Annexure
ANNEXURE-I

AN ANALYTICAL STUDY OF MANAGEMENT PRACTICES AND PROBLEMS IN GOVERNMENT HOSPITALS IN UTTAR PRADESH

QUESTIONNAIRE

(1)

1.1 Name of the hospital.
1.2 Number of beds
1.3 Number of units/departments.
1.4 Number of Specialist Doctors (Class I)
1.5 Number of Medical Officers (Class II)
1.6 Number of Wards
1.7 Number of Ward-in-charge sister and staff nurses.
1.8 Number of student nurses.
1.9 Number of others-Engineers, electricians, plumbers, security officers, ward-boys, etc.
1.10 Number of honorary doctors.

(2)

HEAD OF THE INSTITUTION

(A) Organization structure and Environment

2.1 How the institution is organized? Have formal organization charts been drawn?
2.2 Do all doctors and other personnel have 'key-tasks' set out in their job description?

2.3 Do you have the specialised staff for E.N.T., Paediatrics, anaesthesia, radiology, pathology, artificial kidney unit, I.C.U., I.C.C.U. gynaecology, cardiology, Ophthalmology and orthopaedic?

If no, who performs the duties in these areas?

2.4 Anaesthesiology, has been emerging as a very fast developing science in the west and in developing countries too. Surgeons who are generally used to operate independently and mostly, under Spinal anaesthesia cannot initially cope with newly developed techniques and sometimes hesitate to fulfill the legitimate and genuine requirements of the science of anaesthesiology and this sometimes leads to the conflict between surgeons and anaesthesiologist. Is it true?

- Do you have any such experience?

2.5 What is your management style?

(a) Democratic?
(b) Autocratic?
(c) Participative management?

2.6 How is the decision-making process?

(a) Centralised?
(b) Decentralised?
2.7 Do you face the problem of political interference?
If yes, of what kind? Can you describe any experience?

2.8 Do you face the problem of corruption, Including illegal private practice? If yes, in which way this mal-practice can be checked.

2.9 Medical knowledge, techniques and equipments have been continuously developing over the last 20-30 years. Is your administration set up and procedures of work being changed to keep pace with fast developing medical science?
If yes - How? If no - why?

2.10 Do you think that services of honorary doctors have served the purpose in the institution? If yes, why government of Gujarat has decided to discontinue it?
- What are your views in this matter?

2.11 Transfer of officers and staff is the policy of Government. Do you face any problem when qualified / experienced doctors are transferred and qualified but inexperienced doctors come?
How many doctors have been transferred during 1987 – 1988.

2.12 The nurse is now considered as a technical person and therefore services of nurses in certain fields should be specialised in the interest of patients and efficient performance too. What are your views?
2.13 As a Head of the institution you have to see the administration of the whole hospital which includes so many things (supervision and control over personnel, purchasing, store-keeping, kitchen, laundry, toilet, maintenance of equipments and instruments, etc.). Do you find enough time for attending medical side of hospital after doing so much job on administrative side?

2.14 Would you accept the idea of having separate cadre for looking after administrative aspects of hospital with the base of the knowledge of both medical science and management science?

If yes – why?

If no – why?

2.15 After graduation in medicine and surgery (M.B.B.S.) there must be some provision of post-graduation specialisation in general management and personnel management for developing the special separate cadre for administration in our hospitals. What is your opinion?

2.16 Did you face any time a problem of drug-adulteration in your hospital where patients had to suffer?

If yes, what immediate measures did you take?

2.17 Do you believe that quality of management does have an impact on organization's effectiveness and efficiency?

How far your hospital management job is professional?
2.18 Do you face any problem in filling up the vacancies of specialists? Do you find easily the qualified persons to serve in Government hospitals? If no, what are your suggestions? Would you suggest compulsory working in Government hospitals for all the Fresh Specialists in different areas for some fixed period?

(B) **Working with People and HRD**

2.19 Hospitals are very complex organization. Interactions and interactions with several heterogenous groups constitute a great challenge. How do you deal with the problems arising in such groups working together?

