

Resource Evaluation Management of Tiwi Doctors' Hospital

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Abstract: This study attempted to find out the resource evaluation management of Tiwi Doctors' Hospital. It also sought answer to the following questions: 1.) What are the areas of resource evaluation management conducted in Tiwi Doctors' Hospital?; 2. What is the level of resource evaluation management along: a. resource planning, b. resource identification, c. performance monitoring and d. resource development?; 3. What are the services in resource evaluation management that helped to mitigate financial losses?; 4. What are challenges encountered in resource evaluation management?; and 5. What resource management plan may be proposed to address the challenges?

The study used the descriptive method of research. The said method enhanced the study on Resource Evaluation Management of Tiwi Doctors Hospital because the researcher wanted to know the specific process, and development from the selected respondents of the research. The respondents of this descriptive research are the 45 medical and non-medical workers that make up the 100% of employees of the hospital. In gathering the data, the researcher made use of survey-questionnaire in achieving the objective of the study. The survey tool has three parts: Part I of the research instrument is a checklist that investigated on the resource evaluation management offered by Tiwi Doctors' Hospital. Part II of the research instrument explored the respondents' level of resource evaluation management along resource planning, resource identification, performance monitoring and resource development through a likert scale. Part III of the questionnaire elicited answers from the respondents the services under resource evaluation management that help mitigate financial losses in Tiwi Doctors' Hospital. Part IV asked the respondents about the challenges they encountered in resource evaluation management through a checklist.

This study is significant and relevant to the Department of Health, Philippine Hospital Association, LGU, medical director, hospital administrators, HR Managers, employees of TDH, clients/patients, and researcher and future researchers.

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I. INTRODUCTION

Hospitals play a crucial role in ensuring the economic and social well-being of society, making their success in fulfilling their mission highly significant. This success largely hinges on their managerial effectiveness. Gaining insights into hospital management practices is essential for achieving better outcomes in hospital operations and enhancing their societal contributions.

In the Philippines, private healthcare services are well-developed and continue to grow. While the medical expertise of professionals in private and public hospitals is comparable, private facilities are typically equipped with superior technology and provide faster patient care. Although private healthcare is relatively affordable by international standards, it is often considered expensive by

local residents. The Philippines is also emerging as a preferred destination for medical tourism, reflecting the cost-effectiveness of private healthcare for international patients.

Public hospitals in the Philippines are staffed by highly skilled medical professionals, but the public healthcare system faces several limitations. Despite the implementation of universal healthcare, there are notable disparities in access to medical services across the country. Public healthcare quality varies significantly, generally being better in urban areas and less reliable in rural regions. Public healthcare in the Philippines is overseen by PhilHealth, a government-owned corporation. PhilHealth provides subsidies for various treatments, including inpatient care and non-emergency procedures. Both Filipino citizens and

permanent residents are eligible to enroll in PhilHealth programs.

As an employee in Tiwi Doctors' Hospital, the researcher considered the importance of the conduct of the study in order to have a profound knowledge in the resource evaluation management of Tiwi Doctors' Hospital. The knowledge gained in the study served as one of the inputs that helped the management and personnel in providing good resource management practices, thus making it as the focus of the study. Additionally, this study brought a much clearer interpretation on the things that should be done when personnel encounter is involved in the different resource evaluation management offered in the hospital specifically along planning, resource identification, and performance monitoring and resource development.

As an output of this study, a proposed resource evaluation management was presented to the head of office for consideration. The output provided all ideas and concept that can help the top management and employees to improve their resources especially the medical equipment, utilizations of resources, office equipment, human resources and other resources of the hospital.

