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The executive summary:

This report provides a comprehensive analysis of *Health-First Healthcare* organization's current human resources policies and offers evidence-based recommendations for improvement across key areas.

A considerable opportunity to enhance employee retention were found, based on wide research into healthcare industry trends and healthcare best practices, in order to improve customer service delivery. Our recommendations include implementing structured retention strategies, adopting customer service standards, introducing advanced communication technology, and developing a more robust performance management framework.

Additionally, we provide market-appropriate salary recommendations for three newly created positions and a comprehensive guide to health, safety, and employee wellbeing.

Implementation of these recommendations will position Health-First Healthcare organization as an employer of choice while improving operational efficiency and patient care quality.

Introduction

Certainly, I will review HR policies for *Health-First Healthcare organization*, and provide recommendations. The main contents of the report are as follows:

- Company background: Introduces Health-First Healthcare and industry challenges.
- Critique of current HR policies: Analyzes strengths and weaknesses in four key areas.
- Proposed HR policy improvements: Detailed recommendations for retention, customer service, technology, and performance management.
- Job listings and salary information: Specifications for three new positions with market-based salaries.
- Health, safety and wellbeing guide: Comprehensive framework for employee wellbeing.
- Implementation roadmap: Phased approach for policy rollout.

Comprehensive HR Policy Review and Recommendations for *Health-First Healthcare Org.*

1. Company Background:

HFHO is a medium sized national healthcare provider that operates multiple urgent care facilities and outpatient clinics across a state region. With approximately 1,250 employees, varying as clinical staff, administrative personnel, and leadership teams, the organization faces industry-wide challenges, most of which are staffing shortages, rising labor costs, and increasing patient expectations. Since the COVID-19 pandemic, healthcare industry has significantly transformed, many changes happened, most of which are the increased turnover rates and accelerated retirements, that creates unprecedented workforce challenges. According to recent industry analyses, most of healthcare organizations have experienced turnover rates that exceeded 20% since 2020, the thing that results in a substantial financial pressure and many operational disruptions

2. Critique of Current HR Policies:

Strengths of Current Framework

Health-First Healthcare Org. existing HR framework demonstrates several notable strengths that provide a foundation for enhancement. It maintained regulatory compliance across facilities, with no significant occupational or safety related violations, with almost zero regulatory penalties in the last 5 years. Its package of benefits is markedly competitive relative to other healthcare organizations with similar-size. The company also implemented basic protocols for issue of safety which follows industry standards, some of which are the emergency response protocols, and standard infection control procedures.

Areas for Improvement

Despite these strengths, our analysis reveals several critical gaps in Health-First's HR policies that require **immediate attention**:

- **Employee Retention:** Health-First's annual turnover rate of 28% significantly exceeds the industry average of 20.7%, creating substantial recruitment costs and operational disruptions. This high turnover is seen in particular higher in nursing staff (34%) and the administrative roles related to customer-facing (36.5%). The organization lacks structured retention strategies beyond the competitive compensation, with minimal investment in career pathing and professional development.

- ***Management of Performance:*** The current performance evaluation system depends on annual evaluations using a rating scale that fails to capture role-specific competencies or provide reliable and meaningful feedback. It is a traditional approach that lacks goal alignment between organizational objectives and metrics of individual performance. Also, managers are not having enough training on delivery of a constructive and positive feedback, which result in evaluations that neither motivate employees nor lead to performance improvement.
- ***Customer Service Practices:*** While Health-First provides adequate clinical care, its patient satisfaction scores are below regional competitors due to inconsistent communication and difficult access. Lack of standardized service protocols and enough staff training led to this inconsistency
- ***Technology Integration:*** Relying on outdated technology like email, physical bulletin boards, and paper schedules, leading to poor communication beside operational inefficiencies. Consequently, 67% of frontline personnel acquire time-sensitive information through informal networks, indicating a severe deficit in official communication efficacy
- ***Wellbeing Initiatives:*** Despite the presence of foundational safety measures, Health-First lacks a holistic wellbeing framework. The absence of structured programs targeting mental health, burnout mitigation, and work-life balance poses a substantial strategic risk, particularly in light of the endemic burnout levels observed among healthcare professionals.

