IMPORTANCE OF LEARNING & DEVELOPMENT DEPARTMENT IN HEALTHCARE: *A narrative blend of the literature*

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Abstract: Healthcare industry and hospitals have a strong amalgamation of process and customer relationship in providing customer centric care and attaining customer delight. The healthcare industry is ever changing field that requires extensive development of Knowledge, skills and behaviors. And in order to achieve this it is essential that we provide learning and development opportunities to all hospital staffs clinical and non-clinical. Learning and development department presents a special opportunity to all employees in expanding their horizon creating their base of knowledge, skills and behavioral attributes sturdy; also contributing in employee retention, job satisfaction and increasing productivity.

Keyword: TNA, TNI, Instructional Designing, Training Evaluation

1. Introduction

Learning and development department in Abc Hospitals Limited is structured to enhance the competencies and capabilities of the employees of all levels and designations to provide experiential learning opportunities. L&D department is designed keeping in mind continuous knowledge and skill enhancement via continuous education of employees at all 12 Units of Abc Hospitals Limited resulting into improved quality of services excellence.

Learning and development department is a branch that encapsulates lot of minor fragments encompassing the whole of Abc Units and transforming them into systematic process flow which guides the trainer in effective planning and delivering of trainings. As per rigors internet surfing very few studies/articles have been found related to importance of having an exclusive learning and development department in health care industry, while in this paper work this has highlighted how an L&D department has worked its way in developing competencies and skills of employees working in Abc hospitals. Those elements are further described below:

Learning and development is a process that involves identification of performance gaps through *Training need identification* (TNI) *Training need analysis* (TNA) methods. And filling of those gaps with knowledge, skills, attitude and behaviors to improve delivery of service excellence. *Essential training* encompassing a portfolio of courses often described as statutory and mandatory trainings. *Training need analysis* (TNA) is the annual analysis of learning required to meet the minimum standards and, thereby, ensuring staff have the required skills and knowledge to practice safely for the benefit of themselves, patients and visitors.

2. Literature Review
2.1. Learning and Development

Management Study Guide states in its article that training and development is a vital part in human resource development. It plays an important role in wake of advancement of technology which has resulted in increased competition, rise in customer expectations of quality and service delivered and subsequently need to lower the cost of services. Complete article focus on need of training and development its strategy, tracking of its effectiveness.

2.2. Learning and Development and its Process

In order to ensure that our employees are well equipped with right kind of skills, knowledge and behavior attributes to perform their assigned tasks, roles and responsibilities, training and development plays a major role in providing these assets and ensuring the growth of organization by aligning individual goals to that of organizational goals and vision. By determining the right type of training we ensure that our employees are continuously updating the right set of skills and knowledge required for our business growth by maintaining high standard of patient service and follow up the best and new HR practices. To meet current and future business demands, training and development process has assumed its strategic role and in this regard few studies like Stavrou et al.'s(2004) and Apospori, Nikandrou, Brewster and Papalexandris's (2008), have attained much importance as these highlight the T&D practices in cross-national context. (2008) had deduced that there is a considerable impact of training on organizational performance. Differently from these studies, Cunha, Morgado and Brewster (2003) were the only ones who could not determine the impact of training on organizational performance, and suggested that another study on analysis of this relationship was needed.

3. Importance of Learning and Development in a Hospital Development

Learning and development is important for any hospital or industry that aims at progressing. It's a matrix that includes decision making, creative thinking and managing people. Other benefits include;

- ➢ Employees motivation, retention and growth
- ➢ Improvement in employees performance, productivity and efficiency
- ➢ Development in Employees Capability and Competency
- ➢ Improvement in employees' knowledge, Skills and behavior for their current job role

4. Objectives of the Learning and Development Department

The major objective of the study is to analyze the role of training and development in an organization development. The following are the specific objective of the study.

- ➢ Develop Employees' Capability and Competency to achieve organization's Vision "Exceeding expectation from Health"
- ➢ Training and development helps in Knowledge development thus increasing the domain expertise.
- ➢ Training and development helps in Skill enhancement thus resulting into minimizing errors and delivering high quality patient service standards.
- ➢ Training and development helps in Behavior improvement thus resulting in patient delight.

