

**Vocational Higher Secondary
Education (VHSE)**

SECOND YEAR

**CUSTOMER RELATIONSHIP
MANAGEMENT**

Reference Book



Government of Kerala
Department of Education

State Council of Educational Research and Training (SCERT),
KERALA
2016

List of contributors

PARTICIPANTS

1. **Vijee.G**
Vocational Teacher in CRM,
ST. JOHNS VHSS, Ummannoor,
Kollam
2. **Harikumar.K.C**
Vocational Teacher in CRM,
VHSS KANICHUKULANGARA,
Cherthala, Alappuzha
3. **Soni.T**
Vocational Teacher in CRM,
GVHSS Puthiyara, Kozhikode
4. **Suneera.P.T**
Vocational Teacher in CRM,
GVHSS Cherplasserry,
Palakkad
5. **Prabhakaran. K**
Vocational Instructor in CRM,
GVHSS Cherplasserry,
Palakkad

EXPERTS

1. **Dr. Vijayakumar.B**
Principal, KITTS,
Thiruvananthapuram
2. **Mahesh Krishna**
Principal Rajadhani Institute of
Hotel Management,
Thiruvananthapuram
3. **P.K. Kumar**
Project Manager, NIMS Medicity,
Thiruvananthapuram
4. **Rajasree Rajendran**
Guest Relation Dept. Incharge,
MIMS, Kottakkal
5. **Deepa.C.R.**
Manager - Guest & Patient
Relation, KIMS,
Thiruvananthapuram
6. **Shobha Murthy**
Asst. Manager-Insurance &
Corporate Relations, MIMS,
Kottakkal

ACADEMIC CO-ORDINATOR

Dr. Faisal Mavulladathil
Research Officer, SCERT

FOREWORD

Dear Learners,

This book is intended to serve as a ready reference for learners of vocational higher secondary schools. It offers suggested guidelines for the transaction of the concepts highlighted in the course content. It is expected that the learners achieve significant learning outcomes at the end of the course as envisaged in the curriculum if it is followed properly.

In the context of the Right-based approach, quality education has to be ensured for all learners. The learner community of Vocational Higher Secondary Education in Kerala should be empowered by providing them with the best education that strengthens their competences to become innovative entrepreneurs who contribute to the knowledge society. The change of course names, modular approach adopted for the organisation of course content, work-based pedagogy and the outcome focused assessment approach paved the way for achieving the vision of Vocational Higher Secondary Education in Kerala. The revised curriculum helps to equip the learners with multiple skills matching technological advancements and to produce skilled workforce for meeting the demands of the emerging industries and service sectors with national and global orientation. The revised curriculum attempts to enhance knowledge, skills and attitudes by giving higher priority and space for the learners to make discussions in small groups, and activities requiring hands-on experience.

The SCERT appreciates the hard work and sincere co-operation of the contributors of this book that includes subject experts, industrialists and the teachers of Vocational Higher Secondary Schools. The development of this reference book has been a joint venture of the State Council of Educational Research and Training (SCERT) and the Directorate of Vocational Higher Secondary Education.

The SCERT welcomes constructive criticism and creative suggestions for the improvement of the book.

With regards,

Dr. P.A. Fathima
Director
SCERT, Kerala

CONTENTS

■ ABOUT THE COURSE	5
■ SYLLABUS (MODULE 3 AND 4)	7
■ OVER VIEW OF MODULE III	10
■ UNIT 3.1 - INTRODUCTION TO HOSPITALITY INDUSTRY	11
■ UNIT 3.2 - HOTEL ORGANIZATION	15
■ UNIT 3.3 - FRONT OFFICE FUNCTIONS	30
■ UNIT 3.4 - FRONT OFFICE ACCOUNTS	47
■ UNIT 3.5 - GUEST CYCLE	62
■ EXTENDED ACTIVITIES	67
■ LIST OF PRACTICALS	67
■ OVER VIEW OF MODULE IV	69
■ UNIT 4.1 - HEALTH CARE AND HOSPITAL MANAGEMENT	70
■ UNIT 4.2 - FRONT OFFICE MANAGEMENT IN HOSPITALS	77
■ UNIT 4.3 - PATIENT SUPPORT SERVICE	89
■ UNIT 4.4 - PUBLIC RELATIONS IN HOSPITALS	100
■ EXTENDED ACTIVITIES	112
■ LIST OF PRACTICALS	113
■ LIST OF REFERENCES	113
■ APPENDIX	114

ABOUT THE COURSE

The goal of Vocational Higher secondary Education is to fulfill the manpower requirements for national development and social security through employment. This course is designed with ample scope for self as well as wage employment. Only vocationally competent man power can increase productivity in all sectors of economy, create wealth, ensure socio economic stability and bring prosperity to nation. Realization of this basic need calls for appropriate educational input in man power development.

Vocational Education is designed to prepare skilled work force in middle level in one or more group of occupations trade or job after matriculation at 10 + 2 stage of Education. The objective of the course is to enhance individual employability and to provide an alternative for those pursuing higher education without particular interest or purpose. It is a distinct stream intended to prepare students for identified occupations.

The objective of the Vocational Qualification is to bring service-minded, responsible, reliable and co-operative employees with self-initiative to the sector. Those holding a Vocational Qualification will enjoy excellent employee status and a strong understanding of the workplace. They will abide by contracts, regulations and social responsibilities. They will be well-mannered, tolerant and respectful of co-workers and customers with different cultural backgrounds.

They know how to plan their work, act in accordance with set guidelines and assess their own performance. They will take care of and maintain work-related tools and know how to use the necessary machines and equipment. They will ensure the ethicalness of the services they provide and act in accordance with a sustainable operating method. They will use information technology and vocational language skills in their work. They will act in a manner that promotes health and maintain their working and operating capacity.

As the shift from traditional set up of marketing to modern techniques there is a tremendous potential for growth in Customer Care. To meet this growing challenges the Customer Care Sector will have to expand. To meet the challenges in the field of Customer Care the learners have to attain skill proficiency.

In view of above, Customer Care Management has been conceived at vocational higher secondary level to train the required manpower for the industry. On completion of the course the learners will be adequately qualified to take up responsible positions in different establishments or set up their own Customer care service Business.

MAJOR SKILLS (with sub-skills)

- Skill for hospitality
- Customer Relations skill
- Observation skill
- Communication skill
- Listening skill
- Presentation skill
- Interactive skill
- Social behaviour skill
- Analytical skill
- Planning skill
- Organizing skill
- Skill for teamwork
- Decision making skill
- Skill for analytical thinking
- Skill for handling Communication equipments
- Skill for using computers and internet
- Problem solving skill
- Guest accounting skill
- Skill for filling up of different front office documents
- Greeting skill
- Skill for handling emergency situations
- Critical and reflective thinking skills
- Skill for handling front office software
- Skill for handling accounting software
- Skill for handling hospital software
- Skill for handling of Health Insurance

SYLLABUS

MODULE III

FRONT OFFICE OPERATIONS IN HOSPITALITY SECTOR

Unit 3.1 Introduction to Hospitality Industry (30 Periods)

- 3.1.1 Meaning of Hospitality Industry
- 3.1.2 Origin of Hospitality Industry
- 3.1.3 Nature of Hospitality Industry
- 3.1.4 Components of Hospitality Industry
- 3.1.5 Hotel Industry Meaning and Definition

Unit 3.2 Hotel Organisation (70 Periods)

- 3.2.1 Classification of Hotels
- 3.2.2 Process for star Classification
- 3.2.3 Types of rooms
- 3.2.4 Hotel plans
- 3.2.5 Tariff
- 3.2.6 Hotel Departments

Unit 3.3 Front Office Functions (130 periods)

- 3.3.1 Importance of Front Office
- 3.3.2 Structure of Front Office
- 3.3.3 Front Office Operations/sections
- 3.3.4 Reservation
- 3.3.5 Registration
- 3.3.6 Front Office

Unit 3.4 Front Office Accounting (70 Periods)

- 3.4.1 Stages of accounting
- 3.4.2 Creation of Documents and Accounts
- 3.4.3 Maintenance of Accounts
- 3.4.4 Internal control
- 3.4.5 Settlement of Accounts
- 3.4.6 Classification of Hotel Activities on Financial Basis

Unit 3.5 Guest Cycle (40 Periods)

- 3.5.1 Stages of Guest Cycle
- 3.5.2 Check in Procedure
- 3.5.3 Check out Procedure
- 3.5.4 Latest Trends

MODULE IV

Front Office Operations in Healthcare Sector

4.1 Health Care and hospital management (40 Periods)

- 4.1.1 Introduction to health
- 4.1.2 Health care
- 4.1.3 Health care service
- 4.1.4 Hospital
- 4.1.5 Patient welfare scheme
- 4.1.6 Quality maintenance in hospital

4.2 Front Office management in hospitals (100 Periods)

- 4.2.1 Importance of front office in hospitals
- 4.2.2 Sections of hospital front office
- 4.2.3 Functions of hospital front office sections
- 4.2.4 Duties and responsibilities of medical receptionist
- 4.2.5 Qualities and skills and front office staff in hospitals
- 4.2.6 General guidelines to hospital front office staff
- 4.2.7 Crisis handling in hospitals

4.3 Patient support services in hospitals (130 Periods)

- 4.3.1 OP Department Services
- 4.3.2 IP Services
- 4.3.3 Dietary services
- 4.3.4 Emergency Services
- 4.3.5 Security Services
- 4.3.6 Patient related functions of accounts department
- 4.3.7 Patient safety management programme
- 4.3.8 Patient information and education programme
- 4.3.9 Patients' rights and responsibilities

4.4 Public relations in hospitals (70 Periods)

- 4.4.1 Need for public relations in hospitals
- 4.4.2 Marketing functions of hospitals
- 4.4.3 Importance of communication in health care sector
- 4.4.4 Handling of Health Insurance
- 4.4.5 Financial Statements of hospital
- 4.4.6 Application of IT in health care sector

Overview of Module III

Customer Relationship Management is one of the career options within the fast paced world of hospitality and health care sectors. To meet this challenge the learners have to attain skill and proficiency in concerned fields. In view of the above, Customer Relationship Management conceived at Vocational Higher Secondary level to train required man power for the industry.

Hotel sector is a vital part of hospitality industry. This module deals with nature of hotels, its classifications, facilities, front office procedures, communication process, guest accounting and night auditing in detail.

On completion of this module, the learners will be adequately qualified to take up responsible positions in different customer care areas especially in hospitality sector by acquiring the real sense of hospitality and its practice along with moral values and positive attitudes. To achieve this objective, suitable learning situations will be provided inside and outside the class room to develop creativity, experimentation and innovation.

Unit 3.1

Introduction to Hospitality Industry

Introduction

This unit describes the hotel sector as vital part of the hospitality industry. It deals with the meaning, origin and nature of hospitality industry and its close relation with hotel industry.

Learning Outcomes

The learner,

- Identifies the importance of hospitality.
- Understands the relevance of hospitality industry.
- Identifies the components of hospitality industry.
- Discovers various activities related to hospitality.
- Classifies the activities related with hospitality.
- Lists out various types of activities in hospitality sector.
- Understands the meaning of hotel.
- Defines hotels.
- Identifies hotel industry.

3.1.1 Meaning of Hospitality Industry



Hospitality means making the guest feel totally welcome as a member of the family. It is a deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and the public. Hospitality is a cordial and generous reception and entertainment of guest or strangers either socially or commercially.

Hospitality industry is a part of a wider group of economic activity called tourism. It is an industry providing professional services to customers who demand them. The

hospitality industry can be defined as the collection of businesses providing accommodation and food and beverages to people who are away from home. It is a part of the travel and tourism industry.

In a broad sense, any group engaged in tourism, entertainment, transportation and lodging are covered under hospitality industry. It provides services according to the needs of the guest.

Activity 1: Indicate which of the following businesses is part of hospitality industry?

<i>Hotels</i>	<i>Hospitals</i>	<i>Textiles</i>	<i>Theatres</i>
<i>Super market</i>	<i>Airlines</i>	<i>Agriculture</i>	<i>Soap factory</i>

3.1.2 Origin of Hospitality Industry

Hospitality industry is the latest development in the field of tourism. It was one of the first service for which money was exchanged. At that time "Inns" were used as commercial enterprises and they practiced hospitality.

The concept of hospitality can be drawn back to 4th century B.C., when buildings were constructed in ancient Olympia to accommodate travelers like philosophers, diplomats, intellectuals etc.

3.1.3 Nature of Hospitality Industry

The hospitality industry relies heavily on providing an excellent level of service. It focuses on customer satisfaction. This is because these businesses are based on providing luxury services.

The services of the industry vary with the need of the user. Therefore the staff in hospitality industry must be able to identify the needs of their customer and act accordingly. Customers are visiting the business to get away from their troubles. A bad experience might keep them from returning ever again.

Hospitality business includes both profit making as well as non-profit making organization. For eg: Commercial hotels and restaurants are profit making where as lions club, canteens of institutions and welfare societies are non-profit making business.

Assessment Activity 2: Name two profit-making and three non-profit making business in the hospitality industry in your local area.

What Is Hospitality?

- Many peoples' definition of hospitality extends only to restaurants and hotels
- In reality, it goes far beyond this and includes any organization that provides food, shelter and other services to people away from home
- When viewed in this light, the hospitality industry can be quite large and far reaching
- Also, the numerous career opportunities become readily apparent

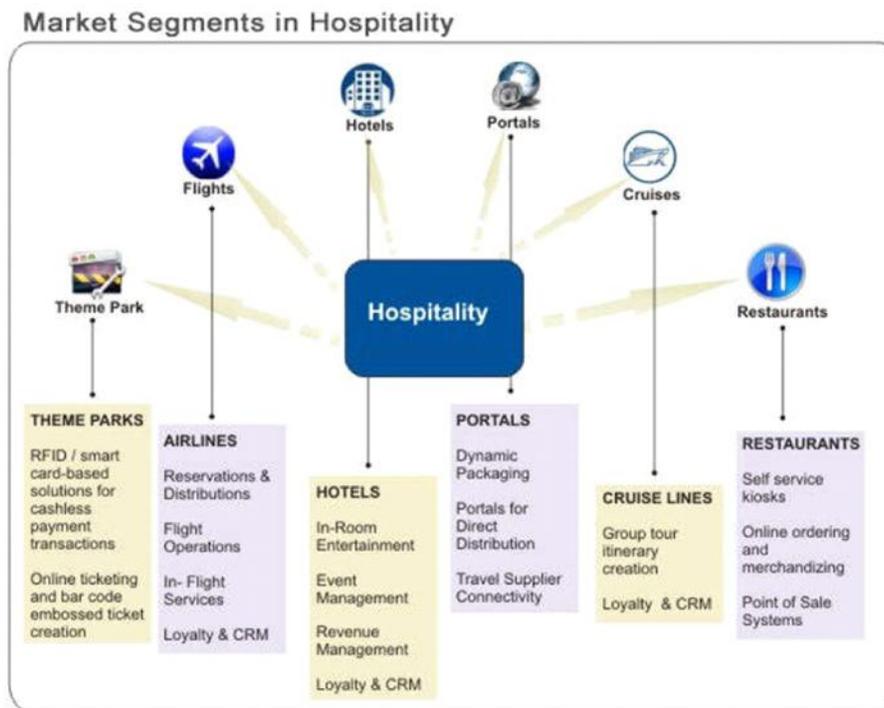


3.1.4 Components of Hospitality Industry

In a broad sense, any group engaged in tourism, entertainment, transportation and lodging are covered under hospitality industry. The hospitality industry is comprised of all those businesses which practice the act of being hospitable and those businesses which characterized by generosity and friendliness to the customers. The major components of hospitality are the following:

- Lodging operations such as hotels, resorts, motels etc.
- Transportation services such as taxi, train, airlines, ships etc.
- Food & beverage services such as restaurants, bar etc.
- Retail store such as souvenir shops etc.
- Activities such as recreations, festivals etc.

Assessment Activity 3: Draw a chart showing various constituents of hospitality industry?



3.1.5 Hotel Industry meaning and Definition

Hotel industry is the main part of hospitality sector. It provides various facilities that may range from basis to luxury. Hotel operation varies in size, function and cost. Modern concept of hotel is not just a place to provide food and accommodation,

but act as a city within a city offering its guests every possible facility, accommodation services and conveniences such as rooms, restaurants, bars, laundry, Bank services, Foreign exchange, gym, beauty parlor, business centre, travel agent, swimming pool, conference hall, health club, banquet etc.

Hotel may be defined as an establishment that provides lodging and usually meals, entertainment, and various personal services for the public.

Hotel business is a unique and different from other businesses as it is selling both goods and services. It is one of the very few places where production and consumption occur simultaneously. Hotels provides both tangible and intangible services on credit.

Assessment Activity 4: List out any six facilities provided by modern hotels.

SAMPLE QUESTIONS

1. State the significance of hospitality industry?
2. Give a brief description about the importance of hospitality sector in the modern world?
3. What do you mean by hotel industry?
4. List out the main components of Hospitality industry?
5. Define hotels?
6. Mr. Babu starts a restaurant and named in as Hotel Ragam. As a CRM student, do you think that the term 'Hotel' is suitable or not. Justify.
7. Draw a chart showing various components of hospitality industry.

Unit 3.2

HOTEL ORGANISATION

Introduction

Hotels are located at different places and provides different services to guests. This unit deals with the different classifications of hotel and the types of plans adopted in different hotels. To provide a wide range of services efficiently to guests, a hotel is usually divided into different departments, each being responsible for certain functions and duties.

Learning Outcomes

The learner,

- Classifies hotels.
- Categorizes hotels.
- Identifies types of hotels.
- Discovers the system of classification of hotels.
- Observes the differences in types hotels.
- Lists out the various basis of hotel classification.
- Understands the method of star classification.
- Constructs the idea about classification process of hotels.
- Discusses the facilities of 5 star hotels.
- Evaluates services of 5 star hotels.
- Identifies different types of hotel rooms.
- Compares and contrast various hotel rooms.
- Identifies various hotel plans
- Lists out plans of hotels.
- Separates hotel meal plans.
- Identifies different types of rates.
- Lists out the different functional departments on the basis of observation.
- Classifies hotel departments.
- Classifies hotel into front of the house and back of the house.
- Identifies various functions of hotels departments

3.2.1 Classification of Hotels

Since the hotel industry comprises of numerous hotels and they provide different services, facilities and goods there are various categories of hotels. Hotels are

classified into different categories to help the guest in identifying the right type of hotels matching his standard and requirements. This classification is done on different basis. They are the following:

3.2.1.1 Size

Classification on the basis of size refers to the number of lettable rooms in a hotel. Under this hotels are classified into 3 categories.

- Small hotel - below 25 rooms
- Medium hotels - 26 to 99 rooms
- Large hotels - 100 to 299 rooms
- Very Large - 300 and above

3.2.1.2 Ownership

On the basis of ownership the classification is as follows:

1. Independent hotel

These are autonomous hotels owned and managed by private parties or local groups.

2. Management contractual hotel

These are hotels owned and managed by separate parties on a contract basis. Here owners of the hotels arrange to run their properties through a contract with management experts for a period of 5, 10, 20 years.

3. Chain hotel

These are hotels grouped together utilizing the advantage of large organization providing reservation system, financial strength, expertise, man power specialty etc. They generally imposes certain minimum standards, policies and produces to restrict officiate activities.

4. Franchise hotel

Franchise hotel means one hotel taking the advantage of goodwill, brand name, image etc. of a big hotel. It is a business strategy in exchange for a fee.

A referral hotel chain is a type of hotel franchise. It is a type of hotel that operates independently but maintains affiliation with a given chain. To stay within the chain, the hotel must meet certain minimum criteria.

3.2.1.3 Location

Hotels can be classified according to the place where they are located into various categories. They are:

1. Down town

These are hotels Situated in the centre part of the city, charging high rates. Normally business people prefer such hotels.

2. Suburban hotels

These hotels are Situated in the sub urban areas with quite surroundings. Such hotels quotes moderate rates and ideal for budget travelers and organizations for conferences, seminars etc.

