MSH 10   INTRODUCTION TO HEALTH SYSTEMS

BLOCK 1: DEMOGRAPHY

1.1   Demographic Cycle
1.2   World Population Trend
1.3   Demographic Trends in India: Growth rate, Age Pyramid, Sex Ratio, Population Density, Family size, Urbanization, Literacy, and Life Expectancy

BLOCK 2: FAMILY PLANNING

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

BLOCK 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

BLOCK 4: COMMUNITY HEALTH

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

BLOCK 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)

REFERENCES

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

MSH 11   HEALTH CARE & HOSPITAL ADMINISTRATION

BLOCK 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

BLOCK 2: MANAGEMENT FUNCTIONS AND PROCESS

2.1   Planning
2.2   Organizing
2.3   Staffing

2.4 Directing
2.5 Controlling

BLOCK 3: SERVICES, HEALTH AND HOSPITALS

3.1 Services, Classification of Service Organizations, 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

BLOCK 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 Mangers in Hospital and their Responsibilities
4.4 Structuring Hospital Organization

BLOCK 5: CURRENT ISSUES IN HEALTHCARE

5.1 Accreditation
5.2 Telehealth
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)

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. S. Srinivasan (ed.), **Management Process in Health Care** (Voluntary Health Association of India, New Delhi)

MSH 12   HEALTH PROGRAMME MANAGEMENT

BLOCK 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 Advantage of Project Framework for Healthcare Programmes
1.6 Key Stages, Elements, Phases and Project Life Cycle

BLOCK 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

BLOCK 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

BLOCK 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

BLOCK 5 : RESULTS

5.1   Health Care Results
5.2   Patient and other Customer Focused Results
5.3   Financial and Market Results
5.4   Staff and Works System Results
5.5   Organizational Effectiveness Results
5.6   Feedback and Evaluation

TEXTBOOKS

1.   Donna Deeprose, **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)

MSH 13   HUMAN ANATOMY, PHYSIOLOGY AND MEDICAL TERMINOLOGY

BLOCK 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

BLOCK 2: MEDICAL TERMINOLOGY

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

BLOCK 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

BLOCK 4: ILLNESS

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

BLOCK 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. Slonecker, **Grant's Method of Anatomy: A Clinical Problem-solving Approach** (BI Waverly Pvt. Ltd., New Delhi) ISBN 81-7431-033-9
2.   Roger Watson, **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-
4.   **Stedman's Medical Dictionary** (Williams & Winlkins, Baltimore) ISBN 0-683-07922-0
5.   K. Park, **Textbook of Preventive and Social Medicine** (M/S Banarsidas Bhanot Publishers, Jabalpur)

MSH 14   HEALTH ECONOMICS

BLOCK 1: ECONOMIC APPRAISAL IN HEALTHCARE

1.1   Economic appraisal
1.2   Marginal Analysis
1.3   Statement of alternatives
1.4   Combining costs and benefits in the appraisal
1.5   Economic appraisal in the context of clinical decision making

BLOCK 2: MEASUREMENT OF COSTS AND BENEFITS

2.1   The measurement of costs and benefits
2.2   The explicit valuation of costs and benefits
2.3   Allowance for the differential timing of costs and benefits
2.4   Allowance for the risk and uncertainty in costs and benefits
2.5   Social cost benefit analysis

BLOCK 3: CONCEPTS OF COSTS AND ECONOMIC EVALUATION

3.1   Financial Costs Vs Economic Costs (Opportunity costs)
3.2   Direct, Indirect, Average, Marginal, Total and Unit Costs
3.3   Component of Costs: Fixed and Variable; Capital and Recurrent Costs
3.4   Issues to be considered in costs calculation

3.5   Cost-minimization Analysis (CMA)
3.6   Cost-Effectiveness Analysis (CEA)
3.7   Health Outcomes; Disability Adjusted Life Years (DALY), C/E Ratio, Sensitivity Analysis, C/B Ratio.
3.8   Cost-Utility Analysis (CUA) : Utility, value, preference
3.9   Quality Adjusted Life Years (QALY), Healthy Years Equivalent (HYE), C/U Ratio

BLOCK 4: CASE STUDIES
4.1   Cost of Elective Surgery
4.2   Cost of Chronic Renal Failure
4.3   Cost related to Screening (with special reference to cancer control)
4.4   Cost pertaining to care of the elderly

