

Performance evaluation and health developments in Vushtrri Sheik Zayed Hospital in 2012/2013 and 2019/2020

PhD (C.) ¹Afërdita Lahu

Assistant Of Alma Mater Europea Rezonanca

Prof. Ass. Dr ¹Mimoza Bytyqi Maksutaj

Professor Of Alma Mater Europea Rezonanca

PhD (C.) ²Mexhit Mustafa

Assistant Of Alma Mater Europea Rezonanca

PhD (C.) ³Ylfete Pllana

Assistant Of Alma Mater Europea Rezonanca

Abstract

Measuring the quality and performance of health care is the process by which statistical data are used to evaluate the performance of health plans and health care providers, compared to standards within the country where we operate or provide services.

In healthcare performance measurement is important because it tells us how the healthcare system is performing and leads to improved healthcare. It is a necessary step in the process of improving the quality of health care, and we have tried to include in this topic how external factors have influenced the improvement of service delivery at Sheikh Zayed Hospital in Vushtrri Hospital of the Republic of Kosovo, and improvement of services where it has been realized through numerous donations from the United Arab Emirates, without excluding other donations from foreign, non-governmental governmental-organizations.

Keywords: Evaluation, performance, professional health advancements, donations, analysis.

Introduction

By the notion of performance, we mean the knowledge and ability of the health worker to understand and effectively perform the work in which they have a responsibility by providing the highest quality service and satisfaction to patients.

Knowledge in the analysis and synthesis of issues as well as experience and other special characteristics required by a job, and this can be achieved through the health institution that provides additional training to gain new professional experience. To evaluate this performance it is necessary to determine the criteria that can be: quality and quantity of work, self-initiative, ability, reasonableness, permeability, experience, skill, creativity, innovation, scientific knowledge, communication and many other factors. In this research we have studied and evaluated the performance and advancement of Sheik Zayed Hospital in the municipality of Vushtrri in the Republic of Kosovo where we have included the advancements and developments that have been made between the services and the satisfaction of the citizens.

Methodology- It is a retrospective approach where Hospital documents are researched

/ analyzed Sheikh Zayed during the period January 2012-2013 and 2019-2020.

Health staff performance analysis

From the data of the Health Information System (HIS) and Public Services (PEJROLL), we find that out of 171 employees employed at the Hospital; Sheik Zayed; Vushtrri, 45 employees are of the professional medical staff of the academic level (specialist doctor) or 26.31% of the total number of health workers, so the performance is of average level with a tendency to further increase this performance which is the main goal of the management of Hospital both locally and centrally.

Identify problems within health staff and avoid them

The basis for identifying problems of a health nature and human resources is the Medium-Term Expenditure Framework, which provides for each year: Planning the current budget, additional budget in the ongoing requirements at the central level to meet the medical staff of deficient profiles, as in Surgery, Anesthesia, Diagnostics, Ophthalmology and Orthopedics and in the accompanying fields of pediatrics, internes and gynecology, including Transfusion and biochemical laboratory.

Such priority issues are regularly debated in the meetings of the medical staff supported by the hospital management and such requests are forwarded to the center and in the impossibility of accepting the deficient medical staff, it is required to fill these positions with medical staff from other hospitals. within the Ministry of Health, respectively the University Clinical Hospital Service of Kosovo.

Forms which are used to improve performance

The engagement of the number of medical staff in the ratio of nursing staff and the number of hospitalized people seeking health services is in direct relation with the Rules of Procedure at the secondary level of health services, as well as the number of patients treated within 24 hours, cured and issued in good health.

Then the implementation of the work plan in providing health services to hospitalize as well as outpatient ones expressed in percentage and based on statistical indicators, where the percentage achieved over 50% is considered satisfactory, while that over 70% is considered very good.

With the realization of this performance expressed in percentage, the motive of stimulating the medical and nursing staff is achieved, and in the absence of the introduction of the health insurance system, this method is being used but not realized in practice.

Planning and their implementation within the timeframe

The employment of medical and nursing staff is planned with the MTEF for the years 2019-2021, especially in priority countries such as Emergency in focus, so from the number of employees from 127 we have 175 or 38% in just one year, and this trend will surely increase in the following years 2020-2021.

