



Summer Training

At

Bhagwaan Mahaveer Cancer Hospital & Research Centre

(10th May – 2nd July, 2021)

A Report

By

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MBA (Hospital and Healthcare Management)

2020-2022

Certificate



Bhagwan Mahaveer
Cancer Hospital & Research Centre
(Managed By K. G. Kothari Memorial Trust)

BMH/HRD /2021/ 710

Date: July 3rd, 2021

To whomsoever it may concern

This is to certify that **Dr Vaishnavi Rawal**, MBA Hospital and Healthcare Administration student from **IIHMR University, Jaipur** has completed her internship program from **10th May 2021 to 2nd July 2021**.

During the tenure of her internship she has assisted the hospital operation team in NABH preparation as per 5th edition guidelines.

She has done exceptionally well during her period of internship.

We wish her all the best for her future endeavors.

Bhattacharya

Tapti Bhattacharya

Head HR & Training

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Acknowledgement

First and foremost, I am grateful to the Indian Institute Healthcare Management & Research (IIHMR University, Jaipur) and Intern Placement Office for successfully arranging the internship program for the students and given me an opportunity to work at “Bhagwan Mahaveer Cancer Hospital & Research (BMCHRC)” as an intern and creating such a wonderful environment for learning.

It is not possible to organise a project report without the help and encouragement. I would like to extend my deep and sincere obligation towards all the personages who have helped me in the venture, without their active guidance and assistance; I would not have been able to make headway in the project.

At the onset, I express my warm thanks and I am ineffably indebted to my mentor **Mr. Hemant Kumar Mishra** for conscientious and active guidance, constant support to bring out this project successfully.

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I also concede with a sense of admiration and my gratitude towards my family and colleagues who has always supported me and provided positive work environment and much needed inspiration to conclude my project in time. Any omission during this brief acknowledgement doesn't mean lack of gratitude.

(Dr. Vaishnavi Rajesh Rawal)

Acronyms/ Abbreviations

AML	Acute Myeloid Leukaemia
BMC	Bone Marrow Cells
BMCHRC	Bhagwan Mahaveer Cancer Hospital
BMW	Bio Medical Waste
BPL	Below Poverty Line
BME	Bio Medical Engineering
CSSD	Central Sterile Supply Department
CBC	Complete Blood Count
EPD	Electronic Data Process
EPABX	Electronic Private Automatic Branch
HR	Human Resources
HIV	Human Immunodeficiency Virus
HOD	Head of Department
KSA	Knowledge, Skills, Abilities
LFT	Liver Function Test
MS	Medical Superintend
MRD	Medical Record Department
MICU	Medical Intensive Care Unit
NS	Nursing Superintend
NABH	National Accreditation Board for Hospitals and Health care Providers
NABL	National Accreditation Board for Testing and Calibration Laboratories
OT	Operation Theatre
OPG	Orthopantomagram
PRE	Patient Relation Executive
PBF	Peripheral Blood Film
PWD	Public Welfare Department
RT PCR	RealTime Polymerase Chain Reaction
RFT	Renal Function Test
SICU	Surgical Intensive Care Unit
TNIA	Training Need Identification Assessment

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INTRODUCTION

Hospital's Overview

BhagwanMahaveer Cancer Hospital and Research Centre (BMCHRC) is a NABH & NABL accredited institution, established in 1997. It is one of the best cancer speciality hospitals in the country providing its contribution to prevent Cancer disease. Its mission is to provide most advanced medical treatment to the cancer patients. Hospitalis providing contribution to the cancer prevention, treatment and research centre. It is one of the leading cancer hospitals in India.

Initially,the institute just had 50 beds, but currently after 23 years the hospital turned out to be 300-bedded with leading infrastructure with several essential equipment, laboratories, other utility services. The hospital has renowned physicians and surgeons. BMCHRC has own Surgical, Medical, Radiation Oncology Departments. Apart from these it has Radiology Medicine, pathology, and Blood bank department.

Today, BMCHRC has its own Surgical Oncology, Medical Oncology, Radiation Oncology, Radiology, medicine, Pathology departments, and an enormous bank.

The hospital is directed by K.G. Kothari Memorial Trust and it's Rajasthan's largest 'NOT FOR PROFIT' state of the art fully equipped with latest technology cancer care centre.

Mission

To provide "Affordable Care with Human Touch" to all sections of the society irrespective of economic and financial considerations.

Vision

To make Bhagwan Mahaveer Cancer Hospital and Research Centre (BMCHRC) infinite world-class cancer treatment facility with leading edge technology.

Core Values

The core values of the hospital move around like

Clinical Excellence

Ethical Practice

Patient centric approach

Accreditations and Awards

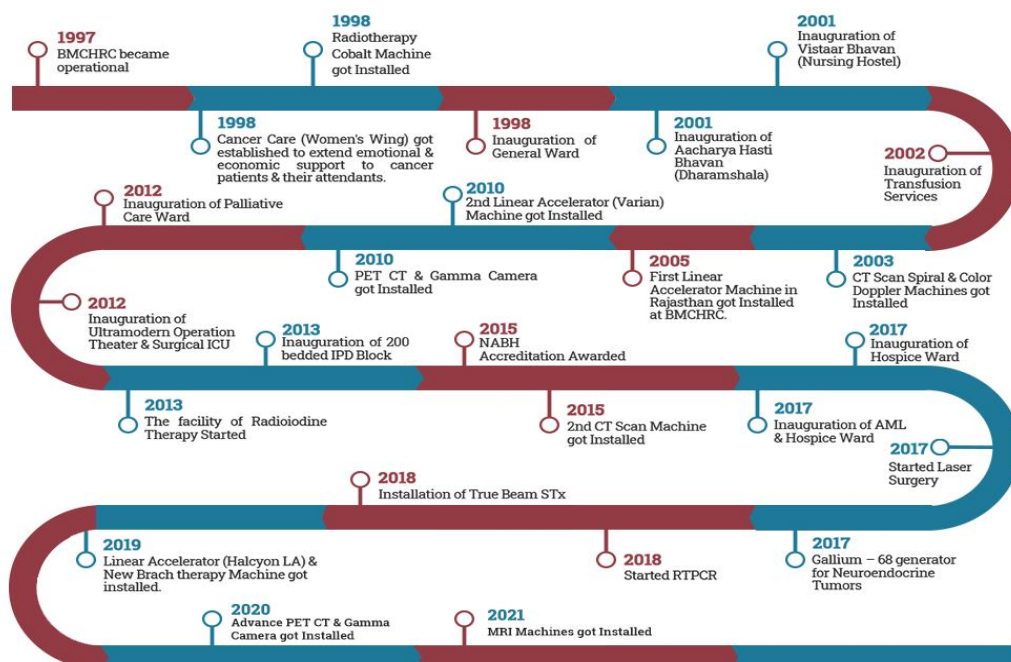
In recent time, the hospitals received accreditations from government of India given below:

- National Accreditation Board for Hospitals & Healthcare Providers
- National Accreditation Board for Testing and Calibration Laboratories
- Ethical Committee NABH

Not only this, but the organisation has also received awards due to its quality of services provided to the community. The institute has also won many awards over the years in different categories by different organisations.

- Received the Best Super Specialty Hospital- Oncology in Rajasthan (Organised by Innate Healthcare, Medical Tourism company)
- Best Healthcare Trust Provider Award in 2016
- State Level Productivity Awards in 2018

Milestones



OBSERVATIONAL LEARNINGS

The summer internship has been conducted at the Institute (BMCHRC) for a period of 2 months.

