

A CASE STUDY ON SHREE KRISHNA HOSPITAL

Dr. Raju M. Rathod¹ Dr. Yagnesh Dalvadi²

ABSTRACT

The performance of any hospital largely depends on efficiency of Human Resources in Hospital. Health care sector is becoming more competitive. All the players in health care sector need to maintain very high standard of health care services to survive and sustain in the market. Shree Krishna hospital (managed by Charutar Arogya Mandal trust) is the most preferred hospital. The hospital got high rank in part of central Gujarat which is known as Charotar Region. Professionalism and accountability are the primary focus of Krishna hospital. For last one decade hospital is facing problems of fund as hospital is providing services at highly concessional rate. Shree Krishna Medical charge very nominal fees of registration and consultation. In general wards, hospital provides free stay and diet food to the patients. It manages all emergency case with utmost care. Shree Krishna Medical gives some special benefits to the people who are living below poverty line. To compete with the present standard of health care service quality in India, Shree Krishna Hospital needs major improvement in employees' capability to serve its patients. It spent its entire training budget to impart training to its medical practicing doctors. One of the major problems faced by Human Resource head is how to train hospital staff including executives, officers, clerical staff, technicians, nursing staff without sufficient budget. With a paucity of budget, HR department started behavioral and soft skill training for employees on limited basis. At present one of the crucial issues for HR management is how to signify the impact of these limited training imparted to staff and sustain this programme for exploring and enhancing human resources of hospital.

Keywords: Human Resources, Health Care Services, Behavioral Training, Training & Development.

INTRODUCTION

In the month of October, 2014, Human Resource Department head of Krishna Hospital, Mr. Suresh Rajagopalan called meeting of his HR team members to convey the concerns and expectations of top management of organization. He said it is high time now to think about designing some robust plan to improve the efficiency of 1000 plus employees working in Audit, Account, Customer Relationship, Business Development, Corporate Communication, College Administration, Extension Activity Staff, Material Management, Medical Record, Central Research Service, Library,

Maintenance, Personnel and Administration, Project, Quality improvement, System, Nursing service, Operation, Patient relationship division of organization.

He stated to his team that hospital is facing problems of fund as we are providing services at highly concessional rate. He emphasized to improve the efficiency of human resources of hospital to serve their patients and maintain high quality standard. Hospital spent its entire training budget to impart training to doctors. As training to doctors directly influences the health care service quality and it is at priority of the hospital. One of the major problems faced by Human Resource head is how to train hospital staff (non doctors) including executives, officer, clerical staff, technician, nursing staff without sufficient budget.

About Organization

Shree Krishna Medical is managed by Charutar Arogya Mandal (CAM). Charutar Arogya Mandal was established 36 years ago as a venture of hope, to offer comprehensive,

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- Professor, G.H. Patel P.G. Institute of Business Management, Sardar Patel University, Vallabh Vidyanagar-388120, Dist. Anand, Gujarat
Email: rajumrathod@rediffmail.com,
M- 9825271352
 - Professor, P.G. Department of Business Studies, Sardar Patel University, Vallabh Vidyanagar 388120, Dist. Anand, Gujarat,
Email: yagneshroyal@yahoo.co.in,
M- 9828799455

compassionate healthcare to everyone and anyone who needed it. Over the last three and a half decades, millions have walked through the doors of Shree Krishna Hospital, looking for a cure to some of the worst diseases of our time. Without exception, every one of them received world class care. Without exception, every one of them paid only what they could. It's their commitment towards seeing the humanity in people, rather than their bank accounts that makes this possible. Professionalism and accountability is the primary focus of organization. The hospital is situated in rural area, even though affordability and efficiency is highly maintained.

Physical Environment of Shree Krishna Medical is very pleasant. Shree Krishna hospital is the most preferred hospital, managed professionally which gives hospital a higher rank in Gujarat. Shree Krishna Medical charge very nominal fees of registration and consultation. In general wards, hospital provides free stay and diet food to the poor patients. It manages all emergency case with utmost care. Shree Krishna Medical gives special benefits to the people who are living below poverty line.

