

Summer Training at



Fortis Hospital Shalimar Bagh, Delhi
(April 9-May 31, 2012)

Employee Satisfaction Survey

By
Sakshi Batta

Under the guidance of
Dr. J.P. Singh

Post Graduate Diploma in Hospital and Health Management
2011-2013



Institute of Health Management Research,
Jaipur
2012

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Certificate

This is to certify that Dr. Sakshi Batta from Institute of Health Management Research, Jaipur has undergone Summer Training in Fortis Hospital, Shalimar Bagh, Delhi from 9th April, 2012 to 31st May, 2012.

The candidate herself carried out the project. Her approach to the study has been sincere, scientific and analytical. This summer training is partial fulfillment of the course requirement recommended for the award of post graduate diploma in health and hospital management.

I wish her success in all her future endeavors.

Dr. P. R. Sodani
Dean (Academic and Students Affairs)
IHMR, Jaipur

July, 2012

Dr. Jagjeet Prasad Singh
Assistant Professor
IHMR, Jaipur

31st May 2012

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr. Sakshi Batta** from Institute of Health Management Research, Jaipur has successfully completed her training from 9th April'12 to 31st May'12 in the Human Resource Department of this hospital. She has submitted her project title "**EMPLOYEE SATISFACTION SURVEY**".

During training her performance was good.

We wish her the best for all her future endeavors.

For Fortis Health Management North Ltd
Fortis Hospital, Shalimar Bagh



Pushpankashyap
Head - Human Resource



ACKNOWLEDGEMENT

As I reach this stage of conclusion of my project, I owe my sincere gratitude to all those who gave me support to work in this prestigious institution. I have taken efforts in this project. However, it would not have been possible without the kind support and help of many individuals. I would like to extend my sincere thanks to all of them.

My foremost thanks goes to HR department head **Ms Pushpam Kashyap** for giving me an opportunity to commence my project .I am deeply indebted to her for her in-depth support ,stimulating suggestions and encouragement throughout my training period as well as providing necessary information regarding the project.

I am highly grateful to my organization IHMR Jaipur, **Dr.S.D Gupta** (Director), **Dr.P.R. Sodani** (Dean) who gave me opportunity to work here & my mentor **Mr. J.P Singh** for guiding me through my training period .

A special mention needs to be made of the staff of Fortis hospital Shalimar Bagh for their help and cooperation in successful completion of the project.

Finally I would like to appreciate my family and my friends for the wonderful cooperation shown by them during the project. My thanks and appreciations also go to my colleagues in developing the project and people willingly helping me out with their abilities.

ABBREVIATIONS

- CME- Continuing Medical Education
- CSSD- Central Sterile Supply Department
- CT- Computerized Topography
- CTVS- Cardio Thoracic and Vascular Surgery
- ECG- Electrocardiogram
- ENT- Ear Nose Throat
- ER- Emergency Room
- F&B- Food & Beverages
- GI- Gastrointestinal
- HR- Human Resource
- ICD- International Classification of Diseases
- ICU- Intensive Care Unit
- IPD- In-patient Department
- IT- Information Technology
- MRI- Magnetic Resonance Imaging
- OBG- Obstetrics and Gynecology
- OPD- Out-patient Department
- OT- Operation Theatre
- SRL- Super Religare Laboratories
- TPA- Third Party Administrator
- UHID- Unique Hospital identification
- VIP- Very Important Person
- PHC- Preventive Health centre
- HOD- Head of the Department
- MS- Medical Superintendent
- NS- Nursing Superintendent
- PCS- Patient Care Services
- PWD- Patient Welfare Department
- FOS- Fortis Operating System

- MRD- Medical Records Department
- BME- Biomedical Engineering
- NIC- Non Intensive Cadiology
- IVF- In Vitro Fertilization
- NICU- Neonatal Intensive Care Unit
- MICU- Medical Intensive Care Unit
- SICU- Surgical Intensive Care Unit
- CCU- Cardiac Intensive Care Unit

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INTRODUCTION

Summer Training is an integral part of the Post Graduation Diploma in Hospital Management (PGDHM). We have completed our first academic year and as a part of the curriculum, the students are supposed to undergo a two months training in a hospital. The main purpose is to get an orientation towards the layout, operations and workflow of the hospital.

Objectives:

The main objectives are to:

1. Get an overview and develop understanding of the hospital's functioning.
2. Gather knowledge about the process flows of major clinical and non clinical departments in a hospital.
3. Help the management study and address some issues/problems associated with some specific operational area/department.

INTRODUCTION TO THE HOSPITAL

INTRODUCTION TO FORTIS GROUP

HISTORY

Fortis Healthcare Limited was established in 1996 by its founder, Late Dr. Parvinder Singh. His vision of medical care was,

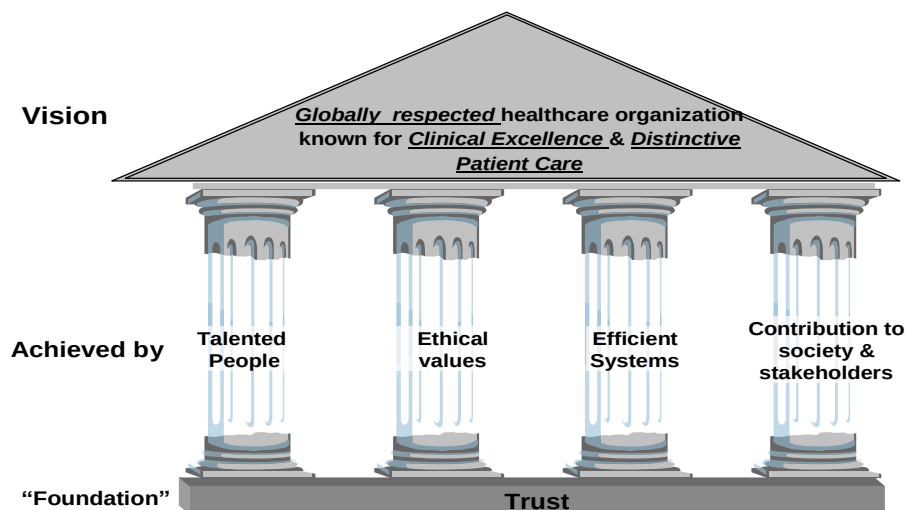
“To create a world class integrated Health Care delivery system in India, entailing the finest medical skills combined with compassionate patient care.”

Fortis took its first step towards becoming a world-class provider of integrated healthcare delivery in India by setting up its first hospital at Mohali, Punjab. **Fortis Healthcare Limited** is an established chain of super specialty hospitals based in Delhi, also available in Amritsar, Kolkata, Navi Mumbai, Mohali, Jaipur, Chennai, Kota, Bengaluru. Fortis Healthcare was founded by Late Sh. Parvinder Singh. The first Fortis Hospital was started in 2001 at Mohali.

