

HOSPITAL MANAGEMENT

UNIT I PART-A

1. Define hospital.

Hospital is an institution for the care, cure and treatment of the sick and wounded, for the study of diseases and for the training of doctors and nurses.

Hospitals are classified as general, specialty, or government depending on the sources of income received.

Hospitals are usually funded by the public sector, health organizations (for profit or nonprofit), health insurance companies, or charities, including direct charitable donations.

2. Define Hospital Administration.

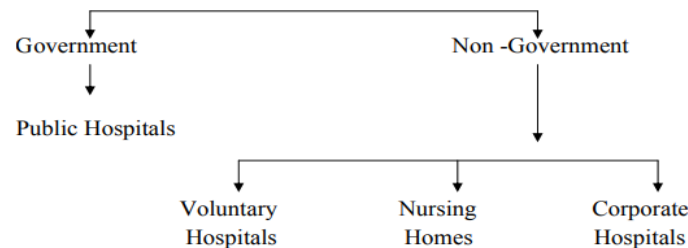
Hospital management mainly relates to management of all aspects of a hospital; a coordination of all elements of a hospital.

This may range from patient care to record keeping to inventory of medicines and cleanliness.

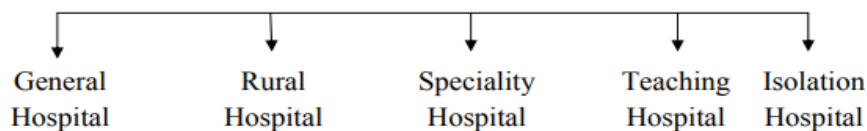
As a hospital administrator, he has to carry out management functions of planning, organizing, staffing, directing, controlling and coordinating.

3. What is the classification of Hospitals?

Classification of hospital based up on ownership and control:



Classification of hospital based up on directory of hospital:



4. Define management.

Management is a purposive activity. It is something that directs group efforts towards the attainment of certain pre - determined goals.

According to F.W. Taylor, "Management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way".

5. List the functions of a management.

Management as a function performs the following five functions:

1. Planning
2. Organizing
3. Staffing
4. Directing
5. Controlling

6. Write the functions of the Hospital in detail.

The main function of a hospital is to provide the population with complete health care; it also functions as the center for the training of health workers.

Following are some of the broad categories of Hospital functions:

Medical care - which involves the treatment and management of patients through the staff of physicians.

Patient Support - which relates directly to patient care and includes nursing, dietary diagnostic, therapy, pharmacy and laboratory services.

Administrative - which concerns the execution of policies and directions of the hospital governing discharge of support services in the area of finance, personnel, materials and property, housekeeping, laundry, security, transport, engineering and board and other maintenance.

7. Write the Challenges in Hospital Administration.

1. Business and professional leaders who were initiated into the hospital scene as trustees of voluntary hospitals;

2. The large number of physicians who are especially worry about the facilities and services available for the care of their patients;

3. Professional organizations which prescribe various standards of hospital operation while granting approval to the hospitals;

4. Academicians who are concerned about matching what they teach with the requirements of the patients and hospital administration;

5. Labour demanding standards of employment and working conditions.

8. What are the differences between hospital and industry?

- Hospitals tend to have very complex organizational structures compared to their overall size. Industries having customized structures.
- A large portion of the workforce- physicians, nurses, allied health and many technical positions, are highly trained and have a high level of autonomy. But industries does not need high trained professionals all the time.
- Patient satisfaction scores is a critical success metric for hospitals. Every company wants to improve customer service.
- Poor quality in a hospital means harm to patients. Poor quality in a manufacturing plant means a poor product and a weakened competitive advantage.

9. List the main duties of CEO.

- The CEO of a hospital must be able to provide latest technology and vision.
- The Chief Executive Officer of a hospital will have to serve as a catalyst for relationship building between patients and employees.
- His responsibilities include executive communication, budgeting, building relationships, management, problem solving etc.
- The hospital CEO has to collect sufficient funds.

10. Why healthcare costs are high?

Today, health care costs are rising dramatically. That is largely because of the tremendous advances that have come about in treatment, technology and equipment.

For example, equipment such as the MRI, CT Scan, ultrasound, mammography, simulator and linear accelerator are so common and so necessary in today's health care treatment requires huge investment.

11. Why technology advances are needed in hospital?

In the early days, we talked of only general hospitals. There wasn't enough of treatment and health care.

Hospital administrators must be prepared to set their hospitals apart through a specialized care strategy.

For example, a person who at one time would have died of kidney failure now receives dialysis at considerable cost; alternatively he can have a new kidney by technology advances.

12. List the members of a planning team.

- Hospital administrator
- Specialists from various clinical branches
- Nursing advisor
- HR manager
- Civil and electrical engineers
- Representative of local body
- Senior architect

13. What are the types of equipment?

Equipment for a new hospital may be classified into the following three groups based on the usual methods of acquisition and on suggested accounting practices with regard to depreciation.

1. Built-in Equipment
2. Depreciable Equipment
3. Non- depreciable Equipment

14. What are the categories of hospital functions? Explain them in detail.

Following are some of the broad categories of Hospital functions:

Medical care - which involves the treatment and management of patients through the staff of physicians.

Patient Support - which relates directly to patient care and includes nursing, dietary diagnostic, therapy, pharmacy and laboratory services.

Administrative - which concerns the execution of policies and directions of the hospital governing discharge of support services in the area of finance, personnel, materials and property, housekeeping, laundry, security, transport, engineering and board and other maintenance.

15. What are the activities of functional planning?

1. Determining approximate section wise workload.
2. Determining services to be provided.
3. Determining area and space requirement to accommodate.
4. Dividing the area into functional units.
5. Determining the number of workstations in each functional unit.

16. What is equipment planning?

The term "equipment" means all items necessary for the functioning of all services of the hospital including accounting and records, maintenance of buildings and grounds, laundry, public waiting rooms, public health and related services.

Healthcare Equipment Planning is a specialised process and requires not only a clear understanding of the clinical need but also a knowledge of budgeting, architectural design and building process.

17. What is built-in planning?

- This is usually included in the construction contracts.
- Examples are cabinets and counters in the pharmacy, laboratory and other parts of the hospital, fixed kitchen equipment, laundry chutes, elevators, dumb waiters, boilers, cold rooms/walk-in coolers, deep freezers, fixed sterilizing equipment and surgical lighting.
- The planning and design of fixed equipment built into the hospital facility is the architect's responsibility.

18. Define depreciable equipment.

Equipment that has a life of five years or more is not normally purchased through construction contracts.

Examples are surgical apparatus, diagnostic and therapeutic equipment, laboratory and pharmacy equipment, office equipment, etc.

19. Explain non-depreciable equipment.

- Equipment having less than five years' life span is purchased through ways other than construction contracts.
- These are generally small items of low unit cost under the control of the storeroom.
- Examples are kitchen utensils, chinaware, tableware, surgical instruments, catheters, linen, sheets, blankets, lamps, wastebaskets, etc.

20. What is functional planning?

Functional planning in hospitals is important, and the key to this is the understanding that travel and adjacencies affect the operational cost over the life of the building.

The main function of a hospital is to provide the population with complete health care; it also functions as the center for the training of health workers.

PART-B

1. Explain how hospital differs from industry.

Hospitals have some difference from industries.

- Hospital gives service to people provided by variety of skills.
- Hospitals exist because people need care, and nursing homes exist because of the need for long-term health care.
- The nature of the demand for hospital services is also different. The patient made decision that he is ill and requires services which cannot be provided at home.
- The patient leaves home, family, friends, his work-place, his way of life for a new environment, i.e. the hospital.
- In this new environment, he becomes one of the many. In his home, he has a definite role.
- In the hospital, his role is similar to 30 or 40 others in the ward or unit in which he is a patient. He is subjected to a new set of values and a new way of life.
- A hospital deals daily with the life, suffering, recovery and death of human beings.

