

UNIT I OVERVIEW OF HOSPITAL ADMINISTRATION

PART A

1. List the factors responsible for the development of hospitals.

The following factors played important role in the development of hospitals.

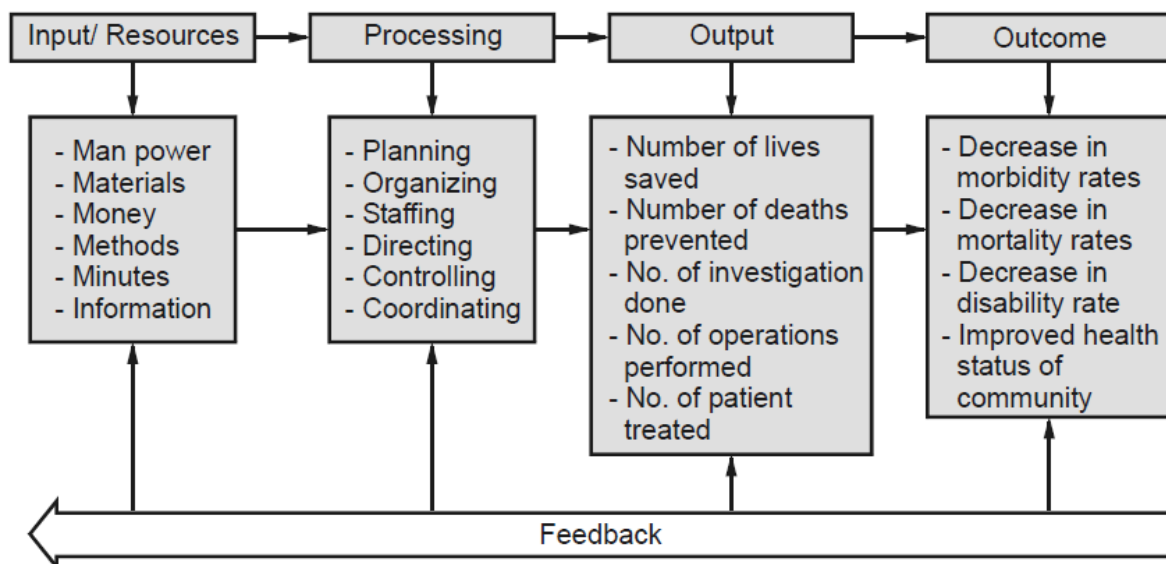
- ☐ Advances in Medical Sciences
- ☐ Development of Technological Sophistication and Specialization
- ☐ Development of Professional Nursing
- ☐ Advances in Medical Education
- ☐ Contribution by Industrialist
- ☐ Support by Health Insurance
- ☐ Role of Government

2. Write the main functions of the hospital management system.

The main functions of the hospital management system include the following vital points.

- ☐ The hospital management system organizes the stable functioning of daily tasks and interactions.
- ☐ Hospital Management System is a special tool to support the smooth operation of the software components that are vital for the clinic administration.
- ☐ The hospital records management software keeps track of all the operations, stores the users' data, performs its analysis, and generates reports.

3. Sketch the outline of the Components of functions of Hospital administration.



4. Elucidate the role of IT in Hospital Planning.

Due to government incentives for fully meaningful Electronic Medical Records system (EMR System), hospitals need to integrate IT throughout the entire facility.

Preparation for this included coordinating an array of data closets, support spaces and infrastructure for the EMR upgrade that would integrate current and future medical planning of campus and hospital buildings.

5. How does teamwork management pave way for a successful hospital?

Facilitating teamwork and collaboration is essential for managing a successful hospital.

Managers can influence innovative teamwork by:

- ☐ Preparing, summarizing, and formatting information for staff consumption.
- ☐ Serving as a mediator between goals, strategies, and day-to-day activities.
- ☐ Promoting innovative operational approaches

Healthcare managers oversee team initiatives, especially frontline employees. Such teams collaborate to resolve patient and workflow issues. Thus, managers bridge informational gaps that ensure innovation reaches the right outlets.

6. Write down the importance of functional planning with strategic principles.

Functional planning is the continual analysis, planning, and monitoring required to successfully meet goals and objectives. A typical strategic management process generally, includes four components.

1. Analysis and assessment – analyze the current and internal environment assessment
2. Strategy formulation – develop the strategic plan
3. Strategy execution – translate the plan into tactical plans and actions
4. Evaluation – conduct ongoing evaluation of performance to strategy

7. Write the Impact of Regulations on Hospital Planning and Designing.

Patient safety is the reason for all the regulations, codes, standards, etc., and to that end, they do serve a good purpose. But most of the regulations, codes, and standards are very prescriptive, meaning that they tell the designer what to do and, in many cases, how to do it. This method of prescriptive regulation can limit or eliminate innovation in healthcare design. Additionally, there are so many regulations, rules, codes, and standards that once they are all found, read, understood, and applied, the design can be

extremely complicated and costly. The designer needs a research team to vet out all the regulations before starting the project.

8. Enlist the Steps for designing the Hospital Planning.

- ☐ Need Assessment
- ☐ Feasibility Report
- ☐ Architects brief
- ☐ Request for Proposal
- ☐ Appointment of Consultant

9. Write the Principles of Hospital Planning.

- ☐ Protection from unwanted and unnecessary disturbances to help speedy recovery
- ☐ Separation of dissimilar activities
- ☐ Control the nurse's station should be positioned strategically to enable proper monitoring of visitors entering and leaving the ward, infants, and children should be protected from theft and infection, etc.
- ☐ Circulation all the departments, yet keep the mall together, separate types of traffic, yet save steps for everybody; that is all there is to hospital planning

10. Explain the classification of hospitals based on ownership.

The ownership-based classification includes the subtypes namely,

Public Hospital (Government hospital), these hospitals are owned and managed by government and/or autonomous bodies e.g., Civil Hospital, Sargodha, Pakistan Institute of Medical Sciences, National Institute of Child Health, etc.

Private Hospitals (Non- Government hospitals), Owned by private people or entrepreneurs, can be further classified into.

- a) Commercial
- b) Non-profit

11. State the code of medical ethics in Hospitals.

Hospital administration must keep all details about the latest happening in the field of laws related to medical practice. It is the duty of hospital administration to maintain an ethical environment in the hospital. Hospital administration should draft rules, methods, and Standard Operative Procedures (SOP) for each member of an organization.

Wherever a conflict of interest between the patient and the provider arises, ethics in healthcare demand that the decision comes down on the side of the patient. Providing the appropriate care, treatment, and safety of patients is the guiding principle of the code of ethics in healthcare.

12. What is primary health care?

Primary care providers may be doctors, nurses, or physician assistants. Primary healthcare is the first level of contact with individuals, the family, and the community, where essential healthcare is provided. As a level of care, it is close to the people, where most of their health problems can be dealt with and resolved.

13. List out the managerial tips for Hospital Administration.

- i) Planning
- ii) Organizing
- iii) Staffing
- iv) Directing
- v) Controlling
- vi) Coordinating

14. List out the types of hospitals according to the Directory of Hospital.

The hospitals are increasing in number, width, and length. There are different bases on which the hospitals are classified as:

- | | |
|-------------------------|---------------------|
| (a) Ownership | (b) Therapy System |
| (c) Hospital Directory | (d) Size |
| (e) Clinical Criteria | (f) Level of Care |
| (g) Teaching Facilities | (h) Accreditation |
| (i) Gender | (j) Length of Stay. |

15. What are the major four functions of the hospital?

- To provide care for sick and injured
- Training of physicians, nurses, and other personnel
- Prevention of diseases and promotion of health
- Advancement of research in scientific medicine

16. What are the challenges in Hospital Administration?

Some of the challenges professionals in healthcare administration face today include :

- ☐ Ensuring effective, efficient healthcare services for communities
- ☐ Shortages of nurses and other healthcare workers
- ☐ Concern for the safety and quality of healthcare services
- ☐ Rising healthcare costs
- ☐ An aging population
- ☐ Rapidly changing medical terminology and practice

17. State the ethics to be followed by physicians.

Hospitals have been classified in many ways. The most accepted criteria for the classification of modern hospitals are:

- Length of stay of patients (long term / short term)
- Clinical basis
- Ownership control basis

