

Chapter 9

Human Resource Management (HRM)

Intent of the chapter

The most important resource of the organisation is its human resource. Human resources are an asset for the effective and efficient functioning of the organisation. The management plans on identifying the right number and skill mix of staff required to render safe care to the patients.

Recruitment of staff is accomplished by having a uniform and standardised system. The organisation must orient the staff including outsourced staff, volunteers, students and trainees to its environment and also orient them to specific duties and responsibilities related to their position. The organisation should plan to have an ongoing professional training / in-service education to enhance the competencies and skills of the staff continually.

A systematic and structured appraisal system must be used for staff development. The organisation uses this as an opportunity to discuss, motivate, identify gaps in the performance of the staff.

The organisation promotes the physical and mental well-being of staff. A grievance handling mechanism and disciplinary procedure should be in place.

Credentialing and privileging of health-care professionals (medical, nursing and other para-clinical professional) are done to ensure patient safety.

A document containing all such personal information has to be maintained for all staff.

Note:

The term “employee” refers to all salaried personnel working in the organisation. The term “staff” refers to all personnel working in the organisation including employees, “fee for service” medical professionals, part-time workers, contractual personnel and volunteers.

SUMMARY OF STANDARDS

HRM.1.	The organisation has a documented system of human resource planning.
HRM.2.	The organisation implements a defined process for staff recruitment.
HRM.3.	Staff are provided induction training at the time of joining the organisation.
HRM.4.	There is an on-going programme for professional training and development of the staff.
HRM.5.	Staff are appropriately trained based on their specific job description.
HRM.6.	Staff are trained in safety and quality-related aspects.

*This implies that the objective element requires documentation.

HRM.7.	An appraisal system for evaluating the performance of staff exists as an integral part of the human resource management process.
HRM.8.	Process for disciplinary and grievance handling is defined and implemented in the organisation.
HRM.9.	The organisation addresses their health and safety needs of the staff.
HRM.10.	There is documented personal information for each staff member.
HRM.11.	There is a process for credentialing and privileging of medical professionals, permitted to provide patient care without supervision.
HRM.12.	There is a process for credentialing and privileging of nursing professionals, permitted to provide patient care without supervision.
HRM.13.	There is a process for credentialing and privileging of para-clinical professionals, permitted to provide patient care without supervision.

Summary of Objective Elements

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a	Commitment	CORE	CORE	CORE	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	CORE	CORE	CORE
b	CORE	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment
c	Achievement	CORE	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	CORE
d	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	Commitment	CORE	CORE	Commitment	CORE	CORE	Commitment
e	Commitment		Commitment	Achievement	CORE	CORE	Commitment	Commitment			Commitment	Commitment	Commitment
f	Commitment		Commitment	Achievement	Commitment	CORE		Commitment			Commitment	Commitment	
g	Achievement		Commitment			Commitment							
h			Commitment										
i			Commitment										
j			Commitment										

Standards and Objective Elements

Standard

HRM.1.

The organisation has a documented system of human resource planning.

Objective Elements

Commitment a. Human resource planning supports the organisation's current and future ability to meet the care, treatment and service needs of the patient.

CORE b. The organisation maintains an adequate number and mix of staff to meet the care, treatment and service needs of the patient.*

Achievement c. The organisation has contingency plans to manage long and short-term workforce shortages, including unplanned shortages.

Commitment d. The job specification and job description are defined for each category of staff.

Commitment e. The organisation performs a background check of new staff.

Commitment f. Reporting relationships are defined for each category of staff. *

Achievement g. Exit interviews are conducted and used as a tool to improve human resource practices.

Standard

HRM.2.

The organisation implements a defined process for staff recruitment.

Objective Elements

CORE a. Written guidance governs the process of recruitment. *

Commitment b. A pre-employment medical examination is conducted on the staff.

CORE c. The organisation defines and implements a code of conduct for its staff.

- Commitment d. Administrative procedures for human resource management are documented.*

Standard

HRM.3.	Staff are provided induction training at the time of joining the organisation.
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Objective Elements

- CORE** a. Staff are provided with induction training.

- Commitment b. The induction training includes orientation to the organisation's vision, mission and values.

- Commitment c. The induction training includes awareness on staff rights and responsibilities and patient rights and responsibilities.

- Commitment d. The induction training includes training on safety.

- Commitment e. The induction training includes training on cardio-pulmonary resuscitation for staff.

- Commitment f. The induction training includes training in hospital infection prevention and control.

- Commitment g. The induction training includes orientation to the service standards of the organisation.

- Commitment h. The induction training includes an orientation on administrative procedures.

- Commitment i. The induction training includes an orientation on relevant department / unit / service / programme's policies and procedures.

- Commitment j. Staff is trained on information systems, information security, information use and management.

Standard

HRM.4.	There is an on-going programme for professional training and development of the staff.
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Objective Elements

CORE	a. Written guidance governs training and development policy for the staff.*
Commitment	b. The organisation maintains the training record.
Commitment	c. Training also occurs when job responsibilities change/new equipment is introduced.
Commitment	d. Feedback mechanisms are in place for improvement of training and development programme.
Achievement	e. Evaluation of training effectiveness is done by the organisation.
Achievement	f. The organisation supports continuing professional development and learning.