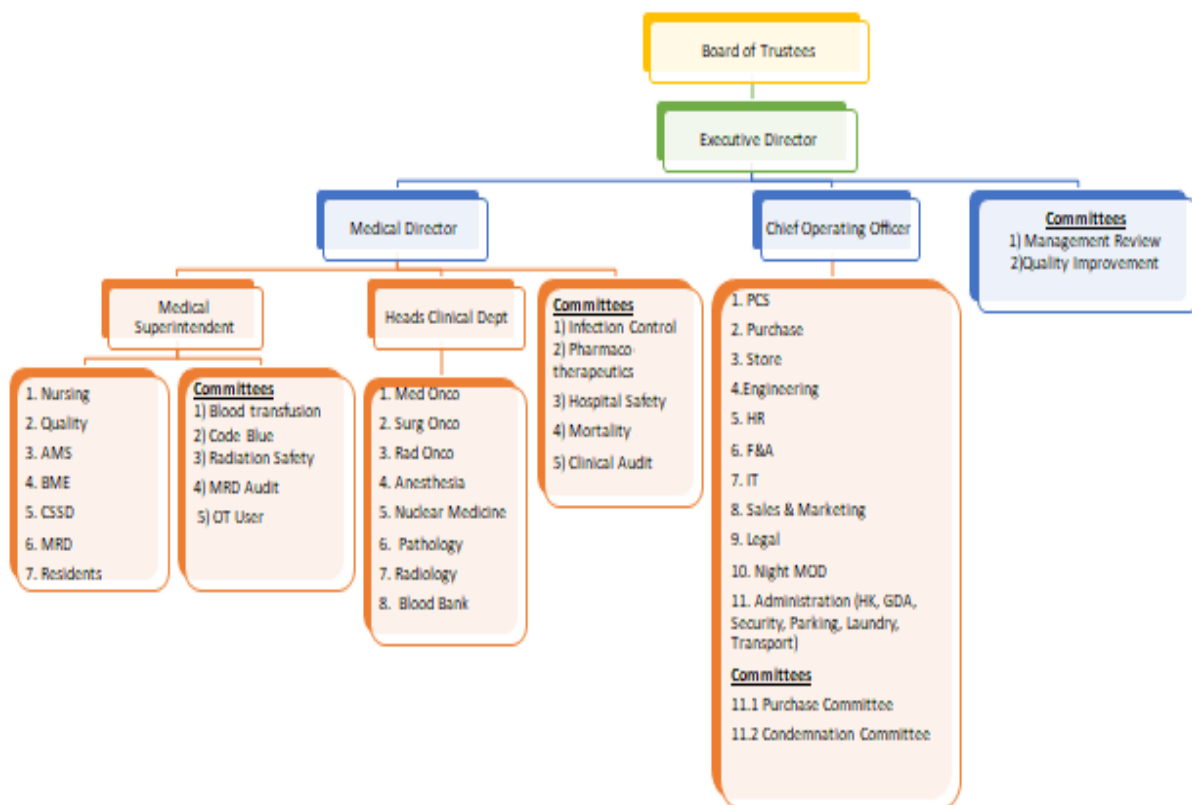
Objective

The overall objective of the summer training was to get an exposure to the industry and understand the operational management, Human Resource management and Administration system of BMCHRC

To meet overall objective, it was classified to the specific objective such as to

- To acquaint with the various departments and functioning of the organisation, and
- To study the special tasks assigned by the respective department of the hospital.

Organogram



Layout of BMCHRC

FLOOR WISE DIVISION OF THE DEPARTMENTS:

The whole building was divided into two wings with a proper channel and construction has been done in both basement and upper segment. The hospital is spread over seven floors and each of the floors is having different departments described below:

In basement of the old wing two departments exists i.e., Pathology and Blood Bank and in New wings it is encompassed with CSSD, Laundry, Stores, Medical gases, housekeeping and Pharmacy.

GROUND FLOOR

Clinical

- Nuclear medicine
- Radiation oncology
- Day care
- Physiotherapy Department

Non- Clinical

- Reception
- PRO office
- EDP department
- IPD billing
- Maintenance (bio medical/ electrical etc)
- EPABX
- Cafeteria
- Sabhagarh

I Floor (old wing)

- OPD (medical and surgical)
- Radiology
- Internal medicine
- Cancer care
- Administration
- OPD registration and OPD billing
- Medical ICU
- Endoscopy
- Emergency
- Paramarsh Kendra and BPL counter
- Dental
- Superintendent- HPA

I FLOOR (NEW WING)

- Medical director
- Dietetics

- Ward I / cubical ward
- New cancer care
- Emergency
- MICU
- Palliative care
- Ostomy clinic
- Trust office
- Treasure trustee office

II FLOOR

- New OT complex
- Surgical ICU
- Ward II
- Paediatric ward
- Patients waiting area

III FLOOR

- Ward III (For general/BPL patients)

IV FLOOR

- Ward IV
- Nursing superintendent

V FLOOR

- Department of clinical trials and research
- Hospital library
- HR
- Accounts
- Purchase
- MIS
- Trust and Establishment
- Operations and Quality
- IT
- Shabhagarh

VI FLOOR

- Semi private ward

VII FLOOR

- Deluxe private ward
- Super deluxe ward

Scope of Services

The hospital provides different scopes in the form of clinical, non-clinical, laboratory and diagnostic services. The clinical services include medical oncology, surgical, radiation, anaesthesiology, critical care, general medicine, day care, plastic and re-constructive surgery, ortho oncology. However, the non-clinical services include supporting services and ancillary services. The supporting services provides facilities such as

- » Nursing services
- » Dietary
- » Medical records
- » Blood bank
- » Radiology
- » Pharmacy, whereas the ancillary services provide facilities such as

Housekeeping, Laundry services, Electrical and security services and Ambulance.

- Laboratory services
 - Clinical biochemistry
 - Clinical microbiology
 - Serology
- CSSD and Pathology
 - Haematology
 - Histopathology
 - Tumour marker
 - Immunochemistry
- Diagnostic services
 - CT Scan
 - Gamma camera
 - PET CT
 - Radio iodine therapy
 - Ultrasound and X-ray
 - Mammography
- Blood bank services
- Support system services like:
 - Dietetics, physiotherapy, ambulance

- Medical services
 - Pharmacy

Methodology

The current study was of cross sectional in nature and of explorative research design. 50 respondents were contacted to get the details about training in Bhagwan Mahaveer Cancer hospital. To meet the objectives, methods like participatory observation and oral histories are considered and administered. For getting secondary information different articles, documents available at the websites were referred. BMCHRC Employee handbook: Hospital's handbook has helped the study team to gain few of the information about the hospitals work and certain procedures.

Direct observations: Selecting, listening, and recording behaviour or the characteristics of living beings. Visiting and watching each department and knowing the functions and taking overview of the same.

Indirect observations: Those with are done through asking questions and interviewing the staff members.

Additionally, efforts were laid for gathering data by watching events and behaviours ortake down physical characteristics in their natural setting. For this, methods like Oral Histories i.e., instructions or information which was being carried out when we were at the round of the hospital are noted down. Questions were being asked to the employees in order to get an idea about the hospital through a structured questionnaire. Few of the details are being extracted from the hospital's website. Analysis was done in the Microsoft excel.

Departments

- ✓ **Clinical unit**
- ✓ **Clinical support unit**
- ✓ **Clinical admin units**
- ✓ **Administrative/ Non- clinical unit**

CLINICAL UNIT:

Medical oncology :

HOD AND Director – Dr. Ajay Bapna

OPD for medical oncology is on the first floor.

8-bed MICU (Medical Intensive Care Unit)

Doctor treats cancer using chemotherapy and other medications like some therapy or immunotherapy. It is the primary health care provider for patients who leads to the development of the patient's treatment.

Surgical oncology :

HOD and Director: Dr. SanjeevPatni

OPD for Surgical oncology is on the first floor.

15-bed SICU (Surgical Intensive Care Unit)

The Department of Surgical Oncology has a dedicated team of skilled surgeons with extensive experience in delivering global treatment of cancer.

The main function is to remove the tumour and nearby tissue during surgery. The doctor also performs certain types of biopsies to help in diagnosing the cancer.

Radiation oncology :

HOD and Director: Dr. NidhiPatni

It is located on the ground floor.

The Radiation Oncology department at BMCHRC is well equipped in delivering precision treatment with the use of the latest technology like 3DCRT, IMRT, IGRT and Rapid Arc. The treatment planning is carried out with customized immobilization device, followed by imaging on a wide-bore CT scanner. In house PET scan is available for PET based RT planning.

Anaesthesiology department:

HOD – Dr. Pushpalata Gupta

The Department of Anaesthesiology at BMCHRC comprises of a team of experienced consultants and excellent support staff.

The department also handles a 15-bed SICU (Surgical Intensive Care Unit) in joint management with Surgeon & Critical Care Experts (Doctors & Nurses). The beds are fully equipped to handle a number of different treatments.

Also under the Anaesthetic department is the 8-bed MICU (Medical Intensive Care Unit)

Nuclear medicine :

HOD – Dr. J.K. Bhagat

This department is located on the ground floor.

BMCHRC is the first comprehensive cancer institute to have PET-CT Scan& Gallium in Rajasthan.

NeuroOnco surgery-

Department of Neuroonco Surgery is fully functional since May 2019 to offer the best and affordable treatment to patients of the region.

We have started all major and minor Neuroonco Surgical Procedures.

Facilities available:

- Surgery for all benign and malignant brain and spine tumours
- Awake craniotomy for lesions in crucial brain areas
- Endoscopic surgeries
- Paediatric neurosurgeries
- Surgery for difficult skull-base tumours/ vascular lesions
- Spine surgery.

 **OPD:** first floor. OPD consultation facility is provided to all patients from 9am -5pm where patients and attendants are counselled as per the requirements and are encouraged for regular follow-ups.

Diet charts are given as per requirement to the patients.

 **IDP:** IPD billing is on the ground floor

All IPD patients are initially assessed at the time of admission and further reassessed on regular basis for any other health problem. Regular counselling to the patient and attendants are provided along with diet chart made for them.

- **ICU:**

The ICU is a department where critically ill patients are admitted for intensive care and specialised care.

There are 2 types of ICU's in the hospital – SICU, MICU. MICU isolated on the first floor, and SICU isolated on the second floor.

- **New OT Complex:**

It is located on the second floor.

