

**Summer Training at
Max Super Specialty Hospital, New Delhi
(April 1 to May 31, 2014)**

**Study on Recruitment Process of the Nursing Staff and the Challenges
Involved**

**By
Bhawana Rathi**

**Under the guidance of
Mr. N.K. Sharma**

**MBA- Hospital & Health Management (MBA-HM)
2013-2015**



**The IIHMR University, Jaipur
2014**

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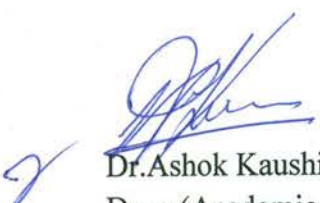
CERTIFICATE

This is to certify that **Dr.Bhawna Rathi** has undergone her summer training in **MAX HOSPITAL SAKET, DELHI** from 1st April 2014 to 31st May 2014.

The candidate has successfully carried out the project "**A study on Recruitment process of the nursing staff and the challenges involved**" assigned to her during summer training and her approach to the study has been scientific and analytical .

The summer training is partial fulfillment of course requirement is recommended for the award of post graduate diploma in Hospital and Health management.

I wish her success in all her future endeavors'.


Dr.Ashok Kaushik
Dean (Academic & student affairs)
IIHMR Jaipur


Mr.N.K Sharma
Assistant Professor
IIHMR,Jaipur



Care for life



CERTIFICATE OF COMPLETION

This is to certify that

BHAWNA RATHI

has been associated as an

INTERN

with the department of

HOSPITAL ADMINISTRATION

for a period of

1st April 2014 To 31st May 2014

at

**Max Super Speciality Hospital
Saket, New Delhi**

"The Internship course is a Max certified course not affiliated to any National/International society".

Sahar Qureshi
Head of the Department

Dr. SAHAR QURESHI
Assistant General Manager-Operations
Max Super Speciality Hospital-East Block
2, Press Enclave Road, Saket,
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B. Wikeil
for **Dr. Shubnum Singh**
Dean - Nursing, Allied Health, & Wellness Programs
Max Healthcare, New Delhi

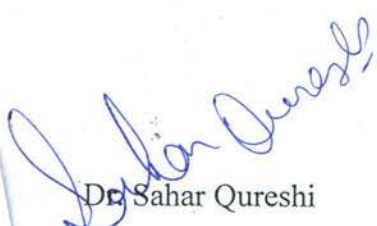
ACKNOWLEDGEMENT

For a MANAGEMENT student, the power of knowledge is unattainable unless an element of practical observation and practical performance is not added. I consider myself to be fortunate for having been provided an opportunity to undergo summer training at **MAX SUPER SPECIALITY HOSPITAL, SAKET, DELHI**. It is a great pleasure to express my sincere gratitude to **Mr. Anil Vinayak (Head Sales and Marketing)** and **Dr. Sahar Qureshi (Assistant General Manager)** for providing me an opportunity to undergo training in this highly esteemed organization.

My very special thanks to **Mr. Arun Kumar** (Manager-HR) for helping me with his valuable suggestions in completion of my report. He has been a constant guiding light and source of illumination to me. It entirely goes to his credit that this report has attained its final shape.

I would also like to thank the **Team of Human Resource Department** for clearing my doubts regarding my topic and providing the necessary details whenever was required I acknowledge them for sparing time out of their hectic schedules and helping me in completion of my report.

Lastly I want to express my gratitude to all those people who took time out from their busy schedules and cleared my queries. I would like to thank my family and friends for being a constant source of inspiration to me.



Dr. Sahar Qureshi

(Assistant General Manager)

Dr. SAHAR QURESHI
Deputy Medical Superintendent
Max Super Speciality Hospital-East Block
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Mr. Arun Kumar

(Manager-HR)

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MAX AT A GLANCE

The Max India Group is a multi-business corporate, driven by the spirit of enterprise and focused on people and service oriented businesses. The Company's vision is to be one of India's most admired corporate for service excellence – in what we do, how we do it and the positive impact we have on society and our stakeholders.