Standard

HRM.5.

Staff are appropriately trained based on their specific job description.

Objective Elements

Commitment	a. Staff involved in blood transfusion services are trained in the handling of blood and blood products.
Commitment	b. Staff are trained in handling vulnerable patients.
Commitment	c. Staff are trained in control and restraint techniques.
Commitment	d. Staff are trained in healthcare communication techniques.
CORE	e. Staff involved in direct patient care are provided training on cardio-pulmonary resuscitation periodically.
Commitment	f. Staff are provided training on infection prevention and control.

Standard

HRM.6.
Staff are trained in safety and quality-related aspects.

Objective Elements

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|-------------|----|---|
| Commitment | a. | Staff are trained in the organisation's safety programme. |
| Commitment | b. | Staff are provided training in the detection, handling, minimisation and elimination of identified risks within the organisation's environment. |
| Commitment | c. | Staff members are made aware of procedures to follow in the event of an incident. |
| Commitment | d. | Staff are trained in occupational safety aspects. |
| CORE | e. | Staff are trained in the organisation's disaster management plan. |
| CORE | f. | Staff are trained in handling fire and non-fire emergencies. |
| Commitment | g. | Staff are trained in the organisation's quality improvement programme. |

Standard

HRM.7.
An appraisal system for evaluating the performance of staff exists as an integral part of the human resource management process.

Objective Elements

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| Commitment | a. | Performance appraisal is done for staff within the organisation.* |
| Commitment | b. | The staff are made aware of the system of appraisal at the time of induction. |
| Commitment | c. | Performance is evaluated based on the pre-determined criteria. |
| Commitment | d. | The appraisal system is used as a tool for further development. |
| Commitment | e. | Performance appraisal is carried out at defined intervals and is documented. |

Standard

HRM.8.

Process for disciplinary and grievance handling is defined and implemented in the organisation.

Objective Elements

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| Commitment | a. | Written guidance governs disciplinary and grievance handling mechanisms.* |
| Commitment | b. | The disciplinary and grievance handling mechanism is known to all categories of staff of the organisation. |
| Commitment | c. | The disciplinary policy and procedure are based on the principles of natural justice. |
| CORE | d. | The disciplinary and grievance procedure is in consonance with the prevailing laws. |
| Commitment | e. | There is a provision for appeals in all disciplinary cases. |
| Commitment | f. | Actions are taken to redress the grievance. |

Standard

HRM.9.

The organisation addresses their health and safety needs of the staff.

Objective Elements

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| Commitment | a. | Health problems of the staff, including occupational health hazards, are taken care of in accordance with the organisation's policy.* |
| Commitment | b. | Health checks of staff dealing with direct patient care are done at least once a year and the findings / results are documented. |
| Commitment | c. | Organisation provides treatment to staff who sustain workplace-related injuries. |
| CORE | d. | The organisation has measures in place for prevention and handling workplace violence.* |

Standard

HRM.10.	There is documented personal information for each staff member.
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Objective Elements

Commitment	a. Personal files are maintained with respect to all staff, and their confidentiality is ensured.
Commitment	b. The personal files contain personal information regarding the staff's qualification, job description, verification of credentials and health status.
Commitment	c. Records of in-service training and education are maintained.
Commitment	d. Personal files contain results of all evaluations and remarks.

Standard

HRM.11.	There is a process for credentialing and privileging of medical professionals, permitted to provide patient care without supervision.
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Objective Elements

CORE	a. Medical professionals permitted by law, regulation and the organisation provide patient care without supervision are identified.
Commitment	b. The education, registration, training and experience of the identified medical professionals are documented and updated periodically.
Commitment	c. The information about medical professionals is appropriately verified when possible.
CORE	d. Medical professionals are granted privileges to admit and care for patients in consonance with their qualification, training, experience and registration.
Commitment	e. The requisite services to be provided by the medical professionals are known to them as well as the various departments / units of the organisation.
Commitment	f. Medical professionals admit and care for patients as per their privileging.

Standard

HRM.12.	There is a process for credentialing and privileging of nursing professionals, permitted to provide patient care without supervision.
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Objective Elements

CORE	a. Nursing staff permitted by law, regulation and the organisation to provide patient care without supervision are identified.
Commitment	b. The education, registration, training and experience of nursing staff are documented and updated periodically.
Commitment	c. The information about the nursing staff is appropriately verified when possible.
CORE	d. Nursing staff are granted privileges in consonance with their qualification, training, experience and registration.
Commitment	e. The requisite services to be provided by the nursing staff are known to them as well as the concerned departments / units of the organisation.
Commitment	f. Nursing professionals care for patients as per their privileging.

Standard

HRM.13.	There is a process for credentialing and privileging of para-clinical professionals, permitted to provide patient care without supervision.
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Objective Elements

CORE	a. Para-clinical professionals permitted by law, regulation and the organisation to provide patient care without supervision are identified.
Commitment	b. The education, registration, training and experience of para-clinical professionals are appropriately verified, documented and updated periodically.
CORE	c. Para-clinical professionals are granted privileges in consonance with their qualification, training, experience and registration.

Commitment d. The requisite services to be provided by the para-clinical professionals are known to them as well as the concerned departments/units of the organisation.

Commitment e. Para-clinical professionals care for patients as per their privileging.