

ORGANIZATION-

CREDIHEALTH Pvt. Ltd.

Aapka Health Partner

Simplifying Healthcare for your family

DISSERTATION

Analysis of process flow of e-Healthcare service- Credihealth

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INTRODUCTION

- Gurugram-based **Credihealth** , started in 2014, is an online healthcare marketplace that provides end to end services including information on various medical ailments, hospitals, treatments and their implications and post treatment care.

CONVENTIONAL PROCESS

User Journey to get IP treatment today

**Ask family and friends, family doctors
to refer specialist doctors/hospitals**



**Visit 1-2 doctors who recommend
course of treatment / specialist consult
required**



Get second opinions on the same



**Decide on treatment based on urgency
of need / comfort level with consulted
specialist doctor**



**Undergo treatment at the
corresponding hospital**

Limitations/ pain points

▪ Discovery & Search:

- Identification of doctors / hospitals via referrals from GPs, friends & family – limited visibility to options
- No comprehensive comparison available across doctors / hospitals

▪ Quality & Trust:

- Fear of getting ‘overcharged’ & unreliable referral system
- Anecdotal Decision making on purely subjective parameters and

▪ Convenience:

- Individual has to manage the entire process on their own, including all appointment booking, actual hospitalization & follow ups

THE CREDIHEALTH SOLUTION

- **Discovery & Search - Online:** Provide extensive information to help users make an informed decision on their treatment
 - Comprehensive database of Hospitals & Doctors
 - Pre-recorded Doctor interviews, Articles and patient feedback on hospitalization and treatment
- **Quality & Trust - The Personal touch:**
 - In-house Doctor team provides reliable inputs & clarifications
 - Transparent comparison of procedure pricing across hospitals
- **Convenience - Offline:**
 - Project manage the entire hospitalization process for the user / patient through to post-op care

**Analysis of process flow of e-
Healthcare service- Credihealth**

RESEARCH QUESTION

- What are the reasons in the process flow of the Credihealth through which patients are attaining healthcare services that lead to low conversion rates?

AIM OF RESEARCH

- The main aim of the study is to improve the process flow to increase efficiency of staff, which in return will increase conversion rate of the patients from generating request to consulting the hospitals.

