

**THE MINISTRY OF TRAINING AND EDUCATION**

**THE MINISTRY OF INTERNAL AFFAIRS**

**NATIONAL ACADEMY OF PUBLIC ADMINISTRATION**

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**STATE MANAGEMENT ON IMPROVING KNOWLEDGE AND SKILLS OF  
MEDICAL STAFF HAVING POST GRADUATE QUALIFICATIONS AT  
HOSPITALS OF SPECIAL LEVEL IN VIETNAM**

**Specify: PUBLIC ADMINISTRATION**

**Code: 62 34 04 03**

**SUMMARY OF PUBLIC ADMINISTRATION PHD THESIS**

**HA NOI - 2016**

The research work was completed at :

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.....

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## INTRODUCTION

### 1. Necessity of the thesis

Human is a decisive factor of success of any activities, especially in the health sector. The Resolution No 46 – NQ/TW dated October 23rd 2005 issued by The Political Bureau stated clearly that “Medicine is a special sector so staff need to be recruited, trained, utilized and specially treated”. Over the past years, improving knowledge and skills of medical staff with postgraduate qualifications in health sector has obtained achievements, making contributions to the reform process of the country. Leaders' awareness of the position and the role of medical staff with post graduate qualifications at hospitals of special level as well as improving knowledge and skills of medical staff in the current period is more and more vivid and profound. However, improving knowledge and skills of medical staff with postgraduate qualifications in health sector still has some certain shortcomings. Eventhough the number of staff improved knowledge and skills has increased sharply, the quality was not in conformity with quantity and requirements of modernization, industrilization and intergration of the country. The situation has been reflected in the quality of improving knowledge and skills of staff in hospitals currently. Because of the importance of medical staff with postgraduate qualifications at hospitals of special levle, the state management on this field needs to make significant changes in reasoning and practical management. Although awareness of state management agencies in health sector on improving knowledge and skills of medical staff with postgraduate qualifications in health sector is promoted in terms of making policy, task of identificating subjects, objectives, methodologies of improving knowledge and skills of medical staff is not fulfilled properly and fully. Together with the development of civil services some sectors like education and medicine have experienced the increasing socialization, leading to the appropriate adjustments in the model and state management methods. This requires studies in reasoning and practical management.

From the mention - aboved reasons, PhD candidate selected the theme “State Management on improving knowledge and skills of medical staff having post graduate qualificatiions at hospitals of special level in Vietnam” as the PhD thesis, majoring in public management.

### 2. Objectives and the tasks

**2.1. Research objectives:** Based on studying the theory and practices of state management on improving knowledge and skills of medical staff having post graduate qualificatiions at hospitals of special level in Vietnam, the thesis proposes a number of solutions to enhance its effectiveness.

### 2.2. Research tasks

- To systematize and supplement knowledge to clarify reasoning grounds of state management on improving knowledge and skills of medical staff with postgraduate qualifications in health sector in Vietnam; to conduct a survey, analyzing and assessing the situation; to find out shortcomings of ongoing state management on improving knowledge and skills of medical staff having post graduate qualificatiions at hospitals of special level in Vietnam currently; to propose solutions

to improve state management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam in the coming time.

### **3. Subject and Research scope**

#### *3.1. Subject of thesis*

The thesis concentrates on studying activities of state management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level.

#### *3.2. Scope of thesis*

In terms of the content: Object of the thesis is to study activities of improving medical profession of doctors having post graduate qualifications at hospitals of special level in Vietnam. Scope: Research is conducted at there hospitals of special level including: Bach Mai hospital, Cho Ray hospital, Hue Central hospital. The duration: Thesis studied developments since the promulgation of Government Official Law in 2010.

### **4. Reasoning method and research method**

#### *4.1. Reasoning*

The thesis applied reasoning method of dialectical materialism and historical materialism of Marxist Leninist and Ho Chi Minh's thought in combination with viewpoint, the policy of the party and state mentioning state management on improving knowledge and skills of human resources in general and state management on improving knowledge and skills of medical staff in particular.

#### *4.2. Research methodology*

The thesis uses a number of main research methods as follow: document analysis method; summative method, comparative method; social survey methods. Besides, the thesis also uses other supplementary such as: historical method, inductive method, and deductive method.

### **5. Research hypothesis**

The activity of improving knowledge and skills of staff of health sector in general as well as that of post graduate staff at special level hospitals in particular plays an important role in the development of human resources and acts as decisive factor of the patient examination and treatment's quality. The important role of improving knowledge and skills of staff having post graduate qualifications at special hospitals as well as special characteristics of the activity of improving knowledge and skills of staff having postgraduate qualifications in the health sector requires state management in this domain to follow the orientation of self autonomy and self responsibility of special level hospital in this activity. In order to ensure the effectiveness of state management, the authorized state body has to boost up the monitoring, and inspection to the quality and the effectiveness of activities of improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level.

### **6. New scientific contributions of the thesis**

Basing on studying and taking advantages of the previous documents of Vietnam and other countries in the world in relevant field, the thesis has stated the basic concept and the content of state management on improving knowledge and

skills of medical staff having post graduate qualifications at hospitals of special level. The thesis has analyzed factors effecting the state management activity on this domain. The thesis has also assessed the reality of the state management and defined the cause of its obtained results and limitations on the practices of state management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam. The thesis has proposed solutions to accomplish state management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam compatible with the orientations of medical branch.

### **7. The meaning of reasoning and reality of the thesis**

In terms of reasoning: the study results of the thesis has made contribution to enrich the reasoning of state management, to clarify some reasoning of state management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level, clearly state the current situation and propose solutions to enhance state management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam.

In reality: the thesis can be used as a useful reference source for research, teaching and learning at scientific administration training institutes as well as for relevant medical institutes in the implementation of state management on improving knowledge and skills of staff in general and staff having post graduate qualifications in particular at hospitals of special level in Vietnam.

### **8. The thesis structure**

Apart from the introduction and the conclusion, reference list, appendix, the content of the thesis consists of four chapters.

## **Chapter 1**

### **LITERATURE REVIEW**

#### **1.1. Research works in Vietnam and in abroad related to the thesis**

##### ***1.1.1. Research works in Vietnam***

*1.1.1.1. Research works on training and improving knowledge and skills of staff in general and improving knowledge and skills of human resources in the health sector in particular*

Dao Thi Ai Thi (2012), “Training and improving leaders appropriate with the working position”, *State Management Journal*, National Academy of Public Administration, N0 198 dated 7/2012. Vu Tien Dzung (2012), “Training medical staff in public medical facilities”, *State Management Journal*, National Academy of Public Administration, Vu Tien Dzung (2015), “Solution to enhance the quality of post graduate staff at special- class hospitals”, *State Management Journal*, National Academy of Public Health, No 233, dated 6/2015, Trinh Yen Binh (2013), “The current situation of human resources, the demand of continuing training for staff working in traditional Pharmaceutical Medicine and the evaluation of interventional solution”, the thesis of medical PhD. BachMai hospital (2010), *The project of post graduate practical training of BachMai hospital*. Vu Tri Tien, Nguyen Thi Nga, Pham Thi Bich Man and fellows (2006), “To evaluate the effectiveness of

dispatching BachMai hospital staff to Tuyen Quang province”, *The summary record of scientific research of BachMai hospital*.

