



In association with
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Human Resources Management in HCO

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Executive Summary

Over the past few years, organizations have faced pressure from stakeholders to adopt environmentally friendly business practices, where it is becoming critical to identify green practices that boost sustainability. Despite green human resource management receiving significant interest from scholars, studies related to green practices remain limited, and are still emerging in a developing countries context. This paper aims to assess the level of implementation of green human resource management practices in Palestinian healthcare organizations, and their impact on sustainable performance in this important service sector. A mixed research approach was adopted by conducting 14 semi-structured interviews with human resource managers, operational managers, and chief executive officers within a range of areas in the healthcare sector in the West Bank. A survey was used as a quantitative tool for data collection from 69 respondents who have been using green human resource management practices at different managerial levels. Partial least squares structural equation modelling was used for data analysis.

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Introduction:

All governmental thresholds must respond to the COVID-19 pandemics whereas growing strongly unknown environment and under enormous social, economic, and political pressure. Government agencies are faced with both the restricted ability to synchronize policy action following the occurrence of successive influx of infection throughout many regions until mid-2020 and the beginnings of variants.

In order to manage, solve, and recover from the recession, domestic, provincial, and city governments discover they could perhaps rely on following a straightforward or linear training of policy action. Governments must instead take coordinated action across all fronts. (Fica, 2022)

Description:

Due to the pandemic the healthcare industry was faced with a sudden need of more healthcare professionals this created a shortage of staff and nurses required to administer the treatment

The human resource management began to hire more professionals, but they had to be trained and therefore ideally there was a shortage of trained staff.

The ratio of people required treatment and people who were treated was on two different levels due to this shortage. (Fica, 2022)

There was social unrest due to this and the healthcare industry was trying to cope through various strategies by increasing the equipment in the institutions and the workers globally.

Ideally this should not be the scenario as there was no mental health support for employee and lack of mentoring by the organizations.

Because not all the regions have been significantly affected equally but rather because the medium term and long-term repercussions will vary dramatically among geographic areas, the COVID-19 recession has a significant jurisdictional component. (Fica, 2022)

The medical emergency. In terms of confirmed incidents and related deaths, the health incident resulted in significantly different results across regions within a country within countries. Large variations in survival rates are significant in some nations, which would be due to a variety of sociodemographic variables, varying disease insecurity (due to demographic factors, morbidities rates, etc.), and uneven access to health services.

The financial crisis. Based on the region, the COVID-19 disaster has varying economics effects. Particularly in areas with the highest percentage of SMEs, regional economics specialization in industries explicitly or implicitly affected by the crisis and ability to participate in global supply chains have increased the impacts of the disaster (OECD, 2021[2]). Due to digital divides, portions are also directly affected different ways depending on their "telework-ability." (Fica, 2022)

Explanation

Governments are rethinking their multi-level governance structures and reevaluating their regional development objectives in response to the need for such flexibility and adaptability.

Therefore, we can conclude that there is a shortage of staff and that it needs to be addressed and more young individuals must be trained and placed into healthcare industries that recognize talent and grit to cope under these drastic conditions. (Fica, 2022)

Data for 2020 show that the health and economic crises have had a negative impact on subnational governments' expenditure and taxation. but even so, this impact is less meaningful

than initial surveys tried to suggest in some regions, including Finland, France, Germany, Japan, and Spain.

1. Establish efficient means for federal and provincial governments to coordinates their endeavors, such as by communicating dose distribution forecasting, to ensure safe and equitable access to preventive across regions within international locations. This is crucial this because vaccine delivery times speed up, all federal agencies must prepare the transportation system and logistics for the massive increase in supply.

2. Consider attempting to implement "place-based" or geographically considerate rehabilitation policies. Introduce new multi-level cooperation bodies, activates them, or refocusthe one and that already emerge to reduce the likelihood of a fragmented business continuity planning.

3. Encourages regional and municipal cooperation to lessen segmented responses and resources competition in times of crisis. By showing a continuous safety/mitigations guideline, coordinators, and strengthening opportunities to invest, intermunicipal collaborations can be made easier to sustain treatment plans.