BLOCK 5: DECISION RULES IN HEALTH ECONOMICS AND DISCOUNTING
5.1   Prediction Cash flows, NPV, IRR, Cost recovery
5.2   Meaning, Importance and Basis of Economic Evaluation;
5.3   Analytical Techniques
5.4   Steps of Economic Analysis: Identification, Measurement and Valuation of costs and consequences
5.5   The social rate of discount - A worked example

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 Economic Evaluation of Health Care Programme** (Oxford University Press, Second Edition)

REFERENCES

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**

MSF11   HOSPITAL WORK I: VISITS TO HEALTHCARE ORGANISATIONS

COURSE OBJECTIVES

The course will help to understand the functioning of different types of healthcare organisations in the following perspective:
1.   Regional Healthcare Planning
2.   Ownership and Mode of financing
3.   Role of Hospital Administrator
4.   Staffing
5.   Physical Facilities
6.   Managing Health Programmes

1.   FIELD VISITS (4 HOURS TO 8 HOURS OBSERVATION PER VISIT)

1.1   Sub Centre / Health Post / Dispensary
1.2   Rural Health Centre
1.3   Primary Health Centre
1.4   Taluk / Peripheral Hospital
1.5   District General Hospital
1.6   Large General Hospital

1.7   Single Specialty Hospital
1.8   Teaching Hospital
1.9   Government Regional Hospital (Referral Centre)
1.10 Nursing Home
1.11 Voluntary / Charitable Hospital
1.12 Corporate Hospital
1.13 Community Health Projects: Preventive, Curative and Rehabilitative Care
1.14 Health NGO

At the completion of each field visit the students are required to submit a detail individual report exhibiting their observations in prescribed format.

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SEMESTER - II

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MSH 15   STRATEGIC MANAGEMENT IN HEALTHCARE

BLOCK 1: INTRODUCTION
1.1   Critical Areas
1.2   Dimensions
1.3   Levels of Strategy
1.4   Characteristics of Strategic Decision
1.5   Benefits

BLOCK 2: STRATEGIC MANAGEMENT PROCESS
2.1   Mission for an Organisation
2.2   Organisational Profile
2.3   External Environment
2.4   Strategic Analysis and Choice
2.5   Long term Objectives
2.6   Grand Strategy
2.7   Annual Objectives
2.8   Functional Strategies
2.9   Policies
2.10 Institutionalising the Strategy
2.11 Evaluation and Control

BLOCK 3: SITUATIONAL ANALYSIS
3.1   Need
3.2   Environmental Issues, Vision, Mission, Objectives, Values, Directional Strategies, Adaptive Strategies, Market Entry Strategies, Positioning Strategies and Operational Strategies
3.3   External Environment Analysis
       3.3.1   Need
       3.3.2   Goals
       3.3.3   Limitations
       3.3.4   Description
       3.3.5   General Environment, Healthcare Environment and Information
       3.3.6   Process: Scan, Monitor, Forecast and Assess
       3.3.7   Tools and Techniques
       3.3.8   Responsibility: 3 Administrative Models
3.4   Internal Environment Analysis
       3.4.1   Objectives
       3.4.2   Culture, Management Subsystem and Information Subsystem
       3.4.3   Audit Checklist of Strengths and Weaknesses

BLOCK 4: STRATEGY FORMULATION

4.1   Developing Strategic Alternatives
4.2   Evaluation of Alternatives and Strategic Choice

BLOCK 5: APPLICATION IN NATIONAL AND INTERNATIONAL LEVEL

5.1   Strategic Management Practices in National Health Care Programs
    5.1.1 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
    5.1.2 Strategic Planning in Family Planning and Welfare Programme
5.2   Strategic Management Practices in International Healthcare
    5.2.1 Strategies adopted by International Agencies: WHO, World Bank
    5.2.2 Strategic 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 Implementation** (AITBS Publishers and Distributors, Delhi)
4.   Roger Kropf and et al, **Strategic Analysis for Hospital Management** (Aspen Publication, USA)

MSH 16   HUMAN RESOURCE MANAGEMENT

BLOCK 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

BLOCK 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 Program
2.6   Career Growth and Development
2.7   Management Development
2.8   Organizational Development

