A Comparative Study of Training and Development Practices of Nurses in Leading Public and Private Hospitals in Pune City

Chapter 5

Observations and Discussion

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PhD in Human Resource Management
5.1 Introduction:

The study covers hospitals in private and public sector. Information was gathered by interviewing the Nurses, Nurse Educators, Matrons, Ward In­charges and other concerned authorities.

5.2 Observation:

Comparative study of various factors of the nursing department in Private and Public Sector:

A major contrast was found in the nursing departments of the Public and Private sector hospitals

Table 5.1: Comparative Study of Public and Private Sector Hospital

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>PRIVATE SECTOR</th>
<th>PUBLIC SECTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class of patients</td>
<td>Paying</td>
<td>Poor</td>
</tr>
<tr>
<td>Attrition of nurses</td>
<td>High</td>
<td>Low</td>
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<tr>
<td>Pay scale of nurses</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Job Security</td>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Nurse to patient ratio</td>
<td>Adequate</td>
<td>Inadequate</td>
</tr>
<tr>
<td>Knowledge of nurses</td>
<td>Advanced</td>
<td>Basic</td>
</tr>
</tbody>
</table>
5.3 Findings:

Interviews with the Nurses, Nurse Educators, Matrons, Ward In-charges and other concerned people about the training programs conducted in each hospital were analyzed by trying to understand the types of training conducted in each hospital, the duration and methods of training, the trainers, various training evaluation methods used and maintenance of records and log books of the training programs. Special comments, recommendations and other exclusive notes of each sector and hospital were also analyzed.

5.3.1 Analysis of Interviews- Private Sector

Interviews with appropriate authorities in the Private Sector (Private and Trust hospitals) revealed that complete training program structure is in place in all private and trust hospitals under survey. As most of the hospitals (except Sane Guruji Trust Hospital and Oyster and Pearls Private Hospital) are NABH accredited, they follow the norms put up by NABH. Regular audits are conducted by NABH authorities to keep the hospitals compliant to the standards required.

As per the Nursing Resource Management (NRM) Chapter 1 of NABH standards, all the hospitals under survey have processes in place for Induction training, In-service education and Continuing Nursing Education (CNE). There are qualified nursing professionals to handle the department. These nurses are generally MSc or P.B.BSc in nursing. Proper records are maintained to evaluate and provide credential and privileges to the nurses. The appraisal system allows for acknowledging outstanding performances by the nurses.
5.3.1.1 TRUST HOSPITALS

A. Jehangir Hospital

Authorities Contacted:

Nursing Director: Colonel Nirmala Iyer

Nurse Educator: Mrs. Swati Chondhe

The Nursing Director Colonel Nirmala Iyer is a NABH Assessor. This expertise helps Jehangir Hospital in maintaining standards of their Nursing Resource as per the criteria set by the NABH.

The training program plan for nurses is prepared by the Nurse Educator Mrs. Chondhe. It is represented as a Flow Chart on the notice board in her office. (Annexure 5.1)

The different types of training programs provided in Jehangir Hospital are as follows:

On joining, the nurse is expected to undergo an “Induction Training” which is highly structured training of 10 days. The induction training consists basically of introduction to all departments and departmental nursing heads, different processes followed from admission of patient through consent form fill up till discharge of patient from the hospital. (Annexure 5.2)

The new comers have to undergo a short orientation program about the basic nursing along with Nursing Induction program. The Human Resource department then briefs the nurses about the organization, its history and the mission of the hospital.

The “Basic Skills” Training is the revision of nursing course contents. It varies from department to department i.e. ward to ward.

“Generic” Training includes simple and routine job responsibilities of a nurse such as I V therapy, medication schedule, maintenance of records, basic life
support, routine check-up, continuing nursing education, dressing, clinical training and Department Specific training

"Quality Patient Care" training trains nurses from fundamental to critical care of patients. This training takes care of quality in each and every aspect of treatment to the patient.

In “Train the Trainer” training the senior nurses are trained to impart training to junior nurses.

“Specialized/ Critical” Training program is another one which is also called as “Super Specialty” Training. Specialized trainings such as burns workshop, ICU induction, Operation Theatre Training, emergency care, Cardiac, CATH Labs etc. are included.

“Code Blue” training includes duties, responsibilities in case of high emergency alerts, reaching the patient within 30 seconds, supporting the patient, collecting emergency equipment etc.

“Spot” training also known as “Daily” training is an On the Job Training usually given by the Supervisor of the ward.

“Communication” Training imparted to nurses is exclusively for the purpose of effective communication with patients and their relatives. These trainings are equally structured programs like others and special attention is given to these trainings. During the training sessions and even in day to day situations, nurses are compulsorily made to talk either in English or Hindi. They are asked not to use any local/ vernacular language.

“EOL- End of Life Care” Training, a sensitive and important training, is imparted to each and every nurse, where the nurse is trained to handle the Death Procedure Care right from informing the relatives of the patient to filling up all the necessary documents.