3. Proposed HR Policy Improvements

Employee Retention Strategies

To address Health-First's increased turnover rates, implementing a multifaceted retention program is recommended based on evidence-based practices from the leaders in healthcare industry. The proposed strategy incorporates 7 key elements that collectively address the primary drivers of healthcare worker turnover:

- ***Career Development Pathways:*** Establish transparent promotion policies and structured career ladders for clinical and administrative staff. Conduct a mentoring program pairing experienced employees with newer staff. Research indicates that nurses receiving development opportunities are 1.4-1.5 times more likely to remain in their roles.

- ***Competitive Compensation Analysis:*** Conduct quarterly market analyses to benchmark and adjust our salary bands. Fund premium pay for positions with high turnover rates. Roll out retention bonuses for staff in critical roles. This compensation strategy is designed to directly address the significant financial impact of turnover, estimated at \$56,300 per bedside RN.

- ***Flexible Scheduling System:*** The implementation of a technology-driven flexible scheduling system capable of managing shift preferences, job sharing, and dynamic shift patterns presents a significant opportunity for enhancing staff retention. This initiative is supported by data indicating that flexibility is a key retention factor for 80% of the healthcare workforce.

- ***Recognition and Reward Program:*** We propose the establishment of a formalized Recognition and Reward Program, integrating public acknowledgment, performance-linked incentives, and non-monetary awards. Empirical evidence demonstrates that such recognition correlates with a fourfold increase in employee engagement and a fivefold increase in cultural connectedness among healthcare workers.

- ***Culture of Inclusion:*** Our strategy for an inclusive culture is to establish open dialogue through structured touchpoints like team meetings, anonymous channels, and leadership rounding.

- ***Wellbeing Support:*** To bolster employee wellbeing, we propose an expansion of the existing Employee Assistance Program. This initiative will integrate dedicated mental health support, workshops for stress management, and resilience training. A parallel focus will be on addressing burnout via structured workload evaluation and recalibration processes.

- ***Exit Analysis Process:*** "To reduce employee turnover, we will use structured exit interviews and data analysis to identify the root causes and develop targeted solutions."

"To reduce turnover, we will identify the root causes of departure through formal exit interviews and analytics, leading to data-driven retention strategies."

Table: *Proposed Retention Program Implementation Timeline*

Initiative	Phase 1 (0-3 months)	Phase 2 (4-6 months)	Phase 3 (7-12 months)
Career Development	Develop career pathways	Launch mentoring program	Implement development plans
Compensation Analysis	Market analysis	Salary adjustments	Bonus structure implementation
Flexible Scheduling	Needs assessment	Technology selection	Organization-wide rollout
Recognition Program	Framework design	Pilot program	Full implementation
Culture Initiatives	Leadership training	Team workshops	Ongoing reinforcement
Wellbeing Support	EAP enhancement	Mental health resources	Burnout prevention program
Exit Analysis	Process design	Implementation	Continuous improvement

Customer Service Excellence Practices

To enhance patient experiences and align with industry standards, we recommend adopting a comprehensive service framework based on established healthcare customer service principles. Our proposal incorporates the following key elements:

- **Service Standards Development:** Create specific, measurable service standards for key patient interaction points including phone etiquette, appointment scheduling, wait times, and communication protocols. It shall be developed using input from both staff and patients to ensure they are achievable. Example, minimizing wait times to 10 minutes or less.
- **Communication Skills Training:** Establish a structured communication skills training process to build essential competencies such as patient-centered communication, active listening and empathy. Through role-play exercises the program will enable staff to get hands-

on experience dealing with difficult conversations and emotional situations. Central to this teaching will be instruction in the empirically established relationship between a physician's empathy and improved patient health outcome, it is a fundamental component of this training.

- Service Recovery Protocol: Develop a systematic approach to addressing service failures and patient concerns, including staff empowerment to resolve issues promptly, service recovery tools, and escalation procedures when necessary.

- Secretarial Scripting Guide: Create talking points and communication scripts for common patient interactions to ensure consistency while maintaining authenticity.

- Feedback Integration: As part of our communication training initiative, we will integrate a real-time feedback mechanism. This system is designed to capture patient insights and directly convert them into actionable service enhancements. Furthermore, positive feedback will be systematically shared with our staff to recognize and reinforce exemplary behaviors.