The group Chairman is Mr. Malvinder Singh and Executive Vice Chairman is Mr. Shivinder singh. The Chief Executive Officer is Mr. Aditya Vij

VISION

Globally Respected Health care organization recognized for Clinical Excellence and Distinctive Patient Care.



MISSION

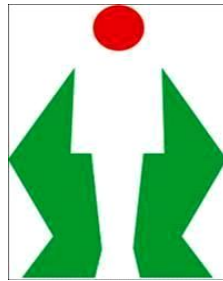
Working together to become a self-sufficient health care facility of first choice in the region by 2013 by providing excellent medical care services and continuously enhancing the quality health care through our finest medical and non-medical inspired professional and dedicated partners

VALUES

Patient Centricity	• Commit to 'best outcomes and experience' for our patients. • Treat patients and their caregivers with compassion, care and understanding. • Our patients' needs will come first
Integrity	• Be principled, open and honest. • Model and live our 'Values'. • Demonstrate moral courage to speak up and do the right things.
Teamwork	• Proactively support each other and operate as one team. • Respect and value people at all levels with different opinions, experiences and backgrounds. • Put organization needs' before department / self interest.
Ownership	• Be responsible and take pride in our actions. • Take initiative and go beyond the call of duty. • Deliver commitment and agreement made.
Innovation	• Continuously improve and innovate to exceed expectations. • Adopt a 'can-do' attitude. • Challenge ourselves to do things differently.

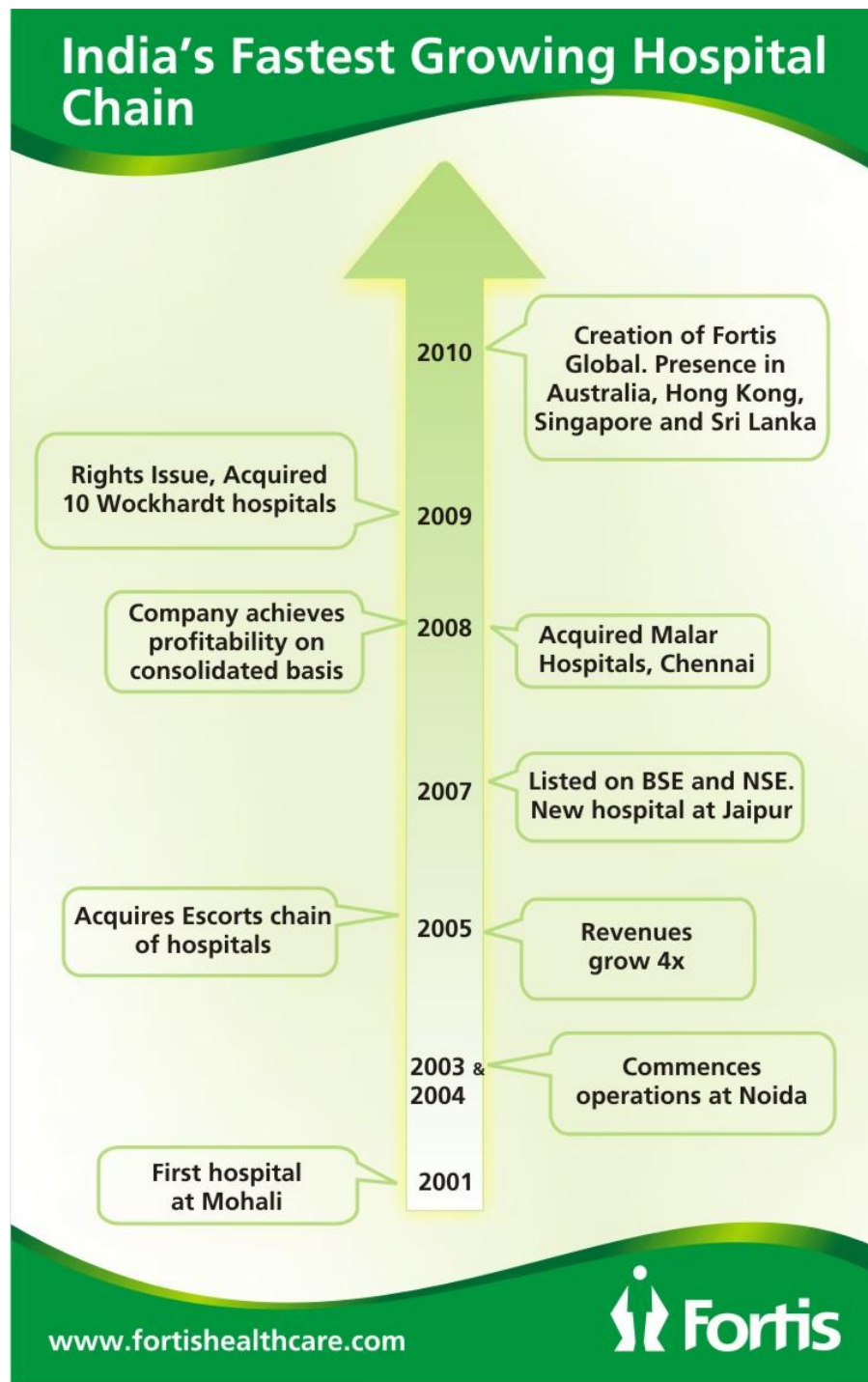
THE FORTIS LOGO

Every entity, human or corporate, has a hallmark, a signature that identifies it. The hallmark of Fortis Hospitals, distinguishing them from their contemporaries, is the element of “Patient Centricity” in hospital designs, services, programs and most significantly, in the caring approach of its medical and non-medical people. This is also very well depicted by Fortis Logo.



The two hands that fuse seamlessly with a human form, express the reassuring approach to healthcare. A constant reminder to all that Patient Centric care is fundamental to Fortis ethos. Green is the color of healing and is symbolic of the steadfast focus: to ensure the health and well being of those it ministers to. Red is an expressive of the dynamic zeal with which it strives to make it a reality.

MILESTONES



INTRODUCTION OF FORTIS HOSPITAL SHALIMAR BAGH

Fortis, Shalimar Bagh was started in October 2010. It is the wide ranging Multi Super Speciality Hospital in this part of the city offering super specializations within departments, with the mission to provide quality medical care. This is the largest hospital in the Fortis Group so far, and is intended to serve the residents of North, West and North West Delhi, and the neighboring states. Fortis Group is committed to excellence and quality, and has established an international reputation for offering the very best in healthcare. At Fortis, in your neighborhood, you will experience the same care across wide ranging specialities, at affordable prices. Leading doctors, surgeons and specialists ensure that our standards of care are continually improving. Our friendly and professional team ensures that patients feel relaxed and comfortable during their stay.

The hospital is situated in the heart of North Delhi and offers a convenient location for patients, their attendants and families. Located between the Ring Road and the Outer Ring Road, the hospital lies in the vicinity of Netaji Subhash Place and Azadpur Metro Stations. Owing to this, it is easily accessible to the residents of Delhi by road and metro, and to those coming in to the city by GT Karnal Road and Rohtak Road.

