

Human Resource Management in Indian Hospitals : A Systematic Review

Dr. Dhananjay D. Mankar

Ph.D Scholar

School of Health Systems Studies, Tata Institute of Social Sciences, Mumbai

Abstract: *Mumbai has long been considered as one of India's most prominent and international cities. Some experts project that in the next coming years, Mumbai will be the largest developing city in the world. The city and country have made great strides in improving infrastructure and quality of life and one area that also has seen and needs continued improvement is in its healthcare facilities. There have been an increasing number of private hospitals and clinics emerging as the city's public facilities can greatly vary in quality and standards. Many of the public clinics and hospitals do not meet international standards. In this review study the discussion is focused on Hospitals and its approach to human resources in India in relation to Mumbai city; Hospital as a Service organization and role of Hospital in health care market. This research writing identifies the current health care scenario of Mumbai city. It also justifies the role and importance of SHRM practices; HPWP's in the hospitals to enhance its organizational performance.*

Keywords: Human resource management; Hospital; Mumbai; Healthcare

Introduction

Health care is one of the most complex activities in which human beings are engaged. Hospitals are mainly service organisations. It is found that the professional area of an organisation is predisposed by its user's satisfaction. Healthcare services frame a significant portion of national expenses, and therefore it is essential that the nature and quality of services be explored. When considering health care services the patient satisfaction is one of the primary outcome variables.

As a major social organisation, the hospital gives to both the patient and the society considerable advantages. Some health troubles or problems which require personal care and intensive medical treatment cannot be offered or made available at the patient's house or home or in the doctor's clinic, this can be made available only in a hospital where a large number of professionally and technologically or technically skilled people with the help of modern medical and sophisticated equipment apply their knowledge and skill. The primary and the principal function of a hospital are to give without any social, economic or racial discrimination a proper care to the sick and injured.

In the earlier time, the hospitals were established as aid organization or charity institutions, particularly for poor, vulnerable and weaker sections of the society. The sole function of those hospitals or institutions was to take care of the poor and suffering mankind. Recently, the hospitals are set up with an aim to serve all sections of the society. Some of them in addition are also engaged in organizing and promoting medical education, training and research in the society. The growth of healthcare facilities is influenced not only by the opening of health care centers or hospitals but further so by their proper administration and management. If the health care centers and hospitals are managed properly, there would be a chance of expansion in the medical care facilities, even with the smallest amount of investment.

Advances in sciences have brought radical changes in human society as the industrial revolution, having great impact, in addition to industry, on agriculture, business and services. The services comprise also the Hospital sector of Health care industry. Until now, human resources have been treated and described as tools in the expanded business and industrial machines. The production and profit of the industry used to be the priority before the employer in practice, while far less attention was given to employees' human rights and demands. Consequently, there was a considerable rise in production, but only at the expense of emergence of economical, social, political and human problems. It was later on realized critically, that human factor had a unique value in spite of office computerization and availability of factories automaton. In all business enterprises, be those small, local, national or international, human being obtains the key place.

Hospitals are distinct like other industry, have a different entity. The function of this department and its head has a task cutout and exclusive. In hospital industry the advent of modern technology, computerization, new diagnostics and intervention techniques, has not reduced the necessity of the human labor, unlike any other industry. On the converse, there is a desired growth in the need to appoint dedicated manpower at various levels of patient care, which has derived from the thought procedure of those professionals and promoters, who are progressive with the need to persuade quality control in patient care.

The researchers Rondeau and Wagner have assessed the impact of HRM practices and the contingency theory on 283 Canadian nursing homes. The measurement indicators were client and staff satisfaction, operating efficiency and revenue. Their observation has stated that the 'best performing' nursing homes were found to be more likely to have put into practice the 'High Performance' or 'Progressive' HRM practices and also maintained a workplace climate that sturdily values employee participation.

The health sector, resource availability and employee competence are found to be essential but are not sufficient to guarantee desired employee performance. Even though employee motivation is an important element of health systems performance, it is mostly understudied. The most valuable resource for any organization is its human resource because of its allied potentials. The potential can be worn only by creating a climate that can incessantly identify, bring outside, the nature and use the capabilities of people. The health organizations will also have to satisfy their physicians, nurses and all other employees on quality, cost and patient satisfaction to acquire the performance (Franco et al. 2002).

