

Training Need Analysis of Nursing Department at Artemis Health Institute



**A dissertation submitted in partial fulfillment of the requirements
for the award of**

Post-Graduate Diploma in Health and Hospital Management

**By
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May 2013

Certificate of Internship Completion

Date: 2nd May 2013

TO WHOM IT MAY CONCERN

This is to certify that Mr./Ms./Dr. Isha Setia has successfully completed her 3 months internship in our organization from December 10, 2012 to April 10, 2013. During this period she has worked on Training Need Analysis of Nursing Staff (task performed) under the guidance of me and my team at Artemis Hospital, Gurgaon (organisation). She is positive and innovative person.
(any positive/negative comment)

We wish him/her good luck for his/her future assignments.



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Dissertation Organisation: ARTEMIS HEALTH INSTITUTE

Area of Dissertation: HR & TRAINING, Training Need Analysis
For Nurses for year 2013 - 2014.

Attendance: 100%.

Objectives achieved:

Identified TNA for Nurses thoroughly.

Deliverables:

Based upon TNA, she prepared Annual Training -
Calendar.

Strengths:

She has positive ^{learning} attitude, innovative.

Suggestions for Improvement:

Keep updating your knowledge & skills.

Signature of the Officer-in-Charge/ Organisation Mentor (Dissertation)


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Certificate from Dissertation Advisory Committee

This is to certify that Dr Isha Setia, a graduate student of the Post- Graduate Diploma in Health and Hospital Management, has worked under our guidance and supervision. She is submitting this dissertation titled "Training Need Analysis" in partial fulfillment of the requirements for the award of the Post- Graduate Diploma in Health and Hospital 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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Certificate of Approval

The following dissertation titled "**Training Need Analysis of Nursing of Staff at Artemis Health Institute**" is hereby approved as a certified study in management carried out and presented in a manner satisfactory to warrant its acceptance as a prerequisite for the award of **Post- Graduate Diploma in Health and Hospital 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.

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Dr. IshaSetia

ABSTRACT

Nursing workforce is the major constituent of the hospital. The patients spend maximum time with the nurses. Training is done at regular intervals for the development and growth of the individual as well as organization. Before, onset of training conducting training need analysis is the initial step to begin with. From the report and survey of unit meetings it was told to strengthen the communication skills for the nurses

The aim of the study was to conduct a training need analysis done for the nurses before rolling out the annual calendar for the financial year 2013-2014 in order to satisfy patients and increase job efficiency of the employee which will directly lead to the growth of the Organization.

Methodology

A sample size of 250 nurses were collected excluding Group Team Leaders, Controller and Divisional Head as their training needs would be different from the rest. The study is descriptive in nature with both aspects of Qualitative and Quantitative research methodology. Performance Appraisal forms and Observational approach were used to identify training needs of nurses.

Results and Findings

The results show that 34 %nurses require training in communication skills, 14% in grooming and etiquettes. From the researcher observation it is felt that immediate training is required in JCI/NABH standard awareness and HIS. Some sessions should be included in unit training as equipment training so to encounter the needs of the staff.

Conclusion

Training need identification is important from both the organizational point of view as well as from an individual's point of view. In this study it is found that immediate training is required for Communication skills, JCI/ NABH standard awareness and Stress Management. Annual training calendar for the nursing staff is prepared to meet the required needs. Also, it is suggested to capture the absenteeism record of the trainees to know the strength as well as to identify the reason behind that. Taking feedback of the training conducted is also important so as to know the effectiveness of the training session held.

LIST OF ABBREVIATIONS

1. AHI -Artemis Health Institute
2. HR - Human Resource Department
3. GTL -Group Team Leader
4. Sr. -Senior Executive
5. HIS -Hospital Information System
6. PA-Performance Appraisal
7. ACLS-Advanced Cardiac Life Support
8. BLS-Basic Life Support
9. NABH-National Accreditation Board for Hospitals
10. JCI-Joint Commission International
11. PCS-Patient Care Services
12. OPD-Out Patient Department
13. IPD-In Patient Department
14. ICU-Intensive Care Unit
15. LDR-Labor Delivery Room
16. IDTR-Inter Disciplinary Team Rounds
17. CME-Continuous Medical Education
18. SICU- Surgical Intensive Care Unit
19. MICU- Medical Intensive Care Unit
20. PICU- Pediatric Intensive Care Unit
21. NICU- Neonatal Intensive Care Unit

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ARTEMIS HEALTH INSTITUTE

AHI, at Gurgaon is NABH accredited, presently achieved JCI, 300 bedded tertiary care super specialty sky-rocketed hospital- launched by Apollo Tyres Group. Artemis aims at creating an integrated world class hospital with new technology.

The services offered by Artemis encompass comprehensive medical solutions including consulting, diagnostic & therapy. For the benefit of its patients, the institute also runs specialized programmes like Artemis Restore, Well Women programme, & specialized clinics like breast clinic, Pain clinic, Skin clinic, knee and shoulder clinic, & Epilepsy Clinic almost others.

The Facility at Gurgaon is designed and constructed in strict accordance with international guidelines. Spread across a total area of 525,000 square feet, the facility focuses on offering patients technology-backed world class health care delivered by leading medical professional & certified by international medical bodies. Eventually this state-of-the art, multispecialty tertiary care hospital will accommodate 550 beds to fulfil the ever growing need for the high quality patient care. Additionally, Artemis follows patient centric process conforming to international patient protocols, thereby establishing new standard of service and care.

This institute is equipped with the latest technology to preventive, diagnostic and therapeutic imaging, along with the highest levels of in-patient monitoring, and a paperless and filmless hospital system.

