

**Summer Training at
Fortis Escorts Hospital,
Jaipur**

Impact of Training Program: Service Excellence

**By
Sneha Swami**

**Under the guidance of
Dr. Monika Chaudhary**

**MBA Human Resource Management in Health & Hospital
2015-2017**



**The IIHMR University, Jaipur
2016**

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Sneha Swami**, student of MBA in Hospital and Health Management specialization in Human Resource Management from The IIHMR University, Jaipur has undergone summer training at **Fortis Escorts Hospital, Jaipur** from **1st April 2016 to 31st May 2016**.

The candidate has successfully carried out the study designated to her during summer training and her approach to the study has been sincere, scientific and analytical.

The summer training is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.



Col (Dr) Ashok Kaushik
Dean, Academic and Student Affairs
The IIHMR University, Jaipur



Dr. Monika Chaudhary
Associate Professor
The IIHMR University, Jaipur

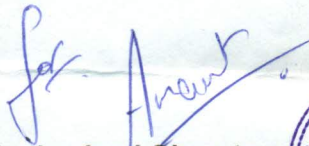
Ref./FEHJ/HR-Comm./TRN/594

16th June, 2016**TO WHOMSOEVER IT MAY CONCERN**

This is to certify that **Ms. Sneha Swami** worked as a **Trainee** with us in the **Dept. of Human Resources** from 1st April, 2016 to 31st May, 2016.

Her performance during the period in the department was good. She comes across as a willing, sincere and intelligent person who has a strong drive and zeal for learning.

We wish her the best for all her future endeavors.


Authorized Signatory

FORTIS HOSPITALS LIMITED

Regd. Office: Escorts Heart Institute and Research Centre, Okhla Road, New Delhi - 110 025
Tel: +91 11 2682 5000, Fax: +91 11 4162 8435 CIN: U93000DL2009PLC222166

ACKNOWLEDGEMENT

I express my great sense of gratitude to acknowledge the co-operation and support of **Fortis Escorts Hospital, Jaipur** for giving me this unique privilege of completing my project by visiting its premises for 60 days and providing me an opportunity to interact with its various personnel.

My institute – **Indian Institute of Health Management Research (IIHMR)**, Jaipur & its Education deserves the foremost appreciation for providing me the opportunity to understand my individual capabilities. I would like to thank col. (Dr.) Ashok Kaushik (Dean Academics and student Affairs, IIHMR, Jaipur) to provide such a great learning opportunity. Of course, entire faculty at IIHMR had facilitated the endeavor; I also acknowledge the contribution of my college mentor, **Dr. Monika Chaudhary** & HR faculty **Tanjul Saxena** ma'am in completion of the project.

The collection and my learning would not have been possible without the kind support and help from **Mr. Prateek Kumar Singh (Head- Human Resource Department)**. I would like to extend my thanks for his support & guidance. My heartfelt gratitude goes to **Mr. Anant Kulsreshtha** (HR Department) .

Table of Contents

ABBREVIATIONS	6
INTRODUCTION	7
<i>Fortis Escorts Jaipur</i>	8
2.1 FORTIS ESCORTS HOSPITAL PROFILE:-	8
2.2 Fortis Values:-	10
2.3 Vision of Hospital	10
2.4 Mission of Hospital:-	11
2.5 Quality Policy	11
2.6 Accreditation & Affiliations: -	11
2.7 Floor wise Facility Distribution:-	12
2.8 Services at Fortis Hospital:-	13
2.9 Human Resource Department Overview	15
2.10 ORGANOGRAM	16
2.11 HR ORGANOGRAM	17
PROJECT.....	18
3.1 INTRODUCTION	19
3.2 OBJECTIVE:-	22
3.3 RESEARCH DESIGN:-	22
3.4 REVIEW OF LITERATURE:-	23
3.5 DATA COLLECTION:-	25
3.6 TOOLS:-	26
3.7 FINDINGS & ANALYSIS:-	26
3.8 CONCLUSION.....	34
3.9 RECOMMENDATION	34
REFERENCES	35
ANNEXURES	36
Questionnaire for Trainee.....	36
Questionnaire for Supervisors	38
Questionnaire for Patients.....	40

ABBREVIATIONS

- F & B – Food and Beverage
- USG-Ultrasound
- FEHJ-Fortis Escorts Healthcare Limited
- GE-Gastroenterology
- FD-Facility Director
- MS-Medical Superintendent
- FOS-Fortis Operating System
- QA-Quality Assurance
- CTVS-Cardio Thoracic Vascular Surgery
- HOD- Head of Department
- ENT-Ear Nose Throat
- CSSD-Central Sterile Supply Department
- SICU-Surgical Intensive Care Unit
- NICU-Neonatal Intensive Care Unit
- LDR-Labour and Deliver
- OT-Operation Theater
- HDU-High Dependency Unit
- MICU-Medical Intensive Care Unit
- CCU-Cardiac Care Unit
- HR-Human Resource
- MRD-Medical Records Department
- IT-Information Technology
- PWD-Patient Welfare Department
- NGW-Neuro General Ward
- OPD-Out Patient Department
- IPD-In Patient Department
- PICU- Pediatric ICU

INTRODUCTION

Summer Training is an integral part of MBA- Hospital & Health Management. As a part of curriculum students are required to undergo 2 months training with reputed organization to learn the daily operational management and if possible to help the management study and address some identified issues/problems associated with some specific operational areas. The main purpose of training is to get exposure to the organization and its daily working.

Fortis Escorts Hospital, a tertiary care hospital, is recognized as center of excellence for providing medical care, and research facilities of high order in the field of medical sciences. The hospital is centrally air conditioned having capacity of 300 beds, 245 functional beds State-Of-the-Art operation theaters and intensive care units. Fortis Escort Hospital Jaipur is growing by examples not only in the field of clinical excellence, training and research but also in the field of management expertise.

Due to these distinguish features I did my summer training from this hospital, with aim and objective of getting exposure to the functioning of the institute.

The aim of the training was:

To study the administrative and managerial functioning of HR in Fortis Escorts Hospital.

The Objectives of summer training were:-

- To learn the daily operational management of the organization and its various departments/areas.
- To identify issues/problems associated with some specific departments/areas.
- To undertake the project /special task assigned.

Fortis Escorts Jaipur

2.1 FORTIS ESCORTS HOSPITAL PROFILE:-



Founder Chairman : Late Dr. Parvinder Singh

Executive Chairman : Mr. Malvinder Mohan Singh

India CEO : Mr. Bhavdeep Singh

Fortis Healthcare is India's fastest growing healthcare chain, with state-of-art facilities and unparalleled commitment to patient care. Fortis Escort Healthcare Limited (FEHL) is founded on the vision of becoming an integrated Healthcare Delivery Organization driven by quality, excellence, technology and compassionate care. FEHL, one of the largest private healthcare companies in India, has one of its hospitals in Jaipur as Fortis Escorts Hospital Jaipur (FEHJ), which specializes in cardiac sciences, neurosciences, renal sciences and gastrointestinal disease.

The hospital also provides superior services in mother & childcare, orthopedics and also a complete range of multi-specialty services in all disciplines.

FEHJ has dedicated facilities for comprehensive care of trauma patients and others in need of emergency care which include an emergency operation theatre and a 10-bedded medical intensive care unit (MICU). FEHJ is the first hospital in the country to attain NABH Accreditation in minimum stipulated time (six months) after commencement of operations.

Brief History:-

Dr. Parvinder Singh was a visionary, a strategist, a thinker, an entrepreneur and leader par excellence. A rare personality, who always thought beyond his time and realized many of his dreams in a short span of life.

FHL was formed with the sole objective of providing integrated healthcare by establishing a state-of-the-art health delivery system. The vision of the company is to become the most revered healthcare service provider in India.

