

## **A Study on Manpower Contingency Plan in a Private Multi- Specialty Hospital at Coimbatore**

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### ***Abstract:***

*This paper examines the role and importance of manpower planning, especially in case of nurses, if not planned properly the life saving sector would be distracted and contingency plan serves as immediate option to ensure constant operations. However, it might indirectly over burden the manpower if not planned properly. Hence the researcher took initiative to understand the contingency planning in nursing department, later analysed the reason for manpower shortage. It is important to understand that the nurses need to be supported by addressing their concern and provided training, in order to have better work load management, which in turn reflect better patient care provided by the nurses.*

**Keywords:** Nurses, Contingency Planning, Work load Management

### **Introduction**

Manpower in an organisation is defined as the total of number of individuals who are employed in an organisation or available for a particular project, assignment or work. In an organization the manpower required for a particular work at present and in future is estimated and planned through different techniques available. The productivity and successful performance of an organisation are directly determined by the quantity and quality of its human resources. People should be utilised to the maximum possible extent in order to accomplish individual and organisational objectives. In order to run any organisation at optimum efficiency, its manpower requirements must be satisfied at all levels by various suitable persons.

In today's world, health care industry is one of the largest industries. It comprises of thousands of hospitals, institutions which provides primary, secondary and tertiary level of care, for which the health care industry require health care workers. Most of these health care workers are nurses. Nursing is a type of care taking service which involves round the clock responsibility with more attention and endurance.

The human resource department plays several different roles in hospital industry. There has been vast deficiency in employees in all categories of healthcare sector in present situation. HR manager are mainly responsible for ensuring services are efficient enough regarding administrative staff, clinicians, and patients. In the field of health, human resources department deals with issues such as planning, development, performance, management, relation, information and research on human resource for the

health care sector. While human resource doesn't directly work with patient clinically. The decision they make and the action they take directly affect the quality-of-care patients receiving in the hospital. Therefore, manpower is one of the most critical assets in the organization. Without appropriate manpower, the work cannot happen in a proper manner. Due to acute shortages of manpower especially nurses, the lifesaving sector will be distracted. Hence the researcher has taken up the study on the topic "A Study on Manpower Contingency Plan (Acute Manpower Shortages)" to understand the level of the employee shortages in nursing department in order to analyse its consequence and comprehend the ways to improvise through contingency planning in a private multi-speciality hospital at Coimbatore

### **Contingency Planning**

In any large organization, it is essential to have mechanisms that ensure constant operation. The contingency solution involves alternative processes and recovery strategies so that in case of a contingency, all the necessary resources are available in order to bring the system back to normal operation using the minimum resources and in the least possible time.

### **Objective of The Study**

1. To study the manpower contingency planning regarding nurses at a private multi-speciality hospital
2. To analyse the reason for the acute manpower shortages
3. To recommend measures to overcome the manpower shortages

### **Review of Literature**

According to XiaoYing Wu, and et.al (2019) under the title 'Contingency Nursing Management in Designated Hospitals During COVID-19 Outbreak' emphasized on nursing management measures in the strategic phase and the implementation phase. When early cases of COVID-19 were identified in Wuhan, China, by late January 2020, it was evident that COVID-19 was rapidly spreading and represented a national health emergency. In order to control the spread of COVID-19, China adopted a centralized treatment plan by appointing designated hospitals in each region. Shantou Central Hospital is a Grade A general hospital in Guangdong Province was appointed as a provincial COVID-19 designated treatment hospital, to provide all COVID-19-related treatments for the city of Shantou. The efficient nursing management system, first effectively organized all available manpower; secondly, up-skilled and trained personnel in a very short span of time; thirdly, provided reliable logistical support for front-line protection equipments; and finally, motivated nurses during this difficult time to make a significant positive contribution to the fight against COVID-19 pandemic.

According to, Mary Bess Grif (2012) under the title 'Effective succession planning in nursing: a review of the literature', which reviewed and evaluated succession planning initiatives in nursing field. The challenge focused was maintaining leadership capital in the field of nursing as there is global nursing shortage and economic, political and social factors affecting health-care delivery world-wide. The study

suggested that the succession planning should be incorporated at very early stage of the career of the nurses itself. There should be Communication, cooperation and coordination between academia and practice which complements the academic preparation of new nurses was marked important.

According to, Kay Currie (2010) under the title ‘Succession planning for advanced nursing practice; contingency or continuity? The Scottish experience’, emphasised on succession planning which involves identifying key posts within an organization and supporting the ongoing development of individuals ready to move into these roles, thus ensuring continuity of the service. The paper presented an analysis of the succession planning process and illustrated the ways in which key principles may be applied in the case of advanced nursing practice. It was identified that research to develop and test implementation models for effective succession planning for advanced practice was required. The growing importance of advanced practice in the contemporary care context supports the assumption that succession planning for certain roles would be an integral part of organizational strategy.

