

A STUDY ON EMPLOYEE INDUCTION AT A MULTI-SPECIALITY HOSPITAL

Dissertation Submitted to



The IIHMR University, Jaipur

for the partial fulfilment for the award of the degree of

Master of Business Administration (MBA)

in

Hospital and Health Management

by

Sonia Maria Jose

Under the Supervision and Guidance of

Dr. Nutan P. Jain

2021

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DECLARATION BY STUDENT

I hereby declare that this dissertation titled “A Study on Employee Induction at a multi-speciality Hospital” is the bonafide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.

A handwritten signature in black ink, appearing to read 'Sonia', is written on a small, light-colored rectangular piece of paper.

(Signature)

Sonia Maria Jose

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During her internship, the candidate has carried out a study on employee induction at a multi-speciality hospital and was found to be sincere & hard-working.

We wish her the best for future.

For Artemis Medicare Services Ltd,



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CERTIFICATE

This is to certify that dissertation titled “A Study on Employee Induction at a Multi-speciality Hospital” is a record of the research work undertaken by Sonia Maria Jose in partial fulfilment of the requirements for the award of the degree of MBA (Hospital and Health Management) from the IIHMR University, Jaipur under my guidance and supervision and her approach to the research study has been sincere, scientific, and analytical.

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A STUDY ON EMPLOYEE INDUCTION AT A MULTI-SPECIALITY HOSPITAL

ABSTRACT

Introduction

Induction training plays an important role in familiarising new employees with their new work environment and the people working around them. It is the first meaningful chance for new workers to get to know the organization and the organogram of the organization. It provides them with relevant information about the organization such as its mission, vision, values, culture, hierarchy, rights and responsibilities of an employee in order to ensure a smooth transition into their role.

Objective

The purpose of this study is to understand the process of induction at a multi-speciality hospital, to determine its efficiency through evaluation of certain trainings undertaken as well as through a feedback questionnaire at the end of the program and to determine the hindering and facilitating factors of the induction program.

Method

It is a descriptive study detailing the entire gamut of induction training at a multi-speciality hospital for new employees. Apart from the process of carrying out the induction program, the efficiency of the program was evaluated through the scores obtained in the pre & post assessment questionnaire by respondents on the mandatory trainings as well as through a feedback questionnaire on the entire induction program at the end of the session collected over a period of 3 months from March – May' 2021.

Results

The induction program is an 8-hour duration program that is mandatorily attended by each new employee post successful joining. Prior intimation is given to the departmental trainers as well as each new employee with relevant details such as date, time, and venue. While evaluating the scores of pre & post assessments of mandatory trainings, it was found that 61% lacked the requisite know how prior to training which improved to 63% post training. The feedback

undertaken at the end of the induction program was rated positively on all the parameters. Further, the new employees also provided their viewpoints on how induction program would be useful in carrying out their work.

Conclusion:

Induction plays a key role in familiarising new employees with the organization's culture, its practices, and policies. At a multi-speciality hospital, various internal stakeholders play a key role in ensuring the new employees become well acquainted with the organization. It provides them the necessary guidelines for dealing with emergencies. Induction Training is thereby essential for familiarising a new employee with the hospital practices and policies as well in ensuring a safe working environment.

Key words : Induction; Training; Orientation; Healthcare safety trainings

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Table of Contents

Chapter 1 : Introduction.....	11
Chapter 2 : Review of literature.....	15
Chapter 3 : Methodology.....	17
Chapter 4 : Results	18
Chapter 5 : Discussions.....	28
Chapter 6 : Conclusion.....	29
References.....	20
Annexures.....	31

List of Tables and Figures

TABLES

Table 1 : Review of literature	15
Table 2 : Month-wise distribution of new joiners during March-May' 2021.....	16
Table 3 : Distribution of new joiners during March-May' 2021.....	16
Table 4 : Induction program schedule.....	20

FIGURES

Figure 1 : ADDIE Model	12
Figure 2 : Activities undertaken for Induction program.....	23
Figure 3 : Basic Life Support certified status pre & post training for March - May'2021.....	24
Figure 4 : Fire Safety & Disaster codes certified status pre & post training for March – May'2021.....	25
Figure 5 : Infection control certified status pre & post training status for March–May'2021....	25
Figure 6 : Radiation safety certified status pre & post training status for March–May'2021....	26
Figure 7 : Quality standards certified status pre & post training status for March–May'2021..	26
Figure 8 : Feedback assessment for induction program held during March–May'2021.....	27

Chapter 1: Introduction

Training is a highly essential tool for those engaged in delivery of healthcare services as they are directly involved in the preservation of life and health of the people on a daily basis. It allows employees to assess their talents and skills, with the goal of improving overall performance while carrying out their obligations at work. An effective training program seeks to discover the strengths and weaknesses of the employees and enables them to deliver quality and careful service. It provides an individual with the abilities they need to conduct their tasks and provide high-quality healthcare services. The better the service delivery, the more lives will be saved and preserved in a timely and effective manner.[1]

Induction training is the training provided to new employees by the employer in order to assist them in adjusting to their new job tasks and to help them become familiar with their new work environment and the people working around them. This type of training outlines the basic overview of the business and its services as well as the new employee's role in the environment, more specifically the organization.[2]

