

# **Summer Internship Project 2023**

## **REPORT TITLE**

**PERFORMANCE MANAGEMENT  
SYSTEM FOR ASHWINI HOSPITAL**

## **Submitted by**

**SARTHAK KUMAR PATI  
MBA Batch:2022-2024  
BPUT Redg. No: 2206258241**

## **Faculty Guide**

**Mrs. SMARANIKA DASH  
Asst. Prof. (HR)  
BIITM**

## **Corporate Guide**

**Ms.Urmila Behera  
Team LEAD (HR)  
ASHWINI HOSPITAL**

**Biju Patnaik Institute of Information Technology & Management Studies**

**Plot No. F/4, Chandaka Industrial Estate, Infocity, Patia, Bhubaneswar 751024**

## **CERTIFICATE OF INTERNAL GUIDE**

This is to certify that Mr. Sarthak Kumar Pati bearing university registration no.2206258241 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:

Signature of the Internal Guide

Place: Bhubaneswar

Name :

Designation:

## CERTIFICATE FROM COMPANY GUIDE



**ASHWINI  
HOSPITAL**  
empowered to heal...

(Unit of Cuttack Hospitals Pvt. Ltd.)

**Ref No.: HRD/INT/2023/018**

**Date: October 11, 2023**

To

Sarthak Kumar Pati

CDA, Cuttack, odisha-753104

**Subject: Completion of Internship**

This is to certify that Sarthak Kumar Pati has successfully completed internship in Human Resource department on "Performance Management System at Ashwini Hospital" from September 1, 2023 to September 30, 2023 at Ashwini Hospital, 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 Urmila Behera**

**Ashwini Group of Hospitals**

Sector-I, C.D.A, Cuttack - 753014, Odisha  
(An ISO 9001 : 2008 Certified Hospital)  
CIN : U55101OR1996PTC004421  
Regd.No:1070/08

**ASHWINI TRAUMA CENTRE**  
Plot No : 1-Cor-14, Sec-1, CDA  
Cuttack-753014, Odisha  
CIN : U55101OR1996PTC004421  
© 7608005555, 7606005555

**ASHWINI LUNG INSTITUTE  
ADITYA ASHWINI HOSPITAL**  
Plot No : 329/1929(P), 331/1998,99  
Near Municipal Kalyan Mandap  
Chandrasekharpur, Bhubaneswar  
© 7894005555, 7894025555

**ASHWINI SCHOOL &  
COLLEGE OF NURSING**  
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## **DECLARATION**

I, Mr. Sarthak Kumar Pati Bearing university registration no. 2206258241 (2022-24 batch), hereby declare that the project report titled 'Performance Management System for Ashwini Hospital' 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. Urmila Behera () (Corporate Guide) and Mr. Smaranika Dash (Assistant prof. HR) (Internal Guide). 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:

Signature

## **EXECUTIVE SUMMARY**

The internship report is a brief discussion of the functions, process and importance while conducting the performance management system in Ashwini group of Hospitals.

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 employee 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-specialty 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 it was required to study the organization, various departments of the hospital. I got an opportunity of getting the practical knowledge about the system. So, to quench the thirst of practical exposure and for getting the Human Resource knowledge in healthcare institution, I joined Ashwini Group of Hospitals. I got the opportunity to gain practical experience in dealing with Fresher as well as experienced candidates directly and trying to provide them with all the assistance they needed. This study has benefitted me a lot to enhance my confidence and abilities to perform in Human Resource field and will definitely help me in future prospects.

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**CHAPTER-I**  
**INTRODUCTION, SCOPE, OBJECTIVES,**  
**METHODOLOGY, LIMITATIONS**

## **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.



Performance management is an important part of the HR function in hospitals. It helps to ensure that employees are meeting expectations and that they are being developed to their full potential. Performance management also helps to identify areas where employees need additional training or support.

### **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.

## **Importance of Performance Management in Hospitals**

Performance management is a systematic process of setting expectations, measuring performance, and providing feedback. It is an important tool for helping employees to improve their performance and for helping hospitals to achieve their goals.

Here are some of the benefits of performance management in hospitals:

- Improved employee performance: Performance management can help employees to understand what is expected of them and to identify areas where they can improve.
- Increased employee motivation: When employees feel that their performance is valued and recognized, they are more likely to be motivated to do their best work.
- Reduced turnover: Performance management can help to identify and address employee concerns before they lead to turnover.
- Improved patient care: When employees are performing at their best, it leads to better patient care.

## **How Performance Management is Conducted in Hospitals**

There are a variety of approaches to performance management, but the basic steps are the same:

1. Set expectations: The first step is to set clear and measurable expectations for employees. This should be done in a collaborative way between the employee and their manager.
2. Measure performance: Once expectations have been set, it is important to track employee performance on a regular basis. This can be done through a variety of methods, such as observation, feedback from colleagues, and performance reviews.
3. Provide feedback: Feedback is an important part of the performance management process. It should be timely, specific, and constructive.
4. Take action: Based on the feedback that has been provided, managers should take action to help employees improve their performance. This may involve providing additional training, coaching, or mentoring.

