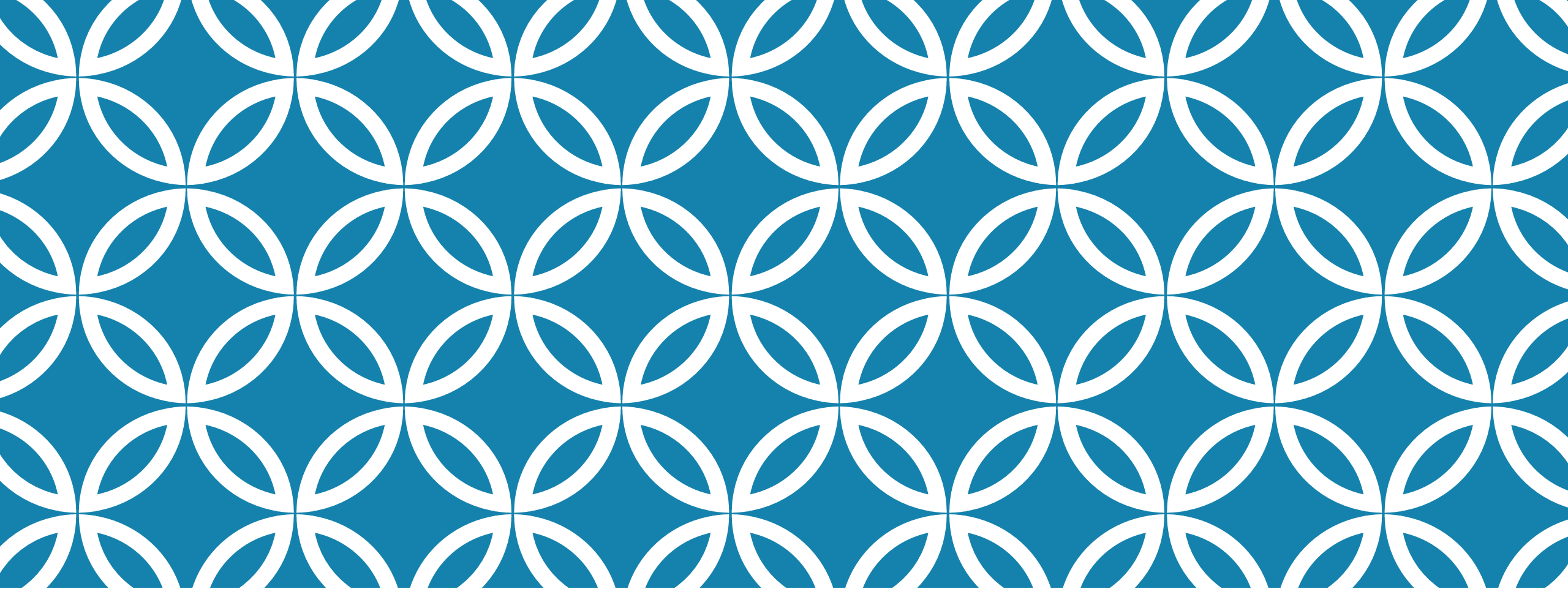




A STUDY TO ASSESS THE INTERNAL COMMUNICATION IN THUMBAY HOSPITAL NEW LIFE, HYDERABAD

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INTRODUCTION

Communication is the process of sharing ideas, information, and messages with others in a particular time and place.

In order to deliver messages to the patient in an effective and efficient way, the organization must build a strong internal communication.

When there is an internal communication problem within an organization there is usually a breakdown in the way information is sent from the sender to the receiver.

This is precedent in the organization that have a top down hierarchy. In this type of hierarchy, it can be difficult for bottom level employees to obtain information regarding changes within the organization which will eventually affect external communication leading to patient dissatisfaction.

BACKGROUND

This study was conducted in Thumbay Hospital, Hyderabad- A multi- specialty hospital which is a 150 bedded hospital.

It was observed that there was a lack of communication within the hospital. Therefore this study was conducted to assess The internal communication flow between the clinical and non clinical provider in Thumbay Hospital, Hyderabad.

To identify the ways in which employees usually receive most of their information and also to determine the subject's perception of their immediate supervisors and subordinates level of communication.

The data was collected from the doctors, nurses, technicians, front desk staff, public relation officers, and billing executives through multiple choice single answer survey. The survey was distributed personally. Eighty eight percent of the surveys were returned back.

Although rumoured that there was a lack of communication within the hospital, the study was quite the opposite.

REVIEW OF LITERATURE

Katarzyna Krot & Dagmara Lewicka, 2012 in their journal “The importance of trust in manager-employee relationships” shows in new organizations, competence may play a greater role than benevolence or integrity in establishing intra-organizational relationships. Study showed that in mature organizations integrity may play a greater role than competence and benevolence in maintaining intra-organizational relationships.

Daniel et al, 2014 in the study “Professional communication and team collaboration” states that lack of communication creates situation where medical errors can occur. Communication acts as a building block in creating trust and confidence between the patients and the providers.

Evangelos Ergen, 2010 in a study on “Informal communication network within organization” focuses in the informal communication which considered a significant factor for an organization’s internal and external progress.



AIM

The purpose of this study is to assess the internal communication between clinical and non clinical provider in Thumbay Hospital New Life, Hyderabad.

OBJECTIVES

To assess the internal communication flow between the clinical and non clinical provider in Thumbay Hospital, Hyderabad

To identify the ways in which employees usually receive most of the information.

To determine the subject's perception of their immediate supervisors and subordinates level of communication

RESEARCH QUESTIONS

How does the internal communication flow between supervisor, subordinates and co-workers in Thumbay Hospital New Life, Hyderabad?

Is there a difficulty for lower level staff to get information from their supervisors?

METHODOLOGY

Study Design: A cross sectional study

Study Population: Clinical and Non- Clinical Providers

Sampling Method: Convenience sampling

Sample Size: 126 respondents

Data Collection Tool: A semi structured questionnaire containing both open and closed ended questions was used.

Duration of the study: 3 months

Sampling Criteria:

- **Inclusion Criteria: Full time Employees**
- Front desk staffs.
- Consultants and nurses.
- Technicians
- Housekeeping staffs
- **Exclusion Criteria: Part time employees**
- Visiting doctors
- Trainee nurses

RESULTS

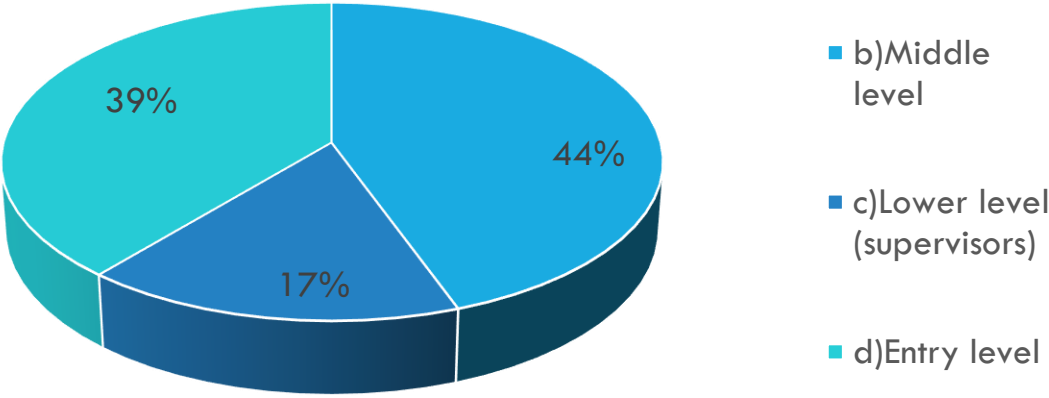


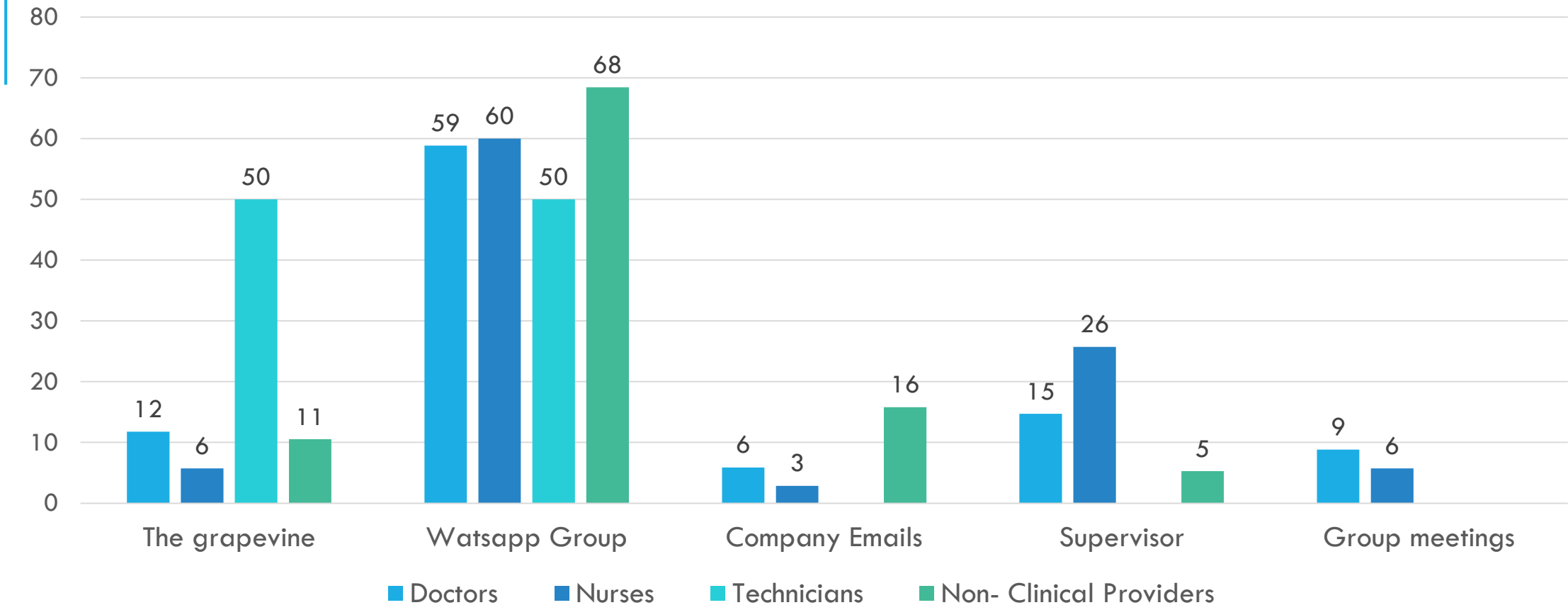
Fig 1. A pie chart showing the job level of the respondents

