

भारत की सूचना प्रौद्योगिकी की विशेषज्ञता ने वैश्विक रूप में डिजिटल के विकास में महत्वपूर्ण योगदान दिया है। इसी तरह की शुरुआत भारतीय स्वास्थ्य के क्षेत्र में तरक्की के लिए की जा सकती है।

130 करोड़ से ज्यादा भारतीय नागरिकों के लिए हर तरह की स्वास्थ्य सुविधाओं को लाने के लिए प्रधानमंत्री मोदी के डिजिटल भारत के दृष्टिकोण को आमंत्रित किया जाना चाहिए। पीएम मोदी के डिजिटल इंडिया पहल ने तमाम सरकारी सेवाओं को ऑनलाइन कर दिया है तथा उनकी महत्वाकांक्षी योजना मेक इन इंडिया के तहत प्रमुख मेडिकल उपकरणों, तकनीकी हेल्थकेयर फार्मसी और पैरामेडिकल से संबंधित मल्टीनेशनल कंपनियों तेजी से पहल कर रही हैं। इंटरनेशनल इंस्टीट्यूट ऑफ हेल्थ मैनेजमेंट रिसर्च नई दिल्ली के निर्देशक डॉ. संजीव कुमार कहते हैं कि भारत जल्द ही वर्तमान कमजोर स्वास्थ्य संबंधी आंकड़ों जैसी समस्या से उभरेगा। जल्द ही डॉक्टरों, विशेषज्ञों की कमी को मोबाइल टेक्नोलॉजी एप टेक्नोलॉजी से कार्डसिलिंग और जागरूकता अभियानों से देशभर में हेल्थकेयर क्षेत्र में क्रांति आने वाली है और आने वाली पीढ़ियां इससे फायदा उठाने वाली हैं।

● **फैमिली हेल्थ फोल्डर**- यह वाकई एक क्रांतिकारी हेल्थकेयर की पहल है। इसमें परिवार के एक-एक सदस्य की हेल्थ की रिपोर्ट को लिंक किया जा सकता है। इतना ही नहीं अलग-अलग सबकी निजी जानकारियां जैसे ब्लडप्रेशर रिकॉर्ड, प्रेस्क्रीप्शन दवाइयों का रिकॉर्ड, प्रतिरक्षण, जन्म से पहले के नौ महीने के दौरान हुए चैकअप के रिकॉर्ड और उनकी खास बातें, आदि इस फोल्डर में समाई रहेंगी। यह इलेक्ट्रॉनिक मेडिकल रिकॉर्ड ईएमआर से भी जोड़ी जा सकती है, जिससे कि आप हर वक्त हेल्थकेयर में रहते हैं। इसे एम्स के प्रैक्टिस एरिया और इंटरनेशनल क्लिनिकल इपीडिमियोलॉजी नेटवर्क आईएनसीएलईएन के डेमोग्राफिक सर्वलांस प्रोजेक्ट एरिया से संचालित किया जाएगा। इसका राजस्थान, मध्य प्रदेश और हिमाचल प्रदेश जैसे राज्यों में विधिवत और सफल प्रयोग भी किया जा चुका है।

● **हेल्थकेयर एनी टाइम मशीन (एटीएम)**
भारत के करीब 25 फीसदी प्राथमिक स्वास्थ्य केंद्र बिना डॉक्टरों के हैं। इस चुनौती से निपटने के लिए एक आविष्कार किया गया है। इसका नाम है एटीएम जो कि एक मशीन है। यह नेशनल हेल्थ सिस्टम रिसोर्स सेंटर नई दिल्ली से संचालित की जाएगी। इसका उपयोग टेली-कंसलटेशन मोबाइल फोन पर डॉक्टरी सलाह दवाई मशीन के तौर पर किया जाएगा।

● **टेलीमेडिसीन**
यह एक और महत्वपूर्ण उदाहरण है हेल्थकेयर क्षेत्र में तकनीकी की भूमिका का। इसे टेलीफोथामोलॉजी टेलीरेडियोलॉजी या टेलीमेडिसीन के नाम से जानते हैं। इसका सफल संचालन भारत के त्रिपुरा, आंध्र प्रदेश, बिहार, हिमाचल प्रदेश, महाराष्ट्र और असम

Revamping healthcare

India's IT potential and technology can help improve healthcare in the country



SARJAY KUMAR

Fortunately, there is no dearth of local and global players to back India for a technology scale-up, especially in healthcare. They would be more than willing to partner with the Indian government in driving health technology forward. Indian and multinational companies could collaborate to provide enabling technology and medical devices under the 'Make In India' initiative

In several years, the country has made significant strides in healthcare. Positive indicators include the under-five mortality rate, down from 124 in 1990 to 48 in 2015, and maternal mortality rate, also down from 540 to 174 during the same period. Infant mortality is also down from 3.2 million in 1990 to 1.1 million in 2015, a significant difference.

But we cannot afford to be complacent, especially when we are our less developed neighbours doing better on vital health parameters. For example, Sri Lanka, Nepal, and Bangladesh have under-five mortality rates of 9, 36, and 28 respectively against India's 48.

Technology is a boon when it comes to healthcare and innovations offer us an excellent opportunity to accelerate development. Making the most of the government's provided technical and financial support by riding the wave of technology, we can ensure healthcare innovation to newer levels.

There is a need to identify successful and cost-effective programmes and replicate them, wherever possible, through initiatives such as National Health Innovation Portal, replicable practices and innovations in the Public Health Care Systems Summit, and the provision of including these in State Programme Implementation Plans for funding under the National Health Mission.

Indian IT expertise has played a significant role in the global digital revolution. Why can't the same be harnessed to start an Indian health revolution? Prime Minister Modi's vision of digital India should be leveraged to bring about better health facilities for every Indian citizen.

The Prime Minister's 'Digital India' initiative has eased online accessibility of services and also reduced delays, red-tapism and corruption. Today, the common man is making payments for day-to-day necessities including public services, online or through mobile telephones, saving time and money while also facilitating an improved quality of life.



