



**RAWALPINDI MEDICAL UNIVERSITY**

**RAWALPINDI**

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

PROSPECTUS, MAY, 2025-26

**Rawalpindi Medical University,  
Rawalpindi, Pakistan  
2025**

# RAWALPINDI MEDICAL UNIVERSITY



## DHR CURRICULUM 1 YEAR DIPLOMA PROGRAM



**Rawalpindi Medical University**

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

## **Foreword**

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. Farrah Pervaiz**

**MBBS, MPH, PHD FELLOW**

**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.

## Program Director DHHM Dr. Farrah Pervaiz



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.

## **Co Director DHHM Dr. Mehwish Riaz**



Driven by a passion for serving others I am Deeply honored being nominated as a Co Director of this advanced program from the platform of Rawalpindi medical university. As a Co Director 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 Hospital Management.

## **University Vision & Mission**

### **VISION**

To prepare socially accountable healthcare leaders who excel in hospital management, address Pakistan's pressing health needs, and contribute to equitable, efficient, and sustainable healthcare systems.

### **MISSION**

The Diploma in Hospital Management is committed to:

Developing professionals who integrate social accountability into hospital management practices, ensuring that healthcare institutions meet the needs of all communities, especially underserved populations.

Providing training that combines global best practices with local health priorities to address inequities in healthcare delivery in Pakistan.

Fostering ethical, innovative, and sustainable approaches to hospital operations and management aligned with national health goals.

### **GOAL**

To create transformative healthcare leaders capable of driving systemic improvements in hospital management while addressing healthcare disparities and promoting equity, quality, and access to healthcare services across Pakistan.

### **AIM & OBJECTIVES**

To equip healthcare professionals with the knowledge, skills, and values required to manage hospitals effectively, professional development, life long learning ,enhance healthcare quality, and address the public health needs of communities, fostering sustainable improvements in Pakistan's healthcare delivery systems

#### **1.Promote Social Accountability in Hospital Management**

- Train graduates to design and implement hospital services that prioritize access, equity, and quality for all, especially vulnerable communities.
- Cultivate a sense of responsibility among participants to address the broader health determinants affecting community well-being.

#### **2. Strengthen Leadership and Governance**

- Develop leadership skills for transparent, ethical, and inclusive hospital governance.
- Prepare participants to make strategic decisions that align with the unique challenges of Pakistan's healthcare landscape.

### **3. Address Pakistan's Health Needs**

- Provide in-depth knowledge of Pakistan's health challenges, including resource constraints and disease burden.
- Encourage innovative approaches to improve healthcare access and outcomes in hospital settings.

### **4. Enhance Quality and Patient Safety**

- Teach participants to implement robust quality assurance systems to improve patient safety and care delivery.
- Equip participants to meet local and international healthcare standards for operational excellence.

### **5. Integrate Public Health and Hospital Management**

- Foster a holistic approach to healthcare management that integrates hospital operations with public health initiatives.
- Train graduates to align hospital strategies with national Sustainable Development Goals (SDGs).

### **6. Foster Research and Innovation**

- Promote evidence-based decision-making and operational research to improve hospital management and health system performance.
- Encourage innovative problem-solving to address the evolving challenges in hospital settings.

### **7. Advance Ethical and Sustainable Practices**

- Emphasize the importance of ethical leadership and environmentally sustainable hospital operations.
- Train graduates to adopt practices that respect patient rights and promote accountability.

### **8. Encourage Community Engagement and Advocacy**

- Teach participants to actively engage with communities to design and implement health services that are culturally and contextually appropriate.



- Encourage advocacy for hospital policies and programs that address inequities in healthcare delivery.

### **Commitment to Social Accountability**

This program exemplifies RMU's dedication to social accountability by producing healthcare leaders who are committed to addressing Pakistan's healthcare challenges. Graduates will be equipped to bridge the gap between healthcare institutions and communities, ensuring hospitals are not just centers of care but also hubs of equity, innovation, and sustainable health improvement.

### **Instructional Strategies**

#### **Pedagogy**

- Instructional strategies will be based on potential pedagogical methods to achieve the learning outcomes. Course outlines for each contact session are notified before as prior readings & so participants will come to class with prepared minds, under the impression that their level of prior preparedness on the session topics are judged by questioning at the start & during session and the results are reflected in log-books accordingly
- Participants will be guided on pre- & post contact sessions work through WBO are provided with learning resources including books, journals and free web based lectures
- Post session assignments / exercises are assigned for comprehending biostatistics.
- White-board & markers, Multimedia projections and other internet based teaching tools & computer based soft-wares are used as teaching aids.
- Constructivist approach shall be used. Problem based learning, hands on training and interactive participatory reflective sessions.
- Lectures – Introduce key concepts, principles and knowledge content for each module
- Workshops for hands on training and developing critical appraisal skills.
- Small group tutorials to develop presentations and discussions skills and encourage group working.
- Interactive plenaries, facilitator led discussions (FLD)
- Facilitator presentations (FP)

- Individual presentations (IP)
- Group tasks (GW)
- Group presentation (GP)

## **Program Specification**

### **Diploma in Health and Hospital Management**

The Diploma in Health and Hospital Management is designed to equip healthcare professionals with the knowledge, skills, and attitudes required to effectively manage healthcare facilities. The program emphasizes social accountability, leadership, and operational excellence in healthcare delivery systems.