A pie chart represents the job level of the respondents. It can be seen that the 44% of respondents are middle level staff, 39% are entry level staffs

No. of years employee has been working in this organization	Frequen cy	%
a) Less than 6 months	19	15
b) 6 months-1 year	31	25
c) 1- 2 years	39	31
d) more than 2 years	37	29

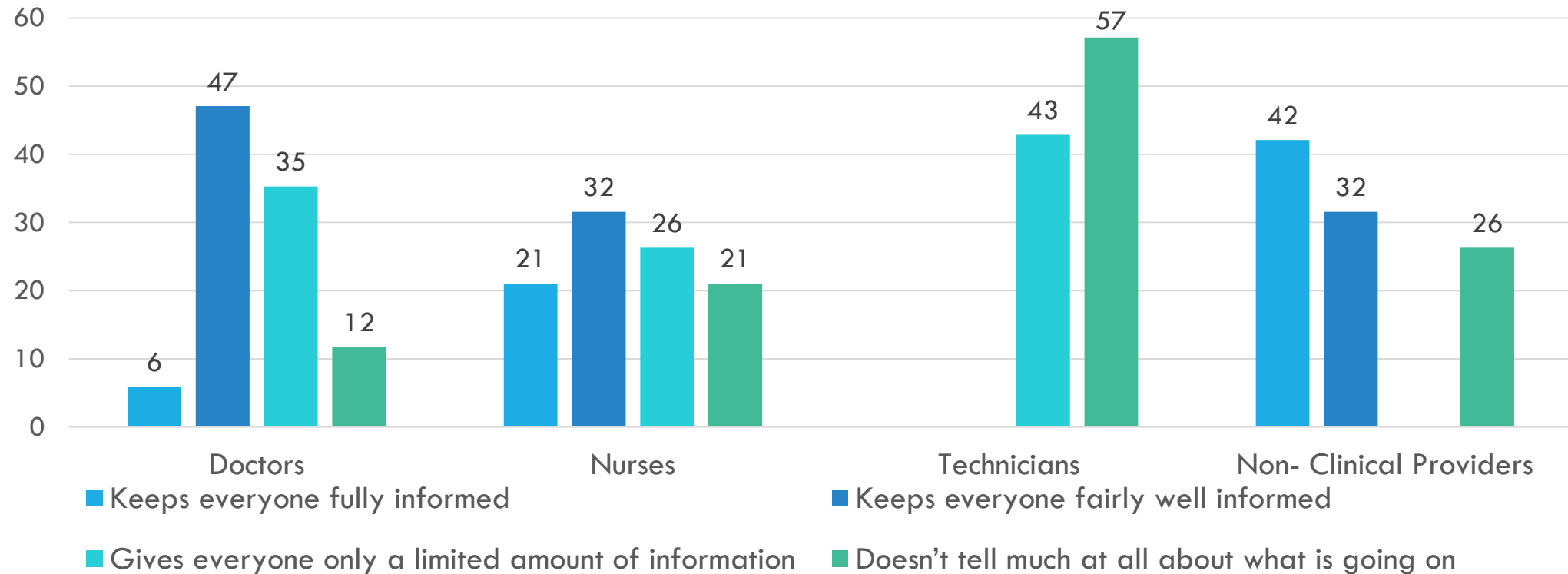
Table 1(a) Respondent's no. of year of service N=126

FIGURE 2. A GRAPH SHOWING SOURCES OF COMMUNICATION



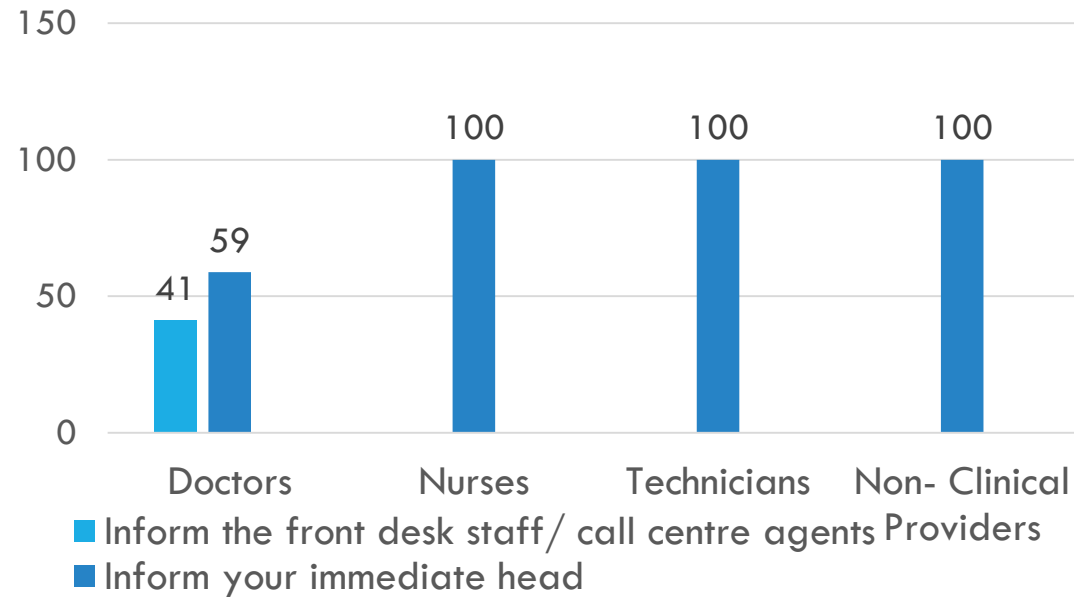
From the above graph, we can infer how employees receive different forms of information. The non-clinical providers include front desk staff, public relation officers, billing executives, housekeeping staffs. It can be clearly seen that the most common source of communication in the hospital is WhatsApp group among both clinical staffs (doctors, nurses and technicians), and non-clinical staffs.

FIGURE 3 A GRAPH SHOWING EMPLOYEES' IMPRESSION OF COMMUNICATION WITH IN THE ORGANIZATION



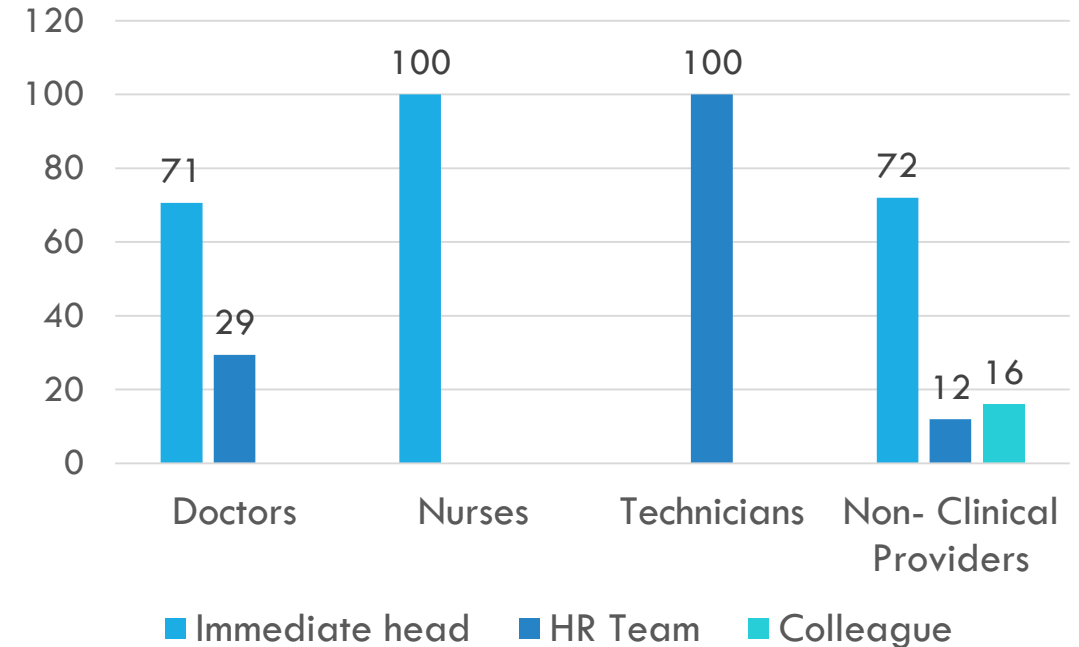
The above graph depict employees' impression of communication with in the organization. 6% doctors, 21% nursing staff and 42% non- clinical staff believes that within organization everyone is fully informed,47% doctors, 32% nurses and 32% non-clinical staff believes that everyone is fairly well informed. The graph clearly shows that the majority of technicians believe that they are not informed what is going on in the organization.

