

# A STUDY OF HRD POLICIES IN MAHATMA GANDHI MEDICAL COLLEGE, INDORE

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## Abstract

In this study researcher intended to describe the role of Mahatma Gandhi Medical College's in the field of HRD Practices. An examination of the main human resources issues and questions, along with the analysis of the impact of human resource development strategies or practices on the medical professionals, as well as the identification of the HRD Practices in hospitals in the Indore Metropolitan area has been a key area of focus of this study.

**Key Words** MGM Hospital, HR Policies, Indore.

## Introduction

Hospitals are the social systems, which combine science, people and technology and are formed on the basis of mutual interests. Human resources have been described as "The heart of the health system in any country". Human resource development in the hospital is directed by various physical and psychological factors. Modern researches have proved that not only fine materials, sophisticated technology, good working conditions make for progress and effectiveness of an organization but employees motivation, performance, abilities and skills play a crucial role in determining the effectiveness of organization.

In modern hospitals, different categories of staff work in different capacities. The doctors, the nursing staff, different types of technicians, management personnel contribute substantially to the smooth functioning of the hospital. Hospital employees are supposed to work with the single motto of making available to the patients, the services upto their expectations. In hospital, employees have to work in different conditions and make use of different type of technology.

## Objective

The basic and underlying notion of Human Resource Management (HRD) is to attain a sustained competitive advantage through effective utilization of human resources. Human resource is an important factor in helping the hospital industry to be successful. In the hospital organization human resources is in force front of service sector & cannot be replaced by machine or electronic gadgets. e.g. caring of patients. Hospital organization faces a number of unique human resources management challenges. Managing human resources is the real challenge of hospital managers. The hospital is an institution dedicated to the attention of human suffering, the treatment of human ailments and the promotion of general health of the community. So that is the main objective of study to know the HRD climate of that particular Hospital.

## Brief Overview of Mahatma Gandhi Medical Memorial College, Indore (Year of inception 1948)

Mahatma Gandhi Memorial Medical College is an institution of Madhya Pradesh State Government. It is one of the oldest medical colleges of the country with glorious and rich heritage. It is located in Indore – the pious city of Devi Ahilya and the business capital of Madhya Pradesh which is also gaining foothold in the field of education. This college was initially established in 1878 as a medical school known as King Edward Medical School along with the first allopathic dispensary of central India. In July 1948 it was converted into present medical college from 50 students in the first batch. It has reached its present intake of 140 undergraduate (MBBS) and 117 post-graduate (MD/MS/Diploma). Admissions are through Pre Medical and Pre. P.G. Examinations respectively.

Additionally, there is a well equipped College of Dentistry, College of Nursing. We have a 930 bedded, seven storied fully equipped M.Y. Hospital affiliated to the college which is providing 24 x 7 services. Other ancillary units of the college like Kalyanmal Nursing Home, Maharaja Tukojirao Hospital, ShaskiyaGyarahPanch Trust Cancer Hospital, Mental Hospital and Chacha Nehru BalChikitsalayaavumAnusandhan Kendra are providing important timely services to the ailing people around Indore. Another feather in the cap of the institution was the starting of a school of Physiotherapy course in 1997 wherein Bachelors in Physiotherapy is being conducted with the Master course in the offing.

The staff strength of institution is approx. 1500. The teaching faculty consists of 240 experienced and devoted teachers and approximately 360 resident doctors and with their help well-equipped departments namely Anatomy, Physiology, Biochemistry, Pathology, Pharmacology, Microbiology, Forensic Medicine, Community Medicine, General Medicine, General Surgery, E.N.T., Anaesthesiology, Psychiatry, Paediatrics, Obstetrics and Gynaecology, Orthopaedics, Ophthalmology, T.B.& Chest, Dermatology, Radio-Diagnosis and Radio-therapy are serving the ailing humanity without fail and without break. They also have a model blood bank equipped with ultra-modern facilities and equipment. They are committed to provide quality education to our under-graduates, post-graduates and paramedical students, to set trends in medical research and ultimately to provide patients' care services of unmatched quality.

Recently a very huge new separate O.P.D. block, new mortuary, new casualty, seven practical halls and seven demonstration rooms for various departments have been constructed costing crores of rupees which are being utilized for the welfare of patients and students respectively. Besides this a 200 bedded new hostel for the students has also been erected.

The campus is self-sufficient in many ways and well maintained. A number of well-developed gardens are in the campus and apart from it a bank, hostels having sports and recreation facilities are available. Institute is situated in the heart of the city, therefore, all kinds of facilities of shopping and amenities are available within five minutes walking distance.

The institute is also very active in research of various fields of modern medicine, health and medical education. There are a number of different committees for the full-fledged development of administration and education of the institution viz. Disciplinary Committee, Anti Ragging Committee, Cultural Committee, Research Review Committee, Scientific Committee, and Medical Education Committee etc. A large number of research papers are published by residents and faculty members every year in journals of national and international repute. Frequently a number of awards and fellowships are won by the faculty. The alumni spread all over the world are leaders in their chosen fields and are living testimony to the quality of education and values imparted to them by their alma-mater.

The College continues to grow exponentially. This is made possible because of a unique Human Resource (HR) management policy that is aimed at attracting and retaining medical personnel who embody the core values of competence, compassion, excellence and empathy. Its HR policy is aimed at the holistic development of each individual by addressing their professional, academic, spiritual, health care and social needs.

In the professional sphere, medical, nursing and allied health faculty can avail of both short and long term training opportunities at centres of excellence outside India and are provided financial assistance to attend national and international conferences for skill up gradation. In the academic sphere, the institution encourages innovative, path breaking research through a system of intra-mural research grants for both faculty and students.

