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Success of A Sea Gull: A Case Study on Professional Manager in Hospital

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One finds very difficult to change and adopt professional administration in public sector and it become more difficult when we talk about hospital. Tertiary care treatment is very costly due to innovative procedure by sophisticated ultramodern equipments. The role of the administrator in development of the hospital cannot be denied especially when we talk about prevention, promotive, curative and rehabilitative care in a tertiary care institution. Field of administration also demands changes in technology for quantity, quality, cost, satisfaction, etc outcome. Sanjeevani Medical Institute, Lucknow also demanded the similar figure who can administer /advise this, large four thousand million, INR initial investment healthcare organization with a vision to make it the best in Asia in future. Probably this was the right time when an army based officer jumped into and captured the picket in 1989. Initially due to being disciplined, obedient soldier but later on he proved to become the first qualified professional medical hospital administrator/ faculty in U.P for the development of specialty state, institute and self also. His democratic way of leadership/managerial capacity for decision making, using the concept of management, strategic management & technique, principle and process of management, human resource development, system approach, material management, cost containment/effective, operational research, ultimately for patient satisfaction made the changes in the hospital system and also in fraternity. The present case study is an overview of contribution of Dr. Sanjay, a leader, who changed the thought process of health care providers and working environment of public sector hospital resulting into sustainability and growth of the organization.

Keywords: Management, Public sector hospital, Innovation, Leadership, Hospital Administration, Cost Containment, Human resources

Background of Hospital: A complex environment

A hospital is a complex organization, as there are numerous specialties (nurse, surgeon, family practitioner, radiologist, paramedics, class IV, technicians, office and clerical staff etc.), all of which require significantly different professional training and skills. There are differences in beliefs and norms between doctors and nurses. Likewise the differentiation in structure, authority and locus of control magnifies the intricacies of the internal environment of the hospital. It becomes a tedious task of maintaining a synergy between the diverse professional ensembles. The external environment is also extremely complex as emotions run high within the public when it comes to life and death situations. The social values and customs of the society have a considerable impact on the hospital performance. In such circumstances enforcement of dynamic capabilities assumes much importance. According to Teeceet al. [1997], Dynamic capabilities are the firm's ability to integrate, build and reconfigure internal and external competences to address rapidly changing environments'. Dynamic capabilities thus reflect an organisation's ability to achieve new and innovative forms of competitive advantage given path dependencies and market positions. [Leonard-Barton, 1992].

Sanjeevani Medical Institute is a 868 bedded super specialty centre of International repute, An autonomous institute having a status of university, it confers, D.M, M.Ch, M.D, PhD, PDCC, BSc nursing,Diploma in Hospital Administration, etc courses. It caters to approximately 2 lacs patients annually who not only come from the neighboring districts but also from other states like Bihar, Madhya Pradesh, Assam, Tripura, Uttarakhand and even Nepal. All major procedures like cardiac angioplasty, Stenting, Bypass surgery; Dialysis,

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Kidney Transplant, Complicated brain surgery etc are performed in the Institute. This is the reason for sick people coming from all sphere of life approaching the Institute from far and distant places with diseases like Cancer, Paralysis, Kidney failure, Heart attacks, Diabetes, Immunological disorders, Hereditary disorders, Liver diseases and other complicated diseases. Being a tertiary care hospital, most of the patients approach the hospital in the terminal stage, where more and more social support in addition to treatment is required for speedy improvement and recovery of the patients. The Institute is located approximately 15 kilometers from the city of Lucknow on the Lucknow-Varanasi highway.

This is a real life case study on Dr. Sanjay Kumar, erstwhile Medical Superintendent, Additional Professor & Head of Department, of Hospital Administration (a qualified hospital administrator) of Sanjeevani Medical Institute, who with his charismatic leadership, dynamic capability and foresight helped in transformation from 30 bedded small hospital to an 868-bedded world class state of the art facility within a very short span of time.

Background of the Hospital Administrator

Leadership formative experiences are a major route in the development of leaders. Lord and Hall (2005) argue that leadership development via experiences can be described in terms of qualitative changes in both process and knowledge as skills develop from a novice to an expert level (Ericson & Charness, 1994). These changes involve the development of a large repertoire of more targeted, domain specific productions rather than the development of general heuristics that are applied to all superficially similar situations. In this context it is necessary to know the person who later played such a significant role in shaping the future of an organization. This young angel of sick and pained people is none other than Dr. Sanjay Kumar, presently Additional Prof & Head, Department of Hospital Administration and Addl. Med. Superintendent of Sanjeevani Medical Institute.