There are more than 1000 employees who are working in this organization. Hospital is functioning in the field of medical treatment, research and education. Hospital has 550 plus bed with all kind of healthcare facilities including Cancer Care department with affordable charges. The facilities available round the clock by the professional team of doctors equipped with latest technology. It is offering comprehensive healthcare services at an affordable cost and its service is available for 24x7. The fundamental strengths of hospital are competent professionals, State-of-art technology and medical infrastructure, personalized and prompt outdoor services. The organization is running its training programs to improve the overall quality of service and to empower the employs. The present case is on exploring inputs generate through quality enhancement programme. There are many Human Resource related issues which has been discussed in this case.

About Parent Trust

Charutar Arogya Mandal (CAM) was a dream project of late Dr. H M Patel, who was Union Finance and Home minister at that time. CAM established 3 decade ago to provide medical services to the rural community of the Charutar Area which is at the heart of Gujarat State. Hospital had grown along with state of art facilities with affordable fees. The vision of CAM is to offer comprehensive and personalised healthcare, delivered with commitment, compassion and at the most affordable cost to all those in need of it. In the year 1972 CAM registered as society and public trust. CAM focuses on three aspects viz. Medical Facilities to the patients, research in the field of medicine and medical education. CAM run full fledge medical college, called Krishna Medical.

Vision

"We want our institution to shine as an example of what the profession of medicine has to be; noble, deeply rooted in providing solace to the suffering and continually upgrading itself to further its ability to serve humanity."

Core purpose

"To provide and prepare resources for modern and professional healthcare to the community equitably."

Core values

Core value of CAM includes four aspects Commitment, Excellence, Honesty & Integrity.

CAM would strive to be a Centre of Excellence in all that we do; patient care or teaching, research or extension. It offer world class health care services without discrimination and the management believe poor person should not be prevented to get treatment due to lack of money.

Services at Krishna Hospital

There are many services and facilities available in Krishna Hospital which includes General Services, General Specialties, Laboratories Imaging and Critical Care. Krishna hospital also has general ward and

privilege ward. The General Services intended to provide quality care to patients and to ensure satisfaction which ultimately results in meeting the expectations of the community. There is no registration or consultation charge for the General OPD services. Privilege services include silver and silver plus services with additional facilities like air-conditioned rooms with television and attached toilet & bath.

Challenges faced by Human Resources Department

The Human Resources Group continues its efforts to help employees develop their personal and organizational skills and abilities. Hospital is regularly gathering inputs from the professional development group to strengthen Continuous Professional Development activities. The HR group is the single-point of contact for all campus institutions to facilitate developmental activities.

Human Resources Department team consists of five personnel led by Mr. Suresh Rajagopalan while all Continuous Professional Development activities have been coordinated by Mr. Nigam Madan. As a part of brain storming exercise Mr. Suresh and Mr. Nigam discuss about the need of training and practical possibilities of conducting training for administrative and technical staff with the help of some professional trainers who are ready to serve on voluntary basis.

It has been observed that employees are lacking professionalism in their approach while dealing with patients in the hospital. Organization is located in rural area therefore it is difficult to get professional staff. Organization is not able to provide very impressive compensation to employees and cannot attract talented professionals of health care sector. It is very difficult to sensitize administrative and supportive staff (other than doctors) to develop patient centric approach. Employees are not satisfied with

compensation which they get from organization. Hence the main constraint of organization is that it cannot provide lucrative salary to its employees. This results in the low motivation of the employees. So the real challenge is to motivate supportive staff for taking initiatives and offering efficient services.

Another major disappointment is that employees who are at leadership cadre or responsible to lead his/her team are not taking any initiative in mentoring employees who are reporting to them. Employees are reluctant to follow standard operating service process. They found to be very casual in their approach. Employees who have been working for last 10 years or more in the organization considered the hospital as typical bureaucratic government hospital. Employees have not been found good in corporate communications. They even didn't know the fundamental principles of communication. Employees don't know the basic principles and techniques to do effective communication through electronic medium.