“Team Fortis” is committed to meet all healthcare needs of its clientele, starting from maintenance of good health to providing global standards in diagnostics, Therapeutic and Surgical requirements at the time of need. It aims to exceed customer expectations in terms of quality, service, safety and value for money through constant innovation and better product delivery.

Fortis Logo:-



The two hands that fuse seamlessly with a human form, express their re-assuring approach to health care. A constant reminder to all that patients centric care is fundamental to our ethos.

GREEN is the color of healing and is symbolic of Fortis’s steadfast focus to ensure the health and well being of those they minister to.

RED is expressive of the dynamic zeal with which Fortis strive to make it a reality

The Fortis logo is the indelible assurance that our expertise will always be tempered with humanity.

2.2 Fortis Values:-

POINT FORTIS



Super Specialties: –

Cardiology & Cardiac Surgery, Renal Sciences, Neuro – sciences, Gastro Intestinal sciences.

Multi Specialties:-

Orthopedics & Joint Replacement, Diabetes & Joint Replacement, Diabetes & Endocrinology, Dermatology, Internal Medicine, Pulmonary, Medicine, Ophthalmology, Dietetics, Physiotherapy & Preventive Health Check, General Surgery, Dental Surgery, Cosmetic & Plastic Surgery, ENT, Gynecology & Obstetrics, Pediatrics & Neonatology.

2.3 Vision of Hospital:-

“Globally respected Healthcare organization recognized for clinical excellence & distinctive patient care.”

2.4 Mission of Hospital:-

“To be the preferred super specialty healthcare provider of international standards known for patient centric care & Clinical excellence through continual improvement of process & outcomes.

2.5 Quality Policy:-

To create a world class integrated health care delivery system in India, entailing the finest medical skills combined with compassionate patient care.

2.6 Accreditation & Affiliations: -

National accreditations board for hospital and healthcare providers (NABH) accreditations received in June 2008 (within 10 months of operations, NABL & Blood Bank) Fortis Escorts Hospitals Jaipur is NABH accredited Multi – Superspecialty Hospital in Rajasthan, with the mission to bring quality medical care at doorstep.

FHL has entered into an affiliation with partners HealthCare System Inc.(PHS), Massachusetts General Hospital (MGH) and Brigham & Women’s Hospital (BWH), USA.

Fortis Hospital, Jaipur:-

- 245-bedded with Capacity – 350 Multi super specialty hospital, spread over 6 Acres with covered area approx 2.1 Lac sq. ft spread over 7 stories.
- 110 Critical Care beds
- Region's most advanced Neurosciences & Trauma Center
- Flat Panel Cath Lab
- Round the clock Cardiac ambulances with all the life - saving equipments.
- Advanced Mother and Child Care Unit with Level 3 Neo - Natal ICU.
- Fully automated blood bank with component facilities and advanced facilities for collection & process.

2.7 Floor wise Facility Distribution:-

Basement:-

- Administration/HR department
- Marketing Department
- Finance Department
- Staff Dining Hall
- Change Rooms
- IPD Pharmacy
- Medical/General Store
- Medical Records
- Kitchen
- Laundry
- Engineering Department
- House Keeping Department
- Security Department
- Quality Department

Ground Floor:-

- Emergency
- Main Lobby
- OPD-I & OPD-II
- Cardiology & Neurology OPD
- Executive Health Check
- Cardiology Lab (Non Invasive)
- X-Ray, CT Scan
- Blood Bank
- Lab Services
- Medical ICU
- Café/Cafeteria
- OPD Pharmacy
- Executive Dining

First Floor :-

- Cath Lab
- Conference Hall
- Library
- Training Hall

- Directors office
- IT Department
- Labour and Delivery room :-
 1. PICU
 2. NICU
- Department of Gastro Science
- Dental Department
- Preventive Health Care
- High Dependency Unit
- Specialty Ward
- Neurosurgery Ward
- General Ward
- Physiotherapy
- Cardiac Care Unit

2nd Floor :-

- CSSD
- OT
- SICU 1, 2,3,4

3rd Floor and 4th Floor :-

- Semi Private Rooms
- Private Rooms
- Ward

5th & 6th floors :-

- Under Construction.

7th Floor :-

- Suites
- Presidential Suites
- Executive Suites

2.8 Services at Fortis Hospital:-

- Anesthesiology
- Dermatology
- Dietetics and Nutrition

- Emergency and Trauma Centre
- Endocrinology
- Flat panel cath lab
- Geriatrics
- Gynecology
- Hematology
- Internal Medicine
- Laparoscopic , Gastrointestinal and Bariatric Surgery
- Mother and Child
- Neuron Sciences
- Neuro , Vascular and Non Vascular Intervention
- Obstetrics
- Ophthalmology
- Orthopedics and Joint Replacement
- Pediatrics
- Physiotherapy and Rehabilitation
- Preventive Health Check-ups
- Psychiatry and Psychology
- Pulmonary and Critical Care
- Radiology
- Renal sciences and Urology
- Rheumatology
- Cardiac sciences
- Dental Surgery

Location:-

The Access to the hospital is very easy. The hospital is located on JLN Marg Road, Jaipur. The address of the hospital is:

Fortis Escorts Hospital, Jawahar Lal Nehru Marg, Malviya Nagar, Jaipur-302107

Rajasthan, India

Tel: 91-141-2547000

2.9 Human Resource Department Overview

Head of the Department: Mr.Prateek Kumar Singh

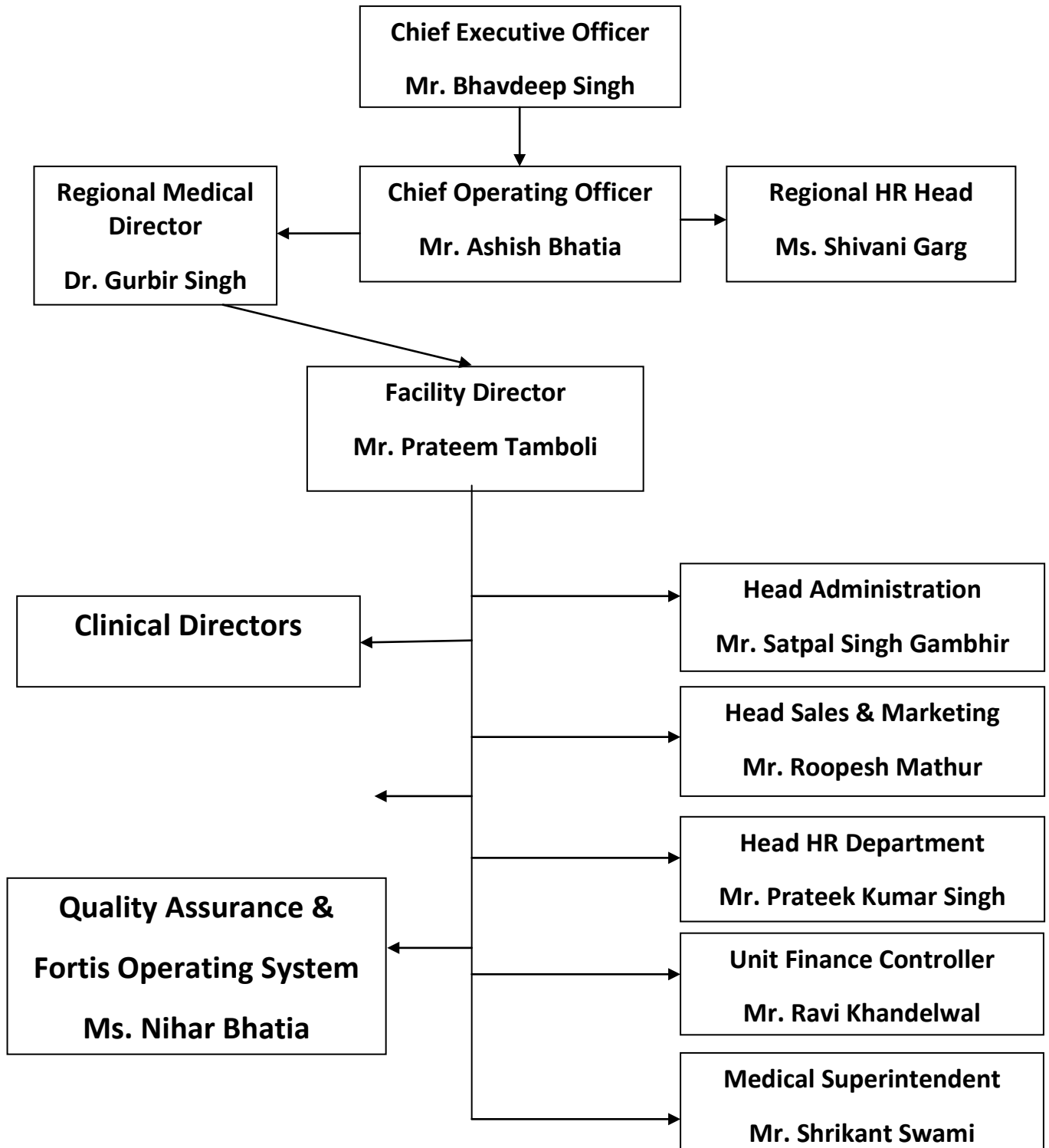
Goal: To ensure availability & retention of quality talent to meet organization goals and objectives. Overall growth & development of employee's orientation & functional training.

