



MUTHAYAMMAL ENGINEERING COLLEGE

(An Autonomous Institution)

(Approved by AICTE, New Delhi, Accredited by NAAC & Affiliated to Anna University)

Rasipuram - 637 408, Namakkal Dist., Tamil Nadu



L 01

LECTURE HANDOUTS

BME

V/III

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : I - OVERVIEW OF HOSPITAL ADMINISTRATION

Date of Lecture:

Topic of Lecture: Hospital and Industry relationship

Introduction :

A **hospital** is a health care institution providing patient treatment with specialized medical and nursing staff and medical equipment.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

The hospital is an integral part of a social and medical organization, the function of which is to provide for the population complete healthcare, both curative and preventive, and whose out-patient services reach out to the family in its home environment

Hospital classification:

| | |
|-------------------------------------|--|
| LEVEL ONE: PRIMARY CARE | Primary Care Physician, Family Physician or Public Health Clinic |
| LEVEL TWO: SPECIALTY PHYSICIAN CARE | Specialist Physician |
| LEVEL THREE: HOSPITAL CARE | Acute Care General Hospital or Ambulatory Surgical Center |
| LEVEL FOUR: SPECIALTY HOSPITAL CARE | Specialty Acute Care Hospital |

Video Content / Details of website for further learning (if any):

https://www.youtube.com/watch?v=RXFVH_f7dOQ

Important Books/Journals for further learning including the page nos.:

Hospital Administration and Human Resource Management, Dr. D.K. SHARMA & R.C. GOYAL Pg.No: 1-18

Course Teacher

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LECTURE HANDOUTS

L 02

BME

IV/II

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : I - OVERVIEW OF HOSPITAL ADMINISTRATION
Date of Lecture:

Topic of Lecture: Challenges in Hospital Administration

Introduction :

Change is being driven in the developing world by the growth of the middle class, greater demands from that middle class, and the globalization of economics.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

Challenges to administrative abilities have come from within the health field as well as from the public: For instance, from

(a) business and professional leaders who were initiated into the hospital scene as trustees of voluntary hospitals;

(b) the large number of physicians who comprise the medical staff of today's hospital and who are especially concerned about the facilities and services available for the care of their patients;

(c) professional organizations which prescribe various standards of hospital operation while granting approval to the hospitals;

(d) academicians who are concerned about matching what they teach with the requirements of the patients and hospital administrations;

(e) labour demanding standards of employment and working conditions at least equal to if not better than those prevailing in other industries; and

(f) trustees of the Trust Hospitals, members of Registered Society Hospitals, shareholders of Corporate Hospitals, and others who have been their own masters and have been operating with no restraints so far will have to face increasing professionalism threatening their power and existence.

These professionals will bring professionalism in running the hospitals, meaning thereby decentralization in decision making and strategic management to survive in the society. No CEO of any hospital will be able to run his hospital without collecting sufficient funds from his patients rather than from trustees, society members, shareholders, philanthropists etc. Of late a new challenge is that of being environment friendly. When the international focus is on a safe environment, hospitals which do not pay enough attention to this sensitive issue will be eliminated from the community either through enforcement of legal regulations or customers' boycott. This has already begun in the West and will certainly happen here too,

perhaps within the next five to ten years.

It should be remembered that creditability and effectiveness are mutually dependent and proportional. The Chief Executive Officer of a hospital must guard his creditability at all cost. He must be able to provide latest technology and vision. He should push for change when it is required in the interest of the patients, employees

Video Content / Details of website for further learning (if any):

https://www.youtube.com/watch?v=RXFVH_f7dOQ

Important Books/Journals for further learning including the page nos.:

Hospital Administration and Human Resource Management, Dr. D.K. SHARMA & R.C. GOYAL Pg.No: 109

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LECTURE HANDOUTS

L 03

BME

IV/II

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : I - OVERVIEW OF HOSPITAL ADMINISTRATION
Date of Lecture:

Topic of Lecture: Hospital Planning

Introduction :

Hospital Planning

- Planning is the forecasting and organizing the activities required to achieve the desired goals.
- All successful hospitals, without exception are built on a triad of good planning, good design & construction and good administration

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

Planning is the forecasting and organizing the activities required to achieve the desired goals.

- All successful hospitals, without exception are built on a triad of good planning, good design & construction and good administration.
- To be successful, a hospital requires a great deal of preliminary study and planning.
- It must be designed to serve people.
- It must be staffed with competent and adequate number of efficient doctors, nurses, and other professionals.
- A strong management essential for the daily functioning of a facility; must be included in the plans of a new hospital.

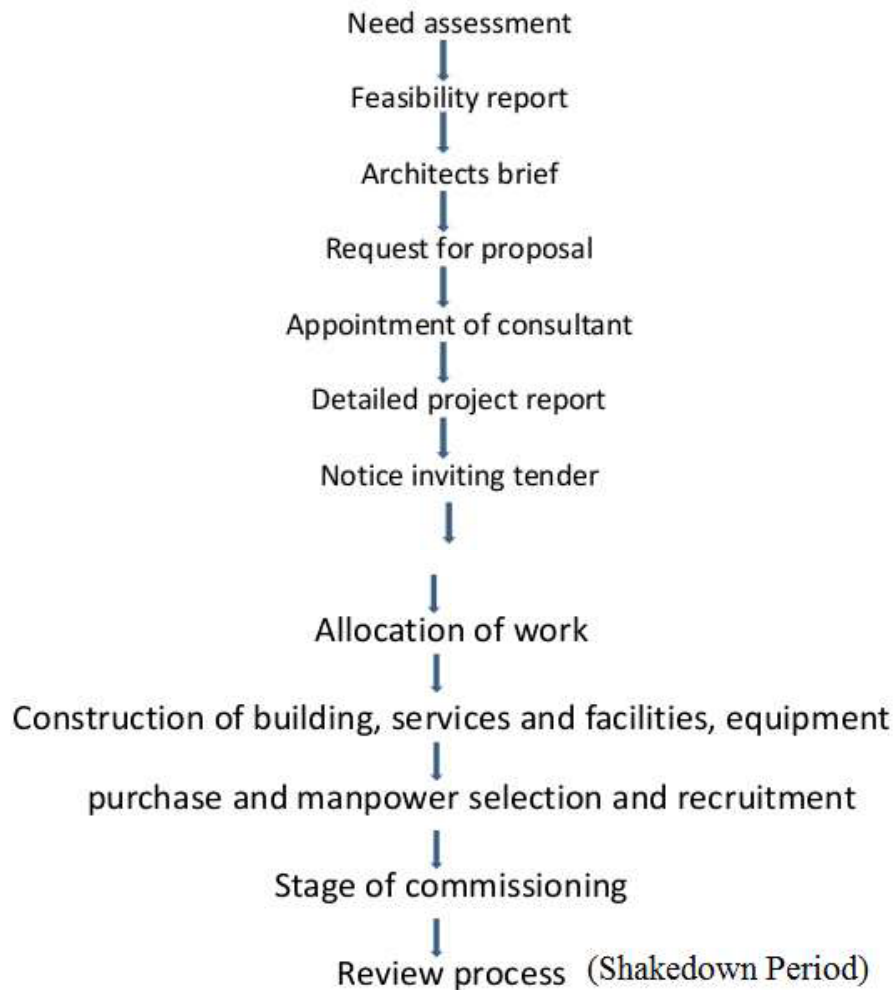
Planning involves six questions:

- What we expect to do?
- Why it will be done?
- Where will it be done?
- When we expect to do it?
- Who all are going to do it?
- How will it be done?

Factors in Hospital Planning

- Community interest over individual interest.
- Preventive services over curative services.
- Services catering to the weaker sections of the community.
- Rural over urban.
- Regionalized planning.

Steps of Hospital Planning:



Video Content / Details of website for further learning (if any):

https://www.youtube.com/watch?v=RXFVH_f7dOQ

Important Books/Journals for further learning including the page nos.:

Hospital Administration and Human Resource Management, Dr. D.K. SHARMA & R.C. GOYAL Pg.No:115

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L 04

LECTURE HANDOUTS

BME

IV/II

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : I - OVERVIEW OF HOSPITAL ADMINISTRATION
Date of Lecture:

Topic of Lecture: Equipment Planning

Introduction :

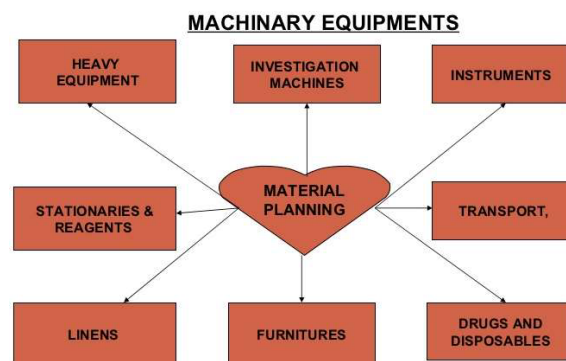
Medical Equipment Planning involves equipment survey, budgeting, selection, technical specifications and procurement of medical equipment, taking into account the required level of technology, program planning objectives and available budget

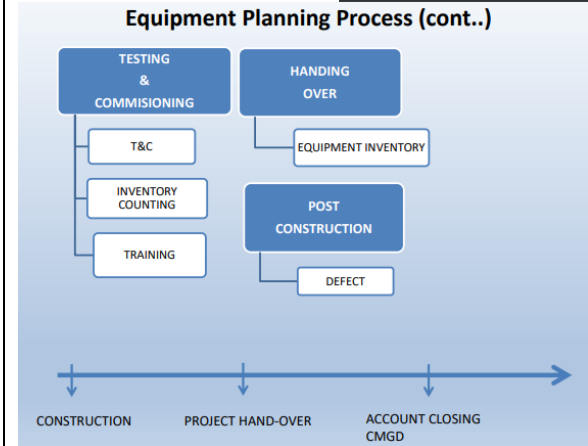
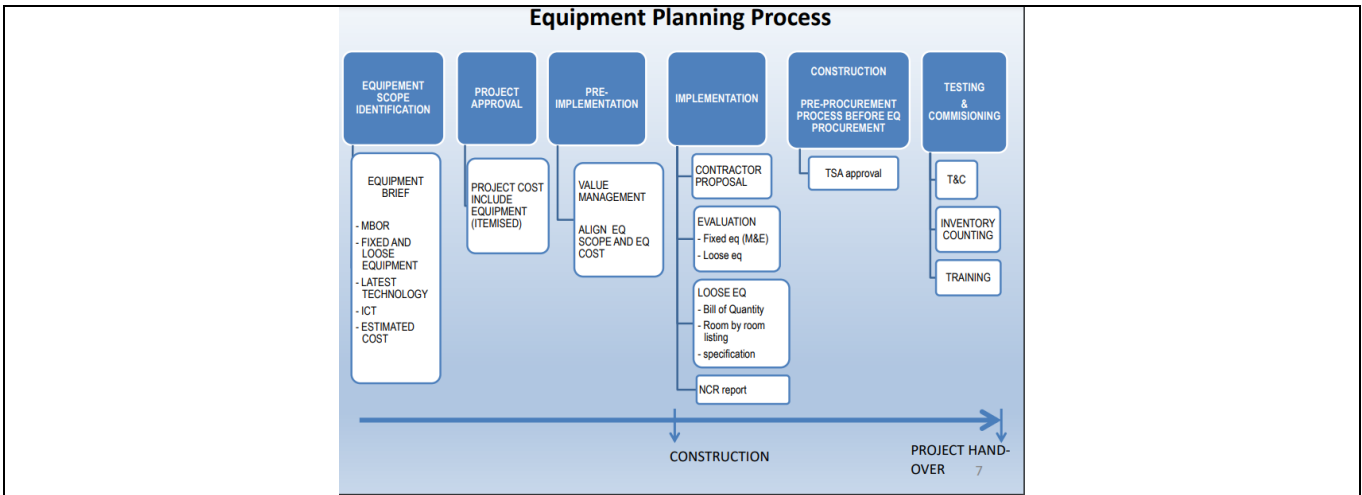
Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

The Medical Equipment Management Plan defines the mechanisms for interaction and oversight of the medical equipment used in the diagnosis, treatment, and monitoring of patients. ... The mission is to ensure that equipment used in patient care is safe, available, accurate, and affordable.





