

HOSPITAL MANAGEMENT

UNIT – I

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Hospital



HOSPITAL: Home Of Sick People In Treatment And Life.

- A hospital is a **health care institution** providing patient treatment with specialized medical and nursing staff and medical equipment.
- A hospital is a residential establishment which provides **short-term** and **long-term** medical care.
- Hospital, an institution that is built, staffed and equipped for the diagnosis of disease; for the treatment, both medical and surgical.

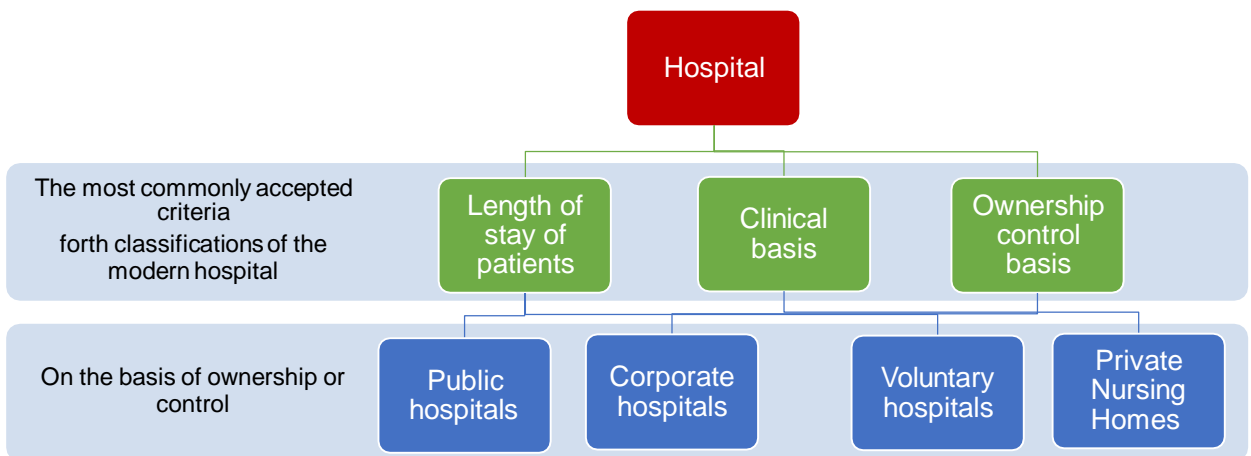
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Teaching Hospital

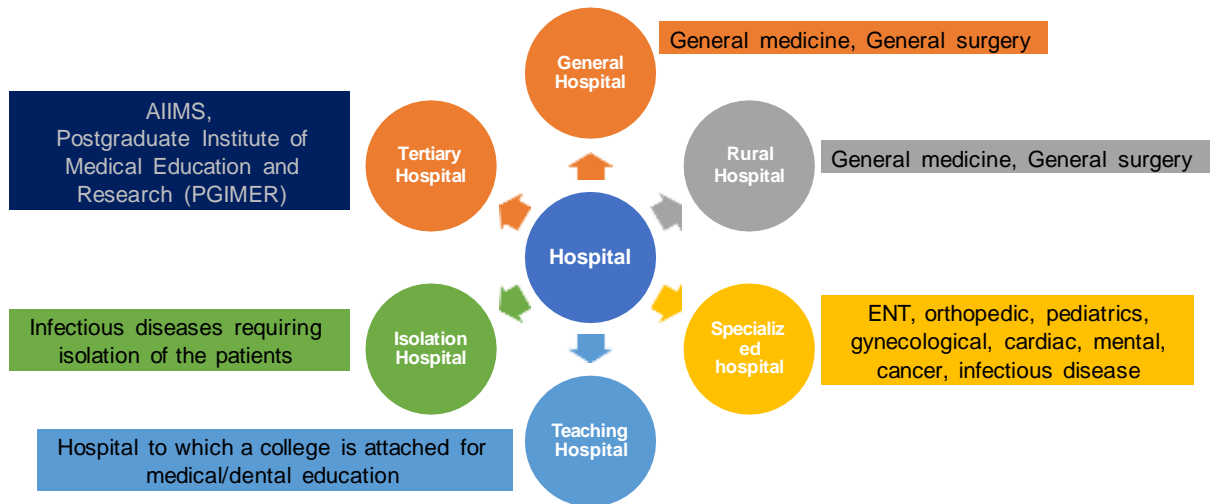


- A teaching hospital delivers healthcare to patients as well as training to prospective medical professionals such as medical students and student nurses.
- It may be linked to a medical school or nursing school, and may be involved in medical research. Students may also observe clinical work in the hospital

Classification of Hospital



Types of Hospitals



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Types of Management



- Types of Management**
- Central Government** - All hospitals administered by the Government of India.
 - State government** - All hospitals administered by the state union Territory government authorities and public sector.
 - Local bodies** - All hospitals administered by the municipal corporation, municipality, panchayat.
 - Private** - owned by an individual or by a private organization.
 - Autonomous body** - established under a special Act of Parliament. (AIIMS)
 - Voluntary organization** - operated by a voluntary body/a trust/ charitable society registered
 - Corporate body** - A hospital runs by a public limited company. Its shares can be purchased by the public and dividend distributed among its shareholders.

