



**RAWALPINDI MEDICAL UNIVERSITY**

**RAWALPINDI**

**DIPLOPMA IN Health and Hospital  
MANAGEMENT  
(DHHM)**

PROSPECTUS, MAY, 2022-23

**Rawalpindi Medical University,  
Rawalpindi, Pakistan  
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# **DIPLOMA IN HEALTH & HOSPITAL ANAGEMENT:**

## **Forword**

Rawalpindi Medical University is one of the fastest growing Public Sector University. In order to improve and follow standard medical practices, enhancing patient care and satisfaction it is the need of the hour to work on the international hospital protocols. By introducing the specialist management in hospital administration, we will be able to work efficiently as per standardized benchmarking in hospital management. This will surely help us improving the patient care, reducing the medical errors, addressing & providing the safety culture and hence improving the patient & family's satisfaction. This diploma in Hospital Management is the first step in the right direction.

Pakistan has one of the best-knit networks of health care facilities in public sector; and a very large private sector. The public sector facilities mostly, face the problems of underutilization and under functioning along with the technical inefficiency. This situation has been described in different donor reports and evaluations carried out by the Government of Pakistan. The management of private sector has also been considered inefficient and not very effective. Specific Management tools and techniques, such as strategic management, management by objectives, quality assurance methods, monitoring and evaluation of the health systems outputs and outcomes, and economic appraisal are not practiced in both public and the private sector. One of the primary reasons for all these issues is that most health managers lack expertise in Hospital Management. Insufficient management knowledge, inappropriate skills and lack of expertise in management, further undermine their capability to improve the health system. The way forward is the continuous education and training leading to the capacity building of the midlevel health managers and encouraging them to apply their knowledge in their respective settings. On the other hand, there is no well-developed and properly facilitated management training being offered in Pakistan which can fulfill the need of the health managers in public as well as private sector.

Dr. Muhammad Azeem Rao  
FCPS, MPH (Spain)  
Program Director & Course Lead DHHM

## **Words of the Vice Chancellor**

### **Prof. Muhammad Umar**

#### **Chief Patron**

This is my pleasure and pride to start a program from the Rawalpindi Medical University which will go a long way to bring meaningful changes and improvements in the patient care and quality improvement. It will not only improve the standards but also enhance capacity building of the skilled professionals to further play their role in addressing the health challenges in the developing countries like Pakistan.



This is my prayer and wish that the faculty we have chosen for this diploma in Hospital Management will put its best to train the candidates with best of their professional standards and commitment. I wish them best of luck.

## **Message of the Co-Patron DHHM**

### **Prof Muhammad Rai Asghar**

**Diploma in Health and Hospital Management (DHHM)** is a wonderful opportunity designed to improve the management capacity of health managers in terms of their knowledge, attitude and skills in Pakistan. This diploma aims to develop professionals in the field of Hospital Management through a comprehensive post-graduate program. It offers intensive practical training in the operational and administrative areas of a hospital. It equips them with management skills like



planning, organizing and decision-making with specific relevance to healthcare industry. In Pakistan growing occupations are also related to healthcare. Health care is likely to generate new jobs. It is estimated that the demand for health managers is expected to touch over 6000 within next five years in Pakistan.

## **Program Director DHHM**

### **Dr. Muhammad Azeem Rao**

I feel very proud to lead the very innovative program from the platform of Rawalpindi Medical University. As Program Director of the course, I will try to put the best of skills, professional standards and commitment to make it a great success in terms of bringing the meaningful changes at our workplaces.

Why Diploma in Hospital Management is Vital? The coordination and work of clinicians and managers has always been challenging because of the fact that they always work in their own spheres whereas they need to work in collaboration. The managers never study the clinical areas and clinicians hardly ever spend some precious hours to understand the limitations of managers. By understanding the nature of work and collaboration, they will be able to align the goals of patient satisfaction and quality improvement. I wish this diploma will help to bridge the gap in a better way.