2.20 Did you face the problem of dissatisfaction in your staff? If yes –
(a) How do you find out such dissatisfaction?
(b) How do you measure it?
(c) What is your attitude towards such dissatisfaction?

2.21 Employees always expect recognition and appreciation for their good performance from their superiors. Do you appreciate your subordinates good performance? How?

2.22 How the personnel are motivated in your institution? Is there any well-established formal policy of motivation in operation at any managerial level?

2.23 Is there any arrangement by the Government about organizational or executive development programme?
2.24 Do you believe in job-enrichment to improve the quality of work life? If yes, how are you doing it?

2.25 What is the policy of the institution (Government) in the case of personnel appraising and rewarding good performance.

2.26 Do you arrange staff meetings regularly?

2.27 Do you have your own library in the hospital?

(C) Modern Medical Science and Technology

2.28 Medical Science is developing very fast. How do you keep pace with expanding horizons of knowledge in your subject?

(a) Seminars and conferences attended –

   (i) Regional

   (ii) National

   (iii) International

(b) (i) Papers presented

   (ii) Articles published

   (During last five years)

2.29 Sophisticated and highly technical instruments are being more and more utilized in medical science. How do you arrange for required knowledge and skill to utilize these instruments?

2.30 Is there any equipment (machine) lying idle due to the non-availability of knowledgeable person or for any other reasons? Does any instrument need repair?
2.31 What is the cost of such instrument and which services are being deprived of the people due to such idle instruments in which huge amount of capital has already been employed?

2.32 Do you see any impact of changing technology on senior personnel? How they react?

2.33 Medical job is no more a one man show of a single great physician or surgeon. It is the work of a team or at times even, several teams, where success depends not on strongest but the weakest in the team. The weakest should, therefore, be made strong enough by proper in-house training and encouragement is essential to meet heavy demands of modern medical technology. How do you perform this task?

2.34 Would you like to keep pace with fast developing medical science and technology or would you prefer to continue traditional practices? Why?

2.35 What is the role of unionism in organizational performance in your views?

Do you indulge in collective bargaining?

(D) External Environment

2.36 Hospitals have to work in the society. It is a sub-system of the social system. In view of this how external environment affect the hospital administration?
2.37 External environment includes, relatives of patients, respectable citizens of the area, general public of society, suppliers, Government, politicians, etc. Would you kindly describe the impact of the behaviour of each of these sub-systems on the hospital organization and management?
- Keeping in view that the behaviour of hospital personnel also would have its impact on all these sub-systems.

2.38 What system do you follow, for management of complaints?

2.39 Does your hospital organise some social functions?

2.40 Does your hospital accept gifts and donations?

(3)

RESIDENTIAL MEDICAL OFFICER

(A) Organization Structure and Environment

3.1 What kind of organizational problems do you face in your institution? Which steps do you take to tackle them successfully?

3.2 Do you have separate purchasing section? Who performs the function? Is there any committee? Is purchasing centralised or decentralised? What is its procedure? How do you supervise and control purchasing and store-keeping?

3.3 Did you face any problem of drug adulteration last year or any time in your hospital? What immediate measures did you take?

3.4 Did you face the problem of political interference in your institution?
If yes, of what kind?

- Can you describe any experience?

3.5 Is there any equipment (machine) lying idle due to non-utilization or does the instrument need repair?

3.6 Is there any provision in the organization for the posts of qualified pharmacist, engineer, house-keeper, records, librarian, physiotherapist, social worker, electrician, plumber, etc? To whom they repair?

3.7 Who handles the important function of food services to the patients and house-keeping and sanitation?

Do you consider some specialisation and training essential for such important jobs?

3.8 Is there a separate post of house-keeper to look after the food services and house-keeping?

If yes, how many persons are employed under the housekeeper to help him/her?

If no, who performs this very important function?

