

SUMMER INTERNSHIP PROGRAM

at

Fortis Escorts Hospital, Jaipur

From 01st May 2024 to 29th June 2024

A REPORT BY

Farana Haque

Master of Business Administration

Hospital and Health Management

2023-25

under the Mentorship of

Dr. Neetu Purohit, Professor



02TH July, 2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms. Farana Haque has worked as a Trainee with us in the Dept. of Human Resource from 01 May, 2024 to 29 June, 2024 for the period of Two Months.

Her performance during the period in the department was Good.

We wish Her the best for all her future endeavors.

For Fortis Healthcare Limited.

Authorized Signatory



Completion Certification from the Organization CERTIFICATE

This is to certify that FARANA HAQUE of MBA-HOSPITAL and HEALTH MANAGEMENT 2023-25 of IIHMR UNIVERSITY, JAIPUR has worked with our organization for her summer internship from 01/05/2024 to 30/06/2024.

The overall performance shown by her during the period was
✓
excellent/good/average. This certificate is being issued to meet the requirements of the IIHMR University.

Date: 29.06.2024.

Name: Deepika Joshi
Sr. Manager HR

Designation:

Seal/Stamp of the Organization

IIHMR University Faculty Mentor Approval

This is to certify that **Ms. Farana Haque** of the academic year 2023-25 of **Institute of Health Management Research** has prepared a poster with respect to her summer internship held during 1st May 2024 – 29th June 2024.

She has carried out work as per the guidelines. Her poster is approved for presentation.

Date: 20 July 2024

A handwritten signature in blue ink, appearing to read 'Neetu Purohit'.

Dr. Neetu Purohit
Professor

A woman in a white lab coat and dark pants stands in front of the Poonam Hospital building. The building is a multi-story structure with a prominent entrance and a sign that reads "Poonam Hospital".

Weekly Report

(Week 01)

Name of the Organisation: Fortis Escorts Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: HR department

Name of the Student: Farana Haque

Roll no: 1708

Stream: MBA HM (Hospital)

Week no: 01

From: 1st May, 2024 to 4th May 2024

Activity Done	• File Audit (employee file Management) • Interview Handling procedures • Data Entry • File Attestation (locating files and attesting important documents)
Linking theory (Classroom learning) with practice at your organisation	• Linking “HR auditing” taught in classroom to organisation. • Linked “Human Resource Management” (of classroom) to organisation
Gaps identified on the working area.	• Missing Compliance documents • Gaps identified in staff’s files: ➤ Missing or outdate records ➤ Non-Compliant staff (not compliance with HR staff)
Suggestions for improvement	• Assign responsibility for maintaining specific documents (regular maintenance) • Identify ind. Who haven’t provided docs and to be strictly warned.
Plan for the next week	• Further file audits of remaining staffs and employees • More introduce to HR functions and its role.

Signature of the Student: FARANA HAQUE

Approved by the IIHMR University’s Mentor:

Weekly Report

(Week 02)

Name of the Organisation: Fortis Escorts Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: HR department

Name of the Student: Farana Haque

Roll no: 1708

Stream: MBA HM (Hospital)

Week no: 02

From: 6th May 2024 to 11th May 2024

Activity Done	• Incomplete form preparation • Recruitment Process • NABH chapter review (HRM) given by our manager • Job description (JD) verification • Medical data management
Linking theory (Classroom learning) with practice at your organisation	• Linking “Recruitment and selection” taught in classroom to organisation. • Linked “Performance and potential management system” (appraisal and performance Interview)
Gaps identified on the working area.	• Non-compliance of the staffs to HR people related to submission of documents.
Suggestions for improvement	• Regular audits should be conducted as per NABH standards. • Define deadlines and consequences for late submissions
Plan for the next week.	• Preparation for NABH Audit • Completion of documents attesting in files as per NABH rules

Signature of the Student: FARANA HAQUE

Approved by the IIHMR University’s Mentor:

Weekly Report

(Week 03)

