

**Summer Training at
Fortis Memorial Research Institute, Gurgaon
(April 3 to June 2, 2017)**

- **Training Need Identification**
- **Employee Engagement Survey**

**By
Sinia Bhardwaj**

**Under the guidance of
Dr. Tanjul Saexna**

**MBA Hospital & Health Management
2016-2018**


**Institute of Health Management Research
The IIHMR University, Jaipur
2017**

CERTIFICATE

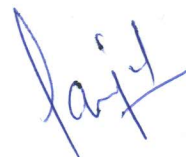
This is to certify that **Dr. Sinia Bhardwaj** has undergone summer training in **Fortis Memorial Research Institute , Gurgaon** from **3rd April to 2nd June 2017**.

The candidate herself completed the project assign to her during summer training. Her approach to the project was sincere and proactive. This summer training is in partial fulfillment of the course requirement recommended for the award of MBA in Hospital and Health Management.

I wish her success in all her future endeavors.



Col. (Dr.) Ashok Kaushik
Dean (Academic & Student Affair)
The IIHMR University, Jaipur



Dr. Tanjul Saxena
Professor
The IIHMR University, Jaipur

2nd June , 2017

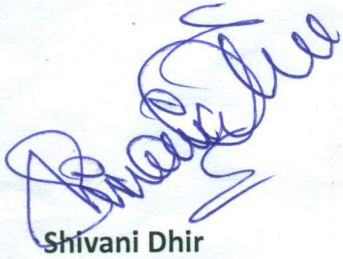
TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr.Sinia Bhardwaj** has undergone a voluntary internship in “**Training and Development Department**” from 3rd April to 2nd June 2017 at **Fortis Memorial Research Institute, Gurgaon.**

During this period she exhibited a high level of professionalism and a tremendous zest for learning.

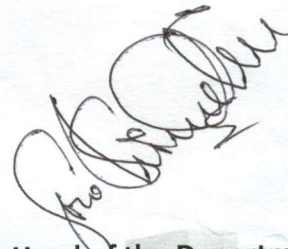
We wish **Dr.Sinia Bhardwaj** all the best in her future endeavours.

With Best Wishes,


Shivani Dhir

Head- Training and Development





Head of the Department



A unit of **FORTIS HOSPITALS LIMITED**

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TO WHOMSOEVER IT MAY CONCERN

Dr Sinia Bhardwaj, my mentee for internship had undergone summer training in Fortis Memorial Research Institute, Gurgaon.

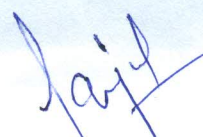
During this period she was assigned a project to measure the employee satisfaction based on a standardized instrument used by a HR consulting firm retained by the Hospital. Since it was a post intervention survey, she was required to use the same tool without any modification. In addition to the findings related to employee satisfaction she carried out factor analysis wherein factors contributing to same dimension of the construct converged with high loadings. The raw scores of 52 items converged into 14 factors. While presenting the same she had to reproduce the used 52 items in the tool atleast twice, once for presenting Factor Analysis findings and second time for including her instrument in the annexure.

While checking for plagiarism, it is indicating high similarity index because of 104 (52x2) statements which are published elsewhere (by HR Consulting Organisation). I think this is necessary and does not compromise academic ethics in any way so should be allowed for submission.

As her mentor, I permit her to submit the same.

Date : 23 June 2017

Place Jaipur



Tanjul Saxena

Associate Professor

ACKNOWLEDGEMENT

The Summer Training at FMRI,Gurgaon , helped to provide me both, learning experience as well as a glimpse into the daily managerial level issues of this renowned hospital. I was fortunate enough to interact with the esteemed authorities and staff of the hospital, who have encouraged and guided me with their support and patience.

First of all, A heartfelt gratitude to **Dr. Simmerdeep Singh Gill**- Zonal Director for providing me the opportunity to work at the India's leading health care provider.

I would like to thank **Ms.Ritu Verma**, Head-Human Resources for providing me an opportunity to carry out my internship at Fortis Memorial Research Institute, Gurgaon,

I want to thank my mentor **Ms. Shivani Dhir**, Head-Training & Development for her constant support and invaluable time-to-time guidance and kind help in completion of this project.

I also want to thank to **Dr. Vivek Bhandari**, President-IIHMR for incorporating right attitude towards learning and **Col. (Dr.) Ashok Kaushik**, Dean-Academic and Students Affairs, IIHMR, for helping and supporting me to reach my goals and endeavours.

Finally, I acknowledge my indebtedness to the staff of the Hospital and my respected Guide of The IIHMR University **Ms. Tanjul Saxena** for providing her constant support by guiding me throughout my Training period.

I would also like to thank all those who have directly or indirectly supported me towards the completion of this Internship.

Sincerely,
Dr. Sinia Bhardwaj
MBA-HM (2016-2018)
Roll No - 0501

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--About the Hospital--

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Part 2

---The Projects---

- Project 1—Training Need Identification
- Project 2 – Employee Engagement Survey

References

Abbreviations Used:

- ❖ FMRI – Fortis Memorial Research Institute
- ❖ CT – Computerized Topography
- ❖ ECG – Electrocardiogram
- ❖ IT – Information Technology
- ❖ EMR – Electronic Medical Record
- ❖ PHC – Preventive Health Check-up
- ❖ FOS – Fortis Operating System
- ❖ e ICU- Electronic Intensive Care Unit
- ❖ PET- Positron Emission Tomography
- ❖ LINAC- Linear Accelerator

FORTIS HEALTHCARE

Introduction

The word 'Fortis' is an inspired Term. In Latin it means brave and courageous whereas in French it means Strength.