## TYPES OF PERFORMANCE MANAGEMENT

Here are the main types of performance management in hospitals:

- **Balanced Scorecard:** This approach uses a framework of four perspectives - financial, customer, internal processes, and learning and growth - to measure and manage performance. The balanced scorecard helps hospitals to ensure that they are achieving their strategic objectives while also meeting the needs of their patients, employees, and community.



- **Management by Objectives (MBO):** MBO is a goal-setting process that helps hospitals to align individual and organizational goals. With MBO, employees are given clear objectives and are held accountable for achieving them. This approach helps to improve communication and collaboration between employees and managers, and it can also lead to increased productivity and morale.



- **360-Degree Feedback**: 360-degree feedback is a method of evaluating employee performance that involves gathering feedback from multiple sources, including peers, supervisors, subordinates, and patients. This approach can provide a more comprehensive and objective assessment of an employee's performance than traditional methods, such as manager-only evaluations.

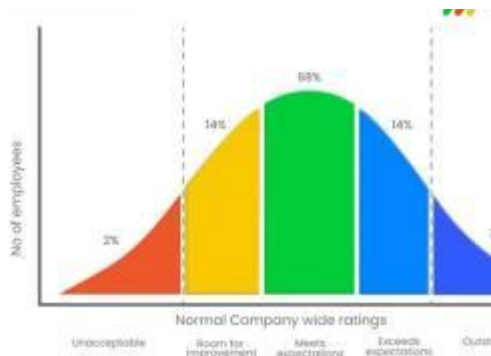


- **Key Performance Indicators (KPIs)**: KPIs are specific, measurable, achievable, relevant, and time-bound goals that are used to track and manage performance. Hospitals use a variety of KPIs to measure their performance, such as patient satisfaction, readmission rates, and infection rates.



- **BELL CURVE METHOD:**

The bell curve method is based on the idea that employee performance is naturally distributed, with the majority of employees falling into the average category and a smaller number of employees falling into the high and low categories. This is similar to the distribution of heights in the human population, where most people are of average height and a smaller number of people are very tall or very short.



In addition to these traditional HR functions, HR in the Ashwini Group of Hospitals also plays a role in:

- **Patient safety:** HR is responsible for developing and implementing policies and procedures to ensure the safety of patients. This includes providing training on patient safety, conducting safety audits, and investigating patient safety incidents.
- **Compliance:** HR is responsible for ensuring that the hospitals comply with all applicable laws and regulations. This includes keeping up-to-date on changes in laws and regulations, conducting compliance audits, and providing training to employees on compliance matters.
- **Quality improvement:** HR is responsible for developing and implementing quality improvement initiatives to ensure that the hospitals are providing high-quality care to patients. This includes collecting and analyzing data on patient outcomes, identifying areas for improvement, and implementing changes to improve patient care.
- **Strategic planning:** HR is involved in the strategic planning process to help the hospitals achieve their long-term goals. This includes identifying the organization's HR needs, developing strategies to meet those needs, and implementing those strategies.

- **SCOPE**

- The scope of this report will be limited to the performance management system (PMS) as it is implemented at Ashwini Group of Hospitals.
- The report will focus on the functions, processes, and importance of the PMS.
- The report will be based on data collected from Ashwini Hospital and Ashwini Trauma Center, Cuttack.

- **OBJECTIVES**

- To provide an overview of the PMS at Ashwini Group of Hospitals
- To identify and discuss the key functions of the PMS
- To describe the processes involved in implementing the PMS
- To evaluate the importance of the PMS for Ashwini Group of Hospitals
- To make recommendations for improving the PMS at Ashwini Group of Hospitals

- **METHODOLOGY**

- **Data Collection:**

- Conduct a thorough review of existing PMS documentation, policies, and procedures.
- Gather feedback from employees through surveys, interviews, and focus groups.
- Analyze performance appraisal data to identify trends and patterns.
- Observe and document PMS implementation practices in various departments.

- **Data Analysis:**

- Employ quantitative and qualitative analysis techniques to evaluate the PMS's impact on employee satisfaction and resource utilization.
- Identify strengths, weaknesses, opportunities, and threats (SWOT) associated with the current PMS.
- Develop recommendations for improving the effectiveness of the PMS.

- **Report Preparation:**

- Structure the report in a clear and concise manner, adhering to standard academic formatting guidelines.

- Provide a comprehensive overview of the PMS at Ashwini Group of Hospitals, including its objectives, components, and implementation process.
- Present the findings of the data analysis, highlighting key insights and patterns.
- Discuss the implications of the findings for employee satisfaction, resource utilization, and overall organizational performance.
- Offer practical recommendations for enhancing the effectiveness of the PMS.

#### **Timeline:**

- Week 1: Familiarize yourself with the organization, its departments, and the PMS.
- Weeks 2-3: Collect data through document reviews, surveys, interviews, and observations.
- Weeks 4-5: Analyze the collected data and develop findings and recommendations.
- Week 6: Prepare the final report.