The aim of the department of OT and Anaesthesiology is to provide the highest quality of care for the patients undergoing various types of surgeries.

CLINICAL SUPPORT UNIT:

1. Radio Diagnosis Department :

The radiology department at BMCHRC offers patients diagnostic services as advanced as anywhere in the world.

Facilities offered in the department include:

- 16 SLICE CT Scan
- OPG Osteoprotegerin
- Color Doppler
- Mammography and X-ray

2. Clinical Pathology department :

The pathology department houses an integral part of the hospital; the Hospital Based Registry which comes directly under the National Cancer Registry. This is where the patients diagnosed with cancer and admitted to the hospital are all registered. The department aims to provide comprehensive and accurate diagnosis which helps to physicians to treat the patient and to develop an optimal pattern of treating the disease.

3. Nuclear medicine department:

BMCHRC is the first comprehensive cancer institute to have PET-CT Scan& Gallium in **Rajasthan**.

- PET CT (First In Rajasthan)
- Radio Iodine Therapy (First & Only In Rajasthan For Thyroid Disorder Patients)
- Samarium Therapy For Bone Metastasis
- Gamma Camera
- Gallium – 68 generator for NEUROENDOCRINE Tumours and Prostate Tumours

4. Palliative care department:

The Palliative Care Service is an academic unit.

The department aims to provide the best quality of life. The goal is to ease the suffering of cancer patients.

- Pain and Symptom Management
- Symptom control: fatigue, nausea, wound care, loss of appetite
- End of life or Hospice care
- Home based care
- Psycho Social support
- Care Giver Support

5. Dietetics department:

Nutrition is as important as everything else when it comes to cancer treatment. The dietician and dietary experts at the BMCHRC provide special counselling to all cancer patients, so they eat the right kind of food during and after their treatment.

The main areas of dietetic intervention include:

- Clinical nutrition survives
- Nutritional education
- Nutritional research services
- Dietetic internship
- Dietary supplements

6. Physiotherapy department:

At BMCHRC, the physiotherapy is personally tailored to our patients and can include:

- Massage
- Exercises specially designed for reducing lymphedema.
- Soft Tissue Mobilization
- Heat and Cold Packs
- Breathing techniques
- Spirometer range of motion exercises And stretching & Strengthening exercises
- Balance exercises

7. Pharmacy department:

24 hour Availability of medicine at BMCHRC At reasonable rates.

8. Blood bank department:

24 hour, 365 days availability (All fractions of blood)

BMCHRC has maintained its own blood bank that registers and provides services to the patients and donors as per the rules set up by the Drugs & Cosmetics Act of India.

- Irradiated Blood & Component

- Packed Cells
- Fresh Frozen Plasma
- Single Donor Platelet By Aphaeresis
- Random Donor Platelet's
- Cryoprecipitate (Factor 8 Conc.)

CLINICAL ADMIN UNIT

1. Patient welfare department:

The main aim of the department is to make and position the hospital as a 'Centre of Excellence' by ensuring customer satisfaction through personalised customer care, following the guiding of empathy, care and compassion to make the patients feels and cared for. The scope and complexity provided by thus department is to enhance the customer satisfaction.

The objective of PWD are to:

- Handle in-house public relations with patients and relatives and other visitors.
- Ensure that our processes are 'customer centric'.
- Ensure these are followed
- Create a pleasant experience for the patients and their attendants.

2. Bio medical department:

The main objective of the department is to facilitate the usage of the latest technologies in the diagnosis, treatment and care of patient. It is responsible for proper usage and quality performances of these costly equipments and tools inside the hospital. The department performs the following functions:

- Records of the hospital equipments.
- Ensuring smooth functioning of the equipments.
- Facilitation and identification of equipment requirements.
- Conduct preventive maintenance servicing for all the installed equipment.

3. Medical record department:

Following are the functions of MRD in BMCHRC

- Proper storage and maintenance of medical records
- Maintenance of probity and confidentiality of medical records.
- Submission of data.

4. CSSD

Functions of this department are:

- It helps in reducing hospital's surgical infections and ensures patients safety.

- For preparing medical/ surgical supplies and equipment so that they are sterile and ready for use in patient care.

It has three zones:

- Decontaminated area
- Cleaning zone
- Sterilized zone

Protocol followed as follows:

- ✓ Prewashed: all the instruments are prewashed at their respective depts. Before they are sent to CSSD
- ✓ Decontaminated zone: instruments are received, checked, sorted according to checklist.
 - Automatic washer
 - Large ultrasonic washer with air gun
 - Small ultrasonic washer
- ✓ Cleaning zone: after washing, the instruments are carried to the clean zone. The packing of instrument is done in the zone in linen.
 - Autoclave (750lit)
 - Autoclave (250 lit)
 - Boiler
- ✓ Sterilized zone: all the sterilized instruments are kept in this zone and from here they are sent to OT and ICU through dumbwaiter.
- ✓ Quality indicators: chemical and biological tests, strip test, autoclave tape, Bowie Dick indicator. The infection control department team comes for monthly audits to collect swab and make culture reports.

5. **Infection control department:**

Infection Control department of BMCHRC organized “Infection Prevention and Control Week” from 19th to 23rd Oct 2020. Under this various activities were organized such as infection prevention and control awareness training: Break the chain of Infection, Trained the trainers and quiz competition. DNB students, Residents doctors, nursing staff and other medical service providers participated in the activities.

ADMINISTRATION UNIT

- Human resources department

Objective: to do the wellness of the people and create a happy work force.

HOD’S Accountability:

- To assist in the selection of the staff

- Taking disciplinary action as per the organisation of the management.
- Attending HOD's meeting as per schedule.
- Presenting monthly report to the department in review meeting.
- To control and coordinate the activities of the department and the staff.
- To allocate work to all the staff in the department.
- Policy preparation.
 - ✓ Regarding wages structure
 - ✓ Rules and regulations of the employees
 - ✓ Work force analysis department
 - ✓ Recruitment
 - ✓ To assist the deputy manager in conduction performance appraisal.
 - Quality assurance department

Objective:

- To meet the rising expectations of consumers of **quality** of services

Activities performed in this department include

- ✓ Drafting of various clinical and non0clinical policies for the hospital.
- ✓ Facilitating accreditation programmes like NABH.
- ✓ Identifying quality indicators.
- ✓ Formulating annual quality assurance programmes
- ✓ Making training calendar with respect to quality assurance.
- ✓ Conduct random audits in various departments.
- ✓ Facilitate hospital community meetings.

Components of their plan include:

- ✓ Patient safety
- ✓ Staff safety
- ✓ Environment safety
 - Marketing

The main functions are:

- ✓ Branding
- ✓ Online sells
- ✓ Corporate link ups
- ✓ Conduct CMES
- ✓ brochures and pamphlets

- Accounts and finance

Under the finance department comes billing and finance.

Functions:

- ✓ To maintain financial records
- ✓ To make payments of bills on time
- ✓ To collect accounts due
- ✓ To monitor the cash flow/funds
- ✓ To make payments of wages and salaries.
- ✓ To provide the information regarding financial condition to managers
- ✓ To make patient related bills
 - IT : the functions of IT department are :
- ✓ Maintaining all the Existing and new software's in the hospital and Modifications of the software as per the requirements
 - Housekeeping : Functions are
- ✓ Sanitation and hygiene
- ✓ Odour control
- ✓ Waste disposal
- ✓ Infection control
- ✓ Laundry services
 - Store and purchase :

Functions:

- ✓ Issue of the purchase order
- ✓ Negotiating contracts
- ✓ Checking of requisition and purchase indents
- ✓ Follow up with the purchase order

- Engineering and Maintenance

Functions:

- ✓ Installation of new equipments.
- ✓ Breakdown call management
- ✓ Maintenance of the electricity and water supply in the hospital

Limitations

As per the observations and the amount of time spent in the hospital following are the limitations found:

- Deficient manpower due to Covid.
- Unmanageable patient load due to deficient manpower.
- As the space in the HR department is less, hence causes suffocation in the office, therefore they must enhance the working area of the department.
- There is no specific operational department in the hospital.

- No motivational factors are being found in the staff due to the lack of self-confidence.
- Quality assurance department must have adequate staff but the department has only two employees.
- No separate canteen for the employees.

Suggestions

- Salary structure should be revised for the nursing staff as they provide quite less salary as compared to other renowned hospitals.
- Activities like “Employee of the Month” or some rewards should be reviewed to provide motivation to the workers.
- There should be some parameters set to judge the employee of the month.
- Reward the deserving candidate with a beneficiary coupon.
- More office space/area should be provided to the HR department as the current HR department is too small and the employee working under this department is 5.
- There should be a separate canteen for the employees and patient/attendant. Separate room should be given to the employees of the organisation so that can discuss something about the work.
- Quality assurance department should have more staff members to get effective work done in the hospital especially during NABH.
- Motivational factors should be induced in the staff members.
- DNBs should be given the trainings on soft skills.

