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إعداد الطالبتان/

القائدة: بشائر باوهاب (233002088)

ابرار عسيري (233002253)

إشراف/

د.الفیصل عبد الحمید

د.فايز جراد

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**The role of risk management in enhancing human resource
strategic planning within health facilities**

Prepared by/
Bshair Bawhab (233002088)
Abrar Asiri (233002253)

Supervisors/
Dr. Alfaisal Abdulhameed
Dr. Fayez Jarad

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Table of content:

Table of content:	3
Table of tables.....	5
Table of Figures	6
Acknowledgment	7
Abstract	8
Chapter 1	9
1.1 Introduction.....	10
1.1.1 Clinical Risks	10
1.1.2 Operational Risks	10
1.1.3 Financial Risks	11
1.1.4 Regulatory Risks.....	11
1.1.5 Reputational Risks.....	11
1.1.6 Strategic Risks.....	11
1.1.7 Technology Risks	12
1.1.8 Environmental Risks	12
1.1.9 Legal Risks.....	12
1.1.10 Human Resources Risks.....	12
1.1.10.1 Staffing Risks	12
1.1.10.2 Training and Competency Risks.....	13
1.1.10.3 Compliance Risks	13
1.1.10.4 Employee Relations Risks	13
1.1.10.5 Workplace Safety Risks	14
1.1.10.6 Diversity and Inclusion Risks	14
1.1.10.7 Compensation and Benefits Risks	14
1.1.10.8 Succession Planning Risks.....	14
1.1.10.9. Technology and Data Management Risks	15
1.1.10.10 Change Management Risks.....	15
1.1.11 The Role of Risk Management in Human Resources Planning	15
1.2 Study Problem.....	17
1.3 The Importance of the Study	17
1.3.1 Scientific Importance.....	17
1.3.2 Professional Importance	18
1.4 Objectives of the Study	19
1.5 Study Questions	20
1.6 Theoretical Framework	21
1.7 Scientific Theory.....	22

1.7.1 Key Concepts of Risk Management.....	22
Chapter 2	23
Literature review.....	23
2.1 Introduction.....	24
2.2 Literature review	25
2.3 Theoretical Premises of the Study.....	28
2.3.1 the Relationship Between Core Concepts.....	29
2.3.2	This research will investigate the
following Variables	30
Chapter 3	32
Study Approach	32
3.1 Introduction.....	33
3.2 Methodology and Research Methods.....	34
3.3 Study Tools and Data Collection Approach.....	35
3.3.1 Data Collection and Analysis:.....	36
3.4 Acknowledging Potential Study Limitations	37
3.4.1 Potential Study Limitations:.....	37
3.4.2 Plan to Address Limitations:	38
Chapter 4	40
Results and recommendations	40
4.1 Introduction.....	41
4.2 Data analysis	42
4.2.1 Additional comments or suggestions regarding the role of risk management in HR strategic planning	55
4.3 Conclusion	55
4.4 Recommendations	56
References	58
List of references and preliminary sources.....	59
Appendix	62
Survey questionnaire.....	63

Table of tables

Table 1: Demographic information 42

Table 2: risk management practices 44

Table 3: Human resources practices 46

Table 4: Integration with HR Strategic Planning 50

Table of Figures

Figure 1: Demographic information of respondents' major	43
Figure 2: Demographic information of respondents' experience.....	43
Figure 3: Risk management practices (Responses rate for the importance of risk management in their health facility	45
Figure 4: Risk management practices (Responses rate for having a formal risk management plan in their health facility	45
Figure 5: Risk management practices (Responses rate of risk management strategies are implemented in their facility)	45
Figure 6: Responses rate of risk management influence HR strategic planning in their facility	54
Figure 7: Responses rate of challenges they face in integrating risk management with HR strategic planning	54

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Abstract

This research study present addressing the critical issue of integrating risk management processes with human resource strategic planning in healthcare facilities. Despite the essential role of risk management in medical aspects and safeguarding organizational operations, many healthcare organizations face significant challenges in effectively incorporating these processes into their HR strategies. This study aims to identify and analyze the deficiencies and inefficiencies in current risk management practices, which is a key for the successful implementation of human resource plans.

The research using a survey design with semi-structured interviews method, combining between quantitative and qualitative questions to gather comprehensive insights from healthcare professionals.

The research study focuses on three primary objectives: (1) examining existing risk management practices within healthcare facility, (2) identifying key risk factors impacting human resource planning and strategic decision-making, and (3) developing strategic recommendations to enhance the integration of risk management with HR strategies.

The feedback of study will highlight specific challenges such as inadequate training, insufficient technological resources, ineffective communication channels, and limited risk assessment tools. These challenges contribute to issues like poor resource allocation, increased employee turnover, weak employees' capabilities and compromised patient care. The study's insights will be crucial for healthcare leaders seeking to strengthen their risk management capabilities and improve workforce management.

From a scientific perspective, this research advances the understanding of how risk management and HR integration intersect, filling a crucial gap in existing literature. It proposes a way to develop an evidence-based framework for integrating risk management principles with human resource planning, guiding future research and enhancing methodological approaches. Professionally, the study propose actionable recommendations to enhance healthcare organization with operational effectiveness, patient care, and employee satisfaction.

Ultimately, this study will contribute to a deeper understanding of the importance collaborations between risk management and human resource strategies, providing healthcare facility with the effective tools and valuable insights needed to address the complexities of workforce planning and enhance overall organizational performance and output.

Chapter 1

1.1 Introduction

In the healthcare sector, effective risk management plays a crucial role in shaping human resources' strategic planning within health facilities. This research aims to explore the impact of risk management practices on the development and execution of strategic plans related to human resources management in healthcare settings.

Effective risk management ensures that healthcare facilities can proactively identify and mitigate potential risks that may impact human resources planning. By examining the relationship between risk management practices and strategic human resources planning, this research seeks to enhance the understanding of how healthcare organizations can optimize their workforce planning strategies to improve overall operational efficiency and patient care outcomes.

Understanding the interplay between risk management and human resources planning is essential in the healthcare sector, where workforce management directly impacts the quality of patient care and organizational performance. Through this study, we aim to provide valuable insights that can help healthcare facilities enhance their risk management protocols and strategic human resources planning processes to achieve better outcomes for both employees and patients.

The research propose practical and sustainable solutions that can be implemented within health facilities to bridge these gaps. By enhancing risk management processes, the study seeks to improve the alignment of human resource strategies with organizational goals, thereby fostering a more resilient and efficient healthcare environment. These solutions may encompass recommendations for policy reforms, the adoption of advanced risk management software, enhanced training programs for employees, and the establishment of robust communication frameworks.

understanding various types of risks, healthcare organizations can better apply comprehensive risk management strategies to mitigate potential threats, ensure patient safety, and enhance overall operational effectiveness. Therefore, **Risks in Healthcare Organizations** can be defined as following:

1.1.1 Clinical Risks

Risks associated with the direct provision of medical care and the safety of patients undergoing treatment.

- **Medication Errors:** Incorrect dosage, administration of the wrong medication, or failure to monitor drug interactions.
- **Surgical Errors:** Mistakes during surgery, including wrong-site surgery, retained surgical instruments, or anesthesia-related complications.
- **Infection Control:** Risks related to hospital-acquired infections, such as MRSA or C. difficile, stemming from inadequate hygiene or sterilization practices.

1.1.2 Operational Risks

Risks impacting the daily functioning and management of healthcare facilities.

- **Staffing Issues:** Risks related to inadequate staffing levels, high turnover rates, or the mismanagement of shift schedules.
- **Equipment Failures:** Breakdown or malfunction of critical medical equipment and technology, which can delay or compromise patient care.
- **Supply Chain Disruptions:** Interruptions in the availability of essential supplies, such as medications, medical devices, or personal protective equipment.

1.1.3 Financial Risks

Risks that influence the financial stability and budgeting of healthcare organizations.

- **Revenue Cycle Management:** Challenges related to billing errors, claim denials, and delayed reimbursements from insurance companies.
- **Cost Overruns:** Unexpected expenses due to unplanned repairs, legal settlements, or rising costs of medical supplies and pharmaceuticals.
- **Financial Fraud:** Risks of fraudulent activities, including embezzlement or misuse of funds.

1.1.4 Regulatory Risks

Risks associated with compliance with healthcare laws, regulations, and standards.

- **Accreditation Issues:** Risks related to failure to meet standards set by accrediting bodies, potentially impacting the facility's ability to operate or receive funding.
- **Legal and Regulatory Compliance:** Risks of non-compliance with regulations such as HIPAA (Health Insurance Portability and Accountability Act) or GDPR (General Data Protection Regulation), leading to legal penalties and fines.
- **Documentation and Reporting Errors:** Risks of inaccuracies or omissions in medical records and reporting, which can lead to legal challenges or compliance issues.

1.1.5 Reputational Risks

Risks that affect the public perception and trust in a healthcare organization.

- **Patient Complaints:** Negative feedback or complaints from patients regarding the quality of care, which can harm the facility's reputation.
- **Public Relations Crises:** High-profile incidents, such as data breaches or adverse events, that attract media attention and damage the organization's image.
- **Social Media Risks:** Negative reviews or misinformation spread through social media platforms that can affect public perception.

1.1.6 Strategic Risks

Risks that impact the long-term goals and strategic direction of the healthcare organization.

- **Market Competition:** Risks associated with increased competition from other healthcare providers, impacting patient volume and revenue.