Hospital is different in many aspects:

1. Complexity
2. Highly trained professionals
3. A fragmented organization structure
4. Customer Service is no longer a 'nice to have'
5. The nature of the Services

2. What are the challenges of hospital administrator?

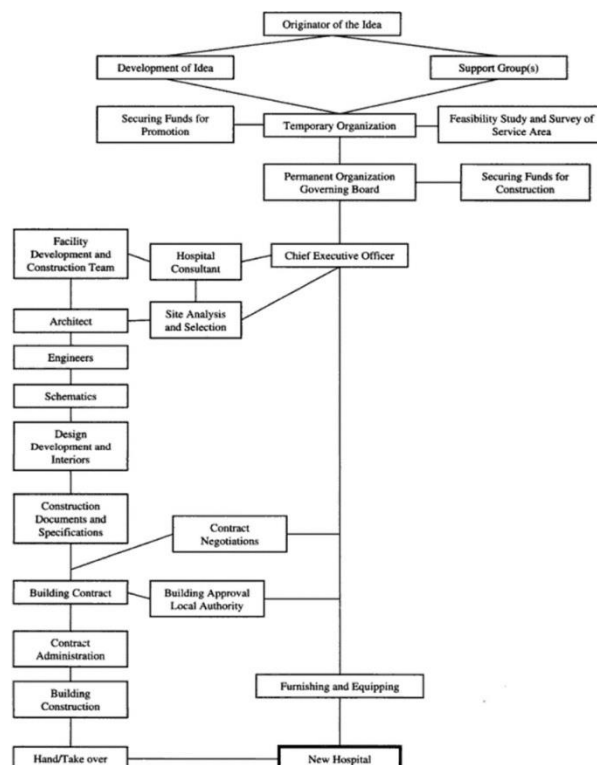
Challenges to administrative abilities have come from within the health field as well as from the public:

1. Business and professional leaders who were initiated into the hospital scene as trustees of voluntary hospitals;
2. The large number of physicians who are especially worry about the facilities and services available for the care of their patients;
3. Professional organizations which prescribe various standards of hospitaloperation while granting approval to the hospitals;
4. Academicians who are concerned about matching what they teach with the requirements of the patients and hospital administration;
5. Labour demanding standards of employment and working conditions.
6. Trustees of the Trust Hospitals, members of Registered Society Hospitals, shareholders of Corporate Hospitals, and other who have been their own masters and have been operating with no restraints so far will have to face increasing professionalism threatening their power and existence.

Here are four challenges they must overcome in order to successfully improvepatient care.

1. Compete for healthcare professionals
2. Specialize for growth
3. Prepare for the future
4. Improve patient care through technology

3. Define planning and explain the steps involved in the process of planning.



4. Explain about the equipment planning in hospital

Hospital planning is not complete if careful attention is not given to the fixed and movable equipment needed for the hospital. With the exception of items of current operating expense such as food, fuel, drugs, dressings, paper, printed forms, soap, etc.,

The term “equipment” means all items necessary for the functioning of all services of the hospital including accounting and records, maintenance of buildings and grounds, laundry, public waiting rooms, public health and related services.

Medical equipment is a vital component in healthcare delivery. Equipping health facilities need detail planning and coordination, clinical needs and the equipment requirements are met with the design and function

1. Built-in Equipment:

- This is usually included in the construction contracts.
- Examples are cabinets and counters in the pharmacy, laboratory and other parts of the hospital, fixed kitchen equipment, laundry chutes, elevators, dumb waiters,

2. Depreciable Equipment:

- Equipment that has a life of five years or more is not normally purchased through construction contracts.
- These large items of furniture and equipment have reasonable fixed location in the hospital building but are capable of being moved.

3. Non- depreciable Equipment:

- Equipment having less than five years' life span is purchased through ways other than construction contracts.
- These are generally small items of low unit cost under the control of the storeroom.
- Examples are kitchen utensils, chinaware, tableware, surgical instruments, catheters, linen, sheets, blankets, lamps, wastebaskets, etc.

5. Explain about functional planning in hospital

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Functional planning covers the following activities.

1. Determining approximate section wise workload.
2. Determining services to be provided (for inpatients/ outpatients, for other departments, smaller hospitals and private practitioners).
3. Determining area and space requirement to accommodate equipment, furniture and personnel in technical, administrative and auxiliary functions.
4. Dividing the area into functional units, biochemistry, microbiology, histopathology, urinalysis, etc.
5. Determining the number of workstations in each functional unit/division and deciding the linear bench space allotted for each work station.

UNIT II

PART-A

1. Give the Principles of Human Resource Manager.

1. Human resource management is concerned with integration by getting all the members of the organization involved.
2. Human resource policies of the organization should be fair to all.
3. Human resources are the most important assets and their thoughtful management is the key to success of an organization.
4. The culture and values of an organization effort broad influence on the organization.

2. Give the Functions of Human Resource Manager.

- The following functions of the human resource department try to keep the organization going smoothly and efficiently by supplying with the right type of personnel in the right position.
 1. Policy Formulation
 2. Staff Function
 3. Line Function
 - a) Procurement
 - b) Development
 - c) Compensation
 - d) Integration
 - e) Maintenance
 - f) Records and Research
 - g) Personnel Information System
 4. Control
 5. Managerial
 - a) Planning
 - b) Organizing
 - c) Directing
 - d) Controlling

3. Write the Profile of HRD Manager.

- Human resource managers are particularly remembered when the hospital administration is in trouble either due to strike/demonstration threat given by the employees/their unions.
 - i. Whenever any replacement or extra person is required in any department,
 - ii. Requisition for recruitment of personnel properly approved by the hospital administrator if forwarded to the human resource department,
 - iii. Primarily responsible to notify the vacancy in the employment exchange or to place an advertisement in the newspapers.
 - iv. Conduct interviews and complete necessary formalities with regard to the appointment.

4. What is Human Resource Inventory?

Detailed information should be collected about each employee. The data necessary to know about the personnel may be gathered from payrolls and existing employment records.

The human resource inventory will provide the following important information:

1. An overall picture of the personnel situation
2. Data for making a rough analysis of the turnover of personnel
3. Information as to the number and types of jobs in existence
4. The number of employees reporting to each supervisor
5. Data for making a rough study of salary schedules
6. Seniority list of personnel
7. Hobbies of personnel

5. What is Human Resource Management?

Human resources (HR) is the department within a business that is responsible for all things worker-related. That includes recruiting, vetting, selecting, hiring, onboarding, training, promoting, paying, and firing employees and independent contractors.

HR professionals make sure that employees have everything they need to perform their day-to-day tasks and they are also responsible for creating a healthy work environment that attracts and retains qualified people.

6. List the application areas of Human Resource Inventory.

It serves as a check against existing records. It may be supplemented by such information as the employee's new address, addition in family or any other details.

The inventory will also help in the following areas:

1. Determining the areas where short-term employment is needed
2. Studying the effects of transport facilities on employment
3. Assessing the ratio of supervisors to employees.

7. What is the need of human resource records?

- There are several reasons for keeping human resource records:
 1. Individual functional departments usually do not keep human resource records of their employees with them.
 2. Government agencies frequently ask for various kinds of information from time to time.
 3. Payroll is prepared from these records.
 4. Training needs are determined from these records.

5. Human resource records are needed for the purpose of deciding promotions and transfers.

8. What are the categories of forms?

- Forms used in hospitals may be divided into three categories:
 1. Permanent records concerned with employees' positions.
 2. Forms which may become a part of the permanent records once their immediate use is over.
 3. Temporary forms which are destroyed once their immediate purpose has been served.

9. Define Manpower Planning.

Manpower planning is the prime function of the hospital human resource manager.

Manpower planning starts with the analysis of the future needs of the hospital and its objectives. It determines organization structure, decides what jobs have to be filled and what their requirements are.

Therefore, manpower planning is essential to know the present and future needs of the health workers.

10. Give the nature and scope of Manpower Planning.

- Manpower planning is basically concerned with having the right type of personnel for the right job at the right time.
- This is done by studying three types of forecasts:
 - Economic forecast
 - Hospital's expansion forecast
 - Employee's market forecast.
- Systematic manpower planning is a must for dynamic organization.

11. Describe the need for Manpower Planning.

- Every hospital has to do manpower planning for the following reasons:
 - a. Shortage of certain categories of employees.
 - b. Advancement of medical science and technology resulting in need for new skills and new categories of employees.
 - c. Changes in organization design and structure affecting manpower demand.
 - d. Government policies in respect to reservation of seats for SC/ST/OBC/handicapped persons/women, and others.
 - e. Labour laws affecting demand and supply of labour.
 - f. International scenario of employment.
 - g. Introduction of computers.

12. List the Benefits of Manpower Planning.

- The major benefits of manpower planning are that it:
 1. Enables an organization to have the right person at the right place;
 2. Provides scope for advancement and development of employees;
 3. Helps in anticipating advertisement and salary budgets;
 4. Predicts the need for redundancy and plan to eliminate it;
 5. Plans for better working conditions, fringe benefits, training needs;
 6. Gives an idea of the type of tests to be used and interview techniques.

13. Give the Objectives of Manpower Planning.

- The most important ones are:
 1. Ensuring maximum utilization of personnel
 2. Assessing future requirements of the organization
 3. Determining recruitment sources
 4. Anticipating from past records:
 - i. Resignations;
 - ii. Discharge simpliciter (simple discharge);
 - iii. Dismissals;
 - iv. Retirement.
 5. Determining training requirements for management development and organization development.

14. What are the steps involved in Manpower Planning.

- Manpower planning involves the following steps:
 - i. Scrutiny of the present personnel strength
 - ii. Anticipation of manpower needs
 - iii. Investigation of turnover of personnel
 - iv. Planning job requirements and job descriptions.

