

Study on Training System for Nursing Staff
PARAS Hospital, Patna

By

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*Dissertation submitted for the partial fulfillment of the
MBA Hospital and Health Management*

Academic year, 2014-2016



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TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr. Anand Kumar** student of MBA Hospital and Health Management from The IIHMR University, Jaipur has undergone dissertation training at **Paras HMRI Hospital, Patna** from February 11th February, 2016 to 30th April, 2016.

The Candidate has successfully carried out the study designated to him during dissertation training and his approach to the study has been sincere, scientific and analytical. This training is in fulfillment of the course requirements.

I wish him all success in all future endeavors.



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In recognition of having successfully completed his
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and has successfully completed his Project on

“Effectiveness of Current Training System for Nursing Staff”

From 11th February 2016 to 30th April 2016

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He comes across as a committed, sincere & diligent person who has a
strong drive and zeal for learning

We wish him all the best for future endeavors


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CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **“A Study on Training System For Nursing Staff Paras Hospital Patna”** and submitted by **Dr. Anand Kumar**, Enrollment No. **IIHMR-U/MBA-HM/2014-2016/19-0127** under the supervision of **Prof Dr. Nutan P Jain** for award of MBA in Hospital and health management of the University carried out during the period from **2014 to 2016** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

Dr. Anand Kumar
Signature

ACKNOWLEDGEMENTS

This project would not have been possible without the kind support and help of PARAS HMRI Hospital, my institute, Institute of Health Management Research, Jaipur, project guide and colleagues. I would like to extend my sincere thanks to all of them.

I would also like to extend my gratitude towards my mentor- Dr. Nutan P Jain (Professor, IIHMR University, Jaipur) who helped me out throughout the project.

I am highly indebted to PARAS HMRI Hospital for giving me this opportunity to understand, analyze and prepare this report.

I would like to express my gratitude towards Maj. Rama Jay Kumar (Chief Nursing Officer- Nursing), Mr. Joseph Raj (Clinical Instructor- Nursing), Ms. Leema P Mary (Clinical Instructor- Nursing), Ms. Jahanara Shaik (Manager- Human Resource) and Mr. Om Prakash Jha (Training Executive- Human Resource) for their kind support, endless co-operation and encouragement which helped me in completion of this project.

I would also like to thanks Human Resource team and especially, Nursing Department team who co-operated and supported me a lot in completion of my project. My thanks also goes to all the employees of PARAS HMRI Hospital who were a part of my program, supported me and provided me all the information that I have needed for project completion.

My thanks and appreciation to my colleague Banoj Kumar Mahanta for guiding me in my dissertation study by several brain storming sessions.

My thanks and appreciations also go to my family, my colleagues, fellow interns who have willingly supported me throughout the project.

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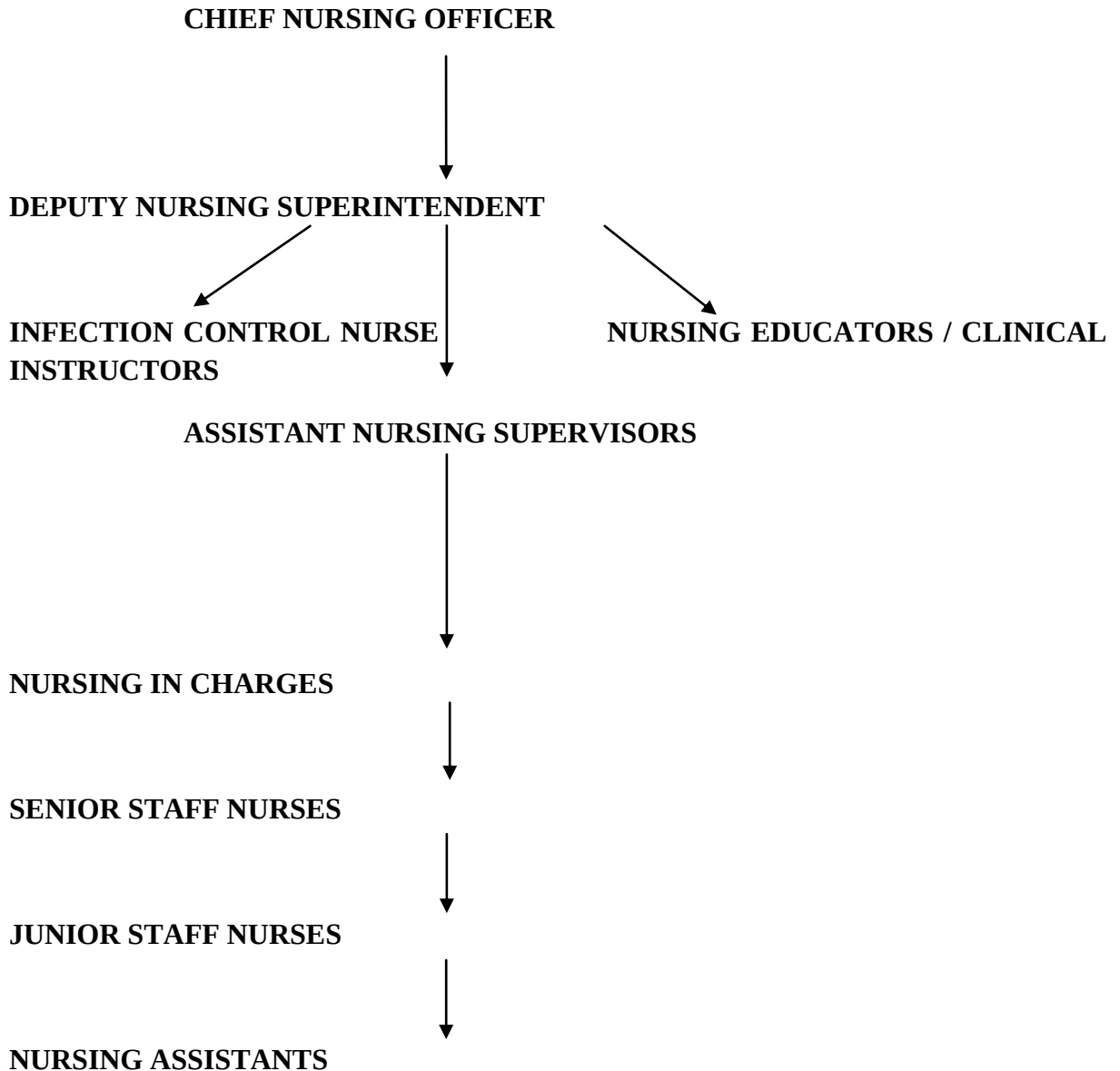
Abbreviation