4. Increases support for vulnerable communities at the national and regional level to prevent the problem from getting worst when and to promote inclusive culture during the rehabilitation process. This can be obtained by standardizing and making welfare programs easier to find, ensuring well-targeted solutions, incorporating sufficient and/or imaginative fiscal support systems, and establishing the need to update fiscal transfer payments policies.

5. Refrain from suddenly and unexpectedly ceasing monetary assistance. To prevent severe cuts in subnational capital and operational expenditures, going to result in underfunded and unfunded mandates, continue assisting subnational governments in bridging the gap between low mean and increasing discretionary spending as a direct consequence of the COVID-19 crisis.

- **Explanation**

Have used these groups to develop decision making that have significant effect on the economy, society, and the environments.



A strong healthcare system reflects a country's developmental level, thus any obstacles in the industry must be solved efficiently. The shortage of healthcare employees, burnout and patient dissatisfaction are all key HR challenges in the healthcare industry.

HR in healthcare is more than just typical hiring, onboarding, payroll and firing. People management is an unavoidable element of HR's job and working in the healthcare industry is no exception.

Ranging from job losses to employee exhaustion, the pandemic had an enormous impact on the healthcare profession. Healthcare HR professionals are bearing the brunt of the pandemic's weight with a slew of staffing, human resource management and growth issues hanging ahead. These current Human Resources issues in healthcare 2022 must be prioritized in order to manage successful healthcare practices. HR leaders in healthcare are thus being pushed to be more strategic, forward-thinking, and tech-savvy.

HRM

It is the method of overseeing individuals in organizations in an organized and careful way. This covers the areas of staffing (contracting individuals), maintenance of individuals, pay and

advantages setting and administration, execution administration, alter administration and taking care of exits from the company to circular off the exercises. (MSG, 2022) Another definition includes the administration of individuals in organizations from a large-scale point of view i.e., overseeing individuals within the shape of a collective relationship between administration and representatives. This approach centers on the goals and results of the HRM work. What this implies is that the HR work in modern organizations is concerned with the ideas of individuals empowering, individuals' improvement and a center on making the "employment relationship" satisfying for both the administration and workers. (MSG, 2022) The strategic role of Human resources Management in such a situation is to guarantee that HRM approaches are in pair with and in support of the firm's procedure, structure, and controls. Particularly, when we conversation of structures and controls the taking after ended up worth saying within the setting of Worldwide HRM.

Decision Making: There is a certain degree of centralization of working choice making. Compare this to the Universal methodology, the center competencies are centralized, and the rest are decentralized. Co-ordination: A high degree of coordination is required in wake of the cross-cultural sensitivities. There is in expansion to a tall require for social control. Integrating Components: Numerous coordination instruments work at the same time (MSG, 2022). It is truth that to flourish within the chaotic and turbulent trade environment, firms got to continually improve and be "ahead of the curve" in terms of trade hones and techniques. It is from this inspiration to be at the best of the pack that HRM gets to be a profitable instrument for administration to guarantee victory. (MSG, 2022)

Human Resource Planning: (HRP) is the method of estimating long run human asset prerequisites of the organization and deciding as to how the existing human asset capacity of the organization can be utilized to fulfill these necessities. (MSG, 2022)

Although, HR Planning may sound extremely basic a handle of overseeing the numbers in terms of human asset necessity of the organization, however, the genuine movement may include the HR supervisor to confront barricades owing to the impact of the current workforce within the organization, weight to meet the commerce targets and winning workforce advertise condition. HR Arranging, hence, help the organization in numerous ways as follows:

HR directors are in a arrange of foreseeing the workforce necessities instead of getting shocked by the alter of events Prevent the trade from falling into the trap of moving workforce showcase, a common concern among all businesses and sectors Work proactively as the development within the workforce showcase isn't continuously in conjunction with the workforce necessity of the organization in terms of proficient involvement, ability needs, aptitudes (MSG, 2022)

HR challenges in the healthcare industry: HR Healthcare 2022

1. Managing employees and patient dissatisfaction

39% of people avoided going to a doctor because of previous bad experiences with a healthcare administrator or practitioner. From booking appointments to carrying out tests and paying medical bills, patients want services to be hassle-free. Any patient will dislike waiting for long in spite of already scheduling an appointment. (Top 6 HR Challenges in the Healthcare Industry | people Hum, 2022)

Higher satisfaction levels can thus be achieved by resolving scheduling and management issues. HR professionals must ensure that shifts and schedules are well-planned and organized so that practitioners don't miss appointments.