The healthcare verticals consist of hospitals, diagnostics and day care specialty facilities. Forti0073 has hospitals in India, Dubai, Mauritius and Sri Lanka

Journey of the Brand

Founder Chairman: Late Dr. Parvinder Singh.
First hospital at Mohali (Chandigarh) in 2001.

Brand Logo

The hands and the human figure signifies seamless patient care. The green colour of hands signifies healing while the red dot signifies zeal.



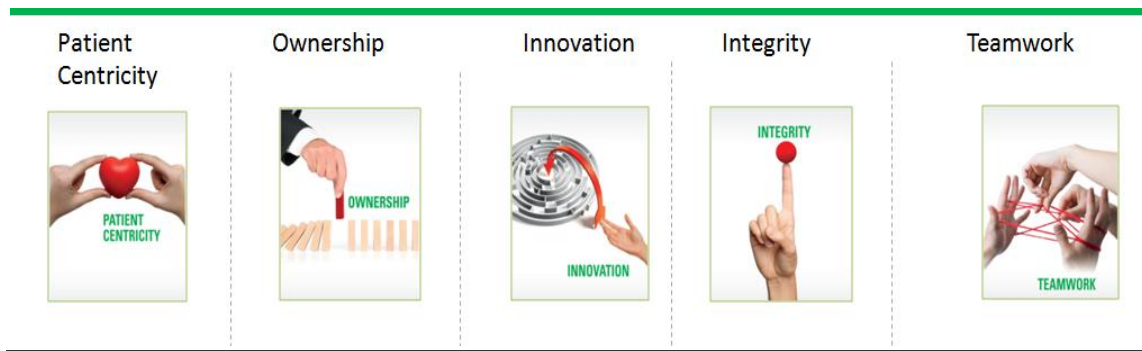
Vision

“Saving and Enriching lives”

Mission

“To be a globally respected healthcare organisation known for Clinical Excellence and Distinctive Patient Care”

Values



FORTIS MEMORIAL RESEARCH INSTITUTE

Multi-super-speciality quaternary care hospital

FMRI is the **flagship hospital** started in 2013.

Location

FMRI is located just opposite HUDA City Centre metro station

Recent Achievements

- **Fortis Organ Retrieval & Transplant (FORT)** to promote organ donations
- Dr. Rama Joshi- Director Gynae Oncology has become the first Gynae Oncosurgeon in Northern India to complete 50 robotic surgeries in record time using the Da Vinci Robot
- Surgery To Treat An Enormous Hydrocephalus On Baby Roona

Infrastructure

- Plot Area: 11 Acres
- Built up Area – 7.5 Lacs Square Feet
- Height of the Building- 27.95 metres
- Operational Beds -265
- Expandable Beds –upto 1000

First in the World

- Brain Lab and LINAC*
- Digital Mammography

Motto

- Best is the Least We Can Do

Clinical Specialities

Centres Of Excellence

- | | |
|-------------------|--------------------|
| 1. Bone and Joint | 4. Oncology |
| 2. Neurosciences | 5. Robotic Surgery |
| 3. Renal Sciences | |

Technological Advancements

- Intuitive Surgical DaVinci Xi Robotic Surgery System
- Renaissance™ Spine Robotics

Infrastructure in Detail

1. Basement

- Engineering (Chiller plants, UPS rooms, PTS blower rooms)
- Biomedical Engineering
- Contractual Staff Dining
- Materials and Purchase
- Stores: Medical, F&B and General store
- Radiation Oncology – LINAC 1& 2, Brachytherapy Units
- Medical Records Department
- Mortuary
- Nursing training room
- Parking for staff and visitors

- CSO Office & Security Control Room

2. Lower Ground (104215 sq.ft area)

- Radiology with: - Asia's first Ingina's 3 Tesla MRI, 256 Slice iCT scan with Skylight , BMD, Mammography, USG, EEG, EMG)
- Non-Invasive Cardiology
- Paediatric Cardiology
- Nuclear medicine with PET-CT & Gamma camera
- Emergency & minor OT (8)
- CSSD
- In house Laundry
- SRL's Open Laboratory
- Fortis TotipotentRx
- 60 OPD's for Oncology, Paediatrics, Orthopaedics, Neurology and other medical and Surgical OPD's
- Staff entry
- TIME office
- Lost & Found Office
- Library
- Doctor's Lounge
- Costa Coffee and Gelato Vinto Outlets
- Fire control room
- Mammamia
- Day care
- JAM JA JEE
- Physio First

3. Upper Ground (84657 sq.ft area)

- Retail Outlets - Chicco, Bouncing Babies, Being Human, Baby Oye, Medi Rent, Titan Eye Plus and Fila
- Health 4 u'' Preventive health Check
- Religare Wellness Pharmacy
- Fortibakes
- IPD admissions and International Patient Services
- Tummy Luck-Subway, Haldiram's, Baskin Robbins and Whole Foods, Crunch box, Joost.
- Fortiplex- 36-seater Mini Theatre.
- VIP lounge
- Mother and Child, Breast Clinic and IVF
- Kitchen

- Administrative offices
- ATMs (Axis Bank, YES Bank)
- Obs & Gynae OPD
- Ortho OPD
- Dermatology Centre
- Prayer Room

4. First Floor_(73498 sq. Ft area)

- 4 Labour Delivery Suites with 02 Labour Rooms
- Meditorium1, 2, 3 - 111 seat auditorium
- 40- Bedded Nightingale ward (1, 2, 3)
- Paediatric Intensive Care Unit with 9 beds
- 11 bedded Dialysis Unit
- 10 bedded Chemotherapy Unit
- In-house blood bank
- Pathology Lab
- Rest and Relaxation (R &R) Lounge
- 13 Neonatal ICU warmers / incubators with a 5 bedded Well Baby Nursery
- Mind Cafe