- CNO- Chief Nursing Officer
- DNS- Deputy Nursing Supervisor
- ANS- Assistant Nursing Supervisor
- ANM- Auxiliary Nursing and Midwifery
- GNM- General Nursing and Midwifery
- NEO- New Employee Orientation
- OJT- On Job Training/ In Service Training
- CCU- Critical Care Unit
- CTVS- Cardio Thoracic Vascular Surgery
- MICU- Medical Intensive Care Unit
- SICU – Surgical Intensive Care Unit.
- L & D- Learning And Development
- TNI- Training Needs Identification
- TNA- Training Needs Assessment
- CAT- Competency Assessment Tool
- BLS- Basic Life Support
- ICN- Infection Control Nurse

ABOUT NURSING DEPARTMENT:

For any hospital, nurses are the major contributors in patient's care. Basically centered on third floor this department trains and manages nurses. Nurses serve the mankind and thus contributes a lot in smooth functioning of hospital. In Paras HMRI, qualified male and female nurses are present.

ORGANOGRAM OF NURSING DEPARTMENT



A Study on Training System for Nursing Staff in PARAS Hospital

2.2.1 Introduction

Nursing personnel comprise the largest proportion of patient care givers in a hospital. Nursing care in hospitals takes on added importance today because increase in the service to patients requires intensive nursing care.

Training of the hospital nurses after their joining could be one of the important methods of increasing their efficiency and effectiveness. Maximizing the efficiency and effectiveness of nurses is an essential for the integrity of hospital functions and the promotion of safe patient care.

Staff development involves the training education and career development of staff members. A shortage of skilled workers creates a stress on health care delivery system and undermines hospital quality. The purpose of this study is to assess the current training system available for the nurses joined in the hospital.

After analysis it was found that the training system prevalent in Paras HMRI is one of the best in existence and can be followed by a role model for others to follow.

Rationale

Nursing care is most vital and important function in hospital. At the same time, their level of competence is also a major concern. Therefore, studying training system in a hospital has significance. This study will help provide the knowledge regarding current training system for the nursing staff, and scope for improvement, if required

Research Question

What is the current training system for the nursing staff after their joining in a hospital?

Objectives

- To assess the existing training system (after joining the job) for the nursing staff in a hospital.
- To identify the gap in the prevalent practices of the training system at the hospital.
- To recommend ways to strengthen the training

2.2.2 Literature Review

The delivery of valuable health care depends on an expanding team of trained health care professionals. As people are critical assets for the organization, the development of this asset is essential for the continued health and prosperity of the organization. The training needs assessment is a critical activity for the training and development function.

Today the health care industry is considered one of the largest industries throughout the world. It includes thousands of hospitals, clinics and other types of facilities which provide primary, secondary and tertiary levels of care. Delivering this care requires health care workers; including physicians, nurses, and other allied health professionals, as well as community-based health workers especially to provide services in medically-underserved area. There is increasing acceptance of the idea that value is the key to success for practically all organizations, including health care organizations. Proponents of this idea emphasize that only the delivery of superior value can create customer loyalty, and only loyalty can optimize profitability. Promising value is what attracts customers and delivering value, is what keeps them coming back. The delivery of valuable health care depends on an expanding interdisciplinary team of trained health care professionals.

Organizations that develop and implement training without first conducting a needs assessment may end up over training, under training, or just missing the point all together. Training can be expensive; therefore it is critical that training be tailored to meet the specialized needs of the organization and the individual trainees (Brown, 2002). Training needs assessment can provide important data on the training needs of an organization. Salas and Cannon-Bowers (2001) felt that needs assessment is the most important step in deciding who and what should be trained. In addition to justifying the costs of training and providing important data for the organization, taking part in a needs assessment can actually improve employee's (participants) satisfaction with training. Identification of training needs, design and implementation of training programmes, transfer of training, and evaluation of programme benefits are key activities (Krishnaveni&Sriprabaa, 2008) in addition to studying general training variables such as types of training, selection of trainees, selection criteria, evaluation instruments, etc.

Existence of a Training system is one of the most valuable processes for any organization, in particular, if we are talking about Service industry. Service industry comprises of various segments and verticals within. The Hospital services being the top most and the most sought after one.

Nursing team is the team which is the torch-bearer for the services provided by any hospital. They are the one who are most asked for (by the patients and doctors), and looked after by the administration.

They have to be well groomed in terms of the job they have to perform along with proper training for the services to be rendered. The training which nurses go through in their life cycle comprises of two parts:

- The first being their training from the institute they studied from.
- The trainings one has to undergo as a continuous learning process in their job.

Here in this project we are discussing about the training system that prevails, and should be in a hospital for effective training, management and assessment of the nurses to make them the most capable in their services.

Paras HMRI, Patna has a well-designed Training Policy and System to train the employees effectively. For the training of the Nursing team, the Training Manager (HR) and Training Co-ordinator (HR) collaborates with the Nursing team to formulate a training system every year.

