



Study on Improving Operational Efficiency & Conversion post OPD

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Manipal hospitals

Manipal Health Enterprises, commonly known as **Manipal Hospitals**, is a chain of multi-specialty hospitals in India. The hospitals trace their origins to the Kasturba Medical College, founded by T.M.A.Pai in 1953. Manipal Hospitals is the second largest healthcare provider in India, with a network of 28 hospitals. Manipal Hospitals is part of the Manipal Education and Medical Group.

Mission

Be the Destination of choice for the communities we serve.
Most preferred and respected healthcare organization in every location where we operate.

Vision

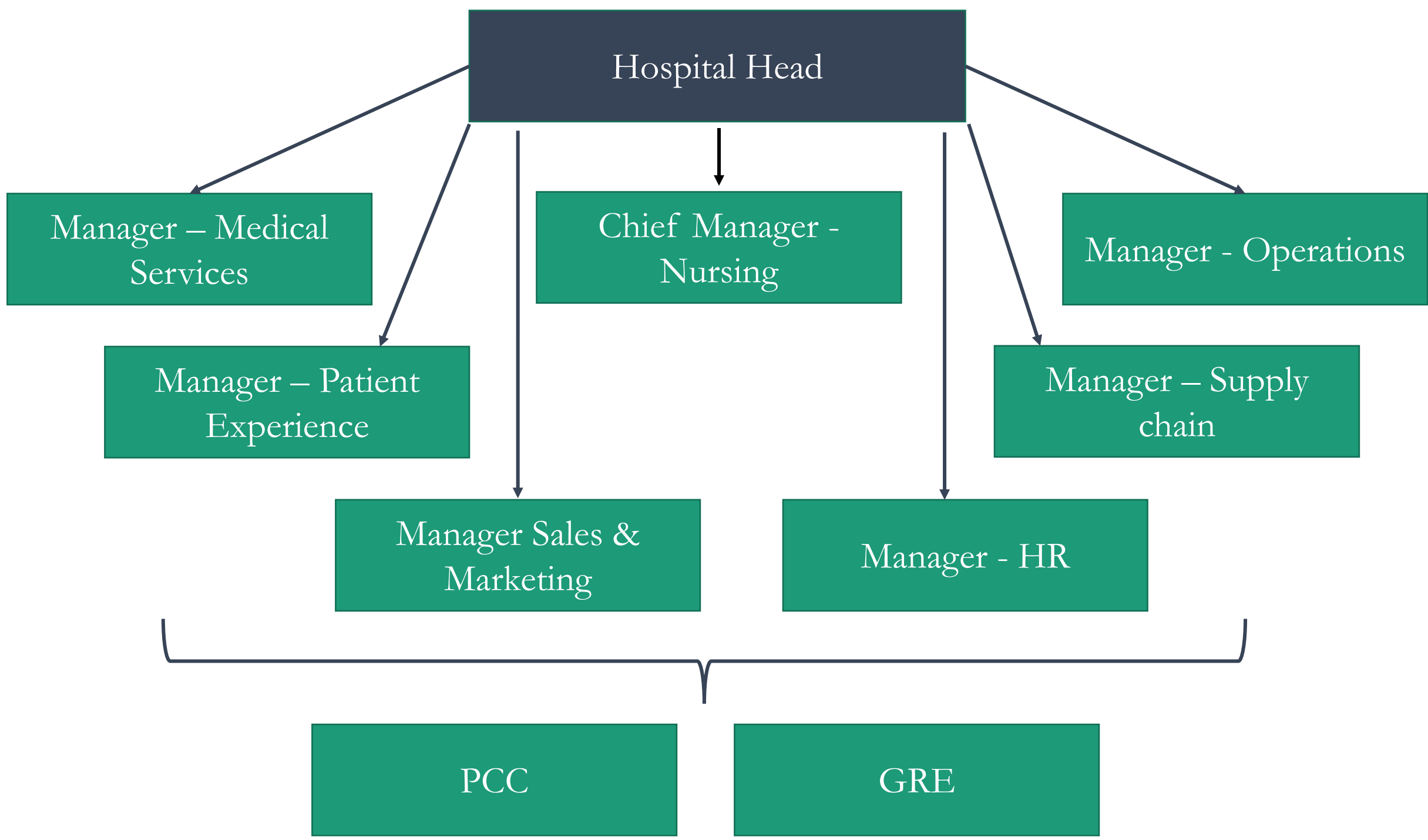
To Enhance “GROWTH, DIFFERENTIATION & PEOPLE” & To serve our patients with a smile.