18. List various types of management in hospitals.

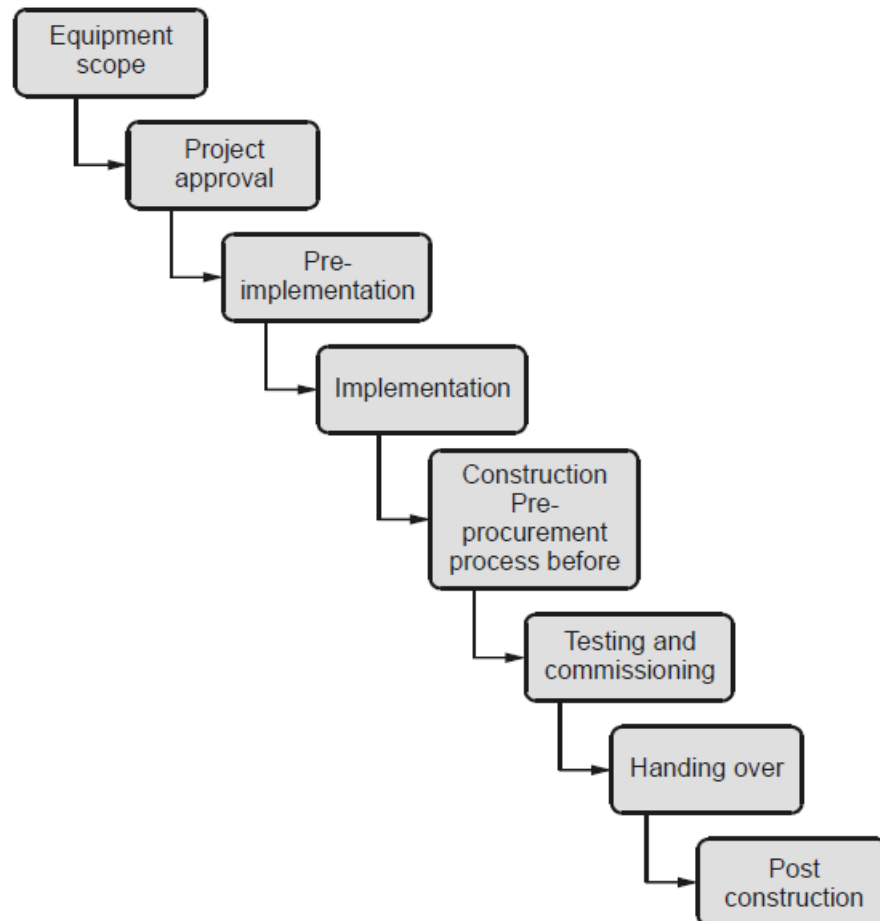
- Central Government / Government of India
- State Government
- Local Bodies
- Private
- Autonomous Body
- Voluntary Organizations
- Corporate Body

19. What are the responsibilities of a Hospital Administrator?

- Organise hospital service
- Oversee hospital development
- Use financial acumen
- Maintain documentation

- Monitor stock levels
- Managing staff
- Ensure compliance
- Assist with recruitment and training
- Serve as a liaison
- Coordinate staff scheduling

20. List the steps followed in equipment planning process.



PART – B

1. Define Planning. Explain the principles of Hospital Planning.

Ans: Hospital Planning:

Planning is the process of determining in advance what should be accomplished when by whom, how, and at what cost. Planning is an important skill for Health Extension Practitioners because it is a key management function for all health workers and health managers. In other words, Planning is forecasting and thinking about things that may happen in the future. In hospital management, you need to plan to have a clear understanding of what needs to be done and why you need to do it. Furthermore, it helps

you to prioritize health problems so that limited resources are used for actions that will bring the most benefit.

The success of Hospital Planning includes the following key points:

- ☐ Planning is the forecasting and organizing of the activities required to achieve the desired goals.
- ☐ All successful hospitals, without exception, are built on a triad of good planning, good design & construction, and good administration.
- ☐ To be successful, a hospital requires a great deal of preliminary study and planning.
- ☐ It must be designed to serve people.
- ☐ It must be staffed with a competent and adequate number of efficient doctors, nurses, and other professionals.
- ☐ Strong management essential for the daily functioning of a facility; must be included in the plans of a new hospital.
- ☐ Hospital building differs from other building types in the complex functional relationship that exists between the various parts of the hospital.
- ☐ Apart from providing the right environment for patients and care providers, it should also be sensitive to the needs of visitors.
- ☐ It is thus imperative to examine the emerging issues, analyse the challenges, appreciate the emerging trends, and study the various strategic options available for planning, designing, and constructing a hospital.

A hospital is made up of many different departments, having different functions, but all these must be in due proportion, in relation to each other and to the environment. The design of appropriate health and health facilities for large populations requires an overall understanding of the culture, specific health issues, and available health professionals before appropriate facilities can be successfully planned, programmed, designed, built, operated, and maintained.

The by-products of administrative data can be used and are used for a multitude of purposes as follows:

- a) planning of services including workforce and staffing
- b) needs assessment
- c) disease registers
- d) medical and nursing education planning

- e) clinical audits and confidential inquiries into deaths
- f) epidemiological studies
- g) child health immunizations, screening

Important Guiding Principles for Hospital Planning

These principles were developed in the context of the hospital system but have relevance and usefulness to hospital planning in India and other countries.

(i) Patient care of high quality:

Patient care of high quality should be achieved by the hospital by adopting the following measures.

1. Provision of appropriate technical equipment and facilities necessary to support the hospital's objectives.
2. An organizational structure that assigns responsibility appropriately and requires accountability for the various functions within the institution.
3. A continuous review of the adequacy of care provided by physicians, nursing staff, and paramedical personnel and of the adequacy with which it is supported by other hospital activities.

(ii) Effective community orientation:

Effective community orientation should be achieved by the hospital by adopting the following measures:

1. A governing board made up of persons who have demonstrated concern for the community and leadership ability.
2. Policies that assure the availability of services to all the people in the hospital's service area.
3. Participation of the hospital in community programs to provide preventive care.
4. A public information program that keeps the community identified with the hospital's goals, objectives, and plans.

(iii) Economic viability:

Economic viability should be achieved by the hospital by taking these measures:

1. A corporate organization that accepts responsibility for sound financial management in keeping with a desirable quality of care.

2. Patient care objectives that are consistent with projected service demands, availability of operating finances, and adequate personnel and equipment.
3. A planned program of expansion based solely on demonstrated community need.
4. A specific program of funding that will assure replacement, improvement, and expansion of facilities and equipment without imposing too much cost burden on patient charges.
5. An annual budget plan that will permit the hospital to keep pace with the times.

(iv) Orderly Planning:

Orderly planning should be achieved by the hospital through the following.

1. Acceptance by the hospital administrator of prim responsibility for short and long-range planning, with support and assistance from competent financial organizational, functional, and architectural advisors.
2. Establishment of short and long-range planning objectives with a list of priorities and target dates on which such objectives may be achieved.
3. Preparation of a functional program that describes the short-range objectives and the facilities, equipment, and staffing necessary to achieve them.

(v) Sound architectural plan:

A sound architectural plan should be achieved by the hospital through the following:

1. Engaging an architect experienced in hospital design and construction.
2. Selection of a site large enough to provide for future expansion and accessibility of population.
3. Recognition of the need for uncluttered traffic patterns within and without the hospital for the movement of hospital staff, patients, and visitors and for efficient transportation of supplies.
4. An architectural design that will permit efficient use of personnel, interchangeability of rooms, and provide flexibility.
5. Adequate attention to important concepts such as infection control and disaster planning.

(vi) Medical technology and planning:

Developments in medical technology are taking place so rapidly that now the use of sophisticated technology determines professional status.

The diffusion of medical technology vis-a-vis the shortage of resources constantly plays on the minds of planners.

Even in western countries, “rational” planning for medical technology is an evasive subject. The workshop on problems of planning health services in urban areas in Europe felt that rational planning is aided by a hospital hierarchy of specialization, and by national review agencies which have strong links with similar agencies in other countries.

The Principles of Hospital Planning include

- ☐ Protection from unwanted and unnecessary disturbances to help speedy recovery
- ☐ Separation of dissimilar activities
- ☐ Control the nurse's station should be positioned strategically to enable proper monitoring of visitors entering and leaving the ward, infants, and children should be protected from theft and infection, etc.
- ☐ Circulation all the departments, yet keep them all together, separate types of traffic, yet save steps for everybody; that is all there is to hospital planning.

2. Explain the Hospital Equipment: Planning, Scheduling, and Maintenance.

Ans: Equipment Planning:

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

Medical equipment is a vital component in healthcare delivery. Equipment is a major part of the project planning process. Usually, 40 % of the total project cost involves 20 % -M&E related equipment and 20 % -medical equipment cost.

Equipment planners are highly qualified equipment managers who are generally part of an equipment management group responsible for the overall management of the FF&E process. The ultimate objective is to ensure all products selected are fit for purpose, within budget, procured, delivered, and commissioned in accordance with the project's build program.

