

Office of the
General Manager (Vig)
Hajipur

No.: - ECR/Eff./WSR/DNR/18-19/04

Dated: 28.05.2019

CMS

East Central Railway,
Danapur

Sub.: - Work study report on adequacy of staff strength of Railway Hospital Danapur of Medical Department of Danapur Division .

In connection to the above, it is to inform that a work study has been conducted by work study team on adequacy of staff strength of Railway Hospital Danapur of Medical Department of Danapur Division .

The work study team recommended for surrender of 25 vacant posts (Safaiwala—14 posts , Aya-01 post, Cook-05 posts , Mashalchi-01 post, Dietician -01post, PHN- 01post , Ambulance attendant -02 post) of Railway Hospital Danapur of Medical Department of Danapur Division .

The report is being sent to your end for scrutiny, after scrutiny please send your reply within 10 days so that, the report may be finalized and intimated to Railway Board.

DA: Work study report in 16 pages.

(Adil khalifa)
Efficiency Officer
for SDGM

Copy to: (i) PCPO/ HJP for kind information please.
(ii) CMD/HJP for kind information please.
(iii) ADRM/DNR for kind information please.
(iv) Sr. DPO/ DNR for kind information please

for SDGM

**REVIEW
OF
STAFF STRENGTH
OF
Railway Hospital Danapur
OF
MEDICAL DEPARTMENT OF DNR. Div,
WORKING
AT
DANAPUR
(ECR/Effi/WSR/DNR/19-20/04)**

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**WORK-STUDY CELL
East Central Railway
HAJIPUR**

EXECUTIVE SUMMARY

Study No.	ECR/Effi./WSR/DNR/19-20/04
Subject	REVIEW OF STAFF STRENGTH OF SAFAIWALA of Railway Hospital Danapur of Medical Department of Danapur Division.
Area	Railway Hospital Danapur
Division	DNR
Department	MEDICAL
Terms of Reference	Assessment of Man Power requirement
Total No. of Recommendations	01
No. of posts recommended for surrender	25
Financial Implication	138.74 LAKH
Month of Circulation	May , 2019

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TERMS OF REFERENCE

The study has been conducted under the following terms of references:

- a) To review of staff vis-a-vis workload of Railway Hospital staff Danapur of Medical Department Danapur Division with a view to identify the surplus manpower in unit.

- b) To assess the effective utilization of Railway Hospital staff Danapur in Medical Department Danapur Division .
- c) To suggest ways and means to improve working of Railway Hospital staff Danapur of Medical Department Danapur Division.

METHODOLOGY ADOPTED

The following methodology adopted to conduct the study:-

- i) Data collection and its critical analysis to arrive on factual status of present working.
- ii) Discussions hold at various levels with a view to produce fruitful result.
 - Discussion with CMS/DNR
 - Discussion with ACMS/DNR
 - Discussion with concerning ANO/DNR
 - Assessment of work load.
 - Arriving of staff requirement.
- iii) Reassessment of manpower requirement by applying on need base.

SYNOPSIS

1. In Railways, the process of absorption of modernization has been started and still it is in progress in every sphere of the system. These technological

up gradations have shown the considerable improvement in the efficiency and manpower productivity in Railways.

2. Keeping in view, the Work Study Cell was assigned to conduct work study of Railway Hospital staff Danapur of Medical Department Danapur Division with a view to assess the staff requirement as per the existing workload .
3. Railway Hospital staff Danapur of Medical Department of Danapur Division also plays a vital role in Indian Railways and leads in performance of any Zonal Railway. Railway Hospital staff Danapur is under control by CMS/DNR and assisted by Sr. DMO, DMO, ACMS and other staff of Medical Department. It deals with cleaning of OPD patient, Indoor patient, ICU patient, station calling patient, emergency patient, outdoor sick patient and sanitation work of Hospital.

Chapter –I

Introduction :-

1. In Indian Railways, Medical department plays a vital role for the medical treatment to Railway staff over the division and the injured passenger on the accident site.
2. Danapur is the major junction station in DNR division .It is the divisional head quarter of Danapur division. Railway Hospital Danapur is situated a distance of 1 km (approx) from Danapur station . The mostly medical staff of Danapur Division are utilized in Railway Hospital Danapur .
3. The Divisional Railway hospital Danapur is under the control of CMS /DNR . He is assisted by Sr. DMO, DMO, and ADMO and other staff.
4. Jurisdiction of divisional Rly. Hospital Danapur
5. An attempt has been made to study the present system of working and application of Bench marking yard stick prescribed by Rly. Board vide annexure 4D- Bench marking of Medical staff and need based.
6. Methodologies -
 - (i) Discussion with CMS/Div. Rly. Hospital DNR.
 - (ii) Discussion with ACMS/Div. Rly. Hospital DNR
 - (iii) Discussion with ANO & Chief Matron /Div. Rly. Hospital DNR.
 - (iv) Discussion with concerning staff.

