

A STUDY ON AWARENESS ON HOSPITALS MISSION BY STAFF NURSES AND ADMINISTRATIVE PERSONNEL IN TIER III CITIES SPECIAL REFERENCE TO TUMAKURU OF KARNATAKA

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Abstract: With the dwindling supply and ever growing demand for quality healthcare service from small clinics to big hospitals are mainly working under pressure with ever growing challenges. These challenges are posed by inside the establishment as well as from outside the entity from both the end. The constraints for administration and HR department is more which is squeezing the overall operations of the hospitals. Challenges are majorly with HR related issues with few other problems associated with monetary area. Affordable Care acts of government, entry of branded chains of hospitals, changing perception and expectations of community, changing roles of distribution channels, entry of private insurance companies and the tie-ups is stirring more challenges. In this context, a micro research is done to understand the awareness on mission of the hospital by staff nurses and Administration personnel in delivering a decent services with special references to Tumakuru of Karnataka. A structured questionnaire is designed to collect responses from administrative staff. The data so collected is analysed using statistical tools. It is concluded that hospitals are struggling hard to cope-up with challenges an also keen on customer satisfaction to increase foot fall for their hospital.

Key Words: HR issues, Mission, Tier III city, Affordable Care act

Introduction: The healthcare industry across the globe is always has to operate under higher volume of pressure. As the kind of work they do in health care, especially in hospitals, the professionals has always had to operate under a certain amount of pressure. Compare to other industry professionals, Health care industry requires a great deal of integrity from all levels of professionals. And recent trends indicate that the pressure is only going to increase.

From small rural clinics to big city hospitals, human resources in healthcare will also feel the pressure. These professionals face issues like increased demand and staffing shortages, among others. To overcome these hurdles, HR must better understand the how and why behind each one. Read on to learn more about the four biggest challenges faced by HR professionals today, and more importantly, what we can do about them.

Biggest Challenges in Healthcare HR-

Growing Demand, Dwindling Supply-One challenge that healthcare HR professionals are currently facing, revolves around the staffing of nurses and doctors. As demand around the country continues to increase, candidates are finding that they have various options when it comes to choosing their work location; ultimately causing a large shortage in staff in certain areas of the country.

With the rising trend towards performance based career models in the healthcare industry, many HR departments are also struggling to recruit and retain high performing workers. In order to manage these challenges HR Managers can implement Applicant Tracking Systems (ATS). These systems streamline the hiring process and include automated notifications and workflows which allow HR managers to quickly respond to qualified candidates while having access to compensation data.

Regulations: Reporting and Compliance-Another challenge in Healthcare HR is the introduction of the Affordable Care Act (ACA) and with it, the new reporting requirements. HR Managers are now required to report to the IRS in compliance with the ACA, meaning managers must accurately track employees and their work hours as they relate to health benefits. Other areas in which regular reporting and tracking is needed is that of annual reviews. In order to receive federal or state funding, hospital based employees are required to have annual reviews and performance evaluations. Staff must also have credentials checks, accreditation renewals, and tracing of inoculations. Provisionally, HR Supervision Software suppliers have stood quick to respond to the requirement for greater chasing and recording software. This software also supports administrators to formulate procedures required by personnel and affords hourly trailing submissions to recognize which personnel are fit for aids under new procedures. Single end-to-end HRIS submissions can merge Reasonable Care Act Recording. They also have capacity managing elements so that worker data and requests are retained up-to-date.

Cost: Investment in Talent Management-One of the biggest challenges faced by healthcare HR managers is securing funding for capacity managing edges which allow divisions to propose reasonable repayments and appeal the top workforces. This means that wages must be modest while also timely into clinics' budgetary policies. As finance catches expurgated and assurance refunds are discussed, hospitals must stay on top of expenditures to remain commercial. In the healthcare industry, capacity management plans proposing reasonable payments to employ and hold high performance staffs can have a straight effect on patient contentment and ROI; it can also drop workforce turnover, which can be another costly hit to an organization. In a landscape in which HR managers struggle with their current budget, finding ways to reduce costs even further in order to spend in capacity administration, continues to be difficult. Fortunately, IT can be one area in which these cuts can be achieved. Single cloud-based HRIS applications lower costs for hospitals by eliminating internal IT costs. Cloud solutions can reduce costs associated with maintenance requirements, removing costs associated with hardware upgrades and providing automated maintenance and upgrades of applications. Healthcare HR can become more strategic by running an efficient department and assuring that turnover is low. Technology can support HR managers in overcoming challenges related to staffing, regulations, reporting, and talent management, but cannot overcome poor human capital strategy and poor strategic workforce planning. If healthcare HR develops the right strategy and has the right technology behind them, they'll get a seat at the table

