

The Scoop

August, 2025

Updates on Hospital Administration and more...



A publication of Administrators Section, Christian Medical Association of India

Outsourcing in Hospitals



Healthcare depends on essential support functions such as cleaning, security, catering, laundry, and IT services, which can demand significant time and resources. Thoughtful outsourcing allows hospitals to focus on their core mission—saving lives and enhancing patient well-being—while skilled partners efficiently manage these non-clinical services.

What Exactly is Outsourcing?

Outsourcing means entrusting certain tasks or services to an external agency instead of managing them internally. In a hospital setting, this can take two forms:

- Outsourced manpower – Individual workers, like ward attendants, cleaners, or security guards, deployed by an agency but supervised by the hospital.
- Outsourced services – Entire functions such as housekeeping, laundry, catering, ambulance services, or biomedical waste management, managed end-to-end by a vendor.

When done well, outsourcing is not just about cost savings—it's about bringing in specialised expertise, improving efficiency, and enhancing the patient experience.

Why Do Hospitals Outsource?

Hospitals increasingly rely on outsourcing because it:

- Reduces operational costs – Cutting recruitment, training, and employee benefit expenses.
- Brings in expert knowledge – For highly technical areas like waste disposal or IT systems.
- Adds flexibility – Allowing staff and services to scale with patient demand.

But while outsourcing offers clear benefits, it also demands careful handling.

The Hidden Risks Hospitals Cannot Ignore

Outsourcing doesn't absolve hospitals of responsibility. The hospital remains the "principal employer" and is legally accountable for the workers, even if hired through a contractor.

Key risks include:

- Legal liability – If a vendor fails to follow labour laws, the hospital can be held responsible.
- Quality gaps – Inconsistent service levels can affect patient satisfaction and safety.
- Worker exploitation – Outsourced staff may face low wages, insecurity, or poor working conditions.
- High turnover – Frequent changes in staff disrupt continuity and increase training needs.
- Reputation damage – Any lapse by a vendor—poor sanitation, delayed payments—reflects directly on the hospital.

In other words, outsourcing demands active oversight and ethical responsibility.

Legal & Regulatory Responsibilities

Even if services are outsourced, hospitals must ensure compliance with:

- Contract Labour Act – Contractors must be licensed, and workers must receive proper wages and welfare.
- Minimum Wages & Payment of Wages Acts – Fair, timely payment is mandatory.
- EPF & ESI Laws – Social security contributions must be deposited correctly.
- Biomedical Waste Rules – Hospitals remain accountable for safe waste management.
- Occupational Safety Codes – Safe working conditions apply to all, including outsourced workers.
- Accreditation Standards (NABH and other relevant standards) – Quality cannot be compromised simply because a service is outsourced.

Hospitals, therefore, must treat outsourced staff as an extension of their own workforce.

How to Outsource Without Losing Control

Outsourcing can be a powerful ally when managed wisely. Here's how hospitals can maximize the benefits while safeguarding quality, compliance, and ethics:

Choose vendors carefully

Pick partners with proven experience in healthcare and a clean compliance record. Look for vendors with appropriate statutory compliances and proven track records.

Sign strong contracts with clear expectations

Define the scope of work, quality standards, and penalties for lapses. Include mandatory clauses for labour law compliance and patient safety.

Monitor performance actively

Conduct regular audits and surprise checks. Track key metrics like cleanliness, turnaround times, and patient feedback.

Train and integrate outsourced staff

Orient them on hospital protocols, infection control, and patient interaction. When they feel part of the hospital family, their motivation and commitment improve.

Prioritize worker welfare

Ensure fair wages, PPE, basic facilities like drinking water and rest areas. Ethical treatment reduces turnover and improves service quality.

Build true partnerships

Treat vendors as long-term collaborators, not just contractors. Hold regular review meetings to improve systems together.

Have a backup plan

Keep alternate vendors or some in-house capability to handle emergencies or vendor failures.

What Should Hospitals Outsource?

