

# **My Experiments** with **Gandhi Marg**

By

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Humbly dedicated  
to  
my beloved mother Smt. Patasi Devi  
and  
beloved father Shri. Rameshwar Singh Chaudhary, former IAS

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## PREFACE

Gandhiji's character was like a touchstone, whose touch surely brings about some inner transformation in one who touches it. Dr. Virendra Singh's "My experiments with Gandhi Marg" is testimony of this. Hearing a session of *Gandhi Katha* (the story of Gandhiji) at Jaipur brought a creative turning point in Dr. Singh's life.

Gandhiji was a multi-dimensional personality who influenced people in different ways. Dr. Virendra Singh was impressed by Gandhiji's three aspects of inner growth: self-search, self-examination and self-refinement. Gandhiji's philosophy of self-reliance to improve one's mistakes was thought-provoking for Dr. Singh. Inspired by this philosophy, he endorsed the idea of self-reliance with his friends, colleagues, subordinates and patients, who came in contact with him. This philosophy is the premise of this book.

The book clearly shows the influence of Gandhiji's simple language and style on him. The author's simple and natural demeanour is reflected in the book. All the same, our scriptures acclaim the benefits of repetition in the process of education and our religion has profoundly praised this quality.

Two kinds of patients are found these days – those who go to a hospital due to illness of body and those who suffer due to illness of mind. I hope this book will help both kinds of individuals. My congratulations and best wishes!

**Narayan Desai**

Sampurna Kranti Vidyalaya, Vedchhi, Surat



## AUTHOR'S PROFILE

Dr. Virendra Singh was born in 1954 in village Bhojasar in district of Jhunjhunu, Rajasthan. His father was an administrative officer and his mother was a homemaker. During childhood, his mother gave him moral lessons. He received his early education studying in different and mostly government schools in Rajasthan. Thereafter, he sought admission in Sawai Man Singh Medical College for an MBBS degree in the year 1971 and qualified as a doctor. After an MD degree in Medicine, he received his professional qualification and training in asthma and respiratory diseases in England.

The research, inventions and experiments conducted by Dr. Virendra Singh in the field of asthma care have been recognized the world over. One of his inventions known as 'Pink City Flow Meter' was awarded the highest national prize of Rs.50,000/- in 1989 by National Research & Development Corporation. Besides this, he also received numerous prestigious national and international awards such as B.C. Roy award, National Academy of Medical Science award, Sarabhai oration, E. Merck, and Commonwealth Medical Fellowship award to name a few. It would be apt to describe him as a medical-scientist, engaged in human health care with humility.

People from different corners of Rajasthan and India come to Dr. Virendra Singh for the treatment and care of *asthma* and related respiratory diseases. He founded a charitable society named Indian Asthma Care Society (IACS) and launched an effective campaign against consumption of tobacco. The efforts bore fruition when the Supreme Court banned *gutkha* (chewable tobacco) on a petition moved by IACS.

To promote preventive awareness among *asthma* patients, he began publishing a periodical known as *Asthma Sanjeevani* besides organizing several other patient-education programs. Presently he is the chief editor of the country's leading respiratory journal 'Lung India'.

He was deeply influenced by the thoughts of Mahatma Gandhi after attending a session of 'The Story of Gandhiji' by Narayan Bhai Desai in 2006 and urged to experiment Gandhian philosophy in his own life. He got a bigger platform, when he was appointed as superintendent of the state's

largest hospital Sawai Man Singh hospital. This hospital caters almost 2.5 million patients every year which outnumbers any other hospital in the country. He used the Gandhian ideology successfully in the day-to-day working of the hospital .

Dr. Virendra Singh can be contacted at [drvirendrasingh@yahoo.com](mailto:drvirendrasingh@yahoo.com) or visit him at [www.drivirendrasingh.com](http://www.drivirendrasingh.com)

## My First Step to Gandhi Marg

Since childhood, I had learnt that Gandhiji was a great person whose role in the Indian freedom movement was a big one. But I had also heard that his support was a factor in partition of the country, though it was not true. My understanding of Gandhiji improved only after listening to 'the story of Gandhiji'. The talk enlightened me about various aspects of the great man's life and I also realized that Gandhiji was against division of the country.

Mr.Narayan Bhai Desai, son of Mahatma Gandhi's secretary Mahadev Desai came to Jaipur in June 2006 to narrate 'the story of Gandhiji' in his *Gandhi Katha*. The talk continued over a week which was organized in '*Ramleela Maidan*'. I attended the session with my wife Sarita at the request of my cousin and friend Mr.Dharamveer Katewa. We initially planned that we would come back after listening to the talk for a while. But this was not to be so. As his invocation began, we felt so inspired that we not only attended the first day but on all seven days, My daily clinic in the evening was suspended. The more I listened, the more respect I felt for Gandhiji. I came to realize that Gandhiji was not a mere political philosopher, but he was a true social reformer and an apostle of spirituality and divinity. I have a feeling that if the kind of leadership Gandhiji provided in the freedom struggle was available after independence, the image of the nation would have been commendably different. But God has his ways!

The foundation of *Gandhi Marg* (ideology) is truth. The question arises - What is the truth? According to Gandhiji, the harmony of thought, speech and action can be said as truth. More the deviation and difference among the three, farther we are from the truth. Basic human nature admires the path of honesty. Even a liar would like to be recognized as a truthful person in the society. Every person at the core of his heart is truthful. However, the fear of losing something and the greed to achieve something causes the divergence in thought, speech and action. This makes the person stray away from the virtue of truth.

Some people in the present era take Gandhiji to be an exaggerated idealist. They would decry Gandhiji's relevance in real life. Based upon my experience, I would like to firmly assert that there is nothing simpler than following the '*Gandhi Marg*'. This path is based upon truth and a man in his

basic nature is always truthful. Therefore, it is easier and relevant to adopt it. There are many ways to resolve day-to-day problems; *Gandhi Marg* may also be an effective alternative. I have been attracted to idealism since my childhood and my moral built-up is more like the path followed by Gandhiji. I came to this self-realization after hearing the sessions of *Gandhi Katha*. Thereafter, I decided to adopt some aspects of Gandhiji's ways in my life.

After working at different levels and official positions in SMS Medical College and Hospital in Jaipur and putting my experiments to test, I firmly believe that following *Gandhi Marg* is a reliable means of achieving tension-free life and ensuring discipline both at the work place and home. Here I share with my readers some of the innovations I ventured in my day to day routine. All that has been narrated in the book are true incidents except that some names that have been changed to ensure confidentiality.

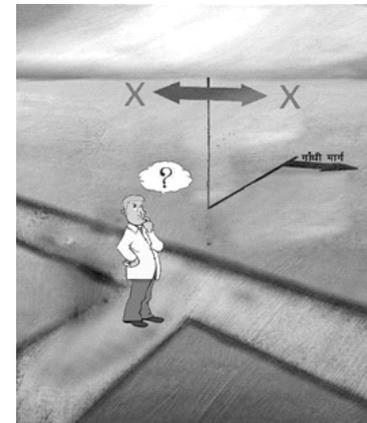
I have achieved immense satisfaction by making these experiments in my day-to-day life. My faith is fortified when I observe the positive changes that have come in my life as well as in the lives of others with whom I have interacted.

After achieving success and satisfaction through the path of Gandhiji, a thought came across my mind, "hey, I am becoming like Gandhiji!" However after introspection, I realized it was my ego and vanity. Gandhiji had achieved total control over abstract enemies like passion, anger, attachment, self-pride and greed where as I am still overwhelmed by them.

I have received valuable guidance from Mr. Bhagwan Atlani to give the book its present form. My heartfelt thanks to Dr. Shreya Chatterjee for her consistent efforts in editing the script. I am thankful to Prof. Prem Mohan Lakhotia for translating the episodes of my book previously published in hindi. My wife Sarita has given me the moral support and strength to see this publication through.

Lastly, my sincere thanks to the publication house and Mr. Arpit Dugar for bringing out my work within the stipulated time lines.

*Virendra Singh*  
**Dr. Virendra Singh**



*When the ways to achieve goals seem impossible then you may find better possibilities by adopting Gandhi Marg*

1

## **Gandhi Katha – A new perspective in the society**

When I heard the story of Gandhiji from Narayan Bhai Desai, I felt that it can be utilized for the betterment of society. My friend Mr. Dharamveer Katewa made a video recording of '*Gandhi Katha*'. On the basis of that *Gandhi Katha* video, we prepared a slide show which is presented to school students on regular basis to inspire and motivate them to become good human beings. Mr. Pradeep Sharma who is associated with Asthma Bhawan Yog Kendra (center to perform Yoga) handled the organization of this program and named it as '*Satvikta - Ek Pahal*' (First step towards truth). Since its inception, the programme is being organized every month at Asthma Bhawan. In the first slide of this program, a story of a boy is narrated. The boy in the story gets the 47th rank amongst 48 students in Class 6. He failed in the board examinations. Besides this, he used to smoke by stealing money from his father's pocket. In the next slide, there is a question for the audience, "do you consider yourself better or worse than this student?" I would further ask them, "who so ever finds himself better should raise his hand."

Every time, almost all the students would raise their hands to show that they were better than the boy in the story. Then in the next slide, they would

get to know that the boy in the story was none other than Mahatma Gandhi. After that, I would tell the students that if they were better than the bad boy of the story and if the bad boy could become Mahatma Gandhi, then all of them could surely become even better than Gandhi in their lives by following his path.

Then matters like setting of the goals, regular self-evaluation, ensuring non-repetition of mistakes, and adopting *satyagrah* (insistence for truth) as a weapon against injustice are explained to the students. After an hour's programme, they are given a research experiment to judge the role and means of money in achieving happiness. We give Rs.100 to each student out of which they have to spend Rs.50 on themselves and Rs.50 to help any unknown needy person.

In this experiment to discover their innate "self", they are directed to spend on something that give them the highest physical pleasure. In an experiment called "help", they are asked to spend the assigned amount in the best way to help an unknown person in need. After that, they are requested to share their experiences by writing on postcard to let us know which of the two acts made them happier? We received several responses from the students sharing their insights in the past years. I wish to share one of the letters received from a student named Alok Sharma who attended the programme.

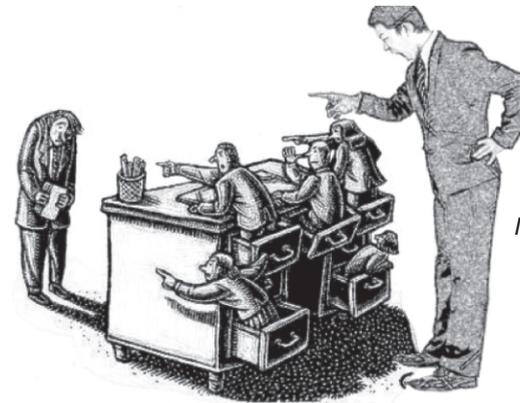
Quote - "I always believed in the maxim i.e. see your need fulfilled and to help others! When I took money for this project, the only thing in my mind was that I have got 100 rupees and I will make merry with this.

With a thought like this on my mind and on my way back to home from school, I noticed that a cow was limping on the street and blood was oozing out from one of its legs. Suddenly a thought flashed in my mind to try the suggested experiment then and there! The cow was standing on a street near my residence and there was a medical store nearby. I went to that store and purchased some first-aid material. The shopkeeper knew me. He asked me, "who got hurt?" I told him, "I want to bandage an injured cow on the street." He gave me the needed material. When I enquired about the price of the items, he said, 'you can take the materials but I will not take any money, as you are working for a good cause.' I was surprised and stood amazed. Normally, I bargained hard with him on the price to get a concession of a rupee or two and the same shopkeeper did not ask for any

money in this case! I forced him to accept Rs.20/-.

After this, when I was bandaging the hurt cow, some people passing by also came forward to assist me. I was really astonished because I thought that nobody helped others. As far as spending on myself is concerned, I ate some sweets. It was good but pleasure was much less than the act of dressing the injured cow. Now I believe that helping others, not only gives more happiness but motivates others to join the mission."

**Impact of this experiment** - For the last 6 years this programme is being organized once a month for school children. Generally, it is organized in the Asthma Bhawan and at times in different schools. We have been receiving letters from many students like Alok Sharma. In most of the experiments students felt happier spending on help than self. If one could quantify a good deed perhaps a single dose of 1 gram of good deed is far more fruit bearing than a quintal feed of an sermon. Gandhiji's lessons were further substantiated by the means of these experiments. The resounding success of the first application of '*Gandhi Katha*', further strengthened my belief in *Gandhi marg*.



*Instead of persistent accusations, encouragement may transform a bad person to good.*

2

## **Atonement – A remedy to prevent repetition of mistakes**

**S**uccess at home or in office depends on a person's capability to deal with mistakes made by him, his children or his subordinates. Ordinarily, a person either ignores or punishes for a mistake. By ignoring mistakes, the peace can prevail for a short period whether at home or at office. But it promotes indiscipline and brings down work efficiency. On the other hand, ignoring one's mistake makes the person prone to repeat the same mistake.

Punishment is considered as an effective way of addressing mistakes and it is used reasonably well in private institutions. However, in government institutions double standards prevail. Some are forgiven while others are punished for mistakes. Ascribing different yardsticks for the same kind of mistake creates a resentment against the authority. In such a situation, punishment fails to improve efficiency. In the family also if we practice double standards in adjudication, it creates hatred instead of improving efficiency.

When I became the superintendent of S.M.S. hospital, the biggest challenge before me was how to address mistakes of my subordinates and colleagues. Initially, I ignored mistakes of workers in the ordinary course of action. It kept peace in the office but created indiscipline. When I punished one of the workers, it created an unpleasant scene and requests came in from many quarters to withdraw the punishment. I was in utter confusion in

determining the best strategy to address the mistake of a co-worker.

An incident from Gandhiji's life helped me in finding a solution to this problem. When Gandhiji was just about 13 years old, he threw a party for his friends but he forgot to invite one of them. Next day, the friend who was not invited complained about it to Gandhiji. In his mind, he admitted it to be a grave mistake and felt guilty about it. In order to make up for his oversight he resolved to give up eating mangoes which was his favourite fruit. Gandhiji also made several kind of mistakes in his life but those mistakes were made only once. He never repeated a mistake because he always adopted and practiced 10 steps after making a mistake and atoned for them.

I got an insight and evolved it as a process towards rectification. The procedure involved three steps. In the first step, the person making the mistake should admit the mistake with a sense of genuine regret. In the second step, he should commit not to repeat the same mistake. In the third step, he should atone for his sin. I adopted and practiced the method of atonement for rectification of mistakes. I rectified not only my own mistakes but also guided my colleagues to rectify their's. Dr. Ajit Singh and Dr. Narendra Singh used to review the actions due for atonement and also guided the guilty.

**1. My atonement** – I generally adopted measures to address mistakes of my co-workers but soon I got a chance to apply the same on myself. Once, my wife Sarita and I went to attend the wedding of the daughter of my friend Dr. Sandeep Nijhawan. Since the arrival of marriage procession was delayed, the garlanding ceremony too got delayed. Sarita wanted to stay back till the garlanding ceremony. It was already 11.30 in the night and we were accompanied by Dr. Nirmal Jain so I strongly felt to return as courtesy to Dr. Jain. Sarita obeyed my desire but I noticed that she was a little sad about the incident. The garlanding ceremony was to be held in a novel way and Sarita was keen to witness it. I realized my mistake and a sense of regret overwhelmed me. In order to make up for my mistake, I resolved to quit eating ice-cream for a month.

**Impact of this experiment** – This experiment made me more sensitive and compassionate towards the wishes of my wife. Since then, I have experimented on more such occasions and the consequences have been gratifying both at home and in office. Such experiments have helped me to rectify my mistakes and have kept me from repeating them.

**2. The doctor realizes his mistake** – Emergency section is a very significant service area in a hospital. Other than the resident doctors and medical officers, even senior doctors at the level of assistant professors are assigned duties. In this section senior doctors were often not found on duty. In order to improve efficiency of the emergency department, I prepared a point wise duty report form to regularize and strengthen the system. As a result, the duty-attendance came under regular surveillance.

One day, an assistant professor was observed missing from duty. He belonged to the ophthalmology department. He was called upon and asked about his whereabouts on the day of the duty. He explained that he got held up in the operation theatre. I insisted that emergency duty had its own significance. He admitted the mistake and assured me that such a mistake will not happen in future.

I encouraged him to atone for his mistake. He was at a loss. I explained to him the spirit of penance, citing Gandhiji's example of atonement. I observed the sense of regret on the doctor's face while I narrated the incident. Then I asked him about his favorite activity. His reply was that he enjoyed taking alcoholic drinks with his friends. I enquired if he would like to quit alcohol for some time as an act of penance for the mistake committed by him. He readily agreed to do so. It was September 30, 2013 that day. He confirmed it to me through a short mobile message saying that he would not consume alcohol till December 30, 2013.

About 15 days after this incident, another assistant professor from the Urology department did not report on an emergency duty. His excuse too was 'held-up in the operation theater'. On being asked, he told me that it was his first and last mistake and assured that he would never miss duty again. His regret was sincere and as for the penance, he resolved not to partake his favorite sweet dish *gulab-jamun* (a sweet) for next three months. A few days after, I crossed his path in the hospital corridor. On seeing me, he rushed enthusiastically towards me. He pleasantly said, "sir, two months have already passed; I will be able to start eating *gulab-jamun* a month from now". He reassured me that since then he was taking his duties sincerely and regularly. I looked at his face in amazement and admiration. I wondered if such a result could be achieved by ordering a punishment?

**Impact of this experiment** – If someone has erred, the boss follows a laid

down bureaucratic procedure – call for clarification and issue a warning to the erring staff. But this would have been ineffective in both the incidences of the emergency department, rather it would have generated resentment.

*Gandhi Marg* not only made them realize their mistake, but instilled regret and helped them reform and made them prompt and regular in their assigned duties. This was a unique achievement for all of us, with the additional perk of an improvement in the work atmosphere.

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**3. Blood donation evoked true sentiments** – A male-nurse in the cardio-neuro emergency section did not report on duty. When asked for the reason, he apologized and assured no lapses in the future. As for penance, he expressed his desire to donate blood. Dr. Ajit Singh found that an old man admitted in SMS hospital needed blood and there were no family member who could donate blood. Dr. Singh took the male nurse Mr. Dinesh Agrawal to the needy patient. The patient was told that Mr. Agrawal would like to donate blood for his recovery.

The old man sat up on his bed on his haunches. With folded hands and in a voice full of deep gratitude, he exclaimed – “you are my God and I can never repay your kindness.” saying so and picking up a small bag with his shaking feeble hands, he offered a piece of *barfi* (a sweet) and uttered – “I am unable to give you anything but kindly accept this piece of sweet.” Mr. Dinesh was speechless and overwhelmed. Equally surprised Dr. Ajit Singh observed that with the piece of sweet in his mouth, Mr. Dinesh Agrawal's eyes were brimming over with tears.

**Impact of this experiment** – Quoting the incidence of repentance from Gandhiji's life leaves a deep impact on the person committing the error and he felt a genuine remorse for his error or mistake. Mr. Dinesh Agrawal was deeply moved and was ready to donate blood. So far he had donated blood for his near and dear ones but donating blood for an unknown needy person in distress multiplied the joy and satisfaction of giving. It made him all the more sensitive to the needs of patients and responsible in carrying out his duty.

.....

**4. A reprieve for patient's attendants** - One fine day, a patient's attendant approached me in my office with an anguished look. He told me

that he had to go to his village which was located far off, twice to get the needed documents. Now the concerned official was asking for a third document. His case belonged to the free treatment category i.e. BPL (Below Poverty Line) section and the officer-in-charge had been asking for one document at a time instead of asking for all the needed documents in one go. I called Mr. Dangayach, the in-charge of the BPL section and enquired him as to why he did not call for all the documents at one time. His face looked stern as he clarified with apparent annoyance, “sir, there is great work pressure in our section and I might have missed mentioning a few documents in a hurry.” He was communicating very casually. I suggested, if a written list of all the documents needed for the case could be given, the difficulty of going twice to his village, about 200 kilometres away, could be saved. Just imagine the inconvenience by keeping yourself in his place.”

Mr. Dangayach expressed regret and realized the difficulties of the person who had suffered because of his conduct. On this, I suggested, “get a sheet typed with the description of various documents needed for handling such cases. Get sufficient copies made and always hand over a copy to the related persons in future. And by the way, how will you make up for your mistake?” The quick response came “whatever you suggest!”

We had started a programme titled sewa (Service) for the care of destitute patients (who had none to care for them). I asked if he could offer two hours of duty in *sewa* to serve the destitute patients. Mr. Dangayach replied spontaneously – “surely!”

The Nodal Officer of *sewa*, Dr. Narendra Singh assigned *sewa* duty to Mr. Dangayach on his day off for a destitute patient. When Mr. Dangayach reached the patient, the patient was thirsty and hungry. He offered water and biscuits to the patient. The patient told Mr. Dangayach that he had suffered a lot and because of his addiction for alcohol, his wife had deserted him. He was alone, having lost his parents too. Mr. Dangayach consoled him and offered his help in future too.

Narrating his experience in *sewa*, Mr. Dangayach expressed his newly found happiness. I told him that he could have such happiness each day. “How?” he asked. I replied “if you attend poor BPL patients who approach you for help with the same dedication that you showed while serving the

destitute patient.” He answered smilingly “I understand this now, sir!”

**Impact of this experiment** – Whenever a person in need comes to people like us in governmental or non-governmental positions, his face often carries the mixed expressions of expectation, smile and faith. On the contrary, faces of people on official posts meant to serve the people often appear stern, full of distrust and filled with pride.

The reason of the stern face of a person in a position of authority is either expectation of some gain or ego of his position. Such attitude becomes an obstacle in the work.

Many of us in a position of authority also forget that our salary is paid through taxes deposited by a common man like the poor harassed visitor. There are more than forty taxes including sales tax, income tax, service tax, road tax, excise duty etc. Every person of the country, even a beggar pays tax directly or indirectly while purchasing goods.

The problem of attitude and ego is quite common among government employees and many of us get pleasure out of the difficulties that are posed to the visitors, seeking our help. Mr.Dangayach in his *sewa* duty was inspired after attending the destitute patient. His prior attitude of causing hardship to helpless patients gave way to a helpful demeanor which was appreciated by all.

The lesson to learn from the above incident was that if we remain helpful and cheerful while working instead of remaining stern and inaccessible, we would surely feel happiness and the patients treated likewise will thank us immensely. Small good deeds in the course of our routine life are more significant and rejuvenating rather than bigger pleasures that we expect in life.

The problem of not effectively communicating details of documents to be submitted by the patients was handled with a written checklist and this avoided a lot of squabbling on both sides. When a problem is approached with some sensitivity, useful and happy solutions can be found easily to most of the problems .

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**5. Atonement accrues double benefits** - Placement of an endotracheal tube is required immediately in some serious patients in the emergency

section of SMS hospital. For this, a medical officer from ENT department was assigned the duty. One day ,while on the inspection round, the doctor was not found on his duty . The doctor was called and he could not give any satisfactory explanation for his absence from duty. He admitted his mistake and promised not to repeat it. When asked to atone, he agreed to do as directed. He admitted that he smoked cigarettes and he would stop smoking as an act of repentance. Confessing and accepting the mistake often serves as half the job done! The other half is achieved through atonement of the person at fault.

**Impact of this experiment** – The doctor never resumed smoking. He began to take his duty seriously and was sincere. This instance was one with double benefits.

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**6. Big hurdle, easy solution:** The CT scan facility in SMS hospital was outsourced and Mr.Debashish Ghoshal was in-charge of this facility. There was a rule that a photocopy of the scan slip must be deposited at the registration desk before proceeding for CT scan. Photocopying facility was available only outside the hospital and at night it was difficult to procure a photocopy. This caused undue delay and exertion to the patient.

I discussed the matter with Mr.Ghoshal to make the process of getting a CT scan hassle-free, swift and smooth. We decided to suspend the practice of getting a photocopy of the scan slip. However in a subsequent inspection, it was found that patients were still being asked to deposit a photocopy at the reception. On checking with Mr.Ghoshal again, he expressed his regret. I instructed him to immediately stop this practice. He was prepared to atone and he offered to serve at *sewa* and to sponsor food for 25 persons through *Akshay Patra* (a NGO for providing food at subsidized rates).

**Impact of this experiment**– Regular supervision becomes necessary when a new system is introduced. Mr.Ghoshal's atonement was beneficial not only to the helpless patients but also to him. He became more sensitive to help distressed patients and more efficient in the performance of his duties.The photocopy rule was discontinued..

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**7. A friend's son seeks atonement** – Dr.Nishant Sharma, a senior

resident doctor from the Orthopaedics department, was supposed to be on duty in the poly trauma operation theater. One day he was missing from duty. On being asked, he accepted his lapse and promised no recurrence. Through our conversation, I got to know that he was the son of a very close friend of mine Dr.Yugal Sharma. I said to him in a soft voice, “You are like a son; I would expect greater responsibility from you. How would you like to make up for this lapse?”

He admitted his fault with an open heart and in all politeness that he would offer his services for an additional duty on the day of *deepawali* when most others would be unwilling to take on duties. He kept his word and his sense of responsibility improved thereafter.

**Impact of this experiment** - If a greater sense of duty and responsibility is to be fostered in staff and workers; one has to rise above the sentiments of kith and kin. If I would have overlooked the lapse of Dr.Nishant, him being the son of a very close friend, I would have been forced to ignore the mistakes of the other doctors as well. Dr.Nishant's duty on the day of *deepawali* was a lesson both for him and others that duty is supreme and one must strive to perform it with one's best capability.

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**8. The remorseful trolley worker** – A trolley-worker in the Bangur campus of the hospital refused to take a patient. On the filing of a complaint by the relatives of the patient, the worker was suspended. He admitted his mistake and assured that he would henceforth be more sensitive to hardships that a patient undergoes. Incidentally, the condition of the patient with whom he had the altercation deteriorated in the ward later. When he came to know about this, he felt deeply ashamed. As for repentance, he promised to donate a unit of blood to a needy patient who suffered blood vomiting. Donating blood brought a deep satisfaction to this trolley-worker.

**Impact of this experiment** - It is imperative to be empathetic towards patients in agony. For this, the workers have to be occasionally reminded of their responsibilities. This incident brought a desirable change in the atmosphere of the department. Initially, the union of grade 4 employees raised an issue and spread a rumor that the superintendent forced a trolley worker to donate blood. I kept quiet and undisturbed and to my great surprise, the trolley-worker in the reference refused to be party to this issue

created by the union.

