

A STUDY ON THE OPERATIONAL EFFICIENCY IN A HOME HEALTHCARE ORGANIZATION

PRESENTED BY

Aishwarya Malkar

(MBA-HM25)

GUIDED BY

Dr. Goutam Sadhu

(Professor)



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01.

INTRODUCTION

The home health care industry is an essential component of health-care systems and COVID-19 has hastened the adoption of home healthcare systems in India.

Although demand is growing, resources are limited. The efficient use of resources is critical to the availability of home care services in the future. Operational efficiency finds and fixes problems while maximizing the limited resources available to ensure optimal performance.

Operational efficiency refers to how well a company manages its resources and uses them to make money. The ratio of a business's inputs (the costs of creating your products and services) to outputs is known as operational efficiency

The pursuit of operating efficiency in home healthcare, notably at One Life, is accomplished through field staff planning, scheduling, and management. Total number of field staff deployed to total available headcount is the ratio used to calculate operational efficiency.

$$\text{Operational Efficiency} = \frac{\text{Total number of field staff deployed}}{\text{Total available headcount}} \times 100$$

(Available headcount = On Field deployed Staff + Staff on leave/off + Bench Staff + Red Flag)

Field staff :

- On field deployed staff
- Bench Staff (Ops and Sales)
- Red Flags
- VAN



02.

LITERATURE REVIEW

THEORY 1

The effective use of organizational resources is critical to the survival and existence of top companies

THEORY 2

The significant ties between healthcare planning and healthcare stakeholders are highlighted in this study, and it is proposed that healthcare planning can play a key role in the adoption of healthcare simulation modelling to increase operational efficiency.

THEORY 3

Healthcare businesses are always challenged to operate at lower costs while providing high-quality service and respecting patient privacy as healthcare expenses continue to rise

THEORY 4

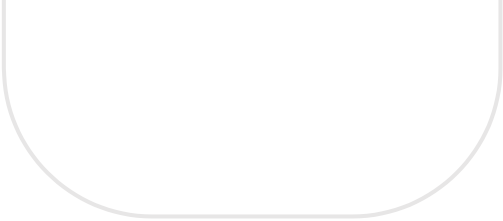
Healthcare business are always challenged to operate at lower costs while providing high-quality service as healthcare expenses continue to rise. However, the key obstacles that impede the organization's ability to provide effective and efficient patient care is a current and growing scarcity of healthcare personnel

THEORY 5

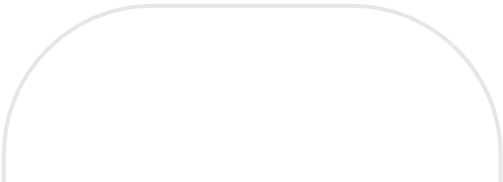
There are considerable differences in the operation efficiency across different management systems. The main factors related with operation efficiency are the technology and management level

THEORY 6

Effective human resource (HR) practices can positively contribute to an organization's efficiency
Paying more attention to HRM work could aid hospitals/healthcare firms in improving operational efficiency by subsequently improving staff attitudes



GAPS



Capturing the underlying nature of Operational Efficiency and factors influencing it is relevant for home healthcare industry.

Operational Efficiency has different definitions for different industries.

The concept of Operational Efficiency in home healthcare has not been explored and is quite subjective at *One Life Home Healthcare*

OBJECTIVES

01

To understand operational efficiency in a home healthcare organization

02

To identify the management factors influencing operational efficiency in a home healthcare organization

03

To assess the influence of leave management on operational efficiency in a home healthcare organization

03.

METHODOLOGY

RESEARCH QUESTIONS

01

What is operational efficiency in home healthcare?

02

Which management factors influence operational efficiency in home healthcare?

03

Does leave management of field staff affect the operational efficiency in home healthcare?

STUDY METHOD

STUDY DESIGN

Descriptive

STUDY TECHNIQUE

Purposive sampling

STUDY DURATION

5 months (January – May
2022)