FIG4. A GRAPH SHOWING THE PREFERRED PERSON FOR CONTACT DURING AN EMERGENCY



From the above graph it can be seen majority of the staff informs their immediate head

FIGURE 5 A GRAPH SHOWING THE IDEAL PERSON TO BE INFORMED DURING LEAVES



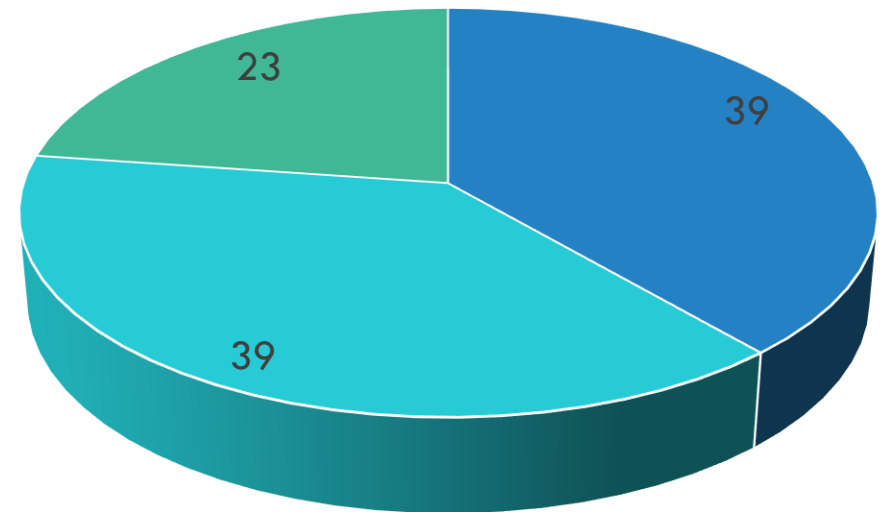
From the above graph it is seen that majority of staff informs their immediate head and almost every technicians notify HR team when they take leave.

FIGURE 6 A PIE CHART SHOWING THE SOURCE OF INFORMATION OF CHANGED SCHEDULES

A pie chart shows how the subordinates specially OPD staff gets information when certain changes in Consultant's schedule. This question was specially framed taking in mind front desk staff, PRO, OPD nurses and Consultants. The respondents were FDS, PRO, OPD nurses.

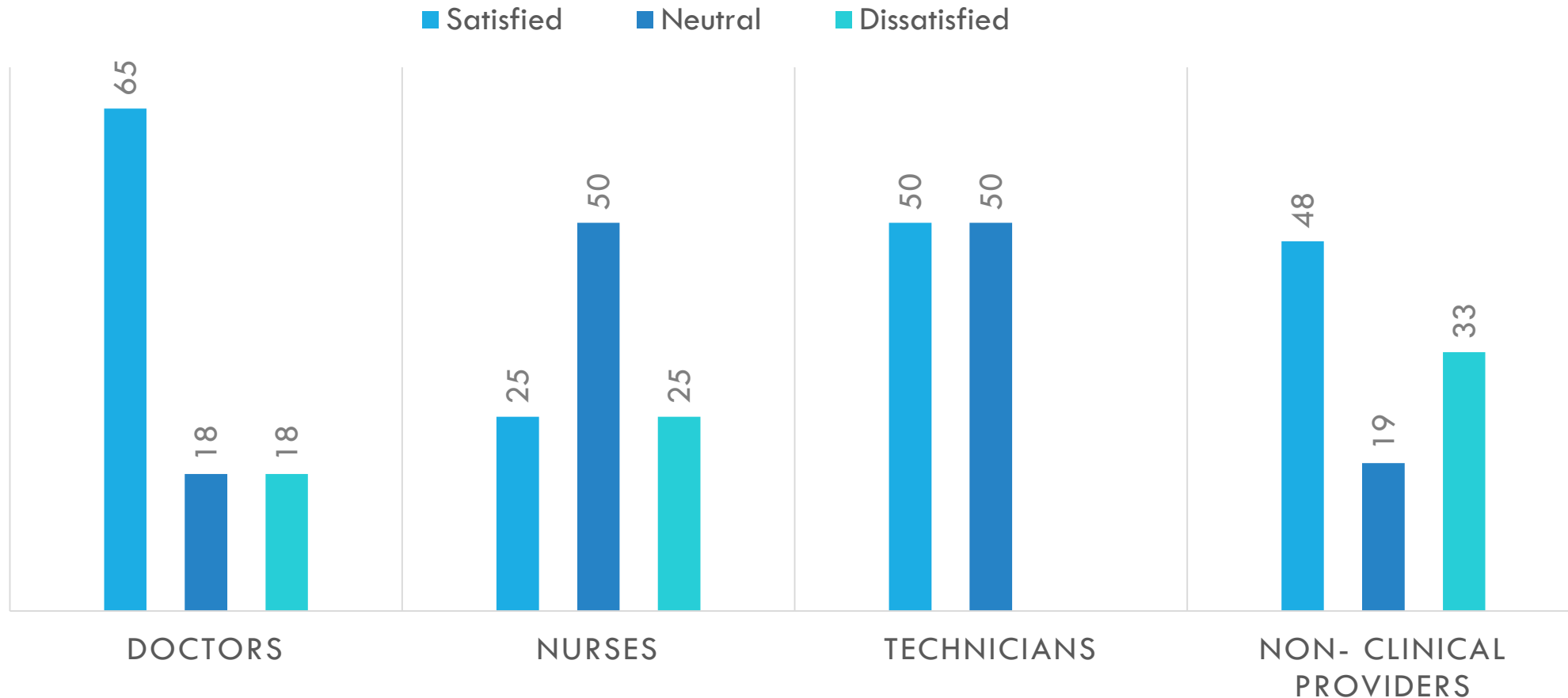
About 39% respondents said they get information from their supervisor, and another 39% said their colleague informs them with the same.

There were also 23% respondents who mentioned that no one informs and they call the doctor on their own when situation arises.



- supervisor
- colleagues
- No one, I call the doctor and find out on my own

FIG.7 A GRAPH SHOWING OVERALL SATISFACTION LEVEL OF EMPLOYEES REGARDING THE COMMUNICATION WITHIN THE HOSPITAL



ASSESSMENT OF VERTICAL COMMUNICATION FLOW

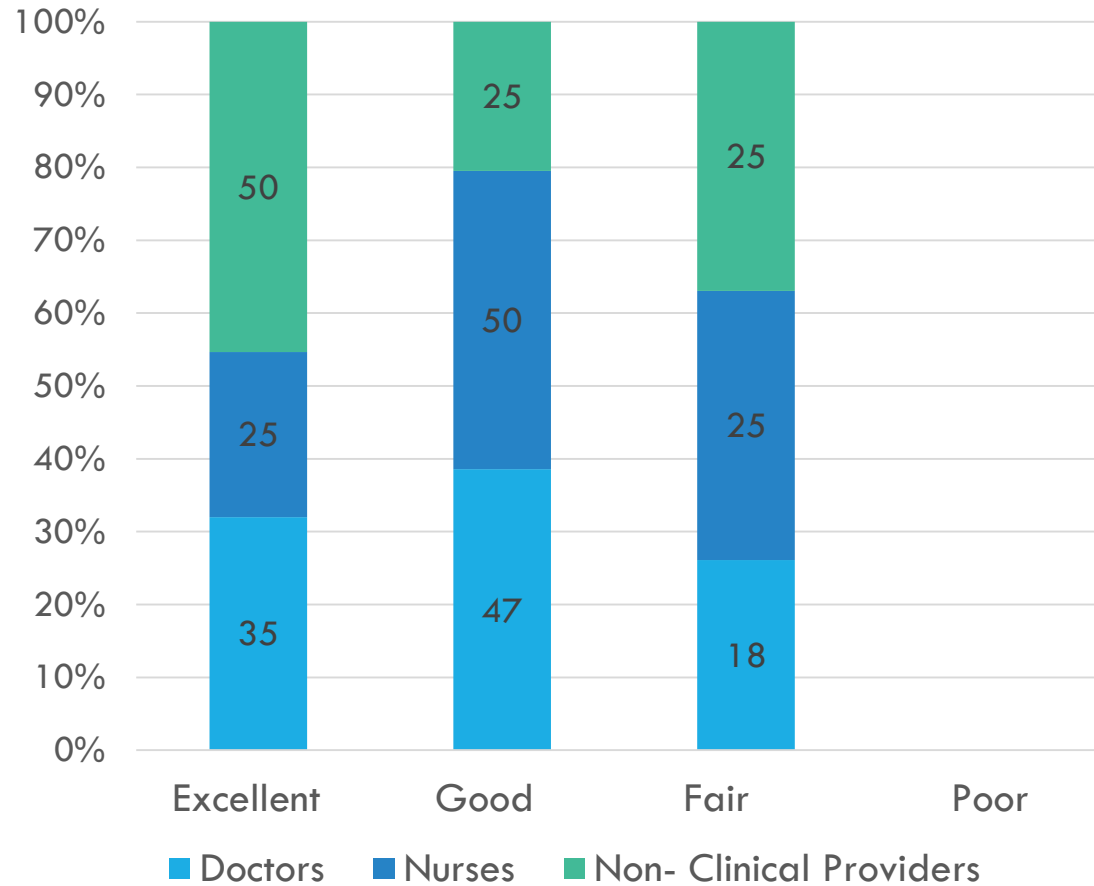


Fig 8 A.A graph shows the rating of subordinate's communication skills by the supervisor

