



# Hospital Management

October 12 - 17, 2020



Executive Education  
INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

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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 health services and in doing so, hospitals depend on modern technology, consume large amount of resources, and have thus become very complex organisations. Hospital management has assumed added significance in the light of increased cost for medical care, ageing population and the potentially declining levels of service, all of which threaten the quality of service delivered. Liberalization of the 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, therefore, need a certain amount of professional management inputs so as to manage hospitals efficiently and effectively.

## Objective

The objective of this programme is to equip the senior hospital managers and administrators with the necessary management inputs for efficient and effective management of their hospitals.

## Programme Highlights

**Healthcare Systems and the Role of Hospitals:** This module presents a profile of the Indian healthcare industry within the overall global market, and, further, brings out the importance of hospital management in the Indian health sector.

**Service Quality Management:** This module highlights certain basic differences between managing organisations which deliver services and those which produce goods. Some differences would be: customer presence and participation, simultaneity, intangibility and heterogeneity. Since hospitals are service organisations, it would be useful to understand the implications of the above characteristics in the management of healthcare service quality.

**Operations Management:** This module deals with the management of resources in hospitals in order to enhance competitiveness. Some of the topics covered in this module are Process Analysis and Hospital Operations Planning and Control. Process Analysis lays down the foundation on factors of competition and presents a detailed description and analysis of hospital operations. Hospital Operations Planning and Control focuses on matching the supply and demand in short to medium run through capacity planning and scheduling.

**Managing Service Delivery:** Managing the delivery of hospital services is all about effective and efficient utilization of hospital resources to provide good quality of services. Service quality characteristics from service providers are different from the service quality perspectives of the community. Topics to be discussed in this module include managing Out-patient Department (OPD) services, inpatient discharge, and Operation Theatre (OT) services. The role of support services from

Stores and Purchase, and Medical Records Department would also be discussed.

**Financial Management in Healthcare:** This module will focus on providing knowledge of hospital finance management and its varied aspects, to assess the risks and returns in healthcare related business. It would include financial analysis and levers of financial control, financial and operating analysis, focusing on understanding costs, cost control areas and evaluating new investment opportunities.

**Marketing of Hospital Services:** This module will offer a perspective on the importance of developing a customer-centric approach. Customer-centric approach is predicated on orienting organisational activities around the customer needs while balancing customer satisfaction with business profitability. Overall, a customer-centric approach is aimed at managing customer experience to deliver superior value to customers. This module will address development and delivery of value to customers in a hospital, based on life-time value of customers. Furthermore, the module will discuss how, based on the life-time value concept, hospitals may offer differentiated offerings to different set of customers while retaining the overall consistency in the quality of healthcare.

**Medico-Legal Issues:** Issues related to legal aspects are primarily the constitutional mandate, medical negligence, and consumer protection. There are other evolving issues like organ donation and law related to it, euthanasia, new developments in biotechnology, surrogate motherhood, sex determination of foetus, sperm donation and preservation, etc. This module shall focus on the issues related to medical negligence, principal-agent relationship between hospital and doctors, and consumer protection act. Other issues may be touched upon briefly depending on the time available.

**Organisational Behaviour and Human Resources:** Managers are finding it increasingly tough to attract and retain professionals. This module will focus upon ways to

enhance commitment of professionals to stay and contribute towards the achievement of organisational goals. Some of the topics are managing professionals, human resources and organisational performance.

**Data Analysis for Healthcare Management:** The purpose of this module is to provide better understanding of the concepts and techniques that are useful for analysis of healthcare data for effective healthcare management. Effective analysis of such large amounts of organisational data can lead to better decision making. For example, one may discover more cost effective treatment paths which can help in accurate diagnosis of ailments, deliver quicker treatments to patients, improve usage of hospital facilities, help in effective planning, ensure proper allocation of medical and non-medical resources for improving customer satisfaction, etc.

**Strategic Management:** In this module, emphasis will be given on addressing the competition faced by hospitals in today's changing environment. Leadership and its role in formulating the vision, mission and overall business strategy of hospitals would be highlighted.

## Participants' Profile

This programme is designed for medical, para-medical, and non-medical professionals who are in the senior management and administrative positions in medium to large hospitals. The target audience for this programme would therefore include deans and directors of medical colleges, hospital superintendents, deputy superintendents, medical directors, nursing directors, heads of departments and administrators with substantial managerial responsibilities, interest and motivation to learn and improve hospital services. The programme will be geared to public, corporate, private and charitable hospitals.

## Programme Faculty

- Chandwani, Rajesh (Faculty Chair)  
Email: rajeshc@iima.ac.in
- Gandhi, Shailesh
- Maheshwari, Sunil
- Soman, Chetan
- Varkkey, Biju
- Verma, Sanjay

## Nominations and Inquiries

Nominations should reach the Executive Education Office latest by **September 28, 2020**. The last date for early bird discount is **September 21, 2020**.

Organisational sponsorship is generally required, but can be waived in case the participant is likely to gain significantly from the programme for personal improvement or greater job effectiveness.

All nominations are subject to review and approval by the programme faculty (usually after the due date for receiving nominations). A formal acceptance letter will be sent to selected nominees accordingly. Nominees are

requested to make their travel plans only after receiving the acceptance letter.

For nomination forms and more information, please contact:

### Executive Education

Indian Institute of Management Ahmedabad  
Vastrapur, Ahmedabad 380 015.

