



University Of Peshawar

HOSPITAL AND ITS ORGANIZATION

Chapter 2 Hospital Pharmacy

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Hospital

- Hospitium
- Health care institution
- Patient treatment
- Specialized medical
- Nursing staff and
- Medical equipment.

Hospital & Its organization



Classification Of Hospitals

Classification of Hospital

Based on services

General

Specialty

Hospital & Its organization



Classification of Hospital

Based on Bed Numbers

Small hospitals

Medium hospitals

Large hospitals

Hospital & Its organization



Classification of Hospital

Based on location

DHQ

THQ

RHC

BHU

Hospital & Its organization



Classification of Hospital Based on Ownership

1. Government

2. Private

3. Teaching

4. Charity

Hospital & Its organization



Organizational Pattern Of Hospital

Organization

- A formal system of interaction and coordination that links the tasks of individuals and groups to help achieve organizational goals.
- Purpose
- Channel information to managers
- Distribution of Authority
- Interrelationship among different units



Unique Features of Hospitals and Health Care Organizations

- Measuring Out is difficult
- Work is variable and complex
- Urgent and Nondeferrable work pattern
- No Chances for errors
- Work Need specialization
- Personnel must be loyal to profession
- No Managerial control
- Highly inter dependable

Hospital & Its organization



Structural components of organizations

1. Formalization

- Rules, Guidelines, Policies

2. Centralization

- Distribution of power
- Decision making

3. Specialization

- Division
- Medical and Nursing staff

4. Complexity

- Multiple disciplines

5. Configuration

- How these different disciplines work together

Hospital & Its organization



Organization of Hospital

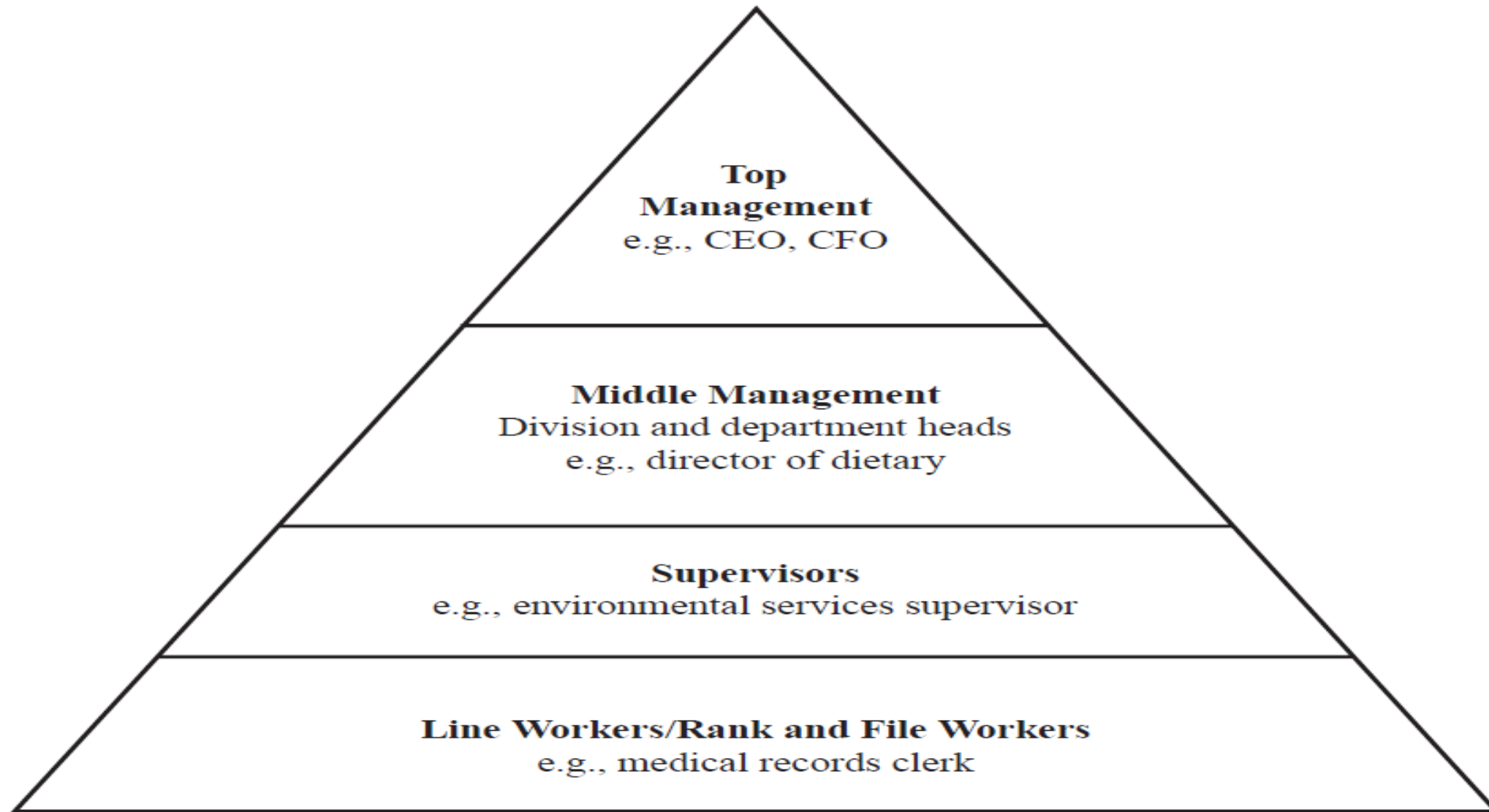


Figure 3-1 Pyramid organization.