Present scenario :-

BOS- 211 MOR- 164 vacancy- 47

The actual staff strength of Railway Hospital Danapur of Medical Department of Danapur Divisional is 164 as against the sanctioned strength of 211(Annexure -I) as per data given by CMS /DNR.

working points in Divisional Rly Hospital -

There are 10 wards and some other points under the Divisional Rly. Hospital as below -

(1) Male Medical ward:-

Matron - 01x03(in three shift) =03

N/Sister /staff nurse - 01x03(in three shift duty) =03

Attendant - 01+03(in day & shift duty)

Safaiwala - 03 (in three shift duty)

(2) Male surgical & Male Ortho ward:-

Matron - 01x03=(In three shift)

N/Sister /staff nurse - 01x03(in three shift duty) =03

Attendant - 01+03(in day & shift duty)

Safaiwala - 03 (in three shift duty)

(3) Female surgical & Female Ortho ward:-

Matron - 01+01=02

N/Sister /staff nurse - 01x03(in three shift duty) =03

Attendant - 01+03(in day & shift duty)

Safaiwala - 03 (in three shift duty)

Aya - 03 (in three shift duty)

(4) Children + Male Extension +CC ward :-

Matron - 01

N/Sister /staff nurse - 01x03(in three shift duty) =03
Attendant - 01+03(in day & shift duty)
Safaiwala - 03 (in three shift duty
Aya - 03 (in three shift duty
(5) PO ward -
Matron - 01

N/Sister /staff nurse - 01x03(in three shift duty) =03
Attendant - 01+03(in day & shift duty)
Safaiwala - 03 (in three shift duty

(6) ICU ward -
Matron - 01+01+01=03
N/Sister /staff nurse - 01x03(in three shift duty) =03
Attendant - 01+03(in day & shift duty)
Safaiwala - 03 (in three shift duty
Aya - 03(in three shift duty

(7) Maternity & Female extension + Cabin:-
Matron - 01

N/Sister /staff nurse - 01x03(in three shift duty) =03
Attendant - 01+03(in day & shift duty)
Safaiwala - 03 (in three shift duty
Aya - 03 (in three shift duty

(8) Emergency :-
Matron - 01
N/Sister /staff nurse -01x03=03(in three shift duty)
Attendant - 01+03(in day & shift duty)
Safaiwali - 03 (in three shift duty
Aya - 03 (in three shift duty

(9) Operation Theater:-
Matron - 02
Emergency nursing staff are utilized.
OT Asstt. - 01

Attendant - 03 (in day)
Dresser -04

Safaiwala -01

- (10) Injection room & ECG-
N/sister =01, Attendant -02
- (11) ANO office
Matron =03
- (12) Store-
Pharmacist -06
- (13) Dispensary –05 counter in dispensary.
Pharmacist -05. Attendant ; -02
- (14) X- Ray + physiotherapy :-
Radiographer -01. X –ray attendant-01 , Attendant -02
- (15) Laboratory Lab assistant/ lab superintendent/ lab attendant- 06
- (16) Cleaning of surrounding area and drain-03safaiwala
- (17) Kitchen + Dietician :-
Mashalchi-01
- (18) Ambulance –
Ambulance driver- 04
- (19) Other miscellaneous:-
Field worker -01
Mali-01 , physiotherapy-02 Dresser-04,

3.0 Critical Analysis:-

BOS-211 MOR- 164 vacancy- 47

3.01 There are 112 Beds and 14 wards in the Divisional Rly. Hospital DNR

At present Bed occupancy is 80 to 85 % , daily Indoor patient (average) is 165 , Average monthly major surgery and delivery are 5 to 10 in Divisional Railway Hospital DNR . Total no of OPD patient from 01 April to 30 April 19 is 3296 +1432(up to 26 April). Average OPD patient attended per month is 5000 approx . Total no of indoor patient from 01 April to 27 April 19 is 2290. Average indoor patient attended per month is 2500 approx .

