

NORTHEAST FRONTIER RAILWAY



**WORK STUDY REPORT ON REVIEW OF STAFF STRENGTH OF
RANGIYA HOSPITAL UNDER CMS/RNY**

GUIDED BY:

SHRI RAJ KUMAR MANGLA, SDGM.

SHRI L. R. WARY, EO.

BRANCH OFFR: DR. N.K.YADAV, CMS/RNY

ASSOCIATED OFFR: DR. DEEPAK KUMAR, SR.DMO/RNY

ASSOCIATED INSPECTOR: SRI J.C. KALITA, CH. OS/MED/RNY

CONDUCTED BY:

SHRI S.N.GHOSH, WSI.

SHRI J. MITRA, WSI.

STUDY NO. WSNF/10/18-19

CASE NO. Z/375/10/18-10

CENTRAL PLANNING ORGANISATION

N. F. RAILWAY/MALIGAON

GUWAHATI - 781011.

EXECUTIVE SUMMARY

SUBJECT: Work study on “Review of staff strength of RNY hospital under CMS/RNY

STUDY NO: WSNF/10/18-19

CASE NO: Z/375/10/18-10

AUTHORITY: Sr. Dy. General Manager.

CONCERN DIV: RANGIYA

DEPARTMENT: MEDICAL

TERMS OF REFERENCE: To assess the requirements of staff strength of RNY hospital under CMS/RNY

NO. OF RECOMMENDATION: 01 (One).

After critical examination of the workload and activities a total 06 Nos. of vacant posts are surplus of different category Viz. **Compilation clerk – 01 No., Sr. Field Worker- 01 No. Dresser –II -01 No. Ambulance van driver Gr-I -01 No. Ambulance van driver Gr-III -01 No. Health/AYA – 01 No.** of RNY/Hospital under CMS/RNY, which may be surrendered and the BOS may be corrected accordingly.

FINANCIAL ACHIEVEMENT: Projected man power savings 06 Nos.

PROJECTED FINANCIAL SAVING: Rs. 18.98 Lakh per annum.

MONTH AND YEAR OF CIRCULATION: July’2018

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CHAPTER - I

1.0. INTRODUCTION:

- The principal objective of the Railways Health Service is to render comprehensive and integrated health care services to the railway employees and their families. Apart from the above, facilities are also to be extended to retired personnel's and their dependents, vendors, porters, GRP etc. In addition, curative facilities are to be provided for non-railway population at places where curative services do not exist. While about 40% of the Railway population are concentrated at major cities and important big stations, the balance are scattered in a linear fashion along the railway track.
- Unlike other central and public sector organizations, Railways has its own full fledged medical department to take care of the well being of the employees and their dependents. The days are not far off for the railways to have its own Medical College.
- The need to maintain the organisation in a state of constant readiness to keep pace with exigencies of medical relief to passengers in the event of accidents by providing first aid to injured passengers and shift them to a nearby hospital for further treatment. The Railway Medical Department also ensures maintenance of higher order of sanitation in Railway Stations and colonies. It co-ordinates with the health organization of state government with regard to prevention of communicable diseases, family welfare programme etc., and conducts medical examination for candidates and employees so as to give their best output to the Railways. With the rapid advances in medical technology in the curative field, it has become necessary to update with advancement and ensures that the services rendered at Rly hospital are second to none of their kind. In fact railway medical department has taken a lead over the others and in particular for treatment to infectious diseases. The department not only treats railway employees and their wards but also attends non-railway people on nominal payment as the common public prefers treatment at Railway Hospital for the reason it is not only economical but also for the best services compared to other private hospitals.
- The Medical Department is organizing various Awareness Camps, Immunization Programmes, Family Planning Education etc.
- The Railway administration has to make the best use of its resources including manpower keeping them at the optimum level to attain the financial viability. Taking into consideration to these objectives, the Railway Board has emphasized to take up review on staff strength of various departments in the Railway. In pursuance with this policy of Railway Board, the Central Planning Organization has conducted this work-study on requirements of Medical department's staff (Cook & Ambulance Van Driver) under CMS/RNY & Conservancy staff (safaiwala) under CH & MI/RNY of RNY Division.