Video Content / Details of website for further learning (if any):
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Important Books/Journals for further learning including the page nos.:

Hospital Administration and Human Resource Management, Dr. D.K. SHARMA & R.C. GOYAL Pg.No: 139

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LECTURE HANDOUTS

L 05

BME

IV/II

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : I - OVERVIEW OF HOSPITAL ADMINISTRATION
Date of Lecture:

Topic of Lecture: functional planning

Introduction :
The functional plan is the overall strategy describing how and when the goals set in the strategic plan will be achieved. The function plan is the concrete, specific actions and timeframes of making the goal of opening that branch a reality.

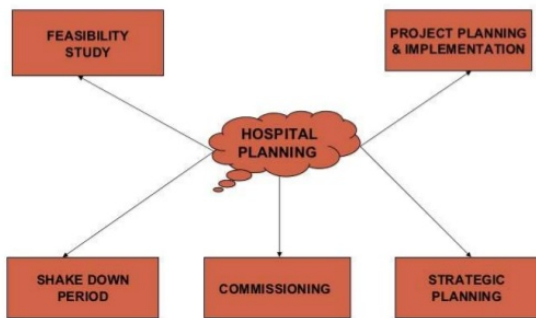
Prerequisite knowledge for Complete understanding and learning of Topic:
Principles of Management

Detailed content of the Lecture:

A strong management essential for the daily functioning of a facility; must be included in the plans of a new hospital. ... Hospital building differs from other building types in the complex functional relationship that exist between the various parts of the hospital.

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graph LR; A[FROM MAIN ENTRY CARPARK] --> B[WAITING]; B --> C[RECEPTION]; B --> D[SUPPORT FUNCTIONS/ AMENITIES]; C --> E[OFFICE]; D --> E; E --> F[HOSPITAL UNITS]; E --> G[INTERVIEW/ MEETING]; E --> H[EDUCATION & TRAINING UNIT];
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Components of Hospital Planning



Video Content / Details of website for further learning (if any):
https://www.youtube.com/watch?v=RXFVH_f7dOQ

Important Books/Journals for further learning including the page nos.:
Hospital Administration and Human Resource Management, Dr. D.K. SHARMA & R.C. GOYAL Pg.No: 170

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LECTURE HANDOUTS

L 06

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IV/II

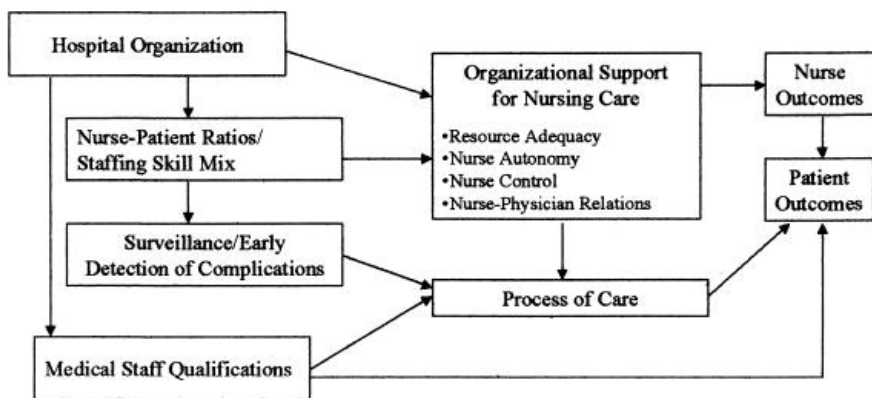
Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
 Course Teacher : Ms. S. Suchitra
 Unit : I - OVERVIEW OF HOSPITAL ADMINISTRATION
 Date of Lecture:

Topic of Lecture: Organizing

Introduction :
 Hospitals are set up with a hierarchical and divisional structure. This structure means various levels of staff –ranging from high- to lower-level positions–are responsible for others within their respective divisions.

Prerequisite knowledge for Complete understanding and learning of Topic:
 Principles of Management

Detailed content of the Lecture:
 Traditional organizational structures come in four general types – **functional, divisional, matrix** and flat – but with the rise of the digital marketplace, decentralized, team-based org structures are disrupting old business models.



Organizational Structure of Hospitals

Boards of Directors

Hospitals are corporations and are therefore overseen by boards of directors. Nonprofit hospitals have boards that often consist of influential members of health care and local communities. Many hospitals were founded by a religious group and maintain religious affiliation. These hospitals often include clergy and congregation leadership in their boards.

Educationally affiliated hospitals are often overseen by universities. Therefore, university boards of trustees or regents may double as the board of directors for a hospital. Multi-hospital systems, particularly for-profit ones, usually have one board of directors overseeing numerous facilities.

Executives Oversee Day-to-Day Operations

Boards of directors leave it to their executives to see that their decisions are carried out and that the day-to-day operations of the hospital are performed successfully. The chief executive officer is the top boss responsible for everything that goes on in a hospital. However, hospitals usually have chief nursing officers, chief medical officers, chief information officers, chief financial officers and sometimes chief operating officers, who also carry a lot of weight. This group of top executives forms the central core management.

Hospital Department Administrators

The top managers of each hospital department report to the core management. These people are responsible for one type of medical or operational service. Most departments are areas of patient care such as orthopedics, labor and delivery or the emergency department. There also are non-patient-care departments such as food services and billing.

Clinical departments usually have large staffs, significant supply and purchasing needs and numerous regulations they must comply with. Therefore, administrators often have assistant administrators who help them oversee their multifaceted operations.

Patient Care Managers

Within a department, there are the people who directly oversee patient care. Nurse managers, directors of rehabilitation services and supervising physicians have people under them who give hands-on patient care. This level of management ensures that the staff members are acting appropriately, giving the best care, addressing all of their duties, complying with hospital and legal requirements and, for nurses and allied health care workers, following physician orders.

When something goes wrong with a patient or a clinician, these people handle the problem. They also usually oversee schedules and basic human resource functions for their employees.

Patient Service Providers

Most of a hospital is composed of service-providing staff. From nurses and physical therapists to line cooks and laundry workers, it takes a lot of hands-on staff to make everything happen. These people have very specific job descriptions and duties, which hospitals need them to perform very well to ensure the safety and health of patients.

Video Content / Details of website for further learning (if any):

https://www.youtube.com/watch?v=RXFVH_f7dOQ

Important Books/Journals for further learning including the page nos.:

Hospital Administration and Human Resource Management, Dr. D.K. SHARMA & R.C. GOYAL Pg.No: 170

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LECTURE HANDOUTS

L 07

BME

IV/II

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : I - OVERVIEW OF HOSPITAL ADMINISTRATION

Date of Lecture:

Topic of Lecture: Current Issues in Hospital Management

Introduction :

There are many issues arising within this complex healthcare system. Providers are facing increased costs, regulatory changes, coding updates, inefficiencies, security issues, and disruptive technology

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

- General Healthcare Management Problems
- IT Management Problems in Healthcare Organizations
- Financial Issues in Healthcare Organizations
- Economic Challenges in the Healthcare Industry
- Final Note on Management Problems in Healthcare Organizations

Many issues are arising within this complex healthcare system. Providers are facing increased costs, regulatory changes, coding updates, inefficiencies, security issues, and disruptive technology.

A key challenge is increasing interoperability between disconnected providers and leveraging technology to make up for decreasing staff and an improved focus on value-based care over quantity treated. This includes improving preventative approaches to managing population health.

One interesting option to reduce costs is to outsource vital tasks to a trusted third-party healthcare service organization. While many problems are facing the healthcare industry, the future is bright and improving daily.

Video Content / Details of website for further learning (if any):

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LECTURE HANDOUTS

L 08

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IV/II

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : I - OVERVIEW OF HOSPITAL ADMINISTRATION
Date of Lecture:

Topic of Lecture: Telemedicine

Introduction :

Telemedicine refers to the practice of caring for patients remotely when the provider and patient are not physically present with each other. Modern technology has enabled doctors to consult patients by using HIPAA compliant video-conferencing tools. Most robust and easy to use telemedicine software.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

Telemedicine allows health care professionals to evaluate, diagnose and treat patients at a distance using telecommunications technology. The approach has been through a striking evolution in the last decade and it is becoming an increasingly important part of the American healthcare infrastructure.

Telemedicine Definition

Telemedicine can be defined as the use of technology (computers, video, phone, messaging) by a medical professional to diagnose and treat patients in a remote location.

Applications

There are few limitations to how telemedicine can be applied. Here are a few examples of how it is being used today.

Follow-up visits

Using health software for routine follow-up visits is not only more efficient for providers and patients, but it also increases the likelihood of follow-up, reducing missed appointments and improving patient outcomes.

Remote chronic disease management

The increasing rate of chronic disease is a major challenge for our health system. It is a prime candidate for the use of telemedicine software because it makes it easier and less expensive for patients to maintain control over their health.

Remote post-hospitalization care

One telehealth program for patients with congestive heart failure reduced 30-day hospital readmissions by 73 percent and six-month readmissions by 50 percent.

Preventative care support

Weight loss and smoking cessation are the keys to reducing heart disease and a host of other conditions. Telemedicine can be a valuable tool in connecting providers with patients to make sure they get the support they need to be successful.

School based telehealth

When children become ill at school, they might visit a school nurse or be picked up by their parents and taken to an urgent care center. Some innovative districts have teamed up with doctors to conduct remote visits from the school. The provider can assess the urgency of the case and provide instructions or reassurance to parents.

Assisted living center support

Telemedicine software has already proven to be useful in keeping residence of assisted living facilities out of the hospital. Problems often occur at night or on weekends, making hospitalization the only option even for less urgent problems. With telemedicine, on-call doctors can conduct a remote visit to determine if hospitalization is necessary.

