

# STANDARD OPERATING PROCEDURE (SOP)

for

C.T. Scan Facilities in District Hospitals  
under Public Private Partnerships

January, 2008

## Contents

<b>Section</b>	<b>Contents</b>
<b>1</b>	<b>Background Information</b>
<b>2</b>	<b>Standard Operating Procedure</b>
<b>3</b>	<b>Requirement under the West Bengal Clinical Establishment Rules, 2003</b>
<b>4</b>	<b>Products / Services</b>
<b>5</b>	<b>Plant and Machinery</b>
<b>6</b>	<b>Duration of services</b>
<b>7</b>	<b>Handling and Maintenance of Equipment</b>
<b>8</b>	<b>Deployment of personnel</b>
<b>9</b>	<b>Reports</b>
<b>10</b>	<b>Inventory of stocks</b>
<b>11</b>	<b>Operating procedures for customer services</b>
<b>12</b>	<b>User Charges and Free services</b>
<b>13</b>	<b>Money Receipts for user charges</b>
<b>14</b>	<b>Suggestion Box</b>
<b>15</b>	<b>Maintenance of Records</b>
<b>16</b>	<b>Payment of service charges</b>
<b>17</b>	<b>Monthly Reports</b>
<b>18</b>	<b>Monitoring Mechanism</b>
	<b>Annexure I – III</b>
	<i>Annexure I - Format for Money receipt</i>
	<i>Annexure II - Format for Monthly Report</i>
	<i>Annexure III - Format for Patient's Satisfaction Report</i>

## Abbreviations

<b>AMC</b>	<b>Annual Maintenance Contract</b>
<b>BPL</b>	<b>Below Poverty Level</b>
<b>DoHFW</b>	<b>Department of Health and Family Welfare</b>
<b>GoWB</b>	<b>Government of West Bengal</b>
<b>PPP</b>	<b>Public Private Partnerships</b>
<b>PSP</b>	<b>Private Sector Partner</b>
<b>DHFWS</b>	<b>District Health and Family Welfare Samiti</b>
<b>SOP</b>	<b>Standard Operating Procedure</b>
<b>CMOH</b>	<b>Chief Medical Officer of Health</b>
<b>RKS</b>	<b>Rogi Kalyan Samiti</b>

## **1. Background Information**

- a) In the wake of increasing demand and expectations from a vast section of people for improved health care services, the Department of Health and Family Welfare (DoHFW), Government of West Bengal (GoWB) has taken several initiatives under Public Private Partnerships (PPP) to strengthen the health and medical care services in the state. The purpose of these initiatives is to provide quality health care services at affordable cost as well as to improve the health status of the poor and vulnerable population in the State.
- b) One such initiative, that the department already identified for implementation was establishment of C.T.Scan Facilities in the Medical Colleges under PPP. The objective of this initiative was to ensure greater access of the people to quality investigation facilities at affordable cost with a safety net for patients indigent in nature. Accordingly, 7(seven) C.T. Scan Units have been established under PPP. Those seven units are running very satisfactorily. Encouraged by the positive response of the scheme, DoHFW has now decided to scale up the scheme and roll out the same across 12(twelve) District Hospitals in the State.

## **2. Standard Operating procedure (SOP)**

- a) In line with the principles as set out in the scheme and to achieve the expected results, it is essential that the Center for C.T.Scan facilities must follow the requirements as specified in the Clinical Establishment Rules, maintain high quality of standards and adhere to the set procedures on the operational activities of the center.
- b) Standard Operating Procedure (SOP) will ensure consistency amongst all the personnel who are involved in the entire process of managing the Center for C.T.Scan facilities efficiently and effectively.
- c) The following sections present the important requirements under Clinical Establishment Rules as well as standards of quality and operational procedure to be followed by the centre to achieve the expected results.

## **3. Requirement under 'The West Bengal Clinical Establishment Rules, 2003**

- a) The Private Sector Partner (PSP) of the centre for C.T.scan facilities to be established in the District Hospital under PPP shall be required to apply for registration and procure the licenses under 'The West Bengal Clinical Establishment Rules, 2003' from the Chief Medical Officer of Health (CMOH) of the concerned district for commencing the C.T.Scan services in the centre.
- b) Details of requirement and procedure for procuring license are available in the 'The West Bengal Clinical Establishment Rules, 2003'.
- c) Some of the relevant information pertaining to the above mentioned rules are provided hereunder.<sup>1</sup> This information must be in the knowledge of the PSP of the C.T.Scan Centre for necessary and timely actions :

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<sup>1</sup> 'The West Bengal Clinical Establishment Rules, 2003'

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Department of Health & Family Welfare

