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ABOUT THE ORGANIZATION

Kokilaben Dhirubhai Ambani Hospital and Research Institute is a multispecialty 750-bed quaternary-care hospital that became operational in 2009. It is one of the leading hospitals in Mumbai, with **full-time doctors for full-time care**.

Headed by Anil Ambani, the hospital emphasizes excellence in clinical services, diagnostic facilities and research. It has 4 quality accreditations- NABH, JCI, NABL and CAP.

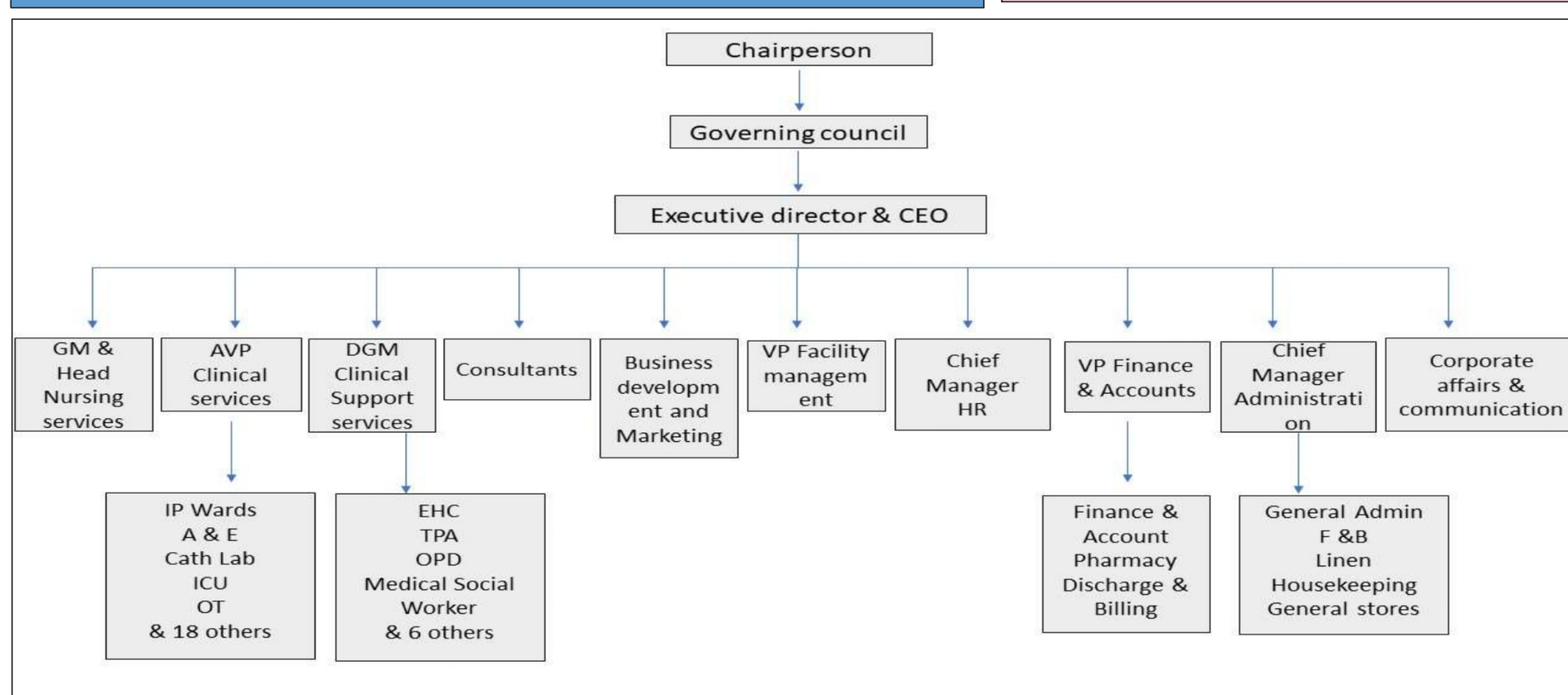
VISION

" We aim to be a global healthcare institution that combines the best in medical treatment with strong ethical principles and a culture of care and compassion. "
- Late Shri. Dhirubhai Ambani

MISSION

" To be an institution that offers comprehensive quality healthcare services under one roof through transparent patient-centric care ensuring patient safety, privacy and dignity. An institution where Every Life Indeed Matters. "

ORGANIZATION STRUCTURE



DIFFERENCE BETWEEN PRACTICAL EXPOSURE AT SIP ORGANISATION AND THEORETICAL UNDERSTANDING :

- Co-related the concepts learned in Essentials of Hospital Services to understand the location, layout and placement of signages in different hospital departments.
- Applied Marketing concepts to do the SWOT analysis of the health check-up department and design questions for the survey form.
- Used knowledge of Biostatistics for graphically representing data in projects.
- Applied the concept of 'edutainment' learned in Behavior Change Communication to suggest health pamphlet as a patient engagement tool.