**Methods of Training:**

Most of the training programs conducted at Jehangir Hospital are “In-house” training programs.
Training sessions are broadly classified as classroom type and workshop type. Classroom training sessions are through lectures, power point presentations, demonstrations, video presentations and mock sessions. In mock sessions, trainings are conducted on dummy labs and equipment. The nurses under training are also expected to make presentations from futuristic point of view and it is also considered as one of the criteria of training outcome.

“External workshops” conducted outside the hospital have been included in the Training plan. Nurses are selected for the training on the basis their department and specialization.

External workshops which are conducted regularly are:

The ACLS (Advanced Cardiac Life Support) training which is conducted four times a year in collaboration with the AHA (American Heart Association) and Symbiosis Institute.

The Pune Forum Unit for Infection Control conducts lectures in Ruby Hall Hospital every two months. Jehangir hospital has 13 “infection control champions”

Other clinical training workshops include the NALS (Neonatal Advanced Life Support), PALS (Paediatric Advanced Life Support), Diabetes, chemotherapy, HIV and AIDS workshops

Nonclinical external training workshops include Communication skills and Leadership Development workshops.

Trainers of the Training Program:

Trainers of training sessions are Nurse Educator, Assistant Nursing Superintendents, who have BSc (Nursing) as a fundamental qualification, Senior Nurses who have already undergone such training, In-charges and supervisors at their respective levels, specialized trainer for specific areas like the Dietician, Blood Bank In charge, Pharmacist etc. For each session there is
one ANS appointed, for example ANS (Ward Management), ANS (Quality and Training), ANS (Emergency Services).

In some cases in charge supervisors from outside hospitals are also invited for training.

For non-clinical trainings, HR department specially invites experts from industries specifically in the areas of communication, stress management, hospitality etc. Some of these training sessions are conducted by HR training staff as well.

**Duration of Training Programs:**

Training program durations vary from program to program. Daily one hour before or after work as per duty hours is made compulsory for training sessions. All training programs are conducted during duty hours.

**Maintenance of Training Records:**

Maintenance of records is very important according to NABH.

A 'Preceptor Log' is maintained for each and every nurse from 0 to 6 months. The log maintenance is divided in 2 phases: Phase I in which they are given the privilege of performing the basic nursing duties. Phase II is for specialty management. Each nurse is assigned to one mentor who will maintain the record in a tabular form

**Table 5.2: Training Preceptor Log (Jehangir Hospital)**

<table>
<thead>
<tr>
<th>Observation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>Remarks</th>
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</table>
Training Feedback and Evaluation:

Training evaluation is done in a specific format. Every trainee undergoes a “Pre-test” and “Post-test” training. Both the tests are mandatory for getting the certificate for the training.

Feedback of each nurse after every 3 months is recorded. By the end of 6 months of joining, every nurse completes almost all operations related to the department of placement. A “Confirmation Exam” is conducted after 6 months. This exam is generally a theory exam as per specialization.

HR department reviews the nurse on the basis of attendance, performance, punctuality, discipline, grooming, attitude and adjustment with colleagues etc.

The Preceptor Log+ Confirmation Exam+ Review card analyse the complete performance of the nurse. On the basis of these criteria, the nurse is given an Employment Confirmation.

After confirmation two appraisals are conducted- in January and June. Salary raise, bonus and Perks are decided on the basis of these appraisals by the HOD Nursing and Human Resource Head.

Specifically designed system of grading is maintained by Jehangir Hospital for nursing community training. Starting from Grade IV, through sessional assessments, next higher grades such as second senior level and first senior level are achieved by nurses on the basis of their competency. (Annexure 5.3)

CFTA- Cross Functional Team Audits – audits by the Nursing and Support services are useful for compliance of standards. Strong documentation system allows in understanding any problem area. No punitive action is taken for non-compliance. The root cause of problems is analyzed. Preventive methods and further plan of action is decided. This allows incidence reporting for quality improvement.
Importance of Training in Jehangir Hospital:

Training is imparted without prejudice or bias even to the new entrants who have a predetermined plan to work in Jehangir Hospital for a limited period for work experience, and then move for overseas jobs. This conveys that training to nurses is not only concerned with the nurse’s development but the reputation of hospital and the most importantly patient care.

The nurse educator Mrs. Chondhe pays special attention that there is no negligence, lethargy or resistance to training on the part of the nurses. Attendance is compulsory for all the nurses — senior and junior. The result is that the nurses are rigorously trained and updated with the current medical knowledge which helps in providing best services to the patient.

B. Bharati Hospital

Authorities Contacted:

Human Resource Manager: Dr. Milind Gaikwad

Clinical Nursing Matron: Mrs. Vaishali Dhongade

The Clinical Nursing Matron and The Nursing Director manage the Training Programs of the nurses with the support of seven Nurse Educators.

A weekly plan is prepared by each Nurse Educator for their respective department and submitted to the Nursing Director. (Annexure 5.4)

On final approval from the Nursing Director, the program is conducted for the week.

