

INTERNSHIP TRAINING
AT
RAJIV GANDHI CANCER INSTITUTE AND RESEARCH CENTRE
TRAINING AND DEVELOPMENT CHALLENGES
BY
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ENROLL NO. – PG/19/074
UNDER THE GUIDANCE OF
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INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT AND
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PGDM (HOSPITAL & HEALTH MANAGEMENT)
2019-21



INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT
RESEARCH
NEW DELHI

The certificate is awarded to

Name- Dr. Saloni Bansal

In recognition of having successfully completed her

Internship in the department of

H.R

and has successfully completed her Project on

“Challenges faced by HR professionals in training Hospital staff during Covid 19”


June, 2021

Organization- R.G.C.I & RC


She comes across as a committed, sincere & diligent person who has

a strong drive & zeal for learning.

We wish her all the best for future endeavors.


Basant Panda
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Training & Development


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General Manager- HR
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TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Dr. Saloni Bansal** student of PGDM (Hospital & Health Management) from International Institute of Health Management Research New Delhi has undergone internship training at **R.G.C.I & RC** from **6th April to 6th June, 2021**.

The Candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements.

I wish her all success in all her future endeavors.

Ms. Nikita Sabherwal
Mentor
Associate Dean, Academics and student Affairs
IIHMR, New Delhi

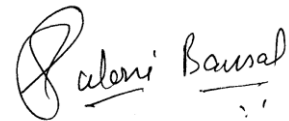
Certificate of Approval

The following dissertation titled “**Challenges faced by HR professionals in training Hospital staff During Covid 19**” at “**R.G.C.I & RC**” is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a prerequisite for a award of **PGDM (Hospital & Health Management)** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

Dissertation Examination Committee for evaluation of dissertation.

Name: **Dr. Saloni Bansal**

Signature:

A handwritten signature in black ink, reading "Saloni Bansal". The signature is written in a cursive style with a large initial 'S' and a horizontal line under the name.

Certificate from Dissertation Advisory Committee

This is to certify that **Dr. Saloni Bansal**, a graduate student of the **PGDM (Hospital & Health Management)** has worked under our guidance and supervision. She is submitting this dissertation titled “Challenges faced by HR professionals in training Hospital staff during Covid 19” at “**R.G.C.I & RC**” in partial fulfillment of the requirements for the award of the **PGDM (Hospital & Health Management)**.

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.


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**INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH,
NEW DELHI**

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled “**Challenges faced by HR professionals in training Hospital staff during Covid 19**” and submitted by **Dr. Saloni Bansal**, Enrollment No. **PG/19/074**. Under the supervision of **Mr. Basant Panda, Manager, HR** for award of PGDM (Hospital & Health Management) of the Institute carried out during the period from **6th April to 6th June, 2021** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other institute or other similar institutions of higher learning.

Signature

FEEDBACK FORM

Name of the student: Saloni Bansal

Dissertation Organization: R.G.C.I & RC

Area of Dissertation: Human Resources

Attendance: 2 months

Objectives achieved: Yes


Deliverables:

Strengths:

Suggestion for Improvement:

Suggestions for Institute

(Course curriculum, industry interaction, placement, alumni):


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Signature of Organization Mentor (Dissertation)

Date: June, 2021

Place: Delhi

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I, hereby take this opportunity to express my sincere thanks to **Mr Basant Panda (GM), Mr Jeevan Adhikari (Manager-HR)** for providing me an opportunity to work in one of the best hospital for cancer i.e. **Rajiv Gandhi Cancer Institute and Research Centre.**

I'm thankful to **Ms Rekha** (Manager-HR) and entire team for constant support during this dissertation process.

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Last but not least, an honourable mention to the entire teaching staff of IIHMR and my colleagues for their help and kind support

Dr Saloni Bansal

PG/19/74

ABSTRACT

In recent times, the renewed importance of Human resource department is being felt in the healthcare sector. To enhance collaboration and to enrich organizational culture, it is very important to focus on legal and ethical issues, safety and welfare of employees and motivation and support activities. Healthcare sector is a place wherein you may come across increased diversity of cultural backgrounds of both patients and employees. A strong human resource department is needed to pay closer attention to the issues of compliance, payroll and recruitment that majorly influences that day to day functioning of the healthcare industry. Human resource managers and clinical managers are responsible for monitoring two groups of employees with various responsibilities and training needs. It is essential that employees should adhere to the ethical and legal standards accepted in the healthcare industry. In this respect, role of the human resource department becomes all the more critical in enforcing ethical and professional standards that ultimately allows enhancing the proper working culture in the organization.

Training is a set of activities that provides the opportunity to obtain and improve job-related skills. Training is appropriate and necessary for both new and established employees. The training process is the process of teaching new employees and existing employees the basic skills they need to perform their jobs. Performance management is the process employers use to make sure employees are working toward organizational goals. The training process includes: Needs analysis, produce the training program content, including workbooks, exercises and activities, Validation, Implementing the program and Evaluation of the training programme.

The aim of this study is to find out the challenges which have been faced or being faced by HR professionals in training hospital staff which includes doctors, nurses, paramedical staff, administrative staff, security staff and many more. The study is about the process of training at RGCIRC and advantages of offline and online trainings, importance of training and most importantly the challenges which are being faced by HR professionals to cope up with the existing situation for training hospital staff and managing their performance.

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LIST OF ABBREVIATIONS

- **RGCI & RC: Rajiv Gandhi Cancer Institute and Research Centre**
- **HOD: Head of department**
- **HR: Human resource**
- **TNI: Training needs assessment**
- **TPA: Third party administrator**

INTRODUCTION ABOUT THE ORGANIZATION:

RAJIV GANDHI CANCER INSTITUTE AND RESEARCH CENTRE

- Indraprastha Cancer Society & Research Centre-A non-profit communal association, achieved by a collection of communally accountable generous, philanthropists. Visionary Project of Indraprastha Cancer Society and Research Centre, targeted at providing state of art treatment with International standards and protocols in the field of Oncology care for those in need. RGCI & RC a Visionary Project Started Functioning on 01/07/1996 .Inaugurated By Sonia Gandhi and Dr. Shankar Dayal Sharma on 20 /08/1996. Presently, it is a 498 bedded hospital. Now considered among Asia's leading special cancer centres, that deals the exceptional benefit of cutting-edge technology and have treated over 2 Lakhs patients since inception.

