

A FIT-GAP ANALYSIS OF PROCESS FLOW OF E-HEALTHCARE SERVICE- CREDIHEALTH

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Background

The e-healthcare service refers to the online healthcare marketplace that provides end to end services including information on various medical ailments, doctors, hospitals, treatments and their implications and post treatment care, i.e. concierge medical assistance from a distant reach.

The online services facilitate people to look for doctors, procedures and healthcare facilities, give second opinion across major cities in India, book appointments with the doctor of their choice, also help in getting rough cost estimates from hospitals for any treatment or surgery. Such platform has an advantage of distant data, that it offers better quality of services to maximum number of patients.

About Organization

Credihealth (CH), established in 2014, is the online platform for the hospitalization/ inpatient business. It mainly provides medical assistance to the patients who are looking for any medical help or already have visited a general physician or a family doctor and are looking for specialist for the tertiary care.

The organization is currently operable in ten major cities across India- Delhi NCR, Mumbai, Kolkata, Hyderabad, Chennai, Bangalore, Pune, Indore, Jaipur and Ranchi. It also caters international patients from Africa and SAARC nations- Afghanistan, Bangladesh and Nepal.

CH is an **end to end solution** for hospitalization needs – from searching for the right doctor, to scheduling appointments, diagnostics, surgeries & post-op care. It interacts with customers via website, mobile app, telephone & WhatsApp to provide them a complete solution.

“It’s an online platform with a human touch” – Ravi Virmani, founder and managing director

Rationale

Five percent of Indian population has a health issue every month. The Indian environment is largely influenced by the private sector as the Government has lack of resources or ability to fulfill its social role to provide quality healthcare to the people of India.

Currently, Healthcare industry is opaque, not easily accessible, out of reach of the common man.

The study was done with the purpose to improve the process flow of the medical assistance provided by Credihealth to the patients and their family in need, by:

1. Working in collaborations with the different teams- Medical Operations, Digital marketing, Product Managing team and Business Development team
2. Empathizing and understanding needs of the patients requiring medical help through human touch
3. Studying the problem areas and encouraging a more holistic approach by recommending the possible solutions

Research Question

What is the process flow leading to low conversion rates of patients reaching to the healthcare facilities through Credihealth?

Research Objectives

The study was done to achieve the following objectives:

1. To see the current process flow.
2. To measure the conversion rate for OPD and IPD city wise.
3. To analyze the search attributes city wise.
4. To find out the portals of incoming requests

Methodology

Study Type - Descriptive Study

Study Area - Six major cities of India- Major Metropolitan Cities Bangalore, Chennai, Delhi-NCR, Hyderabad, Kolkata and Mumbai and Four Minor Cities – Jaipur, Indore, Pune and Ranchi

Study Period - Data Tracking for Three months (4th February- 4th May 2019)

Study Respondents - Visitors on Credihealth Platform through different digital sources or portals

Sample Size - Distant online data of people who have visited the different digital sources

Sample Method - Non- probability Convenient Sampling

Data Collection Technique - Online Data tracking (Website, Android app, telephonic, Google search, social media campaign leads)

