



सत्यमेव जयते

GOVERNMENT OF INDIA

NATIONAL INSTITUTE OF PUBLIC HEALTH TRAINING AND RESEARCH

FINAL REPORT

**NATIONAL CONSULTATION
POST GRADUATE DIPLOMA
IN
HOSPITAL MANAGEMENT
(PGDHM)**

24.03.2021

NATIONAL INSTITUTE OF PUBLIC HEALTH TRAINING & RESEARCH

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ACKNOWLEDGEMENT

National Institute of Public Health Training and Research (NIPHTR), Mumbai would like to express its sincere gratitude to all the experts who contributed for developing the model course curriculum for the PGDHM course. We are very grateful to Shri Rajiv Manjhi, Secretary, Directorate General of Health Services, Ministry of Health and Family Welfare, New Delhi, for taking out time to chair the National Consultation meet on PGDHM in spite of his busy schedule and giving valuable and micro-level suggestions for the course.

We are thankful to our technical experts and panelists from diverse field of hospital management and administration for their expert opinion and valuable suggestions for the course curriculum. The eminent panelists for the consultation meet were Dr. Anoop Daga, Addl. Professor, All India Institute of Medical Sciences, New Delhi, Prof M Mariappan, Tata Institute of Social Sciences, Mumbai. Dr P.M.Bhujung, , Reliance Hospital, Mumbai. Dr Harshad Thakur, Director, National Institute of Health and Family Welfare, New Delhi, Dr Abhishek Singh, Professor, International Institute for Population Sciences, Mumbai.

Our appreciation and gratitude to Prof. Dr Deepak Raut, Director, National Institute of Public Health Training and Research, Mumbai for his vision and untiring efforts for encouraging the development of PGDHM course as per the current demand of health care industry.

Our sincere thanks to Dr. Suparna Khera, Course coordinator for her efforts in planning and developing the course.

We are very grateful to all the faculties of NIPHTR for their contribution in the development of the course curriculum.

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OBJECTIVES OF NATIONAL CONSULTATION MEET

1. To solicit an independent assessment of the course on Post Graduate Diploma in Hospital Management (PGDHM) by NIPHTR.
2. To have a in depth discussion on course curriculum and modalities of pedagogy with experts.
3. To develop model curriculum on PGDHM which can be sent to MoHFW, GOI for endorsement.

INTRODUCTION

About the Institute

National Institute of Public Health Training and Research (NIPHTR) (erstwhile Family Welfare Training and Research Centre) established in 1957, is first Central Training Institutes (C.T.I.), under Ministry of Health and Family Welfare, GOI. It conducts in-service training for medical and paramedical personnel on important health issues to enhance their knowledge and skills for better of health care delivery to attain Universal health Coverage and achieve Sustainable Development Goals (SDG'S). It also acts as a nodal centre for implementation of various National Health Programs of Ministry of Health & Family Welfare. NIPHTR is a collaborating Institute for specialized training on RCH, Immunization, communication, and other programs under National Health Mission. NIPHTR develops its training activities keeping in pace with the changing health scenario at National and International level

Rationale for course

The Healthcare Industry is growing since last decade and in existing scenario of COVID 19 pandemic is expected to grow exponentially in future also. The clinical workloads with added management of the hospital adds to the burden of job responsibility of the clinician hindering their primary task of patient care. Hence a specialized workforce of Hospital Managers having skills in health care leadership, networking and management, interpretation of data, finance & information systems and good communication are required in Healthcare and Hospital Management.

In future there is going to be increased need for Hospital Managers who are technically qualified with Hospital management for their specialized skills. Increasingly the senior management and policy makers are realizing the values of designated trained manpower to manage the Hospital effectively and efficiently. Most of the healthcare facilities, in public as well as private sector now have the position of hospital managers which has borne them rich dividends in terms of better management as well as achieving greater efficiency and effectiveness.

Qualified professionals are a necessity to achieve the Sustainable Development Goals 2030 in health sector and to achieve quality of Health care as visualized in National Health Policy 2017. With the advent of Ayushman Bharat scheme, the GOI has recently started Health and Wellness center's which are manned by Community Health wellness officers (CHWO). The career progression pathways as suggested in their manuals is to provide them with Hospital management trainings after working for 4 years in the wellness center to progress towards district and rural hospitals.