Salient Features of Medical Department:-

Total No. of OPDs	= 01
Total No. of IPDs	= Nil
Major surgeries performed	= Nil
Special surgeries	= Nil
Minor surgeries	= Yes

The total bed strength of this Divisional Railway Hospital for providing inpatient care is 06 in RNY Hospital. A total of 02 doctors, 03 Nursing personnel and 15 Para Medical staff are working in Division.

There are 01 ARME scale – I at NBQ & RPAN, 01 ARME Scale – II Medical bogies positioned at RNY station to provide medical attention to the grieved passengers during train accidents.

Health Book has been distributed to all beneficiaries in all Health Units. Provision of on line data of employees of sick and fit has been initiated and will be finalized shortly in a phased manner (Hospital Information Management System).

1.1 ACKNOWLEDGEMENT:

- Work study team is grateful to Dr. N.K. YADAV, CMS/RNY, Dr. Deepak Kumar Sr.DMO/RNY & Smt. Doli Das , Chief Matron/RNY for their kind guidance and cooperation for conducting this study.
- The work study team is thankful to Sri J.C. Kalita Ch.OS/Med/RNY for his assistance rendered to the work study team for conducting the subject study.

1.2 RATIONALE FOR CONDUCTING THIS STUDY:

- Man power is the most costly and precious resource over Indian Railway and right sizing is the need of the hour.
- Focussing attention on core activities by reducing/elimination of non- core activities.
- Improving the efficiency (output/input) either by improving the output (numerator) or by decreasing the input (denominator).
- Up-gradation/introduction of automation/innovations
- Outsourcing of noncore activity.
- Availability of better process/technology.
- Reducing/removing redundancy in work.

1.3 AUTHORITY:

SDGM of N.F.Railway.

1.4 TERMS OF REFERENCE:

To assess the requirements of Medical staff of RNY Hospital under CMS/RNY

1.5 METHODOLOGY:

- a) Collection of data relating to workload.
- b) Discussion with Medical Officers & subordinates and obtaining their views.
- c) Assess the workload for sanitation of Station & Colonies.
- d) Assess the workload for hospital diet of patients and carrying patients to hospital.
- e) Assess the staff requirements for the above workload.

CHAPTER-II

2.0 SUMMARY OF WORK LOAD

WORKLOAD OF STAFF WORKING IN HOSPITAL/RNY

2.1 Pathology:

- a) No. of doctors attached(pathology/Microbiology):Nil
- b) No. of para-medical staff/technician engaged:01 Lab Attendent only
- c) Average no. of patient attended for last three months: Nil

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	Lab Technician	5200-20200	2800	01	0	Vacant 01
2	Lab Attendennt	5200-20200	1800	01	01	
			Total	02	01	

2.2 Radiology

- a) No. of doctors attached(pathology/Microbiology): Nil
- b) No. of para-medical staff/technician engaged: 01 X-Ray attendant only
- c) Average no. of patient attended for last three months: Nil

SN	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	X-Ray Technician	5200-20200	1800	01	0	Vacant 01
2	X-Ray Attendent	5200-20200	1800	01	01	
			Total	02	01	

2.3 For non-technical section (For maintenance & repairing of medical equipments):

- a) No. of Lab- supdt.:
 - b) No. of Gr.C staff allotted:
 - c) Total equipments supposed to be dealt with:
- } Nil

2.4 Casualty Service: (IPD)

- a) No. of doctors engaged (including CMP if any) shift wise): ---
- b) No. of para-medical staff engaged shift wise/day: 09
- c) Average no. of patient attended for last three months:13

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	Ch Matron	9300-34800	5400	01	01	

2	Nursing Sister	9300-34800	4600	06	06	(Contractual 04 upto 30/06/2018)
3	HA/AYA	5200-20200	1800	04	04	
			Total	11	11	(Contractual 04 upto 30/06/2018)

2.5 Out Door:

- No. of doctors engaged (including CMP if any) shift wise): 01 (Sr. DMO)
- No. of para-medical staff engaged shift wise/day: 02 + 01 + 01 = 04
- Average no. of patient attended for last three months: 1118