Organization of Hospital

1. Strategic Apex

2. The Operating Core

3. The Middle Line

4. The Technostructure

5. The Support Staff

Hospital & Its organization



Organizational Design

1. Functional Design

2. Divisional Design

3. Corporate Design

Hospital & Its organization



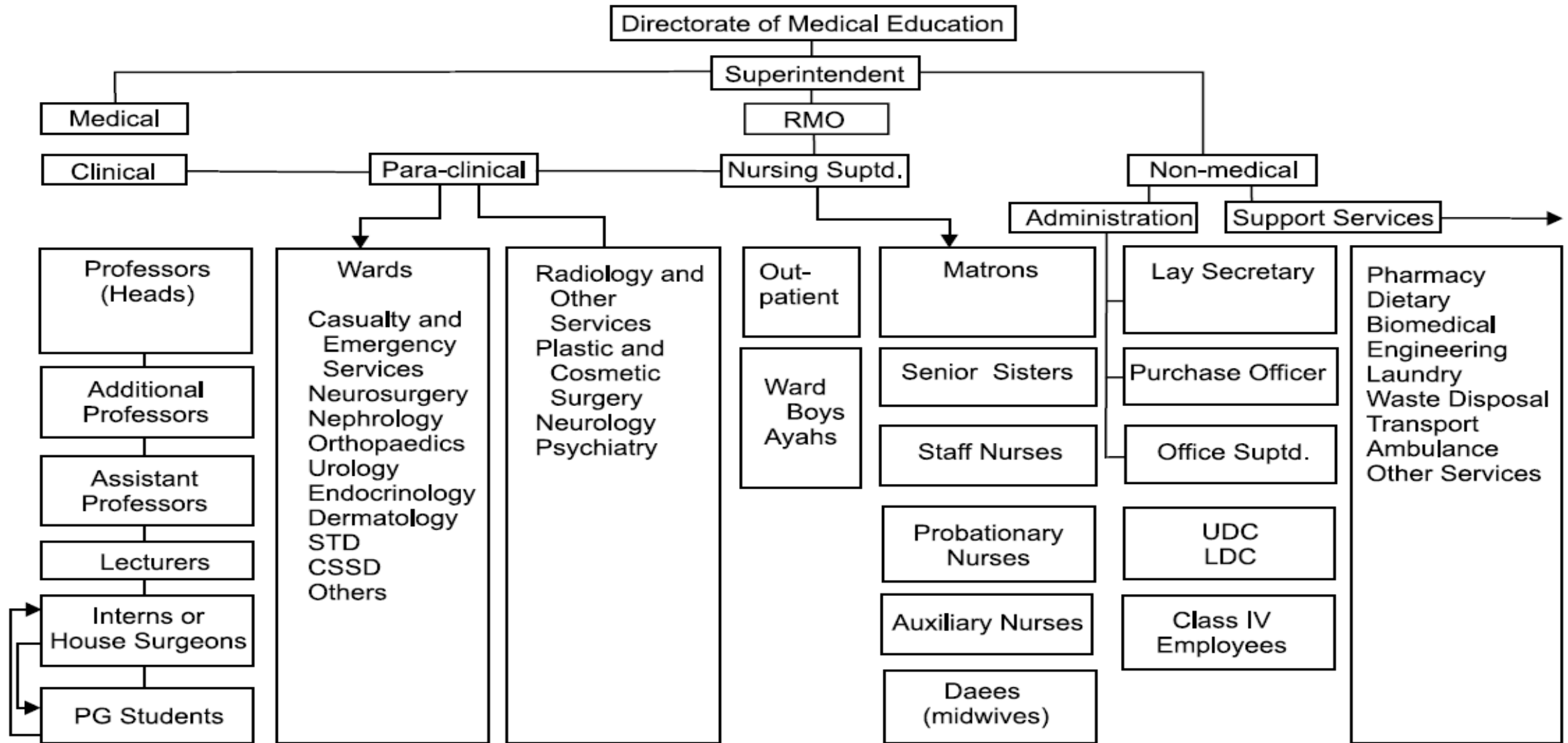
Organizational Design

4. Matrix Design

5. Parallel design

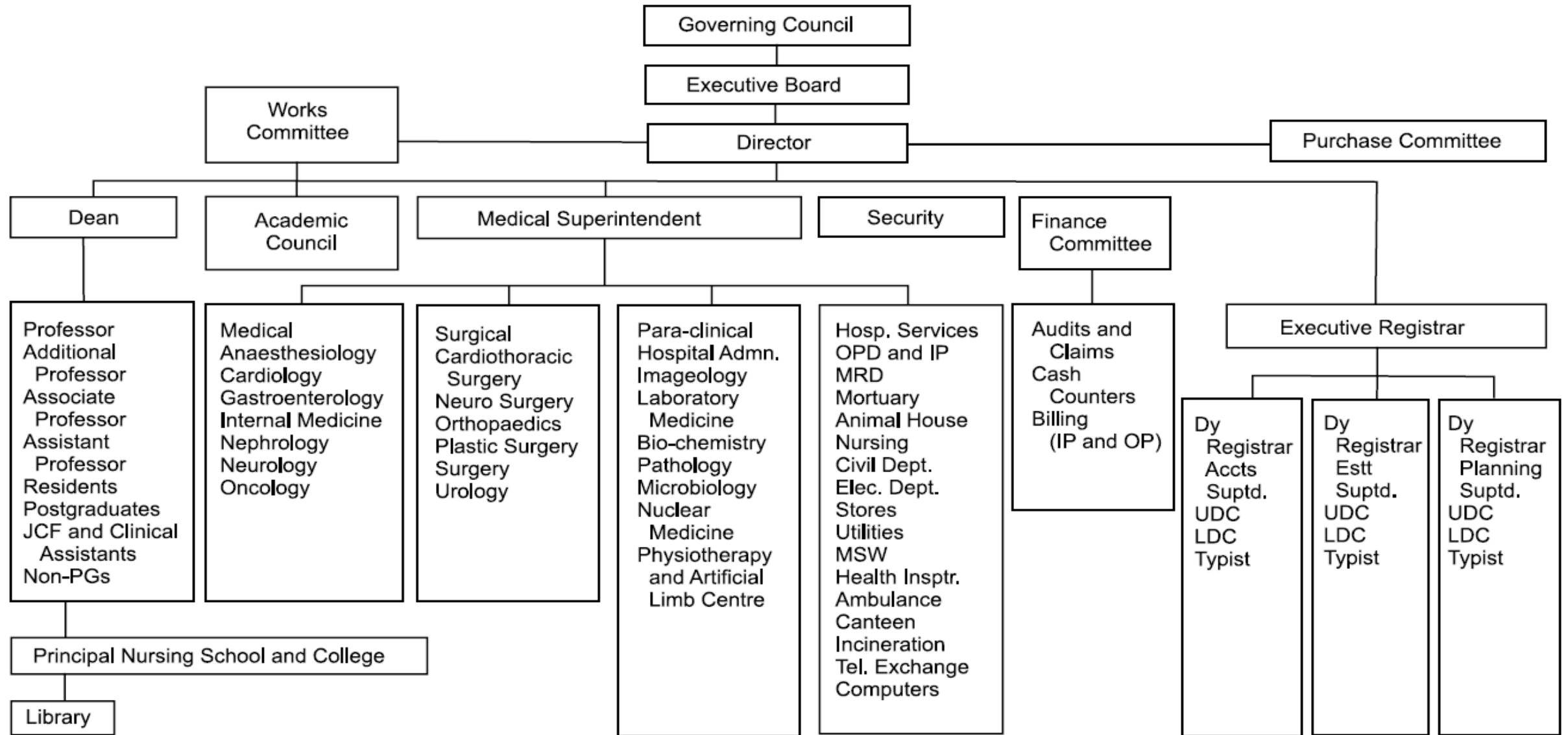


FIGURE 3.1 Configuration of a 1000-bedded Government Hospital



