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RESEARCH ARTICLE

TRAINING AND DEVELOPMENT IN COOPERATIVE HOSPITALS: A PATH TOWARD SDG COMPLIANCE

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Abstract

Training and development have become key strategies to enhance the capacity of the healthcare workforce and progress towards Sustainable Development Goal (SDG) compliance in cooperative hospitals. This review is a compilation of the latest literature addressing continuing professional development, workforce training, human resource management practices, simulation-based learning, eLearning and organisational support systems in healthcare settings. The results have shown that structured and continuous training systems positively affect workforce competency, satisfaction, organisational commitment, leadership development, patient care quality, and institutional resilience. Competency-based programs, supportive organisational climates, and collaborative professional development programs and the sustainability of the healthcare workforce. There are, however, ongoing issues to be addressed regarding access to training, technological readiness, contextual adaptability, policy integration, and training impact assessment. The review highlights the need for institutional support, a continuous learning culture, and strategic workforce planning to develop a comprehensive training model that reinforces cooperative hospitals in meeting healthcare goals in the context of the SDGs. It concludes that adaptive, inclusive and context-responsive training models are needed to improve healthcare quality, the resilience of the healthcare workforce and sustainable institutional performance.

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Introduction:-

The study highlights the growing importance of Continuing Professional Development (CPD) systems for enhancing the capacity and competence of the healthcare workforce. It emphasises the importance of institutional leadership, involvement of stakeholders, policy support and regulation of effective CPD frameworks. Despite these developments, there is still insufficient attention to integrating context-specific learning approaches, policy coordination, and institutional support systems (Farid et al., 2026; Merry et al., 2023). The importance of effective CPD systems being based on supportive policies, adult learning theories and structured professional frameworks that

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promote ongoing learning and skill development. The results suggest that flexible delivery of content, quality assurance systems, sustainable funding and systematic evaluation processes are all important to enhance the effectiveness of CPD initiatives and engagement by practitioners and sustainability suggest that CPD needs to be more integrated and flexible in healthcare institutions (Magwenya et al., 2023). This study explores the theoretical relationships between Strategic Human Resource Management (SHRM) practices, organizational change processes, and organizational outcomes, emphasizing the mediating role of change management in enhancing performance (Surya et al., 2024). The review indicates that digital transformation, industry context, and sustainability integration are significant contextual factors that influence the effectiveness and importance of combining professional action with responsible governance and adaptive digital practices to ensure sustainable performance (Pathinettampadiyan et al., n.d.). The study defines Continuing Professional Development (CPD) as a multi-faceted process that encompasses more than just clinical knowledge and skills, but also encompasses the skills of leadership, communication, professionalism, teamwork, accountability and technological competence. It highlights that the effective frameworks for CPD must encourage lifelong learning through structured and individualised learning, including the use of personal learning plans (Filipe et al., 2014).

Conceptual Framework: Training, Development, and CPD in Healthcare:-

It offers a detailed conceptual understanding of training and development, highlighting that it is a multidimensional phenomenon with benefits for the individual, the team, the organization and society. It emphasizes how effective training systems can help enhance skills, organizational effectiveness, adaptability of the workforce and future career development. The results indicated that training and development effectiveness is related to the needs assessment, readiness of the learners (Aguinis & Kraiger, 2009). The results indicate the theoretical link between workplace participation, skill development and the building of professional identity; that learning is facilitated by ongoing contact with experienced practitioners and authentic workplaces. The research also shows that apprenticeship training helps to build work-ready skills, flexibility, and lifelong work capacity. There are however some gaps in the understanding of how apprenticeship models can be systematically embedded within contemporary institutional training models, and how they can be adapted to the changing professional and institutional needs (Billett, 2016). The professional development (PD) such as continuing medical education and self-directed learning to help physicians maintain their competence and effectiveness. It emphasises how practitioners use their experiences in the workplace, the need to respond to the immediate needs of their patients and their personal awareness to identify learning needs and inform their professional learning activities (Cook et al., 2017). The study challenges the practice-based learning strategies that focus on knowledge acquisition and task performance and neglect developmental and identity forming aspects of learning.