Different types of training programs are conducted in Bharati Hospital.

Orientation and Induction training is currently conducted for three days with a short orientation to the hospital. The induction training consists basically of introduction to all departments and departmental nursing heads, different
processes followed from admission of patient through consent form fill up, discharge against medical advice, regular discharge of patient from the hospital protocols (Annexure 5.5)

The new comers have to undergo a short orientation program about the basic nursing along with nursing induction program

Generic" Training includes simple and routine job responsibilities of a nurse such as I V therapy, medication schedule, maintenance of records, basic life support, routine check-up, continuing nursing education, dressing, clinical training and Department Specific training

"Code Blue" training includes duties, responsibilities in case of high emergency alerts, reaching the patient within 30 seconds, supporting the patient, collecting emergency equipment etc.

"Communication" Training imparted to nurses is exclusively for the purpose of effective communication with patients and their relatives. Telephone manners also form an important part of the Communication Training Program

"End of Life Care- Death Protocol" Training, a sensitive and important training, is imparted to each and every nurse, where the nurse is trained to handle the Death Procedure Care right from informing the relatives of the patient to filling up all the necessary documents.

Methods of Training:

Training programs are mainly In-Hospital Training Programs. The training programs are in the form of verbal lectures, demonstrations and observation method.

Case study method is used specially in the ICU and Dialysis Department

Training programs are conducted daily between 9.30 am to 10.30 am and between 2.30 am to 3.30 am.
Different training sessions and topics are conducted as per qualifications of the nurses. The level of teaching and learning standards for ANM, GNM and BSc are planned accordingly.

Nurses are encouraged to attend External workshops, conferences and staff development training programs by providing complete sponsorship from the hospital.

**Trainers of the Training Program:**

Trainers of training sessions are Nurse Educators themselves along with some guest lectures or sessions from the experts and consultant doctors of the Department. All the nurse educators are either PBBSc or MSc.

The Nurse Educators department wise are:

- Mr. Johnson – Cardiac Care Unit
- Ms. Namrata Dhanorkar- Gynaecology and Psychiatry
- Ms. Anupama Gholap- Medicine- Male and Female wards
- Ms. Pranali Bhosale- Infection Control
- Ms. Ruth Nadvi- Surgery, Ophthalmology, Orthopaedics
- Ms. Jetty Jose- NICU, Major OT, Casualty
- Ms. Merlin Thomas- PICU, Paediatric ward

**Duration of Training Programs:**

Training program durations vary from program to program. Daily one hour before or after work as per duty hours is made compulsory for training sessions. All training programs are conducted during duty hours.

**Maintenance of Training Records:**

A Log Book is maintained for the nurses in the format given below

**Table 5.3: Training Preceptor Log (Bharati Hospital)**

<table>
<thead>
<tr>
<th>Name of Procedure</th>
<th>Self-Assessment</th>
<th>Preceptor Evaluation</th>
</tr>
</thead>
</table>

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Training Feedback and Evaluation:

The topic of test for the week is put up on the notice board. Evaluation is done mainly by conducting tests after the training programs.

Barriers to Training in Bharati Hospital:

The standards of NABH are not yet applied in Bharati Hospital. There are no lectures conducted on it. Therefore the staff of Bharati is unfamiliar with the concept of NABH.

Nurse attrition rate is high. Nurses are retained for a year on a one year employment bond. High investment made in training program proves futile because of attrition.

Standing orders and protocols are not yet set up in Bharati Hospital.

Nurse Educators are young and so there is resistance to their knowledge authority by senior nurses.

There is no improvement in salary, no bonus or incentives following training. No opportunity in career improvement is the greatest barrier for learning among the nurses.

The staff-patient ratio being inadequate, work load is high which does not leave time for the nurses to attend training programs.

C. Sane Gurujii Hospital

Authorities Contacted:

Hospital Administrator: Dr. Sandeep Nevase

Matron: Ms. Sharada More

The Hospital Administrator Dr. Sandeep Nevase, along with medical qualification is a post graduate in hospital administration. Dr. Nevase along
with the support of Matron Sharada More has been managing the training programs of the nurses.

The different types of training programs in Sane Guruji Hospital are as follows:

On joining the nurse is expected to undergo Induction Training which is on-the-job. The new comers are allotted the shift duty of 8am to 4pm where they are trained under the direct supervision and guidance of the Matron. After a month they are allowed to work independently under the supervision of Ward-Incharge and Senior Nurse.

The “Basic Skills” Training is the revision of nursing course contents. It varies from department to department i.e. ward to ward.

“Generic” Training includes simple and routine job responsibilities of a nurse such as I V therapy, medication schedule, maintenance of records, basic life support, routine check-up, continuing nursing education, dressing, clinical training and Department Specific training.

“Spot” training also known as “Daily” training is an On the Job Training usually given by the Supervisor of the ward.

“Quality Patient Care” training trains nurses from fundamental to critical care of patients. This training takes care of quality in each and every aspect of treatment to the patient.