Then, the wealth of hospital infrastructure was planned, where thanks to donations from the UAE the entire hospital facility was renovated and expanded and equipped with new medical equipment, where these infrastructural achievements with medical

equipment have led to the acceptance of human resources of health profile (specialist doctor and nurse). In this regard, we find that planning has been achieved over 60%, calculating that the following years 2020-2021 are also available.

Communication and co-operation with other regional hospitals

Kosovo regional hospitals are completely interdependent with each other, because they are all included within the Ministry of Health respectively HUCSK, which means any lack of hospitals in terms of human resources, health material, coverage of personal expenses and income, is evidenced as a center where the budget is allocated for each unit, with the possibility of restructuring in those units where there is a significant shortage, as well as non-implementation of the eventual plan in any unit refers to and restructured in units other health.

The harmonization of experiences in health, in almost all units within the HUCSK is complete as it is unified with the Law on Health and the regulations of the Administrative Health Instructions. Communication and connectivity are inseparable. since within the HUCSK respectively the National Medical Center operates Telemedicine on-line the entire medical, nursing and technical health spectrum, where their experiences are transferred and implemented in a unique way in all hospital facilities where there is their possibility. There is also the other connection of Kosovo hospitals with regional hospitals in the framework of symposia, trainings and exchange of experiences with Regional hospitals.

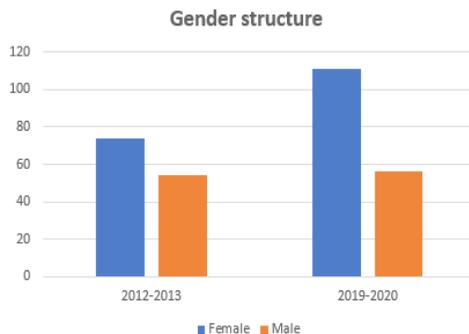
Results

According to the Kosovo Agency of Statistics, estimated for 2014 (December 31, 2014), the Municipality of Vushtrri has 68,793 inhabitants. Primary and secondary level health services are provided in this municipality. Secondary health services are provided by the Sheik Zayed Hospital in Vushtrri, which the hospital has 72 beds available to perform its services. According to data from the department of administration and technical services, this hospital employs 128 employees organized in departments and other organizational units. It is a retrospective approach where the documents of Sheikh Zayed Hospital were researched / analyzed during the period January 2012- January 2014 as well as 2019 and June 2020. According to the data received from the administration of Sheik Zayed Hospital in Vushtrri for the gender structure of employees, it results that 58% (74) are women and 42% (54) are men. Whereas in 2019-2020 Sheik Zayed Hospital has 63 beds.

According to the data from the department of administration and technical services in this hospital are employed 172 workers systematized in departments and other organizational units, according to the data received from the hospital administration for the gender structure of employees it results 64% (111) are women and 32% (56) men.

Table 1. Gender structure of staff during 2012-2013 and 2019-2020

Staff structure	2012-2013		2019-2020	
Female	74	58%	111	64.53%
Male	54	42%	56	32.55%



Graph 1. Percentage by gender.

The management of human resources in the Hospital is done by the Department of Administration and technical support. This department is headed by a lawyer who, in addition to managing human resources, also performs other legal-administrative work for the needs of the hospital from this it can be seen that the human resources in the hospital are not given due attention.

As can be seen, the way of managing and caring for human resources is left in the hands of a lawyer, although today there are specialized staff available for managing and managing human resources.

In the absence of a human resources department, HR planning at the Sheik Zayed Hospital in Vushtrri / Vuritri is done by the Department of Administration, which is not at all specialized in carrying out these tasks in a professional manner.

The HRM department manages a relatively large number of employees where there are a total of 128 contract workers in the hospital. From this number we have this composition: health worker 99 and non-health worker 29.

Therefore, the Ministry of Health of the Republic of Kosovo should consider the formation of a human resources department within this hospital, because the management of 128 employees requires efficient management which cannot be achieved only by a person who in addition to human resources also manages the administrative affairs of the hospital.

