



SUMMER INTERNSHIP PROGRAM AT FORTIS HOSPITAL, CG ROAD, BANGALORE

PROCESS IMPROVEMENT IN PHC

Observational study to minimize delays in Preventive Health Check-up



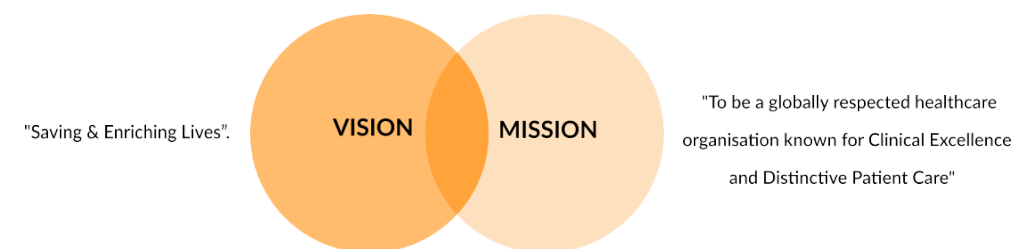
Presented By : Spoorthi V (1415, MBA HM-26)
Faculty mentor: Dr Susmit Jain
Organization mentor: Dr Aparna B A

A. Industry Sector Profile

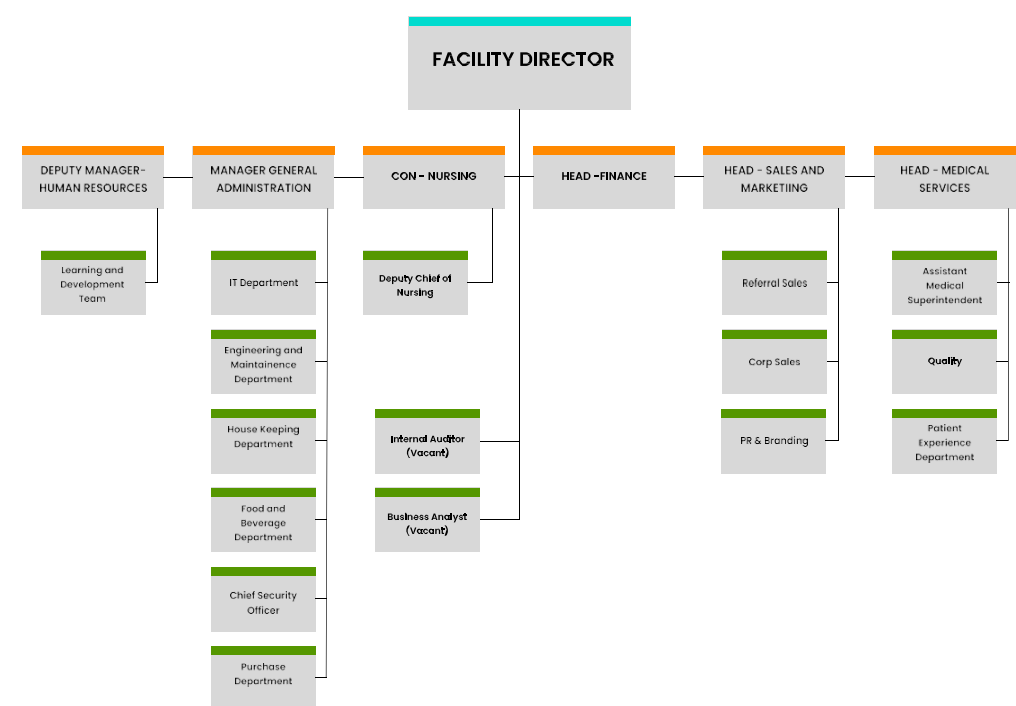
1. Brief History

- Fortis Healthcare Limited (FHL) was incorporated in 1996.
- It started its hospital operations in 2001 through its flagship Mohali Hospital. The chain later purchased the healthcare branch of Escorts group which strengthen the organization in various parts of the country. In 2018, they partnered with Malaysia's IHH healthcare making it the leading integrated healthcare services provider in India.
- About the organization - Currently FHL is one of the largest healthcare organisations in the country with 36 healthcare, 4000 operational beds and over 400 diagnostics centres.
- Fortis Hospital, Cg Road was established in 1990. It is a 150-bed tertiary care hospital in Bengaluru. The hospital is known for its centre for excellence of interventional cardiology and cardiac surgery.

2. Organization vision and mission



3. Organization Structure



4. Brief description about hospital

- Fortis, Cg Road is a multi-speciality hospital including diabetology, orthopaedics, internal medicine, and oncology. They provide goods and services to treat patients with curative, preventive, rehabilitative, or palliative care. The services offered are as follows:
- CLINICAL SERVICES:** Cardiology, Orthopedics, Oncology, General Medicine, Neurology, Emergency, Pulmonology, Gynecology, Transplants, Dialysis, Urology, Critical & Intensive care, Bariatric Surgery and Gastroenterology (medical including endoscopy)
- LABORATORY SERVICES:** Clinical - Biochemistry, Microbiology & Serology, Pathology, Cytopathology and Hematology.
- DIAGNOSTIC SERVICES:** 2D Echocardiography, CT scan, Cath Lab, ECG, Endoscopy, Holter Monitoring, Tread Mill Testing, Ultrasound and X-ray.
- SUPPORT SERVICES** - Ambulance and Pharmacy.