Fortis Hospital, Shalimar Bagh, is the first hospital building in India to have acquired green building certification. It has been designed as an energy efficient building that complies with the ECBC (Energy Conservation Building Code) and is undergoing TERI GRIHA (Green Rating for Integrated Habitat Assessment) green rating certification. Sustainable design concepts have been incorporated in different aspects of the building design starting from sustainable site planning to simulation and analysis of various alternatives, leading to optimization of building envelope, thereby reducing external solar gains. In-depth analysis and optimization of the lighting system has resulted in significant savings in lighting in the building. Simulation of the air-conditioning system has enabled evaluation and selection of various energy efficiency measures.

The Hospital is 550 bedded out of which functional are 170.

SUPER-SPECIALITIES

The Hospital focuses on super specialities in

- Cardiac Sciences
- Neuro Sciences
- Renal Sciences
- GI Diseases,
- Orthopaedics including Spine and Joint Replacements
- Minimal Access Surgery
- Mother & Child

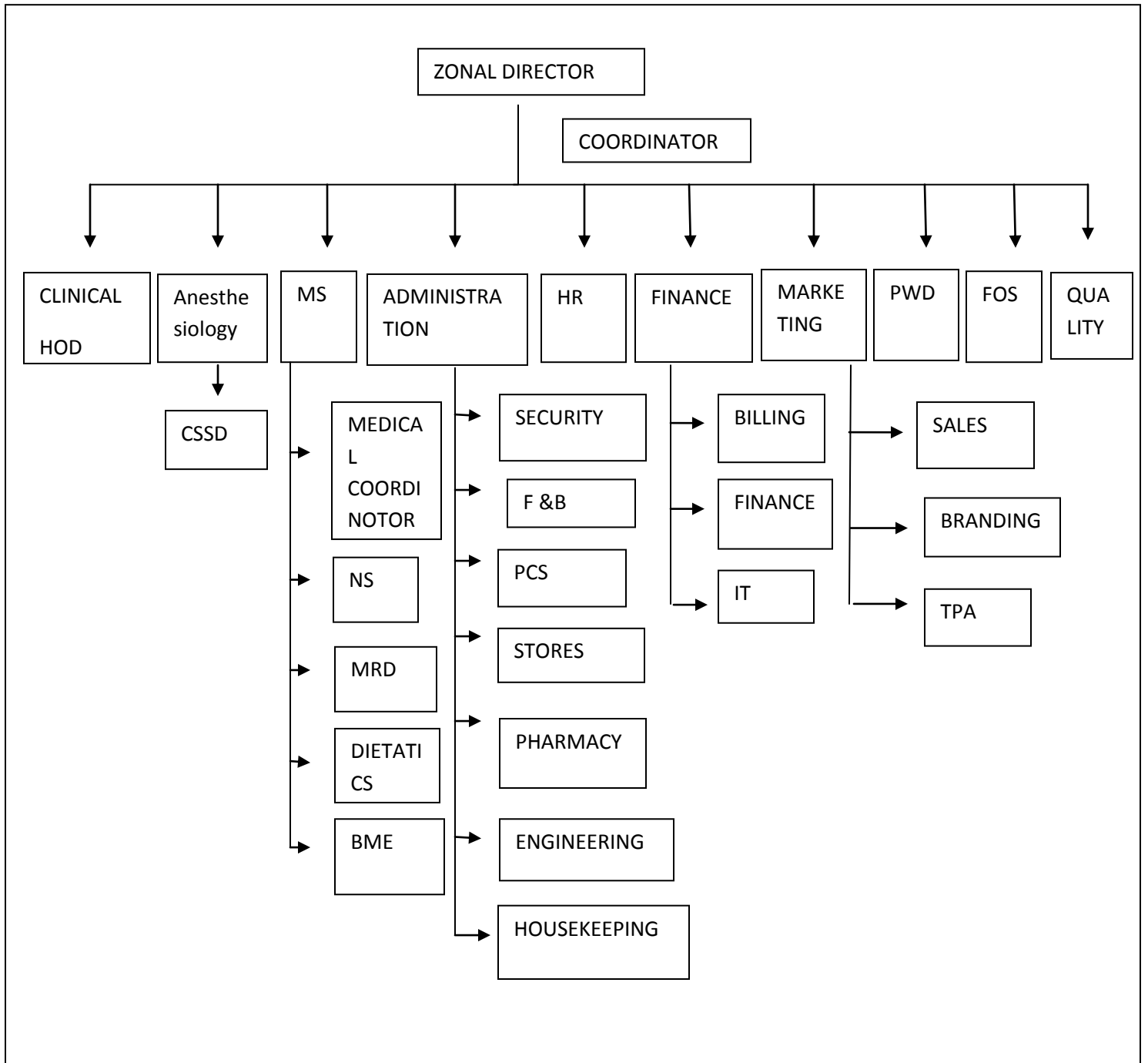
MULTI-SPECIALITIES

- Dermatology
- ENT
- Anesthesiology
- Critical care
- Ophthalmology
- Internal Medicine
- Mental health and sciences
- Psychiatry
- Dental
- Endocrinology
- Pulmonology
- Plastic surgery
- Foetal medicine
- Oncology
- Rheumatology

SPECIAL CLINICS

- PHC
- Speech therapy

ORGANOGRAM



FLOOR WISE DIVISION OF DEPARTMENTS

The hospital has 5 floors and two wings. In A wing on all floors, there are all critical Units

UPPER BASEMENT

- Administration
- Pharmacy
- CSSD
- MRD
- F & B
- Purchase
- Stores
- Mortuary
- Housekeeping
- Blood bank
- Laboratory
- Staff Cafeteria

GROUND FLOOR

- PCS
- OPD
- Emergency
- PHC
- Diagnostics centre
- Billing
- TPA
- NIC
- Prayer room
- Physiotherapy
- IVF CENTRE
- Pharmacy(out patient)
- Sample collection room
- Patient waiting area
- PWD
- Patient cafeteria

FIRST FLOOR

- Labour room

- NICU
- Wards & rooms

SECOND FLOOR

A WING

- Gastroenterology OPD
- Nephrology OPD
- Oncology OPD
- Dialysis
- Endoscopy
- Chemotherapy

B WING

- Rooms & wards

THIRD FLOOR

A WING

- Cardiology OPD
- Cath lab
- CCU

B WING

- Rooms & wards

FOURTH FLOOR

A WING

- SICU
- MICU

FIFTH FLOOR

A WING

- OT Complex

B WINGS

- VIP Deluxe room

DEPARTMENTS

FOS

Fortis is implementing Fortis operating system (FOS), which would ensure that all key patient facing processes in a hospital are understood, manualised and implemented. This will ensure consistency in operations so as to deliver a uniformly high level of service to patients. FOS will facilitate replicability and scalability across the Fortis network, thereby ensuring that patients will experience great service across Fortis hospital network.

