

## CHAPTER X

# PLANNING, ORGANISATION AND MANAGEMENT TECHNIQUES

### PLANNING

10.1 Each hospital should prepare a prospective master plan. This should be broken into phases. The plan should include physical structures, building, equipment, furniture, manpower and consumables needed. Wherever needed, assistance of experts in hospital planning should be taken.

10.2 The plans should be flexible in nature and costing including escalation should be done.

10.3 The annual plan prepared by the hospital each year should be based upon the master plan and submitted to competent authorities for approval. Adhoc planning or projects should be avoided.

### ORGANIZATION

10.4 A hospital is a complex organization where people ranging from illiterate to highly qualified specialist work together. They all have different motivation level and qualities. A hospital needs the coordinated working of all such people. It is thus a challenging task for the administration to run it as a well-knit organization where all groups work in harmony to each other. Strategies should be developed to have different level of incentives or discentives to make the different groups work efficiently. The leadership should be result oriented.

10.5 The leader should be one who can visualize the situation in the organization, take corrective steps in time, if needed, rather than resorting to crisis management.

10.6 The administration should set up practices, frame rules and regulations where responsibilities are clearly defined and lapses can be pinpointed.

10.7 A system of feed back from Patients/Staff should be developed so that suggestion can be received for improvement of hospital's functioning

10.8 Training of staff in psychosocial behavior should be adapted to the maximum extent.

10.9 The computerization should be adapted to maximum extent in departments where work is large and repetitive. Modern information technology tools like Internet, Email, Fax etc. should be made available.

### MODERN MANAGEMENT TECHNIQUES

10.10 Being a complex organization, modern management techniques should be adopted.

10.11 Network analysis for project planning, inventory control methods for stores management, work-study operational research, are effective tools of management.

10.12 The use of computers, Internet, E-Mail, etc should be introduced in a phased manner in every department of the hospital to make its working efficient and transparent.

10.13 Built in surveys should be developed for each department and outcome analysed to improve the functioning.

10.14 Costing of all services offered should be done periodically and cost should be recovered, if permitted by the Government.