- (i) The general cleanliness of the premises including sanitary arrangements, furniture and equipment must be properly maintained along with 24 hours adequate potable water supply for the beneficiaries with an arrangement for safe and hygienic disposal of clinical waste products as per provisions laid down in the Bio-medical Waste (Management and Handling) Rules, 1998.
- (ii) The application for licence for establishment of the C.T.Scan Unit should accompany trade licence(s) of the Municipal Corporation/Municipal Authority concerned. A certificate from the Pollution Control Board will also have to be attached with the application.
- (iii) The persons employed to conduct the examinations of the clinical establishment must be properly qualified, trained and sufficient in number, as provided in these rules.
- (iv) An up-to-date register shall be maintained in which the name, present and permanent addresses and qualification of all the employees (both temporary and permanent) of the clinical establishment are to be noted.
- (v) Proper accounts shall be maintained of all receipts and expenditure.

#### **4. Products/services**

- C.T. Scan - Brain
- C.T. Scan - Whole Body – Part (Thorax, Upper Abdomen, Lower Abdomen, Dorsal Spine, Lumber Spine, Cervical Spine etc)

#### **5. Plant and Machinery**

- a) Rent-free space will be provided by the District Health & Family Welfare Samiti (DHFWS) through its Rogi Kalian Samiti (RKS) in each District Hospital for Installation of the C.T. Scan facilities by the Private Sector Partner (PSP).
- b) The Department of Health and Family Welfare (DoHFW) will approve the specification of the plant and machinery.
- c) The PSP shall to comply with the specifications of the DoHFW only

#### **6. Duration of services**

- a) The PSP will ensure that round the clock services are provided to the patients for C.T.Scan services
- b) The PSP will also ensure that the machine would be operational for 95% of the time at the minimum with provision of 5% time to be spared for maintenance activities at the maximum.

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may please be consulted for complete information.

## **7. Handling and Maintenance of the equipment**

- a) Handling and maintenance of equipment are extremely important to ensure that the equipment can render long years of service.
- b) Operation and maintenance of equipment are to be done as per manufacturer's directions.
- c) It is essential that the PSP comply with the requirement of having Annual Maintenance Contract (AMC) with the manufacturer. The AMC should be comprehensive
- d) The space of installation of the machine including the waiting room of the patients should be Air-conditioned.
- e) Regular cleaning of the room is extremely important to ensure that the room is dust-free.
- f) No modification of the machine or the arrangements for the unit shall be modified/changed without prior approval of the DoHFW and/or appropriate authority.

## **8. Deployment of personnel**

- a) The PSP needs to hire qualified technical personnel as per requirement.
- b) The Radiologist deployed by the PSP must possess recognized post graduate degree/diploma in Radiology.
- c) The PSP will provide all the details of technical personnel to DoHFW for approval prior to actual deployment of those personnel.

## **9. Reports**

- a) All written reports should be prepared in standard prescribed format(s). Prior to delivery of reports, enough care should be taken to ensure that the reports have been prepared error-free and signed by the competent authority.
- b) The PSP must provide C.T.Scan Plates along with the reports to all categories of patients in chargeable and free cases both.

## **10. Inventory of stocks**

- a) An inventory monitoring register for stocks of items required for conducting the C.T.Scan services (films/consumables etc) should be maintained regularly. The register should be updated on a daily basis and stock status should be monitored at the end of each week for subsequent actions. The system of maintaining inventory of stocks needs to be computerized for better monitoring of stock status.
- b) An optimum inventory of stocks must be maintained and enough care should be taken to ensure that there is no stock out situation for any of the essential items at any point of time.

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Department of Health & Family Welfare

- c) Sufficient stock of contrast materials should be maintained by the PSP. Charges for contrast will have to be paid by the patient in addition to normal charges as prescribed.

## **11. Operating Procedures for Customer Services**

### **I. Timing of operation of the Centre**

The centre must be operational during the time specified in the agreement and as prescribed under Paragraph 6 of this document. The services should be provided round the clock. The machine should be operational for 95% of the time at the minimum.

