HEALTH CENTRE
MANAGEMENT

PROF. DR. B. VALLI, PHD
PRINCIPAL
GOVT. COLLEGE OF NURSING, GUNTUR
CONCEPT OF MANAGEMENT
MAINTENANCE STOCK REGISTER
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MANAGEMENT

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- Levels.
- Functions.
- Principles.
CONCEPT OF MANAGEMENT

Management is the art of getting things done by a group of people with the effective utilisation of available resources. An individual cannot be treated as a managing body running any organisation. A minimum two persons are essential to form a management. These persons perform the functions in order to achieve the objective of an organization.
DEFINITION OF MANAGEMENT

“To manage is to forecast and plan, to organize, to compound, to coordinate and to control.”

_ By Henri Fayol_
Levels of Management

- Top Level
- Middle Level
- First Level
LEVELS OF MANAGEMENT

- **Top level Management** - More intellectual skills are required eg. MS, Dean,
- **Middle level Management** - More human skills are required eg. Principal of college, Nursing superintendent
- **First Management or operating Management level** - More technical skills are required eg. ward sisters, Tutors, lecturers
Three skills

- Intellectual skill,
- Human skill,
- Technical Skill.
Principles of Management

• 14 principles of management as given by Henry Fayol (Administrative management theory) are:
  
  – **Division of Work**: an employee assigned to only one type of work to increase output which leads to specialization. The work division should be done based on efficiency of subordinates.
  
  – **Authority and Responsibility**: authority means right to give order and power. Responsibility refers to the obligation to perform the manner desired and directed by superior authorities in any management process.
– **Discipline**: the workers should be obedient and respectful of the organization, and this is absolutely essential.

– **Unity of command**: one employee should have only one boss and receive orders for him/her using one plan

– **Subordination** of Individual Interest to General Interest: it means supremacy of organizational goals over interests of individual or a group of individuals, including that of manager.
– **Remuneration of Personnel**: the price rendered or remuneration should be fair and satisfactory to the employees and employer including the managers justifying the workload, job hazards, efficiency and quality of performance.

– **Centralization**: decisions are made from the top (managers). Subordinates should be given enough authority to do their job properly.

– **Scalar chain** (Hierarchy): the line of authority from top management to lowest ranks represents the scalar chain OR LINE OF AUTHORITY. Communications should follow this chain.
– **Order**: It implies order of **things** and **people**. Placing all required **things** and materials in prescribed place i.e. in right place. Working place should be clean, tidy and safe for employees. Engagement of right **people** in the right place.

– **Equity**: It is the combination of kindness and justice. Employees expect equity from the management. Employees should be treated fairly and justly, kindly for devotion and loyalty from employees in return.
– **Stability of Tenure of Personnel**: For maximum productivity through efficient workers, a stable work force with stable tenure is needed.

– **Initiative**: passion, energy and initiative from the employees of all levels through freedom to think out a plan and execute it. It motivates people and increases productivity.

– **Esprit de Corp**: team or organizational spirit i.e. cohesion among personnel is a great source of strength in the organization. Managers should strive to promote team spirit, unity and organizational communication.
FUNCTIONS
FUNCTIONS OF MANAGEMENT

• Usually the functions of management is **Planning, organizing, directing, co-ordinating, and controlling** are referred to in the management literature as the functions of the management process.

• Other functions :-
  – **Motivating or actuating**:-
  – Innovation
  – Representation:-
  – Decision making:-
  – Communication:-
Planning

• Planning is a basic managerial function. It is setting goals and deciding how to best achieve them in advance. Planning is predetermining future and selecting appropriate goals and actions to achieve them.

• The process by which management set objectives, assess the future, and develop course of action to accomplish these objectives.
• Planning requires decision making by all levels of managers
• Planning is also to decide in advance about what to do, how to do, when to do and who is to do.
• A good planning is also required for good utilization of human and non human resources to accomplish pre determined goals.
Planning is the core area of all the functions of management. It is the foundation upon which the other three areas should be build.

The planning process is ongoing.

There are uncontrollable, external factors that constantly affect an organization both positively and negatively.

Depending on the circumstances, these external factors may cause an organization to adjust its course of action in accomplishing certain goals. This is referred to as strategic planning.
During strategic planning, management analyzes internal and external factors that do and may affect organization, as well as the objectives and goals.

From there they determine the organization’s strengths, weaknesses, opportunities and threats.

