

Internship
at
Sankara Eye Hospital, Coimbatore

By
Dipika Mondal

Dissertation submitted in partial fulfillment of the requirements of the degree
MBA Health and Hospital Management

Academic year, 2017-2019



The IIHMR University, Jaipur

1, Prabhu Dayal Marg, Sanganer, Airport
Jaipur 302029, Rajasthan
Ph: 0141 3924700, Fax: 3924738
Website: www.iihmr.edu.in

A. Introduction:

Vision Centre” which is a permanent eye care facility in the community which acts as the first point of interface of the population with comprehensive eye care services provided by an exclusive skilled eye care worker. The vision centre would focus on intensification of the activity for provision of primary eye care to the community and ensure it provides the entire circle of eye care (secondary and tertiary) through link up to base hospital through tele-ophthalmology and referral. It would also result in capture of community level demographic and eye care information which would be vital for impact assessment. It is helpful for patients in terms of accessibility and eye care facility with better facility. Its primary objective is to deliver basic care facility to the rural population, which are:

1. Provides advanced eye care facility in the far-flung areas where specialist doctors are not available
2. Patients don't need to travel to the tertiary eye care facility to get basic eye care facility
3. Augmentation of ophthalmic services so that relief can be given in the shortest possible time
4. Establishment of permanent infrastructure for Community Eye Health Care
5. A centre for creating awareness and sensitization about Eye Care among the rural citizens
6. A hub and spoke model providing a continuous and fixed destination for patients for access to affordable eye care along with the outreach camps.
7. And more importantly, a vital link between the beneficiary and the eye care Institution.

Sankara Eye Hospital, Coimbatore, has 4 vision centres across Coimbatore district. These are in Krishnagiri (since March 2016), Annur (since Jan 2017), Perur (since June 2017) and Sundarapuram (since Aug 2018).

As it is one of the important channels to communicate with patients, the study has been chosen on this which aims to assess the impact of existing vision centres on the population and analyze their potential for future expansion and objectives has been set;

B. Goals of Internship:

- To find out the enabling factors leading the success of Vision centre
- To find out hinderance factors leading the Vision centre not achieving full success
- To find out status of the Vision centre with regard to self-sufficient.

C. ORGANIZATIONAL PROFILE:



SANKARA EYE HOSPITAL

YOUR VISION OUR MISSION

THE BEGINNING: Inspired by the Shankaracharya's
of Kanchi, in May 1977, Dr. R.V. Ramani and his wife,

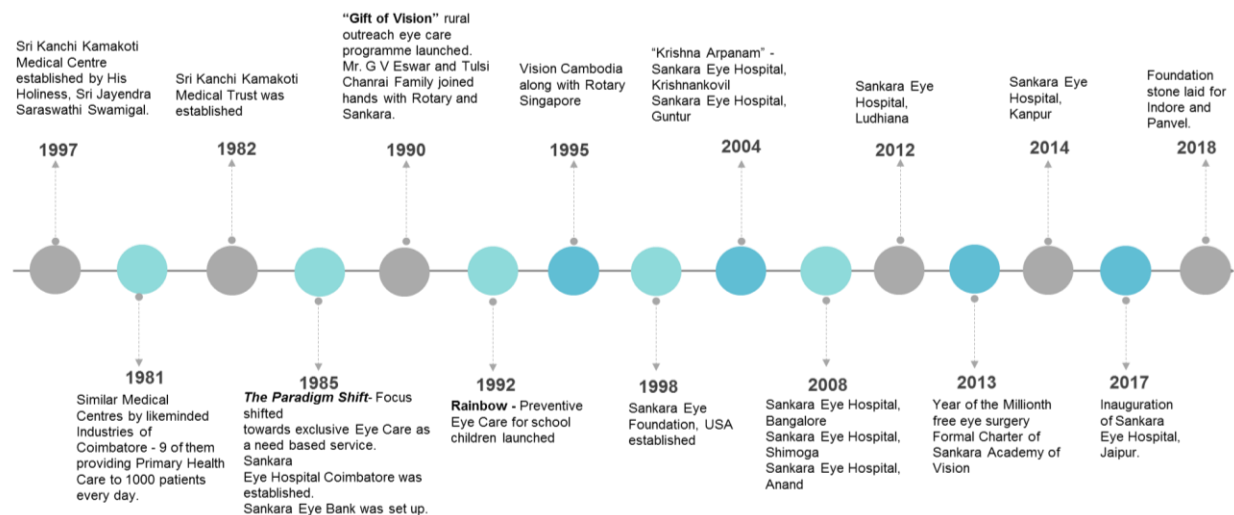
Dr. Radha Ramani set up a Primary Health Care Centre for the needy at Coimbatore. With the help of doctors offering voluntary services and the support of Coimbatore's Resident Community.

The Paradigm Shift- In 1985, focus shifted towards exclusive eye care with the establishment of Sankara Eye Hospital, Coimbatore.