II. THEORETICAL FRAMEWORK

The study identified four key models for evaluating the quality of healthcare services: the Resource Evaluation Management Framework (REMF), Resource-Based View (RBV) Theory, Lean Management Theory, and General Systems Theory (GST). The Resource Evaluation Management Framework (REMF) provides a structured approach for hospitals to effectively manage their resources. It begins with a thorough assessment of resources, including staff qualifications, equipment conditions, financial assets, and facility status. Based on this evaluation, resources are allocated according to the hospital's needs and priorities to ensure equitable distribution and efficient functioning. REMF emphasizes ongoing resource management to address inefficiencies, minimize waste, and maintain effectiveness. The ultimate goal is to optimize patient care by ensuring adequate staffing, timely access to equipment, and well-maintained facilities. Additionally, REMF aims to improve operational efficiency by streamlining processes and reducing costs, contributing to a sustainable healthcare system. It also supports achieving broader organizational goals, such as enhancing patient satisfaction, improving health outcomes, and achieving financial sustainability. This framework integrates resource assessment, allocation, and management to address challenges and align with strategic hospital objectives.

III. CONCEPTUAL FRAMEWORK

This study focused on evaluating the resource management practices at Tiwi Doctors' Hospital. The study inputs included the specific areas of resource evaluation management practiced at the hospital, assessing the level of management across key dimensions such as resource planning, identification, performance monitoring, and

development. It also analyzed the hospital's resource evaluation services that contributed to mitigating financial losses and addressed the challenges encountered in managing resources.

For the process, the researcher developed a questionnaire as the primary research instrument. This tool was designed to gather data relevant to the study's objectives and was validated before being deployed for data collection. The questionnaire provided insights into the level of resource evaluation management at Tiwi Doctors' Hospital. The process also involved preparing and validating the research tool to ensure the accuracy and reliability of the findings.

The study's output included a proposed management action plan aimed at resolving the identified challenges in resource evaluation management. The researcher crafted this action plan to provide Tiwi Doctors' Hospital with strategies for overcoming these challenges.

IV. REVIEW OF RELATED LITERATURES

According to Inabo (2023), resource planning involves determining the resources necessary for project delivery, followed by allocating and scheduling tasks based on team capacity. Effective resource planning includes: (a) identifying who will work on specific projects and timelines; (b) assessing availability to perform tasks; (c) optimizing the team's time usage; and (d) balancing priorities and managing competing demands among project managers.

Pillai, Senthilraj, and Swaminathan (2019) emphasized that in the evolving healthcare industry, human resource development (HRD) must adopt modern methods to remain competitive. HR management (HRM) plays a pivotal role in ensuring adherence to regulations, improving quality healthcare delivery, and minimizing errors through strategies like root cause analysis, gap assessments, skill alignment, and interdisciplinary team formation. The approach focuses on better distribution of tasks and implementing quality improvement methodologies for patient-centered care.

In hospital settings, both human and material resources are subject to planning. Lee et al. (2020) examined resource management strategies during the pandemic at a Singaporean medical center. They recommended measures like staff reassignment, converting general ward beds to ICU beds, tailoring training programs, reducing staff-to-patient ratios, reassigning nurses post-critical care training, and deploying other licensed professionals such as pharmacists and dietitians to support patient care.

Resource planning encompasses organizing, identifying, and listing the assets needed for project completion. Resources include tools, equipment, supplies, labor, and time. A robust resource plan specifies the required quantities of storable resources (e.g., funds) and non-storable resources (e.g., personnel). Effective resource

planning impacts project scheduling and budgeting significantly (Resource Planning Guide, 2024).

Dela Cruz et al. (2022) developed a Facilities Technology Management (FTM) framework for public healthcare institutions in developing countries. The framework prioritized efficiency, sustainability, eco-friendliness, and innovation, integrating strategic initiatives that aligned with healthcare institution (HCI) standards and best practices. The study emphasized cost-effectiveness, safety, employee welfare, and environmental considerations, combining FM and TM approaches to address manpower, process, and technology challenges. A technology management system was proposed to enhance public healthcare operations by leveraging information and communications technologies (ICT).

Building on Dela Cruz et al.'s work, the current study focuses on strategic resource planning, identification, performance monitoring, and development to improve hospital resource management. This approach emphasizes mitigating financial risks and overcoming operational challenges.