- **Strategic Planning Failures:** Risks arising from ineffective strategic planning, such as misalignment with healthcare trends or failing to adapt to changes in the healthcare environment.
- **Investment Risks:** Risks associated with investing in new technologies or expansions that may not yield the anticipated benefits or returns.

1.1.7 Technology Risks

Risks related to the use and management of technology in healthcare settings.

- **Cybersecurity Threats:** Risks of data breaches, ransomware attacks, or other cyber threats compromising patient data and organizational operations.
- **Health IT System Failures:** Risks associated with failures or glitches in Electronic Health Records (EHR) systems or other health IT infrastructure.
- **Data Integrity Issues:** Risks related to inaccuracies, loss, or unauthorized access to patient data, impacting clinical decision-making and patient safety.

1.1.8 Environmental Risks

Risks arising from environmental factors that can affect healthcare operations.

- **Natural Disasters:** Risks from events such as earthquakes, floods, or hurricanes that can disrupt healthcare services and damage facilities.
- **Pandemics and Epidemics:** Risks associated with the outbreak of infectious diseases, requiring rapid response and adaptation to maintain patient care and facility operations.
- **Facility Management Issues:** Risks related to the physical environment of the healthcare facility, including issues with building maintenance, safety hazards, and compliance with environmental regulations.

1.1.9 Legal Risks

Risks related to potential legal actions and liabilities facing healthcare organizations.

- **Medical Malpractice:** Risks of legal claims from patients alleging negligence or harm due to medical treatment.
- **Employment Disputes:** Risks of legal challenges related to employment practices, including discrimination, wrongful termination, or wage disputes.
- **Contractual Obligations:** Risks associated with failing to meet contractual obligations or agreements with vendors, partners, or insurers.

1.1.10 Human Resources Risks

Risks associated with managing and supporting the healthcare workforce.

Human resources in healthcare facility faces a range of risks that can significantly affect operational efficiency, employee satisfaction, and patient care outcomes. Here's a deeper exploration of various HR-related risks in the healthcare sector:

1.1.10.1 Staffing Risks

Risks associated with the recruitment, retention, and management of healthcare personnel.

- **Shortages of Qualified Personnel:** Difficulty in recruiting and retaining skilled professionals, such as doctors, nurses, and specialists, which can lead to staff shortages and increased workload on existing employees.
- **High Turnover Rates:** Frequent employee turnover can disrupt continuity of care, increase recruitment and training costs, and affect team morale.
- **Inadequate Staffing Levels:** Insufficient staffing levels can lead to increased stress and burnout among employees, reduced patient care quality, and higher risk of errors.

1.1.10.2 Training and Competency Risks

Risks related to the education and skill levels of healthcare staff.

- **Inadequate Training:** Lack of comprehensive and ongoing training programs can lead to gaps in knowledge, competency, and adherence to best practices and protocols.
- **Credentialing Issues:** Failure to verify and maintain up-to-date credentials and certifications for healthcare professionals can lead to legal and regulatory non-compliance.
- **Skill Gaps:** Rapid advancements in medical technology and treatment methods require continuous learning. Gaps in skills can impact the quality of patient care and operational efficiency.

1.1.10.3 Compliance Risks

Risks associated with adhering to legal, regulatory, and organizational standards related to employment.

- **Employment Law Violations:** Non-compliance with labor laws, including wage and hour regulations, anti-discrimination laws, and workplace safety requirements, can lead to legal disputes and financial penalties.
- **Regulatory Compliance:** Failure to comply with healthcare-specific regulations such as HIPAA (Health Insurance Portability and Accountability Act) regarding employee privacy and data security can result in significant fines and reputational damage.
- **Accreditation Standards:** Risks of failing to meet accreditation standards set by bodies such as The Joint Commission or other accrediting organizations, which can affect the facility's operational status and funding.

1.1.10.4 Employee Relations Risks

Risks related to managing relationships between the organization and its employees.

- **Conflict Management:** Ineffective handling of workplace conflicts, grievances, and complaints can lead to a toxic work environment, decreased morale, and potential legal claims.
- **Workplace Harassment:** Risks of harassment or discrimination claims if a healthcare organization does not have robust policies and procedures to prevent and address these issues.

- **Lack of Engagement:** Low employee engagement can affect productivity, patient care quality, and overall organizational performance.

1.1.10.5 Workplace Safety Risks

Risks related to maintaining a safe and healthy work environment for healthcare workers.

- **Injury and Illness:** Risks of physical injuries and occupational illnesses, such as back injuries from lifting patients or exposure to infectious diseases, which can lead to increased absenteeism and healthcare costs.
- **Workplace Violence:** Risks of violence from patients, visitors, or even colleagues, which can affect employee safety and well-being.
- **Stress and Burnout:** High-stress levels and burnout among healthcare workers due to long hours, high patient loads, and emotional strain can lead to decreased job satisfaction, productivity, and quality of care.

1.1.10.6 Diversity and Inclusion Risks

Risks associated with creating and maintaining a diverse and inclusive workforce.

- **Inequitable Practices:** Risks of bias or discrimination in hiring, promotions, and compensation practices, which can lead to legal challenges and hinder workplace morale.
- **Cultural Competency:** Lack of training in cultural competence can impact the quality of care provided to diverse patient populations and affect team dynamics.
- **Retention of Diverse Talent:** Challenges in retaining a diverse workforce due to a non-inclusive work environment or lack of support and development opportunities.

1.1.10.7 Compensation and Benefits Risks

Risks related to the compensation and benefits packages offered to employees.

- **Inadequate Compensation:** Risks of offering compensation packages that are not competitive with industry standards, which can impact recruitment and retention of staff.
- **Benefits Management:** Risks associated with the administration of employee benefits, including healthcare, retirement plans, and leave policies, which can affect employee satisfaction and organizational costs.
- **Pay Equity:** Risks related to achieving and maintaining pay equity among employees, which can impact morale and lead to potential legal challenges.

1.1.10.8 Succession Planning Risks

Risks associated with preparing for the replacement of key personnel.

- **Lack of Succession Plans:** Risks of not having a well-defined succession plan for critical roles, which can lead to leadership gaps and disruptions in patient care or organizational operations.

- **Knowledge Transfer:** Challenges in transferring knowledge and expertise from departing employees to new hires, which can impact the continuity and quality of services provided.

1.1.10.9. Technology and Data Management Risks

Risks related to the use of technology and data in managing HR functions.

- **HR Technology Failures:** Risks associated with failures or issues in HR management systems, including payroll systems, employee records, and performance management tools.
- **Data Privacy and Security:** Risks of breaches or unauthorized access to sensitive employee information, which can lead to privacy violations and legal consequences.
- **System Integration Issues:** Challenges in integrating HR systems with other healthcare management systems, which can affect data accuracy and operational efficiency.

1.1.10.10 Change Management Risks

Risks associated with managing organizational changes and transitions.

- **Resistance to Change:** Risks of employee resistance to changes in policies, procedures, or organizational structure, which can impact the effectiveness of change initiatives.
- **Implementation Challenges:** Risks related to the effective implementation of new HR programs or systems, including insufficient planning, communication, or training.

1.1.11 The Role of Risk Management in Human Resources Planning

Effective risk management is integral to human resources (HR) planning in healthcare settings. It involves proactively identifying potential risks and implementing strategies to mitigate them, thereby ensuring that HR plans are robust and resilient. The interplay between risk management and HR planning is playing important role as following:

1. **Workforce Stability:** By addressing risks related to staffing levels, training needs, and employee well-being, healthcare organizations can enhance workforce stability and reduce turnover. Risk management practices help in predicting and planning for staffing shortages, ensuring that there is a well-trained and adequate workforce to meet patient needs.
2. **Compliance and Training:** Risk management strategies include ensuring compliance with regulatory requirements and providing necessary training to employees. This helps in mitigating risks associated with non-compliance and ensures that staff are equipped to handle potential challenges.
3. **Resource Allocation:** Effective risk management aids in the strategic allocation of resources. By identifying areas of potential risk, healthcare organizations can allocate resources more effectively, ensuring that critical areas such as patient care and employee support are adequately addressed.

4. Crisis Management: In the event of a crisis or emergency, having a well-defined risk management plan helps HR departments respond swiftly and effectively. This includes having contingency plans for managing staff during emergencies and ensuring continuity of care.

The research seeks to provide actionable insights and solutions that can help healthcare facilities manage the complexities of risk management and human resources planning, ultimately leading to more resilient and efficient healthcare environments through exploring following justification:

1. Enhancing patient care by understanding how risk management practices impact HR planning can lead to better workforce strategies, which in turn can improve patient care and outcomes. Ensuring that healthcare staff are adequately prepared and supported is crucial for maintaining high standards of care.
2. Operational efficiency through integrating risk management with HR planning, healthcare organizations can enhance their operational efficiency. Effective management of risks related to staffing, training, and compliance contributes to smoother operations and reduced disruptions.
3. Identifying practical solutions for optimizing workforce planning through improved risk management practices. This includes recommendations for policy reforms, advanced tools, and training programs that can enhance HR strategies and overall organizational resilience.
4. Addressing the gap between risk management and HR planning will help healthcare facilities align their workforce strategies with organizational goals. This alignment is essential for achieving long-term sustainability and success in a rapidly evolving healthcare landscape.

