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**Human Resources Management as a Strategic Lever in Digital Health Transformation**

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**Abstract**

Digital transformation is now essential for health systems to provide care, improve efficiency, and stay resilient amid rapid change. However, in the digital era, **strategic human resource management (SHRM)** positions HRM as a co-architect of transformation, aligning workforce capabilities with emerging technologies. A key driver of SHRM's strategic leverage is its *digital maturity* (Shahiduzzaman, 2025), meaning not simply adoption of digital tools, but the embedding of digital capabilities into SHRM strategy, governance, processes, and culture. This research examines what is occurring and not occurring in digital and AI applications in US Healthcare organizations. Suggestions to implement and utilize digital technologies and speed the time of implementation of Artificial Intelligence Systems for the benefit of customer care and customer satisfaction is addressed.

**Keywords:** human resources management, artificial intelligence, digital technology, healthcare

**Introduction**

Digital transformation is now essential for health systems to provide care, improve efficiency, and stay resilient amid rapid change. As health care organizations deploy artificial intelligence (AI), cloud platforms, telehealth, and data analytics, they must not undervalue the human dimension. Human Resource Management (HRM), when reimagined strategically, emerges as a critical lever in driving and sustaining digital health transformation.

**The Strategic Importance of HRM In Digital Health- The Statement of the Problem**

Traditional HRM has often been viewed as an administrative, support function. However, in the digital era, **strategic human resource management (SHRM)** positions HRM as a co-architect of transformation, aligning workforce capabilities with emerging technologies. Nastase, Adomnitei, and Apetri (2025) argue that strategic HRM in the digital age involves more than transactional tasks—it encompasses agility, continuous reskilling, ethical governance, and human-centered design to secure sustainable competitive advantage.

In healthcare settings, the role of SHRM is amplified. The workforce is not just a factor of production, but the backbone of patient care. The digital transformation of health systems demands a workforce that is technologically proficient, adaptable, and resilient.

Jouni (2024) contends that SHRM and health informatics are deeply interlinked in digital transformation in that success depends on investing in the human cadre, cultivating digital literacy, and promoting shared understanding between clinicians, IT, and management.

### **Enabling Factors: Digital HR Maturity and Capacity Building**

A key driver of SHRM's strategic leverage is its *digital maturity* (Shahiduzzaman, 2025), meaning not simply adoption of digital tools, but the embedding of digital capabilities into SHRM strategy, governance, processes, and culture. Shahiduzzaman's (2025) thematic analysis of the SHRM literature identifies pivotal pillars of HR digital maturity that includes HR strategy & governance, talent management, employee competencies, stakeholder engagement, and crisis management.

In health care organizations, digital HR transformation can materially improve agility and resilience. A recent study in hospitals reports that cloud-based HR systems, AI for recruitment, and e-learning contribute to better institutional responsiveness and workforce stability (Adhirajasa, Efendi, Suryati, & Andriani, 2025).

Moreover, the integration of digital SHRM tools has been empirically linked to increased HR efficiency, particularly when mediated by organizational agility. In a model tested by sustainability researchers, digital HRM systems positively influence HR efficiency, and that effect is stronger in more agile organizations (Fenwick, A., Molnar, G., and Frangos, P., (2024).

### **Human-Centric AI Adoption: Balancing Technology With Values**

A critical fault line in digital health transformation lies in AI deployment. While AI promises substantial gains (e.g., predictive analytics, diagnostic decision support), uptake can stall if HRM fails to account for the human dimension. A paradigm shift is needed, (Fenwick, A., Molnar, G., and Frangos, P., (2024). They argue that HRM must ensure that AI adoption is human-centric, embedding ethical frameworks, fostering psychological safety, and managing employee concerns about displacement (Fenwick, A., Molnar, G., and Frangos, P., (2024).

This balance is especially important in digital health, where AI decisions may affect patient outcomes and clinician trust. As such, HR leaders are uniquely positioned to act as translators between technologists, clinical staff, and executives — aligning AI strategy with workforce readiness, value-based care, and patient-centric goals (Fenwick, A., Molnar, G., and Frangos, P., (2024).

### **Impact On Well-Being and Organizational Dynamics**

Digital transformation is not neutral: it reshapes work, power, and professional identity. In global healthcare sectors, recent research highlights how digital transformation influences organizational culture, commitment, and professional development and how HR practices mediate these effects on employee well-being (Kumi, Appiah, & Dartey-Baah, 2025).

SHRM's strategic engagement in this space goes beyond managing talent: it involves designing systems that support learning, belonging, and psychological safety in hybrid or technology-augmented work environments (Kumi, Appiah, & Dartey-Baah, 2025).

### **Leadership Alignment and Governance**

For SHRM to be a strategic lever, executive leadership must align with its vision. In health systems, C-suite leaders are increasingly recognizing this. A qualitative study of U.S. health systems found that digitally savvy CEOs and CIOs now form integrated leadership teams, breaking down traditional silos between technology and operations. [Lippincott Journals](#) These findings underscore that HR strategy must be embedded in governance structures. HR should not merely support digital projects—it should help lead them.

### **Challenges and risks**

Despite its promise, strategic HRM in digital health faces many challenges:

1. **Resistance to change:** Clinicians and staff may feel alienated by new tools, especially if they perceive them as burdensome or threatening.
2. **Skills gaps:** Continuous reskilling is required, yet predicting future skill needs remains difficult.
3. **Governance and ethics:** Without thoughtful frameworks, AI adoption may exacerbate inequities or undermine trust.
4. **Resource constraints:** Particularly in low- and middle-income settings, investments in digital HR systems may compete with other pressing priorities.

### **Solutions- Call to Action**

To harness HRM as a strategic lever in digital health transformation, health systems should:

- Invest in HR digital maturity, not just in tools but in culture, governance, and strategy.
- Develop reskilling programs that anticipate future roles, especially in AI-augmented care.
- Embed ethical and human-centered frameworks into AI policy, with HR leading or contributing.
- Build integrated leadership teams (e.g., CEO, CIO, CHRO) to align digital, clinical, and people strategies.
- Monitor and evaluate well-being, organizational dynamics, and HR effectiveness throughout transformation.

## **Conclusion**

Digital transformation in health care is too often framed as a purely technological challenge. Yet its success depends fundamentally on people: their skills, mindsets, and engagement. Strategic HRM offers a powerful lever to align the workforce with technological innovation, ensuring that digital health initiatives are sustainable, equitable, and human-centered. By elevating HR from a support function to a strategic partner, health systems can not only accelerate transformation—but also safeguard the values of care, empathy, and professional integrity that lie at the heart of medicine.

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