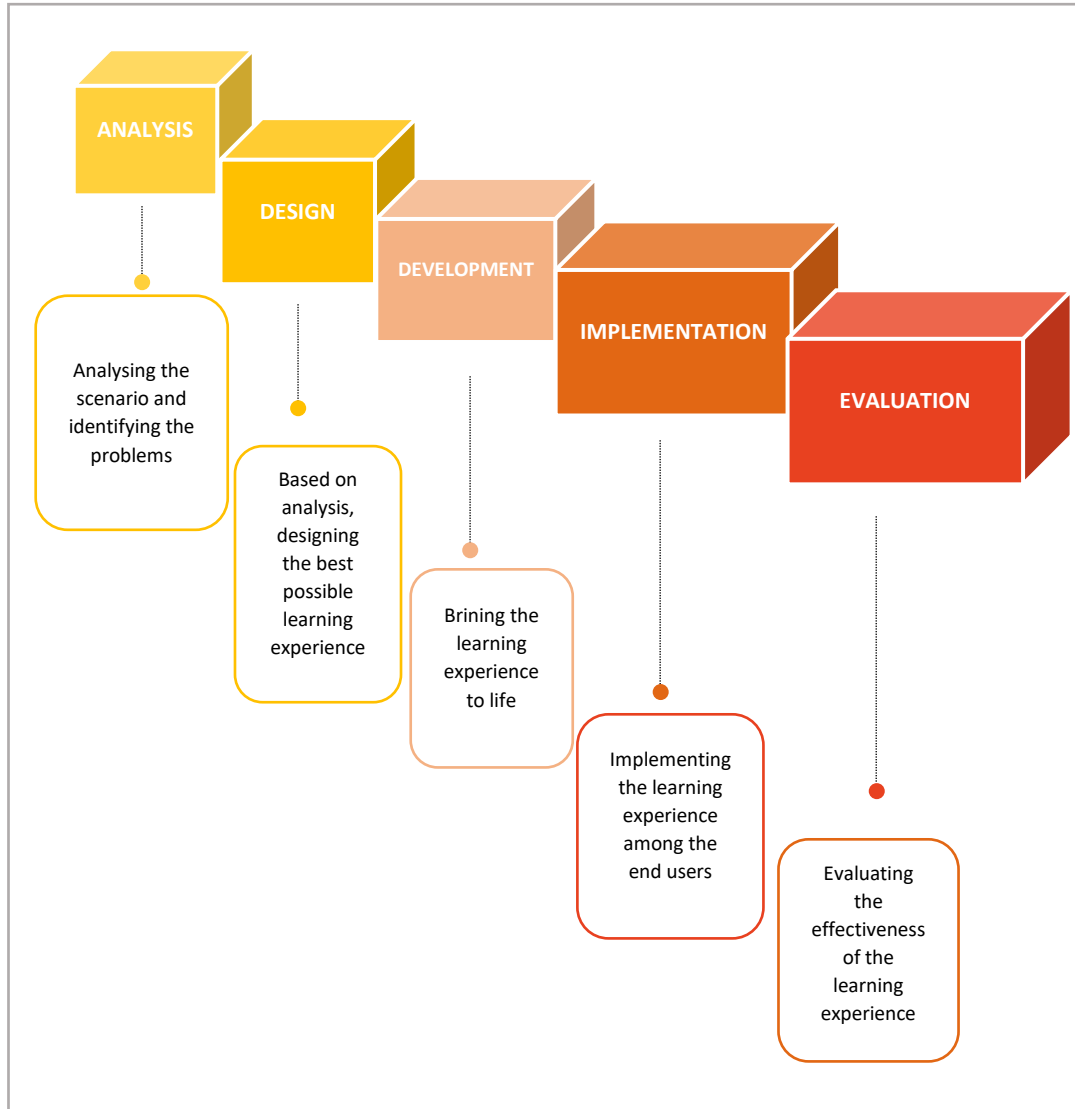
In any organization, induction plays a key role in familiarising the entrants with the organization culture and practices. In a hospital, given the interconnected nature of its dealings and how it plays a crucial role in ensuring efficient discharge of services, it is essential to make new entrants aware about the various departments and its functioning for effective discharge of their services in a timely manner. The purpose of this study is to learn about the induction process in a multi-specialty hospital and to find ways to improve and personalise an induction programme to provide higher awareness and preparedness.

The hospital under study is a multi-speciality hospital located in the Delhi NCR region having 450 beds. New employees join every week on Monday. The induction program is accordingly conducted the day after joining. Induction training is conducted rigorously by ensuring adequate orientation of each employee with the organization and its practices and makes it mandatory for every employee to be equipped with essential skillsets on joining. It is designed based on the ADDIE Model which consists of five phases namely :

- a) Analysis
- b) Design

- c) Development
- d) Implementation
- e) Evaluation

Figure 1 : ADDIE Model



The ADDIE Model was created in the 1970s at Florida State University's Centre for Education Technology for military training. The model's goal was for each phase to be completed before going on to the next.[3][4][5]

Induction occurs once every week for all the new joinees and is conducted through an in-person as well as video-based training in case of mandatory trainings. Representative staff from departments such as Patient Care Services, Nursing, IT, Clinical Pharmacology, Housekeeping, Payroll provide brief information about the activities of the departments and escalation matrix in case of any emergency through a presentation. Mandatory

trainings on the other hand are conducted through training videos prepared by the respective staff on Basic Life Support, Radiation safety, Infection control, Fire safety and Disaster Codes and Quality Standards.

Mandatory trainings need to be undertaken by each employee every year and for new joiners, it is conducted during the induction program. Given the nature of healthcare business, which involves saving lives using scientific tools, certain safety precautions must be ensured for medical, paramedical as well as administrative staff. These are as follows:

- **Basic Life Support:** It seeks to train employees to recognize several life-threatening emergencies, give high-quality chest compressions, deliver appropriate ventilations, and use of an AED. Anyone who is suffering from cardiac arrest, respiratory distress, or an obstructed airway will require BLS from first responders or healthcare providers. It necessitates knowledge and abilities in CPR, the use of automated external defibrillators (AEDs), and the relief of airway blockages in patients of all ages.
- **Radiation Safety:** It aims to educate individuals about radiation protection and steps to reduce unnecessary radiation exposure within hospital premises with a goal to minimize the harmful effects of ionizing radiation. It outlines the dose limits for medical practitioners of the same, for general public, for patients and pregnant women. It also lists out the various protective gears for protection against harmful radiation and the method to use them.
- **Infection Control:** It aims to educate individuals on measures to prevent or mitigate the spread of infections in healthcare settings. It lists out the essentials procedures to prevent or limit the spread of infections through standard precaution and transmission-based precautions.
- **Fire safety & Disaster Codes:** It aims to impart the steps to be undertaken in case of a fire hazard and lists out the various codes to be initiated under emergency situations. It describes the steps to be undertaken in case of an emergency and lays down the evacuation plan.
- **Quality:** It explains the standards that need to be maintained during delivery of healthcare services and the benchmarks that need to be adhered to as per governing bodies and statutory regulations pertaining to hospital in terms of quality.