STRENGTHS:

- Established reputation and strong brand name
- Operates with its dedicated resources for five tests and physician consultation
- Customized patient check-up packages per their demographics, needs, medical history, etc.
- Calming ambience, designed to make patients feel comfortable during their visit

WEAKNESSES:

- Dependency on other units such as Cardiac, ENT, etc. for certain investigations/ check-ups
- Appointment scheduling delays during peak periods may affect patient satisfaction
- Changing tariffs by the hospital may cause the no. of patients to decline as a result of higher health check-up costs

OPPORTUNITIES:

- Inculcating health education and hospital promotion at EHC
- Partnering with more no. of corporate organizations
- Telemedicine integration
- Engaging in community health initiatives through health awareness campaigns

THREATS:

- Increasing competition from other hospitals and standalone diagnostic centers offering similar services
- Economic factors: Patient's capacity to pay for check-ups is impacted by economic crisis
- Rapid technological changes could render existing tools and procedures outdated, needing large investments

SWOT ANALYSIS



ABOUT THE PROJECT:

INTRODUCTION :

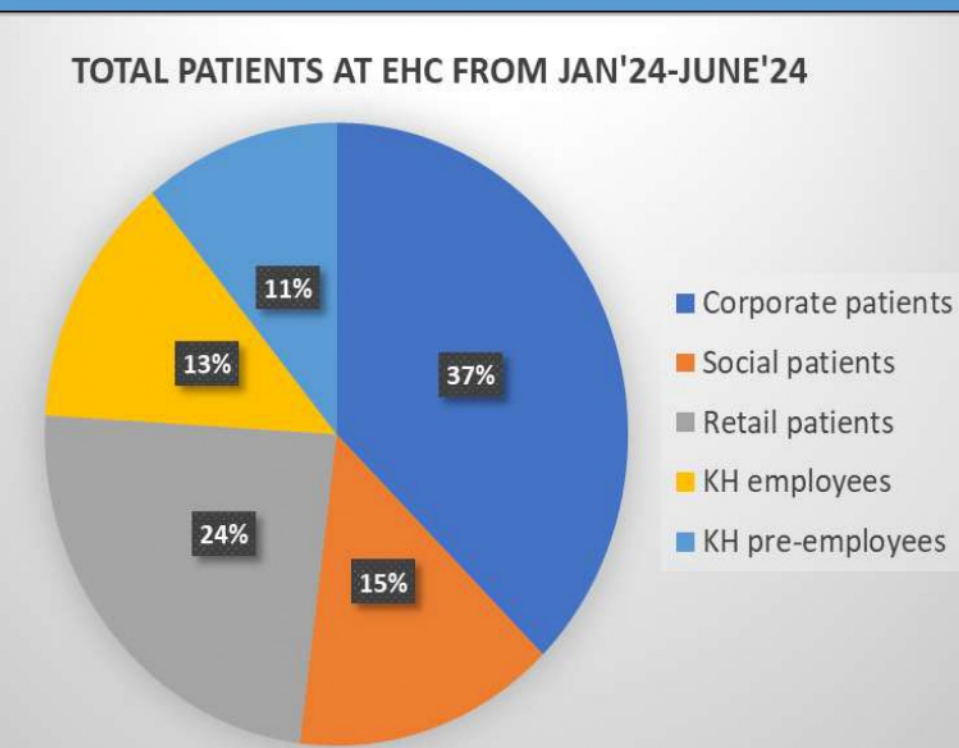
The health check-up department at KDAH, also known as 'EHC' (Executive Health Checkup) provides a comprehensive medical assessment and preventive strategy in the form of health check-up packages.

It is designed with an objective to detect potential disease conditions along the lines of 'Prevention is better than Cure.'

