

## Post Graduate Diploma in Hospital and Public Health Management (PGDHHM)

Programme Code % PGDHHM

Programme Duration (in yrs.) Minimum: 1 Maximum: 3

Medium of instruction % English/Hindi

Assignment Work Essential

Year	Course Code	Title of the Course/ ikB~;Øe dk "kh'kZd	Credits
One Year Course	PGDHHM-01	Introduction to Management I	8
	PGDHHM -02	Introduction to Management II	6
	PGDHHM -03	Organization and Management of Hospital	6
	PGDHHM -04	Clinical, Diagnostic & Therapeutic Services	6
	PGDHHM -05	Support & Utility Services and Risk Management	6
	PGDHHM -06	Health System Management	8

### POST GRADUATE DIPLOMA IN HOSPITAL AND HEALTH MANAGEMENT

#### PAPER ONE

#### INTRODUCTION TO MANAGEMENT –I

##### BLOCK - ONE : GENERAL MANAGEMENT

##### UNIT 1 : PRINCIPLES OF MANAGEMENT

Introduction, The Scientific Management School, Classical Organisation Theory School, Behavioural School: The Organisation is People, The Human Relations Movement, The Total Quality Management Movement, The Contingency Approach, The Management Science School, The Systems Approach, Principles of Management, Significance of Management Principles, The Autocratic Model, The Custodial Model, The Supportive Model, The Collegial Model, Relevance in Healthcare Institutions.

##### UNIT 2 : FUNCTIONS OF MANAGEMENT

Introduction, Functions/Objectives of Management, Responsibilities of Management, The Management Processes, Planning, Decision Making, Organising, Staffing, Controlling, Motivating and Leading.

### UNIT 3: MANAGEMENT TECHNIQUES

Introduction, The Feedback Loop, Time Series Analysis, Decision Making, Break-even Analysis, Operations Research, PERT, Strategic Planning, Forecasting, Value Analysis, Statistical Quality Control, Management by Objectives (MBO), Quality Circles (QC), Management Problem Solving Methods, Managerial Skills, Cost Analysis, Utilisation Management.

### UNIT 4 : ORGANISATION STRUCTURE AND DESIGN

Introduction, Organisation Structure and Chart, Formal and Informal Organisations, Factors Influencing the Choice of Structure, Degree of Decentralisation, Line and Staff Relationships, Specialisation of Work, Span of Control and Levels of Management, Matrix Structure, Network Structure, Integration of organisational tasks and Activities, Designing Structure for a Service Organisation.

### BLOCK- TWO : HUMAN RESOURCE PLANNING

#### UNIT 1 : RECRUITMENT, SELECTION AND

Introduction, Definitions, Recruitment and Selection, The Recruitment Process, Selection, Selection Tests, Interview, Physical Examination, Reference Checks and Final Decision, Placement, Induction, Orientation or Indoctrination.

#### UNIT -2: TRAINING AND DEVELOPMENT

Relevance of Training, Training Need Assessment, Job Responsibilities and Task Analysis, Determining Training Needs, Principles of Adult Learning, Approaches to Training, Objectives of Training, Training Methods, Lecture Method, Role Play, Case Method, Group Discussion, Competency Based Training, Brainstorming, Syndicate Method, Panel, Discussion, Programmed Learning, Training Aids, Evaluation of Training, Assessment, Evaluation, Assessment Tests, Preparation of Training Plan for the Hospital.

#### UNIT 4 : COMMUNICATION

Introduction of Communication, Types of Communication, Elements of Communication, Verbal and Non-verbal Communication, Communication Networks, Communication : Barriers and Bridges, Communication Barriers, Communication Bridges, Ten Commandments of Good Communication.

### BLOCK -THREE : HUMAN RESOURCE MANAGEMENT

#### UNIT 1 MOTIVATION

Introduction, Concept and Definition of Motivation, Motives Related to Employee Behaviour in Organisation, Primary Motives, General Motives, Secondary Motives, Theories of Motivation, The Content Theories of Work Motivation, The Process Theories of Work Motivation, Management's Attitudes Towards Employees, Techniques to Motivate Employees, Benefits for Job Enrichment for Hospitals, Self-assessment Test.

## UNIT 2 LEADERSHIP

Introduction, Importance of Leadership and its Definition, Trait Approaches to Leadership, Leadership Styles, Continuum of Leadership Behaviour, Managerial Grid Style, Life Style or Situational Approach to Leadership, Four Systems of Management Leadership, Roles and Functions of Leadership, Leadership Skills, Self-assessment Test.

## UNIT 3 UNION AND MANAGEMENT RELATIONS

Introduction, Trade Union, Statutory Definition, Procedure for Registration, Cancellation of Registration of Trade Union, Immunity Against Criminal Conspiracy in Trade Disputes, Immunity from Civil Suits, Rights and Liabilities of Registered Trade Unions, Concept and Nature, Processes, Advantages, Resolution of Industrial Disputes, Scope and Applicability of the Industrial Disputes Act, Industrial Dispute and Individual Dispute, Dispute Settlement Machinery, Strikes and Lock-outs, Termination of Service and Domestic Enquiry, General, Statutory Protection, Sexual Harassment of Women at Work Place.

## UNIT 4 WAGE AND SALARY ADMINISTRATION

Introduction, Evolution of Wage Concepts, The Statutory Minimum Wage, The Bare Subsistence or Minimum Wage, The Concept of Living Wage, Fair Wage, Minimum Wage, Need-based Minimum Wage, Payment of Wages Act, 1936, Purpose of the Act, Applicability of the Act, Definition of Wages, Responsibility for Payment of Wages, Wage Period, Mode of Payment, Deduction, Deductions Which May be Made From Wages, Limit on Total Amount of Deduction, Minimum Wage, Object, Scope and Coverage, Definition of Wages, Bonus, The Perspective, The Concept of Bonus, The Definitions of Bonus, Equal Remuneration for Men and Women.