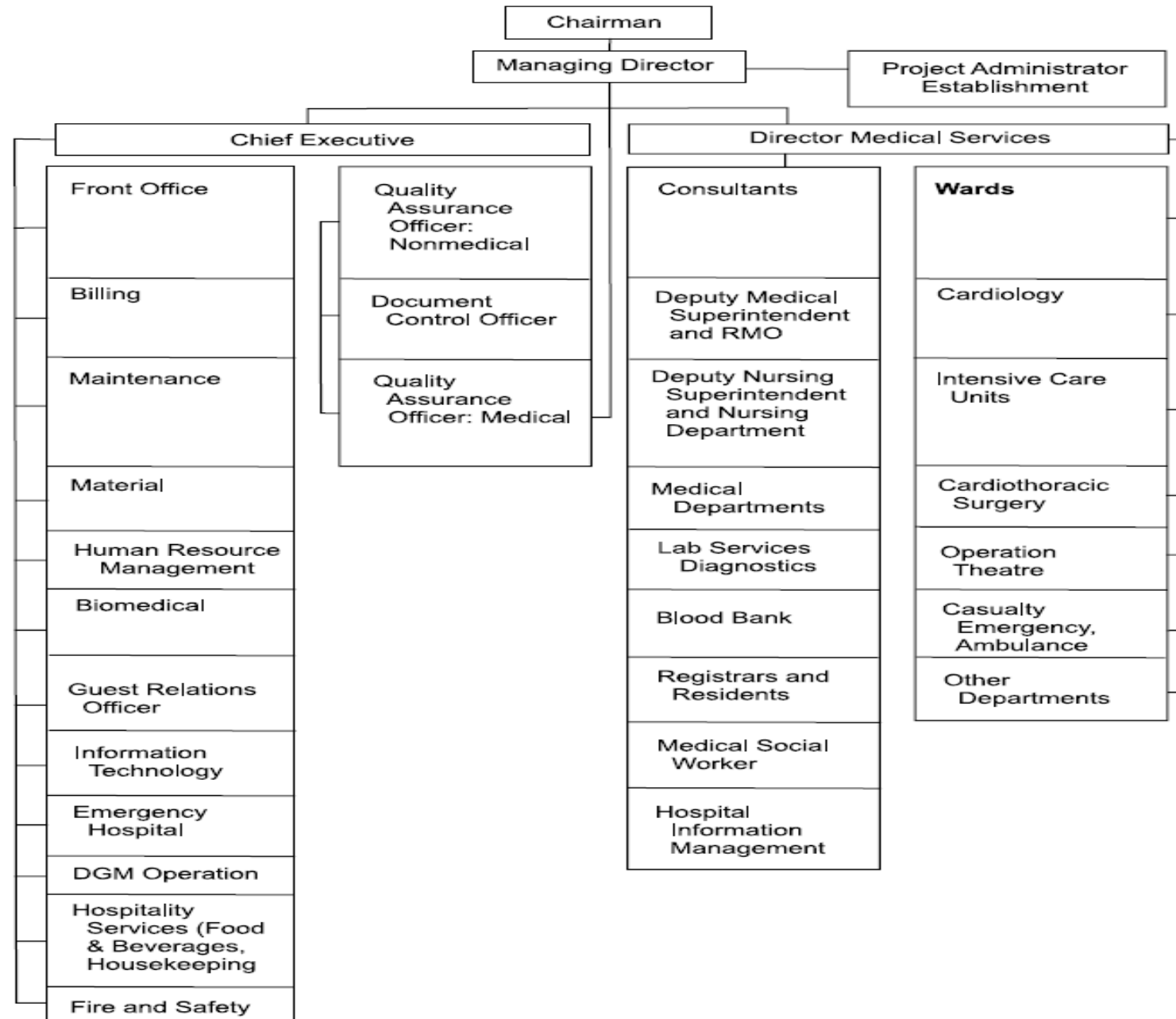
Note: **CSSD** Central Sterile Services Department; **LDC** Lower Division Clerk; **PG** Postgraduate; **RMO** Resident Medical Officer; **STD** Sexually Transmitted Disease; **UDC** Upper Division Clerk.

