# A Review Study on Healthcare Management

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**ABSTRACT**

Healthcare is an integral part of the mankind development. Managing the Healthcare sector has its own sphere of challenges. There are players in the market who have been contributing quit well towards healthcare. These Entrepreneurs who enter the field of Healthcare product demonstrate a unique feature of commercialisation with the moral attributes of producing product that protects the health interest of People. The Healthcare Entrepreneurship which entails to provide the solutions to the Healthcare Needs of the Society has been a great advent in the society since ages. Healthcare Startups have also gained momentum with time. The Healthcare starts ups in the Nation have been adopting innovative practices to solve needs of people. Healthcare Management supports this momentum and involves supervising medical services and facilities to ensure efficient patient care through tasks like planning, organizing, staffing, and resource allocation.

This review paper is a descriptive article attempted by collecting data through the Secondary sources. The study aims to understand the concept & essence of Healthcare Management. It further aims to gather insights on the Healthcare Management through structured review of literature. The authors have contributed a Healthcare Management recommendation based on the review study. The study depicts the knowledge on Healthcare Management and the literary effort can serve as Literature for further studies. The authors have considered Healthcare Management aspects at large rather any specific wing of Healthcare sector. Hence this may be the limitations of the study. The inferences drawn from the study may be indicative in nature rather exhaustive.

*Keywords:* healthcare management, healthcare marketing, healthcare entrepreneurship, healthcare products

Healthcare management may be of interest to someone who wants to contribute significantly to healthcare without having direct patient contact. A person can play a significant role in the medical field without working in an operating room, delivering medication, or directly caring for patients. A healthcare facility wouldn't be able to successfully care for patients, retain good personnel, or turn a profit without a good healthcare management system. Here is useful information on healthcare administration. Doctors didn't have as much need for healthcare administrators prior to the introduction of fast expanding medical technologies. However, hospitals and other medical facilities require expertise in these fields to make sure everything functions as it should due to the nearly constant development of medical technology (including changes in healthcare data systems) and frequent changes in the rules and regulations governing healthcare.

The term "healthcare management" accurately describes what it is. It is the general management of a medical facility, like a hospital or clinic. A healthcare manager is in charge of making sure a facility is operating as it ought to in terms of budget, practitioner objectives, and community needs. The facility's daily activities are managed by a person in charge of healthcare. In addition, this person serves as a spokesman when speaking with the media. The person in charge of healthcare management also works with medical staff leaders on matters like medical equipment and department budgets, devising strategies to ensure the institution fulfills its objectives, and keeping positive working relationships with all department heads, doctors, and nurses. The healthcare manager also decides on matters such as billing, staff expectations, budgeting, and social media postings. When you consider professions in healthcare management, you might picture hospital managers. But these positions are available at every level. These managers are responsible for many different things. They will be in charge of managing the schedule of care professionals like nurses and CNAs, exactly like managers in virtually every industry. They'll also guarantee that patients receive high-quality treatment. They may create patient care surveys and respond to any complaints that patients may have in order to do this. The phrase "healthcare management" is used to describe a wide range of occupations. Degrees in healthcare management are frequently held by clinical directors, healthcare supervisors, health coordinators, and nursing home facilitators. Moreover, despite the fact that you might picture healthcare administrators as those who work in

private practices or hospitals, they can also be found in academic institutions, public health facilities, urgent care facilities, insurance businesses, and pharmaceutical firms.

## II.     OBJECTIVES OF THE STUDY

The Researchers have considered the following objectives for the study:
1. To understand the concept &essence of Healthcare Management.
2. To gather insights on the Healthcare Management through structured review of literature.
3. To contribute a Healthcare Management recommendation based on the review study.