SEHAT, a telemedicine initiative, was launched by the Government of India in 2015. (Representational image)

no health services, but the juggernaut has been rolling very slowly. If the Bharat Broadband Network Limited (BBNL), the special purpose vehicle along with its implementing agencies, pull up their socks and work with greater zeal, the Prime Minister's dream of better health for all Indians in his 'New India' can be delivered.

As a matter of fact, all four of the PM's prime projects - Digital India, Start-up India, Make in India, and Swachh Bharat Abhiyan working in tandem, with the right technological push, can transform health care in India. Fortunately, there is no dearth of local and global players to back India, for a technology scale-up, especially in healthcare. They would be more than willing to partner with the Indian government in driving health technology forward. Indian and multinational companies could collaborate to provide enabling technology and medical devices under the 'Make in India' initiative.

Technology is already assisting

India to improve its health status by addressing some of its current challenges. It is coming to the rescue in both preventive and curative healthcare. For instance, to tackle the problems of the lack of physical activity and inappropriate dietary practices, people are depending on mobile applications to monitor their physical activity, calorie intake and also regulate corrective measures.

Lack of health awareness is today being overcome with useful health information on YouTube, smart-phones, mobile apps, etc. The Electronic Family Health Record is being utilised in India to tackle the problem of a lack of real-time health data. The shortage of doctors and specialists is being tackled through telemedicine technology-enabled apps for consulting, awareness generation, and e-consultations. Patient feedback and grievance redressal systems launched by the government too, use telephones and internet for monitoring quality and performance.

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Free Essential Drugs
To widen the availability of free drug services, a web-based supply chain management system (e-Aushadhi) has been created to help improve the availability of drugs and eliminate drug stock-outs. This system allows online tracking of drug inventory. This initiative has been implemented by states like Rajasthan, Tamil Nadu, Andhra Pradesh, Odisha, and Jammu & Kashmir.

Any Time Medicine (ATM)
At present, 25 per cent of PHCs in India are without doctors. To address this challenge, an innovation called ATM has been devised. ATM, piloted by National Health Systems Resource Centre, New Delhi, provides teleconsultation supported with mobile phone telephones and a generic drug-vending machine. Pilot projects in four states are presently on. Medicine dispensing machines in Delhi use similar technology.

Telemedicine
Yet another example for use of technology is 'Teleophthalmology, Telecardiology and Teleroadology'. This has been successfully piloted in states like Tripura, Andhra Pradesh, Bihar, Himachal Pradesh, Madhya Pradesh, and Assam. With this technology, images and scans are sent to specialists for diagnosis and consultation for treatment, especially when the specialised treatment required is not easily available.

Automation of fund flow
Health programmes often suffer because of delays in fund transfer. Establishing a public fund management system with the help of technology has been a boon. Another initiative to help the automation of recording, verification, and calculation of payments so that they are smoother and faster and electronic fund transfer (EFT) can be made easily into the recipient's bank account. This technology is being utilised in Delhi, Rajasthan and Bihar for payment to the gram-level Accredited Social Health Activists (ASHAs) who travel long distances to attend physically ill and work records to receive payments, which are often delayed.

(Dr. Sarjay Kumar is Director, International Institute of Health Management Research, New Delhi. The views expressed are strictly personal.)

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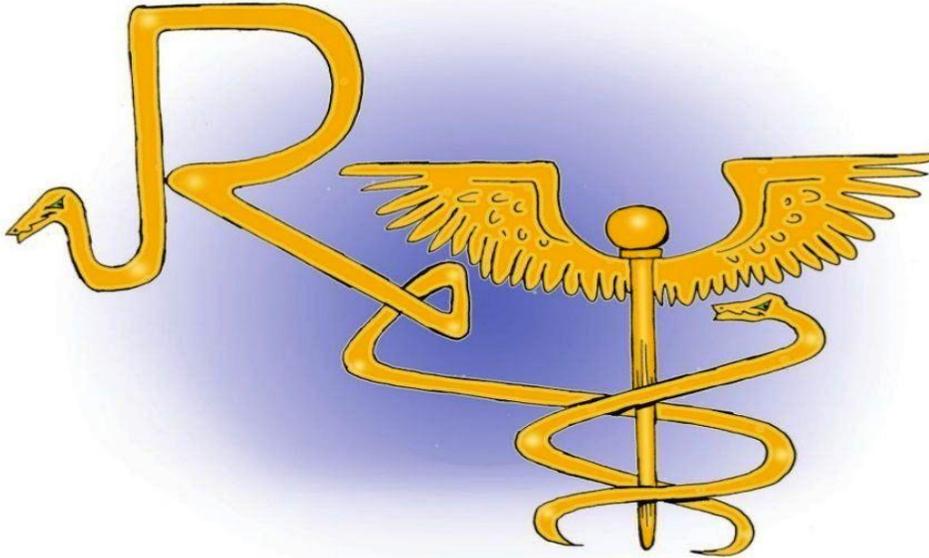


ILLUSTRATION: ROHINI PHORE

SANJIV KUMAR & PREETHA GS

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India's disease burden is shifting towards NCDs

In India, more than 35% of all outpatient visits and 40% of all hospital stays are attributed to non-communicable diseases—cardiovascular diseases account for 24% of total deaths in India, chronic respiratory diseases 11%, cancer 6% and diabetes 2%

CHANGING LIFESTYLES DUE to urbanisation, globalisation of trade and marketing, and increasing life expectancy because of medical and technological advances have, in recent years, contributed to a shift in disease burden from communicable to non-communicable diseases (NCDs), the world over. NCDs are a categorised group of diseases or medical conditions that are not always transmitted by infectious agents, but acquired through unhealthy lifestyle or metabolic/physiological changes or environmental factors. NCDs are usually chronic in nature, affecting individuals for an extended period of time, sometimes lifelong,

and are generally slow in progression.

Long list

The commonly identified NCDs include cardiovascular diseases, stroke, chronic lung disease, cancer, diabetes, high blood pressure and mental disorders. NCDs are often erroneously assumed to be a priority area only for high-income, developed countries, and seen as diseases of old age. Data, however, shows that 80% of NCD deaths occur in low- and middle-income countries, and a quarter of them occur in people below 60 years of age.

India, like any other developing country, is also afflicted with a heavy burden of NCDs, while still grappling with the 'un-

finished agenda' of communicable diseases, and maternal and child health issues. Of late, NCDs have become a major cause of mounting disease and death count in the country.