It is a great challenge to work in collaboration with different stakeholders, faculty members, coordinators and course candidates to make the plan a real success.

My wishes and prayers.



## **Focal Person DHHM**

### **Dr. Sana Bilal**

Driven by a passion for serving others I am Deeply honored being nominated as a focal person of this advanced program from the platform of Rawalpindi medical university. As a focal person of the course, effort will be made on my end to lay the best of my competencies & professionalism and commitment to make the course a big success in terms of enabling participants to gain an in-depth knowledge of how the



Healthcare System is organized in Pakistan along with a more detailed understanding of Hospitals.

Anyone planning to make the jump to a hospital manager position needs to learn the qualities required for success in the field. Immerse yourself in a health care-rich curriculum to gain finance, leadership and policy knowledge to take on clinical department, medical practice, or hospital administration roles. To run contemporary healthcare delivery organizations, review and analysis of management and organizational theories and principles will be offered in the course so that you can apply them to the internal and external dynamics of your organization. Create healthcare strategies, policies and plans, ensure health services continually improve, and empower physicians, nurses and other staff to work together as a team & be a leader by joining us in

Rawalpindi Medical University's degree in diploma in sustainable Hospital Management.

## DHHM Organogram

**Vice Chancellor**  
**Prof Muhammad Umar**  
**Chief Patron**

**Dr. M. Azeem Rao**  
**Program Director &**  
**Lead**

**Prof Dr Rai Muhammad**  
**Asghar Co-Patron**

**Prof Syed Arshad Sabir**  
**Professor In charge**  
**DHHM**

**Dr Maryam**  
**Course Coordinator**  
**DHHM**

**Dr Sana Bilal**  
**Focal Person DHHM**

**Dr Sumera**  
**Course Coordinator**  
**DHHM**

## Faculty Diploma in Health & Hospital Management (DHHM)

1.	Prof. Shahzad Ali Khan	Prof of Public Health and VC Health Services Academy	
2.	Prof Dr Syed Arshad Sabir FCPS (CM), MCPS(CM), DCH, CHPE.	Prof & Head of Community Medicine RMU	
3.	Dr. Muhammad Azeem Rao FCPS, MPH (Spain)	Consultant Psychiatrist / Public Health Expert RMU	
4.	Dr Khola Noreen MPhil, MSPH (AKU),	Assoc Prof of Community Medicine RMU	
5.	Dr Sana Bilal FCPS (CM)	Assoc Prof of Community Medicine RMU	
6.	Dr Rizwana Shahid FCSP (CM)	Asst Prof of Community Medicine RMU	
7.	Dr Afifa Kulsoom FCSP (CM)	Asst Prof of Community Medicine RMU	
8.	Dr Gul-Mehar MCPS (CM)	Asst Prof of Community Medicine RMU	
9.	Dr Imran Younus PhD Public Health	Asst Prof of Community Medicine RMU	
10.	Dr Abdul Qudoos MPH	Sen Demo Community Medicine RMU	
11.	Dr. Aneeza Jalil FCPS, MPH (Spain)	Assistant Prof Medicine/ Public Health Expert (PIMS)	
12.	Prof. Fareed Midhat. PhD Public Health	HSA	
13.	Prof. Mubashir Hanif	HSA	
14.	Dr Tariq Mehmood	HAS	