Video Content / Details of website for further learning (if any):

https://www.youtube.com/watch?v=RXFVH_f7dOQ

Important Books/Journals for further learning including the page nos.:

https://www.who.int/goe/publications/goe_telemedicine_2010.pdf

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LECTURE HANDOUTS

L 09

BME

IV/II

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : I - OVERVIEW OF HOSPITAL ADMINISTRATION
Date of Lecture:

Topic of Lecture: Bio-Medical Waste Management. – Color coding

Introduction :

Bio-medical waste means any waste, which is generated during the diagnosis, treatment or immunization of human beings or animals or in research activities pertaining thereto or in the production or testing of biological, and including categories mentioned in Schedule I, of the BMW rules, 2016.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

Definition of Medical Waste

Medical waste is any kind of waste that contains infectious material (or material that's potentially infectious). This definition includes waste generated by healthcare facilities like physician's offices, hospitals, dental practices, laboratories, medical research facilities, and veterinary clinics.

The importance of biomedical waste management

It can spread disease, impact the water supply, wildlife, and your reputation. Reinforcing the importance of medical waste disposal with your staff helps you create a worker-safe, patient-safe and environmentally-safe workplace.

Video Content / Details of website for further learning (if any):

https://www.youtube.com/watch?v=RXFVH_f7dOQ

Important Books/Journals for further learning including the page nos.:

<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5784295/>

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LECTURE HANDOUTS

L 10

BME

IV/II

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : II - Human Resource Department Management
Date of Lecture:

Topic of Lecture: Principles & Functions of HRM

Introduction :

Human Resource (HR) department deals with issues related to employee benefits, compensation, performance and reward management, wellness, safety, organizational development, employee relations, and motivation, etc. HRD plays a significant and strategic role in managing people as well as workplace culture.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

The HR management functions in these hospitals include maintaining the service records of all employees including leave and other benefits; processing various matters related to the staff; travel and other matters. Human resource departments are responsible for activities spanning a wide variety of core functions. In short, human resource activities fall under the following five core functions: staffing, development, compensation, safety and health, and employee and labor relations.

Human resource functions are expressed as under:

Job analysis and job design: ...

Recruitment and selection of retail employees: ...

Training and development: ...

Performance Management: ...

Compensation and Benefits: ...

Labor Relations: ...

Managerial Relations:

Video Content / Details of website for further learning (if any):

<https://www.youtube.com/watch?v=0DcYSUTxefl>

Important Books/Journals for further learning including the page nos.:

Hospital Administration and Human Resource Management, Dr. D.K. SHARMA & R.C.

GOYAL Pg.No: 182-201

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LECTURE HANDOUTS

L 11

BME

IV/II

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : II - Human Resource Department Management
Date of Lecture:

Topic of Lecture: Profile of HRD Manager

Introduction :

The HR Manager is responsible for employment policies and procedures, overseeing payroll and rewards and recognition programs as well as managing workplace safety initiatives.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

It is essential that a health care facility is staffed with suitable personnel. The HR manager organizes and conducts the selection of appropriate candidates for such positions. She advises management on employee pay and benefits for both recruits and existing employees.

Staffing and Placement

It is essential that a health care facility is staffed with suitable personnel. The HR manager organizes and conducts the selection of appropriate candidates for such positions. She advises management on employee pay and benefits for both recruits and existing employees. The HR manager may ensure that newly-hired personnel acquire labor certificates from the U.S. Department of Labor and work visas from U.S. Immigration and Customs Enforcement.

Legal Research on Health Care

The role of the HR manager extends to research on rules and regulations governing the health care system in relation to its employees. This may require working with the lawyers of the hospital. Statutes such as The Medicare and Medicaid Patient Protection Act of 1987 are important laws with which a health care facility should be well-versed. Legal contracts with medical practitioners on recruitment and retention also need close scrutiny by the HR manager and his department. This avoids situations where a facility is subjected to penalties for violations of health-related laws, or disputes arising from employee contracts.

Management of Employees

A health care facility needs the expertise of qualified and reliable members to ensure adequate delivery of health care services, limit complaints from patients, and prevent sanctions from authorities. The HR manager is in charge of evaluating existing employees in an organization. He must ensure that the performance of recruits and employees is up to par. He is also in charge of addressing disputes arising between employees and management and finding working solutions to address such disputes.

Decision-Making

Facility management has increasingly included the HR department in the decision-making and planning process. This was a paradigm shift from an earlier role confined to record-keeping and legal auditing. The inclusion of the HR department in management allows the manager to address employee concerns. When such matters are addressed at an early stage it limits staff disputes and unrest. The HR manager is also tasked with the responsibility of developing a strong, reliable team and establishing management strategies to govern the workforce, which ensures a better organized health care system.

Video Content / Details of website for further learning (if any):

<https://www.youtube.com/watch?v=0DcYSUTxefI>

Important Books/Journals for further learning including the page nos.:

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LECTURE HANDOUTS

L 12

BME

IV/II

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : II - Human Resource Department Management
Date of Lecture:

Topic of Lecture: Tools of HRD –Human Resource Inventory

Introduction :

Human Resource Inventory, also known as the skills inventory comprehensively lists down the basic information on all the employees, like their education, experience, skills, age, gender, salary related data, job preference and special achievements. It is a vital tool used in HR planning and policy making.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

Here are six HR tech tools that businesses of any size can implement for a happier, better-organized workforce.

HRMS (Human Resource Management System) or HRIS (Human Resource Information System)

Performance solutions. ...

Recruiting software. ...

Payroll service. ...

Benefits management platform. ...

Employee engagement tools.

Human Resource Inventory, also known as the skills inventory comprehensively lists down the basic information on all the employees, like their education, experience, skills, age, gender, salary related data, job preference and special achievements. It is a vital tool used in HR planning and policy making.

Video Content / Details of website for further learning (if any):

<https://www.youtube.com/watch?v=0DcYSUTxefI>

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LECTURE HANDOUTS

L 13

BME

IV/II

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : II - Human Resource Department Management
Date of Lecture:

Topic of Lecture: Manpower Planning

Introduction :

Manpower planning is the process of estimating the optimum number of people required for completing a project, task or a goal within time. Manpower planning includes parameters like number of personnel, different types of skills, time period etc.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

The objective of manpower planning is to forecast staffing level needs and work with company managers to make sure each department is properly staffed. The human resources group plans for seasonal rises in employment needs to insure that production levels and customer service quality are not affected.

Factors Affecting Human Resource Planning

Type and Strategy of Organization.
Organizational Growth Cycles and Planning.
Environmental Uncertainties.
Time Horizons.
Type and Quality of Information.
Labor Market.

13 Main Objectives

1. Demonstrate understanding of competency based approach in human resource.
2. Utilise tools in identifying current staff competencies and gaps, vis-a-vis, the organization's goal and targets.
3. Demonstrate skills in conducting training needs analysis.
4. Formulate strategies for addressing identified training needs, prepare and design training modules and develop curriculum for training course and cost estimates.
5. Demonstrate the abilities to have the human resources development plan approved by the appropriate decision making body.
6. Design different training programmes to meet specific needs of particular group.
7. Formulate detailed implementation schedule.
8. Design evaluation tool.
9. Implement training and development activities, programmes and plans.
10. Write a professional report.
11. Demonstrate knowledge on using relevant analytical tools for planning.
12. Explain the relationship between the organization strategic plan and the strategic human resources development planning process.
13. Conduct a comparative study on the current human resources development planning process.

Video Content / Details of website for further learning (if any):

<https://www.youtube.com/watch?v=0DcYSUTxefI>

Important Books/Journals for further learning including the page nos.:

Hospital Administration and Human Resource Management, Dr. D.K. SHARMA & R.C. GOYAL Pg.No: 182-201

Course Teacher

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LECTURE HANDOUTS

L 14

BME

IV/II

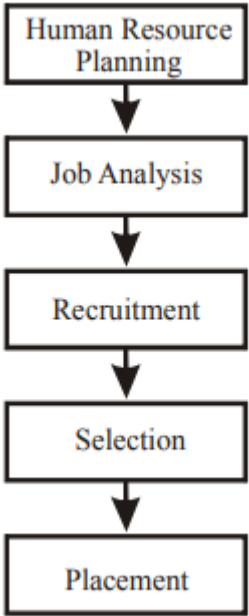
Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : II - Human Resource Department Management
Date of Lecture:

Topic of Lecture: Departments - Hospital, Recruitment, Selection, Training Guidelines

Introduction :
Recruiting is the discovering of potential candidates for actual or anticipated organizational vacancies. Or, from another perspective, it is a linking activity-bringing together those with jobs to fill and those seeking jobs.

Prerequisite knowledge for Complete understanding and learning of Topic:
Principles of Management

Detailed content of the Lecture:



Recruitment process passes through the following stages:

- Recruitment process begins when the personnel department receives requisitions for recruitment from any department of the company, The personnel requisitions contain details about the position to be filled, number of persons to be recruited, the duties to be performed, qualifications expected from the candidates, terms and conditions of employment and the time by which the persons should be available for appointment etc.
- Locating and developing the sources of required number and type of employees.
- Identifying the prospective employees with required characteristics.
- Developing the techniques to attract the desired candidates. The goodwill of an organisation in the market may be one technique. The publicity about the company being a good employer may

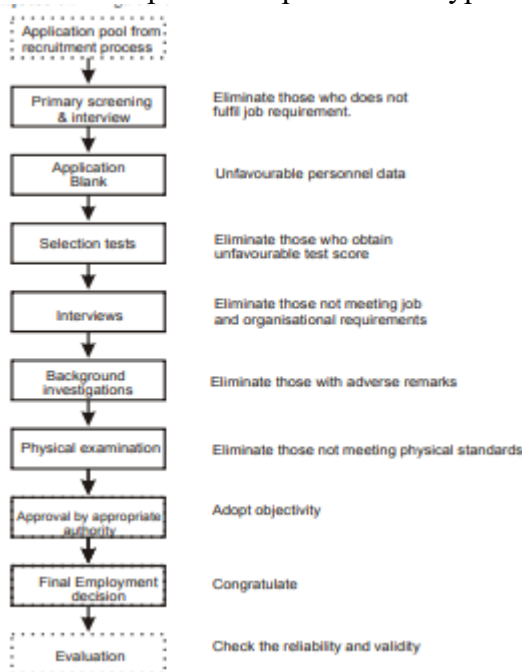
also help in stimulating candidates to apply. There may be others of attractive salaries, proper facilities for development etc.

