

EVALUATION OF TRAINING NEEDS AND EFFORTS IN HOSPITAL INDUSTRY

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Abstract

Hospitals in India are no more seen as a hectic and a chaotic place. Hospitals are expected to be as five star hotels, and the customer is more demanding for a warm and hospitable staff, on the other hand technology is growing rapidly in its own arena. The staffs who are directly involved in the patient care have mind blocks at various level which hinder them from understanding the patients' state of mind. Technical training covers the mandatory medical training given to doctors, nurses and paramedics prescribed as per the government regulations which are conducted throughout the year at the hospital. Service training given to any employee who has been involved in the process of patient care to improve their knowledge, skills and attitude. The training efforts can be evaluated at various check points called the training evaluation check points. Training is a continuous process which is not a magic but needs to be an integrated approach.

Keywords: Technical Training, Healthcare Professionals

1. INTRODUCTION

Hospitals in India are no more seen as a hectic and a chaotic place. The concept of patients and patient care has been revolutionised into customers and hospitality. Today with the advent of international patients and more quality conscious customers seek for superior health care facilities at a cheaper cost.

On one hand hospitals are expected to be as five star hotels, and the customer is more demanding for a warm and hospitable staff, on the other hand technology is growing rapidly in its own arena. To fulfil this demand the need of training and development in the hospitals has been emphasized by various national and international accreditation organisations such as NABH and JCI. These accreditation organisations provide standards in developing training modules to all the employees in the hospital, thereby ensuring patient safety.

Thus continuous training to all the employees is a key to achieve and a only choice of method in the learning process which acts a competitive advantage for any organisations, particularly in a hospital industry.

1.1 EMPLOYEES IN THE HOSPITAL:

The employee categories in the hospitals are widely diverse in nature which is broadly classified into 3 categories

- Medical staffs
- Support services
- Administrative services

Developing, providing and evaluating training to this diverse group of employees is a challenging and an huge investing pooling arena, on the other hand the healthcare industry is not an organised sector like any other production sectors, The staffs who are directly involved in the patient care have mind blocks at various level which hinder them from understanding the patients' state of mind.

2. NEED OF STUDY

Standards for training in hospitals are the basic objective and goals of any training and development department of a hospital are as follows,

- To identify training needs within the organization through regular consultation and recent trends in the competitive environment.

- To evaluate the effectiveness of the training program & its participants by a structured competency of an employee.
- To monitor and review the progress of trainings through a quantifiable post evaluation techniques.

Dr Narottam Puri, Executive Director, Max Healthcare, New Delhi quotes about the need of training in article health care express as "Training and development is a marriage between medical training and service training"

3. OBJECTIVES OF STUDY

The major objectives of the study are

- To study the concept of training and its need for hospital employees
- To study the various trainings provided for health care professionals
- To provide the measures and suggestions thereby improve their patient care.

4. RESEARCH METHODOLOGY

The study involves a descriptive and fundamental research design, about the role of various types of training imparted to health care professionals, the study was confined to employees working among high risk patients in various multi-speciality departments of a private multi-speciality hospital Chennai. The **Kirkpatrick** closed ended questionnaire is used for collecting the details. Simple Random Sampling technique has been used for the selection of employees. The sample sizes of the study are 80 health care providers from Nephrology, Orthopaedics, Oncology, Obstetrics and gynaecology outpatient department. The data has been evaluated by using the statistical tools such as percentage analysis, Pearson's coefficient correlation, chi-square to determine the various outcomes of the study.

5. RESULTS AND DISCUSSION

5.1 EMPLOYEE AGE DISTRIBUTION

Age	Frequency	Percentage
20-30	29	36
30-40	34	43
40-50	12	15
50yrs and above	5	6
Total	80	100

The above table shows that 43 percent of the respondents are in the age limit 30-40 years, 36 percent in the age limit 20-30, 15 percent of the respondents fall in the age limit 40-50.

5.2 GENDER DISTRIBUTION

Gender	Frequency	Percentage
Male	37	46
Female	43	54
Total	80	100

The above table shows that male respondents are 46 percent and 53.75 percent of respondents are female.

5.3 EXPERIENCE DISTRIBUTION

Experience	No. Of respondents	Percent of respondents
<1 yr	38	47.5
1-5 yrs	28	35
5-10 yrs	6	7.5
>10 yrs	8	10
Total	80	100

The above table shows that 35 percent of respondents are of one to five years of experience, 47.5 percent of respondents are of one year of experience, 10 percent of the respondents are of 5-10 yrs of experience

5.4 Technical training:

The technical training covers the mandatory medical training given to doctors, nurses and paramedics prescribed as per the government regulations which are conducted throughout the year at the hospital. The technical training is job specific and has a well-structured pre and post evaluation training assessments.