Not everything in a hospital should be outsourced. However, external partners can effectively handle non-core support services such as housekeeping, laundry, catering, security, biomedical waste management, and select IT functions. This balanced approach keeps hospitals agile while preserving control over what truly matters—clinical excellence and patient safety

Beyond Contracts: The Human Element

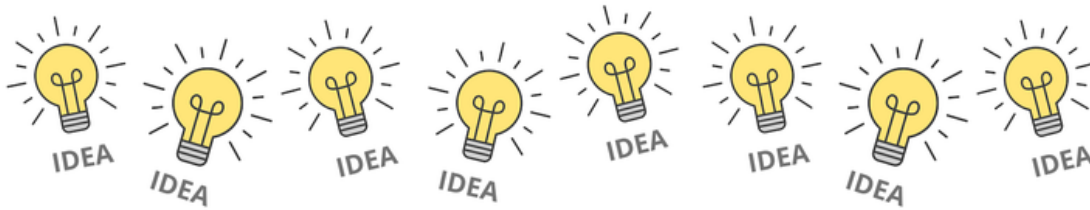
Outsourcing isn't just about agreements and performance metrics—it's about people. The ward attendant cleaning a patient's room, the security guard ensuring a safe environment, the housekeeping staff maintaining hygiene—they all shape the patient's healing experience.

When hospitals ensure fair treatment, respect, and decent working conditions for outsourced staff, they nurture a culture of dignity and compassion that patients can feel.

The Way Forward

Outsourcing in hospitals is not merely a cost-saving tactic—it's a strategic partnership that, when done right, improves efficiency, patient satisfaction, and overall quality of care. But it requires vigilance, ethical responsibility, and a human-centered approach.

A hospital that manages outsourcing well can create a seamless ecosystem of care, where every person—whether on payroll or contracted—works toward the same goal: healing with excellence, empathy, and integrity.



Caring for Our Outsourced Team – Quick Guide

They may be on another company's payroll, but for our patients, they are our people.

Best Practices & Lessons Learned

1. Support Their Families

Help fund the education of their children. A little from many makes a big difference. They will be loyal to you.

2. Keep Them Nourished

Provide subsidized meals—no one should serve others on an empty stomach in your organization.

3. Build Healthy Competition

Try to have at least two vendors for services like security, housekeeping, and canteen. Keeps quality high, and you will have a 'say' wherever needed.

4. Make Them Easy to Spot

Provide big, visible badges with numbers for easy identification (for both compliments and concerns).

5. Respect Their True Role

How about calling them security "Security Guides" or "Patient Relations Guides." They're more than guards—they're first greeters, and they are dealing with 'patients'

6. Choose the Right People

Identify the best-fit staff for our culture and ask agencies to recruit them under their banner, instead of receiving their supply as is.

7. Train Them Regularly

Teach your organization's ethos in a language they understand. Keep training going—it reflects in patient experience.

8. Fulfill Our Legal Duty

Verify that agencies give all statutory benefits before releasing payments. You are the principal employer, because you are responsible.

9. Monitor Performance

Ask for regular performance reports from the company that employs them (e.g., midnight security checks, staff alertness).

10. Care for Their Health

Offer periodic subsidized health checks—especially for food service staff.

11. Appreciate and Include

Invite them to celebrations. Share gifts during festivals. Motivation matters.

Remember, for your patients, there's no distinction between outsourced and regular staff – to them, everyone is part of your hospital team.



****The Scoop**, more than a newsletter, is a glimpse into the heartbeat of our community: the fresh stories that inspire us, the valuable insights that shape us, and the moments that call us back to the purpose of our service. Each edition is our way of staying connected, celebrating milestones, and reflecting on what truly matters.*

As we share this latest issue, we pause with grateful hearts, deeply mindful of the mercies of God that meet us anew each day. His unwavering faithfulness has been the steady compass guiding the work of the Administrators Section, enabling us to support, encourage, and strengthen our member institutions. We have seen His hand at work in both the quiet, unseen efforts and the significant, public milestones – in every success story, in every renewed vision, and in every step forward taken together.

This past quarter has been rich with encouragement. We rejoice with institutions that have earned NABH accreditation – a milestone in our shared pursuit of excellence. We also look back with gratitude on our recent regional conference, a gathering marked by vibrant learning, heartfelt fellowship, and a renewed commitment to our mission. Each of these moments affirms that we are stronger together, united by a common calling to serve with integrity and compassion.

Now, we look ahead with anticipation. Mark your calendar for the 48th CMAI Biennial Conference, November 6–8, 2025, in Kochi. It promises to be a time of fresh vision, deep inspiration, and meaningful connection. Your presence will make it all the more special. Register at: www.cmai.org/48th-biennial-conference-2025.html

We'd also love to hear from you. Whether it's a new initiative, leadership change, expansion, or a challenge close to your heart, share your updates with us so we can pray, encourage, and support one another along the way.