It adds a “lifeworld” view to the conceptualization of learning and professional development as a process of learning “ways of being” as well as learning skills. The results indicate that there is a theoretical connection between workplace experiences, personal meaning and professional becoming, which means that effective learning isn't just about the learning of technical skills, but also the development of professional values and practices (Dall’Alba & Sandberg, 2010). The study emphasizes the importance of Continuing Professional Development (CPD) in enhancing the knowledge, skills, and clinical competence of healthcare professionals, ultimately leading to better healthcare outcomes. The results indicate however that CPD participation does not automatically guarantee the effective transfer of learning to practice. The study establishes a theoretical connection between workplace support, collaborative learning environment, content of the training and the effective application of the professional learning outcomes (Al-Omary et al., 2024). The significance importance of various pedagogical strategies, cooperative learning, and the involvement of participants in achieving effective training outcomes. The results indicate that customised training programs that are based on their competency level, professional background, and managerial role improve leadership skills, interpersonal effectiveness, and innovative working practices. The study also sets up a theoretical link between contextualised learning, professional interaction and organisational problem solving capacities (Giovannelli et al., 2024).

The Continuing Professional Development (CPD) as a flexible and accessible tool for enhancing the skills and knowledge of healthcare professionals throughout their careers. It highlights the importance of the perceived usefulness, ease of use, institutional support, motivation, habituated use of technology and digital literacy in explaining technological acceptance and engagement in digital CPD. The results indicate a high level of theory support between user centred learning systems and the willingness of health care professionals to engage in lifelong learning activities. The research also suggests that effective eLearning programs are able to overcome time, access and work-related barriers to improve professional development opportunities (Kelkay et al., 2025). The importance of investing in lifelong learning, skill development and workforce competency to improve professional effectiveness

and to promote institutional sustainability. The study also highlights the fact that past studies have been mostly at the macro-economic and development level, with few studies focusing on the institutional level of human capital management in healthcare institutions. There are still substantial knowledge gaps regarding the relationship between workforce development practices and quality of health care, employee health, patient safety, and the adoption of effective HCM systems in health care environments(Grigorovica et al., 2022).

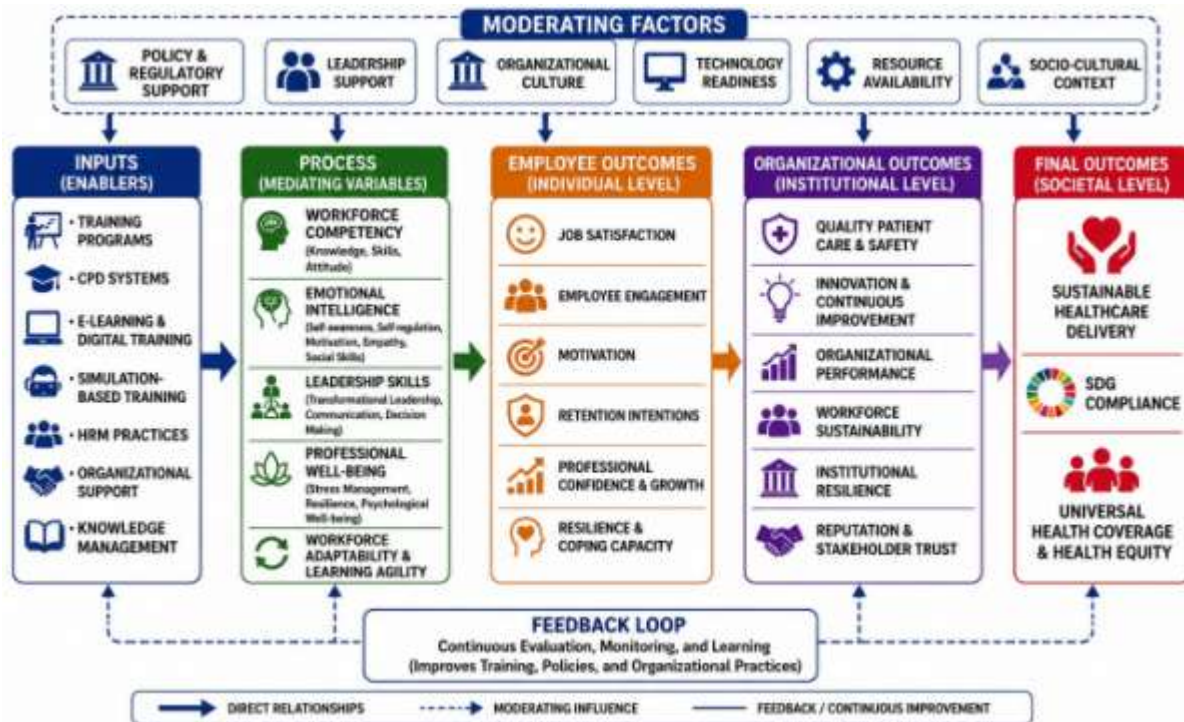


Figure 1. Conceptual Framework Linking Training and Development with SDG Compliance in Cooperative Hospitals