Dr. Sanjay Kumar was born to a middle class family dwelling in a remote village Sadigaon in Almora district of Uttarakhand. He was the fourth child of the family. His school was 4-5 kms from the village. He along with his brother walked to the school daily. There was no transport facility in the village and to the nearby towns. The nearest town was 13-14 kms away. There was no market in the village. He and his siblings travelled to the town once a week and purchased all the necessities for the whole week in bulk. Electricity system was not installed in his village. He studied under the light of oil lamp. Studying anything was a dream in the difficult conditions of the village. Being born to a middle class family, his upbringing was very modest. There was never too much money to spare and spend. He learnt the art of utilization and saving from childhood. He achieved with a sacrifice and blessing of his late mother after he lost his father when he was one year old.

He completed his graduation from Lucknow and qualified the medical entrance to pursue M.B.B.S. from the prestigious King George Medical College Lucknow, UP (1983) at the same time looking after the domestic affairs of the family. He completed M.B.B.S. in 1982 and joined the Armed Forces (AMC) as medical officer in 1984. He worked as duty medical officer, officer commanding and station executive medical officer while working in army. In January 1989, after an important stint in the Indian Army he was released as Major. After serving the Indian Army for five years on various clinical and administrative posts, he took a plunge for civilian services and joined Sanjeevani Medical Institute, Lucknow as Deputy Medical Superintendent in 1989 and continued to serve the Institute even today as Addl Medical Superintendent/Additional Professor, Head, department of Hospital Administration. Along with his socio administrative commitment, he continued to leave many milestones behind and acquired further professional qualifications in the field of hospital administration from government recognized Institutions. His endeavor led him to become the first qualified Hospital Administrator in U.P & Uttarakhand when in 1999 the All India Institute of Medical Sciences, New Delhi awarded him the Master's Degree in Hospital Administration (M.D in Hospital Administration).This is currently the highest degree being awarded in Hospital Administration in India. In fact as on date he is the only qualified Hospital Administrator in whole U.P. & Uttarakhand. Dr. Sanjay Kumar's hunger for acquiring professional qualification did not end here. He enrolled himself as a Ph.D student in Public Administration department at Lucknow University in the year 2000 and was awarded the same in 2003. He has also now been awarded D. Litt. by the Department of Public Administration, Lucknow University. The topics for higher degree of

"Inventory Control administration and Hospital Supplies" AND "Financing of medical care in tertiary care hospital" are of great importance nowadays. He has been honored with fellow Membership of All India Management Association, New Delhi and has also been recognized as Accredited Management Teacher (AMT). He is the first to receive this honour from medical side.

It was from here that his interest in the field of hospital administration grew. According to Dr. Sanjay Kumar, his 5 year service in the armed forces proved to be a vastly enriching experience for it instilled in him the qualities of perseverance and discipline and never say die attitude even in the most trying situations.

The Emergence of a Leader

Dr. Sanjay Kumar joined Sanjeevani Medical Institute in February 1989 as the Deputy Medical Superintendent of the Institute. At the time, the small scale facility started from a 30 bedded small hospital with limited faculties and facilities. The hospital building and infrastructure were also lacking in quality and class. The staff was principally scarce with paramedics in particular. There were other major problems of limited amount of clientele chiefly arising due to the isolated location of the Institute. In those days the area around the Institute was totally barren with no residential dwellings of any sort, any offices or marketplace. Moreover the road leading to the Institute was considered unsafe and feared for the occasional thugs and robbers lurking in the area. The transportation was limited to and from the hospital to the main city. There was no snacking or canteen facility for the patients either. In short it can be suitably envisaged that the hospital was located in the middle of a metaphorical jungle. Well having said that, the fact that the hospital clientele remained limited for several years (even with subsidized treatment rates) needs no further elucidation. Furthermore the presence of a well established and one of the finest medical schools of Northern India (King George Medical College) in the vicinity provided a constant reminder of competition.

In these adverse conditions Dr. Sanjay Kumar took charge of the office along with the then Medical Superintendent. He prioritized the biggest challenge of increasing the patient influx of the hospital. For this he helps and prioritized the recruitment of Public Relation Personnel and with their help went for an image makeover of the Institute. Scarcity of staff was another major issue given the intricate procedures that were routinely undertaken in the hospital.