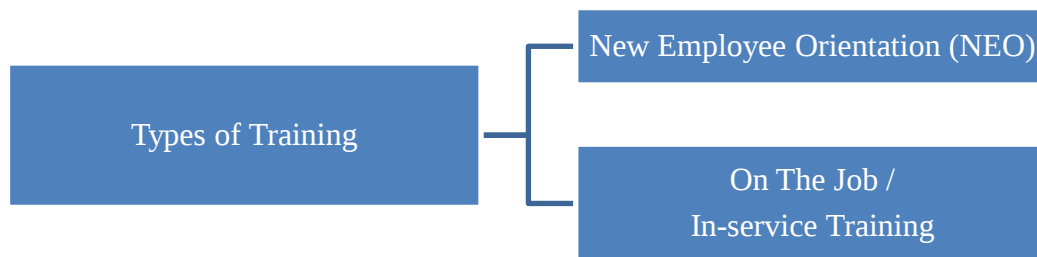
2.2.3 Methodology

The cross-sectional descriptive study conducted during the period of 3 months; February to April 2016 from Paras Hospital HMRI. The Study Area was Critical Care Unit (CCU), cardiac Thoracic vascular surgery (CTVS) ward, Operation Theatre in PARAS Hospital. Each sub-department was considered as a cluster. From each cluster at least 30 nurses were covered into the sample. So the total sample size was 180. It is also important to note that the nursing staff works on shift basis. A sample of 60 was taken from each shift, therefore, 60 x 3 shifts; a total of 180 nurses will be interviewed. Keeping in view some non-response, 10-15 percent sample is also added. Hence, a total of 200 (rounded off) nurses is presented. HR Department (Manager and Training coordinator) were contacted initially and briefed about the dissertation topic. A process was discussed, and a formal permission was sought. From each shift, a list was prepared keeping in view the hierarchy in consultation of the HR and the representatives from Nursing (CNO, Clinical Instructors). Primary data was collected from Training in-charge and Nursing staff using developed questionnaire. Secondary data was taken from Training Cell which included Training policies, Circulars, Training calendar and guidelines for planning of training.

2.2. 4 Results

The results are presented following the objectives. To understand the training system at PARAS hospital, interaction was made with the relevant officials. As per the discussions,

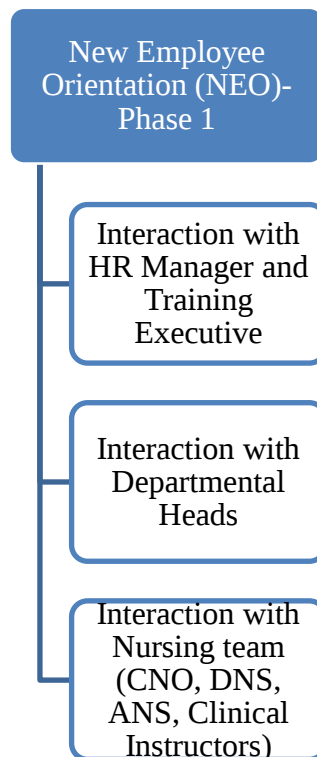
Figure 2.2.4.1: Types of Training (For Nursing Staff)



The officials shared that the training policy has provisions for both:

- A. for new joiners
- B. for existing employees

Fig 2.2.4.2: New Employee Orientation (NEO) Phase 1

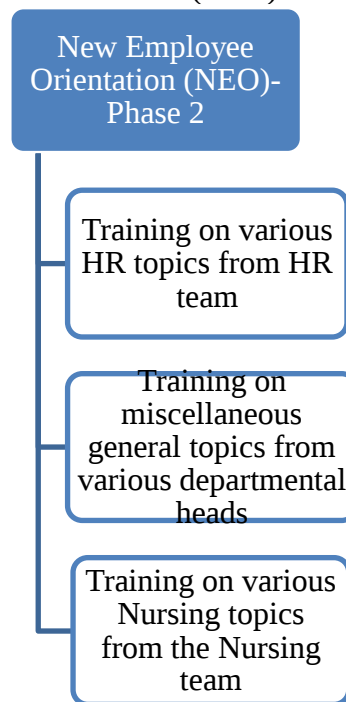


The Training for New Joiners is called “NEW EMPLOYEE ORIENTATION (NEO)” and is held every fortnight (15days). NEO is segregated into three phases:

Phase 1:

- a. Interaction with HR Manager and Training Executive- New employees are welcomed and are made aware about the Vision, Mission, Culture and various aspects about Paras HMRI, Patna.
- b. Interactions with Departmental Heads- HODs from various departments are invited to introduce them and their department to the new joiners.
- c. Interaction with Nursing team (CNO, DNS, ANS, Clinical Instructors)- The Nursing team then meets the new joiners to make them aware about the people in the team they have to work with on a daily basis.

Figure 2.2.4.3 New Employee Orientation (NEO) Phase 2

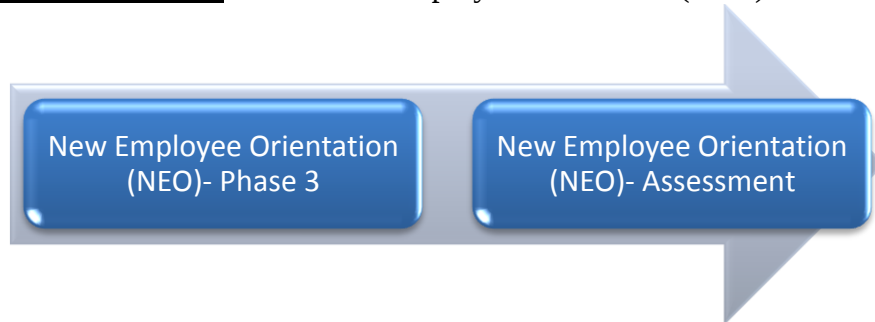


Phase 2:

- a. Training on various HR topics from HR team- HR topics like Patients' Rights, Employee Rights and Responsibilities, Payroll, Attendance, Information system, Communication and presentation skills, etc. are introduced to the new joiners.
- b. Training on miscellaneous general topics from various departmental heads- various topics like fire and safety, disaster management, and lots others are introduced by the respective HoDs.
- c. Training on various nursing topics from the Nursing team- Finally the Nursing team takes over for the initial training part for next 5days to make the nurses well aware and equipped about the system they have to work with in accordance with the policies laid down by the hospital authorities

Figure :2.2.4.4

New Employee Orientation (NEO) Phase 3



Phase 3:

- a. New Employee Orientation- Assessment – At the end of the Orientation program, an assessment is done to assess the effectiveness of training of the new nurses.