With view to develop human resource skilled in hospital management NIPHTR has started One year Diploma Programme in Hospital management in affiliation with IIPS, a deemed university under MOHFW, GOI.

OBJECTIVES OF THE PGDHM COURSE

1. Identify immediate and long-term management objectives for the Hospital settings.
2. Develop program management plans for Hospital settings.
3. Understand and apply core management principles for human resources in Hospital settings.
4. Understand and apply budgeting and economic evaluation in Hospital settings.
5. Understand and apply quality assurance and improvement techniques for efficient output in Hospital settings.
6. Use various managerial information systems and their application for ensuring deliverables.
7. Develop competence to critically evaluate existing information and identify gaps in Hospital settings.
8. Translate knowledge for evidence-based policy making in Hospital settings.

TECHNICAL SESSIONS

I. Presentation About PGDHM

The presentation covered the following points:

I. Unique features of the Course

II. Scope of PGDHM

III. Eligibility for the course

A) Essential

1. Any Bachelor's Degree from recognized University
2. Medical Degrees (Allopathic, Ayurvedic, Homeopathy, Dentistry etc.)
3. B.Sc Nursing, Post B.Sc Nursing, General Nursing & Midwifery (GNM)- (with one year experience after passing GNM course).
4. Paramedical and allied Health Courses, such as Pharmacy, Physiotherapy, Occupational Therapy etc. with one year experience after passing.

B) Desirable

Demonstrated work experience in a Hospital set up or Public Health facilities or healthcare-related field is desirable.

VI. Duration for the course

One year. The course has two semesters (Semester I&II). The academic year will extend from June to May.

V. Admission procedure

VI. Detailed curriculum; (Semester I & Semester II)

II. PRESENTATION OF THE SEMESTER I

The presentation covered the following details:

1. As per the guidelines of UGC the semester includes both Core and elective papers

SEMESTER I			
C1	Basic Health Sciences	2	Core
C2	Principles and Practices of Management	3	core
C3	Organizational Behaviour & Human Resource Management	2	Core
C4	Research Methodology	2	
C5	Introduction to Statistics	2	Core
C6	General Epidemiology	3	Core
E.1.1	Basics of Accounting		Elective
E.1.2	Basics of Health Economics & Marketing Management	2	Elective
C7	Research Project	4	Core
C8	Viva	2	
	Total	22	

3. The following details were given for each paper-

- 1 Objectives of each paper
2. Detailed subject- wise content of each paper
3. Credit hours (theory and practical) and credit points of each paper
4. Details of conducting Research project.
- 5 Method of Evaluation for semester (Theory& Viva)

DETAILS OF SEMESTER I

Paper CI: Basic Health Sciences

Sr. No.	TOPICS
1	Basic Human Anatomy and Physiology
2	Common Medical Terminology & Procedures
3	Basic concepts of Pharmacology:
4	Infection Prevention and control

Paper C2: Principles and Practices of Management

Sr. No.	TOPICS
1	Health Care Delivery Systems & its changing character
2	International Health and Global Overview
3	Basic concepts of Management
4	Planning
5	Organizing
6	Directing
7	Controlling and Co-ordinating
8	Decision making
9	Hospital Management: Levels and Roles
10	Managerial activities for effective hospital functioning

Paper C3: Organizational Behaviour & Human Resource Management

Sr. No.	TOPICS
1	Organizational Behaviour
2	Personality & Attitudes
3	Motivation
4	Group Dynamics & Teams
5	Functions of Human Resource Management
6	Job Analysis, Job Description & Specifications for Hospital Staff.
7	Manpower Developing & Training & Career Planning.
8	Industrial Relations.
9	Issues Relating to Management of Professionals

PAPER C4: Research Methodology

Sr. No.	TOPICS
1	Introduction to Research

2	Health Systems Research (HSR) –
3	Developing Research protocols / proposals

PAPER C5: Introduction to Statistics

Credit Hours: 30hrs (Theory: 20hrs Practical: 10hrs) Credits- 2

Sr. No.	TOPICS
1	Introduction to Statistics

Paper C6: Epidemiology

Sr. No.	TOPICS
1	Basic concepts of Epidemiology – Introduction, Definitions
2	Epidemiology of Communicable Diseases
3	Epidemiology of Non -Communicable Diseases
4	Investigation of Outbreak
5	Environmental and Occupational Hazards: Health and Safety