Further to determine the impact of training effectiveness, the employees are assessed through a pre and post questionnaire for the mandatory trainings. The feedback for the entire training session is assessed through a questionnaire at the end of the session. Thus, induction training plays a key role within the organization towards familiarising new employees with the organization and its practices and equips them with necessary skillset as required in a hospital towards greater achievement of the organization's mission and vision. [6][7] The purpose of this study is to gain a basic understanding of the induction process at a multi-specialty hospital and to evaluate its success in meeting its goals.

Chapter 2: Review of Literature

In order to understand about the existing practices with respect to induction of healthcare workers, literature review was carried out for papers published in the past 10 years. However, it was difficult to find relevant papers pertaining to the study centred at a hospital. The following papers were selected due to the study being carried out in a hospital as well as due to its relevancy with respect to the topic of study.

Table 1 : Review of literature

Title	Author (Date)	Objectives	Methods	Key findings
The challenges of training, support, and assessment of healthcare support workers: A qualitative study of experiences in three English acute hospitals	Sophie Sarre, Jill Maben, Clare Aldus, et. and all (2017)	To assess access to training, support, and assessment for healthcare support workers; perceived gaps in training provision; and impediments	Semi-structured one-on-one interviews; perspectives and experiences with training and assistance; training, support, and assessment policies, and the challenges of putting them in place	• Training provision can be improved through stronger organizational policy which promotes and protects healthcare support workers' training • Induction training important but not good enough to prepare the staff fully for the realities of the ward. • Ongoing training affected various factors such as -lack of time, attitude towards training, attitude of managers etc.
An assessment of the impact of induction on labour turnover. A case of Bindura Provincial Hospital	Mandava, Regimond (2015)	To determine the influence of induction on employee turnover	Questionnaire and interviews	• Majority employees believed that induction contributed to the motivation and retention of employees • Labour turnover affected by lack of induction • Adequate assessment must be made of induction programs to determine its effectiveness.
The national safety and quality health service standards requirements for orientation and induction within Australian Healthcare: A review of the literature	L Boyd, J Sheen (2014)	To conduct a literature review and map the NSQHS Standards' criteria for orientation and induction	Online databases for literature pertaining to orientation and induction within healthcare	• Dearth of relevant studies regarding orientation and induction in the healthcare literature • Implications of induction very high among healthcare workers • Patient centred care, antimicrobial stewardship, clinical handover and mechanism for escalation must be clearly emphasized

Rationale of the study

Induction plays a key role in familiarising new employees with the organization's culture, its practices, and policies. It assists in the ease of transition into their job role as well ensures awareness pertaining to requisite compliances. It is understood that the more the employees are familiar with the organization's principles, the more convenient will it be for the employee to easily transition into their role. Based on this premise, a study was carried out to understand the entire gamut of induction process at a multi-speciality hospital, describe the process of inducing healthcare staff, measure its efficiency and its usefulness to the employee

Study Question

What is the process of employee induction at a multi-specialty hospital? How does it help the new employees?

Study Objectives

The objectives of the study are as follows :

1. To review the induction and training management system
2. To describe the process of employee induction
3. To assess the induction training programs held during March-May 2021
4. To identify facilitating and hindering factors of induction

Chapter 3: Methodology

A descriptive study was carried out at a multi-speciality hospital located in Delhi, NCR. The study was conducted at a leading hospital with a capacity of 450 beds, catering to a wide range of specialities for both domestic as well as international patients in NCR. The entire process for the conduction of induction program was mapped out based on the tasks associated with respect to it as provided in the training manual. Further to assess its efficiency, the scores of the respondents on the 5 mandatory trainings were assessed as well as their overall feedback of the entire program was captured through a feedback survey.

The study consisted of 166 employees who joined between the period of March - May' 2021. Out of these, 41% joined in March'2021, 36% joined in April' 2021 and 23% joined in the month of May' 2021(Table 2).

Table 2 : Month-wise distribution of new joiners during March-May' 2021

Month	Number of joiners	% Distribution
March' 2021	68	41%
April' 2021	59	36%
May' 2021	39	23%
Total	166	

The efficiency of mandatory trainings was evaluated through a pre & post training assessment questionnaire conducted through google forms. Each questionnaire consisted of 10 questions of objective type wherein a respondent needs to achieve at least 70% and above in order to be successfully certified in the same. Further, at the conclusion of the induction program, a feedback survey was also conducted among the participants. This was to measure their general opinion on various parameters and whether the orientation program was able to accomplish its intended objective.

Chapter 4: Results

The study had 166 respondents who joined during the months of March - May'2021. Of these, 71% were in the age group of 21-30 years followed by 29% in the 31-50 years age group. Men participants consisted of 39% and 61% were female. Of the total participants, 65% were from the nursing department, followed by medical department (26%), 5 para-medical department (5%) and non-medical department (4%) (Table 3).