Rajiv Gandhi Cancer Institute & Research Centre is currently considered amongst Asia's leading special cancer center that deals the exceptional benefit of cutting edge machinery, set to usage by well-known excellent professionals. This strong arrangement of man and machine safeguards first-class cancer care to not only patients from India, but also from the adjoining SAARC countries and others.

RGCI & RC is exceptional in Northern India with Subsequent types: –

- Comprehensive Cancer Care set Up with all services
- Its highly qualified and experienced oncology team
- Well developed organ specific specialties.
- Interrelated Cancer Research Program and Lab services
- It has up-to-date state of talent investigative and therapeutic equipments

- Clinical care centered on evidence centered medication with stress on multi modal management
- Institutionalized tumor board and multi specialty clinics with stress on principles and patient involvement

Values:

- Encourages teamwork
- Mutual respect
- Trust
- Holding patients in high esteem
- Proper Diagnosis & treatment.
- Transparency and Correct Advice

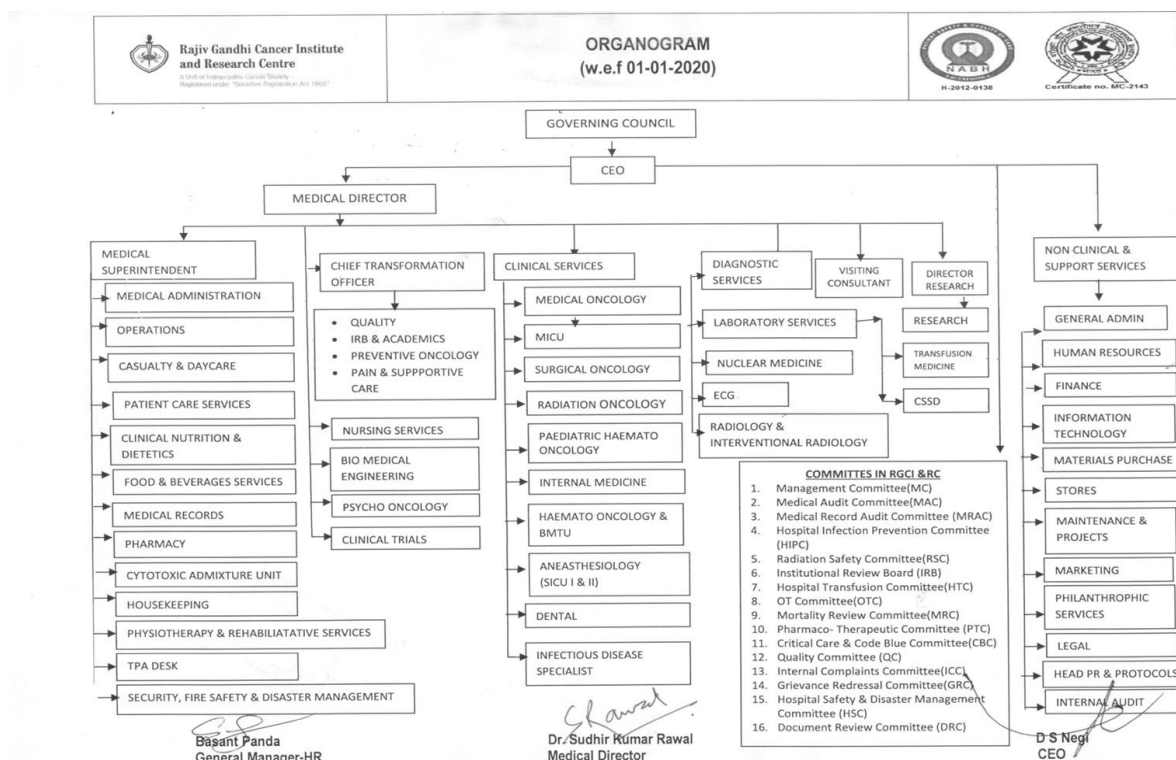
VISION: To prevent and treat cancer by providing affordable Oncology Care of international Standards in India

MISSION: To be largest cancer care provider in India by 2020. Offering comprehensive services from prevention to palliation at an affordable price. Based on core values of Quality, Ethics, Compassion and respect for all

Objectives:

- ❖ To provide state-of-art treatment as per international standards for quality care of our patients and optimum treatment outcome.
- ❖ To recruit highly skilled, dedicated, committed and satisfied work force, willing to work in a transparent manner for achievement of the objective of the Institute.
- ❖ To promote cancer prevention, cancer screening and early detection through workshops, CME(s), conferences and close contact with the people.
- ❖ To make the treatment affordable by cutting down avoidable recurring expenses, and conservation of resources.

Organizational chart- 1.1



Specialties

- Department of Surgical Oncology
- Department of Radiology and Imaging
- Department of Medical Oncology
- Department of Pediatric Hematology Oncology
- Department of Radiation Oncology
- Department of Nuclear Medicine
- Department of Pathology and Transfusion Services
- Department of Stem Cell and Bone Marrow Transplantation
- Department of Anesthesiology
- Telemedicine
- Pharmacy services
- Preventive services
- Physiotherapy services
- Palliative/Home care services
- Day care services
- Emergency services
- Counseling services
- Multispecialty Clinic / Tumor Board

HR Overview

- To plan and ensure the correct combination of manpower for the Hospital
- To ensure the availability of adequate number and skill of staff to provide services to the patients
- To safeguard that employees are nominated, skilled, promoted and treated on the base of their significant abilities
- To offer training and development for all the workers to allow them to attain the utmost level of services
- To encourage workers through remuneration method and build assurance among employees
- To address the health and safety needs of employees