Source: Developed by the authors based on the reviewed literature

Training and Development in Cooperative Hospitals:-

The importance of in-service training to enhance the competency of healthcare workers, their satisfaction with their work and the overall performance of the healthcare team in primary healthcare facilities. It emphasizes the need for continuous training to foster knowledge building, learning, and professional self-assurance and the importance of the quality and availability of training to enhance the workforce in a sustainable way(Zhao et al., 2020).Strategic Human Resource Management (SHRM) attractive organizational effectiveness within healthcare institutions by aligning human resource practices with broader strategic objectives(Surya & Tamilmani, n.d.). The study explores how talent management has developed in the healthcare industry and indicate a strong theoretical linkage between HR practices, competency development and organizational effectiveness, suggesting that workforce planning and training programs tailored to address new skill needs are necessary. The research also highlights the impact of technological progress and workforce dynamics around the world on healthcare talent management(Ray & Sahu, 2025). Emotional intelligence is identified as one of the important factors that contribute to professional and organisational performance, with a particular focus on its influence on leadership effectiveness, adaptability, resilience, communication and decision making and positively influence innovation, collaborative practices, and sustainable organizational outcomes.

The results also suggest that emotionally intelligent professionals are better prepared to deal with uncertainty, to handle work relationships, and to handle changing institutional situation(Pathinettampadiyan & Thavaraj, 2025). The study highlights the significance of training and development initiatives in boosting employee satisfaction and overall effectiveness in healthcare settings. The results indicate a strong theoretical link between HRD practices and organizational performance, which means that HRD practices are a good support to employee engagement, retention and service quality in well-designed HRD practices. There is a lack of understanding, however, regarding the long-term impact of training strategies and the need for more comprehensive frameworks for workforce development that

meet the changing needs of organizations and health care (Jha et al., 2020). The study emphasizes the importance of training programmes for not only professional skills but also for the wider social impacts like gender equality, interprofessional working, and empowerment of communities. The results indicate a high theoretical link between multi-level training interventions and sustainable healthcare development and that workforce development activities have the potential to positively impact institutional effectiveness and social well-being. The study also highlights the need for the integration of training methods in the individual, organizational and community level (Leggett et al., 2025). This paper explores the impact of High-Performance Work Systems (HPWS) on employee attitudes and professional outcomes in healthcare organizations. It emphasizes that HRM practices that focus on employees have a positive impact on work engagement, job satisfaction, and affective commitment among health care workers. Results indicate that there is a high level of theoretical linkage between supportive organizational practices and employee motivation, which means that good workforce management helps to increase the emotional commitment of employees to the organization and their performance in the workplace (Padamata & Vangapandu, 2024). The study highlights the need for Training Needs Assessment (TNA) to enhance the capacity of the public health workforce and the delivery of public health services. It emphasises how a good TNA framework can help identify competency gaps, workforce development priorities and organizational learning needs. The results point to a strong theoretical connection between the need for systematic needs assessment, the need for targeted training interventions, and the positive effects on the performance of the workforce, thus showing that both individual and organizational needs assessments are needed to properly plan professional development (Czabanowska & Rodriguez Feria, 2024). The strategic training and development in the field of healthcare management, particularly in the context of healthcare systems' evolving challenges. It highlights the importance of tailored training methods to enhance management skills, operational effectiveness, patient care, and organizational resilience (Willie, 2025).

Training, CPD, and SDG Alignment:-

The study underscores the need for the integration of violence prevention into the overall framework of the Sustainable Development Goals (SDGs) and the need for indicators of accountability, policy contexts and institutional partnerships to tackle violence as a multi-dimensional public health and social problem. The findings offer a theoretical foundation for the connection between SDG-oriented governance, prevention and positive social outcomes, and demonstrate how a coordinated implementation of policies can improve the sustainability and public safety efforts. The study also highlights the importance of using evidence-based indicators to track progress and inform intervention strategies. There are still some areas of need to strengthen the development of comprehensive evaluation frameworks and to ensure effective alignment between the goals of policy, policy mechanisms, and actual violence prevention results (Lee et al., 2016). The strategic role of nursing and midwifery development in improving health care systems and supporting universal health coverage and overall population health objectives. It emphasizes the importance of policy priorities in the fields of education, workforce development, leadership and service delivery to improve the quality and sustainability of health care. The study also reinforces the need to empower and support health workers by providing them with opportunities for continuous learning, retaining them in the workforce, and providing them with safe working environments, which will lead to better institutional performance and public health results (Organization, 2021).

