

CHALLENGES FOR HRM IN HEALTHCARE AMIDST COVID PANDEMIC

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ABSTRACT:

The coronavirus pandemic has flipped healthcare shipping on its head. The disaster has added into consciousness key skills management talent management (TM) priorities transferring forward: making sure that the proper human resource are in area and constructing enough institutional flexibility to deal with rising demanding situations and changes. The COVID-19 pandemic has led to sizable skills control demanding situations including (a) hiring freezes and layoffs; (b) profits freezes, cancelled bonuses, and pay reductions; (c) multiplied worker pressure and burnouts. As health care TM executives grapple with rapid changes in the industry, it sends a strong signal for these executives to go beyond the desire to "get back to normal." This signal requires that Talent Acquisition (TA) is agile, broad-based, holistic, and works with partners who have industry experience and access to top talent.

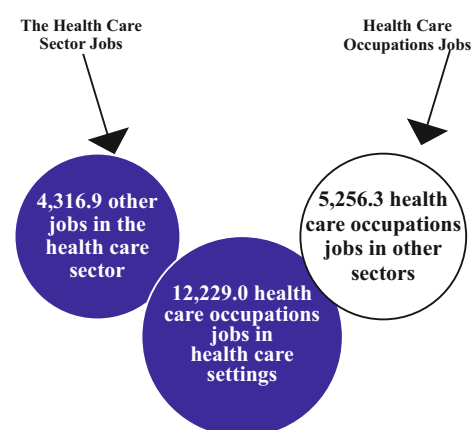
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INTRODUCTION

HR departments are confronted with a challenge unlike any they have faced before. The talent acquisition process is changing for any business that is hiring. The first reaction for many healthcare organizations was not to ramp up hiring, but to reassign the staff on hand. The pandemic situation has brought to light a variety of issues, ranging from how healthcare organisations operate from a business standpoint to how many are understaffed in the face of this crisis. Organizations of all sizes and industries faced significant profits and budget deficits, as well as immense talent management challenges such as hiring freezes and layoffs; salary freezes, cancelled/ delayed bonuses, and pay diminutions; and augmented employee stress and burnout. These are trials that had already been faced to some extent. But these challenges were intensified due to the pandemic. Given the healthcare workforce shortage, looking outside the talent pool isn't always easy for HR and recruitment teams, but it's something that has to happen at scale and with a new sense of urgency. As one might expect, technology & RPO has been at the forefront of this effort. Rather than trying

to find new sources of talent, savvy staffing firms reached out to credentialed professionals who were temporarily out of work. Recruiters and staffing professionals are left to pick up the slack during such difficult times. Learning how some of them stepped up during previous crises can help you figure out how to adapt in order to fill urgently needed healthcare positions. The primary challenge faced by organizations were talent management challenges, many workers who are able to keep their jobs face pay freezes, cancelled bonuses, and pay reductions. Employers have adopted compensation cutbacks in 29 percent of cases, salary freezes in 42 percent of cases, and bonus reductions in 37 percent of cases (Korn Ferry, 2020). Pay decreases were experienced by 67 percent of CEOs, 56 percent of middle managers, and 49 percent of professionals and supervisors around the world and in all industries (Korn Ferry, 2020). According to a recent research study conducted by Bureau of Labor Statistics (BLS) between 2006 and 2016, 2.8 million jobs were added to the health sector at a rate of growth almost seven times faster than the rest of

the economy. Over the decade, jobs in health care settings grew more the 20 percent, while jobs in the remainder of the economy only grew 3 %. It is important to understand that working in the health sector is not the same as working in health occupations. Hospitals, physician offices, nursing homes, and clinics are examples of health-care settings that fall under the purview of the health sector.



RPO solution in TM in Healthcare

When looking to conquer these new and old challenges in the hospital and health system workforce, it's essential to use a solution designed for a crisis environment that demands exceptional flexibility,

cost control, and cash flow optimization. Performance-based RPO is that solution. It's a solution grounded on accountability for performance, and as recruiters note, "organizations trust that their outside support teams are invested in positive, transformative outcomes." Performance-based RPO is an integrated model that embodies four vital dimensions that give your talent acquisition team a new and smart recruiting strategy. Those four dimensions are:

•**Holistic:** Using a solutions platform encompassing the complete talent acquisition process, HR and TA leaders gain a bird's eye-view of total management operations. An RPO partner using a holistic model will help you capitalize on profitable differences between you and your competition, which is extremely important in the war for talent.

