A STUDY ON EMPLOYEES SKILL MATRIX AT A TERTIARY CARE HOSPITAL, KAKINADA-ANDHRA PRADESH

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ABSTRACT

The project report titled "A Study on Nursing Skill Matrix at Tertiary care Hospital, Kakinada" is carried out to identifying the gap of an individual's performance or job related skills in order to fill those gaps through effective training. To achieve this defined objective questionnaire is prepared. The prepared questionnaire is used to get the direct responses from the nurses of Tertiary care centre, Kakinada. The exercise covered all nurses and provided the organization with a tool to plan their training programmes. In this competitive scenario, giving the right kind of training to the right employees does not only improve the efficiency of the organization but also cuts down cost considerably. The data was analyzed using the statistical tools like percentage analysis. This paper highlights the need for organisations to gain measures of the skills and competencies held by the members of their workforces. Consequently, the hospital has been able to identify skill gaps, along with competency deficiencies, within its workforce. As such, it is now proceeding to develop a strategy for training and development needs, and recruitment needs

KEY WORDS: *Skill Matrix, Technical skills, Performance*

INTRODUCTION

The Big challenges and most pressing issue faced by Healthcare in present scenario is in regards to recruiting skilled professional nurses which puts healthcare organizations in tough spot Scarcity of qualified employees, Dilemma between Education and Experience, High attrition rate among nurses – limited resource for increasing competitors

This hampers the patient care by juniors and new nurses who joined the organisation from a different setup whose policies and procedures are different. In this competitive scenario, giving the right kind of training to the right employee does not only improve the efficiency of the organization but also cuts down cost considerably.Healthcare organizations don't have the luxury of occasionally making the wrong hire. On top of the high cost of on boarding a new hire there are also legal risks associated with hiring an individual who purposefully or inadvertently breaks protocol, or harms patients.

SURVEY OF LITERATURE

McClelland [1973] pioneered Competency movement. In his study, he has presented data to show that traditional achievement and intelligence scores may not be able to predict Job Success and it is only the exact competencies required to perform a given job effectively and measuring them using a variety of tests, one can be sure about his profile.

Katz [1994] in his study on Competency Mapping grouped competencies under three categories including Technical, Managerial and Behavioural (Human).

Solomon [2013] in his study on Competency mapping has tried to explore the level of Competency prevailing among the executives of public sector. The results of the study show that nearly half of the respondents have moderate level of managerial HR and general competencies.

Yuvaraj [2011] has explained the Job Competencies required to work in a manufacturing industry, professionals for knowledge, ability and attitude. Gap analysis was also made to a limited extend.

Md.Ishtiak Uddin, et. al. [2012] in his study "Competency Mapping: A Tool for HR Excellence" has explained various tools for implementing Competency Model including Job Analysis, Job Description, Job Specification, Competency Matrix, 360 degree Feedback etc. He is of the view that Competency mapping can also be used for coaching and succession planning,

OBJECTIVES

The study has been undertaken with the following objectives in mind.

1. To study the Job roles and descriptions of the Nurses.
2. To study the various competencies possessed by the employees as per their job roles.
3. To study the level of leadership competence as required by their future expected roles.
4. To study the gaps in actual and desired competencies.

METHODOLOGY

Primary Data has been used for the study. The total study is of Descriptive type because each item is clearly described. This approach enables a researcher to explore new areas of investigation. A well structured Questionnaire is used to collect primary data.

Sample design: All the nurses were included in this study

DISCUSSION

The questionnaire is of 100 skills, like clinical nursing skills which include technical skills, patient care, nursing communication skills, cultural competency, critical thinking skills and decision making skills. Each nurse got assessed initially and we arrived with a data regarding skill gaps and competency deficiencies which need to be addressed. Later we made a customised training calendar based on skill gaps & competency deficiencies and trained all the nurses. We reassessed all the nursing staff with same mechanism and arrived with a positive end results.