The study emphasizes the importance of Education for Sustainable Development (ESD) in the context of achieving the Sustainable Development Goals (SDGs) in the field of interdisciplinary education and sustainable education. It highlights the importance of ESD in raising awareness, building knowledge integration and joint participation in solving global sustainability issues. The study also highlights the importance of informal learning and partnership-based networks for bolstering regional and global sustainability efforts (Shulla et al., 2020). The study need to build the global health workforce for sustainable health service delivery and universal health coverage. It stresses the need for a growing workforce without neglecting the need for equitable distribution, workforce planning and investment in healthcare employment systems over the longer term. The results show a theoretical link between health workforce availability, health system accessibility and health system resilience, which is strong, and implies that strategic health workforce development is crucial to respond to future health system needs. But there are still major challenges in closing the regional workforce inequality gap, equalizing access to resources, and crafting sustainable approaches to workforce retention, training and institutional support within health systems (Boniol et al., 2022).

The study explores the involvement of healthcare professionals in Continuing Professional Development (CPD) and identifies the preferred learning methods as being flexible, work-based, and less time consuming. It highlights the importance of informal professional learning activities in sustaining health care competencies and in supporting workplace performance. The results indicate a high degree of theoretical linkage between the three variables of organizational support, opportunities for training and healthcare professionals' involvement in CPD activities. The

findings also show that institutional policies, funding mechanisms, and supportive working conditions are crucial in sustaining professional learning and enhancing the quality of health services. There is still a lack of action on increasing involvement in more formal, research-based learning activities and on linking the CPD evaluation systems to the needs of the healthcare workforce, competency development and long-term professional goals (Nwogbe & Haliso, 2020). The study emphasizes the need for upskilling and reskilling programs to enhance the agility, adaptability, and sustainability of workforces in dynamic job markets. The results suggest a strong theoretical connection between the organizational support, skill development strategies and workforce adaptability, which means that successful learning systems are linked to better organizational performance and capacity for innovation (Hasan et al., 2024). The importance of Technical and Vocational Education and Training (TVET) and skills development and lifelong learning in the context of Sustainable Development Goals (SDGs). It highlights the importance of embedding skill development in sustainable development agendas to reinforce the preparedness, employability and institutional capacity-building of the workforce. The study also suggests that the changing nature of the labour market and technological advances continue to highlight the need for flexible training systems and ongoing competency development (Comyn, 2018). The study emphasises the strategic value of Knowledge Management (KM) implementation to enhance sustainable development in healthcare and organisational performance. It underscores the importance of the interplay between organizational conditions, strategic support, government initiatives and performance drivers in successful KM implementation.

The results indicate a robust theoretical link between the mechanisms of institutional support, knowledge sharing and the outcomes of good healthcare management. The study also shows that supportive policy environments and innovation drivers in the health sector have a positive impact on KM adoption and organizational learning. The study reveals major gaps in implementing comprehensive KM frameworks in healthcare organizations and proposes better policy support and adaptive management approaches to improve sustainable knowledge utilization in healthcare systems (Karamat et al., 2019). Continuing Professional Development (CPD), as a vital tool for nurses' lifelong learning, professional competence and skill development in health care settings, is highlighted. It emphasises that nurses' attitudes and experiences towards CPD have a clear impact on their involvement in CPD and professional development activities. The results demonstrate a strong theoretical link between supportive learning environments, professional motivation and effective competency development, and highlight the importance of meaningful CPD experiences, which leads to better clinical practice and workforce confidence (Mlambo et al., 2021). The importance of investing in health workforce education and training infrastructure and professional development, not just for improving health care quality and availability, but also for economic growth and job creation. The results provide strong theoretical support for the connection between workforce availability, competency building and health system resilience, and demonstrate that strategic investments in medical and nursing education are crucial for sustainable healthcare delivery. The study also highlights the need for workforce planning, equitable skill distribution, and employment policies to enhance healthcare outcomes (Karan et al., 2023).

Impact of Training on Healthcare Outcomes:-

The importance of debriefing with the team that can be done by the instructor or by the team itself to improve communication, collaboration, and crisis response skills among healthcare professionals. The results provide evidence of a robust theoretical connection between experiential learning, reflective practice and the development of competency in teams, suggesting that debriefing is a useful and effective method for improving collective decision-making and operational efficiency in healthcare (Boet et al., 2013). The study explores the importance of communication skills training in improving health care professionals' communication with patients in the context of chronic disease management. It highlights the theoretical connections between effective communication and patient-centered care, shared decision-making, treatment adherence and better health care experiences. The results suggest that communication training contributes to competency building and enhances relational aspects of health service delivery. The study also indicates that while communication training can be effective, it is not a panacea for improved clinical outcomes in chronic disease management, as these benefits are not always evident.