#### **1- GENERAL REGULATIONS**

(i) The DHHM program comprises of 1 years duration.

(ii) The academic requirements for the DHHM degree comprise course work and a thesis based on research.

(iii) Each DHHM student shall follow the Syllabi and Courses of Studies as may be prescribed by the Academic Council.

(iv) The candidate shall be awarded the Diploma (DHHM) after successful completion of all courses of study, qualifying all examinations and fulfilling all other requirements of the degree (passing exit exam & successful completion of research project).

#### **2- REGULATIONS FOR ASSESSMENT**

(i) Participants will be assessed by throughout the year by formative, summative and continuous assessment. Students will be given one or more assignments, which are to be handed in by the end of the module. An earlier date may be set for draft submissions for formative feedback.

(ii) A student shall be allowed to appear in the examination, provided that he/she has been registered by the University during the session and has attended at least 90% of the course work and completed the assignments to the satisfaction of the Department concerned.

# DHHM Organogram

Vice Chancellor Prof  
Muhammad Umar  
Chief Patron

Dr Farrah Pervaiz  
Course Director

Dr Mehwish Riaz  
Course Co Director

Dr Sumaira  
DME Coordinator

<h2 style="text-align: center;">Faculty Diploma in Health &amp; Hospital Management (DHMM)</h2>			
1.	Prof. Shahzad Ali Khan	Prof of Public Health and VC Health Services Academy	
2.	Prof Naila Azam MBBS, MCPS, FCPS	Prof of Community Medicine and Public Health, Foundation University	
3.	Prof Humaira Mahmood MBBS, MPH, FCPS, PHD FELLOW	Prof of Public Health, Health Services Academy	
4.	Dr Khola Noreen MPhil, MSPH (AKU), PHD FELLOW	Assoc Prof of Community Medicine RMU	
5.	Dr Sana Bilal MBBS, FCPS	Assoc Prof of Community Medicine RMU	
6.	Dr Rizwana Shahid MBBS, FCPS, MHPE	Asst Prof of Community Medicine RMU	
7.	Dr Afifa Kulsoom MBBS, FCPS	Asst Prof of Community Medicine RMU	
8.	Dr Farrah Pervaiz MBBS, MPH, PHD FELLOW	Asst Prof of Community Medicine RMU	
9.	Dr Mehwish Riaz MBBS, MPH, FCPS	Asst Prof of Community Medicine RMU	
10.	Dr Tariq Mehmood M.Sc , PhD (Economics)	Health Services Academy	



# **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.

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# COMPETENCIES OF THE DIPLOMA IN HEALTH & HOSPITAL MANAGEMENT

## GENERIC COMPETENCIES/OUTCOMES

These foundational competencies apply across all disciplines and ensure graduates are equipped with broad leadership, management, and professional skills.

## GENERIC COMPETENCIES/OUTCOMES

### 1.1 Knowledge-Based Competencies/Outcomes

- **Healthcare Systems Understanding:**
  - Comprehension of the structure, financing, and functioning of global and national healthcare systems.
- **Policy and Regulation Awareness:**
  - Knowledge of healthcare laws, regulations, and ethical principles that govern hospitals and public health systems.
- **Quality and Safety Principles:**
  - Familiarity with patient safety concepts, quality assurance frameworks, and accreditation standards.

### 1.2 Skill-Based Competencies/Outcomes

- **Leadership and Management:**
  - Ability to lead diverse teams, resolve conflicts, and inspire innovation within healthcare organizations.
- **Decision-Making:**
  - Use of critical thinking and evidence-based approaches for strategic planning and problem-solving.
- **Communication and Collaboration:**
  - Proficiency in effective communication with stakeholders, including patients, staff, and community members.

### 1.3 Professional Behaviors

- **Ethics and Integrity:**
  - Adherence to ethical principles, confidentiality, and professional standards in healthcare management.
- **Adaptability:**
  - Capacity to respond to dynamic healthcare challenges with flexibility and resilience.
- **Social Accountability:**
  - Commitment to addressing healthcare inequities and promoting social justice.

