

Human Resource Management: New Role In Health Care System Management

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ABSTRACT

Background:

. This article addresses the role of Human Resource Management in improving the staff performance thereby indirectly improving client satisfaction and delivering better healthcare service. The main aim of quality healthcare should be Safe, Patient Centered, Timely, Efficient & Equitable. The HRM should promote training, motivate, retain, implement new strategies, systematic planning for optimal utilization of the available sources.

issues pertaining to human resources in health care

The variation of size, distribution and composition within a county's health care workforce is of great concern. For example, the number of health workers available in a country is a key indicator of that country's capacity to provide delivery and interventions. Factors to consider when determining the demand for health services in a particular country include cultural characteristics, sociodemographic characteristics and economic factors.

The Changing Environment of Hospitals

The organisation of hospitals is under constant evolution. Recent demographic and financial changes have lead to significant changes in hospitals. This has also affected the management. Instead of the all-encompassing power of the CEO, hospital management is changing in favour of management teams in the current scenario, inadequate training and lack of mastering the competencies are prevailing among wide range of Healthcare employees. Patient centered care has become a critical component in delivery of safe healthcare.

The impact of human resources on management in health sector

Human Resources Management (MRM) plays a significant role in healthcare delivery system and a systematic management is critical. The HRM not only implement an existing methodology, but focus on research, analysis and implementation of new strategic plans for training and evaluation of the

competency of both new and existing staff. There are three basic principles involved in HRM. Along with health system inputs, physical, capital and consumables should also be looked into.

Conclusion

We have found that the relationship between human resources management and health care is extremely complex, particularly when examined from a global perspective. Our research and analysis have indicated that several key questions must be addressed and that human resources management can and must play an essential role in health care sector reform.

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I. BACKGROUND

The organisation of hospitals is under constant evolution. Recent demographic and financial changes have lead to significant changes in hospitals. This has also affected the management. Instead of the all-encompassing power of the Chief Medical Officer, hospital management is changing in favour of management teams. This team is made up of representatives from the different professions within the hospital: doctors, nurses, engineers, finance, IT etc.

Indian Health Care System

Healthcare has become one of India's largest sector, both in terms of revenue and employment. Healthcare comprises hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance and medical equipment. The Indian healthcare sector is growing at a brisk pace due to its strengthening coverage, services and increasing expenditure by public as well private players.

Market Size-A growing middle-class, coupled with rising burden of new diseases, are boosting the demand for health insurance coverage. With

increasing demand for affordable and quality healthcare, penetration of health insurance is poised to expand in the coming years. In FY21, gross written premiums in the health segment grew at 13.7% YoY to Rs. 58,584.36 crores (US\$ 8.00 billion). The health segment has a 29.5% share in the total gross written premiums earned in the country. India is a land full of opportunities for players in the medical devices industry. The country has also become one of the leading destinations for high-end diagnostic services with tremendous capital investment for advanced diagnostic facilities, thus catering to a greater proportion of population. Besides, Indian medical service consumers have become more conscious towards their healthcare upkeep. Indian healthcare sector is much diversified and is full of opportunities in every segment, which includes providers, payers, and medical technology. With the increase in the competition, businesses are looking to explore for the latest dynamics and trends which will have positive impact on their business. The hospital industry in India is forecast to increase to Rs. 8.6 trillion (US\$ 132.84 billion) by FY22 from Rs. 4 trillion (US\$ 61.79 billion) in FY17 at a CAGR of 16–17%.

issues pertaining to human resources in health care

When examining health care systems in a global context, many general human resources issues and questions arise. Some of the issues of greatest relevance that will be discussed in further detail include the size, composition and distribution of the health care workforce, workforce training issues, the migration of health workers, the level of economic development in a particular country and sociodemographic, geographical and cultural factors.

The variation of size, distribution and composition within a county's health care workforce is of great concern. For example, the number of health workers available in a country is a key indicator of that country's capacity to provide delivery and interventions. Factors to consider when determining the demand for health services in a particular country include cultural characteristics, sociodemographic characteristics and economic factors.

Workforce training is another important issue. It is essential that human resources personnel consider the composition of the health workforce in terms of both skill categories and training levels. New options for the education and in-service training of health care workers are required to ensure that the workforce is aware of and prepared to meet a

particular country's present and future needs. A properly trained and competent workforce is essential to any successful health care system.