- Evaluating the effectiveness of recruitment process.

| Based on personnel to be recruited | |
|--|---|
| Managerial/technical personnel | Operative personnel |
| Advertisement Internet Walk-ins Campus recruitments Job fairs Consultancy firms Personnel contacts Poaching and raiding | Public employment exchanges Labour unions Employee referrals Gate hiring Labour contractors |
| Based on the movement of the organisation | |
| Direct methods | Third party method |
| Advertisement Internet recruiting Campus recruitment Job fairs Personnel contacts Gate hiring | Consultancy firms Public employment exchanges Labour unions Employee referrals Labour contractors |

The major factors which determine the steps involved in a selection process are as follows:

- Selection process depends on the number of candidates that are available for selection.
- Selection process depends on the sources of recruitment and the method that is adopted for making contact with the prospective candidates.
- Various steps involved in as selection process depend on the type of personnel to be selected.



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Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : II - Human Resource Department Management
Date of Lecture:

Topic of Lecture: Methods & Evaluation of Training

Introduction :

Training evaluation tools are what is used to collect data on the training programs. They come in a variety of forms and can be divided into categories such as questionnaires, interviews, focus groups, and observations.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

valuate how the training has influenced the learner's performance and delivery at work by using a combination of these methods:

Self-assessment questionnaires.

Informal feedback from peers and managers.

Focus groups.

On-the-job observation.

Actual job performance key performance indicators (KPIs)

The types of measurements are categorized into levels and serve as the framework of training evaluation.

Level 1: Reaction, Satisfaction, and Intention. ...

Level 2: Knowledge Retention. ...

Level 3: Application and Implementation. ...

Level 4: Business Impact. ...

Level 5: Return on Investment. ...

Evaluation is Critical to Training Success.

Video Content / Details of website for further learning (if any):

<https://www.youtube.com/watch?v=0DcYSUTxefI>

Important Books/Journals for further learning including the page nos.:

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LECTURE HANDOUTS

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BME

IV/II

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : II - Human Resource Department Management
Date of Lecture:

Topic of Lecture: Leadership, Promotion – Transfer

Introduction :

Leadership is the art of motivating a group of people to act toward achieving a common goal. In a business setting, this can mean directing workers and colleagues with a strategy to meet the company's needs.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

There are many different leadership skills required in the workplace, but the most in-demand ones include:

Active listening.

Empathy.

The ability to share clear messages and make complex ideas easy to understand for everyone.

Strategic thinking skills.

Creativity.

The ability to inspire and convince others.

Flexibility.

Promotions

According to Pigours and Myers, 'Promotion is advancement of an employee to a better job – better in terms of greater responsibility, more prestige or status, greater skill and especially increased rate of pay or salary'.

Arun Monappa and Mirza S Saiyadain defined promotion as "the upward reassignment of an individual in an organization's hierarchy, accompanied by increased responsibilities, enhanced status and usually with increased income though not always so".

Conditions of promotions are:

Reassignment of higher level job to an employee than what he is presently performing

The employee will naturally be delegated with greater responsibility and authority than what he has had earlier. Promotion normally accompanied higher pay. It means in some cases, the employee perform higher level job and receive the salary related to the lower level job.

Promotion may be temporary or permanent depending upon the organizational needs and employee performance.

Types of Promotion:

Vertical Promotion

Up gradation

Dry Promotion

Purposes of Promotion:

To utilize the employee's skill knowledge at the appropriate level in the organizational hierarchy
To develop competitive spirit and inculcate the zeal in the employees to acquire the skill, knowledge etc. required by higher level jobs.

To develop competent internal source of employees ready to take up jobs at higher levels in the changing environment.

To promote employees' self development and make them await their turn of promotions. It reduces labour turnover.

To promote a feeling of contentment with the existing conditions of the company and a sense of belongingness.

To promote interest in training, development programmes and in team development

Transfer:

Transfer is defined as "... the moving of an employee from one job to another. It may involve a promotion, demotion or no change in job status other than moving from one job to another".

| | Reasons | Types of Transfer |
|-----|--|---|
| 1. | To meet the organizational requirements | Production Transfer |
| 2 | To satisfy employees' needs | Personal Transfer |
| 3 | To utilize employee's skill knowledge etc | |
| 4 | To improve employee's background by placing him in different jobs of various departments, units etc. | Remedial Transfer |
| 5 | To correct inter-personal conflicts | |
| 6 | To adjust the workforce of one section/plant in other section/plant during lay-off, closure or adverse business conditions etc. | |
| 7 | To give relief to the employees who are overburdened or doing complicated or risky work for a long period | Replacement Transfer |
| 8 | To punish the employees who violate the disciplinary rules | Penal Transfer |
| 9 | To help the employees whose working hours or place of work is inconvenient to them | Shift Transfer |
| 10. | To minimize fraud, bribe etc which result due to permanent stay and conduct of an employee with customers, dealers, suppliers etc. | |
| 11 | To increase the versatility of employees | Versatile Transfer (Rotation transfer) |

Video Content / Details of website for further learning (if any):

<https://www.youtube.com/watch?v=0DcYSUTxefI>

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Course Teacher : Ms. S. Suchitra
Unit : II - Human Resource Department Management
Date of Lecture:

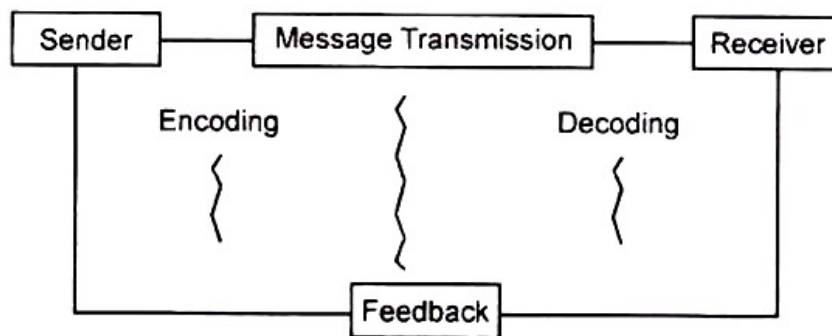
Topic of Lecture: Communication – nature, scope, barriers, styles

Introduction :
Communication is simply the act of transferring information from one place, person or group to another. Every communication involves (at least) one sender, a message and a recipient. ... These include our emotions, the cultural situation, the medium used to communicate, and even our location

Prerequisite knowledge for Complete understanding and learning of Topic:
Principles of Management

Detailed content of the Lecture:
"Communication is the transfer of information from a sender to a receiver, with the information being understood by the receiver". – Koontz and Weihrich

The communication process can be represented as follows:



Channels of Communication:

Communication channel is the path through which information flows from sender to receiver.

Two main communication channels are:

- I. Formal communication channel and
- II. Informal communication channel.

| Formal communication channel | Informal communication channel |
|--|---|
| 1. It follows the official chain of command or organisational hierarchy. | 1. It cuts across the formal chain of command and does not follow organisational hierarchy. |
| 2. It is based on formal relationships amongst people. | 2. It is based on informal relationships. |
| 3. It is task-oriented. | 3. It is people-oriented. |
| 4. It is related to position of a person in the organisation. | 4. It is related to person rather than position. |
| 5. It flows in vertical, horizontal and diagonal directions. | 5. It flows in every possible direction. |
| 6. It is deliberately created. | 6. It arises spontaneously along with the formal channel. |
| 7. It is a slow means of communication. | 7. It is a fast means of communication. |
| 8. The information is authentic and accurate. | 8. Information distortions are likely to take place. |
| 9. It aims at organisational goals. | 9. It aims at personal goals. |
| 10. It is an impersonal form of communication. | 10. It is a personal form of communication. |
| 11. It is rigid. | 11. It is flexible. |
| 12. It can be oral and written. | 12. It can also be oral and written. |

Video Content / Details of website for further learning (if any):
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IV/II

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT

Course Teacher : Ms. S. Suchitra

Unit : II - Human Resource Department Management

Date of Lecture:

Topic of Lecture: modes of communication

Introduction :

A medium is the channel or system through which communications are conveyed. The plural form of medium is media.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

There are four main categories or communication styles including verbal, nonverbal, written and visual:

Verbal. Verbal communication is the use of language to transfer information through speaking or sign language. ...

Nonverbal. ...

Written. ...

Visual.

3 Modes of Communication

Communication is the process of sharing information between individuals using a set of common rules, behaviour, symbols, and signs. This process of disseminating information can be done through 3 major modes namely,

Interpretative Communication

Presentational Communication

Interpersonal Communication

Interpretive Communication

Also referred to as the "one-way communication", in this mode, the information conveyed by the sender is interpreted by the receiver in its original form. The target has to understand the message in both written and spoken form keeping various aspects in mind. For example, in a class, the learners may not understand every word said by the teacher but are expected to understand the main crux of the topic. Some of the main highlights of Interpretative Communication are:

Learners understand, interpret, and analyze what is heard, read, or viewed on a variety of topics.

This mode of communication involves interpreting the author or producer's intent.

There is no alternative to the active negotiation of meaning with the writer, speaker, or the

producer.

Interpersonal Communication

Interpersonal communication is the process by which people exchange information through verbal and nonverbal messages. It is an unmediated mode of communication that occurs when we interact and attempt to mutually influence each other, simultaneously, in order to manage relationships. Although interpersonal communication can encompass oral, written, and non-verbal forms of communication, the term is usually applied to spoken communication that takes place between two or more individuals on a personal or face to face level. Examples of Interpersonal Communication include:

Personal Interview

Telephonic Conversations

Interactive Sessions

Debates

E-mails

Text Messages

Models of Communication Bachelor of Mass Communication

Presentational Communication

Presentational Communication is another type of one-way communication, which facilitates interpretation by members of another group where no direct opportunity for the active negotiation of meaning between members of the two groups exists. With this mode of communication, a person is speaking to an audience that can be rehearsed, pre-prepared, or scripted. Some of the main highlights of Presentational Communication have been given a rundown below.

To ensure the intended audience is successful in its interpretation, the “presenter” needs knowledge of the audience’s language and culture.

No direct opportunity for engaging with larger audience exists in this form of communication.

Video Content / Details of website for further learning (if any):

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III/V

Course Name with Code : 19BMC11 & HOSPITAL MANAGEMENT
Course Teacher : Ms. S. Suchitra
Unit : III MARKETING RESEARCH PROCESS

Date of Lecture:

Topic of Lecture: Marketing information systems

Introduction : The Marketing Information System refers to the systematic collection, analysis, interpretation, storage and dissemination of the market information, from both the internal and external sources, to the marketers on a regular, continuous basis.

Prerequisite knowledge for Complete understanding and learning of Topic:

-

Detailed content of the Lecture:

Marketing information includes all those facts, estimates, guidelines, opinions, policies and other important data which is necessary for taking marketing decisions. This information may be collected from internal and external sources. This information usually collected from customers, competitors, company salesmen, suppliers, government sources, specialized agencies and others. Now a day MIS system uses modern technology and techniques for collecting, analyzing, storing and distributing information.