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**9. The clerk seeks the righteous path** – Mr.Bal Kishan, a clerk in the Orthopaedic department failed to provide duty lists to doctors in the department. He admitted the fault and assured that such a lapse would not be repeated in future. As for atonement, he offered to be on additional duty on a sunday at *sewa*. After performing such duty in *Sewa*, he felt content and decided to introduce this form of service in his family as well.

**Impact of this experiment** – Realizing one's mistake, committing never to repeat the same mistake and accepting a mode of repentance can be an effective solution in avoiding repetition not only at office but also within a family. Mr.Bal Kishan realized the importance of this experiment and that is why he adopted this technique in his family life too.

**10. No job is big or small** – Dr. Anil Dubey and Dr.Ramawatar during their night inspection-round found an empty bottle of liquor in the basement. The two staff members on duty there, had no clue. However, they had to take the responsibility for the same because it was found on the spot during their duty. Both were electricians and they accepted their negligence. They decided to repent for this incidence. Keeping in mind their job profiles, they were assigned the work of cleaning the ceiling fans in various wards of the hospital. They cleaned 400 fans throughout the hospital.

**Impact of this experiment** – Maintenance of fans and keeping them clean was a part of the electrical staff duty but since this duty was gradually neglected, the electricians started feeling small about doing it. But as they took up the duty of cleaning fans as a part of maintenance in the spirit of repentance, their hesitation in doing so was gone.

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**11. The doctor donates blood**– A problem arose in my ward as to where we could possibly send a destitute patient after his recovery. I saw the patient during my round of the ward on a saturday morning. I hoped to find a solution soon. Shelter homes for destitute patients in the city were crowded and did not have room to accommodate the destitute patient after discharge from the hospital.

However, when I visited the ward again on monday, I did not find the patient

there. On enquiry, the resident doctor Suresh informed, “he went away without any information.” The doctor's expressions belied his statement. I asked him to see me in my chamber.

During our conversation, he admitted that the patient was discharged without permission. He was abandoned near *Shani temple* on the saturday. We searched but the patient was not found. Dr. Suresh confessed his lapse and committed that such a thing would never be repeated. As for the atonement of his mistake, he promised to donate blood to a needy patient.

A month after this event, an elderly patient with high fever was admitted in the hospital. His hemoglobin was only four grams. One unit of blood was given by his son but he could not arrange the next unit of blood which was needed for the patient. When Dr.Suresh proposed to donate the next unit of blood for him, the patient was taken aback and asked, “how much money would be needed, sir?” Dr.Suresh spoke to him with sincere sympathy, “no money will be required. I will give my blood to help you to recover soon.” The patient cried in gratitude,” son,you are no less than God to me.”

**Impact of this experiment** – Dr.Suresh in true repentance rectified his mistake and learnt a humanitarian lesson. His happiness to help a needy and poor person was genuine and beyond words. It served as an inspiring example to the other medical staff too.

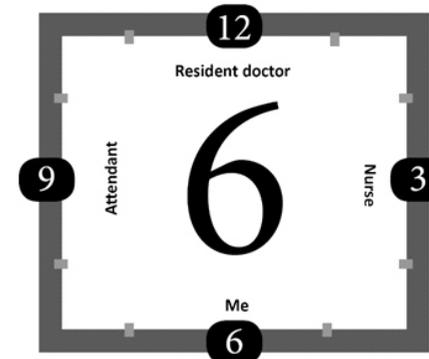
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**12. Your truth, my truth: Truth above all** -Arelative of a patient admitted in 1A B Ward of the hospital came to me with a complaint that till 11 AM, the patient was not given the prescribed injections. I called the resident doctor and the male-nurse. The resident doctor explained “sir, yesterday night there was an unusual rush and I did not get the time to write in the register. However, I had verbally instructed the male nurse.” The male nurse had his side of the story ready, “sir, I was awake the whole night and busy administering injections to sick patients. At seven in the morning, I got a message from my home that my child was very sick. I was quite disturbed and rushed home and forgot to administer injection to this patient.”

My question was unflinchingly straight, “whose fault was it?”

One feels sorry for the resident doctor who was attending to the sick and ailing patients the whole night through. One also feels sorry for the male nurse who on the top of executing his job the whole night had to rush home

on getting the disturbing news of his child's sickness. One essentially feels sorry for the patient who suffers in absence of the prescribed treatment. All of them claimed in one voice that they were not lying. But just feeling sorry or having sympathy does not suffice. After all, duty is duty. To explain this to all the three, I used a figure chart with '6' written on it, (see fig.) and asked them what figure did they notice on the chart. All the three answered outright, it is the figure 6', it is 9'.



I explained, “this figure is different from different positions. For me sitting at 6 O'clock position, it is 6 but for the resident doctor at 12 O'clock position, it is 9. For the male nurse at 3 O'clock position, it is the hindi symbol ‘३’ .For the relative of patient at 9 O'clock position, it is the hindi vowel symbol ‘३’ .The truth is different from different positions. Everybody is speaking the truth but from their position. But one cannot ascertain the ultimate truth until one makes genuine and unbiased effort. I understand your position, I also feel sorry but 'duty is duty' and no sympathy can replace duty.” On hearing this, the resident doctor and the male nurse realized their mistakes and felt guilty for the same. I emphasized upon empathy and suggested that one must listen to the version and agony of other person attentively and then put oneself in their position and decide in unbiased way. This is empathy and it will solve most of the problems and controversies. They felt deeply aggrieved and promised to be especially attentive in the carrying out of their duties in future.

**Impact of this experiment** – The patient recovered fast and was discharged after seven days. He recovered quickly with of the good care provided by the doctor and the male nurse. This experiment of using the figure 6 was found quite successful in solving the problems of daily life.

### 13. The key to resolve difficulty

An asthmatic patient along with his wife came to me and said he was quite disturbed due to the day-to-day quarrel with his wife. He said whenever I advise my wife about her mistakes, she starts arguing which invariably ends in a quarrel. Wife had her own view. She said that he frequently made sarcastic comments. Even with petty mistakes he was prone to shout even in the presence of outsiders. Listening to them I offered a *guru mantra* (sacred verbal formula of) to cure the problem of quarrels in the family. I told them, that for this I need 100% sincerity from both of you. Both agreed.

Whenever a mistake takes place, just think, could there be a worse situation which could happen. I gave the husband an imaginary situation. Suppose your wife brings a glass of water in a tray and the water spills. Usually what will be your comment? "I will angrily tell her, are you blind?", he said. Then I asked the wife what will you do? I will not tolerate the comment and retort aggressively. You can lead a peaceful life if you follow my simple advice to adopt a positive attitude in thought and action. I pursued the example. Instead of saying blind, just say "never mind, only the water spilled but glass is intact".

Husband: What to say, if the glass is broken?

Me: Just say, never mind only the glass is broken but nobody is hurt.

Husband: What to say, if someone is hurt?

Me: Never mind, it caused a simple wound, not bleeding.

Husband: What to say, if it leads to bleeding

Me: Never mind, it is a small cut, it will be alright with simple dressing. Had the glass done more damage, an operation would be required.

Husband: I got it.

**Impact of the experiment** - After 15 days both of them came and expressed that they applied the mantra of positive thinking during that period. They did not quarrel. At the time of the occurrence of a mistake they made themselves think that the given situation is better because worse could have happened.

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**14. Atonement offers better solution** – In a surprise inspection in the emergency department, Dr. Jitendra Singh, the duty doctor, was not found on duty. Next day, he explained that this was because he was on call for a patient in a serious condition in the ward. On being asked if it was appropriate to leave the place of duty in the emergency department, he admitted his mistake and offered to atone. He was asked, to set up an online reference facility in the neurosurgery department.

**Impact of this experiment** – We were having difficulties in setting up an effective online reference facility in the Neurosurgery Department because of poor coordination among resident doctors. But with the Dr. Jitendra Singh's sincere efforts, the facility was successfully initiated and established in the department. The pleasant lesson was that if a person assumes responsibility whole-heartedly, the system is bound to be effective.

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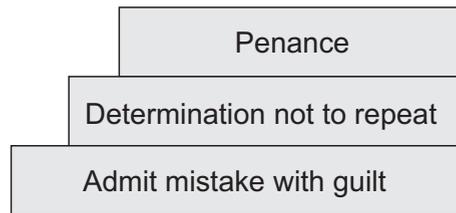
**15. An altercation between the resident doctor and guard** – Once an argument ensued between a senior resident doctor and the guard upon car parking. Even after being apprised of the doctor's position, the guard continued to shout and behaved inappropriately. When the matter was brought to me, the guard realized his mistake and as repentance, promised to give up the habit of smoking '*bidi*' (indigenous hand rolled form of cigarette). Later on, when I checked, I found that he had given up the habit altogether.

**Impact of this experiment** – The guard gave up a fatal habit and behaved saner.

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**16. Incubating punctuality** – On an inspection round of the Medical Relief Society, two women staff members were not found on their seats. Later, on being questioned, they clarified that due to some urgent work at home, they were late. I told them firmly that the salary is paid for the performance of the assigned job and it is paid out of taxes paid by the public. The time cannot be used for household work. Both the ladies accepted the advice and agreed to repent. One of them refrained eating from '*golgappas*' (edible item) and the other refrained from sweets for three months.

**Impact of this experiment** – The self-denial in the instance of “*golgappas*’ and sweets reminded them of punctuality. They observed discipline and were alert in maintaining punctuality thereafter.



*Steps to prevent recurrence of mistakes*



*Help Others to be Happy*

**3**

### **Destitute patients: How to ensure better care**

**E**very doctor at SMS hospital, Jaipur examines patients and prescribes medicines for them. Nursing staff dispense medications to the patients according to the prescriptions. However, the patient-care activities such as feeding, changing sides, bathing, and taking them for defecation and for needed investigations is performed by the relatives of the concerned patient. Every month around 80-90 destitute patients are also admitted in grave condition. They have no relatives to attend to them. Thus taking care of tasks assigned for relatives becomes very tough. In some cases, activities of feeding, bathing etc are compromised to such an extent that the helpless patients soil their clothing and the situation becomes deplorable.

In the times that Gandhiji lived, family members of leprosy patients used to leave them destitute. Gandhiji used to bring many of them to his *Ashram* (hermitage). He provided services such as cleaning their wounds, bandaging them, and arranging their medication.

I used to feel very sad and pained at seeing the condition of such patients in the hospital. I used to often wonder that if Gandhiji could take care of destitute people, why I couldn't take up this service of cleaning and bathing the destitute patients in my ward. But I lacked courage and I was unable to give up on my hesitation.

One day, when I was taking a round and was amidst patients of Ward 3DE, Dr.Om Narayan of our unit asked me, “sir, why aren't we doing something to ensure care for these destitute patients?” I felt very sad. The thought was already bothering me. I walked to my office brooding over it. I did not know how but I nurtured the hope that some solution will definitely surface since my worry was genuine.

At that point, I saw some nursing students nursing on the pedestrian path. An idea flashed across my mind - extending the service to destitute patients is an aspect of human sensitivity and the nursing students were sure to have the potential to contribute to such noble service. If these destitute patients were entrusted in the hands of the nursing students, then care could be ensured.

As soon as I reached my office, I spoke to the principal of the nursing school, Smt.Madhu Rani. Thereafter, a meeting of all nursing students was organized in the auditorium on September 6, 2013. We encouraged them to volunteer for the project 'sewa', a cause dedicated to the caring of destitute patients. We were amazed at the enthusiasm of the students and around 100 students volunteered. Now the problem was to find a devoted and service oriented doctor to lead and run this project.

Dr.Narendra Singh, a physical rehabilitation specialist had recently joined and he was to be assigned an appropriate designation. Initially, I tried to give him a post in the Rehabilitation Research Center, but the senior doctors in that wing did not approve of his appointment. Then at the request of Dr. Narendra Singh I tried to assign him to the Nephrology department but the doctors of that wing too were not keen about his joining their department. Suddenly, a thought came to my mind - Dr.Narendra could be the perfect person for handling this tough project of *sewa* ! After some hesitation and consideration, Dr.Narendra accepted the assignment. He started this work with a nursing employee named Mr. Baldev.

After three days of the beginning of this project, Dr.Narendra came to me and said, “sir, these nursing students are no good. A girl student on night duty has told me that she cannot serve these destitute patients who are in such a dirty condition. I scolded her, asking her as to why she gave her consent for working as a volunteer in this service project.” Dr.Narendra Singh further told me that after this, all the boys and girls had withdrawn

their names from the project.

I tried to explain to Dr.Narendra that at least the students had the intention to serve and desire to help the needy while most of us had lost the sensitivity needed to serve the helpless. He was to motivate the students instead of demoralizing them on their negative reaction. He was to try to find solution to whatever problems arose during the course of actual action. He was required to rise above the position and status of a senior officer and a professional doctor; rather he should take the matter in a missionary spirit. My talking to him in all sincerity brought the desired change in his attitude. In the next couple of days, Dr.Narendra's altruistic image was clearly noticeable. All the nursing students returned to the project. In addition, some social workers of the city also joined , under the leadership of Smt. Suman Chowdhary. *sewa* had earned itself a reputation!

#### **Experiences of Volunteers in 'sewa'**

1. **Envisioning mother's image in a destitute patient** - Pooja, a second year nursing student was assigned a female patient, admitted in 3 DE ward. When Pooja approached her, the patient was reeking human waste. Pooja found her unconscious and her clothes were soaked in excreta. Pooja watched her for a while and then went away. On the way to hostel her soul chided her, “if my mother were in such a pitiable condition, would I leave her alone?” Her conscience answered “NO”. She returned to the patient. She called a sweeper from the lower floor and changed the patient's clothes with the sweeper's assistance. She attended the patient through the night with great concern. In the morning the patient regained consciousness and blessed Pooja. On her way back to the hostel, Pooja felt a contentment that fell short of words.

**Impact of this experiment** – This incidence created new awareness and sensitivity amidst the other nursing students also. Serving in general and serving such patients in particular has three stages – hesitation in serving, difficulties in actual serving and happiness derived after serving. Still the truth remains - more the difficulty in serving, greater is the happiness after serving.

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2. **An unforgettable experience of service**– Nursing assistant Poonam Sen had a chance to serve a destitute patient in poly trauma ward. This

patient was admitted two days ago. His legs were bandaged and his clothes were soaked in blood. When Poonam spoke to this 65 years old patient with a kind smile, he asked for some water. Poonam helped him to drink some water. The patient told her that he was thirsty since a long time and he blessed Poonam with deep gratitude. Poonam helped him to change his blood soaked clothes into fresh clothes. She offered him a cup of tea. Later during the day, she sat near him, helped him eat food and gave him the prescribed medicines.

While leaving in the evening after duty hours, the old patient looked at her in an affectionate manner with expectation and addressed her as his own daughter. He asked her if she would come back the next day. Poonam felt overwhelmed with a novel happiness and satisfaction. She wrote about her experience in *sewa*, "i believe that God's gifts are never small, and a half-hearted commitment is no commitment. There is no substitute to a life of service.

Smt.Suman and the nursing students were often the target of jest and scorn inflicted by the workers of the ward and doctors but their dedication won everyone's heart. Gradually, many bystanders started extending helping hands. Many hospital workers started offering to help the destitute patients in the spirit of repentance for lapses committed by them.

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**3. Atonement duty becomes a rewarding experience** – One day a pharmacist arrived late for duty. She admitted her lapse and assured never to be late again. In order to atone, she was assigned a duty in *sewa*. When Dr. Narendra assigned the duty in *sewa*, she seemed ready but at the time of executing the job, she started crying, saying that it was a very exacting punishment. Dr.Narendra spoke to her encouragingly and affectionately and convinced her that she too would have a satisfying experience like others.

She came to me after the duty in an excited mood. I asked, "how tough was the duty?" She thanked me earnestly and requested for another such duty, this time not as a punishment but as a reward. I was really surprised! She had attended an old patient who had nobody to look after him. She felt very sympathetic towards the old man. The pharmacist had helped the patient to change his clothes and also helped him get himself x-rayed.

Later she asked him about his favorite food item. He told her that he enjoyed *rasagullas* (sweet). She walked up to *Ajmeri gate* market to get him some sweets. The old patient was delighted and blessed the pharmacist from the bottom of his soul.

**Impact of this experiment** – The pharmacist described that day as the best day of her tenure at SMS hospital. She became more sensitive towards patients and this incidence brought an intrinsic change in her. Every human being has both the devil and the divine within. Whether the devil dominates the divine or vice versa depends upon how much inspiration is available to the person.

About 80-90 destitute patients get admitted in SMS hospital every month. When the reasons for such desertion were analyzed, the primary reason discovered was addiction to alcohol. They were from their discarded because of their drinking habit.

In one of the serious cases, Dr. Narendra Singh spoke to the wife of such a patient, she reported about the cruelty, that her husband resorted to when drunk. She would not come to the hospital to take care of him. As the condition of the patient turned serious, Dr.Narendra called his daughter. She was equally upset and retorted that if he was dying, it was better that he died. His family members were least interested towards his care because care would revive him and if it were so, they would have to undergo the same torture again. Such stories are generally beyond imagination but these are very common when it comes to destitute people.

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**4. Nodal Officer gives up smoking**– Just a few days after launching *sewa*, I came to know that the nodal officer, Dr.Narendra Singh was used to smoking cigarettes. I wanted the habit to be checked. I called Dr.Narendra Singh to my office. On his arrival, I put the question to him, "is it true that Dr.Narendra who engages in such great service as *sewa* indulges in smoking cigarettes?" Dr.Narendra stood stunned and silent but sheepishly admitted that he was addicted to smoking and henceforth he would quit the habit.

**Impact of this experiment** – Dr.Narendra never resorted to smoking after that. Due encouragement and recounting a person's virtues motivates a person to renounce vices. A doctor who smokes sets a bad example for

patients. It is akin to a holy man indulging in adultery. This can be taken as a gross violation of piety. Such open discussion can help a good person get rid of any vices.



*Gandhi Marg :  
A Solution to working less and  
accusing more culture.*

4

## Non-violent solutions for violent incidents

**T**hough a majority of doctors are not from the wealthiest section of society but they get optimum opportunities and happiness. Recovery of a seriously ill and dying patient with treatment is gratifying act that every doctor experiences. Yet there are times when some patient does not recover or proper treatment is not extended to the patient or the patient's condition deteriorates. Often the relatives of such patient turn aggressive and violent in such situations. The best way to pacify such violence is to practice non-violence firmly. A few such instances that took place in the hospital are narrated below.

**1. Renouncing arrogance** – It was about 7 p.m. I received a phone call that a relative of a patient had slapped a resident doctor at the hospital. The police was called and the relative was taken into custody. Still the resident doctors were very angry. Such situations were frequently the reason of strikes by the resident doctors in the hospital. Such a strike miserably hampers the smooth running of the hospital greatly. I anxiously wondered, 'how should I solve this problem?' In the effort to pacify them, I sent the doctor on-call, deputy superintendent Dr.Sunit Ranawat to the hospital. After assessment of the situation he rang me at around 9 p.m. that a large crowd of resident doctors had gathered and the situation was apparently getting out of control. I assured him that I would reach there in short time. A

little worried, I reached there around 9:30 p.m.

On arriving, I saw that about 50-60 resident doctors had gathered. The police officer Mr.Hari Ram Kumawat was also there. I brought all of them to my office to decide the further course of action. Resident doctors gave details of the incident. After listening to them patiently, I asked as to what should be done next. Several plausible solutions were put forward like a written apology, police case, and tighter security for residents and so on.

I wanted to test the aptitude of the residents and I offered them to exact revenge by beating the relatives of the patient. I was relieved to notice that not a single resident doctor endorsed this idea. At this point, I asked if the needed course of action could be left to my judgment. They nodded in agreement but with a demand that action must be taken then and there. I assured them that it would happen. I requested the police officer Mr.Kumawat to present the aggressive relative. He was brought there. On my persistent asking, he admitted his mistake and apologized for his action.

At this point, I used my favorite Gandhian formula of penance and asked for his choice. He offered a sum of Rs. 10000 for the benefit of poor patients. On my enquiry about his occupation, he stated that he was a manager in a company in Noida. The residents did not approve of his offer. On this, I asked both the sides whether they would trust me. "Yes" was the unanimous response.

At this, I suggested to the relative that either he must come and serve the patients in the ward for next seven days or donate blood for some needy patient. He appealed that it was practically impossible to get 7 days leave from the private company where he worked and he could not donate blood because he was afraid to do so.

I then asked if he had ever received blood. He recalled that when he was about five years old, he needed blood and his father had donated blood to him. I continued to ask him if he would hesitate to give blood if his child needed. To this question, he quipped that he would not hesitate to do so. That was the crucial time to strike the cord. I insisted that he should donate a unit of blood then and there for a patient suffering from cancer, who needed blood urgently .He donated blood for the cancer patient.

The resident doctors and the culprit relative were satisfied and gave up

animosity; shook hands and embraced each other. They promised to be friends in future. In a situation like this, I have found the illustration of figure 6/9 given in chapter 2 very helpful in spreading harmony. During the conversation itself, people realize their own fault and guilt sets in.

**Impact of this experiment** – If the resident doctors would have gone on a strike, the care for the patients would have been badly jeopardized. In such a situation, my objective and effort was to primarily avoid strikes or suspension of hospital services. The experiment of repentance served as an effective tool to arrive at a solution and it avoided the possibility of a strike by resident doctors.

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**2. Averting a mob clash** – It was september 2, 2013. I had finished lunch in my office in the hospital and was planning to have a cup of tea. Suddenly, I heard loud voices outside. I went to the porch and observed that about 10-12 boys were running towards the exit. I was informed that they were from Maharaja College and they had beaten a pharmacist. I asked the security personnel to catch them and call the police. Security personnel caught two of them. I realized that I was given wrong information; they were actually medical students from SMS Medical College. The police took them in custody. In a short while, about 100 pharmacists, computer operators and other workers on contract, gathered around the police station to demand that the guilty medical students should be punished.

In the meantime, while climbing up the porch stairs, I noticed that about 300 medical students were also rushing towards the police station, located inside the hospital premises. I immediately sensed the seriousness of situation and realized that if the students and pharmacists crossed paths, the situation would turn bitter and we could expect serious violence or a mob event. I stopped the students behind the channel gate. I heard them patiently and advised them to gather in the auditorium for a dialogue. I sent Dr. Sunit Ranawat with them. Then I went to the pharmacists who had gathered near the police station and advised them to gather in the lecture hall. I requested Dr.Rajesh Gupta to take them there.

I first talked to the pharmacists and related staff. The pharmacist of the shop, where the trouble started, explained that one of the medical students came to the pharmacy with a prescription for medicines but he jumped the

queue, insisting that he should be given medicines first. The pharmacist asked him to wait for his turn. He insisted that he was a medical student and should receive the medicines first. At this, the pharmacist taunted upon his fake credentials. The situation worsened and turned unpleasant.

After the altercation, the student came back with a couple of friends and started beating the pharmacist. Later during counseling, I stated that beating the pharmacist was definitely wrong on the part of the student and his group. I also beseeched the pharmacist and asked him if his impolite behaviour towards the student was correct. The pharmacist kept quiet. On this, I addressed the people present there and asked them to raise their hands who believed that the trouble rose to that level because of their conduct. Two pharmacists raised their hands. I sent them to my office, assuring others that justice would be done.

Then I went to meet the medical students gathered in the auditorium. They pleaded that the arrested students had their examinations the next day and if they were not released the same day, their future would be in a soup. I assured them that they would be released that day itself but asked the rest of students who were a part of the misconduct and violence to come forth and admit their mistake. Three of them admitted their mistake. I asked them also to proceed to my office.

In the meantime, I requested the police officer Mr.Rajendra Singh to bring the arrested students to my office. In my office both the group admitted their mistake. I shared with all the incidence of penance by Mahatma Gandhi. The effect was instant and all were willing to offer service. Two students offered to donate blood while the other three pharmacist group gave up ice-cream for a month.

**Impact of this experiment** – Pharmacists and medical students are integral parts of a hospital. Any clash amongst them is against the well-being of the Hospital. My first objective was to make sure that the matter did not get out of hand and the second one was to involve both the sides into a non-violent and soul-searching repentance to clear the air of persisting prejudices.

Dealing patiently with such an incident had a positive impact. Persons at fault readily accepted their mistakes and we succeeded in assuring that such incidents would not recur. Such a solution helps in removing the possibilities of recurrence and feelings of animosity.

**3. Failure is the key to success-** One day in my office, I received a phone call from Dr.Dharm Singh, assistant professor of orthopaedics. He reported that while he had gone to meet a relative in south wing ward 2 the resident doctor, Dr.Rahul misbehaved with him and in a state of agitation, a scuffle had taken place. I immediately sent Dr.Sunit Ranawat there. Since the incident took place in the unit of Dr.Subroto Banerjee, I asked him to join us

I reached the ward along with Dr.Banerjee. Dr.Dharm Singh's arm was bleeding due to injury. Dr.Dharm Singh said that he enquired about his relative's condition but Dr.Rahul totally ignored him. On this, Dr.Singh got annoyed and asserted his presence in a loud voice. Dr.Rahul also raised his voice and spoke rudely that led to a heated argument and eventually a scuffle.

Such behaviour with a senior even after giving introduction was unfair. Hence I held Dr.Rahul responsible. He admitted his mistake. Then I turned towards Dr.Dharm Singh and asked what punishment he would suggest for Dr. Rahul. I suggested options that Dr.Rahul could be beaten right back or he may be handed over to the police. Dr.Dharm Singh did not agree to both the options.

I then suggested that the matter be left to me to which both doctors agreed to. I asked Dr.Rahul to do three things. The first thing was to touch the feet of Dr.Dharm Singh, considering him as an elder brother and seek apology. The second thing was to donate blood to a needy patient. The third thing was to befriend Dr.Dharm Singh in a month's time. Dr.Rahul touched Dr.Singh's feet and asked for forgiveness. For the purpose of blood donation, I asked Dr.Banerjee to look for a needy patient and arrange donation.

In the meantime, Dr.Dharm Singh had a change of mind and he came up with a queer desire to slap Dr.Rahul two to three times which I was firmly against. I tried to explain to Dr.Dharm Singh that it was unfair, more so when Dr.Rahul had touched his feet and asked for forgiveness. Dr.Dharm Singh retorted that he would take the complaint to the principal. My efforts were in vain and Dr.Dharm Singh took the matter to the principal who referred the matter to the discipline committee of the college. Statements of different people were taken over the next 15 days, parents of Dr.Rahul were called and he was suspended for seven days. The matter was settled issuing

warnings to both of them. When Dr. Rahul joined his duty after his suspension term was over, I called him and reminded him about the two pending things; blood donation and befriending Dr.Dharm Singh.

