

# **SUMMER INTERNSHIP PROGRAM**

**at**

**Manipal Hospitals Dwarka**

From 02.05.2024 to 02.07.2024

A REPORT BY

SHIVANI CHAUHAN

Master of Business Administration

Hospital & Health Management

**2023-25**

under the Mentorship of

**Mr. Arindam Das**

**(Professor)**





3<sup>rd</sup> July 2024

TO WHOMSOEVER IT MAY CONCERN

---

This is to certify that **Ms Shivani Chauhan** has undergone her internship with us from **02<sup>nd</sup> May 2024** to **02<sup>nd</sup> July 2024**.

During this period, she has completed a project as an intern in **Department of Operations**.

Her performance on the project assigned and her conduct was found to be good.

We wish her success in her future endeavors.

**For Manipal Hospitals Dwarka Pvt. Ltd.**

**Authorized Signatory**

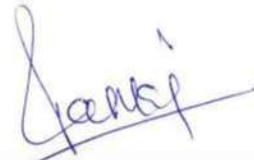


## Annexure A

### Completion Certification from the Organization CERTIFICATE

This is to certify that ~~Dr./Mr./~~ Ms. Shivani Chauhan of HM-28 (batch) of MBA-Hospital & Health Management (Name of the department/institute) has worked with our organization for his/her summer internship from 02-05-2024 to 02-07-2024 (date).  
The overall performance shown by him/her during the period was excellent/good/average. This certificate is being issued to meet the requirements of the IIHMR University.

Date: 06-07-2024



(Signature of organization Mentor)

Name: Pankaj Sharma

Designation: Operations (read)

Seal/Stamp of the Organization

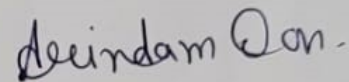


# IIHMR University Faculty Mentor Approval

This is to certify that **Ms. Shivani Chauhan** of academic year 2023-25 of **INSTITUTE OF HEALTH MANAGEMENT RESEARCH** has prepared a poster with respect to her summer internship held during May – June 2024.

She has carried out work as per the guidelines. Her poster is approved for presentation.

Date:

A handwritten signature in black ink that reads 'Arindam Das'.

(Signature of Faculty Mentor)

**ARINDAM DAS**

Professor

IIHMR UNIVERSITY JAIPUR

## About

Manipal Hospitals is a leading multi-specialty healthcare provider in India, serving both domestic and international patients. Manipal Hospitals operates an expansive network of 37 hospitals across 19 cities in India, making it the second-largest hospital chain in the country. HCMCT Manipal Hospitals Dwarka, supported by the Human Care Medical Charitable Trust and located in Dwarka, New Delhi, has been operational since 2014. The hospital is a 350-bed facility with 118 critical beds, 13 modern operating theatres and is equipped with advanced medical technologies and staffed by experienced and qualified healthcare professionals.

## Mission

To enhance "GROWTH, DIFFERENTIATION and PEOPLE" and to serve our patient with smile.

## Vision

Destination of Choice to the community we serve. Be the most preferred and respected healthcare organization in every location that we operate.

## Organization Structure



## SWOT Analysis



PRESENTED BY:  
SHIVANI CHAUHAN  
MBA-HM, 1st year

## Objectives

To determine if there is a significant correlation between staff engagement levels and PLTV in Manipal Hospitals

To identify specific factors of staff engagement (e.g., Staff behavior, Billing Process, Discharge Process) that most strongly predict changes in PLTV.

## PATIENT'S LIFE TIME VALUE (PLTV), Patient Satisfaction

A strong relationship can transform a single visit into a lifelong partnership. Recognizing the lifetime value of your patients underscores the importance of enhancing patient experiences to boost your organization's financial health.

## METHODOLOGY

Type of Study: Observational, cross-sectional study using existing data

Staff Engagement Data:

Sources: Employee surveys, IIR records, and performance reviews through Feedback mechanism like ORM, Patient Application feedback, WCOO.

Metrics: Engagement scores, Staff Behavior Index, Billing Process, employee turnover rates and Qualitative feedback.

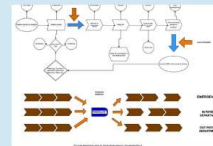
Patient Lifetime Value Data:

Sources: Patient billing systems, Doxper Solutions electronic health records, and CRM systems.

Metrics: Total revenue per patient, frequency of visits, and services availed.

## Process Mapping

The mapping involves creating a detailed workflow diagram right from patient arrival until they leave.