There are many functions in the hospital where integration and coordination with other department is required. But employees are not considering their department as a team and therefore are not working as a team. They are not able to perform their task in coordination with other departments. There is less organizational commitment towards hospital among employees as they are trying to get better job elsewhere or trying to migrate in some other country. Employees are not enthusiastic to know more about basic fundamentals of health care services especially business and service etiquettes. In this condition it is very difficult to engage employees particularly in training and development activities. Top management wants supportive staff to be trained. HR department must take some initiative to enhance efficiency of supportive staff.

Exhibit- -I: Divisions/Departments (Other than Medical and Doctors)

Sr. No.	Divisions/Departments (Other than Medical and Doctors)	No. of Executive/ Officer/ Head
1	Account	03
2	Audit	01
3	Customer Relationship	08
4	Business Development	03
5	Corporate Communication	03
6	College Administration	03
7	Datary service	01
8	Extension activity	12
9	Fund Raising	02
10	Guest Relation	01
11	Hospitality Services	04
12	Human Resources	05
13	Material Management (Purchase)	09
14	Medical Record	01
15	Central Research Service	04
16	Library	02
17	Maintenance	11
18	Personnel and Administration	08
19	Project	03
20	Quality improvement	09
21	System	09
22	Nursing service	02
23	Operation	02
24	Patient relationship	02

Source: Annual Report 2014-2015, <http://www.charutarhealth.org/about-us/annual-reports>, retrieved on 1 November 2016

Exhibit-II: Staff Details as at March 31, 2015

Gender	Full Time	Part Time	Consultants	Volunteers (Unpaid)
Male	657	36	39	Nil
Female	688	2	22	Nil

Source: Annual Report, <http://www.charutarhealth.org/about-us/annual-reports>, retrieved on 1 November 2016

Difficulties to Run Behavioral Training Programme

Basic challenge of running behavioral and soft skill enhancement training programme for Administrative, Nursing and other staff (staff other than doctors) is lack of fund. The basic business model adopted by organization is to charge higher price from high income customer by offering them privilege service in which they need not to wait and revenue generated through this privilege services has been passed to poor patient. Organization cannot allocate sufficient budget to conduct behavioral and

soft skill enhancement training programme for administrative and supportive staff. Hospital is providing concessional rate health services worth Rs. 8 Crore every year. Human Resource Department is unable to manage funds for training of staff including administrative staff and other support staff. Management could not provide any budget for training especially for administrative and supportive staff (other than doctors). Hospital kept budget of 30 lakhs for training but it was entirely spent to arrange training programme for doctors. Training for doctors has been given priority because quality of

doctors directly influences the health care services. Some adjustment has been made from other budget like travelling budget and allowance to arrange some necessary training for supportive staff in special case else they don't have any funds for Training to the support staff.

The major concern of management, while taking decision to run continuous learning programme is loss of working hours. Full day training during working days is not practically possible because most of the employees are engaged in emergency services. During holidays employees are not ready to attend such training programmes. Training during the working hours negatively impacts the quality of services in terms of prompt response to patient.

Employees may not take this continuous learning programme very seriously as they are not habituated to attend such programme

and it would be difficult for them to shift their attention from work to learning sessions. Employee suffers from preconceived negative mindset which does not allow them to attend such training sessions positively.

It is very difficult to adhere to the monthly schedule of such training programme, as sometimes very poor response is received from potential participants. Sometime because of some critical emergency programme has to be cancelled or postponed. There is tremendous amount of diversity among employees as they belong to different departments and nature of their job is different. There is much diversity in employees' demographic profile in terms of age, gender, experience etc. At the end of the day it is very difficult to measure and justify the outcome of these training programmes.

