Summer Internship Report

At

CK Birla Hospital, Gurugram

(April 22nd to June 21st, 2024)

A Report

By

Dr. Yamini Verma

PG/23/128

PGDM (Hospital and Health Management)

2023-2025

International Institute of Health Management
Research, New Delhi

CK BIRLA
HOSPITAL·

CKBH/TC/2024/06

June 21, 2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms. Yamini Verma has successfully completed her training from April 21, 2024, to June 21, 2024, in People & Culture department of CK Birla Healthcare, Corporate Office.

During the period of her training with us, her performance was good and she was found punctual, hardworking, and inquisitive. She was present every day during her training in Corporate Office.

Any information used to complete the project is the intellectual property of CK Birla Healthcare Pvt. Ltd. and hence should not be used for any other purpose.

We wish her the very best for her future endeavors.

For, **CK Birla Healthcare Pvt. Ltd.**

Jalaj Mittal
Assistant General Manager - Human Resources

FEEDBACK FORM
(Organization Supervisor)

Name of the Student: Dr YAMINI VERMA

Summer Internship Institution: CK BIRLA HOSPITAL
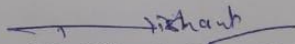
Area of Summer Internship: HUMAN RESOURCES, LEARNING & CULTURE

Attendance: 100%

Objectives met: YES

Deliverables: MADE/HELPED IN MAKING TRAINING CONTENT MORE EFFECTIVE — OUTCOME 3% INCREASE IN PSAT,

Strengths: ESAT & TESL.
↳ YAMINI IS CONFIDENT AND SOLUTION ORIENTED. SHE WAS APPRECIATED BY ALL STAKEHOLDERS.

Suggestions for Improvement:
↳ YAMINI NEEDS TO SHARPEN HER ANALYTICAL SKILLS.

Tishant

Signature of the Officer-in-Charge (Internship)

Date: 21-JUN-24
Place: GURGAON

(Completion of Summer Internship from respective organization)
The certificate is awarded to
Dr. Yamini Verma

In recognition of having successfully completed his/her
Internship in the department of
Learning And Development

and has successfully completed her Project on
Making Training Content Effective For Healthcare Professionals

21 JUNE ,2024

CK Birla Hospital

She comes across as a committed, sincere & diligent person who has a
strong drive & zeal for learning
We wish her all the best for future endeavors
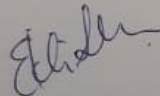
Organization Supervisor

Head-HR/Department Head

Certificate of Approval

The Summer Internship Project of titled "**MAKING TRAINING CONTENT EFFECTIVE FOR HEALTH CARE PROFESSIONALS**" at "**CK BIRLA HOSPITAL GURGAON**" is hereby approved as a certified study in management carried out and

presented in a manner satisfactorily to warrant its acceptance as a prerequisite for the award of **Post Graduate Diploma in Health and Hospital Management** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed, or conclusion drawn therein but approve the report only for the purpose it is submitted.

Name of the Mentor {Dr Ekta Saroha}
Designation {Associate Professor & Dean}
IIHMR, Delhi

FEEDBACK FORM
(IIHMR MENTOR)

Name of the Student: Dr Yamini Verma.

Summer Internship Institution: CK Birla Hospital, Gurugram.

Area of Summer Internship: Human Resource department.
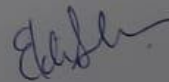
Attendance: 100%.

Objectives met: Yes

Deliverables: Yes.

Strengths:

Suggestions for Improvement:

Signature of the Officer-in-Charge (Internship)

Date: 16th Dec '24
Place: Delhi

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ACKNOWLEDGEMENT

I am profoundly grateful for the opportunity to complete my summer internship at CK BIrla Hospital Gurugram, an experience that has significantly contributed to my professional and personal growth in the Health Sector. This journey has been a remarkable learning experience, and I am indebted to many individuals who provided their support and guidance throughout this period.

First and foremost, I would like to express my deepest gratitude to **Mrs. Shefali Tomar** and Mr. Nishant Gulsia for their exceptional mentorship and for granting me the opportunity to intern at CK Birla Hospital. Their expert guidance, valuable insights, and unwavering support have been pivotal in shaping my internship experience. Their encouragement and belief in my abilities have been a constant source of motivation.

I am particularly thankful to **Dr. Ekta**, my mentor at IIHMR Delhi. Her extensive knowledge, insightful feedback, and dedicated support have been indispensable throughout this internship. Dr. Ekta's willingness to share her expertise and her commitment to my professional development have greatly enhanced the depth and quality of my learning experience.

I would also like to extend my sincere appreciation to the entire team at CK Birla Hospital .Additionally, I am grateful to IIHMR Delhi for facilitating this internship opportunity. The institution's commitment to providing its students with real-world experiences has been instrumental in my professional growth.

Lastly, and most importantly, I am profoundly grateful for the unwavering moral support from my parents, friends, and seniors. Their encouragement, patience, and presence during both the good and challenging times have been crucial in helping me navigate this journey. Without their support, the completion of this summer internship would not have been possible.

