

Job Analysis-Job Description, Job Specification-Hospital Chapter 5

Learning Objectives

- Planning of Job Analysis for various departments in hospital
- Job Description and Job Specification in hospital

The basic requirement for a job

- Discipline: independent of age, post, stature, job
- Enthusiasm: innate love for the job. The drive to succeed, to innovate, to do well
- Qualification; education, vocational training courses. Burning desire to learn more.
- Soft Skills; good and smooth communication, computer skills, proficiency in language, presentable appearance

Job Analysis

- The identification of criteria necessary for successful performance in a given job
- Identifies KSAs
 - Job tasks to perform
 - Skills required
 - Abilities needed

Why Bother??

- The Job Analysis provides the foundation for almost everything HR is involved in.
 - Job Descriptions
 - Employee Selection
 - Training
 - Performance Appraisals
 - Job Classification, salary
 - Job Evaluation
 - Job Design, safety



Job Analysis

- Collecting information about job

Job Description	Job Specification –Human qualifications
Job title	Education
Location	Experience, aptitude
Job summery	Training
Duties	Judgment
Machines/tools/equipments	Initiative

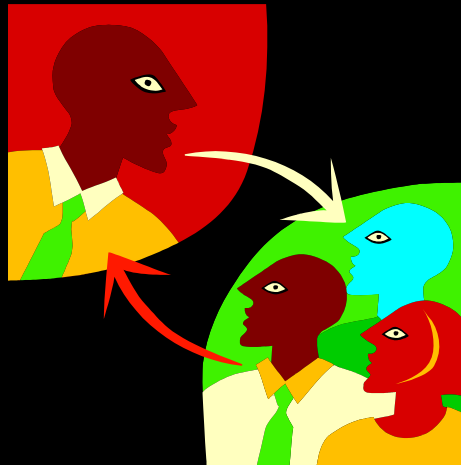
Job Analysis

- Collecting information about job

Job Description	Job Specification
Materials and forms used	Physical efforts, physical skills
Supervision given or received	Mental efforts, Responsibilities
Working conditions- indoor, outdoor, temperature, humidity, noise	Communication skills
Hazards	Emotional characteristics
Constraints, pressure of job	Unusual sensory demands such as sight, smell, hearing

Sources of Job Information

- SMEs (Subject Matter Experts)
 - people who have in-depth knowledge of specific job under analysis, job skills, and abilities
 - Job Incumbent
 - Supervisors
 - Job Analyst



Methods of Job Analysis

- ▶ Interviews

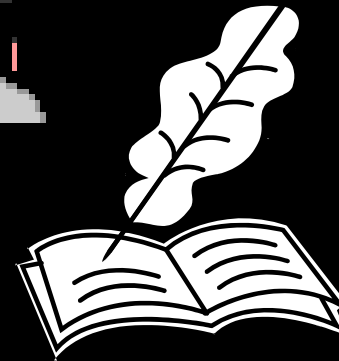


- ▶ Structured Questionnaire / Inventory

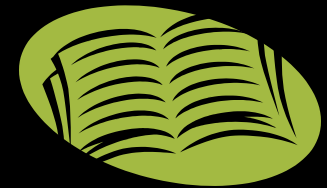
- ▶ Direct Observation



- ▶ Logbooks / Work Diaries



- ▶ Checklist, technical conference



Job Analysis : Steps



- Collecting and recording job information
- Checking the job information for accuracy
- Writing job description
- Using the information to determine skills, abilities and knowledge required for job
- Updating the information from time to time

Job Analysis : Benefits

- Info. for HRP
- Foundation for employee hiring
- T & D
- Performance appraisal
- Salary and wage administration
- Safety and health
- Employee discipline
- Work scheduling
- Career planning

Human resource requirement in a hospital

- Doctor- to- Beds Ratio- 1:5 in hospitals with medical college. General hospital: 1:10
- Nurse- to – Beds Ratio-
 - 1:3 according to Indian Nursing Council. For every 100 beds and to cover 24 hours period there should be 4 ward sisters and 30 staff nurses.
 - For fractions of 100, the staff should increase in the proportion of 1 ward sister for 25 beds and 1 staff nurse for 3 beds
 - Depends of kinds of wards, criticality of patients

X- Ray department

- In multispecialty hospital-diagnostic radiology, therapeutic radiology and nuclear medicine
- AERB regulation
- Employees needed calculated based on tasks:
 - Reception
 - Recording of history
 - Preparing the necessary papers, entry into register
 - Taking film from stock, putting the same in the X-ray cassette

X- Ray department

- Employees needed calculated based on tasks:
 - Explaining to the patient about procedure
 - Processing film
 - Sorting
 - Reporting to the radiologist
 - Typing of reports
 - Charting or dispatching report
- One senior X-ray supervisor for 7 X-ray technicians, one receptionist cum typist, one X – ray aide to fetch 25 patients from wards
- Chief radiographer and HRM decides HR needed

Physiotherapy

- Postoperative, cardio-respiratory care in orthopedic, surgical, neurological, cardiac conditions, athletic, sports, postnatal care and obstetric patients
- 1 Chief physiotherapist for 7 physiotherapists, 2 assistants, receptionist, 2 aides to fetch up-to 30 patients
- In a day, one physiotherapist can attend to 15 diathermies, or 50 ultrasonic therapy cases, or 25 infra-red treatment, or 15 ultra-violet treatment, or 15 stimulation cases, or 30 cervical traction, or 20 hydrotherapy cases, or 10 lumbar traction cases, Or 15 microwave therapy cases, or 100 wax-therapy, or 15 exercise therapy cases

