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**CHANGING ROLE OF HUMAN RESOURCE IN CORPORATE HEALTHCARE****K. SRIKANTH****RESEARCH SCHOLAR****SCHOOL OF MANAGEMENT STUDIES****UNIVERSITY OF HYDERABAD****HYDERABAD****DR. SAPNA SINGH****ASSOCIATE PROFESSOR****SCHOOL OF MANAGEMENT STUDIES****UNIVERSITY OF HYDERABAD****HYDERABAD****ABSTRACT**

Healthcare is one of the India's largest and fastest growing sectors comprising of Hospitals, Medical Infrastructure, Medical Devices, Clinical Trials, Outsourcing, Telemedicine, Health Insurance all of which delivers goods and services to treat patients on preventive, curative, rehabilitative, and palliative care basis. Hospitals which is one of the most crucial and integral setting of healthcare relies primarily upon its human resource management and an effective human resource management plays an important role in the success of hospital healthcare systems. Human resource management is moving from no role to central role in healthcare and is emerging in terms of identifying talent and competencies of both medical and paramedical staff. In an era of consumer driven healthcare, understanding and promoting patient centric care drives for a sound business practice which is done by means of efficient and effective medical and paramedical staff who deliver quality services to the patients and ensure in patient safety. Human resource unlike in other sectors plays a crucial role in healthcare because there is no second chance in healthcare. Six sigma practices have to be structured to 100 percent efficiency and this efficiency has to be first understood by human resource which needs to be translated throughout the organization. Hence in this context, this paper is an attempt to revisit the literature that will examine the critical human resource functions and also to demonstrate the transformational role of human resource management from traditional approach to patient centric approach and its implications on delivering quality health care services and improved patient health outcomes.

**KEYWORDS**

healthcare, human resource, patient centric care, patient safety, six sigma.

**1. INTRODUCTION**

In an era of economic liberalization in India, service sector predominantly occupied a pivotal role in the society. Unlike the primary agricultural sector or secondary industrial sector, which is concerned with production of tangible goods, the service is basically intangible and perishable, in the sense that neither the service provider nor the service receiver can store a service and this characteristic has an important implication for the kind of human resource and human competencies required in the service industries.

Healthcare, which is one the crucial components of service industries includes many subsectors in it comprising of Hospitals, Medical Infrastructure, Medical Devices, Clinical Trials, Outsourcing, Telemedicine, Health Insurance all of which delivers goods and services to treat patients on preventive, curative, rehabilitative, and palliative care basis.

Leading the healthcare from the front is the hospital industry which is the vital component growing at a faster pace and is expected to be worth US\$ 81.2 billion by 2016. The Indian hospital services sector generated revenue of over US\$ 45 billion in 2012. This revenue is expected to increase at a compound annual growth rate (CAGR) of 20 per cent during 2012-2017. Hospitals being one of the most crucial and integral setting for preventive care rests primarily upon its human resource management and the success of hospital healthcare systems is possible with an effective human resource management in place.

**2. OBJECTIVES OF STUDY**

1. To study and highlight the emerging practices prevailing in private healthcare.
2. To examine the critical human resource functions and the transformation of human resource from usual practice to patient centric practices in healthcare.

**3. METHODOLOGY**

Qualitative content analysis has been done to analyze secondary data sources so as to examine the critical human resource functions along with the analysis and impact of human resource on healthcare system.

**4. REVIEW OF LITERATURE**


Private sector penetration in healthcare has taken a strong pace from nearly insignificant to one of the biggest proportion in healthcare service delivery and with private hospitals emerging rapidly in response to the increasing population, hospitals are becoming more of labor intensive and to match this demand factor, effective human resource team should be in place to cater clinical and supportive services to individual patient needs and the expectations of the community.

Though the rapid advances in science and technology, paradigm shift from symptom based treatment to evidence based treatment, and modern hospitals being implemented with latest equipment and superior diagnostic and therapeutic tools highlight the significance of technology in healthcare but nevertheless it is the humanistic element in healthcare which needs to work with an equation of 24x7x30x365 days because illness, injury, emergency, adverse events can happen to patient anytime round the clock and any kind of negligence by medical and paramedical staff would result in serious harm to patients and in some instances may lead to death. Hence the paper is an attempt in this direction to stress upon the relevance of humanistic element in healthcare in line with technology.

**5. CONCEPT OF HUMAN RESOURCE**

Peter Drucker says, "Human being is the central, the rarest, the most precious capital resource of our industrial society."

FIGURE 1: HEALTHCARE OBJECTIVES &amp; RESOURCES



Organization	Main objectives	Material resources	Human resources
Hospital	Health, Curing illness & service	Building, Medicine, Diagnostic and other equipment	Doctors, Nurses, Surgeons, Ward boys, Administrative staff.

Source: Human Resource Management – MV Moorthy & consultants, Bangalore. p-3.

### 3R'S OF HUMAN RESOURCE MANAGEMENT

All the human resource management functions can be sequentially and logically grouped under the 3R's. It expresses the essence of the HRM which includes 1) Recruitment 2) Retainment 3) Retirement.