Application of Systems Approach in Hospital

Dr. Sanjay Kumar's kind heart understood very well the immense problems patients faced by approaching the Institute for treatment of their disease. In the present era medical care is not the only answer for recovery from the grave illness but there are some ethical, social & financial issues involved which are also important considerations for facilitating the medical treatment for patients. Assuming himself a patient, he planned those small various facilities in hospital, which would make the hospital environment patient friendly and touch the inner feelings of the heart Dr. Sanjay Kumar as an administrator took the following decisions to help the masses in getting proper treatment at the Institute without any hassles-

(I) Effective transport arrangement from the main gate of the Institute to the hospital:

As the hospital is located approximately 1 kilometer from the main gate of the Institute, patients and their relatives use to face acute problems especially in the hot summer month and the rainy season when they have to walk this distance. Dr Sanjay Kumar understood the problem and arranged the smoke free electronic tempo which from the main gate to the hospital fetching patients on a very nominal amount of Re 1/- per patient. Moreover cold water cooler was installed at the main gate for the patients to quench their thirst. This facility of transportation is being availed by approximately 4,00,000 patients in a year.

(II) Local Arrangements For Snacks/Tea :

He made local arrangements for nearest market (sadar). He realized that it took huge amount of time for patients and their relatives to travel to the hospital and get their complete check up done. They were bound to get hungry during the time. Dr. Sanjay Kumar made provisions for eatables at the Public Relations counter. During one of his interviews he cited an incident where due to scarcity of employees he himself sat at

the PR counter and sold eatables to the patients and their relatives

(III) *Patient relatives accommodation facility:*

As the hospital is located far away from the main town, accommodation for relatives of admitted patients have been provided on very reasonable rates. Double bed rooms attached with kitchen and toilets are available in the PRA, which is inside the campus and near to the hospital. Approximately 2000 patient's relatives are availing this facility in a year.

(IV) *Rogi Vishramalaya:*

A Rogi Vishramalaya was established in the Institute and was a brain child of Dr Sanjay Kumar. Patients on Re. 30/- per day could avail the facility, which provide one comfortable sofa for resting and one couch for the patient for the period of 8:00 AM to 8:00 PM. A cloakroom was also created inside the vishramalaya for patients and their relatives to leave their bags and baggage. Approximately 15000 patients in a year avail this facility. He also ensured the optimal utilization of this facility by decision making methods. The approach was also published later on in Journal of Hospital Administration.

(V) *Wheelchair and trolley facility:*

A counter just at the entrance of the hospital was established to provide wheel chair and trolley for the sick and disabled with one attendant to push the same free of any charges. This is the 24 hour facility and helped the sick patients very much in their transportation inside the hospital. Approximately 5000 patients avail this generous facility created by the noble hearted administrator.

(VI) *May I help you facility:*

Patients approaching Sanjeevani Medical Institute normally come from most rural part of the country and mostly are illiterate. They have immense difficulty while searching their destination inside the hospital. Dr Sanjay Kumar ably analyzed this problem and he searched a sweet natured, gently and helpful person and was exclusively given the assignment of helping one and sundry. May I Help You is written on the front and back of the gentleman boldly and for five six hours daily he moves in the out patients department and helps the needy patients. This facility was an instant hit and drew laurels for the gentle administrator. Approximately 20,000 patients are taking the help of this gentleman in the hospital as on date.

(VII) *Free internal Transportation facility:*

patients admitted in the wards have to be shifted now and then for investigations from one place to the other. An internal transportation counter was established with intercom facility to facilitate the patients requiring wheel chair or stretcher for shifting, this counter runs 24 hours and the service is free of cost. Approximately 75,000 have availed this facility in a year. This facility also contained the cost of input. The case was also published in Journal of Hospital Administration later on.

(VIII) *Development of Internal signage system for layman and the illiterates:*

A majority of patients who approach the hospital are illiterates and face grave difficulty in locating different sections of the hospital. An interesting study conducted by Dr. Sanjay Kumar revealed that some people were taking forty minutes to an hour for locating their destination with in the hospital and were inquiring four to five times. Dr. Sanjay Kumar recognized the problem and thought of solving the problem in the interest of the masses. A new signage was designed in which pictures of different areas of the hospital were put in so as to enable the patient to recognize the area he wants to visit. The signage was an instant hit among the illiterate's patient/visitors who found it very easy to follow. Dr Sanjay Kumar has also presented and published a paper on the above signage system, which has been highly applauded by management gurus besides helping the patient fraternity a great deal.

