

Hospital Management and Labour

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MANAGING involves coordination of resources and needs to accomplish organisational objectives. It is through the co-operative efforts of people that monetary and material resources are utilized most effectively. Administrators perform several essential and unique functions which distinguish them from other people with professional training such as doctors, engineers and scientists. In various degrees administrators undertake risks and handle uncertainties, plan, innovate, coordinate, administer and control and supervise. The essence of Managerial process or administration therefore is planning, innovation, coordination, administration and control.

Like any other undertaking Hospitals are also a big business and no longer an act of charity. With the rapid improvement in the standards of living the expectancy for better health service has also gone up. To fulfil these expectations it is not only the good quality of Medical Personnel viz. Physicians or Surgeons who can make success of a Hospital but also equally important is the management of its affairs. As the size of a hospital grows its management also becomes correspondingly complex.

For healthy management of a hospital proper selection of its personnel is very essential. For selection first interview may be conducted by a junior in the Personnel Deptt. to be followed by the selection board. While selecting a candidate his previous employment history and qualifications should be checked scrupulously. If a candidate has had an experience which is most inconsistent with the future job requirements it will be rather risky to select such a person. For hospital jobs one thing must be borne in mind that the person has tolerance for others and has politeness of tongue, because he will be required to deal with sick people. Patients not only require medi-

cines to cure but also need a sympathetic personnel to look after them.

Another factor which helps in good management of hospitals is a well defined and regulated induction and training programme. It should be properly conducted by the competent persons. Training is not something which is done once to new employees. It should be a continuous process in every well-managed hospital. Every time you get some one to do work the way you want you are training. Every time you give directions or discuss a procedure, you are training. The new employee should get general information about the hospital, its policies, procedures, rules, regulations that will effect him and also about the job which he will undertake. He should also be made aware of the promotional avenues. All this information should be communicated to him in a way that can help him feel at home in his new work environments as quickly as possible. The new employee should be instructed in the requirement of the specific job he is to perform. A bye product of such induction programme is that accident, spoiled work and damage to equipment can be kept to the minimum by well-informed employees. He should not only be well-conversant with technique of his jobs but should know how to behave and deal with patients. A friendly welcome will infuse confidence in him and shall induce him for better performance. Better human relations should be the guiding factor in the day to day performance of duties of Hospital employees.

Fair wages also determine better performance of job to a good extent. If wages and salaries are adequate the morale of workers shall be higher though other factors also affect his morale. The general level of wages should not be in contrast with the level in the comparable organisation in the

area. Wages are generally conditioned by financial resources, cost of living and Government regulations. While determining any wage policy these factors have to be borne in mind. The relationship of wages and salaries paid to different jobs is quite important for good personnel relations.

For better management of its personnel the hospital should evolve simple and effective grievance procedure. Dissatisfaction felt by the employees, if they were all made known to the management might be the most significant in organisational health. Unless employees have confidence that the procedure for handling complaints and grievances will bring prompt and fair action many complaints will be suppressed by resentful employees. It cannot be assumed that what is unknown to the management is necessarily unimportant. A suppressed complaint may be more damaging to morale and discipline than one which has been arrived through an orderly procedure. Ultimately a satisfied worker is more likely to render a satisfactory service to the sick for whom every one has to strive.

There has been steep fall in the discipline standards among the hospital employees in the country in the recent past. This should provoke serious thought for those upon whose shoulders lie the burden of running big hospitals. It is a debatable subject and opinions and views differ according to the varied experiences of Hospital administrators. Growth of Trade unionism and its wrong use has been one of the important causes for progressively deteriorating discipline especially among lower trade categories of hospital staff. Unfortunately the unionism have not been healthy in this field and evils of industry have cropped up in the hospitals as well. Besides taking other remedial measures I would like to emphasise that the supervisory staff should know the art of counselling to discipline a delinquent employee in private instead of ridiculing him in the

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