Contents

SECTION 1: INTRODUCTION TO HOSPITAL ADMINISTRATION

1. **Hospital Administration—the Beginning** 1
   - Florence Nightingale (1820-1910) 1
2. **Hospital Administration—Introduction** 2
   - Hospital Administration can have Different Meanings 2
   - Definition 2
   - Roles of Hospital Administrators 3
   - Skills of Hospital Administrator 6
   - Functions of Management 6
   - Principles of Management 8
3. **Rationale of Hospital Administration** 10
   - Challenges of the Hospital 10
   - Linkage Functions of the Hospital Administrator 11
   - Hospital Organization and Management Model 11
   - Types of Hospital Administrators 13
   - Management Approach in Hospital vs Industries 14
   - Comparative Assessment of Management Process Between Hospitals and Production Industry 15
4. **Role of Hospitals** 18
   - Role of Hospitals 18
5. **Evolution of Hospitals** 20
   - Evolution of Hospitals 20
   - History of Hospitals 20
6. **Types and Classification of Hospitals** 32
   - Types and Classification of Hospitals 32
7. **Problem Solving in Hospitals** 35
   - Management Process Approach 35
   - Steps in Problem Solving 35
   - Approaches to Problem Solving 36
8. **Hospital Statistics** 38
   - Hospital Statistics 38
   - Sampling 38
   - Sample Size 39
   - Determination of Sample Size 39
   - Normal Distribution 39
   - Tools of Measurements 40
   - Measures of Central Tendency 40
   - Tests of Significance 42
   - Null Hypothesis 42
   - Standard Error of the Mean 42
   - Standard Error of Difference between Two Means 42
   - Standard Error of Proportion 43
   - Standard Error of Difference between Two Proportions 43
   - Chi-square (X^2) Test 43
   - Correlation and Regression 43
   - Hospital Utilization Statistics 44
   - Development of Hospital Information System 45
9. **Research in Hospital Administration** 47
   - Types of Research 47
   - Purpose of Research in Hospital 47
   - Prerequisites to Conduct Research 47
   - Steps in Conducting the Research 48
   - Discussion 50
   - Acknowledgments 50
   - Tables and Figures 50
   - Format for Report Writing 50
   - Areas of Interest in Hospital Administration 50
10. **Legal Aspects of Hospital Administration** 52
    - Law 52
    - Ethics 52
    - Code of Medical Ethics 52
    - Definitions 55
    - Other Acts Relevant to Hospitals 56
    - Law of Torts 56
    - Law and Medicine 57
11. **Role of Hospitals in New Millennium** 58

SECTION 2: INTRODUCTION TO MANAGEMENT

12. **Approaches to Management** 65
13. **Planning** 67
    - Types of Plans 67
    - Hierarchy of Plans 67
    - Importance of Planning 68
    - Steps in Planning 68
    - Objectives 69
    - Hierarchy of the Objectives 69
    - Management by Objectives 70
    - Systems Approach to MBO 70
    - The Process of MBO 70
    - Steps in Process of MBO 70
    - Benefits of MBO 70
    - Limitations of MBO 71
    - Prerequisites for Installing MBO Program 71
14. **Decision Making** 72
    - Types of Decisions 72

- Steps in Problem Solving and Decision Making 72
- Factors Influencing Decision Making 73
- Steps Involved in Preparation of the PERT 74
- Identification of the Activities 77
- Grouping of the Similar Activities 77
- Assignment of Authority and Responsibility to Each Group 77
- Provision for Coordination 77
- Types of Organizations 77

15. Organizing 77
- Centralization and Decentralization 78
- Advantages and Limitations of Decentralization 78
- Authority and Power 79
- Hospital Organization 79
- Organizational Development 81

16. Staffing 83
- System Approach of Staffing 83
- Recruitment 83

17. Job Designing 86
- Introduction 86
- Importance of Directing 87
- Principles of Directing 87
- Human Factors in Directing 87
- Theory X and Theory Y 87

18. Directing 87

19. Motivating 89
- Motivation 89

20. Leadership 93
- Types of Power 93

21. Communication 96
- Steps in Communication Process 96
- Types of Communication in the Organization 96
- Direction of the Communication 96
- Barriers to Communication 98

22. Controlling 99
- Steps in Controlling 99
- Time Elements in Controlling 99
- Types of Controlling Techniques 100

23. Organizational Behavior 101
- Contributions in the Field of Organizational Behavior 101
- Organizational Behavior Discipline 101
- Development of Organizational Behavior Model 102