RESEARCH OBJECTIVES

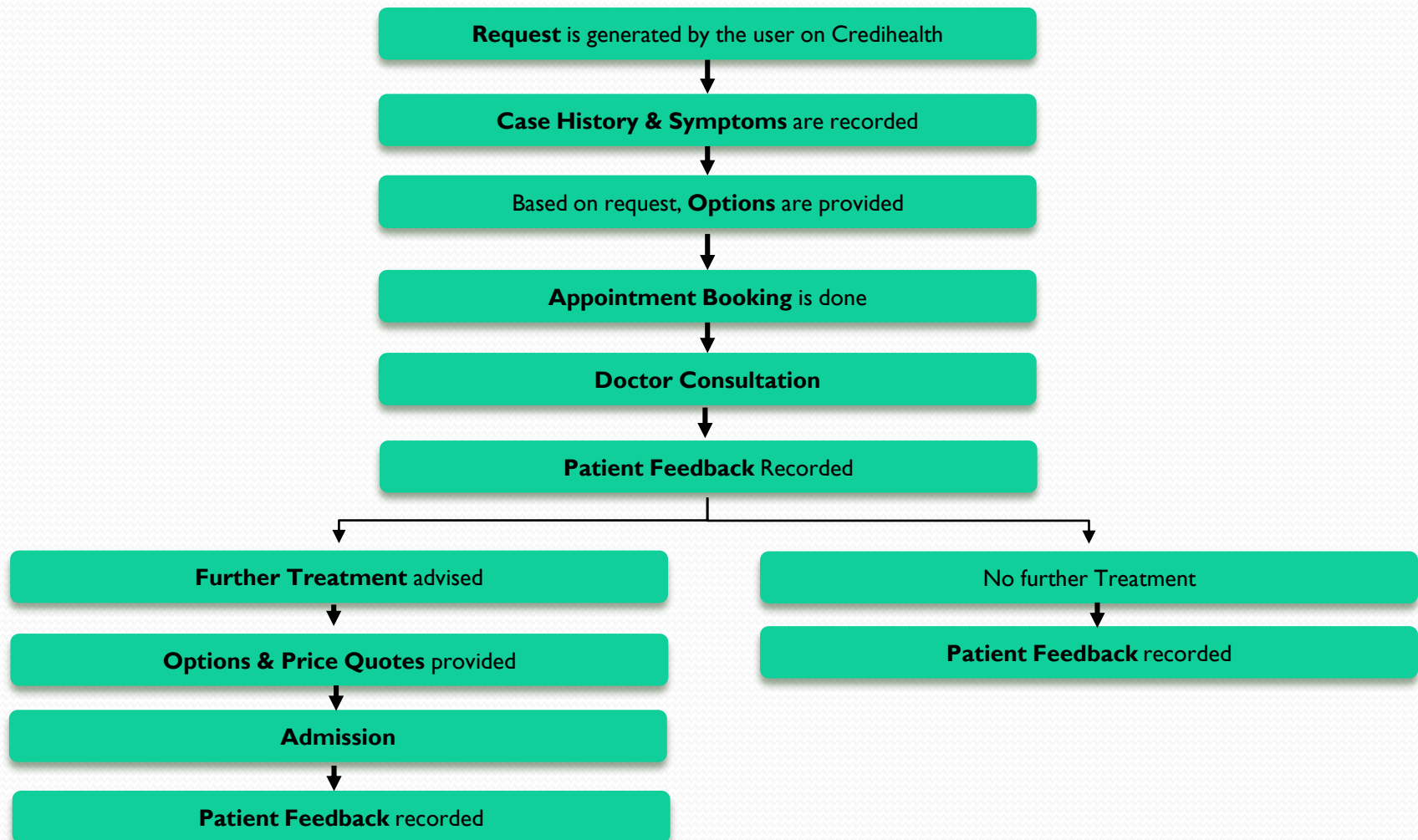
- To analyze the conversion rates in the process flow for all the operable Credihealth cities.
- To analyze the drop-offs in the process flow for all the operable Credihealth cities.
- To suggest valuable propositions to the organization based on the findings of the study.

METHODOLOGY

- Study design- Descriptive observational study
- Study Area- Bangalore, Chennai, Delhi-NCR, Hyderabad, Kolkata, Mumbai, Jaipur, Ranchi, Indore and Pune.
- Study Period- 3 months (February- April 2018)
- Sample Size- 70 employees
- Study Respondents- Medical operations team, business development team
- Sample method- Cluster Sampling Method

- Data type- Primary data
- Data Collection Tool- Structured Process through CRM Technology (Website, Android app, telephonic, Google search, social media campaign leads)
- Limitation in Data Collection:
 - Missed CRM requests
 - Non-responding Users
 - Untracked CRM Request
- Data Analysis- The data analysis is done in MS Excel

CREDIHEALTH PROCESS FLOW



STEPS OF PROCESS

1. The traffic generated at the Credihealth website is the team effort of the marketing or digital marketing team, through various sources of channels to reach Credihealth.
2. It is supported by the product and IT team. The request can come in any of the three way-appointment requests, call backs or tele-consultation.

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3. This reaches the medical experts, who are the direct point of contact with the patients (Credi Consumers). The doctors assist the patient to the appropriate specialist or hospital of choice, which is confirmed by the patient care executives.
 4. The same patient is followed up by the medical professionals, the next day of the appointment, which decides if patient requires further line of treatment or not.
 5. The discovery team's role begins here to find out the admissions.