Manipal Hospital, Millers road, Bangalore



- The hospital was acquired recently by the Manipal group and was previously known as “Vikram Hospital”.
- Established in 2009, Vikram Hospital located in Bangalore is a 225 bedded multi-specialty hospital that provides specialized services and delivers the care that is best suited to every patient's needs.
- With 70 specialists, more than 700 allied health staff, and first-class resources, the hospital provides the highest standards of treatments.
- It has 60 ICU beds, 9 medical, surgical, and cardiac intensive care units, 12 dialysis beds, 10 operation theatres, and 2 sophisticated cath labs.
- For international patients, they provide assistance for sightseeing, shopping, ayurvedic spa, and money exchange. The team provides interpreters for Arabic, French, Urdu, Japanese, and Bengali.

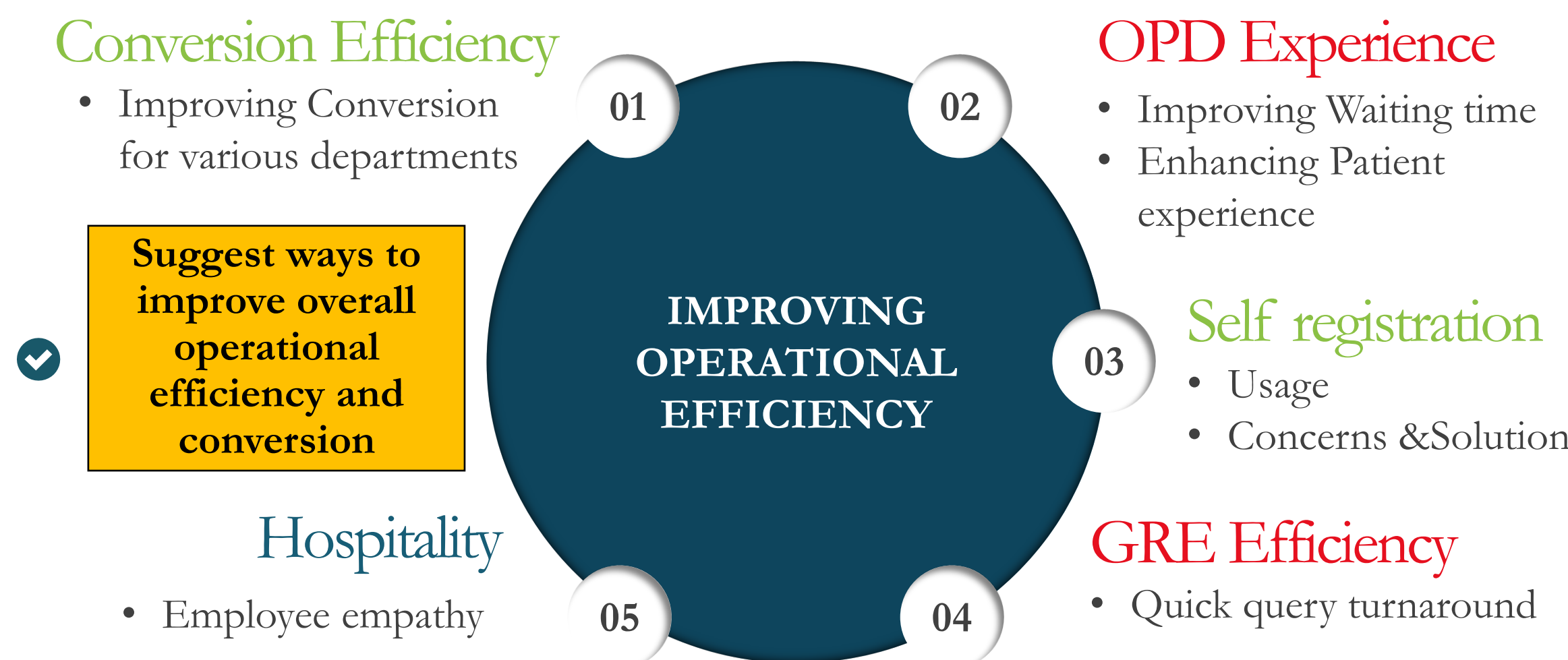
Organizational Structure (Hospital)



