

Summer Training Report

- Part- 1 Research Project: Quality of patient care services and cost of healthcare- A Descriptive Study
- Part- 2 Online Course: Strategic Leadership in Management

By-

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Part-1

The Quality of Patient care Services and Cost of Healthcare

A Descriptive Study

Introduction

In the world, where evolution of technology is on its peak, medical science is also seeing innumerable advances. But, when it comes to address patient needs and quality improvement, healthcare system performs far below acceptable levels. Quality improvement is meant for enhancing safety, effectiveness, and efficiency. So, redesigning healthcare system requires indulgence in specialized methods and tools known to assist not only improvement but along with this cost of Healthcare is also need to be regulated so that it can become accessible for all the citizens of our country.

A healthy population, characterized by balanced birth and death rates, and a low incidence of disease, is fundamental to the growth and prosperity of a nation. This can be achieved if the quality of healthcare provided to the people is successful in appropriate management of the disease and is available to the large majority of the population at an affordable cost. Thus, quality patient-care should be an underlying principle of a nation's health system. Superior quality of healthcare services is often associated with higher cost of hospitalization. This report attempts to explore the relationship between quality of medical care services and the cost of hospitalization across hospitals in India.

Objective

The Objectives of this research project are-

- To study the impact of quality of patient care services on the cost of Healthcare.
- This report also determines that without increasing the cost, the better quality of healthcare services can be provided to the patients which can fulfill their expectations.
- This report gives many insights about the role of different people, hospitals and government in making healthcare affordable with better outcome of services provided to the patients. . Examples of some Hospitals are also discussed to give better picture about how to maintain balance between Quality and the Cost.
- To compare financing strategy of different states to understand, who had adopted better scheme which lead to development of healthcare sector in their states also lag behind.
- Healthcare delivery of Public and Private sector is studied to analyze their role in delivering quality of services and why they need to coexist.

Methodology

I did secondary research for my summer training research project. In secondary research, the data which have already collected and analyzed by someone else is used to find answers of research question.

Research Question- How the Quality of patient care services influence the cost of Healthcare for Patients (out-of-pocket expenditure of patients) ?

Study Design- Descriptive study

Sample Size- To accomplish this study I had chosen- Three states to compare their financing strategy and also studied about Two hospitals who had balanced quality of services and cost of healthcare to support my research work.

Data Collection- To accomplish this study I did the extensive review of the following things to collect all the required data-

- Published articles and scientific journals
- Health data from Government sources
- Newspaper articles
- Reports of Government survey

Findings

Understanding Quality in Healthcare-

Quality in healthcare is comprised of newer technology and effective medication, higher staff to patient ratios, affordability, efficiency and effectiveness of healthcare delivery system. According to institute of Medicine, Quality is defined as “The degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.” The various components that impact the health outcomes and influence quality are-

- Comprehensive and integrated services, based on the demand, with adequate infrastructure and logistics play a crucial role and influence quality of medical care.
- Manpower skills, knowledge, qualification, technical training and their availability is also critical for improving the healthcare outcomes and to enhance quality.
- Quality is affected by the nature and comprehensiveness of the information system, which helps identify existing lacunae and take corrective action.
- Accountability improves health outcomes and hence enhances quality. Effective and efficient governance is a cornerstone to ensure quality medical care services
- Cost effectiveness also plays a crucial role. Quality can be acceptable only if it affordable for the general population.

Correlation between Quality of Patient Services and Cost of Healthcare-

Around the world, every health care system is struggling with rising costs and uneven quality despite the hard work of well-intentioned, well-trained clinicians. Today's citizens are more informed and knowledgeable, and they demand good quality of care. Though paying ability has been increased in past few years but in India majority of population is poor, they cannot afford to pay high. So to make healthcare system fair, cost needs to be regulated to cover everyone under one roof.

To make correlation of quality and cost **Positive** we must shift the focus from the volume and profitability of services provided—physician visits, hospitalizations, procedures, and tests to the patient outcomes achieved. And we must replace today's fragmented system, in which every local provider offers a full range of services, with a system in which services for medical conditions are concentrated in health-delivery organizations and in the right locations to deliver high-value care.