### **II. Operating Procedures**

- a) C.T.Scan investigation should be undertaken against advance booking excepting extreme emergencies like road accident requiring immediate scanning
- b) When the patients/customers report for advance booking, necessary details to be recorded in the advance booking slip, a copy of which should be handed over to the patient/customer. The slip should also indicate the time and date on which the patient would report at the centre for C.T.Scan investigation. Along with the advance booking slip, printed form containing instructions to be followed by the patient must be handed over after properly explaining the same to the patient/customer. The need for use of contrast media should also be properly explained. Any advance payment made by the party should be received against money receipt. When the patient produces the advance booking slip on the day as per appointed time, necessary invoice should be generated.
- c) All C.T.Scan investigations should be undertaken for each of the patients as per their booking serial in chargeable and free cases both. However, emergency cases should be given priority.
- d) While accepting the booking, the PSP needs to ensure that necessary records are maintained regarding free cases as are applicable under the scheme.
- e) Reports for investigation should be handed over within 24 hours excepting extreme emergencies for which the findings should be informed at the earliest.
- f) Enough care should be taken to ensure that right reports are delivered to the right patients.
- g) All reports including the plates should be put inside envelopes of proper size before delivering the same to the patient's party.
- h) Money receipt as confirmation of having paid the full amount must be checked in respect of each patient before delivering the reports.
- i) An acknowledgement from the patients or their family members of having received the reports should be recorded in a register. Date, time and signature of the patients or their family members should be recorded in the register.
- j) The patient satisfaction report should be obtained from the patient or his family member in every case in the format prescribed in **Annexure-III**
- k) In case of any clarification sought for by any individual regarding any report, the person should be referred to the competent official of the concerned department of the hospital.

### **III. Code of conduct for the official/staff of the C.T.Scan centre for handling patients/customers**

- a) Should listen to the customer/patient attentively.
- b) Should be well behaved.
- c) Should be sympathetic.
- d) Should talk to the customers in soft tone and refrain from using objectionable language.
- e) Should record all details as per requirement.
- f) Should give correct information regarding user charges.
- g) Should explain to the patients or their family members all the required instructions to be followed by the patient for the investigation. Written instructions, where applicable, should be handed over to the patient or their family members in appropriate format.
- h) Should handle all those patients or their family members with politeness who might get impatient in case of prolonged waiting.
- i) Should give priority for all emergency cases.

### **12. User Charges and Free services**

- a) Rates must be charged as per the terms of agreement executed between the District Health & Family Welfare Samiti (DHFWS) of the district concerned and the Private Organization.
- b) All the rates as applicable must be displayed at a prominent place of the C.T. Scan centre.
- c) The cost of contrast media where required will be borne by the patients. However, the use of contrast media should be kept minimum without compromising the quality.
- d) Any clarification on the rates must be answered immediately.
- e) Free Services for BPL category of patients as per terms of agreement as set out in the scheme must be properly implemented and necessary records should be maintained.

### **13. Money Receipts against user charges**

- a) Payments are to be accepted as per the terms set out in the agreement relating to the C.T. Scan Centre.
- b) Money receipts (**Annexure-I**) for all payments must be issued immediately. Under no circumstances, payments should be accepted without giving a receipt for the same.
- c) In case of any situation where part payment has been made as advance, the receipt issued against such advance payment should be taken back before issuing the final receipt against full payment or a fresh receipt may be issued for payment of the rest amount



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Department of Health & Family Welfare

#### 14. Suggestion Box

- a) The suggestion box must be displayed prominently in the C.T. Scan centre so as to be visible to the customers.
- b) The box needs to be opened daily to collect feedback from the customers.
- c) Action should be taken within 24 hours of receipt of feedback and intimated to the customer.
- d) Suggestions received from the patient's Satisfaction Reports (**Annexure-III**) should be acted upon within 24-hours also.

#### 15. Maintenance of records

- a) The PSP must ensure that all documents, registers and accounts are maintained properly. These records would be subject to inspection by the designated officials of the department.
- b) All records need to be computerized and stored.
- c) Records need to be maintained relating to following areas :
  - (I) Patient's Investigation Reports should be stored in CDs.
  - (II) Patient's date of booking, date of investigation, services provided, date of delivery of reports should be noted in CDs.
  - (III) Details of free cases provided should be recorded also
  - (IV) Details of cases referred from hospital and private cases referred by private doctors/institutions should be recorded separately.
  - (V) Records relating to maintenance of the machine be noted
  - (VI) Records relating to deployment of staff and their daily attendance record be maintained
  - (VII) Records on inventory of items should be made
  - (VIII) All relevant financial records including the details of 25 % of the service charges to be paid to RKS from the revenue earned per patient for all cases referred by private practitioners/institutions should be clearly maintained
  - (IX) Patient's Satisfaction Reports (**Annexure-III**) of each month should be preserved for inspection by the Superintendent concerned if required. Only these reports of the previous month are to be preserved.

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Department of Health & Family Welfare

### **16. Payment of service charges**

- (a) The PSP will be required to pay a service charge of 25% of the revenue earned per patient for all cases referred by private practitioners/institutions to the District Health & Family Welfare Samiti (DHFWS) account concerned.
- (b) The said amount for each month shall be paid as per terms of agreement and within the fifth working day of the next calendar month in the account of DHFWS of the concerned District Hospital.