## Theoretical v/s Practical Exposure

Theoretical knowledge offers a comprehensive overview of hospital operations and the organization of different departments. However, through practical experience, I have learned that the strategic arrangement of these departments is crucial for reducing patient movement, thereby improving efficiency and safety. Furthermore, direct involvement has enriched my understanding of the distinct roles and responsibilities within the hospital.

## Usefulness of Internship

- Varied Educational Experiences
- Industry Connections
- Enhancement of Professional Skills
- Interaction with Cutting-edge Technology
- Insight into Hospital Operations

## Suggestions

1. Clear Definition of Roles and Distribution of Responsibilities
2. Streamlining of Billing Procedures
3. Enhanced Collaboration within the Radiology Department
4. Accountability for Task Fulfillment
5. Sophisticated Management of Telephone Communications
6. Development of Staff Competencies and Patient Instruction

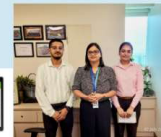
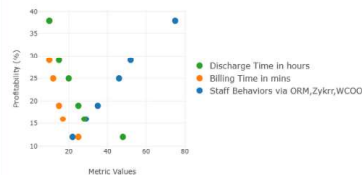
## Challenges faced during Internship

The summer internship generally progressed well, though it encountered a few hurdles, mainly related to irregular meetings with my mentor. Furthermore, there were several occasions where the direction for subsequent steps in my assignments or duties was unclear.

## The Impact of DOXPER Technology on Hospital Efficiency and

Doxper technology, a health-tech solution revolutionizing the way hospitals manage patient data, plays a critical role in enhancing Patient Lifetime Value (pLTV) in healthcare settings. By simplifying the data capture process and improving data accessibility and quality, Doxper provides several key benefits that directly impact pLTV. Doxper technology contributes to increasing pLTV in hospitals: Enhanced Data Accuracy and Accessibility, Improved Patient Engagement and Satisfaction, Seamless Inter-Departmental Coordination, Operational Efficiency and Cost Reduction, Feedback and Contin

## Hospital Operational Metrics vs Profitability



FACULTY MENTOR  
ARINDAM DAS  
PROFESSOR  
IIHMR University, Jaipur

ORGANIZATION MENTOR  
Mr. PANKAJ SHARMA  
Operations-Unit Head  
Manipal Hospitals, Dwarka

## Weekly Internship Report

***Name of the organization: Manipal Hospitals Dwarka***

***Area/Department: Operations***

***Name: Shivani Chauhan***

***Roll no: 1833***

***Stream: MBA HM***

### Week 1

| <u>Activity Done</u>                   | <u>Observational Activity</u><br><u>Knowledge gain</u>                                                                     |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| <u>Linking Theory</u>                  | <u>Implementing Doxper for OPD digitization enhances EMR effectively.</u>                                                  |
| <u>Gaps Identified on working area</u> | <u>Dilution in KRA</u><br><u>Lack of communication</u><br><u>Missing appointments slots.</u>                               |
| <u>Suggestions for improvement</u>     | <u>Role clarity and task allocation to focus on patient conversion and engagement.</u>                                     |
| <u>Plan for next week</u>              | <u>To maximize the patient conversion rate.</u><br><u>To record data from depts: Radiology, Laboratory, Pharmacy, etc.</u> |

### Week 2

| <u>Activity Done</u>                   | <u>Observational Activity</u><br><u>Patient feedback analysis.</u><br><u>Doxper leed management.</u>                     |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| <u>Linking Theory</u>                  | <u>Hospital as a system and a subsystem includes clinical, utility services, supportive and administrative services.</u> |
| <u>Gaps Identified on working area</u> | <u>Dilution in KRA</u><br><u>Lack of communication</u>                                                                   |

|                                    |                                                                                                                                                                 |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                    | <u>Phone calls unanswered.</u>                                                                                                                                  |
| <u>Suggestions for improvement</u> | <u>Implement call forwarding/automated messaging system during peak hours.</u><br><u>Enhanced staff-patient communication.</u><br><u>Optimize waiting areas</u> |
| <u>Plan for next week</u>          | <u>Observation of Gaps/leakages associated with non-conversions of OPD patient.</u>                                                                             |