Table 3 : Distribution of new joiners during March - May' 2021 (n=166)

Age	Number	%
21-30	118	71
31-50	48	29
Gender		
Male	65	39
Female	101	61
Functional Department		
Medical	43	65
Nursing	108	26
Para-medical	9	5
Non-medical	6	4

I. Induction program process

Joining of any new employees occurs on a Monday of the week. Upon successful completion of joining formalities, all new employees were informed about the induction program to be held the following day i.e. Tuesday. A one-day induction is planned for each new employee as a group. All new employees mandatorily undergo an 8-hour induction program which covers brief information as well as employee specific information about major departments such as Patient Care Services, Nursing, IT, Clinical Pharmacology, Housekeeping and Payroll. The information about the same was imparted by the Head of the respective department or second-in-command through a PowerPoint presentation in person followed by a question and answer session. Each session was approximately of 20 minutes. Apart from this, certain mandatory trainings such as Basic Life Support, Infection control, Radiation safety, Fire safety & Disaster codes and Quality standards were conducted through pre-recorded videos by the Heads of the respective departments to ensure awareness regarding safety measures to be undertaken in the hospital premises and guidelines to be followed in case of an emergency. For mandatory trainings, training video was shown as per schedule and assessment was conducted through a pre & post training questionnaire. A break of 20 minutes was provided in the morning where refreshments were served and another

1 hour for lunch. Following completion of the 8-hour session, each participant was required to fill an Employee Orientation form which captures their learning through the session. Further, a Departmental Orientation form is distributed that must be filled in with the corresponding Head of Department and returned within a week. Table 4 depicts the Induction program schedule.

Table 4 : Induction program schedule

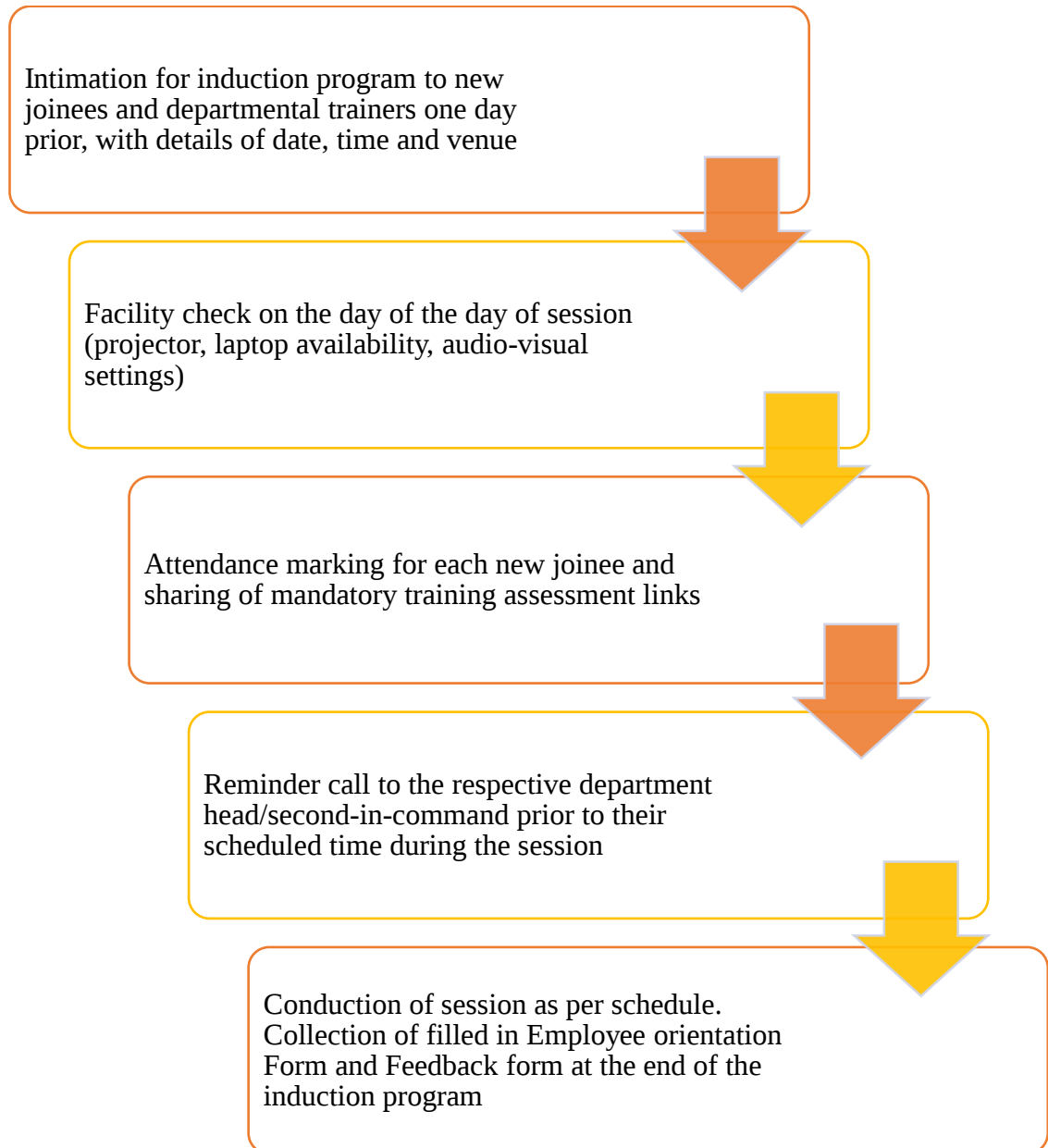
Time	Session topic	Objective(s)	Mode	Method	Resource person
9 – 9:40 am	HR	• Clarity of the organizational structure, leadership, vision, mission and core values • Knowledge of the various teams within the organization • Awareness of the associated support services • Clear understanding of the organization's policies and procedures • Better awareness of employee's contribution and role	Offline	PowerPoint presentation	HOD/ Second-in-command
9:50-10:10 am	Patient care services	• Overview of the department-IPD & OPD Facilities • Information about employee and dependent benefits • Point of contact for queries	Offline	PowerPoint presentation	HOD/ Second-in-command
10:15-10:40 am	Radiation Safety	• Information regarding radiation, protection against radiation and steps to reduce unnecessary radiation exposure within hospital premises • Information regarding how to minimize the harmful effects of ionizing radiation • Information regarding acceptable dose limits for medical practitioners, for general public, for patients and pregnant women • Information regarding protective gears for protection against harmful radiation and the method to use them	Online	Pre-recorded video	HOD/ Second-in-command
10:40-11:00 am	Break				