3. Motels

Hotel situated on highways to serve the needs of motorists with parking facilities are called motels. They usually provide shorter length of stay and follow European plan.



4. Resorts

These are hotels located on hilly areas or at beaches away from town. It is mainly preferred by vacationers. These types of hotels are famous for its scenic beauty.



5. Airport hotels

Hotels located nearby the air ports are called Air port hotel. They are ideal for passengers for a shorter length of stay.

6. Boatels

These are hotels on the boats sometimes named as houseboats.



7. Floatels

Hotels located on the surface of water such as sea, lake etc. are Floatels. These are hotels on ships giving facilities and conveniences of a luxury hotel.



3.2.1.4 Length of stay

On the basis of the length of guest stay, hotels are classified into three categories:

1. Transient hotels

These Hotels provide accommodation for a short period of time. Eg. Motels, Airport hotels etc.

2. Residential hotels

Hotels providing accommodation for a long term basis like weekly, monthly etc. are Reside Eg. Apartment Hotels

3. Semi residential hotels

These hotels provide accommodation on weekly or monthly basis as well as on per day basis. Eg: Suburban hotels

3.2.1.5 Target market

On the basis of the type of guest for whom the hotels provides accommodation, they can be divided into four categories:

1. Commercial hotels

These hotels are meant for business men and commercial executives for a short period.

2. Group hotels

They provide services and facilities for groups of people.

3. Family hotels

These hotels cater to the needs of families.

4. Airport hotels

Hotels meant for Airlines passengers for a shorter period.

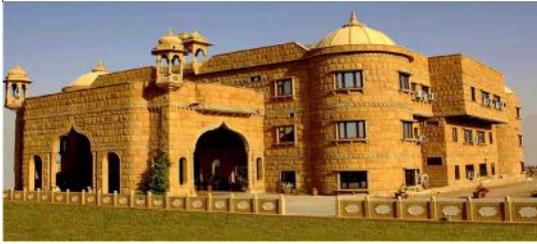
Boutique Hotels

These are very small and expensive hotels mainly cater for elite class. Though it is small it has more number of restaurants. Each one is decorated keeping in view a theme and the food served.



Heritage hotels

These properties have historic significance. They have been converted into lodging establishments with retention of their historic character.



Classification of hotels based on Levels of service

World - class service

Medium - range service

Economy service

3.2.1.6 Star system

This is most important official system of classification of hotels. Under this system hotels are classified on the basis of services and facilities rendered by the hotel. As the facilities increases the star rating increases, like 1 star, 2 star, 3 star, 4 star, 5 star, 5 star deluxe etc.

Assessment Activity:

1. List out the hotel on the basis of location.
2. Ask the students to give his or her experience in relation to any study tour or tour from home or pilgrimage from home etc. The students lists out various types of hotel. They are asked to group them, the teacher then concludes this activity by classifying them on different basis.
3. Draw a chart showing the classification of hotel.

3.2.2 Process for star Classification

In India classification of hotels is done by the Ministry of Tourism. The department forms a committee called as Hotels and Restaurants Approval and Classification Committee (HRACC) headed by DG Tourism and comprises members from hotel industry, travel agents association of India, department of tourism and principal of regional institute of hotel management, catering technology and applied nutrition. This committee inspects once in three years existing hotels and checks their standards. They classify hotels on the basis of general features, facility and services expected in different star categories.

Classification according to star categorisation

One star category:

The hotel should have at least 10 lettable bed rooms of which at least 25% should have attached bathrooms with a common bathroom for every four of the remaining rooms. At least 25% of the bath rooms should have western style. All bath rooms should have modern sanitation and running cold water with adequate supply of hot water, soap and toilet paper. The rooms should be properly ventilated and should have clean and comfortable bed and furniture. There should be a reception counter with a telephone and telephone for the use of guest and visitors. There should be a clean and moderately well equipped dining room/restaurant serving clean, wholesome food and there should be a clean, well equipped kitchen and pantry.

Two star Category:

The hotel should have at least 10 lettable bedrooms of which at least 75% should have attached bathrooms with showers and a common bathroom for every four of the remaining rooms and should be with modern sanitation and running cold water with adequate supply of hot water, soap and toilet paper. 25% of the rooms should be air-conditioned (where there should be heating arrangements in all the rooms) and all rooms must be properly ventilated, clean, and comfortable with all the necessary items of furniture. There should be a well-furnished lounge. There should a reception counter with a telephone. There should be a telephone or call bell in each room and there should be a telephone on each floor unless each room has a separate telephone. There should be a well maintained and well equipped dining room/restaurant serving clean, wholesome food and a clean, hygienic and well-equipped kitchen and pantry.

Three star category:

The hotel should have at least 20 lettable bedrooms all with attached bathrooms with bath tubs and /or showers and should be modern in design and equipped with fittings of a good standard with hot and cold running water. At least 50 % of the

rooms should be air-conditioned and the furniture and furnishings such as carpets, curtains etc., should be of a very good standard and design. There should be adequate number of lifts in the building with more than two storied (including the ground floor). There should be a well furnished equipped lounge and separate ladies and gentlemen's cloak rooms equipped with fittings of a good standard. There should be a reception and information counter attended by a qualified and experienced staff and a bookstall, recognized travel agency, money changing and safe deposit facilities on the premises. There should be a telephone in each room (except in seasonal hotels where there would be a call bell in each room and telephone on each floor for the use of hotel guests) and a telephone for the use of guests and visitors to the hotel. There should be a well equipped and well maintained air-conditioned dining rooms/restaurant and where ever permissible by law, there should be a bar/permit room. The kitchen, pantry and cold storage should be clean and organized for orderlined and efficiency.

Four star category:

There should be adequate parking facilities for cars. The hotel should have at least 25 lettable bedrooms all with attached bathrooms. At least 50% of the bathrooms must have long baths or the most modern shower chamber, with 24 hour service of hot and cold running water. All public rooms and private rooms should be fully air conditioned and should be well furnished with carpets, curtains, furniture, fittings etc, in good taste. It would be advisable to employ the services of professionally qualified and experienced interior designer for this purpose. There should be an adequate number of efficient lifts in bulding of more than 2 storeys (including the ground floor). There should be a well designated lobby and ladies and gentlemen' cloakrooms equipped with fittings of a standard befitting a hotel of this category. facilities: there should be a reception, cash and information counter attended by trained and experienced personnel. there should be a bookstall, recognized travel agency, money changing and safe deposit facilities and a left luggage room on the premises. There shuld be a telephone in each room for the u se of guests and visitors and provision for a radio or relayed music in each room. There should be a well equipped, well furnished and sell maintained dining room/restaurant on the premises and wherever permissible by law, there should be an elegant, well equipped bar/ permit room. The kitchen, pantry, cold storage should be professionally designed to ensure efficiency of operation and should be well equipped.

Five star category:

Hotel should have at least 25 lettable bedrooms all with attached bathrooms with long bath or the most modern shower chambers. All public rooms and private rooms should be fully air-conditioned and should be well-equipped with superior quality

carpet, curtains, furniture fittings etc. in good taste. It would be advisable to employ the services of professionally qualified and experienced interior designer for the purpose. There should be an adequate number of efficient lifts in the building of more than two storey's (including the ground



floor) with 24 hours services. There should be a well designed and properly equipped swimming pool. There should be a well designated lobby and ladies and gents cloak room equipped with fittings and furniture of a high standard. Facilities: There should be reception, cash and information counter attended by highly qualified, trained and experienced personnel and conference facilities in the form of one each or more of the conference room and banquet halls and private dining rooms. There should be a book stall, beauty parlor, barber shop, recognized travel agency, florist and a shop for toilet requisites and medicines on the premises. There should be a telephone in each room and telephone for use of guest and visitors and provision for a radio or relayed music and a TV set in each room. There should be a well equipped, well furnished and well-maintained dining room restaurant on the premises and wherever permissible by law there should be an elegant, well equipped/permit room. The kitchen, pantry and cold storage should be professionally designed to ensure efficiency of operation and should be well equipped.

Activity 4: Prepare a project report on star classification of hotels.

3.2.3 Types of rooms

Each hotel has a variety of rooms to suit the needs of guests. Following are different types of rooms available in modern hotels.

- Single Room : A room which has single bed facility.
- Double Room : A room with Double bed meant for two people.
- Twin Room : A room with two single beds meant for two persons.



Triple Room	: A room assigned to three persons having one double bed and one single bed.
Quad Room	: A room assigned four persons having two double beds.
Twin Double Room	: Commonly known as family room having two double beds separated from each other.
Hollywood Twin Bed Rooms	: A room that has two single beds with a single head board meant for two persons.
Parlour	: A sitting or living room not used as bed room.
Studio Room	: A parlour setup with one or two studio beds or a sofa-cum-bed.
Suite Rooms	: A room with two rooms where in one is a bed room and the other is a living room.
Junior Suite	: A large room with a partition separating the living room furnishings from the bed room.



Pent House Suite: A set of rooms situated on terrace level, a part of which may be open to sky.

Presidential suite: This is luxurious, big in size and very expensive. It consists of a parlour, bed room and a small Kitchen, usually occupied by top executives and VIPs.

Duplex Suite: A set of two rooms on two floors connected by an internal staircase generally living room at the lower and bed room at the upper level.



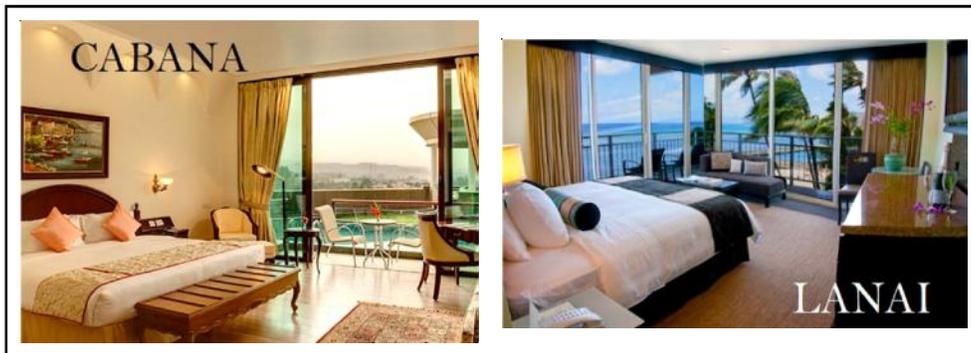
Efficiency Room: A room having some kitchen facilities prominent in motels, resorts and residential hotels.

Hospitality Room: A room used by a guest for entertaining his guest, charged on hourly basis.

Adjoining Room: Two or more rooms with or without interconnecting doors and are on the same level.

Cabana: A room which is near a water body or beside swimming pool.

Lanai: A room which oversees a scenic beauty with a balcony.



Activity 5: List out the various types of rooms available in large hotels.

Activity 6: Imagine that you are a receptionist and a number of customer come to you with different request. State in each case which type of room you would recommend. Justify.

- a. Two female travellers.
- b. A couple with two children.
- c. A business executive to conduct a a business meeting.

3.2.4 Hotel plans

A plan is a package of room rent and meals. They are the billing arrangements used by hotels. Common plans in hotels are,

1. European Plan (EP): Room charge + Early morning Tea. This plan is mostly used in all the types of hotels and especially the city or down town hotels. This is the cheapest as it includes the room charges and early morning. This plan mainly caters the busy executives and the other commercially important people who are out of the hotel throughout the day for their business activities.

2. Continental Plan (CP): Room charge + early morning Tea + Continental Breakfast. This plan is also called the bed and breakfast plan as they are mostly

used in motels. This plan is also cheap as it includes room charges, early morning tea and continental breakfast. This plan mainly caters the road side travellers and other transient guests.

4. American Plan (AP): Room Charge + Early morning Tea + Breakfast + Lunch + Dinner. This plan is also called Full Pension or Full Board Plan. This plan is mostly used in resorts and suburban hotels. This is the most expensive plan. This plan caters to the tourists, vacationers, and the conference attendees who stay within the hotel throughout the day for their activities.

4. Modified American Plan (MAP): Room charge + early morning tea + Breakfast + Lunch or Dinner. This plan is mostly used in resorts and various hotel and mainly caters to the tourists who are out of the hotel during the day for sightseeing and during night for night safaris.

5. Bermuda Plan (BP): Room charge + Early morning Tea + American Breakfast. This plan is also called the half board plan or semi pension. This plan is expensive than the European and Continental Plan as it includes the room charge, early morning tea and American Breakfast. This plan mainly caters the tourists, vacationers and the conference attendees who stay within the hotel throughout the day for their activities.

Activity 7: Visit a hotel in your area and obtain a brochure and tariff.

3.2.5. Tariff

Tariff means rate and when applied to rooms of hotel it means room rate. There are different types of room rates used in hotels.

Corporate Rate: This rate is given to corporate travelers, who normally form the cream of a hotel's occupancy. To earn this discount, the company may have to guarantee a minimum number of rooms to be occupied during a particular period. Some hotels of this corporate rate to any business traveler irrespective of the employer.

Government rate: This rate is normally given to the employees of the government, usually on the basis of a contract between the government department and hotels. Discounted rate may also be given to government personnel holding a valid ID TO encourage regular business.

Package rate: These rates are often offered during the lean season or as a promotional venture. These include weekend package or promotional packages like a three nights and two days stay which include meals and other recreational facilities.

Rack Rate: It is the maximum possible rate which is charged from the guest by the hotel for overnight accommodation.

Seasonal Rate: It is a rate charged from a guest visiting the hotel having extreme climatic condition such as in resorts. It varies according to seasons.

Discount rate: It is room rate less than the rack rate charged by the hotel from the guests when the hotel gives discount or concession on the stay of the guest.

Crib rate: Type or rate applicable to children below 5 years.

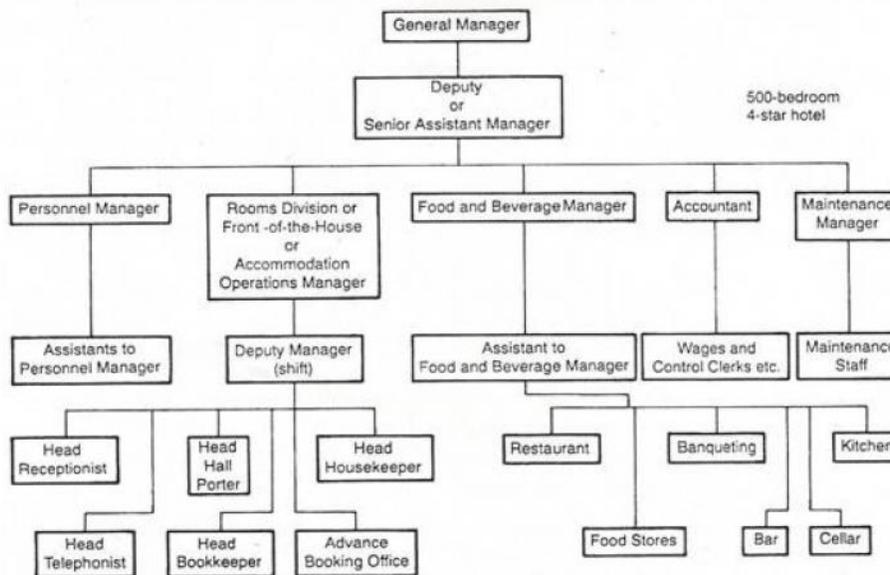
Family rate: A rate offered only to family with children sharing the same room.

Extra bed rate: This rate is applicable to the families demanding an extra bed.

Crew rate: It is a rate usually charged to the airline members who do not stay in the hotel for a long period.

Day rate: This rate is applicable to guests who stay only during the day without staying overnight.

3.2.6 Hotel Divisions or Departments



Classification of Hotel Departments (Location Basis)

1. Front office



Front office is the nerve centre or hub of a hotel. It is the department that makes the first and last impression on the guests, and the place that guests approach for information and service throughout their stays.

2. House keeping

This department is responsible for the management of guest rooms and cleanliness of all public areas of a hotel.



3. Food and beverage



This is a department which concentrates mainly on the provision of food and drinks for the guest. These services provided by coffee shops, bar, specialty restaurants, banquet and room service department.

4. Sales and marketing

This department is responsible for generating new business for the hotel, by handling advertising publicity etc.

5. Accounting Department

The Accounting department is responsible for monitoring and controlling all financial activities of a hotel.

6. Engineering (maintenance)

This department is responsible for the maintenance and operation of all machineries and equipments in a hotel.

7. Security

Security is the department responsible for the safety and security of hotel guest, visitors and hotel employees.

8. Personnel/Human Resources

This department is responsible for the employment of staff as well as training employee relations compensation and staff development.

9. Purchase Department

This department is responsible for the purchase of all the required items in the hotel.

CONCESSIONAIRES

These are shops run by outside agencies within hotel premises. The management of these hotels give contract to provide service such as beauty parlors, laundry and dry cleaning etc. on rent. Sometimes the hotel may also charge a percentage of sales from these shops.

When a guest uses their service these shops are paid by the hotel and the guest account is charged with the amount as cash advance.

Sample questions

- Match the following.

A	B
Commercial hotel	Historical building
Transient hotel	Room + two meals
European plan	Short duration
Heritage hotel	Business men
Room only	

- Explain the process for classification for star hotels?
- Expand the following?
 - HRACC
 - MAP
- Describe briefly any 5 types of rooms in a hotel?
- Complete the series?
 - Room with normal sized single bed _____ single room.
 - Room with two separate single beds _____.
- Identify the room near the swimming pool.
Lanai, cabana, twin, suite
- There are different meal packages adopted in hotels. List out those plans.
- As a student of CRM identify the plan suitable for a businessman. Give reason to your answer.
- Airport hotels are located near airports.
 - Identify the basis for this classification of hotels
 - List out other types of hotels on the same basis of classification.
- Write a short note about any two hotel departments.

Unit 3.3

Front Office Functions

Introduction

This unit deals with the importance of Front Office in hotels and its organizational structure. It narrates various functions of front office like reservation, registration etc. and various systems, methods and types used for performing these functions. This unit also generates awareness about Rules and responsibilities of front office staff.

Hotels provide quality service to guests. Front office staff must have knowledge of the products which the hotel sell, the way these products can be sold. Front office deals with many activities like reservation, registration, guest accounting etc.

Learning Outcomes

The learner,

- Realises the importance of front office in hotels.
- Analyzes the role of co-ordination of front office.
- Identifies the flow of information in front office.
- Analyzes the reporting hierarchy in front office.
- Draws the front office organizational hierarchy.
- Identifies various communication devices used in front office.
- Handles front office communication devices.
- Understands the functions of front office.
- Identifies the role of travel desk.
- Recognizes the term concierge.
- Identifies various front office equipments and list out them.
- Lists out the Sources of reservations
- Compares various Reservations methods
- Classifies different Types of Reservations
- Identifies the various Processes of Reservations
- Observes /identifies the usage of different Reservation forms and realise the importance of front office in hotels.
- Analyzes the role of co-ordination of front office.
- Identifies the flow of information in front office.
- Analyzes the reporting hierarchy in front office.

- Draws the front office organizational hierarchy.
- Identifies various communication devices used in front office.
- Recognizes the term concierge.
- Identifies various front office equipments and list out them.
- Lists out the Sources of reservations
- Compares various Reservations methods
- Classifies different Types of Reservations
- Identifies the various Processes of Reservations
- Observes and identifies the usage of different Reservation forms and realize the importance of front office in hotels.
- Analyzes the role of co-ordination of front office.
- Identifies the flow of information in front office.
- Analyzes the reporting hierarchy in front office.
- Draws the front office organizational hierarchy.
- Identifies various communication devices used in front office.
- Handles front office communication devices.
- Understands the functions of front office.
- Identifies role of travel desk.
- Recognizes the term concierge
- Identifies various front office equipments. and list out them.
- Constructs knowledge about Amendment and Cancellation procedures.
- Identifies the importance and procedure of registration.
- Classifies various methods used for registration.
- Compares different methods of registration.
- Identifies the legal aspect of registration.
- Understands the importance of C form and its usage.
- Identifies the duties and responsibilities of front office.
- Familiarises with the product and services given in hotels.
- Maintains record of guests.
- Handles devices in hotel.
- Handles emergency situations.
- Understands the duties and responsibilities.
- Understands the rules of the house for front office personnel.