Scope of Services:

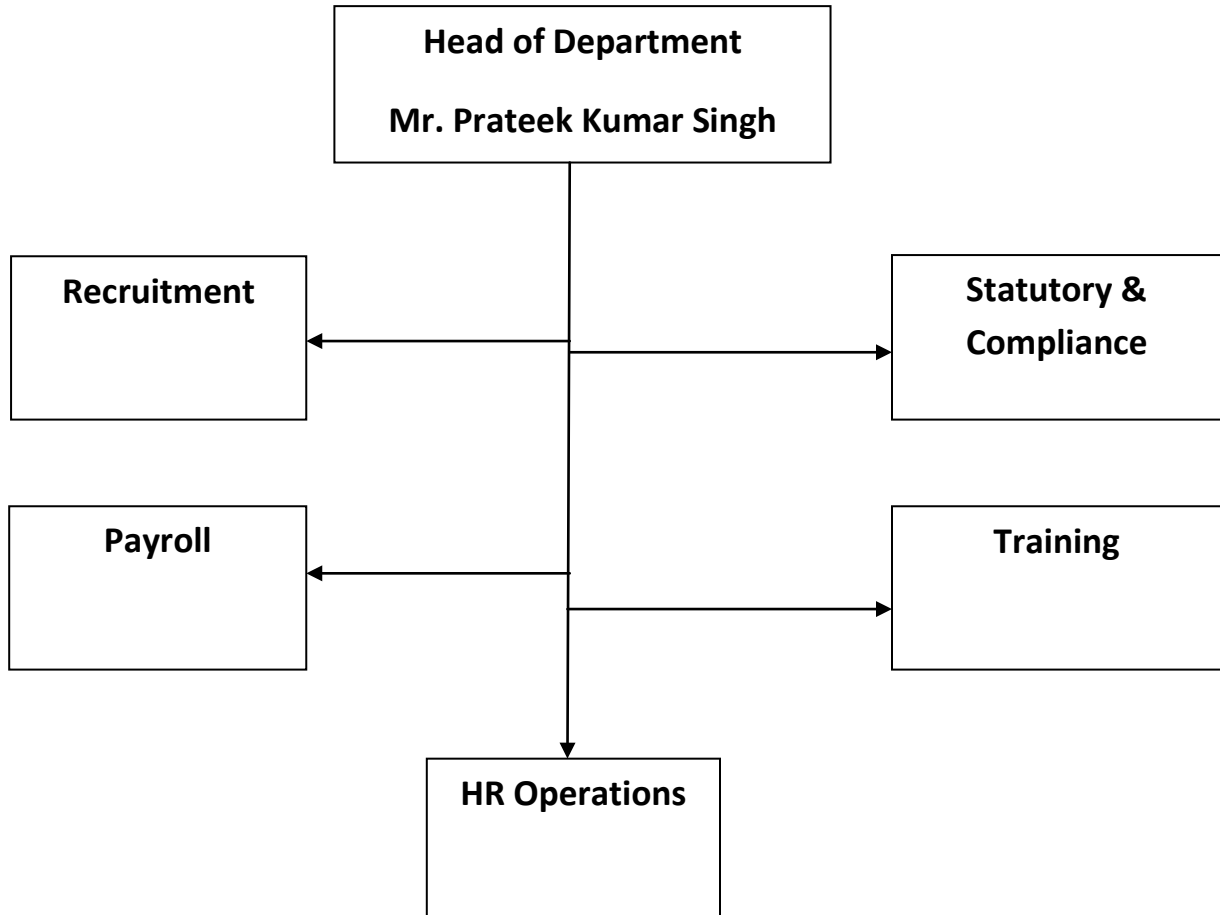
- Manpower Planning
- Recruitment Process
- Internal job posting process
- Trainings
- Attendance & leave management
- Appraisal & Promotion Process
- Statutory compliance
- Employee Welfare Programs
- Disciplinary Action
- Grievance Handling
- Payroll Management
- Budgeting

2.10ORGANOGRAM

Who's Who (Regional):



2.11 HR ORGANOGRAM



PROJECT

Impact of Training Programme ; **Service Excellence**

3.1 INTRODUCTION

Training and development is essential to organizations which seek to gain a competitive advantage through a highly skilled and flexible workforce, and are seen as a major element to high productivity and quality performance. A skilled workforce can increase productivity by producing a higher level of work with greater value. A skilled workforce can improve a firm's operative flexibility as they will be easier to retrain due to their broad knowledge base of multi-skills. This allows management to be confident in using new technology and provide employers with progressive adjustment to change in production methods, produce requirement and technology. Training is growing importance to companies seeking to gain an advantage among competitors. There has been significant debate among professionals and scholars as to the affect that training has on both employee and organizational goals. One school of thought argues that training leads to an increase in turnover while the other states that training is a tool that can lead to higher levels of employee retention. Regardless of where one falls within this debate, most professionals agree that employee training is a complex human resource practice that can significantly impact a company's success.

