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# Strategies for Enhancing Training and Development in Healthcare Management



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KEYWORDS	ABSTRACT
<p><b>Keywords:</b> Healthcare management; training needs; COVID-19; patient-centered care; financial management; corporate governance; learning organization.</p> <p><b>Conflict of Interest Statement:</b> The author(s) declares that the research was conducted without any commercial or financial relationships that could be construed as a potential conflict of interest.</p> <p><b>Copyright © 2025 AHRMR. All rights reserved.</b></p>	<p><b>Purpose:</b> This study examines strategies to enhance training and development in healthcare management, particularly in response to challenges posed by the COVID-19 pandemic. It aims to identify and assess training needs, emphasizing customized approaches to address emerging demands.</p> <p><b>Research Design and Methodology:</b> This study employed a qualitative approach incorporating a literature review and case studies. The study focused on the pandemic's impact on healthcare management strategies and evaluated key training requirements.</p> <p><b>Findings and Discussion:</b> The research identified critical training needs, including health record management, supply chain processes, patient-centered care, customer service, financial management, corporate governance, and fostering a learning organization.</p> <p><b>Implications:</b> The findings highlight the importance of tailored training programs to improve operational efficiency, patient care, financial stability, and continuous learning. This study offers valuable insights for healthcare organizations to adapt and thrive in a post-COVID-19 landscape.</p>

## Introduction

The healthcare sector is constantly evolving, driven significantly by technological advancements (Thimbleby, 2013). Therefore, healthcare organizations must remain committed to enhancing the skills and knowledge of their workforce, especially in areas that can provide a competitive advantage (Mosadeghrad, 2014; Bohr & Memarzadeh, 2020). This commitment entails continuous investments in training and education focused on technology and tools to improve operational efficiency. Emphasizing knowledge management, training, and professional development is essential for the advancement and prosperity of healthcare companies (Gould, Kelly & White, 2004). Many entities establish comprehensive policies and procedures to ensure the continuous development of their employees in key aspects of their business operations (Gesme, Towle & Wiseman et al., 2010). Healthcare organizations' workforce plays a pivotal role in gaining a competitive edge, highlighting the ongoing significance of training and development to meet evolving business needs (Chong & Choi, 2005). According to Maimuna and Yazdanifard, training and development are essential tools for nurturing the capabilities of human capital, making them integral to workforce productivity (Nda & Fard, 2013). Healthcare companies should view training as a strategic investment, as it enhances customer experience throughout the entire value chain (Huebner & Flessa, 2022).

Identifying training needs at the organizational level should closely align with key strategic objectives and goals. Approaches such as Gap analysis, SWOT analysis, or Risk assessment frameworks play crucial roles in guiding the development of proactive strategies that healthcare organizations can employ to enhance their product offerings and service delivery models (Beckhard, 1969; Burke, 1971; Odor, 2018; Odor & Samuel, 2018). These approaches also assist companies in identifying the necessary resources and systems. Another effective method for identifying gaps is using surveys. These surveys typically consist of questionnaires with inquiries and prompts designed to collect valuable information from respondents (Saunders, Lewis & Thornhill, 2016). For example, an organization may aim to reduce costs associated with fraud, waste, and abuse (FWA) or develop strategies for cost containment. Achieving this goal can be facilitated by proactively identifying potential culprits through surveys. Such surveys enable the identification of key characteristics indicative of FWA based on insights from respondents.

Additionally, respondents may propose innovative approaches and highlight other sources of fraud in healthcare, along with methods for proactively detecting potential incidents of fraud. The research aims to thoroughly investigate strategies for enhancing training and development initiatives in healthcare management, considering the distinctive challenges and changes introduced by the COVID-19 pandemic. The pandemic has substantially influenced the healthcare ecosystem, necessitating adaptive and inventive approaches in healthcare management.

The main objective of this research was to explore the complex challenges faced by healthcare management professionals and emphasize the importance of tailoring approaches to effectively address and mitigate the evolving obstacles within the healthcare industry. The research highlighted the necessity of employing customized techniques to tackle the sector's continually changing difficulties. This study aimed to identify the specific training requirements in healthcare administration and to investigate and assess these needs thoroughly.