Time	Session topic	Objective(s)	Mode	Method	Resource person
11:00-11:30 am	Nursing	• Overview of the department • Process for reporting incidents • Appreciation initiatives for nursing staff	Offline	PowerPoint presentation	HOD/ Second-in-command
11:30-12:10 pm	Quality Standards	• Information regarding achievements /accreditations • Information regarding standards to be maintained • Information regarding benchmarks that need to be adhered to as per governing bodies and statutory regulations pertaining to hospital in terms of quality	Offline	PowerPoint presentation	HOD/ Second-in-command
12:10-12:45 pm	Basic Life Support	• Seeks to train employees to recognize several life-threatening emergencies • Process to provide chest compressions, deliver appropriate ventilations, and use of an AED • Provides knowledge and abilities in CPR, the use of automated external defibrillators (AEDs), and the relief of airway blockages in patients of all ages	Online	Pre-recorded video	HOD/ Second-in-command
12:45-1:00 pm	Fire Safety & Disaster Codes	• Describes the steps to be undertaken in case of a fire hazard • Information about the various codes to be initiated under emergency situations • Process to be undertaken in case of an emergency and information regarding evacuation plan	Online	Pre-recorded video	HOD/ Second-in-command
1:00-2:00 pm	Lunch				

Time	Session topic	Objective(s)	Mode	Method	Resource person
2:00-2:30 pm	Payroll	• Introduction to employee portal • Process for marking attendance, leave, late punch, mis-punch • Process for accessing salary slips, investment declaration	Offline	Payroll portal	HOD/ Second-in-command
2:30-2:50 pm	Housekeeping	• Process for ensuring cleanliness of the premises • Process for issuance of linen and laundry services • Information regarding do's and don't by the staff	Offline	PowerPoint presentation	HOD/ Second-in-command
2:50-3:10 pm	IT	• Introduction to Hospital Information system • Process for accessing Hospital information system • Guidelines to ensure security and privacy of data	Offline	PowerPoint presentation	HOD/ Second-in-command
3:10-3:30 pm	Clinical Pharmacology	• Guidelines for prescribing drugs • Information regarding hospital drug formulary • Information about look alike and sound alike drugs and steps to ensure error reduction while prescribing drugs	Offline	PowerPoint presentation	HOD/ Second-in-command
3:30-4:00 pm	Infection Control	• Information regarding transmission based infection and standard precaution to be undertaken • Measures to prevent or mitigate the spread of infections in healthcare settings.	Online	Pre-recorded video	HOD/ Second-in-command

Figure 2 is a process chart that depicts the brief activities carried out for the conduction of Induction program at a multi-speciality hospital -:

Figure 2 : Activities undertaken for Induction program



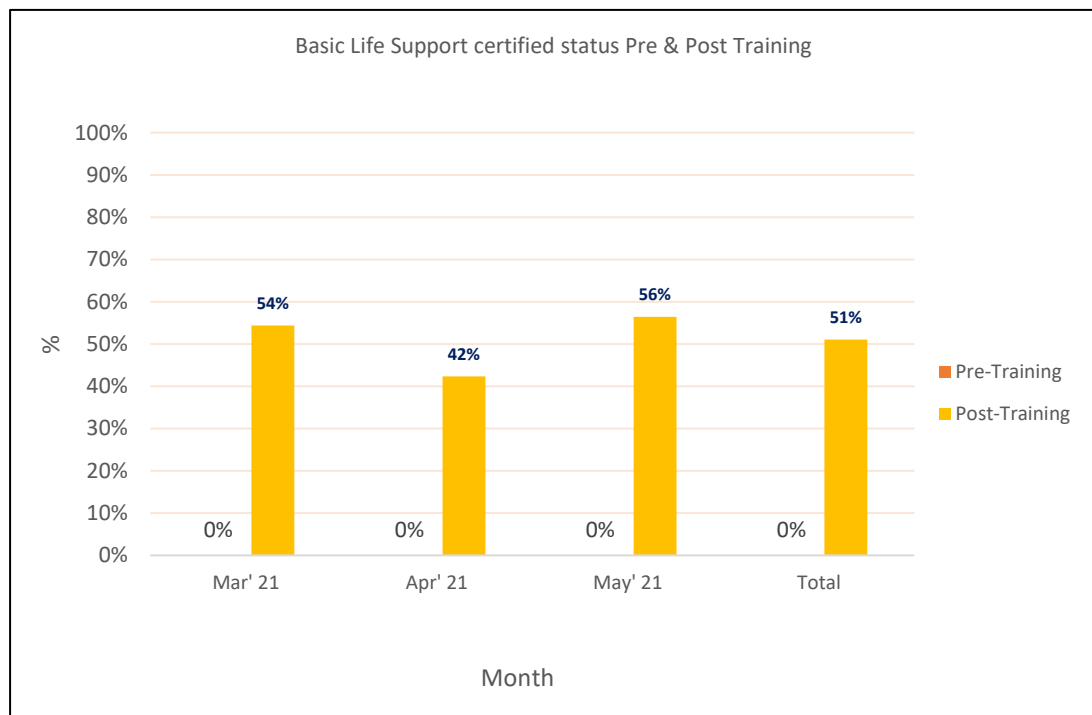
II. Mandatory Training Assessment

All new joiners undergo mandatory training as part of induction process. This section assesses the scores and determines the certification status of the 166 new joiners during the study duration. Prior to training only 39% were able to get certified in the first attempt while post training, 63% were able to get certified in their first attempt. The following is a representation of the certified status for each mandatory training as determined through a pre and post training assessment -:

a) Basic Life Support

Under this training, employees are trained for dealing with emergency life-saving situations. Prior to the training, no employee was able to successfully complete the training. Post training, 51% of the participants were able to clear it successfully. The gap among the certified candidates with respect to pre-training and post-training is highest in this mandatory training. The percentage increase in knowledge post training was found to be 51%.

