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The Role of Hospital management in Human Resource Development **Ningombam Reagan Singh**

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Abstract

Through this paper an attempt is being taken to discuss as how Hospital Management plays various roles for human resource development. With a view to systematizing the study, the entire paper is divided into three parts. The first part entitled, "Theoretical Approach" encloses an introduction, meaning of health care sector and human resource development, objectives, hypothesis and methodology of the study. The second part entitled, Hospital Management as a tool for human resource development," is a comprehensive study where it is discussed as how the hospital management can contribute a lot to the human resource development. The third part entitled, "Conclusion" includes some findings and recommendations in addition to a conclusion.

PART –I

Theoretical Approach

1.1 Introduction: The human resource development mostly depends on the progress and quality of hospital management. Hence, the existence of quality hospital management is a immensely important for the overall development of a state. But in case of Guwahati city it is seen that, quality of health care service provided by the government hospitals are very poor. On the other hand the health care service rendered by private hospitals are to some extent better then government hospital but where there is a question of heavy expenditure which is not possible for middle and low class people. So, overall health care sector in Guwahati is not at all satisfactory to treat as a powerful tool for human resource development. So, it is considered that keeping in view to develop the health care sector in the greater interest of human resource development. The hospital management system should be upgraded. Hence the discussion of hospital management is found to be needed.

1.2 Meaning of Hospital Management system and Human Resource Development: Hospital Management system is designed for hospitals ,to cover a wide range of hospital administration and management processes .It is an integrated end- to- end hospital management system that provides relevant information across the hospital to support effective decision making for patient care, hospital administration and critical financial accounting ,in a seamless flow. “ It is a managerial process of pactising the principles of management as well as a social process because it consider hospital a social institution.”¹

Human Resource Development is a part of human resource management that especially deals with training and development of the employees. Human Resource Development includes training and individual providing opportunities to learn new skills, distributing resources that are beneficial. “It is a learning experiences which are organized for a specific time and assigned to bring about the possibility of behavioural change for the employees tasks and any other developmental activities”²

¹ . SM.JHA,Hospital Management,ISBN:978-93-5024-458-6,Himalaya Publishing House,Second Revised Edition-2011,page no.12.

² D.Monil Chaturvedi,Human Resource Development,ISBN:81-88719-18-8,Indus Valley Publications,Edition-2005,page no.22.

1.3 Objectives: The basic objective of the study is to examine various aspects of hospital management of selected Guwahati based hospital from human resource development point of view. To fulfil the basic objective the following specific objectives has been taken of the study.

- To examine the various service and their qualities of four selected hospital under study.

1.4 Hypothesis: In order to examine the above objectives the following hypothesis has been formulated and same is tested in the third part.

H₁: It is assumed that existing service of the selected hospitals are not adequate and upto the satisfactory quality from patient point of view.

1.5: Methodology of the study: The study is based on both primary and secondary data. The primary data are collected by the technique of field survey, personal interview and questionnaire. The secondary data are collected from internet and other sources. In Guwahati, there are numbers of private hospitals, among of this 4 private hospitals have been selected they are namely as:

1. GNRC
2. International Hospital
3. Arya Hospital
4. Nemcare Hospital

Various relevant questions related to the study are asks to these 160 respondents for eliciting their views, attitudes and experience towards the present position of health care management system, policy and guidelines that prevailing in case of Assam. Both primary and secondary data are explained and analysed by the help of statistical technique such as table and a pie diagram.

In find, the study well identified some serious and major problems that exist in health care management system of Assam and some suitable suggestions are put forwarded that should develop human resource of the state.

PART-- II

Hospital Management As A Tool For Human Resource Development

With a view to contributing the human resource development, the hospital management is to provide quality service to the people of the society. By virtue of rendering quality service a hospital can become an integrant part of society. It is not exception to the 4 hospitals under study.

In Assam, there are five Government Hospitals and thirty private hospitals. Out of this total thirty five hospitals. Four Guwahati based private hospitals have been selected randomly. These are:

1. GNRC
2. International Hospital
3. Arya Hospital
4. Nemcare Hospital

In this part an attempt is being taken to discuss various service rendered by this hospital from the human resource development point of view.

2.1 An overview of the hospitals:

I. Gnrc Hospital:

GNRC (formerly known as Guwahati Neurological Research Centre), is the first super specialty healthcare centre in India. It was established in 1987 by neurologist Dr. Nomal Chandra Borah. At present it operates three hospitals - GNRC Dispur, GNRC Sixmile and GNRC Medical.

