



## **SRI LAKSHMI MEDICAL CENTRE AND HOSPITAL**

**18/121 MTP Road,**

**Thudiyalur, Coimbatore – 641 034.**

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## **CONTROL OF THE MANUAL**

The holder of the copy of this manual is responsible for maintaining it in good and safe condition and in a readily identifiable and retrievable.

The holder of the copy of this Manual shall maintain it in current status by inserting latest amendments as and when the amended versions are received.

HR Manager – Human Resources Department is responsible for issuing the amended copies to the copyholders, the copyholder should acknowledge the same and he /she should return the obsolete copies to the HR Manager.

The amendment sheet, to be updated (as and when amendments received) and referred for details of amendments issued.

The manual is reviewed once a year and is updated as relevant to the hospital policies and procedures. Review and amendment can happen also as corrective actions to the non-conformities raised during the self-assessment or assessment audits by NABH.

**The authority over control of this manual is as follows:**

<b>Preparation</b>	<b>Approval</b>	<b>Issue</b>
HR Manager, Human Resources Department.	Chairman, Sri Lakshmi Medical Centre & Hospital.	Accreditation coordinator

The procedure manual with original signatures of the above on the title page is considered as ‘Master Copy’, and the photocopies of the master copy for the distribution are considered as ‘Controlled Copy’.

**Distribution List of the Manual:**

<b>S.No.</b>	<b>Designation</b>
1	Chairman
2	Human Resources and Development Department
3	Accreditation Coordinator

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## **1.0 INTRODUCTION:**

Human Resource Management requires good planning of human resources while at the same time use the human touch, expertise, and commitment towards ensuring productive use of human capital while at the same time motivating the employees to make them give their fullest potential towards patient care activities in the Hospital.

## **2.0 PURPOSE:**

- 2.1** To plan the right mix of manpower for the Hospital in line with the volume of scope of the services being provided by the hospital.
- 2.2** To recruit competent people with a positive attitude towards organization and customers, and have the capability to guide or work in a group to achieve the goal of the hospital.
- 2.3** To ensure that employees are selected, trained, promoted and treated on the basis of their relevant skills, talents and performance without any discrimination as per the requirement of the organization.
- 2.4** To provide a clean, safe, healthy, professional and enjoyable working environment.
- 2.5** To motivate employees through reward system and build confidence among staffs.
- 2.6** To provide training and development for all the employees to enable them to achieve the highest level of skills possible and provide job satisfaction to a large extent.

## **3.0 SCOPE OF THE DEPARTMENT:**

### **3.1 This manual covers the following:**

- 3.1.1** Manpower planning
- 3.1.2** Recruitment and selection, and placement
- 3.1.3** Joining induction
- 3.1.4** Training & Development
- 3.1.5** Promotion and incentives
- 3.1.6** Employee Health care & Occupational Hazards
- 3.1.7** Employee personal file maintenance

## **4.0 ABBREVIATIONS:**

- 4.1 NABH:** National Accreditation Board For Hospitals And Healthcare Providers
- 4.2 HR :** Human Resources
- 4.3 IT:** Information Technology



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## **5.0 DEFINITIONS**

**5.1** Human Resources Department: Shall mean the 'Department having charge of the HR function of the hospital'.

## **6.0 PLANNING AND POLICIES:**

**6.1 Planning:** Manpower Planning is done in the hospital taking in to account the services scope, the volume of out patients, Emergency patients and Inpatients, based on the past. This also takes in to account the periodical staff turnover. The Chairman analysis at the beginning of every year such manpower requirements of various categories of staff – Clinicians (full time), Clinicians (On Call), Nursing staff, other paramedics – technicians for Diagnostic Labs, Medical records department, Administrative staff, Front office staff, Maintenance staff, Housekeeping staff (both in-house & contractual), other hospital workers, etc.

### **6.2 Workforce Planning (Non-Medical):**

**6.2.1** Responsibility for manpower planning for the hospital rests with HR department and the management ensures availability of the right mix of manpower required to provide quality healthcare services taking in to consideration the patient load, number of beds, number and type of procedures, type and level of care, specializations, infrastructure etc.

**6.2.2** The assessment of manpower requirement in each department/division is periodically reviewed depending on increase or decrease of workload, technological changes or any other relevant factor.

**6.2.3** In case any new staff is required to affect continuity of care either directly or indirectly, the same is communicated to the Chairman through Human Resources Manager, who is responsible for the approval and provision of the required manpower.