## Research Design and Methodology

This study utilized a qualitative technique to examine training and development activities in hospital management, informed by the frameworks of Sutton and Austin (2015) and Creswell and Poth (2018). Secondary data was gathered through an empirical literature analysis, using reliable sources to understand the field comprehensively. Gale, Heath, Cameron, et al. (2013) indicated that the framework analysis method was utilized to find, define, and interpret significant patterns and themes within the data. This method facilitated an in-depth exploration of key healthcare training and development concepts, aligning with Goldsmith's (2021) emphasis on recognizing interconnections within complex topics. Content analysis tools were also utilized to examine relevant documents, shedding light on standard practices, obstacles, and potential areas for improvement in healthcare management training (Bowen, 2009). The study employed thematic analysis to evaluate the efficacy of training programs and proposed enhancements, further enriching the research findings. This analytical approach provided empirical evidence and a robust foundation for guiding best practices, offering valuable insights to shape the future of healthcare management training and development initiatives.

## Findings and Discussion

### Findings

#### *Training needs on supply chain management*

Addressing training needs in supply chain management (SCM) is paramount in the healthcare sector, where effective SCM can significantly contribute to cost reduction and the elimination of wastage (Sarache & Gutiérrez, 2018). When implemented adeptly, SCM emerges as a potent tool capable of curbing costs and enhancing overall performance within healthcare organizations (Schneller & Abdulsalam, 2022). This underscores the critical importance of examining strategies for improving training and development in this domain. In a recent article by Mathew, John, and Kumar, an array of approaches geared toward optimizing costs in healthcare supply chain operations is meticulously elucidated. One prominently featured strategy revolves around the virtual centralization of supply

chains (Mathew et al., 2013). This innovative approach promises to streamline SCM processes, thereby driving efficiency gains.

**Table 1.** Healthcare SC stakeholders: Roles and adaptations in the post-COVID-19 Era

Group	Description	Description
Producers	This group encompasses a diverse range of products, encompassing critical items such as medical and surgical supplies, medical devices, and pharmaceuticals. Effectively managing these products is integral to the smooth functioning of healthcare supply chains.	In the post-COVID-19 Era, this group encompasses diverse products, including critical items such as personal protective equipment (PPE), ventilators, and pharmaceuticals. Effectively managing the production and distribution of these items remains crucial for healthcare supply chains' resilience and adaptability to future healthcare crises.
Purchasers	The category of purchasers includes entities like wholesalers, distributors, and Group Purchasing Organizations (GPOs). These intermediaries play a pivotal role in bridging the gap between producers and end-users, facilitating the distribution of healthcare products.	Following COVID-19, the category of buyers, encompassing wholesalers, distributors, and Group Purchasing Organizations (GPOs), is vital in ensuring the accessibility and equitable distribution of essential healthcare products. Their role extends to procuring items like vaccines and therapeutics, which are essential in pandemic response.
Providers	The providers represent the end-users of healthcare products, comprising entities such as hospitals, Integrated Delivery Networks (IDNs), physicians, clinics, pharmacies, and nursing homes. Ensuring these providers have timely access to the necessary supplies is essential for seamless healthcare delivery.	In the context of a post-COVID-19 world, the providers, including hospitals, Integrated Delivery Networks (IDNs), physicians, clinics, pharmacies, and nursing homes, remain at the forefront of healthcare delivery. Ensuring that these providers have timely access to a broader range of supplies, including specialized equipment and therapeutics, becomes even more critical for maintaining high-quality healthcare services and pandemic preparedness.

*Sources:* Ryan (2005), Mathew et al., 2013; Spieske, Gebhardt, Kopyto, et al. (2022); Zamiela et al., 2022; Maluleka & Chummun, 2024

To appreciate the intricacies of SCM in healthcare, it is crucial to comprehend the multi-faceted network of stakeholders involved. In recent research, there has been a notable emphasis on investigating various strategies, extracting valuable lessons, and bolstering resilience within healthcare supply chains, both in response to and in the aftermath of the unprecedented challenges posed by the COVID-19 pandemic (Spieske, Gebhardt, Kopyto, et al., 2022; Arji, Ahmadi, Avazpoor, et al., 2023). Table 1 provides insights into the impact and evolving context in the post-COVID-19 Era. Considering the post-COVID-19 landscape, it becomes imperative to consider the changing dynamics and the effects on these stakeholder groups. The intricacy of the healthcare supply chain is further intensified by the active participation of governmental entities, regulatory bodies, and insurance firms, a notion thoughtfully underscored by Ryan's research (Ryan, 2005). These additional stakeholders hold substantial sway and play indispensable roles within the intricate network of the healthcare supply chain. Their involvement has gained even greater prominence and significance in the aftermath of the global shift in healthcare dynamics induced by the COVID-19 pandemic, underscoring the imperative of swift information sharing during crises. Zamiela, Ibne Hossain, and Jaradat's investigation in 2022 delved into the facilitators of resilience within the healthcare supply chain and identified that when it comes to mitigating disruptions caused by large-scale pandemics, expeditious information sharing, reduced reliance on supply chain design, and vigilant monitoring of essential medical supplies utilization represent optimal strategies (Zamiela et al., 2022). The emergence of COVID-19 has placed unprecedented demands on the healthcare supply chain, with governments and regulatory bodies implementing new guidelines and policies to ensure the availability and equitable distribution of critical medical supplies, including PPE, ventilators, and vaccines. Insurance companies have also had to adapt to the changing landscape, accommodating pandemic-related claims and adjusting coverage options (Maluleka & Chummun, 2024). Effectively addressing the training needs in SCM now necessitates an even deeper understanding of this complex ecosystem and its evolving components in the post-pandemic Era. It underscores the criticality of equipping healthcare professionals with the knowledge and skills required to navigate the intricacies of SCM and respond swiftly to the dynamic challenges posed by global health crises. Training and development initiatives in SCM have become pivotal for enhancing the resilience and performance of healthcare