15. What is exit-interview?

The exit-interview is a useful tool to study labour turnover.

When an employee is leaving, he is generally willing to be candid and may share his bitter experiences.

The organization's weak spots are revealed, which can ultimately help reduce turnover and in building the morale of the remaining employees in the hospital.

16. Describe the steps in job analysis.

- The steps in conducting job analysis are as follows:
 1. The analysis should commence with a fairly brief statement of initial requirements.
 2. A description of the responsibilities under broad headings such as physical effort, mental effort and responsibilities.
 3. Environment and conditions of service are to be considered and analyzed.
 4. The constraints, difficulties and pressure of the job should also be brought out.

17. What is job description?

Job description is a broad statement of the purpose, scope, duties and responsibilities of a particular job.

It provides the detailed factual information required by candidates and selectors alike in order to obtain a through knowledge of the requirements of a job.

To avoid confusion and misunderstanding, a job description should be prepared jointly by the human resource department and the concerned department head.

18. What are the requirements in job specification?

A job specification can be defined as a list of various qualities which the person doing the job should possess.

These requirements can be grouped under the heads:

1. *Mental requirements*
2. *Physical requirements*
3. *Skills requirements*
4. *Responsibility requirements*
5. *Experience requirements*
6. *Working conditions requirements*

19. Explain about stay in interview.

Stay in interview for Human Resource managers has become an indispensable tool to retain their workforce by making them feel appreciated and motivated.

Contrary to exit interview, stay in interview is conducted to understand the reasons why employees wish to continue working for the organization.

Stay in interview is held to understand the issues an employee may be facing.

20. Give the important factors for employees quitting their jobs.

- Some of the important factors which result in employees quitting their jobs are:
 1. Low salary
 2. Better prospects in other hospitals
 3. Poor working conditions
 4. Transport problem
 5. Housing problem
 6. Marriage in case of female employees
 7. Health grounds
 8. Family circumstances
 9. Further studies
 10. Maltreatment by superiors
 11. Unfriendly relations with colleagues
 12. The attraction of going back to one's native place
 13. The attraction of going to a foreign country.

PART-B

1. What is Human Resource Management? List out the principles of HRM.

Human resources (HR) is the department within a business that is responsible for all things worker-related. That includes recruiting, vetting, selecting, hiring, onboarding, training, promoting, paying, and firing employees and independent contractors.

HR professionals make sure that employees have everything they need to perform their day-to-day tasks and they are also responsible for creating a healthy work environment that attracts and retains qualified people.

The human resource management is an approach to the management of people based on the following principles:

1. Human resource management is concerned with integration by getting all the members of the organization involved so that they may work together with a sense of common purpose.
2. Human resource policies of the organization should be fair to all. They should make a major contribution to the achievement of an organization's objectives as well as provide a conducive atmosphere of working to the employees so that their output is maximum.
3. Human resources are the most important assets and their thoughtful management is the key to success of an organization.
4. The culture and values of an organization exert a broad influence on the organization. Therefore, organizational values and culture should be accepted and acted upon by one and all in the organization.

2. List and explain the functions of HRM.

Human resource management is a staff function. Human resource managers advise line managers throughout the organization. Further-more, personnel requirements of the organization may vary from time to time.

The following functions of the human resource department try to keep the organization going smoothly and efficiently by supplying with the right type of personnel in the right position.

1. Policy Formulation
2. Staff Function
3. Line Function
 - a) Procurement
 - b) Development
 - c) Compensation
 - d) Integration
 - e) Maintenance
 - f) Records and Research
 - g) Personnel Information System
5. Control
6. Managerial
 - a) Planning
 - b) Organizing
 - c) Directing
 - d) Controlling

3. i. Give the Line functions of HRM.
ii. What are the activities of HRD Manager?

- i. What are the principles of HRM?
ii. Explain about the Management functions.

4. Explain in detail about the profile of HRD Manager.

Human resource management is one of the most important and complex responsibilities of the hospital administration where more than 65% of the average hospital's total budget is allocated for pay roll alone.

they represent the smallest department in the hospital.

- Whenever any replacement or extra person is required in any department,
- Requisition for recruitment of personnel properly approved by the hospital administrator if forwarded to the human resource department,
- Primarily responsible to notify the vacancy in the employment exchange or to place an advertisement in the newspapers.
- Conduct interviews and complete necessary formalities with regard to the appointment.

Therefore, he is to serve them as one of the organization leaders.

- He must be an active member of the top administrative team,
- Should participate in organizational planning by projecting the organization

into the future,

- Evaluate the present manpower and develop programme to improve skills by conducting surveys which indicate staffing patterns in similar organizations in the region, and compare them with his own organization.

5. Describe about Human Resource Inventory.

Detailed information should be collected about each employee:

7. Name
8. Designation
9. Department
10. Immediate supervisor
11. Location of job
12. Dependents
13. Present address with telephone number, if any
14. Permanent address with telephone number, if any
15. Date of joining
16. Date of promotion, if any
17. Total salary and pay-scale at the time of joining
12. Total salary and pay-scale at present
13. Date of last salary increase
14. Background of family members
15. Any other information.

The data necessary to know about the personnel may be gathered from payrolls and existing employment records. The human resource inventory will provide the following important information:

1. An overall picture of the personnel situation
2. Data for making a rough analysis of the turnover of personnel
3. Information as to the number and types of jobs in existence
4. The number of employees reporting to each supervisor
5. Data for making a rough study of salary schedules
6. Seniority list of personnel
7. Hobbies of personnel

Categories of Forms

Forms used in hospitals may be divided into three categories:

1. Permanent records concerned with employees' positions.
2. Forms which may become a part of the permanent records once their immediate use is over.
3. Temporary forms which are destroyed once their immediate purpose has been served.

Permanent Records concerned with the Position

The following constitutes the permanent record concerned with the position of an employee

Job analysis

Job classification

Job evaluation

Job specification

Human resource planning

Temporary Forms

These are to be destroyed after use

1. Introduction slips
2. Meal passes
3. Leave record(should be maintained for 3 years)

Attendance record

6 Describe about Manpower planning.

Manpower planning is the prime function of the hospital human resource manager.

Manpower planning starts with the analysis of the future needs of the hospital and its objectives. It determines organization structure, decides what jobs have to be filled and what their requirements are.

Short-term manpower planning

Long-term planning

Therefore, manpower planning is essential to know the present and future needs of the health workers

Nature and Scope of Manpower Planning

1. Shortage of certain categories of employees.

Advancement of medical science and technology resulting in need for new skills and new categories of employees

Benefits of Manpower Planning

Manpower planning anticipates not only the required kind and number of employees but also the action plan for all the functions of human resource management.

1. enables an organization to have the right person at the right place;
2. provides scope for advancement and development of employees through training, development, etc.
3. helps in anticipating advertisement and salary budgets;

Manpower Planning Steps

4. Scrutiny of the present personnel strength
5. Anticipation of manpower needs
6. Investigation of turnover of personnel
7. Planning job requirements and job descriptions.

UNIT III

1. List the different departments of hospital.

- X-ray Department
- Physiotherapy Department
- Medical Laboratory
- Pharmacy
- Laundry
- Food Service
- Sanitation and Housekeeping
- Security

- Central Sterilization and Supply Department
- ECG Department
- Admitting Department
- Medical Records Department
- Public Relations Department

2. Define Recruitment.

Recruitment is a process of finding and attracting the potential resources for filling up the vacant positions in an organization.

Recruitment process is a process of identifying the jobs vacancy, analyzing the job requirements, reviewing applications, screening, shortlisting and selecting the right candidate.

3. Give some different sources of recruitment.

1. Existing employees
2. Door applicants
3. Government employment exchange
4. Private employment exchange
5. Newspapers
6. Professional journals
7. From other hospitals
8. Unsolicited applicants
9. Campus interviews in teaching institutions
10. Internal circulars for vacancies

4. What are the considerations for framing recruitment policy?

- i. Internal vs. external recruitment
- ii. Appointment of relatives of employees
- iii. Over- and under-qualified staff
- iv. Exit interview

5. What is internal and external recruitment?

- Internal recruitment implies the promotion and transfer of employees within an organization to fill a vacancy.
- External recruitment implies recruitment of an employee from outside the organization.

6. What are the steps included in selection process?

The steps which constitute the employee selection process are the following:

- i. Interview by human resource department
- ii. Pre-employment tests – written/oral/practical
- iii. Interview by department head
- iv. Decision of administrator to accept or reject
- v. Medical examination
- vi. Check of references
- vii. Issue of appointment letter.

7. How phone interviews are conducted?

The interviewer and the interviewee do not meet face to face.

Instead, they talk on telephone and the interviewer interviews the interviewee, the result of which determines whether the candidate can be invited to meet the human resource manager or not.

