

Summer Training at
Rajasthan Medical Service Corporation (RMSC)

By
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Under The Guidance Of
Dr. Nutan Jain

MBA Hospital and Health Management
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The logo for IIHMR University, featuring a stylized 'i' in a square followed by the text 'IIHMR UNIVERSITY' in a serif font. The 'IIHMR' part is larger and more prominent, with 'UNIVERSITY' in a smaller font to its right.
The IIHMR University, Jaipur

2014

CERTIFICATE

This is to certify that Devis Saha has undergone his summer training in Rajasthan Medical Service Corporation from 1st April to 1st May. The candidate himself carried out all the studies related to his summer training. The approach to his study has been scientific and analytical. The summer training is partial fulfillment of the course requirement required for the award of post graduate diploma in hospital and health management.

I wish him success in future endeavors.



Col. Dr. Ashok Kaushik,

Dean (Academics and Student Affairs),

IIHMR, Jaipur

Acknowledgement

I extend my sincere gratitude to Managing Director , Rajasthan Medical Service Corporation for giving me the opportunity to have this summer training experience and Undergoing the process of learning at various level of functional units of RMSC, Rajasthan. I thank him for all the trust and faith that he posed in me and I only hope that I have been able to live up to his expectations. His guidance and support was helpful in enhancing our work.

I extend my sincere gratitude to Dr. Kalpana Vyas and Mr. Arvind singhal, Logistic Cell, RMSC, who have been my guiding mentors for the summer internship program & have been instrumental in helping me shape this study in a desirable way.

Without the guidance of my mentor, Dr. Nutan Jain the summer training would not have been possible for me. I want to convey my heartfelt gratitude, for the guidance, support, facilitation and coordination which I have received from her.

I would like to thank director and the concerned persons of the various departments in which I was posted during my summer internship in RMSC, for their support, co-operation and guidance.

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Background

Summer internship is a crucial and mandatory part of PGDHM programme at IIHMR, Jaipur. The time frame allotted for it is a period of two months at the end of first year. The main objective of this programme is to provide the student an opportunity to get acquainted with the practical environment or the real life situation where they will pursue their further carrier.

Students basically relates the subjects which they have already studied with the practical environment and adds knowledge to their existing pool. To facilitate this learning they are allotted a mentor at the organization and at the same time they are guided by their college mentor. In addition to this they are involved in various ongoing programme and are assigned task to enrich their learning. They also get a chance to contribute their part in the progress of the organization. They get a chance to interact with various others professional working in the organization and share experiences. Further, it is the best time to find out their own strength and weakness and to choose the carrier path which is suited to them.

At the end of the summer internship the students are required to present a poster before the faculty members and other students to share their experience and learning. Here, everyone gets an opportunity to learn about various others organization working in the field of health. Projects done by students are discussed.

A report is presented to the college library to enrich its knowledge resources.

Activities I was assigned by the RMSC includes-

1. Literature Review and Study of Documents and Website.
2. Inter Departmental Visit and Interaction with the Employees of RMSC
3. Field Visit (DDWs, DDCs) and deployment at various units.
4. Interaction with the Beneficiaries.
5. Discussion with Mentor and Unit Heads.

Major part of my learning is from interaction, Observation and Literature Study.

Introduction

Rajasthan Medical Service Corporation (RMSC) is the organization responsible for the procurement and supply of quality drugs, sutures and equipments to the public health facilities for 'Mukshya Mantri Nishulk Dawa Yojna'. It was established in 2nd October, 2012 in Jaipur and its functional premises covers almost every district of Rajasthan. It has a functional capacity of providing uninterrupted supply of drugs and its monitoring in all healthcare facilities up to the Primary Health Care Centers.

Before RMSC, the government hospital themselves were managing the purchase of drugs and the budget allocated was in the head of each facilities separately. There was no standards to assure the quality of drugs. Local purchase and purchase from small vendor in small quantity also lead to a lot of cost towards the then procuring body. In addition there was no proper storage facilities and improper records maintenance. The consequences of these adds to the suffer of the patients at the end. The out of pocket expenditure of Rajasthan was one of the highest in India. Utilization of public facilities was very few as poor patient cannot pay for the cost of medicine which accounts 80 percent of the cost of the treatment. All these issues resulted to ill health indicators of the state.