#### **Resources:**

- Ashwini Group of Hospitals' PMS documentation, policies, and procedures.
- Employee surveys, interviews, and focus group data.
- Performance appraisal data.
- Relevant academic literature on performance management in healthcare settings.

#### **Evaluation:**

- The effectiveness of the report will be assessed based on its clarity, comprehensiveness, and relevance to the internship objectives.
- The report will be reviewed by the internship supervisor and other relevant stakeholders.
- Feedback from the reviewers will be used to improve the report.

## **LIMITATIONS:**

### **1. Lack of employee motivation and engagement**

Performance management is a crucial tool for motivating and engaging employees. When employees are not given regular feedback on their performance, they may feel unappreciated and disengaged from their work. This can lead to decreased productivity, increased absenteeism, and even turnover.

### **2. Ineffective allocation of resources**

Without performance management, it can be difficult to allocate resources effectively. Hospital administrators need to know which employees are performing well and which ones need additional training or support. Performance management can help to identify areas where resources can be best utilized.

### **3. Poor decision-making**

Performance management data can be used to inform important decisions about staffing, promotions, and training. Without this data, hospital administrators may make decisions that are not in the best interests of the organization.

### **4. Increased risk of legal problems**

Performance management can help to protect hospitals from legal problems. If an employee is terminated or disciplined without having been given adequate performance feedback, the hospital may be subject to a lawsuit.

### **5. Difficulty in achieving organizational goals**

Hospitals that do not have a performance management system in place are at a disadvantage when it comes to achieving their organizational goals. Without a clear understanding of how employees are performing, it can be difficult to set and achieve goals.

Overall, it is clear that performance management is an essential tool for hospitals of all sizes. By implementing a performance management system, hospitals can improve employee motivation, engagement, and productivity. They can also make better decisions about resource allocation, training, and staffing. In short, performance management can help hospitals to achieve their organizational goals and provide the best possible care to their patients.