## 2. Discipline/Specialty-Specific Competencies

These competencies are directly tied to the domain of health and hospital management, providing specialized expertise to graduates.

## 2.1 Knowledge-Based Competencies

- **Hospital Operations Management:**
  - In-depth knowledge of workflow optimization, resource allocation, and hospital governance structures.
- **Financial and Resource Management:**
  - Understanding of budgeting, financial planning, and cost-effectiveness in healthcare organizations.
- **Healthcare Technology Integration:**
  - Familiarity with hospital information systems, electronic health records, and data analytics tools.
- **Disaster Preparedness and Emergency Management:**
  - Expertise in designing and implementing hospital emergency plans.

## 2.2 Skill-Based Competencies

- **Quality Improvement:**
  - Ability to implement and evaluate quality improvement projects using methodologies such as PDSA cycles and Six Sigma.
- **Research and Innovation:**
  - Design and conduct research to address healthcare management challenges and promote evidence-based practices.
- **Healthcare Marketing and Public Relations:**
  - Develop strategies to enhance hospital reputation and patient engagement.

## 2.3 Professional Behaviors

- **Specialized Leadership:**
  - Ability to navigate and address discipline-specific challenges, such as managing specialized departments (e.g., surgical units, ICUs).
- **Cultural Competency:**
  - Sensitivity to diverse cultural and social factors influencing healthcare delivery.
- **Sustainability and Innovation:**
  - Promote sustainable healthcare practices and lead innovative solutions for system improvement

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

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### Course Contents (Session Breakup)

No. of Sessions	Contact Session details of hybrid program	Topic to be covered
<b>SESSION 1</b> Last week of January, 2025	Day1(Interactive face to face on campus session) Thursday	<b>Principles of hospital management</b>
	Day2(Interactive face to face on campus session) Friday	
	Day3(Interactive face to face on campus session) Self- directed learning/ Assignment	
<b>SESSION 2</b> Mid-March, 2025	Day1(Interactive face to face on campus session) Thursday	<b>Managing Human Resource in Health</b>
	Day2(Interactive face to face on campus session) Friday	
	Day3(Interactive face to face on campus session) Self- directed learning/ Assignment	
<b>SESSION 3</b> Last week of May, 2025	Day1(Interactive face to face on campus session) Thursday	<b>Effective communication in hospitals</b>
	Day2(Interactive face to face on campus session) Friday	
	Day3(Interactive face to face on campus session) Self- directed learning/ Assignment	
<b>SESSION 4</b> Mid- July, 2025	Day1(Interactive face to face on campus session) Thursday	<b>Financial management in hospitals</b>
	Day2(Interactive face to face on campus session) Friday	
	Day3(Interactive face to face on campus session) Self- directed learning/	

No. of Sessions	Contact Session details of hybrid program	Topic to be covered
	Assignment	
<b>SESSION 5</b> First week of September, 2025	Day1(Interactive face to face on campus session) Thursday Day2(Interactive face to face on campus session) Friday Day3(Interactive face to face on campus session) Self- directed learning/ Assignment	<b>Hospital operations and quality management</b>
<b>SESSION 6</b> Mid-November, 2025	Day1(Interactive face to face on campus session) Thursday Day2(Interactive face to face on campus session) Friday Day3(Interactive face to face on campus session) Self- directed learning/ Assignment	<b>Medical records and hospital inventory management</b>
<b>SESSION 7</b> First week of January, 2026	Day1(Interactive face to face on campus session) Thursday Day2(Interactive face to face on campus session) Friday Day3(Interactive face to face on campus session) Self- directed learning/ Assignment	<b>Hospital planning and infrastructure design</b>
<b>SESSION 8</b> Mid-March, 2026	Day1(Interactive face to face on campus session) Thursday Day2(Interactive face to face on campus session) Friday Day3(Interactive face to face on campus session) Self- directed learning/	<b>Proposal presentation &amp; Wrap-up session</b>

<b>No. of Sessions</b>	<b>Contact Session details of hybrid program</b>	<b>Topic to be covered</b>
	Assignment	

# SESSION 1

## PRINCIPLES OF HOSPITAL MANAGEMENT

### COURSE CONTENT:

- **Hospital Administration Basics:** Organizational structure, roles of administrators, and healthcare delivery models.
- **Leadership in Hospitals:** Leadership styles, strategic planning, and decision-making.
- **Operations Management:** Admission and discharge processes, patient flow, and medical records.
- **Financial Management:** Budgeting, resource allocation, and cost containment.
- **Quality Assurance and Patient Safety:** Accreditation, infection control, and patient safety culture.

### LEARNING OUTCOMES:

- Describe the foundational principles of hospital management.
- Analyze the role of leadership in hospital administration.
- Improve hospital operations through efficient processes.
- Promote quality assurance and patient safety in healthcare facilities.

