

# **DIPLOMA IN HOSPITAL AND HEALTHCARE MANAGEMENT**

## **INTRODUCTION**

Healthcare sector is the largest in the world and is pegged at \$2.8 trillion in sales. The Indian healthcare is worth \$17 billion and is growing at 13 per cent per annum. With the healthcare industry witnessing remarkable growth in the last few years, the concept of healthcare has gone beyond hospitals. Instead, it is now related to a gamut of quality services linked to hospitals.

Indian healthcare industry is poised to become the largest sector in the next 10 years and there are huge challenges before the industry. The demands of an aging world are increasing. A patient is increasingly not willing to be known as a sufferer. Access, dialogue and transparency have become the buzzwords in healthcare delivery services. And, importantly, healthcare management needs to create services that consumers need but cannot yet imagine. This would open up opportunities for management graduates in Indian healthcare sector. Medical tourism is one of the major external drivers of growth of the domestic healthcare sector. This in turn has increased the demand for quality healthcare professionals in India.

The program aims to develop a cadre of professional managers in the health sector. It prepares students to take leadership roles in various healthcare organizations through training in planning, operational and project management of hospitals including orientation in the managerial aspects of clinical and support services departments. The program also imparts training in managing financial, material and human resources as well as planning and managing information systems.

## **PROGRAM OBJECTIVES**

- A. Developing conceptual and practical skills in various areas of healthcare system by providing insights into functioning of various departments in a healthcare organization.
- B. Understanding the healthcare system in India.
- C. Understanding the current and evolving roles of hospitals, ambulatory care centers, public health, mental health, home care and long term care organizations, palliative care activities and integrated health systems.
- D. Continuous professional development of participants as hospital managers and in other healthcare organizations. Development of personality, confidence and abilities as a manager and a leader.

## **PROGRAM CONTENT**

### **Meta Module A**

#### **Module A-1: Hospital based Healthcare and its changing scenario**

Introduction - Definition - Role of hospitals in health care delivery - History and development - Types of hospitals - The present scenario of hospitals in India - Number, size, distribution, ownership, utilization, ratio, trends, problems - Hospital as a matrix organization - Understanding of healthcare organizations as a part of social system.

### Module A-2: Basic Concepts

The concept of healthcare system and its management including its unique features and peculiar conditions - Concept of modern hospital and privatization in health sector - Functioning of modern hospitals and changing needs of patients - Concept of corporate hospital in developing countries

## **Meta Module B**

### Module B-1 Healthcare system - Industry Approach

Understanding the healthcare system as an industry in India and developed countries - Planning and regulation in healthcare - The important issues faced by the industry and the policies/actions available to address these issues - New developments in the industry - Effects of globalization in health care and the essentials of an effective healthcare system.

### Module B-2: Recent trends in healthcare administration

Re-engineering - Tele-medicine - Artificial Intelligence – Euthanasia - Medical Tourism - Outsourcing – Medical Transcription - Preventive and Social Medicine – Epidemiology.

### Module B-3: Healthcare delivery

Healthcare delivery system in India at primary, secondary and tertiary levels - Key components of the system - The current state - The forces that shape such a system - Analyzing the strengths and weakness of the system by comparison with the delivery system in the developed countries - Role of government in health care.

## **Meta Module C**

### Module C-1: Management as applied to hospitals

Principles and practices of management as applied to hospitals - Healthcare management as a profession - Role of a healthcare manager - Modern management concepts and its implication in health sector.

### Module C-2: Procurement and Materials Management

Introduction - Purchase Management - Equipment Management - Lead time - Safety stocks – EOQ - Ordering systems - Value analysis - Value engineering - Just-in-time inventory – Stores – Codification - Maintenance - Role of automation in stores – Materials planning - Importance of materials management - Repair and disposal.

### Module C-3: HealthCare Delivery (Treatment of Patients) and Quality Management

Structure and technology - OPD management - OT and ICU management – Patient care management - Patient process flow - Patient counseling for surgical procedures - Grief counseling - Medicare standards - Health check-ups - Security services – Ward management/floor management - Laundry service - Transportation - Ambulatory care – Stores – Mortuary - Kitchen services – Housekeeping – Maintenance – Sanitation – Bio-medical engineering and Medical equipments - Medical specialties – Bio-medical waste management – Pharmacy – Library - Florists and gift shops – Importance of quality management - Quality

management of diagnostic facilities - Standards and parameters - Quality circles - Quality assurance procedures accreditation like NABH, NABL, JCI, JACHO - TQM and Six Sigma - ISO in healthcare - Continuous quality Improvement - Hospital standards in foreign countries – Medical Audit

#### Module C-4: Marketing of Hospital Services

Concept of marketing - Market opportunities - 7 P's of marketing - Emerging 4 C's of marketing - Consumer behavior and handling the grievance of patients - Positioning of a hospital and its promotion - Social marketing - Customer relationship management - Marketing for TPA and cash patients - Advertising and branding of hospitals - Customer satisfaction - Promotion of Medical tourism - Public relations.