Recently, it has started up with a new branch in Dwarka, 47 bedded hospital facility. AHI has lot of corporate clinics spread across the country. It has recently launched Retail Pharmacy setup and Home Care Programme launch to benefit the patients and to serve the masses.¹

VISION

To create an integrated World Class Healthcare System, Fostering, protecting, Sustaining, and Restoring Health through best in class Medical Practices & Cutting Edge Technology developed through in-depth research carried out by the world's leading scientific minds.

MISSION

- Deliver world class patient care services
- Excel in the delivery of specialized medical care support by comprehensive research and education.
- Be the preferred choice for the world's leading medical professionals and scientific minds.
- Develop, apply, evaluate and share new technology.
- Be an active partner in local community initiatives and contribute to its well-being and developed.

CORE VALUES

The corporate value system at Artemis is founded on three pillars- Service, Compassion and Integrity.

- Care for customer
- Respect for Associates
- Excellence through team work
- Always learning
- Trust mutually
- Ethical practices.

CENTRES OF EXCELLENCE

- i. Cardio Centre
- ii. Cancer Centre
- iii. Orthopedics & Spine
- iv. Minimal Invasive & Bariatric Surgery
- v. Critical Care & Pulmonology
- vi. Transplant Centre
- vii. Neurosciences Center
- viii. Mother & Child Center
- ix. IVF & Reproductive Medicine
- x. Gastrosiences
- xi. Artemis Special Child Centre

QUALITY POLICY AT ARTEMIS

- Deliver world class patient care through medical excellence
- Create a patient care environment
- Ensure high standards and safety of treatment during patient stay.
- Continuous quality improvement through implementation of robust clinical process of protocols.
- Having world class infrastructure and cutting edge technology utilized by highly skilled employees.
- Complying with statutory regulation.

MANAGEMENT TEAM

Artemis is supported by backbone of management and leadership team.

Mr. Onkar Singh Kanwar is the Chairman of Apollo Tyres Ltd as well as Artemis Health Institute. As a visionary entrepreneur, Mr. Kanwar plays a vital role in the cooperation and the articulation of its business philosophy. Globally, Apollo is one of the fastest growing tyre company and ranks amongst the best Indian multinationals.

Mr. Tapan Mitra is CEO- Chief Executive Officer of the premier organisation. He holds the dual responsibility of both Appollo tyres as well as Artemis Health Institute.

Dr. Devlina Chakraborty is COO- Chief Operating Officer of the hospital. She is further assisted by Dr. Col. Sandhu who is the Director of Medical Services. The IT team, Nursing Department all report to him.

Then, we have Group Head for HR & Operations, Marketing Head, Sales Head, Finance Head.

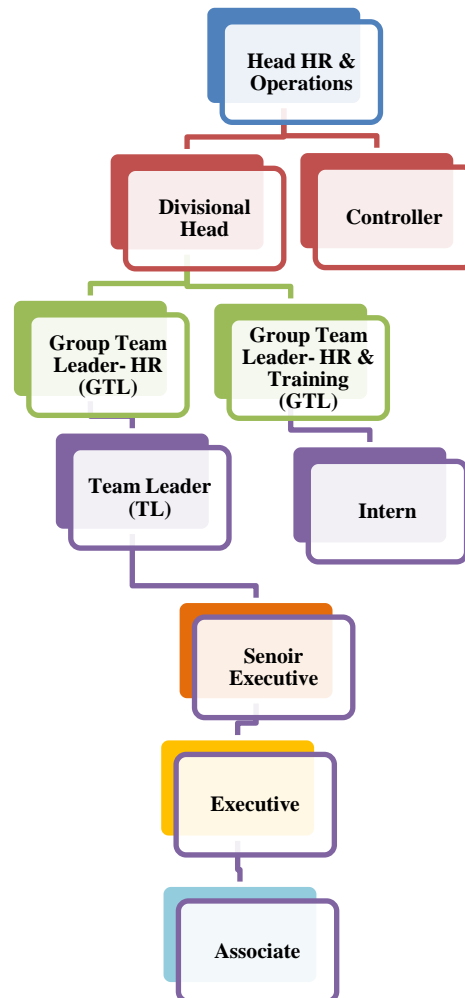
Human Resource & Training (HR & Training)

Human Resource Management is the management of employee's skill, knowledge abilities, talent, aptitude, creativity, ability etc. different terms are used for denoting human resource management. Human resource management (HRM) is concerned with the personnel policies and managerial practices and systems that influence the workforce. In broader terms, all decisions that affect the workforce of the organization concern the HRM function. The activities involved in HRM function are pervasive throughout the organization. Line managers, typically spend more than 50 percent of their time for human resource activities such hiring, evaluating, disciplining, and scheduling employees. Human resource management specialists in the HRM department help organizations with all activities related to staffing and maintaining an effective workforce.²

FUNCTIONS OF HUMAN RESOURCE MANAGEMENT

- Administration
- Benefits
- Compensation
- Employee Relations
- Employee Services
- Health & Safety
- Leave of Absence
- Payroll Administration
- Performance Appraisal
- Record- Keeping
- Separations and Terminations
- Training & development

At Artemis Health Institute, HR & Training, acts as a very significant department managing and controlling the above listed functions. The hierarchy of the department is as follows:



There are total 9 employees in the department. HR & Training is a subdivision of the main department consisting of two employees, me and my Group Team Leader who are taking care of training and development of all the employees within the organisation as well as looking after the nursing recruitments in the organisation.

