

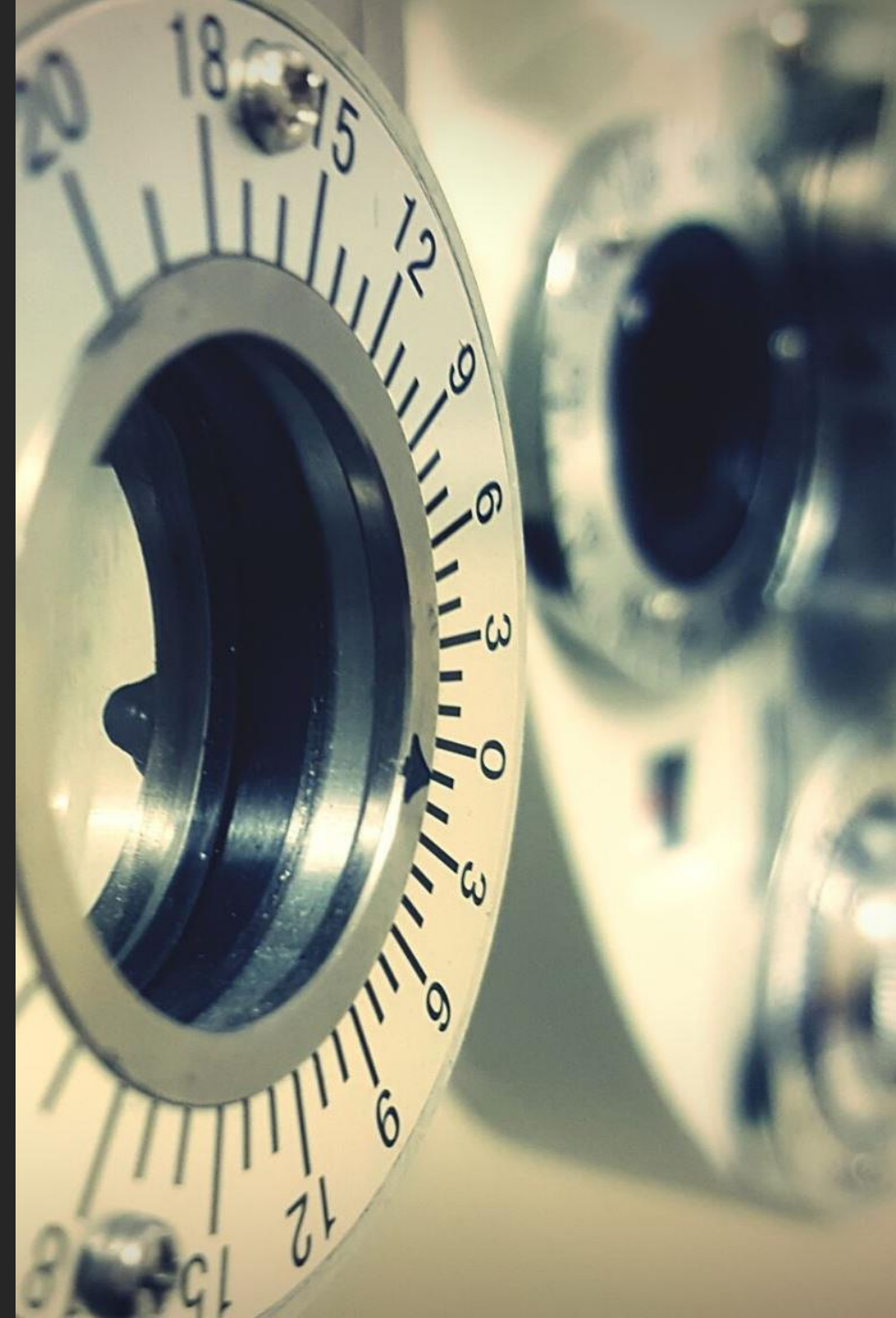
COMPARITIVE STUDY AND STARTEGIC ANALYSIS ON THE PERFORMANCE OF VISION CENTERS OF SANKARA EYE FOUNDATION

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INTRODUCTION

Vision Center is a small, permanent facility set up to provide cost effective primary eye care services to semi-rural and rural communities and acts as the first point of contact of the population with comprehensive eye care services provided by an exclusive skilled eye care worker. Usually Ophthalmic assistants operate the center.

