



# **BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES (BIITM), BHUBANESWAR**

Plot No. F/4, Chandaka Industrial Estate, Infocity, Patia, Bhubaneswar-24

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## **SUMMER INTERNSHIP PROJECT 2023**

### **REPORT TITLE**

**Employee documentation as per NABH  
STANDARD at Ashwini Trauma Centre.**

### **SUBMITTED BY**

**LAHAAN PARWEZ**

**MBA Batch: 2022-24**

**University Regn. No : 2206258023**

### **Faculty Guide**

**Ms, Smaranika Das  
Asst. Prof.(HR)  
BIITM, Bhubaneswar**

### **Corporate Guide**

**Ms. Urmila Behera  
Head( Hr)  
Ashwini Group Of  
Hospitals,Cuttack.**

# **SIP REPORT & PPT GUIDELINES 2023**

### **CERTIFICATE OF INTERNAL GUIDE**

This is to certify that Ms. Lahaan Parwez bearing university registration no.2206258023 of 2022-24 batch, has completed his summer internship at Ashwini group of Hospitals Cuttack from 01/09/2023 to 30/09/2023 under the supervision of Ms.Urmila Behera and has submitted this project report under my guidance in partial fulfilment of the requirements for award of the degree of Master of Business Administration at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar. To the best of my knowledge and belief, this project report has been prepared by the student and has not been submitted to any other institute or university for the award of any degree or diploma.

Date:

Place: Bhubaneswar

Signature of the Internal Guide

Name :

Designation:



**ASHWINI**  
**TRAUMA CENTRE**  
empowered to heal...

(Unit of Cuttack Hospitals Pvt. Ltd.)

Ref No.: HRD/INT/2023/019

Date: October 11, 2023

To

Lahaan Parwez

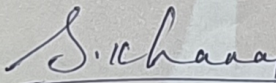
Garapur, kapaleswar, kendrapara, Odisha

**Subject: Completion of Internship**

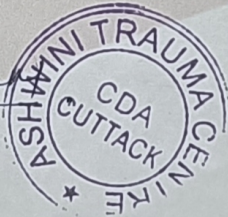
This is to certify that **Lahaan Parwez** has successfully completed internship in **Human Resource Department** on "**Employee Documentation as per NABH standards**" from September 1, 2023 to September 30, 2023 at Ashwini Trauma Centre, Cuttack. We are delighted to express our appreciation for your valuable contributions during the course of your internship.

Best wishes for a bright and successful future.

Thanks



Internal Guide



Ms. Shabhat Khanam

Ashwini Group of Hospitals

## **DECLARATION**

I, Ms. Lahaan Parwez bearing university registration no. 2206258023 (2022-24 batch), hereby declare that the project report titled 'Employee documentation as per NABH STANDARD at Ashwini Trauma Centre' is based on my internship at Ashwini Group of Hospitals, during the period 01/09/2023 to 30/09/2023 and is an original work done by me under the supervision of Ms. Rikan Sethi and Ms. Sabahat . This report is being submitted to Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, affiliated to Biju Patnaik University of Technology, Odisha, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration. This project report has not been submitted to any other institute/university for the award of any degree or diploma.

Date:

Place: Bhubaneswar

Signature

## **EXECUTIVE SUMMARY**

The internship report is a brief discussion of the documentation of the clinical and non clinical staffs at Ashwini trauma centre.

This report is mainly based on the data collected from Ashwini Hospital and Ashwini trauma center, Cuttack. This hospital is making every effort to meet patient satisfaction and making best use of the resources, policies, rules and regulations. Ashwini hospital is the largest private medical center of Cuttack and commissioned in 2006 with an aim to provide tertiary level health care in selective super-speciality branches of medicine and surgery. Ashwini Trauma center have established their firm credentials as the leading trauma care facility of the Odisha and adjoining states. The team has orthopedic Surgeons, Critical care physicians and therapists.

The report is the result of one-month internship. During the internship , I was required to collect all the data from the employees and staff and make a record of it . I made the entries of all the staff's needed documents in the excel and also maintained the files. I got an opportunity of getting the practical knowledge about the system. So, to quench the thirst of practical exposure, I joined Ashwini Group of Hospitals. I got the opportunity to gain practical experience. My role was to collect the employees information and also recruiting. This study has benefitted me a lot to enhance my confidence and abilities to perform and will definitely help me in future prospects.

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# **CHAPTER – 01**

**TITLE** : “EMPLOYEE DOCUMENTATION AS PER NABH STANDARD AT ASHWINI TRAUMA CENTRE.”

## **INTRODUCTION**

Human resource management (HRM) is a critical function in any organization, but it is especially important in hospitals. Hospitals are complex organizations that provide a wide range of services to a diverse patient population. In order to provide high-quality care, hospitals must have a highly skilled and motivated workforce. HRM professionals play a vital role in attracting, developing, and retaining top talent.

There are many reasons why HRM is important in hospitals. First, hospitals are labor-intensive organizations. The vast majority of hospital staff are nurses, doctors, and other healthcare professionals. These professionals are highly skilled and educated, and they require a significant investment in training and development. HRM professionals must ensure that the hospital is able to attract and retain these valuable employees.

Second, hospitals are constantly changing. New technologies, treatments, and procedures are being developed all the time. In order to keep up with these changes, hospitals must have a workforce that is adaptable and willing to learn. HRM professionals must play a role in developing and implementing training programs that help employees keep their skills up to date.

Third, hospitals are under increasing pressure to provide high-quality care at a lower cost. In order to do this, hospitals need to be able to operate efficiently and effectively. HRM professionals can help hospitals to achieve this by developing and implementing policies and procedures that improve employee productivity.

Finally, hospitals are subject to a variety of regulations. These regulations can affect everything from hiring and firing practices to employee benefits. HRM professionals must ensure that the hospital is in compliance with all applicable regulations.



The healthcare industry is a complex and ever-changing field, and hospitals play a vital role in providing quality care to patients. In order to operate effectively and efficiently, hospitals must have a strong human resource (HR) department. HR professionals play a critical role in recruiting, hiring, training, and retaining qualified employees. They also develop and implement policies and procedures that ensure compliance with laws and regulations.

### **Importance of Human Resources in Hospitals**

There are many reasons why HR is important in hospitals. Here are a few of the most important reasons:

- **Recruiting and hiring qualified employees:** Hospitals need to have a strong pipeline of qualified employees in order to meet the demands of their patients. HR professionals are responsible for developing and implementing recruitment strategies that attract the best and brightest talent.
- **Training and development:** Hospitals need to invest in the training and development of their employees in order to ensure that they are up-to-date on the latest medical procedures and technologies. HR professionals are responsible for designing and delivering training programs that meet the needs of the organization.
- **Employee retention:** Hospitals need to find ways to retain their employees, as turnover can be costly and disruptive. HR professionals can help to reduce turnover by creating a positive and supportive work environment and by offering competitive compensation and benefits.
- **Compliance with laws and regulations:** Hospitals are subject to a variety of laws and regulations, and HR professionals are responsible for ensuring that the organization is compliant. This includes laws related to employment, safety, and privacy.

**Employee morale:** Employee morale is important for the success of any organization, and hospitals are no exception. HR professionals can help to improve employee morale by creating a positive work environment, recognizing employee achievements, and providing opportunities for employee engagement.

## **EMPLOYEE DOCUMENTATION**

The introduction to a report on employee documentation is crucial for providing an overview of the purpose and significance of the document management process within an organization.

In the dynamic landscape of modern workplaces, effective management of employee documentation is a cornerstone of organizational success. The meticulous handling, storage, and retrieval of personnel records not only ensure compliance with legal requirements but also contribute to streamlined HR processes, employee satisfaction, and overall operational efficiency.

This report delves into the intricate world of employee documentation, examining its critical role in fostering a well-organized and compliant work environment. As businesses evolve and regulatory landscapes shift, the need for a robust and adaptable system for managing employee records becomes increasingly evident. From onboarding documentation to performance evaluations and beyond, this report aims to explore best practices, challenges, and emerging trends documentation.in the realm of employee

## **NABH STANDARD**

NABH stands for the National Accreditation Board for Hospitals and Healthcare Providers. It is an autonomous body under the Quality Council of India that provides accreditation to healthcare organizations in India. NABH accreditation is a mark of quality and safety in healthcare, indicating that an organization has met certain predefined standards and criteria.

The NABH standards cover various aspects of healthcare delivery, including patient care, safety, infrastructure, management, and continuous quality improvement. Here is a brief overview of some key NABH standards:

### **1. Patient-Centric Standards**

- Focus on the rights and responsibilities of patients.
- Emphasize patient safety and satisfaction.
- Address the communication and information needs of patients.

## **2. Access, Assessment, and Continuity of Care**

- Ensure timely and easy access to healthcare services.
- Promote comprehensive assessment and continuity of care.