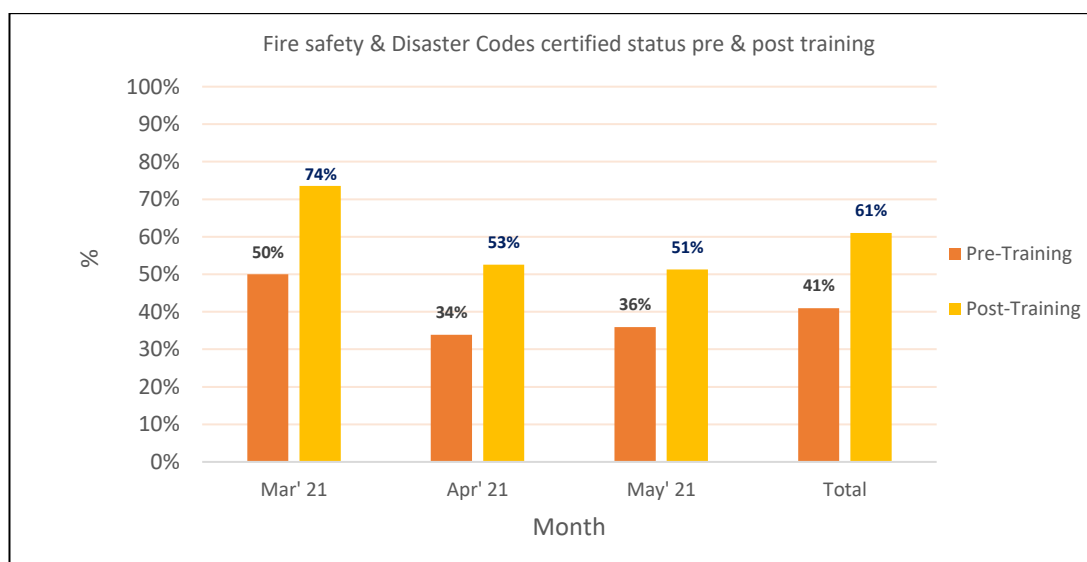
Figure 3. Basic Life Support certified status pre & post Training for March - May'2021



b) Fire Safety & Disaster Codes

It describes the steps to be undertaken in case of an emergency and the various codes such as Code Blue, Code Yellow, Code Pink etc. to be initiated under emergency in order to deal with it efficiently with minimal loss. Prior to the training, 41% were able to clear it successfully whereas post training, 61% were able to clear it successfully. Post training, 20% increase in knowledge was found.

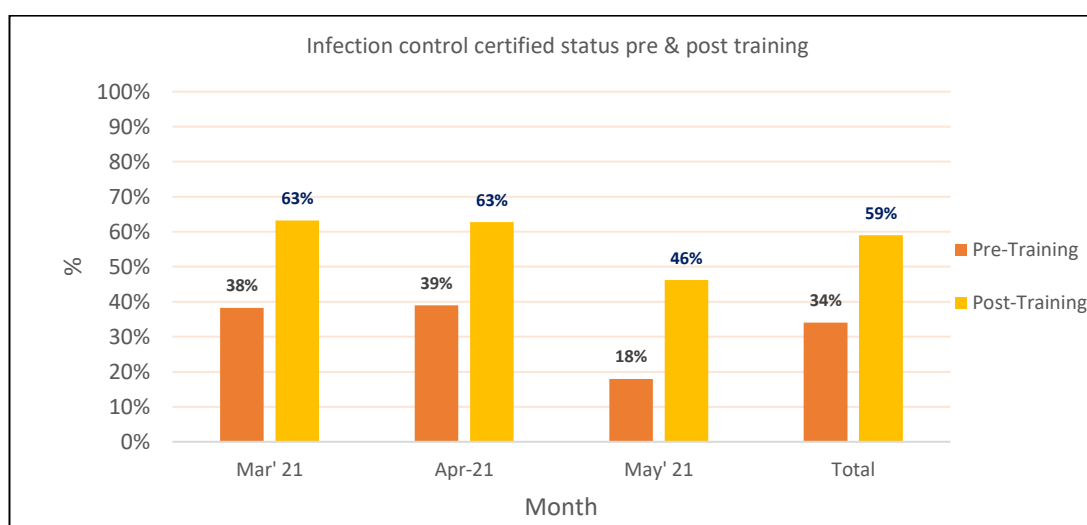
Figure 4. Fire Safety & Disaster codes certified status pre & post training for March - May'2021



c) Infection Control

The premise behind this training is to reduce hospital acquired infections and to list out the major steps to be undertaken to prevent or mitigate the same. Prior to training, 34% had the knowledge to deal with such situations, while post training 59% were able to clear it successfully. Percentage increase in knowledge post training was found to be 15%.