Their tagline is – *"Your first step towards better health."*

NEED FOR THE STUDY:

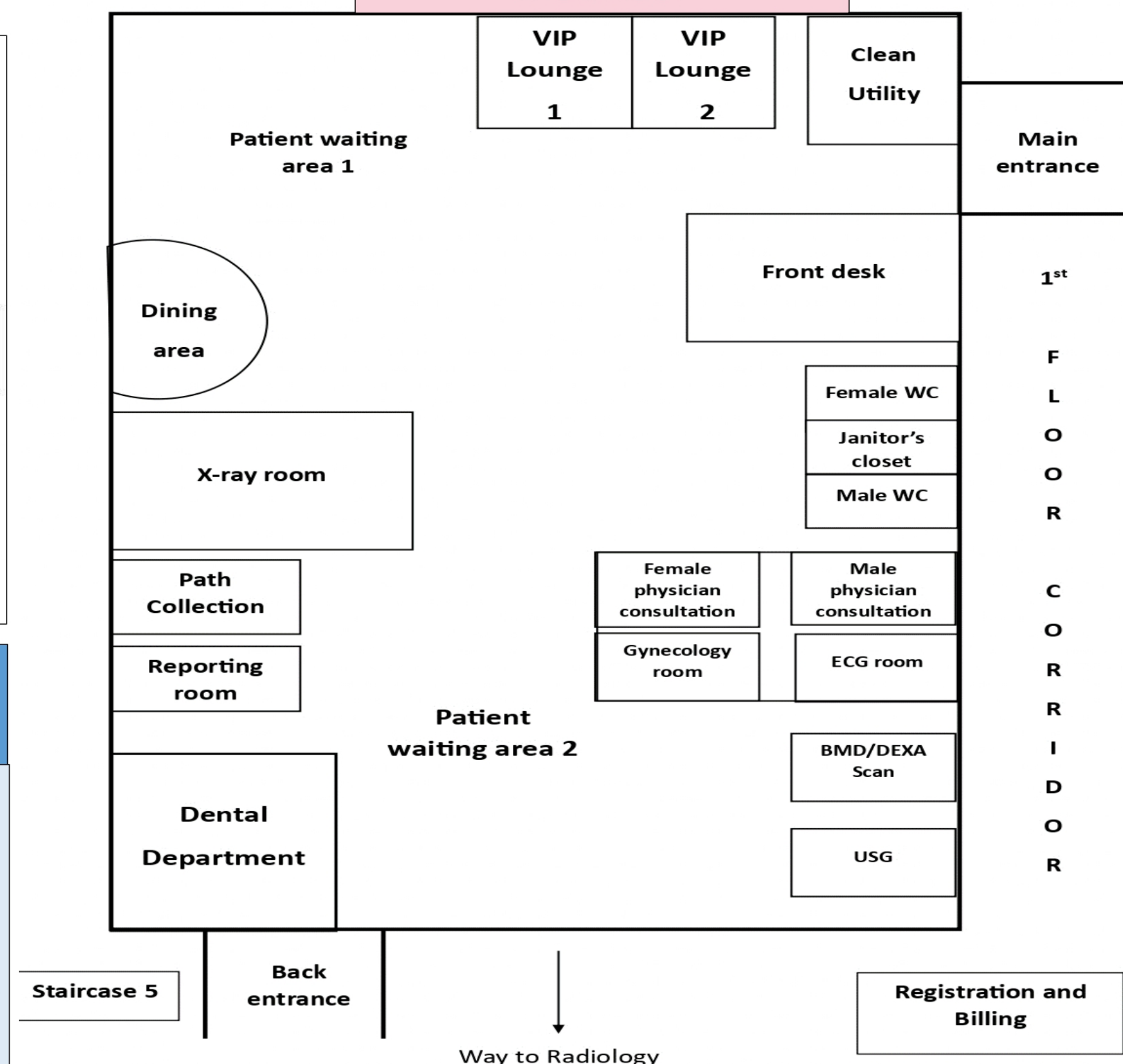
The health check-up unit partners with 35 corporate organizations, serving 37% of all patients. This study aims to streamline check-ups for quick return to work, enhancing patient experience, retaining clients, and attracting new ones. This will solidify the hospital as a preferred provider for corporate health check-ups.



OBJECTIVES:

- To study the patient flow and operations at EHC and suggest ways to improve efficiency for corporate patients.
- To calculate the average TAT for corporate patients at EHC.
- To identify places with longer waiting times and to provide improvement strategies.
- To plan patient engagement activities to enhance their experience at EHC.

