

PGP II Course Hospital Management 2014-15

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| Course Instructor | K V Ramani: ramani@iimahd.ernet.in Office: Wing 3, Old Campus Telephone: 4825 |
| Area/Group | Public Systems Group & CMHS |
| Term | PGP II, Term VI |
| Credit | 1 unit |
| Participants | PGP-II, PGP X, and ABM Students |

Course Objectives: The objective of this course is to equip the participants to develop skills to understand the complexity, magnitude, and nature of issues facing the management of hospitals and provide suggestions for better management in the delivery of hospital services.

Hospitals play a very important role in the delivery of healthcare services. With advances in the field of medicine, hospitals are able to offer a wide variety of healthcare services. Hospitals depend on modern technology, consume large amount of resources, and have thus become very complex organizations. Hospital management has assumed added significance in the light of increased cost for medical care, aging population and the potentially declining levels of service, all of which threaten the quality of service delivered. Liberalization of insurance sector has added a new dimension to the delivery and pricing of healthcare services. Poor quality of service not only wastes resources but is positively dangerous to the health and welfare of the patients and the community at large. Hospital administrators/managers therefore need a certain amount of professional management inputs so as to manage hospitals effectively and efficiently.

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| Grading: | Class participation | 20% |
| | Student group Projects | 40% |
| | Final exam | 40% |

Student Projects: I have made arrangements with Narayana Multi Specialty Hospital, Ahmedabad, a unit of Narayana Health, for live projects to be undertaken for student project groups. An illustrative list of projects suggested by Narayana Multi specialty hospital is given below.

- Operations - Inventory management
- Operations - Discharge Process
- Operations - Patient satisfaction in patient services
- Operations - radiology services Waiting time
- Operations- Sequencing/ Q management for health check-ups

- Finance - Costing (overheads)
- Finance - Pricing - Positioning of NH Ahmedabad in terms of pricing
- Marketing/Business development - Strategic marketing for various market segments
- HR - Optimum utilization of manpower
- Strategy- Growth plan for specialties

Schedule of sessions:

| No | Topic | Reading Materials, Cases; Text Book (*) |
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| 1 | Healthcare industry, and The Indian Health Sector | Read Ch 1 and Ch 2, |
| 2 | Managing Hospital Services: Outpatient services | Case: CMC Hospital Vellore (A), Ch 6 |
| 3 | Managing Hospital Services: Outpatient services | Case: CMC Hospital Vellore (A), Ch 6 |
| 4 | Managing Hospital Services: Inpatient Discharge | Case: Majestic Hospitals, Ch 6 |
| 5 | Hospital Management, Issues and Challenges | Read Ch 3, 4, 5 |
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| 7 | Student Project Briefing | |
| 8 | Scheduling Doctors schedule in a teaching hospital | Case: CMC Hospital, Vellore (B), Ch 8 |
| 9 | Capacity Management: Cathlab Services (CS) | Case: ARAM Hospital, Ch 6 |
| 10 | Managing Hospital services: Surgical Procedures | Case: Massachusetts General Hospital, CABG -1 |
| 11 | Managing Patient Care | Case: Patient Care Delivery Model at Massachusetts General Hospital |
| 12 | Managing Hospital Finances | Case: Apollo Hospitals: Fin Performance |
| 13 | Project Progress: Presentation by student groups | |
| 14 | Capital Investment Decisions | Case: Fine Hospitals |
| 15 | Managing Organizational Changes | Case: Bangalore Baptist Hospital, Ch 8 |
| 16 | Materials Management | Case: MPT Hospital, Ch 9 |
| 17 | Clinical Lab Management | Case: Mahanagar Hospital, Ch 10 |
| 18 | MIS | Case: SJ Hospital, Ch 10 |
| 19, 20 | Student Project Final Presentations | |

(*) KV Ramani, Hospital Management, Text and Cases; published by Pearson Education;