OPD

The objectives of department:

- Present correct information and inquiry handling.
- Perform registration, OPD cash and credit billing within the target time.
- Scheduling appointment for Doctors.
- Guide patients/attendants/visitors in the facility.
- To drive satisfaction and delightful experience.

The OPD is located at ground floor, second floor and third floor. OPD at ground floor- pediatrics , gynecology, urology, neurosurgery, dental sciences, Dermatology, Dietetics, pulmonology, ENT, ophthalmology, internal medicine, orthopaedics. OPD at second floor- Gastric, oncology, nephrology. OPD at Third floor- Cardiac.

The functions are-

- Registration has done by the front office assistant and they generate one UHID number for the new patient.
- Billing has been done either for the consultation/investigation.
- They provide information/enquiry to the patient and their attendant.
- Consultation of the Doctors.
- Telephonic query handling.
- Counseling regarding package.
- To make the FOS.

IPD

The main IPD reception is located on the ground floor. The patient comes at the reception, new IPD number is generated in the UHID number only and the patient then goes to the counseling room ,where he is informed about the all the expenses of the treatment and they fill the consent form, then they provide the room to the patient. Patient will usually be admitted through the following ways-

- Through OPD, advised admission by consultation with our consultants.
 - Through emergency.
 - Through referral to our consultants.
- Patients have a choice of staying either in wards, of 4 bedded room, 2 bedded rooms, single and suites.

After the patient is admitted, the nurses indent all required medicines and medical consumables that would be needed by the patient in the Med Track System. The Pharmacy department then gets the messages through the system and then dispatches the medicine to the respective floor .In the similar way the nurses indent the medicines prescribed by Doctors for the patients.

When the Patient is admitted the dietician is informed through the system and then dietician prepares the diet chart for the patient and F&B department is given the same.

When the patient is being discharged either the doctor informs one day before or on the same day. The Doctor prepared the discharge summary ,and nurse send the billing sheet to the billing department for the bill preparation, nurse returns extra medicine to the pharmacy department, pharmacy accepts returns and updates system .Billing department prepares bill and when bill is prepared, billing department informed to the patient attendant through message and call. Then bill settlement is done by the patient attendant.

PCS

There are three counters at the reception- OPD Registration, IPD and Enquiry

OPD Registration Counter

It deals with all the registration related to OPD.

When a patient comes first time to the Fortis Hospital, patient is given a registration form and after the patient fills that form, patient is given UHID (Unique hospital identity number) and next times he comes UHID number remains, IP number changes. All the billing related to OPD Consultation, Procedures and LAB and Diagnostic Tests are done here. The Consultation fee is different for different doctors.

IPD Registration

Patient is told about the rough estimate of the cost and a consent form is given to the patient. Only IPD admission is done here. For billing a separate counter is there.

Enquiry Counter

Patient takes appointment of the doctor from here and can ask all other information from here.

Special Packages

- A Golden Age Club is there for the people above 60 years. Its Annual Membership fees - Rs 1000. A patient who is member of this club gets various discounts.
- Vaccination Program
A vaccination program is there for the new born who are born in the hospital. They are given discount on vaccinations and doctors consultation and various procedures.
- Corporate Program
Hospital has tie up with various Corporate like RBI, DDA, HUDCO, IFFCO, IGL, NDPL etc. Employees from these can avail discounts on various procedures by showing ID Cards.

The functions are:

- Patient reception
- Solving patient query
- Giving appointments
- Billing of consultation, lab services and diagnostics

BILLING

All the billing related to IPD patients are done here.

On daily basis auditing is done regarding all the transactions of the procedures done on patients like Lab test, diagnostic test and surgical procedures and consultation charges of the doctor and all the medications have been recorded by the nurses in the system with nursing bill

At the time of discharge a checklist is maintained that consists of

- Nursing bill sent time
- Discharge received
- Discharge initiation time

- Pharmacy clearance
- Financial discharge
- Bill sent to TPA (in case of TPA patients)
- Bill given to cashier
- Inform attendant
- Bill settlement time

When a patient is discharged nurses send a nursing bill to the billing department and then at billing department note the time and start billing procedure. They check the nursing bill with all the entries made in the database system. Then they check whether pharmacy have made the clearance. After the pharmacy gives the clearance in the system, then financial discharge is done. After this no transaction can be done of that patient. Then bill is sent to cashier or in case of TPA patients to TPA. The patient's attendant is informed by a call and a message that bill is ready.

PATIENT WELFARE DEPARTMENT

The department is located at the ground floor. The main aim of the department is to make and position the hospital as a 'centre of Excellence' by ensuring customer satisfaction through personalized customer care, following the guiding principles of empathy, care and compassion to make the patients feel cared for. The scope and complexity of services provided by this department is to enhance the customer satisfaction.

The objectives of PWD are to -

- Handle in-house public relations with patients/ 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.

EMERGENCY

The Emergency department specializes in focusing on triaging, diagnosing, providing primary care & treatment of acute illness & injuries that require medical attention. The emergency constitutes 5-10% of the hospital bed strength. The emergency is located at ground floor, & is provided with separate entrance. The location of emergency is such that it had an easy access to radiology, laboratory, blood bank. The emergency department had a reception area, procedure room, triage room, examination room & ward. In the triage room the patients are prioritized according to the urgency of the treatment required.

The main functions are

- Emergency patient management
- ALS
- BLS
- Transportation by the ambulance
- Dead patient management.

From emergency department patient either discharged or shift to the wards, ICU, and dead patient to the mortuary.

Intensive Care Unit

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

There are 4 ICU's in the hospital – SICU, MICU, CCU, NICU. SICU and MICU are located at the 4th floor. CCU is located at the Second floor in Cardiology Department. NICU is located at the first floor.

All these ICU's had a waiting area for the patients' relatives. There is a specific visit time. Outside the ICU there is a duty doctor's room, changing room. There is a nursing head assigned in each ICU. There are three shifts of the nurses. There is an isolation room present in the ICU.

OT COMPLEX

The OT complex is located at the fifth floor. The aim of the department of OT and Anesthesiology is to provide the highest quality of care for the patients undergoing various types of surgeries. The OT complex has 8 OT dedicated to various specialties'. They are fully equipped with newest technology equipment ensuring world class treatment for the patients. OT complex has – 8 OT's, Pre operative room, post operative room, CTV's ICU, Doctor's lounge, Paramedic Lounge, changing rooms, Anesthesiology department. The OT has Laminar flow systems fitted with HEPA filters to create an infection-free environment. In addition to these, the OTs is equipped with state-of-the-art computerized navigation systems and high flexion implants.

LABOUR ROOM COMPLEX

Labour room is located at the first floor .It has various parts-labour room, Birthing suite, NICU.