3.3.1 IMPORTANCE OF FRONT OFFICE

Front office has been described as the nerve center of the hotel. It is the department that makes the first and last impression on the guests, and the place that guests approach for information and service throughout their stays.

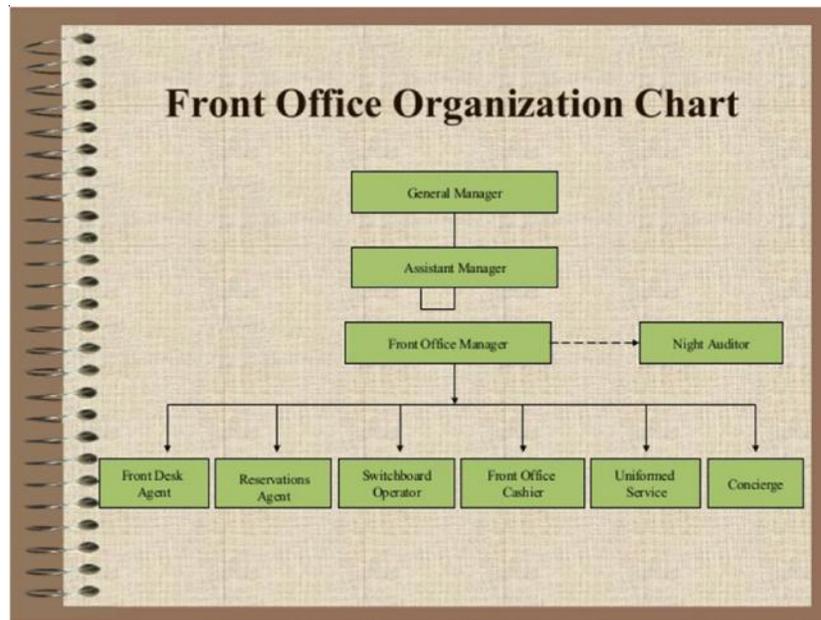


- It is the link between the guest and the hotel.
- It creates an image for the hotel.
- It's duty is to enhance guest services by constantly developing services to meet guest needs.
- It represents the hotel to the guest.
- It is the main controlling centre of the all guest services.
- It co-ordinates all other departments of the hotel.
- It is the department to generates nearly 70% of revenue of a hotel.
- It helps in earning foreign exchange.
- It is the department responsible for sale of hotel rooms.

3.3.2 Structure of Front Office

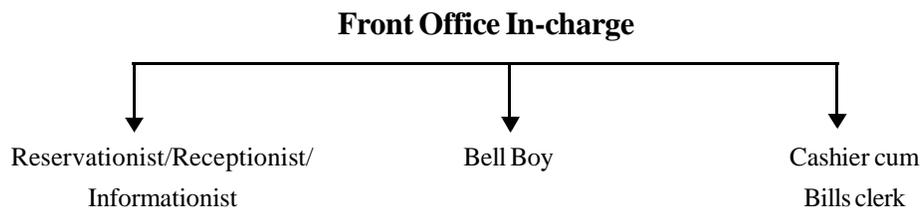
Front office of a hotel is organized into different functional sections each responsible for a particular area of work. The structure of front office shows the reporting hierarchy and the flow of information in front office.

Most hotel establishments consist of a General Manager who serves as the head executive (often referred to as the "Hotel Manager"), department heads who oversee various departments within a hotel, middle managers, administrative staff, and line-level supervisors. The organizational chart and volume of job positions and hierarchy varies by hotel size, function, and is often determined by hotel ownership and managing companies.



FRONT OFFICE ORGANISATION STRUCTURE IN HOTEL

1. Small hotel (Approx. 50 Rooms)



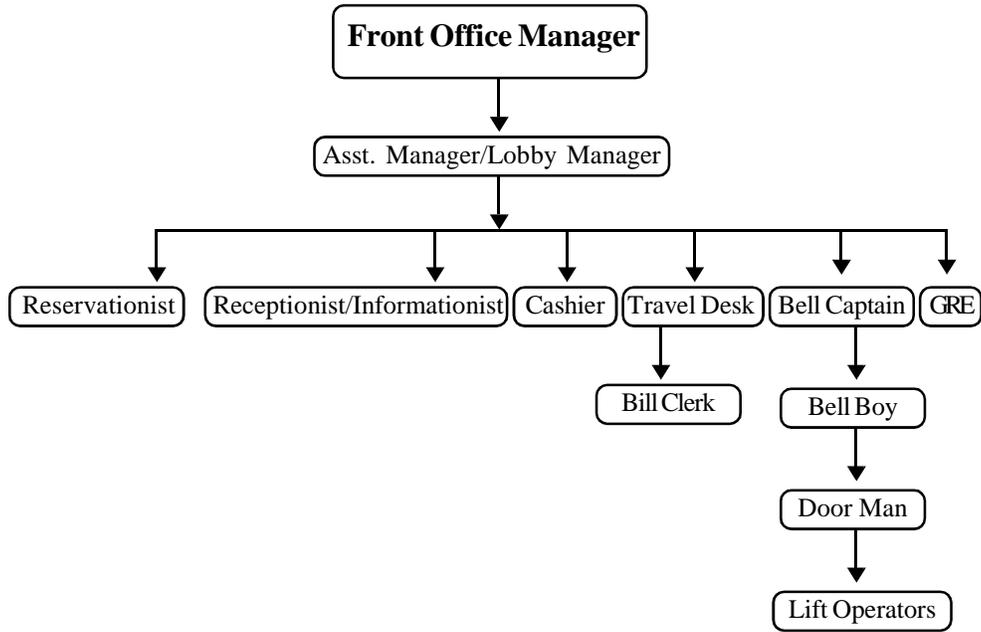
2. Medium Hotel

3. Large Hotel

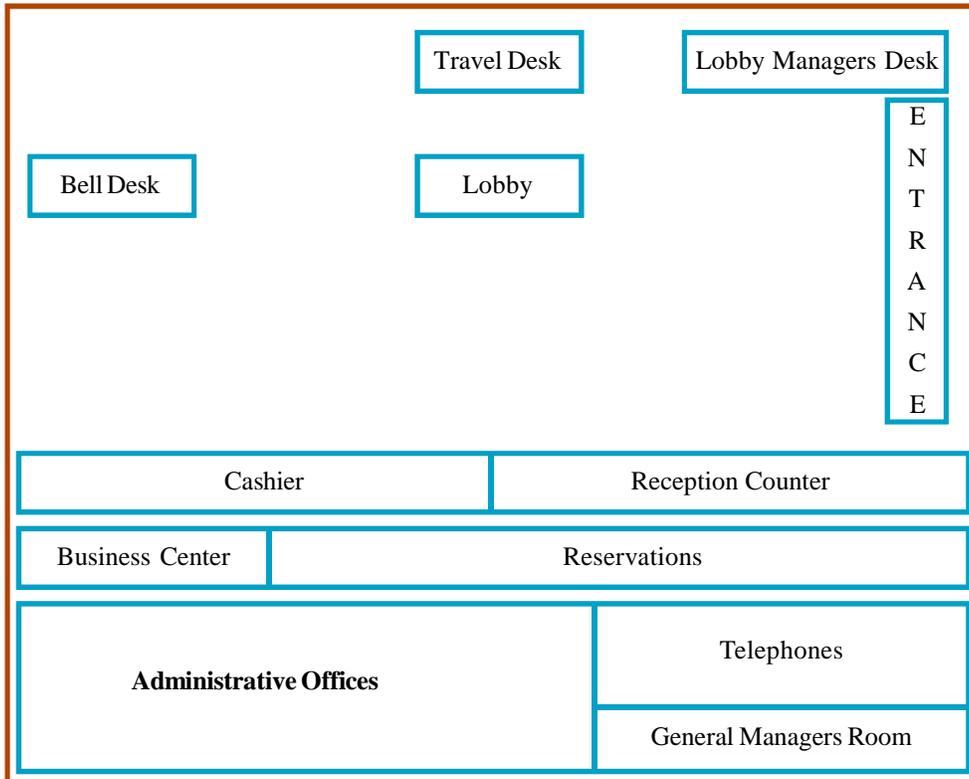
MODEL LAYOUT OF FRONT OFFICE

3.3.3 Front Office Operations/Sections

Usually front office department of a hotel comprises of subsections each responsible for particular areas of works. Thus the major operations of front office are:



Reservation



Reservation section is responsible for booking of rooms in advance. It receive requests, process and records it properly and informs the guests. It is responsible for maintaining reservation correspondence, files, charts, racks and computes records.



Registration

The process of registration is to record a guest's arrival and confirm their personal details, as well as to satisfy legal requirements.



Guest Accounting

Guest Accounting is an essential process to monitor and chart the financial transactions of residential and non residential guests of a hotel. It is done to ensure that all transaction made by the guest are recorded, monitored, controlled and audited from time to time.

Cashiering

The front office department is charged with the responsibility for cash, cheques, credit cards and other credit relationships. These duties require extreme care and diligence. This Section is responsible for maintaining and recording guest accounts, bills and folios of guest. It deals with cash or credit settlement of guest folio at the time of departure.

FRONT OFFICE CASHIER

- He is responsible to post all guest charges and credit into their respective folios.
- Settle all guest bills during guest departure.
- Encash foreign exchange as per regulations.
- Disburse petty cash to hotel staff and authorized paid outs.
- To have control on safety lockers.
- Receive and hold in safe custody all cash payments made by guests till the account is rendered.
- To maintain records and to prepare cashiers report.





The main financial transactions handled by front office staff are;

- Receiving cash payment
- Verifying cheques
- Imprinting accepted credit cards
- Handling due bills.

Travel Desk

Travel Desk Section handles the transportation facility of the hotel guest. It also arrange city tour, sight seeing etc. to the guests on request.

Concierge

Concierge Section provides information about hotel, its services and amenities, the city, the country and nearby banks etc. It helps the guests in airlines booking, planning itineraries etc. It is also called "Man About Town".

Activity: List out basic functions of front office.



Equipments used in front office

1. Credit card Imprinter

This is used for the purpose of front office accounting. This is used especially when the guest present credit card at the time of their arrival or departure to settle their bill. The imprinter makes the imprint of the credit card used by the guest as a method of payment.

2. Credit card validator

This is used to check the validity of the credit card presented by the guest at the time of arrival or departure of guest. This equipment is a computer terminal linked to a credit card data bank which holds information concerning the validity of the credit card of the guest. This equipment assures the management that the guest has credit balance high enough to cover the charges and it also verify that the card is not a stolen property.



3.3.4 Reservation

Reservation is a process of booking rooms in advance.

Sources of reservations

Source is defined as any individual of body that actually pays a hotel for services rendered. The usual sources from which reservation request come are the following:

- Airlines
- Travel agents
- Tour operators
- Free Individual Traveler (FIT)
- Companies
- Embassies

Reservations methods

Request for reservation may come from different modes. They include the following:

- Letters
- Telephone
- Personally
- Online
- Email

Types of Reservations Reservation in a hotel can be any of the following types:

Provisional or temporary reservation

This is done when a request is received from a guest, and the hotel books the room provisionally until a confirmation letter receives from the guest.

Confirmed reservation (Non-guaranteed reservation)

Confirmed reservation is that the customer will receive a confirmation number from the hotel regarding to the booking for a room at a particular date, and the guest do not need to pay at this stage. In such a case, the hotel holds the reservation up to 6 pm only on the day of arrival of the guest and releases it and may sell it to a walk-in or waiting guest if the original guest does not arrive at 6 pm.

Guaranteed reservation

It ensures a room for the guest until a specific time. For this the guest must give a guarantee of payment using credit card, airlines voucher, company voucher, travel agent voucher etc.

Process of Reservations (Systems of reservation)

Hotels are following difference reservation system depending upon their size and finance. The major systems used by hotels are as follows:

Manual system

This system of reservation is used by small hotels in which a diary is used to record reservations.

Computer reservation system

This is a fully automatic system in which all reservation procedures are done and records are kept using computer.

Central reservation system (CRS)

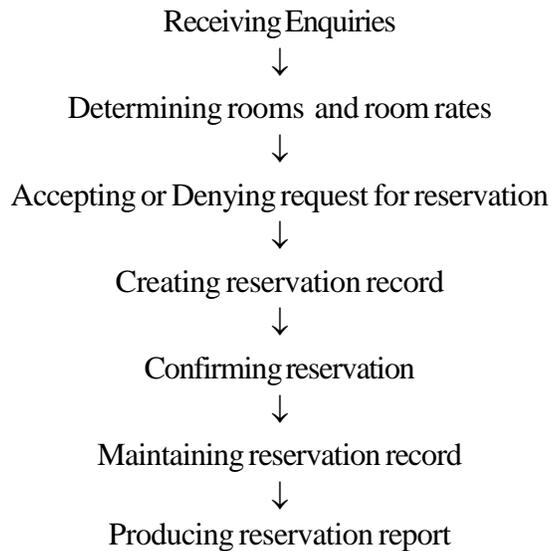
This is a system of reservation used by chain hotels in which a certain percentage of hotel rooms of different hotels are done by a central office.

Instant reservation system

This is a system used by chain hotels, in which reservation is done to a far of hotel from the hotel where a guest stays.

Basic Reservation Activities

Different hotel may adopt different systems and documents for receiving reservation. However the basic procedure involved in the reservation process is similar for all hotels.

**Group Reservation**

A group is a body of 15 persons or more. Group booking constitute great responsibility on the hotel and needs a great deal of planning and organization. As it involves volumes of business, management offers special discounts to groups. A hotel gets groups business from travel agents, tour operators, embassies etc.

Over booking

It is an act of booking more rooms than actually available by the hotel. This is a deliberate act by the reservation section to maintain 100% occupancy. Overbooking

represents an important strategy for many service providers that apply revenue management.

Amendment and Cancellation

In certain cases the guest may change his original booking programme and inform the same to the hotel. In that case the reservation section will first check that whether request can be accepted or not. If possible, the necessary amendments shall be made and communicated to all concerned departments and the guest.

Sometimes the guest may request for cancellation of reservation already done. Each hotel has their own policy of cancellation. Once the request for cancellation is accepted, it is important that hotel communicate back to the guest and inform him of the cancellation.

RESERVATION FORM

Hotel Reservation		
Name of the Hotel		
Address		
Phone number	Email	Date of filling the form
Name of the party: Mr./Mrs./Miss		
Signature in full		
Number of visiting members requiring the reservation		
<i>Names of the visiting members:</i>		
Full contact address of the visiting members		
Total number of single bed rooms required		
Price/room		
Total number of double bed rooms required		
Price/room		
Is there any requirement of a suite(yes/no)		
Price of the suite		
Is there any requirement of breakfast/lunch/supper/dinner services(yes/no)		
Date of arrival at the hotel	Date of departure from the hotel	

- Activity:* 1. List the different methods of reservation.
2. Draw a flow chart showing the procedure involved in the reservation process.

3.3.5 Registration

It is the legal procedure in the arrival of a guest in which important details like name, address etc of a guest is collected in his own handwriting. It is compulsory that all guests over the age of 16 years must give basic information about them. The procedure for registration are the following:

- o Welcome the guest
- o Check for room availability and reservation status
- o Complete guest registration formalities
- o Follow standard registration guidelines

Methods of Registration

Hotels use different methods for registration like Book Bound registration, Loose Leaf registration individual card registration. Among them the most modern system is Guest Registration Card in which separate card is used for each guest.

FORMS

Registration process uses different forms like Registration card, C form, Guest folio etc. Among them C form is a legal document. It is also called as hotel arrival report and is to be completed for every foreign guest except Nepalese.

Hotel Registration	
The official code number of the hotel registration form:	
The date of filling the form:	
The name of the hotel:	
The name of the hotel's proprietor:	
The full contact address of the hotel:	
Telephone number (if any):	
Email id (if any):	
Proprietor's Signature in full:	
Total fees for hotel registration:	
Tenure of the hotel registration:	

It should be prepared and send to the nearby police station within 24 hours of their arrival. In case of a Pakistani guest the time limit is 12 hours.

Guest folio

A guest folio is the master bill of a guest opened on the registration of a guest by the front office cashier to record all the transaction of the guest with the hotel.

Pre-Registration

Pre-Registration is an activity of registering a guest even before his arrival, which may be one day before his arrival or on the same day but before his arrival. In case it is required the pre-registration activity for the guest will be done for the following types of guest.

- a. Regular guests

Guest folio

A guest folio is the master bill of a guest opened on the registration of a guest by the front office cashier to record all the transaction of the guest with the hotel.

Pre-Registration

Pre-Registration is an activity of registering a guest even before his arrival, which may be one day before his arrival or on the same day but before his arrival. In case it is required the pre-registration activity for the guest will be done for the following types of guest.

- a. Regular guests
- b. VIP
- c. Handicapped
- d. Special attention guests (SPATTS) and DG
- e. Groups and crews

The procedure of pre-registration: G.R. Card is kept ready ie. It is filled up with all the available transaction data, such as names, address, billing instructions, type of rooms and the rate of room etc. (which is collected at the time of reservation) and are kept ready for the signatures of the arriving guests. This can be done manually, semi automatically and automatically.

Purpose of Pre-registration:

- It helps in more effective registration.
- Speedy check in
- Time saving
- More time for the receptionist to give personal touch in service to the arrival and avoids any confusion at the reception counter on arrival of the guest.

Activity: Name any two methods of Registration.

3.3.6 Front Office responsibilities

1. Communication: The major responsibility of the front office is to provide both internal and inter departmental communication.

Communication Devices For proper communication hotels use different equipments like telephone, fax, EPABX, Computer etc.

Fax machine operates through telephone lines and are used to receive and sent official document.

EPABX (Electronic Private Automatic Branch Exchange): A private branch exchange (PBX) is a telephone exchange that serves a particular business or office.

The EPABX may be defined as a switching system that makes available both internal and external stitching functions of any organization. The selection of an EPABX is a difficult task and requires deep knowledge of traffic pattern of the office. By using an EPABX both the internal and external needs of the organization are fully served. With the advent of powerful microprocessors and advancements in the field of computers, the EPABX can boast of versatile features. Hotline can be established between the boss and his immediate subordinates.



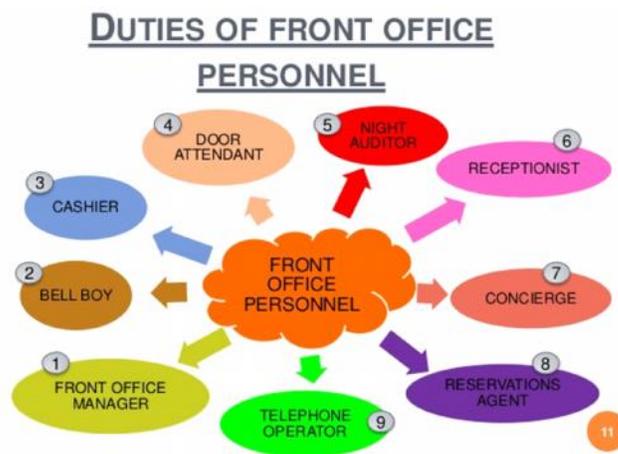
- 2. Guest services:** Front Office being the only point of contact for the guest, they must provide the basic information regarding the facilities and services of the hotel ,the city etc and controls the keys of the guest .
- 3. Guest history:** Front office must keep a record of the name and preferences of the guest which is called the guest history.
- 4. Handling Emergency situations:** Front office must handle all the emergency situations of hotels like fire, theft, death, accident etc.

DUTIES AND RESPONSIBILITIES OF FRONT OFFICE PERSONNEL

Front Office Manager:

He is the head of the department and his duties are:

- Responsible for the smooth running of the hotel.
- Recruit the staff in the presence of the GM and Personnel.
- Evaluates the job performance of each front office employee.
- Maintains master key control.
- Train the Front office staff.
- Prepare reports to the GM.
- Attend all meetings regarding the management.
- Takes care of the need of his/her subordinates.
- Receive VIP's and escort them.
- Handling complaints of the guest when his/her staff can't manage the guest.



