

MADURAI KAMARAJ UNIVERSITY
M.B.A. (HOSPITAL MANAGEMENT)
Distance Learning Programme

SYLLABUS
(Effective from the academic year 2013 – 2014 onwards)

1. PREAMBLE

The main focus of this programme is to promote professional management practices that are necessary for effective healthcare ensuring continuous quality improvement, labour relations, financial sustainability, awareness creation, demand generation, optimum utilization of limited available resources and strategic approach towards inflation, rapid advancement in medical technology, increased expectations of staff and patients. Hospital manager are responsible to promote indigenous medicine, strengthen health education, ensure access to care, reduce the length of stay, eliminate unnecessary investigations, drugs and therapies, and bring about economies in the use of supplies, facilities and human resources. In addition to the requirement of formally trained professionals in hospital management the healthcare utilization s need to sharpen the managerial skills of the key stakeholders, specifically clinical heads.

Programme Objectives

The overall aim is to develop a deeper understanding of the interdisciplinary nature of hospital administration, provide basic insights into functions of various departments and develop skills and competencies for effectively managing a hospital. At the end of the programme the students will be able to

1. Understand the need and importance of cost effective sustainable healthcare through demand generation and enhanced quality care
2. Develop and apply various employee friendly systems for effective functioning of different administrative activities and support services of hospital
3. Promote patient centred care with a continuous quality improvement orientation ensure smooth functioning of core process by forecasting, streamlining patient flow, staff scheduling, planning space/ facilities/ supplies, maintenance, etc.
4. Ensure optimum utilization of available limited resources.
5. Sharpen managerial skills.
6. Have an appreciation on the use of information technology in the hospital

2. ELIGIBILITY FOR ADMISSION

Candidates with any U.G degree can apply for MBA in Hospital Management.

3. DURATION OF THE COURSE

The course will be conducted for Two years under Semester pattern. On completion of two years, the students will be awarded **MBA (Hospital Management)**

3.1. Conduct of Examinations

The MBA (DLP) examinations shall be conducted during April/November every year.

3.2. Passing Minimum

A candidate who obtains not less than 50% of marks in each paper in the external examination shall be declared to have passed.

3.3. MEDIUM OF INSTRUCTION: The Medium of instruction will be English.

4. COURSE STRUCTURE

SEMESTER I

Sl .No	Subjects
1.	Principles of Management and Organisational Behaviour
2.	Health Economics
3.	Hospital Administration
4.	Biostatistics & Operation Research
5.	Health Environment

SEMESTER II

Sl .No	Subjects
6.	Human Anatomy, Physiology and Medical Terminology
7.	Health Programme Management
8.	Human Resources Management
9.	Healthcare Marketing and Public Relations
10.	Hospital Accounting and Finance

SEMESTER III

Sl .No	Subjects
11.	Hospital Materials Management

12.	Legal Aspects of Healthcare
13.	Patient Care Planning and Management
14.	Supportive Services and Facilities Management
15.	Information Technology in Healthcare

SEMESTER IV

Sl.No	Subjects
16.	Health Communication Planning and Management
17.	Health Insurance and Managed Care
18.	Strategic Management in Healthcare
19.	Managing Quality in Healthcare
20.	Research Methodology

21. Internship and Report

Students are required to undertake Internship Training in Hospitals for a period of SIX months. They must submit a report on internship and Log book before the end of IV semester, which will be examined by an External Examiner.

Division of Marks

Internship Report & Log Book	= 100 Marks
Viva – voce	= 100 Marks
	200 Marks

5. DETAILED SYLLABUS

SEMESTER - I

Paper – 1 : Principles of Management and Organisational Behaviour

Unit: 1

Introduction to management: Definition and scope of management – The scientific management theory – Classical organization school – The behavioral school – The human relations movement – Hawthorne experiment – McGregor's theory of X and Y – TQM – Deming's 85 – 15rule TQM principles – Contingency theory – Management science school – Systems approach.

Unit: 2

Functions of Management: Planning – Organizing – Staffing – Directing – (Motivation – Communication – Leadership) – Controlling – All basic theories and styles.

Unit: 3

Leadership: Definition of leadership – leadership style – Continuum of leadership behavior – Managerial grid style-Life-Cycle or situational approach-Four systems of management leadership – leadership skills – Leadership activities in a hospital – Functions of a leader like communication – Human resource management – Net working.

Unit: 4

Individual Behavior: Personality – Learning – Attitudes – Perception – Motivation – Ability – Their relevance to organizational behaviors in hospital management – Group Behavior – Group dynamics – Group norms – Group cohesiveness – Their relevance to organizational behavior.

Unit: 5

Organizational Culture: Meaning, significance – Organizational climate – Implications on organization behavior – Organizational change – Need and nature – Causes of change – Resistance to change – Management of change in hospitals.

REFERENCE BOOKS

1. Management – Stoner Freeman, Gilber, – Prentice Hall
2. Essentials of Management – Koontz, – Tata Mc Graw hill
3. Organizational Behaviour – Keith Devis, – Tata Mc Graw hill
4. Organizational Behaviour – Stephen Robbins, – Prentice Hall
5. Organisational Behaviour – Fred Luthans, – Tata Mc Graw hill

Paper - 2 : Health Economics**Brief Content**

Health Economics course has been designed to develop basic understanding and skill necessary to analyze issues and problems in utilization of health services from an

economic perspective. Health sector consumes a large proportion of resources. As a consequence there are major economic issues involved, not only on whether this amount is right, but how best to spend it and on whom. Therefore this course becomes imperative to those who are policy makers, planners, and managers in the field of Healthcare. The course covers the basic theory of microeconomics in health care such as demand, supply, pricing; production, cost, competitive market equilibrium, monopoly and monopolistic market, etc.

Course Objectives

The course will help to

- Improve the decision making process in health sector
- Analyze issues in utilization of health services from an economic perspective
- Strengthen capacity to apply economics principles in health sector
- Develop critical understanding of micro/macroeconomics concepts in Healthcare

DETAIL CURRICULUM

Unit 1 : Introduction and Microeconomics Tools for Health Economics

- Principles of Economics; Meaning, Relevance and its Application in Healthcare
- Production and Distribution of Healthcare
- Scarcity and Production Possibilities Curve and Tradeoffs
- Demand, Supply and Pricing System
- Market Equilibrium
- Elasticity of Demand and Supply
- Production Function, Isoquants, Isocosts, Law of Diminishing Returns
- Consumer Behaviour: Demand Curve, Utility Maximization, Indifference Curve Analysis

Unit 2 : Production and Cost of Healthcare

- 2.1 Cost Function and Economies of Scale
- 2.2 Cost of delivering health services
- 2.3 Change in Technology / Technology Diffusion
- 2.4 Aging Population and Long-term Care
- 2.5 Asymmetric Information and Agency
- 2.6 Imperfect Agency and Supplier Induced Demand
- 2.7 Managed Care and Health Maintenance Organizations

Unit 3 : Market and Market Failure in Healthcare

- 3.1 Market and how does it works
- 3.2 Market Mechanism in Healthcare
- 3.3 Public goods / Merit goods

- 3.4 Externalities / Spill over effect
- 3.5 Role of Government and Market in health
- 3.6 Preventive, Curative and Rehabilitative care

Unit 4 : Concepts of Costs and Economic Evaluation

- 4.1 Financial Costs Vs Economics Costs (opportunity costs)
- 4.2 Direct, Indirect, Average, Marginal, Total and Unit Costs
- 4.3 Component of Costs : Fixed and Variable; Capital and Recurrent Costs
- 4.4 Issues to be considered in costs calculation
- 4.5 Costs to whom, cost classification, shadow pricing, costs apportion, NPV, discounting factor, IRR, cost recovery, BEP
- 4.6 Meaning, Importance and Basis of Economic Evaluation; Analytical techniques
- 4.7 Steps of Economics Analysis : Identification, Measurement and Valuation of costs and consequences
- 4.8 Forms of Economics Evaluation: Cost-minimization Analysis (CMA), Cost – Effectiveness Analysis (CEA), Health Outcomes; Disability Adjusted Life Years
- 4.9 Three general approaches to Monetary Valuation of Health Outcomes: human capital approach, revealed preference and contingent valuation; expected costs, expected benefits; net benefit;
- 4.10 Cost-Utility Analysis (CUA): Utility, value, preference; Quality Adjusted Life Years (QALY), Healthy Years Equivalent (HYE), C/U Ratio

Unit 5 : Health Planning and Priority Setting

- 5.1 Approaches to Planning
- 5.2 Planning Cycle
- 5.3 Setting Priorities
- 5.4 Resources Allocation and Budgeting

Textbooks

- 1 Sherman Folland, Allen C. Goodman and Miron Stano **The Economics of Health and Health Care** (Prentice-Hall Inc, New Jersey)
- 2 Michael Drummond and et al, **Methods for the Economics Evaluation of Health Care Programme** (Oxford University Press, Second Edition)

Reference

- 3 Anne Mills and Lucy Gilson **Health Economics for Developing Countries : A Survival Kit** (London School of Hygiene and Tropical Disease)
- 4 Rexford E. Santerre and Stephen P. Neun, **Health Economics: Theories, Insights and Industry Studies** (The Dryden Press, Harcourt Brace & Co., Orlando)
- 5 Government of India, **Five Year Plans**

Paper – 3 : Hospital Administration

Brief Content

This course aims to make understand the principles and practice of management. It shall review basic theories of management and management process. It shall include basic

concepts of health, healthcare, health services, healthcare organizations, hospitals, history and types. It shall cover levels and role of healthcare managers, need and importance of hospital administrator and structuring of healthcare besides the emerging concepts / current issues in healthcare.