PROCESS MAP OF CREDIHEALTH

USER JOURNEY

User has a specific need / symptom to check



Log into credihealth.com & research articles / information



Search and compare Doctors & Hospitals providing relevant consults /solutions



Log a query for a call back from Credihealth's Doctor team



Discuss and decide way forward based on information, feedback & pricing



Schedule Appointment with Doctor & take 2nd opinion if required



Perform any diagnostic tests required



Undergo hospitalization procedure



Follow up after procedure for post-op care

PAIN POINT ADDRESSED

CHANNEL DELIVERED

PLANS GOING FORWARD

Discovery of information to address user concerns

Web / Mobile app

Continued focus on **online** content

Search of **quality** healthcare providers to offer solutions

Web / Mobile app / Chat / Telephonic

Automate to provide max information online

Availability of additional inputs from **in-house Doctor** team

Telephonic / Chat

Maintain **personal touch** & trust

Trust based on transparent information & reliable inputs

Telephonic / Chat

Maintain **personal touch** & trust

Convenience of scheduling appointments & follow ups

Telephonic / Chat / In Person

Automate to bring process online

Convenience of scheduling any diagnostic tests

Telephonic / Chat

Automate to bring process online

Complete the transaction

N/A

N/A

Convenience of follow-up and scheduling post-op care

Telephonic / Email / Chat

Telephonic / Email / Chat

OPERATIONAL PROCESS FLOW

Website, Direct Call, Mobile application



New Request



Request in Process



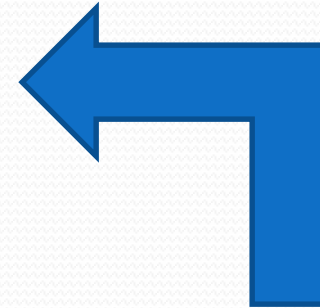
Appointment Booked



Booked and Reminded → Cancelled → Add new Request



Patient went for the appointment



SOURCES OF REQUESTS

- Android- The requests coming through the mobile application
- Portal- The requests coming from the Credihealth websites
- Call- The requests via direct calls
- Profile Treatments- The requests generated after searching for the particular disease ailment
- Search Doctors- The requests after searching the particular doctors, either suggested by the friends, family or referred by the doctors.
- Profile Hospitals- The requests generated on selecting the particular hospital.
- Profile Doctors- The patients putting requests after looking the profile of the doctors.

CONVERSION RATIO

The overall analysis is made on the following basis:

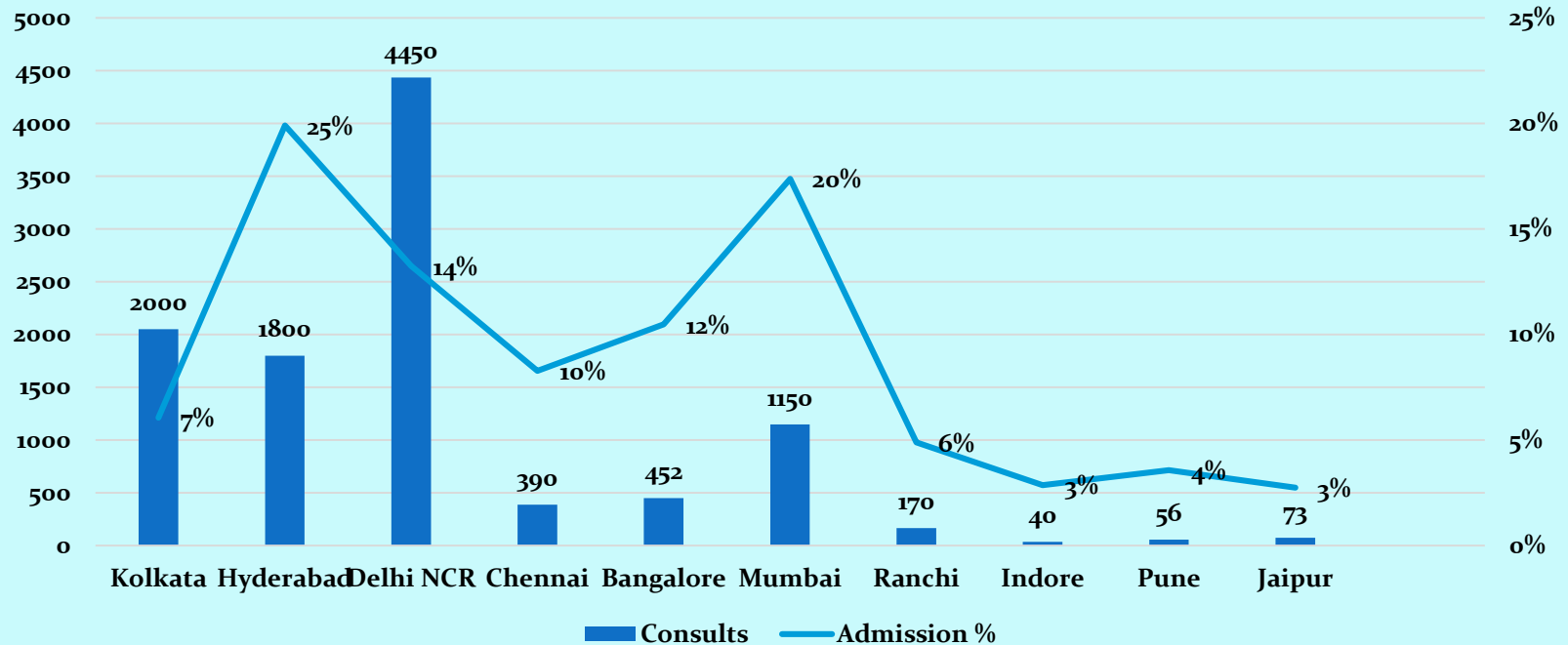
- Total No. of Requests generated= 25000-30000
- Out of these requests, Sixty seven percent of cases were booked.
- Out of these cases booked, Fifty-one percent of the patients actually consulted.
- Further, out of these OPD consultations, Thirteen percent of the patients were admitted (IPD) for further treatment plan.

CONVERSION RATIO(CITY WISE) FOR IPD VS OPD

- **Interpretation:**
- Booking Percentage = $\text{No. of appointments booked} / \text{Total No. of requests} * 100$
- Consultation (OPD) Percentage = $\text{No. of Patients Consulted} / \text{Total No. of appointments booked} * 100$
- Admission Percentage (IPD) = $\text{No. of Admissions} / \text{Total No. of Patients consulted} * 100$