In the changing phase of the market, all organizations have a number of opportunities to grab and number of challenges to meet. Due to such environment, the dynamic organizations are smoothly surviving in the present competition. While facing these challenges, there is a great pressure of work on the shoulders of management. It is a responsibility of the management to make necessary changes at the workplace as per the requirement of the job. To survive in the competition and to meet the requirements, the management needs to change their policies, rules and regulations. The organizations face a lot of pressure in the competence for a talented work force, for constantly improving the production methods, entrants of advanced technology and for the employees who are inclined to achieve work life balance. The success of any organization depends upon the quality of the workforce, but in order to maintain the quality of the work force, many organizations come across a number of obstacles. These obstacles include attraction of the qualitative workforce towards the organization, recruitment of intelligent, dynamic as well as enthusiastic people in the organization, motivation of current employees with different techniques and retention of the current workforce for maintaining the organizational status in the competitive market. For surviving the business and becoming a successful pillar in the market; training is a tool that can help in gaining competitive advantages. Training proves to be a parameter for enhancing the ability of the workforce for achieving the organizational objectives. Good training programs thus result in conquering of the essential goals for the business. Hence, training is significant for giving a dynamic approach to the organization. This dynamic approach is necessary because every organization that adopts a controlled way of functioning may not be able deliver consistent results but a dynamic and flexible organization may do so. This is possible only because of improved quality of work life through implementation of training programs. A

high degree of quality of work life in the organization results in increased profits, higher employments and accentuating demands in the market. Improving the quality of work life is a continuous and progressive process of the organization. Quality of work life concerns with the requirements, needs, working environment and job design of the employees at workplace. According to Guna Seelan Rethinam Maimunah and European foundation for the improvement of Living Conditions (2000), Quality of work life is a multi-dimensional construct, made up of interrelated factors. Quality of work life is associated with job satisfaction, job involvement, job security, productivity, health, safety, competence development, professional skills, balance between work and non work life of the employee. The focus of Human Resource Development is on developing the most superior workforce which helps the organization for successive growth. All employees are needed to be valued and they should apply collective efforts in the labour market every time. This can only be achieved through proper and systematic implementation of employee training and development programs. Employees are always regarded with development in career-enhancing skills which leads to employee motivation and retention. There is no doubt that a well trained and developed staff will be a valuable asset to the company and thereby will increase the chances of their efficiency and effectiveness in discharging their duties. Training is a learning experience which has a capacity to make positive changes and reach up to the desired objectives of the organization. It improves the ability of the employee to perform the job efficiently and with excellence. Training and development programs are the basic structural and functional foundations for the development of the employees. These foundations are important for guiding the employees through different situations. Training and Development programs are the framework for helping employees to develop their personal and professional skills, knowledge, and abilities. Training imparts knowledge to the employees regarding different issues in the organization and the proper execution of these programs result in number of benefits such as development of profitable, adaptable as well as efficient organization and productive & contented employees. It is useful in the following manner:

- Employees are able to balance their work life and personal life in a better manner which leads to reduction of stress.
- Such programs help in improving physical and psychological health of the employees, thereby bringing down the absenteeism rate.
- These programs develop the employee morale, increase the productivity, job satisfaction and commitment of the employees towards the organizational goals.
- These programs also aim at the progress of the individuals in their personal and professional lives.
- They improve the communication between all levels of management which helps in minimizing conflicts between different levels of employees.
- Such types of programs lead to effective negotiation and enable the designing of the contracts which satisfy all sorts of employees.
- These programs enhance efficiency of management and strengthen employee organization.

Service Excellence:-

It is a module based Training Program conducted in Fortis to enhance the Behavioral excellence among nurses. It is divided into two modules:

1. LEAP :-

- Listen-
 - Look Interested
 - Involve with patient by asking for more information
 - Use verbal nods
 - Demonstrate positive body language (Eye Contact, nods)
- Empathize-
 - Show interest in the speaker
 - Good eye contact and body language
 - Respond in a tone that is appropriate for the situation
 - Act as a sounding board
- Apologize -
 - Appropriate apology statement
 - Apologetic tone
 - Positive body language
- Provide Solution-
 - Provide prompt solution
 - Use problem solving statements
 - Show pro-activeness in tone and body language

2. Patient First (AIDET):-

- Acknowledge-
 - Key message: Make a great first impression. Shows respect and establishes trust
 - Before entering patient room, always knock and ask permission to enter.
 - Acknowledge the patient by their preferred name
 - Show a positive attitude with a smile and body language.
 - Place patients at ease and make them feel comfortable
- Introduce-
 - Key message: Reduce patient anxiety
 - Name, Job title, department and role in patient's care
 - Certification, training, skills and experience
- Duration-
 - Key message: Demonstrates respect for the patient's time and need for information
 - How long to wait before a test, procedure, exam, see physician, results

- Inform patient about any delays; update them regularly
- Explanation-
 - Key message: Explain the care plan and listen to the patient's story
 - Explain purpose of the task, test or procedure and why you are doing it in words the patients can understand.
 - Explain the role of any staff involved. Maintain patient confidentiality.
 - Clarify their understanding by asking for their input and questions.
 - Make sure they know what comes next and where they are going
- Thank You-
 - Key message: You are appreciated
 - Provide a positive closing to the interaction
 - Thank patient for cooperation with you, answering their questions, working with you
 - Thank patient for trusting Fortis with their care
 - Ask patient for any final questions or concerns.

3.2 OBJECTIVE:-

The objective of the research was to study the impact of training program; Service Excellence on Employees.

3.3 RESEARCH DESIGN:-

- Analytical Descriptive Study
- Close ended Questionnaire
- Sample Size – 170
 - Trainees- 50
 - Supervisors- 20
 - Patients -100

3.4 REVIEW OF LITERATURE:-

D.A. Olaniyan and Lucas. B. Ojo in the year (2008) has done their research in the topic “STAFF TRAINING AND DEVELOPMENT:A VITAL TOOL FOR ORGANIZATIONAL EFFECTIVENESS” and has reviewed that this paper is based on staff training and development. This paper is basically a conceptual paper. The author says that the need for improved productivity has become universally accepted and that it depends on efficient and effective training is not less apparent. It has further become necessary in view of advancement in the modern world to invest in training. Thus the role played by staff training and development can no longer be over-emphasized. Staff training and development are based on the premise that staff skills need to be improved for organizations to grow. Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. New entrants into organizations have various skills, though not all are relevant to organizational needs. Training and development are required for staff to enable them work towards taking the organization to its expected destination. However, for any organization to succeed, training and re-training of all staff in the form of workshops, conferences and seminars should be vigorously pursued and made compulsory. Finally this paper addresses that it is against the backdrop of the relative importance of staff training and development in relation to organizational effectiveness.

David Pollitt in the year (2008) has done his research in the topic “TRAINING ACCOUNTS FOR BIG IMPROVEMENTS AT FAIRBAIRN PRIVATE BANK (Bespoke program blends internal and external expertise)” and he has reviewed that a bank “shop window” – its customer-service center (CSC) was transformed by a training initiative that changed staff attitudes and behavior and embedded a new client-centered approach in the organizational culture. At the end of 1999, Fairbairn Private Bank (FPB) introduced a five-year program of change, with a strong training focus. The principal aims were to improve employee morale, make better use of new technology and, above all, “to service clients better than any other financial-services organization”. The training has enabled FPB to exceed targets for reducing serious justified complaints, financial errors and account closures. Dramatic reductions have been seen across all these new areas and accounts are being opened at a rate almost twice that seen in 1999. The training has also enabled new standards of service to be introduced: 98 percent of calls are now answered within three rings and only .2 percent of calls are missed. A client survey has shown that 98 percent of respondents are more than satisfied with the standard of service, and 99 percent with the speed of answering telephones. Finally, the customer service center (CSC) has evolved into a center of excellence, setting very high standards of service undoubtedly because of the bespoke angle of the training program.

Martin Mulder in the year (2001) has done his research in the topic “CUSTOMER SATISFACTION WITH TRAINING PROGRAMS” and he has contributed a model of

evaluation of customer satisfaction about training programs. The model is developed and implemented for an association of training companies. The evaluation has been conducted by an independent organization to enhance the trustworthiness of the evaluation results. The model is aimed at determining the quality of training programs as perceived by project managers from the organizations that purchased in company training programs from the training companies. Reliability research showed satisfying results. The model is based on the methodology in effectiveness research, and the data were used to test a model of training effectiveness. The results show that this model is confirmed for two categories of projects: projects that were aimed at achieving learning results and changed job performance respectively. The model does not fit for projects aimed at supporting organizational change. Finally the author says that new advancements in human resource development should be included in evaluating the effectiveness of training programs.