supply chains, ultimately contributing to high-quality healthcare services, especially in post-COVID-19 recovery and preparedness for future healthcare challenges.

#### *Training needs of products offered*

Critically assessing the training needs related to healthcare products unveils a formidable challenge, primarily rooted in the inherent difficulty of quantifying and the pervasive presence of information asymmetry in this domain. Unlike many other products, healthcare services are not commonly classified as public goods, further complicating their complex nature (Anomaly, 2021). This intricacy is exacerbated by the glaring reality that not all individuals have equitable access to health insurance or nutritious sustenance, resulting in a pervasive disparity concerning healthcare resource availability (Harris, Goudge, Ataguba et al., 2011; Ujewe van Staden, 2021). This informational void often substantially hinders consumers' capacity to make well-informed choices, particularly when confronted with the daunting task of selecting health insurance plans (Einav & Finkelstein, 2018; Quiroga Gutierrez, 2024). For example, some healthcare consumers may remain unaware of potential subsidies available for their insurance premiums and cost-sharing responsibilities, which could lead them to opt out of insurance coverage altogether. Similarly, individuals who inadvertently opt for plans with higher expected expenditures than alternative options may find themselves in a situation where they incur more healthcare expenses throughout the year than they would have with a different plan (Kielb, Rhyan & Lee, 2017).

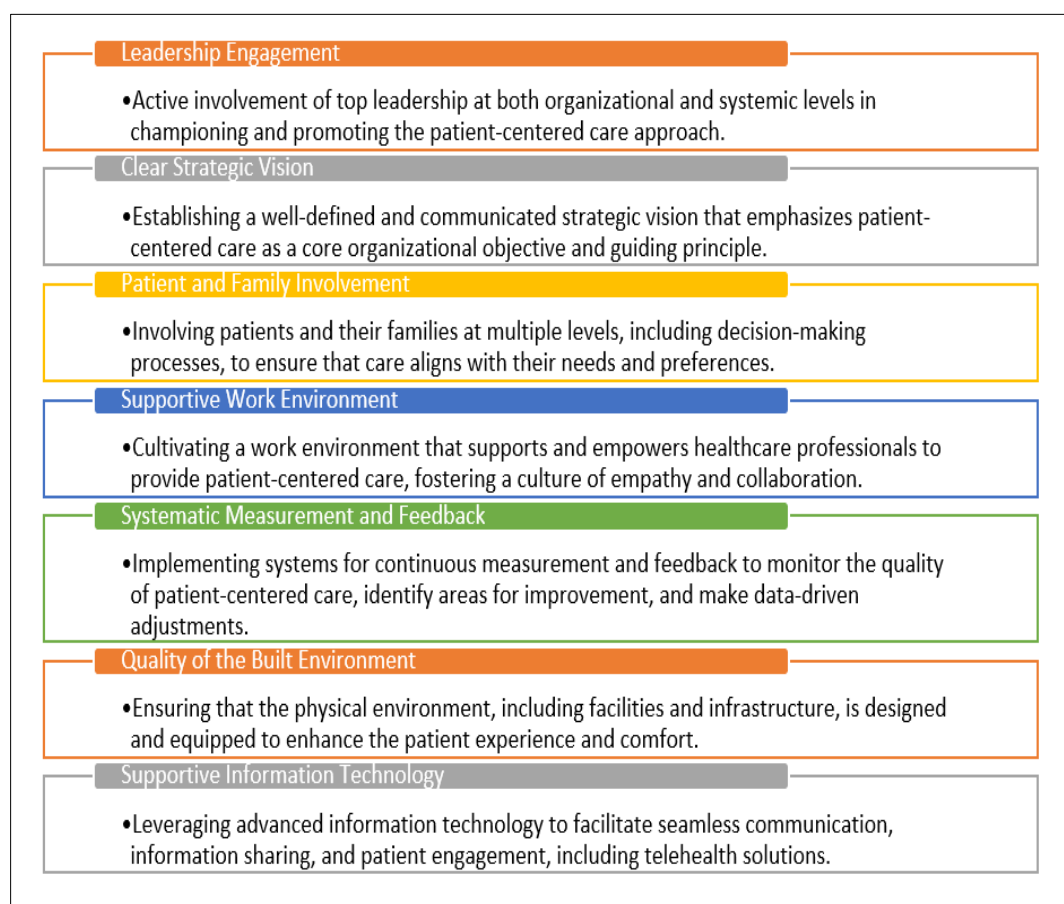
Delving deeper into medical insurance, individuals enroll and purchase healthcare plans to gain access to essential healthcare services. However, these healthcare plans often possess complex structures that can be profoundly challenging for purchasers to comprehend and navigate fully. This complexity, intriguingly, impacts the perspective of the plan members (those procuring insurance) and the healthcare service providers (Plsek & Greenhalgh, 2001; Allen, Call, Beebe et al., 2017). A wealth of research has underscored that individuals with limited healthcare system literacy may grapple with making informed decisions, especially when confronted with highly convoluted product offerings (Seo, Goodman, Politi, et al., 2016). As the complexity of a healthcare product increases, so does the associated risk that purchasers may fail to grasp its inherent features and benefits. In certain regions, such as South Africa, the landscape of medical schemes is marred by an extensive array of registered benefit options (health plans). In the year 2017 alone, South Africa boasted a staggering 278 registered benefit options distributed across 81 different medical schemes; as of 2021, the figure was 255 benefit options in 75 medical schemes, respectively (Council for Medical Schemes (CMS), 2018; CMS, 2022). This absence of standardization in benefit options compounds the challenge of selecting an appropriate plan or benefit option, elevating it to a significant hurdle.