A streamlined employee management platform may aid and transform the hospital's administration process in delivering fulfilling people experiences. (Top 6 HR Challenges in the Healthcare Industry | people Hum, 2022)

2. Shortage of talent & trickiest recruitment

Talent shortage in the health-care industry can mean life or death

90%

OF HOSPITAL EXECUTIVES BELIEVE THAT IN THE NEXT 10 YEARS THEY WILL EXPERIENCE A DEFICIENCY OF SPECIALISTS, GENERALISTS PHYSICIANS, NURSES AND OTHER CLINICIANS, WHICH WILL HAMPER THEIR ABILITY TO DELIVER HIGH-QUALITY CARE.

Source: Prudential.

The role of human resources in health care is extremely complicated, and it demands some more explanation. For instance, the cost of healthcare is sky-rocketing. This cost expenditure impacts the ability to hire and retain good practitioners in publicly funded (government) systems.

HR strategies thus needs to be applied in a way where both government and private hospitals can find the right balance between labor supply and practitioners' ability to practice efficiently.

Shocking predictions by the US Bureau of Labor Statistics:

- There will be a total of 1.2 million vacancies for nursing positions by 2022.
- The number of health care jobs in the United States will expand by 12% between 2018 and 2028, **roughly double the predicted rate for all occupations.** (Top 6 HR Challenges in the Healthcare Industry | people Hum, 2022)

3. Welcoming new technology

As the number of patient records, clinical notes and administrative data grows, new methods for storage and management will be necessary. To deal with the growing amount of data, the healthcare industry, too, requires more AI-integrated software applications.

The enhanced database is extremely beneficial to the patients and record keepers and may help tackle many other HR challenges in the healthcare industry. Technology makes information readily available and accessible, making it easier for patients to schedule appointments and

maintain track of their visits and treatment history. (Top 6 HR Challenges in the Healthcare Industry | people Hum, 2022)

4. Battling against employee burnout

Stress is the universal element of a healthcare professional's job. While stress is normal and sometimes even helpful, the law of diminishing returns applies whatever perks stress might offer goes in vain if it lasts too long. The occupational stress that healthcare employees face on a daily basis can easily lead to burnout if left untreated. (Top 6 HR Challenges in the Healthcare Industry | people Hum, 2022)

Burnout among nurses

The average workday for most people is eight hours long, usually with a lovely midday break. It's uncommon for nurses to perform 12-hour shifts by default, with breaks based on patient needs. Nursing is likewise a 24-hour profession, with many people working unusual hours and night shifts.

Patients are less likely to recommend a hospital where nurses work more than 13 hours on a regular basis, which comes as no surprise. This suggests that patients are aware that they have received subpar care, even if they are unaware of the underlying cause. (Top 6 HR Challenges in the Healthcare Industry | people Hum, 2022)

5. Providing adequate training and development

Another key issue among the human resources problems in healthcare industry is workforce training. Any successful healthcare system requires a well-trained workforce. For instance, many nurses want to advance their careers by becoming nurse practitioners, doctors, or nursing managers, and they increasingly expect their employers to help them along the way.

So to improve employee engagement and job happiness , HR experts in healthcare must collaborate with practitioners. It can be costly to provide career development opportunities that employees want, but the expenses of hiring and training new employees/replacements are much higher.

Investing in a learning and development management system therefore pays off in the long run, both in terms of employee retention and greater capability. (Top 6 HR Challenges in the Healthcare Industry | people Hum, 2022)

6. Rise in turnover rates, fall in retention

Among the listed HR challenges in healthcare, one remains high turnover rate in healthcare in comparison to other industries. Here, the growing shortage of healthcare employees is to blame. The HR issues in healthcare in terms of attrition is to create an employee-friendly workplace.