The hospitals provides a technical workfront of training and development includes aspects like evaluation of patients by technicians from ECG, Echo, TMT, X-Ray, and also anaesthesia technicians, physician assistants, Cath lab technicians and nursing care professionals. The need for extensive training and development starts from the time the patient reports to the hospital.

"For a hospital of international repute, where a patient reports for a heart ailment, the need for immediate attention is a necessity. Hence, it is important that the staffs at all levels is trained to handle emergency patients,

EMPLOYEES EXPOSURE TO TECHNICAL TRAINING

Response	Frequency	Percentage
Yes	78	97.5
No	2	2.5
Total	80	100

The above table infers that 97.5 per cent of employees' have attended technical training, only 2.5 per cent of employees' have not attended the technical training

5.5 Service training:

The second part consists of service training given to any employee who has been involved in the process of patient care to improve their knowledge, skills and attitude. Empathy and personalised care is the major expectation of a patient entering into the hospital because they are emotionally distraught people due their illness and inability. Soft skills play a vital role in handing these customers tactfully, because it is the measure of the hospital brand image in the public eyes, it can even backfire on the image of the hospital.

The major soft skill programs conducted to the hospital employees are as follows

Inter personal skills

- Friendliness
- Punctuality
- Reliability
- Impersonal touch
- Detail notes
- Concentration
- Responsibility
- Politeness
- Behaviour
- Attitude
- Communication skills
- Time management
- Key qualities for hospital staff
- Developing for career in hospital
- Professional image
- Body language, etiquette and ethics
- Skills and conflict management
- Tertiary hospital care
- Front office management & billing and documentation

Evaluating this soft skill training in the employees is a great difficult task which does not have any structured form of post evaluation techniques.

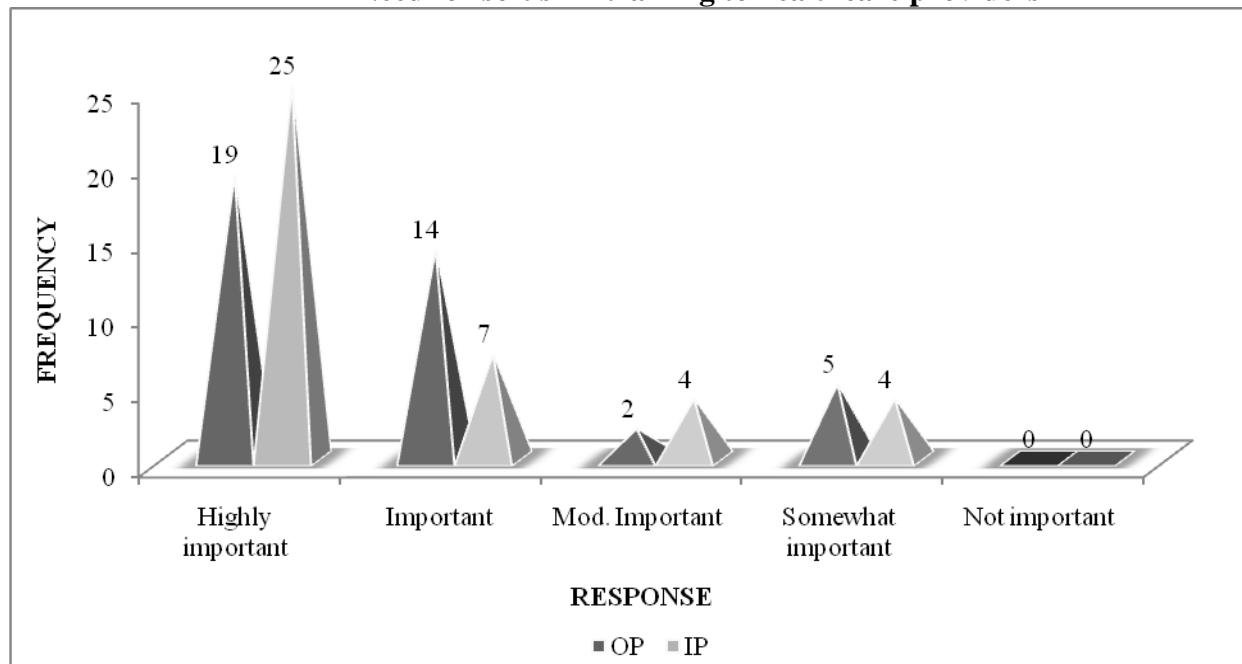
The first form of training ensures that services are as per the quality standards set by the accreditation organisations, the latter form of training is essential for the positive mind-set and behavioural changes of the employees who delivers the service.

