

Contents

Contents	i
Preface.....	vii
Executive Summary	ix
1. Introduction.....	1
1.1. Public healthcare facilities in the State	1
1.1.1. Funding for hospitals and CHCs.....	2
1.2. Planning and execution of Performance Audit	3
1.2.1. Audit objectives	3
1.2.2. Audit criteria	4
1.2.3. Audit scope and methodology	4
1.2.4. Acknowledgement	6
1.2.5. Structure of the report	6
1.3. Policy framework for healthcare services	7
1.3.1. Standardisation of services and resources.....	7
1.3.2. Policies for acquisition of resources	8
2. Out-patient services	11
2.1. Patient load in OPD.....	11
2.2. Registration facility for OPD	12
2.3. Other basic facilities in OPD.....	13
2.4. Patient rights and grievance redressal	13
2.5. Evaluation of out-patient services through outcome indicators	14
2.5.1. OPD cases per doctor.....	14
2.5.2. Consultation time per patient.....	15
2.5.3 Patient satisfaction survey of out-patients	15
3. Diagnostic services	17
3.1. Radiology services	17
3.1.1. Availability of radiology services	17
3.1.2. AERB licences for radiology machines.....	19
3.2. Pathology services.....	19
3.2.1. Institutional arrangements for pathology services	19
3.2.2. Availability of pathology services	19
3.2.3. Essential resources- equipment and human resources	21
3.2.4. Quality assurance of pathology services	22
3.2.5. Waiting time and turn-around time.....	23
4. In-patient services	25
4.1. Availability of in-patient services	25
4.2. Availability of human resources	26
4.2.1. Doctors and nurses.....	26
4.2.2. Rosters for doctors and nurses	28
4.2.3. Para-medical staff	29
4.3. Availability of essential drugs and equipment	30
4.4. Operation Theatre services.....	31
4.4.1. Availability of equipment and drugs for OTs	32

4.4.2. Documentation of OT procedures.....	33
4.5. Intensive Care Unit services.....	33
4.5.1. Availability of ICU services	33
4.6. Emergency services.....	34
4.6.1. Availability of emergency services.....	34
4.6.2. Accident and trauma care services.....	35
4.6.3. Triageing of patients and average turn-around time.....	35
4.6.4. Continuity of care during emergency	36
4.7. Dietary services	36
4.8. Patient safety	37
4.8.1. Disaster management capability of hospitals.....	37
4.8.2. Safety from fire	38
4.9. Evaluation of in-patient services through Outcome Indicators	39
4.9.1. Evaluating productivity of the hospitals	40
4.9.2. Evaluating efficiency of the hospitals.....	41
4.9.3. Evaluating clinical care capability of the hospitals.....	43
4.9.4. Evaluating service quality of the hospitals	44
4.9.5. Outcomes <i>vis-à-vis</i> availability of resources	46
5. Maternity services.....	49
5.1. Antenatal Care.....	49
5.1.1. ANC check-ups of pregnant women.....	50
5.1.2. Management of RTI/STI.....	51
5.1.3. Comprehensive abortion care	52
5.2. Intra-partum care	54
5.2.1. Availability of resources	54
5.2.2. Clinical efficiency	57
5.2.3. Caesarean deliveries (C-section).....	58
5.3. Postnatal maternal and newborn care.....	61
5.4. Pregnancy outcomes.....	62
5.4.1. Stillbirths.....	62
5.4.2. Neonatal deaths	63
5.5. Outcomes <i>vis-à-vis</i> availability of resources.....	63
6. Infection Control.....	65
6.1. Standard Operating Procedures	65
6.2. Disinfection and sterilisation.....	67
6.2.1. Boiling and autoclaving	69
6.2.2. Chemical sterilisation.....	70
6.2.3. High level disinfection	70
6.3. Cleaning services.....	71
6.3.1. Standard operating procedure for housekeeping.....	71
6.3.2. Hygiene practices.....	71
6.3.3. Outsourcing of cleaning services	72
6.4. Laundry services	72
6.4.1. Availability of linen	72
6.4.2. Deficiencies in laundry services	74
6.4.3. Washing of linen	75