## Planner of the DHHM course-2022-23

<b>S. No</b>	<b>Date</b>	<b>Broad Topics</b>	<b>Faculty</b>
1	14-01-2023	Introduction & importance of Sustainable Hospital Systems	Prof Shahzad Ali
2	25-02-2023	Overview of Health Systems in the world Strategic Management of Organizations	Dr. M Azeem Rao
3	11-03-2023	Managing Human Resources in Health Care i. Performance Appraisal ii. Job Description	Dr. Aneza Jalil
4	06-05-2023	International methods of Evaluating Health Care Quality	Dr. Mubashir Hanif
5	20-05-2023	Global Context of Quality Management	Prof Shahzad Ali
6	03-06-2023	Coping Stressful Situations in Health Management	Dr. M Azeem Rao
7	17-06-2023	Emergency Preparedness & Management	Dr. Aneza Jalil
8	08-07-2023	Hospital Waste Management and infection control	Dr. Aneza Jalil
9	22-07-2023	Leadership & Management	Dr. Mubashir Hanif
10	05-08-2023	Health Technology Assessment	Dr. Aneza Jalil
11	19-08-2023	Epidemiology in Health Care Settings	Dr. Tariq Mahmood
12	02-09-2023	Role of Communication Skills in Improving Health Care Performance	Dr. M Azeem Rao
13	16-09-2023	Health Economics	Dr. Tariq Mahmood
14	30-09-2023	Health Economics Budgeting & Financing	Dr. Tariq Mahmood
15	14-10-2023	Quality Management & Assurance	Dr. Mubashir Hanif
16	28-10-2023	Quality – Safety Culture	Dr. M Azeem Rao
17	11-11-2023	New Public Management Learning	Dr. Mubashir Hanif
18	25-11-2023	Techniques to Stay Professional to Improve Performance	Dr. M Azeem Rao

## **DIPLOMA IN HEALTH & HOSPITAL MANAGEMENT: AN INTRODUCTION**

In order to improve and follow standard medical practices, enhancing patient care and satisfaction it is the need of the hour to work on the international hospital protocols. By introducing the specialist management in hospital administration, we will be able to work efficiently as per standardized benchmarking in hospital management. This will surely help us improving the patient care, reducing the medical errors, addressing & providing the safety culture and hence improving the patient & family's satisfaction. This diploma in Hospital Management is the first step in the right direction.

Pakistan has one of the best-knit networks of health care facilities in public sector; and a very large private sector. The public sector facilities mostly, face the problems of underutilization and under functioning along with the technical inefficiency. This situation has been described in different donor reports and evaluations carried out by the Government of Pakistan. The management of private sector has also been considered inefficient and not very effective. Specific Management tools and techniques, such as strategic management, management by objectives, quality assurance methods, monitoring and evaluation of the health systems outputs and outcomes, and economic appraisal are not practiced in both public and the private sector. One of the primary reasons for all these issues is that most health managers lack expertise in Hospital Management. Insufficient management knowledge, inappropriate skills and lack of expertise in management, further undermine their capability to improve the health system. The way forward is the continuous education and training leading to the capacity building of the midlevel health managers and encouraging them to apply their knowledge in their respective settings. On the other hand, there is no well-developed and properly facilitated management training being offered in Pakistan which can fulfill the need of the health managers in public as well as private sector.

## **COMPETENCIES OF THE DIPLOMA IN Health & Hospital Management DHHM PROGRAM:-**

The graduates of the DSHM program will be prepared to:

- Introducing & Practicing new protocols of Hospital Management
- Learning core concepts of Hospital Management Sciences.
- Understand management that encompasses the main aspects of problem-solving typically faced by health managers.
- Apply certain techniques in the resolution of selected management issues
- Addressing & promoting emotional aspects of the medical & paramedical staff.
- Describe basic methods of quantitative analysis being used by health managers.
- Demonstrate chain of management, communication and leadership skills.
- Define what quality means from the standpoint of the variety of stakeholders.
- Explain the relationship of effectiveness, efficiency, cost and quality.

After completion of the course, the participants will be able to:

1. Understanding the hospital & workers dynamics for quality improvement.
2. Addressing & promoting the culture of respect & dignity for patient care & family's satisfaction.
3. To address and manage hospitals with clear knowledge of essential concepts, principles, methods and terms in modern management;
4. To undertake various basic and advanced methods of hospital analysis.
5. To apply techniques in resolution of different types of management issues, develop plan, implement and evaluate approaches and interventions
6. Exhibit leadership and managerial skills at various levels.
7. Demonstrate effective (verbal and written) communication and advocacy skills (creativity and innovation) to diverse audiences.
8. Adopt a multidisciplinary approach in assessing, researching and responding to public health issues and needs.
9. Apply human right ethical principles in professional practices in hospital settings.