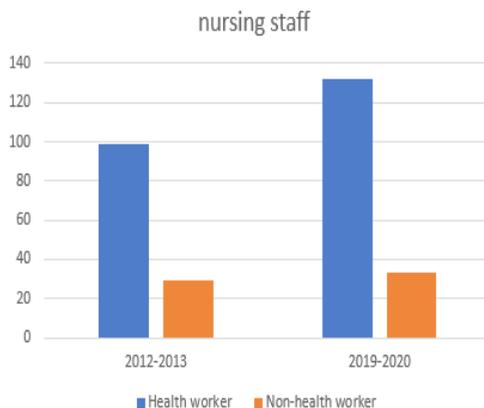
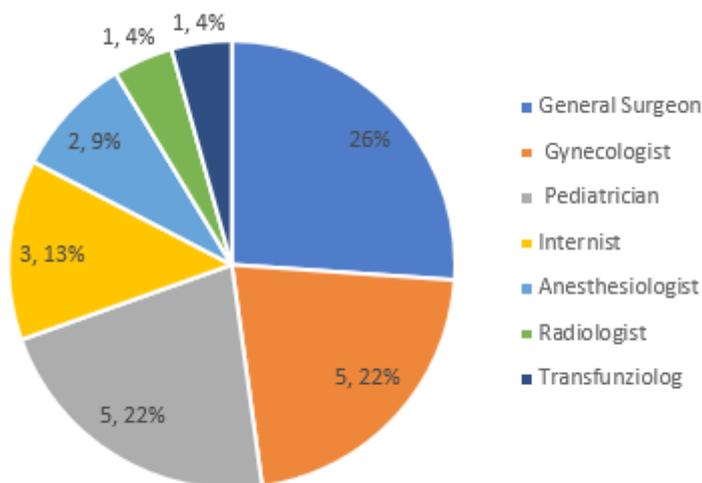


Table 2. Number and percentage of division of workers

Health worker 2012-2013 2019-2020	99 132	99.77% 80.00%
Non-health worker 2012-2013 2019-2020	29 33	29.23% 20.00%

Graph 2. Graphic presentation and percentage of employee division 2012-2013 and 2019-2020

In the following we are giving a tabular overview of the staff by departments and professional qualifications. Based on the data of the hospital regarding the medical staff, the following data result: General surgeons are 6 (26%), gynecologist 5 (22%), pediatrician 5 (22%), internist 3 (13%), anesthesiologist 2 (9%), radiologist 1 (4%), transfusiologist 1 (4%).



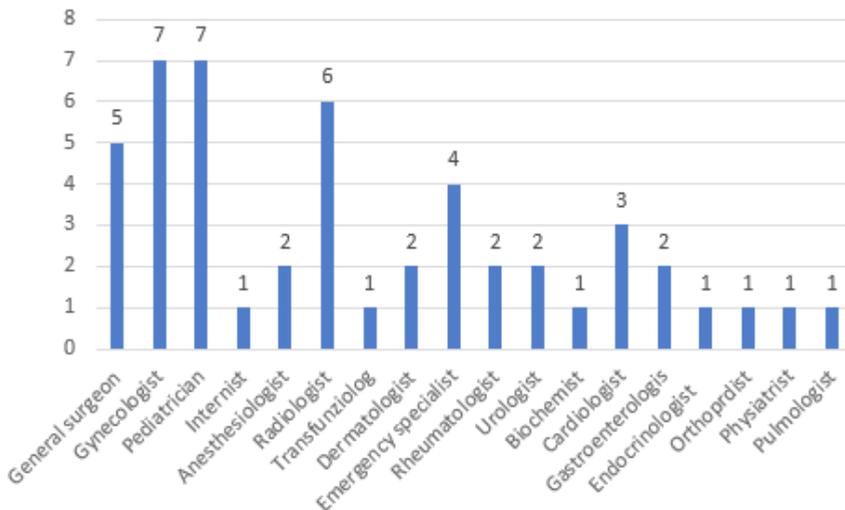
Graph 3. Graphic presentation of medical staff.