Figure 2.2.4.5:

On the Job / In-Service Training Process Phase 1



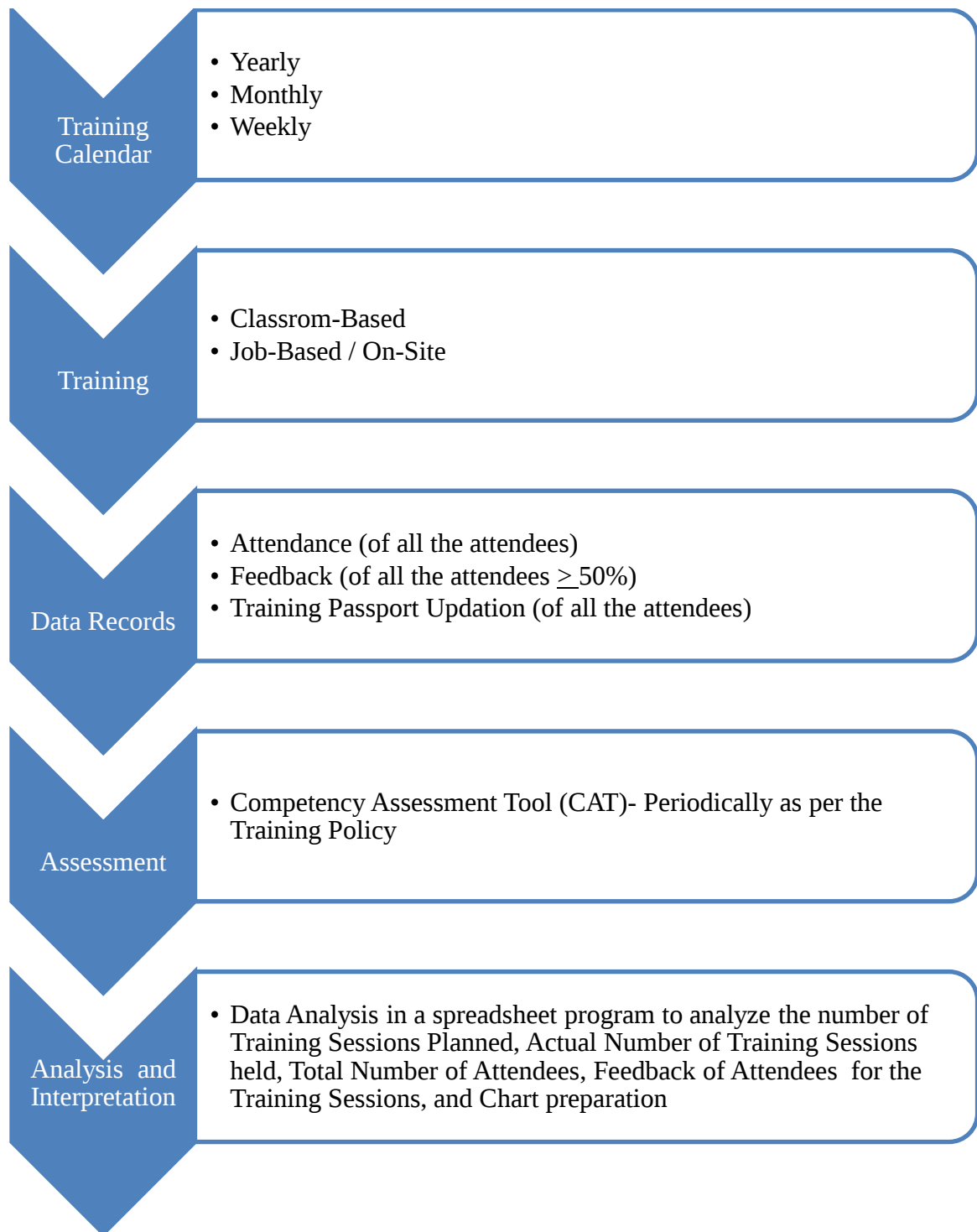
A. The existing employees of Paras HMRI Training is also called On the Job / In-Service Training. This comprises of two phases.

Phase 1:

- a. Training Needs Analysis / Identification (TNI) is done- Each department is requested to submit the topics that they believe their staff needs training about. Also according to the policy guidelines, general topics are incorporated in the next step.
- b. Preparations of Training calendar- Departments are requested to incorporate the topics discussed about in step 2, and training calendar is prepared. This calendar is followed on a daily basis. This is segregated and maintained on a weekly, monthly and yearly period.