Paper E1.1 Basics of Accounting

Sr. No.	TOPICS
1	Introduction
2	Accounts
3	Book Keeping
4	Depreciation
5	Financial Statement & its analysis
6	Working Capital Management

Paper E1.2: Basics of Health Economics and Marketing Management

Sr. No.	TOPICS
1	Introduction to Economics:
2	Elements of Cost of a Product/Service
3	Budgetary Control
4	Health Planning and Priority Setting
5	Basic Concepts of Marketing Management – Consumer Behaviour
6	Current Issues in Healthcare

PANEL DISCUSSION AND SUGGESTIONS (SEMESTER I)

- 1. Dr. P.M. Bhujang (Reliance Hospital)** suggested Research projects should be taken at the end of second semesters along with internship. He emphasized that management is incomplete without accounting, thus Finance and marketing management subjects should be made compulsory. He also mentioned that legal and ethical issues are important in hospital functioning and should be a core subject. He also emphasized that Quality management in Healthcare is very important and should be taken as a separate topic in PGDHM course without disturbing other subjects. Elective papers can be decided based on its importance in the course and hence be sorted for its content e.g. Statistics.

- 2. Prof M Mariappan (TISS)** suggested the following points to make the syllabus more competitive and as per requirements of the current hospital industry. He emphasized upon the Upgraded digital technology in hospital administration Eg. MIS, HIS, Data coding. He also stressed upon the needs to develop Entrepreneurship skills in the students. He said keeping in mind the current and future trends the curriculum should include topics on health insurance and liaison with care providers, financial management and budget reports, Research methods to be thought in aligned with hospital situation. He also mentioned about sensitizing the students on importance of communication and Public and patient information dissemination skills. The importance of understanding of organizational behavior along with Human Resource management. The students should also be aware about various Central government schemes like Ayushmann Bharat and other public health schemes which should be included in the syllabus.

Regarding the eligibility criterion he was apprehensive whether GNM can be taken for the course as graduation was mostly stressed as the requirement for admission. He concluded saying with above addition of topics, the credit can go up to 48 credits.

3. Dr. Abhishek Singh (IIPS) suggested to have a standard textbook and material for the course. He also emphasized to provide guidelines for writing so that structured thesis is made by the students. He also mentioned elective subjects should be included as per the overall objective of the course.

III. PRESENTATION OF THE SEMESTER II

The presentation covered the following details:

1. As per the guidelines of UGC the semester includes both Core and elective papers

SEMESTER II			
C9	Hospital Management Information System	2	Core
C10	Introduction to Computer and Statistical Packages	2	Core
C11	Planning and Management of Patient Care and support Services	2	Core
C12	Planning and Management of Utility Services	2	Core
C13	Equipment & Material Management	3	Core
E2.1	Health Communication	2	Elective
E2.2	Legal Aspect of Hospital Management		Elective
C14	Internship	6	Core
C15	Viva	2	
	TOTAL	21	
	Overall Course Total	43	

4. The following details were given for each paper-

- 1 Objectives of each paper
5. Detailed subject-wise content of each paper
6. Credit hours (theory and practical) and credit points of each paper
7. Details of conducting Research project.
- 5 Method of Evaluation for semester (Theory & Viva)

DETAILS OF SEMESTER II

Paper C9: Health Information Systems

Sr. No	TOPICS
1	Introduction to Health and Hospital Information System
2	Sources of information for Hospitals
3	Management Information System
4	Medical records
5	National Health programmes
6	Disaster management

Paper C10: Introduction to Computers and Statistical software

Sr. No	TOPICS
1	Introduction to Computers and Office Automation Software
2	Introduction to Statistical software
3	Introduction to Health and Hospital Software
4	Basic Concept of Networking and Data Communications:
5	Introduction to Internet Technology:

Paper C11: Planning and Management of Patient Care and Support Services

Sr. No	TOPICS
1	Hospital Planning and Designing
2	Patient Care & Support services

Paper C12: Planning and Management of Utility Services

Sr. No	TOPICS
1	Hospital Utility Services
2	Biomedical Waste Management Services

Paper C13: Equipment and Material Management

Sr. No	TOPICS
1	Principles of Materials Management.
2	Materials Planning.
3	Purchase Management.
4	Purchase Procedures
5	Receipt of Materials