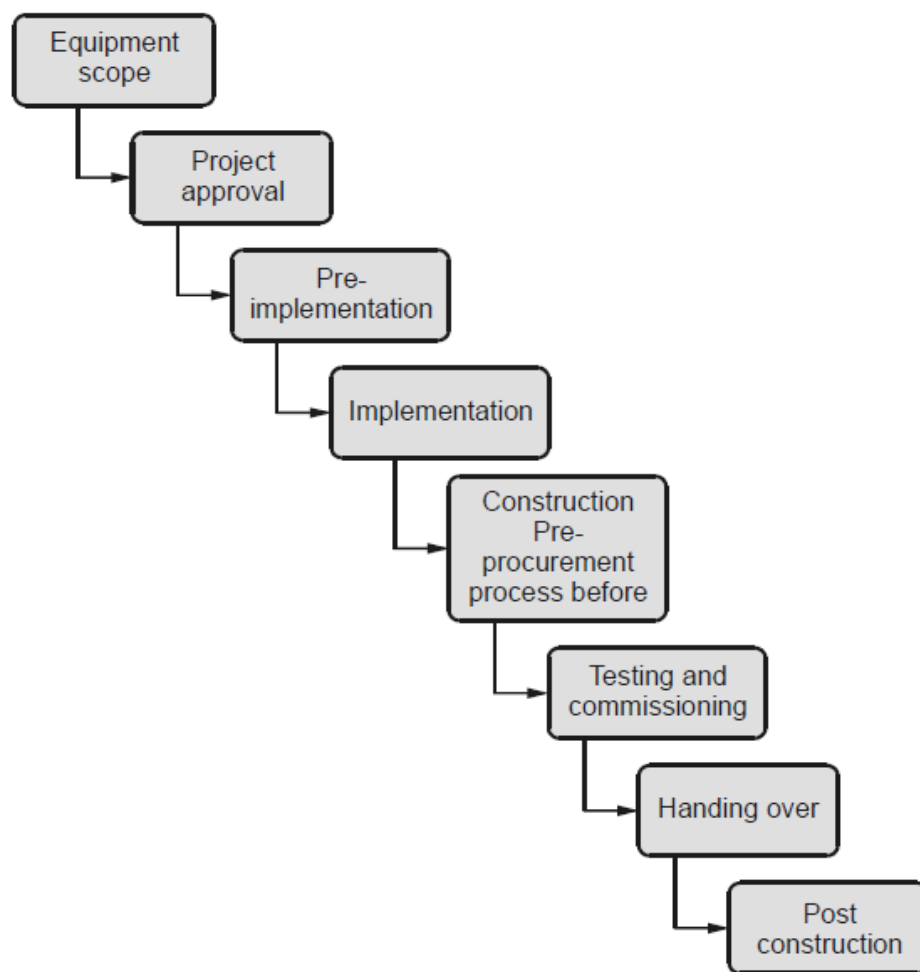
A common format is to simply classify them as groups 1, 2, and 3. Depending on the requirements of the project, the equipment planner may be required to manage either the medical only or both the medical and non-medical equipment.

To bring the best information on healthcare equipment and related management to the project team, an equipment planner should ideally be engaged, no later than the

project's design phase Some value can also be added by having an equipment planner involved in the master planning phase.

Equipment Planning Process:

Medical equipment planning is an ongoing and iterative task that evolves throughout the lifecycle of a project and beyond into ongoing operations. The best time to bring a medical equipment planner onto a project is at the inception stage. This way, functional programs, and business cases can accurately depict the current and future demographic and clinical needs with viable technology, equipment and costing options.



The equipment planning process involves the following nine steps. Each step with its roles is briefed below one by one.

1. Equipment scope identification

- a) Preparation of equipment brief of the requirement
- b) Both fixed and loose equipment requirement
- c) Equipment shall be the latest technology
- d) Equipment specification

- e) Incorporation of ICT requirement
- f) Determination of estimated cost

2. Project approval

Approved project cost inclusive of loose equipment cost.

Project cost = Building Cost + Loose Equipment Cost

3. Pre-Implementation

The pre-implementation task includes the followings,

- a) Value management conducted to match equipment scope and equipment costing
- b) Adequate for function

4. Implementation

- a) Evaluation of contractor proposal
- b) Analysing both fixed and loose equipment proposals with the specifications of quantity, distribution, and specification of the latest technology
- c) Preparation of non-conformance report for the fixed and loose Equipment Documents.

5. Implementation / Construction

Pre-Procurement Process before Eq Procurement

- a) Room data interaction – equipment requirement inputs (fixed & lose equipment)
- b) Receive Technical Specification Adherence (TSA) from PWD for procurement
- c) Selecting the equipment
 - i. TSA approval
 - ii. Consultation (HOD, clinicians, medical staff, technical staff, etc)
 - iii. Interaction between project team /contractor/supplier
 - iv. Product presentation/factory visit

6. Implementation / Construction

Procurement Process

- a) Procurement is carried out at 50 – 60 % of project progress
- b) Building is ready to accommodate placement/storage of equipment

7. Testing & Commissioning

- a) Testing & commissioning of medical equipment (fixed & loose items)
- b) Inventory counting
- c) User training

8. Handing over

- a) Assets registration - equipment inventory.
- b) Equipment listing – Bill of quantity (room by room, departmental)
- c) Associated documents -warranty, manual, license

9. Post-Construction

- a) Defect liability period is either 12 / 24 months (from the date of practical completion)
- b) Defect identification and rectification
- c) Schedule maintenance shall be performed

3. Explain the challenges of Hospital Administration.

Ans: Over the last century, hospital administration has witnessed dramatic changes:

- Hospitals have become large, complex organizations
- Technology has advanced exponentially
- Healthcare financing has moved from private pay to a complex, third-party reimbursement system
- Government has taken on a larger role in healthcare delivery

Despite these significant changes, the field continues to focus on the business and financial aspects of hospitals, clinics, and other health services, with particular focus placed on efficiency and financial stability.

The primary roles of today's professionals in healthcare administration include:

- Human resources management
- Financial management
- Cost accounting
- Data collection and analysis
- Strategic planning
- Marketing

- Maintenance functions of the organization
- Providing the most basic social services: the care of dependent people at the most vulnerable points in their lives.
- Maintaining the moral and social order of healthcare organizations
- Serving as patient advocates
- Serving as arbitrators in situations where there are competing values
- Serving as intermediaries for the various professional groups practicing within the organization

Some of the challenges professionals in healthcare administration face today include:

- Ensuring effective, efficient healthcare services for communities
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Some areas in which hospital effectiveness is being questioned and the role of an administrator is under stress, include:

- a) Organisation structure
- b) Technology management
- c) Manpower utilisation
- d) Sharing of power in decision-making
- e) Patient care-quality management
- f) Cost and financing of operations
- g) Leadership and motivation
- h) Information technology
- i) Marketing of hospital services

a) Hospital organization:

No two hospitals are alike-this will be reflected in the organizational structure. The ideas and outlook of management, the type of services, and the relative skill of personnel, will all have a bearing on the structure of the organization. Due to various

factors in a government department, the organization structure tends to become unrelated to the goals of the organization, and the administrator's freedom to organize is seriously curtailed. The organization structure is expected to provide a sound framework for management; however, the present structure is identified as a stumbling block and it has become necessary to reorganize to achieve clarity of responsibility and accountability. There is centralization of authority, generally remote from the point where tasks are performed. Authority is vested in a position without clear accountability. For example, the administrators have little control over staffing, and the selection of people who constitute their work group.

Due to increased specialization, changing technology, and increased expectations of consumers and employee hospitals require better coordination and organizational adaptability. The administrator's expertise is that of an integrator structuring the perceptions among producers, and between producers and consumers so that change can be affected without destroying organizational integration.

Therefore, there is a need for an organizational structure and a system for the performance of various activities, which can be regulated through process control methods.

b) Technology management:

Technology management is posing a great challenge to hospital management. The continuous process of technological advancement, particularly in the field of diagnostic and therapeutic services, often leads to conflicting situations between the health care providers and the expectations of the community. The cost-benefit analysis of technology by the hospital management in terms of hospital size, location, morbidity status of a population, budget, mission, and management of the technology in terms of quality improvement is critical to the hospital's success. Hospitals' desire to update technology to be competitive among the health care organizations should always be weighed with the benefit to the organization and the improvement of quality of care for the community.

c) Manpower utilization:

Hospitals are labor-intensive organizations. Human resources with an adequate level of education and skill when properly motivated to work with zeal and confidence can only

achieve good results. The reasons for poor capacity utilization are

- Outdated recruitment rules,
- Education and experience standards not commensurate with the present-day requirement
- Lack of organized on-the-job training and in-service training for growth and development.
- Departmental policy.
- Duties and responsibilities for each grade are not specified resulting in overlapping of functions.
- Poor motivation due to poor managerial leadership.
- Unsuitable organisation climate conflicts
- No grievance procedure and lack of facilities.