BLOCK 3: COMPENSATION MANAGEMENT

3.1   Pay and Incentive System
3.2   Rationale Wage and Salary Policy
3.3   Wages and Salary Administration

BLOCK 4: PERFORMANCES MANAGEMENT AND HUMANRESOURCES 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

BLOCK 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)

REFERENCES

3.　David A. DeCenzo and Stephen P. Robbins, **Personnel / Human Resource Management**
　　(Prentice-Hall of India Pvt. Ltd., New Delhi)
4.　Vincent K. Omachonu, **Healthcare Performance Improvement**
　　(Engineering & Management Pr, USA)

MSH 17　　HEALTHCARE MARKETING AND PUBLIC RELATIONS

BLOCK 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 Organisation: Chart, Fulltime Staff and Hiring Consultants

BLOCK 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

BLOCK 3: MARKETING MIX DECISIONS

3.1　Product (Service) Decisions
　　　3.1.1　Nature and Characteristics of Services

BLOCK 4: SOCIAL MARKETING

BLOCK 5: PUBLIC RELATIONS

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

REFERENCES

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)

MSH 18   HOSPITAL ACCOUNTING AND FINANCE

BLOCK 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

BLOCK 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

BLOCK 3: HOSPITAL ACCOUNTING AND FINANCIAL STATEMENTS

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

BLOCK 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
      4.4.1   Need, Elements, Stages and Terms of Budgeting
      4.4.2   Operating Budget: Activity /Zero Based Budgeting
      4.4.3   Capital Budgeting: Return on Investment
      4.4.4   Problems of Budgeting in Hospitals and Overcoming Problems
4.5   Costing
      4.5.1   Basics of Cost Accounting: Types and Elements
      4.5.2   Cost Behaviour
      4.5.3   Cost Centres
      4.5.4   Cost Volume Profit Analysis / Breakeven Analysis
      4.5.5   Hospital Rate Setting / Pricing Decision
      4.5.6   Cost Containment

BLOCK 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)

REFERENCES

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)

MSH 19   HOSPITAL MATERIALS MANAGEMENT

BLOCK 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

BLOCK 2: PURCHASING

2.1   Objectives and Elements of Purchasing
2.2   Purchasing System
2.3   Purchase Cycle
2.4   Purchase Procedures
2.5   Legal and Ethical Aspects
      2.5.1   Conditions of Contract
      2.5.2   Financial Rules
      2.5.3   Arbitration

BLOCK 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

BLOCK 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

BLOCK 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.   Shakti 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.

MSF 12   HOSPITAL WORK II: PRACTICAL TRAINING IN OPERATIONAL MANAGEMENT FUNCTIONS

COURSE OBJECTIVES

The course will help to understand the operational management functions in a healthcare organisation covering:
1.   Human Resources Management
2.   Marketing
3.   Public Relations
4.   Accounting
5.   Finance
6.   Materials

1. ORGANISATION UNDERSTUDY

1.1   History of the Hospital
1.2   Promoters
1.3   Management (Composition of Trust / Society / Governing Board / Executive Board)
1.4   Philosophy / Vision and Mission
1.5   Location and Layout of the Hospital
1.6   Staffing (including Organogram)
1.7   Services Rendered (including Statistics)
1.8   Future Plans

2. OPERATIONAL MANAGEMENT FUNCTIONS IN A HOSPITAL

2.1   Human Resources Management / Personnel Management
2.2   Marketing and Public Relations Practices
2.3   Accounting and Financial Management
2.4   Materials: Purchase, Stores and Issues & Indent

At the completion of the one-month observation training the students are required to submit a detail individual report exhibiting their observations in a format as prescribed by the University.

SEMESTER - III

MSH 20   PATIENT CARE PLANNING AND MANAGEMENT

BLOCK 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, Architect Brief and Master Plan
1.6   Selection of Site and Decision on Land, Space, and Utilities

BLOCK 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 Spent by a Patient
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

BLOCK 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   Organization
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

BLOCK 4: INPATIENT SERVICES

4.1   Inpatient Care
- 4.1.1   Objectives
- 4.1.2   Functions
- 4.1.3   Location, Design and Layout
- 4.1.4   Policy and Procedures
- 4.1.5   Organization
- 4.1.6   Staffing
- 4.1.7   Equipment and Facilities
- 4.1.8   Key Result Areas and Performance / Quality Indicators
- 4.1.9   Admission, Transfer, Billing and Discharge Procedures
- 4.1.10   Managing Deaths