### 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.

## **SESSION 2**

### **MANAGING HUMAN RESOURCE IN HEALTH**

#### **COURSE CONTENT:**

- Introduction of human resource
- Overview of HR functions, workforce planning, and healthcare workforce challenges.
- Recruitment and Selection: Processes and strategies for hiring healthcare professionals.
- Training and Development: Staff training programs, continuing professional development, and competency-based education.
- Performance Management: Appraisal systems, feedback mechanisms, and addressing underperformance.
- Retention and Motivation: Employee engagement, job satisfaction, and rewards systems.
- Legal and Ethical Considerations: Labor laws, workplace safety, and ethical issues in HR management.
- Preparing HR plans at organizational level; Workforce planning Tools and Models; Development of work-plans; Use of software and techniques in workforce planning

#### **LEARNING OBJECTIVES:**

- Understand the scope of HR management in the healthcare sector.
- Develop strategies for effective recruitment, training, and retention of healthcare staff.
- Evaluate performance management systems in healthcare.
- Apply legal and ethical principles to HR management in health settings

#### **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;

## **SESSION 3**

### **EFFECTIVE COMMUNICATION IN HOSPITALS**

#### **COURSE CONTENT:**

Fundamentals of Healthcare Communication: Principles of clear and empathetic communication.

Communication with Patients: Patient education, breaking bad news, and cultural sensitivity.

Interprofessional Communication: Enhancing teamwork and collaboration among healthcare staff.

Conflict Resolution: Identifying and managing workplace conflicts.

Role of Technology: Telemedicine, electronic communication, and data sharing.

#### **LEARNING OBJECTIVES:**

- Apply effective communication strategies in healthcare settings.
- Communicate clearly and empathetically with patients and their families.
- Foster interprofessional communication for better teamwork.
- Resolve conflicts and address communication challenges 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.

## SESSION 4

### FINANCIAL MANAGEMENT IN HOSPITALS

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.

#### COURSE CONTENT

- Budget preparation and resource allocation
- Revenue generation and cost containment strategies
- Health insurance and reimbursement mechanisms
- Financial auditing and compliance
- Economic challenges in hospital management

#### LEARNING OUTCOMES:

- Manage hospital budgets and allocate resources effectively.
- Implement strategies to optimize financial performance.
- Understand health insurance systems and their impact on hospital revenue.

#### RECOMMENDED BOOKS

1. Healthcare Finance: An Introduction to Accounting and Financial Management – Louis C. Gapenski
2. Essentials of Health Care Finance – William O. Cleverley, James O. Cleverley, and Paula H. Song
3. Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts, and Applications – William N. Zelman, Michael J. McCue, and Noah D. Glick
4. Principles of Healthcare Reimbursement – Anne B. Casto
5. Health Care Budgeting and Financial Management for Non-Financial Managers – William J. Ward
6. Fundamentals of Health Care Financial Management: A Practical Guide to Fiscal Issues and Activities – Steven Berger
7. Healthcare Financial Management – Mary Denise Glied and Peter C. Smith
8. The Healthcare Value Chain: Demystifying the Role of GPOs and PBMs – Lawton R. Burns
9. Cost Accounting for Health Care Organizations: Concepts and Applications– Steven A. Finkler
10. Financial Analysis for Healthcare Managers – Steven Berger
11. Understanding Healthcare Financial Management – Louis C. Gapenski and George H. Pink
12. The Economics of Health and Medical Care – Philip Jacobs and John Rapoport
13. Health Economics and Financing – Thomas E. Getzen



# SESSION 5

## HOSPITAL OPERATIONS AND QUALITY MANAGEMENT

This module focuses on optimizing hospital operations and implementing quality management frameworks to ensure efficient service delivery, patient satisfaction, and compliance with international standards.

### COURSE CONTENT

- Patient admission, discharge, and referral processes
- Workflow optimization and patient flow management
- Quality assurance frameworks (JCI, ISO, NABH)
- Infection control and patient safety measures
- Monitoring and evaluating hospital performance

### LEARNING OBJECTIVES

- Improve operational efficiency in hospitals.
- Implement quality assurance standards and patient safety protocols.
- Design strategies for infection prevention and control