EHC LAYOUT



FINDINGS:

OBSERVATIONS:

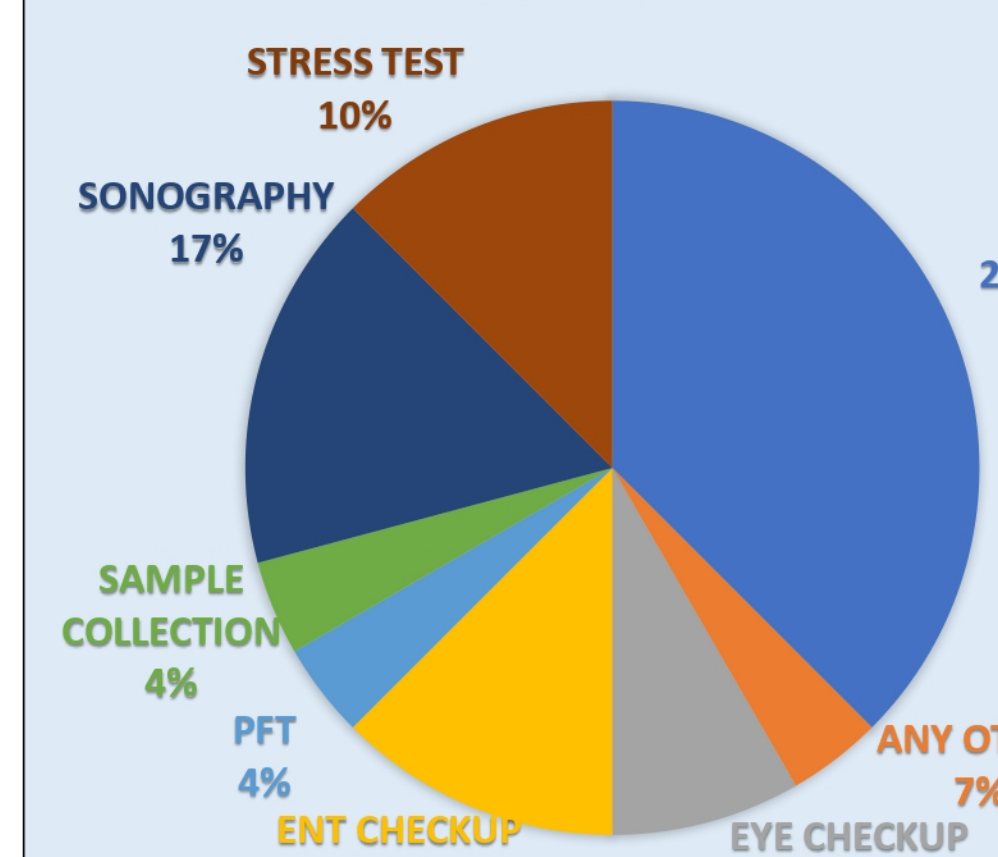
- Inconvenience faced by patients to locate EHC and report at the billing counter.
- The existing direction signages (on the floors) in the department are ineffective.
- EHC patients are given lower priority compared to OPD and IPD patients in 2D Echo and ENT departments.
- The television in waiting area 1 is turned off at most times.

AVERAGE TAT OF CORPORATE PATIENTS AT EHC:

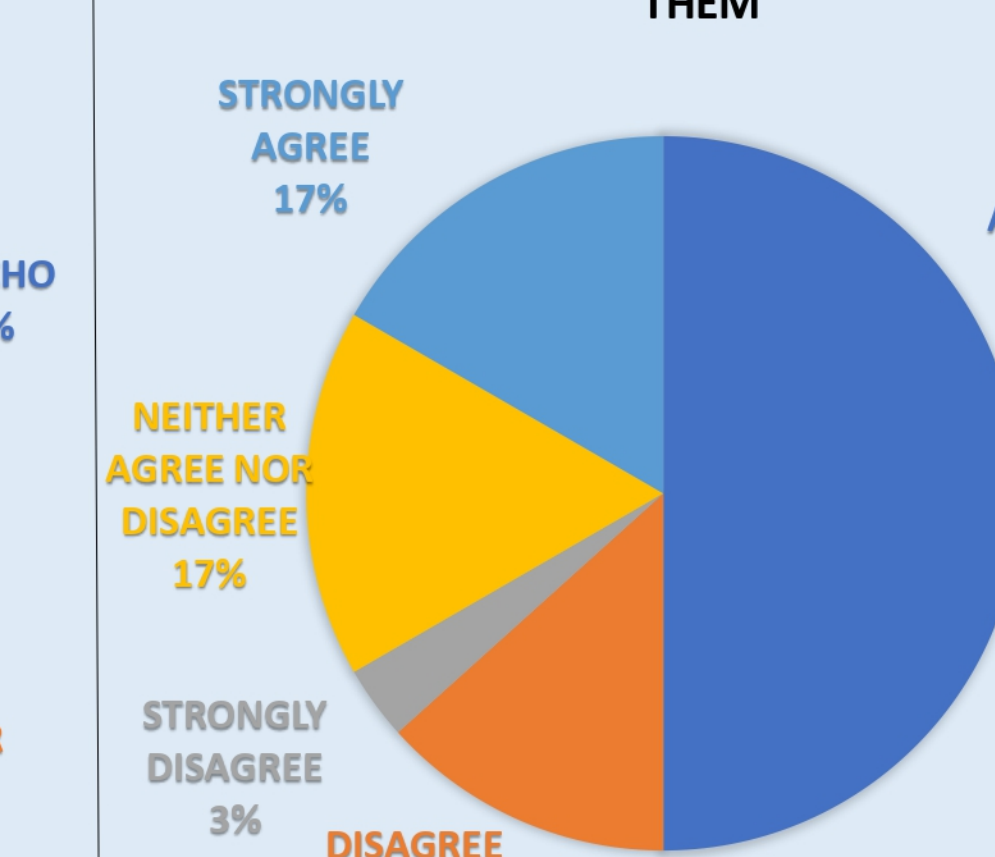
5 hours 16 minutes

Sr No.	NAME OF THE TEST	AVERAGE WAITING TIME	REASONS
1.	2D Echo	88.1 mins	Junior technician allotted for EHC patients taking 25 mins to perform one test
2.	ENT Check-up	51.4 mins	Fixed time slots assigned for EHC patients: 9-10 am and 4-5 pm only
3.	USG	29.9 mins	Consulting radiologist reporting nearly 1 hour late at EHC unit almost daily.

PROPORTION OF CORPORATE PATIENTS FACING LONGER WAITING TIMES FOR DIFFERENT TESTS



OPINION OF CORPORATE PATIENTS ON IF THERE SHOULD BE SOME HEALTH RELATED ENGAGEMENT ACTIVITY PLANNED FOR THEM



CHALLENGES FACED DURING INTERNSHIP:

- Predefined time allotted to observe, collect & analyze data, give suggestions and finish the project in EHC.
- Convincing the corporate patients to fill out the survey form.
- Difficulty in timely gathering of data from departments and coordinating project work with the heads of those departments as per their schedule.
- Limited access to certain areas of the hospital, to carry out project-related activities.
- Proposing financially feasible solutions to improve efficiency at EHC.