TABLE 1: COMPETENCY RATINGS AND ITS DENOTATION	
Competency level	Denotation
Level 1	Absence of knowledge / Has an exposure to the knowledge area but not practiced it
Level 2	Has an exposure to the knowledge area and practiced it with supervision
Level 3	Has an exposure to the knowledge area, practiced over a period of time, and is a perfectionist.
Level 4	Excellence – Is a researcher and master in the particular knowledge area and can Train others

Table 2:INITIAL SKILL ASSESSMENT

DEPARTMENT	NO OF NURSES ASSESED	1*	2*	3*	4*	COMPETENCY SCORE
DIALYSIS	4	1	1	1	1	1.75
HDU	7	1	3	2	1	2
OT	19	5	10	3	1	2
CATHLAB	3	1	1	1	0	2
WARDS	16	5	2	8	1	2.1
SICU	4	1	1	1	1	2.5
Neuro ICU	8	1	2	4	1	2.6
CTICU	11	0	5	5	1	2.6
CICU	8	0	3	5	1	2.75
MICU	11	0	3	7	1	2.8
ER	10	0	2	7	1	2.9
ENDOSCOPY	1	0	0	1	0	3
TOTAL	102	15	33	45	10	2.41

All the nurses in respective areas were evaluated according to the defined questionnaire

RESULTS

Table 3: AFTER TRAINING SKILL ASSESSMENT						
DEPARTMENT	**NO OF NURSES**	**1***	**2***	**3***	**4***	**COMPETENCY SCORE**
ENDOSCOPY	1	0	0	1	0	3
OT	19	0	4	10	5	3.05
HDU	7	0	1	4	2	3.1
WARDS	16	0	2	10	4	3.1
CTICU	11	0	0	8	3	3.2
CICU	8	0	0	6	2	3.2
MICU	11	0	0	8	3	3.2
DIALYSIS	4	0	0	3	1	3.25
Neuro ICU	8	0	0	5	3	3.3
ER	10	0	0	7	3	3.3
CATHLAB	3	0	0	1	2	3.6
SICU	4	0	0	1	3	3.75
TOTAL	**102**	**0**	**7**	**64**	**31**	**3.25**

Table 4: DEPARTMENT WISE GROWTH		
DEPARTMENT	**INITIAL COMPETENCY SCORE**	**POST TRAINING COMPETENCY SCORE**
ENDOSCOPY	3	3
OT	2	3.05
HDU	2	3.1
WARDS	2.1	3.1
CTICU	2.6	3.2
CICU	2.75	3.2
MICU	2.8	3.2
DIALYSIS	1.75	3.25
Neuro ICU	2.6	3.3
ER	2.9	3.3
CATHLAB	2	3.6
SICU	2.5	3.75

Graph 1:

Department Wise Growth

■ INITIAL COMPETENCY SCORE   ■ POST TRAINING COMPETENCY SCORE
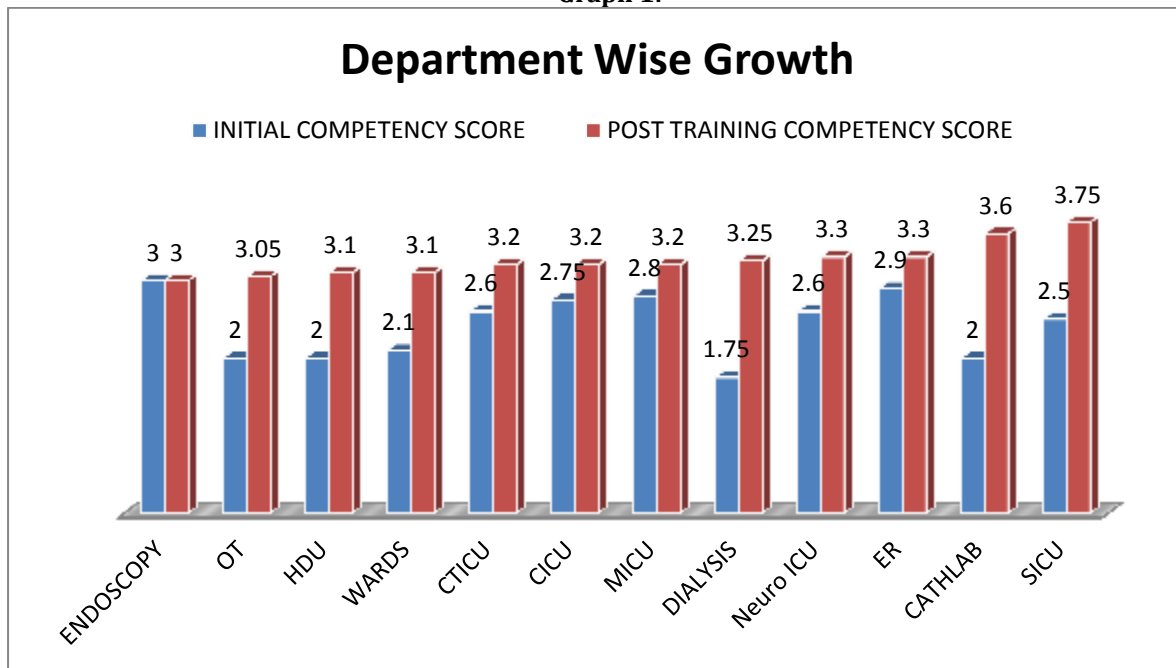
Table 5: TRAINING EFFICIENCY		
STARS AWARDED	**INITIAL**	**POST TRAINING**
1*	15	0
2**	33	7
3***	45	64
4****	10	31
STARS AWARDED	**INITIAL**	**POST TRAINING**
TOTAL	2.41	3.25