### RECOMMENDED BOOKS

1. "Hospital Operations: Principles of High Efficiency Health Care" *By Wallace J. Hopp and William S. Lovejoy*
2. "Healthcare Operations Management" *By Daniel B. McLaughlin and John R. Olson*
3. "The Lean Healthcare Handbook: Practical and Proven Tools for Optimizing Patient Flow, Productivity, and Satisfaction" *By Thomas L. Jackson*
4. "Quality Management in Health Care: Principles and Methods" *By Donald Lighter and Douglas C. Fair*
5. "The Handbook for Quality Management in Health Care" *By Robert A. Lloyd*
6. "The Patient Safety Handbook" *By Barbara J. Youngberg*
7. "Healthcare Accreditation: The Roadmap to Excellence" *By Shawna Lindquist and Wendy Schroeder*
8. "The Joint Commission Big Book of Checklists" *By JCR Staff*
9. "Patient Safety: A Human Factors Approach" *By Sidney Dekker*
10. "Infection Prevention and Control: Theory and Practice for Healthcare Professionals" *By Debbie Weston*

# **SESSION 6**

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

### **COURSE CONTENT**

- Medical records management (manual and electronic)
- Implementation of electronic health records (EHR)
- Inventory management principles (supply chain, forecasting)
- Stock control and equipment maintenance
- Legal and ethical aspects of medical records and inventory

### **LEARNING OUTCOMES:**

- Maintain accurate and secure medical records.
- Optimize hospital inventory management processes.
- Address legal and ethical challenges in medical data and inventory.

### **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.

## **SESSION 7: HOSPITAL PLANNING AND INFRASTRUCTURE DESIGN**

### **COURSE CONTENT:**

- Basics of hospital planning and feasibility studies
- Functional layouts and space optimization
- Infrastructure for emergency and disaster management
- Sustainable hospital design (green hospitals)
- Safety and regulatory compliance

### **LEARNING OUTCOMES:**

- Plan and design patient-centric hospital facilities.
- Develop disaster-resilient hospital infrastructures.
- Ensure regulatory compliance in hospital planning and design.

### **RECOMMENDED BOOKS**

1. *Hospital and Healthcare Facility Design* – Richard L. Miller and Earl S. Swenson
2. *Healthcare Facility Planning: Thinking Strategically* – Cynthia Hayward
3. *Planning, Design, and Construction of Health Care Facilities* – The Joint Commission
4. *Designing Healthcare Environments: A Systematic Approach* – Mardelle McCuskey Shepley
5. *Green Healthcare Institutions: Health, Environment, and Economics* – The Institute of Medicine
6. *Design That Cares: Planning Health Facilities for Patients and Visitors* – Janet R. Carpman and Myron A. Grant
7. *Evidence-Based Design for Healthcare Facilities* – Cynthia S. McCullough
8. *Healthcare Design: Planning and Design for the Future of Healthcare* – Anthony DiMari
9. *Medical and Dental Space Planning* – Jain Malkin
10. *Design for Healthcare: Planning and Building Resilient Healthcare Facilities* – Susan Szenasy and Gary Hack
11. *The Architecture of Hospitals* – Cor Wagenaar
12. *Guidelines for Design and Construction of Hospitals and Outpatient Facilities* – Facility Guidelines Institute (FGI)
13. *Safety, Security, and Asset Protection in Healthcare* – James T. Tweedy

## **RESEARCH PROJECT/ DISSERTATION**

By completing their project DHHM 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.

S.no	1 <sup>st</sup> Contact Session	2 <sup>nd</sup> Contact Session	3 <sup>rd</sup> Contact Session	4 <sup>th</sup> Contact Session	5 <sup>th</sup> Contact Session
	<b>Principles of hospital management</b>	<b>Managing human resource in health</b>	<b>Effective communication in hospitals</b>	<b>Financial management in hospitals</b>	<b>Hospital operations and quality management</b>
	<b>DAY 1</b>	<b>DAY 1</b>	<b>DAY 1</b>	<b>DAY 1</b>	<b>DAY 1</b>
	<ul style="list-style-type: none"> <li>Comprehend the structure, types, and functions of healthcare systems, with a focus on hospitals in Pakistan.</li> <li>Explain the roles and responsibilities of hospital administrators in ensuring operational efficiency and patient-centered care.</li> <li>Understand the management of key hospital services, including inpatient, outpatient, and support services.</li> <li>Explore strategies for recruiting, training, and retaining healthcare professionals and managing multidisciplinary teams.</li> </ul>	<ul style="list-style-type: none"> <li>Explain the significance of human resource management in achieving healthcare organizational goals.</li> <li>Identify the unique challenges of managing HR in healthcare systems.</li> <li>Analyze workforce needs based on healthcare demands and service delivery priorities.</li> <li>Understand methods for effective recruitment, onboarding, and retention of healthcare staff.</li> <li>Learn strategies to foster collaboration and teamwork in healthcare settings.</li> <li>Address common interpersonal challenges and resolve conflicts effectively within teams</li> </ul>	<ul style="list-style-type: none"> <li>Explain the role of effective communication in improving patient care and staff collaboration.</li> <li>Recognize barriers to effective communication in healthcare settings.</li> <li>Understand the components of clear, concise, and empathetic communication.</li> <li>Learn how verbal and non-verbal communication influence interactions in hospitals.</li> <li>Develop active listening skills for understanding patient and staff needs.</li> </ul>	<ul style="list-style-type: none"> <li>Understand the importance of financial management in ensuring hospital efficiency and sustainability.</li> <li>Explain key financial terminologies and concepts specific to healthcare settings.</li> <li>Learn the process of creating and managing hospital budgets.</li> <li>Identify different types of budgets, including operational, capital, and departmental budgets.</li> <li>Understand the components of the hospital revenue cycle, from patient registration to billing and collections.</li> <li>Analyze strategies to improve revenue collection and minimize delays.</li> <li>Identify key cost drivers in hospitals and strategies to control them.</li> <li>Learn methods for cost allocation and reduction without</li> </ul>	<ul style="list-style-type: none"> <li>Explain the key components of hospital operations including clinical, administrative, and support services.</li> <li>Recognize interdependencies among various departments in a hospital setting.</li> <li>Learn effective strategies for managing hospital resources, including workforce, equipment, and supplies.</li> <li>Understand inventory control, procurement, and logistics in hospital operations.</li> <li>Analyze hospital workflows to identify</li> </ul>