Hospital Resources: an overview

Hospitals have developed into complex organizations as they utilize vast amount of resources in providing a wide range of healthcare services. Increased cost for medical care, aging population and the potentially declining levels of service threaten the quality of service delivered. New dimension has added to the delivery and pricing of healthcare services after the liberalization of the medical insurance sector. Poor quality of services not only waste resources but is positively dangerous to the health and welfare of the patients and the community at large.

The resources of any hospital are as given in below Table 2.1

Table 2.1 Hospital Resources

Organizational Resources	Hospital Resources
Human Resources	Medical, Para-medical and Administrative staff; regular and contract service.
Financial Resources	Income from patient care, Donations, Grants, and so on.
Material Resources	Medical, Surgical, Laboratory items, Office stationeries, House-keeping items, and so on.
Equipment and devices	Medical equipments, devices and instruments.

Source: Hospital Management: Text and Cases, Dr. K. V. Ramani (2013)

Hospital services can be broadly classified into:

- Outpatient services
- Inpatient services

Clinical departments such as the department of medicine, general surgery and cardiac care and so, on are responsible for providing outpatient and inpatient services. In providing clinical services, these departments are ably assisted by the investigation departments, namely, the clinical laboratory and the radiology /imaging departments. Paramedical services are offered by the nursing department, physiotherapy, and so on. Administrative support for service delivery is provided by general administration departments such as finance, HR, house-keeping medical stores, medical records and bio-medical wastes.

Hospital as a Service Organization

A hospital is an extremely multifaceted organization and this is manifested from the fact that it provides all necessary services which must be accessible 24 hours a day. Life and death are the problems that every hospital has to deal with it daily. Health care organization comes under the domain of Services. For example, one cannot benefit oneself of the services of staying in a hospital with no use of other services like catering services, paramedical services, clinical services, etc. The services presented by health care organization do not exist, they are generated as and when required (Goel and Kumar 2004).

The hospital provide a broad variety of services like providing complete nursing care to the patients, diagnostic equipments for all sorts of illnesses, beds and linen, arranging transportation (ambulances), prepared food or catering services, etc. Most services are provided for essential and needy people. It is purely based on the labor force.

The services cannot be put in storage. It is also factual with services provided by hospitals that their skill cannot be stored. They are unpreserved or fragile. If one is not engaging them, they are worthless for the day. They are produced or created as and when required. Only the material part of those help providing services exists. For example, in an emergency, if a patient needs to be moved or transfer from his house to the hospital, he receives the service from the hospital authorities in the form of an ambulance and followed by a proper accommodation there. (Stewart et al. 2000).

The hospitals are now taking the saying 'being hospitable' to a new height. With the changing time, the conventional concept of hospital is being changed. The hospitals are now an amalgamation of healthcare and hospitality. There has been remarkable progress in the area of medicine in the last few years. Newer drug discovery and Advances in medical technology has played the most significant role in curing the patients. The last decade gave a new meaning to health care industry. The impact of 'feel good' factor appears to have stronghold everywhere. With the improved socio-economic statues and easier access to medical care, along with the escalating literacy information made available at finger tip, print media (newspapers and magazines) and electronic media have changed the way of thinking of Indian patient and their attendees.

Hospitals and Competitive Market

Today the competitive market permits no space for error. The health care market, slowly but surely is changing from being mainly a seller's market to a buyer's market. The 'patient focus care' is a mantra at present in Hospital Industry. Patient and employee satisfaction surveys are often considered as the most accurate barometers to predict the achievement of any organization, because they straightforwardly ask about the critical success factors of the available services. It is observed that customer satisfaction surveys can provide powerful incisive information and impart ways to gain a competitive edge.

Hospitals are difficult to manage where the top caliber and best knowledgeable management is required. Though management style may be different, of all developed, developing and developed countries but they all are faced with similar problems with respect to claims of patients. In a developing country like India, the health care operating expense are generally out of pocket expenditures, were the healthcare consumer pays each and every penny for the services they are provided with (Valarie et al 2008).The patients look for the best available services and are ready to pay the affordable cost. This make stronger the competition within the healthcare providers to perform best at the lowest possible cost, devoid of compromising the quality of services provided.

