



Human resource management in Indian health system: Challenges and Opportunities

Umakant¹, Madhu Raikwar¹, R S Mishra²

¹Central Bureau of Health Intelligence, DTE, General of Health Services, Ministry of Health and Family Welfare, Govt. of India, New Delhi

²Department of Mechanical Engineering, DTU Delhi, India

Abstract

The various issues related to human resource management in health sector are mainly related to health work force and health infrastructure. The new technology, modernization, computerization, newer diagnostic and intervention techniques, has not reduced the need of human labour in hospitals, which is an important in the health system. It mainly helps in maintaining sufficient health workforce in the Indian health system. To understand the current scenario and new initiatives adopted to deal with existing shortage of human resource for health. Organisational HRD efforts are usually directed towards commitment and competency development among the Health workers in India. This paper mainly highlights the high specialized manpower requirement at various levels in the health sector to boost quality control in patient care, and health infrastructure. The study was done using extensive review of literature on health sector, health workforce, its availability in India. The review included articles that had studies on physicians' availability, distribution, and training, attrition, emigration and retention in rural or urban areas from both developed and developing countries, and covering doctors, nurses, ANMs and medical colleges, nursing institutions.

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1. Introduction

India is on the threshold of an outstanding progress and has made great steps in social, political and economic fields since Independence. This progress has established extra boost after liberalization, privatization, and globalization, came into effect and India is now recognized for its all-round development and growth by the advanced nations. Human resources, when pertaining to health care, can be defined as the different kinds of clinical and non-clinical staff responsible for public and individual health intervention as arguably the most important of the health system inputs, the performance and the benefits the system can deliver depend largely upon the knowledge, skills and motivation of those individuals responsible for delivering health services. As well as the balance between the human and physical resources, it is also essential to maintain an appropriate mix between the different types of health promoters and caregivers to ensure the system's success [1]

The New initiatives have been undertaken by Government by opening of more medical colleges, emphasis on training of Support Staff to form the front-line care provider under various

plans like NRHM, NHM etc. To develop human resource for Health Research, Recruitment of talented retired doctors, professionals, Skill enhancement training centers, collaboration of Healthcare with WHO and University for specific courses designed to cater specific need of workforce requirement like nurses, paramedical, health insurance staff.[2] There is a need to develop relationship with Human resource for Health professionals and ensures that the right person is in the right job at the right time at right primary service delivery level to provide minimum healthcare at reasonable cost. HRM in hospitals has to function in a sector with some unique characteristics. The workforce is relatively large, diverse, and includes separate occupations. The human resource development in India is improving the quality of life of its people as well as living standard of its people. Well-being HRM practices are helping in achieving objectives and enhance productivity in Healthcare system.

2. Human Resources Management in Health System

Human resource management is concerned with the management of people at work. It reflects a new philosophy, a new approach and a new outlook. The human factor plays such an important role in the field of management that some people consider human resource management and management as one and the same thing. It's concerned with the management of human resource of an organization consisting of all individuals engaged in any of the organizational activities at any level. It deals with human relationship within an organization. It is the process of bringing people and organization together to achieve their goals. It's a way in which the personnel are recruited, selected, trained, developed and utilized by management largely determines whether the organization will achieve its objectives or not. Therefore, the personnel available to management in the organization need to be properly looked after, utilized and coordinated. It is through the combined efforts of the management as well as of its personnel, the objectives of an organization can be achieved. Without concerted and combined efforts, an organization cannot accomplish its objectives. Therefore, human resource management aims at obtaining and maintaining a capable work force so that the objectives of the organization can be achieved. In an organizational context, Human Resource Development may be defined as the process in which the employees of an organization are helped and supported in a continuous and planned manner to acquire and sharpen capabilities and skills required for performing various functions associated with their present and expected future roles. They are further helped to develop and enhance their undeveloped potential for their own and organizational developmental process. Developing an organisational climate contributes to professional well-being, motivation, and pride of the employees which is considered as the third dimension of the process.[11] The organizational goal of HRD normally is to have competent, motivated, dedicated, and disciplined employees to ensure higher levels of productivity, profitability and growth of the organisation. The human resource development is the process of helping people acquire competencies and capabilities for their present and expected future roles. It not only develops their individual capabilities but also unveils and taps their hidden potential, further developing them as well as their organisation. It provides an organisation culture of trust; cooperation and healthy supervisor-subordinate relationships among subunits, resulting in professional well-being and motivation of the employees. The competencies people needed include knowledge, attitude, skill, and values. Organizations need to build on the existing competencies of the employees so that they continue to provide high quality services in the face of ever-changing needs and newer challenges, be it in the private or Health public sector. The ultimate role of human resource development in any country is to improve the quality of life of its people [12]