Each day the patients are screened by an Optometrist with secondary/tertiary consultations done with the base hospital through tele-ophthalmology and Patients identified with Refractive Errors are provided spectacles. Those patients requiring surgeries are counseled by the councilor and brought to the Base Hospital for further treatment. Currently there are 16 vision centers of Sankara Eye Foundation situated across India in Annur, Perur, Channagiri, Krishnagiri, Neem ka Thana, Kapadvanj, Shikaripura, Aruppukottai, Sathyamangalam, Kannauj, Dewas, Ranebennuru, Kalakuruchi, Virudhachalam, Kulluthalai



OBJECTIVES

- To identify the underperforming and best performing Vision Centers of Sankara Eye Foundation, India.
- To compare and identify the reasons for underperformance of Vision Centers from those which are performing well.
- To identify and suggest strategies to improve functioning of underperforming vision centers of Sankara Eye Foundation, India.



METHODOLOGY-

Study Setting: Sankara Eye Hospital, Coimbatore.

Study Duration: March 2021-June 2021

Source of Data: Primary Data collected through Telephonic Interviews and Secondary Data through Annual Reports

Data Collection Tool: Self Administered Questionnaire for both Vision Center Unit Heads and Staffs.

Study Design: Observational Cross Sectional Analytical

Type of Sampling: Purposive Sampling

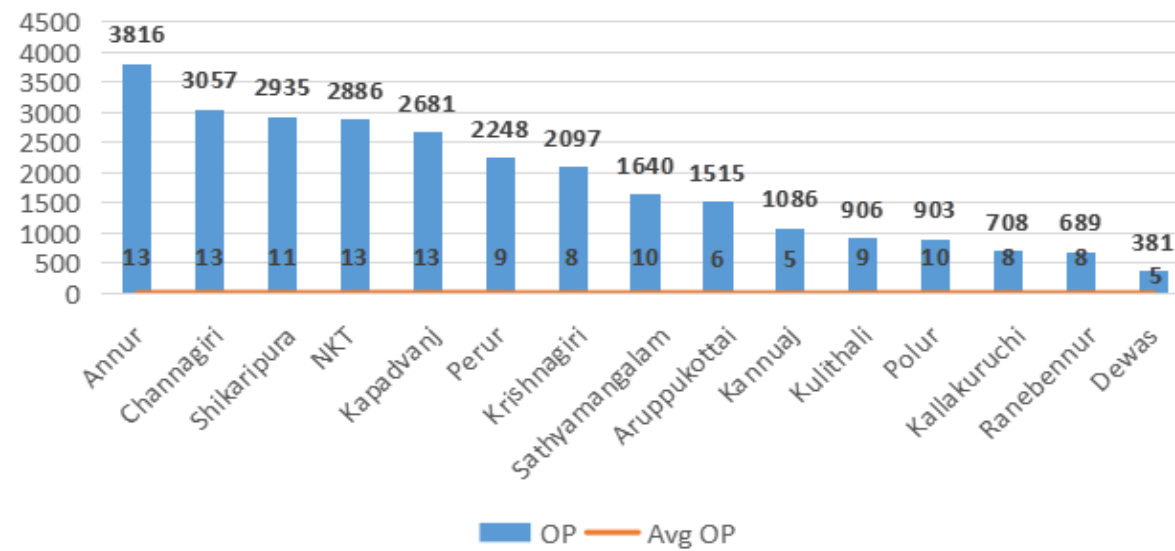
Data Analysis Procedure- The collected response data was analyzed in Microsoft Excel 365 for analysis and Graphical depiction was done as bar graphs.