### PAPER TWO

## PAPER - TWO : INTRODUCTION TO MANAGEMENT –II

### BLOCK- ONE : FINANCIAL MANAGEMENT

#### UNIT 1 ACCOUNTING CONCEPTS AND APPLICATION

Introduction, Accounting, Accounting Process, Objectives of Financial Reporting, Accounting Concepts (Entity Concept, Continuity Concept or the Going Concern Concept, Cost Valuation Concept, Double Entry Concept, Accrual Concept, Matching Concept), Accountancy Conventions (Relevance, Reliability, Materiality, Comparability and Consistency, Conservatism, Periodicity Concept), Critical Appraisal of Concepts and Conventions, Types of Accounts and their Applications (Personal Account, Real or Property Account, Nominal or Fictitious Account), Accounting Books (General Ledger, Cash Book, Petty Cash Book, Subsidiary Book)

#### UNIT 2 UNDERSTANDING COST AND THEIR BEHAVIOUR

Introduction, Costs, Elements of Cost (Material, Labour, Expenses), Classification of Costs (Variable and Fixed Costs, Direct and Indirect Costs, Capital and Recurrent Costs), Some other Concepts of Costs (Product Costs and Period Costs, Decision-making Costs and Accounting Costs, Shut Down and Sunk Costs, Imputed or Hypothetical Costs, Differential, Incremental, and Decremental Costs, Opportunity Costs), Cost Accounting, Cost Output

Relationship, Cost Analysis, Methods of Cost Analysis, Cost Behaviour in Relation to Hospital Output, Cost Volume Profit Analysis, Break Even Analysis

#### UNIT 3 BUDGETING - \

Introduction, What is Budget( Budget Defined, Main Characteristics of a Budget, How Does a Budget Help Us), Classification of Budgets( Time Based Budgets, Function Based Budgets, Flexibility Based Budgets), Budget Procedures and Administration( Prerequisites for Budgeting, Budget Administration, Budget Procedure, Benefits of Budget Procedure), Approaches to Budgeting(Incremental Approach, Performance Budgeting Approach, Zero Based Budgeting Approach

#### UNIT 4 FINANCIAL CONTROL

Introduction, Tools of Financial Control (Budget, Financial Statement Analysis and Control, Cost Analysis and Control, Financial Reports and Information System, Analysis of Hospital Statistics and Cost Control, Cost Containment), Auditing (Definitions, Scope of Audit, Objectives of Audit, Limitations of Audit, Types of Audit), Vouching (Definition, Objectives, Vouchers), Special Points in the Audit of Hospitals, Audit Objections  
Important Issues for Financial Control in Hospitals (Do's and Don'ts)

#### BLOCK 2 MARKETING AND HEALTH ECONOMICS

##### UNIT 1 MARKETING OF HEALTH CARE SERVICES

Introduction, Marketing : Meaning and scope, Distinctive Nature of Services Marketing, The Services marketing Mix, Service quality, Marketing Communication for Health Care Services

##### UNIT 2 PRICING OF HEALTH SERVICES

Introduction, Pricing - The Basic Foundations, why is Pricing for Medical Hospital Services, Different from Pricing for Goods (Prices of Hospital Services and Customer Knowledge, Prices and Quality of Health Service, Costs other than the Monetary Cost), Role of Prices and Consumer Value, Price Setting in Practice and Pricing Objectives (Pricing Objectives, Revenue Oriented Pricing Objectives, Market Skimming Objectives, Market Penetration Objectives, Operations Oriented Pricing Objectives,. Patronage Oriented Pricing Objectives), Bases Used and Pricing( Cost Based Pricing, Competition Based Pricing, Demand Based Pricing, Pricing when Value to the Customer is Low Price, price Discounting, Odd Pricing, Place Differentiate, Quality Differentiate, Penetration Pricing, Pricing Strategies when Consumers Value Perception includes Augmented Services and Prestige, Pricing Strategies when Consumers' Perception of Value is Value for Money, Value Pricing ,Complementary Pricing, Price Bundling, Market Segmentation Pricing), Implementing the Pricing Policy: Strategic Consideration

##### UNIT 3 HEALTH ECONOMICS

Introduction, Definition of Health Economics and its Application in Health and Hospital Planning( Definition of Economics, Contribution of Health Economics to Health Planning),Economic Development and Health( Economic Development, Demographic Development, Health Development, Production and Health, Distribution and Health, Consumption and Health),Economies of Scale and Monopoly (Constant Returns to scale, increasing Returns to the Scale (Economies of Scale), Decreasing returns to the Scale,

Monopoly), Externalities (Spill over Effects), Production Function, Equity and Health', Techniques of Economic Efficiency( Economic Efficiency, Operational Efficiency, Allocative Efficiency), Demand, Supply, Elasticity of Demand and Supply, Health Sector Financing

### BLOCK 3 : ESSENTIALS OF LOGISTICS AND EQUIPMENT MANAGEMENT

#### UNIT 1 LOGISTICS MANAGEMENT

Introduction, Definition, Goals and Objectives of Logistics Management, Principles in Logistics Management( Principles, Essentials in Logistics Management, Procedural Planning Sequence), Functions of Logistics Management, Tendering Procedures, Procurement and inspection (Purchase Activities, Floatation of Tendered Enquiries, T&S of Purchases, Negotiations ,Legal Aspects of Purchasing, Quality Assurance).Storage System, Standardization, Codification and Classification, Materials Accounting and Physical Distribution Logistics( Materials Accounting, flow of Goods, Physical Distribution Logistics), Transportation System( Transport and Traffic importance, Modes of Transport, Miscellaneous), Security of Stores, Condemnation and Disposal of Stores( introduction, Obsolete Materials, Surplus Materials ,Scrap or Process Waste, Condemnation and Disposal),Hospital Stores (Types, Pharmacy Services, Stores Management-Organisation and staffing ,Physical Facilities of Pharmacy

#### UNIT 2 INVENTORY CONTROL

Introduction, Aims and Objectives of Inventory Control, Classification of Inventory, Functions of Inventory Control and Criteria of Inventory Control( Needs Necessity of Inventory Control, Scope of Inventory Control, Factors Involved in Determination of Inventory Policy, How to Reduce Inventory),Tools and Techniques of Inventory Control( Techniques of inventory Control, Types of Inventory Control System)