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Innovations in hospital



- Auto check-in and checkout.
- Specialty hospitals.
- Bone bank at AIIMS.
- Hospital administration.
- Medical records management.
- Oxygen under pressure treatment.
- Waste management.
- Telemedicine.
- Virtual Hospitals.

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Technologies in Hospital



- Same day OPD.
- Online reports.
- Imaging/ MRI(Magnetic Resonance Imaging) Scan.
- Key Hole Surgery.
- Medical transcription.
- Biotechnology.
- Nanotechnology.
- SST(Super specialty Treatment): Self checking Machines/ equipment.

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Distinction between a Hospital and an Industrial Organization



- The product of a hospital is **service to people** provided by its personnel with a variety of skills.
- The decision is made for the **patient**; he is **ill and requires services** which cannot be provided at home.
- The patient leaves home, family, friends, his work-place, his way of life for a **new environment**.
- In home, they has a **definite role**. In the hospital, the role is similar to 30 or 40 others in the ward or unit in which they are a **patient**.

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Distinction between a Hospital and an Industrial Organization



- In their new environment, they **meets many new people** and they are expected to relate and communicate with them.
- On occasions, patients encounter more than **30 different hospital personnel** in the room in one day, each performing different functions.
- A hospital deals daily with the **life, suffering, recovery and death** of human beings.
- For the direction and running of such an institution, its administrative personnel need a particular combination of knowledge, understanding, abilities and skills.

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Functions of the Hospital



- To provide care for the sick and injured
- Training of physicians, nurses and other personnel
- Prevention of disease and promotion of health
- Advancement of research in scientific medicine

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Functions of the hospital



To provide care for the sick and injured

- This can be done by **accommodating** them according to **their physical condition and financial status**.
- When we talk of physical condition, we mean that some patients are seriously ill and require **admission in Intensive Care Unit(ICU)** while others are not so seriously ill and can be **accommodated elsewhere** (e.g. in **deluxe room, single room with AC and without AC**, semi-private room and general ward) according to their financial status.
- There may be some patients who may **require isolation**. In that case, they should be kept in isolated rooms, but the building should be kept always in a **good state of repair, pleasing appearance** and providing the patient every **mental and physical comfort**.
- In every hospital, there should be **sufficient diagnostic and treatment facilities** available such as medical laboratory, **X-ray, ultrasound, MRI and CT scan** for diagnosis, and **operation theatre for surgery, labour room for delivery, nursery for children**, physical therapy for rehabilitation of patients, so that they may be properly treated.

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Functions of the hospital



Training of physicians, nurses and other personnel

- They receive their training in both **theory and practice** in approved colleges.
- Therefore, a hospital being a complex and specialized organization **must employ highly trained personnel** so that they may train others.
- Only **approved hospitals** can provide training in medicine, nursing, pharmacy, physiotherapy, administration, medical social work, medical record library, X-ray and medical record technology, etc.

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Functions of the hospital



Prevention of disease and promotion of health

- It is the **duty of the hospitals** to **cooperate with the government agencies**.
- They can treat patients of communicable and non-communicable diseases, notify to the recognized authorities of any **communicable disease** of which it has knowledge, **assist in vaccination programmes** of the government, etc.
 - Eg: Dengue fever

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Functions of the hospital



Advancement of research in scientific medicine

- In light of the broad social **responsibility for maintaining and restoring the health**, it is an important function, but **no hospital is permitted to do direct experiments on patients**.
- It must resort to necessary tests in **laboratories and on animals**.
- They can do so by making **observation of functions of the body** in health and in disease but they will have to **maintain clinical record of patients accurately** for which they have to engage **qualified and trained medical record technicians** who will preserve the record in such a manner that it can be **made available for study at any time** to physicians and surgeons.

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Challenges to Hospital Administration



- Challenges to administrative abilities have **come from** within the **health field** as well as **from the public**.
 - 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.
 - 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**.

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Challenges to Hospital Administration



- 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.
- 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 and the community** at large.
- The Chief Executive Officer of a hospital will have to serve as a catalyst for **relationship building between patients and employees, government agencies and his hospital** and **between hospitals and his own hospital**.

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Challenges to Hospital Administration



- As hospital affairs grew more complicated, some boards of trustees **chose men and women from other related fields as administrators**.
- Gradually, **skilled administration has come to be recognized** as vital for the effective functioning of a hospital in its efforts to fulfil its greater responsibilities to the community, to the health field and in its need to adjust to varying social and economic changes.

