

Role Towards Patients:

The hospital administrator has a great responsibility to understand and appreciate the emotional aspects of the patient care, his responsibility is to understand the specific needs of certain groups of patients, i.e. patients on wheelchairs, stretchers, geriatric group of patients, pediatric patients, neonates, serious cases, foreign nationals etc. Some of the aspects of patients are given below.

- i. Creation of friendly environment,
- ii. Understanding patient's physical needs,
- iii. Patient's emotional needs,
- iv. Patient's clinical needs,
- v. Patient's satisfaction,
- vi. Patient's education,
- vii. Patient's communication needs,

Role Towards Hospital Organization:

To handle the hospital resources for maximizing the output is one of the fundamental roles of the administrator. Hospital is a complex organization it is a labor intensive organization working for day and night and without break; expectations of the workers are very high and unity of direction and unity of command are often violated. The role of administrator is more of coordination in nature instead of controlling he is coordinating officer. Under the role a hospital administrator performs following function.

- i. Strategic planning,
- ii. Environmental influence on the hospital,
- iii. Operational management,
- iv. Management of hospital staff,
- v. Materials management,
- vi. Financial management,
- vii. Hospital information,
- viii. Communication,
- ix. Public relation,
- x. Risk management,
- xi. Law, Ethics and Code of Conduct,
- xii. Marketing of health services,
- xiii. Quality management,

Role Towards Community:

Hospital is a community organization; it receives inputs from the community in the form of manpower, material, money, machines, land, building, environment, information and gives output to the community. Community participation is must for the success of any health program. The utilization of health facility is also an important behavior of the community. Hospital may provide State of the art Care, but if community does not utilize it; it will go to waste. Hospital must fulfill the felt needs of the community. There should be social responsiveness and social responsibility of the hospital administrator.

This can be achieved by:

- i. Integrating with primary health care,
- ii. Integrating hospital with other health care organizations,
- iii. Community participation in planning of services and also for utilization of hospital services,
- iv. Outreach program: Outreach program like health camps, camp surgery, swarthy melas, immunization camps, etc.

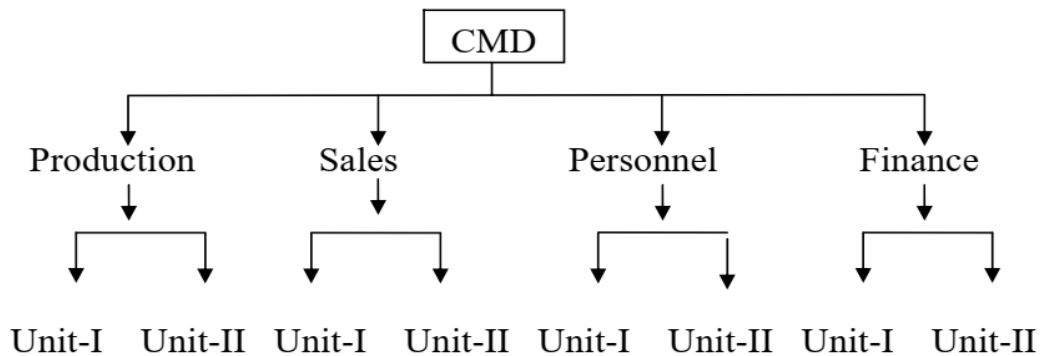
6. Functions of hospital management:

The hospital is an integral part of a social and medical organization, the function of which is to provide for the population complete health care, both curative and preventive and whose outpatient services reach out to the family and its home environment; the hospital is also a centre for the training of health worker and for biosocial research (WHO) Management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims .The management functions remain the same in all types of the organizations, whether production industry or the service industry like hospital. The organizational structure of hospital as given in chart 1.2 is different from the structure of the production industry. The organizational structure is more like a matrix organization. There is no clear cut chain of commands and lack of departmentations. The clinical and service

departments of the hospitals are entirely different in structure and reporting relationship in comparison to the production industry. In production industry, there is rigid departmentation, line of reporting relationship, clear demarcation between the line and staff authorities. These things make the hospital organization a very peculiar organization.