We 'Protect Life' through our Life Insurance subsidiary. Max Life Insurance, a Joint Venture between Max India and Mitsui Sumitomo, Japan;

We 'Care for Life' through our Healthcare company, Max Healthcare, a subsidiary of Max India Limited;

We 'Enhance Life' through our Health Insurance company, Max Bupa Health Insurance, a Joint Venture between Max India and Bupa Finance Plc, UK

We 'Improve Life' through our Clinical Research business, Max Neeman Medical International, a fully owned subsidiary of Max India.

Max India recently entered the Senior Living business with Antara Senior Living, a fully owned subsidiary of Max India. From its past, Max India continues its interest in the manufacture of Speciality Products for the packaging industry through its subsidiary, Max Speciality Films.

VISION

To be one of India's most admired corporate for service excellence- in what we do, how we do it and the positive impact we have on society and our stakeholders

MISSION

- Establish niche services businesses in life insurance, Healthcare, Health insurance and Clinical Research.
- Life insurance, Healthcare and Health insurance.....Convergence!
- Rank amongst top three players in each niche.
- Partner with best-in-class work leaders.
- Create service excellence in all businesses.

OBSERVATIONAL LEARNING IN DIFFERENT DEPARTMENTS:-

OPD (Out-Patient Department)

Each INSTITUTE of Max saket hospital has its own OPD area as well as IPD area / day-care area wherever applicable. Every OPD has a procedure room and its own Front Desk. Appointments are centralized and are recorded on the Hospital Information Management System. As soon as appointments are fixed, a text message is sent to the patient confirming the appointment, and a reminder message is sent on the day before the appointment. No walk-in patient is turned away, and the staffs try to accommodate these patients between the appointments already scheduled for the day. Each OPD waiting area has the capacity to handle 70-100 patients waiting.

IPD (In-Patient Department)

- IPD is distributed over five floors (2nd-6th) in the east wing of Max hospital including a total number of 201 beds.
- The rooms available in IPD have the following structure of beds per room:
 - 6 in 1
 - 4 in 1
 - 2 in 1
 - Single Deluxe
 - VIP suite
- Every floor has a central nursing station with
 - Information Board covering:
 - Designation & Contact numbers of
 - Duty doctor
 - Administration Staff
 - Support Staff

EMERGENCY DEPARTMENT

Due to the unplanned nature of patient attendance, this department provides initial treatment for a broad spectrum of illnesses and injuries, some of which may be [life-threatening](#) and require immediate attention, except for major burns. It is located at the ground floor with its own dedicated entrance and operates for 24 hours a day.

Ambulance- 2 ACLS (with CCTV camera for telemedicine) and 4 BCLS

Patients are either transferred to other departments or are discharged within 4 hours. Max Super Specialty Hospital, Saket had made a world record for management of MI patient in emergency department from entrance to the balloon time in cath lab, in less than 35 minutes.

OPERATION THEATRE

Operation theater complex of East wing is located on first and second floor. Operation theater complex has 11 operation theater assigned to various departments. Cardiac, oncology, bariatric laparoscopic, gynecology, ENT and plastic surgeries are performed in these operation theaters. Operation theater complex of west wing is located on first floor. It has 7 operation theaters for various departments. Orthopedic, neurology and general surgeries are performed here.

FRONT OFFICE

Front office is the first point of contact between the hospital and its customer.

Services provided by front office

- 1) inpatient and outpatient registration.
- 2) IP admission and discharge
- 3) medical alert details
- 4) appointment scheduling
- 5) doctors schedule summary
- 6) patient billing(IPD,OPD)
- 7) insurance management
- 8) patient visit history

CALL CENTRE

Call centre of Max hospital, Saket operates at 24*7. It is centralized patient contact centre for Saket. It can be used as an information centre for all customers.

Call centre deals with:

- Doctor's appointment
- Health check ups
- Radiology and diagnostic appointments
- Patient's information
- Doctor's information
- Employee's information
- Specialty information
- Other department information
- It handles internal emergency e.g. Blue code

Main board line number is: 26515050

BLOOD BANK

Max super specialty hospital has its own blood bank. All blood groups are available. But it is preferred that patient arranges blood through his relatives or any friend and should give replacement.

