Hospital Management and Labour

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MANAGING involves co-ordination of resources and needs to
achieve objectives. It is through the co-operative efforts of people that
monetary and material resources are utilized most effectively. Admin-
istrators 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, coordina-
tion, administration and control.

Like any other undertaking Hospitals are also a big business and
no longer an act of charity. With the rapid improvements in the
standards of living the expectancy for better health service has also
gone up. To fulfill 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 manage-
ment 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 can-
didate 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 someone 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 affect 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
byzantia of such induction pro-
gamme 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 relation-
ship 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 effective 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 com-
plaint 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 Hos-
pital administrators. Growth of Trade unionism and its wider 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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