According to **Michel Armstrong**, “Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job”. (**Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed., 2001**)

According to the **Edwin B Flippo**, “Training is the act of increasing knowledge and skills of an employee for doing a particular job.” (**Source: Personnel Management, McGraw Hill; 6th Edition, 1984**)

The term ‘training’ indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. ‘Successful candidates placed on the jobs need training to perform their duties effectively’. (**Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata McGraw-Hill Publishing Company Limited, 2000, p.189**)

Pilar Pineda in the year (2010) has done his research in this topic “**EVALUATION OF TRAINING IN ORGANIZATIONS: A PROPOSAL FOR AN INTEGRATED MODEL**” and the author’s purpose of this paper is to present an evaluation model that has been successfully applied in the Spanish context that integrates all training dimensions and effects, to act as a global tool for organizations. This model analyses satisfaction, learning, pedagogical aspects, transfer, impact and profitability of training and is therefore a global model. The author says that training is a key strategy for human resources development and in achieving organizational objectives. Organizations and public authorities invest large amounts of resources in training, but rarely have the data to show the results of that investment. Only a few organizations evaluate training in depth due to the difficulty involved and the lack of valid instruments and viable models. The paper’s approach is theoretical, and the methodology used involves a review of previous evaluation models and their improvement by comparing their application in practice. The author has also applied the model successfully in several public and private organizations, in

industry and in the services sector, which demonstrates its usefulness and viability in evaluating the results of training.

Premila Seth in the year (1980) has done her research in the topic “**MANAGEMENT TRAINING AND DEVELOPMENT: A CRITIQUE**” and she has reviewed that development of high quality managerial manpower in the country is considered essential for coping with the rapidly changing industrial scene. This has led to expansion in the number of training activities and institutions. The author feels that it is time that the training and development practitioners closely examine whether the expansion is matching the qualitative requirements of our changing environment. The author also feels that it is important that the training institutions recognize the intimate relationship between management training philosophy, principles and practices for establishing rational, goal – directed development policies, failing which they may lead to overzealous of training panaceas, preoccupation with routine patterns, and neglect of overall objectives.

Greenberg, D. H. In the year (1969) has done his research in the topic “**EMPLOYERS AND MANPOWER TRAINING PROGRAMS**” and he says that this paper covers system analysis as applied to manpower programs, with a view towards developing a rational, comprehensive basis for evaluating ongoing and proposed programs, and providing guidance for the design of future programs. The memorandum utilizes data collected directly from the personnel files of 16 companies which hired graduates from four manpower training programs.

3.5 DATA COLLECTION:-

In the study, three cohorts were targeted.

1. Participants who attended the training
2. Immediate Supervisors of those participants
3. Patients

Sample Size:-

- Trainees – 50
 - Worked less than 3 years in Fortis 15
 - Worked 3-5 years in Fortis 19
 - Worked more than 5 years in Fortis 16
- Supervisors - 20
- Patients - 100
 - OPD Patients 20

➤ IPD Patients	80
✓ New Patients-	56
✓ Returning Patient	24

3.6 TOOLS:-

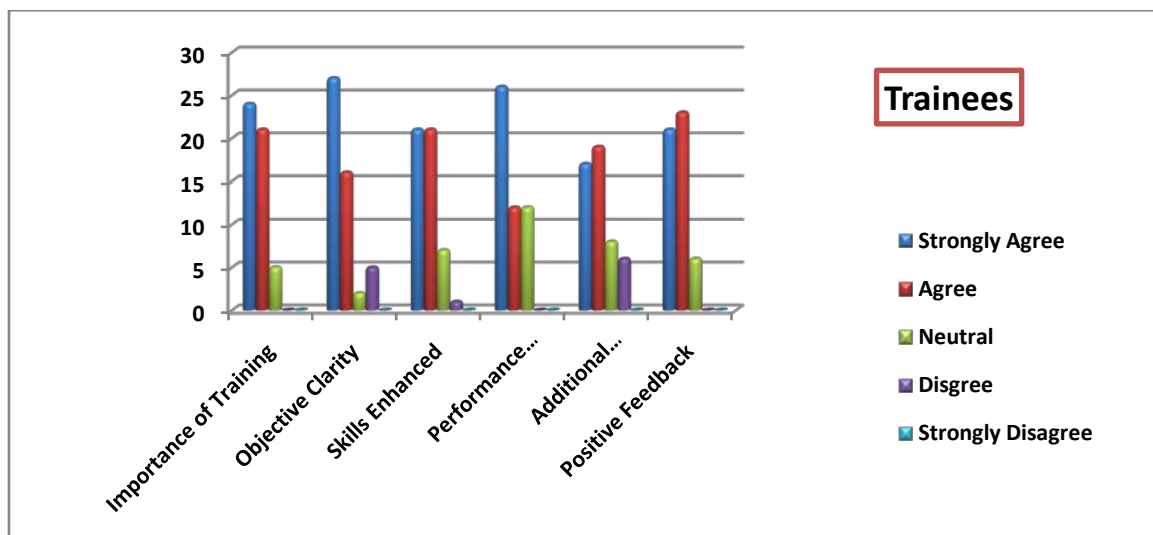
For research, closed questionnaires were used. Three Separate questionnaires were prepared. And Likert Scale was used for further analysis.

3.7 FINDINGS& ANALYSIS:-

The study covered 3 cohorts.

- 1 – Trainees: Participants who attended the Service Excellence Training Programme
- 2 – Supervisors: Immediate supervisors of the Trainees who observes their Behavior
- 3 – Patients

TRAINEE:-



50 participants were targeted & questionnaires were given to them.

Clarity about Training

- Nearly 86% participants always aware about the objective of the training program
- Only 10% participants were not clear about the objective of training
- 48% participants strongly agree that Training enhances their productivity.

- Others were either agree or neutral about the performance enhancement part

Training Feedback

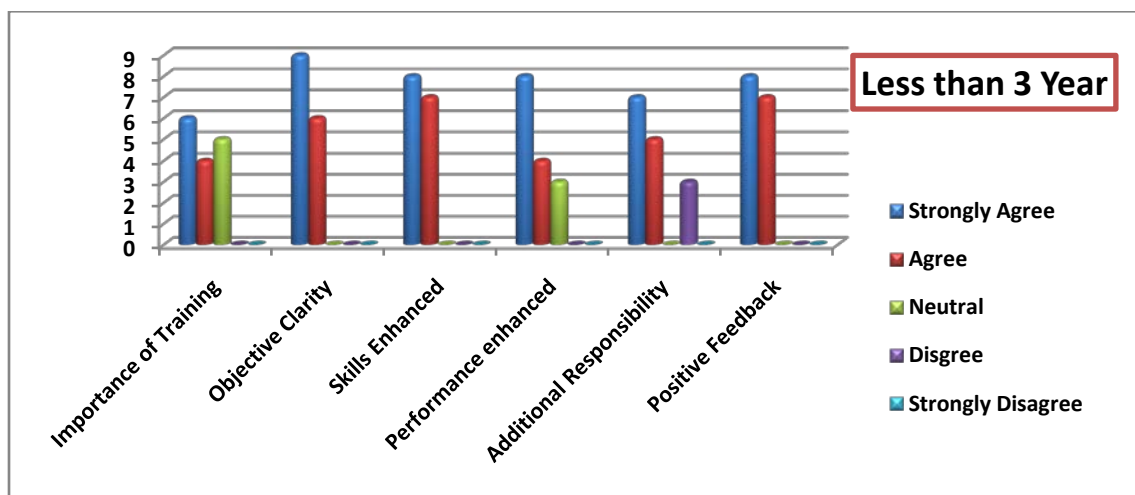
- 80% participants agree that their skill & performance is getting better after they have attended the training program.
- On the other hand 19% were neutral about it.
- 80% participants felt that their responsibility was increased & patients were giving positive feedback about them, after they attended the training program.
- Nearly 14% participants were neutral about it & only 6% participants disagree that they were given additional responsibility & positive feedback of patients.