Healthcare scenario is rapidly changing all over the world. In the present day Indian health care industry is business oriented and one can see access of all sorts of service providers to be part of this huge multi core business, increasing up at the rate of 13% annually. The functioning of the healthcare system has also been changed due to globalization and privatization. The private health network is spreading rapidly throughout the country. The health care and the delivery of the health care services are mainly influenced by economical, political, social, environmental and cultural factors.

Research of this study will be conducted in the Hospitals of Mumbai. Thus, a brief overview of the Hospitals in India is presented before stating the research objectives of the study. Health and Socio-economic developments in our country are so closely intertwined that it is impossible to accomplish one without the other. Despite the fact that the economic development in India has gained momentum over the last decade, our healthcare system is at crossroads at present. Hospitals are trying to achieve not only the societal goals but also their own financial goals.

However the biggest challenge is not just the additional requirement of financial resources, but to utilize those financial resources effectively and proficiently in delivering healthcare services. Optimal utilization of human resources for service delivery is the managerial challenge facing the Indian healthcare sector, particularly the hospital sector. The predictable requirement for the number of hospital beds demands for a large number of hospitals to turn up in the near future. Development in the field of medical sciences and information technology together with increased hope from the public for better health care services call for improvement in the management of our hospitals.

Hospitals have become complex organizations as they consume vast amount of resources in delivering a wide range of health care services. Increased cost for medical care, ageing population, and the potentially declining levels of service threaten the quality of service delivered. Liberalization of the medical insurance sector has added a new dimension to the delivery and pricing of health care services. Poor quality of services not only wastes resources but is positively dangerous to the health and welfare of the patients and the community at large. Hospital managers, current and future aspirants, therefore need a certain amount of professional management inputs so as to manage the hospitals effectively and efficiently. Hospital managers require "problem solving skills"(HPWPs) besides developing a conceptual understanding of hospital management challenges, in order to be effective and efficient in service delivery.

Under such circumstances, it is imperative for Indian Hospitals to focus on human resource capital through adaptation of appropriate high performance work practices system to gain competitive edge. Only those Hospitals would be in advantage that will focus on capacity building through adoption of high performance work practices system. Therefore, current industrial dynamics open the door to explore relationship between high performance work practices and performance. The current study is in the same context. Now Hospitals are to look inside for competitive advantage. Human resources are one of the key options for Hospitals to gain competitive edge over their competitors. Only those Hospitals are to make difference in the market that have adopted high performance work practices which leads to competitive advantage. This situation creates a lot of room for current study.

Other reasons also support the decision to study the Indian Hospitals. The Hospitals are expected to remain a strong contributor to the sustained recovery and growth of the Indian economy. Further, the Hospital sector remains the largest source of creating employment opportunities, through seeking new Hospital Executive or Administrators, Health IT Professionals, Medical Receptionist, and Allied Healthcare Professionals like cardiovascular technologists (CVT), ultrasound techs, and surgical tech.

Finally, giving the importance of Hospital employees to the economic growth and a lack of systematic study in HRM practices in Hospital sector, recommends immediate action to examine the relationship between HRM practices and organizational performance of Hospitals.

Challenges of hospital which affect Human resources in Mumbai

It is clearly seen that the infrastructure at Mumbai municipal hospitals has been extended to its limits. The Public health sector's out-patient and inpatient care is insufficient or under-utilized due to its inconvenient OPD timings or location, extended waiting hours, long queues, language barriers and apathetic or indifferent staff. The staff was also found to be irresponsible or uncaring due to over burden of the work. Due to lack of equipment or poorly maintained equipment, insufficient manpower, overcrowding, late financial approvals from the bureaucracy and the sudden deterioration in the quality of the health care services which have forced many patients to move towards private hospitals. Even for getting the subsidy for the public health care, the poor people have to pay additional as bribes due to uncontrolled corruption. As public hospitals do not provide complete medicines giving reasons for this as 'not available' or 'not in stock', which in turn increases the expenditure on the medicines. Because of excessive patient load in these tertiary-care hospitals the peripheral hospitals in the city have to refer the critical patients that need specialized care to private hospitals.