Therefore, there is a need for good executive leadership to attend to personnel management for optimum capacity utilization and to prevent frequent turnover of trained manpower.

d) Sharing of power:

There are multiple lines of authority in the complex, modern hospital. A delicate balance of power exists which is frequently shifting. Authority lines can be considered as checks and balances within the organization. Power is synonymous with exercising influence and control over a situation, and it is that force when used causes a change.

The hospital governing body is responsible for monitoring the quality of care rendered in the hospital by the medical staff. The medical staff has the overall responsibility for the quality of medical care provided to patients. The hospital administrator must ensure the availability of resources required for medical care and the efficient operation of different departments directly or indirectly providing medical care services. Hospital is, therefore, a functional organization with three lines of authority. The administrator should empower his subordinates through the following methods:

- a) Delegation of authority to take decisions
- b) Involvement of employees at all levels of the decision-making process
- c) Provide resources men, materials, finance, system design, rules, and procedures

- d) Provide developmental opportunities
- e) Trust employees
- f) Sharing information
- g) Recognition and rewards
- h) Empowerment of teams.

The need for empowerment for willing cooperation and performance of tasks cannot be over-emphasized. This will help in process control and in determining the causes of success or failure.

e) Patient care:

Quality of care refers to the degree of excellence of the medical care delivered whether it meets or exceeds the accepted standards. However, the criteria necessarily change with improved efficiency related to technological advancement. It is the moral as well as legal responsibility of the owner of the hospital to ensure that the interest of the patient is safeguarded, and appropriate measures are taken to monitor and improve quality and patient safety at a reasonable cost to the satisfaction of the patient.

The measurement of quality of service poses many problems, as it is not possible to establish accurate standards of judgment. Yet we need to have some means of evaluating the service for only then the efficiency of performance and in turn, the community benefit can be assessed.

The medical care service quality evaluation program should be so designed that the adequacy of the structure, the process of medical care delivery, and the impact on the beneficiaries can be assessed in quantitative and qualitative terms and correlated with cost.

f) Cost and financing operations:

In your hospitals, there is a perpetual problem of scarcity of resources. The cost of manpower and material resources, and the cost of operation of facilities have increased manifold. Therefore, it is essential that all those who are engaged in hospital activities and not only in hospital management must be made responsible for reducing/controlling the cost of operation of activities. Responsibility of such nature cannot be imposed, but it must be introduced in a manner acceptable to the people. Therefore, working out an

acceptable cost-containment strategy for hospitals is a problem requiring urgent attention.

g) Leadership and motivation:

The administration of modern hospitals has become a demanding profession because of its increasing complexity. There is an urgent need for high-quality management of our hospitals as in any other industry. A fully trained hospital administrator can only ensure optimum and economic utilization of resources, prevent underuse/overuse of facilities, standardize hospital rules and procedures and collect data for evaluation of performance. The hospital administrator should pursue the twin aims of efficiency and effectiveness. The deficiency of trained administrators particularly for larger hospitals is posing a problem in the management of the hospital.

h) Information technology:

Scientific management is recognized as the key to the success of an enterprise. By now you know that management is the effective use of human, financial, and material resources to achieve the organizational objective through the managerial functions of planning, organizing, staffing, leading, and controlling. The information system is the most vital for performing all managerial functions as it provides the required information to each level of management, at the right time, in the right form, and in the right place, so that decisions are made efficiently and effectively. The framework of the hospital information system should be so organized that there is rapid and regular feedback of information.

A vast amount of information is available in the hospital to enable an objective assessment of the hospital service and to compare the performance of one hospital with that of another. The main problem is the collection, compilation, and presentation of the basic statistical facts in a more acceptable and digestible form. Therefore, the system of collection and presentation of "Hospital Operational Statistics" and "Hospital Morbidity Statistics" should be standardized.

i) Marketing of hospital services:

Marketing has since been recognized as one of the core activities in hospital management, particularly in private hospitals. Hospitals that concentrate on the treatment of diseases are gradually undergoing a change to health management.

Marketing should not only stop at bringing in patients but also be extended to develop a permanent image within the minds of people by building lasting relationships. With health insurance gaining importance and the recent proposal by the government to privatize health insurance a new challenge is faced in marketing hospital services. The hospital administrator should now be familiar with health insurance policies, diseases covered, cost of adopting the scheme, reimbursement policies and attracting potential customers, and to take care of a patient within the stipulated period and cost.

4. Explain in detail how ethics are followed in Hospitals with various personnel.

Hospital ethics refers to a set of moral values and principles to be used for decision-making in the field of medicine. Read on to know about the ethical issues faced by the healthcare industry in medical research and hospital management.

Ethical issues in the health sector should be dealt with a lot of care and concern. Having a written, well-defined code of ethics and training healthcare professionals to adopt patient welfare as their primary responsibility while making decisions, can help in resolving ethical issues that arise in the healthcare industry.

More than any other industry, issues that deal with patients and their welfare are of utmost importance in the healthcare industry. This is because, people in this industry deal with such situations and circumstances, every day, which have a direct bearing on another person's life. That is why, it is mandatory for all healthcare organizations to have an ethics committee, a written code of ethics, policies or procedures that govern right conduct, so that the interests of all the parties, whether the patient, his family members, the organization itself, caregivers, and the community itself, are properly investigated and balanced out.

Here is a list of ethical issues facing healthcare systems, and pertaining to both management and medical research, which the industry is currently contemplating:

Exercise confidentiality: One of the most important ethical issues in the medical field is confidentiality – the protection of patient information, which is both private and personal and the conversations between a doctor and a patient. Earlier, patient medical records were accessible to anybody and everybody, this however is no longer the situation. The majority of hospitals these days safeguard the confidentiality of patient

information. Also, physicians should be sensitive enough not to reveal their discussions with patients.

Prevent the transmission of diseases: An ethical concern of many healthcare executives, doctors and nurses is to protect themselves from the dangers of acquiring communicable diseases from patients, especially if the patient history is unavailable for some reason. Although, healthcare professionals do have a right to protect themselves from the various pathogens that might be transmitted by the patients to them, however, at the same time they must take care not to make the patients uncomfortable by making these protective measures very apparent.

Avoid aggressive marketing practices: While marketing and promoting the services of hospitals, care should be taken that the hospital authorities and marketers maintain certain standards, guidelines, and ethics. Marketing, in no way, means aggressively promoting and recommending such services to the patients which they may not even require. So, this should be avoided. Profit-making is essential but is not the be-all and end-all of healthcare marketing and management.

Provide authentic information: To deal with ethical issues in healthcare marketing, the hospital authorities should make sure that the information they provide through advertising is totally accurate and correct. The advertisements should not be misleading, rather the welfare of patients should be the primary objective in the healthcare industry.

Safeguarding patient welfare: Lastly, a healthcare professional should not forget his main motive, i.e., safeguarding and promoting the welfare of patients by being honest with them. Under no circumstances should a healthcare professional discriminate against patients based on caste, creed or colour, compromise patient care or place his own interests above a patient's welfare.

5. Distinguish between hospital and industry.

In some respects, it is very similar to what we do in any industry – identify key traits and competencies and configure selection tools that will predict which candidates will succeed.

In fact, as hospitals look to other industries for solutions to their challenges, like adopting 'lean' management approaches, we have the advantage of applying what we've

learned in the manufacturing, distribution, retail, and customer service sectors. Certainly, our approach to legal defensibility remains the same. Beyond these, however, healthcare is different in many respects:

1. Complexity – Hospitals tend to have very complex organizational structures compared to their overall size. A 400-bed hospital might have over 1,000 different job titles.

2. Highly trained professionals – A large portion of the workforce- physicians, nurses, allied health, and many technical positions, are highly trained and have a high level of autonomy. Many have performance criteria defined by the profession and by state and national testing and licensing bodies.

3. A fragmented organization structure – An auto manufacturer designs the entire workforce around the production of the car. Hospitals, only recently, have begun to take a service line or patient-centered approach to organizational structure, built around the patient experience. Historically, a hospital is built around relatively independent departments, each with a great deal of autonomy.

4. De-centralized and disparate hiring processes – This autonomy often fosters a decentralized and inconsistent approach to recruiting and hiring. Nursing has its approach, other departments do something else, and physician hiring is informally controlled by the C-suite and the VPMA. Inconsistency between hospitals in a system, or even hiring managers within the same hospital, makes standardization difficult and creates unnecessary legal risk.

5. Customer Service is no longer a 'nice to have' – Every company wants to improve customer service but with the new HCAHPS requirements, patient satisfaction scores are a critical success metric for hospitals.