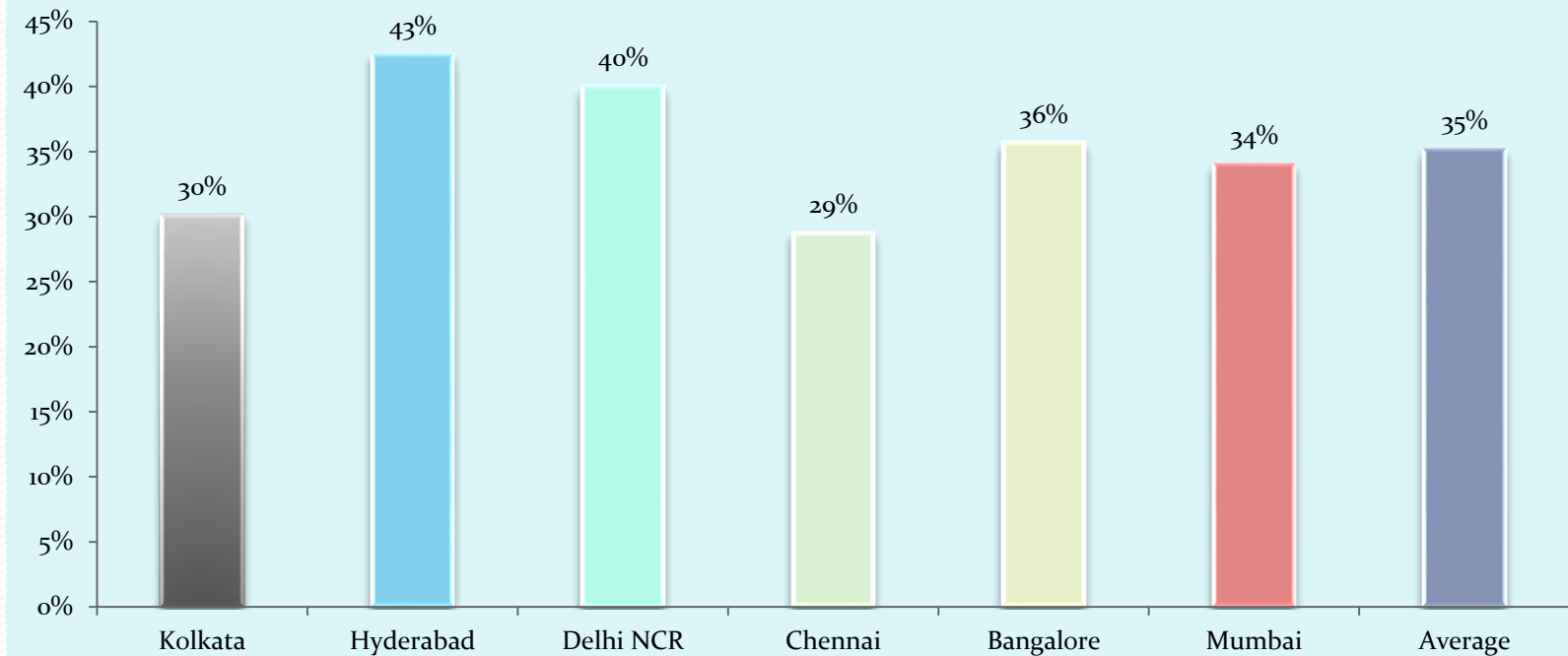
Conversion Ratio is the change in the status from new request to booking, from booking to consultation (OPD) and from consultation to admissions (IPD).