•**Agile:** A performance-based RPO engagement is not a one-size-fits-all solution. It's a flexible pathway to meeting your organization's specific needs and allowing you to scale rapidly. This total workforce management approach promotes the ideal balance between the nimbleness of contingent professionals and the stability of best-fit permanent hires.

•**Prudent**

Financial Management: The performance-based model aligns with sound financial management. A practical strategy that seeks a TA mix in which the organization minimizes direct hard cost outlays while efficiencies maximize return on soft costs. It's also an agile strategy that positions your organization well to determine the most cost-effective level of furloughed staff to return.

•**Innovation:** A forward-thinking RPO partner will take action derived from quick response technology and data analysis. This kind of effort will provide and recommend to TA leaders technologies that can drive meaningful change throughout

the most vital aspects of the talent acquisition process. Those critical areas include:

- Infrastructure
- Candidate Experience
- Intelligence
- Performance Improvement

The landscape of healthcare delivery is being renovated in many ways by the rapid onset and continuing challenges of the coronavirus pandemic. The crisis has highlighted two key talent management (TM) priorities moving forward: ensuring that the right people are in place and building sufficient institutional flexibility to address emerging challenges and changes. Finding the proper RPO vendor is basic for healthcare organizations looking to contract beat healthcare ability. Whether a healthcare organization is looking to progress its selecting forms, gotten to be more productive or upgrade its work brand, creating a solid relationship with a trusted RPO supplier starts with the choice prepare. In this paper, we audit the finest hones when it comes to selecting the correct RPO supplier for your healthcare staffing needs.

How It Works?

For most healthcare organizations, recruiting talent is a major operational challenge. 69 % of healthcare organizations are "concerned" or "very concerned" about competing for healthcare candidates as highlighted in ASHRA's Healthcare Workforce Executive Insights Survey. To get it RPO arrangements, it's vital to get it what they are not. RPO suppliers are not healthcare staffing companies, head-hunters or quick-fixes for one-time healthcare contracting needs. Or maybe, RPO suppliers actualize arrangements planned to streamline and progress the contracting prepare, and as a result, progress generally commerce performance. DIG DEEPER How RPO Can Fathom the Best Challenges in Healthcare Ability Acquisition from manager branding to

worker engagement, contracting, on boarding and much more,

a well-executed RPO program can make a colossal effect on a healthcare organization. RPO arrangements are not one-size-fits-all plans. Each RPO arrangement must be custom fitted to meet a person company's needs and take industry particular concerns into thought whereas creating an RPO program. Before contacting an RPO provider, a healthcare organization must first assess both its hiring and business needs and two primary questions are asked: Q1. When Do You Need an RPO Provider for Your Healthcare Recruitment Needs? If you are looking to streamline your healthcare organization's talent acquisition processes and procedures as a means to become more cost-effective, then engaging an RPO provider can help you. Q2. Does your healthcare organization need specialized talent? The right healthcare RPO provider understands the unique challenges presented by the healthcare industry and has experience sourcing quality candidates for niche/technical healthcare positions.

Conclusion

For several years, many healthcare organizations have expressed interest in implementing new, thoughtful strategies for talent acquisition and management. The COVID-19 crisis has underscored the need for and value of pursuing innovation Healthcare staffing can be complicated, that's why partnering with the right RPO provider is crucial for success. Once you have found the right RPO provider for your staffing needs, it can take time to build a strong relationship. Once the relationship is established, you will see all of the benefits the right RPO provider can bring to the table, and you will see how much easier the healthcare staffing process can be. RPO providers can provide scalable solutions to accommodate growth. RPO

providers can improve your employment brand and attract better talent. The right RPO provider values accountability. The right RPO provider understands the healthcare industry. They understand your healthcare organization's needs. They employ proprietary technology and unique sourcing methods. They understand your talent market. To overcome recruiting roadblocks, healthcare organizations can partner with a recruitment process outsourcing (RPO) partner to supplement internal recruiting teams for a partial or full life-cycle talent acquisition program. When implemented correctly, a Healthcare RPO program enhances recruiting effectiveness, attracts top talent and reduces cost, providing healthcare organizations with a competitive advantage.

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