“Code Blue” training includes duties, responsibilities in case of high emergency alerts, reaching the patient within 30 seconds, supporting the patient, collecting emergency equipment etc

“Communication” Training imparted to nurses is exclusively for the purpose of effective communication with patients and their relatives.

**Methods of training:**

Most of the Training programs are In-house training programs.

Training programs are generally organized department wise after need assessment of the department.
Training programs are also conducted as per the qualification of the nurses. Hence different training programs are conducted for the ANM and GNM.

Training programs are classified as Classroom training and Practical training.

Classroom training sessions are mainly conducted with the help of audio-video presentation. Case studies are discussed in the sessions and clinical presentations are made.

Classroom training is oriented more for the senior nurses to get them with the new updated medical information and technology.

Practical training programs are towards problem orientation and solving methods.

These training programs are more for the benefit of the new nurses who are updated with the theoretical knowledge but lack in practical experience.

External Training programs or workshops also form a major part of the training program.

Neonatal intensive Care Training is held at KEM hospital on four Sundays. Nurses from the NICU are selected for this training program.

Cipla conducts Infection control training program for the nurses at regular intervals.

Computer training is provided for all the nurses. The course schedule is one hour daily for one month.

Trainers of the Training Program:

Trainers of the training program are the Matron, the Hospital Administrator, and the consultant attending doctors of the hospital.

External programs are conducted by the trainers from the company sponsoring the training program.
Duration of Training Programs:

Duration of training programs vary from program to program.

The clinical classroom training programs are conducted once a month.

Practical trainings are conducted on-the-job daily.

The computer course is conducted for a month, one hour daily, for each candidate.

All training programs are conducted during duty hours

Maintenance of training records:

A Log Book is maintained by Dr. Nevase of all the training programs

<table>
<thead>
<tr>
<th>Table 5.4: Training Log Book (Sane Guruji Hospital)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Topic of Training: ___________ Date:________</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name of Trainee</th>
<th>Department</th>
<th>Sign</th>
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</table>

Training Feedback and Evaluation:

A “Pre-test” and “Post-test” is conducted for every training program. Verbal and practical tests are also included.

The Senior Nurse and Ward-In charge observe the nurses’ performance and submit a “Comprehension Report” (referred to as CR) separately. The Post-test and two Comprehension Reports are tallied and a final report of the nurse is prepared by Dr. Nevase.
3.1.1.2 PRIVATE HOSPITALS

A. Noble Hospital

Authorities Contacted:

Chief Nursing Officer: Mrs Sonali Lakade

Nurse Educator: Mrs Alphonsa Sanjay

Noble Hospital is a NABH accredited hospital and follows all the standards laid down by the authorities.

The Nurse Educator Mrs Alphonsa Sanjay plans the calendar and with the approval of the Chief Nursing officer conducts the training programs.

A monthly training program plan is prepared and conveyed to the nurses.

Different types of training programs conducted in Noble Hospital are:

Orientation and Induction program is conducted for a week. The training introduces the nurses to the motto of the Hospital “Life is precious... We care for it”, different departments and working of the hospital.

The “Basic Skills” Training is the revision of nursing course contents. It varies from department to department - ward to ward.

“Generic” Training includes simple and routine job responsibilities of a nurse such as I V therapy, medication schedule, maintenance of records, basic life support, routine check-up, continuing nursing education, dressing, clinical training and department specific training

“Protocol policies” training is conducted to familiarise the nurses with the all protocols set up in the hospital.

“Incidence Training” which has hospital-related content helps in training nurses in how to handle bed sores, fall of patient in hospital etc.
“Auditorium Training” is mainly about non-clinical subjects like communication skills, stress management, record maintenance etc. required to attend by all the nurses.

“Ward Training” is on-the-job training given by the nurse educator daily by personally visiting the wards.

Method of training:

Most of the training programs are organized by the hospital. Training Sessions are classroom and demonstrations.

External training programs are organised and conducted by various multinational pharmaceutical companies like Abbot, ArjoHuntleigh, BBC pharmaceuticals.

Daily lectures are conducted by the nurse educator. The lectures are department wise and the department nurses are expected to attend the lectures. The morning duty nurses attend lecture between 3 to 3.30 pm before leaving duty and the afternoon duty nurses attend lecture between 1.30 to 2.00pm before joining the shift duty.

Doctors from respective departments deliver lectures for the nurses on every Wednesday.

Every topic of practical training is divided into three sections for training- Self-preparation, Unit-preparation and Patient-preparation.

Every six months revision of all the training is done again to brush up on all the knowledge gained during the actual training programs.

Trainers of the Training program:

Trainers of the training sessions are the nurse educator, chief nursing officer and the consultant doctors of Noble Hospital.

The trainers for external training programs are appointed by the pharmaceutical company organising the training program.
Duration of the Training program:

Induction program is throughout the day for one week. Daily Training programs are conducted for one hour. Duration of external programs vary according to the topic of training.

Maintenance of Training Records:

Maintenance of records is very important according to NABH

Log is maintained of every nurse.