### Week 3

|                                        |                                                                                                                                                     |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Activity Done</u>                   | <u>Observational Activity</u><br><u>Slot Booking</u><br><u>Leed Management</u><br><u>Waste management</u><br><u>Gain insights</u>                   |
| <u>Linking Theory</u>                  | <u>Emergency codes of hospital</u><br><u>Process map of ER Dept</u><br><u>Triage criteria in ER</u><br><u>BMW</u>                                   |
| <u>Gaps Identified on working area</u> | <u>Learning attitude in concerned members</u><br><u>Dilution in KRA</u><br><u>Lack of communication</u><br><u>Prolonged waiting time in billing</u> |
| <u>Suggestions for improvement</u>     | <u>Billing process optimization</u><br><u>Phone call management</u><br><u>Optimize waiting areas</u>                                                |
| <u>Plan for next week</u>              | <u>Observation in PLTV</u><br><u>Time motion analysis</u>                                                                                           |

### Week 4

|                       |                                                                                                |
|-----------------------|------------------------------------------------------------------------------------------------|
| <u>Activity Done</u>  | <u>Callings management</u><br><u>Libre office management</u><br><u>Data management in PLTV</u> |
| <u>Linking Theory</u> | <u>PLTV in hospital for estimation of total value a patient will contribute</u>                |

|                                        |                                                                                                                          |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| <u>Gaps Identified on working area</u> | <u>Prolonged waiting slots in radiology dept.</u><br><u>Non completion of callings by staff which affects conversion</u> |
| <u>Suggestions for improvement</u>     | <u>Improving listening skills</u><br><u>Prompt slot booking process</u>                                                  |
| <u>Plan for next week</u>              | <u>Preparation of PLTV for OPDs.</u><br><u>Observational activity in ER dept.</u>                                        |

### Week 5

|                                        |                                                                                                                   |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| <u>Activity Done</u>                   | <u>Engaged in NABH audit.</u><br><u>Leed management</u><br><u>MIMATE application management</u>                   |
| <u>Linking Theory</u>                  | <u>Patient retention rate to increase the revenue.</u>                                                            |
| <u>Gaps Identified on working area</u> | <u>Non passionate employees.</u><br><u>Poor communication and coordination in various dept,</u>                   |
| <u>Suggestions for improvement</u>     | <u>Proper coordination to decrease the waiting period</u><br><u>Minimize the billing time for panel patients.</u> |
| <u>Plan for next week</u>              | <u>Observational activity</u><br><u>Floor management activities.</u>                                              |

### Week 6

|                                        |                                                                                                                      |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| <u>Activity Done</u>                   | <u>IPD observational activities</u><br><u>Patient care routines in IPD</u><br><u>Involved in discharge planning.</u> |
| <u>Linking Theory</u>                  | <u>Smooth discharge process enhances the patient experience.</u>                                                     |
| <u>Gaps Identified on working area</u> | <u>Communication breakdowns.</u><br><u>Care coordination issues.</u>                                                 |
| <u>Suggestions for improvement</u>     | <u>Improving communication.</u><br><u>Proper training to reduce the billing time.</u>                                |
| <u>Plan for next week</u>              | <u>Engage in discharge process of ER.</u>                                                                            |

### Week 7

|                                        |                                                                                                                                                        |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Activity Done</u>                   | <u>OPD observational activity</u><br><u>Time motion analysis in PFCs.</u>                                                                              |
| <u>Linking Theory</u>                  | <u>Time motion analysis is aimed to analyse the required at various service delivery stations within the OPDs for smooth workflow, specific tasks.</u> |
| <u>Gaps Identified on working area</u> | <u>Prolonged waiting time</u><br><u>Inefficient patient flow</u><br><u>Inadequate resource allocation.</u>                                             |
| <u>Suggestions for improvement</u>     | <u>Patient flow management</u><br><u>Adequate resource allocation</u>                                                                                  |
| <u>Plan for next week</u>              | <u>Observational activity.</u><br><u>Floor management.</u>                                                                                             |

### Week 8

|                                        |                                                                                                       |
|----------------------------------------|-------------------------------------------------------------------------------------------------------|
| <u>Activity Done</u>                   | <u>Observation activity in NICU</u><br><u>Determination of counselling process performed by PFCs.</u> |
| <u>Linking Theory</u>                  | <u>Proper counselling and prompt request delivery leads to better patient lifetime value.</u>         |
| <u>Gaps Identified on working area</u> | <u>Prolonged waiting time</u><br><u>Inadequate resource allocation.</u>                               |
| <u>Suggestions for improvement</u>     | <u>Prompt service delivery.</u><br><u>Adequate resource allocation</u>                                |
| <u>Plan for next week</u>              | <u>Summarize the report.</u>                                                                          |