Vision: The vision of GNRC is Health for All, Smiles for All At GNRC, flawless round the clock patient care is ensured by a dedicated team of 100 Doctors, 300 Nurses and 1000 employees. Presently GNRC has 200 beds including 110 ICU beds. Every action of the Hospital is steered towards making quality healthcare available and affordable. Along with diagnostic and therapeutic function, GNRC also organises academic programmes like annual lectures and regular research programmes so that its team always remain updated with latest developments across the world and thus can pass on the benefits to the people in need.

The coveted British Standard Institute, London, has accredited the organisation with **ISO 9001:2008 and ISO 14001:2004**

In continuation of its process of evolution in the field of Health Care at a Global level, the **Indian Council of Medical Research (ICMR)** has also accredited this centre for Medical Research under ICMR since the year 2002.

Government of India. This centre has also been supported by WHO for a medical library.

II. International Hospital: In the mid - nineties a few like-minded individuals with trail blazing successful career in diverse professions had a vision of setting up a Health Care Organization to make available best health care facility for the people of the North Eastern States of India. Thus began Assam Hospitals Ltd. on the 14th Day of February 1997. International Hospital, Guwahati was set under the aegis of Assam Hospitals Ltd. and was formally inaugurated by late Surabala Bordoloi, noted freedom fighter and wife of Bharat Ratna Gopinath Bordoloi, the first Chief Minister of Assam on 30th May, 1999. The following words from the Promoters aptly reflect their Over vision about the Hospital.

Since its inception on 30th May' 1999, INTERNATIONAL HOSPITAL that started as a 50 bedded facility has grown to become a 220 bedded hospital now and still continues to grow to meet the ever increasing demand. This growth is attributable to the faith reposed by the customers and the untiring efforts put in by the consultants and employees as well as the Directors with active support from the vendors. This 220 bedded super specialty hospital providing tertiary level clinical care, backed by multidisciplinary team of doctors, is centrally located on the G. S. Road Guwahati. The primary thrust areas are Nephrology, Surgery, Cardiology, Neurology, Internal Medicine, Gastroenterology, Paediatrics, Ophthalmology, Neurosurgery, Urology, ENT, Obstetrics & Gynaecology, Dermatology, Psychiatry, Cardiothoracic and Orthopaedics including Pathology & Radiology department. A team of eminent consultants have ensured that the highest standards are always maintained.

III. Nemcare Hospital: "A Multi-Speciality Hospital" was established in 2001 with strength of 100 beds with modern diagnostic equipments backed by a team of dedicated doctors and paramedical staff. The hospital has provisions to cater to the needs of different sections of the society. Affordable quality service and Cleanliness is their mantra.

Nemcare Hospital, Guwahati Specialities in Dentistry, Dermatology (Skin),ENT (Otolaryngology),General Medicine, General Surgery,Gynecology,Laparoscopic Surgery, Micro Surgery,Nephrology,Neurology,Neurosurgery,ObstetricsandGynecology,Ophthalmology,Orthopedics, Pathology,Pediatric Oncology, Paediatrics and Psychology.

IV. Arya Hospital: ARYA hospital is a unit of North Eastern Medical Research Institute Ltd., a Public Limited Company. It is an multi-specialty hospital that opened its doors to offer quality health care to the people of northeast on 17th of January 2004 at A.M.Road, Rehabari, Guwahati-8. They have been leading in the industry of super specialty health care and renowned doctors available at our patients' disposal 24x7. State of art medical infrastructure is the best. Diagnosis and treatment are undertaken with the latest technological equipments.

Mission: The mission of the Arya hospital is

Practicing medicine as it should be practiced

- A critical care hospital with new cost effective technologies for diagnosis and treatment of diseases
- Regular updating of technology, emphasis to maintain quality and to provide personal care and attention to each individual with assurance of trust and confidence
- To provide ultra modern and state of the art diagnostic facilities with highest level of accuracy.
- Endeavour is to take healthcare more closer to the people of the North East to provided the best and affordable healthcare facility to our people.

The facilities provided by Arya hospital to the patients are:

Out Patient Department, In patient Department,Diagnosticcentre, Radiology and Imaging,Gastroentrolgy Department, Intensive Care Unit(I.C.U),Operation Theatre (O.T.),Cardiology Department, Neurology Department, Nephrology and Telemedicine Centre.