Phone: +91-79-7152 6400

Email: [exed@iima.ac.in](mailto:exed@iima.ac.in)

Website: [www.iima.ac.in/exed](http://www.iima.ac.in/exed)

## Certificate

A certificate of participation will be issued to the participants at the end, subject to attending all the sessions of the programme.

## Venue and Accommodation

The programme will be held at the Indian Institute of Management Ahmedabad. Participants would get a full board and air-conditioned single room accommodation either on campus or with empanelled hotel partner.

IIMA norms do not allow participants to have guests stay with them during the programme.

## Programme Fee and Payment

**Rs. 1,40,000 plus 18% GST per person** for participants from India and its equivalent in US Dollars for participants from other countries. The fee includes tuition fees, programme materials, boarding and lodging.

The programme fee should be received by the Executive Education Office latest by **September 28, 2020**. In case of cancellations, the fee will be refunded only if a request is received at least 15 days prior to the start of the programme. If a nomination is not accepted, the fee will be refunded to the person/organization concerned.

The programme fee can be paid in any one of these two ways:

### [A] Electronic Fund Transfer

1. Name of Beneficiary: **Indian Institute of Management Ahmedabad**
2. Savings Bank A/c 309007929889 RBL Bank Limited, Ahmedabad Viva Complex Branch  
(IFSC Code: RATN0000158, MICR Code: 380176004)
3. Name of Remitter: \_\_\_\_\_ (Please mention the name of the sponsoring organisation)
4. Purpose of Remittance: **Hospital Management**
5. IIMA Permanent Account Number (PAN): AAATI1247F
6. IIMA Tax Deduction Account Number (TAN): AHMI00189A
7. IIMA GST Registration Number: 24AAATI1247F1Z4 (SAC: 999293)

After making the payment, please email us the complete transaction details immediately so that we can connect your remittance with your nomination.



## [B] Payment Gateway

For more information, please visit respective programmes in our website ([www.iima.ac.in/exed](http://www.iima.ac.in/exed))

## Discount

**Early Bird Discount:** Nominations received with payments on or before **September 21, 2020** will be entitled to an early bird discount of 7%. Early submission of fee and nomination does not, however, guarantee acceptance of the application.

**Group Discount:** Any organisation sponsoring 4 or more participants will be entitled to a discount of 7% on total fee payable provided that at least 4 participants actually attend the programme. Organisations can avail themselves of both the discounts subject to a maximum overall discount of 10%.

Any organisation sponsoring 25 or more participants across all the programmes in one academic year will be entitled to an overall discount of 15% on the programme fee payable.

The above discounts will be applicable only when the requisite numbers of participants actually attend the programmes.

Programmes, dates, fees and faculty are subject to change at the discretion of the Institute without any prior notice. All rights reserved.

## Status of IIMA Alumni Association

Participants who are attending short-duration Executive Education Programmes for the first time, on or after April 1, 2012, will have to attend for a total of 21 days in one or more programmes in order to be eligible for alumni status and alumni identity card, both of which will be awarded on the payment of a one-time alumni fee of INR 10,000/- + GST.

## Indian Institute of Management Ahmedabad (IIMA)

IIMA was set up by the Government of India in collaboration with the Government of Gujarat and Indian industry as an autonomous institution in 1961. The Institute provides education, training, consulting and research facilities in management.

### Centre for Management of Health Services (CMHS)

IIMA's involvement in the health sector started with the establishment of the Public Systems Group in 1975. In the initial period, our research focused on the management of primary healthcare services and family planning. We expanded our research activities to include the management of secondary healthcare services in the 80s and to tertiary healthcare services in the 90s. Subsequently we added Healthcare Insurance and related topics in our contributions to the health sector.

Centre for Management of Health Services (CMHS) was setup in June 2004 in recognition of IIMA's contributions to the health sector in the past and the felt need to strengthen the management of health sector in the context of socio-economic developments of our country. The overall objectives of CMHS are to address the managerial challenges in the delivery of health services to respond to the needs of different segments of our population efficiently and effectively, build institutions of excellence in the health sector, and influence health policies and wider environments.

CMHS has carried out research projects focused on Health Policy and Planning, Governance and management challenges in the health sector, Hospital Management, Clinical Lab management, Imaging lab management, Maternal Health, HIV/ AIDS, Infection Control, Urban Health, Cancer Care, Management Capacity Assessment, etc. Some of the Highlights of our contributions include:

- 1 text book in Hospital Management
- 2 edited books and 7 chapters in books
- 59 articles in refereed journals
- 2 International Conference
- 2 Summer school
- 66 working papers/monographs
- 54 presentations in conferences/seminars
- 29 case studies
- Few Workshops
- Seminar Speaker Series

### CMHS intend to conduct research, develop cases and do capacity building activities in the following areas:

- Improvement of healthcare service delivery (particularly in the public sector) by working in partnership with Central and State governments.
- Understanding the linkages of the healthcare sector with the Pharmaceutical sector and Medical equipment sector for strengthening healthcare delivery.
- Understanding the medico-legal issues and their impact on healthcare service providers and consumers.
- Examining the health insurance and healthcare financing models to enhance their effectiveness.
- Understanding the drivers and roadblocks for adoption of quality management and lean management practices in Indian healthcare delivery facilities.
- Understanding the impact of quality improvement methodologies such as Six Sigma in improving healthcare service delivery.
- Examining the role of Healthcare data analytics for lowering costs and improving customer value in the Indian context.



कार्यकारी शिक्षा  
भारतीय प्रबंध संस्थान अहमदाबाद

Executive Education

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