Whereas during 2019-2020 we provide a tabular overview of staff according to professional qualifications. Based on the hospital data regarding the medical staff, the following data result: General surgeons are 5 (10%), gynecologist 7 (14%). Pediatrician 7 (14%), internist 1 (2%), anesthesiologist 2 (4%), radiologist 6 (12%), transfusiologist 1 (2%), dermatologist 2 (4%), emergency physician 4 (8%), rheumatologist 2 (4%), urologist 2 (4%), biochemist 1 (2%), cardiologist 1 (2%), pulmonologist 1 (2%), endocrinologist 1 (2%), orthopedist 1 (2%), physiatrist 1 (2%), gastroenterologist 2 (4%).

Tab.4.Number and percentage of medical staff 2019-2020

Specialist doctor

General surgeon	5	10.41%
Gynecologist	7	14.58%
Pediatrician	7	14.58%
Internist	1	2.08%
Anesthesiologist	2	4.16%
Radiologist	6	2.50%
Transfunziolog	1	2.08%
Dermatologist	2	4.16%
Emergency specialist	4	8.33%
rheumatologist	2	4.16%
Urologist	2	4.16%
Cardiologist	3	6.25%
Ggastroenterologist	2	4.16%
Endocrinologist	1	2.08%
Orthoprdist	1	2.08%
Physiatrist	1	2.08%
Pulmologist	1	2.08%



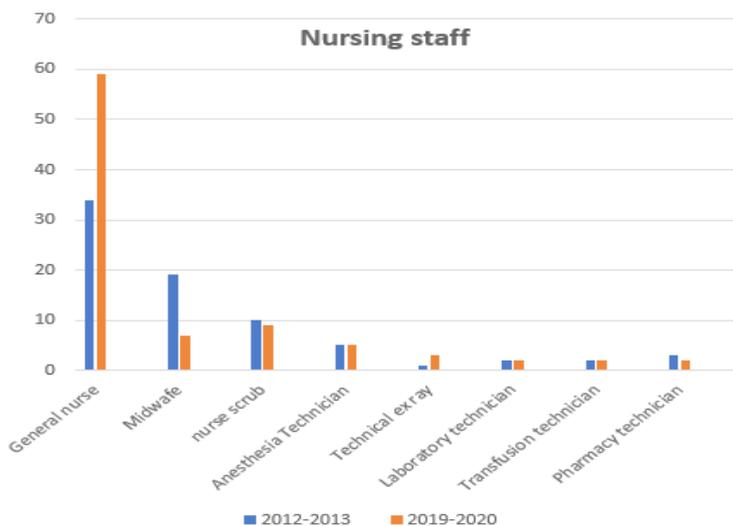
Graph 4. Graphic presentation of medical staff --- also 2019/2020

The analysis of the data regarding the nursing staff results that Sheikh Zayed Vushtri Hospital has 76 nurses, of which 34 general nurses, 19 midwives, 10 instrumentalists, 5 anesthesia technicians, 1 ex-ray technician, 2 laboratory technicians, 2 transfusion technicians, 3 pharmacy technicians. Whereas during the year 2019-2020 these figures change 59 nurses, midwife 9,

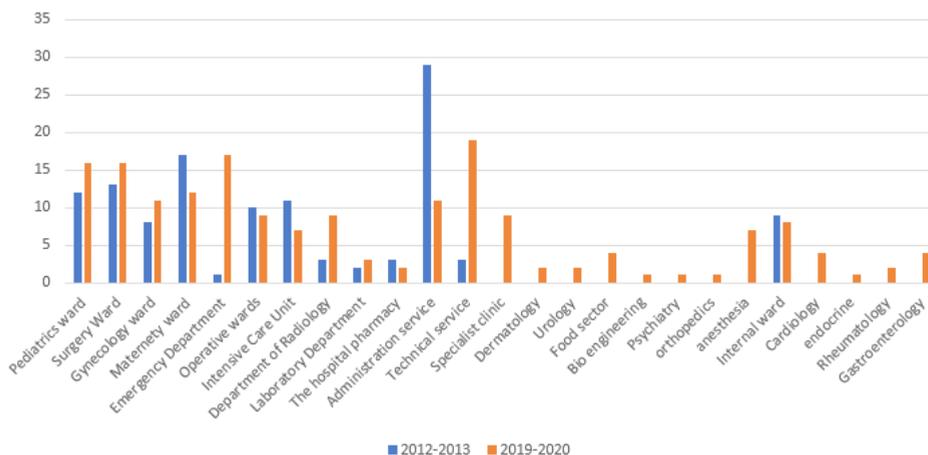
anesthesia technician 5, instrumental technician 9, ex-ray technician 3, laboratory technician 2, transfusion technician 2, pharmacy technician 2, where you can see these changes in the following table.