DATA ANALYSIS

Statistical analysis using MS-
Excel

STUDY SETTING

One Life Home Healthcare,
Chennai

STUDY POPULATION

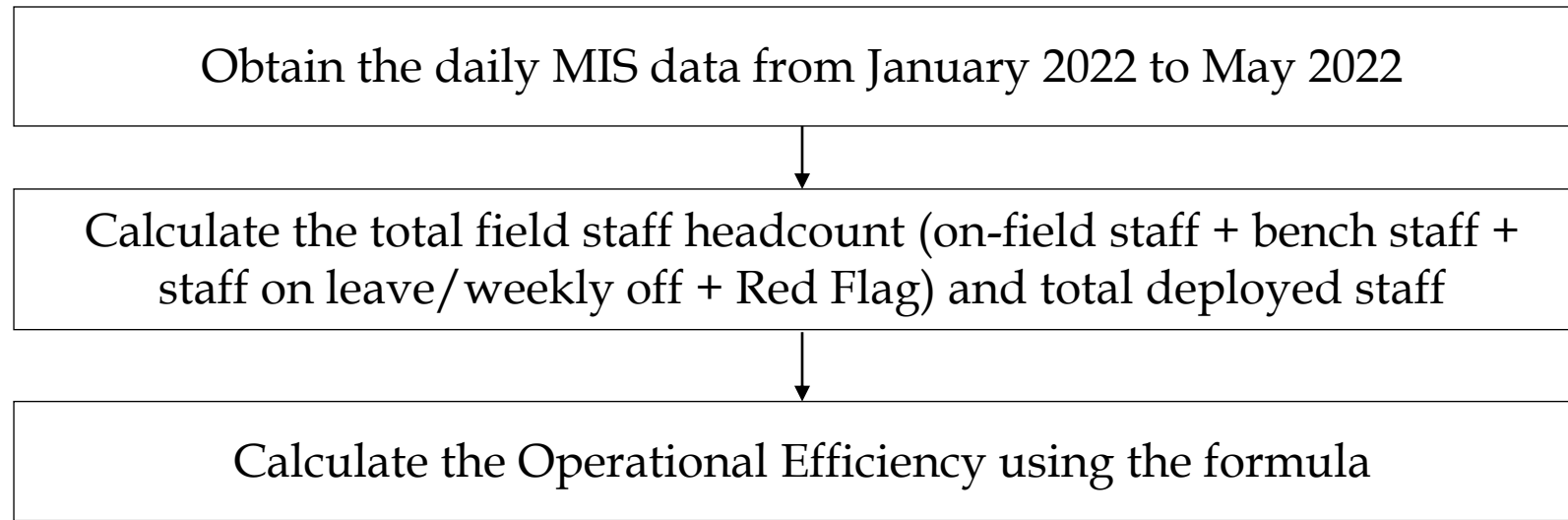
Inclusion criteria: Field staff
nurse on pay roles, Nurse
Managers, Sales Manager

Exclusion criteria: Field staff
nurses under VAN process
(pay is kept on hold)

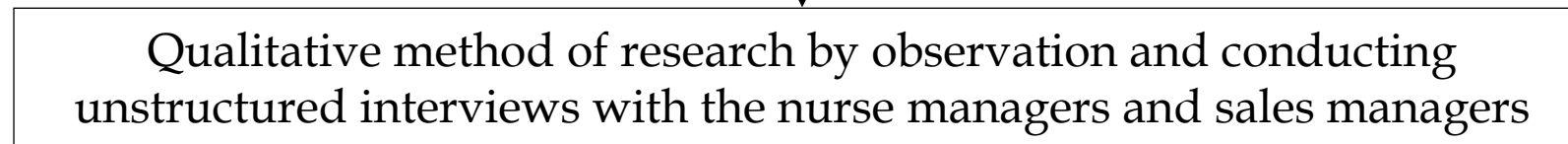
DATA COLLECTION

Primary: MIS Data
Secondary: MIS Data &
Observation

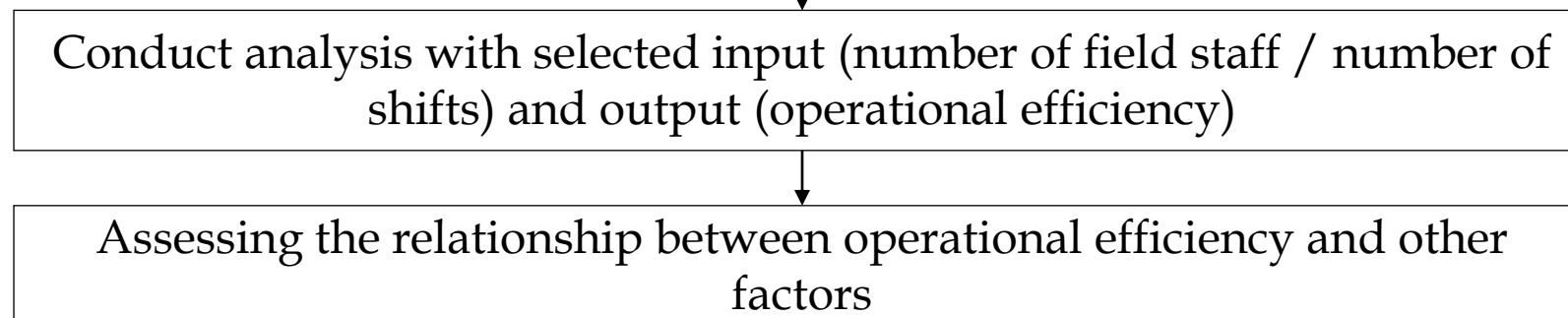
i) Calculation of OE



ii) Observation



iii) Analysis





04.

