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OPTIMIZING FRONT OFFICE PERFORMANCE: COMPETENCY MAPPING AUDIT

PROFILE OF THE ORGANIZATION

A Brief Introduction:

- Saifee Hospital opened its doors for the service of humanity on June 4, 2005. Ideally located in South Mumbai, overlooking the majestic Arabian Sea, stands The Saifee Hospital, a state of the art, multi-specialty hospital. The hospital is committed to achieve excellence in health care by providing the latest technology for diagnostic and therapeutic services set up with world class ambience. Employing a team of highly qualified and committed consultants and paramedical staff, combined with state-of-art of technology, the hospital ensures quality medical care to meet the demands of different age groups and risk profiles. The objective of practicing medicine that is safe, ethical, and affordable is achieved while offering succor and relief for the sick. Saifee Hospital stands out for its emphasis on patient care and comfort.

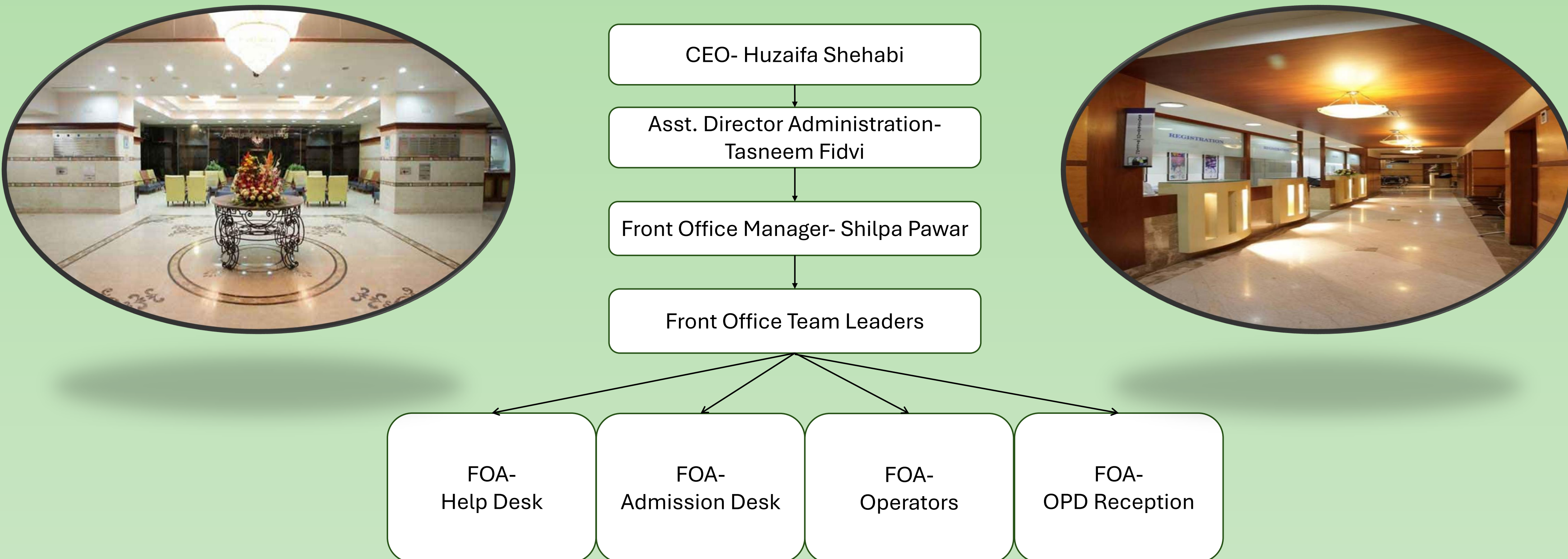
Vision Statement:

- Saifee Hospital aims to provide state-of-the-art technology for diagnostic and therapeutic services to patients in a world class ambience with passion and precision.

Mission Statement:

- To achieve excellence in healthcare by providing world class Preventive, Curative and Holistic care to individuals from every stratum of society in a safe, ethical, and affordable manner.