Influence of patient care Services on the Cost of Healthcare

In today's advancing era the demand for better quality of medical care services is increasing which leads to the increase in the cost of Healthcare. If India is continuing to attract top-end products and technologies, the price have to ensure economic viability for such premium product. With continuously reducing prices, there is risk of such products and services disappearing from Indian market. There is threshold below which the quality vs. cost equation can be dangerously tilted in favor of low quality, especially in the case of healthcare products and services. Therefore, it is critical that the government draws the balance between these.

This can be understood through an example-Nurse to patient ratios and staff to bed ratios influence quality of care. Though it may appear that higher staff would increase the cost of medical care borne by the common man but, the rational for higher staff to bed ratio, results in provision of better quality of care, which in turn reduces the average length of stay and hence average hospitalization cost. Higher staff to bed ratio reduce the need for intensive care services and medical equipment support, which in turn reduce the cost of hospitalization.

This implies that if a nation utilizes its resources optimally and maximize the outcomes they can get better health outcomes and overall quality of medical care.

Role of Public and Private Healthcare system

The Indian healthcare sector is growing at a brisk pace due to its strengthening coverage, services and increasing expenditure by public as well as private players. There is considerable ideological debate around whether low- and middle-income countries should strengthen public versus private healthcare services.

➤ **Public Healthcare System-**

The Government, i.e. public healthcare system comprises limited secondary and tertiary care institutions in key cities and focuses on providing basic healthcare facilities in the form of primary healthcare centers (PHCs) in rural areas. Public sector services experienced more limited availability of equipment, medications, and trained healthcare workers. Public sector is accessible to even poor people, but it provides low quality of services. Several state governments in India is undertaking quality improvement initiatives-

- The Government of India has launched Mission Indra Dhanush with the aim of improving coverage of immunization in the country. It aims to achieve at least 90 per cent immunization coverage by December 2018 which will cover unvaccinated and partially vaccinated children in rural and urban areas of India.



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- In Union Budget 2020-21, Rs 35,600 crore (US\$ 5.09 billion) has been allocated for nutrition-related programs.
 - The Government of India aims to increase healthcare spending to three percent of the Gross Domestic Product (GDP) by 2022.
 - India Government has launched Ayushman Bharat Pradhan Mantri Jan Arogya Yojana which is a part of the Indian government's National Health Policy which aims to provide free health coverage at the secondary and tertiary level to its bottom 40% poor and vulnerable population.



➤ **Private Healthcare System-**

- The private sector provides majority of secondary, tertiary and quaternary care institutions with a major concentration in metro cities. Private healthcare can be provided through “for profit” hospitals and self-employed practitioners, and “not for profit” non-government providers, including faith-based organizations. Private sector provides good quality of services, but it leads to lot of out-of-pocket expenditure that everyone is not capable of affording it. Similarly, innovations in the formal private sector can make major contributions to improving the quality of healthcare.
- There is ideological debate around whether low- and middle-income countries should strengthen public versus private healthcare services, but, most low- and middle-income countries use both types of healthcare provision. To transform private sector also into economical one it needs a robust regulatory structure to assure basic standards of care and adequate institutional and technical capacity to handle large financing programs and deal with issues of pricing and cost-effectiveness.

Comparison of Health Financing Strategies

States who tried to reduce out-of-pocket expenditure, were considered for the comparison of health financing strategies in this project are- **Rajasthan, Tamil Nadu and West Bengal.**

To achieve the Sustainable Development Goals, Indian States have implemented different strategies to arrest high out-of-pocket expenditure (OOPE) and to increase equity into healthcare system. Tamil Nadu (TN) and Rajasthan (RAJ) have implemented free medicine scheme in all public hospitals and West Bengal (WB) has devised Fair Price Medicine Shop (FPMS) scheme, a public-private-partnership model in the state. Comparison among three states is discussed below-

Per-episode Out-of-pocket Expenditure during Hospitalization (in INR)

