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**NEW DIMENSIONS OF MANAGEMENT IN
THE GLOBALIZED ERA - 2018**

Editors

Dr. V. Chinniah | Dr. J. Vijayadurai
Dr. D. Deepa | Dr. V. Murugan



Department of Management Studies
MADURAI KAMARAJ UNIVERSITY, MADURAI



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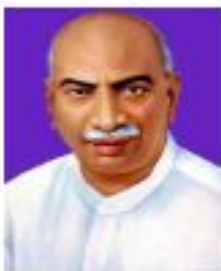
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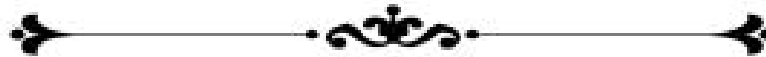
HR PRACTICES IN HOSPITAL SECTOR

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Abstract

Human resource management deals with any aspects of a business that affects employees, such as hiring and firing, pay, benefits, training and administration. Human resources may also provide work incentives, safety procedure information and sick or vacation days. Companies who work hard to meet the needs of their employees can cultivate a work atmosphere conducive to productivity. Human resource management is the best way to achieve this. Being able to plan for the needs of employees by thinking ahead can help to improve the rate of skilled employees who chose to remain working for a company. Improving the employee retention rate can reduce the money companies spend on finding and training new employees. The health sector in India faces several challenges in human resources for health. At one level, information on the size, composition and distribution of the health workforce is limited and fragmented. This paper gives detail descriptions about HR Practices in Hospital Sector.

Keywords: HR Functions, Health care/Hospital

Introduction

Health care is now an upcoming field in most cities of India. Modern hospitals, which provide the latest medical facilities, now employ thousands of personnel including medical, paramedical and support staff. Managing this vast human resource working in these hospitals is a major challenge as it requires round the clock Human Resource support. Human resource management is the application of management principles to management of people in an organization. It is an important part of managing any organization, particularly business organizations. HRM includes various management functions like recruitment, training, development, wage/ salary administration, industrial disputes, social security and labour welfare, promotions. In recent times, these practices are increasingly being used as a tool for meeting the objectives of the organization, rather than being restricted to the traditional approach. Human Resource Management is the process of bringing people and organizations together so that the goals of each are met. This has emerged as one of the major functions of any enterprise. This means focused human resources planning, recruitment, selection, placement, training, development, performance appraisal, compensation administration, incentives, employee benefits, social security, industrial relations, employee grievances, collective bargaining, personnel records and accounting and many other fields directly or indirectly related to management of human resource. The role of HRM as briefly discussed has different functions in the health care management these are including legal and ethical issues of the treatment, health and safety of employees and patients, careers in health care, labour unions in health care, job analysis and design, recruiting and selecting employees, employee benefits, training and motivating employees, and terminating employees. The increased diversity of the patient and employee, the effect of technology and the globalization of the economy on healthcare delivery, the new trend of medical tourism, and the increased focus on accountability in the delivery of services and teamwork education are exciting changes in health care, which ultimately will improve

patient care. The responsibility of delivering health services falls primarily on health workers making them central to the health systems capacity to deliver health services. The health sector in India faces several challenges in human resources for health. At one level, information on the size, composition and distribution of the health workforce is limited and fragmented. The lack of health workers, doctors, female doctors in underserved areas is a cause for concern. Though the public sector has made serious efforts to place qualified health workers in under-served areas, institutional constraints in the production and recruitment of health workers pose their own challenges.

National Rural Health Mission

The National Rural Health Mission (NRHM), launched by the Honourable Prime Minister of India on 12 April 2005, is an ambitious strategy of the government. It aims to restructure the delivery mechanism for health towards providing universal access to equitable, affordable and quality health care that is accountable and responsive to the people's needs, reducing child and maternal deaths as well as stabilizing population, and ensuring gender and demographic balance. Formulation of transparent policies for deployment and career development of human resources for health, strengthening capacity for data collection, assessment and review for evidence-based planning, monitoring and supervision and technical support to national, state and district health missions for public health management are part of the core strategy of the mission. These strategies have several HRH dimensions and need to be examined as per the model given below:



Building HR Capacity for Health Reform

- It is important to recognize the distinctive features & historical legacy of HR management in the health sector if reform is to be effective
- HR issues need to be consider at an early stage in health care reform and not to be add on
- Health care reforms have frequently been over optimistic about what can be achieved without the necessary resources: human or financial to make it happen. The commitment of senior policy makers to the Hr agenda is vital otherwise it won't be taken seriously
- The process of health sector reform- who is involved, the sequencing of developments &the institutional mechanisms to support reform as much consideration as the content of reform
- Human resource for the health work is frequently focused narrowly on workforce planning& training, effective HR is characterized by much wider agenda
- Developing an effective HR strategy requires ensuring that ownership, external fit &internal fit issues are addressed
- The focus on reforming pay systems which has yielded limited results has diverted attentionfrom the importantissues of non-pay rewards, work reorganization & questions of performance management.