Blood bank consists of

1. Sample collection area / reception area: In reception area a form is given to the attendant of the patient regarding their details before he/ she donates the blood.
2. Aphaeresis area: blood has several components including red blood cells, platelets and

Plasma. Donor aphaeresis is a special type of blood donation in which a specific component platelet, plasma is withdrawn from donor

3. Component room: In component room the whole blood is separated into packed cells FFP and platelets.
4. TTI room: it is to diagnose transfusion transmitted infections. If donor is detected positive for TTI status it means donor have the potential to transmit the infection to their partner and children.
5. Issue room: This room is to issue the screened blood bags.

Staff of blood bank consists of 1 HOD, 2 blood bank officer, 1 technician supervisor, 16 technicians, 2 staff nurse, 2 computer executives, 4 GDA.

IPS(INTERNATIONAL PATIENT SERVICES) DEPARTMENT

It takes a lot to be a world-class health care services provider and as per patient registration data, over 11 lac overseas patients have been helped to get back to their normal lifestyle. This department, situated in East wing, is exclusively dedicated for the services of international patients.

Contact Procedure:

- Patient sends a query and/or reports
- IPS Team consults the relevant consultant and provides diagnosis, proposed treatment and estimate
- If required, a telephonic meeting may also be arranged
- Patient confirms if he wants to have treatment at Max Healthcare to provide Visa Facilitation Letter
- Patient confirms the arrival date and time
- IPS Team, in the meantime, books room, OT etc. for the patient
- Patient is received at the Airport and then, brought to the Hospital/Guest House/Hotel

Also, another contact procedure is as follows:

- Max hospital conducts free outreach OPDs in other countries, at least 1-2 per year
- Max hospital also has tie ups with different hospitals in these countries

PHARMACY DEPARTMENT

Max pharmacy is self-owned with Central Pharmacy situated at corporate office, Okhla.

There are 2 In-patient pharmacy stores and 2 Out-patient stores in the hospital.

PURCHASE

Auto purchase requisition is given to central purchasing team which is forwarded to vendor(outsourced).For purchasing the items ABC method is followed. Weekly requisition is done and vendors take minimum 3 days for delivery of drugs to hospital.

STORING OF DRUGS

Medicines are arranged according to VISTA (e-care) in Client patient record system via generic name in alphabetic order in racks, shelves, cupboards and drawers. Oral, parenteral and topical items are stored separately. Near expiry (expiry within 3 months)is stored in separate designated area to expedite the consumptions.

CATH LAB

Catheterization laboratory or cath lab is an [examination room](#) with [diagnostic imaging](#) equipment used to visualize the arteries of the heart and the chambers of the heart and treat any stenosis or abnormality found.

Diagnostic procedures performed here are:

- Angiography
- Electrophysiology study
- Cath study

Out of these 3 angiography and cath study is done in cath lab 1 and EPS is done in cath lab 2.

SECURITY DEPARTMENT

The security department is an eye and ear of every organization acting as a liaison between management and staff. The control room of Security Department is located on B1 (basement) of East Wing, Max Saket.

A project report on
Recruitment process for the nursing staff and the
challenges involved

Post Graduate Diploma in Hospital and Health Management

INTRODUCTION:-

Recruitment is the process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen. It is the first step in employment of labour. Recruitment is considered as the most important function of personnel administration because if right people are not hired to execute the plan even the best plans of the organization can fail.

Objectives of recruitment-

- To assist and augment the success rate of selection process by reducing the number of under and over qualified applicants. And obtain appropriate human resources whose qualifications and skills match functions of the relevant posts in the organization.
- To increase the organizational effectiveness in the short and long- term plans.

POLICIES-

To achieve these objectives it is necessary to have relevant recruitment policies and also to ensure they are effectively implemented. Policies increase managerial effectiveness by standardizing many routine decisions and clarifying the discretion between managers and subordinates.

RECRUITMENT POLICIES FOLLOWED AT MAX-

Objectives-To facilitate hiring of the best talent in expeditious and efficient manner .To provide guidelines for company recruiters and to ensure there is a consistency in recruitment policies across all functions/units, and to ensure transparency, accountability, responsiveness in recruitment process.

1. Selection process- A candidate shall go through one or more assessment process which includes a interview, and aptitude/IQ test may or may not be there. Each member of the interview panel would be expected to complete the interview evaluation sheet for each candidate interviewed on conclusion of the interview. Final recommendation of the panel should also be recorded in the sheet.