The analysis and assessment of the mention- aboved research works bring the thesis an overview on training in general and training and improving knowledge and skills of medical staff in particular. So, the thesis can propose solutions on state management suitable with the current situation of special level hospitals in Vietnam.

*1.1.1.2. The research works on state management in different sectors.*

Lai Duc Vuong (2009), *State Management on training administrative staff at the current period*, the PhD thesis on public administration, Ho Chi Minh national Academy of Politics and Administration.

Phung Van Hien (2014), *State Management of project with state budget for university and post graduate training and education in Vietnam*, the PhD thesis on public administration, National Academy of Public Administration. Nguyen Thu Hang (2013), *State Management on medical staff in construction branch in Vietnam*, Master thesis of Public Administration, Administration Academy

In general, these research works provide the thesis basic theoretical tools for studying state management on public management specify.

*1.1.1.3. Research works of state management on improving knowledge and skills of medical human resources.*

Kieu Linh (2014), *State Management on the development of medical human resource in DaNang city*, Master thesis of Public Administration, National Academy of Public Administration. Vu Tien Dzung (2011), *State Management on improving knowledge and skills of medical staff having post graduate qualifications at public hospital - From the reality of BachMai hospital, Hanoi*. Pham Van Tac (2014), *State Management on professional post graduate staff in medical sector*, the PhD thesis of Public Administration.

The mention aboved research works which have studied state management on human resources management in health care sector provided the thesis both reasoning and the reality with narrower theme on the subject of staff having postgraduate qualifications at special level hospital in Vietnam

***1.1.2. Research works in abroad***

The research “The importance of human resources management in health care”: a global context”, Stefane M Kabene 13<sup>\*</sup>, Carole Orchard 3, John M Howard 2, Mark A Soriano1 and Raymond Leduc 1, 2006; Health Care Human Resource Management, Walter J Flynn, Robert L. Mathis, John H Jackson, 2006; Basic Concepts Of Health Care Human Resource Management, Nancy J. Niles, 2006;

Postgraduate Medical Education-World Federation for Medical Education Global Standards for Quality Improvement”, 2006 ; Trends and the future of postgraduate education, 2005; Australian Medical Association, “Becoming a doctor and bonded medical school places” - a guide for prospective medical students”, 2007; The American Medical Association, the Graduate Medical Education Directory - the Green Book , 2010; Postgraduate Medical Education and Specialist Training in Singapore, Chew C.H., Chee Y.C., 2005 .

These documents has provided the PhD student with suggestions to conduct the thesis, thus making a proposal of the establishment of legal documents serving the activity of knowledge and skills improvement, management and utilization of medical staff with professional training in particular in the people's examination and treatment.

## **1.2. Overall assessment on research situation**

### ***1.2.1. The content that the thesis can inherit from studying***

First, the thesis has inherited the theory tools while studying state management. These mentioned above researches partially focused on reasoning, discussing on the concept, the characteristics, the role, the content of state management and state management on different areas. State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam is one of contents of state management. Therefore, basing on studying the mentioned above researches, the thesis can inherit general theory on state management. Second, to inherit the analysis, the assessment of current situation of training administrative staff in general and health care workers in particular. The overall picture on training activity will provide the thesis scientific basics to propose suitable state management. Third, the thesis has suggested the orientations and solutions to further improve state management on medical human resources.

### ***1.2.2. Areas that thesis needs to be further studied***

To systematize and supplement a number of the concept, scientific theoretical point of State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level such as the content of post graduate staff, special hospital, state management on training post graduate staff. The thesis needs to further study the basic characteristics and the content of State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level. The thesis also needs to analyze the current situation of State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam, to identify the strength and weakness and limitations of the State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam. To analyze the orientations and propose solutions to complete state management on improving knowledge and skills of staff having post graduate qualifications at special level hospitals in Vietnam.

# SCIENTIFIC GROUNDS OF STATE MANAGEMENT ON IMPROVING KNOWLEDGE AND SKILLS OF MEDICAL STAFF HAVING POST GRADUATE QUALIFICATIONS AT HOSPITALS OF SPECIAL LEVEL IN VIETNAM

## **2.1. Medical staff having post graduate qualifications at special hospital**

### ***2.1.1. Concept of hospital and hospital of special level***

Hospital can be generally understood as a medical facility including patient's bed, staff with technical profession and management capacity, equipment and infrastructure to serve patients. Hospital is a place where activities of supplying healthcare service, health protection occur with an aim to provide the society with workforce having good physical health, ensuring the equality in providing healthcare.

Based on its position and role, hospital of special level can be understood as hospital of last line in treatment ladder, admitting and providing treatment to patients on multi regional or national scale or being the facility to treat a group of patients with serious diseases. Special hospital is also the practical site and training place for staff having post graduate qualifications, the hospital's staff directly take part in training post graduates and in training specified staff with post graduate qualification in the region or in the nationwide. Special hospitals are those with a large scale of patient's bed, the organization according to specific and profound ones, meeting the requirements of assigned functions and tasks; professional and management staff with high quality qualification; modern infrastructure and equipment to implement the scientific technical application.

Basing on the mention – aboved criteria, there are three civil hospitals ranked as special level ones, BachMai hospital, Hue Central Hospital and Cho Ray hospital respectively.

### ***2.1.2. The concept of staff and medical staff having post graduate qualifications at hospitals of special levels.***

*Medical staff having postgraduate qualifications at hospitals of special levels in Vietnam as doctors formally trained and directly involving in examination and treatment, including Specialized I doctors and Specialized II doctors, resident doctors, a part of academically specialized doctors who are medical bachelors and PhD working in special level hospita.*

## **2.2. Improving knowledge and skills of staff having post graduate qualifications at hospitals of special level.**

### ***2.2.1. The concept***

Improvement knowledge and skills of medical staff is a process of transferring a certain amount of knowledge to specific learners; The nature of unnecessary to clarify the process and transferring method; The nature of unnecessary to make a basic change in capacity and awareness of learners but just to provide additional knowledge and improve capacity of learners; Necessary to identify starting capacity and knowledge of learners in order to make sure about additional amount of knowledge transferred and capacity improved for learners

*Therefore, Improvement knowledge and skills of medical staff having postgraduate qualifications at hospitals of special level is the process of supplementing knowledge, attitude, skills insufficient with an aim to help post graduate staff improve capacity, working virtue on the basis of knowledge and skill equipped*

### ***2.2.2. The role of improving knowldege and skills of medical staff having post graduate qualifications at hospitals of special level.***

Firstly, to hospitals in general hospitals of special leve in particular: human resource improvement will ensure human resources of the hospital to adapt and update the advancements of profession and advanced technology applied in the diagnosis and treatment to ensure the high quality staff with an aim to successfully reached the hospital's objectives. Especially, at the current period when the scientific progress has developed rapidly, human resource improvement boosts up technical skill and the utilization of high tech in handling special cases in patient's examination and treatment.