Name of the Organisation: Fortis Escorts Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: HR department

Name of the Student: Farana Haque

Roll no: 1708

Stream: MBA HM (Hospital)

Week no: 03

From: 13st May, 2024 to 18th May 2024

Activity Done	• Gained valuable insights into HR policies and career development from senior manager. • NABH preparation • Document attestation as per NABH 5th Edition! • Reviewed NABH audit for 2 days
Linking theory (Classroom learning) with practice at your organisation	• Linking “Organisational Behaviour” taught in classroom. • Linking “Hospital services” as I saw NABH audit in organisation.
Gaps identified on the working area.	• Incomplete employee file documentation during Audit due to lack of time and large no. of docs. • Low employee Compliance
Suggestions for improvement	• Extend documents gathering time before next audit. • Complete files at the time of joining only. • Regular reminders and follow ups should be considered.
Plan for the next week	• Complete Pending documentation of files • Learn more about recruitment and selection.

Signature of the Student: FARANA HAQUE

Approved by the IIHMR University’s Mentor:

Weekly Report

(Week 04)

Name of the Organisation: Fortis Escorts Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: HR department

Name of the Student: Farana Haque

Roll no: 1708

Stream: MBA HM (Hospital)

Week no: 04

From: 20th May, 2024 to 25th May 2024

Activity Done	• Onboarding of new employee • Documented Hostel forms and BGV (Background verification) . • Learned about how to conduct BGV for new hires. • Learned about Provident Fund (PF).
Linking theory (Classroom learning) with practice at your organisation	• Linking “Statutory compliance for HR manager” in HRM (human resource management). • Linking “staff selection” of HRM.
Gaps identified on the working area.	• No gaps identified during this week, just got some observations during NABH audit through mail from Principal Assessor.
Suggestions for improvement	• Try to focus on the observations provided by the assessor and work on it.
Plan for the next week	• Learn more about HR tasks and its process.

Signature of the Student: FARANA HAQUE

Approved by the IIHMR University’s Mentor:

Weekly Report

(Week 05)

Name of the Organisation: Fortis Escorts Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: HR department

Name of the Student: Farana Haque

Roll no: 1708

Stream: MBA HM (Hospital)

Week no: 05

From: 27th, May 2024 to 01st, June 2024

Activity Done	• Onboarding new interns and a staff member • Nursing file documentation • Provident Fund (PF) document collection • Applicant CVs file organisation • Created Vaccination data of New Joiners (May 2024) • Privilege forms scanning
Linking theory (Classroom learning) with practice at your organisation	• Linking “HRM module” taught in class
Gaps identified on the working area.	• Incomplete Privilege Forms by doctors. • Lack of compliance with HR requests.
Suggestions for improvement	• Reminders and follow up processes should be there • Simplify the staff, it is mandatory to fill complete forms before submitting.
Plan for the next week	• Recruitment drive • Hold interviews with shortlisted candidates for open positions.

Signature of the Student: FARANA HAQUE

Approved by the IIHMR University’s Mentor:

Weekly Report

(Week 06)

Name of the Organisation: Fortis Escorts Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: HR department

Name of the Student: Farana Haque

Roll no: 1708

Stream: MBA HM (Hospital)

Week no: 06

From: 03rd, June, 2024 to 08th, June 2024

Activity Done	• Onboarded new interns • Facilitated POSH training for the employees • Facilitated interviews for open positions • Learned a new software (SAVIOUR) function for staff ID generation.
Linking theory (Classroom learning) with practice at your organisation	• Linking “training and development” taught in class • Linking “recruitment and selection” of HRM.
Gaps identified on the working area.	• Lack of coordination for POSH training. • Employees were absconded for days without informing.
Suggestions for improvement	• Mandatory attendance tracking • Feedback mechanism from the employees regarding training. • Warnings issued to the absconded employees.
Plan for the next week	• Scanning new Privilege forms (clinicians) • Know more about HR policies for the report.