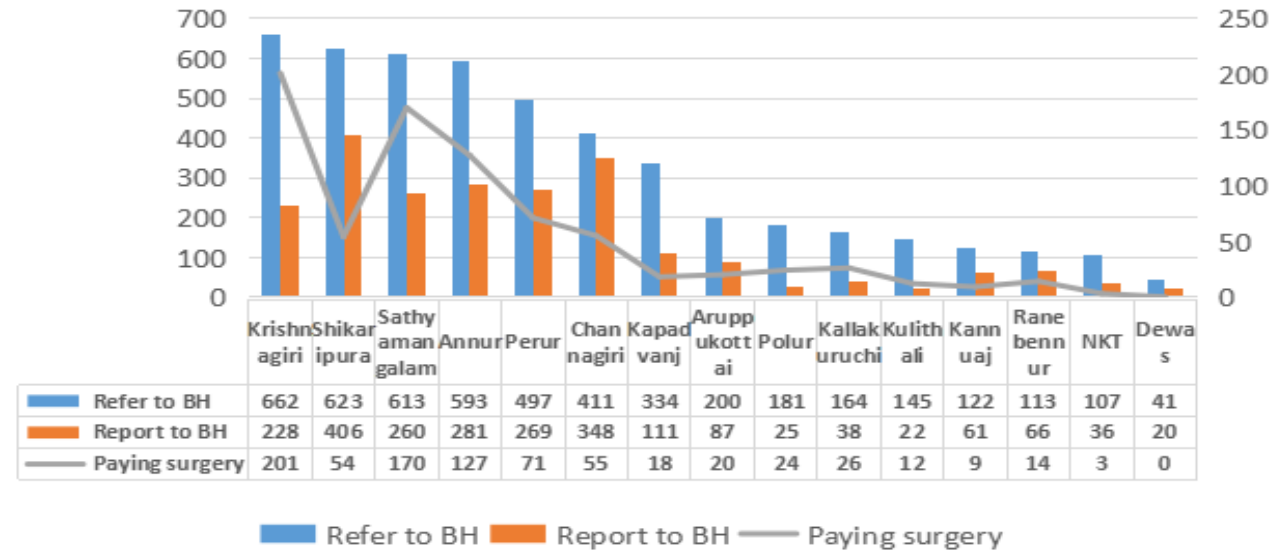
FINDINGS & RESULTS



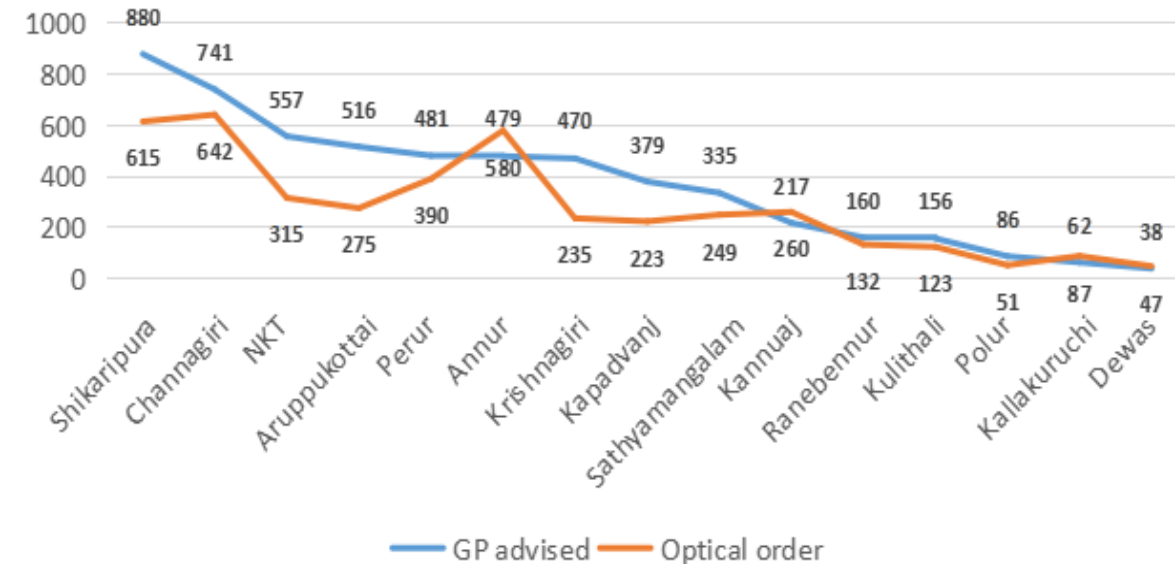
OP wise



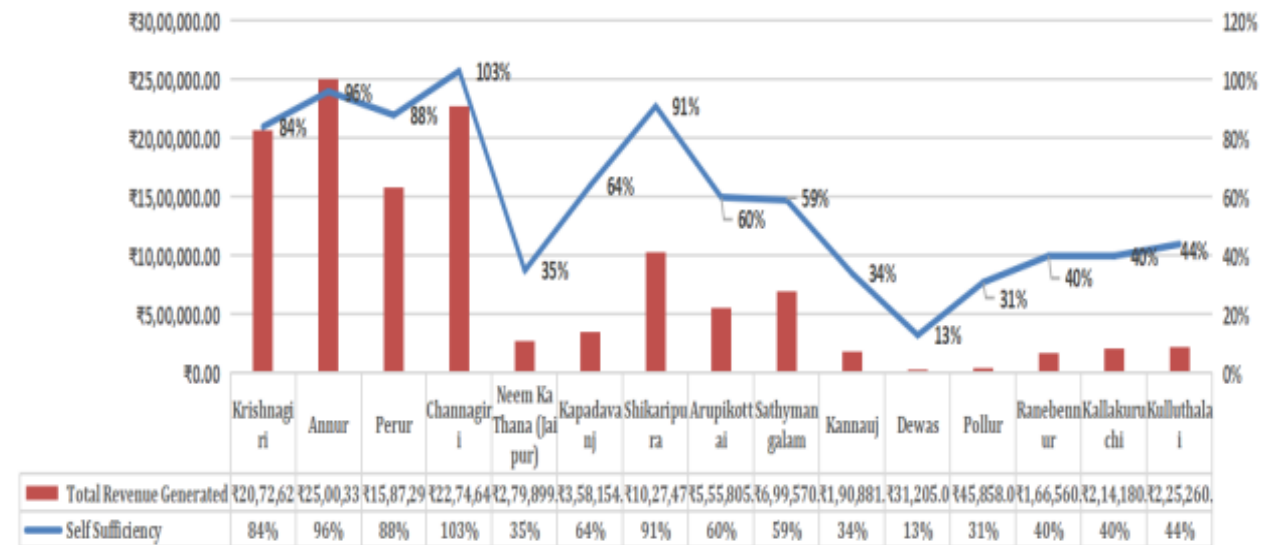
Surgery conversation /month



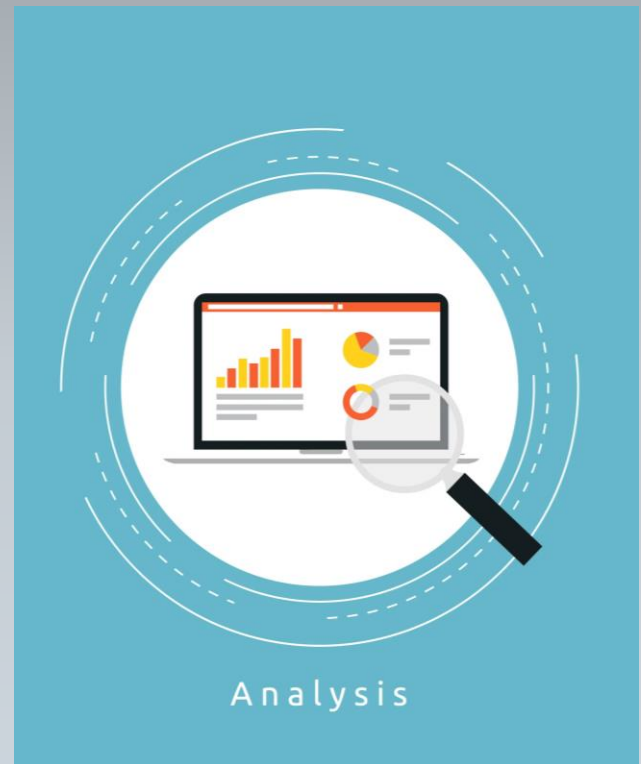
GP advised vs optical order



Total Revenue Generated & Self Sufficiency



Name of the Vision Centers	Total OP/ Avg. OP/Day	Surgery Conversion/month	GP Advised & Optical Order Sale	Self Sufficiency	Total Revenue Generated	Teleconsultation
Annur	1	4	3	2	1	1
Perur	6	5	4	4	4	5
Krishnagiri	7	1	8	5	3	7
Sathyamangalam	8	3	9	8	6	8
Aruppukottai	9	8	6	7	7	9
Shikaripura	3	2	2	3	5	3
Channagiri	2	6	1	1	2	2
Kapadvanj	5	7	10	6	8	6
Neem Ka Thana	4	14	5	10	9	4
Kannauj	10	12	7	15	12	10
Kallakuruchi	13	10	13	12	11	13
Kulluthalai	11	11	12	9	10	11
Polur	12	9	15	11	14	12
Dewas	15	15	14	14	15	15
Ranebennur	14	13	11	13	13	14



Overall Analysis on the Performance of Vision Center

Factors Determining the Success of the Vision Centers

- Accessibility of the Vision Center
- Connectivity between the base hospital and vision center
- Timings
- Marketing Initiatives
- Affordable Optical Prices
- Facilities Offered
- Experienced Staff
- Referrals to Base Hospital and Vision center