Course Objectives

The aim of this course is to enable the participants to understand the principles and practice of management and its application in hospitals.

At the end of the course the students would be able to

Accept professional management practice in healthcare

Understand the theories of management

Understand the management process and integrated approach in management

Manage service organizations by accepting the inbuilt challenges

Manage hospitals by understanding the complexity, levels and role of hospital administrator

Understand the current issues that have an implication in administration

Practice hospital administration

DETAIL CURRICULUM

Unit 1 : Management Concepts and Theories

- 1.1 Management and Organizations
- 1.2 Management Role
- 1.3 Levels of Managers and Management Skills
- 1.4 Classical School
- 1.5 Behaviour School
- 1.6 Management Science School

Unit 2 : Management Functions and Process

- 2.1 Planning
- 2.2 Organizing
- 2.3 Staffing
- 2.4 Directing
- 2.5 Controlling

Unit 3 : Services, Health and Hospitals

- 3.1 Services, Classification of Service Organization, Characteristics, Challenges

3.2 History of Medicine, Healthcare Revolution, Health, Dimensions of Health, Indicators of Health

3.3 Types of Healthcare Organizations, Composition of Health Sector, Types of Care, Pyramidal Structure of Health Services, Hospitals, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital Organization.

Unit 4 : Hospital Management : Levels and Roles

4.1 Governing Board, Executive Board and Advisory Board

4.2 CEO, Medical Administration, Nursing Administration and Hospital Administration

4.3 Middle Level Managers in Hospital and their Responsibilities

Unit 5 : Current Issues in Healthcare

5.1 Accreditation

5.2 Tele health

5.3 Health Tourism

5.4 Health Insurance and Managed Care

5.5 Disaster Management

5.6 Hospital Wastes Management

Textbooks

- 1 Stephen P. Robbins and Mary Coulter, **Management** (Prentice Hall of India Pvt. Ltd., New Delhi)
- 2 J.E. Park and K. Park, **Textbook of Preventive and Social Medicine** (M/S Banarsidas Bhanot Publishers, Jabalpur)
- 3 Elaine La Monica, **Management in Health Care** (Macmillan Press Ltd, London)

Reference

- 4 B.M. Sakharkar, **Principles of Hospital Administration and Planning** (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
- 5 C.M. Francis and et al., **Hospital Administration** (Jayapee Brothers Medical Publishers Pvt. Ltd., New Delhi)
- 6 S. Srinivasan (ed.), **Management Process in Health Care** (Voluntary Health Association of India, New Delhi)

Paper – 4 : Biostatistics & Operation Research

Unit: 1

Frequency distribution – Measures of central tendency- Arithmetic mean, Median, Mode, Percentiles – Geometric Mean – Harmonic mean – Measures of Dispersion – Range – Mean Deviation – Standard error-standard Deviation – Coefficient of Variation –Simple problems.

Unit: 2

Methods of Sampling – types of population, sample size – sampling distribution and statistical inference – type I & II Errors.-Correlation and Regression – Scatter diagram- Correlation Coefficient–Test of significance-Chi square test.

Unit: 3

Measurement of probability and Laws of probability for independent events – Conditional probability, Bayer’s theorem and application of probability – probability distribution – Binomial ,Poison, Normal “t”.

Unit: 4

Introduction to operations research – Techniques of operations research – limitations of operations research – Queuing theory – Transportation Module – Simulation – Simple problems.

Unit: 5

Network Models: PERT – CPM – PERT COST – resource allocation – float and slack – Simple problems.

REFERENCE BOOKS:

Business Statistics – R.S.N. Pillai and B.Bagawathi
Statistical Methods – Elhance
Statistical Methods – S.P.Gupta
Bio Statistics – Sundar Rao

Selected Readings:

A review of Bio Statistics – Paul E Leavarton
Bio Statistics – K.Visweswara Rao
Operation Research – Kanthi Swarup, et. El.

Paper - 5 : Health Environment**Brief Content**

This course aims to understand demography, concepts and principles of public health, and epidemiological principles. It shall include assessment of health needs, plan health programmes and factors that influences health. It shall cover national health programmes and international health.

Course objectives

The aim of this course is to enable the participants to understand the demography, community health and epidemiology as foundations of healthcare planning.

At the end of the course the students would be able to

Interpret population structure, the factors influencing population growth and the impact of population explosion on health

Understand the influences of social, cultural and environmental factors on health and disease

Create awareness of the origin and evolution in the field of community / public health

Use concepts and principles associated with public health

Apply epidemiological principles

Apply basic principles and methods for the assessment of health needs of a community and plan health programmes

Understand the role of national health programmes and international agencies

DETAIL CURRICULUM

Unit 1: Demography

- 1 Demographic Cycle
- 2 World Population Trend
- 3 Demographic Trends in India: Growth rate, Age Pyramid, Sex Ratio, Population Density, Family size, Urbanization, Literacy, and Life Expectancy

Unit 2 : Family Planning

- 2.1 Fertility and Fertility Related Statistics
- 2.2 Family Planning
- 2.3 Population Policy
- 2.4 National Demographic Goals

Unit 3 : Epidemiology

- 3.1 Concept of Disease
- 3.2 Epidemiological Triad
- 3.3 Concepts of Control and Prevention
- 3.4 Principles of Epidemiology: Components, Measurements, Prevalence and Incidence
- 3.5 Epidemiologic Methods: Descriptive, Analytical and Experimental Studies
- 3.6 Uses of Epidemiology

Unit 4 : Community Health

- 4.1 Community Diagnosis and Treatment
- 4.2 Communicable and Non-communicable Diseases

Unit 5 : National and International Health

- 5.1 National Health Programmes in India
- 5.2 International Health: WHO and Other United Nations Agencies

Textbooks

- 1 K. Park, **Textbook of Preventive and Social Medicine** (M/S Banarsidas Bhanot Publishers, Jabalpur)
- 2 B.K. Mahajan and M.C. Gupta, **Text Book of Prevention and Social Medicine** (Jaypee Medical Publishers P. Ltd., New Delhi)

Reference

- 3 VHAI, **State of India's Health – 1992** (VHAI, New Delhi)

SEMESTER – II

Paper – 6 : Human Anatomy, Physiology and Medical Terminology

Brief Content

This course covers the anatomy and physiology of human body, medical terms and terminologies in use in hospitals. This course shall cover illness, causes of disease, need and importance of infection control in hospitals.