Tab.4. Number and percentage of nursing staff in 2012-2013 and 2019-2020

	2012-2013		2019-2020	
	Number	Percentage	Number	Percentage
General nurse	34	34.45%	59	66.29%
Midwife	19	19.25%	7	7.8%
Nurse scrub	10	10.13%	9	10.11%
Anesthesia Technician	5	5.6%	5	5.6%
Technical ex ray	1	1.1%	3	3.37%
Laboratory technician	2	2.3%	2	2.24%
Transfusion technician	2	2.3%	2	2.24%
Pharmacy technician	3	3.4%	2	2.24%
In total	76	50%	89	67.42%



Graph 4. Graphic representation of nursing staff

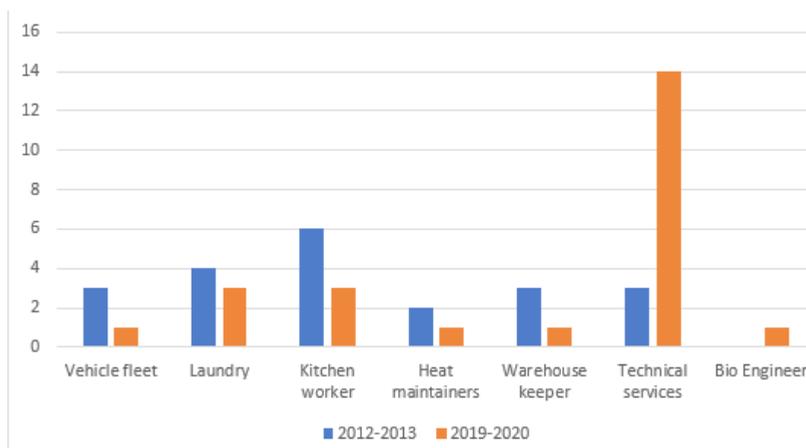


Graph 5. Graphic presentation of the number of staff by departments compared to the years 2012-2013 and 2019-2020.

Based on the data obtained, it results that the technical services in Sheik Zayed Hospital in Vushtrri are maintained by a total of 22 employees, of which 3 (14%) car park, 4 (19%) laundry, 6 (29%) kitchen workers, 2 (10%) heating maintenance, 3 (14%) technical services, 3 (14%) storage. Whereas during 2019-2020 these numbers have changed where there are a total of 24 workers, of which 1 is a car park, 1 laundry, 3 kitchen worker, 3 maintenance of heating, 1, warehouse, 1 technical services, 14 and 1 bioengineer.

Table 5. Number and percentage of technical services 2012-2013 and 2019-2020

Technical services	Viti 2012-2013		Viti 2019-2020	
	Number	Percentage	Number	Percentage
Vehicle fleet	3	14%	1	2.70%
Laundry	4	19%	3	8.10%
Kitchen worker	6	29%	3	8.10%
Heat maintainers	2	10%	1	2.70%
Warehouse keeper	3	14%	1	2.70%
Technical services	3	14%	14	37.83%
Bio Engineer	0	0%	1	2.70%

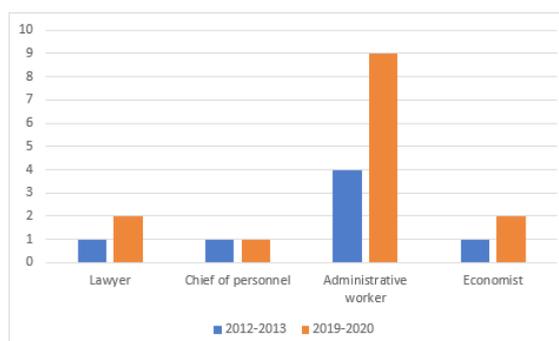


Graph 5. Graphic presentation of technical service workers.