Government of Rajasthan decided to follow lessons from state like Tamilnadu, which is well known for its effective management of the procurement and supply chain of drugs and pharmaceuticals. A number of intellectual and expert of healthcare sector, policymakers, bureaucrats and the politicians dedicated their efforts to come out with the idea of Rajasthan Medical Service Corporation. The then Chief Minister Shri Ashok Gehlot declared free drugs to his state's man. An independent body was formed and was registered under Company Act, GOI in the name of "Rajasthan Medical Service Corporation". All the drug budget allocated for each government Hospital of whole state was combined together to form a State drug budget. An initial investment was allocated as a special budget for infrastructural development and setting of the structure. The Essential Drug List was revised and a State EDL was formed. Some policy were reformed, the Government doctors were asked under a rule to prescribe drugs only in its generic name and not in its brand name.

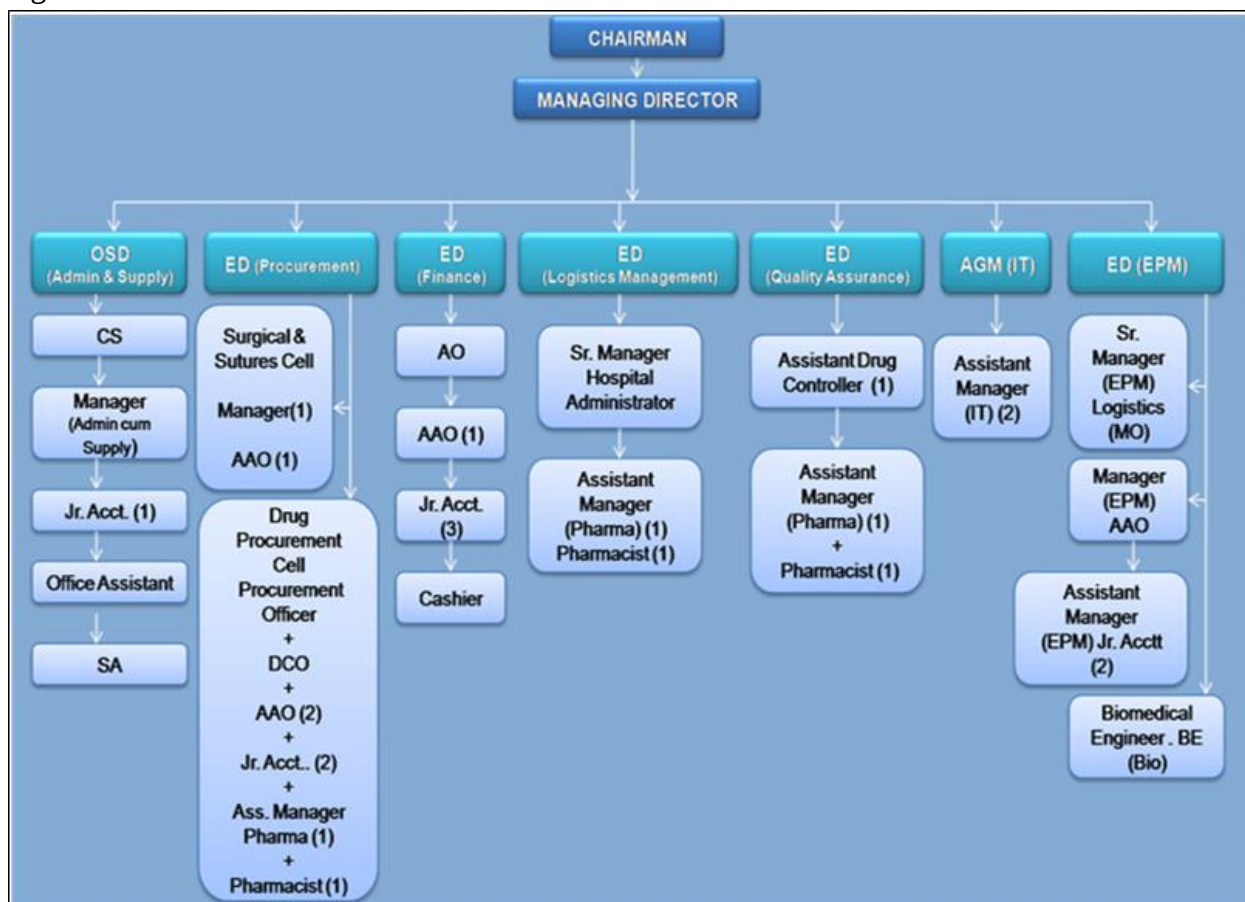
The corporation uses its liberty in making its own policy, rules and regulation to make an effective Human Resource Structure. Latest technology was made use for its betterment and started functioning as an independent body in the government system.