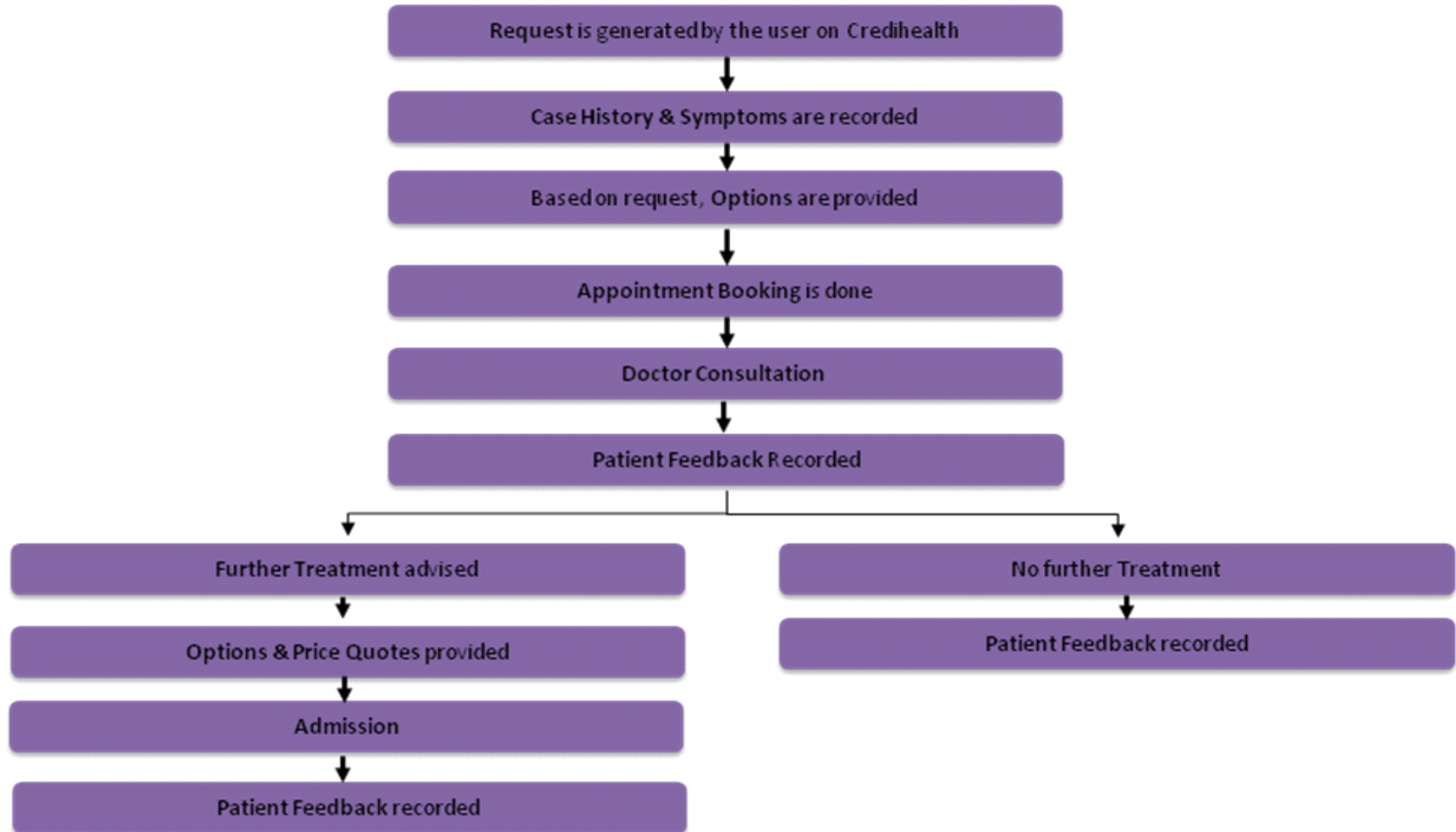
Limitation in Collecting Data

- Missed observations- Missed Calls, Unattended calls, Delay in attending calls
- Biased respondents

Ethical Consideration

- The data confidentiality will be maintained throughout the study.
- The personal details of the employees and patients are kept confidential.
- This will be shared for the dissertation purpose only.

Process Flow of Credihealth



Analysis and Results

The overall analysis is made on the following basis:

- Total No. of Requests generated= approximately 25000-30000
- Out of these requests, 67% of cases were booked.
- Out of these cases booked, 51%of the patients actually consulted.
- Further, out of these OPD consultations, approximately 13% of the patients were admitted for further treatment plan.

The overall conversion rate from requests generated to book an appointment reduces from Sixty-Seven percent to Fifty-one percent for consultations. This further converts merely Thirteen percent of patients to admissions.