Secondly, staff who directly involving in examination and treatment are continously given specialty training and postgraduate training in order to enhance professional skills to better protection and caring. It can be said that with the development of technology, employees need to improve their qualification and professional knowledge in order to catch up with the society. Human resources training helps them to widen their knowledge and skills, increasing confidence and improving effectiveness. Capacity building and capacity exploring are needed to easily adapt to changing environment. In addition the task of human resources training is very significant towards the society because thanks to this task professional employees in hospital not only improve their skills but also promote their awareness of laws and code of ethnics.

### ***2.2.3. Contents for improving knowledge and skills of staff having postgraduate qualifications at hospitals of special.***

- Improving professional knowledge and skills under speciality themes. This is the main content of professional training in special level hospitals. The profession needs to be updated regularly according to advancements in scientific medicine globally.

- Supplementing knowledge and leadership management skills for in-charge officers, officers selected for promotion to enhance their management capacity. E.g.: management training program for heads of sections.

- Supplementing knowledge on politics, administration, laws for staff in hospitals. E.g: Public Administration Management Training program for senior, middle and junior experts.

### ***2.2.4. Modules of training postgraduate staff in special level hospitals***

*Fristly*, staff self- study and take part in professional competence and skills seminars held in departments under the hospital and conferences, making termly presentations.

**Secondly, training focuses on directing self- study, practical skills,**

**systematizing knowledge, answering questions, guiding how to supplement difficult profession frequently for staff.**

**Thirly, training is run through distance learning (through internet) and join exams with certificates.**

### **2.3. State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam**

#### **2.3.1. Concept of State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam**

The concept of State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam is the process of organizationg and management run by state agencies with training activities for postgraduate staff in hospitals in order to achieve the goal of public management. It is a closed management cycle including main stages: building, publicizing policy and laws, strategy, plan to implement and investigate, examine and supervise training for staff with postgraduate qualification in special level hospitals in order to produce high quality human resources for the health care system.

State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam is functional part of Public Management. Therefore it has enough features as follow:

*Firstly*, State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam is an area of public management therefore it has characteristics of special power, good organization and monopoly order made by the relevant authority in field of public management over healthcare. In addition, training postgraduate staff in special level hospitals has targets, strategy and plan for achieving goals. In order to achieve goals it is necessary to set up programs, long - term, middle - term and short term plans.

*Secondly*, State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam is influenced by special features of healthcare, targeting the improvement in quality to ensure caring health of the society. As a result Public management needs to be active, creative and constant. It also needs to be specialized and flexible in directing, cooperating, mobilizing all resources to achieve aims, inheriting achievements and taking up good practices in management activity for relevant application.

*Thirdly*, State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam has characteristics of strict orders without distance between managers and employees and for non profits and humanitarian stemmed from the nature of socialist republic of Vietnam.

*Forthly*, State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam moves forwards for autonomy, self - responsibility of special level hospitals in training. In addition, it focuses on investigating, supervising in order to improve effectiveness and qualifty of training postgraduate staff.

### **2.3.2. Role of State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam**

*Firstly, make contribution to the development of health service*

*Secondly, make contribution to the development of staff resources with medical profession*

*Thirdly, improve the quality of examining and treating patients.*

### **2.3.3. Subjects of State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam**

In literal meaning, subjects of State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam are law enforcement mechanisms which are well organized from the central to local level. In details:

The Government has the highest authority over training postgraduate staff in special level hospitals. Human management sections under the Ministry of Health, Department of Health are in charge of training staff in public hospitals. The Ministry of Health has Department of Technology, Science and training as a contact point in centralized state management in training and supplementing knowledge for human resources in health service, building up documents and providing suggestions for Ministry of Health relating to developing human resources, promulgating training related documents including ones on improving knowledge and skills of medical staff having post graduate qualifications in special level hospitals. State human management agencies are able to authorize human management sections of hospitals or training centers to carry out training programs, granting certificates or degrees for staff under their units. The Ministry of Health also sets up training centers under the Department of Health Examination and Treatment with the task of training and developing human resources for hospital management.

### **2.3.4. Contents of State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam**

#### **2.3.4.1. Building up and promulgating policy and laws, strategy and plan for supplementing knowledge for postgraduate staff in special level hospitals**

***Firstly, promulgating policies relating to supplementing professional knowledge for staff with postgraduate speciality in health service in general and in special level hospitals in particular. Secondly, promulgating laws on supplementing professional knowledge for postgraduate staff in special level hospitals. Thirdly, strategy is a comprehensive action plan providing measures to achieve overall development goals in certain period of time (5 years or yearly). The plan consists of specific targets and measures selected to achieve these goals.***

#### **2.3.4.2. Implementing policy, enforcing law, strategy, state management in training postgraduate staff in special level hospitals**

Firstly, set up a mechanism for training postgraduate staff in special level hospitals. Secondly develop and carry out programs and contents of training postgraduate staff in special level hospitals. Thirdly, build up and developing trainers for training postgraduate staff in special level hospitals. Forthly, investing and providing sources for centers training postgraduate staff in special level hospitals.

#### *2.3.4.3. Investigating, examinazing and evaluating quality of training postgraduate staff in special level hospitals*

The investigation, examination and evaluation of training postgraduate staff in special level hospitals is carried out regularly at different levels. At level of Ministry of Internal Affairs every 5 years special level hospitals have to evaluate and make reports to the Ministry in order to maintain their special level. training postgraduate staff in special level hospitals plays an important role. If hospitals are not able to meet the requirements in training postgraduate staff in special level hospitals, they lose their special level. At level of Ministry of Health, the investigation and evaluation is carried out yearly with a group of examiners reaching each hospital to make a comprehensive evaluation of health check and treatment as well as training.

#### ***2.3.5. Factors influencing State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam***

Firstly, in political and administrative environment. Secondly mechanism managing training. Thirdly, human resources. Forthly, facilities. Fifthly, allowances and rewards. Sixthly, international intergration.

#### ***2.4. International experiences in state management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam***

##### *2.4.1.1. Experience in state management in improving knowledge and skills of medical staff in South Korea*

The government of South Korea appreciates the task of training and educating in general and training human resources in hospitals in particular, seeing it as a decisive factor for the development of the country. Every year South Korea spend more than 15% of total budget on supplementing professional knowledge and skills for doctors. Training programming attracts lots of attention. Contents of training programs needs to ensure 80% of time for practicing, attending conferences, answering questions raised in practice. 20% is for transferring knowledge in class.