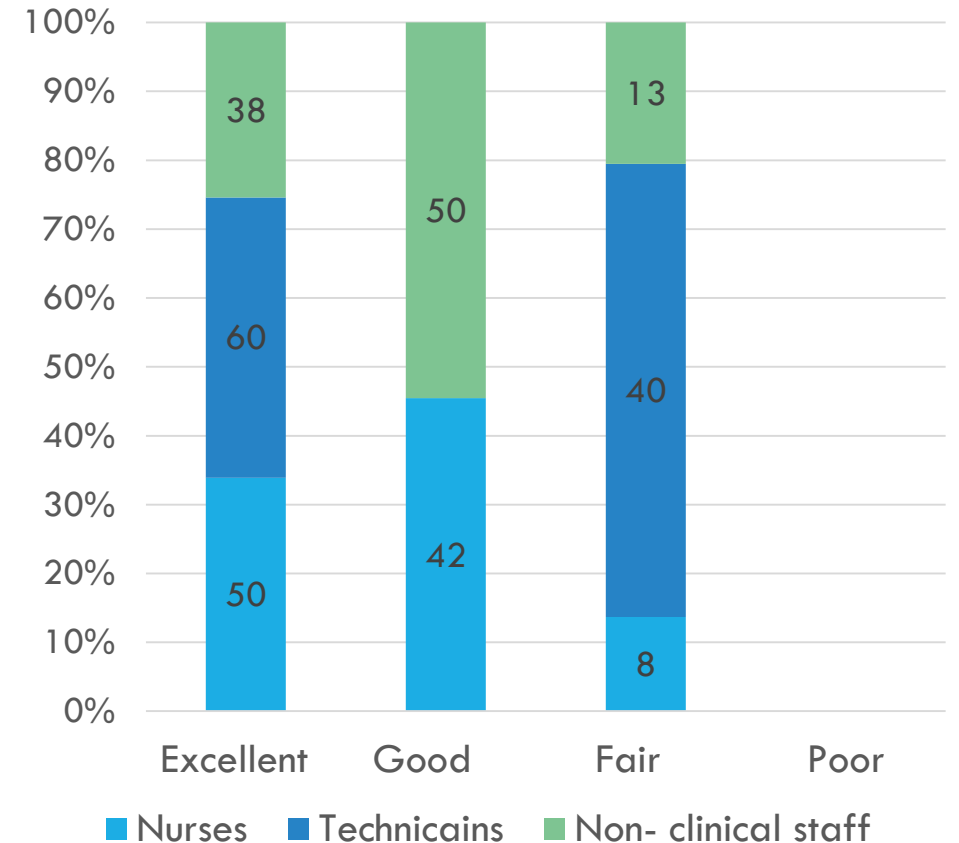
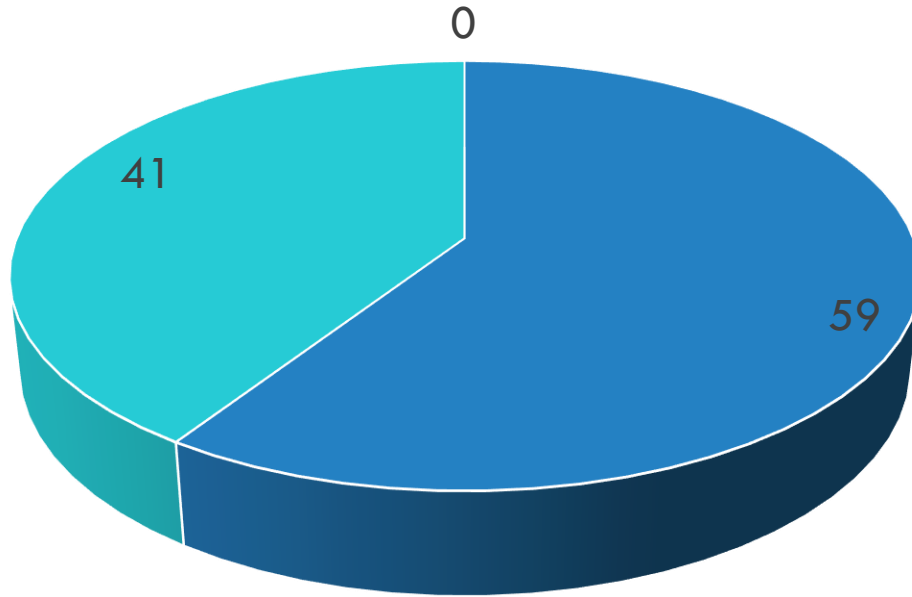


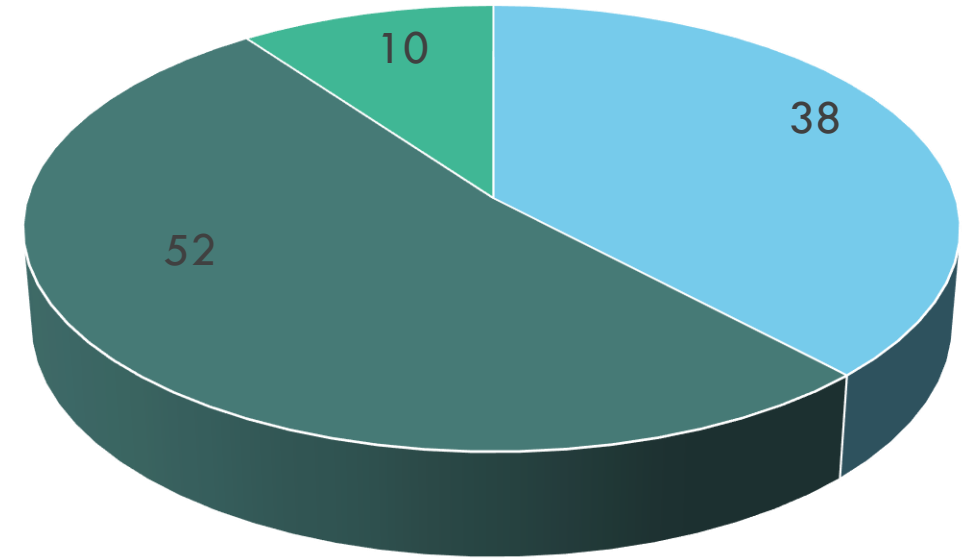
Fig 8B.Above graph shows the rating of supervisors' communication skills by their subordinates

Assessment of vertical communication flow



- Always inform subordinates
- Inform subordinates most of the time
- Never inform subordinates

Fig 8C.A chart showing the supervisors perspective of information flow from their side to subordinates



- Always informs
- Informs most of the time
- Never informs

Fig 8D.A Pie chart showing subordinate's opinion on whether their superior inform them when there is a change within organization