Scholars Kaplan and Ranchod aptly argue that this multitude of benefit options prevalent in the medical scheme market creates a convoluted environment that significantly impacts decision-making processes (Kaplan & Ranchod, 2015). Furthermore, the findings of an annual survey conducted in 2017 shed light on a disconcerting trend: Consumers often found themselves uncertain about the specifics of their medical schemes and the entitlements they were entitled to (GTC (formerly Grant Thornton Capital, 2018). This pervasive uncertainty can be directly correlated with the inherent complexity of products offered by health insurance companies, increasing complaints, and notable fluctuations in customer satisfaction scores. Therefore, it becomes evident that health insurance providers and medical schemes must invest substantially in educational initiatives. These programs are not just indulgences but vital instruments for efficiently educating and teaching enrollees about the numerous perks and goods accessible. Ultimately, these initiatives enable consumers to make informed decisions about their healthcare requirements and preferences.

#### *Training needs of patient-centredness and customer care*

Patient-centered care stands out as a paramount objective within the framework of the nation's healthcare system. However, despite its prominent status, the empirical evidence derived from patient experience surveys consistently portrays a stark reality: the healthcare system remains some distance away from fully realizing this overarching goal (Porter & Lee, 2013; Campbell, Elmore, et al., 2015;). Recognizing this imperative, a set of fundamental strategies has been meticulously identified

and accentuated. These strategies are pivotal in surmounting the existing obstacles, effectively serving as the catalysts for the extensive integration of patient-centered care. Their significance lies in dismantling the prevailing barriers and nurturing an environment conducive to the widespread embrace of patient-centered care principles. Figure 1, as depicted in the scholarly discourse, serves as an illuminating visual representation of these pivotal strategies. It delineates the defining characteristics that make these strategies indispensable in adopting patient-centered care within the confines of individual healthcare organizations and on a systemic scale. The illustration serves as a poignant reminder of their collective importance, emphasizing that they are not merely theoretical concepts but practical, actionable measures. In unison, these strategies coalesce to foster an environment where the paramount considerations are the well-being and preferences of the patients themselves. This concerted effort champions a holistic and all-encompassing approach to healthcare delivery, aligning it with the core principles of patient-centered care. Thus, within this transformed healthcare landscape, the patient takes center stage, and their experience and satisfaction become the ultimate litmus test for the efficacy and quality of healthcare services.



