


Professional Hospital Administration in India

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Role and responsibility

The role and responsibility of the health sector are vital in underpinning the growth and development of society as a whole.

Health sector should respect guiding principles

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1. **Continuity of values**
 2. **Transparency of policy**
 3. **Equity in access to services**
 4. **Provision of better services to citizens**

ROLE OF HOSPITAL IN NEW ECONOMIC MODEL

•Hospital services as a component of Medical care services in India has shown a definitive upswing along with economic growth during last decade.

Expenditure in the hospital management is growing faster than G.D.P. leading to seriousness and distribution problems.

Patients complaints about having to pay larger share of the costs and also increase insurance contribution and taxes

Hospitals in India

- Out of total 13692 odd hospitals in the country, 1/3rd hospitals are in rural areas and 2/3rd are located in urban areas.
- The govt owns 2/3rd of all such hospitals comprising 35% of country's total bed component.
- Private sector owns only 1/3rd of hospitals but number of beds constitutes 60% of total hospital beds.
- Largest share (60-80%) of health resources goes to hospitals.

GROWATH OF THE PRIVATE SECTOR

- **Private Medical Care as Service**
- **For profit**
- **Medically trained providers in Institutions**
- **Solo practice**
- **Small nursing home (in-patient facility usually 30-50 beds)**
- **Large corporate hospitals**

Consumer Perspective

A global survey in the 6 regions of the World Health Organization (Leadership Summit IHF-2003) reveals



Public sector hospitals in developing countries like India lacks funds, understaffed, poorly managed in developing countries and relatively true even in developed country.



Human Resource Management in areas like skill development, competencies and accountability are far from satisfactory not only in developing countries but also in economically advanced countries.

On the advent of Corporate Sector in Health Care

- Opportunity in Health Care sector increased and estimated to be more than Rs 60,000 crores
- Health Care consumption expenditure went upto 12% of total annual expenditure in 2000-01
- Rs 82/- out of every Rs 100/- spent on health care was in the private sector
- Large expansion drives planned by major players
 - Escorts- Rs 300 crores in next 3-5 years
 - Max health care-more than Rs 450 crores next few years
 - Apollo- Rs 50 crores in next 2-3 years

FATORS RESPONSIBLE

- The resource crunch in public sector –
- lead to the policy shift in most of the developing countries including India
 - Private public participation in the Health Care delivery is the emerging strategy in the developing world
 - Resource generation at the institutional level has taken a firm footing in the policy document of the government.
 - The focus on Hospital Services for quality medical care at the community level is gaining momentum

...Emerging trend in the Private Sector

- **Quality of treatment and infrastructure of hospitals has changed dramatically over the years.**
- **Indian players are now in a position to showcase strengths to the developing countries as well as attracting patients from abroad in a large numbers.**
- **The entry of Third Party Assessment, Insurance Regulatory Development Authority licensing system of TPAs, ISO certification and Health Insurance in the field is the focus of attention of all concern.**

TREND Continued.....

Private general and specialty hospitals that are being designed, equipped and run, with recovery rates similar to those in the West leading to the conceptualizing 'Medical Tourism'.

However, the other extreme in health care scenario is substantial death and disability due to preventable communicable diseases and incapacitation due to HIV, Hepatitis, Tuberculosis, Polio, injury and trauma to the population similar to that of other developing countries.

Studies has revealed:

Commercial interest lead to

- important diseases like tuberculosis & diarrhorea received low priority in the private sector.
- Focus mostly on glamorizing services like cardiac procedures, joint replacement, lasik surgery etc
- Over utilization of procedure and diagnostic services
- Indirectly controlled by pharmaceutical industries and marketing strategies

Consumer Perspective...