3.1.0 Rly. Hospital danapur is working under the control of CMS/DNR. To arrive at a factual conclusion on requirement of staff for medical staff , the team collected the workload of all activities. For calculation of manpower required, the team applied on spot observations and discussions at various levels and applied need base.

3.2.0 APPLYING BENCH MARKING NORMS:-

Since manpower is the biggest component of the expenditure of Indian Railway, rightsizing of manpower to reduce unit costs is an effective way to increase efficiency of Indian Railway. Benchmarking offers us a solution for reduction and redistribution staff and can be a very handy tool for rightsizing of Indian Railway.

Benchmarking is the continuous process of comparing different units; identifying those who are the best, then learning how this excellence was achieved and then setting out to improve the efficiency of those who are behind.

Bench marking is being implemented not only on Indian Railway, but also other than the Railways. Even for medical staff, for those specific yard sticks are derived, also exercising bench marking, since the yard sticks which are framed in very olden days according to the working pattern. Now, in this competitive world of computer era, those yard sticks are outdated. Therefore, bench marking is being observed every where.

Calculation of Rly.Hospital staff as per Indian railway bench marking on march 2019 is given below :- Current IR average 22.9 staff medical personnel per '000' .

As on 01.04.2018 the sanctioned strength is 16298 and man on roll is 13715 of danapur division .The average retired patent approximately 2000. Hence total sanctioned and retired patent-16298+2000=18298

Requirement of staff as per current IR average bench marking norms = $18298 \times 22.9 / 1000 = 419.02$ which is less than sanctioned strength(211).

Work study team spot observed that 50 bed are transferred to supper specialist patna and large number of patent of division move to supper specialist patna Hence calculation of requirement staff on need base which is best option.

Requirement of staff in different units as given below

(1) Male Medical ward:-

Matron - 01x03(in three shift) =03

N/Sister/staff Nurse - 01x03(in three shift duty) =03

Attendant - 01+03(in day & shift duty)

Safaiwala - 03 (in three shift duty)

(2) Male surgical & Male Ortho ward:-

Matron - 01x03=(In three shift)

N/Sister/staff Nurse - 01x03(in three shift duty) =03

Attendant - 01+03(in day & shift duty)

Safaiwala - 03 (in three shift duty)

(3) Female surgical & Female Ortho ward:-

Matron - 01=01

N/Sister/staff Nurse - 01x03(in three shift duty) =03

Attendant - 01+03(in day & shift duty)

Aya - 03 (in three shift duty)

(4) Children + Male Extension +CC ward :-

Matron - 01

N/Sister/staff Nurse - 01x03(in three shift duty) =03

Attendant - 01+03(in day & shift duty)

Safaiwala - 02

Aya - 03 (in three shift duty)

(5) PO ward -

Matron - 01

N/Sister/staff Nurse - 01x03(in three shift duty) =03

Attendant - 01+03(in day & shift duty)

Safaiwala - 03 (in three shift duty)

(6) ICU ward -

Matron - 01+01+01=03

N/Sister/staff Nurse - 01x03(in three shift duty) =03

Attendant - 01+03(in day & shift duty)

Safaiwala - 03 (in three shift duty)

Aya - 03(in three shift duty)

(7) Maternity & Female extension + Cabin:-

Matron - 01

N/Sister/staff Nurse - 01x03(in three shift duty) =03

Attendant - 01+03(in day & shift duty)
Safaiwala - 02
Aya - 03 (in three shift duty)

(8) Emergency :-

Matron - 01
N/Sister/staff Nurse - 01x03(in three shift duty) =03
Attendant - 01+03(in day & shift duty)
Safaiwali - 03 (in three shift duty)

(9) Operation Theater:-

Matron - 01
OT Asstt. - 01

N/Sister/staff Nurse - 01

Attendant - 02 (in day)

Dresser -06

Safaiwala -01

(10) Injection room & ECG-

N/Sister/staff Nurse =01, Attendant -01

(11) ANO office

Matron =03

(12) Store-

Pharmacist -06

(13) Dispensary -05 counter in dispensary.

Pharmacist -05. Attendant ; -02

(14) X- Ray + physiotherapy :-

As per observation 02 Radiographer . 01 Radiographer attendant , 02 physiotherapy and 01 physiotherapy Attendant are required for X- Ray + physiotherapy unit.

(15) Laboratory

As per observation 04 lab superintendent, 01 lab assistant and 02 lab attendant are required.

(16) Cleaning of surrounding area and drain-02 safaiwala

(17) Work study team observed that requirement of Kitchen staff are following

Mashalchi-01

Dietician -01

(18) Ambulance –

Ambulance driver- 04

Other miscellaneous:-

Field worker -01

Mali-01

Requirement of staff of Rly Hospital Danapur .