### **17. Monthly Reports**

- a) The PSP will submit Monthly Reports (**Annexure-II**) in prescribed format to the Superintendent of the District Hospital and copy of the report should also be submitted to the CMOH and the concerned official at the Department of Health & Family Welfare, Government of West Bengal at Swasthya Bhavan, Kolkata.
- b) The report for a calendar month should be submitted by the 7<sup>th</sup> working day of the next calendar month.
- c) The PSP will also submit any other document as and when asked for by appropriate authority in a timely manner.

### **18. Monitoring Mechanism**

- a) The Superintendent of the District Hospital on behalf of RKS shall monitor the day-to-day operational activities of the C.T.Scan centre. The CMOH will also inspect the centre at least once in a month.
- b) A Committee authorized by DHFWS, preferably RKS, will undertake the overall monitoring of the C.T.Scan centre
- c) The private partner will be required to submit monthly reports in prescribed formats to the Superintendent of the District Hospital with copies endorsed to the CMOH and the DoHFW at the State level.
- d) The Superintendent of the District Hospital may scrutinize the Patient's Satisfaction Report as and when necessary.

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Department of Health & Family Welfare

**Annexure-I**

**Money Receipt**

Name of the centre

Address with phone number

Receipt Number.

Date.

Patient Code:

Patient Name:

Address:

Doctor's Name:

Place:

Type of payment : Advance  
Final

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No. - Description of item - Code - Rate - Quantity - Amount

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Net Payable Amount in Rs

Paid in full by cash

Rupees (in words)

Signature with stamp

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**Annexure II**

**MONTHLY REPORT**

Report for the Month of -----, 200---. Date of Submission.....

Name of the C.T.Scan Centre under PPP -----

Name of District Hospital -----, District -----

**Total number of patients served by the C.T.Scan Centre for the month**

- a) District Hospital patients :
- b) Private (Pvt) patients from outside :
- c) Others (specify) :
- d) Grand Total (a+b+c) : -----

**Tests Performance Details for the month :**

Tests	District Hospital (number of tests) (a)	Free Tests* (b)	Private cases (number of tests) (c)	Others (specify) (number of tests) (d)	Total number of tests ( a+b+c+d)	Number of cases where contrast media were used
C.T.scan - Brain						
C.T.Scan-						
C.T.scan-						
C.T.Scan - etc.						
Total						

- Note :** (i) Free cases shall be at least 10% of the total number of cases referred by Government Hospital(s).  
(ii) One Brain Scan will be treated as one unit.  
(iii) Whole Body (Parts) Scan will be equivalent to 2 units.

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**Revenue collection for the month:**

- (I) Revenue from District Hospital patients: Rs -----
- (II) Revenue from private patients: Rs -----
- (III) Revenue from others (specify) Rs -----
  
- Total Revenue Rs -----

**(IV) Amount of Service charges  
(25% of revenue of private cases) for the month:**

**(V) Date of payment to DHFWS :**

**Other information**

- (I) Number of absences of employees or / and leave taken during the month .....
- (II) Number of test reports that were not delivered to the patients on time .....
- (III) Reason for the same and action(s) taken.....
- (IV) Working order of equipment: :
- (V) % of time used for maintenance:
- (VI) Equipment under repair, if any -----
  
- (VII) Any instances of pressure created by any individual or group on the PSP during the month  
.....  
.....

**Disposal of Complaints :**

- (i) Number of complaints received in the suggestion box/directly in the patients' satisfaction reports :
- (ii) Nature of complaints received :

(iii) Major actions taken regarding the complaints received :

- i) .....

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Department of Health & Family Welfare

ii) .....

iii) .....

(iv) Any other feedback:

Declaration: I hereby declare that the information provided above is true and complete and is fully verifiable whenever needed.

Signature of PSP signatory with seal & date

Copies to be sent to :

- 1) Superintendent of the District Hospital
- 2) Chief Medical Officer of Health
- 3) Department of Health and Family Welfare,  
PPP Branch, Swasthya Bhavan, Wing-B, 4<sup>th</sup> Floor  
GN-29, Sector-V, Bidhannagar, Kolkata-700091  
(Fax: 2357-0955; Email: alokghosh4@hotmail.com)

***[The monthly report for each month should be sent to all concerned by the 7<sup>th</sup> working day of the next month]***

Government of West Bengal  
Department of Health & Family Welfare

Annexure III

**Patient's Satisfaction Report**

Name of Patient ..... Age .....(years) Sex .....

Address .....

Phone :

Name of referring Hospital :

(i) Whether satisfied with the service: Yes  No  (Please tick your opinion)

(ii) If dissatisfied say the reason(s): .....

(iii) Suggestion(s), if any: .....

.....

Signature of Patient/Party