Signature of the Student: FARANA HAQUE

Approved by the IIHMR University’s Mentor:

Weekly Report

(Week 07)

Name of the Organisation: Fortis Escorts Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: HR department

Name of the Student: Farana Haque

Roll no: 1708

Stream: MBA HM (Hospital)

Week no: 07

From: 10th June, 2024 to 15th June 2024

Activity Done	• Created codes for NAPS, NATS and GDA staff on hospital software. • Learned about Deployment attendance policy. • Exit file retrieval • Facilitated internal audit preparation • Did post audit tasks • Doctors coordinator's document collection
Linking theory (Classroom learning) with practice at your organisation	• Linking "Human Resource Management" • Linking "Working in a Team" of organisational behaviour.
Gaps identified on the working area.	• Lack of Internal training. • Non-compliance with document submission on time. • Incomplete employee files due to missing documents.
Suggestions for improvement	• Schedule regular trainings as well as monitor them. • Regular follow ups to identify and rectify any documentation gaps.
Plan for the next week	• Continue working on the tasks assigned after the internal audit.

Signature of the Student: FARANA HAQUE

Approved by the IIHMR University's Mentor:

Weekly Report

(Week 08)

Name of the Organisation: Fortis Escorts Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: HR department

Name of the Student: Farana Haque

Roll no: 1708

Stream: MBA HM (Hospital)

Week no: 08

From: 18th June 2024 to 22nd June 2024

Activity Done	• Completed Privilege forms by the HODs. • Did contract review of new joiner's files as there was an error in system. • Onboarding • Checked Nurses Rajasthan Nursing Council (RNC) if they are up to date.
Linking theory (Classroom learning) with practice at your organisation	• Linking with "Organisational Behaviour" module
Gaps identified on the working area.	• Some employees perceive HR staff too casually. • Non-compliance With deadlines for document submission.
Suggestions for improvement	• Use automated reminders via email or Internal messaging.
Plan for the next week	• Followed up on assigned tasks and previously audited files.

Signature of the Student: FARANA HAQUE

Approved by the IIHMR University's Mentor:

Weekly Report

(Week 09)

Name of the Organisation: Fortis Escorts Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: HR department

Name of the Student: Farana Haque

Roll no: 1708

Stream: MBA HM (Hospital)

Week no: 09

From: 24th June 2024 to 29th June 2024

Activity Done	• Updated nursing RNC data. • Followed up on audited files. • Conducted Staff training (OSHA and fire safety) • Completed all pending tasks • Made GTFM (green tech Facility management) data.
Linking theory (Classroom learning) with practice at your organisation	• Linked “Human resource management” module taught in class.
Gaps identified on the working area.	• No gaps identified this week.
Suggestions for improvement	• Regular internal training reminders should be send to the employees respective system.
Plan for the next week	• Wrapped up the internship program.

Signature of the Student: FARANA HAQUE

Approved by the IIHMR University’s Mentor:

Compiled Report

Name of the Organisation: Fortis Escorts Hospital, Jaipur

Area/ Department/ Project of Summer Internship Program: HUMAN RESOURCE

Name of the Student: Farana Haque

Roll no: 1708

Stream: MBA (Hospital and Health Management)

Activity Done	• File Audit (employee file Management) • Interview Handling procedures • Data Entry(created primary data) • File Attestation (locating files and attesting important documents) • Incomplete form preparation • Recruitment Process • NABH chapter review (HRM) given by our manager • Job description (JD) verification • Medical data management. • Gained valuable insights into HR policies and career development from senior manager. • NABH preparation • Document attestation as per NABH 5th Edition! • Reviewed NABH audit for 2 days. • Onboarding of employees and interns. • Documented Hostel forms and BGV (Background verification). • Learned about how to conduct BGV for new hires. • Learned about Provident Fund (PF). • Nursing file documentation • Provident Fund (PF) document collection • Applicant CVs file organisation • Created Vaccination data of New Joiners (May 2024) • Privilege forms scanning. • Facilitated POSH training for the employees • Facilitated interviews for open positions • Learned a new software (SAVIOUR) function for staff ID generation. • Created codes for NAPS, NATS and GDA staff on hospital software. • Learned about Deployment attendance policy. • Exit file retrieval • Facilitated internal audit preparation • Did post audit tasks • Doctors coordinator's document collection assigned by senior manager.
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- Completed Privilege forms by the HODs.
- Did contract review of new joiner's files as there was an error in system.
- Checked Nurses Rajasthan Nursing Council (RNC) if they are up to date.
- Updated nursing RNC data.
- Followed up on audited files.
- Conducted Staff training (OSHA and fire safety)
- Completed all pending tasks
- Made GTFM (green tech Facility management) data.