The review highlights key areas of the design and implementation of communication training programmes that require further development, such as the need for more collaborative, context-sensitive, patient-informed approaches that incorporate the behavioural, organisational, and clinical aspects of healthcare practice (Yao et al., 2021). The strong theoretical link between supportive workplace structures, mentorship and successful professional transition in the early years of nursing practice. The research also suggests that orientation programmes and ongoing guidance play a role in the preparedness of the workforce and their career growth in the future. But the results also show that there is also a long way to go in clinical, emotional and social support, especially when it comes to workload demands and supervision. The findings highlight the importance of more holistic and responsive support systems to

improve retention, resilience and ongoing sustainable development of the newly qualified nurse (Hussein et al., 2017). The study highlights the significance of simulation-based education as an innovative method to clinical competency in healthcare education. It emphasises that medium- and high-fidelity simulation provides realistic and safe learning contexts to facilitate experiential learning and development of professional confidence. The study also suggests that simulation could be beneficial to traditional learning methods if coupled with proper instructional design and context learning requirements (Cant & Cooper, 2010). This review identifies the increasing importance of eLearning as a strategic means to enhance the continuous professional development and capacity of healthcare professionals. The literature shows that use of a variety of eLearning modalities (synchronous, asynchronous, blended, and self-directed) positively affects knowledge acquisition, professional flexibility, and practice-based learning outcomes.

User-friendliness of the eLearning platform, previous experiences with digital learning and the correlation between the training content and professional tasks are strongly correlated with the effectiveness of eLearning. Despite this, several obstacles are still preventing the adoption of technology, such as low digital literacy, lack of technological infrastructure, workload pressures, lack of institutional support and limited technological resources (Aryee et al., 2024). The healthy workplaces for nurses that help to support nurse well-being, job satisfaction, and quality of health care. It highlights the importance of having supportive and empowering work environments that can lead to better psychological health, interpersonal relationships, job performance and retention for nurses. The findings suggest that organizational climate is strongly linked with the other concepts, including leadership behaviours, employee engagement in a theoretical sense, and that a positive work climate is essential to the sustainability of the healthcare delivery system. The study also emphasizes the need for nurse leadership and organizational approaches that are consistently implemented to enhance workforce empowerment, leadership development and sustainability in healthcare systems (Wei et al., 2018).

Conclusion:-

The focus on training, development and Continuing Professional Development (CPD) for building the capacity of health workers, enhancing their professional competence and sustaining healthcare delivery is highlighted. The literature has clearly shown that structured learning systems lead to improvements in clinical knowledge, leadership skills, communication, adaptability of the workforce, job satisfaction and organizational effectiveness. The review also provides robust theoretical linkages between continuous learning, workforce development, human capital enhancement, organizational support and health care quality outcomes. New learning options such as eLearning, simulation-based learning, apprenticeship learning and workplace-based professional development have increased the opportunities for learning within health care institutions that is accessible and flexible. The results also highlight the need to shift away from knowledge-based approaches to CPD and include learner-centred, context-specific, collaborative and practice-based approaches. The key elements that were identified as contributing to the success and sustainability of training programmes were institutional leadership, supportive organisational culture, policy alignment, accreditation mechanisms, funding support and workforce planning.

Cooperative hospitals can benefit from a well-designed training and development program to boost employee engagement, confidence, teamwork, service quality, patient satisfaction, and organizational resilience and sustainability in the long term. Even with these advances, there are still some problems that are apparent. Limited resources, poor technology, lack of policy implementation, lack of organizational support, workload pressure, and unequal access to learning opportunities are still some of the barriers that many healthcare institutions are facing. Further, current assessment systems tend to be limited to quantifiable skills and miss other factors like the development of professional identity, long-term organizational effects, well-being of the workforce, and sustainability results. The review also identifies areas of gaps in the integration of training systems with new health challenges, digital transformation and Sustainable Development Goal (SDG) priorities. Cooperative hospitals and policy makers should focus on designing integrated and flexible CPD systems that are aligned with the learning of the workforce, health care needs and sustainability. Additionally, policies and practices should be more robust in supporting the accreditation of programs, funding for them, and equitable access to professional learning opportunities in health care, and policies should be more robust in supporting lifelong learning. Additional studies are also needed to explore context-sensitive learning models, interdisciplinary training models, adoption of digital learning, resilience of the workforce and the integration of CPD into SDG-integrated healthcare strategies. The study of the influence of organizational culture, and technological readiness on the maintenance of professional learning systems would also help to drive the effective and sustainable development of the healthcare workforce.

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