PROJECT REPORT

(TRAINING NEED IDENTIFICATION)

Introduction to HR Department

Human resources department is one of the busiest departments in the hospital. It is the major department of the hospital which manages the manpower and workforce of the organisation. Recruitment and selection, learning, training and development, employee engagement and motivation are some of the major roles of the department.

Work flow of the Human Resources Department:

- Manpower planning
- Recruitment And Selection
- Joining formalities
- Induction/orientation
- Training and development
- Performance appraisal
- Employee engagement activities
- Leave administrations
- Salary administration
- Resignation or termination of an employee

 Objectives of HR:

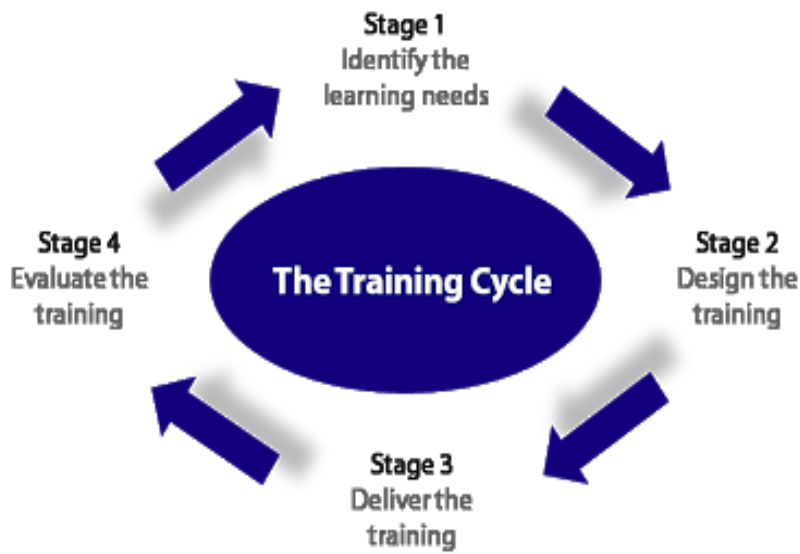
- Achieve organizational goals, provide work culture with team integration.
- To conduct training and developmental skills for the employees.
- Provide motivation to the employees and ensure the satisfaction within employees.

Training

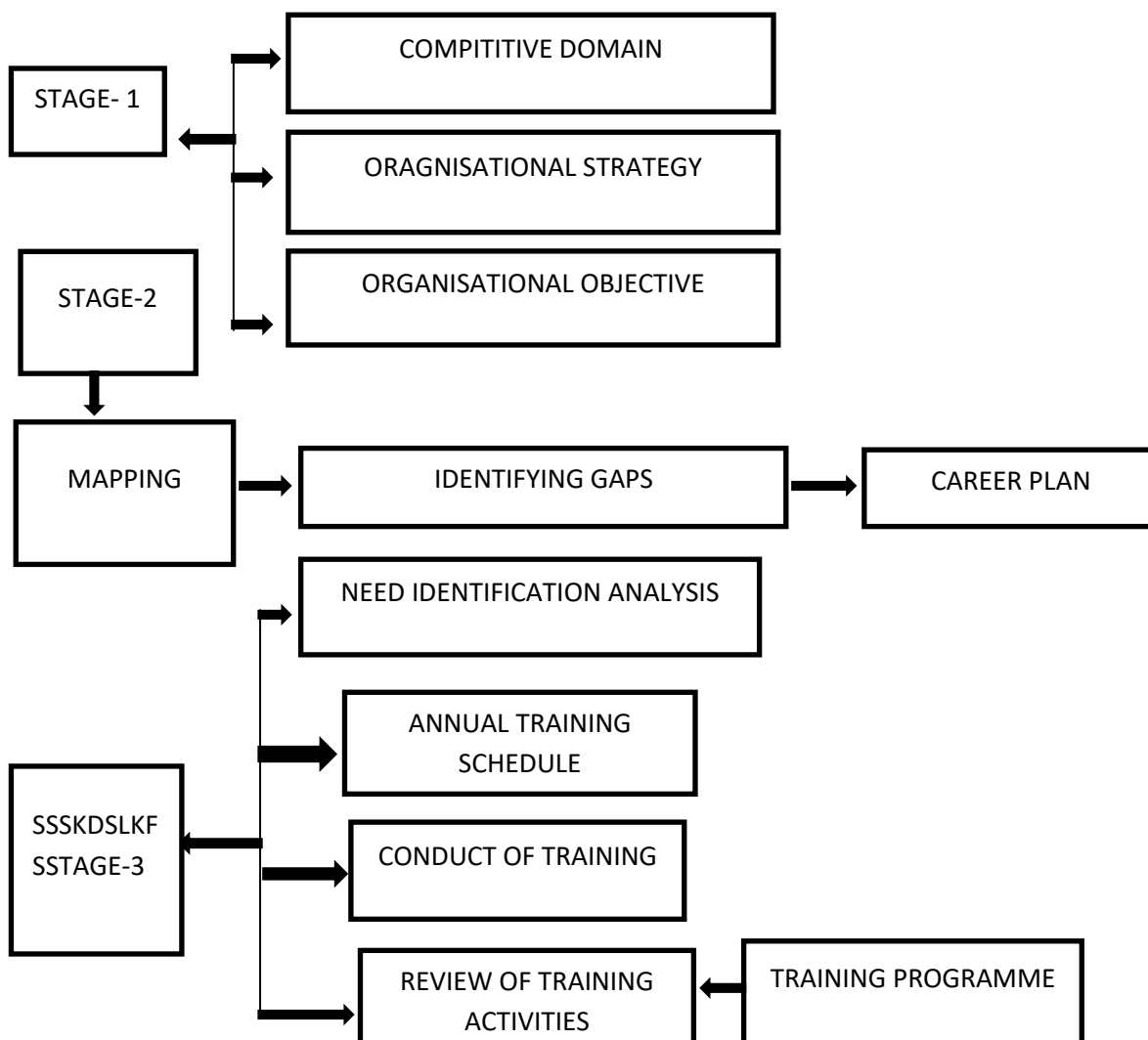
Training are often described as “the acquisition of skills, concepts or attitude that leads to improved performances within the work environment.”

Training is the action of informing or instructing your employees on a particular task, as to assist them refine their performance or understanding. If people are to perform their task to the absolute best possible standard, they have to be effectively and efficiently instructed. Effective training will mean the activities have achieved the precise end result required. In addition to that, your workers need to achieve or maintain the skills they need to perform their work, direct others to perform their job and to supervise work. Lack of training is often attributed to a minimum of one among the reasons of real quality problems.

Training Process



THE COMPLETE PROCESS OF TRAINING AND DEVELOPMENT



Training Identification Need Assessment

A training needs assessment (TNA) is process that the organizations use to figure out performance requirements and the knowledge, abilities and skills that their employees need to achieve the goals.

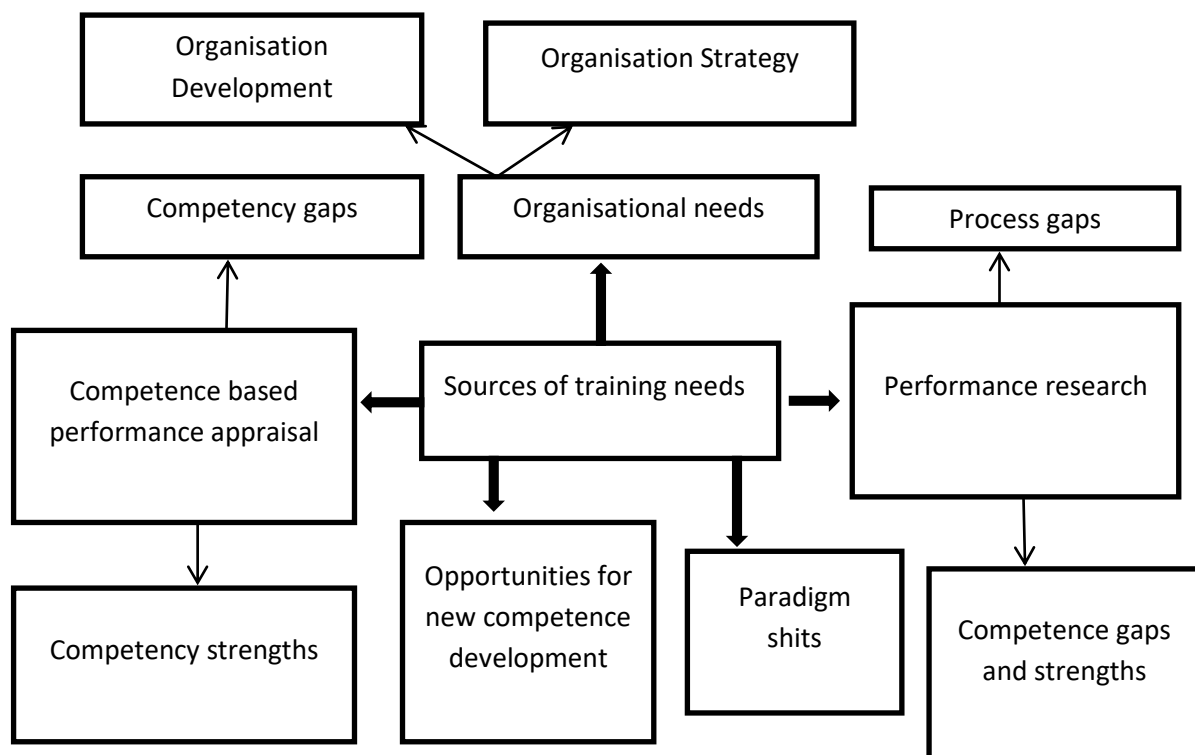
Three key areas are considered to be accurate assessors of these needs as following:

- Skill capability of employees
- Employees' frequency of skill consumption
- Level of employees' skills critical to job performance.

