OPTIMIZING HOMECARE SERVICES IN A SUPERSPECIALTY MATERNITY HOSPITAL: CURRENT PRACTICES AND FUTURE RECOMMENDATIONS

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INTRODUCTION

As maternity and neonatal care evolve to be more patient-centric, the integration of homecare services has become essential for ensuring continuity of care beyond hospital walls. This project was undertaken at a leading maternity hospital to evaluate the effectiveness of key homecare services such as home vaccinations, home ear piercings, diagnostic sample collections, nursing visits, and pharmacy deliveries. The study focuses on assessing service trends, identifying operational bottlenecks, and recommending actionable improvements to strengthen outreach and patient satisfaction.

LITERATURE REVIEW

Author(s)	Year	Study Location	Sample Size	Sampling Technique
S. Rajasulochana et al.	2016	Tamil Nadu, India	500	Discrete Choice Experiment
Tripathi et al.	2019	India (UP, MP, Odisha)	150 facilities	Stratified purposive sampling
Kumar et al.	2020	Delhi, India	120	Systematic random sampling
Basu et al.	2017	West Bengal, India	300	Simple random sampling
Chatterjee et al.	2021	Kolkata, India	210	Convenience sampling

RESEARCH GAP

- **Lack of Structured Pitch Tracking:**

  Absence of real-time tools (e.g., Pitch Follow-Up Sheets) for monitoring lead conversion and CRE accountability.

- **No Lead-Level Insight for Low-Converting Services:**

  Missing mechanisms for service-specific tracking (e.g., Ear Piercing Lead Sheet) to manage niche services effectively.

- **Neglected Cross-Service Promotion Strategies:**

  Limited research on bundling (e.g., vaccination + ear piercing) and its impact on caregiver decisions.

- **Inadequate Training for Allied Services:**

  Lack of structured nurse training for under-promoted services like TENS therapy hampers consistent delivery.

- **Poor Integration of Clinical Data in Outreach:**

  Minimal use of internal clinical records (e.g., newborn registries) to inform timely and targeted marketing.

RESEARCH QUESTIONS

- To evaluate the impact of structured follow-up tools such as pitch tracking sheets and lead logs on improving conversion rates and operational efficiency in homecare services.
- To identify key behavioural and operational barriers affecting the uptake of home nursing and ear-piercing services, and to assess the effectiveness of targeted staff training and improved communication strategies in overcoming these gaps.
- To examine the role of clinical alignment specifically using newborn registry data and vaccination timelines in enhancing service relevance, patient targeting, and overall homecare service utilization.