(IX) *Personal visit to OPD, Ward and other areas of the hospital:*

It is seldom seen in big hospitals that a person of the rank of Medical

Superintendent spending hours in the most sensitive areas of the hospital. Dr Sanjay Kumar thrives in the areas where no one would like to visit because of the complexities of the various problems of the patients. He loves spending at least three hours a day in this area, sympathetically listening to the problems of the patients and judiciously making instant efforts to redress them. These visits have made him the darling of the patients although the staffs working under him and the VIPs who visit the hospital find his room always empty. Dr Sanjay Kumar fully enjoys these rounds and finds himself at ease and peace their problems. Quite often the lunch time is also spent with them distributing smiles and offering the humane touch hand.

(X) *Laying stress on cleanliness and hygiene:*

Dr Sanjay Kumar is a firm believer in cleanliness and hygiene, which gives better aesthetic look, which in turn helps in quick recovery of patients, His probing eyes are always looking for any dirt on filth inside the hospital, which may affect the spread of any infection among the already weak patients, His standard of cleanliness in the hospital is very high and the sanitary staffs are always on the toes, mopping and cleaning the patient areas effectively. Dr Sanjay Kumar has never compromised on quality and he lays very high standard's as he himself leads from the front.

Problem Solving Approach- Innovations

(I) *Problem of hospital supplies availability for Patients:*

In the beginning the Institute being far from the city and isolated, some of the chemist shops were at the main gate of the hospital and somehow inefficient to provide. It turned out to be a great inconvenience to the patients and their relatives. The non-availability of materials at doorstep had many disadvantages such as high cost, questionable quality, and interrupted supply resulting in trouble for the patient. As a result, the image of the Institute started falling. In light of these developments, various experiments and endeavors were proposed and tried by institute and Dr. Sanjay Kumar. The core committee for making right materials available at right place and in right time, ultimately, with a visionary movement of the then Director and in-charge hospital administrator , the concept of HOSPITAL REVOLVING FUND (HRF) was conceived in 1997 with a vision of supply materials all with cost containment and self- sustainability. Post HRF things dramatically changed. There was a steep rise in the quality of patient care as drugs and consumables were available at the bedside of the patients and his relatives did not have to run helter shelter for the same. Moreover the prices charged for the medicine supplies were most reasonable and much below the market price (10-30% cheaper).

HRF was not only able to achieve its basic objectives of right price, right quantity, right quality and right time, but, has even earned a phenomenal profit of crores of rupees during its 11 years of existence. This in itself is very unusual for a government hospital where there is a firm belief that hospitals are an expenditure rather than investment. As on date HRF has recorded a turnover of more than 70 crores in financial year 2012-2013. The system is a good example of supply chain management with sustainability and profitability is evident from operating profit and sound current ratio and quick ratios.

This exclusive concept utilized has been one of the defining moments in the eventual development of the hospital into a world class facility. The HRF type module was converted into a book titled "Inventory Control and revolving fund concept" 28 and case study was presented in International conference of northeast business and economic association (NBEA), 25 27 Oct 2012, New York, USA. Looking at the success story of HRF, subsequently Investigation Revolving Fund (IRF) was introduced in 2002 on the same pattern for diagnostic machinery and reagents. The case presented in International conference of Napalies Academy of Management (NAM) 10 12 April 2013, Kathmandu, Nepal. These achievements proved his thinking "Mental Efforts & Vision" are far better than physical effort.

(II) Hospital Information System

Another novel concept of Hospital Information System can also be attributed to Dr. Sanjay Kumar. A hospital information system (HIS) is a comprehensive, integrated information system usually designed to manage the administrative, financial and clinical aspects of a hospital. This encompasses paper-based information processing as well as data processing machines. The creation of HIS demonstrated a sharp increase in work related performance of the hospital. Consequent years revealed a decrease in Registration/ admission process time and money collection time by 70% and 60% respectively. There has been an invariable reduction in paperwork and the troubles of bad debts of the Institute due to non-payment by patients have reduced by 99%. He also publish a paper on highlighting the salient features during implementation phases of computerization.