What is TINA used for?

- To assess how well current skills meet current job requirements.
- To identify and understand performances problems being experienced in an organisation
- To prepare staff for an anticipate introduction of new system, task or technology.

A TINA helps in improving staff performance by identifying training needs and alleviating skill gaps, and at the same time, it is an excellent route to embark change in the organisation, as it operates on proof rather than assumptions. The framework for identifying the training needs is mapped below:



Rationale

BMCHRC is serving from the last 23 years and is 300 bedded with leading infrastructure. It is super-specialised cancer hospital with renowned physicians and surgeons. As this is a patient centric hospital it requires super skilled employees to make the organisation more reliable and authentic in their treatment to gain the trust from the patients. In order to build a constructive and work centric environment in organisation frequent trainings should be given to enhance their knowledge and skills to perform certain work with confidence.

Developing a training program requires knowing what training is needed in BMCHRC. An assessment is done to answers the question of why training is essential and provides some certainty that the resources required to develop and conduct training will deliver the specified performance-based results in the employees at BMCHRC.

A training needs assessment is used to determine whether training is the right solution to a workplace problem. It is an “on-going process of gathering data to determine what training needs exist so that training can be developed to help the organization accomplish its objectives” (Brown, 2002, p. 569). Said more simply, it's the “process of collecting information about an expressed or implied organizational need that would be met by conducting training” (Barbazette, 2006, p. 5). Essentially, information is collected and analysed so a training plan can be created. The assessment determines the necessity for training, identifies what training is required, and examines the sort and scope of resources needed to support a educational program (Sorenson, 2002, p. 32). According to Rossett (1987, p. 15), a corporation conducts a training needs assessment to hunt information about:

- 1) Optimal performance or knowledge
- 2) Actual or current performance or knowledge
- 3) Feelings of trainees and other significant people's
- 4) Causes of the problems
- 5) Solutions to the problem.

A training needs assessment is used to identify an organization's training needs and determine the type and scope of resources needed to support a training program. The needs assessment is that the initiative in establishing an efficient educational program. It also provides managers and trainers a chance to urge out into the organization and ask people. Information is collected, ideas are generated and energy is made within the organization. Well-orchestrated training needs assessments can provide many benefits (Warshauer, 1988). These include:

- 1) Increasing the commitment of management and potential participants to on- going training and development
- 2) Increasing the visibility of the training function
- 3) Clarifying crucial organizational issues
- 4) Providing for the simplest use of limited resources
- 5) Providing program and design ideas
- 6) Formulating strategies for how to proceed with training effort.

Questionnaire:

1. What is the current need scenario for the trainings in the hospital and what trainings should be given according to the department's need?
2. Is there any fair gap in the hospital while learning the new skills?
3. What current attitudes and practices are being taken by the employees?
4. What are the trainings which are currently conducting for your department?

Objectives of the Study

In order to meet answers of the above questions following are the objectives of the study.

PRIMARY OBJECTIVE/PURPOSE:

The primary objective at “BMCHRC”: To assess training needs of the workers, prioritize them to overpass the gap between job needs and employee skill, knowledge and behaviours.

To meet out the primary objective following are the specific analysis taken with is mentioned below: “Training Need Identification and Analysis”: In order to extend the performance of workers, greater job satisfaction and lower turn-over of the employees resulting in higher productivity of the workers and hence organisation accruing benefits both to the organisation and employees and also understand the necessity and therefore the ways of coaching.

Scope of the Study

- Hospital achieve its objective
- Ascertain the causes of unsatisfactory performance.
- To find out the scope of training
- It bridge the gaps between employee skills and achieving goals

- To achieve management support and confidence from the organisation.
- To make sure the constant motivation, attentiveness and satisfaction levels of organization staff.

Methodology

Study area: Bhagwan Mahaveer Cancer Hospital and Research Centre

Study topic : Training need Identification and analysis

Study design: Descriptive Study

Study period: 10th May to 2nd July

Sample size: 24 Departments (HODs)

Study variables: Training needs of all departments in BMCHRC

Study tools: Google forms, MS Excel

Data collection tools and techniques:

- Observation
- Interviews
- Questionnaires
- Surveys
- Focus group Interviews
- Data collection tool was semi structured questionnaire with close ended questions.
- Data was transferred to the Excel sheet and calculations were made.

Plan of Action

- To know the “individual needs of training” I would visit the various department of BMCHRC so as to interact with HOD’s of the respective departments to know the training needs of the existing employees of their department and to fill up the questionnaire form.

The various departments that were being covered under the study for data collection process are as follows:

1. Medical administration (patient safety)
2. Medical administration (support services)
3. Human Resource
4. Medical oncology
5. Surgical

6. Radio oncology
7. Radiotherapy
8. Anaesthesia
9. Nuclear medicine
10. Pathology
11. Psychology
12. Quality assurance
13. CSSD
14. Blood bank
15. MRD
16. Bio medical engineering
17. Nursing administration
18. Billing
19. Pharmacy
20. Sales and marketing'
21. Supply chain
22. Engineering
23. Accounts
24. Call centre

Parameters of TNIA

The parameters taken for “Training Need Identification Analysis” is as mentioned below:

1. Safety trainings
2. Planning and organising skills
3. Motivational trainings
4. Team work
5. Communication skills
6. Leadership skills
7. Problem solving skills
8. Stress management
9. Time management
10. Self-improvement
11. Conflict resolution skills
12. Empathy
13. Grooming

The parameters mainly include “soft skills” and technical skills including “computer Basics”. Being a part of such a big healthcare organisation the employees mainly need to have soft skills displaying attitude, empathetic and compassionate behaviour towards patients, good communication skills, working as a team to achieve the goals. The employees need to be updated with the latest technical skills in order to survive in this ever developing, and competitive era. At the same time, the employees need to work effectively and efficiently maintaining standards rendering quality health care and satisfaction to the customers thus adding value to the customers and organisation.

The HOD of each and every department mentioned above is required to mention the name of the respective employee and to tick mark the specific skill or skills for which they require the training of that particular employee. The data collection on this basis from the departments mentioned above is compiled and analysis is done.

COMPILATION OF DATA AND ANALYSIS

INDIVIDUAL’S NEEDS OF TRAINING

Training is an important aspect for delivering quality services to the patient in a hospital settings, and it needs a comprehensive understanding by the team leader so that he can develop the workforce for quality work. Similarly, for development of an organisation or hospital, set of competencies is required by the staff. Primarily, these attributes are attitude, computer proficiency, stress, goal setting, time management and communication and interpersonal skills. The details of the attributes are as follows:

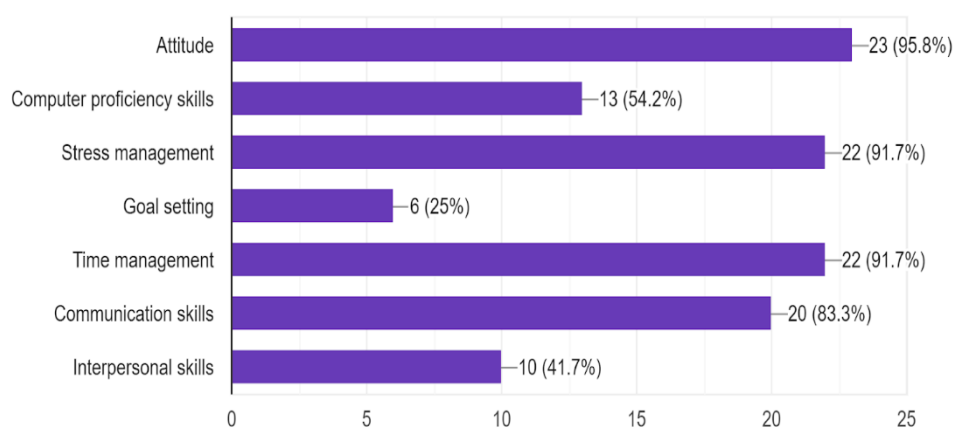
- **Attitude:** This parameter refers to the way of behaving or acting towards a person in certain way. It is a way of reacting in certain situation. It has a powerful influence over behaviour.
- **Computer proficiency skills:** these are the technical skills which are required almost in every department like having the knowledge of MS excel, MS word, PowerPoint Data entry etc. Staff members should have few basic skills.
- **Stress Management:** Less stress at the workplaces means more saving as employee morale increases and health costs decrease. An effective stress management strategy can foster additional social and economic benefits.
- **Goal setting:** Goal setting is required for motivation yourself to work for certain goal and to achieve your vision into reality. It is essential for the employee to get proper guidance and direction to work efficiently.
- **Time management:** It helps to develop routines. During the hectic schedule time management is essential to be focused on your specific task. It is very necessary for the employees to know and get skilled in managing the time routine.
- **Communication skills:** good communication is essential while discussing the procedures, patient needs, interacting with patients regarding medications, regarding patient histories and current

scenarios. Good communication is very important for the nursing staff in communication with patients while treating them.

