

Abstract

Value Health System and People Management: Enhancing Human Capital and the Visibility of Nursing's Contribution

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Introduction. The Value Health System paradigm requires moving beyond an approach primarily focused on volumes of activity and orienting the assessment of healthcare systems towards outcomes, quality, appropriateness, and sustainability. From this perspective, nursing care makes an essential contribution that is not always adequately represented within measurement and reporting systems. People management also assumes a strategic role because the value generated in care settings largely depends on the quality of professional relationships, organizational resilience, and the ability to develop skills and sustain motivation. This conceptual contribution aimed to explore the relationship between value creation and human capital management in healthcare organizations, with particular attention to attracting, motivating, and retaining nurses and other healthcare professionals.

Methods. A conceptual analysis was conducted considering the contemporary post-pandemic, economic, geopolitical, and societal context. The analysis examined healthcare governance models, managerial culture, professional relationships, intergenerational dynamics, human capital development, and the visibility of nursing care within a Value Health System framework.

Results. The analysis highlighted the need to interpret healthcare not merely as a technical and productive system, but as a complex relational environment in which professionals collaborate to care for individuals with unique needs and experiences. Accordingly, value cannot be reduced exclusively to economic performance or productivity indicators but should also encompass communicative, relational, ethical, and organizational dimensions. Particular attention was given to intergenerational coexistence in the workplace, the need to overcome professional silos, and the promotion of participatory leadership based on listening, recognition, accountability, and professional development. Shared educational pathways involving nurses, physicians, and other healthcare professionals were identified as essential for strengthening interprofessional culture and mutual understanding of professional competencies. A kind and diplomatic management approach was proposed to address organizational complexity by combining decisiveness with relational humility.

Discussion. A Value Health System requires structural investment in human capital. Making the contribution of nursing care visible also means recognizing that value is generated by organizations capable of integrating clinical outcomes, professional well-being, relationship quality, and competency

development. Strategic people management therefore represents a decisive lever for strengthening the resilience of healthcare services, supporting the sustainability of care systems, and ensuring full recognition of nursing's contribution.

Keywords: Value Health System, People Management, Human Capital, Nursing Contribution

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