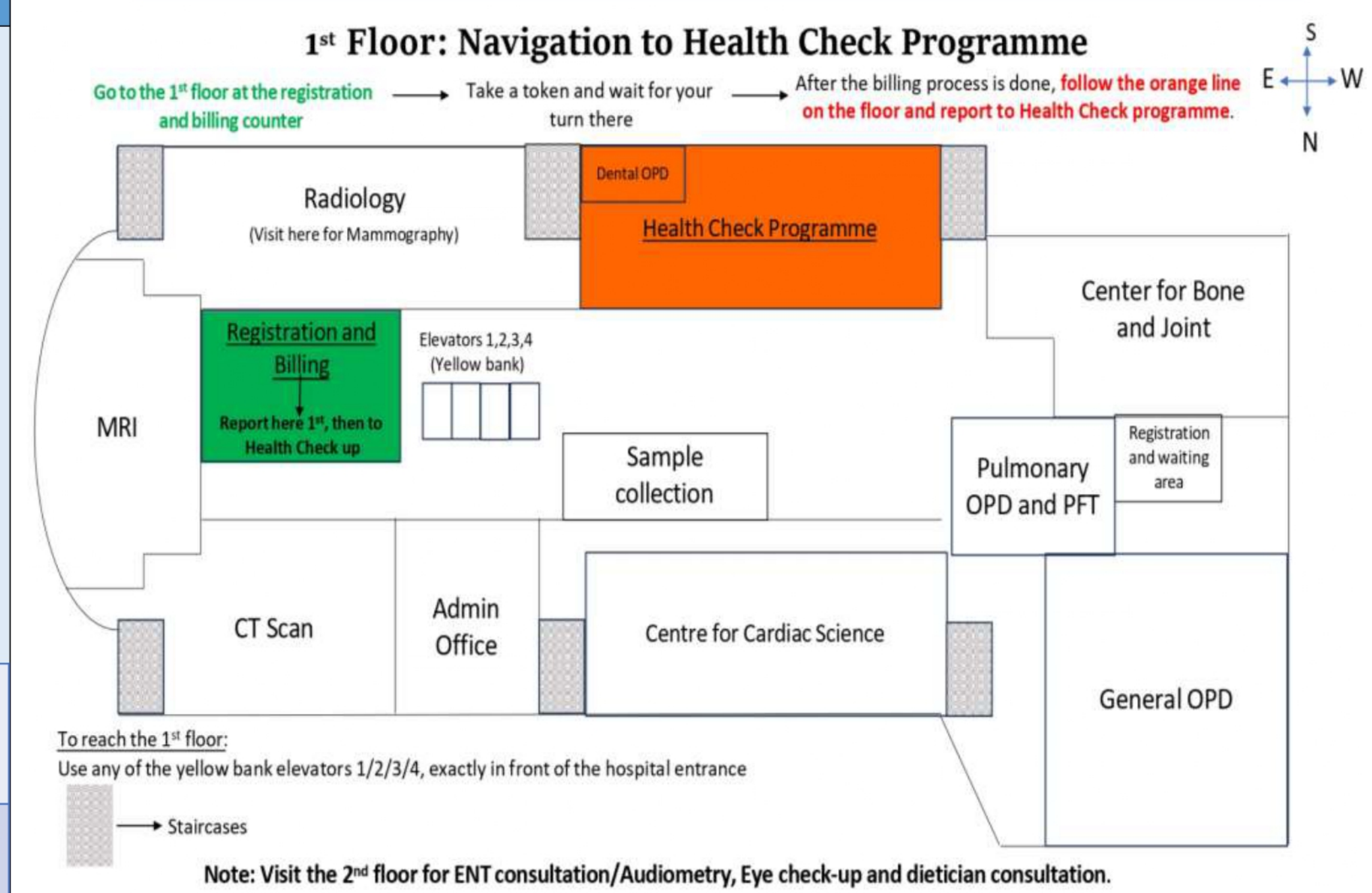
LEARNINGS AND VALUE ADDITIONS:

- Gained knowledge about the functioning of some of the hospital departments such as Health Check-up, TPA desk, Free OPD, and admission desk.
- Learned how to work as a team effectively by collaborating on insights from different departments while working on a project.
- Learned the importance and role of effective interpersonal communication in an organization.
- Learned how to work with available resources, in a limited time.
- Inbuilding in self:
 - Problem solving
 - Lateral thinking
 - Confidence building

USEFULNESS OF INTERNSHIP:

- Opportunity to work on real-time projects.
- Opportunity to interact and work with industry experts.
- Application of data organizing and analysis while working on projects.
- Have begun adopting a managerial perspective while evaluating dynamics in any organizational set-up.
- My internship provided invaluable mentorship that broadened my perspective on my career path and where I envision working in the future.

MAP FOR EFFICIENT NAVIGATION OF EHC PATIENTS



SUGGESTIONS:

TO IMPROVE EFFICIENCY AND REDUCE TAT:

- Provide a digital map to patients in the appointment confirmation e-mail.
- Place the direction signages at eye level in a readable font and color.
- Alter the patient flow sequence for corporate patients, to streamline the process and optimizing resource utilization.
- Allot one bed of the four beds in 2D echo room exclusively for health check-up patients.
- Train junior technicians performing 2D echo to improve their efficiency.
- The management could carry weekly meetings with doctors for addressing topics such as serving all types of patients in the best possible way, doctor's punctuality, patient feedback on doctors, etc.

TO IMPROVE PATIENT EXPERIENCE:

- Use the KDAH app for booking appointments to allow corporate patients to schedule them conveniently.
- Provide corporate patients with a dedicated representative to assist them throughout their visit and promptly handle any concerns.
- Offer patient-engaging activities, such as informational brochures, magazines, health-related videos on TV, etc.
- Regularly analyze patient feedback, implement changes and monitor their effectiveness.



PATIENT ENGAGEMENT TOOL



OTHER ACTIVITIES DONE DURING INTERNSHIP:

- Created an animated video on the pre-authorization steps of cashless hospital transactions for the TPA desk.
- Designed a booklet for hospital donors under the CSR department.
- Developed a proposal for a Neonatal Transport Unit(NTU).
- Prepared a survey form for CCOs at the admission desk, for root cause analysis of delays in planned and unplanned admissions.
- Visited the Navi Mumbai hospital branch to understand the working of insurance/TPA portals.