MANAGERIAL RESPONSIBILITIES

Training & Development Responsibilities

- Aagaman Session (Welcome on Board)

This session involves welcoming of new joiners, giving them a facility round of the organization so that they could get well oriented to the organization. Then it is followed by a brief presentation entailing the rights, responsibilities, organization policies, behavioral aspects, the organization rules and regulations which they need to adhere. The session is a brief description of the organization rules and regulations. It is two hour session taking place on every Monday and Wednesday.

- Conducting Communication Skill training for Paramedical Staff.
- Planning and organizing Artemis Orientation Programme for all the new joiners.
- Initiating and Planning Orientation Schedule for Management Trainees/ Interns in the organization.
- Coordinating for all trainings which take place in the organization like Communication skills, BLS, ACLS, NALS, PALS etc.
- Maintaining the record for all the in-house and external training held in the calendar year like attendance record, training hours etc.
- Planning and drafting the monthly calendar and compiling the inputs from the respective user departments.
- Maintaining Feedback for the trainings held.
- Certification for the training sessions held.
- Compiling the monthly training record from the user department.

HR Responsibilities (Nursing Recruitments)

- Filling of vacant nursing positions.
- Maintaining the Walk- in status of nursing candidates, every Thursday.
- Issuing Letter of Intent and closing the selected candidates.
- Maintaining the status and record of LOI Vs. Joining monthly.

Training Need Analysis

People often "jump the gun" by assuming that training is the best solution to performance problems. Before you make that assumption, be sure training is the best solution after conducting a performance and need analysis.³

Introduction

Needs analysis is as "an examination of the existing need for training within an organization". In other words, it identifies performance areas or programs within an organization where training should be applied. A needs analysis may identify more than one training need. These needs should be prioritized, and either placed into a formal training plan, or form a data base for future training. . A training need analysis, therefore identifies the gap between what the job expects an employee to do, on the one hand, and what the employee is actually doing, on the other. A training needs analysis discovers whether there is a discrepancy or conflict between what an employee ought to be doing and that which he or she can do.

Before training design issues are considered, a careful needs analysis is required to develop a systematic understanding of where training is needed, what needs to be taught or trained, and who will be trained. Unless such a needs assessment has been adequately performed it may be difficult to rationally justify providing training. Such a needs assessment should enable an explanation to be given on why the training activities should be done, and also show that training is, in fact, the best solution for the performance problem or development need. A needs assessment can be an important tool for any trainer or organization planning a programme or course. Accurate needs assessment can help develop a programme or course based on the real needs of the people that it is serving. As time is often limited in training programmes, courses which take learners' needs into account can ensure that what is most useful for learners is covered.⁴

Any job requires a person to meet certain standards. Standards are levels of expertise or skills one has to comply with to do a job properly. Whenever one does not meet the required standards, the need for training arises. Training based on such a need (or needs) will then aim to address that need, and by eliminating it, will supply the employee with the skills to do the job properly (i.e., according to the standards set for that job).⁵

Different Levels of TNA:

Identification of training needs can be done at three levels to ascertain three kinds of needs: -

- **Organisational Needs**

These concern the performance of the organisation as a whole. Here identification of training needs is done to find out whether the organisation is meeting its current performance standards and objectives and if not, exploring ways in which training or learning might help it to do so. Sometimes organisational training needs are also identified when the organisation decides that it has to adopt a major new strategy, create a new product or service, undergo a large-scale change programme, or develop significant new relationships, such as joining with others to form new partnerships.

- **Occupational Needs**

These training needs are those which relate to skills, knowledge and attitudes an individual must have to carry out a job irrespective of who he or she is. An example could be a typist requiring word-processing skills, or a operator in a call centre knowing how to use the software and the knowledge of relevant products or services. These needs explore differences between required and current performance levels of key occupational groups. If a gap exists, that is important to the organization, a multi-level assessment explores the causes.

- **Individual Needs**

These concern the performance of one or more individuals (as individuals, rather than as members of a group). Here identification of training needs is about finding out to what extent individuals need to learn or be trained in order to bring their current performance up to the required level as a result of changes in methods and processes that call for new competencies and skills.⁶

Types of Individual Needs

The individual needs may be personal, performance-related or career-related, and will include needs, amongst others for:

- Updating knowledge, skills and job-related competences
- Increasing job satisfaction and the fulfillment of personal goals
- Making decisions about career choices and career progression;
- Identifying personal strengths and weaknesses; identifying and achieving work values and work targets;
- Developing communication, personal effectiveness and life skills;
- Improving qualifications;
- Individual learning and self-development;
- Building self-awareness, self-confidence and motivation.

Perception of Individual Needs

Education and training needs, as opposed to a basic needs such as the need for food, are often difficult and complex things to understand – for example, looking at the list above, think how complex a set of needs are present in a person wanting to build self-awareness, self-confidence and motivation! A further complication is that people may not be aware that they are in need. Hence trainers often talk of four different types of educational and developmental needs:

- Felt
- Expressed
- Normative
- Comparative.

Felt needs are the needs that people perceive themselves. Felt needs are often defined as being what people really want and that they consciously feel. However, felt needs are often likely to be constrained by what people perceive as being possible and available. Employees are more likely to buy into training programmes if they are seen as meeting felt needs.

Expressed needs are felt needs that are outwardly and publicly expressed or demanded. Sometimes, however, needs are expressed in less obvious ways, for example, if an employee feels his or her needs are not being met he or she may resign or ask to be transferred without clearly expressing or demanding the meeting of the needs in the current job situation. People may also express needs without really feeling that they are essential.

Normative needs are those seen as desirable against an external standard proposed by the organization or institution and are sometimes expressed in formal standards. Such standards represent a minimum level of adequacy (as defined by the employer or authority). If employees are found below this standard they can be defined as being in need.