He was earnest and answered that he would surely donate the blood but he was afraid of Dr.Dharm Singh who still appeared to be angry with him. He feared that Dr.Dharm Singh may still take his chance of beating and hurting him. Dr.Rahul's father too had warned him to be careful of Dr.Dharm Singh.

At this, I asked Dr.Rahul if he would like to conduct an experiment. He hesitantly agreed to my idea. My recommendation was that he should go to Dr.Dharm Singh's residence the next day and should politely request him to fulfil his desire to slap him two to three times. Dr.Rahul felt scared that he may be beaten up roughly. So I called Dr. Sunit Ranawat and advised him to go along with this young man.

Next morning Dr.Rahul went to Dr.Dharm Singh's residence along with Dr.Sunit Ranawat. Dr.Rahul alighted from Dr.Ranawat's car, and went towards the entrance of Dr.Dharm Singh's residence, turning back several times to make sure that Dr.Ranawat had not left him in lurch. Dr.Ranawat waited outside while Dr.Rahul went in to the house alone. About half an hour passed, Dr.Ranawat lost his patience. He called me anxiously on the phone; he was worried that things may have turned ugly inside the house. Just at that point, Dr.Ranawat observed something unimaginable. Dr. .Rahul was coming out of Dr.Singh's residence smiling and beaming. Dr. Rahul exclaimed "after all, Dr.Dharm Singh is not a bad person. He showered affection on me, as his own younger brother and he encouraged me to study better and be a great man!"

**Impact of this experiment** – Certainly, it was not ethical for Dr.Dharm Singh to hold a desire to slap Dr.Rahul even after he touched Dr.Dharm Singh's feet and asked for his forgiveness. I often used to think of this incident as a failure of the Gandhian experiment. Then another idea struck me of an experiment conducted by Gandhiji in Champaran.

When Gandhiji launched his movement in Champaran (a town in Bihar state), a powerful land lord declared that if he ever came across Gandhi alone, he would kill him. That land lord was already being prosecuted for several murders. People had advised Gandhiji to be mindful of such a

warning. Gandhiji made a note of the suggestion. However, the very next day early in the morning, he was at the door of land lord's house all alone. He knocked at the door. Rubbing his eyes and half-awake, the land lord was stunned seeing Gandhiji all alone at his gate. Gandhiji spoke softly – "I heard that you wanted to kill me when I am alone. Therefore I am at your door so early in the morning since during the day, I am always surrounded by a crowd. Please carry out your desire to kill me without anyone witnessing the same." The zamindar fell at Gandhij's feet and later became his ardent follower. Dr. Rahul repeated the same example and made Dr.Dharm Singh a friendly guardian.

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**4. Strike called off, liquor renounced**– It was a Sunday morning around 9 a.m. I received information from Dr.Ani Dubey regarding a sudden strike by ward boys. On enquiry, I learnt that Dr.Manish, a neurosurgeon slapped a ward boy for being negligent at duty. Dr.Dubey, Dr.Rajesh and Dr. Ramavatar were talking to both set of people. By the time I reached there at around 11 a.m., the matter was almost resolved. Dr.Manish was already in my office. When I spoke to him, he admitted his sudden anger and felt guilty about it. On asking for penance, he promised to give up the habit of chewing his favorite *zarda* (chewing tobacco).

Mr.Mahendra Singh, the leader of ward boys association was waiting in the outer room with his supporters. Immediately on my arrival, Mr.Mahendra Singh blurted "sir, your doctors mistreat workers belonging to our ward boys association at their whim. We shall not tolerate such victimization." I admitted that slapping was unfair and assured that such things would not take place in future. At the same time, I asked Mr.Singh and his supporters if it was correct to call on a strike, as it would lead to negligence in the care of patients; wouldn't they consider it appropriate to solve a problem by mutual discussion? Mr.Mahendra Singh understood the gravity of the situation and admitted that it was a mistake to go on strike in anger.

On the matter of penance, he promised to give up alcohol for good. One year later, I came to know that Mr.Mahendra Singh had kept his word and never resumed drinking. However, Dr. Manish could not leave his habit of chewing tobacco and after a few months, he resumed his habit.

**Impact of this experiment** – The solution to the above situation proved the proverb, 'killing two birds with the same stone'. While on one hand, the workers took to their duty with greater responsibility; on the other side, their bad habits were checked. Besides this, misunderstandings were also cleared and the working atmosphere turned cordial again.

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**5. Non-Violence overwhelms Violence**– The road running between the emergency wing and the girls' hostel of the hospital had unusual traffic congestion. This caused excessive noise and smoke pollution within the hospital premises. Therefore, a decision was taken to close gate No.1 which would prevent this traffic flow. The girls of the hostel had also demanded the closure of this gate. It was a Sunday when the gate was closed for the first time. Things were quiet and smooth during the first day but I received a telephone call from Dr. Sunit Ranawat the next day that the lock was broken by someone in the night. I asked him to arrange for a new lock in place of the broken one. The lock was again broken on the second day. I was informed that it was being done at the behest of a leader of the nursing employees union. I called the employees residing in the area and they all approved the closure of the gate. Dr. Ranawat was of the view that the leader should be arrested. However, I advised to get half a dozen new locks instead of getting him arrested. Two more locks were broken but every time a lock was broken, a new one was replaced. After breaking four locks, the fellow got tired and came to my office. I spoke to him patiently. After half-an-hour's discussion and listening to me, he admitted his mistake and he also agreed to close the gate.

**Impact of this experiment** – Non-violence proves more powerful than violence. The angered employee broke the locks. Eventually, he got frustrated of his action in rage, since he did not succeed in getting the gate open. On the other hand, if he were arrested, he could be further infuriated and his other fellow employees would have come out in his support. When non-violence is fearless, it is stronger and many times more effective than violence.

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**6. Angry relatives: communication leads to resolution**– Numbers of patients coming to SMS hospital are ever increasing. The crowd has to be

managed not only in the outdoor sections but also in the wards where there is shortage of beds. For example, with 20 bed facility in one unit of medicine, there could be around 50 new admissions. On the day of admission, ordinarily about 10 beds are already occupied. Thus only about 10 beds remain free for new admissions. In case of 50 admissions, 20 are laid down on benches and the next 20 on mattresses on the floor. Patients come from far off places with high expectations (the hospital being the largest and with the widest range of services). Besides the need for sufficient number of beds, the strength of nursing employees remains inadequate. This hampers the quality of medical care to some extent. Situations involving some unavoidable squabbling and bickering between the hospital staff and patients or their relatives are thus frequently raised. Good communication is therefore, the first key to a satisfactory relationship between hospital staff and patients and their relatives. To foster better communication, I started taking a session for the relatives of patients where all the doctors and nursing staff were also present. We trained the care-takers of the patients in a few aspects of patient-care, for example - how to measure temperature, how to feed the unconscious patients, when to feed the cardiac patients, and so on. We also explained the method and significance of keeping wards and toilets clean.

We told them about the ill-effects tobacco and alcohol intake on the health. We also made them aware about the diseases caused by these substances, which were often fatal. Learning about the harmful effects of consumption of such substances, many relatives would undertake to never take up such harmful habits.

It was ascertained in such sessions as to which of the patients were genuinely unable to afford the cost of treatment. As a result, a pool of money was collected by donations in such meetings which was given to the needy and poor patients. To motivate others, I used to make the first donation by offering Rs. 100 from my pocket.

**Impact of this experiment** – Impact of these simple steps of such sessions was observed. For instance, it was frequently observed that the heart-patients in the initial stage used to go to toilet by themselves and by doing so, they invited another heart-attack. Offering food or water while the patient is lying down could cause even the risk of death due to aspiration. Such 10 points and precautions were taught and explained to the relatives

of patients. This led to better care of the patients by their relatives themselves and avoided many untoward events.

Such communication created a better sense of confidence in the patients too. Relatives under instructions contributed to the recovery of patients in an effective manner. On the other hand, service frictions in the wards came down considerably.

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**7. Aggressive relatives commit to duty calls**– On a patient's death in ward 2 F, his relatives had a scuffle with the doctors blaming them for being careless. The police came to the spot and asked the dead body to be kept in mortuary. Next day, the relatives approached Mr.Kirorilal Meena, the then MLA. The people present there threatened to surround the police station. Resident doctors filed a case of violence and beating while the relatives filed a case of negligence.Dr. C L Nawal and Dr.Anil Dubey had long sessions with both sets of people and relatives agreed to accept the dead body after post-mortem. After two days, a meeting between the doctors and relatives was held to mutually understand each other view points and settle the matter.

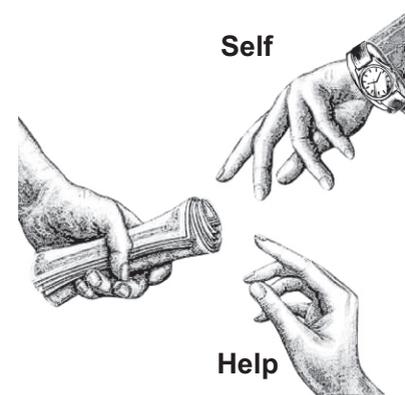
The mutual discussion at the meeting helped in sorting out the matter and the patient's relatives realized that the death was sudden and in natural circumstances. The relatives admitted that the shock of death got them in a frenzy and they attacked the resident doctor. They were ashamed of their conduct that followed in a sudden fit of anger. In atonement, two of them agreed to take duty assignments in the service of destitute patients in *sewa*.

**Impact of this experiment** – Through the experiment of dialogue and repentance, the abrupt bitterness was put off and a settlement reached over the police case.

When a medical student reaches the stage of being a resident doctor, there is a major change in his or her life style. He serves about 30 patients in one ward for 24 hours. If we do not count the three hours that he spends on round with senior doctors, for the rest of time, he alone is responsible for the care of patients. On one side, the resident is pestered with enquiries from the patients and care-givers; on the second side, hammered with instructions and reprimands by the senior doctors; and on the third side, he is burdened with loads to study. Thus, the resident has a low threshold of

patience. This type of attitude may complicate situations many a times. On the other hand, care-takers or relatives are also frustrated and in despair because of the grave condition of their patient.

Under such tremendous physical and mental conditions, losing of one's temper is not unusual. The control of such physical aggression cannot be brought about through security, police or close circuit televisions. Solution of such untoward events can be found only through the exercise of restraint and non-violent methods by the senior authorities. The Gandhian practice of repentance has always been found very effective in such cases.



*Money spent on help of a person in trouble is certainly more pleasurable than spent on self in best way.*

5

## The joy of giving

**M**oney has become extremely important in the society these days. Most of the young people dream to become rich in the shortest possible time. They engross themselves completely in trying to turn their dream into reality. They wish to acquire happiness but fail to have it because they do not know the art of acquiring it. Money is certainly important in life. Even Mahatma Gandhi considered earning money with hard work as good.

Honest money is earned with hard work and sincerity. Earning by exploitation of some one's helplessness is sheer dishonesty.

Before joining government job many young patients ailing with asthma consult me and ask whether they would fail the medical test for the job they were aspiring for. Besides offering them the medical advice, I asked them to conduct an experiment to learn the art of acquiring happiness. I told them that they were about to begin their jobs and start earning money. It is good to earn money but it is important to question yourself. "How to procure happiness with the money earned?" I recommended that they carry out an exercise "self-help" experiment described in chapter one. In this experiment one can learn how to enjoy life meaningfully through the earned money.

For this, I would give them Rs.100. After the completion of the experiment, almost everyone said that they experienced more happiness in spending the money on others than on themselves. "That is the way to achieve happiness" I told them. Surely, earning money is a goal but the

greater goal is how to achieve greatest happiness with the earned money. If young people learn this art at the beginning of their careers, they can lead a happy and a balanced life. Then they would be earning happiness instead of earning money alone. Many young people made a commitment to practice this in their government jobs, by not taking bribe and not harassing the people coming to them, rather helping them to achieve happiness.

I would cite some actual incidents in connection with this experiment.

**1. Bribe used in self reformation by a corrupt official-** A government officer's daughter was admitted in the hospital with high fever and cough. She was suffering with pneumonia. When she started recovering, her father came to see me at my residence. I explained to him the condition of his daughter. He felt satisfied and he offered Rs.500 to me. It is considered a bribe to take money from the relative of a patient admitted in a hospital and when I turned down his offer, he suggested that he was offering only a token sum for the time given by me.

I took the money from him and told him, "I have kept your wishes. Now may I ask you to do a personal favor to me?" To which his reply was an eager "yes". I gave him Rs.500 back and asked to him to do the "Self-help experiment".

When I met him 2-3 days later, he informed me that he bought an umbrella with Rs.250 since he needed one to protect him from rains. With the remaining money, he arranged for medicines for a helpless person admitted in the ward. "In which act did you get greater happiness?" I asked. Buying the umbrella was his need and therefore, he felt good, but his happiness was boundless in helping the needy patient. Helping someone else rather than spending it all on ourselves is a great source of joy, He said.

**Impact of This Experiment** - This experiment motivated a government officer to help needy persons seeking his help.

**2 Where lies greater satisfaction?** – A lady brought a helpless person to my residence for medical consultation. I checked the patient and handed over a prescription. The lady informed me that the old patient had no one to take care of him. After learning this, I declined to take the consultation charges and asked her how much happiness she derived in helping the old person.

She said that it was boundless. I continued asking if she ever took her

parents to the doctor. She replied that she took her father to a doctor when he fell sick the year before. I further enquired that if she were to compare, when she did feel happier – now or then? Her response was a clean admission, "obviously now, since helping a needy is like a sacred duty. Sir, you too have realized this and therefore, declined to take your fees."

God made human beings such that they derive greater happiness in helping people in need or distress.

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**3. Self-help by helping others**– Once a person, about 30 years old, came to me with his father. The son complained of breathing troubles. Upon checking, I found that he was possibly suffering from a mental problem rather than from breathing problem. So I enquired whether his business was dull. The young man replied that it was not so, rather his grocery business had flourished twenty times during last three years. When probed further, his father clarified that his son had taken a standard car whereas his wife demanded a more expensive luxury car and that created the stress and tension.

I gave Rs.200 and prescribed him the "self-help experiment." He came to me in the evening with his test reports which were normal.

About the experiment he revealed that, when he left my chamber, he felt very thirsty, so he went to the nearest juice center and relished two glasses of his favourite fruit juice. There he came across three very poor children who appeared ill-fed and very hungry. He took them to a nearby sweet shop and got them sweets of their choice. They ate them merrily with great gratitude. The young man very heartily enjoyed two glasses of fruit juice but more than that, he admitted that he was deeply content after feeding the hungry children. If you wish to have sustained satisfaction avoid comparing yourself with anybody else and expecting anything in return of the help that you have extended.

I recommended him to repeat this self help experiment with his wife periodically and such an experiment should be done without expecting anything in return. "It is advised treatment for you"- I said. The young man touched my feet and left very happily.

**Learning point** – His business grew twenty times over a period of three

years but it could not give the young man any happiness since he could not fulfill the demands of his wife for a higher car model, rather it created mental stress. He realized that spending on help is a bigger but secret way of acquiring happiness than spending it on one's own self.

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**4. Atonement helps to buy happiness** – Many serious patients of asthma and COPD need ventilator machines named Bi-Pap. The market price of this machine is quite high. Mr.Pradeep Sharma and Mr.Hitendra Rathore were managers in the company that made Bi-Pap machines. They had assured me that they would sell these machines at a lower price to our patients. But Mr.Pradeep Sharma still collected higher price from some of our patients.

On my reminder, he returned the extra money to the patients. I called Mr. Pradeep Sharma to put a check on such a mistake in future. Mr. Pradeep came to me along with Mr.Hitendra. Mr.Pradeep admitted the lapse and assured no repetition in future. I requested Mr.Pradeep to conduct an “self-help experiment”. I gave him Rs.200.

Later Mr.Pradeep recalled his experiment and its happy results to me. He told me that he was in a dilemma next morning about spending the money for self. In the evening, he decided to go out with his wife to enjoy coffee in a restaurant in Vaishali Nagar which they had not done for over a year. They enjoyed sipping coffee and spending quality time together after a long time. It was a lesson for the couple that they could find joy after spending a small sum of money too. In the second part of the experiment, he needed to use the remaining Rs.100 for helping someone else. Looking around, he observed that a man and his wife were working as laborers in a nearby construction site. Their child, about eight years old, was sitting on a heap of *bajri* (fine gravel). He played for some time and later started crying because he was hungry. Mr.Pradeep bought a packet of biscuits for the child. The child ate the biscuits with much delight. Mr.Pradeep advised the father of the child to send him to school, as the boy was of school-going age. However, the man did not understand the importance of education and refused to send his child to school.

In order to spend the remainder of money, Mr.Pradeep took the child to a nearby toy shop and asked the child to select one toy of his choice. The child

selected a toy car that ran with a remote control. Rs.90 was spent in getting this car. The child showed his prized possession with great happiness to his parents.

Mr.Pradeep was very happy and content after the experiment. He happily admitted that going out with his wife and having coffee with her and doing something for the poor child were both pleasant experiences. However, helping the child provided greater satisfaction and happiness than personal conquests. He promised that he would never forget to be kind to the patients.

**Impact of this experiment** – Many a times, the purpose of life gets restricted to only earning money and one remains deprived of the joy of spending the earned money. In the example cited above, spending to enjoy quality time with his wife and spending a similar amount of money for providing food and toy for the poor child were the moments of inspiration and learning for Mr.Pradeep. He learnt the art of purchasing happiness.

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**5. Never defer good deeds, now is the best time** – Several years ago, I was examining patients on a Sunday morning. At that point, a gentleman came with his aged mother, accompanied by my acquaintance Mr.Jay Kumar Dokwal. Mr.Dokwal introduced him as Mr.Sampat Bachhawat, a person who had a dedicated philanthropic nature. I was further told that he had helped patients in need.

I used to have many patients whose lungs were damaged because of excessive smoking, it was extremely serious as they were inflicted by a disease called chronic obstructive pulmonary disease (COPD) and they had to be kept on a ventilator machine, 'bi-pap'. Patients were required to use this machine daily for 10 to 12 hours and mostly for whole of remaining life. One machine costed around Rs. 1 lakh. We used to provide such machines to COPD patients for their entire life-span at a subsidised cost of Rs. 20,000 to 30,000 through donations received from Asthma Bhawan.

Mr. Sampat enquired about our requirement for that year for running the project. I said “ I would estimate and let you know today or tomorrow”. Then he asked me to define today and tomorrow. Not satisfied with my answer, he explained that for him today is within twenty four hours and time thereafter,

is tomorrow. Tomorrow may range from one day to years. He sent the estimated money for poor patients within 24 hours. It was a remarkable learning experience for me.

**Impact of this experiment** – Mr.Sampat Bachhawat probably met me for the first time. I did not anticipate such a instant decision on my request. This incident revamped my notions of money and resources. Mr.Sampat's benevolent association with the hospital continued even thereafter. He arranged for drinking water purification system not only in the entire hospital but also in three student hostels.

Another person of such graceful attitude who came in my contact and later became my friend is Mr.Jai Singh Sethia who keeps assisting the hospital whenever needed. He is also an icon who acquires happiness in helping others. He spent millions of rupees on patients in distress or on developing facilities to relieve distress of the public coming to SMS hospital.

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**6. Commission-seeking male nurse reformed** – A nursing worker was observed to be very hard working and prompt. I came to know the darker side that he was taking commission on the medicines purchased by ward patients, though there was no proof of this allegation.

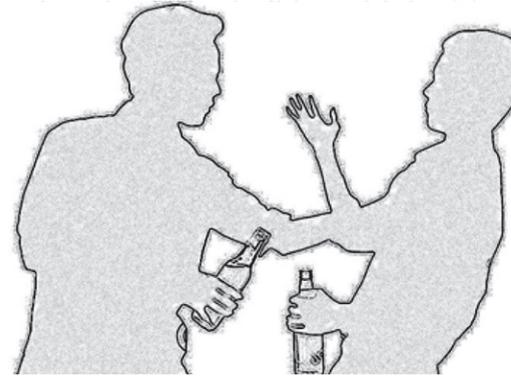
I called him and explained that it was immoral to indulge in such kind of behavior. He promised that he would not do so in the future. About three months later, I came to know that he was still doing so. I relieved him of his duty immediately. He came to my house and pleaded guilty. I sternly asked him about how much money he had taken as commission. He replied that he had collected about Rs.2,500 as commission on medicines and promised to refrain from doing so.

I told him if he spent the same amount of money in helping poor and needy patients, I would see that he gets posting at same place again. He spent the amount of Rs.2,500 for the benefit of poor patients. Subsequently, he got his posting order in about a month's time.

One day, I enquired whether the happiness he felt was more when he used to earn commission or when he helped the patients. His reply was straight and positive – he felt greater happiness in helping the poor patients.

**Impact of this experiment** – The male nurse realized that the joy of

helping others outweighs the joy of getting commission.



6

## Alcoholism – Problems and solutions

**T**he craze for taking alcohol nowadays has increased excessively. Drinking has become a prime contributor, not only for causing multiple diseases but also for devastating road accidents and crimes alike. Gandhiji boldly declared that if he was made dictator for a day, the first thing that he would have done was a total prohibition on drinking alcohol. During my tenure at the hospital, many incidents related to drinking came up and the solution was found by following *Gandhi Marg*. I would like to cite some of them.

**1. Forgiveness leads to reform–** A few days before *holi* (festival of colours usually in march-april), I received information around 3 O' clock in the afternoon, that an employee on duty was drunk. He had slapped two other employees named Suresh and Sudhir. The police arrived and arrested the drunk employee named Satpal. This incident disturbed me and I wondered even after so many counseling about the harmful effects of alcohol and tobacco, such incidents were taking place. Suddenly, a thought clicked in my mind; why not experiment with *Gandhi Marg* to resolve this problem.

I called Suresh and Sudhir. After listening to their version of the incident patiently, I asked if they would like to try an unusual experiment and grant bail to get Satpal out of the jail.

They agreed and withdrew the complaint. Satpal was released because of the exemplary act of kindness by Suresh and Sudhir. Next day, Satpal came to me apologizing and promised that he will never touch liquor again. In penance, he promised to take three duties in *sewa*.

A day after that, I called a meeting of the employees. After presenting a detailed description of the incident, I invited Suresh and Sudhir on the stage and complimented them for their act of kindness to get Satpal released. All the other employees congratulated them as well. At the end of this meeting, two more employees declared their renouncement of liquors for good. Suresh and Sudhir had the habit of chewing tobacco. They also gave their word to quit chewing tobacco.

After the experiment, Satpal however, had a drastic transformation. Satpal attended duty in *sewa* not just for three days but he continued it for six days. When I asked him the reason for attending more duties, he explained that he felt a sense of attachment to the patient he was serving during his duty in *sewa*. He added that this patient needed fixator equipment that would help his bones to set in proper alignment. The cost of such equipment was around Rs.10,000 and the patient needed my help. It was a chance that the owner of the equipment supplier also wanted to make penance for some other matter. He gave the equipment for the patient and never took any money.

After a month, the patient had fully recovered and was discharged from the hospital. It is to be noted that the patient in question did not belong to the same state or followed the same religion as Satpal. He was a muslim from Jharkhand (another state). Satpal helped him irrespective of these factors. For him, Satpal was a god sent, who saved his life.

**Impact of this experiment** - From then onwards, Satpal did not consume liquor any more. He became more conscientious and sincere about his work. He learnt that the secret to the treasure of happiness lies in helping someone in need. Satpal went all the way from guilt to greatness.

Suresh and Sudhir enacted their revenge, not by slapping him back but by winning Satpal's heart. Such experiences are unique and bring about happiness through a kind and friendly gesture. Suresh went a step further to give up the potentially fatal habit of consuming tobacco. However, Sudhir could not keep his promise and restarted tobacco.

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**2. Repentance settles dissent** - One day early in the morning at about 6, I received a phone call from the additional superintendent, Dr.Randhir Rao informing me that a contract agency attached to the hospital had organized a cocktail party in a hotel the previous night. In the party, two resident doctors of the hospital were arrested on the charges of fighting and a rough scuffle under the influence of alcohol. I talked to the Police Commissioner, Mr. B L Soni. He assured me of considerate proceedings.

I went straight to the police station at 9.30 a.m. where the officer –in-charge assured me that the arrested resident doctors would be released by 10 O'clock. When enquired about the matter in detail, I came to know that first drinks and then food fell short of the requirement in the cocktail dinner. This created a ruckus. Resident doctors got annoyed and angry. The strictness and discourtesy by hotel guards further aggravated the situation and things went out of control. Some resident doctors pushed and clashed with hotel staff. Eventually the police came and arrested the two resident doctors.

Both the resident doctors came to my office the next day and stated that the police harassed them unduly. I asked them if they were drunk at the time of the incident. They admitted that they were! At this point, I took the opportunity to explain to them the bad effects of alcohol. I told them that there are two types of deeds – good and bad. Bad deeds included theft, fighting, murder, rape and so on. I asked them if they would indulge into such bad deeds to which their response was clear no. I asked if they knew of a magician who could force them into doing all kinds of such bad deeds against their will. They said no one could force them into these bad and ugly acts. Then I clarified that alcohol could make them do all such wrong deeds. During our conversation, a glimpse of guilty consciousness could be clearly observed on their faces. Both of them promised that from that day onwards, they would never consume alcoholic drinks.

About 15 days later, the owner of that contract agency came to see me. While talking to him, I mentioned him of the mistakes he committed by offering a dinner to the doctors. I explained his mistakes. The first mistake was not seeking permission from the hospital administration for organizing a party for resident doctors. The second mistake was that even if he had taken permission, alcohol should not have been served. The behavior of the

resident doctors under the influence of alcohol should have again been a consideration. The third mistake was that police should not have been called and organizers should have handled the matter themselves. The fourth mistake was that even if the police was called, the organisers should not have let the residents get arrested. And the last but not the least, the fifth mistake was that he and his team failed to make any effort to get the resident doctors released after they were arrested.

He felt guilty and expressed his regrets. I asked him what kind of penance he wished to offer. He asked for my suggestions. I asked how much money he had spent on drinks in the party under reference. He quoted a figure of rupees 1 lac. I enquired whether he would mind spending a similar sum for developing a garden in the hospital. He readily agreed to it. His contribution was utilized in the development of the hospital garden over the next three months.