#### UNIT 3 EQUIPMENT MANAGEMENT -PLANNING AND PROCUREMENT

Introduction, Present Scenario, Steps for Equipment Selection, Hospital Equipment Utilisation (Utilisation Index, Important Factors Affecting Utilisation of Equipment), Procurement of Imported Equipment

#### UNIT 4 EQUIPMENT MANAGEMENT -MAINTENANCE, REPAIR AND DISPOSAL

Introduction, Definition, Existing Situation, Maintenance and Repair Facilities (Need for Repair and Maintenance Centre, Outline of the Plan of Biomedical Engineering Operations for Maintenance, Maintenance and Repairs), Condemnation and Disposal

### PAPER - THREE: ORGANIZATION AND MANAHEMENT OF HOSPITALS

#### BLOCK - ONE - OVER VIEW OF HOSPITAL SYSTEM

#### UNIT 1 EVOLUTION AND CLASSIFICATION OF HOSPITALS

Introduction, Definition of Hospital, history of Hospitals in India (Development of hospitals in Ancient India, Development of hospitality Services after independence), Classification of Hospitals ( According to directory of Hospitals, According to ownership and control, According to the System of medicine, According to the bed Strength, According to Clinical Basis, According to length of stay of patient), Hospital as system (Functions of hospital, hospital , Role of hospital in primary health care).

#### UNIT 2 HOSPITAL ORGANISATION

Introduction, Hospital as an Organisation, Evolution of Hospital Administration, Medical Staff and Hospital Organisation, Professional Service Department in Hospital Organisation

#### UNIT 3 ROLE OF HOSPITALS

Introduction, Evolution of Role of Hospitals, Functions of Hospitals (To Take Care of Sick and Injured, To Take Preventive Care and Health Promotion of Community, Surveillance Centre, Contenting Care of Patients, Rehabilitation, Education and Training. of Staff, Research), Role of Hospitals and Peculiarities, Hospital as a System, Hospital as Community Institution, Changing Role of Hospitals, Challenges and Strategies (The Problem, land marks of efficacy of hospital).

#### UNIT 4 ROLE OF HOSPITAL ADMINISTRATION

Introduction, Role Towards Patients ( profile of a hospital patient, creation of healthy environment, patients physical, emotional and clinical needs, patient satisfaction, patient education), Role Towards Organisation ( Strategic planning and management of hospital relating the hospital to external environment, operational management of the hospital, management of hospital staff, material, finance and information, managing relationship with medical staff and public, risk management of the hospital, managing ethics and code of conduct, managing legal and stationary responsibilities, managing marketing responsibilities, quality management of the services), Role Towards Community ( obtains community participation, integrating the hospital with other health care institutions, supporting primary care, providing external services), Attributes.

### BLOCK 2 : CHALLENGES IN HOSPITAL MANAGEMENT

#### UNIT 1 PRESENT HOSPITAL SCENARIO: MANAGEMENT ORIENTATION

Introduction, Present Hospital Scenario (Resources Available, Present Status of Medical Care), The Maladies: Cause and Effect Relationship (The Maladies, cause and Effect Relationship, problems and Constraints), Management of Hospitals Challenges and Strategies (Management Dimensions, Challenges and Strategies), Remedial Measures.

#### UNIT 2 PUBLIC RELATION AND IMAGE OF HOSPITAL

Introduction, Concept of Public Relation, Principles of Public Relation in Hospitals, Public Relation Department, Patient's Expectation and Satisfaction, Conflicts.

UNIT 3 LEGAL ASPECTS AND CONSUMER PROTECTION ACT Introduction, Medical and legal Aspects of Clinical Practice( Definitions, Duties and Responsibilities of Doctors, Professional Secrets and Privileged Communication, Consent ),Consumer Protection Act(Definition, Consumer Protection Councils, Consumer Disputes Redressal-Agencies, Other Salient Features), Application of Consumer Protection Act in Hospitals( Historical Perspective, Recent Judgement of Supreme Court, Implications for Health Professionals, Professional indemnity Schemes), Medical Records(Importance of Medical Records, Storage and Custody of Medical Records.

#### UNIT 4 FUNDAMENTALS OF QUALITY MANAGEMENT

Introduction, Historical Background, Concept of Quality Care and Quality Management( Concept of Quality Care, Concept of Quality Management), Present Indian Scenario, Organisation of Quality Management System( Organisational Analysis, Awareness Campaign and Development of Quality Culture, Training, Development of Quality Manual, Development of Hospital Information System, Formulation of Criteria and Standards), Approach to Measurement of Quality.

#### UNIT 5 RESEARCH IN HOSPITAL ADMINISTRATION

Introduction, Evolution of Research as a Method of Study, Concept and Definition of Research, Peculiarities of Research in Hospital Administration, Purposes of Research in Hospital Administration, Types of Research, Components of Research, Categories of Research( Basic Research, Applied Research), models of Research, Prerequisites to Conduct a Research, Steps in Conducting the Research, Areas of Medico Administrative Research study.

#### BLOCK 3 : HOSPITAL ENGINEERING SERVICES

##### Unit 1 Allied Engineering Services

Introduction, Air-conditioning and Refrigeration (Air-conditioning, Air-conditioned Areas, Temperature and Humidity, Air-conditioning Load, Factors and Design Parameters, Air-conditioning Plant, Central Chilled Water System, Testing of the plant, Power and Water Requirements, Fire Dampers, Air Filtration, Air-conditioning of OT, Caution and Common Mistakes, Winter Heating, Desert Coolers, Refrigeration)

Non-conventional Energy Devices( conventional and Non-conventional Sources of Energy, Bio-gas Plants, Solar Energy, Solar Stills and Cookers, Space Heating with Solar Energy, Solar Water Heaters, Electricity Through Steam, Electricity Through Photovoltaic, Wind power, Final Picture)