<ul style="list-style-type: none"> <li>Analyze principles of healthcare quality improvement and patient safety, with a focus on accreditation and compliance standards.</li> </ul>	<ul style="list-style-type: none"> <li>Develop an understanding of performance appraisal tools and methods.</li> <li>Design strategies for motivating healthcare workers and addressing underperformance.</li> </ul>	<ul style="list-style-type: none"> <li>Practice techniques for delivering clear and compassionate messages.</li> <li>Learn strategies for building trust with patients and healthcare teams.</li> <li>Understand the importance of cultural sensitivity in hospital communication.</li> </ul>	<p>compromising quality of care.</p>	<p>bottleneck and inefficiencies.</p> <ul style="list-style-type: none"> <li>Explore tools and techniques for streamlining processes and improving operational efficiency.</li> <li>Understand strategies to manage patient flow, reduce waiting times, and optimize bed occupancy.</li> <li>Learn the importance of effective discharge planning in operational efficiency.</li> </ul>
<p><b>DAY 2</b></p>	<p><b>DAY 2</b></p>	<p><b>DAY 2</b></p>	<p><b>DAY 2</b></p>	<p><b>DAY 2</b></p>
<ul style="list-style-type: none"> <li>Formulate strategic plans for hospital growth and service delivery based on community health needs.</li> <li>Explore leadership styles and their impact on hospital performance.</li> <li>Understand budgeting, cost control, and</li> </ul>	<ul style="list-style-type: none"> <li>Design effective training programs for skill enhancement and capacity building.</li> <li>Explore mentorship and continuous professional development as tools for workforce improvement.</li> <li>Analyze leadership styles and their influence on team</li> </ul>	<ul style="list-style-type: none"> <li>Develop skills for effective team communication in multidisciplinary healthcare settings.</li> <li>Explore strategies for conflict resolution and managing interpersonal</li> </ul>	<ul style="list-style-type: none"> <li>Understand the importance of financial management in ensuring hospital efficiency and sustainability.</li> <li>Explain key financial terminologies and concepts specific to healthcare settings.</li> <li>Learn the process of creating and managing hospital budgets.</li> </ul>	<ul style="list-style-type: none"> <li>Define healthcare quality and its importance in hospital settings.</li> <li>Understand frameworks for quality management such as Total Quality Management (TQM) and Continuous</li> </ul>

