

# Strategic Management of Human Capital in Health

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## Abstract

**Introduction:** Human capital development constitutes an essential pillar of healthcare systems worldwide. The lack of effective management strategies has limited the impact of clinical, teaching, and research activities.

**Objective:** To design a managerial strategy for optimizing human capital management in the provincial healthcare sector.

**Methods:** Mixed-method, exploratory-descriptive study conducted between January and December 2024 with 115 human resources and health policy specialists. SWOT analysis, interviews, documentary analysis, and expert validation were employed.

**Results:** Deficiencies were identified in the planning, training, evaluation, and strategic coordination of human capital. The designed strategy was deemed relevant and feasible by 94 % of specialists.

**Conclusions:** Human-centered and strategic talent management enhances institutional effectiveness, promotes job satisfaction, and strengthens healthcare delivery.

**Key words:** human capital; health strategy; human resources management; cuba

## Introduction

Human capital has historically been the cornerstone of Cuba's healthcare system. (1) The training of socially committed professionals has been a national priority. In an increasingly demanding global environment characterized by technological, economic, and demographic transformations, it is imperative to strengthen health human resources management through effective, contextualized, and human-centered managerial strategies. (2)

In Sancti Spíritus, multiple limitations have been identified regarding the planning, training, and evaluation of health personnel. (3) This study aims to design a strategy addressing these needs, integrating workers' active participation with the efficiency, quality, and equity principles characterizing the Cuban healthcare model. (4)

## Materials and Methods

A non-experimental, exploratory-descriptive study with a mixed-method approach (qualitative and quantitative) was conducted. Participants included 115 human resources and health policy specialists from Sancti Spíritus province between January and December 2024. Data were collected through individual and group interviews, documentary review (ministerial resolutions, current legislation), direct observation, and application of the SWOT matrix for strategic diagnosis. (5)

Expert validation criteria were used for the designed strategy. Results analysis employed descriptive statistics (percentages, frequencies) using spreadsheet software. Ethical principles for medical research established in the Helsinki Declaration were strictly followed. (6)

## Results

The diagnostic phase revealed significant deficiencies in human capital management. 68% of respondents reported the absence of articulated

planning integrating training and research processes. (7) Over 70 % considered institutional training program coverage inadequate. The SWOT analysis identified the lack of a provincial strategy in this domain as the primary weakness.

Consequently, a strategy based on four pillars was designed: (1) contextualized continuing education, (8) (2) performance evaluation with an educational approach, (9) (3) active staff participation in decision-making, and (4) articulation with teaching-research processes. Validation showed 94% of experts considered this proposal relevant, while 87% assessed it as feasible for implementation.

## Discussion

Human capital management requires a strategic perspective that transcends purely administrative approaches. (2) Cuba's healthcare model, centered on human beings and their social determinants, must be reinforced with tools ensuring staff training, motivation, and recognition. (10) The designed strategy integrates these principles, aligning with national and international policies promoting universal, quality healthcare. (4)

Previous studies have highlighted that organizational performance is directly linked to talent management. (1) Initiatives like the one described in this article can strengthen health system resilience and contribute to the sustainability of the Cuban model amid current global transformations. (8)

## Conclusions

The strategic proposal developed in Sancti Spíritus represents a valuable tool for transforming human capital management in the health sector. Its positive validation by experts supports its applicability and relevance. Investment in human development—centered on ethics, participation, and social commitment—strengthens the comprehensive, human-centered care characterizing Cuba's healthcare system. This strategy can be replicated and adapted in other regions of the country, thereby contributing to continuous institutional performance improvement and the well-being of both workers and the population.

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## Conflict of Interest

The authors declare no conflicts of interest related to this study.

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