Ethical challenges-Ethical challenges in healthcare is a big deal. Recent news stories support this claim with headlines about ethical violations of healthcare providers. In 2016 the British Broadcast Center (BBC) reports Dr. Paolo Macchiarini, was accused of providing misleading medical research which led to the deaths of seven patients (Kremer, 2016). More recently an Olympics Physical Therapy doctor, Larry Nassar was found guilty and sentenced for sexual misconduct. These incidents hurt the character and trust of the medical leaders. In addition, it creates legal costs and rise in malpractice insurance coverage for the agency.

Exclusive Staffing challenges:

Shortages- Staffing shortages continue to plague the healthcare industry. In India there are around 5 Lakhs Doctors are required to provide a decent service without any pressure. It counts around 1 doctors for every 1,674 patients based on the World Health Organization (WHO) norm of 1:1,000 population, according to an India Spend analysis of government data. The situation is worse than Vietnam, Algeria and Pakistan -- the shortage of doctors was one of the health-management failures cited by this report of a parliamentary committee on health and family welfare, which presented its findings to both houses of Parliament on March 8, 2016. And it's not just a nursing shortage problem. Experts predict the next ten years will yield a deficiency of specialists, generalist physicians and other clinicians, which will hamper healthcare organizations' ability to deliver high-quality care.

High turnover-Healthcare positions such as physicians, nurses and medical assistants experience high turnover rates, with the greatest amount of turnover occurring during the first year of employment.

Thorough background checks-Hospitals, medical practices and other healthcare providers must perform thorough background checks on potential employees. Since healthcare employees will be entrusted with the care of patients and with sensitive personal information, hiring organizations are most concerned about those who misrepresent themselves or use drugs.

Compliance regulation, training and certification challenges

Complex compliance regulations-The introduction of the Affordable Care Act (ACA) and continuous evolution of the regulations have created fear and anxiety for many healthcare providers. With a significant number of variable-hour employees on staff, healthcare providers are tasked with properly classifying employees and tracking their time worked to comply with ACA requirements.

Certifications and credits

Healthcare organizations should have the proper tools to track certifications, as medical professionals have continuing education credits they must renew every year. To reduce risk and liability, it's crucial to have an easy system to track and article on each member's qualifications and permit expiration dates. organizations, but arguably the most important in the healthcare industry. In workplaces with complex and potentially dangerous equipment, such as scalpels, syringes and X-ray machines, proper training is vital to keep employees and patients safe. It's also critical to track and have proof of that training to protect the organization from liability.

Payroll challenges in the healthcare industry

Multiple rates of pay -Healthcare organizations often have different rates of pay for different types of employees: physicians, RNs, medical assistants, lab technicians, and so on. As such, organizations need to be able to easily keep track of and automate of these variances and warrant each worker is being compensated properly.

Unions-Nurses and other medicinal experts tend to have strong blending. A greatly unionized staff presents certain human resources and payroll challenges:

- Payroll systems must be able to easily handle union deductions and required pay scale differences
- Reporting tools must provide accurate documentation for discussions with union leaders
- Some union matters may also require the skill of an experienced HR professional to help secure and maintain good relationships and help the business follow all union rules

Role of Administrative Staff and Nurse in Delivering Services:

Maintain a Budget and Profits

As part of the overall consideration HR places on hiring and promoting clinical and support staff, they also must be loyal to the organization. The hospital relies on the prudent use of financial resources on the part of HR to meet its obligations to the patients and the community, but also relies on HR to keep the profits of stockholders and owners in the forefront. Human resource managers may believe an ER needs additional nursing staff, for example, but hiring may require HR to dip into reserves or reduce the number of doctors working there. Decisions such as these are made within the parameters and framework of the overall hospital budget.