8. List the objectives of an interview.

The main objectives of an interview are:

1. For the employer to obtain all the information about the candidate to decide about his suitability for the post;
2. To give the candidate a complete picture of the job as well as of the organization;
3. To demonstrate fairness to all candidates.

9. What are the responsibilities of a Human Resource Manager in an interview?

The responsibilities of the human resource manager are:

1. To screen the application of the candidate;
2. To give information about:
 - (i) General nature of work,
 - (ii) Hours of work,
 - (iii) Pay-scale, allowances and starting total salary,
 - (iv) Fringe benefits,
 - (v) Leave policy, and
 - (vi) Brief information about the background of the hospital;
3. To discover any differences in the expectations of the hospital and the candidate.

10. What are the types of Pre-employment test?

- a) Tests of general ability – intelligence tests
- b) Tests of specific abilities – aptitude tests
- c) Tests of achievement – trade tests
- d) Personality tests – tests of emotional stability

11. What is the purpose of medical examination in selection?

The purpose of the medical examination is threefold:

1. It is for the protection of the applicant himself to know whether that job will suit him or not from the medical point of view.
2. It is for the protection of the other employees so that they are not at risk of any communicable or other disease which the prospective employee may have.
3. It is for the protection of the employer as well, so that he may avoid selecting a medically unfit person.

12. What is training?

Training may be defined as systematized tailor-made exercise to suit the needs of a particular organization for developing certain attitudes, skills and abilities in employees irrespective of their functional levels.

Training on the job to train new employees can be successful when it is done in an effective manner.

13. Give the guidelines for training.

1. Training opportunities should be given to all employees.
2. Training programmes should be based on job analysis.
3. Training opportunities should be provided throughout the employees' stay in the organization in order to meet technological changes.

14. What are the different types of training?

- Entry training
- Job training

- Training for promotion
- Refresher training

15. How to evaluate the training process?

The following points should be kept in mind:

1. A comprehensive evaluation and assessment of training plans as related to the defined needs should be undertaken.
2. Measures must be evolved to evaluate the effectiveness with the methods, procedures, training-aids and materials are used by the training instructors.
3. There should be some effective means by which the progress of the trainees during the training programme may be assessed and evaluated.
4. Finally, the achievements of those who have received training must be followed-up over a period of time.

16. What are the responsibilities of super leaders?

No organization can do without a superleader who can recognize the „skill-set“ of everyone, sharpen these skills, and mould him into the next leader.

A superleader's brief is to spot and liberate the leader in every employee.

Another responsibility of a superleader is to create an effective learning environment.

17. What are the factors to be considered in promotion process?

The factors which are considered by employees as implying promotions are:

- a) An increase in salary;
- b) An increase in job prestige;
- c) An upward movement in the hierarchy of jobs;
- d) Additional supervisory responsibility; and
- e) A better future.

18. Differentiate seniority and merit.

Seniority is a fact, merit is only a guess.

Seniority will always remain a factor to be considered, but there would be much greater opportunity for efficient personnel, irrespective of their seniority, to move up speedily if merit is used as the basis for promotions.

19. What are the advantages of promotion policy?

- a. It provides an incentive to work more and show interest in their work.
- b. It develops loyalty amongst the employees.
- c. It increases job satisfaction among the employees.
- d. It generates greater motivation in competent employees, as they do not have to depend on seniority for their advancement.

20. Give some solutions to the problems occurred during promotion.

1. In promoting an employee to a higher post, his salary should be at least one step above his present salary.
2. Specific job specifications will enable an employee to realize whether or not his qualifications are equal to those called for.
3. There should be a well-defined plan for informing prospective employees of nearing vacancies.

21. Define Transfer.

Transfer is used to place employees in positions where they may get greater job satisfaction and contribute their best efforts to the organization.

Transfer involves some rather delicate issues which should be tackled gently.

No department head wants to lose a good employee.

22. What are the types of transfer?

- Production transfers
- Replacement transfers
- Versatility transfers
- Shift transfers

23. List the advantages of transfer policy.

The following are some of the advantages of a good transfer policy:

1. It increases the productivity and effectiveness of an organization
2. It improves employer-employee relations
3. It motivates employees.

PART-B

1. List out the different departments of hospital and explain them in detail.

DIFFERENT DEPARTMENTS OF HOSPITAL

X-ray Department

The main function of this department is to assist clinicians in the diagnosis of diseases through radiography, ultra sonography, computerized axial tomography, magnetic resonance imaging.

Physiotherapy Department

The main objectives of physical therapy is as follows:

1. To minimize physical disability through exercises
2. To assist each patient so that he may reach maximum functional level
3. To contribute to the comfort and well-being of the patient
4. To re-train him in activities of daily living
5. To accelerate the patient's recovery and decrease his length of stay in the hospital.

Medical Laboratory

The primary function of medical laboratory is to perform laboratory tests in the eight main fields of hematology, parasitology, urinalysis, histopathology, serology, biochemistry, bacteriology, cytology, etc. to assist medical staff in making or confirming diagnosis.

Pharmacy

To run the pharmacy of a hospital, the head of the hospital requires qualified pharmacists, organization structure, cooperation of the medical and nursing staff of the hospital.

Laundry

The following lists show the space and equipment required in a hospital laundry:

1. Clean cloth processing area
2. Drying area
3. Folding area
4. Pressing area
5. Material storage area
6. Laundry supervisor area
7. Laundry personnel's rest room
8. Solution preparation and storage room

9. Boiler area

Food Service

The food service department receives a substantial amount of supplies. Therefore, it requires large enough area for handling supplies.

The storekeeper of the food service department should also be present so that he can check the quantity and quality of the supplies.

The food service department in most of the hospitals is divided into:

- i. Supply receiving area
- ii. dry storage area
- iii. refrigerated storage area
- iv. cooking area

Sanitation and Housekeeping

The housekeeping department deals with hospital hygiene. The sanitation in-charge should know the simple facts about bacteriology. He should also be able to train his employees

The following functions are carried out by personnel of the housekeeping department:

1. They sweep and mop floors, dust furniture, clean walls, windows and bathrooms.
2. They scrub and wax floors.
3. They collect garbage and dump it near the burning site.
4. They prevent spread of infection.

Security

The security of any hospital is becoming more and more problematic. The visitors may violates the rules and regulations of the hospital.

Similarly, employees of the hospital try to break hospital discipline.

The security personnel of a hospital have a dual role to play that of watching and controlling both visitors and the staff.

Central Sterilization and Supply Department

The primary activities of the department are sterilizing, storing and distributing the dressings, instrument packs, gloves, catheters, sterile cloths packs, treatment trays, etc.

The main objectives of the central sterilization and supply department are:

1. To prevent infection by sterilizing equipment and materials
2. To sterilize equipments and materials
3. To achieve higher efficiency in the areas where sterilized equipment and materials are used

The number of pharmacists to be employed in a hospital depends upon the policy of the hospital.

ECG Department

The staffing norms for ECG technicians depend upon the type of hospital, size of the hospital and number of patients visiting the Outpatient department.

Admitting Department

The functions of the admitting department generally consist of giving information, admitting, transfer and discharge of patients.

Medical Records Department

The medical records department maintains records and document relating to patientcare.

Its main functions are filing, indexing and retrieving medical records

Public Relations Department

The major responsibilities of the Public Relations Officer are:

1. To keep good relations with all kinds of media personnel.

2. To develop communication material such as website of the hospital.
3. To bring the virus of the public to the knowledge of the management.

2. What is Recruitment? Explain the process of recruitment in detail.

Recruitment process is a process of identifying the jobs vacancy, analyzing the job requirements, reviewing applications, screening, shortlisting and selecting the right candidate.

Sources of recruitment

1. exchange
2. Newspapers Existing employees
3. Door applicants
4. Government employment exchange
5. Private employment
6. Professional journals
7. From other hospitals
8. Unsolicited applicants

Recruitment Policy

The hospital authorities should frame a recruitment policy for the guidance of the human resource department.

The following points should be kept in mind for the recruitment and selection of employees:

- i. Internal vs. external recruitment
- ii. Appointment of relatives of employees
- iii. Over- and under-qualified staff
- iv. Exit interview

Advertising the post/vacancy

Where it is not possible to fill the vacancy through other sources of recruitment, vacancies have to be advertised in newspapers and professional journals.

Objects of advertising a post

A post is advertised to

- a. Attract suitable persons;
- b. Get adequate number of applicants;
- c. Discourage unsuitable persons from applying;
- d. Project a good image of the hospital.

Considerations to be kept in mind while advertising

While advertising, the following points should be kept in mind:

1. The advertisement should be designed in such a way that it induces the interest of potential candidates.
2. The media of advertisement should be selected carefully.
3. As far as possible the advertisement should be a display advertisement. A classified advertisement usually fails to attract the right persons.
4. Repeated advertisement for the same post should be avoided because it gives the impression that the hospital is one where employees do not wish to stay long
8. Explain the Selection process.