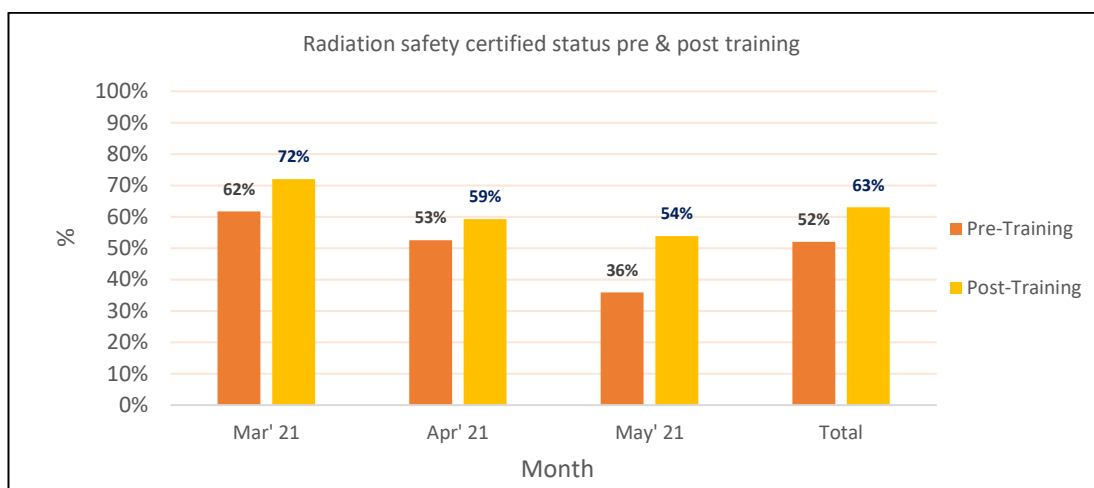
Figure 5. Infection control certified status pre & post training for March – May'2021



d) Radiation Safety

This training is concerned with describing what radiation is and its harmful effects. Further, it emphasizes on the accepted dose limits for different category of people such as radiation workers, patients, general public and pregnant women. Prior to training 52% had knowledge about the same, while post training 63% were able to grasp the same. The percentage increase in knowledge post training was found to be only 11%.

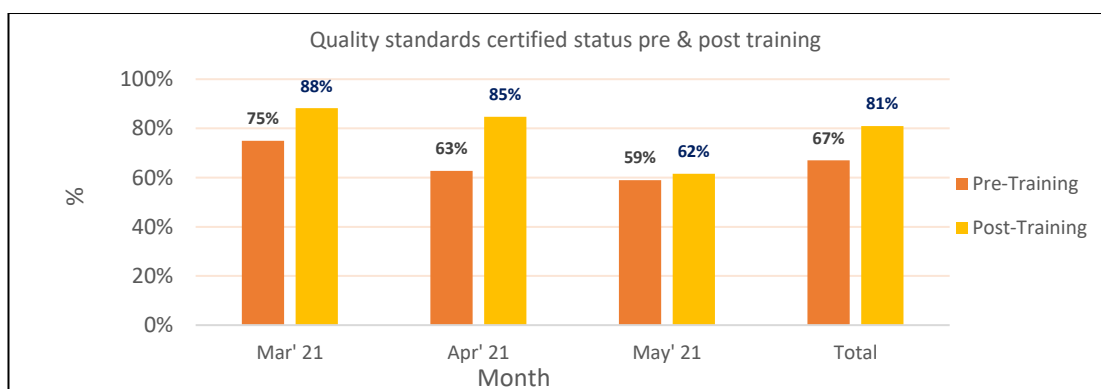
Figure 6. Radiation safety certified status pre & post training for March – May'2021



e) Quality Standards

This training highlights the various standards set and the benchmarks to be achieved for the hospital as well as practices to be ensured if it is a JCI and NABH accredited hospital. It emphasizes how medication needs to be prescribed, guidelines for prescribing certain medications, action to be undertaken in case of increasing errors or complaints. 67% had prior knowledge about the same while post training, 81% were successfully trained in the same. Percentage increase was found to be only 14% post training.

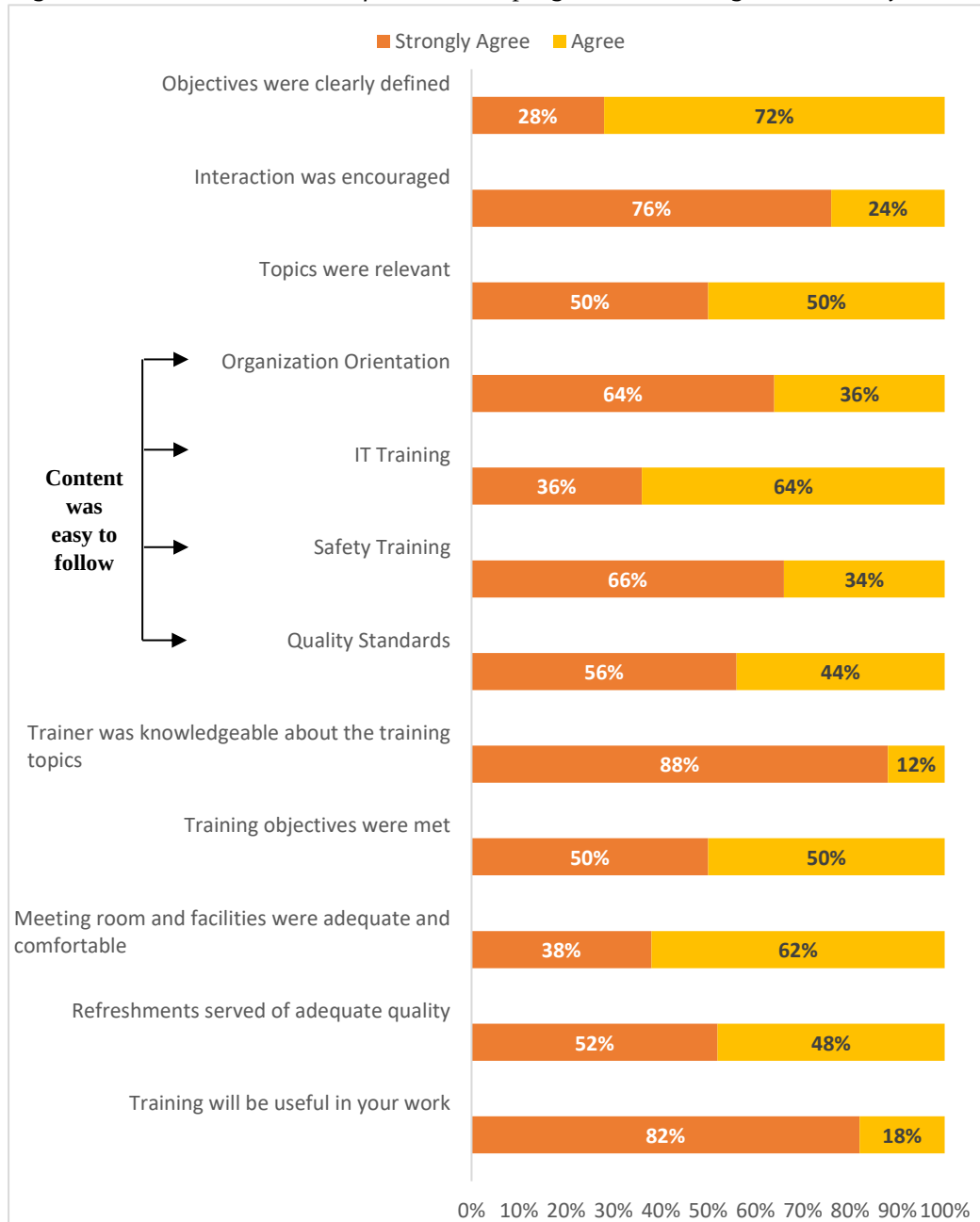
Figure 7. Quality standards certified status pre & post training for March – May'2021