Graph 2:

SKILL GAP - ANALYSIS

■ INITIAL   ■ POST TRAINING

Graph 3:

OVERALL COMPETENCY SCORE

■ INITIAL   ■ POST TRAINING
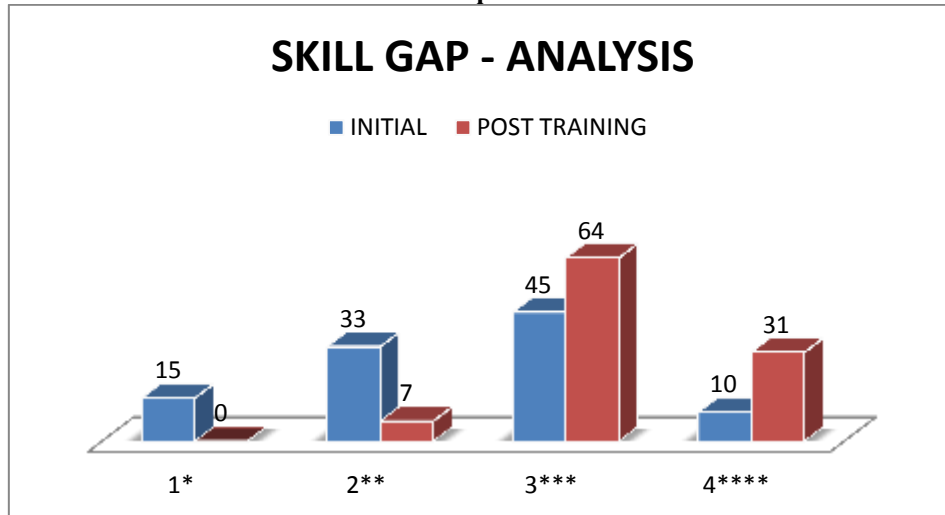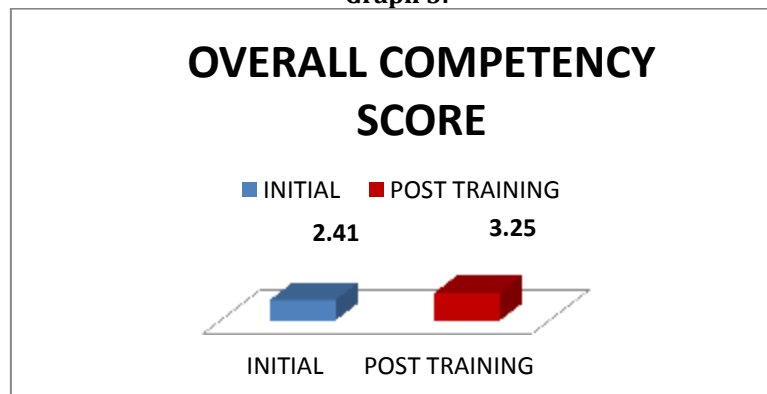
CONCLUSION

While there's challenge in recruiting skilled nurses, healthcare organizations should begin developing proactive training strategies to enhance the nursing professional skills which is highly required to make customer happy with an organization in a long term association. This 100 skill matrix chart helps healthcare as a tool to identify skill gaps, along with competency deficiencies, within its workforce. We are sure this tool brings positive impact for the health care organisations in training area.

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