According to the Directory of Hospitals in India, 1988 "A hospital is an institution which is operated for the medical, surgical and/or obstetrical) care of in patients and which is

treated as a hospital by the Central/state government/ local body/ private and licensed by the appropriate authority. [13] The term 'hospital' means an establishment for temporary occupation by the sick and the injured. A hospital being primarily an institution where in patients are received and treated while the main purpose of a dispensary is distribution of medicine and administration of outdoor relief. Today hospital means an institution in which sick or injured persons are treated. The hospital, an institution dedicated to the attention of human suffering, the treatment of human ailments and the promotion of general health of the community, has to take care of the welfare of those who run it, i.e. its personnel. Modern hospitals are open 24 hours a day. Their personnel render services for the cure and comfort of patients. In the operation theatre, skilled surgeons perform lifesaving surgery. In the laboratory, expert technicians conduct urine, stool, and blood tests, vital to the battle against disease. In the kitchen, cooks and dieticians prepare balanced meals that contribute to the patient's speedy recovery.

3. HRM Challenging in healthcare System

The management of healthcare is very challenging when compared to management in other sectors. Worldwide, many ideas have been introduced in an attempt to address the problems of inefficiency. First, healthcare outcomes are highly complex. Healthcare organizations face continuous pressure to become productive, innovative, and provide quality healthcare [3]. Second, frequently uncertain and difficult to assess [4]. Third, healthcare outcomes are public organizations, hospitals cannot, in most cases, be judged on the basis of profitability. Finally, healthcare organizations are particularly complex due to their dual lines of accountability: professional and administrative. Healthcare delivery is highly labor-intensive and health sector performance is critically dependent on employee motivation. [5] Also, as the demand for quality services rendered by the government health set-ups gets stronger day-by-day, continuous human resource development becomes crucial both for service improvement and client satisfaction. The challenge for researchers attempting to build the evidence base on HRM in the health sector is that they have to draw on these non-clinical research methods to assess the HRM "inputs" whilst attempting to identify appropriate and sector-specific measures of processes, output, or outcome. The healthcare systems are faces shortage of healthcare professionals in rural as well as urban areas. India has been in the forefront of various international movements in the health and population sectors. Overall, the Indian healthcare industry is going through an evolution and the future is likely to see significant changes in the nature of provision of healthcare and the roles of various players in Health system. The healthcare service aspect in India is expected to evolve into a more developed stage. With this transition, management of human resources in health is a major challenge to health systems development in India. This includes planning for, production, recruitment, and utilization of health personnel. Although a number of measures have been instituted to meet this

challenge. It has been increasingly recognized that getting HR policy and HR management right has to be the focus of any sustainable solution to health system performance. A well-motivated and appropriately skilled and deployed workforce is crucial to the success of health system delivery. The actual methods used to manage human resources in healthcare are in themselves a major constraint or facilitator in achieving the objectives of any health organization. Although it is widely recognized that improved management of human resources is the key to provide a more effective, efficient, and quality health service, only a few developing countries have made significant progress in this area.