5. Hypothesis of Learning and Development

- ➢ In health care and hospital sector Organization huge manpower is required for effective service delivery and patient satisfaction.
- ➢ Organization having huge manpower tends to suffer from their employees mistake and errors in their job performance which impacts patient experience resulting into business performance
- ➢ There is definite requirement of a function which can observe employees, analyze their job performance, reduce and eliminate employee's mistake and errors and develop employees to the best of their potential as per their job role.

6. Approach

In learning organization training approach i.e. of developing competencies and capabilities has aligned all its activities with corporate business strategy.

By Understanding organizational objectives, Training Need Analysis (TNA) and Training Need Identification (TNI) are conducted for all level of employees. Further the Development opportunities are categorized under Knowledge, Skills and Behavior. Also, their Instructional designs are developed based on their specific developmental opportunities and employees job roles and responsibilities. By Conducting Effective training interventions, training evaluations is done on the basis of specific evaluation tool.

Knowledge required in executing specific job responsibility and Minimum skill level required to perform efficient job duties and specific behaviors required to deliver patient delight. Identifying the gaps, training people on those opportunity areas. Through various learning interventions such as Instructor Led Training (LET), role plays, demonstration, problem solving activities, experiential learning activities, videos, case studies etc.

7. Learning and Development Department Strategy and Execution Plan

7.1. RACI Matrix

A responsibility assignment chart that maps out every task or key decisions involved in completing project. It maps out who is Responsible, is Accountable must be Consulted with and shall stay informed.
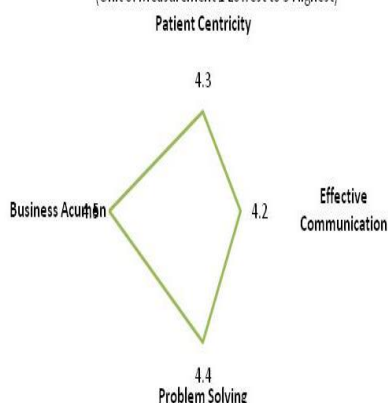
Below provided brief outlook of RACI Matrix used in Abc Hospital Learning and Development Department.

R Responsible- Who is completing the task

A Accountable- Who is making decision and taking actions on the task.

C Consulted- Who will be communicated regarding decisions and tasks.

I Informed- Who will be updated on decisions and actions during the project.

| #	Task / Activity	Timeline	Frequency	R - Responsible	A - Accountable	C - Consulted	I - Informed
1	**TNI / TNA** L&D Team will connect with all Unit Heads and HODs of all units to collate their inputs regarding their team members development needs in Knowledge, Skills and Behavior. TNI / Development needs will be captured in TNI / TNA tracker.	20 - 25 of every month	Monthly	Trainers	L&D Team	Unit Heads, HODs	Unit Heads, HODs, CHRO
2	**Content Preparation** L&D Team will prepared topic / training wise content repository, question bank, skills and behavior assessment tools. Training team will take inputs from HODs in preparing Training content, question bank and assessment tools.		Monthly	Trainers	L&D Team	HODs	Unit Heads, HODs, CHRO
3	**Training Calendar Preparation** L&D Team will coordinate with HODs for scheduling their team members trainings and prepare Training Calendar	20 - 25 of every month	Monthly	Trainers	L&D Team	HODs	Unit Heads, HODs, CHRO
4	**Training Calendar Emailer** L&D Team will publish Unit Wise Training Calendar	1st of every month	Monthly	L&D Team	L&D Team	HOD, L&D Lead	Unit Heads, HODs, CHRO, CEO
5	**Pre Training Coordination** Training Team will send Training invite a day before the Training Date to all target employees and CC to their HODs. HODs will communicate training schedule to their respective team members for 100% attendance. Details to be mentioned in Training invite: - Participants List - Training Topic - Timing - Trainer Name - Venue	1 day before Training	As per plan	Trainers, HODs	L&D Team	HODs	Training Participants, HODs
6	**Training Intervention** Assigned Trainers will use Training Attendance sheet, Training Module and Evaluation tool available in Content repository and impart the training as per the guidelines. Trainer will also evaluate participants knowledge / skills / behavior as per the evaluation tool.	As per plan	As per plan	Trainers	L&D Team	HOD, L&D Lead	NA
7	**Training Completion Report** Trainer will use defined format and send Training Completion Report. Trainer will also share Participant wise test scores for Knowledge Development sessions.	For Knowledge Development Session - Within 1 day of Training Intervention For Skills Enhancement & Behavior Improvement Sessions - Within 3 days of Training Intervention	As per plan	Trainers	L&D Team	L&D Lead	Unit Heads, HODs, CHRO
8	**Training Effectiveness** Skills Enhancement - Trainer will complete trained Participants Skills Assessment and share send Participants Assessment report with L&D Team Behavior Improvement - Trainer will complete trained Participants Skills Assessment and share send Participants Assessment report with L&D Team	Within 3 Days of Training Intervention	As per plan	Trainers	L&D Team	L&D Lead	Unit Heads, HODs, CHRO
9	**L&D Dashboard** L&D Team will publish Dashboard with below details. Unit wise Training Topics, Training Type (Clinical / Non Clinical) & (K/S/B), Participants Trained, Training Effectiveness Analysis / Improvement in Trained Participants (K/S/B)	By 5th of Every month	Monthly	L&D Team	L&D Team	L&D Lead, Quality Team, Trainers	Unit Heads, HODs, CHRO