5. Second Floor_(73661 sq ft area)

- Intensive Care Unit: 9 ICUs with Philips' IntelliVue
ICU 1 – not under use
ICU 2 – Post Op (12 beds)
ICU 3 – DSA Lab (15 beds)
ICU 4- Surgical/ Neuro (14 beds)
ICU 5 – Cardiac (14 beds)
ICU 6 – CTVS (12 beds)
ICU 7- Medical (12 beds)
ICU 8 – Kidney Transplant/ BMT (8 beds)
ICU9 – Ortho (6 beds)
- Clinical Information Portfolio (ICIP)
- Operation Theatre: 10 Modular Operating Rooms (12 in total: 1 in ER & 1 in 1st Floor)

- Catheterization Laboratory, Single Plane and Neuro cath lab (12 bedded, Pre/Post Cath)
- Six Bone Marrow Transplant units.
- Three Endoscopy Suites, (5 bedded Pre/post endo)
- 98 Beds in ICU's including NICU (Excluding Cath lab and endoscopy suites)
- 7 Beds in Liver Transplant ICU

5.Third and Fourth Floor (79664 sq. Ft area)

- 44 Double Beds on 3rd Floor(Insignia) and 44 Double Beds on 4th Floor(Executive) - Twin Sharing
- 23 Single Beds on 3rd Floor(Insignia) and 24 Single Beds on 4th Floor (Executive) – Single Deluxe
- Nuclear Medicine Therapy room on 3rd floor
- Discharge Area on each floor
- Patient Attendant waiting Lounge on each floor
- Three wings T1, T2 and T3
- One Central Nursing Station on each Floor
- 23 Single Beds on 3rd Floor and 24 Single Beds on 4th Floor

6. Fifth Floor (39832 sq.ft area)

- 1 Signature Apartment
- 1 Maharaja Suite Room
- 4 Suite Rooms
- 8 Deluxe Rooms
- Express check-in and check out
- Executive Offices & Board room

Departments of the Hospital

The Departments at the Hospital can be differentiated into:

1. Clinical Services – Those services which are directly related to medical Practice. These Include: -

- a) Out Patient Department
- b) Indoor Patent Department
- c) Accident and emergency Department
- d) OT services

- e) Cath lab
- f) Ambulance Services
- g) Nursing Services
- h) Laundry Services and CSSD
- i) Mortuary Services
- j) Laboratory Services
- k) Intensive Care Units
- l) Research Department
- m) Pharmacy

2. Non-Clinical Services- Those services which are related to the administrative and non-medical side of the hospital. These include: -

- a) Admission and Billing
- b) Medical Record Department
- c) Information Technology
- d) Engineering Department
- e) F&B department
- f) Security Department for Disaster Management, Fire Safety and other security related issues
- g) Concierge Hospitality Services
- h) Outsourced Services
- i) Administration Department- Human Resources, Finance, Medical Administration, Quality, Medical Operations, Marketing

OUTPATIENT DEPARTMENT

At FMRI, OPDs are situated at lower ground floor. Ortho-OPD is situated at upper ground floor

Functions: -

- Reception
- Appointment
- Registration of OPD and Diagnostics

- Billing of OPD, diagnostics, emergency
- Document delivery
- Customer feedback

INTENSIVE CARE UNIT

9 ICUs are on the second floor of the building whereas 2 are located at the first floor

- Neurology
- Orthopaedic
- Cardiology
- Kidney Transplant / BMT
- CTVS
- Medical ICU
- Post-Operative
- Paediatrics ICU (1st floor)
- Neonatal ICU (1st floor)

OPERATION THEATRES

The operation theatres are on the 2nd floor of the OPD building

AMBULANCE SERVICES

Introduction

There are two types of Ambulance services.

- Cardiac ambulance (Advance care ambulance)
- Non-Cardiac ambulance
- The cardiac ambulance serves all critical all critical patients coming in from

- Nursing homes
 - Office
 - House
 - Accident site- RTA
 - All critical patients who requires medical intervention immediately
- The Non-cardiac ambulance serves patients who are
- Discharged
 - Planned admissions
 - For appointments to clinic.

Air Ambulance

Air ambulance is a blessing when the critical patient is in a remote area and urgently needs to be transferred to a tertiary care centre like FMRI hospital for specialist treatment. The hospital, in its continuous endeavour to provide quality health care for all now offers air ambulance services for seamless transfer of national and international patients.

BLOOD BANK

License: - It is NABH and NACO accredited and was able to get the accreditation within six months of the functioning of the hospital. The blood bank has a valid license from Central Drugs Standard Control Organisation(CDSCO)

The blood bank is run by the FMRI in order to provide blood and blood components to its patients and is licensed by Drug Controller of India.

ACCIDENT AND EMERGENCY DEPARTMENT

Introduction

- The A & E Department is the face of any hospital, which works around the clock through the year.
- Manned by highly trained medical & paramedical staff & it serves all the immediate emergency medical Situations.
- It can be divided into the following areas-Accident and Emergency, Casualty Centre and Minor OT.