In order to achieve these core competencies each course has been tailored with its learning objectives which further lead to enrichment of the course content.

### **3. COURSES FOR SEMESTER I DSHM:**

#### **DHHM: PRINCIPLES OF SUSTAINABLE HOSPITAL MANAGEMENT (3-CREDIT)**

Hospital System and its Role, Components of a Hospital System & Role of Hospitals in PHC; Vision, Mission, Goals and Values of a Hospital; Role and Functions of Hospital Managers; Hospital Services Management (Nursing Management, Change Management, Infrastructure Management); Inventory Management; Drugs Management in Hospitals; Human Resource Management; Financial Management (Accounting rules and practices in a public & Private Hospital, Hospital Financing for Sustainability, Cost Containment, cost effectiveness and profitability, Costing and Cost implications of Hospital Services); Rapid Appraisal Tool (Introduction and RAP Data collection tools); Preparing a Hospital Budget; Hospital Waste Management and infection control; Accident & Emergency /Trauma Management Services; Human Resource Management; Human Resource Development: current status and future challenges; Infrastructure Management (Hospital Planning and Design, Medical Audit of the Hospital); Total Quality Management key concepts and Introduction to basic tools; Procurement Processes; (Hospital Purchases, Tendering and Processing); Hospital Ethical Concerns

#### **RECOMMENDED BOOKS**

1. Sonu Goe. Anil K. (2014) Textbook of Hospital Administration, A problem solving approach. Elsevier Publishers
2. S.L. Goel, R. Kumar. (2002). Hospital Administration And Management. Deep & Deep Publications
3. A V Srinivasan. (2000) Managing A Modern Hospital. SAGE Publications,
4. McMahon, R., Barton, E., Piot, M., Gelina, N., Rose, F. (1992). On being in charge. Geneva: World Health Organization.
5. Preker, A.S., & Harding, A. (2003). *Innovations in Health Service Delivery: The Corporatization of Public Hospitals*: World Bank.

#### **DHHM: MANAGING HUMAN RESOURCE IN HEALTH (3-CREDIT)**

Introduction of human resources; Preparing HR plans at organizational level; Workforce planning Tools and Models; Development of work-plans; Use of software and techniques in workforce planning. Introduction to Performance Management; Theories and Processes of managing and mobilizing the health workforce; Management issues (recruitment, retention, staff development, performance issues and the difficult and sensitive skills of handling grievances and negotiations).

#### **RECOMMENDED BOOKS**

1. Fulton BD, Scheffler RM, Sparkes SP, Auh EY, Vujicic M, Soucat A. Health workforce skill mix and task shifting in low income countries: a review of recent evidence. (2011)
2. Models and tools for health workforce planning and projections. (2010) WHO
3. Task shifting: rational redistribution of tasks among health workforce teams: global recommendations and guidelines. (2007) WHO
4. Team roles at work. Belbin RM, 2012
5. Improving health worker performance: in search of promising practices. WHO, 2006
6. Managing health services: Goodwin N, Gruen R, Iles V. 2005

### **ADDITIONAL READINGS**

1. Buchan J, Ball J, O'May F. Determining skill mix in the health workforce: guidelines for managers and health professionals. (2000)
2. Workload indicators of staffing need (WISN): a manual for implementation: (1998). WHO Division of Human Resources Development and Capacity Building Geneva, Switzerland;

### **DHHM: EFFECTIVE COMMUNICATION IN HOSPITALS (03 CREDITS)**

Communication and Hospital Management; Introduction of approaches and strategies in health communication with special reference to the patients and health staff; Behaviour change communication; Designing health communication programs; conflict management and resolutions; Awareness campaigns in hospitals;