FRONT OFFICE ORGANOGRAM



PROJECT DETAILS

Introduction:

- The front office of a hospital plays a crucial role in ensuring smooth operations and patient satisfaction. Efficient and effective performance in this department can significantly impact the overall quality of healthcare services. This report presents an audit conducted to evaluate the competencies of front office staff, with the aim of identifying strengths and weaknesses and developing a framework for recruitment, training, and performance management.

Objectives:

- Evaluate the current competency levels of hospital front office staff.
- Identify strengths and weaknesses among the staff.
- Develop a competency framework to guide recruitment, training, and performance management for front office staff.

Inclusion and Exclusion Criteria:

- The audit included 21 out of 35 staff members from the hospital front office department. New staff members and operators were excluded from the study. Additionally, one respondent refused to take the Personal Effectiveness (PE) scale test.

Methodology:

Competency mapping and questionnaire formation were based on three clusters:

- Core Competencies: Communication (listening, speaking, writing).
- Functional Competencies: Customer service, conflict resolution, SOP assessment, NABH assessment.
- Behavioural Competencies: Personal effectiveness scale.

Results:

- The audit revealed several key insights into the competencies of front office staff. Core competencies such as advanced speaking skills were prevalent among 15 staff members. However, listening skills were identified as a major area of weakness, with a larger proportion rated as novice. The competency framework developed has been handed over to hospital management and is currently under review.

Conclusion:

- The competency mapping audit revealed significant areas for improvement in the front office staff's performance, particularly in listening skills and overall effectiveness. The developed competency framework provides a foundation for enhancing recruitment, training, and performance management. Addressing the identified weaknesses and leveraging the strengths and opportunities can lead to improved staff productivity and patient satisfaction.

Discussion And Suggestions:

- The audit highlighted the need for non-monetary motivation and training on emotional intelligence to boost staff morale and reduce attrition. Staff engagement programs and task allocation based on competencies were suggested to improve productivity. Updating operational systems and training in effective communication were recommended to enhance customer satisfaction and manage potential threats.

DIFFERENCE BETWEEN PRACTICAL EXPOSURE AND THEORITICAL UNDERSTANDING, CHALLENGES FACED, USEFULNESS OF INTERNSHIP , SWOT ANALYSIS

Practical Exposure vs. Theoretical Understanding:

- The internship experience underscored the complexity of hospital operations compared to theoretical understanding. Concepts such as personal effectiveness, the Johari window, and effective communication were practically applicable when tailored to the hospital's needs. The experience during NABH audit preparation and various mock drills highlighted the practical challenges of implementing theoretical knowledge.

Usefulness Of Internship

- Practical Experience: I had hands-on experience in patient interaction, administrative tasks, and teamwork dynamics, applying theoretical knowledge in real-world scenarios.
- Skill Enhancement: I got to develop essential skills like communication, customer service, and problem-solving, crucial for effective management.
- Industry Exposure: I got to learn industry standards, healthcare regulations, and ethical practices, preparing for the professional roles.