EMPLOYEES EXPOSURE TO SOFT SKILL TRAINING

Response	Frequency	Percentage
Yes	42	52.5
No	38	47.5
Total	80	100

The above table infers that 47.5 per cent of employees' have not attended any soft skill training. 52.5 per cent of employees' have attended the soft skill training in the course of their career.

Need for soft skill training to healthcare providers



The above graph shows that 55 per cent of employees think that the need of soft skill training to healthcare providers is highly important followed by 26.25 per cent think soft skill training is important.

5.6 Evaluation of the training efforts

The quantitative form of a training outcome is a major challenge for the training coordinators of an organisation because a huge investment is made to train their employees and the employees particularly the nurses have a higher attrition rate in the hospitals. Most of the pre and post evaluation techniques are based on perceived changes in knowledge and attitude in the employees which are short term in nature rather than a longer-term outcome change in health care professionals who are involved in the patient care process. The effectiveness of the health care training professionals in the quality care improvement process is not been evidently proved by a quantitative data.

The training efforts can be evaluated at various check points called the training evaluation check points. The major training evaluation check points can be categorised into

- Pre training checkpoints
- During training checkpoints
- Post training checkpoints

in the process flow of conducting a training in any organisation. The check points are integrated with the Kirkpatrick's training evaluation technique. The major benefit on assessing the evaluation check points is to transfer the knowledge into skill upgradation.

Pre training checkpoints

The process of evaluating the training efforts starts from assessing the need of training to the right type of employees. In case of providing a wrong training to a wrong target group of participants leads to a greater loss to the organisation.

Based on the detailed study of the employees need, their competencies and skill gap, a well structured training is developed by pooling up of various resources with the help of the management.

During training checkpoints

There are three major evaluation check points during the training process. They are

- Pre training assessment
- Post training assessment
- Reaction assessment

Pre and post training assessment is done to determine the knowledge/behaviour of the participants before and after the training sessions. The scores help to quantitatively assess the participant's knowledge/behaviour. This requires a competent tool to validate the assessment by the trainer.

Reaction assessment involves

- Participant Engagement:** To what degree participants are involved and interested in the learning intervention

Relevance: To what degree the content of the learning intervention is applicable to the jobs of the participants

Reaction is the LEVEL 1 evaluation in Kirkpatrick's evaluation model

Post training checkpoints

The post training check points are the most important checkpoints for the training team to prove their efforts to the organisation through various quantitative and qualitative evaluation techniques.

The technical or the core trainings has well structured quantitative assessment techniques and a defined leading and lagging performance indicators. There are 4 categories under which a quantitative and measurable data can be collected to evaluate the core training efforts are as follows

Sno	Categories	Outcomes in hospital sector
	Based on output	No of Surgeries, No of OP/IP Patients
	Based on quality	No of hospital acquired infections occurred
	Based on time	Turnaround time of ECG, USG machines
	Based on cost	Total revenue generated by laboratory machine

The soft skills can only be evaluated through the following qualitative data that can be used to evaluate the training efforts are as follows

Sno	Categories	Outcomes in hospital sector
	Work habits	Absenteeism and attrition rate of nurses
	Work climate	Job satisfaction of ward secretaries
	Attitudes	Loyalty and self confidence towards patient care
	New skills	Decision making , leadership
	Development & advancement	Transfers, performance appraisal
	Initiatives	New ideas and suggestions

The post evaluation involves the assessment of learning capacity of the participants involved in the training by measuring their knowledge, skills, and attitudes imparted during the learning intervention, followed by Confidence, Commitment of the participants in implementing their new skills in their work environment.

The third in the Kirkpatrick's evaluation model is behaviour assessment of the participants after imparting training in them over a period of time. The behaviour of the person is influenced by various factors such as

- Reinforce
- Reward
- Monitor
- Encourage

All these factors involves the on the job monitoring and training from all levels to maintain the momentum of the training for a long period of time and creating a greater effectiveness in the work place.

At last the "**ROI – Return on investment**" is the major training evaluation technique measured by the management to accept its investment in training their staffs. This the major pitfall where the training team is unable to discover the training benefits in the monetary terms.

6. Conclusion

Training is a continuous process which is not a magic that can transform people within a short period of time, it should be taken as an integrated approach with the help of the management's strong support in imparting competent skills in their employees.

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