EMPLOYEE RESPONSIBILITIES

- Employees must wear their hospital uniform (if applicable) and photo ID card at all times in a visible and appropriate manner
- Employees must obtain a gate pass when any item is taken in or out of the hospital. The baggage/ bundle are subject to inspection and verification by the security personnel
- Employees must not release any confidential information regarding any patient, employee or institute
- Employees must wear attire appropriate for respective areas of customer services
- In the interest of patient care, employees must sincerely complete their assigned duties
- Employees must be regular in attendance and punctual in reporting to duty.
- Changes in personal details (eg name, address, telephone number etc) must be reported to HR department along with relevant document
- Employees must not use official/ business communication means like Emails, telephone etc. for personal use.
- Employees must report any patient or employee safety incident to Chief Security Officer, management and quality cell.
- All employees must make prudent use of the hospital equipment, systems, facilities and any other property in their custody

- Employees must ensure that safety of their personal belongings
- Employees must treat customers (patients, attendants, visitors & other employees) with courtesy and respect
- Employees must not consume alcohol or any other intoxicants like drugs in the hospital premises
- Employees have the right to seek guidance from seniors.
- Employees have the rights to know their privileges and other benefits (Such as leaves, medical insurance etc) applicable to them in the organization
- Employees have the rights to express their grievances related to their service conditions.
- Employees have the rights to know their job description.
- Employees have the rights to know the terms and conditions of service including remuneration in details.
- Employees have the right to be treated with respect and dignity
- Employees have right to safe workplace in terms of occupational hazards.
- Employees have right to entitlements for all statutory benefits provided by law
- Employees have the right to be protected against discrimination and harassment.
- Employees have the right to choose not to continue working with the organization by serving the notice period applicable to him/her.

EDUCATION & RESEARCH

Fellowship Program

- Oncology Anesthesiology
- Head & Neck Oncology Surgery
- Breast Oncology Surgery
- Gynae Oncology Surgery
- Urology Oncology Surgery
- G. I. Oncology Surgery
- Cancer Re- Constructive Surgery

- Medical Oncology
- Hemato Oncology
- Bone Marrow Transplantation
- Pediatric Hematology And Oncology
- Oncology Pathology
- Oncology Radiology

PROJECT OVERVIEW

Project Title: The Challenges Faced by HR Professionals in Training Hospital Staff during Covid times

OBJECTIVES OF STUDY

Some major objectives of this study are as follows:

- Process of training in an organization.
- Difference between training before and after covid times.
- Problems faced by HR professionals for training hospital staff.
- Is it important to train healthcare professionals on regular interval?
- Does training affect their overall performance?

METHODOLOGY

Search strategy: I explored all existing articles talking about the Training and development before and after in covid times in Hospital sector. I reviewed pubmed, researchgate, googlescholar, ncbi, nichd, webmd and their combinations which included Human Resource Department, training and development.

Exclusion criteria is Non-relevant articles on the kind of study and topic of study and researches that did not contain enough information.

Data Extraction is done on the basis of the information which included the name of the original author, wherever the research was done and the year of publication, sample size and the process of facts compilation.

BACKGROUND AND RATIONALE

Human resource department is ever-growing and transitional concept. Human Resource Department manages worker managerial activities in an institute. The

profits of a HR division have steadily expanded appreciation in hospital system. The American Society for Healthcare Human Resources states that the existence of a HR professional in hospital system is crucial in carrying operative facilities. A well inspired and properly trained and organized employee is essential to the accomplishment of health system delivery. In recent times, the new meaning of Human Resource Management is being felt in the Healthcare sector. HRM is concerned in human associated aspect of an association. It is support element for the performance of structural roles.

HR Practices in Healthcare

- Staffing and placement
 - i. Recruitment
 - ii. Induction
- Legal research on Healthcare
 - i. Health related laws
 - ii. Disputes arising from employee contracts
- Management of employees
 - i. Training
 - ii. Performance appraisal
 - iii. Job satisfaction
- Decision-making
 - i. Benefits
 - ii. Promotion
 - iii. Career planning

Training and developing healthcare professionals with time is a crucial stage in forging a strong association in healthcare area. Training and development offer care that a healthcare facility wants for impartial workforce growth and occupation practices. It also helps in making hopeful leaders to acquire on administrative and decision-making roles down the road.

Training process at RGCIRC: Training and Development adds to the performance in the current and upcoming expected employments. The employees of RGC and RC are provided with opportunity to advance personally and professionally.

Objectives of Training and Development

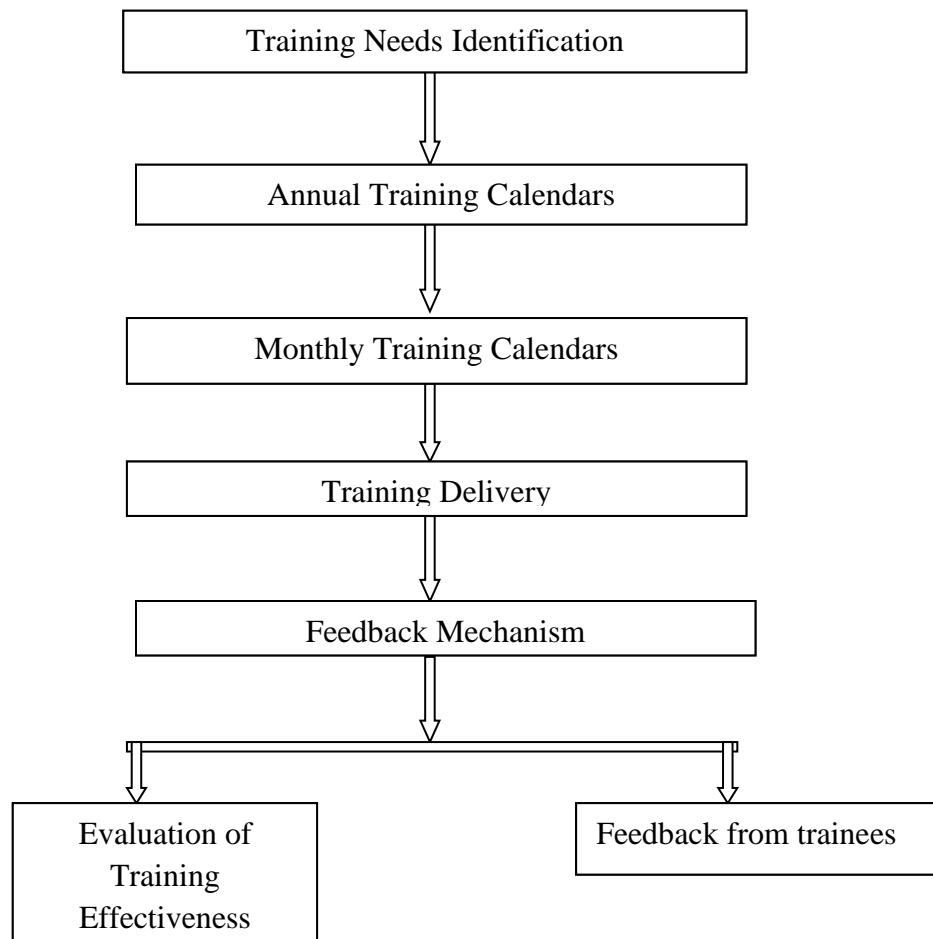
- Aware of policies and procedures of the institute
- Aware and practice Occupational hazards and Safety risks and its prevention
- Equip with the requisite skills and procedures essential to perform their jobs efficiently