Organizational Structure

The organization functions in all 33 district of Rajasthan and provided its services in almost all nook and corner of the state. It has a three tier organization structure. The first tier being the state offices, functions basically as the management, monitoring and administrative body. It supervises and guides all the lower level offices. The second tier or the District Drug Warehouse is the access point for physical exchange of goods between supplier and the facilities. These are the district storage point of RMSC. The third tier is the Drug Distribution Centers situated at the facility level. These are the service delivery point of RMSC.

State Cell RMSC

The state office of RMSC is situated in the premises of 'Swasthya Bhavan', Jaipur. It is headed by the Managing Director who is a senior Indian Administrative Service (IAS) Officer. He looks after the overall progress of the organization. There are seven cells as the component of the organization which are individually headed by deputed senior MBBS doctors of the state. The organization structure of the state office is as follows-



Logistic Cell

The Logistic Cell fulfills all the physical requirement of the Organization. Being the state office it looks after all the logistic need of the entire state. This cell also looks after the training of the Human Resources including involvement of students i.e. summer internship and dissertation.

The cell is headed by the Executive Director. He is a deputed MBBS doctor of the state with some specialization or experience in the logistic management. There is a senior Hospital Administrator, who is a pharmacist with some specialization and experience in Logistic management or Hospital management. There are two pharmacist works as assistant manager. In addition there are Information Assistant(2 in number) to help in IT related issues and other ancillary activities.

The important function of the state logistic cell is to rationalize and provide various demands of physical infrastructure, human resources and equipments i.e. man, machine and material. The cell is also involved in planning and managing of all the goods required for the smooth and uninterrupted functioning of the organization. Documentation is an important agenda of this cell to maintain transparency and systematic in work. They also need to visit the field for physical evaluation of the need and progress of activities at site. One of the major role of the logistic cell is generation of annual demand.

There is proper coordination between all the members of the cell. The asst. manager report to the Sr. Hospital Administrator and the later to the ED. The ED monitors each day's work and discuss with the whole team regarding any plan or issues.

My learning in the logistic cell

1. Documentation and its importance.
2. Planning and its importance.
3. Generation of annual demand of drug?
4. Rationalization of demand.
5. On various aspect of the establishment of RMSC, its progress and importance.

Supply Cell

Supply cell is one of the most important unit of RMSC. It is responsible for the timely supply of each drug item to the beneficiaries across the state. The cell is headed by an ED who is a deputed MBBS doctor working for the state.

The other people working in this cell are pharmacist (4 in number) to handle the daily supply, transfer, purchase and demand issues across the state. There is one pharmacist to look after the overall documentation and to assist the ED in administrative issues.

All the people working here in this department are involved in the online inventory management for the system. They perform all their activities and function with the help of the online inventory, e-aushodi. The cell has a major role in managing stock at various level of the DDWs and DDCs. They help and assist the other pharmacist sitting at the lower level in effective stock management and supply. They keep track of the stock of each drug item mentioned in the EDL.

The pharmacist responsible for the each sub work of the unit, say supply, transfer and purchase keep track of each item of the EDL for the whole state. They monitor the pharmacist across the state using e- mail, phone calls and surprise Audit and keep them counseling and motivating for transparency and accountability.