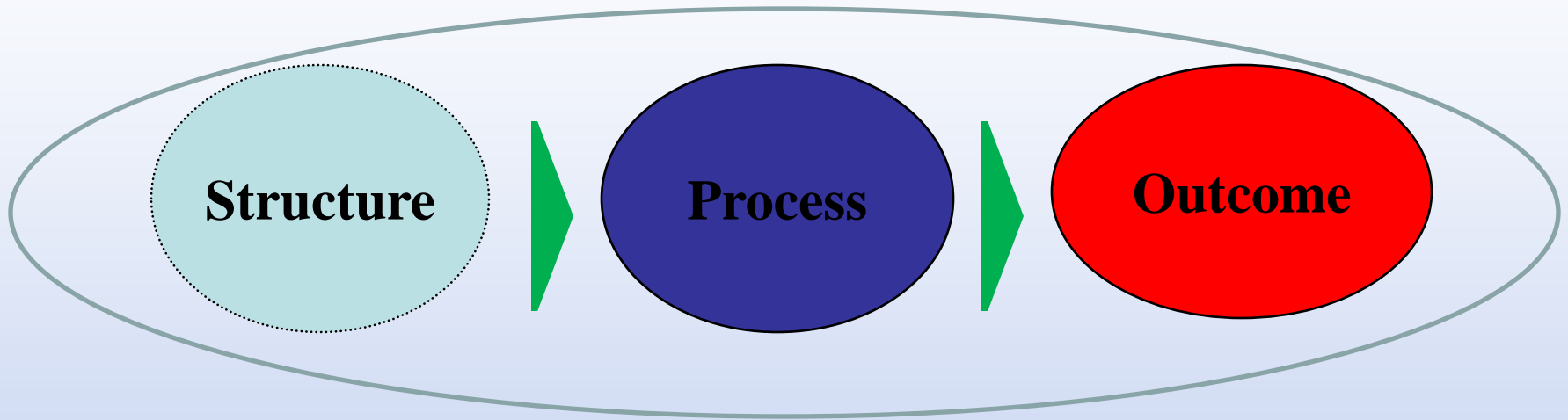
Public experiences in both the scenario Private and Public Sector Long Wait, lack of privacy, mechanized behavior and lack of responsiveness by care providers which are some of the major shortfalls in public sector hospitals.

Management as a tool for improvement in the Health and Hospital Administration is not appreciated by doctors and health professionals in the right spirit both in developed and under-developed nations.

Hence, International Hospital Federation in the Health Forum Summit August,2003 has identified Health System performance and improvement of Internal Hospital Management is the key to improving institutional performance of health care; and also endorsed by WHO

Health System Performance

Emerging Concept- To improve Health system performance to achieve its fundamental goal



OUTCOME – ORIENTED APPROACH

Challenges

The Technological Advances in the field of medical sciences have outstripped our social, economic and political policies and have provided the clinicians with newer aids for diagnoses and treating illnesses.

Demand from the clinicians as well as the community to provide newer technological capabilities in the hospital and health service system.

It has been noted that at least half of the last decade's increase in medical costs is attributable to high technology medicine particularly diagnostic & surgical procedures.

Challenges Contd...

Despite the high cost, the commercial firms and corporate bodies are launching state of the art hospitals with latest medical technology with economic returns and are proliferating.

This proves the increasing level health care awareness among the people and utilization of such services by the people from private sector also.

Challenges contd...

It also indicates that there is increasingly more and more dominance by consumers rather than providers or procedures in medical practice.

This has lead to hospitals inclining to provide more and more fragmented services in one discipline or other; rather than a holistic institution of health care with multi disciplinary medical team like Eye,ENT, General Surgery etc. resulting it to be a profit oriented business establishment.

Outcome therefore ...

People shopping for medical care

Leading to growth of corporate hospitals and modern management concepts and skill thereby increasing the requirement of trained and experienced administrators to manage the hospital as an institution which has become

Capital Intensive

Technology intensive

Trend therefore.....

Technical expectations from the hospital as an Institution care has taken over human values.

Governmental Action

Thus there is justification of Public Private participation in health sector, needing delineation of the role of corporate hospitals in health sector

Translate the call of MOHFW for the private and voluntary sector to participate in tertiary level of health care in practice ----- NHP-2002-reiterates the same.

The hospital managers will require training in organizing and managing the private and public hospitals alike.