**Figure 1.** Key Strategies for Overcoming Barriers and Promoting Widespread Implementation of Patient-Centred Care.  
**Sources:** Luxford, Safran & Delbanco (2011); Moore, Britten, Lydahl, et al (2017); Nkrumah & Abekah-Nkrumah (2019)

Extensive theoretical research has delved into customer care, customer service, and service quality, examining their profound implications on various facets, including customer satisfaction, organizational performance, and customer retention. It is crucial to recognize that customer service in the healthcare sector possesses distinctive characteristics compared to other industries, primarily because patients are not merely customers; they are recipients of critical medical services vital to their health and well-being (Management Sciences for Health (MSH), 1996; Sheehan, Laver, Bhohti, et al. et al., 2021). Consequently, healthcare organizations are responsible for nurturing and maintaining robust customer service relationships with their patients, acknowledging the heightened significance of these interactions within the healthcare context (MSH, 1996; Sheehan et al., 2021). Mosadeghrad has made a noteworthy contribution to this discourse by identifying and elucidating ten determinants



that significantly contribute to the quality of service, subsequently influencing the broader realm of customer care (Mosadeghrad, 2014). These determinants form a critical framework for understanding and enhancing the patient's experience.

Furthermore, the significance of healthcare organizations has been further emphasized considering the COVID-19 pandemic, as they have encountered unparalleled difficulties and changes in patient demands. In the post-COVID-19 landscape, these determinants have renewed importance, with healthcare organizations adapting their approaches to align with evolving patient needs and safety concerns. The quality of service in healthcare now extends beyond traditional dimensions to encompass elements such as responsiveness to pandemic-related challenges, ensuring a heightened sense of security, and employing effective communication strategies to disseminate crucial health information. Therefore, these determinants are a fundamental framework that healthcare providers can utilize to develop strategies to address the healthcare landscape's distinct challenges following the pandemic. This, in turn, will contribute to improving patient care and satisfaction. Table 2 below compares key healthcare factors pre- and post-COVID-19. Pre-pandemic, reliability, responsiveness, competence, and access focused on consistency, readiness, and expertise, while courtesy, communication, credibility, and understanding emphasized respect, trust, and tailored service. Post-COVID-19, these factors adapted to new challenges. Reliability stresses consistency despite disruptions, and responsiveness highlights adaptability. Competence includes digital skills, access prioritizes virtual channels, and communication emphasizes clear health messaging. Credibility relies on transparency; security extends to health and data safety, and understanding addresses pandemic-specific needs. Tangibles emphasize visible safety measures.

**Table 2.** Determinants of patient-centered care

Determinants	pre-COVID-19	post-COVID-19
Reliability	Consistency of performance and dependability.	Consistency in delivering services, even amidst disruptions and uncertainties.
Responsiveness	Willingness or readiness to provide service.	Swift and adaptive responses to changing customer needs and safety concerns.
Competence	Having the necessary expertise and proficiency to carry out the task.	Ensuring service providers have the essential skills, including digital proficiency, for remote interactions.
Access	Approachability and ease of contact.	Facilitating safe and convenient access, including digital channels and telehealth options.
Courtesy	The attributes of politeness, respect, consideration, and friendliness exhibited by contact personnel.	Maintaining politeness, respect, and empathy in interactions, especially in high-stress situations.
Communication	Ensuring effective communication with customers by providing them with comprehensible information and listening attentively.	Providing clear, accurate, and empathetic communication, emphasizing health and safety information.
Credibility	Trustworthiness, believability, and honesty.	Building trust through transparency, ethical conduct, and adherence to safety guidelines.
Security	Freedom from danger, risk, or doubt.	Ensuring a sense of safety and well-being for customers, including health and data security.
Understanding/Knowing	Exerting a deliberate endeavor to comprehend the requirements of the customer.	Customizing services to meet individual requirements, encompassing a comprehensive comprehension of the distinct obstacles presented by the ongoing pandemic.
Tangibles	The physical evidence of the service.	Showcasing visible measures that ensure safety and hygiene in physical and digital service environments.

Sources: Ohta, Ikeda & Sawa (2021)

### *Knowledge Management*

Knowledge management encompasses a vast and multi-faceted domain that spans a spectrum from the tangible, such as databases and patents, to the intangible, encompassing the dynamics of human mentorship and interpersonal relationships within organizations (Chong & Choi, 2005). Despite its undeniable importance, defining knowledge management has proven to be a nuanced and intricate task, with different scholars and practitioners offering varying interpretations of this multi-faceted

concept. Indeed, the literature on knowledge management is rife with diverse perspectives, highlighting the challenges associated with pinning down a universally accepted definition. This diversity arises from knowledge management, which transcends strict boundaries, encompassing many dimensions and meanings. Different definitions and interpretations emerge depending on how one views knowledge and its management (Chong & Choi, 2005).