Course Objectives

The course will help to

- Understand different body systems and their functioning
- Familiarise with the common terms used in the clinical practice
- Understand illness, causes, classification and description of diseases
- Understand the causes, mode of spread, control and prevention of common infections in the hospitals and community

DETAIL CURRICULUM

Unit 1 : Human Anatomy and Physiology

- 1.1 Digestive System
- 1.2 Respiratory System
- 1.3 Circulatory System
- 1.4 Central Nervous System
- 1.5 Muscular Skeletal System
- 1.6 Reproductive System
- 1.7 Excretory System
- 1.8 Endocrine Glands
- 1.9 Special Senses

Unit 2 : Medical Terminology

- 2.1 Reasons for using medical terms
- 2.2 Glossary of medical terms: major diseases and medical specialties

Unit 3 : Roots, Prefixes, Suffixes, Abbreviations and Symbols

- 3.1 Common roots : element referring to, usage and definition
- 3.2 Common prefixes and suffixes
- 3.3 Common abbreviations: departments, time, general healthcare, routes of medication, and laboratory
- 3.4 Symbols

Unit 4 : Illness

- 4.1 Defining Illness : Direct and indirect causes
- 4.2 Classification and description of disease

Unit 5 : Infection Control

- 5.1 Medical asepsis, Nosocomial infection and communicable diseases
- 5.2 Reservoir, carrier and mode of transmission
- 5.3 Infection control measures
- 5.4 Sterilisation and aseptic techniques
- 5.5 Infection control committee : purpose, composition and terms of reference

Textbooks

- 1 John V. Basmajian and Charles E. Sloncker, Grant's Method of Anatomy: A Clinical Problem – solving Approach (BI Waverly Pvt. Ltd., New Delhi) ISBN 81-7431-033-9
- 2 Roger Waston, Anatomy and Physiology for Nurses (Prism Books Pvt. Ltd., Bangalore)

References

- 3 William F. Ganong, Review of Medical Physiology (McGraw Hill, Boston) ISBN 007-144040-2
- 4 Stedman's Medical Dictionary (Williams & Winkins, Baltimore) ISBN 0-683-07922-0
- 5 K. Park, Textbook of Preventive and Social Medicine (M/S Banarsidas Bhanot Publishers, Jabalpur)

Paper – 7 : Health Programme Management

Brief Content

This course emphasizes on project framework in managing programmes. This covers elements of managing programmes such as planning, execution, control and evaluation. This should include forecasting, budgeting, resources mobilization utilization of resources, tools and techniques, scheduling and evaluation.

Course Objectives

The course will help to

- Gain confidence in managing programmes
- Apply project mode in managing programmes
- Apply skills in programme planning, implementation and review
- Apply operations research tools in managing programmes
- Develop project proposals

DETAILS CURRICULUM

Unit 1 : Fundamentals

- 1.1 Programme, Project, Tasks, Subtasks, Sub-subtasks
- 1.2 Linking Vision, Mission and Strategic Plans to Project
- 1.3 Pre-project Phases: Needs Analysis
- 1.4 Characteristics of Project
- 1.5 Advantages of Project Framework for Healthcare Programmes
- 1.6 Key Stages, Elements, Phases and Project Life Cycle

Unit 2 : Project Planning

- 2.1 Problem Analysis : Cause and Effect
- 2.2 Process of Developing Objectives
- 2.3 Planning Cycle
- 2.4 Forecasting : Time Series, Correlation, Regression and Delphi Technique
- 2.5 Project Implementation Plan
- 2.6 Project Sustainability
- 2.7 Proposal Writing
- 2.8 Resources Budgeting, Mobilisation and Utilisation

Unit 3 : Planning Tools and Techniques

- 3.1 Introduction to Operations Research
- 3.2 Estimating
- 3.3 Contingency
- 3.4 Milestones
- 3.5 Gantt Chart
- 3.6 Programme Evaluation and Review Technique (PERT)
- 3.7 Critical Path Method (CPM)
- 3.8 Linear Programming
- 3.9 Transportation Model, Assignment Models, Queuing Models : Single Channel and Multi Channel Queuing Models
- 3.10 Simulation : Deterministic Simulation Models and Probabilistic Simulation Models
- 3.11 Dynamic Programming

Unit 4 : Project Manager, Execution and Implementation

- 4.1 Role of Project Manager and Skills Inventory
- 4.2 Managing Time
- 4.3 Managing Risk
- 4.4 Factors that Lead to Successful Projects
- 4.5 Project Tracking
- 4.6 Job Description, Staffing Pattern and Training Plan
- 4.7 Main Activities: Regular Monitoring, Regular Reviewing Progress, Re-plan
- 4.8 Recordkeeping and Reporting
- 4.9 Online Project Management

Unit 5 : Project Disengagement

- 5.1 Review and Evaluation
- 5.2 Feedback
- 5.3 Audit Trail
- 5.4 Publicise the Success

Textbooks

- 1 Donna Deeprise, Project Management (Capstone Publishing, Oxford)
- 2 H. Kerzner, Project Management : A System Approach to Planning Scheduling and Controlling (Wiley Eastern, New York)
- 3 Kanti Swarup and et al, Operations Research (Sultan Chand and Sons, New Delhi)

References

- 4 www.ipma.org (International Project Management Association)
- 5 www.pmi.org (Project Management Institute)
- 6 www.4pm.com (Discussions of Hot Topics in Project Management)

Paper – 8 : Human Resources Management

Brief Content

This course is designed to provide; knowledge of the concept of integrated Human Resources (HR) in Healthcare Organizations, contributions of various HR sub-systems to various dimensions in Healthcare Organizations, principles of designing effective HR systems in Healthcare Organizations. The contents of the course include the concept of HR and its need, HR mechanism, HR as a total system, and design and implementation of HR system in Healthcare Organizations.

Course Objectives

The course will help to

- Understand the basic concept of HRM
- Understand the principles of Sourcing, Induction, Developing and Retention
- Develop and skills in Compensation Management
- Development Performance Indicators and analyze the latest tools in Performances Management
- Study the Human Resources Information System
- Understand the Emerging Concepts of HRM from International Perspective

DETAIL CURRICULUM

Unit 1 : Basics of HRM and Sourcing

- 1.1 Introduction and Relationship between HRM and HRD
- 1.2 Objectives of HRM
- 1.3 HR Planning: Short term and Long term
- 1.4 Productivity Analysis in Healthcare
- 1.5 HR Policy and Procedure

1.6 Recruitment

1.7 Selection

1.8 Placement

1.9 Induction / Orientation

Unit 2 : Training and Development

2.1 Staff Training and Development

2.2 Trends

2.3 Structural Issues of Delivery of Training

2.4 Assessing Training Needs

2.5 Evaluating Training Development

2.6 Career Growth and Development

2.7 Management Development

2.8 Organizational Development

Unit 3 : Compensation Management

3.1 Pay and Incentive System

3.2 Rationale Wage and Salary Policy

3.3 Wages and Salary Administration

Unit 4 : Performances Management and Human Resources Information

4.1 Conceptual Model of Performances Management and Application of Basic Modes

4.2 Process, Need, Purpose and Content

4.3 Performance Indicators: Individual and Organization

4.4 360 Degree Feedback

4.5 Information and Records

4.6 Periodic Reports on Manpower, Turnover and Compensation

4.7 Information on Planned Changes, Performance, Turnover, Absenteeism and Labour Market

Unit 5 : Emerging Concepts in HRM

5.1 Leadership and Learning Organization

5.2 Organization Culture and Change

5.3 Code of Conduct

5.4 Relationship

5.5 Values and Work Ethics

5.6 Staff Communication

5.7 Succession Planning

5.8 Health Issues and Repatriation

5.9 Occupational Hazards : Health and Safety

5.10 Welfare Programmes and Counselling

Textbooks

- 1 David A. DeCenzo and Stephen P. Robbins, Human Resource Management (John Wiley & Sons Inc., New York)
- 2 R.C. Goyal, Handbook of Hospital Personnel Management (Prentice – Hall India Pvt. Ltd., New Delhi.
- 3 David A. Decenzo and Stephen Pl. Robbins, Prosonnel / Human Resource Management (Prentice – Hall of India Pvt. Ltd., New Delhip
- 4 Vincent K. Omachonu, Healthcare Performance (Engineering Management \, Pr, USA

Paper – 9 : Healthcare Marketing and Public Relations

Brief Content

This course aims to make understand the role of marketing and public relations in healthcare institutions. It shall help to understand the principles, practices, tools and techniques of healthcare marketing and public relations. It shall review basics of marketing, marketing process, marketing information and research, market segmentation and targeting, consumer analysis, product, price, place, promotion and social marketing.

Course objectives

The aim of this course is to enable the participants to understand the concept of marketing and public relations, and applying them in the Healthcare organizations.