Guest Relation Executive (GRE)

- Receive the guest.
- Enquire about guest wishes.
- Acts as a trouble shooter.
- Is the connecting link between the public and the hotel's management.

Reservation

- Promptly and courteously handle all reservation requests.
- Update regularly the reservation chart and rack.
- Keep room availability status board up-to-date.
- Handle amendments and cancellations of reservations.

Reception

- Promptly and courteously register guests and assign them the rooms.
- Update the room rack continuously.
- Calculate room availability position and advise reservation.
- Complete pre-registration formalities for VIP's, invalids, old people, groups and airline crews.
- Execute government formalities regarding foreigners.
- Co-ordinate closely with housekeeping for clearance of room to sell.

Information

This department gives information about

- Facilities of the hotel
- Places of tourist attraction
- Room tariff
- Room status
- Places of Worship
- Shopping centre
- Foreign exchange
- Bank and Theatre timings
- Receive messages of guests and forward them correctly and promptly

Bell Desk

- Brief all the bell boys at the beginning of a shift.
- Ensure that the bell boys in each shift are well groomed and uniformed.
- Control the movement of all bell boys.
- Initiate action against scanty baggage guests.
- Organize paging services in the lobby.
- Execute formalities regarding left luggage.
- Assist in crew and group, wake-up-call procedures.

Night Auditor

- Reports to the Front office manager.
- Trains the front office cashier in night auditing.

NIGHT AUDITOR



- To reconcile all revenue statements.
- To verify and validate front office cashiers vouchers/forms.
- To check guest folios
- Verify front office cashiers report.
- Prepare high balance report of guest who exceed their credit limit fixed by hotels.
- To prepare daily transcript.
- To verify room status report.
- To check the cancellation of reservations.
- Account for city ledger credit amounts.



- Supervises the working of the front office cash section.
- Posts room rates and taxes in the guest accounts.
- Verify all postings and balances.
- Monitor the credit limits of the guests and prepare various important night audit reports.
- Prepare a summary of all the cash and credit card settlements from the front office section on a particular day.

Telephone operator

TELEPHONE OPERATOR

- To attend to all incoming and outgoing calls.
- To monitor guest calls and to prepare guest bills accordingly.
- To give wake up calls to guest.
- To transfer calls regarding room reservation.
- To speak politely and softly.
- To take guest messages and to inform to reception.
- To handle any kind of emergency situation.



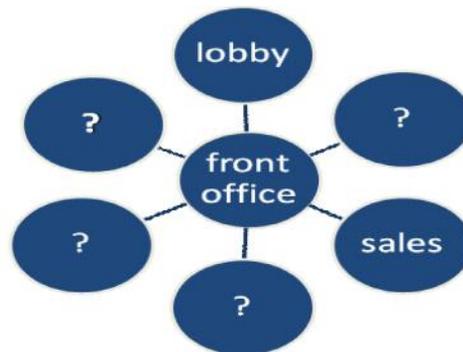
- He/she should have thorough knowledge about handling the various equipments of the telephone exchange.
- Replies the various incoming calls of the hotel.
- Places the various incoming calls of the guests in the guest room or the incoming calls of the staff in their departments.
- Place the outgoing calls of the guests.
- Receives various messages for the guest in his absence, or forwards the messages when the guest is in the room.
- Processes and executes the wake-up call request of the guest on the request of the guest.

Sample questions

1. "Front office is the nerve center of a hotel activity". Do you agree? Justify?
2. Describe various sources of reservation?
3. Expand the following.
 - a. CRS b. EPABX
4. _____ is an example of modes of Reservation.
5. Compare central and instant reservation system.
6. Narrate briefly the functions of hotel front office.
7. FIT stands for _____.
8. Compare and contrast concierge and concessionaire.
9. Registration and Reservation are two major operations of front office. Name the other operations performed by front office.
10. Complete the table.

FUNCTIONS	SECTION OF FRONT OFFICE
1. _____	Reservation
2. Receiving cash, Payment	_____
3. _____	Travel Desk
4. Prepare GRC, C-form etc.	_____

11. _____ is called the master bill of a guest.
12. Mr. Rajesh wishes to modify his small hotel into a medium sized one. Help him by drawing a front office organizational structure.
13. Complete the front office co-ordination chart?



Unit 3.4

Front Office Accounting

Introduction

A hotel is to provide facilities and services for guest in return of money, ultimately to make a profit. To ensure that all guest bills are properly settled, hotel needs to have an accurate and constantly updated record of all guest financial transactions. This unit deals with the importance of guest accounting and accounting tools and is able to present the correct bill to departure guest. It gives awareness of the internal control and credit limit and also in handling of cash and credit mode of the settlements of bills.

Learning Outcomes

The learner,

- Identifies various stages of guest accounting.
- Constructs knowledge about guest accounting cycle.
- Identifies different documents used in front office accounting and analyze their usage.
- Classifies vouchers, folios ledgers and acquire skill for preparation of these documents.
- Prepares ledgers, folios, accounts and vouchers.
- Explains the procedure of maintenance of guest accounts.
- Identifies the various points of sales and their functioning.
- Familiarizes the method of Updating the bills from different POS.
- Identifies the method of internal control in hotels.
- Understands Night auditing process.
- Analyzes the Tracking of Transactions.
- Understands Credit limit.
- Discusses about credit limit, house limit and floor limit.
- Constructs knowledge about settlement procedures of guest accounts.
- Classifies different modes of settlement.
- Compares and contrasts the differences Between traveler's cheque and ordinary cheque.

Front Office accounting or guest accounting system is an essential process to monitor and chart the financial transactions of residential and non residential guest of a hotel.

It is done to ensure that all transactions made by the guest are recorded, monitored, controlled and audited from time to time to avoid any discrepancy, loss of revenue, dispute with the guest and to collect payment.

Stages of accounting

The process of front office accounting is divided into three important stages. They are the following:

- Creation of Documents and Accounts
- Maintenance of Accounts
- Settlement of accounts



3.4.2 Creation of Documents and Accounts

The first step in the front office accounting process is to create necessary documents and maintain them properly. Documents includes vouchers, folios, ledgers, front office cash sheet etc.

I. Vouchers

A voucher is documentary evidence in support of a transaction. Vouchers are sent or electronically transferred to the front office staff or system for posting. Most automated front office systems require few paper vouchers. Types of vouchers used in front office accounting are cash, charge, transfer, allowance, and paid-out

a. Cash Voucher

It is used to record cash transactions.

Chq/Cash Amount	I.Tax %	I.Tax Amt	Amt. Before Tax
71.00	5.00%	4.00	75.00

Total: 166.00 9.00 175.00

b. Charge Vouchers

This voucher is used to record the credit transactions of the guest like restaurant, telephone charges etc.

c. Correction Vouchers

It is used to record an account correction transaction for correcting an error found out on the same day. It is prepared and presented to the front office manager or supervisor for approval.

d. Allowance Voucher

ALLOWANCE VOUCHER		
		No: _____
		Date: _____
Name: _____		Room A/C No : _____
Detailed explanation	Amount	
	Rs.	Rs.
Rupees in words		
Total Rs.		

This voucher is used to record any account allowance given to the guest as a discount or rebate or as a compensation for any poor service or to correct any posting error detected after the close of the business. It is prepared by staff posting it and presents to the front office manager or supervisor for approval.

e. Transfer Voucher

A transfer voucher is prepared to transfer any account balance from one account to another.

f. Paid Out Voucher

HOTEL ABC		PAID OUT VOUCHER	
Date		Time	
Guest's name			
Room no.	Account folio no.		
Detailed explanation			
.....			
.....			
Rs. (In words			
.....)			
Prepared by			
Authorised by			
Audited by			
			Signature of the guest

It is a voucher prepared to record any cash disbursed by the hotel on behalf of the guest. It is prepared by cashier and signed by the receiver who renders the services.

II. Folios

Front office transactions are typically charged on account statements called folios. A folio is a statement of all transactions affecting the balance of a single account. When an account is created, it is assigned a folio with a starting balance of zero. All transactions that increase (debits) or decrease (credits) the balance of the account are recorded on the folio.

At settlement, a guest folio should be returned to a zero balance by cash or by transferring the balance to an approved payment card or direct billing account. The process of recording transactions on a folio is called "posting." A transaction is posted when it has been recorded on the proper folio in the proper location, and a new balance has been determined.

Types of Folios:

Guest folios

It is a folio for recording transaction of a resident guest.

Master folios

It is used for recording charges of groups.

Non-guest or semi-permanent folios

It is a folio for recording non-guest transactions.

Employee folios

It is a folio for recording employees' accounts.

Permanent folios

It is used for recording transactions of credit card, companies, travel agencies etc.

Specialty folios

It is specially used for recording special needs.

III. Accounts

An account is a form in which financial transactions are recorded and summarized. Increases and decreases in an account are calculated and the resulting amount is the account balance. In an account, charges are increases to the account balance and are entered on the left side, while payments are decreases and are entered on the right side. Front office prepares different accounts for recording guest transactions. They include Guest accounts, non-guest accounts and management accounts.

a. GUEST ACCOUNT

A guest account is a record of financial transactions that occur between a guest and the hotel. Guest accounts are created when guests guarantee their reservations or when they register at the front desk. During occupancy, the front office is responsible for and records all transactions affecting the guest account. The front office usually seeks payment for any outstanding guest account balance during the departure of the guest.

b. NON-GUEST ACCOUNTS

Non-guest accounts are the accounts of non- resident guests. It include accounts of the following.

- (1) Local businesses/agencies
- (2) Guests checked out without settling their account
- (3) Disputed bills accounts
- (4) Guests holding credit card
- (5) Skippers account
- (6) Noshow account
- (7) Bad cheque accounts

MANAGEMENT EXPENSE ACCOUNT

Management accounts are expense accounts or allowances given by some hotels to the hotel manager.

These account are used to entertain guest or potential clients. The charge for the expense is debited to the manager's expense (management) accounts.

IV. Ledgers

A ledger is a summary grouping of accounts. The front office commonly separates accounts receivable into two subsidiary groups ie; the guest ledger (for guest receivables) and the city ledger (for non-guest receivables).

i. Guest ledger

It holds accounts of registered guests and advance deposits from future guests. Front office prepares it and collects these accounts.

ii. City ledger (non-guest ledger)

It holds guest accounts not paid in full at check out. Front office prepares it, but accounting department collects them.

Visitors Tabular Ledger (VTL)

VTL OR Tab is a ledger used in small hotels only. It is a large sheet in which daily transactions of the hotel with the guest are recorded. It has a set of columns like room number, name, rates, terms etc. and a second set for charges of food and room.

Solution: 1

Room No	101	102	103	104	105	Total
Name	Mr. P. Pawat	Mr. D. S. Mehra	Mr. O.P. Lal	Mr. & Mrs. M.S. Mehra	Mr. S. H. Talwar	
No. of Persons	1	1	1	2	1	
G.R. No.	2040	2043	2041	2044	2042	
Arrival Time	2 P.M.	8 A.M.	7 A.M.	4 P.M.	8 A.M.	
Departure Time	7:30 A.M.	7:30 A.M.	7:30 A.M.	7:30 A.M.	2 P.M.	
Plan	E.P.	E.P.	E.P.	E.P.	E.P.	
Rate Apartment	60	60	100	60	100	
Rate Board	-	-	-	-	-	
Apartment		60	60	100	60	340
Board						
Break fast		6			6	12
Lunch		12	12		24	48
Dinner		30		30		60
Tea/Coffee	1	3+1	1+1	2	1	10
Food Sundries						
Soft Drinks						
Wine / Spirit		20				20
Service Charge	10	19	20	7	40	13
Sales Tax		2	20		20	9
Room Service					10	10
						20
						20

In addition to daily charges, the tab sheet shows daily sales under respective heads like breakfast, lunch, afternoon tea, beverages, snacks, telephone charges etc. which gives the daily total plus previous balance brought over.

V. Front Office Cash Sheet

Cashiers of small hotels and with manually operated accounts posting system, normally maintain a sheet called front office cash sheet. It records each receipts or payments of cash. The information on this sheet is used to reconcile actual cash with the cashier at the end of the shift.

CASH BANK

A cash bank is the amount of cash assigned to a cashier to handle the various transactions that occur during a work shift. The hotel may issue cash banks with a specific amount of money to each cashier.

CHARGE PRIVILEGES

To establish charge privileges, a guest may be required to present a valid payment card or a direct billing authorization at the time of registration; an automated system will allow credit to be established at the time a reservation record is created. Typically, the hotel obtains the number and expiration date of the guest's payment card and electronically requests an amount guarantee from the card company. Once a line of credit has been approved, guests can make.

3.4.3 Maintenance of Accounts

Guest folios must be accurate, complete, updated and properly filed, since guests may enquire about their account balance or check out of the hotel with little or no notice. Any transaction initiates activity within the front office accounting system. Debit increases the account balance, whereas credit decreases it. Posting of transaction must confirm to a basic front office accounting formula:

Front Office Accounting Formula

Previous Balance + Debits - Credits = Net Outstanding Balance

Types of Transactions

There are three types of transactions to be recorded in guest accounts. They are:

1. Accounts receivables

These are the credit transactions of a guest with a hotel. Eg: Charge purchases, cash advances etc. They are debited to guest accounts and increase the outstanding balances of the guests.

2. Accounts payables

In these transactions hotels due to the guest for any bad service or allowance. They are credited to the guest accounts and decreases the balance of guest accounts.

3. Cash transactions

These are cash transactions made by the guest in hotel front office.

Points of Sale

Points of sale are the physical locations at which goods or services are purchased. Any hotel department or area that collects revenues is a point of sale. Large hotels typically support many points of sale like restaurants, room service, dry cleaning, valet service, telephone service, fitness centers, athletic facilities, spas, retail shops etc. Some hotels offer guest-operated devices that function as self-service points of sale (in-room movie systems, Internet-access devices, in-room vending systems).

Any cash transaction of a guest at POS will not be recorded in the guest account.

An automated point-of-sale (POS) system enables remote terminals at the point of purchase to communicate directly with the front office system. Automated POS systems significantly reduce the amount of time needed to post charges to guest folios.

3.4.4 Internal control

The stage of front office is to check and establish accuracy of records. It is called night auditing and if there is any difference between outstanding balance of folio and departmental balance, the same may be sorted out and corrected here. Thus internal control involves three steps.

1. Night auditing

This is the process of checking and ensuring accuracy of accounts, done daily at night in hotels. The auditor prepares necessary reports to provide information to the management for appropriate actions.

2. Tracking Transactions

A front office audit is intended to verify transactional data. Types of Front Office Transactions are:

a. Cash Payment

Cash payments to reduce a guest's outstanding balance are posted as credits to the guest or non-guest account. Front office personnel may use a cash voucher to document cash received. Only cash payments made at the front desk will create entries that appear on a front office account folio; when cash payments are made at other hotel locations, they are accounted for at the point of sale. Personal cheques should be treated as cash; they need to be carefully scrutinized.

b. Charge Purchase

A charge purchase represents a deferred payment transaction. If a charge purchase occurs somewhere other than the front desk, it must be communicated to the front desk system for proper folio posting. In non-automated systems, this is done through a charge voucher. Guests may be debited for charge purchases to their account when shopping in hotel retail outlets; merchants in these outlets must ask guests to present room key and other forms of identification.

c. Account Correction

Correction transaction resolves a posting error on a guest or non-guest folio. Account corrections are made on the same day as the error is discovered, before the close of business. An account correction can either increase or decrease an account balance. A correction voucher is used to document an account correction transaction. Usually the staff member posting the correction signs the correction voucher and presents it to the front office manager or supervisor on duty for review and approval.

is a decrease in the folio balance as compensation for poor service or as rebates for coupons and/or other discounts. Another type of account allowance corrects a posting error detected after the close of business. These error corrections must also be

d. Account Allowance

Account allowances involve two types of transactions. One type of account allowance entered into the accounting records of the affected revenue centers. An account allowance is documented by the use of an allowance voucher; usually the staff member posting the allowance signs the allowance voucher and presents it to the front office manager or supervisor on duty for review and approval.

e. Account Transfer

Account transfers involve two different guest or non-guest accounts and tend to have offsetting impacts on subsequent account balances. Example: when one guest offers to pay a charge posted to another guest's folio, the charge will need to be transferred from the first account to a second account. A transfer voucher supports the reduction in balance on the originating folio and the increase in balance on the destination folio.

f. Cash Advance

Cash advances reflect cash flow out of the hotel's resources, either directly to, or on behalf of, a guest. Cash advances are considered debit transactions, since they increase a guest folio's outstanding balance. Cash advances are supported by cash advance vouchers.

Credit limit

It is the limit up to which a guest can be given the credit. Hotels use credit limits called house limit. The night auditor checks those accounts exceeding this limit and reports to the management for necessary action.

3.4.5 Settlement of Accounts

The collection of payment for outstanding account balances is called account settlement. Account settlement involves bringing an account balance to zero as a result of proper payments. All guest accounts should be brought to a zero balance at the time of check-out. Guests may make payments against outstanding folio balances at any time prior to check-out.

Non-guest folio balances may be initially billed on the day of the transaction. Settlement may be due in 15 to 30 days, depending on the hotel's policy. When a guest account is paid, the folio is updated to indicate account settlement and closure. Sometimes a guest settles an account but a charge is posted in the system after the account has been closed; this is called a late charge. Guests may dispute or refuse to pay a late charge, which often results in an account adjustment in the front office accounting.

Modes of Settlement

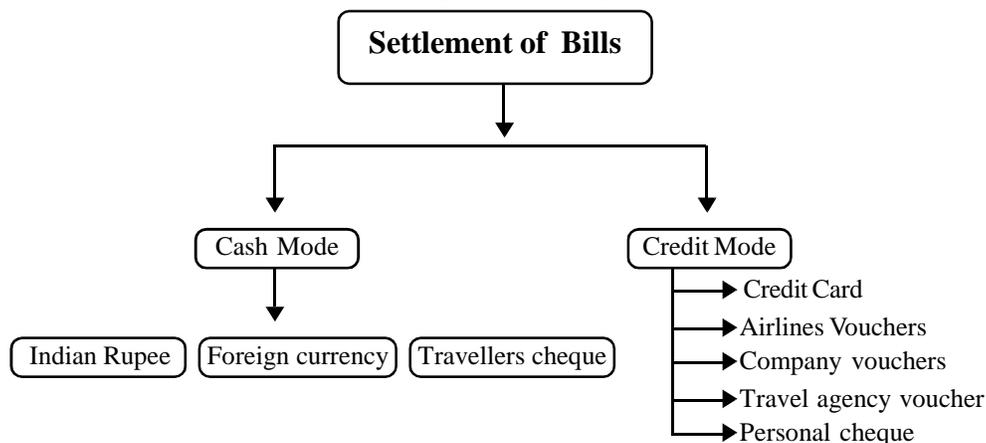
A departing guest can settle his bill by a number of ways. Mainly they can be grouped into two categories:

1. Cash mode

Cash mode includes payment of bill in Indian rupees, acceptable foreign currency such as dollars, pounds etc. and travellers cheque.

2. Credit mode

Credit mode of payment includes credit cards, airline vouchers, company account payment travel agency voucher and personal cheque.



Settlement procedures

The cashier must use certain steps in the settlement process. They are different for various mode of payments.

1. Indian Rupee

- o The cashier collects money from the guest
- o Issues cash receipt

2. Foreign Currency

- o An encashment certificate is prepared and issued to the guest.
- o If there is any balance amount, the same is given in Indian Rupees.

3. Travellers Cheque

- o Ask the guest to countersign at the specified place on the face of the cheque.
- o Tallies his signature with the first signature in the cheque.
- o Ensure that the travellers cheque is not pre-dated.
- o Confirm the identity of the guest by asking for his passport, driving license etc.
- o Ensure that the cheque is not damaged.
- o Any balance shall be paid in Indian Rupees.
- o An encashment certificate shall be issued to the guest.