Basic privilege which includes basic nursing duties is allowed in the first six months of employment. (Annexure 5.6)

Advanced privilege which includes specialty work is allowed after six months. Ward-In-charge maintains a record of the performance of the nurse.

Every nurse has an individual employee training card which records all the training programs attended by the nurse, the dates, duration, the trainers for the training program and validation by the head of the department (Annexure 5.7)

A Training Attendance Record is maintained for each program with details about the topic, the trainer, employees who attended, their designation and their department (Annexure 5.8)

A complete record of the yearly training program is maintained in the following tabular form-

Table 5.5: Annual Training Program Record (Noble Hospital)

<table>
<thead>
<tr>
<th>Month</th>
<th>Day</th>
<th>Time</th>
<th>Training Module</th>
<th>Training conducted by</th>
<th>Target Audience/Dept</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
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</table>
Training Feedback and Evaluation:

Training Evaluation is done in a specific format. Every trainee undergoes a “Pre-test and “Post-test” evaluation at Induction training program. Similar tests are conducted for each topic of training. The same question paper is provided before and after the training program and the learning during the training program is noted. (Annexure-5.9)

Ward evaluation is done by the nurse educator Mrs Alphonsa Sanjay after conducting small tests in the ward on related topics (Annexure 5.10)

A Confirmation Test is conducted after the advanced privileges are allowed. The Confirmation Test has three evaluation criteria- A Written test, Viva and an Appraisal from the Ward In-charge and HR department.

Increments in salary are decided on the basis of the Confirmation Test

B. Oyster and Pearl Hospital

Authorities Contacted:

Hospital administrator: Dr Mrs Parab

Matron: Mrs P. V. Nair

Matron Nair plans the training programs for the nurses.

As Oyster and Pearl Hospital is not yet in process of accreditation by NABH, it does not follow all the protocols set up by NABH. Inspite of this, Matron Nair makes efforts to keep the nurses updated with current medical knowledge by conducting training programs.

Recruitment and Selection of nurses forms an important aspect in the hospital as the hospital does not select fresher nurses with no work experience. Applications from only nurses with work experience are considered while
recruiting. This principle followed by the hospital saves all the resources required for intense training of fresher nurses.

The different types of training programs provided in Oyster and Pearl Hospital are:

Induction and Orientation Training is a one day program with introduction to all the departments and department heads. Introduction to the hospital policies and procedures is given by the Human Resource Head, Director-Administration, the Nursing Head and the Matron.

Diagnosis based Management and Treatment is clinical training program which involves learning about the disease, diagnosing it and managing it with the latest updated protocol

Specialized/ Critical Care Training programs like ICU, Operation Theatre, Emergency care, Cardiac care conducted regularly.

Bio Medical Waste Management, Medical Equipment Handling are some of the training programs that every nurse has to undergo.

Methods of training:

Most of the training programs are conducted in the auditorium of the hospital by the experts in the hospital.

Some External training programs are conducted by the pharmaceutical companies. Companies like Johnson and Johnson, Huntleigh, B.D. conduct training programs to update the nurses with the recent advancement in medical technology.

Janakalyan Blood Bank conducts three to four sessions to educate and update the nurses.

Trainers of the Training Programs:

Matron conducts three to four lectures on clinical topics every month. The topics are mainly diagnosis based treatment and management of patients.
Dr Tiwari from ICU conducts lectures and demonstrations on Specialized/Critical care treatment.

Mr Amar Shinde, Biomedical Engineer conducts regular training programs for the nurses.

The Human Resource Head and the Director of Administration conduct non-clinical training programs.

**Duration of the Training Program:**

Training program duration vary from program to program. Induction training program is conducted for the whole day, while the regular lectures are conducted for one hour. All the training programs are conducte during duty hours.

**Maintenance of Training Records:**

An Attendance Record of all the training programs is kept.

The nurses are supervised by the Ward In-charge and Matron.

**Training Feedback and Evaluation:**

An appraisal report of the nurse is prepared and submitted to the Human Resource Department after three months of Induction.

A positive appraisal is helpful in giving the nurse a permanent job in the hospital.

Appraisal is conducted every year and increments are given accordingly.
**C. Sancheti Hospital**

**Authorities contacted:**

Nursing Head: Mrs Varsha Unawane

Nurse Educator: Mrs. Sindhu Praveen Doddannavar

Sancheti Hospital follows the standards set up by NABH. NABH conducts regular audits of the hospital.

Training Program Calendar is prepared for the month by the Nurse Educator and with final approval from the Head is put up on the notice board along with the circular. *(Annexure 5.11)*

A proper mix of In-service nursing topic and NABH topics are introduced in the training program.

The different types of training programs conducted at Sancheti are:

Induction Training: All new nurses have to undergo Induction training program. Induction Training program is conducted in Sancheti for five days which includes introduction to the organization and its mission and values, the basic knowledge and clinical skill set that every nurse should have, NABH and soft skill training *(Annexure 5.12)*

Basic Skill Set Training is the training given to all the nurses. *(Annexure 5.13)*

Specialty/ critical Training like the Casualty, ICU, Fire Management and Operation Theatre is provided for the nurses working in the departments.

