

CHAPTER IX

HOSPITAL ADMINISTRATION

GENERAL

9.1 Standing orders or Hospital orders are to be issued only by the Chief of the Hospital or the person authorised by him.

9.2 Senior-most designated official will act as in charge of the hospital and has delegated authority when the Chief of the Hospital is off duty.

9.3 Other officers dealing with Hospital Administration, e.g., Addl. Medical Superintendent, CMO's/DDA/Administrative Officer, Deputy Medical Superintendent, Nursing Superintendent/In charge of Purchase will be in charge of specific areas of works.

9.4 Nursing Superintendent, In charge Nursing Services, Deputy Nursing Superintendent Assistant Nursing Superintendent and other Nursing Staff must perform the duties specified in the appendix. Nursing Superintendent is directly responsible to the Medical Superintendent for providing efficient nursing care to patients and proper training of student nurses. She will, however, work in close cooperation with Addl. Medical Superintendent/DDA/Administrative Officer, Deputy medical Superintendent and others.

9.5 Financial administration to be controlled by the Accounts Officer. He will be responsible to the Chief of the Hospital and the DDA for the efficient running of his office. His duties are as detailed in Appendix-I.

9.6 Consultants, Specialists and other medical officers will be responsible to the Chief of the Hospital for providing the best medical care to patients within the resources available.

9.7 Information to the public, Radio, T.V., Newspapers to be handled by the Chief of the Hospital or designated Public Relations Officer. Enquiries regarding the condition of patients should be directed to the Central Admitting Officer or the Nursing Superintendent or the nursing personnel. Precaution must be taken not to disclose any confidential information. When there is any doubt as to the willingness of a patient to have his/her condition of illness revealed, information should not be given without his/her consent.

9.8 It should be prominently exhibited all over the hospital that patients must not bring valuables or wear expensive jewellery. If they do so, it will be at their own risk. There may be occasions when valuables are brought into the hospital and in such cases the attending nurse or house officer should make a correct list of such items, duly witnessed in the case of unconscious patients and have them deposited in the financial section and proper receipt be issued.

9.9 At the time of giving back the valuables, the financial section will ensure that these are given to the patient concerned or to the legal heir in the case of a patient who dies in the hospital.

PERSONNEL ADMINISTRATION

9.10 Rules framed by the Government or other concerned authorities will be strictly followed in the matter of recruitment or promotion. The strength of staff in each department should, however, be fixed after studying the requirement and in no case it should exceed sanctioned strength.

9.11 An appointment letter indicating the terms and conditions of appointment will be given to each employee, and his acceptance of the terms and conditions of employment will be taken in writing and recorded carefully in the personal file of the employee.

9.12 Immediate notification of the appointment or promotion will be sent to all concerned and particularly to the financial section.

9.13 Financial section will draw the pay of the employee without delay and make arrangements for its prompt disbursement.

9.14 Personal file, service document recording all details and confidential dossier of the employee will be maintained up-to-date and safely kept under lock and key.

9.15 Drawal and disbursement of monthly pay will be on the days prescribed but arrears of pay will be drawn and paid with the least possible delay.

9.16 List of holidays will be exhibited prominently particularly in the OPD. Employees will avail of these holidays subject to exigencies of service.

9.17 All mail of the hospital will be delivered in the administrative block to a designated responsible official. Office mail to be properly entered

in diary and distributed promptly to the section concerned after perusal by Hospital Administration. Personal mail to be sent to the departmental head who will ensure that the mail reaches the individuals. Mail for patients will be delivered to the Nursing staff in-charge of the patients by a messenger or a social worker.

9.18 Personal telephone calls of the employees will be made only through public telephone booths installed at various places in the hospital. Hospital telephones will not be used for this purpose. In exceptional cases when trunk calls are to be booked, advance payment should be made in the financial section or to the telephone operator who will give a temporary receipt for the money received and credit it in the financial section without delay. The temporary receipt will be exchanged for the permanent receipt.

9.19 Separate sick room will be provided in the Hospital for the nursing staff, medical staff and others, if possible.

9.20 Enforcement of discipline will be the responsibility of departmental heads. Breaches should be reported to the Chief of the Hospital who will take appropriate action according to rules.

9.21 Trade union or demonstrational activities during duty hours are prohibited.

9.22 In the event of strikes by workers and others, detailed instructions for maintaining the hospital services will be issued by the Chief of the Hospital.

9.23 The Chief of the Hospital should display prominently the inconvenience likely to be caused to the public and seek public cooperation for running the hospital through social welfare agencies.

9.24 Police protection to loyal workers and home guards to guard vital installations of the hospital like water tanks, power stations should be arranged.

9.25 In the event of total strike, transfer of patients to other hospitals should be resorted to and attempt should be made for running minimum hospital services with reference to the availability of hired or honorary manpower.