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Hospital Planning



- Today's Patients are Better Informed
- Hospitals of Yesteryear
- Technological Advances
- Why Health Care Costs are High

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Hospital Planning



Today's Patients are Better Informed

- Today's patients are better informed and know more about health care services.
- As a matter of fact, at no time in history have people known so **much about health care and medicine** as they do today.
- They make their **own decisions**, they **shop for and select the best hospital**; they **choose their doctor** or change him or her.
- Having become **cost conscious**, they **demand quality care** at a reasonable price.
- Hospital service, they say, has moved from the **restaurant style to the cafeteria style**-which means people are increasingly **making their own decisions and doing some of the work** related to their health and treatment themselves.

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Hospital Planning



Hospitals of Yesteryear

- Health care has come a long way since **Florence Nightingale tended the wounded soldiers** in the Crimean War. Back then, it was largely tender loving care. There **wasn't enough of treatment** and health care; **now in some places, there is too much.**
- Screams of pain used to come from the cut line of the surgeon's scalpel, because there was **no anaesthetic in those day.**
- In Florence Nightingale's time, **healing the sick was a merciful service; today at \$2.8 trillion**, health care is the world's largest industry.

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Hospital Planning



Technological Advances

- With the rapid development and advances in technological, medical and administrative sciences and **innovative techniques and therapies**, today's hospitals will become obsolescent within a short time.
- That is why one planning and design expert said, "We've got to design '**smart**' hospitals that respond to present needs while anticipating future changes".
- In the earlier days we talked of only **general hospitals**. Then came **specialties in hospitals** and now we are planning and designing **super specialty hospitals** manned and managed by super speciality. They may be **single or multiple super specialty hospital, largely high-tech corporate hospitals.**
- When our health is at stake, we want quality, whatever it takes. We **demand the best** and are **willing to pay for it.**

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Hospital Planning



Why Health Care Costs are High

- Today, **health care costs** are rising dramatically. That is largely because of the tremendous advances that have come about **in treatment, technology and equipment**.
 - For example, equipment such as the **MRI, CT Scan, ultrasound, mammography, simulator** and linear accelerator.
- On the treatment side, a **cardiac patient** who once would have been **treated with drugs** not very successfully can now have a **bypass operation** or a **pacemaker implant** that would cost him a great deal of money.
- He recovers in the **technologically advanced and sophisticated Coronary Care Unit (CCU)** that would cost him **Rs. 1,000 or more per day**.
- A person who at one time would have died of **kidney failure now receives dialysis at considerable** cost; alternatively he can have a **new kidney-a transplant** that would cost upward of a lakh of rupees.

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Hospital Planning



Why Health Care Costs are High

- Many hospitals fit the bill as "**hospitals of people's choice**".
- They are operated **efficiently and furnish** a high standard of patient care. And yet, there are a vast number of hospitals in India in which **standards of care are low**. These standards must be improved if those hospitals have to meet people's growing expectations.
- Today's patients are perceptive and recognize the **distinction between good and commonplace hospitals**.
- The hospital of today, especially the enlightened and progressive type, functions not merely as a place for **the treatment and cure of mankind's physical and mental illness**.
- The first necessary step to achieve all these purposes is a **well planned and well-designed** hospital.

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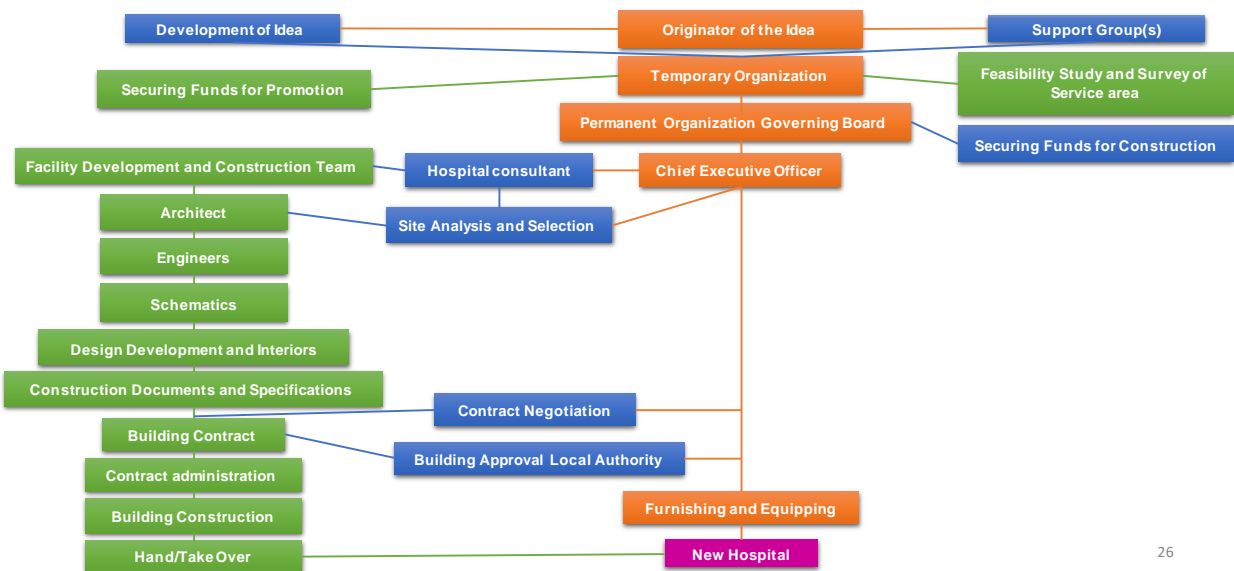
Planning for a New Hospital