6. The nature of the Services – Poor quality in a manufacturing plant means a poor product and a weakened competitive advantage. Poor quality in a hospital means harm to patients and the hospital's ability to fulfill its mission.

Accordingly, we advocate a unique approach to selection:

1. Healthcare-specific solutions – Basic, off-the-shelf personality tests that might be

fine for other industries that do not work in healthcare. Nurses, physicians, and other care providers are unique, and assessments must incorporate an understanding of the work and the competencies that lead to success.

2. A multi-level approach – Creating a patient and family-focused environment means you cannot just improve the level of customer service provided by the nursing staff. Even housekeeping impacts the patient experience, and if you don't hire better managers, hiring better front-line workers is futile.

3. Consider the 'future state' – Healthcare is changing – rapidly. Our traditional better performers may not be what we need moving forward. It takes a thorough understanding of the new challenges and of the vision of the organization, to build the workforce for the future.

The science of selection can be applied to any industry and many industries are similar in many respects so selection solutions can be applied in a similar manner. For several reasons, healthcare is unique and your approach to selection should reflect these differences.

UNIT- II HUMAN RESOURCE MANAGEMENT IN HOSPITAL

PART – A

Q.1. Define HRM

Ans:

Human Resource Management (HRM) is concerned with employees both as individuals and as a group in attaining goals.

- It is also concerned with the behavior, emotional and social aspects of personnel. It is concerned with the development of human resources i.e., knowledge, capability, skill, potentialities, and attaining and attending employee goals, including job satisfaction.
- Human resource management is pervasive in nature, and it is concerned with the management of human resources of an organization consisting of all individuals engaged in any of the organization's activities at any level.
- HRM covers all levels i.e. low, middle, and top, and categories of employees such as unskilled, semiskilled, skilled, technical, professional, clerical, managerial and non-managerial. It covers both organized and unorganized employees.

2 List the objectives of human resource management.

- Obtaining and developing the right personnel,
- Providing effective motivation and leadership.
- Paying attractive remuneration and treating them like brothers and sisters,
- Effective utilization of human resources in the achievement of organizational goals.

3 Write down the HRM roles.

HRM roles include the following

- a. To apply quality and productivity principles to improve HRM function.
- b. To make consistent, clear, complementary, and synergistic policies
- c. To facilitate the implementation of quality and productivity interventions

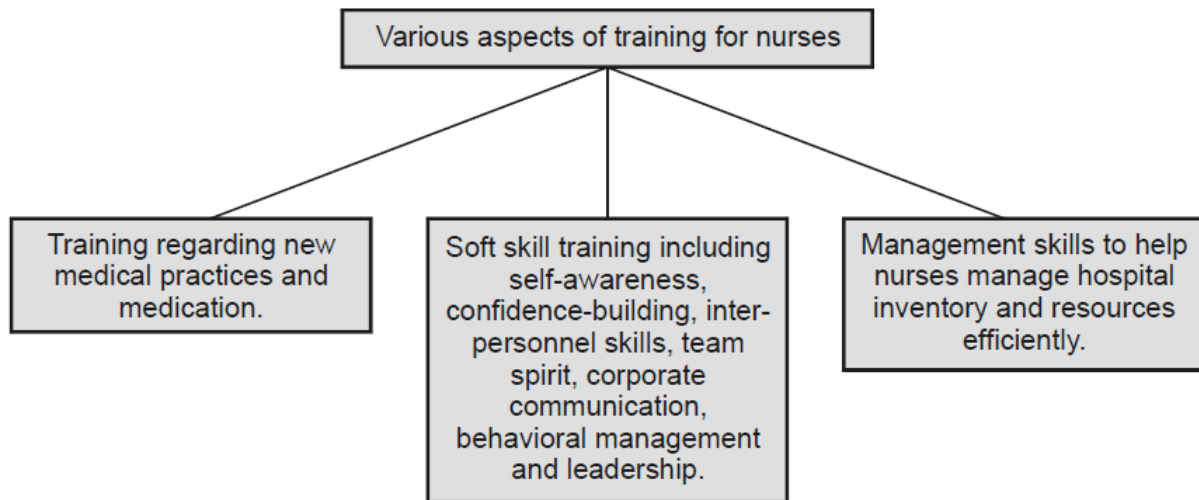
4 What are the benefits of Human Resource Development?

Some of the benefits of Human Resource Development are as follows:

- a. Systematic planning to support the organizational mission. Increased capacity to achieve the organization's goals
- b. Clear definition of each employee's work responsibilities and link to organization's mission
- c. Greater equity between compensation and level of responsibility
- d. Defined levels of supervision and management support
- e. Increased level of performance and efficient utilization of employee's skills and knowledge
- f. Cost savings through improved efficiency and productivity

g. Increased ability to manage change

5. Sketch the various aspects of training for hospital employees.



6 How can the behavioral skills of its employees be enhanced?

- To enhance the behavioral skills of its employees, hospitals should initiate leadership programs for its doctors and also staff.
- The environment in which health care professionals practice is one in which conflict and the need for negotiation abound.
- To develop as managers and senior leaders, individuals must know how their peers, subordinates, and supervisors perceive them.

7 What does the training program include?

A hospital generates medical wastes which may be harmful if not properly disposed. As a result, their training program includes:

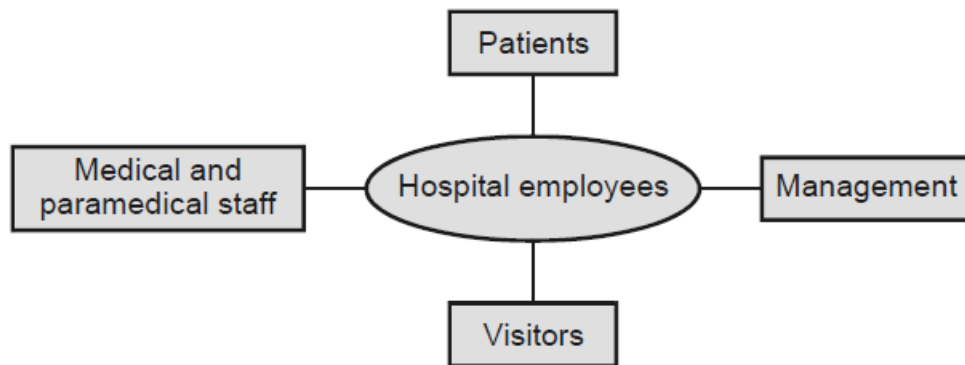
- How to handle biohazards, used syringes, and other medical wastes.
- Separation of waste into recyclable and non-recyclable components.
- learning how to operate hospital-oriented cleaning machines.
- Maintain a log of cleaning activities done.

8 List out the HRM practices and policies.

HRM plays a significant role in global healthcare systems. Human resource management refers to the practices and policies needed to carry out the personnel aspects of management.

These include:

- a. Analyzing jobs
- b. Planning manpower needs and recruiting competent people
- c. Selecting best people
- d. Appraising performance and potential on ongoing basis
- e. Socializing, training and developing people
- f. Managing compensation
- g. Communicating
- h. Building employee commitment

9. What are all the parameters surrounding the Hospital Employee?**10. List the managerial function in HRM**

- Planning
- Organising
- Directing
- Controlling

11. What are the fundamental principles of HRM?

Human resource management is an approach to the management of people based on the following fundamental principles:

- 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.
- 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.
- Human resources are the most important assets, and their tactful management is the key to the success of an organization. The culture and values of an organization exert enormous influence on the organization. Therefore, organizational values and culture should be accepted and acted upon by one and all in the organization.

12. What is the importance of HRM in society?

The purpose of the HRM system is to produce, maintain, and develop a healthcare workforce that allows the health sector to achieve its specific and social impact goals. The HRM system accomplishes its purpose through the interconnected operation of several internal elements or components. They fulfil different types of functions: Strategic, operational, and support functions.

13. What is a Human Resource Inventory?

Human Resource Inventory (HRI) in every organization is essential for efficient delivery systems, and effective medical services to achieve patient satisfaction. Many studies done in the past on HRM stress the importance of HRM to achieve the goal of healthcare organizations and emphasize the importance of training and development for all levels of staff at periodic intervals to improve the quality of healthcare services.

14. List out the requirements present in the profile of the HRD Manager.

The main task of HRM involves job analysis, manpower requirement, organization of workforce, measurement as well as an appraisal of performance, reward implementation, professional development, and constant maintenance of the workforce.