**Impact of this experiment** – A trend has set in the young doctors to take drinks as mark of their modernity. After working long hours in a hospital, alcohol helps them relax and slowly it becomes a habit which is hard to give up. They take to this habit being fully aware of the harmful effect it has on a person's health. The above experiment motivated the resident doctors to give up the bad habit of consuming alcohol. Besides, a beautiful greenery could be developed in the hospital premises because of the penance of the contract agency owner. Thus, a rough scuffle turned out to be an agreeable score. It also had a positive impact upon the resident doctors. Later I came to know that one doctor kept his promise while another restarted alcohol.

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**3. A radiologist who was intent upon self-immolation** - It was just around midnight. My sleep was disturbed by a phone call. A resident doctor was calling. He mentioned that he was extremely hurt about the deduction of two days salary on account of the strike by resident doctors in the last month.

I asked him to come to me the next morning for a discussion. He declined and insisted that unless he was given the salary for two days, he would burn himself in front of my office. I tried in vain to make him understand that the government rule of 'no work, no pay' cannot be overruled. He did not budge. I got a feeling that he was drunk by the way he was

talking. Since our conversations for 15 minutes did not lead to any conclusion, I hung up. I did not pick up his call, when he tried calling me again at that odd hour. I was in a dilemma, 'what to do next?' With these thoughts in mind, I dozed off. When I got up in the morning, I felt fearful of an untoward incident that might have taken place in the hospital. I called up the hospital enquiry to check up if everything was alright since the last night. I had no courage to ask directly if any resident had resorted to self-immolation. However, the duty staff reported that everything was fine, I breathed a sigh of relief.

On reaching the hospital in the morning, I traced the call and learnt that it was from a resident doctor of the Radio Diagnosis department. This branch was offered only to the most intelligent students of medical science. I called the resident doctor. Before I could say anything to him, he admitted his mistake and told me that he was under the influence of liquor. On talking further, I came to know from him that his father was a farmer in the village and elder brother was a teacher.

When I told him that I wanted to speak to his father in connection with this matter, he fell at my feet and requested me not to do so. He was feeling very guilty and promised me that he would never consume alcohol in future. On my enquiry, he told me that he spent Rs. 150 on an average every day on alcohol. He was willing to repent.

So, I gave him a self-help task as described in chapter one. He was asked to report to me after completing both the tasks.

He came back to me after two weeks and confirmed that he had stopped drinking alcohol altogether. As of the first task, he bought an idol of Lord Ganesha and kept it in his hostel room. On doing this, he no longer felt the urge to drink and he was able to concentrate better on his studies. With regard to the second task, he helped a poor patient by buying medicines that the patient could not afford. He admitted that he felt greater happiness when he helped the poor rather than spending the money on the idol.

**Impact of this experiment** – Punishments like suspension from duty, filing a complaint with the police or reporting the matter to the head of the department could have kept the resident doctor in check for the time being but that could have also generated bad feeling and less sensitivity towards the patients.

One should remember the cause of the incidence was alcohol and not the resident doctor. It was necessary to make him realize his blunder and to prevent it in the future. I planned my approach keeping all this in mind. The purpose was to help the resident get rid of his drinking habit, to help him study better and to inspire his sensitivity towards the patients in distress. The aim was accomplished and the resident doctor was reformed . He kept his promise.

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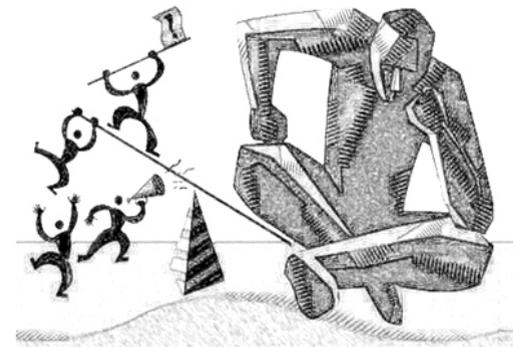
**4. Prestige in family improved after renouncing alcohol-** Giriraj is a pharmacist in Asthma Bhawan. One day, he went out with a medical representative friend. Both of them had drinks together. When he returned, he was summoned to Asthma Bhawan to give medicines to a certain patient. While closing the door after giving the medicine to the patient, the glass pane broke because of his carelessness.

Next day, his drinking habit was exposed. He also admitted it and sought forgiveness. With a sincere sense of shame, he promised not to drink any more. In penance, he donated one unit blood to a needy unknown patient.

He did keep his word. After this incident, refinement of his conduct was noticeable. This helped him to earn the respect he had lost with his in-laws as well as from his children who used to look down upon him with disdain. As of now, he is respected by them.

**Impact of this experiment** – The image of every person in his family or society is built through his apparent conduct and activities. Actions always speak louder than declarations.

By converting his given words into action, Giriraj earned appreciation in his social sphere as well as respect and love in his family circle. Children are pure in their judgment. On giving up alcohol, Giriraj won back the love of children which made him very happy.



*Non-Violence is  
stronger than violence*

7

## Satyagrah resolves strike

Mahatma Gandhi evolved *satyagraha* out of his experiences in South Africa as the most pragmatic and powerful technique of conflict resolution and as the morally correct way of life.

Gandhiji was thrown out of a train in South Africa. All of us are aware of this incidence. After this, he got himself a horse buggy ticket to reach his destination. When he tried to sit in the buggy, the coachman refused to offer a ride to a black man like him. Gandhiji reflected for a while and then protested against this unfair treatment and, he strongly caught hold of the handle. At this, the coachman started beating Gandhiji with his whip. Gandhiji's hand started bleeding and tears rolled down his eyes. Suddenly an interesting thing happened. The other white men in the coach rebuked the coachman and asked him to allow Gandhiji inside the coach since he had a valid ticket. He was then allowed on the buggy.

On introspecting, Gandhiji came to a conclusion – where there is pain, there will be sympathy or compassion. If the pain is accompanied by truth and non-violence, the compassion will be stronger. Based on these two cardinal factors, Gandhiji evolved *satyagraha* , a system of wilful and moral insistence on truth. I experimented with this system in the hospital to resolve a big strike.

**1. Treatment of strike discovered** – I had just taken over as the superintendent of SMS hospital, Jaipur and the contractual workers served

a day's notice and declared a strike. This abruptly broke down the entire system of computer registrations, lab reports and trolley services. It created a very difficult situation in the hospital because of chaos in essential services.

Workers wanted a hike in their salary. They were paid according to the rules laid down by the government. Rules for the contractual workers were same for all the government offices and hospitals. An increase in pay, only for the workers of SMS hospital, was illogical and not possible. I had no problem in accepting all their other demands except the hike in pay. In the meeting for negotiations on the next day, a decision arrived. It was decided that the matter relating to hike in pay would be entrusted to a committee while other demands could be accepted. The settlement with the contractual workers was concluded in presence of the then local member of parliament.

In my haste to end the strike and restore services in the hospital, I signed the agreement immediately. However, signature from the leader of the apex union was still due. The leaders however went back to their words. Seeing that most of their demands were met with just a day's strike; they decided to continue strike until hike in the pay. I also overheard them while they were speaking to the MP that they had declared strike only after consultation with him. I was shocked and felt betrayed. Then I decided to treat the strike in a new way using *satyagrah*.

Things turned worse with the sweepers also going on strike the next day. We spoke to the municipal corporation but it was to no avail. On speaking to the chief secretary Mr.C K Mathew, an order was issued to the municipal corporation to send a team of sweepers. A van came with 15 workers but the people on strike raised slogans against them and the sweepers got scared. The result was that they went back without accomplishing anything.

The matter called for serious thinking by the administrative officers of the hospital. Some were of the opinion that the employees on strike should be forcibly removed with the help of police. Lack of cleanliness was bound to turn into a terrible situation. I was not in favor of using force. Under this situation and to handle the strike, Dr.Randhir Rao instructed some nursing students to attend to computer work in the first phase but they could not be

there for long since their examinations were going on. Dr.Jagdish Chowdhary of the Resident Doctors Association asked some engineering students to help along with students from the Gokhale hostel. Next day, he was there with 12 students. The I.T. secretary Mr.Sanjay Malhotra, sent 20 volunteers and Dr.Randhir re-assigned all the available workers to the most important positions.

At this juncture, Mr.Babulal, who was a reporter with the *etv* Rajasthan channel, came to interview me upon this matter. I appealed to the viewers of the channel that Sawai Man Singh hospital now needed their help. Viewers were earnestly requested to extend their voluntary help to alleviate the sufferings of the patients in agony. The suffering of the patients was indeed a strong emotional appeal. Ten volunteers came to our rescue on the very first day. They took charge of trolley services. Next day, my appeal for help was published in the local newspapers. This motivated a large number of people and a huge number of volunteers offered to help. On the third day, there were 100 volunteers and their number increased to 500 on the fourth day. These volunteers took charge of maintaining computer operations, lab reports, trolley and outdoor services.

My friend Mr.Sampat Bachhawat was there along with about 100 volunteers from his shop and Terapanthi Yuwa Mandal. They took the charge of cleaning and sweeping Dhanwantrari block while 100 volunteers from Nirankari Mandal took the charge of maintaining the cleanliness of the main building.

Such massive and unprecedented public support helped in continuing the hospital services for the patients. This started causing unrest amongst the workers on strike from the sixth day onwards. A delegation of their representatives came to meet me in the evening. Now they were willing to abide by the agreement reached on the second day. I accepted the agreement and assured to fulfil the demands but refused to sign it. Later in the evening, I received a phone call from the MP suggesting that since the matter had been resolved, I could sign in reconfirmation. I told him that I had been betrayed the first time, so I was not prepared to make that blunder again. The MP was not happy about it. The strike continued for the next day also. The volunteers were still there to make sure that services at the hospital did not get hampered. Next day, I received a phone call from the

chief secretary, Mr. Mathew. I explained the position and requested to wait one more day as things were moving in the right direction.

The leaders of the workers on strike came again to see me in the next evening. I suggested that I would like to talk to all the workers on strike before coming to any conclusion. For this, all of them were to assemble in the auditorium next day. Next morning about 800 of them were there in the auditorium. Instead of talking about the strike right way, I made a half-an-hour slide presentation on the evils of smoking, drinking and other addictions. I wanted to use the opportunity to reform hospital workers.

After this, I talked about the strike. I reminded them that while they did not lose much by eight days of strike; so much suffering was caused due to them. Was it correct to heap further suffering on to an ailing patient? These patients came to the hospital in the hope of treatment and cure. A settlement can be found through mutual negotiations. Strike never has helped and would never help. They admitted their mistake. A sincere change in their attitude was observed when they said that they were willing to perform penance for their mistake. I then recommended a five-point promise as true repentance.

1. No theft
2. No neglect of work
3. Always in uniform
4. Talking politely with patients and
5. No to smoking, chewing tobacco and alcohol

I sought their affirmation in promise. Everyone responded with a "yes" and raised hands. I still beseeched them to confirm this in writing. Incredible, it may sound but they all gave the undertaking in writing.

After they joined work, I made a sincere effort to get a hike in their pay. As a reminder of their honesty, a message was inscribed on all trolleys and wheelchairs (about 200 in number) that carried serious patients around the hospital. The message read - "Free Service - Give Thanks, Not Money".

**Impact of this experiment-** It has always been my endeavor to get workers their dues but I was not ready to bend down to a blackmailing tool like strike that put lives of numerous patients in danger. In such a difficult time, I was happy that I could awaken the compassion in the sensitive

hearts of people of Jaipur by sharing the suffering of patients. Kind-hearted citizens of Jaipur understood this pain and offered their benign assistance voluntarily. The press media termed this event under lead titles like "treatment for strike invented in Sawai Man Singh hospital".

Usually administration holds a grudge against the workers after strikes and initiates punitive actions. Crisis provides an opportunity, is my firm belief. Therefore we used our strengths in this situation to remove the shortcomings and bad habits of the workers who promised not to indulge in the above mentioned evils any more.

This was a major step to change their hearts and thus their lives for better. Since then, many of them gave up on addictions. The inscription on trolleys and wheel chairs remained a constant reminder to provide service to the patients without asking for bribes. I feel deeply satisfied that I could ensure a pay rise for the workers under contract before my retirement.

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**2. Pain leads to empathy-** At the end of the seventh day of strike, Mr. Sampat Bachhawat came to my office after finishing the voluntary work. He asked for a glass of water. I rang the bell and asked the ward boy to bring drinking water. He brought two glasses of water. Mr. Bachhawat looked at the water and asked me as to where the water came from. The ward boy had a simple answer that it came from the overhead tank. Mr. Bachhawat observed that the water was not pure since the overhead tank must be collecting all kinds of impurities. He was concerned that this could really be bad for patients since impurities of water could breed more diseases. I was a silent spectator to the deep lines of worry appearing on his face. He at once announced his decision and determination that he would sponsor the RO water purification system for the entire hospital. In the next three months, he arranged generous amount of money (about Rs.18 lacs) to install five RO units in the hospital.

Within a year after that, RO units were also installed in the resident doctors' hostel, the girls' hostel and the nursing hostel with Mr. Sampat's help. Now pure and free drinking water is available in the hospital as well as hostels.

**Impact of this experiment -** The difficulties of the patients could be assessed by kind hearted philanthropist. His prompt decision to perform

charity was impressive. This project encouraged the hospital engineer Mr. Anil Sahoo to make most assiduous efforts for putting up and maintaining such a system. The present hospital engineer Mr.Desh Raj Verma continues the upkeep of this service.

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**3. Memorable experience of a volunteer** – On the third day of the strike, a volunteer named Aslam was on duty at the oxygen plant. Working a full day on such a duty was boring. He asked the person in charge for voluntary duty campaign to assign some significant duty to him. Dr.Randhir gave him the duty of moving serious heart patients in the ICU through trolleys.

The patients in the ICU were on ventilator and oxygen supply units. He realized on the next day's duty that people were kept alive only because of the oxygen supplied from the oxygen plant where he worked the day before. He then realized that every act and process in the hospital was vital in saving lives of patients. Thereafter, he readily accepted whichever duty was assigned to him.

**Impact of this experiment** – Ordinarily, people see only the system, doctors, and nursing staff in a hospital. However, there are a many other people who are required for the smooth functioning of the hospital. These people are no less important.

The volunteers who offered to help got the opportunity to witness this closely. Their sympathy towards the patients helped the hospital services to run smoothly without any hitch. The strike that appeared to be a big hurdle turned out to be an eye-opener for many and helped the volunteers realize the compassionate side of their personality.



*Time = Money*

**8**

## **Punctuality- Poisonous antidote for poison**

**P**unctuality is a virtue in action in the western countries that ensures their progress. To complete works in the prescribed time is very important for the growth of any society. Punctuality practiced by Mahatma Gandhi despite his excessive engagements was both exemplary and imitable. It is sad that many of us do not consider punctuality as important as it should be. I would like to narrate an incident to illustrate an experiment to instil punctuality.

**Poisonous antidote for poison** – I placed an order with 'Nimantran' (a card printing firm) for printing invitation cards for the occasion of my elder daughter Dr.Sheetu Singh's wedding. The owner of the firm Mr.Ashok Parnami promised to deliver the printed cards to me by a certain date. However, he failed to do so and gave me the cards a week after the agreed date. This caused a delay in sending out the invitations and many people could not be invited because of the delay on account of printing. When he came to collect the payment, he presented a bill of Rs.15,000. I first looked at the bill and then at him. I commented that his failure to maintain the time schedule had created a serious problem and therefore, I was not going to pay Rs.15,000 to him. He vehemently disagreed to accept less payment because he was incurring a loss, he told.

In any case, I gave him a packet of amount saying that it should be sufficient to cover his costs. In the first instance, he refused to take the

money as he thought it was lesser. I responded saying I was giving him sufficient amount which he should accept and asked him to count the money I had put in his hand.

He counted the money and found that the sum given was Rs. 16,000. He pointed out that I had given him more by mistake. I clarified that there was no mistake; the amount was given after due consideration. He was struck with surprise and shame. He pleaded that he would not be able to accept anything more either. At this, my quip was that I would take back the extra amount in a year's time but he was to comply to one condition. The condition was that in future, he would not fail to deliver on the given time to the customers. He touched my feet before leaving.

A year later, I received his phone call reporting that ever since he had imbibed the principle of punctuality in his life; his business had picked up well and he wanted to return the extra money.

**Impact of this experiment** – The dealer-printer of cards in order to make more money was in the habit of accepting orders beyond his capacity. Thus, he would necessarily forget his promise and would not be able to keep to his time commitment. I wanted to foster a sense of punctuality and professionalism in him as these values are necessary for success. Once he embarked upon the time line his business rose to greater heights.

The focus of Gandhiji's philosophy was based on truth. His truth was exemplified only in the perfect harmony of thought, speech and action. I can imagine that the dealer in this case knew well that he would not be able to keep his commitment by the date he promised to me and his attitude was casual. Therefore, there was a gap between his thought and action; so he was staying away from the truth. If he had told the truth earlier, things could have been planned accordingly and serious complications could have been avoided.



*Anger is Easily controlled  
when Gandhi Marg is Practiced*

9

## Befriending the Opposition

Once in South Africa, Mahatma Gandhi was on his way to meet a government official to talk about some immigration matter. On the way, he had a difference of opinion with an Afghan, named Meer Alam. Meer Alam was angry and he hit Gandhiji on his head with a baton. Gandhiji fell unconscious. The police took Meer Alam into custody.

When Gandhiji regained consciousness, he enquired about Meer Alam. On getting the news of his arrest, Mahatma Gandhi went straight to the police station. He pleaded that Meer Alam was not at fault. Meer Alam was released from jail. From that day onwards, Meer Alam became a follower of Gandhiji. Mahatma Gandhi used the power of love to befriend his strongest opponents.

I performed some experiments with this technique and solved a few problems in the hospital.

**1. Angry lawyer seeks God in a doctor** – One day while I was in the allergy clinic, a person wild with anger barged in my room. When I looked at him, he shouted angrily, “instead of doctors, you have put demons in the poly trauma ward.” I enquired what the matter was. He reported that a relative of his was admitted there after being injured in a road accident and he was not being attended to. He continued to narrate that the doctor on duty started quarrelling with him when he approached the doctor for the due care. He retorted that if such a treatment is extended to a recognized lawyer

of the High Court, one could well imagine how ordinary people were treated.

I heard him with rapt attention and made no comment. I asked my personal assistant to connect me on phone to the doctor on duty in poly trauma. As soon as I introduced myself on phone, the duty doctor told me that an arrogant lawyer had just threatened him of the dire consequences. My ears were listening to the doctor but my eyes were gazing at the lawyer. After getting the details, I asked the doctor if he could do me a favor.

On getting an affirmation from him, I told the doctor that I was entrusting full responsibility of the treatment of the patient to him and I hoped that he would attend the patient with such dedicated care that when the patient recovered, he would harbor only gratitude and no grudges.

In the meantime, anger and hot temper on the lawyer's face were replaced by softness and polite gesture. He gave a polite clarification that the fight was started by the doctor. I tried to explain that even if the fight was initiated by the doctor, he should have avoided aggravating the situation. The lawyer was now cool and apologized for his mistake that he committed in anger. On my imploring further, he assured that he would not lose his cool in any such incidence in future. Then I suggested him to take an act of penance. I recommended for him a duty in 'sewa' for a destitute patient.

Three days later, he gave duty and then he wrote down about his duty in 'sewa' in the poly trauma ward. The note read – "Till now I had only heard that a doctor is like God, but today I had a real experience. The way, in which a doctor cleans wounds of patients which ooze pus and blood, and ties bandage over them with such solemn dedication, I am bound to believe that a doctor is a God."

**Impact of this experiment** – Through this experiment, a young doctor learnt the art of befriending a difficult critic through service and humility. On the other hand, the lawyer realized the significance of service through a pure and dedicated heart. The hospital got a helping and motivating friend instead of a complaining critic.

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**2. Knowing the fellow being's pain** – One morning, three guards came to me with a patient's relative. The dispute was about the relative entering the hospital without a visitor's pass. Arguments between the guard and the

relative got flared to such an extent that the relative started using abusive language. Deputy superintendent Dr.Sunit Ranawat had decided to hand over the relative to the police since he had caused a serious disruption in the working hours of a government institution and he came to seek my permission. By that time the relative was also pacified. He admitted his mistake as well. I gave him two options to choose - (1) to get arrested by the police or (2) to perform the duty of a guard for four hours.

The relative opted for the option for doing the guard's duty for four hours. During the subsequent four hours, he had verbal clashes with three visitors. Then he realized how tough the guard's job was and how important it was to check unauthorized visitors from entering the hospital. He understood that the guard was right in checking him and promised to be more helpful thereafter.

**Impact of this experiment** – During my tenure at Sawai Man Singh hospital, the number of patients getting admitted had increased manifold. Whereas about a 1.1 million patients were registered in 2010, the number went up to 2.5 million 2013. This obviously increased the work-load of all employees, resulting into arguments and clashes every now and then.

Such matters could not be solved through the intervention of police. Those who were taken in the police custody could be released by offering some bribe or through some contacts. After the release, they would demoralize the employees by demonstrating their power and resources. In such cases, situations tended to get worsened. Handling such situations through Gandhian experiments helped in teaching good lessons to offenders and enhance the moral strength of guards and other staff members. In the case under reference, once again a critic of the hospital was turned into an admirer.

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**3. Hospital's well-being is priority** - On the fifth day after the formation of the new government, the new Chief Minister visited the hospital. During her visit, she emphasized the need of cleanliness and a fresh coat of paint on the hospital walls. She was there to visit a patient who was receiving good treatment by the hospital staff. She liberally praised the doctors who were looking after the patient. While going back, she noticed the photographs of doctors and staff members, under the title "Star of the Month" in a display in

the porch and she complimented the initiative. This initiative was started by us to encourage the hospital staff doing good and sincere work. The health portfolio was given to the new minister. After few weeks he conducted a round of the hospital and highlighted various shortcomings to the representatives of media. I did not feel bad about it as with the change of a government, such reactions were natural.

One morning, I received a phone call from him. He appeared to be angry and snapped “do not take me to be like the last health minister.” When I enquired what had actually triggered his anger, he remarked in annoyance, “a patient of my constituency Churu was not treated well by Dr. Banerjee despite my instructions.” I assured him to look into the matter and desired an appointment to see him. He said “come over right now.” So I went to see him then and there.

There were several people around him and they appeared to be discussing something. The Minister spoke gruffly, “doctors have only one task to perform - check patients from morning till evening and fill their sack with money.” Then he looked at me and taunted, “reform your butcher shop where you have doctors like Dr. Banerjee.” I could have heard criticism against me but I felt humiliated with the simile of “butcher shop” used for the state's largest hospital attended by a band of able and qualified medical professionals.

I requested him to relieve me of my duty. Then he turned around and said “doctor, you're doing a good job. Leaving the job like this will mean running away from your responsibility.” I consoled myself to let the matter be postponed for a while though after this incident, we kept receiving the support of the minister. During this period, on referring to the matter of problems faced by the resident doctors, he summoned the residents for a discussion and worked out a solution for the problem.

After some time, on the ground of not giving the expected medical service to some patient, Dr. Sudhir Mehta, Professor of Medicine was transferred elsewhere. I did not consider this to be in the interest of the hospital. Hence I spoke to the minister and requested him to withdraw the transfer. Though he was not quite willing but he considered my request. After a few weeks, when I met him again, he spoke to me “doctor Sahib, the hospital is good. If we work together, we can bring SMS hospital up to the

level of All India Institute of Medical Sciences, Delhi in the next three years.”

A month after this episode, I requested to be relieved from the post since I had made up my mind to contest elections. At that time, the minister was in Dhaulpur. He expressed his regret about this saying “doctor Sahib, your file is in front of me but my heart does not permit me to sign it. Kindly take back your resignation.” I explained that, the decision was already taken.

**Impact of this experiment** – The lesson of this incidence was clear – if one is fully dedicated to the interest of the institution he serves, he is bound to get support of the authorities, irrespective of the party in powers.

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**4. Curing the patient by winning his heart** – One night, a resident doctor called me on to report that a patient who was not recovering from the treatment was annoyed and was asking to be discharged to go to a private hospital since he felt that he was not getting proper attention. The resident doctor asked if the patient could be discharged. My instruction was a clear 'no' and advice was to treat him well and extend such care to him that at the time of discharge, he may touch the doctor's feet in gratitude. After being challenged to take good care of the patient, the resident doctor strived to perform to the best of his capabilities. His efforts were fruitful and the patient recovered within five days. While being discharged, the patient thanked Dr. Sunil Beniwal, the resident doctor and told him that he was like God to him and it was due to his care, he survived the near-fatal disease.

**Impact of this experiment** – A doctor often hears from his patient that he/she is not getting any relief from the medicines. In such a case, if the doctor maintains his cool and does not get angry or annoyed; instead devotes himself all the more to the service of that patient, he is doubtlessly a successful doctor.

Occasions do come in the life of a doctor when the patient or his relatives may say something offensive to him when the treatment given does not bring the expected relief to the patient. In such a situation, a skillful doctor continues serving the patient and strives to do better. I inspired Dr. Sunil to do exactly this. He felt satisfied when the patient recovered and praised him.

**5. Acknowledging one's fault to be greater than the other-** This incidence took place when I was working as an assistant professor. I was on duty in the emergency department and I was late due to some reason. The in-charge of the emergency was Dr.Patricia Wicker. She had given the responsibility of supervising doctors' work to Dr.K M Garg. I incidently met Dr.Garg in the porch next day. I admitted my mistake and explained the reason for it in the first instant after meeting him but he spoke in a rather punitive voice. I was short-tempered those days and responded in a high-pitched voice and we had an argument. He reported the matter to Dr. Patricia and requested to take some action against me in writing.

Dr.Patricia recommended to Dr.P L Nawlakha, the principal for taking a suitable action against me. Dr.Nawlakha called me and heard my part of the story. He felt that it was a matter of losing control on anger on both sides and he let the matter go. Dr.Garg thereafter held a grudge against me. I felt guilty and believed that my mistake was bigger than his. After this, we were not on talking terms. At that time, I did not have the needed courage to admit that my mistake was bigger and seek forgiveness from Dr.Garg. Almost a year after this incidence, I got a confidential news that somebody has complained against Dr.Garg and he was being transferred outside Jaipur.