2.2 No. of Doctors & Nurse:

Table - I

Hospitals	No. of Doctors	No. of Nurses
GNRC	Above 100	Above 300
International	Above 60	Above 120
Nemcare	Above 50	60 to 80
Arya	Above 50	Above 100

Sources: Field survey, personal interview and relevant web site.

From the above table, it is observed that the no. of Doctors in all the hospitals are same except International GNRC the no. of nurses and Doctors are more than the other three hospitals. So, it can analyse that, in respect of services by Doctors and Nurse GNRC got highest rank followed by International.

2.3 No. of Departments:

Table – II

Hospitals	No. of Department
GNRC	17
International	7
Nemcare	14
Arya	11

Sources: Field survey, personal interview and relevant web site.

The above table reflects that in GNRC hospital the no. of departments are more than the other followed by Nemcare Hospital. It indicates GNRC hospital offers maximum no. of customized treatment compare to others. If also, analyzes that because of having more no. of departments the management may not be able to concentrate in every aspect of quality service.

2.4 Separate Management system for different department :

Table – III

Hospitals	YES	NO
GNRC	√	X
International	√	X
Nemcare	√	X
Arya	√	X

Sources: Field survey, personal interview and relevant web site.

From the above table that is seen all these hospitals have a separate management system. So, from the efficient management system point of view, these act hospitals are efficient hospital.

2.5 Emergency Services:

Table – IV

Hospitals	Ambulance services	24 hr. pharmacy	Blood Bank
GNRC	√	√	√
International	√	√	√
Nemcare	√	√	√
Arya	√	√	√

Sources: Field survey, personal interview and relevant web site.

From the above table it has been seen that, emergency services like ambulance service, pharmacy, blood bank are there in these hospitals.

2.6 Bed Capacity:

Table – V

Hospitals	Total	In ICU	Operation theater (OT)
GNRC	200	110	3
International	220	15	2
Nemcare	100	15	5
Arya	100	20	3

Sources: Field survey, personal interview and relevant web site.

From the above table it has been observed that in case of bed capacity the GNRC hospital has more no. of bed followed by International but Nemcare has 5 no. of Operation theater.

2.7 Faculty Development Program. (FDP) to Employee:

Table – VI

Hospitals	No. of FDP per year
GNRC	4
International	2
Nemcare	2
Arya	2

Sources: Field survey, personal interview and relevant web site.

Now a days, faculty development programme is a more important tool which helps the doctors to upgrade themselves with the new technologies in their respective areas and which consecutively helps the hospital authority to give better services to the patients. And from the above table it has been seen that GNRC is no. 1 to upgrade their personnels with 4 times development programme in a year than others.

2.8 Quality Assurance Certification

Table – VII

Hospitals	No. of FDP per year
GNRC	ISO 9001: 2000 and ISO 14001: 2004
International	ISO 9001:2000
Nemcare	ISO 9001:2008
Arya	ISO 9001:2008

Sources: Field survey, personal interview and relevant web site.

From the above table it has been found that all the hospital get ISO certificate where as GNRC has two certificates from ISO in 2000 and 2004.

2.9 Inflow of patient cum cure

Table – VIII

Hospitals	Average In Low Per Month	Percentage Of
GNRC	2800	99.9%
International	1500	99%
Nemcare	1400	99.9%
Arya	1300	95%

Sources: Field survey, personal interview and relevant web site.

From the above table it has been observed that, GNRC hospital is more effective in case of cure, and it has been seen in point of inflow of patient, than GNRC is get highest rank among the survey hospitals.

2.10 Measures to ensure better services

Table – IX

GNRC	International	Nemcare	Arya
Customers	No. measures	Appoint	No. measures

Relationship		Qualified	
Management		Dedicated and trained Doctors	
Frequent training to Doctors & Staff			
Technology up gradation			

Sources: Field survey, personal interview and relevant web site.

From the above table it has been found that, GNRC and Nemcare hospital is very active by ensuring better services for the patients. The remaining, the International and Arya Hospital are not ensuring better services for the patients.