## **3. Care of Patients**

- Define standards for clinical care, including assessment, diagnosis, and treatment.
- Address infection control measures.

## **4. Management of Medication**

- Cover the entire medication process, from procurement to administration.
- Emphasize the importance of medication safety.

## **5. Patient Rights and Education**

- Focus on respecting and protecting the rights of patients.
- Encourage patient education for informed decision-making.

## **6. Hospital Infection Control**

- Set standards for infection prevention and control measures within healthcare facilities.

## **7. Continuous Quality Improvement**

- Promote a culture of continuous improvement in all aspects of healthcare delivery.
- Encourage the use of data for monitoring and enhancing performance.

## **8. Responsibilities of Management**

- Outline the responsibilities of the management in ensuring quality and safety.
- Address human resource management and training.

## 9. Facility Management and Safety

- Set standards for the infrastructure, safety, and security of the healthcare facility.

## 10. Information Management System

- Cover the management of patient records and information.
- Encourage the use of technology for effective information management.

NABH accreditation is voluntary but is considered a significant achievement for healthcare organizations. It demonstrates a commitment to providing high-quality healthcare services and adherence to national and international standards. The accreditation process involves a thorough assessment by qualified healthcare professionals to ensure compliance with NABH standards. Once accredited, healthcare organizations are expected to maintain and continuously improve their standards to ensure ongoing quality of care.

## Objectives

1. **Current Documentation Practices:** Investigate the existing methods and systems employed by organizations for documenting employee information.
2. **Provide insights into the legal and regulatory** frameworks governing employee documentation, emphasizing the importance of adherence to these standards.
3. **Efficiency and Accessibility:** Evaluate the impact of efficient documentation management on HR processes, workforce productivity, and data accessibility.
4. **Challenges and Solutions:** Identify common challenges faced by organizations in managing employee documentation and propose effective solutions to mitigate these challenges.
5. **Technology Integration:** Explore the role of technology in enhancing the management of employee documentation, including the adoption of digital platforms and automation.

## **Scope of the Report**

This report covers a broad spectrum of topics related to employee documentation, ranging from the initial stages of document creation during the onboarding process to the secure archiving of records post-employment. By examining both the macro-level implications and micro-level intricacies, we aim to provide a comprehensive understanding of the multifaceted nature of employee documentation within contemporary workplaces.

As we embark on this exploration, it is our intent to equip organizations with actionable insights that empower them to not only meet compliance requirements but also leverage employee documentation as a strategic asset for organizational growth.

This introduction sets the stage for the reader, outlining the report's objectives, scope, and the broader context of the importance of effective employee documentation in the workplace.

## **METHODOLOGY**

### **1. Needs Assessment:**

- Identify the types of documents required based on organizational needs, legal requirements, and industry standards.
- Consider documents related to recruitment, onboarding, employee performance, training, promotions, disciplinary actions, and termination.

### **2. Document Creation and Standardization:**

- Develop standardized templates for various types of employee documents to ensure consistency.
- Ensure that all necessary information is included in each document, such as employee details, dates, and relevant signatures.

### **3. Onboarding Documentation:**

- Develop a comprehensive set of documents for the onboarding process, including employment contracts, offer letters, confidentiality agreements, and other relevant forms.

- Clearly outline company policies, code of conduct, and other essential information during the onboarding process.

#### **4. Employee Records Management System:**

- Implement a secure and organized system for storing and retrieving employee records. This can be a physical filing system or a digital document management system.

- Classify documents based on categories (e.g., personal information, performance records, training certificates) for easy access.

#### **5. Data Security and Compliance:**

- Establish protocols for safeguarding employee data to ensure compliance with data protection laws and regulations.

- Regularly review and update security measures to protect against unauthorized access or data breaches.

#### **6. Documenting Performance and Development:**

- Implement a performance documentation system that includes regular evaluations, feedback, and performance improvement plans.

- Keep records of training and development activities to track employee growth and skill enhancement.

#### **7. Disciplinary and Grievance Documentation:**

- Develop clear processes for documenting disciplinary actions, grievances, and conflict resolution.

- Ensure that all relevant parties are involved in the documentation process, and records are maintained confidentially.

#### **8. Termination Documentation:**

- Develop procedures for documenting employee terminations, including exit interviews, final pay details, and return of company property.

- Keep termination records in compliance with legal requirements and industry standards.

#### **9. Regular Audits and Updates:**

- Conduct regular audits of employee documentation to ensure accuracy, completeness, and compliance.

- Updated documents as needed .

#### **10. Employee Access and Self-Service:**

- Implement systems that allow employees to access and update certain information, such as personal details, emergency contacts, and training records.
- Ensure that employees are informed about their rights and have access to their own records when necessary.

#### **11. Training and Communication:**

- Train HR personnel and relevant staff on the proper documentation procedures and standards.
- Communicate any changes in documentation processes to ensure consistent implementation.

#### **12. Continuous Improvement:**

- Establish a culture of continuous improvement, seeking feedback from employees and stakeholders to enhance documentation processes over time.
- Stay informed about industry best practices and update documentation methodologies accordingly.

By following a comprehensive methodology for employee documentation, organizations can ensure that they maintain accurate, secure, and compliant records throughout the employee lifecycle.

### **LIMITATION**

#### **1. Incomplete or Inaccurate Information:**

- Employees may provide incomplete or inaccurate information during the documentation process, leading to gaps in records.
- Human error in data entry or recordkeeping can result in inaccuracies that may impact decision-making.

#### **2. Data Security and Privacy Concerns:**

- Maintaining the security and privacy of employee records is a constant challenge. Unauthorized access, data breaches, or internal misuse can compromise sensitive information.

### **3. Limited Accessibility:**

- In some cases, relevant stakeholders, such as managers or HR personnel, may not have easy access to employee documentation when needed.
- Poor accessibility can hinder timely decision-making and responsiveness to employee needs.

### **4. Technology Challenges:**

- Organizations relying on outdated or inefficient document management systems may face technology challenges. These can include slow retrieval times, system crashes, or compatibility issues.
- The need for ongoing technology updates and training can be resource-intensive.

### **5. Resistance from Employees:**

- Employees may be hesitant or resistant to providing certain information, especially if they perceive it as intrusive or if there are concerns about how the information will be used.
- Building trust and transparency in the documentation process is crucial to overcoming resistance.

### **6. Retention and Storage Issues:**

- Determining the appropriate retention period for various types of employee documents can be challenging. Keeping records for too long may pose legal risks, while premature disposal can lead to compliance issues.
- Physical storage constraints and costs associated with maintaining paper records can also be limiting.

### **7. Documentation Overload:**

- Organizations may face challenges in managing the sheer volume of documentation, especially in larger enterprises. This can lead to information overload and difficulties in finding relevant data when needed.
- Prioritizing and categorizing documents can help address this limitation.



#### **8. Lack of Standardization:**

- Inconsistent documentation practices across departments or teams can hinder collaboration and create challenges in data analysis.
- Establishing and enforcing standardized documentation processes is essential for maintaining uniformity.

#### **9. Legal Risks:**

- Incorrectly documenting or mishandling sensitive information can expose organizations to legal risks, including lawsuits or regulatory penalties.
- Ensuring compliance with labor laws, privacy regulations, and industry standards is crucial to mitigating legal risks.

#### **10. Cultural and Ethical consideration**

- Different cultural norms and ethical considerations may impact what information employees are willing to disclose.
- Organizations need to be mindful of cultural diversity and foster an inclusive environment in their documentation practices.

Recognizing these limitations allows organizations to implement strategies and best practices that address these challenges, leading to more effective and compliant employee documentation processes. Regular reviews, employee training, and staying abreast of legal and technological developments are essential components of a proactive approach to managing these limitations.

## **CHAPTER – 02**

### **COMPANY PROFILE**

Ashwini Hospital is the largest private medical centre of Cuttack and was commissioned in 2006 with an aim to provide tertiary level health care in select super-specialty branches of Medicine and Surgery.

