


Chapter 9

G.R.A.S.P. Model: Impact on Well-Being of Healthcare Providers

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ABSTRACT

Measuring impact of an organisation need studying the inputs required for the desired outcome and the impact. If the desired outcomes are not met, the inputs are re-assessed and reprocessed. Till we do not achieve the desired outcomes, the cycle of input, process, output, and outcome is continued. Therefore, healthcare managers and leaders need to understand the input variables effecting the Eco system of the organisation and its culture for the desired impact. Thus, the need of a model comprising of the input factors to be processed for the desired output, outcome and impact. G.R.A.S.P. model comprising of the key variables of Governance, Resource Allocation, Accountability, Sustainability and Profitability is presented as a concept for impacting the organisational culture. The organisational Eco system, thus can impact on the well-being of the healthcare providers. Thus, the need to create an organisational culture to have an impact on the well-being of healthcare providers, enabling them to produce the desired results.

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INTRODUCTION

Human capital is the most critical component of organizations, serving as their economic engine. The employees play a vital role in gaining a competitive advantage for the organization. Their quality, competence, capability, and ability are decisive in its performance.

The health of the organization depends upon the environment within and outside and is deeply rooted in the satisfaction, engagement, and performance of employees. Their well-being influences productivity, innovation, and profits, resulting in a thriving economy and societal culture. Studies have shown that employee satisfaction and engagement enhance both individual and organizational outcomes, fostering resilience and sustainable growth (Bakker et al., 2023; Oswald, Proto, & Sgroi, 2023). A healthy organizational culture—characterized by psychological safety, ethical leadership, and supportive work environments—acts as a microcosm of societal well-being (Salas-Vallina, Alegre, & Fernández, 2021; Cooper & Cartwright, 2022). In line with the World Health Organization's framework for healthy workplaces, which emphasizes that nurturing organizational well-being contributes not only to improved workforce performance but also to broader social stability and health equity (WHO, 2020; Kim & Wang, 2022). Thus, fostering an organizational culture significantly impacts employee well-being, which is not only a corporate responsibility but also a societal imperative, linking workplace well-being to the overall happiness and functionality of nations (Helliwell, Layard, & Sachs, 2024)⁷.

To remain healthy, an organization must adopt structural measures like institutionalizing good governance and accountability and developing performance indicators. Market research should be conducted to identify the key customers and competitors for sustainability. Governance is a set of individual and institutional, public and private actions for planning joint administration of affairs and a continuous process of creating understanding between different and conflicting interests (WHO 2021, OECD 2023). Empirical research substantiates that effectively governed institutions exhibit enhanced operational efficiency, employee satisfaction, and stakeholder trust, thereby directly fostering organizational health (Panda & Patnaik, 2021; Abdullah & Ashraf, 2022)¹¹.

Good governance is incomplete without incorporating elements such as accountability, a participatory approach, the rule of law, foresight ability, democratic practices, and civil liberties.

Accountability is one of the primary objectives and components considered by policymakers and health systems managers. The World Health Organization (WHO 2022)¹² framework for evaluating health system performance revolves around health, responsiveness, and financial fairness as the primary objectives of any health system. Today, accountability has gained increasing importance and it is a systemic concept.

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