Scary statistics

Today, NCDs account for 63% deaths worldwide and 53% deaths in India. According to a 2012 study, 35% of all outpatient visits and 40% of all hospital stays in India are attributed to NCDs.

Statistics for 2013 reveal that while cardiovascular diseases account for 24% of total deaths in India, chronic respiratory diseases account for 11%, cancer for 6% and diabetes for 2% deaths occurring in India every year. The latest figures would understandably be much higher. In such a scenario, the incidence of NCDs and the resultant mortality rates are something that can no longer be ignored. With changing lifestyles and environmental factors, one can expect further increase in incidence. In fact, unless massive efforts are taken to prevent and control them, the burden of NCD mortality is only going to rise.

Risk factors

According to the World Health Organisation (WHO), most NCDs are the result of four major behavioural risk factors, namely tobacco use, physical inactivity, unhealthy diet and excessive consumption of alcohol. High blood sugar, obesity, high blood pressure and raised cholesterol levels are also metabolic risk factors that lead to NCDs. Air pollution is an additional risk factor in India.

Tobacco use: It is one of the prime risk factors, which could lead to serious health hazards and death. Tobacco, smoked or in other forms, can cause chronic lung problems, cancers and cardiovascular diseases. Long-term excessive consumption of alcohol, too, increases the risk of high blood pressure, cardiovascular disorders, stroke, heart beat irregularities and cancer.

Sedentary lifestyle: High intake of sugar, salt and saturated fats, and lack of physical activity are associated with increased risk of Type 2 diabetes, hypertension, obesity, hyperlipidemia, cardiovascular diseases, some cancers and metabolic syndrome. High fat and high caloric foods that people, especially the younger generation, are increasingly consuming today have been associated with obesity. Many studies have established a link between NCDs and obesity or weight gain in general. According to WHO estimates, more than 2 million deaths, every year, are caused by

sedentary lifestyle (physical inactivity) and unhealthy eating habits.

Other health problems: NCDs, maternal and child health problems, and communicable diseases are not mutually exclusive. Pregnant mothers have one in a six chance of having pregnancy-induced hypertension and a similar proportion runs the risk of gestational diabetes. Adverse pregnancy and newborn health problems are more likely in mothers with these conditions. Even those who scrape through this period somehow could suffer from hypertension and diabetes later in life. Those with NCDs are more likely to get infections. For example, diabetes and cancers reduce immunity and make one more susceptible to infections and these are likely to be more severe in those with NCDs.

Immediate interventions

India's healthcare delivery system has been traditionally focused on communicable diseases, and maternal and child health problems. Efforts need to be directed towards strengthening governance and orienting the service providers in the country's health systems, both in public and private sector, towards prevention, early screening interventions and new treatment modalities to reduce the burden of NCDs. The major risk factors present need to be identified and addressed.

Provisions for cost-effective, quality healthcare services across the country need to be made to control the growing incidence of NCDs.

In 2010, the government had launched the National Programme for Prevention and Control of Cancer, Diabetes, Cardiovascular Diseases and Stroke. It lays stress on health promotion, early diagnosis, management and referral of cases, and strengthening infrastructure and capacity building of health providers. India is also the first country to develop specific national targets and indicators aimed at reducing the number of global premature deaths from NCDs by 25% by 2025. However, challenges abound in attempting to tackle the diverse population-based NCD needs.

A whole-of-population approach has to be adopted, covering different population groups with appropriate interventions—healthy population, population with risk factors, population with NCDs but not yet aware, and population with established NCDs. The interventions include promoting healthy lifestyle, risk factor screening, NCD screening, early treatment and care, disability limitation and rehabilitation. Such a holistic approach can tackle the challenges posed by the growing burden of NCDs.

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हॉट करियर के हॉट आप्शन्स



पढ़ाई पूरी करने के बाद सभी छात्र अपनी-अपनी पर्यटन के क्षेत्र का चुनाव कर, अपने सपनों को उड़ान देने के लिए आगे बढ़ते हैं। कोई इंजीनियर बनता है तो, कोई मेडिकल क्षेत्र में करियर बनाता है, कोई मैनेजमेंट के क्षेत्र में जाता है, तो कोई ग्लैमर से भरपूर क्षेत्र जर्नलिज्म, मॉडलिंग आदि को तरफ रख करता है। इनके अतिरिक्त भी हजारों ऐसे करियर आप्शन हैं, जहाँ छात्र अपना करियर बना सकते हैं।

आज ऐसे ही कुछ हुए करियर आप्शनों को चर्चा करते हैं।

तेजी से बढ़ता करियर विकल्प है हेल्थ केयर

अब वो समय नहीं रहा जब एक डॉक्टर अस्पताल के प्रबंधन और ओपीडी दोनों को जिम्मेदारी अकेले ही निभाता था। अब डॉक्टर को सिर्फ चिकित्साकार्य ही करने होते हैं। अस्पताल के प्रबंधन का काम अस्पताल के प्रबंधक का होता है।

अस्पताल के प्रबंधक नियमित रूप से अस्पताल में रोजगार और रणनीतिक निर्णय लेने की जटिलताओं से गुजरते हैं, इसलिए अब पेशेवर प्रबंधकों को मांग अन्य स्वास्थ्य सेवा संस्थानों में ज्यादा हो रही है। आईआईएचएमआर, नई दिल्ली के निदेशक डॉ. संजीव कुमार व प्रो. डॉ. सुमेश कुमार कहते हैं कि वर्तमान में विशेष कौशल के साथ अस्पताल के प्रबंधकों को प्रशिक्षित करने की सख्त आवश्यकता है। ऐसे में हेल्थकेयर प्रबंधन का क्षेत्र करियर के लिहाज से उम्मीदों भरा है। वहीं अगर हेल्थकेयर सेक्टर की बात करें तो यह अकेला क्षेत्र है जिसमें मंदी का कोई असर नहीं होता। स्वास्थ्य सेवाओं का मतलब अब लोगों को रोगमुक्त करना ही नहीं रह गया है, बल्कि