As we move forward, may we remain anchored in our divine calling, steadfast in service, and hopeful in God's promises: "The steadfast love of the Lord never ceases; His mercies never come to an end; they are new every morning; great is Your faithfulness." – Lamentations 3:22–23 (ESV)

With hope and gratitude,

*Elsy John
Secretary, Administrators Section
Christian Medical Association of India*

**Figuratively, "The Scoop" refers to the inside story, the latest update, or an exclusive piece of information – much like what a journalist secures before anyone else.*

Hospital Administration

A Sacred Calling

– Peniel Malakar



The word administration originates from the Latin *ad ministrare*, meaning “to serve.” At its heart, Christian hospital administration is not just a job—it is a calling. It reflects biblical values of stewardship, responsibility, and humility. As 1 Corinthians 14:40 reminds us, “Let all things be done decently and in order.” In the context of mission hospitals, administration becomes a ministry, rooted in service to God and the healing of others.

Historically, Christian mission hospitals were founded to serve the sick, the poor, and the marginalized. Inspired by the compassion of Christ, they offered care not just for the body but for the whole person—physical, emotional, and spiritual. Today, however, hospital administrators face immense pressures: rising healthcare costs, rapidly advancing technologies, legal and regulatory complexities, staffing shortages, and increasing patient expectations. These challenges are especially intense in charitable mission hospitals that strive to serve vulnerable populations with limited resources.

Hospital administration in such settings requires more than technical competence. It calls for vision, resilience, and spiritual depth. Unfortunately, many mission hospitals have struggled or closed—not due to lack of patients, but due to weak leadership, poor planning, loss of core values, and failure to equip the next generation. The need today is for administrators who lead with both skill and soul.

Scripture offers rich models of such leadership:

- Joseph, once a slave and prisoner, rose to become Egypt’s administrator. With humility and strategic wisdom, he managed resources during a time of plenty to prepare for a time of famine.

His leadership saved many, and he never ceased to

acknowledge God’s hand in his success.

- Nehemiah, serving in a royal court, chose to return to a broken Jerusalem. He took responsibility, led with prayer and planning, delegated tasks, and persevered through opposition. His leadership was practical, participatory, and grounded in faith.
- Jesus Christ, the ultimate servant leader, demonstrated that true leadership is about humility, sacrifice, and compassion. From His birth in a manger to washing His disciples’ feet (John 13:4–5), to giving His life on the Cross (Philippians 2:6–7), Jesus modeled leadership that puts others first.

In contrast, leaders like Saul and Ahab reveal what happens when leadership is driven by insecurity, pride, or disobedience. Their failures led to personal downfall and national suffering—reminders of the consequences of poor leadership.

Today’s Christian hospital administrators must choose what kind of leader they will be. Will they imitate the wisdom of Joseph, the courage of Nehemiah, and the compassion of Christ? Or will they fall into the patterns of Saul and Ahab?

Mission hospitals need leaders who embody both excellence and empathy—those who see administration not as power, but as sacred responsibility. With such leadership, administration becomes ministry, and hospitals become places of transformation and hope.

Event Management

IN HOSPITALS

- Sunny Kuruville

In a hospital, every moment matters—and that includes how we plan and manage events. Whether it's a health awareness camp, a blood donation drive, staff training workshop, CME session, accreditation visit, or a celebration like Nurses' Day or Hospital Foundation Day, events in hospitals are more than just activities. They are strategic opportunities to strengthen mission, morale, and public trust.

1. Reinforces Hospital Values and Culture

Well-organized events reflect the hospital's commitment to care, respect, and excellence. Celebrating health days, observing moments of remembrance, or recognizing long-serving staff reinforces a shared identity and value-driven culture.

2. Enhances Staff Engagement and Morale

Events like Nurses' Day, Doctors' Day, staff recognition ceremonies, or team retreats build camaraderie, boost morale, and remind healthcare workers that their service is seen and valued. Thoughtful planning ensures these events are inclusive, meaningful, and uplifting.

3. Improves Community Engagement

Health camps, eye check-up drives, vaccination campaigns, and health talks are vital tools for community outreach. Effective event management ensures smooth logistics, safety, patient flow, and optimal impact—strengthening the hospital's reputation as a community partner, not just a treatment centre.

4. Supports Learning and Development

Continuing Medical Education (CME), skill-building workshops, and training sessions are cornerstones of professional growth in healthcare. Events that are well-timed, well-communicated, and well-executed make it easier for staff to participate and learn meaningfully.