Thank you all for your invaluable support, guidance, and encouragement.

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List of Abbreviations:

CEO	Chief executive officer
ER	Emergency Room
ESAT	Employee Satisfaction
HR	Human resource
ICU	Intensive care unit
IPD	Inpatient department
JKT	Job knowledge test
LR	Labour room
NICU	Neonatal Intensive Care Unit
NABH	National Accreditation Board for Hospitals & Healthcare Providers

NHS	National Health Service (UK)
OPD	Outpatient Department
OT	Operation Theater
PSAT	Patient Satisfaction
TESC	Training Evaluation Scorecard
TPA	Third Party Administration

Part A: Observational learning

Introduction to My Summer Internship at CK Birla Hospital

During the scorching summer months, I embarked on an enriching journey as an intern at CK Birla Hospital, Gurgaon .CK Birla Hospital is a NABH accredited, multi-speciality hospital located in Gurgaon. The hospital aims to improve the quality of healthcare with an emphasis on UK NHS guidelines for nurse and midwife training.

CK Birla: A Brief Overview

CK Birla Hospital is a chain of multi-speciality hospital in Delhi NCR. The first hospital under this brand has been operational in Gurgaon, Haryana since 2017 and the latest branch opened in Punjabi Bagh, New Delhi in early 2021.The Vice Chairman of the organization Mr. Akshat Seth

My Role and Responsibilities

As an intern, I was entrusted with diverse responsibilities that allowed me to gain practical insights into the industry. These included:

● **Data Analysis**: I delved into real-world healthcare data, extracting meaningful patterns and trends.

● **Collaboration**: Working closely with cross-functional teams, I witnessed the synergy between clinical research, data science.

● **Stakeholders Engagement**: I had the chance to interact with stakeholders, understanding their needs and tailoring solutions accordingly.

Corporate and Hospital: Contrasting Perspectives

The juxtaposition of corporate office and hospital provide a unique lens through which I observed the company's operations:

· **Corporate:** A hub of technological innovation and the backbone for all the 3 units, where all the strategical work for CKBH Delhi Unit, Gurgaon Unit, RBH Jaipur is performed.

· **Hospital (Gurgaon)**: It helped me through understanding of the Task Execution, Customer Interaction, Quality and Efficiency.

Key Takeaways

My internship at CK Birla Hospital, was more than just a professional experience—it was a transformative journey. I learned that healthcare is not merely about numbers; it's about impacting lives. I learned during internship time that whether it is understanding the organization culture, people practices or employee engagement, it is important to take care of the employees so that they can in turn impacts the efficiency of employees and how they approach taking care of the patient and their attendants.

CK Birla Hospital Vision

Aspire to transform the future of healthcare through outstanding clinical outcomes, research, education and compassionate care.

CK Birla Hospital Mission

We are committed to bringing global standards of clinical expertise and care to patients and their families

Mode of data collection

The data collection process encompasses structured interviews, focused group discussions, and the utilization of tools such as the Patient Satisfaction (PSAT), Training evaluation scorecard (TESC), and Employee Satisfaction (ESAT). These methods are rigorously employed to gather comprehensive insights into various facets of organizational dynamics, enabling informed decision-making and strategic planning in human resources management.

Learning

During my internship at CK Birla Hospital, I had the opportunity to work on multiple projects-

• Making training effective for Healthcare Professional: Nursing, Pharmacy, Front Office

• Issues related with 3 department

• How to make engagement for front line staff

Role in CK Birla Hospital

• Desktop research and assessment of documents available on government websites and other public domains

• Report writing

• Support in stakeholder consultation.

Conclusive Learning

• Professional presentation

• Valuable insight for hospital administration

• Report Making

• Maintaining work-life balance

• Coordination among team members for the timely achievement of goals

- Communication skills

- Exposure to the corporate world

- Time management

- Handling work pressure

- Attending given deadlines

- Making new connections with our colleagues

- Engaging with people from varied areas of experience and expertise

Limitations

Differences in time availability among stakeholders have made scheduling and coordination for meetings more challenging.

Suggestions for Improvement

- **Skill Development Workshops**: Organize workshops and training sessions focused on developing both technical and soft skills. Topics could include data analysis, public health trends, communication skills, and project management.

- **Cross-Functional Exposure**: Facilitate opportunities for interns to interact with different departments and teams within CK Birla, providing a broader perspective on the organization's operations and helping interns identify areas of interest for future career paths.

- **Regular Feedback Mechanism**: Implement a robust feedback system where interns receive constructive feedback on their performance and projects regularly.

Part B:

Project report: **How to make training effective for Healthcare Professionals: Nursing, Pharmacy, Front Office.**

1. Background

The CK Birla Group is a renowned Indian conglomerate with a history dating back to the late 19th century. Founded by Chandra Kant Birla, the group has evolved into a diversified business entity operating across multiple sectors including automotive, infrastructure, healthcare, and education.