	<p>revenue cycle management in hospital settings.</p> <ul style="list-style-type: none"> <li>• Assess the role of health information systems and technology in improving hospital management and decision-making.</li> <li>• Identify key legal and ethical responsibilities in hospital management, including patient rights and medical ethics.</li> <li>• Develop plans for disaster preparedness and managing hospital responses to emergencies.</li> </ul>	<p>performance and morale.</p> <ul style="list-style-type: none"> <li>• Develop motivational strategies tailored to healthcare staff needs and challenges.</li> <li>• Understand labor laws, workplace safety regulations, and ethical considerations in healthcare</li> <li>• Implement policies to ensure equity, diversity, and cultural competence in the workplace.</li> <li>• Develop skills to manage organizational changes, such as staff transitions or new healthcare policies</li> <li>• Prepare HR systems for handling emergencies and crises in healthcare settings.</li> </ul>	<p>disagreements.</p> <ul style="list-style-type: none"> <li>• Practice techniques for delivering bad news and managing difficult conversations with patients and families.</li> <li>• Understand the principles of shared decision-making and patient advocacy.</li> <li>• Learn to communicate effectively during emergencies or critical situations in the hospital.</li> <li>• Develop strategies to reduce panic and ensure clarity during crises.</li> <li>• Understand the role of electronic health records (EHRs), telemedicine, and digital tools in enhancing hospital</li> </ul>	<ul style="list-style-type: none"> <li>• Identify different types of budgets, including operational, capital, and departmental budgets.</li> <li>• Understand the components of the hospital revenue cycle, from patient registration to billing and collections.</li> <li>• Analyze strategies to improve revenue collection and minimize delays.</li> <li>• Identify key cost drivers in hospitals and strategies to control them.</li> <li>• Learn methods for cost allocation and reduction without compromising quality of care.</li> </ul>	<p>Quality Improvement (CQI).</p> <ul style="list-style-type: none"> <li>• Learn to develop, monitor, and analyze KPIs for hospital performance and quality assessments.</li> <li>• Use data-driven approaches to improve hospital operations and quality outcomes.</li> <li>• Explore best practices for ensuring patient safety, including error prevention and incident reporting systems.</li> <li>• Understand the role of clinical governance and accreditation standards (e.g., ISO, JCI) in quality management.</li> <li>• Develop strategies to foster a culture of quality and safety with</li> </ul>
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			<p>communication.</p> <ul style="list-style-type: none"> <li>• Learn to overcome challenges associated with technology-mediated communication</li> <li>• Develop skills for providing and receiving constructive feedback within healthcare teams</li> <li>• Implement strategies for continuous improvement in communication practices.</li> </ul>		<p>hospital teams.</p> <ul style="list-style-type: none"> <li>• Learn techniques for involving staff in quality improvement initiatives.</li> <li>• Understand the role of operational planning in managing emergencies and mitigating risks.</li> <li>• Develop contingency plans to ensure continuous service delivery during crisis</li> </ul>
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**Home Task: Self- directed learning/ Assignment**

<b>DAY 3</b>					
Presentation & Discussion on Assignment	Proposal Presentation & Discussion on Assignment	Proposal Presentation & Discussion on Assignment	Presentation & Discussion on Research Proposals	Presentation & Discussion on Assignment	

<b>6<sup>th</sup> Contact Session</b>	<b>7<sup>th</sup> Contact Session</b>	<b>8<sup>th</sup> Contact Session</b> <b>CONCLUDING SESSION</b> Proposal Presentation	
<b>Medical records and hospital inventory management</b>	<b>Hospital planning and infrastructure design</b>		
<b>DAY 1</b>	<b>DAY 1</b>		



<ul style="list-style-type: none"> <li>• Explain the importance of medical records for patient care, legal compliance, and hospital management.</li> <li>• Identify the key components and types of medical records.</li> <li>• Learn the principles of accurate, timely, and standardized medical record documentation.</li> <li>• Understand regulatory requirements for medical records in healthcare settings.</li> <li>• Explore the transition from paper-based to electronic health records (EHRs).</li> <li>• Understand the benefits and challenges of implementing and maintaining EHR systems.</li> <li>• Learn strategies to ensure the privacy, confidentiality, and security of patient records.</li> <li>• Understand the ethical and legal implications of data breaches in healthcare.</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the principles of hospital planning and its impact on healthcare delivery.</li> <li>• Identify key stages in the hospital planning process, including feasibility studies and needs assessments.</li> <li>• Differentiate between various types of hospitals (e.g., general, specialty, teaching) and their unique infrastructure needs.</li> <li>• Understand how patient demographics, disease burden, and healthcare goals influence hospital design.</li> <li>• Learn principles of functional space planning to optimize workflows, patient flow, and staff efficiency.</li> <li>• Explore the design and</li> </ul>	<p style="text-align: center;">Presentations of Developed Proposals</p>
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<ul style="list-style-type: none"> <li>• Develop skills for auditing medical records for accuracy and completeness.</li> <li>• Explore strategies to enhance documentation quality and reduce errors.</li> </ul>	<p>layout requirements of critical hospital areas, such as emergency departments, ICUs, and operating rooms.</p> <ul style="list-style-type: none"> <li>• Understand building codes, regulatory standards, and accreditation guidelines (e.g., WHO, NABH, JCI) relevant to hospital planning and infrastructure.</li> <li>• Incorporate safety, accessibility, and sustainability considerations into hospital design.</li> </ul>			
<b>DAY 2</b>	<b>DAY 2</b>	<b>DAY 2</b>	<b>DAY 2</b>	<b>DAY 2</b>
<ul style="list-style-type: none"> <li>• Define the scope and objectives of inventory management in healthcare settings.</li> <li>• Understand the types of inventory (e.g., medical supplies, equipment, pharmaceuticals) and their</li> </ul>	<ul style="list-style-type: none"> <li>• Learn key principles of hospital architecture, including adaptability, scalability, and environmental sustainability.</li> <li>• Understand how to integrate patient-centered design elements into</li> </ul>	<p>Presentation &amp; Discussion on proposed project</p>		