5. Demonstrates Readiness and Excellence

From accreditation visits to press conferences or medical conferences, how a hospital manages high-stakes events speaks volumes about its internal coordination and leadership. A well-managed event builds confidence among stakeholders—patients, regulators, donors, and partners.

6. Promotes Safety and Efficiency

Hospitals operate in high-risk environments. Even for a small gathering, event planning must consider patient safety, infection control, and emergency preparedness. Effective event managers work closely with clinical and support teams to ensure safe execution without disrupting essential services.

In a hospital, every event—big or small—carries the potential to inspire, educate, connect, and heal. Effective event management ensures that this potential is fully realized. It's not just about organizing an event; it's about creating moments that embody the heart of healthcare.

Check List for Event Management

A checklist is vital in hospital event management because it ensures no critical task is overlooked, helping organize complex activities like logistics, guest coordination, safety, and compliance in a systematic way. It improves teamwork by clearly assigning responsibilities, saves time by reducing last-minute confusion, and maintains quality and consistency across different types of events. In a hospital setting, where safety, infection control, and regulatory requirements are crucial, a checklist acts as a safeguard to meet all necessary standards. It also provides accountability, enables smooth execution, and serves as a reference for improving future events.



EVENT PLANNING CHECKLIST

Sample checklist—customize as needed.



1. Pre-Event Planning

a) Define Event Objectives

- Identify the purpose: CME, health camp, awareness drive, hospital anniversary, donor meet, etc.
- Define the target audience: staff, patients, community, stakeholders.
- Decide the event format: in-person, virtual, or hybrid.

b) Budget & Approvals

- Prepare a detailed budget: venue, equipment, publicity, refreshments.
- Obtain approvals from hospital management.
- Confirm sponsorship or partnership support.

c) Venue & Logistics

- Book the hospital auditorium, conference hall, or external venue.
- Arrange seating, lighting, sound system, projector, and Wi-Fi.
- Ensure accessibility for differently-abled participants.
- Put up signage and wayfinding boards.
- Reserve a parking space and ambulance support if needed.

d) Programme & Agenda

- Finalise the event theme and schedule.
- Confirm speakers, facilitators, or performers.
- Prepare scripts, presentations, and supporting materials.
- Allocate staff roles: MC, ushers, technical support.

e) Invitations & Publicity

- Prepare and send invitations: emails, printed cards, WhatsApp.

- Publicise via website, social media, and press releases.
- Arrange banners, posters, and flyers in the hospital.
- Coordinate with the PR team for media coverage.

f) Compliance & Safety

- Obtain necessary permissions from authorities.
- Ensure fire safety, emergency exits, and first aid availability.
- Set up registration desk and sign-in system.
- Implement infection control measures if needed.

g) Supplies & Materials

- Arrange stationery: name tags, sheets, pens.
- Prepare event kits, brochures, or educational materials.
- Confirm AV aids: laptop, clicker, mic testing.
- Arrange refreshments, water bottles, or catering.

2. During the Event

a) On-Site Coordination

- Brief volunteers and staff on their roles.
- Set up registration and welcome counters.
- Test sound, lighting, and AV systems.
- Ensure proper seating for speakers and guests.
- Assign timekeeper to manage schedule.

b) Guest & Speaker Management

- Welcome chief guests and speakers personally.
- Provide name tags and escort them.
- Have a backup speaker/plan in case of delays.

c) Audience Engagement

Ensure smooth moderation of sessions.
Manage Q&A sessions with mics or virtual chat.
Capture event photos and videos.

d) Emergency Preparedness

Keep first aid and medical support ready.
Have security staff manage crowd flow.
Monitor and resolve technical/logistical issues promptly.

3. Post-Event Follow-Up

a) Closure & Thank You

- Thank guests, speakers, and participants.
- Distribute certificates, mementos, or gifts.
- Ensure clean-up of the venue.

b) Feedback Collection

- Distribute feedback forms (digital/paper).
- Record suggestions for future improvement.

c) Documentation

- Compile event photos, videos, media coverage.
- Prepare a brief report with attendance and highlights.
- Archive presentations and materials.

d) Communication

- Send thank-you messages to attendees and speakers.
- Share event highlights on social media and website.
- Submit summary report to management.

e) Financial Closure

- Clear vendor payments and settle accounts.
- Review actual expenses versus budget.