Medical Laboratory

- Larger hospitals-two labs-one for indoor and one for outdoor cum emergency patients
- Pathologist in charge, chief laboratory technician, one section head over 7 lab. Technicians, secretarial and reception staff
- one medical lab. Technician can do approximately 35 tests per day
- In one day, one technician can do: 45 haematology tests, or 50 urine analysis tests or 501 parasitology tests, or 20 blood tests, or 40 serology tests, or 30 biochemistry tests, or 20 histopathology tests. When tests automated, higher number of tests can be done

Pharmacy

- Most extensively used therapeutic facility, high revenue generation
- Generally 7a.m. to 7 p.m.; medium hospitals, pharmacist on call to issue emergency medicines after 7 p.m.; large hospitals-round the clock throughout the year
- Chief pharmacist should make therapeutic committee with the help of medical superintendent. Revise the formulary at least once a year. Acts as PRO of hospital to meet medical representatives and drug inspectors

Laundry

- Provides linen to the patients and clean neat uniforms to the employees
- Collect infected and soiled linen separately from wards, labor room, O. T., Nursery, ICU, casualty.
- Process-sorting, sluicing, disinfecting, washing, extracting, mending if required, ironing and folding
- Number of personnel depends on the frequency of changing the linen in wards, the quality of linen and laundry equipment

Laundry

- One laundry operator per 25 to 30 beds, one laundry orderly for assistance per 50 to 60 beds. 30% for leave reserve. One washer can take care of 150 to 200 kg linen per day
- One shift supervisor, one laundry mechanic and one laundry clerk per shift
- Each operation in O.T.: 7 TO 8 kg soiled linen
- Each delivery in L.R.: 7 to 8 kg soiled linen
- Each ward patient: 5 to 6 kg bed linen

Food Services

- Responsibility -visiting patients, consulting their charts, menu planning, food preparation, serving, budgeting, cost control, record keeping, performance appraisal of its personnel, safety, sanitation etc.
- Qualified food service managers with diploma or degree in hotel and catering management, dietician with degree in dietetics after B.Sc. Home Science or M.Sc. Nutrition Science
- One dietary staff per 15 to 20 patients
- Dietician(one for 200 beds), food store keeper, cook, cook helpers, bearer and dish washer(one per 20 patients/ staff members), 30% leave reserve

Sanitation and Housekeeping

- Clean aesthetic and hygienic environment plays a great role in attracting the customers, their retention and their delight
- Functions:
 - Desk/control rooms-proper maintenance and operation of communication system
 - Clean rooms, clean corridors, clean wards, clean floors, fixtures, curtains, windows and toilets
 - Odour control
 - Linen-issue of proper uniform and linen to staff
 - Hospital waste disposal
 - Sanitation and environmental hygiene
 - Control of pests, flies, rodents and stray animals

Sanitation and Housekeeping

- Functions:
 - Prevention of fire
 - Infection control
 - Hospital equipment maintenance
 - Replace supplies in utility room
 - Interior decoration
 - Gardening
 - Saving electricity by switching off fans, lights, when not in use
 - Management tasks

Sanitation and Housekeeping

- Head of department-qualified trained officer with a degree in science and basic knowledge of the health care sanitation, including principles of bacteriology for the prevention and control of infection and communicable diseases
- Sanitation in charge should know about simple facts about bacteriology. Train his employees in cleaning techniques
- A sweeper can be allotted work area of 1200 to 1500 sq. feet. One sweeper per 10 beds round the clock. 305 leave reserve.one supervisor for 10 sweepers

Security

- Search for employees, vendors periodically, separate entry for employees, vendors, patients and their visitors, checking visitors' and suppliers' vehicles regularly, installing CCTV, issuing visitor passes, control for keys, safety of patients' valuables
- Special security for cashier cabin, female ward, bank extension counter, food service, store, pharmacy, O.T., psychiatric patients
- One security guard for 10 beds, one supervisor for very shift

Central sterilization and Supply Department

- The CSSD of a hospital receives, stores, processes, controls and distributes professional supplies and equipment (both sterile and non-sterile) to all departments of the hospital for the care and safety of patients. **Three locations**-soiled area, clean area and sterile area
- Objectives:
 - Promote and provide an efficient, economic and uniform source of sterile and non-sterile equipment for the care and treatment of sick
 - Provide valuable assistance to purchase dept. in the selection of goods and new products by pre-testing, quality measurement

Central sterilization and Supply Department

- Objectives:
 - Supply equipment to highly specialized units
 - Organize efficient maintenance and repair of all equipment
 - Research for quality of sterilizing processes
 - Save nursing time
 - Take active part in hospital infection control committee
 - To reduce length of stay of patients by sterilizing equipment and materials

Staffing of CSSD

- Depends on:
 - Method of collection and distribution of articles to be autoclaved
 - Number of disposable articles being used in the hospital
 - Repressible articles available for circulation
 - Bed strength of hospital
 - Size of autoclave
 - Type of hospital
- One person per 25-30 beds

ECG Department

- Staffing depends on the type of hospital, size of the hospital and the number of patients visiting the hospital
- One ECG technician for 20 ECGs in one shift
- Some other work if less no. of patients in second/third shift
- Develop rapport with patient, note down in register, setting up ECG machine, graph, cutting the graph and mounting on ECG folder, submitting to cardiologist