### **RECOMMENDED BOOKS**

1. Korda H, Itani Z. Harnessing Social Media for Health Promotion and Behavior Change. Health Promotion Practice 2011.
2. Health Behavior and Health Education: Theory, Research, and Practice 4th edition by Karen Glanz, Barbara K. Rimer and K. Viswanath (Editors), Wiley, 2008.
3. Aboud FE. Virtual special issue introduction: Health behaviour change. Social Science & Medicine 2010; 71(11):1897-1900.
4. Babalola S, Fatusi A, Anyanti J. Media saturation, communication exposure and HIV stigma in Nigeria. Social Science & Medicine 2009; 68(8):1513-1520.
5. Kreps GL, Maibach EW. Transdisciplinary Science: The Nexus Between Communication and Public Health. Journal of Communication 2008; 58(4):732-748.
6. Noar SM. A 10-Year Retrospective of Research in Health Mass Media Campaigns: Where Do We Go From Here? Journal of Health Communication 2016; 11(1):21-42.

### **DHHM: PRINCIPLES OF HOSPITAL PLANNING AND DESIGNS (3-CREDIT)**

Hospital Planning is the identification and elaboration (within existing resources) of means and methods for providing effective hospital services in the future, effective health care relevant to identified health needs for incoming and potential patients. This course will enable managers in hospital planning for the provision of services, which are, effective efficient and of good quality to ensure their appropriate utilization.

### **RECOMMENDED BOOKS**

1. Richard L Miller, Earl S Swenson Hospital and Healthcare Facility Design. W. W. Norton &Company. ISBN-13: 9780393733099
2. Cynthia McCullough (Editor) Evidence-Based Design for Healthcare Facilities. 2009, SIGMA Theta Tau International, Center for Nursing Press. ISBN-13: 9781930538771
3. Guidelines for Design and Construction of Hospitals and Outpatient Facilities 2014, by Facility Guidelines Institute, American Hospital Association. ISBN-13: 9780872589353

## **DHHM: MEDICAL RECORDS AND HOSPITAL INVENTORY MANAGEMENT**

Introduction to health information systems, medical records and IT systems for computerized hospital records. Supply Chain Management and logistics for health commodities; Importance of supply chain management; Supply Chain Ecosystems; Supply Chain Design; Supply Chain Risk Management; Quality assurance in supply chain management

### **RECOMMENDED BOOKS**

1. John F. Kros. (2012). *Health Care Operations and Supply Chain Management: Strategy, Operations, Planning, and Control*.
2. Eugene S. Schneller Larry R. Smeltzer, Lawton Robert Burns. (2006). *Strategic Management of the Health Care Supply Chain 1st Edition*

### **ADDITIONAL READINGS**

1. PATH 2009. Procurement Capacity Toolkit. Tools and Resources for Procurement of Health Supplies (version 2). Seattle: PATH.
2. Guidelines for the Storage of Essential Medicines and Other Health Commodities. 2003. John Snow. Inc. / DELIVER for the U.S. Agency for the International Development
3. Logistics Handbook: A Practical Guide for the Supply Chain Management of Health Commodities. Second Edition. USAID | DELIVER PROJECT, Task Order 1.
4. Quantification of Health Commodities: A Guide to Forecasting and Supply Planning for Procurement. Arlington, Va.: USAID | DELIVER PROJECT Task Order 1.

## **RESEARCH PROJECT/ DISSERTATION (6-CREDIT)**

By completing their project DSHM students are able to demonstrate their understanding of core competencies through successful application of core knowledge and principles, critical thinking and analytic reasoning skills. The student is advised to select a topic for research consistent with his/her professional requirements during the first semester. The proposal formulated has to be critically appraised by the Academic Committee of RMU and simultaneously the Institutional Research Board (IRB) at end of the 2nd semester which is before the student is allowed to start with the data collection. The committee can suggest changes which will be communicated to the student at the time of critical appraisal. The students will carry out data collection, data analysis, interpretation and presentation of the results leading to conclusions from the study under the dissertation writing guidelines during the third semester. The primary educational objective of the dissertation is to demonstrate appropriate consideration and application of core concepts, skills, and knowledge in analyzing a public health problem within any of the proscribed frameworks. The core area competencies must be addressed in each project. These competency areas cut across the domains identified for each specific framework. For example, quantitative competence may be demonstrated in the literature review and/or methodology section and/or results and/or discussion section of a publication framework. All papers are required to demonstrate minimum competence but are held accountable to a level of competence consistent with the problem and framework as defined by the student.

