

Strategy to Attract & Retain Patients and Prevent Revenue Leakages at Artemis Hospitals.

ARTEMIS

HOSPITALS

WE SPECIALITY IS YOU

IIHMR

UNIVERSITY

History, Vision & Mission and Organization Structure

History

Artemis Health Institute, established in 2007, is a healthcare venture launched by the promoters of the Apollo Tyres Group. Artemis is the first Hospital in Gurgaon to get accredited by Joint Commission International (JCI) (in 2013). It is the first Hospital in Haryana to get NABH accreditation within 3 years of start up.

Vision Statement

To create an Integrated World Class Healthcare System, Fostering, Protecting, Sustaining and Restoring Health through Best in Class Medical Practices and Cutting Edge Technology developed through in-depth Research carried out by the World's Best Scientific Minds.

Mission

•Deliver world class patient care services

•Excel in the delivery of specialized medical care supported by comprehensive research and education

•Be the preferred choice for the world 's leading medical professionals and scientific minds

•Develop, apply, evaluate and share new technology

•Be an active partner in local community initiatives and contribute to its well-being and development

Structure

Chairman & Non-Executive Director

Managing Director

Chief Medical Services & Chairperson

Chief Financial Officer

Chief People Officer

Chief Strategy Officer

GM Business Operations & Development

Medical Superintendent

Learning and Value Addition

Practical Exposure to Identifying gaps in patient service delivery, process gaps, prevention of revenue leakages by bedside activity sheet learnt from PwC & its implementation in other units and business creation strategies in hospital by evaluating & analysing various plans and their cost benefit analysis and designing SOPs for patient engagement care program. This was an opportunity where I could apply the management principles learnt at IIHMR to practical use.

Artemis Lite, New Friends' Colony

PEAK HOURS

Turn Around Time

Types of Services Availd

1. Third Counter should be opened at 10 am instead of 12 pm to reduce the waiting time and increase patient satisfaction.

2. 55% patients visited to avail OPD services. Separate counter for OPD and another for rest of the services to enhance patient satisfaction.

3. 47% of the payment was observed to be done in Cash. It was suggested to install signal booster so that people can pay online.

4. During Peak Hours, front office staff should be discouraged to attend the phone call as it leads to increase in Patient Waiting time.

5. To regularly keep a track of Patient Leads, responsibility should be assigned to someone.

6. Regular Audit of Bed side Activity Sheet as designed by PwC should done by Finance Executive, to prevent Revenue Leakages. Concerned Staff has been trained to do the audit.

S

Strengths

- Backed by strong Management of Artemis
- Loyal Customer Base

O

Opportunity

- New Market Penetration
- Opportunity to capture patients of neighborhood who in general would not prefer going to Gurgaon for Consultation
- Prime Location
- Metro Connectivity

W

Weakness

- Process implementation
- Infrastructure issues
- Loyalty of patients to Dr. Bansal & Family and asking for Discounts Dr. Bansal used to offer
- Less Competitive Pricing