RESULTS & DISCUSSION

Total	Optimum Operational Efficiency	Bench	Public Holidays	Weekly Offs	Leaves
100	72.5	7	3	14.25	3.29

Table 1: Optimum Operational Efficiency at One Life Home Healthcare (*in percentages*)

	JAN '22	FEB '22	MARCH '22	APRIL '22	MAY '22
Operational Efficiency	67.2	71.7	67.7	61.9	58.0

Table 2: Operational efficiency for Jan-May 2022 (in percentages) at One Life

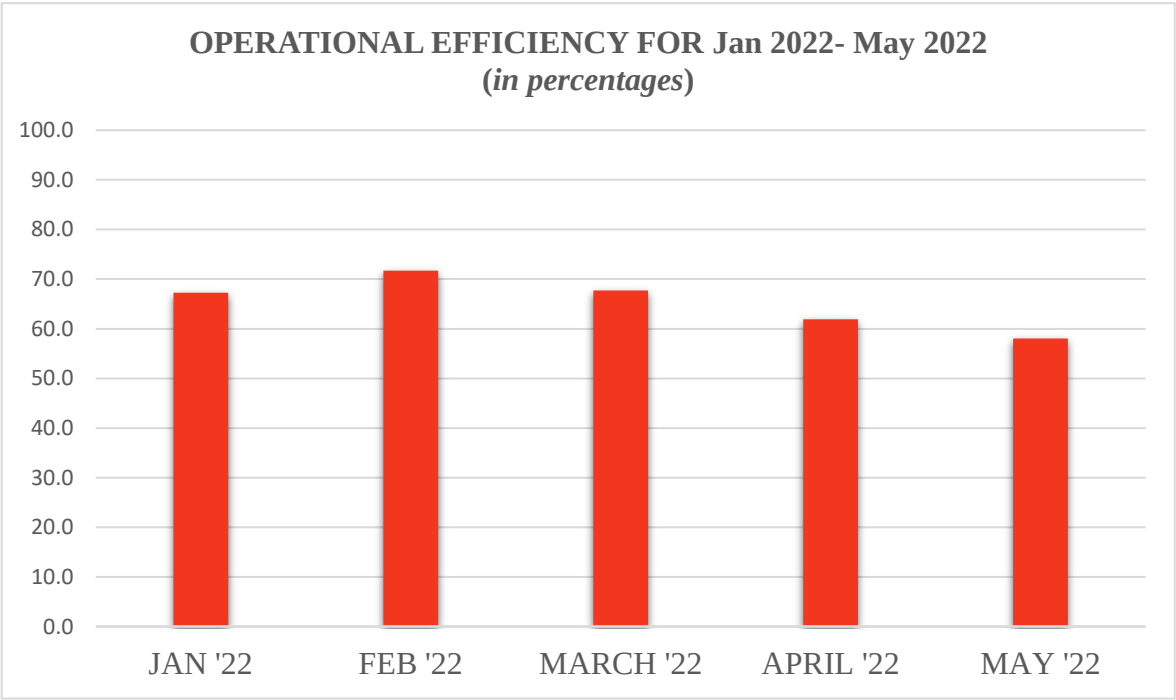


Figure 1. Operational Efficiency for January 2022 - May 2022 at One Life

From Table 2 and Figure 1, we can observe that the operational efficiency for all the five months i.e., January, February, March, April and May for the year 2022 has been less than optimal. The highest OE was observed during February 2022 while that of lowest was in May 2022. The OE during the months of April and May has been quite low compared to other three months.