➤ **PROJECT REPORT ON “HR POLICIES AND IT’S IMPLEMENTATION”**

OBJECTIVE:

To gain a comprehensive understanding of the hospital's HR policies and identify any gaps between policy and practice.

METHODOLOGY

1. Research Design

The research is designed as a descriptive study, which involves detailed descriptions of the HR policies and their implementation processes. This qualitative approach helps in understanding the current state of HR practices in the hospital and identifying any gaps or areas for improvement.

2. Data Collection

Secondary Data

Secondary data was obtained from the hospital's Management Information System (MIS). This system provided a wealth of information on existing HR policies, employee records. The secondary data collection involved:

- **Reviewing Policy Documents:** Examining the hospital's HR policy documents to understand the theoretical framework and guidelines.

Primary Data

Primary data was collected through documentation and auditing of files. This process involved:

- **File Auditing:** Selecting a sample of employee files for detailed auditing to ensure compliance with HR policies. This included checking for complete and accurate documentation, adherence to recruitment and training procedures, and performance evaluations.
- **Internal Audit:** Conducting regular audits with HR personnel and observing the implementation of policies in real-time. This provided practical insights and validated the findings from secondary data.

Chapter: 1

INTRODUCTION

1.1 Background of Fortis Escorts Hospital Jaipur

Fortis Escorts Hospital Jaipur, a leading healthcare provider in Rajasthan, is renowned for its comprehensive medical services and advanced healthcare technologies. The hospital, part of the Fortis Healthcare group, has established itself as a centre of excellence in various medical disciplines.

Fortis Healthcare Limited was founded in 2001, and over the years, It has developed as one of the leading providers of healthcare services in India and internationally. Fortis Hospital Jaipur was established with the aim of delivering high-quality healthcare services to the people of Rajasthan and neighbouring regions. Since its inception, the hospital has been committed to providing patient-centric care and maintaining the highest standards of medical excellence.

1.2 Importance of HR Policies

Human Resources (HR) policies are essential for the effective management and development of employees in any organization. These policies provide a framework that ensures consistency,

fairness, and compliance with legal standards. In the healthcare sector, robust HR policies are essential for preserving the highest quality of patient care and guaranteeing the safety of medical personnel.

1.3 Objective:

To understand the HR policies of Fortis Escorts Hospital Jaipur . The purpose of the report is to provide light on how these policies contribute to the overall performance and sustainability of the hospital.

Chapter: 2

OVERVIEW OF HR POLICIES

Fortis Escorts Hospital Jaipur has established a comprehensive framework of HR policies aimed at managing its workforce effectively and ensuring the highest standards of patient care. a Aspects of human resource management such as hiring and selection, performance management, training and development, employee relations, pay and benefits, are all covered by these policies. Below is an overview of these key HR policies.

2.1 Recruitment and Selection

Objective: To attract and select qualified healthcare professionals who can contribute to the hospital's mission of providing high-quality medical care.

Key Elements:

- **Job Analysis and Description:** Detailed job descriptions outlining roles, responsibilities, and required qualifications.
- **Sourcing Candidates:** Utilizing job portals, recruitment agencies, campus placements, and internal referrals.
- **Selection Process:** Structured interviews, technical assessments, and behavioural evaluations to identify the best candidates.
- **Equal Opportunity Employment:** Ensuring a fair and non-discriminatory selection process.