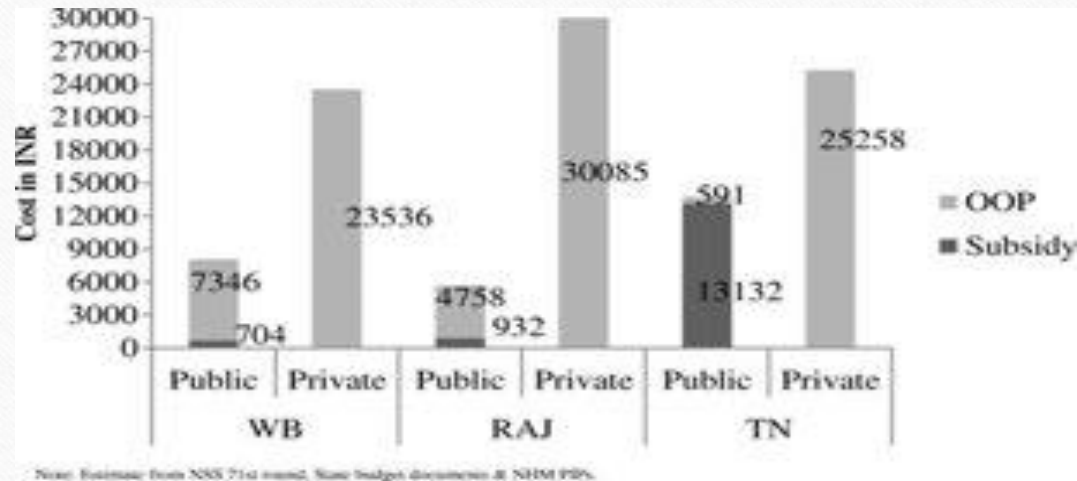
State	Expenditure on Medicine				Medical Expenditure			
	2004		2014		2004		2014	
	Public	Private	Public	Private	Public	Private	Public	Private
TN	102.41	1125.90	150.16	3920.06	1391.69	11766.71	450.85	19264.71
RAJ	1725.07	2228.25	1516.13	3451.26	6212.58	10691.45	3628.62	22946.43
WB	1326.12	1934.32	1916.52	2816.03	3222.24	13715.03	5602.78	17951.06

• Out-of-pocket Expenditure-

Comparison among three states is discussed below-

It has been observed that, in 2004, OOP expenditure on medicine during hospitalization in public hospitals was the maximum in Rajasthan followed by West Bengal. Tamil Nadu recorded a far lower OOP expenditure, in the tune of less than 10% of the corresponding figures in other two states. However, in 2014, the OOP expenditure recorded the maximum level for West Bengal followed by Rajasthan. The OOP expenditure on medicine during public sector hospitalization is the lowest in Tamil Nadu during 2014 also. It must be noted that, the OOP expenditure on medicine during private sector hospitalization is the lowest in West Bengal among three states in 2014.

- Cost of providing In patient Healthcare facilities in Public and Private Sectors



The analysis of cost of care shows that, treatment cost in public facility is the lowest in Rajasthan and highest in Tamil Nadu followed by West Bengal. More than 95% of the total cost of hospitalization is subsidized in Tamil Nadu, while the shares for Rajasthan- 16% and West Bengal- 9%. It must be noted that West Bengal enjoys a comparative advantage over other two states in private sector hospitalization. The Out-of-pocket expenditure for private sector hospitalization is the minimum in West Bengal followed by Tamil Nadu and Rajasthan.

Results-

It shows that overall utilization of public facilities in Tamil Nadu and Rajasthan has increased substantially; whereas, utilization of public facility has decreased in West Bengal even among the poorest. In addition, OOPE for both medical and medicine is the highest in West Bengal among three states for public sector hospitalizations. In conclusion we could say that Tamil Nadu & Rajasthan have successfully implemented their health financing strategies to reduce the health expenditure burden. However, policy-level changes are required to improve the situation in West Bengal.

Improvement of Quality will accelerate performance of Healthcare system, How?