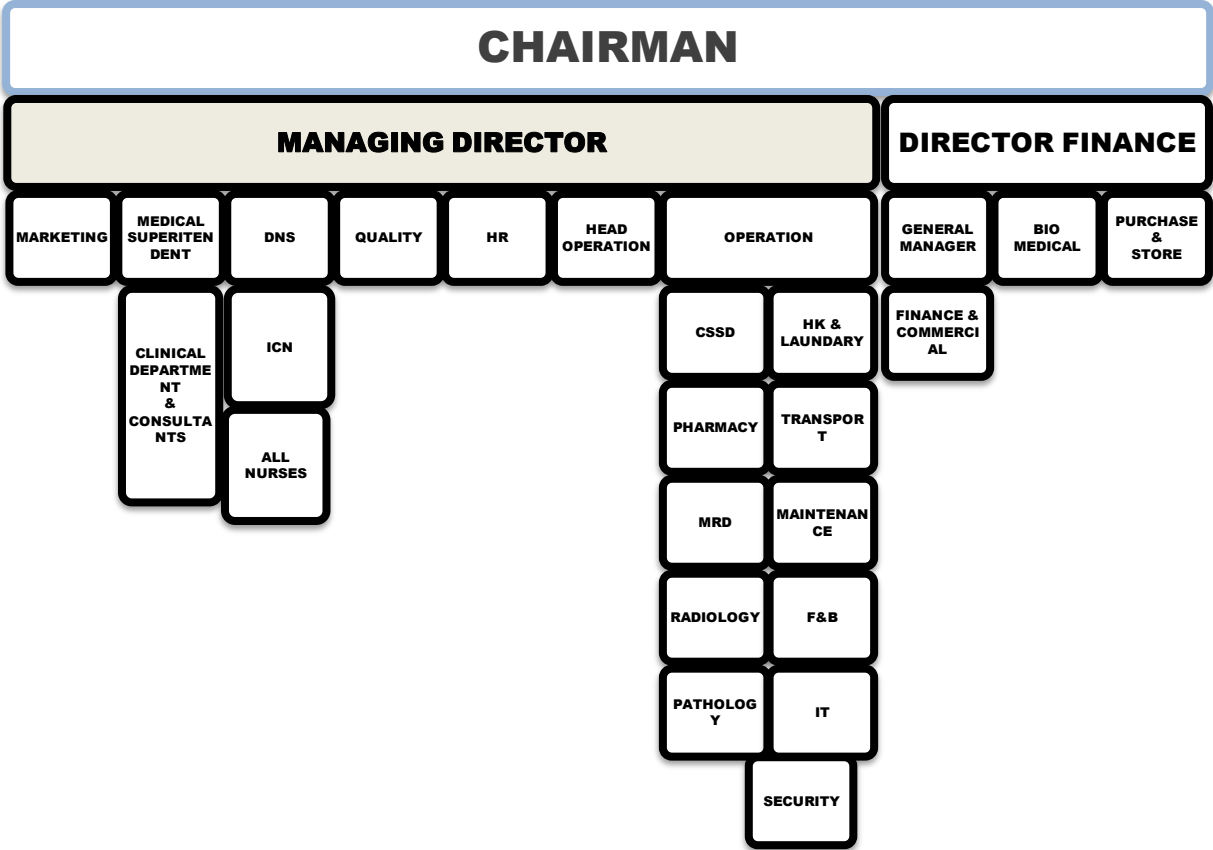
It is situated at Sector 1, CDA project area, the hospital is close to the busy city centre and yet easily approachable for people through all major State roads and National Highways.

Soon it carved a niche in critical care of patients with Trauma, Neuro, Cardiac, Pulmonary and other complex medical issues. Today, with 350 patient beds in three specialty hospitals and three out-reach clinics, training courses like Diploma and B.Sc. courses in Nursing, Diploma in Critical Care Medicine and Masters in Emergency Medicine, Ashwini Group has established its position as a leading health care organization.

### **OBJECTIVES**

1. To achieve clinical excellence as per benchmarking standards, practices and evidence-based approach.
2. To demonstrate critical thinking skills in making decisions in all situations in order to provide quality care.
3. To build trust and faith among patient community and develop the image for the hospital and poster preferred destination for their health.
4. To provide promotive, preventive and restorative healthcare services with the national health policy and program.
5. To delight the stakeholders (patients, employees, suppliers and others).
6. To offer services up to the affordable cost to the patients."
7. To create a centre of excellence for medical, nursing, allied health sciences and other areas of education and also promote continuous education for professional development and growth of organisations and individuals.

ORGANIZATION STRUCTURE



## **History and Growth**

1

### **Establishment of the Hospital**

The first Ashwini hospital was established in 1989 by Dr. Prashanth and Dr. Pradeep, with the goal of providing quality medical care to patients in a friendly and comfortable environment.

2

### **Expansion and Development**

Over the years, the hospital has expanded its services and developed new specialties such as neurology, cardiology, and orthopaedics to meet the growing needs of the community.

3

### **Key Milestones and Achievements**

Ashwini Group of Hospitals has been recognized for its excellence in patient care and safety, receiving numerous awards and accolades over the years. It has also emerged as a leader in medical education and research in the region.

4

### **Future-Plans and Innovations**

Ashwini Hospital is committed to continuous improvement and growth, with plans to introduced advanced technology and further expand its services.

### **Range of Medical Facilities Offered**

Ashwini Group of Hospitals offers a comprehensive range of healthcare facilities including diagnostic services, medical and surgical services, ICU and emergency care, and more, all under one roof.

### **Specialized Departments and Services**

The hospital is equipped with specialized departments in cardiology, neurology, oncology, orthopaedics, and more, providing cutting-edge medical care to patients from all walks of life.

#### **Advanced Technology and Equipment**

Ashwini is equipped with the latest medical technology and equipment, ensuring that its patients receive the most advanced treatment possible.

## **QUALITY AND ACCREDITATION**

1

### **Commitment to Patient Care and Safety**

Ashwini Group of Hospitals is committed to providing the highest quality care to all of its patients, with a focus on patient safety and comfort.

2

### **Accreditations and Certifications**

The hospital has achieved numerous accreditations and certifications, including the NABH (National Accreditation Board for Hospitals and Healthcare Providers) accreditation, recognizing its commitment to quality and patient care.

3

### **Quality Improvement Initiatives**

At Ashwini, quality improvement is an ongoing process, with a dedicated team constantly working to improve processes, procedures, and patient outcomes in all areas of the hospital.

### **Outreach Programs and Initiatives**

Ashwini Group of Hospitals is actively engaged in a range of outreach programs and community health initiatives, providing free health checkups, health education, and more to underserved communities.

### **Contributions to Community Health**

The hospital also partners with local organizations and NGOs to create sustainable health programs, targeting a range of health issues such as malnutrition, maternal health, and more.

### **Corporate Social Responsibility Activities**

Ashwini Group of Hospitals is committed to giving back to the community, with a range of CSR initiatives focused on education, poverty alleviation, and healthcare access for marginalized communities.

### **Mission**

Ashwini Hospital would strive to establish a world class institute in Healthcare and stay in the forefront of medical technology and best practices thereby fulfilling the long felt need of true super specialty healthcare in the region.

## **Vission**

Ashwini Hospital, the temple of healing is committed to provide ethical, reliable, high quality and cost effective health care services with care and compassion to ensure complete patient satisfaction.

## **LOCATION/ BRANCHES:**

1. ASHWINI GROUP OF HOSPITALS.
2. ASHWINI TRAUMA CENTRE
3. ADITYA ASHWINI HOSPITAL
4. ASHWINI WELLNESS

## **LOGO :**



## **MAJOR SERVICES**

**Neurology & Neuro-Surgery:** Ashwini hospital is regarded as one of the leading hospital for neurology and neurosurgery in Eastern part of India. Department of Neurosciences is committed to provide high quality, secondary and tertiary neuro services to patients in the region, as well as to all those who have recourse to our facility. Well accompanied by Dept of Neuroradiology, Neuro intervention, Neuro anesthesia and Critical care. Hospital is able to provide 24X7 services with treatment outcomes are comparable to global statistics.

**Cardiology & Cardiothoracic Surgery:** Ashwini Hospital is a premier Cardiac institute of Odisha since 2006. A steady increase of diagnostic and therapeutic procedures including some breakthrough lifesaving techniques have positioned Ashwini Cardiac Centre as a top performer in the State of Odisha. A strong team of senior as well as younger consultants have made the uninterrupted day and night care possible across all seasons. Be it a routine cardiac check-up before a major surgery or a difficult post-operative cardiac monitoring, the Cardiologists of Ashwini Hospital have proved their mettle beyond doubt. Wellness clinics, camps and preventive cardiac health check-ups have helped numerous patients identify their ailments before they could take the patient by surprise.

**Orthopaedics Trauma & Rehabilitation:** Ashwini Group of Hospitals and outreach clinics (Ashwini Emergency & Trauma Centres) have established their firm credentials as the leading trauma care facility of the Odisha and adjoining States. Hospital run a comprehensive trauma care program, especially for poly-trauma patients from resuscitation and stabilisation to effective rehabilitation of the patient. The team has Orthopaedic Surgeons, Spine Surgeons, Plastic Surgeons, Neuro-Surgeons, Vascular Surgeons, Maxillo-Facial Surgeons, Critical Care Physicians and Therapists. With a robust armamentarium, round the clock emergency and dedicated support staff.