DIAGNOSTICS

The diagnostics department is located at the ground floor. It is outsourced department

It had following equipments:

- 1.5 Tesla MRI
- CT scan (32 and 40 sections)
- Digital X-ray 8300ma
- fluoroscopy
- Ultrasound
- Mammography

LABORATORY

The laboratory is located at basement .It has been outsourced SRL laboratory .The laboratory is divided into 3 subparts-pathology, biochemistry and microbiology. All the billing related to laboratory is done at the OPD counter only. whenever patient is advised any lab test he then goes to the reception counter then pays the bill ,then patient goes to the sample room for giving the sample, sample is then send for the lab test and they gives the report either on the same day or on the next day.

BLOOD BANK

Blood bank is located in the basement area. The blood donation is accepted as either voluntary or as replacement. The donor first comes to the reception of the blood bank & fills the form i.e. available in both hindi & English .The donor goes to the blood bank officer for physical examination. After the donor is declared fit to donate he is then send to blood donation room. The standard blood volume is taken is 350ml & 450ml.The collected blood is stored in the quarantine room as blood is untested then blood is tested for HIV, Hepatitis B& C, syphilis, & malaria. After the testing of the blood the blood components are separated. The separated components are stored in the storage room.RBC is stored at 2-6°C &FPP is stored at -35°C,the platelet is stored at 20-24°C under continuous agitation.

PHARMACY AND STORES

The pharmacy and stores is located at basement.

PHARMACY

The main work of pharmacy is compounding and dispensing medicine. The medicines and consumables are kept systematically. The medicines and vaccines that need cold storage are kept in refrigerators. When a patient is discharged a list is send by the nurse if any medication is to be returned. It is entered into the system and deducted from the patient bill and pharmacy gives the clearance.

The nurses indent the medicines and medical consumables in the MED TRAK system by adding in patients ID. The pharmacy gives the medicines according to the indent given by the medicines. If the medicine is finished the indent is unpacked and the nurse is informed and asked to indent again by telling the brand that is available.

STORES

Here all the high cost consumables and medicines needed in the surgery are ordered on the Vendor Management inventory (VMI) basis. The equipments and medications are with vendors and taken from them according to the need. VMI is of two type- cases and inventory basis.

CSSD

The CSSD department is located at the basement

The objective of establishing this department is to make reliably sterilized articles available at the required time and place for any agreed purpose in the hospital as economically as possible.

The functions are:

- It receives stores, sterilizes and distributes to all departments including the wards, OPD and other special units.
- It processes and sterilizes syringes, rubber goods (catheters, tubing etc.), surgical instruments, treatment trays and sets, dressing etc.
- It ensures economic and effective utilization of equipment resources of the hospital under controlled supervision.

The CSSD department is located at the basement.

It is divided into three zones decontamination area, clean area and sterilization

In decontamination area the used instruments from various departments come through Dumbwaiter lift or manually and entry is done in record register. The instruments are cleaned in wave cleaner, multienzyme cleaner and washed by disinfectant. Then the instruments are sent to clean area where they are packed and put in sterilizers for sterilization. The various sterilizers are steam sterilizers and Ethylene Oxide sterilizers. They have two doors one in clean area from where the clean instruments are put and the second door opens in the sterilized area where the sterilized equipments are taken out. They are the dispatched to the various departments through lift. The sterile sets are checked for color change. Biological indicator test, bowie-dick test and other chemical indicator test are conducted daily.

MEDICAL RECORDS DEPARTMENT

The medical records department is located at basement.

The functions are

- Proper storage and maintenance of medical records
- Maintenance of integrity and confidentiality of medical records
- Submission of required data to government
- Classify the medical files as per ICD-10
- Obtaining missing patient files
- Online birth and death registration.

They keep the record for 10 years for the expired patients and 5 years in general.

BIOMEDICAL ENGINEERING

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

- records of hospital equipments
- conduct daily rounds to ensure the smooth functioning of the equipments
- facilitation and identification of equipment requirements
- planning technical comparison
- ordering installation
- deployment of all existing units and new projects
- conduct regular preventive maintenance servicing for all equipments at regular intervals

ADMININISTRATION

Administration department is located in the basement area. It has following department-

- General administration
- Finance
- Marketing
- IT
- HR
- Medical administration

GENERAL ADMINISTRATION

It includes-

- Security
- F & B
- PCS
- Engineering
- Purchase
- Stores
- Pharmacy

MEDICAL ADMINISTRATION

- Quality
- FOS
- Dietetics

MARKETING

The main functions of department are-

- Branding and promotion
- Online marketing
- Corporate link ups
- Conduct CMES
- Prepare brochures and pamphlets
- International patient dealing

FINANCE AND ACCOUNTS

Under the finance department comes billing and finance.

The functions of the financial departments are interlinked with the functioning of practically all other departments. The primary and essential functions of this department are:

- To maintain financial records
- To make payments of bills and expenses on time
- To collect accounts due
- To monitor the cash flow/ funds
- To make payments of wages and salaries
- To provide information regarding financial condition to managers and decision makers of the hospital
- To make patient related bills.

IT DEPARTMENT

The Functions of IT department is:

- Maintenance of all the software's in the hospital.
- Modifications of the software are as per the requirements of the department.
- It covers the following modules:
 - IPD Billing
 - OPD Billing
 - Administration
 - House keeping
 - Ward/Nursing
 - Diet
 - Visitor's pass
 - Stores
 - Purchase
 - LIS
 - RIS

HUMAN RESOURCE

The main Functions are

- Development of HR policies and strategies
- Manpower Planning
- Recruitment and Selection
- Employee Training
- Salary Determination
- Performance Appraisal
- Personnel Data entry and record maintenance
- Consultation and Advisory services to management and employees
- Grievance Handling

HOUSEKEEPING

The housekeeping department is located at the basement. It is outsourced to Rare Hospitality services. Each floor is assigned a housekeeping supervisor who is the incharge of all housekeeping functions of floor.

The main functions are -

- Sanitation and Hygiene
- Odor control
- Waste disposal
- Pests, rodents and animal control
- Interior decoration
- Infection control
- Laundry services
- Uniforms

STORE AND PURCHASE

Stores receives all equipments, instruments and items of raw material, consumables, printing and stationary, medicines and other essential goods required by the hospital.

The main functions are:

- Procurement of stores through indigenous and foreign resources
- Checking of requisition and purchase indents
- Negotiating contracts
- Issue of purchase order
- Follow up of purchase orders for delivery in time
- Serving as an information centre on the materials' knowledge.

ENGINEERING AND MAINTENANCE

The engineering department is located at the basement. The equipments under the department are AC plant, chilled water pump, condenser pump, AHU, package unit, electrical substation, fire system, RO plant pump, hot water pump, medical gases.