B. Learning and Value Additions

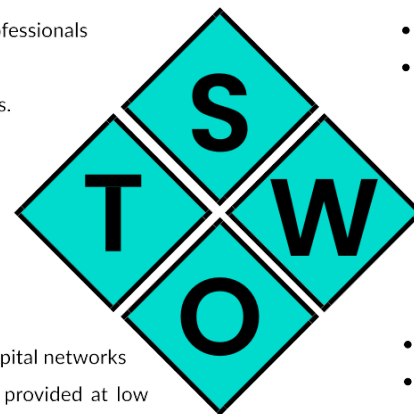
5. Learning and value additions done during internship

- Learnt to do a Time Motion Study to reduce delays.
- Importance of client services.
- Initially, accompanied the floor manager, met inpatients in the private ward and ensured that the hospitality and housekeeping were as per their needs.
- Learnt to work in a professional environment and improved my communication skills.
- Brainstormed ideas alongside the assistant quality manager, PHC in charge, medical unit head and the operation head to reduce the wait time for patients.
- Simultaneously worked with the radiology department to send in patients consecutively, and in cardiac and pulmonology department to allocate the nurse for spirometry and ECG as and when the patients come for the tests.

6. SWOT Analysis

Strengths

- Well trained and qualified professionals
- Patient care
- Multiple services and facilities.
- A wide network of hospitals



Weakness

- Less parking facility
- Shortage of healthcare staff

Opportunities

- Growing health concerns (NCDs)
- Corporate Tie-ups
- Medical tourism
- New and upgraded medical technologies

Threats

- Competitions with other hospital networks
- Similar healthcare packages provided at low cost, by different hospitals.

7. Challenges faced during internship

- Initially, difficult to schedule a regular meet with the organization mentor due to their excessive workload. This was overcome later by adapting to her schedule.

8. Usefulness of internship

- Better and closer understanding of how different departments play their role in running the hospital.
- Practical exposure.