## III.     RESEARCH METHODOLOGY

A review study on Healthcare Management is a descriptive article attempted by collecting data through the Secondary sources. The study aims to understand the concept & essence of Healthcare Management. It further aims to gather insights on the Healthcare Management through structured review of literature. The authors have contributed a Healthcare Management recommendation based on the review study. The study depicts the knowledge on Healthcare Management and the literary effort can serve as Literature for further studies. The authors have considered Healthcare Management aspects at large rather any specific wing of Healthcare sector. Hence this may be the limitations of the study. The inferences drawn from the study may be indicative in nature rather exhaustive.
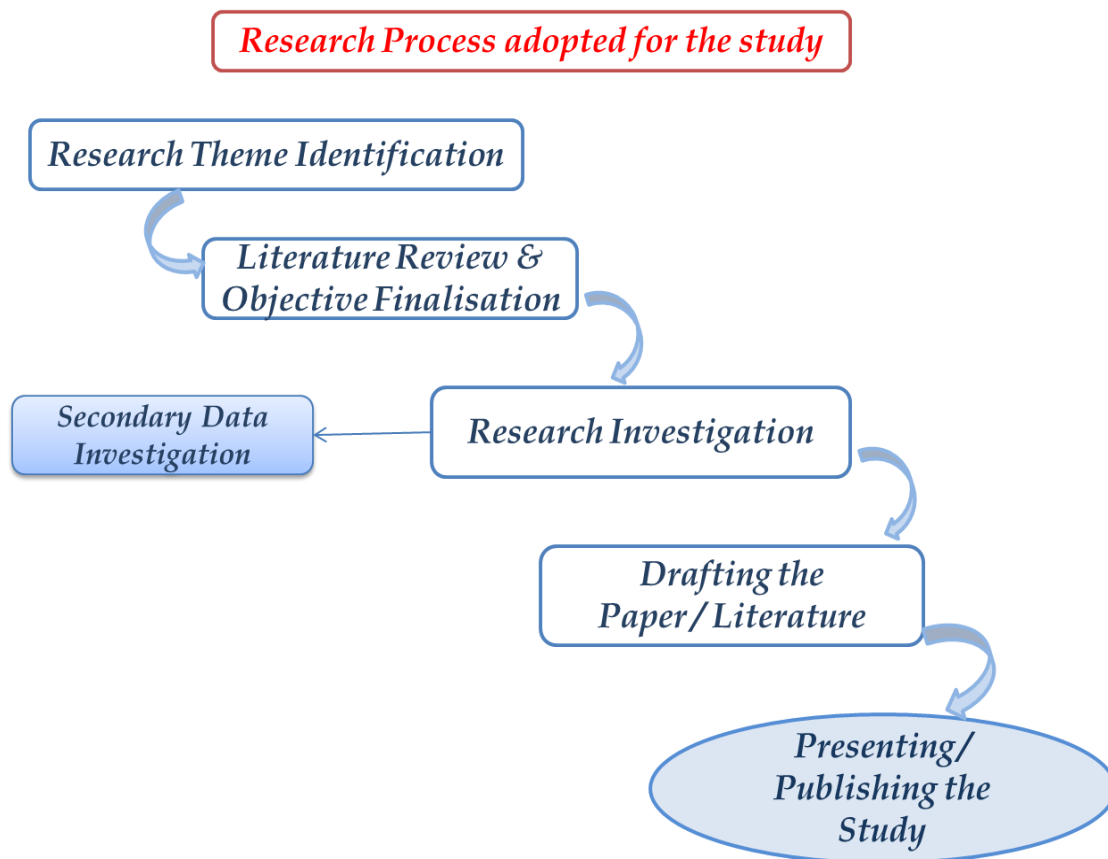
## IV.     RESEARCH PROCESS