In order for management to do this effectively, planning has to be realistic and comprehensive.
Organizing

• An important function of management.
• Also important for performing staffing, directing and controlling functions.
• The process of arranging people and physical resources to carry out plans and accomplish the organizational goals.
• Its ongoing.
Organizing involves:

• Defining tasks required for achieving goals. What task to be done?
• Grouping the activities in logical pattern
• Determining manpower requirement
• Establishing authority and responsibility for each position. Who reports to whom?
• Assigning the activities to specific position and people
• Coordinating their activities authority relations
• Organizing efficiency and reducing the operation cost through avoiding repetition and duplication of activities.
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Leading

• Leading – A continuous process of setting objectives and trying to achieve them through the efforts of other people.

• Leadership is an important function of management.

• Leadership is guiding and influencing people to achieve goals willingly and enthusiastically in a given situation.
Leading consists of: Leadership, Motivation and Communication

Leadership is the ability to influence a group toward achievement of goals.

Motivation is the acts of stimulating people to contribute at some higher rate.

Communication consists of conveying information from top to bottom, bottom to top and at horizontal and lateral.
Controlling consists of actions and decision, manager undertaken to ensure actual result. It ensures the right thing is done in the right manner and at the right time.

The steps of controlling:
- Establishing standards
- Measuring actual performance
- Finding and analyzing deviations
- Corrective action
Principles of management that will apply in different situations

- Management by objectives
- Learning from experience
- Division of labor
- Substitution of resources
- Coordination of work activities
- Functions determine structure
- Delegation of authority
- Management by exception
Function of Management

1. Planning
2. Organizing
3. Leading / directing
4. Controlling
Reporting and Recording:

- Reports are oral or written exchanges of information shared between caregivers or workers in number of ways.

- A report summarizes the services of the person, personnel and of the agency. Reports are written usually daily, weekly, monthly or yearly.
Records of the Hospital:

- ☐ Patient’s clinical record
- ☐ Record of nurses’ observations
- ☐ Record of orders carried out
- ☐ Record of treatment
- ☐ Record of admission and discharge
- ☐ Record of equipment loss and replacement
- ☐ Record of personnel performance.
MAINTENANCE OF STOCK

- There are different types of Materials in the Hospitals like: Drugs, Instruments,
- Equipments, Laboratory reagents, X-ray films and reagents, Stationary, Furniture, and Linen
- etc. These are the most important materials that the hospital needs for performing its primary functions.
The problems that are met by personnel regarding the supplies and equipment are:

- Inadequate supply of materials
- Equipment may be out of order
- Supplies and equipment may be inaccessible
- Equipment is inconveniently located.
Points to remember in the maintenance of supplies and equipment:

- Keep an adequate supply of materials at hand at all times and in its availability focus. They are to be in good working condition.

- Keep all the articles ready for use. Keep the sterile articles clean and in order.

- Articles should be easily available and as near as possible the place of where it will be used.

- To minimize of sole obsolescence and to ensure that previously purchased items are consumed before recently equipped items. Follow first-in-first-out rule.

- Those articles that are likely to be stolen or lost easily should be placed under lock and key.

- The key must be available in the ward at all times and all staff members should know where it is kept.

- Those articles that are to be indented from the Central supply room should be asked before the anticipated time of its use. These articles should be returned immediately after their use.
Regular and surprise checking of the inventory by the nurse or someone from the administrative department will help to maintain the articles in good order and number.

- Educate the personnel in the economic use of materials.
- As far as possible avoid using the substitutes.

For convenience in working all necessary equipment and supplies for a particular treatment should be kept in one unit.

- Observe the personnel to prevent wastage and misuse of materials.

- Follow the hospital policies regarding the purchase and maintenance of supplies and equipment.
Aids in keeping an adequate supply at hand:

Set a standard for quantity of each item to be kept in the ward. Standards are established quantities which are required to meet the needs of a particular division,

There are many factors that serve as guides in setting the standards. They are:

- The number of beds in the ward
- The type of services
- The age of the client
- The sex of the client
- The severity and type of illness
- Cost of items
- Durability of the articles
- Periods of time between ordering the new stock
- Have a satisfactory system for replacing broken or worn-out equipment
- Make regular inventories of all items
Stock Indenting and calculation of Indents as per patient requirements:

1. Supplies and Equipment:
2. Frequency ordering:
   - Hospitals usually designate specific times for ordering certain types of materials depending on the following items.
   - Their perishability
   - Storage space in the ward
   - Cost and convenience of handling and filling requisition
Requisition Forms:

- The forms used for ordering vary with hospital. Some have one form for all supplies and equipment with a separate one for repairs and construction.
- Requisition for exchange Items
- Requisition for Replacements
- Requisition for Repair or Construction
Drug procurement:

Procurement of drugs is based on selected drugs and dosage forms and available financial resources.