VISION: "To work towards freedom from preventable and curable blindness"

MISSION: "To provide unmatched eye care through a strong service-oriented team"

MILSTONE:



SANKARA MODEL

The Model aims at providing World Class eye care totally free of cost to 80 % of the population and through paid services for 20 % which in turn subsidizes the total cost of treatment. The Sankara 80/20 hybrid model is possibly the highest leverage cross subsidy model in community eye care worldwide.

The hybrid revenue model ensures that each of the Sankara hospitals is financially self-sufficient in five years.

INITIATIVES

SANKARA EYE BANK

In the year 1985, when Eye Banking had not yet picked up in our country and India was dependent on Sri Lanka for donor eyes, against all odds and much pessimism, the Sankara Eye Bank was launched.

Realizing the importance of Eye Donation and the need to make it a People's Movement as the key to succeed, thousands of awareness initiatives were conducted.

Guajarati's and Jains of Coimbatore had set the trend by donating the eyes of their dear departed, and this inspired and motivated every other community to take up Eye Donation as the most humanitarian cause.

Presently, a pair of eyes gets donated every day on an average.

GIFT OF VISION

Identifying the needy patients

Vision Health Visitors (VHV) or Sankara's Field Workers conduct a preliminary survey covering a region of 40–50 km around the camp village. They collect demographic, socio economic, general health, eye health, referral, and follow-up details. Those identified with an eye problem are referred to a centralized camp scheduled on a predetermined date.

Rural Eye Camps

On the designated day, Sankara's Team of Eye Surgeons and Staff travel to the camp site from the local Sankara Eye Hospital. At the camp site, patients undergo.

- Registration
- Vision Screening by the Staff
- Examination by Eye Surgeon
- Lab Investigations
- Fitness Evaluation for patients selected for surgery
- Counselling

Eye Care with compassion

Identified patients for surgery are transported to the Base Hospital, provided with accommodation, investigated, treated accordingly with IOL implants, medicines and food, all free of cost. One month later, all the operated patients are reviewed at the camp site as a Medical Audit and Qualitative Analysis.

Under the **GIFT OF VISION** Rural outreach eye care programme, Sankara Eye Foundation India has so far conducted over **26,331 camps** covering **14,477 villages** in **7 states** of India. In these camps **4.8 Million patients have been screened and 1.8 Million free surgeries performed.**

RAINBOW

“Poor vision in the early ages of childhood affects performance in school, at work, or in a social circle and has a negative influence on the future of the child.” This program is engaged in preventive eye care through regular screenings of children in schools to identify hitherto undetected visual defects.

It is gratifying to note that Sankara’s Rainbow Programme has so far screened over 6 Million children in India, targeting the age group of 4 to 16 years studying in Elementary, Middle and High Schools.

Sankara Eye Hospital Coimbatore is the **Mission Headquarters**, a legacy of an eye care movement initiated 40 Years ago. During the past 4 decades, Sankara Coimbatore has grown in terms of membership, influence, credibility, and relevance and has helped transform Sankara into a successful pan-India community eye care organization. A hub for innovation, Sankara Coimbatore reaches out to communities through one of the most structured outreach programs, its Vision Centres and Electronic Remote Visual Information System. Our local community supported us in all the stages of development and helped Sankara Eye Hospital grow.

TOTAL BEDS – 500 BEDS

- Non-paying section -450 beds
- Paying section -50 beds

OPERATION THEATRE COMPLEX

- Nonpaying section – 10 OT beds
- Paying section -8 OT beds

Sankara Eye Hospital, Coimbatore provides:

- OPD and Diagnostic services
- IPD and OT services
- Emergency eye care services

D. SERVICES PROVIDED BY HOSPITAL ORGANISATION:

- Cataract
- Cornea
- Glaucoma
- Lasik & Laser Vision Corrections
- Orbit and Occuloplasty
- Pediatric Ophthalmology and Strabismus
- UVEA Services
- Vision Enhancement & Rehabilitation Services
- Vitreoretinal Services
- Eye bank
- Ocular Oncology
- Contact lens services
- Computer vision clinic
- College of Optometry

SUPPORT SERVICES:

Medical Insurance (Private Insurance & Govt. Insurance Scheme)

PERIPHERAL SERVICES

- Pharmacy
- Opticals
- Laboratory
- Inpatient rooms and Day care lounge

- Hospital Management System
- Counseling
- Library
- Laundry
- Housekeeping
- Cafeteria
- Transport

Eye care diagnostics-

- Scan
- Ultrasonography
- FFA
- HFA
- OCT
- Pachymetry
- Green Laser YAG Laser
- Corneal Topography

E. Departments Visited:

1. Business development
2. Outreach department
3. Vision centres
4. Insurance department

Projects undertaken other than dissertation:

1. Making a Standard operating procedure for vision centre

F. Impediments:

1. Language problem. The project was under the community outreach department and it was very difficult to communicate with the patients to understand the in and outs of the process.
2. There was no SOP available for the vision centre in the hospital, so it was also difficult to understand the standard process of vision centre.