But, only a small part of the population can manage to pay for private healthcare. Nearly 52.5% of the population in Mumbai resides in slums (Census 2011). Out of this, 50% population comes beneath the status of Below Poverty Line¹ (BPL), who cannot manage to pay for the costly healthcare services in private hospitals. In spite, the poor families in the city largely pay for healthcare in the private hospital sector. The public healthcare system of the Mumbai city does not provide more than 40 % of hospitalization demand which indicates that 60% of the people's needs are covered by the private health care sector. As when health problems

¹ BPL: Below Poverty Line is an economic benchmark and poverty threshold used by the government of India to indicate economic disadvantage and to identify individuals and households in need of government assistance and aid. It is determined using various parameters which vary from state to state and within states.

arise As when people rich or poor experience health problems, the cost becomes second priority while cure and care becomes primary or top concern. For this reason, in Mumbai city not only the wealthy or rich people but also the middle class and poor people consume private facilities for healthcare.

A careful look at the epidemiological profile of the Mumbai city signifies that the situation is very critical.

1. For the data one has to depend on the PHD records of the MCGM, which are inadequate, as they only serve to a small portion of the population.
2. No homogeneous data is available from the private health sector of the city, as the private sector works unconstrained or free of the public sector.
3. There is no unique system being followed in concern to the notification of the communicable diseases and the contacts have become almost absent or are only at the time of epidemics.
4. The pathological laboratories, which can make available the actual data, are completely missing from this system.
5. The doctors who are treating the patients symptomatically do not maintain proper medical records and therefore, no consistent data can be collected.

Public Healthcare status of Mumbai

Mumbai's population is increasing but its health facilities are shriveling. BMC the public administrator of Mumbai has consigned a privatization initiative in different areas including municipal health facilities. According to LHS² (Lokshahi Hakk Sanghatana), a democratic rights organization in Mumbai, in its 6th report has stated that BMC has modernized and upgraded its six health facilities with the help of private participation. The report said that, all expansion and future development of the Mumbai municipal health network will be dependent upon on private participation, also indicating that no further expansion will take place, without the help of private funds³.

As stated by this report, BMC has initiated to privatize health facilities that has been taking place in various ways like hospitals, services such as Intensive coronary care units (ICCU), dialysis centers and blood banks which have been handed over to Private entrepreneurs or NGO's. The patients are directed to purchase their

² LHS: It stands committed to the rights of the people to struggle for better living conditions, better terms of existence, and so organizes against exploitation and oppression.

³ 'Creeping Privatization in Public hospitals in Mumbai- Private Profit, People's Loss', 2010. A report by Lokshahi Hakk Sanghatana, Mumbai.

medicines from the private or commercial chemists. Also the patients are asked to pay for Pathological investigations. The Maharashtra state government funding for constructing new building and maintaining the existing public health facilities has drastically decreased in Mumbai. So there is no alternative left for the general public who were availing these health services, other than shifting to private health care services.

Growth of Private Health Sector in Mumbai

The situation is very multifaceted and difficult; on the one side it is very pathetic situation of the health of individuals and, on the opponent, is the inadequate and insufficient role performed by the Public health department of the state government to make available healthcare for the needy. These apparently have paved the way for the growth of the private health sector in Mumbai. The health needs of larger population are still not taken in to consideration both in terms of outpatient and inpatient treatment by the private health sector. As on the other hand, it has its own expenditure load attached with it.

At a distance from this, there is a large section operating in the private health sector consisting of private medical practitioners, polyclinics and dispensaries. In recent years there have been seen lavish corporate hospitals rapidly increasing all over the suburbs to provide to the tertiary ailments of those living in the city. Whereas with the common man, the difficulties coming in health continues to be one of bring down the seasonal infectious and communicable diseases. The corporate hospitals also provide 'health insurance' packages to cater to the tertiary healthcare diseases that are developed due to life style modification.

However, in the modern times with changing lifestyles, needs for quality healthcare services are increasing. The general perception amongst people living in urban areas who are spending on the private sector treatment is that, though the private sector is very costly, it is providing a kind of quality health care and services. Moreover, in recent times, the consumers have become increasingly conscious of their rights in relation to the healthcare system. The ever growing middle class population has increasingly been insisting for better quality of healthcare. These developments have definitely assigned greater responsibility for the private sector in healthcare service provision.

Summary

In this study, the researcher presented information on Hospitals and its approach to human resources in India; Hospital as a Service organization and role of Hospital in health care market. This research study focused on current health care scenario of Mumbai city. It also justified the role and importance of SHRM practices; HPWP's in the hospitals to enhance its organizational performance.

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