1.2 Study Problem

Researches and studies highlighted that there is direct relationships regarding the prevailing deficiencies and inefficiencies in risk management processes that hinder the successful implementation of strategic human resource plans within healthcare facilities. Despite the critical role of risk management in safeguarding both organizational operations and employee welfare, many health facilities continue to struggle with effectively integrating these processes into their strategic planning. These gaps can lead to numerous issues, including suboptimal resource allocation, increased employee turnover, and compromised patient care.

By conducting a thorough investigation into the current risk management practices, this research intends to identify the specific challenges and barriers that impede their effectiveness. These challenges may include inadequate training for staff, insufficient technological resources, poor communication channels, and lack of comprehensive risk assessment tools. Moreover, the study will explore the impact of these deficiencies on the overall organizational performance, examining how they contribute to operational disruptions, financial losses, and diminished employee morale health.

1.3 The Importance of the Study

Understanding how risk management influences human resource strategic planning in health facilities is critical importance. Effective risk management is essential for ensuring the optimal utilization of an organization's most valuable asset - its workforce. Within the healthcare sector, maintaining high-quality patient care standards while also fostering a positive and supportive work environment for employees is a delicate balance. This research study aims to shed light on the complex interplay between risk management processes and the successful implementation of strategic human resource initiatives in health facilities.

By identifying the key challenges and obstacles that currently impede the integration of risk management into human resource planning, this study will provide invaluable insights to healthcare leaders and decision-makers. The findings will enable organizations to strengthen their risk mitigation capabilities, allowing them to proactively address potential threats and uncertainties that could undermine the effectiveness of their strategic workforce plans.

Ultimately, this research will highlight the critical significance of aligning risk management practices with human resource strategies. Robust risk management will empower healthcare facilities to attract, develop, and retain top talent, optimize workforce productivity, and cultivate a work culture that prioritizes employee well-being. The insights gained from this study will equip healthcare organizations with the knowledge and tools necessary to navigate the dynamic landscape of talent management, ultimately leading to improved organizational performance, enhanced patient outcomes, and a more engaged and satisfied workforce.

It is worth noting that the research discusses dividing the importance of the study into scientific and professional categories, we can see how the research will advance both theoretical knowledge and practical applications, ultimately benefiting the healthcare sector and contributing to more effective and resilient organizational practices.

1.3.1 Scientific Importance

1. Advancing Knowledge in Risk Management and HR Integration:

This study will contribute to the academic understanding of how risk management processes influence human resource strategic planning within healthcare settings. By exploring this intersection, the research fills a critical gap in existing literature, offering new insights into the dynamics between risk management and HR strategies. Therefore, the findings will enrich theoretical frameworks and models in both risk management and human resource management, providing a foundation for future research in these areas.

2. Developing a Framework for Risk-Informed HR Planning:

The study aims to develop a framework that integrates risk management principles with human resource planning practices. This framework will be grounded in empirical evidence and theoretical analysis, offering a structured approach for aligning risk management with HR strategies, which it will serve as a basis for subsequent research, allowing other scholars to build upon and validate its effectiveness in different contexts or settings.

3. Informing Future Research Directions:

By identifying key challenges and gaps in current practices, the research will highlight areas where further investigation is needed. This will guide future studies and encourage exploration of related topics, such as the impact of emerging risks on HR planning or the role of technology in risk management in order to stimulate academic discourse and research initiatives, leading to a deeper understanding of the complex interactions between risk management and human resources.

4. Enhancing Methodological Approaches:

The research will employ and potentially refine methodological approaches for studying risk management and HR integration. By using a mixed-method approach or novel analytical techniques, the study will advance methodologies in these fields that it will benefit both researchers and practitioners by providing more robust tools and techniques for analyzing and addressing risk management and HR issues.

1.3.2 Professional Importance

1. Improving Healthcare Organizational Effectiveness:

The study will provide actionable insights for healthcare leaders and decision-makers on how to integrate risk management with human resource strategic planning. This will help healthcare organizations improve their operational efficiency and workforce management. Then, healthcare facilities can enhance their ability to manage risks, optimize workforce utilization, and achieve better overall performance.

2. Enhancing Patient Care and Safety:

Effective risk management in HR planning directly influences the quality of patient care and safety. By addressing HR-related risks and aligning them with risk management strategies, healthcare organizations can improve patient outcomes and reduce the likelihood of adverse events as well as leading to better patient experiences and health outcomes.

3. Supporting HR Professionals and Leaders:

The research will provide HR professionals with practical recommendations and tools for integrating risk management into their strategic planning processes. This will enable HR leaders to better anticipate and address workforce-related risks in order to enhanced HR practices will lead to more effective talent management, reduced turnover, and a more supportive work environment, benefiting both employees and the organization.

4. Promoting a Positive Work Environment:

By addressing issues related to employee well-being and workplace safety through effective risk management, the study will help healthcare organizations create a more positive and supportive work culture that lead to increased employee satisfaction, engagement, and retention, contributing to overall organizational success.

5. Guiding Policy and Practice Reforms:

The study's findings will inform policy recommendations and best practices for integrating risk management into HR planning. This will assist healthcare organizations in updating policies and procedures to better manage risks and support their workforce. Also, enhance organizational resilience and adaptability, ensuring that healthcare facilities can effectively navigate challenges and uncertainties.

1.4 Objectives of the Study

The primary objectives of this comprehensive research study are threefold. Firstly, the study aims to conduct an in-depth investigation into the existing risk management practices employed by health facilities in relation to their human resources management. By closely examining the current approaches, frameworks, and methodologies used by healthcare organizations to identify, assess, and mitigate risks associated with their workforce planning and talent management initiatives, the researchers will gain a thorough understanding of the strengths, weaknesses, and gaps in the current risk management landscape.

Secondly, the study will delve deeper to pinpoint the key risk factors that have the most significant impact on human resources planning and strategic decision-making within healthcare settings. This involves analyzing the multifaceted challenges, uncertainties, and potential threats that healthcare organizations must navigate when aligning their workforce capabilities with their overarching strategic objectives. By clearly delineating the critical risk factors, the researchers will be able to provide healthcare leaders with a comprehensive risk profile that can inform their human resource planning processes.

Finally, the research study will leverage the insights gleaned from the first two objectives to propose strategic recommendations for effectively leveraging risk management to enhance the overall effectiveness and resilience of human resource strategic planning in health facilities. This will involve the development of innovative, evidence-based frameworks, tools, and best practices that can be adopted by healthcare organizations to seamlessly integrate risk management into their talent management, workforce development, and organizational change initiatives. The ultimate goal is to empower healthcare facilities to proactively mitigate risks and capitalize on emerging opportunities, thereby optimizing the alignment between their human capital and their strategic priorities.

1.5 Study Questions

This comprehensive research study will be guided by two primary research questions that delve deeply into the intersection of risk management and human resource strategic planning within the healthcare sector.

The first key question to be addressed is: What are the current risk management approaches employed in health facilities concerning human resources? This line of inquiry will involve a thorough examination of the risk management frameworks, policies, and processes currently in place at healthcare organizations. The researchers will seek to understand the specific methodologies used by health facilities to identify, assess, prioritize, and mitigate the risks associated with their workforce planning, talent acquisition, employee development, and workforce management initiatives. This investigation will shed light on the maturity and sophistication of risk management practices, the degree of integration between risk management and human resources functions, and the overall organizational commitment to proactively addressing workforce-related risks.

The second question guiding this study is: How do identified risk factors influence the formulation and execution of human resource strategic plans in health facilities? Here, the researchers will delve deeper to uncover the key risk factors, both internal and external, that have the most significant impact on the ability of healthcare organizations to effectively develop and implement their strategic human resource plans. This may include an analysis of factors such as changing demographic trends, evolving workforce expectations, technological disruptions, regulatory changes, budgetary constraints, and organizational culture, among others. By understanding how these risk factors interact with and shape human resource decision-making, the study will provide critical insights to help healthcare leaders navigate the complexities of aligning their workforce capabilities with their broader strategic objectives.

Collectively, the answers to these two research questions will form the foundation for the development of innovative, risk-informed frameworks and recommendations that can enhance the resilience and effectiveness of human resource strategic planning in the healthcare sector. This knowledge will empower health facilities to proactively manage risks, optimize their workforce, and ultimately deliver superior patient care outcomes.

1.6 Theoretical Framework

This research study will be grounded in a comprehensive review of the existing body of knowledge on the interplay between risk management, human resources, and strategic planning in the healthcare sector. By examining the findings and insights from previous studies, the researchers will develop a deeper understanding of the current state of research in this multifaceted domain.

The literature review will explore the various risk management approaches and frameworks that have been applied in healthcare organizations, with a specific focus on how these practices have been integrated into human resource management and strategic planning processes. The researchers will investigate studies that have examined the identification, assessment, and mitigation of workforce-related risks, as well as the impact of effective risk management on the successful implementation of human resource strategies. This review will provide valuable context and inform the development of the study's research questions and methodological approach.

In addition to the review of empirical studies, the researchers will also establish a robust theoretical framework to guide the investigation. This framework will draw upon relevant theories and models from the fields of risk management, strategic human resource management, and organizational behavior. Key theoretical underpinnings may include risk assessment models, such as the widely-used ISO 31000 standard, which provide a structured approach to identifying, analyzing, and evaluating risks. Furthermore, the researchers will incorporate principles and concepts from strategic human resource management theory, which emphasizes the alignment of an organization's workforce capabilities with its strategic objectives.

