Challenges of Hospital Administration in new normal: Strategies to overcome

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Abstract

Background: Two important stake holders namely doctors and nurses, plays an important role in patient satisfaction. Doctor will decide what treatment should be given to the patient depending upon the ailment, while how the treatment is given depends upon the nurses. During pandemic every step is taken care of the safety of the doctors, but not to that extent in case of safety of nurses and other employees. After pandemic or in the new normal nurses and other staff are not able to forget the agony during the pandemic while lead to change in their behavior. Hospital administration had to face many challenges including an increase in maintenance costs, an increase in turnover of employees; increased interference from media and government and decreased demand due to self-medication. The objectives of the paper are to identify the challenges for Hospital Administration 'new normal' and to identify the strategies to overcome these challenges. Adequate number of reviews were done to identify the Hospital Administration challenges for 'new normal' and to identify the strategies to overcome these challenges including the role of neuroscience in understanding employee' behaviour to adopt these challenges in this review paper. The identified challenges in 'new normal' are increased maintenance costs, low demand due to self-medication, increased interference of media and government in hospital administration, high turnover of nurses and other employees. Neuroscience plays a significant role in understanding employees' behaviour and meeting the challenges with respect to employees. Understanding employees' behaviour is crucial in the successful treatment of patients. Neuroscience helpsin understanding the employees' behaviour, which will pave the way for successful adoption of 'new normal' challenges. In addition to the Hospital Administration should focus on the suggested steps to meet the challenges.

Keywords: *Challenges of Hospital Administration, Neuroscience, New normal, employees' behaviour, Nurses behaviour in new normal.*

1. Introduction

The number of people with small ailments going to the hospital has come down drastically after the pandemic. Before a pandemic, for every small disease, people visited doctors and hospitals. But in the "new normal," many people use self-medication for small diseases without knowing its side effects. Sometimes they depend on websites or doctor apps for the treatment(Thomos et al,2022). That is impacting the demand for hospitals. At the same time, there are changes in the behaviour of employees. It is a well-known fact that nurses and other staff did not take proper care

regarding safety measures during the pandemic. However, all employees play an important role in dealing with the patients. Compared to doctors, other employees spend more time with the patients.It is high time for hospital administration to focus on solving the problems of employees before they become dissatisfied employees of the organization. Doctors and nurses used to follow neuroscience to understand the behaviour of some of the patients. Now the time has come where doctors or hospital administration can use neuroscience to understand the behaviour of employees. Doctors and other employees both contribute significantly to the brand of any hospital service. Both of these two stakeholders are valuable assets for the hospital. One important reason for the employee's dissatisfaction is that, without proper training, they were forced to go to work in a pandemic situation. At present, there is sufficient time to upgrade their skills to face any new challenges in the hospital (PeifferSmadja et al,2020).

Neuroscience has emerged to study the functioning of the brain, which is helpful in understanding individual behavior. There is a need to understand the behaviour of employees, which is influenced by the functioning of their brains. Neurologic research developments have made it easy to understand the functioning of the brain. Hospital administration should use their research to better understand employee behaviour in this "new normal" situation(Scarlet,2014)

The pandemic situation had brought many changes among the stakeholders in the hospital. Doctors and other employees must acquire new competencies to face these challenges. Employees' behaviour is completely dependent on the behaviour of their brain. Knowledge of neuroscience will be helpful to understanding employees' behaviour. (Ravindran,2022).

Neuroscience is "the study of the nervous system that is aimed at understanding behaviour on the basis of biological principles" (Braeutiganm,2005). It tries to understand employees' behaviour, thought processes, and emotions with the application of neurological science (Martin & Walter,2005).

2. Objectives:

•   To identify the challenges for Hospital Administration 'new normal'

•   To identify the strategies to overcome these challenges.

3. Data collection and review of literature:

For the study, various papers were reviewed to identify the challenges of hospital administration in the "new normal." The first part of the reviews deals with identifying challenges for hospital administration, and the second part deals with strategies to overcome the challenges, including the role of neuroscience in understanding the employees' behaviour.

3.1 Challenges for Hospital Administration in the "New Normal":

Self-medication of the patients, underutilization of the hospital facilities, an increase in the hospital's maintenance costs, an increase in customer expectations, an increase in the involvement of government or political interference, turnover among employees, an increase in the demands of the employees, and an increase in media interference about the hospital for tiny issues are some of the challenges faced by the hospital administration (Hebba, Sudhar,Dsouza,2020).

3.1.1. Increase in costs:

During pandemic time, many hospitals paid extra payments to their employees and other

staff for various reasons. However, the same expectations exist among the employees and other staff, which forces the hospital administration to pay extra payments. However, the revenue side of the hospitals has been severely affected as many people are focusing on their health and use of over-the-counter medicines at medical shops. (Raghuvanshi,2020).

3.1.2. Self-medication

Many patients started using self-medication or website for small ailments. This has led to two types of problems for hospitals. The first one is that patients will come to the hospital when the problem has become bigger, and some patients will not share the information about the self-medication with the doctors. The second one is regarding the decrease in demand for the hospital, which in turn affects the revenues. It is time to understand the change in the behaviour of the patients. The trust level between the doctors and patients, the doctors and employees, and the employees and patients had been severely affected (Singh & Sharma,2021)

3.1.3. An increase in customer expectations

The customer wants their ailments cured as quickly as possible. At the same time, they are not ready to spend sufficient time in the hospital for service. It is not an exaggeration to say that some customers will check for the solution on the website before they come and visit the doctors. Some patients will not hesitate to discuss their internet knowledge with the doctors. Doctors have to make the customer understand that treatment for each patient is different because the nature of each patient's body is different. The trust between the customer and the doctor had changed in the last two years because of various reasons (Pham& Nguyen,2022).