2.2 Training and Development

Objective: To ensure that staff members are competent and knowledgeable about the most recent medical procedures by constantly improving their skills and knowledge.

Key Elements:

- **Orientation Programs:** Comprehensive onboarding programs for new hires.
- **Continuous Medical Education (CME):** Regular training sessions and workshops for ongoing professional development like Prevention of sexual harassment (POSH), Fire safety, Occupational safety and health administration (OSHA).
- **Evaluation:** Continuous evaluation of training programs to ensure effectiveness and relevance.

2.3 Performance Management

Objective: To evaluate and improve employee performance, aligning individual goals with organizational objectives.

Key Elements:

- **Performance Appraisals:** Regular evaluations based on predefined criteria and objectives.
- **Feedback Mechanisms:** Constructive feedback and coaching to help employees improve.

2.4 Employee Relations

Objective: To maintain a positive and productive work environment, addressing employee concerns and fostering good relationships.

Key Elements:

- **Grievance Redressal:** Formal mechanisms for employees to voice their concerns and seek resolution.
- **Employee Engagement:** Activities and initiatives to enhance employee morale and engagement.
- **Conflict Resolution:** Strategies to resolve workplace conflicts amicably.

2.5 Compensation and Benefits

Objective: To attract and retain talent by offering competitive compensation and comprehensive benefits.

Key Elements:

- **Competitive Salaries:** Market-based salary structures.
- **Health Insurance:** Comprehensive coverage for employees and their families.
- **Retirement Benefits:** Provident fund, pension plans, and gratuity.
- **Incentives and Bonuses:** Performance-based bonuses and other financial incentives.
- **Additional Benefits:** leave policies

2.6 Health and Safety

Objective: To create a safe and healthy work environment for each and every employee, minimizing risks and promoting well-being.

Key Elements:

- **Safety Training:** Regular training on workplace safety and emergency procedures.
- **Health Audits:** Periodic inspections to ensure compliance with health and safety standards.
- **Hygiene Protocols:** Strict adherence to hygiene practices to prevent infections and ensure a safe environment.
- **Emergency Preparedness:** Plans and drills to prepare for potential emergencies.
- **Support Systems:** Employee assistance programs offering counselling and support for mental health and personal issues.

2.7 Compliance with Legal and Ethical Standards

Objective: To adhere to all relevant laws and ethical guidelines, ensuring fair treatment and legal compliance.

Key Elements:

- **Anti-Discrimination Policies:** Ensuring a workplace free from discrimination and harassment.
- **Data Protection:** Policies to protect employee data.
- **Legal Compliance:** Strict adherence to labor laws, healthcare regulations, and industry standards.
- **Ethical Conduct:** Promotion of ethical conduct through codes of ethics and conduct, training, and awareness programs.

- **Reporting Mechanisms:** Confidential reporting mechanisms for employees to report unethical or illegal activities.
- **Regular Audits:** Regular compliance audits and risk assessments to identify and mitigate potential issues.

2.8 Employee Onboarding and Induction

Objective: To seamlessly integrate new hires into the organization and equip them with the necessary information and resources.

Key Elements:

- **Orientation Sessions:** Comprehensive sessions covering hospital policies, departmental overviews, key contacts, and operational procedures.
- **Mentorship Programs:** Assignment of experienced mentors to new employees to guide them through their initial period.

2.9 HR Technology and Analytics

Objective: To leverage technology for efficient HR management and decision-making.

Key Features:

- **HR Information Systems (HRIS):** Use of integrated systems (called MIS in Fortis) for employee data management, payroll, and benefits administration.
- **Data Analytics:** Use of HR analytics to monitor trends, predict workforce needs, and inform strategic decisions.

By implementing these comprehensive HR policies, the hospital aims to create a supportive and efficient work environment that fosters professional growth and organizational success.

