

A Study Of Effective Hrm Practices In Hospitals For Better Administration.

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Abstract

The primary issue of the hospitals should be to bring in proper assimilation of human resource management strategies with the hospital administration. It should foster consistent team work and create commitment to improve the efficiency of its human capital. More than operational skills today in the hospitals, more emphasis is being given to 'soft skills' to attend the needs and requirements of the patients at the counter.

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Introduction

Hospital management is more of a service providing sector and therefore emphasis must be given to hospitality and quick service. The paper applies an existing conceptual framework to explore the role of the HR function in hospitals. It identifies a significant deficit in the management of core professional staff.

The three principal

Within many health care systems worldwide, increased attention is being focused on human resources management (HRM). Specifically, human resources are one of three principal health system inputs, with the other two major inputs being physical capital and consumables

The three principal health system inputs could be classified as human resources, physical capital and consumables.

Human Resource function

Human Resources Management function includes Job Analysis, Manpower planning, Recruitment, Selection, Induction, Training and Development, Performance Appraisal, Compensation Management and Industrial Relation. The study focuses on four functions i.e. Recruitment, Selection, Induction, Training and Development, Performance Appraisal. It is observed that those hospitals following systematically and scientifically Human Resources Management practices create high satisfaction level within employees. These employees are more committed towards better performance. On the other side in some well – known hospitals, HR Dept. is seen as a mere Cost Centre that ensures the payroll is on time and Leave Record tracking is accomplished. In such hospitals employee satisfaction level is on lower curve. In era of globalization where hospital sector is booming and there is increasing demand of hospital services, all employees should be managed efficiently and effectively by implementing systematically and scientifically Human Resources Management practices.

Hospitals being a service industry and human intensive, the role of HRM assumes greater importance.

Research Methodology

In order to have a more global context, we examined the health care systems of the nearby known hospitals, the Alchemist (private) and the general Hospital (government). The data collection was achieved through primary sources such as the data was collected through a questionnaire where the HR officials were asked different questions regarding

HR practices in their hospitals respectively. We were able to examine the main human resources issues and questions, along with the analysis of the impact of human resources on the health care system, as well as the identification of the trends in health sector reform. These trends include efficiency, processes, procedures, performance evaluation and quality objectives as the parameters.

Key questions and issues pertaining to human resources in health care

As Indian health care reform approaches its implementation day by day, the key aspects of the Patient Protection and Care have become well known to most employers, but there remain more than a few issues that HR executives are grappling with. 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 and cultural factors.

Recruitment and retention of the correct number of qualified staff is very high on the list. Everyone knows there is a big nursing shortfall, but there is a need for highly qualified individuals all around. Due to the rapid growth of the healthcare sector and its sheer size, it is a challenge to fill jobs. And despite this need, there are obvious pressures for cost containment with people accounting for the lion's share of an organization's costs.

Compliance with new standards is another key issue. Keeping up with the technological change is an issue for healthcare staff. Advances in technology require continual training and career development for employees to remain effective and maintain standards of care.

The variation of size, distribution and composition within a health care workforce is of great concern. For example, the number of health workers available in a hospital is a key indicator of that hospital's capacity to provide delivery and interventions

Factors to consider when determining the demand for health services in a particular hospital 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

Another issue that arises when examining global health care systems is a country's level of economic development. There is evidence of a significant positive correlation between the level of economic development in a country and its number of human resources for health.

The question of providing health benefits versus managing hourly workers to less than the 30-hours-per-week eligibility threshold is a key issue.

HR management at healthcare organizations different than HR at other companies

Healthcare organizations are essentially hiring instead of firing; hence, recruitment and retention are one of the most significant issues

While all organizations have some form of universal compliance – EEO, etc. – and others have their own regulatory issues, healthcare has some unique requirements which must be met, such as JHACO, which requires compliance with quality standards to ensure that the consumers of healthcare are receiving consistent levels of safe, quality care and includes constant monitoring of performance and patient safety records

As a result of the recent emphasis placed on recruiting and retention and the recognition that people make up 50 percent or more of the resources of a healthcare institution, these institutions have a renewed focus on HR Management and the need for better technology to manage human resources. A case can be made that healthcare institutions have lagged in this area relative to other industries.