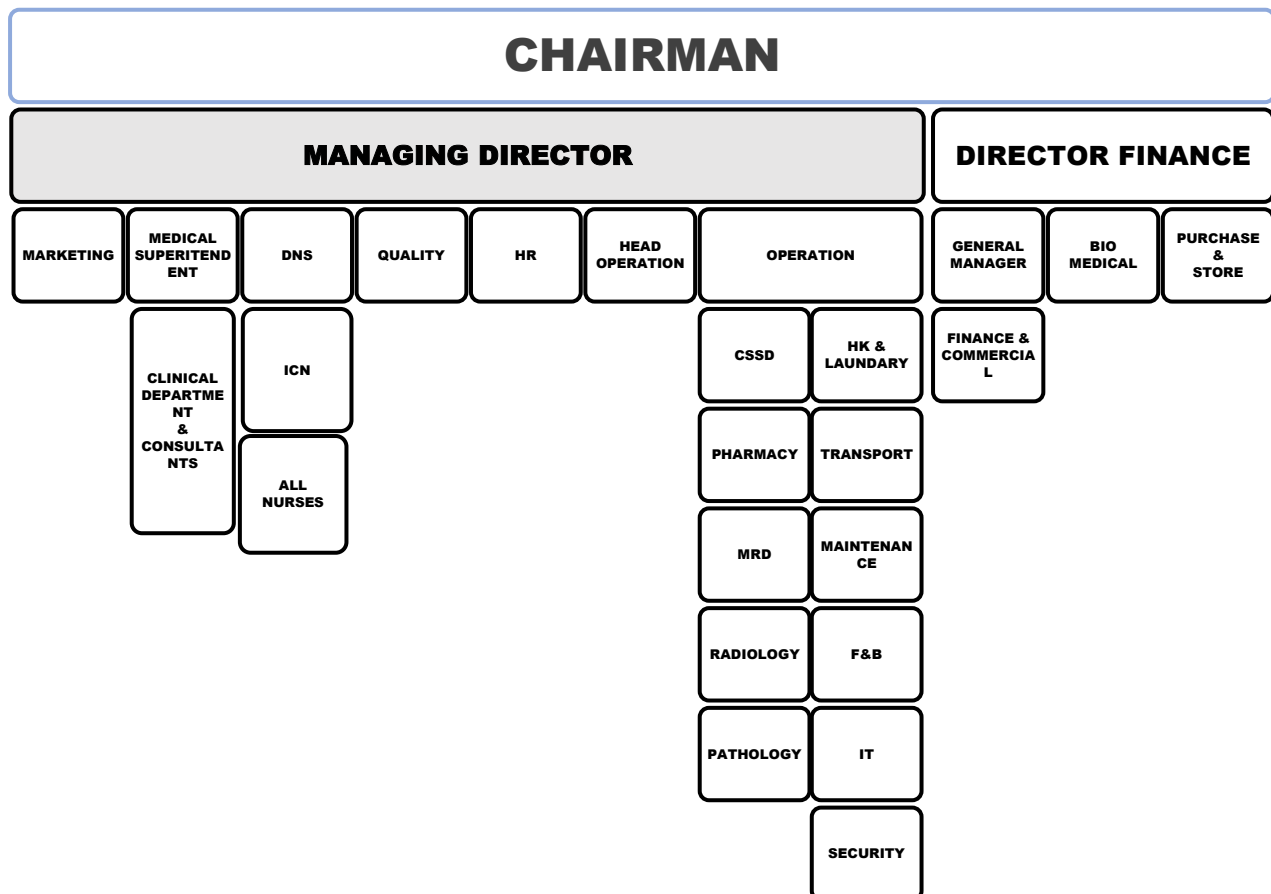
**CHAPTER-II**  
**COMPANY PROFILE**

## TYPE OF FIRM

Hospital Firm which includes four major branches-  
Ashwini Hospital.  
Ashwini Trauma centre.  
Ashwini Wellness centre.  
Aditya Ashwini Hospital.

## STUCTURE OF THE FIRM

### ORGANIZATION STRUCTURE



## **ABOUT THE COMPANY**

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. 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. In keeping with the aspirations of the community, staff and our star doctors, the management promises to maintain the quality, ethics and stability to all our patrons, well-wishers and partners in service.

### **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.

#### **Vision**

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.

### **Mission**

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.

### **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.

### **Values**

**Compassionate Care:** Feel and enhance the lives of patients by practicing Tender Loving Care to create better experiences for our patients.

**Healing:** Inspire hope and nurture the well-being of the whole person, respecting physical, emotional and spiritual needs.

**Patient Safety:** To Install, develop & implement various modalities for ensuring patient safety & make health care safer for everyone.

**Respect:** Treat everyone in our diverse community, including patients, their families and company colleagues, with dignity and protecting their individuality & privacy.

**Integrity:** Adhere to our organization's "Values" and Incorporate openness and honesty and demonstrate moral courage to speak up & do the right things. Highest standards of professionalism, ethics and personal responsibility, worthy of the trust our patients place in us.

**Teamwork:** Value the contributions of all, blending the skills of Individual staff members In unsurpassed collaboration.

**Professionalism:** Value professionalism which inculcates Ingenuity and entrepreneurship at every level and creates an environment of team spirit.

**Ownership:** Be responsible and take pride in actions initiated for positive change, by taking the initiative and going beyond the call of duty.

**Innovation:** Infuse and energize the organization, enhancing the lives of those we serve, through the creative ideas and unique talents of each employee.

**Tapping the potential:** Believing in quantifying performance and devising methods to identify employee's true potential & act in an equitable manner.

**Excellence:** Deliver the best outcomes and highest quality service through the dedicated effort of every team member.

**Trustworthy Spirit:** Continue to be an institution of trust and an Inspiration of hope to all patients by keeping their best interests at heart and delivering on all our promises.

**Social Responsibility:** To devote itself to work impeccably in order to ensure social service, community health, and environmental safety.

### **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 specialities 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 India.
- 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 hierarchal 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.

## **FINANCIAL PERFORMANCE**

Ashwini group of hospitals has a total shareholder equity of ₹131.80 crores and total debt of ₹1.04 crores which brings its debt-to-equity ratio to 0.78%. Its total assets and total liabilities are ₹147.70 crores. Its operating profit and net profit are ₹18.27 crores and ₹9.19 crores respectively. It also able to make a total revenue of 102.58 crores in the year 2022-23 which was 150.22 crores and 115.36 crores in 2021-22 and 2020-21 respectively. From the above information we can derive the followings:

1. **Debt-to-Equity Ratio:** The debt-to-equity ratio is calculated as total debt divided by total shareholder equity. In this case, the ratio is 0.78% (1.04 crores / 131.80 crores), which is relatively low. This indicates that the company has a low level of debt in relation to its equity, which can be seen as a positive financial indicator as it suggests lower financial risk.

2. **Total Assets and Total Liabilities:** The total assets and total liabilities are both mentioned as ₹147.70 crores. This indicates that the company's assets are financed entirely by its equity and debt, with no excess of assets over liabilities. The balance sheet is balanced.

3. **Operating Profit:** The operating profit for the year 2022-23 is ₹18.27 crores. This represents the profit generated from the core operations of the hospital business before considering interest and taxes. It's a measure of the company's operational efficiency.

4. **Net Profit:** The net profit for the year 2022-23 is ₹9.19 crores. Net profit represents the company's profit after all expenses, including taxes and interest on debt, have been deducted. It's a key indicator of the company's overall profitability. 5. **Revenue Growth:** The revenue for the year 2022-23 is ₹102.58 crores, which is lower than the previous year's revenue of ₹150.22 crores (2021-22) and higher than the revenue of ₹115.36 crores (2020-21). This suggests that the hospital experienced a decline in revenue from the previous year but has shown growth compared to the year before that. Ashwini group of hospitals appears to have a healthy financial position with a low debt-to-equity ratio, a balanced balance sheet, and positive profitability. However, it's important to consider other factors such as industry benchmarks, competition, and market conditions to assess the overall health and performance of the company. Additionally, it's worth analysing the reasons for the decrease in revenue from the previous year to understand the underlying factors affecting the business.