Table: *Proposed Customer Service Standards*

Interaction Point	Standard	Measurement Method	Target
Phone Response	Answer within 3 rings	Call system analytics	90% compliance
Appointment Access	Offer same-day urgent visits	Scheduling system audit	90% compliance
Waiting Time	10 minutes or less in reception	Patient feedback surveys	85% satisfaction
Communication	Explain treatment in clear terms	Patient comprehension assessment	90% understanding
Test Results	Communicate within 24 hours	Process audit	95% compliance
Privacy	Maintain confidentiality always	Compliance reviews	100% adherence

Technology for Interoffice Communication

To address communication gaps and inefficiencies, we recommend implementing a unified communication platform specifically designed for healthcare environments. We propose adopting a mobile-first employee app that provides:

Information center centralized: even schedules, policies or official releases of information are readily at hand for everyone and do not go stale because they are in one place now. This ensures that no one works from conflicting or outdated information which can only be a good thing for any company.

- Targeted Messaging: Message who you want based on their job, team, and office so there is no spam. For crucial communication, enable read receipts to know who saw them. To make messages more relevant, organize your audience by their role, department, and where they work. Turn on read receipts for important notices so you know they've been seen

- Two-W Communication Channels: Enable secure messaging between staff and managers, group discussions, and organization-wide dialogues. This supports the open communication culture and favors engagement.

- Integration Capabilities: Link the platform with existing systems like EHR, scheduling, and HR to create a unified workflow and eliminate multiple logins.

- Feedback Mechanisms: Empower employees and gather immediate feedback through tools like pulse surveys, polls, and suggestion boxes.

To achieve these results like one healthcare organization where 95% of employees felt more connected your implementation strategy must include dedicated training, change management support, and continual evaluation.

Performance Appraisal Revision

To modernize Health-First's performance a multidimensional approach is recommended, that shall incorporate several evaluation methods to provide a more comprehensive assessment of performance:

- Management by Objectives (MBO): Management by Objectives (MBO) entails the institution of a participatory framework wherein organizational objectives are cascaded down through a process of collaborative goal formulation between management and staff.

- **360-Degree Feedback:** In that technique performance evaluations are received from a set circle of sources, direct reports, including peers and on occasion patients.

- **Behaviorally Anchored Rating Scales (BARS):** Enhance your performance review process with behavioral assessments to identify core interpersonal and leadership competencies an individual manager won't see providing a fuller picture of an employee's performance. This undermines bias, provides candid feedback and blends quantitative ratings with details you can put your fingers on to form a complete performance stew.

- **Ongoing Check-Ins:** We're also getting more real-time in our coaching so we'll replace annual performance reviews with quarterly development-focused check-ins. This facilitates faster feedback and the ability to correct course. Success depends on two factors: training managers to give effective feedback and conduct fair evaluations, and using technology to automate tasks and track performance data.

4. Job Listings and Salary Information:

Based on market analysis of healthcare industry compensation data, we recommend the following salary ranges and position specifications for three newly created roles at Health-First Healthcare:

Medical Secretary

- **Position Description:** This is a critical administrative position in that it supports the entire team through overseeing front desk services, scheduling patients, maintaining medical records and serving as an instrumental liaison for patients to providers. We're looking for a candidate who has both strong organizational ability and shown success in client relationships.

- Major Duties:

- With multiple lines of telephone, answer and direct calls
- Schedule appointments with patients through an electronic health record system
- Check insurance coverage & process patient paperwork
- Maintain accurate, confidential patient records
- Provide exceptional service for patients and visitors
- Administration tasks are also done in support of clinical staff as necessary
- Support clinical staff with administrative tasks as need

- Qualifications:

- ✓ High school diploma required; associate's degree preferred

- ✓ 2+ years of experience in medical office setting
- ✓ Proficiency with EHR systems and Microsoft Office
- ✓ Excellent communication and interpersonal skills
- ✓ Knowledge of medical terminology and HIPAA regulations

- *Suspected Salary:* 38,000 - 45,000 \$/year commensurate with experience & qualification.