At the end of the course the participants would be able to

Accept marketing as a managerial process

Apply marketing function in health care organizations without conflicting the professional ethics of the clinical professions and ultimately aiming as customer satisfaction

Define the Market, targeting, focus everything from customer point of view and be customer oriented through consumer analysis and awareness creation

Do marketing research, which would enable effective service planning with the information about the market, and community health needs

Manage demand and supply; Analyze wholeness of customer costs and price sensitivity; develop access to services; and Use promotional tools as communication tools which help to create awareness, knowledge and conviction without commission or incentive

Use Social Marketing in marketing ideas and causes, which would change the behavior of target group

Practice Health Services Public Relations

DETAIL CURRICULUM

Unit 1 : Application of Marketing in Healthcare

- 1.1 Marketing Concept of Marketing
- 1.2 Importance of Marketing to Healthcare Organizations
- 1.3 Challenges in Practicing Marketing in Healthcare Industry

1.4 Marketing Intelligence, Information and Research System

1.5 Marketing Organization : Chart, Fulltime Staff and Hiring Consultants

Unit 2 : Market (Individual and Organizational) Analysis

2.1 Market Measurement and Forecasting

2.1.1. Defining Market

2.1.2 Measuring Current Market Demand

2.1.3 Forecasting Demand

2.2 Market Segmentation and Targeting

2.2.1 Steps in Segmentation and Targeting

2.2.2 Target Marketing

2.3 Consumer Analysis

2.3.1 Consumer Buying Process

2.3.2 Organization Buyer Behaviour

2.3.3 Consumer Adoption Process

Unit 3 : Marketing Mix Decisions

3.1 Product (Service) Decisions

3.1.1 Nature and Characteristics of Services

3.1.2 Marketing Approaches to New Services Development

3.1.3 Service Mix Decision

3.1.4 Service Item Decision

3.1.5 Service Life Cycle Decision

3.1.6 Demand Generation

3.2 Pricing Decisions

3.2.1 Pricing Objectives in Healthcare

3.2.2 Pricing Strategy

3.2.3 Present and Future Situation

3.3 Place Decisions

3.3.1 Major Distribution Decisions

3.3.2 Strengthening Referral System

3.4 Promotion Decisions

3.4.1 Sales Force in Healthcare Organizations

3.4.2 Advertising in Healthcare Industry

3.4.3 Sales Promotion Practices in Healthcare Organizations

3.4.4 Publicity Practices

3.5 Marketing Strategies

- 3.5.1 Service Portfolio Strategy
- 3.5.2 Market Expansion Strategy
- 3.5.3 Target Market Strategy
- 3.5.4 Price Quality Strategy
- 3.5.5 Competitive Positioning Strategy
- 3.5.6 Marketing Mix Strategy

4. Social Marketing

- 4.1 Steps in Social Marketing
- 4.2 Cognitive, Action, Behaviour and Value Changes

5. Public Relations

5.1 Introduction to Public Relations

- 5.1.1 Meaning of Public Relations
- 5.1.2 Classification of Public from Healthcare Marketing Perspective
- 5.1.3 Evaluation of Public Relations

5.2 Public Relations Process

- 5.2.1 Identifying the Relevant Publics
- 5.2.2 Measuring Images and Attitude of the Relevant Public
- 5.2.3 Establishing Image and Attitude Goals for the Key Publics
- 5.2.4 Developing Cost Effective Public Relations Strategies
- 5.2.5 Implementing Actions and Evaluating Results

5.3 Community Opinion Surveys to Assess the Image of an Organization

- 5.3.1 A Model Questionnaire used in Healthcare Services
- 5.3.2 Methodology of the Study

5.4 Public Relations Tools

- 5.4.1 Materials : Written and Audiovisual
- 5.4.2 Media : News, Events, Speeches and Telephone Information Services

5.5 Health Service Public Relations Officer

- 5.5.1 Profile of Public Relations Officer
- 5.5.2 Changing Role and Responsibilities of Health Service PRO

Textbooks

- 1 Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations (Prentice Hall Publication)
- 2 Roger Silver, Health Service Public Relations (Radcliffe Medical Press Ltd., Oxford, 1995) ISBN 1-85775-028-4

Reference

- 3 John F. O'Malley, Healthcare Marketing Sales and Services: An Executive Companion (Health Administration Press) ISBN 1-56793-150-2
- 4 G.D. Kunder, How to Market Your Hospital Without Selling Your Philosophy (Prism Books Pvt. Ltd., Bangalore, 2000)

Paper – 10 : Hospital Accounting and Finance

Brief Content

This course provides basic accounting knowledge and financial management. This includes principles, concepts, journal entry, bookkeeping, ledger, depreciation, trail balance, receipt and payment account, income and expenditure statement, balance sheet and statutory audit. This also covers departmentalized accounting, internal auditing, cash flow, and software for hospital accounting.

This course covers cash management, investment decisions, funding source, fundraising, working capital management, sources and uses of funds, costing, budgeting, pricing, analysis of financial statement and financial information system.

Course Objectives

The course will help to

- Gain in-depth knowledge in basic accountancy
- Understand the need for financial management
- Develop capability in maintaining accounts
- Prepare financial statements
- Understand the need and importance of internal audit
- Develop budgets
- Analyze cost, prepare break even analysis and save / control cost
- Prepare hospital rate setting (pricing)
- Understand the importance and apply mechanized accounting
- Analyze and interpret financial planning and control
- Analyze and interpret financial statements for optimum resource utilization
- Manage cash, fund and investments
- Identify funding sources and various fund raising methods
- Enhance the ability to make financial decisions

DETAILS CURRICULUM

Unit 1 : Fundamentals of Accounting

- 1.1 Meaning, Concepts, Principles, Accounting Rules
- 1.2 Single and Double Entry System
- 1.3 Journal Entry, Bookkeeping, Ledger
- 1.4 Accounts Receivable and Accounts Payable
- 1.5 Payroll and Executive Remuneration
- 1.6 Trial Balance
- 1.7 Rectification of Errors
- 1.8 Asset Accounting and Depreciation
- 1.9 Reserves and Provisions

Unit 2 : Cash Accounting and Cash Management

- 2.1 Billing / Cash Receipts and Daily Cash Summary
- 2.2 Bank Accounts and Bank Reconciliation
- 2.3 Cash Book
- 2.4 Petty Cash Management
- 2.5 Authorisation and Approval
- 2.6 Cash Flow Analysis
- 2.7 Cash Budgeting
- 2.8 Cash Control

Unit 3 : Hospital Accounting and Financial Statement

- 3.1 Departmentalised Accounting
- 3.2 Internal Control and Internal Auditing
- 3.3 Trust Funds
- 3.4 Investment Accounting
- 3.5 Application of Software
- 3.6 Revenue and Capital Expenditure
- 3.7 Receipt and Payment Account
- 3.8 Income and Expenditure Statement
- 3.9 Balance Sheet
- 3.10 Statutory Audit

Unit 4 : Hospital Finance : Fundamentals, Budgeting, and Costing

- 4.1 Need and Importance of Financial Discipline
- 4.2 Basic Concepts : Liquidity, Profitability and Leverage
- 4.3 Role of Finance Controller and Responsibility Accounting
- 4.4 Budgeting
- 4.5 Need, Elements, Stages and Terms of Budgeting
- 4.6 Operating Budget : Activity / Zero Based Budgeting
- 4.7 Capital Budgeting : Return on Investment
- 4.8 Problem of Budgeting in Hospital
- 4.9 Costing
- 4.10 Basics of Cost Accounting : Types and Elements
- 4.11 Cost Behaviour
- 4.12 Cost Centres
- 4.13 Cost Volume Profit Analysis / Breakeven Analysis
- 4.14 Hospital Rate Setting / Pricing Decision
- 4.15 Cost Containment

Unit 5 : Financial Decisions and Fundraising

- 5.1 Working Capital Management
- 5.2 Sources and Application of Fund
- 5.3 Analysis of Financial Statements
- 5.4 Financial Performance of Hospital
- 5.5 Financial Planning : Long Term and Short Term
- 5.6 Financing of Health

- 5.7 Analysis of Need for Fund for Modernization and Expansion
- 5.8 Financial Information System and Reporting
- 5.9 Investment Management
- 5.10 Fundraising
 - 5.10.1 Art of Fundraising
 - 5.10.2 Analyzing Donor Markets
 - 5.10.3 Organizing for Fundraising
 - 5.10.4 Fundraising Goals and Strategies
 - 5.10.5 Fundraising Tactics
 - 5.10.6 Evaluating Fundraising Effectiveness

Textbooks

- 1 L. Vann Seawell, Principles of Hospital Accounting (Physicians' Record Company, Berwyn)
- 2 William O. Cleverley, Essentials of Healthcare Financing (An Aspen Publication, New Jersey)
- 3 VHAI, An Accounting Guide for Voluntary Hospitals in India (The Voluntary Health Association of India, New Delhi)
- 4 Steven F. Kukla, Cost Accounting and Financial Analysis for the Hospital Administrator (American Hospital Publishing Inc., AHA)
- 5 M.C. Shukla and T.S. Grewal, Advanced Accounts (S. Chand & Company Ltd., New Delhi) ISBN 81-219-0396-3
- 6 S.C. Kuchhal, Corporation Finance : Principles and Problems (Chaitanya Publishing House, Allahabad)

SEMESTER - III

Paper – 11 : Hospital Materials Management

Brief Content

This course is designed to learn the scientific methods of materials planning, procuring, storing and dispensing including equipment management. It shall include materials requirement, planning, price forecasting, procuring, inspection, storing, concepts of stores, types of stores, stock (supply and replacement), computer application, inventory control, audit, dispensing, maintenance of equipment, types of maintenance, maintenance contracts, disposal and unserviceable articles.