6	Store Management
7	Inventory Control
8	Tools & Techniques of Inventory Control.
9	Medical Stores
10	Role of Drug Review Committee
11	Equipment Management
12	Quality Management Programme

Paper E2.1: Health Communication and Counselling

Sr. No	TOPICS
1	Introduction to Health Communication
2	Social and Behavior Change Communication (SBCC)
3	Counselling in health care

Paper E2.2: Legal Aspect of Hospital Management

Sr. No	TOPICS
1	Introduction & Legal Procedures.
2	Criminal Courts in India & their Powers.
3	Rights & Responsibilities of Medical Person.
4	Organizational & Procedural Laws.
5	Labour Laws Applicable to a Hospital.
6	Medical Establishment, Professional Negligence, Errors & Commission, Insurance Policy.
7	Laws Related to Medical Procedures.
8	Consumer Protection Act 1986.
9	Medical Negligence & Compensation.
10	Medical Ethics/Doctor Patient Relationship.
11	Preventive Steps for Doctors/Hospitals to Avoid Litigation.
12	Illustrative Cases of Medical Negligence in India.
13	Legal Requirements of Licenses/Certificates for a Hospital.
14	Medical Certificates.
15	Hospital Administration
16	Hospital Committees.

PANEL DISCUSSION AND SUGGESTIONS (SEMESTER II)

1. Shri. Rajiv Manjhi (DGHS, GOI) congratulated the Director, NIPHTR and his team for developing such a comprehensive and detailed curriculum for the PGDHM Course. Shri Rajiv Manjhi then gave valuable inputs to enhance and balance the contents of the curriculum. He emphasized that the students should be trained to manage hospital with human care approach. He suggested that few subjects can be kept for self-study and reference reading e.g. human resource. He also emphasized the importance of Financial Management, including General Financial Rules and Delegation of Financial Powers Rules that should be made as a core paper, as they are the important functions in hospital management. He further added the need to focus on some of the challenges like Sustainable development goals, Bio Medical Waste management, sexual harassment act etc. Regarding the Internship programme he enforced the need that students must be placed both in public & private hospital during internship. The duration of the internship, its objectives and content need to be planned meticulously. He also conveyed that the Dte. GHS would be willing to extend its support to NIPHTR for the course.

2. Dr. Anoop Daga (AIIMS, Delhi) was of the opinion that Internship should be of six weeks, three weeks in private hospitals and three weeks in public hospitals so that the best practices of public and private hospitals can be learned. He stated that students should be shared a standardized format for the internship/project mentioning the micro details as expected from them. He mentioned that NIPHTR should also develop the institutional study material for the course which can be shared with the students. The student should be sensitized to modern Planning and designing of hospitals including concepts of Green hospitals, Energy Efficient hospitals etc.

The dynamic topics like sewage treatment plant, rain water harvesting, should be included in syllabus. Detailed Micro planning needs to be done for each semester in advance and redefine the micro content for Ist and IInd semesters.

3. Prof M Mariappan (TISS) suggested that Science and art graduate can be included in criteria for admission. He also added that we need to see the number of students taking elective subjects in order to have the balance of students. The number of hours given to practical and theory need to be checked. Utilization of resources to be modified as per objectives. He also added to his previous suggestions and mentioned the operational aspects need to be strengthened and focus should be there on quality management.

4. Dr. Abhishek Singh (IIPS) He added that as per future scenario needs to be looked into while finalizing the curriculum. Strengthening the Research Methodology and Statistics is important as per the new National Education Policy. He stated that as there is lot of flexibility and students can do micro credits from different institution specializing in that with sharing of credits e.g. between IIPS and NIPHTR. That is why it is important to develop standard study material.

5. Dr. P.M. Bhujang (Reliance Hospital) extended his willingness to extend guidance for further micro planning of the course and sharing the written suggestions to NIPHTR.

Moderators Remarks

Dr Deepak Raut, Director, NIPHTR, thanked all the resource persons for their valuable suggestions and assured that efforts will be made to incorporate them in the curriculum. He further suggested that, if need be, in continuation of this consultation a second consultation can be planned with the panelist with smaller groups for in-depth micro planning of the course. He expressed his gratitude for the proactive participation by all the resource persons and sharing innovative ideas about the program. He said in future exchange programmes with various institutes like IIPS, TISS, AIIMS etc. can also be looked into.