## **COMPILED REPORT**

**Name of the Organisation:** Manipal Hospitals Dwarka

**Area/Department/Project of Summer Internship Program:** Operations/ Optimizing Emergency and Specialty Care: Enhancing Efficiency and PLTV through Advanced Digital Integration at Manipal Hospitals, Dwarka, Delhi

**Name of the Student:** Shivani Chauhan

**Roll no:** 1833

**Stream:** MBA Hospital and Health Management

|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Activity Done</b> | <p><b>Observational Work</b></p> <p>Purpose and Methods: This involves continuous monitoring of both clinical and administrative operations to detect inefficiencies and areas for enhancement. Regular departmental walkthroughs help observe workflows and interactions, ensuring compliance with protocols and pinpointing any deviations.</p> <p>Impact: Insights gained from these observations can lead to better patient care protocols, improved hospital layouts, and optimized staff workflows, ultimately enhancing both patient outcomes and staff satisfaction.</p> <p><b>Patient-Feedback Analysis</b></p> <p>Tools and Techniques: Patient feedback is collected through diverse channels such as surveys, interviews, and suggestion boxes. This feedback is then analysed using advanced tools to determine patient satisfaction levels, pinpoint concerns, and areas needing enhancement.</p> <p>Outcome: The analysis of this feedback directly influences modifications in policies, staff training, and patient care strategies aimed at increasing patient satisfaction and improving treatment adherence.</p> <p><b>Data Analysis</b></p> <p>Scope and Methods: Data is gathered from various sources including patient records, operational metrics, and financial reports. Analysis is performed using statistical tools to identify trends, patterns, and anomalies.</p> <p>Results: The findings are reported to relevant stakeholders, with data-driven recommendations provided for strategic decision-making, helping to optimize budgeting, resource allocation, and regulatory compliance.</p> <p><b>Conversion Optimization</b></p> <p>Strategies: The patient journey from initial contact to treatment completion is analysed to identify points of attrition. Strategies are then implemented to improve conversion rates, such as optimizing marketing efforts, streamlining registration processes, and enhancing patient follow-up protocols.</p> <p>Continuous Improvement: The strategies are regularly updated based on the latest analytics to adapt to changing patient needs and market conditions.</p> <p><b>Doxper Lead Management</b></p> <p>Implementation and Training: The Doxper system is managed to optimize lead capturing and tracking. Staff are trained for effective use, ensuring accurate</p> |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

data entry and timely follow-up on potential patient leads.

Integration and Analytics: Doxper is integrated with existing CRM systems to facilitate seamless information flow and improve follow-up strategies. The data collected is also used to refine marketing and customer service approaches.

### **Process Flow Mapping**

Development and Refinement: Detailed process maps of key hospital operations are created to visualize workflows and identify inefficiencies. These maps are regularly updated in collaboration with department heads to improve patient flow and reduce wait times.

Stakeholder Engagement: The mapping process involves various stakeholders, including frontline staff and patients, to ensure the maps accurately reflect real-world scenarios and are practically implementable.

### **Lead Management in Patient Lifetime Value Section**

Analysis and Customization: Patient interactions throughout their lifecycle are tracked and analysed to estimate the lifetime value of each patient. This information is used to tailor marketing and service strategies to enhance patient retention and increase revenue.

Resource Optimization: Resources are allocated more effectively based on the estimated lifetime value of different patient segments, maximizing ROI from high-value patients.

### **Libre Office Management**

Document Management and Security: LibreOffice is used for managing documents, spreadsheets, and presentations, ensuring all documents are secure, up-to-date, and accessible to the relevant staff.

Efficiency Enhancements: The suite is customized with macros and templates that expedite routine documentation tasks, increasing efficiency for healthcare providers.

### **MI-MATE Application Management**

Application Maintenance and Staff Training: The operation of the MI-MATE application is overseen to support medical information management. Staff are trained to use the application effectively for accurate and efficient patient data management.