Scope of Services

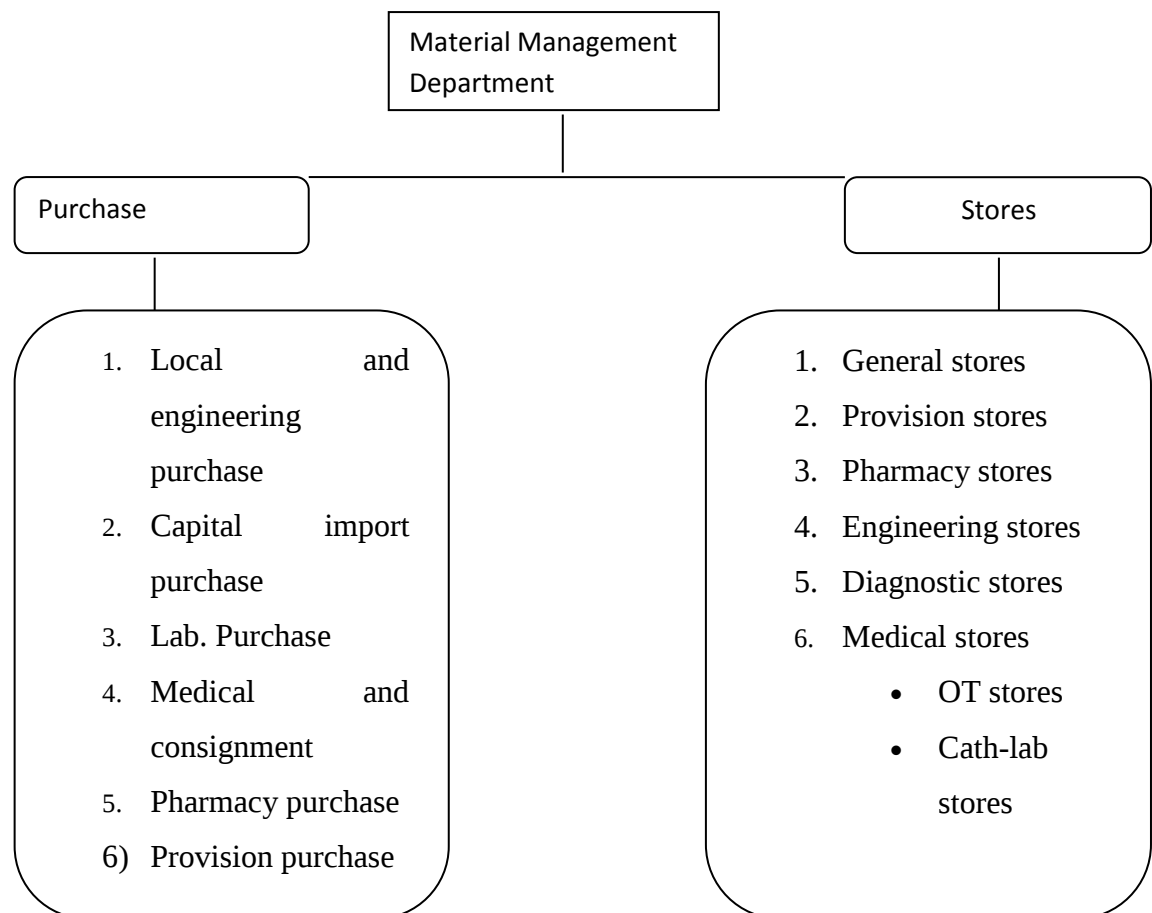
- Responsible for treatment of emergency cases.

- Responsible for informing the police in cases of traumas, poisoning, suicide, homicide, rape, assault etc.
- Notification of all notifiable diseases to BMC. Ex Tuberculosis
- Important constituent of the disaster management team-internal as well as external.
- Transfer of patients.
- First aid camps/teams
- Responsible to arrange for the ambulance services for transportation or transfer of patients. It also in arranging Hearse services.
- The Mortuary is also maintained by the Emergency department.

. The ED at FMRI has 6 beds and also 8 beds in observation room.

MATERIAL MANAGEMENT

- Materials management department aims at maintaining uninterrupted supply chain without effecting cost, quality and service parameters.
- The materials management department can be classified majorly under 2 heads i.e. purchase department and stores.



- The inventory control methods used are:

1. ABC- Always better control
2. HML-High Medium Low
3. VED- Vital Essential Desirable
4. GOLF-Government Open Local Foreign Product
5. SDE- Scarce Difficult Easy
6. FSN- FAST, SLOW and Non- Moving
7. FIFO – First IN First Out

PROJECT NO- 1

TRAINING NEED IDENTIFICATION

Introduction

Even in middle of continuous economic predicament and difficult economic environment, organizations do not contradict the importance of well trained and competent employees to meet their objectives and elevate profits. The service sector has come to rely on training to develop their professional and technical competencies of their employees in order to increase effectiveness and promote their repute by improving service. (1)

One of the major reasons why training often fails to contribute to organizational success may be due to the reason that its substance is not being targeted to organizational needs and goals. (1)

For the training to be effective it should be well planned and well targeted. Individual training needs are often recognized by employees, supervisors and managers. This type of training results in an instant or short-term return on the training bill in form of improved performance, increase in sales and achieving assigned targets. (1)

A training/learning needs analysis (TNA) is a review of learning and development needs for staff, volunteers and trustees within in your organisation. It considers the skills, knowledge and behaviours that your people need, and how to develop them effectively.

Organisational TNA is undertaken at 3 levels:

- Organisational level
- Team/departmental level
- Individual level

These three levels are inter-linked, Methods used to identify training needs are :

- Questionnaires – paper based or online
- One-to-one interviews
- Focus groups

The conclusion of TNA should be a robust learning linked to organisational, team and individual objectives. Some of the areas to be checked before undertaking an analysis of learning needs are:

1. Strategic and organisational plan
2. Appraisal system
3. Up to date job description t the staff

4. Training strategies
5. Accessibility of processes for effective discussion across the organisation

If more areas from the checklist are available, the TNI would be easier.

Organisational Level

TNI at this level should start with a review of the organisation's strategic and operational plans.