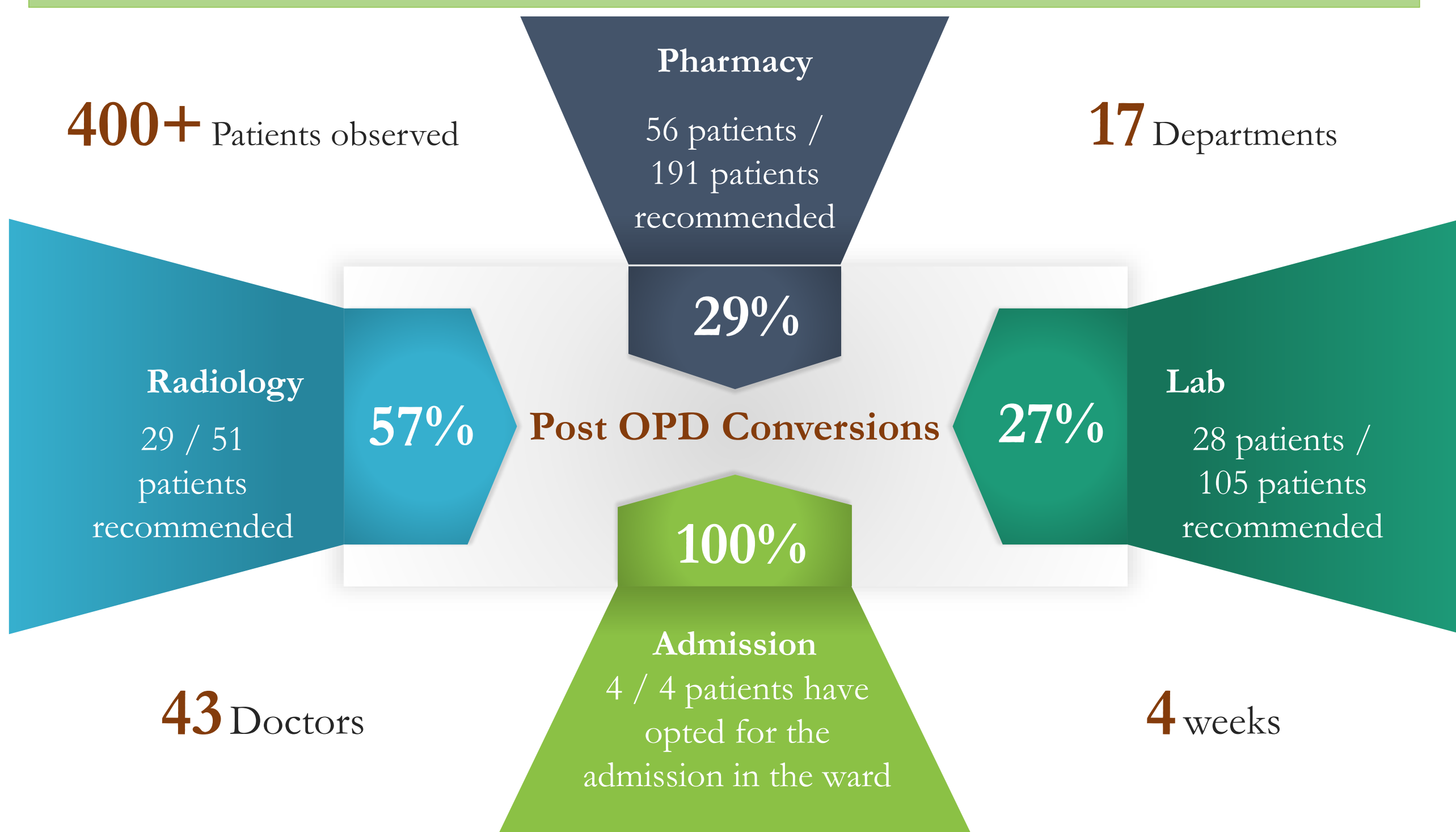
Practical vs Theoretical Exposure

Theoretical Knowledge	Practical Exposure
Learnt about the role of supply chain in hospitals	Practical worked on ways to improve supply chain efficiency
Learnt about the importance of hospitality	Worked on ways and industry best practices in hospitality
Knowledge of different departments & challenges	Worked on improving operational efficiency for each departments
Learnt about the role of IT and modern technology like AI	Experienced the implementation of IT (self registration) and data storage