For further analysis & detailed study, Trainees were divided into 3 groups:

- Trainees who worked less than 3 years
- Trainees worked between 3- 5 years
- Trainees worked more than 5 years

➤ Trainees Worked less than 3 years

There were 15 such employees who worked less than 3 years in Fortis.

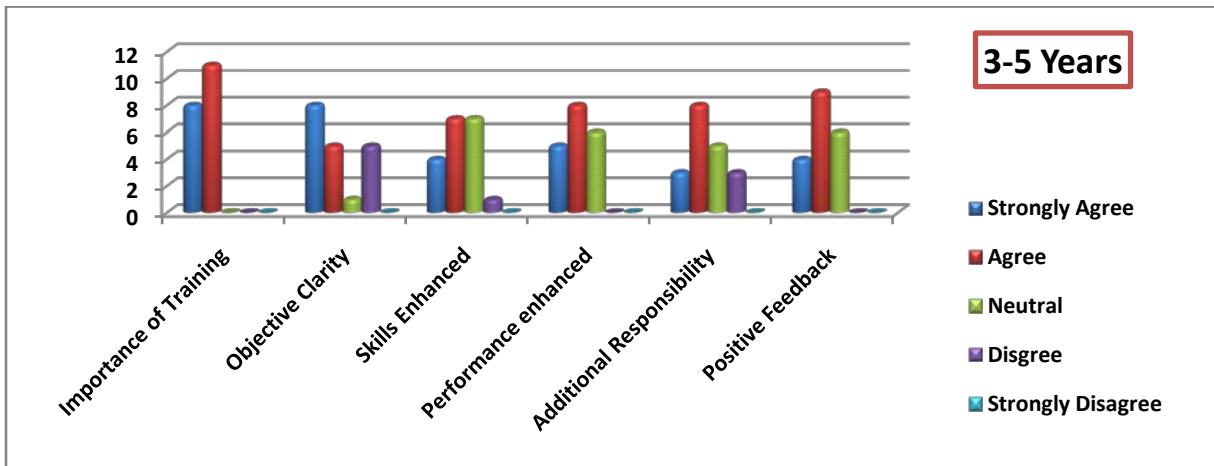


- Participants who worked less than 3 year in Fortis were in favor of Training & they said that Training is essential for personal growth.
- 90% participants said that Training program enhanced their skills & performance

- About 80% participants said that their responsibility increased after the training program, & 20% said that training program did not affect their responsibility.
- 100% participants agreed that patients are giving positive feedback about them after the training session.

➤ **Trainees worked 3-5 years**

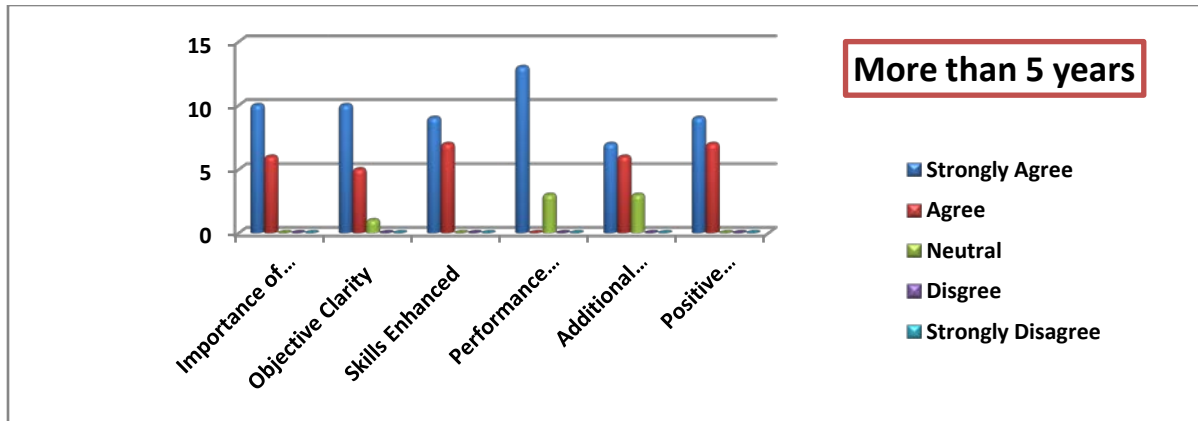
There were 19 such employees who worked between 3-5 years in Fortis.



- 100% participants agreed that Training is must for enhancing Productivity & Performance.
- 31% participants were either unaware or neutral about the agenda of training program.
- More than 50% participants were neutral about the impact of training on their skills & performance. According to them, absence of training would hardly make any difference to their performance.
- Nearly 30% participants were neutral when asked about the additional responsibility & patient's feedback. On the other hand 7% participants declined.

➤ **Trainees Worked more than 5 years in Fortis.**

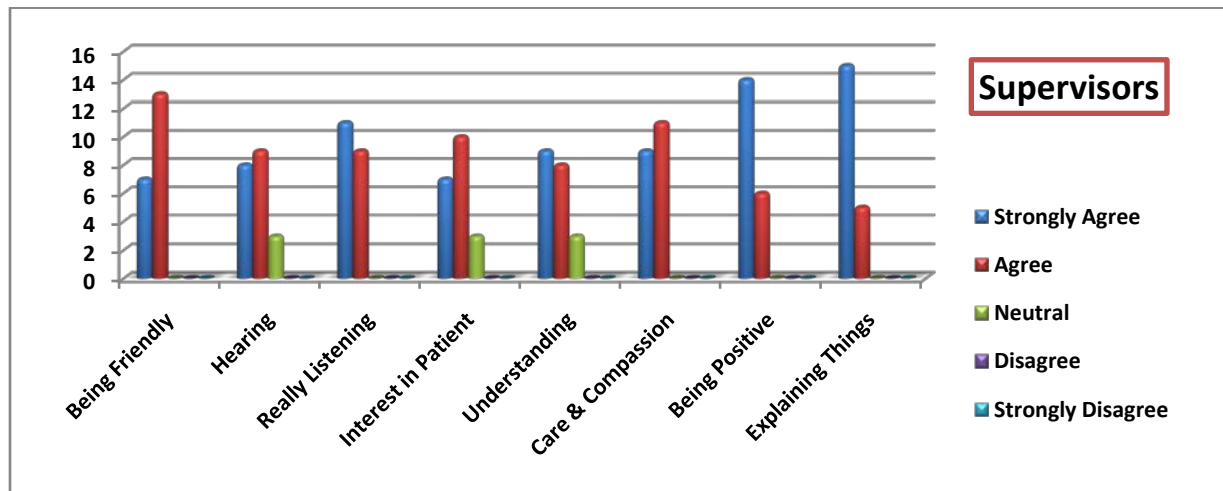
There were 16 such employees who worked more than 5 years in Fortis.



- Participants who worked more than 5 years were comparatively more serious about trainings held in Fortis. They suggested that more training should be conducted.
- 91% participants agree that training has increased their productivity & helped in betterment of their performance.
- 90% said that they have been given additional responsibility and get positive feedback from patients.

SUPERVISORS:-

20 supervisors were given the questionnaire to give feedback of their staff.



- 100% supervisors agree that patient's comfort is primary goal of their staff.

LEAP Objectives

- 92% observed that nurses were good listener and they were paying close attention to what patient said.

- 85% supervisors said that nurses were fully understanding patient's concern and were interested in patient as a whole person on the other hand 15% were neutral about it.