3.9 Is there any arrangement for fire-fighting and security?

3.10 Do you have enough qualified staff for all the specialised jobs such as ENT, paediatrics, anaesthesia, radiology, pathology, kidney, cardiology, orthopaedic, gynaecology, ophthalmology, etc.? If no, who performs the services in these areas?
3.11 Do you believe that experienced doctors can perform all kinds of work?

3.12 Do you take the services of experienced doctors in place of specialists – regularly? If yes, what do you do when such doctors are transferred to some other places or can you manage to keep them in your organization far long period or for ever?

3.13 You also might be doing administrative work. Do you find it convenient to perform both the jobs – medical and administrative together?

3.14 Would you accept to have separate cadre for looking after administrative aspects of the hospital with the base of the knowledge of both medical science and management science?
   - If yes, why?
   - If no, why?

3.15 Technicians generally have no opportunity for promotion and their work contribution is valuable. What measures do you take to keep their morale high in this condition? Are they provided the facility of some kind of study or training after which they can be placed at higher level of organization hierarchy.

3.16 Do you face any problem in filling the vacancies of specialist? Do you find qualified persons easily to serve in Government hospitals? If no, what are your suggestions in this matter? Would you suggest compulsory working in Government hospitals for all the fresh
specialists in different areas for some fixed period?

(B) **Working with People and HRD**

3.17 Hospitals are very complex organization. Interactions and interactions with several heterogenous groups constitute a great challenge and create problems. How do you deal with the problems arising in such groups working together?

3.18 Did you face any problem of industrial dispute during last five years? With whom? How did you settle the dispute?

3.19 Medical knowledge and techniques have been continuously developing over the last 20-30 years. Is your administrative setup, procedures and techniques of job performing in different medical areas being changed to keep pace with fast developing medical science?

   If yes, how?
   If no, why?

3.20 Hospital is also considered as ‘Industry’ and labour laws are applicable to hospitals also. Are you familiar with these laws? Or, do you take help of the outsider expert in labour laws?

3.21 Do you accept an idea having personnel manager for dealing with all the personnel problems?

3.22 In the case of conflict with Class III and Class IV employees how do you settle the conflict? Is there any established procedure?
3.23 Is hospital management equipped with grievance procedure? How many written grievance do you receive per 100 employees in a year?

3.24 How the communication channels have been arranged? Is the communication among specialists smooth or is there any problem?

3.25 Do you face the problem of corruption? If yes, of what kind?

3.26 Do you face the problem of political interference? If yes, of what kind?

3.27 Is there any arrangement for the training of ward attendents?

3.28 Medical Science is developing very fast. How do you keep pace with expanding horizons of knowledge in your subject?

(a) Seminars and Conferences attended

(i) Regional

(ii) National

(iii) International

(iv) Total

(b) (i) Papers presented

(ii) Articles published

(iii) Total

(During last five years)
Modern Medical Science and Technology

3.29 Sophisticated and highly technical instruments are being more and more utilized in medical science. Do you arrange any special training for doctors and nurses for using these modern equipments?

3.30 Are there some equipment lying idle due to their non-utilisation? If yes, what is the reason for this? What is the cost of machine?

3.31 Do you need technical and professional employees to help you in the utilisation?

CLASS – I AND CLASS – II DOCTORS

4.1 Do you feel job satisfaction in your work? If yes, how? If no, why?

Job Satisfaction

- Very high
- High
- Average
- Poor
- Very poor

4.2 Which factors in your views are responsible for job dissatisfaction? Is there any such problem in your organisation?

4.3 Do you believe in participative management? Are you being consulted in major decisions by the Head of the institution?
4.4 It is the 'Head' of the institution who sets the whole tone of the organisation, good or otherwise. Have you experienced such radical change, any time, in 'tone and spirit' of the whole organisation in the case of transfer of existing Head and takeover by the new-coming Head?

4.5 Do you face conflicts among different specialised departments/sections? How do you settle such conflicts?

4.6 Do you attend state/national/international conferences and seminars, etc.? If yes, how many times during last five years?

