REFACS

EDITORIAL

Strategic people management in healthcare organizations

In the case of health organizations, a new format has been observed over the last decades, which tends to adapt rapidly, with the incorporation of new technologies in the provision of services that respond to different demands and/or health needs. In addition, the quantity and speed of information and globalized knowledge demand the development of new professional skills within these organizations[1].

The area of People Management in health organizations is a strategic and essential element, as it is required to plan practices that enable the arrangement of the expectations of the organization and people.

The way in which people management in a health organization observes its internal and external resources and manages their implementation affects strategic decisions and the achievement of goals. This leads to the question of which organizational theory can be used as a theoretical basis and be contextualized in the context of health, delimiting resources and capacities that must be managed efficiently and that integrates objectives, organizational performances, and individual desires[2].

One of the aspects of People Management is Strategic People Management, which is the way in which the objectives of People Management are achieved. The Strategic People Management model aggregates different approaches, including Competency Management, in which collective competencies – Resource-Based Vision and Core Competencies – and individual competencies – the skills, habits and attitudes on the one hand and the underlying characteristics that can interfere with performance on the other hand, i.e., the fact that competencies alone do not guarantee the effectiveness of the result[3-6].

Thus, professional competences can be defined as: "*A competency is a holistic concept that includes knowledge, skills, attitudes and values*"[7]. Being competent involves more than obtaining knowledge and skills, it implies above all mobilizing knowledge, skills, attitudes and values to respond to complex social and professional demands[7].

The health people manager is required to have specific competencies, i.e., knowledge, skills and attitudes to create a supportive environment and learning opportunities for their employees; Thus, it must provide resources and allow human talents to develop jointly with the organization.

In this sense, organizations must rethink the continuing education practices of their managers, with the incorporation of new skills that transform the quality of relationships at work, proportionally combining technology and education, as well as expanding their capacity for action in the face of the growing complexity of health organizations.

Good reading!

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