By grounding the study in a solid theoretical foundation, the researchers will be able to develop a cohesive and well-reasoned analysis of the complex interrelationships between risk management, human resource planning, and organizational performance in the healthcare sector. This theoretical framework will serve as a guiding light throughout the research process, informing the data collection, analysis, and the formulation of practical recommendations for healthcare leaders and practitioners.

The comprehensive review of previous studies and the establishment of a robust theoretical framework will ensure that this research study builds upon and contributes to the existing body of knowledge, ultimately providing healthcare organizations with valuable insights and evidence-based strategies to enhance their risk management capabilities and the effectiveness of their human resource strategic planning initiatives.

1.7 Scientific Theory

The scientific foundation behind studying how risk management enhances strategic human resource planning in healthcare facilities is fundamentally based on the principles of risk management (RM). This theoretical framework provides a systematic approach for identifying, evaluating, and mitigating risks faced by healthcare organizations (HCOs). By adopting robust risk management practices, HCOs can improve operational efficiency, enhance patient safety, and better allocate resources.

1.7.1 Key Concepts of Risk Management

Process-Oriented Framework: Risk management is a systematic method that helps healthcare organizations identify and reduce risks. This structured approach not only protects against potential problems but also creates opportunities for improvement across the healthcare system.

Integration with Human Resource Management: Combining risk management with human resource planning is vital. It ensures that HR practices align with the organization's strategic goals, helping to minimize risks and improve overall performance.

Continuous Improvement: Effective risk management involves regularly updating strategies to adapt to changing conditions. This flexibility is crucial in healthcare, where patient needs and regulations can evolve quickly.

Decision-Making and Resource Allocation: Using risk management enhances decision-making and resource allocation. By understanding potential risks and their impacts, organizations can make informed decisions that improve patient care and operational efficiency.

Compliance and Best Practices: Adhering to guidelines from bodies like the Department of Health and Human Services and the American Society for Healthcare Risk Management ensures compliance and promotes effective risk management practices.

Chapter 2

Literature review

2.1 Introduction

In this chapter, propose the previous studies and hypotheses that will provide a comprehensive overview of existing research related to the role of risk management in enhancing human resource strategic planning within health facilities. By examining existing literature and theoretical premises, the study seeks to build a solid foundation that supports and strengthens the results. This approach will ensure a well understanding of the topic and strengthen the study's contributions to the field. Additionally, the previous studies will offer insights into effective research and theoretical Premises will highlight the gaps in the current knowledge that justifies the need for the current study.

2.2 Literature review

There are many surveys and studies that concentrate on understanding human resources issues. WHO [1] studied a way To enhance health workforce planning, it's crucial to build capacity for developing HRH policies that assess future workforce needs, demands, and supply under various scenarios. This involves creating policies that address current and future population needs and anticipate labor market shifts. HRH plans should quantify needs based on predicted workloads, cost plans, and adjust according to workforce categories, education, and recruitment capacities. Strategies should also promote decent employment conditions and gender equity, ensuring fair wages, positive work environments, and support for personal development. Additionally, investing in domestic education, reducing reliance on foreign-trained workers, and leveraging various funding sources will strengthen the health workforce and align it with health system needs. For countries with unique challenges, such as small island states, creative strategies including international partnerships and telemedicine can enhance health services and workforce management. In [2], the study proposed Executives agree that all employees must understand their role in risk management. Strong leadership is crucial for implementing consistent risk assessments and action plans throughout the organization. ASHRM members seek a comprehensive ERM framework that highlights organizational synergy and interdependence. Effective communication between departments, providers, and patients is key to minimizing risks and improving outcomes. In [3], the study summarized Healthcare organizations face risks like those highlighted by the coronavirus pandemic, which can affect employee well-being, operations, and patient outcomes. Risk management in healthcare is crucial because it involves protecting lives, requiring quick and accurate responses to prevent harm. Effective risk management plans should focus on patient safety, medical errors, regulations, and legislation. Although there's no one-size-fits-all solution, using new technologies can improve patient safety and care by centralizing data, making it easily accessible, and enhancing communication. In [4], the study presence Adverse events in healthcare are often caused by system failures rather than individual mistakes. To improve safety, strategies should enhance systems, governance, and individual practices. This study sought to develop a global framework to promote a safety-focused culture in healthcare, emphasizing patient safety and the adoption of effective safety practices. In [5], the author proposed the rapidly evolving business landscape, effective risk management is essential for aligning risks with organizational goals and driving success. To highlight this, Inclus organized a discussion featuring CEO Mikaeli Langinvainio and GRC expert Michael Rasmussen. They explored how risk management has become integral to strategic planning and stressed the importance of a proactive, interconnected approach. Boatman, A [6] studied a way To create an effective HR risk management plan, follow these steps:

1. **Identify Risks:** Start by auditing your HR practices to find areas needing improvement and consider both general and specific risks to your industry.
2. **Assess and Prioritize:** Evaluate each risk based on its likelihood, preventability, severity, and potential impact. Focus on the most critical risks, such as compliance issues or pay discrepancies, and align them with your organizational goals.

3. **Develop Solutions:** Create and implement strategies to address key risks. For example, improve employee conduct with thorough vetting and training, and ensure compliance by regularly auditing HR processes and securing data.
4. **Monitor Continuously:** Establish a system for ongoing risk assessment to stay proactive. Regularly review your risk management plan, adjust as needed, and ensure employees follow guidelines.
5. **Build Skills:** Enhance your risk management skills by learning from other departments and staying informed about industry changes. This will help you effectively manage risks and adapt to new challenges.

In [7], the study proposed Effective risk management systems help healthcare organizations identify potential threats to patient safety. By addressing these risks proactively, organizations can create a safer environment for both patients and staff, which is essential for maintaining high-quality care. In [8], the study explained Improving Risk management frameworks enable healthcare facilities to allocate resources more effectively. By understanding the risks associated with various processes, organizations can prioritize their human resources where they are most needed, thus optimizing staff deployment and reducing waste. Supporting Compliance with regulations and standards is critical in healthcare. Risk management ensures that human resource practices align with legal and ethical standards, thereby reducing the likelihood of violations that could lead to financial penalties or reputational damage. In [9], the study presence A robust risk management strategy includes training programs that educate staff about potential risks and the importance of adhering to safety protocols. This not only enhances employee performance but also empowers them to contribute to a safer workplace. In [10], the author proposed Human resource risk management involves the proactive identification of employee-related risks, such as turnover, workplace conflicts, and compliance issues. By addressing these risks early, organizations can prevent small issues from escalating into larger problems that could disrupt operations or harm employee morale. In [11], the study presence an Effective risk management requires collaboration between HR and risk management departments. By working together, these teams can continuously identify and mitigate risks related to human factors, which are often more dynamic and challenging to manage than risks associated with machines or processes. In [12], the study suggested A strategic approach to HR risk management can lead to higher employee satisfaction and retention. By addressing potential risks related to employee engagement, such as workload management and career development opportunities, organizations can create a more motivated workforce. This is particularly important in healthcare, where staff morale directly impacts the quality of patient care. Risk management in HR is not a one-time effort but an ongoing cycle. Regular assessments and updates to risk management strategies ensure that organizations remain aware of new challenges and can adapt accordingly. This continuous improvement approach helps maintain operational effectiveness and supports strategic HR planning.

These relationships between the core concepts is aiming/ strive the importance of applying a strong human resources (HR) strategic planning based on proactive risk management plan which is key to a

company's success. This strategy isn't just about managing employees; it must align with the company's overall business goals to effectively use its human capital according to what we found in Literature review. This research has highlighted at the role of risk management for creating and implementing HR strategies, which affect on a strong link between employees and the company's objectives, ensuring that workers are engaged, skilled, and motivated. As business needs and workforce dynamics change, the HR strategy must adapt to keep up, showing that people are the company's most valuable asset.

2.3 Theoretical Premises of the Study

This research study is anchored in the fundamental concepts of risk management, strategic planning, and human resources management, and their intricate interplay within the context of healthcare facilities. Understanding the theoretical underpinnings of these key constructs is crucial to unraveling the complex dynamics that shape the resilience and effectiveness of healthcare organizations.

At the core of this study is the notion of risk management, which encompasses the systematic process of identifying, assessing, and responding to potential threats or uncertainties that could impact an organization's ability to achieve its objectives. In the healthcare setting, risk management is particularly critical, as health facilities must navigate a constantly evolving landscape of regulatory changes, technological advancements, workforce challenges, and shifting patient expectations. Effective risk management enables these organizations to proactively anticipate and mitigate risks, thereby enhancing their overall resilience and adaptability.

Complementing the risk management framework is the concept of strategic planning, which involves the formulation and implementation of long-term, organization-wide initiatives and objectives. In the healthcare sector, strategic planning is essential for aligning an organization's resources, capabilities, and workforce with its overarching goals, ensuring that it remains competitive, innovative, and responsive to the needs of its patients and communities. Robust strategic planning allows healthcare facilities to make informed decisions, allocate resources strategically, and foster a culture of continuous improvement.

Underpinning both risk management and strategic planning is the critical role of human resources management. The healthcare workforce, comprising physicians, nurses, allied health professionals, and support staff, is the lifeblood of any health facility, and their effective management is crucial for organizational success. Human resource management encompasses a wide range of activities, from talent acquisition and employee development to workforce planning and performance management. In the context of this study, the researchers will explore how healthcare organizations can leverage risk-informed human resource strategies to enhance employee engagement, optimize workforce capabilities, and ultimately improve patient outcomes.