(III) Financial Aid for Poor Patients:

Dr Sanjay Kumar's heart would use to sink when he use to see poor sick patients going back without medical treatment. Sanjeevani Medical Institute although being a state government hospital, charges from its patients. Nothing is free in the hospital but the charges levied on the patients are very reasonable and are normally 30% of its recurring cost. Dr Sanjay Kumar fought tooth and nail for the benefit of the poor patients with the state as well as central health authorities. His efforts succeeded at last and a "National Assistance Illness Fund" was started by the central government at Sanjeevani Medical Institute to help the poor patients at the Institute. Hundreds of patients have till date been given assistance from this fund for treatment.

All the services at Sanjeevani Medical Institute are paid and often some of needy/ socially poor patients have to leave without treatment for want of financial assistance. It is an uphill task to meet the need of such economically marginalized, needy patients. Dr. Sanjay Kumar fought tooth and nail for the benefit of the poor patients with the state as well as central health authorities. It was the result of his continuous suggestion that State government established the "Kamdhenu AtiNirdhan Chikitsa Sahayata Society" in the Institute in 2001 to help the poor with financial help for treatment. It is a public charitable Society with the primary objective of providing financial assistance to genuinely needy patients reporting to Sanjeevani Medical Institute for treatment. Around 4700 patients have so for received monetary assistance of more than Rs 5 Crores in the last 10 years; A paper highlighting these contributions was published in "journal of financial management and analysis".

Outsourcing of Services

That was the time when people were thinking of Public Private Partnership in various phases. Dr. Sanjay Kumar realized its potential advantages in the healthcare sector and conceptualized the outsourcing of services like kitchen, laundry, housekeeping, security, hospital attendants along with his colleagues. These were the areas where bulk of Group D were involved and a lack of discipline and frequent absenteeism were observed in the regular staff. Moreover the concept of outsourcing was fast emerging as a popular method for cost- containment and effectiveness. It was an exercise done to concentrate and improve on the core competencies and skills such as patient care, medical education and research and at the same time, leverage external skills and resources to reduce costs and sustain levels of productivity without compromising on quality. Outsourcing of these supportive services of the hospital ensured proper discipline in contractual employees and admiring levels of cost- containment were accomplished. It is essential to have food kitchen and laundry services in a hospital as they are directly related to in-patient care. Sick patients admitted in the hospital need proper diet served in good hygienic conditions for their fast recovery. Similarly the hospital linen should also be clean and sterilize in a proper way so as not to spread infections among the already weak and sick patients. Dr Sanjay Kumar personally supervises the working of these two important patient care areas and leaves no stone unturned in his endeavor to run the services in the most effective and efficient manner. During the last 5 years, Sanjeevani Medical Institute was able to save more than Rs. 6.5 Crores on this aspect. (2 papers of his achievements pertaining to outsourcing of services were published in leading journals.)

Money as such was sole responsibility of the State Government. However, due to outsourcing and cost-containment there was a definite reduction in the financial expenditure. He was in favour of acquiring the new, high quality and high performance machines due to advancements in tertiary care facilities. High cost equipment such as MRI, CT, ultrasound, endoscope were given on contractual basis in the beginning which also proved cost effectiveness.

Cost Containment/Cost Effectiveness Measures

Around that period, the oxygen for the hospital was procured through market at high cost. There were talks of disposing off the in-house oxygen concentrator due to its breakdown in 1999. Dr. Sanjay Kumar suggested for partially outsourcing of the oxygen concentrator plant through vigorous SWOT analysis exercise and started procuring the oxygen from the party. This outsourcing reaped huge cost containment/effectiveness and the Institute saved more than 91 lacs in 10 years in comparison to market cost. (Two papers on "Equipment failure use or dispose" was consequently published)

He also worked immensely on proper handling and disposal of Biomedical Waste as they are a potential source of hazard for the community .The recycling process of hospital waste (after disinfection) is yielding a wealth of worth Rs 20 lacs per anum for the last three years. He wrote numerous papers highlighting this issue and also devised the method of generating revenue from hospital waste. He received appreciation for exemplary work in Biomedical Waste Management by LION Club Intelligential, Lucknow, U.P. on World Environment Day in 2006.