The main functions are-

- Installation and commissioning
- Breakdown call management
- To maintain electric and water supply
- Air conditioning and refrigeration
- Intramural transportation

SECURITY

Security department is located at the basement

Security services ensure the total safety and security of the internal as well as external customers.

The main functions are-

- To secure the infrastructure and hospital property
- Safety of patients
- Control of flow of visitors
- VIP security
- Parking management

FOOD AND BEVERAGES

The F&B store is located at the basement and the kitchen is located at ground floor.

The main functions are-

- To ensure that PMS is done according to F & B service standards
- To ensure proper room service to the attendants.
- To check the quality of grocery items as per the approved brand list and standard specifications
- Food services to consultants, doctors, and rest of the staff
- Food services extended during guest visit, CME, workshop and other important meeting.

PROJECT

HUMAN RESOURCE DEPARTMENT

The **Human Resource Department** deals with management of people within the organization. There are a number of responsibilities that come with this title. First of all, the Department is responsible for **hiring members of staff; this will involve attracting employees, keeping them in their positions and ensuring that they perform to expectation.** Besides, the Human Resource Department also clarifies and sets day to day goals for the organization. It is responsible for organization of people in the entire Company and plans for future ventures and objectives involving people in the Company. If people are not managed properly, the organization faces a serious chance of falling apart.

The Human Resource Department's main objective is to bring out the best in their employees and thus contribute to the success of the Company.

FUNCTIONS

The main functions of HR Department are:

- Recruitment of employees
- Induction
- Training
- Salary
- Employee engagement
- Reference check
- Performance appraisal
- Motivation of employees
- Auditing
- Grievance handling

Recruitment of Employees

This is one of the most fundamental **roles of the HR department.** This is because this function ensures that the Company under consideration selects the most skilful and competent person from a sea of applicants at that time. This function involves evaluation of ability and competency of potential employees in relation to what the Company needs. If this function is performed well, then the organization will increase value consequently being on the right pathway to achieve its organizational and departmental goals and objectives.

In Fortis Hospital Shalimar Bagh, after the short listing of CV, candidate is called for interview. The interview is taken by the HOD of that department and the Head of HR Department. After the candidate is selected is told about the salary and the letter of intent having date of joining. In case

of Nurses they have a written exam, which they have to clear. On date of joining selected candidates have to fill the joining documents and are required to submit the necessary documents.

Induction

On the date of joining, the employees undergo induction program. In this they are told about the organization, Company policies, about leaves, about various departments, fire safety, hand washing, infection control, quality, FOS, CPR. At the end of the induction they have to give a written test to complete the induction.

Training

Training programs are conducted on regular basis and according to the requirement of the job description.

Salary

Another important function of HR Department is making salary structure of the employees. In Fortis Hospital the salary structure is designed band wise.

Band A is the Non-medical employees. AVI, AV2, AV3

Band B and C- executives

Band N for nurses. N1, N2, N3

Band V- paramedical

Band W, X, Y- for doctors

Leaves

Another function of HR is to keep a record of leaves taken by the employees.

Employee Engagement

In Fortis hospital, there were many events being organized like

- HTML (Hum Tum Milenge) on every Friday
- Nach Baliye
- Fortis Idol
- Nurses Week

Weekly quizzes, Sudoku, puzzles etc were send on the Id of the Employees. Prizes are given to the winners

Reference check

In Fortis Hospital, whenever a candidate is selected, a reference check is done from the previous employers or the reference mentioned in the CV

Performance Appraisals

Motivation of the Employees

Motivation of the employees is done by giving various awards to the employees like nurse of the month, doctor of the month, employee of the month

Auditing

The files of the employees are checked on regular basis to find any missing document, to check the registration certificates.

EMPLOYEE SATISFACTION SURVEY

Introduction

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Employee satisfaction is often measured by anonymous employee satisfaction surveys administered periodically that gauge employee satisfaction.

Aim

To study the level of employee satisfaction at Fortis Hospital, Shalimar Bagh

Objectives

The main objectives of the Employee Satisfaction Survey are to:

- Gather our employees' views about working with the hospital and other related aspects.
- Improve any area/s which the survey highlights as potential sources of dissatisfaction, whilst building on the things we do well.
- Create a happier, more congenial, challenging & an exciting workplace for all.

Methodology

Study area -The study was conducted in Fortis Hospital, Shalimar Bagh

Study topic- Employee Satisfaction survey

Study design – Descriptive Cross-sectional study

Analysis- Quantitative and Qualitative

Study Group – Fortis Employees

Sample size – 293

Survey Period- 1 month

Sources of Data

Primary Data source – Semi- structured Questionnaire filled by the Employees

Tools used- Ms Excel

For the survey, the Employee satisfaction survey forms were send to the employees on their Fortis Mail id and Hard Copy was also available at HR Department. Rounds were conducted on various floors and Forms were distributed and any query related to the form was solved. The time for collection the forms were one month. The employees had a choice of filling the form online and on a hard copy. The hard copy was to be returned to HR department and put in the Drop box kept in the Cafeteria.

The question was a semi-structured questionnaire consisting of both the open-ended and closed ended questions. The closed ended questions were having 5 point rating scale with the sixth option of can't say. There are also some open-ended questions under each section to capture more details from the employees for better understanding of their views and suggestions.

The questionnaire had seven sections. In section one, the employees had to fill the details like Name (Optional), department, designation and time for which they had been working in the organization. The rest six sections were based on six parameters discussed below.

The survey was focused on the following 6 parameters:

Organization

Department

**Career and
Development**

**Relationship
with Seniors/
Managers**

**Benefits and
Compensation**

**Working
Conditions and
Environment**

I. About Organization

PRIDE

- I take a lot of Pride in telling that I work in Fortis Health Care.

VISION

- Organization's VISION Motivates me.

MISSION

- I understand and feel a sense of ownership towards my hospital's MISSION.

COMMUNICATION

- There are open communication channels from employees to management in my hospital.
- There are open communication channels from management to employees in my hospital.

II. About Department/Work

OPPORTUNITY TO LEARN

- My job gives me opportunity to learn.

RECOGNITION

- I receive the right amount of recognition for my work.

UTILIZATION

- I feel optimally utilized in my job.

MORALE

- The morale in my department is high.

COMMUNICATION

- People in my department communicate sufficiently with one another.

III. About Career And Development

PERFORMANCE

- My performance is regularly reviewed and discussed with me.

TRAINING

- I am satisfied with opportunities of formal and informal training/ skill development provided to do my job well.

GROWTH OPPORTUNITY

- I am aware of the opportunities of growth/ career advancement provided in the organization.

IV. ABOUT RELATIONSHIP WITH SENIORS/ MANAGERS

Listens

- My seniors actively listens to my suggestions and addresses my concerns.

TEAMWORK

- My seniors promote atmosphere of teamwork.

PERFORMANCE EXPECTATION

- It is clear to me what my manager expects of me regarding my job performance.

FEEDBACK

- My manager provides me with valuable feedback and coaching and provides actionable suggestions on what can i do to improve.