Hospital managers in India

Traditionally

- In majority of the Hospitals, administration is by practicing medical professionals who are 'ill equipped' to meet the newer challenges
- These administrators have a **role conflict** between the practice of medicine and the practice of administration & this has led to **short comings** in the delivery of health services

Precipitating Issues are

Contain Rising costs in the hospital

Meet the Market approach in Health

Role of Hospital Managers is crucial in cost containment on one hand and resource mobilization on the other

Protect clients from malpractices and unnecessary litigations

Quality and accreditation of care in hospitals

Meet the Technological advancement revolution and hospitals

Medical Profession and Consumer Protection Act:

Hospital Administrator TODAY needs to address the management challenges towards

- **Diverse context of hospitals**
- **Response to pressure changes**
- **Decentralization of authority**
- **Institutional Autonomy**
- **Increased market exposure**
- **Public / private relationships**


Profile of a Hospital Manager In The Changed Scenario by the fund giver

He is

- The Executive leader for the management of an organized group of people engaged for providing health care by the Hospital.
- Not the policy maker but makes decisions, issues directions and exercises control to ensure that his/her decisions are correctly communicated and effectively implemented
- Expected to utilize, men, money, material at his/her disposal to achieve the objectives set by the policy planners of the hospital
- To know about procurement, utilization, maintenance of equipment and cost benefit and cost effectiveness analysis

Focus of Hospital Management Tanning -


Overall operations & management reform of the Hospital System

- 
- Role of board of trustees / supervisory council
redefine
 - Organization design - responsive to commercial
need.

Integration of Hospital management information
system


Tools for Management Improvement

Focus to the Administrative & financial issues in the hospital

- 
- Financial accounting
 - Costing methodologies
 - Budgeting system
 - Management accounting system
 - Tendering & procurement systems
 - Contracting & outsourcing practices

Tools for Consumer Responsiveness

Clinical care processes:

- 
- Appropriateness evaluation protocols
 - Quality control & improvement system
 - Clinical audit
 - Case management practices
 - Clinical pathways system
 - Ethics committees
 - Patient safety standards

Patients relations management



- Privacy & confidentiality practices
- Patient education practices
- Patient satisfaction surveys
- Complaint handling procedures

Workshop organised by British council , ministry of Health G.O.I at AIIMS 1977-78 recommended...

To Initiate steps to start post graduate Degree , Diploma and certificate courses to man Health Institutions of different levels .

Projected need for Professionally trained Hospital Administrators for the next ten years to the tune of 150 post graduates for the specialty Hospitals & Medical Colleges .

400 Diploma holders for middle level managers for district hospitals and smaller private and corporate hospitals

1,000 Certificate holders for taluka / Sub divisions Hospitals

Pioneer Programme

- *A.I.I.M.S offers PG course in Hospital Administration since-1966 followed by AFMC , NIZAM Institute Sher-e - Kashmir, Manipal Institute, PGI Chandigarh*
- *National Board of Examination awards the degree of Diplomate in Health and Hospital Administration.*
- *In-service training program for senior and middle level managers are frequently organised by govt ,public sector & private bodies*
- *Non-medical professional institutions started similar programs to meet the market demand.*
- *However there is no uniformity of curriculum & no system of coordination amongst such institutions other than the MCI recognised medical institutions.*

Achievement as on date

Post graduates in the field program at : -

AIIMS 170

AFMC Pune 100 (Approx. based on intake Capacity

Nizams Institute of Medical Sciences 20 (Approx. based on intake Capacity

Sher-e-Kashmir Institute of Medical Sciences 50 (Approx. based on intake Capacity

PGI Chandigarh 02 (Approx. based on intake Capacity

Manipal Institute of Medical sciences 10 (Approx. based on intake Capacity

The market demand of the trained professional lead to establishment of centres for training like IIHMR , TATA Institute of Social Science ,Apollo group of hospitals and a large number of Management training institutes including IIM for post graduate diploma & certificate course .

Last 15 Years Sponsored Short Training Courses Conducted

- Short course for Hospital Management in Public Sector undertakes like coal India , ONGC .
- Central Health Services
- Para Military Organization like ITBP.
- Many states govt like West Bengal, Tripura , Madhya Pradesh , U.P , Bihar and North East .