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	PHT	9300-34800	4200	03	02	Vacant 01
2	Dresser	5200-20200	2800	01	01	
3	HA	5200-20200	1800	01	01	
			Total	05	05	

2.6 Physiotherapy unit: NIL

2.7 Centralised Medical store & Pharmacy:

- No. of Officers involved: 01 (Sr DMO who also deals with Casualty & OPD duties)
- No. of allied staff engaged (Gr-C & Gr-D): GrC-01 (Pharmacist)
- Detailed of work done for last three months:
 - P.O. issued for five items
 - MCDO of RNY division every month
 - Indenting of monthly medicine every month
 - Preparation of supplementary indents invoice RNY to HQ
 - L.P. maintaining
 - Supply of medicine to indoor
 - Supply of L.T. items to NBQ & RPAN

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	Pharmacist	9300-34800	4600	01	01	
			Total	01	01	

2.8 Ambulance Service:

a. No. of Railway Ambulance available : 01

b. No. of Ambulance operator details : 05

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Remarks
1	M/Driver Gr I	5200-20200	2800	02	01	
2	M/Driver Gr III	5200-20200	1900	01	0	
3	AV Cleaner	5200-20200	1800	01	01	
			Total	04	02	

CHAPTER-III

3.0 CRITICAL ANALYSIS OF EXISTING WORKLOAD AND STAFF REQUIREMENTS:

- The proverb “health is wealth,” is rightly followed in Indian Railway by providing free medical facilities to the Railway workers, who are the back bone of Indian Rly . Therefore, to upkeep the well health of Rly at all time, a continuous process of reviving well health of Rly. Staffs are most essential and for this phenomenon, the activities and workload of medical staff of different categories have been critically analyzed to attain the actual requirement of staff. In the process of reviewing man power as per prevailing situation the work study team have given due weight -age on the following phenomena.
- Director efficiency & Research /ME Railway Board vide Railway Board letter No. E & R/2 (8)/1 New Delhi dated 06/06/2017 expressed his view regarding MPR (manpower productivity ratio) to keep ***the average MPR*** (Manpower Productivity Ratio) in Medical/ RNY division at par with Indian Railways. The same is also available on IR website http://www.indianrailways.gov.in/railwayboard/view_section.jsp?lang=0&id=0,1,388.
- The requirement of staff in Medical branch of RNY division has been worked out as per **current IR average** issued by Director Efficiency & Research, Railway Board (copy enclosed) **in respect of RNY division N.F.Railway**
- *Current IR average is 21.2 per 1000 staff. (Bench marking report of Feb 2018 issued by Directorate Efficiency & Research, Railway Board) of Medical staff in divisions.(copy enclosed).*
- (a) *The present on roll strength of RNY division = 7734* vide SPO/MPP/NFR/MLG of March 2018

- (b) The present on roll strength of NBQ Workshop = 2373 vide SPO/MPP/NFR/MLG of March 2018 (Copy signed by APO/WS/NBQ on 04/04/2018).

i.e. (a) + (b) = Total no. of on roll strength of RNY division including NBQ workshop is **10107... (A)**

- On roll Strength of Medical wing of RNY division (Hospital, Health Unit & Conservancy) = **280...(B)** [Submitted by Ch. OS/E/Med/RNY on 18/04/18]

- **Current bench mark of RNY division :**

i.e. $\frac{\text{Current bench mark of RNY division X (A)}}{1000} = (B)$

Therefore, Current bench mark of RNY division = $\frac{(B) \times 1000}{(A)} = \frac{280 \times 1000}{10107} = \mathbf{27.70}$

- Railway Board vide their letter No. 2006/E & R/2800/Rly./Imp/Vol.V(Corr.) dated 31.03.2009 & 27.11.2009 had directed Zonal railways to bring down the Manpower Productivity Ratio (MPR) for identified activities at least to the current IR average which is at present **21.2** per 1000 staff. (February 2018) of Medical staff in divisions.

- **Hence, the No. of on roll strength supposed to be $\frac{21.2 \times 10107}{1000} = 214.268$ (say) 214**

- Excess over Bench mark = Current bench mark of RNY division – Current IR average
= 27.7 – 21.2 = **6.5... (C)**

- Excess over bench mark Number =

$\frac{\text{Excess over bench mark (C) X total on roll staff of RNY Div (A)}}{1000}$
= $\frac{6.5 \times 10107}{1000} = 65.69$ Say **66**.

