PREFACE

Promotion of health is basic to national progress. Nothing could be of greater significance than the health of the people in terms of resources of socio-economic development. In spite of this realisation, the people living in the developing world and especially 70 per cent of them who live in rural areas have little or no access to modern medicine and health care. Inevitably this results in morbidity and high rate of mortality from preventable diseases. This state of hopelessness and frustration among the people is let because of the lack of professional knowledge or competence but due to poor administration of health services. Administration can provide the means whereby the most effective use can be made of the knowledge and skills of the personnel responsible for the health care delivery system. The benefits of modern science and technology can reach the people only if such services are properly planned and effectively implemented.

Today, a hospital is a place for the definition and treatment of human ills and restoration of health and well being of those temporarily deprived of these. A large number of professionally and technically skilled people apply their knowledge and skill with the help of complicated equipment and appliances to produce quality care for patient. Therefore, depends on how well the human and material resources are applied to promote patient care.

In the dynamic society, the hospital occupies a unique place to accommodate explosion of science into medicine and the whole galaxy
of new treatment techniques, new equipment and proliferation of services which have made profound impact on the provision of care facilities and services. Besides this, the development of socio politico, cultural and educational systems have made the people conscious of their rights and they demand that modern and best means of medical and health care be made available to them; not only within the four walls of the hospital but at their doorstep or in the vicinity of living places. These impacts have made hospital a complex organization.

Hospital care is multidimensional. It is a service provided by a coordinated group of professional, technical, supportive, and other workers under the direction of a physician. The quality of the care received by patients is affected by the adequacy of the hospital facilities and their maintenance, by the administrative and professional organizations of the hospital, by the competence of the personnel, and by the interpersonal relations among the staff as we as between the staff and the patients.

Providing health care efficiently requires financial resources to be properly balanced among the many inputs used to deliver health services. Large numbers of physicians, nurses and other staff are useless without adequately built, equipped and supplied facilities. Available resources should be allocated to both the investments in the new skills, facilities and equipment, and to maintenance of the existing infrastructure. Moreover, these delicate balances must be maintained both over time and across different geographical areas. In practice, imbalances between investment and recurrent expenditures and among
the different categories of inputs are frequent, and create barriers to satisfactory performance. New investment choices must be made carefully to reduce the risk of future imbalance, and the existing mix of inputs needs to be monitored on a regular basis. Clear policy guidance and incentives for purchasers and providers are necessary if they are to adopt efficient practices in response to health needs and expectations.

The design of an administrative system is a basic aid to the achievement of its primary objectives; if the design is unsound, the achievement of objectives is likely to fall short of expectations. This requires the capabilities to design and manage the health care administration.

Though there has been great expansion of health services, primary health centers, dispensaries, hospitals and hospital beds, and community health centers and also at secondary and tertiary health care level, the functioning of Health Care system is not up to desired expectations.

The development of health and medical services has been promoted greatly by advances made in professional skills and technical proficiencies, but it seems apparent that the parallel advance has not been made in the art and science of health care administration.

Management of such a complex organization requires blending of technical and administrative competence in the right quantity, at the right time, at the right place, by the right man and in the right way or process. Each hospital is a distinct entity and as such each has to be tailored to the specific aims to be accomplished, the specific tasks to be
performed, the volume of services to be rendered and the type of community to be served. The basic purpose of the hospital is "better patient care" and return the patient back to the community as a productive unit of that community. Hospital administration is an activity to secure better through optimum utilization of inputs.

The Hospital administration are presented with problems and challenges of increasing complexity and magnitude to ensure running of various departments of the hospital. The ever increasing pressure of patients and their demands for Hi-tech medical care in the hospitals, along with the rising cost of administration of services (with lack of corresponding increase in the health budget), the hospital authorities are faced with multiplicity of challenges. This dilemma has in fact forced the issue of health care and its costs into the national limelight. Hospital management must serve as communicator, motivator and protector of administration to treat carefully to achieve the requisite enthusiasm and success to meet the growing needs of the suffering humanity. Success lies in bearing the political and administrative pressures from above and uncharitable criticism (something justifiable) from the consumers, without tilting the balance of hospital services in any way, to provide reasonably high quality medical care to the public, at an affordable price. This will require capacity, capability, tact, experience, patience and resources, besides the requisite support and planning to make the hospital a viable institution.

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