The selection process starts when applications are received and screened in the human resource department. The human resource manager goes through the applications to identify potential candidates for interview.

While preparing the job-application form, the following points should be kept in mind:

1. The form should be large enough to provide enough space for writing the desired information.
2. The application form should be printed on good paper.
3. The wording used on the form should not be unclear.
4. Items included in the form should be designed to extract only the required information.

A job-application form serves three main purposes:

- a. It enables hospital authorities to weed out unsuitable candidates.
- b. It acts as a frame of reference for the interview

It forms the basis for the personnel record file of the successful candidates

Steps in selection

The steps which constitute the employee selection process are the following:

- i. Interview by human resource department
- ii. Pre-employment tests – written/oral/practical
- iii. Interview by department head
- iv. Decision of administrator to accept or reject
- v. Medical examination
- vi. Check of references
- vii. Issue of appointment letter.

3. What are methods of training? Explain in detail.

Training may be defined as systematized tailor-made exercise to suit the needs of a particular organization for developing certain attitudes, skills and abilities in employees irrespective of their functional levels.

While designing any training programme, the following guidelines should be kept in

1. Training opportunities should be given to all employees irrespective of their age, sex, rank, etc.
2. Training programmes should be based on job analysis.
3. Training opportunities should be provided throughout the employees' stay in the organization in order to meet technological changes.
4. Apart from meeting immediate demands, all employees should be encouraged to take courses which are likely to improve their prospects for more highly skilled employment.
5. A systematic means of assessment should be used while selecting employees for training.

METHODS OF TRAINING

Entry training

It refers to the initial training provided to employees at the time of joining the hospital.

Job training

It is provided to the employees with the object of increasing their knowledge about their jobs, and also to enhance their efficiency. It enables employees to know the correct method of handling the machines and material.

Training for promotion

Refresher training

4. Explain the Evaluation process of training.

EVALUATION OF TRAINING

When large sums of money are spent on training programmes, it is necessary to evaluate their effectiveness.

A constant check needs to be kept on whether the objectives and contents of training programmes are consistent with the aims and current needs of the hospital, and whether the objectives are being achieved economically.

The following points should be kept in mind:

1. A comprehensive evaluation and assessment of training plans as related to the defined needs should be undertaken.
2. Measures must be evolved to evaluate the effectiveness with the methods, procedures, training-aids and materials are used by the training instructors.
3. There should be some effective means by which the progress of the trainees during the training programme may be assessed and evaluated.
4. Finally, the achievements of those who have received training must be followed-up over a period of time to assess whether performance has improved.

5. Explain in detail about the process of Promotion.

The promotion policy is one of the most controversial issues in every organization. The management usually favours promotion on the basis of merits, and the unions oppose it by saying that managements resort to favouritism.

The factors which are considered by employees as implying promotions are:

- a) An increase in salary;
 - b) An increase in job prestige;
 - c) An upward movement in the hierarchy of jobs;
- Additional supervisory responsibility

A better future.

The presence of any or all of these factors is considered as promotion by the employees.

Promotion Policy

Promotion policy may include the following:

1. Charts and diagrams showing job relationships and a ladder of promotion should be prepared. These charts and diagrams clearly distinguish each job and connect various jobs by lines and arrows showing the channels to promotion. These lines and arrows are always based on an analysis of job duties.
2. There should be some define system for making a waiting list after identification and selection of those candidates who are to be promoted as and when vacancies occur.
3. All vacancies within the organization should be notified so that all potential candidates may compete.
4. The following eight factors must be the basis for promotion:
 - i. Outstanding service in terms of quality as well as quantity
 - ii. Above-average achievement in patient care and/or public relations
 - iii. Experience
 - iv. Seniority
 - v. Initiative
 - vi. Recognition by employees as a leader
 - vii. Particular knowledge and experience necessary for a vacancy
 - viii. Record of loyalty and co-operation.
5. Though the department heads may initiate promotion of an employee, the final approval should lie with top management because a department head can think only of the repercussions of the promotion in his department.
6. All promotions should be for a trial period. In case the promoted person is not found capable of handling the job, he may be reverted to his original job.

UNIT IV

PART A

1. What is the main function of the medical records department?

- Planning, developing and directing a medical record system.
 - Maintaining proper facilities and services.
 - Developing a procedure for the proper flow of records and reports.
 - Developing a statistical reporting system.
 - Preparing vital records of births, deaths, reports of communicable diseases, etc.
 - Coding all diagnoses and operators.
 - Safeguarding the information.
 - Determining in coordination with medical staff and administration.

2. What are the basic principles of medical records?

The three basic principles of medical records are:

- Accurately written,
- Properly filed, and
- Easily accessible.

3. Discuss the purpose of Medical Records Maintenance.

The primary purpose of establishing a medical records department is to render services to patients, medical staff and hospital administration.

The quality of care rendered depends on the accuracy of information contained in medical records, its timely availability to and the extent of utilization by the professional staff.

The three basic principles of medical records are:

- Accurately written,
- Properly filed, and
- Easily accessible.

4. State the different methods of Sterilization.

Three methods:

1. Physical method
 - a) Dry Heat sterilization
 - b) Moist Heat sterilization
 - c) Sterilization by radiation
2. Chemical method
 - a) Gaseous sterilization
 - b) Sterilization by disinfectant
3. Mechanical method

5. What are the advantages of Medical Records Maintenance?

Providing accurate, up-to-date, and complete information about patients at the point of care.

Enabling quick access to patient records for more coordinated, efficient care

Securely sharing electronic information with patients and other clinicians.

6. Write the advantages of CSSD.

- Need for fewer supervisory staff.
- Greater care in overcoming staff deployment problems in case of absenteeism.
- Optimum equipment utilization.
- Smaller capital and power costs.
- Greater flexibility in production planning.
- Overall economy.

7. List any 4 characteristics of good medical record.

- **Accurate:** Medical record should be accurate. Otherwise, there is no meaning of keeping medical records. To justify the purpose medical record should be accurate.
- **Complete:** It must contain sufficient data written in sequential order of events to justify the diagnosis and warrant the treatment.
- **Adequate:** Medical records should contain all the necessary information and complete progress not written by the attending doctor.
- **Comprehensive:** Medical records should contain comprehensive and adequate information to point and easily understood.

8. What is Pharmacy?

The pharmacy is one of the most extensively used therapeutic facilities of the hospital.

A good pharmacy is a blend of several things:

- qualified personnel,
- modern facilities,
- efficient organization and operation,
- sound budgeting,
- the support and cooperation of the medical, nursing and administrative staff of the hospital.

9. Define Sterilization Process.

Bacterial spores are the most resistant of all living organisms because of their capacity to withstand external destructive agents. Although the physical or chemical process by which all

pathogenic and nonpathogenic microorganisms, including spores, are destroyed is not absolute, supplies and equipment are considered sterile when necessary conditions have been met during a sterilization process.

10. What is CSSD?

- Despite the unprecedented advances made in the medical field, hospital-acquired infection remains the hospital's single most serious concern.
- To combat this ubiquitous menace of infections caused by pathogenic micro-organisms, hospitals have over the years developed a scientific method commonly referred to as the central sterile and supply system.
- The method basically involves cleaning, disinfecting and sterilizing before use all instruments, materials and equipment utilized in patient care.

11. Write down the objectives of the Medical Record Department.

The objective is to evaluate the existing medical record keeping system and evaluate the effectiveness of the current medical record system.

The objectives include:

1. To evaluate the existing medical record keeping system.
2. To assess and evaluate the effectiveness of the current medical record system.
3. To assess the logical and legal aspects of the current medical record keeping system.
4. To identify the shortcomings if any & provide suitable recommendation to improve the existing Medical Recording system.

12. What is hospital formulary?

One of the major responsibilities of the pharmacy and therapeutics committee is to develop or adopt a suitable formulary of selected medication.

A formulary is the official compilation of drug products that have been selected and approved for use within the hospital.

The two main objectives of the formulary are:

1. It promotes rational therapeutics
2. It prevents unnecessary duplicates, waste and confusion and thus promotes economy for both the hospital and the patient.

13. What is the laundry capacity and load based on American, British and Indian Standard?

At the planning stage, the information required can be projected by using the following guidelines:

- American Standard: An average of 15 pounds (6.80 kilograms) per bed per day plus 25 pounds (11.33 kilograms) for each operation or delivery.
- British Standard: 60 articles per bed per week at 0.39 kilogram per article.
- Indian Standard: the rule of thumb is three to five kilograms per bed per day.

14. What is autoclaving?

Sterilization of instruments, operating packs, trays, etc. is performed by heating them with pressurized steam or by gas sterilization.

Steam sterilization is called autoclaving.

15. How the gas sterilization is performed?

Some items such as rubber, plastic and delicate instruments cannot be autoclaved and so have to be sterilized by using ethylene oxide or similar gases.