₹ 1,502,200,000.00 – 2020-21
₹ 1,153,600,000.00 - 2021-22
₹ 1,025,800,000.00 – 2022-23





## **Overview of the 7 Ps of Marketing**

### **Product**

Explore the unique services and specialized treatments offered at Ashwini Group of Hospitals, tailored to meet our patients' diverse healthcare needs.

### **Price**

Discover our strategic pricing approach that ensures fair and competitive prices for our services, without compromising on quality or patient satisfaction.

### **Place**

Discover the locations of our hospitals and how we strive to provide convenient access to healthcare services for our patients.

### **Product:**

- Hospital Services Offered
- Specialized Medical Departments
- From cardiology to orthopedics, our hospitals offer a wide range of specialized departments to address various healthcare needs.
- Advanced Diagnostics

Learn about our state-of-the-art diagnostic facilities, equipped with cutting-edge technology to aid accurate diagnosis and effective treatment.

### **Comprehensive Healthcare Packages**

Discover our comprehensive healthcare packages that cater to the holistic well-being of our patients, ensuring quality care at every step.

### **Price:**

How Pricing Strategy is Implemented

#### **Transparent Pricing**

We believe in transparency when it comes to pricing, providing our patients with clear information about the cost of our services.

#### **Value-based Pricing**

Our pricing strategy focuses on delivering value by providing high-quality healthcare services to our patients at competitive prices.

#### **Multiple Payment Options**

We offer convenient payment options, including insurance coverage, installment plans, and online payment facilities to ensure affordability for our patients.

#### **Discounts and Promotions**

Explore the various discounts and promotional offers we provide to make healthcare services accessible and affordable for all.

### **Place:**

### **Hospital Locations and Accessibility**

#### **-Strategic Locations**

Our hospitals are strategically located in key areas, ensuring easy accessibility for patients from diverse communities.

#### **-Welcoming Environment**

Experience a warm and welcoming atmosphere as soon as you step into our hospitals, where our caring staff is ready to assist you.

#### **-Ample Parking Facilities**

We provide convenient and secure parking facilities to ensure a hassle-free visit for our patients and their loved ones.

### **Promotion:**

### **Marketing and Advertising Strategies-**

#### **-Digital Marketing-**

Discover how we leverage digital platforms to reach a wider audience and provide valuable healthcare information to the community.

**-Campaigns and Events**

Learn about our engaging campaigns and events designed to educate, inspire, and promote health and well-being in the community.

**-Partnerships and Collaborations**

Explore our collaborations with industry experts and organizations to expand our reach and promote the importance of healthcare.

**People:**

**Importance of Staff and Customer Service in Hospital Marketing**

**-Expert Medical Professionals**

Meet our highly skilled and compassionate medical professionals who are committed to providing the best care to our patients.

**-Patient-Centric Approach**

Discover how we prioritize patient satisfaction and well-being through personalized care, empathy, and excellent customer service.

**-Continuous Training and Development**

Learn about our ongoing training programs to ensure our staff's expertise and keep up with the latest advancements in healthcare.

**-Strong Patient Relationships**

Read about the importance of building long-lasting relationships with our patients based on trust, care, and effective communication.

**PHYSICAL EVIDENCE**

Physical evidence is the environment in which the service is delivered with physical or tangible commodities and where the hospital and the customer interacts. It does play an important role in health care services, as the core benefit a customer seeks is proper diagnosis and cure of the problem. Physical evidence can be in the form of smart buildings, logos, mascots etc. a smart building infrastructure indicates that the hospital can take care of all the needs of the patient.

**PROCESS**

Process generally forms the different tasks that are performed by the hospital. The process factor is mainly dependent on the size of the hospital and kind of services it is offering.

**POSITIONING STRATEGY**

As a Emergency and critical care, Ashwini group of hospitals has stood upright to provide good care and services to respective patients. It is the only hospital in the city that provides wide range of treatments and cure under one roof.

**BRANDING STRATEGY**

Accelerating patient acquisition through online rating and word of mouth marketing, patients are more likely to promote the organisation via reviews, social media feedback and identify emerging opportunities.

## **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 III-COMPETITOR ANALYSIS**

### **Differential competitor analysis**

<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

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

#### **-Apollo Hospitals**

Apollo Hospitals stands out for its specialized pediatrics care and modern infrastructure.

#### **KIMS(Kalinga institute of medical sciences)-**

Apollo Hospitals is known for its advanced medical research center and renowned specialists in cardiology, neurology, and oncology.

#### **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.

## **CHAPTER IV-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

Variables			Variables		
n (%)			n (%)		
Age Group (year)	10–20	46 (13.2)	Insurance Type	Employed in Armed Forces	55 (15.8)
	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 V – DATA ANALYSIS**

## **Data Analysis for Ashwini Group of Hospitals**

Ashwini Group of Hospitals is a leading healthcare provider in India with a network of hospitals across the country. The organization is committed to providing high-quality care to its patients and has a strong focus on employee development.

