

# Essentials of Healthcare Management



## Chapter 2 Hospital and Health Care Planning

# Hospital and Health Care Planning Introduction

- Planning is essential in every walk of life
- Planning is the first and foremost function of management
- The planner can develop his efficiency by preparing himself to face the future developments

# Introduction

- The aim of Planning is:
- To match limited resources with many unmet demands
- To eliminate the wasteful expenditure
- To develop best course of action



# Meaning and definition of health care planning

- Planning is an intellectual process of thinking resorted to decide a course of action which helps to achieve the pre-determined objectives of the organization in future
- Process of defining community health problems



# Definitions

## ○ According to

- Koontz and O'Donnell: Planning is deciding in advance what to do, when and how to do and who is going to do it
- Terry: Planning is the selecting and relating the facts
- Allen: A plan is a trap laid to capture the future

# Definitions

- According to
  - Kast and Rosenzweig: A plan is determined course of action
  - J.P. Barger: Planning is an ability to visualize a future process and its results

# Health Needs

1

- Preventive Measures

2

- Curative Measures

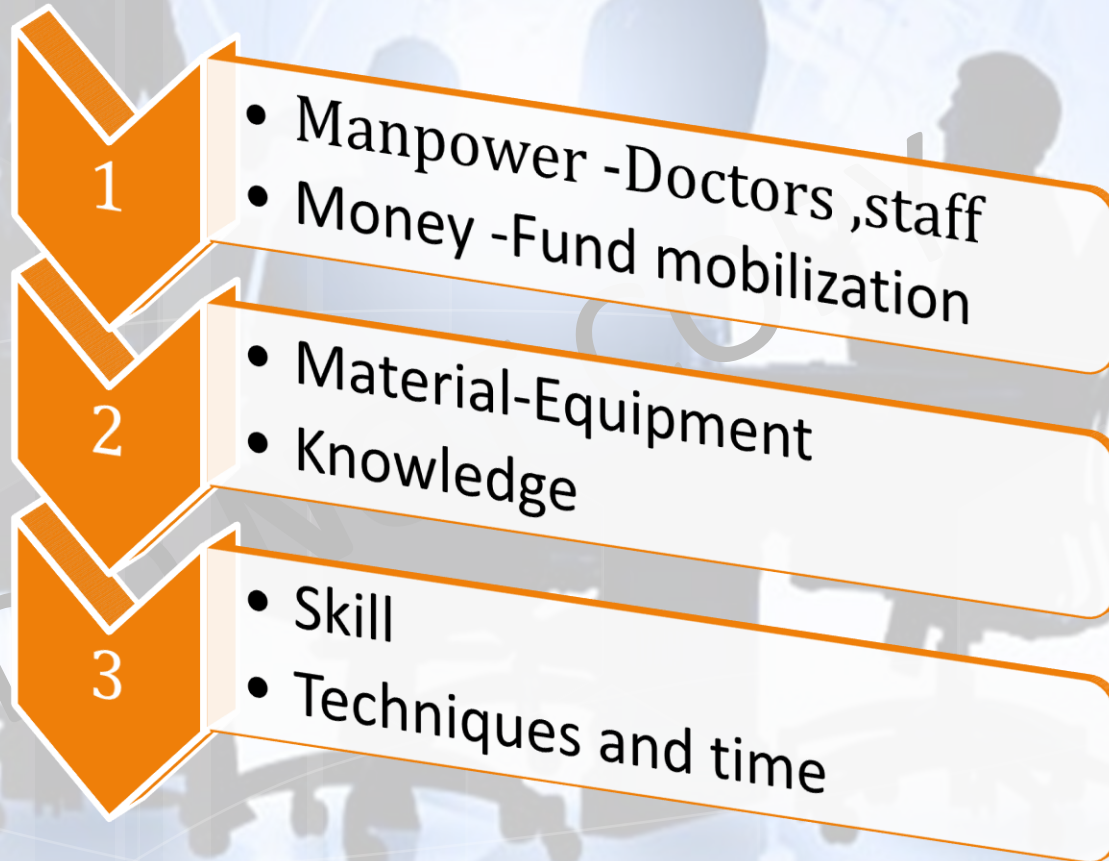
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- Control & Eradication