Steps of Marketing Information System:

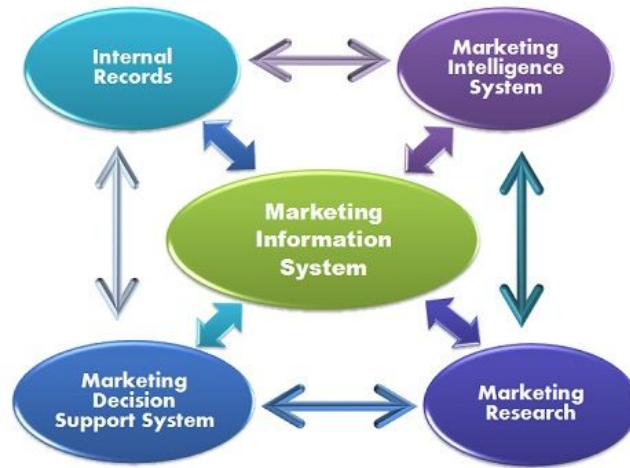
In order to use marketing information, companies have to focus on three main steps of marketing information systems.

Assessing Information Needs

Developing Information

Distributing Information

Components of Marketing Information System



Thus, the marketers need to keep a check on the marketing environment, i.e. both the internal (within the organization) and the external (outside the organization), so that marketing policies, procedures, strategies can be designed accordingly.

Video Content / Details of website for further learning (if any):

https://www.youtube.com/watch?v=vF600oLu4_4

Important Books/Journals for further learning including the page nos.:

<https://journals.sagepub.com/home/mmj>

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III/V

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Course Teacher : Ms. S. Suchitra
Unit : III MARKETING RESEARCH PROCESS

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III / V

Course Name with Code : 19BCM11 & HOSPITAL MANAGEMENT

Course Faculty : Dr. G.Sudha, Prof/BME

Unit : IV

Date of Lecture:

Topic of Lecture: Management Decisions and Related Information Requirement

Introduction :

Hospital Management & Information System (HMIS) is a system for patient care and hospital management. HMIS automates financial, administrative and patient care activities of hospital, generates extensive management reports, operational statistics & offers a powerful query module.

Prerequisite knowledge for Complete understanding and learning of Topic:

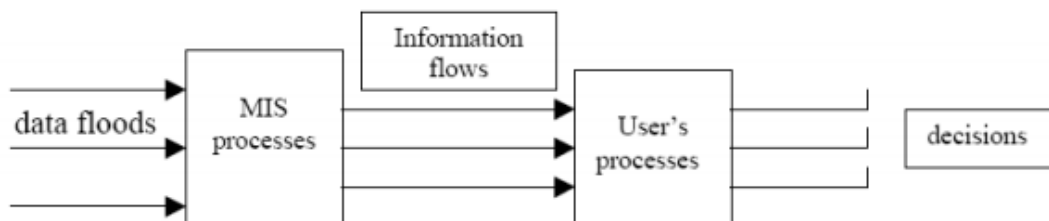
Principles of Management

Detailed content of the Lecture:

Management Information System (MIS) is an organized, automated, and diverse information system that gathers, stores, processes, and distributes data associated with different departments of the organization. This data is processed in various forms, such as graphs, diagrams, charts, and reports to generate accurate, relevant and valuable information for the management. This information is further communicated to the various departments to be used for decision-making and business management. MIS system provides central storage of all the business information. There are various types of MIS systems which are used to gain better understanding of the market and enterprise.

In the context of different levels of decision making, information can be described as:

- source,
- data,
- inferences and predictions drawn from data,
- value and choices (evaluation of inferences with regard to the objectives and then choosing a course of action), and
- action which involves course of action.



The role of information in decision making cannot be overemphasized. Effective decision making demands accurate, timely and relevant information. MIS provides accurate and timely information necessary to facilitate the decision-making process and enable the organizations planning, control, and operational functions to be carried out effectively. MIS also plays the crucial role of providing a wide range of streamlined options from which decision-makers are able to make their preferred choices and this ensures that whatever choices are made by decision makers, the outcome, more often than not,

becomes positive. This, as a matter of fact, is the reason why many decision makers tend to prefer using MIS tools when making tough business choices. MIS as renowned concept, having good decision choices guarantees viable decisions in our businesses.

Video Content / Details of website for further learning (if any):

<https://mocdoc.in/blog/a-detailed-view-of-hospital-management-system-hms>

https://www.youtube.com/watch?v=Br3F_cAJGZw

Important Books/Journals for further learning including the page nos.:

<https://emit.kcbor.net/Emit%20clanci%20za%20sajt/EMIT%20Vol1%20No3/Management%20information%20system%20and%20decision%20making%20process%20in.pdf>

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III / V

Course Name with Code : 19BCM11 & HOSPITAL MANAGEMENT

Course Faculty : Dr. G.Sudha, Prof/BME

Unit : IV

Date of Lecture:

Topic of Lecture: Clinical Information Systems

Introduction :

A **clinical information system (CIS)** is an **information system** designed specifically for use in the critical care environment, such as in an Intensive Care Unit (ICU). It can network with the many computer **systems** in a modern hospital, such as pathology and radiology.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

A clinical information system (CIS) is an information system designed specifically for use in the critical care environment, such as in an Intensive Care Unit (ICU). It can network with the many computer systems in a modern hospital, such as pathology and radiology. It draws information from all these systems into an electronic patient record, which clinicians can see at the patient's bedside.

A CIS can benefit both patients and clinicians by:

- improving communication between the many health professionals caring for each patient
- providing all the information clinicians need to make good decisions
- making it easier for patients to have x-rays and scans when needed
- encouraging quality improvement
- allowing better clinical research.

In ICUs, many medical devices are used to continually monitor extremely sick patients. Vast amounts of information are produced.

This information allows clinicians to make the right decisions.

It is estimated that ICU clinicians manage about 1700 clinical measurements per day per patient, compared to about 32 clinical measurements per day per patient in a general ward.

Without a CIS, clinicians must collect most of these measurements and record them on paper-based 24-hour 'ICU flow charts'.

With a CIS, all such measurements can be captured, recorded and collated electronically.

This reduces the need for many different paper-based forms, saves time and reduces the risk of error.

Clinical information systems in NSW hospitals

ICU clinical information systems are well established and used routinely in many parts of the world.

They are used in some NSW hospitals, including Bathurst, Blacktown, Dubbo, Orange, Royal Prince Alfred and St George Hospitals, and at The Children's Hospital Westmead.

In time, they will be used in all ICUs in NSW.

Video Content / Details of website for further learning (if any):

<https://www.youtube.com/watch?v=NCcVV5X-eG4>

https://www.youtube.com/watch?v=Br3F_cAJGZw

Important Books/Journals for further learning including the page nos.:

[https://www.aci.health.nsw.gov.au/networks/icnsw/patients-and-families/equipment/clinical-information-system#:~](https://www.aci.health.nsw.gov.au/networks/icnsw/patients-and-families/equipment/clinical-information-system#:~:text=A%20clinical%20information%20system%20(CIS,such%20as%20pathology%20and%20radiology.)

[:text=A%20clinical%20information%20system%20\(CIS,such%20as%20pathology%20and%20radiology.](https://www.aci.health.nsw.gov.au/networks/icnsw/patients-and-families/equipment/clinical-information-system#:~:text=A%20clinical%20information%20system%20(CIS,such%20as%20pathology%20and%20radiology.)

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LECTURE HANDOUTS

L

BME

III / V

Course Name with Code : 19BCM11 & HOSPITAL MANAGEMENT

Course Faculty : Dr. G.Sudha, Prof/BME

Unit : IV

Date of Lecture:

Topic of Lecture: Administrative Information Systems

Introduction :

This refers to information that is collected, processed, and stored in automated information systems. Administrative data include enrollment or eligibility information, claims information, and managed care encounters.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

Administrative systems support the process of client care by managing nonclinical, client-related information, financial and demographic information and provide reporting capabilities.

Administrative information System:

- Contains primarily administrative and financial data
- Used to support the management functions and general operations of the health care organization.

primarily administrative:

Patient Administration Systems

- Admission, Discharge, and Transfer Registration
- Scheduling
- Patient billing or accounts receivable
- Utilization management

Financial Management Systems:

- Accounts payable
- General ledger
- Personnel & Materials Management
- Payroll
- Staff Scheduling

Clinical Information system:

- Contains clinical or health-related information relevant to the provider in diagnosing, treating and monitoring the patient's care

- Electronic medical record (EMR)
- Nursing documentation

- Medication administration
- Computerized provider order entry (CPOE)
- Telemedicine

Video Content / Details of website for further learning (if any):

https://www.youtube.com/watch?v=Br3F_cAJGZw

<https://www.youtube.com/watch?v=sAlJxGRTw9A>

Important Books/Journals for further learning including the page nos.:

<https://sites.google.com/site/hit410clinicalinformatics/customization>

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LECTURE HANDOUTS

L

BME

III / V

Course Name with Code : 19BCM11 & HOSPITAL MANAGEMENT

Course Faculty : Dr. G.Sudha, Prof/BME

Unit : IV

Date of Lecture:

Topic of Lecture:

Support Service Technical Information Systems

Introduction :

Help guide patients and their families through their health care journey. Prepare food for patients and families or monitor patient food intake. **Make** sure microscopes and other testing instruments **are** properly calibrated. Perform preventive maintenance on medical building systems.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

Help guide patients and their families through their health care journey. Prepare food for patients and families or monitor patient food intake. **Make** sure microscopes and other testing instruments **are** properly calibrated. Perform preventive maintenance on medical building systems. Support Services is a vital field in health care, and careers in this area help provide a welcoming and safe environment for patients and the public. The Support Services pathway encompasses both technical and professional careers. Examples of Support Services careers include:

- Pharmacy aides
- Health educators
- Dietetic technicians
- Maintenance or electrical engineers
- Cooks and servers
- Patient representatives

Choosing support services

- Consider careers in the Support Services pathway if you would like to:
- Help guide patients and their families through their health care journey
- Prepare food for patients and families or monitor patient food intake
- Make sure microscopes and other testing instruments are properly calibrated
- Perform preventive maintenance on medical building systems
- Educate the community on important health topics

Video Content / Details of website for further learning (if any):

https://www.youtube.com/watch?v=Br3F_cAJGZw

<https://lakehealth.org/health-science-career-cluster-and-pathways/>

Important Books/Journals for further learning including the page nos.:

<https://bmcmadinforBMEcismak.biomedcentral.com/articles/10.1186/s12911-020-1076-5>

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LECTURE HANDOUTS

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BME

III / V

Course Name with Code : 19BCM11 & HOSPITAL MANAGEMENT

Course Faculty : Dr. G.Sudha, Prof/BME

Unit : IV

Date of Lecture:

Topic of Lecture: Medical Transcription, Medical Records Department

Introduction :

Medical transcription, also known as MT, is an allied health profession dealing with the process of transcribing voice-recorded medical reports that are dictated by physicians, nurses and other healthcare practitioners. Medical reports can be voice files, notes taken during a lecture, or other spoken material.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

Medical transcription is a vital step in creating patient's medical history which acts as a reference for physicians and lays the foundation for future patient visits. It helps the doctors evaluate the current physical condition and chart out a suitable treatment plan and take quick and correct follow-up measures.