Energy Conservation( Energy Saving Possibilities, First Steps to Conservation, Other Issues, Energy Conservation and Maintenance, Conservation by Heat Recovery, Energy Conservation Management, Caution), Maintenance Operation and Stores Management( Maintenance Categories, Comparison of Activities, Design Out Maintenance, Contract Maintenance, Requirements, Walk Around Inspection, Maintenance Spares and Stores, Requirement Analysis, Procurement, Storage and Preservation),Workshop Facilities(Workshop Sections, Trades, Tradesmen Strength, Tools and Work Materials, Workshop Management),equipment engineering service Department(Types of equipment,

engineering service department, Functional Aspects, Engineering Specialities, Structure of the Department, Staffing Pattern Control and Responsibilities)

### UNIT 3 ENGINEERING HAZARDS

Introduction, Hospital Planning and Design (Hospital Layout, Design Soundness, Hospital Safety), Physical Environment (Light, Colour, Sound, Climate), Ventilation Building Elements and Materials (Slip Hazards – Floors, Ramps, Steps and Stairs, Walls and Ceiling, Elevators, Shielding, Opening - Doors and Windows), Hospital Installations (Electric Supply, Water Supply, Sanitary Equipment, Life Safety and Emergency Power, Communication System, Medical Gases Piped Air and Vacuum) General Standards for Details and Finishes, Preventive Maintenance Programme.

## PAPER- FOUR : CLINICAL DIAGNOSTIC AND THERAPEUTIC SERVICES

### BLOCK- I : CLINICAL SERVICES - 1

#### UNIT 1 OUTPATIENT SERVICES

Introduction, Brief History, Functions and Types, Planning Considerations (physical facilities and layout Equipments and Staffing), Organisational and Managerial Considerations (policy, procedure, Managerial consideration, Monitoring and Evaluation.

#### UNIT 2 ACCIDENT AND EMERGENCY SERVICES

Introduction, Role and Functions( Definitions, Development and Scope, Functions, Types of Emergency Services, Importance), Planning Considerations( Location, Space Requirements and Patient Load, Physical Facilities and Layout, Architectural Design, Communication), Equipment Requirements( Essential Equipments, Equipment Maintenance Issues), Staffing Considerations, Categories, Policy and Procedures(Ambulance Services, Registration and Records, Investigations and Management, Admissions and referrals),Medico Legal Issues, Monitoring and Evaluation, Review (Audit) Committee, Grievance Redressal Systems.

#### UNIT 3 OPERATION THEATRE

Introduction, Types, Planning( Aims of Planning, Planning Criteria), Design Considerations( Location, Size of the Operating Room, Number of Operating Rooms, Grouping of Operation Theatres, Zoning, Electrical, Air conditioning and Ventilation, Manifold Facilities, Pendant, Structured Cabling, Plumbing and Sanitary Installation, Fire Fighting, Design and Finishes, Equipments, Staffing), Policy and Procedures (Operating Schedule, Administration of OT, Punctuality, Theatre staff, Operating List, Outpatient cases, Transportation of Patients, Maintenance of OT and Aseptic Standard

#### UNIT 4 INTENSIVE CARE UNIT

Introduction, Definition (Selection of Appropriate Patient, Generic Goals, Distributive Justice, Immediate Objectives, Societal Patient Values), Types of ICU and Staffing Pattern ( Classification on Type of Patient Admitted, Classification on Organisational Structure, Staff Requirements), Physical Facilities, Planning and Designing( Location, Levels of provision, Special Requirements', Intensive Coronary Care Unit, Combined Medical and Surgical



Intensive Care, Paediatric Intensive Care Unit), Equipment Requirement(Monitoring Equipment, Therapeutic Equipment), Policy and Procedures( Admission Procedure, Day to Day Care and Discharge Procedures, Quality Assessment and Improvement in ICU, Aspects of Care) Cost Effectiveness, Coordination and Control.

## BLOCK - 2: CLINICAL SERVICES II

### UNIT 1 INPATIENT SERVICES

Introduction, Functions, Planning and Organising Inpatient Unit(Policy of the Hospital, Physical Facilities, Staffing), Policy and Procedures, Managerial Issues, Monitoring and Evaluation

### UNIT 2 NURSING SERVICES ORGANISATION AND ADMINISTRATION

Introduction, Development of Nursing as a Profession, Role of Nursing Service( General Role, Specific Role, Role of Nurse Executive), Functions, Tasks and Activities( Functions of Nursing Care Services, Nursing Activities, Nursing Tasks),Job Description of Nursing Superintendent and Deputy Nursing Superintendent( Nursing Superintendents, Assistant Nursing Superintendents, Job Description of Ward In charge (Sister), Job Description of Staff Nurse), Staffing Pattern.

### UNIT 3 WARD MANAGEMENT AND NURSING CARE

Introduction, Concept of Ward Management and Nursing Care, Nursing Needs of Patient, Nursing Service Department, Organisation and Management of Units, Nursing Care Methods, Management of Patient and Attendants ( Coordinating, Counselling, Nursing Records, Nursing Audit).

### UNIT 4 PHYSICAL MEDICINE AND REHABILITATION

Introduction, Brief History of PMR Services, Disability and Rehabilitation, Disability: Types, Magnitude and Causes, Problems Related to Disabilities, Goals and Objectives, Rehabilitation Approaches, Physical Layout, Staffing and Equipment, Policy and Procedures, Managerial Issues, Laws Related to Disabilities.

## BLOCK- 3: DIAGNOSTIC AND THERAPEUTIC SERVICES

### UNIT 1 LABORATORY SERVICES

Introduction, Role and Functions of Laboratories, Types and Functional Components of Laboratories (Laboratory Medicine), Concepts of Planning Organisation (Physical Facilities and Layout, Equipment/Reagents and facilities, Research and Training),Policies and Procedures( Laboratory Administration, Quality Control, Quality Assessment. Accreditation and Total Quality Management(TQM), leadership and Motivation, Personnel Management, Personnel Policies, Job Description and Staffing, Recruitment, Policies and Procedures),Information Management, Managerial Issues( Problems of Management, Laboratory Hazards, Safely Precautions in the Laboratory, Laboratory Waste Management), Control and Evaluation.