**Oncology:** The Department of Oncology at Aditya Ashwini Hospital provides Cancer care in the fields of Medical Oncology and Surgical Oncology. The department is well equipped for the treatment of

- Chemotherapy and General Drug Treatment
- Surgical Oncology
- Cancer detection

**Pulmonary Medicine:** The Pulmonary Medicine Department provides top-of-the-line services in the diagnosis and management of various Respiratory disease and Sleep Disorders. In-house Doctors specialized in respiratory medicine diagnose and treat conditions affecting the respiratory (breathing) system.

**Oral & Maxillo-facial surgery:** Oral & Maxillo-Facial Surgery is divided into paediatric and adult Maxillo-facial surgery. Paediatric cases mostly revolve around the treatment of congenital anomalies of the craniofacial skeleton and soft tissues, such as cleft lip and palate, craniosynostosis, and paediatric fractures. Adult craniofacial surgery deals mostly with fractures (of mandible, maxilla, zygoma, frontal and naso-ethmoidal area) and secondary

surgeries (such as orbital reconstruction) along with orthognathic surgery. Craniofacial surgery is an important part of all plastic surgery training programs, further training and

subspecialisation is obtained via a craniofacial fellowship. Craniofacial surgery is also practiced by Maxillo-Facial surgeons.

**Burns, plastic & reconstructive surgery:** Plastic surgery is a surgical specialty involving the restoration, reconstruction, or alteration of the human body. It can be divided into main categories like Reconstructive surgery, Cosmetic (Aesthetic) surgery, Hand & Micro-Surgery and Burn management.

**Hand & Micro Vascular surgery:** hand and wrist, correction of congenital malformations of the upper extremities, and peripheral nerve problems (such as brachial plexus injuries or carpal tunnel syndrome). Hand surgery is an important part of training in plastic surgery, as well as microsurgery, which is necessary to replant an amputated extremity.

**Microsurgery** is generally concerned with the reconstruction of missing tissues by transferring a piece of tissue to the reconstruction site and reconnecting blood vessels. Popular subspecialty areas are breast reconstruction, head and neck reconstruction, hand surgery/replantation, and brachial plexus surgery.

**Critical care:** The Department of Critical Care Medicine is a state of art centre in the silver city of Cuttack. This speciality of Medicine caters to looking after critically ill patients from medical and surgical specialties with life threatening conditions and multiorgan failure requiring comprehensive and constant monitoring often not possible in the regular wards. Hospital run a 25 bedded ICU with sophisticated equipment in the 2nd floor of the Block building. Hospital provides round the clock evidence based and affordable care to our patients with our dedicated team of qualified intensivists, critical care nurses, physiotherapists and dieticians.

**General surgery:** Ashwini hospital's Department of General Surgery is regarded as one of the leading units for general surgery in the city. Ashwini hospital deal with the following services,

- Lap Cholecystectomy, appendectomy, ovarian cystectomy and other Laparoscopic surgeries.
- Diagnostic Laparoscopy.
- All kinds of Hernias with mesh repair.
- Proctology - haemorrhoids, anal fistula, anal fissure, peri-anal abscess surgeries both open and laser.
- Hydrocele and all penile surgeries
- Fournier gangrene
- All types of GI surgeries and abdominal trauma surgeries.
- All breast related surgeries
- Thyroid surgery
- Abominable and vaginal hysterectomy for uterine tumour and uterine prolapse
- Mesh repair for rectal prolapse.
- All types of abdominal emergency surgeries.



**Radiology:** Radiology plays a key role not only in diagnosis but also in the post-operative phase of various surgical procedures, especially in Neuro-Surgery. Neuroradiology methods are used in modern neurosurgery diagnosis and treatment.

**Spine surgery:** The department of Spine Surgery provides the most modern surgical procedures which is at par with the best hospitals all over the country.

**Emergency Medicine:** The Emergency Department at Ashwini Hospital is landmarked to be the fastest to respond in times of accidents which involves head injury, severe cases of polytrauma with facial bone injury, heart attacks, paralytic strokes, and other such life-threatening circumstances, thus offering optimum chance of survival and recovery of the patient.

**Dental:** all types of dental services at Ashwini Hospital and Ashwini wellness which covers all aspects like Oral &Maxillofacial surgery, Orthodontics treatment, Conservative dentistry & Endodontics treatment, implant, Paediatric Dentistry, General Dentistry, cosmetic and laser dentistry etc. We have been handling all kinds of dental complexities over many years. We are equipped with highly experienced team of dentists and dental surgeons who are well-supported by a trained team of staff and associates.

**Allied services:** Ashwini Pharmacy, Blood bank, Operation theatre, Department of laboratory, Department of clinical nutrition, Administrative and support units. The support services include

- Ambulance Services.
- Quality Assurance
- Bio medical department
- Information Technology
- Human Resource
- Marketing and Business development
- Finance
- Insurance

**Anaesthesiology:** The department provides specialized care for the patients with UTI, acute and chronic renal failure, hypertension, glomerulo-nephritis, check-up of post kidney transplant patients and also extends support to other departments in the management of wide-ranging renal problems.

**Free Treatments:**

- I. **Free Cleft Surgery:** Free treatment of cleft lip and palate cases is available at Ashwini Hospital under the sponsorship of Smile Train Indian.
- II. **Free Trauma Treatment:** Free treatment of road traffic accident patients is available at Ashwini Hospital for first 48 hours following the accident. This is sponsored by Government of Odisha through Free Trauma Treatment Fund Scheme.

## **HR POLICY**

### **Introduction**

Human Resource Management requires good planning of human resources while at the same time use the human touch, expertise, and commitment towards ensuring productive use of human capital while at the same time motivating the employees to make them give their fullest potential towards patient care activities In the Hospital.

#### **Purpose:**

1. To plan the right mix of manpower for the Hospital In line with the volume of scope of the services being provided by the hospital.
2. To establish a recruitment process and recruit competent people with a positive attitude towards organization and customers, and have the capability to guide or work in a group to achieve the goal of the hospital.
3. To ensure that employees are selected, trained, promoted and treated on the basis of their relevant skills, talents and performance without any discrimination as per the requirement of the organization.
4. To provide a clean, safe, healthy, professional and enjoyable working environment.
5. To motivate employees through reward system and build confidence among staffs, and provide a mechanism of ensuring employee satisfaction
6. To provide training and development for all the employees to enable them to achieve the highest level of skills possible and provide job satisfaction to a large extent.

**Scope of the Department:** This manual covers the following:

- Manpower planning
- Recruitment and selection, and placement
- Joining induction
- Training & Development
- Promotion and incentives
- Employee Health care & Occupational Hazards
- Employee personal file maintenance

### **Policy for Human Resource Planning (HRM)**

**Human resource planning policy:** Manpower Planning is done in the hospital taking in to account the services scope, the volume of out-patients, Emergency patients and Inpatients, based on the past. This also takes in to account the periodical staff turnover. The Managing Director analyses at the beginning of every year such manpower requirements of various categories of staff - Clinicians (full time), Clinicians (On Call), Nursing staff, other paramedics - technicians for Diagnostic Labs, Medical records department, Administrative staff, Front office staff, Maintenance staff, Housekeeping staff (both In-house & contractual), other hospital workers, etc. The requirements are reviewed every quarter and any changes are adjusted as needed.

**Workforce Planning (Non-Medical):**

- i. Responsibility for manpower planning for the hospital rests with HR department and the management ensures availability of the right mix of manpower required to provide quality healthcare services taking in to consideration the patient load, number of beds, number and type of procedures, type and level of care, specializations, infrastructure etc.
- ii. The assessment of manpower requirement in each department/division is periodically reviewed depending on increase or decrease of workload, technological changes or any other relevant factor.
- iii. In case any new staff is required to affect continuity of care either directly or indirectly, the same is communicated to the Managing Director through Human Resources Manager, who is responsible for the approval and provision of the required manpower.
- iv. On approval by the Managing Director, these manpower plans will constitute sanction for creation of posts including posts of trainees and form the general basis of recruitment according to the need of staff in each department.

**Contingency plan to manage workforce shortage**

- Strategic Tie up with Educational Institute such as Centurion University and Vidyapeetha to get trainees in category of EMT, Lab Technician and Radiographers, within 24 Hours.
  - DPMS Data pull management system to manage the exigency in all prospective.
  - Individual HR Network for bulk requirement of Nurses within 24 hours.
  - Outsourced consultancy firm for Clinical, Nonclinical & blue-collar staffing resume Database.
  - Interviewing candidates in all category on regular basis to build a strong pipeline.
  - Candidates are interviewed, shortlisted and Include in the Pipeline
  - Interviewing candidates in all category on regular basis to build a strong Pipeline. Candidates are Interviewed, shortlisted and include In the Pipeline.
  - Cross functional trained staff to meet short term shortages& also pulling staff from local website.
- a. **The required job specifications and job description:** Job description for all employees are used in the recruitment process as well as retained in their records. Refer to Job Descriptions File for reference.
  - b. **Antecedents of the potential employees with regards to criminal/negligence background:** A background check has to be conducted for all potential hires from their previous employments and may Include a police verification. The main objective of conducting the background check is to ensure that the information provided is accurate and can safeguard the interest of the person conducting the background check against fraudulent activities, income loss or damage to reputation.
  - c. **Reporting relationships are defined:** A reporting structure refers to the interrelationship between various authorities in a Hospital. This is a hierarchical chain of command that

clarifies who reports to whom. It clarifies the functions of various employees, Including the manager or managers they have to report to, and the departments that they handle.

