



ADMINISTRATIVE TRAINING INSTITUTE

Lalithamahhal Road, Mysore – 570 011.

Tel: -91-821-2443839 / 2443264 **Fax:** -91-821-2523899

Email: jdtrg-ati-kamy@nic.in **Web:** www.atimysore.gov.in

Training Module

on

**“Residential Course on Administrative and
Managerial Training for Medical Officers”**

By:

Dr. SYED AJMAL PASH

Faculty - Development Economics Planning

Administrative Training Institute

Lalithamahhal Road, Mysore – 570 011.

Training Module
on
**“Residential Course on Administrative and
Managerial Training for Medical Officers”**

Aim

The aim of the training course is to provide the required administrative and managerial skills for the Medical Officers, as also to sensitize and orient them for effective and efficient administration and management of hospitals, as well as for delivering good health care services.

Objectives of the Training Programme:

The trainee medical officers will be able to

1. enhance their managerial and administrative capacity.
2. acquire additional and necessary skills to manage the administration of hospitals in a better way.
3. understand KCSR, CCA, conduct rules, disciplinary proceedings, office procedures, Karnataka Finance Code, maintenance of records, cash book, registers etc.
4. understand the basics of total health care management and health care delivery systems.
5. inculcate a sense of responsibility and service motto among them.

Methodology:

The training course will be based on:

- Lectures
- Panel discussions
- Case studies
- Discussions
- Interactive and Participatory methods.
- Field Studies
- Group work – Activity based
- Reading Material and Handouts shall be provided.

Programme Description:

- Six Days Residential Training Course
- Each day, course commences at 9.30am, and may go up to 5.30pm

Tools for the Training Programme:

- Reading Material - Handouts – Books - Research reports / papers
- Audio Video Films
- Charts - Slides – Markers – Drawing Sheets
- Computer / LCD Projector etc

Modules:

- Module 1:** Public Health Care Management in Karnataka – An Overview.
- Module 2:** Administration – Karnataka Civil Service Rules
- Module 3:** Office Procedure
- Module 4:** CCA and Conduct Rules – Disciplinary Proceedings.
- Module 5:** Financial Management – Karnataka Finance Code
- Module 6:** Role and responsibilities of Drawing and Disbursing officers.
- Module 7:** Purchase Rules and KTPP Act and Rules, Tender Procedure.
- Module 8:** Right to Information Act and transparency in Administration.
- Module 9:** Personality Development
- Module 10:** Medical Negligence, Medical Ethics, Code of Conduct.

- Module 11:** Panel Discussion
- Module 12:** Quality Health Care Services.
- Module 13:** Hospital Management Information System.
- Module 14:** Management of Contract.
- Module 15:** Citizen charter
- Module 16:** The process of National and State Health Programmes being Implemented
- Module 17:** National Rural Health Mission (NRHM)
- Module 18:** HIV / AIDS
- Module 19:** Group Work
- Module 20:** Field visit (NGO/ Private/ Government Hospital)

Outcome:

After the training course, the trainees will be able to:

1. manage and administer medical institutions particularly PHCs on more effective and efficient ways,
2. handle office management – office procedure, conduct and maintenance within the framework of KCSR, CCA and KFC.

Training Design

Session: I

Content	Introductory Activities
Sub content	Eliciting Expectations from the Participants-
Session objectives/purpose	To brief the Objectives of the Training course. To obtain expectations from the participants
Expected outcome	The trainees will be comfortable and clear about the course objectives and expected things to learn.
Method/ process	Interactive. The course coordinator introduces him and welcomes the participant trainees. After brief individual introduction (entry behavior) by all the trainees, the course coordinator presents the objectives of the programme, explain the purpose of the course and initiate participation. Then expectations from individual participant shall be elicited and written on charts. Expectations shall be summed up at the end of the session.
Aids/Materials:	Chart – White Board
Time / Duration	One Hour
Handouts	Training Schedule will be made available to each participant in advance.