By delving into the complicated relationships between these three core concepts – risk management, strategic planning, and human resources management – this study will provide valuable insights into the factors that contribute to the overall resilience and performance of healthcare facilities. The researchers will examine how the strategic integration of these domains can empower healthcare organizations to navigate the complexities of the modern healthcare landscape, anticipate and mitigate risks, and cultivate a skilled, engaged, and adaptable workforce that is aligned with the organization's strategic priorities.

2.3.1 the Relationship Between Core Concepts

1. Risk Management and Strategic Planning

Relationship: Risk management and strategic planning are interrelated processes that must work in tandem to ensure the overall effectiveness and resilience of healthcare organizations. Strategic planning involves setting long-term goals and developing initiatives to achieve these goals. However, to be effective, strategic planning must consider potential risks that could impact the achievement of these objectives.

Impact of Integration: Integrating risk management into strategic planning ensures that potential threats and uncertainties are considered when formulating and implementing strategies. This integration helps in creating more robust and adaptable strategic plans, as risks are identified, assessed, and mitigated as part of the planning process. By doing so, organizations can anticipate challenges and adjust their strategies proactively to minimize disruptions and achieve their goals more effectively.

2. Risk Management and Human Resources Management

Relationship: Human resources management (HRM) is closely tied to risk management, as HRM involves managing workforce-related risks that can affect organizational performance. Effective HRM practices must incorporate risk management strategies to address potential risks related to staffing, employee performance, and compliance.

Impact of Integration: When risk management is integrated into HRM, it helps in identifying and mitigating risks related to workforce issues such as turnover, skills gaps, and legal compliance. This integration ensures that HR practices are aligned with risk management objectives, leading to a more resilient workforce that is better prepared to handle uncertainties. It also enhances the effectiveness of HRM by ensuring that risks affecting employee performance and satisfaction are proactively managed.

3. Strategic Planning and Human Resources Management

Relationship: Strategic planning and human resources management are interconnected because HRM provides the necessary human capital to execute strategic plans. Strategic planning sets the direction and goals for the organization, while HRM ensures that the workforce is aligned with these strategic objectives.

Impact of Integration: Aligning HRM with strategic planning ensures that workforce strategies support the organization's long-term goals. This alignment involves recruiting, developing, and managing talent in a way that meets the strategic needs of the organization. Effective HRM practices help in implementing strategic initiatives by ensuring that the right skills and competencies are available, thus contributing to the successful execution of strategic plans.

2.3.2 This research will investigate the following Variables

1. Variables Related to Risk Management

- **Reputational Risks:** Risks that affect the organization's public image and stakeholder trust.

Risk Management Strategies:

- **Risk Identification:** Processes for recognizing potential risks.
- **Risk Assessment:** Evaluating the likelihood and impact of identified risks.
- **Risk Mitigation:** Strategies to reduce or eliminate risks.
- **Risk Monitoring:** Ongoing review of risk management effectiveness and adjustments as needed.

2. Variables Related to Strategic Planning:

Strategic Goals:

- **Long-Term Objectives:** The overarching goals that the organization aims to achieve.
- **Resource Allocation:** Distribution of resources (financial, human, and material) to support strategic initiatives.
- **Strategic Initiatives:** Specific projects or actions designed to achieve strategic goals.

Implementation Metrics:

- **Progress Tracking:** Measures to monitor the advancement of strategic initiatives.
- **Performance Indicators:** Metrics to evaluate the success of strategic plans.
- **Adjustment Mechanisms:** Processes for modifying strategies based on performance data and changing conditions.

3. Variables Related to Human Resources Management:

HR Practices:

- **Recruitment:** Processes for attracting and hiring qualified candidates.
- **Training and Development:** Programs for enhancing employee skills and capabilities.
- **Performance Management:** Systems for evaluating and improving employee performance.
- **Employee Relations:** Management of workplace interactions and conflict resolution.

Workforce Metrics:

- **Employee Engagement:** Measures of employee motivation and commitment.
- **Retention Rates:** Statistics on employee turnover and retention.
- **Skill Development:** Assessment of employee skill enhancement and training outcomes.

By examining these relationships and variables, the study will provide insights into how effectively integrating risk management with strategic planning and human resources management can enhance organizational resilience, improve workforce capabilities, and lead to better patient outcomes in healthcare facilities. Therefore will effect on the following Variables:

Clinical Risks: Risks associated with patient safety, clinical errors, and treatment outcomes.

Operational Risks: Risks related to day-to-day operations, including equipment failures and workflow disruptions.

Financial Risks: Risks concerning financial stability, budgeting, and funding.

Regulatory Risks: Risks related to compliance with healthcare regulations and standards.

Chapter 3

Study Approach

3.1 Introduction

In this chapter, propose methodologies and techniques that based on comprehensive review of past studies, which provide valuable guidance for practicing effective research and creating successful methodologies, data collection techniques, and analytical approaches that have reliable and valuable results. Additionally, in this section will address potential study limitations, offering suggestions for enhancing sample size and ensuring effective data collection. Therefore, we aim to design research methodology that enhance the quality and impact of the study's findings.

3.2 Methodology and Research Methods

This comprehensive research study will employ a quantitative approach to gather and analyze data to gain a multifaceted understanding of the research problem.

The primary data collection method will involve conducting a series of in-depth interviews with key stakeholders within the healthcare sector. These interviews will target senior-level executives, human resource professionals, and risk management experts from a diverse sample of health facilities, including hospitals, clinics, and community health centers. The researchers will utilize a semi-structured interview guide to elicit detailed insights into the current risk management practices, strategic planning processes, and human resource management strategies employed by these organizations. The interviewees will be encouraged to share their perspectives on the challenges, opportunities, and best practices related to the integration of these critical domains.

The survey will be designed to gather quantitative data on the perceived effectiveness of risk management and human resource initiatives, the level of employee engagement, and the perceived alignment between organizational strategies and workforce capabilities. This data will provide valuable insights into the perceptions and experiences of a wider cross-section of the healthcare workforce.

The data collected through the surveys. The quantitative data will be subjected to statistical analysis, including regression modeling and multivariate techniques, to uncover the relationships between various risk management, strategic planning, and human resource management variables and their impact on organizational performance and workforce outcomes.

By employing this mixed-methods approach, the researchers will be able generate a comprehensive, evidence-based understanding of the complex interplay between risk management, strategic planning, and human resource management in the healthcare sector. The resulting insights will inform the development of practical recommendations and innovative frameworks to enhance the resilience and effectiveness of healthcare organizations.

3.3 Study Tools and Data Collection Approach

This research study will utilize survey questionnaires approach and semi-structured interviews to gather comprehensive insights from healthcare professionals involved in various aspects of risk management and human resource management.

The survey questionnaire will be meticulously designed to capture quantitative data from a diverse sample of healthcare personnel, including human resource managers, risk management coordinators, department heads, and frontline staff. The survey will be structured to elicit respondents' perspectives on a range of topics, such as the perceived effectiveness of current risk management practices, the alignment between risk management strategies and human resource planning, the level of employee engagement and job satisfaction, and the perceived barriers to the integration of these critical domains.

The survey instrument will incorporate a combination of closed-ended questions, utilizing established scales and measurement tools, as well as open-ended questions that allow respondents to share their personal experiences, challenges, and recommendations. This mixed-question format will enable the researchers to collect both standardized, comparable data and rich, contextual information that can provide deeper, qualitative insights.

The researchers will be able to develop a comprehensive, multifaceted understanding of the current state of risk management and human resource management integration within the healthcare sector. This approach to data collection will enable the researchers to uncover the underlying factors, contextual influences, and emerging trends that shape the complex interrelationships between these critical organizational functions, ultimately informing the development of practical recommendations and evidence-based strategies to enhance the resilience and performance of healthcare organizations.

This research study will employ the following methods to gather comprehensive insights from healthcare professionals involved in risk management and human resource management by:

Make Survey Questionnaires with Semi-Structured Interviews:

- **Method: Semi-Structured Interviews** to guide and clarify enough to get validity and detailed insights
- **Sample:** Key stakeholders from a diverse sample of health facilities including senior executives, human resource professionals, and risk management experts.
- **Design:** The survey questionnaires will be help to capture quantitative and qualitative data from a diverse sample of healthcare personnel.
- **Structure:** The questionnaire will include a mix of closed-ended and open-ended questions.
 - **Closed-Ended Questions:** These will use established scales and measurement tools to ensure standardized and comparable data.
 - **Open-Ended Questions:** These will provide respondents the opportunity to share personal experiences, challenges, and recommendations, offering qualitative insights.
- **Focus:** interviews will gain in-depth perspectives from healthcare professionals such as the effectiveness of current risk management practices, the alignment between risk

management strategies and human resource planning, employee engagement and job satisfaction, and perceived barriers to integration of these domains.

3.3.1 Data Collection and Analysis:

- **Quantitative Data:** The survey questionnaires will be analyzed to provide standardized, quantitative insights on various aspects of risk management and human resource integration.

We utilize Excel program in Microsoft Office to analyze the quantitative data from the survey questionnaires. This tool enables us to produce consistent and detailed insights into different facets of risk management and human resource integration. Excel program is particularly valuable because it provides easy and validity statistical techniques for managing and interpreting large datasets, ensuring accurate and reliable results for our analysis that support informed decision-making.

- **Qualitative Data:** The open-ended responses from surveys and insights from semi-structured interviews will be analyzed to uncover rich, contextual information and deeper qualitative insights.

Using a simplified approach to analyze qualitative data by categorizing responses into "negative" or "positive" can be effective for a high-level overview.