Medical transcription, also known as MT, is an allied health profession dealing with the process of transcribing voice-recorded medical reports that are dictated by physicians, nurses and other healthcare practitioners. Medical reports can be voice files, notes taken during a lecture, or other spoken material. These are dictated over the phone or uploaded digitally via the Internet or through smart phone apps.

Basic MT knowledge, skills and abilities

- Sound Knowledge of basic to advanced medical terminology is a must.
- Sound Knowledge of anatomy and physiology.
- Sound Knowledge of disease processes.
- Sound Knowledge of medical style and grammar.[6]
- Effective communication skills.
- Above-average memory skills.
- Ability to sort, check, count, and verify numbers with accuracy.
- Demonstrated skill in the use and operation of basic office equipment/computer.
- Ability to follow verbal and written instructions.
- Records maintenance skills or ability.
- Above-average typing skills.
- Knowledge and experience transcribing (from training or real report work) in the Basic Four work types: History and Physical Exam, Consultation, Operative Report, and Discharge Summary.

- Knowledge of and proper application of grammar.
- Knowledge of and use of correct punctuation and capitalization rules.
- Demonstrated MT proficiency in multiple report types and multiple "specialties".

The Medical Records Department (MRD) has become an essential department in every hospital, which provides multiple services not only to the patients but also to running a hospital efficiently and plays a key role in health promotion and patient care quality.

Understanding the different types of health information.

Electronic health record. Electronic health records, sometimes known as electronic medical records, are electronic systems that store your health records in place of the paper copy, according to Health IT.

- E-prescribing.
- Personal health record.
- Electronic dental records.
- Secure messaging.

Video Content / Details of website for further learning (if any):

https://www.youtube.com/watch?v=Br3F_cAJGZw

Important Books/Journals for further learning including the page nos.:

[https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3778579/#:~:text=The%20Medical%20Records%20Department%20\(MRD\)%20has%20become%20an%20essential%20department,promotion%20and%20patient%20care%20quality.](https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3778579/#:~:text=The%20Medical%20Records%20Department%20(MRD)%20has%20become%20an%20essential%20department,promotion%20and%20patient%20care%20quality.)

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LECTURE HANDOUTS

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BME

III / V

Course Name with Code : 19BCM11 & HOSPITAL MANAGEMENT

Course Faculty : Dr. G.Sudha, Prof/BME

Unit : IV

Date of Lecture:

Topic of Lecture: Central Sterilization and Supply Department

Introduction :

The Central Sterile Supply Department is responsible for preparing medical/ surgical supplies and equipment so that they are sterile and ready for use in patient care.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

The Sterile Processing Department (SPD), also known as the Central Sterile Services Department (CSSD), is the area in a hospital where cleaning and sterilization of devices used in medical procedures takes place. Many CSSD supervisors have experience in nursing.

Inventory. CSSD is the nerve center of the hospitals which ensure safety to the patients who are undergoing various surgical and non surgical procedures in the hospital. Sterilization is a process by which an article surface or medium is made free from microbes and their products; hence sterilization of surgical instruments and other equipments used on patients should be sterilized so that the patients do not acquire infection.

The primary duty of a CSSD supervisor centers on keeping the facility's stock of sterile devices up to date.

Budgeting.

Hygiene.

Staff Supervision.

Record Keeping.

Infection Control.

Liaison.

Reprocessing Medical Devices.

Video Content / Details of website for further learning (if any):

https://www.youtube.com/watch?v=Br3F_cAJGZw

<https://careertrend.com/list-6949963-duties-responsibilities-cssd-supervisor.html>

Important Books/Journals for further learning including the page nos.:

https://en.wikipedia.org/wiki/Central_sterile_services_department

<https://www.bbraun.com/en/products-and-therapies/services/aesculap-consulting/surgical-asset-management/infection-prevention-cssd/central-sterile-supply-department-patient-safety-starts-here.html>

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BME

III / V

Course Name with Code : 19BCM11 & HOSPITAL MANAGEMENT

Course Faculty : Dr. G.Sudha, Prof/BME

Unit : IV

Date of Lecture:

Topic of Lecture: pharmacy

Introduction :

The hospital pharmacy is one of the key departments in hospitals that deals with procurement, storage, compounding, dispensing, manufacturing, testing, packaging, and distribution of drugs.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

Hospital pharmacists are responsible for monitoring the supply of all medicines used in the hospital and are in charge of purchasing, manufacturing, dispensing and quality testing their medication stock along with help from pharmacy assistants and pharmacy technicians.

Hospital pharmacy is the health care service, which comprises the art, practice, and profession of choosing, preparing, storing, compounding, and dispensing medicines and medical devices, advising patients, doctors, nurses and other healthcare professionals on their safe, effective and efficient use.

Video Content / Details of website for further learning (if any):

https://www.youtube.com/watch?v=Br3F_cAJGZw

<https://www.eahp.eu/press-room/hospital-pharmacists-and-their-role-patient-care>

Important Books/Journals for further learning including the page nos.:

<https://ipapharma.org/hospital-pharmacy-division/>

<https://www.sciencedirect.com/topics/medicine-and-dentistry/hospital-pharmacy#:~:text=The%20hospital%20pharmacy%20is%20one,packaging%2C%20and%20distribution%20of%20drugs.>

<https://www.youtube.com/watch?v=ZwkeummgYh8>

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BME

III / V

Course Name with Code : 19BCM11 & HOSPITAL MANAGEMENT

Course Faculty : Dr. G.Sudha, Prof/BME

Unit : IV

Date of Lecture:

Topic of Lecture: Food Services

Introduction :

When in hospital, there is a need for familiar meals that remind patients of home; complicated, sophisticated dishes are not well received. Menus are an important tool for the food service manager as they are the first point of contact with the patient and can be used both for communication and marketing purposes.

Prerequisite knowledge for Complete understanding and learning of Topic:

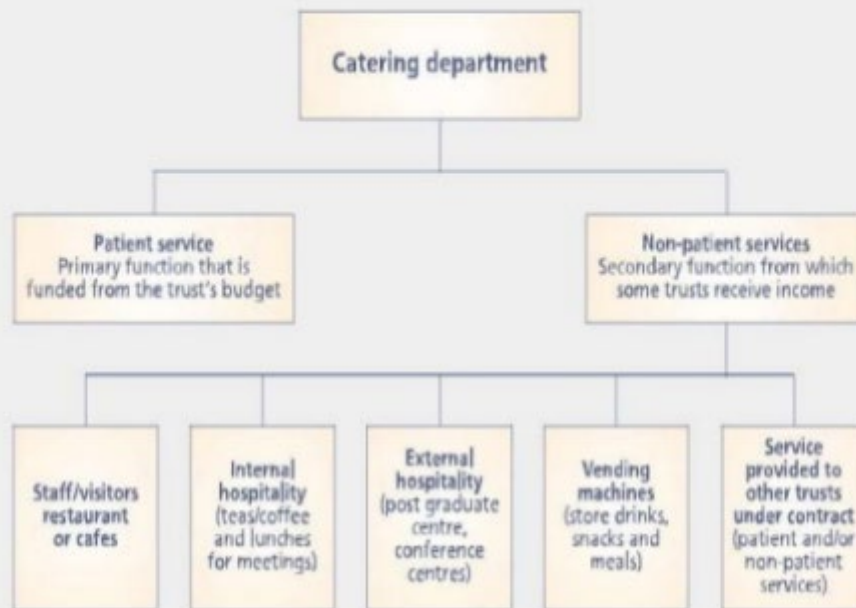
Principles of Management

Detailed content of the Lecture:

Core Objectives of Catering Department

1. Control catering budget & contract: food, beverages & snacks
2. Choose & order ingredients .
3. Develop Recipes, menu's taking into consideration dietetic advice, patients age, culture, religion & medical condition.
4. Prepare food to Quality approved standards
5. Deliver food to wards, patients & staff restaurants
6. Serve food to patients at ward level (Nurses/ Hostesses)
7. Provide snacks
8. Maintain & supervise food hygiene at all times.
9. Consider development of patient restaurants or other novel food delivery / outlets.
10. Control cost & monitor waste
11. Audit & develop service delivery

Services provided by a Catering Department



Video Content / Details of website for further learning (if any):
https://www.youtube.com/watch?v=Br3F_cAJGZw

Important Books/Journals for further learning including the page nos.:

http://eprints.bournemouth.ac.uk/12175/1/Food_Service.pdf

[https://www.healthcarecan.ca/wp-](https://www.healthcarecan.ca/wp-content/themes/camyno/assets/document/Reports/2017/HCC/EN/RoleofFood_FinalEN.pdf)

[content/themes/camyno/assets/document/Reports/2017/HCC/EN/RoleofFood_FinalEN.pdf](https://www.healthcarecan.ca/wp-content/themes/camyno/assets/document/Reports/2017/HCC/EN/RoleofFood_FinalEN.pdf)

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LECTURE HANDOUTS

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BME

III / V

Course Name with Code : 19BCM11 & HOSPITAL MANAGEMENT

Course Faculty : Dr. G.Sudha, Prof/BME

Unit : IV

Date of Lecture:

Topic of Lecture: Laundry Services

Introduction :

Laundry service is responsible for providing an adequate, clean and constant supply of linen to all users. The basic tasks include: sorting, washing, extracting, drying, ironing, folding, mending and delivery. A reliable laundry service is of utmost importance to the hospital.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

The functions of the laundry services

1. Collecting soiled linen from various places.
2. Sorting the linen and processing them
3. Inspecting and repairing or replacing damaged materials.
4. Distributing clean linen to the respective user departments.
5. Maintaining different types of registers.

Facilities and space requirements The laundry should be located in an area that has ample daylight and natural ventilation.

Ideally, it should be on the ground floor of an isolated building connected or adjacent to the water and power plant.

1. Space for heavy equipments like washing machine, squeezer etc.
2. Provision for supply of water and power.
3. Storage place for cleaning agents.
4. Space is also needed for sorting the soiled linen
5. Facilities to manually wash doctor's uniform and clean other soiled linen.
6. Clothes lined to dry in the sun.
7. Lines of cards to dry clothes in the sun.
8. Place for sewing, and mending area.
9. Place for ironing.
10. Desk to have registers and files.
11. Space in every ward for storing clean linen.

Human resources requirement for inside laundry services

This can be applicable for 50 and above bedded hospitals.

| S.No. | Human resources | Required no. | Assigned task | Report to |
|-------|---|--------------|--|---------------------------------|
| 1. | Senior housekeeper | 1 | Controlling & Managing all activities in laundry | Housekeeping manager |
| 2. | Dhobi (according to the mix of washing by hand and machine) | 1 | Sorting, Washing, drying folding and ironing of all linen materials. | Housekeeper incharge of laundry |
| 3. | Sweeper (Part time) | 1 | Receiving & delivering the linen materials. | Housekeeper incharge of laundry |
| 4. | Tailor (part time Optional) | 1 | Mending the damaged materials and stitching curtain pillow covers etc. | Housekeeper incharge of laundry |

Note: If the hospital doesn't have the tailor they can approach outside tailoring unit.