24. Transactional Analysis 105

25. Materials Management 108
- Definitions of Materials Management 108
- Advantages of Material Management 110
- Purchasing 111
- The Purchasing Cycle 113
- Material Planning and Budgeting 115
- Statistical Basis for Demand Estimation 116
- Forecasting 118
- Receiving and Inspection of Stores 120
- Tender System 121
- Evaluation of Tenders 122
- Economic Order Quantity 122
- Stocking and Distribution 123
- Drug Storage 124
- Distribution System in Hospitals 124
- Inventory Control 124
- Just in Time Technique 127
- Evaluation of Inventory Performance 127
- Value Analysis 128
- Condemnation and Disposal 128
- Government E-Market Place 129

26. Financial Management in Health Care 131
- Definition of Accounting 131
- Objectives of Accounting 131
- The Accounting Process 131
- The Accounting Principles 131
- Characteristics of Accounting Information 133
- Financial versus Management Accounting 133
- Journalizing Transactions 134
- Types of Accounts 134
- Cost Analysis 137
- Budgeting Approaches 139
- Master Budget 139
- Rolling Budgets 139
- Components of Master Budget 140
- Steps in Preparing A Master Budget 140
- Financial Control System in Hospitals 141
- Budget in the Union of India 143

27. Management Techniques in Hospitals 145
- Management Techniques 145
- Economic Order Quantity 146
- ABC Analysis 146
- Just in Time Technique 147
- Distribution Logistics 147
- Waiting Line Model/Queuing Theory 147
- Terminology in Queuing Theory 148
- Linear Programming 150
- Work Study 151
- Steps in Preparation of ZBB 153
- Main Objectives of Performance Budget 153
- Steps in Performance Budgeting 154
- Management by Objectives 154
- Systems Approach to MBO 154
- The Process of MBO 154
- Steps in Process of MBO 154
- Limitations of MBO 154
- Forecasting 156

28. Industrial Relations in Hospitals 159
- Role of Hospital Administration in Labor Relations 159

SECTION 3: PLANNING OF A HEALTHCARE ORGANIZATION

29. Hospital Planning 162
- Definition of Hospital 162
- Aims of Hospital Planning 163
- Factors Affecting Utilization of the Hospital Services 163

- Hospital Planning Process 166
- Sanitary Requirements of the Hospital 172
- Approval of Plan by the Local Authorities 173
- Hospital Project 173
- Stages in the Hospital Project 173
- Type and Size of the Hospital 174
- General Hospital Cost/Bed 176
- Hospitals of 21st Century 179

30. Planning Consideration for a Medical College and Associated Hospitals 182
- Physical Facilities of Medical College and its Associated Hospitals 182
- Department Specific Requirements 186
- Hostels for Students/Interns 187
- Teaching Hospital 187
- Staff Requirements 189

SECTION 4: CLINICAL SERVICES

31. Outpatient Department Services 191
- Types of Outpatient Department 191
- The Importance of Outpatient Department 191
- Demand 191
- Functions of Outpatient Department 191
- Physical Facilities 192
- Location 192
- Layout of Outpatient Department 192
- Equipment 196
- Staffing 196
- Policies 196
- Procedure 196
- Managerial Issues 196
- Evaluation 197

32. Emergency Services Department 198
- Department of Emergency Medicine 198
- Functions of Emergency Department 199
- Types of Emergency 199
- Types of Emergency Services 199
- Planning of Emergency Services 199
- Location 199
- Physical Facilities 199
- Designing of the Emergency Department 201
- Equipment 203
- Staffing 203
- Policies 203
- Procedure 203
- Ambulances 203
- Record Maintenance 203
- Grievance Redressal System 204

33. Inpatient Department 205
- Progressive Patient Care 205
- Planning and Designing of Ward 205
- Features of Inpatient Department 206
- Location 206
- Interdepartmental Relationship 206
- Circulation of Inpatient Department 206
- Size of the Inpatient Department 207
- Forms of Ward 207
- Components of a Nursing Unit 209
- Special Wards 210
- Staffing 213
- Personnel Management in the Ward 215
- Monitoring and Evaluation 216
- Nursing Needs of the Patients 216
- Nursing Services 218
- Nursing Tasks 219
- Job Description of Staff Nurse 222
- Nursing Care Methods 225
- Policy and Procedures 226
- Managerial Issues 226

34. The Operation Theater 228
- Physical Facilities 228
- Engineering Specifications of Operation Theater 230
- Essential Physical Requirements of Surgical Operating Room 231
- Policies and Procedures 233
- Monitoring of Operation Theater Asepsis 233

