

# The Necessity and Innovation of Pre-Job Training in Hospital Human Resources Managing

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**Abstract:** To rapidly change new comers from students to employees, to help them realize and adapt to their new position as soon as possible, pre-job training is an essential part of human resources management and a necessary guarantee for talent team construction as well as improving level of medical services. There are international human resources experts and enterprise trainers getting into pre-job training research and practice from 1980s. Combined with a grade iii-A general hospital's practical work condition and pre-job training experience, this paper has concluded the necessities and creative thinkings in hospital human resources management.

**Keywords:** Hospital, Human Resources Management, Pre-job Training, Talent Team Construction

## 1. Introduction

The pre-job training for new hospital staff began in the early 1990s. It is the basic training carried out by the personnel department of each hospital for new staff. At present, many hospitals in China carry out pre-job training for new employees every year. Although the training methods and effects are different, the purpose of basic training is to make new employees quickly understand the hospital and get familiar with the new environment <sup>[1]</sup>.

Zhongnan Hospital of Wuhan University is a provincial grade iii-A hospital, aiming to be an international comprehensive research-oriented hospital. At present, there are 3000 beds and 4072 employees in the hospital, among which 47.7% have senior professional titles and 87.9% have master's degrees or above. It has 2 provincial training centers, 4 national key clinical specialties, 6 provincial quality control centers, 4 provincial key disciplines, 1 Wuhan National Critical Care Medical Diagnosis and Treatment Center, 3 National Medical and Health Service Center key disciplines. Ranked 29th in the national hospital science and technology value list in 2020; Top 10 medical institutions in China Nature Index (2017.10-2018.9) by Nature Group. The key to the development of hospitals lies in the core competitiveness. Only by establishing their own fist brand technology and providing patients with unique and superior medical services to their competitors can hospitals remain invincible in the increasingly fierce market competition. Core competitiveness is a process of continuous exploration, precipitation, establishment, maintenance and value-added innovation, and is the continuous development and use of human knowledge and potential. At the same time, as a knowledge-intensive and technology-intensive industry, hospital development depends on the height of talents, and the development of talents is inseparable from the understanding of the overall plan of the hospital, the familiarity with the rules and regulations, and the positioning of self-development and career planning, etc. The most basic way to develop human resources is training, training is an important part of hospital strategy implementation, a successful pre-job training can in the shortest possible time to let new employees a comprehensive understanding of these aspects, and effective transfer of hospital humanistic ideas, shaping the staff values and attitude <sup>[2]</sup>, for the worker quickly into the hospital, do a good job in career development planning mat foundation.

For hospitals, training is the need of improving market competitiveness and service level, and is an important part of modern hospital management.

## 2. The necessity of pre-job training

▪ It is an important way for new employees to quickly understand the hospital and their positions. Every year, there are about 450 new employees in the hospital, 90% of whom are fresh graduates. They have just stepped into the society from the ivory tower, and they are full of unknown to the new units and positions without any working experience. In addition, although they have systematically studied their major in school, most of them stayed at the theoretical level and lacked of clinical experience. Therefore, pre-job training can help them to complete the transformation from medical students to professional medical workers as soon as possible;

▪ It is the best opportunity for the hospital to spread and inherit humanistic thoughts. Pre-job training is the first time for new staff to have a relatively comprehensive contact with the hospital before they set foot on the job, and it is the best opportunity for the hospital to spread the humanistic spirit such as the idea of running the hospital, the thought of treating the hospital and the direction of development. By means of example power and introduction of hospital history, new staff can understand and inherit the hospital motto of "great doctors are sincere and respect life";

▪ It is a necessary way to strengthen hospital personnel training<sup>[3]</sup>. Talent is the foundation of hospital development, and the core of modern hospital competition is talent competition. Therefore, as the latest batch of hospital young reserve talents, the new staff is the backbone of the hospital's future development, and the pre-job training is the beginning of talent training. Attaching importance to pre-job training is to train personnel from the source and provide guarantee for the sustainable development of the hospital;

▪ It is an effective tool to enhance the sense of belonging and mission of new employees. Pre-job training is one of the ways for the hospital to show its care and attention to the new staff<sup>[4]</sup>. Through pre-job training, they can not only understand the hospital, but also enhance their sense of belonging to the team, improve their loyalty to the hospital;

## 3. Analysis on the training status of tertiary grade iii-A hospital

Look to peers of grade iii-A hospitals' orientation, although the hospital invested a lot of manpower and money to training every year, and employees were positive to participate in the study at the same time, there still exist many problems. Such as hospital management are messy during the training, the training effect is not significant, etc<sup>[5]</sup>. In detail, it can be summarized as follows:

▪ There is blindness and randomness in the understanding of training. Hospital leaders lack enough attention, resulting in that training is in large investment and low short-term return. Because the common problem of hospital training is the ideological awareness is not in place. Although training is included in the development strategy of the hospital, it is often a mere formality in the implementation, divorced from the actual needs of staff and the long-term goals of the hospital;

▪ Disconnection between training content and employee needs. Training content and training satisfaction are the "soul" of training. A scientific and effective training always based on employees' self-improvement needs and hospital managers' training needs. Employees themselves know what is "missing", so they are eager to "fill in". Managers are trained to know what the organization will "do" in the future, so they will plan and organize everyone to "learn";

▪ Lack of support by training management system<sup>[6]</sup>. Due to the insufficient attention for training, training organization has always limited to plan and implement training. These problems boil down to the lack of a perfect training system in hospitals, and the lack of scientific management of training needs analysis, training purpose determination, training plan formulation, training effect evaluation and other links, losing a strong guarantee for the training effect;

## 4. Innovation of pre-job training in Zhongnan hospital

Compared with grade iii-A hospitals in the same industry, our hospital has more unique insights and innovations in the pre-job training of new staff, which can be summarized as follows:

▪ Wide coverage and diverse forms. Arrange 12-20 days time in the way that trains centrally. Leaders of all functional departments of the hospital were invited to sort out and introduce the key work of their departments, and to conduct all-round training on medical safety, diagnosis and treatment norms, medical insurance policies and performance management for new employees. At the same time, fire safety and

doctor-patient relationship were practiced in the way of scenario simulation;

- Highlight the humanistic care of the hospital. By means of propaganda video, introduction of hospital history, inheritance of example, etc., the development course of the hospital will be shown comprehensively to the new staff, and the closely related policies such as organizational culture, personnel system and management process will be introduced in detail. Organize new staff evening party to promote new staff to get to know each other and enhance team cohesion;

- Pay attention to professional ethics education. In view of the professional characteristics, emphasis should be placed on strengthening the education of medical ethics, launching the induction ceremony for new staff, and the new staff representatives will be led by the head of the medical department to take the oath, restating the Oath of Hippocrates and Nightingale, so as to establish the correct values and moral outlook for new staff;

- Carry out outreach training. Outward development training, also known as "experiential training", makes use of nature and artificial design of special scenes, through a series of simulation training, so that trainees can obtain life philosophy and perception, deepen the understanding of collective concept. Since 2015, our hospital has added expansion projects to the pre-job training content for new employees, and organized new employees to receive training at the expansion base. At the same time, we should cultivate the ability of unity and cooperation and the spirit of collectivism. In the past 6 years, the development training has been warmly praised by each new staff, which not only adds a bit of entertainment in the whole pre-job training process, but also enables new staff to quickly establish relationships, integrate into the collective, and find comrades and partners to move forward together in the future;

- Focus on feedback. After the completion of the whole pre-job training, each training course will be assessed on the key content of its training, in order to consolidate the training content and provide a basis for the next training;

## **5. The shortage of pre-job training in Zhongnan hospital**

Although our hospital attaches great importance to the staff's own needs and the construction of the hospital's humanistic concept in the pre-job training of new staff, there are still some deficiencies. In my opinion, it can be improved by two aspects, summarized as follows:

- Establish a long-term assessment and feedback mechanism in the whole period from pre-job to on-job. Training should not only solve the current practical problems, but also establish a long-term mechanism for training, increase investment in training, training of internal professional internal trainers, and make training become an important part of the development strategy. At the same time, we should make it institutionalized, standardized and process-oriented;

- Establish a sound training system. Determine the training objectives, formulate the corresponding training system, training plans and programs, training effect evaluation, etc., so that the training work can be based on rules and regulations. At the same time, strengthen the training of the preparatory work. By comprehensive and detailed investigation and analysis from survey, the actual need of managers, older employees and new staffs for the training work should be specific;

- Strengthen the training of managers. Hospital various work tasks, operation norms and standards are relied on managers to implement. Therefore, the professional ability, management ability, coordination and communication ability of managers are particularly important. It is an important way to enhance the core competitiveness of the hospital and realize the common development of the hospital and the staff from training;

## **6. Conclusion**

Pre-job training for new staff helps to inherit hospital philosophy, hospital culture and value. It is also the basic guarantee of professional ethics and medical concepts for young medical workers. We need to increase investment in training support, to provide strong guarantee of teachers, equipment, and operating funds for training work. We also need to accelerate the establishment of training system and follow long-term assessment and feedback mechanism. At the same time, further optimize the training content and form, strengthen the training of managers to stand in the perspective of the personal growth of new employees to consider the training work.

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