2. Selection decision- It should be taken jointly by reporting manager/functional head and HR. The candidate would be evaluated based on the following criterion:Reporting manager/functional head must evaluate on the basis of functional/clinical skills, conceptual clarity, analytical skills, management skills, team fit etc.HR must evaluate on the basis of internal parity, salary fitment and adaptability and fit to max culture.

3.Pre -employment health check-up-All employees joining max healthcare and its associates are required to undergo a complete medical examination, this ensure that they are of sound health to carry out their job responsibilities effectively and safely.

Outstation candidates may be permitted to get the pre-employment health check-up done outside max healthcare but they will be required to submit the report for review by a max healthcare physician. Investigation done outside max healthcare should be from a hospital which has atleast 50 inpatient beds. The cost incurred for pre-engagement medical check up will be borne by MHC subject to prior approval from HR.

4. Rehiring and Recruitment of Employee Relative

An employee who has left max healthcare may be rehired, provided he had a good track record during the past employment with MHC. The decision on rehire shall be made after a due process of selection, and in deciding on rehire his/her performance while in the company earlier shall be considered and only if the performance as evidenced from previous records is seen to be fully competent and effective shall they be recruited.

The company does not discourage recruitment of family members to the organization, but specific approval will be required as per the matrix below:

Bands	Approving authority
PL3/PL4(clinician)	CEO
ML2/ML3/ML1	HR head
OL/PL1/PL2	Zonal HR/unit HR

But family members cannot have a direct reporting relation with each other.

5. Notice pay-

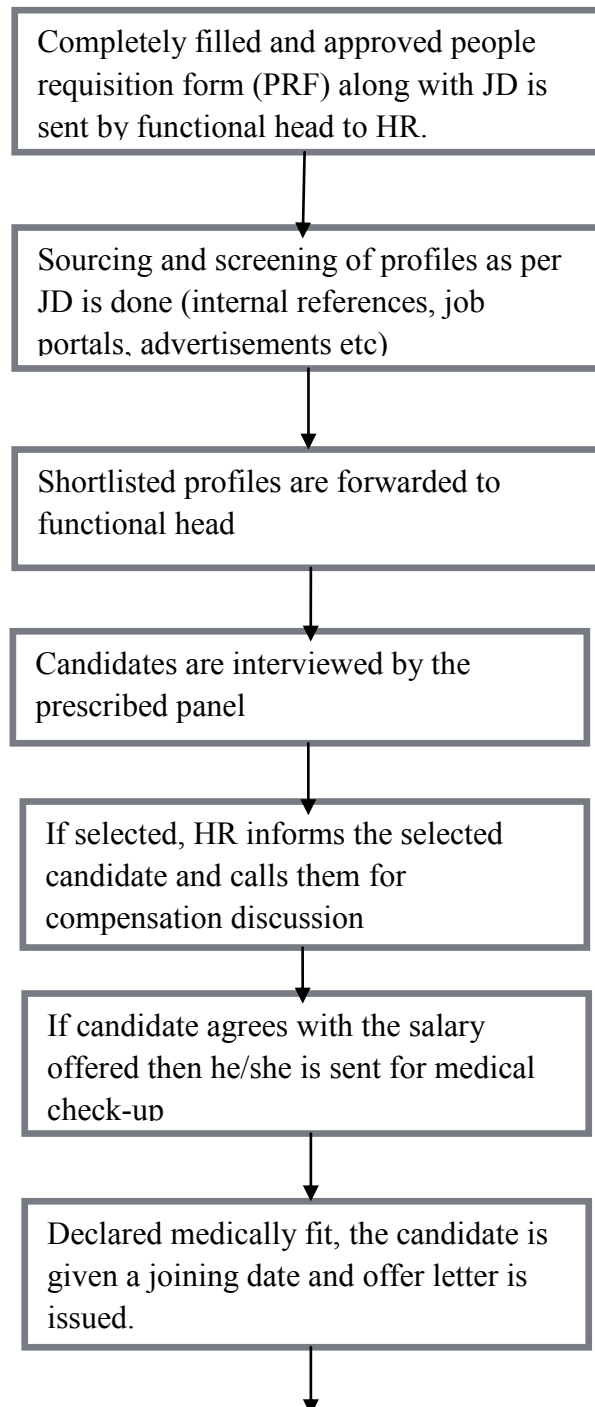
A candidate may be unable to join at the earliest due to the notice period he may require to serve in the previous organization. On a case to case basis such notice period may be paid for by the company, but specific approval will be required.