Project at Manipal Hospital



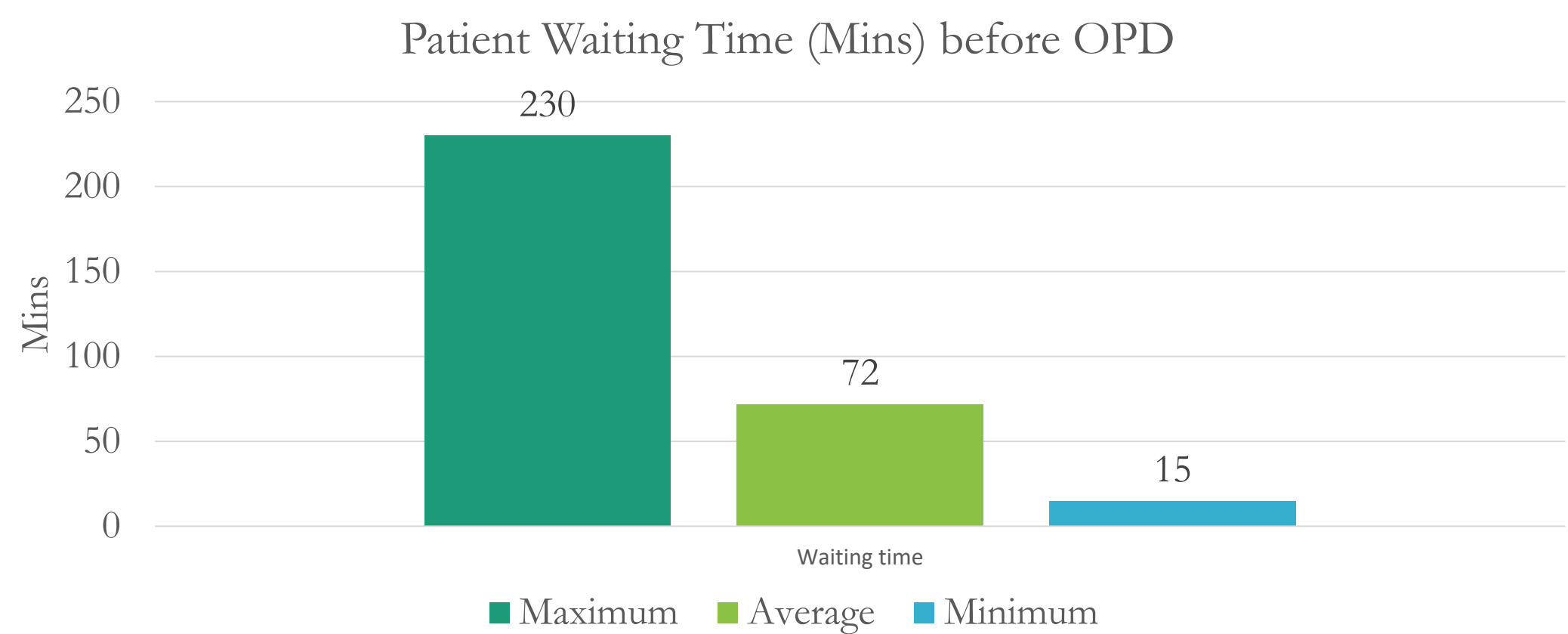
Improving post OPD Conversion



Steps Implemented to Improve conversion efficiency

- A. PCC Training:**
 - Weekly training to be provided to all the PCCs
- B. Tracking Mechanism:**
 - Tracking mechanism to be in place (can be a simple excel tracking for each patient)
 - Calling sheet for the next day to be prepared by the night of previous day
- C. Rewards and Recognition:**
 - Best department of the month (For Pharma, Lab and Radiology conversion)
 - Top 3 PCCs of the month
 - Monthly mailer recognition the achievers

Improving OPD experience



- Sample size: 51 patients
- Maximum waiting time: **3 hours 50 mins**
- Average waiting time: **1 hour 12 mins**
- Minimum waiting time: **15 mins**
- About **50%** patients have waiting time of around **1 hour**

Steps Implemented to Improve conversion efficiency

- A. Installed token system**
 - Patients would know their turn
 - Avoid longer waiting period
- B. Prior information system to patients**
 - Tentative waiting time, if doctor is stuck in some emergency
- C. Patient follow up calls**
 - Calling patients 3-4 hours in advance regarding their rescheduled appointment time in case of any unforeseen delay.

Improving Self registration usage

Current utilization: Nil

Steps Implemented to Improve usage

- Department wise Training to employees
- 1 month of tactical target to be given to every GRE: 75% adoption. Ran the campaign and evaluation to be done.
- Monthly Rewards and recognition:** Department to be recognised for highest self registration



Improving GRE efficiency



Steps Implemented to Improve GRE efficiency

- GREs to be the face to assist International patients – along with having a help desk for them
- Other GREs to be on the floor continuously managing the crowd – if they say long waiting queue at the reception, they can help pacify the patients
- GREs to be trained extensively on “Empathy” and Enhancing patient experience