- **Interpersonal skills:** it is required while you are working and communication with groups and individually. It tends to build good relationships so that one can work well with others. It boost social interactions and help you to enhance your performance and technical abilities.

Figure 1.1 summerizes the findings of the HoDs on the area of training required for their subordinates. In context to the current cancer hospital, opinion of the 50 staff were taken on these attributes and it revealed that majority of the departments require trainings on *attitude building* (95.8%), *training on stress and time management* (91.7% each), and *communication skills* (83.3%). It means although the hospital is providing treatment to the patient with quality but scope of development is still exists as per the HoDs. However, for a better understanding by department, the sample size needs to be increase and opinion from sub ordinates also needs to be undertand.

Figure 1.1: Distribution of training issues required by HODsin studied hospital.



In Figure 2.1, 95.7% HODs find the need of further trainings for their respective staff members to improve the work efficacy. Figure 2.2 shows the experience of HODs of past trainings. It depicts that 48% of past trainings have had helped them to enhance their knowledge and skills. 17% says that it didn't help them at all. However, according to the HODs they need more effective and constructive trainings to strengthen workplace skills.

FIG 2.1

FIG 2.2

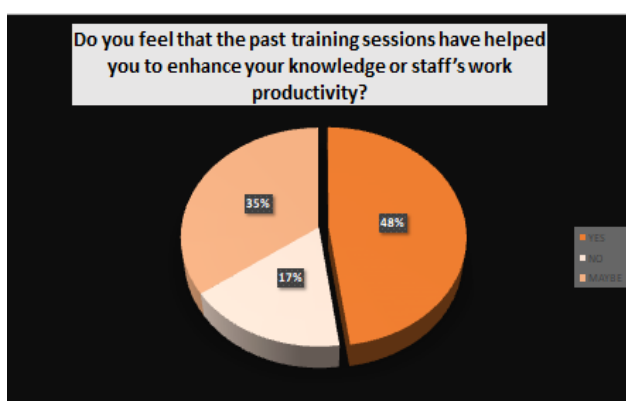


Figure 3.1 summarizes the type of barriers found in the department. Data revealed that, (69.6%) blockage in attending trainings is due to the lack of time, (47.8%) is due to unaware of new course, (43.5%) is because of lack of motivation, (34.8%) is mainly due to absence of interest, and rest (8.7%) is unavailability of trainer. It means that although the trainings are being provided to the employees, yet they lack due to these above-mentioned barriers. According to the data, out of these five barriers, the main three barriers are:

- Lack of time due to hectic schedule. Faculty head says that Lack of time is the main barrier in learning the new skills.
- Unaware of existing course (new courses)
- Lack of motivation in the department

FIG 3.1 3. What are the important barriers of training and development in your organisation?
23 responses

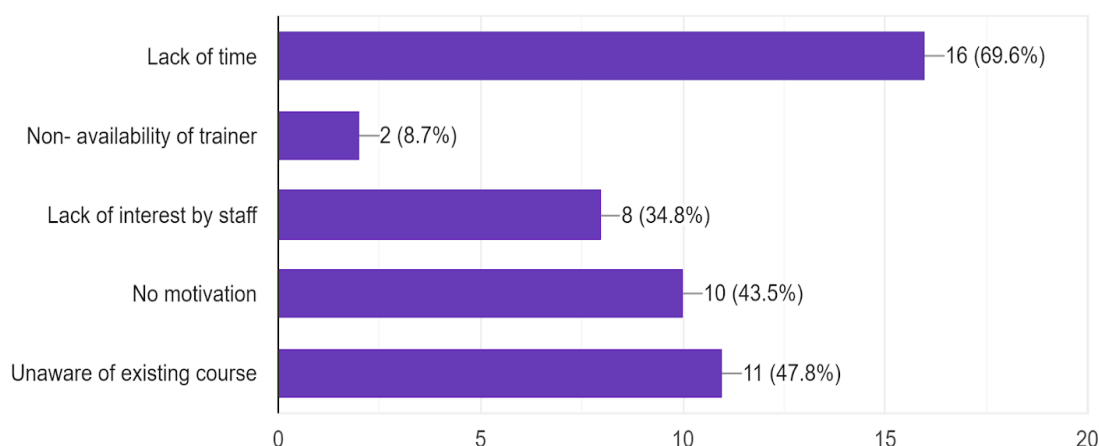


Figure 4.1 summarizes the finding according to the HODs that about 74% of trainings on planning and organising skills require for their subordinates. It means that there is enormous need of planning and organising skills to manage time and work so as to achieve a certain goal in the hospital.

FIG 4.1

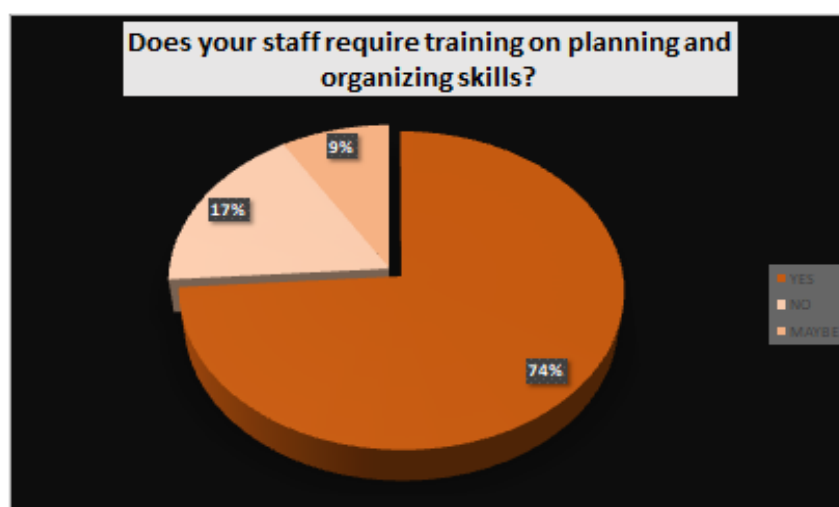
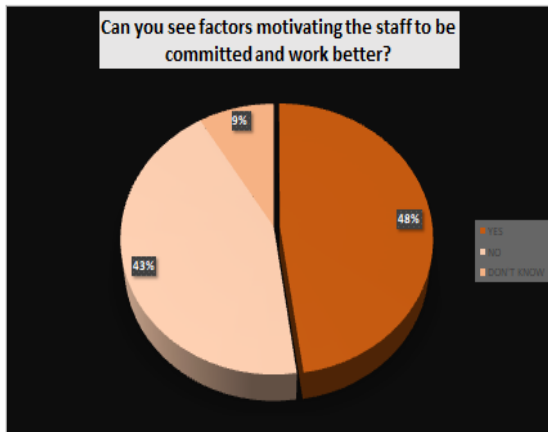
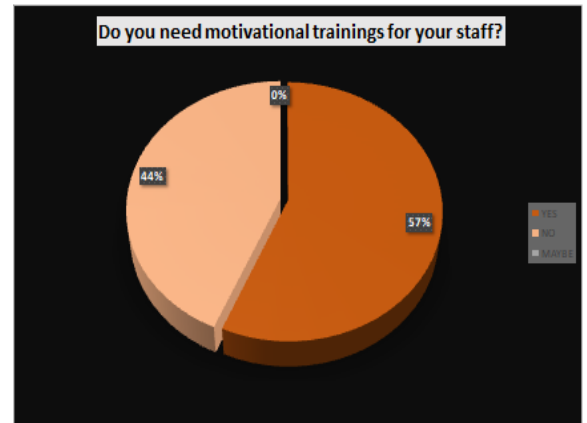


Figure 5.1 and 5.2 depicts, as we can see less motivational factors in the staff members, therefore, most of the HOD's (57%) require motivational training sessions for constructive and positive work environment in their department for their subordinates.