2.11 Promotional activities:

Table- X

GNRC	INTERNATIONAL	NEMCARE	ARYA
Employees Efforts Word of Mouth	Word of Mouth	Word of Mouth	Word of Mouth
Social activities	Social activities	Academic Activities	Banner and Hoardings
Banner and Hoardings		Social activities	Through Quality Service
Print Media Promotion			
Broadcasting Media Promotion	Broadcasting Media Promotion		
Monthly Magazine			

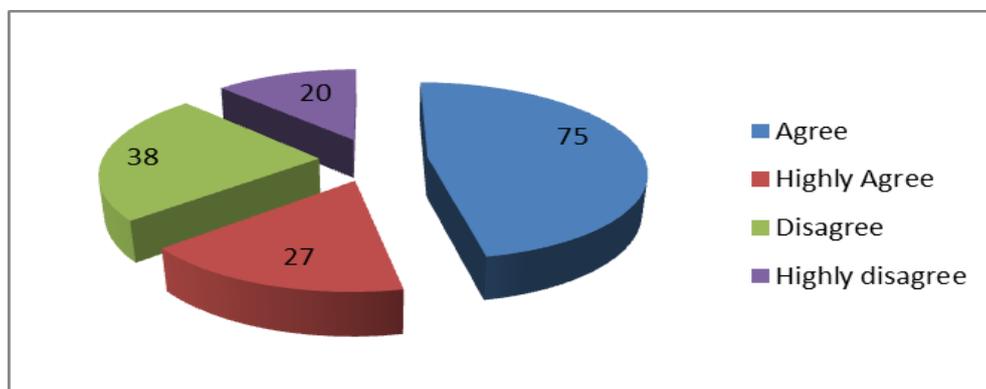
Sources: Field survey, personal interview and relevant web site.

From the above table it has been observed that GNRC is giving maximum effort in promotional activities compared to other three hospitals.

2.12 Questionnaire Analysis: In addition to above analysis below some question analysis have been done .It is mentioned in the methodology that for the purpose of conducting question. A group of 160 respondents have been selected. With a view to a eliciting the views and attitudes of these respondents. The following questions have been put and accordingly explain.

1. Do you think that only rich people can afford the cost of these private hospitals ?

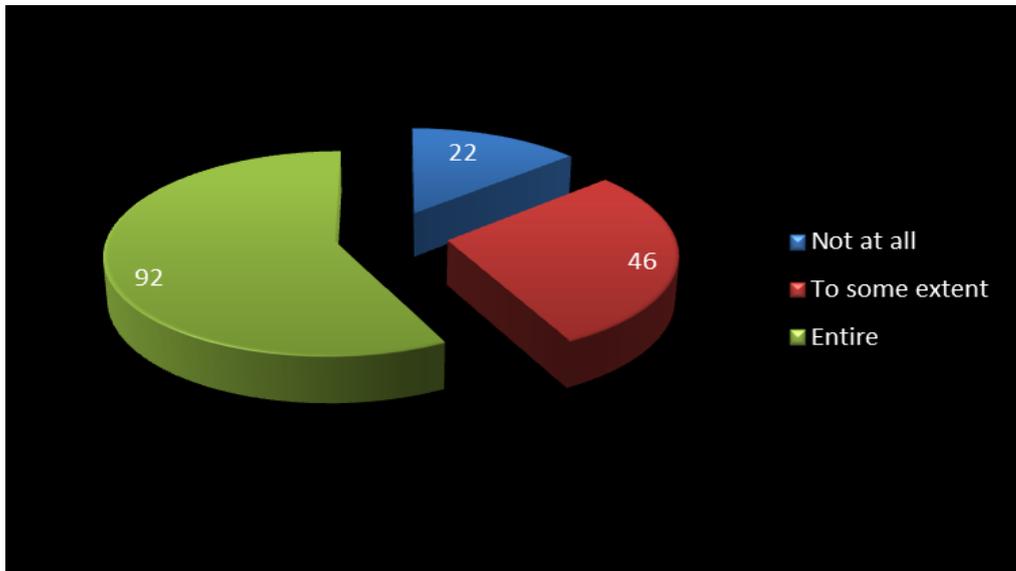
No. of Respondents	Agree	Highly Agree	Disagree	Highly disagree
160	75	27	38	20



Explanation: Against this question, 46.9% no. of respondents are found to be agree, 16.9% no. of respondents are highly agree, 23.7% are disagree and remaining 12.5% are highly disagree.