4. Human resource Management in Public Sector in India

Today, hospitals are in the forefront of health services delivery and their main concern is providing quality health services to the clients. A hospital is an integral part of a social and medical organization, the function of which is to provide for the population complete healthcare, both curative and preventive and whose outpatient services reaches out to family and its home environment. The most precious resource for any organization is its human resource because of its related potentials. The potential can be used only by creating a climate that can continuously identify, bring to surface, the nature and use the capabilities of people. To obtain performance on quality, cost, and patient satisfaction dimensions, health organizations will also have to satisfy their physicians and

employees. [9] Because physicians play a crucial role in the use and distribution of health system resources as well in the total work of healthcare organizations, it is important that managers examine how motivation theories may apply to them. [10] Human Resources for Health are the most important building block of public health. Availability of adequate number of human resources with suitable skill mix and their appropriate deployment at different levels of health care set-up are essential for providing effective health care services for the population. In many developing countries, such as India, information on human resources in the health sector is incomplete and unreliable. This prevents effective workforce planning and management. National Health Profile aims to address this deficit by producing a more complete picture of India's health workforce. Human Resource indicators provide an overview of availability of trained and specialized medical, nursing and paramedical personnel in the country. These also give an idea regarding regional distribution and disparities. Human Resource indicators cover the details of allopathic doctors, dental surgeons, AYUSH doctors, nursing personnel and various paramedical health man-powers in the country [6]. Number of Registered allopathic doctors possessing recognized medical qualifications (under MCI Act) and registered with state medical council for the year 2016 was 25,282. Year wise Number of Registered allopathic doctors possessing recognized medical qualifications [7] are below table-1: Similarly number of Registered Allopathic Doctors are shown in Fig-1.

Table-1. Year wise Number of Registered allopathic doctors possessing recognized medical qualifications

Years	2011	2012	2013	2014	2015	2016
No. of Registered Allopathic Doctors	35044	37017	45106	33536	20422	25282