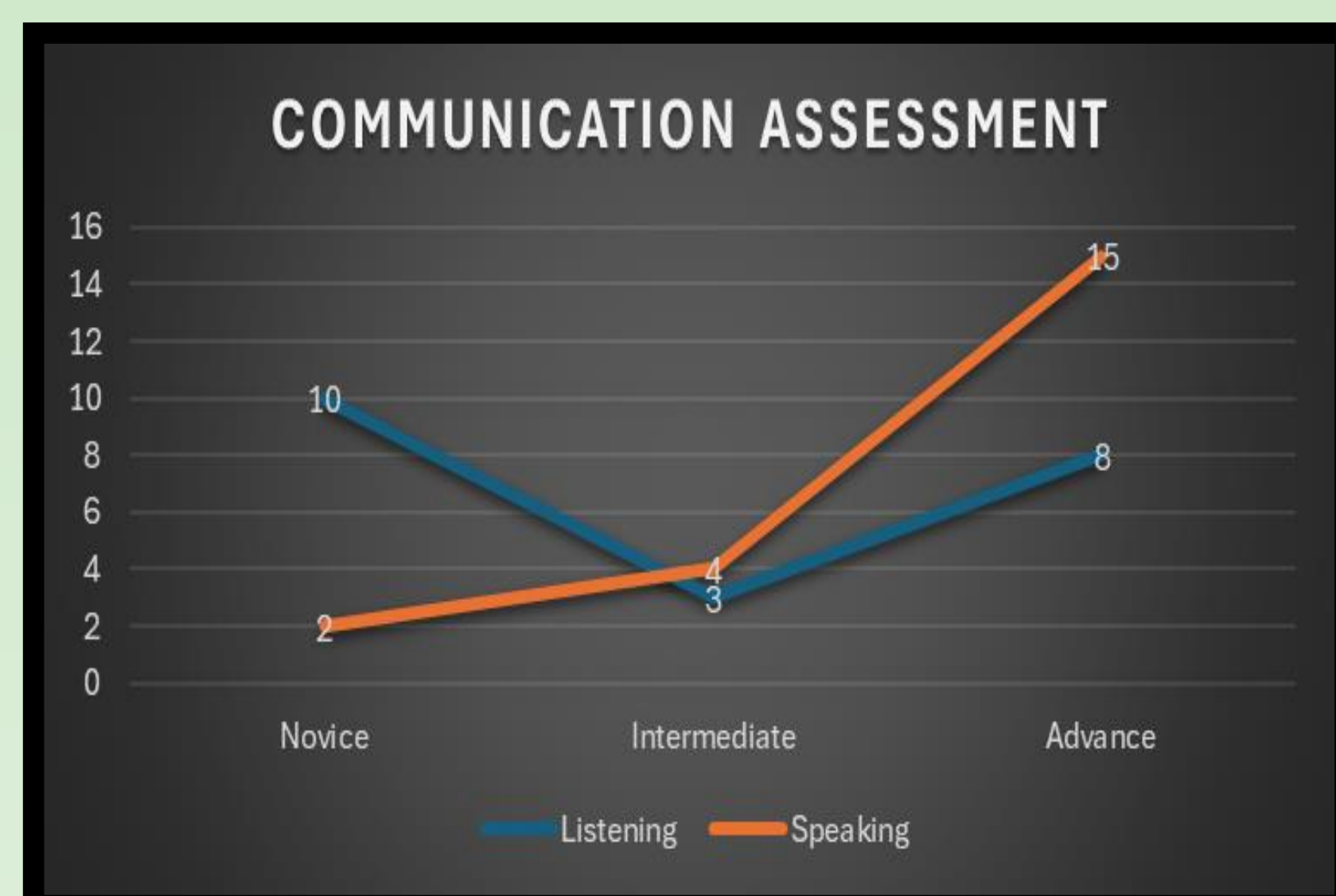