Types of Hospital Events That Need This Checklist

- Clinical Events: CMEs, workshops, conferences, health awareness days.
- Community Events: Health camps, vaccination drives, wellness outreach.
- Hospital Milestones: Anniversary celebrations, foundation stone ceremonies.
- Internal Events: Staff training, awards, and recognition ceremonies.
- CSR Events: Blood donation drives, health awareness rallies.



WHY CHECKLISTS?

Why Are Checklists Important in Hospital Event Management?

- **Ensure Nothing Is Missed**

Events involve multiple tasks—venue, speakers, logistics, safety, communication. A checklist acts as a memory aid, ensuring every critical step is covered.

- **Improve Coordination**

Hospital events often involve different departments (admin, nursing, PR, housekeeping). A checklist helps assign clear responsibilities and improves team coordination.

- **Save Time and Reduce Stress**

With a clear checklist, the event team can work systematically, avoiding last-minute chaos and confusion.

- **Enhance Safety and Compliance**

In hospitals, safety and regulatory requirements (fire safety, infection control) are critical. A checklist ensures legal and safety protocols are not overlooked.

- **Maintain Quality and Consistency**

Whether it's a CME, health camp, or hospital celebration, checklists help deliver a professional, well-organized event every time.

- **Enable Quick Review and Accountability**

You can track what's done and what's pending, making it easier to hold team members accountable and ensure smooth execution.

- **Support Post-Event Learning**

A completed checklist serves as a reference for future events, helping improve planning and avoid repeating mistakes.

TMM's 'Doctor at Home' Brings Care Where It's Needed Most

Tiruvalla | July 2025

In a bold move to make healthcare more personal and accessible, **Tiruvalla Medical Mission** has launched its Doctor at Home service—bringing medical care right to patients' doorsteps. Designed for post-discharge support, routine check-ups, and even emergency response, the initiative ensures comfort and continuity of care for those unable to visit a hospital.

"Healthcare should meet people where they are," says a TMM spokesperson. This service is not just about convenience—it's about restoring the human touch in healing. With one phone call, families can now welcome compassionate, professional care into their homes.



Satribari Christian Hospital Shapes Healers with Heart

Guwahati | July 2025

At **Satribari Christian Hospital**, healing isn't just clinical—it's spiritual. Through vibrant morning devotions, cottage prayer meetings, and the dynamic Nurses' Youth Fellowship, students and staff are rooted in values of love, faith, and service. From worship in local languages to festive celebrations of Christmas and Easter, the hospital is nurturing a new generation of healthcare professionals whose compassion flows from a deeper calling. Here, care isn't just administered—it's lived, prayed, and shared.

Velemegna Society Transforms Lives in Bidar

Bidar | July 2025

At its charitable eye hospital, quality care is a right, not a privilege. And in its outreach to those affected by leprosy, healing takes the form of restored dignity, belonging, and renewed hope.

For children, Velemegna is more than a shelter—it is a place to grow, learn, and thrive. Its commitment to holistic development shapes not just brighter futures but stronger, kinder communities. Through its optometry college, Velemegna is investing in the future of eye care, nurturing a new generation of skilled and compassionate professionals.

And in the heart of Baridabad village, healing takes root in the soil. Velemegna's organic farm grows brinjals, tomatoes, and dreams—empowering local families with sustainable farming skills and new livelihoods. Every healed eye, every joyful child, every harvest is a quiet triumph.

At Velemegna, health and hope grow hand in hand—one life, one story, one seed at a time.



Hope

Though the Administrators Section is one of the most vibrant arms of CMAI – a dynamic collaborative of professionals and executives involved in healthcare leadership, operations, governance, and administration – the term “Administrators” is often unclear to many. It is frequently perceived as referring only to hospital administrators or senior office personnel. This narrow perception can unintentionally discourage vital contributors from operations, support, and technical departments from engaging with the section, even though they are indispensable to the smooth functioning of any healthcare institution.

In reality, this section represents far more than its name suggests. It is the section that, in both spirit and scope, truly forms the **Healthcare Operations Professionals & Executives (HOPE)**—a vibrant, inclusive community that brings together professionals from across the entire spectrum of hospital operations.

The name “HOPE” beautifully captures the heart of this section. It reflects our collective commitment to operational excellence, compassionate service, and collaborative leadership in the healthcare sector.