##### *2.4.1.2. Experience in state management in improving knowledge and skills of medical staff in Singapore.*

According to regulations, each medical staff has to attend 100 hours of training yearly. Each has to set up his own self study program. Among 100 hours, he or she needs to ensure at least 60% of time serves current work and 40% for future work. In order to encourage self training, the Government promulgates support of 50% of fees for self - study staff to serve work assigned at hospitals. In addition, the Government of Singapore has invested a large amount in training facilities, lecturers in health

service; finalizing institutional mechanism facilitating the development of training units; having lots of promotion policies and facilitating subjects involved in training.

#### *2.4.1.3. Experience in state management in improving knowledge and skills of medical staff in China*

In China nowadays there are 50 universities with functions of training human resources in health service for the Government of China. The task of training human resources in health service is coordinated among state management agencies of China as well as training units of hospitals.

#### *2.4.1.4. Experience in state management in improving knowledge and skills of medical staff in Indonesia*

*Task of training staff in health service for hospitals in Indonesia consists of 2 components: Basic training and on - the -job training. Task of training staff for public hospitals includes 5 forms: common capacity, elementary and preintermediate course; preintermediate and intermediate courses; Intermediate and advanced courses; advanced course. Task of training staff in health service is implemented locally and internationally.*

#### *2.4.1.5. Experience in state management in improving knowledge and skills of medical staff in the Philippines*

Civil service Committee is in charge of human affairs of civil service of the Philippines, monitoring and managing civil service training courses. Civil Service Committee is not in charge of training but building up and planning civil service training programs. At the same time it is in charge of granting permission for units, organizations officially providing and carrying out training programs. Through Human resources development agency, civil service Committee develops policies, standards, programs for continuous development and improvement of capacity and skills of civil servant including staff in health service.

Each governmental organization has to prepare a plan for promoting profession and human resources to submit to Civil service committee. Afterward the committee collects and develops a national Plan as a foundation for human resources development activities for all professions. The Plan includes provisions on promotion such as in service studying, scholarships.

#### *2.4.1.6. Experience in state management in improving knowledge and skills of medical staff in Canada*

Canada in a developed country which pays special attention to health service and community healthcare. The Government has developed special policies for training staff for health service. It has devoted 15% -20% of budget for improving healthcare staff.

### **2.4.2. Reference values for Vietnam**

- Improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam **is a process of updating knowledge, including program training profession and skills as well as other training modules. The procedure is according to strict regulations on stages, time, quality and good practices.**

- Improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam **is result - oriented with a**

**procedure and programs ensuring standard based evaluation after training period.**

**- Management of staff having postgraduate qualifications at hospitals of special level involves the participation of the Ministry of Health and other ministries and agencies in training human resources.**

- Granting certificates and degrees after training courses has to be implemented strictly. If participants do not meet all requirements or show low quality they are not certainly granted certificates or degrees which are considered as working permit.

- All countries pay attention to allowances and bonus for postgraduate staff in hospitals while attending training. In addition to basic salary they are entitled to extra hour pay and bonus accordingly to their quality at work.

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### CHAPTER 3

## **ACTUAL SITUATION OF STATE MANAGEMENT ON IMPROVING KNOWLEDGE AND SKILLS OF MEDICAL STAFF HAVING POST GRADUATE QUALIFICATIONS AT HOSPITAL OF SPECIAL LEVEL IN VIETNAM**

### **3.1. Overview of special level hospitals in Vietnam and staff having postgraduate qualifications at special level hospitals**

#### ***3.1.1. Scales and network of special level hospital***

##### **Firstly, Bach Mai Hospital**

On 25<sup>th</sup> Jan 2016 Bach Mai hospital was officially recognized as the first general hospital of special level. It is a central general hospital of last line under the umbrella of Ministry of Health which was established in 1911 with 1900 beds. Bach Mai hospital has leading specialities with organization of 57 units: 03 institutes, 10 functional sections and 01 center under administrative units, 19 departments and 11 clinic centers, 4 departments and 03 centers ..., College of Nursing, 01 Project management unit, 01 service and 01 medical clinic journal.

##### **Secondly, Hue General Hospital**

Hue General Hospital is the second hospital recognized as special level in 2009. It was established in 1984 and is a specialist healthcare center for the region of central and high land with 2.170 beds. It is also a practical training place for postgraduate officers... The Hospital has over 2500 staff, including 419 bachelors and postgraduates.

##### **Thirdly Cho Ray Hospital**

The total number of staff is 3446, including 395 postgraduates. There are more than 3.322 techniques approved by the Ministry of Health applied in hospital. There are 2.544 stay - in patients on average per day, 3.500 for stay out patients.

#### ***3.1.2. Overview of staff having postgraduate qualifications and actual situation of training at hospitals of special level.***

*According to statistics of 63 provinces and municipal cities made by Department of Organization and Staff under the Ministry of Health to June 30<sup>th</sup> 2011, the total number of health servants is 369.978, including 20.369 health servants with postgraduate qualifications.*

The total number of staff at special level hospitals as follows: Bach Mai Hospital with 2.404 staff. General Hospital Huế with 486 postgraduates out of 2.552 staff; Chợ Rẫy Hospital with 485 postgraduates out of 3.446 staff

### **3.2. Overview of actual situation of State Management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam**

#### ***3.2.1. Actual situation of building, promulgating policies, laws and strategic plans for training postgraduate staff in special level hospitals.***

##### ***Firstly, relating to Policy***

The 11th National Party Congress set up the national socio-economical development strategy period 2011 - 2020 which identified 3 breakthroughs including finalizing the socialism - oriented market economy with a focal of creating fair competition and administrative reform; developing human resources rapidly especially high quality human resources, focusing on basic national education reform engaging with human resources development and technological application; building comprehensive infrastructure and facilities with modern constructions, focusing on transport system and urban infrastructure. The resolution of the Politic bureau No. 46-NQ/TW dated 23/02/2005 on task of protecting, caring and improving people's health in new situation shows the Party 's opinion: Healthcare profession is very special which needs careful selection, training and prioritizing.

##### **Secondly, relating to legal documents**

Decision No. 153/2006/QĐ-TTg dated June 30<sup>th</sup> 2006 signed by the Prime Minister on approval of Master Plan for health care system development to the year of 2010 and version of the year 2020 and a range of other Decisions made by the Prime Minister on the approval of planning hospital system and preventative healthcare system, projecting the development of pharmacial industry and drug distribution. These documents have identified the need for human resources in healthcare system. They laid foundation for planning policies for training medical civil servants and postgraduate civil servants in special level hospitals.

Law on medical examination and treatment approved the 6th session of the 12th National Assembly dated 23rd November 2009 which took effect on 1/1/2011. Decree No 22/2013/TT-BYT dated 09/8/2013 signed by the Healt Minister on “Continuous training for health cadres” replaced the Decree No. 07/2008/TT-BYT on training, updating professional knowledge and skills, increasing awareness of profession and attitude of health cardes which promulgated programs, materials and training management in health service. These are documents providing legal framework for human resources management in training postgraduate profession in special level hospitals.