Course Objectives

The purpose of this course is to learn the specific methods of materials planning, purchasing, processing, stocking and dispensing including equipment purchasing and maintenance. The general objectives are

To understand the general principles of materials management

To apply the principles and practice of purchasing

To develop skills in stores planning, inspection, verification, storage and distribution To

develop analytical skills in scientific inventory management

To learn ethical and legal aspects of materials management

To apply MIS for materials management

To learn the principles and practice of equipment purchasing and maintenance

DETAIL CURRICULUM

Unit 1 : Materials Management

1.1 Introduction

1.2 Definition and Function

1.3 Goals and Objectives of Materials Management

1.4 Materials Cycle

1.5 Functions of Materials Manager

1.6 Problems and Issues in Hospitals

1.7 Information Systems for Materials Management

Unit 2 : Purchasing

2.1 Objectives and Elements of Purchasing

2.2 Purchasing System

2.3 Purchasing Cycle

2.4 Purchase Procefures

2.5 Legal and Ethical Aspects

2.5.1 Conditions of Contract

2.5.2 Financial Rules

2.5.3 Arbitration

Unit 3 : Equipment Purchase and Maintenance

3.1 Planning and Selection of Equipment

3.2 Import of Equipment

3.3 Equipment Utilization and Operation

3.4 Equipment Repair and Maintenance

3.5 Equipment Audit

Unit 4 : Inspection, Storage and Distribution of Materials

4.1 Planning Consideration of Stores

4.2 Inspection and Verification of Materials

4.3 Storage of Materials

4.4 Distribution of Materials

4.5 Condemnation and Disposal

Unit 5 : Scientific Inventory Management

5.1 Codification and Standardization

5.2 Value Analysis

5.3 Inventory Control

5.4 Lead Time, Safety Stock and Reorder Level

5.5 Economic Order Quantity (EOQ)

5.6 Selective Controls

5.7 Case Studies on Inventory Control

Textbooks

- 1 Shaki Gupta and Sunil Kant, Hospital Stores Management: An Integrated Approach (Jaypee Publications, New Delhi, India)
- 2 WHO, Maintenance and Repair of Laboratory, Diagnostic, Imaging and Hospital Equipment (WHO, Geneva)

References

- 3 Murriel Skeet and David Fear, Care and Safe Use of Hospital Equipment (VSO, UK)
- 4 P. Gopalakrishnan and M. Sundaresan, Materials Management : An Integrated Approach (Prentice – Hall of India Pvt. Ltd., New Delhi) ISBN 81-203-0027-0

Paper - 12 : Legal Aspects of Healthcare

Brief Content

This course examines legal obligations and responsibility of administration of healthcare organisations such as elements of corporation, agency, administrative and common law affecting healthcare institutions and respective legal obligations of the board of trustees, administration and medical staff.

Course Objectives

The course will help to

- Understand the legal implications of forming an organization
- Apply the relevance of labour laws in hospital context
- Understand the doctors patient relationship in medical care
- Understand the legal aspects of day to day administration of the hospital

DETAIL CURRICULUM

Unit 1 : Promotion

Forming Society
The Companies Act
Law of Partnership
A Sample Constitution for the Hospital
The Tamil Nadu Clinics Act

Unit2 : Labour Relations

Factories Act
Shops and Establishment Act
The Workmen's Compensation Act
The Employee's State Insurance Act
The Employees' Provident Funds Act
The Payment of Gratuity Act
The Maternity Benefit Act
The Payment of Wages Act

The Minimum Wages Act
The Industrial Disputes Act
The Industrial Employment (Standing Orders) Act
The Trade Union Act
The Apprentices Act
The Employment Exchanges (Compulsory Notification of Vacancies) Act
The Collection of Statistics Act

Unit 3 : Medical Care

Medical Council of India
Medical Licensure Law
Doctors Patient Relationship
Medical Malpractice
Quality and Standard of Medical Care
Negligence
Medical Consent
Emergency Care
The Consumer Protection Act
Patients Rights and Responsibilities
Medical Ethics

Unit 4 : Medico Legal Commitments

Mental Illness
Tuberculosis
Drugs Addicts and Alcoholics
Legal Issue in Death Cases
Legal Testimony in Medico-legal cases
Narcotic Laws
The Drugs and Cosmetic Act
Drug Control Policy
Clinical Investigation
Blood Transfusion
The Medical Termination of Pregnancy Act
The Prenatal Diagnostic Techniques Act
Dying Declaration
Medical Jurisprudence
The Human Organ Transplantation Act
Toxicology

Unit 5 : Hospital Administration

- 5.1 The Biomedical Waste (Management and Handling) Rules
- 5.2 Radiation Safety System
- 5.3 Law of Insurance
- 5.4 Export Import Policy
- 5.5 Exemption of Income Tax for Donations
- 5.6 Tax Obligations: Filing Returns and Deductions at Source

Textbooks

- 1 Raj Kumar, Acts Applicable to Hospitals in India (The Christian Medical Association of India, New Delhi)
- 2 N.D. Kapoor, Elements of Mercantile Law (Sultan Chand and Sons, New Delhi) ISBN 8170142067

References

- 3 Ram Krishna Chaube, Consumer Protection and The Medical Profession with Legal Remedies (Jaypee Brothers, New Delhi) ISBN 8171797318
- 4 R.C. Anand and Sidhartha Satpathy, Hospital Waste Management :A Holistic Approach (Jaypee Brothers, New Delhi) ISBN 8171797202

Paper – 13 : Patient Care Planning and Management

Brief Content

This course aims to help determine importance of clinical services, resources requirement, organizing, managing and delivery of the services. This shall include identification of needs, standards, staffing and workload, requirements of equipment and other materials, organization, and management of various clinical services: outpatient services, inpatient services, emergency services, operation theatres, ICU, super-specialty services includes their evaluation.

Course Objectives

The overall purpose of this course is to enhance the knowledge, skills and attitude in managing clinical services in hospitals. To fulfil this, the objectives of the course are:

- To understand the role of administrator in patient care planning and management
- To develop the skills of planning are location, design and layout of clinical services from staff / customer point of view.
- To develop the skills to optimally utilize the available resources (staff, space, equipment, facilities, supplies, etc.)
- To understand the need and importance of equipment and physical facilities
- To understand as well as develop the skills of developing Policy and Procedures for Clinical Services

DETAIL CURRICULAM

Unit 1 : Hospital Planning

- 1.1 Concept of Planning
- 1.2 Guiding Principles in Planning Hospital Facilities and Services
- 1.3 Regional Planning and Factors to be emphasized
- 1.4 Steps in Hospital Planning; Planning Team and Stages of Project
- 1.5 Estimation, Architech Brief and Master Plan
- 1.6 Selection of Site and Decision on Land, Space and Utilities

Unit 2 : Outpatient Services

- 2.1 Objectives
- 2.2 Functions
- 2.3 Location, Design and Layout
- 2.4 Policy and Procedures
- 2.5 Organization
- 2.6 Staffing
- 2.7 Equipment and Facilities
- 2.8 Key Result Areas and Performance / Quality Indicators
- 2.9 Daily Planning and Scheduling of Work
- 2.10 Managing Time : Waiting Time and Total Time
- 2.11 Specialty, Sub-specialty and Super Specialty Clinics
- 2.12 Diagnosis, Physiotherapy and Occupational Therapy
- 2.13 Emerging Concepts : Day Care, Reservation, Appointment by Phone
- 2.14 Medico-social Works / Patient Counselling
- 2.15 Other Facilities : Pharmacy, Gifts Shop, Prayer / Meditation Room

Unit 3 : Trauma Care : Emergency and Casualty Services

- 3.1 Objectives
- 3.2 Functions
- 3.3 Location, Design and Layout
- 3.4 Policy and Procedures
- 3.5 Organizaion
- 3.6 Staffing
- 3.7 Equipment and Facilities
- 3.8 Key Result Areas and Performance / Quality Indicators
- 3.9 Disaster Management : Principles and Classification
- 3.10 Life Saving Drugs
- 3.11 Ambulance and Paramedic Services
- 3.12 Medico-legal Procedures
- 3.13 Forms and Registers to be maintained
- 3.14 Communication System

