Staffing and Resource Management

Foundational Curricula:
Cluster 10: Leadership & Management
Module 19: Project and Resource Management
Unit 2: Staffing and Resource Management
FC-C10M19U2

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Unit Objectives

- Describe roles of health information management/health IT professionals

- Describe various roles of ancillary healthcare workers

- Describe various roles of nursing healthcare workers

- Describe various roles of medical staff/provider healthcare workers

- Describe various roles of engineering/information technology healthcare workers

- Describe various roles of research and biomedicine healthcare workers

- Describe the importance of staffing and resource management in implementations of health IT/eHealth systems and technology

Staffing and Resource Management: Introduction

- A healthcare organization, such as a hospital, has a lot of different roles and areas of expertise. Even the basic roles, e.g. nurses are divided to different wards and they have their own policies and workflows. Therefore, healthcare professionals cannot work in different wards randomly, but their work needs to be managed in a way that the expertise meets the needs of the working place.

- For this, staffing and resource management is very important in healthcare organizations.

Roles of health information management professionals

- Information Health Information Management professionals are trained in the information management technology applications such electronic records and understand the workflow in any healthcare provider organization. Health information management comprises emerging roles as healthcare industry transitions from paper to computer-based systems.

- The role of HIM professionals involve:
  - **Privacy and Security:** Put on training sessions to equip providers with the information they need to handle protected information properly, or analyzing current organizational policies to ensure that they follow necessary guidelines
  - **Interoperability:** Promote the use of emerging technologies in accordance with agreed-upon standards for their use in healthcare
  - **Adoption of HIT**: Coordinate health information systems and processes to assure cost effective and quality conscious operations
  - **Collaborative Governance:** Collaborate with other healthcare professionals to ensure appropriate measures are in place to maintain and safeguard the privacy, confidentiality, and security of patient health information

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Roles of ancillary healthcare workers

- Hospitals provide a range of additional or ancillary services that are delivered to both inpatients and outpatients. Ancillary care is classified into three categories:

  - **Diagnostic**: help doctor or dentist come to a diagnosis and a treatment plan. Examples of ancillary diagnostic services are audiology, radiology, pulmonary testing services, and lab services.
  - **Therapeutic**: help improve patients' health and well-being. Examples of ancillary therapeutic services are physical therapy, speech therapy, psychotherapy and occupational therapy.
  - **Custodial**: support patients in hospice, home health care or nursing homes and keep them as independent as possible. Ancillary healthcare workers can provide respite care to family members who are unable to give full-time care to people with disabilities, injuries or illnesses.

Roles of nursing healthcare workers

- Nursing healthcare workers have a wide scope of practice and approach to medical care. They play an crucial role in promoting health, preventing illness, and caring for individuals.

- The role of a nurse may include:

  - **Promote health and prevent illness:** Promote health in people who are both healthy and ill. This may involve individual and community activities to enhance healthy lifestyles, and preventing accidents and injury in the home and workplace

  - **Care for the disabled and physically / mentally ill people:** Assess health needs, develop diagnoses, and plan, implement, and evaluate nursing care. Assess dysfunction, assist clients to regain or improve their coping abilities, and prevent further disability

Roles of nursing healthcare workers (cont'd)

- **Engage in healthcare teaching:** Teach patients about their illness, help patients understand how their life will be different after recovery, and connect patients and their families to valuable community resources

- **Participate in the provision of healthcare alongside other team members:** Maintenance of healthcare records and communication of relevant information to other team members

- **Supervise training and education of nurses**: Design, implement, evaluate and revise academic and continuing education programs for nurses. Nurses document the outcomes of educational programs and guide students through the learning process

- **Assist in healthcare research:** Prepare trial protocols and coordinate the initiation, management and completion of the research. Ensure patients give fully informed consent before being enrolled to trials is fundamental to the role

Roles of medical staff workers

Medical staff workers are the physicians and other healthcare professionals working in patient care.