III. Feedback Assessment

A feedback questionnaire was developed to understand if the expectations of the new joinees were met with respect to the parameters set out such as organization orientation, relevancy of topics covered, ease of comprehension of content, achievement of training objectives, adequate provision of facilities, quality of refreshments and its relevancy to their job. It aimed to understand how well the presentations/pre-recorded videos covered the intended points for the induction program. For the induction program, all new joinees had received prior intimation, a day before the induction program, with relevant details such as date, time and venue to ensure timely participation. As per Figure 8, all responses have been positive, ranging between strongly agree to agree, with regard to the parameters assessed. No negative response was received from any respondent on any of these parameters.

Figure 8. Feedback assessment for induction program held during March – May '2021



Chapter 5: Discussion

The induction program thus follows as systematic protocol of being conducted every week and ensures that each new employee is adequately inducted before commencing with the tasks assigned with respect to their job. The assessment of respondents depicts a lack of prior knowledge with respect to Basic life Support which is found to have improved with subsequent training. With respect to other mandatory trainings, the percentage of respondents certified has increased post the training session. The percentage increase in knowledge post training was found to be 24% wherein the highest increase was found in Basic life support at 51% while the lowest was found to be 11% in Radiation safety. For those who do not qualify, they are asked to re-attempt the assessment till they receive 70% and above. Based on the Feedback survey assessment, the overall experience thus has been entirely positive among the new joiners. In terms of its usefulness to their work, respondents have stated its importance due to the following reasons:

- Information about the organization such as its vision, mission and culture, its alignment with the job roles assigned to each employee and their contribution towards its achievement.
- Information about medical safety and measures to be undertaken in the hospital premises by each employee in terms of radiation safety, infection control, emergency situations such as fire hazards or disasters.
- Guidelines for prevention & control of infectious agents within the hospital premises.
- Information about the rights and responsibilities of each employee.
- Information regarding steps to improve patient care through measures of safety and effective and timely communication by relevant employee.
- Information regarding bio-medical hazards and how to prevent them within the hospital premises.

Chapter 6: Conclusion

Through this study, the process of induction at a multi-speciality hospital was analysed and described. The entire gamut of activities and the schedule of the induction program was prepared to understand the process of how induction program is conducted. Assessment of induction program was conducted through evaluation of scores obtained in the pre and post assessment of mandatory trainings as well as through a feedback survey at the end of the session. Participants had a positive response towards the various parameters measured through the feedback survey resulting in no hindering factors and further also listed out how the induction program would be useful in their work. Thus, it can be concluded that induction plays a crucial role in the development of knowledge base and ensuring a safe environment for the employees working in hospitals. It seeks to bring new joiners on an equal footing with the existing ones by clearly outlining the essence of the organization in terms of its mission, vision, values, organizational structure, rights and responsibilities and also aids in their day-to-day work by providing them measures to ensure safety. When employees are fully aware with the business principles and practices, it makes it more convenient for the employee to get into their role without much difficulty and become more efficient while discharging their duties.

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Annexures

Annexure 1. Feedback Form

FEEDBACK FORM

I	Name (optional) :					
II	Age (in years):					
III	Gender:					
IV	Date:					
V	Did you receive prior intimation from the organization about the orientation programme?	Yes ☐		No ☐		
<i>Please indicate your level of agreement with the statements listed below</i>						
	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Objectives were clearly defined	☐	☐	☐	☐	☐
2	Interaction was encouraged	☐	☐	☐	☐	☐
3	Topics were relevant	☐	☐	☐	☐	☐
4	Content was easy to follow :					
	a) Organization Orientation	☐	☐	☐	☐	☐
	b) IT Training	☐	☐	☐	☐	☐
	c) Safety Training	☐	☐	☐	☐	☐
	d) Quality Standards	☐	☐	☐	☐	☐
5	Trainer was knowledgeable about the training topics	☐	☐	☐	☐	☐
6	Training objectives were met	☐	☐	☐	☐	☐
7	Meeting room and facilities were adequate and comfortable	☐	☐	☐	☐	☐
8	Refreshments served of adequate quality	☐	☐	☐	☐	☐
9	Training will be useful in your work	☐	☐	☐	☐	☐
10	How would it be useful in your work ?	----- ----- ----- -----				
11	What aspects of the training could be improved?	----- ----- ----- -----				
12	Overall impression of the Orientation programme	Excellent ☐	Very good ☐	Good ☐	Fair ☐	Poor ☐
13	Any other comments/observations	----- ----- ----- -----				