



## **TATA INSTITUTE OF SOCIAL SCIENCES**

(A Deemed to be University, established under Section 3 of UGC Act 1956)

### **School of Health Systems Studies**

## **Post Graduate Diploma in Healthcare Quality Management 2021-2022**

**(Twelve Months Dual Mode Programme)**

PGDHQM is meant for personnel working in hospitals anywhere in the country and abroad who cannot come out of their work to attend a full-time programme but can still gain a professional credential in healthcare quality management from the prestigious Tata Institute of Social Sciences, who are the pioneers in this field.

#### **TOTAL SEATS**

**60 only**

#### **ELIGIBILITY**

Graduates in any discipline with a minimum of 3 years of work experience in a hospital/public health facilities in areas of managerial or supervisory position. Candidates sponsored by the employer will be given due preference

#### **PROGRAMME FEES**

**Rs. 1,00,000/-** (Rupees One Lakh only) for Indian students payable in one installment, which include tuition fees, course materials, library, computer services and so on. The students have to take care of Accommodation, Food and Travels.

#### **CONTACT DETAILS**

**Programme Manager**

School of Health Systems Studies

Tata Institute of Social Sciences, V.N. Purav Marg, Deonar, Mumbai 400 088

**Phone:** 022-2552 5529 / 022-2552 5530 **Mobile:** 9702335336 / 9967835903

**Fax:** 022-2552 5050 **E-mail:** pgdhqm@tiss.edu

The application fees is Rs. 1,030/- and for more details and application form, please visit website: <http://admissions.tiss.edu>  
<http://admissions.tiss.edu/view/10/admissions/stp-admissions/post-graduate-diploma-in-healthcare-quality-manage/>

Please visit following link for the online application <https://nirantar.tiss.edu>

**Last Date for Submission of Application Form: February 28, 2022.**

**\*\* Due to Covid-19 Pandemic, the 2021-2022 First Semester Contact Classes will be online mode.**



**Information Brochure for PGDHQM Batch 2021-2022**

# **Post Graduate Diploma in Healthcare Quality Management (PGDHQM)**

**Centre for Hospital Management  
School of Health Systems Studies**



**TATA INSTITUTE OF SOCIAL SCIENCES**  
**V.N. Purav Marg, Deonar, Mumbai 400 088**  
**(A Deemed University Under Section 3 of the UGC Act, 1956)**

**Information Brochure for PGDHQM Batch 2021-2022**

**A Joint Initiative of Centre for Hospital Management  
School of Health Systems Studies  
Tata Institute of Social Sciences, Mumbai**

**AND**

**National Health Systems Resource Centre (NHSRC),  
Ministry of Health & Family Welfare (MoHFW)  
New Delhi**



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### **Important Dates (All dates mentioned below are provisional and subject to change.)**

- Notification for Online application Admission (Ad schedule/Website Display): October, 2021

- Last date for submission of online application form: February 28, 2022

- Interview Date (through zoom): March 04 and 05, 2022

- Declaration of Selection (On TISS Website): March 14, 2022

- Last date for completing admission procedure: April 02, 2022

(15 days for paying the fee of selected candidates and 05 days for paying the fee of wait listed candidates who will be selected in the second slot)

- Commencement of Program: April 18, 2022

- First Contact Program: April 18 to May 08, 2022

- First Semester Exam: October 17 to 20, 2022

- Second Contact Program: November 01-20, 2022

- Second Semester Exam: April 17 to 20, 2023

- Conclusion of Program: June 31, 2023

**\*\* Due to Covid-19 Pandemic, the 2021-2022 First Semester Contact Classes will be on-line through zoom.**

### **About TISS**

Tata Institute of Social Sciences has an 80-year-old history. Beginning in 1936 as a Graduate School of Social Work, it grew into an Institute of Social Sciences in 1944 and into a Deemed University funded by the UGC teaching a wide variety of Social Science Courses in 1964. The Institute made a mark in the history of Social Work in India through pioneering efforts like publishing the Indian Journal of Social Work, which is the first Journal of Social Work in South Asia. TISS broadened its span to more specialized courses

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in the field of Social Work and Social Research and has been awarded a score of 3.88 out of 4 (CGPA) and Grade A by the National Assessment and Accreditation Council (NAAC) on 31<sup>st</sup> December 2009. Today it is known as one of the leading thought leaders in the Social Sciences including areas of application of Technology in Social Contexts, Management and Governance. It has a wide range of International Collaborations, which keep it abreast of developments in each field of study at the international level.