Employees quit organizations most of the time not because they dislike the organization, but because they dislike their managers. It is thus the HR department's obligation to develop regulations that will limit employee turnover and help to maintain efficient productivity. (Top 6 HR Challenges in the Healthcare Industry | people Hum, 2022)

Recommendations in relation to HR design/conceptualization and practice.

Human resource (HR) professionals today have a vast spectrum of challenges in an ever-changing workplace. The information age holds much promise, but there are a lot of moving parts to consider. This is as true in Canadian workplace environments as anywhere else.

The general duties of an HR specialist include recruitment, screening, onboarding, training, orientation, employer/employee relations, payroll, benefits, policies, and conflict resolution. There are special skills that accentuate the basic job description of the HR specialist. We will address five of the most important recommendations from HR professionals.

1. Provide extraordinary opportunities

One of the primary objectives for every HR specialist is to recruit new talent. Finding creative and attractive ways to promote available positions is the first course of action when seeking new staff members.

You must begin by knowing the company structure and all benefits to prospects. Crafting a robust benefits package is an aggressive maneuver to attract prospects to your company.

2. Focus on retention

Lowering the turnover rate at a company should be at the forefront of an HR department's agenda. If you have a higher than desired rate of 10 % or higher of people consistently leaving the organization shortly after they are hired, this is a signal that there is something wrong with the internal workings of the company.

Leadership at the company needs to understand how a high turnover rate lowers the morale of the remaining staff. They must be realistic about the nature in which talent is hired and treated. If there are routinely unkept promises to workers, those workers will be disenchanted.

Find out from staff the issues they face and find out if others complain about the same or similar issues. On the executive level, find out what senior staff is willing to do to satisfy the workers.

3. Build trust

Trust is the bedrock of any strong relationship. As an HR specialist, your job is to gain everyone's trust. This means that both your employer and company employees will know that you have their best interests at heart.

Practicing the art of diplomacy is the skill that HR professionals use to create win-win situations. Trust is built in these environments by earning a reputation for being the kind of person to stand by your word.

Since you represent the employees, it is your duty to operate on their behalf in case of any discrepancies. Dually, the HR representative is also working to make sure any remedies lie within the budget allotted for similar incidents.

4. Keep lines of communication open

Communication is the key to understanding. An HR representative spends a lot of time just listening to issues, grievances, and conflicts among employees. Great communicators are often excellent listeners. The more you listen to others, the better you can address their concerns.

It is critical that you let all employees know that your door is always open to them. They should know that there is no problem too small to bring to you. You would be surprised how many people feel like their situations are not important enough to bring to HR.

5. Be a problem solver

There are countless situations that will bring an employee to your office with an issue. Every claim made to the HR department is to be taken seriously. Give yourself ample time to prepare a clear proposal about the subject matter and company policies as they relate to the instance.

Let's say, for example, that you have an injured employee inquiring about a workers' compensation claim. You should listen to the employee's issue fully before offering any advice. After hearing what the employee has to say, you will need to explain the company policy regarding claims for workers' compensation. Your ultimate duty as an HR specialist is to make sure that both the employer and employee are satisfied with the outcome. Structure the solution as a win-win situation.

Conclusion

As a human resource specialist, you are primarily in charge of the employee experience with the company. In an age where there is access to so much information, workers have become increasingly savvy and self-educated, this means that they will have expectations and requirements based on what they have researched. If they are unrealistic about an outcome, manage their expectations by introducing the likely and realistic resolution.

From the recruitment process to the termination of an employee, the HR representative is an asset to every operation. Seek ways to operate with maximum diplomacy, and work as an advocate for the members of the staff that are an honest representation of matters that concern one or more members of the workforce.

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If you want further advice on finding the perfect job in Canada for you then make sure to register with Moving2Canada and sign up for our regular employment related newsletters and updates on resume advice, cover letter tips and much more. (Top 5 recommendations from the best HR personnel for the general workplace, 2022)

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