- d. **Exit interviews:** In HRM an exit interview is a survey that is conducted with an employee when he or she leaves the company. The information from each survey is used to provide feedback on why employees are leaving, what they liked about their employment and what areas of the company need improvement.

### **Policy for recruitment & Induction**

- a. **There is a documented procedure for recruitment:** To identify and recruit staff as per the job description and job specification with optimum skill and aptitude required for hospital operations. To apply suitable selection methods for hiring the right person through the right source by forming right team of recruiters.
- b. **Recruitment Policy:**
- Vacancies will be advertised both internally and externally.
  - While merit would be the main criteria for filling up a vacant position, seniority and past performance shall be kept in mind.
  - For filling up position at higher levels, employees of the Hospital shall be given preference and would be considered before outside sources are tapped.
  - The mix of the employees shall be cosmopolitan.
  - The best available talent would be absorbed without giving any consideration to region, religion or race.
- c. **Induction Policy:**
- To ensure that a new employee settles down smoothly into the hospital so that he/she reaches standard level of performance as soon as possible.
  - It gives maximum relevant Information to the new employees in shortest time.
  - It eliminates the feeling of the uneasiness, apprehensions etc. In the new employee.
  - It enhances the Image of the hospital as people friendly.
  - It helps reducing the turnover of the employees.

### **Code of conduct is defined:**

- The orientation program includes Ashwini Trauma Centre values, mission, vision, locations and functions of different departments, Organogram, code of conduct, Leave Policy, Fire and other safety training, Security Policies, Uniform and Dress Code, Hospital Codes for emergencies, Non-Disclosure and Confidentiality, Performance and Appraisal Policy.
- Employees: All employees must abide by these standards In the conduct of Hospital business. If a decision is not covered by the Code, guidance shall be sought from the Human Resource Department.

### **Learning and Development:**

- **Training Policy:** Training Is the process of imparting necessary knowledge, skills and attitudes to the employees to enrich their existing knowledge, skills and attitudes, and develop newer ones.

- **Induction:** This training Is provided to all the new recruits at the time of joining. This training generally Introduces the employee to the hospital's quality policy, Vision, Mission, hospital policies and procedures, employees Job Description etc.
- **On Job Training:** On-job training Is Imparted by the department leads. The training Includes management of various risks associated with the care environment. Nursing staff, OT/ICU staff, housekeeping staff, laboratory staff, imaging dept. staff etc., are trained on Infection control practices that Include needle stick Injury, hand wash practices, use of appropriate personal protective equipment's (PPEs), Injection & Infusion practices and bio-medical waste management practices.
- **Change of Department/Rotation /Transfer:** Training Is Imparted to the employee at the time of Change of Department/Rotation /Transfer to other department in order to make him familiar of the new department, roles and responsibilities of the employee and equipment etc.
- **Advancement/Introduction/change In Technology/ equipment:** All concerned employee will be provided training to upgrade them to such situation. In case of installation of new equipment training Is also provided by the Service/Installation Engineer to all the concerned staff.
- **Mock Drills:** Mock drills will be conducted twice in a year for different category of employee to provide them practical experience of handling critical situations such as various Emergency Codes like fire, bomb threats, mass casualties, etc.
- **Training Methodology:** Training shall be done by Issuing manuals to the employees. Basic training manual Is issued to every class of employee. The training is documented intraining formats for each employee, dated and duly signed by the employee and the HR Personnel.

**Policy on staff appraisal for human resource:**

- a. Appraisal system
- b. Staff is made aware at time of induction
- c. Performance is evaluated based on the pre-determined criteria.
- d. The appraisal system is used as a tool for further development.
- e. Performance appraisal is carried out at pre-defined intervals at least once a year and is documented
- f. Ashwini Hospital will follow a 180-degree appraisal system. Employees that are due for promotion has to have a 360-degree appraisal

**Policy on disciplinary actions:** The hospital's policy is to ensure fair and effective arrangements exist for dealing with disciplinary matters and that as far as possible common standards are observed for all employees. The procedure covers unsatisfactory conduct as work and unsatisfactory work performance if this is willful or caused carelessness. A separate procedure applies to cases of capability. This disciplinary code aims to:

- Promote efficient and safe performance of work.
- Maintain good employee relations within the hospital.
- Help and encourage staff to achieve and maintain the appropriate standards of conduct that the hospital expects of its entire staff.

**Gross Misconduct:** Gross misconduct is conduct so serious that it effectively breaches the contract of employment and so justifies the employer in effecting a summary dismissal. While it is possible to give examples of actions, which may constitute gross misconduct, each case must be considered in the light of its particular circumstances. These may include the nature of the job as well as the details of the offence.

**Policy:**

- Any act of misconduct/indiscipline shall be reported to the grievance redressal committee in writing.
- The committee would decide as to who would carry out the enquiry on the act of misconduct depending of the cadre of staff.
  - Class 1 – Director
  - Class 2 – Medical officers and paramedics, MRD – RMO
  - Class 3 – Nursing – Matron / Asst matron
  - Class 4 – House-keeping officer
- Admin staff, registration staff, enquiry counter staff, data entry operators, stores – administrative officer
- There can be more than one officer for the enquiry if the committee so desires.
- The employee should be given an opportunity to present his point of view on the alleged misconduct
- The punishment should award on the basis of findings of the enquiry, past record of the employee and the gravity of misconduct.
- The decision about the type of punishment shall vest with the disciplinary committee.

**Procedure:**

- Minor faults will be dealt with informally by way of advice, coaching, counseling or training as appropriate. Example of such offences would include isolated instances of poor time keeping, unauthorized absence or non-compliance with sickness notification rules.
- The immediate superior would normally have responsibility for bringing the matter to the attention of the head of department and discussing it with them. Generally, this will resolve the problem without recourse to the formal disciplinary process.
- The member of staff should be advised clearly of the standard of behavior expected of them and informed that if he/she does not improve them they will be subject to formal disciplinary action as set out below.

**Policy on Grievance Handling:** The objective of the grievance redressal procedure is to provide easy accessible machinery for settlement of grievance and to adopt measure in organization that would ensure expeditious settlement of grievance of employees handling to increased satisfaction on the job and resulting in improved productivity and efficiency of the organization.

- a. Grievance:** ‘Grievance’ for the purpose of this scheme would only mean a grievance relating to any employee arising out of the implementation of the policies / rules or decisions of the organization. It can include matters relating to leave, internal performance appraisal, acting arrangements, non-extension of benefits under rules, etc. of an individual nature.

b. **Procedure:** Subject to the above provision, individual grievances of employee shall henceforth be processed and dealt within the following manner:

- An aggrieved employee shall take up his grievance(s) orally with his immediate superior who will give a personal hearing and try to resolve the grievance (s) at his level immediately or at least within a week depending on the kind of grievance(s).
- If the grievance is not satisfactorily redressed, the aggrieved employee may submit his grievance in writing to the immediate superior concerned or the Head of the Department.
- If the Head of Department is not able to resolve the matter, or if he/she is a cause or related party to the grievance, then the grievance has to be addressed to the HR Manager or to the grievance redressal committee. Such nominated authority will record his comments on the representation within seven days, and if need to be refer it to the grievance redressal committee in case the grievance redressal committee will be conveyed within one month to the director and the decision of the head will be final.

c. **Overall guidance and conditions:**

- The employee shall bring up his grievance immediately and in any case within a period of 3 months of its occurrence.
- If the grievance arises out of an order given by the management the said order shall be complied with before the employee concerned invokes the procedure laid down herein for redressal of his grievance.
- Grievance pertaining to or arising out of the following shall not come under the purview of the grievance procedure:
  - Promotions
  - Where the grievance does not relate to an individual employee, and
  - In the case of any grievance arising out of discharge or dismissal of an employee.

**Occupational Health and Safety:** Management of Ashwini hospital shall commit to provide quality work environment by taking adequate preventive measures to reduce occupational health hazards.

If a critical injury has occurred and the worker has been cared for, the management must be notified. The appropriate report must be completed as soon as possible; this is to ensure that important details are not forgotten.

A critical injury is an injury that....