ये सेवाएं लोगों को बेहतर जीवन जीने के लिए प्रेरित करने का काम करती है। अब स्वास्थ्य संबंधी सेवाओं में योगा एवं मेडिटेशन सेंटर, स्ट्रेस मैनेजमेंट क्लिनिक, न्यूट्रिशन कंसल्टेंट, फिटनेस सेंटर, जिम, अस्पताल प्रबंधन इत्यादि को भी शामिल किया जाता है। तेज रफतार से भागती बिंदगी में आदमी स्वास्थ्य सेवाओं पर निर्भर हो गया है। इसके चलते इस क्षेत्र में रोजगार के अवसरों में तेजी से वृद्धि हुई है।

जॉब प्रोफाइल

स्वास्थ्य प्रबंधन पेशेवरों को पेश की जाने वाली जॉब प्रोफाइल में मूल रूप से अस्पताल या चिकित्सा संस्थान के आंतरिक मामलों का प्रबंधन शामिल है।

स्वास्थ्य देखभाल प्रबंधन में एक पेशेवर होने के नाते, आपको अस्पताल और अन्य स्वास्थ्य सेवा एजेंसियों का भी सामना करना होगा, साथ ही प्रबंधन को महत्वपूर्ण समस्याओं से निपटना होगा और प्रतिकूल परिस्थितियों का अनुकूल उत्तर भी देना होगा। हेल्थकेयर मैनेजमेंट में पोस्ट ग्रेजुएशन करते हुए कोई भी अस्पताल प्रशासक, हेल्थकेयर फाइनेंस मैनेजर, मेडिकल डायरेक्टर, एचआर रिक्रूट, क्लड बैंक प्रशासक, फार्मास्यूटिकल प्रोजेक्ट मैनेजर आदि के पद पर कार्य कर सकता है।

We need to put 'care' back into healthcare

What is urgently required is a multi-layered, qualified, trained, committed workforce.

By Dr Sanjiv Kumar and Dr Sumesh Kumar

India can certainly do a lot to improve public health in the country. Spending a lot more money may seem to be the obvious answer. But money is not the only constraint, although we have been crying ourselves hoarse that the government needs to double or triple its spending on health. There are many other things that need to be streamlined to ensure quality healthcare for our citizens.

Improving healthcare delivery systems ought to be the subject of intense policy deliberation and debate because the development of the country hinges on the health of its people.

But where does good health begin? It begins with our children. Unfortunately, statistics in this regard are not too flattering. India is far behind the rest of the world in terms of the number of malnourished children, shockingly double that of Sub-Saharan Africa.

- Almost half of all deaths of children under the age of five years is due to undernourishment

- 44% of children under the age of five are underweight
- 72% of infants are anaemic
- Inadequate sanitation, safe water trigger infection-malnutrition cycle.

If our children do not get the right start in life, they will remain undernourished and underdeveloped, and worse off than children in the rest of the world. Where does this leave our future workforce? We will remain an unhealthy nation with human resources that function below par. This has far-reaching consequences on the country's economic and social development.

At the moment, the government spends about 1.15% of GDP on healthcare. This needs to increase to at least 2.5% over the next few years to make any appreciable difference. Bad health hampers performance, productivity and negatively affects human capital development. Given our federal structure, we need to ensure that health remains a priority for the central as well as state governments.

The central and state governments need to work collectively to ensure the four main prerequisites of a good healthcare system: quality, accessibility, availability and affordability. The government and health regulatory bodies need to ensure that quality standards and minimum patient safety protocols are enforced.

The increase in public health spending should be accompanied by changes in where that money is spent. A substantial part of public spending should be channelised into primary health, as committed in the 2017 health policy. Offering better

primary care will help reduce the number of cases where diseases or complications progress to a point where they require expensive and aggressive treatment at tertiary healthcare centres or cannot be cured at all.

For a national health system that works, we need more medical and nursing schools and thousands of health workers, particularly in rural areas. What is urgently required is a multi-layered, qualified, trained and committed workforce. We need a large number of health management professionals to run facilities and programmes efficiently.

Pvt sector monopoly

The healthcare sector in India is one of the largest sectors both in terms of employment and revenue generation. It has grown at a compounded annual growth rate of 16.5% and is expected to be worth \$280 billion by 2020.

But National Sample Survey (NSS) figures over the last two decades show a decline in the share of public hospitals in treating patients. This trend could over time give private players a virtual monopoly, leading to steep hikes in prices of diagnostics and medical treatment.

High healthcare costs and lack of insurance coverage penetration often result in greater out-of-pocket expenditures for diagnosis, consultation and treatment. Still, people today prefer private healthcare, despite its whopping costs, because

of the dismal quality and lack of accessibility and accountability of the public healthcare system in both rural and urban India.

Clearly, a lot needs to change. The doctor-to-patient, patient-to-bed, and equipment availability-to-utilisation ratios need to improve. The unbridled rise in the cost of secondary and tertiary care treatments in urban areas need to be checked. Communication and coordination skills among hospital staff and doctors, soft skills and time management, emergency health, crisis, and supply chain management need to improve drastically. A multi-prolonged approach is necessary, and its implementation needs to start immediately on a fast-track basis.

Public intervention in healthcare delivery needs to include:

- Monitoring of both public and private delivery systems
- Ensuring authentic diagnostic facilities at affordable cost
- Supplementing healthcare with better municipal services — clean air and water, pest control, good sanitation and sewage systems, proper treatment of waste — and including healthcare awareness and physical fitness in school curricula to ensure preventive healthcare.

A robust public healthcare system is essential for transforming the socio-economic trajectory of India. We need people who are qualified and trained as hospital managers and who can take care of management-related issues so that doctors can focus on providing clinical care, which they are trained for.

(Dr Sanjiv Kumar is Director, and Dr Sumesh Kumar, Assistant Professor, IHMR, Delhi)

Gorakhpur deaths were preventable: IHMR Director



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Weeks after the Gorakhpur tragedy that claimed 30 young lives in a span of 48 hours, Dr Sanjiv Kumar, Director of Indian Institute of Health Management Research (IHMR), said the deaths could have been prevented.

Of the 60 deaths reported between August 7-11, 12 were due to Japanese Encephalitis. Oxygen supply was disrupted for two hours on Thursday night and as per the State Health Minister, there were no deaths reported in those two hours.