FIGURE 3.2 Configuration of a 700-bedded University Hospital



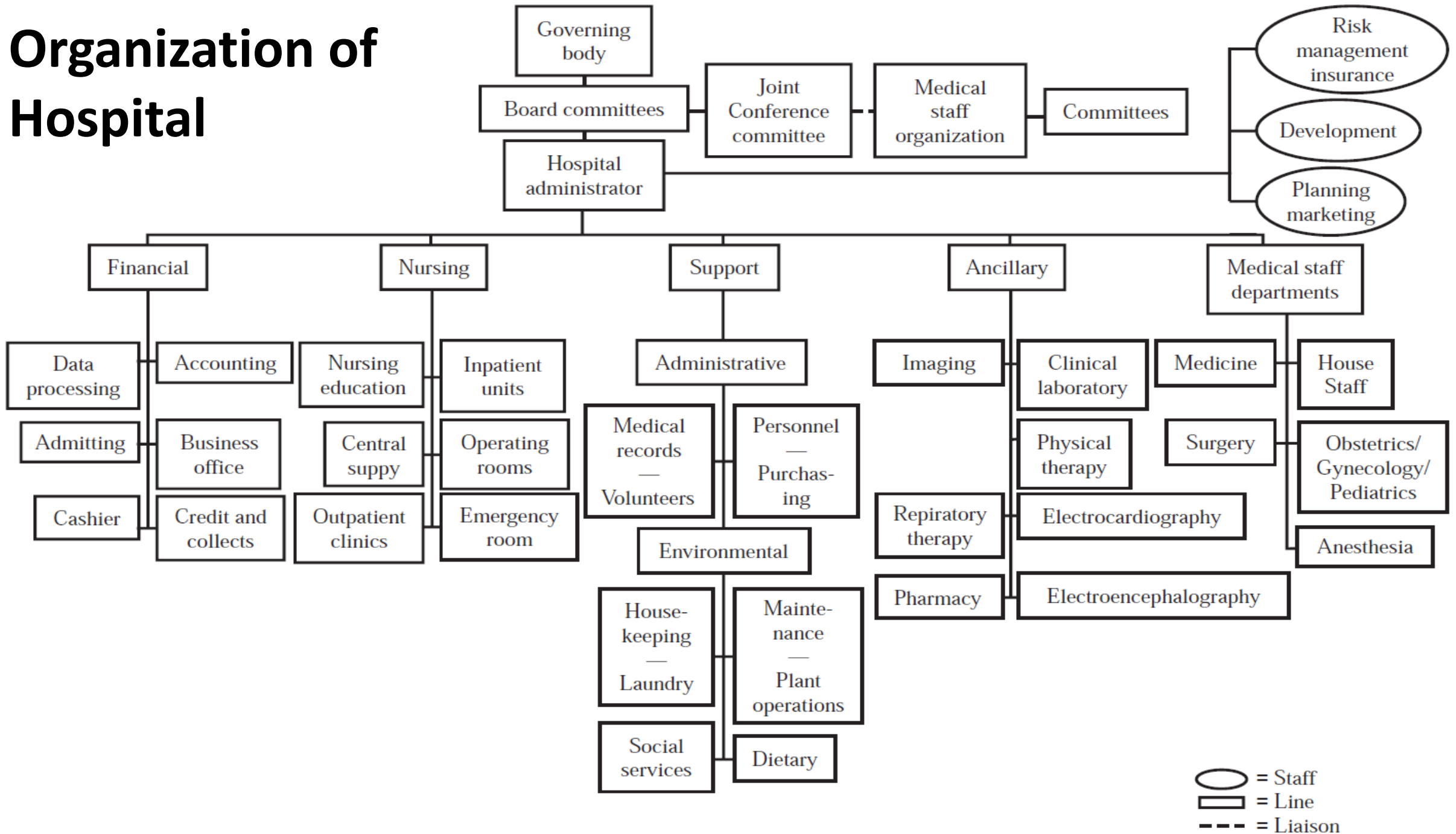
Note: **IP** In-patient; **JCF** Junior Clinical Fellow; **LDC** Lower Division Clerk; **MSW** Masters in Social Work; **MRD** Medical Records Department; **OP** Out-patient; **UDC** Upper Division Clerk.

FIGURE 3.4 Configuration of a 250-bedded Corporate Hospital



Note: **DGM** Deputy General Manager.