4.2   Intensive Care Units
- 4.2.1   Objectives
- 4.2.2   Functions
- 4.2.3   Location, Design and Layout
- 4.2.4   Policy and Procedures
- 4.2.5   Organization
- 4.2.6   Staffing
- 4.2.7   Equipment and Facilities
- 4.2.8   Key Result Areas and Performance / Quality Indicators
- 4.2.9   Types of ICUs

BLOCK 5: OPERATION THEATRE

5.1   Objectives
5.2   Functions
5.3   Location, Design and Layout
5.4   Policy and Procedures
5.5   Organization
5.6   Staffing
5.7   Equipment and Facilities
5.8   Key Result Areas and Performance / Quality Indicators
5.9   Daily Planning and Scheduling
5.10 Determinants of number of Operating Rooms
5.11 Zoning and Aseptic / Sterile Techniques
5.12 Clinical Protocols
5.13 Sub-stores, CSSD, Immediate Postoperative Recovery Rooms
5.14 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)

MSH 21   SUPPORTIVE SERVICES AND FACILITIES MANAGEMENT

BLOCK 1: FRONT OFFICE AND MEDICAL RECORDS

BLOCK 2: DIAGNOSTIC SERVICES

BLOCK 3: OTHER SUPPORTIVE SERVICES

BLOCK 4: SALES OUTLETS

4.1 Pharmacy
    4.1.1   Objectives and Functions
    4.1.2   Location, Design and Layout
    4.1.3   Staffing; Duties of Chief Pharmacist; Therapeutic Committee
    4.1.4   Hospital Formulary
4.2 Dietary Services
    4.2.1   Objectives and Functions
    4.2.2   Staffing
    4.2.3   Equipment and Physical Facilities
    4.2.4   Purchases, Stores and Issues
    4.2.5   Pricing and Control Measures
    4.2.6   Location, Design and Layout

BLOCK 5: MAINTENANCE MANAGEMENT

5.1 Objectives and Functions
5.2 Civil and Biomedical
5.3 Staffing
5.4 Location and Space
5.5 Policy and Procedures
5.6 Equipments Types and Characteristics; Purchase, Inspection and Installation, Records, Responsibilities
5.7 Levels of Maintenance; Service Contracts and Disposition

TEXTBOOKS

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

REFERENCES

3. G.D. Kunders, **Hospitals: Planning, Design and Management** (Prism Books Pvt. Ltd., Bangalore)
4. Syed Amin Tabish, **Hospital and Health Services Administration Principles and Practice** (Oxford University Press, New Delhi)
5. B.M. Sakharkar, **Principles of Hospital Administration and Planning** (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)

MSH 22   HEALTH SYSTEMS RESEARCH & RESEARCH METHODOLOGY

BLOCK 1: INTRODUCTION, RESEARCH PLANNING AND DESIGN

1.1 Meaning, Purpose, Types and Methods of Research
1.2 Research Process
1.3 Steps in Research Planning
1.4 Problems: Components, Selecting and Defining Problem
1.5 Purpose, Objectives and Hypothesis
1.6 Research Strategies
1.7 Ethical Aspects in Health Research
1.8 Economic Considerations
1.9 Data Collection Plans: Questioning, Information Gathering and Sources
1.10 Plans for Analysis of Data
1.11 Proposal Writing
1.12 Research Design in case of different researches

BLOCK 2: SAMPLING METHODS

2.1 Census Vs Sampling

2.2   Universe, Sampling Frame, Sampling Design, Errors, Precision and Confidence Level
2.3   Principles of Sampling
2.4   Steps in Sampling Design
2.5   Systematic Bias & Causes of Bias
2.6   Types of Sampling Design
2.7   Merits and Limitations of Sampling

BLOCK 3: DATA COLLECTION

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

BLOCK 4: DATA ANALYSIS: BIOSTATISTICS

4.1   Functions, Scope and Limitations
4.2   Presentation of Data
4.3   Measures of Central Tendency
4.4   Measures of Variation
4.5   Correlation and Regression Analysis
4.6   Forecasting and Time Series Analysis
4.7   Probability
4.8   Sampling
4.9   Estimation of Parameters
4.10   Tests of Hypothesis
4.11   Chi Square Test
4.12   Statistical Quality Control