Comparative needs are when individuals and organisations are compared with others. Those found to be lacking are then defined as being in need. This is similar to normative needs in that the needs are defined by employers or experts 'from above'.⁷

BENEFITS OF TRAINING NEED ANALYSIS

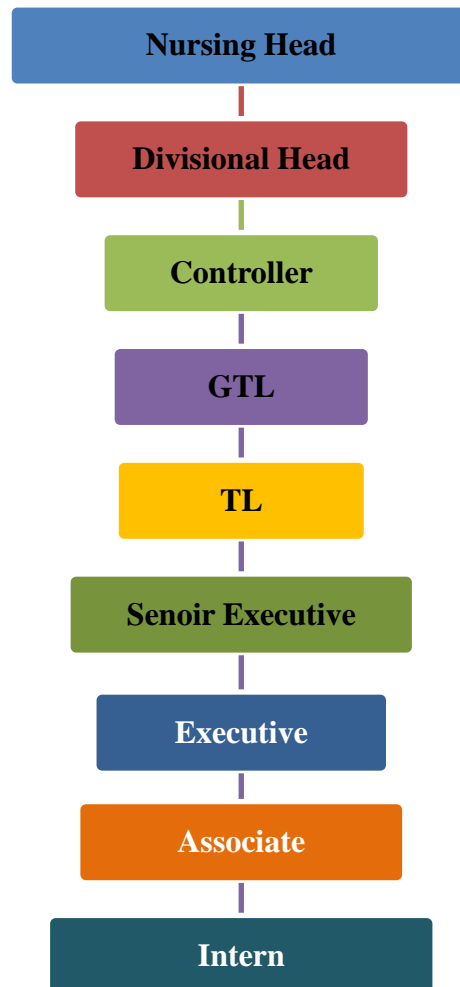
The organization is informed about the broader needs of the participants. Through this process it may be possible that certain new training programs, which were, previously not in their list may come to the forefront.

- The organization is able to reduce the perception gap between the participant and his/her boss about their needs and expectations from the training program.
- The organization is also able to pitch its course input closer to the specific needs of the participants.
- Find out if the learning is being applied at the workplace.
- Ensure training improves continuously.
- Track the development of staff knowledge and skills.
- It also saves a lot of money for the organization as otherwise money is just unnecessarily wasted on those training programs, which are either not needed by the employees or they have no interest in undertaking them.
- Lastly, time, which is the most important resource today, is also saved, as the training programs conducted are the ones, which are actually needed by the participant.⁸

Nursing Department at AHI:

The nursing department is huge and has a good mix of nurses from all over the country. The total strength of nursing staff is 520 which are taking care of all the nursing process in the hospital.

Nursing Organogram:



The nursing department looks after the following units:

- Wards
- ICU's (MICU, SICU, PICU, NICU)
- LDR
- OT's
- O.P.D. / Clinics
- Specialty Nurses (Infection Control)
- Dialysis Unit
- Chemotherapy Unit
- Blood Bank
- Emergency Unit
- Out Reach Clinics

The hospital has a separate nursing education team consisting of two members under the divisional head who constantly takes care after the training needs of the nurses. The nursing team provides training every day to the nursing staff from 1pm to 2 pm as per the training calendar prepared every month.

Nursing Induction takes place every month for new joiners; which is a 1week session. The new joiners are trained about the Departmental SOP's, Understanding the process and Protocols, Quality standards, Effective Communication Skills, Equipment Training, HIS Training. After the training, posttest is also conducted to analyze the effective learning of the trainees.

Also inhouse and external workshops are conducted to update their knowledge like Bar Code Medication Workshop, Pain Charting Workshop.

Training Topics of last year (2011-2012)

- Unit Training
- Records Management
- Management of International Patients
- Departmental Training on different topics
- Communication Skills training
- Soft Skills training
- Grooming Standards & Personal Hygiene
- ACLS & BLS Training
- Training of different codes in the hospital
- NABH/JCI standards
- Quality Indicators
- Fall Prevention
- Pre and Post op Care
- Input and Output Charting
- Fire Safety Training with mock drills
- Care of New Born & Vulnerable Patients
- Hospital Infection Control Policies & Hand Hygiene
- Bio Waste Management
- Sentinel Events
- Equipment Training
- Admission & Discharge Process
- Bed Side Training

At Artemis, TNA is carried considering 4 parameters:

1. Management
2. Accreditation Process
3. Appraisal Forms
4. Feedback

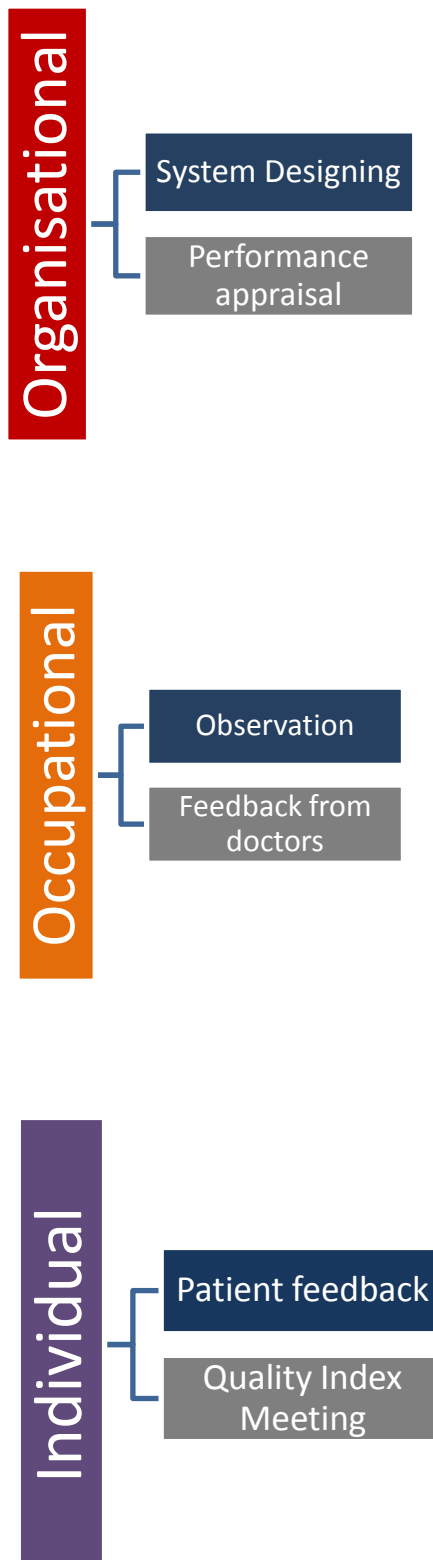
System Designing: This means whenever the hospital taking new initiative, new policies, new concepts, new technology is being to be used in hospital training needs are decided and based on that training is provided to the concerned staff. For e.g. Recently hospital is started with liver transplant unit, so training need would be to train the OT/ ICU Staff for this new speciality.

Accreditation Process: This implies training is provided to staff in the norms of the accreditation guidelines, so that they could maintain the accreditation standards. For e.g. recently hospital has achieved JCI Accreditation so staff needs training related to the new standards. For e.g. NALS, PALS Training mandatory for NICU AND PICU staff (100%).

Appraisal Forms: This is a good practice to identify training needs for the staff, as this captures the developmental needs for the staff and is a futuristic tool to identify needs for the staff. Hereby the employees have opportunity to mark the training they wish to do in the upcoming year. Also, the head or appraiser **identifies the need for the** appraise and lists it down.

Feedback: The feedback is received consistently on regular basis from the feedback forms, doctors, team leaders and supervisors, interdisciplinary team rounds, quality index meetings. These are held on weekly basis to identify the problem and data is shared with quality team and further message is transferred to training team to train the respective user end.

So, we can broadly divide these parameters of capturing training needs into the 3 categories:



PROCESS OF PERFORMANCE APPRAISAL

At Artemis, each employee's reporting officer discusses training and development needs during the final part of the performance appraisal discussion. This method suits where training needs are highly varied amongst individual employees. Typically, the reporting officer of the employee constructs an employee *Performance Development Plan* in collaboration with the employee being appraised. The Plan takes into consideration:

- the organization's strategies and plans
- agreed employee goals and targets
- the employee's performance results
- the employee's role description
- feedback from internal/external customers
- the employee's stated career aspirations

Appraisals are done annually at the end of March every year.

- Time Period: Financial year (Apr to Mar of next year)
- People involved: 1. Reporting officer of the employee
- 2. Vertical head
- 3. Employee Self
- 4. Head of HR

Components of Performance Appraisal Form

Section A

- Employees Name
- Designation
- Responsibility Level
- Department

- Employee Code
- Date of joining

Section B

Performance evaluation of various parameters

- Job Knowledge
- Confidence
- Skills in Handling Emergency Situations
- Knowledge of drugs
- Adherence to Medical Protocols
- Quality of Medical Services
- Versatility
- Sensitivity to patient care
- Communication & Commitment
- Aptitude to learn & upgrade
- IT Knowledge
- Dependability
- Team Work
- Interpersonal Skills
- Task Completion
- Learning & Innovation
- Customer Service Orientation
- Self Discipline
- Commitment to Organization Philosophy & Policies

Scale used

5: Exceptional 4: Excellent 3: Good 2: Satisfactory 1: Needs Improvement

Section C

- Training needs
- Developmental Need for Enhancement of Performance

Behavioural Need

- Communication Needs
- Verbal & Non Verbal Communication
- Listening Skills
- Presentation Skills
- Handling difficult customers
- Written Communication
- Interpersonal Skills
- Telephone Etiquettes
- Etiquettes & Grooming
- Business Etiquettes
- Personal Hygiene & Personality Developmental
- Makeup & Hairstyling
- Negotiation Skills
- Leadership Skills
- Handling Difficult Customers
- Situational Leadership
- Team Management
- Working in Teams
- Being a team leader
- Problem Solving & Decision Making
- Managing Stress
- Finance for Non finance managers
- Project Management
- Coaching & Mentoring

Departmental Skills

- SAP
- MS office
- PACS
- Equipment Training
- BLS & ACLS
- ER & Trauma Care
- Nursing Protocols
- Medical Terminology
- Departmental SOP's
- NABH/JCI Awareness Basic Course
- NABH lead Auditor Course

HIS Skills

Any Other Training

Section D

- Overall Performance Review Evaluation on scale of
Exceptional/Excellent/Good/Satisfactory/Needs Improvement
- Comments & Recommendations of Reporting In Charge with Signature
- Recommendations of Vertical Head with Signature
- Comments of Employee post sharing the performance evaluation feedback with
Signature
- Recommendations of Head –HR & Training /COO with Signature

RATIONALE FOR STUDY

Conducting training need analysis is very necessary before providing the training to the respective user group. In order to provide effective training, it's necessary to know exactly what the expectations are for the nursing staff. From the unit meetings held and patient feedback, some problems areas were identified. The key problems were that more training should be focused on communication skills and JCI/NABH awareness. So to understand and evaluate the magnitude of training required for the nursing staff, TNA was required to be plan and construct the training calendar for them.