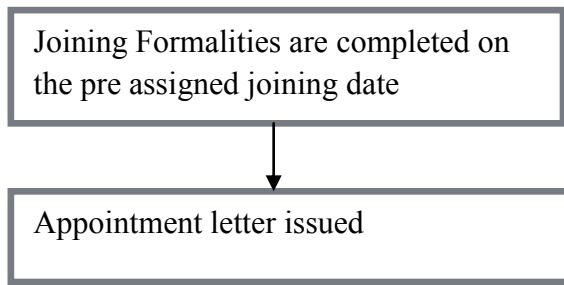
6. Recruitment process description-

- Identifying the vacancy-Recruitment process begins with the human resource department receiving requisitions for recruitment from any department. This includes-
 - Post to be filled
 - No. of persons
 - Duties to be performed
 - Qualifications required
- Preparing the job description and job specification

- Locating and developing the source of required no. and type of employees(advertising etc)
- Short listing and identifying the prospective employees.
- Arranging the interview with selected candidates.
- Conducting the interview and decision making.

Process flow-





7. Joining Procedure-

Once the candidate reports at the location for joining, the concerned HR should ensure that all the joining formalities are completed by filling all the forms/declaration-

- a) Joining Report
- b) Help Us Know You Better
- c) Medical Declaration Form
- d) Code of Conduct
- e) Statutory Forms

And by submission of the following documents by the candidate:

- f) Accepted Copy of the Offer Letter
- g) Copy of Educational Testimonials
- h) Relieving Letter or Resignation Acceptance Letter From Previous Organization
- i) All Employment Experience Certificates
- j) Identity/Address Proof (Photocopy of Passport, Driving License)
- k) Proof of Date Of Birth (10 Standard Mark sheet)
- l) Photographs (3 Passport Size)

8.Forms Used In The Process-

- a) People Requisition Form(PRF)
- b) Job Description (JD)
- c) Candidate Information Sheet

d) Interview Evaluation Sheet

e) Compensation Discussion Sheet

f) Pre-Engagement Medical Check-Up Form

Aim of the study- To understand the recruitment process for the nursing staff and the challenges involved.

Need for the study-

The recruitment of nurses by a facility is a challenge in today's nursing shortage environment, and these shortages have become a major factor constraining health care delivery. Several factors are combining to constrain the current and future supply of nurses. Enrolments in nursing programme have declined over past 5 years, shrinking the pool of new workers to replace those who are retiring. Without intervention efforts that place emphasis on recruitment of nurses the shortage may progress unabated.

Objective-

- To know the recruitment process of Max Healthcare , Saket
- To identify the potential problems that came across while selecting a candidate

Study type-

Descriptive and analytical

Study area-

Max Saket, Delhi

Study duration-

One month

Methodology-

Data collection is done through a questionnaire.

Sample-

Sample for the current study constituted of respondents who are mainly involved in the process of recruitment. This includes nursing heads, nursing supervisors and doctors (in case of speciality nurses) as they are well aware of the organizational demands and qualities required in the fresh recruit to fit the post.

Sampling method-

Purposive sampling.