Transfers in government jobs are a troublesome process. I was of the opinion that he must get a chance to give clarification before being punished. I thought of helping him. Next morning, I went around his ward and I met him there. I told him that a complaint was registered against him and in consequence, he was being transferred. I advised him that he should put up his case and get the transfer order held. He threw an angry glance at me and walked away without saying anything to me. At night, I received a phone call from him. This is what he said to me "thank you dear for your timely information. It gave me a chance to put up my case failing which my transfer order was about to be confirmed. I did not believe you in the morning because of our indifference. I am sorry for my bad behavior towards you."

**Impact of this experiment** – Whenever we make a mistake, we suffer with a guilty conscience. And still in the modern times, admitting a mistake is considered foolish. As a result, we start searching for a defence rather than acceptance. The egoistic mind does not permit us to admit our mistake and consequently, we start believing that our mistake was just a trifle and the

mistake of the other person was grave.

Mahatma Gandhi would always hold his own mistake to be bigger than the other's mistake.

10

## The true value of One bottle of blood

**A**n owner of a private hospital was taken in police custody on some matter. As his health condition worsened, he was admitted into the Medical ICU. The court issued orders to present him in the court as directed.

When he was being taken out from the medical ICU to present him in the court, his son and friends protested and they came to my chamber. They started speaking to me in a harsh way. I told them that it was the order of the court and we had no right to over-rule it. This did not pacify their anger. It was really a difficult day and I was in a dilemma. On one hand, I was persuaded by the resourceful relatives and friends of the patient to avoid presenting him in the court while on the other hand, I had clear orders from the court.

Under such circumstances, I fulfilled my duty by presenting him in the court, ensuring a perfect arrangement for his proper medical care. After hearing him in the court, he was given the permission for treatment in the intensive care unit of the hospital.

The patient was granted bail after two days but was still under treatment in the intensive care unit. A day after that, while I was on a round of the medical ICU, I saw his son and went to him. He apologized to me for his bad behavior earlier. I asked him to penance if he really felt sorry. When he asked in what manner, I recommended that this could be done by donating a unit of blood.

His mother was perturbed and remarked “oh no! He hardly has any blood in his body. He is so weak and above that he has diabetes too.” I suggested an alternative “you sponsor the food for our hospital patients.” To this she agreed and enquired after the approximate expenditure. She agreed to feed 100 patients daily for three months, the cost of which came to about Rs. 1,00,000. The promise was honoured.

**Impact of this experiment** - I was puzzled as to how a poor man could sell a bottle of his blood for just Rs.500 while a rich man wilfully spends Rs.100,000 for charity in penance to avoid sacrificing one bottle of blood. So long this situation of difference in the value of blood of a poor man and a rich man persists in our society; we will not be able to make progress.



*Fearlessness is prerequisite of adoption of Gandhi Marg*

11

## **Fearlessness: Success awaits the daredevils**

**M**ahatma Gandhi was a symbol of fearlessness. While proceeding on the famous Dandi March and bidding adieu to his companions, he addressed them saying that if he remained alive, he would be successful otherwise it was him saying good bye. If we can inculcate this fearlessness in our conduct, we would be free of most of our problems.

I would like to quote a few examples from my life, where problems were solved through conquering fear.

**1. Saving a Prisoner's Life** – It was 11 at night when I received a call from the professor of cardiothoracic surgery, Dr.Anil Sharma. He reported that a prisoner in a critical condition had been admitted at his end. Unless he was operated immediately, it would be difficult to save his life. He had not yet received the permission to sanction money from the jail authorities for the heart prosthesis required for undertaking the operation. I enquired if there was any precedent of using the heart prosthesis without the sanction of money to which, his reply was negative. I asked about the cost of equipment. I was told that the cost would be around Rs. 1.5 lakh.

We knew that if the jail authorities did not sanction the prosthesis, it would be a charge on our pocket. But my instructions were positive “Go ahead. If not sanctioned, it will be from my pocket.” Dr.Anil supported spiritedly saying that he would bear half of the cost.

I called up Dr.Arun Chowgule, the in-charge of the Medical Relief Society to immediately provide the prosthesis equipment to the patient. The operation went on from 11 till 3 in the night and the patient survived.

Two days later, I was surprised to see that the Deputy Superintendent of Jail was himself in my office with the cheque for the cost of prosthesis equipment. He exclaimed in appreciation “Sir, I wanted to meet a courageous person like you who took such a major risk to save the life of a prisoner.”

**Impact of this experiment** – If the need to help is pertinent and essential; one should not hesitate in taking the risk because in such a case, God is on the helper’s side. After this incident, we set a tradition to honour any hospital employee who performed an outstanding work in service of a patient. A photograph and brief description of his/her good deed was put up on a prominent display-board titled “Star of the Month” in the porch to encourage others to do the same. Dr.Anil Sharma was the first star of the month.

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**2. Brave tread the path of truth**– A few years ago, the municipal corporation constructed a number of kiosks (small removable shops) on the hospital land near Jaipur medical association on the side of Bangur complex and allotted them to private people. The way to these kiosks was from the JLN Marg but some kiosk owners made a pathway by breaking the hospital wall. This gradually paved way for the kiosks to become dens of dealing in liquor and drugs. Trading of blood also was added to the immoral activities around the place. Some earlier superintendents had made efforts to get the wall repaired but they were not successful because of the pressure from higher authorities. When the matter came up in front of me, I was told that the court had given a stay order on the matter. Therefore, I advised our legal officer Mr.H.K.Tuteja to get the stay order vacated. Mr Tuteja in a few days brought the court stay vacated. After this, I called Dr. Sunit Ranawat and the P.W.D. engineer Shri.DC Mathur and gave them instructions that, the wall must be constructed that day itself.

Twenty guards were stationed at the site and the construction of the wall started. Around 3 in the afternoon about 10 university students came to me and asked me to stop the work of constructing the wall. When I declined,

they asked me to speak to a cabinet minister. I firmly submitted to the minister that the wall was essential in the interest of the hospital and therefore, its construction could not be stopped.

The students challenged me that the wall would be removed in any case. I responded “look sons! you do what your conscience allows and I wish you good luck.”

A colleague came to me at night and requested me not to build the wall. He commented that since I did not accept bribes, the people behind the shady business were willing to develop a beautiful garden outside Bangur complex. I politely declined this suggestion.

Next sequence was that, the personal secretary of the minister summoned the officials of the hospital namely Dr.Sunil Ranawat and Anil Dubey with their respective files and gave orders for demolishing the wall to which they expressed their inability. He called me a day after this and said “brother, what is the matter about the wall? Just get it removed.” I explained my stand with due politeness, submitting that the kiosks had become a den for trafficking alcohol, drugs and blood and hence removing the wall was neither in the interest of the hospital nor the society.

The arguments continued. “that is not your job, doctor! The police will take care of ensuring law and order.” I was firm and requested him to relieve me from the post of Superintendent. Then a counter suggestion came from the minister that a revolving gate could be installed to control movement. I did not approve of this either. The closing tip was “*doctor sahib*, I appreciate your courage and contention in the interest of the hospital. We get a lot of pressure from public.”

**Impact of this experiment** – I was in a dilemma observing the stand of the minister and was a little afraid about my transfer outside Jaipur. However, in such a situation of dilemma, I closed my eyes and thought for a while about the interest of the hospital and acted accordingly. On introspection, I felt that the wall should remain. Truth knows no fear. And thus, I stood my ground and did not let the wall be brought down despite the endless pressure.

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**3. Supporting the cause of alcohol prohibition**– During my tenure as

the superintendent, an ex-M.L.A. Mr.Gurusharan Chhabra sat on a fast till death for introducing total prohibition on drinking alcohol in the state. He was moved to the medical ICU when his condition deteriorated. I felt sad after seeing his condition and I wanted to support him. But my friends and colleagues suggested me not to support him since I was on such an authoritative position of superintendent.

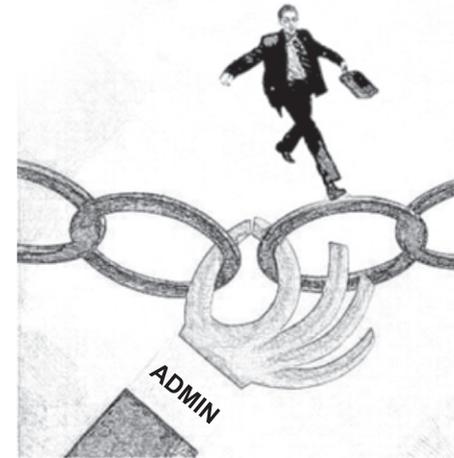
Despite having double minds, I went to meet Mr.Chhabra in the ICU where Mr.Babulal, the correspondent for ETV, Rajasthan was already present. He asked with his typical and known smiling gesture for a news bite on Mr.Chhabra's health. After giving him a brief about the medical report, I spoke with profound conviction that consumption of alcohol i.e. drinking must strictly be prohibited in the interest of the society and all citizens of the state must support Mr.Chhabra.

Next day, the Chief Minister Mr.Ashok Gehlot came to the hospital to meet Mr.Chhabra. He appreciated my statement on television. After the fast ended, he appointed a committee for prohibition on alcohol under the leadership of the additional chief secretary Mr.C.S. Rajan. I was taken in as a member of this committee.

I worked very hard to gather the relevant statistics on the basis of which three decisions were taken. These included photo-warnings, voting by the public for removing a liquor shop, and heavy penalty for drinking in public and so on. Making a final draft along with the finance secretary Mr.Tanmay Kumar was a tough task but the principal finance secretary Dr.Govind Sharma and the chief secretary Mr.C.K. Mathew guided us throughout the tedious process. They also strongly supported the proposal.

Mr.Ashok Gehlot has been an extremely considerate and sensitive Chief Minister. He not only endorsed the proposal but issued the necessary administrative orders in the greater interest of the public.

**Impact of this experiment** – The inner voice of a person is always the voice of truth and God also stands by it. Now, I have started believing with all the more fervor that the matters of public interest should always be endorsed with loud voice.



*Bridging gap in work is the fundamental duty of an administrator*

12

## Hospital well-being of paramount significance

The personality of Mahatma Gandhi was multi-dimensional and versatile. He was a true *karmyogi* (a person doing act with full devotion). Whatever task he took-up, be it of a barrister, tailor, washer man, cobbler, servant, farmer and such, he performed it with full devotion. It not only resulted in a good performance but also in an unprecedented happiness while working.

When I took over the position of the superintendent, I pledged that I will do my job with complete dedication. Whenever I fell in some kind of a dilemma or hesitation, I closed my eyes for a while and pondered over what was best for the hospital. Here are a few instances and examples.

### 1. Resolving heartburn

I worked as a superintendent for more than 20 months. During this period, I did not feel to put any document under a lock and key. I did not have any personal cupboard in the office having a lock and key. Moreover, I never felt the necessity to put the documents and files in a lock & key. It became possible by the execution of the slogan “*Aaj ka kaam aaj*” (today's work, today only) means every one including myself must finish day to day work before leaving the office. Therefore, all files were disposed-off on the same day. I never kept a file pending on my table or in my *almirah*. Disposal of every file was done immediately after it was put to me by the concerning

clerk.

Secondly, I had full faith in my subordinates. Never can I recollect an incident where I could trust myself more than the concerned clerk so as to keep that file confidentially with me.

In complicated issues, I used to make a committee to get the best opinion. Thereafter I used to implement the decision of the committee with sincere spirits. The prime parameter in the decision making was the interest of the hospital. With this approach even most complicated issues were resolved in very little time. Quick disposal, no pending file on the table and no documents in the personal cupboard was a result of this approach.

**Impact of this experiment-** Since there were no pending papers at my level, every one became quick in the disposal of files. It imposed trust and avoided long delay.

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**2. Care cures frustration**— An employee during his tenure expects that his hard work will result in a timely promotion. But there was a group of employees in the basement of SMS Hospital, who were never given a promotion in last 30 years. These employees included electricians, plumbers, carpenters and alike. The reason for delay in promotions was their in-fighting and irregular recruitment. But this abnormally prolonged delay in promotion brought a deep frustration in them and they became careless and indifferent towards their duty. Even small complaints regarding electrical, plumbing and carpentry work from any ward used to take many days or weeks to be rectified.

I called up for a meeting of these employees and asked “What should be done so that today's complaint is rectified today only?” The answer was, “let us be promoted, then we shall work hard and sincerely.”

I promised them their due promotions on the condition that they would not indulge in petty fights anymore. They promised that to me and an improvement was noticed in their work. I called the person in-charge for promotions and the section officer to learn about the obstacles that came in the way of their promotion. Their response was that the matter was very complicated and some risks were also involved. I was informed that an enquiry might be held or charge sheets could also be issued during the

process. My next question was, “Is not granting a promotion for 30 years the right thing or the wrong thing?” They too admitted that not granting a promotion for such a long period was certainly wrong.

I was concerned that this adversely affected the hospital's work and its smooth operation. I decided that I would not mind even going to jail for defending the interests of the hospital. An enquiry or a charge sheet or jail – whatever it might be, it could not be more harmful than neglecting the interest of the hospital. I formed a committee for the promotions and also obtained the permission from the State Government. Mr.Rajesh Pareek put in a lot of hard and patient work for compiling records of last 30 years. I am glad to say that most of the employees were granted promotion before my retirement.

Despite the best efforts by the basement employees, it was taking one to two days in getting the repair works done in the wards. In order to evolve a better system, I took a decision to use a computer to make the system stronger and more effective. Now with the help of the computer, the information about the defect and the repair reached online to the control room. The information was immediately routed to the related civil, electrical or basement sections and forwarded through message on mobile to the concerned employee or annual maintenance contract person. Dr.Dinesh Bairwa and the hospital engineer Mr.Desh Raj Varma took immense pain to establish online fault repair system.

**Impact of this experiment** – Employees were feeling frustrated when they did not get their due and deserved promotion. As a result, they were disinterested in performing their duty efficiently. The way-out to their problem was taken as almost impossible but when a genuine effort was made with a determined will, the solution was found and the employees got their promotion. This also paved the way for employees to keep their promise of completing work on same day. Where there is a will, there is a way!

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**3. Red tapism and the honest clerk**—It was hardly a month since I had assumed the post of the Superintendent when this incident took place. There was a sincere and hard-working clerk in the office named Mr Narendra Kashyap. One day, the officer on special duty to the Minister of

State called me and advised me to relieve Mr.Kashyap. I explained that he is a sincere and knowledgeable person, and relieving him was certainly not in the interest of the hospital. His response was, "Whatever may be the reasons, the Minister wants him to go and he must be relieved immediately." I said "I would like to talk to the Minister about it."

Next day, the Minister himself called me. I explained why it was not in the interest of the hospital to relieve him. The Minister still insisted that he must be released since he wished so. I politely declined to do so. When he insisted further, I told him that I was sending my resignation letter also with his relieving orders. Then he softened his stance a bit and said, "Brother, in that case relieve him just for a day for the sake of my prestige." I still politely remained firm on my stand. Then he said, "I will call you after ten minutes."

He called me back within five minutes, suggesting that I may keep Mr Kashyap with me. After enquiring about the odd behaviour of the Minister, I found out that he was doing so at the behest of one of the deputy superintendent of the hospital. I called the deputy superintendent under reference to my office and rebuked him for the use of his contacts against interests of the hospital.

**Impact of this experiment** – While working for a social institution, we must have the interest of the institution in central focus. Only then, we are on the right path. The cardinal virtue of Gandhi Marg is fearlessness in the pursuit of truth. The above mentioned clerk was an asset to the hospital and later his work became all the more useful in settling a number of complicated matters of the hospital.

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**4. Doctors transferred: Hospital well-being the ultimate goal**-About six months before the 2013 state assembly elections, the Health Minister was displeased with me and he ordered transfer of four doctors of the hospital's core team. Dedicated doctors like Dr.Jagdish Modi and Dr. Amit of the emergency section, Dr.Rajesh Gupta, supervising the hospital development, and Dr.Raja Ram, supervising the bio-waste clearing management were transferred. I met the minister in an effort to explain how this could throw the hospital's smooth operation in a predicament but his response was still adamant and non-granting.

The Principal Dr.Subhash Nepalia also tried to persuade the minister

but his request was also turned down. I also spoke to the advocate general Mr.Giridhari Bafna. He spoke to the deputy secretary Mr.Pradip Borad to seek a meeting with the Chief Minister. However, none of the efforts were fruitful. In such a situation, I could calculate the risk of action against me by not relieving these doctors. I closed my eyes for a while and gave a deep thought as to what I could do in the interest of the hospital. I heard an inner voice directing me not to relieve these four doctors. Despite the minister being displeased with me, the four doctors were not relieved till my retirement.

**Impact of this experiment** – A courageous decision taken with full dedication to one's duty is bound to be successful and worthy. After all, the core team was created to manage hospital work on the principle of decentralization, after considering the respective expertise of the team-members.

The proof of this team's effective and efficient management was apparent from the fact that despite the number of patients having increased from 11 lakh to 25 lakh per annum, the quality of treatment had not deteriorated. In a situation like this, I could well sense the setback the hospital services would have to face if these four doctors were relieved. Thus, the sense of duty and courage makes one invincible.

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**5. Many hands, many minds contribute to hospital's well-being**– One morning, I read in the newspaper that RIICO had given Rs.5 crore to Sawai Man Singh Hospital in fulfilment of their corporate social responsibility. This declaration was made by the Minister for Industry, Mr.Rajendra Pareek in the Legislative Assembly. I felt that there was some mistake and the name of Sawai Man Singh Hospital was inadvertently mentioned. We had not applied for anything like this. In the evening, I received a phone call from the Chairman of RIICO Mr.Sunil Arora. He informed me that this sum was sanctioned in accordance with a discussion with the Minister Mr.Rajendra Pareek a few days ago. I suddenly remembered that the Minister Mr.Rajendra Pareek had come to meet someone in the hospital during the strike by the contractual workers. I recalled that while talking to him in my chamber, I had informed him how we were tackling the strike with the help of volunteers. He was extremely impressed. He had remarked that this was the first example since independence when a strike has been so effectively

handled with use of *Satyagrah*, as he could recall.,

I had also told him about the need of renovating the basement of the hospital and the funds required for the same. He had enquired about the amount needed and I had mentioned a figure of about Rs.4 crores. He kept quiet. And only after four days, he made an announcement in the State Legislative assembly about the grant of Rs.5 crores to support Sawai Man Singh Hospital. Such prompt action in support of the hospital was unimaginable because our previous experiences had only suggested prolonged struggle for even the smallest funds.

I spoke to Mr.Pareek and thanked him with gratitude. I mentioned that he kept silent the other day and now without any indication, he had arranged for such a big sum of money for the benefit of the hospital. He said, “Doctor Sahib, your way of handling the strike was unique and effective. If we made you run around us for funds, how would you have the chance to resolve the complicated problems of hospital management?”

Ironically despite best effort, the work relating to the basement could not be finished due to some technical snags during my tenure.

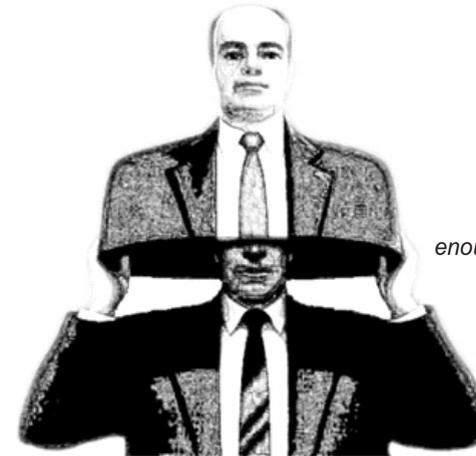
In the similar manner, the Chief Secretary Mr. C.K. Mathew once visited the emergency unit. The departmental head of the emergency Dr.D.S. Meena stated the need for funds to upgrade the Hospital. Mr.Mathew sanctioned a budget of Rs.10 crores directly.

The patient load had increased in the hospital but the strength of staff remained the same. When the proposal for sanctioning some new posts was put up in a meeting of the Committee for Annual Budget, the principal finance secretary Mr.Govind Sharma sanctioned all the posts. This happened so for the first time in the history of the hospital that the proposal for additional work force demand was sanctioned 100% in the budget.

Such instances helped the hospital in a great way and the hospital has been able to extend qualitative services and medical facilities despite increasing load of patients and demand for treatments of diverse nature.

**Impact of this experiment** – It is a general belief that the request for funds for the hospital development are turned down by the government. But these incidents taught a lesson that all we need is to strive with our best capability in the interest of patients whom we care for. Higher authorities and leaders will surely come to support such needs once they believe in our

sincerity and capability. As is rightly said, when you want something from your heart, the entire universe conspires in helping you to achieve it.



*Armor of honesty must be strong enough to check the bubbles of dishonesty, originating from subconscious mind.*

**13**

## **Proactive Honesty**

**M**ahatma Gandhi began his legal practice in Rajkot on becoming a barrister. There he faced a problem, according to the local practice, the lawyers forwarding the cases for litigation used to charge a commission. Mahatma Gandhi refused point blank to accept this practice. I too had to pass through the same situation when I began my medical practice.

After getting a MD degree in medicine, my passion was to treat patients of asthma. A number of patients, whose disease could not be diagnosed and treated earlier, were being diagnosed and treated effectively. Gradually, I became a noted asthma physician not only in Jaipur but all over the country. Patients from Kashmir to Port Blair and from Kolkata to Kutch started coming to me for treatment. It resulted in an influx of requests to refer the cases for necessary investigations to private laboratories whose representatives called me every now and then. I used to decline them.

**1. Giving gives greater happiness than receiving-** An interesting thing happened. It was the day of Deepawali in 1991. Two doctors belonging to the senior batch came to me extending festive greetings. They had started a laboratory near my house. They said – “Dear Virendra, you take no commission. How would you send patients to us?” They convinced me regarding the quality of investigation. Suddenly, the words spilt out of my mouth “Will you offer a commission to my patients?”

The quickest confirmation came from them “Done! We shall allow 30%

discount in our rates to your patients.” It meant that an x-ray which would be ordinarily done for Rs.100 would now be available at Rs.70 for my patients. The result was that many other laboratories in Jaipur also started offering services at economical prices to patients referred by me.

**Impact of this experiment** – It is often observed that in a society many activities and jobs get associated with dishonesty. Honesty is straight forward and uncomplicated. All one needs is to add creativity in establishing honesty in action. It is an act of honesty not to take commission but getting patients the investigations done at a cheaper cost is creative honesty. This fosters faith in the patients and when a patient takes a treatment with faith, he is cured faster.

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**2. Identifying the needy-** When my practice reached the peak of popularity, it became difficult to accommodate large number of patients in the consultation chamber located in my paternal house. So, I moved into a larger house with better facilities for the patients in 1996. I planned not to charge fees for some categories of needy people in the society. I worked out three categories – i) those who are suffering from cancer; ii) widows with no support/shelter; and iii) poor persons. When I shared the list with my friend Dr. Shyam Sunder Agrawal, he was of the opinion that there should be no third category.

There is no criterion to identify the people who are really poor and hence he apprehended that many would pretend to be poor to avoid paying fees. I still wanted to carry on with the experiment. Since then, a notice has remained pasted outside the door of my chamber advising prominently – 'Cancer patients, widows with no support and poor persons do not have to pay the fees'. Whenever such patients come to me, I do not charge any fees and also do not ask any questions. I notice a gleam of blessings in their eyes and that fills me with happiness and contentment. It gives me immense satisfaction in my work.

I also toyed with the idea that I will not ask for the fees if somebody does not pay, no problem! Things went smooth for some time. But one day, someone looking well off went away without paying my fees. For a moment, I felt fooled but the feeling was gone in a second. In about 10 minutes, the person came back and gave the amount of fees to me, sincerely

apologizing for his mistake and wished if I could have reminded him. I was examining a village woman at that point of time. She snapped and said that the *almirahs* of these doctors are full with currency notes and now he does not have space to store money! Her comment was rude and hurting though I kept quiet at that point but since then, I also started asking for fees from patients other than those exempted.

**Impact of this experiment** – Most of the times, we relish the happiness of earning in our profession. But I also get an immense satisfaction in forsaking my fees from the above mentioned three categories of patients.

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**3. Difficulty of choice: Friend or a patient–** Mr. Sunil Katta opened a medical shop opposite my new house. I thought that it could be used to make medicines available at a cheaper price to patients. I discussed this a few times with Mr. Sunil. He was willing to do so but under the pressure of the medicine dealers association, he could do little to offer any price concession.

When new construction was made in my house in 2005, a place for a shop was also found. It was handed over to Mr. Ajay Gupta under a specific condition that he would offer a concession on the printed prices of the medicines to all the patients. Mr. Sunil was my friend and almost like my younger brother. The decision to offer the medical store to Mr. Ajay Gupta in place of Mr. Sunil was rather painful for me. But my eagerness to extend help to the patients was stronger. Mr. Ajay Gupta for years now has been offering medicines to the patients at a 20% concession on print price.

**Impact of this experiment** – The 'happiness of giving' is always more than the 'pleasure of getting' and if this is achieved through serving the unhappy and suffering patients, it is immeasurable. When I tasted this happiness of 'giving', my urge for lending support to the people in need became stronger.

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**4. Asthma patients: Managing self-treatment–** Asthma is a disease in which patient swings between periods of good health and ill health. When he feels better, he feels fit to climb the Himalayas and when he is under its attack, the next breath appears fading away. Repeated attacks of the

disease are disabling and frustrating, especially in case of children.

Adequate treatment of asthma requires counseling, education and lifestyle modifications. In such a case, a doctor should behave more like a friend cum councillor with the patient. I adopted this style in my practice and used it as a mode of treatment. Some small changes in life style could prevent asthma attacks. In order to encourage patients to adopt the needed life style, I discovered and developed an 'asthmatic style' and carefully promoted its awareness. In this style, a patient is taught to acquire the art of handling this disease by himself.

We organized several free training programs from time to time for the patients. To promote the art of healthy living, I started publishing a quarterly magazine Asthma Sanjeevani. This proved to be a great help for the patients with allergy and asthma. The noted journalist Dr.Yash Goyal and my childhood friend Dr.Suresh Bohra have been a great support in publication of this magazine.

**Impact of this experiment** – Such efforts and activities have helped the asthma patients in self-care to avoid the repeated attacks of the disease. It also cheered my spirit to be of true help to the patients.



*No Work is Big or Small*

14

## Everyday difficulties: The Gandhian Path

**T**hese days, the fervent desire of the young people seems to be less work, more money and no problems in the office. This is the reason why families and societies are drifting away from hard and sincere work; they are getting more inclined towards comfort and leisure. Such an attitude is not only harmful for families, society and the nation but a hindrance to personal happiness also. I believe that facing crisis provides a bigger opportunity for success.