- Develop and imbibe behavioral skills relevant to health care delivery systems
- Plan their career growth and development either by HOD nomination or volunteering for various training programmes
- Aware of the training requirements as per NABH and meet the quality parameters of the institute

Training plan: We aim at training each member for minimum 40 hours each year

Training process: The training is a organized activity implemented to alter the abilities, approaches and the performance of an employee to complete a certain work.

1.2



Step 1: Training needs identification – 1.3

Through HOD Feedback received after each training

Appraisal Process (Annual and Probation)

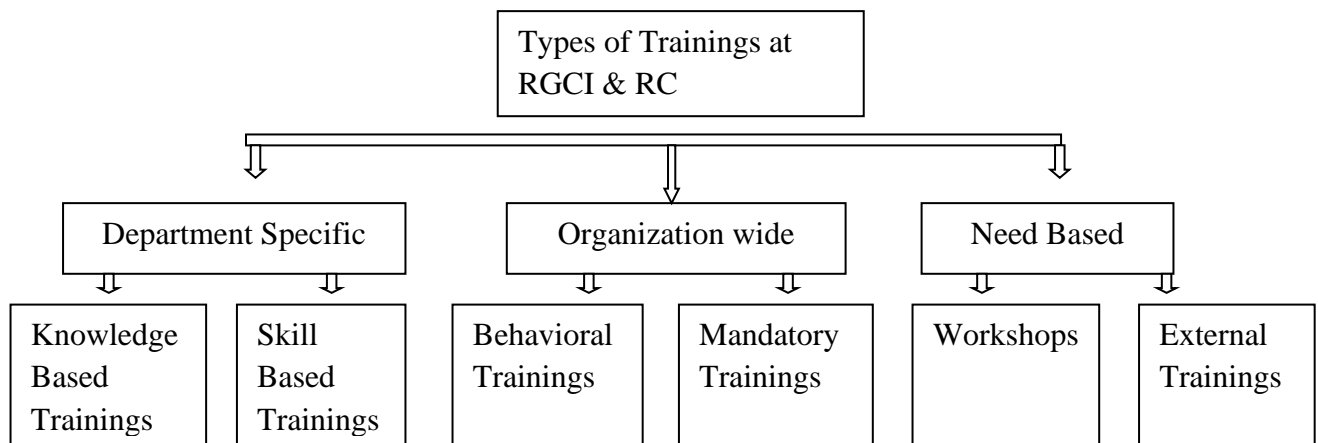
Patient/ Customer Feedback

Changes in role and responsibilities

Changes/Introduction of new Technology or equipment

Various Quality Indicators

Training Categories- 1.4



a) Department specific trainings: Trainings that are specific to departmental needs:

- Knowledge based trainings: Trainings that are related to awareness about policies, procedures, job descriptions and work environment.
- Skill based trainings: Trainings addressing the needs to equip employees with necessary skills with regard to technology and knowhow of the job they are working on.

b) Organization wide trainings: Trainings that are applicable to all the employees working in the organization, irrespective of the department in which they work.

- Behavioral trainings: Being a healthcare delivery organization, employees are trained on behavioral skills, communication skills, teamwork etc.
- Mandatory trainings: It includes:
 1. General induction
 2. Departmental orientation

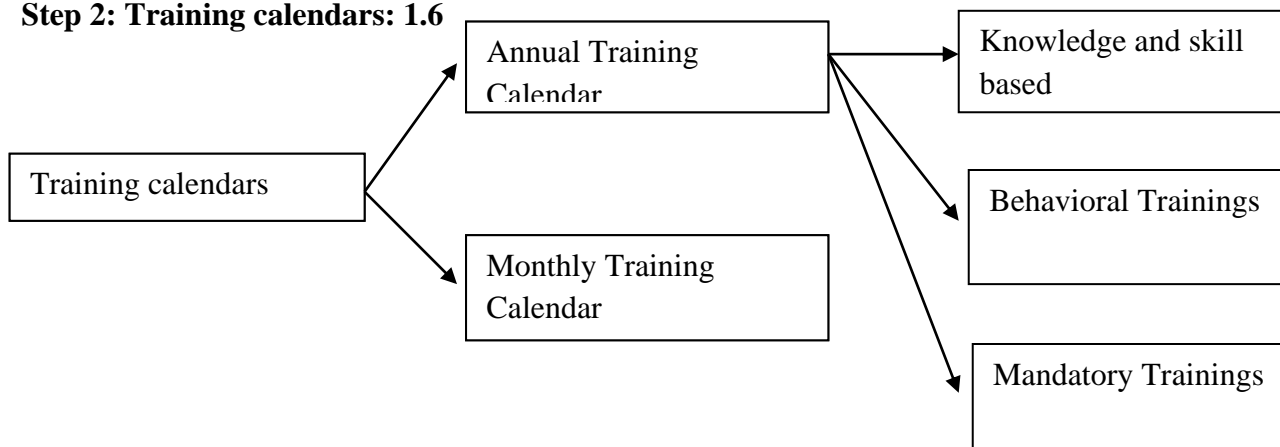
List of Mandatory Trainings (1 month)- 1.5

TRAINING NAME	DURATION (Hours)
---------------	------------------

Basic life support	2
BMW and HAI	2
Disaster Management	2
Occupational Health Safety and Hazard	
Radiation safety	1
Hospital infection Control	1
Needle Stick Injury	1
Spill management	1
Vaccination	1
Hospital wide policies	
Patient safety and Quality management system	2
Registration, Admission and Discharge policy	1
Vision, Mission, Values, Service standard and scope of services	1
Billing and TPA policy	1
HR Policies	
Leave rules and attendance, appraisal, rewards and recognition, employee rights and responsibilities, benefits, grievance and disciplinary policy	1
POSH	1

(c) Need based trainings: Although planned on job trainings takes care of the technical expertise updated of employees, yet the management is keen to provide wider opportunities to the employees to be innovative and add dimension to their expertise through Participation in conferences, Academic growth through presentations and External trainings with country or abroad for development of professional skills.