Figure 2.2.4.6:

On the Job / In-Service Training Process Phase 2



Phase 2:

- a. Training Calendar is circulated and followed.
- b. Trainings are imparted as per the calendar. Trainings are done in both the ways: Classroom-based and Job-based / On-site.
- c. Data Records are maintained both hard copy and soft copy. Training Attendance, Training Feedback, Training Passport, is filled and updated in the hard copy. Also the same is maintained in a spreadsheet in computer system as a soft copy for data retrieval. The Training feedback can be more than or equal to 50% of the total attendance per training session.
- d. Assessment is done on a periodic basis as per the policy, through a tool called Competency Assessment Tool (CAT). It's basically a tool that has some questions and parameters to mark the efficiency of employees post training.
- e. Periodically (weekly, monthly and yearly), Data Analysis is done in a spreadsheet program to analyze the number of Training Sessions Planned, Actual Number of Training Sessions held, Total Number of Attendees, Feedback of Attendees for the Training Sessions, and Chart preparation is done. All this data is marked confidential and sent to the Corporate team for further analysis.

Training team

The team comprises of HR Manager (Learning and Development), HR Training Executive, Chief Nursing Officer, DNS, ANS, Clinical Instructors and people from various departments who are designated to impart training.

The team follows the entire training process documented above. The topics cover everything from general formulated policies, procedures and everything else that is needed by a staff during his or her life cycle in the organization.

Participation of staffs(nurses) is required. Measures are taken to ensure maximum participation in the training session.

Training calendars are re-prepared. It is categorized as "Implemented Calendar" as against the previously made "Proposed Calendar" to assess the effectiveness. The data is then conveyed to the HR department.

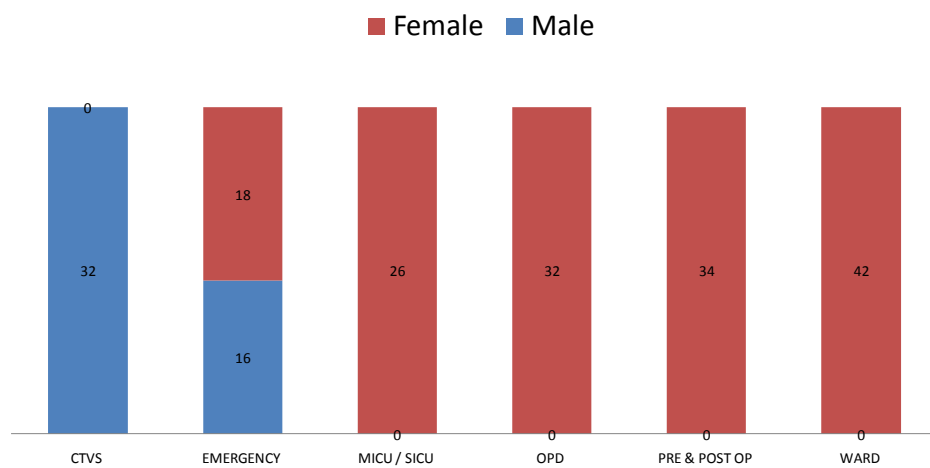
Meetings are organized to find and discuss any loopholes, if present, and the necessary steps required to check it.

Mostly female nurses are working in six departments of paras hospital Patna however there are 100% male nurses are working in ctvs department

Fig 2.2.4.6Percent distribution of respondents from male and female nurse

THE GENDER STUDY

NURSING STAFF DISTRIBUTION OF MALE AND FEMALE AT PARAS HOSPITAL PATNA

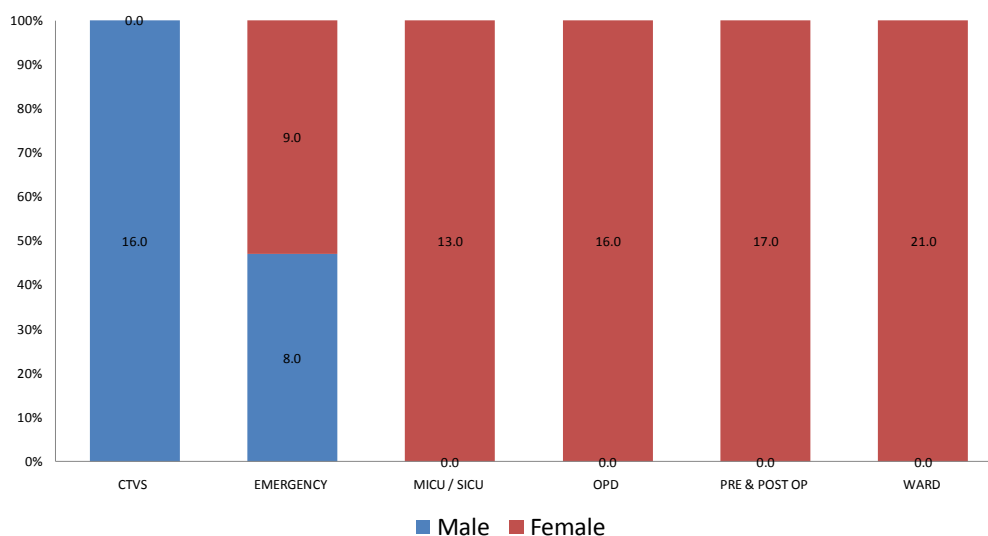


Total nursing staff=200
Total males=48
Total females=152

The gender study shows that the majority of responses were from Female staffs

MALE AND FEMALE DISTRIBUTION

PERCENTAGE DISTRIBUTION OF NURSING STAFF IN DIFFERENT DEPARTMENTS



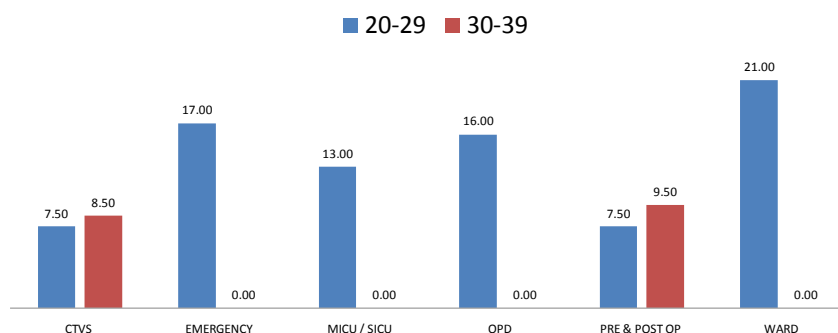
Total males =24% *Majority of nursing staff were female*
 Total females=76%