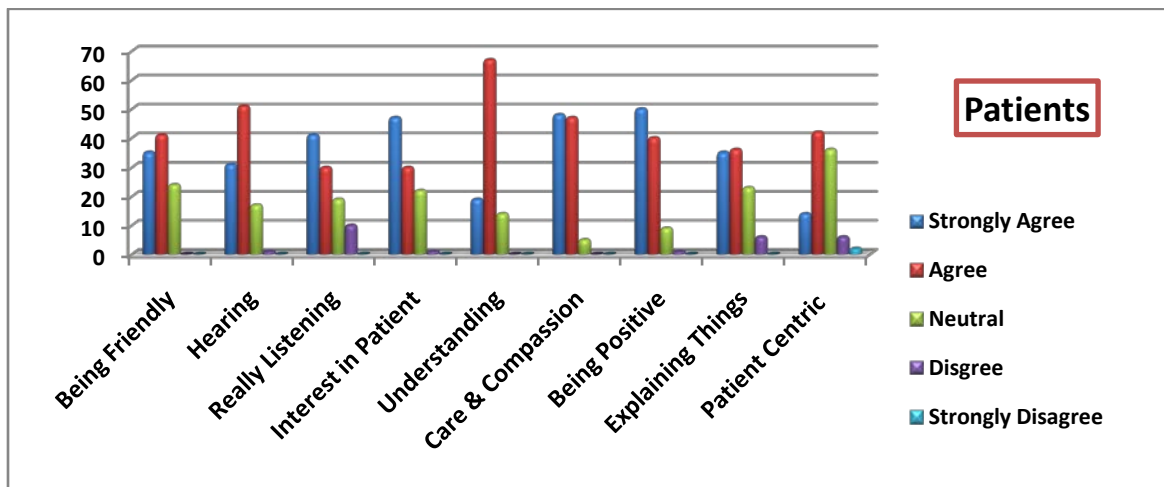
AIDET Objectives

- All the 20 supervisors agreed that nurses show care & compassion towards patients
- 100% participants observed that nurses were showing positive attitude to patients and were explaining things clearly.

PATIENTS:-

In the study, total 100 patients were approached. Two types of patients were covered;

- OPD Patients- 20
- IPD Patients- 80
 - New Patient - 56
 - Returning Patients - 24



- 56% patients admit that Fortis has Patient Centric Approach, 36% were neutral & less than 10% patients declined.

LEAP Objectives

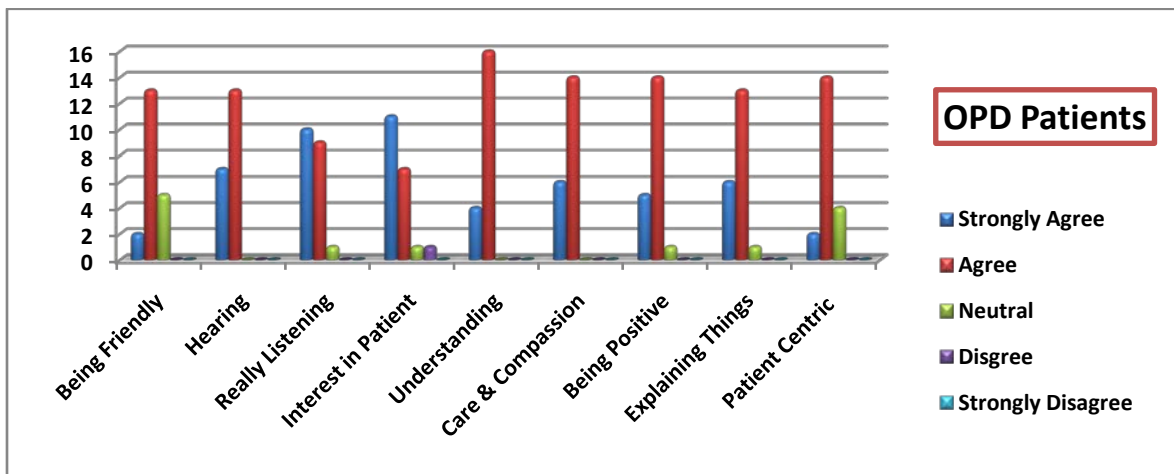
- 76% patients agree that nurses were good listener and they were paying close attention to what they said on the other hand 18% were neutral & 5% disagree with the statement.
- 81% patients said that nurses were fully understanding their concern and were interested as a whole person on the other hand 18% were neutral about it only 5% patients said that were not satisfied with the concern shown by nurses.

AIDET Objectives

- 95% of Patients agreed that nurses show care & compassion towards them, 5% were neutral about it.
- 80% of Patients said that nurses were showing positive attitude towards them and were explaining things clearly, 16% were neutral & 3% disagree to the statement.