Conversion Rates of Different Cities



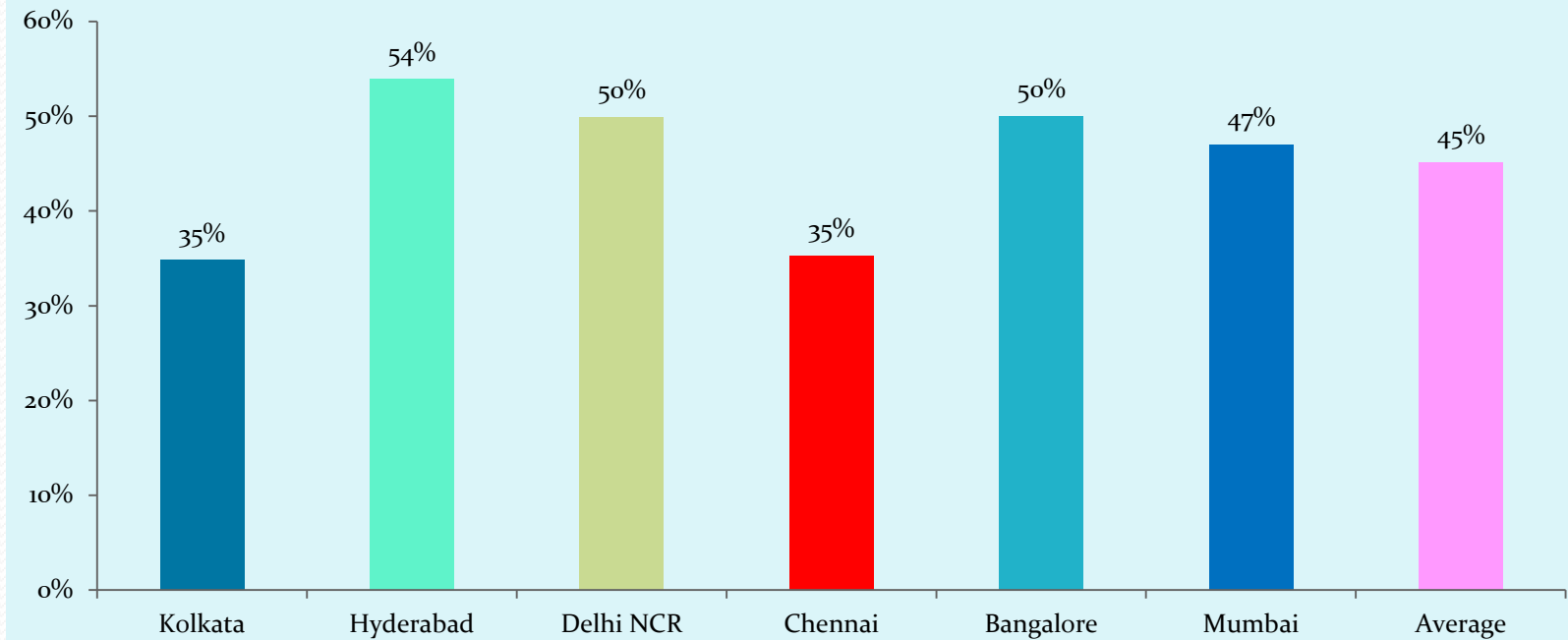
- **Interpretation:** The maximum number of patients requesting the appointments and turn up in reality for the OPD consultation in hospitals partnered in Delhi-NCR. But still the maximum number of IPD conversions (Twenty percent) is observed in Hyderabad.