Dr Suparna Khera (NIPHTR) while concluding the consultation thanked all the resource persons for their valuable suggestions and said while designing the curriculum efforts were made to look into the curriculum offered by different national and international institutes. As shown in one of the slides majority of the programme offered by various institutes were for two years and were dual management programmes. Since this was a one-year programme focus was to include all subjects in depth as considered necessary for acquiring knowledge about the basic management of Hospitals. The limitation felt was that curriculum had to adhere to IIPS guidelines which followed the UGC norms.

The National Consultation ended with vote of thanks to the chairperson, panelists, director and the NIPHTR team.

RECOMMENDATIONS

- 1.** To have Internship programme of six weeks, three weeks in private hospitals and three weeks in public hospitals so that the best practices of public and private hospitals.
- 2.** To have a standardized format for the internship/project mentioning the microdetails as expected from them.
- 3.** To develop the institutional study material for the course which can be shared with the students.
- 4.** To have the student sensitized to modern Planning and designing of hospitals including concepts of Green hospitals, Energy Efficient hospitals etc. The Dynamic topics like sewage treatment plant, rain water harvesting, to be included in syllabus.
- 5.** To have Detailed Micro planning for each semester in advance and redefine the micro content for Ist and IInd semesters.
- 6.** To emphasize the importance of Financial Management, budget reports, legal and ethical issues, as the important functions in hospital management.
- 7.** To understand the importance of Quality management in Healthcare
- 8.** To provide knowledge of Upgraded digital technology in hospital administration e.g., MIS, HIS, and Entrepreneurship skills in the students.
- 9.** To include topics on health insurance and liaison with care providers, in the curriculum
- 10.** To sensitize the students on importance of communication and Public and patient information dissemination skills.
- 11.** To provide knowledge of organizational behavior along with Human Resource management.

- 12.** To provide updated knowledge to the students about various Central government and public health schemes like Ayushman Bharat
- 13.** To have paper of Research methods in alignment with hospital situation and enable students to apply it to generate data for evidence-based management.
- 14.** To develop standard study material so that in future it enables students to do micro credits from different institution specializing in that field and permits sharing of credits between institutions (e.g., between IIPS and NIPHTR) as recent National Education Policy.
- 15.** To promote policy of students-exchange program between similar institutions IIPS and NIPHTR.

EXPERTS FOR NATIONAL CONSULTATION

Chairperson:

Shri. Rajiv Manjhi, Joint Secretary, Director General of Health Services, MoHFW,
GOI New Delhi,

Moderator:

Prof. Dr. Deepak Raut, Director, NIPHTR, Mumbai.

Panellists:

- 1) Dr Harshad Thakur, Director, NIHFW, New Delhi
- 2) Dr Anoop Daga. Addl Professor, AIIMS, New Delhi
- 3) Prof M Mariappan., Professor, Tata Institute for Social Sciences, Mumbai
- 4) Dr Abhishek Singh, Professor, International Institute for Population Sciences, Mumbai.
- 5) Dr. P.M. Bhujung, Medical Education, Reliance Hospital, Mumbai.
- 6) Dr Dhaval Thorat, Dy. Commissioner, NIPHTR, Mumbai.
- 7) Dr Suparna Khera, CMO(SAG), NIPHTR, Mumbai.
- 8) Mrs. Rosy Joseph, Sr. PHNO, NIPHTR, Mumbai.
- 9) Mrs. Asha Khandagale, Sr. PHNO, NIPHTR, Mumbai