### UNIT 2 RADIO DIAGNOSIS AND IMAGING SERVICES

Introduction, Types of Services( X-rays, Ultrasound and Colour Doppler, Computer Assisted Tomography, Magnetic Resonance Imaging (MRI), Positron Emission Tomography (PET), Mammography, Nuclear Imaging, Single Photon Emission Computed Tomography (SPECT), Futuristic Scenario), Planning and Organising Radio Diagnosis and Imaging Services( Physical Facilities, Equipment Planning, Procurement and Installation, Equipment Maintenance, Staffing), Policies and Procedures, Managerial Issues.

#### UNIT 3 RADIATION HAZARDS

Introduction, Biological Effects of Radiation Hazards, Diagnostic Imaging( Radiation Protection and Safety, Radiation Safety Monitoring, Principles in the Layout of a Diagnostic X-ray Room), Video Imaging Modalities( Contrast Media, Laser Imaging), Magnetic Resonance Imaging( Planning Constraints, Preventive Measures Against Magnetic Field Hazards, Nuclear Medicine Department(Facility Planning, Radiation Protection Aspects, Radioactive Waste Collection and Disposal, Procedure for Obtaining Clearance), Radiation Therapy( Facility Planning and Procedure, Radiation Protection Facility, Radioactive Waste.

#### UNIT 4 BLOOD TRANSFUSION SERVICES Structure

Historical Development, Role and Functions, Types and categories of Blood Banks, Planning Considerations( Physical Facilities and Layout, Equipment, Staffing),Policy and Procedures, Managerial Issues, Supreme Court Judgement and Direct ions (1996)( Supreme Court Judgement, Supreme Court Directions),Control and Evaluation.

#### UNIT 5 PHARMACY SERVICES

Introduction, Pharmacy Services (Definition, Brief History), Role, Functions and Types, Drug Distribution System, Planning Considerations (Physical Facilities and Layout, Furniture and Equipment, Staffing Policies and Procedures (Therapeutic Committee), Managerial Issues (Control of Drug Costs, Effective Staff Utilization, Human Relations, Consumer Satisfaction, Non-availability of Drugs, Supply of Sub-standard Drugs, Drug Pilferage, Drug Distribution System), Control and Evaluation, Computerization in Pharmacy Services.

### PAPER - FIVE : SUPPORT UTILITY SERVICES AND RISK MANAGEMENT

#### BLOCK ONE - SUPPORT UTILITY SERVICES

##### UNIT 1 STERILE SUPPLY SERVICES IN HOSPITALS

Introduction, Definition and scope of Service, Aims and Objectives of 'CSSD, Planning and Design Consideration(Structure and Location, Organisation of Work Flow),Sterilisation Process(Heat Sterilisation by Steam, Sterilisation by Ethylene Oxide Gas, Sterilisation by Dry Heat, Radiations sterilisation), Operational Considerations(Functional Activities, distribution system, Operating Policies), Monitoring and Performance Evaluation, Managerial Considerations(Maintenance and repair of Equipment, Inventory Management, Budget Considerations

##### UNIT 2 MEDICAL RECORDS DEPARTMENT

Introduction, Definition, Purpose, Planning, Organisation and Staffing, Physical Facilities, Processing of Records and their flow, Coding and Indexing, Storage and Retrieval, Reports and Returns, Medico Legal Aspects of Medical Records

### UNIT 3 LINEN LAUNDARY SERVICES

Introduction, Definition, Importance, Roles and Functions, Types of Laundry services, Categories of Linen in Hospital, Planning Consideration(Linen Requirements, Mechanised Laundry Service, Physical Facilities, Equipment Requirements and Maintenance, Organisation and Staffing), Laundry Processes(Main Laundry Process, Operational Aspects of Washing, Washing Formula),Linen Distribution System( Centralised Linen Distribution System, Linen Inventories, Maintenance of Linen),Administrative Policies and Procedures, Linen Control, Quality Assurance

### UNIT 4 DIETARY SERVICES

Introduction, Role and Functions, Planning Consideration, Physical Facilities and Layout, Staffing), Managerial Issues, Policies and Procedures, Control and Evaluation Mechanism.

### UNIT 5 HOUSE KEEPING SERVICES

Introduction , Brief History of Housekeeping, Components of Housekeeping, Importance, Role and Functions, Types, Organisation Structure, Staffing and Training, Cleaning Agents, Basic Cleaning Operations, Costing of Housekeeping Services, Control, Evaluation and Quality Assurance, Recent Trends in Housekeeping Services.

## BLOCK 2 SUPPORTS AND UTILITY SERVICES II

### UNIT 1 MORTUARY SERVICES

Introduction, role and functions, planning considerations (location, rooms, number of room and layout, space required), physical facilities, staffing, equipment, policies and procedure, monitoring.

### UNIT 2 TRANSPORTATION SYSTEM : AMBULANCE SERVICES

Introduction, Patient Transportation System – General, Development of Ambulance Services, Aim and Objective of Ambulance Services and Definition of Ambulance, Role and Function of Ambulance Services, Transportation of Patients, Staff and Visitors, Classification and Types of Ambulances (Surface Ambulance, Helicopter Ambulance, Flying Ambulance (Ambulance Aircraft), Ambulance Trains, Centralised Accident and Trauma Services), Design, Staffing Pattern and Equipments of all Ambulance( Design, Scale of Authorisation of Ambulance, Staffing Pattern of Ambulance, Equipping of Ambulances), Administration of Ambulance Services: Policies and Procedures(Ambulance Services Department, Physical Facilities, Training of Staff, Communication System in Ambulances) Ambulance Emergency Care Services of Developed Countries( France, Soviet System of Emergency, transportation, Japan, Israel, Australia, United Kingdom, West Germany), State of Ambulance Services in

the Country( Report of the Health Survey and Planning Committee, 1961 (Mudaliar Committee), Report of the Hospital Review Committee on Delhi Hospital, 1968 (K.N. Rao Committee), Primary Health Care and Integration of Ambulance Services.