- To keep the MPR of RNY division at par IR average of Railway Board, the proposed on roll strength of entire RNY division of Medical wing under CMS/RNY should be 280-66 = 214, **Which is excess by (280 - 214) = 66.**

- ***To surrender excess 66 posts, work study team suggests to surrender of Kitchen staff, Health attendant, safaiwala of Hospital & Health unit and safaiwala of Conservancy & Anti Malaria staff of entire RNY division by outsourcing, phase wise which certainly yields more revenue and simultaneously brings down current bench mark of RNY division to at par with the IR average as well as operating ratio of NF Railway, which is a vital importance.***

- *By considering the above aspects the study has been conducted under the instruction of Railway Board & SDGM/NFR for proper utilization of manpower of RNY Hospital.*

From the above calculation the work study team opined to surrender the following categories of RNY Hospital are considered.

3.1 **Compilation Clerk:**

Duties of Compilation Clerk CMS/RNY:

- a) Keep and maintain the health records of patients of RNY Hospital.
- ii) Exhibit the required record to concerned Doctor/CMS when required.
- i) Also maintain the records of establishment & Hospital Office maintenance related to RNY Hospital and exhibit the same to CMS/RNY as and when required.

Now, the above duties are monitored by administrative wing of RNY hospital. Presently the sanctioned strength of **Compilation Clerk** of RNY Hospital is 01 and the post is lying vacant since long. The study team observed that the Hospital is running smoothly without any **Compilation Clerk**.

On going through the workload of this category, the study team opined that **01 Posts** of **Compilation Clerk** category which is lying vacant may be recommended for surrender.

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Vacancy	Proposed BOS	Proposed surrender
1	Compilation Clerk	5200-20200	1800	01	Nil	01	Nil	01
			Total	01	Nil	01	Nil	01

3.2 **Sr Field Worker :**

Duties of Sr. Field Worker

This category is no such importance as mostly the works of Sr. Field Worker are shared by nursing personnel. None of the hospital under CMS/RNY is having this category except RNY hospital. This post is lying vacant and recommended for surrender.

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Vacancy	Proposed BOS	Proposed surrender
1	Sr. Field Worker	5200-20200	2400	01	Nil	01	Nil	01
			Total	01	Nil	01	Nil	01

3.3 **Dresser- II**

Duties of Dresser-II

- i) Dress the wounds of patients and clean the infected area

On going through the workload of this category, the study team opined that **01 Vacant Post** of **Dresser-II** category may be recommended for surrender as because one dresser Gr-I with the help of nursing staff can manage the above duty of dresser.

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Vacancy	Proposed BOS	Proposed surrender
1	Dresser-I	5200-20200	2800	01	01	Nil	01	0
2	Dresser-II	5200-20200	1900	01	Nil	01	Nil	01
			Total	02	01	01	01	01

3.4 **Ambulance Van Drivers:**

The ambulance drivers are entrusted the work of shifting patients to stations, referral hospitals for investigation, enable doctors to move to accident sites, collection of blood from blood bank and medicines from warehouse.

At present the total Sanctioned staff strength of Ambulance Van Driver of RNY Hospital is 03 (02 Motor Driver Gr-I & 01 Motor Driver Gr-III as per BOS as on 01/04/18) and On Roll strength of Ambulance Van Driver is only 01 of Grade I, & other 02 posts are vacant. Presently the ambulance service is running with only one driver & one Ambulance van cleaner though there is necessity of Ambulance van driver but now a days there is less scope to recruit fresh driver post category as because **this category is already declared as diminishing category vide GM/P/MLG's letter no. E/59/III-4(C) Pt. V-B, Dtd. 16/10/2010.**

The work study team is of the opinion that it is better to go for outsourcing the ambulance van service which also saves railway revenue.

In view of the above the work study team recommends 02 Nos. vacant post of ambulance van driver may please be surrendered and BOS may be corrected accordingly.