FIG8E.A GRAPH SHOWING IMPRESSION OF SUBORDINATES ABOUT THE INFORMATION THEY RECEIVE FROM THEIR SUPERVISOR

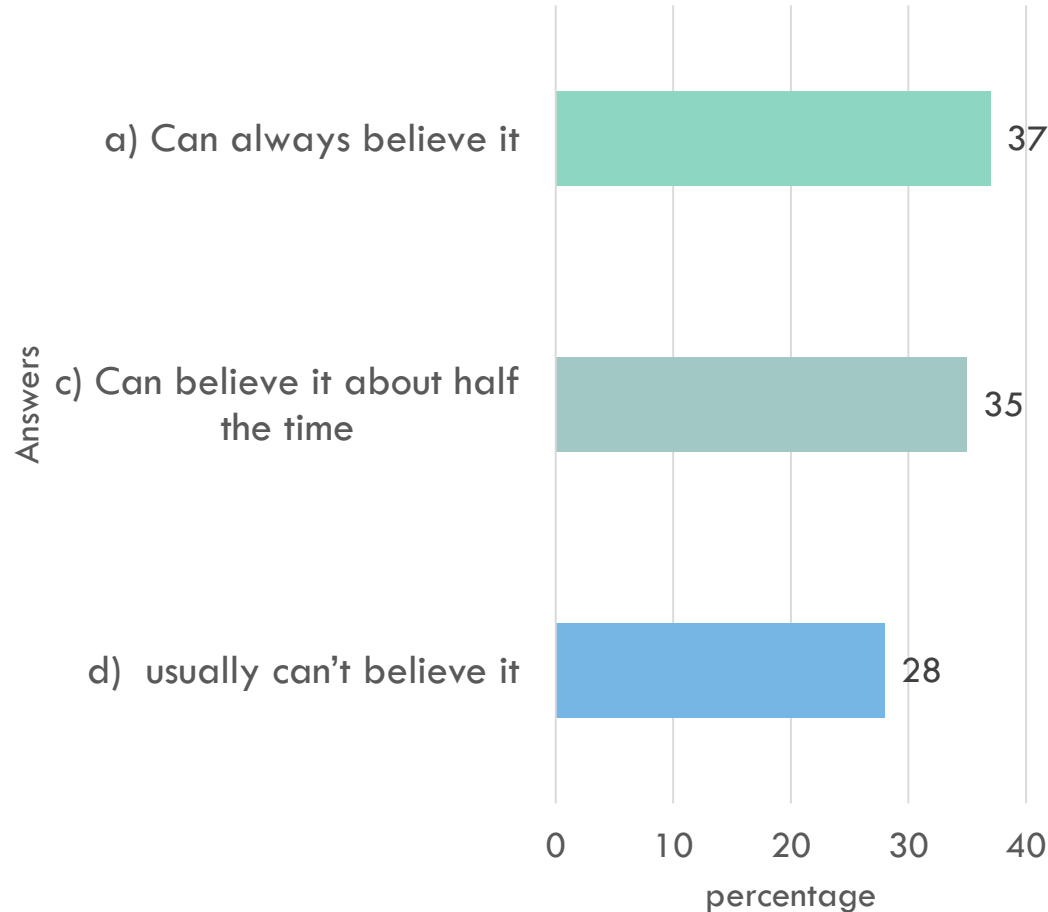


Fig 8F.A GRAPH SHOWING IMPRESSION OF SUPERVISORS ABOUT THE INFORMATION THEY RECEIVE FROM THEIR SUBORDINATES

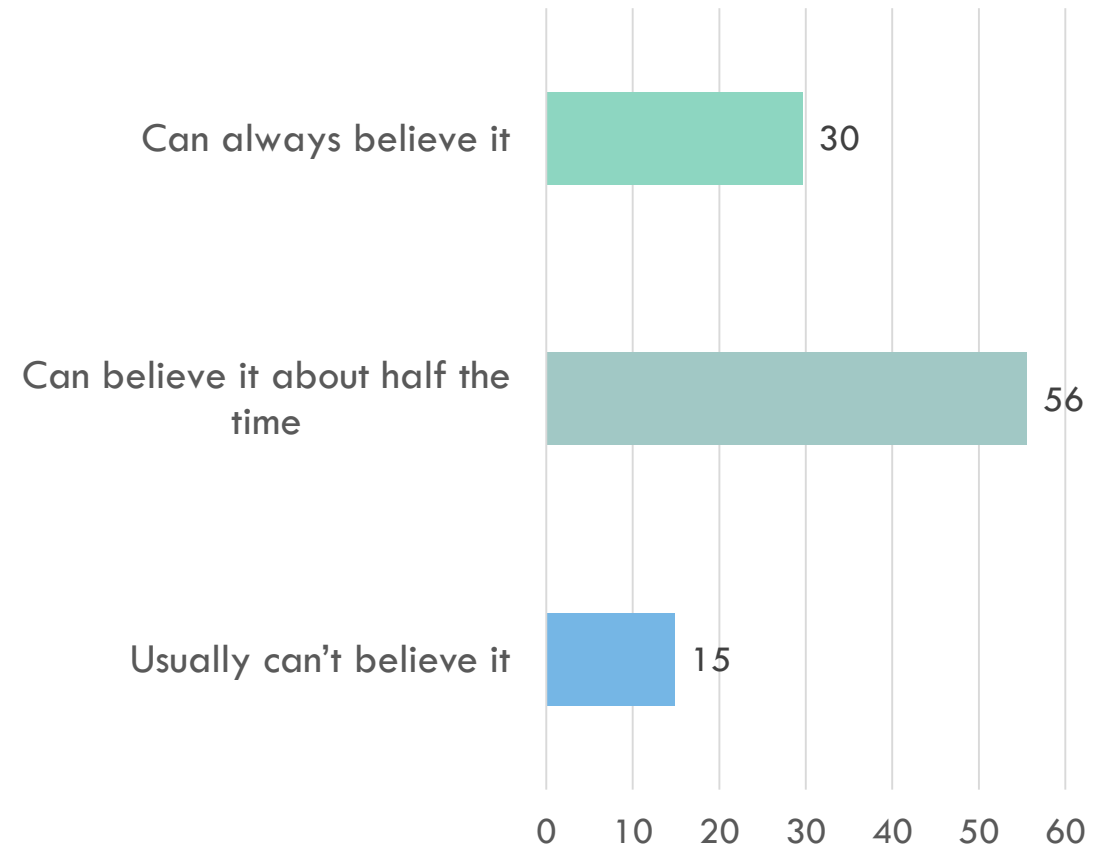


FIG 8G. A GRAPH SHOWING CONFIDENCE LEVEL OF RESPONDENTS ON THEIR SUPERVISORS FOR CONSIDERATION OF THEIR IDEAS AND/OR CONCERNS