35. Intensive Care Unit 235
- Intensive Care Unit 235
- Physical Facilities 235
- Other Services Required for Intensive Care Unit 236
- Staffing 236
- Equipment 237
- Policies and Procedures 237

36. Physical Medicine and Rehabilitation (PMR) Service 239
- Equipment 240

SECTION 5: DIAGNOSTIC AND THERAPEUTIC SERVICES

37. Laboratory Services 244
- Laboratory Services 244
- Types of Laboratories 244
- Quality Assurance Program in the Laboratory 247
- Quality Control Techniques 248

38. Radiology Services 252

39. Pharmacy Services 261
- Roles and functions of Hospital Pharmacy 262
- Physical Facilities 262
- Staffing 263
- Equipment and Furniture 263
- Hospital Formulary 263
- Types of Pharmacies 264
- Drug Distribution System 264
- Policy and Procedures 264

40. Transfusion Services 266
- History of Blood Bank 266
- Definition 266
- Physical Facilities 266
- Managerial Issues 271

- Supreme Court Judgment and Directions (1996) 275

SECTION 6: SUPPORT AND UTILITY SERVICES

41. Medical Records Department 279
- Historical Background 279
- Electronic Health Record 286
- Difference between Electronic Health Records and Electronic Medical Record 286

42. Central Sterile Supply Department 287
- CSSD 287
- Aim and Objectives 287
- Physical Facilities 288
- Sterilization 289

43. Linen and Laundry Services 294

44. Dietary Services 299
- Types of Food Services 299
- Physical Facilities 300
- Layout of Dietary Services 300
- Staffing 302
- Bibliography 303
- History 304
- Functions of Housekeeping Services 304
- Qualities of a Good Housekeeper 304

45. Hospital Housekeeping Services 304
- Cleaning Agents 306

46. Hospital Engineering Services 308
- Basic Engineering Services of a Hospital 308

47. Hospital Transportation System 310
- Types of Ambulances 310

48. Hospital Equipment Management 313
- Benefits of Equipment Management 313
- Components of Management Cycle 314

49. Public Relations in Hospital 323

50. Mortuary Services of Hospital 328
- Managerial Issues, Policy and Procedures 331

SECTION 7: RISK MANAGEMENT

51. Hospital Waste Management 333
- Classification of Hospital Waste 333

52. Healthcare-associated Infections 346
- Definitions 346
- Important Factors Responsible for the Hospital Acquired Infections 347
- Prevention of Healthcare Associated Infection 348
- Bundle Approach for Prevention and Control of Healthcare Associated Infection 348
- Infection Prevention and Control Programme 348
- Disinfection 352
- Sterilization 352
- High-risk Procedures in the Hospital 354

53. Personal Protective Equipment 358
- Personal Protective Equipment 358

54. Disaster Management 364
- The Global Scenario of Disaster 364
- Classification of Disasters 365

55. Hospital Security Services 373

56. Occupational Safety in Hospitals 377
- Common Occupational Hazards in Different Areas of the Hospital 377

SECTION 8: RECENT ADVANCES IN HOSPITAL ADMINISTRATION

57. e-Hospital 386
- Features of e-Hospital 386

58. Contracting in Health Care 390
- Models of Healthcare Delivery Systems in India 391
- Models of Public–Private Partnerships in Hospitals 392

59. Healthcare Financing 395
- Healthcare Financing in India 395

60. Role of Health Insurance 403
- History of Health Insurance 403
- State of Public Health in India 404
- Insurance Regulatory and Development Authority 406
- Health Insurance Scenario in India 407

61. Quality in Healthcare Organizations 409
- Organization of Quality Management System in Hospitals 413
- Standards of Outcome 414
- The Concept of Hospital Accreditation 416
- Accreditation of Healthcare Organizations 417
- Quality Council of India 420
- Benefits of Accreditation 421
- 5-M Checklist 424

62. Effective Media Communication 427

63. Telemedicine 431
- Strengths and Limitations of Various Modes of Communication 432
- Transmission Technologies 433
- Applications in Health Care 433

64. Medical Tourism 436
- Factors Affecting Medical Tourism 438

Annexures

1. The National Medical Commission Act, 2019 No. 30 of 2019 441
2. The Consumer Protection Act, 1986 459
3. Biomedical Waste Disposal Rules 474
4. The Prenatal Diagnostic Techniques Act and Rules 483
5. Human Organ Transplantation Act 491

Index *499*