“Code Blue” training includes duties, responsibilities in case of high emergency alerts, reaching the patient within 30 seconds, supporting the patient, collecting emergency equipment etc.

“Communication” Training imparted to nurses is exclusively for the purpose of effective communication with patients and their relatives.
“EOL- End of Life Care” Training, a sensitive and important training, is imparted to each and every nurse, where the nurse is trained to handle the Death Procedure Care right from informing the relatives of the patient to filling up all the necessary documents.

“NABH Topics” training is specially conducted by the nurse educator to familiarise the nurses with the stringent protocols of NABH, which are very essential for accreditation (Annexure 5.14)

Methods of training:

Most of the training programs are conducted in the hospital’s CMR (Clinical Meeting Room)

Lectures, role-plays, demonstrations, visual aids, case studies, group discussions, posters are used to make the sessions interesting and effective

Three to Four special sessions per month are conducted by External Experts

Trainers of the Training Program:

The training programs are mainly conducted by the Nurse Educator Mrs. Sindhu Praveen, Ms. Shaila from Biomedical dept, Sr. Archana -ICN

External training programs are conducted by pharmaceutical companies like Arjo Huntleigh,3M, Smith and Nephew etc.

Duration of the Training Program:

Daily training sessions are conducted between 1pm to 2pm for the nurses on afternoon duties while 3pm to 4pm sessions are for the nurses who have completed their morning duties.

Maintenance of Training Records:

Records are maintained for the training programs conducted and the attendance recorded for the programs.

Individual nurse training record about the sessions attended by the nurse is also maintained and signed by the nurse educator (Annexure 5.15)
Training Feedback and Evaluation:

Pre-test and Post-test theoretical test is conducted for each session. (Annexure 5.16)

A Revision Test is conducted at the end of every month on the topics conducted in the month (Annexure 5.17)

Different competitions and appreciation programs are held for staff engagement and motivation

Nursing Competency Exams are held every six months which include a written exam, orals, viva (practical) and IT proficiency

Appreciation:

Nurses are appreciated by putting up their names on their notice boards for their active involvement and learning in the training programs (Annexure 5.18)

Incentives and Increments in salary are made based on the evaluation in the nursing competency exams.

Nurses can apply for certain privileges based on their training and experience. (Annexure 5.19)

Financial motivation and public appreciation help to make the training programs successful

Resistance:

There has been very less resistance to training in Sancheti Hospital.

Slight resistance to change has been found in the senior nurses and also due to the heavy work load in few departments.

The nature of topics taken during the training has been motivation for the nurses to promote learning.
5.3.2 Analysis of Interviews- Public Sector Hospitals

5.3.2.1 Central Government

Sassoon Hospital

Authorities contacted:

Dean Dr. Ajay Chandanwale

Matron Mrs. Rajashree Korake

Nurses of Sassoon Hospital would like a change in attitude and behavior of the people and nurses themselves towards the nursing profession. Perceiving the nursing profession as secondary and of less importance is not going to allow for advancement in the profession.

All the nurses are enthusiastic and interested in learning but they do not have proper guidance or training. The nurses believe that proper training will help improve and their knowledge, develop interpersonal skills and motivate them to provide quality care to the patients.

Some nurses have been working for more than 5 years but not selected for any training programs yet. They have applied for all the training programs but not selected for any of them. The nurses who have been in service for more than 20 years and are now ward-in-charges have attended more training programs.

Most of the nurses do not know the basis on which nurses are selected for the training programs. Senior nurses do not have upgraded theoretical knowledge and junior nurses do not have practical knowledge because of lack of training programs

A few nurses have attended various external training programs of their interest with their own funds
Nurses have to settle for the wards they get posted in. They are not posted as per their interest of specialization or training and hence are not able to perform their best.

The nurses are sent to specialized wards like ICU, OT without any training. So, valuable time and effort is lost in the initial phase of confusion of the nurse, in the new department.

The class of patients coming to government hospitals being poor and needy, especially ones with fatal illnesses like cancer, it is very stressful for the nurses to demand financial settlement from them.

No fixed protocols are setup for emergency situations. Nurses have no authority to attend to patients in case of emergency and the golden hours of patient pass without treatment.

With the rise in new viral communicable diseases like dengue, chikungunia, swine flu etc., and the nurses feel inadequate as they are not trained to handle these situations

**Types of Training in Sassoon:**

Induction Training: Only one day- Introduction to the wards. Many nurses with internship from Sassoon have not received Induction training too. Orientation program did not provide any new information to nurses who have studied at Sassoon’s nursing school.

Commonly arranged training programs by the Government are for HIV and TB, Bio- Medical Waste management.

The one day training program HIV arranged in Sassoon Hospital is inadequate while the external programs of HIV organized at Panchgani and AFMC are interesting but very hectic.
Such need based training is also not received by all the nurses. Those who have received these basic trainings have had the opportunity only once in their service time. A few have attended these programs twice.