Table of Contents

6.4.4. Individual discrepancies noticed in washing of linen	76
6.5. Bio-medical waste management.....	76
6.5.1. Generation of bio-medical waste	77
6.5.2. Segregation of bio-medical waste.....	78
6.5.3. Collection of bio-medical waste	79
6.5.4. Training for management of bio-medical waste	80
7. Drug management.....	81
7.1. Availability of essential drugs.....	81
7.2. Storage of drugs	83
7.3. Dispensing of drugs to the patients	84
7.4. Grievance redressal of patients	85
7.5. Drug procurement management process	85
7.5.1. Inadequate coverage of drugs under RCs	87
7.5.2. Capacity of bidder not analysed.....	88
7.5.3. Irregular procurement of drugs through local purchase.....	88
7.5.4. Delayed/non-supply of drugs.....	89
7.6. Quality assurance of drugs	90
8. Building infrastructure	93
8.1. Availability of hospital beds	93
8.1.1. District Hospitals	93
8.1.2. Community Health Centres.....	94
8.1.3. Hospital space requirements	95
8.1.4. Barrier-free access to hospitals	95
8.2. Creation of infrastructure	96
8.2.1. Physical achievement of works.....	96
8.2.2. Irregularities in technical sanctions of works	97
8.2.3. Delay in execution of works	98
8.2.4. Operationalisation of new hospital buildings	99
8.2.5. Maintenance and repair of hospital buildings.....	99
9. Conclusion and Recommendation	101
Appendix I: Sources of criteria	105
Appendix II: Records not/partially maintained.....	106
Appendix III: Radiology equipment lying unutilised	112
Appendix IV: Pathology equipment lying unutilised	113
Appendix V: Human resources in hospitals/CHCs.....	114
Appendix VI: Evaluation of Outcome Indicators	116
Appendix VII: Local purchase of drugs.....	117
Appendix VIII: Handover of completed works	118
Appendix IX: Maintenance and repair of hospital buildings.....	119
List of Abbreviations	120

List of Tables

Table 1: Health Indicators.....	1
Table 2: Budget provision and expenditure during 2013-18	2
Table 3: Receipt and expenditure under NHM during 2013-18	3
Table 4: List of sampled hospitals/CHCs	5
Table 5: Standardisation of services and resources in hospitals/CHCs	7
Table 6: Number of out-patients in test-checked hospitals.....	11
Table 7: Non-availability of basic facilities.....	13
Table 8: Consultation time taken per case in OPD	15
Table 9: Availability of radiology services.....	17
Table 10: Reasons for non-availability of radiology services	18
Table 11: Availability of pathology services as on March 2018	20
Table 12: In-patient services in District Hospitals.....	25
Table 13: In-patient services in CHCs	26
Table 14: Shift-wise non-availability of roster for nurses in IPD in DHs	28
Table 15: Beds against one nurse in IPD in DHs (2017-18).....	28
Table 16: Details of availability of para-medical staff	29
Table 17: Availability of essential drugs in DHs.....	30
Table 18: Availability of OTs in DHs (2017-18).....	31
Table 19: Major and minor surgeries per surgeon	32
Table 20: Availability of essential drugs and equipment in OTs.....	32
Table 21: Documentation of OT procedures	33
Table 22: Status of completeness of BHTs in DHs (2017-18)	45
Table 23: Outcomes <i>vis-à-vis</i> availability of resources in District Hospitals ..	46
Table 24: Investigations not carried out in CHCs (2013-18).....	51
Table 25: Availability of essential resources during 2013-18	54
Table 26: Average no. of deliveries dealt by a nurse per shift per day.....	56
Table 27: Administering Corticosteroids in pre-term deliveries (2013-18)	58
Table 28: Stillbirths during 2013-18.....	62
Table 29: Outcomes <i>vis-à-vis</i> availability of resources in DWHs	64
Table 30: Availability of SOPs for infection control.....	65
Table 31: Availability of checklist for infection control and HICC	66
Table 32: Availability of records of pest and rodent control.....	66
Table 33: Availability of disinfection and sterilisation procedures	68
Table 34: Availability of records of sterilisation using autoclave	70
Table 35: Availability of SOPs for housekeeping	71
Table 36: Linen items not available at all during 2017-18	73
Table 37: Deficiencies in laundry services in hospitals and CHCs	74

Table of Contents

Table 38: Partial authorisation for generating bio-medical waste	78
Table 39: Non-submission of annual report to SPCB.....	78
Table 40: Non-collection of bio-medical waste on daily basis.....	79
Table 41: Availability of drugs in the test-checked hospitals.....	82
Table 42: Deficiencies in storage of drugs	83
Table 43: Documentation related to dispensing of drugs	84
Table 44: Rate contracts in force during 2013-18	87
Table 45: Availability of functional hospital beds in the hospitals	93
Table 46: Adequacy of space in the operational areas.....	95
Table 47: Details of works sanctioned during 2013-18	96
Table 48: Works executed during 2013-18 in the test-checked districts	97