According to the data for the administration of Sheik Zayed Hospital in Vushttri, it results that this administration has 4 administrative employees, lawyer, economist and chief of staff service of 1 employee, while during 2019-2020 this administration has a total of 14 employees where 2 are lawyers. Chief of Personnel Service 1, Administrative Worker 4, Economist 2. These figures are also reflected in tables.

Table 6. Number and percentage of employees in the administration 2012-2013 and during the year 2019/2020

Administration	2012-2013		2019-2020	
	f	%	f	%
Lawyer	1	1.15%	2	14.28%
Chief of personnel	1	1.14%	1	7.14%
Administrative worker	4	4.57%	9	64.28%
Economist	1	1.14%	2	14.28%
Total	7	7.50%	14	37.83%



Graph 6. Graphic presentation of employees in the administration.

Based on the indicators and activities of hospital services provided in the period

2012-2013 it is seen that we have a positive trend in service delivery and their quality which are reflected in Table 7. Also based on indicators and activities of services provided in period 2019-2020 we have positive trends in the provision of services and their quality which are reflected in table number 7.

Table no. 7. Indicators of hospital activities 2012-2013 and the year 2019/2020

No	Kategoria	Year 2012	Year 2013	Year 2019	Year 2020
1	No.beds	72	72	63	63
2	Days of tretmant	16203	15747	17526	5740
3	Lying patients	4387	5069	4608	1988
4	Operations	1439	1640	1799	578
5	Laparoscopic surgeries	407	726	925	297
6	Number of births	670	677	347	193
7	Total number of newborns	672	681	348	193
8	Number of stillbirths	0	1	2	0
9	Number of neonatal deaths	-	-	0	
10	Perinatal mortality-1/1000	-	-	0	
11	Cesarean section	163	156	116	71
12	Percentage of caesarean section	24.32%	22.84%	33.33%	33.33%
13	Healing length	3.7	3.06	3.8	3.7
14	% of capacity utilization	62.51%	57.60%	74.7%	27.3
15	Dead within the hospital	7	4	19	28
16	Hospital mortality -1/1000	0.16	0.08	4.1	16.6
17	No. of working specialist doctor	24	24	47	47
18	Nr. of nursing work	72	72	89	89
19	No. të punës tjerë	30	30	38	38
20	Nö. of inpatient patients - loads	0.55	0.49	1.8	0.9
21	No of patient . of nurses - loads	1.64	1.64	0.8	0.5

22	Nr. surgeries for doctor / surg. branches	0.69	0.64	66.8	34.2
23	Transfers to UCCK and other clinics	63	85	96	43
24	PaymentsUA 6/2006	29.400	33.289		
25	Financial value of hospital services	1.129.652	1.253.767	1,176,400.16	227,110.07€

From the data in this table, it can be seen that the days of treatment of patients have decreased even though we have an increase of surgeries from 1439 in 2012 to 1646 in 2013. Also, the length of recovery has decreased from 3.7 to 3.2 and the percentage of socio-caesareans has increased from 24.32% in 2012 to 27.02% in 2013.

Despite the increase in the volume of work, the number of specialist doctors has remained the same of 24 doctors. Also the number of beds and nurses has remained the same 72 as in 2012.

The financial value of hospital services has increased from 1,129,652 as it was in 2012 to 1,257,115 in 2013, so it has marked an increase of € 127463 or expressed as a percentage increase in 2013 compared to 2012 is 11.3%.

Indicators of outpatient and diagnostic activities in the hospital as shown in Table 8, have increased by 581 cases compared to the previous year or 11%.