TISS is particularly known for its Academic Excellence, its Prominent Alumni, and its relentless work for the promotion of sustainable, equitable and participatory development, social welfare, and social justice. The Institute then and now is known for its prompt and efficient response in sending relief in the face of natural and man-made disasters.

### **School of Health Systems Studies**

The School of Health Systems Studies is one of the most prestigious Schools within The Tata Institute of Social Sciences and one of the National and International Pioneers in Health Policy and Health Systems Studies. The school consists of 4 Centers. They are as detailed below.

- **Centre for Health and Social Sciences**
- **Centre for Health Policy, Planning and Management**
- **Centre for Hospital Management**
- **Centre for Public Health**

The school conducts 4 Masters' Degree Programmes which includes Master of Hospital Administration, Master of Health Administration, Master of Public Health (Social Epidemiology), and Master of Public Health (Health Policy). Further, there are three Executive/Post Graduate Diploma Programmes offered by the School through the Centre

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for Hospital Management.

### **Centre for Hospital Management:**

The Centre for Hospital Management (CHM) was set up in 2011 as a part of the School of Health Systems Studies. CHM is primarily focusing on Research and Development in Hospital Industry both public and private sectors. It is also contributing to improve improving the healthcare system by carrying out capacity building, publications, consultancies and working with various hospitals. The TISS Hospital Management students occupy positions of leadership across a wide spectrum of the healthcare industry including Hospitals, Information Technology, Insurance and Management Consultancy, etc. and it is one of the most sought-after programmes by students with one of the best records in placement. The Centre had designed three Post Graduate Diploma Programmes for working professionals. They are Executive Post Graduate Diploma in Hospital Administration (EPGDHA), Post Graduate Diploma in Healthcare Quality Management (PGDHQM) and Post Graduate Diploma in Hospital Administration-CMC-TISS (PGDHA-CMC-TISS).

### **NHSRC (National Health Systems Resource Centre)**

National Health Systems Resource Center (NHSRC) has been set up under the National Health Mission (NRHM) of the Government of India to serve as an Apex Body for technical assistance in healthcare. Established in 2007, the National Health Systems Resource Centre's mandate is to assist in policy and strategy development in the provision and mobilization of technical assistance to the states and in capacity building for the Ministry of Health and Family Welfare (MoHFW) at the Center and in the States. The goal of this institution is to improve health outcomes by facilitating governance reform, health systems innovations, and improved information sharing among all stakeholders at the national, state, district and sub-district levels through specific capacity development and

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convergence models. It has a 21-member Governing Board, chaired by the Secretary, MoHFW, and Government of India with the Additional Secretary, MoHFW & Mission Director, NHM as the Vice Chairperson of the Board and the Chairperson of its Executive Committee.

### **Quality Improvement Division:**

Quality Improvement Division at NHSRC has been a pioneer in designing and implementing Quality Management systems specific to Public Health Facilities. QI division at NHSRC is the Nodal Agency at National Level for implementation of the National Quality Assurance Program for Public Health Facilities. QI Division has a team of a dedicated and experienced professionals who work towards improving the quality of services. The key activities of quality improvement division in the last five years are as detailed below:

1. Development of National Quality Assurance Standards
2. Quality Assessment and Scoring of the Public Hospitals
3. Training and Capacity Building of States for Assessment and Quality Improvement
4. Designing and Implementation of “Kayakalp” award Scheme for Clean Hospitals
5. Development of Resource Material for Hospital Operations and Quality Assurance
6. Conducting Assessment on Hospital and Health System related issues e.g., Drugs & Logistics, Infection Control Practices, Quality Assurance, etc.