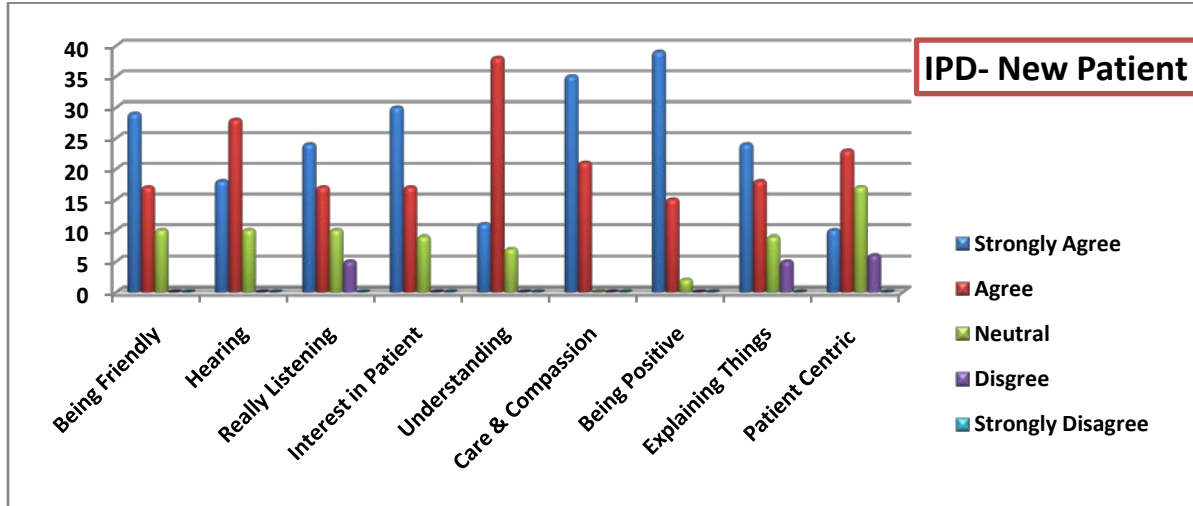
➤ OPD Patient

20 OPD patients were given the questionnaire.



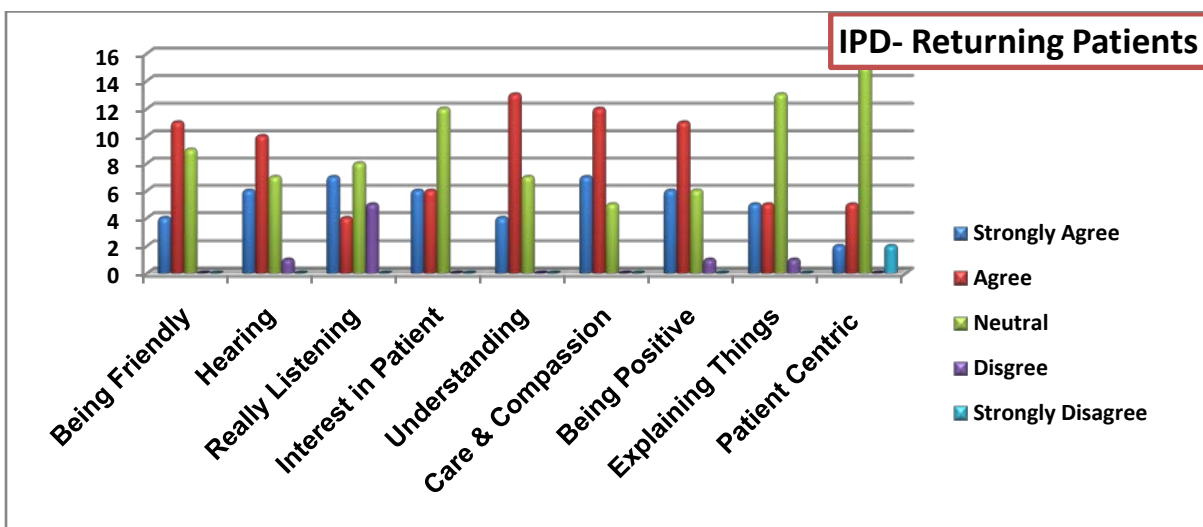
- 75% of patients agreed that staff made them feel at ease & 25% were neutral about it.
- 97% of patients said that, staff was really good at listening & understanding them.
- 90% of patients said that they were treated as a human, not just 'as a number', on the other hand 5% of patients were neutral about it & 5% of patients disagreed to the statement.
- Nearly 80% of patients agreed that Fortis has Patient centric approach & 20% of them were neutral about it.

➤ New Patient



- 73% of patients agreed that staff was really listening to them, 17% were neutral & 8% disagreed to it.
- 100% patients were satisfied with the care & compassion given to them
- 75% of patients agreed that everything was explained to them clearly, 16% were neutral & 8% disagreed.
- 58% of patients said that Fortis has patient centric approach on the other hand 10% of patients disagreed to it.

➤ Returning Patient



- In comparison to new patients, returning patients were less satisfied with the services provided at Fortis.
- 45% of patients said that Staff was listening to them, 33% were neutral & 20% of them disagreed to it.
- On all other aspects, returning patients were neither satisfied nor dissatisfied, they were neutral.
- When asked about Fortis's Patient centric approach, only 29% of patients agreed, 62% of them were neutral & 8% were strongly disagreed.

3.8 CONCLUSION:-

- In the research it is found that :-
 - ❖ Trainees or participants who worked less than 3 year & more than 5 year were more serious about the training needs. Comparatively trainees who worked between 3 to 5 years.
 - ❖ There was lack of clarity about training objective among the nurses.
 - ❖ Returning patients were neutral & dissatisfied in comparison to new patients.
 - ❖ OPD Patients were mostly neutral about all the services.
 - ❖ Care & Positive Attitude were two factors which were considered to be important.
 - ❖ Listening & Explaining things (LEAP Objectives) were the two factors which needed to be improved.
 - ❖ Communication Gap was the reason behind non clarity of objective.
- Overall the Impact was Positive on Employee's Performance.

3.9RECOMMENDATION:-

- The Objective of the training should be clear to the participant
- Better communication and co-ordination system among nursing staff and Nursing In charge.
- More activities to make training interesting.
- Reward system for the trainees who attend maximum number of trainings.
- Wi-Fi Zone for the patients.

REFERENCES

1. D.A. Olaniyan and Lucas. B. Ojo. Staff training and development:a vital tool for organizational effectiveness (2008)
2. David Pollitt. Training accounts for big improvements at fairbairn private bank (2008)
3. Martin Mulder . Customer satisfaction with trainingprograms(2001)
4. Michel Armstrong. (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed.,2001)
5. Edwin B Flippo. (Source: Personnel Management, McGraw Hill; 6th Edition, 1984)
6. Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata Mcgraw-Hill Publishing CompanyLimited,2000, p.189)
7. Pilar Pineda. "Evaluation of training in organizations: a proposal for an integrated model (2010)
8. Premila Seth. Management training and development: a Critique (1980)
9. Greenberg, D. H. Employers and manpower training programs (1969)

ANNEXURES

SERVICE EXCELLENCE EFFECTIVENESS

Questionnaire for Trainee

Please fill the questionnaire, the information provided by you will be kept confidential & it will be used by me for an analysis only.

❖ Name (optional) –

❖ Age –

❖ Gender :- Male

Female

❖ Which of following best describe your role in organization?

Doctor ☐ Nurse ☐ Support Function ☐ Paramedical ☐

❖ How long have you worked for organization?

1 year to < 2 year ☐ 2 year to < 5 year ☐

5 year to < 10 year ☐ > 10 year ☐

❖ How long do you plan to continue your career with Fortis hospital?

Less than 1 year ☐ 1 to 2 year ☐ 2 to 5 year ☐ More than 5 year ☐

Can't say ☐

Please tick on the option you agree upon:-

- Training is must for enhancing productivity & performance.

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

- I am always aware about the objective of training programme.

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

- Training programme is enhancing my skills.

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

- My performance has improved after training.

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

- I have been given additional responsibility after attending training programme.

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

- Patients are giving positive feedback about me after I attended the training programme.

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

SERVICE EXCELLENCE EFFECTIVENESS

Questionnaire for Supervisors

Please fill the questionnaire, the information provided by you will be kept confidential & it will be used by me for an analysis only.

❖ Name (optional) –

❖ Age –

❖ Gender :- Male
 Female

Please tick on the option you agree upon:-

Your Observation of your staff who attended service excellence training:-

1. Made patients feel at ease. (Being Friendly and warm towards them, treating them with respect)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

2. let them tell “their” Story. (Giving them time to fully describe their illness in their own words; not interrupting or diverting them)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

3. Really Listening. (Paying close attention to what they were saying; not looking at the notes or computer as patients were talking)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

4. Being interesting in patient as a whole person. (Asking relevant details about their life, their situation; not treating them as “just a number”)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

5. Fully understanding patient’s concern. (Communicating that he/she had accurately understood their concern; not overlooking or dismissing anything)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

6. Showing care and compassion. (Seeing genuinely concerned, connecting with patient on a human level; not being indifferent or ‘detached’)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

7. Being Positive. (Having a positive approach and attitude; being honest but not negative about patient’s problem)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

8. Explaining things clearly. (Fully answering patient’s questions, explaining clearly, giving them adequate information)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

SERVICE EXCELLENCE EFFECTIVENESS

Questionnaire for Patients

- ❖ Name (optional) –
- ❖ Age –
- ❖ Gender :- Male
- Female
- ❖ Are You :- New Patient
- Returning Patient

Please tick on the option you agree upon:-

Our Staff :-

1. Making you feel at ease. (Being Friendly and warm towards you, treating you with respect)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

2. letting you tell “your” Story. (Giving you time to fully describe your illness in your own words; not interrupting or diverting you)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

3. Really Listening. (Paying close attention to what you were saying; not looking at the notes or computer as you were talking)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

4. Being interesting in you as a whole person. (Asking relevant details about your life, your situation; not treating you as “just a number”)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

5. Fully understanding your concern. (Communicating that he/she had accurately understood your concern; not overlooking or dismissing anything)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

6. Showing care and compassion. (Seeing genuinely concerned, connecting with you on a human level; not being indifferent or ‘detached’)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

7. Being Positive. (Having a positive approach and attitude; being honest but not negative about your problem)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

8. Explaining things clearly. (Fully answering your questions, explaining clearly, giving you adequate information)

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

9. Fortis has a patient centric approach.

Strongly Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly Disagree ☐

10. Any suggestion regarding the services provided in Fortis hospital, Please tell us about it.