Session: II

Content	Ice Breaking (Role Play)
Sub content	Knowing Each other- Goal - Trust – Good Relationship - Hard Work
Session objectives/purpose	To make the participant trainees comfortable and they can open up their minds to freely interact with the resource persons as well as among themselves.
Expected outcome	After the session, the trainees will be able to speak freely, and share their ideas through participation and interactions.
Method/ process	The resource person himself / herself mixes up with the trainees, and the trainees will be asked to make pairs among themselves, and share maximum information among themselves about each other. Then pairs can be interchanged during the next round. Then the resource person places four charts in different directions—1 st , 2 nd , 3 rd , and 4 th written with Goal, Trust, Good Relationships and Hard work respectively. Each trainee will be asked to stand near one chart of his / her choice. Then the resource person explains the idea behind each concept and the relationship of the individual trainee with his / her choice.
Aids/Materials:	Charts – White Board – Clippings
Time / Duration	One Hour
Handouts	--

Session: III	
Content	Public Health Care Management in Karnataka – An Overview
Sub content	Introduction National Health Policy- 2002 Public Health care scenario in Karnataka
Session objectives/purpose	To make the trainees understand the difference between clinical services, public health and administration and management of health institutions. To familiarize them with public health care scenario, and the National Health Policy, and the issues associated with it.
Expected outcome	After the session, the participants will be able to: Define public health care management with a right perspective.
Method/ process	Lecture – cum – interactive session. The resource person makes the presentation highlighting the public health care scenario within the framework of National Health Policy – 2002. Issues involved in public health care management shall be dealt with. After the presentation, questions will be asked, doubts will be clarified. Through open discussion and interactions, the resource person makes the trainees understand well and conceptualize the issues involved with public health care delivery and management.
Aids/Materials:	Charts – White Board – Power Point Presentation
Time / Duration	Two Hours
Handouts	Handouts shall be given.

Session: IV	
Content	Administration-- Karnataka Civil Service Rules (KCSR)
Sub content	General conditions of service, Leave Rules, Joining Time, Pay and Pensions, Annual Increment, Traveling Allowance.
Session objectives/purpose	To make the trainees understand the KCSR rules in detail, thereby enhancing their efficiency in general administration.
Expected outcome	After the session the trainees will be able to explain KCSR rules.
Method/ process	Lecture, explanations and presentation with examples. The resource person step by step explain with the help of examples, different rules under KCSR, their applications, importance and relevance in administration. He / She will show on the white board how to use these rules in different situations. The resource person also cross-check with questions and interactions as to how far the trainees have understood these rules.
Aids/Materials:	White Board – Charts – Power Point
Time / Duration	Two Hours
Handouts	A brief note on KCSR - Government orders –

Session: V	
Content	Office Procedure
Sub content	Scientific Management of Records – Maintenance of Service Registers etc., Role & responsibility at different levels, Movement of tappals, Kinds of Registers, Five bundle system, Noting & drafting.
Session objectives/purpose	To make the trainees understand and learn the procedures and methods of office procedures- including scientific management of records.
Expected outcome	After the session, the trainees will be able to maintain registers, files and to follow the procedure.
Method/ process	The resource person takes the session in teaching mode and explaining step by step the procedures to be followed in office administration. With the help of case studies and examples, the resource person through interactions explains the procedures.
Aids/Materials:	White Board – Charts – Power Point Presentation
Time / Duration	Two Hours
Handouts	Important Government orders, Format of different registers, Weekly & monthly arrears format, A brief note on supervisory skills.

Session: VI	
Content	CCA and Conduct Rules – Disciplinary Proceedings
Sub content	Conduct Rules, Misconduct, Classification, Disciplinary authorities as per schedule 3&4, Penalty, Suspension, framing of charge sheet, enquiry, Appeal
Session objectives/purpose	Officers will be able to understand the conduct of a government servant with reference to integrity, devotion to duty & conduct, unbecoming of a government servant.
Expected outcome	The officers will be able to discharge the duties of the rolls assigned without any flaw in a departmental enquiry.
Method/ process	Through lecture –cum-discussion method, the resource person explains and clarifies CCA and conduct rules. Through presentations and group work, the resource person makes the trainees understand in detail, CCA, conduct rules and disciplinary proceedings.
Aids/Materials:	Charts – White Board – Film
Time / Duration	Two Hours
Handouts	Government Orders – Rules

Session: VII	
Content	Financial Management – Karnataka Finance Code
Sub content	Different kinds of bills, cash book, vouchers, Stock and Issues, Responsibility of drawing officers, Receipts, challans, cheques. Cannons of financial propriety
Session objectives/purpose	The officers will be able to know the rules of money received and expenditure and to maintain proper accounts for government money.
Expected outcome	The trainees will be able to manage finances well within the framework of KFC
Method/ process	Presentation, group work, practical work, desk work. The resource person explains in detail the salient features of Karnataka Financial Code, its contents, approach and the system of its use and applications. He / She will also explain the issues involved in mismanagement of finances. The session will be interactive, and the resource person ensures that all the trainees understand the KFC well.
Aids/Materials:	Chart – White Board, power point presentation,
Time / Duration	Two Hours
Handouts	Will be given