### **Programme Details:**

#### **The Need:**

The latest figures show that Public Hospitals still account for over 40% of all in-patient care in the Nation. This 40% include almost all hospitalization needs of the poor and marginalized sections of society. In addition, these hospitals are the focal points for implementing most National Health Programs. Being Public Hospitals, the staff here are also called upon to provide a range of preventive and promotive health care services, and

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even considerable forensic duties, which private sector hospitals do not have to contend with. And they have to manage all these roles with only about 20% of total health expenditure.

It was for this reason that the 12th Five-year Plan envisaged quality scoring of all Health Institutions and the Implementation of a Quality Management System to measurably improve quality of care, with suitable incentives and inputs for achieving and sustaining the desired levels of quality. In line with this mandate, the Ministry of Health and Family Welfare, Government of India has also adopted an “Implementation Framework for Quality Assurance in Public Health Facilities.” This framework has been evolved by NHSRC, the apex technical assistance organization of MoHFW, which has evolved this approach through extensive pilots across multiple states and through discussions with all key stakeholders. This requires a matching investment in capacity building in Public Health Professionals, and Hospital Managers, and Senior Nursing Supervisors. Centre for Hospital Management, SHSS took the initiative to prepare the Healthcare Professionals’ ability to participate and improve quality systems in Indian Hospitals with joint collaboration between NHSRC and TISS.

### **Programme Management:**

The Centre for Hospital Management in the School of Health Systems Studies is organizing the programme with technical collaboration with NHSRC. The contact program would be at TISS Mumbai Campus. the PG Diploma would be awarded by the Tata Institute of Social Sciences (TISS), which is a Central Government-funded Deemed University. There may be some possibility of changing the venue if the circumstances require it.

### **Course Structure:**

<b>Semester Pattern</b>	<ul style="list-style-type: none"><li>• Two semesters</li><li>• First Semester 8 courses</li><li>• Second Semester 7 courses plus one Research Project</li></ul>
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<b>Extensive teaching learning activity</b>	<ul style="list-style-type: none"><li>• Two Contact Programmes</li><li>• Contact Classes of 21 days' duration in each Semester residential at Mumbai **</li><li>• Online learning through customized software</li></ul>
<b>Progressive learning and evaluation</b>	<ul style="list-style-type: none"><li>• Assignments/Case Studies based on Industry Practices</li><li>• Project Work for understanding of Application of Theory knowledge to practical situation.</li></ul>

**\*\* Due to Covid-19 Pandemic, the 2021-2022 First Semester Contact Classes will be on-line through zoom.**

### Contact Programme

There are two Contact Programmes for the entire 12 months' during the Programme. The intensive contact classes are held at the beginning of each semester for a period of 21 days. The First Semester Contact Classes will be held in the month of March 2022. The second Semester Contact Classes includes four days of examination of First Semester and 21 days of Second Semester Contact Classes. The First Semester Exam and Second Semester Contact Classes will be held in the month of September 2022. The Second Semester exams will be held on three days in the month of March 2023, the students must attend the Contact Classes which are compulsory and maintain attendance as per TISS rules.

Since the contact programme is very short and expected to cover an adequate syllabus, a wide variety of methodologies will be followed. They include class room lectures, case study discussions, debates, group exercises, presentations, etc.

In addition to the class room teaching, students are provided guidance through an online teaching facility called "TISS on-line Platform (TISSOL)". All the teaching notes are uploaded in this Platform. In order to access this platform, students are provided with a login id and password which enable them to get access to the course materials, assignment topics, etc. Students will be given adequate training to use this platform comfortably. Students will upload their assignments, research project documents in TISSOL as per the requirement of the programme from time to time. The course coordinator shall keep in

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touch with course teachers and students to ensure that materials are uploaded and downloaded.

