A Retrospective Study of Hospital Managers in Selected Hospitals and Its Relation with Present Outcomes of Hospital and Healthcare Management Programmes.

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ABSTRACT
The Indian healthcare industry, which comprises hospitals, medical infrastructure, medical devices, clinical trials, outsourcing, telemedicine, health insurance and medical equipment, is growing at a very rapid level. The hospital & healthcare sector in India, as an industry, is very much in a state of evolving maturity. It is in a state where hospital complexes are emerging at a fast pace, which employ number of physicians and other health care personnel. It is in such a context that it becomes imperative to ensure that there are well-established ways of assessing personnel with suitable competencies; where the term competency refers to a state in which an individual has the requisite or adequate ability or qualities to perform certain functions. A Competency Based Education (CBE) is much prevalent and practiced in all the institutes of United States providing healthcare management education. No such concept is in practice in India. Thus through this study, researcher has explored the possibility of developing and implementing competency based education model in health care management. Many institutes in India are today running various courses in the field of Hospital & Health care Administration/ Management, but still there exists a perceived gap between the skills required and quality of preparation of the students at the graduate and post-graduate level. Thus this research is undertaken with a view to initiate establishing benchmark for healthcare management graduates with respect to the competencies essential for their successful professional performance. To further the effort of bridging the gap of what exists and what is required in terms of competencies the present study will help with laying a base for developing a common curriculum for this specialized field. The researcher has surveyed all the stakeholders associated with the Hospital & Healthcare Management Programme, which include students, alumni, and faculty and also industry experts.
As part of overall management development process, this study aims to identify the skills important for hospital administrators and to evaluate the current curriculum used for imparting learning required in this specialized area.

I. INTRODUCTION: Healthcare sector growth in India:
The Indian healthcare industry comprises of hospitals, medical infrastructure, medical devices, clinical trials, outsourcing, telemedicine, health insurance and medical equipment and the industry is expected to continue its rapid expansion, with an estimated market value of US$ 280 billion by 2020\(^1\). It is the one of the most vigorous and multifaceted industry in the world, which in turn has driven the demand for leaders with both business insight and exceptional understanding of intricacies of this industry. The healthcare scenarios are in a state of continuous flux because of the economic liberalization and a paradigm shift from a more collectivized pattern to a combination of public and private enterprises.

According to a report titled, ‘Indian Medical Device Market Outlook to 2017’ by RNCOS” – a leading business research and consultancy firm, in all industry verticals including healthcare, retail, energy, information technology and telecom; the hospital services industry is expected to be worth US$ 81.2 billion by 2015. In 2012 the Indian hospital services sector generated revenue of over US$ 45 billion. This revenue is expected to increase at a Compound Annual Growth Rate (CAGR) of 20 per cent during 2012-2017. With Hospitals accounting for largest share inHealthcare market, opportunities are enormous \(^2\).
The hospital & healthcare sector in India, as an industry, is very much in a state of evolving maturity. It is in a state where hospital complexes are emerging at a fast pace, which employ number of physicians and other health care personnel. It is in such a context that it becomes imperative to ensure that there are well-established ways of assessing personnel with suitable competencies, where the term competency refers to a state in which, an individual has the requisite or adequate ability or qualities to perform certain functions. Like any good business, the healthcare organizations too need quality managers to maintain a smooth running organization.

A Changing System of Healthcare:

As stated, by Thomas, C. Dolan, President & Chief Executive Officer, American College of Healthcare Executives, Healthcare is changing more rapidly than almost any other field. Some of the factors contributing to this change can be enumerated as:

Better-informed patients demanding high-quality care: As the patients are becoming more aware with surge of information available to them through various sources (print and e-media), it has led to demand in high-quality services from the providers for them. Being aware of more options available, will help them make treatment decisions more sensibly. Eventually they will become active participants and self-managers of their health and health care needs. This again will put pressure on administration of healthcare facility to provide the services as desired by the patients. This needs presence of qualified staff who are well educated, groomed and trained sufficiently to meet their expectations.