9.26 All complaints pertaining to patient care, negligence or misbehavior by any staff will be dealt with by the Public Grievance Redressal

Cell, which may be set up by the Medical Superintendent of the hospital to deal with all such cases. Similarly grievances of the staff members of the hospital will be heard by the Staff Grievance Redressal cell of the hospital as may be set up by the Medical Superintendent.

9.27 All complaints of sexual harassment of working women of the hospital will be dealt with by a committee, half of which must be senior women officers as may be set up by the Medical Superintendent.

FINANCIAL ADMINISTRATION

9.28 Officer in-charge financial section is responsible for proper functioning of this section of Hospital Administration.

9.29 He will allocate the work in such a manner that the load on the section is equally distributed. He will for this purpose get work-study done and make a detailed list of duties of the staff working in the section.

9.30 He will be jointly responsible for all cash transactions and custody of cash along with the cashier. He will take security from the cashier for adequate amount.

9.12 He will specify the hours of payment and exhibit them prominently.

9.32 He will specify the dates by which he will receive bills for payment. He will not allow any contractor to see any of the staff members in the section. He will deal with them directly.

9.33 He will promptly enquire into the complaints of delay or non-payment of bills or salaries and take appropriate remedial action. He will fix responsibility for avoidable delays in his section and record such instances in the confidential dossier of the individual concerned.

9.34 He will compile budget returns with care and submit the returns on the due dates to the authorities concerned.

9.35 He will prepare conventional and performance budget returns. For this purpose he will get costing of hospital services done.

9.36 He will inform the Hospital administration about the expenditure booked under different "heads" from time to time and also bring to the notice of the Chief of the Hospital any abnormal rise or decline in expenditure booked against budget heads.

9.37 He will ensure that proper sanctions exist for drawing money from the Treasury. He will present the bills to the Treasury, only when he is satisfied in all respects. This is his undivided responsibility.

9.38 He will present the bills to the Treasury by the prescribed dates.

9.39 He will draw a checklist for the guidance of the staff working under him for scrutinising all categories of bills.

9.40 He will devise adequate safeguards to ensure that payments are made to the right person. In case of doubt he will seek legal advice through hospital administration. The responsibility for giving pay order rests solely on him.

9.41 He will give financial advice when needed by hospital administration. He will scrutinise all losses before they are written off. He will scrupulously observe all rules and regulations. In the interest of patient care, he will however interpret them liberally.

9.42 He will in the interest of patient care act in accordance with the directions of the hospital administration.

NURSING ADMINISTRATION

9.444 While preparing the duty roster of nursing staff it will be ensured that as far as possible every member has an equal share of duty hours, days off, holidays and night duty.

9.44 No one should proceed on leave without sanction. No one should absent herself from place of duty under any circumstances. If the nursing staff is ill, she will inform the Nursing Superintendent and admit herself in the nurse's sick room of the hospital.

9.45 The officer in charge nursing administration will issue detailed instructions to the nursing staff regarding nursing care procedures, reporting of missing patients, control and management of communicable diseases, isolation techniques, control and administration of narcotics, hypnotics, poisons, radioactive materials, use of restraints, etc.

9.46 She will supervise safety control measures for preventing accidents, fire hazards in anaesthesia, oxygen and therapy gas equipment, electrical appliances, heating pads, hot-water bottles, etc.

9.47 Nursing staff in the Hospital will normally not be rotated from one area to another without consulting the unit medical chiefs. They will be given leave with the consent of the concerned officer in charge.

9.48 The officer in charge will coordinate food and house-keeping services in the interest of patient care.

9.49 Distribution of food is the responsibility of the nursing staff. Distribution of therapeutic diet is however the responsibility of dietitians.

9.50 The officer in charge will ensure that patients' relations do not interfere or hinder the medical or nursing care. Only sister in-charge of wards and departments will issue admission or food passes to patients' relations, during visiting hours.

9.51 The Nursing Superintendent will lay down policies regarding the engagement of private nurses and Ayahs for patients.

9.52 The Nursing Superintendent will arrange training programmes for specialized nursing.

SCHOOL OF NURSING

9.53 Admission to the School of Nursing will be through open competition.

9.54 Withdrawal of students during the course of training to be allowed only on extreme compassionate grounds, by the Chief of the Hospital.

9.55 Parents of students will be informed of their progress from time to time.

9.56 Student nurses will live only in the hostel attached to the hospital. They will not be permitted to live outside.

9.57 Designated tutor will keep a friendly watch over the student nurses outside their duty or school hours and encourage them to take part in extra curricular activities.

9.58 Student nurses will observe the rules of the hostel in the matter of entertaining their guests, taking their meals, staying outside, etc.

9.59 Hospital administration will nominate a medical officer to look after the health of student nurses.

9.60 Officer in-charge School of Nursing will inform the Chief of the Hospital, of students who are ill and admitted to the hospital.