### UNIT 3 SANITATION AND WASTE MANAGEMENT

Introduction, Importance of Hospital Waste Management, Types of Hospital Waste, Implication of Hospital Waste (On Hospital Employee, On Public, On Environment, On Hospital Acquired Infection) Legal and Ethical Aspects of Waste Management, Waste Classification, Collection, Segregation and Storage, Treatment and Disposal, Management Issues.

### BLOCK 3 SAFETY AND RISK MANAGEMENT

#### UNIT1 HOSPITAL ACQUIRED INFECTION

Introduction, definition, Epidemiology, Routes of Spread, Control and prevention (house keeping, dietary services, linen and laundry, central Sterile Supply Department (CSSD), security, engineering aspects, nursing care, waste disposal, Antibiotic Policy), hospital infection control Committee (Composition, Role and Functions) surveillance (processing of information collected, mode of transmission, interruption of transmission, high risk procedure), Training and Education, Universal precautions for Health Care Workers, Legal Aspects

#### UNIT 2 FIRE HAZARDS

Introduction, Elements of Fire, Fire hazard triangle, Causes of hospital fire, Fire Progression (curve and smoke danger), classification of fire, fire protection, Structure planning and design Consideration( building harmless communication zone, building services, central air-conditioning zone, electric installation, special hazards, fixed installation, hazards associated with furnishing material, curtain upholstery, dresses hood and bedding material, water supply), fire points and escape route(fuel store, manual call point, means of escape), Risk Evaluation

### BLOCK 4 SUPPORT AND UTILITY SERVICES AND RISK MANAGEMENT

#### UNIT 1 GUIDELINES FOR WASTE DISPOSAL IN HOSPITAL

Introduction, Hospital Waste( What is Hospital Waste, Types of Hospital Waste, Amount and Composition, Biomedical Waste), Rationale for Waste Disposal (Patients and Hospital Acquired Infections (Nosocomial Infection), Health Care Providers at Risk ,, Population at Risk, Environmental Pollution and Hazard), Demonstration of Waste Generation (Visit to Ward , Visit to Intensive Care Unit (ICU) and Operation Theatres (OTs), Visit to Laboratory, Visit to Areas where Radioactive Material is Used, Visit to Other Areas), Demonstration of Safe disposal(Segregation and Container, Transportation, Treatment and Final Disposal), Education, Training and Safety Measures

## UNIT 2 GUIDELINES FOR DISASTER MANAGEMENT MANUAL

Introduction, Stages of Disaster, Disaster Manual (Introduction, Distribution of Responsibilities, Chronological Action Plan, Checklist of Manpower, Equipment and Drugs, Rehearsal and Conclusion), Activity.

## UNIT 4 FIRE MANUAL GUIDELINES

Introduction, Types of Grades of Fire, Elements of Fire Safety, Fire Safety Training, General Instructions, Do's and Don'ts for Electrical Fire Prevention, Action to be Taken in Case of Fire in a Hospital, Procedure After Fire Alarm, What to do in Case of Fire in Non-patient Buildings, Evacuation Plan in the Event of Fire, Checklist for Fire Preparedness.

## PAPER- SIX : HEALTH SYSTEM MANAGEMENT

### BLOCK 1 COMMUNITY HEALTH

#### UNIT 1 CONCEPTS IN COMMUNITY

Introduction, Natural History of Disease ( Interaction of Agent, host and Environmental Factors, Spectrum of Disease), Determinants of Health, level of prevention(interventions), indicators of health (mortality, morbidity, disability, nutrition status indicators, utilisation rate, indicators of social and mental health, environmental socioeconomic health care delivery indicators, HFA indicators, indices), Epidemiological Surveillance System (definition, purpose, methods and use of surveillance, Epidemiological Surveillance System, Limitations of Surveillance.

#### UNIT 2 HEALTH FOR ALL AND PRIMARY HEALTH CARE

Introduction, Concept, Scope and Vision of HFA, Primary Health Care and Components, Principles of primary Health Care (A New Course of Action for Health, Implications of the Primary Health Care Approach, Distribution of Primary Health Care Centres),Role of Hospitals in Primary Health Care ( Hospitals Versus Pharmacy Health Care: A False Antithesis, The Need for Hospital Involvement, Role and Functions of the hospital at the First referral Level, Issues in Role of Hospital in Primary health Care), Health For All(HFA) in the Twenty-first Century( Targets, Primary Health Care Infrastructure.

#### UNIT 3 BASICS OF EPIDEMIOLOGY AND BIO STATISTICS

Introduction, Concept of Epidemiology, Important Epidemiological Principles and Concepts (Natural History of Disease, Epidemiological Triad, Levels of Prevention/Intervention, Risk Approach in Health Care, Measurement), Epidemiological Methods (Descriptive Epidemiological Studies, Analytical Epidemiological Studies), Epidemic Management (Patterns of Epidemics Epidemic Forecasting and Management), Screening, Biostatistics

(Sampling, Measures of Central Tendency, Correlation, Regression, Standard Error of Sampling Distribution, Significance Testing, Tests of Significance.

#### UNIT 4 OCCUPATIONAL HEALTH

Introduction, Definition and Scope of Occupational Health, Health Problems Due to Industrialisation, Occupational Hazards ( Physical Hazards, Chemical Hazards, Biological Hazards, Psycho-social Hazards, Prevention and Control Hazards), Occupational Diseases (Identification and Diagnostic Criteria of Occupational Diseases, Examples of Some Occupational Diseases, Occupational Diseases, Compensable occupational Diseases, Prevention of Occupational Diseases), Occupational health Services ( Role of International Organisations, Need for OMS in Industries, Organisation of OHS, Functions of OHS, Model Occupational health Services for factories and Mines), Occupational health Management (Occupational Health Policy, Organisation Structure, Participative Approach, Action Plan, Duties and Responsibility to be Fixed, Involvement of the Employees, Role of trade Unions, Sharing information, Human Resource Development), Occupational Health in India: Present Scenario, Emerging Occupational health Issues in Future.

