PRACTICAL 1 FUNCTIONS AND ORGANIZATION OF HOSPITAL

Structure

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1.0 OBJECTIVES

After going through this practical, you should be able to:

• define hospital;
• list the functions of a hospital;
• explain the importance of an Organization Chart; and
• prepare an Organization Chart of nursing services of a hospital.

1.1 INTRODUCTION

The first task of the health service is to reach all the people all the time at the best level of care the county can afford.

A hospital is an integral part of a social and medical organization, the function of which is to provide for the population complete health care, both curative and preventive, and whose out patient services reach out to the family and its home environment; the hospital is also a center for the training of health workers and bio-social research.

— WHO definition of Hospital

The word "hospital" originates from the Latin word "hospice" meaning hospitium or hospitale. The primary function of a hospital is the provision of medical care to a community. A hospital, however, has two other important roles to fulfill: to be a center for the education of all types of health workers—doctors, nurses, midwives, and technicians—and for the health education of the public, and to be a center for research.
### 1.2 FUNCTIONS OF THE HOSPITAL

- Provision of medical care to a community
- To be a centre for the education of all types of health workers
- To be centre for research.

**Intramural and Extramural Functions of Hospital**

The activities of the present day hospital can be divided into two distinct types – intramural and extramural. Intramural activities are confined within the walls of the hospital, whereas extramural activities are the services which radiate outside the hospital and to the home environment and community. These functions are set out in Table 1.1.

#### Table 1.1: Intramural and Extramural Functions of a Hospital

**Intramural functions of a Hospital**

1) *Restorative*
   a) Diagnostic: These comprise the inpatient service involving medical, surgical and other specialties, and special diagnostic procedures.
   b) Curative: Treatment of all ailments.
   c) Rehabilitative: Physical, mental and social rehabilitation.
   d) Care of emergencies: Accidents as well as diseases.

2) *Preventive*
   a) Supervision of normal pregnancies and childbirth
   b) Supervision of normal growth and development of children
   c) Control of communicable diseases
   d) Prevention of prolonged illness
   e) Health education
   f) Occupational health.

3) a) Medical undergraduates
   b) Specialists and postgraduates
   c) Nurses and midwives
   d) Medical social workers
   e) Paramedical staff
   f) Community (health education).

4) a) Physical, psychological and social aspects of health and disease
   b) Clinical medicine
   c) Hospital practices and administration.
### Extramural Functions of a Hospital

1. Outpatient services
2. Homecare services
3. Outreach services
4. Mobile clinics
5. Day care centre
6. Night hospital
7. Medical care camps.

### Check Your Progress 1

1) Define the term hospital.

2) List the functions of a hospital.

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### 1.3 ORGANIZATION CHART

Organization chart is one of the visual which helps any visitor to get an understanding of an organization at a glance.

#### 1.3.1 Meaning of Organization Chart

An organization chart is a statement of the relationship and activities that we would like to have in an organization or an organization chart is a diagrammatic representation of the structure of an organization. It depicts:

a) the formal organizational relationship.
b) areas of responsibilities.
c) persons to whom one is accountable or answerable.
d) what is the channel of communication.

#### 1.3.2 Purpose of an Organizational Chart

a) It is used for administrative control, policy making and planning.
b) It helps in discovery of relationship of the personnel.
c) It is also used to orient new nursing personnel or to present the agencies structural design to others.
d) It provides clarifications to vague association.
e) Visual graph more effective means of communication.
1.3.3 Types of Organization Chart

There are two important types of organization chart.

a) Vertical i.e., from top to bottom.

b) Horizontal i.e., from left to right.

a) Vertical i.e., from Top to Bottom

Most organization use this type of chart which presents the different levels of organization in the form of a pyramid, with senior nursing person that is nursing superintendent at the top of the chart and successive levels of management such as ANS, Ward Sister and Staff Nurses are depicted vertically below that. Thus the lines of command proceed from top to bottom in vertical lines as shown in Fig. 1.1.

![Organization Chart](image)

Key:

- DNS : Deputy Nursing Superintendent
- ANS : Assistant Nursing Superintendent
- WS : Ward Sister
- CI : Clinical Instructor

Fig. 1.1: Example of vertical organization chart

b) Horizontal Chart

Horizontal chart which read from left to right are occasionally used. The pyramid lies horizontally instead of standing in the vertical position. The line of command proceeds horizontally i.e., from left to right showing top level of the left like NS and each successive level extending to right as shown in Fig. 1.2. However, this chart does not decrease the importance of levels. It is feared that some people may make mistakes of levels in this chart.
1.3.4 Communication and Coordination Through Line

The straight line indicate the direct relationship and channel of communication. The massages are given from upward to downward or downward to upward.