Summarize the overall balance of positive versus negative responses. For example:

- **Positive Response:** Indicates favorable opinions, successful outcomes, improvements, or supportive views. [specific strengths or benefits].
- **Negative Response:** Indicates challenges, criticisms, problems, or unfavorable views. [specific issues or concerns].

Integration between quantitative and qualitative data, it will help to develop a comprehensive understanding of the integration between risk management and human resource management in healthcare.

3.4 Acknowledging Potential Study Limitations

While this research study is designed to provide a comprehensive and robust investigation into the integration of risk management and human resource management practices within the healthcare sector, it is important to acknowledge the potential limitations that may arise during the course of the study. However, acknowledging and addressing potential limitations is crucial to ensure the study's robustness and validity.

3.4.1 Potential Study Limitations:

1. Impact of Saudi Vision 2030:
 - Description: Saudi Vision 2030 imposes significant reforms across various sectors, including healthcare. These reforms are designed to enhance efficiency and effectiveness but may also lead to substantial changes in practices and organizational dynamics in all dimensions.
 - Implication: The continuous evolution of policies under Vision 2030 could result in shifts in risk management and HR practices, potentially affecting the relevance and consistency of the study's findings over time.
2. Sample Size and Accessibility:
 - Description: Accessing healthcare organizations in Saudi Arabia, especially large hospital systems and specialized facilities, can be challenging. Engaging a representative sample of employees across different levels may also present difficulties.
 - Implication: Difficulties in reaching a diverse and representative sample could limit the generalizability and statistical power of the study's findings. The study might face challenges in securing participation from various organizational tiers, affecting the breadth of insights gathered.
3. Data Collection Constraints:
 - Survey Fatigue: Healthcare professionals often work in high-pressure environments, which may lead to time constraints or survey fatigue, impacting the quality and completeness of their responses.
 - Reluctance to Share Sensitive Information: The nature of risk management and HR practices can be sensitive, and some participants may be reluctant to share candid feedback despite assurances of confidentiality.
 - Implication: These factors could affect the accuracy and reliability of the survey data, potentially leading to biased or incomplete responses.
4. Availability of Organizational Documents:
 - Description: The accessibility of internal documents and secondary data sources required for in-depth case studies may vary. Some healthcare facilities might have

restricted data transparency or be unwilling to share specific documents or performance metrics.

- Implication: Limited access to organizational documents could constrain the depth and comprehensiveness of the case study analysis, affecting the overall quality and insightfulness of the research.

3.4.2 Plan to Address Limitations:

1. Mitigating the Impact of Saudi Vision 2030:

- Strategy: Regularly update the research framework to reflect ongoing changes under Vision 2030. Adapt research questions and hypotheses to incorporate new developments and reforms.
- Action: Monitor relevant policy changes and engage with experts or stakeholders to adjust the study's focus as necessary. Include a dynamic component in the study design to account for policy shifts.

2. Enhancing Sample Size and Accessibility:

- Strategy: Develop a comprehensive sampling strategy and utilize a multi-faceted recruitment approach to increase access to a diverse range of healthcare professionals.
- Action: Employ professional networks, industry associations, and personal outreach to facilitate participant recruitment. Consider offering incentives or simplifying the participation process to enhance engagement.

3. Overcoming Data Collection Constraints:

- Survey Design: Create concise and engaging survey instruments to minimize survey fatigue. Ensure the survey is user-friendly and respects participants' time constraints.
- Confidentiality Assurance: Reinforce the commitment to confidentiality and build trust with participants through transparent communication.
- Action: Conduct pilot tests of surveys and interview questions to refine them. Implement strategies to encourage honest and comprehensive responses, such as providing clear instructions and emphasizing the importance of participant input.

4. Addressing Availability of Organizational Documents:

- Strategy: Establish clear protocols for requesting and handling sensitive documents. Develop relationships with key stakeholders to facilitate data access.
- Action: Negotiate data-sharing agreements with healthcare facilities where possible and seek alternative sources or methods for obtaining necessary information. Consider using public or aggregated data where individual facility data is not available.

Conclusion: Acknowledging these limitations and implementing the outlined strategies will help mitigate their impact, thereby enhancing the validity and reliability of the research. Future research efforts can build upon these findings and address any gaps or challenges identified during this study.

This detailed plan helps in understanding and addressing the potential limitations of the research, ensuring a more comprehensive and reliable investigation.

Chapter 4

Results and recommendations

4.1 Introduction

In the final chapter, we will present the data analysis, results, and recommendations. This chapter will begin with a detailed analysis of the collected data, using appropriate statistical methods and analytical techniques to interpret the findings. We will then summarize the key results, highlighting significant patterns and insights relevant to the research questions. Based on these results, we will offer actionable recommendations to address the identified issues or opportunities. This chapter aims to provide a clear and comprehensive understanding of the study's outcomes and practical guidance for future actions or further research.

4.2 Data analysis

Based on analysis data survey we present 52 responses of Demographic Information in the table below, which targeted a specific sample from health facility to gather valuable information from various roles including risk manager, Financial Analyst, Financial Manager, HR Manager, HR specialist, Organizational Development manager, Recruitment Manager, Strategic Planning specialist and notably, the largest number of surveyors are Healthcare Administrator. It has been observed a diverse range of experiences included a major group of surveyors with over 10 years of experience and a smaller group with relatively less experience.

Table 1: Demographic information

What is your job title?	Responses
Risk manager	2
Financial Analyst	1
Financial Manager	3
Healthcare Administrator	35
HR Manager	4
HR specialist	4
Organizational Development manager	1
Recruitment Manager	1
Strategic Planning specialist	1
How long have you worked in this role?	Responses
1-3 years	6
4-6 years	6
Less than 1 year	4
More than 6 years	36

respondents' major



Figure 1: Demographic information of respondents' major

Respondents' ' experience

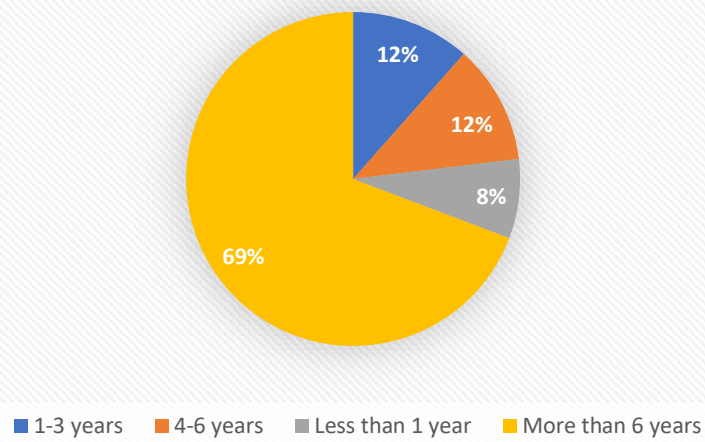


Figure 2: Demographic information of respondents' experience

Table 2: risk management practices

risk management practices	
How would you rate the importance of risk management in your health facility?	responses
Extremely important	29
Moderately important	11
Very important	12
Does your health facility have a formal risk management plan in place?	responses
No	26
Not sure	20
Yes	6
How often is the risk management plan reviewed and updated?	responses
Annually	2
Every 2-3 years	4
Not sure	34
When needed	12
Which risk management strategies are implemented in your facility? (Select all that apply)	responses
Emergency preparedness plans	32
Safety protocols	43
Staff training and development	6
Incident reporting systems	28
Risk assessments	31

As we present responses of risk management practices section in the table above, we found that the higher rate of extremely important of risk management in health facility have chosen by surveyors. 88% of surveyors noticed the absence of a formal risk management plan and uncertainty about its availability. 65% of surveyors are not sure if the risk management plan is reviewed and updated regularly while 23% of them pointed out to it when needed.

82% of surveyors focus on implement safety protocols as much as in risk management strategies, and then nearly 60% of them use Emergency preparedness plans, risk assessments and Incident reporting systems as common while only 11% prioritize staff training and development.

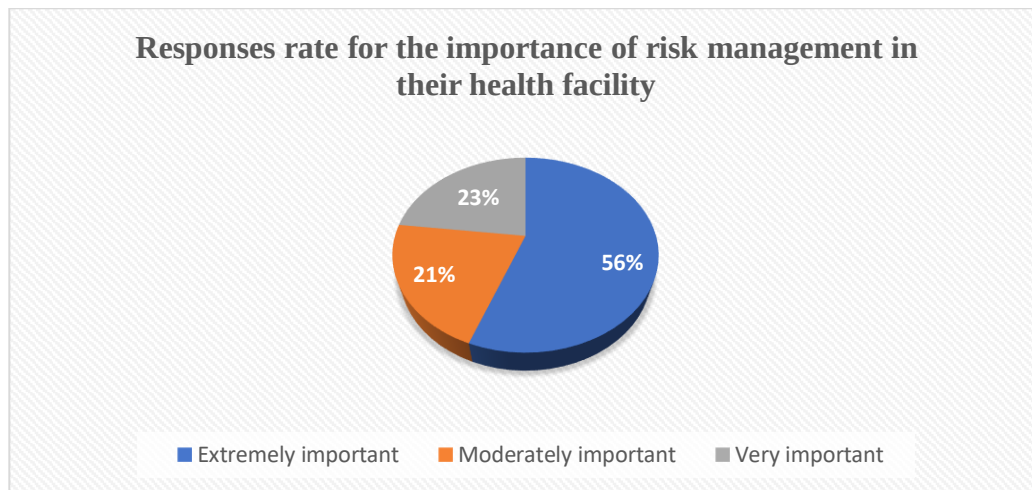


Figure 3: Risk management practices (Responses rate for the importance of risk management in their health facility)