The procedures involves while making Purchase Order are a hectic task. It involves a lot of expertise. PO are very important tool to maintain smooth flow of services of the system. The supply team make it very easy and accurate through the use of technology and Skills.

NA Hits :- Non- Available hits, is a system developed under the online software, e- aushodi. Under this option, the unavailable drugs across the state are registered on a daily basis and give count of all the patients who were not given drugs and the detail of the facility with the name of the pharmacist and the prescriber. The whole supply team, take an account of all the NA hits at the end of the day and track it back to the concerned pharmacist to enquire the reason why the drug is not available. They then take all the measures to make the drug available as soon as possible.

Communication in this unit plays a very important role for the smooth functioning. They keep on communicating with pharmacist of all the warehouses to track the drug received from the supplier. Although all the work are done via the online software they still make things confirm personally via phone calls and meetings.

Things I Have learned in the supply cell:-

1. Overview of the Online Software, e-Aushodi (functions used by supply Cell)
2. Importance of communication.

All the work done here needs inter-personal, intra and inter- departmental communication. Without communication things are in doldrums

3. Making of a purchase order.

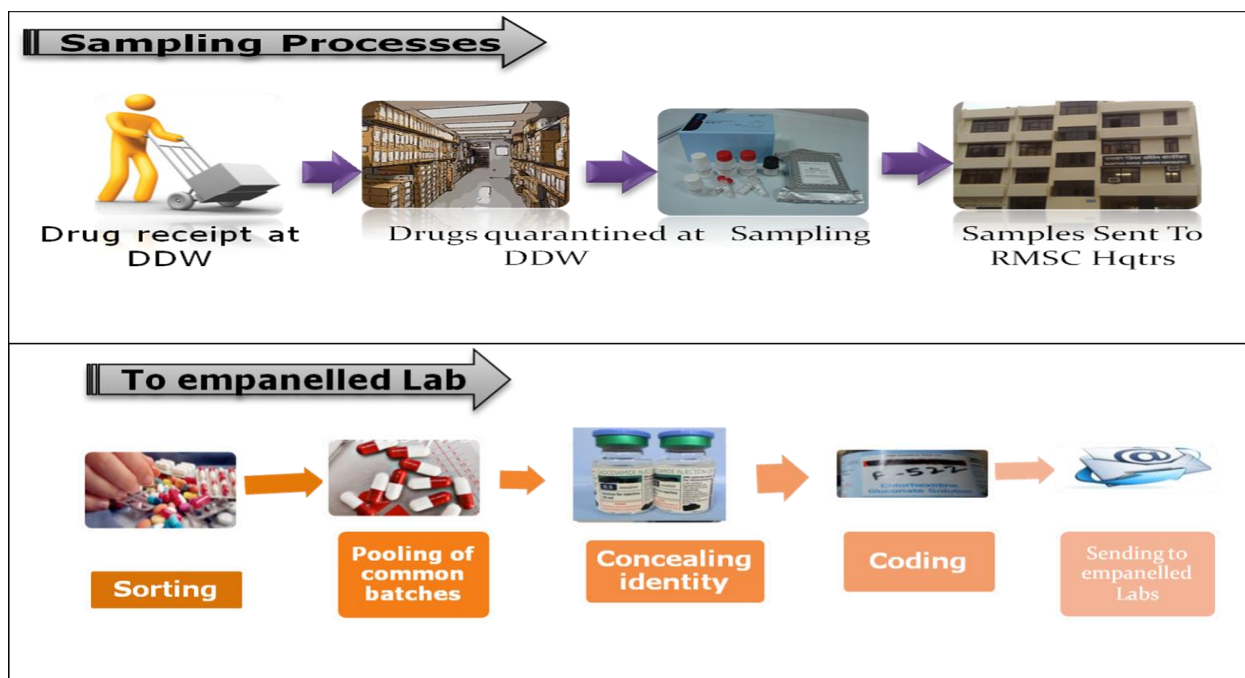
4. Unique style of leadership of the ED, Supply Cell.