##### **Thirdly, strategies and plans**

The Government published the Development Strategy for Health service, master plan for healthcare system of Vietnam to 2010. The Ministry of Health promulgated Plan for human resources development in health service period 2012 - 2020. These documents have confirmed version of the state on the development of health service, mainstreaming healthcare system and human resources served strategic objectives of improving health of ordinary people.

### ***3.2.2.2. The current situation of organizational apparatus in training activities management in special-class hospitals***

The Ministry of Health has requested the establishment of training and directions of healthcare activities center (TDC) in special level hospitals, whose director are concurrently held by one of hospital leaders. These centers are specialized and professional units of hospitals, which function in advising and assisting the hospital directors to develop overall strategy, coordination, implementation and focusing managing all training activities for officials and employees capacity building; medical technology transfer and technical guidance for lower levels; alternately sending staff to the hospital and take responsibility before the director of the hospital for the entire training, mentoring of hospitals.

Beside TDC, each special-class hospital has to set up a board of education and training, which is responsible for advising the hospital director of activities related to education and training.

### ***3.2.2.3. The current situation of program construction and implementation, content, form and method of fostering postgraduate professional staff in special level hospitals***

The specialized postgraduate training program in special-class at hospital of special level is done pretty well, but still requires managing a systematic way from the planning stage. The Ministry of Health has authorized the schools, health departments, some hospitals and central research institutes which are qualified, to expertise the program and ongoing training materials on the basis of functions, tasks and the ability of each unit. Based on the approved program, the training base has to set up suitable teaching-learning document, which is structured in chapters and articles. Each article needs to have objectives, along with content and evaluation stucked with them. Those programs can be classified by training duration (1, 3, 6-month, 1 year or refresher training in 1 day, several days or 1 week,...) and training level (basic, advanced or intensive). It depend on training specialization to develop varios training programs. All this training programs are approved by professional council of the Ministry or the Board of education and training in special-level hospitals.

#### **Content of training program**

The current training fields and specialization in special-class hospitals: Emergencies, Poison Control, Intensive Care, Neurology, Psychiatry, Cardiology, Digestive, Respiratory, Endocrinology, Internal musculoskeletal, Kidney - urology, Clinical immunology, Nuclear Medicine and Oncology, Rehabilitation, Infectious Disease, Infection Control, Imaging Diagnosis, Biochemistry, Hematology,

Microbiology, Pathology and Cytology, Functional Examination, Hemodialysis, Internal Pediatrics, Dermatology, Traditional Medicine, General Surgery, Obstetrics, Anesthesia, Odontostomatology, Otorhino-Laryngology, Ophthalmology, Clinical Pharmacology, Clinical Nutrition, Official Nursing Education, Head nurse; Medical technician, Hospital management, IEC, IT, medical equipment management, soft skills.

*Types of improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level*

The types of training that have been conducted in special ranking hospitals are: technical training according to basic curriculum; high specialized training according to advanced curriculum; professional training according to high specialized curriculum, specialized oriented training; continuing, updated short term training; e-learning; international cooperation; technical transfer, other soft skill training.

*Training methods for staff, who have postgraduate degree at special ranking hospitals*

In special level hospitals, professional training methods for staff, who have postgraduate degree mainly are active training so called learner centered methods such as case study, medical record conference, learning theory via e-lectures, learners have to read documents and trainers only answer their questions, it means that learners learn in active manner.

*3.2.2.4. Actual situation of development of trainers, who provide training for staff having postgraduate degree in special ranking hospital*

Team of trainers is one of key factors that contribute to quality of training activities for staff having postgraduate degree in special ranking hospitals. A number of curriculum on training of trainer (TOT) have been developed and issued by the Ministry of Health: Training curriculum on “Medical Pedagogy Methodology” with duration of 80 teaching hours. This training curriculum has been issued and introduced firstly by the Ministry of Health. However, the limitation of this curriculum is that it contains too much academic theory and focuses much on theoretical teaching method and it seems more appropriate for universities; long training duration (10 days) therefore application capacity is quite limited. The training curriculum on “Clinical Trainer” issued by the Ministry of Health under the scope of the Project for Strengthening Quality of Human Resources in Medical Service System supported by JICA has been introduced rapidly in real settings because of appropriate training duration and it focuses on clinical teaching methods – a necessary method for training activities in the hospitals. Only within 4 years of implementation (from 2010 to 2014) more than one thousand trainers in different specialized fields have been trained, it is important source of trainers for developing training activities in special ranking hospitals.

*3.2.2.5. Actual investment and support of resources for training facilities, which provide training for staff having postgraduate degree in special ranking hospitals*

Bach Mai Hospital has been invested greatly in terms of infrastructure, medical equipment and high qualified manpower. Total area of land in used of Bach Mai hospital is 110,400 m<sup>2</sup>. In November 31, 2010, The Ministry of Health issued

Decision number 5389/QĐ-BYT approving the Project for construction of Pediatric Heart Center with total floor area of 45,034m<sup>2</sup> for 500 planned beds and the center will be inaugurated in 2015. At that time, total floor area of hospital will reach 155,434 m<sup>2</sup>. However, with the needs of applying advanced medical techniques aiming at high quality of services during integration period, expansion of Bach Mai Hospital is a proper policy of the Party and State. Responding to those urgent needs, the Prime Minister approved the Project for construction of Bach Mai Hospital's branch 2 with scope of 1,000 beds in Liem Tuyen commune, Thanh Liem district, Ha Nam province in the area of 21 ha. The project has total investment amount approximately 4,000 – 5,000 billion Dong by State's fund and other level funds. The construction and completion processes are divided into 2 stages; tentatively it will be completed in put into operation at the end of 2016.

Initial scope of Cho Ray Hospital after construction in 1974 was 500 beds, the number of actual beds continuously increases to serve the people's needs of examination and treatment. Total number of bed in 1999 was 1,242 and it is 1,800 beds currently. More than 3,322 techniques have been approved by the Ministry of Health and applied in the hospital. Number of inpatient per day is 2,544 people, and 3,500 outpatients per day in average. It is a quite big investment for examination and treatment in general and for training activities in particular; and to achieve such results, hospital also trains a lot of high qualified doctors.

Hue Central General Hospital is one of three special ranking hospitals that has been invested greatly in terms of facility, equipment and manpower. Hue Central General Hospital was established since 1894, hospital play the role as top referral hospital in the central and high land regions, it also is a practical site for postgraduate, undergraduates and nurses. Hospital has more than 2,500 staff, of which undergraduate and postgraduate holders are 419, including 3 people's medical doctors, 36 excellent doctors, 25 professors, associate professors, Ph.D holders and 224 medical doctors, pharmacists, 1<sup>st</sup> and 2<sup>nd</sup> degree speicalists and masters. In addition, there are 152 staff of Hue Medical school also work in the hospital.