Step 2: Training calendars: 1.6



Annual Training Calendar: Annual Training Calendars are prepared annually i.e. every year in January. (1.7)

Knowledge and skill trainings	Behavioral trainings	Mandatory trainings
<ul style="list-style-type: none"> • Compiled by departments based on requirement • Department specific calendars 	<ul style="list-style-type: none"> • Planned by HR in consultation with HOD • TNI identified from Appraisal 	<ul style="list-style-type: none"> • Mandatory trainings listed by the organization are compulsory for all the regular employees

Monthly Training Calendar:

- It includes all the trainings planned by training department on Monthly basis
- Trainings that are included in the monthly training calendars are mix of General induction, Mandatory trainings and Behavioral trainings.
- General induction, mandatory trainings and behavioral trainings are planned in consensus with Annual training calendar.

Step 3: Training Delivery

All the training modules are prepared by the identified faculties from the within or outside the organization.

All the modules designed should address following criteria's:

- Well defined objective
- Target audience
- Duration
- Module outline
- Method of training
- Assessment
- Impact assessment if required

Step 4: Training methodology: 1.8

Technology based learning

Coaching/Mentoring

On the job training

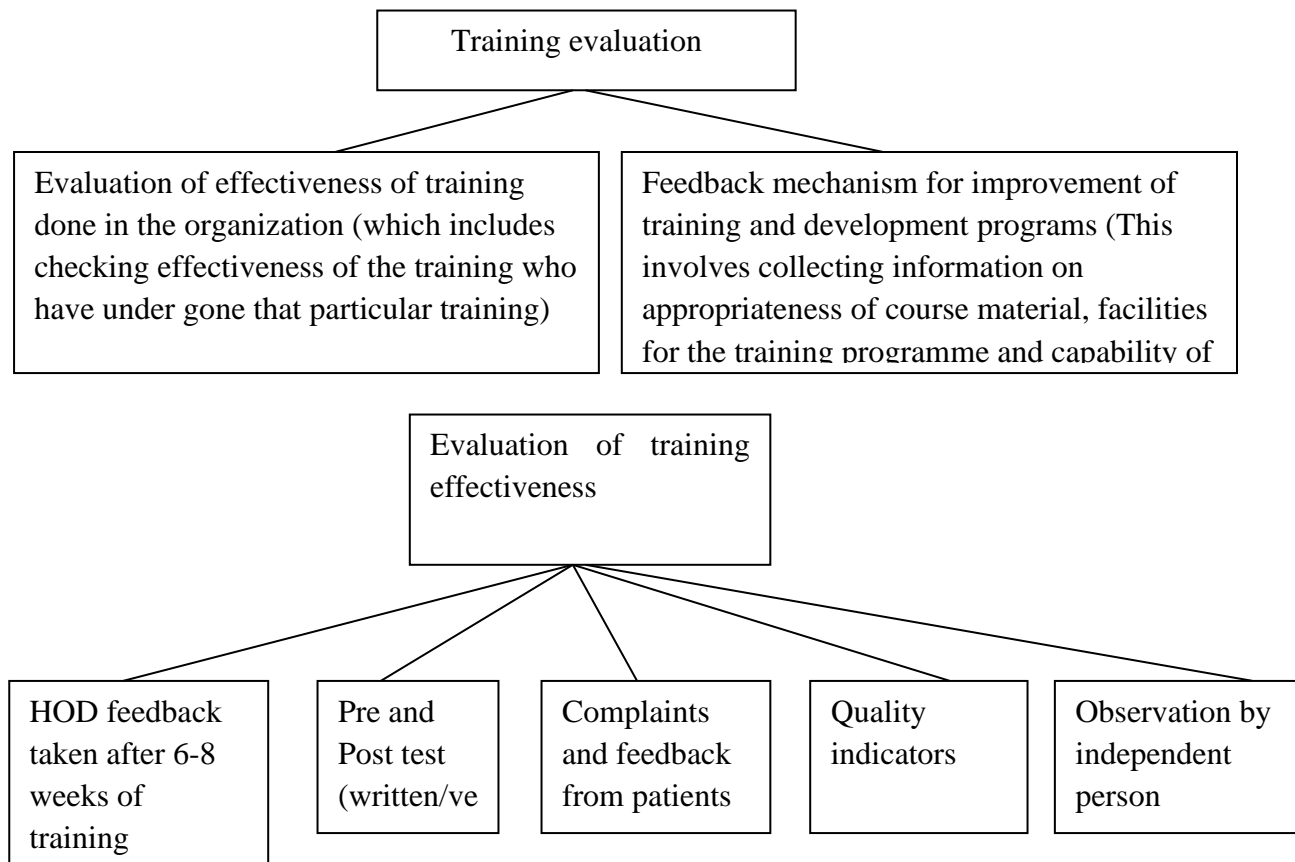
Lecture
Group discussion
Role play
Simulators
Case study and observation
Self study

- **Skill based learning:** Common means of training via technology include:
 1. Simple PC focused programs
 2. Communicating multimedia
 3. Communicating audiovisual
 4. Net focused teaching programs
- **On the job teaching:**
 1. Reading of the manual/ Departmental SOPs , Policies
 2. A mixture of surveillance, description and exercise
 3. Mentors go through the job description to clarify responsibilities and answer enquiries
 4. Bed side trainings
- **Coaching/Mentoring:** Coaching and mentoring gives workers an opportunity to get teaching one-on-one from a skilled professional. This generally takes place when additional extra official procedure has taken place to increase on what learners have previously learned.
- **Lectures:** Lectures generally take place in a classroom set-up. Most of the trainings are conducted using the lecture methods. This method helps in transferring vast amount of info to a lot of individuals in a small amount of time.
- **Group discussions and tutorials:** These possibly take place in a teaching space where a collection of individuals discuss questions. It also allows each attendee to say diverse thoughts and bounce them off one another.
- **Role Play:** Role play permits teams to act out problems that might in the workshop. Role playing can be effective in involving concept and exercise but might not be common with individuals who don't feel relaxed acting in front of a collection of individuals.
- **Simulators:** Simulators are used to mimic actual work experience.

