



Financial Operations In Hospitals A Case Study On Bihpuria Block Public Health Center (P.H.C.), Lakhimpur, Assam

* Dr. Niranjana Kakati

*Associate Professor of Bihpuria College, Dept. Of Commerce, Lakhimpur

ABSTRACT

Hospital plays a very important role in the development of human resources of a Country. Without the development of human resource it is impossible for a nation for its all round development. Again a healthy nation may come from the healthy human being of a nation. For the development of good health of the people in our country, the Government has formulated and implemented different plans and programs from time to time. The Central and State Government have been providing a huge amount fund for the maintenance of these hospitals under different schemes and programs. The medical authority is the supreme authority for the utilization of these funds in various purposes for which it is sanctioned.

In this paper an attempt has been made to analyze the financial operation in hospitals with reference to Bihpuria Block P.H.C. of Lakhimpur District, Assam. For these purpose the paper have been divided into seven parts. It begins with introduction followed by objectives of the study, methodology and universe of the study. The fifth and sixth part of the paper is associated with sources and uses of Funds and findings and suggestions. The paper ends with conclusions.

Keywords : Human Resource, Flow of Fund, Delay tactics

Introduction

Hospital plays a very important role in the development of human resources of a country. Without the development of human resources it is impossible for a nation for its all round development. Again a healthy nation may come from the healthy human being of a country. Therefore, it is the responsibility of the Government of a country to maintain good health of the peoples through some medical facilities. For the development of good health of the peoples in our country, the Government has formulated and implemented different plans and programs from time to time. The Central and State Government have been providing a huge amount of funds for the maintenance of these hospitals under different schemes and programs. The medical authority is the supreme authority for the utilization of these funds in various purposes for which it is sanctioned. Here, the term Financial Operations is meant for Sources and Uses of Fund in an Organization or Institution. Again, the term Sources and Uses of Fund mean Flow of Fund, therefore, in this paper these terms has been used interchangeably.

Objectives Of The Study

Since the independence of our country a number of schemes and programs have been undertaken by the Central as well as State Government for the maintenance and development of good health of the general public by providing various medical facilities through hospitals. For these, different funds have been sanctioned by the Government to these hospitals for various purposes under various schemes. Considering the above point of view the broad objectives of the study are as follows:

- (i) To know the organizational structure of Bihpuria Block P.H.C.
- (ii) To evaluate the various sources and uses of funds under

different schemes of the hospitals.

(iii) To suggest on the basis of findings, the ways and means for improvement of financial operations in the hospitals.

Methodology:

The present study is based on both primary and secondary data. Primary data were mostly collected through field survey by providing a questionnaire purposively to the officials of the Bihpuria Block P.H.C. and through visualization of audit reports and accounts.

Secondary data were mostly collected from the various leaflets of various schemes. Figures and percentages are used to analyze the data which helped to study the Financial Operations in the hospitals with Reference to Bihpuria Block P.H.C.

Universe Of The Study:

Though, there are a large number of Hospitals in Lakhimpur District, Assam, but considering the limitations of time and money the present study was restricted to Bihpuria Block P.H.C. Further, the data used to be analyze in the study is limited to a period of 4 years starting from 2006-07 which ends in the year 2009-10.

Organizational Structure Of Bihpuria Block P.h.c.:

Bihpuria Block P.H.C. was established in the year 1952 by the Government of Assam. It is situated in the heart of the town. It covered 231 numbers of villages with 2, 43,502 populations. At present it has functioning as 30 bedded Hospitals. It also plays an important role by controlling and maintaining 28 numbers of Health Centers. Under the Bihpuria Block P.H.C. different types of employees are working and performing their role as best as possible to raise and spread the name and fame of the Hospital (Table-1).

Table-1 : Types and Number of employees in Bihpuria Block P.H.C.

Types of Employees	Number of Employees
Doctor	14
Auxiliary Nurse Midwife (A.N.M.)	52
General Nursing and Midwifery (G.N.M.)	26
P.H.C. Accountant	5
Block Accountant	1
Block Extension Educator (B.E.E.)	1
Lady Health Visitor (L.H.V.)	3
Health Educator (H.E.)	3
Block Program Manager (B.P.M.)	1
Total	106

Source: Collected from Field Data

Sources And Uses Of Funds:

Government provides different funds to the hospitals for maintaining various activities and the hospitals authority has to utilize the same in proper time. In addition to payments of salaries to the employees, the Bihpuria Block P.H.C. has received and utilized the following funds during the study period;

Routine Immunization:

Routine Immunization is one of the important activities of the hospital. It means to render free service. This fund is provided by the Government for providing free medical facilities to the patients and it is also utilized to give the injections to the Children at the hospital on every Wednesday and at the village level as per schedule prepared by the employees of the hospital.