### ***3.2.3 Actual situation of inspection and evaluation of quality improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level***

*Firstly, self inspection and evaluation of quality of improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam*

*Secondly, inspection activities for training activities for staff having postgraduate qualifications at hospitals of special level in Vietnam*

Inspection, audit activities for training of staff having postgraduate degree in special ranking hospitals are mainly conducted by auditors of The Ministry of Health and The Ministry of Training and Education. However, this activity is still limited in current time, especially post inspection policies.

## **3.3. Evaluation on actual status of state management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam**

### ***3.3.1. The obtained results and causes***

### *3.3.1.1. Results*

The state management activities on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam in Vietnam have been renovated partially in Viet Nam and it contribute important part in improvement of examination and treatment for people as well as promote the administrative improvement, meeting the development requirements of the country in the new period. Specifically, legal system relating to state management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level becomes more completed, creating clear and transparency legal corridor for health human resource development process; Organization of state management apparatus for the health sector in general and for improving knowledge and skills of medical staff having post graduate qualifications in particular in the hospital has been completed gradually; the development of training curriculum according to human resource plan in special ranking hospitals has achieved progresses, training curriculum follow strictly the working needs of staff.

### *3.3.1.2. Causes*

To achieve such results, firstly it thanks to the concerns and directions of leaders of both the Ministry of Health, The Ministry of Training and Education as well as close direction of Director Board in special ranking hospitals. A number of regulations on management of staff and issuance of training policies, corresponding incentive regimes have been implemented to meet the expectations of staff of medical sector.

Originating from the role, requirements in improvement of health human resource in general and high qualified human resource to provide training for staff having postgraduate degree, the budget source for development and training for quality improvement of staff of the health sector has increased continuously. It has the trend of diversification of investment sources, then it facilitates training centers of hospitals to be equipped with good facilities and resources. With the concern of leaders in strengthening infrastructure, application of modern equipment, the quality of practice in training activities has been improved.

With the issued training policies, it creates complete atmosphere among healthcare workers therefore many staff has participated in postgraduate training courses to improve their qualification. Besides improvement of professional aspect, ethics of healthcare workers also has been remarkably improve, there is no more imperious attitude, storm at patients and receive money from patients etc.

## **3.3.2. Limitations and causes**

### *3.3.2.1. Limitations*

Firstly, **regarding issuance of legal state management policies, plan and strategies on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level. Currently, there is no any completed and appropriate administrative institution and there is no synchronous and sufficient legal documents as the basis for implementing state management activities for specialized staff (focusing on medical doctors) in the health sector.**

Secondly, **the implementation of state management policies, plans, strategies on improving knowledge and skills of medical staff having post graduate**

qualifications at hospitals of special level which has been implemented actively is still not effective due to some difficulties. At special level hospitals in Viet Nam, policy of improving knowledge and skills of medical staff having post graduate qualifications has been paid attention. Health manpower managerial apparatus at all levels still remains problems and is not appropriate with actual situation, especially in localities, where the capacity for giving direction, operation and collaboration among healthcare facilities is limited. Training management is unprofessional. **Inspections, monitoring and evaluation of postgraduate training haven't been carried out sufficiently and regularly, therefore it does not contribute to promoting training quality.**

Thirdly, **inspection and monitoring for implementation of health human policies haven't been implemented timely and sufficiently, therefore proposals for adjustment of problems in current policies are not made timely.**

#### *3.3.2.2. Causes*

Firstly, causes of awareness. Secondly, causes of managerial mechanism. Thirdly, self autonomy of training activities of Training and Directions of Healthcare activity Centers of 3 hospitals hasn't been ensured completely.

## CHAPTER 4

### ORIENTATION AND SOLUTIONS FOR COMPLETION OF STATE MANAGEMENT ON IMPROVING KNOWLEDGE AND SKILLS OF MEDICAL STAFF HAVING POST GRADUATE QUALIFICATIONS AT HOSPITAL OF SPECIAL LEVEL IN VIETNAM

#### **4.1. Overview and orientation for completion of state management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in Vietnam**

##### ***4.1.1. Overview of completion***

Firstly, rearrange network of training facilities for development of health human resource, balance the specialties in training. Develop hospitals under medical schools; link between theoretical and practical training; strengthen and complete practical sites of training facilities.

Secondly, upgrade training facilities for the healthcare workers, enhance quality of trainers, renew training curriculum and materials, teaching methods. Ensure sufficient number of healthcare workers with appropriate structure for regions and medical fields.

Thirdly, develop evaluation standards and accreditation of training quality for healthcare workers. Grant, manage medical practice certificate for healthcare workers and healthcare facilities according to regulations of law.

Fourthly, continue nomination training system, training for doctors, pharmacist in 4 years and continuing training with appropriate scale to meet the needs of remote, difficult regions and at the same time, improve training quality for this type of training; gradually reduce the scale of nomination training type when having enough

number of staff. Ensure sufficient working title for staff working in grassroots level, especially in mountainous, remote, far-flung and difficult regions, border and island areas.

Fifthly, strengthen postgraduate training for provincial and district levels, especially for leaders of departments. Strengthen training in abroad for specialties that Viet Nam does not have enough training conditions to develop high specialized and high quality healthcare workers.

Sixthly, implement effective solutions suitable with socio-economic conditions of localities to attract healthcare workers to work long term in mountainous, remote, far-flung and difficult regions. Implement regulations on social responsibilities and tasks for newly graduated healthcare workers and grant medical practice certificate for healthcare workers.

#### ***4.1.2. Orientation for completion***

***Firstly, complete policy system for health human resource, especially postgraduate health human resource including synchronous policy from training, recruitment, utilization and treatment for health human resource. Secondly, enhance capacity and effectiveness of managerial apparatus and managers of health system, develop health manpower at all levels. Strengthen state management on health, application of IT in management and operation. Develop electronic medicine. Implement administrative improvement in the health sector to purify the apparatus and to serve people rapidly and conveniently. Thirdly, strongly develop training facilities for health manpower, expand and balance training scope according to training levels and disciplines. Fourthly, arrange health manpower appropriate at levels, implement prioritized policies on education, training, recruitment and utilization of health manpower in specialties that difficult to recruit staff and difficult regions, district and commune levels.***

**4.2. Solutions to complete state management on improving knowledge and skills of medical staff having postgraduate qualifications at hospitals of special level in Vietnam**

**4.2.1. Planning for medical staff having postgraduate qualifications at hospitals of special level in Vietnam**

***Firstly, develop system of training centers to provide training for staff having postgraduate qualifications at hospitals in order to produce human resource with high quality to meet the people' needs of examination and treatment.***

***Secondly, combine theory and practice on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level.***

**Hospitals of special level also collaborate with centers to develop training curriculum appropriate with specialized orientations in the hospitals.**

***Thirdly, mobilize financial resources for investment and enhancement of training center's capacity in special level hospitals.***

***Fourthly, creating incentive regimes in terms of wage, appropriate allowances for postgraduate specialists, especially resident doctors to encourage young and capable doctors to participate in training. At the same time, create***

**the best living conditions and utilization of medical equipment for resident doctors, who permanently stay in the hospital.**

**4.2.2. Revising provisions on state management on improving knowledge and skills of medical staff having postgraduate qualifications of health sector in general and special level hospitals in particular.**

Firstly unify the term improving knowledge and skills in all legal documents of the health sector when adjusting this activity. Because in reality, legal documents of the health sector use the term “continuing education” in stead of “cultivation”. For example Decision number 492/QĐ-BYT dated in February 17, 2012 of the Ministry of Health on issuance of continuing training code for the facilities that involve in continuing training activities for healthcare workers; Decision 493/QĐ-BYT dated on February 17, 2012 of the Ministry of Health promulgating regulations on criteria for assurance of quality if continuing training facilities for healthcare workers; Circular 22/2013/TT-BYT dated in August 9, 2013 of the Ministry of Health guiding continuing training activities for healthcare workers.