Feature Development and Data Integration: Regular updates are made to incorporate new features and address operational issues. The application is fully integrated with other hospital management systems for a cohesive data management strategy that enhances decision-making and patient tracking.

|                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Linking theory (Classroom learning) with practice at the organisation</b> | <p><b>Implementation of Doxper for OPD Digitization</b><br/>The integration of Doxper into the Outpatient Department (OPD) significantly enhances the management and accessibility of Electronic Medical Records (EMRs). By digitizing these records, Doxper facilitates a more efficient, accurate, and seamless healthcare delivery process, allowing for better tracking of patient histories, easier data retrieval, and improved communication among healthcare providers.</p> <p><b>Hospital Subsystems Overview</b><br/>The hospital is comprised of various subsystems that ensure its full functionality:</p> <ul style="list-style-type: none"><li>-Clinical Subsystem: Focuses on the direct provision of health services to patients, including diagnosis, treatment, and patient care.</li><li>-Utility Subsystem: Manages essential services such as water, electricity, and HVAC that support both medical and non-medical functions of the hospital.</li><li>-Supportive Subsystem: Includes services that support clinical activities, such as pharmacy, laboratory, and radiology.</li><li>-Administrative Subsystem: Handles the overall administration of the hospital, including finance, human resources, and facility management.</li></ul> <p><b>Process Flow Map in Outpatient Department</b><br/>The process flow map for the OPD outlines the patient journey from registration through to consultation, treatment, and discharge. This map is crucial for identifying bottlenecks and improving patient flow efficiency.</p> <p><b>Triage Criteria and Biomedical Waste Management</b><br/>Effective triage criteria ensure that patients are prioritized based on the urgency of their medical needs, optimizing resource allocation and patient outcomes. Additionally, stringent biomedical waste management protocols are essential to maintain sanitation and prevent the spread of infections within the hospital environment.</p> <p><b>Patient Lifetime Value in Hospital</b><br/>The concept of Patient Lifetime Value (PLV) is utilized to estimate the total value a patient contributes to the hospital over time. This metric helps in strategizing long-term financial planning and resource allocation, acknowledging that long-term patient relationships contribute significantly to the hospital's revenue.</p> <p><b>Patient Retention Rate</b></p> |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                            | <p>Improving the patient retention rate is crucial as it enhances revenue and supports the hospital's conversion rate. Strategies to increase retention include improving patient satisfaction, offering follow-up services, and personalized patient care.</p> <p><b>NABH Audit</b><br/>The NABH (National Accreditation Board for Hospitals &amp; Healthcare Providers) audit is a comprehensive evaluation that ensures hospitals meet high standards of quality and safety. Preparing for and passing the NABH audit can significantly enhance a hospital's reputation and patient trust.</p> <p><b>Discharge Process in Inpatient Department (IPD)</b><br/>The discharge process in IPD involves several steps designed to ensure patient safety and continuity of care post-discharge. This includes final medical assessments, patient education on home care, prescription management, and scheduling follow-up visits.</p> <p>By effectively managing these elements, hospitals not only improve their operational efficiency but also enhance the quality of care provided to patients, thereby boosting overall patient satisfaction and institutional reputation.</p> |
| <b>Gaps Identified on the working area</b> | <p><b>Communication Deficiencies Between Conversion Spokesperson and Patients</b><br/>A significant gap has been identified in the communication between the conversion spokesperson and the patients. This lack of effective communication can lead to misunderstandings and diminished patient trust, which are critical to patient retention and satisfaction. Improving this area requires targeted training programs for spokespersons to enhance their communication skills and regular monitoring to ensure that communication standards are maintained.</p> <p><b>Role Dilution of Conversion Spokesperson</b><br/>The responsibilities of the conversion spokesperson have become overly broad, causing a dilution of their Key Responsibility Areas (KRAs). Engaging in activities beyond their primary role of managing patient conversions has likely reduced their effectiveness in their main job function. To rectify this, a clear delineation of job responsibilities should be established, and additional tasks should be reassigned to other staff members or departments to</p>                                                                              |

allow the spokesperson to focus on their core objectives.

**Neglect in Post-Consultation Patient Care**

There is a noted lack of dedication in attending to patients following their consultations, with patients frequently left unattended. This oversight can lead to patient dissatisfaction and could potentially compromise patient care outcomes. Implementing a structured follow-up process and training staff on the importance of comprehensive patient care could help bridge this gap.

**Staff Involvement in Conversion Rates**

There appears to be minimal involvement from staff members in efforts to increase patient conversion rates. Engaging staff through incentives, clear communication of goals, and regular training on conversion best practices could enhance their participation and effectiveness in improving these rates.

**Inefficiencies in Appointment Scheduling and Billing Procedures**

Complaints have been raised regarding the appointment scheduling system and the time-consuming nature of the billing procedure, leading to missed appointments and patient dissatisfaction. Streamlining these processes through better scheduling software and more efficient billing procedures could significantly improve patient experience and satisfaction.