- 1) Places life in jeopardy
- 2) Produces unconsciousness
- 3) Results in substantial loss of blood
- 4) Involves the fracture of a leg or arm, but not a finger or toe
- 5) Involves the amputation of a leg, arm, hand or foot, but not a finger or toe.
- 6) Consists of burns to major portion of the body.
- 7) Causes loss of sight in an eye.

The entire hospital premise is strictly declared as no smoking zone.

As regards evacuation of employees in case of emergency due to fire natural calamity or any disaster, these matters are covered in detail on the safety manual and disaster management manual.

All employees MUST follow safety rules highlighted below.

**Sexual Harassment Policy:**

- The Hospital policy is to totally prohibit any form of sexual harassment in the way employees behave with each other.
- This applies equally to relations between superior and subordinates as well as between peers.
- Any incident of sexual harassment will be viewed extremely serious.
- A complaint or report of sexual harassment will be immediately investigated and appropriate action will be taken against the offending employee or employees.
- Such action will depend on the nature and seriousness of the offense and will include strict disciplinary action including termination of service.

**Preventing Workplace violence and its management:**

- Violence in the workplace can be from external (patient relatives, community miscreants etc.) or from internal (other employees) sources
- Violence in the workplace by employees is strictly prohibited and will lead to a disciplinary action and possible termination of service
- The hospital and management will fully cooperate in any police investigation that ensues from the incident, if any. A thorough investigation is done internally with a cross functional unbiased team.
- Violence by external parties is prevented by posting 24 hours security personnel across the hospital that intervene
- The local police department is notified when there is any disturbance with a risk of escalation
- Any staff or patient / relatives injured will be treated in the hospital with priority
- All staff, before being hired, will undergo a background check
- All staff are trained in the code of conduct which is strictly enforced.

**Holidays:** A notice specifying the days to be observed as holidays as per law shall be displayed in the notice board. Those of the employee who are required to work in any of these holidays shall be entitled to a Compensatory holiday or to wages as per provision of the applicable.

**Accidents:** If employee sustains injury by accident during working hours the Employee or any other workman on his behalf present on the spot shall report the accident to his superior who shall arrange for immediate medical attention as appropriate.

**Leave:** Being an essential service, regular attendance for work is a vital factor in ensuring Smooth and uninterrupted operation. This requires that employees plan their leave. In order to guide employees on the subject of leave, the following leave rules reproduced.

**Applicability:** Leave Rules will apply to employee who are on the regular roll of the hospital which includes Doctors and Executives.

**Types of leave:**

- Casual Leave
- Sick Leave



- Earned Leave
- Maternity Leave
- Leave without pay

**Discharge (Termination of employment by employee):** Employee desirous of resigning from the employment of the company may do so by a written application stating reasons if any.

On submission of resignation from employment, the employee before being relieved hand over to the management all correspondence, specifications, formulae, books, documents, market data, cost data, designs, blue prints, drawings, literature, effects or records etc., belonging to the company/ hospital or related to its business and shall not make and / or retain any copies of the same.

#### ABOUT:



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#### FOUNDERS

**Dr. Subrat Kumar Jena**

CHAIRMAN & FOUNDER

**Dr. Maya Gantayet**

MANAGING DIRECTOR & CO-FOUNDER

The state of health care of a nation is directly reflected in its economic growth and stability. Private sector has always played an important role in improving and sustaining the standards of health care in India as well as in other nations. The part played by regional players like Ashwini Hospital Group in meeting the health care needs of Odisha and neighboring States has been much more than satisfactory. This sense of accomplishment encourages us to grow and meet the growing needs and expectations of the community.

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**SWOT ANALYSIS**

**Strengths:**

**1. Reputation and Accreditation:**

- Strong reputation for providing quality healthcare services.
- Accreditation from recognized healthcare bodies.

**2. Medical Staff:**

- Highly qualified and experienced medical professionals.

- Specialized expertise in various medical fields.

### 3. Technology and Infrastructure:

- State-of-the-art medical equipment and technology.
- Modern facilities and infrastructure.

### 4. Patient-Centric Approach:

- Patient-focused care with a commitment to high-quality service.
- Effective patient communication and engagement.

### 5. Diverse Services:

- Comprehensive range of medical services and specialties.
- Integrated healthcare services, including diagnostics, surgery, and rehabilitation.

## **Weaknesses:**

### 1. Operational Efficiency:

- Inefficiencies in administrative and operational processes.
- Long wait times and delays in service delivery.

### 2. Staffing Challenges:

- Staff shortages and burnout issues.
- Inadequate training programs for staff development.

### 3. Financial Constraints:

- Reliance on government funding or insurance reimbursements.

- Financial challenges affecting resource allocation.

#### 4. Technology Implementation:

- Limited adoption of digital health records or other technological advancements.
- Resistance to change in certain departments.

#### 5. Patient Experience:

- Inconsistent patient experiences across different departments.
- Challenges in managing and resolving patient complaints.

### **Opportunities:**

#### 1. Telemedicine and Digital Health:

- Expansion of telemedicine services to reach a broader patient base.
- Integration of digital health solutions for remote patient monitoring.

#### 2. Community Engagement:

- Increased community outreach and health education programs.
- Collaboration with local organizations for community wellness initiatives.

#### 3. Partnerships and Collaborations:

- Collaboration with research institutions for medical advancements.
- Partnerships with other healthcare providers for specialized services.

#### 4. Preventive Healthcare:

- Expansion of preventive care programs to improve community health.

- Wellness and lifestyle programs to reduce the incidence of chronic diseases.

#### 5. Infrastructure Development:

- Expansion of facilities and services to meet growing demand.
- Investment in new technologies to enhance diagnostic and treatment capabilities.

### **Threats:**

#### 1. Regulatory Changes:

- Changes in healthcare policies and regulations affecting reimbursement.
- Compliance challenges with evolving healthcare standards.

#### 2. Competition:

- Increased competition from other healthcare providers.
- Emergence of specialized clinics or outpatient centers.

#### 3. Economic Factors:

- Economic downturn affecting patient affordability and insurance coverage.
- Budget constraints impacting hospital funding.

#### 4. Public Health Crises:

- Outbreaks of infectious diseases affecting hospital resources.
- Increased demand for emergency services during public health emergencies.

#### 5. Technological Risks:

- Cybersecurity threats and data breaches.
- Disruptions in services due to technical failures or system outages.

This SWOT analysis provides a comprehensive overview of the internal and external factors that can influence a hospital's performance. It serves as a strategic tool for hospital management to capitalize on strengths, address weaknesses, leverage opportunities, and mitigate threats to ensure long-term success and sustainability. Regularly updating the analysis helps the hospital stay responsive to changing dynamics in the healthcare landscape.

## **CHAPTER – 03**

### **COMPETITOR ANALYSIS**

Competitor analysis is a strategic management process that involves evaluating the strengths and weaknesses of a company's competitors in the market. This analysis helps businesses understand the competitive landscape, identify opportunities and threats, and make informed decisions to gain a competitive advantage. Here's a guide on conducting competitor analysis:

## **Key Competitors in the Region-**

### **-Apollo Hospitals**

Apollo Hospitals stands out for its specialized pediatrics care and modern infrastructure. \_Apollo Hospitals is known for its advanced medical research center and renowned specialists in cardiology, neurology, and oncology.

### **KIIMS**

### **Odisha orthopaedics hospital and Shanti fertility care-**

Odisha orthopaedics hospital and shanti fertility care offers specialized orthopaedic surgeries and a state-of-the-art fertility centre.

### **Odisha multispeciality hospital and trauma care centre private limited-**

Odisha multispeciality hospital and trauma care centre private limited is a Level 1 trauma centre, providing round-the-clock emergency care and critical care services.

<b><u>Differential competitor analysis</u></b>		
<b>Hospital</b>	<b>Services Provided</b>	<b>Key Differentiators</b>
Apollo	General healthcare, surgical procedures	Specialized pediatric care, modern infrastructure
KIMS	Cardiology, neurology, oncology	Advanced medical research center, renowned specialists
Odisha Orthopaedics hospital and Shanti fertility care	Orthopaedics, fertility treatments	State-of-the-art fertility center, specialized orthopedic surgeries

Odisha multi-speciality hospital and trauma care centre private limited

Emergency care, trauma center

Level 1 trauma center, round-the-clock critical care services

## **INDUSTRY ANALYSIS**

- No. of players - 1120 approximately.
- Total market size - 4.79 crores.
- Nature of competition- Perfect competition.
- Barriers in the industry- Entry barriers.
- Emerging trends: Online consultancy, Door step medicine delivery, Quick follow-ups etc.
- Changes in need: Fast patient health evaluation in OPD, Online appointment booking, Quick mode of transportation for the patients etc.
- Innovation in technology: Advanced OT instruments, Online feedback procedures, Less paper work etc.
- Changes in regulatory environment.
- Enhanced patient experience.
- Lowered regulatory violations.
- Effective Internal audits.
- Centralized procedures and data.
- Beat the compliance curve.
- Adhere ongoing regulatory.