V. ABOUT BENEFITS AND COMPENSATION

BENEFITS

- I am satisfied with the Hospital's employee benefits Program like rewards, medical insurance, Employee discount policy etc.

SALARY

- I believe my salary is fair for my responsibilities/ position and market norms.

RECREATIONAL ACTIVITIES

- I am satisfied with the recreational activities provided by the hospital like HTMLs, Employee get togethers etc.

LEAVES

- I get my leaves as per my requirements and eligibility.

VI. ABOUT WORKING CONDITIONS AND ENVIRONMENT

JOB SECURITY

- I believe my job is secure.

BASIC AMENITIES

- The basic amenities like clean wash rooms, dining hall, parking etc are provided.

WORK-LIFE BALANCE

- I am able to balance my professional and personal life.

COMMITMENT

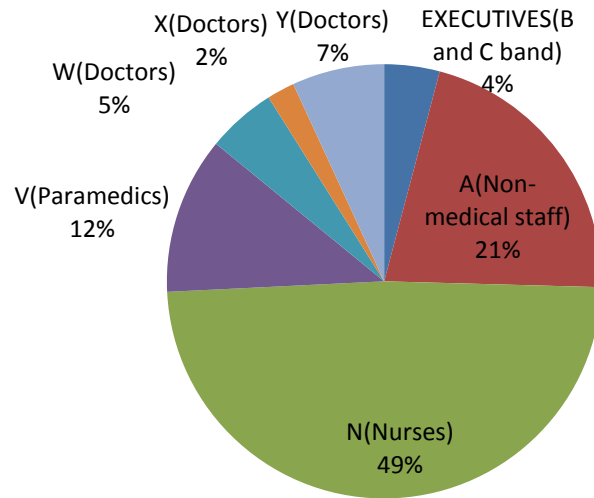
- I am committed to staying with the organization for the next two years.

RIGHTS AND RESPONSIBILITIES

- I am aware of my Rights and Responsibilities as an employee.

Results

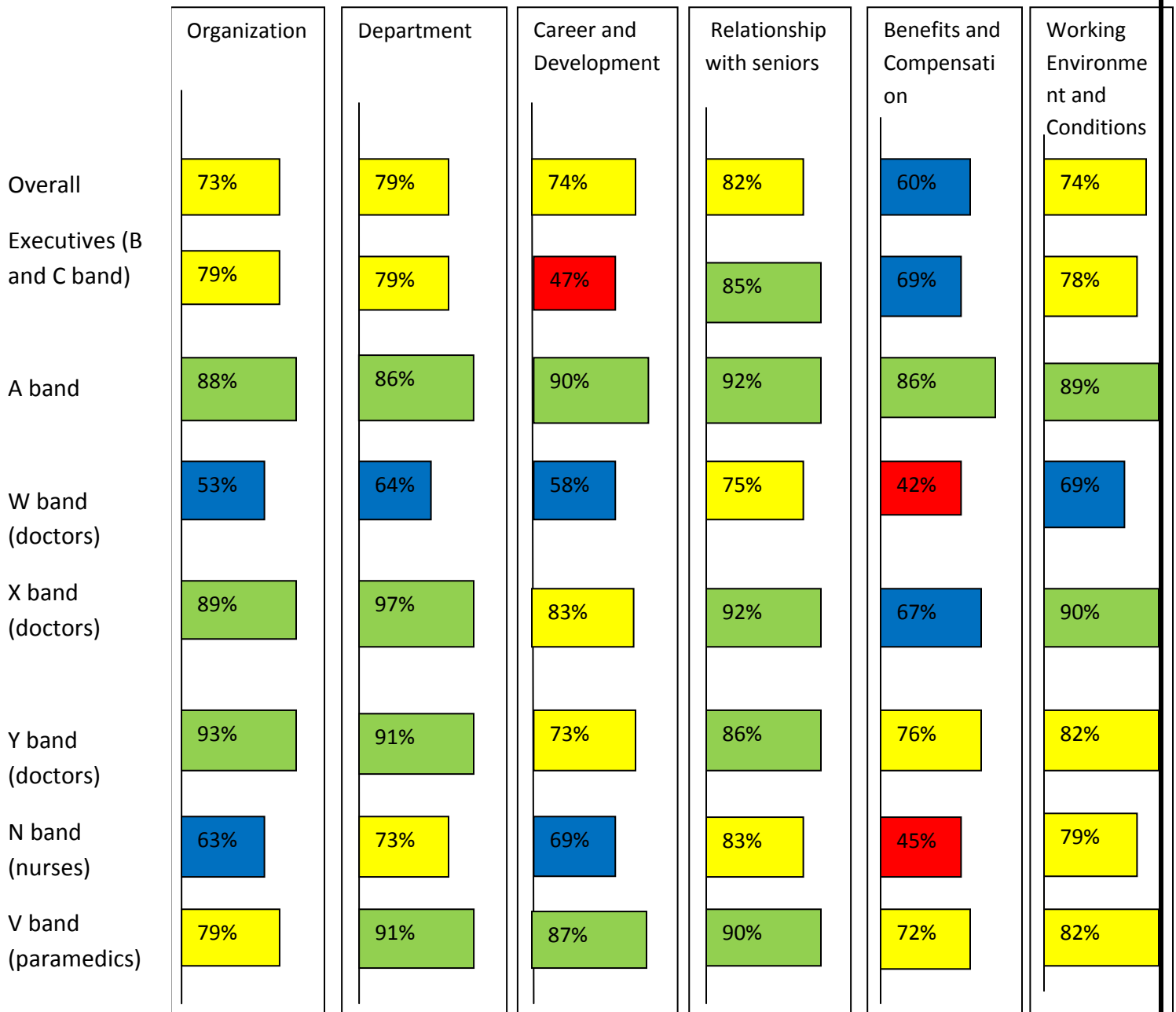
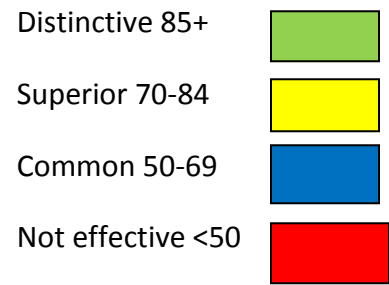
Percentage distribution of respondents



INTERPRETATION

Out of 293 employees who responded to the survey, 49 %(142) were nurses, 12% (34) were paramedical staff, 21 %(62) Non-medical Staff, 4% (12) executives, 14 %(41) Doctors. Out of 14%(41) doctors, 5% W band doctors, 2% X band doctors, and 7% Y band doctors.