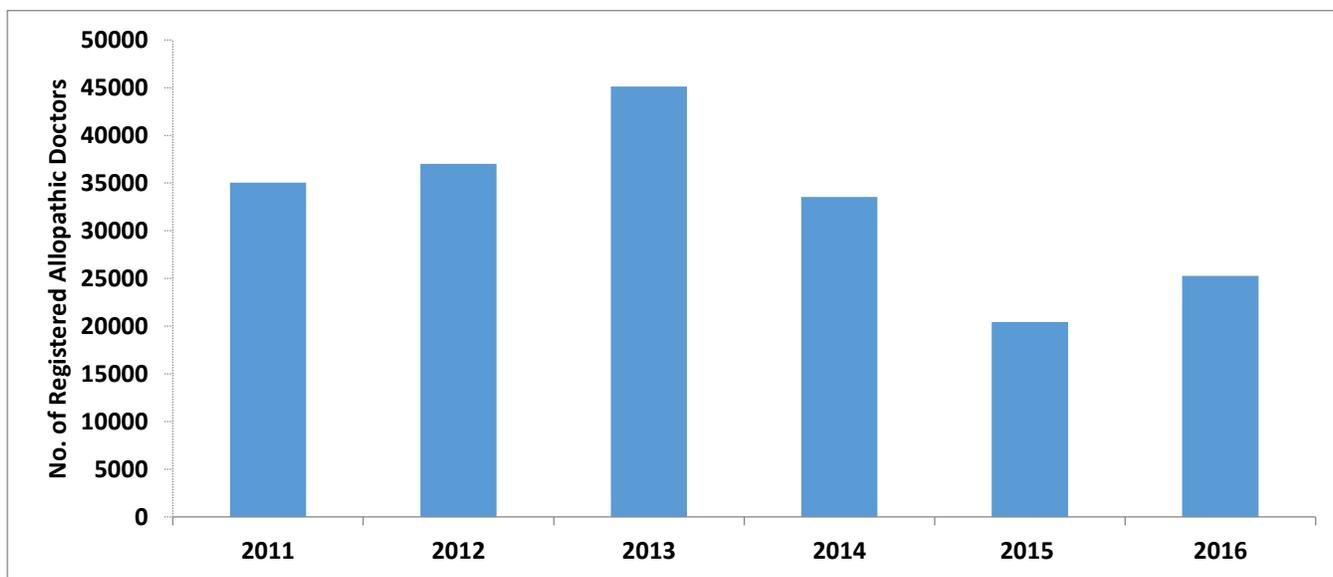


Figure 1: No. of Registered Allopathic Doctors

There has been a marked improvement in the Dentist to population Ratio. Number of Dental Surgeon registered with Central/State Dental Councils of India up to 31.12.2016 were

1, 97,734 [8] as shown in Table-2. Similarly the Total No of Registered Dental Surgeons from 2001 to 2016 are shown in Fig-2.

Table-2: Number of Dental Surgeon registered with Central/State Dental Councils of India up to 31.12.2016

Year	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total	47204	47165	47318	55344	71421	72033	73057	93332	104603	114047	118370	120897	147159	154436	156391	197734

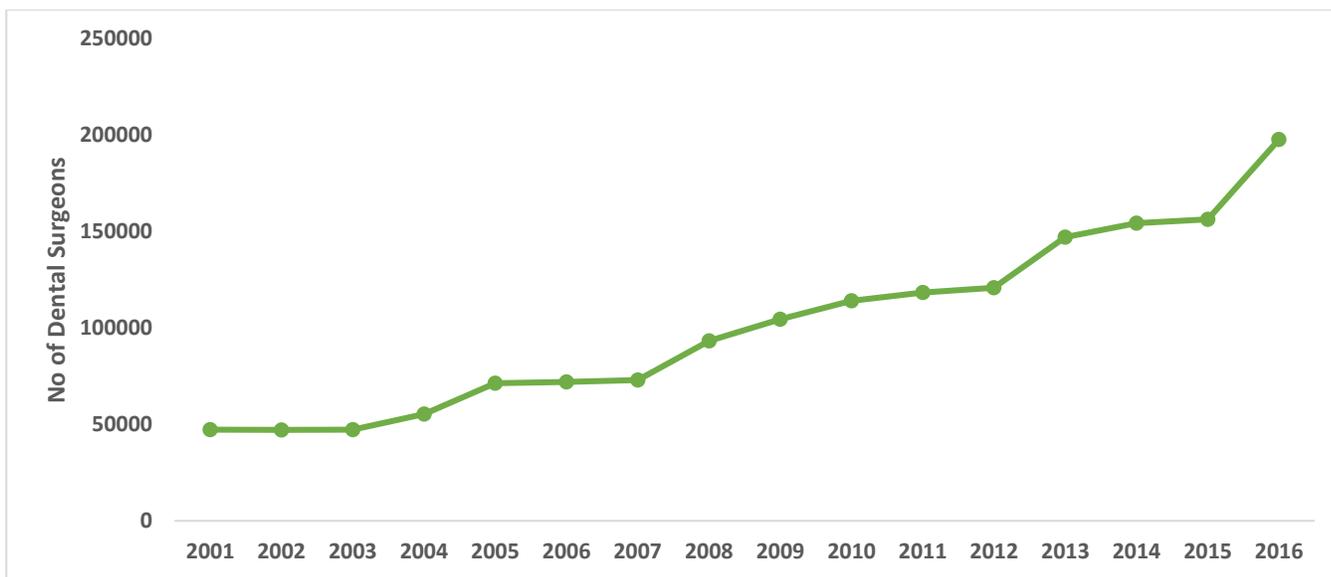


Figure 2 : Total No of Registered Dental Surgeons

At present average population served by Government Allopathic Doctor is 11097 number of persons served per allopathic doctor. In this figure clearly show that the Bihar

(28391) and Uttar Pradesh (19962) were highest average population served by Government Allopathic Doctor [6] as shown in Fig-3 respectively.