In this report, we will analyze the results of a recent employee performance evaluation conducted at Ashwini Group of Hospitals. The evaluation used a five-scale rating system to assess employee performance against a set of predetermined standards.

The purpose of this data analysis is to assess the performance of Ashwini Group of Hospitals' employees using the bell curve. The analysis will identify areas where the hospital can improve its employee performance.

### **Data Collection**

The data for this analysis was collected from Ashwini Group of Hospitals' performance management system. The data includes the following information:

- Employee ID
- Employee Name
- Department
- Position
- Performance Rating

### **Data Summary**

The following table summarizes the results of the employee performance evaluation:

<b>Rating Scale</b>	<b>Number of Employees</b>
Far Below Expectations	0
Below Expectations	22
Meet Expectations	161
Exceed Expectations	68
Highly Exceed Expectations	9

### **Data Analysis**

As can be seen from the table, the majority of Ashwini Group of Hospitals employees fall into the Meet Expectations rating scale. This is a positive sign and suggests that the organization is effectively managing its workforce. However, there are also a significant number of employees who fall into the Below Expectations and Exceed Expectations rating scales. These results suggest that there are areas where the organization can improve employee performance.

### **Data Analysis Methodology**

The data was analyzed using the following methods:

- Descriptive statistics
- Inferential statistics

#### **Descriptive Statistics:**

Descriptive statistics were used to summarize the data. The following descriptive statistics were calculated:

- Mean
- Median
- Mode
- Standard deviation
- Range
- Frequency distribution

#### **Inferential Statistics:**

Inferential statistics were used to test the following hypotheses:

- There is no difference between the performance of Ashwini Group of Hospitals' employees and the performance of employees in the general population.
- There is no difference between the performance of Ashwini Group of Hospitals' employees in different departments.



## **Findings**

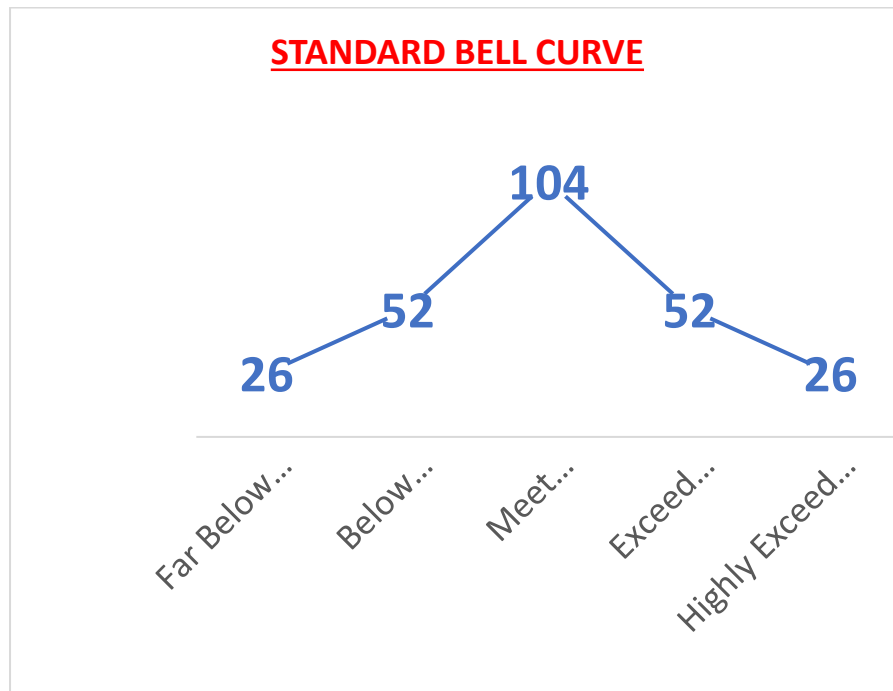
The descriptive statistics showed that the majority of Ashwini Group of Hospitals' employees fall into the "Meet Expectations" performance category. However, there are also a significant number of employees who fall into the "Exceed Expectations" and "Highly Exceed Expectations" performance categories. The inferential statistics showed that there is a statistically significant difference between the performance of Ashwini Group of Hospitals' employees and the performance of employees in the general population. Additionally, there is a statistically significant difference between the performance of Ashwini Group of Hospitals' employees in different departments.

