



INDIAN
INSTITUTE OF
PUBLIC HEALTH
GANDHINAGAR

University established under IIPHG Act 2015 of Gujarat State



Indian Institute of Public Health Gandhinagar

(A university under IIPHG Act 2015 of the Government of Gujarat)



Certificate Course in Hospital Management

for District and Block level staff of
CARE India, Bihar, under Bihar Technical Support Program

CERTIFICATE COURSE IN HOSPITAL MANAGEMENT

The National Health Policy (2017) has stressed the need for creating an empowered human resource to further strengthen the country's public health system. Among the several challenges in realizing this end, the crucial ones are these: how to professionally train large numbers of personnel with diverse backgrounds and competencies, already working within health systems but lacking enough formal academic qualifications? How to do so in a reasonable timeframe, across wide distances and without displacing the personnel from their place of work? How to design learning programs that add value to the rich ground-level experience that these personnel possess to benefit both, the programs they serve and the individuals themselves in their careers?

This freshly instituted Certificate Course in Hospital Management has been jointly curated by the Indian Institute of Public Health Gandhinagar and CARE India as an attempt to meet these needs. It is currently designed as a foundational course for the staff of CARE India already engaged in supporting and managing public health programs at a large scale. It emphasizes the application of Hospital Management theory to the day-to-day practice of organizing, managing, and assessing hospital-based health care, using contextually relevant examples and data.

COURSE OBJECTIVES

The course endeavours to enable the learners to

1. Become familiar with the scope of health and disease, and the influence of various causal factors including social determinants on health and health care.
2. Gain familiarity with common diseases and health conditions of importance, and the role of healthcare facilities in dealing with these
3. Learn basic skills and standards of established hospital management practice
4. Become conversant with different structures, functions, and processes of a healthcare facility

COURSE CURRICULUM

The certificate course consists of seven modules

1. Social values and ethics for Hospital managers including Orientation to Social Determinants of Health
2. Introduction to Hospital Epidemiology and Hospital-based statistics
3. Hospital Operations, Quality management including HMIS.

4. Selected Communicable Diseases and Non-Communicable Disease and relevant programs
 5. Leadership and Management including Human Resource
 6. Financial, Logistic and Project Management of Small to Big Hospitals
- Skills for Hospital Management

The course will be delivered over a period of 6 months using a mix of Hindi and English as the medium of instruction.

LEARNING METHODOLOGY

The course will be delivered in a hybrid model, i.e. as a mix of in-person interactions and distance learning. Three main learning methods will be used, as detailed below.

| S.NO | Learning Method | Hours Per Week | No. of Weeks | Total Hours |
|------|-----------------------------------|----------------|--------------|-------------|
| 1 | Face-to-Face Interactive Sessions | 6 | 20* | 120 |
| 2 | Facility-based Assignments | 4 | | 80 |
| 3 | Self-Study | 5 | | 100 |
| | Total | 15 | 20 | 300 |

*Exclusive of festival vacation and preparation time for end-of-course summative assessment

(A) Face To Face (F2F) Interactive Sessions

F2F interactive sessions will be conducted once a week for block-level staff in groups at the District Headquarters. These sessions will be facilitated locally by district-level CARE staff using adult learning approaches under the guidance and observation of domain experts. A typical session will comprise of 2-4 lessons spread over about 6 hours of learning time. Lessons will use videos, presentations, case studies, exercises, and quizzes, enabling learning by doing. In addition, there will be one or more live online sessions of 60-90 minutes scheduled each week where the Faculty will directly address the questions of the participants.

(B) Facility-based Assignments

Facility-based assignments, closely linked with the ongoing modules, will form a crucial part of the course. These may involve making structured observations of a managerial processor applying a specific management skill within the healthcare facility. The assignments will require 3-4 hours of participant's time every week and will be aligned with their routine work to the extent possible. While the participants may undertake these assignments at their convenience, they will need to document the learning in a structured workbook and share the experience in subsequent F2F sessions.

