

Healthcare Human Resource Management: Different Perceptions of Policy and Practice.



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Presentation outline

- Introduction
- Research question
- Methodology
- Findings
- Policy implications

Introduction

Human Resource Management (HRM):

- Strategies developed for people management and their alignment to broader organizational goals.
- Influences health service quality through technical and interpersonal aspects of care.

Introduction continued

Limitations of previous Healthcare HRM studies

- Make up only 2% of HRM studies.
- Have been criticized for not obtaining clinical staff feedback.

Research question

How do perceptions of HRM policy and practice compare between the Human Resources (HR) department staff and clinical staff in healthcare organizations?

Methodology



Research settings:

- Four public hospitals

Approach at each site:

- Interview: HR manager
- Focus group: 15 to 20 rehabilitation team members

Participant representation:

- Managers, Doctors, Nurses and Allied health staff



Methodology

Research questions were based on:

- Four areas of HRM namely planning and evaluation, work systems, staff development and staff satisfaction.
- Exploring perceptions on the HR departments influence on clinical staff.

Findings

A. Planning and evaluation

i) Selection and recruitment

HR staff perceptions	Clinical staff perceptions
<ul style="list-style-type: none">• There is a structured and formalized recruitment and selection process.	<ul style="list-style-type: none">• Clinical staff understanding of the selection and recruitment process match HR staff perceptions.• Recruitment and selection process needs to be conducted swiftly when there is a vacancy to be filled.

Findings

A. Planning and evaluation ii) Staff evaluation

HR staff perceptions	Clinical staff perceptions
<ul style="list-style-type: none">• There is a formalized and structured staff evaluation process.	<ul style="list-style-type: none">• Clinical staff perceptions match HR staff perceptions of staff evaluation.

Findings

B. Work systems

i) Individual work and team work

HR staff perceptions	Clinical staff perceptions
<ul style="list-style-type: none">• While every individual role would have its own expectations, tasks and job description, teamwork is crucial within healthcare organizations.	<ul style="list-style-type: none">• There seem to be common understanding with HR staff on individual and team work requirements.

Findings

B. Work systems

ii) Recognition and reward

HR staff perceptions

- Staff are rewarded through formal and structured reward and recognition schemes.

Clinical staff perceptions

- Clinicians are aware of the organizational reward and recognition schemes.
- There is a strong notion of dissatisfaction with existing organizational reward and recognition schemes.

Findings



C) Education, Training and Development

HR staff perceptions

- General and professional specific training opportunities are available and vary by professional group.

Clinical staff perceptions

- Clinical staff are aware of the development opportunities offered within the organization.
- However, due to heavy work load obligations and understaffing, staff report that they are sometimes unable to take up such opportunities.

Findings



D. Staff satisfaction

i) Positives of working in their healthcare organization

HR staff perceptions	Clinical staff perceptions
<ul style="list-style-type: none">• The organization provides lots of development and learning opportunities for its staff.• Staff working in public healthcare organizations have job security .	<ul style="list-style-type: none">• The diversity of patients encountered is seen as a learning opportunity.• Clinical staff generally enjoy working with their colleagues.• Clinical staff derive a great sense of satisfaction from making a difference in the lives of their patients.

Findings



D. Staff satisfaction

ii) Negatives of working in their healthcare organization

HR staff perceptions	Clinical staff perceptions
<ul style="list-style-type: none">•Lack of funding for additional resources.•Salary restrictions due to the public system not being well funded.• Constant managerial structure change.	<ul style="list-style-type: none">•Clinical staff expressed dissatisfaction with the understaffing.•There is a strong dissatisfaction with the lack of organizational rewards and recognition.•There is also dissatisfaction with the implementation of policy change without consultation.

Findings



E. HR department influence on clinical staff

HR staff perceptions	Clinical staff perceptions
<ul style="list-style-type: none">•The HR departments are perceived to significantly influence staff through communication with managers and by providing workforce policy and procedures.	<ul style="list-style-type: none">• Clinical staff do not perceive the HR departments to have any significant influence on them or their clinical teams.•Clinical staff in managerial, directorial or leadership roles do interact with the HR departments.

Policy implications

- **There is a need for better communication and collaborative partnerships between HR staff and clinicians.**
- **There is a need to address the bureaucracy and hierarchical organizational layers existing in our public hospitals.**



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