



**Policy and Practice: A Partnership for Better Outcomes**  
*"Accreditation and Patient Safety Right From the Beginning!"*

## Importance of Human Resources in Healthcare

Dr. Aref Alabed

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- In nursing alone, **one in three** professionals have some regrets about their career choice.(1)
- Surveys showed **70%** burnout for Nurses (2)  
& **50%** burnout for doctors
- Surveys found a **connection** between **Burnout & patient infection increasing** (3)

(1)<https://www.zenefits.com/workest/hr-challenges-in-healthcare-industry/>

(2). <https://www.beckershospitalreview.com/human-resources/survey-70-of-nurses-report-burnout-in-current-position.html>

(3). [https://www.ajicjournal.org/article/S0196-6553\(12\)00709-2/abstract](https://www.ajicjournal.org/article/S0196-6553(12)00709-2/abstract)

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## Ground Rules

- Expected start & finish times
- Refreshment – breaks & whether supplied
- Venue brief – toilets, breakout spaces, dining facilities
- Health & Safety – fire exits, meeting point after exiting, any other information relating to this
- No smoking
- No mobile phones except on silent/switched off
- Environment – advise of heat temperature/air conditioning & adjust as required

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## Education

- Bachelors of **Dentistry** - Russia - Simferopol 2005
- Master of business administration (**MBA**)  
Northampton - England 2014
- Studying a second master degree in Bristol university - **Executive Coaching**
- Studying with the ILM Level 7 "Equal to Professional Master degree" - **Coaching leadership.**
- Published many articles in local & international journals.

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## Experience

- CEO & Founder IMTA - UK
- Executive Coach for multi companies.
- Associate trainer for the USAID & HCAC - Jordan International Partnership:
  - Representative for the CPD in the Middle East.
  - Representative for Northampton university in Jordan, Lebanon & Egypt.
  - Representative for Leeds English language school for the Middle East.

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## Biggest 4 HR Challenges

1. Poor recruitment system in Healthcare "Shortage Staffing"
2. High turnover & Bad retention
3. Burnout
4. Poor training & development

(4) <http://www.nsinursingsolutions.com/Files/assets/library/retention-institute/2019%20National%20Health%20Care%20Retention%20Report.pdf>

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## Why HR is neglected in hospitals?

- Not aware of HR importance in healthcare!
- Not understanding the **BIG** role for HR

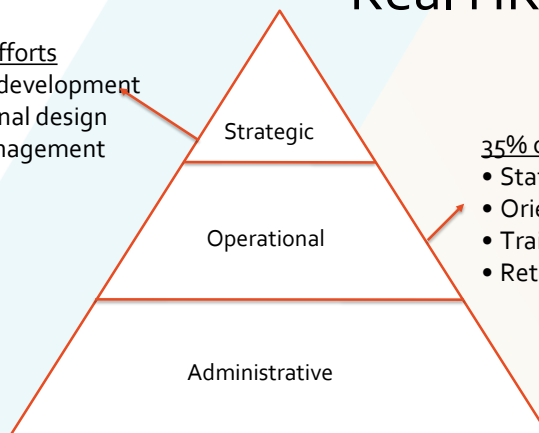
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## Real HR

### 15% of HR's efforts

- Leadership development
- Organisational design
- Change management



### 35% of HR's efforts

- Staffing
- Orientation
- Training
- Retention

### 50% of HR's efforts

- Personal information
- Compensation
- Benefits
- Legalisation
- Policy

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## What is “Human Resources”?

- The **department** or the **people** who make up the **workforce**.
- In healthcare organisations; they are the **STAFF**.
- The “resource” resides in the **knowledge, skills, and motivation** of people.