Exhibit-III: The Distribution of staff according to salary levels as at March 31, 2015:

Slab of gross salary including benefits paid to staff	Male	Female	Total
Less than Rs. 5000/-	23	32	55
Rs. 5000/- to Rs. 10000/-	215	217	432
Rs. 10000/- to Rs. 25000/-	207	244	451
Rs. 25000/- to Rs. 50000/-	150	146	296
Rs. 50000/- to Rs. 100000/-	72	30	102
Above Rs. 100000/-	65	43	108
Total	732	712	1444

Source: Annual Report, <http://www.charutarhealth.org/about-us/annual-reports>, retrieved on 1 November 2016

Exhibit-IV: Income and Expenditure (Rs. In Lakhs)

Particulars	2014-15	2013-14
INCOME		
Medical Care		
Treatment Income (Net)	5,209.89	4,868.59
Grants	19.82	36.61
Donations From Community		176.09
Other income	74.49	57.52
	5,304.20	5,138.81
EXPENDITURE		
Medical Care		
Manpower	2,268.77	2,220.62
Cost of Material Consumed	2,376.60	2,137.63
Administrative and other overheads	1,249.18	1,116.28
Depreciation	649.02	540.49
	6,588.57	6,014.92

Source: Annual Report, <http://www.charutarhealth.org/about-us/annual-reports>, retrieved on 1 November 2016

Exhibit-V: Administrative and Other Overheads (Rs. in lakhs)

Particulars	As at 31.03.2015	As at 31.03.2014
(i) For Medical Care		
Electricity	195.14	172.89
Postage & Communication Expenses	11.39	10.82
Advertisement & Publicity Expenses	22.54	8.38
Security Expenses	63.48	45.01
Printing & Stationery Expenses	83.29	66.30
Other Administrative Expenses	155.38	129.78
Interest on overdraft and term loan	224.92	232.94
Repair & Maintenance	448.46	400.16
Provision for doubtful debts for Shree Krishna Arogya Trust	44.58	50.00
	1,249.18	1,116.28

Source: Annual Report, <http://www.charutarhealth.org/about-us/annual-reports>, retrieved on 1 November 2016

Exhibit-VI: Other Income (Rs. in lakhs)

Particulars	As at 31.03.2015	As at 31.03.2014
(i) From Medical Care		
Income from Investment	3.90	0.13
Miscellaneous Income	70.270	56.35
Profit on sale of assets	0.32	1.04
	74.49	57.52

Source: Annual Report, <http://www.charutarhealth.org/about-us/annual-reports>, retrieved on 1 November 2016

Exhibit-VII: Deficit (Rs. in lakhs)

Particulars	As at 31.03.2015	As at 31.03.2014
(Deficit) For the year	(1,209.57)	(875.16)
Interest transferred from Corpus Fund & HM Patel Centenary Corpus Fund	117.92	124.97
(Deficit) Carried to Balance Sheet	(911.65)	(750.19)

Source: Annual Report, <http://www.charutarhealth.org/about-us/annual-reports>, retrieved on 1 November 2016

Exhibit-VIII: Income Expenditure summery (Rs. in lakhs)

Particulars	2014-15	2013-14
Income	166.99	166.87
Expenditure	53.40	51.95
Surplus of Income over Expenditure	113.59	114.92

Source: Annual Report, <http://www.charutarhealth.org/about-us/annual-reports>, retrieved on 1 November 2016

Exhibit-IX: Overall Deficits for Six years are as follows: (Rs. in Lakhs)

Years	2014-15	2013-14	2012-13	2011-12	2010-11	2009-10
Deficit for the year	1,029.57	875.16	1110.17	1383.18	1040.21	1220.54

Source: Annual Report, <http://www.charutarhealth.org/about-us/annual-reports>, retrieved on 1 November 2016

Training and Development function at Crossroads

More than 1000 employees are working in this organization. Hospital has over 31 years of experience in the field of medical

treatment, research & education. It is a Multi-specialty hospital having 550-bed offering comprehensive healthcare services at an affordable cost. HR department talked about their concerns and constraints to some professional trainers who were ready to

serve on voluntary basis. Since October 2014, Hospital is running two hours short duration training programme for its limited employees. In last two years, 22 such training sessions have been conducted. The primary objective of running such training programme is to improve the overall quality of service and nurture professional approach

of various practical difficulties such as non-availability of trainees, non-availability of employees, clash of training schedule with other important tasks, non-availability of training auditorium sometimes etc. This programme is not going regularly. However it has been consistently organized for last two years despite of all such difficulties.