*Secondly, strengthen* the collaboration among educational and practical facilities to provide training in the field of medicine science and to grant medical practice certificate.

**Thirdly, there should be some adjustments in regulations on professional training for staff having postgraduate qualifications as follows: it requires to develop incentive regulations for such staff to take exam for upgrading to be senior doctor in specific manner and special application. Training curriculum must be appropriate with high specialties of staff having postgraduate qualification.**

***4.2.3. Building capacity for trainers at training centers, renovating teaching and training methods.***

Intensify training to enhance capacity of trainers, strive to achieve set plan in term of quality and quantity of trainers in training facilities. Cooperate with prestige training facilities in abroad to provide training. Update training curriculum in every training types and levels. Encourage training facilities, which have enough conditions to organize joint training with famous universities in the region and in the world, provide training according to advanced training curriculum. Regularly improve teaching, learning methods as learner centered, evidence based teaching.

***4.2.4. Completing organization and improve the quality of training center for staff having postgraduate qualification at special level hospitals***

With strict requirements in terms of time, quality and high practical nature, in order to train a postgraduate staff in the health field, it requires more time, efforts, quality and budget compared with other fields, it is necessary to have proper treatment regime with the staff to raise and develop high quality human resource in the health sector, which has special characteristic.

**The State is responsible for investment of budget, ensuring facility, teaching equipment for training centers in special ranking hospitals, ensure expenses for training centers according to the development needs in each period. However, autonomy and self responsibility according to Circular 43/CP regulating the autonomy of hospitals in revenue, expenses and income sources of**

special ranking hospitals will be the major investment source to develop training centers, special ranking hospitals should be more autonomic in terms of budget and human resource in training centers.

Strengthen socialization, attract investment from different sources, create more service based incomes to establish and re-invest training facilities. Attract ODA and FDI sources of other countries, international organizations to health human resource training, upgrading training centers.

To ensure quality of training, training centers must establish pre-clinical practice room. It is a model practical room as small hospital with equipment for caring patient based on technical procedures and performing on simulated patients or simulators. In the hospital, there should be experiment room to perform surgery in animal such as rabbits or pigs. This is a place for doctors to exercise their skills before performing procedures, operations in the hospital. This is an important factors that decide quality of healthcare workers and assist the best clinical practice in real patients in the hospital. Therefore, there should be specific regulations in the centers.

***4.2.5. Increasing autonomy, self - responsibility in improving knowledge and skills of medical staff having postgraduate qualifications at hospitals of special level.***

Firstly, autonomy and self responsibility in organization and management of apparatus. Secondly, autonomy and self responsibility in terms of finance. Thirdly, autonomy and self responsibility in development of trainers and training managers – the key conditions to ensure quality of training. Fourthly, autonomy and self responsibility in training activities. Fifthly, autonomy and self responsibility in monitoring and evaluation.

In general, rights of autonomy and self responsibility in training activities for staff having postgraduate degree are two sides of in-separated issues. Too much autonomy without requirements on self responsibility may lead to loosen management, reduce training quality, and just think of the short term benefits. In contrary, strengthen self responsibility leading to limitation in autonomy may bind hospitals, it is impossible to create motivation and nature operational mechanism. Limitations of flexibility, capacity for meeting diversified needs of society. Maintain proper intervention of the State through legal tools such as regulations, finance the gradual removal of the State's direct intervention in micro management, increase of hospitals' autonomy is necessary.

***4.2.6. Regularly investigating, monitoring and evaluating the quality of improving knowledge and skills of medical staff having post graduate qualification at special level hospitals***

Investigation, monitoring and evaluation are indispensable steps in state management process for training and cultivation of staff having postgraduate degree in special ranking hospitals as well as management activities in general. Strengthen state management investigation, monitoring, audit for training of staff having postgraduate qualifications at hospitals of special level. It means that state management agencies of the health sector and other relevant agencies need to conduct regularly with clear evaluation tools to evaluate strong, weak points of state management activities and training for high quality human

resource in the hospitals to take measures timely.

***Develop accreditation criteria:*** accreditation of training quality is very important steps to enhance quality of training as well as orientation for training, especially for staff having postgraduate degree in special ranking hospitals.

*Develop system for examination and issuance of medical practice certificate in line with utilization of staff having postgraduate degree in the health sector and international integration.*

***Establish accreditation criteria for training of resident doctors:*** inspection of training quality is a very important step aiming at improving training quality as well as making orientation for staff in general and for healthcare workers in particular, especially it is important for continuing training for staff having postgraduate degree in special ranking hospitals. The development periods of Vietnamese educational system, training accreditation have been gradually completed.

Inspections, monitoring and evaluation activities are indispensable step during state management process for improving knowledge and skills of staff having postgraduate qualification at special level hospitals as well as other management activities. Strengthening state management inspection, monitoring and audit for training and improving knowledge and skills of staff having postgraduate qualifications at special level hospitals means that state management agencies of the health sector and relevant institutions should conduct regularly and continuously using evaluation tools to evaluate clearly in quantity aspect of strong, weak points, difficulties and problems of state management activities for training and improving knowledge and skills of high quality human resource in the hospitals in order to find out solutions for timely overcoming.

***4.2.7. Widening and improving international cooperation in improving knowledge and skills of medical staff having postgraduate qualifications at hospitals of special level.***

*Firstly*, through these cooperative programs, staff having postgraduate qualifications should have chance to participate in different workshops and seminars presented by excellent experts from all over the world.

*Secondly*, through training program having collaboration of experts in the world, staff having postgraduate qualifications have chance to contact and exchange and learn experiences from those leading experts.