### HRM IN HEALTHCARE

Human resource management forms the back bone of any organization and in healthcare it is one of the most important pillars because a patients' visit to a hospital setting is based on the perceptions of the hospital which are built in by the brand identity of hospital which is in turn dependent on the reputation of the human resource professionals associated with that organization. Mostly, a patient visit to a hospital is because of the reputation a consultant is having from a global perspective and this drives every hospital to recruit and retain its excellent performers or world class surgeons who drive in a sound business practice and hence in any health care setting, human resources department should ensure the appropriate recruitment and retention of clinical and non-clinical staff, should ensure staff morale, should provide opportunities for professional development, where all of these having implications on effective health services delivery.

Human resource department is concerned with hiring and retaining those employees who will provide the best possible care, in turn increasing patient satisfaction. It is the competencies and attitudes of human resource that can make or break a business. The business of attracting, retaining talent and nurturing it has become imperative for the development of an organization.

Hence the following are the critical HR functions that can be revised and improved to enhance patient care and increase patient safety:

- Hiring the right people
- Focussing on the retention of top.
- Conducting leadership and diversity training
- Educating employees
- Involving employees in organizational processes and decisions
- Ensuring that employees buy-in to the organization's values and culture
- Developing and encourage a patient-focused culture

### CHANGING ROLE OF HRM

Traditional view of HRM which is concerned with recruiting, retaining, retirement has undergone significant changes and in the changing scenario, innovative and proactive human resource managers have been defining new boundaries of HRM. The forces of market competition, market share of private hospitals taking a dominant pace, increased diversity of employees and patients, changing demographic patterns, increased globalization of healthcare, increased use and reliance on sophisticated technology by patients, focus on teamwork, patient safety and quality of care has transformed the scope and focus of human resource management.

In the age of healthcare reform, hospitals are under more pressure for improved safety ratings and health care delivery models. Patient safety and quality care are becoming the top priorities for healthcare organizations and the patients particularly the educated are playing a pivotal role in shaping the healthcare delivery system which is expanding with time and this is driving healthcare organizations to focus on developing better processes for providing quality care and this is where the transformational role of human resource management becomes significant.

### ROLE OF HUMAN RESOURCE MANAGEMENT IN HOSPITAL QUALITY ACCREDITATION

Accreditation is a process in which an entity, separate and distinct from healthcare organization, usually nongovernmental, assesses the healthcare organization to determine if it meets a set of requirements (standards) designed to improve the safety and quality of care. Accreditation provides a visible commitment by an organization to improve the safety and quality of patient care, to ensure a safe care environment, and continually work to reduce risk to patients and staff.

National Accreditation Board for Hospitals & Healthcare Providers (NABH) is a constituent board of Quality Council of India, set up to establish and operate accreditation programme for healthcare organizations.

NABH comprises 10 chapters in it in which human resource management is one of the chapter which is an organization centric standard. This chapter has objectives and measurable elements in it aimed at ensuring a safe, effective and well managed organization. Hence it can also be stated that HRM has diverse applications in terms of patient centric and organization centric perspectives.

### KEY PLAYERS IN PATIENT EXPERIENCE

Key players who enhance patient experience are physicians and nurses who devote care to individuals, groups, families, communities and populations across a variety of settings. Their roles require strong, consistent and knowledgeable leaders, who inspire others and support professional medical and nursing practice. In specific, nurses manage both patient care and patient care units within the organization. Nurses have long been recognized as the mediators between the patient and the hospital setting. In care situations, they generally perform a coordinating role for all services needed by patients. They must be able to manage and process nursing data, disseminate information and knowledge to support patient care delivery in diverse care-delivery settings (Hannah KJ, 2005). Workplace factors most valued by nurses include autonomy and control over the work environment, ability to initiate and sustain a therapeutic relationship with patients and a collaborative relationship with physicians at the unit level (Manojlovich, M & Keteftian S, 2002). In addition to the doctors and nurses, there are allied professionals involved in the health care process. Allied health care professionals consist of pharmacists, dietitians, social workers and case managers. While much of the focus is on doctors and nurses, there are numerous issues that affect other health care providers as well, including workplace issues, scope of practice and the impact of changing ways of delivering services (Ottawa, 2003). Furthermore, with health care becoming so technologically advanced, health care system needs an increasing supply of highly specialized and skilled technicians. Hence it can be stated that there are various key players apart from physicians & nurses who are involved in enhancing positive patient experience.

## 6. CONCLUSIONS

With this, it can be concluded that it is the healthcare personnel who play a crucial role in creating positive/negative patient experience as the service delivered by healthcare personnel can be quantified in terms of positive or adverse outcomes being reflected from patient's health status. Unlike in manufacturing industry, where the finished goods being used by the end customer can be replaced or repaired if the customer didn't found that the product is not meeting his/her needs and wants but in healthcare sector there is no second chance of recovery because it is a matter of patient lives and committing a human error has direct impact on patients' lives and in some instances may lead to death of patients. Consultants & surgeons occupy a central role in healthcare because they are viewed as visible gods to the patients who mitigate their chronic diseases and save their lives hence the role of the human resources professional in healthcare is so critical. Hence from the above discussions, it can be concluded that human resource leaders will be increasingly looked to as transformation agents in the continual quest for quality and patient safety improvement and thus human resource management will play an essential role in health care sector reform.

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