It was a friendly environment there and all the members of this unit works very hard with the distinct role they were provided with. The ED and senior pharmacist encourages the juniors to learn various aspects of their job by involving them in the work. They celebrate each movement of their work and also party each other for all achievements, may it at personal level and or at professional. It was very jolly learning there. I am impressed by the supportive style of leadership which I observed there.

Quality Control Cell

The Quality Control cell is responsible for the Assurance of the quality of drug and pharmaceuticals distributed across the state. It is a very important cell of RMSC. It is headed by an ED and the team consist of Assistant Drug Comptroller (1in number), Pharmacist (2 in number) and they are assisted by IOs. The Cell is active throughout the year and sent drugs to the empanelled laboratories for the quality checkups, review the reports and take actions i.e. Clearance/ Order for distribution, banning of spurious or sub standard drugs etc. Quality checkup is important to address the quality parameters and also to the myth and social misconception associated with the generic drug i.e. Not only people but also some physician think Generic drug as less potent.

I would like to share the whole procedure involves in the quality checkups via some abstracts taken from the website of RMSC/QC cell as mentioned below. It will give an overview of the working in the department.



1. Process for Empanelment of Laboratories:

- Testing laboratories are pacted by open tender system which are approved Drugs Testing Laboratories of Rajasthan and other nearby states and where the time taken to send is not more than one day are empaneled.
- RMSC is onus for Rates for testing and analysis of the drugs, medicines, surgical & sutures will be fixed by tender process. There is provision of empanelemnt of successful Testing Laboratories with the corporation every year.
- There is provision of matching of the L-1 bidder's rate. These criteria will be the basis for preparing the list of labs for each item.
- Average turnover limit per annum of Rs. 25 Lakhs for the preceding 3 years will be one of the eligibility criteria.
- Government Laboratories, Research & Development Laboratories, Laboratories run by Co- operative body & Educational Institutions are under the exemption of the turnover criteria.
- 2.6 A team of expert's viz. Assistant Drugs Controller, Assistant Govt. Analyst and Quality Control Officials of RMSC to carry out inspection of the laboratories to assess GLP compliance and capacity to undertake the testing work.

2. Process of receipt of stock and drawing sample at District Drug Warehouses (DDW's)

- A double entry system of Stock of medicines received by the warehouse in-charge in Register as well as in computer is followed.
- It is mandatory for each and every batch of drugs /medicines supplied by the suppliers shall be to subjected for quality test through the empanelled laboratories.
- Drawing of Samples will be done by the committee at every ware house including ware house incharge, pharmacist and other members who may be notified on day to day basis as per sampling plan in three times the quantity of the item required for testing from each batch of supply.

- The duly packed samples drawn in warehouses will be; sealed and packed duly signed by members of the team and will be sent along with requisition slip to the Head Office of RMSC through the courier to reach the next day at Jaipur. Information pertaining to despatch will be given telephonically and through mail / fax to the head office.
- If any batch of the particular product received after 5 days in any another warehouse of RMSC then the sample will again be drawn from received stock and be sent for analysis once again. In this case the outer packing of sample & requisition slip will bear the remark as “Re-sampled - Same batch received after days gap” so that the head office may identify for getting it tested from another laboratory.
- RMSC can also take samples for the medicines which is in the ware house from 6 months to ensure the quality of the drugs during the storage period also,
- A master list containing the list of samples duly packed, sealed along with a requisition slip is sent to the Head office via Courier to reach the next day at Jaipur. Information is also provided telephonically or through mail/fax. If any batch of the particular product is received after 5 days in any other warehouse, then sample will be drawn again and sent for analysis. This time the requisition slip will be named as ‘Re-sampled for the drugs lying in warehouses for more than 6 months, RMSC may draw and analyzed the sample to check ‘stability’ and ‘quality’ of drugs.
- In circumstances of complaints pertaining to quality there is provision of constitutions of an Inspection team of Officers of RMSC for taking random samples of drug and the report of the sample testing will be sent to Quality control cell as well as to the Managing Director immediately.