If there is no strategic planning process, a SWOT analysis must be carried out. (1)

Team Level

TNI should also be done at department/team level i.e. reviewing the skills needs by the team. (1)

Take into consideration both the individual needs and also the things which can help each one of the member to work for the team and its betterment (1)

Individual Level

Appraisal and supervision meetings help individuals to know their own learning needs w.r.t work objectives. (1)

NEEDS ANALYSIS

It is a method of determining which all trainings are needed and by whom.

Four-step procedure

TNI consists of four steps:

1. Focus on the subject
2. Planning how to gather the facts
3. Gather the facts
4. Prepare a report

AIM: To identify the areas in which training is needed by the doctors, nurses and paramedics

RESEARCH METHODOLOGY:

Research Study design: Descriptive study design was used in this study.

Target Population: The Total number of cases studied was 70 out of which 30 were doctors (Junior and Senior Residents), 20 were nurses and 20 were paramedical staff who joined the organisation between September 2016 to February 2017

Sample size: Sample size was 70

Sampling technique: Non-Probability (Convenience) sampling to get the sample size.

Tool: Questionnaires to be filled by the Head Of Department of the sample cases

Data collection methods: The research involved data collection from primary sources

DATA COLLECTION:

The questionnaire was filled by the Head of Department of the respective employee

PERSONAL CHARACTERISTICS	Below Expectations (1)	Just Meets Expectations (2)	Meets Expectations Considerably (3)	Meets Expectations Fully (4)	Exceeds Expectations (5)
Job Knowledge					
Productivity (Output/work)					
Quality of Output/work					
Self-Discipline					
Attendance					
Initiative Orientation					
Customer Orientation					
Aptitude to Learn					
Commitment towards organisational values/needs/objectives					
Relationship with Peers					
Relationship with Superiors					
Team Work					
Communication Skills					

PARAMETERS USED:

Total 13 parameters used

1. Functional Aspects of Employee

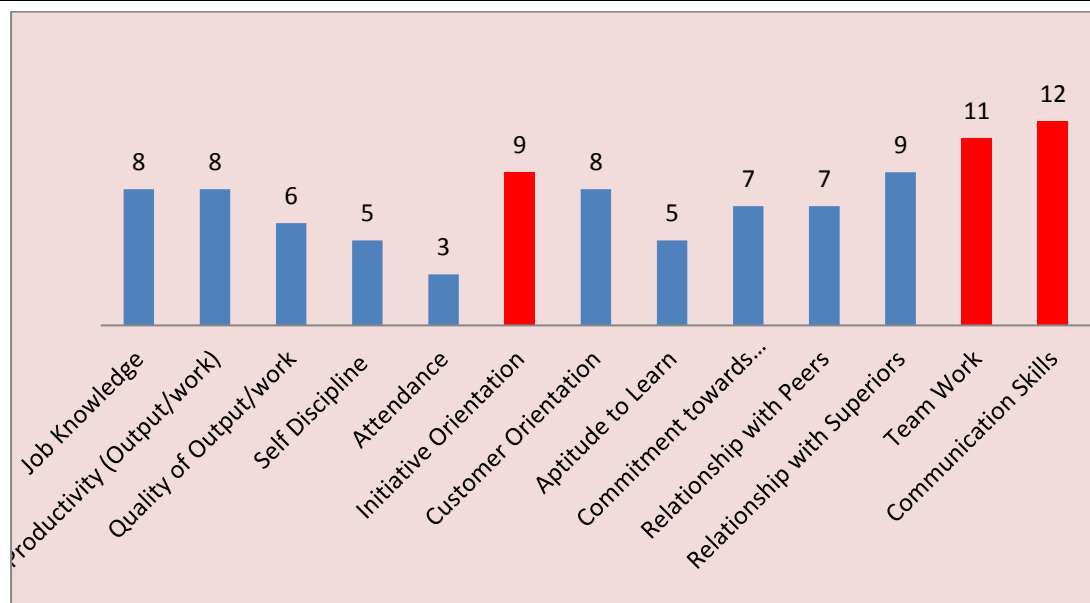
- Job Knowledge
- Productivity (Output/work)
- Quality of Output/work

2. Behavioural Aspects of Employee

- Self-Discipline
- Attendance
- Initiative Orientation
- Customer Orientation
- Aptitude to Learn
- Commitment towards organisational values/needs/objectives
- Relationship with Peers
- Relationship with Superiors
- Team Work
- Communication Skills

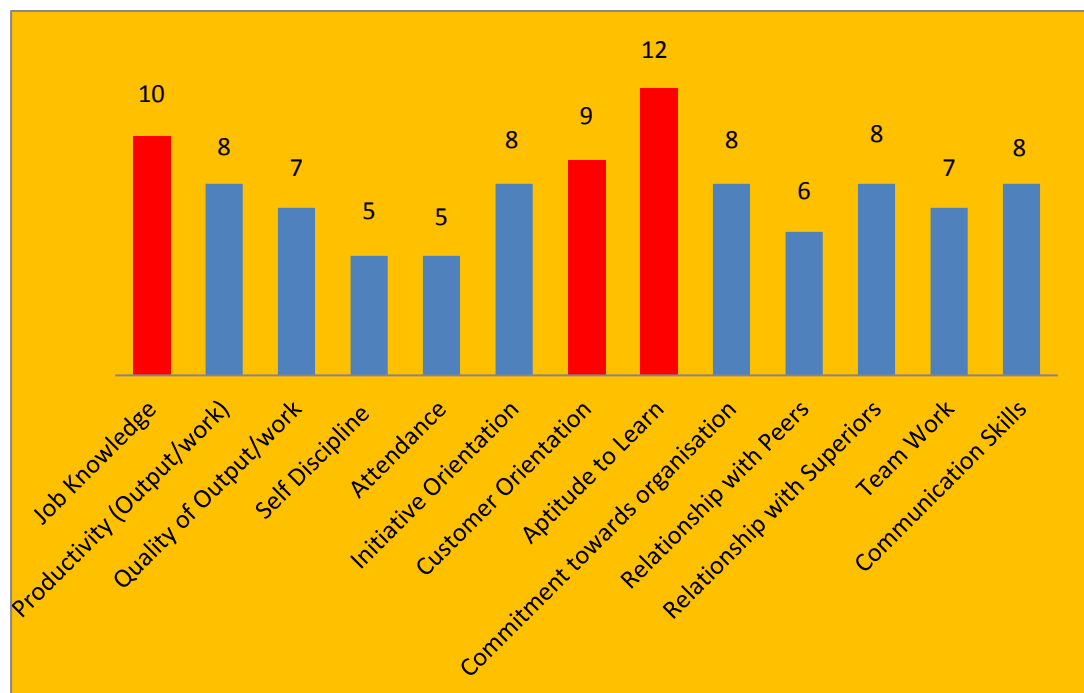
DATA INTERPRETATION AND OBSERVATION:

- The data collected from the Probation Review report of **30 Doctors** shows that:
The **top 3 dissatisfied areas** among the doctors are:



1. Communication Skills (12 out of 30 doctors scored 2 or less)
2. Team Work (11 out of 30 doctors scored 2 or less)
3. Initiative Orientation (9 out of 30 doctors scored 2 or less)

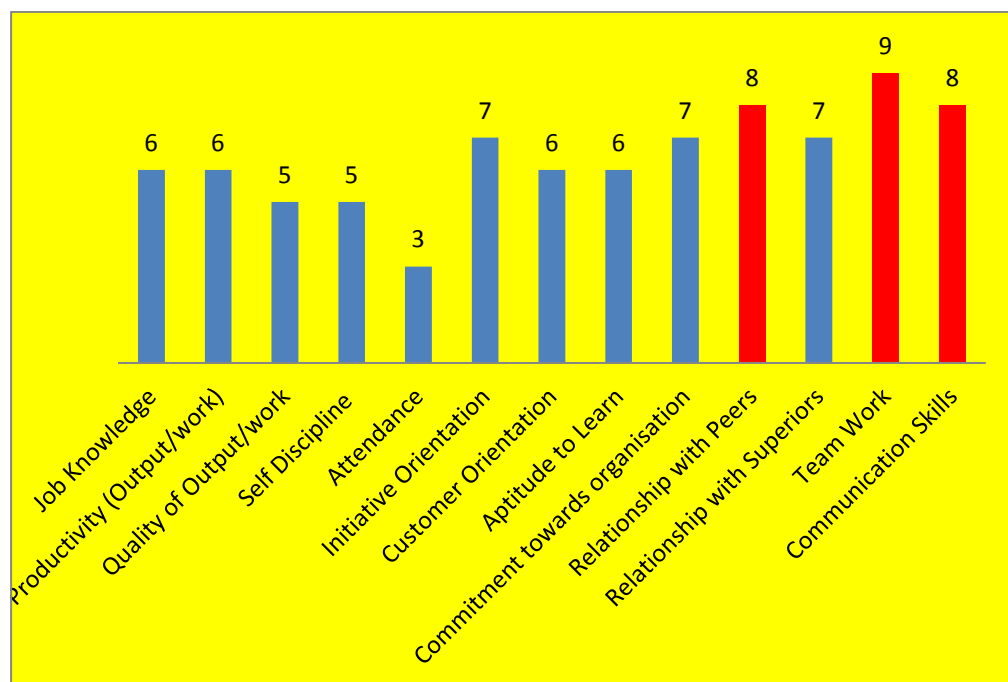
- The data collected from the Probation Review report of **20 Nurses** shows that:



The **top 3 dissatisfied areas** among the Nurses are:

1. Aptitude to learn (12 out of 20 nurses scored 2 or less)
2. Job Knowledge (10 out of 20 nurses scored 2 or less)
3. Customer orientation (9 out of 20 nurses scored 2 or less)

- The data collected from the Probation Review report of **20 Paramedical staff shows** that:



The **top 3 dissatisfied areas** among the Paramedical staff are:

1. Team Work (9 out of 20 scored 2 or less)
2. Relationship with Peers (8 out of 20 scored 2 or less)
3. Communication Skills (8 out of 20 scored 2 or less)

Way Forward (Interventions Needed)

For Doctors:

- **Communication Skills:**

AIDET	LEAP (Patient First)	Tele-Etiquette	Email-Etiquette
Hindi Communication Skills-SPARSH	English Communication Skills	Grooming	Body Language Training

- **Initiative Orientation:**

Reach Your Peak	Motivation	Stress Management
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- **Team Work:**

TIMJ2(This Is My Job Too)

For Nurses

- **Job knowledge**

Technical Training	Job Description	Understanding your KRAs
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- **Customer Orientation:**

Reinforce Patient Centricity values	Patient First
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- **Aptitude To Learn:**

Nothing Much can be done in this regard

For Paramedics:

- **Relationship with Peers**

Buddy Mentoring	PULSE (Hum Tum Milenge)
-----------------	-------------------------

- **Team Work:**

TIMJ2(This Is My Job Too)

- **Communication Skills:**

AIDET	LEAP (Patient First)	Tele-Etiquettes	Email-Etiquettes
Hindi Communication Skills-SPARSH	English Communication Skills	Grooming	Body Language Training

BUDDY MENTORING

• The objective is to help newly joined employees acclimatize with the organization and accustomed to their job. The duration of this relationship is short i.e. 1 month

PROJECT -2:

EMPLOYEE ENGAGEMENT SURVEY

Introduction

Employee engagement is an important driving factor for the success of organisations. Engaged employees are content and feel a logic of association to their job and company. They endorse the best in the officialdom to their friends and family.