With all the above changing facets, it is a stimulating time for healthcare management, where there is a requirement of talented people to help introduce and manage the changes that are taking place at such a rapid pace. In their roles, healthcare executives have an opportunity to make a significant contribution to improving the health of the communities that their organizations serve. As a result of the transformation taking place in the healthcare system, job opportunities for healthcare executives are becoming more diverse and challenging. Thus, more & more positions for healthcare executives may be now found in a wide variety of Indian settings, such as: corporate hospitals, consultancy services offered in healthcare domain, research & development organizations, non-governmental / public sector, healthcare insurance and also the much booming wellness and indigenous medical equipment industry. With development in technology and broadening of the market at the global and the national level, more verticals are getting added, thereby increasing the demand of qualified healthcare management professionals.

The graduates decide for a career in healthcare management, which may begin at any stage, be it at an entry level to mid-level management position in any of the following specialized areas:

Government relations
1. Human resources
2. Information systems
3. Marketing and public affairs
4. Materials management (purchasing of equipment and supplies)
5. Medical staff relations
6. Nursing administration
7. Patient care services
8. Planning and development

Each of these areas offer challenging prospects associated with the profile.

In order to map employees, hospital jobs have to be defined. However, hospital jobs are not defined because of complexity. Complexity is derived from characteristics of hospital such as diverseness of patients’ demand to healthcare services. According to the literature, the competency model in health care industry is rarely established, the approaches being used include, 1) drawing from an existing model from the same or similar company; 2) developing by consultants through focus groups, surveys, or interviews to identify competencies. There are some drawbacks of using existing model because each company has its own problems or characteristic, a model might not fit to the two similar companies. If the model is poorly constructed, the competencies may not accurately link to desired results. It may waste resources developing employees’ competencies that are not needed. The Indian hospital industry has to yet adopt full-fledged competency mapping approach for its various manpower requirement. There are no documented evidences that explain the process of competency mapping procedure adopted in Indian hospitals. Still the following flow chart explains step by step process that can be adopted for formulating competency model which will further help in competency mapping in hospitals as well:

**History of Management:**

Management has always been discussed and defined in terms of its root word, manage. The
word manage is derived from Latin word manus, meaning hand. Though, when stating the English definition of word manage it denotes ‘to train a horse in its paces’. With many prevalent definitions today, the word ‘manage’ is identified with control or guide; to have charge of; to direct; to administer; to succeed in accomplishing, etc. It is a difficult task to summarize evolution and growth of management as a concept and also as a field of education. The following figure depicts this line of thinking:

Levels of Management & Administration

<table>
<thead>
<tr>
<th>Steps</th>
<th>Objectives</th>
<th>Procedure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Description of Hospital Jobs in structure</td>
<td>Application of the Concept of Unit Process &amp; Process Flow</td>
</tr>
<tr>
<td>2</td>
<td>Determination of required competence</td>
<td>Listing required competence on each action type by level classification</td>
</tr>
<tr>
<td>3</td>
<td>Determination of possessed competence of employees</td>
<td>Linking possessed competence and employee occupation</td>
</tr>
</tbody>
</table>
| 4     | Selection of the appropriate candidate                                       | 1. Comparison of required competence & possessed competence  
|       |                                                                             | 2. Selection of the appropriate candidate                       |

A Model For Mapping Competence At Hospitals

<table>
<thead>
<tr>
<th>DOMAIN</th>
<th>Communication &amp; Leadership management</th>
<th>Professionalism</th>
<th>Knowledge of Healthcare Environment</th>
<th>Business Skills &amp; Knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationship Management</td>
<td>Relationship skills &amp; Behaviors</td>
<td>Personal &amp;Professional Accountability</td>
<td>Healthcare Systems &amp; Organization</td>
<td>General Management</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>Communication Skills</th>
<th>Organizational Climate &amp; Culture</th>
<th>Professional Development &amp; Lifelong Learning</th>
<th>Healthcare Personnel</th>
<th>Financial Management</th>
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<tr>
<td>Facilitation &amp; Negotiation</td>
<td>Communicating Vision</td>
<td>Contributions to the community &amp; Profession</td>
<td>Managing Change</td>
<td>The Patient's Perspective</td>
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<td></td>
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<td>Human Resource Management</td>
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<td>Organizational Dynamics &amp; Governance</td>
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<td>Strategic Planning &amp; Marketing</td>
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<td>Information Management</td>
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<td>Risk Management</td>
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<td>Quality Improvement</td>
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</table>