The migration of health care workers is an issue that arises when examining global health care systems. Research suggests that the movement of health care professionals closely follows the migration pattern of all professionals in that the internal movement of the workforce to urban areas is common to all countries. Workforce mobility can create additional imbalances that require better workforce planning, attention to issues of pay and other rewards and improved overall management of the workforce. In addition to salary incentives, developing countries use other strategies such as housing, infrastructure and opportunities for job rotation to recruit and retain health professionals, since many health workers in developing countries are underpaid, poorly motivated and very dissatisfied. The migration of health workers is an important human resources issue that must be carefully measured and monitored.

Socio-demographic elements such as age distribution of the population also play a key role in a country's health care system. An ageing population leads to an increase in demand for health services and health personnel. An ageing population within the health care system itself also has important implications: additional training of younger workers will be required to fill the positions of the large number of health care workers that will be retiring.

The Changing Environment of Hospitals

The organisation of hospitals is under constant evolution. Recent demographic and financial changes have led to significant changes in hospitals. This has also affected the management. Instead of the all-encompassing power of the CEO, hospital management is changing in favour of management teams. This team is made up of representatives from the different professions within the hospital: doctors, nurses, engineers, finance, IT etc.

This has led to a broader dimension of hospital management. The power of the hospital CEO has not lessened but the role has changed. Now the CEO is the coordinator of all approaches, he assumes the general responsibility of the hospital. He has gone from a one player to a team player.

We have witnessed this change in Denmark in the last 25 years. Before it was common practice that the administrative responsible for the management of the hospital consisted of only one person (and

never an educated physician or nurse). Now it is normal for the top management to consist of several leaders including a chief doctor and head nurse. For the purpose of this article we are investigating training for CEOs and not the wider departmental management for which there are many courses available.

For developing countries, accessing good quality healthcare services will be an arduous job and it's equally prevalent in rural areas also. At times medical personnel and resources may not be available for much rural residents and for migrant workers, the situation will still be worse as they migrate from one country to another since such migrants are based on incentives offered by other countries. Both quantity and quality should be an integral part. A study done in Mozambique, it has been found out that Performance Based Financing (PBF) has shown improvements in institutional arrangements accountability and overall improvement in income. Under this protocol, employee's motivation, reinforcement of Internal and external factors, self-efficiency, goal settings, health competition and job satisfaction have all shown positive results. Such PBF program helped staff to get recognition from management committees and colleagues due to enhanced accountability and governance. Hence PBF could kick start the feedback loop, responsibility, achievement and recognition. It is recommended that policy makers should devise their own PBF protocol based on their company's need. It has been observed that healthcare workers may strike to work due to poor staff welfare, salary, leadership management and failure to implement agreements between staff and management. Such strikes may disrupt service delivery, training program, increased morbidity and mortality of patients, loss of public confidence in the organization. This could be overcome by recognizing staff wage agreement, its implementation necessitating that only properly trained managers should be appointed as head of health care organizations. Global consensus are increasing about the education of healthcare professionals to keep pace with scientific, social and economic changes that are constantly transforming the healthcare environment. Best healthcare professional could be produced through cooperative, comparative and by health professional educational methods based on the nation's need. A national assessment bound to be setup to serve as resources centre for countries like India, Bangladesh, China, Thailand and Vietnam to plan HRM related future action.

The impact of human resources on management in health sector

Human Resources Management (MRM) plays a significant role in healthcare delivery system and a systematic management is critical. The HRM not only implement an existing methodology, but focus on research, analysis and implementation of new strategic plans for training and evaluation of the competency of both new and existing staff. There are three basic principles involved in HRM. Along with health system inputs, physical, capital and consumables should also be looked into. HRM mainly focus on healthcare based on different kinds of clinical and non-clinical staff who are directly involved in the management of Public and Individual health systems and intervention. The outcome of the performance and benefits that HRM could achieve are largely based on knowledge, skills and motivation of those individuals who forms the entire healthcare organization.

The main task of the HRM involves job analysis, man power requirement, organization of workforce, measurement as well as appraisal of performance, reward implementation, professional development and constant maintenance of workforce. HRM in every organization is essential for efficient delivery system, effective medical services in order to achieve patient satisfaction. Many studies done in the past on HRM stress the importance of HRM to achieve the goal of healthcare organization and emphasize the importance of training and development for all levels of staff at periodic intervals to improve the quality of healthcare services.

