

# Roles and Challenges of Hr in Healthcare

P. Jakulin Divya Mary, K. N. Priya

**ABSTRACT:** According to Flippo, “Human Resource Management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration and maintenance of people for the purpose of contributing to organizational, individuals and social goals”. World Health Organisation’s definition for health care team is , “A group comprising a variety of professionals (medical practitioners, nurses, physical and occupational therapists, social workers, pharmacists, spiritual counsellors), as well as family members, who are involved in providing coordinated and comprehensive care”. Managing the healthcare team is the core work of HR in a healthcare setup. The major challenges are scarcity of healthcare workforce, high attrition rate, burnouts and training & development. Healthcare system delivers proper treatment to the patients through coordinated efforts of three entities namely, Physicians, Paramedics and administrators. This paper discusses the important roles and challenges faced by HR in a healthcare setup.

**Keywords:** HR, Healthcare, Roles, Challenges.

## I. INTRODUCTION

### A. human resource management:

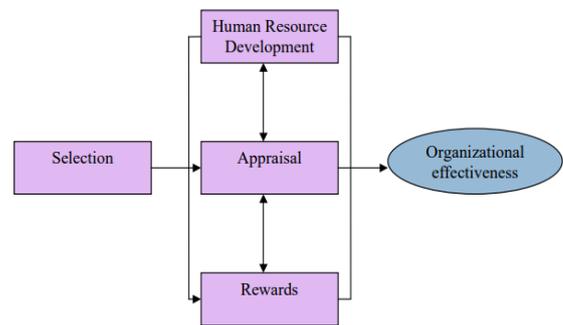
Personnel Management is an encryption of the means of forming and handling people while in job thus they individually exhibit the highest potential insight of their fundamental capabilities, therefore reaching greater competence of self and others at work, and hence delivering to the organisation to which they belong to defining competitiveness and the best outcomes.

## II. RESULTS

There exists four basic fundamental Human Resource Management models based on which the modern HRM models are formulated. They are as follows,

### A. The Fombrun, Tichy and Devanna Model:

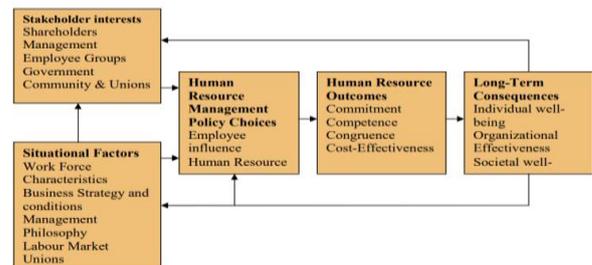
This was the oldest model comprising of only four components that contributes to the effectiveness of the organisation. Though it does not consider various other factors of HRM, this model is said to be incomplete.



(Source: www.mhhe.com/aswathappa-hrm)

### B. The Harvard Model of HRM:

This model identifies five factors contributing to the HR framework. It involves effective feedback loop.



(Source: Human Resource management by John Bratton and Jeffrey Gold)

### C. The Guest Model of HRM:

This model was developed by David Guest. This model starts with framing HR strategies for carrying on a work with full focus, followed by HR practices involving recruitment, selection, appraisal resulting in outcomes. Outcomes can either be behavioural and also financial.



(Source: K. Aswathappa, Human Resource Management, Tata Mc-Graw- Hill, New Delhi, 2008, P-19)

### D. The Warwick model of HRM:

Developed by Hendry and Pettigrew of University of Warwick with five entities as factors for the model.

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(Source: Human Resource Management by John Bratton and Jeffrey Gold)

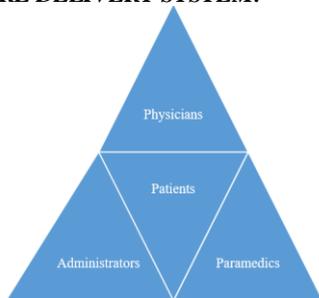
### E.HEALTHCARE:

The services that are delivered to patients, their families or community as a whole by the healthcare providers and professionals for the sake of supporting, preserving, observing or gaining physical and mental wellbeing is termed as healthcare. The depth of this service being rendered determines the efficiency of healthcare service.

### F.HEALTHCARE TEAM:

Healthcare team encompasses of professionals with various specialisations like physician, nurse, therapist, pharmacist, psychologist, counsellor, etc. along with the family of the patients who contribute towards delivering synchronized as well as complete care.