Known for its entrepreneurial drive and strategic investments, the CK Birla Group has established leadership positions in various industries through its subsidiaries and joint ventures. It has made significant contributions to India's industrial landscape and economic growth.

Internationally, the group has expanded its presence while maintaining a robust domestic market presence. Upholding values of integrity, innovation, and excellence, the CK Birla Group continues to drive growth and sustainability across its diverse business portfolio.

CK Birla hospital is a chain of multi-speciality hospital in Gurgaon. The first hospital under this brand has been operational in Gurgaon, Haryana since 2017 and the latest branch opened in Punjabi Bagh, New Delhi in early 2021.The Vice chairman of the trust Mr. Akshat Seth.

2. Introduction

The Gurgaon hospital is led by an experienced team of over 100 specialists. This hospital is a proud partner to thousands of happy families & patients and continues to offer international standards of clinical care with a robust focus on safety, integrity and compassion. This hospital relies on both international and national guidelines & protocols of healthcare delivery and brings world-class care closer to home.

The CK Birla Hospital is renowned for its commitment to healthcare excellence, offering advanced medical care across various specialties. Within its operations, the hospital places a strong emphasis on training and development for healthcare professionals to ensure optimal patient care and continuous professional growth.

The training programs at CK Birla Hospital are meticulously designed to equip healthcare professionals with the latest medical advancements, clinical protocols, and patient care techniques. These programs cater to various levels of expertise and are structured to meet the specific needs of different departments such as nursing, pharmacy, and front office.

By incorporating interactive learning methods, simulation exercises, and real-life case studies, the hospital strives to make training content engaging and relevant. This approach not only enhances practical skills but also fosters a deep understanding of ethical standards, regulatory compliance, and effective communication within a healthcare setting.

Furthermore, CK Birla Hospital's commitment to continuous improvement ensures that technological advancements. This proactive approach not only enhances the professional capabilities of its staff but also contributes to the hospital's reputation as a centre of excellence in healthcare delivery.

2.1 Work composition

Analysing workforce composition facilitates the identification of skill gaps and inefficiencies, enabling strategic interventions aimed at enhancing performance and fostering employee satisfaction. This process serves as a cornerstone for informed decision-making in human resources management, ensuring the organization maintains a competitive advantage and achieves operational excellence.

- **Educational Background and Qualifications**:

  - Levels of education and professional qualifications (e.g., degrees, certifications).
  - Specializations and areas of expertise among healthcare professionals.

- **Job Roles and Hierarchical Structure**:

  - Distribution of staff across different departments and job functions (e.g., clinical, administrative).
  - Hierarchical levels from front line staff to senior management.

- **Experience and Tenure**:

  - Average tenure of employees in various roles. □ Retention rates and turnover statistics.

- **Skill Gaps and Training Needs**:

  - Identification of skill gaps based on performance reviews or training assessments.
  - Training programs implemented to address these gaps.

- **Diversity and Inclusion**:

- Efforts and policies related to diversity, equity, and inclusion (DEI).
- Initiatives to promote a diverse workforce and inclusive workplace culture.

- **Workforce Planning and Recruitment**:

- Strategies for recruitment, on-boarding, and talent acquisition.
- Succession planning and career development programs.

- **Employee Satisfaction and Engagement**:

- Metrics or surveys measuring employee satisfaction and engagement levels.
- Initiatives or programs aimed at enhancing workplace morale and employee well-being

3. Purpose of the Quantitative review

3.1 The specific objectives of conducting this quantitative review are as follows:

- Assess the measurable improvements in knowledge, skills, and job performance across all levels, including executive and senior executive positions.

- Analyse changes in key performance indicators such as patient care quality, medication management efficiency, and customer service excellence.

- Identify strengths and areas for improvement in the tailored training content for each department.

- Validate the impact of training on enhancing operational efficiency and service delivery within the organization.

- Determine the optimal timing and frequency of training sessions within the first 30, 60, and 90 days of employment to ensure timely skill development and adaptation.

- Explore and address departmental challenges, including intra-departmental issues and interactions with patients and other departments, to enhance overall coordination and patient care outcomes.

3.2 Aim

To assess the effectiveness of tailored training programs for healthcare professionals in Nursing, Pharmacy, Front Office.

3.3 Objective

- Quantify the degree of improvement in specific competencies among healthcare professionals in nursing, pharmacy, front office, executive, and senior executive roles following targeted training interventions.

- Analyse the correlation between training effectiveness and measurable outcomes in patient care quality, medication management efficacy, and customer service excellence.

- Identify areas of training content that yield the most significant performance enhancements across departments.

- Validate the impact of training on operational efficiencies and service delivery within the healthcare organization.

3.4   Methodology

3.4.1 Quantitative data

- Review through the google review, feedback by stakeholders and focus group discussion
- Review of the Patient satisfaction score (PSAT), Employee satisfaction score (ESAT), Training evaluation scorecard (TESC) before and after training.