Difference between an ordinary cheque and a travellers cheque	
Ordinary cheque	Travellers cheque
1. For issue a cheque a person should have a bank account.	1. No need of any bank account.
2. Any amount can be filled in the cheque as they are blank.	2. A fixed amount printed on its face and available in different denomination.
3. Only one signature is needed.	3. Two signature are required.
4. Valid only for 3-6 month.	4. Valid for indefinite period of time unless dated.
5. These cheque can be crossed for account payee.	5. No such provision.
6. No slip/list of lost, damaged or stolen cheque is issued by bank.	6. Many banks issue a stop list or stolen and damaged cheques.
7. Cheque may be bounce.	7. No such possibility as the amount is already printed on the face of the cheque.
	8. Quite safe because the second signa-

4. Airlines vouchers

- o Check the details of the voucher.
- o Ensure that the items in the guest bill are covered by the voucher.
- o Ask the guest to sign the folio.
- o Attach the vouchers and folio together.
- o Send the original voucher along with guest bill for payment.

Some airlines give MAO (meals and accommodation) and PSO (passengers service order) to the layover passengers.

5. Company Vouchers

- o Ask the guest to sign the bill.
- o Send this bill to the company for payment.
- o Attach the vouchers and folio together.
- o Send the original voucher along with guest bill for payment.

6. Travel agency voucher

- o Read the billing instructions.
- o Ensure it is issued from a bonafide agency.
- o See that all charges in the bill are covered by the voucher.
- o For a foreign travel agent voucher, get it authorized by lobby manager.
- o Ask the guest to sign to the folio.
- o Attach the voucher and folio together.
- o Send original voucher along with the guest bill for payment.

7. Credit cards

- o Ensure that the hotel accept the company's credit card.
- o Ensure the card is not an expired/stolen one.
- o Check the credit limits and if the bill amount exceeds the limit, take permission from the credit card company.
- o Check the validity of the card by passing it through the machine.
- o Pass it through the imprinter along with charge slip and take impression on them.
- o Ask the guest to sign the bill.
- o Make a charge record of the total amount of the bills with details like, the guest name, credit card number, name of the hotel, date of charges etc.
- o Make three copies of the charge record (One for hotel, second for the credit card co. and third for the guest).
- o Retain all original bills till payment

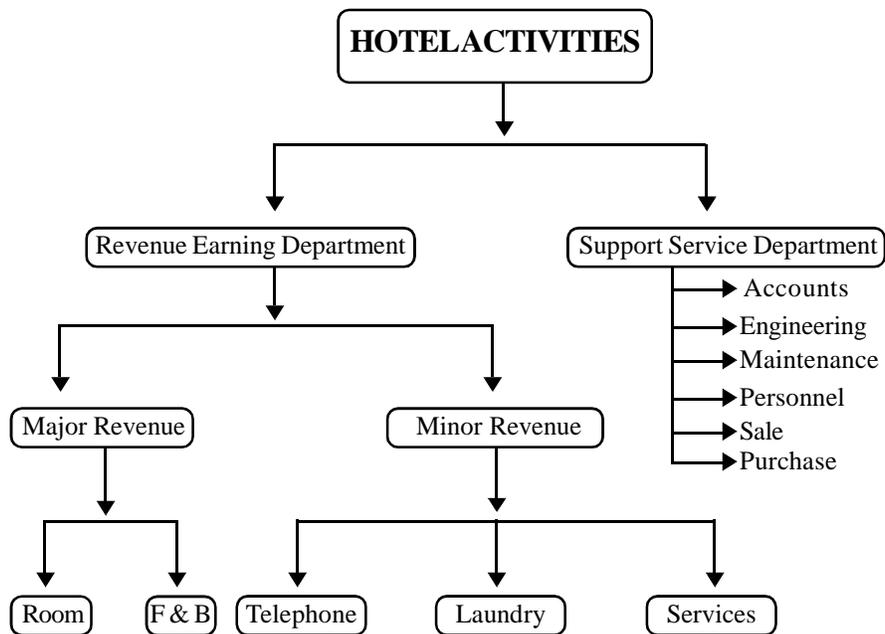
8. Personal cheque

- o Inform the guest that personal cheques are not accepted.
- o On compulsion, direct them to contact the lobby manager for an authorization.
- o Accept application for payment by personal cheque.
- o Check details of the cheque and ensure that it is 'Accounts Payee Only'.
- o Compare the signature of the cheque with that on the application form.
- o Enter the details in cashier's report.

3.4.6 Classification of Hotel Activities on Financial basis

For the effective management and control of hotel activities, it must be divided into various departments. One basis for such classification is its revenue earning capacity. There are certain departments which earn revenue and are called operational departments. Eg: Front office, Food and Beverage, laundry etc.

The other group of departments which offers help, guidance and assistance to such operational departments are called support service departments. Eg: Engineering, Accounting, Personnel etc.



Sample Questions

1. Draw the format of front office cash sheet.
2. Draw a chart showing the guest accounting cycle.
3. Joseph is a guest who settles his bill using a travel agency voucher. At the time of his check out hotel transfers his account to a ledger.
 - a. Identify this ledger.
 - b. List out any other four accounts that can be recorded in this ledger.
4. Complete the series as given below:
 Resident guest : Guest Folio
 Group of guest :
5. Hotel "Sukrutham" is a small hotel and uses a single statement for recording guests' daily transactions and daily sales of various heads in the same document.
 - a. Name the document
 - b. Give a brief description about it.
6. Seetha a resident guest of a hotel settles her bill using credit card. Suppose you are the cashier there, list out the procedures to be followed by you to handle the situation.
7. Expand the following:
 VTL, POS, MAP, PSO
8. Front office accounting is known as _____.
9. Anand is a resident guest of hotel ABC and the hotel arranges and makes payment of a taxi for his journey to airport.
 - a. Name the type of transaction made by hotel for the guest.
 - b. Identify the voucher prepared by the hotel to record this.
 - c. Draw the format of this voucher.
10. Preparation of documents is an important step in guest accounting. List out different types of documents used in front office accounting.

Unit 3.5

Guest Cycle

The arrival at a hotel is a critical period for both the guests and for the hotel. But there are certain procedures which a hotel has to do before the guest arrival. All the phases which begins before the guest arrival and continues even after departure is called guest cycle. There are different phases of the guest cycle. It also deals with the check in and check-out procedure of front office and its recent trends.

Learning outcomes

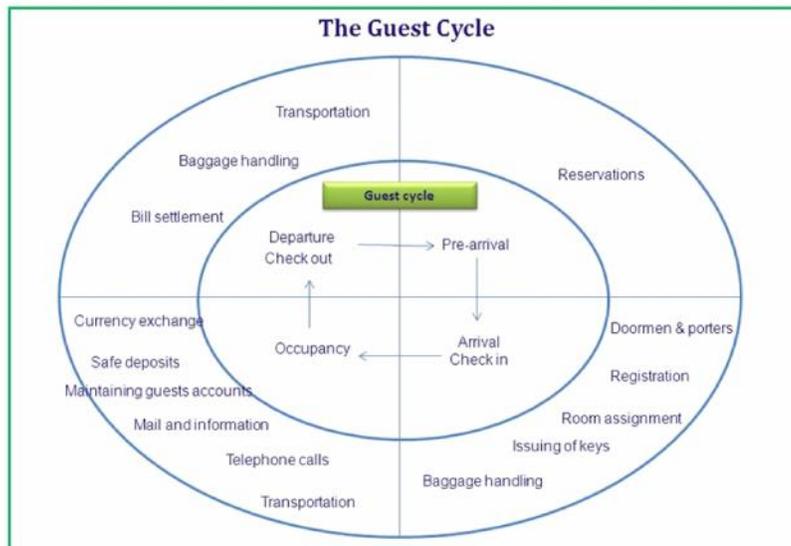
The learner,

- Understands the various stages of guest cycle.
- Compares different phases in guest cycle.
- Draws a chart showing guest cycle.
- Lists out various steps in arrival and departure procedures of guest.
- Understands the arrival and departure procedure of guest.
- Familiarizes the latest trends in arrival and departure procedures.

3.5.1 Guest Cycle and its stages

Guest cycle represents various stages of activities when a hotel provides services keeps contact or maintains records during various stages of its contact with guests, such as Pre-arrival, Arrival, During stay, Departure and After Departure.

Out of these five stages the first stage (pre-arrival) and last stage (after departure) are those where there is no personal contacts with the guest. It is only through communication and record keeping that satisfactory services can be given to the guest.



The other three stages (arrival, during stay and departure) are very important as there is direct personal contact with the guest. Hence it is important that the attitude of service personnel is very professional so that maximum satisfaction can be given to the guest.

Stages in Guest Cycle

1. **Pre-arrival** in other words is reservation. It is the stage where the guest chooses the hotel and makes the reservation. Important information is gathered at this stage, which allows the next stage to run smoothly.
2. **The arrival stage** is when the guest actually arrives and registers at the hotel (check-in). Here the guest verifies the information gathered previously at the reservation stage, confirms method of payment, signs the registration card, and collects the key.
3. **During Stay** deals with security of the guest along with the co-ordination of guest services to ensure guest satisfaction and try to encourage repeat guests. The front desk plays an important part at this stage as this is the area where guests will make their requests or raise their problems, to which the front desk staffs need to respond in a timely and accurate manner. At this stage the front desk need to keep guest accounts up-to-date so that the final stage of the cycle runs smoothly.
4. **Departure** is the moment when the guest is ready to check out. The main objective here is to settle the guest account, check if there is more guest charges after checking the room, update room status information, and create a guest history record. In an attempt to ensure repeat guests, it is important to find out if the guest has enjoyed their stay at this point.
5. **After departure** At this stage the Hotel keeps contact with guests through greetings and feed backs.

2.5.2 Check in Procedure

The arrival process of a guest is very important for a hotel. The front office staff must welcome the guest in a proper way. Following are the steps in the arrival procedure of a guest.

When Guest arrives at the reception to check in:

- Greet the guest.
- Enquire the Last name/First name of the guest.
- Search for the reservation record and print registration card (if the same is not pre printed).

- Present the Registration Card to guest for verifying/reconfirming preprinted details like:
 - First Name, Last Name.
 - Arrival Date, Time.
 - Departure Date, Expected time of departure.
 - Room Rate.
 - Room Number.
 - Room Type.
 - Method of payment.
 - Billing instructions.
 - Meal Plan
 - Request for ID Proof for local guest and Passport and Visa details for foreigners.

Following details to be completed:

- Salutation.
- Designation.
- Company Name.
- Address Home/Business
- City, Country
- Postal Code
- Telephone/Fax/Mobile numbers.
- Email address.
- Contact Number/Person in case of emergency.
- Purpose of Visit.

Check Passport details:

- Passport Number.
- Nationality and country of residence.
- Date of Birth/Anniversary Date.
- Passport Issue date and Expiry Date.
- Place of Issue of Passport.

Check Visa Details:

- Visa Number
- Visa issue date and Expiry date.
- Visa Place of issue.

- Type of Visa.
- Proposed duration of Stay in the country.
- Arrived from.
- Proceeding to.
- Explain to the guest regarding late checkout policy if any.
- Request the guest to sign on the Registration Card.
- Scan/Photocopy of Passport and Visa copy and attach to the registration card.
- Front office assistant to also cross sign the registration card on the provided field.
- Update the guest details collected on regard to the Profile of the guest.
- File Registration card.

3.4.1 Check out Procedure

Check out is the process of departure of a guest from a hotel. At this stage the front office staff must follow certain procedures. As per the billing instruction mentioned on the reservation correspondence, the cashier should prepare the bill for the guest. The billing instruction should be also printed on the guest registration card.

If the billing is to be settled to the Company/Travel Agent account then check for the credit letter from the accounts and also make sure a valid ID is present on the Company/Travel agent profile.

Prepare the guest folio as per the billing instruction:

- Check the billing instructions mentioned on the reservation for preparing the guest bill.
- In case only the room and taxes to be billed to company/TA then move only those charges to another folio for example folio B and keep all the extras which guest need to make a direct settlement on folio A.
- If the Property management system allow auto routing then a routing instruction need to set at the time of reservation itself so as per the billing instruction charges will be transferred to each corresponding folio automatically as and when they are posted.
- In case the guest is part of any pre paid packages with certain inclusions, then move the charges which are pre paid by the guest to a separate folio and then keep the extras on one folio. By doing this cashier can easily explain the guest on charges which are already paid and those charges which need to be settle by the guest.

3.5.4 Latest Trends

Express check-out (ECO)

It is a facility given to the guest who avoid going physically to the cashier desk at the time of check out for considerable time saving. Those guests who hold credit card can avail of this facility. This system means that they can return their keys and go without having to wait for their bill to be made up.

The benefits of ECO are the following:

- o Express Checkout saves guests time when there are long queues at the front desk, because there is no need to wait to checkout.
- o If a guest is in a hurry to catch a train or plain, it avoids the stressful delay.
- o If there is no one available at the front desk, guests can simply drop in their keys and leave.
- o Express Checkout also helps the staff to prepare guests' bills at the most convenient time of the day.

Procedure of ECO

Following are the front office procedures for ECO:

- At check-in, ask the guest if they would like to use the Express Checkout service or include the Express Checkout Authorization Form in the guest's "welcome package."
- Let the customer to fill out and sign the Express Checkout Authorization Form.
- Explain the guest, that the final bill will be charged on his or her card account, without the need for a cardholder signature at checkout.
- Once you have obtained an authorization approval, print out a sales ticket with the customer's card account number.
- If the final bill exceeds the pre-authorized amount by more than 15 percent, request an authorization approval for the additional amount.
- Mail or email a copy of the bill, sales ticket and the Express Checkout Authorization Form to the customer.
- Keep copies of the bill, sales ticket and authorization form for at least 18 months to be used in the event of a dispute.

SAMPLE QUESTIONS

1. Mr. Alex, a foreigner visited Mumbai to watch a cricket match and reached at Hotel Spark for a pleasant stay. As a front office staff explain the procedures to be followed by you for his arrival.
2. List out various stages of Guest cycle.
3. Now-a-day most of the guests prefer Express Check Out. Is there any benefit over the old system? List out those benefits.

4. Complete the series as given below:
 Reservation : Pre-Arrival
 Account Settlement :
5. Draw a chart showing the guest cycle?
6. Explain check -in procedure?
7. Explain check-out procedure?
8. Name the stages of guest cycle where there is no direct contact with the guest and hotel.
9. Give a brief description about ECO.
10. 'Arrival, During stay and Departure are the three important stages of guest cycle.' Do you agree with this statement. Justify your answer.

Extended Activities

- 1) Visit any hotel nearby and prepare a report on various methods of reservation adopted there.
- 2) Group students into five groups entrusting the task of conducting a survey on the settlement procedures adopted by the hotels and a prepare a report on the same.
- 3) Preparation of different vouchers like, allowance voucher, paid out voucher, cash voucher etc.
- 4) Direct students to prepare Power Point Presentations on various fields of Hospitality Industry.
- 5) Visit hotels nearby and collect various documents used there.
- 6) On The Job training programmes in any star hotels nearby to acquire practical experience of various front office operations.



List of Practicals

- Practicing in Model Front Office
- Practice of standing behind the reception counter
- Handling of Domestic and Foreign guest
- Perform cashiering activities
- Attending guest queries
- Practice good manners and develop general

- Handling of communication equipments like telephone, PBX, PABX, EPABX, Facsimile, e-mail and internet access.
- Handling Computers in front office
- Handling of guest complaints, mails, handling room keys, messages, knowledge of postal rates, local and international.
- Handling emergency procedures
- Practice of entries in different books, diaries and forms used at reception desk.(Reservation form, Registration Card, Folios, Vouchers ,Ledgers etc)
- Handling of visitors property
- Knowledge of local sightseeing, reading train, plane and bus time tables
- Accepting of credit cards and travellers cheques.
- Preparation of guest bills and V.T.L.(Visitors Tabular Ledger).
- Preparation of front office accounts
- Handling Computer systems of accounting
- Practice of preparing the itinerary
- Handling of foreign Currencies and their conversion to cash .
- Handling of Front Office Software for Reservation, Registration, Guest Accounting, Guest History Card, Guest Account Settlement etc.
- Writing of telegrams with the help of international telegraphic codes.
- Develop general awareness about your country and culture

MODULE 4

FRONT OFFICE OPERATIONS IN HEALTH CARE SECTOR

Overview of the module

Healthcare sector in India has been growing rapidly over the years. Consequently, the sector is experiencing an incremental demand for human resources including the area of Customer Care. Staying ahead in today's competitive healthcare market makes it essential to ensure that the highest possible standard of care is provided within the available resources. The fusion of knowledge and skills from both a business and a healthcare perspective, provided through this module.

On completion of the module, the learner will be able to understand competitive environments and organizational culture of hospitals, handle Information Systems (IS) in Hospital and Healthcare Management, preparation of Accounts for Healthcare Centers and Hospitals, handle card transactions, Settle Insurance Claims and will be adequately qualified to take up responsible positions in reception, help desk, insurance and other customer care areas especially in healthcare sector by acquiring the real sense of hospitality and service mentality and its practice along with moral values and positive attitudes. To achieve this objective, suitable learning situations are provided inside and outside the class room to develop creativity, experimentation and innovation.

UNIT 1

HEALTH CARE AND HOSPITAL MANAGEMENT

Introduction

This unit familiarizes the learner about the importance of health, healthcare and health care sector in the modern scenario. It gives an idea about the functioning of hospitals and the patient welfare schemes adapted in modern hospitals. It also brings the students attention towards the importance of maintaining quality in health care services.



Learning outcomes

The learner,

- Recalls the term health and recognize its importance
- Identifies the meaning of the term health care
- Understands various health care services
- Recognizes the term hospital and also its importance
- Identifies the importance of quality maintenance on hospital.

4.1.1 Introduction to health

Health

The World Health Organization (WHO) defined health as "a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.

Maintaining health

Achieving and maintaining health is an ongoing process, shaped by both the evolution of health care knowledge and practices as well as personal strategies and organized interventions for staying healthy.

Assessment Activity: "Health is wealth" do you agree this statement. If your answer is yes, justify your answer.

4.1.2 Health care

Healthcare is the maintenance or improvement of health via the diagnosis, treatment, and prevention of disease, illness, injury, and other physical and mental impairments in human beings.

It is the act of taking preventative or necessary medical procedures to improve a person's well-being. This may be done with surgery, the administering of medicine, or other alterations in a person's lifestyle. These services are typically offered through a health care system made up of hospitals and physicians.

Assessment Activity: List out various health care services available in now a day.

4.1.3 Health care services

Health care services means the furnishing of medicine, medical or surgical treatment, nursing, hospital service, dental service, optometric service, complementary health services or any or all of the enumerated services or any other necessary services of like character, whether or not contingent upon sickness or personal injury, as well as the furnishing to any person of any and all other services and goods for the purpose of preventing, alleviating, curing or healing human illness, physical disability or injury.

Health industry

The health care industry incorporates several sectors that are dedicated to providing health care services and products. It includes many categories of medical equipments, instruments and services.

What services do the Health and Social care sector offer?



4.1.4 Hospital

A hospital is a health care institution providing patient treatment with specialized staff and equipment. According to World Health Organization (WHO), a hospital is defined as an integral part of social and medical organization, the function of which is to provide for the population a complete healthcare, both preventive and

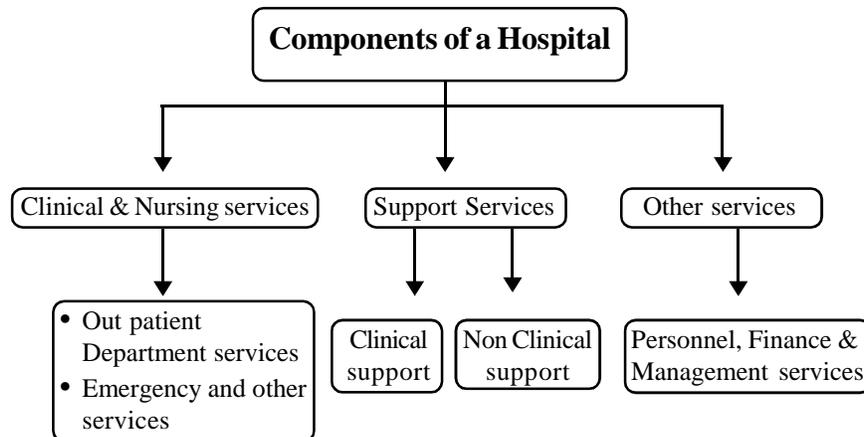


curative. Some *patients* go to a hospital just for *diagnosis*, treatment, or therapy and then leave without staying overnight ('outpatients'); while others are 'admitted' and stay overnight or for several days or weeks or months ('inpatients'). The outpatient services of the hospital reach out to the family and its home environment.