Positioning of Professional Hospital Administrator in the Top Position

- ***Public Sector Hospital like AIIMS, PGI ,SG PGI,***
- ***Nizam Institute of Medical Sciences , Chandigarh Medical College ,Jammu Medical College Sher-e – Kashmir Medical Science , NEIGRIMS – Chief Executive .***
- ***Large Numbers of Defense Services Hospitals .***
- ***Co-operates Sectors like Rockland Hospital ,***
- ***Ganga Ram Hospital and many middle level managers in position with lucrative – Mostly middle levels Managers .***
- ***A Definite Gap between demand and supply .***

Management Professional Demands In the Present Health Services Scenario

National Rural Health Mission (NRHM) the flagship program of Ministry of Health Government of India has emphasize in its mission document

“indictment of MANAGEMENT PROFESSIONAL in the operational aspect of the programme”

21st Century Demand for Hospital Management Training

- **Need :**
 - Growing industry
 - Recognition
 - Importance of management for performing organizations
- **Enhance the following programmes -**
 - Graduate degree courses
 - Postgraduate degree (Master's or equivalent) courses
 - Postgraduate diploma or certificate courses

Health Management Education & Training

Short term training courses

– Informal learning

- Exchange visits
- Coaching or monitoring
- Local peer support
- Work based learning

Process of management training needs assessment

- Target Group
 - Physician without management training
 - People trained in economics or public or business adm with very little training in health management.
 - Managers with formal background specifically in Health Services Management.

Management Training Options

- No. of people to be trained ?
- Where ?
- Type of training ?
- Period of training ?

By professional bodies , Training Institutions & Fund givers of Hospital Services.

Process of Management Training Needs Assessment

Resources for Training

- Institutional - Inventory of existing establishment
- Human - National expertise
- Financial -
 - Assessment of internally available funds
 - Available potential external donor support
 - Long Term Finance

Areas of Competence where training is needed

Generic

- General Management Theory
 - Information management
- Organisation Theory
 - Quantitative methods of analysis
- Basics of Economics
- Management accounting and control
 - Leadership
 - Change Management
- Strategic and Operational planning
- Human Resource Management
 - Team Building
 - Communication skills
 - Negotiation skills

Areas of Competence where training is needed

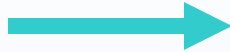
Context – Related

- Basic Epidemiology
- Health and Health system policy
- Health Economics
- Health System Financing
- Legal aspects of Health Care
- Risk Management in Health Care
- Patients right and professional ethics
- Basics of clinical and health services research
- Economic Evaluation of health care programmes
- Applied epidemiology
- Appropriateness of care evaluation and clinical audit
- Quality management in health care and patient safety
- Medical technology management
- Medical information systems in health care

Hospitals- the road ahead

We are moving from

Buildings



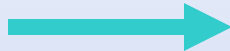
Network (through IT)

Institutions



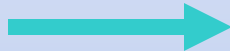
Systems

Single Encounter



Long term Relationships

Doing “ to” patients



Doing “ with” patients

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***Marquette University in Winconsin U.S.A .
Established a school for under graduate &
Post graduate programme in Hospital
Management in 1926.***

***Rational – Finding of a study of
the work performed by Hospital
Administrator vis-a-vis .***

***His training , duties and economic
responsibilities of a Hospital Superintendent
as well as his relationship with the governing
board , medical staff , nursing , inpatient ,
outpatient departments and the facilities
offered to the Public.***

छद्मदयम् घद् द्रद्दुद्दुद्

***--Hospital Administrator are too busy with house keeping details and failed to recognise the basic objectives towards which administrator should be directed
Hospital would be much better off if specific training is tune to the Task Performed.***

Continued....

■ “It is to be stressed that Hospital Administrators failed to recognise two important division of their work Human relation and Business Techniques , (accounting , administrator statistics Purchasing and handling of Supplies” .

Dr. Micheil David .

University Of Chicago

1933

True even today

Job Opportunities for Hospital Managers even in India

- ***Growth of corporate sector- expanded market***
- ***Michael D. Cover, Managing Partner of an international executive search firm in Chicago expects 500-1000% increase in opportunities in non-traditional setting by the year 2000.***
- ***The salaries of top health managers in the developed country are competitive with those of industrial and financial executives.***

CONCLUSION

- **India is in need of management development opportunities which would benefit from systematic approach to improving hospital management education and training based on comprehensive assessment of required managerial competencies**
- **The assessment should take into consideration following factors**
 - Broader policy environment
 - Institutional context
 - Manager's background
 - Career development patterns
 - Available management training options

THANK YOU