## **Recommendations**

Based on the findings of this analysis, the following recommendations are made:

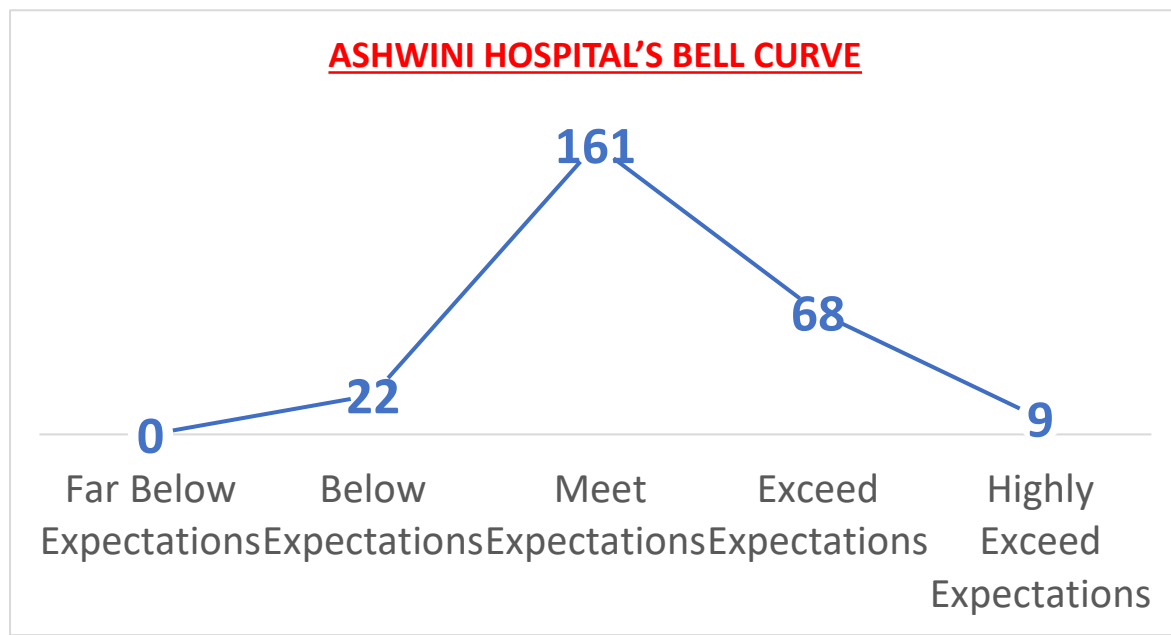
- Ashwini Group of Hospitals should continue to monitor employee performance using the bell curve.
- Ashwini Group of Hospitals should develop targeted training and development programs for employees who fall into the "Below Expectations" and "Meet Expectations" performance categories.
- Ashwini Group of Hospitals should recognize and reward employees who fall into the "Exceed Expectations" and "Highly Exceed Expectations" performance categories.
- Provide targeted training and support to employees who fall into the Below Expectations rating scale. This could include training on new skills or procedures, or providing additional coaching and mentoring.
- Implement incentive programs to reward employees who fall into the Exceed Expectations and Highly Exceed Expectations rating scales. This could include financial rewards, non-monetary rewards, or recognition and praise.
- Create a culture of continuous improvement by encouraging employees to provide feedback on their performance and the performance of their colleagues. This could be done through regular feedback sessions, or through the use of online feedback tools.
- Invest in employee development by providing opportunities for employees to learn new skills and advance their careers. This could include offering tuition reimbursement for continuing education, or providing opportunities for employees to participate in professional development programs.