If the hospital does not provide machineries then they have to recruit more than one dhobi.

Video Content / Details of website for further learning (if any):

https://www.youtube.com/watch?v=Br3F_cAJGZw

https://www.thelaundrypoint.in/Laundry_services_for_Hospital.aspx

Important Books/Journals for further learning including the page nos.:

http://v2020eresource.org/content/files/laundry_Jan_mar04.pdf

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LECTURE HANDOUTS

L

MDE

III / V

Course Name with Code : 16MDD12 & HOSPITAL MANAGEMENT

Course Teacher : Dr. G. Sudha, Prof/MDE

Unit : V

Date of Lecture:

Topic of Lecture: Quality system – Elements, implementation of quality system, Documentation, Quality auditing

Introduction :

Quality in healthcare means providing the care the patient needs when the patient needs it, in an affordable, safe, effective manner. Quality healthcare also means engaging and involving the patient, so the patient takes ownership in preventive care and in the treatment of diagnosed conditions.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

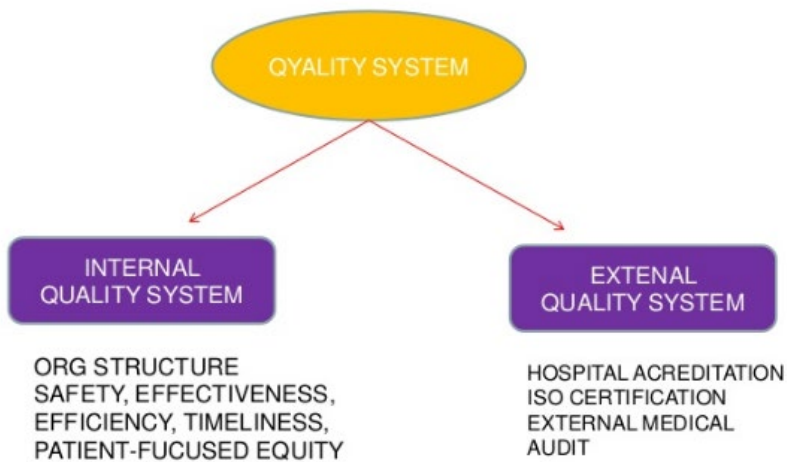
Detailed content of the Lecture:

Quality healthcare is more than just a popular phrase. As the transition to value-based care moves forward, the focus in patient care is shifting to quality and away from quantity. Healthcare outcomes for the patient are more important for the independent physician than the number of patients seen during the day.

The Centers for Medicare & Medicaid Services (CMS) published its Quality Strategy in 2016, listing six goals in the delivery of quality healthcare:

- Make care safer by reducing harm caused in the delivery of care.
- Strengthen person and family engagement as partners in their care.
- Promote effective communication and coordination of care.
- Promote effective prevention and treatment of chronic disease.
- Work with communities to promote best practices of healthy living.
- Make care affordable

HOSPITAL QUALITY SYSTEM



Video Content / Details of website for further learning (if any):
<https://www.slideshare.net/NcDas/quality-assurance-system-11713735>

Important Books/Journals for further learning including the page nos.:
[https://www.slideshare.net/zulfiqer732/quality-management-in-healthcare-services#:~:text=Quality%20of%20good%20or%20service,professional%20development%20\(learning\)%22](https://www.slideshare.net/zulfiqer732/quality-management-in-healthcare-services#:~:text=Quality%20of%20good%20or%20service,professional%20development%20(learning)%22).

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LECTURE HANDOUTS

L

MDE

III / V

Course Name with Code : 16MDD12 & HOSPITAL MANAGEMENT
Course Teacher : Dr. G. Sudha, Prof /MDE
Unit : V Date of Lecture:

Topic of Lecture: International Standards ISO 9000 – 9004 – Features of ISO 9001 – ISO 14000

Introduction :

ISO 9000 refers to a generic series of standards published by the ISO that provide quality assurance requirements and quality management guidance. ISO 9000 is a quality system standard, not a technical product standard. ISO 14000 refers to a series of standards on environmental management tools and systems.

Prerequisite knowledge for Complete understanding and learning of Topic:
Principles of Management

Detailed content of the Lecture:

The standards represent an international consensus on good management practices with the aim of ensuring that the organisation can continuously deliver the product or service that meet the customer's quality requirements.

- Meet applicable regulatory requirements.
- Enhance customer satisfaction.
- Achieve continuous improvement of its performance in pursuit of these objectives.

ISO takes a systems and process approach to improve organisational and financial performance with a specific focus on quality management, process control and quality assurance techniques to achieve planned outcomes and prevent unsatisfactory performance or non-conformance.

ISO 14000 refers to a series of standards on environmental management tools and systems. ISO 14000 deals with a company's system for managing its day-to-day operations and how they impact the environment. The Environmental Management System and Environmental Auditing address a wide range of issues to include the following:

- Top management commitment to continuous improvement, compliance, and pollution prevention.
- Creating and implementing environmental policies, including setting and meeting appropriate targets.
- Integrating environmental considerations in operating procedures.
- Training employees in regard to their environmental obligations.
- Conducting audits of the environmental management system.

ISO 9000 and ISO 14000 are tools to assist business and government to insure the quality of their products and services, and to manage the impact of their activities on the environment. Like all ISO standards, their use is voluntary unless a business sector makes them a market requirement or a government issues regulations making their use obligatory. Organizations that implement ISO 9000 and ISO 14000 voluntarily do so to improve operations and provide real benefits.

Video Content / Details of website for further learning (if any):

<https://www.slideshare.net/Jinsongeorge123/iso-9000-standards-for-hospitals>

Important Books/Journals for further learning including the page nos.:

<https://www.smacna.org/resources/resource/2014/05/28/iso-9000-and-iso-14000>

<https://www.researchgate.net/publication/7595396>

_An_ISO_9001_quality_management_system_in_a_hospital

The Effectiveness of ISO 9001 and Six Sigma in Healthcare - <https://repub.eur.nl/pub>

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LECTURE HANDOUTS

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MDE

III / V

Course Name with Code : 16MDD12 & HOSPITAL MANAGEMENT
Course Teacher : Dr. G. Sudha, Prof /MDE
Unit : V Date of Lecture:

Topic of Lecture: Environment Management Systems. NABA, JCI, NABL

Introduction :

National and International Accreditations like the NABH, NABL & JCI are considered prestigious acknowledgements of the Healthcare Quality as they substantially improve the safety and quality of care and services provided. Accreditation Standards form the basis of an objective evaluation of the process that can help health care organizations measure, assess and improve performance. Most of these improvements being possible only by with grass root changes in the practices followed across the Organisation.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

NABH

The National Accreditation Board for Hospitals & Healthcare Providers (NABH) Standards is today the highest benchmark standard for hospital quality in India. Though developed by the Quality Council of India initially on the lines of International Accreditation Standards like the JCI, ACHS and the Canadian Hospital Accreditation Standards, the NABH has now evolved over 5 major revisions and is now seen as a more practical set of Standards, topical and very relevant to India's unique healthcare system requirements. It is also accepted by ISQUa, the International Society for Quality Assurance in Healthcare, as an International Accreditation on par with the world's best.

NABL

National Accreditation Board for Testing & Calibration Laboratories (NABL), similar to the NABH, is also an autonomous body, under the Quality Council of India. The primary objective being to maintain an accreditation system for laboratories suitable for India, developed in accordance with relevant national and international standards and guides. The NABL Accreditation is a formal recognition of the technical competence of a laboratory based on third party assessment and following international guidelines. Trained Assessors taken from institutions all over India, with established credentials in testing and calibration activities carry out the assessment.

JCI

The Joint Commission is an independent, not-for-profit organization that has accredited and certified more than 20,000 health care organizations and programs in the United States. The Joint Commission accreditation and certification is recognized as a symbol of quality that reflects an organization's commitment to meeting certain performance standards.

Video Content / Details of website for further learning (if any):

<https://slideplayer.com/slide/1390323/>

<https://www.youtube.com/watch?v=wLjf22SYBH8>

Important Books/Journals for further learning including the page nos.:

<http://www.acmeconsulting.in/services.html>

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LECTURE HANDOUTS

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MDE

III / V

Course Name with Code : 16MDD12 & HOSPITAL MANAGEMENT
Course Teacher : Dr. G. Sudha, Prof /MDE
Unit : V Date of Lecture:

Topic of Lecture: Security – Loss Prevention

Introduction :

Hospitals need security guards to ensure the safety of the employees, health workers, patients, and all the people inside the premises. Violence, threat, or disturbance in a hospital can have a huge effect on the well-being of the sick patients. Having trained security guards on-site is important.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

Health services are committed to providing a safe and secure environment for patients, staff and visitors. Hospital security arrangements keep patients, staff and visitors safe from inappropriate behaviour such as violence and aggression.

Safety and security in hospital

To keep staff, patients and visitors safe, hospitals use a range of security measures, including the use of CCTV cameras, duress alarms for staff members and electronic access control systems for doorways. Some hospitals also employ security staff.

Hospital visitors and safety

As a hospital visitor, it is important that you respect visiting hours and rest periods for patients during the day. If you want to bring a gift or something for a loved one, check with the hospital to make sure it is okay. Some wards do not allow pot plants, flowers or food.

Sometimes, seeing a loved one in pain or suffering can be distressing. Always be courteous to hospital staff, other patients and visitors. Physical or verbal abuse towards staff, patients or other visitors will not be tolerated and you may be asked to leave if you behave like this.

Hospital security arrangements

Many hospitals have security staff and arrangements to protect patients and hospital staff to make sure they are safe.

Health services enforce a code of behaviour. They do not tolerate physical or verbal aggression, or abuse towards staff, patients, family members or visitors. Security staff or police will ask aggressive or abusive visitors to leave the hospital.

Video Content / Details of website for further learning (if any):

<https://www.hubinternational.com/blog/2016/10/preventing-workplace-violence-in-healthcare-organizations/>

<https://www.slideshare.net/mohamedmhasan92/loss-prevention-and-reduction>

Important Books/Journals for further learning including the page nos.:

<https://www.jkscience.org/archive/volume23/Security%20risks.pdf>

<https://www.diva-portal.org/smash/get/diva2:831688/FULLTEXT01.pdf>

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Rasipuram - 637 408, Namakkal Dist., Tamil Nadu



LECTURE HANDOUTS

L

MDE

III / V

Course Name with Code : 16MDD12 & HOSPITAL MANAGEMENT

Course Teacher : Dr. G. Sudha, Prof /MDE

Unit : V

Date of Lecture:

Topic of Lecture: Fire Safety – Alarm System

Introduction :

Fire safety is an important norm that needs to be considered during the construction of a hospital. Compared to the general buildings, it is a tough task to evacuate the people from the hospitals. And, the highly dependent and immovable patients make it a difficult task to evacuate the hospital building in a rush.