Janani Suraksha Yojana (J.S.Y.):

This fund is provided for the safety of Janani, i.e., mother, at the time of delivery. In this yojna, hospital provides Rs. 1400 to the mother belongs to the rural areas and Rs. 600 for the person who acts as attendant of the woman at the hospital. On the other hand, in case of urban area Rs. 1000 is provided to the mother and Rs. 200 for the attendant person who assist her in the hospital.

Laparoscopic Sterilization:

This fund is provided for the operation of that woman who does not want more children. Under this fund Rs.1000 per operation is provided which includes Rs.600 for the woman beneficiary, Rs.150 for the assisting person and Rs.250 for drugs, dressing and surgeons charges etc.

VIT-A-WEEK:

This fund is provided for the special Vitamin A solution program within a week. This scheme is newly facilitated by the Government from the financial year 2009-10.

Immunization Week:

This fund is provided for the special Immunization Program in excess of routine Immunization. This program is held 3 to 5 times in a year.

Integrated Pulse Polio Immunization (IPPI):

This fund is provided by the Government to meet the expenses regarding polio when, the Central Government or State Government fixed any day for polio immunization. Generally, there are two polio immunization camps which are to be organized in a year.

Health Day:

This fund is provided to meet the expenses of medical services at village level, organized by the Accredited Social Health Activist (A.S.H.A.) on every Friday which is assist by A.N.M. and other workers for the maintenance of good health of the rural people.

Hiring of Vehicle:

This fund is provided by the Government to meet the expenses incurred on hiring a vehicle for some purposes such as, announcement of new scheme amongst the public and publicity of programs made in the hospital etc.

Maintenance of Diesel Generator Set:

This fund is provided by the Government to the hospital to

meet the expenses incurred for the maintenance of generator set which runs with the help of diesel.

A.S.H.A. Induction Training:

This fund is provided by the Government to cover the expenditure made during the training period of A.S.H.A. for their better performance in future.

United Maintenance Fund:

This fund is provided by the Government to meet the expenditure which is being incurred by the authority for providing better and satisfactory services to the patients who comes to the hospitals e.g. sitting arrangement, drinking water facilities and gardening etc.

The following Tables (Table-2 and Table-3) show the different sources and uses of funds of Bihpuria Block P.H.C. during the study period:

Table 2 : Sources of fund (Head wise) received during the period from 2006-07 to 2009-10

Head wise	Years				Total
	2006-07 Rs. in '000	2007-08 Rs. in '000	2008-09 Rs. in '000	2009-10 Rs. in '000	
Routine Immunization	-	159	83	319	561 (2.9)
Janani Suraksha Yojna (J.S.Y.)	1109	400	7323	5282	14114 (74.3)
Laparoscopic Sterilization	15	26	-	60	101 (0.5)
VITAMIN-A-WEEK	-	-	-	100	100 (0.5)
Immunization Week	-	351	433	183	967 (5.0)
Integrated Pulse Polio Immunization	-	512	297	424	1233 (6.6)
Health Day	-	108	165	116	389 (2.0)
Hiring of Vehicle	-	18	105	180	303 (1.6)
Maintenance Of Diesel Generator set	-	29	59	89	177 (0.9)
ASHA Induction Training	-	197	185	257	639 (3.5)
United maintenance Fund	-	100	300	-	400 (2.2)
Total	1124	1900	8950	7010	18984

Source: Compiled from field survey

Table-3 : Uses of Fund (Head wise) during the period from 2006-07 to 2009-10

Head wise	Years				Total
	2006-07 Rs. in '000	2007-08 Rs. in '000	2008-09 Rs. in '000	2009-10 Rs. in '000	
Routine Immunization	-	77	90	274	441 (2.4)
Janani Suraksha Yojna (J.S.Y.)	-	1280	6654	5850	13784 (74.8)
Laparoscopic Sterilization	14	26	-	60	100 (0.5)
VITAMIN-A-WEEK	-	-	-	100	100 (0.5)
Immunization Week	-	270	515	145	930 (5.0)
Integrated Pulse Polio Immunization	-	512	297	424	1233 (6.6)
Health Day	-	98	90	186	374 (2.0)
Hiring of Vehicle	-	18	75	194	287 (1.6)
Maintenance Of Diesel Generator set	-	29	28	70	127 (0.9)
ASHA Induction Training	-	197	185	257	639 (3.5)
United maintenance Fund	-	-	387	12	399 (2.2)
Total	14	2507	8321	7572	18414

Source: Compiled from field survey

Note: The figures in the brackets indicates percentage to the total fund

It is observed from Table-2 that Bihpuria Block P.H.C. authority has received a huge amount of fund under various sources for meeting the expenses of its various programs and medical facilities to the general public. The amounts of fund under various heads have been increasing year after year except in the year 2009-10. In the year 2006-07 the P.H.C. has received Rs.1124 thousand which went up from Rs.1900 thousand in 2007-08 to Rs.8950 thousand in 2008-09. But, in the year 2009-10 the P.H.C. has received only Rs.7010 thousand under various heads in total. Out of various sources of fund the amount received under Janani Suraksha Yojna occupies top position (i.e., Rs.14114 thousand) followed by Integrated Pulse Polio Immunization (Rs.1233 thousand) and Routine Immunization (Rs.961 thousand). But, in case of Laparoscopic Sterilization and Vitamin-A week the P.H.C. has received lesser amount of fund which were Rs.101 thousand and Rs.100 thousand respectively.