### **Examination and Course Evaluation Pattern:**

First Semester Examinations are conducted at the beginning of the Second Contact Programme. The Second Semester Examination is conducted at the end of the Second Semester. The examinations will be held for four days at the end of each semester. The course evaluation consists of two modes as Online Evaluation and Offline Evaluation. The Online Evaluation is done for 70 percent. The students are expected to submit two assignments or two case studies or a mixture of both (one case study and one assignment) for each course. The Offline Evaluation is done for 30 percent. For this, class room examination will be conducted for each course at the end of each semester. Students must be regular in attendance and qualify in periodical tests as well as comprehensive examinations. The subject teacher evaluates the students on the basis of Assignments which is of 70% Weightage and end Semester Theory Exam which is of 30% Weightage and of one hour duration

### **Research Project:**

Project Work is one of the important academic requirements for PGDHQM students. The project work includes problem identification, data collection, analysis and interpretation, and preparation of an action plan. Every student is expected to submit a comprehensive project report in the stipulated time frame. The students will do their project work while going through regular courses. Further, the students shall follow the guidelines as prescribed by the Centre from time to time for completing the project work successfully. Each student shall be assigned a guide and he/she is expected to take guidance until submission of the project report.

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### **Distribution of Credits:**

The total credits for the program are 36 as detailed below:

15 Theory Courses: 13 subjects carry 2 credits each; while 2 subjects are of 3 credits each (i.e., HQM 4 and HQM 11) (Total 32 credits)

Project work: 4 Credits

### **The following are the courses offered in each semester:**

#### **Semester I**

HQM-1: Overview on Public Health Systems and Policy

HQM-2: Healthcare Quality Standards

HQM-3: Quality Assessment Methods

HQM-4: Quality Management Tools and Techniques-I

HQM-5: Hospital Operations Planning and Management

HQM-6: Statistics for Healthcare Quality

HQM-7: Hospital and Patient Safety

HQM-8: Research Methodology and Operations Research

#### **Semester II**

HQM-9: Ethics, Values, Governance, Legal Framework, and Patient Rights

HQM-10: Healthcare Performance and Quality Indicators

HQM-11: Healthcare Quality Management Tools and Techniques-II

HQM-12: Quality Documentation

HQM-13: Healthcare Leadership and Change Management

HQM-14: Advanced Statistics for Quality Management

HQM-15: Quality Management of Primary Care and National Health Programs

**\*Credit structure and credit load are under review. Any changes as approval by the competent authority will be applicable with due notification.**

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**After completing the PGDHQM Programme, a student will be able to:**

- 1) To Improve Hospital Operational Efficiency
- 2) To Develop, Implement and Measure Hospital Performance
- 3) To Enhance Quality Culture and Professionalism in Hospitals
- 4) To Develop Champions for Quality Care in Public Health System
- 5) To Enhance use of Quality Tools and Approaches

### **Eligibility to Apply:**

- Graduation:**
1. Bachelors Degree in any Discipline (Arts, Science, Commerce, etc.)
  2. Medical Degrees (Allopathic, Ayurvedic, Homeopathy, Dentistry etc.)  
B.Sc. Nursing, Post B.Sc. Nursing
  3. Paramedical and allied Health Courses, such as Pharmacy,  
Physiotherapy, Occupational Therapy etc.

**Work Experience:** Minimum 3 years in a hospital set up or Public Health Facilities in the areas of Managerial or Supervisory position.

### **Target Group:**

1. Hospital Superintendents, Quality Managers, Matrons & Nursing Superintendents  
Health Administrators, Hospital Managers, Nodal officers for Quality Assurance in  
State Health Departments/NHM, Members of Quality Assurance Teams,  
Committees and Units, Quality Assessors, Health Programme Managers, etc.  
working for or having interest in Public Hospitals or Programs.
2. **All candidates identified by the NHSRC, Ministry of Health and Family  
Welfare, attached to respective States, working with Public Hospitals in the  
above capacity and sponsored by Mission Directors of the States. This  
programme has been envisaged keeping in mind to impart maximum inputs in  
capacity building of Public Hospitals.**



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**Total No. of Seats for the Course: 60.**