**Chart No.1:** Research Process adopted for the study
**Source:** Authors' Study

## V.    LITERATURE REVIEW

Healthcare is a comprehensive term that encompasses a range of services and measures aimed at promoting and maintaining individual and community well-being. It spans various domains, including personal medical services, which involve the diagnosis, treatment, and management of medical conditions on an individual basis. Preventive medical care is another facet, focusing on preemptive actions to avert illnesses or health complications before they arise. Additionally, healthcare extends to public health measures, which are strategies and initiatives designed to safeguard the health of entire populations. This includes activities such as disease surveillance, vaccination campaigns, health education programs, and responding to outbreaks or emergencies. Within the healthcare framework, health safety regulations play a crucial role in ensuring the quality and safety of medical practices, facilities, and products. These regulations establish standards and protocols that healthcare providers, institutions, and products must adhere to in order to maintain high levels of patient safety and care quality. Furthermore, healthcare includes certain social support services tailored to individuals who are chronically ill or disabled. These services provide assistance and resources to enhance their quality of life and enable them to navigate daily challenges. Such support can encompass financial aid, counseling, therapy, specialized equipment, and accessible environments. In essence, healthcare is a multifaceted system that encompasses diverse elements, ranging from individual medical care to broader public health strategies, safety regulations, and targeted support for those facing long-term health challenges(E-health emerges at the convergence of medical informatics, public health, and business. It envelops health-related services and information, advanced via the Internet and associated technologies. Beyond its technical elements, e-health encapsulates a mindset, demeanor, and devotion to interlinked worldwide contemplation, striving to ameliorate healthcare across local, regional, and global dimensions, harnessing the potential of information and communication technology.(2) It's clear that the intersection of technology and healthcare is a complex and evolving landscape. The focus on patients and their needs, as well as the ongoing challenge of aligning technological and human factors, is crucial for the future of healthcare. The dynamic nature of technological advancements and their impact on healthcare requires continuous planning and adaptation. The idea of a Future Healthcare Institute to guide and align these developments seems like a promising approach. The interplay between technical factors and the human aspect of healthcare poses both opportunities and challenges that need careful consideration. (3)

**Healthcare Management**

Human Resources for Health: Private hospitals and doctors are crucial for healthcare in India, serving both urban and rural areas. Patient-doctor relationships impact healthcare demand, which affects disease control. Concerns arise about fairness, access, funding, and efficient resource use, which affects service quality and cost. Setting up healthcare institutions impacts India's healthcare system and future. This study explores the role of Indian private healthcare and its policy challenges. Policymakers should include the private sector in health policies, with regulations and support for growth. In low- and middle-income countries, institutional care expenses are increasing, but treatment cost knowledge is lacking. Rising earnings and government insurance drive hospital use in India, but cost data is limited. We analyzed treatment costs in different Indian hospitals: charity (57 beds), private (200 beds), government district (400 beds), private teaching (655 beds), and government (778 beds). Key cost factors were human resources, capital, and materials, varying by hospital type. Outpatient visit cost: Rs. 94 (district) to Rs. 2,213 (private). Inpatient stay cost: Rs. 345 (private teaching) to Rs. 6,996 (private). Our findings aid hospital management, showing areas for cost reduction. Accurate budgeting for diverse Indian hospitals is crucial. A broader study could refine hospital costing for policy use, such as adjusting government insurance payment rates. Healthcare workforce includes clinical and non-clinical professionals contributing to public and individual health. They provide medical care, support, and maintain healthcare systems. Balancing and distributing the workforce is vital for fair access to healthcare. Training healthcare workers ensures they meet a country's needs. Global healthcare systems face challenges due to economic development, population age, and culture. Wealthier countries have more resources, and older populations increase demand. Human resources impact reform for efficiency, fairness, and quality. Improving healthcare and patient satisfaction is a goal. Challenges include limited budgets, opinions, absenteeism, staff turnover, and low morale (4).

**Sustainability in the Healthcare Industry**

Sustainability development ensures current needs are met while also considering the needs of future generations. It involves adopting business strategies that fulfill present enterprise and stakeholder requirements while safeguarding and enhancing human and natural resources for the future. The Triple-Bottom Line (TBL) concept is widely recognized for integrating economic, environmental, and social aspects of sustainability. This study focuses on sustainability within the healthcare sector, which has varying scopes and goals. Despite sustainability research in various service industries, there's a gap in understanding sustainability within healthcare (5).

## Factors Affecting Sustainability in Healthcare

The primary objective of this research is to analyze the elements used to assess sustainability within the healthcare sector. These elements encompass lean management, patient and employee contentment, ongoing enhancement, corporate social responsibility (CSR), brand,and accreditation. No previous study has compiled these seven factors specifically within the healthcare industry, which constitutes the central focus of this investigation.(5)