GENERAL OBJECTIVE

To assess the Training Need Analysis of nursing staff at Artemis Hospital for the financial year April 2013 to Mar 2014.

SPECIFIC OBJECTIVES

- To understand the Training Need Assessment of Nursing staff for the financial year April 2013 to Mar 2014.
- To formulate the new training calendar as per the training needs, organization goals, NABH standards and JCI standards.

METHODOLOGY

- Study area: Artemis Health Institute (Nursing Care Services)
- Study design: Descriptive Study Design with both types of Qualitative and Quantitative aspects.
- Study period: 1st March- 1st April'13
- Sample size : 250
- Exclusion Criteria: Nurses at GTL, Controller , Divisional Head level
- Sampling Method: Convenience Sampling Method
- Study tools : Appraisal Forms, Observation Method, MS Excel

REVIEW OF LITERATURE

Dinah Gould, Daniel Kelly Isabel White, Jayne Chidgey⁹

Training needs analysis is the initial step in a cyclical process which contributes to the overall training and educational strategy of staff in an organisation or a professional group. The cycle commences with a systematic consultation to identify the learning needs of the population considered, followed by course planning, delivery and evaluation. Although much has been written about training needs analysis in relation to post-registration nursing education, there is disagreement concerning its impact on the training cycle and its potential to influence service delivery. This stimulated the literature review presented below. Initial searches of nursing databases identified 266 works. Twenty three (8.6%) contained empirical findings relating to post-registration nursing education in which assessment of training needs was presented as the major aim. Most of these accounts were concerned with the training needs of nurses in more than one organisation and were classified as macro-level training needs analysis. However, seven studies were concerned with a single, specific organisation (micro-level training needs analysis). Despite their smaller scale and more limited scope, micro-level training needs initiatives demonstrated greater methodological rigour, were more likely to consider the stakeholder perspective, to generate findings which could positively influence the rest of the training cycle and showed the greatest potential for influencing service delivery and quality of patient care. The review drew attention to the similarities between the training cycle and the audit cycle and resulted in the development of a model which could be used to evaluate the effectiveness of the process and outcomes of future training needs analysis initiatives.

J Nurs Manag. 1994 Jul;2(4):181-5, Sheperd JC¹⁰

The training needs analysis model described is based on a PhD study initiated by the author in 1989 when three individual schools of nursing in Birmingham were amalgamated to form The Birmingham College of Nurse Education. It was agreed at that time that a rationalization of post-registration education be undertaken as a matter of some urgency, in order to identify a framework for the development of post-registration education, which could go some way in meeting practitioner needs across three educational sites. One way of effectively meeting this objective was to undertake training needs analysis of qualified nurse practitioners which would also include the identification of nurse managers perceptions of practitioners needs.

Following a review of the literature, it was felt that existing approaches to post-registration education did not generally allow for the consideration of training needs and therefore the educational programmes offered were not, in the main, meeting individual practitioner need. The research therefore developed a methodology for effectively assessing the training needs of qualified nurse practitioners and for drawing conclusions, in order to make recommendations for future post-registration education, planning and development strategies with the described model being successfully utilized.

DR. V.RAMA DEVI; M.MALLIKA RAO

The delivery of valuable health care depends on an expanding team of trained health care professionals. As people are critical assets for the organization, the development of this asset is essential for the continued health and prosperity of the organization. The training needs assessment is a critical activity for the training and development function. It is against this backdrop the paper is addressed to study training needs identification of nursing staff in a Health care organization. The study was conducted through a survey among 110 nursing staff and 30 DMOs using structured questionnaires. The findings of the study revealed that the training need gap is relatively more for enthusiasm in learning followed by Team Spirit and clinical skills. The training need gap is the least for communication, followed by planning & organizing skills. There should not be any compromise in the quality of services to be provided to the patients as the health care organizations deal with the valuable life of the people and the need for trained professionals in health care sector can hardly be overemphasized.¹¹

Dr. Somanath Mohapatra

A cross sectional study was conducted during January 2010 in 10 Public hospitals in Benghazi to evaluate training status of Libyan nurses in the Public hospitals, their perceptions of training quality and to probe the reasons for training absenteeism among nurses.

A sample of 300 out of total 1216 Libyan nurses was selected. The results were that training quality is not 100% satisfactory although nurses have positive perceptions of and satisfaction with training quality. Education level, training attendance and awareness about training among Libyan nurses are very poor. Various training absenteeism causes are revealed by nurses. Hospital should minimize training absenteeism among nurses through evading social

discrimination during selection of nurses, providing transportation for training, increasing training awareness and incentives, and introducing formal Training Need Analysis (TNA) in order to improve and sustain training quality during post-revolution phase.¹²

OBSERVATIONAL ANALYSIS

It was observed during the data collection that nurses talk in their regional language and do not talk in Hindi because of which the fluency of Hindi language is found to be low in the nursing staff. At 3rd and 4th floor, the bed occupancy rate is high due to which the nurses become so engrossed in the nursing activities that at times they do not acknowledge the presence of patient at the nursing station which reflect a poor behavior to the patients.

The hospital caters to lot of international patients and mainly from Iran; the nursing staff especially feels a language barrier in these patients in absence of facilitators.

During interaction with nurses I felt that the JCI/NABH training has lost its essence after the accreditation process as most of them had forgotten IPSG Goals.

The feedback from doctors emphasized that nurses should be careful with the documentation processes and frequency of documentation training should be increased especially at 3rd and 4th floor.

The feedback from patients reflected unfriendly behavior / mismanagement in LDR.