Session: VIII	
Content	Role and Responsibilities of Drawing and Disbursing Officers
Sub content	Responsibility of drawing officers
Session objectives/purpose	To know the rules of money received and expenditure and to maintain proper accounts for government money.
Expected outcome	After the session the trainees will be clear as for as their roles and responsibilities as drawing and disbursing officers.
Method/ process	Presentation, explanation, interactive session. The resource person brings to the attention of trainees issues involved in drawing and disbursing of money. He / she will explain in step by step what measures to be followed, what precautions to be taken, and how best one can handle finances if he/she is cautious and follows the procedures.
Aids/Materials:	Charts – White Board – Power Point Presentation – Question and Answer
Time / Duration	Two Hours
Handouts	Will be given

Session: IX	
Content	Purchase Rules and KTPP (Karnataka Transparency in Public Procurement) Act and Rules, Tender Procedure
Sub content	Definitions, Exemption clauses, Quotations, Tender bulletin, Pre qualification, Evaluation, Award
Session objectives/purpose	To orient and familiarize the trainee medical officers about the issues involved in and the procedures to be followed as per KTPP Act and Rules. To know the Processing of tender without any flaw.
Expected outcome	After the session, the trainees will be able to explain the pros and cons of KTPP Act and Rules, and they will be able to procure goods and services as per KTPP Act and Rules.
Method/ process	Presentation, clarifications, interactive session. The resource person introduces the topic with the help of charts / white board, and then asks the participants as to how much they know about tender procedures as also about KTPP Act and Rules. Based on this, the resource person tries to explain step by step the salient features of KTPP Act and Rules, and the tender procedures. He / She will explain in detail how the KTPP Act and Rules to be followed, and once followed, how best they officers can maintain transparency as also their safety.
Aids/Materials:	Charts – White Board – power point
Time / Duration	Two Hours
Handouts	Will be made available

Session: X	
Content	Right to Information Act and Transparency in Administration
Sub content	Salient features of Right to Information Act, Role of Public Information Officers (PIOs), Transparency in Administration
Session objectives/purpose	To orient and sensitize the trainees about RTI, its pros and cons, compliance and penalties etc
Expected outcome	After the session the trainees will be able to manage Public Health Institutions in such a way that all the information related to the Institution will be available for Public Domain
Method/ process	Lecture Method – discussions and interactive As Right to Information Act is becoming an important tool / weapon to ensure good governance, transparency in administration and service delivery, it becomes imperative that the officers should be thorough as for as its features, contents, approaches, clauses and implantation. In this direction, the resource person should take the trainees into hold, and through interaction and question and answers, ensures that the trainees are well versed with Act, its contents, features etc.
Aids/Materials:	Charts – White Board, power point presentation.
Time / Duration	Two Hours

Handouts	A copy of the Right to Information Act will be given
Session: XI	
Content	Personality Development
Sub content	Leadership, Motivation, Team building, Skill gap analysis and up-gradation.
Session objectives/purpose	The purpose of the session is to stimulate positivism among the trainees and to sensitize them of their roles and responsibilities, which are linked to their attitude, motivation and team work
Expected outcome	Trainees will be able to learn and understand the elements (reasons, circumstances, bottlenecks etc) of success / failures of their performance.
Method/ process	power point presentation, role plays, Group work, discussions activities, interactive session. The resource person through role plays, examples, short stories, anecdotes etc. motivate the trainees towards positive thinking. He / She will explain the features, benefits of team work, and the role of good leadership in management.
Aids/Materials:	Presentation - Charts – Films – Slides – Clippings – Group Work, Charts – White Board
Time / Duration	Two Hours
Handouts	Will be made available

Session: XII	
Content	Medical Negligence, Medical Ethics, Code of Conduct
Sub content	General Principles, Code of Medical Ethics, Good Governance
Session objectives/purpose	To orient and sensitize the medical officers about medical negligence, ethics in health care and the code of conduct
Expected outcome	The trainees will be able to deliver public health care services in an effective way
Method/ process	Interactive, presentation, discussion The resource person introduces the concepts – medical ethics, medical negligence and code of conduct. Then He / She ask the trainees to comment / give feed back / their views etc on the concepts presented. This will be followed by open discussion. The resource person lists the issues / questions / comments made by the trainees on the white board / chart, analyze them through the trainees involvement, and finally lists the main / major issues for trainees understanding and follow ups.
Aids/Materials:	Chart – White Board, films, clippings
Time / Duration	Two Hours