City wise comparison of Request based on Profile of doctors



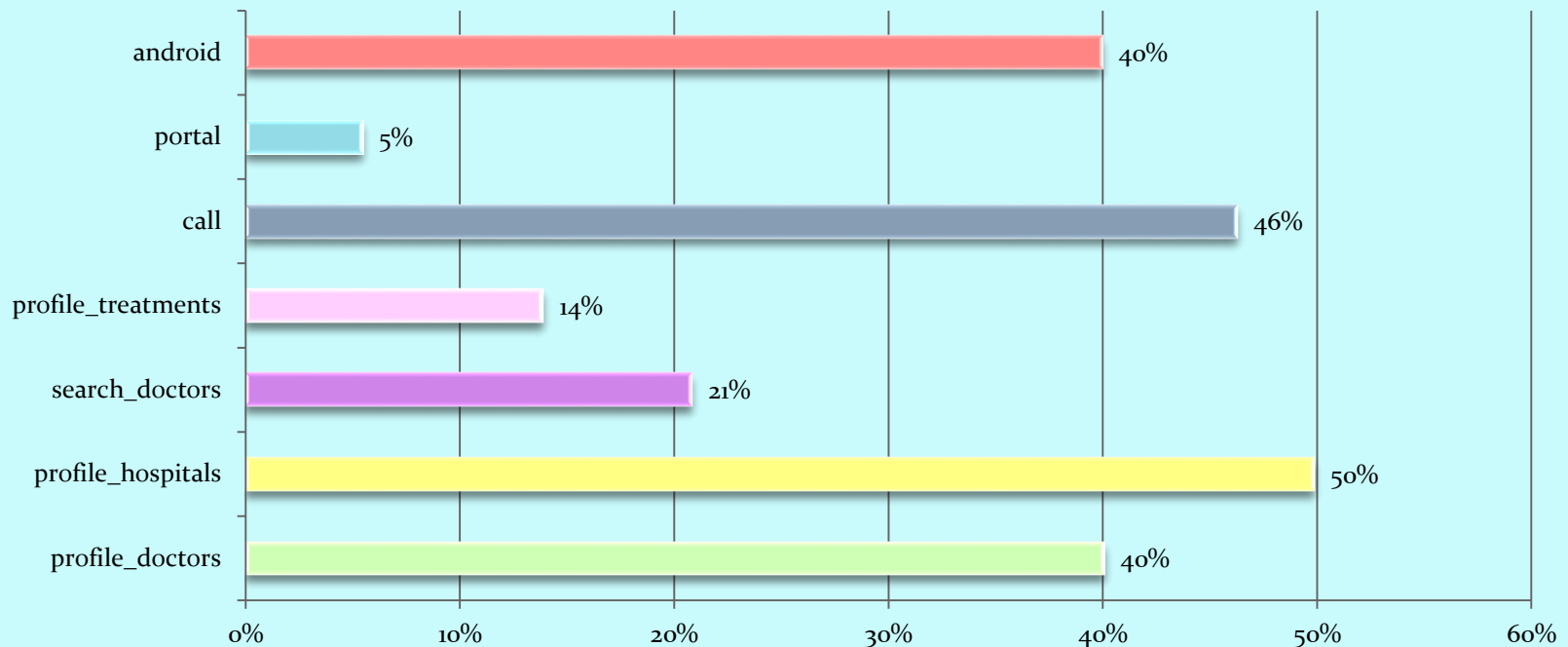
- **Interpretation:** Around Forty-three percent of patients go for the consultation (maximum in Hyderabad) after viewing the profile of the doctors. On an average thirty five percent of the patients first checks the credentials of the doctors and then proceed for consultation.