Requirement of total Matron = $03+03+01+01+01+03+01+01+01+03=18$

RG @ 12.5% of 18= $2.25=02$ (say)

Total = $18+02=20$

LR@ 12.5% of 20= $2.5=03$ (say)

Grand Total = $20+03=25$ S/S=23 , Excess= $23-23=00$

Requirement of total N/Sister and staff Nurse =

$03+03+03+03+03+03+03+03+01+01=26$

RG @ 12.5% of 26= $3.25=03$ (say)

Total = $26+03=29$

LR@ 12.5% of 29= $3.6=04$ (say)

Grand Total = $29+04=33$ S/S=33 , Excess= $33-33=00$

Requirement of total HA = $04+04+04+04+04+04+04+04+02=34$

RG @ 12.5% of 34= $4.25=04$ (say)

Total =34+04=38

LR@ 12.5% of 38=4.7=05(say

Grand Total =38+05=43 S/S=43 , Excess= 43-43=00

Requirement of total Safaiwala = 03+03+02+03+03+02+03+01+02=22

RG @ 12.5% of 22=2.75=03(say)

Total =22+03=25

LR@ 12.5% of 25=3.12=03(say

Grand Total =25+03=28 S/S=42 , **Excess= 42-28=14**

Requirement of total Aya= 03+03+03+03=12

RG @ 12.5% of 12=1.5=01(say)

Total =12+01=13

LR@ 12.5% of 13=1.6=02(say

Grand Total =13+02=15 S/S=16 , **Excess= 16-15=01**

Requirement of total X- Ray + physiotherapy staff:-

Requirement of physiotherapy = 02 S/S=02 Excess 02-02=00

Requirement of physiotherapy attendant = 01 S/S=01 Excess 01-01=00

Requirement of Radiographer =01 S/S=01 Excess=01-01=00

Requirement of Radiographer attendant =01 S/S=01 Excess=01-01=00

Requirement of total Laboratory staff:-

Requirement of laboratory staff = 04+01+02= 07 , S/S=07 Excess 07-07=00

Requirement of total kitchen staff:-

Requirement of Cook -00 S/S-05 **Excess 05-00=05**

Requirement of Mashalchi -01 S/S-02 **Excess 02-01=01**

Requirement of store and dispensary staff -

As per observation 07 pharmacist for store and 07 pharmacist for dispensary.

Total 07+07=14 S/S-14 Excess 14-14=00

Requirement of Ambulance staff -

As per observation 04 ambulance driver and 01 ambulance attendant staff are required **Requirement of Peon staff :-** 04 peon are required as per need base .

Ambulance Driver:-

S/S-04 Excess =04-04=00

Ambulance attendant :-

S/S-02 **Excess =02-00=02**

Requirement of Dietician staff :- 01 peon are required as per need base .

S/S-01 **Excess =01-00=01**

Requirement of Dresser staff :- 06 Dresser are required as per need base .

S/S-06 Excess =06-06=00

Requirement of PHN and Oral Hygienist staff :- presently and 01 oral hygienist are required and 01 PHN staff are not required as per observation .

PHN

S/S-01 **Excess =01-00=01**

Hence work study team observed that 25 vacant posts (Safaiwala—14 posts , Aya-01 post, Cook-05 posts , Mashalchi-01 post, Dietician -01post, PHN- 01post , Ambulance attendant -02 post) may be recommended for surrendered .

CHAPTER:- IV

Recommendation:-

2.6.0 RECOMMENDATION:-

S.S = 211 MOR = 164 Vac.= 47

After going through the requirement of staff the work study team recommends to surrender of 24 vacant posts (Safaiwala—14 posts , Aya-01 post, Cook-05 posts , Mashalchi-01 post, Dietician -01post, PHN- 01post , Ambulance attendant -01 post may be recommended for surrendered.