**Common competency domains & clusters:**

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</thead>
<tbody>
<tr>
<td>People</td>
<td>Human Resource Management</td>
<td>Interpersonal Understanding</td>
<td>Team Building</td>
<td>Conflict Resolution</td>
<td>Self Development</td>
<td>Talent Development</td>
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**Status of Hospital & Healthcare Management Courses in India:**

Over 100 institutes (government, semi-government and private) in India are offering courses such as Masters in Business Administration - Hospital Administration, Masters of Hospital Administration, Masters in Hospital & Healthcare management, Post graduate diploma in healthcare management, Master of Business Administration Health Care & Hospital Administration, Master of Business Administration in Health Care Management, Post Graduate diploma in hospital & health management, diploma in hospital and healthcare management through distance education mode and many more.
There are many institutions, mainly private and Deemed Universities offering one year post graduate diploma full time programme and also one year diploma through distance education mode by open universities. These distance education courses are primarily for in-service professionals already associated with industry. For professionals having two or more years of work experience executive programmes in healthcare management are available, these programmes are offered as part-time or as weekend programme. As this has become a lucrative option for both the providers as well as the beneficiaries to enroll in such programmes without undergoing stringent entrance exam, and as a profit- making business, the mushrooming of such institutions without any authorized regulation and permission from competent body like AICTE for full time programme and distance on conduct and content of programme structure has left more candidates passing out each year but who are less qualified and competent to face the industrial challenges, leaving the gap unfilled.

The rampant growth of such programmes without appropriate approval from designated authorized body leaves less scope of grooming and acquiring right manpower with right set of skills.

**Research Design & Settings:**

This research is Retrospective in nature. A cross-sectional study was conducted from October 2018 to September 2021 to obtain feedback from all the concerned stake holders from select institutes in India which includes the students pursuing their post-graduation in the field of hospital administration/management (1\textsuperscript{st} year & 2\textsuperscript{nd} year- 2 batches), the students who have successfully completed this programme (Alumni) & are now part of the professional circuit of healthcare industry. It also included feedback from faculty members who are involved in teaching/preparing the students of this programme along with the industry experts (from select hospitals across India) who recruit these graduates. The present study focuses on ‘competency mapping’ of middle level Hospital managers, in Indian context and proposes to bring out the current situation of competency based healthcare management education in India; by assessing the present gap of what competencies are essentially required and looked for in a Hospital & Healthcare Management graduate.

<table>
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<tr>
<th>Category</th>
<th>Source Population</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students (1\textsuperscript{st} &amp; 2\textsuperscript{nd} Year)</td>
<td>10 Institutes offering master’s degree in hospital &amp; healthcare management programme consisting of 1014 students</td>
<td>6 institutes 624 students</td>
</tr>
<tr>
<td>Alumni</td>
<td>Students who are degree holders and are working in industry with work experience of 6 months &amp; more</td>
<td>Database of total 82 alumni available.</td>
</tr>
<tr>
<td>Academicians</td>
<td>Full time faculty of 10 institutes, total number 44</td>
<td>6 institutes 26 faculty responded.</td>
</tr>
<tr>
<td>Industry Experts</td>
<td>10 Hospitals with total no. of 48 staff involved in training, recruitment &amp; selection</td>
<td>33 industry experts responded.</td>
</tr>
</tbody>
</table>
II. CONCLUSIONS:

The study is an attempt to highlight knowledge, skills and attitudes required for mid-level managers in Indian hospitals.

Number of factors have been identified that are of relevance for the job positions.