**Communication Skills and Learning Attitude Among Staff**

There is a lack of effective communication and a learning attitude among hospital staff, which can hinder both personal and organizational growth. Developing a culture of continuous learning and improvement through regular training sessions and encouraging open communication can address these issues.

**Extended Waiting Times in Billing and Radiology**

Patients experience excessive waiting times during billing and radiology procedures, which can lead to frustration and dissatisfaction. Implementing more efficient workflow processes, possibly through technological advancements or additional staffing during peak times, could help reduce these wait times.

**Timeliness of Staff Callings**

The concerned staff members are reportedly not completing their callings on time, which negatively

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p>impacts the hospital's conversion rates. To address this, it's crucial to monitor staff performance closely, set clear expectations for timely follow-ups, and consider implementing a tracking system to ensure accountability.</p> <p>By addressing these identified gaps systematically, the hospital can improve its operational efficiency, enhance patient satisfaction, and ultimately increase its overall conversion rates. These improvements require a committed approach to staff training, process optimization, and a constant re-evaluation of systems and procedures to align with best practices and patient expectations.</p> |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Suggestions for Improvement</b> | <p><b>Communication Training Programs</b><br/>Implementation: Roll out comprehensive training modules focusing on crucial interpersonal skills, patient interaction techniques, and effective conflict resolution.<br/>Benefits: These trainings will likely improve patient outcomes, elevate patient satisfaction, and reduce conflicts, fostering a more harmonious hospital environment.</p> <p><b>Open and Transparent Communication</b><br/>Implementation: Promote a culture of openness by encouraging regular sharing of insights and feedback through staff meetings and anonymous platforms.<br/>Benefits: This openness will likely lead to improved healthcare policies and strategies, directly benefiting patient care.</p> <p><b>Role Clarity and Efficient Task Management</b><br/><b>Streamlining Tasks</b><br/>Implementation: Clearly define and assign roles and responsibilities, emphasizing the importance of focus and efficiency in patient conversion and engagement roles.<br/>Benefits: Streamlined roles will likely reduce overlap and confusion, boost job satisfaction, and enhance overall patient care efficiency.</p> <p><b>Focus on Core Activities</b><br/>Implementation: Limit the duties of conversion spokespersons to essential tasks, primarily around patient interaction and conversion.<br/>Benefits: A focused approach will likely enhance the effectiveness of spokespersons in their primary roles, contributing to better patient conversion rates.</p> <p><b>Optimizing Operational Processes</b></p> <p><b>Phone Call Management</b><br/>Implementation: Introduce call forwarding systems and automated messaging during peak hours and off-hours respectively to manage call volumes efficiently.<br/>Benefits: This will likely reduce patient wait times on calls, improve the accuracy of information provided, and enhance the overall patient pre-visit experience.</p> <p><b>Billing Process Optimization</b><br/>Implementation: Install self-service kiosks and streamline billing procedures using innovative software solutions, including online and mobile payment options.<br/>Benefits: These improvements will likely reduce administrative burdens, decrease patient wait times in billing areas, and improve the overall flow within the hospital.</p> |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**Accountability and Staff Development****Task Completion Accountability**

Implementation: Deploy monitoring systems to ensure timely task completion, especially for roles directly impacting patient care.

Benefits: This will likely ensure critical tasks are completed on time, improving hospital operations and patient care quality.

**Enhancing Listening Skills**

Implementation: Provide targeted training in active listening, supported by patient feedback to refine these skills.

Benefits: Enhanced listening skills can lead to more precise diagnoses, higher patient satisfaction, and stronger patient-provider relationships.

**Radiology Department Coordination****Improved Scheduling and Workflow Management**

Implementation: Employ scheduling algorithms and advanced workflow management tools to optimize the use of resources in the radiology department.

Benefits: This will likely reduce patient waiting times, enhance throughput, and improve resource utilization in radiology services.

**Staff Skills and Patient Education****Continual Professional Development**

Implementation: Offer continuous access to educational resources, including online courses and workshops focusing on both technical and soft skills.

Benefits: Ongoing education will keep the hospital staff updated with the latest medical and technological advancements, enhancing overall service quality.

**Enhancing Patient Awareness**

Implementation: Develop comprehensive educational resources in various formats to help patients understand their health conditions and treatment options better.

Benefits: Well-informed patients are more likely to engage actively in their care, improving health outcomes and patient satisfaction.