A few Ward In charges have case study presentation of patients for their ward nurses

MS-CIT – computer training program has been provided to all the nurses

The short lectures that are held in house are impromptu and only one person from each ward is sent for the lecture. So not all the nurses get the benefit of the training session

IGNOU arranges lectures but the nurses cannot attend them as duty hours get compromised. Sometimes the lectures conducted in the afternoon cannot be attended by the nurses

Neonate and Baby management training is provided to nurses working in NICU

Currently In house Training programs are started for the nurses called In-Service training By Matron Rajashree Korake

Duration: One day training program

Subjects: Stress management, Basic Ayurveda, Medico legal law, Material Management, Bio Medical Waste Management, Communication skills

The effort made by Matron to take initiative is commendable but the number of topics covered in one day does not leave much chance for the topics to be covered in details

External training programs are of much better quality than In house training programs

External training is conducted by a few companies like Johnson and Johnson, Chelaram Institute, Cipla, Ethicon etc. These companies organize training for nurses as per their departments.
Stroke Management, Diabetes Management, CA patient management, Mother and Child care, Cardiac Care, Immunization, Breast feeding, Infection control, Gerontology, Palliative care are some of the main topics of Training.

Most of the nurses who have to balance a family life with work life wish that better training programs are held in the campus of Sassoon hospital while some nurses prefer the external training programs as they enjoy the change from routine duties and the monotony.

**Preferred Methods of Training:**

Nurses would like to have 3 to 4 lectures per week with visual aids and interactive sessions for an hour, during duty hours.

Senior nurses have practical experience and junior nurses have more updated theoretical knowledge. Group discussion and interactive sessions involving exchange of knowledge will help the nurses perform better as a team.

Case study method is also preferred.

Nurses would like to have topics for self-study with presentations. They would also like to know various methods and media for updating their knowledge as they are not aware of the advances in technology and medicine.

Senior nurses who have trained not been trained in English prefer to learn with the mix of the regional and national language along with English.

**Evaluation of Training:**

"Pre-Test" before the training program and "Post-Test" after the training program is the only method used for evaluation of the training program.

**Opinion of Sassoon Nurses with Private hospital experience:**

Induction training has been intense in private hospitals for 5 to 10 days so nurses find the Induction program in Sassoon Basic and inadequate.
BLS- Basic Life support, Cardio pulmonary resuscitation, Infection Control, Fire-fighting training given in every private hospital

Many nurses have worked in hospitals which are NABH accredited. They are familiar with the standards of NABH and find the lack of implementation of such standards in Sassoon.

Training is conducted regularly in private hospitals with the help of visual aids, lectures, GD.

To make independent decisions on the basis of knowledge is encouraged in private hospitals whereas there is no authority to the nurses and rote work and technicalities are given priority. Nurses have to wait for doctors for procedures which the nurses could do independently in private hospitals.

Excellent and advanced knowledge received in private hospitals during training programs cannot be used in government hospital which is not yet upgraded with recent technology and machinery.

**Ward In-charges opinion:**

The Ward Incharges would like to have proper training in Ward Management to perform their duties efficiently when they are assigned the job.

The BSc nurse graduates from Sassoon are preferred during selection for vacant posts whereas the ward Incharges opinion is that GNM and ANM diploma holders should also be given preference. The reason cited by these ward Incharges is that the graduate nurses are not practical- trained to handle basic bedside nursing care of patient like sponging, managing oral hygiene, changing bed sheets etc.

**Setbacks:**

The training program projects are not continued till all the nurses are trained. So all the nurses cannot avail the benefit of the training programs
There are a few specialized courses like psychiatry, pediatric ICU but the procedure of getting permission for admission is lengthy and paid leave is not available for the nurse who wishes to study.

Patients to nurse ratio is skewed so that nurses do not have any time to practice new knowledge learnt or improving on their skills.

Routine Job stress and work load does not allow for implementation of new knowledge

There is a gap between learning and actual work situation implementation as conducive atmosphere is not present

Along with clerical work like maintaining registers of inventories, patient admission and discharges, bills etc. they have to duplicate work again by making the same entries in the computers which gives less time with patient. Hence bedside nursing care of patient like cleaning, making beds, mouth wash suffers.

Management of wards takes up more time than actual nursing of patient

Selecting the wrong candidate for the training program makes the whole effort futile. For example-Some external training programs like HIV program in AFMC had lectures only in English which the senior nurses found difficult to comprehend. Also the knowledge was not applicable to the government hospitals. The group selected for the training program was a mix of senior and junior nurses which brought about knowledge disparity among the students too.

Recommendations:

Induction and Orientation should be more structured and in details to help the new nurses get comfortable with their work surroundings.

Training should be arranged so that all nurses can get the opportunity to attend sessions.
Knowledge of Advanced Nursing Care is required by all the nurses as the nurses feel that there should be an improvement in the standard of nursing care.