**6.2.4** On approval by the Chairman, these manpower plans will constitute sanction for creation of posts including posts of trainees and form the general basis of recruitment according to the need of staff in each department.

### **6.3 Manpower Planning (Recruitment, Selection & Induction):**

**6.3.1** While merit would be the main criteria for filling up a vacant position, seniority and past performance shall be kept in mind.

**6.3.2** For filling up position at higher levels, employees of the Hospital shall be given preference and would be considered before outside sources are tapped.

**6.3.3** The mix of the employees shall be cosmopolitan.

**6.3.4** The best available talent would be absorbed without giving any consideration to region, religion or race.



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**6.3.5** All recruitment along with the chairman shall be done through the HR Department.

**6.4 Induction Policy:**

- 6.4.1** To ensure that a new employee settles down smoothly into the hospital so that he/she reaches standard level of performance as soon as possible.
- 6.4.2** It gives maximum relevant information to the new employees in shortest time.
- 6.4.3** It eliminates the feeling of the uneasiness, apprehensions etc. in the new employee.
- 6.4.4** It enhances the image of the hospital as people friendly.
- 6.4.5** It helps reducing the turnover of the employees.

**6.5 Training Policy:**

- 6.5.1** Training is the process of imparting necessary knowledge, skills and attitudes to the employees to enrich their existing knowledge, skills and attitudes, and develop newer ones.
- 6.5.2 Induction:** This training is provided to all the new recruits at the time of joining. This training generally introduces the employee to the hospital's quality policy, Vision, Mission, hospital policies and procedures, employees Job Description etc.
- 6.5.3 On Job Training:** On-job training is imparted by the department leads. The training includes management of various risks associated with the care environment. Nursing staff, OT/ICU staff, housekeeping staff, laboratory staff, imaging dept. staff etc., are trained on infection control practices that include needle stick injury, hand wash practices, use of appropriate personal protective equipment's (PPEs), injection & infusion practices and bio-medical waste management practices.
- 6.5.4 Change of Department/Rotation /Transfer:** Training is imparted to the employee at the time of Change of Department/Rotation /Transfer to other department in order to make him familiar of the new department, roles and responsibilities of the employee and equipment etc.
- 6.5.5 Advancement/introduction/change in Technology / equipment:** All concerned employee will be provided training to upgrade them to such situation. In case of installation of new equipment training is also provided by the Service/installation Engineer to all the concerned staff.
- 6.5.6 Mock Drills:** Mock drills will be conducted twice in a year for different category of employee to provide them practical experience of handling critical situations such as various Emergency Codes like fire, bomb threats, mass casualties, etc.
- 6.5.7 Training Methodology:** Training shall be done by issuing manuals to the employees. Basic training manual is issued to every class of employee. The training is documented in



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training formats for each employee, dated and duly signed by the employee and the HR Personnel.

**6.6 Sexual Harassment Policy:**

- 6.6.1** The Hospital policy is to totally prohibit any form of sexual harassment in the way employees behave with each other.
- 6.6.2** This applies equally to relations between superior and subordinates as well as between peers.
- 6.6.3** Any incident of sexual harassment will be viewed extremely serious.
- 6.6.4** A complaint or report of sexual harassment will be immediately investigated and appropriate action will be taken against the offending employee or employees.
- 6.6.5** Such action will depend on the nature and seriousness of the offense and will include strict disciplinary action including termination of service.


**6.7 Attendance & Working Hours:**

- 6.7.1 Working Hours:** Employee in all departments / sections of the Hospital shall work for 70 hours a week which includes their tea & lunch breaks.
- 6.7.2 Attendance:** All employees working in the wards shall punch their Attendance to the manager.
- 6.7.3 Punctuality:** All employees are expected to report for work as per the duty timings allotted. For those who report late for more than 30 minutes three occasions, every third occasion of late coming will count the loss of one leave. For those who report late for more than 35 minutes, will be considered as half a day leave.
- 6.7.4 Identification:** All the employees are required to display the Identity Cards on their person while on duty.
- 6.7.5 Absenteeism:** Unauthorized absenteeism in the Hospital results in disruption of the work in the Hospital besides making an employee liable for disciplinary action. In case of habitual/ unauthorized absenteeism the management shall take suitable disciplinary action in accordance with the law.