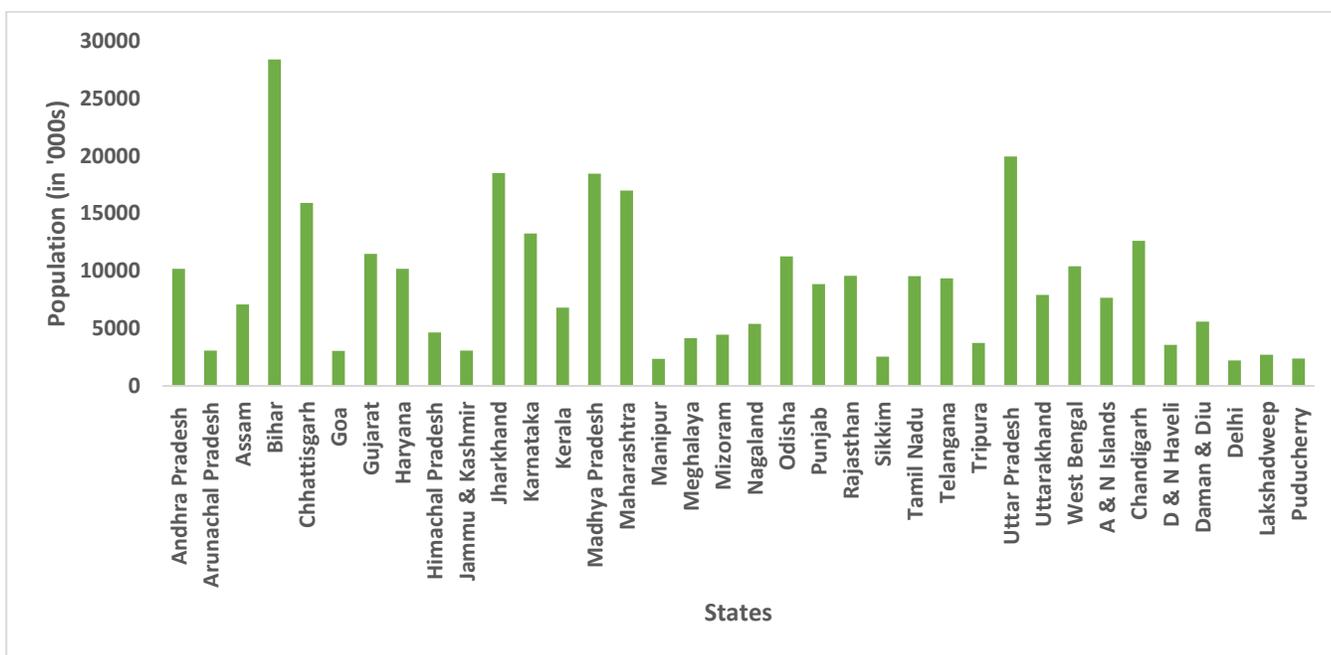


Figure 3: Average Population Served per Govt. Allopathic Doctors

India, with its kaleidoscopic variety and rich cultural heritage, is proud of some unique medicinal forms that look at health, disease and causes of disease in completely different ways. Best known as the AYUSH, its main focus is on holistic health and well-being of humans. Over the years with gaining popularity, there is a steady rise in total number of registered AYUSH Doctors in India from 7, 44, 563 in 2015 to 7,71,468 in 2016[6].