2. Can these hospitals can capture the demand of entire Assam?

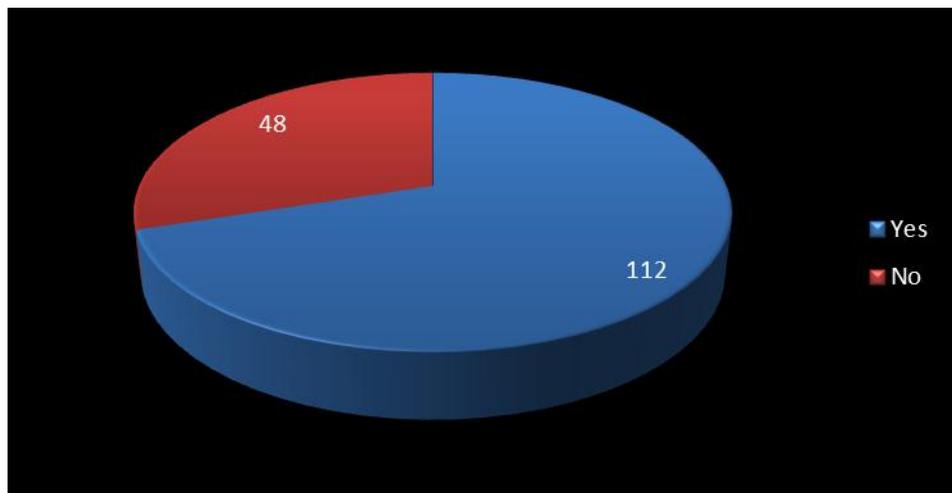
No. of Respondents	Not at all	To some extent	Entire
160	22	46	92



Explanation: Against this question, 13.75% no. of respondents says not at all, 28.75% no. of respondents says to some extent and remaining 57.5% no. of respondents says that entire.

3. Are these hospitals have modern equipments with comparision to North East outside hospitals?

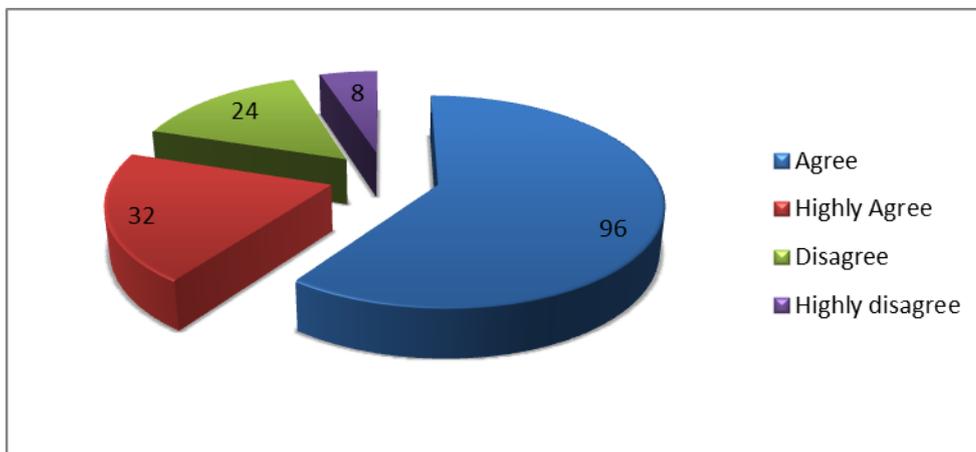
No. of Respondents	Yes	No
160	112	48



Explanation: Against this question, 70% no. of respondents says “Yes”, and remaining 30% no. of respondents says “No”

4. Are these hospitals provide proper treatment to the patients?

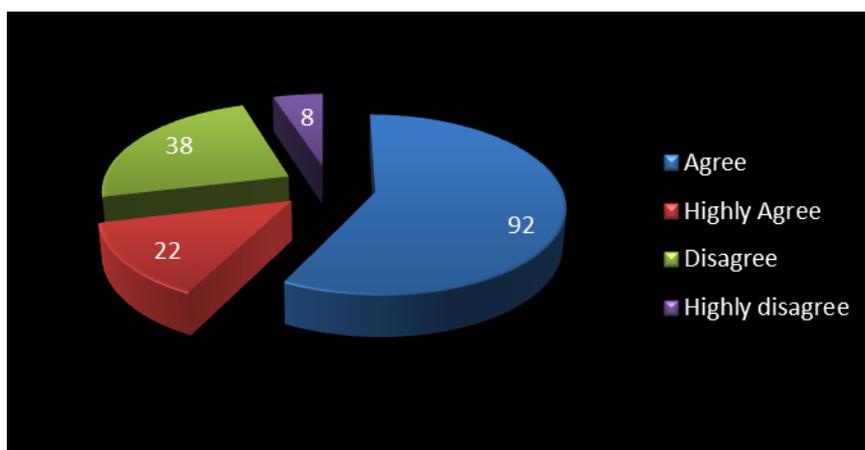
No. of Respondents	Agree	Highly Agree	Disagree	Highly disagree
160	96	32	24	8



Explanation: Against this question, 60% no. of respondents are found to be agree, 20% no. of respondents are found to be highly agree, 15% no. of found to be disagree and remaining 5% no. of respondents are found to be highly disagree.