- First step is always a **dream** or an **idea** born in the mind of an individual.
- A committee is formed and is given the authority to undertake preliminary work such as a **feasibility study and/or a survey and to raise funds** to meet the expenses involved in the survey and study.
- All **successful hospitals**, without exception, are built on a triad of **good planning**, **good design** and **construction** and **good administration**.
- The success of a hospital is generally **measured by the quality of patient care** it provides and the efficiency with which it operates.
- If mediocre, inadequate and inefficient hospitals abound in our country, the principal reasons are most likely **the lack or proper planning** and **design** and **absence of good management**.

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Different Stages in Promoting and Building a New Hospital



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Principles in Planning Hospital Facilities and Services



- High Quality Patient Care
- Effective Community Orientation
- Economic Viability
- Sound Architectural Plans

Preliminary Survey

- Study of existing Hospital Facilities
- Study of Required Staff and Services

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Equipment Planning



- Hospital planning is **not complete**, if careful attention is not given to the **fixed and movable equipment** needed for the hospital with the exception of items of current operating expense such as **food, fuel, drugs, dressings, paper, printed forms, soap**, etc.,
- The term "**equipment**" means all items necessary for the functioning of all services of the hospital including **accounting and records, maintenance of buildings** and **grounds, laundry, public waiting rooms, public health** and **related services**.

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Equipment Planning



- A **series of meetings** are arranged with the medical staff and other personnel to discuss the equipment needed.
- A **room by room equipment** list is then compiled and reviewed by the administrative, medical and departmental staff.
- List all items of "building equipment" and "depreciable equipment".
- It is necessary to **consult with the architect** designing the building early. So, that the facilities planned will be of sufficient size to accommodate the equipment and render the necessary service.

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Guidelines for Purchasing Hospital Equipment



1. Consider the **function**, the **equipment** is meant to perform and the need for the function in the hospital.
2. Look for equipment that is "**failsafe**"
3. Try to determine the **total cost of the equipment** during its life cycle.
 - Original cost
 - Operational cost
 - Maintenance cost and "down-time" potential
4. Consider the **equipment's ability to satisfy the need** for which it was manufactured and purchased.

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Guidelines for Purchasing Hospital Equipment

5. Make sure that **parts and after-sales service** will be available.
6. A rule, every product should be **evaluated before purchase**.
7. Major movable equipment should be generally preferred **over fixed, long-term equipment**.
8. Consider whether the equipment can be **cleaned easily**.
9. Does the equipment **satisfy plumbing and electrical codes**?
10. Does the manufacturer **include the cost of installation** and **training of personnel** in the price of the equipment?
11. Technical equipment often **becomes obsolete rapidly**.
12. Under normal conditions, equipment should be capable of being **replaced with minimum disruption to ongoing work**.

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Equipment Planning



Facility Master Plan

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Functional Planning



- The requirements of the hospital in terms of the **services it is going to provide, number of beds it is going to have, departments, major items or equipment, space, personnel, relationships and adjacencies** must form this written programme.
- Good planning must result in **an efficient, functional and economical** hospital.

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Functional Planning



- Functional planning in hospitals is important and the key to this is the understanding that travel and adjacencies **affect the operational cost over the life of the building.**
- It should be remembered that economy of operation over the **life of the building** as well as the **quality of care** given to patients depends to a large extent on the **proper planning and designing** of the hospital and is more important than the **economy of construction.**
- The initial cost of building a hospital is **insignificant when compared to the cost of running**, staffing and maintaining it. By one reckoning, it is 18 to 20 times over a period of, say, 20 years.
- Another study suggests that within **two or three years**, the **cost or construction will have been equalled** or surpassed by operating expenses.
- It will be worse in the case of poorly designed hospitals. **Inefficient hospitals cost more** to the patients too because they **get less health care services for the money they pay.**

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References



- *R.C.Goyal, "Hospital Administration and Human Resource Management" PHI - Fourth Edition, 2006.*
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