## Methodology

The research design used in this study was Descriptive Research design. The purpose of descriptive research is to describe, as well as explain, or validate the objective when it comes to a specific group of people. Primary data was used in this study. The data was collected using observation, checklist and interview method. Analysis was carried out by using percentage analysis and ratio analysis. The key area where the study was carried out at a 1000 bedded private multi-specialty hospital in Coimbatore. The period of study was made from August 23, 2023 to September 23, 2023

## Data Analysis and Interpretation

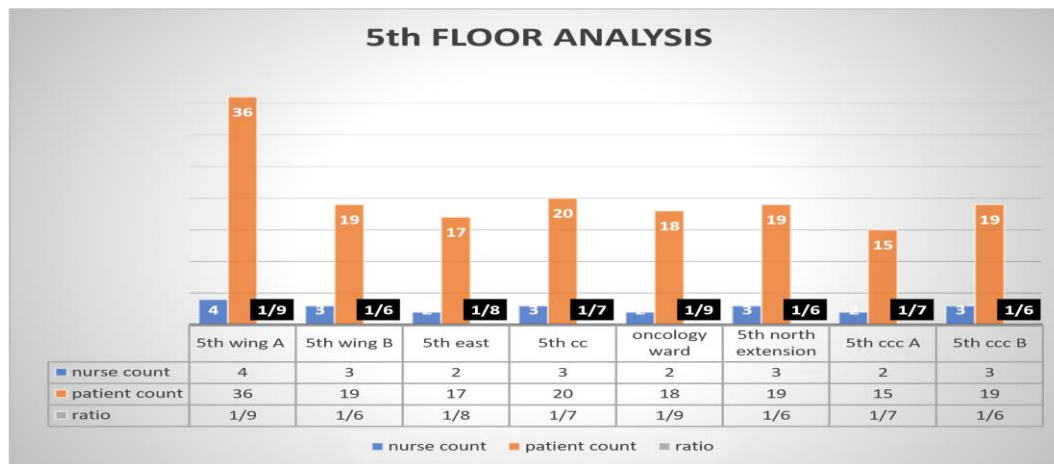
WARD	NURSE COUNT	PATIENT COUNT	RATIO	DEVIATION	FLOOR
5th wing A	4	36	1/9	SHORTAGES	LEVEL 5
5th wing B	3	19	1/6	NO SHORTAGES	LEVEL 5
5th east	2	17	1/8	SHORTAGES	LEVEL 5
5th cc	3	20	1/7	SHORTAGES	LEVEL 5
oncology ward	2	18	1/9	SHORTAGES	LEVEL 5
5th north extension	3	19	1/6	NO SHORTAGES	LEVEL 5
5th ccc A	2	15	1/7	SHORTAGES	LEVEL 5
5th ccc B	3	19	1/6	NO SHORTAGES	LEVEL 5

TABLE SHOWING: Acute shortages of nurses in Level 5

### Interpretation:

The above table shows that, there is acute shortages of nurses in 5<sup>th</sup> wing A, 5<sup>th</sup> East, 5<sup>th</sup> cc, Oncology ward and 5<sup>th</sup> ccc A

### CHART SHOWING: Acute shortages of nurses in 5 Level



#### Major Findings:

According to NABH standard, the nurse ratio should be 1:6. However, it was found that there is acute shortages of nurses in 3<sup>rd</sup> wing A and 3<sup>rd</sup> cc: acute shortage of nurses in 5<sup>th</sup> wing A, 5<sup>th</sup> East, 5<sup>th</sup> cc, Oncology ward and 5<sup>th</sup> ccc A ward. On the whole except cardiology and cardiothoracic ward there was acute shortage of nurses.

It was found that due to increase patient inflow, senior nurses have heavy workload as newly recruited junior nurses was inadequately trained to handle heavy patient inflow, which creates stress for senior nurses.

The junior nurses are stressed as they are unable to handle the heavy patient inflow, which result in increasing the intention to shift their job or make a move.

In case of shortage of nurses in any ward, the nurses from other wards are been reallocated to other nursing stations, which increases the work load of the nurses who has been reallocated, probably resulting in extended shift hours, which creates stress both mentally and physically.

#### Suggestions and Recommendation:

Nurses can be provided with Intermittent breaks for refreshing during hectic work schedule and the nursing in charge should make sure that their Intermittent breaks are been taken appropriately.

Proper training should be provided to the newly recruited junior nurses. On the job training in order to handle the heavy patient inflow should be provided with the close watch by the senior nurses, so that it improvise the confidence level of junior nurses and decrease the level of work load stress among senior nurses.

Addressing the Nurses' concerns helps in increasing nurses' retention and reduction of absence of nurses in work, which reduces the need for reallocation of nurses.

## Conclusion:

Nursing shortages may lead to high escalated errors, higher morbidity, and increased mortality rates. Hospitals with high patient-to-nurse ratios, nurses undergo burnout, dissatisfaction, which impact the patients with higher mortality and failure-to-rescue rates than facilities with lower patient-to-nurse ratios. Some states have started to pass legislation to limit patient-to-nurse ratios. Despite this, when staffing is short, ratios ascend to meet the need. Nurses need to be supported by addressing their concern and provided training on emotional intelligence, in order to have better work load management, which in turn reflect better patient care provided by the nurses.

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