If we closely examine this trend for a moment, we shall find that when something is done without our heart in it, it becomes monotonous and we soon get tired of it. In a situation like this, even a small amount of work becomes a heavy burden and we stop feeling happy and peaceful. As against this, while doing a tough task with full heart and dedication, we hardly get tired even after putting in long hours of effort; rather we derive some inner happiness in doing so.

Whatever be the case, some problems are bound to arise in our daily life. If there are no problems, the ways and means to find solutions are also not there. Problem solving sharpens our dull minds. We derive happiness in overcoming hurdles and solving the problems. Therefore, hard work done with full devotion is a regular source of happiness.

Whenever, a problem was encountered in the hospital, I tried to find a

solution based on Gandhi Marg keeping in mind three criteria – (1) The solution of the problem must be permanent rather than temporary; solution or action postponed invariably turn into a bigger problem therefore solution must be found, (2) The credit for the solution of the problem must be shared by all those who were associated with the solution; and (3) The solution must be in the interest of the Hospital.

Some examples of solutions found using *Gandhi Marg* in handling problems that were initially thought to be insolvable are given below.

**1. Lazy technician turns over a new leaf**– A technician working in the hospital laboratory made one or another excuse for not doing work. Warnings failed to improve him. I called him one day and directed him that next two days would be devoted to an experiment. On the next day i.e. tuesday, he was asked just to sit and relax in the laboratory; he need not do a single test that day while the other technician would complete the laboratory work. On the day after i.e. wednesday, the other technician would be on leave and he would have to do all the laboratory work single-handedly. He followed the plan.

I called him again on thursday and asked him, “Which day gave you more happiness?” He was positive in the answer, “sir, the day on which I did the work all alone!” The free day was boredom; it was no relaxation. The lesson was clear – God gave us body for doing work and therefore, happiness comes in doing our work. He worked sincerely thereafter.

**Impact of this experiment** – The biggest punishment in life is not getting any work to do. Even then, some of us think that sitting idle is better than working. To remove this misunderstanding, I made him perform the above experiment and was successful in my purpose. A lazy person was turned into a sincere worker.

**2. Hospital workers and free medical aid**– Free investigations were allowed only for a few categories of workers of the hospital. But some people outside these categories also used to get their investigations done for free, which was not fair. Some hospital employees wanted free investigation facility for their relatives too.

The medical expenses of the hospital employees were reimbursed routinely but it used to take about a year or two. The matter was discussed

with the chief accounts officer Mr.Brij Bhushan Sharma, who suggested some measures to reduce this duration. A meeting of the concerned persons was called for. It was decided that all medical bills for reimbursement in future will be checked and forwarded to the treasury within 15 days. The in-charge for reimbursement of medical bills, Mr Rekhraj made it possible to bring the period down from one year to a month. It was a miracle and he was selected as the “star of the month” and his photograph was displayed on the board.

I myself had taken two CT scans, two M.R.Is., and a couple of blood tests but I always paid for them. My friends commented “hey, you work in the hospital, If nothing else, at least get your tests done free of charge.”

**Impact of this experiment** – If one can motivate people towards the right track, the desired results can surely be obtained. After stream-lining the reimbursement facility, cases for free investigations were reduced.

**3. Medicare relief society & refund of the patients**- Certain categories of patients received reimbursement for medical treatment from the medicare relief society. The task of keeping an account of expenses incurred by the patients and subsequent refunding of the amount was a tedious process. The patients or their caretakers had to run around a lot and sometimes, had to bribe officials for a quicker settlement.

To tackle the situation, the records of all three departments involved in the process were taken on a computerised system. In the next stage, these departments namely store, lifeline and the medical relief society were connected with an online system. The balance amount was remitted through RTGS rather than being paid through cheque. This removed the need for patients to come to the office in order to collect their dues. In order to successfully implement the plan, a meeting of officials of Orthopaedic, neurosurgery and cardiothoracic departments was called and a great deal of deliberation was made with the doctors and nursing staff working in these departments.

**Impact of this experiment** – Many so-called incurable problems of the largest hospital of the state were solved through computerization. The notion was once again confirmed that if properly motivated, the workers themselves extend support in achieving a better and prompt system.

**4. Tackling the problem of wrong reports** – Wrong reports from the laboratory had become an intricate problem in the hospital. The main reason for this was found to be the error in typing. This system was in use for a long time. It did not seem feasible to connect testing machines to an online system. Through discussions and consultations with the respective engineers, a solution was found out. However, the computer operators were apprehensive that with the introduction of an online system, some of them would be out of employment. This misunderstanding and apprehension were cleared through objective discussions. As a result, the work was regularly and smoothly set on an online system, putting a check on the wrong laboratory reports. Introduction of bar codes in sample collection improved the efficiency further.

**Impact of this experiment** – A small effort of putting across the right perspective solved a big problem. Sometimes, employees under the pretext of safeguarding their own interest, cause a bigger damage to the society. Every work place essentially requires a close monitoring of such and similar matters along with creating an atmosphere of mutual trust.

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**5. Scanty blood supply turns into plenty** – A large number of patients either seriously hurt in road accidents or affected by grave diseases are admitted in Sawai Man Singh Hospital and they require urgent blood transfusion. To receive blood for a patient, the relative is required to donate blood to the Blood Bank to maintain a continuous supply of blood. Many a times, the blood required is more and there are not enough donors in the family. In such cases, either they approach some politician or buy blood from the professional paid blood donors, which is not only an immoral activity but also illegal.

A great effort was made over a few decades to check this nefarious activity. Many methods like stationing guards, policemen in civilian clothes, planting hidden cameras in the Blood Bank and so on were tried but the results were not encouraging. I pondered over many ideas to solve the problem of this shortage.

On digging deeper into the problem, it was observed that every year about 200 blood donation camps were organized in the city of Jaipur. If the number could be increased to 365, i.e. one camp a day, the shortage of

blood would disappear and every needy patient would be able to get blood. We approached many blood camp organisers and their philanthropic supporters. We organised a grand ceremony to honor them. Dr.Akhilesh was made the nodal officer for this venture.

A blood donation calendar for one year was formulated. In the ceremony, besides honouring the blood donors and camp organizers, we appealed them to reserve the dates for the ensuing camps. At one go, about 100 dates were booked. With continuous monitoring, we had bookings for all the 365 days of the year i.e. one camp per day. This is how scanty blood supply turned in to plenty.

In addition, the medical community started a 'Blood Service' to help those who were in need for blood. About 500 medical students, residents, nursing staff and medical teachers became volunteers for this service. A volunteer would meet the patient in need of blood and donate the blood. Such meetings used to be very intimate. Sometimes, the blood receiver would promise to donate his blood within a year for any one in need.

Dr.Jagdish Choudhury was made the nodal officer for this blood service. While on one side, those in genuine need of blood had their requirements fulfilled and on the other side, members of the society were enjoying donating blood and creating 'blood relationship' with strangers who needed blood.

**Impact of this experiment** – The blood collection programme titled “Scanty to plenty” was a hit in its purpose and the problem of scarcity was solved. The lesson was simple but firm – Where there is a problem, a solution must be there. This is an unfailing law of nature. All one needs, is to find out the unique solution and put the same into action with determination.

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**6. Old employees motivated to learn new technical skills-** Computers were installed in almost all wards and the outpatient departments since 2009 but these were not in use anywhere except on the registration counter. Nursing employees of the hospital carried a notion that at their age they cannot learn using the computer. Outdoor nursing employees had clearly objected saying that getting nursing employees to work on computers was a form of exploitation.

With such a prevailing attitude, most computers were left unused in various stores since 2009. In order to find out a way, a meeting of the hospital nursing staff was called for where I raised a pointer, "Kindly put your hand up if any one of you does not have a mobile phone." No hand was raised. "It means you are using your mobile phone to call a person, tracing the missed call and probably sending a text message". I resumed, "You will be able to record the details of the patient in the outdoor and indoor computers and the number of steps would not be more than you are already using in your mobile phone. A Mobile phone is a mini computer and you all are computer literate". This message clicked to one and all the employees promised that they would start using computers.

To help them in this endeavour, the computers were repaired through the assistance funds made available by my childhood friend Dr. Birbal Dana. Now all the wards started recording complete data and information regarding admission, transfer and discharge of all the patients.

Just before a month of my retirement, even discharge tickets were made and rolled out of the computer. Suggestions of Dr. Parminder Singh were of immense use in preparing computerised discharge tickets.

**Impact of this experiment** – Mutual dialogue with an open mind always goes a long way. Not only nursing employees took to the computerized recording but a friend's help to get all the computers set in perfect working condition permitted work to proceed faster and more accurately.

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**7. Improvement in emergency treatment procedures**– The Emergency Wing is a mirror of a hospital's efficacy. It is the first encounter of a hospital where a common man, worried and hassled, comes with a patient in grave suffering. Resident doctors attending such patients are often good at their work but at times they lack experience to control the temperament. An apparent delay in care may flair up reactions of the patient's relatives. This often leads to unpleasant incidents involving arguments and brawls. To keep such happenings in check, a senior doctor was customarily posted in the emergency department since long. But for last 15years, this customary rule was in abeyance because senior doctors had declined to attend the emergency duty.

We arranged for training of our senior doctors to help them handle such

situations. Three issues were highlighted and recommended to be incorporated into behavioral conduct. The first issue was related with the misbehavior by the relatives of patients. It was emphasized that the patients and their relatives coming to the emergency wing are not in a normal state of mind but they are in agony and therefore, they should not be expected to behave like a normal person with a pacified state of mind. Doctors on duty should take no offence of their misbehaviour; they deserve sympathy and better behavior from all of us.

The second issue was related with alertness during duty. And the third issue was related with initiating treatment within five minutes from the arrival of a patient needing emergency care. It was monitored by closed circuit cameras installed in the emergency department.

Senior doctors in their capacity as shift-in-charge were asked to fill up a duty form in which they were required to furnish the information of things done during their duty till the change of shift. This brought the desired improvements in the working of the emergency department. Credit must be given to the head of the emergency department Dr. D S Meena and also to Dr Jagdish Modi for their conscientious diligence and monitoring in this regard.

**Impact of this experiment** – A deeper analysis of the problems of the emergency wing and implementation of three point plan of action did bring the most desired results.

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**8. Provision for basic amenities at Hospital**– Since I was a student of SMS Medical College in 1971, I had a wish to have pure water, tea and food available in the hospital. These basic amenities are required by all patients, their care-takers and medical staff working in the hospital. We were not sure if the water that we used to consume from bottles was from the overhead tank or from bathroom pipes. The only way to avoid tea supplied in plastic bags from roadside shops was to make tea in our wards. But it was limited. The newspapers used to carry frequent stories about unhygienic condition of food provided in the canteen and in the shanties around the Hospital.

With help of donations given by Shri. Sampat Bachawat and his friends large capacity RO systems were installed in the hospital. It provided pure water to patients, relatives and hospital staff. Regarding the problem of tea,

the responsibility was given to Dr. Anil Dubey. Dr. Dubey suggested that we could follow the example of the JDA offices where kiosks of Lipton Tea were working well. So we commissioned five kiosks of Lipton and 5 kiosks of Nescafe in the hospital where tea, coffee and soup could be dispensed for Rs.4, a cup. With this people in the hospital started getting hygienic tea, coffee and soup.

Since the case of canteen was pending in the court for a couple of years the problem of a good canteen was a distant dream. With a target of providing good food at low cost in mind, this project was handed over to Dr. Dinesh Dwevedi and Mr. H K Tuteja. Their sustained efforts resulted in vacating the stay order on canteen in the court.

After this, the responsibility of maintaining the Canteen was given to Akshay Patra. Great help was extended by the principal secretary in the department of medical education, Mr. Deepak Upreti in making a place for the canteen available at free of cost to *Akshay Patra*. It allowed food items to be available at considerably lower cost. *Akshay Patra* could make food items of good quality, available at rates cheaper than the old canteen.

**Impact of this experiment** – In the 80 years history of the hospital, food, water and beverages of good quality were available to all. I considered this as the most significant achievement of my tenure.

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**9. Technicians motivated to wear uniform**– During an inspection of the hospital laboratory, four technicians were found not wearing the mandatory uniform. They accepted their mistake and agreed to clean all the four Laboratory rooms as penance.

**Impact of this experiment** – Everyone used to comment that laboratories were dirty and they needed to be cleaned. But who would clean them? When the technicians, in repentance, cleaned the rooms, they realized that no work is small. Subsequently, they also remained in their uniforms during duty hours.

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**10. The morphing of careless resident**– Dr. Jeeshan, a native of Bihar joined as a first year resident doctor in 2013. He was a talented and hardworking student but he generally used to forget instructions. One day,

he was instructed to arrange for a blood test of a particular patient. Dr Jeeshan forgot all about it. By the next morning, the patient's condition deteriorated. The blood test was subsequently carried out.

Based on the results of the test, treatment was modified and the patient improved after around six hours. Dr. Jeeshan accepted his mistake and promised no recurrence. For penance, he decided to donate blood. After this, Dr. Jeeshan started keeping a note book in his pocket in which he would note down all instructions.

A few days later, a patient suffering from dengue had no blood donor. He required a special kind of blood unit known as 'single donor platelet' (SDP). Dr. Jeeshan undertook penance by donating SDP for the needy patient. The patient and his relatives blessed Dr. Jeeshan whole-heartedly for his noble gesture.

**Impact of this experiment** – When a willing sacrifice is made in penance, it invites blessings and gratitude from others and the human sensitivity reaches a high point. Dr. Jeeshan made a mistake because of his forgetful nature but what he did in penance was unforgettable. He became responsible after that, by keeping an instruction diary in his pocket to avoid any future lapses.

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**11. Immediate investigations ensured for serious patients** – Sawai Man Singh Hospital is the state's biggest hospital. Certain investigations are required urgently for timely management of some serious diseases. The reports of CPK–MB in diagnosis of a heart attack, CBC for septicaemia, and PT/INR for haemorrhage are required immediately for making a treatment decision. Normally these reports were available next day. The matter was discussed with doctors in bio-chemistry and pathology sections and a system was started so that such reports are available online within an hour of sample deposition in the laboratory.

**Impact of this experiment** – With the quick availability of such reports many seriously ill patients got their treatment begun in time. Lives of many patients were saved.

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**12. Locating facilities in the hospital made easy** - The building of SMS

hospital is really huge and it is difficult to locate rooms or wards here. It was not only difficult for patients but also for employees of the hospital. The situation was further compounded with the fact that the names or number of the rooms and wards had no logical sequence. Therefore, reaching the desired location appeared to be a cumbersome process.

Since my undergraduate days, I used to ponder about a solution for this problem. After taking over as the superintendent, I invited a few journalists on tea and sought their suggestions. One of the suggestions was to give logical numbering of the hospital wards and putting appropriate location sign posts. Dr.Rajesh Gupta was given the responsibility as the nodal officer for this project. Within next three months, every location of the hospital including rooms, wards, lifts and gates were allotted a definite number and requisite sign posts were put.

**Impact of this experiment** - With the location sign posts and logical sequence of numbering, it became much easier for everyone to move about in the hospital and reach the destination.

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**13. Saving the Hospital from becoming a junk yard** – When I was a lecturer, I used to notice that our laboratories and wards had become virtual warehouses for unusable goods. On my appointment as the Superintendent, I searched for a solution to this menace. I was told that the goods cannot be declared scrap during their validity period. Since work load of the hospital had increased tremendously, many items were no more appropriate or usable.

When I discussed a suggestion of declaring the unusable material before their expiry as condemned goods with the medical secretary Mr. Dipak Upreti, he offered an indirect solution “suppose a machine has a validity of six months, we can condemn it at two months, if the specialist thinks that its use is not safe for the patient.” With increasing workload some articles were getting damaged before expiry of prescribed limit. Using this as our criterion, Dr.Randhir Rao and Mr.Brij Bhushan Sharma managed to get a lot of unusable damaged material declared as condemned and removed them from the hospital. Mr.Upreti happens to be a dynamic and practical person who believes in finding solutions to the problems, by rightly escaping the usual bureaucracy.

**Impact of this experiment** – By clearing the junk and scrap in this way, we not only got free space in the hospital but also generated money by auctioning the unusable material.

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**14. Tomb of the cobalt machine removed** – At the entrance of the hospital through gate number 3 there was a room with no entrance door. It marred the beauty of fountains springing besides it. On enquiry, it was learnt that a cobalt machine of the eighties was buried there. This machine was previously used in the treatment of cancer patients. However it was no longer working but keeping it in open posed the threat of radiation, so it was buried behind the walls. The purchase and acquisition of this machine had passed through the proceedings of several enquiry committees and it was used for a short period of time only.

I proposed to Mr. Addul Hafiz, the store keeper and Dr.Arun Chowgule, the Head of the Department of Radiation Physics to dispose off this machine through auction. Initially both of them were hesitant, aware of the legal risks involved. They recommended that it should be left as it is. I implored them with my question “What should be done in the interest of the hospital?” Then they agreed with me. I am glad the process was started before my retirement and it was completed shortly after my retirement.

**Impact of this experiment** – The beauty of the fountain and the space created after the removal of the tomb made the porch look impressive. With its elimination, the threat of radiation exposure was also tackled.

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**15. Computer technology for improving patient care** -As long as illness of a patient was related to one department only, his treatment used to be a smooth affair. But as soon as the medical advice and consultation of another department was needed, it used to become a time consuming affair. It used to take 3 to 4 days in some cases. To prepare reference notes, to get them recorded in the relevant department, to send them to the related department's senior doctor and to get the concerned patient examined, would easily involve minimum 1 to 2 days and this used to adversely affect the condition of a serious patient. This problem was discussed a number of times but no fruitful solution could be arrived at. Many senior doctors had

made serious comments about the situation in the meetings of the College Council.

After reasonable deliberations, it was decided that a system should be developed to send references online. For this, the first step was to make sure that computers in all the wards were in working order and this required a sum of rupees five lakhs. My friend agreed to make this sum available for the purpose. All computers were set in working condition.

After entering data of all the doctors in the hospital on the computers, a problem arose regarding message connectivity. Shri Tapan of the I.T. department handled this well and the full system went online. But old habits die hard and new habits pick up late. The resident doctors of various departments still did not send reference notes online. Dr. Surendra Bhakhal, secretary of the resident doctors association and Dr. Dilip Wadhvani were entrusted with the responsibility for facilitating monitoring of the system. A daily report was required to be sent to me. The doctors of all departments were encouraged during the department wise meetings to send references online rather than through the conventional method. Initially, about 20 to 40 references were made on computer but after 2 to 3 months extensive efforts, the number increased to about 150 each day. Shri Ashok Kumawat and Shri. Vijay Vyas of the computer department of the hospital made the system really effective and smooth with their valuable supervision.

There was a similar problem regarding the treatment history of patients who revisited the outdoor. Some patients would bring earlier prescription but most patients would forget. It would be difficult for the attending doctor to ascertain what medicines were given last time or what course of treatment was followed.

Earlier even doctors used to write a number of medicines on the same prescription and in case of repetition, they did not repeat medicines names but just wrote sequence number of medicines given last time. After the system of free medicines came, it became necessary to write the name of medicines every time they were prescribed. It took a long time and made working with ever increasing number of patients in the outdoor section very tedious and prone to human errors.

Doctors are famous for their illegible handwriting. Unless the pharmacist would be extremely careful (which he could not be when there were a lot of

patients to be attended to) the chances of dispensing wrong medicines was always there. To avoid such human errors, the system was made to print the names of all the medicines given last time in the upper portion of the prescription issued at the time of registration. This became possible by connecting the data of the medicine dispensing centre with the registration computer. Now new computer slips came out with last prescription printed on it. This prevented both the problems arising from forgetting the earlier prescription or dispensing wrong medicines.

The blood bank used to be highly crowded since blood requirement for patients in serious condition has always been a matter of worry and hurry. The repetitive enquiries by blood seekers used to create confusion and chaos. Hence the system was made that as soon as the type of blood needed for a patient was ready, a short mobile message would be sent to the relative of the concerned patient. This eased the situation a lot.

**Impact of this experiment** – Online reference system in the various departments helped doctors to save time by about half. This appeared to be a great achievement without increasing the number of doctors. Information appearing on the outdoor prescription helped attending doctors considerably. The message service, about the blood being ready, made relatives of the patients comfortable and co-operative. Computerisation helped in improving the working at Sawai Man Singh Hospital remarkably. During this period SMS Hospital was selected for the award given to the country's most notable government hospital, using computerised services.

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**16. Obliterating streaks of tobacco spit on the walls**– People often spat on the walls in the hospital. This made walls, particularly corner of staircases, very dirty. A solution to this nasty habit was not found so far. It was brought to our notice that there was a penal code in existence to fine Rs.50 for consumption of tobacco in the hospital premises. Besides this, there was a regulation to fine Rs.50 for each incidence of spitting and urinating in public. This regulation was strictly enforced in the hospital with the consent of the Medical Relief Society.

Since proper enforcing, about 100 people were fined every day. As a result, the hospital started looking much cleaner. Lesser number of people

were seen smoking and spitting. In the meeting of the Medical Relief Society, some people proposed the fine to be raised to Rs. 200 to which my submission was that the fine was not a means to raise funds and encourage corruption at the level of guards but it was to create wider awareness that the hospital must be kept clean. Dr.Rashim Kataria, the Head of the security made a thorough investigation and inspired the guards to perform their duty with vigilance. Rs. 10 out of the penalty of Rs. 50 raised from the instances of tobacco consumption and spitting were given to the concerned guard as incentive money.

**Impact of this experiment** – A token monetary punishment is needed to enforce the awareness regarding cleanliness to maintain a healthy environment in the hospital. With enforcement of this system, the walls of the hospital appeared cleaner. The guards used to explain to tobacco chewers and smokers the imminent dangers of their habit and also presented to them a photograph of a patient with oral cancer which was a result of tobacco use. The penalty and such instructions together made many hereto addicts promise to leave the habit.

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**17. Regulation of night services in the hospital** – Once Dr.R.C. Yadav went round the hospital at night and discovered many irregularities. Nursing staff used to put off the light to go to sleep. In case of any difficulty or problem, relatives of the patients had to search around for the nursing staff or the physicians. Sweeper staff often disappeared. Hospital employees also did not wear their uniform.

In order to exercise a check on such irregularities, it was decided to assign duty to seven administrative officers, each one to take a night monitoring round once in a week. Any hospital worker caught at fault would have to report to me next morning and he was asked to do something useful in penance

**Impact of this experiment** – Because of the night rounds of the administrative officers, significant improvement in the working was noticed. Night rounds were helpful not only to catch the irregularities but also to help them recover from their mistakes and be better persons through repentance.

## **18. Setting examples by taking risk and responsibility**

**Uniform** – The day I took over as the Superintendent, I took a decision that uniforms must be made compulsory. For this, I started to wear my apron regularly. Effort was made to hold meetings of the different categories of hospital employees to highlight the importance of uniform as well as to seek suggestions on the matter. The rule that everyone must be in their prescribed uniform was implemented only after its acceptance by all. The impact of this was that earlier only about 20% hospital employees wore their uniforms now about 50% of doctors and 90% of the other staff were seen wearing their uniform.

**Better Porch** – Porch is said to be the face of a hospital. But SMS Hospital Porch remained overcrowded due to parking of cars and two-wheelers. To improve its look, an iron barrier-chain was put at the head of the porch to disallow vehicles beyond a particular point. After some initial grudge, all employees and patients started accepting it. I set the example myself. I started parking my car in the basement parking and walked to my office. I followed the principal “ first practice and then preach. ” My example was gradually followed by many. Soon about 90% vehicles were now parked in the basement. Earlier with the crowd in the porch, the basement parking remained unused.

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**19. Encouraging and motivating people**– A resident doctor came to me with a man. He was a relative to patient in his ward. The resident doctor further explained that the patient was a very poor and needed a CT scan for further treatment. He requested me to provide the CT scan for free as the patient despite being poor did not have a BPL card. I looked at the relative. He was a frail man with unsettled hair and unshaven face and his trousers had a mending patch.

I called the resident doctor and asked him to turn his back to me. So he did. I patted his back and said – “Well done! You're doing your duty well by treating the patient and it is wonderful that you are trying to help the poor patient by getting his treatment done for free.” Saying this, I signed the form of free service. I often used to check on this point when some employee or VIP would come to me for a free investigation of his relative. But for a poor patient I always tried to appreciate the accompanying person.

**Impact of this experiment** – If the patient is poor, he must be given due help and assistance whether he may or may not be falling in the category for free service. I have tried to foster this spirit in our future specialists and current resident doctors and it was a successful mission. To help the poor is a joy and satisfaction in itself and to thank and compliment someone doing so is a double joy.

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**20. Good leaders: Praises team, faces blame**– I often encouraged the workers of the hospital who did a good job. Whenever someone spoke of some risk involved in doing a good deed, I always said – “If you get credit or fame, it is all yours and if you get blame, it is all mine.” This helped many to be dauntless in doing a good job under their name.

Once, a former minister was admitted into the Medical ICU. I advised the resident doctors there to carry out their duties to the best of their abilities. One day, I received a phone call at around 5 in the morning from a resident doctor reporting that the said patient's condition was deteriorating and he had to be put on a ventilator. However, the former minister's relatives were extremely annoyed when they learnt that he was taken on life support without their permission. They were threatening to make a complaint to the Chief Minister.

I reached the ICU within 15 minutes. Checking the patient, I consoled his relatives and complimented the resident for a good judgment that helped in saving a life by most timely action. Moreover, at the time of the patient's critical stage, none of his relatives were in the hospital. The relatives questioned me if it was right to put the patient on the ventilator without taking their consent. My response was that if I were there in the place of that resident, I would have surely done the same thing to save the life of the patient; a decision had to be taken with responsibility, rather than by choice.

**Impact of this experiment** – Today, everyone works keeping themselves safe so that they might not be held responsible for any action later. In an environment of self-safety first, the skill and ability of a doctor may not be used in the best way to save the life of patient who is struggling between life and death. In a situation like this, the doctors must be supported for their judicious judgment.

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**21. The wait for foundation ceremony finally ends** - Often at the time of commencement of a new facility in the hospital, the custom was to invite a Minister or Chief Minister to inaugurate it. This, at times caused a major delay to make the facility operative while the facility was needed to be commissioned immediately for patient care.

During my tenure, only two times the ministers were invited. One was the launching of a free investigation facility which was a state level programme, and the other was organised to honour the blood donors and blood donation camp sponsors.