**6.8 Employee Personal Record Policy:**

- 6.8.1** An employee's personal file is maintained by the HR department.
- 6.8.2** The employee can access to his / her Records by a written Request to the HR Manager-HRD & Personnel.
- 6.8.3** Once an employee leaves the organization or on cessation of his/her employment, the employee's file will be labeled as Ex-employee file.



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## 7.0 PLANNING AND PROCEDURES:

### 7.1 Workforce Planning:

### 7.2 Classification Of Employee:

### 7.3 Annual Manpower Planning (Recruitment, Selection & Induction):

**7.3.1** Manpower requirements of each department/section of the Hospital shall be determined and done. The manpower requirements so arrived, after approval of Chairman/HR Manager-(HRD & Personnel) shall constitute the approved strength of the department/section and shall form the basis of manpower planning of the department/section. All recruitment shall be as per the approved strength of each department/section.

**7.3.2** Care must be taken that all recruitment exercise is done at a minimum cost and time.

**7.3.3 Interview Call:** All interview call shall be done through the telecom communication by HRD Department.

**7.3.4 Selection Process:** Shortlisting of all 'CV' shall be done by the HR Department with active involvement of the Departmental Head. While recruiting manual employees their physical attributes shall be taken into consideration. Only those candidates, who fulfill the pre-defined minimum physical attributes, shall be recruited. All arrangements for interviews shall be carried out by the HR department with involvement of Chairman/HR Manager-(HRD & Personnel).

**7.3.5 Appointment Letter:** The selected candidate will be issued a letter of intent immediately on his selection. A detailed appointment letter would be issued preferably after receiving the favorably medical reports. Acceptance of appointment would be obtained on the duplicate copy of the appointment letter before a person joins.

**7.3.6 Joining Formalities:** Every employee on joining would be required to fill up the following forms: Employee Application Form. P.F. Nomination Form. Two Passport size photograph. Selected candidates should submit complete CV with proper address. Selected candidate should submit all certificates, should be verified with all original certificates.

**7.3.7 Probation:** All employees would be appointed on probation of Six months. During this period performance would be reviewed. The performance review shall be initiated by the General Manager (HRD Department). Confirmation of the services of employees would be done only after successful completion of the probation period. In case the employee's performance does not meet the desired level, his probation may be extended for a period of Six Months/Twelve Months.

**7.3.8 Reference Checking:** The HRD Department will verify the information submitted by him in the application, from previous employer of the new employee.



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**7.3.9 Employees' Rights And Responsibilities:**

**7.3.9.1 Employee Rights**

- 7.3.9.1.1 To be aware of the hospital wide policies.
- 7.3.9.1.2 To be treated considerably and respectfully without any discrimination.
- 7.3.9.1.3 To be aware of the terms and conditions of his/her employment before joining the organization.
- 7.3.9.1.4 If any one believes that he/she has been the victim of any kind of harassment, or knows of another employee who has the right to, report it immediately to the HR Department.
- 7.3.9.1.5 To seek clarity on the targets to be achieved and the roles/responsibilities associated with the task to be performed.

**7.3.9.2 Employee Responsibilities**

- 7.3.9.2.1 Employees are expected to work on their duty hours to support the Hospital's 24\*7 operations and are also required to work overtime when the workload necessitates.
- 7.3.9.2.2 Employees shall be responsible for the equipment allocated to them and maintain it in accordance with the standard operating procedures.
- 7.3.9.2.3 Employees are expected to maintain proper discipline, professional ethics.
- 7.3.9.2.4 Employees are expected to plan leave well in advance and if unable to report to work on schedule he/she shall intimate to the department head.
- 7.3.9.2.5 Employees are responsible to maintain complete confidentiality of patient's informations.
- 7.3.9.2.6 Employees shall be encouraged not to converse in their local vernacular language while in patient contact areas.
- 7.3.9.2.7 Employees are expected to maintain proper dress code.



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7.3.9.2.8 Employees shall devote their time exclusively for the work assigned to them and do not engage in unwanted activities.