BLOCK 5: INTERPRETATION AND REPORT WRITING

5.1   Reasons, Techniques and Precautions in Interpretation
5.2   Significance of Report Writing
5.3   Steps in Report Writing
5.4   Layout of a Research Report
5.5   Types of Reports
5.6   University Prescribed Guidelines
5.7   Precautions

TEXTBOOKS

1.   CR Kothari, **Research Methodology Methods and Techniques**(Wiley Eastern Ltd. New Delhi)
2.   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

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

MSH 23   HEALTH COMMUNICATION PLANNING AND MANAGEMENT

BLOCK 1: COMMUNICATION: FUNDAMENTALS AND PROCESS

1.1   Meaning and Process of Communication
1.2   Barriers to Communication
1.3   Key to overcome Barriers: Awareness, Self-assessment, Openness and Objectivity
1.4   Leadership and Motivation
1.5   Learning and Change Process

1.6 Types: Formal, Supportive, Rigid, Purposeful and Complex
1.7 Levels: Intra-personal, Interpersonal, Public and Mass
1.8 Process of Communication Planning
    1.8.1 Analysis of Audience and Situation
    1.8.2 Setting Objectives
    1.8.3 Designing Strategy: Message, Methods and Media
    1.8.4 Planning Activities: Scheduling, Budgeting and Implementation
    1.8.5 Evaluation Phase

BLOCK 2: STRATEGIES OF IMPLEMENTATION OF COMMUNICATION PROGRAMME

2.1 Building Commitment
2.2 Training Manpower
2.3 Community Participation
2.4 Utilizing Resources

BLOCK 3: EVALUATION OF HEALTH COMMUNICATION / CAMPAIGN PROGRAMME

3.1 Stages of Evaluation
3.2 Criteria of Evaluation
3.3 Methods of evaluation

BLOCK 4: METHODS OF COMMUNICATION

4.1 Individual Methods (Individual teaching)
    4.1.1 Interview: Meaning, types and techniques of taking interview
    4.1.2 Counselling: Meaning and techniques of counselling
4.2 Group Methods (Group teaching)
    4.2.1 Group discussion: Meaning, categories of members and their functions, factors affecting good discussion and decision making
    4.2.2 Role play: Meaning, techniques of conducting role play
    4.2.3 Symposium: Meaning, procedures of conducting the symposium
4.3 Mass Methods (Mass teaching)
    4.3.1 Lecture: Meaning, types, techniques of delivering lecture effectively
4.4 Documentation

BLOCK 5: MEDIA OF COMMUNICATION

5.1 Audio Aids
    5.1.1 Cassette player: Meaning, advantages of using cassette player in teaching
5.2 Visual Aids
    5.2.1 Pamphlet: Meaning and Advantages
    5.2.2 Poster: Meaning and Techniques
    5.2.3 Chart: Meaning, Types, Sources and Advantages
    5.2.4 Flip Chart: Meaning and Techniques
    5.2.5 Flannel Graph: Meaning and Techniques
    5.2.6 Bulletin Board: Meaning and Procedures
5.3 Audio-visual Aids
    5.3.1 Television (TV): Meaning and Advantages
    5.3.2 Video Show: Meaning and Advantages
    5.3.3 Computer Networks, Websites, Emails, 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

REFERENCES

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 and Linda M. McJannet, **Management Communication: Principles and Practice** (McGraw-Hill Co.) ISBN 0070270414

MSF 21   HOSPITAL WORK III: PRACTICAL TRAINING IN PATIENT CARE AND SUPPORTIVE SERVICES MANAGEMENT

COURSE OBJECTIVES

The course will help to understand the functioning patient care areas and supportive services departments / sections that include:
1. Out Patient Service
2. Inpatient Service
3. Diagnosis
4. Community Health
5. Engineering / Maintenance
6. Supportive Services

1. PATIENT CARE

1.1 Outpatient Service (including MRD)
1.2 Emergency Care
1.3 Inpatient Services (admission, one ward, OT, one ICU and discharge in detail)
1.4 Diagnostic Services
1.5 Community Health
1.6 Education, Research and Publications

2. SUPPORTIVE SERVICES

2.1 Maintenance Management
2.2 Front Office
2.3 Housekeeping
2.4 Dietary
2.5 Linen and Laundry
2.6 Security
2.7 Sales outlets (e.g. Pharmacy)
2.8 Inventory and Indent

At the completion of the one-month observation training the students are required to submit a detail individual report exhibiting their observations in a format as prescribed by the University.