- The broken lines (............... ) indicate the functional relationship like V. P. (Vice-Principal) decides on some staff development-programme and conveys to WS.
• The tutors fix up the clinical experience along with ANS, WS and Staff Nurses.

• The organization charts do not have arrows because arrows communicate one way message.

• The ANM are answerable or accountable to WS so there is straight line from the WS to ANM. They are functionally answerable to SN, so a broken line is shown between the SN and ANS.

• The levels are shown according to position/status, a person had in the organization. For example, Vice Principal is higher than DNS, so it is shown on the organization chart.

1.3.5 Advantages and Disadvantages of Organizational Charts

Advantages

a) *Defining the Organizational Relationship*

Without a chart, many people might view the organization as just a group of people, parts or activities. The organization chart provides us with a picture of structure of organization through which we can understand the organization as a whole.

b) *Rationalizing the Organization*

The preparation of organization chart needs a preliminary but detailed study of the organization. This can lead to greater efficiency and clearcut definition of responsibilities and accountability. When lines of authority are shown on chart, each manager and nursing person knows where she stands in relation to other nursing officers.

c) *The Chart Acts a Blueprint*

An organization chart can be compared to a road map. Like road map organization chart also communicates many aspects of organization. It is very useful for showing to the new comers. It can also be used for modification or organizational structure.

d) *Helpful in Reference*

An organization chart can be used for easy reference. It avoids conflicts and can be used for decision making. Those hospitals which have comprehensive organization chart appear to have sound organization structure.

e) *Other Uses*

Organization chart provide additional information other than the information given in the manual.

Disadvantages

a) Organization charts are static in nature. Many charts show the structure as they are supposed to be rather than as they really are. To overcome this charts can be redrafted.

b) Red tape and Rank Consciousness: Most people argue that charts tend to make people overly conscious of being superior or inferior. It destroys the team spirit and encourages red-tapism.

c) Human relations cannot be portrayed on a chart.

d) Responsibilities cannot be clearly defined as shown on the organizational chart.

e) Inflexibility: A new leader may not be flexible to adapt the organization chart. But if organization chart is available the new manager can improve on it.
However, if the organization charts are prepared by efficient people the drafting can be better. Because, an organization chart at least answers the following questions:

a) Who am I: (What is my position in the organization)
b) What do I do? (What are my duties)
c) To whom I am accountable?
d) Who is accountable to me.
e) What are my prospectus.

**Activity**

Prepare an organization chart of your department/hospital/school of nursing/PHC and describe the channels of communication. How would you use the channels to reach to the Nursing Superintendent of your institution? Identify and list your position on the organization chart.

**Check Your Progress 2**

1) An organization chart is used for the purposes of:
   a) ..................................................................................................................
   b) ..................................................................................................................
   c) ..................................................................................................................
   d) .................................................................................................................

2) List the types of organization charts.
   a) ..................................................................................................................
   b) ..................................................................................................................
   c) ..................................................................................................................

**1.4 LET US SUM UP**

In this practical we have reviewed the functions of a hospital as an organization of health services. Reading of this practical has also introduced you to the concept of organization chart, its purposes, types of organization chart, communication and coordination through lines and advantages and disadvantages of organization charts.

**1.5 KEY WORDS**

**Accountable** : Answerable or responsible to someone.

**Attainment** : Act reaching at something.

**Endeavour** : To strive to do something.

**Extramural** : Services that radiate outside the hospital.

**Ideal** : Perfect as can be thought of.

**Intramural** : Activities confirmed in the hospital.

**Process** : A gradual going forward.

**Successive** : Following in order.
1.6 ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress 1

1) A Hospital is an integral part of a social and medical organisation, the function of which is to provide for the population complete health care, both curative and preventive.

2) Intra-mural Function
   - restorative
   - preventive

Extra-mural function
   - Outpatient Services
   - Homecare Services
   - Outreach Services
   - Mobile Clinics
   - Day Care Centre
   - Night Hospital
   - Medical Care Camp

Check Your Progress 2

1) a) It is used for administrative control, policy making and planning.
   b) To orient new nursing personnel.
   c) Provide clarification to vague association.
   d) Visual graphs more effective means of communication.

2) a) Vertical – from top to bottom.
   b) Horizontal – from right to left.

1.7 ACTIVITY

Prepare an organization chart of your department/hospital/school of nursing/PHC and describe the channels of communication. How would you use the channels to reach to the Nursing Superintendent of your institution? Identify and list your position on the organization chart.