Driving Improved Health

Employers have long been focused on improving the overall health of their workforce. Wellness and health management programs are prevalent strategies as well as favoring health plans with better coordinated-care management for high-cost patients. More employers are now willing to reward health performance through outcomes-based incentives such as offering lower premium contributions for non-tobacco users, or rewarding employees for achieving or maintaining specific health status targets such as BMI (body/mass index) or blood pressure.

While it's challenging to show the savings from improved health, about two-fifths of very large employers (more than 10,000 employees) in our 2012 survey say they have formally measured the ROI of their health management programs. And the

results are strong: more than three-fourths say that these programs have already had a positive impact on their medical cost trend. As we move toward the ACA's year of

implementation, the companies with the least to fear are the ones that have taken the initiative, embracing the greater good of better employee health.

The employers must keep a balance in the hours worked and the wage rate given to the employees.

For example, a company that currently offers coverage to workers scheduled for more than 35 hours a week and employs 1,000 employees who work 30 to 34 hours a week. We estimate that the cost of extending single coverage to those additional workers can range from \$6 million to \$8 million. On the other hand, the cost of reducing employee hours to below 30 to avoid ACA coverage requirements can be even greater, as more employees will be required to meet work demands, while the wage loss for the employees whose hours are reduced may take a heavy toll on productivity and profitability.

Findings

1. The processes include staffing and recruitment, under which it was observed that the Alchemist and the general hospital verifies the existence of staffing patterns for the hospital organizational structure and the levels of each post are clearly indicated and displayed in each department.
2. For recruitment, posts are advertised properly in government but it was not the case with the private. Although, in private short-listing process based upon the criteria outlined in the job description is followed.
3. For final selection, proper interview panel of a minimum 3 persons interviewing the short-listed candidates is followed in the Alchemist and the general hospital.
4. The performance of each member of staff is evaluated periodically with salary increments in the private hospital.

5. A 24 hour coverage by staff in the private hospital is ensured by developing staff rosters or plans, shift wise work and mobilizes staff who are not on duty in the event of having to deal with a major emergency.
6. All health workers are registered with health records General directorate of Human Resources i.e. a database form requiring HR ID cards issued to employees, all information about employees shared with the Government.
7. An effective process for monitoring staff attendance is followed in both the sectors.
8. There is a system for dealing with complaints by the public about individual health workers
9. The personnel record is maintained and updated for Health records and General Directorate Human Resource central data base.

Conclusion

It can be said that the relationship between human resources management and health care is extremely complex, particularly when examined from both the sectors' 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.

Since all health care is ultimately delivered by and to people, a strong understanding of the human resources management issues is required to ensure the success of any health care program. Further human resources initiatives are required in many health care systems, and more extensive research must be conducted to bring about new human resources policies and practices that will benefit individuals around the Nation.

Suggestion

1. If a person is working more than 30 hours per week, a bonus or an extra payment must be awarded. The defaulting hospital administration must be penalized for the same.
2. Employers will have to rigorously track their employees' hours, relying on solid databases to document those hours.
3. Wellness and health management programs must be prevalent strategies as well as favoring health plans with better coordinated-care management for high-cost patients.
4. Employers should now willing to reward health performance through outcomes-based incentives such as offering lower premium contributions for non-tobacco users, or rewarding employees for achieving or maintaining specific health status targets such as BMI (body/mass index) or blood pressure.
5. Employers should determine how much they will pay toward benefits and how to allocate that money among their employees(Private exchange case).
6. Organizations should implement talent management and workforce planning solutions.
7. Better performance management practices will enable them to identify, develop and retain not just all employees, but the right ones.
8. A focus on quality of life initiatives.

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