The human resource manager is responsible to feel overriding the different needs of both employees as well as the employer. The manager supervises all aspects of operations that are personnel-related would include the following areas:

- Interview and hiring
- Doctor and nurse recruitment
- Compensation and benefits management
- Handling of claims
- Personnel counselling
- Employee training
- Performance evaluation
- Implementation of professional development programs
- Compliance with state and federal regulations
- Safety and sanitation in the workplace
- Labor Relations and mediation
- Supervision of employee meetings
- Maintenance and/or improvement of employee retention and morale

15. What is personnel management?

Personnel Management is concerned with manpower planning, recruitment, selection, orientation, salary administration, performance appraisal, training, working conditions, safety, welfare, promotion, transfer, collective bargaining, disciplinary action and resignation/termination/retirement.

16. Differentiate HRM and PM.

- HRM deals only with the bright side of the personnel activities, and PM deals with both the bright and dark sides of the personnel activities of an organization.
- Therefore, HRM is a narrower team and, PM is a wider team.

17. Define Manpower Planning.

Manpower planning is a technique to estimate and forecast the manpower requirements for an enterprise taking into consideration the existing and future objects of the enterprise. The estimates of human resources requirements are based on the plans of production expansion, the nature of technology, and the structure of enterprises.

Manpower planning means seeing whether the person to whom some work is assigned is capable to do it or not. The essence of manpower planning is the right man on the right job and the right job for the right man.

In other words, Manpower planning refers to the process of determining and assuring that the organization will have an adequate number of qualified personnel.

18. What is a job description?

A job description lists the main features of a specific job. The description typically includes the person's main duties, responsibilities, and working conditions. It also includes the job title and to whom the person holding that job must report. It is only possible to do a job description, however, after carrying out a job analysis.

19. What is job analysis?

It is the process of studying and collecting information relating to the operations and responsibilities of a specific job. It includes:

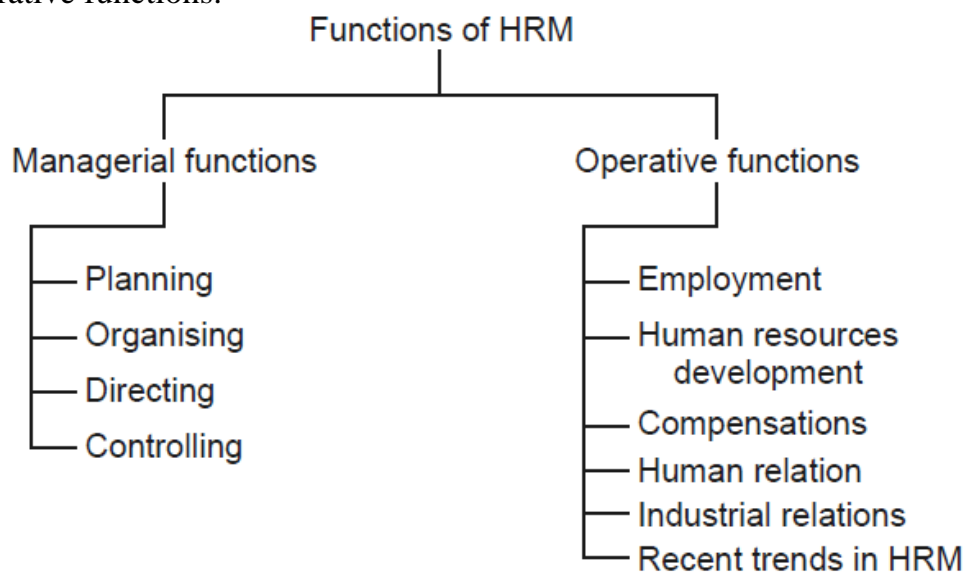
- Collection of data, information, facts, and ideas relating to various aspects of jobs including men, machines, and materials.
- Preparation of the job description, job specifications, job requirements, and employee specifications which will help in identifying the nature, levels and quantum of human resources.
- Providing the guides, plans and basis for job design and for all operative functions of HRM.

20. What are the functions of human resource management?

The functions of HRM can be broadly classified into two categories, viz.,

(i) Managerial functions and

(ii) Operative functions.



PART – B

1. Explain the functions of Human Resource Management in Hospitals.
2. What are the retention tools to retain their employees in their hospitals?
3. What are the objectives of manpower planning and explain the steps involved in the manpower planning process.
4. Explain how to retain the employees of an organization and how to retain top performers.
5. Briefly explain the principles of human resource management.
6. Discuss the role of human resource management in hospitals.

UNIT – III RECRUITMENT AND TRAINING

PART A

1. List out the departments found in the hospital

- Outpatient Department (OPD)
- Inpatient Service (IP)
- Medical Department
- Nursing Department
- Paramedical Department
- Physical Medicine and Rehabilitation Department
- Operation Theatre Complex (OT)
- Pharmacy Department, Radiology Department (X-ray)

2. Write about Inpatient Service (IP).

If OPD is the show window of the hospital, the IP is the heart of the hospital. The IP service provides lodging, diet, and medical care. Conveniently, it can be divided into:

- Wards and rooms
- Nurses station
- Dietary services
- Sanitary facilities and other requirements
- The Ward can be Intensive Care Wards (ICU), Intermediate Care Wards and Isolation Wards.

3. What is CSSD?

Central Sterile Supply Department (CSSD) is the important department that supplies sterile articles throughout the hospital. CSSD handles contaminated, clean, and sterile articles.

Workflow in CSSD:

Receiving, Washing, Drying, Accounting, Sorting, Packing, Sterilization, Sterile storage, Issue. The articles should move in one direction from receipt to issue. The location should be such that the wards and departments can have easy access.

4. What are the functions of the personnel department?

The personnel department has the following functions, directed to the welfare of the personnel.

- Recruitment of personnel
- Interviewing prospective employees
- Promotion and transfer of employees
- Termination of employment
- In-service training program
- Remuneration and incentives

5 What will be the impact of promotion?

The implementation of promotion has the capacity to:

- Improve employee retention.

- Reduce overhead and costs associated with unnecessary searches.
- Improve morale.
- Broaden opportunities for qualified candidates.
- Break down barriers to internal promotions.

6 List out the two methods of training.

- On-the-job training
- Off-the-job training

7 Why is evaluation of training becomes necessary?

- Training evaluation basically helps with the discovery of training gaps and opportunities in training employees.
- Training evaluation collects information that can help determine improvements in training programs and help trainers decide if certain programs should be discontinued.
- The training evaluation process is essential to assess training effectiveness, help improve overall work quality and boost employee morale and motivation by engaging them in the development of training programs.
- Training evaluation is a systematic process to analyse if training programs and initiatives are effective and efficient.

8 Explain the term “Training Effectiveness”?

Training effectiveness is the degree to which trainees can learn and apply the knowledge and skills acquired during the program. It is influenced by the attitudes, interests, values, and expectations of the trainees and the training environment. A training program is likely to be more effective when the trainees want to learn, are involved in their jobs, and have career plans. Contents of training programs and the ability of trainers also determine training effectiveness to a certain extent. Some of the criteria to measure training effectiveness are the trainees’ reactions, their extent of learning, improvement in job behavior, and the results at the job.

9 Write down the Problems encountered in hospital staff training programs.

Problems encountered in hospital staff training programs are as follows:

1. Lack of rational and systematic assessments of the needs for training at all levels.
2. Fragmentation and low accountability of responsible agencies in organizing training programs.
3. Low concern for associated costs by management, as they think training courses need a lot of money for mid and high-level hospital employees.

10 Define Selection.

Selection is the process of choosing from among the pool of prospective job candidates developed at the stage of recruitment. Even in the case of highly specialized jobs where the choice space is very narrow, the rigor of the selection process serves two important purposes:

- It ensures that the organization gets the best among the available, and

- It enhances the self-esteem and prestige of those selected and conveys to them the seriousness with which the things are done in the organisation.

11. What are the various types of leadership?

- Transactional Leadership
- Innovative Leadership
- Charismatic Leadership
- Situational Leadership
- Transformational Leadership

12. What are the methods of training?

Training has a specific goal of improving one's capability, capacity, productivity and performance.

- Training guidelines
- Training specification
- Methods of training
- Evaluation of training

13. What is the recruitment policy?

The hospital authorities should frame a recruitment policy for the guidance of the HRD. The management should clearly spell out the objective and major principles they intend to pursue while recruiting employees. They should also lay down a promotion policy.

14. List out the some of the sources of recruitment.

Internal Sources	External Sources
Promotions and advertisements	Press advertisements
Retired employees	Internet advertisements
Transfers	Campus Recruitment through placements agencies and consultants
Employee Recommendations	
E-Recruitments	

15. What is the job application form?

A job application form is an official form given to candidates by the employer asking a wide range of questions about the individual and their skills related to the job. Forms are legally defensible and stand as a way for candidates to introduce themselves to employers.

16. What are the main objectives of interviewing?

Objectives of Interview

- It helps to verify the precision of the provided facts and data by the candidate.