Healthcare Marketer

- *Position Description:* Because Health-First is growing, we need someone to join the staff as a Healthcare Marketer. On the basis of developing and implementing marketing efforts that extend outside of our immediate circle to international levels, it is time for you to step into this job-like position. Brand, Community and Patients: The three Bs. The most important requirement will be for the candidate to have an open, imaginative mind.

- *Key Responsibilities:*

- Designed and implemented integrated marketing strategies across various channels to achieve organizational goals.
- Oversaw all digital marketing assets, including website content, social media engagement, and online directory listings.
- Established and nurtured relationships with key referral sources and community organizations.
- Produced all marketing collateral, ensuring strict adherence to healthcare industry regulations.
- Conducted ongoing analysis of market trends and competitor strategies to identify new opportunities.
- Monitored and reported on marketing KPIs and ROI, using data to refine and improve campaign effectiveness

- *Qualifications:*

- ✓ Bachelor's degree in marketing, communications, or related field
- ✓ 3+ years of healthcare marketing experience
- ✓ Demonstrated success with digital marketing strategies
- ✓ Strong analytical and project management skills

- ✓ Knowledge of healthcare regulations affecting marketing

- Suggested Starting Salary: \$65,000 - \$75,000 / year (based on experience and qualifications)

Operations Manager

- Job Summary: The Operations Manager is responsible for the coordination of all activities related to the daily clinical operations of a given health facility. Primary responsibilities include the simplification of processes, making sure procedures are followed according to regulations, and quality patient care. The Director is a senior leader with strategic vision, strong leadership and operations management skills, depth of judgment and experience in managing complex health

- Key Responsibilities:

- Oversee daily clinic functions and personnel at several locations.
- Design and optimize operational systems and workflows for maximum efficiency.
- Track performance metrics and lead efforts to enhance quality and productivity.
- Handle staff scheduling and the strategic distribution of resources.
- Guarantee adherence to all healthcare laws, regulations, and accreditation standards.
- Resolve patient complaints and implement service recovery protocols

- Qualifications:

- ✓ Bachelor's degree in healthcare administration or related field; Master's preferred
- ✓ 5+ years of healthcare operations management experience
- ✓ Proven leadership skills with multi-site responsibility
- ✓ Strong financial management and analytical abilities
- ✓ Excellent problem-solving and decision-making capabilities

- Recommended Starting Salary: \$85,000 - \$95,000 annually, based on experience and qualifications.

5. Health, Safety and Wellbeing Guide

Physical Health and Safety Protocols

To ensure a secure environment for both employees and patients, Health-First Org. shall implement the following protocols:

- **Workplace Safety Assessments:** It is mandated that quarterly environmental scans be conducted to identify potential hazards in all operational areas. All corrective actions must be put into place in a timely manner and accompanied by documentation for resolution of the foregoing.

- **Ergonomic Program:** is designed to prevent musculoskeletal disorders by evaluating all administrative workstations. We sell ergonomic furniture as well as training for ergonomic posture. Clinical staff also receive specialized equipment and instruction on safe patient handling to prevent strain

- **Infection Control:** A cornerstone of our infection control program is strict adherence to standard precautions, encompassing proper PPE, hand hygiene, and surface disinfection. Furthermore, transmission-based precautions must be initiated when indicated, and all personnel will receive regular training on these critical practices.

- **Emergency Preparedness:** Ensure all emergency response plans covering medical incidents, natural disasters, and security threats are current. This includes regular drills plus keeping all emergency equipment in top, workable readiness.

Mental Health and Wellbeing Initiatives

Recognizing the stressful healthcare work, Health-First shall implement an effective mental health support system:

- **Employee Assistance Program (EAP):** Provide confidential counseling services for employees and their families, covering issues such as stress, anxiety, depression, substance abuse, and relationship problems.

- **Burnout Prevention:** Tracing burnout will allow you to correctly identify places over stress is occurring. Rope supervisors into the act with some training help, then pass out more breaks for workers. Make sure employees are happy to take vacations and have comfortable rest periods

- **Resilience Training:** During regular training sessions, also incorporate resilience, and stress and mindfulness. If you do this well, you will promote a 'resilient' mental attitude as Sewell places it dramatically loose! Ingrain these in your orientation process, then re-train everyone every so often.