Most of the nurses who were working are from 20-29 age group

Fig 2.2.4.7 AGE GROUP OF NURSES IN STUDY

THE AGE GROUP STUDY

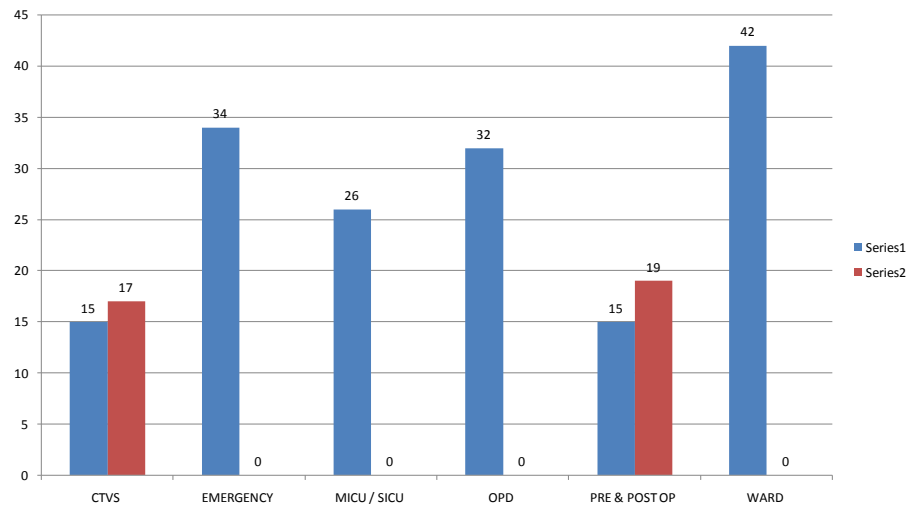
Age wise Percentage distribution of nursing staff (in years)



Most of the nurses who were working are of 20-29 age group

Total males(20-29)=164
 Total females(30-39)=36

THE AGE GROUP



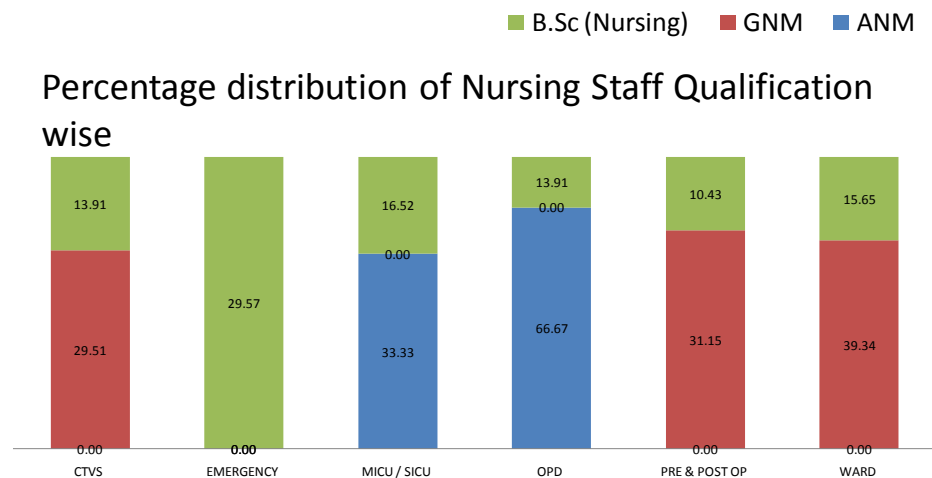
Total males(20-29)=164

Total females(30-39)=36

Most of the nurses are graduate who are working in different departments of Hospitals.