Organization of Hospital



Administration

Board of Governors

- Members
- Private hospitals (Owners)
- Chairperson
- Tenure of Members
- Decisions (fiduciary)
- **Functions**
 - Policy for MTI
 - Procedure for appointment
 - Annual budget approval
 - Compliance to Govt policies
 - HD appointment

Hospital & Its organization



Hospital Director

- Hospital administrators All non clinical functions
- Qualifications
- Trained in
 - Hospital administration and business
 - Health care system and services
 - Functions of hospitals
- Inside activities
- Information
- Look after facilities in hospitals
- Meeting with staff
- Budget allocation
- Outside activities

Hospital & Its organization



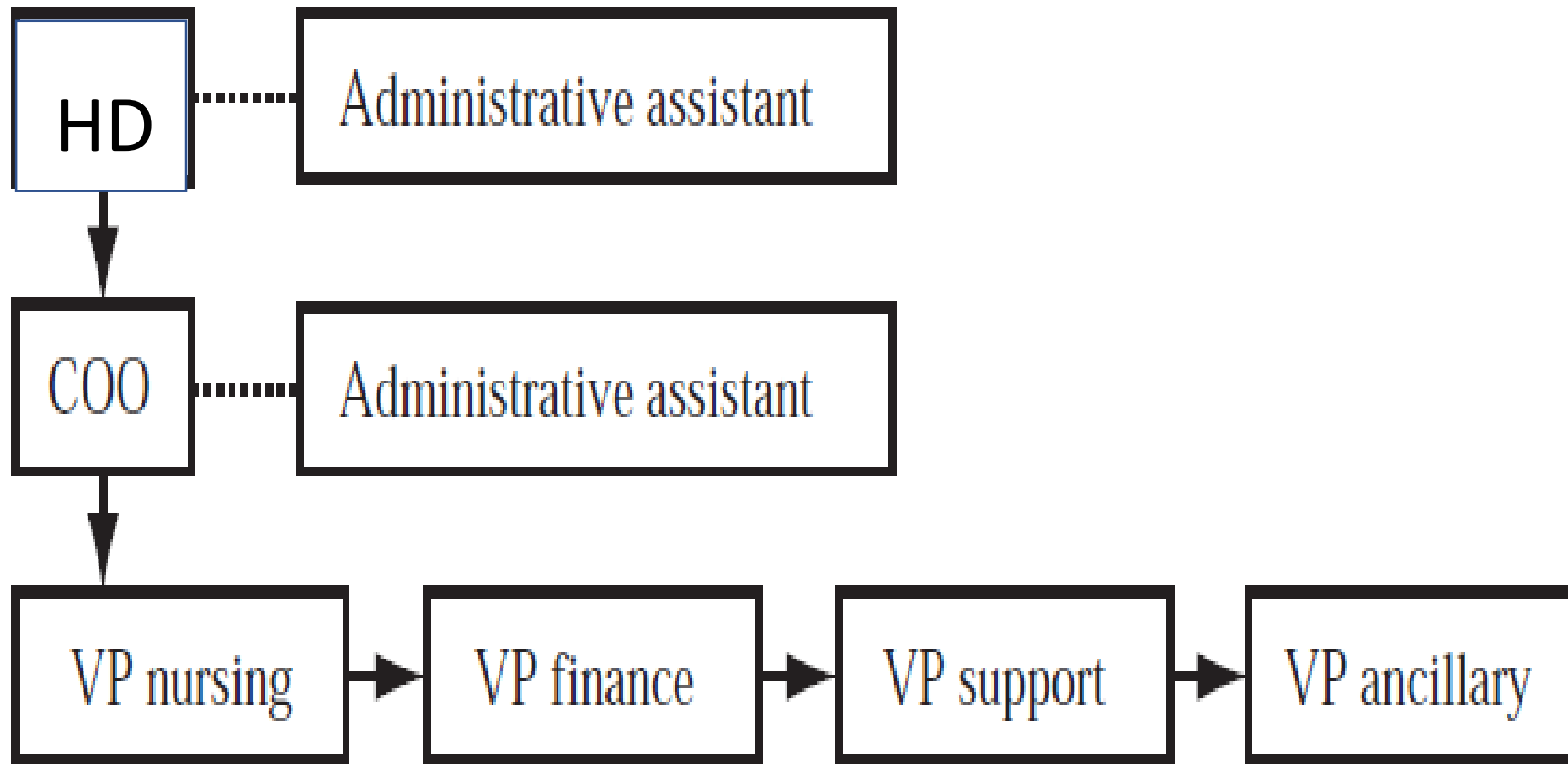
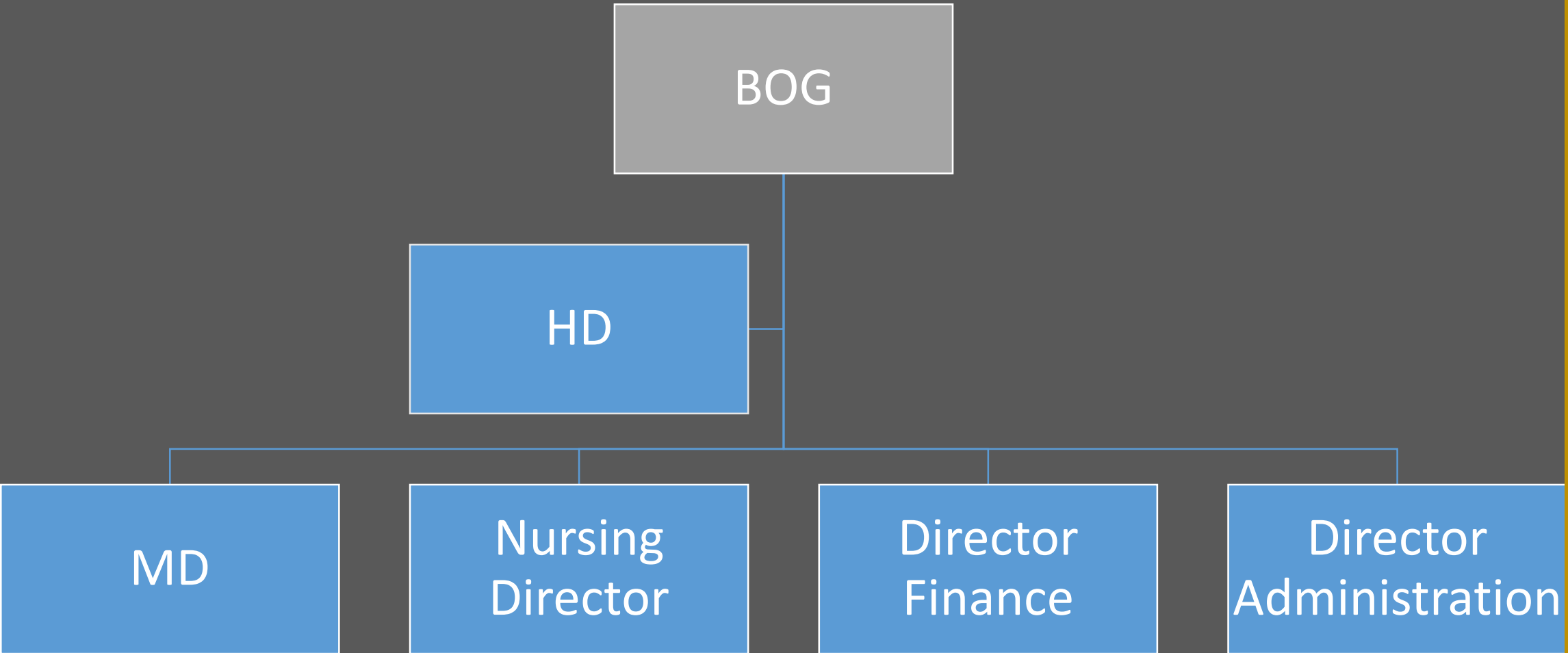


