

Abstract

Medical talents are the most valuable intangible capital that public healthcare entities have at their disposal, which is why it is so important to be able to develop and manage it properly in order to effectively achieve the objectives set and to nurture the competences it possesses in order to prevent it from leaving the organisation.

The issue of talent management for the needs of public healthcare entities operating in the Polish healthcare system undertaken in this doctoral thesis addresses an identified research gap. This issue has not yet been sufficiently addressed and discussed in the literature. The dissertation is therefore an attempt to enrich the theory and practice of talent management and to focus it on hitherto unexplored areas.

This thesis presents the results of an analysis on talent management in the public sector. Empirical research carried out in Polish healthcare entities on talent management simultaneously involved healthcare entity managers, medical staff and medical students. On the basis of the research carried out, an assessment was made of the talent management practices in public healthcare entities and the relationship between these practices and organisational effectiveness, quality of medical services provided, job satisfaction and the achievements of talented medical staff and retention of medical talent. For the first time in Poland, research was carried out into the expectations of talented medical students and the factors that influence these expectations were identified.

The results of the research confirm the main hypothesis that the application of talent management practices in Polish public healthcare entities will contribute to improving their performance. Taking into account the nature of work in the health care system, it is advisable for hospitals and other health care entities to apply talent management practices concerning the acquisition of talented medical staff, motivating them to work, assessing them, ensuring their development of their competences and retaining them in their structures.

Summarising the results of the research, it can be confirmed that talent management is an important element of the human capital management system, which can contribute to improving the functioning of medical entities and the whole health care system in Poland. Thanks to it, it is possible to improve the organisational efficiency of public healthcare entities and influence the quality of medical services provided by them, as well as to increase the satisfaction of talented medical staff and contribute to their further significant achievements and, above all, to retain medical talents in their structures.

The main objective of the dissertation was to develop a talent management model for public healthcare entities operating in the Polish healthcare system. In the proposed model, the talent management process in a public health care entity defines a medical talent management, which is a series of interrelated and resulting stages, such as: defining the concept of medical talent by the managers of a given healthcare entity, acquisition of talented, medical staff to the organisation, then motivating and appropriately remunerating talented employees, and then evaluating their performance in order to be able to make the correct decisions in terms of the development of medical talent's competences in its wake, which should consequently lead to retaining them within the structures of a given healthcare entity for as long as possible. Conditions necessary for the correct implementation of the proposed talent management model in public healthcare entities in Poland were identified. The benefits for medical talents, their supervisors and public healthcare entities (as organisations) resulting from its application are also presented. The model developed is a response to the expectations of employers and young talents (medical students) identified in the empirical research conducted.

The theoretical considerations presented in the dissertation and the results of the empirical research carried out have theoretical, methodological and application values and may form the basis for further empirical research in this area. Hence, the dissertation can be an important contribution to the theory and guidelines of talent management and facilitate the decision-makers of the health care system and managers of health care entities in the implementation of this process.

Keywords

talent, talent management, talent management model, human capital management, healthcare, healthcare entities.