- **Medical expert:** Take medical histories and performs a physical examination to assess the patient to determine a possible diagnosis for both acute and chronic conditions

- **Communicator:** Convey medical problems and solutions through respectful rapport with the parties involved such as patients/relatives, colleagues and other collaboration partners

- **Collaborator:** Work collaboratively with the healthcare team to provide optimal care. This includes providing referrals to other practitioners or services that the patient may need

- **Health advocate:** Help the patient navigate through a complex medical system to be able to obtain the most patient-centered care in a cost-effective manner

- **Scholar:** Translate research into evidence-based clinical practice

Roles of information technology healthcare workers

- Information technology healthcare workers are focused on the technical side of managing health information, working with software and hardware used to manage and store patient data. The role of a HIT professional may include:

  – Management of health information systems with the technological tools used to store, share and analyze health information in a safe and secure manner

  – Support for electronic health record systems HIM professionals use to secure health information

  – Analysis of how people use these systems

Roles of research and biomedicine healthcare workers

- Researchers and biomedicine healthcare workers analyze and design solutions to problems in biology and medicine, with the goal of improving the quality and effectiveness of patient care. They are employed to:

    - Carry out a range of laboratory tests and techniques on tissue samples and fluids to help clinicians diagnose diseases

    - Provide medical equipment repair and inspection to ensure optimum performance of the healthcare organization's equipment

    - Research, design and develop medical products, such as joint replacements or robotic surgical instruments

    - Conduct laboratory experiments on research projects, keep abreast of current publications relative to methods, techniques, and developments within area of research

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Staffing and resource management

- Staffing involves matching jobs and individuals. Koontz, O'Donnell and Heinz Weihrich (1984, 377) define **Staffing management** as filling position in the organization structure through identifying workforce requirements, inventorying the people available, recruitment, selection, placement, promotion, appraisal, compensation, and training of needed people.

- **Resource management** is the efficient and effective use and development of an organization's resources when they are needed. Such resources may include financial resources, equipment, human skills or information technology.

Staffing and resource management in implementations of eHealth systems

- It's important to have a high-performing staffing and resource management in order to fully meet the needs of a project:

    Task needs include achieving objectives, defining tasks, planning work, allocating resources, assigning responsibilities, monitoring progress, controlling quality

    Team needs are building team and team spirit, developing working methods, setting standards and maintaining discipline, enabling communication, training the team

    Individual needs are defined as developing the individual, balancing group needs and individual needs, rewarding good performance, helping with personal problems

Unit Review Checklist

- ☐ Describe roles of health information management/health IT professionals (JB03)
- ☐ Describe various roles of ancillary healthcare workers
- ☐ Describe various roles of nursing healthcare workers
- ☐ Describe various roles of medical staff/provider healthcare workers
- ☐ Describe various roles of engineering/information technology healthcare workers
- ☐ Describe various roles of research and biomedicine healthcare workers
- ☐ Describe the importance of staffing and resource management in implementations of health IT/eHealth systems and technology

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Unit Review Exercise/Activity

1. Describe HIM practices for privacy and security in your organization or an organization you are interested in working for.

2. Search what kind of self-care instruction for patients does this organization offer online.

3. How do the teamwork and collaboration between health-care professionals work in this organization?

4. What makes teamwork effective?

Unit Exam

1. Service received from a physical therapist for a proper exercise routines after repairing leg bone is called
   a) Therapeutic ancillary service
   b) Diagnostic ancillary service
   c) Custodial ancillary service

2. Nursing healthcare workers perform a key role in designing and developing medical products, such as joint replacements or robotic surgical instruments
   a) True
   b) False

Unit Exam (cont'd)

3. Staffing management is defined as the control of staff requirements and resources, and recruiting and training them to be sufficient in their work.

    a)   True

    b)   False

4. Information technology healthcare workers

    a) Analyse how effectively the organization works in patient care

    b) Support HIM professionals in their daily tasks

    c) Manage health information systems in a safe and secure manner