Chapter: 3

IMPLEMENTATION OF HR POLICIES

At Fortis Hospital, the process of implementing HR rules is carefully planned in order to guarantee that the policies are easily incorporated into daily operations. This part offers a thorough

analysis of the implementation plans for every previously covered HR policy topic.

1. Recruitment and Selection

Implementation Strategy:

- **Workforce Planning and Analysis:**

- Conduct regular assessments of staffing needs based on patient volume, department workload, and strategic goals.
- Use predictive analytics to forecast future staffing requirements and identify potential skill gaps.

- **Job Descriptions and Advertisements:**

- Create complete and accurate job descriptions that emphasize the necessary skills, duties, and expectations for every role.
- Make use of many ways for recruitment, such as job sites, social media, professional networks, internal referrals, and recruitment

- **Selection Process:**

- Establish a multi-phase hiring procedure that consists of basic screening, technical evaluations, competency-based interviews, and reference checks.
- Use structured interview guides and standardized evaluation criteria to ensure consistency and fairness.

- **Onboarding:**

- Develop a comprehensive onboarding program that includes orientation sessions, introduction to key personnel, induction and training on hospital policies and procedures.

2. Training and Development

Implementation Strategy:

- **Needs Assessment:**

- Conduct regular training needs assessments through trainings, performance appraisals, and feedback from department heads.

- Identify critical areas for development and prioritize training programs accordingly.

- **Program Design and Delivery:**

- Develop a curriculum that includes both mandatory training (e.g., compliance, safety) and elective courses (e.g., safety tests, technical skills).
- Utilize a mix of training delivery methods, including induction and on-the-job training.

- **Monitoring and Evaluation:**

- Implement a training management system to track participation, completion rates, and feedback.
- Conduct post-training evaluations to assess the effectiveness of training programs and make necessary adjustments.

3. Performance Management

Implementation Strategy:

- **Continuous Feedback:**

- Establish a culture of continuous feedback through regular check-ins, performance discussions, and coaching sessions.
- Use performance management software to facilitate real-time feedback and documentation.

- **Appraisals and Reviews:**

- Conduct formal performance appraisals annually, incorporating self-assessments, peer reviews, and supervisor evaluations.

- **Performance Improvement Plans:**

- Monitor progress regularly and provide necessary resources and training to help employees meet performance standards.

4. Employee Relations

Implementation Strategy:

- **Communication Channels:**

- Encourage open dialogue between employees and management through regular feedback sessions and Q&A forums.

- **Team-Building Activities:**

- Organize regular team-building events, social gatherings, and recreational activities to foster a sense of community and teamwork.

- **Employee Surveys:**

- Conduct regular employee satisfaction and engagement surveys to gather insights and identify areas for improvement.

5. Health and Safety

Implementation Strategy:

- **Safety Training:**

- Conduct mandatory safety training sessions for all employees, covering topics such as emergency procedures, infection control, and workplace ergonomics.
- Update training materials regularly to reflect the latest safety standards and regulations.

- **Health Programs:**

- Implement regular health screening programs, vaccination drives, and wellness workshops.
- Provide access to on-site medical facilities and employee assistance programs (EAPs) for mental health support.

- **Safety Audits:**

- Perform regular safety audits and inspections to detect any risks and guarantee compliance to safety guidelines.
- Develop and carry out corrective action plans to address identified issues.

- **Emergency Preparedness:**

- Create emergency response plans and procedures and update them frequently.
- Organize regular exercises and role-plays to guarantee staff members are equipped to handle diverse emergency situations.

6. Compliance and Ethics

Implementation Strategy:

- **Training Programs:**

- Conduct regular training sessions on compliance, ethical conduct, and relevant labor laws
- Trainings like POSH, fire safety and many more conduct every year.

- **Monitoring and Auditing:**

- Develop a reporting mechanism for employees to confidentially report any violations or unethical behavior.
- Conduct regular audits and compliance checks to guarantee compliance with policies and laws.