Improving Hospitality

Process introduced to Improve Hospitality

Follow the MWOL: Manipal Way of Life: **G.U.E.S.T.**

- Greet
- Understand
- Engage/Empathise
- Solve
- Thank

All PCCs and GREs to follow the GUEST SOP and ensure optimum first experience

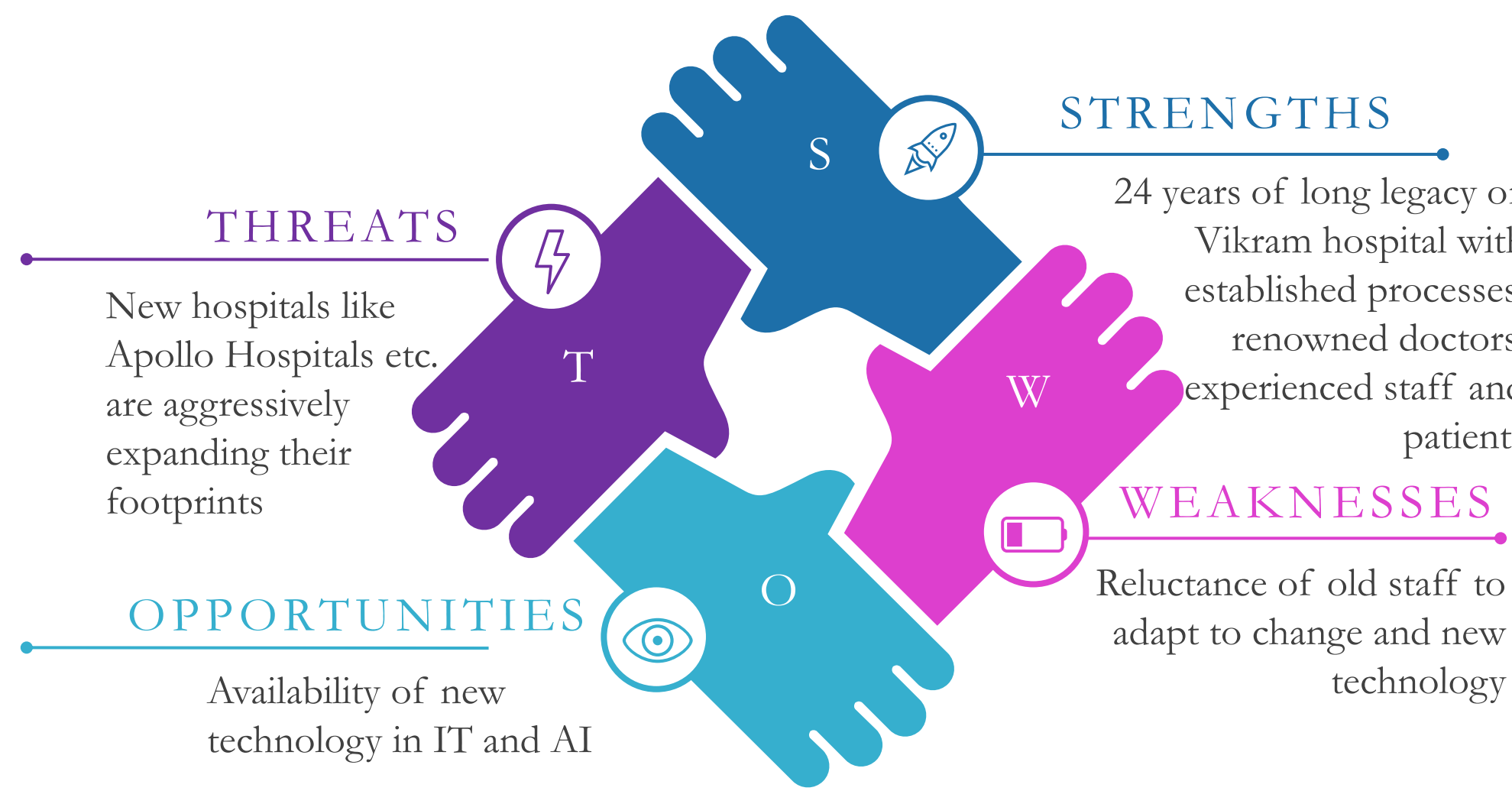
In case of issues like unavoidable extreme delay which is beyond our control

leading to long waiting for patients: **H.E.A.R.T.**

- Hear
- Empathise
- Apologize
- Respond
- Thank

Never leave them unattended

SWOT



Challenges

- Aligning the old hospital staff to new ways was difficult since they were accustomed to previous styles
- Outdated software were being used which required to be revamped to make the system and processes more effective
- The recent takeover of Vikram Hospital by Manipal group led to change in management that brought in some challenges in managing staff

Impact

- Implemented PCC training for over **50 PCCs** across **15 departments** that led to improvement of overall performance
- Implemented patient tracking mechanism that led to improvement in conversion for pharmacy from **29% to 55%**
- Self registration usage increased from almost **0% to 90%** for radiology department within a week
- Introduction of token system reduced patient waiting time from **1 hour 12 minutes to 55 minutes**
- Changed the daily KRA** for GRE which included promoting self registration, resolving patient conflicts and ensuring hygiene