- Dedicated Field Workers /Role of VHV's
- No other Eye Hospital in the vicinity



Factors responsible for Underperformance of the Vision Centers



Through the study, it has been determined that Vision Centers of Dewas, Polur, Ranebennur and Kannauj seems to be underperforming and the primary reasons identified for their underperformance are



Lack of Experienced Staff



Poor Marketing Initiatives which impacted the OP flow at the VC



Higher Optical Prices at the Vision Center



Presence of Many Competitors in the vicinity



Internet Connectivity issues which impacted the teleconsultation sales.

Conclusion

Through this study it can be concluded that-

1. Accessibility, connectivity, optical prices, services offered and the area covered by VC are some of the factors that determines the success of the Vision centers.
2. Vision centers of Annur, Perur, Channagiri and Shikaripura are doing quite well whereas vision centers of Dewas, Kannauj, Neem ka Thana and Ranebennuru seems to be underperforming and the primary reason for that came out to be the lack of marketing initiatives, higher optical prices at the Vision centers and presence of so many optical shops in the near vicinity.
3. One inference that can be drawn from this study upon seeing the performance of the vision centers is that Sankara Eye Foundation India although a very renowned organization has marked presence in Southern India has yet to establish and popularize its name in Northern India.



Recommendations

1. Banners and sign boards around 5-10 km radius of the VC to guide the people to VC.
2. Appoint dedicated field workers and VHVs
3. Distribute pamphlets, placards and do mike announcements to popularize the VC at local level.
4. Put up camp details, location of Vision Centers and Services offered on various social media platforms to attract attention of the patients towards the respective VC.
5. In this pandemic time, most of the school learning has shifted to online classes and we can make a great use of this opportunity by demanding at least one online class in every school in the vicinity to raise awareness among school going children and can ask them to visit the nearest VC if they face any eye problems.
6. Distribute discounted coupon to children and their family members to visit the VC and avail its services.
7. Revise Optical Prices timely.
8. Setup Village Booth Camps.



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