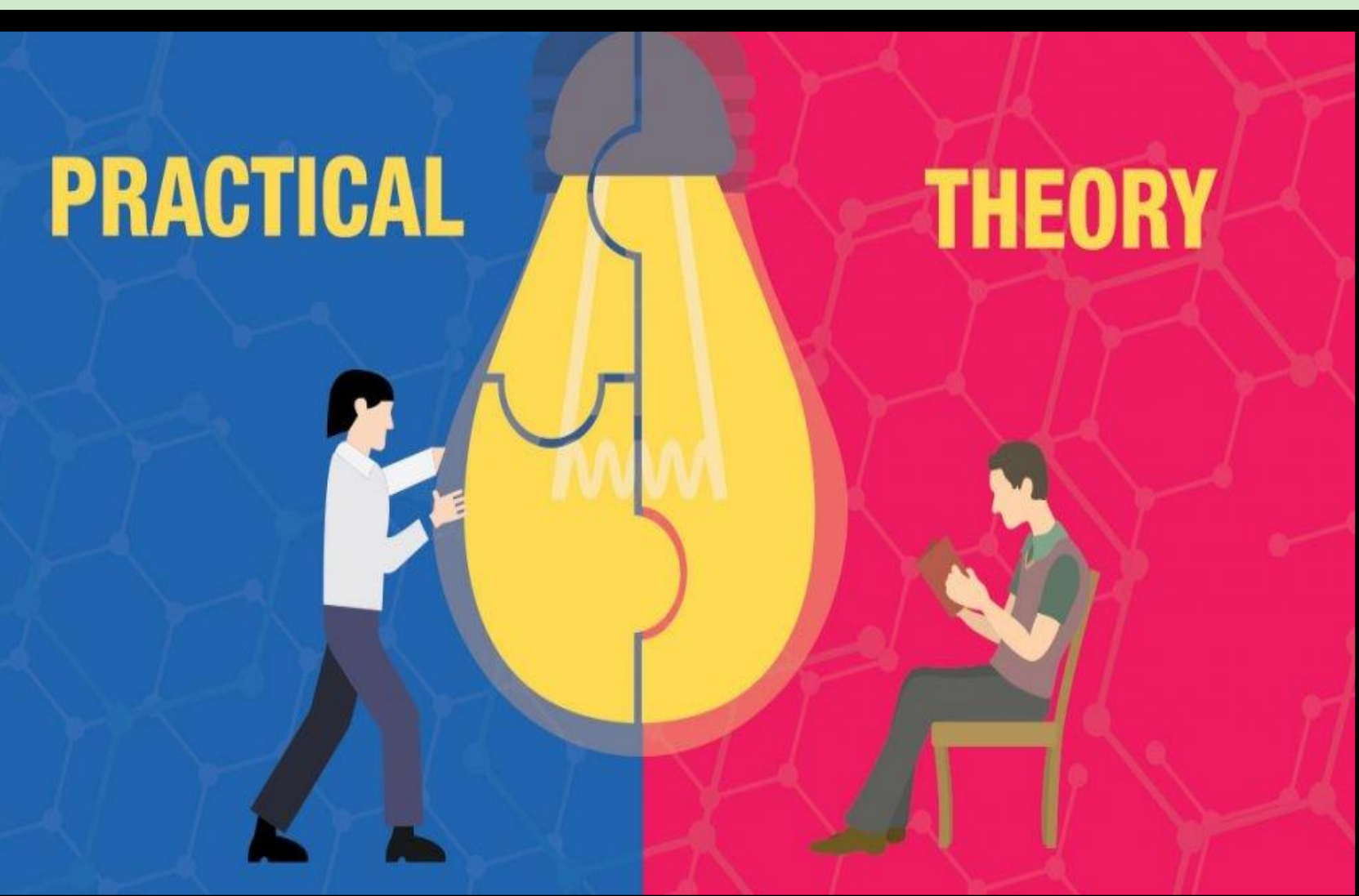