# Health Resources

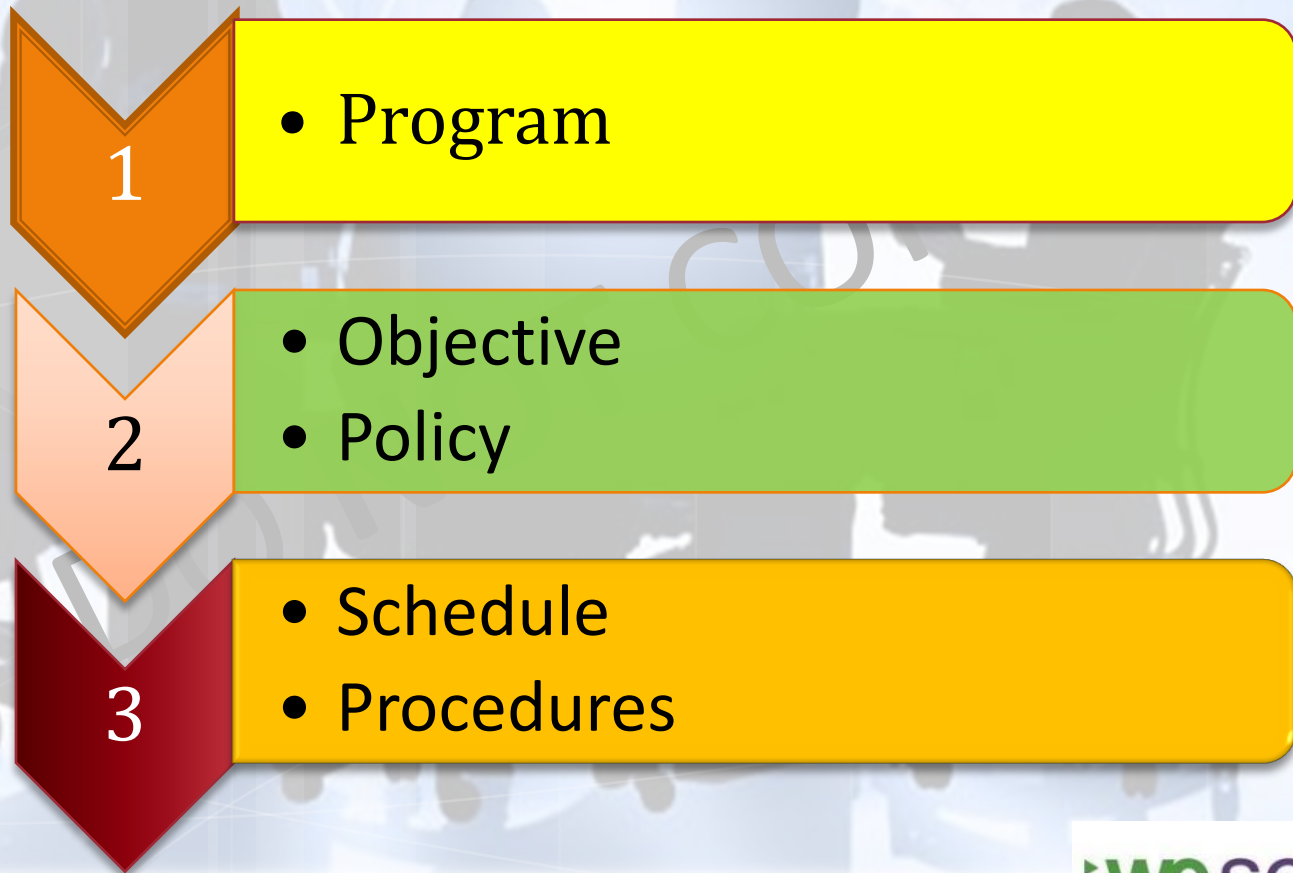
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# Planning