3.5   Data analysis

The quantitative data was organized and analysed to identify trends, patterns, and gaps in training and the effectiveness of the training before and after.

4. Different Training conducted for the Department

The hospital (Learning and development) conducts behavioural, mandatory, and functional training programs for its nursing, pharmacy, and front office departments. These training sessions are scheduled at 30, 60, and 90 days from the date of employment to ensure comprehensive skill development and integration for new hires.

4.1 Behavioural training

The behavioural training program covers key competencies such as sensitivity to others, self-awareness, people skills, ownership and accountability, problem-solving, learning ability, planning, and organizing. These sessions are tailored for the nursing, pharmacy, and front office departments to enhance skill acquisition. Metrics for assessing proficiency in these areas are systematically calculated to gauge the effectiveness of the training interventions.

Table 4.1: *Behavioural training details, skills and metrices.*

Module Name	Skill acquired	Metrices
Self-Awareness	Interpersonal communication, presenting, communication, leadership, active listening	Patient satisfaction Score/ TESC
People Skills	communication, computer, writing, design, critical thinking, presenting	PSAT/ESAT/TESC
Self-Awareness	interpersonal communication, problem solving, leadership, empathy, critical thinking	post training assessment
LEAP (Leadership Excellence Achievement Program)	interpersonal skills, teamwork, flexibility	TESC (Training evaluation scorecard)
People skills	critical thinking, empathy, communication, stress management, conflict resolution	Pt. conflict resolution time, Grievance (escalation matrix)
LEAP	critical thinking, teamwork, communication, problem solving, leadership, conflict resolution	PSAT/ESAT/TESC, Post training assessment
Self- awareness	time management, problem solving, decision making, critical thinking	ESAT, Post training assessment
People skills	goal setting, leadership, time management, problem solving, teamwork, adaptability	Feedback (AMBER)

4.2 Mandatory training:

The mandatory training program encompasses essential competencies aligned with organizational requirements across nursing, pharmacy, and front office departments. This includes compliance training, safety protocols, regulatory updates, and other critical areas necessary for ensuring adherence to standards and best practices.

Table 4.2: *Gives details about types of training and their mandate in organization*

Training name	Type
Code of Conduct	Mandatory
Code Red	Mandatory
Medical Services- self-awareness, NABH, protocol, audit,	Mandatory

POSH	Mandatory
Respectful Workplace	Mandatory
Mandatory Self-Paced Modules	Mandatory
Emergency Codes	Mandatory
NABH Document and coverage	Mandatory
Organizational Induction_CKBH	Induction
Employee Handbook_CKBH	Induction
People Policies	Induction
IT	Induction
Infection Control	Induction
Amber Framework	Presentation
Refresher_Org. Induction	Organization Induction

4.3 Functional Training:

Nursing Department:

1. Offers 293 distinct training modules tailored to various roles.
2. Critical departments (ICU, LR, ER, NICU, OT) receive specialized training at 30, 60, and 90 days from joining.

Pharmacy Department:

1. Training programs structured for OPD and IPD sub-departments.
2. Training sessions scheduled within 30, 60, and 90 days of employment for effective integration.

Table 4.3: *Names of training and their completion deadlines*

TOPICS	OPD	IPD
Inventory Management/ROL	Within 30 days	Within 30 days
Policy on Narcotics	Within 30 days	Within 30 days
Policy on Expired Medicines/Condemnation process	Within 30 days	Within 30 days
Audit Plans & execution	Within 30 days	Within 30 days
Grooming Standards-pharmacy	Within 30 days	Within 30 days

Inventory Management	Within 30 days	Within 30 days
Policy on Narcotics	Within 30 days	Within 30 days
Grooming Standards-pharmacy	Within 30 days	Within 30 days
Pharmacy Process	Within 30 days	Within 30 days
Audit Plans & execution	Within 30 days	Within 30 days

Front Office Department

1. Segmented into OPD, billing/admission, counselling, and TPA functions.

2. Training initiatives designed to meet departmental needs within the initial 30, 60, and 90 days post-joining.

This structured approach ensures that each department receives targeted training aligned with their specific operational demands, promoting enhanced organizational efficiency and service excellence

Table 4.4: *Table gives the training and their scopes and timeline to complete*

Topics	OPD	Billing/Admission	TPA	Counselling
Introduction to Front Office SOP	30 days	30Days	30 Days	30 Days
Hospital's Scope of Service/Pharmacy/Ambulance/Radiology/Pathology	30 days	30 days	30 Days	30 Days
Services with TAT	30 days	30 days	30 Days	30 Days
OPD Schedule/Doctors Appointment Schedule + Appointment Process	30 days			30 Days
Schedule of Charges + Tariff of Different packages	30 days	30 days	30 Days	30 Days
Value Added Services	30 days	30 days	30 Days	30 Days