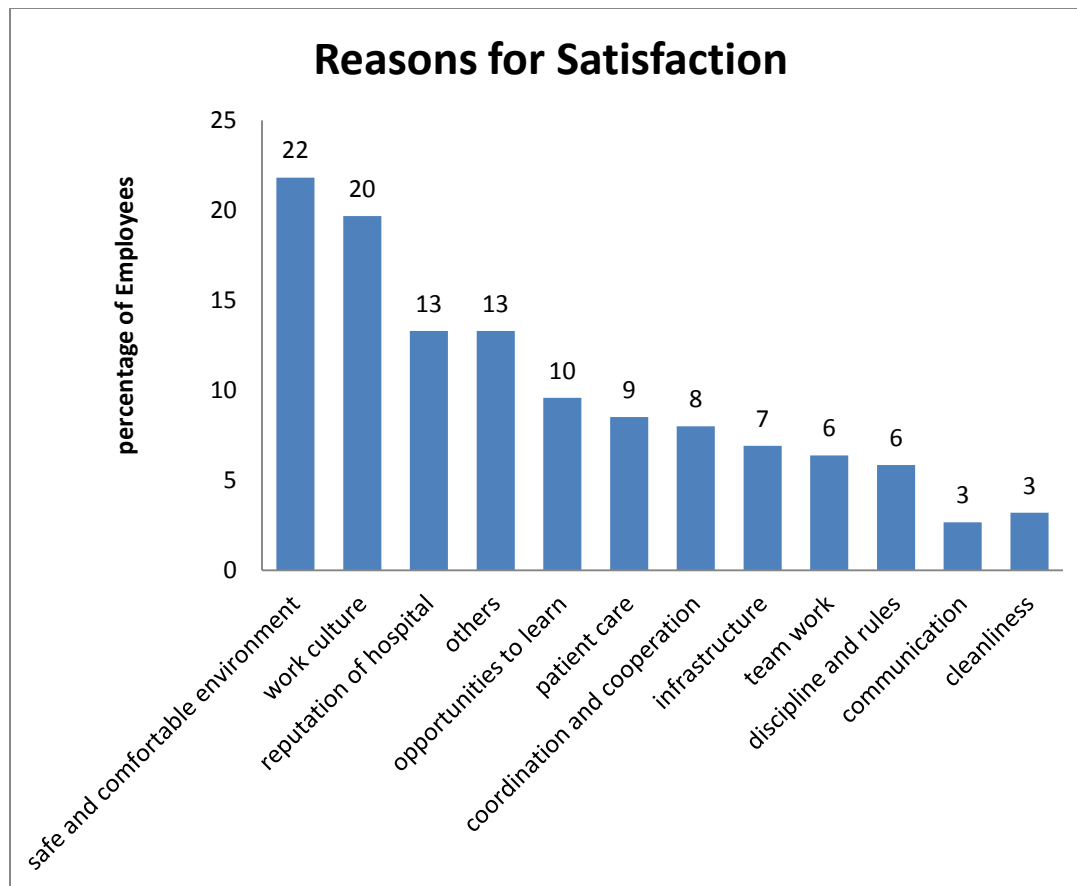
Percentage Satisfaction Level



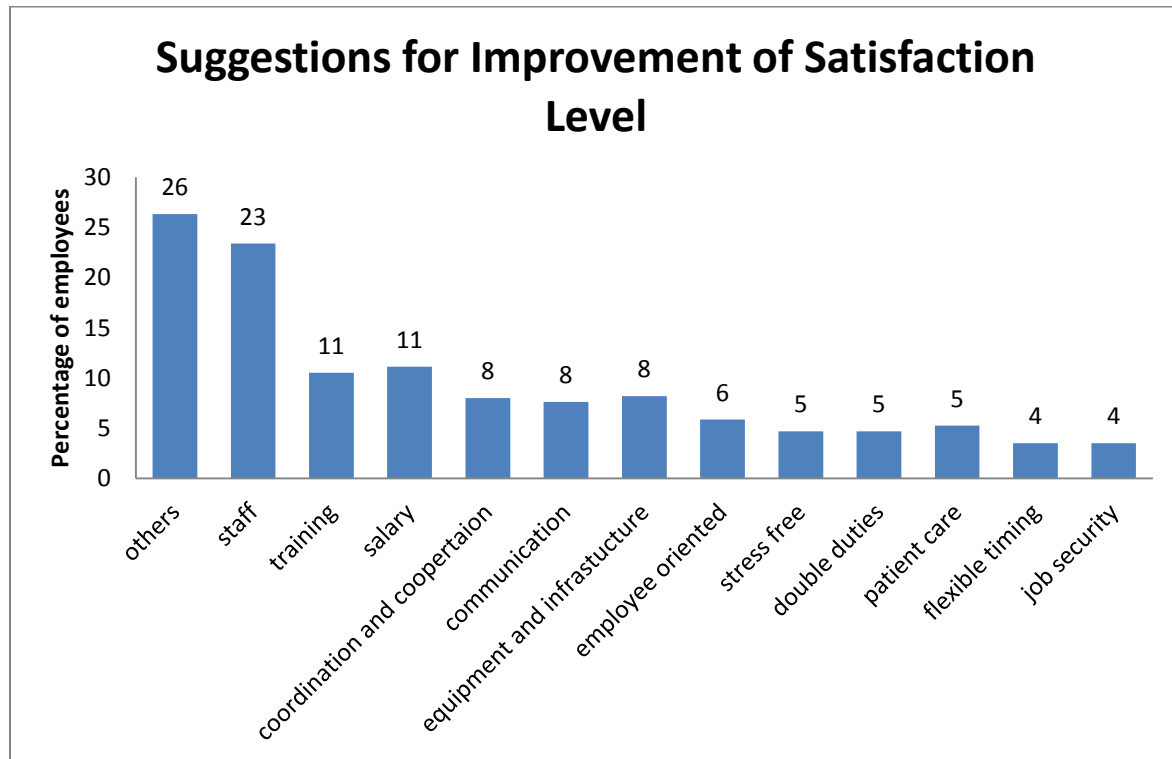
INTERPRETATION

Overall the organization had scores above than 70% employees are satisfied on 5 parameters – organization, department, career and development, relationship with seniors and working condition and environment. Overall the scores were low - 60% people are satisfied with benefits and compensation parameter. Band A i.e. have distinctive scores on all parameters. Band A employees were most satisfied among all the bands. Band B and C employees Executives had a very low score i.e. only 47% of them were satisfied with career development options. The band W doctors were least satisfied employees. They had least score on benefits and compensation i.e. only 42% of the were satisfied with benefits and compensation. Nurses also showed low scores on benefits and compensation i.e. only 45% of them were satisfied with benefits and compensation.

Reasons for satisfaction of employees



Things which will increase the satisfaction level



Recommendations

- International conferences or programs should be organized for the executives for their career and development
- Band W doctors need to be more engaged in hospital activities
- Salary structure should be reviewed for the nurses
- Employee Motivation activities should be introduced both monetary and Verbal appraisals
- Activities like Employee of the month should be reviewed. there should be some parameters set to judge the employee of the month.