Sn	Category	Pay Band	G.Pay	BOS	On Roll	Vacancy	Proposed BOS	Proposed surrender
1	M-Driver Gr-I	5200-20200	2800	02	01	01	01	01
2	M-Driver Gr-III	5200-20200	1900	01	Nil	01	0	01
3	AV Cleaner	5200-20200	1800	01	01	Nil	01	0
		Total		04	02	02	02	02

3.5 **AYA/Health Attendant:**

Duties of AYA/Health Attendant:

- Assist the nursing sister to take care of patients admitted in wards.
- Assist the nursing sister/laboratory assistant to take care of out-door patients .

Presently the sanctioned strength of **AYA/Health Attendant** of RNY Hospital is 06 and presently manning with 05 Nos of this category keeping one post vacant since long. The study team observed that the Hospital is running smoothly with 05 Nos of **AYA/Health Attendant**.

On going through the workload of this category, the study team opined that **01Posts** of **AYA/Health Attendant** category which is lying vacant may be recommended for surrender.

SN	Category	Pay Band	G.Pay	BOS	On Roll	Vacancy	Proposed BOS	Proposed surrender
1	AYA/Health Attendant	5200-20200	1800	06	05	01	05	01
			Total	06	05	01	05	01

CHAPTER-IV

4.0

PROPOSED & SURPLUS STAFF:

4.1 As discussed in critical analysis in para-3 of Chapter- III, the proposed strength and proposed surplus staff of Safaiwala, Ambulance Van driver, Ambulance van cleaner, Cook , Lab tech, Record shorter & JDR peon under CMS/RNY is tabulated below : –

SN	Category	Pay Band	Grade Pay	Sanction	On Roll	Vacancy	Proposed BOS	Proposed Surplus
1	Compilation Clerk	5200-20200	1800	01	Nil	01	Nil	01
2	Sr. Field Worker	5200-20200	2400	01	Nil	01	Nil	01
3	Dresser-II	5200-20200	1900	01	0	01	0	01
4	M-Driver Gr-I	5200-20200	2800	02	01	01	01	01
5	M-Driver Gr-III	5200-20200	1900	01	Nil	01	0	01
6	AYA/Health Attendant	5200-20200	1800	06	05	01	05	01
				12	06	06	06	06

CHAPTER-V

5.0

RECOMMENDATION

After critical examination of the workload and activities a total **06 Nos.** of vacant posts are surplus of different category Viz. **Compilation clerk – 01 No., Sr. Field Worker- 01 No. Dresser –II -01 No. Ambulance van driver Gr-I -01 No. Ambulance van driver Gr-III -01 No. Health/AYA – 01 No.** of RNY/Hospital under CMS/RNY, which may be surrendered and the BOS may be corrected accordingly.

CHAPTER-VI

FINANCIAL IMPLICATION

6.0

EXPENDITURE / FINANCIAL SAVINGS PER ANNUM

SN	SCALE (In Rs)	G/PAY	Category	No. of Posts surplus	Expenditure per month as Salary as per VII CPC in Rs	Total Expenditure incurred per annum as per VII CPC in Rs
1.	5200-20200	1900	Compilation Clerk	01	23780/-	285360/-
2	5200-20200	2400	Sr. Field Worker	01	30472/-	365664/-
3	5200-20200	1900	Dresser-II	01	23780/-	285360/-
4	5200-20200	2800	M-Driver Gr-I	01	34894/-	418728/-
5	5200-20200	1900	M-Driver Gr-III	01	23780/-	285360/-
6	5200-20200	1800	AYA/Health Attendant	01	21510/-	258120/-
		Total		06		18,98,592/-

Total surplus = **06** posts

Projected Recurring Saving / annum = Rs.18.98 lakhs

CHAPTER – VII

7.0 READY RECKONER as per VII CPC

SCALE (In Rs)	G/Pay	Pay As per VII CPC	DA (7%)	SDA (12.5 %)	Total Salary PM
5200-20200	2800	29200	2044	3650	34894/-
5200-20200	2400	25500	1785	3187	30472/-
5200-20200	1900	19900	1393	2487	23780/-
5200-20200	1800	18000	1260	2250	21510/-