PHC Process	30 days			
Departmental Organogram and Escalation Matrix + DOP - Departmental	30 days	30 days	30 Days	30 Days
UPI & Card Payments & Settlement	30 days	30 days	30 Days	30 Days
Scroll Submission Process	30 days	30 days	30 Days	30 Days
Outsourced Services Process Flow	30 days	30 days	30 Days	30 Days
Registration/Billing - OPD & Emergency	30 days			30 Days
Service Training	30 days	30 days	30 Days	30 Days

Grooming	30 days	30 days	30 Days	30 Days
Telephone Ettiquette	30 days	30 days	30 Days	30 Days
Patient Rights & Responsiblities	30 days	30 days	30 Days	30 Days
Email Etiquette	30 days		30 Days	30 Days
OPD Schedule (Speciality-Wise Doctor Details)	30 days	30 days		30 Days
Discount Matrix, Cancellation & Refunds Process	30 days	30 days	30 Days	30 Days
Consent process		30 days	30 Days	30 Days
Clinical Pathways				30 Days
OT/In-Patient Coordination		30 days	30 Days	30 Days
SOC+ Tariff of Different packages		30 days	30 Days	30 Days
Outsourced Services Process Flow & Billing		30 days	30 Days	30 Days
Bill Updation Process (All Category Admissions- Dom, Intl, Payor Type) & Billing/OT Activity Sheet Checks		30 days	30 Days	30 Days
Discharge Process with TAT		30 days	30 Days	
Discount Matrix, Cancellation & Refunds Process + HIS + Email		30 days	30 Days	30 days
Outsourced Services Process Flow & Billing - Overview		30 days	30 Days	30 days
Cost Estimation Process (IP Tariff list- Surgical/Non surgical procedures)		30 days	30 Days	30 days
LSQ Process/Cost Estimation (Software)		30 days	30 Days	30 days
Counselling & Conversion Process - Detailed (OP to IP)				30 days
TPA Process/Claim Buddy/Finance/Corp+PSU Tie- ups - Overview			30 Days	30 days
List Of TPAs / corporates empaneled with CKBH -				30 days

MOU + Escalation Matrix				
Baisc HIS Overview				30 days
TPA Process				30 days
Registration Policy and Tariff Policy				
Deposit Policy + HIS - Overview				30 days

Topic				
Cost Estimation Process - Overview				30 days
Counselling & Conversion Process - Overview of OP to IP Conversion, OPD to Radiology/Pathology/Pharmacy				30 days
Discharge Process with TAT - Overview			30 Days	
Patient Feedback Collection Process			30 Days	
Schedule of Charges-Overview			30 Days	30 days
Registration Policy and Tariff Policy-Overview			30 Days	30 days
List Of TPAs / corporates empaneled with CKBH-Overview			30 Days	30 days
Patient Escalation Handling Protocol			30 Days	30 days
Discount Matrix, Cancellation & Refunds Process-Overview			30 Days	30 days
HIS Workflow - OP & IP			30 Days	30 days
Value Add Services			30 Days	30 days
MIS and Dashboard (Daily Reports)			30 Days	
Service Recovery/Complaint Handling			30 Days	
Bill Updation Process - Overview			30 Days	
Manual Billing Process			30 Days	30 Days
Reports/Bill Dispatch			30 Days	
MS Excel - Basic Course			30 Days	30 Days
Bed Management			30 Days	
Doctor Coordination		30 Days		30 Days
Cost Estimation Overview (IP Tariff list-Surgical/Non surgical procedures)			30 Days	30 Days
Payable/Outstanding Follow-ups			30 Days	30 Days
TPA Process Overview			30 Days	30 Days
Surgery Codes and Package Inclusions & Exclusions			30 Days	30 Days

Topic				
Billing Process & TPA practices			30 Days	30 Days
Conversion Skills -Upselling and Cross Selling				30 Days
Re-counselling			30 Days	30 Days
NABH Standards			30 Days	30 Days
Critical Scenarios (Scripts +FAQ)				30 Days

Cross Functional Coordination			30 Days	30 Days
Indenting / Stock Management			30 Days	
PSAT measurable				30 Days
Team Management			30 Days	30 Days
Audit Management			30 Days	
Daily Reports			30 Days	30 Days