- **Grievance Redressal:**

- Establish a formal grievance redressal mechanism to address employee complaints and concerns.
- Ensure all grievances are handled promptly and fairly, with appropriate follow-up and resolution.

7. HR Technology and Analytics

Implementation Strategy:

- **Management Information Systems (MIS):**

- Implement an integrated MIS to manage employee data, payroll, benefits, and performance.

- **Data Analytics:**

- Use HR analytics to track key metrics such as turnover rates, employee engagement, and training effectiveness.
- Leverage data to create focused HR interventions and make educated decisions.

- **Employee Self-Service:**

- Provide employees with access to self-service portals for managing personal information, benefits, and leave requests.
- Ensure the self-service system (Oracle fusion software in Fortis) is secure and regularly updated.

By focusing on structured processes, continuous monitoring, and employee engagement, Fortis Hospital Jaipur ensures that its HR policies effectively support organizational goals and foster a positive work environment.

CONCLUSION

This project report has provided a comprehensive analysis of the HR policies and their implementation at Fortis Hospital, Jaipur. During my two-month internship, I identified several critical gaps that impact the efficiency, compliance, and overall effectiveness of the hospital's HR practices. These gaps include missing compliance documents, outdated records, non-compliance by employees in submitting necessary documents, incomplete privilege forms for doctors and paramedical staff, lack of internal training, a casual attitude towards HR processes, and non-compliance with document submission deadlines.

To address these gaps, I have proposed detailed suggestions aimed at improving the hospital's HR practices. Implementing a centralized document management system and regular audits can ensure all compliance documents are in place and up to date. Establishing a routine update schedule can maintain current and accurate employee records. Enhancing communication and using automated reminders can improve compliance with document submission deadlines. Conducting regular training sessions and implementing review processes can ensure complete and accurate privilege forms. Developing a comprehensive training calendar, using diverse training methods, and implementing feedback mechanisms can address the lack of internal training. Reinforcing the importance of HR policies, engaging employees in the development of these policies, and ensuring consistent enforcement can combat the casual attitude towards HR processes. Finally, setting clear deadlines, automated tracking, and providing incentives for timely compliance can ensure adherence to document submission deadlines.

	By addressing these gaps and implementing the proposed suggestions, Fortis Hospital can enhance its HR practices, leading to improved compliance, efficiency, and employee engagement.
Linking theory (Classroom learning) with practice at your organisation	• Linking “HR auditing” - Used to identify improvement areas, ensure legal compliance, and optimize HR operations, such as enhancing employee training programs. • Linking “Human Resource Management”- Guides structured processes for managing people, attracting talent, motivating employees, and fostering a positive workplace culture. • Linking “Recruitment and selection”- Involves creating job descriptions, using various recruitment channels, and conducting structured interviews to find the best fit for roles and culture. • Linked “Performance and potential management system”- Involves appraisal and performance Interview • Linking “Organisational Behaviour”- Promoting effective communication and fostering collaboration to enhance employee engagement and productivity. • Linking “Hospital services”- As I saw NABH audit in organisation Ensures healthcare facilities meet quality standards, maintain accreditation, and provide excellent patient care through regular audits. • Linking “Statutory compliance for HR manager”- HR managers ensure compliance with to prevent legal problems and maintain equality, adhere to labor laws, health and safety rules, and other legal requirements. • Linking “staff selection”- Involves screening resumes, conducting interviews, and performing background checks to hire candidates who align with company values and goals. • Linking “training and development”- Involves continuous learning for employees. • Linking “Working in a Team”- Hospital rely heavily on teamwork between doctors, nurses, and other staff. By fostering collaboration and understanding team dynamics (from OB class), it creates a more efficient and effective healthcare team.
Gaps identified on the working area.	GAP ANALYSIS During my two-month internship at Fortis Hospital, I identified several gaps in the HR policies and their implementation. These gaps were highlighted during a NABH audit and through my

observations and interactions with staff. The key areas of concern include missing compliance documents, outdated records, non-compliance by employees, incomplete privilege forms, lack of internal training, a casual attitude towards HR processes, and failure to meet deadlines. Below is a detailed analysis of each identified gap.