Hospital Set up

A hospital is an open system with various components that are integrated by common purpose of achieving a set of objectives. The various system and subsystems of a hospital can be schematically represented as follows:

The performance of all these services is dependent on the co-operation and co-ordination of various components within the system. The individual sub-systems have their independent goals for providing best patient care. It can be inferred that hospitals are highly complex, social, economic and scientific organization whose function is to provide comprehensive healthcare.



Functions of Hospital

The purpose of healthcare services is to effectively meet the total health needs of community. The hospitals play a major role in maintaining and restoring the health of the community. The main functions of the hospitals can be listed as follows:

- Restorative Functions
- Preventive Functions
- Training and Research in health and medicine

Patient friendly Hospital

It is a hospital fully alive to the pain and suffering and sensitive to the concern and worries of the patients as well as the relatives. By providing the services that of acceptable, affordable, safe and reliable. It is a hospital with friendly and sympathetic staff, inspiring faith and confidence and having a reputation for good quality services at a reasonable cost.

Some attributes of a patient friendly hospital are:

1. *Approach and entrance:* Conveniently wit in ten-fifteen minutes in a emergency situation at any time without much of transport problem.
2. *Display of important information:* OPD timing, name of specialist, their OPD days charges for consultation, availability of ambulance, the emergency or enquiry number etc. is displayed right at the outer gate.
3. *Parking and traffic control:* There is a safe and adequate space for parking for vehicles.
4. *Disabled friendly facilities:* It means facilities which can be used conveniently, without risk of any harm.
5. *Help and guidance:*
6. *Outpatient and emergency service:* Hospital has a policy and procedure to ensure that all emergency cases are promptly attended to and no patient is denied regardless of paying capacity.
7. *Waiting area:* There is adequate, comfortable, well lit and ventilated waiting space with arrangements for drinking water, toilet, reading material and public poll booth etc

Assessment Activity: Name some super specialty in your native place.

4.1.5 Patient welfare schemes

Patient welfare starts from the time the patient enters the hospital premises till the time the patient leaves the hospital. In modern hospital, it is not only enough that

patients are treated for their diseases, but need to be treated as a whole person. So their welfare including conveniences will also have to be looked after by the hospital. The following welfare measures need to be looked at by the hospital, depending on the setting, level and nature of the hospital.

1. *Easy access:* This is important so that the patient can enter the campus of the hospital without congestion and find easy access. Ensure that emergency patients have separate entrance. So it is recommended that there are two gates to the hospital which are controlled by trained security personnel who are well informed to guide patients and public.

2. *Parking:* Ensure that vehicles are directed to a parking lot which is systematically arranged.

3. *Display of Important Information:* Important information regarding the facilities available, the OPD TIMINGS, THE AVAILABILITY OF Ambulance service with Basic Life Support(BLS) or Advanced Life Support (ALS), the emergency or enquiry numbers, etc. is displayed right at the outer gate.

4. *Reception:* This is an important function at the very entrance of the main hospital building where the patient is registered and given preliminary instructions as given preliminary instructions as to where to go for what service.

5. *Help Desk:* There is an effective help desk which guides wearing the arm bands "May I Help You" is available at every door that is open for entry of patients or visitors.

6. *Waiting Area:* Patient need drinking water and toilet facilities also in this area so that they would feel comfortable during the waiting area.

7. *Audio-Visual facilities:* Modern hospitals are providing patients with Televisions facilities while they wait. In some places, a good practice of providing them with reading material is also followed. Modern hospitals are now equipped with television facilities in rooms where the patient is able to watch programmes.

8. *Food and beverages:* The modern hospitals provide the patients with facilities for hygienic, warm and aesthetic food at affordable price at the place where the patient is resting or in the cafeteria of the hospital.

9. *Communication:* Modern hospitals provide private telephone facilities to patients in their rooms so that they can be in touch with their relatives.

10. *Patient movement facilities:* Facilities like wheel chair, trolley, ambulance, lift(elevator) and the like will be of great use for the patient to move around for

investigations, consultations, clinics and treatment centres inside the hospital. Sometimes the patient needs to go out for some investigations like scanning for which ambulance facility will be of great use. In all of these, trained and experienced hospital personnel will be required to transfer the patient without much discomfort or distress for the patient.

11. Linen: The patient needs to be given sterilized (clean) and pressed linen, pillow cases and towels by the hospital so that the patient will feel comfortable.

12. Chapel or Prayer hall: Religious activities are important for patients and bystanders and in order to facilitate this, modern hospitals provide chapel or prayer hall facilities where prayers of different religious groups may be conducted.

13. Disabled Friendly Facilities: Disabled friendly facilities means facilities which can be used conveniently, without risk of any harm, even by those challenged visually or physically. It would include:

- Entrance to the facility having ramps for the wheel chair patients and the passage having side rails to be used by the visually challenged.
- Adequate number of disabled friendly toilets.
- Smooth slip or trip free surfaces and
- Well lit corridors and rooms for senior citizens with visual problems.

It is important that periodic surveys are conducted among the patients and the staff about the adequacy, efficiency and usefulness of the welfare measures and to see what more can be done to improve the welfare measures.

Assessment Activity: The patient welfare scheme depends on the nature of the hospital. List out some of them

4.1.6 Quality maintenance in hospitals

Healthcare services, especially, the standard of medical care has always been of prime concern in every society and in every country.

Quality in healthcare institutions is different from other organizations because the service, i.e. The patient care, is a multifaceted and multidimensional service and is delivered personally to the customer (the patient) by the doctors, nurses and other staff. Further, because of its role in improving the efficiency of care as well as lowering the cost of treatment in the long run, it is the single most important factor affecting the satisfaction of patients.

Improvement of health services is a long process. It can be achieved by implementing a carefully planned programme of quality management. Following points must be ensured:

- It has to be organization wide covering all areas or departments without ignoring even a single department or service,
- It is a continuous ongoing process involving implementation and repeated cycles of review and corrections.
- Staff at all levels has to be trained, involved and committed to quality management.
- The change has to be brought about in a way that is acceptable to the people. Often it is advisable to bring in an expert outsider as a change agent who can help transform the organization minimum level of disturbance.

Assessment Activity: Suggest some programme has to be essential for quality improvement in healthcare services

Sample Questions

1. Write a short note about the Health care.
2. Describe the topic of patient welfare scheme.
3. For assuring the quality maintenance in hospital we use some programmes. What are they.

Assessment Activities

1. Group discussion
2. Filed visit
3. Slide show

Portfolio:

Activity note

Report

Unit 2

Front Office Management in Hospitals

Introduction

This unit briefly describe the role of front office in hospitals, its importance, sections and various functions. It also narrates the duty and responsibilities of FO staff and the qualities or skills required for the staff to handle it properly. A basic knowledge of medical terms and methods of handling crisis is also described here along with general guidelines to the front office staff.

Learning outcomes

The learner

- Identifies the importance of front staff.
- Lists out the various Section of the front office.
- Understands the Functions of various front office sections.
- Acquires knowledge abouts Maintenance patients records.
- Analyzes the duties and responsibilities medical receptionists.
- Identifies and lists out the Qualities and skill of the front office staff.
- Acquires knowledge about the General guidelines to front office staff.
- Generates ideas and understands and differentiate the Basic medical terminology for front office staff.
- Understands the procedure of crisis handling.
- Identifies the importance and functions and to list out the activities.

4.2.1 Importance of Front office

Front office in a hospital has a unique position in the sense that this is the first department of the hospital that the patient, his relative or any other visitor comes in contact with. The efficiency and skill with which the department interacts and serves them, leaves a lasting impression about the standard of the hospital.

The main role of front office is to provide information and guide or help the visitors in reaching the desired or required department official as quickly as possible. They should be provide full correct and relevant information (across the



counter as well as on telephone) as quickly as possible and in a manner and language that is easily understandable by the lay public. Equally important is the ability to understand the visitor's problem and help or guide him or her as promptly as possible. The process used must be such and the training level of the staff must be such that these jobs can be done with a high level of efficiency.

The Front Desk

The front desk (office), a term used for the reception area at a medical facility and its personnel (receptionists), is one of the unsung heroes of multi-tasking and keeping everyone happy. This is the first and last area clients visit and thus it is on the frontlines of keeping customers happy and things running smoothly. From scheduling appointments to collecting payment, the front desk seems to do it all!



4.2.2 Sections of Hospital front office

The main role of front office is to provide information and guide or help the visitors in reaching the required department or official as quickly as possible.

Generally the department has the following sections:

1. Reception or enquiry or help desk
2. Registration
3. Admission
4. Billing section
5. Cash



4.2.3 Functions of various sections

1. Reception or enquiry or help desk

- Attending the outpatient and other visitors coming to the hospital.
- Answering the queries.
- Providing all the information about the hospital services, guiding and helping the patient or relatives.

- Brochure, schedule of charge and the health education.
- Prior appointment for OPD consultant, were applicable.

2. Registration

- Registering the personnel particular of all new patients and issuing to them their registration card.
- Collection of registration fees if applicable.
- In the OPD.
- Collection of consultation fees as applicable.
- Listening to and understand patient's problems and directing the speciality doctor.
- Issuing numbered token, preparation and issue of consultation file to the doctor's chamber.
- Providing all the assistance they may require wheel chair or trolley with the attendant.
- Arranging prompt attention at the emergency department for those who are seriously sick.
- Informing the medical record department to send the old records of those on repeat visit.
- Guiding the patient or visitors to the admission or billing section.
- Sending old record to the Medical Record Department (MRD) after consultation is over.
- Updating or maintenance of statistics about OPD attendance, date wise, specialty wise, doctor wise.

3. Admission section

- Preparation of the admission documents.
- Issuing a realistic initial estimate for the advance deposit.
- Communicating to the ward sister to get the bed ready for the new admission.
- Updating the admission list.
- Informing the treating physician about admission of the patient under his care.
- Informing the dietary service.
- Updating the ward census or on discharge of the patient.
- Issue of visitors passes.
- Dispatch of the case document to the ward concerned.

4. Billing section

- Issuing a written initial estimate of expenditure to patients advised admission by the consultant.
- Opening a separate file.
- Entering all the payments>credits(real time) along with the details such as the item, the charges and the date>time of deposit of money.
- Entering all the expenses>debts(real time) along with the details of item (such as bed charges, cost of medicines, diet charges, cost of investigations), the charges and date and time on the basis of the vouchers received from the concerned cost centers.
- Keeping the patient's accounts updated at all the times and informing the attendants about further deposits to ensure sufficient credit in the account.
- On receiving the discharge information, closing the account, preparing the bil with item wise, date wise details and issue to the patient's attendants for timely payment before discharge.
- Cumulating or computing of revenues collected for each cost or revenue center.



NOTE: Billing counters should generally be separate from the cash receipts counter so that the process of cash deposits is quicker.

5. Cash

- Obtain revenue by recording and updating financial information.
- Recording and collecting patient charges.
- Controlling credit extended to patients.
- Filing, collecting, and speedy settlement of third-party claims.

Assessment Activity: Make a power point presentation of the function of various section of the front office in a hospital

Draw a chart showing the different section of the front office in a hospital.

4.2.4 Duties and responsibilities of front office staff

A medical front office is a busy intersection where health care workers and patients interact. This atmosphere is often fast-paced and requires an eye for detailed record keeping. Following are the major duties and responsibilities of hospital front office staff.

1. Reception Duties

- The front desk staff welcomes patients and visitors by greeting them in person or by phone.
- They direct patients and visitors to the proper areas.
- They also comforts patients anticipating their anxiety and answering their questions.
- The medical receptionist is also responsible for keeping the flow of patients moving smoothly and maintaining a neat front area.

2. Collecting Patient Information

- The front desk staff collects or verifies the patient's current address, phone number and allergy information.
- The staff will need to locate, review and update paper and computer files for the physician.
- Protects patients right by maintaining confidentiality of personal and financial information.

3. Billing and Coding

- One of the most important duties of the front desk medical worker is billing and coding.
- Maintains patients account by obtaining, recording and updating personal and financial information.

4. Cashiering and insurance

- Collecting copayments and processing insurance claims are duties of front desk help.
- Some medical businesses collect fees before while others collect fees after the services are rendered.
- Controlling credit extended to patients.
- Filing collecting and settling third party claims.

5. Making Appointments

- The medical office assistant reviews the schedule, locating an appointment date according to the time period recommended by the physician.
- Also, front desk office help assists the patients when they need appointments for referred specialists, surgery or hospital procedures

6. Minor Office Equipment Usage

- Medical office assistants in the front office must be able to operate a fax machine, copier, label printer and multi-line phone systems.

- They should have a working knowledge of basic computer systems and be able to navigate the office's computer network.
- Minor office maintenance such as loading printer paper and changing toners may also be necessary.

The Limitations of the Front Desk

And while the front desk is tasked with a lot of important things, there are some things that they should never do nor be asked to do.

Front Desk Staff should never

- *Diagnose*
- *Treat*
- *Prescribe*
- *Provide prognoses even as a joke*

Assessment Activity: List the duties of the front office staff.

4.2.5 Qualities or skills of front office personnel

Medical Receptionists' Qualities

Following are the essential qualities of hospital front office staff:

1. Personal grooming
2. Smiling face
3. Physical fitness
4. Memorizing
5. Personal hygiene
6. Professionalism
7. Promptness
8. Courtesy
9. Diplomatic
10. Be specific clear and correct
11. Free from mental stress
12. Decision making
13. Effective Communication
14. Be positive, energetic and helpful
15. Friendly
16. Tolerate, calm and patient

Attributes for Medical Receptionists:

Following are the major attributes required for Hospital Front office staff;

- Multi-tasking
- Flexibility

- Telephone Skills
- Time Management
- Organization
- Scheduling
- Word Processing
- Professionalism
- Quality Focus
- Communication skills
- Information collection and management
- Planning and organizing
- Attention to detail
- Customer service skills
- Adaptability
- Confidentiality

Assessment Activity: Sajeev selected as a receptionist in the Taj super specialty hospital. He discuss this with his friend Suraj. Write a conversation between them (Hint: Specify the qualities posses this job).

4.2.6 General guidelines to front office staff

CLOTHING

Man

- Only formal dressing (shirt and trouser) during work hours.
- No jeans or T-shirts allowed. Shirts should always be tucked.
- If uniform is provided it should be worn according to the design.

Woman

- If uniform is provided it should be worn according to the design.
- Always wear clean and well ironed clothing.
- If uniform is not provided, wear only formal or decent dress.

HAIR

Man

- Hair should be lean, neatly cut, and should not extend below the ears.
- Hair should always be well-combed and kept in place.
- Flowers should be strictly avoided.

Woman

- Hair should be tied up well to avoid falling on the face.
- Hair should never be left open especially in patient care areas.
- Small hair clips and simple rubber bands should be used.

JEWELLERY

Man

- Employees should not wear bracelets or thick chains.
- Restrict yourself to one single finger ring.
- Earrings should be strictly avoided.

Woman

- Wear light authentic jewelry.
- Restrict yourself to a single chain, single finger ring and small earrings.
- Wear as minimum bangles as possible. Avoid wearing many glass bangles for work.

FACE

Man

- Clean-shaven.
- No stubble's of beard or mustache.
- Mustache:
 - Well trimmed.
 - Above the lip level and not drooping.

Woman

- Make - up should be neat and carefully applied.
- Bindies should be small and simple.
- Lipstick colour should not be flashy.
- Always trimmed
- Not enameled

NAIL

- Short and have been length
- Clean
- Always Trimmed
- Not enameled

FOOTWEAR

- Should be neat and comfortable.
- Shoes should be in good condition.
- Shoes should always be well polished.

Assessment Activity: List out the general guide lines to the front office staff.

4.2.7 Basic medical terminology for front office

Cardiology

The area of medicine that deals with the heart and the diseases that affect it.

Dentistry

The study of people's teeth and how to treat problems of the teeth and mouth.

Dietetics

The scientific study of how food affects your health.

ENT

Specialization in Ear, nose, and throat treatment.

General practice

The work of a doctor who treats people for a wide range of medical problems, rather than concentrating on a specific type of medical problem.

Genetics

The study of how the individual features and behaviour of living things are passed on through their genes.

Gerontology

The scientific study of old age.

Gynaecology

The type of medicine that deals with the study and treatment of medical conditions and diseases that affect women and their reproductive organs.

Haematology

The scientific study of blood.

Immunology

The study of how diseases can be prevented and how the immune system works.

Neurology

The study of your nervous system and the diseases that affect it. A doctor who is an expert in this subject is called a neurologist.

Neuroscience

The scientific study of the nervous system.

Obstetrics

The part of medicine that deals with pregnant women and childbirth.

Orthopaedics

The part of medicine that deals with the treatment of orthopaedic injuries or diseases.

Paediatrics

The part of medical science that deals with children and the treatment of their illnesses.

Pathology

The study of the causes of diseases and how they affect people.

Pharmacology

The scientific study of medicines and drugs used for treating medical conditions.

Pharmacy

The scientific study of methods of preparing medicines and drugs used for treating medical conditions.

Radiology

A medical treatment in which radiation is used for treating an illness, or the study of this type of treatment. Someone who is trained in radiology is a radiologist.

Rheumatology

The area of medicine that deals with rheumatism. A doctor who works in this area is called a rheumatologist.

Urology

The study of diseases of the urinary system, or medical treatment for them.

Virology

The treatment and study of illnesses caused by viruses.

Ophthalmology

Assessment Activity:

1. _____ is the treatment and study of illnesses caused by viruses.
2. Study of the cause of diseases and how they affect people is called _____.
3. The study and treatment of cancer is called _____.

4.2.8 Crisis handling

Crisis management in Hospitals

Hospital use various methods to manage crisis. The major steps involved in this are:

Remain calm in the event of a crisis, determine the cause, go one step at a time and professionally summarize the information given to the media. This could be the plan

of a hospital that has to deal with a crisis situation. Could be! Unfortunately the reality is often different. Many hospitals do not seem to prepare for possible crisis situations.



1. Identify potential contingencies and areas of vulnerability.
2. Establish/create a set of crisis indicators that alert a crisis situation.
3. Determine audiences for crisis communication.
4. Organize the Crisis Communication Management Team.

Hospitals have a *code* system for indicating an emergency. These emergency codes are used in *hospitals* worldwide to alert staff to various emergencies. The use of codes is intended to convey essential information quickly and with minimal misunderstanding to staff, while preventing stress and panic among visitors to the hospital. The medical receptionist must be aware of the system used in hospitals and must follow the procedures accordingly. One common system uses code as follows:

Blue	-	Cardiac arrest or Medical emergency
Red	-	Fire
Black	-	Bomb threat or a Suspicious object
White	-	Violent Person
Yellow	-	Missing Patient/Child Abduction
Brown	-	Internal Crisis/Hazardous Spill
Orange	-	External Disaster/Mass causality
Green	-	Internal Evacuation

Assessment Activity: One of the patient approach the front office for complaining his 8 years child missing on the OP section. As a front office staff how you handle this situation. Write down the procedure.

Sample Questions

1. Reception and registration are the two department of front office section. Name the other sections.
2. Match the following.

A	Updating the ward census	1	Billing section
B	Answering the queries	2	Admission section
C	Initial estimate of Expenditure	3	Enquiry section
D	Registration Card	4	Cashing section
E	Controlling Credit	5	Reception section

3. Explain the duties and responsibilities of the front office staff.
4. Prepare a chart of the qualities of the front office staff.
5. Find out more medical terminology with the help of the internet and list them.

Unit 3

Patient support services in Hospitals

Introduction

Hospitals being a part of service industry gives variety of services to the patients. All of such services are briefly described in this unit along with patient safety management programme and patient Information and Education Programme. It also gives an idea about the rights and responsibilities of patients.