○ It Implies



# Characteristics of Healthcare Planning

- A sound health care planning should be achieved by hospital through the following
- Enough to provide for future expansion and accessibility of population
- Recognition of the need of uncultured traffic patterns within and without the hospital for movement of physicians, hospital staff, patients and visitors for the efficient transportation of supplies

# Characteristics of Healthcare Planning

- An architectural design that will permit efficient use of personnel .
- Inter changeability of rooms and provide for flexibility
- Adequate attention to important Concepts such as infection control and disaster planning





# Need for proper Healthcare Planning

## Strategic Health care planning:

- Since the medical science is very vast and lot of research is ongoing in the field of health industries. therefore health care planning should be done in such a way that it should be able to cater the needs of the patients 20 yrs ahead.
- For Example: If you are planning to setup an independent radiological centre. one has to keep at least 30% extra space , so that in near future any new radiological diagnostic technique , it can be easily adjusted, if extra space is kept.

# Need for proper Healthcare Planning

## Economic Feasible Health care planning:

- Health care planning should be such that ,its services are affordable to needy patients with taking into account following considerations
- Education and Illiteracy
- Income of the people
- Amount of health insurance coverage which may be self sponsored or by employees and by group insurances.

# Need for proper Healthcare Planning

**Effective community oriented health care and hospital planning :**

- Effective community oriented health care and hospital planning can be achieved by the following measures:
- A governing board is made up of persons who have demonstrated concern for community and leadership ability.
- For example: Governing council of most corporate hospital usual keep local cooperator, who can raise the concern about unmet health care need of people



# Need for proper Healthcare Planning

**Effective community oriented health care and hospital planning :**

- Policies that assures availability of services to all people in the hospital service area
- Participation of hospital in community programme to provide preventive care like Mineral Density (BMD) camp, Diabetes screening programme etc.

# Need for proper Healthcare Planning

## High quality patient care oriented hospital Planning:

- By recruiting doctors of high professional skills, like planning renowned international cardiologist for Cardiac care centre.
- For example: Induction of new heart lung machine surgical) units.

There should be provision of appropriate technical equipment as per patients needs

# Need for proper Healthcare Planning

## Orderly Planning:

- Orderly planning should be achieved by hospital through the following:
- Acceptance by the hospital administrator of primary responsibility for short and long range planning with support and assistance from competent financial organizational functional and architectural advisors.



# Need for proper Healthcare Planning

## Orderly Planning:

- Patient getting admitted from OPD and shifted to the ICU or wards without any hurdle
- Preparation of a functional programme that describe the short range objectives and the equipment and staffing necessary to achieve them.

# Need for proper Healthcare Planning

## Orderly Planning:

- In disaster Planning — like evacuation of the patient in case sudden fire break out operation theatre or ICU unit.
- How will you plan Breast Cancer detection and screening in your locality considering all parameters of the health care and hospital planning.



# Objective, target and goal

A goal is usually described in terms of :



1) What is to be attained

2) The extent to which it has to be attained



3) The population or section of environment involved



4) The geographic area in which the proposed program will operate



# Health Planning Vs. Forecasting

Planning is foremost component of management functions which enables the organization to deal with

A hospital and Health and health planning has five major elements:

- A) Goals : Setting “goals” for hospital without which organization cannot have a definitive direction or focus.
- B) Programme : Programme is to setup step by step approach to implement policies and accomplish objectives

# Health Planning Vs. Forecasting

c) Schedule : set the time frame in which particular task or project is completed

d) Procedures: Procedures are set of rules for carrying out the work. When observed by all , helps to ensure the maximum use of the resource and effort.

Policies: Policies are guiding principles, either enforced by government or by corporate health care in the benefit of the patients.