Step 5: Evaluation: Evaluating training efficiency is essential because it sheds light for 4 aspects. They include:

- How fine the teaching package met the student's requirements and purposes
- What information and abilities it has conveyed to students
- What desired modification it has taken in the student's performance
- To evaluate the training programme on appropriateness of course material, facilities for the training programme and capability of the trainer.

Training Evaluation at RGCI & RC is done in two ways: 1.9



Methods of evaluation:

- Pretest and Post test: One way of evaluating training effectiveness is using the Pre and Post test. Pre test is conducted before the training to check the learner's level of knowledge on the subject. Post test is conducted after th training to know what knowledge and skills have been learned by the learner.
 - I. Pre test and post test can be either verbal or written
 - II. Min. 50% marks in the post test will be considered passed and less than 50% marks will be considered for re-training.
- **HOD's Feedback:**

1. Another way of assessing the effectiveness is through feedback of HOD post training
 2. Feedback is taken from HOD after an interval of 6-8 weeks post training session in the defined format.
- **Observation by an independent person:**
 1. Observation is another effective way to evaluate the effect of training on the learner
 2. Observation can be done by any external person or internal person
 3. Internal person may be from the department or from the other department
 - **Quality indicators:**
 1. Various quality indicators are another way of evaluating the training effectiveness
 2. E.g.: Medication errors done by a nurse can be used to assess whether retraining is required or not
 - **Patient/ Customer feedback:**
 1. Patient and customer feedback is the most effective way of evaluation training effectiveness
 2. This type of feedback is majorly used to assess the effectiveness of behavioral trainings.

Training evaluation method	Time gap	No of evaluation
Pre and Post test	Done on same day	One before the training and one after the training
HODs Feedback	6-8 weeks after the training	Once after 6-8 weeks
Observation by an independent person	After 30 days of training (For behavioral trainings)	3 mandatory observations at 2 days gap on the prescribed format
Quality indicators	6-8 weeks after each training (For skills related trainings)	Data to be extracted from the quality indicators
Patient and Customer feedback	6-8 weeks post training	All the feedbacks for past 6-8 weeks post trainings are compiled

Evaluation of effectiveness of Training and Development Program:

- Learning objectives
- About the faculty
- What did you best like about the training session?
- What could have added additional value?

- Your experience about the training session/workshop as compared to expectations
- How useful will be this training session/workshop in your current profile?
- Would you recommend this course to other?

Step 6: Maintenance of training records:

- All the departmental training calendars are maintained by training team
- All the trainings organized in the institute are to be monitored and recorded by training department
- Records of the trainings attended by an employee are maintained in 2 ways:

Training history cards	Training attendance sheets
It contains all the trainings attended by an employee in the whole year	It contains the list of employees who have undergone a particular training
It is employee specific	It is training specific
It is maintained by the employee	It is maintained by training team
It is compiled on the quarterly basis	It is compiled on the weekly basis

Activity	Process/Task
Departmental induction	On the day of joining, all the non medical staff and paramedical staff are given departmental induction form in which HR aspect is covered by the HR representative and departmental orientation part is covered by department
General Induction	Sending circular for the induction to all the trainers and HODs of new joiners
Training need identification	HODs feedback form, appraisal process, patient and customer feedback, changes in role and responsibilities, various quality indicators
Training calendar	Annual training calendars: Knowledge and skill based training calendars, behavioral training calendars, monthly training calendar
Training delivery	Booking of training room, sending training circulars, taking nominations, attendance sheet
Training records	Maintaining soft copies of all the training hours of employees in excel and in training history cards
Training evaluation	Taking pre and post test before and after training, feedback after every training is taken from all the participants
External training/workshops, seminar/poster	Application on the given format with

presentation/conference	testimonials in support of training received/conference attended on their return, along with their claim submitted to HR duly signed by the HOD submit requisite
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Standard Operating Process- 1.10

LITERATURE REVIEW- 1.11

Serial no-	Author	Year of publication	Objective
1	Sivakumaran Janakiraman	2013	HR Challenges in Hospitals
2	Burhan Abdulahi, Ebru Aykan	2016	Effects of Human Resource training on employee perceived performace
3	Dr Preeti Garg, Dr S.S.Chauhan, Pipasa Samaddar	2018	Role of Human resource management in private hospitals
4	Mohammad Amin Almaiah, Ahmad, Al- Khasawneh, Ahmad Althunibat	2020	Exploring the critical challenges and factors influencing the E-learning system usage during Covid-19 pandemic
5	Sumitra Pokhrel, Roshan Chhtri	2021	A literature review on impact of Covid-19 pandemic on training