"As a doctor, one will say that the deaths may not have occurred during these two hours but would have followed soon after or would have left lifelong effects due to irreversible brain damage caused by lack of oxygen," said Dr Kumar.

In his report, Dr Kumar also compares previous years' figures. In the previous three years, the average number of deaths in August were 567 (2014), 668 (2015) and 587 (2016); or about 19-22 deaths per day.

The reported deaths of 60 from August 7-11, however, come to an average of 12 per day which is less than the annual average for the previous three years.

Dr Kumar also spelled out three key factors that need to be addressed. "While the ex-

While the exact reasons will be revealed in the fact-finding committee's report, there is a need to address the corruption

Dr Sanjiv Kumar, Director of Indian Institute of Health Management Research

act reasons will be revealed in the fact-finding committee's report, there is a high need to address the corruption leading to interrupted oxygen," he said.

In this particular case, the Pushpa Sales Private Ltd had stopped supplying Oxygen as their bills worth Rs 63 lakh had not been cleared since November 23, 2016. The company had written more than 12 reminder letters, many copied to District collector and state authorities.

The second fault line is overcrowding due to lack of facilities in primary health centres as well as district hospitals.

The third is the delay in the prevention of Japanese Encephalitis, despite the availability of technologies to prevent mosquito breeding and vaccine.

"The workload on health-care providers needs to be looked into, he said, adding that lack of basic amenities like electricity and water even in tertiary care hospitals must be addressed."

Meet the managers of healthcare

ISTOCK

There was a time when a doctor would manage the books as well. In the last decade or so, as hospitals got a corporate make-over, demand for healthcare managers rose as well. In the age of multispecialty hospitals, doctors prefer to concentrate on their core skills and the management is usually taken care of by hospital managers. The managers handle the complexities of day-to-day working and strategic decision making in the hospital. The demand for professional managers is high in healthcare institutions. They take care of the management aspects that help doctors do what they are required to.

SKILLS TO WIN

There is a dire need to train and develop skilled hospital managers. Some of the skills needed for this profession are:

Interpersonal skills: The ability to interact well with the staff and clients is very important for a professional and healthcare professionals are not an exception. This is the pre-requisite of success. Even if these skills are not innate, with training and practice these skills can also be developed.

Leadership skills: These include the ability to delegate assignments, motivate others and communicate effectively. This skill help the managers to take decisions wisely and finding ways to meet the deadlines.

Analytical skills: These enable a professional to collect, scrutinise and analyse the information effectively. These help in efficient decision-making.

Goal-setting skills: Setting appropriate goals is very



important for a professional. The success of a healthcare manager also depends on the goals he achieves and in what time line.

Entrepreneurial skills: The ability to take initiatives, grab new opportunities, taking risks and making decisions in uncertain situations are the key skills of successful managers.

Besides the doctors and other paramedical staff, the healthcare industry employs qualified and specialised healthcare management professionals, who can take care of the administrative and management needs.

JOB PROFILE

Healthcare management professionals are required to manage the internal affairs of the hospital. They also have to deal with critical management problems encountered by hospitals and other healthcare agencies and respond favourably

to such adverse situations.

JOB OPPORTUNITIES

Other allied jobs that a qualified candidate can get placed on after completion of post graduation in healthcare management are hospital administrator, healthcare finance manager, medical director, HR recruiter, blood bank administrator, pharmaceutical project manager, etc.

The healthcare industry has identified and realised the importance of management professionals and specialised administration staff for improving medical infrastructure and healthcare facilities. Trained professionals develop knowledge and understanding of management in the health sector. They are sought after by Government as well as the private sector.

— Inputs by Dr. Sanjiv Kumar, Director and Dr. Sumesh Kumar, Assistant Professor, IHMR, New Delhi

BENEFITS OF THE MANAGEMENT COURSE

Postgraduate courses in healthcare management are attracting students owing to several benefits and the widening scope. Some major benefits that these programmes promise are:

- Training and certification open up career opportunities in diverse healthcare segments such as Bio-pharmaceutical organisations, health insurance organisations, clinical research organisations, government sectors, financial organisations, NGOs
- The industry promises professional satisfaction. Remuneration is also very competitive. Also, you have the flexibility to work at various locations — from rural areas to metropolitan cities.
- Students gain practical knowledge about how to manage the healthcare facilities from a domestic as well as global perspective.





directly related to healthcare sector - private practices, hospitals, nursing homes, laboratories, public health agencies, insurance providers, consultancies, and software companies. The working environment confronting an HIT professional is defined by the level to which the employer has adopted the technology. The job responsibilities includes a plethora of tasks from optimizing the new systems to providing training, documentation, maintenance, trouble shooting, to requirement gathering, designing for new system as well.

Education and Requisite Essential Skills

A career in healthcare information technology requires training in computer science, business management and domain knowledge related to hospital or public health. Anyone with an appropriate bachelor's or master's degree (BSc, BSc Nursing, BPharm etc) or with medical (MBBS, BDS) or computer degree (BTech) are eligible for entering the field.

In addition to good computer application and process understanding, a successful HIT specialist should possess the following skills: knowledge of healthcare delivery workflow, problem-solving and critical thinking, market research capabilities, strong verbal and written communication, attention to detail and to customer service, meeting the needs of the internal department as well as those of clinical and business customers, team work, ability to quickly learn and adapt as both healthcare and technology are dynamically changing fields. Specialized skill training in any one of the upcoming areas like big data analytics, system maintenance, user interface testing, cloud computing, mobile computing, social media marketing, mHealth, Telemedicine etc will further help to advance the career prospects. There are numerous opportunities for career advancement from technical to ad-

ministrative roles. The HIT specialists may find themselves in various roles. To name a few-

- Healthcare IT Executive
- Health Informatician Technician
- Chief Medical Information Officer
- Healthcare Business Analyst
- Project Manager/Developer/Trainer
- EMR consultant/Implementation Manager
- Clinical information manager/ associate
- HIT research associates
- mHealth and telemedicine specialists

Fresher graduates may expect salary packages anywhere between three Lacs per annum to eight Lacs per annum. Work experience makes the professionals equipped with more knowledge of HIT and adaptable for advanced responsibilities culminating into quick career growth in terms of job and salary advancements. This requisites having the necessary perseverance to see through oneself in the job be it any role with hard work, open to learning and grit determination.