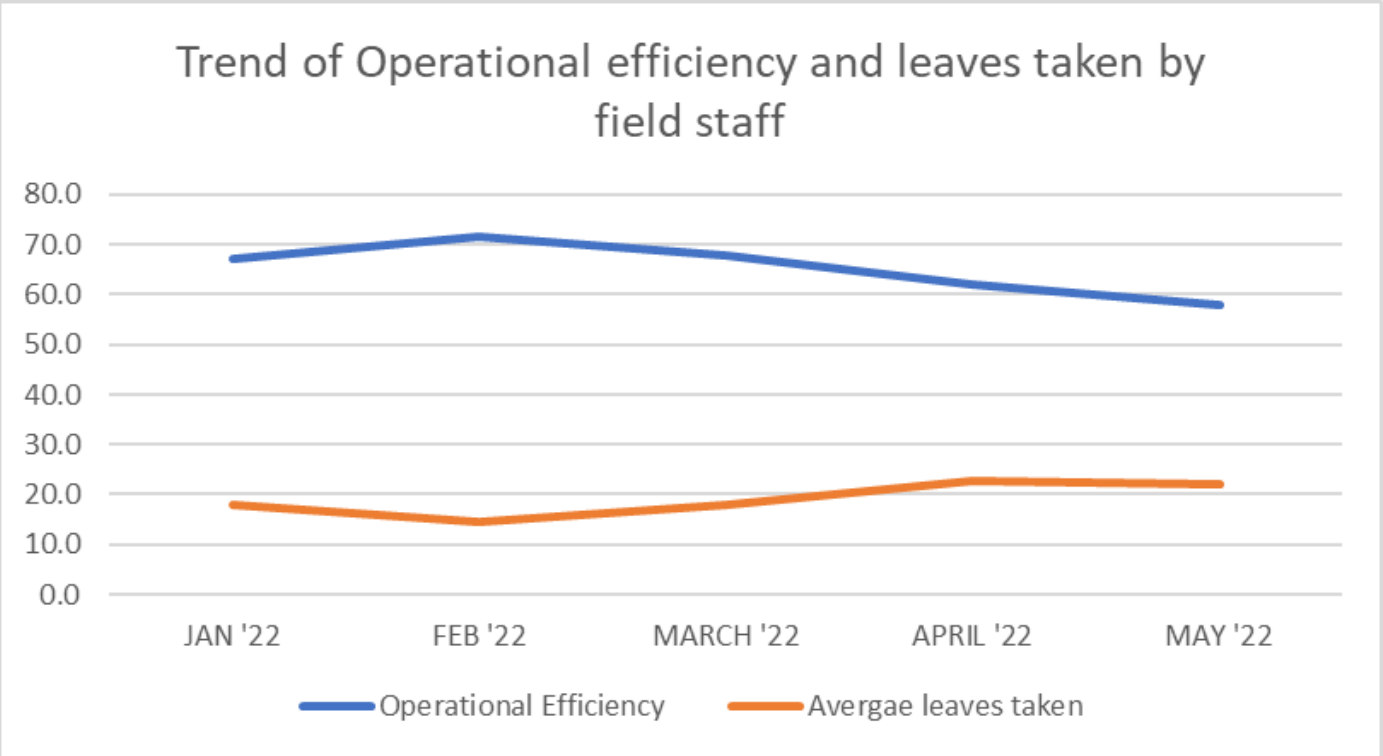


Figure 2. Trend of Operational efficiency and leaves taken by field staff

Figure 2 indicates the influence of leaves taken by field staff on operational efficiency of the organization. The high operational efficiency and less leaves taken by field staff during the month of