Binghay et al. (2022) examined Total Rewards Management (TRM) practices in Philippine healthcare organizations, focusing on components such as compensation, benefits, work-life balance, career growth, and performance recognition. Their findings revealed that while TRM practices were implemented, they had a limited impact on enhancing employee experiences. TRM communication was primarily conducted during town hall meetings rather than as part of the onboarding process. Despite these limitations, the insights from Binghay et al.'s study guided this research in evaluating TRM practices, resource planning, and identifying areas for improvement to optimize resource evaluation management.

The Philippines' universal health coverage legislation, passed in 2019, included health workforce reforms underpinned by a cocreation model. Liwanag et al. (2022) conducted projection studies on 10 health professions to estimate primary care needs at various levels. The collaborative approach fostered shared decision-making and open communication between policymakers and researchers. The model offers valuable lessons for addressing workforce challenges in low- and middle-income countries, highlighting the importance of evidence-based policy development.

Incorporating these insights, Tiwi Doctors' Hospital adopted a cocreation approach for resource planning. This involved collaborative problem-solving, resource identification, performance monitoring through transparent communication, and developing resources to overcome challenges—contributing to effective resource evaluation and management.

V. METHODOLOGY

Research design is what binds the study together. A design serves to organize the study and demonstrate how all of the main components—measures, treatments or programs, methods of assignment, samples or groups, and so on—work together to answer the main research questions (Trochim, 2005).¹ As defined by Aquino in the book of Calderon, (2017)² descriptive research is fact-finding with adequate interpretation. Shuttleworth, (2008)³ considered the descriptive research often used as a pre-cursor to quantitative research designs, the general overview giving some valuable pointers as to what variables are worth testing quantitatively.

This study employed a descriptive research design. Descriptive research focuses on determining, describing, or identifying the characteristics of a phenomenon, unlike analytical research, which seeks to understand why or how something occurs (McCombes, 2023).

The primary goal of descriptive research is to shed light on current issues or challenges by collecting data that allows for a more comprehensive understanding of a situation. This method does not attempt to explain underlying causes but rather aims to describe various elements of the phenomenon being studied. It is commonly used to examine the characteristics or behaviors of a sample population.

A key feature of descriptive research is that, while it can involve multiple variables, it requires only one variable for the study to be conducted. The three main objectives of this type of research are to describe, explain, and validate findings. While descriptive studies are often associated with observational methods, they also incorporate other data collection techniques such as case studies and surveys, making them versatile tools for research.

The researcher determined the resource evaluation management offered by Tiwi Doctors' Hospital. Likewise, the level of resource evaluation management in terms of planning for resource, resource identification, performance monitoring and resource development and the services in resource evaluation management that help to mitigate financial losses were looked into. The challenges encountered were also asked to be used as basis for the formulation of resource management plan of Tiwi Doctors' Hospital.

VI. FINDINGS

The findings revealed in this study were:

- The researcher found out that Tiwi Doctors' Hospital offers a comprehensive Resource Evaluation Management services, as evidenced by 100% of medical staff acknowledging the inclusion of resource planning within the hospital's management framework. Furthermore, a high percentage (97.77%) of personnel affirmed the provision of both resource identification and performance monitoring, highlighting the hospital's

commitment to strategic resource allocation and ongoing assessment of effectiveness. Additionally, the majority of staff (93.33%) reported that the resource development initiatives are integrated into the hospital's resource evaluation management practices, reflecting a dedication to fostering continuous improvement and professional growth within the institution.