Annexure-II

PROGRAMME SCHEDULE

Time	Topic	Resource
2:30 – 2:35 P.M.	Introduction to the National consultation.	Dr Suparna Khera CMO(SAG), NIPHTR, Mumbai
2:35 – 2:45 P.M.	Welcome address & Perspective and Objectives of PGDHM	Prof. Dr. Deepak Raut, Director, NIPHTR
2:45 – 2:55 P.M.	Introduction of the Experts	Dr. D. M. Thorat, Deputy Commissioner, NIPHTR, Mumbai
2:55 – 3:30 P.M	Technical Sessions:	
	Chairperson: Shri. Rajiv Manjhi	Joint Secretary, DGHS, MOHFW, New Delhi
	Moderator: Prof. Dr. Deepak Raut	Director, NIPHTR, Mumbai
	Panellists:	
	1. Dr. Harshad Thakur	Director, NIHFW, MOHFW, New Delhi
	2. Dr. Anoop Daga.	Addl Professor, AIIMS, New Delhi
	3. Prof M Mariappan.	Professor (Centre for Hospital Management), TISS, Mumbai
4. Dr. P. M. Bhujang	HOD, Medical Education, Reliance Hospital, Mumbai	
5. Dr. Abhishek Singh	Professor, IIPS (Deemed University), Mumbai	
	Brief presentation about the PGDHM Course	Dr Suparna Khera CMO (SAG), NIPHTR, Mumbai
	Panel Discussion	
	i. Semester I	
	ii. Discussion	All Panellists
	iii. Semester II	
	iv. Discussion	All Panellists
3:30 – 4:00 P.M.	Final Discussion, Suggestions and Recommendation.	All Panellists
4:00 – 4:05 P.M.	Vote of Thanks	Mrs Rosy Joseph Sr PHNO, NIPHTR

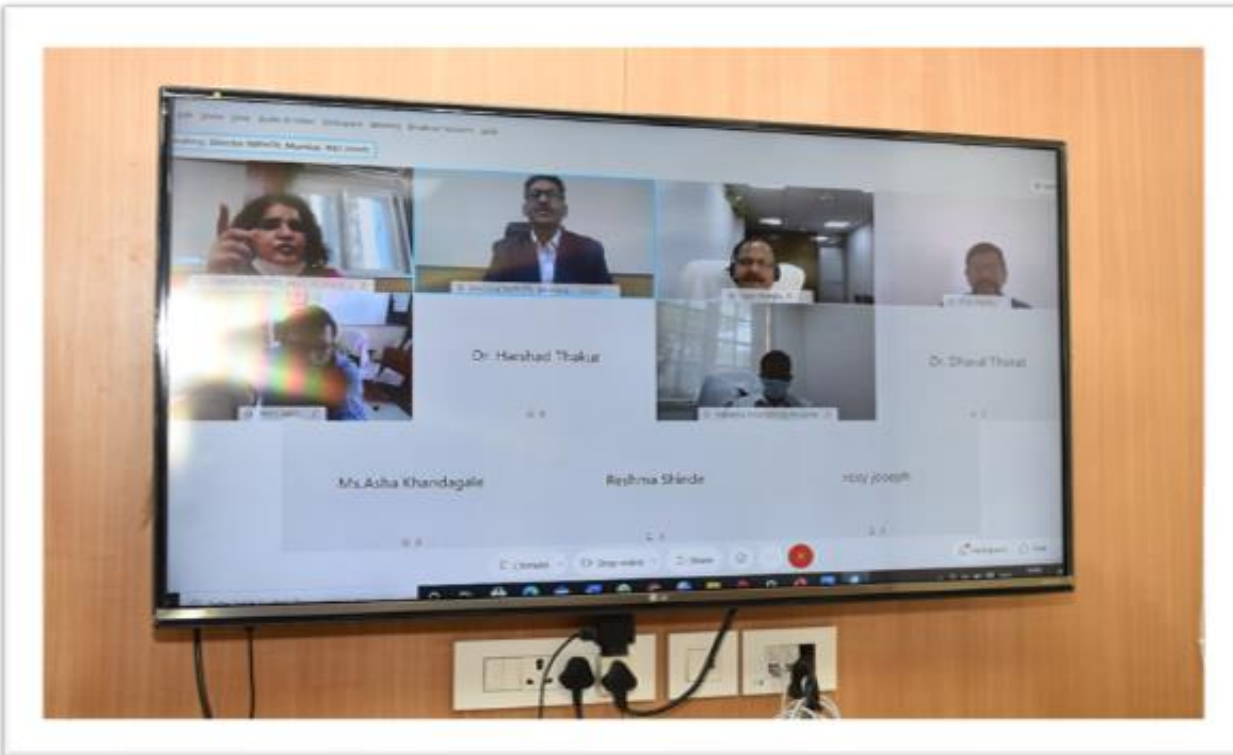
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