To better understand this benefits of Quality Improvement in Healthcare System is discussed below-

1. **Effective:** By improving the process, an organization reduces the chances associated with failure and redundancy.
2. **Patient-centered:** Improved efficiency of managerial and clinical processes leaves transition space for doctors and staff to provides responsive, respectful and value-based care to a patient.
3. **Proactive:** Improved processes recognize and solve the problems even before they occur.
4. **Cost-effective:** It avoids the cost associated with process failure, poor outcomes, and errors. Reliable and streamlined processes are less expensive to maintain.
5. **Efficient:** Improving process makes wasteful activities associated with equipment, supplies, ideas, and energy more obvious and makes it easier to eliminate.

Examples

- **Narayana Health and Aravind Eye Hospitals-**

One of the striking features of India's health care sector is the range of quality in available services. India is home to global leaders in innovation in and quality of health care such as the Narayana Hospitals, known for providing high-quality cardiovascular surgery at low cost, and the Aravind Eye Care System, whose hospitals provide a high volume of cataract surgery, as well as globally renowned medical teaching institutions such as the All India Institute of Medical Sciences (AIIMS), in New Delhi.



Narayana Health

Quality healthcare and affordability did not go hand in hand. But Narayana Hrudayalaya proved it wrong with a mission to take affordable healthcare to the people. Key Program Feature-

NH is designed for India, where the majority (58%) of health expenditures are paid out of-pocket given that most people finance their own care. The success of model is achieved through several complementary mechanism, listed below-

- Leveraging economies of scale
- Using assembly line concepts for surgery
- Reducing average length of stay
- Reengineering the design, materials and the use of medical equipment to reduce the cost of ownership

NH has achieved savings through smart use of equipment's and telemedicine as well as staffing procedures. . Utilizing a pay per use model with suppliers for some diagnostic equipment's, it minimizes capital costs. In addition of offering its own facilities, NH has one of the world's largest telemedicine networks, connecting 800 center's globally. Mobile outreach-vans meanwhile, increases access to diagnostic consultation services in semi-urban and rural areas of India.



Aravind Eye Hospital

Imagine having the world as you know it cease to exist, the things you once saw be erased, and having no hope to gain control of your life. A cataract, a curable infliction of the eye, has attacked men and women of every age, sparing no one, not even a child. In India, a country with an extremely high poverty rate, cataracts had become a major problem for the inhabitants. Dr. Govindappa Venkata Swamy revolutionized the medical field of eye care and built a health institution that would allow everyone afflicted to get the help they needed, despite their ability to pay.

Aravind is famous for its fee structure. Their business model stresses a maximum use of all resources. This is all achieved by their high-volume quality, and a well-structured system. Aravind has reached over 200 hospitals through their consultancy process, and they hope to reach many more in the near future. The Aravind model makes scalability in developing nations limitless through their fee system, management techniques, high aspirations, and quality of care.

Learnings

I undertook this research to study the quality of patient services and cost of healthcare as healthcare is the most important need of today's era. During this project I had learned the following things which are listed below-

1. With the advances in Healthcare, demand for good quality of services is increasing as now people has become more aware. But along with this affordability of healthcare cost is also demanded as large population of India is poor.
2. Quality improvement is directly related to the service delivery approach, level of patient satisfaction, efficiency and outcome.
3. The experience of innovators such as the Aravind Eye Care System and Narayana Health has several lessons for the management of health systems in the public and private sector. They are the examples of healthcare institution that provides better quality of medical care at affordable cost.
4. From this project I learned that private and public healthcare should work together to ensure quality of healthcare to everyone. If they work together public sector can check the price of private sector and in turn public sector can inspire from private sector to provide good quality of healthcare services to its patient.

Suggestions

In developing countries financial constraints often lead to compromised quality of care. This can be corrected by the introduction of management systems that emphasize cost recovery. The following factors contribute to the improvement of patient care-

- **Use of Appropriate Medications-** Access to low cost medicines is an absolute necessity for appropriate care.
- **Use of Newer Technologies-** It is important to continually employ newer technologies that improve the quality of care and this must be done with reference to cost-efficiencies.
- **Waiting** - Waiting times for all services should be minimized. In most developing countries, the high demand for services often makes this a huge problem. It has to be addressed effectively through continual review of patient responses and other data and using this feedback to make the necessary changes in systems.
- **Public- Private Sector** - Improving the quality of health care at the system level requires a focus on governance issues, including improving public-sector management, building institutional capacity, and promoting a culture of data-driven policies.