9.61 Curriculum prescribed for the course is to be strictly observed by the students. The students should fulfill percentage of attendance required.

9.62 Principal/Tutor in charge of the school should ensure that the facilities laid down by the Indian Nursing Council are met and the school get recognition regularly.

9.63 Care taker/Warden of the student hostel should ensure proper maintenance of hygiene and sanitary condition in the hospital. Routine rounds at regular intervals should be taken.

9.64 All the students should be got properly vaccinated against Tetanus, Hepatitis B before induction into the hospital

SECURITY

9.65 The Chief of the Hospital should issue detailed instructions for the security of hospital property and documents.

9.66 Attention will be paid to secure doors and windows firmly. Good quality locks will be provided. Keys of all locks in the wards and departments will be in the custody of designated official concerned. Duplicate keys will be lodged in the hospital locker. Keys of departments like laboratory, X-ray, OPD, Hospital Administration offices will be kept centrally in a secure place guarded by a literate chowkidar round the clock.

9.67 If the original or duplicate key is lost, the lock should be replaced immediately.

9.68 Each department should nominate an official by rotation for closing and opening duty. He should clearly be informed in writing of his responsibilities and his acknowledgement be recorded by the officer in-charge of the department.

9.69 Duty roster of chowkidars and security guards should be prepared to ensure that the same person is not given the same duty all through.

9.70 The security personnel should be given clear instructions regarding the pass system for allowing the visitors inside the hospital premises and this should also be publicised widely so that misunderstanding in the minds of the visitors and patients is dispelled.

9.71 Maximum lighting should be provided in the Hospital premises consistent with economy. The security personnel should take frequent beats in the dark corners of the hospital. Only limited number of gates should be opened in the night.

9.72 Head security guard and security officer should do surprise checks at night and submit reports to the Chief of the Hospital about security lapses.

9.73 All medical equipment like, microscopes, ophthalmoscopes, endoscopic instruments, stethoscope, office equipment like typewriters, calculating machines, etc., should be locked up in almirahs when not in use. The officer concerned should fix responsibility for their safe custody on the users.

DOCUMENTS

9.74 Confidential papers and files should be stored in steel almirahs by the officer concerned. Classified documents when sent by post should be enclosed in double cover. The inner cover should be sealed and addressed by name to the officer for whom it is intended and the number and particulars of the enclosure should be mentioned on that cover. The outer cover should bear the name and official designation of the addressee and the franking of the dispatching office.

9.75 Confidential papers should be typed or cyclostyled by stenographers and clerks known for their integrity and carried from one place to another in the hospital by the officer concerned.

9.76 Loss of confidential papers or files should be promptly looked into and responsibility fixed.

OFFICE MANAGEMENT

9.77 The office superintendent or the head clerk of the office is responsible for efficient office management.

9.78 All dak received should be properly entered in diary and distributed to the dealing assistants within 24 hours of receipt.

9.79 Officers who dispose of the dak directly on receipt may be entered in diary subsequently.

9.80 Routine letters are to be disposed of by the dealing assistants within a week of their receipt.

9.81 Noting will be done on non-routine letters and put up to the officer concerned within a week of their receipt.

9.82 Immediate letters will be replied within 24 hours of their receipt. If this is not possible appropriate note will be submitted to the officer concerned explaining the likely delay.

9.83 Weekly outstanding report of letters not replied will be submitted by the office superintendent or head clerk to the officer concerned who will record his directions to the dealing assistants. This will among other things be the basis for the officer to write confidential reports about the staff working under him.

9.84 Reminders received will be marked by the office superintendent or head clerk as warranted or unwarranted. List of warranted reminders will be prepared weekly and submitted to the officer concerned who will call the dealing assistant and ask for his oral explanation. If he is not satisfied with the explanation, he will record his remarks on the list. This also will figure in the confidential record of the individual concerned.

9.85 Master files, correspondence files, confidential files and personal files should be separately maintained. Master files will contain all letters relating to policy matters. Correspondence files will contain routine matters. Confidential files will be for all confidential correspondence and personal files relate to hospital staff.

9.86 File number should be simple. The section abbreviation, the classification of the file and number of the file should alone be recorded, e.g., Estt.MF-12-F.S-Cor-15 - This means Establishment Section Master File Number 12, Financial Section correspondence File Number 15 M.S.-Con-20 - This means medical stores confidential file number 20. Estt.-per-1 - This means establishment section personal file Number 1.

9.87 Each section should maintain a file index register. File number should be given either by the office superintendent or the head clerk.

9.88 All letters should be promptly filed, page numbered, linked and cross-linked by the dealing assistants.

9.89 Administration will prescribe the period of retention of each type of record. Records beyond this period will be produced before the Condemnation Board and destroyed in their presence.

9.90 Master files, hospital orders, pay bills and service documents will be neatly bound and retained.