SEMESTER - IV

MSH 24   HEALTH INSURANCE

BLOCK 1: HEALTH INSURANCE, MARKET FAILURE AND RISKS

1.1 Concept of Health Insurance
1.2 Types, origin, evolution and importance:
    1.2.1 Private Health Insurance for profit
    1.2.2 Private Health Insurance not-for-profit: Community Health Insurance (CHI), Employer Based Insurance, Health Micro Insurance (MHI) and Reinsurance
    1.2.3 Public Health Insurance: National Health Insurance, Social Health Insurance
    1.2.4 Fundamental differences among various Health Insurance Schemes
    1.2.5 Various models of CHI and MHI tested / implemented in developing countries
    1.2.6 Health Insurance in Indian Context
1.3 Social security: A fundamental concept

1.4 Risk and Insurance
1.5 Demand and Supply for Health Insurance
1.6 Economics of Scale
1.7 Welfare Loss from Health Insurance
1.8 Actuarially Fair Premium, Expected Loss, Load Factors
1.9 Risks: Moral hazard, adverse selection, cost escalation, fraud and abuse, cream skimming
1.10 Risk Management Tools
    1.10.1 Moral Hazard: Co-payment / coinsurance, deductibles, indemnity payment, mandatory referral system
    1.10.2 Adverse Selection: Collective membership, group policies
    1.10.3 Cost Escalation: Treatment protocol, fixed fee per illness
    1.10.4 Fraud and Abuse (free rider): Insurance cared with photograph

BLOCK 2: DESIGNING BENEFIT PACKAGE AND PREMIUM SETTING

2.1 Designing Benefit Package: Introduction
2.2 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
2.3 Costing the Benefit Package: Cost of pharmaceuticals, consultations, diagnostic support services, hospitalization, additional services and operating costs
2.4 Premium Setting: Calculation and determining premium

BLOCK 3: PROVIDER PAYMENT MECHANISM

3.1 Introduction, fee for services, case payment, daily charge, bonus payment, flat rate payment, capitation, salary, global budget, DRG
3.2 Comparison of different payment systems

BLOCK 4: DESIGNING AND PLANNING OF COMMUNITY HEALTH INSURANCE

4.1 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
4.2 Data collection and analysis: household survey questionnaire design, production of information
4.3 Feasibility Study: Basis of choice (benefit package and premium), scenario, major risks and its management, payment mechanism and fund management
4.4 Preparing for Implementation: Practical and logistics
4.5 Implementation: Launching, enrolment, premium collection, waiting period
4.6 Monitoring and Evaluation

BLOCK 5: MANAGED CARE

5.1 Origin, Growth and Development of Managed Care
5.2 Importance
5.3 Management Functions of Managed Care
5.4 System of Managed Care
    5.4.1 Health Maintenance Organization (HMO)
    5.4.2 Preferred Provider Organization (PPO)
    5.4.3 Exclusive Provider Organization (EPO)
    5.4.4 Physician Hospital Organization (PHO)
    5.4.5 Independent Practitioner Organization (IPO)
5.5 Components of Managed Care System
    5.5.1 Contractor Provider Network
    5.5.2 Patient Access Systems
    5.5.3 Utilization Management
    5.5.4 Claims Payment
    5.5.5 Customer Service
    5.5.6 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)

MSH 25   LEGAL & ETHICAL ISSUES IN HEALTHCARE

BLOCK 1: PROMOTION

1.1   Forming Society
1.2   The Companies Act
1.3   Law of Partnership
1.4   A Sample Constitution for the Hospital
1.5   The Tamil Nadu Clinics Act

BLOCK 2: LABOUR RELATIONS

2.1   Factories Act
2.2   Shops and Establishment Act
2.3   The Workmen's Compensation Act
2.4   The Employees' State Insurance Act
2.5   The Employees' Provident Funds Act
2.6   The Payment of Gratuity Act
2.7   The Maternity Benefit Act
2.8   The Payment of Wages Act
2.9   The Minimum Wages Act
2.10   The Industrial Disputes Act
2.11   The Industrial Employment (Standing Orders) Act
2.12   The Trade Union Act
2.13   The Apprentices Act
2.14   The Employment Exchanges (Compulsory Notification of Vacancies) Act
2.15   The Collection of Statistics Act