Prerequisite knowledge for Complete understanding and learning of Topic:

Principles of Management

Detailed content of the Lecture:

Fire safety is an important norm that needs to be considered during the construction of a hospital. Compared to the general buildings, it is a tough task to evacuate the people from the hospitals. It is unfortunate there are still a few hospitals in which the fire safety is still the words written on the water surface.

The hospital training and learning arm to blame that most of the hospital staff do not have awareness of fire safety and the steps that need to be employed in the face of calamity. And, the highly dependent and immovable patients make it a difficult task to evacuate the hospital building in a rush.

Hospitals and other healthcare facilities need to focus more on the easy and safe evacuation methods. The healthcare practices are responsible for the safety and security of the people inside the hospital and they are expected to adhere to the legally approved fire safety measures.

Hospital safety and its importance

Most fire-related hazards are caused due to carelessness and improper handling of goods. One of the places where it is difficult to evacuate people in case of a fire breakout is a hospital. Evacuating people from hospitals during a fire hazard is challenging because it involves moving patients who are immobile and are unable to help themselves.

The real challenge is evacuating high dependency people before the fire spreads in the vicinity. Therefore, it is important that hospitals and other health care centers have adequate fire prevention and safety measures in place. Prevention is the key in the case of fire-related accidents especially when places like hospitals are concerned. Every hospital must have well-planned exit ways and well-maintained firefighting equipment to ward off the casualties and

damage to assets.

By ensuring fire safety in hospitals, we can prevent fire accidents. Hospitals stock a lot of combustible materials like chemicals, cylinders, surgical equipment, etc. And many hospitals also have an inbuilt kitchen or canteen. A fire accident may have a lot of casualties as the fire may become uncontrollable in minutes. So, the hospital management should ensure that their buildings are fire safe all the times.

Video Content / Details of website for further learning (if any):

<https://www.orrprotection.com/applications/healthcare>

<https://www.coursera.org/lecture/fire-effect/implementing-fire-safety-systems-17-52-5RUMn>

https://www.youtube.com/watch?v=M_IOkYUuEAE

Important Books/Journals for further learning including the page nos.:

<https://www.frontenders.in/blog/the-important-fire-safety-measures-in-the-hospitals.html>

<https://www.beyondcarlton.org/fire-safety-in-hospitals-india/>

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Course Name with Code : 16MDD12 & HOSPITAL MANAGEMENT

Course Teacher : Dr. G. Sudha, Prof /MDE

Unit : V

Date of Lecture:

Topic of Lecture: Safety Rules

Introduction :

It aims to prevent and reduce risks, errors and harm that occur to patients during provision of health care. A cornerstone of the discipline is continuous improvement based on learning from errors and adverse events. Patient safety is fundamental to delivering quality essential health services

Prerequisite knowledge for Complete understanding and learning of Topic:

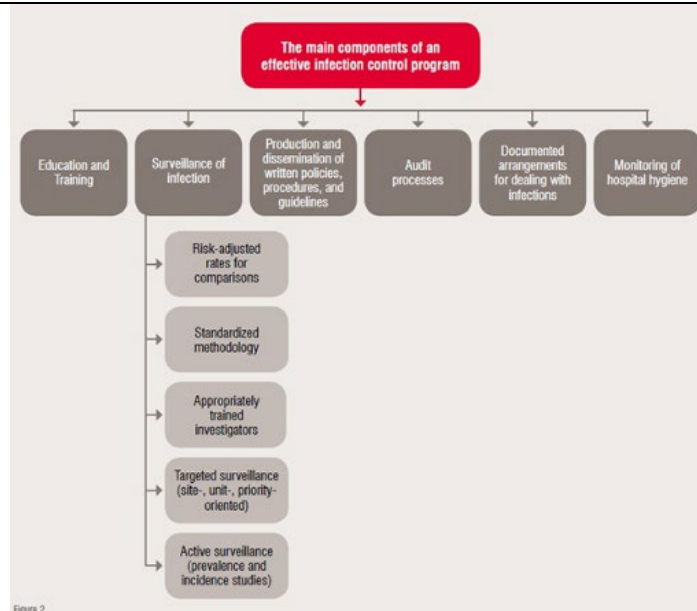
Principles of Management

Detailed content of the Lecture:

The environment within the hospital is critical for life support. Environmental concerns affect the hospital internally and externally. Indeed, the hospital requires a safe internal environment. Externally the hospital is a contributor to the environmental load of the community. Some internal factors that impact upon hospital environment safety are presented.

some of internal factors are :

1. Waste management
2. Noise
3. Infection control
4. Radiation safety
5. General building safety
6. Water quality
7. Heating, Ventilation, and Air Conditioning



Video Content / Details of website for further learning (if any):

<https://www.ahrq.gov/patients-consumers/diagnosis-treatment/hospitals-clinics/10-tips/index.html>

<https://www.asianhnm.com/facilities-operations/environmental-safety-hospitals>

Important Books/Journals for further learning including the page nos.:

<https://www.betterhealth.vic.gov.au/health/servicesandsupport/security-and-safety-at-hospital#:~:text=To%20keep%20staff%2C%20patients%20and,hospitals%20also%20employ%20security%20staff.>

<https://www.who.int/news-room/fact-sheets/detail/patient-safety>

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III / V

Course Name with Code : 16MDD12 & HOSPITAL MANAGEMENT
Course Teacher : Dr. G. Sudha, Prof /MDE
Unit : V Date of Lecture:

Topic of Lecture: Health Insurance & Managing Health Care

Introduction :

Health insurance is a type of insurance coverage that typically pays for medical, surgical, prescription drug and sometimes dental expenses incurred by the insured. Health insurance can reimburse the insured for expenses incurred from illness or injury, or pay the care provider directly.

Prerequisite knowledge for Complete understanding and learning of Topic:
Principles of Management

Detailed content of the Lecture:

How Health Insurance Works:

Health insurance can be tricky to navigate. Managed care insurance plans require policyholders to receive care from a network of designated healthcare providers for the highest level of coverage. If patients seek care outside the network, they must pay a higher percentage of the cost. In some cases, the insurance company may even refuse payment outright for services obtained out of network.

What Is a Managed Health Care Plan?

Managed Healthcare Plans are types of health insurance plans that emerged in the latter part of the 20th century. Managed health care plans provide a health insurance policy to individual members of a group or employer.

The group or employer is the plan sponsor of the managed care plan. A managed health care plan will help beneficiaries—members of the plan—by getting them more favorable rates or discounted medical insurance services from their plan's health provider network.

Managed health care plans allow plan sponsors to negotiate reduced rates for their policyholders with hospitals, medical service providers, and physicians, by including them in the network.

Video Content / Details of website for further learning (if any):

<https://www.policybazaar.com/health-insurance/individual-health-insurance/articles/mediclaim-vs-health-insurance/>

Important Books/Journals for further learning including the page nos.:

<https://www.thebalance.com/health-and-medical-insurance-2645378>

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Course Name with Code : 16MDD12 & HOSPITAL MANAGEMENT

Course Teacher : Dr. G. Sudha, Prof /MDE

Unit : V

Date of Lecture:

Topic of Lecture: Medical Audit

Introduction :

Medical audit is the systematic, critical analysis of the quality of medical care, including the procedures used for diagnosis and treatment, the use of resources, and the resulting outcome and quality of life for the patient.

Prerequisite knowledge for Complete understanding and learning of Topic:
Principles of management

Detailed content of the Lecture:

There are many reasons to perform medical audits:

- To determine outliers before large payers find them in their claims software and request an internal audit be done.
- To protect against fraudulent claims and billing activity
- To reveal whether there is variation from national averages due to inappropriate coding, insufficient documentation, or lost revenue.
- To help identify and correct problem areas before insurance or government payers challenge inappropriate coding
- To help prevent governmental investigational auditors like recovery audit contractors (RACs) or zone program integrity contractors (ZPICs) from knocking at your door
- To remedy undercoding, bad unbundling habits, and code overuse and to bill appropriately for documented procedures
- To identify reimbursement deficiencies and opportunities for appropriate reimbursement.
- To stop the use of outdated or incorrect codes for procedures
- To verify ICD-10-CM and electronic health record (EHR) meaningful use readiness

Video Content / Details of website for further learning (if any):

<https://www.slideshare.net/ManjuPilania/final-medical-audit>

<https://www.youtube.com/watch?v=gUfZ8FfjgEA>

<https://www.youtube.com/watch?v=SUc32Rr8lNM>

Important Books/Journals for further learning including the page nos.:

<https://www.bmj.com/content/bmj/299/6697/498.full.pdf>

<https://www.aapc.com/medical-auditing/medical-auditing.aspx>

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III / V

Course Name with Code : 16MDD12 & HOSPITAL MANAGEMENT
Course Teacher : Dr. G. Sudha, Prof /MDE
Unit : V Date of Lecture:

Topic of Lecture: Hazard and Safety in a hospital Setup.

Introduction :

Physical and environmental hazards commonly found in hospitals include slippery floors, electrical hazards, **noise**, poor lighting, and inadequate **ventilation**.

Prerequisite knowledge for Complete understanding and learning of Topic:
Principles of management

Detailed content of the Lecture:

Common hazards and risks in healthcare and hospitals

- lifting, supporting and moving patients.
- moving and handling equipment such as wheelchairs and trolleys.
- work-related stress.
- occupational violence.
- slips, trips and falls.
- bullying and harassment.

Despite this diversity of occupations and exposures, healthcare hazards can be divided into four categories:

- hazardous agents
- ergonomic hazards
- physical hazards
- psychological hazards.

Hazardous agents

Hazardous agents include biological agents, chemical agents, disinfectants and sterilants, antibiotics, hormones, antineoplastics, waste anesthetic gases, latex gloves, aerosolized medications (e.g., ribavirin) and hazardous waste.

Ergonomic hazards

Ergonomic hazards include lifting, repetitive motion, standing for long periods of time and eye strain due to poor lighting.

Ergonomic hazards

Ergonomic hazards include lifting, repetitive motion, standing for long periods of time and eye strain due to poor lighting.

Psychological hazards

Psychological hazards are related to discrimination, technological changes, malfunctioning

equipment, tight work schedules, downsizing, overwork, understaffing, paperwork, increased facility size and bureaucracy, violence, dependent and demanding patients, and patient deaths

Video Content / Details of website for further learning (if any):

<https://www.slideshare.net/deepaklost/hospital-hazards>

https://www.youtube.com/watch?v=8h_SsGQqXXU

Important Books/Journals for further learning including the page nos.:

<https://www.ishn.com/articles/82284-healthcare-hazards>

<https://www.ulehssustainability.com/blog/occupationalhealth/hazards-in-healthcare/>

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