5. Are these hospitals eco- friendly to the environment ?

No. of Respondents	Agree	Highly Agree	Disagree	Highly disagree
160	92	22	38	8



Explanation: Against this question, 57.5% no. of respondents are agree, 13.75% no. of respondents are highly agree, 23.75% no. of respondents are disagree and remaining 5% no. of respondents are highly disagree.

PART-III

3.1 Findings:

1. It is seen that the no. of Doctors in all the hospitals are same except International GNRC the no. of nurses and Doctors are more than the other three hospitals. So, it can analyse that, in respect of services by Doctors and Nurse GNRC got highest rank followed by International.

2. It is seen that in GNRC hospital the no. of departments are more than the other followed by Nemcare Hospital. It indicates GNRC hospital offers maximum no. of customized treatment compare to others. If also, analyzes that because of having more no. of departments the management may not be able to concentrate in every aspect of quality service.
3. It is seen that all the hospitals have a separate management system. So, from the efficient management system point of view, these act hospitals are efficient hospital.
4. It is seen that, emergency services like ambulance service, pharmacy, blood bank are there in these hospitals.
5. It is seen that GNRC hospital has more no. of bed followed by International but Nemcare has 5 no. of Operation theater.
6. It is seen that GNRC is no. 1 to upgrade their personnels with 4 times development programme in a year than others.
7. It is found that all the hospital get ISO certificate where as GNRC has two certificates from ISO in 2000 and 2004.
8. It is observed that, GNRC hospital is more effective in case of cure.
9. It is seen that, GNRC and Nemcare hospital is very active by ensuring better services for the patients. The remaining the International and Arya Hospital are not ensuring better services for the patients.
10. It is observed that GNRC is giving maximum effort in promotional activities compared other three hospitals.
11. Most of the private hospitals can afford only by rich people.
12. It is seen that, most of the private hospitals can capture the demand of entire Assam.
13. It is seen that most of the private hospitals have modern equivement with comparision to North East outside hospitals.
14. Most of the private hospitals provide proper treatment to the patients.
15. Most of the private hospitals are eco-friendly to the environment.

3.2 Recommendations:

1. These hospitals should provide concessional rate of service for financially poor people of the reasons.
2. These hospitals should extend their services towards rural backward areas by Introducing Mobile Medical Units.
3. In order to increase the level of awareness among general public, regarding the various preventive measures. These hospitals should arrange frequently some medical campaign.
4. It is suggested to open a cell for maintaining relations among patient, doctors and management.
5. Keeping in view providing information about these hospitals they should urgently extend their promotional activities to all the states of North East.
6. All of the hospital should immediately improve their eco- friendly environment to build up a hygienic environment.

Conclusion: In this hospital different category rooms are there some are highest, average lowest. But in our region as most of the people come from the financially poor so this hospital should increase the lowest and average cost bearing room according to the proportion of the people. Because it is observed that, frequently the lowest and average cost bearing rooms can not cover the required people. These hospitals should formulate their policies and planning considering changing in environment of the society. In this connection financially position of the majority people. Their needs and demands communication with patient and doctor. Frequent training of doctors and nurse and other officials. So, they can increase their skills and efficiency to make these hospital an integral part of human resource development. The management of these hospitals should keep in mind that in addition to physical support and treatment they should provide some mental support to the patient. It is a lamentable matter that most of the management, doctors of the hospital still do not know about the Music therapy. So, with a view to curing the patient these hospitals should provide some suitable music with an effective and low sound throughout the hospital.

In this connection, they can use some sweetest Folk Song and Indian Rags Music instead of providing and showing television. For that purpose the management of these hospitals can appoint some experts of Music therapy.

This way the Music therapy can be implemented parallel with the model treatment. Such types of steps of these hospitals in contribute a lot to the development of Human Resource.

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