FIG-1

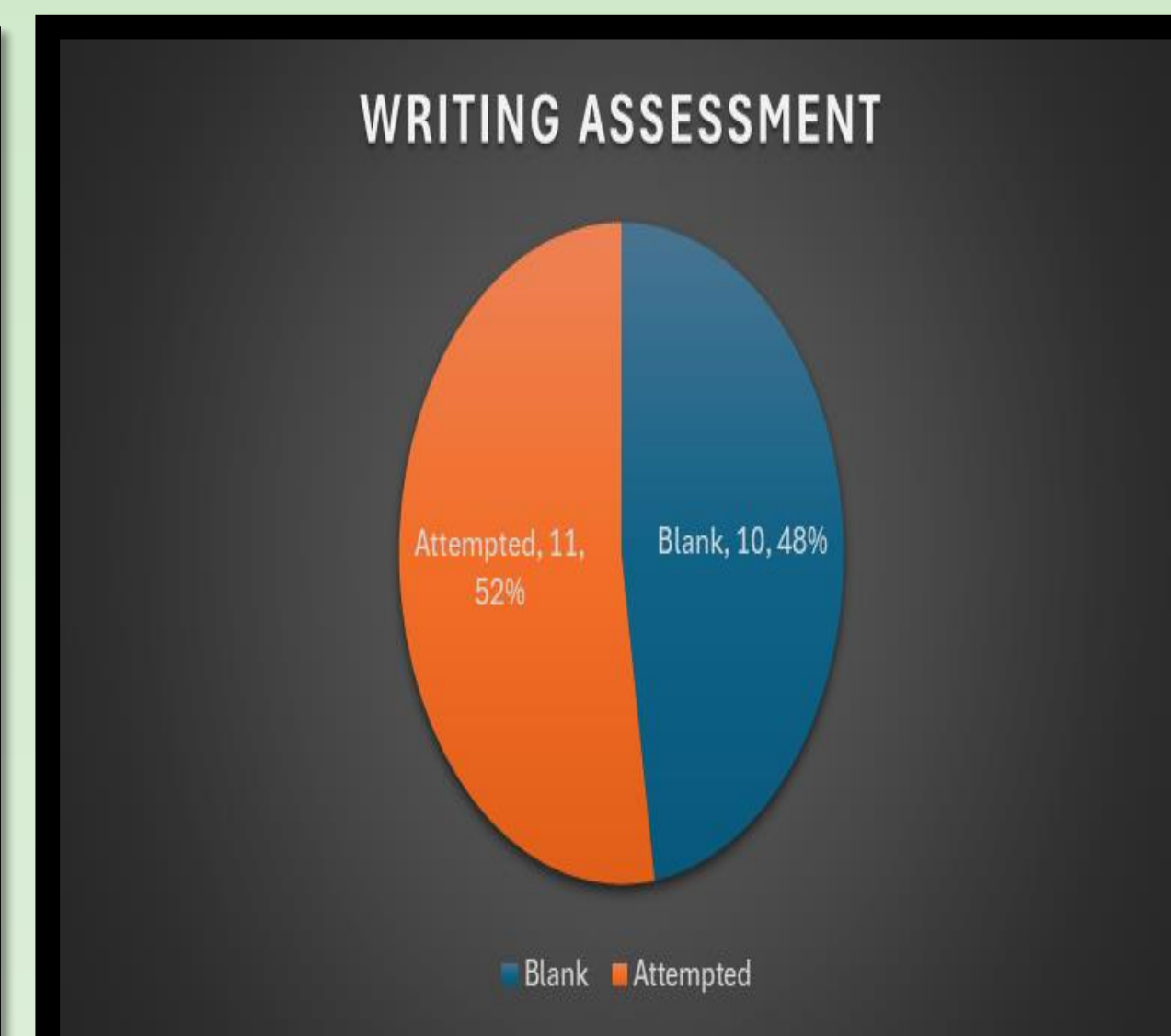


FIG-2

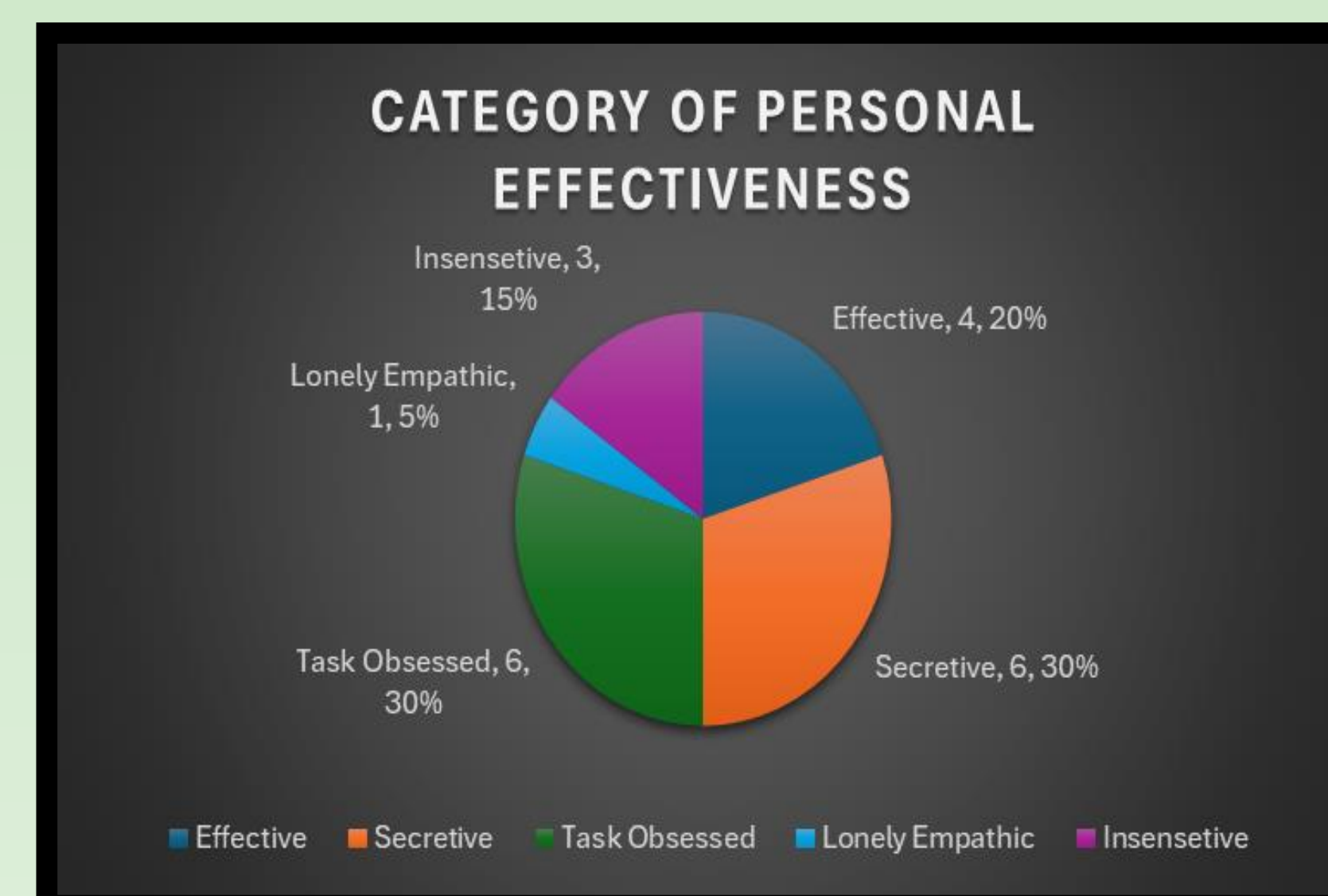


FIG-3

Weakness:

- Poor listening skills among a majority of staff. (Ref: FIG-1)
- High proportion of staff rated as not effective. (Ref: FIG-3)
- Presence of secretive and insensitive staff members. (Ref: FIG-3)

Strengths:

- Effective staff members contribute to productivity and strong interpersonal skills.
- Advanced speaking skills among a significant number of staff.

SWOT

Opportunities:

- Training programs to improve personal effectiveness, listening skills, and teamwork.
- Development of communication skills across all staff levels.

Threats:

- Potential skill gaps in written communication. (Ref: FIG-2)
- Low morale and high staff turnover due to ineffective performance.

Challenges Faced During Internship:

- Collecting data posed a significant challenge as staff were unwilling to participate after duty hours, and management was reluctant to spare staff during work hours. Additionally, updating the Quality Apex Manual for NABH Audit required understanding and interpreting objectives specific to the hospital, which was a learning curve.