Nevertheless, the significance of knowledge management cannot be overstated, particularly in the context of organizational longevity and competitiveness (Chong & Choi, 2005). Knowledge, in all its forms, is recognized as the foundational asset upon which the success and survival of organizations hinge. It represents the core competency that drives innovation, informs decision-making, and enables organizations to chart their course into the future. In this dynamic landscape, the human resources function within organizations must assume a central role in driving knowledge management initiatives. Establishing an environment that cultivates a culture centered around exchanging knowledge and ongoing education is paramount. Creating an environment that fosters active participation in experiential learning and encourages individuals to contribute to the collective knowledge base of the organization has the potential to provide a notable competitive edge (Beyetlein, Collins, Jeong, et al., 2017). This approach not only harnesses the existing wealth of knowledge but also propels the organization toward a future where adaptability and innovation are central to its identity.

#### *Financial management in healthcare*

Financial management plays a central and multi-faceted role within healthcare organizations, encompassing a range of critical functions to ensure the institution's effective and sustainable operation (Uhlars, Weimer-Elder & Lee, 2008). One of its primary responsibilities involves the meticulous management of budgets, a pivotal task contributing to mitigating financial risks inherent to the healthcare sector (Naranjee, Ngxongo & Sibiya, 2019). In essence, healthcare entities must establish robust financial systems and procedures to facilitate working capital management, guarantee cost reduction initiatives are implemented effectively, and maintain an adequate reservoir of funds, all of which are instrumental in sustaining the organization's day-to-day operations (Grozdanovska, Bojkovska & Jankulovski, 2017). Moreover, the significance of financial management extends beyond the realm of immediate financial stability. It is intrinsically tied to the organization's ability to achieve its overarching strategic objectives. This involves meticulous planning and budgeting processes that align financial resources with the strategic direction of the healthcare organization. (Cashin, Bloom, Sparke et al., 2017). The purview of financial management encompasses a diverse array of functions, including the evaluation and planning of financial initiatives, the consideration of long-term investment decisions, the determination of appropriate financing mechanisms, the effective management of working capital, the administration of contracts, and the vigilant management of financial risks. These facets must harmonize to propel the organization toward its financial goals. A robust and well-organized financial management framework is akin to the backbone of a healthcare organization. When executed efficiently, it ensures the institution's fiscal health and directly affects its ability to provide efficient and high-quality healthcare services to its patient population. The careful stewardship of financial resources allows healthcare organizations to invest in cutting-edge medical technologies, attract and retain top-tier talent, and ultimately fulfill their mission of delivering optimal patient care.

#### *Learning Organisation*

The concept of the 'Learning Organization' was developed by Peter Senge, and it represents an organizational paradigm where individuals and teams are engaged in an ongoing process of learning and improving their capabilities (Senge, 1999). This innovative method of organizational management prioritizes cultivating a learning culture wherein continual learning is encouraged and ingrained in the managerial framework (Schein, 2004). Table 3 below depicts the expansion of Senge's Learning Organization in the Context of COVID-19 and further explores how the five disciplines evolved to meet pandemic-driven challenges. Pre-COVID-19, team learning focused on in-person collaboration, while post-COVID-19 shifted to virtual teamwork using digital tools: the shared vision, previously stable, required realignment with dynamic goals post-pandemic. Mental models emphasize challenging

assumptions, fostering adaptability and innovation during uncertainties. They were initially centered on self-improvement, and personal mastery expanded to include resilience and digital literacy. Lastly, systems thinking, while previously organizational, grew to encompass global interconnectivity and broader implications of decision-making. The significance of expanding Senge's Learning Organization framework in the context of COVID-19 lies in its ability to demonstrate how organizations can adapt core learning principles to address unprecedented challenges.

**Table 3.** Expansion of Senge's Learning Organization in the context of Covid-19

Discipline	pre-COVID-19	post-COVID-19
Team Learning	Involves collective learning within groups or teams, emphasizing dialogue, collaboration, and shared experiences.	Emphasis on virtual collaboration and remote teamwork, utilizing digital tools and platforms for shared learning experiences.
Shared Vision	Embodies a collective feeling of purpose and direction that unifies individuals and teams towards a shared objective.	Reevaluating and adapting the shared vision to align with changing organizational goals and the evolving landscape post-pandemic.
Mental Models	Addresses ingrained assumptions and thought patterns, encouraging open-mindedness and flexible thinking.	Challenging preconceived notions and adapting mental models to navigate uncertainties and embrace new ways of thinking and problem-solving.
Personal Mastery	Focuses on individuals' continuous self-improvement and development of skills and competencies.	Recognizing the importance of resilience, adaptability, and digital literacy for individuals to thrive in a changing work environment.
Systems Thinking	Emphasizes understanding the interconnectedness of different organizational components for more informed decisions.	Increased awareness of the interconnectedness of global systems, emphasizing the need to consider broader implications in decision-making.