Ethylene oxide (EO) is a chemical agent that kills microorganisms, including spores, by interfering with the normal metabolism of protein and reproductive processes, (alkylation) resulting in death of cells.

Used in the gaseous state, EO gas must have direct contact with microorganisms on or in items to be sterilized.

Gas sterilization requires certain safety precautions such as aeration prior to use and

special exhaust ventilation.

16. What is TSSU?

In the decentralized system, the sterilization facility is located near the area where the sterilized items are used.

This is called Theatre Sterile Supply Unit (TSSU).

The advantage of this system is that it allow for direct communication, the number of instruments in small and transportation is more or less eliminated.

17. What are the objectives of CSSD?

1. Process and sterilize equipments and materials under controlled conditions by trained and experienced personnel thereby contributing to total environment control in the hospital.
2. Effect greater economy by keeping and operating the expensive processing equipments in one central area.
3. Achieve greater uniformity by standardizing techniques of operations.
4. Gain a higher level of efficiency in the operations by training personnel in correct processing procedures.

18. What is cafeteria?

The hospital cafeteria works like a fast food business operation – cash down.

The customers buy coupons at the counter, pick up food items in exchange for them, carry their trays to the tables and eat.

Alternatively, they pick up their food items in a tray and pay the cashier who will be seated at the far end of the food counter.

The hospital cafeteria should be designed for this kind of operation.

19. What is the size of active laundry inventory?

In planning and maintaining linen stock, a stratified inventory system is generally used.

This means that for every piece of linen in use, there are four others either being processed or held in store.

Therefore, the active inventory consists of items used daily multiplied by five.

20. What is terminal digital filing?

The filing is based on the last two digits of the medical record number.

The entire file is divided into hundred sections from 00 to 99 and the records are stored in there sections according to their last two digits.

For example, all records ending with 14 are filed together.

21. How the computerization is helping with the maintenance of medical records?

In registration, computers are used to maintain information and patient's personal data (demographics), for assigning patient numbers, making appointments and assigning to physicians, creating records, etc.

In medical records, computers can be used for patient records and medical records administration.

22. What is clinical pharmacy?

This includes activities like taking medication history, monitoring drug use, drug selection, patient counselling and surveillance of adverse reaction of drugs.

In other words, they are becoming involved in determining what to order, thus becoming a part of the team effort in determining treatment.

23. What is Unit Dose Dispensing System?

In the unit dose system, the doses are premeasured by the pharmacy so that the nurse has only to administer the medication.

The system uses a cassette mechanism that designates one drawer for each patient in the medication cart or cabinet.

The nurse rolls the unit dose cart to each individual patient room, removes the dose of medication to be given from the respective patient drawer in the cart, and administers it to the

patient.

In the emergency cart maintained in the nursing units, certain drugs are kept in single-dose packages that are ready and convenient to administer.

24. What is I.V Additive System?

In the additive system, the medications and the IV solutions are mixed in the pharmacy itself.

The pre-mixed bottles are then sent to the nursing unit and the nurse merely administers the solution.

As in the case of the unit dose system, this saves the nurses time and prevents wastage and medication errors.

PART – B

1. Explain about Medical Records Department in hospitals.

The medical records department maintain records and documents relating to patient care.

The medical records department maintain records and documents relating to patient care. Among a host of activities, its main functions are filing, indexing and retrieving medical records.

Functions

Planning, developing and directing a medical record system

Maintaining proper facilities and services

Developing a procedure for the proper flow of records and reports

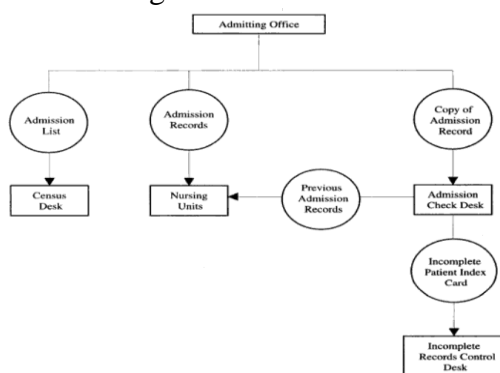
Developing a statistical reporting system

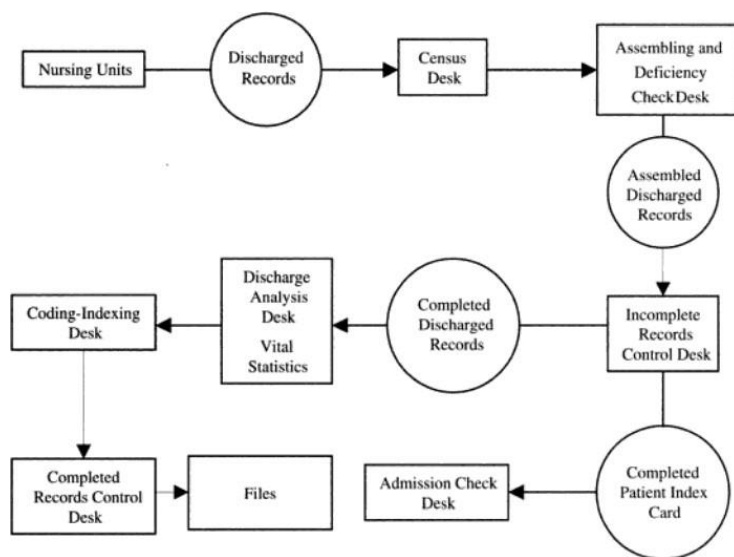
Preparing vital records of births, deaths, reports of communicable diseases

Coding all diagnoses and operators

Safeguarding the information

Determining in coordination with medical staff and administration





Among a host of activities, its main functions are filing, indexing and retrieving medical

Location

Design

Organization

Unit Record

Numbering System

Filing System

Dictating and Transcription System

Space requirements

2. Explain the various activities involved in the Central Sterilization and Supply Department and discuss its advantages.

Despite the unprecedented advances made in the medical field, hospital-acquired infection remains the hospital's single most serious concern that negates some of its otherwise good work. Steam sterilization is called **autoclaving**.

In the decentralized system, the sterilization facility is located near the area where the sterilized items are used. This is called **Theatre Sterile Supply Unit (TSSU)**.

Objectives

1. Process and sterilize equipments and materials under controlled conditions by trained and experienced personnel thereby contributing to total environment control in the hospital.
2. Effect greater economy by keeping and operating the expensive processing equipments in one central area.
3. Achieve greater uniformity by standardizing techniques of operations.

Gain a higher level of efficiency in the operations by training personnel in correct processing procedures

Functions

1. Receiving and storing soiled material used in the hospital.
2. Determining whether the item should be reused or discarded.
3. Carrying out the process of decontamination or disinfection prior to sterilizing.
4. Carrying out specialized cleaning of equipment and supplies.
5. Inspecting and testing instruments, equipment and linen.

Facilities and Space Requirements

1. Reception control and disinfection area workspace and equipment are needed to clean and disinfected medical and surgical instruments that are sorted, racked and passed through washer-sterilizers to the clean area.
 2. Facilities for washing and sanitizing carts.
 3. Staff change rooms, lockers, toilets, etc.
 4. Supervisor's office. It should be out of the flow of activities but provide unobstructed view of the processing area. For this a glass-walled office is recommended.
 5. Clean work area. Space for preparing special instruments, inspecting and testing instruments, equipment and linen for assembling treatment trays and linen packs for preparing gloves and for packing materials for sterilizing.
 6. Assembling area. Requires workstations for assembling medical-surgical treatment packs, sets and trays, work benches with multiple drawers for instruments and supplies should be provided. The linen pack area requires large work tables, and for inspection, a special inspection (light) table for examining linen wrappers for minute instrument holes.
 7. Supply storage area.
 8. Double-door, pass-through autoclaves. These are high-vacuum steam and gas sterilizers.
 9. Adequate space for loaded sterilizer carts or trolleys prior to sterilization for carts during the cooling period following sterilization and wherever applicable for carts for sterilized supplies for the surgical suites and labour-delivery suits prior to delivery of these supplies.
 10. Clean cart storage area.
 11. Provision for supply of steam, hot and cold water and other utilities and services.
3. Explain about Pharmacy Services in hospitals.
- The pharmacy is one of the most extensively used therapeutic facilities of the hospital and one of the few areas where large amounts of money are spent on purchases on a recurring basis.
- It is also one of the highest revenue-generating centres.
- A fairly high percentage of the total expenditure of the hospital goes for pharmacy services.
- This emphasizes the need to plan and design the pharmacy in a manner that results in efficient clinical and administrative services.
- A good pharmacy is a blend of several things:
- qualified personnel,
 - modern facilities,
 - efficient organization and operation,
 - sound budgeting,
 - the support and cooperation of the medical, nursing and administrative staff of the hospital.
- Automation, pre-packaging, unit dose drug distribution, decentralization are some of the methods that are being increasingly used in addition to computer-based ordering system, computer-assisted pricing, billing, cash collection checking of reorder level, out-of-stock and overstock over-stock position, expiry dates and a host of other functions. Pharmacy is a specialized area and its operation calls for intimate knowledge of drugs and drug therapy.

the primary functions of the pharmacy, some of which are performed directly by its chief:

1. Purchase, receive, store, compound, package, label and dispense pharmaceutical item.
2. Serve as a source of drug information to physicians, pharmacists and other health care professionals, and the patients. This involves compiling, storing, retrieving and disseminating drug information and providing pharmaceutical advice and consultation regarding drug therapy.
3. Participate in hospital's educational programmes.
4. Plan and organize the pharmacy department, establish policies and procedures, and implement them in accordance with the hospital's policies.