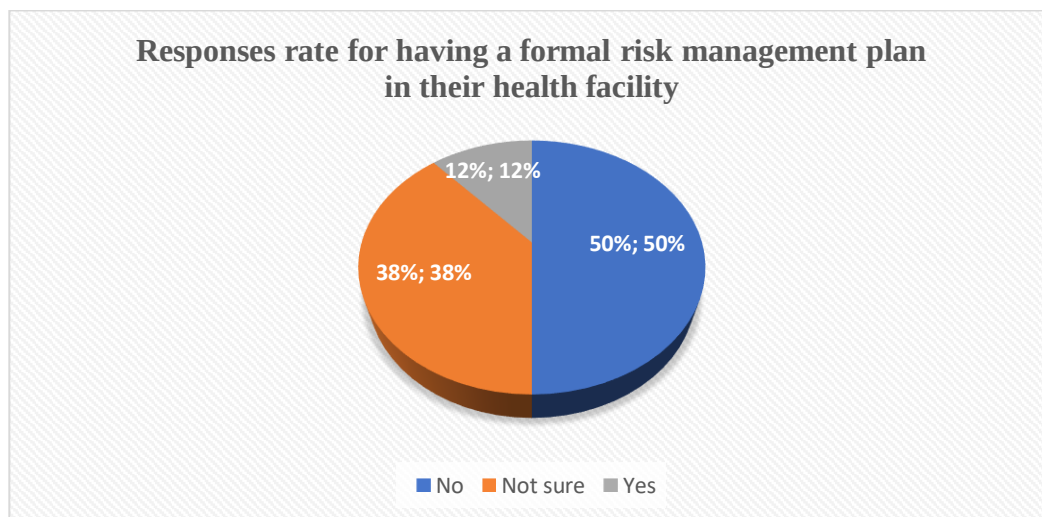


Figure 4: Risk management practices (Responses rate for having a formal risk management plan in their health facility)



Figure 5: Risk management practices (Responses rate of risk management strategies are implemented in their facility)

Table 3: Human resources practices

Human resources practices	
How effective is the collaboration between risk management and HR departments in your facility?	Responses
Effective	3
Ineffective	26
Neutral	12
Very effective	3
Very ineffective	8
How effective do you assess risk management interventions to be in relation to HR outcomes such as staff retention, job satisfaction, and performance?	Responses
Extremely effective	14
Moderately effective	10
Not effective	2
Slightly effective	8
Very effective	18
How effectively do you think risk management can address emerging challenges in human resource management, such as workforce shortages or regulatory changes?	Responses
Extremely effective	13
Moderately effective	12
not effective	3
Slightly effective	5
Very effective	19
How well does your facility's approach to risk management align with its HR goals and objectives?	Responses
Moderately	9
Not at all	29
Significantly	1
Slightly	11
Very significantly	2
How effectively does your HR department manage reputational risks?	Responses
Extremely effective	5

Moderately effective	6
not effective	15
Slightly effective	20
Very effective	6
How does effective risk management support long-term HR objectives?	Responses
Extremely supportive	12
Moderately supportive	13
not supportive	4
Slightly supportive	5
Very supportive	18
To what extent does risk management influence resource allocation for HR initiatives?	Responses
Moderately	10
Not at all	2
Significantly	20
Slightly	6
Very significantly	14
how much does risk management influence your recruitment strategies?	Responses
Moderately	7
Significantly	16
Slightly	9
Very significantly	20
How integrated are risk management considerations in your employee training programs?	Responses
Extremely integrated	15
Moderately integrated	15
Slightly integrated	9
Very integrated	13
How effective has risk management been in shaping your training and development initiatives?	Responses
Extremely effective	12
Moderately effective	11
Slightly effective	9
Very effective	20

How often are risk management insights incorporated into performance evaluations?	Responses
Always	5
Never	5
Often	15
Rarely	13
Sometimes	14
How effective are performance management adjustments based on risk factors?	Responses
Extremely effective	14
Moderately effective	19
Slightly effective	5
Very effective	14
How significantly does risk management impact conflict resolution and workplace interactions?	Responses
Moderately	10
Significantly	20
Slightly	7
Very significantly	15
To what extent does managing risks affect employee engagement levels?	Responses
Moderately	16
Significantly	20
Slightly	6
Very significantly	10
How effective are your practices in maintaining engagement despite risk challenges?	Responses
Extremely effective	6
Moderately effective	19
not effective	5
Slightly effective	8
Very effective	14
How significantly do risk-related factors impact employee retention?	Responses
Moderately	16
Significantly	19

Slightly	7
Very significantly	10
How effectively are skill development programs evaluated in terms of risk mitigation?	Responses
Extremely effective	13
Moderately effective	18
Slightly effective	5
Very effective	16
To what extent does risk management influence your skill development initiatives?	Responses
Moderately	10
Significantly	19
Slightly	7
Very significantly	16

In analyzing the responses to the Human Resources practices section in the above Table, we found that 50% of surveyors' answers about the effectiveness of collaboration between risk management and HR departments is ineffective in their facility, while 34% reported that risk management interventions are highly effective in relation to HR outcomes.

Furthermore, 36% of respondents believed that risk management could effectively address emerging challenges in HR such as workforce shortages or regulatory changes.

However, the major group with 55% of answers indicated that their facility do not have a specific risk management approach aligned with HR goals and objectives. Meanwhile, 38% noticed that HR's management of reputational risks is only slightly effective. Despite this, almost 60% felt strongly supported the idea that risk management contributes to long-term HR objectives, and significantly influences resource allocation and recruitment strategies.

Regarding risk management integrated with employee training programs we observed two equal proportions nearly 50% between extremely integrated and moderately integrated. while 28% indicated that risk management insights are often incorporated into performance evaluations.

When it comes to performance management adjustments based on risk factors, 36% rated this as moderately effective, and 38% agreed that risk management has a significant impact on conflict resolution and workplace interactions. In terms of employee engagement, 38% of respondents felt that managing risks significantly affects engagement levels, while 36% viewed current practices as moderately effective in maintaining engagement amidst risk challenges. Moreover, 34% assessed skill development programs as moderately effective in terms of risk mitigation, with 36% acknowledging a significant influence of risk management on these initiatives.

Finally, almost over 60% of respondents reported to between extremely effective and moderately effective in performance management adjustments, conflict resolution and workplace interactions, employee engagement levels, employee retention and skill development programs evaluated in terms of risk mitigation as impact of risk management.

Table 4: Integration with HR Strategic Planning

Integration with HR Strategic Planning	
how important is the role of risk management in shaping the strategic priorities of human resource planning within your health facility?	Responses
Extremely important	2
Moderately important	3
Not important	24
Slightly important	20
Very important	3
How often have risk management strategies been adjusted in response to unexpected HR issues or crises in your facility?	Responses
Always	2
Never	30
Often	4
Rarely	11
Sometimes	5
How frequently does risk management influence decisions related to human resource planning in your facility?	Responses
Always	3
Never	32
Often	1
Rarely	14
Sometimes	2
How does risk management influence HR strategic planning in your facility? (Select all that apply)	Responses
Affects employee training and development	6
Impacts succession planning	6
Shapes organizational policies and procedures	8
Guides recruitment and staffing decisions	7

Identifies critical skills needed	7
Have no influence	44
How frequently is risk data used to inform HR strategic decisions in your facility?	Responses
Never	27
Often	11
Rarely	14
What do you think challenges you face in integrating risk management with HR strategic planning?	Responses
Different priorities	23
Insufficient data for risk assessment	45
Lack of understanding of risk management benefits	41
Resistance to change	27
Lack of communication between departments	29
Limited resources or budget constraints	27
To what extent do you believe the integration of risk management practices has improved the effectiveness of your HR strategies?	Responses
Moderately	9
Significantly	16
Very significantly	27
How has the integration of risk management into HR strategic planning impacted your facility?	Responses
Better compliance with regulations	47
Enhanced staff satisfaction	31
Increased overall efficiency	48
Reduced turnover rates	40
Improved employee performance	50
Have no effects	2
What improvements or additional support would benefit the integration of risk management with HR planning in your facility?	Responses
Better communication and collaboration tools	47
Increased budget for risk management	29
More frequent updates and reviews of risk management plans	30
Enhanced training for staff	50

How do you anticipate the role of risk management will evolve in relation to human resource planning in your facility over the next 3-5 years?	Responses
moderately	16
Significantly	17
Slightly	5
Very significantly	14
How effective are risk identification and assessment incorporated into HR strategic planning?	Responses
Extremely effective	26
Moderately effective	9
Very effective	17
How effective are the performance indicators used to measure HR strategy success in relation to risk management?	Responses
Extremely effective	22
Moderately effective	9
Slightly effective	3
Very effective	18
How effective are your strategies for managing employee relations in the context of identified risks?	Responses
Extremely effective	5
Moderately effective	20
not effective	6
Slightly effective	5
Very effective	16
How often are retention strategies adjusted based on risk management assessments?	Responses
Always	5
Never	7
Often	8
Rarely	13
Sometimes	19

In analyzing the responses to the "Integration with HR Strategic Planning" section in the above schedule, we observed that survey participants generally perceive the role of risk management in shaping

HR strategic priorities within health facilities as less significant. A notable percentage, over 60%, indicated no adjustment to risk management strategies or influence on HR decisions from risk management. Furthermore, only 13% of respondents acknowledged that risk management impacts various aspects of HR strategic planning, such as employee training, succession planning, organizational policies, recruitment, and identifying critical skills, while the majority felt it had no impact.

