

SYNOPSIS

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Title- Development and optimization of a robust key performance evaluation system of clinical departments in a multi-speciality hospital: An analytical study

Introduction-

The healthcare industry is increasingly emphasizing the importance of performance evaluation systems to enhance patient care quality and operational efficiency. This study aims to develop a comprehensive key performance evaluation system for clinical departments in a multi-speciality hospital focusing on clinical departments. By collating medical services indicators and implementing a robust evaluation framework, this project seeks to improve managerial decision making and ultimately enhance patient outcomes.

Literature review-

This study will explore existing performance evaluation system in healthcare highlighting their strengths, limitations and applicability to clinical departments. It will also examine relevant theories and concepts related to performance measurement, quality improvement and healthcare management.

Theoretical framework

This study is guided by a selection of theoretical perspectives aimed at justifying the chosen theories, establishing their relevance to the existing gaps in the literature, and illustrating their alignment with the study's aims and objectives. These theories provide a framework for understanding and improving clinical performance within multi-specialty hospital departments.

1) Resource-Based View (RBV): The RBV theory asserts that sustainable competitive advantage stems from a unique combination of valuable, rare, and difficult-to-replicate resources within an organization. Applied here, the RBV lens aids in comprehending how aggregating medical service indicators across clinical departments constitutes a valuable resource for assessing and enhancing clinical performance. By identifying and leveraging these resources effectively, hospitals can gain a competitive edge in delivering high-quality patient care.

2) Balanced Scorecard (BSC): The BSC framework offers a strategic management tool for translating organizational objectives into a comprehensive set of performance metrics across four perspectives: financial, customer, internal processes, and learning and growth. In this study, the BSC framework informs the grouping of medical service indicators into distinct categories or baskets, aligning with the four perspectives of the balanced scorecard. This structured approach provides hospitals with a holistic understanding of their clinical performance and enables them to identify areas for improvement.

2) Data Quality Framework (DQF): The DQF underscores the significance of ensuring the integrity, accuracy, and reliability of data for effective decision-making and performance evaluation. Within this study, the DQF serves as the theoretical basis for reviewing data sanctity, validating methodologies, and addressing data quality issues. By adhering to the principles outlined in the DQF, hospitals can enhance the trustworthiness and usability of performance data, thereby facilitating more informed decision-making and action planning.

3) Stakeholder Theory: Stakeholder theory advocates for organizations to consider the interests and expectations of all stakeholders in their decision-making processes. In this study, stakeholder theory informs the engagement and collaboration with various stakeholders throughout the development and implementation of the performance evaluation system. By involving stakeholders in the process, hospitals can ensure that the system meets their needs and priorities, fostering greater buy-in and support for performance improvement initiatives.

By integrating these theoretical perspectives, this study seeks to address the gap in the literature regarding the development and optimization of key performance evaluation systems for clinical departments in multi-specialty hospitals. Through a systematic application of these theories, the study aims to enhance our understanding of clinical performance dynamics and provide actionable insights for improving patient care quality, operational efficiency, and overall organizational performance.

Research gap-

While existing literature provides insights into general performance evaluation systems in healthcare however, engaging in this project holds significant value as it allows to address unique challenges specific to the organization (gaps in performance evaluation) , enhance patient care quality (by tackling specific areas which require improvement) , optimize resource utilization, drive organizational performance , meet regulatory requirements , and foster a culture of continuous improvement. These outcomes contribute to the overall success and sustainability of the hospital while ensuring the delivery of high-quality care to patients. This project seeks to develop a customized evaluation system that meets the specific needs and challenges of the clinical departments in the hospital.

Research Questions-

- 1) What are the essential medical services and the key performance indicators relevant to the services?
- 2) What are the numerator and denominators of each key performance indicators and is there a bench-marking related to the same?
- 3) How are these indicators getting addressed in the organization?
- 4) How can these indicators be organized into a comprehensive database for managerial review?
- 5) What methodologies can ensure data integrity and validity and how to implement those?
- 6) What sample size is necessary for robust key performance evaluation?

7) What corrective actions can be made to stakeholders to enhance departmental performance?

Research objectives-

- Collation of medical service indicators across a unit of a multi-speciality hospital chain to form a repository
- Grouping indicators in various baskets to serve as a database for comprehensive dashboards for managerial review
- Review data sanctity, validate methodology, database and sample size and suggest corrective actions
- Implementation of actions to reduce the gaps in the non-conformance indicators and make recommendations for various stakeholders

Methodology-

- This study will utilize a mixed approach- combining qualitative data collection through various stakeholders in the hospital and validation of the data by routine audits with quantitative analysis of the key performance indicators.
- Data will be gathered from hospital information system, the manual medical records and routine staff surveys.
- The methodology will involve data validation, reliability testing, and statistical analysis to ensure the robustness of the evaluation system.

Plan of analysis-

Step 1- Data Collection and Cleaning

Step 2- Data Organization in the excel sheets for different data sets and Ensure that each data-set has clear headers and consistent formatting.

Step 3- Dashboard Design: Determine the layout and structure of dashboard. Consider which KPIs are most important and how they should be visualized. Choose appropriate chart types (e.g., line charts, bar charts, pie charts) to represent each KPI effectively. Designing the dashboard to be visually appealing and easy to navigate.

Step 4-Data Analysis: Calculation of relevant metrics and KPIs based on data. Use Excel functions and formulas to perform calculations, such as averages, sums, percentages, etc. Conduct trend analysis and identify patterns or anomalies in the data.

Step 5-Visualization:

Create visual representations of KPIs using charts, graphs, and tables. Ensure that the visuals are easy to interpret and accurately represent the underlying data. Use of conditional formatting to highlight important trends or outliers.

Step 6- Review dashboard to ensure it meets the objectives of your analysis. Solicit feedback from stakeholders or colleagues and make any necessary adjustments.

Step 7- Documentation:Document analysis process.

Step 8- Presentation:Preparation a summary or presentation of findings, highlighting key insights and recommendations based on the KPI analysis.

Tentative Chapter Plan

Chapter 1: Introduction

Chapter 2: Review of literature

Chapter 3: Methodology

Chapter 4: Results and discussion

Chapter 5: Recommendations

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