4.7 Have you ever presented your own paper in such conference or seminar?

4.8 Who bears the expenditure of attending such seminars? Government, institution or person concerned?

4.9 How do you make yourself familiar, skilled and expert in handling sophisticated instruments? Is there any arrangement for training, etc.?

4.10 Is there any instrument lying idle due to non-availability of an expert hand? If yes, what is its cost?

4.11 How do you appreciate the fast development in technology applied in medical practice? Would you like to learn and apply the same in your job? Or, would you like to continue traditional techniques?

4.12 Do you feel stress and strain in your job? Does it affect you
mentally? Does it affect your job-performance?

4.13 Does management (or your Head) take any action that may reduce stress?

4.14 Class II medical officers are having morning, day, evening and night duties and these duties are being changed after some specific time. How you coordinate your work among changing doctors? Is there any formal procedure?

4.15 Class I doctors are generally having emergency duties once or twice or thrice (depending on the availability of specialised doctors) a week. Now, during these emergency duties all kinds of cases are to be attended, but the doctor on duty is not an expert in all the areas. How do you manage it?

4.16 The nurse is now considered a technical person. Do you accept an idea of giving specific training and practice to the nurse in different areas such as radiology, post operative care, pre-operative care, I.C.U., anaesthisiology etc. and make them specialised in certain areas so as to help you more efficiently?

4.17 As a doctor you have to deal with many other persons - your Head, colleagues, nurses, ward boys, patients and their anxious relatives. There may arise some behavioural problems. To deal with such problems successfully would you not like to have some knowledge of personnel management or organisational behaviour?

4.18 As it is essential in industry to divorce management from ownership.
Similarly, it is equally essential to separate management from the 'care of sick' in the hospitals for making it more professional and for providing better services to the society. What are your views?

(5)

MATRON

5.1 As a Head of the nursing staff, to whom do you report?

5.2 What is your job-specification? (what kind of duties you perform as the Head of nursing staff?)

5.3 Do all the 'Staff' report directly to you? How many staff do you supervise and control?

5.4 As a matron you have to deal with many persons – Head of the institution, other Class I and Class II doctors, nursing staff, Class IV, etc. How do you perform co-ordinate, communicate and control the work concerned? Do you find any difficulty in this?

5.5 Nursing, job is full of stress and strain, if performed sincerely. What measures do you take to reduce such stress and strain?

5.6 How cordial the relations are between the doctors and nursing staff? Does there arise any conflict or problem between the two for genuine cause or otherwise? What would be your stand in such situation? How do you tackle with such problems? Is there any established policy to deal with such problems?

5.7 The nurse is now considered a technical person. Some specialised
courses are also available. Do you send any of your staff for such specialised course?

5.8 The services of nurses in certain areas – such as I.C.U., cardiology, kidney unit, anaesthesiology, radiology, etc. should be specialised rather than be generalised. What is your opinion?

5.9 In the absence of such formal specialisation, occasionally doctors prepare some nurses under their guidance for some specific job, and they provide valuable service to the patients and reduce the stress and strain of over burdened doctors also. What are your views in regard?

5.10 Now, due to the above practice if some experienced and skilled nurses are available in some sections, what is the policy of the hospital organisation? Whether such nurses are being kept in the same sections or transferred again in some other section?

5.11 What should be the policy in such cases? What are your ideas? And what is the reality?

5.12 Transfer of nursing staff from one section to another and assigning the duties to your staff fall in whose jurisdiction? Your’s or the Head of the institution? If it is your duty, does the Head interfere in your job?

5.13 As the Head of the nursing staff you are responsible for your staff’s performance and have authority over them. Then within the broad framework of general policy you are supposed to act on your own
way for the best services to the patients and for the best performance of the organisation. What is your experience? Is your work smooth or hard?

5.14 The duties of the nurse is very hard and strenuous. She/ he has to devote much time and full attention during duty hours. Do they get satisfactory facilities while on duty? (Such as relaxing room, toilets, canteen facility, etc.)