- Booking Percentage = No. of appointments booked / Total No. of requests *100
- Consultation Percentage = No. of Patients Consulted/ Total No. of appointments booked *100
- Admission Percentage = No. of Admissions/ Total No. of Patients consulted *100

Conversion Rate is the change in the status from new request to booking, from booking to consultation (OPD) and from consultation to admissions (IPD).

Fig.1.1 City wise Comparison between the Conversion Ratio

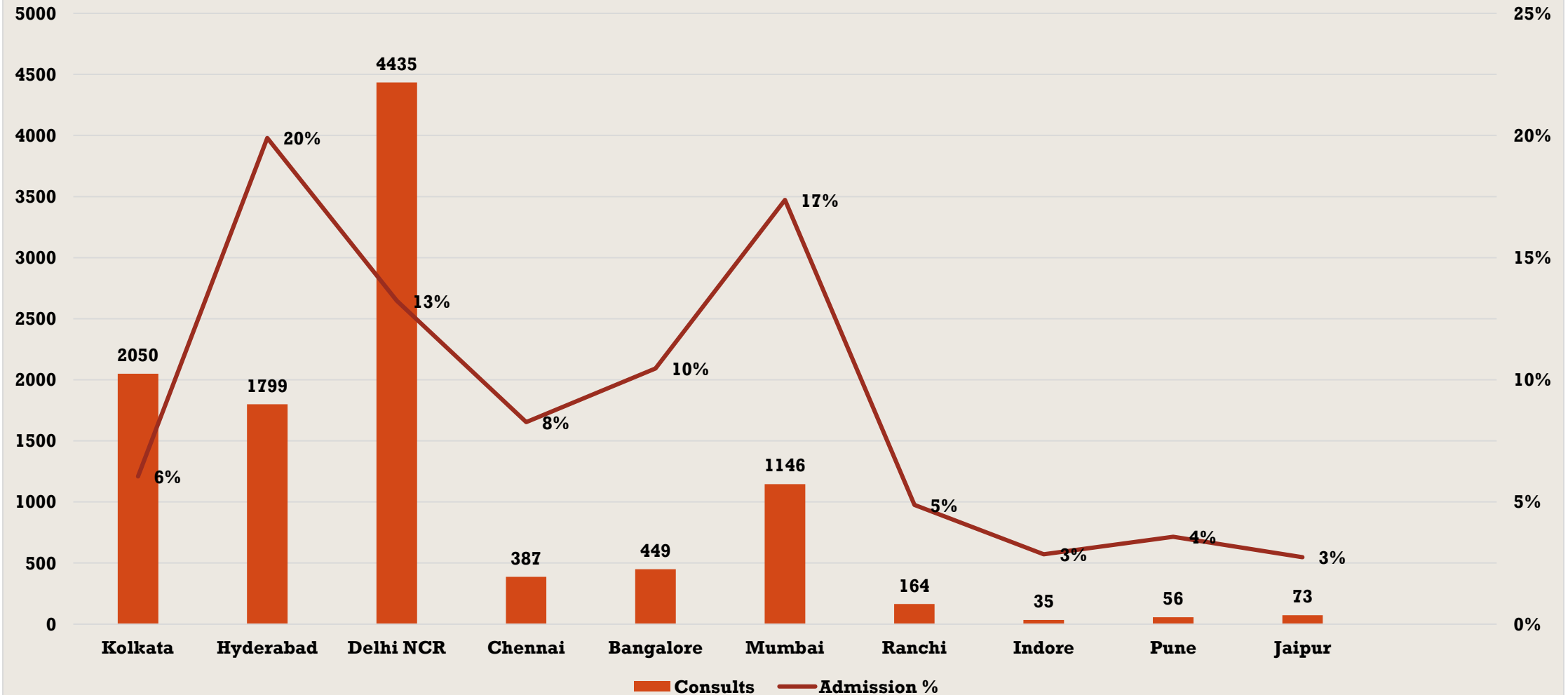