Future Ahead

Many healthcare service providers to name a few- Max, Fortis, Medanta, AIIMS and Shankara Netralaya have already implemented HIT fat different stages and many more are slowly joining the bandwagon. IT companies like Deloitte, Cerner, Alscrypts, Wipro, Napier, TCS, Reliance, Akhil Systems and others through their products and services, are supporting them. In addition, public hospitals are also gearing towards digitalisation to meet greater efficiency. There will be no dearth for opportunities in this evergreen field in the upcoming years as India moves towards digital and affordable health care. **HER**

HCM: सेवा भाव का नया नजरिया



अब जो समय नहीं रहा जब एक डॉक्टर अस्पताल के प्रबंधन और ओपीडी डेनरी को जिम्मेदारों अर्थात् ही निभाता था। अब जो समय है वो मस्टी एडमिनिस्ट्रेटिव डीपार्टमेंट का है और इस तरह फिजिशियन मैनेजिग कर्माई ने अपने काल है कि उनके पास न ही प्रबंधन की जिम्मेदारियों को निभाने का काल है और न ही उनकी कार्यक्षमता कि वे किसी अस्पताल में देखी काम एक काम कर सकें। इसलिए फिजिशियन को उनके कर्माई यानी उपचार पर ही विशेष ध्यान देना चाहिए और अस्पताल का प्रबंधन वार्ड के प्रबंधकों द्वारा किया जाना चाहिए। अस्पताल के प्रबंधक नियमित रूप से अस्पताल में रोजाना और रणनीतिक निर्णय लेने की जर्जिनलसी को सुझाते हैं। इसलिए अब वैद्यक प्रबंधकों की सहायता अस्पताल सेवा संरक्षकों में उपलब्ध हो रही है। वे प्रबंधन संबंधी प्रश्नों को संभाल सकते हैं जिससे फिजिशियन अपने मुख्य कार्य कर्माई फिजिशियन का ध्यान देते और प्रबंधन उनके लिए अनुकूल वातावरण बनाएंगे।

अर्द्ध-अस्पताल/अर्द्ध-दिनेशिय काल

प्रबंधन में विशेष कौशल के साथ अस्पताल के प्रबंधकों को प्रशिक्षित करने की सबसे आवश्यकता है। ऐसे में अर्द्ध-अस्पताल/अर्द्ध-दिनेशिय कालदार लोगों के अंदर के कौशल को बाहर निकालने की विधा में काम कर रहा है। इस क्षेत्र में विद्यमान का प्रभावपूर्ण अर्द्ध-अस्पताल/अर्द्ध-दिनेशिय का संकलन है, जो कि संक्षेप में इस अनुभवजन्य है और यह एमबी के प्रभावण के बराबर है। इसे वैद्यक, 2015 में एच के सर्वोच्च स्वास्थ्य प्रबंधन संस्थान के पास में विश्वविद्यालय हेल्थकेयर एकाडेमीज अर्द्ध भी मिल चुका है। अलग अलग अस्पताल/अर्द्ध-दिनेशिय में हेल्थकेयर प्रबंधन की केंद्रीता का ध्यान देते हुए इसके बारे में कार्य करें।

कार्यक्षम कौशल

कार्यक्षम कौशल, वैद्यक और स्वास्थ्य वैद्यकों के लिए कर्माई/सी और सीडी के साथ अच्छी तरह से बतानी करने की क्षमता होने बहुत ही जरूरी है और इस मामले में यह क्षेत्र भी अग्रसर नहीं है। यह किसी भी वैद्यक की सफलता के लिए पड़ती रहती है। कुछ लोगों का मतबन है कि इस तरह का कौशल जन्मजात होता है, लेकिन सचार्ड यह है कि सही तरीके से शिक्षा तथा प्रशिक्षण और अभ्यास से किसी के अंदर यह गुण विकसित हो सकता है।

नैपुण्य

नैपुण्य कौशल, इनमें अभिराज देने, चुनौती को पारित करने और प्रबंधी रूप से संभाल करने की क्षमता शामिल है। वे कौशल प्रबंधकों को कारगरता से निभाने और समय सीमा पर काम को पूरा करने में मदद करते हैं।

विवेकबल/साक्षर कौशल

विवेकबल/साक्षर कौशल, वे कौशल प्रबंधी रूप से इस जटिलताओं को प्रबंधी रूप से एनालिस, जॉब और विरलक्षण करने में सक्षम बनाती हैं। गुणवत्तापूर्ण निर्णय लेने में इस तरह के कौशल की जरूरत होती है। धारा अनुभवपूर्ण परिदृश्यों में लगे हुए हैं और सही अवधिगत कार्य और निर्णय प्रस्तुत करते हैं।

सम प्रतिक्रिया कौशल

सम प्रतिक्रिया कौशल, एक वैद्यक के लिए उपयुक्त समय की निर्धारित करण बहुत महत्वपूर्ण है। इसके लिए सही निर्धारित करने से पहले सभी संरक्षकों का विरलक्षण सही तरीके से किया जाना चाहिए और फिर तबहीं को उनके अनुभव निर्धारित करण चाहिए। किसी प्रबंधक की सफलता उसके द्वारा प्राप्त तबहीं की सीमा पर निर्भर करती है।

उपस्थिति कौशल

उपस्थिति कौशल, पढ़ाव करने की क्षमता, नए अवसरों को समझने की क्षमता, जर्जिन लेने की क्षमता और अधिष्ठात परिदृश्यों में सही निर्णय लेने की क्षमता सफल प्रबंधक के लिए जरूरी कौशल है। वर्तमान परिदृश्यों में, स्वास्थ्य सेवा उद्योग का बाजार बहुत ही प्रतस्पर्धी हो चुका है। ऐसे में रोजाना के अंदर बड़े फैसले पर सामने आ रहे हैं। संस्थान में किसी अस्पताल में फिजिशियन या अन्य पैरामेडिकल पेशवा की तरह ही एक वैद्यक प्रबंधक की जरूरत है जो अस्पताल के प्रबंधन और प्रबंधन के मजबूती को अच्छी तरह से संभाल सके।