#### UNIT 5 HEALTH INSURANCE

Introduction, Historical Overview and Evolution (constitutional provision, social security aspects), health insurance scheme (Central Government Health Scheme (CGHS), Employees State Insurance Schemes), Emerging scenario ( Situational Analysis, Insurance Regulatory and Development Act (IRDA).

#### BLICK 2 HEALTH SYSTEM IN INDIA

#### UNIT 1 OVERVIEW OF HEALTH CARE DELIVERY SYSTEM

Introduction, Evolution of Health Care Delivery System ( Brief History of Evolution, Salient Features of Various Committees, Changing Trends in Evolution of Health Care Delivery System), Health Care Infrastructure ( National Level, State Level, District Level, Block Level, Primary Health Centre, Sub centre Level, Village Level), Non-Governmental Sector ( Role of Private Sector, Role of Voluntary Organisations, Role of Indigenous System of Medicine

#### UNIT 2 HOLISTIC APPROACH TO HEALTH

Introduction, Evolution of Medicine (Ayurveda, Yoga, Naturopathy, SiddhaVaidya System, Unani Medicine, Homeopathy, Traditional Chinese Medicine, Acupuncture, Rekey ), Role of Altematic Systems of Medicine, Holistic Medicine, Need for Application in Indian Scenario, Training and Support (Education System, Medical and Paramedical Education, Post-graduate Specialisation, Primary Health Care, Secondary and Tertiary Health Care, Logistics of Training, Economics of Holistic Medicine.

#### UNIT 3 HEALTH AND POPULATION POLICY AND STRATEGIES

Introduction, National Health Policy (Elements of National Health Policy, National Health Policy-Indicators and Goals), Population Policy (Population Policy Statements-1976 and 1979, Revised Strategy of Family Welfare, Population Policy-Future Perspectives and Prospects)

#### UNIT 4 DISTRICT HEALTH ORGANISATION

Introduction, District Health Office (Organisational Structure of Health Care System at District Level, Functions of District Health Office), District Level Planning and Management (CMO's Role, Decentralised District Planning: Concept and Machinery, Designing the District Health Plan), District Health Information System (Sources of Health Information, Flow of Routine Health Information).

#### UNIT 5 REGIONALISATION OF HEALTH CARE

Introduction, Concept and History of Regionalisation, Elements of Regionalisation (Structure, Demarcation of a Region, Hierarchy of Services, Primary Level, Secondary Level, Tertiary Level), Structuring of Authority and Responsibility, Disturbing Variables, the Regionalisation Process (Coordination within the Region, Monitoring, Basis of Regionalisation, Panchayat Raj)

#### BLOCK 3 NATIONAL HEALTH PROGRAMMES

##### UNIT 1 PROGRAMMES RELATED TO COMMUNICABLE DISEASES

Introduction, Programmes against Malaria and other vector-borne Diseases (National Anti-Malaria Programme (NAMPP), National Filaria Control Programme (NFCP), Kala Azar Control Programme, Japanese Encephalitis Control Programme) National Tuberculosis Control Programme, National Leprosy Eradication Programmes, Programmes against AIDS and STDs, National Guinea Worm Eradication Programme

##### UNIT 2 PROGRAMMES RELATED TO NON-COMMUNICABLE DISEASES

Introduction, National Programme for Control of Blindness (Importance, Historical Development, Objectives of the Programme, Programme Strategies, Infrastructures and Activities), National Iodine Deficiency Disorders Control Programme (NIDDCP) (importance, Historical Development, Objectives of the Programme, Programme Strategies, Infrastructures and Activities), National Mental Health Programme (importance, Historical Development, Objectives of the Programme, Programme Strategies, Infrastructures and Activities), National Cancer Control Programme (Importance, Historical Development, Objectives of the Programme, Programme Strategies, Infrastructures and Activities), National diabetes Control Programme (importance, Historical Development, Objectives of the Programme, Programme Strategies, Infrastructures and Activities), Role of Hospital and District Health Managers.

##### UNIT 3: REPRODUCTIVE AND CHILD HEALTH PROGRAMME

Introduction, Evolution of the RCH Programme ( Transition from MCH and FP to Family Welfare and CSSM Programme, Need for Holistic Approach towards Women's Development, International Conference on Population and Development (ICPD) and Programme of Action (POA), India's Commitment towards ICPD, POA and Launching of RCH Programme), Objectives of RCH Programme, Paradigm Shift in the RCH Programme (Target-free Programme Based on Community Needs Assessment, Decentralised Participatory Planning, Integrated RCH Package, State District Specific RCH Strategy, Greater Emphasis on Quality of Care, Comprehensive Integrated Training with District as Coordinator, Involvement of the Panchayati Raj System, Increased Involvement of NGOs and Private and Corporate Sector, Area Specific IEC Campaigns, Gender Concerns, increased Male Participation in the Programme), Components and Packages of Services under RCH Programme (Recommended Package of Services under RCH Programme, Programme Interventions, Safe Motherhood Components, Child Survival Components, Safe Abortion Services, Contraceptive Services for the Eligible Couples, Prevention and Management of RTIs and STIs, Adolescent Health Services, Special Care Components- Cancer and Infertility Services), Organisation and Infrastructural Facilities for Implementation of RCH Programme (Organisational Set-up for Delivery of RCH Programme, infrastructural Facilities for Delivery of RCH Services, Special Facilities and Projects under RCH Programme, Role of Hospitals in Implementation of RCH Programme), Managerial Dimensions of RCH Programme (Community Needs Assessment Based Decentralised Planning, Human Resource Development and Capacity Building, Management of Material Resources, Funding and Reimbursement Procedures under RCH Programme, Management information System (MIS), Monitoring of RCH Programme, Partnership Development intersectoral Cooperation and Involvement of NGOs, Improving quality of services.