Whereas in 2019-2020 the number of hospital beds from 72 as they were has been reduced to 63 or 12.5% less, also from the data it seems that there are more days of treatment in 2019-2020 than in the years 2012-2013 for 1323 or 8.2%, the number of surgeries has increased during 2019-2020 compared to 2012-2013 by 369 or 25%, births with each caesarean section has increased as it was in 2012-2013 27% in 2019-2020 to 33.33%, the length of healing is the same, but the utilization of the capacity of the hospital has increased by comparing it in 2012-2013 in 2019-2020 to 74%, also the number of doctors 24 as it was in 2012-2013 in 2019-2020 is 47 also the number of nurses was 72 in 2019-2020 at 89.

Specialist visits to the mother and child department are almost the same with a decrease of 915 cases. The number of patients treated in radiology has increased by 469 cases from the previous year 2013 or we have an increase of 110% so we have a doubling of cases. More details of outpatient and diagnostic activities can be seen in the following table.

Table number 8. Outpatient and diagnostic activities year 2013-2014

No.	Category	Year 2012	Year 2013	Year 2019	Year2020
1	Specialist visit to the surgical department	5410	5284	8081	1973
2	Specialist visit dep. Intrinsic	5617	6150	10225	2494

3	Specialist visit dep. for mother and child	21713	23760	22897	6041
4	Visit to the counseling center for mothers and children	-	-		
5	No. of notebooks for newborns applied	-	-		
6	No. of notebooks pregnant women applied	-	-		
7	No. women involved in progr. educational	-	-		
8	Services. diag. obstetric ultrasound. Gynecology.	4473	4426	3496	659
9	Services. Diagnostic. echo abdomen, pediatric cervix	1261	975	2939	627
10	Services. diag. Echo cardiology and Doppler	-	-	739	156
11	Other services: diag.endosk / cystosk, broncho, gastro, kolonosk, recto	308	395	410	108
12	Services. various diag. / EEG, EMG, ctg, ekg	790	1454	7577	1898
13	Other services. pepper / change of wadding, removal of peja, plaster casting, etc.	2166	2752	2094	255
14	Treat patients. in radiology (Rtg + Mammography) Radiography	297	427	3567	884
15	No. general CT scanner	-	-	371	
16	No. patients treated. in the biochemical laboratory	1657	1971	7505	30865
17	Parameters - blood tests	13114	16516	62311	3493

18	No. treatment patients. in Blood Transfusion	1337	1755		
19	No. of those treated in Physiatry	-	-	1121	402
20	Average daily load in physiatry	-	-		
21	No. terapeu procedures. (inhalation, glyemic measurement)	1366	1812	2094	576
22	% usable. of diagnostic equipment	61.56%	64.43%	74.3%	
23	Financial value of serv. done	777.744	716.640		

Diagnostic equipment is better used because in 2012 the utilization rate was 64.43% while this rate increased in 2013 to 76.54%. In 2019-2020 the diagnostic equipment was used in 74.3%, the services in physiatry were increased in 2019-2020 that these services were missing in 2012-2013, we also have the CT and mammography service which services were missing in 2012-2013 .

From the indicators of indicators of emergency services activities it can be seen that all indicators of these services in 2013 have increased compared to 2012.

Table number 9. Indicators of emergency service activities

No.	Kategoria	Year 2012	Year 2013	Year 2019	Year 2020
1	Emergency surgical cases	765	780	5411	1918
2	Emergency heart cases	178	182	2165	657
3	Emergency orthopedic cases	116	118	169	9
4	Emergency internal cases	143	146	3120	156
5	Emergency gynecological cases	23	24	156	9
6	Emergency pediatric cases	433	442	986	102
7	Financial value	1.048.554€	1.089.977€	1.113.678€	

As can be seen, we have 15 more emergency surgical cases in 2013 compared to 2012. Also, cardiac cases increased in 2012 for 8 cases in 2013. Indicators of financial values of services performed for 2012-2013 are presented in the table number 10.