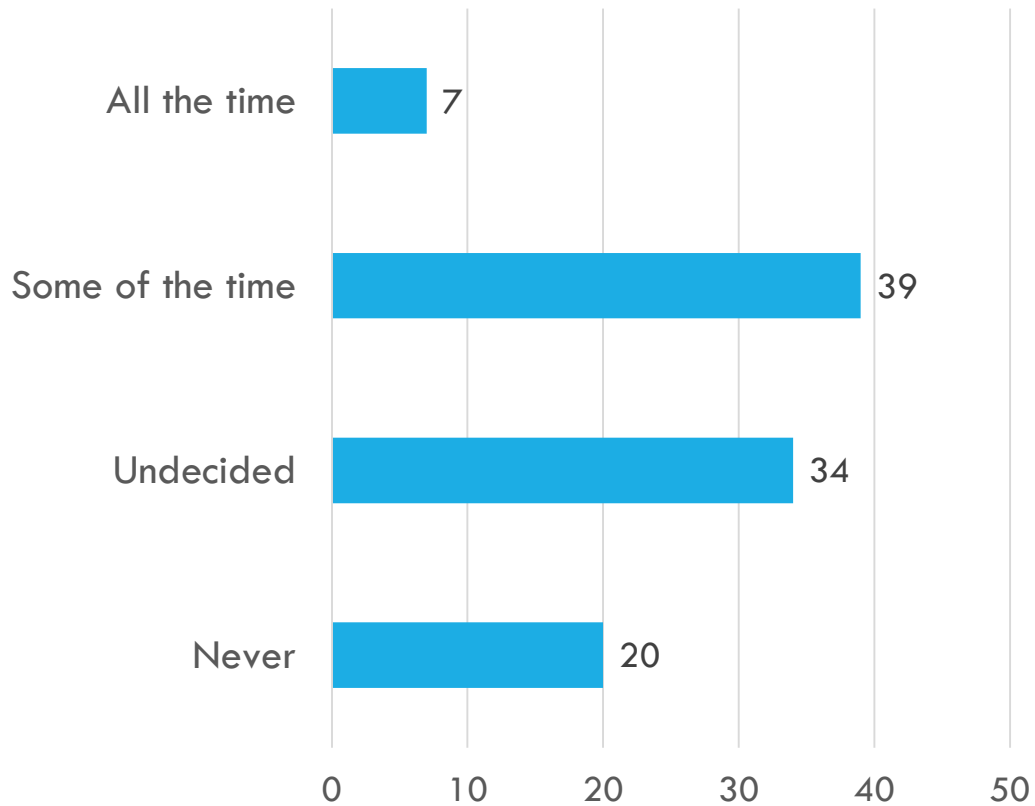
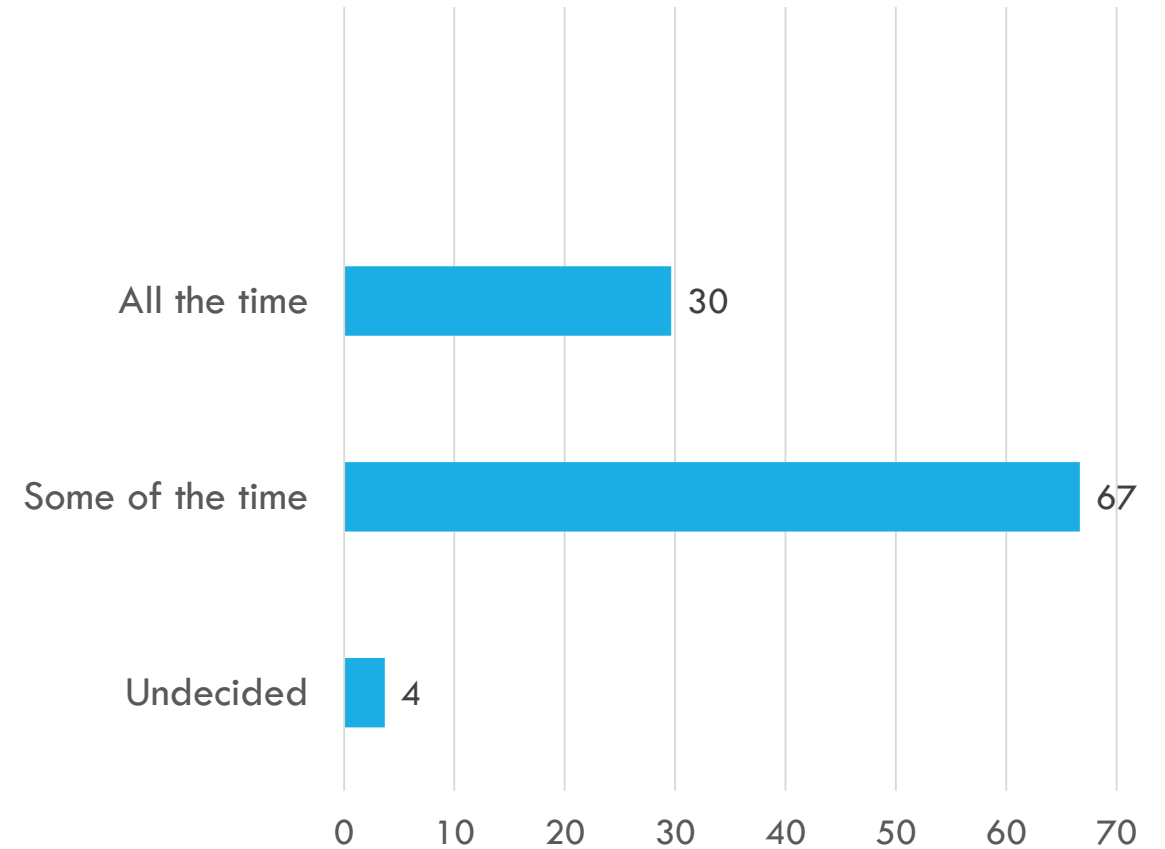
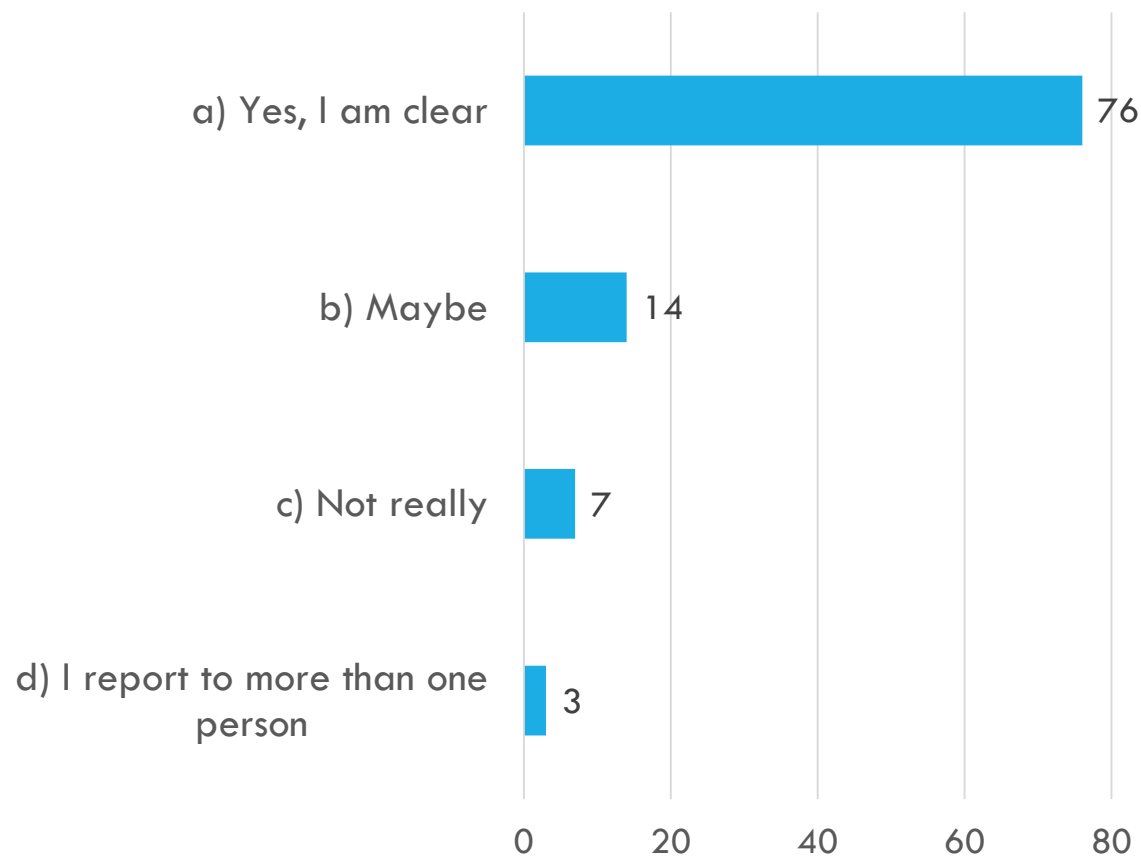


FIG 8 H.A GRAPH SHOWING CONFIDENCE LEVEL OF RESPONDENTS ON CONSIDERATION OF THEIR SUBORDINATE IDEAS AND/OR CONCERNS



**FIG 8I.A GRAPH SHOWING IF
SUBORDINATE IS CLEAR WHO THEIR
SUPERVISOR IS**



**FIGJ.A GRAPH SHOWING SUPERVISOR'S
IMPRESSION ON THEIR SUBORDINATE'S CLARITY
OF REPORTING HEAD**

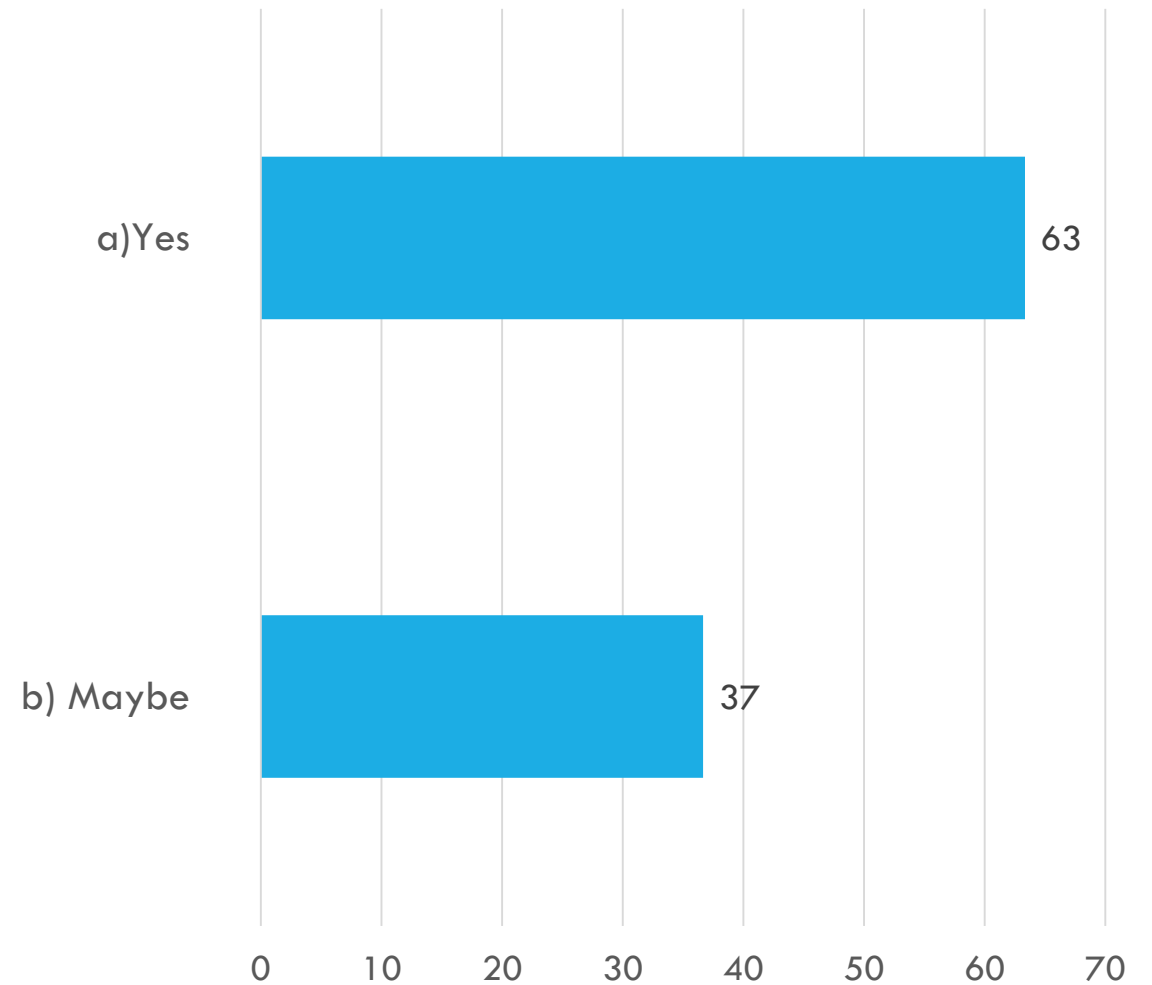


Figure 8K. A graph showing if supervisor is confident that their subordinate is aware of their job responsibilities