Also, it was observed that ICU's and 3rd, 4th and 5th floor has high workload, due to which some of nurses are stressed and get demotivated. So, there is a need for the destressor training for them.

For HIS, it was observed that there are less number of computer system for nurses on floors and the typing speed was also slow due to which lot of time is consumed for doing the documentation processes.

DATA ANALYSIS

Behavioral Training Needs

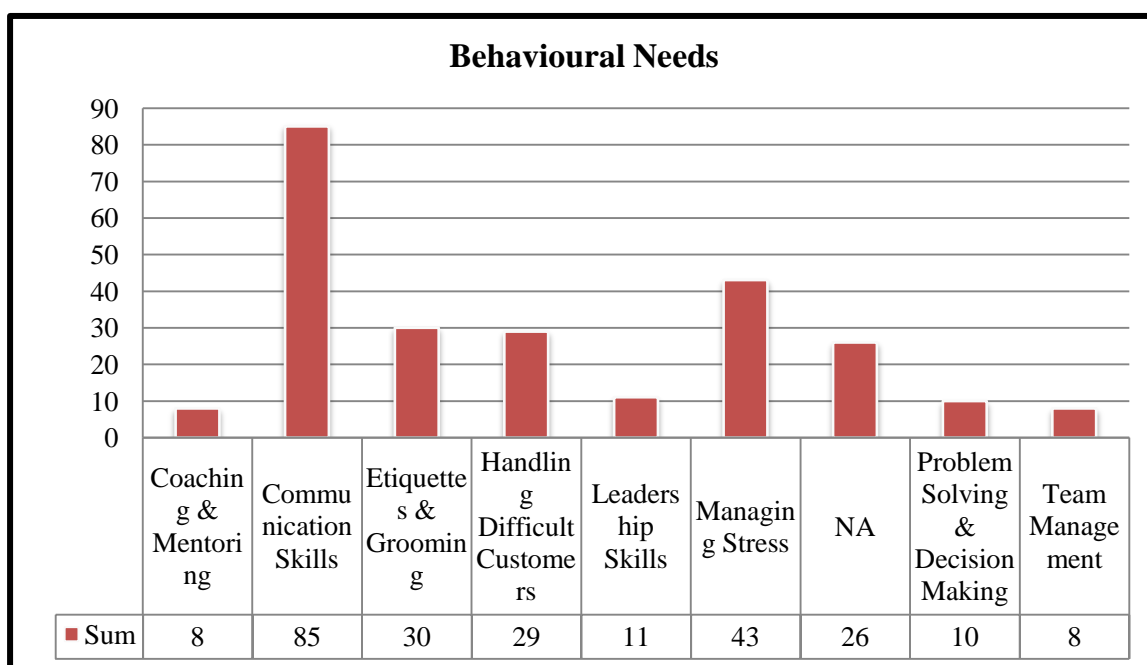


Chart 1.1: Behavioral Training Needs for Nursing Staff for Calendar Year 2013-2014

Results

Maximum Behavioral Needs were of Communication skills, Managing Stress, Handling Difficult Customers and Etiquettes & Grooming .Among behavioral needs 34 % of the staff needs training in communication skills 17 % needs in Managing Stress, 12% Handling difficult customers and 12 % in Etiquettes & Grooming.

Departmental Training Needs

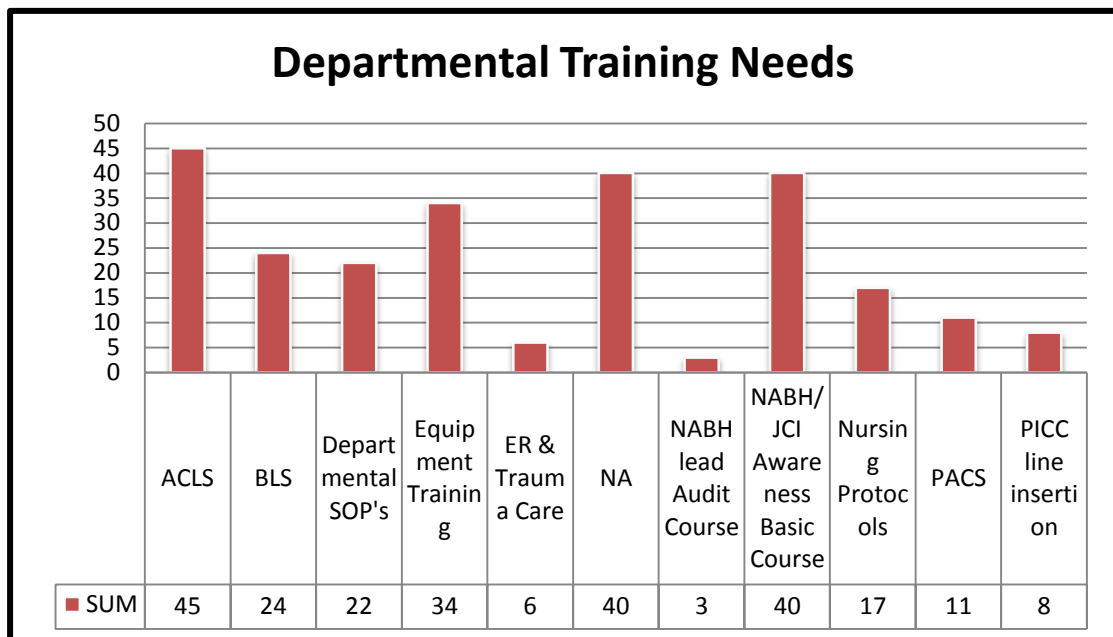
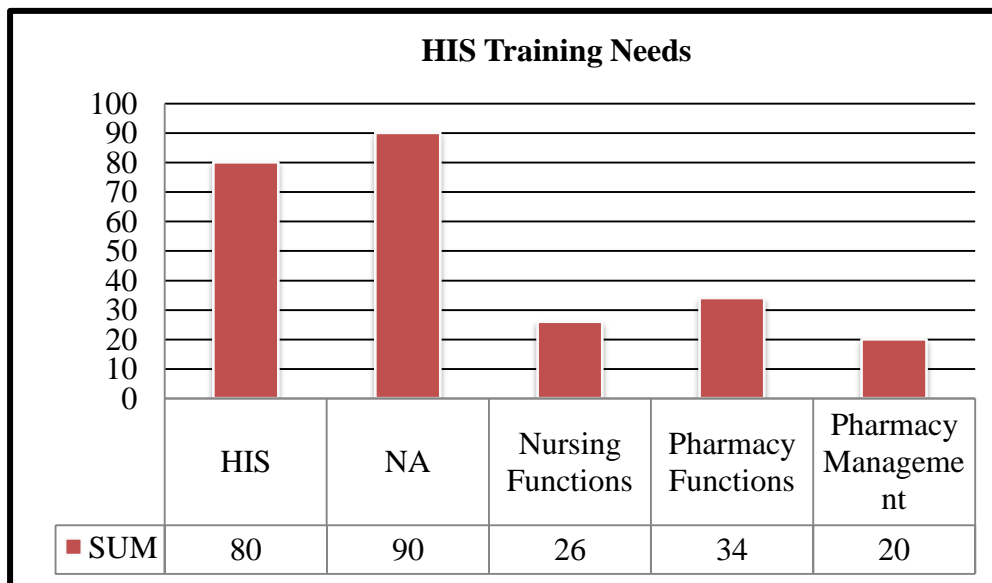