## Lean Management in Healthcare

The Toyota Production System (TPS) introduced the lean methodology to address operational inefficiencies. The idea of reducing waste to enhance processes has extended beyond manufacturing, finding its place in sectors like healthcare. In healthcare, lean management has been embraced as a program for refining processes. It has transcended its origins in the automotive industry and is now applied to attain strategic objectives, assist in operations, and ascertain the lasting viability of improvements. To address the growing need for medical treatments, a successful strategy involves generating additional healthcare capacity through the principles of lean methodology, which involve eliminating various forms of waste: defects, overproduction, excess inventory, needless movement, over-processing, and waiting. This study comprehensively evaluates all seven waste reduction aspects for their significance within the healthcare industry.(5)

## Patient Satisfaction

Patient satisfaction holds significant importance for both healthcare providers and patients, who serve as customers within the healthcare sector. Healthcare providers consistently strive to ensure the contentment of their patients. The competitive nature of the healthcare industry underscores the crucial task of evaluating and upholding levels of customer satisfaction. The satisfaction of healthcare customers plays a pivotal role in the profitability and enduring viability of the industry. To attain patient satisfaction, healthcare providers must discern patient needs and concerns, develop strategies to meet those needs, and devise solutions to challenges. Numerous factors impact patient satisfaction, encompassing reliability, compassion, promptness, understanding, effectiveness, continuity, service availability, trust, physician behavior, and treatment outcomes. Additional factors include proficiency, customization, fundamental services, professional credibility, communication, staff performance, and facility excellence. Drawing from expert input, the present study employs four patient satisfaction variables: physician's professionalism, appointment accessibility, facility quality, and fundamental services.(5)

## Employee Satisfaction

Employee satisfaction signifies the extent of contentment employees experience in their roles or the extent to which they enjoy their jobs. Within the healthcare sector, employees are integral assets, driving industry goals and objectives. Employee satisfaction stems from a diverse array of factors. One instance involves factors categorized based on the widely recognized two-factor theory, while another aspect of job satisfaction relates to relative comparisons, as outlined in equity theory. Crucial factors influencing employee satisfaction, as employed in this study, encompass rewards, career advancement opportunities, compensation packages, guidance and backing, and empowerment.(5)

## Continuous Improvement

In the present era, an organization's enduring health and achievements hinge on its unwavering dedication to ongoing enhancement. Embracing this perspective is crucial for maintaining competitiveness in an environment marked by perpetual shifts and expectations. The process of implementing remedies, fostering creativity, and validating concepts is fundamental to the concept of continuous improvement. Research findings concerning the impact of continuous improvement practices on performance have been inconclusive. The sub-factors were chosen through a combination of scholarly literature and expert insights, encompassing the introduction of solutions like novel technology, innovation, business sustainability, and refinement of workflow processes. Corporate social responsibility Corporate Social Responsibility (CSR) is defined as a commitment to enhancing community well-being through optional business practices and contributions of corporate resources. Furthermore, the enhanced value and improved competitive standing resulting from the advancement of economic, social, and environmental aspects via active and voluntary corporate involvement can be termed as CSR. This integration of sustainability and CSR has become pervasive across various businesses, deeply embedded in operations and strategies. CSR is viewed as a forward-looking business strategy and a potent marketing tool for establishing and sustaining a competitive edge.

The capacity to adequately reward employees and provide substantial returns to stakeholders for a company's long-term financial performance is termed Competitiveness. Within this study, the three principal CSR components—social, economic, and environmental—are employed as underlying criteria. (5)

**Brand**

In a competitive healthcare landscape, the perception of a brand significantly shapes patients' attitudes and actions towards hospitals. A growing number of healthcare institutions grapple with intense competition, a consequence of open access policies in the medical services sector. Research has underscored that a hospital's brand image yields both direct and indirect effects on patient loyalty. It is imperative for the healthcare domain to cultivate an approachable brand image, fostering a connection with consumers and cultivating a favorable hospital brand reputation. Another vital facet related to branding within the healthcare sector is brand transparency. If a brand prioritizes transparency, it can substantially influence the consumer-brand relationship and engender consumer trust. The transparency of a brand yields positive impacts on its investors and workforce. The brand reputation represents a company's image; this holds true for the healthcare industry, where brand reputation wields considerable influence. Entities within the hospital care sector diligently work towards augmenting their brand reputation to attract new patrons and investors to their medical facilities. Accreditation Enhancing service quality can be achieved through the avenue of accreditation. Accreditation serves as a strategic tool for the enhancement of all services. Introduced in 1917 within the United States, accreditation is an autonomous and voluntary initiative. The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) established accreditation as a means to assess hospitals. The ISO 9000 standards offer a clear delineation of guidelines and prerequisites for quality management. The ISO management system is centered around addressing the requirements of clients and patients. Within the realm of process management, ISO represents a systematic approach.(5)