Learning Outcomes

The learner,

- Understands, compares and constructs knowledge about OP Service.
- Identifies and recognize the importance and functions of IP Dept.
- Acquires knowledge, and understands handling the Emergency.
- Recognizes the importance of security services and identifies its functions.
- Understands and prepare patient account. Identify accounting systems in hospital.
- Identifies the meaning and importance of patient safety management programme.
- Understands the importance of Patient information and education programme.
- Identifies the importance and list out the various Rights and Rights and responsibilities of patients.

4.3.1 OP Department services

Out Patient Department is that section of the hospital which is staffed and equipped and has scheduled working hours to provide diagnostic, therapeutic, preventive and rehabilitative care to those patients who are not registered as inpatient while receiving the services.

Services in this department have to be reasonably prompt and provided in a respectful and dignified manner as well as in a comfortable environment.



Functions of the OPD:

1. Early diagnosis.
2. Effective treatment on ambulatory basis.
3. Screening and investigations for hospital admission.
4. Follow up care.
5. Rehabilitation, eg: physiotherapy, speech therapy, etc.
6. Health education.
7. Medical education of doctors, nurses and paramedical staff.
8. Maintenance of records and generation of epidemiological and public health data.
9. Medical and social research.



Assessment Activity: List out the different functions of OP Department.

4.3.2 IP services

Inpatient services areas are the places meant to provide temporary accommodation to patient who require the monitoring, treatment and care that cannot be provided at home. During his stay, in addition to treatment and nursing care, a patient needs all the day-to-day requirements of life such as a bed with linen, food, bathroom or toilet and clean, comfortable and safe environment.



Important aspects of IP Management

1. Facility management

Provision of a temporary home to the patient which involves:

- a. Patient's living accommodation with bed, other furniture, toilet facility, lighting, ventilation and communication.
- b. Housekeeping, dietary services, physical safety and security to meet his day-to-day physical and psychological needs.

2. Patient care management

a. Medical management:

It include doctors visit to the patient, examination and assessment of the progress or clinical condition, rendering advice about the investigation, medication and other treatment morality, briefing the patient or relatives about the disease, the progress and prognosis and precaution to be taken.

b. Implementation of patient management plan:

It includes periodical observation of patient condition checking and recording the vital parameters (temperature, BP, etc.), administration of medication collecting samples for investigation, sending the patient to diagnostic services, calling the technicians for bed side investigation(ECG, etc.), collecting the report from diagnostic services and informing the treating physician, carrying out other nursing procedure such as change of dressings, bandages, physiotherapy etc. and maintaining up to date nursing care records.

c. Maintaining the case records for every patient and ensuring confidentiality.

d. Discharge documentation and briefing of patient or relative about the follow up and precautions to be taken.

e. Release of patient to home after the payment of the bill.

Assessment Activity: Analyze various aspect of Ward management.

4.3.3 Dietary services

Dietary services is one of the most important hospital supportive services contributing to the recovery of health, through scientifically prepared diets and educating the patients regarding use and utility of different foods and balanced diets.



Functions of dietary services

1. Providing adequate nourishment to the patients, in accordance with their disease, clinical condition, age, weight, personal preferences and the instructions of the physicians.
2. Preparation of food as per the requisitions from wards or on demand from the staff and visitors.
3. Menu planning after ascertaining the view or choice or satisfaction level of the consumers.
4. Ensuring the food or snacks served are hygienically cooked, stored and served.
5. Dietary counseling of patients.
6. Teaching, training and research.
7. Purchasing, receiving, inspecting, accounting, storage, preservation and issue of food items.
8. Maintaining an inventory or ledger of the store items and up to date accounting system.
9. Maintaining an account of the number and types of diets or meals issued meal-wise and day-wise.

Assessment Activity: 1. Give out the importance of dietary services in hospital.
2. Examine the functions of dietary services.

4.3.4 Emergency services

Medical emergency is defined as a situation where the patient requires urgent and high quality medical care to prevent loss of life, limb or organ and initiate action for the restoration of normal healthy life.

It also called "Casualty Department". The department provide non-stop services round the clock.



Functions of Emergency services

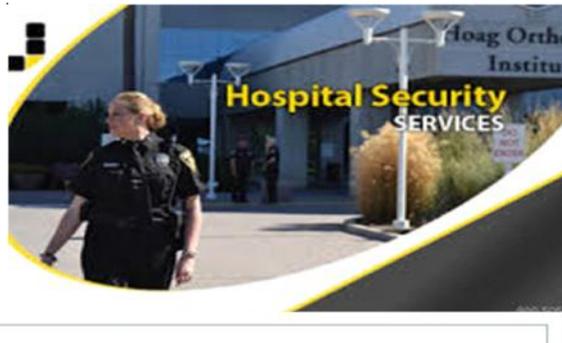
1. Prompt reception of all emergency cases and the assessment of their clinical condition.
2. Immediate resuscitation and other life support treatment measures including minor surgical procedures, where indicated.

3. Starting the investigations and treatment by the specialist concerned.
4. Admitting the patients requiring admission to the appropriate ward unit and sending back to home those not requiring admission.
5. Providing ambulance services.
6. Filing the FIR, calling the police, preparing the detailed case records and preservation of body fluid samples in medicolegal cases.
7. Briefing the patients or their relative about the patients condition.
8. Maintaining record of all cases attended to in emergency department.
9. Research, education, and training of the medical and paramedical staff.
10. Functioning as a centre for reception, and management of mass casualties as the central and integral part of any disaster plan.
11. Information center to render advice on telephone or in person, on semi medical queries.

Activity: Explain the functions of emergency department in hospital.

4.3.5 Security services

Security services in a hospital is a service responsible for ensuring the security and safety of hospital plant, personnel, patients and public as well as regulating the traffic within the hospital premises.

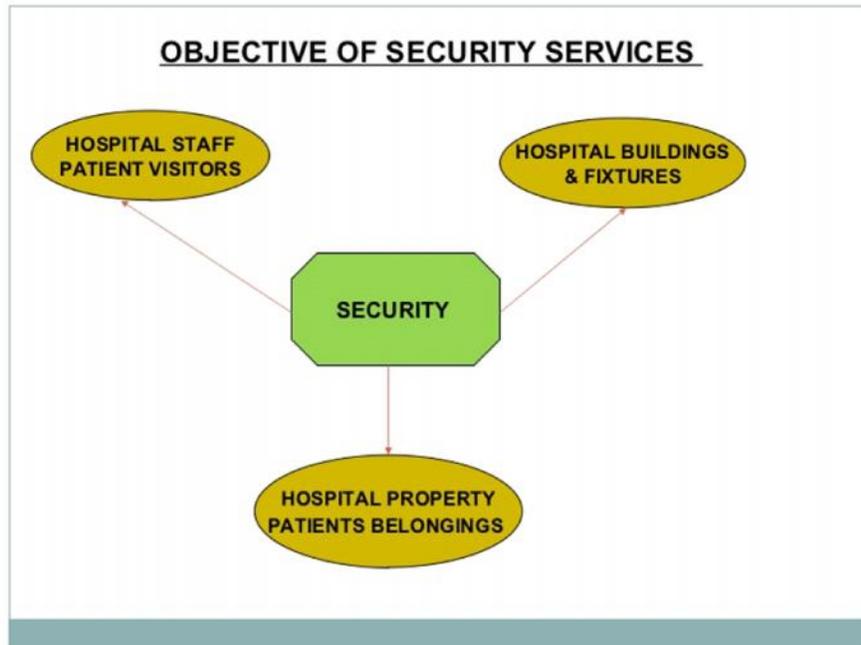


HOSPITAL SECURITY SERVICES

Security system in the hospital is a must because ____

- (i) Hospital is a people intensive place.
- (ii) Provide services to stick people round the clock.
- (iii) Any body has an access to any part of the hospital any time for advise and treatment.
- (iv) The hospital atmosphere is always filled with emotions, excitements care and happiness, death and sorrow.
- (v) The hospital staff operates in a tense atmosphere resulting in irritation, conformation, conflicts and aggression, threatening life of hospital staff.
- (vi) Hospital uses very costly equipments, fixtures and machines whose safety is essential.
- (vii) Not only hospital but also safety of patients, attendants and their property is the moral duty of the hospital.

It is a service of vital importance in a hospital, being a public dealing organization visited by thousands of people every day.



Functions of security service

1. Full security of hospital staff and property (buildings, stores, equipment).
2. Security of patients and their belongings.
3. Polite, sympathetic and helpful attitude of security staff towards patients or attendants.
4. Control of visitors without displeasing them.
5. Control of rowdy and mischievous elements.
6. Lost and found service.
7. Early detection or prevention or containment of any threats or hazards to safety of security.

Assessment Activity: Analyze the importance of security services in a hospital.

4.3.6 Patient related functions of accounts department

Accounts department of a hospital deals with the management of all financial transactions (revenue receipts or expenses), their accounting, analysis, generation of financial statistics or statements and preparation of budgets.

Patient Related Functions

1. Day-to-day real time updating of the individual patient's account, checking the entries for correctness.
2. Day-to-day calculation of the balance in each account and sending periodic communication to the patient or relative for cash deposit so that sufficient credit is available in every patient's account, as per the hospital policy.
3. Getting the bill ready by the billing section, to be sent to the patient at the earliest after receiving information of the discharge of the patient.
4. Collection of cash payments by the cashier in the patients' accounts and issuing the receipts.
5. Finalizing the bills and forwarding them to the insurance agencies in the case of patients authorized cashless service and follow up of the same for payments.
6. Answering the queries or observations if any, raised by the patients or insurance agencies in connection with the bills.

Activity: Give out the patient related functions of accounts department.

4.3.7 Patient Safety Management Programmes (PSMP)

Patient safety management program is a system to identify all possible hazards the patient may be exposed to during his journey through the hospital in the course of his treatment and taking all possible precautionary measures to ensure that not only she or he recovers from the disease process (if possible) as quickly as possible but also remains safe and protected from all possible hazards and unexpected complications due to human or system failure.

PSMP involves creating an organization culture where safety of the patients, staff as well as visitors comes first and foremost. Hospital administrator has a crucial role and responsibility for the success of the program. He is supposed to be the guardian of the patients who are fully dependent on hospital management for prevention of hazards they all are exposed to. He should act like the proverbial "devils advocate" to find faults with a sharp and penetrating eye. He should not rest satisfied with the casual OK reports. After the reports from the subordinated present a vague and incomplete picture often the things appear innocuous from a distance to a trusting person. The importance of written periodic reports as per structured formats, verified further by a schedule of periodic inspections of various areas of the hospital can never be over estimated.

The PSMP has to be organization wide and encompassing the entire spectrum of activities, minor or major. No activity, service or department can be treated as absolutely safe requiring no monitoring or control.

**PRATICE OF PATIENT SAFETY
(WHO)**

1. **Be aware of Look-Alike, Sound-Alike Medication Names.**
2. **Proper Patient Identification.**
3. **Explain in Detail During Patient Hand/Take- Overs.**
4. **Performance of Correct Procedure at Correct Body Site.**
5. **Careful About Electrolyte Imbalance.**
6. **Assuring Proper Treatment During Shifting.**
7. **Avoid Catheter and Tubing, Wrong Connections .**
8. **Single Use of Injection Syringes.**
9. **Improved Hand Hygiene to Prevent Health Care-Associated Infections .**
10. **Proper Disposal of BMW and Good House Keeping.**
11. **Practice Surgical Safety Guide Lines.**



fppt.com

Assessment Activity: "Above all do not do any harm to the patient"- Examine the statements and give the relevance of PSMP in hospital.

4.3.8 Patient Information and Education Programme

Information and education has become the right of the patients and hence the duty of hospitals towards their patients. It includes all information about the services available or not available and the competence level. It also includes full details about the patients disease the treatment modalities, the cost of treatment m, the side effect as well as the chances of recovery.

Important | Importante | Importante

1 Cover your cough & sneeze
Cover or hold your nose and mouth when you cough or sneeze. **Cover your face quickly. Don't breathe.**

2 Clean your hands
Wash your hands often. **Wash a good 20 seconds.**

Flu symptoms include:
• fever • sore throat
• headache • nasal congestion
• sore throat • body aches

SOUTH COAST

www.southcoast.org/flu

Breast milk LOWERS BABY'S RISK OF EAR INFECTIONS

Breast milk LOWERS BABY'S RISK OF DIARRHEA

Breast milk LOWERS BABY'S RISK OF PNEUMONIA

Breast milk is best for your baby.

It's your right to feed your baby only breast milk and get the support you need.

A good Patient Information System means:

1. Before availing the services of a hospital, the patient is fully informed of the services available, the level of services and the schedule of charges.
2. Before starting the treatment the doctor briefs the patient, to his or her full satisfaction, about the disease or diagnosis, the possible causes, the investigations required, the time it may take and the cost of treatment options.
3. The investigations and treatment procedures are carried out after due informed consent of the patient or his representatives.
4. The patient or his representatives are briefed about the progress of the case regularly, especially if there are any unexpected complications or critical developments.
5. At the time of discharge, the patient is given a bill (with item wise details) and a discharge document with full details of the diagnosis, reports of investigations, the procedures carried out the treatment given and the follow up instructions such as the medications required, the dietary or life style adjustments if required and the review consultations, if any.
6. A patient fully satisfied with the services provided by the hospital.

Assessment Activity: Information and education has become right.

4.3.9 Right and Responsibilities of Patient

Right to health would be among the most cherished of the human rights and the governments all over the world recognize and accept it in principle.

In India, unlike in many other countries, rights of the patients have not yet been spelt out in a legal form. The fundamental rights enshrined in the constitution and certain laws enacted from time to time have spelt out the obligations of the healthcare providers towards are discussed below:

1. Rights of Access to Healthcare.
2. Right of Access to Free Treatment Facilities.
3. Right to be Treated with Respect and Dignity.
4. Right to Full Information.
5. Right to Consent.
6. Right to choice of Care.
7. Right to Privacy and Confidentiality.
8. Right to Care of Acceptable (Quality) standards.
9. Right to Safety.
10. Right to Healthy (clean, infection-free, hazard-free) Environment.
11. Right to Education about the Healthcare Needs.
12. Right to Redressal of Grievances.

Responsibilities of Patients

With the rights come certain responsibilities, too, which the patients must accept with full sincerity. Otherwise their own acts of omission or commission can render their rights impractical and meaningless.

A patient is expected to:

1. Knowing and understanding his or her rights and responsibilities and exercising them responsibly.
2. Providing accurate, complete and relevant information to the doctor.
3. Enquiring about the estimated cost of treatment and paying the bills in time.
4. Choosing the class of patient accommodation as per his or her paying capacity.
5. Making decisions after full information, and accepting their consequences.
6. Following the advice of the doctor primarily responsible for the care.
7. Respecting the rights of other patients, hospital staff and management.
8. Protecting the hospital environment and not polluting it.
9. Following the hospital rules and regulations.

DO YOU KNOW YOUR RIGHTS?

PATIENT RIGHTS	PATIENT RESPONSIBILITIES
<p>ACCESS TO CARE You have a right to access health care</p> <p>SAFETY You have a right to receive safe and high quality care</p> <p>RESPECT You have a right to be shown respect, dignity and consideration</p> <p>COMMUNICATION You have a right to be informed about services, treatment, options and costs in a clear and open way</p> <p>PARTICIPATION You have a right to be included in decisions and choices about your care</p> <p>PRIVACY You have a right to privacy and confidentiality of your personal information</p> <p>COMMENT You have a right to comment on your care and to have your concerns addressed</p> <p>PARENTAL RIGHTS You can exercise your rights as a parent or guardian of a child</p>	<p>ADVANCE CARE DIRECTIVE / POWER OF ATTORNEY / GUARDIANSHIP Please inform your health professional if you have a current Advance Care Directive or Power of Attorney for any health or personal matters, or if you are subject to a guardianship order</p> <p>SAFETY Tell us of your safety concerns</p> <p>RESPECT Consider the wellbeing and rights of others</p> <p>COMMUNICATION Provide information regarding your medical history and ask questions</p> <p>PARTICIPATION Follow your treatment, cooperate and participate where able</p> <p>PAY FEES You should promptly pay the fees of the hospital and your attending doctor</p> <p>COMPLAINT / FEEDBACK You should direct any complaint to a staff member or the manager so that immediate and appropriate action can be taken to remedy your concern</p>

Sample questions

1. Give a brief note on the patient related functions of account department.
2. Compare and contrast between Out Patient Department and In Patient Services of a hospital.
3. "Dietary services is very important in the case of a hospital". Do you agree with this Justify your answer.
4. 'Patients have certain rights and responsibilities'. Analyze the statement.
5. Explain the importance of emergency services of a hospital.

Assessment activity

- Brain storming
- Group discussion
- Field visit
- Interactive lecture
- Software practice
- Patient account reparation
- Newspaper cutting
- General discussion
- Quiz

Port folio

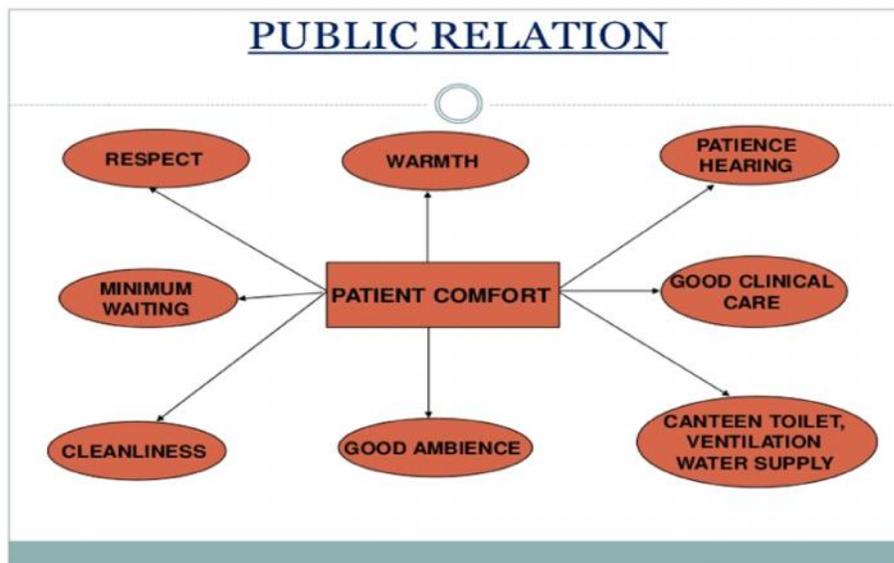
- Discussion note
- Report patient account
- Activity log
- Collection

UNIT 4

PUBLIC RELATION IN HOSPITALS

Introduction

This unit explains the importance of communication in hospital along with the public relation and marketing functions of modern hospitals. It also shows the role of IT in the health care sector.



Learning Outcomes

The learner,

- Understands analyses the importance of public relation.
- Identifies the relation between public relation and marketing under the importance.
- Recognizes the importance of marketing and its role in hospital.
- Understands importance of IT in healthcare.
- Identifies the use of LAN for healthcare.

4.4.1 Need for Public Relation in Hospitals

Marketing and public relations have a lot in common and often the two are clubbed together. Goal of both the departments is creation of the right image for the hospital

among public and promoting the business interests of the hospital. Public relations may be viewed as a foundation or a spring board for marketing activities.

Public relations service interprets to the public, to patients, relatives and to their friends, to staff and employees, the objectives and ideals of service to which the hospital is dedicated, always operating within the confines of good taste and professional ethics.

Public relation is the activity aimed at shaping the image of the organization among the public and the department entrusted with the responsibility of building the organization's image is called public relations department.

Public relations for hospitals have its origin in the acts, attitudes and aptitudes of every employee, staff member and the management. Day-to-day interactions of the staff at various levels within and outside the hospital, knowingly or unknowingly, do convey to the public, information about the hospital and forms a certain kind of opinion in their minds about the hospital.