Total Sanction Strength =211

Total Men on Roll =164

Total Vacant post =47

Total Staff required =187

Excess Staff =211 - 186 = 25 Staff

Excess Staff i,e 25 vacant posts (Safaiwala—14 posts , Aya-01 post, Cook-05 posts , Mashalchi-01 post, Dietician -01post, PHN- 01post , Ambulance attendant -02 post) may be recommended for surrendered and financial saving will be Rs. 138.74 Lac. per annum

CHAPTER: - V

FINANCIAL SAVINGS

If the recommendation of the study report is implemented, the annual recurring financial savings will be as under:

S.No.	Category	Scale of pay (Rs.)	Grade pay	No. of post	Mean pay /month	DA@ 12%	Annual financial savings (Rs.)
1	Safaiwala	5200-20200	1800	14	37450	4494	7046592
2	Masalchi	5200-20200	1800	01	37450	4494	503328
3	Aya	5200-20200	1800	01	37450	4494	503328
4	PHN	5200-20200	1800	01	37450	4494	503328
5	Cook	5200-20200	1800	01	37450	4494	503328
6	Cook	5200-20200	1900	02	41100	4932	1104768
7	Cook	5200-20200	2400	01	53300	6396	716352
8	Cook	9300-34800	4200	01	73900	8868	993216
9	Dietician	9300-34800	4200	01	73900	8868	993216
10	Ambulance Attendant	5200-0200	1800	02	37450	4494	100676
11	Total			25			13874112 138.74 Lac.

CHAPTER: - VI

Summary:-

After critically examining the work load of various categories of medical staff of Railway Hospital of Danapur the work study team proposes as below:-

S.N o.	Category	Scale of pay (Rs.)	Grade pay	BOS	Man on Roll	Requirement as per WS	Proposed surrender
1	Safaiwala	5200-20200	1800	42	28	28	14
2	Masalchi	5200-20200	1800	02	01	01	01
3	Aya	5200-20200	1800	16	15	15	01
4	PHN	5200-20200	1800	01	00	00	01
5	Cook	5200-20200	1800	01	00	00	01
6	Cook	5200-20200	1900	02	00	00	02
7	Cook	5200-20200	2400	01	00	00	01
8	Cook	9300 -34800	4200	01	00	00	01
9	Dietician	9300 -34800	4200	01	00	00	01
10	Ambulance Attendant	5200-0200	1800	02	02	00	00
11	Total						25

Total vacant post proposed for surrender = 25

Annexure-I

Sanction strength Man on Roll and vacancy of medical staff of Railway Hospital Danapur .

S.No.	Category	Scale of pay (Rs.)	Grade pay	BOS	Man on Roll	Vacancy
1	Chief Matron	15600-39100	5400	23	20	03
2	Nursing Sister	9300-34800	4800	18	21	+03
3	Staff Nurse	9300-34800	4600	15	04	11
4	PHN	9300-34800	4200	01	00	01
5	Pharmacist I	9300-34800	4600	07	07	03
6	Pharmacist I	9300-34800	4200	07	04	03
7	Physiotherapist	9300-34800	4200	02	02	00
8	Radiographer	9300-34800	4200	02	01	01
9	OT Asstt.	5200-20200	2800	01	00	01
10	Dresser	5200-20200	1900	02	03	+01
11	Dresser	5200-20200	2400	04	05	+01
12	Lab. Asst.	5200-20200	2000	00	02	+02
13	Lab. Asst.	5200-20200	2400	01	01	00
14	Lab. Asst.	5200-20200	2800	00	01	+01
15	Lab. Supdt.	9300-34800	4200	02	00	02
16	Lab. Supdt.	9300-34800	4600	01	00	01
17	Dietician	9300-34800	4600	01	00	00
18	Cook	5200-20200	1800	01	00	01
19	Cook	5200-20200	1900	02	00	02
20	Cook	5200-20200	2400	01	00	01
21	Cook	9300-34800	4200	01	00	01
22	Masalchi	5200-20200	1800	02	01	01
23	Field worker	5200-20200	2400	01	01	00

24	Health visitor	5200-20200	2800	01	00	01
25	Health visitor	9300-34800	4200	01	00	01
26	Oral Hygienist	9300-34800	4200	01	00	01
27	Amb.Driver	5200-20200	1900	01	04	+03
28	Amb.Driver	5200-20200	2400	01	00	01
29	Amb.Driver	5200-20200	2800	01	00	01
30	Amb.Driver	9300-34800	4200	01	00	01
31	Aya	5200-20200	1800	16	15	01
32	Mali	5200-20200	1800	02	01	01
33	Lab .Attendant.	5200-20200	1800	02	02	00
34	X-Ray Atttdt.	5200-20200	1800	01	01	00
35	Physiotherapist attendant.	5200-20200	1800	01	00	01
36	Amb. Attendant	5200-20200	1800	02	00	02
37	Safaiwala	5200-20200	1800	42	28	14
38	HA	5200-20200	1800	43	39	04
	Total			211	164	47