	Nursing	Pharmacy	Front office
PSAT	93%	87%	90%
TESC	85%	85%	90%
ESAT	80%	80%	80%
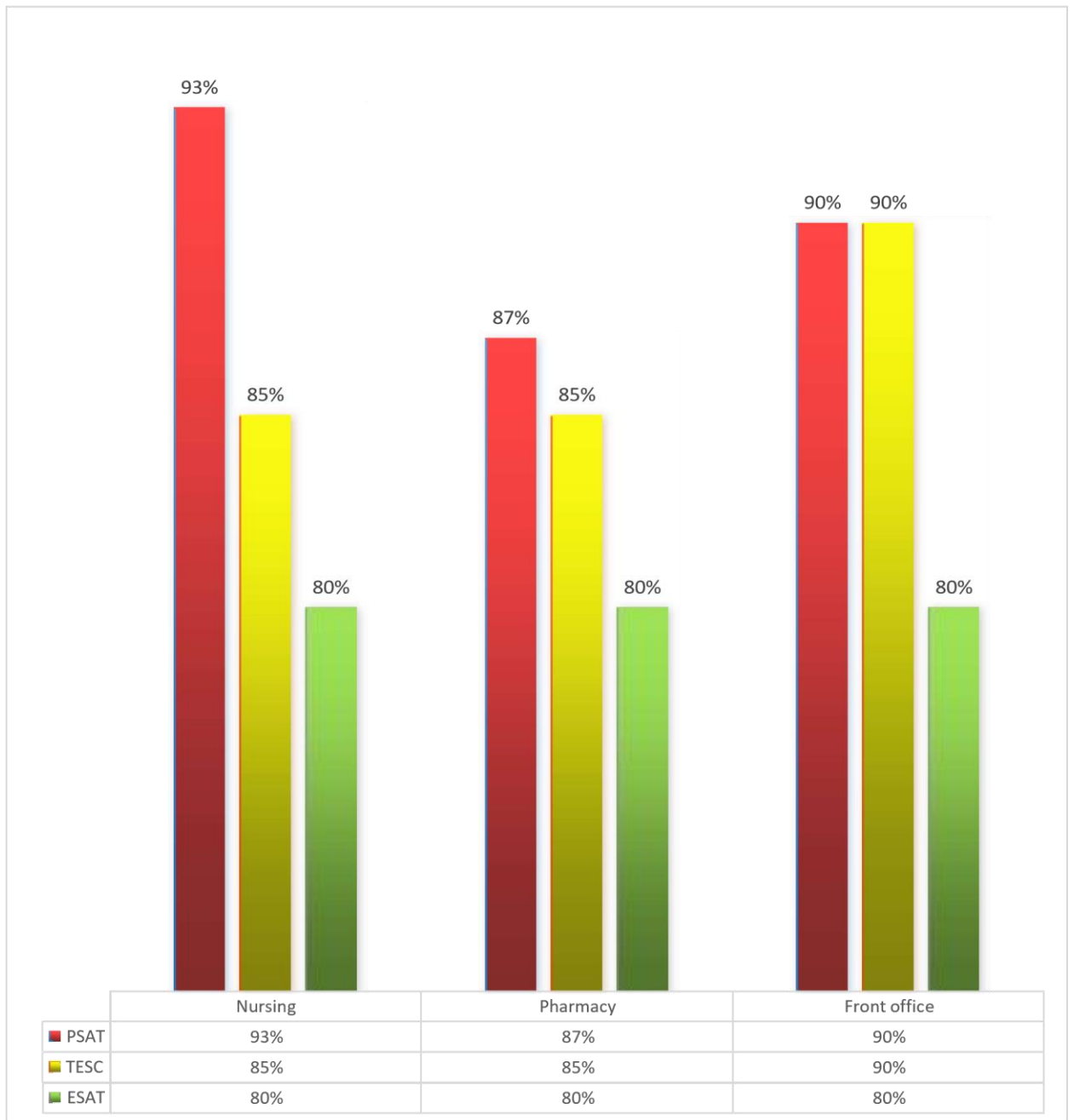
Fig. 4.1: *Comaprison of PSAT, TESC and ESAT of March 2024 between Nursing, Pharamcy and Front Office*