Fig 1.2 City wise comparison of Search Attribute- Profile of doctors

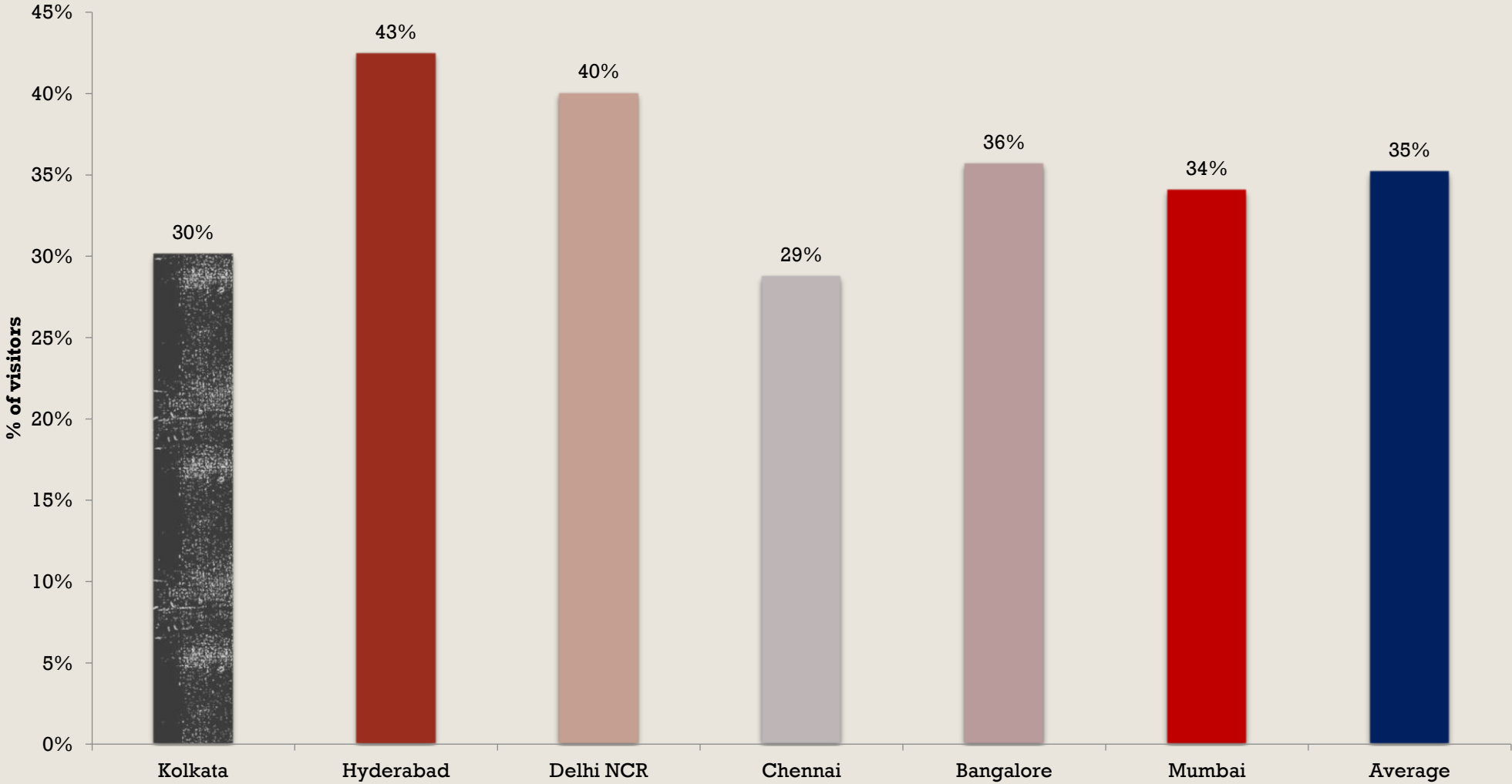


Fig 1.3 City wise Comparison of Search Attribute- Profile of hospitals

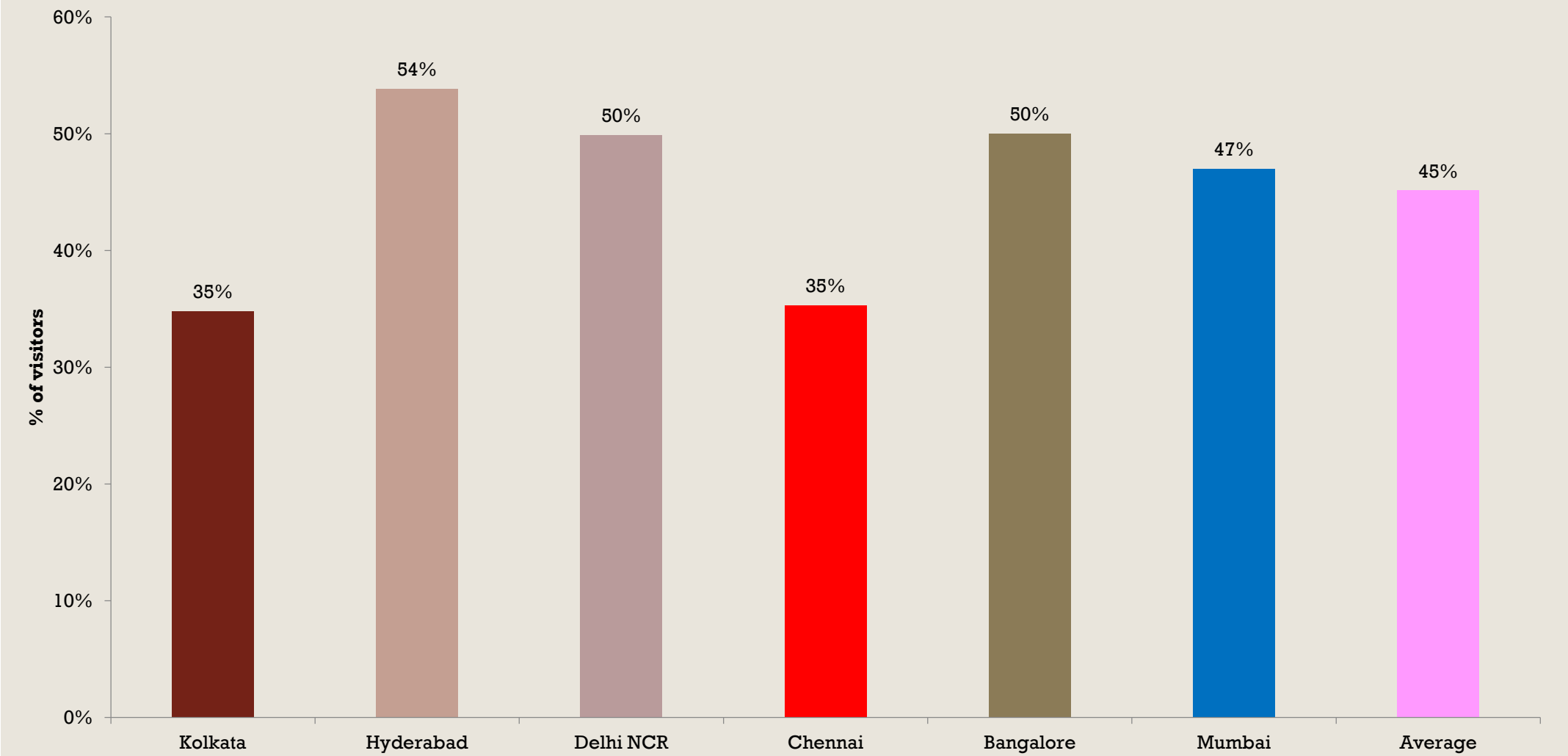
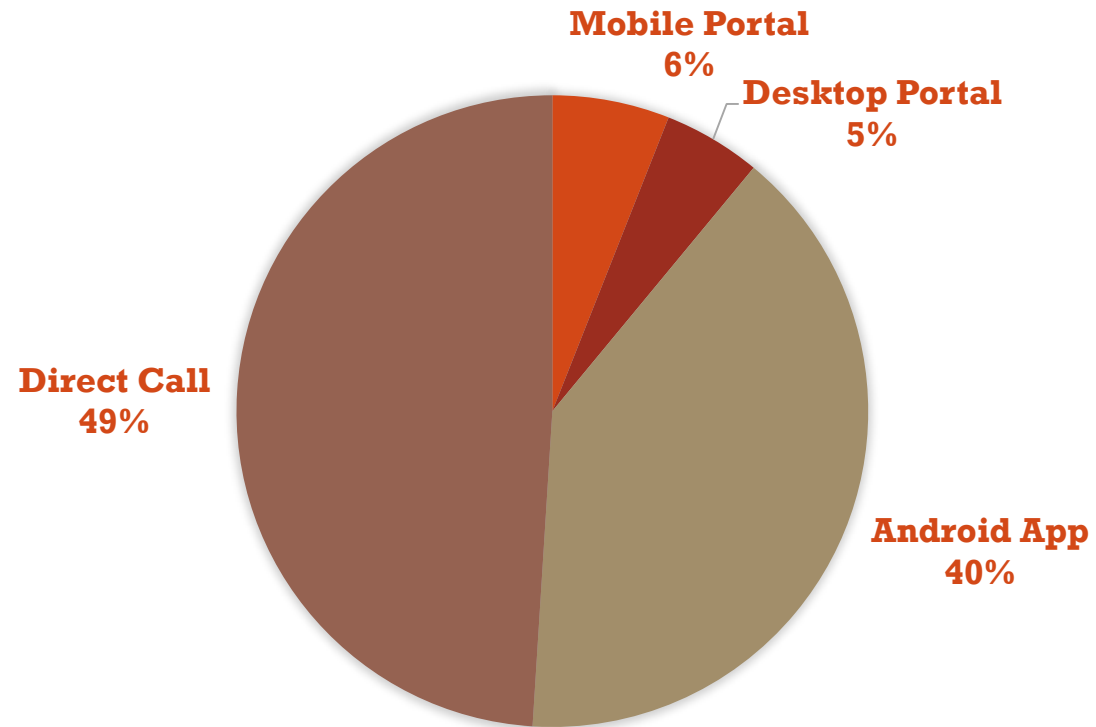