Table 2.2.4.8 Educational qualification of Nurses in Paras Hospital

THE QUALIFICATION STUDY

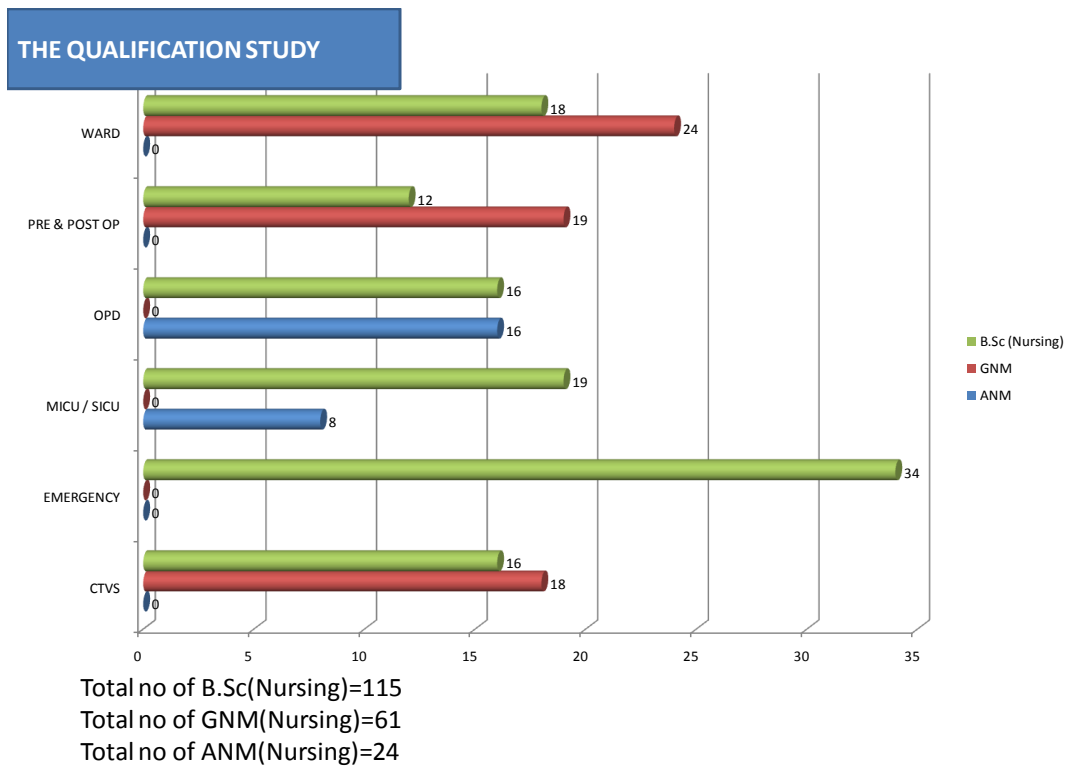


major portion of the study was from the B.Sc (Nursing) background followed by GNM and ANM.

Total no of B.Sc(Nursing)=115

Total no of GNM(Nursing)=61

Total no of ANM(Nursing)=24

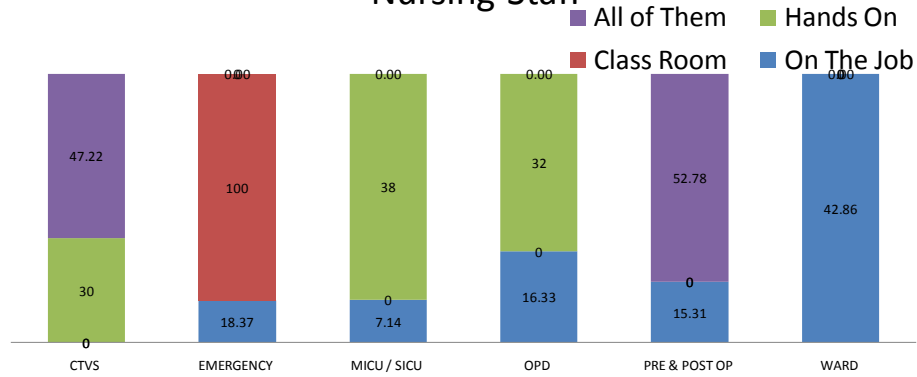


Most of the Nurses taken On-Job training

Table 2.2.4.9 **Types of Training given to Nurses in Paras Hospital**

THE TRAINING STUDY

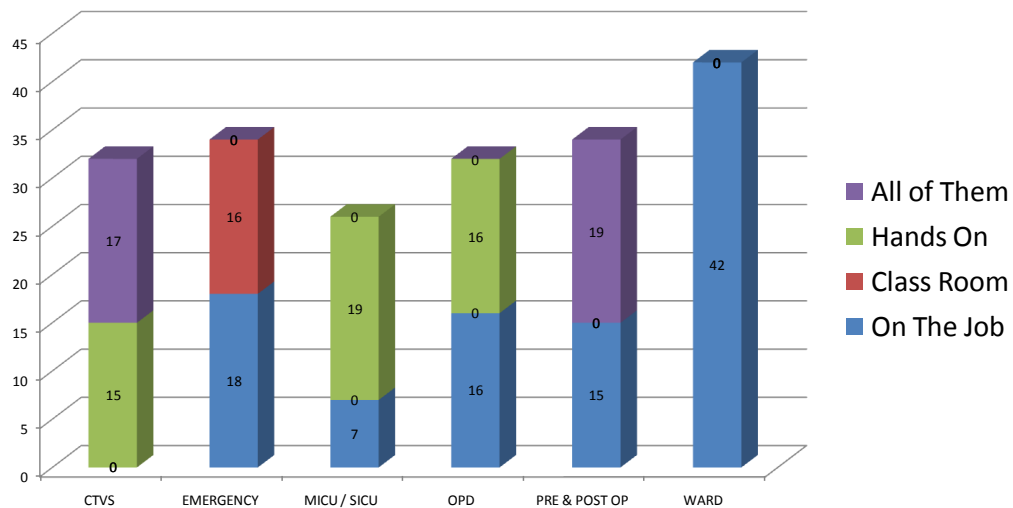
Percentage distribution of training given to the Nursing Staff



The type of training was well scattered according to the needs, department specific

All of them=36
 Class Room=16
 Hands on=50
 On the job=98

THE TRAINING STUDY



All of them=36
 Class Room=16
 Hands on=50
 On the job=98

- The data shown above represents the fact of the Training system in PARAS HMRI, that nurse's work in sync with the training team following the policy to deliver great results.

- Prevalent practices of training in Paras Hospital - Study shows that most of the Nurse were taken on job and Hands on training.
Less than 50% Nurses got Hands on training in CTVS department.
Nurses didn't get class room training except the nurses of Emergency department.
- The gender study shows that the majority of responses were from Female staffs.
- The age group study depicts that the age group of 20-29 is the one that forms a major chunk.
- The qualification study refers to the fact that major portion of the study was from the B.Sc (Nursing) background followed by GNM and ANM.
- The type of training was well scattered according to the needs, department specific.

Gaps in training at PARAS Hospital

- Except emergency, other training did not include classroom teaching method.
- Except OPD department ANM training was not conducted in all the department
- GNM training was not conducted in emergency MICU/SICU and OPD department
- Nurses were not receiving training regarding all methods in their respected field

Suggestions

- All type of training should be imparted to all staff including ANM GNM's. as GNM was the neglected staff for training.
- Training System should incorporate more interactive sessions.
- Female staff should be recruited in CTVS department as female patient is also taking treatment.
- Focus should be more on Class room training.
- Trainers should be more versatile in nature of the training imparted
- Regular Training need assessment should be done to check their knowledge and skills..
- Cash benefits or other perks can be used as a tool of encouragement for increased participation.
- Appraisal system should be linked to the participation of the staff.