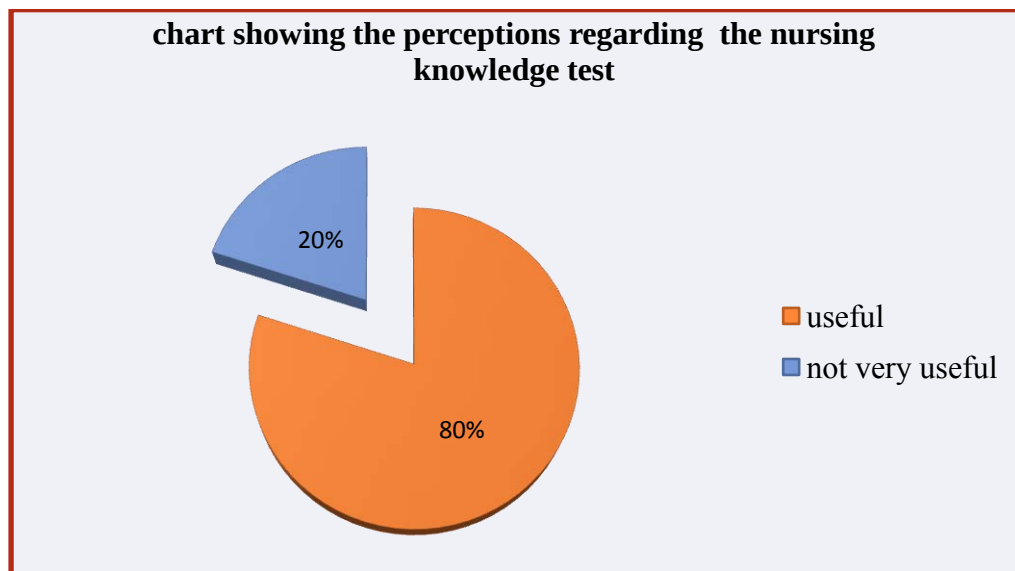
Sample size-

15

Results and findings-

➤ *Perceptions regarding nursing knowledge test-*

- When they were asked that what they thought of the nursing knowledge test approximately 80 percent of them were satisfied with the test and according to them it is useful in judging the aptitude of nurses, and also it helps in short listing of the candidates for the round of interview.
- About 20 percent of them responded that it is not very useful as candidates can easily cheat and get through this written test and hence a wrong candidate is being forwarded to the interview round so it's wastage of time and resources.

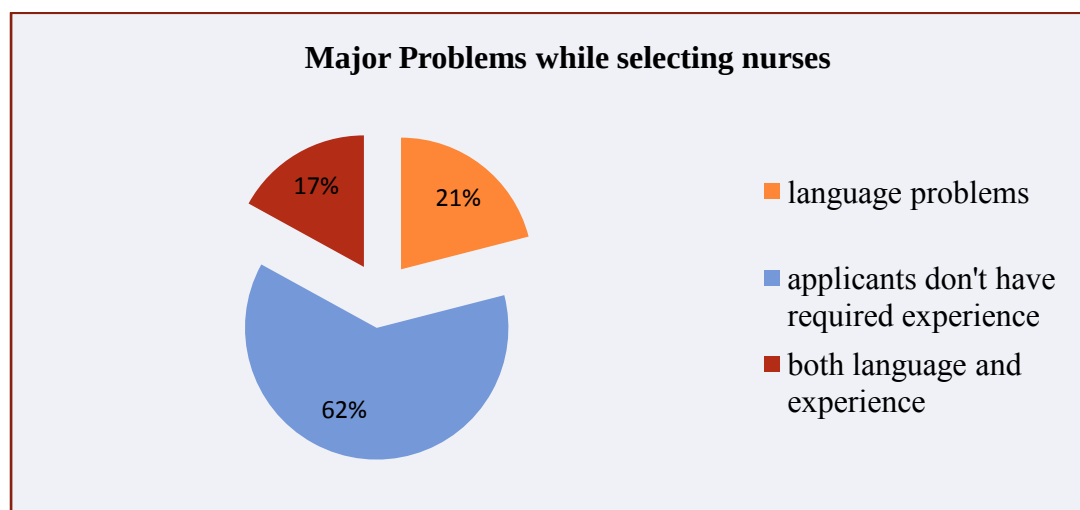


➤ *Major problems while selecting nurses at max healthcare-*

- About 21 percent thought that inability to understand Hindi and English is a major problem, since most of the nurses belong to south India region like