Kahn defined employee engagement as “the harnessing of organisation members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. This include the three components t: the Head (cognitive), the Heart (emotional) and the Hand (physical). (1)

“Employee engagement is the level of guarantee and participation an employee has towards their organization and its principles. An engaged employee is responsive of business background, and works with contemporaries to get better show within the job for the benefit of the organization. The organization must work to widen and nurture engagement, which requires a two-way association between employer and employee.’ Therefore, Employee engagement is a gauge that determines the association of an individual with the organization (2)”

“HR specialist believe that the engagement confront has a lot to do with how employee feels about the about work understanding and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will at all times be people who never give their best pains no matter how hard HR and line managers try to engage them. “But for the most part employees want to perform to companies because doing so satisfies a potent and a basic want in connect with and contribute to something considerable” (2)”

Employee Engagement is “a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work.” (5)

Aspects of Employee Engagement

3 basic aspects of employee engagement are: -

- The employees and their distinctive psychological make-up
- The employers and their capability to create the conditions that encourage employee engagement
- Contact between employees at all levels. (2)

AIM: To identify the areas in which improvement is needed for a better employee engagement at Fortis

OBJECTIVE: To improve employee retention at Fortis

RESEARCH METHODOLOGY:

Research Study design: Descriptive study design was used in this study.

Target Population: Employees of Fortis Memorial Research Institute

Sample size: Sample size was 50

Sampling technique: Non-Probability (Convenience) sampling to get the sample size.

Tool used for data collection: Questionnaire was used to examine responses from the respondents ranging from 1 to 6 on Likert type scale

Data collection methods: The research involved data collection from primary sources.

Data analysis:

1. Reliability test was done by computing Cronbach Alpha to check the reliability of the items
2. Factor Analysis was done to identify the factors which influence employee engagement at the hospital

DATA COLLECTION: Questionnaire used as a tool

Likert scale used is as follows:

1: Strongly Disagree

4: Slightly Agree

2: Disagree

5: Agree

3: Slightly Disagree

6: Strongly Agree

The Questionnaire is available in the section of Factor Analysis

Tool Reliability Testing:

Cronbach's Alpha	No. of Items
.790	52

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Hence, the tool is reliable

Factor Analysis:

The raw scores of 52 items converged into **14 factors** namely:

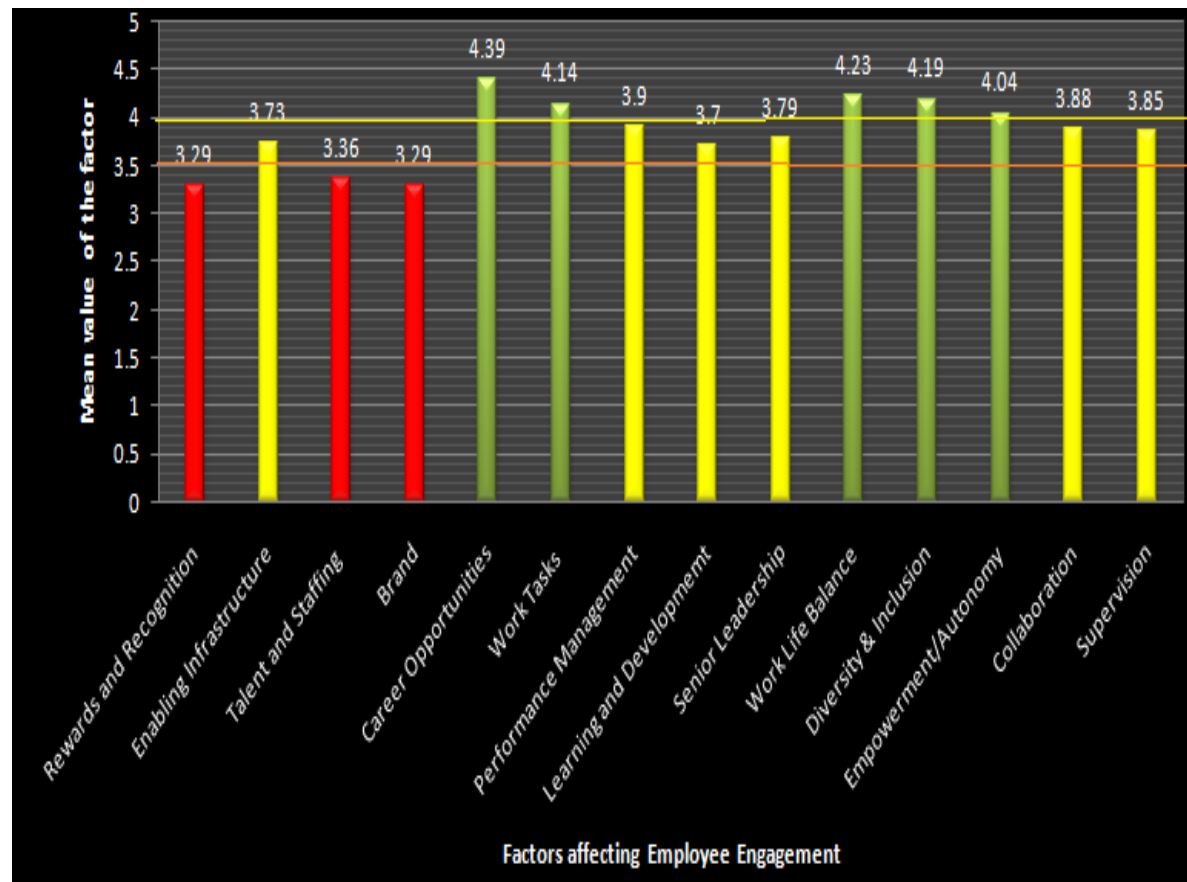
Rewards and Recognition, Enabling Infrastructure, Talent and Staffing, Brand, Career Opportunities, Work Tasks, Performance Management, Learning and Development, Senior Leadership, Work life Balance, Diversity and Inclusion, Empowerment/ Autonomy, Collaboration, Supervision