Chart 1.2: Departmental Training Needs for Nursing Staff for Calendar year 2013-2014

Results

Major Departmental Needs were found to be ACLS, Equipment training, BLS and NABH/JCI awareness 18 % in ACLS, 16 % in NABH/JCI awareness, 14% in Equipment training, and 10% in BLS. 16 % staff doesn't need any departmental training.

HIS Training Needs



Results

For most of the staff training in HIS was not applicable. 36% of the staff doesn't need training in 32 % need training in HIS. But according to the observation staff is lacking in HIS skills and take a lot of time in doing entries in HIS .Nurses spent more than 1 hr overtime to maintain the daily records.

DISCUSSION

Training is required to cover essential work-related skills, techniques and knowledge. Training would help in optimizing the utilization of human resource. Nursing staff comprises of 33% of total workforce of the hospital. They are the end user staff who treat and provide care for the patient. From the results, it is evident that nurses require effective communication skills to increase recovery rates, a sense of safety and protection, improved levels of patient satisfaction and greater adherence to treatment options. Aside from these, successful communication through a patient-centered approach also serves to reassure relatives that their loved ones are receiving the necessary treatment. So, the communication session should emphasize on body language, service with smile, listening skills, voice management and dealing with difficult patients. Also, basic Arabic verbiage could be taught to them for dealing with Irani patients. It is widely accepted that building and maintaining a good patient relationship is an essential aspect of the treatment and healing process and that effective communication skills are key to achieving this. It also goes without saying that patients spend more time communicating with nurses than with any other healthcare professional.¹⁴

The use of modern technology in the health industry demands that employees are given adequate training to ensure a productive work environment. So, HIS Training should be kept more often and frequent for the nurses.

Training on NABH/JCI standards should be vigorously reinforced so that they get inculcated in them and use it in their day to day operations without violating or deviating from them.

Also, frequent equipment training is required for them as per the analysis of the study.

Training is an ongoing process, which should be carried out on regular basis to retrain and retain the employees. So, it is very necessary to train them for effective communication skills, ensure effective departmental training and reinforce accreditation training so that patient care is not compromised and best of care is provided to the patient.

CONCLUSION

The study is a descriptive study conducted for a period of month. The aim of the study was to assess the training need analysis of nursing staff at Artemis Health Institute and to formulate training calendar based on the identified needs. The results of the survey showed that nurses need to strengthen their communication skills, enable a more positive body language; reinforcement of JCI/NABH training is required. HIS update training should also be included at frequent levels so that staff can improve their typing efficiency and effectively use the IT management available to them. Stress management training should also be provided to the nursing staff to refresh and revitalize them so that they can work with high spirits and their work performance is not compromised.

Training Need Analysis is a concrete analysis for the training to be conducted. This needs to be done on regular basis as new employees join the organization at frequent intervals and thus it is necessary to analyze the training needs before imparting any kind of training as the needs vary with time period.

RECOMMENDATIONS

Based on the observation and findings I would suggest the following recommendations along with the revised training Calendar for Nurses.

Following topics should be included in the Unit training/ Inservice Session apart from the existing one:

- Post Natal Care
- IDTR form
- Equipment training in the Unit training Session
- Handling patient in Isolation Unit
- Legal Aspects of Nursing
- Care of Chemotherapy and Dialysis Patient
- Communication during Patient Handover (Role play demonstration)

Apart from that workshops/ CME's which are added this year are:

- Pressure Area Management
- Diabetic Care
- Anesthesia Care and Management
- Diploma in Critical Nursing Care programme by IGNOU has also been started to enhance the knowledge and skills of the nursing staff.

It is very necessary to keep an eye on training programme held so as to understand the ability and effectiveness of the training programmes. So, regular attendance should be maintained and recorded to know the strength of people who attended the training sessions.

Also, feedback should be taken of the training programme as it estimates the effectiveness of the session held.

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