3.1.4. Increase in the demands of employees

Employees had tough conditions during the pandemic situation, as many of them had to meet all the patients without the use of proper safety dresses and so on. Of course, some hospitals are kind enough to pay more for these services. Now, employees are expecting more training in dealing with tough situations in the future, and they are not ready to take the same risk again and again. Some nurses are expecting more incentives for each extra task they are doing, and their frustration during the pandemic is not well handled. There is a need to take feedback from the employees about their satisfaction with the hospital administration. Beyond monetary incentives, they expect more from the hospital administration. This issue is critical to the hospital's future success.Hospital administration can learn from other industries about the welfare measures to be adopted for their employees to avoid such problems in the future (Pattnaik& Jena,2020).

3.1.5. Increase in the media inference

If a hospital saves hundred critical patients' lives, it will not be highlighted by anyone in the media. But the media never forget to highlight a single mistake in any hospital. The way society reacts to mistakes made in a hospital differs from that of a college. One P-U college administration was in hot water after an entrance exam paper was leaked from their study center. Surprisingly, there was a high demand for student admissions at that college the following year. The same thing would not hold true if a mistake happened in a hospital. Many patients will decline the opportunity to visit that hospital due to negative publicity. Government either directly or indirectly through political power will start interfering in the administrative matters of the hospital which

in turn put pressure on the Hospital Administration (Kumar et al,2021)

3.1.6. High turnover of employees in hospital

Crisis management is the biggest challenge in "new normal" situations across the globe. The "new normal" has made employees develop new competencies and be able to work from any hospital. The turnover of employees is the biggest problem faced by hospitals. Many employees, after their struggle in the last two years, have second thoughts about their career in this field. Slowly, they are looking for other industries by upgrading their skills. However, the loss of trained employees cannot be immediately replaced in any hospital. Customer service is affected due to a shortage of employees, which in turn affects customer satisfaction (Levesque,2020). In this year, the government announced the establishment of 300 new nursing colleges.One has to wait and see how the hospitals will manage their services in the next few years. Hospital administration can borrow crisis management strategies from different industries to solve these problems (Jesus & Landry,2020).

4. Strategies to overcome the challenges

4.1. Understand employees' behaviour better using neuroscience:

Employees play a critical role in delighting customers. They are the assets of the organization. Before you can think about customer satisfaction, you must first satisfy them. To satisfy the employees, one should familiarise them with the changed working environment. Understanding employees is possible by understanding their behavior, which is possible through the application of neuroscience. When employees are free from any negative thinking, they freely express their views and ideas for improvement in their organizations. Application of neuroscience allows for better understanding of employees' behaviour. (Turturici,2018). Trust is dependent on the consistent behaviour of an HR manager in ordinary situations and extraordinary situations(Bingham,2020)

4.2. Train front-line employees on a regular basis:

There is no second chance to make a good first impression.The front end plays an important role in creating a first impression. Patients who come to hospitals are already disturbed due to their health problems and expect better treatment with empathy from front-end employees, nurses, and doctors. The increased work load of nurses and doctors should not affect their ability to handle patients with empathy. For the most part, all hospitals will provide the same treatment for common diseases, but patients will remember how they were treated for a long time.In such a situation, there is a need for training the front-end employees, nurses, and other staff regularly on soft skills(Shukla,2022)

4.3. Use of technology

All hospitals use technology for the mere storage of patient information. But few hospitals make use of this information. For example, technology can be used to send short message services, emails to remind people to take medications as prescribed, reminders and health checkup schedules, and health management tips (Ghili, 2022).

4.4. Feedback from customers:

Collecting feedback from patients should not be for show; the feedback collected should be analysed and proper steps taken to avoid problems and improve the services. Small gestures like not asking them to undergo unnecessary tests, asking more questions about

symptoms to judge the cause of disease, handling the patients with smiles, showing courtesy in handling patients, and building confidence among the patients by giving the right suggestions with empathy will be remembered by the patients for a long time (Gigaciri,2020)

4.5. Cut down unnecessary costs:

Saving a penny equals earning a penny.Hospital administration should concentrate on cutting unnecessarily high costs. At the same time, it can invest in employees in terms of training and motivating them. They can ask for suggestions from employees, giving incentives for successful ideas (Khare& Sharma,2022)

4.6. The services industry grows more by referral rate than by promotion:

Customers who are satisfied will refer new customers to the services industry.It is particularly useful in hospitals and industry.Many potential customers will get feedback from their friends and relatives before going to the hospital. In such a case, hospital administration should focus more on customer satisfaction. In this industry, service delivery with empathy will play an important role. Providing concessions to the employees will definitely increase the morale of the employees, who in turn will serve the patients better (Kaur& singh,2022).

5. Conclusion:

It is appropriate to recall the famous adage that "service begins at home". Hospital administration should remember this and satisfy all his employees, including nurses and other staff. The use of neuroscience will be helpful in understanding human behavior, which is dynamic in nature. Taking feedback from employees and customers regularly will

be helpful in enhancing the service quality for the customers. At the same time, hospital administration should focus on cutting costs and generating new avenues. For example, many hospital customers will use health insurance. Hospitals can start their own health insurance policies so that it will be a win-win situation for both customers and service providers. Of course, this is possible for big hospitals, and these big hospitals can extend their health insurance services to other hospitals as well, so that industry will grow in a healthy manner.

Author's contribution:

P. V. Raveendra is responsible for the entire study.

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