Innovative H.R. practices

Dr. Sanjay Kumar became the Medical Superintendent of Sanjeevani Medical Institute in 2001 and held the office for 5 years. This was the time when awareness towards excellence and quality was on the rise among general population and to sustain in the immense competitive environment, it was absolutely essential to rethink existing strategies. In this period he brought about many changes in the hospital. He developed the concept of work study so very useful and practical in improvising the operations of the hospital.

He used to hold fortnightly meetings of the staff, clinical faculties, sister in-charges and class IV employees and listened to their problems and grievances with a sympathetic ear. In one of such meetings, a major problem was brought to his knowledge by the sister in-charges of the wards. There were attendants provided in every ward for carrying out tasks, one of which was to transport patients from the wards to other areas (specifically to the radiology dept. for their scans and X-rays, Laboratory for blood samples, other wards, OPD , transporting dead bodies etc). They carried patients outside the ward and after transporting them to the desired area, rather than returning back immediately, strolled and loitered in the hospital premises for hours on end much to the dilemma of the ward sisters whose work suffered a setback. Even after repeated warnings to the attendants much improvement was not observed. To combat this situation Dr. Sanjay Kumar in his capacity as the medical superintendent introduced the centralized internal transport system. One or two attendants were withdrawn from each ward and inserted in the above system. Now these attendants were not part of the ward, they were a separate entity. Whoever needed their services for patient transportation contacted the office through telephone and the attendant reached there. The ward work would not be affected. There was also sharing of staff. Moreover after appointment of a supervisor the indiscipline in the system was kept in check. It was seen that under a centralized system, with sharing of staff, a vastly greater amount of work was accomplished and in less time than previously. (He published a paper titled "Internal Patient Transportation" regarding this concept). Similarly many other centralized systems like central linen supply system, centralized bed allotment system etc. were introduced by him that enormously enhanced the hospital functionary.

There has always been resentment among nurses over excess work than they are capable of. Recruitments are never easy in a government funded hospitals and with scarcity of nurses it gets tougher. Dr. Sanjay Kumar carried out a work study on nursing resource utilization and with the help of an innovative scoring method managed to find out the difference between the ideal nurse- patient ratio in each departmental ward and the actual nursing resource requirement. He was scientifically able to point out a few wards from where nurses could be mobilized and utilized in more sensitive and acute wards. This reduced the problem of nurse overload

to some extent. (This work study was later converted into a paper titled "Nursing resource utilization based on activity score")

He carried out numerous studies and satisfaction surveys among the patients and relatives over the quality of hospital food, linen, sanitation etc and with their useful suggestions, endeavored to augment the quality of delivery. He showed an unbeatable positive spirit in the face of adversities and critical appraisals of the peers.

Development of Sound and Sustainable practices

It was very difficult to implement the Biomedical Waste Management and other statutory laws in hospitals. Dr Sanjay developed unique methods of SHARPS management, recycling of disinfected disposables leading into minimization of biohazards and wealth from solid waste. Three papers were also published in this field.

User friendly environment

In the era of global competition, he pushed the ideas of making hospital user friendly and facilitate patients and relatives in other fields other than treatment. Patient relative's accommodation, rogi vishramalayas, bank and ATM facilities, cafeteria, payment through credit card/debit card etc are the common facilities. They have moved forward to start the cash less treatment through insurance policy schemes offered by the company. He also carried out time to time studies to find out extent of population covered by health care financing specially insurance and also to develop the Lucknow city and Sanjeevani Medical Institute for medical tourism. He also presented recently the papers in these areas in National conference in emerging challenges in finance in Ghaziabad and International conference on marketing (ICOM-13) in Colombo Srilanka. Door step availability of drugs/medicine/consumables & investigations have extended the greatest level of satisfaction and saving to the patients and relatives. The paper published in the matter is evident of facts.