Exhibit-X: Behavioral Training Schedule for the year 2016

Cadre	Training topics	Hours
Nurses and Paramedical staff	Communication Skills	6
	Team Building & Team Work	6
	Time Management	6
	Personal Grooming & Etiquette	6
	Stress Management	6
	Conflict Management	6
	Leadership for Nurses	6
Technical staff	Interpersonal Skills	6
	Team Building & Team Work	6
	Stress Management	6
	Personal Grooming & Etiquette	6
Clerical staff	Communication Skills (Written)	6
	Team Building & Team Work	6
	Personal Grooming & Etiquette	6
Managerial	Leadership (For Executives)	6
	Team Building & Team Work	6
	Stress Management	6
Class-iv Employee	Personal Grooming & Etiquette	6

Source: Primary data collected from HR Department of Hospital

among supportive staff of hospital. Budget constraint is the major hurdle for arranging training programme frequently. In the beginning short duration training sessions have been organized with the help of professional trainers who are ready to serve without any honorarium.

Organization intended to strengthen the soft skills of its employees in various key areas not only to make them better professional, but also better human being at large. Strive to achieve the overall development of employees; Krishna Hospital has been organizing various behavioral intervention programmes for last two years. Hospital intended to organize behavioral training programme or various cadres of employee focusing at enhancing their core competencies during calendar year 2016 also. Schedule for such training programme has been prepared for the year 2017, but because

HR department collected feedback from trainee at the end of each training session. Trainee participants have been asked to rate 10 criteria measuring effectiveness of training programme in 5 point scale where 1 is strongly disagree, 2 = Agree, 3 Neutral, 4 = Disagree and 5 means strongly agree. Ten criteria are as follow.

1. Training Meeting expectations.
2. Training Objective met
3. Training contain relevant and easily understandable
4. Subject Knowledge of Trainer
5. Training Environment and Friendly trainer
6. Class Participation and Interaction
7. Seating and Room Arrangement
8. Audio Video Support
9. Training Time
10. Usefulness of Learning

Exhibit- -XI: Training Sessions Organized in last Two Years

Sr.	Date of Training	Title of Training	No. of Participants	Target Cadre
1	19.Sep.14	Service With Smile	34	Front Office Staff
2	26.Sep.14	ABCD of Change Management	26	Executives
3	10.Oct.14	Recharge Yourself	29	Office Assistants
4	17.Oct.14	Recharge Yourself	20	Executives
5	21.Nov.14	Learn to Lead	29	Office Assistants
6	28.Nov.14	Learn to Lead	21	Executives
7	19.Dec.14	Recharge Yourself	26	Executives
8	23.Dec.14	Recharge Yourself	18	Office Assistants
9	16.Jan.15	Learn to Lead	15	Office Assistants Pharmacists
10	06.Feb.15	Stress Management	10	Office Assistants
11	13.Feb.15	Change Management	23	Executives
12	27.Feb.15	Learn to Lead	16	Executives
13	27.Mar.15	Recharge Yourself	13	Front Office Staff
14	24.Apr.15	Learn to Lead	12	Office Assistants
15	29.Jul.15	Team Building	17	Executives Office Assistants
16	25.Sep.15	Stress Management	32	Technicians
17	29.Sep.15	Stress Management	18	Technicians
18	20.Mar.16	Celebrating Self	10	Office Assistants
19	12.May.16	Teamwork	25	Office Assistants
20	24.Jun.16	Teamwork	15	Office Assistants
21	15.Jul.16	Grooming & Etiquette	37	Technicians
22	22.Jul.16	Grooming & Etiquette	27	Technicians