Employees Competency Wise Proficiency
(Unit of Measurement 1 Lowest to 5 Highest)
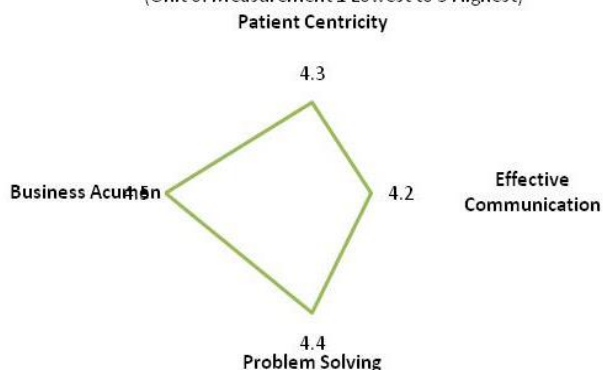
## 8. Learning and Development Analysis & Findings
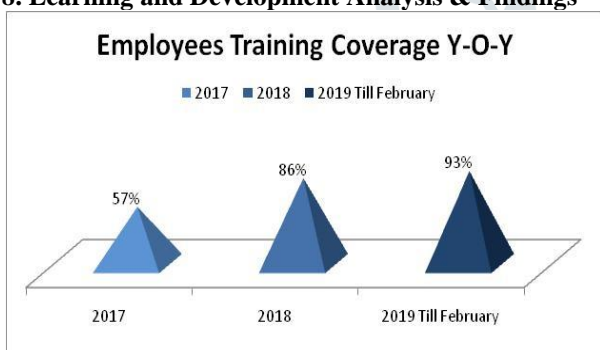
-After effective implementation of new learning and development strategy, remarkable improvement is observed through increase in employee's participation in training interventions.

➢ Each training intervention was evaluated with a specific and scientific evaluation tool to measure employee's knowledge, skills and competency.

➢ It is noticed that quantifiable improvement is seen in all three areas which proves effective implementation of learning intervention.

9. Conclusion

This article proves that a concrete learning and development strategy can help organization in developing their

➢ Effective implementation of new learning and development strategy has directly impacted employee's knowledge skills and behaviors which translated into improvement in patient satisfaction scores and patient delight.
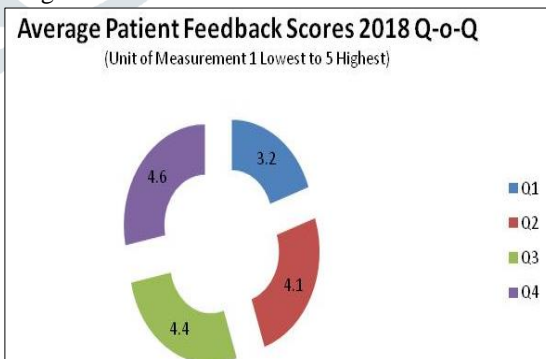
Implementation of the learning and development strategy resulted into improvised quarterly patient feedback score.

employee's capabilities and competencies which will benefit the organization to delivering high patient service standards which in turn results in higher patient satisfaction score ultimately leading to higher business outcome.

Strategy can be improvised on a regular interval according to the organizations objectives and current trend.

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