**Computerized Health Management System in Rural Indian Primary Healthcare**

A Health Management Information System (HMIS) is a way to record, store, retrieve, and process health data for decision-making in healthcare. It covers managerial tasks like planning and organizing healthcare facilities and addresses issues such as antenatal care, immunization, disease control, reporting, inventory, finances, and personnel. Maintaining a good HMIS is crucial for effective health system operation, whether manual or computerized. India's Primary Health Centers (PHCs) in rural areas aim to provide primary care, but their effectiveness has been limited. To improve, health managers must monitor population health, medicine availability, equipment status, and more. The current health system lacks information, and health workers gather data in villages which is sent to a PHC and compiled into monthly reports. The data flow is mostly one-way, and a lot of collected data goes unused. (6)

**A Computerized System Could Improve Data**

Management, aiding services, collection, storage, analysis, and information sharing through computerized approach is essential. Few Global examples of successful computerized health systems exist. An example from Uganda showed that HMIS improved data value, program planning, decision-making, and healthcare quality. Evaluations have also seen HMIS aiding organizational development. The Biomedical Wastes (Management & Handling) Rules, 1998, introduced in India, aim to improve healthcare waste management. The waste includes various components like infectious materials, plastics, syringes, glass, and general waste. These waste types are often mixed with municipal solid waste for disposal due to challenges in proper waste management systems. Issues include a lack of technology, resources, and training. There are risks associated with current practices. Guidelines provide waste classifications, storage containers, and treatment options. The document describes existing and potential healthcare waste management systems, proposing a strategy involving structures, technologies, plans, finances, and policies for healthcare facilities.(7)

**Table No. 1:** Leading definitions related to the theme of the study

| Term | Definitions |
|---|---|
| Healthcare | Healthcare is a broad term that includes personal medical services, preventive medical care, and public health measures. This includes health safety regulations and certain social support services for people who are chronically ill or disabled.(8) |
| Healthcare Management | Health care management involves supervising medical services and facilities to ensure efficient patient care through tasks like planning, organizing, staffing, and resource allocation.(9) |
| Healthcare Products | Healthcare products are specialized items designed to enhance health, address medical needs, and contribute to overall well-being.(10) |
| Healthcare Marketing | Health care marketing is defined as "the activity, set of Institutions, and processes for creating, communicating, delivering, & exchanging any good, service, or idea; Performed to restore, maintain, or enhance the well-being of an individual or population.(11) |
| Healthcare Entrepreneurship | Healthcare entrepreneurship refers to the creation of new economic activities in the healthcare industry that are aimed at being profitable and result in changes within the market when introduced. This definition covers a range of healthcare entrepreneurs, from newcomers to established companies.(12) |

## VI. HEALTHCARE MANAGEMENT: RECOMMENDATION

Recommendations on Health Care Management on the basis of Review Study:

**The Future Development of Evidence-based Management HealthCare**

According to KIERAN WALSHE and THOMAS G. RUNDALL, over the past decade there's been a notable shift in how healthcare professionals use scientific research in their practice. The idea of evidence-based healthcare has become widely recognized and used globally. This approach, though not new, gained momentum in the 1990s and extended beyond healthcare to fields like social care, criminal justice, and education. While healthcare leaders encouraged evidence-based clinical practice, they've been slower to apply the same principles to their managerial decisions. This article outlines the principles of evidence-based healthcare, its growing acceptance, and the challenges in adopting evidence-based management. It also highlights the work of the Center for Health Management Research in promoting this approach. The article concludes by suggesting ways to promote evidence-based management in healthcare, which could also benefit policymakers and health policy decisions. Using research evidence to decide how to organize, deliver, and fund health services is essential. Just as evidence-based healthcare principles apply to clinical practice, they should apply to managerial decisions, even though the implementation differs. Managers need to change their attitudes towards research and gain better skills to understand and use research results. This cultural shift requires training, support, and collaboration between health care organizations and academic centers. Government involvement and increased investment in research infrastructure are also crucial. Funding organizations should focus on practical research needs, synthesize existing knowledge, and improve dissemination. Clear and accessible evidence reports are necessary. Collaboration between academic and practitioner journals can aid managers in accessing relevant research. Improved knowledge management systems and resources will help managers make informed decisions. These changes will enhance the quality of healthcare management and contribute to evidence-based healthcare development, benefiting all stakeholders.(13)