9. Project Objective - Reduction of turn around time for PHC.

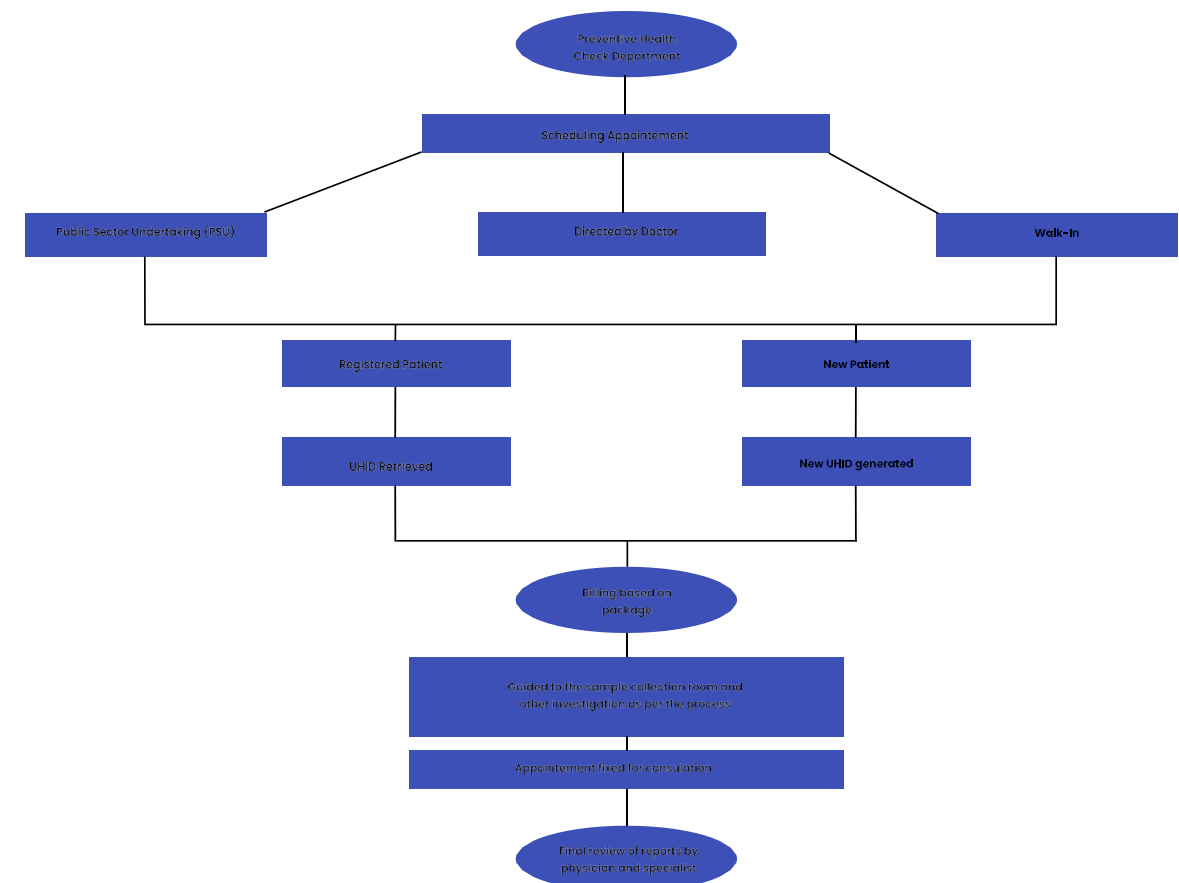
10. Research Methodology

A Time Motion Study of 54patients (27: pre, 27 post) was conducted to understand the process flow of activities and TAT in PHC department to analyze and minimize the delays for 40 days.
Title of Study : Process Improvement in PHC
Type of Research : An observational study
Sample Size : 54
Sampling Technique : Convenience Sampling
Place of Study : Fortis PHC Dept, CG Road, Bangalore
Duration of Study : 40 days

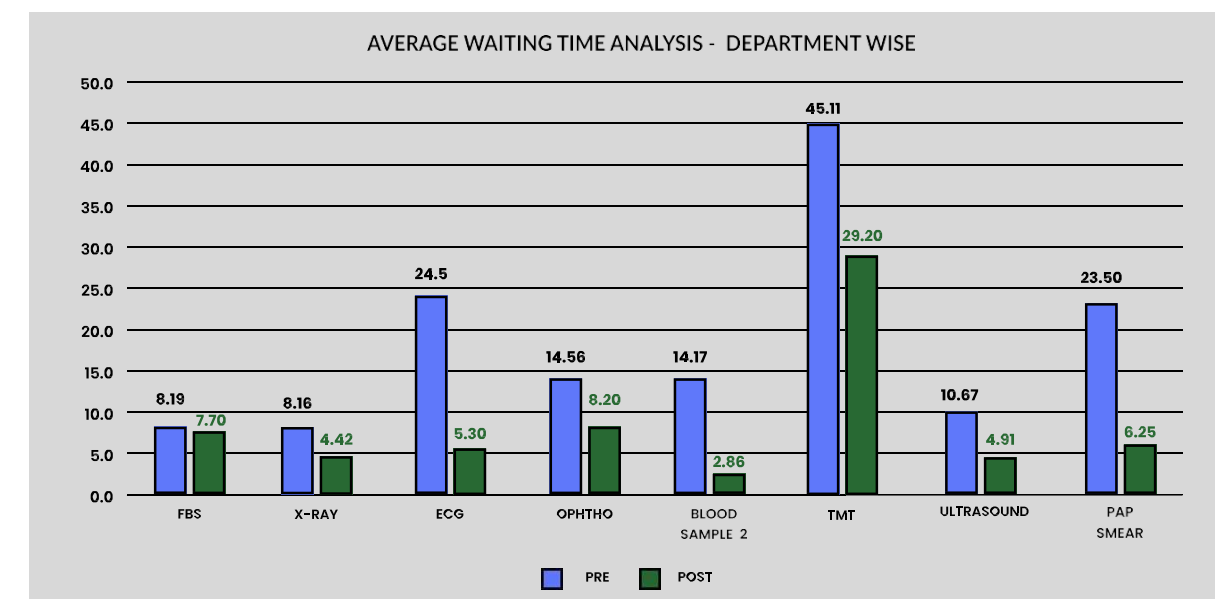
11. Functions performed by PHC

- RECEPTION** - For appointments, registrations and billing To ensure scheduling and planning of patient inflow.
- BLOOD SAMPLE** - Fasting Blood Sugar, CBC, Blood group, HBA1 etc.
- URINE AND STOOL SAMPLE** - Urinalysis, Creatinine, Serum Blood Urea Nitrogen, Uric Acid etc .
- 2nd BLOOD SAMPLE** (1.5 hours after breakfast) - Post Prandial Blood Sugar.
- RADIOLOGY** - Chest X-Ray, Abdomen and Pelvis Ultrasound.
- CARDIAC** - ECG, Echocardiography and Treadmill Test (TMT).
- PULMONOLOGY** - Pulmonary Function Test (PFT - Spirometry).
- CONSULTATIONS** - Physician, Dietician, ENT, Dental, Ophthalmologist.

12. Process Flow Diagram of Preventive Health Check



13. Findings and Data Analysis



Blue: Average wait time of 27patients at each department

Green: Average wait time of 27 patients at each department after implementation of suggestions.

C. Suggestions

Intervened and Recommended

- Flow chart to help patients navigate through the hospital without getting lost.
- Token system can be introduced to effectively manage patient's flow. In case this isn't possible, the in-charge may mention the time in the track sheet to avoid confusion in calling the patients in proper order.
- Organizing appointments according to availability of x ray and ultrasound technician and on call doctors for consultation.
- Information leaflet having complete details of the procedure should be put up in the waiting area or outside each department.
- There should be proper sequencing of IPD patients and health check patients as both categories use the same machines.
- Allocation/ recruitment of additional support staff at least on Thursdays and Saturdays when maximum patients are registered/billed and availability of alternate technicians during leave.