The reason behind this fact may be that the government has been giving more priority for mother and child safety than the Laparoscopic Sterilization. Regarding uses of fund (Table-3) it is found that the whole fund received by the P.H.C. has been utilize under various purposes for which it was sanctioned during the study period. But, in case of some fund a portion of amount has been left as un- utilized. Thus, for Routine Immunization Rs.120 thousand, Janani Suraksha Yjona Rs.330 thousand, Immunization Week Rs.37 thousand and Maintenance of Diesel Generator Rs.50 thousand have been found as unutilized. Regarding Maintenance of Diesel Generator it can be said that due to the optimum supply of electricity in the Hospital the requirement of fuel is decreased, as a result of which some amount has been saved in this fund. On the other hand, in case of Routine Immunization, Janani Suraksha Yjona and Immunization Week the requirement of fund can not be predicted, therefore, the Hospital authority has kept these amounts for immediate use and the government has also granted the same for smooth flow of fund for these schemes. However, the fund received for Integrated Pulse Polio Immunization, Vitamin-A week and A.S.H.A. Induction Training has been fully utilized by the authority in this period. Here, it should be mentioned that in case of some schemes the Hospital authority has received the fund from the government at the end of financial year, as a result of which they are required to use the same in the next financial year.

The following Charts (Fig-1 and Fig-2) show a clear picture of the Sources and Uses of Fund in the Bihpuria Block P.H.C. during the study period in total:

Fig-1 Sources of Fund

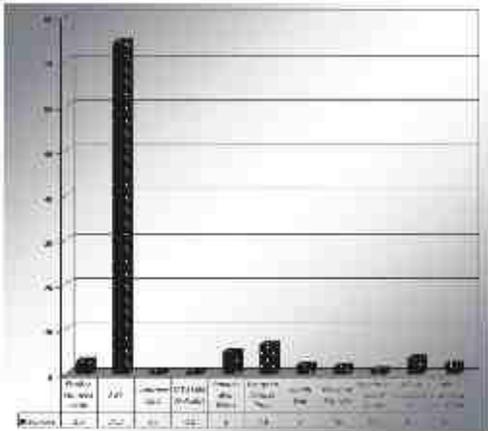
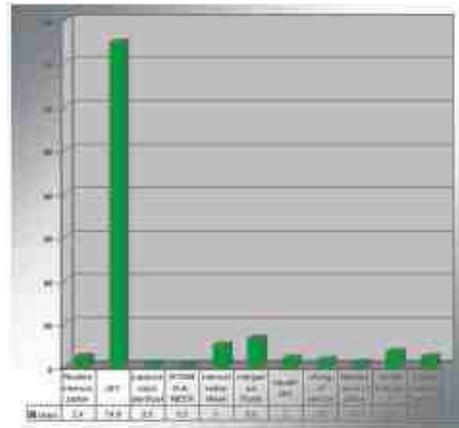


Fig-2 Uses of Fund



Findings And Suggestions:

The study reveals that the Bihpuria Block P.H.C. has used different fund for different purposes for which it was sanctioned by the Government But, the P.H.C. has not maintained separate Cash Book and Ledgers for maintenance of different Fund. In case of some Fund it was found that the P.H.C. could not utilized the respective amount of Fund in the same financial year due to the delay tactics of the sanctioning authority To improve the proper functioning of the Hospital in general and Bihpuria Block P.H.C. in particular, the following suggestions are advocated:

- All the Accounts and Sanctioned Letters of different Funds should be arranged in the computer by the Hospital authority;
- The Person who is responsible for recording, classifying and summering the various Accounts should be familiar with the Computer Technology Accounting;
- The different Fund sanctioned by the Government for different purposes should be utilized properly by the authority;
- The diversification of Fund should strictly be prohibited;
- The amount sanctioned for a scheme during the financial year should try to be used properly in the same financial year.

Conclusion:

From the whole study it can be concluded that though Bihpuria Block P.H.C. has developed a lot in different stages of its development but, still it is in the process of development. It is expected that the Government will provide more Fund to this P.H.C. in particular and other Hospitals of Assam in general by introducing denovo facilities, techniques, schemes and programs for maintaining good health of the people as well as for building a healthy human resource of the country as a whole.

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