FIG 1.4 SOURCES OF REQUEST FOR DELHI NCR



Conclusion

The study observations indicate that the e-healthcare services have the potential to match the demand over supply of the healthcare services, as it reduces the hassle and the add-ons in the cost of treatment, by bringing transparency and convenience, but at the same time, it comes with several drop-offs which needs to be addressed to maintain internal collaboration with the external outcomes for a sustainable profitable model.

Recommendations

Admin Queuing System

The requests should be handled according to the priority and the appointment time required. (e.g.: the Cardiac cases get the high score than the derma case. The surgical case is scored higher than the case requiring medical management. The less the time between the request made and the appointment requested, the more is the score)

Tracking of the missed calls on the systems

So the effort can be made to track the case and get them go through the channel of credihealth

Use of artificial intelligence to automate the time-consuming and unnecessary process.

(Example- Automation of the message sent to the patient on putting the request that they will be reached soon by a medical professional to guide them, Automation of the country codes of the international patients)

Separate tabs to track the cases by symptoms or procedures done

This will make the process easy to track the cases in follow-up, that which case need to be followed up. This will also allow timely follow-up of the cases requiring tertiary care. (e.g.: A cancer patient needs to be followed not only till its operated but also for chemotherapy or radiotherapy)

Updating all the back-end information

This will enable the employees to quote the right information to the patients

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Sincerely,

Dr. Disha Singh