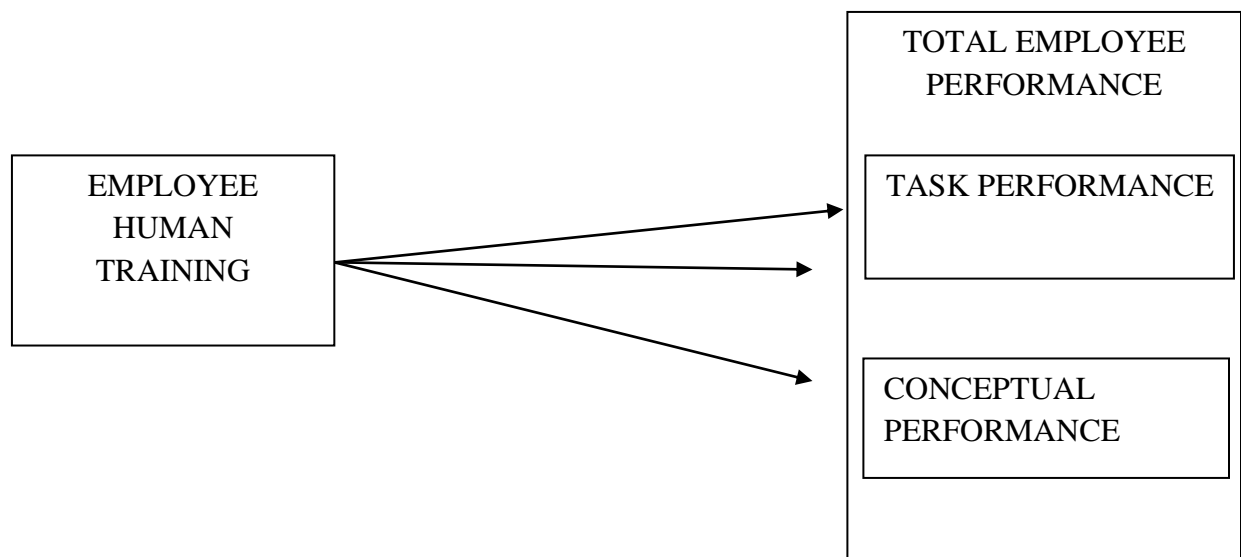
RESULTS

The results of the studies are as follows:

- In spite of the technical developments, one can't find out the significance of manpower in Healthcare. Newest and modern expertise can't substitute the involvement prepared by dedicated manpower in the hospital sector. However, in hospitals errors can prove somewhat serious with deadly penalties for the patient. Hence, healthcare employees should have the capability to follow and implement harmless and moral practices with maximum level of mechanical proficiency.

Teaching and retaining of workers: Apart from the test of taking the accurate persons for the exact job, technical advancements permits constant teaching for upholding the maximum criterions of health brilliance. Whether it is for accreditation, expertise up gradation, facility customization, quality service distribution or developing medical tourism, continuous teaching and reskilling of the workers is crucial for bring into line their skillfulness in line with purposes of the association. A skillfully competent and trained staff is vital for running any hospital effectively. Once taught properly, reskilling the staff is also a massive task challenging hospitals. Reskilling talent is less costly than employing a new worker and teaching the worker in order to support one's abilities with the structural requirements. Mounting a staff is in a way raising the ability set of the current staff, assisting the workforce on attaining competencies and abilities for their present and upcoming roles. Mentoring workers to take up better roles within the company helps unearth hidden talents and skills, helping persons and the hospitals. This will expand the motivational and confidence level of staff to perform efficiently and effectively.

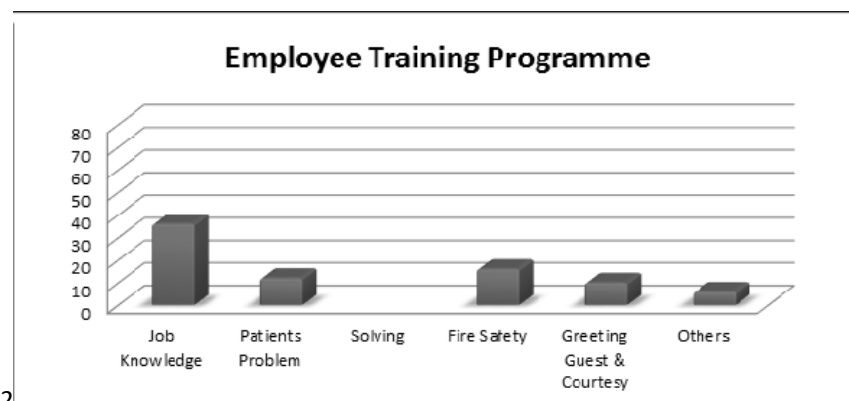
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The effects of human resources training levels on perceived performance of employees of organizations operating in two different places. Innovation capability will be the primary condition for sustainable competitive advantage of organizations. To create a difference, managements should exhibit more proactive management. To reach success in this management style, they should well keep up with ever-changing environmental conditions and be able to guess new conditions ahead. In doing so, employee training comes in first place. Training activities should continuously be developed, sustainability should be provided and efficient organizational structure should be created for compliance of the organization with changing conditions and to survive in competitive markets. However, training activities along with the needs of the organization can reach the success only with the encouragement and sustainability of the training activities.

- 1.12

		Frequency	Percentage
Employee training programme	• Job knowledge	36	45
	• Patients problem solving	12	15
	• Fire safety	16	20
	• Communication	10	12.5
	• Others	6	7.5
	• Total	80	100

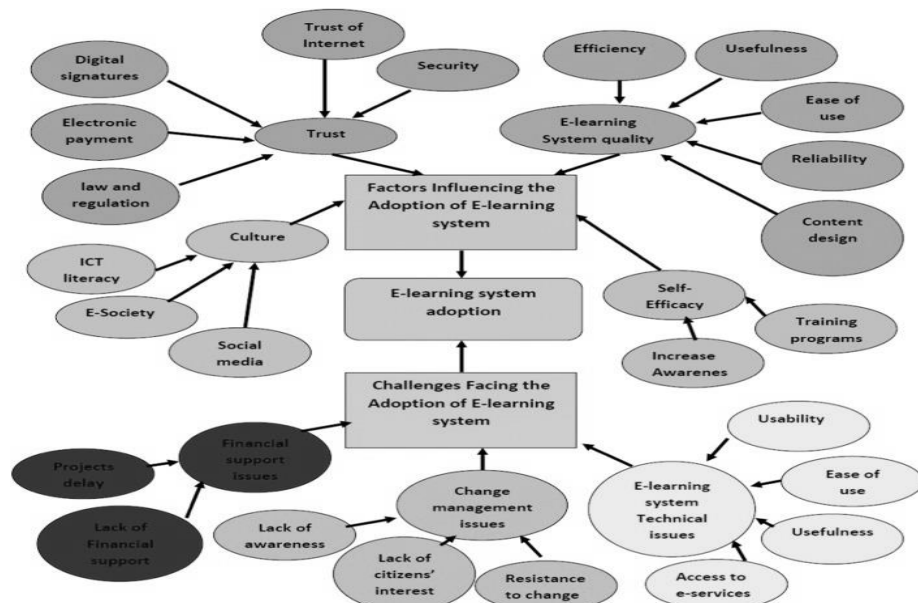


- The above graph shows multiple responses analysis (frequencies) for the kinds of the staff employees training programme done by hospitals. Out of 80, 'yes' responses 45% said training programme was job knowledge, 15% said patients problems solving, 20% said fire safety, 12.5% said communication and remaining 7.5% said others.