*Source: Adapted Senge (1999) and expanded to include the context of the Covid-19 pandemic.*

#### *Governance for healthcare managers*

Corporate governance encompasses a set of conventional managerial responsibilities, primarily involving financial management and budgeting, procurement and the intricate domain of supply-chain management, the intricacies of human resource management, and the management of essential infrastructure (Eltantawy, 2011; Mohd Saudi, Supriadi, Sunjana, et al., 2019). These elements collectively form the foundation upon which effective organizational governance is built, ensuring the efficient allocation of resources and the attainment of strategic objectives. Corporate governance is underpinned by three fundamental principles: enterprise, transparency, and accountability (Charkham & Ploix, 2005). These principles serve as guiding beacons, guiding healthcare organizations towards responsible and ethical practices, which are especially vital in an industry that directly impacts public health and well-being. In the global healthcare ecosystem, healthcare managers take on various roles, ranging from practice managers overseeing the daily operations of healthcare facilities and policymakers shaping the regulatory landscape to government officials orchestrating healthcare policies at a broader scale. Corporate governance is pivotal in this context, necessitating robust and dynamic two-way engagement and communication channels. Providing equitable access to pertinent information regarding corporate governance policies for all parties involved is crucial.

Additionally, continuous training and professional development initiatives are essential to equip healthcare practitioners with the knowledge and skills required to navigate the intricacies of corporate governance within the healthcare sector. However, it is necessary to acknowledge the complexity inherent in understanding and influencing corporate governance matters in healthcare. Healthcare professionals are typically trained to deliver patient care and may have limited exposure to the intricacies of governance and oversight roles. This knowledge gap underscores the importance of providing comprehensive training and resources to healthcare practitioners to enhance their understanding of corporate governance's role in healthcare management. Moreover, it is crucial to differentiate between clinical governance and corporate governance. These are distinct but interconnected domains within healthcare management. Extensive literature has explored the interplay between corporate and clinical governance, emphasizing the need for healthcare management teams to implement robust clinical governance systems aligning with organizational goals and priorities. These clinical governance systems play a critical role in safeguarding the quality and



safety of patient care, and their performance is often reported to governing boards for oversight and accountability (Maxwell & Carswell, 2011).

**Table 4.** Difference between corporate and clinical governance.

Aspect	Corporate Governance	Clinical Governance
<b>Primary Focus</b>	Focused on the healthcare organization's overall management, accountability, and strategic direction.	Concentrated on the quality and safety of clinical care and patient outcomes.
<b>Responsibility</b>	Oversees the organization's financial performance, legal compliance, and ethical conduct.	Concerned with the delivery of healthcare services, adherence to clinical standards, and patient safety.
<b>Decision-Making Authority</b>	Concerned with high-level decisions, including leadership appointments and strategic planning.	Involves decisions related to clinical protocols, treatment guidelines, and patient care pathways.
<b>Key Stakeholders</b>	Focuses on shareholders, board members, executives, and external regulators.	Involves clinicians, healthcare providers, patients, and relevant healthcare staff.
<b>Performance Metrics</b>	Metrics may include financial performance, shareholder value, and regulatory compliance.	Metrics primarily involve clinical quality indicators, patient outcomes, and safety measures.
<b>Accountability and Oversight</b>	Ensures accountability to shareholders, regulators, and the public.	Ensures accountability for the quality and safety of patient care.
<b>Legal and Regulatory Compliance</b>	Ensures compliance with financial and corporate regulations and laws.	Ensures compliance with clinical governing healthcare.
<b>Relationship with Clinical Governance</b>	Oversees the implementation of clinical governance policies and practices.	Collaborates closely with corporate governance to align clinical practices with organizational goals.