HR Practices

The main function of the HR Department is recruitment, training, manpower management and general administration. This includes:-

Recruitment Function

The recruitment function includes collection and sorting of the resumes as per the advertisement given in the newspaper or the website; Conducting of the interview session which is conducted by HR manager and the Nursing Superintendent for the recruitment of the nursing staff like staff nurses and ward attendants; Conducting of the interview session for the new medical staff is conducted by the Medical Superintendent and the Head of the Institute along with the support of the HR department. The appointment letter is issued by the HR department on the basis of the interview and mentioning the salary which the candidate will receive after the signature from the account section of the organization. Thereafter the appointee joins and is placed in the hospital.

Training Function

The training facilities include the following topics Health hygiene, Safety policy, Biomedical disposal, Hand washing techniques, Various codes for the emergencies, Hospital safety Policy, Fire safety management/ Disaster Management, Patients Safety, Ward Cleanliness, Biometric machine for attendance and public dealing including politeness and courtesy. Training is imparted to fresh appointees as well as regular staff.

HR management function

The HR management functions in hospitals include maintaining the service records of all employees including leave and other benefits; processing various matters related to the staff, travel allowance, fringe benefits and other matters.

General administration function

General administration function includes protocol, attendance, security, safety, biomedical wastes; labour, government regulations concerned with labour, ESI and other matters

Top HR Trends for Hospital

Embracing Big Data Business Practices

Using data analytics in healthcare organizations in clinical settings isn't new, as data-rich environments, healthcare organizations are perfect candidates for using strong analytics tools to find patterns in employee engagement and healthcare outcomes. Healthcare HR leaders are adopting new big data practices to help them run their operations more like high-performing, for-profit businesses. More organizations will be analyzing data drawn from business metrics and patient satisfaction with employee sentiment and engagement to better manage time, money and effort.

Heightened Focus on Retention

The cost of recruiting, hiring and training a new employee can exceed that employee's annual salary. As healthcare organizations attempt to control costs while meeting growing demands, retaining qualified employees becomes an even more pressing need. Medical practices must optimize their recruitment processes and focus on minimizing employee turnover, Tope says. Using tech platforms for recruiting and screening can help attract higher quality candidates that are most likely stick around, while perks such as flexible schedules can help healthcare organizations hang on to them.

Greater Emphasis on Development

As organizations move toward value-based care, employees will need new skills to provide the level of care that can help bottom line. Training doesn't just retain employees; it helps your employees

provide better service. Development and retention of high-potential employees should be at the top of the list of concern for healthcare institutions large and small. By investing in staff and training them, will see better focus on patient care, quality of service and increased demand for facility.

Increasing Importance of Well-Rounded Candidates

Healthcare HR has traditionally focused on hiring only for clinical skills; after all, that's what an organization's reputation is based on. But along the way, healthcare HR leaders have tended to become insular. As such, their exposure to best practices beyond what is happening in healthcare is limited, and they may be "behind" their counterparts in other industries. To identify the kinds of soft skills needed in today's healthcare environment, it's vital that healthcare HR keep up with new tech options, systems and processes. Develop well-rounded job descriptions that require both clinical and service skills, then look at the latest in recruiting and assessment platforms that can help you find top candidates. With a greater focus placed on technical and customer-oriented skill sets through the development of position profiles, recruiting, interviewing and hiring, healthcare organizations will be more successful in ensuring they are enhancing their customer focus.

Conclusion

As the role of hospital HR continues to evolve, leaders must be willing to be flexible in their approach to managing their departments and organizations. Watching trends in the industry and applying them to their own organizations will help them meet current and emerging challenges. HR functions are very important in all health care facilities. The HR processes and procedures are fairly good in the hospitals which have come up recently while that of the older health care facility is also good and is in the process of being strengthened. HR policy is important for all health care facilities as it is the guiding document for Human Resource Management. HR department needs strengthening and constant updating in line with those of the corporate sector.

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