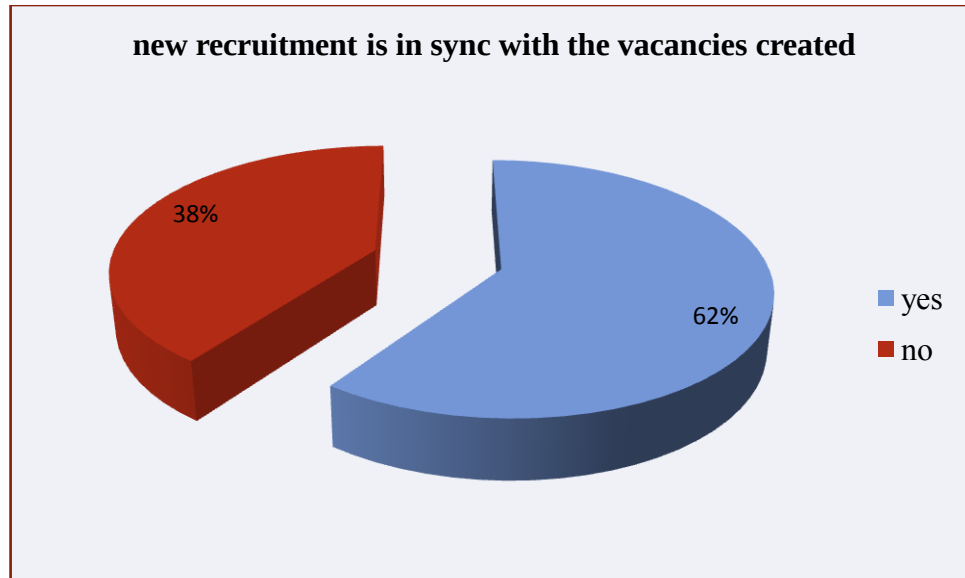
Kerala, Andhra Pradesh etc so they have problem in speaking Hindi, and this communication gap is difficult to fill.

- About 62 percent thought that applicants don't have required experience and fresher's don't have practical exposure so training of them is difficult and time-consuming
- Approximately 17 percent responded that they face both the problems.



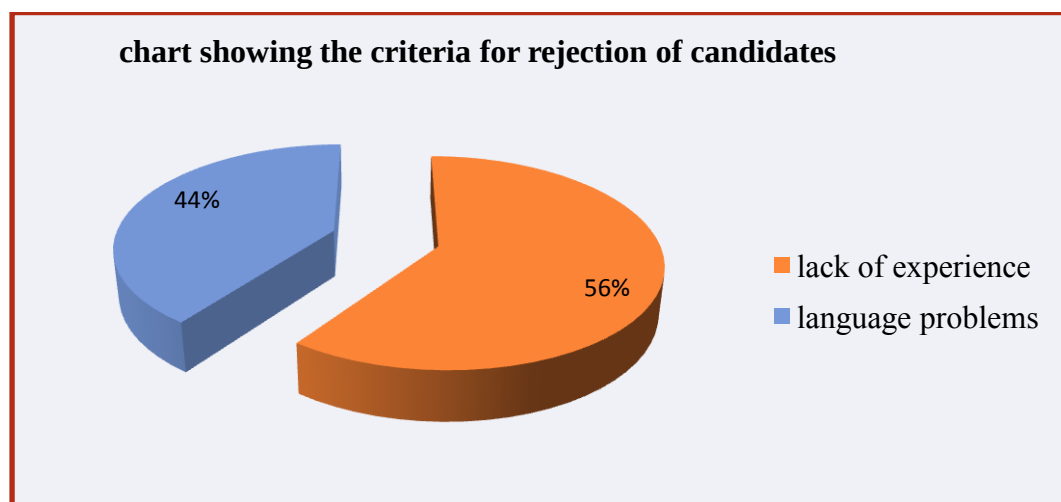
➤ ***Synchronization of the recruitment process with the vacancy created-***

- 62 percent of them were satisfied and they said that vacancies are filled up very fast, but this is especially in case of speciality nurses like neonatal ICU's, CCU's, OT's etc.
- 38 percent of them responded that the recruitment process is sometimes delayed so it is not in the sync with the vacancies created .