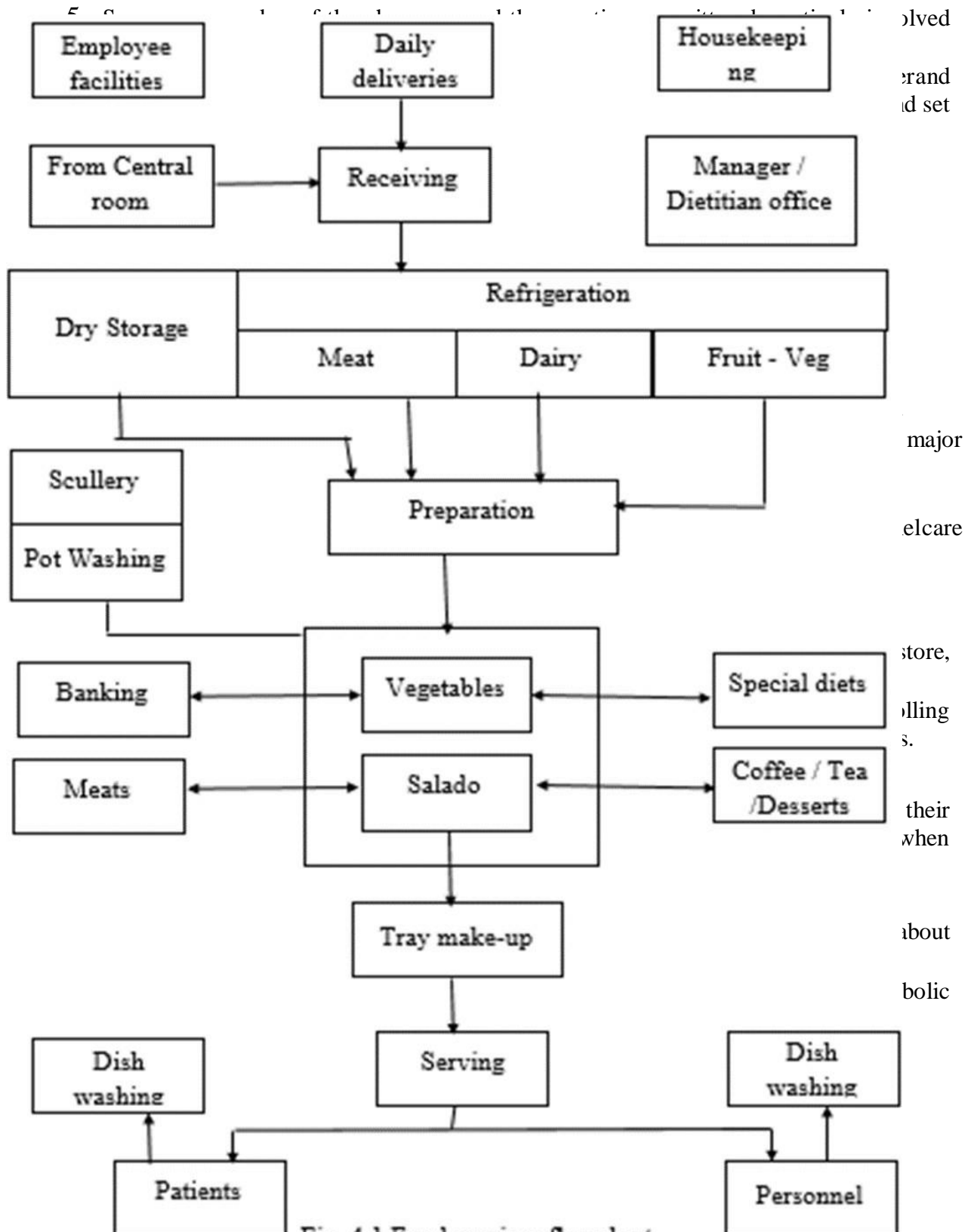


Fig. 4.1 Food services flowchart

5. Explain the design procedure of laundry department.

A reliable laundry service is of the utmost importance to the hospital. In today's medical care facilities, patients expect daily linen changes. In some areas, linen has to be changed even more frequently.

This rigorous schedule can be very exacting on both the laundry and the capacity of linen to withstand repeated cycles of use and wash.

To enable the laundry to meet such a demand, the hospital should have a sufficient quantity of linen for circulation and to provide a rest period in storage.

Functions

1. Collection of or receiving soiled and infected linen.
2. Processing soiled linen through laundry equipment. This includes sorting, sluicing and disinfecting, washing, extracting, conditioning, ironing, pressing and folding.
3. Inspection and repair of damaged articles, their condemnation and replacement.
4. Assembling and packing specially items and linen packs for sterilization.
5. Distributing processed linen to the respective user departments.
6. Maintenance and control of active and back-up inventories and processed linen.

UNIT V

TWO MARK ANSWERS

1. What are the various modes of communication?

- i) Notice Boards
- ii) House Magazine
- iii) Suggestion Scheme
- iv) Meetings and Conferences
- v) Hospital and Departmental Letters
- vi) E-mail
- vii) Personnel Policy Manuals

2. State the fire safety management in hospitals.

1. There should be an effective fire safety programme for the hospital.
2. There should be written policies as well as a procedure manual covering all contingencies arising from fire.
3. Every department should have a departmental fire plan and a fire procedure manual outlining every employee's role in the plan.
4. There should be a pre-appointed standing Doctor Red Alert Team to direct all fire-fighting operations.
5. There should be written procedures to evacuate patients in case the fire becomes widespread.

3. List the function of CCTV.

CCTV is used in the operating room to transmit information to consulting doctors for advice and to residents and students for teaching purposes.

It is also used in cardiac catheterization procedures for displaying an X-ray image of the catheter position.

In advanced countries, CCTV is used by the nurses to view children in isolation, and for visitor-patient two-way viewing.

CCTV is widely used in hospitals for surveillance operation.

4. What are the essential steps in the planning of communication?

1. Know your objective.
2. Identify your audience.
3. Determine your medium.
4. Tailor the communication.
5. Establish mutual interest.
6. Watch your timing.
7. Measure results.

5. Define loss prevention.

Healthcare Loss Prevention is any action taken to reduce the amount of theft, breakage or wastage in a hospital, clinic or physician practice.

Loss Prevention may also include:

- Risk Management
- Worker's Comp
- Patient Safety
- Employee safety
- Crisis mitigation
- Hazardous events and more

6. How the fires are classified in general?

- Fires can be classified into 3 general types. Let us call them Class A, B and C.
- Class A fire occurs in ordinary combustible materials such as wood, paper, cloth, etc.
- Class B fire occurs in flammable liquids and greases like oil, petrol, alcohol, etc.
- Class C fire occurs in electrical equipment such as motor, wiring, switches, panels, etc.

7. Classify the various alarms in a hospital.

- 1) Fire alarm
- 2) Medical Gas Alarm
- 3) Blood Bank Alarm
- 4) Narcotics Alarm
- 5) Cold Room and Walk-in Cooler Alarm
- 6) Voltage Fluctuation Alarm
- 7) Elevator Alarm
- 8) Security Alarm
- 9) Patient Emergency Alarm
- 10) Code Blue Alarm

8. List out any two hospitals safety rules.

1. The only correct way to do a job in the hospital is the safe way. Urgency is not a justifiable excuse for neglecting safety.

2. Know your job thoroughly. When in doubt, do not indulge in guess work; ask your supervisor.

3. Do not handle or observe machinery, tools and equipment without authorization.

9. Construct the steps to do in case of fire.

- Use code: Doctor Red or Code Red.
 - Evacuate
 - Sound alarm
 - Dial telephone operator
 - Shut off Ventilating Fans, etc.
 - Prevent Smoke or Fire Gases from Spreading to Other Floors
 - Avoid Using the Elevators
 - Establish a Control Centre

10. List out the purpose of communication systems.

1. Information and understanding necessary for group work.
2. The attitudes necessary for motivation, co-operation, and job satisfaction.
3. Work satisfaction.
4. Assistance in decision-making because taking decision needs information.