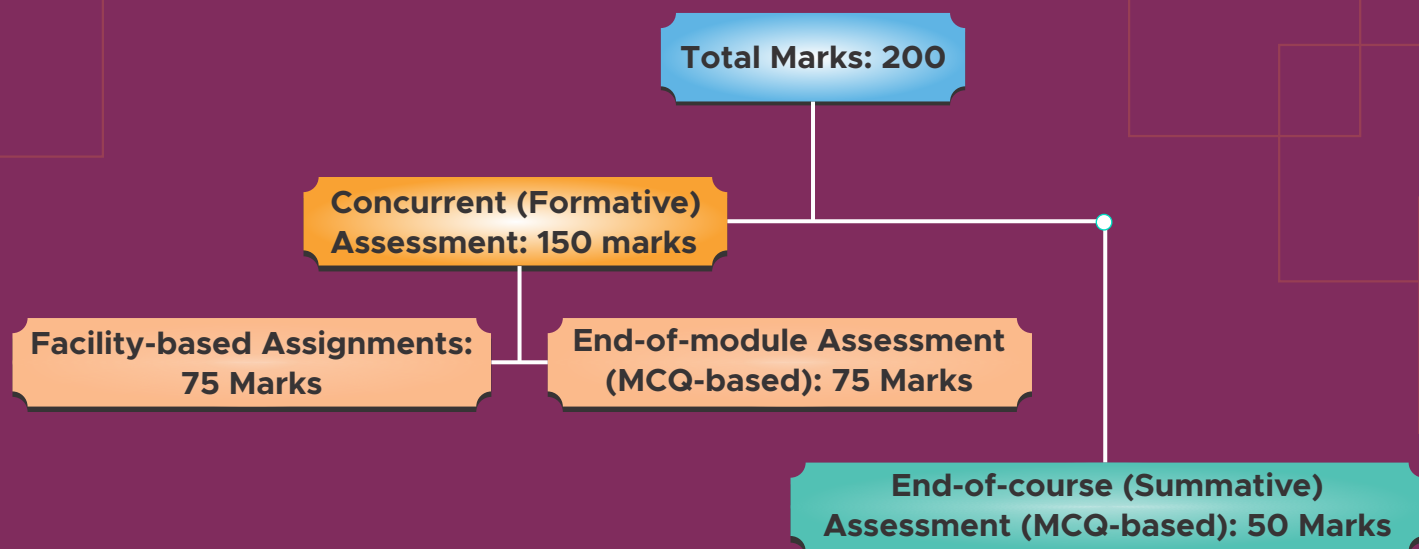
(C) Self-Reading

Learning material for each module and lesson will be shared with the participants well in advance for self-study before and after the F2F session. This will include essential and suggested readings and audio-visual content.

LEARNING MANAGEMENT SYSTEM

A custom-made Learning Management System (LMS) platform will anchor the entire course. The LMS will create virtual classrooms on the web through a secure gateway with a unique username and password. It will host the learning material and will provide an interactive discussion board. It will also have interfaces for the participants to upload their facility-based assignments and take quizzes. The same platform will enable webinars, live lectures, and question-answer sessions. In effect, the LMS will enable keeping a log of all learning activities that the participant has engaged with during the course.

ASSESSMENT CRITERIA



The assessment will be a combination of formative (or concurrent) and summative. The concurrent assessment will be conducted module-wise. For each module, participants will be scored on Multiple-choice Questions (MCQs) and facility-based assignments. The participant may complete the end-of-module MCQ-based quiz within two weeks. There is no provision of extra attempts in concurrent assessment. The workbook will be assessed by the local facilitator as and when the assignments are submitted by the participants. The completed work book will have to be submitted at the end of all the modules.

To be eligible to appear for the final (summative) examination, the participant needs to meet two criteria: at least 75% attendance in F2F sessions, and at least 40% marks in concurrent assessment.

The final/summative exam carries 50 marks, and the candidate must secure at least 40% to pass. If a candidate fails to do so, one more attempt would be provided for improving the score. The total score of the participant (i.e. in formative and summative assessment) will be converted into grades as per the usual standards. IIPH Gandhinagar will conduct all assessments and certifications.

PEOPLE BEHIND THE COURSE

| IIPH, Gandhinagar | CARE India |
|---|----------------------|
| FACULTY | |
| Dr. Deepak Saxena (Course Supervisor) | Ms. Renu Khanna |
| Dr. Somen Saha (Associate Professor) | Dr. Sunil Kaul |
| Dr. Tapasvi Puvar (Associate Professor) | Dr. Tanmay Mahapatra |
| Dr. Anish Sinha (Associate Professor) | |
| Dr. Vishal Jani (Course Coordinator-HM) | |
| Dr. Anurag Saxena (Assistant Professor) | |
| Dr. Jallavi Panchamia (Assistant Professor) | |

ACADEMIC ADVISORS

| | |
|--|--------------------------|
| Prof. Dr. Dileep Mavalankar (Director) | Dr. Sridhar Srikantiah |
| | Prof. Dr. Shyam Ashtekar |
| | Ms. Renu Khanna |
| | Dr. Sunil Kaul |
| | Dr. Sunil Babu |

COURSE MANAGEMENT TEAM

| | |
|----------------------------|------------------------|
| Dr. Abid Qureshi | Dr. Rahul Shashtri |
| Mr. Mohammed Zuned Mansuri | Mr. Aalok Kashyap |
| Mr. Husain Himani | Dr. Manish Kumar Singh |
| Dr. Hardi Thacker | Dr. Mohit P. Gandhi |
| Dr. Shailee Patil | |
| Ms. Divya Panwar | |
| Ms. Naureen Memon | |



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University established under IIPHG Act 2015 of Gujarat State



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