## **DHHM: ON THE JOB PRACTICUM (6-CREDIT)**

Public health focuses on monitoring, achieving and improving the health of a population and is practiced in a variety of settings. The public health professional applies knowledge and skill from the core content areas of public health (biostatistics, epidemiology, environmental health, health services management, and social and behavioural sciences) to design, manage and evaluate solutions to public health problems. Using the practicum (on-the-job assignment) as the “organizational laboratory,” the Diploma in Health and Hospital Management (DSHM) student begins to develop necessary skill sets for becoming a successful hospital management professional. The practicum is intended to develop direct understanding and experience in hospitals, thereby exposing the student to organizational cultures, management systems, operations and resources, programs and services and target populations. Such knowledge, skills, abilities, and experiences will continue to develop and grow as each student graduates and becomes a life-long learner and practitioner of public health. The goal of the practicum is to provide a structured and supervised opportunity for the student to apply the theories, principles, knowledge and skills of public health and hospital management, as learned in the classroom, in a practice setting. The practice experience occurs in a carefully selected health services organisation approved by the Program Coordinator and is supervised by RMU faculty and an immediate supervisor/mentor. This takes into account the transition from education to professional practice. At the conclusion the students are required to present their project as a poster presentation.

## **7. METHOD OF ASSESSMENT/EXAMINATION, PROCEDURES AND RULES**

Students will be evaluated during each course on the basis of;

1. **Formative assessment** which is a mix of the tests, end of course examination, class and home assignments, class participation, interactive discussions, practical exercises, field works and/or group works, end of course examination, depending on the course outline (ongoing assessment)
2. **Summative assessment** based on the end of semester examination papers. Summative assessments are held at end of semesters and comprises of semester examinations paper each.

## **8. STUDENT RECRUITMENT AND ADMISSIONS**

Rawalpindi Medical University abides by its strict merit-based criteria with absolute transparency to select its students for the DSHM program.

## **ELIGIBILITY CRITERIA**

### ***BASIC QUALIFICATIONS***

The candidate should possess one of the following qualifications or an equivalent degree from a recognized university or accrediting body.

- MBBS (Bachelor of Medicine & Bachelor of Surgery) • BDS (Bachelor of Dental Surgery)
- B. Pharmacy (Bachelor's in Pharmacy)/ D. Pharmacy (Doctor of Pharmacy) or M. Pharmacy (Master's in Pharmacy)
- Master's Degree in a relevant subject such as Anthropology, Business Administration, Economics, Human Nutrition, Microbiology, Physiology, Psychology, Public Health Engineering, Sociology, Statistics and Zoology

### ***WORK EXPERIENCE***

The candidate should preferably have one year of full-time work experience (in the case of medical doctors, after the house job) in public health-related fields in either the private sector or the public sector, including the armed forces.

### ***AGE LIMIT***

There is no Age-limit restrictions for admission in this Program.

### ***DHHM ADMISSIONS***

RMU has its own Admissions Committee, comprising of Program Coordinator, the Registrar, a Senior Faculty Member, and one nominated alumnus/alumna. The Admissions Committee has the responsibility for the selection of applicants to be admitted to the Program. It establishes procedures for the timely review of applications to the Program. Deferrals of admission are at the discretion of the Admissions Committee. The selected candidates from the Admissions Committee will be exempted from any test or interview.

### ***FINAL SELECTION***

The applicant's acceptance is contingent upon the receipt of all required documents including official transcripts. The Admissions Committee is responsible for identifying those students with missing documents and/or credentials which do not meet eligibility standards.

**Participant fee: Rs.60, 000/-**

#### **Address:**

***Rawalpindi Medical University, Rawalpindi.***