जोश उद्योग

जोश प्रोत्साहन, स्वास्थ्य प्रबंधन वैद्यकों को पैसा भी जाने वाली जॉब प्रोत्साहन में मूल रूप से अस्पताल या विशिष्ट संस्थान के आर्थिक मजबूती का प्रबंधन शामिल है। स्वास्थ्य सेवाओं प्रबंधन में एक वैद्यक होने के बाद, अवसरों अस्पताल और अन्य स्वास्थ्य सेवा एकाडेमी का भी समझ करना होगा, साथ ही प्रबंधन की महत्वपूर्ण समलक्षकों से निपटारण होगा और प्रशिक्षण परिदृश्यों को अनुकूल उतर भी देना होगा। अंततः पर इन उन्मुखताओं को अनुकूलित अवसरों, प्रवर्तित बुद्धिवादी, लचीले स्वयं प्रबंधन के साथ अस्पताल को काम देकर होगा। हेल्थकेयर मैनेजमेंट में सौच का प्रोत्साहन करते हुए कोई भी अस्पताल प्रबंधक, हेल्थकेयर एडमिनिस्ट्रेशन, मैनेजमेंट इन्फोर्मेटर, एकाडेमी विद्युत, सामने/विकसित प्रोजेक्ट मैनेजर, और के रूप पर कार्य कर सकता है।

हेल्थकेयर प्रबंधन में लीडर शैक्षणिक के रूप

क्या ही इस कार्यक्षमता को करने के रूप कई पारदर्शी होते हैं। इसके प्रशिक्षण और प्रबंधन से जो-पारामेडिकल संरक्षकों, स्वास्थ्य सेवा संरक्षकों, वैद्यकीय अनुभवजन्य संरक्षकों, चरखाती क्षेत्र, विज्ञान संरक्षकों, सैर चरखाती संरक्षकों और कई अन्य स्वास्थ्य सेवा क्षेत्रों में रोजाना के अंदर मिलती है। इस उद्योग में काम करने के अलग तरह की संस्कृति मिलती है और इसमें उच्च स्तर का परिश्रमिक भी मिलता है। धारा स्वतंत्र और वैश्विक परिदृश्यों से स्वास्थ्य सेवाओं बुद्धिवादी का प्रबंधन करने से संबंधित जन्मजात कारगरिता रूप से प्राप्त करते हैं। आज, मैनेजमेंट इन्फोर्मेटर और हेल्थकेयर बुद्धिवादी में चुनार के लिए हेल्थकेयर इंडस्ट्री में प्रबंधन वैद्यकों और विश्व प्रशिक्षित कर्माई/सी के माध्यम को महत्वपूर्ण रूप से प्राप्त किया है। परिश्रित वैद्यक अस्पताल सेवाओं के समय प्रबंधन के लिए विभिन्न तरह के इन को विकसित करता है।

डॉ. राजीव कुमार, निदेशक, अर्द्ध-अस्पताल/अर्द्ध-दिनेशिय
 डॉ. पूर्णेश कुमार, सहायक प्रोफेसर, अर्द्ध-अस्पताल/अर्द्ध-दिनेशिय

प्रशिक्षण समन्वयक
प्रशिक्षण कार्यक्रमों के प्रशिक्षण, योजना तैयार करने, डिजाइन और प्रशिक्षण कार्यक्रमों के विकास के लिए जिम्मेदार हैं।

हैल्थकेयर प्रबंधन में बनाएं करियर

और गुणवत्ता समन्वयक, चरित्र चिकित्सीय और परिचालन प्रबंधकों के साथ यह रोगी की सुरक्षा और गुणवत्ता

करियर जोन

में सुधार करने की पहल करता है और इन मामलों के लिए यही जिम्मेदार होता है।

अस्पताल प्रशासन

स्वास्थ्य प्रशासनिक अस्पताल, अस्पताल प्रणाली या स्वास्थ्य देखभाल प्रक्रिया के सुचारू रूप से संचालन के लिए जिम्मेदार है। यह पद स्वास्थ्य देखभाल प्रणाली में गैर डॉक्टरों की तरह है, साथ ही यह चिकित्सा कर्मियों के विस्तार और पर्यवेक्षण के लिए भी जिम्मेदार है। वे सभी प्रकार के स्वास्थ्य देखभाल सुविधाओं को कुशलतापूर्वक संचालन के लिए चिकित्सकों से समन्वय, अस्पताल के लिए बजट का निर्धारण, नई नीति को बनाने और रोगी की सेवा में सुधार संबंधित सभी तरह के कार्य करता है।

अस्पतालों के मुख्य कार्यकारी अधिकारी

किसी अस्पताल का मुख्य कार्यकारी अधिकारी संपूर्ण स्वास्थ्य सेवा संगठन के प्रबंधन और संचालन के लिए जिम्मेदार है, जो यह सुनिश्चित करता है कि अस्पताल प्रभावी ढंग से चल रहा है।

सहायक चिकित्सा अधीक्षक

वे रोगी की देखभाल के उच्च मानकों को सुनिश्चित करते हैं और साथ ही डॉक्टरों के प्रदर्शन के मानदंडों को परिभाषित करते हैं, जिससे गुणवत्ता का मानक बरकरार रहे और इसमें निरंतर सुधार होता रहे। वे सभी नैदानिक विशेषताओं में नियमित संचालन प्रक्रियाओं को लागू करने और इसका पालन करने में विशेषज्ञ होते हैं। इसके अलावा वे नियमित रूप से मेडिकल ऑडिट भी करते हैं।

थर्ड पार्टी एडमिनिस्ट्रेटर टीपीए

टीपीए बीमाकर्ता और बीमा धारक के बीच मध्यस्थ के रूप में कार्य करते हैं। कोई भी हेल्थकेयर प्रबंधन के इस क्षेत्र में प्रबंधक और सहायक प्रबंधक के रूप में शामिल हो सकता है और इनका काम मेडिकल रिकॉर्ड, कोडिंग और बिलिंग पेशेवरों और बीमा कंपनियों के साथ समन्वय करना होता है।