#### Module C-5: Accounting and Costing in Hospitals

Costing and accounting as applied to hospitals – Financial accounting system in hospitals – Cost classification - Cost concepts - Cost analysis for decision making –Hospital rate setting - Marginal cost - Break-even analysis - Cost control and cost reduction - Reporting and performance evaluation.

#### Module C-6: Financial Management in Hospitals

Basics of finance - Understanding and interpreting financial statements - Working capital management - Short-term and long-term capital needs – Budgeting - Cash flow - Resource mobilization - Lease financing - Financial forecasting – Basics of health economics - Medical care market - Demand/Supply of medical care - Market for healthcare professionals and hospital services - Health insurance - Health as an investment option.

#### Module C-7: Hospital Organizational Behavior and Human Resources Management

Hospital as an organization - Manpower planning in hospitals – Recruitment and selection – Orientation and induction - Training and development – Appraisals - Salary administration – Motivation - Conflict management - Code of conduct and disciplinary proceedings - Rules and regulations as applicable to hospital employees - Problem-solving - Transactional analysis - Leadership and delegation - Team-work - Organization's culture - Counseling of employees – Problem Solving - Managing diverse workforce - Organizational change and stress management.

#### Module C-8: Administration and Law

Introduction of laws applicable to healthcare organizations - Minimum Wages Act 1958 - Payment of Wages Act 1936 - Equal Remuneration Act 1976 - Contract Act - Shops and Estt. Act - MTP Act - PF Act - Organ Transplant Act - Maternity Benefit Act - Birth and Death Registration Act - Types of medico-legal cases - Malpractices - , Informed consent, Importance of medical records, Dying declaration, Death certificate – Fraud - Introduction to Consumer Protection Act - Laws/Licenses applicable - Provision in laws relating to medical negligence - Informed consent - Medical jurisprudence - Criminal and Civil liability, Consumer Protection Act.

#### Module C-9: Communication for Hospital Managers

Communication system – Communication skills – Use of communication in hospitals – Written communication – Non-verbal communication – Using communication as a tool for reviews and monitoring.

#### Module C-10: Role of IT in Hospitals

Health information systems in India - Information systems needs for a healthcare application - Areas of automation in patient care - Medical records - Administration – Inventories - Operation and innovation - IT applications in clinical functions such as electronic medical records - computerized provider order entry and clinical decision support.

#### Module C-11: Strategic Planning and Management

Introduction - Process - Nature of strategic decisions - Organizational strategies - SWOT analysis - Management control system.

#### Module C-12: Project Planning, Monitoring and Implementation Management

Conceptualization - Feasibility - Planning of healthcare organizations - Site survey - Size - Space requirements for various departments - Administration of healthcare organization - Roles and responsibilities – Project Implementation, Monitoring and Evaluation Systems – Use of software

#### Module C-13: Planning and Management of Medical Camps and Disasters

Introduction - Mass Casualties - Components of disaster plan - pre-hospital and hospital - Disaster alertness – Camp planning and organization – Camp performance measurement and evaluation.

#### Module C-14: Socio Cultural Aspects of Healthcare Management

Healthcare ethics and its relationship to law and compliance - Importance of ethics in today's healthcare organizations – Ethics and healthcare professional manager - Impact of ethical conflicts on staff – Organizational culture and its costs - The role of culture diversity in healthcare - Recognizing and resolving ethics dilemmas in health care – Issues in Clinical ethics – Social responsibility of healthcare organizations.

#### Module C-15: Management of Support Services

Role and importance of support services, of support services- Front office (ADT), Pharmacy, Medical Records, Laundry/linen and House-Keeping, Nursing services, Dietary services, Mortuary, Security, Ambulance and Handling of Bio-medical Waste.

### **TARGET GROUP**

This Program has been designed for junior and middle level executives working in Hospitals and Healthcare organizations. The Program will also be equally useful to hospital administrators, trustees, medical officers and others in healthcare industry. Fresh graduates interested in building their career in hospital and healthcare management can also take advantage of this Program.