1. Missing Compliance Documents

Current State:

- Some required compliance documents are either missing or not properly maintained.

Impact:

- This can lead to regulatory issues and potential penalties during audits.
- It undermines the hospital's ability to demonstrate compliance with legal and regulatory requirements.

2. Outdated Records

Current State:

- Some employee records and HR files are not regularly updated, leading to outdated information.

Impact:

- Outdated records can cause issues in tracking employee performance, training needs, and compliance status.
- It can lead to administrative inefficiencies and inaccuracies in HR reporting.

3. Non-Compliance by Employees with Document Submission

Current State:

- Employees often do not comply with HR requests for submitting necessary documents on time.

Impact:

- This leads to incomplete employee files, which can complicate audits and compliance checks.

- It creates additional work for HR staff and delays important HR processes.

4. Incomplete Privilege Forms of Doctors and Paramedical Staff

Current State:

- Privilege forms for doctors and paramedical staff are often incomplete, missing crucial information.

Impact:

- Incomplete forms can lead to issues in credentialing and privileging processes, affecting the quality of patient care.
- It poses a risk during audits and regulatory reviews.

5. Lack of Internal Training

Current State:

- Internal training programs are either insufficient or not conducted regularly.

Impact:

- This results in employees not being fully aware of policies, procedures, and best practices.
- It affects overall employee performance and the hospital's ability to maintain high standards of care.

6. Casual Attitude Towards HR Processes

Current State:

- Some employees do not take HR policies and processes seriously, leading to non-compliance and neglect.

Impact:

- This casual attitude can undermine the effectiveness of HR policies and affect overall organizational discipline.
- It can lead to a lack of accountability and lower adherence to hospital standards.

7. Non-Compliance with Deadlines for Document Submission

	Current State: - Employees frequently miss deadlines for submitting required documents, causing delays in HR processes. Impact: - Missing deadlines can lead to incomplete records, delayed appraisals, and compliance issues.
Suggestions for improvement	SUGGESTIONS FOR IMPROVEMENT 1. For Missing Compliance Documents - Implement a centralized document management system to ensure all compliance documents are properly stored and easily accessible. - Conduct regular audits to ensure all necessary documents are up to date and available. 2. For Outdated Records - Establish a routine schedule for updating employee records and conducting file reviews. - Use digital record-keeping systems to facilitate easier updates and access to current information. 3. For Non-Compliance by Employees with Document Submission - Implement clear policies and communicate the importance of timely document submission to all employees. - Introduce automated reminders and deadlines for document submissions through HR software. 4. For Incomplete Privilege Forms of Doctors and Paramedical Staff - Implement a review process to ensure all forms are complete and accurate before submission. 5. For Lack of Internal Training

	• Develop a comprehensive internal training calendar covering all necessary topics and ensure regular sessions are conducted. 6. For Casual Attitude Towards HR Processes • Reinforce the importance of HR policies through regular communication and training. • Implement consequences for non-compliance to emphasize the seriousness of adhering to HR processes. 7. For Non-Compliance with Deadlines for Document Submission • Clearly communicate deadlines and the importance of timely submission to all employees. • Implement automated systems to send reminders and track document submission status. • Introduce penalties or incentives to encourage timely compliance. RESULTS OF POLICY IMPLEMENTATION AT FORTIS HOSPITAL • For recruitment and selection: Generally followed the process ensuring high quality hires. • For training & development: 30% (120 out of 380) employees did not attend the sessions. • For compliance & legal ethical standards: Audit revealed that many files lacked compliance documents as per the NABH 5th edition. • For Health & Safety: This was strictly complied by all the employees. • For HR technology & analytics: Oracle software is used by HR Staff for smooth functions of department.
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Signature of the Student: Farana Haque

Approved by the IIHMR University's Mentor