- Issues with e-learning process:

1. Change management issues: Disapproval to change in the direction of accommodating virtual training system is an issue since there are learners or trainers who choose the old learning and training technique. Besides, the problem does not merely disturb the learners but comprises trainers who might have faith in the adaptation to be menace to their professions when the method gets altered from old training to virtual training system.
2. Virtual training system technical issues: The virtual training system is facing some possible difficulties concerning availability, accessibility, usability and virtual training website facility quality. Due to diverse stages of teaching among employees, there is a problem that certain employees find the virtual training system not easy to use, as this factor plays the crucial part to increase performance and hence lead the employees to feel its helpfulness.
3. Technological factors: The physical apparatus such as PCs, servers and communication set-ups must be accessible to put on virtual training.

(1.13)



- **Challenges in Training :**

With the accessibility of online training tools, the users i.e. trainers and employees face regular interruptions while using it or mentioning to such tools. Broadly identified challenges with e-learning are accessibility, affordability, flexibility. The naturally inspired mentors are comparatively sincere in their training as they need least observation and help, while the vulnerable crowd involving of employees who are fragile in using technology face problems.

Opportunities in training:

Trainers are grateful to improve innovative initiatives that support to overcome the boundaries of online teaching. Trainings are keenly cooperating with one another at a confined level to increase virtual training techniques. There are unique chances for teamwork, innovative results and readiness to absorb from others.

DISCUSSION

- Training before pandemic: Training before pandemic was done on offline platforms. Offline trainings were done face to face, they were way more interactive, there was minimum need for technology. Resources and audience have to be present at one place at a given time which was also a bit of a problematic situation as people don't really gather at a given place at a given time. They have their own terms. Course content can be flexible and can be changed according to the audience in offline trainings. Evaluation and measurement of effectiveness was difficult in offline trainings as it requires lots of paper work but in offline training, it is easier to measure the behavior change and learners engagement. Non-verbal communications are possible, role plays and simulations can also be done.
- Training during pandemic: Training now a days is conducted online. Online training is a type of web conferencing and it needs least infrastructure. Training sessions can be taken at anytime and anyplace according to the requirements. Online surveys and activities can map the level of participation and is easily done and saves a lot of time. But these are less interactive and cannot measure learner's engagement. It is difficult for people who don't have a good experience with technology. Cost of travelling and training can be saved.
- The importance of training healthcare professionals on regular interval:
With fast improvements in health data and expertise, surgeons, nurses and diverse tending specialists should continue and advance their data and abilities during their careers, that's the sole thanks to offer harmless, operative and first-class tending for his or her patients.
- The edges of training are summed up because it increases confidence of workers. Teaching supports the worker to induce job security and job satisfaction. The happy the worker is and therefore the larger is his confidence, a lot of he/she can add to structure achievement and therefore the smaller are going to be worker absence and turnover. A fine skilled worker is going to be well conversant in the work and want

a smaller amount of management. Thus, there'll be fewer waste of your time and efforts. The extra skilled the worker is, the fewer are the possibilities of doing accidents in job and therefore the extra adept the worker turn out to be. Possibilities of raise, workers attain abilities and potency throughout teaching. They become a lot qualified for raise. They turn out to be a strength for the association. Enlarged efficiency, teaching advances potency and productivity of workers. Fit skilled workers display each amount of quantity and quality routine. There's fewer waste of time, cash and assets if workers are appropriately skilled.

- **Benefits of on-line teaching:**

Cost reduction: Every employee will merely access {the on-line} learning program and take part in virtual teaching events, visual displays and even live events.

Reduced coaching time: on-line training will considerably cut teaching chair period by compressing knowledge resources and make the foremost of each e learning minute.

East to update and expand: With the assistance of e-learning, tending organizations will modernize their teaching tools rapidly and price efficiently, providing their patients the most effective attainable management.

Rapid employee orientation: on-line coaching will create new worker orientation faster and fewer expensive. The staff may access on-line coaching materials on the work via their tablets and mobiles, particularly if the training management system is cloud based mostly.

RECOMMENDATIONS

The recommendations to overcome the above mentioned challenges are:

- **Create it pictorial:** Employees just aren't going to develop motivation about the virtual training manner if they need to examine over a plenty of writing to catch the info they require. Multimedia presentations and attention grabbing images and graphics should be present in online training courses.
- **Know our group trainees:** Conducting analyses, focus teams, conversations and virtual calculations is a necessity if we need to grow an active virtual teaching plan.
- **Develop ability and career mastery with virtual setups:** Virtual setups and models are invulnerable training tools, mainly in the hospital area as they offer trainees the chance to have abilities and responsibilities without the actual domain threats.
- **Create an easy to localize online training courses:** We need to create certain changes that our online teaching programme is easy to be confined from the exact starting so that we can escape expensive modernizes and alterations in future.

LIMITATIONS

- Shortage of previous research papers in the research area: Literature review is an essential portion of any research because it supports to recognize the scope of studies that have been completed in this area.
- It was really difficult to find research paper on this topic in pandemic times as pandemic itself was a really terrible time for people and a fight to save their life as well as life of their loved ones. Thinking about training in these difficult times was not on the priority and doing research papers on this topic during pandemic would have been on the last thought.

CONCLUSION

Internet bandwidth is relatively low with lesser access points and data packages are costly in comparison to the income of the people in many developing countries, thus making accessibility and affordability inadequate. Policy level intervention is required to improve this situation. The affordability and accessibility for all the learners of varied economic background is identified as a challenge, for which the training tools developer could focus on customization. The lesson from the covid-19 pandemic is that trainers and learners should be oriented on use of different online training tools.

The use of online learning has skyrocketed due to majority of workforce is now working digitally. Hospitals should not lose focus on the in-person or conference development opportunities. Human engagement and interaction are still key components of how people learn.

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