	Nursing	Pharmacy	Front office
PSAT	96%	90%	93%
TESC	89%	89%	93%
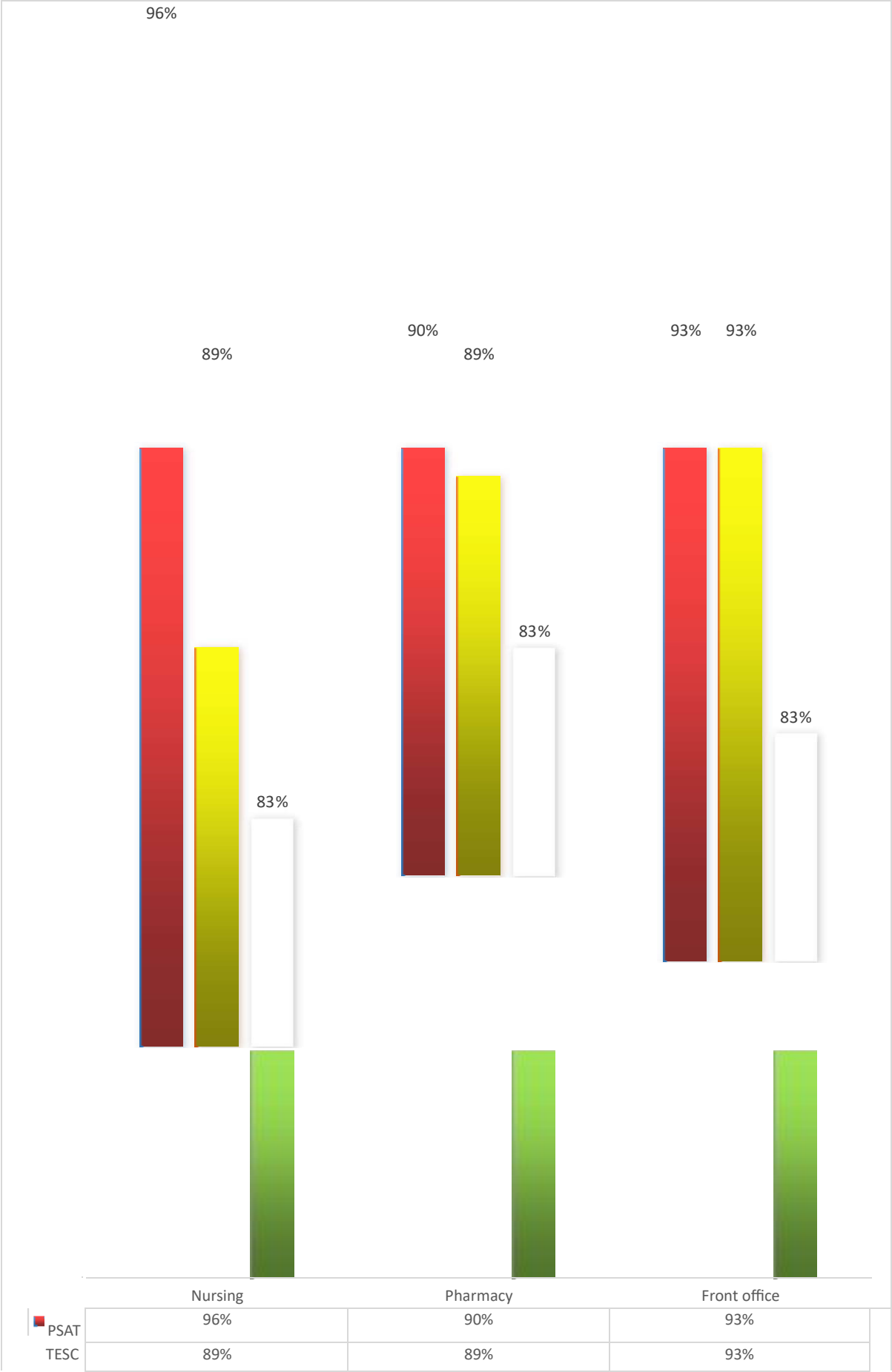
	ESAT	83%	83%	83%

Fig. 4.2: *Comaprison of PSAT, TESC and ESAT of May 2024 between Nursing, Pharamcy and Front Office*

Interpretation:

Before the training initiative, the Patient Satisfaction and Assessment Tool (PSAT) scores varied across departments, showing disparities between the month of March and subsequent months following two months of training. The Training Effectiveness Satisfaction scorecard (TESC) scores also exhibited differences during this period.

TESC Assessment: TESC evaluations encompassed skills, behaviour, knowledge, and job knowledge test (JKT), aligning with industry standards to comprehensively assess employee performance and training effectiveness.

PSAT Assessment: PSAT evaluation encompassed feedback and the google reviews that are given by the patient.

ESAT Assessment: AMBER AI based chat bot

TESC 85%,85% and 90% for Nursing, Pharmacy, and Front Office were and respectively, while the corresponding PSAT scores were 93%,87%, and 90% and ESAT was 80% for all the three department was Fig 4.1 and Fig.4.2 indicated varying levels of employee satisfaction and performance assessment across departments during the month of march.

Following the implementation of training interventions and subsequent data analysis in June, notable improvements were observed in both PSAT, ESAT and TESC metrics. The Patient Satisfaction (PSAT) scores for Nursing, Pharmacy, and Front Office improved to 96%,90% and 93% and respectively. Similarly, the ESAT scores across these departments standardized at 83% while the TESC scores reflected enhancements to 89%,89% and 93%.

The training program was designed based on insights gleaned from Google reviews, feedback forms, and focused group discussions. These sources identified areas where employees needed development and guided the formulation of targeted training modules.

TESC Assessment: TESC evaluations encompassed skills, behaviour, knowledge, and job knowledge test (JKT), aligning with industry standards to comprehensively assess employee performance and training effectiveness.

Through systematic data analysis and targeted training interventions, significant improvements in employee satisfaction, performance assessment, and overall departmental effectiveness were achieved. The structured approach of utilizing PSAT, ESAT and TESC metrics provided a robust framework for identifying training needs and evaluating the impact of interventions, thereby enhancing organizational performance and employee satisfaction levels across departments.

This formal interpretation underscores the strategic importance of data-driven insights and targeted training methodologies in fostering continuous improvement within the organization.

Recommendations:

• **Establish Continuous Evaluation Frameworks:** Implement structured mechanisms to consistently monitor and evaluate PSAT and TESC metrics. Incorporate iterative feedback loops from employees to dynamically respond to evolving needs.