- The interview helps to obtain additional information about the skills and knowledge of the interviewee.
- The interview not only assesses a candidate's skills but also checks their suitability for the job.
- The interview provides the candidate with general facts and necessary descriptions about the job and the company.

17. What are the advantages of training?

- i) Improved skills and knowledge due to training lead to a better career for the individual.
- ii) Increased performance by the individual help him to earn more.
- iii) Training makes the employee more efficient to handle medical equipment. Thus, less prone to error and false analysis.
- iv) Training increases the satisfaction and morale of employees.

18. What is job rotation?

Multi-skilling and Zero absenteeism are popularized by the Japanese Management Style of working. Job rotation is of short-term duration and trains the employees to perform the job or activities related a particular task. Job rotated trainee can achieve the skills of milling, cutting, turning, welding and such other operations. Job rotation training can minimize the effect of absenteeism as a worker can do the job of an absent worker.

19. What is the purpose of a medical examination?

The medical examination gives the following information:

- To check the applicant's physical suitability for the specific job.
- To check if the applicant has a health problem or psychological attitude.
- Whether the applicant suffers from bad health.

20. State the purpose of psychometric tests.

A psychometric test is an assessment used to measure an individual's cognitive ability, personality, or behaviours. Often used as part of the recruitment process, psychometric testing provides a fair and objective way of assessing the potential of a candidate to perform well in a job role.

PART – B

1. Explain the functions of different departments in the hospital with neat diagram
2. Discuss the various steps in selection process.
3. Explain the guidelines required for training and how the training is evaluated?
4. Explain the types of training and What are the four main types of training that can help the job effectively?

5. Explain the Different Departments in Hospital And what are the various activities involved in each department.
6. Explain about Management Development Programs and Development Methods.

UNIT – IV SUPPORTIVE SERVICES

PART – A

1 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.

2 Explain the objectives of the Central Sterile Services Department (CSSD).

The objectives of central service include the following:

- To provide inventoried supplies and equipment to customer areas.
- To promote better patient care by providing prompt and accurate service.
- To provide supplies of sterile linen packs, basins, instruments, and other sterile items.
- To maintain an accurate record of the effectiveness of the cleaning, disinfecting, and sterilizing processes.

3 What is Decontamination Process?

Decontamination is the physical or chemical process that renders an inanimate object that may be contaminated with harmful microbial life safe for further handling. The objective of decontamination is to protect the preparation and package workers who meet medical devices after the decontamination process from contracting diseases caused by microorganisms on those devices.

4 List the various types of Packaging.

- Textiles
- Nonwovens
- Pouch packaging
- Rigid container systems

5 Define Mechanical Indicators.

Sterilizers have gauges, thermometers, timers, recorders, and/or other devices that monitor their functions. Most sterilizers have automatic controls and locking devices. Some have alarm systems that are activated if the sterilizer fails to operate correctly. Records are maintained and reviewed for each cycle. Test packs (Bowie-Dick test) are run at least daily to monitor the functions of each sterilizer, as appropriate. These can identify process errors in packing or loading.

6 Define the 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 non-pathogenic microorganisms, including spores, are

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

7 List any 4 characteristics of a good medical record.

- **Accurate:** Medical records should be accurate. Otherwise, there is no meaning in keeping medical records. To justify the purpose medical record should be accurate.
- **Compete:** 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 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 a suitable recommendation to improve the existing Medical Recording system.

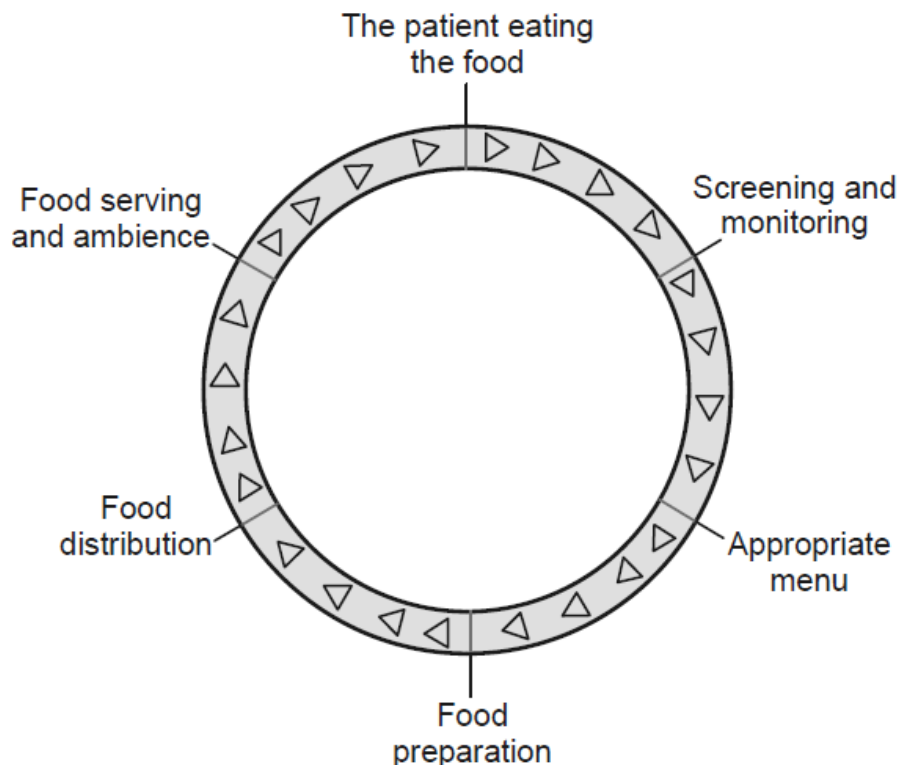
9 List a few Auxiliary Services.

Auxiliary services in hospital activities that are directly related to neither care, nor support care but contribute to facilitate the service. The Auxiliary service includes

- Registration and Indoor case records
- Stores
- Transport
- Mortuary
- Dietary Services
- Engineering and Maintenance services
- Hospital Security.

10. What are the types of medical record?

- EHR. Electronic health record that keeps basic profile information on a patient.
- Patient Data. Info that is provided by patient then updated as necessary.
- Medical History (Hx)
- Physical Examination (PE)
- Consent Form.
- Informed Consent Form.
- Physician's Orders.
- Nurse's Notes.

11. Sketch food chain.**12. Discuss the purpose of Medical Records Maintenance.**

Medical records are document that explains all detail about the patient's history, clinical findings, diagnostic test results, pre and postoperative care, patient's progress, and medication. If written correctly, notes will support the doctor about the correctness of treatment.

13. State the different methods of Sterilization.

- Moist heat
- Dry heat
- Radiation
- Filtration

14. What happens in the outpatient department?

- The centralized Out-Patient Registration section is functioning with two divisions, one for new cases and another one for Revisit case registration.
- To facilitate the physically challenged and senior citizens separate counters in each section are being maintained. Necessary computer operators for registration have been posed in the centre registration section.
- The In-Patients admission registration is also attached along with the O.P. Registration wing. Whenever patients are advised for admission, the desk clerk will take up the responsibility to get preliminary admission order from the admission counter and shall take the patient to the concerned wards.

15. What is Pharmacy?

Pharmacy is a crucial factor in a medical factor. It should be planned and organized well. The pharmacy department has the responsibility for selecting purchasing, compounding, storing, and dispensing all drugs and medications. The pharmacy should be under the supervision of a registered pharmacist.

16. What is the objective of the hospital formulary?

The hospital formulary is a list of pharmaceutical agents with important information which reflects the current clinical views of the medical staff. The primary objectives of the hospital formulary are to provide the hospital staff with essential information about the drug which is approved by HTC for physicians and nurses. To update the knowledge/hospital guidelines and procedures to the medical staff regarding drugs, their use, their merits, and demerits.

17. What are the laundry capacity and load based on American, British, and Indian StandardsAmerican Standards:

An average of 15 pounds (6.80 kg) per bed per day plus 25 pounds (11.33 kg) for each operation or delivery.

British Standards:

60 articles per bed per week at 0.39 kg per article.

Indian Standards:

The rule of thumb is three to five kgs per day.

18. What is autoclaving?

Autoclaves are commonly used in healthcare settings to sterilize medical devices. The items to be sterilized are placed inside a pressure vessel, commonly referred to as the chamber. Three factors are critical to ensuring successful steam sterilization in an autoclave: time, temperature, and steam quality.

19. What is Unit Dose Dispensing System?

Unit dose dispensing system means a drug distribution system utilizing single unit, unit dose, or unit of issue packaging in a manner that helps reduce or remove traditional drug stocks from resident care areas and enables the selection and distribution of drugs to be pharmacy-based and controlled.