- 7.3.10 Duty Hours & Shift Working:** The rules regarding hours of work, shift, weekly holidays and rest intervals, etc. shall be in accordance with the law applicable to the establishment and as specified by the Management. The provisions regarding period of duty and hours of work of each category of employees and each shift will be fixed by the HRD Dept. and the same are liable to be altered from time to time either to suit the Administrative requirements of the Hospital or to ease the pressure of work, as the case may be. No employee shall change his shift without orders and permission from the Departmental Head. Such change may be made either temporarily or permanently.
- 7.3.11 Attendance:** An employee has to punch his attendance while coming on duty and while leaving from duty. No employee shall mark attendance for another employee. After marking the attendance every employee shall present himself in uniform where provided, and keep himself ready for work in his/her respective department at the appointed time. An employee who does not report for duty at the appointed time will be considered as late.
- 7.3.12 Promotion:** The Management will promote only qualified and eligible employees to higher positions when vacancies arise in such higher cadre. Promotions will be effected strictly on the basis of merit, efficiency, and suitability for Para-medical staff and for other categories wherever applicable on the basis of past record of service, performance, requisite skills, seniority and state of health and suitability of the employee. The suitability of an employee for promotion will be decided solely by the Management. Upon promotion or regularization, the employee will be granted such benefit and increase in wages as may be decided by the management. The management's decision on promotions shall be final and conclusive.
- 7.3.13 Redressal of Grievance of Employees Against Unfair Treatment:** All complaints arising out of employment including those relating to unfair treatment and wrongful application of these service rules shall be submitted to the Chairman. The employees shall exhaust the above procedure before resorting to any legal remedy.
- 7.3.14 Hospital Safety Rules:** The only way to do a job in the Hospital is the safe way. Urgency is not a justifiable excuse for neglecting safety. Know your job thoroughly, when in doubt, do not indulge in guesswork, ask your supervisor. Do not handle or operate machinery, tools and equipment's without authorization. Be alert and observe keenly. Report immediately any faulty equipment, unsafe condition or act, and defective or



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broken equipment. Do not try amateur repair. Stay physically and emotionally fit for work by maintaining good health and a proper diet. Abstain from alcoholic drinks. Take sufficient rest and practice cleanliness. Personal hygiene is important. Wash your hands often in many areas of the Hospital. This is absolutely necessary. Wear proper uniform or clothing for your job: Neither too tight nor too loose. Tight clothing does not permit freedom of movement, while loose one runs the risk of getting entangled. Jewelry and high-heeled footwear may be hazardous. Prevent the spread of infection and contagious disease. Cooperate with the Hospital infection control committee by observing established procedures. When you are ill with an infectious disease, report to the doctor immediately and stay at home. Walk, not run particularly when you are carrying delicate, breakable article or instrument. Be extra cautious at the corridor intersections, in front of swinging doors (especially when they do not have view panels), as blind corners and in congested areas. If you see some foreign material, loose wire, oil spill, etc., on the floor that may cause an accident, make sure it is removed as once. Never indulge in horseplay or practical jokes involving fire, acid, water, compressed air and other potentially dangerous things. Pay attention to all warning boards. Their signs caution you about dangerous and hazards that may cause injury or harm. For example, smoking in an area where oxygen is being administered or oxygen cylinders are stored. Be familiar with your work procedure. All departments have within work procedures that include safety practices at work and handling equipment's. Always remember to use handrails on stairways. They are there to ensure your safety and are meant to be used by all, not just the sick and the old. When you want to reach overhead objects, always use a good ladder. Do not climb on chairs or boxes.

#### **7.4 Employee Personal Record:**

##### **7.4.1 Employee's Personal Records contains:**


**7.4.1.1** Employee Detail Form With Photograph

**7.4.1.2** Appointment Order Photocopy

**7.4.1.3** Employee Biodata / CV.

**7.4.1.4** Employee documents supporting his/her Educational Qualification in the order- Matriculation, Inter, Degree, Post-Graduation, Professional courses,

**7.4.1.5** Employee Health Record.

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## 8.0 RECORDS:

**8.1** All the below mentioned records shall be maintained for one year in the HRD and destruction shall be done by the Medical Record department after getting approval from the management.

<b>S.No</b>	<b>Title</b>	<b>Responsibility</b>	<b>Code</b>	<b>Retention Period</b>
1	Attendance register	HR Manager	SMCH/REG/HR/1	6 Months
2	Time attendance register	HR Manager	SMCH/REG/HR/2	6 Months
3	Training register	HR Manager	SMCH/REG/HR/3	6 Months
4	Vaccination Register	HR Manager	SMCH/REG/HR/4	6 Months

## 9.0 Occupational Health Hazard

**9.1** Vaccination: Our hospital is providing vaccination against vaccine preventable diseases (HBV) to all employees those who are working in patient care areas and have direct contact with patients. Eg: Doctors, Nurses, Laboratory staff, HK staff, Maintenance staff and biomedical engineers. The register is maintained in the HR department.