Unit 4 : Inpatient Services

- 4.1 Inpatient Care
- 4.2 Objectives
- 4.3 Functions
- 4.4 Locations, Design and Layout
- 4.5 Policy and Procedures
- 4.6 Organization
- 4.7 Staffing
- 4.8 Equipment and Facilities
- 4.9 Key Result Areas and Performance / Quality Indicators

- 4.10 Admission, Transfer, Billing and Discharge Procedures
- 4.11 Managing Deaths
- 4.12 Intensive Care Units
- 4.13 Objectives
- 4.14 Functions
- 4.15 Location, Design and Layout
- 4.16 Policy and Procedures
- 4.17 Organization
- 4.18 Staffing
- 4.19 Equipment and Facilities
- 4.20 Key Result Areas and Performance / Quality Indicators
- 4.21 Types of ICUs

Unit 5 : Operation Theatre

Objectives
 Functions
 Location, Design and Layout
 Policy and Procedures
 Organization
 Staffing
 Equipment and Facilities
 Key Result Areas
 Daily Planning and Scheduling
 Determinants of number of Operating Rooms
 Zoning and Aseptic / Sterile Techniques
 Clinical Protocols
 Sub-stores, CSSD, Immediate Postoperative Recovery Rooms
 Safety Issues

Textbooks

- 1 NHS, Guide to Good Practices in Hospital Administration (Department of Health and Social Security : National Health Services, London)
- 2 R. Llewelyn Davies and HMC Macaulay, Hospital Planning and Administration (Jaypee Brothers Medical Publishers P. Ltd., New Delhi)
- 3 Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice (Oxford University Press, New Delhi)

References

- 4 B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
- 5 C.M. Francis and et al., Hospital Administration (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
- 6 G.D. Kunders, Designing for Total Quality in Health Care (Prism Books Pvt. Ltd., Bangalore)

Textbooks

- 7 NHS, Guide to Good Practices in Hospital Administration (Department of Health and Social Security : National Health Services, London)
- 8 C.M. Francis and et al., Hospital Administration (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)

References

- 9 G.D. Kunders, Designing for Total Quality in Health Care (Prism Books Pvt. Ltd., Bangalore)
- 10 Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice (Oxford University Press, New Delhi)
- 11 B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)

Paper – 14 : Supportive Services and Facilities Management

Unit : 1

Nutrition and Dietary services – Pharmacy services – Medical Records services.

Unit: 2

Facilities Engineering – Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation – Air conditioning system – Hot water and Steam supply – Communication Systems – Need and scope of Biomedical engineering departments in modern hospitals.

Unit: 3

Laundry services – House keeping services – CSSD-Energy conservation methods – AMC.

Unit: 4

Ambulance services – Mortuary services – Hospital security services.

Unit: 5

Disaster management – Fire hazards – Engineering Hazards – Radiological hazards.- Outsourcing of Support services –few case studies.

FRAME WORK FOR THE ABOVE TOPICS

1. Definition
2. Section or types
3. Role and Functions
4. Planning consideration like location, principles, shape, design, types, layout, Special Requirements
5. Equipment required
6. Staffing
7. Policies and procedures
8. Monitoring and Evaluation

REFERENCE BOOKS:

1. Hospital and facilities planning and Design – G.D.Kunders
2. Hand Book of Bio-Medical Engineering - Jacob Kline
3. Clinical Engineering Principles and Practices - Webster J.G and Albert M. Cook
4. Maintenance Planning and Control - Antony Kelly

Paper - 15 : Information Technology in Healthcare**Brief Content**

There is rapid growth and developments in health informatics. Developed countries like Canada are in the process of developing national policy bio-informatics / telematics to bring revolution in health care. This course deals with the need, importance and application of computers / IT in health care. It also covers the software and hardware availability and how to select appropriate software / hardware for healthcare. Learning modern computer technology and MIS would help the Health Care Administrators to take effective decisions as well as enhance their managerial skills. The Course will accommodate the recent developments as well as the fundamentals of IT applications in Health Care.

Course Objectives

The course will help to

- Identify and appreciate areas of Computer and IT Applications in Hospitals and Healthcare Programs
- Perform System Study from analysis phase to implementation phase of software development
- Get an overview of the software for hospitals and practice basic skills of using computers in Health Care
- Select appropriate software and hardware for Health Care

DETAIL CURRICULUM**Unit 1 : Basics of Computers and Management Information System**

Computers and its Parts

IT : Appropriateness and as focus of Organizational Change

Software and Hardware Selection : Factors to be Considered, Methods of Selecting and Optimize the Selection Procedures

Networking : Importance, Types, Methods of Networking, Network Planning and Management

LAN Security : Protecting Health Care Information, Internal Vs External Threats

MS Windows : Word, PowerPoint Presentations, Excel, Outlook Express, and Internet Exploring

Date Processing (DP) : Importance, Data Flow; DP Requirements and File Concepts: How to Process Data, Suitable Methods of Processing, Meaning of Files, Types and Importance of Files; Database Design, Interface Design, Reports Design and Advance Topics in Data Management

MIS : How to Process Information, Information and Records, Importance of Planning; Training and Educating Staff, Testing MIS

Role of IT in Office Automation : Traditional VS IT Office; what is Office Automation; Communication Technology for Automation; Retrieval and Storage System; Integrated Office Automation; Portable Office; Future Edge of Information Technology.

Unit 2 : Systems Management, Software Applications and Developmental Process

System – SSAD Approach : Meaning, System Analysis, Design, Development, Testing, Implementation, Maintenance; Computer Systems Control and Auditing; Approaches to Conversion of a New System

Managing System Personnel – Difference in Managing System Personnel; Types; Users, Data Operators, Programmers / Software Engineers, Hardware Engineers, Maintenance Team, In-charge / Department Head, External Consultants; Orientation, Training, Retaining

Need Analysis

System Analysis

Feasibility Test : Economic, Technical, Political & Socio-cultural Factors

Tender Procedure : Bid Documentation Preparation, Tender, Technical Document Analysis, Financial Document Analysis and Contract

Software Development Procedure : Detail System Analysis, System Design, Database Design, Software Development, Testing and Implementation.

After Development Procedure : Maintenance, Updates, Modules Addition
Features of Software in Hospitals and Health Care

Unit 3 : Hospital / Health Information System – HIS

Objectives, Characteristics, Elements, Categories

HIS for Various Levels of Management (Top / Middle / Operational)

Integrated HIS (IHMS)

Comprehensive Single Hospital MIS (CSHS), Comprehensive Multi-hospitals MIS (CMHS), Business Office Multi-hospital MIS (BMHS) and Special Purpose Single Hospital MIS (SSHS)

Unit 4 : Application of Computers in Hospitals and Health Programs

Need and Importance of IT in Health Care

Centralized Vs Decentralized

Integrated Online HIS

Computerizing Medical Records, OPD, Ward, Admission and Discharge, OT, Clinical Laboratory, Blood Bank, Eye Bank, Clinical Quality Assurance, Pharmacy Community Outreach, Reception / Front Office, Materials Management, Financial Accounting, HRM, Training and Development, Medical Research, Library and Literature Search, Housekeeping

Implementing wireless computerized patient records

Complexity in computerizing Hospitals

Computerizing Health Programs / Projects and widely used latest Statistical and Evaluation Software

Unit 5 : Latest Advancement in Technology

Geographical Information System (GIS) : Digitizing Map, Software and Hardware Required for GIS

Clinical Practices through Internet and Telehealth

Electronic Medical Documentation and Smart Cards

Useful Websites in Health Care

Future Trends in Health Care Information Systems

Textbooks

Toni Hebda & et al, Handbook of Informatics for Nurses and Health Care Professional (Prentice Hall, New Jersey)

John Abbott Worthley and Philip S. Disabris, Managing Computers in Health Care – A Guide for Professionals (Health Administration Press Perspectives, Michigan)

WHO, Informatics and Telematics in Health – Present and Potential Use (WHO, Geneva)

Marlene Maheu, Pamela Whitten & Ace Allen, E-Health, Telehealth and Telemedicine: A Guide to Startup and Success (Jossey-Bass) ISBN 0787944203

SEMESTER – IV

Paper – 16 : Health Communication Planning and Management

Brief Content

This course aims at developing skills in planning and managing communication in healthcare. The main emphasis is on Planning, Implementation and Evaluation of Communication in Healthcare Organizations and Health Programs. It shall focus on Community and Hospital Based Communication covering preventive, promotion, curative

and rehabilitative care. It shall cover principles, purpose, importance, scope, fundamental factors, methods and media of Communication. It shall cover social psychology, group process, theories of learning, community, mass communication, media of communication, education methods, training, community participation, etc.

