

The Human Side of Health Care

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Abstract—Human resources, when relating to health care, can be best described as the different kinds of clinical and non-clinical staff responsible for public and individual health intervention and protection. As well as the balance between the human and physical resources that surround the health promoters. It is also crucial to strike an appropriate mix/ balance between the different types of health promoters and caregivers to ensure the system's success.

Human Resource (HR) managers oversee employee administrative affairs in an organization. Statistics from the U.S. Bureau of Labor Statistics reveal that as of 2010 there were 71,800 HR managers in America. The benefits of a HR department have gradually gained recognition in health care, owing to such challenges as economic instabilities, health care regulations and a dearth of experienced personnel. The American Society for Healthcare Human Resources (ASHHRA) says that the presence of a HR manager in a health care facility is essential in delivering effective services.

India has been in the leading edge of various international movements in the health and population sectors. Overall, the Indian healthcare industry is going through a transition and the future is likely to see significant changes in the nature of provision of healthcare and the roles of various players in the industry. The issue pertaining to human resources need to be addressed now, before it is too late.

The roots of management principles and prevalence of human resource practices can be traced to the world's first management book, titled 'Arthashastra', written three millennia before Christ, which highlighted many aspects of human resource practices in ancient India

Various key success factors emerge that clearly affect health care practices and human resources management.

This paper will reveal how human resources management is essential to any health care system and how it can improve the health care delivery system. This paper also addresses the health care system from a global perspective and the growing importance of human resources management (HRM) in improving the overall patient health outcomes and delivery of health care services.

Keywords: Health Care, Human Resources, Management, Patient

1. INTRODUCTION

One major that healthcare human resource professionals are facing, revolves around the staffing and retaining of nurses and doctors. As demand around the country continues to soar, candidates are finding that they have various options when it comes to choosing their work location; ultimately causing a large shortage in staff in certain areas of the country. Too

many options create turnover and the reason for one to quit their job and try elsewhere.

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, quality, composition and demographic distribution of the health care workforce, workforce training and development issues, the migration of health workers, the level of economic development in a particular country and socio-demographic, geographical and cultural factors. With the rising trend towards performance based career models in the healthcare industry, many human resource departments are also struggling to recruit and retain high performing workers.

Human Resources Management (HRM) is a vital management task in the field of healthcare and other services sectors, where the customer facing challenges because of staff's performance who have the experience and the quality of performance (Howard et al., 2006) and that human resource management plays an active and vital role in the success of the reform of the health sector.

It is also essential to maintain an appropriate balance between the different types of health promoters and caregivers to ensure the system's success. Due to their obvious and important differences, it is imperative that human capital is handled and managed very differently from physical capital. Between staff shortages, high turnover and the challenge of managing certifications, professionals in the healthcare industry have a lot in store for themselves.

When healthcare organizations are looking for a human resource and payroll provider, they should learn about the solutions they can offer to combat these challenges, allowing the healthcare providers to get back to their mission of providing quality care to their patients.

2. CHALLENGES AND CURRENT HUMAN RESOURCE OBSTACLES

One of the biggest challenges faced by the human resource managers is securing funding for talent management initiatives which allow departments to offer competitive benefits and attract the best workers. This means that salaries must be

competitive while also fitting into hospitals' financial plans. The pay band must be in tandem with the current market rate. In the healthcare industry, talent management programs offering competitive salaries to hire and retain high performing workers can have a direct impact on patient satisfaction and ROI; it can also decrease staff turnover, which can adversely affect the organization.

Workforce training is another important issue. 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.

Patient safety and quality care are top priorities for healthcare organizations. In the age of healthcare reform, every healthcare organization is focused on how to quickly develop better processes or providing quality care and improving their patient safety ratings

3. DIMENSIONS OF HEALTH CARE AND HUMAN RESOURCES

- Administration and operations
- Healthcare finance and financial management
- Governance, risk and compliance
- Healthcare regulation
- Healthcare marketing, communications and media relations
- Revenue management and collection
- Procurement and supplier relationships
- Digital healthcare
- Human resources and training
- Healthcare delivery and systems
- Healthcare economics

- Information technology and records management
- Healthcare insurance
- Cost effective and efficient delivery of services
- Quality management
- Performance measurement
- Environmental health and safety
- Change management
- Organisational behaviour

4. KEY HUMAN RESOURCE ISSUES LIMITING THE HEALTH SYSTEM

This system faces several managerial problems which are well-recognised and which limit its effectiveness:

No.	HRM Practice	Key Features
1	Job description	Percentage of employees with formally defined work roles is high in the public sector.
2	Recruitment	Direct recruitment from institutions of higher learning is very common amongst management, engineering, and similar professional cadres. Amongst other vehicles, placement agencies, internet, and print media are the most popular media for recruitment.
3	Compensation	Strong emphasis on security and lifetime employment in public sector including a range of facilities like healthcare.
4	Training and development	Poorly institutionalised in Indian organisations. Popularity of training programmes and their effect in skill and value development undeveloped.
5	appraisal	A very low coverage of employees under formal performance appraisal and rewards or organisational goals
6	Promotion	Moderately variable across industries. Seniority systems still dominate the public sector enterprises. Use of merit and performance limited mostly to globally orientated industries.
7	Career planning	Limited in scope. The seniority based escalator system in the public sector provides stability and progression in career. Widespread use of voluntary retirement scheme in public sector by high performing staff. Cross functional career paths uncommon.
8	Gender equity	Driven by proactive court rulings, ILO guidelines, and legislative provisions. Lack of strategic and inclusion vision spread.