5.15 Do you find difficult to preserve discipline among your staff? If yes, what are the responsible doctors?

5.16 Is there any system of “standing orders”, under which everything is decided in advance in an orderly manner? (such as misconduct, fault, carelessness, etc. and fine, punishment, measures to be taken again persons concerned, etc.) If not, what is the procedure in your organisation?

5.17 Do nurses find representation in various committees?

5.18 What is the rate of turn-over among nurses?

5.19 Is there is school of nursing?

(6)

WARD-IN-CHARGE

(ICCU, OT, Orthopaedic, General Surgery, Medical Ward)

6.1 As a ward-in-charge, which kind of duties you perform? (cleanliness of wards, toilets, and linen, distribution of drugs, injections, etc. to
ward-patients, dressing and keeping care of articles in-charge of ward-in-charge, supervise and control the staff nurses and ward-boys).

6.2 Are your duties specified in writing?

6.3 Can you perform all these duties smoothly or are you feeling overburdened?

6.4 As a ward-in-charge you have to interact with many people, doctors, R.M.O., the Head of the institution, patients, their relatives, colleagues, staff nurse, matron, etc. and have to face a lot of behavioural problems. How do you tackle them? Can you describe any important or interesting problem?

6.5 When there arise any conflict between doctors and staff nurse or between staff nurse and ward boy, how do you react? Is there any established formal procedure to settle such problems?

6.6 Is there any clear-cut standing orders regarding the duties of doctors and nurses in the wards?

6.7 Are you satisfied with your staff and others? How do you maintain discipline in your staff?

6.8 Do you find your work more difficult when the staff nurses trained to work according to your style are transferred (frequently) and other new staff nurses are put to work or you don’t mind it at all? Such practice may cause some inconvenience to patients also. What is your opinion?
6.9 Nursing job is full of stress and strain. Do you feel stress and strain while on duty? What measures do you suggest to reduce it?

6.10 Does the transfer of the Head-Civil Surgeon, Superintendent, In-charge Medical Officer of the ward affect your work? How much? And how?

6.11 So many people visit the ward during the day. In the case of disappearing of the articles in your charge such as shawls, sheets, torch, drugs, etc., what measures do you take? Is there any established formal policy or procedure to deal with such matters? Or do you just report it to your immediate superior?

(7)

STAFF NURSE

7.1 Nursing job is strenuous. Do you feel stress and strain in your job? What should be done to reduce it?

7.2 Are you interested in any particular field/area of nursing?

7.3 If yes, would you like to specialise in what particular branch if facilities are offered to you?

7.4 After getting experience in one branch and having full job satisfaction in the same, how do you feel when suddenly you are transferred to some other branch?

7.5 You have to deal directly with patients, their anxious relatives, colleagues, doctors, your immediate head and indirectly with the
Head of the institution also. How healthy these relationship are? How do you deal with all these people? Is there any problem? If yes, at what level and of what kind?

7.6 Do you get required facilities while on duty for long hours like relaxation or dressing room, toilets, canteen etc.?

7.7 Is there any event of dispute/conflict with doctors? Do you face any problem as a woman against male doctors, while on duty or off-day?

7.8 How do you cope with hospital duties and home duties? Do you find it difficult in cope with either or both?

8. PATIENTS

8.1 What is your impression about this hospital?

8.2 Are you satisfied with the treatment and services given here?

8.3 Did you have to pay for any service or drug? If yes, how much amount did you spend and why?

8.4 Have you been admitted into the hospital directly or did you visit the doctor's house first and then get a chit from his before admission? Did you pay the doctor?

8.5 Did the doctors or nursing staff ask for 'money' from you – directly or indirectly – for providing their services?

8.6 What are your suggestions for improvement of this hospital services?
Annexure – 2.1

Name of the Hospital

Cash Receipt

Serial No. .................. Date ..................

Received from .................................................................

(Amount in words) Rupees ..................................................

By Cash / Cheque ...............................................................

Towards ..............................................................................

Account No. .................................................................

Rupees .................................................................