Other facilities were inaugurated in an innovative way as follows,

- ✍ **Inauguration of the lift at the Enquiry** – The inauguration ribbon was cut by the most elderly person present on the spot.
- ✍ **Inauguration of kiosks for tea and coffee** – The inauguration ribbon of one kiosk was cut by a physically-handicapped person while the other kiosk's inaugural ribbon was cut by a sweeper staff. The inaugurators were offered first cups of tea and coffee.
- ✍ **Inauguration of Akshay Patra Canteen** – An elderly patient inaugurated the Canteen. When I offered the amount for the food he ate, he insisted to pay it himself by taking out a note of Rs.100 from his pocket.
- ✍ **Inauguration of Pure Water (R.O.) Facility** – The inauguration was made by a labour who worked on the site. The donors for the facility were also honoured.

**Impacts of such experiments** – A lot of time and energy is wasted in arranging inauguration to be done by some noted personalities. Many a times this causes abnormal delays.

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**22. Foundation Stone plaque**– Ordinarily, government officials remain in a sphere of fear. I quote an example. The earlier de-addiction ward was shifted to a new location. The old ward was renovated into an emergency medicine ward, which however could not be commissioned because of the shortage of nursing staff.

One day, I went around the ward just a few days before the assembly elections. I observed that the foundation stone plate of the earlier de-

addiction ward was still affixed there. When I directed the nodal officer and engineer to remove this stone plate, they hesitated. After a while, one of them said this stone plate had the name engraved of probable next chief minister of the state. Removing this plate may invite trouble. Since the ward was already shifted, this plate was affixed at a wrong place and would look all the more inappropriate, I argued. Therefore, this must be removed. I also said “The risk is mine but the credit to make it a good ward will be all yours.” Then, the plate was removed from there.

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**23. Enhancement in medical college research facilities**– Research reflects the quality of academic standards pursued in a medical college. A thought that often lingered in my mind was, how to make my medical college as one of the leading colleges in the country. When Dr. Ashok Panagariya took over as the Principal in 2006, we discussed the matter. He liked the idea and approved the constitution of a research review board. He gave me the responsibility to implement the same and it was a big challenge for me.

The number of students qualifying for a post graduate degree was a little over 100 in 2006. All students had to make a relevant research, for writing their thesis for the degree. Despite the hard work, hardly about 1% of their research work used to be published. Poor methodology was responsible for it. Sadly, many guides were unaware of the latest research methodology. In order to improve methodology, a plan of the thesis was required to be presented to the research review board. Shortcomings were rectified at that stage itself. The professors with academic background including some retired persons were included in the review board.

All protocols for thesis were presented before the board. I was made the Secretary of the Board. The biggest challenge was how to involve senior doctors into the work of research refinement. The main obstacle was the ego of some doctors. Such issues were handled tactfully. The programme eventually proved to be very successful and this recorded a qualitative improvement in the medical research by the students of Sawai Man Singh Medical College.

**Impact of this experiment** – With establishment of the Research Review Board and following of a systematic research methodology, the quality of research improved remarkably, leading to higher number of

publications.

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**24. Dignity of labour neither great nor menial**– In order to generate awareness in the public against consumption of alcohol, Mr. Dharmveer Katewa has been organising a “*Darunahi, dhoodh ke saath kare nav-varsh ka satkar*” (Welcome and cheer New Year with milk not with alcohol) for a decade on the eve of every new year. On December 31, a stall to distribute free milk at the gate of the Rajasthan University is put up. He urges students to “welcome the new year not with alcoholic drinks but with milk”. People participate with enthusiasm in this programme. I spend a few hours every year in this programme and help in distribution of milk. The milk is offered in earthen pot-glasses to about 7-8 thousand people on that day.

Once, two workers were employed to pick up discarded earthen pot-glasses which are often littered by the crowd. I found a lot of such glasses lying hither and thither, and those two workers were not in sight. Some people were standing there and blaming the workers being so lazy and work-drifters. At this point, I started picking up the discarded glasses from one side. Seeing this, many joined in and within no time, the place was clean.

**Impact of this experiment** – We often divide our tasks. Some tasks are considered small which we would like to avoid. But if the need arises, we should not hesitate to do them ourselves. In this event, once the barrier of hesitation was broken, work was done rather smoothly.

Mahatma Gandhi learnt the job of a sweeper in South Africa and gradually, he became such an expert that his friends used to crown him with a title of *Bhangi-Shiromani* which if literally translated would mean, the King of sweepers. I firmly hold that, no work is either big or small. One should not bring any issue of prestige in doing things that need to be done.

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**25. Giving up the habit of dodging duty**– It was a holiday and my outdoor duty time was from 9 to 11 in the morning. When I came out of my chamber at about 11, I heard loud and angry voices from the ECG cabin of the medicine OPD.

I peeped in and noticed that about 10 people had gathered there and the ECG technician was speaking in very high pitch – “look, I am alone here, get

your ECG done at the ECG Laboratory located at Bangur.” A patient argued that Bangur ECG laboratory technician had refused to do his ECG saying that those belonging to the OPD had to get their ECG done at OPD only. At this point, I looked at the ECG technician. He looked nervous and said – “sir, since the other technician has not come, I am alone and relatives of patients are fighting with me and the guard is also not available.” For a moment, I felt pity on him. Then out of curiosity, I asked him for the register that recorded the number of ECG done on the day. When I checked the register, I was amazed. This technician had done only two ECGs in two hours.

Since the morning, his whole energy was spent on dodging the patients. At times, he would be angry and at times, he would pity himself. A few patients were cursing the hospital and a few were leaving the place with disappointment. I rebuked the technician, “You would be able to do an ECG in lesser time than you are spending in evading the patients.” emotions of shame appeared on his face and he asked for forgiveness promising that such a mistake would not be repeated in future.

He disclosed that the other technicians had advised him to avoid doing large number of ECG because then, they will have to do lot of work. I asked him little sternly, whether he would like to get a transfer or he would prefer to be here only with greater dedication towards the duty given to him. His submission was that he would like to remain in the ECG laboratory only and he promised to work more sincerely.

A few days after this incident, I revisited the medicine OPD. From a distance, I saw the technician busy doing an ECG. I came to know that he had done 40 ECGs in two hours. I went up to him and enquired how many clashes he experienced with the patients now? He denied any during the last seven days. Then I asked him which day was better - the day he did only 2 ECGs or the day when he had done 40 ECGs ? He admitted that he was happier on the later day. He felt very sad on the day of first incident with only 2 ECGs, but now he enjoyed his work.

**Impact of this experiment** – This experiment released the technician of his habit to escape his duty. The habit of running away from one's duty, often leads to frustration rather than happiness. With only 2 ECGs done in one day, all he got was bitter arguments and curses, while doing more work sincerely, he got blessings from patients and deeper satisfaction from within. The lesson is simple - Do 'good' and feel 'good'.



*Where Stairs of Success are beyond reach,  
One may adopt Gandhi Marg to restore work culture*

## Politics and Patriotism

I had no plans to contest a political election though I always carried a profound sense of patriotism. I often felt concerned that our present system has turned all of us to become duty-dodgers and corrupt. A deeper agony often pricked my mind and heart - did Gandhiji and all martyrs sacrificed their lives for us to enjoy only this kind of freedom? Gandhiji had his apprehensions and as a precaution, he emphasized the need of honesty, spirit of sacrifice and moral values in political leaders for saving the country from being caught in the web of corruption.

Unfortunately, leaders did not remain honest and they colluded with bureaucrats, to establish such a system that allowed no one in the country to remain honest. For name sake, they were known as servant of public but, in reality they became exploiters of the public.

Whenever I travelled to USA, England or Singapore, a question thronged in my heart as to when our country will be like them ? *AAP (Aam Aadmi Party)* appeared to be committed to such values in the country. Undoubtedly appeared the integrity and patriotic concern of Shri. Arvind Kejriwal. No denying that he may also make inadvertent mistakes; his objective has clearly been the well-being of our country. I felt inspired, that here I could use the opportunity to contribute in the transformation of our country.

Thus, when I received an invitation from the AAP party leaders, I

accepted the opportunity. Taking AAP as the only ray of hope for bringing about the most desired transformation in our country; I wanted to make a sacrifice despite the opposition from all my family members. I strongly felt that any decision must be taken in the greater interest of the country. I took the decision unhesitatingly and took a voluntary retirement from my service. Mr. Jagdish Sharma, Editor of Dainik Bhaskar came to my house to make me desist from my decision since according to him my defeat was inevitable; and, my status and prestige in the society would be tarnished. My stand was simple and firm; the system must change; the common man should have a quality of life, like that in England and USA; and for this, I am willing to sacrifice even my status and prestige.

### **Some Events and Experiences during Elections**

**1. Election Rally** - One day, our election rally was passing through Chandpol Bazaar, suddenly, the BJP rally came from opposite directions. Their party men pushed our party men who kept their cool for quite some time. The slogan shouting was getting louder and the tension was mounting. The police force had already arrived in large numbers. At this juncture, I noticed from distance that Mr. Ramcharan Bohra, the BJP candidate was sitting in his vehicle.

I got down from my vehicle and started walking alone in that direction. I was greeted by BJP supporters I met on the way and I reached Mr. Bohra and Mr. Mohan Lal Gupta, MLA sitting in the vehicle. Mr. Bohra also accepted my greetings and then he changed the direction of their rally. The press reported it prominently commenting that the doctor won the heart of the people by getting down from his vehicle, now it was to be seen if he would win the elections too. This speculation as true because despite winning hearts I lost the election to Mr. Ramcharan Bohra.

**Impact of this experiment** – If we sacrifice our ego and hold on to fearlessness, we can often avert undesirable happenings.

**2. Principles are superior to opportunity** – A few days after my application for voluntary retirement, a well reputed senior leader of BJP who was very close to the Chief Minister called me. He communicated that his party wanted to offer me a chance to contest election on a BJP ticket from Jhunjhunu. For a moment, I did think of a sure win on the BJP ticket and a

sure defeat on the AAP ticket.

But my mind was firm - On one hand, I had the invincible target of bringing a transformation of the system and on the other hand, I had simple opportunism. I had no hesitation in responding, “No, I am not going to join BJP” There was a counter suggestion, “Think of it again till next morning. Your 'yes' will be welcome.” I thanked the caller for his kind offer and informed that my decision was irrevocable.

**3. Election propaganda and commerce of votes** – An activist of Ramganj Bazaar brought to me, a person who was said to have a stronghold in the area and about 10,000 votes could be neatly gained at his one gesture. I asked him to vote for me if he believed in me. He said he would do so but only for money. I admitted straight forward that I was not keen on buying votes. He gave a precaution that there was no chance of my winning unless I subscribed to this route. I admitted that I would be happier to achieve a truthful defeat rather than a dishonest victory.

**4. Mercenary campaigners**– The elections were a bundle of queer experiences. Some people around me suggested that I had only a few workers and they could arrange for more. So I asked them to arrange for more but, the bargain terms came as a response – 'Rs.500 per day for each worker; they were instrumental in arranging this for others parties too'.

I enquired “How would they support me unless they did not believe in our ideology and thoughts?” I was assured “They would do wonderfully well for you too; they are professionally experienced and have worked for several parties.” I clarified my stand “We want volunteers who have passion to do something great for the country and not the ones who go by monetary terms.” It is important to reach the goal but the purity of means for reaching the goal is equally significant. This was what Mahatma Gandhi believed in.

### **5. No tobacco and no alcohol' campaign**

During campaigning in the localities, many children also used to come around and I loved to interact with them. For this purpose, I used to keep a

set of photographs in my pocket. One photograph depicted healthy lung while the other depicted a sick smoke burnt lung. Showing children a pink healthy lung, I used to tell them that right now their lungs were like this but if they took to smoking *bidi* or cigarette, their lungs would become burnt black within a few years. I used to ask children, “What kind of lungs you would like to possess?” They pointed out to pink healthy lung. Following this, most were ready to take an oath that they would never take to smoking.

Then I used to show a photograph of a cancer patient's inner mouth, followed by a question “What could have caused this condition?” Children did not know the correct answer. So I told them “by taking *zarda* and tobacco”. I would further ask “do you know the names under which *zarda* is sold in market?” Here children had some knowledge. They would name '*Kuber*', '*Khaini*', '*Natraj*' and so on. I would explain that if they did not want to have a mouth like the one shown to them which looked so ugly and unhealthy, they have to commit not to consume *zarda* and other tobacco products in the present or in future. Children would then enthusiastically take an oath to avoid tobacco products.

I would further ask, “how many kinds of actions are there?” Obvious answers were “good” and “bad”. “And which were the bad actions?” “Theft, fighting, rape and murder” - children would promptly declare. “Would you get into them?” “Never” - children would declare. “Which devil can still induce you to get into them against your willingness?” – would be my next question. Children gaped helpless. I used to tell them – “consuming alcohol of any sort can force you to get into a bad situation you never intended to do. Alcohol acts on the brain and blunts its capacity to judge what is right or wrong. Getting into bad things was always easier than doing good things.” And I shot my last question, “will you begin to consume alcohol?” Children and possibly their elders standing behind them would loudly speak back – “No, never!” And I felt that I was doing my job better; win the election or lose it was only a part of the game.

I used to get delayed in reaching my next campaign points because of such interactions. But I believed from the core of my heart that if children could be trained to be good, the next 50-60 years for our India, will surely turn out to be useful. Children are easily impressionable. They are like wet clay that can be moulded in the desired form and shape. Once they get strong and consolidated, desired changes are difficult to be achieved.

**6. Post Election**– I was appreciated and praised wherever I went for my election campaign. I did not expect an outright win but I hoped to get about two lakh votes. However, I got a mere 55,000. Though, these votes represented the highest vote count among all the candidates of AAP in Rajasthan it was quite disappointing. Among my close friends, only Dr L C Sharma was an open campaigner for me. Relatives, family members and some of my patients put in hard work for me. Only because of that, I got these many votes. My friends Jawahar Taunk, Birbal Dana and many of my patients and relatives contributed a lot in fund raising.

My wife Sarita was hurt and disappointed. She reminded me, “I had told you right in the beginning. Your friend Mr.Ajay Pal Singh Rathore too had asked you not to contest the elections.” I did not feel bad. I still had to say, “contesting the election was a duty in favour of the country's interest. Public has made a decision and I gladly honor it. Possibly, God has a different plan for me. As far as I am concerned, I am willing to do my best even in future in the interest of my motherland.”



*Gandhi Marg transforms  
anger into pleasure*

**16**

## **Human or Devil – Two sides of a coin**

**A**n Englishman Sir Richard Attenborough made the famous film on Mahatma Gandhi, the most invincible crusader for ending the English Rule over India. It is interesting to note that a film on Mahatma Gandhi was made by person of a country, whom he fought against to get independence for India. Such examples are rare in the history. The message of Gandhi in the fewest words is – There is no enemy but we have to fight like a warrior; we have to fight with the bad person within ourselves, the evil hidden within us. Hate the evil not the person committing the evil. - was a clear message.

I experienced a few instances, described below, where following Mahatma Gandhi proved most effective.

**1. Bright student stuck in the vortex of bad habits**– Dr.P S Lamba, the Assistant Professor of Anaesthesia came to me one day and told me, that someone had picked up Rs.22,000 from his bank account through ATM. On checking the video recording in the cameras affixed over the machine, it was found that this was done by a resident doctor, working in Dr.B.S. Gupta's unit. I was also in the same unit as an associate professor. People present there at that moment planned that the resident should be handed over to the police who can get the truth out of him. But I took over the responsibility to handle this case myself.

Dr. Lamba agreed to this. I called the resident and asked him the reasons for doing such a thing. He broke down and stumbled to explain that he did not know what happened to him all of a sudden that day; he lost his head and picked up Rs.22,000 from Dr.Lamba's account. I explained to him that he might be handed over to the police. He fell at my feet overtaken by great shame, then he promised that he would never do such a thing again in his life. He returned the total amount to Dr. Lamba the very next day.

Since that day, he was a totally changed person and worked very hard. As a result, he was selected for DM in the Cardiology Department at the AIIMS. Today, he happens to be one of the leading cardiologists in Delhi.

**Impact of this experiment** – Sometimes, young people stray into a wrong path because of some momentary flash. If they are guided wisely and sympathetically, great potential can be harnessed; otherwise, if they are let loose on the wrong path, not only them but the entire society has to pay the price.

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**2. Transformation: The slothful to the most Duty-oriented-** When I took over as the Superintendent, I did not have a good image in my mind about Mr.Baldev, the leader of Nursing Union. One day, while I was talking to some people for donating trollies and wheel-chairs, Mr.Baldev was also standing there. He said that he too would arrange donation of some wheel-chairs. Within next three days, he arranged for a donation of 10 wheel-chairs. Contrary to my impression, I observed a sensible human being hidden in him.

When *Sewa* was launched for the care of destitute patients, we searched for persons who could supervise the service. I was looking for people with sensitivity and compassion. I remembered Mr.Baldev at that point and I wondered why not he be entrusted with this task.

Mr.Baldev was chosen to assist Dr.Narendra Singh. He did not appear interested in the beginning but after some motivation, he became active and enthusiastic. When the first few patients returned after having recovered, his zeal was worth seeing. Initially, I used to bear the expenses incurred in treating these patients. After sometime, there was no demand from Baldev for money to help these destitute patients. One day, I asked Baldev, "Don't

you require money to help these destitute patients?" His reply left me amazed. He said, "Sir, we have formed a group of 50 people, each of whom contributes Rs.200 per month. Thus we have a collection of Rs.10,000 every month. At the moment this is enough for the patients." I was observing a new avatar of Mr.Baldev.

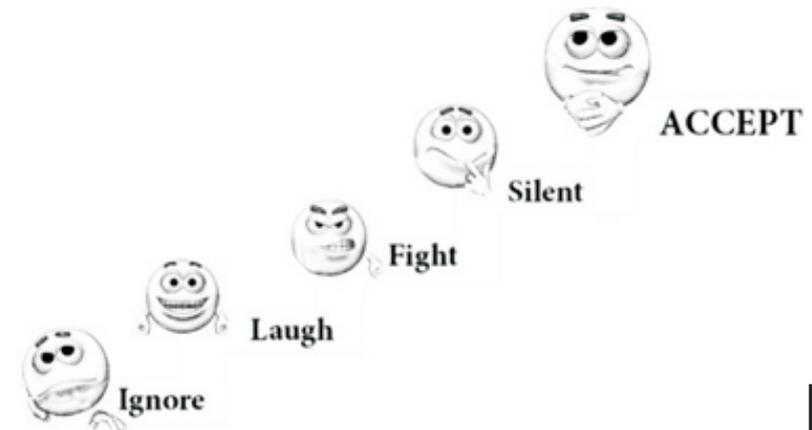
Mr.Baldev was dedicated to the project and he solved many problems arising there at his own level. My happiness knew no bound when one day after my retirement, Mr.Baldev visited me at my residence and shared the news that he was honoured with the country's highest nursing award known as "Nightingale Award" by the President of India.

**Impact of this experiment** – The missionary element dormant in Mr Baldev so far was awakened and he became a care-shelter for the destitute patients. Neglected destitute patients got care-takers. Dr.Narendra Singh and Mr.Baldev took lot of pains and continued the good work. Each human being has both good and bad qualities in him. Need is to activate the good and persuade the bad part in to the dormant state.

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**3. From so-called indolent to industrious worker**– Mr.RajendraYadav came to me one day with Mr.O P Yadav of the Allergy Department. Mr. Rajendra was working in the Medicare Relief Society and he had been recently transferred to the Anaesthesia Department. Several people from that department had reported that Mr.Rajendra was careless in his working. Mr.Rajendra was ready with his clarifications but I interrupted and said, "Forget what others say about you, now work so hard that the head of the Anaesthesia Department, Dr.S P Sharma has to say that Rajendra is an asset in our department".

After sometime, I happened to meet Dr.S P Sharma, the head of the Anaesthesia Department who told me that "There is a great change in Rajendra Yadav's behaviour. He works very efficiently now.

**Impact of this experiment** – Once we tag somebody as useless, we hardly give them a chance to prove their worth. The need is to awaken his true human potential and put the devil in him to sleep. Action on these lines made RajendraYadav a truly productive person.



17

## Family and Friends – Memorable Moments

**1. The dilemma of a misunderstanding**– One of my close childhood friend did not have a good relationship with another friend of mine, Dr.L C Sharma. I often had to play the role of a mediator between the two. A serious problem arose when both of them contested the election of the Medical Council of India, contesting against each other. I had planned to remain neutral but that did not remain the case. I came out in support of Dr.L C Sharma. This annoyed my other friend and he stopped talking to me. I was deeply upset about the entire incident. After taking over as the superintendent, I walked straight into his chamber one day and had a chat with him over coffee. Grudges ended but a sad feeling persisted and I wished for the older days to return.

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**2. Learning how to tame anger**– I was very short-tempered during my childhood. I was known for my bad temperament during my childhood. This incident took place around 1960, when I was 6 years old. While I was playing with my Tauji (father's elder brother), I playfully took out a note of Rs.100 from his pocket. He reminded me with fondness “Son, Rs.100 is a handsome amount. Take care.” I felt so angry at this advice that I tore the note into pieces and put the torn pieces back into his hands.

In 1969 when I was in class eleven, I got admission into the PUC class at

Maharaja College. There, I came in contact with Mr. Jawahar Taunk. In a short period of time, we became best friends. We both got admission in the medical college and we stayed together in room no. 100 of the medical college hostel. The best thing about Jawahar was that, he never got angry.

In his company, I reduced my aggressive anger. We were together till the completion of our M.D. degree in 1980. After that, Jawahar got a job in Libya. On the occasion of his departure for Libya, his father gave a display advertisement under the information column in the Rajasthan Patrika (Rajasthan's leading local daily) which stated, "for the information of all concerned that Dr. Jawahar Taunk, the gold-medallist was leaving for Libya by an aeroplane." Some of our batch mates made a mockery of this, suggesting that my best friend is travelling by an aeroplane, as if he could have travelled by a bullock cart! When I and another friend Shyam Sunder Agrawal went to Delhi to see him off we mentioned this. Though, Jawahar became a bit sad but did not get angry. I was amazed at his capacity to control anger. This incident still continues to ever inspire me to avoid anger.

**3. Eventually we become what we think** – This incidence of 1973 relates to us, four friends. We were fairly good students and scored well in the examinations. One day, we went to the Ganesha Temple at Moti Dungri. After visiting the temple, we sat by the road side. A conversation started up on the subject that if we got an opportunity to meet Lord Ganesh and if he granted a wish for the future to each one of us, what would we ask for? All of us answered in our own way. Birbal Dana desired to be very rich. Jawahar wanted to settle down in America. Prakash wished to become a famous surgeon and to have a beautiful wife. I wished to do good research work.

More than four decades have passed since then. Dr. Birbal Dana is running a great business in Dubai. He is ranked among the richest Indians in Dubai and his name is mentioned in the Forbes magazine. Dr. Prakash Narain Gupta is a renowned urologist and noted surgeon in Chandigarh. He has a beautiful and loving wife too. Dr. Jawahar Taunk is now one of the most reputed gastroenterologists in USA. As for me, my inventions were so significant that I was honoured with noted awards such as B C Roy Award and N R D C national award even before I was 35 years old.

If a man thinks, sets his target, and makes the dedicated efforts, it is

enough to achieve the target.

**4. Healing the miseries of the heart**– This happened during the medical college days. Film theaters were playing the movie "Bobby" in 1974. I went to watch the movie with my friends in the evening (6 p.m. to 9 p.m. show). During the show, I had some arguments with our classmate, Satendra Singh. Around 10 p.m., when we were returning to our hostel, I met Satendra in front of the medical college and there a brawl ensued between us. I was hurt on my head and had to get about a dozen stiches. After this, the issue was resolved but we were not on talking terms.

Thereafter, I joined as an assistant professor in Sawai Man Singh Medical College and Hospital in 1983. One day, around 10 in the night, I received a phone call from Satendra. His wife was admitted in a private hospital and they needed my advice. I reached there immediately on my scooter. His wife was bleeding and a lot of blood had been lost. I advised the relatives present there to arrange for blood. They gaped at each other.

Satendra was still not there. I assured the relatives that they did not have to get nervous; blood would be arranged. I went to the Blood Bank and donated my blood. Satendra's wife was saved. After this, I and Satendra became good friends.

**Impact of this experiment** – Helping in need turns foes into friends. When the need arises, one should rise above the ego and animosity.

**5. Compromising ideals-** I was an idealist since beginning. I had a deep impression of Shaheed (martyr) Karni Ram ji who had laid his life in Udaipur Vati, Jhunjhunu, bearing bullets on his chest defending the interest of the exploited ones, following the Gandhian philosophy.

After my M.D. degree, I was in Shastri Nagar dispensary for about one and half years. In May 1982, I was appointed as Assistant Professor in Jodhpur. In those days, one had to bribe for getting a reservation for journey on a train. That used to make me very uncomfortable. I had met someone, whose name I cannot recall, at the residence of my senior Dr. Radheshyam Gupta. He was selected through U.P.S.C. for Income Tax services. During conversation, he said "There is much to do in life but if you have to achieve

something in life, decide a goal and concentrate soulfully on that, leaving aside all the other things." I was greatly provoked and restless throughout that night.

I decided that I would never accept a bribe but if the unavoidable need arises, I would not mind offering a bribe if my goal of research was getting sacrificed. Research was my target, my goal and I did not want to deter from it.

I am glad that I could take a decision on that day on the policy of my life. I am equally glad that during the period of more than four decades, I braved a number of temptations offered to me but I never accepted any bribe or easy money from anyone though for a couple of times I had to give bribe with a persisting emotion of regret.

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**6. Denied the share of parental property** – In an ordinary course of life, one often comes across family acrimonies. Usually, the main reason for this happens to be the controversy regarding sharing of the family property. My father had been an IAS Officer. This incidence relates to the year 1992-93. My father expressed a desire that he would like to divide and settle his property. He informed me that he wanted to pass on the farm near Harmara to me. I submitted respectfully to my father that since he had groomed me so well, I needed no share in his property. My father has been an ideal father. He cannot bear to see us in trouble and always reaches out for help to us. My mother has been my first teacher and guru. She taught me the lessons of ethics and morality since my early childhood. She would read Ramayana for me with profound affection.

At night, I narrated my conversation with my father on the property matter to my wife Sarita. My happiness knew no bounds when she endorsed what I told to my father. I have always desired that father spends the money earned by him the way he enjoys it most. I am proud that in my family, all six of us (brothers and sisters) compete only for 'giving' up our rights rather than for 'acquiring'!