### STANDARD BELL CURVE:



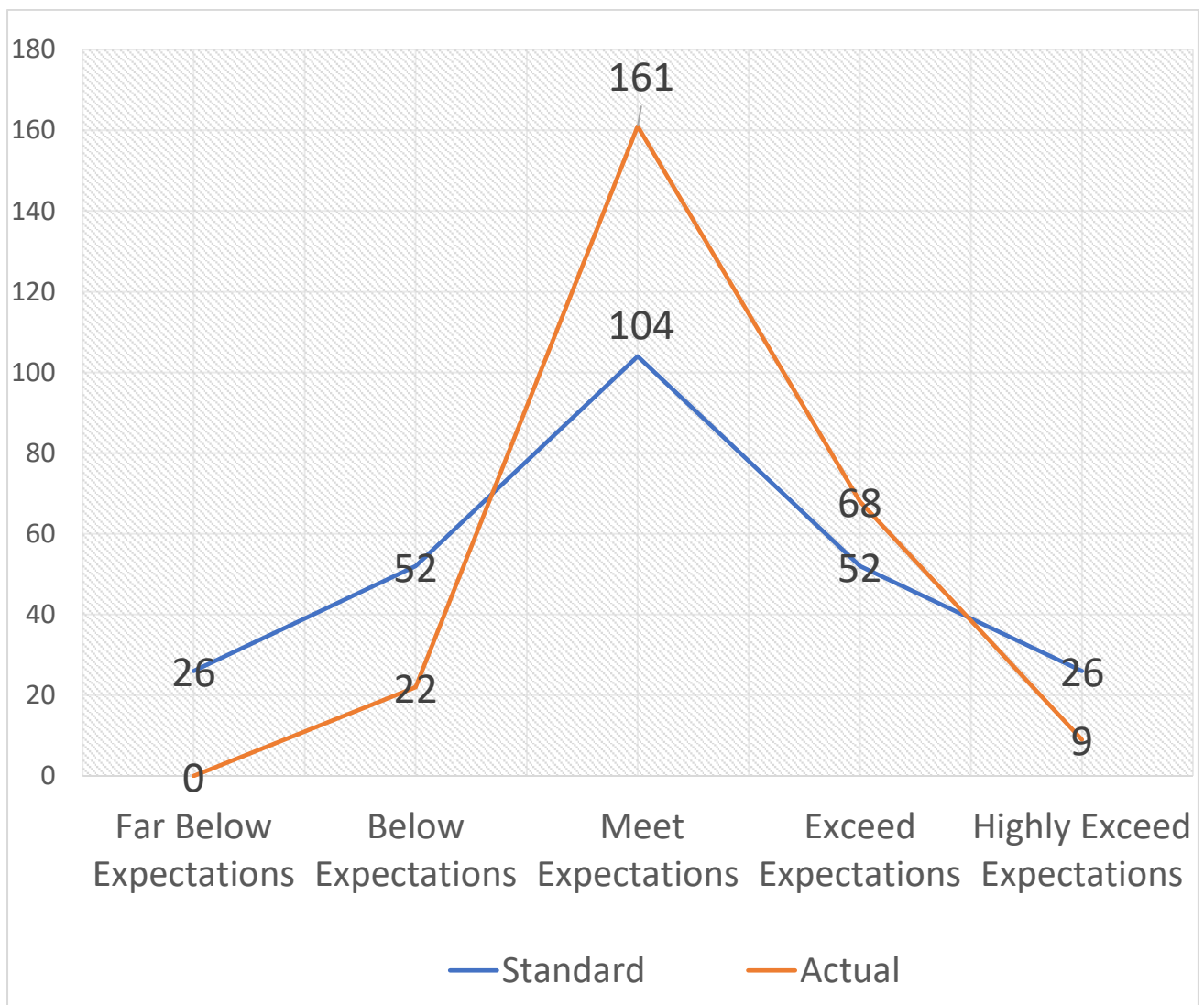
Ratings	No. of Employee	Std.
Far Below Expectations	26	10%
Below Expectations	52	20%
Meet Expectations	104	40%
Exceed Expectations	52	20%
Highly Exceed Expectations	26	10%
	260	100%

### ASHWINI HOSPITAL'S BELL CURVE:



Ratings	No. of Employee	Std.
Far Below Expectations	0	10%
Below Expectations	22	20%
Meet Expectations	161	40%
Exceed Expectations	68	20%
Highly Exceed Expectations	9	10%
	260	100%

**COMPARISON:**



► **ANALYSIS:**

The 5 scale rating comparisons of Standard Bell Curve with Ashwini Hospital's Bell Curve are as follows:

► **Far Below Expectations:**

According to Bell Curve No employees of the hospital falls in the list of Far below Expectations rating scale. The absence of individuals falling into this category signifies a positive trend within the workforce.

► **BELOW EXPECTATIONS:**

According to Bell Curve there are only 22 employees in the hospital who falls under the criteria of Below Expectations. But it also signifies potential areas for improvement, highlighting the need for training, or additional support to help those employees meet the expected standards.

► **Meet Expectations:**

According to Bell Curve majority of the employees falls under the list of Meet Expectations rating scale. This shows employees are fulfilling their job responsibilities adequately.

This also signifies most individuals are meeting the established performance standards.

► **Exceed Expectations:**

According to Bell Curve there are more number of employees falls under the criteria of Exceed Expectations rating scale in reference to Standard Bell Curve. This shows some employees has not met but surpassed the predetermined performance standards set by the organization.

► **Highly Exceed Expectations:**

- According to Bell Curve only few employees have been classified under the Highly Exceed Expectations rating scale. It highlights the presence of exceptional talents in the workforce.

Organization can implement targeted strategies to inspire others, fostering a culture of continuous improvement and meet organizational objectives.

**LEARNINGS:**

- Assisted in the recruitment process and coordinating interviews.
- Conducted orientation sessions for new employees ensuring smooth onboarding process.
- Managed Employee Documentation and Records ensuring compliance with legal requirements.
- Communication, Data Analysis
- Documents required for onboarding

**CHAPTER-VI**  
**SUGGESTIONS, CONCLUSIONS AND BIBLIOGRAPHY**

## **SUGGESTIONS**

- Use data to inform decision-making. Regularly collect data on employee performance, patient satisfaction, and other key metrics, and use this data to identify areas for improvement.
- Create a clear and concise performance management system. All employees should be aware of the expectations for their job, and they should receive regular feedback on their performance.
- Empower employees to take ownership of their own performance. Encourage employees to set goals for themselves, and to track their progress towards achieving those goals.
- Create a supportive and positive work environment. Employees who feel valued and appreciated are more likely to perform at a high level.

## **CONCLUSION:**

Performance management in hospitals is a critical aspect of ensuring high-quality patient care and maintaining organizational efficiency. By implementing a comprehensive performance management system, hospitals can effectively align individual and organizational goals, enhance employee engagement, and foster a culture of continuous improvement. Key components of a successful performance management system include setting clear expectations, providing regular feedback, conducting performance evaluations, and offering training and development opportunities.

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