Cashier
Annexure – 2.2

Name of the Hospital

Out-patients Fees Journal

<table>
<thead>
<tr>
<th>Medicine</th>
<th>X-Ray</th>
<th>Surgery</th>
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<tbody>
<tr>
<td>Date</td>
<td>Rept. No.</td>
<td>Amount</td>
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</table>

**Total**

Signature
Annexure – 2.3

Name of the Hospital
Purchase Requisition

Identifying Department: ........................................

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<th>Sl. No.</th>
<th>Item Code</th>
<th>Item Description</th>
<th>Present Stock</th>
<th>Average Monthly Consumption</th>
<th>Qty. Req'd</th>
<th>Unit Cost</th>
<th>Total Cost</th>
<th>Suggested Vendor</th>
<th>Remarks</th>
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</table>

P.R. No.: ........................................

Date: ........................................

Inventor

Approved by
Annexure – 2.4

Stores Requisition

Indenting Department: ........................................

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<th>Sl. No.</th>
<th>Item Code</th>
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<th>Present Stock</th>
<th>New Intended</th>
<th>Unit Price</th>
<th>Total Value</th>
<th>Remarks</th>
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No.: ........................................

Date: ........................................

Indented by

Approved by

Issued by

Received by

xxv
Annexure – 2.5

Name of the Hospital
Vehicles Maintenance Book

Vehicle No. : ........................................

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<tr>
<th>Job No.</th>
<th>Defect Report No. Dt.</th>
<th>Repair Time Date in</th>
<th>Repair Time Date out</th>
<th>Mileage During Repair KM in</th>
<th>KM out</th>
<th>Total</th>
<th>Brief Description of the Job</th>
<th>Materials Details (Cash/Credit) Description</th>
<th>Supplier’s Name Bill No. Date</th>
<th>Labour Charges Qty. Amt. A</th>
<th>Qty. Amt. B</th>
<th>Total Amt. A + B</th>
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<tbody>
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(Contd.)

<table>
<thead>
<tr>
<th>Bill and Date</th>
<th>Materials sent to scrap and salvage stores</th>
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<tbody>
<tr>
<td>Date</td>
<td>Description</td>
</tr>
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<td></td>
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</table>
Annexure – 2.6
Name of the Hospital
Income and Expenditure Statement

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>Actual</th>
<th>Variance over Budget</th>
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<tbody>
<tr>
<td><strong>Income</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>In-patient</td>
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<td></td>
<td></td>
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<tr>
<td>Out-patient</td>
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<td></td>
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<tr>
<td>Others</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Establishment</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Hospital Supplies</td>
<td></td>
<td></td>
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<tr>
<td>Water &amp; Electy.</td>
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<tr>
<td>Printing &amp; Staty.</td>
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<tr>
<td>Repairs &amp; Maintce.</td>
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<td>Postage of Telegram &amp; Telephone</td>
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<tr>
<td>Free &amp; Concessions</td>
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<tr>
<td>Depreciation</td>
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<tr>
<td>Others</td>
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<tr>
<td><strong>Total</strong></td>
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<tr>
<td>Surplus/Deficit</td>
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(Rs.)
Annexure – 2.7

Capital Expenditure Budget

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<thead>
<tr>
<th></th>
<th>Total Cost of Project</th>
<th>Estimated Expenditure during the year</th>
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<tbody>
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<td><strong>A. Buildings</strong></td>
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</tr>
<tr>
<td>1. In respect of new works</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Canteen Building:</td>
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<td></td>
</tr>
<tr>
<td>Civil</td>
<td></td>
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<tr>
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<td>Other Services</td>
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<tr>
<td>(b)</td>
<td></td>
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<tr>
<td>(c)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(d)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. In respect of works in progress</td>
<td></td>
<td></td>
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<tr>
<td>(a)</td>
<td></td>
<td></td>
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<td>(b)</td>
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<tr>
<td>(c)</td>
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<td><strong>B. Machinery &amp; Equipment etc.</strong></td>
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<td>1. New Items, as per list</td>
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<td>2. In respect of items already ordered/ to be ordered, as per list.</td>
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## Cash Budget

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