जैव चिकित्सा अपशिष्ट प्रबंधन विशेषज्ञ

जलवायु परिवर्तन मंत्रालय, भारत सरकार ने गजट अधिसूचना के तहत 28 मार्च, 2016 को बीएमडब्ल्यू नियमों

लागू किया है, जिसका उद्देश्य अस्पताल और स्वास्थ्य के दूषित निकासन विले अपशिष्ट को जैव चिकित्सा के जरिये सुरक्षित तरीके से नष्ट किया जा सके। किसी भी अस्पताल में साफ-सफाई को बनाये रखने के लिए इस बारे में जागरूक होने की जरूरत है, जिससे मरीजों को स्वस्थ वातावरण मिल सके।

● फीचर डेस्क

सीईओ का मुख्य उद्देश्य दूसरे अधिकारियों और कर्मचारियों की मदद से प्रबंधन के उच्चतम स्तर कायम रखते हुए इसका संचालन और समन्वय करना है।



हैल्थकेयर प्रबंधन एक उभरता हुआ क्षेत्र है। आने वाले दिनों में स्वास्थ्य क्षेत्र की संभावित वृद्धि को देखते हुए हैल्थकेयर प्रबंधन की डिग्री वाले पेशेवरों की मांग बहुत अधिक बढ़ने की संभावना है। अनुमान है कि भारत में स्वास्थ्य सेवा उद्योग 16.6 प्रतिशत की सीएजीआर (एकत्र वार्षिक वृद्धि दर) की दर से बढ़ेगा। किसी भी अच्छे संस्थान से कोर्स करने के बाद स्वास्थ्य प्रबंधन में करियर के रूप में क्या-क्या अवसर हैं बता रहे हैं आईआईएचएमआर, दिल्ली के निदेशक डॉ. संजीव कुमार।

रोगी सुरक्षा और गुणवत्ता प्रबंधन समन्वयक

इस पद पर रहने वाला अस्पताल के भीतर कर्मचारियों का मार्गदर्शन करता है और स्थानीय टीम के साथ साझेदारी में आस्वासन और नवाचार के माध्यम से रोगी की देखभाल को गुणवत्ता में सुधार करने का प्रयास करता है। यह चिकित्सा संबंधी त्रुटियों और अन्य कारकों में कमी को दूर करने में मदद करता है, जिससे आकस्मिक मरीजों को अधिक समस्याओं का सामना न करना पड़े। रोगी की सुरक्षा





BE A HEALTHCARE MANAGER

Besides doctors and other paramedical staff, the healthcare industry today, looks for qualified and specialised healthcare management professionals who can handle administrative needs, says **DR SANJIV KUMAR**

Gone are the days when a doctor had to manage the hospital and Out Patient Department (OPD). Now, is the era of multispecialty hospitals where doctors are busy with treating patients rather than spend time in administrative work of the hospital. With the rise in the number of multispecialty hospitals, doctors need to concentrate on their core skills and the management should be taken care of by hospital managers.

Hospital managers go through complexities of day-to-day working and strategic decision-making in the hospital. The demand for professional managers is high in the other healthcare institutions. They can take care of management aspects that will help doctors focus in clinical work and create conducive environment for them.

There is a dire need to train the managers with appropriate skills. There are diploma courses available which is accredited by National Board of Accreditation that makes it equivalent to MBA. The post graduate courses in Healthcare Management are nowadays gaining a lot of recognition among students owing to its many benefits and the widening scope. Some of the major benefits that these programmes bring in for the students are:

- Training and certification open up career opportunities in diverse healthcare segments such as bio-pharmaceutical organisations, health insurance organisations, clinical research organisations, Government sectors, financial organisations, NGOs, and many others.

- There is a high level of work satisfaction and remuneration in this industry. Also, you have the flexibility to work at varying locations, either in the non-urban communities or metropolitan cities.

- Students gain practical knowledge about the nuances of what all is required to administer the healthcare facilities from a domestic as well as global perspective.

The postgraduate courses in Healthcare Management are gaining a lot of recognition owing to its many benefits & scope. The trained professionals get in-depth knowledge and understanding regarding holistic management of health services

SKILLS REQUIRED

Some of the skills that are in focus in the preparation of healthcare managers are:

Interpersonal skills: The ability to interact well with the staff and clients is very important for a professional, and healthcare professionals are no exception of it. This is the prerequisite of success of any professionals. Some people believe that these skills are innate, but the reality is that with proper training and practice, these skills can also be developed.

Leadership skills: These skills include the ability to delegate authority, motivate others and communicate effectively. It helps the managers to take thoughtful decisions and in meeting the deadlines.

Analytical skills: These skills enable a professional to collect, scrutinise and analyse the information effectively. These skills are required in efficient decision-making. Students are engaged in research projects and given research-based assignments and dissertation.

Goal setting skills: Appropriate goal setting is very important for a professional. Prior to goal setting, all the resources must be analysed and then goals should be set accordingly. The success of the manager also depends on the extent of goals

he achieves.

Entrepreneurial skills: The ability to take initiatives, grab new opportunities, risk taking abilities and decision-making in the uncertain situations are the key skills for a successful managers.

In the current scenario, the scope of healthcare industry is tremendously widening, bringing in a large pool of opportunities in terms of employment. Besides the doctors and other paramedical staff, the healthcare industry today, looks forward to qualified and specialised healthcare management professionals who can handle the administrative and the management needs well.

JOB PROFILES

The job profiles offered to healthcare management professionals involve management of the internal affairs of the hospital or medical institution. Being a professional in health care management, you also have to deal with critical management problems encountered by hospitals and other healthcare agencies and respond favorably to such adverse situations. Usually, these candidates are placed in community hospitals, rehabilitation facilities, outpatient clinics, and hospices with flexible work timings.

Some of the other job roles that a person can get placed on, upon pursuing post graduation in Healthcare Management are as a hospital administrator, healthcare finance manager, medical director, HR recruiter, blood bank administrator, pharmaceutical project manager, etc.

Today, the healthcare industry has identified and realised the importance of management professionals and specialised administration staff for improving medical infrastructure and healthcare facilities. The trained professional develops diverse knowledge and understanding to holistic management of health/ hospital services. They are sought after by Government as well as the private/ corporate sector.

The writer is director, IHMR Delhi.