T

Threats

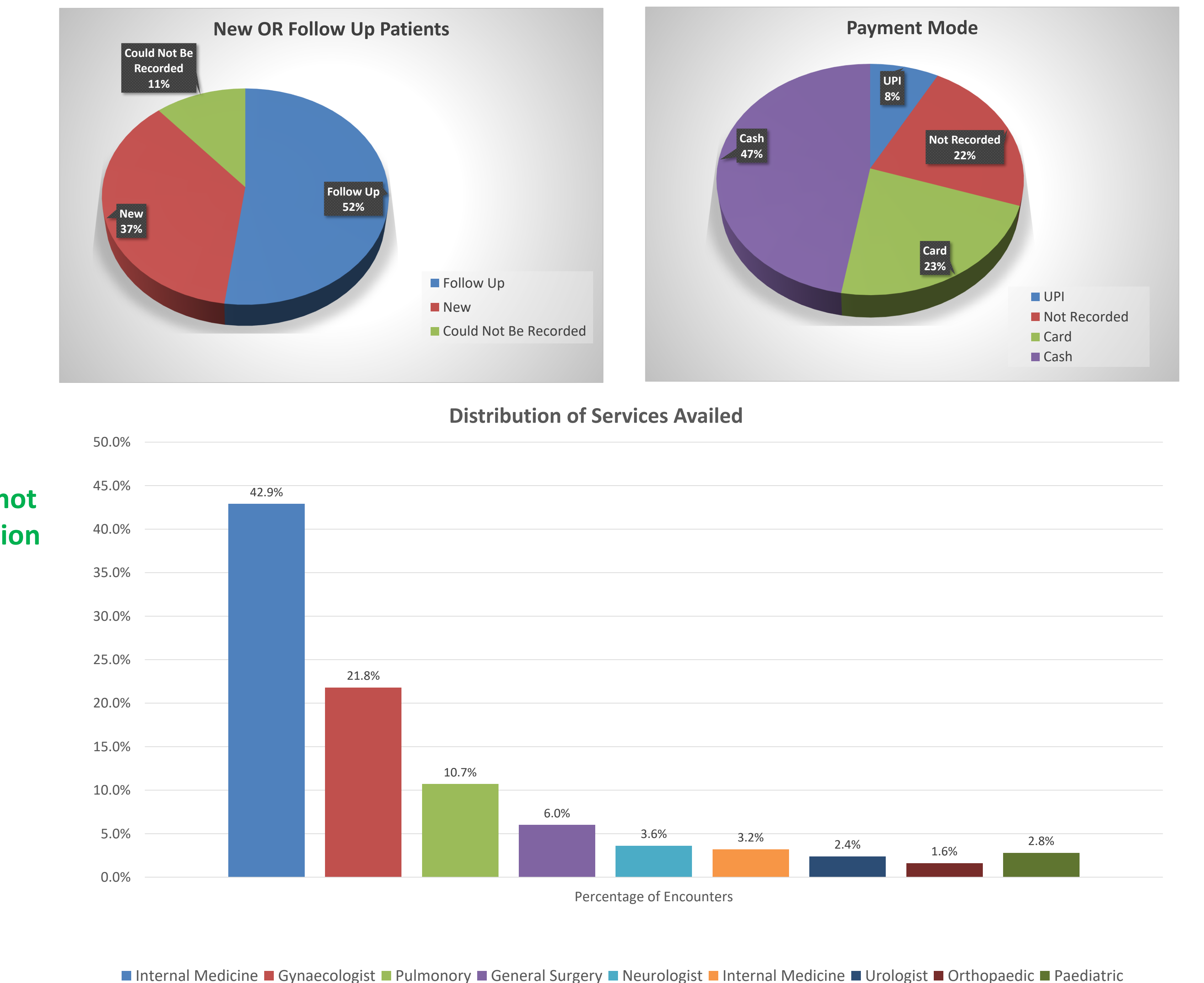
- Big Competition by Fortis Escorts & Holy Child
- 59% patients visit the facility for Consultation only . They may go for private consultation with the Doctors

Challenges Faced During Internship

a) Distance between the units made it difficult to implement all the projects across the units.

b) The smaller units had low patient footfall and thus carrying out extensive studies for process optimization and service gaps were difficult to conduct.

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Area	Total Files Audited	Procedures Advised in the file	Procedures Noted in the Activity Sheet	Procedures Billed in HIS	Estimated Revenue	Compliance Ratio (Activity Sheet to File)	Compliance Ratio (Actually Billed to File)
Ground Floor ICU	14	98	75	93	₹ 4,040	77%	95%
First Floor Ward	24	97	94	76	₹ 5,730	97%	78%
Second Floor Ward	1	2	3	1	₹ 90	150%	50%
Third Floor NICU	3	4	4	3	₹ 90	100%	75%
Overall	42	201	176	173	₹ 9,950	88%	86%

S.NO	Patient Name	Age	Gender	Contact No.(Primary)	New/ Followup	Service Availd	Dr. Name	Lead Source	Status	UHD	Purpose of Enquiry/Treatment	Investigat	Consented by	Remarks/Coor
1		55	Male		New Patient	PD	Dr.Amita	Walk In	Open	AB3000030273	Call Bladder Stone	Mrs Monika	Surgery has been done	
2		38	Male		New Patient	PD	Dr.Amita	Walk In	Open	AB3000030423	Hernia	Mrs Monika	Showing Symptoms	
3		42	Male		New Patient	PD	Dr.Amita	Walk In	Open	AB3000030366	Call Bladder Stone	Mrs Monika	Surgery has been done	
4		68	Female		New Patient	PD	Dr.Amita	Walk In	Open	AB3000030315	Call Bladder Stone	Mrs Monika	Surgery has been done	
5		24	Female		New Patient	PD	Dr.Amita	Walk In	Not Investigated	AB3000030363	Call Bladder Stone, Estimated Clones	Mrs Monika	To Be Followed	
6			Female		New Patient	PD	Dr.Amita	Walk In	Not Investigated	AB3000030363	Call Bladder Stone, Out of station	Mrs Monika	To Be Followed	
7		41	Male		New Patient	PD	Dr.Amita	Walk In	Not Investigated	AB3000030366	Hernia	Mrs Monika	To Be Followed	
8			Male		New Patient	PD	Dr.Amita	Walk In	Not Investigated		Call Bladder, Lower Budget	Mrs Monika	To Be Followed	
9		54	Male		New Patient	PD	Dr.Amita	Walk In	Not Investigated	AB3000030410	Call Bladder (Pneum)	Mrs Monika	To Be Followed	
10					New Patient	PD	Dr.Amita	Walk In	Not Investigated	AB3000030366	Unconsciousness (Blood clot)	Mrs Monika	To Be Followed	