*Source: Arnwine (2001); Brennan & Flynn (2013); Fusheini, Eyles & Goudge et al. (2016); Institute of Directors (IOD) (2016)*

## Discussion

The study's findings reveal a pronounced gap in training related to medical record-keeping, particularly in the public healthcare sector, with only 6% of respondents reporting adequate training. This highlights the need for a cultural shift and commitment from top-level management to address this deficiency. The ongoing process of identifying, analyzing, and evaluating the training needs in healthcare management is of utmost importance for the long-term viability of healthcare organizations (Gaspard & Yang, 2016). The COVID-19 epidemic has undoubtedly underscored the significance of training and development initiatives in hospital administration, particularly in areas that equip healthcare workers with the necessary skills for preparedness for pandemics and outbreaks. The worldwide crisis has highlighted the necessity of investing in the skills and competencies of healthcare management teams. It has also expedited the requirement for a comprehensive and flexible approach to effectively tackle the changing challenges and capitalize on emerging opportunities in the healthcare sector after the COVID-19 pandemic. The various strategies discussed herein have the potential to enhance the preparedness and efficacy of management teams within healthcare organizations. The plan above encompasses implementing efficient and digital health record management, optimizing the supply chain, and enhancing customer service to address evolving expectations effectively. They are essential in cultivating resilience and readiness. Knowledge in healthcare administration has been emphasized by its swift distribution, especially during crises. To facilitate evidence-based decision-making and promote real-time information sharing, healthcare managers must comprehensively understand knowledge repository management. The economic ramifications of the pandemic have heightened the necessity for exercising financial prudence. Providing education to healthcare managers on making prudent financial decisions during periods of crisis is essential for ensuring the stability and adaptability of an organization.

The results indicate the importance of practical training in SCM and cost reduction, emphasizing the necessity for initiatives in navigating the complexities of the healthcare supply chain, especially in the post-COVID-19 Era. The insights underscore challenges in understanding healthcare products, highlighting the need for educational initiatives to empower consumers. The findings highlight significant gaps in patient-centered care, emphasizing the necessity of adapting strategies to meet

evolving patient needs in the post-COVID-19 Era. Knowledge management is a critical component, with qualitative insights underscoring the importance of fostering a culture of learning within organizations. Additionally, the results indicate a strong association between effective financial management and attaining strategic objectives, emphasizing the imperative of financial prudence for sustained success. The study's findings highlight the significance of extrinsic factors in nurturing a learning organizational culture, emphasizing the importance of fostering connections and collaborative efforts. Lastly, the study findings underscore the need for comprehensive corporate governance training for healthcare managers, emphasizing equitable access to information and continuous professional development.

## Conclusion

Healthcare management is complex, involving risks related to financial sustainability, business process improvements, and patient safety while navigating technological advancements, regulatory obligations, demographic shifts, and evolving disease burdens. Effective management requires broad leadership and managerial skills to address these challenges. The COVID-19 pandemic highlighted the essential requirement for continuous training and development in healthcare management, stressing the significance of investing in the skills and competencies of management teams. Implementing digital health record management, optimizing supply chains, and improving customer service are crucial to enhancing preparedness and adaptability. Additionally, healthcare managers must have knowledge management skills for evidence-based decision-making, financial prudence during crises, and robust governance practices. Adopting a learning organization approach will foster continuous professional development, enabling healthcare institutions to adapt effectively to emerging challenges and navigate future uncertainties.

Despite the valuable insights provided, this study has several limitations that should be considered. Firstly, the research relied on secondary data and qualitative methods, which may have introduced bias due to the nature of the sources and the interpretation of the findings. The study also concentrated on training and development in healthcare management, neglecting other critical aspects such as technological infrastructure's role or organizational culture's impact in implementing these training strategies. Furthermore, the research did not explore the long-term effects of the training programs, making it difficult to assess their sustainability and effectiveness over time. Lastly, the evolving nature of the COVID-19 pandemic presents an ongoing challenge, as the findings may not fully capture the ongoing changes and new challenges that healthcare management professionals face.

The study's recommendations highlight several key areas for improvement in healthcare management training programs. First, enhancing training in critical areas such as medical record-keeping, supply chain management, and patient-centered care is essential, as gaps were identified in these domains. Customizing training programs to rectify these inadequacies can assist management teams in remaining informed about developing trends, especially considering the challenges presented by the post-COVID-19 healthcare environment. Additionally, fostering a culture of continuous professional development and knowledge sharing within organizations will ensure that healthcare professionals are equipped to adapt to evolving best practices and technological advancements. Investing in digital health solutions, alongside comprehensive financial training programs, is also crucial for improving operational efficiency and enabling healthcare managers to make sound financial decisions, particularly in times of financial instability. Further, strengthening governance and regulatory compliance through ongoing training in corporate governance and legal requirements will ensure that healthcare managers are equipped to make informed decisions and maintain organizational integrity. The study also stresses the importance of developing crisis-responsive strategies, as demonstrated by the need for flexibility and resilience during the COVID-19 pandemic. Future research should investigate the long-term efficacy of these training programs to determine their sustainability and capacity to address the growing requirements of healthcare organizations.

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