City wise comparison of Request based on Profile of hospitals



- **Interpretation:** More than fifty percent of the patients in Hyderabad check the profile of the hospitals prior to asking for medical assistance in that hospital. Overall, forty five percent of the patients consult by the brand name of the hospitals.

Sources of Request for Delhi- NCR

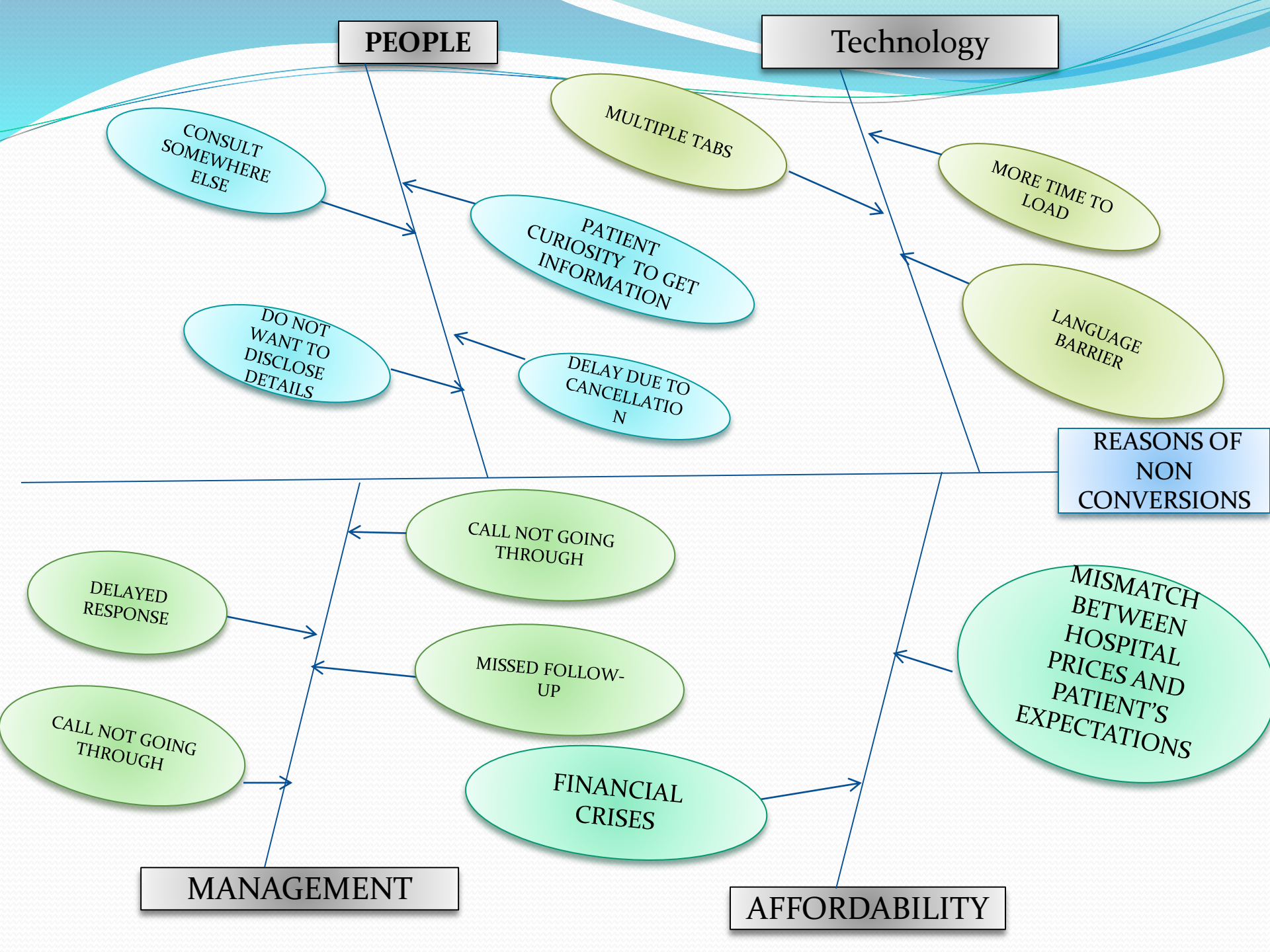


- **Interpretation:** For instance, the sources for Delhi-NCR region was studied as there this region had the maximum no. of requests generated in the study period.
- The maximum number of patients (fifty percent) in Delhi NCR Region prefers to choose treatment after looking the profile of the hospitals. Thus, we can make an inference that Delhi NCR healthcare market is hospital driven.

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- The overall OPD conversion ratio is half (51%) of the total appointments booked, so half of the requests are filtered out of the funnel and merely 13% comes out as admissions (IPD).

CAUSE AND EFFECT DIAGRAM

- The causes for less conversion was analyzed through Fish Bone Diagram.



REASONS OF DROP-OFFS

The major reasons for the drop-offs observed were-

1. Missed traffic to the site due to site not opening, high loading time, heavy load on website etc.
2. Delay in attending the cases
3. Missing the calls
4. Improper guidance to the patients- Difference in the information provided by Credi employee and the healthcare facility
5. Incomplete follow-ups- Maybe due to negligence of the employee or no interest of the patient to share the details.
6. No information or incorrect information for the admissions

RECOMMENDATIONS

- The requests should be handled according to the priority and the appointment time required—Admin Queuing System. (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.)

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- 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.)

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- 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. To allow timely follow-up of cases requiring tertiary care. (E.g.: A cancer patient needs to be followed not only till its operated but also for chemotherapy or radiotherapy)
 - Introducing local languages. (E.g.: The site and app were earlier only in English language, can introduce languages like Hindi, Bengali, Tamil, Telugu)

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- This encouraged us to understand the drop-offs or gaps between the process flows. These gaps can be filled by re-engineering of the current process flow utilizing the recommendations provided. Some of the recommendations have been implemented too and results show increase in the number of cases attended per day.
 - The joint effort of the Credi team can make the e-Heath company to pioneer the technologically driven healthcare industry.



Thank You