## **CHAPTER 04**

### **CUSTOMER ANALYSIS**

Customer is defined as “someone who buys goods or services from a business” . To date, no uniformly agreed on definition of healthcare customer has emerged, but the previous definition could apply to a patient. Popular insurance plan options, such as high-deductible plans and health savings accounts, have led to rapid growth in consumer-driven healthcare, where consumer is generally accepted to mean customer. With the advent of these and other products in the healthcare marketplace, individuals are motivated to shop for providers on the basis of



price and quality information that is publicly available, which may be influencing the shift in labelling from patient to customer . Importantly, the use of the term customer has long depended on the person or organization using the term . For instance, healthcare administrators might refer to customers rather than patients when negotiating privileges with physician groups . Administrators might refer to insurance providers as customers, as insurers often influence where patients seek treatment . The purpose of this case study was to identify a hospital's customers, as viewed by both patients and healthcare team members, and to identify variables that lead to customer satisfaction. The study was conducted at one acute care.. The study's findings may be of interest to hospital administrators who wish to incorporate customer service techniques to build customer relationships. It also offers a method to identify potential customer segments and the attributes those segments deem important to making the decision to do business with the hospital. Ultimately, this case study provides a framework in which to identify a hospital's customers and the best ways to attract and retain them.

### **Is a Patient a Customer ?**

a patient is viewed as an individual who grants authority to the physician, whereby the physician is presumed to be the sole decision maker regarding the services provided. Conversely, customer is defined as “someone who buys goods or services from a business”, implying that medical services are commodities to be managed in the market. When an individual is a customer, he or she purchases services and is fully responsible for checking the quality of the goods before the purchase is made . If the patient is labelled a customer, the provider assumes the role of seller, whose aim is to satisfy the customer's needs. Switching the labels alters the nature of the relationships between healthcare practitioners and their clients/patients. If the patient label is used, the provider has the ultimate decision-making authority, whereas if the customer label is used, the receiver of care may dominate the negotiations regarding the treatment plan. Evidence from other countries suggests that patients prefer to be called patients and not customers. Based on the number of studies that collectively polled 2,165 people in four different countries (UK, Poland, Canada, and Australia) the overwhelming majority of people appeared to 61\_5\_Mazurenko\_JHM prefer the term patient, whereas only 1 in 33 people chose to be called service user. Importantly, the patient's preference for the label may be different in United States, where the healthcare system is not a single-payer system. as patients increase their health literacy and control over healthcare decisions, they are transitioning from their roles as pure patients to roles more closely resembling customers. It is therefore useful to review how customer satisfaction has been studied in the healthcare literature. Customer Satisfaction in Healthcare one commonly used marketing research tool to assess customer satisfaction is the SERVQUAL model . This instrument, in its original form, is used to explore the gaps between expectations and actual perceptions of a service provider's performance. , proposed that customer expectations are an important antecedent to customer satisfaction in a healthcare setting. Therefore, if customer satisfaction is the goal, a service provider must first identify the customer and then work to understand the customer's expectations of the clinical encounter . Often, these expectations are not congruent with the service provider's assumptions. Incorrectly or inadequately identifying who the customer is and what his or her expectations are can lead to inefficient resource allocation, thereby satisfying assumed expectations at the cost of not meeting actual ones.

### **Do Hospitals Have Other Customers?**

Historically, hospitals have developed physician incentives, such as offering hospital-based positions, managerial roles, or ownership interests, to influence physicians' decisions on where to admit their patients. Research has identified physicians' preferences for particular hospital attributes when selecting a facility for their patients, such as the distance to the hospital from the physician's office or the percentage of the physician's admissions at the hospital. Evidence suggests that the hospital-physician collaboration is nevertheless often suboptimal, characterized by strong disagreements on costs or quality issues. One reason for a lack of alignment between hospitals and physicians may be that hospitals do not understand the physicians' true expectations. The hospital is also often chosen for the patient by the insurance company. Therefore, it seems rational to view all parties—physicians, insurers, and other stakeholders as well as patients—through the lens of their role as customers who provide business for the hospital. Physicians as Customers Industry experts consistently stress that hospitals should treat their physicians as a primary customer to ensure the sustainability of the hospital. Hospital attributes typically identified as important to satisfying physicians include outcome oriented standards; protocols for communication between physician and hospital staff, particularly in terms of manners and courtesy; scheduling that accommodates the physician's needs; appointment of a primary team with whom the physician works on a regular basis; and a facility that is ready for the physician's arrival to maximize efficiency.

### **Types Of Patients-**

No two patients are alike. But the longer you work as a physician, the more you notice patterns in the types of patients you treat. They make you laugh, make you cry, make you want to pull your hair out and, at times, remind you of exactly why you got into this line of work. No matter what, you can always count on them to liven up your task.

Where would you be without this colourful cast of characters to care for? Keep reading to see how many of these types of patients you would have treated throughout your career.

### **The self-diagnoser**

You know this patient. This is the one who is convinced they've contracted a rare disease. If a diagnosis was really that easy, then medical professionals would be out of the job. Thankfully physicians are there to field the questions and help correct the diagnoses when they go a little overboard.

"This patient is sure they have something rare, trendy and difficult to treat". "They are often disappointed when they don't have multiple specialists asking them insightful questions they've already prepared answers for."

### **The one with the overbearing family**

Here's another one you're likely to see. You know the drill—walking into a patient's room chock full of visiting family members. All eyes shift to you. In an instant they bombard you with a litany of questions. Or they try to speak for their fully capable family member in a misguided attempt at showing they care.

“These patients are typically sweet and laid back, unlike everyone related to them”. “Often, family members ignored them until they got really sick and are now trying to make up for it at your expense.”

### **The one you get attached to**

You've been told not to get attached to your patients, but the head and the heart don't always agree. You'll likely find yourself remembering special patients long after they're gone. Whether it was their optimistic outlook, or the way you bonded before a big surgery, some patients occupy a special place in your heart.

### **The skeptic**

These incredulous patients are always looking for a second opinion. They may come into their appointment with medical knowledge after a little online research. However, this patient is hesitant to accept any of your explanations or advice, questioning your every move.

Sometimes you can't blame them—if they've been from doctor to doctor only to be hurried through the system and placed on some drug that works on most people.

### **The one that never goes to the doctor-**

You know this patient—They're rarely happy to see doctors and think their time would be better spent elsewhere: Running errands, finishing that project at home or a million other excuses. And they can't remember the last time they had an appointment for a check up..

### **Indolent patients-**

You know this patient-these are individuals who do not take much interest in describing their ailments because of the following reasons –lack of interest or laziness ,not to trouble others by his complaints, false modesty etc.

### **Hypochondriacs and hypersensitive patients-**

Hypochondriac patients imagine complaints because of their nervousness and morbid fear, whereas the hypersensitive patients intensify the symptoms because they want prompt relief.

### **The one who reminds you why you do what you do-**

Even on your toughest days when nothing seems to go right, there will always be the patients who remind you of why you responded to the call of medicine and took up the rigor and reward of the field.

Whether it's the humbling moments of your toughest patients fighting for their lives, the patients who are truly grateful for your care or simply knowing you made someone's time in the hospital a brighter experience, these special patients come into your life again and again to remind you of why you first became a doctor.

### Table 1

Factors that influenced patient's choice of the clinic as perceived by managers and heads

<b>Factors</b>	<b>Variables</b>
<b>Facilities and physical assets</b>	Appropriate clinic environment, Good facilities and equipment
<b>Physicians and employees</b>	Having experienced and responsive personnel, being responsive to possible errors, scientific management of the clinic in recent years, having good physicians
<b>Location and place</b>	Having a strategic location in Tehran, proximity of the clinic to the hospital
<b>Services</b>	Providing high quality services in the clinic, providing various services in a day, having all medical disciplines (specialty and subspecialty) in the clinic, offering boarding services, using a system for queuing patients properly in all wards
<b>Price</b>	Cheaper free tariffs on visits and para-clinical services than private clinics and offices, low-cost services for veterans and the families of the armed forces and martyrs, being a non-commercial clinic, and promoting a patient-centered culture
<b>Promotion</b>	The hospital's reputation and being a famous hospital, obtaining the top rankings among other centers in recent years, direct and indirect advertisements and promotions, the audience of the hospital

**Table-2**

Demographic characteristics of patients

<b>Variables</b>		<b>n (%)</b>	<b>Variables</b>		<b>n (%)</b>
Age Group (year)	10–20	46 (13.2)	Insurance Type	Employed in Armed Forces	55 (15.8)