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**7. The priceless gift of two daughters**– My mother felt very sad when our second daughter Nishtha (Mishu) was born, the elder one being Sheetu. She believed that a son was necessary to keep the descent

flowing. Only a month after the birth of Mishu, my younger sister Guddu's marriage was scheduled. That made my mother feel sadder. I and my wife Sarita had agreed from the beginning that we would have only two children, irrespective of whether they were sons or daughters. Our inner credence was that girls are better than boys because they give you the opportunity to select their grooms and our discretion is better applied in finding good grooms. While a son has to be accepted as he is. We were confident that we were right in our approach. I and Sarita often told my mother, "We would obey all your commands except this one about a son in place of a daughter." Today, when both the daughters are married, we believe that our decision was perfect.

**Impact of this philosophy** – During medical consultations, whenever a patient expresses or prefers his desire to have a son, I surely give him my recommendation. I would ask, "Why a son only?" People would often answer, "For some support in old age!" Then I would suggest, "Don't let him go for higher studies because with higher studies, he would get a better job and thus he might settle in another city or country; he would not be with you in old age. He would be with you only when he hasn't studied much." As for the name of the family is concerned, let it be understood well that whether it is a son or a daughter, the bright one will shine and bring laurels to the family.

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**8. Innovations and peer response**– I had a passionate interest for research and inventions right from the beginning. When my research findings about asthma was published in an international journal, I became all the more inspired for research and invention. A thought crossed my mind about making an instrument to measure the degree of asthma. With assistance from my friend Mr. Ajay Pal Singh Rathore from the Malviya Engineering College, I could transform my intention into an invention for which I received a patent in 1986. When the chance came for naming the instrument, friends suggested names such as Virendra Flow Meter, Chaudhary Flow Meter, Meel Flow Meter and so on. But I believed that this flow meter might have been based on my imagination but it had contribution of hundreds of others too. I felt that the most representative name should be associated with the 'Pink City'. We were all residents of the Pink City so it was named as the 'Pink City Flow Metre' and its corollary as the 'Pink City Lung Exerciser'.

In those days, I used to visit the engineering college carrying a tube like model. On the way, my friends used to laugh at me saying, “look at Virendra going with his ‘fukani’ (an instrument used to blow air in wood-dung stove)!” When the instrument was ready, they would comment that its measurement was not correct. However, when this was accepted and recognized by the country's apex institutions, they were silenced. In 1989, I was awarded a cash prize of Rs.50,000 by the National Research and Development Corporation, which used to be the highest national award at that time. All my critic friends accepted this invention a great deed.

**Impact of this experiment** – Gandhiji used to say that whenever you do something, you pass through four phases. His exact words are “*First they ignore you, then they laugh at you, then they fight you, and then they accept you.*” Hence, do not worry, work harder for your commitment, and keep perseverance. My inventions also passed through all these phases.

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**9. Honest Money** - I wonder why, but there have been occasions when the shop-keeper might charge less or refund more than the right dues. This has happened with me for at least 15 times. Invariably, I used to return the excess money. The latest occasion was when I stayed in a hotel for attending a meeting of AAP in Delhi. At the time of check out, the bill given to me at the counter did not include Rs.495 for the dinner. I told the receptionist about this. She checked and realized the mistake. She thanked me candidly for paying the balance amount.

**Impact of this experiment** – Money is significant in life. It should be spent wisely and according to one's need. But one should be spend-thrift too. However, if extra money is received through someone's mistake, it is not ours to be kept and must be returned.



18

## Hope amidst despair

**W**hen the desired result from the work done in life is attained, our zeal for further action is sustained. But this does not happen many a times and one does not get the desired result every time. It becomes hard to sustain zeal in such a situation. Mahatma Gandhi faced a lot of ups and downs in his life but he never compromised with his principles.

The non-cooperation movement began in 1922. While the movement was at its best, there took place the violent incidence of Chauri Chaura and the movement was suspended. A large number of patriots engaged in freedom struggle did not approve of this decision. Netaji Subhash Chandra Bose called it a blunder, bigger than the size of the Himalayas.

But one realizes now that if the independence was achieved through violent means, our democracy would not have lasted long, and it would have gone waste like in the case of Pakistan. Although, this suspension brought a great despair in the whole country, Gandhiji continued his work with total dedication and zeal and India got independence through the non-violent path.

I would like to quote some instances from life in which I succeeded after the initial despair.

**1. Success in the midst of helplessness**– I became professor in March 2005 but I was to be allocated a unit in July 2005. Suddenly, the government

extended the age of retirement from 58 years to 60 years.

Consequently, my chance of being allotted a unit was also postponed for two years. Despair took over me for some days but a strong desire seized me to utilize this period of two years.

With this strong desire at my heart, I established Asthma Bhawan which has now become a center of excellence providing best treatment at lowest charges. I now often wonder if those two imposed years were not available, it would not have been possible to establish such an institution. This was an opportunity offered by despair.

**Impact of this experiment** – I got an indelible lesson – one must complete the pending work with great zeal, taking the highest benefit of the period of despair, by remaining undaunted.

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**2. Taking advantage of unfavorable situation**– I suffered asthmatic problems since the age of five years. I used to experience trouble in breathing at night, even if I went out for a while in cold breeze or there was a change in weather. My father took me to several doctors. Some named it as a case of bronchitis; some called it tonsillitis; and yet some thought it was a case of pneumonia. One or two doctors diagnosed it as asthma.

My father was transferred to Sikar in 1963 as Commercial Taxation Officer. A celebrated *Vaidya* (Ayurvedic Physician) lived there. It was said that he had fully cured Dr.Rajendra Prasad, the first President of India, off asthma. In summer holidays, my father took me to him. Since I used to get severe asthma attacks at night, I had to spend most nights remaining awake and coughing. When I suffered more at night, my father scolded me saying that I must have gone out in dust; I might not have put on my sweater; or I must have got wet in rain and so on. These were some of the reasons that could have made my asthma worse. I used to feel depressed about state of my life.

The Vaidya ji declared that my asthma was very serious. He gave some medicines and restricted my diet to butter-less chapattis and some '*munakka*' (big cleansed raisins) only. After a month's treatment, it was decided that I should be at home only for one full year. I was in class 8 at that time. I wanted to take mathematics in class 9 and aspired to be a scientist.

Leaving school for a year was very frustrating for me. Taking '*munakka*' and butter-less chapattis for a few months helped me to make some recovery. But as soon as winters came and I used a new *razai* (quilt), I had a serious attack of asthma. The quilt probably triggered my asthma again. With this my father and mother's faith in the Vaidya ji got shaken. The Vaidya ji changed the medicines and assured that he would cure me fully. I improved and suffered in cycles and my full year was wasted by staying at home. My father's best friend Mr.Damodarji Sharma, recommended that Babu (my nickname at home) should take biology in class nine. At least, he would be able to treat himself." Thereby I had to take Biology against my wishes. I then took a decision that my target in life would be to do research on the disease that I was suffering with.

Today when I look back and find that whatever success I have achieved in my area of pursuit, my own suffering has made a big contribution to it. My adversity became a source of my achievement. With my sad experience of asthma, I got a better understanding of it. Had I not suffered from asthma, I would not have not achieved so much in the research and invention on this subject.

.....  
**3. Our version of the 'Salt Movement' against Tobacco**– We founded the Indian Asthma Care Society in 1985 to assist asthmatic patients and to build an effective fight against the consumption of tobacco in whatever form. Dr.U S Mathur was its president and I was its secretary. Mr.Dharmveer Katewa took over as its secretary in 1994 and I remained its advisor.

Mr.Dharmveer Katewa launched a massive campaign against the consumption of tobacco. Stickers, pamphlets, booklets, hoarding and alike were prepared for fostering public awareness about the dangers of consuming tobacco in any form. A writ-petition against consumption of tobacco was filed in the Rajasthan High Court but it was lost because the leading lawyers defended the influential tobacco lobby. The lawyer representing the reputed tobacco company I.T.C. defended that tobacco of chewing grade was not dangerous to health.

However, the judge recommended that the Director General (Health), Government of India should form a committee to study the harmful effects of tobacco meant for chewing. The Committee for this purpose clearly held

that tobacco used for chewing was harmful for health and recommended that a ban be imposed on it throughout the country. Passing through various ministerial departments, the report reached the group of ministers who dismissed it, suggesting that it was not feasible to put a ban on consumption of tobacco. Our hard work of seven years went in vain.

Then I recalled 'Salt Movement' of Mahatma Gandhi and an idea came in my mind. Apparently, there appeared no causal connection between salt movement and India's freedom struggle but at times an indirect fight becomes more effective than the direct one to achieve the target. With the help of a leading advocate Mr.Girdhari Bafna, we lodged another writ petition with the Rajasthan High Court to put a ban on the plastic pouches of tobacco. The tobacco companies did not notice this move. The Rajasthan High Court put a ban on plastic pouches of tobacco.

Then tobacco companies swung in to the action and they obtained a stay from the Supreme Court. The Supreme Court while hearing the case asked for the report on health hazards of 'Gutka' i.e. chewing tobacco added with various ingredients. On this, our lawyers then presented before the court the earlier case report on the harmful effects of tobacco used for chewing, compiled by the Director General (Health Services), Government of India. On the basis of that report, the Supreme Court ordered a complete ban on consumption of *Gutka* and since then, chewing tobacco in plastic pouches has been prohibited throughout India. Now these are available in two separate pouches therefore one has to mix both before use. It makes the process cumbersome and therefore the temptation is less than the *Gutka*.

**Effect of this experiment** – Like the 'Salt Movement' became instrumental in the Indian freedom struggle, our movement for ban on plastic pouches resulted in a ban on *Gutka*. When we launched our campaign in 1986, people laughed and scoffed upon us. When we filed the case, tobacco companies offered inducements. But we achieved our goal through firm determination. Many people helped us in our mission. Tenacious efforts made by Dr.Pankaj Chaturvedi and Mr.Sanjay Seth helped to obtain the first step of success.



19

## Introducing Gandhian ways in Asthma Bhawan

**A**fter my retirement and defeat in elections, I started working in Asthma Bhawan; I gathered all our workers and we deliberated upon the *Gandhi Marg*. All of us consented that, we shall follow the *Gandhi Marg* of penance to prevent repetition of mistakes. For this every member was asked to write the ways in which they would offer repentance and take penance in case of mistakes committed by them. The ways of penance were classified into two – one, to sacrifice some favorite work, means of entertainment or food and beverage for a period of time; second, to do some extra work like cleaning the room, taking up some exercise or doing some kind of maintenance job and so on. The responsibility of maintaining this programme effectively and smoothly in different departments was distributed among the people there. We appointed Mr Udaiveer Singh in the research, Mr.Ravi Sharma in the lab, Mr.Akram in the ward and Mr.Sandeep in other areas.

After the discussions, three volunteers were given a research projects. Mr. Loknath, Mr.Sandeep and Mr. Ravi accepted to participate in the project. In this project, Rs. 50 were to be spent on themselves and the left over Rs.50 on helping someone else. The time allowed was two days.

They assembled after two days to share their experiences. Mr. Loknath shared that he was very fond of 'Dosa', so he went to a restaurant .o have a

*Dosa*. Outside the restaurant, he met a person in rags to whom Mr.Loknath asked if he wished to have a *dosa*? The poor man replied that he did not have anything to eat and was hungry. Mr.Loknath then ordered a *dosa* for the poor man. So, they both had *dosa*. Mr Loknath reported that he enjoyed having the meal but the happiness of seeing the other hungry person having *dosa* was boundless.

Mr.Sandeep reported that he is very fond of *Rasgullas*. He purchased *Rasgullas* for Rs.50 and relished having them. On the way, he noticed a beggar. He asked the beggar if he would like to have something to eat. The beggar stumbled for an answer. So Sandeep took him to a nearby restaurant and bought him the food of his choice. While taking the food, tears rolled from the eyes of the beggar. That made Sandeep also very emotional and he returned with new found happiness.

Mr.Ravi used Rs.50 for buying a pack of chocolates which he gave to his child. While leaving for the school in the morning, he was asking for chocolates. The child thanked Ravi for his favourite chocolates that brought a gleam of happiness on the face of Mr.Ravi. Next morning, he planned to get a pair of slippers for the girl who used to pick the rag scraps in front of his house. When she was given the slippers, her happiness and gratitude knew no bounds and seeing this, Mr.Ravi was also very happy.

**Impact of this experiment** – The basic purpose of such experiments was to inculcate living sensitivity in the workers at Asthma Bhawan. These small incidents taught us that the basic nature of human beings is to derive pleasure in serving others. Those who avail this opportunity, for example the employees working in governmental offices, can achieve great happiness. Happiness is received by serving rather than by exploiting and snatching. Yet many do not even understand the right meaning of service.

When we ask someone if he has helped anyone, a typical reply comes that he did not do anything bad to anybody. Helping and not doing bad are two different things. Not doing bad is based on negative thought while helping others is a positive thing. Not doing anything bad does not ignite emotions but helping others provide both emotional and physical happiness.



*Effective monitoring is the most important step for any successful organization*

**20**

## **When Gandhi Marg did not work**

**M**ost of the people who came in my contact were influenced by the working style based on Gandhi Marg. But there were some exceptions too. I quote examples of a few here.

**1. The negligent nurse**– When the male nurse in-charge of the medical I.C.U. was due to retire the search began for a senior nursing staff that could bear the burden of this significant unit. Two senior nurses, named Mahendra Chaturvedi and Mary were posted in the I.C.U. but they did not join. The additional superintendent Dr.Randheer Singh Rao called them and talked to them. Even then, they did not report on duty. A written reminder was sent to both but that too was of no avail.

One day, when I was going towards the Dhanwantari OPD, I met nurse Mary in the office of the Nursing Superintendent. I enquired when she was joining the duty. Her retort was, “I have worked enough for 27 years! I will now not work in a place of heavy duty.” I suggested, “No problem. Leave aside the ICU and name the ward of your choice where I can post you as in-charge.” On this, her reply was, “Now I need the place of rest. Let me be in the office of the nursing superintendent.” I tried to persuade her, giving many examples of significance of sincere and dedicated duty but she was adamant. Dr.Randheer Rao and the nursing superintendent Mr

Ramswarup Meena had also tried but did not achieve success. I made another effort by saying, "Sister, the Prime Minister is coming to Jaipur and we should be on alert. Kindly keep the ICU in perfect condition. Please report to duty there immediately." Even after this instruction, both of them did not join duty in the ICU.

After the visit of the Prime Minister, I planned to take some action against these two. I was told that I would have to face stiff opposition from the nursing unions. I was further told that in past also superintendents got the necessary action taken against nurses only through the minister instead of taking direct action.

One of the reasons for this was that if the minister changed the orders issued by the superintendent, it would lead to a very embarrassing situation. Another reason was that no superintendent would like to earn a bad name by taking direct action against the employees of the hospital. The result was such an autocratic situation! I felt that if it was a part of my duty, then, I must do it myself; getting my decision cleared through the minister is both cowardice and immoral. Though my confidence quivered a little, I issued the relieving orders for both of them. I could not let indiscipline prevail in the interest of the hospital.

The same evening, there was a meeting on the matter of handling swine-flu cases in the hospital at the residence of the Chief Minister. Prior to the meeting, a state minister had made a recommendation about those two nurses. When I replied that they were already relieved on the charges of indiscipline, he caught his head in despair. He seemed to have heavy pressure from higher sources. During the course of the meeting, I duly informed the Chief Minister and the Health Minister about the action taken against those two nurses. The medical secretary Mr. Deepak Upreti approved the action, complimenting me for it. Mr. Samit Sharma, the pioneer of the *free medicines scheme* also supported my action.

**Impact of this experiment** – This incident confirmed my conviction that an effort must be made to restore discipline in employees but if someone deliberately indulges in indiscipline, stern and direct action must be taken against the defaulter. A much-needed discipline was thus restored in the hospital after this incidence. But this episode was an exception to the acceptance of Gandhi Marg. It often pinched me.

**2. Commission and fraud at medical shops** – One day, Dr. Anil Dubey brought a boy to me and informed that he was distributing cards of a medical store that promised to offer 15% concessions on medicines. On verification, it was found that even after allowing 15% concession; medicines from that store were costlier than other brands. This boy was paid Rs. 6,000 for this work. A complaint for this was lodged by a poor patient.

I asked the boy, "Who is poorer, he or the patient?" He admitted that the patient was poorer. I further asked him if he was not making a mistake in earning by exploiting a person poorer than him. He accepted his mistake and promised that he would not repeat it in future. Agreeing to make repentance, he donated one unit blood for a patient. After that, the shop keeper also came and donated blood for a patient.

I thought they were reformed. But I was wrong, just three days after this incident, the boy was again caught distributing cards for the same medical shop by Mr. Pyarelal, a nursing union leader and Mr. Baldev. Then we decided to take a strict action. The boy was handed over to the police and a letter was sent to the Drug Controller to cancel the licence of the concerned medical store.

Next day, I invited all the owners of medical stores located outside the hospital on tea and appealed to them to stop exploiting patients. It was communicated that action will be taken against anyone involved in any such malpractice. Action may be FIR in police and or referring the case to the Drug Controller for cancellation of licence of medical store on default.

**Impact of this experiment** – A chance to amend a wrong deed must be given to each errant but if one continues to make deliberate mistakes even after that, being sympathetic to such errant is morally wrong. However, this was another instance where the person at fault repeated his mistake even after repentance.

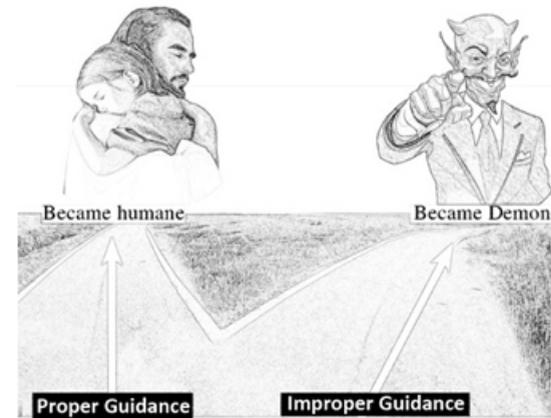
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**3. Friend's addiction**– My close friend Dr. Vivek Athaiya is fond of smoking cigarettes. I tried many times in several ways to make him give up his habit but so far, all my efforts have brought no results. I still trust his intelligence and hope that someday, he would surely give up smoking.  
.....

**4. Not living up to the promise: Forgoing atonement**– A lawyer had a fight with a guard regarding car parking. The lawyer admitted his mistake and promised to give a duty in *Sewa* but despite several reminders, he has failed to keep his word to spend a few hours in serving destitute patients.

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**5. Incidences of theft and misappropriation** – An employee working in Asthma Bhawan had stolen some hospital equipment. An accountant there misappropriated money. Reports of both these cases were lodged at the police station. In the police action, though the cost of the machine was recovered but the police was somewhat indifferent in case of the accountant. Earlier I had talked to both the people and advised them to be good human beings. Their conduct did indicate some improvement but blinded they were in greed, they remained thieves.

**Impact of this experiment** – These were some exceptions where we failed to improve their behaviour and deeds. Probably our strategies were not perfect. Still there is no need to feel discouraged ever. Efforts must continue without despair.



**21**

## This is not the end

I meet hundreds of people every day. Besides diseases, other matters of life also form a part of our conversations. It is a common belief that Mahatma Gandhi was a noble man and the path adopted by him in his daily life was also very good. However, there are some difficulties to adopt it in the modern lifestyle. Many of whom I meet would earnestly like to talk and appreciate the Gandhian way of life. But somehow they fail to practice it.

If I make an assessment of the influence of my conduct on others, I would only submit that the system I had initiated in Sawai Man Singh hospital has been continued in a major part even after my leaving. About 60% of those who promised to give up alcohol and tobacco have kept their words. The new facilities such as pure drinking water through R.O., good tea, coffee and soup at Rs.4, good and safe food by *Akshay Patra* and identification of rooms by proper sign posts and many other such instances are still being maintained very well. However, about half the people who had refined their behaviour during my time, have returned to their old style of working. But the other half have continued the ideal working method and attitude of helping others.

I admit that with the conditions prevailing in the country today, it is difficult for a common man to adopt the Gandhian Path in his place of work. Honesty, truthfulness and fearlessness are the most needed virtues for adopting this path. Those who are blessed with these virtues may adopt the

Gandhian Path in the places of their work too.

However, the Gandhian marg has a greater role in homes for bringing about the desired changes in the society. Till about 10-20 years ago, punishment was an effective tool for upholding discipline in the family. Even the unruly child could be kept under control by the fear of punishment. At that time, any elder in the joint family could use his privilege to punish the younger one for his mistake. But today, even parents are unable to punish the child and they have to ignore the child's mistakes. This turns them all the more unruly and many a time, parents silently carry a sense of frustration. In a situation like this, the *Gandhi Marg* may be a great help. Parents can exercise better mistake-management with the triple action formula of accepting their mistake with a sense of guilt, promising not to repeat the mistake and offering a candid penance.

While judging the error of a family member, the head of the family should apply the same criterion to him-self also. If the head holds a view that his mistake is greater than the mistake of his family member, he will be more effective in his system management. This will help the person who is making a mistake, self-realize his mistake with a sense of guilt and his atonement will be deeper and refining. Atonement should be such that permits better learning, performance and leads to better confidence. This is the unique method of mistake-management by using the *Gandhi Marg*. This turns bitterness into a bond of love and foes into friends.

## SINCERE GRATITUDE

I would like to offer candid gratitude and sincere appreciation to the following members of the family and friends for their most noteworthy contribution in bringing out this volume, first in Hindi and now in English.

Shri. Abhishek Sharma (Artist)	Dr. Rakesh Pareek
Shri. Anupam Chaturvedi	Shri. Rajendra Choudhary
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Shri. Dharamveer Katewa	Dr. Sheetu Singh
Shri. Jaideep Dullar	Dr. Nishtha Singh
Dr. Suresh Bohra	Dr. Yash Goyal
Shri. Sampat Bachhawat	Shri. Virendra Singh Sunda
Shri. Pradeep Sharma	
Dr. Jaswant Goyal	
Dr. Randheer Singh Rao	
Dr. Ravindra Singh Rao	
Shri. Abhishek Singh	
Shri. Chandra Prakash	
Shri. Rajendra Boda	
Smt. Kaniz Bhatti	
Dr. Vijay Beniwal	
Smt. Seema Dullar	
Dr. Sushma Bohra	
Shri. Birdi Chand Pokhrna	

## BOOK REVIEWS

(RECEIVED AFTER THE RELEASE OF HINDI EDITION)

### Goodreads

Overall Ratings: 4/5

#### ***Gandhi Marg: A philosophy to be followed always!***

The book '*Gandhi Marg: Ek Chikitsak Ke Prayog*' by Dr Virendra Singh talks about the philosophies of Mahatma Gandhi and how his philosophies holds equal importance in the 21st century as it used to be earlier. The writer has slyly highlighted the major principles of Gandhi such as truth, patience, team work, honesty and retribution in everybody's lives and shown the impact of such words even in the present scenario. By taking instances from Gandhi's life, he has successfully attempted to adapt good things from Gandhian philosophy and conveyed a same message to his students in his profession. The book is divided into 21 chapters, each chapter focusing on each and every philosophy of Gandhi. To convey the message more clearly, the author has tried to explain his thoughts by giving examples from the routine life of everybody, which makes it more interesting for a reader. Though written in Hindi, the language is easy to understand. All the chapters are relatable to every reader and the language is crisp, clear and understandable.

It is an inspiring book which takes us back to the days of Independence and the struggle of Mahatma Gandhi and shows that no matter how much our society and time changes, the meaning of 'courage' and 'truth' would remain the same. The author has given a message that every battle, every problem can be solved by following simple Gandhian philosophy. Just follow a path of Gandhism and your life would be more welcoming, cherishing and beautiful. A must read for people of every generation, it would be as loved by a college professor as it would be by a parent or a school goer. The message is given aptly and nicely!

### Spectralhues

Overall Ratings: 3.5/5

#### ***Gandhi Marg – Ek chikitsak ke prayog***

Check out the modern take on the original philosophies of Gandhi Those who love the Gandhian Philosophy of leading the life will love this book, *Gandhi Marg – Ek Chikitsak Ke Prayog* by Dr.Virendra Singh, which takes all kinds of liberties in expressing the true incidents and the inspirations to be drawn from the original experiments conducted with human psychology.

This book is the compilation of several real time incidents from Dr. Singh's life as a medical superintendent in the Sawai Man Singh Hospital, Jaipur. The author has very simply portrayed the hand-held experiences working with people, their mistakes and the penances. He very well focuses upon the measure to curb the willful and non-willful mistakes committed at any stage while at work and the remedies for the same mistakes to never happen again in one's life.

So, within the first few chapters we get to meet the benevolent protagonist who is keen to provide extensive service to the patients at the cost of his mental peace and balance. The author has explicitly utilized the tool of penance upon all those who were at fault somehow during their duties at workplace.

The book is targeted for the audience of all the ages and especially for young adults who are new at work and are yet to gain practical experiences. Some of the chapters might seem too idealist. But if you read deep inside them and realize the essence, you will be well convinced of the fact that idealism is what drives the world. While reading you expect more details in certain incidents from the author were required but over-all it's a good pick.

Should you pick up this book? Yes, if you love a change to happen and would want to contribute to the society and the nation. But no, if you are just a part of the system and have compromised well with it.

Dr Virendra Singh made successful experiments using the Gandhian Path for the refinement of himself and his colleagues. The book is so captivating that I completed it in one sitting.

**Dr Gyan Prakash Pilonia**

Former DGP, Rajasthan and Former Member of Parliament (RS)

The message of the Gandhian Story of Narayan Bhai Desai imprinted in Dr Virendra Singh's mind so well that he made quite a few experiments with its help. The story of implementing the Gandhian way in life has been vocally told in this book.

**Ramesh Thanvi**

A Social Thinker and Educationist

When we adopted the mistake-management method in our family based upon the penance, we found that this was a unique way of resolving mistakes without causing bitterness.

**Dr Jawahar Taunk**

Gastroenterologist, USA

The medical authorities and ordinary people will be able to understand easily from the experiments recorded in this book. The relevance of the Gandhian Path is further nourished by this book.

**Shyam Sunder Bissa**

Retired IAS

This book is an inspiration for every living being. I have tried to reform some of my students with Dr. Singh's moral order, it fetched me stupendous reciprocation from the students.

**Nishant Singh**

Teacher Dedicated to Moral Education