FACTOR NAME	VARIABLE	LOADING VALUE
REWARDS AND RECOGNITION	Q1. Overall, this organization's benefit plan meets my (and my family's) needs well	.673
	Q2. I receive appropriate recognition (beyond my pay and benefits) for my contributions and accomplishments	.658
	Q3. If this organization does well, I will appropriately share in its financial success	.653
	Q4. I am paid fairly for the contributions I make to the organization's success	.601
	Q5. My performance has a significant impact on my pay	.632
Enabling Infrastructure	Q6. The work processes we have in place (e.g., setting goals and priorities, planning projects, and quality checks) allow me to be as productive as possible	.481
	Q7. This organization provides the support I need to develop ideas that will help make it more successful	.418
	Q8. As an organization, we are structured in a way that helps us achieve our goals	.408
	Q9. The organization's policies and procedures contribute to the achievement of our organization goals	.433
Talent and Staffing	Q10. We have the people resources available to get our work done	.072
	Q11. We are retaining the people we need to achieve our business goals	.134
	Q12. We are promoting the	

	people who are best equipped to help us achieve our business objectives Q13. We are attracting the people we need to achieve our business goals	.049 .059
Brand	Q14. This organization is considered one of the best places to work for someone with my skills and experience Q15. I can clearly explain what makes working here different from other organizations Q16. This is a socially and environmentally responsible organization Q17. I am proud to be part of this organization Q18. This organization has an excellent reputation among its community	.867 .847 .800 .818 .812
Career Opportunities	Q19. This organization offers excellent career opportunities to employees who are strong performers Q20. My future career opportunities here look good Q21. I know what career opportunities are available to me	.203 .120 .276
Work Tasks	Q22. I truly enjoy my day-to-day work tasks Q23. I get a sense of accomplishment from my work Q24. My job is a good fit for my abilities and experience	.144 .250 .232
Performance Management	Q25. The way we manage performance here enables me to contribute as much as possible to our organization's success Q26. The way we manage performance here does a good job of identifying my strengths and improvement areas Q27. I understand how my work goals relate to the organization's goals	.246 .229 .192
Learning and Development	Q28. There are sufficient opportunities within the organization for me to work on assignments to gain new skills Q29. There is an effective process to help me identify my development needs Q30. This organization strongly supports the learning and development of its employees	.196 .271 .220
Senior Leadership	Q31. Senior leadership fills me with excitement for the future of this organization Q32. Senior leadership is appropriately visible and accessible to employees Q33. Senior leadership makes	.066 .048 .186

	good business decisions Q34. Senior leadership treat employees as this organization's most valued asset Q35. Senior leadership is open and honest in communication Q36. Senior leadership in this organization provides clear direction for the future	.066 .048 .057
Worklife Balance	Q37. The balance between my work and personal commitments is right for me Q38. My work-related stress is manageable for me	.418 .420
Diversity/Inclusion	Q39. We have a work environment that is open and accepts individual differences Q40. I feel this organization values diversity (e.g., age, gender, ethnicity, language, education qualifications, ideas, and perspectives)	.513 .473
Empowerment/Autonomy	Q41. I have sufficient influence and involvement in decisions about my project / roles. Q42. At work, my opinions and ideas seem to count Q43. I am able to choose how best to complete my work	.473 .432 .408
Collaboration	Q44. There is effective cooperation between different groups/departments in the organization Q45. My colleagues share best practice and job knowledge with each other Q46. My coworkers work together to achieve our goals	.240 .240 .286
Supervision	Q47. My manager holds people appropriately accountable for performance Q48. My manager sets clear expectations and goals with me Q49. My manager provides valuable feedback throughout the year that allows me to improve my performance Q50. My manager recognizes my efforts and results Q51. My direct manager encourages and motivates me to do my best Q52. My manager provides the support I need to succeed	.007 .007 .006 .007 .007 .005

Findings:



	Top Improve Drivers
	Top Monitor Drivers
	Top Sustain Drivers

Conclusion: The top Improve drivers under concern need to be worked upon as per the recommendations suggested.

The Top monitor drivers namely Enabling Infrastructure, Collaboration, Supervision act as hygiene factors and therefore to improve employee engagement it must be tried that their mean values do not fall below 3.5

The other 3 monitor drivers namely Performance Management, Learning and Development, Senior Leadership act as Motivation factors and therefore to improve employee engagement it must be tried to rise their mean values above 4.0

WAY FORWARD (INTERVENTIONS NEEDED)

Rewards and Recognition

- Recognizing talent and rewarding individuals for their performance
- Increasing recognition of high pots and acknowledging the same through various incentives

Brand

- It needs to be checked whether the brand is getting defamed because of the word of mouth (individual marketing) or wrong mass marketing .
- To transform employees into brand ambassadors, follow Personal Branding, Corporate Branding

Talent and Staffing

- Due to the dequeued demand and supply of the human resources in the healthcare industry, employee attraction has been difficult at Fortis
- Organizing career path training to promote internal talent
- Clarity on existing functional SOPs and processes

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