Table-3: The registered AYUSH Doctors in India (Year-2015-17)

Ayurveda	Unani	Siddha	Naturopathy	Homeopathy	Total
419217	48196	8528	2220	293307	771468

The percentage wise distribution of total number of registered AYUSH Doctors in India is given below Pie-Chart. In this chart clearly show that the Ayurveda registered Doctors (54.34 %) were highest and, Siddha (1.11 %), were lowest among total number of registered AYUSH Doctors in India[6]. As shown in Fig-4

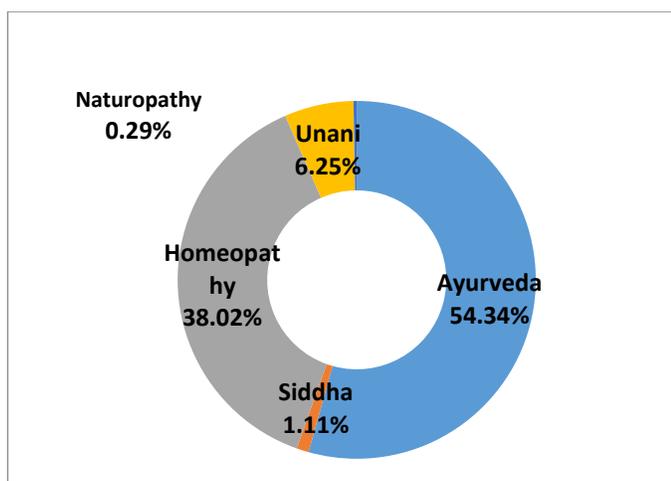


Figure 4: Percentage of Registered AYUSH Doctors in India

Auxiliary Nurse Midwife (ANM) plays very important role in Health Care Delivery System in India and its changing with the times. It is through their activities that people perceive health policies and strategies. It is through them that planners at the upper level gain insights into health problems and needs of the rural people. Considering their status as grass-root level workers in the health organizational hierarchy, a heavy responsibility rests on them. There are total of 8, 21,147 ANM serving in India [6]. In India the health workforce serving is meager in number as compared to developed nations. The available data on number of Allopathic doctors at Primary Health Centers (PHCs) are 26464 and the Total number of Specialists at Community Health Centre (CHCs) is 4192 in Rural Area (Govt.) in the year 2016 in India. The availability of Health Assistants is 32148 and Health Workers are 2, 73,402 in Rural areas (Govt.) in the year 2016 in India [6].

5. Result and Discussion

Developing Country such as India, and its growing population cannot deal with scarcity of health workforce. Incessant assessment of the gap in demand and supply is required. Therefore, new initiatives to increase the supply of human resource for health with emphasis on hiring and training to develop health workforce are necessary for providing maximum health coverage to all its people. To plan for increasing supply of Human resource for Health will help to control attrition and emigration as hiring new, trained and culturally adapted employees. Therefore, detailed study is required to understand and identify Talent management strategies as most effective tool for acquisition and controlling attrition/emigration in both rural as well as urban areas. The health sector resource availability and employee competence are essential to guarantee desired for employee performance. The employee motivation is a critical element of health systems performance. However, the achievements could have been higher if there were less limitations and irregularities in this Health sector. It is observed that there are some gaps of long-term planning in terms of human resource management (recruitment, transfer and promotion), procurement management, control and supervision, and ensuring transparency and accountability. The monitoring and supervising system for public and private healthcare institutions will improves the HRM in health sector.

6. Conclusion

The following conclusion have been made from present studies these are summarized as follow:

1. Human Resource Management is urgently required for maintaining medical records scientifically in both Government and private medical Institutes in India.
2. For imparting Knowledge, the Human Resource Management for skill development in Indian Health system is necessary for collaborating with National & International Institutes.
3. Proper Monitoring and supervision will have strengthened Human Resource Management.
4. Increasing overall budget allocation will help for skill development of Allopathic doctors, Dental Doctors, AYUSH Doctor, Health Assistants, and Health Workers for Human Resource Management and to help open new Medical colleges, to help increase Number of Beds in Public Hospitals.
5. There is a urgent need of comprehensive picture to address effective health resource management, allocation and monitoring based evidence for timely achievements of Indian healthcare sector.

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