- The researcher found out that the resource evaluation management of Tiwi Doctors' Hospital in terms of resource planning got a weighted average of 4.69 which is described as *very high*. Among the 3 indicators the "identifies and assigning availability of resources" got a highest mean score of 4.82 interpreted as *very high*. In terms of resource identification, it gained a weighted average of 4.66 which is described as *very high*. The indicator "utilizes the extent which medical equipment is being used whether the hospital is effectively managing the resources" got a mean score of 4.75 interpreted as *very high*. The researcher found out that the resource evaluation management of Tiwi Doctors' Hospital in terms of performance monitoring got a weighted average of 4.79 which is described as *very high*. The indicator "observes progress towards goals and objectives" got a mean score of 4.89 interpreted as *very high*. The researcher found out that the resource evaluation management of Tiwi Doctors' Hospital in terms of resource development got a weighted average of 4.61 which is described as *very high*. The indicators "captures, documents and shares knowledge and best practices" and "fosters a culture of innovation and contentious improvement within the organization" got a mean score of 4.68 interpreted as *very high*.
- There were five (5) different services in resource evaluation management to help mitigate financial losses of Tiwi Doctors Hospital. All or 100% of the employees said that the hospital "renders 24/7 emergency services/ department that provides immediate medical attention to patients with acute injuries or illnesses." Forty-three (43) or 95.55% of the respondents claimed that the hospital "provides high quality patient care services, including diagnosis, treatment, and managements of various medical conditions" and "gives surgical services, such as minor operations." Thirty-nine (39) or 86.66% of the staff said that the hospital "equips with diagnostic services, including radiology, laboratory and ultrasound." Only 15 or 33.33% of the staff claimed that the hospital "offers primary health care services, including screenings, vaccinations, and wellness program."
- The research findings shed light on the challenges encountered in resource evaluation management at Tiwi Doctors' Hospital, highlighting key areas of concern across different aspects. In resource planning, inefficiency in allocating resources effectively emerged as the top challenge, followed by issues related to resource quality and dependencies management. Similarly, resource identification faced challenges such as ensuring the quality of evaluation efforts and maintaining integrity in data resources, underscoring the importance of robust data protocols and security measures.

Performance monitoring faced challenges such as overlooking performance gaps and relying on inaccurate data for decision-making. Similarly, resource development encountered issues, including insufficient training programs and a lack of continuous learning and competency enhancement initiatives. These challenges highlight the need for focused interventions to bridge skill gaps and promote professional development within the organization.

- A management plan was designed and proposed to address the challenges in resource management evaluation of Tiwi Doctors' Hospital.

VII. CONCLUSIONS

The researcher was able to come up with the following conclusions.

- Tiwi Doctors' Hospital frequently offered resource evaluation management in terms of planning resources, resource identification, performance monitoring, and resource development.
- The level of resource evaluation management at Tiwi Doctors' Hospital in terms of planning for resource, resource identification, performance monitoring, and resource development is *very high*.
- The services in resource evaluation management at Tiwi Doctors' Hospital that help to mitigate financial losses differ from those that "renders 24/7 emergency services/ department that provides immediate medical attention to patients with acute injuries or illnesses" with the highest service contributory to mitigating financial losses while the service that "offers primary health care services, including screenings, vaccinations, and wellness program." is the lowest.
- The challenges encountered in resource evaluation management in Tiwi Doctors' Hospital are of low frequencies and rank. Meaning, these challenges were usually encountered by the personnel.
- A management plan is needed to address the challenges in resource management evaluation of Tiwi Doctors' Hospital.

RECOMMENDATIONS

The researcher was able to come up with the following recommendations:

- The Tiwi Doctors' Hospital frequently offers resource evaluation management in terms of planning resources, resource identification, performance monitoring, and resource development, but it should still review its practices and update it to the standards set by the Philippine Hospital Association and other bodies to make sure these are updated and within the set standards.
- The level of resource evaluation management at Tiwi Doctors' Hospital in terms of planning for resource, resource identification, performance monitoring, and resource development is *very high*, some indicators need to be given attention especially those with low weighted average.

- Other services in resource evaluation management in Tiwi Doctors' Hospital that help to mitigate financial losses aside from the highest should be worked on, improved, and implemented to increase revenues and elevate the quality of services in the hospital.
- The management should address the challenges encountered in resource evaluation management of Tiwi Doctors' Hospital especially those aspects that occur frequently.
- Implement the management plan that is designed and proposed to address the challenges in resource management evaluation of Tiwi Doctors' Hospital.

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