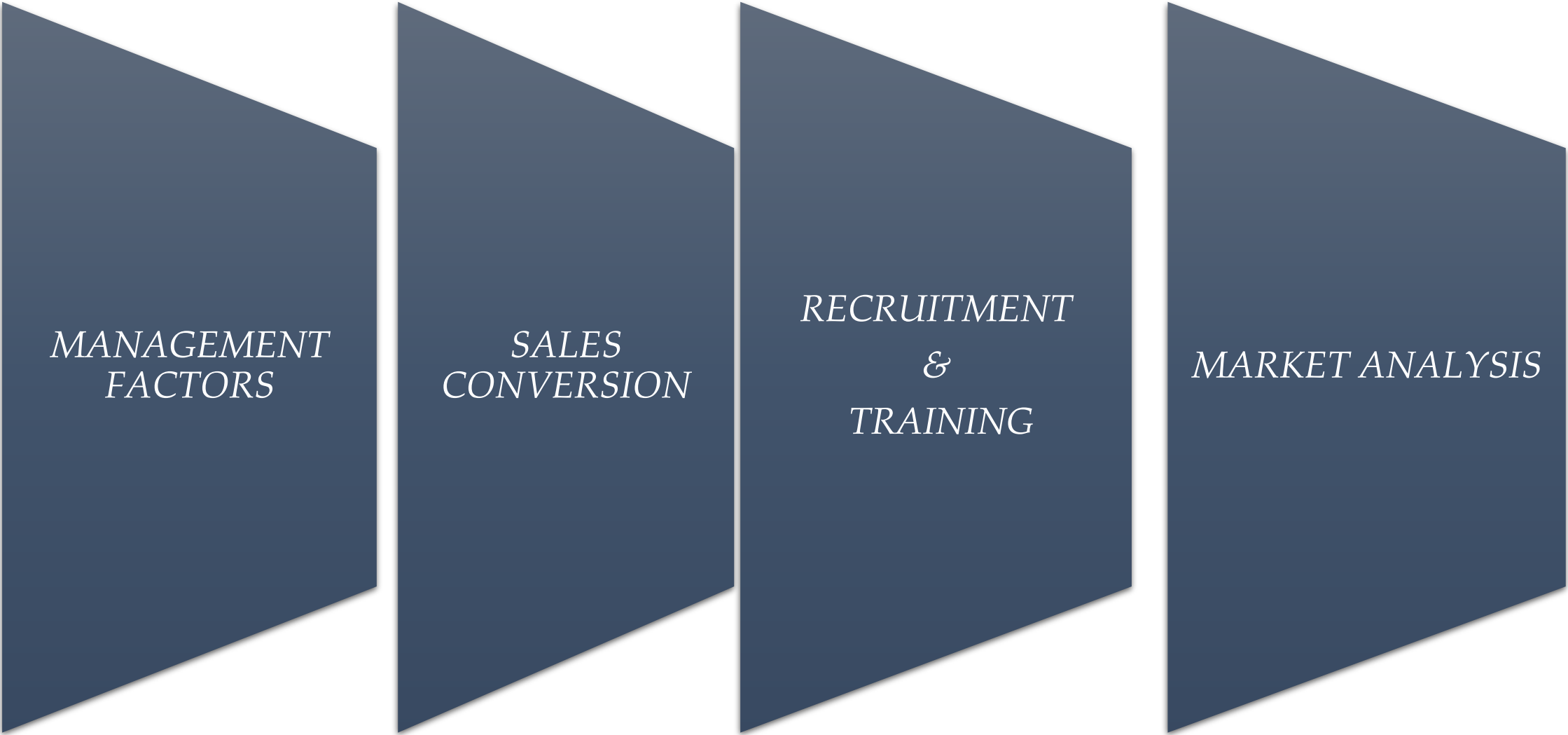
MANAGEMENT ASPECTS INFLUENCING OPERATIONAL EFFICIENCY	DIRECTLY	INDIRECTLY
<i>Recruitment</i>	✓	
<i>Training</i>		✓
<i>Planning</i>		
<i>Scheduling</i>	✓	
<i>Communication</i>		✓
<i>Sales Generation</i>	✓	
<i>Bench Staff</i>	✓	
<i>Tariff</i>		✓
<i>PDD Analysis</i>		✓
<i>Market - B2B Analysis (Hospital Census)</i>		✓

Table 4. 3 Aspects influencing Operational Efficiency at One Life Home Healthcare

Unstructured interviews were conducted with five nurse managers and four sales managers from One Life, Chennai.

Along with this the entire process flow starting right from lead generation, lead conversion, patient onboarding, planning, scheduling and management of the patient as well as hiring of field staff nurses was observed

Table 3 illustrates the various areas that were identified to directly or indirectly affect and influence the operational efficiency parameters at One Life home healthcare.



*MANAGEMENT
FACTORS*

*SALES
CONVERSION*

*RECRUITMENT
&
TRAINING*

MARKET ANALYSIS

05.

CONCLUSION

Home healthcare field is service industry and personnel remain a critical component of operational efficiency in the industry. The primary goal of maintaining optimal operational efficiency in a home healthcare setting is to promote business agility by lowering corporate costs and increasing profitability in terms of revenue.

The formula used at One Life Home Healthcare to calculate Operational efficiency is subjective.

The total number of deployed field staff in numerator act as the tangible output of the company while the total employee headcount is the organization's input in the form of its key resources in the denominator

Many factors right from the management, processes, environment to human issues influence directly or indirectly the operational efficiency of a home healthcare organization. Leave management of field staff is one of the major factors influencing operational efficiency in home healthcare.

This study has taken the first step by understanding the concept of operational efficiency in home healthcare industry. It has also quantified the effects of various elements on the operational efficiency of a home healthcare organization.

06.

RECOMMENDATIONS



Uniform co-ordination/communication among NMs and between NMs and their respective field staff



Focus the field staff on compliance and impact of leave in home healthcare setting during interviews and training



Leaves should be granted on quarterly basis and availed within 4-8 weeks



Equipping more workforce for NM On-Call



Bench staff marked as absent when not responding for emergency duty and reduction in their salary

07.

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THANK YOU