Keep Staff Levels Appropriate to the Need

It's up to the HR manager to ensure each department and floor in the hospital is sufficiently staffed. With revolving patient counts, it can be a very difficult proposition. HR managers rely on reports from department heads, historical counts according to seasonal changes, as well as current patient needs. Absenteeism then plays a role in day-to-day staffing needs, placing additional pressure on HR to find immediate replacements and maintain open relationships with medical staffing agencies and PRN, or on-call staffers.

Serve the Various Staff Needs

Everything from insurance coverage for a new baby to a grievance against a director of nursing goes through the human resource manager's office. The HR manager and her team take care of the benefits for employees and monitors employee performance evaluations. HR tracks employee requests for vacation and extended leave and must ensure those positions are adequately covered when the primary job-holder is gone. A hospital, unlike an office or factory, can't operate effectively when key staff members are not there. Additionally, hospitals run on 24-hour schedules, making the job of the HR manager even more demanding.

Review of Literature:

1.Margaret Patrickson and Janny Maddern (1996), attempted to investigate the organisational responses to such pressures by four major South Australian hospitals and the level of involvement of hospital human resource staff in the staffing issues associated with strategic planning. The study was conducted at four hospitals that were ranging from metropolitan public hospital to not-for-profit hospitals. Using designed questionnaire data was collected and the e result concluded that input into strategic decision-making by human resource specialists was remarkably lacking in the hospital system in South Australia, as evidenced by the following information.

2. Ekpe Oyono Ekpe etal(2015) conducted a qualitative research approach based solely on insights drawn from the analysis of the existing literature of different studies, and books related to the topic of study in order to investigate the relationship between mission statement and organizational performance. The objective was to the study should serve as a means to help acquire useful information or knowledge about the subject area.

3. Emmanuel A Ezekwe and Sam N Egwu (2016), carried out research to investigate the place of awareness on vision and mission statements among employee of Ebonyi State University-Nigeria; focusing on the implementation and challenges facing the objectives of the cherished statements. Result concluded that vision and mission statements are vital tool for strategic management in an organization and have the propensity to motivate, induce greater performance and communicate present and future direction of the institutions. Managers are advised to plan and use it more effectively.

Research Methodology:

Statement of the Problem: In spite of continuous effort by Government and its agency toward improving healthcare industry's to provide decent medical services, public as well as Hospitals are finding it manage and face the challenges in the turbulent and volatile conditions that are attached with medical care. Until unless the service delivery staff and the administrative staff understands the vision and mission of the institute, GAP may arise in service delivery which may lead to gaps.

Objectives:

1. To study the understanding of vision and mission of the Service provider by Administrative Staff/Nurses
2. To study the role of service personnel in delivering customer service

Sampling Design:

Sampling Population: Administrative and Nurses of Hospital in Tumakuru

Sampling Size: 73

Data Collection: Primary data is used for to elicit data from respondents

Data Collection Method: Data collection is done by designing structured questionnaire. With the help of survey data was collected.

Scope of the Study: The study done in Tumakuru hospitals can be extended to know the understanding of vision and mission by staff and can help Management to prepare curriculum for Training/Development programmes.

Limitations:

The study is focusing on assessing the level of understanding the strategy by Administrative and Nursing staff. The Doctors are not considered for current study who have major role in delivering services. Reliability was also a concern as they took time to answer for few questions which they might have felt as sensitive ones as data was collected at their workstation.

Data Analysis and Discussion:

Table No.1: Types of Hospitals

Sl No.	Types	No. of respondents	Percentage
1	General	27	37
2	Speciality	41	56
3	Government	3	4
4	College -Medical Centre	2	3
TOTAL		73	100

Analysis: It is recorded from the above table that majority (56%) of the hospitals are specialty in type, followed by general (37%) and Government (4%) with only two medical college Centers.