BLOCK 3: MEDICAL CARE

3.1   Medical Council of India
3.2   Medical Licensure Law
3.3   Doctors Patient Relationship
3.4   Medical Malpractice
3.5   Quality and Standard of Medical Care
3.6   Negligence
3.7   Medical Consent
3.8   Emergency Care
3.9   The Consumer Protection Act
3.10   Patients Rights and Responsibilities
3.11   Medical Ethics

BLOCK 4: MEDICO LEGAL COMMITMENTS

4.1   Mental Illness
4.2   Tuberculosis
4.3   Drugs Addicts and Alcoholics
4.4   Legal Issue in Death Cases
4.5   Legal Testimony in Medico-legal cases
4.6   Narcotic Laws

4.7   The Drugs and Cosmetic Act
4.8   Drug Control Policy
4.9   Clinical Investigation
4.10 Blood Transfusion
4.11 The Medical Termination of Pregnancy Act
4.12 The Prenatal Diagnostic Techniques Act
4.13 Dying Declaration
4.14 Medical Jurisprudence
4.15 The Human Organ Transplantation Act
4.16 Toxicology

BLOCK 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

MSH 26   MANAGING QUALITY IN HEALTHCARE

BLOCK 1: FUNDAMENTALS

1.1   History, Need and Importance of Quality Management
1.2   Core Values, Concepts and Model
1.3   Quality Gurus and their views
1.4   Dimensions of Quality
1.5   Principles of Quality Management: Structure, Process and Outcome
1.6   Quality Vs Productivity Vs Profitability
1.7   Cost of conformance and non-conformance to Quality
1.8   Major Components in Quality
      1.8.1   Setting Objectives
      1.8.2   Quality Investment
      1.8.3   Activity Monitoring
      1.8.4   Performance Assessment
1.9   Quality Management Process
      1.9.1   Leadership Commitment
      1.9.2   Corporate Framework on Quality
      1.9.3   Transformation of Corporate Culture
      1.9.4   Customer Focus
      1.9.5   Process Focus
      1.9.6   Collaborative Approach
      1.9.7   Education, Training and Development
      1.9.8   Learning by Practice and Teaching

    1.9.9   Benchmarking
    1.9.10   Quality Measurement and Statistical Report at all Levels
    1.9.11   Recognition and Reward
    1.9.12   Management Integration

BLOCK 2: QUALITY FOUNDATION, TOOLS AND TECHNIQUES

2.1   Leadership
2.2   Team Work
2.3   Communication
2.4   Problem Solving
2.5   Managing Time
2.6   Tools and Techniques
    2.6.1   Flow Chart
    2.6.2   Cause and Effect Diagram
    2.6.3   Pareto Diagram
    2.6.4   Statistical Process Control (SPC)

BLOCK 3: HEALTHCARE QUALITY

3.1   Quality / Customer Service
    3.1.1   Define Customer and Identify Customers
    3.1.2   Customer Experience: Core Service & Delivery of Service
    3.1.3   Excellent Customer Service; Caring Service
    3.1.4   Individual Behaviour: Stress, Communication and Interpersonal Relationship
3.2   Patient Satisfaction
    3.2.1   Rights and Responsibilities of Patients
    3.2.2   Satisfaction and Delight
    3.2.3   Quality Indicators of Patient Satisfaction
3.3   Clinical Quality
    3.3.1   Complication and Infection Rate
    3.3.2   Admission, Follow Up and Continuity of Care
3.4   Measuring Quality
    3.4.1   Setting Objectives and Agreeing upon Standards
    3.4.2   Develop Key Result Areas and Performance Indicators
    3.4.3   Feedback: Customers, Staff, Suppliers, etc.
    3.4.4   Quality Audit and Review Techniques

BLOCK 4: ORGANISATION AND ROLES IN QUALITY

4.1   Quality Policy: Commitment to Patients and Staff
4.2   Code of Conduct for Health Professionals
4.3   Job Description of Quality Manager
4.4   Quality Steering Committee
4.5   Quality Council
4.6   Quality Teams: Task Force, Quality Circle
4.7   Obstacles to Practice Quality

BLOCK 5: RECENT TRENDS

5.1   ISO Certification; BS Mark
5.2   Accreditation: JCI
5.3   Quality Awards Scheme
5.4   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 Publication) 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** (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)

