

## RESEARCH ARTICLE

Received on: 10/07/2015

Accepted on: 05/08/2015

Published on: 20/08/2015

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Conflict of Interest: None Declared !

# Changing Times: Insight into Hospital Administration of Generation Next

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## ABSTRACT

This article highlights the changing and ever demanding role of a hospital administrator in complex organizations called as hospitals rather new aged hospitals. This also addresses the ideal qualities which a hospital administrator needs to possess and the role played by him from different perspectives viz a viz patients, community and the organization itself.

**Keywords:** Hospital administrator, corporate hospitals, management, administration

## Introduction

Hospitals are constantly changing. The scenario in the hospital industry is not same as what it used to be two decades ago. In earlier times, senior doctors by virtue of their qualification, seniority and experience in a particular hospital used to run the hospital. He had acquired his knowledge to do so by serving three - four decades of his life in a hospital treating patients, managing residents and junior doctors under him and at the same time managing the other administrative aspects. This continues to be the tradition in some smaller nursing homes and in some rural areas.

Now in the times of specialization especially in urban areas, patients want to get treated only by a super specialist, patients do a "Google search" on the symptoms before heading to a doctor, patient demands and wish list is constantly increasing, there have been initiation of movement towards becoming tech savy Smart Hospitals to minimize patient waiting times, concept of Green Hospitals and use of Solar Energy are coming up, fast evolving new technologies for patient treatment are available at the click of a button etc. These are some of the changes being observed in last few years. Under such circumstances being a hospital administrator, managing affairs of the hospital, can be a very challenging job.

To keep pace with the changing environment and people demands, a hospital administrator has to maintain a balance by keeping a positive internal environment (staff) and also meet the expectations of the community, the hospital caters to.

With the new era of corporate hospitals, having extensive infrastructure and being capital intensive, running a hospital has become a business like affair. Prime focus is on the principles of efficiency, value for money and optimum utilization of resources. Patient

Satisfaction is considered an utmost important factor and new age hospitals will go at any extent for achieving it. The age old clinical doctors may not be equipped to deal with the administrative challenges of running a modern corporate hospital or if at all, they would have developed the skills by learning by doing in some aspects but not all. It is very important for a new age modern hospital administrator to have a post graduation degree specializing in hospital administration wherein appropriate skills of dealing with vast areas like marketing, finance, operations, Human resource management, laws and legal issues, Medical ethics etc are instilled. The young administrators are exposed to the mistakes and leanings of age old Administrators with new fast technology friendly hospital scenarios.

## IDEAL QUALITIES

The Ideal qualities that one looks for in a modern Hospital Administrator are as follows:

1. Attributes
2. Management & Administrative Skills

1. Attributes: The most important attribute of an ideal Hospital Administrator is being able to lead by example, a leader and a person to whom the entire team looks up to for guidance. A committed experienced professional who is tactful to deal with sensitive situations in a hospital and at the same time can withstand adverse criticism and take appropriate measures. A mentally robust person who can drive the "famously tough to handle doctors" and staff to achieve their goals and simultaneously with an attitude to handle changing circumstances.

2. Management & Administrative Skills: This involves Technical skills including but not limited to marketing,

finance and budgeting, business development, managerial skills. Second under this category are humane skills including interpersonal relationships, conflict management, negotiation, leadership. Lastly Conceptual skills including Planning and decision making, Innovative measures, Research orientation. As hospital administrator goes higher up the ladder the requirement of conceptual skills increases and technical skills decreases, though humane skills are essential part of one's career throughout.

#### **ROLE OF A HOSPITAL ADMINISTRATOR**

Role of a hospital administrator is multifaceted and multidimensional.

His/her responsibilities towards patients will include not only take care of his clinical needs, but also physical needs as in case of old or disabled patients like having ramps and hand grills, specially designed toilets, play area for pediatric patients etc. It will also include addressing the safety needs (to avoid any slip or trip hazard, thefts, any cross infection from the hospital), emotional needs (right to his privacy and confidentiality, food preferences, religious sentiments), Educational needs (how to prevent a reinfection, Do and don't's, informed consent, alternate treatment options etc.), Staff attitude and of course Patient satisfaction.

His responsibility towards the community will include supporting a community health needs like addressing an epidemic, outreach services to reach out to the areas with no health service available, supporting primary basic care provided at dispensaries and clinics.

His responsibility towards his organization will include not only take care of patient care services but also the legal and statutory compliances of the hospital as per law of the land (like Biomedical waste management disposal, Pollution Control Board clearances etc.), quality of patient care as per international standards (like NABH, JCI accreditation standards), staff management, Hospital information system (patient records), public relations, patient safety, maintenance services (including equipment maintenance), logistics and supplies, Medical Ethics etc.

Role of the administrator will continue to get tougher and challenging owing to rapid change in technology, growing awareness and demands of the patients, legal involvement in hospital affairs (Consumer Protection Act) and of course increased competition. Eventually it is left to the skills of the hospital administrator to come up with innovative measures to achieve the main aim of providing quality patient care and run the complex organizations which we call as hospitals.

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#### **Cite this article as:**

Bhawna Gulati. Changing Times: Insight into Hospital Administration of Generation Next. Asian Journal of Management Sciences, 03(10), 2015, 9-10.

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