Course objectives

This course will help the students to

- Understand the fundamentals, types and levels of communication in healthcare
- Understand the process of communication planning in healthcare
- Identify and apply different methods and media of communication in the hospital and community as part of their job responsibility as well as develop appropriate media to use
- Understand the strategies of implementing communication programmes
- Develop the skills to evaluate communication and campaign programmes

DETAIL CURRICULUM

Unit 1 : Communication : Fundamentals and Process

- Meaning and Process of Communication
- Barriers to Communication
- Key to overcome Barriers: Awareness, Self-assessment, Openness and Objectivity
- Leadership and Motivation
- Learning and Change Process
- Types : Formal, Supportive, Rigid, Purposeful and Complex
- Levels : Intra-Personal, Interpersonal, Public and Mass
- Process of Communication Planning
- Analysis of Audience and Situation
- Setting Objectives
- Designing strategy : Message, Methods and Media
- Planning Activities : Scheduling, Budgeting and Implementation
- Evaluation Phase

Unit 2 : Strategies of Implementation of Communication Programme

- Building Commitment
- Training Manpower
- Community Participation
- Utilizing Resources

Unit 3 : Evaluation of Health Communication / Campaign Programme

- Stages of Evaluation
- Criteria of Evaluation
- Methods of evaluation

Unit 4 : Methods of Communication

Individual Methods (Individual teaching)

Interview : Meaning, types and techniques of taking interview

Counselling : Meaning and techniques of counseling

Group Methods (Group teaching)

Group discussion : Meaning, categories of members and their functions, factors affecting good discussion and decision making

Role play : Meaning, techniques of conducting role play

Symposium : Meaning, procedures of conducting the symposium

Mass Methods (Mass teaching)

Lecture : Meaning, types, techniques of delivering lecture effectively

Unit 5 : Media of Communication

Audio Aids

Cassette player : Meaning, advantage of using cassette player in teaching

Visual Aids

Pamphlet : Meaning and Advantages

Poster : Meaning and Techniques

Chart : Meaning, Types, Sources and Advantages

Flip Chart : Meaning and Techniques

Flannel Graph : Meaning and Techniques

Bulletin Board : Meaning and Procedures

Audio-visual Aids

Television (TV) : Meaning and Advantages

Video Show : Meaning and Advantages

Computer Networks, Websites, E-mails, etc.

Textbooks

- 1 L. Ramachandran and et al, A Textbook of Health Education (Vikas Publishing House Pvt. Ltd., New Delhi)
- 2 WHO, Health Education: Comprehensive Guidelines of Planning, Implementation and Evaluation (WHO Regional Office for South Asia, New Delhi)
- 3 Marry Munter, Guide to Managerial Communication (Prentice Hall, New Jersey) ISBN 0130462152
- 4 Robert J Bensley and Jodi Brookins Fisher, Community Health Education Methods: A Practical Guide (Jones and Bartlett Publishers, Boston) ISBN 0763718017
- 5 Hari Bhakta Pradhan, A Text Book of Health Education: Philosophy and Principles (Educational Publishing House, Kathmandu)
- 6 Michael E. Hattersley, Linda J. McJannet, Management Communication : Principles and Practice (McGraw-Hill Co.) ISBN 0070270414

Paper – 17 : Health Insurance and Managed Care

Brief Content

This course covers the principles and practice of health insurance and managed care and its application in Indian scenario. This shall include different types of insurance policy, insurance coverage, insurance claims & disputes related to health insurance. This shall give the details to health insurance system practiced in India and other countries. This shall also include introduction to managed care, system of managed care, negotiating and contracting with consultants and hospitals, controlling hospitals and consultants utilization and components of managed care.

Course Objectives

The course will help to

- Understand the basics of health insurance
- Develop skills in managing risks
- Do costing thereby design benefit package and set premium
- Understand provider payment mechanism
- Design and plan community health insurance
- Understand managed care
- Study different system and components of managed care

DETAIL CURRICULUM

Unit 1 : Health Insurance, Market Failure and Risks

Concept of Health Insurance

Types, origin, evolution and importance:

- Private Health Insurance for profit
- Private Health Insurance not-for-profit : Community Health Insurance (CHI), Employer Based Insurance, Health Micro Insurance (MHI) and Reinsurance
- Public Health Insurance : National Health Insurance, Social Health Insurance
- Fundamental difference among various Health Insurance Schemes
- Various models of CHI and MHI tested / implemented in developing countries
- Health Insurance in Indian Context
- Social security: A fundamental concept
- Risk and Insurance

Demand and Supply for Health Insurance

Economics of Scale

Welfare Loss from Health Insurance

Actuarially Fair Premium, Expected Loss, Load Factors

Market failure and role of Government

Risks : Moral hazard, adverse selection, cost escalation, fraud and abuse, cream skinning

Risk Management Tools

Moral Hazard : Co-payment / coinsurance, deductibles, indemnity payment, mandatory referral system

Adverse Selection : Collective membership, group policies

Cost Escalation : Treatment Protocol, fixed fee per illness

Fraud and Abuse (free rider): Insurance cared with photograph

Unit 2 : Designing Benefit Package and Premium setting

Designing Benefit Package : Introduction

Issues to be considered : Financial resources, existing infrastructure and quality care, priority, utilization, pattern of disease and injury, level of health services, estimating maximum demand

Costing the Benefit Package : Cost of pharmaceuticals, consultations, diagnostic support services, hospitalization, additional services and operating costs

Premium Setting : Calculation and determining Premium

Unit 3 : Provider Payment Mechanism

Introduction, fee for services, case payment, daily charge, bonus payment, flat rate payment, capitation, salary, global budget, DRG

Comparison of different payment systems

Unit 4 : Designing and Planning of Community Health Insurance

Pre-Feasibility Study : Establish contact with community, test preconditions (social cohesion, priority for health, trust to the initiator, quality services. Economic situation), information, education and communication, working groups, planning data collection

Data collection and analysis: household survey questionnaire design, production of information

Feasibility Study : Basis of choice (benefit package and premium), scenario, major risks and its management, payment mechanism and fund management

Preparing for Implementation: Practical and logistics

Implementation : Launching, enrolment, premium collection, waiting period
Monitoring and Evaluation

Unit 5 : Managed Care

Origin, Growth and Development of Managed Care

Importance

Management Functions of Managed Care

System of Managed Care

Health Maintenance Organization (HMO)

Preferred Provider Organization (PPO)

Exclusive Provider Organization (EPO)

Physician Hospital Organization (PHO)
Independent Practitioner Organization (IPO)
Components of Managed Care System
Contractor Provider Network
Patient Access Systems
Utilization Management
Claims Payment
Customer Service
Quality Management

Textbooks

- 1 Peter R. Kongstrvedt (ed), The Managed Health Care Handbook (Aspen Publication, Maryland, USA, 1989)
- 2 L.M. Harpster and M.S. Veach, Risk Management Handbook for Healthcare Facilities (American Hospital Association, USA, 1990)

References

- 3 A.V. Rickel and T.N. Wise, Understanding Managed Care (Karger, USA 2000)

Paper – 18 : Strategic Management in Healthcare

Brief Content

The Course introduces the basic concepts and process of strategic planning as well as orient on the application in Healthcare delivery with due importance to environmental analysis. It deals with process, alternatives and selection of strategies, implementation, evaluation and control of strategy.

Course Objectives

The course will help to

- Understand the basic concepts of strategic healthcare management
- Study the principles of strategic healthcare management
- Develop capabilities to practice structural process of strategic management
- Analyze the internal and external environment of healthcare organizations
- Set vision, mission and objectives for healthcare organization
- Understand the basis and various approaches to strategic management

DETAILS CURRICULUM

Unit 1 : Introduction

- Critical Areas
- Dimensions
- Level of Strategy
- Characteristics of Strategic Decision
- Benefits

Unit 2 : Strategic Management Process : Components

- Mission for an Organisation
- Organizational Profile
- External Environment
- Strategic Analysis and Choice
- Long term Objectives
- Grand Strategy
- Annual Objectives
- Functional Strategies
- Policies
- Institutionalising the Strategy
- Evaluation and Control

Unit 3 : Situational Analysis

- Need
- Environmental issues, Vision, Mission, Objectives, Values, Directional Strategies, Adaptive Strategies, Market Entry Strategies, Positioning Strategies and Operational Strategies
- External Environment Analysis
- Need
- Goals
- Limitations
- Description
- General Environment, Healthcare Environment and Information
- Process : Scan, Monitor, Forecast and Assess
- Tools and Techniques
- Responsibility : 3 Administrative Models
- Internal Environment Analysis
 - Objectives
 - Culture, Management Subsystem and Information Subsystem
 - Audit Checklist of Strengths and Weaknesses

Unit 4 : Strategy Formulation

- Developing Strategic Alternatives
- Evaluation of Alternatives and Strategic Choice

Unit 5 : Application in National and International Level

- Strategic Management Practices in National Health Care Programs

- Strategies adopted in Long Term Health Policy with special reference to Women and Child Health, AIDS Control, Tuberculosis Control, Leprosy Control, Malaria Eradication, and Water Supply and Sanitation

- Strategic Planning in Family Planning and Welfare Programme

Strategic Management Practices in International Healthcare
Strategies adopted by International Agencies : WHO, World Bank

Strategies Approach in Health Programs of few Developed Countries and / or
Neighbouring Countries.