Conclusion

Around the world, every health care system is struggling with rising costs and uneven quality despite the hard work of well-intentioned, well-trained clinicians. Improvement of patient care is a dynamic process and should be uppermost in the minds of medical care personnel. We must move away from a supply-driven health care system organized around what physicians do and toward a patient-centered system organized around what patients need.

To conclude, Healthcare is a very complex sector and several countries and societies are struggling to get it. We in India, are fortunate to have an extremely competent pool of healthcare resources, who can boast of some of the best health outcomes. India is called as 'Pharmacy of the world' and is fast becoming the hub of innovation and manufacturing. All we need is for the private sector and the government sector to work collaboratively with trust and respect for each other. Each can support the other and work towards creating a healthcare that ensures quality healthcare to the poorest of the poor, as well as facilitates the availability of best in class products and services to those who can afford it.



Thank You

Part-2

Strategic Leadership in Healthcare Management

Course Details

This course is affiliated through **Doane University**,
Crete, Nebraska, U.S.

Platform - edx

Course code - DoaneX: HCA-609x

Effort level - 37 hours

Website: www.doane.edu



Introduction

The course introduces the concept of Strategic Leadership in Management which is one of important aspect of Organization in Present era. It covers how a Manager with Leadership qualities can lead an organization towards success. **Strategic leadership** refers to a manager's potential to express a strategic vision for the organization, or a part of the organization, and to motivate and persuade others to acquire that vision. This course provides leadership training and the skills required to manage yourself and other people and demonstrates how excellent leadership transforms organizations.

A well-balanced organization should have a mix of leaders and managers to succeed. Also various factors influencing leadership is also discussed in this course.



Objective



The main objective of taking a course in strategic leadership is the opportunity to gain new insight into business management.



Incorporating some of the things we learn during the course into our day-to-day leadership style allows us to make more ambitious goals for our company and provide a clearer vision to employees.



This course aims to prepare a Strong Leader who could manage his/her organization successfully and take his/her organization to a new heights of achievements in this highly competitive world.



Different approaches and theories discussed in this course help us focus on individual traits, the behaviors associated with successful leadership.



This course provides leadership training and the skills required to manage yourself and other people and demonstrates how excellent leadership transforms organizations.

Methodology



This course is Computer mediated Online Learning.



Learning methodology used in this course- Reading materials and Video provided as well as book recommended in the course.

Key Learnings

Management and leadership have been used differently by different people. Leadership and management entail a unique set of activities or functions. While leaders and managers share some similarities because they both influence others by using specific powers to achieve certain goals, there are also some prominent differences.

Leaders-

Leadership is a complex, multidimensional phenomena According to Stogdill, there are almost as many definitions of leadership as there are persons who had attempted to define the concept.

"A function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential." (Bennis, 1989)

Management-

An effective manager needs to have specific qualities like good communication; organizational, negotiation and delegation skills. Many definitions have been proposed for managers also.

"A job which takes care of planning, organizing, budgeting, coordinating and monitoring activities for group or organization." (Kotter, 2001)

Leadership Theories Summary

The **Transformational** theory of Leadership also known as **Relationship theory** is most effective style use in most Business situation.

Leadership Theory	Brief Summary
Great Man Theories	Based on the belief that leaders are exceptional people, born with innate qualities, destined to lead.
Trait Theories	The lists of traits or qualities associated with leadership exist in abundance and continue to be produced. They draw on virtually all the adjectives in the dictionary which describe some positive or virtuous human attribute, from ambition to zest for life.
Behaviourist Theories	These concentrate on what leaders actually do rather than on their qualities. Different patterns of behaviour are observed and categorised as 'styles of leadership'.
Situational Leadership	This approach sees leadership as specific to the situation in which it is being exercised.
Contingency Theory	This is a refinement of the situational viewpoint and focuses on identifying the situational variables which best predict the most appropriate or effective leadership style to fit the particular circumstances
Transactional Theory	This approach emphasises the importance of the relationship between leader and followers, focusing on the mutual benefits derived from a form of 'contract' through which the leader delivers such things as rewards or recognition in return for the commitment or loyalty of the followers
Transformational Theory	The central concept here is change and the role of leadership in envisioning and implementing the transformation of organisational performance