• **Customize Targeted Training Initiatives:** Develop tailored training programs based on comprehensive analyses of PSAT and TESC data. Focus on specific areas requiring skill refinement or knowledge enhancement to optimize training outcomes and meet organizational imperatives effectively.

• **Cultivate a Culture of Lifelong Learning:** Foster an organizational ethos that promotes continuous professional development. Facilitate access to diverse learning resources, workshops, and certifications aligned with individual career trajectories and strategic organizational objectives.

• **Recognize and Incentive Excellence:** Formalize recognition systems and performance-based incentives that acknowledge employees demonstrating exemplary achievement in alignment with enhanced PSAT and TESC metrics. Reinforce behaviours conducive to organizational success and uphold core values.

• **Integrate Metrics into Strategic Planning:** Embed PSAT and TESC metrics into long-term strategic planning frameworks to ensure sustainability and alignment with organizational goals. Regularly assess the effectiveness of training interventions in meeting evolving business needs and industry standards.

• **Promote Comprehensive Employee Well-being Programs:** Implement holistic initiatives that prioritize employee well-being, encompassing health and wellness programs, work-life balance initiatives, and mental health support services. A supportive work environment enhances employee resilience and overall organizational productivity.

Conclusion:

Human Resources (HR) departments play a pivotal role in facilitating training initiatives across various departments such as Pharmacy, Front Office, and Nursing within healthcare organizations. These departments are crucial in delivering patient care and require specialized skills and knowledge to optimize performance and patient outcomes.

1. Training Facilitation: HR identifies training needs through assessments and consultations with departmental stakeholders. They design and coordinate tailored training programs that address specific requirements of each department. For instance:

- **Pharmacy:** Programs focus on medication management, compounding techniques, and adherence to regulatory standards.
- **Front Office:** Training covers patient interaction, appointment scheduling, billing procedures, and customer service excellence, TPA, admission.
- **Nursing:** Emphasis is placed on clinical skills, patient assessment, care planning, and adherence to healthcare protocols.   **2. Improvement in Scores (TESC, ESAT, PSAT):**

□ **TESC (Training Evaluation scorecard):** Measures the effectiveness of training programs by assessing improvements in skills, behaviours, and knowledge. Higher TESC scores indicate enhanced competencies among staff, contributing to improved service delivery.

□ **ESAT (Employee Satisfaction):** Reflects employees' contentment with their roles and the organization. Effective training aligns employee skills with job demands, fostering higher ESAT scores and reducing turnover.

□ **PSAT (Patient Satisfaction and Assessment Tool):** Gauges overall satisfaction and performance quality. Targeted training enhances PSAT scores by equipping employees with the tools to excel in their roles and meet patient needs effectively. **3. Impact on Patient Outcomes:**

□ **Enhanced Clinical Competence:** Training in nursing departments improves clinical decision-making, patient care protocols adherence, and reduces medical errors, thereby enhancing patient safety and outcomes.

□ **Efficient Pharmacy Services:** Improved medication management and adherence to protocols reduce medication errors and enhance patient medication adherence, thereby improving health outcomes.

□ **Optimized Front Office Operations:** Efficient patient management and enhanced customer service contribute to smoother patient experiences, improved satisfaction, and better overall outcomes.

 By strategically aligning training initiatives with departmental needs and leveraging metrics like TESC, ESAT, and PSAT, HR departments contribute significantly to improving employee performance, satisfaction, and ultimately, patient outcomes. Continuous assessment and refinement of training programs ensure that healthcare professionals are equipped with the necessary skills to deliver high-quality care and support organizational goals of providing excellent patient- centred care

Annexure:

S.NO.	Name of department	Date of visit	% of time spent	Interacted with (Name and designation)
1.	Front office	14 May 2024	4 hours	Sukwinder (Senior Executive) Shankhar (Asst. Manager)
2.	Front office	16 May 2024	1 hour	Shriya (Deputy Manager)
3.	Front office	18 May 2024	1hour	Ritesh (Senior Executive)
4.	Nursing	20 May 2024	2 hours	Silvia (Clinical Instructor)
5.	Pharmacy	21 May 2024	2 hours	Arfeen (Senior Manager)
6.	Front office	22 June 2024	1 hour	Areeba (Deputy Manager
7.	Nursing	28 June 2024	1 hour	Silvia (Clinical Instructor)
8.	Front office	29 June 2024	1 hour	Areeba (Deputy Manager)
9.	Nursing	30 June 2024	1 hour	Silvia (Clinical Instructor)
10.	Pharmacy	3 June 2024	1/2 hour	Arfeen (Senior Manager)
11.	Vendor employee	8 June 2024	1/2 hour	Jitendra (Associate) Bishan (Associate) Vinod (Associate) Vikram (Associate)
12.	Vendor employee	11 June 2024	45 mins	Sachin (Associate) Aakram (Associate) Santoshi (Associate) Ravindra (Associate) Krishna (Associate)

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