#### UNIT 4 HEALTH RELATED PROGRAMMES

Introduction, Integrated-Child Development Scheme ( Aims and Objectives, Organisation, .Services Rendered, Beneficiaries, Staff of the ICDS under Health Department, Criteria for Project Site L), Water Supply and Sanitation (Importance of Water and Sanitation, Sources of Water supply, Classification of Water-borne Diseases, Safe Drinking Water, Concept of Total Environmental Sanitation, Rural Sanitation, Organisational Structure, Water Testing), Minimum Need Programme (Components, Rural Health Services, Other Components.

#### PROGRAMME OUTCOMES ( PO):

After Completion of the PGDHHM programme learner should be able to:

PO1: Acquire theoretical knowledge and develop practical skills to apply scientific approach to management of people, material, finance, communication and for organization work and managing resources.

PO2: Learn modern management techniques like inventory control, economic order quantity (EOQ) , operational research organisational development, management information system etc.

PO3: Plan in advance how to face the problems of hospital management , learn methods of problems solving and decision making.



PO4: Assess the clinical and non-clinical needs of patient care, understanding the administrative and technical requirements of physicians and paramedical personnel.

PO5: Learn the principles and practices of health management and its interactive roles with the medical care in hospitals.

PO6: Learn to utilise biostatistics in planning and decision making of professional services- review and in medico-administrative research.

PO7: Use the epidemiological techniques to carrying out the study the prevalence of the diseases and its pattern in the community to plan health care services.

Course outcome: PGDHHM- 01 - Introduction to Management I

CO1: General Management, Principles of Management, Functions of Management, Management Techniques, Organisation Structure and Design.

CO2: Human Resource Planning, Human Resource Planning, Recruitment, Selection and induction, Training and Development, Communication.

CO3: Human Resource Management, Motivation,, Union and management , Relations, Wages and salary Administration.

CO4: Practical Manual: Human Resource Development, Decision Making, case Studies.

#### Mapping of CO to PO

Course outcome (CO)	Programme outcome ( PO )						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	x	x		x	x		
CO2	x	x			x		x
CO3	x		x			x	
CO4	x		x			x	x

Course outcome: PGDHHM- 02 - Introduction to Management II

CO1: Financial management; Accounting Concepts and Application, Understanding Cost and their Behaviour Budgeting, Financial Control.

CO2: Marketing And Health Economics, Marketing of health Care Services, Pricing of Services, Health Economics.

CO3: Essentials Of Logistics And Equipment Management; Logistic Management, Inventory Control, Equipment Management-Planning & Procurement, Equipment Management-maintenance, Repair & Disposal.

CO4: Practical manual; Break Even Analysis, preparation of Financial Statement, Manual-Utilisation of Equipment, Manual-inventory Analysis.

Mapping of CO to PO

Course outcome (CO)	Programme outcome ( PO )						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	x	x		x		x	
CO2		x		x	x	x	x
CO3	x		x		x		
CO4			x		x		x

Course outcome: PGDHHM-3 Organization and Management of Hospital

CO1: Overview of Hospital System, Evolution and Classification of Hospitals, Hospital Organisation, Role of Hospitals, Role of Hospital Administration.

CO2: Challenges in Hospital Management; present Hospital Scenario, Management Orientation, public Relations and image of Hospital, Legal Aspects and Consumer Protection, Fundamentals of Quality Management, Research in Hospital Administration.

CO3: hospital Engineering Services, Basic Engineering Services, Allied Engineering Services, Engineering Hazards.

CO4: Practical Manual; Organisational Analysis, Patient Satisfaction Studies.

### Mapping of CO to PO

Course outcome (CO)	Programme outcome ( PO )						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	x	x		x	x		x
CO2	x	x	x	x		x	x
CO3	x		x			x	
CO4	x		x			x	

Course outcome: PGDHHM-04- Clinical, Diagnostic & Therapeutic Services

CO1: Clinical Services-I, Outpatient Services, Accident and Emergency Services, Intensive Care Unit

CO2: Clinical Services-II: Inpatient Services, Nursing, Organisation and Administration, Ward Management and Nursing, Physical Medicine and Rehabilitation.

CO3: Diagnostic and Therapeutic Services, Laboratory Services, Radio diagnosis and imaging Services, Radiation hazards, Blood Transfusion Services, Pharmacy Services

CO4: practical manual: Problems in OPD, Emergency Procedures, Quality Control Study in Laboratory.

### Mapping of CO to PO

Course outcome (CO)	Programme outcome ( PO )						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	x			x			
CO2	x				x		
CO3	x	x	x		x	x	x
CO4	x	x	x			x	x

Course outcome: PGDHHM-05 Support & Utility Services and Risk Management

CO1: Support And Utility Services-I, Sterile Supply Services in Hospitals Medical Record Department, Linen and laundry Services, Dietary Services, House Keeping Service

CO2: Support and utility Services, Mortuary Services, Transportation, Sanitation and Waste Management

CO3: Safety And Risk Management, Hospital Acquired Infection (HAI), Disaster Management, Security, Organisation and management, Engineering Hazards.

CO4: Practical Manual: Organisational Analysis, Patient Satisfaction Studies.

### Mapping of CO to PO

Course outcome (CO)	Programme outcome ( PO )						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	x		x		x	x	
CO2		x	x	x	x	x	
CO3	x	x		x	x		x
CO4	x			x			x

Course outcome: PGDHHM-06 Health System Management

CO1: Community health, Concept in Community Health, Health for all and Primary Health Care, Basics of Epidemiology & Biostatistics Occupational Health, Health insurance.

CO2: System In India, Overview of Health Care Delivery System, Holistic Approach to Health, Health and Population, Policy and Strategies, District Health Organisation, Regionalization of Health Care

CO3: National Health Programmes, Programme Related to Communicable Diseases, Programme Related to Non-communicable Diseases, Reproductive and Child Health, programme Health Related Programmes.

CO4: Practical Manual: Guidelines for visit-to sub-centre, PHC, CHC, District HQ, Epidemiological Investigation of an outbreak of Food poisoning

### Mapping of CO to PO

Course outcome (CO)	Programme outcome ( PO )						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	x		x		x	x	
CO2	x		x	x	x		x
CO3		x		x			x
CO4	x	xx				x	