FIG
5.2

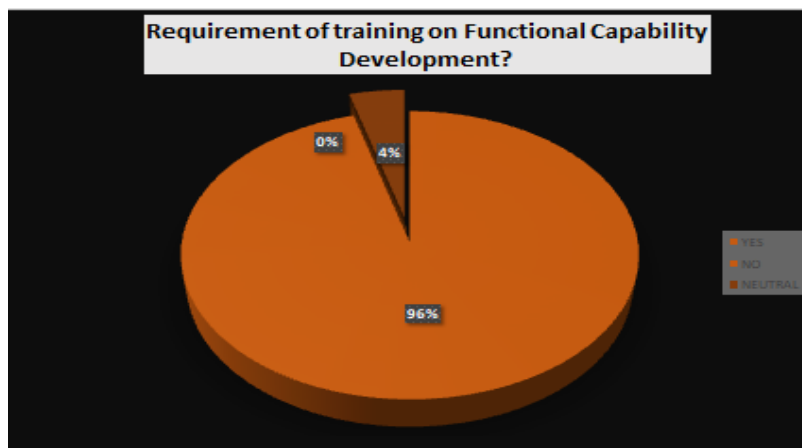


5.1FIG



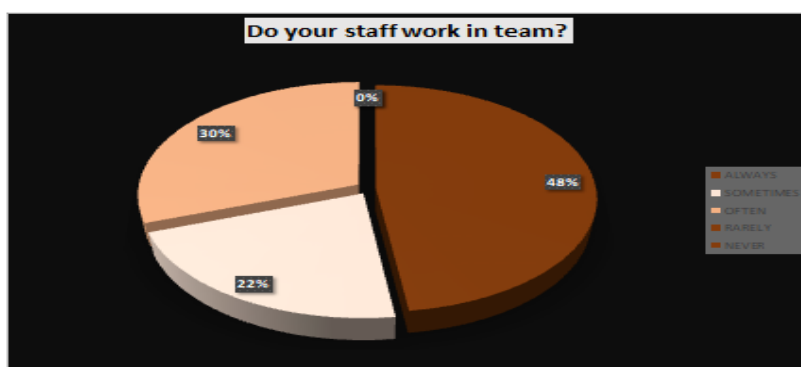
The training which is taken into consideration is a part of Functional Capability Development. The domain has various categories namely department specific trainings. As per the data in (figure 6.1) about 96% of the departments require functional training. This means that though the hospital is providing certain trainings to the different departments, but still functional trainings aren't provided. Therefore, there is scope of development in job specification trainings as compared to other trainings.

FIG 6.1



According to the finding through the HODs, figure 7.1 depicts that 48% of their employees always work in team. 30% of the employees often work in team and 22% sometimes work together as a team.

FIG 7.1



Below graph summarizes that although the employees often have team building trait in their department, still 56.5% (13 departments) of the HODs need team development trainings for their staff members. It means that there is scope of development in team building trait.

FIG7.2 15. On a scale of 1-5 how much do your staff require team development training?
23 responses

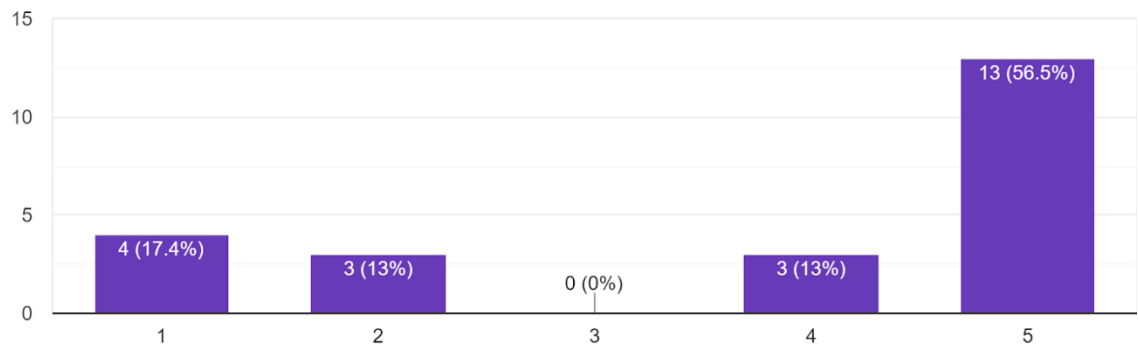


FIG 8.1 17. Do your staff members has a skill of supervising the work?
23 responses

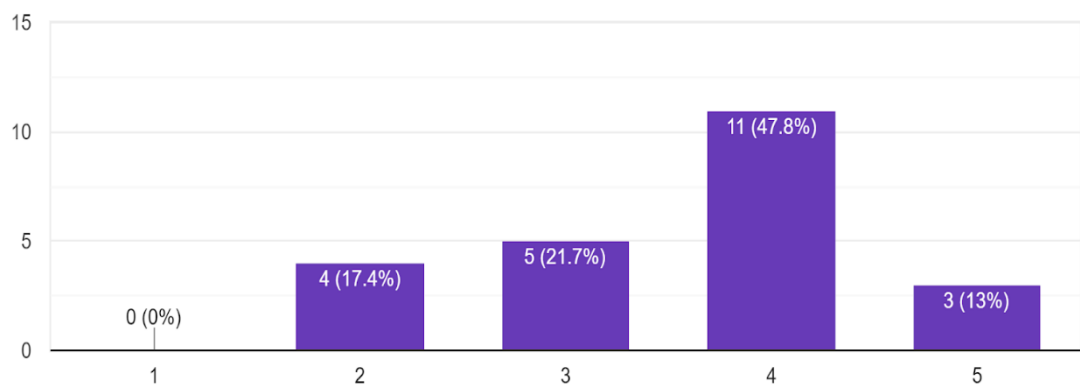
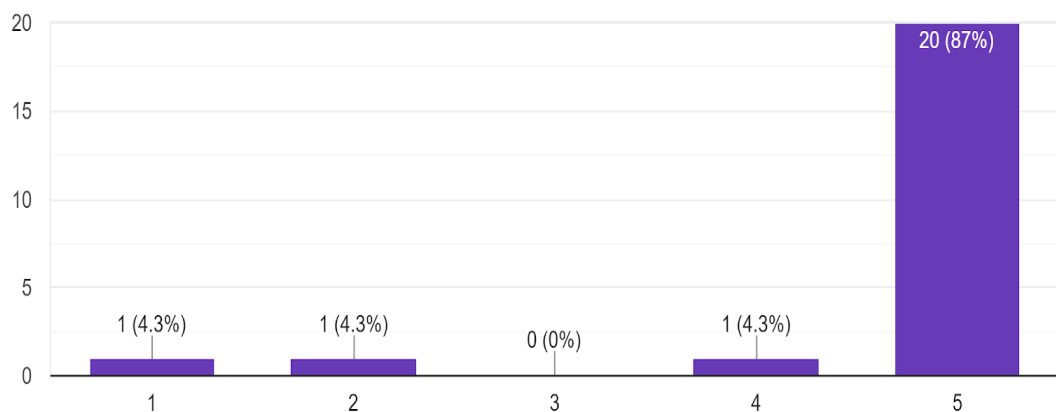
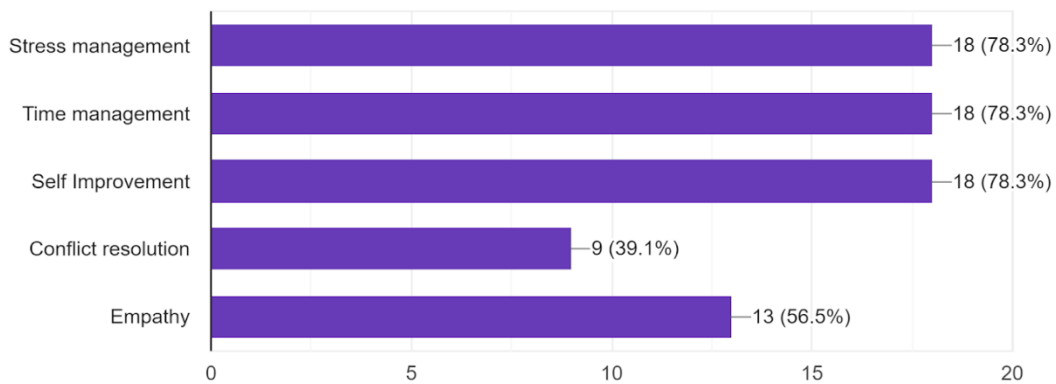


FIG 8.2 19. How strongly you agree that your staff require a training on problem solving and leadership skills
23 responses



As per the data in Figure 10.1, 47.8% (11 HODs) feels that their staff has supervising skills, but still 87% (20 HODs out of 24) do require a training on problem solving and leadership to influence and guide other members of an organisation.

FIG 9.1 20. Which BEHAVIOURAL SKILLS you required for your staff members?
23 responses



Apart from time and stress management trainings, the department needs training like: Self-improvement (78.3%) Empathetic – 13 HODs (56.5%) Conflict resolution 9 HODs (39.1%).

FIG 10.1



Above figure 10.1 summarizes that, more than half i.e., 56% of the HODs often feel the requirement of the trainings for their existing trainers. Therefore, we should also conduct few trainings for the trainers as well, so that they also would get an opportunity to enhance the knowledge and could deliver better and effective instructions. However, for better understanding the data sample should be more and just not restricted to the HODs.