**Recommendations from Indian Academy of Pediatrics Advisory Committee on Vaccines and Immunization Practices: Immunization During the COVID-19 Pandemic**

The COVID-19 pandemic has impacted various aspects of life, especially the economy and preventive health services. Primary health care, including immunization, has been disrupted, which puts women and children at risk for vaccine-preventable diseases. Lockdowns, fear of infection, and social distancing have affected health-seeking behavior. Immunization services have suffered due to these circumstances, leading to decreased routine immunization sessions and fully immunized children. Despite the pandemic, it's recommended to continue routine vaccinations to prevent further health burdens. ACVIP provides guidance on COVID-19 and immunization for pediatricians.

Immunizations are essential for health and their benefits outweigh risks. Even during outbreaks like Ebola, failures in health systems caused more deaths from other diseases. Studies suggest that continuing routine immunizations during the COVID-19 pandemic could prevent many more deaths in children compared to the risk of infection. Following ACVIP (Advisory Committee On Vaccines and Immunization Practices) Guidelines is important for routine immunization, even in private practice settings. During the pandemic, if we use social distance, masks, and sanitize, getting vaccinated is safe. It's okay to vaccinate during COVID-19, even in the early stage. Vaccination won't make COVID-19 riskier. Immunization schedule is normal. Places are labeled Red, Orange, or Green based on cases. In more risky areas, vaccination follows special rules. Babies get a birth dose, health facilities serve by request, and outreach is limited. Once it's safer, all types of vaccination can start again. Absolutely, you can resume the vaccination schedule without starting over. Consider administering multiple vaccines with the shortest gap between doses and restarting vaccination services early to mitigate disease risks. Make sure to track missed children and vaccinate them when opportunities arise. It's crucial to raise awareness about catch-up vaccines, as they have an effectiveness window.(14) Following these guidelines will help ensure effective vaccination.

- Give hepatitis B within 24 hrs after birth.
- Prioritize key vaccines like DPT, hepatitis B, and others.
- Also vaccinate vulnerable groups with pneumococcal and flu vaccines.
- Follow age-specific vaccine recommendations.
- You can give multiple vaccines in one visit.
- Combine typhoid vaccines with influenza or MR/MMR.
- Inactivated JE vaccine can be at 1 year.
- Use the shortest gap between two vaccine doses if unlikely for follow-up.
- Keep healthcare personnel up-to-date with vaccinations.
- Administer missed hepatitis A and HPV vaccines later.
- Give booster doses when available if missed.
- Utilize healthcare visits to provide eligible vaccines.