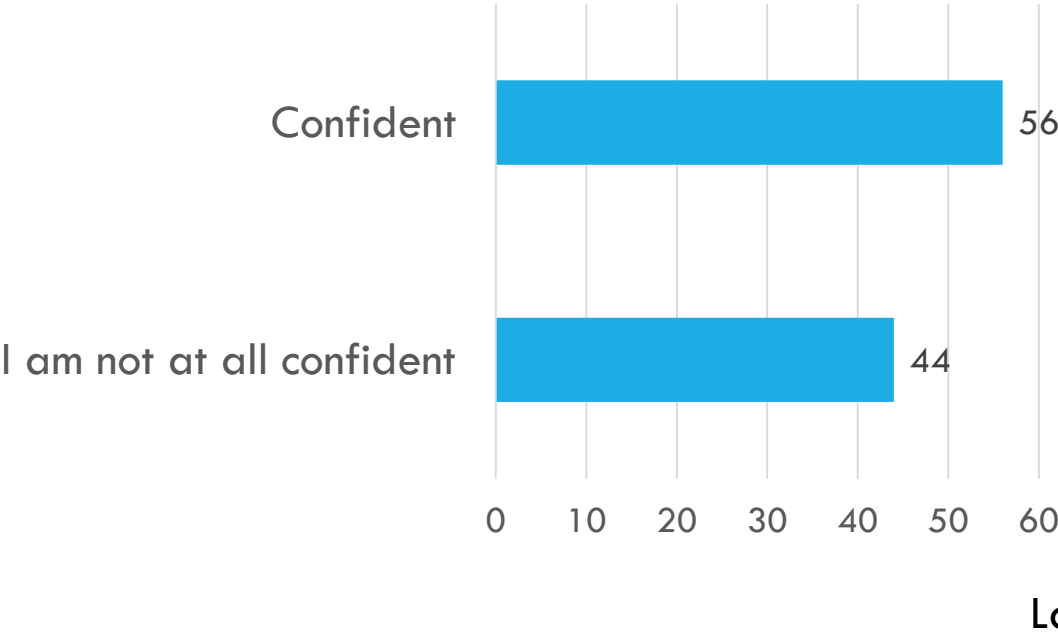
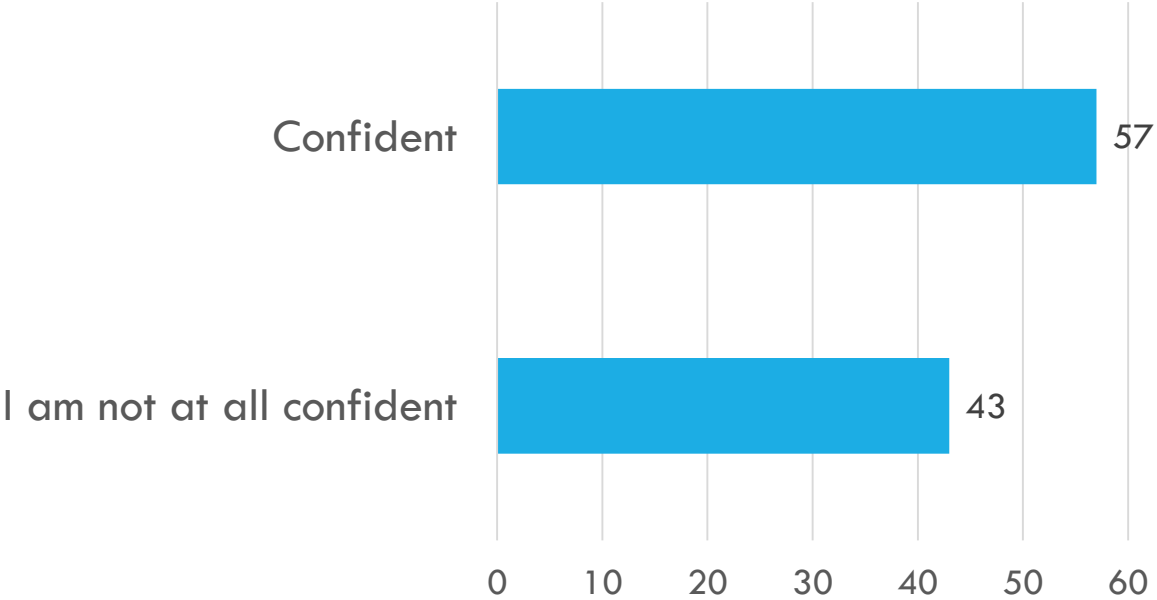


Figure 8L. A graph showing if subordinates believe that their supervisors are aware of their job responsibilities



Assessment of Horizontal communication

Figure 4.3(a) A graph depicting trust between co-workers

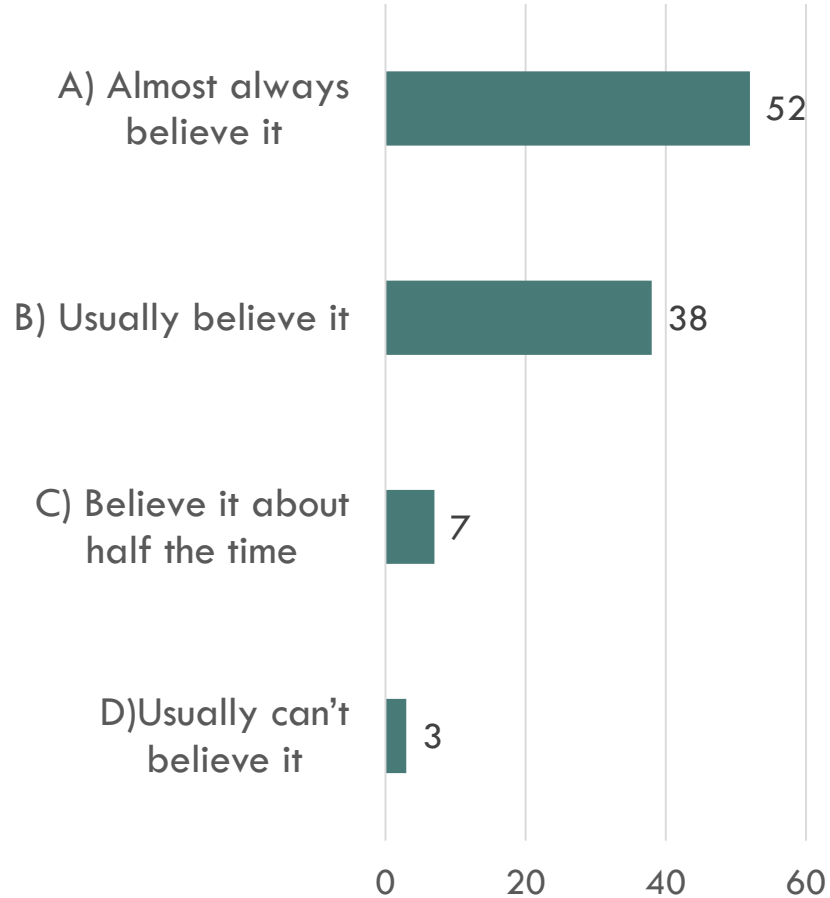
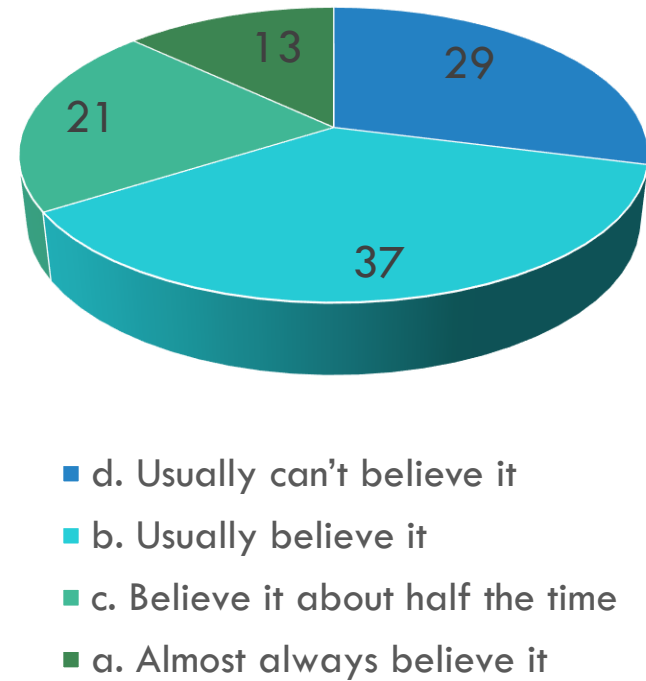
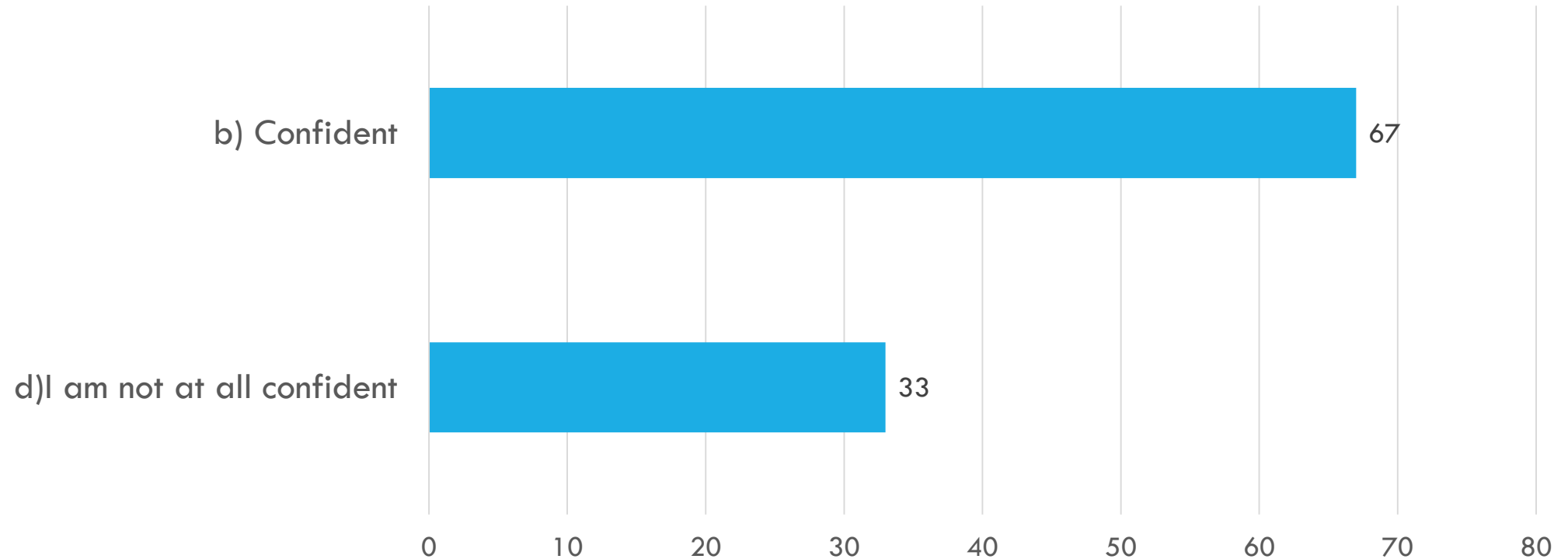