Managers v/s Leaders

Here is the summary of Comparisons between Management and Leaders-

Managers	Leaders
Seeks order and consistency	Seeks change and movement
During planning and budgeting- establishes agendas, sets timetables and allocates resources.	Establishes direction – looks at the big picture, clarifies the situation, creates a vision and determines strategies.
With relation to staffing – provides structure, job placements and defines rules and processes.	With relation to people - aligns people, communicates goals, builds teams, looks for commitment.
Focuses on control and the solving of issues by taking actions to correct issues, creating solutions and defining incentives to reward good work.	Focuses on motivating and inspiring people through empowerment, looking at how to satisfy unmet needs, and energizing people.

Other factors affecting Leadership

- **Psychological Capital-**

Psychological Capital is defined as “an individual’s positive psychological state of development” (Fred Luthans, et al., 2007) which is characterized by having high levels of HERO; the four elements of Hope, (Self-) Efficacy, Resilience, and Optimism. Psycap aims to inspire its use in leadership and coaching. The concept of PsyCap is strongly linked to increased wellbeing, work, and life satisfaction. As Shawn Achor (2011) claims, we are successful when we are happy, not the other way around. So if we are more hopeful, efficacious, resilient and optimistic, we are more likely to “weather the storm” in a dynamic organizational or a challenging personal environment. Hence, the concept of PsyCap is equally important for coaches and leaders.

- **Leadership as coaching-**

The International Coaching Federation defines coaching as: a partnering with the clients in a thought provoking and creative process that inspires them to maximize their personal and professional potential. Multiple research have indicated that coaching should be part of leaders’ toolkit. Learning the skills of coaching has shown to transfer workplace relationships.

Challenges to Leadership

Being a leader is itself a challenge. Leadership constantly presents challenges to a leader and their abilities. These challenges are incitation to rise to another level, to test yourself and improve in the process, and to show that you can accomplish something that may seem difficult or even impossible. The challenges of leadership are of three kinds:

1. External- Coming from people and situations. It include- Public Criticism, Flare-up of other interpersonal issue.
2. Internal- Stemming from within the leader itself.
3. Leadership Role Challenge- Arising from the nature of the leadership role.

Leadership poses a host of challenges. But if the leader is proactive, creative, follow 360-degree feedback measure and create mechanisms to review the vision, it can cope up with the three challenges of leadership gracefully.

Leadership from Inside-out

One of the great paradoxes of life is that we strive for success and to become our best selves then ultimately discover that the greatest joy in life is to give ourselves to others. Applied to leadership this great irony is that those who lead best do so when they serve others and “choose service over self-interest. We struggle to understand our own identity and to discover life’s highest purpose. When an individual is able to identify that overlap between the 4 key intelligences- Need, Conscience, Talent, Passion. Then person has clearer understanding of his or her ability to make a significant contribution to the world and to the lives of others.

The challenge to leaders is to begin from the inside-out. It is a challenge to come to know oneself, control oneself, and give oneself. As leaders and those who seek to serve others examine their own lives and make the commitment to improve. They strive to find their own voice and then help others to find their voices as well.

Conclusion



Management and Leadership strategies plays a vital role in reaching the vision of the organization. Without the effective implementation of those would make the company and unproductive.



This course is about developing our personal leadership style so that we can effectively empower the people around us and open ourselves to bigger opportunities. **Transformational Leadership** is the most popular and adopted theory of leadership. But to become a good leader right theory need to apply at right time.



Recently Business environment is dynamic so, we need to be a change with it, target different market work with competitors to be in the competition.



In today's dynamic workplace, organizations need leaders to cope with new challenges, and transform organizations in order to achieve a competitive advantage in the marketplace.



Organizations need managers to maintain a smoothly functioning workplace, and leaders to utilize resources effectively.



Thank You