Chart 1.2

Organization structure of hospital



Management process in general: The functions of the management in all types of the organization remains the same and revolves round the following management functions. These are summarized below:

❖ **Planning :**

- Objectives of the individual
- Objectives of the organization
- Policy and strategy of the hospital
- Rules and procedures of hospital
- Various health programs of the hospital
- Priorities of the hospital

❖ **Organizing :**

- Span of control
- Delegation of authority

- Use of staff and service groups
- Informal groups of hospital
- Integration of structural activities

❖ **Staffing :**

- Recruitment procedure
- Developmental schemes of hospital in relation to human resource
- Maintenance of staff
- Utilization of staff

❖ **Directing :**

- Leading the staff
- Motivating the staff
- Communication channels and methods
- Job satisfaction
- Job enrichment and job enlargement schemes
- Supervising of staff

❖ **Controlling :**

- Establishing standards of performance
- Methods of measurement of performance
- Comparison of performance with standards
- Improving rate of return on investment
- Developing effective budgeting
- Employing better cost control and quality control

❖ **Coordinating**

- Synergy among different units of the hospital
- The combined and coordinated efforts make one plus one eleven

7. Hospital services:

Hospital services are emerging issues, so far as public sector hospital are concerned. Hospital services can be summarized as below.

7.1 Medical staff:

Every hospital must have medical staff responsible for all medical care to be provided to the patients as per the ethical conduct and professional practices of their membership. The frame-work of the medical staff varies from hospital to hospital. However, in big hospital, staff may be divided into residential medical staff, associate medical staff, consulting medical staff and honorary medical staff. The residential medical staff is available on 24 hour service basis and is available round the clock to attend the patients. They are also involved in organizational and administrative duties pertaining to the medical staff. The Associate medical staffs are the practitioners appointed and assigned to the various services in the same manner as members of the active medical staff. They may be advanced to as the residential medical staff. Consulting medical staff consists of medical practitioners of recognized professional ability and are not members of other preceding categories of the medical staff. The honorary medical staff is like part-time consulting medical staff. The personnel's of this group may be retired or emeritus physicians or those practitioners who have their own clinic but provide honorary services to the hospital. The above mentioned medical staff may be further subdivided into staff of different clinical divisions based on the degree of specialization. Some of the divisions are as follows:

A. Medicine Division

- Internal Medicine
- Cardiology
- Gastroenterology
- Nephrology
- Pulmonary
- Psychiatry and Neurology

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- Infectious diseases
- Allergy
- Skin and Venereal diseases
- Endocrinology
- Geriatrics
- Immunology
- Pediatrics

B. Surgery Division

- General surgery
- Obstetrics and Gynecology
- Orthopedic surgery
- Ophthalmology
- Otolaryngology
- Dental and Oral Surgery
- Nephrology
- Neurologic surgery
- Cardiothoracic surgery
- Plastic surgery
- Anesthetics

7.2 Associated medical services:

In addition to the medical staff involved in diagnosis and treatment of the diseases, there are some other medical services where in, medical staff is the chief and help main medical staff for the diagnostic and treatment. Such associated medical services are as below.

- A. Pathology and Clinical Biochemistry Services
- B. Radiology
- C. Blood Bank
- D. Medical-Social Service Department
- E. Anesthesia Services

7.3 Supportive Paramedical Services :

A hospital is not only a clinical department but provide also a number of supportive paramedical services. such as the nursing department, dietary services, laboratory services, medical records department, the blood bank, the central sterile, pharmaceutical services and social services. Actually, the clinical departments cannot function without them. Some of the other important non clinical services include maintenance and engineering department workshops.

8. Number of public hospital and beds in India :

As the present research work is on management issues in public hospital, the researcher has tried to present about number of public hospital and beds in India, which is shown in below