Source: Primary data collected from HR Department of Hospital

Exhibit-XII: Measurement of Training Programme Effectiveness

Sr.	Date of Training	Training Module	1	2	3	4	5	6	7	8	9	10	Avg.
1	10.Oct.14	Recharge Yourself	4.5	4.25	4.12	4.37	4.75	3.87	4.12	4.62	4.12	4.62	4.62
2	17.Oct.14	Recharge Yourself	4.42	4.32	4.74	7.74	4.89	4.63	4.32	4.37	4.37	4.37	4.58
3	28.Nov.14	Learn to Lead	4.21	4.16	4.26	4.37	4.63	4.42	4.37	4.32	3.89	4.21	4.32
4	21.Nov.14	Learn to Lead	4.26	4.17	4.35	4.43	4.61	4.43	4.13	4.30	4.35	4.43	4.30
5	19.Dec.14	Recharge Yourself	4.35	4.59	4.41	4.47	4.70	4.09	3.97	4.05	4.13	4.20	4.19
6	23.Dec.14	Recharge Yourself	4.25	4.27	4.12	4.46	4.51	4.11	4.01	4.14	3.99	4.9	4.38
7	20.Mar.16	Celebrating Self	4.60	4.40	4.70	4.60	4.50	4.30	4.50	4.70	4.60	4.80	4.50
8	27.Feb.15	Learn to Lead	4.37	4.30	4.38	4.49	4.65	4.26	4.20	4.35	4.27	4.39	4.41
9	13.Feb.15	Change Management	4.28	4.33	4.28	4.44	4.78	4.17	4.28	4.44	4.33	4.44	4.39
10	27.Mar.15	Recharge Yourself	4.25	4.00	4.33	4.42	4.58	4.17	3.83	4.08	4.25	4.50	4.33
11	06.Feb.15	Stress Management	4.50	4.50	4.80	4.70	4.90	4.70	4.40	3.80	4.70	4.90	4.50
12	16.Jan.15	Learn to Lead	4.53	4.40	4.87	3.93	4.60	4.60	4.60	4.53	4.27	4.67	4.47
13	25.Sep.15	Stress Management	4.30	4.20	4.50	4.77	4.77	4.43	4.27	4.07	4.60	4.73	4.60
14	29.Sep.15	Stress Management	4.27	4.32	4.68	4.59	4.28	4.27	4.18	4.09	4.32	4.64	4.50
15	12.May.16	Teamwork	4.30	4.22	4.61	4.48	4.61	4.39	4.65	4.35	4.30	4.35	4.35
16	24.Jun.16	Teamwork	4.13	4.07	4.33	4.20	4.27	4.20	4.64	4.00	4.00	4.33	4.20
17	15.Jul.16	Grooming & Etiquette	4.26	4.26	4.35	4.35	4.52	4.04	4.00	4.26	4.30	4.74	4.17
18	22.Jul.16	Grooming & Etiquette	4.23	4.12	4.43	4.34	4.47	4.21	4.44	4.20	4.20	4.47	4.24
Average			4.33	4.27	4.46	4.45	4.64	4.29	4.27	4.26	4.28	4.49	4.39

Source: Primary data collected from HR Department of Hospital

It can be concluded that such training programme are fulfilling expectations of management and meeting training objectives. Training content was found to be relevant and easy to be understood. They were also satisfied with the subject knowledge and level of interaction with the trainers. Training infrastructure was found to be well organized. Employees perceived that such training sessions are useful for them to improve.

HR department shared insights gather through feedback with top management but top management raised one valid question that what is the impact of such training programme? Do you have any documentary proof which shows significant change in the performance of employees before training and after training? Thus now Mr. Suresh and Mr. Nigam again disused with HR team that how to establish linked of training programme and its positive impact on the performance of employees. So now there were basic two questions faced by HR head is how to sustain and improve such training programme? How to signify the impact of such training programme in future?

Assignment Questions

- I. What are the major challenges and concern of Human Resource department of Krishna Hospital?
- II. How to sustain the Continuous Professional Development (CPD) programme for supportive and administrative staff at Krishna Hospital?
- III. What are the various other ways than training to explore and enhance the efficiency of human resources at Krishna Hospital?
- IV. How does Human Resource Department measure the impact of training on the performance of employees?
- V. Suggest appropriate training module and training methods for behavioral and soft skills enhancement in health care sector.

Mandatory Reading

Smith, Bucklin & Associates, *The Complete Guide to Nonprofit Management*, John Wiley And Sons Ltd, 2000.