Variables			n (%)	Variables			n (%)
	21–30		120 (34.48)		Retired from Armed Forces		35 (10.06)
	31–40		77 (22.13)		Armed Forces Family		70 (20.11)
	41–50		46 (13.22)		Employed in Other Armed Forces		58 (16.67)
	51–60		38 (10.92)		Armed Forces <sup>2</sup> Family		38 (10.92)
	61–70		7 (201.)		Soldiers of Armed Forces		20 (5.75)
	No Response		14 (4.02)		Soldiers of in Other Armed Forces		12 (3.45)
Gender	Male		230 (66.09)		Having Other Insurance Types		34 (9.77)
	Female		115 (3305.)		Uninsured		24 (6.9)
	No Response		3 (0.86)		No Response		2 (0.57)
Marital Status	Single		104 (29.88)	Frequency of Referrals	First Time		88 (25.29)
	Married		227 (65.23)		More than Once		246 (70.69)
	No Response		17 (4.89)		No Response		14 (402.)
Referred from	Distant cities of Tehran		109 (31.32)	Shifts	Morning		112 (32.19)
	Cities close to Tehran		96 (27.59)		Evening		214 (61.49)
	Tehran		138 (39.66)		Night		13 (3.73)
	No Response		5 (1.43)		No Response		9 (2.59)

## CHAPTER – 05

### ACTUAL WORK DONE , ANALYSIS AND FINDINGS

List of documents at ASHWINI TRAUMA CENTRE:-

1. RESUME
2. INTERVIEW ASSESSMENT

3. OFFER LETTER
4. APPOINTMENT LETTER
5. MARITAL STATUS
6. PHOTOGRAPHS
7. CERTIFICATES
8. PAN
9. AADHAR CARD
10. JOB DESCRIPTION
11. JOINING FORMS
12. EMPLOYEE HEALTH CHECK UP
13. CREDENTIAL AND PRIVILEGE
14. VACCINATION CARD
15. ANTECEDENT

DEPARTMENTS AT ASHWINI TRAUMA CENTRE:-

1. PHARMACIST
2. I.C.U.
3. NURSING
4. O.P.D
5. ADMIN
6. O.T
7. FRONT OFFICE
8. PATHOLOGY
9. RADIOLOGY
10. BLOOD BANK
11. STORE AND PURCHASE
12. SECURITY
13. MRD
14. DRIVER
15. MAINTENANCE
16. I.T.
17. HOUSE KEEPING
18. RECEPTION
19. CORPORATE
20. SMILE TRAIN

There are 20 departments in ATC.

I have covered almost 250 samples (documents) of both clinical and non clinical staffs.

I not only audited file in the excell but also maintained the files.

I referred to all the files and checked if all the documents were present or not.

Also , I kept records of all the documents that were'nt present in the files of the employees.

I , then , communicated with the employees to collect the documents that they had'nt submitted . In this way , i maintained the records.

<u>DEPARTMENTS</u>	<u>TOTAL FILES</u>	<u>COMPLETED</u>	<u>PENDING</u>
PHARMACY	13	10	3
MAINTENANCE	7	6	1
CORPORATE	8	4	4
ADMIN	15	12	3
HOUSE KEEPING	36	25	14
STORE	2	2	0
OPD	11	9	2

SECURITY	2	2	0
DRIVER	4	0	0
STAFF NURSE	26	15	11
CASUALTY	9	5	4
PLASTIC	9	4	5
ICU	23	26	7
OT	37	28	9
SMILE TRAIN	8	7	1

<u>RADIOLOGY</u>	<u>7</u>	<u>7</u>	<u>05</u>
<u>PATHOLOGY</u>	<u>5</u>	<u>5</u>	<u>0</u>
<u>ORTHO</u>	<u>12</u>	<u>10</u>	<u>2</u>



<u>HDU</u>	<u>9</u>	<u>8</u>	<u>1</u>
<u>BLOOD BANK</u>	<u>5</u>	<u>4</u>	<u>1</u>

### **REASONS FOR PENDING FILES**

01. I was unable to interact with some employees .
02. Some of the few employees didn't have the documents. (example :- PAN,AADHAR)
03. Some of the employees have not submitted their boards or graduations certificates.
04. Some documents were missing. (example :- offer letters , appointment letters)
05. Despite of repeated calls , they didn't submit the documents needed.
- 06 . Some of the employees didn't priortize administrative tasks as they were busy in their healthcare work.
- 07 . Due to some personal issues , they weren't able to provide.
- 08 . Some of the employees do have their vaccination card , registration certificates , etc.
09. Files of drivers are incomplete because of police verification form(Antecedent).

## **CHAPTER - 06**

### **SUGGESTIONS**

Maintaining comprehensive and organized employee documentation is crucial for effective human resource management and compliance with legal requirements. Here are some suggestions on employee documentation:

1. Establish a Clear Documentation Policy:

- Develop a clear and well-communicated policy on employee documentation. Ensure that all employees and relevant staff are aware of the types of documents that will be maintained, the purposes of documentation, and how records will be handled.

## 2. Use a Centralized System:

- Implement a centralized and secure system for storing employee documents. This could be a dedicated HR management system or a secure cloud-based platform. Having a centralized system streamlines access and reduces the risk of document loss or misplacement.

## 3. Document Types:

- Maintain a variety of employee documents, including resumes, job applications, offer letters, contracts, performance evaluations, training records, disciplinary actions, and any other relevant paperwork.

## 4. Employee Personal Information:

- Collect and store essential personal information such as contact details, emergency contacts, tax forms, and bank details securely. Ensure compliance with data protection laws.

## 5. Employment Agreements:

- Keep signed copies of employment contracts or agreements. This includes details about job roles, responsibilities, compensation, benefits, and other terms of employment.

## 6. Performance Records:

- Document employee performance through regular evaluations, feedback, and performance improvement plans. This can be useful for promotions, salary adjustments, or disciplinary actions.

## 7. Attendance and Leave Records:

- Maintain accurate records of employee attendance, including working hours and leave taken. This information is essential for payroll processing and compliance with labor laws.

#### 8. Training and Development:

- Document employee training and development activities, including certificates or qualifications obtained. This helps in tracking skills development and career growth.

#### 9. Disciplinary Actions and Incidents:

- Keep records of any disciplinary actions, warnings, or incidents involving employees. Include details of investigations, outcomes, and any corrective actions taken.

#### 10. Termination Documentation:

- Document the details of employee terminations, including the reason for termination, exit interviews, and return of company property. This documentation can be important for legal purposes and future reference.

#### 11. Consistency in Documentation:

- Maintain consistency in the way information is documented. Use standardized forms and formats for various types of documentation to ensure clarity and easy retrieval.

#### 12. Regular Audits:

- Conduct regular audits of employee documentation to ensure accuracy, completeness, and compliance with relevant laws and regulations.

#### 13. Confidentiality:

- Clearly communicate and enforce confidentiality measures regarding employee records. Limit access to sensitive information only to authorized personnel.

#### 14. Legal Compliance:

- Stay informed about relevant labor laws and regulations to ensure that your documentation practices comply with legal requirements. This includes data protection and privacy laws.

#### 15. Retention Policies:

- Develop and adhere to retention policies for employee documents. Some documents may need to be retained for a specific period, while others may need to be securely destroyed after a certain time.

Remember that maintaining accurate and organized employee documentation not only ensures legal compliance but also supports effective HR management, employee development, and decision-making within the organization. Regularly updating and reviewing these records is essential for keeping them current and relevant.

### **CONCLUSIONS**

In conclusion, this exploration into [specific HR-related topic] has underscored the pivotal role that Human Resources plays in fostering organizational success. As we delved into [key aspects discussed], it became evident that the effective management of human capital is not merely a supportive function but a strategic driver of sustainable growth and employee well-being.

Our analysis revealed [highlighted findings or insights], shedding light on the challenges and opportunities inherent in the HR landscape. From [mention specific challenges] to [highlight potential opportunities], the multifaceted nature of HR demands a dynamic and proactive approach to meet the evolving needs of the workforce and the organization as a whole.

The recommendations provided herein, including [mention key recommendations], serve as a roadmap for enhancing HR practices, fostering a culture of continuous improvement, and aligning the organization with industry best practices. The call to action is clear: to leverage the insights gained and implement strategic initiatives that propel the organization forward.

As we look to the future, it is evident that the role of HR will continue to evolve in response to changing workforce dynamics, technological advancements, and the pursuit of organizational excellence. The imperative is not just to manage human resources but to elevate them, recognizing that our people are the heart of our success.

In closing, the success of any organization is intrinsically tied to the effectiveness of its HR strategies. By embracing innovation, fostering a culture of inclusivity, and prioritizing the well-being and professional development of our employees, we pave the way for a resilient and thriving future.

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2. Files of non clinical staffs at Ashwini trauma centre .

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ChatGPT3.5

<https://ashwinihospitals.in/>

<https://www.ashwinihospitalcuttack.com/about-us/>