3. Process adopted for sample analysis:

- Once the samples are received at the head office, the quantity of common batch of each item will be mixed, and sample will be taken on random basis. Particulars like Mfg. name, Batch no. will be concealed by using Black indelible marker's ink. A secret code is generated by the system and sample is sent to empanelled laboratories, the names of which are kept confidential.

The cell at the district level uses various methods of transportation like postal, bus etc to sent the sample from the quarantined batch to the state office for quality checkups. Much importance is given to reduce delay while sending the medicines so as reduce further delay in clearance and distribution. The state level, then accumulate all the sample and sent to the laboratories. The laboratories are already provided with the guideline and SOPs for the evaluation and are also given a deadline for the submission of report.

Many drugs and company has been blacklisted till now because of the spurious and in compliance with the standards as issued by the RMSC.

District Drug Warehouse (DDWs)

The District Drug Warehouse are the nodal centers for the temporary storage of drugs and pharmaceuticals prior to its distribution. These are headed by one medical officers and pharmacist(3-4 in no's) and Contractual labors (5- 8 in no's) for various activities as mentioned below. They are all assisted by IOs.

There are 34 DDWs in total in the state of Rajasthan located generally at the district headquarter in all the districts. It is one of the important component of RMSC. Drugs are received here directly from the industry and stored here temporarily prior to quality approval and supply to DDC.

There are separate Quarantine area for the QC & QA of drugs. Sampling for quality check is done basically by the pharmacist from this area.

The function at DDWs is generally described under three important heads namely inward, outward and transfer. All these sub units here are headed and maintained by Pharmacist and monitored by the DDO and State cell. Contractual helper helps the pharmacist in all the physical activities and maintenance of the warehouse.

Inward

It is the section dealing with the receive of drug from the supplier and verify the quality parameters. A pharmacist has been deployed here for the detail activity. There are some tools and SOP followed here while performing the activities. All the data including batch numner, date of received , name of the company, Purchase Order number are verieved prior to the entry in to the online inventory system e-aushodi.

Supply

It is the section dealing with the Supply of drug to the DDCs. There are specific Days Scheduled for the different DDCs falling under the ambit of concern DDW. The pharmacist of DDC fill up the online demand Slip as per their requirement and come over to the DDWs for the collection of Drugs on the specific date.

The pharmacist deployed at DDW verify the demand and supply the needed items. Prior to this they issue one Voucher to the pharmacist of DDC and simultaneously enter it into the online inventory.

Transfer

There is one separate section for the transfer of drug to Different warehouse. Very often it happens that some district fall short of the requirement and it is dealt cautiously by the transfer of drug from the nearest DDW which has drug in excess. All the activities are handled by pharmacist. All the data are recorded to the online software simultaneously.

All the activities of the DDWs are supervised and monitored by a DDO. His is a qualified MBBS doctor with experience of working in public sector. He report directly to the State Cell.

Drug Distribution Centers (DDC)

DDCs are the functional unit of RMSC at primary level. These are generally the supply point of Drug and Pharmaceuticals. The existing Pharmacies of various Hospital has been developed into DDC. It is provided with computer facilities with 24*7 internet and electricity facilities. It is handled by competent pharmacist and IA.

DDCs are the point where RMSC serve its purposes of free and quality drug distribution. The patient encounter RMSC face-to-face here in DDCs.

There are some visible display boards of the detail drug available at the facility and signage are fixed for the easy identification of DDCs universally throughout Rajasthan.

The corporation while its incitation has already developed SOP, guidelines and Protocols for each and every activities it carry forward. Likewise it also has a SOP for establishment of DDC. I observed that the units and the HR abides by the guidelines.

Conclusion

It was very nice learning Experience during the summer Internship. I have learned various things to relate the subjects which we have studied in the first year of college curriculum. Time management in a professional set up, its discipline and the various modes of communication adopted there are some crucial things which I found a bit different from the college curriculum.

The exposure of the practical field gave me a clear understanding of the purpose our syllabus has been designed.

Last but not the least, I came to know about some of my personal aspects which I need to rectify so as to fit into the professional life ahead.