Functions of the Department

Like any other business organization, it is very important for the hospitals to build positive relationship of trust and mutual respect with the dependent public. All public relations activities, as mentioned below, are aimed at building a right image of the hospital among public in accordance with the vision, mission and policy statements of the hospital management:

1. Organizing campaigns for public information about the hospital, its mission, services available and the high quality standards achieved.
2. Issue of press statements after approval of the chief executive.
3. Issue of brochures and handouts about the hospital, the services available, the news bulletins about the activities in the hospital with the purpose of informing the public more and more about the hospital and the excellence of services provided.
4. Building a positive relationship with and through the media.

Assessment Activity: Examine the importance of public relation in hospitals.

4.4.2 Marketing functions of Hospitals

Marketing in healthcare came largely with the entry of corporate houses in the healthcare field. The businessmen owning the corporate hospitals brought with them, from their other business, the idea of marketing teams and campaigns. With little knowledge of medical ethics, they assumed that healthcare is like any other business.

Stiff competition among hospitals (especially for-profit hospitals) concentrated in the urban areas, is another factor promoting the need for marketing activities.

Marketing activities in the healthcare field should be different from other business. They should be ethical, non-aggressive and oriented towards public information. They should avoid conscientiously any misinformation, disinformation, exaggeration or boastful pronouncements. Unlike in other businesses, healthcare marketing should



always be positive, against other hospitals or professionals. In other words, marketing in healthcare field is expected to be a clean and sincere effort at informing and educating the public with the aim of securing their acceptance and winning their patronage.

Functions of the department

Marketing service in a healthcare establishment performs the following functions:

1. Market research aimed at:
 - a. Identifying different target segments or groups among the public to focus the efforts.
 - b. Identifying different segment specific marketing strategies.
 - c. Identifying the different emerging trends in customer attitudes and behaviors.
2. On the basis of the market research, suggesting to the management the development of new, more profitable services or repackaging the existing services such as ambulatory surgery, birthing centers, cosmetic surgery, school health programs.
3. Selling the hospital services to the prospective clients (individuals or organizations).
4. Cultivating new clients or organizations for securing their patronage for the hospital.

Internal Marketing

Internal marketing is a management philosophy of promoting the firm and its policies to employees as if they are the customers of the firm. Internal Marketing (IM) is an ongoing process that occurs within a company or organization whereby the functional

process is to motivate and empower employees at all management levels to consistently deliver a satisfying customer experience.

In this process every person employed in the hospital plays a role in representing the hospital to the patients, families, doctors and the community. The effective way in which a client is treated and the client's positive experience is very important in this.

Thus internal marketing includes all the ways and means that the hospital staff communicates with people primarily present and previous patients. Depending on the nature of practice this influential audience can be a rich resource for:

- Inspiring patient referrals
- Providing additional or follow-on services
- Converting enquiries to appointments
- Capturing testimonials and/or word-of-mouth advertising, and
- Retaining existing patients for times of future need

Internal Marketing Tactics

There are many ways for internal marketing. These include:

- Creating a reliable and effective system to convert phone enquiries to appointments.
- Using active listening, open-ended questions and tailored presentations.
- Identifying patient expectations in the office visit.
- Presenting educational classes, seminars and events.
- Consistently asking patients for referrals.
- Present a Theme of the Month message in one minute.
- Provide "Pass Along" invitation certificates.
- Using email for continued contact.
- Electronic phone communications for select messages, reminder calls, etc.
- Office signs, posters and video screens.

Assessment Activity:

1. Do you think that internal marketing is important in hospitals? Narrate.
2. List out the major functions of marketing department in hospitals.

4.4.3 Importance of Communication in Healthcare Sector

In the information age, we have to send, receive, and process huge numbers of messages every day. But effective communication is about more than just exchanging information. It is also about understanding the emotion behind the information.

Effective communication can improve relationships at home, work, and in social situations by deepening connections to others and improving teamwork, decision-making, and problem solving. It enables people to communicate even negative or difficult messages without creating conflict or destroying trust. Effective communication combines a set of skills including nonverbal communication, attentive listening, the ability to manage stress in the moment, and the capacity to recognize and understand own emotions and those of the person you are communicating with.

Communication Systems in Healthcare

The care of patients now almost inevitably seems to involve many different individuals, all needing to share patient information and discuss their management. As a consequence there is increasing interest in, and use of, information and communication technologies to support health services. Indeed, if information is the lifeblood of healthcare then communication systems are the heart that pumps it. There is some significant advanced research in highly specific areas like telemedicine, the clinical adoption of even simpler services like voice-mail or electronic mail is still not common place in many health services.

There remain enormous gaps in our broad understanding of the role of communication services in health care delivery. Laboratory medicine is perhaps even more poorly studied than many other areas, such as the interface between primary care and hospital services. Clinical laboratories in many ways are message-processing enterprises, receiving messages containing information requests, and generating results that are sent as messages back to clinical services.

Elements of communication systems

Communications systems are the formal or informal structures organizations use to support their communication needs. A communication system involves people, the messages they wish to convey, the technologies that mediate conversations, and the organizational structures that define and constrain the conversations that are allowed to occur. Elements of communication systems include:

Communication channel: The channel is the 'pipe' along which a message is conveyed, and there are a wide variety of different communication channels available, from basic face-to-face conversation, through to telecommunication channels like the telephone or e-mail, and computational channels like the medical record.

- **Types of message:** Messages are structured to achieve a specific task using available resources to suit the needs of the receiver. Informal messages, which have variable structures, include voice and e-mail messages. Structured or for-

mal messages include hospital discharge summaries, computer-generated alerts and laboratory results. When these messages are computer generated, they typically will be in a format that complies with a standard.

- **Communication policies:** A communication system can be bounded by formal procedure rather than technology, Eg: clinical handover. A hospital may have many different policies that shape their communication system performance, independent of the specific technologies used.
- **Agents:** A communication system can be specifically constructed around the agents involved in the different information transactions. The clerk's specific communication role is thus an organizational structure created in support of a policy to minimise interruption to clinical staff. Agents have attributes like their understanding of specific tasks and language.
- **Communication services:** Just as computer systems can run a number of different software applications, we can think of a communication system providing a number of different communication services. Thus voice communication is only one of the many services available across a telephone line. Fax transmission of documents is an entirely different kind of service that uses the same underlying channel. For example, a mobile phone may provide voice-mail, text messaging.
- **Communication device:** Communication services can run on different communication devices. Examples of devices include the computer, telephone, fax machine, and personal digital assistant (PDA). Different devices are suited to handle different situations and tasks. Communication devices are a source of continuing innovation, and will continue to evolve. One area of recent interest has been the area of wearable computing, where devices are small enough to become personal accessories like wristwatches or earrings.
- **Interaction mode:** The way an interaction is designed determines much of the utility of different information systems, and this is just as true for communication systems. Some modes of interaction for example, demand that the message receiver pays attention immediately, such as the ringing tone of a phone, while others can be designed to not interrupt. An asynchronous service that is inherently not interruptive, like e-mail, may still be designed with an interruptive interaction mode, such as the ringing of a computer tone when a message arrives, altering the impact of the service on the message receiver.
- **Security protocol:** In health care, patient privacy concerns make it important that unauthorized individuals do not access clinical records. To protect privacy, messages can be scrambled or 'encoded' as a means to prevent unauthorized

individuals intercepting and interpreting them. Only those with access to systems that understand the encoding, for example, through the possession of a 'key', should be able to read them. A widely available public method for encoding messages is through use of the Public Key Infrastructure. Fortunately, most important communications typically have extremely strong security protocols that are exceedingly hard to be cracked. The use of encryption methods in healthcare will typically afford the same degree of protection, and confidence in the system. The choice of security protocol used will reflect the degree of risk associated with unauthorized access to message content.

Effective Communication in Hospitals

Good medical care depends upon effective communication. Ineffective communication can lead to improper diagnosis and delayed or improper medical treatment. Hospitals are actively taking steps to improve effective communication. However, hospitals face increasing challenges to meet the communication needs of an increasingly diverse population. Resources and tools available to healthcare organizations that assist people help healthcare to meet these challenges. Following are some of the situations in a hospital when effective communication is necessary

- Discussing a patient's symptoms
- Discussing medications for a patient
- Discussing medical history
- Explaining medical condition to patient/relatives
- Explaining treatment options
- Communicating with patient/relatives regarding physicians rounds
- Providing instructions for medications

Applying Principles of Effective Communication in hospitals

The principles of effective communication can be categorized as 7 C's, which are applicable to both written as well as oral communication. Let us now try to understand them one by one.

Clarity: Clarity is of utmost importance and communication by hospital support staff should have a definite purpose for communication.

Comprehensive: Little knowledge is dangerous and therefore it is imperative to include all the necessary facts and background information to support the message while communicating, more so, in hospitals. Totality of communication is integral to the process.

Conciseness: Brief and short pieces of communication ensure effective communication, however, one needs to keep in mind the reader's knowledge of the subject and their time constraints. Information should be conveyed as quickly and easily as possible.

Concreteness: This element needs to be used with utmost care as it could lead to confusion. The message needs to be based on facts and be real.

Courtesy: Keeping the ambience of hospital in mind, courtesy needs to be given due credit for patient may arrive at hospital in a state of distress or traumatized.

Correctness: This is a very important C. It is of utmost importance that all pieces of information released by hospital support staff are checked to ensure that it is accurate and timely. Double-checking all information -is it written or verbal, will ensure right communication occurs all the time.

Coherence: Logic and rationale need to be used while communicating. A delicate balance needs to be stroked in order to ensure effect communication. Sound and consistent communication will ensure that patient comes back.

Assessment Activity:

1. List out any two situations in a hospital when effective communication is necessary?
2. Show a chart of sign language and ask the students to explain the meaning of various signs/gestures.
3. List out the 7C's of an effective communication

4.4.4 Handling of Health Insurance

Health insurance is insurance against the risk of incurring medical expenses among individuals. By estimating the overall risk of health care and health system expenses, among a targeted group, an insurer can develop a routine finance structure, such as a monthly premium or payroll tax, to



ensure that money is available to pay for the health care benefits specified in the insurance agreement. The benefit is administered by a central organization such as a government agency, private business, or not-for-profit entity.

Health insurance can either reimburse the insured for expenses incurred from illness or injury or pay the care provider directly. Health insurance is often included in employer benefit packages as a means of enhancing quality employees.

Definition Of Health Insurance:

Insurance against loss through illness or injury of the insured; especially insurance providing compensation for medical expenses and often income for disability.

According to the Health Insurance Association of America, health insurance is defined as "coverage that provides for the payments of benefits as a result of sickness or injury. Includes insurance for losses from accident, medical expense, disability, or accidental death and dismemberment".

Functions

Health Insurance is an important mechanism to finance the healthcare needs of the people. To manage problems arising out of increasing health care costs, the health insurance industry has assumed a new dimension of professionalism with Third Party Administrators (TPAs).

TPA or Third Party Administrator (TPA) is a company/agency/organization holding license from Insurance Regulatory Development Authority (IRDA) to process claims - corporate and retail policies in addition to providing cashless facilities as an outsourcing entity of an insurance company. TPAs function as an intermediary between the insurance provider, healthcare provider and the insured. Medi Assist India TPA Pvt. Ltd, MD India Healthcare (TPA) Services (Pvt.) Ltd, Vidal Health TPA Private Limited are some of the major TPAs in India.

Often, individuals will get access to a health care plan through their employer, which sometimes provides assistance on premium payment. As long as the individual remains current on their health insurance premiums, they can count on receiving coverage. Insurance desk in hospitals handle the claims of patients through TPAs with whom they have tie-up.

Cashless hospitalization

It is a facility provided by most health insurance policies and enables an insured customer to obtain admission and undergo the required treatment without a direct payment. The assigned TPA will mediate between the healthcare service provider (Hospital) and the Insurance Company and settle the bills on behalf of the insured customer.

The Hospital is only a facilitator and has no authority to approve or disapprove any request for cashless hospitalization. Certain protocols, laid down by the Insurance Regulatory and Development Authority (IRDA) with respect to cashless hospitalization will need to be adhered to strictly.

Hospital Procedures at Insurance Desk

- Collect the original Health Insurance Card issued by TPA from the patient with a photocopy of the same.

- Ensure that the hospital has a tie-up with the TPA issuing the card.
- Collect a photocopy of ID proof issued by Govt. Authorities (PAN card/ Driving License/Voter ID card etc). Additions to this collect a photocopy of employee ID card if it is a corporate group insurance policy.
- Issue and Collect the pre-authorization request duly filled with all details including estimated amount of expenditure and signed by the Doctor who is treating.
- E-mail the request within 6 hrs to the TPA and obtain initial approval.
- Complete the procedures for special reports of patients from TPAs.
- Calculate the amount as per TPA and inform and issue a bill for balance payment if any to the patient.
- Send all the necessary documents to TPA within 7 days of discharge to collect payment.

Reimbursement

A facility under which the insured can claim the expenses borne by him during hospitalization which is otherwise claimable under his insurance contract.

Emergency Hospitalization

In case of emergency hospitalization, the insurance desk will take up the case on a fast track basis with TPA and is likely to receive approvals within 3 hours during any working day.

For cashless treatment it is mandatory for the hospital to have an approval from TPA. In case of delay in receiving the approval or when the hospital cannot wait for receiving the approval owing to medical urgency then undertake the treatment by collecting the necessary cash deposit from the customer and refund it on approval.

Types of policies

Policies differ in what they cover, the size of the deductible and/or co-payment, limits of coverage and the options for treatment available to the policyholder. Health insurance can be directly purchased by an individual, or it may be provided through an employer. Medicare and Medicaid are programs which provide health insurance to elderly, disabled, or un-insured individuals.

There are different types of health insurance plans that meet different needs. Some examples include HMO, EPO, PPO, and POS plans. Different plan types provide different levels of coverage for care get inside and outside of the plan's network of doctors, hospitals, pharmacies, and other medical service providers.

Types of Health Plans:

1. Platinum : covers 90% on average of medical costs
2. Gold : covers 80% on average of medical costs
3. Silver : covers 70% on average of medical costs
4. Bronze : covers 60% on average of medical costs

Assessment Activity:

1. Narrate the term cashless hospitalization.
2. Examine the functions of insurance desk in hospitals.

4.4.5 Financial Statements of Hospitals

Charitable institutions like hospitals, schools, clubs etc. are Non-Profit Organizations that are operated for the benefit of the society. They do not carry on trading and do not earn profit. Hence they do not prepare a trading and profit & loss account.

In order to show their financial position, Hospitals are required to prepare the following financial statements at the end of each financial year.

1. Receipts & Payments Account
2. Income & Expenditure Account
3. Balance Sheet

1. Receipts and Payment Account

It is a combined form of Cash and Bank book. It shows the summary of cash and bank receipts and payments made during the year. The receipts are shown at the left hand side and the payments at the right hand side. It shows all the cash and bank entries irrespective of its nature i.e. Capital expenditure or Revenue expenditure.

2. Income & Expenditure Account

This statement is similar to Profit and Loss Account prepared at the end of an accounting period. It shows all revenue expenses on the left hand side and all incomes on the right hand side. All Capital Incomes and Expenditures are excluded from it. Also the expenses and incomes relating to a particular year shall be recorded in it. The balance of this account is called surplus or deficit as the case may be.

3. Balance Sheet

Balance sheet is a statement of Assets & Liabilities of an entity at a given date. It is prepared at the end of an accounting period after the preparation of the Income & Expenditure account. The difference between assets and liabilities are shown in this as Capital Fund, which represents the members' contribution. The surplus or deficit of Income & Expenditure account will be added in this fund.

Assessment Activity: List out the financial statements of hospitals.

4.4.6 Application of Information Technology in Healthcare

Health sector is the field where computers could make maximum social impact. There are human beings today who are living with computer or software related equipments like patients with pacemaker, computerized precision made artificial heart, computerized hearing aid, computerized dialysis machine, etc. The present day hospitals are able to understand the complex processes and manage materials, money and manpower effectively and efficiently only due to computers.



Wide applications of computers in health care include hospital management, patient care, billing, counseling, appointments, curriculum planning, research, study, communication, etc. Most of the diagnostic instruments such as X ray, CAT scan, ABG, spirometer, ultrasound, automatic analyzers, etc. are based on computers. Computers could help solve some of the problems like:

- Relieving physicians from routine documentation and other clerical functions.
- Cutting down on the paper work, sparing more time for patient care, reducing errors and increasing accuracy in transmission and storage of data.
- Establishment of consistent standards and continuous monitoring or transactions.
- Easy and direct access to various information regarding patient through remotely located terminals.

Telemedicine

Telemedicine is "the use of computers, the Internet, and other communications technologies to provide medical care to patients at a distance".

If patient is admitted in ICU or ICCU now it can be monitored directly by the computer. The data transmission systems enable doctors to check on the status of a patient on a continual basis, even when they are away from the hospital, by connecting to personal computer or a machine by the patient's bedside. A doctor from other city or remote areas can know the status of the patient he has referred or even see and speak to him through computer.

The internet has linked doctors, health care providers and patients, thereby accelerating medical research and landing a flow dimension to patients, thereby accelerating medical research and landing a flow dimension to patient care. New technology via Internet has saved many lives.

The LAN has made hospital information system easy, fast, accurate and comfortable. The patient's data, X-rays sonograms, Ct Scans and other investigation reports as well as stock management, linen management, financial accounting system and other management or administration systems can be brought to the terminals in the operations theaters, patients' bed, the consulting room or the desk of administrators as per requirement, just at the press of a button.

Many computer software are now available for use in hospitals. In India, hospitals are using different computer systems as per hospital requirements. Some of the computer system examples are:

- HMS- Hospital Management Software.
- SSB Hospital Software.
- VSS - Visual Software Solution.

Assessment Activity:

1. Examine the importance of IT in health care sector.

Sample questions

1. Analyze the importance of communication in hospital.
2. Do you think that Public Relation Department is essential in a hospital.
3. "Marketing and Public Relation have a lot in common". Do you agree with this. Justify.
4. Explain the term "telemedicine" and its relevance.
5. List out various functions of Public Relation Department of a hospital.
6. Examine the importance of marketing department in hospitals.
7. "Good communication is essential in hospital". Do you agree with this statement. Justify.
8. Analyze the use of IT in healthcare sector.
9. List out the procedures in insurance desk.
10. "Reimbursement and cashless hospitalization are different." Examine the statement.

Extended Activities

1. Visit any NABH accredited private hospital, nearby to study their front office activities and prepare report.

2. Invite any Guest Relation Executive /Patient Relation Manger to the school and arrange an interactive session for students with the expert.
3. Arrange a field visit to the Insurance Desk of any hospital to conduct a survey of their procedures by the students.
4. On The Job training programmes in any private hospitals nearby to acquire practical experience of various patient support services in a hospital.

List of Practicals

- i. Practice patient registration process by entering their basic details like name, age, address, phone number etc. and allotting registration numbers.
- ii. Practice of booking doctors' appointments and issuing token numbers and timing the appointment.
- iii. Practice of hospital front office software.
- iv. Practice of customer handling in hospital front office.
- v. Practice help desk activities in hospitals.
- vi. Practice internal marketing.
- vii. Practice in handling hospital Information system.
- viii. Practice in Hospital Front Office operation through role play.
- ix. Practice tracing of patients' old records by entering their registration numbers.
- x. Practice in handling patients' insurance claims.
- xi. Familiarize with the Health Insurance Software
- xii. Practice of hospital Insurance Desk activities.
- xiii. Practice in handling of OPD services.
- xiv. Practice in patient related functions of accounts dept.
- xv. Practice in crisis handling methods of hospital front office.
- xvi. Practice proper communication methods and develop listening skill.

List of References

- 1) Front Office Management - Sushil Kumar Bhatnagar (Frank Brothers & Co.)
- 2) Hotel Management - Jagmohan Negi (Himalaya Publishing House)
- 3) Hotel Front Office Training Manual - Sudhir Andrews (Tata Mc Graw-Hill Co.)
- 4) Quality Management in Hospitals - S K Joshi - (Jaypee Brothers Medical Publishers (P) Ltd)
- 5) Health Care Operations Management - A Quantitative Approach - James R. Langabeer
- 6) Advanced Accounts, M.C. Shukla and T.S. Grewal (S. Chand & Company Ltd., New Delhi) ISBN 81-219-0396-3

