difficult to manage for extended periods of time. The average employee reports having only 4 minutes a day to devote to learning. The lack of time combined with short attention spans makes microlearning ideal. Due to its short form, microlearning excels at engaging modern learners and promoting knowledge retention – it has been found to increase learner engagement by 50% and retention by 20%.

On-demand training provides employees with the information they need, when they need it, saving employees time and employers' resources. On-demand training delivered through distance learning tools offers the convenience and flexibility of the modern workplace, as employees are allowed to improve at their convenience—at a time, pace, and device of their choosing. Employees don't have to be on-site to receive training, and managers don't have to hire expensive external trainers, cover travel expenses, or worry about lost productivity.

Learning throughout our lives is extremely important to our development as individuals, but also to being mentally and physically healthy. It supports development at work, as well as in every aspect of our lives! It supports professional development - Employers seek people who are open-minded and born to learn new skills and knowledge. Lifelong learning is a way to stand out from other candidates when applying for a job or promotion. Learning/training - Improves self-confidence - Experiencing and learning new things is one of the most effective ways to improve self-esteem It supports health - The brain is a muscle and like all muscles, it needs exercise

to keep it in good shape. Learning helps the perception of new ideas and concepts – Lifelong learning / learning is a good way to keep up with modern trends. And this applies to every field – as the world is constantly evolving. And the most important for me, learning/training makes Man a better man. Learning new knowledge, a person expands his worldview and opens his mind, making him wiser and open to the rest of the world.

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