Inference: As many Government hospitals are not serving patients with good approach, customers are looking for Specialty hospitals.

Table No.2: Age of Hospitals

Sl No.	Age of the Hospital	No. of respondents	Percentage
1	Less than a year	3	4
2	1-5 years	4	5
3	More than 5 and less than 10years	53	73
4	Above 10 years	13	18
TOTAL		73	100

Analysis: It is observed from the above table that majority (73%) of the hospitals are having around a decade of experience and few (18%) of the area into industry for more than a decade. Around a total of 9% are having less than 5 years' experience in the field.

Inference: Many hospitals who are serving patients may be good in approaching and serving customers.

Table No.3: Administrative Staff

Sl No.	No. Of Administrative Staff	No. of Hospitals	Percentage
1	Upto 10	2	3
2	10 – 20	12	16
3	20-30	59	81
TOTAL		73	100

Analysis: It is noticed from the above list that majority (81%) of the hospitals are having around 20-30 staff in their administrative section with few (16%) having only 10-20 staff.

Inference: Many hospitals who are serving patients might have hired staff nurses and might having trained them to take care of administration work.

Table No.4: Staff-Cadre

Sl No.	Staff-Cadre	No. of Staff	Percentage
1	Doctors	32	44
2	Nursing Staff	18	25
3	Paramedical Staff	23	32
TOTAL		73	100

Analysis: It is noticed from the above table that majority (44%) of the Staff are in the Cadre Doctors, followed (32%) by paramedical staff with less (25%) of Nursing staff.

Inference: Many hospitals are keen on filling the posts of Doctors.

Table No.5: Awareness of Vision, Mission Staff-Cadre

Sl No.	Opinion on awareness of Vision, Mission	No. of Hospitals	Percentage
1	Yes	64	88
2	No	9	12
TOTAL		73	100

Analysis: It is recorded from the above table that majority (88%) of the Staff are aware of Vision and Mission of the Hospital and rest (12%) are not aware of it.

Inference: Many hospitals might have given orientation of Vision and Mission of the hospital to their staff.

Table No.6: Opinion of Staff on Patient Satisfaction

Sl No.	Patient Satisfaction	No. of Staff	Percentage
1	High priority	49	67
2	Mid-level priority	17	23
3	Low priority	5	7
4	Don't Know	2	3
TOTAL		73	100

Analysis: It is recorded from the above table that majority (67%) of the Staff are of the opinion that patient satisfaction is high priority and 23% of them felt it is mid-level priority and total rest of 7% feels it as low priority and 3% of them are not aware about priority.

Inference: Staff felt that patient satisfactions is very important.

Table No.7: Dedicated Staff to patient-satisfaction matters

Sl No.	Dedicated Staff to patient-satisfaction matters	No. of Respondents	Percentage
1	Yes	42	58
2	No	31	42
TOTAL		73	100

Analysis: It is recorded from the above table that majority (58%) of the hospital have staff dedicated to take care of patient satisfaction matters and rest (42%) don't have.

Inference: Hospitals might have felt that satisfied customers will spread good word-of-mouth.

Major Findings

1. Majority (56%) of the hospitals are specialty in type
2. Majority (73%) of the hospitals are having around a decade of experience
3. Majority (81%) of the hospitals are having around 20-30 staff in their administrative section
4. Majority (44%) of the Staff are in the Cadre Doctors,
5. Majority (88%) of the Staff are aware of Vision and Mission of the Hospital
6. Majority (67%) of the Staff are of the opinion that patient satisfaction is high priority
7. Majority (58%) of the hospital have staff dedicated to take care of patient satisfaction matters

Suggestions:

As the role of nursing staff is also important in delivering services in hospitals, they have to take care of hiring nursing staff in good numbers. Also they should be given proper orientation to approach patients and customers. Dedicated staff to take care of customers should be given soft skill training to improve the overall service delivery from the hospital.

Conclusion:

To achieve the vision, mission statement should be made clear to all the staff at all the levels in the hospitals which will play important role in service delivery. Through this way, the service gap can be filled. Being a Tier-II city, this city has ample opportunity to serve the customer better.

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