MSH 27   MIS & APPLICATION OF INFORMATION TECHNOLOGY IN HEALTHCARE

BLOCK 1: BASICS OF COMPUTERS AND MANAGEMENT INFORMATION SYSTEM

1.1   Computers and its Components
1.2   IT: Appropriateness and as focus of Organizational Change
1.3   Software and Hardware Selection: Factors to be Considered, Methods of Selecting and Optimize the Selection Procedures
1.4   Networking: Importance, Types, Methods of Networking, Network Planning and Management
1.5   LAN Security: Protecting Health Care Information, Internal Vs External Threats
1.6   MS Windows: Word, PowerPoint Presentations, Excel, Outlook Express, and Internet Exploring
1.7   Data Processing (DP): Importance, Data Flow; DP Requirements and File Concepts: How to Process Data, Suitable Method of Processing, Meaning of Files, Types and Importance of Files; Database Design, Interface Design, Reports Design and Advance Topics in Data Management
1.8   MIS: How to Process Information, Information and Records, Importance of Planning; Training and Educating Staff, Testing MIS
1.9   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

BLOCK 2: SYSTEMS MANAGEMENT, SOFTWARE APPLICATIONS AND DEVELOPMENTAL PROCESS

2.1   System – SSAD Approach: Meaning, System Analysis, Design, Development, Testing, Implementation, Maintenance; Computer Systems Control and Auditing; Approaches to Conversion of a New System
2.2   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
2.3   Need Analysis
2.4   System Analysis
2.5   Feasibility Test: Economic, Technical, Political & Socio-cultural Factors
2.6   Tender Procedure: Bid Documentation Preparation, Tender, Technical Document Analysis, Financial Document Analysis and Contract
2.7   Software Development Procedure: Detail System Analysis, System Design, Database Design, Software Development, Testing and Implementation
2.8   After Development Procedure: Maintenance, Updates, Modules Addition
2.9   Features of Software in Hospitals and Health Care

BLOCK 3: HOSPITAL / HEALTH INFORMATION SYSTEM – HIS

3.1   Objectives, Characteristics, Elements, Categories
3.2   HIS for Various Levels of Management (Top / Middle / Operational)
3.3   Integrated HIS (IHMIS)

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

BLOCK 4: APPLICATION OF COMPUTERS IN HOSPITALS AND HEALTH PROGRAMS

4.1   Need and Importance of IT in Health Care
4.2   Centralized Vs Decentralized
4.3   Integrated Online HIS
4.4   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
4.5   Implementing wireless computerized patient records
4.6   Complexity in computerizing Hospitals
4.7   Computerizing Health Programs / Projects and widely used latest Statistical and Evaluation Software

BLOCK 5: LATEST ADVANCEMENT IN TECHNOLOGY

5.1   Geographical Information System (GIS): Digitizing Map, Software and Hardware Required for GIS
5.2   Clinical Practices through Internet and Tele-health
5.3   Electronic Medical Documentation and Smart Cards
5.4   Useful Websites in Health Care
5.5   Future Trends in Health Care Information Systems

TEXTBOOKS

1.   Toni Hebda & et al, **Handbook of Informatics for Nurses and Health Care Professionals** (Prentice Hall, New Jersey)
2.   John Abbott Worthley and Philip S. Disabris, **Managing Computers in Health Care – A Guide for Professionals** (Health Administration Press Perspectives, Michigan)

REFERENCES

3.   WHO, **Informatics and Telematics in Health – Present and Potential Use** (WHO, Geneva)
4.   Marlene Maheu, Pamela Whitten & Ace Allen, **E-Health, Telehealth and Telemedicine: A Guide to Startup and Success** (Jossey-Bass) ISBN 0787944203

MSF 22   PROJECT - PRESENTATION AND REVIEW

COURSE OBJECTIVES

The course will give an opportunity to the students to apply theory to problems in hospitals and healthcare delivery system. The objectives of the project work are:

1.   To apply research methodology in a comprehensive manner starting with the research protocol / proposal, setting research purpose / objectives / hypothesis statement, research design, literature review, sampling, data collection, analysis, interpretation, findings, recommendations, and final written report.
2.   To review literature relevant to the problem under research study.
3.   To enhance the report writing and oral presentation skills.
4.   To publish part / whole of the research in leading international healthcare and related journals / magazines.
5.   To manage time.

At the completion of the two-months research study the students are required to submit a detail individual project report in a format / guidelines as approved by the University.