Handouts	Will be given
Session: XIII	
Content	PANEL DISCUSSION
Sub content	1. Medico-legal Aspects (<i>Doctor , Public Prosecutor and Police</i>) 2. Inter-departmental coordination (<i>Doctor, Police, Judge, Lawyer</i>) 1) Evidence (2) Inquest (3) Post-Mortem (4)Accident (5) Trauma (6) Dying Declaration (7) Reporting nature of injury.
Session objectives/purpose	After the session, the trainees will be able to conceptualize the points in handling the medico-legal cases. It gives them a practical understanding and handling of MLCs
Expected outcome	The trainees will be able to explain better the aspects involved in medico-legal cases and interdepartmental coordination
Method/ process	Interactive, question and answer. After a brief introduction, the resource persons make their presentation with their perspectives. Presentations will be by the doctor, public prosecutor, defense lawyer and police. The main points for panel discussion will be listed on the charts. Once the presentations are over, the trainees will be asked to make their comments / questions in an interactive manner. This can also be followed through eliciting questions / doubts / comments on piece of papers supplied to the trainees. Once the written papers are collected, the facilitator sorts them according to the issues. Then the resource person answers / clarifies question / doubts related to him / her. Finally summing up through interaction and participation.
Aids/Materials:	Charts – White Board – Films
Time / Duration	Four Hours
Handouts	Will be given

Session: XIV	
Content	Quality Health Care Services
Sub content	Quality Control, Quality Management What is quality? 'Quality in Health care is about doing the right thing the first time, the right way at the right time'
Session objectives/purpose	To make the trainees sensitive and to orient them about quality issues and quality control in public health care.
Expected outcome	After the session, the trainees will be able to enhance their capacities for quality management in health care, and of creative supervision for quality control.
Method/ process	Lecture Method The resource person, with examples, makes the presentation on quality aspects, and the relevance of quality control and management.
Aids/Materials:	Power Point Presentation – Charts – White Board
Time / Duration	Two Hours
Handouts	Will be given

Session: XV	
Content	Hospital Management Information System –
Sub content	E-governance – IT in Hospital Management
Session objectives/purpose	To orient the trainees as well as to sensitize about the relevance and importance of HMIS.
Expected outcome	After the session, the trainees will be able to understand the relevance and usefulness of HMIS. They will be in a position to manage the hospital administration under e-governance
Method/ process	Power Point Presentation – Case Study The resource person makes the presentation on HMIS through power point, and explains the salient features, advantages and relevance of hospital management information system using the information technology. He /She will also explain how e-governance is possible through HMIS, and transparency could be used. Through case studies, the resource person exhibits and proves the relevance of HMIS.
Aids/Materials:	Charts – LCD – Films -
Time/Duration	Two Hours
Handouts	Will be given

Session: XVI	
Content	Management of Contract
Sub content	Out sourcing, own management
Session objectives/purpose	To make the trainees know and compare the advantages / disadvantages of own management of services or to outsource it through contract.
Expected outcome	After the session, the trainees will be in a better position to compare the management of hospitals by themselves, or by out sourcing it
Method/ process	Case Study, Analysis, discussion. The resource person, after explaining the concepts, make the presentation on own management vis –a-vis outsourcing of services like boarding, security, watch and ward, transportation etc. The he session is open for discussion. The session will be based on case study presentation of both the arrangements – own management and contract management.
Aids/Materials:	Charts – White Board, power point presentation – films - slides
Time/Duration	Two Hours
Handouts	Will be given

Session: XVII	
Content	Citizen Charter
Sub content	Responsibilities of Users, Grievance Redressal, Model Citizen Charter for PHCs
Session objectives/purpose	After the session, the trainees will be able to know in detail the importance of citizen charter and its implementation
Expected outcome	The trainees will be able to prepare 'Citizen Charter' of their organization / institution.
Method/ process	Presentation, Interactive, discussion. The resource persons through power point presentation show the salient features, contents, advantages of good citizen charter. Then a model citizen charter will be shown. This will be followed by interactions, question and answer and discussion. Then the resource person facilitate each trainee / in groups to make charters, which can be presented and discussed.
Aids/Materials:	Chart – White Board, power point presentation
Time/Duration	Two Hours
Handouts	Cop of a model citizen charter will be given