Textbooks

- 1 W. Jack Duncan, Peter M. Ginter and Linda E. Swayne, Strategic Management of Health Care Organizations (Blackwell Publishers, Massachusetts, USA) ISBN 1-55786-534-5
- 2 K. Park, Text Book of Preventive and Social Medicine (M/s Banarsidas Bhanot, Jabalpur)

References

- 3 John A. Pearce II and Richard B. Robinson Jr., Strategic Management: Strategy Formulation and et al, Strategic Analysis for Hospital Management (Aspen Publication, USA)

Paper – 19 : Managing Quality in Healthcare

Brief Content

Quality Management is an institutional philosophy, a mindset and a way of life for an organization. It is a Process of transforming organizational culture to 'Quality Culture'. Implementation of Quality is process oriented and the emphasis is on Customer Sensitive, Managing Change and Functioning as a Team, which are behavior in nature. As like fulfillment of customers' expectations on Quality of Product (Medical and Nursing Care Services) it is equality important to ensure the way in which the product / service is delivered. This includes all the interactions we have with the customers while providing patient care. Developing 'Quality Indicators' and monitoring quality through Satisfaction Surveys and Quality Audits enable for Continuous Quality Improvement.

Course Objectives

The course will help to

Understand Managing Quality as an institutional philosophy in Healthcare Organizations

Understand the Process of cultural change will emphasis on Leadership Commitment, Training, Managing Change, Team Work and Communication

Identify Customers and individual behaviours that demonstrate customer service

Develop skill to apply quality concepts and tools

Develop skill to analyze patient's expectations and satisfaction

Understand the rights and responsibilities of patients

Develop skill to set Standards / Benchmarks and use Quality Audit to measure standards and Outcome of Care

DETAIL CURRICULUM

Unit 1: Fundamentals

History, Need and Importance of Quality Management
Core Values, Concepts and Model
Quality Gurus and their views
Dimensions of Quality
Principles of Quality Management : Structure, Process and Outcome
Quality Vs Productivity Vs Profitability
Cost of conformance and non-conformance to Quality
Major Components in Quality
Setting Objectives
Quality Investment
Activity Monitoring
Performance Assessment
Quality Management Process
Leadership Commitment
Corporate Framework on Quality
Transformation of Corporate Culture
Customer Focus
Process Focus
Collaborative Approach
Education, Training and Development
Learning by Practice and Teaching
Benchmarking
Quality Measurement and Statistical Report at all Levels
Recognition and Reward
Management Integration

Unit 2 : Quality Foundation, Tools ;and Techniques

Leadership
Team Work
Communication
Problem Solving
Managing Time
Tools and Techniques
Flow Chart
Cause and Effect Diagram
Pareto Diagram
Statistical Process Control (SPC)

Unit 3 : Healthcare Quality

Quality / Customer Service
Define Customer and Identify Customers
Customer Experience : Core Service & Delivery of Service

Excellent Customer Service ; Caring Service
Individual Behaviour : Stress, Communication and Interpersonal Relationship
Patient Satisfaction
Rights and Responsibilities of Patients
Satisfaction and Delight
Quality Indicators of Patient Satisfaction
Clinical Quality
Complication and Infection Rate
Admission, Follow Up and Continuity of Care
Measuring Quality
Setting Objectives and Agreeing upon Standards
Develop Key Result Areas and Performance Indicators
Feedback : Customers, Staff, Suppliers, etc.
Quality Audit and Review Techniques

Unit 4 : Organisation and Roles in Quality

Quality Policy : Commitment to Patients and Staff
Code of Conduct for Health Professionals
Job Description of Quality Manager
Quality Steering Committee
Quality Council
Quality Teams : Task Force, Quality Circle
Obstacles to Practice Quality

Unit 5 : Recent Trends

ISO Certification; BS Mark
Accreditation : JCI
Quality Awards Scheme
Business Process Reengineering

Textbooks

- 1 Wilson CRM, Hospital Wide Quality Assurance (Saunders, Ontario)
- 2 Hugh C.H. Kogh, Total Quality Management in Health Care (Longman Publicaiton) ISBN 0582 04696
- 3 Roger Ellis and Dorothy Whittington, Quality Assurance in Health Care – A Hand Book (Edward Ainoid, London) ISBN 0-340-55273-5

References

- 4 Edward W. Deming, Out of the Crisis (Cambridge University Press, Cambridge)
- 5 Richard Smith (ed.) Audit in Action (British Medical Journal, London) ISBN 0-7279-0317-9
- 6 Nankemp and Eileen Richardson, Quality Assurance in Nursing Practice a(Butterworth Heinemann Ltd., London, Second Edition) ISBN 0-7506-2326-8)
- 7 Helga Drummond, The TQM Movement – what Total Quality Management is Really All About (UBSPD, New Delhi)

Paper – 20 : Research Methodology

Brief Content

This course aims to develop understanding about the utility and importance of research and evaluation methods in healthcare management, defining the research problem, concept of research design and various steps involved in conducting research. It shall include introduction to health system research, ethical aspects of health research, defining the statement of problem, development of research proposal, types of research and research design, data collection methods, sampling methods, process and analysis of data, interpretation and findings, report writing, work plan and utilization of research.

Course Objectives

At the end of this course, the students will be able to

- Design research methods,
- Collect and analyze data,
- Prepare research report and
- Independently conduct research in their field of study / area of work

DETAIL CURRICULUM

Unit 1 : Introduction, Research Planning and Design

- Meaning, Purpose, Types and Methods of Research
- Research Process
- Steps in Research Planning
- Problems: Components, Selecting and Defining Problem
- Purpose, Objectives and Hypothesis
- Research Strategies
- Ethical Aspects in Health Research
- Economic Considerations
- Data Collection Plans: Questioning, Information Gathering and Sources
- Plans for Analysis of Data
- Proposal Writing
- Research Design in case of different researches

Unit 2 : Sampling Methods

- Census Vs Sampling
- Universe, Sampling Frame, Sampling Design, Errors, Precision and Confidence Level
- Principles of Sampling
- Steps in Sampling Design
- Systematic Bias & Causes of Bias
- Types of Sampling Design
- Merits and Limitations of Sampling

Unit 3 : Data Collection

Primary and Secondary Data
Methods of Collecting Primary Data : Questioning and Observation
Prerequisites / Basic Tenets of Interviewing
Designing a Questionnaire
Pre-testing / Pilot Study

Unit 4 : Data Analysis : Biostatistics

Functions, Scope and Limitations
Presentation of Data
Measures of Central Tendency
Measures of Variation
Correlation and Regression Analysis
Forecasting and Time Series Analysis
Probability
Sampling
Estimating of Parameters
Tests of Hypothesis
Chi Square Test
Statistical Quality Control

Unit 5 : Interpretation and Report Writing

Reasons, Techniques and Precautions in Interpretation
Significance of Report Writing
Steps in Report Writing
Layout of a Research Report
Types of Reports
University Prescribed Guidelines
Precautions

Textbooks

CR Kothari, Research Methodology Methods and Techniques (Wiley Eastern Ltd., New Delhi)
PSS Sundar Rao and J Richard, An Introduction to Biostatistics – A Manual for students in Health Sciences (Prentice – Hall of India Pvt. Ltd., New Delhi)

References

Stephen Polgar and Shane S Thomas, Introduction to Research in the Health Sciences (Churchill Livingstone Publications)
BK Mahajan, Methods in Biostatistics (Jaypee Brothers Medical Publishers P. Ltd., New Delhi)
SP Gupta and MP Gupta, Business Statistics (Sultan Chand & Sons, New Delhi)