Figure 4.3(b) A pie chart showing level of trust between inter-departments employees



Assessment of Horizontal communication

Figure 4.3(c) A graph showing respondent's impression of their co-workers being aware of their job responsibilities



RECOMMENDATION BY EMPLOYEES

Updates in the field of healthcare and management. Hospital data statistics.

Improving, rationalizing, streamlining the circulated information

Need more communication co-ordination

Need information about policy change and or procedures

Need the updates on availability of consultants with doctor's duty timing

Need training on how to behave with patient's attenders during their quiver.

How to maintain friendly atmosphere between HOD, Supervisor and subordinate of each department, what step we can take for growth of hospital

Top level people must talk to HOD's, supervisors and their subordinate about their problem and must take steps for solution and problems

Printed circular on all the updates

Information on any new recruitments of consultants and new specialties.

Any new facilities (equipment, procedures, etc.) introduced to the patients for effective treatment.

New tie ups with various organizations, (like CGHS, ESI, etc.)

Better to have a comfortable atmosphere than to have a bossy atmosphere

Communication skills and job responsibilities

HR and employee communication should be developed

Either there is slow response or no response to our complaints or request for our problems

Doctors' timing must improve in OPD and information on their availability or absence must be communicated.

We need updates prior information regarding camp set up.

The meetings or celebration conducted should be intimated early

Training on CLS, how to assist suturing, aseptic procedure and how to assist all critical condition

Yearly performance based appraisal of staff who is performing well and who is not should be communicated

Doctors OT timing, doctors' OP timing, Camp information, which doctors are available for camp should be communicated well in advance

Proper and clear-cut order and communication should be practiced

Update about Patient treatments if there is any change in the medications or any procedures, patient care and health educations should be communicated.

Interdepartmental communication system should be improved.

Employee employer responsibilities and relation must be communicated.

Hospitality and services training should be must for every employee

CONCLUSION

In a world where technology is growing at leaps and bounds and social media is the “go to” solution for every problem, it wasn’t surprising to note that WhatsApp played a major role in the internal communication at Thumbay Hospital, Hyderabad.

In the study, the outcome of the survey was the complete opposite of what was overheard in previous conversations. Based upon the answers given in the survey, more people were neutral and/or thought that the communication was satisfactory within the hospital. Majority of the participants also felt that their supervisors’ and subordinates’ communication skills were either excellent or good.

Although they agreed that the supervisors communicated effectively, more respondents admitted to not being fully informed/ updated about changes in the organization. The participants were consistent in saying that they wanted more information about policy changes, new recruitments, Doctor’s OPD and OT timings, and they wanted adequate training on hospitality, patient handling, etc.

Some of the employee vented out about the lack of communication when they feel unheard. Also, they need more manpower and yearly performance measuring tools. Certain employees are reporting to more than one supervisors and some have also asked for information about their job responsibilities.

SUGGESTIONS

The proper mechanism should be introduced in the hospital that if the employee is taking leave or is late for work, the related departments are informed well in advance.

It is suggested that weekly or bi-weekly group meetings be conducted in every department to know the issues and concerns or for supervisors to share information with the employees.

Any information requiring proof should be communicated through emails.

Information regarding camps or any other important messages is suggested to be communicated through emails to every employee and not only to the supervisors. Sending circulars might not be very efficient and effective mode of communication

Training should be conducted biweekly or monthly on hospitality especially to the employees who come in direct contact with patients.

More focus should be given to internal branding.

As per the observation, it was noticed that there is a lack of centrality in employees, therefore it is important to make them feel that each one's opinion is heard and considered, and they can make a difference.

Training on effective and efficient communication flow should be conducted at the earliest.

List of job descriptions and responsibilities should be provided to the staff.

Goal setting as per staff's capabilities which is to be achieved within 6 months or 1 year is proposed.

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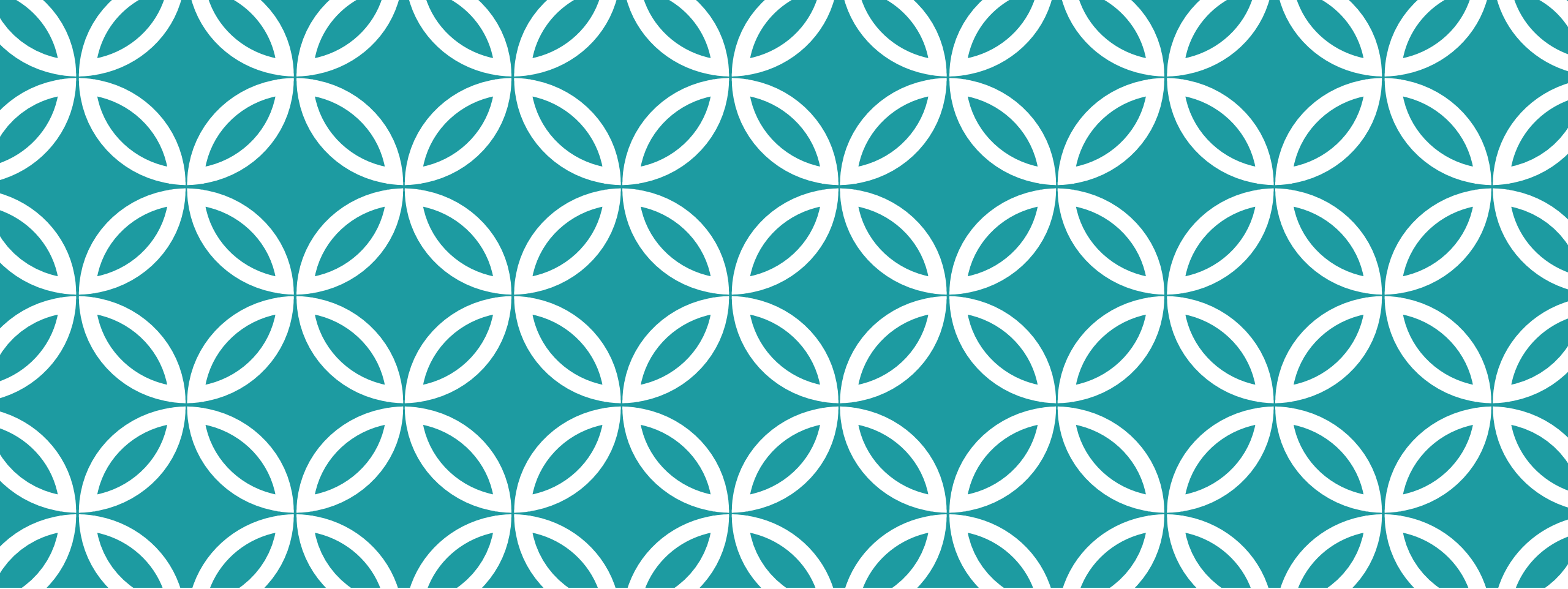
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