Session: XVIII	
Content	The process of National and State Health Programmes being implemented
Sub content	Suvarna Arogya Chaitanya, Thaiy Bhagya, Arogya Kavacha etc
Session objectives/purpose	To make the trainees understand well different programmes, their relevance and process of implementation.
Expected outcome	After the session the trainees will be able to understand well: Different schemes and programmes being implemented. Their roles and responsibilities
Method/ process	Presentation The resource person introduces the programmes being implanted in the state, their status, features, relevance, and the role and responsibility of officers in their efficient and effective implementation.
Aids/Materials:	Power Point Presentation – Slides - Films
Time/Duration	2 Hours
Handouts	Handouts

Session: XIX	
Content	National Rural Health Mission (NRHM)
Sub content	Arogya Raksha Samithi, Village Health and Sanitation Committee-ASHA, JSY, Maternal and Child health.
Session objectives/purpose	To orient, sensitize and explain about NRHM programe being implemented, and clarify doubts in its implantation.
Expected outcome	After the session, the trainees will be able to: Understand in clear the salient features of NRHM, Deliver health services in a better way, Will be clear on issues like utilization of untied funds, user charges etc
Method/ process	Presentation, Interactive, discussion The resource person introduces salient features of NRHM, explains the concepts and schemes under it. Then the session will be open for discussion. The resource persons list the questions / doubts / queries / comments raised by the trainees either on white board or on charts. Then each point will be discussed and clarified in an interactive way.
Aids/Materials:	Charts – White Board – Power Point Presentation
Time/Duration	2 Hours
Handouts	Handouts

Session: XX	
Content	HIV / AIDS
Sub content	Facts & Figures, Prevention, Treatment
Session objectives/purpose	To sensitize and reorient the officers about the severity of the problem (HIV /AIDS)
Expected outcome	The trainees will be able to play a positive and constructive role for creating awareness and counseling with regard to the menace of HIV / AIDS.
Method/ process	Interactive, learning The resource person makes the presentation through power point. Then through films / charts, issues related to HIV /AIDS will be discussed.
Aids/Materials:	Chart – White Board, films, clippings, demonstration
Time/Duration	Two Hours
Handouts	Handouts

Session: XXI	
Content	Group Work
Sub content	Innovative Ideas, Desk Work
Session objectives/purpose	Participants will be able to discuss in groups different schemes, and to come out new ideas for better service delivery
Expected outcome	The officer trainees will be able to implement different schemes and programmes in a more effective way.
Method/ process	The trainees will be divided into groups, and each group has to select one of the ongoing schemes / programmes in the State. Each group on charts has to define the scheme, its salient features, contents, time line; and then based on their understanding and experience has to analyze it. Each group will list the positive as well as negative aspects of the scheme, and identifies the reasons for these. Then the group suggests measures / corrective interventions for the negative aspects of the scheme. Each group makes the presentation, followed by open discussion.
Aids/Materials:	Charts – White Board, OHP, LCD
Time/Duration	Four Hours
Handouts	Check List

Session: XXII	
Content	Field visit (NGO/ Private/ Government Hospital)
Sub content	Learning through participation
Session objectives/purpose	To sensitize and make aware their position as for as the management and administration of the health institutions are concerned.
Expected outcome	After the visits to a private / NGO hospital, and to a government PHC, the trainees will be able to: Analyze the difference in administration and management. Learn the lessons for better performance
Method/ process	Field visits, observations, interactions, discussion, practical exercises, demonstration All the trainees will visit a private primary health center, and learn from its activities. They list both positive and negative points from this visit. This will be followed by a visit to a government run and managed primary health centre in the same area. The trainees list both positive and negative points of its activities. All the trainees sit together and share their learning through discussion. They will also find solution to the negative points listed by them
Aids/Materials:	Records – Charts – Posters – films – case studies
Time/Duration	One Day
Handouts	Check List

Session: XXIII

Content	Evaluation of the Training Course
Sub content	Effects – lessons Learnt – Scope for Improvement
Session objectives/purpose	To get the feed back from the trainees so that the training course can be designed and training imparted on much better ways
Expected outcome	Quality of the training programme can be improved.
Method/ process	
Aids/Materials:	IRQ – Evaluation Sheet – Delphi Test
Time/Duration	Two Hours
Handouts	-