*Thirdly*, international cooperation on professional training to enhance examination and treatment capacity as well as utilization of sophisticated equipment of staff having postgraduate qualifications at special level hospitals

***4.3. Recommendation for implementation of solutions for completing state management on on improving knowledge and skills of medical staff having postgraduate qualification***

***4.3.1. Recommendations to the Government***

*Firstly*, set regulation on payroll of staff having postgraduate qualifications corresponding to training duration, expenses and efforts to

**product those workers. Secondly, create working allowance in accordance with seniority for staff, who directly involve in people healthcare. It is necessary to have policy on autonomy, self responsibility in continuing training for staff having postgraduate qualification in special level hospitals.**

#### ***4.3.2. Recommendations to the Ministry of Health***

Firstly, renovate basically and comprehensively training for development of health human resource that approaches training methods of advanced countries in the world.

Secondly, give directions for strict implementation of Circular 22 on continuing training for healthcare workers, ensure that the medical staff have chance to update knowledge, upgrade professional level in 48 teaching hours in 2 years continuously.

Thirdly, strictly consider re-issuance of medical practice certificate every 2 years, if healthcare workers meet requirements of continuing training duration according to Circular 22 they will be re-granted medical practice certificate.

Fourthly, practical training is a special training type of the health sector; hospitals are the best address to conduct this kind of training. The Ministry of Health should continue assigning special ranking hospitals to conduct training for resident doctors, first degree specialist, second degree specialist; then the high quality human resource; strong trainers will be produced to continue organizing different training activities for staff having postgraduate degree with high quality.

Fifthly, continue to accredit, open the training code for hospitals, where continuing training code is not granted yet, it will be a legal basis for those hospitals to organize training for healthcare workers in their own hospitals.

Sixthly, The Ministry of Health should develop IT software for management of overall training activities for each healthcare worker, it also can manage the scope of professional activities regulated in medical practice certificate. Provide this software for hospitals to link managerial activities. People can search information, scope of professional activities of each doctor, contributing to meet patient's satisfaction.

#### ***4.3.3. Recommendations to special level hospitals***

Firstly, special level hospitals should make training plan for their own hospitals, a specific division in the hospital should be assigned as a key door to make plan, organize training to ensure 48 teaching hours for each staff in 2 years continuously.

Secondly, special ranking hospitals should utilize the IT software of the Ministry of Health (if any) to manage all training activities for each staff as well as scope of professional activities regulated in medical practice certificate. When the Ministry of Health still does not develop this software, each hospital should develop their own software for management.

Thirdly, continue to enhance quality of training for healthcare workers of hospitals and lower level hospitals through updating, improving training curriculum and materials, improving teaching methodologies, learning methods, testing methods for evaluation of post-training qualification of trainees.

Fourthly, strengthen evaluation, comments and feedback in different dimension from trainees, trainers and training facilities to adjust training curriculum and materials appropriately.

Fifthly, basic and comprehensive renovation of training for staff having postgraduate degree as approaching way of training methods in advanced countries, combination of traditional medicine and advanced medicine.

Sixthly, develop prioritized policies and strengthen investment for basic scientific research applying in medicine, formulate biomedical research centers that equal to other countries in region and in the world.

Seventhly, strengthen collaboration and active integrate Vietnamese medicine with other advanced countries. Collaboration on training with advanced countries, especially dispatching staff to study and receive technical transfer is the best and effective ways for training in country hereafter. Trainers must be the first persons, who contact with working management and training procedures of advanced countries.

## CONCLUSION

**Within the scope of the thesis, the basic research results are shown as follow:**

Chapter 1 of the thesis shows literature review of the research works relating to its contents in the following aspects: The research works in state management and state management in different fields; Research works on training and improving knowledge and skills of staff in general and that of health human resource in particular; research works from abroad having relevant topics.

Chapter 2 of the thesis solves the core augment issues relating to the thesis as follows: concept of hospital, hospital of special level, improving knowledge and skills for staff having postgraduate qualification at special level hospitals; state management on on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level. Analyze the role of state management in improving knowledge and skills of staff having postgraduate qualification in the health sector. Identify of subjects of state management on on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level. Analyze, evaluate the factors influencing to state management on training for staff having postgraduate degree in special ranking hospitals. Study experiences in state management on improving knowledge and skills of medical staff having post graduate qualifications at hospitals of special level in other countries in the world such as South Korea, Singapore; China; Indonesia; Canada; then withdraw the referent values for Viet Nam.

Chapter 3, based on overview of special level hospitals in Viet Nam and staff having postgraduate qualification in special level hospitals; the thesis analyzes the actual status of state management on improving knowlege and skills of medical staff having postgraduate qualifications at special level hospitals in Viet Nam in 3 major contents: situation of development and issuance of policies, plans and strategies for training of staff having postgraduate qualifications at special level hospitals; policies, plans and strategies for improving knowledge and skills of staff having postgraduate qualification in special level hospitals and Actual situation of inspection, monitoring and evaluation of training process for staff having postgraduate qualifications at special level hospitals in Viet Nam. Then, the thesis make conclusions of successes, limitations in state management on improving knowledge and skills of medical staff having postgraduate qualifications in special level hospitals as well as identify clearly the causes of the achievements and limitations.

**Chapter 4 of thesis focuses on solutions: making plan for improving knowledge and skills of medical** staff having postgraduate qualifications at special level hospitals in Viet Nam, adjustment of regulations on improving knowledge and skills for medical staff having postgraduate qualification of the health sector, renovation of contents, training curriculum and materials, teaching methodology for staff having postgraduate qualifications at special level hospitals in Viet Nam, allocation of financial resources and strengthen conditions for activities training facilities that provide training for staff having postgraduate qualification at special level hospitals in Viet Nam, expansion and intensification of international cooperation in training for staff having postgraduate qualifications at special level

hospitals in Viet Nam, improvement of trainers' quality, who provide training for medical staff having postgraduate qualification at special level hospitals in Viet Nam, regular accreditation for training quality for training of staff having postgraduate qualifications at special level hospitals in Viet Nam. **The above mentioned solutions show comprehensive issues that need to be deal with in improving knowledge and skills for medical staff having postgraduate qualifications at special level hospitals in coming time.**

#### **THE LIST OF RESERCH WORKS RELATING TO THE THESIS**

1. Vu Tien Dzung (2005), scientific research theme at hospital level: "Evaluation of resources of nurse, midwife and technician in Bach Mai Hospital in 2005".
2. Vu Tien Dzung (2015), Chairman of Scientific research theme at hospital level: "Actual status of manpower and satisfaction to the jobs of healthcare workers in Out Patient department – Bach Mai Hospital".
3. Vu Tien Dzung (2015), scientific research theme at hospital level: "Evaluation of actual status of qualification and training needs of staff members, who are medical doctors in departments of Bach Mai Hospital".
4. Vu Tien Dzung (2012), "Training, improving knowledge and skills of medical staff at public health facilities", *State Management Journal Volume 198* July 2012.
5. Vu Tien Dzung (2015), "Solutions for improvement of quality of staff having postgraduate qualifications at special level hospitals", *State Management Journal Volume 233* June 2015.
6. Vu Tien Dzung (2015), "Experiences in training, improving knowledge and skills of medical staff in some countries", *State Management Journal Volume 237* October 2015.