Spiritual nurture is provided through periodic staff retreats conducted by the Chaplaincy department, and through fostering and mentorship afforded to undergraduate and postgraduate students by faculty. MGM is unique among private health care institutions in offering universal health benefits for all staff and their dependents, which continues even after their superannuation.

MGM strives towards a just and equitable society, and encourages its students and staff to serve the poor and marginalized in areas of need. Members of the support staff (clerk typists, attendants and housekeeping staff) are familiarized with the culture and ethos of the institution and provided training in basic life support, emergency procedures, occupational hazards, biomedical waste management, universal precautions, language, etiquette and soft skills.

Finally, in keeping with the motto of minimum government and maximum governance, all members of the HR team are health personnel and full time employees of the institution – MGM does not employ professional management consultants, because of the belief that such elements may dilute the ethos and character of the institution.

### **DESCRIPTION OF MGM'SHR POLICY**

The human resource management team is engaged at various levels to attract, nurture and motivate staff and students with the aim of attracting as well as retaining personnel who would be in sync with the vision and mission of the institution.

### **Initiatives for Academic and Professional Development for Medical Professionals**

Recognizing the importance of the intellectual appetite of its medical personnel, the institution offers training opportunities at various stages in the career of the valued staff member.

#### **Long duration training opportunities**

**Study leave:** This is offered to young faculty, who, at the beginning of their careers, are looking to establish themselves in a niche area in their areas of specialisation. They are encouraged to look for training opportunities overseas in centres of excellence and are allowed to proceed on study leave for a maximum of three years, while their academic position and all benefits which go along with the appointment are retained, to facilitate a smooth return when they re-join the institution after their training stint. This has been a valuable tool used by staff to establish links with overseas centres and make progress in their personal careers.

**Sabbatical leave:** This is offered to senior staff members who would like to take a break from the institution to have a fresh perspective by moving out of Indore for a period of time. This is a time of rejuvenation, recuperation, refreshment and restoration for the individual as well as an opportunity to play a mentoring role in their sphere of influence. This is made available as one year for every five years of service to the institution.

#### **Extra-curricular training programs**

This program aims to familiarize every staff in the institution with MGM's vision, mission and quality policy, general clinician guidelines, staff service rules, grievance redressal mechanism, hand hygiene, occupational and workplace hazards.

**Managerial Advancement Programme (MAP):** Since MGM utilizes its own staff in managerial positions, this program, conducted by the Department of Hospital Management Studies & Staff Training and Development provides an opportunity for managerial level staff who have finished their DHA/FHA/MHA/M.Phil/MBA to update their knowledge and skills.

There were many Conferences held for the development of Students and Faculties in various streams:

- ❖ All India Paediatric Conference.
- ❖ Annual Conference of Association of Surgeons
- ❖ Annual Conference of India Society of Anaesthetists.
- ❖ All India Ophthalmological Conference.
- ❖ Annual Conference of Indian Association of Pathologists.
- ❖ All India Medical Conference
- ❖ All India Paediatric Conference.
- ❖ Indian Orthopaedic Association Conference
- ❖ National Conference of Immunology
- ❖ National Cancer Convention
- ❖ International College of Surgeons
- ❖ National Conference of Anatomical Society of India

These events are open to medical students from all over the country and is heavily subsidised by the institution to help students choose a career option of serving the poor and needy in rural India. An average of 600-700 students attend this conference and it is inspiring to hear success stories of medical students who have chosen

to venture into remote areas in India and serve those in need. This also serves to amalgamate the community within MGM to stay true to its calling.

**Mentorship programme:** This programme is for postgraduate students who would be assigned to faculty within their department of specialisation so as to help them adjust to the new environment as well as to support them with their thesis and work responsibilities within their departments. The programme aims to curb burn out and stress related illnesses in the midst of a demanding training programme. This also provides an opportunity for faculty to understand the aspirations of these students and offer career guidance including opening up opportunities to work in MGM with a lifelong commitment.

### **Service to the Nation**

The administration of the college recognises the importance of serving the health needs of our country where the disparity between the haves and the have-nots is so glaring. Accordingly, the institution provides opportunities for students and staff to contribute to health care delivery among the poor and marginalized sections of the population in India.

**Sponsorship for Undergraduate and Postgraduate Students:** The institution encourages candidates from needy areas in the country to come, study and then return services to these areas. This has been an important mandate of the institution to feed doctors into rural India through mission hospitals within the network of MGM. This makes MGM a unique institution from the private sector to address the larger needs of the nation as recognised by the government. Doctors at all levels: graduates, post graduates and super-specialists, who commit themselves to serve in these areas of need are encouraged by the institution and provided with all the support they require while working in challenging circumstances.

### **Conclusion :key learnings from mgm'shr policy**

An initiative like MGM can only be sustained by human resources. As an unaided minority institution, the HR of MGM is responsible for all the required revenue generation and the building up of the institution and all its facets. Many of the staff of MGM are attracted to it because of its values and ethos and they are able to identify with and own MGM's mission and vision. The sense of ownership of the institution by its staff cannot be easily replicated. Therefore our human resource needs to be encouraged, supported and mentored. The various staff development initiatives have more than fulfilled this purpose and today MGM is a very desirable institution to work in.

### **Future Road Map**

The HR team is challenged with the need to hold members together despite the rapid growth and increase in staff. This is a particularly difficult task, since the staff work out of multiple campuses, and the HR team will need to continuously motivate new members to contribute to the life of the institution and carry the institution's vision forward.

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