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### 1. Job analysis

- Job Description
- Administrative

### 2. Recruitment & selection

#### • Scope of HRM

### 3. Orientation

- Training & Development
- Retention of Staff

### 4. Performance Appraisal & management

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## Part 1: Job description

- Title of the position, reporting to..
- Job summary!
- Duties & Responsibilities!
- Skills & Training needed!
- Experience!
- Qualifications (necessary skills and experience required)
- Authority (Internal & External)

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## Part 2: Staffing / Recruiting



“You don’t hire for skills, you hire for attitude. You can always teach skills.”  
- *Simon Sinek*

Image published by Neil Keywood on iStock.com

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## Part 3: (A)-Orientation

- Time sheet / Card
- Payroll process
- Insurance program
- Pension plan
- Educational assistant
- Credit union
- Stock purchase plan
- Saving band plan
- Sick benefits
- Performance evaluation
- Promotions
- Internal marketing
- Holidays
- Absences
- Duties
- Maternity leave
- Benefit
- Overtime
- Work travel
- Business cards
- Purchase request
- Visitor time
- Coffee / Tea..
- Email use
- Uniforms
- Security
- Safety
- Equipement
- Mission statement
- Employee handbook
- Agreement / Contract
- Disciplinary list
- Complains / Discrimination
- Transportation
- Insurance company
- Parking availability
- Ethics & Values

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## Do you have an Employee Manual?



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## Part 3: (B)-Training

Do you have a Career development plan for your staff?

My Gifts and Talents <small>What I Think I can be Best at</small>		My Passion <small>What I Love and Desire Professionally</small>	My Contribution <small>How I want to Contribute to Society</small>	My Personality <small>My Personal Preferences</small>
I am a people oriented-person and I feel comfortable working with others. I like to focus on the human aspect when executing a task.		Provide guidance and support to others in achieving their goals.	Unleashing the talents in others and developing them into a high performing individual.	My DISC Profile: Steady, Influential My Career Anchor: Service, Dedication to Cause

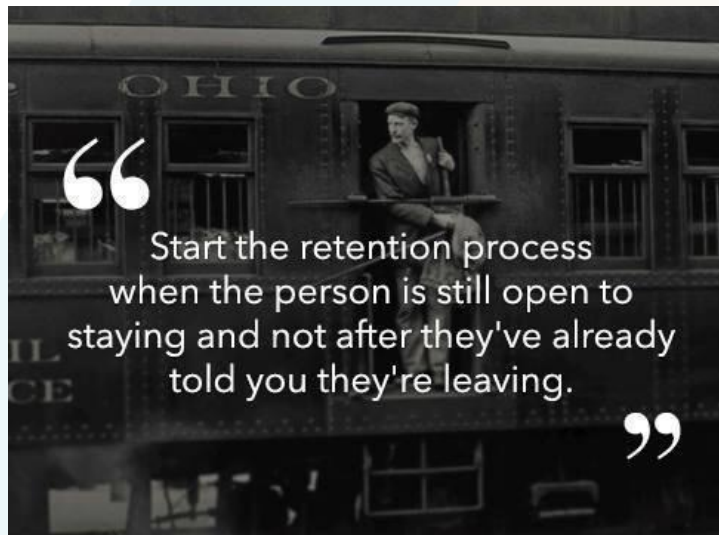
  

	Career Step	Areas of Strengths	Areas to Develop	Development Activities
Now <small>Current Position</small>	<b>Current Position: Practice Manager</b>	C02 - Collaboration (Rating 3.5) C01 - Change Adaptability (Rating 3.0) C04 - Customer-Service Orientation (Rating 3.0)	C05 - Problem Solving (Rating 2.5) L01 - Strategic Thinking (Rating 2.8) C03 - Communication (Rating 2.7)	Workshop: Break Through Your Communication Barriers, by Singapore Institute of Management (06 Aug 2014)  Workshop: The Nuts and Bolts of Market Research, by Marketing Institute of Singapore (18 Oct 2014 till 17 Oct 2014)
Short-Term <small>Positions in 1 to 3 Years</small>	<b>Short-term Aspiration: Manager at Human Resource by Internal Posting</b>  Remarks: I wish to grow into HR	<ul style="list-style-type: none"> <li>o Is people-oriented;</li> <li>o Is dedicated to job and function;</li> <li>o Has some basic HR knowledge and skills;</li> <li>o Seeks for more responsibilities;</li> <li>o Takes initiative to see to agreed action.</li> </ul>	S01 - HR Business Mastery (Rating 2.3) S02 - HR Technical Mastery (Rating 2.3)  <ul style="list-style-type: none"> <li>o To improve and deepen knowledge about Human Resource Development.</li> <li>o To produce professional and high quality output.</li> </ul>	Workshop: Strategic HR Management, by COE-Partners (03 Nov 2014 - 13 Jun 2014)  Mentoring: 1 year Mentoring Programme by Amy Tan, (01 Apr 2014 till 31 Mar 2015)
Long-Term <small>Positions in 4+ Years</small>	<b>Long-term Aspiration: Senior Manager at Human Resource by Promotion</b>  Remarks: I see Amy Tan as my role model.	<ul style="list-style-type: none"> <li>o Has people skills</li> <li>o Shows good communication skills</li> </ul>	<ul style="list-style-type: none"> <li>o To develop capability to translate business strategies into HR priorities</li> <li>o Operationalise HR strategy with policies, systems &amp; processes, programmes &amp; services which facilitate and support the execution of business strategy</li> </ul>	Project: Review and develop competency framework for an organisation, (04 Jan 2016 till 30 Jun 2016)  Attachment: 3 months Professional Leasing to client organisation, (04 Jul 2016 till 30 Sep 2016)