Figure 5-1 Typical organization of vice presidents.



Administration



Hospital & Its organization



Medical Staff

- Licensed for Practice
- Backbone
- Accountable to BOG
- Responsible for medical services
- Ethical practices
- Structure of medical staff will vary from hospital to hospital depending upon its size.

Hospital & Its organization



Medical staff Categories

1. Active Medical Staff

2. Associate Medical Staff

3. Courtesy Medical Staff

4. Consultants

5. Honorary Medical staff

Hospital & Its organization



1. Active medical Staff

- Meets Basic Requirements
- All time Available to the Hospital to provide quality care to patients; and
- Regularly admits patients
- Regularly involved in the care of patients
- Enjoys full privileges

Hospital & Its organization



2. Associate Medical Staff

- Incomplete privileges
- Working toward active staff designation.
- They may have to be in this designation for a number of months while their colleagues evaluate their care, or they may have
- a limited number of admissions per month.



3. Courtesy Medical Staff

- A hospital may classify a physician as a courtesy staff member if that physician does not often admit patients to that hospital.



4. Consultants

- These physicians do not admit patients, but rather they are called in to consult on particular patients who have been admitted by other physicians.



5. Honorary Medical staff

- Emeritus professor
- National awards

Hospital & Its organization



Departmentalization

- Grouping
- Various sections and divisions according to
- Same nature of services
- Depends on the extent of specialization



Departments

1

- Clinical Departments

2.

- Support Services

Hospital & Its organization



1. Clinical Departments

- Depends on Hospital Type
- BHU, DHQ, Tertiary Care
- Specializations Of Medical Staff

- Department of Medicine

- General medicine
- Dermatology
- Psychiatry
- Pulmonology
- Neurology
- Pediatrics
- Endocrinology
- Rheumatology
- Gastroenterology

- Department of Surgery

- General Surgery
- Neurosurgery
- Ophthalmology
- Orthopedic surgery
- Obs and Gyne
- Dental mand Oral surgery
- Urology
- Cardiothoracic surgery
- Plastic surgery



Support Services

1. Pharmacy

2. Nursing

3. Food and Nutrition Services

4. Medical Records

5. Pathology

Hospital & Its organization



Support Services

6. Blood bank

7. Radiology

8. Nuclear Medicine

9. Radiotherapy Department

10. Material Management department

Hospital & Its organization



Support Services

11. Biomedical engineering

12. Central sterile Services

13. Finance dept

Hospital & Its organization



Hospital Finances

Hospital Finances

- Public sector hospitals.
- Subsidized rates
- Finite Resources
- Director Finance (CFO)
- Business office manager
- Accounts manager
- Accountants cashiers auditors

Hospital & Its organization



Hospital Finances

1.

- Resources Vs Expenses

2.

- Budgeting

3.

- MIS

4.

- Auditing

5.

- Financial Efficiency

Hospital & Its organization



Hospital Finances

- The hospital's Finance dept functions and responsibilities includes:
 - 1) Maintenance of adequate accounting systems for all income and expenditures;
 - 2) Development and coordination of the budget control mechanism;
 - 3) Credit and collections procedures;
 - 4) Collection of cash and banking procedures;
 - 5) Maintenance of internal controls;
 - 6) Preparation of financial reports that can be invaluable tools for the chief financial officer (CFO).



Hospital Finances

- Financial Resources

- Government health department
- Patients out of pocket money
- Insurance Plans
- Donations and charity
- Teaching and Research

- Expenses

- Overhead Cost
- Human Resource
- Equipment
- Patient Services

Hospital & Its organization



Hospital Finances (BUDGET)

1. Statistical Budget

2. Revenue Budget

3. Expense Budget

4. Operating Budget

Hospital & Its organization



Hospital Finances (BUDGET)

Total Patients	Statistical Budget	Revenue Budget	Expense budget	Operating Budget
Adults	400	$400 * 20 = 8000$	$400 * 10 = 4000$	$8000 - 4000 = 5000$
Children	700	$700 * 20 = 14000$	$700 * 10 = 7000$	$14000 - 7000 = 7000$
Flu shots	1100	$8000 + 1400 = 22000$	$4000 + 7000 = 11000$	11000

Hospital & Its organization



Hospital Finances

- MANAGEMENT INFORMATION SYSTEMS (MIS)
- Patients records
- Costing procedures
- Medical Bills
- Credits and Debits information
- Staff payrolls
- Hospital purchases
- Automated order generation

Hospital & Its organization



Hospital Finances

- PATIENT ACCOUNTS AND BILLING DEPARTMENT

- The primary functions of this department are to
- Manage patient accounts
- Hospital accounts, and receivables, and to
- Monitor patient bills.

- THE PUBLIC ACCOUNTING FIRM

- Chartered Accountant
- Annual Audit
- Monitors hospitals internal control
- Verifies the values of the hospital's assets, and traces accounting transactions
- Second opinion on the hospital's financial situation
- Auditors helps hospitals in Reimbursement



Hospital Finances

- Measurement of the Financial efficiency of hospitals
- 1. Average length of stay
- 2. Age of the plant
- 3. Bad debts
- 4. Free-patient ratio
- 5. In-and out-patient mix
- 6. Inventory turnover
- 7. Labour yield