Procedures adopted in procuring drugs include:

- Estimating quantity of each drug product required for a given period
- Finding out the prices of the different drug dosage forms required
- Allocating funds for each drug dosage form
Delivery (lead) time:

- It is important to establish how long it takes to have a drug delivered and receipted in
  the store so that the drug does not become out of stock. This period is called the delivery or lead time.
- Delivery time may be days, weeks or even months.
- Delivery time may be longer than two months because of the following reasons:
  - Poor road conditions, particularly in the rainy season,
  - Poor condition of delivery vehicles,
  - Increased work load at the issuing store,
  - Non availability of adequate resources at the central store,
  - Consumption rate of drugs.
Management Information and Evaluation system (MIES)

Management information system:
An array of components designed to transform a collective set of data into knowledge that is directly useful and applicable in the process of directing and controlling resources and their application to the achievement of specific management objectives.[Hanson 1982]

Evaluation system:
A periodic evaluation of system to assess its status in term of original and current expectation and to chart its future direction
Importance of MIES:

- Planning systematically and coordinating activities.
- Establishing databases on budgets, personnel, facilities and equipment.
- Providing guidance in choosing entry points for program interventions and establishing active partnerships with other organizations.
- Providing information on the status of the population served, such as its health status (i.e. defines surveillance levels).
- Guiding prioritizing by identifying major problems.
- Providing indicators for monitoring and evaluation of performance.
- Assessing the impact or effectiveness of services.
- Guiding the forecasting of Commodity or service needs.
DEMOGRAPHY
SOURCES OF POPULATION DATA

- Census
- Registration of vital events
- Sample registration Survey
- Institutional records
Rate and Ratio

- Rate of the vital events is defined as the ratio of the total numbers of occurrences of the events to the total numbers of person exposed to the risk of occurrences of that events.

- **Sex ratio** = \( \frac{\text{Male population} \times 100}{\text{Female population}} \)

- **child women ratio**
  \[ \frac{\text{Nos of child} < 5 \text{ yrs}}{\text{Total female population} 15-49 \text{ yrs}} \times 100 \]
(a) **Crude Death Rate (CDR)**

\[ \text{Crude Death Rate (CDR)} = \frac{\text{Total death in a given year}}{\text{Average or mid year pop. of a year}} \times 100 \]

(b) **Age-specific Death Rate (ASDR)**

\[ \text{Nos. of death at age 'a'} \times 100 \]

\[ \text{Mid-yrs pop. of a given year at age 'a'} \]

**Crude rate is based on total population while a specific rate is based on the basis of age, sex, cause etc.**
(c) **Infant Mortality Rate (IMR)**

\[ \text{IMR} = \frac{\text{Nos. of infant death in a year}}{\text{Nos. of live birth in the year}} \times 1000 \]

- Sensitive indicators
- Reflect the socio-economic status of the country
- Also reflect the medical and health facilities in a population
Two parts IMR

1) Neonatal Mortality Rate

\[ \text{Death under one months} \times 1000 \]

Nos. of live birth

It occurs basically due to the endogenous factors of death
(f) *Maternal Mortality Rate (MMR)*

nos. of death of mother due to the cause related to maternity \( \times \) 100000

Total nos. of live birth

// Sensitive and important indicator of maternal health
Measurement of Fertility

(a) Crude Birth Rate (CBR)

\[ \text{total nos. of birth in a year} \times 1000 \]
\[ \text{Mid year pop. in that year} \]

(b) General Fertility Rate (GFR)

\[ \text{Total nos. of birth in a year} \times 1000 \]
\[ \text{Average nos. of women in reproductive age group} \]
(f) Gross Reproduction Rate (GRR)

- is a measure of population which describe the rate of increase of population over a generation.

- Defined as the average number of daughter among birth cohort of women, which they will bear in their lifetime, passing through the reproductive age and bearing children according to fixed schedule of fertility, if they survive to the end of child bearing period.
(g) **Net Reproduction Rate (NRR)**

- Measure of number of daughters which a cohort of girl infant will bear as they grow to adulthood and pass through the child period, provided that as they pass through each age they bear children at the rate indicated by a current schedule of age-specific fertility rates and from birth till the end of the child-bearing period they are subjected to mortality as per life table.
Uses of vital statistics rate

- To evaluate the impact of various National Health Programmes.
- To plan for better future measures of disease control.
- To explain the hereditary nature of the disease.
- To plan and evaluate economic and social development.
- It is a primary tool in research activities.
- To determine the health status of individual.
- To compare the health status of individual one nation with others.