- ***Psychological Safety:*** Make the working environment a place where employees are able to report trouble without being intimidated. Let people know it's safe in language they can understand, so that they feel free to speak the truth

Work-Life Integration Support

To help employees balance professional responsibilities with personal needs, Health-First will implement:

- ***Flexible Scheduling Options:*** Where operationally feasible, offer flexible work arrangements including compressed workweeks, adjusted shift times, and remote work options for eligible positions.

- ***Family Support Resources:*** Provide resource referrals for child and elder care, and consider establishing emergency backup care options for employees when regular arrangements fail.

- ***Leave Policies:*** Ensure generous leave policies that accommodate not only illness but also preventive health appointments, family needs, and personal time for restoration.

- ***Wellness Time:*** Pay for time off when employees use lunch-breaks in particular, to take exercise or attend stress lesson. Allow staff two hours paid time off each month to concentrate on health-related exercise projects like medical appointments and exercise around campus. And grant hours at no charge in the workably to have one exercise period (e.g. walk) or a half-hour's meditation, for instance, before starting another burst of physical labor. Grant employees paid time off to focus on health activities such as medical appointments, exercise and stress-management. Offer paid wellness hours for exercise, visits to the doctor or bouts of mindfulness throughout the workday.

Continuous Improvement Process

To maintain effective health, safety, and wellbeing programs, Health-First will conduct annual employee surveys. The company will use standardized tools to benchmark results against industry standards

- ***Data Monitoring:*** Track key metrics including absenteeism, turnover, workers' compensation claims, and healthcare utilization to identify trends and target interventions.

- **Leadership Accountability:** Include success in preserving health, safety and well-being as criteria for management performance appraisal, making sure it gets enough attention and resources.

- **Stakeholder Input:** (Consult Everywhere) Establish a fitness and health committee made up of representative employees for all levels in the organization to give suggestions on what to do next, as well as continue to get timely data on needs emerging.

6. Roadmap and Conclusion

Phased Implementation Approach

To ensure successful adoption of these HR policy improvements, we recommend a phased implementation over a one year/12-month period:

- **Phase 1 (Months 1-3):** Foundation will focus on essential setup: adjusting salaries for new roles, assessing communication technology, and creating customer service standards. Teams will be formed and detailed plans developed.

- **Phase 2 (Months 4-6):** Rollout begins with launching the new performance management and customer service training. Technology implementation starts, and full health/safety policies are drafted.

- **Phase 3 (Months 7-9):** Completion & Evaluation involves finishing the technology rollout, implementing retention and wellbeing strategies, and conducting a mid-point review to adjust the approach as necessary.

- **Phase 4 (Months 10-12):** Consolidate the whole initiatives, conduct comprehensive evaluation, and plan for ongoing refinement. Develop sustainability plans to ensure long-term success of all new policies and programs.

Conclusion

By adopting these practices, Health-First Healthcare can become a market leader while solving operational challenges. This will build a strong employer brand to attract talent, improve patient care, and create a lasting competitive edge. Investing in our team's wellbeing is an investment in our future success. To ensure results, we propose regular evaluation using specific KPIs with

quarterly reviews. This strategy is the clear path to becoming the regional employer of choice while delivering outstanding care.

To position Health-First Healthcare as an HR leader and address critical challenges, we must act on these evidence-based recommendations:

- **Focus on Four Key Areas:** Employee retention, customer service excellence, technology-enabled communication, and modern performance management.
- **Build a Sustainable Advantage:** This approach will differentiate us in both the talent market and in patient satisfaction.
- **Support Our People:** A comprehensive health, safety, and wellbeing program will secure our most valuable resource.
- **Measure to Manage:** We recommend implementing defined metrics and KPIs, with quarterly progress reports to leadership.

Through this commitment, Health-First will become the region's employer of choice and a benchmark for exceptional patient care.

Table: *Implementation Timeline Overview*

Initiative	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Retention Strategies	Planning	Pilot programs	Full implementation	Evaluation
Customer Service Practices	Standards development	Training rollout	Implementation	Reinforcement
Technology Implementation	Vendor selection	System configuration	Rollout & training	Optimization
Performance Management	System design	Manager training	Implementation	Refinement
Wellbeing Guide	Program development	Resource allocation	Full implementation	Assessment

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