20. What is I.V Additive System?

A drug that is added to an IV solution for the purpose of parenteral administration. An additive can be an electrolyte, a vitamin, or other nutrient, or an antibiotic. Only

electrolyte or multivitamin type additives can be entered as IV fluid additives in Computerized Patient Record System.

PART – B

1. Explain the Central Sterilization department and sterilization cycle.
2. What are the different types of medical records and explain the medical records management in hospitals.
3. How the medical records maintained in the hospital with example?
4. Explain the functions of laundry department in hospitals.
5. Explain about pharmacy services in hospitals.
6. Explain the various services provided by the hospital to patient health care.
7. Explain about
 - (i) Sterilization Department
 - (ii) Food Services in Hospitals

UNIT – V COMMUNICATION AND SAFTY ASPECTS IN HOSPITALS

PART – A

1. List the widely used communication technologies in hospitals.

- ☐ Electronic Dashboards
- ☐ Mobile Computing
- ☐ Electronic Health Records(EHR)
- ☐ Digital Voice Communication
- ☐ Hospital Intranet and Emails
- ☐ Handheld Wireless Devices
- ☐ Digital Radiography

2 Explicate the healthcare surveillance risks.

- ☐ **Reliance** - CCTV cameras are a very important aspect and tool for hospitals but it is crucial for hospitals to maintain a good level of physical security personnel on staff.
- ☐ **Privacy concerns** - Patient privacy is important and should be considered when installing security cameras. Do not install cameras in those areas considered private or in those areas where their privacy may be captured on video.
- ☐ **Camera tampering** - Tampering can be an issue especially when cameras are installed on low-level ceilings or hallways. A tampered-with camera can be damaged or can interrupt video from recording. We suggest you consider other security measures if you notice an interrupted signal or misaligned camera.

3 Write down the general recommendations for fire safety in hospitals.

1. Hospitals of high-rise buildings are found to be utilizing cellars for generators and transformers, which is strictly prohibited.
2. Canteens, OP blocks, dormitories, and pathological labs are not allowed in cellars.
3. Regular refresher training courses for the fire brigade personnel.
4. Recommendation for creating Rural Fire Services in areas that are not at present under any full-time Fire Service cover.

4 Write the purpose of a robust communication system in every hospital/healthcare zone.

The following establishments are made to fulfill the purpose of a robust communication system in every hospital.

- i) Appoint/ designate a public information spokesperson to coordinate hospital communication with the public, the media, and the health authorities.
- ii) Establish an information desk to provide the requisite information at regular intervals and to serve as a hub for volunteer mobilization and management. The list of casualties along with their status shall be displayed at a prominent place outside the casualty/emergency ward, in both English and the local language, which shall be periodically updated.
- iii) Develop a robust communication protocol, including streamlined mechanisms for information exchange between hospital administration, department heads, and facility staff.
- iv) Brief hospital staff about their roles and responsibilities during crisis situations.

5 Elucidate effective and ineffective communication.

The use of effective communication among patients and healthcare professionals is critical for achieving a patient's optimal health outcome. Communication with regards to patient safety can be classified into two categories:

- ☐ Prevention of adverse events and
- ☐ Responding to adverse events.

The use of effective communication can aid in the prevention of adverse events, whereas ineffective communication can contribute to these incidences. If ineffective communication contributes to an adverse event, then better and more effective communication skills must be applied in response to achieve optimal outcomes for the patient's safety.

6 What are all the challenges faced by Internal Communication (IC)?

Risks in Patient Safety due to

- ☐ Gaps in the timely availability of patient information.
- ☐ Real-time difficulties in contacting medical staff immediately.
- ☐ Unclear verbal commands.
- ☐ Misinterpretations in executing physician's instructions.
- ☐ Overlooking changes in health status.
- ☐ Absence of collaboration between hospital staff including physicians, nurses, technicians.

7 List few healthcare and NHS audio applications.

Typical healthcare and NHS audio applications

- ☐ Traditional and IP Public Address (IP PA) / Tannoy
- ☐ Next Patient / Call for Patient
- ☐ Audio over IP (AoIP) Applications

8 Write down the advantages of Hospital Security Camera.

- ☐ **Safety & security** - Security cameras installed throughout a hospital prevent crime, medical insurance claims, break-ins, and allow security operators to monitor the property for patients in trouble or unauthorized visitors in restricted areas.
- ☐ **Employee productivity** – CCTV cameras present throughout the property helps to improve employee communication between departments or buildings, therefore heightening productivity.
- ☐ **Employee disputes** - When you have clear, detailed proof of video employee disputes can easily be resolved. Incidents in question can solve disputes quickly when using surveillance cameras.
- ☐ **24hr real-time monitoring** - Hospital cameras can be monitored or viewed from various platforms such as PC, Mac, iPhone, and Android. Cameras no longer have to be monitored and view from one single location.

9 Write the points to be remembered while setting cameras in hospitals.

- ☐ Install security cameras so they may monitor, and record all exits and entries of the hospital building its imperative to capture detailed videos of those leaving and entering the premises.

- ☐ Hallways should monitor and recorded as well. All activity from employees, visitors and patients can be visually monitored by guards and staff.
- ☐ Cameras should be installed at all fire escapes and in elevators.
- ☐ Parking garages and lots should also be monitored. This includes all loading areas.
- ☐ Restricted areas should have cameras installed to maintain that only authorized users are granted access.
- ☐ Both the exterior and interior of the hospital should have cameras installed.

10 List the hospital engineering service provision for fire protection according to NABH.

1. Firefighting installation approval must be obtained.
2. Location of the control room should be easily accessible.
3. Control panel & manned, PA equipment should relate to detection system or fire alarm system.
4. Pumps and pump room.
5. Two separate pumps i.e. electric and diesel pump should be available.
6. Provision of forced ventilation should be there.
7. Arrangement of filling Fire tenders.
8. Four-way fire inlet must be present in case of emergency.

11. State the fire safety management in hospitals.

Fire safety & protection is matter of vital importance concerning everyone in the hospital industry. After the grief-stricken incidence of Kolkata question of safety of patients have raised in India. Unawareness of safety measures specially among staff of hospital led to death toll of more than 90 persons including patients as well as staff. Whole incidence turned out as an eye opener for government as well as health care provider. For fire safety and protection in hospital an intelligent building design is needed to cater to various potential emergency situations to avoid further incidence of same kind.

12. Discuss the importance of Safety rules in the hospital administration.

- Standardized practices across the hospital keep patients safe. Policies and procedures for things like disinfection, charting, and medication help prevents common errors and illnesses. Hospital policies and procedures also improve patient safety by helping guide decisions in critical moments.
- Patient safety is just as important for hospitals as staff safety. Putting procedures in place can help to protect patients from theft, falls, and injuries and keep their data secure while they're getting the treatment they need. Carrying out identification checks is an easy and effective way of improving patient safety in hospitals.

13. What are the four types of barriers to communication?

There are four main barriers to effective communication: process, personal, physical, and semantic.

14. What is quality auditing?

Quality auditing is the systematic, independent, and documented review and evaluation of an organization's quality management system (QMS) to determine whether quality activities and results comply with a strategic arrangement that is effectively implemented and appropriate to achieve the objectives.

15. What is loss prevention?

Loss prevention is always accompanied by Loss control. Loss control is the act of reducing severity by identifying the factors that aggravate or increase a loss and taking proactive measures to lessen the effects of those factors. This comes in when prevention fails.

16. What is ISDN?**Integrated Service Digital Network (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.

17. What is telemedicine?

Telemedicine allows health care professionals to evaluate, diagnose and treat patients at a distance using telecommunications technology. The approach has been through a striking evolution in the last decade and it is becoming an increasingly important part of the American healthcare infrastructure.

18. Discuss Integrated Health Care System for loss prevention in the medical equipment.

An integrated healthcare system ensures that employees get comprehensive treatment no matter how many providers are involved. An integrated healthcare approach prioritizes preventative care, resulting in healthier outcomes for patients and long-term cost savings for employers.

19. What is Code Red?

Code red typically means there is a fire or smoke within the hospital. A code red may be activated if someone smells or sees smoke or flames.

20. What is Code Blue Alarm?

The term "code blue" is a hospital emergency code used to describe the critical status of a patient. Hospital staff may call a code blue if a patient goes into cardiac arrest, has respiratory issues, or experiences any other medical emergency. Hospitals typically have rapid response teams ready to go when they get notified about a code blue.

PART – B

1. Discuss the Safety and Security programs in the hospital to care the patient health care during emergency condition.
2. What are the essential steps for effective communication plan in an organization?
3. Explain the need of Security System in hospitals.
4. Explain the Fire and Safety Procedures maintained in hospitals.
5. Explain in detail about the Alarm Systems in hospitals.