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## Part 3: (C)-Retention



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## Retention strategy

- Training
- Positive culture
- Appreciation
- Effective communication / Coaching / Feedback
- Minimise stress
- Reward employees
- Perfect leader
- Plan with the team
- Clear career plan
- Clear training plan

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## Part 4: Performance Evaluation



“I don't have time to write performance reviews, so I'll just criticize you in public from time to time.”

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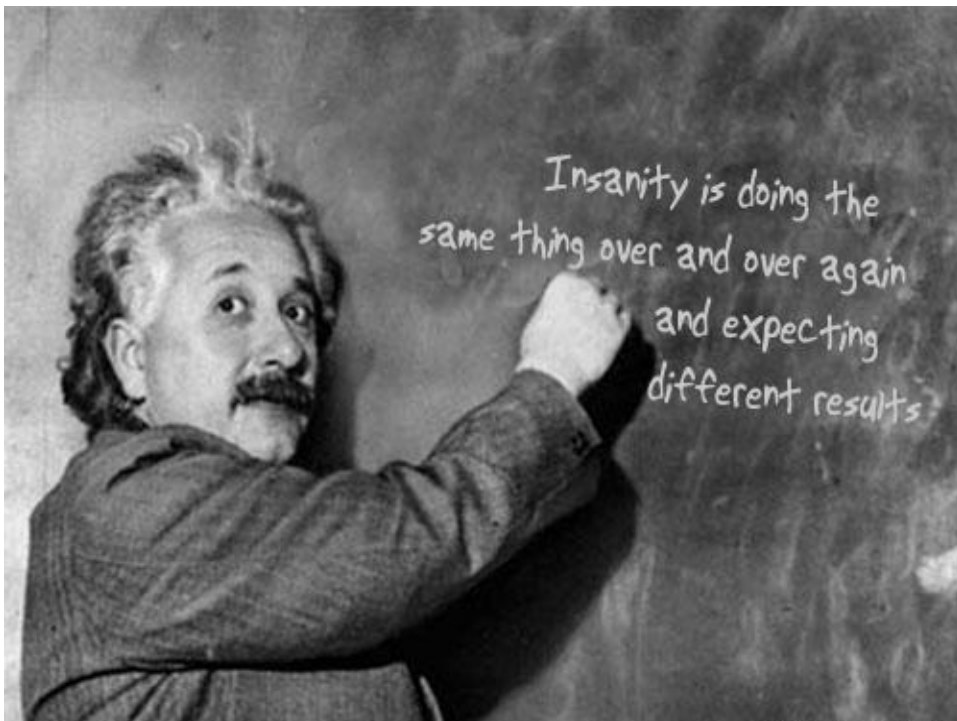
#### • Scope of HRM

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# WHY PEOPLE CHANGE JOBS



**75%**  
of workers who voluntarily left their jobs did so because of their bosses and not the position itself

“ People don’t quit jobs, they quit bosses. ”

Source:  
<http://www.gallup.com/businessjournal/186912/turning-around-your-turnover-problem.aspx>

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## The Iceberg Illusion

Success is an iceberg

**SUCCESS!**

**WHAT PEOPLE SEE**

**WHAT PEOPLE DON'T SEE**

- Persistence
- Failure
- Sacrifice
- Disappointment
- Dedication
- Hard work
- Discipline

@sylvia duckworth

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Thank you all for your  
attention :-)