5. MANAGING A GENERATIONALLY DIVERSE WORKFORCE

During the next decade, the health care industry will face an influx of patients. Baby boomers will live longer than previous generations due to new medical treatments and technologies. At the same time, the retirement of boomers from the workforce will exacerbate current shortages, especially among physicians and nurses. This shift in patient and workforce demographics will create a generational gap between older patients and younger health care providers, ultimately affecting the care delivered in hospital.

Generational differences are only one factor of workforce diversity, which includes ethnicity, gender, educational level, socioeconomic status, religion and political orientation. If hospitals and health care systems do not properly manage diversity, they may experience high employee dissatisfaction and turnover; pay higher costs for recruitment, training and retention; and see lower patient satisfaction scores and worse clinical outcomes. Health care organizations that effectively manage generational differences of employees will thrive with a steady and able labor force, realize better clinical outcomes and provide a better patient experience

In 2013, the AHA Committee on Performance Improvement focused on issues related to generational differences in the health care field and developed the report "*Managing an Intergenerational Workforce: Strategies for Health Care Transformation.*" The report provides hospital leaders with workforce management strategies to help achieve Triple Aim outcomes — better care, better health and lower costs. There are three major strategies outlined in the report:

- Building a strong generational foundation;
- Establishing effective generational management practices;
- Developing generational competence.

Once programs and policies are established, hospital leaders need to tailor their management styles to the strengths of each generation and relieve any generational tensions in the workplace. Then leaders can spread generational understanding and sensitivity among the entire workforce. The chart lists different methods to deploy the individual strategies

<ul style="list-style-type: none"> • Conduct an intergenerational evaluation to determine the organization's workforce profile • Acquire intergenerational talent • Targeted recruitment efforts • Organizational website and social media presence of company brand • Job descriptions connecting tasks/role to organization's mission and values • Job mobility • Interactive employee handbook Segment retention strategies • Tailored support services • Flexible work options • Educational and career development programs • Supplemental income opportunities 	<ul style="list-style-type: none"> • Customize management and communication styles • Flexible work hours • Orientation and development programs • Leverage employees' strengths • Tailor recognition and awards • Encourage collaboration in the workplace • Intergenerational training opportunities • Social media platform for employee engagement • Inclusive planning and decision-making opportunities • Succession planning strategy 	<ul style="list-style-type: none"> • Develop generational understanding • Participate in formal mentoring programs • Improve communication skills and generational sensitivity
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Source: Integrated model of human resource management healthcare organisations / hospitals.

Deploying Strategies to Manage an Intergenerational Workforce

Competencies of human resources management in the health services

Competencies	Areas of competence and activities
Analysis of the human resources situation, identification of human resource and programming	a) Data collection, analysis, and determination of the overall human resources situation (availability, composition, human resource and programming structure, and distribution of human resources; the output of human resources by educational institutions); b) Comparison with a particular pattern or standard to identify gaps and needs (which can be determined using the best available methods, based on the characteristics of the health services system and the possibility of obtaining information); c) Identification of problems and qualitative and quantitative needs for human resources (in consultation with the authorities and relevant actors in the health services system); d) Preparation of a plan to procure the most appropriate human resources to meet the identified needs.
Staffing	Ensures that the health system obtains a sufficient supply of human resources (in all the necessary occupational categories) to meet its objectives, as budgetary resources permit. Includes personnel from the labour market, as well as personnel that is needed but not available in the labour market and who must be trained by educational institutions.
Performance management	Its objective is to optimise the productivity and quality of human resource performance in the health services. It includes interventions for performance management as such (ways of organising the work, technology management, formation of work teams, use of incentive systems) and ways to evaluate this performance
Management of labour relations and personnel administration	Ensures proper management of work contracts, remuneration systems, conditions for the social protection of workers and personnel administration (which includes career appointments, incentive systems, relations between the employer and employees, collective working relationships – unions, collective bargaining), and the search for effective communication modalities between administration as well as ways to enable staff participation in key decisions that affect their performance with the resulting benefit to the population.

Development and training of human resources	Ensures that all human resources in a health system are properly qualified and motivated. Includes interventions that of human resources range from the ongoing identification of educational needs, the definition of work competencies, curriculum development, instructional design, education, in the most effective and suitable modalities to meet the established objectives, and evaluation of the competencies acquired. It is a valuable strategy for improving performance and for changing the practices and attitudes of human resources.
Assurance of working conditions safety, and the work environment	Ensures the proper environment, conditions, and modes of work organisation to counteract the potentially negative impact of the nature of health work on the health of the staff themselves. Most risks can be minimised with adequate precautions and preventive interventions that emphasise occupational safety and health promotion for the employer and employee alike.

Source: PAHO. Progress of Activities in Health Sector Reform. CD39/13. 39th Directing Council, Washington, D.C. September 1996.

6. CONCLUSION

The management of human resources is essential to enable the delivery of efficient and effective medical services and to achieve patient satisfaction, the study shows that human resources management has a strong impact on healthcare quality, and most of literatures show the importance of human resources management to achieve the goals of health organizations, and emphasize to develop the performance of hospital staff and nurses through periodic training in order to improve the quality of healthcare service, also a strong, well-motivated and highly trained medical profession is critical to the success of the national healthcare reform. The practices of human resource management are very important in health sector and modern hospitals need should have alternative approaches for practicing HRM successfully.

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