

**Hospital  
Administration  
and Management**  
*A Comprehensive Guide*



# Hospital Administration and Management

*A Comprehensive Guide*

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**A Tribute to Modern Saint**



**Mother Teresa**

"The fruit of silence is prayer, the fruit of prayer is faith, the fruit of faith is love, the fruit of love is service, the fruit of service is peace"

— Mother Teresa



# PREFACE

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An attempt has been made to present the basic thought on Hospital *Administration and Management* in this short treatise. Hospital administration is very important to run a hospital efficiently.

This book has been elaborated with reference to current techniques and practice of hospital administration and management so as to make the text more easily comprehensible to all Hospital Managers, Administrators and students concerned.

In the preparation of this volume, I have consulted many publications of different authors. A select bibliography is given at the end of the book for this purpose. This book is a ready reference for doctors, administrators and students.

Acknowledging my indebtedness to all such authors and their publishers as well as of providing guidance to those readers who may pursue further studies.

I am also indebted to my beloved wife, friends, colleagues and publishers who have helped much in the publication of this book.

**Joydeep Das Gupta**





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# INTRODUCTION

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Except for the birth of a child, hospital visits are more often than not unpleasant. If we have been lucky (with the patient's recovery, accurate diagnosis and timely treatment and service), we look back with a sense of relief. But if it has been a disastrous experience, we would rather take pleasure in spreading the good word about.

That is how critical an administrator's role in an infirmary. Much has changed in how a hospital is projected today. They are more like profit centres and require business managers to project the right image. Hospital management has indeed come of age.

A hospital now hires health care managers solely for the purpose of keeping the hospital well oiled and running smoothly providing the maximum benefit to both patients and the staff.

The work of a health care management professional is to devote himself completely to the efficient running of the hospital or health centre. This effectively leaves the doctors and associated staff to accomplish their work uninterrupted.

The responsibilities of a health care management professional are wide ranging, necessitating multitasking. As a Hospital Manager, administrative, human resources, supply, infrastructure and equipment management come under his purview. This includes a host of other responsibilities such as employing contractual services, hospital help, etc.

The management of medical supplies and equipment is an important aspect of the job. As an administrator, he also has a say in the policy matters of the hospital, and in collaborations and partnerships with other health service providers.

Man management however, is the most important aspect of the job, since a Hospital Manager has to deal with in-house staff and others at various levels, right from the medical staff to the governing board, including visiting dignitaries. However, this does not lessen the importance of gaining an understanding of finance. The Hospital Administrator or Manager also has to be figures savvy with the accounting processes and procedure to curtail any misappropriation of funds.

The Hospital Managers' role however, differs according to the size of the organization. Smaller medical or health centre may employ a manager to handle day-to-day administrative work, which involves billing, maintenance, equipment supply, etc. He may work closely with doctors, if it is a group practice and have a say in decision making. A bigger place may require the services of a manager in key aspects as well like business strategy, administration, work-flow plans and managing outreach programmes, seminars, etc.

Every role that a health care management professional plays in the hospital is integral to his ability as a communicator and administrator. Skills which need to be honed well are self discipline, a passion for qualitative service, and an ability to negotiate, would help the manager stay admirably afloat.