

INTRODUCTION

Brief history

Commissioned on 9th January 2011 Fortis Hospital, Kolkata is a 240 bedded Super-Specialty Hospital located in EM Bypass Road. It is a part of India's leading healthcare providers for the Healthcare India Ltd. Fortis Hospital, Anandapur is a NABH and NABL accredited, nursing Excellence accredited and Green OT certified.

Values:

Patient Centricity, Integrity, Team work, Ownership, Innovation

Organization vision and mission

Mission: Globally respected healthcare organization recognized for clinical excellence and distinctive patient care

Vision: Saving an enriching life

Usefulness of practical exposure in Internship

Practical exposure helps a lot in getting grassroots level understanding of the hospital sector. This internship gave me the opportunity to integrate and reinforce the knowledge that I acquired in the classroom into real practice. It helped me develop a holistic view of what a hospital is and how it works. Gaining so much knowledge of how the real world and the healthcare industry works helped me in my self-development and made me mentally prepare for being a social worker.

OBJECTIVE & METHODOLOGY

Objective: To delve deeper into creating ideas to increase patient pool of 3 departments of Fortis Kolkata

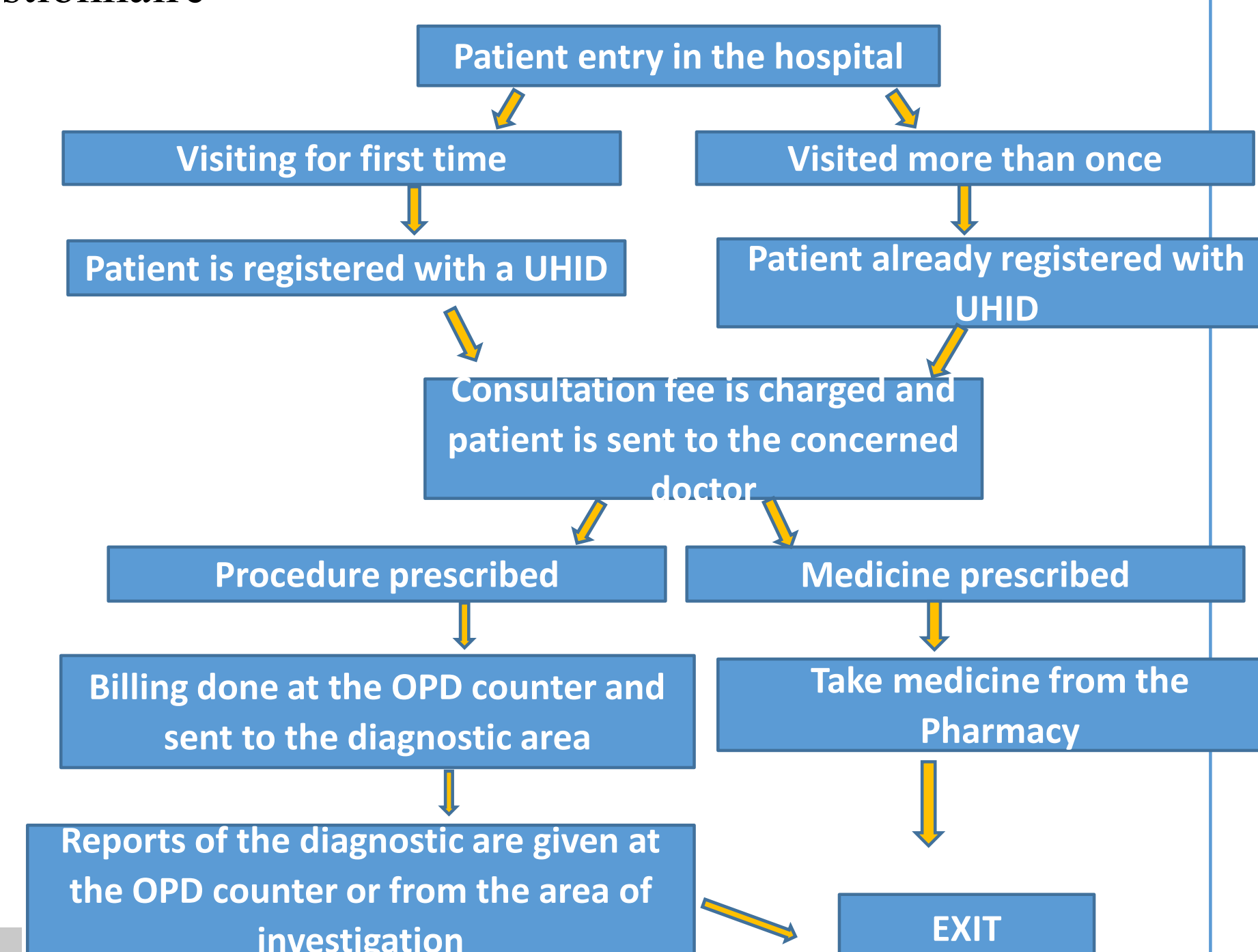
Methodology:

Sample Size: 480 patients visiting OPD

Tenure: 6 weeks

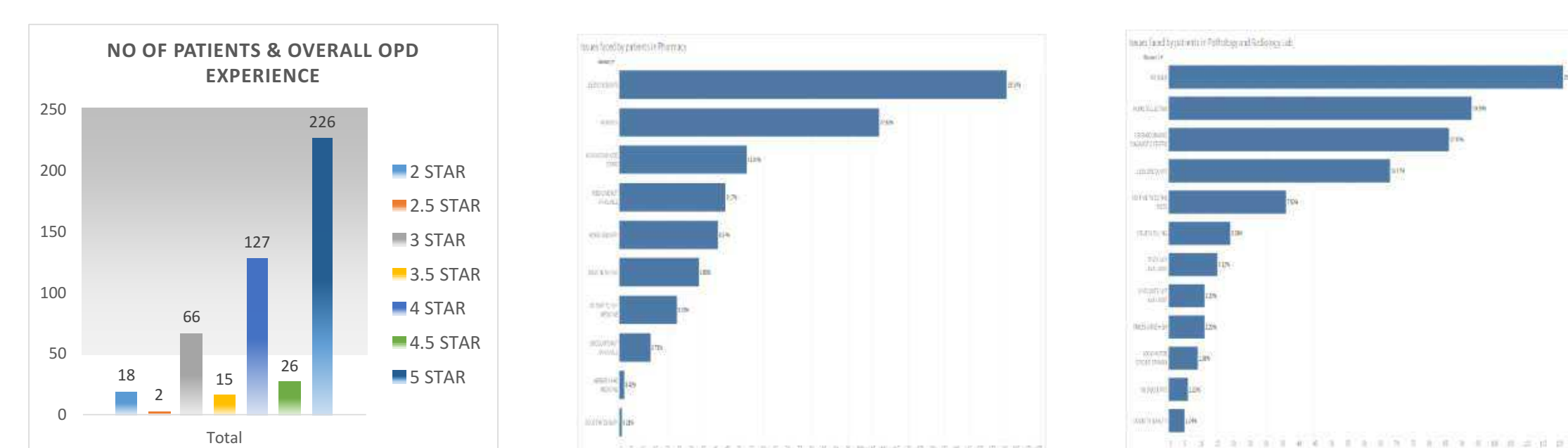
Method of data collection: Random sampling method

Tools: Close-ended questionnaire



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FINDINGS



- 33.54 % Patients – complained of less discounts
- 11.04 % Patients - Prefer neighborhood stores
- 9.17 % Patients - Complained of medicine unavailability
- 8.54 % Patients - Prefer home delivery
- 6.88 % Patients - Issues in billing
- 19.38 % Patients - Prefer home collection
- 17.92 % Patients - Prefer neighborhood diagnostic centers
- 14.17 % Patients - Complained of less discounts
- 7.50 % Patients - Had less time to do the tests
- 3.96 % Patients - Issues in billing

Identified Pain Points of Patients:

- Lengthy waiting periods in OPDs.
- Preference to buy medicines from online stores or neighbourhood pharmacies
- Preference to go to nearby diagnostic centres or home collection of samples for tests
- Confusion amongst patient family regarding the Health schemes leading to more time consumption
- Issues in billing
- Unavailability of certain medicines
- Less discounts at OPD Pharmacy

LEARNINGS:

- Day to day activities of Hospital OPD
- Patient Journey and their problems
- How to think SMARTly
- Focus on being more patient centric

CHALLENGES FACED DURING INTERNSHIP

- Due to paucity of time I could not delve deeper into the project.
- Due to maintaining of confidentiality, data was mostly based on assumptions.
- Due to restricted time in hand, I could get exposure to only two departments quality and operations.



STRENGTHS

This study has a lot of future potential and with right amount of data and bigger sample size and better competitor market study, the revenue model can be better structured to increase patient pool.

The study contains lot of achievable and SMART recommendations and measures like the customer loyalty program, on call delivery of medicine, better development off HIS system.

WEAKNESS

Due to paucity of time and for confidentiality measures, it was difficult to delve deeper into the financial records of the existing revenue model of Fortis Anandapur.

The study was based mostly on assumptions and observations which could have created a gap.

OPPORTUNITIES

The Hospital Information System can provide a lot of information to track patient movements and help us evolve according to their specifics be it on call delivery of medicine or call reminders or help directing to nearby partner diagnostics.

Other than this, the most necessary next step is to study the COMPETITORS MARKET and understand the trending business expansion models that they are trying to incorporate in better patient centric services and better offer or discount models that they are using to increase patient pool.

SUGGESTIONS:

- Use the HIS for maintaining records of patients. Track their journey at the hospital and create a dashboard based on their demographics like age, sex, location, distance from hospital, health needs and issues, doctor preferences and as such tailor individual patient centric services. The data collected can be used for further business possibilities and expansion. Identify leakage based on data gathered and work on individual problems.
- Home delivery within planned 2 km distance from hospital with minimal delivery charge. Home collection of samples for tests within planned 2 km distance from hospital with minimal delivery charge.
- Improving our customer loyalty through a customer loyalty reward program. In order to earn loyalty points, customers need to order or pay with Fortis App. This can be in the form of reward points which can be later converted into a certain amount of discount after they reach a limit on their reward points app.
- Improvement of continuous Communication channels by giving medication reminders and follow-up reminders through the Fortis app, e-mail, SMS and personalized phone calls.
- Assess the reason for medicine unavailability. Formulary list should be updated weekly and clear communication channel should exist between doctors and pharmacists. Strengthen supply chain management system if the problem presents itself due to insufficient stock.
- Capacity building of staff to decrease miscommunication and mistrust.

SWOT

THREATS

The proposed pilot studies might not be successful and in that case, new models need to be formulated.

In such cases, bigger sample size of population needs to be taken and their needs are to be studied, so that a personalized healthcare system can be built for the customers.