11. What is ISDN?

The Integrated Service Digital Network (ISDN), which is poised to take the communication world by storm, will revolutionize our communication systems and with them our lives.

Digital switching system, which is an advanced computer by itself, will be able to handle voice, data, text and image transmission – all on the same telephone line.

In other words, telephone, computer, printer, fax and almost anything else that is electronic can be plugged into a single telephone line to provide an integrated communications system.

12. List out the hospital loss factors.

1. Embezzlement
2. Pilferage
3. Kickbacks and collusion
4. Equipment theft
5. Personal property theft
6. Payroll fraud and theft including fraud in purchasing the time clock.
7. Cash theft involving main cashier, subsidiary cashier(s), cafeteria cashier, etc.
8. Fraudulent practices in purchasing, receiving and storing
9. Fraud in registers, records, and billing
10. Computer fraud

13. What is Code Red?

Code Red is used to define a possible fire in the hospital.

Many code red hospital procedures involve the RACE system to remind personnel of the order of priorities in a Code Red Hospital emergency. That is

- Rescue – Help people in immediate danger. This may involve moving critical patients who need life-sustaining equipment or someone who has been injured by the fire when it's safe to do so.
- Alarm – Pull it to alert the hospital.
- Confine – Close any doors you can easily access to reduce the speed with which fire spreads.
- Extinguish – Grab the fire extinguisher to try to stop the fire as reasonable to do so while you wait for Fire-Fighters to arrive.

14. What is Code Blue Alarm?

Code blue is a term used in hospitals to announce or signal an emergency of a serious nature such as a cardiac arrest.

In some hospitals, in all patient rooms and other strategic location, there are independent buttons – not a part of the nurse call system – named Code Blue which when activated emit distinguishable emergency alarm signals both at nurse's station and at the telephone operator's room.

While the nurse attends to the patient instantly, the telephone operator goes on the public address instantly, the telephone operator goes on the public address system announcing Code Blue three times giving the location of the emergency.

PART – B

1. Explain in detail about Communication Systems in hospitals.

Communication systems in hospitals encompass intra-departmental intercom, telephone, paging (overhead & wireless), nurses' call, data communications, computerized visual display terminals, television, cable television and closed circuit television (CCTV), alarm system, central dictation, monitoring and the more recent telemedicine, teleconsulting, and so on.

The demand to provide more and more information at higher speeds is greater today than even before.

The field of communication is being improved constantly to meet the complex demand of communicating from person to person, person to machine, and machine to machine.

A system that anticipates frequent changes and growth allows for the control of rising costs and produces greater efficiency.

Instantaneous and reliable communication is crucial to hospitals.

Nature and Scope for Communication

Communication is the process of passing messages from one mind to another.

The use of the word 'mind' is intended to imply the importance of conveying facts, ideas, emotions, opinions and all other types of instructions in such a way that they can be understood by the person receiving them.

A significant point about communication is that it always involves two people – a sender and a receiver.

In addition, whether the sender is an employee or a manager, he usually wants his receiver to accept his

ideas and then to act upon it.

2. What are the various modes of communication? Explain in detail.

There are various modes of communication.

i) Notice Boards

These can be an effective method of communication provided they are well located and attractive to look at.

The most important thing is that notices should be allowed to outlive their usefulness.

To this end, one person should be made responsible for putting up notices and for regularly removing those which have served their purpose.

ii) House Magazine

At first thought, the introduction of a house magazine may seem ambitious for an average-sized hospital in this country, but it can provide a platform for top management to communicate with its employees in informal and direct teams.

If intelligently used, it can be a method of creating team spirit and building mutual understanding among employees.

iii) Suggestion Scheme

Suggestion schemes encourage employees' participation and help them to identify themselves with the organization, provided these schemes are properly administered.

The following factors should be taken into account for the success of this scheme:

1. A joint committee should be formed to operate the system promptly and efficiently.
2. Employees should be encouraged to give their suggestions about the problems of the organization.

iv) Meetings and Conferences

Meetings and conferences are widely-used methods of communication.

The truly-effective conferences and meetings encourage two-way communication and involve a group of people putting forth their ideas and experiences

v) Hospital and Departmental Letters

Letters sent from CEO of hospital or department head to employees are generally used in special circumstances, such as any change in hospital policy, salary scales, fringe benefits, etc

vi) E-mail

The internet is a wonderful way to communicate.

Each and every organization finds it a perfect way to talk to its staff.

It is useful but also dangerous when staff wants to talk to each other during working hours.

vii) Personnel Policy Manuals

Each and every employee in the hospital has a right to know the conditions under which he is working and the rules and regulations which govern his employment.

3. Explain the need of Security System in hospitals.

Some Methods of Internal Control:

i) Physical Security

1. Guarding all means of ingress and egress. Protect the hospital against intrusion from without and illegal movement of goods from within.
2. Control of the hospital's perimeter. This is easy if the hospital is housed in a single building, but extremely difficult in sprawling campus-type layout with several buildings spread across a wide area.

ii) Procedural Security

1. Establish service rules and communicate them to all employees. Each employee should be given a printed copy of service rules, the receipt of which he has to acknowledge.
2. Establish policies and procedure manual for each department.
3. Establish committees such as the general purchase committee, pharmacy and therapeutics committee, etc.
4. Institute inventory control procedures.
5. Establish well-formulated procedures for requisition, purchase indent, supply and

distribution.

6. Do not allow the cashier to have both the keys to operate the cash register. The first key unlocks the mechanism for register operation and gives the total readings for money and number of transactions. The second key gives total either cashier-wise or by some other classification, and resets all totals back to zero. If the cashier has both keys, the prospects of fraud increase.
7. Institute a perpetual inventory system.

4. Explain about the fire safety in hospitals.

Fire safety and protection are matters of vital importance concerning everyone in the hospital.

The best form of protection from fire is its prevention.

Although every possible measure may have been taken to make the hospital buildings as safe as possible, no place can be completely free from fire hazards.

A careless employee, a thoughtless visitor, a confused or disoriented patient can inadvertently set off a fire.

Initially, it may appear to be insignificant but it is important to remember that every big fire starts from a small one.

An effective fire safety programme calls for an understanding of the hospital fire plan and the active participation of every employee at all times.

There is no better protection against fire than constant visit to detect fire hazards, prompt action to eliminate unsafe conditions and a high degree of preparedness to fight fire.

Panic and confusion are the greatest hazards of fire. They can be countered only by sufficient preparedness.

Responsibilities of Every Employee

1. completely familiar with the hospital fire safety programme and the departmental fire plan.
2. Be alert and observe the hospital with a critical eye, and report all fire hazards to the authorities concerned.
3. Not smoke in prohibited areas or anywhere if the entire hospital is declared a non-smoking area.
4. Know the location of fire alarm boxes and be familiar with the operating with its operating instructions, use and signals.
5. Know the location of fire-fighting equipment and be acquainted with its operating instructions and use.

5. Explain in detail about

i) Telephone system

Advanced telecommunication technology today offers vastly improved and sophisticated telephone equipment with never-before features and capabilities.

Advanced systems are now available in which a single instrument acts as a multi-button phone.

Most telephone systems have flexible circuits that allow telephone calls to be transferred to another area as, for example, to the admitting office.

In smaller hospitals, this eliminates the need for a telephone operator during the night. Some other new features are: Touchtone dialling, call pick up, call forwarding,

conference capability, transferability of incoming and outgoing call, video conferencing, social media calling and direct dialling.

Car telephone which hasn't made a big foray into the Indian scene yet, is expected to have a major impact on communications for hospitals.

Made accessible by use of cellular technology, car telephone will play a big role in contacting doctors who are on the move particularly because the use of a mobile phone is prohibited while driving.

ii) ISDN

The Integrated Service Digital Network (ISDN), which is poised to take the communication world by storm, will revolutionize our communication systems and with them our lives.

Digital switching system, which is an advanced computer by itself, will be able to handle voice, data, text and image transmission – all on the same telephone line.

In other words, telephone, computer, printer, fax and almost anything else that is electronic can be plugged into a single telephone line to provide an integrated communication system

iii) CCTV

CCTV is used in the operating room to transmit information to consulting doctors for advice and to residents and students for teaching purposes.

It is also used in cardiac catheterization procedures for displaying an X-ray image of the catheter position.

In advanced countries, CCTV is used by the nurses to view children in isolation, and for visitor-patient two-way viewing.

Inclusion of audio facility provides an opportunity for children to communicate with their parents when the latter are in isolation and children are not permitted to visit them.

When CCTV is used in the operating rooms on a permanent basis, a good quality camera is required, and it should be adopted for use with the surgical lights.

Most modern surgical lights are adjustable for positioning and focusing the camera. CCTV is widely used in hospitals for surveillance operation.