This dynamic section embraces professionals from a wide range of domains, including:

- General Administration
- Finance & Accounting
- Internal Audit
- Human Resources & Training
- Materials & Supply Chain Management
- IT & Software Services
- Safety, Security & Quality Management
- Service Promotion & Public Relations
- Social Work & Community Services
- Communications & Secretarial Services

- Legal & Statutory Support
- Facility Management
- Engineering & Maintenance Services
- Faculty of Management Studies
- Special Projects
- Support Service Management
- Other relevant professionals/Executives as applicable

Just as the Allied Health Professionals (AHP) Section has successfully united diverse streams—such as laboratory services, imaging, and pharmacy—into a strong, purpose-driven collective, the HOPE has the potential to grow into an even more inclusive and empowering platform through the following steps:

1. Adopting a clear and welcoming identity that reflects the breadth of professionals it represents.
2. Expanding membership to include all operational and technical roles within healthcare institutions.
3. Creating dedicated sub-forums, such as Engineers Forum, IT Professionals Forum, HR Leaders Forum, etc., for focused networking and peer support.
4. Designing customized training and development programs tailored to specific functional areas.
5. Fostering vibrant, engaged communities for cross-learning, collaboration, and shared problem-solving.

Let’s come together to talk about – and actively build – a truly inclusive section. Not a limited administrative enclave, but a united force of healthcare operations professionals. Together, we can carry forward CMAI’s mission with hope, purpose, and a shared commitment to creating a transformative impact on the future of healthcare in India.

The 37th CMAI Healthcare Management Development Programme,



The Administrators Section of CMAI successfully conducted its 37th Healthcare Management Development Programme from 2nd to 13th June 2025 at Vidyadeep CRI Brothers Institute, Bangalore. The two-week residential training brought together 42 participants from 14 healthcare institutions across India.

Focusing on leadership, administration, and governance, the programme featured a rich blend of expert-led sessions, hospital visits, and moments of spiritual reflection. The event was inaugurated by Archbishop Peter Machado and concluded with a meaningful valedictory address by Dr. Rajkumar from SDA Hospital.

Participants were encouraged to remain actively engaged in the mission healthcare movement through CMAI memberships and publications, helping to build a stronger, values-driven healthcare network across the country.

“*37th Healthcare Management Development Workshop was an enriching experience that broadened my perspective on strategic healthcare leadership. Well organized programme.*

*- Arun Kumar K
Bangalore Baptist Hospital*

The conference was insightful and well-organized and there was great networking opportunities.

*- Dr. Lalnunnemi
Synod Hospital*

Excellent workshop and well organized.

- Pavan Kumar S, Christian Fellowship Hospital

Thank you to CMAI for this wonderful opportunity. Really appreciate the array of resource speakers across different professions and expertise.

*- Dr.Nungdilong
CIHSR*

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Readers write...

Thank
you for
your kind
words!

Hello Ms. Elsy John,

I am Dr. Aravind, a native of Tamil Nadu. I have worked at Karigiri Hospital and SMH Ranipet Mission Hospital, and I moved to Germany for further education. I have been based here for the past 10 years and currently work as an Interventional Cardiologist.

I recently read *The Scoop* and truly enjoyed it. I believe it will be useful to many, especially those involved in mission hospitals. Keep up the good work!

Wishing you all the best.

Thank you,
Dr. Aravind

I have read the Administrator section *Scoop* just now. Really very useful articles are published that would go a long way to update the knowledge of our administrators in mission hospitals. The article on Pension from EPF is very good & informative.

Congrats! Mr. Samuel Abraham, Legal Consultant

Enjoying The Scoop?



- **If so, we'd love to hear from you! Send us a message on WhatsApp at 9741336277 your encouragement means a lot to us!**
- Have suggestions or feedback? We value your input! WhatsApp us at 9741336277.
- Share insights about your institution, best practices, informative resources, statutory impacts, photographs, and more. We're interested in hearing from you!

Contact us:

Email: ejohn@cmai.org

Secretary, Administrator's Section

CHRISTIAN MEDICAL ASSOCIATION OF INDIA

3rd Floor, HVS Court, 21, Cunningham Rd, Vasanth Nagar,
Bengaluru,
Karnataka 560052

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The Scoop Team

- Mr. Peniel Malakar, Consultant, Disaster Management, Bangalore
- Ms. Sara Mathew, Professor and HOD, Department of Hospital Administration, St. Johns Medical College
- Ms. Sonia Valas, Dy. G.S & Asst. Manager, CMC Vellore
- Mr. Nidhi Koshy, Project Administrator, Distance Education Department, CMC Vellore
- Ms. Elsy John, Secretary Administrators section, CMAI
- Mr. Sunny Kuruvilla, Chairperson, Administrators section, CMAI

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