### **Seat Reservation:**

**All candidates sponsored by the Ministry of Health and Family Welfare; Government of India are eligible for admission for this programme. Seats will be reserved for such candidates and the fee is directly credited to TISS Account by the respective State Governments.**

**After offering the seats for the sponsored candidates irrespective of the category they belong to, the rest of the seats will be offered to the candidates who are applying for this programme. This includes:**

- a) Candidates who are sponsored by the Private Hospitals/Health Care Services**
- b) Candidates those who are applying individually.**

**It is mandated that minimum 35 seats are reserved for the candidates sponsored by NHSRC, Ministry of Health and Family Welfare, Government of India. If the sponsored candidates are less than this number, then the remaining seats will be offered other candidates.**

### **Admission Process:**

**Candidates are required to apply online through the E-application process only. Candidates having difficulty in applying online or where there is no Internet facility, may contact the Program Manager through Telephone Nos. 022-25525529/27/26 or +91 9702335336**

**For obtaining online application, please visit--<https://nirantar.tiss.edu/>**

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### **How To Apply:**

Please visit following link for online application

<https://nirantar.tiss.edu/>

For more details about the PGDHQM Programme, please visit our web site:

<http://admissions.tiss.edu/view/10/admissions/stp-admissions/post-graduate-diploma-in-healthcare-quality-manage/>

The application fee is Rs. 1000/- + online bank charges to be paid online. For payment, one can use credit card /debit card/ net banking.

### **Selection Procedure:**

Those satisfying the eligibility requirements will be called for an Interview. The list of Selected Candidates will be notified on the Institute Website. The Institute does not take responsibility for informing by post. Candidates may make enquiries through Telephone No. 022-2552 5253. Interview dates mentioning the date and timings of the Interview will be intimated to the eligible candidates through e-mail by the Short-Term Programme (STP) Section well in advance. Candidates are requested to be alert and check their e-mails to ascertain such details when nearing the Interview dates. They can also contact the STP and the Programme Managers by telephone. If any candidate fails to check the e-mail and thus misses the communication, the Institute will not take any responsibility on this account.

### **Award of Diploma:**

The students who have successfully completed all the requirements, will be awarded the Post Graduate Diploma in Healthcare Quality Management (PGDHQM).

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### **Fees**

Total fee for the programme is Rs. 1,00,000.00 (Rupees One Lakh only) payable in one installment, at the time of joining the programme through on-line. The fees include tuition fee, learning resources, library and computer services. The link for on-line payment will be sent to the selected candidates on the same day when the list of selected candidates will be published in the website.

### **Commencement of the Programme:**

The tentative date of commencement of the programme for the 2021-2022 batch students will be March 21, 2022.

The selected candidates shall report to the Assistant Registrar, STP, Academic Section, TISS, Mumbai, with the Original educational qualification certificate, work experiences, caste certificate, online payment fee receipt, three copies of passport size photos and other supporting documents along with one set of xerox copy on the date of commencement of the programme.

### **Location and Access to TISS**

The TISS Main Campus is in the North-East Section of Greater Mumbai. The Main Campus is situated Opposite Deonar BEST Bus Depot on V.N. Purav Marg, earlier known as the Sion -Trombay Road. This Campus houses the School of Health Systems Studies and all the Administration Sections. Address of Main Campus: TISS, V. N. Purav Marg, Opp. Deonar BEST Bus Depot, Deonar, Chembur, Mumbai-400088.

The nearest local Railway Station is Govandi Station (in the harbour line). State Transport (ST) buses from Kolhapur, Solapur, Goa, Pune, and other cities pass by the Institute. The nearest ST bus and the BEST bus stop is Deonar Bus Depot.

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For further information and/or enquiries, please contact the following Personnel/Section.

Letters may also be addressed to:

**Dr. Feroz Ikbal, Ph.D.**

**Program Convenor EPGDHA and PGDHQM Programmes**

**Chairperson**

Centre for Hospital Management, School of Health Systems Studies

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For Enquiries regarding the programme, please get in touch with:



## Information Brochure for PGDHQM Batch 2021-2022

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Ms. Veena Shinde

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