# Health Planning Vs. Forecasting

Planning in Health care field can be broadly divided in two categories

a) Strategic Planning

b) Operational Planning

a) Strategic Planning: It is concerned with

i) Developing the main mission of the Institution (like Medical College with facility to conduct clinical , molecular and biochemical research)

Cont.....



# Health Planning Vs. Forecasting

## b) Operational Planning

ii) Developing broad objectives (for example : Insuring at least 10% tree

Treatment in a corporate hospital for the patients having BPL Below cards.



# Health Planning Vs. Forecasting

iii) Ability to expand Hospital facilities in near future for possibility of vertical spread of the Hospital Building, to accommodate new department which may spring up in near future

iv) Have wider perspective for the whole organization at highest level

# Health Planning Vs. Forecasting

## Forecasting

- Forecasting is based on past experience data to predict future
- In hospital forecasting about economic viability of new upcoming corporate hospital may not always come true
- One is how far in the future it is appropriate to estimate



# Health Planning Vs. Forecasting

## Forecasting Demand

- Forecasting demand should be made as far ahead as maximum lead time –the period of time it will take to implement the decision
- Quantity of data generally adds to knowledge about the past and present may not necessarily increase the accuracy of forecast in future

# Health Planning Vs. Forecasting

- In forecasting utilization it has to be determined. What future utilization of specific service will be?
- Factors which are likely to cause expected change will need to be analyzed
- Strategies which will affect the desired change should be selected and implemented

# Health Planning Vs. Forecasting

- Apart from the changes in population characteristics change in attitude and behaviour pattern of user population, changes in medical care pattern
- Changes in Concurrent factors affecting utilization (coverage h' medical Employee health programmes, Group Insurance etc) must be incorporated in utilization forecasting



# Essentials of good health care & Hospital plan

- A sound hospital and health care plan have to be scientifically based
- There should be provision to respond medical care services with rapid expansion of innovative technology

# Essentials of good health care & Hospital plan

- Plan should be based on a through study of the end result desired
- Planning should involve participation of medical staff
- Plan should be flexible

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# Essentials of good health care & Hospital plan

- Plan should be continuously updated. This is because health care industry can only flourish when customers(patients) and their relatives are happy
- Plan should be time phased.



# Types of Hospital planning

Planning in health care can be broadly divided into two categories:

- Strategic planning
- Operational planning

# Types of Hospital planning

## Strategic planning

- Strategic planning carries a wider perspective for the whole of the organization at the highest planning level
- It is concerned with developing the main mission of the institution



# Types of Hospital planning

## Operational planning

- Operational planning, which is at lower generally focused on program formulation
- This part of planning can also be independent of strategic planning

# Types of Hospital planning

## Planning Committees

- Planning is responsibility of managers , however , Planning Committee are of great help in health care field
- The industrial manager responsible for planning furnishes appropriate background can also be independent of strategic planning

# Principles of Planning

Planning Principles are:

- Definite
- Understandable

- Precise
- Objectivity

- Flexibility



# Factors to be considered in Planning

- Value
- Understandable

- Prevalent technology
- Finance availability

- Employee reaction
- Price levels

# Advantages of health care & Hospital plan

- Health care is essentially a service industry. Patients look for quality service and expect compassion
- Promoters expect good return on investment and planning is essential for positive cash flow
- Modern Management techniques are essential for planning of a new hospital

# Advantages of health care & Hospital plan

- In planning ,patient should be in central focus and all facilities towards better patient care
- The hospital planning exercise covers the study of section of population
- It is the process to serve the geographical area to be covered



# Limitation of health care & Hospital plan

- Government: Any plan for health and welfare of the country must be based on strong political will
- Legislation: The social and health policies formulated may have to be translated into legislation like MTP Act 1971
- Financial constraints
- Change in ownership

# Summary

- Planning is essential in every walk of life
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# Essentials of Healthcare Management



**End of Chapter2**  
**Hospital and**  
**Health Care Planning**