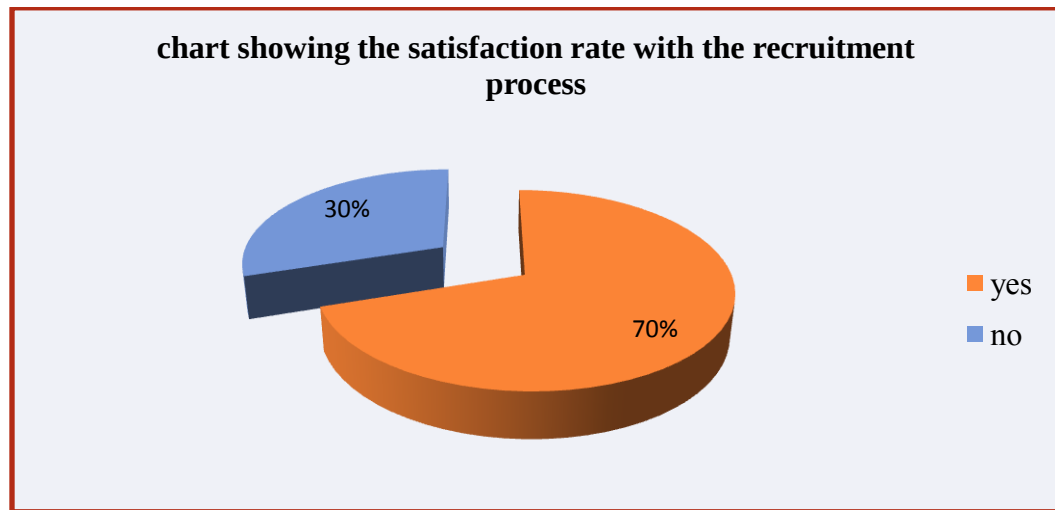
➤ ***Criteria for rejection of candidates-***

- 56 percent thought that lack of experience is the major problem as the gap between technical knowledge and practical knowledge takes a lot of time to be filled.
- 44 percent responded that language is a major criterion for rejection as it cannot be taught so easily, and this is very crucial in case of nursing as they have a important responsibility to fulfil, there will be difficulty in accomplishing the task if such communication gaps exists.



➤ ***Satisfaction with the recruitment process-***

- About 70 percent were satisfied with the overall process of the recruitment
- And approximately 30 percent were not satisfied and according to them they don't get the suitable pool of candidates to select from.



Conclusion and recommendations-

From the data it can be concluded that Max Healthcare efforts towards recruitment of the nursing staff is satisfactory, but it can be improved as some of them feel that there is no timely recruitment so the procedure can be polished further.

Some of the recommendations I would like to give to improve the recruitment process are-

- Nursing heads should submit people requisition form as soon as their present staffs gives resignation so that sufficient time is there to select the right candidates.
- There should be proper screening of the candidates before going for the interview. Written test should be closely supervised or monitored so that the candidates cannot cheat.
- Additional language test should be there along with the written test.

- Employee referral program. Ask your current employees specifically to refer their mentees, friends, retirees, former colleagues.
- Make your job descriptions like marketing pieces, identify the WOW factors that you have and the features that excite your current employees. Put them in your job description and make them compelling.
- Organizational mapping - Feedback from the candidates coming for the interview can be taken, as they may have worked in some other hospital previously and may suggest us some changes or improvements which we can adapt from other hospitals.
- Providing your hiring managers/recruiters with a employment sheet that shows how your hospital offers compares favourably with other competing facilities. This will improve offer acceptance rates.
- When a competing facility is undergoing cut backs, staff reduction, or labour turmoil increase your recruiting efforts at their facilities. Review finalists from the previous hiring efforts and see whether they are now more qualified.

References-

-(Trained Nurses Association of India. Nursing Administration and Management. 1 edition. TNAI Publication; New Delhi 2000)

-Based on matter found on

http://www.thinknursing.ca/sites/thinknursing.ca/files/staffing_tool%20kit_ICN.pdf

-Based on matter found on www.nursingworld.org/workforce/recruitment.

-www.nurse.ab.ca/pdf/recruitment

-www.gao.gov/new.items/d01750t.pdf

ANNEXURE

QUESTIONNAIRE

What do you think regarding the 'nursing knowledge tests?'

- Useful in judging the aptitude of the nurses
- It is cumbersome and not very useful procedure
- Should be accompanied with additional tests

2) What are the potential problems that you come across while selecting nurses

- Language problems make communication difficult
- Applicants don't have required experience
- Confidence level of the individuals is low
- All of the above

3) Is the timing of the new recruitment in sync with the vacancies created in the hospital?

- Yes
- No
- Sometimes

4) What are the most important qualities you look for while selecting a nurse

- Well experienced
- Thorough knowledge
- Dedication and positive attitude
- All of the above

5) Criteria on the basis of which you reject a candidate

- Lack of experience
- Language problems
- Confidence level
- Academic grade
- All of the above

6) Are you satisfied with the nursing recruitment process?

- Yes
- No

7) Do you think feedback from candidate will help in improving the recruitment process?

- Yes
- no