TRAINING NEED IDENTIFICATION ANALYSIS ACCORDING TO SECONDARY SOURCE OF DATA

- Medical administration:
 - ✓ Operational training
 - ✓ Situational analysis
 - ✓ Strategic management
 - ✓ Training on healthcare ethics and community healthcare

- ✓ Task related skills
- ✓ System thinking and leadership
- ✓ Facility safety
- Medical oncology:
 - ✓ Clinical and technical skills
 - ✓ Genetic counselling
 - ✓ Medication safety
- Surgical oncology:
 - ✓ Palliative care training
 - ✓ Core principles of surgical oncology
 - ✓ Surgical management'
 - ✓ Infection control
 - ✓ Psychosocial counselling
 - ✓ Patient counselling
- Radiotherapy:
 - ✓ Image guide radiation therapy
 - ✓ Tomotherapy training program
 - ✓ Communications skills Patient counselling
 - ✓ Trainings on physical and psychological comfort of patient.
- Radiology oncology:
 - ✓ Observational skills
 - ✓ Analytical skills
 - ✓ Technical skills
 - ✓ Performing imaging tests
 - ✓ Upgradation knowledge of the course
 - ✓ Teamwork
 - ✓ MR training
 - ✓ Technologies basic upgrades.
- Anaesthesia:
 - ✓ Clinical training in airway managements.
 - ✓ Pain management
 - ✓ Critical care
 - ✓ Peri-operative
- MRD
 - ✓ Teamwork
 - ✓ Technical skills
- IT

- ✓ Motivational training
- ✓ Soft skills
- Psychology
 - ✓ Communication skills
 - ✓ Psycho-motor skills
 - ✓ Attitude learning trainings
 - ✓ Organisational psychology
 - ✓ Team development
 - ✓ Trainer's training
 - ✓ Anger management
- Pharmacy
 - ✓ Customer service skills
 - ✓ Interpersonal skills
 - ✓ Analytical skills
 - ✓ Medication safety
 - ✓ Quality management safety
- Nursing administration:
 - ✓ Communication skills, soft skills
 - ✓ Empathic skills
 - ✓ Motivational trainings
 - ✓ Stress and time management
 - ✓ Anger management
 - ✓ Grooming and etiquettes
 - ✓ Written communication
- Quality assurance:
 - ✓ Teamwork
 - ✓ Disaster management
 - ✓ Team building
 - ✓ External trainings to trainers
 - ✓ Leadership
- Billing :
 - ✓ Soft skills
 - ✓ Stress management
 - ✓ Grooming (regular basis)
 - ✓ Motivational trainings'
 - ✓ Time management
 - ✓ Conflict management skills
- Bio medical:

- ✓ Analytical skills
- ✓ Technology skills
- ✓ Upgradation of the equipment.
- ✓ Problem solving skills
- Blood bank:
 - ✓ Blood donor counselling
 - ✓ Blood safety measures
 - ✓ Safety procedures
 - ✓ Ethical behaviours
 - ✓ Demonstration of clinical skills
- Pathology:
 - ✓ Lab standards and guidelines
 - ✓ Risk assessment
 - ✓ Competency assessment
 - ✓ Clinical pathology training
 - ✓ Organisational skills
 - ✓ Problem solving
 - ✓ Bio-formatics (basics) training
 - ✓ Training of the trainer's

CONCLUSION AND RECOMMENDATIONS

To conclude, the current analysis and observation from the study was very important to learn and grow for any hospital. Besides, a rigorous training need to be designed within the hospital to give quality services. These future trainings should be more of job oriented. Functional trainings should be given more often to the respective employees. The training should be provided especially for the department which are front end customers facing. In today's competitive world, the customer, in our case the patient and the attendant have numerous options. Gone are the days when the customer was happy when he got baseline customer service. Today he is educated and aware and his expectations are high. Unless we have/her "Customer Delight" – "The WOW" feeling, we would lose them. Overall the study suggests, to conducting few trainings and skills for the staff with more emphasis on following parameters listed below:

- Self-Motivation /Motivational trainings
- Stress management sessions, Time management
- Functional capability development
- Behavioural skills
- Self-improvement
- Etiquettes and grooming

RECOMMENDATION

- Induction and orientation to the new employees. It was found that maximum % of employees require training in "teamwork" "motivation" "leadership and supervision".
- The "patient facing departments" like OPD, Reception, billing require soft skills like displaying "positive attitude" "good communication skills". Apart from the skills, trainings should be organised for the people functioning in technical or functional areas like CSSD, call centre, billing.
- Trainings should be interesting that contain some fun activities. "Blame free culture" should be developed within the administration and Training should be short period of time and must contain needful matter.
- Functional trainings for each department is must other than general trainings. To improve the content and quality of the training, trainer should also be given the trainings as per the need.
- Recent techniques updates and trainings for the same. Commit learning resources and adequate time for training and development. "Always learning and try to learn" should be the one of the fundamental values of the company. Use training and development programmes as the developmental tool for individuals.

REFERENCE

- <https://bmchrc.org/about-us/overview/>
- <https://mettl.com/glossary/t/training-needs-identification/>
- <https://avinashadvani.wordpress.com/2014/07/11/training-need-assessment-process-scope/>

ANNEXURE-1

TRAINING NEED IDENTIFICATION ANALYSIS

QUESTIONNAIRE

Aim of the questionnaire:

1. To assess training needs of the employees.
2. To prioritize these training needs.

The H.O.D's of the respective departments are requested to spare some of their precious time and fill up the questionnaire.

(This information will be kept confidential)

Name of the department-

HOD of the department-

1. Department wise analysis of an individual needs of training for particular parameters.
 - Attitude
 - Computer proficiency skills
 - Stress management
 - Time management
 - Communication skills
 - Interpersonal skills
2. Do you find the need of training and skill development for your department to improve work efficiency?
 - Yes
 - No
 - Maybe
3. Do you feel that the past training sessions have helped you to enhance knowledge or staff's work productivity?
 - Yes
 - No
 - Maybe

4. What are the important barriers of training and development in your organisation?

- Lack of time
- Non- availability of trainer
- Lack of interest
- No motivation
- Unaware of existing course

5. Requirement of better patient experience and safety trainings in your department?

- Yes
- No
- Maybe

6. Which of the following trainings your staff need?

- Facility safety
- Radiation/ imaging safety
- Lab safety
- Medication safety
- Fire and electrical safety

7. Do your staff require training on planning and organising skills?

- Yes
- No
- Maybe

8. Can you see factors motivating the staff to be committed and work better?

- Yes
- No
- Don't know

9. Do you need motivational training for your staff?

- Yes
- No
- Maybe

10. Requirement of training on Functional Capability Development?

- Yes
- No
- Neutral

11. Does your staff work in team?

- Always
- Sometimes
- Often
- Rarely
- Never

12. Do your staff has team building trait?

- Yes
- No
- Sometimes

13. (Rate from 1poor to 5excellent) Is the communication good between your staff members?

1 2 3 4 5

14. On the scale of 1-5 how much do your staff require team development training?

1 2 3 4 5

15. (Rate from 1poor to 5excellent) Do your staff has a skill of supervising the work?

1 2 3 4 5

16. Which Behavioural skills do your staff need?

- Stress management
- Time management
- Self- improvement
- Conflict resolution
- Empathy

17. How likely do you feel the requirement of training for the existing trainers?

- Often
- Sometimes'
- Rarely
- Never

18. Name of members of your staff who are lacking in following skills:

Topic	Employees
Soft skills	
Communication skills	
Technical skills	
Clinical skills	
Adaptability	

19. Other trainings/job specification training requirements according to your team members,
comment below:

NAME AND SIGNATURE OF HOD

ANNEXURE-2

Sr. No	Name of Department	Date of visit	% of time spent	Interacted with (Name and Designation)
1.	HR department	10-05-2021	7 hours	Mrs. Tapti Bhattacharya (HR Head)
2.	Nursing Administration	20-05-2021	2 hours	Mr. RiturajSevak(Nursing Superintend)
3.	Patient welfare department	25-05-2021	2.5 hours	Mrs.AmbikaChauhan (Patient welfare officer)
4.	Medical administration	31-05-2021	2 hours	Dr.SubhaPathania (Medical superintend)
5.	Pharmacy	2-06-2021	3 hours	Mr. PrafulGolecha (HOD)
6.	Blood bank	10-06-2021	5 hours	Dr. Lokwani (HOD)
7.	CSSD	15-06-2021	2 hours	Mr. Mohd. Tajuddin Khalid
8	OT	21-06-2021	5 hours	Dr. Renu (OT manager)
9.	Central store (Supply Chain)	26-06-2021	3 hours	Mr. Anil Kumawat (Head)
10.	Psychology and MRD	28-06-2021	2 hours and 1 hour respectively	Dr. ArtiHota (head) Mr. Radha Mohan Sharma (HOD)
11.	IT	30-06-2021	2 hours	Mr. Deepak (Head)
12.	Bio medical engineering	1-07-2021	2 hours	Mr. Manendra Belle

THE END