	<p>significance in hospital operations.</p> <ul style="list-style-type: none"> <li>• Learn inventory control methods, such as ABC analysis, EOQ (Economic Order Quantity), and Just-in-Time (JIT) inventory.</li> <li>• Understand how to balance inventory levels to meet demand without overstocking or stockouts.</li> <li>• Explore the use of inventory management software and barcoding systems.</li> <li>• Learn best practices for maintaining accurate inventory records and tracking usage.</li> <li>• Understand the procurement process, including supplier selection and contract management.</li> <li>• Learn strategies to optimize the healthcare supply chain for cost-effectiveness and reliability.</li> </ul>	<p>hospital infrastructure.</p> <ul style="list-style-type: none"> <li>• Explore how to incorporate medical technology, IT systems, and smart healthcare solutions into hospital infrastructure.</li> <li>• Learn about the design requirements for advanced diagnostic and therapeutic facilities.</li> <li>• Understand the design and layout requirements for utility systems, including HVAC, water supply, and waste management.</li> <li>• Plan efficient spaces for support services such as pharmacies, laboratories, and supply storage.</li> <li>• Learn strategies to design hospitals that are resilient to natural disasters, pandemics, and other emergencies.</li> <li>• Incorporate contingency planning and emergency evacuation routes into hospital designs.</li> </ul>	
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	<ul style="list-style-type: none"> <li>• Develop skills for conducting regular inventory audits to identify discrepancies and inefficiencies.</li> <li>• Explore strategies for managing inventory risks, such as expirations, shortages, and emergencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the steps involved in managing hospital construction projects, including timelines, budgets, and stakeholder collaboration.</li> <li>• Develop skills to monitor and evaluate construction projects to ensure alignment with healthcare goals.</li> </ul>	
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**Home Task: Self-directed learning/ Assignment**

	<p><b>DAY 3</b></p> <p>Presentation &amp; Discussion on Assignment</p>	<p><b>DAY 3</b></p> <p>Presentation &amp; Discussion on Assignment</p>	<p><b>Final Assessment</b></p>
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## DHHM: ON THE JOB PRACTICUM

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 (DHHM) 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.

## 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.

<b>Activities</b>	<b>Marks Break up</b>
Log- Book	<b>10%</b>
<b>Formative assessment</b>	<b>30%</b>
End of each module assessments & grading (Department based)	
<b>Summative assessment</b>	<b>60%- Compulsory</b>
•End of semester university exam (Controller of examination RMU)	
•DME RMU	

## CHR Comprehensive Assessment Markers

(Requirements for successful completion of the course)

a. Log book (10%)	a. Exit Exam (Max Total Marks=100) (Passing % = 60% in aggregate)			b. Internal Assessment (30%)				Remarks
	SEQs+ EMQs (50+10)	MCQs (20)	OSCE*	Punctuality (5)	Active participation (5)	Assignments credit (2 per semester) (7.5+7.5=15 )	Discipline (5)	Total Max marks= 120
	Max Marks 80 (total)		Max Marks 20	Max Marks 20				Passing marks= 72 in total out of 120

a. **Log book** : Regular monitoring of log book will be done by faculty member of respective department and student will be signed off on regular basis

b. **Exit Exam**: Comprise 5 SEQs Questions each carrying ten max marks, two EMQs each carrying five max marks and twenty MCQs carrying twenty marks in total.

c. **Internal assessment** :

It will be awarded under four components

1. **Punctuality**: Regularly attending all the sessions scheduled by the faculty will be considered as mandatory. Attendance record will be maintained and monitored strictly. Missing a session without prior written permission will be graded as absent. 80% attendance will be considered as mandatory eligibility requirement to appear in exit exam.
2. **Active-participation**: it includes raising logical & relevant queries which make facilitator to disclose more knowledge and the discussion add up understanding of all the participants. Credit will be awarded by the nominated faculty / teaching faculty. Active participation throughout the course is a compulsory requirement. A deficiency if any, will have to cover as decided by MHR Core team / Academic Board.
3. **Assignments credit**: Credit will be awarded by the concerned Faculty according to student's performance in the assigned work. Credit will be awarded by the concerned CHR faculty. Its record will be maintained. Assignment credit will be awarded as part of continuous assessment .

4. **Discipline:** harmonious attitude & behavior of the student with the MHR teaching faculty, staff and other course mates. Observance of classroom and other learning ethics will be considered accordingly. Credit will be awarded by the concerned faculty. In any discredit will be documented under evidence.

## **7. 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.***