**Recommendations for Maternal Mental Health Policy in India**

According to Author's Urvashi Priyadarshini, Arathi P. Rao, Sambit Dash. It's evident that mental health issues, especially among women in India, require urgent attention. The proposed policy options - strengthening NMHP (National Mental Health Programme), integrating mental health into existing programs, and adding a 'maternal' component - seem like steps in the right direction to address the maternal mental health challenge. Evaluating policies based on various criteria is crucial to ensure their effectiveness and impact. Research shows that India has a high burden of mental health disorders, with a significant number of people affected. In 2017, around 197.3 million Indians suffered from mental illnesses, with a higher prevalence among women. Pregnancy and the postnatal period are challenging times, especially for women facing various issues. Perinatal depression is common, but often under-recognized and under-treated. Existing health programs in India, like RMNCH+A and NMHP, focus on physical health but lack adequate provisions for maternal mental health. Despite efforts, treatment for mental illnesses, including maternal mental health, remains limited and of low quality nationwide. Maternal mental disorders affect not only mothers but also their children and families. Stigma and social barriers make it hard for women to seek help. The ongoing COVID-19 pandemic adds to the challenges. Lack of medical care and infection fears increase the risk for pregnant and new mothers. Improving maternal mental health is vital for women's and children's well-being and aligns with health goals. India should learn from other countries and integrate maternal mental health care into primary care, like Canada, Australia, and South Africa. (15)
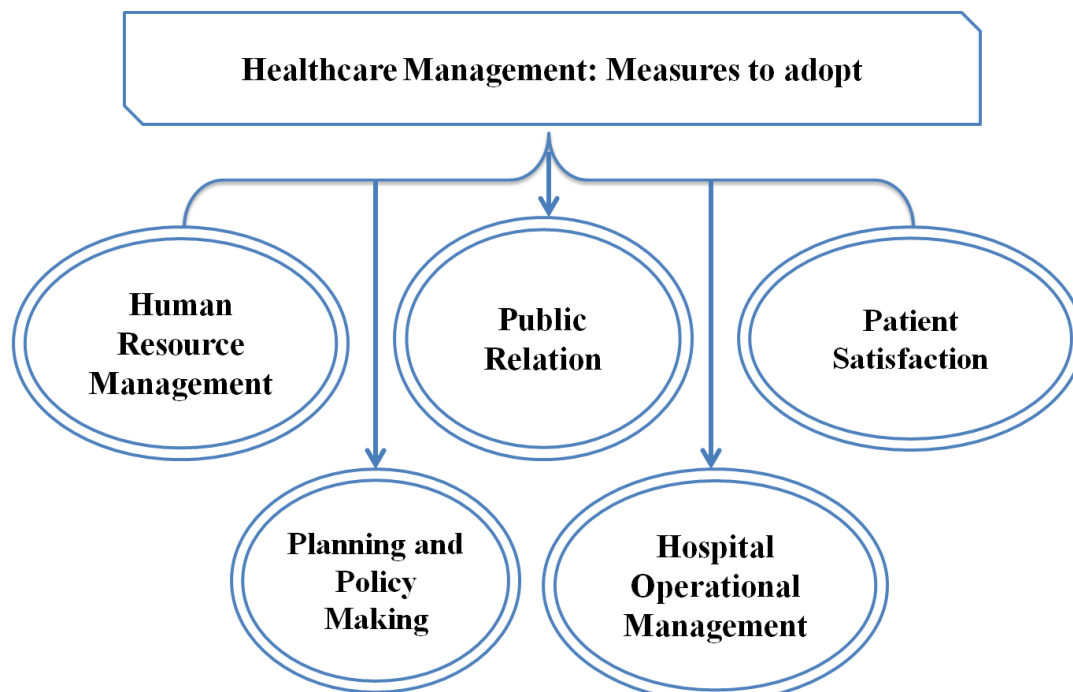
**Chart No. 2:** Healthcare Management: Measures to Adopt
**Source:** Authors Study

## VII. CONCLUSION

Finally, the importance of good health care management in maintaining quality patient outcomes, operational efficiency, and financial sustainability is emphasised in this analysis. This attempt emphasizes on the continued need for new ways that reconcile patient-centered care with organisational goals by evaluating major techniques, difficulties, and emerging trends. As the health-care landscape evolves, ongoing research and collaboration are required to promote improvements in health-care management practices and, eventually, to improve overall care delivery. This article delves into the complex relationship that exists between health care and management, emphasising their interdependence in achieving optimal patient outcomes and operational excellence. This literary attempt emphasised the necessity of flexible leadership and evidence-based practices in navigating the dynamic health care landscape by analysing various tactics, difficulties, and current trends. As the industry advances, it is clear that encouraging cooperation, leveraging technology, and maintaining a patient-centric emphasis are critical to success. Health care systems can strive to deliver high-quality, accessible, and sustainable treatment by combining clinical competence with efficient management. This integration of health care and management ideas will be critical in creating the future of health care delivery. In conclusion, effective health care and management are integral to ensuring the well-being of individuals and communities. By prioritizing preventive measures, efficient resource allocation, and collaborative efforts between healthcare providers, policymakers, and patients, we can pave the way for a healthier and more resilient society. Through continued research, innovation, and a patient-centered approach, we can strive for improved healthcare outcomes and enhanced quality of life for all.

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