2.2.5: Discussion

Nurses were not receiving all types of training in respective department. All types of training should cover all areas concerned in their respective fields. To utilize existing manpower efficiently regular training of GNM and ANM should be conducted.

2.2.6: CONCLUSION

The study was done on a major constituent workforce of a hospital. This study shows and emphasizes on the point that Training is an ongoing process and need of an organization. Training can also be considered as a continuous learning process which needs to be evolved and evaluated periodically.

Training is a two way interactive process which is beneficial for the growth of an organization as well as an individual.

The existing training system (after joining the job) for the nursing staff in a hospital shows On Job training were emphasised more.

Study shows that Nurses of hospital didn't get all the three training i.e On job, Class room and Hands on training

To conclude, the Training System, as a whole in PARAS HMRI is one of the best in the industry. It shall serve as a model for others to follow. The scope of improvement never ends and if the process of evolution continues, the training team would have a lot to offer in the coming days and the Nursing team as an end result would excel in their job marking PARAS HMRI the brightest one on the horizon.

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2. http://www.who.int/workforcealliance/knowledge/HennessyHicks_trainingneedstool.pdf(2)
3. www.parashospitals.com(3)

13. Annexure:

Questionnaire

1. Gender

a. Male ☐

b. Female ☐

2. What is your age group?

a. 20-29 ☐

b. 30-39 ☐

c. 40-49 ☐

d. 50-59 ☐

e. 60 & Above ☐

3. What is your highest qualification?

a. ANM Training Center

b. GNM Training Center

c. Other (Specify)

4. Hospital has designed training policies.

a. Strongly disagree ☐

b. Disagree ☐

c. Neutral ☐

d. Agree ☐

e. Strongly agree ☐

5. Which type of training is given to hospital staff.

a. On job trainer ☐

b. Class Room ☐

c. Skill based or Hands on training ☐

e. All of the above ☐

6. Any induction program you have attend

a. Yes ☐

b. No ☐

7. Working experience in a Paras hospital.

a. Fresh ☐

b. 1-2 ☐

c. 3-5

d. All and above

8. The first step after incidence of accidental needle stick injury is

- a. Squeeze blood
- b. Place finger in mouth
- c. wash hands with soap & water
- d. Inform ICN

9. Ration of chest compression & breathing for adult is

- a) 30:5
- b) 1:5
- c) 30:2
- d) 15:2

10. The Stimuli for Asthma are following except

- a. Pen
- b. Hair Dye
- c. Flowers
- d. Cosmetics

11. In a patient with seizure the first drug of choice is

.....

- a. Benzodiazpines
- b. Phenobabitone
- c. Phynytoin
- d. Procofol

12. In patient with increased with ICP most important clinical sign to check in addition to heart rate

- a). Motor response
- b) Pupillary asymmetry
- c) planters
- d) Verbal Response

13. In the best motor responses the scale given for obeys commands

- a) 5
- b) 3
- c) 6

14. Increased amount of CSF within the ventricles of the brain is known as –

- a) Polyhydromnias
- b) Meningities
- c) Spina Bifida
- d) Hydrocephalus

15. Why would it be necessary to take a 24 hour urine collection for protein?

- a) To measure the amount of urine loss with 24 hours.
- b) To measure the hemoglobin levels.
- c) To measure the calcium loss.
- d) The patient could be in a catabolic state.

16. Absorption of B12 Vitamin is done by _____

- a) Kidney

- b) Liver
- c) Large intestine
- d) Small Intestine

17. Normal Potassium (K+) level is _____

- a) 3.5 to 5 Meq
- b) 4.5 to 6 Meq
- c) 2.5 to 4 Meq
- d) 4 to 5 Meq

18. Which of the care is most important in a patient with post PTCA

- a) Palpate peripheral pulse
- b) Watch the site frequency
- d) Change the dressing
- e) Restrict the movement

19. The ICD drain should be placed _____

- a) Below chest level
- b) Below waist level
- c) Head end
- d) On floor

20. For a patient with increased ICP, which procedure is contraindicated

- a) Ausculting bowel sounds
- b) Providing oxygen

- c) Suctioning
- d) Elevating the head end

21. _____ procedures are contraindicated in patients with pacemaker

- a) Lumbar Puncture
- b) BT CT
- c) MRI
- d) ECG

22. Normal colour of the colostomy stoma is

- a) dark red
- b) Pink & moist
- c) Purple
- d) Greenish

23. First step for infection control

- a) Wear Gloves
- b) Wash hands
- c) Wear mask
- d) Wear Gown

24. What is the parameter used to assess the head injury patient

- a) BCS
- b) APGAR

c) GCS

d) ALS

25. Formula used for calculating percentage of burns

a) Rule of 7

b) Rule of 6

c) Rule of 9

d) Rule of 8

26. How would you know if a patient who is unconscious is in pain?

a) Verbal expressions.

b) Grimacing, increased heart rate, increased blood pressure.

c) Oxygen saturation level is 96%

d) Glasgow coma scale score is 14/15

27. The diagnostic study of varicose vein is

a) Carotid Doppler

b) Venous Doppler

c) Echocardiograph

d) X-Ray

28. What position should not be used for a patient who is unconscious?

a) Lateral.

b) Sims.

c) Bolt upright (Fowler's 90 degree)

d) Prone.

29. What can cause atelectasis (the failure of the lung to expand)/

a) Deep breaths.

b) Correct position.

c) Accumulation of secretions.

d) Regular change of position.

30. A good way to assess your patient's pressure ulcer risk is to us

a) The Braden Scale for Predicting Pressure Sore Risk.

b) Empirical knowledge derived from you experience with other patients
with pressure ulcer.

c) A review-of-body-systems approach.