### G.HEALTHCARE DELIVERY SYSTEM:



To deliver an efficient healthcare to the patients, three of the following entities have to work together with coordination,

- Physicians
- Paramedics
- Administrators

Physicians:

The main entity in the healthcare delivery system is the physician who directly treats the patient through prescription of medications, therapies, etc.

Paramedics:

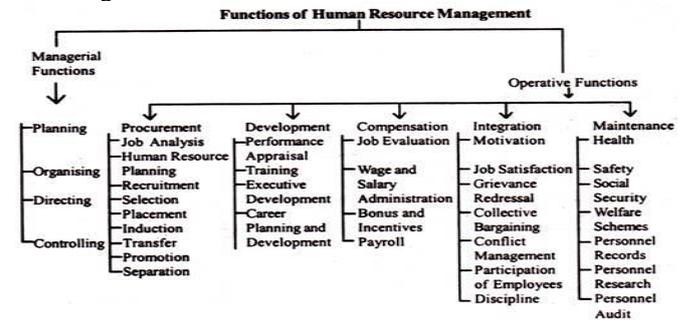
Professionals who support the physician while delivering health services are considered to be the second entity in healthcare delivery system.

Administrators:

Hospital administrators are people acting as the vital point of governing administrative work across various departments in a hospitals.

### H.ROLES/FUNCTIONS OF HR IN HEALTHCARE:

The following are the roles and functions of HR in an organisation. Hence HR in healthcare also carries on the following functions.



(Source: Human Resource Management by Ashwathappa)

### III.CHALLENGES FACED BY HR IN HEALTHCARE INDUSTRY:

Though there are many challenges faced by HR in healthcare industry, four major challenges are discussed in this paper namely,

- Scarcity of Healthcare professionals.
- Attrition Rate.
- Employee Burnouts.
- Challenges in training and development.



#### A. Scarcity of Healthcare professionals:

Shortage of healthcare professionals like physicians, paramedics (especially nurses) are more in Asian countries where the aging population is keep on increasing. According to the 'prediction model' given by WHO (World Health Organisation) and The World Bank, scarcity of healthcare professional globally will reach 18 million by 2030. This shortage of healthcare workers is a major challenge for HR starting from Recruitment, selection, training, appraisal and so on. Strict HR policies might lead to attrition rate, on the other hand poor HR policy might lessen patient flow in the corporate hospitals.

**B. Attrition Rate:**

According to Webster's dictionary, "Attrition is a reduction in numbers usually as a result of resignation, retirement, or death". Attrition rate is high in healthcare industry compared to other industries. This may be due to increasing scarcity of healthcare staff and also continuing opportunities for health professional in developed countries. Especially attrition rate is too high when it comes to nurses. The challenge that HR faces with respect to attrition is developing an employee friendly environment. Most of the time employees leave the organisation not just because they don't like the organisation, it is because they don't like their supervisors. It is thus the responsibility of the HR to frame policies that will reduce employee turnover and also helps in effective and efficient productivity.

**C. Employee burnouts:**

Maslach and Jackson(1981) defines Burnout as, a condition of Emotive Tiredness and pessimism which arises often between people involving themselves in human related jobs or similar work. Maslach et al. (2001) states burnout is a condition which is unique relating to the job, not similar to downheartedness/depression that inclines to saturate all aspects of an individual's life. Burnout occurs among healthcare professionals as they work with patients every day.

The biggest challenge of HR in healthcare is to help employees overcome burnouts, this could probably be attained through periodic training.

**D. Training and Development:**

Training is a way of accelerating knowledge and skills that individuals need to perform a job an organisation. It is normally conducted procedurally aiming towards some specific and definite goal that need to be attained after the training session. Training will normally be given to less experience personnel as it is skill based. Development on the other hand is normally conducted for experienced individuals in an attempt to groom their interpersonal skills within a stipulated time boundary benefiting the individual's growth as well the organisation's objective. To overcome the challenge of attrition and burnouts, periodic training and development need to be given to the employees. Training and Development wing under HRD (Human Resource Development) conducts programmes. This is again a challenge in healthcare where already scarcity is a problem. Drawing in employees for the training sessions by planning an appropriate timing need to be addressed.

**IV.CONCLUSION:**

Though the roles and functions of HR are universal, HR in healthcare faces some challenges which need to be address as healthcare is a growing domain especially in Asian countries where population is huge.

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2. <https://www.bamboohr.com/blog/challenges-facing-hr-professionals-healthcare-industry/>

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