21% of surveyors compared to most of them often use risk data for HR strategic decisions. However, 86% face challenges in integrating risk management with HR planning, mainly due to insufficient data for risk assessment and lack of understanding of risk management benefits. Additionally, 56% identified resistance to change, lack communication between departments, and limited resources or budget constraints as major obstacles.

Despite these challenges, Almost above 80% of respondents believe that integrating risk management practices would enhance the effectiveness of HR strategies as well as they highlighted benefits such as better compliance with regulations, enhanced staff satisfaction, increased overall efficiency, reduced turnover rates, and improved employee performance as impact on health facility. Also, almost all of them praised to select following: Better communication and collaboration tools, increased budget for risk management, more frequent updates and reviews of risk management plans, and Enhanced training for staff as benefit of the integration between risk management and HR planning in the facility.

However, only 33% of surveyors tend to anticipate a significant evolution in the role of risk management in HR planning over the next 3-5 years. More than 80% believe that effective risk identification and assessment are significant for successful HR strategic planning. Additionally, over 76% view performance indicators related to HR strategy success and risk management as extremely effective. Nearly 50% rated strategies for managing employee relations in response to identified risks as moderately to very effective. Finally, 36% of respondents sometimes adjust retention strategies based on risk assessments, while 25% do so rarely.

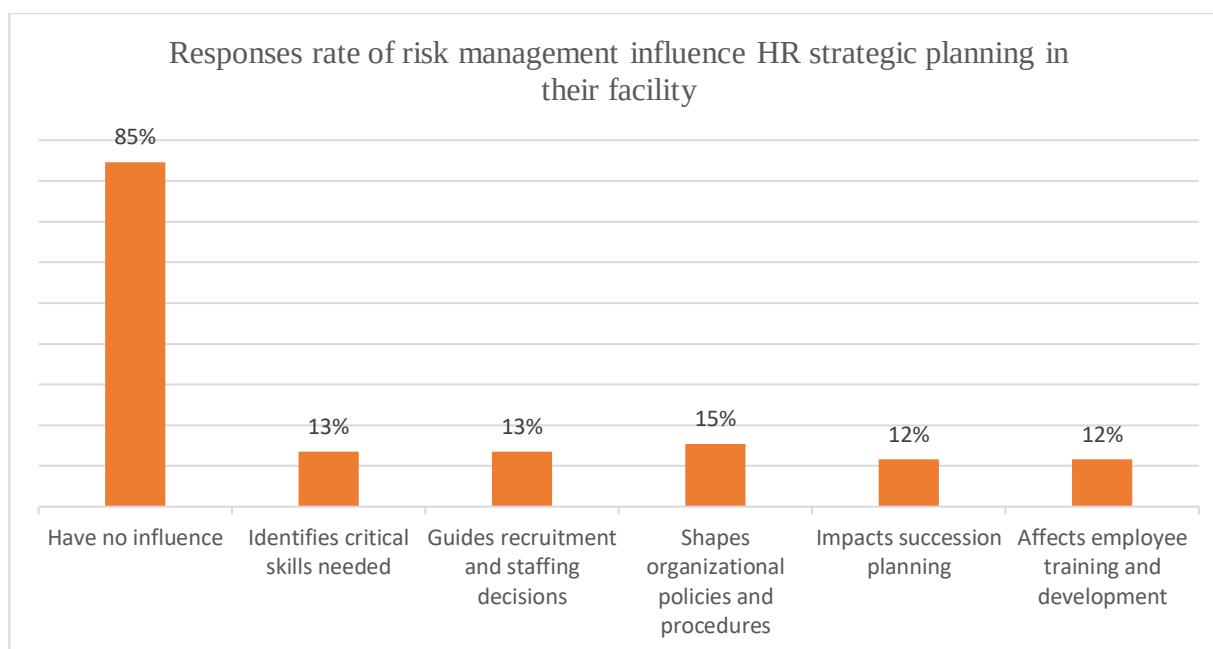


Figure 6: Responses rate of risk management influence HR strategic planning in their facility



Figure 7: Responses rate of challenges they face in integrating risk management with HR strategic planning

4.2.1 Additional comments or suggestions regarding the role of risk management in HR strategic planning

- There is no comprehensive risk management system or clear plan for integrating risk management with HR strategic planning.
- The existing risk management plan focuses exclusively on medical aspects.
- Suggests increasing awareness among employees, especially supervisory staff and HR management, about the importance and impact of the risk management system for HR planning success is crucial.
- Ensuring that human resources administration are mandated to collaborate closely with risk management responsible is essential to work on risk management system.

4.3 Conclusion

The analysis of data reveals a notable significant collaboration gap between risk management and HR administration. Despite acknowledging the importance of risk management, its integration into HR practices in health facility remains insufficient. The data underscores the necessity for strong risk management framework that not aligns with HR objectives but it is recognized as important and effective in certain areas like medical concerns.

less experienced staff may not fully aware about the depth and necessity of aligning risk management with HR goals, possibly contributing to observe all influences. In front of experienced professionals felt the importance of understanding the risk management role beyond how to apply it due to didn't know which effective approach to use it due to face challenges such as following:

- High rate in insufficient data for risk assessment and lack of understanding of risk management benefits
- Resistance to change
- Lack of communication between departments
- Limited resources or budget constraints
- Different priorities

Somewhere, respondents activate the role of risk management in integration with HR strategic planning that requires better communication and collaboration tools, increased budget for risk management, more frequent updates and reviews of risk management plans and enhanced training for staff according to answer most of surveyors. In order to they observed the benefit of integrating risk management with HR planning such as:

- Affects employee training and development
- Impacts succession planning
- Shapes organizational policies and procedures
- Guides recruitment and staffing decisions

- Identifies critical skills needed
- Better compliance with regulations
- Enhanced staff satisfaction
- Increased overall efficiency
- Reduced turnover rates
- Improved employee performance
- Better communication and collaboration tools
- Increased budget for risk management
- More frequent updates and reviews of risk management plans
- Enhanced training for staff
- Conflict resolutions and workplace interactions

4.4 Recommendations

Based on the conclusion, several key recommendations can be made to address the identified gaps and improve the integration of risk management with HR administration in the health facility:

1. Expand a comprehensive risk management system
 - Broaden the scope of the risk management plan to cover areas beyond medical aspects, which is one of effective plan impact on medical services.
 - Create a structured risk management framework that aligns with HR goals and integrates risk management practices into HR functions. This should include risk assessments specifically tailored to HR activities and objectives.
 - Develop standardized policy and clear procedures for risk management that can be reliable and consistently applied across HR functions to ensure that risks are managed effectively and in alignment with organizational goals.
2. Develop communication and collaboration
 - Activate mandated Interdepartmental Communication through Establish regular meetings and communication channels between risk management and HR team to ensure both administrations are aligned and informed about each other's needs and challenges.
 - Support Collaboration Tools and platforms with expert IT employees to facilitate better communication and information sharing between departments.
3. Address resource and budget constraints
 - Ensuring there are sufficient resources for effective risk assessment, management, and training through Allocate a Dedicated Budget and Increase it specifically for risk management initiatives,
 - Optimize Resource Utilization: Assess current resource allocation and increase it to support critical risk management and HR integration activities.
4. Continuous training and awareness

- Develop and implement comprehensive training programs for both risk management and HR staff to enhance their understanding of the role and benefits of integrated risk management.
 - Provide ongoing education and professional development opportunities to keep staff updated on best practices and engaging into risk management system with HR.
5. Promote a culture of change
- Improve strategies that manage resistance to change, including engaging staff in discussions about the benefits and impact of integrating risk management with HR on the facility and individual, additionally, addressing concerns transparently.
 - Present success stories and case studies that help to clarify the benefits of effective risk management integration and encourage emerging to support it.
6. Improve risk assessment and planning
- Use effective and appropriate tools to ensure that data collection for risk assessment and analysis is comprehensive and accurately reflects potential risks.
 - Contribute to design a schedule for regular reviews and updates of risk management plans to keep them relevant and effective.
 - improve risk assessment capabilities and risk management knowledge
7. Focus on strategic HR integrates and impacts
- Ensure that risk management and HR priorities in alignment to ensure that they support each other and focus on shared objectives, reducing conflicts and improving overall effectiveness in order to reflect excellent patient care services.
 - Ensure that risk management is integrated into HR strategic planning, influencing key areas such as employee training, succession planning, recruitment and policy development.
 - Continuously monitor and assess the impact of integrated risk management on HR functions, including employee engagement, performance, satisfaction, turnover rates, compliance with regulations, managing and mitigating reputational risks and overall efficiency.
8. Address risk management system challenges
- Hired experienced risk management professionals and HR experts to bring expertise and best practices into the organization.
 - Visit standardize organization to learn about their risk management systems, models, and approaches as well as how to apply it effectively.
 - Provide professional risk management courses to enhance staff expertise and practice effective risk management which is contributing in promote the transformational journey under Saudi vision 2030.

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Appendix

Survey questionnaire

We created an effective research survey that provides valuable insights and supports our study's objectives in order to ensure that the data collected is valuable and reliable. You can access the form through the: [Survey questionnaire form](#).