When examining global health care systems, it is both useful and important to explore the impact of human resources on health sector reform. While the specific health care reform process varies by country, some trends can be identified. Three of the main trends include efficiency, equity and quality objectives.

Many human resources initiatives for health sector reform also include attempts to increase equity or fairness. Strategies aimed at promoting equity in relation to needs require more systematic planning of health services. Some of these strategies include the introduction of financial protection mechanisms, the targeting of specific needs and groups, and re-deployment services. One of the goals of human resource professionals must be to use these and other measures to increase equity in their countries.

Human resources in health sector reform also seek to improve the quality of services and patients' satisfaction. Health care quality is

generally defined in two ways: technical quality and sociocultural quality. Technical quality refers to the impact that the health services available can have on the health conditions of a population. Sociocultural quality measures the degree of acceptability of services and the ability to satisfy patients' expectations.

Human resource professionals face many obstacles in their attempt to deliver high-quality health care to citizens. Some of these constraints include budgets, lack of congruence between different stakeholders' values, absenteeism rates, high rates of turnover and low morale of health personnel.

Better use of the spectrum of health care providers and better coordination of patient services through interdisciplinary teamwork have been recommended as part of health sector reform. Since all health care is ultimately delivered by people, effective human resources management will play a vital role in the success of health sector reform.

Studies have shown that in hospitals, HRM has achieved better performance among its staff if incentives and motivation to work, bonuses based on performance rated competency of individuals make a significance difference in the overall improvement of the organization. HRM should also focus on maintaining the mental health of its employees. Lacunae exist in the low and middle income countries for effective management of its employees to prevent poor mental health of its staff. This may lead to serious short fall in the performance of such staff unless effective strategies are followed at the primary healthcare setup itself. Well motivated and highly trained medical professionals are critical for the success of national healthcare forum. If the existing practices associated with HRM are not adequate, alternate approaches for practicing HRM should be designed and put to use for better outcome. All senior level managers should chalk out new innovations and strategies to achieve better outcome in HRM. It has been well established that lacunae exist in low and middle income countries about HRM resources to maintain mental health and new strategies are required to update them.

Training was imparted to HRM professional to empower employees with training goals to make them more creative and innovative. Nursing staff were trained on team based approach to patient care and several nursing stations were setup in the hospital premises for easy access to patients need. Training was also given to employees to prepare themselves for marketing of

internal resources as well as encouraging employment opportunities outside the organization.

II. CONCLUSION

We have found that the relationship between human resources management and health care is extremely complex, particularly when examined from a global perspective. Our research and analysis have indicated that several key questions must be addressed and that human resources management can and must play an essential role in health care sector reform. HRM plays a significant role in global healthcare systems. Specific healthcare reforms should be in place in every HRM to improve the standard of overall healthcare of the patients. Three basic trends identified by HRM are efficiency, equity and quality objectives. There are many HRM initiatives available to increase the efficiency, one of which is outsourcing of services to convert fixed labour into various costs as a means of improving efficiency. The other goals that may be followed by HRM are contracting out, performance contracts, as well as internal contract. HRM is considered as the epicenter of healthcare Industry. India has become a Medical Tourism due to the emergence of many innovative healthcare organizations and the role of HRM is critical in achieving organizational goal and success.

The Human Capital Investment should be based on sound knowledgeable work force, skilled in the area of occupation with flexible altitude and HRM plays a crucial role in the aspect. The HRM plays an essential role in motivating the employee, improving the interpersonal skill, communicating skills, heeding, interacting and escalating the issues. They act as a bridge between the Management & Employee. Periodic assessment, reviews, addressing deficiencies, choosing criteria for employee appraisal/rewards are effective measures in helping out. The HRM needs to design and develop simplified standards. The challenges such as workforce shortages and lack of effective communication and lack of teamwork.

In a Hospital/Clinical Laboratory based healthcare organization, it is important to assess the performance of all levels of staff at the beginning and the assessment should be done at periodical time intervals. It may reach a serious proportion unless effective steps are taken to improve it. An effective feasible approach, investment, innovative thinking and effective leadership are the need of the hour to improve mental health status of staff. For a better management of HRM, it is important to work out the size, composition and proper management and distribution of health care workforce, training

based on the need of economic development, socio-demographic and cultural factors. Steps were taken to define values, behaviours and competence of the existing culture with a set of goals prefixed.

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