Refresher courses are necessary for all the senior nurses as well as revision of basic studies like Anatomy, Physiology for all the nurses.

They would like to receive training on the subject of the department they are transferred to.

Knowledge up gradation required as most nurses feel that they are not aware of the current changes in the medical field.

Nurses would like to learn about operation of new medical equipment like ventilators, syringe pumps and have more technical information.

Technicians should be appointed to handle computer data entry of patients.

Nurses should be encouraged to attend conferences and the hospital should help provide sponsorship.

‘Diagnosis based nursing care’, treatment and drugs knowledge update from expert consultant doctors necessary.

Case presentation by nurses will help in compulsory involvement in studies and also be interesting to the other nurses.

Intimation of the training programs and the content if intimated to the nurses well in advance will help the nurses to prepare for the training program.

Specialized/Critical care training like ICU, Operation Theatre, Emergency and Trauma care, Burns care training are highly needed by the nurses.

Some nurses would like to have more knowledge on Ayurveda as there is an Ayurveda department in Sassoon Hospital.

Due to the sheer large number, the hospital cannot send all the nurses for external training programs; it will help if the nurses who have attended the
training program be given a platform to share their knowledge with other nurses.

In non-clinical subjects, personality development, stress management, time management, communication skills, medico-legal laws and work life balance are the topics that most of the nurses would like to learn more about.

Duration recommendation—once a week one to two hours, 2 days 6 to 8 hours, 1-2 days 3 to 4 hours

**Career Opportunities:**

Promotions in Sassoon and all government hospitals are based on seniority. The number of years put in Sassoon hospital service helps the nurses become Ward In-charges.

BSc, MSc nurses with work experience in Sassoon are eligible for the post of Matron.

Nurses would like the opportunity for improvement in career and they would like to have training programs to support it.

Nurses would like to follow the USA pattern of nursing care in India which can introduce the concept of Nurse Practitioners in India

5.3.2.2 Municipal Corporation Hospitals

Kamala Nehru Hospital, Naidu Infectious Disease Hospital, Sonawane Hospital

All the nurses in Municipal Corporation Hospitals are enthusiastic and interested in learning but they do not have proper guidance or training. The nurses believe that proper training will help improve and their knowledge, develop interpersonal skills and motivate them to provide quality care to the patients.

HIV and TB special topics trainings are the only training programs sponsored and conducted by the Municipal Corporation for the nurses.
Few nurses, who have been working with hospitals for many years, have had the opportunity to train in topics like Communicable and Non-communicable diseases, Vaccinations, ECG, Ante-natal and Post-natal care.

Some nurses have been working for more than 5 years but not selected for any training programs yet. Most of the nurses do not know the basis on which nurses are selected for the training programs. List of the names of nurses selected for the training program are sent from the Corporation head office.

Nurses work in the same department for years. There is no transfer to other departments. So every nurse is familiar with only the particular department. Shortage of staff in a particular department cannot be compensated by staff from other departments as there is skill deficiency.

Nurses in Corporation hospital are well aware of their lack of knowledge in comparison with their private hospital counterparts.

Understaffing in Corporation hospitals, with heavy workload, make the nurses aim towards completing their work, rather than giving their work its best. Hence emotional and job satisfaction score very low with these nurses.

**Setbacks:**

Understaffing prevent the nurse from attending any kind of training program as they are not granted leave from their duties.

Interested nurses have to fund their own training programs as well as take unpaid leave from their duties. This puts a financial burden on the nurses.

Patients to nurse ratio is skewed so that nurses do not have any time to practice new knowledge learnt or improving on their skills.

Unavailability of advanced technology and machines in corporation hospitals with lack of training is major demotivating factors for the nurses.

Specialized care / Critical care units like ICU, CCU, Acute emergencies and complication management facilities are not available in Municipal Corporation.
Hospitals. Such patients are transferred to Sassoon Hospital and precious patient-lives saving hours are lost. This leaves the nurses frustrated.

Politics and undue influence of authorities are a major source of dissatisfaction for the nurses and create a state of unrest among them.

**Recommendations:**

Would like to have more In-Hospital training programs.

Knowledge upgradation required as most nurses feel that they are not aware of the current changes in the medical field.

All nurses would like to receive training in the machinery available in the hospital as optimum utilization can be made for e.g. The mammography machine remains unutilized in Kamala Nehru Hospital as only one nurse is trained for operating the machine.

They would like to receive training on the subject of the department they are transferred to.

Induction and Orientation should be more structured and in details to help the new nurses get comfortable with their work surroundings.

Refresher courses are necessary for all the senior nurses as well as revision of basic studies like Anatomy, Physiology for all the nurses.

Conference of nurses from different hospitals required. This will improve communication and discussions will help in solving problems.

‘Diagnosis based nursing care’, treatment and drugs knowledge update from expert consultant doctors necessary.

Most of the nurses are interested in Stress Management Training.

Any training program which will upgrade the knowledge of nurses is welcome by the nurses.