Table number 10. Indicators of financial values of services performed in the period 2012-2013 and 2019-2020

No.	Category	Year 2012	Year 2013	Year 2019	Year 2020
1	Total hospital services	1.129.652	1.253.767	2.201.368	2.311.436
2	Total outpatient diagnostic services	777.744	716.640	1.515.603	1.466.354
3	Total emergency services	1.048.554	1.089.977	2.043.335	2.230.758
4	Total hemodialysis services	-	-		
	Total services performed	2.955.950	3.060.384	5.760306	6.014.548

From this table it can be seen that positive results have been achieved in all financial indicators. So from the table we can conclude that in 2013 we have an increase in the value of total hospital services compared to 2012 for € 3,348 or an increase of 2.7%. Also outpatient diagnostic services in 2013 compared to 2012 increased by 5.2% or € 36,960. Emergency services decreased by € 7,312 in 2013 or 0.7% compared to 2012. The total value of all services in 2012 compared to 2013 increased by 1.1% or by € 32,996. Also from this table it can be seen that positive results have been achieved in all financial indicators and we can conclude that in 2019 compared to 2012 we have an increase in the value of total hospital services by € 2,954,164 or 94.8%, we also have an increase in services total hospital in 2020 compared to 2013 for 2.954.164€ or 96.5%. Emergency services have increased by € 994,781 or 94.9% in 2019 compared to 2012, also in 2020 we have an increase in emergency services by € 1.140781 or 104.7% compared to 2013. Also outpatient diagnostic services in 2019 we have an increase of € 737,859 or 94.9% compared to 2012, while in 2020 we have an increase of € 749.71 4 or 104.6%. Whereas total hospital services have increased by € 1,071,716 or 94.9% in 2019 compared to 2012. Whereas in 2020 we have increased total hospital services by € 1,057,669 or 84.5% compared to 2013.

Reasons for not providing other health services during the years 2012-2013

- Despite the infrastructural possibilities in "Sheik Zayed" hospital, not all conditions for the provision of these health services have been met, such as:
 - ENT services in the absence of specialist medical staff
 - Orthopedic services in the absence of medical staff
 - Ophthalmology services in the absence of medical staff
 - Otorhinolaryngological services in the absence of infrastructure which are expected to be realized in 2017.
 - Adequate quality and licensed service of staff biochemist that is expected to be achieved as we have recruited and specialized in this field in Vushtrri but requires the permission of HUCSK to fill the job
 - The main reason for not providing these hospital services even though the hospital has the necessary infrastructure and space is the lack of financial means to increase the adequate medical staff for these services. It is expected that in the future in cooperation with the Minister of Health to achieve the provision of financial resources and the addition of specialist medical and nursing staff to provide the above services.

Provision of health services and changes during the years 2012-2013 and 2019-2020

The project for the renovation and maintenance of the hospital by the KHALIFA foundation, was realized in July 2015 and now the hospital offers more quality services. existing services before the renovation now also offers these new services that have been the target of management staff for years.

The new hospital services that are offered are as follows:

- Cardiology services
- Orthopedic services
- Physical services
- Dermatological services
- Gastroeneropathic services
- Endocrinological services
- Emergency services,
- Rheumatology services, and
- Urological Services

The expansion of these services has increased the performance and healing capacity for patients in the region, which is covered by this hospital. The future goals are for the hospital to open the ENT and ophthalmology services, and to be equipped with modern equipment of modern diagnosis and treatment in accordance with contemporary practices according to European standards.

Conclusions

This retrospective study analyzed the documents of Sheik Zayed Hospital in Vushtrri during the period.

January 2012- December 2013 and 2019-2020 regarding the management of human resources in this hospital. We intended to conduct research focused on developing and evaluating the performance of the services provided and the advancements that have been made over the years Sheik Zayed Hospital in Vushtrri was built in 2003 as a donation from the Emirates

United Arab Emirates. The hospital provides hospital services to the region which includes the municipality of Vushtrri, Skenderaj and Mitrovica and accepts patients from other parts of Kosovo. Hospital has at its disposal modern equipment for the provision of services within its activity hospital.

For the performance of its services the hospital has at its disposal a considerable number of beds and as I present above there is an increase in services which over the years we also did not expect other additional services which are necessary for the citizens, and we hope very soon to provide additional services. It is worth noting that the Municipality of Vushërrri was very lucky to have a donor like Sheik Zayin, supporting us continuously with more advanced equipment. The Hospital of the Municipality of Vushtrri is also known for other donations from several other non-governmental organizations which operate in Kosovo.

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