Personal Development

Since the beginning being the administrator of a tertiary care hospital with numerous responsibilities, he always thought of patients' benefit and employees' satisfaction through his managerial and clinical skills. He realized that with limited knowledge of management concepts and techniques, he could not soar to the great heights he always dreamt and aimed for. Earlier traditional administrators of the hospital were clinical people with immense knowledge of their clinical expertise but limited understanding of the art of management. It was time he learnt professional management and apply it in hospital scenario. He undertook his masters in hospital administration at the esteemed All India Institute of Medical Sciences, Delhi in 1998. He further went on to pursue M.Phil (Hospital Mgt.), Ph.D. and DLitt. in hospital management. With his professionals acumen, he was conferred the FELLOW of WHO, All India Management Association(AIMA) ,International Medical Science Academy(IMSA) and Academy Of Hospital Administration(AHA).Thus became the first professionally qualified medical administrator /faculty in INDIA, who was conferred by these prestigious felicitations. Professional development loaded with a bank of management knowledge, he finally plunged into the task of some serious process improvement in the hospital. With a vast knowledge, experiences and qualifications, ultimately he also put on the efforts to start an academic department of hospital administration of Sanjeevani Medical Institute in 2008. Before this efforts, he could open the department of hospital administration in Lucknow University, HIHT Dehradun, BHU Varanasi to start MHA/ DHA programmes in addition to run many short duration courses. He remained the member of core committee of IGNOU to start PG Diploma in Hospital Management Program through distant learning mode. He also developed a Study Centre at Sanjeevani Medical Institute and broke all his records by bagging four gold medals out of ten convocations held so for. One can realized the high academic standards set by him at his programme study center. He also published more than ninety papers, wrote Seven Books and organized about 200 training programme/CME. More than 330 students trained in IGNOU programme and, 86 students in other training programme.

Awards and Special Achievements

"AWARD FOR EXCELLENCE" was conferred to him by the Indian Hospital Association, New Delhi in 2001 for outstanding performance and contribution in the field of Hospital Administration. He was bestowed with "U. P. RATAN" by All India Conference of Intellectuals in 2003. He was also awarded with "Quality Assessor" by National Accreditation Board for Hospital and Health care providers (NABH) Quality Council of India, 2009. It

is pertinent to mention here that he is the first and only (as on date) qualified professional medical hospital administrator in U.P. and Uttarakhand who has been conferred with these awards. Further to mention he is the only medical administrator in India so far who has been awarded as Fellow Member and Accredited Management Teacher by AIMA, New Delhi.

Dr. Sanjay Kumar is making endeavors to involve NGOs for the benefit of patients and has in this direction formed a society named U.P. Hospital & Health Administration Reforms Society (UPHHAR) for the upliftment of poor and sick. Dr. Sanjay Kumar is the President of UPHHAR & the society only in its first year has already adopted one village name Kalli Paschim near Sanjeevani Medical Institute, Lucknow. The society has been regularly organizing medical check up programs for school children every week and is committed to improve the total health status of the village in shortest period. The society besides taking up consultancy for various hospital has also recently started a "Red Ribbon Squad" program in schools as a means of voluntary counseling through lectures and seminars to facilitate the National AIDS Control Program. The UPHHAR is also engaged in offering the consultancy to hospitals to prepare them for NABH and other agencies accreditation.

Conclusion

One can see him taking regular rounds of the hospital areas, chatting with the patients, conversing with the staff to know about their problems. When not on rounds, he can be found in his office working or in the classroom teaching students the art of management. Those who know him vouch for the fact that they have never seen him sit idle and waste his precious time. They find him easily approachable unlike the other. He has practiced humility and patience while listening to people and has taken criticism in positive stride. He has motivated his subordinates through his, humility, conviction and charismatic personality. He has in the recent years suffered a great personal loss but never once let that affect his performance and commitment towards his work. He has taken stands and appealed to followers on an emotional level. His employees have felt blessed to have worked under him.

His students say that he has been a father figure to them, listening to their problems, warding off their insecurities and helping them in every possible way he can.

With his immense organizational commitment, transformational leadership, admiring optimism, supreme confidence, courageous character and skillful disposition he has taken the Institute to such great heights where now it has a name and reputation and people associated with it feel honored. Presently the hospital carries out the largest number of Renal Transplants in the whole of Asia. Although being a government hospital, the facilities and ambience provided to the patients are no less than any large private hospital.

The beauty of his character is that while others bask in his glory and achievements, he himself never ventured for personal glory and fame. He is a rare gem in an ocean full seashell and minerals. He has always believed in simple living and high thinking. He always express his gratitude for having guided and supported by the Director, IHA, Faculty, Officers & other employees of Sanjeevani Medical Institute.

As Gandhi has also said-

"Keep your thoughts positive because your thoughts become your words. Keep your words positive because your words become your behaviors. Keep your behaviors positive because your behaviors become your habits. Keep your habits positive because your habits become your values. Keep your values positive because your values become your destiny."

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