As the demand for the course in Hospital & Healthcare Management is increasing at a rapid pace in India, identification of competencies based on the needs of the industry will surely facilitate a dialogue between all segments and organizations that are into providing training to these prospective hospital managers/ healthcare executives.

With Corporate culture rapidly gripping the hospital industry, there is a need of having a specialist, who specializes with management tools and techniques applicable specifically to the hospital industry. With newer job roles coming in vogue, the programme is no more restricted only to medical graduates but has equal reach among the non-medical graduates as well.

Findings from the responses of first and second year students suggest that there is a need to shift from formal age-old approaches adopted for teaching and also to bring in changes in the examination pattern to include more informal and objective approaches rather than promoting a management, business planning and development, leadership & decision making and also healthcare communications.

To address the lack of capacity and with a view to bring in objective improvement in the learning outcomes offered by such programmes, changes in the curriculum should be done meticulously across all the institutes offering such programmes. Moreover, the focus should be to enhance the curriculum, to impart core competencies required at initial stages of a career as a hospital administrator.

The above can be achieved with a regulatory body laying out standardized guidelines to be followed by concerned institutes similar to or on the lines of the American College of Healthcare Executives (ACHE). The same has also been the response from faculty as well as from industry experts to have an accrediting body. This will aid in enlisting affiliation and accreditation standards to improve the quality of higher education in the field of hospital and healthcare management.

The study has brought out key areas where improvement is needed so as to elevate the overall healthcare scenario and thereby maximize service satisfaction at all levels; be it employers, employees,

Since, the study was limited to six institutes offering this programme in India, further studies are warranted to include broader perspective culture of rote learning.

Responses from alumni and industry experts indicate lack of management capacity in certain areas w.r.t knowledge, skills and attitudes required for better performance in the healthcare sector.

However, there exists a gap in terms of understanding, knowledge and approach between medicos and non-medicos, and thus the primary focus of this programme should be to bridge this gap. The same can be done with defined eligibility criteria, set selection procedures, intake measures and also to a large extent the pre induction material that is offered to the students has to be standardized to cater to the needs of this mixed background of the student population.

The present curriculum should be evaluated and weighted by industry partners on a regular basis. It is the need of the hour to cope up with an ever changing environment. A formal “Industry- Academia” partnership is vital to recognize essential management competencies for future. 7.8.The overall findings reflect there is need of improvement desired by the candidates as well as the working professionals (alumni & industry experts) in the areas of domain knowledge, financial the service providers and ultimately the patients and relatives. These findings have also provided insightful directions for all the stake holders (viz. students, faculty, industry- experts and alumni) involved with such programmes.

To sum up student’s evaluation of programme should serve as a starting point for the quality enhancement of the programme with immediate effect. Attempt should be made to develop suitable models of competency mapping applicable in Indian setting with the inputs obtained. Models like NCHL Healthcare Leadership Competency Model should be studied for its suitability in Indian context.

Although some of the competencies have changed over the past 15 years as a result of the changes in healthcare environments, the thing that remains constant is this dynamic role and the need to develop managers that hold this pivotal role. Performance expectations for healthcare mangers are often complex and unrealistic. Building on these competencies through practice, education and role-modeling can create a strong foundation of knowledge and skills that will ultimately impact an organization at the unit level where the impact on staff and patients is the greatest.

on the said issue to identify the existing competency gap for hospital administrators in our country.
Competency mapping is an essential task for all the organisation and employee development, it is essential for the organizations to maximize utilization of these talents to gain competitive advantage. The major onus lies on faculty members too, to bring this change into effect, these academicians should take up the role of promoting student and skill acquisition.

As rightly pointed out by one of the respondent to an open ended comment sums up the main crux of the study is stated as, Managers have to lead with their heart as well as their head. It is critical to know when to use what thus they handle a pivotal role of keeping everything together with right approach, it is imperative therefore, to groom the younger generation to develop this mindset where they have to think logically, practically and emotionally”. India being a developing nation, affordability is still an issue, thus, just a dry business concept cannot work, and it has to be strongly integrated with ethics and altruistic and philanthropic pattern to serve the larger interest of the society.

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