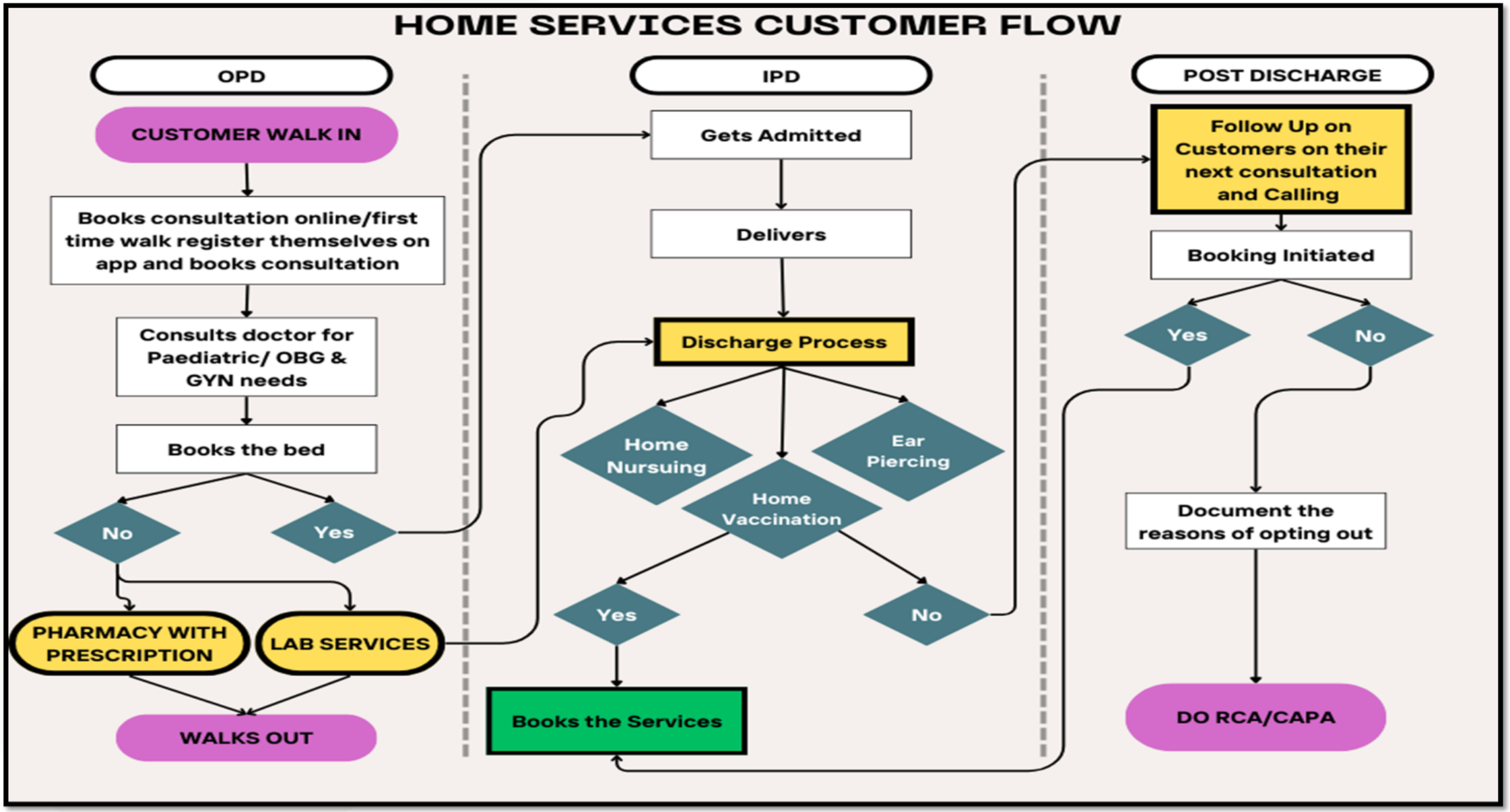
RESEARCH OBJECTIVES

- **Aim:**

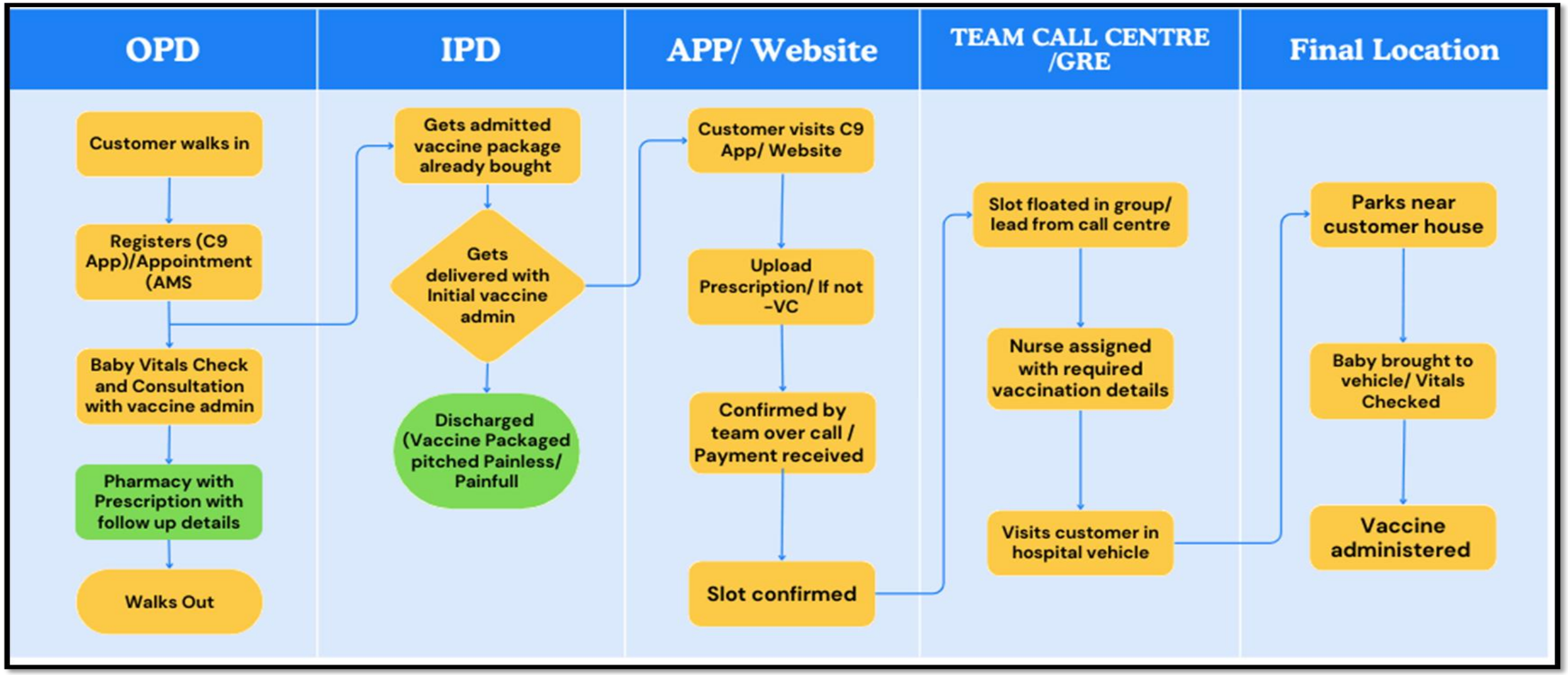
  To analyze service-wise trends and operational gaps in homecare services offered by Cloudnine Hospital and to recommend actionable strategies for improving service uptake, patient retention, and overall revenue performance.

- **Objectives:**
  - .To evaluate the impact of structured follow-up tools such as pitch tracking sheets and lead logs on improving conversion rates and operational efficiency in homecare services
  - To identify key behavioral and operational barriers affecting the uptake of home nursing and ear-piercing services, and to assess the effectiveness of targeted staff training and improved communication strategies in overcoming these gaps.
  - To examine the role of clinical alignment specifically using newborn registry data and vaccination timelines in enhancing service relevance, patient targeting, and overall homecare service utilization.

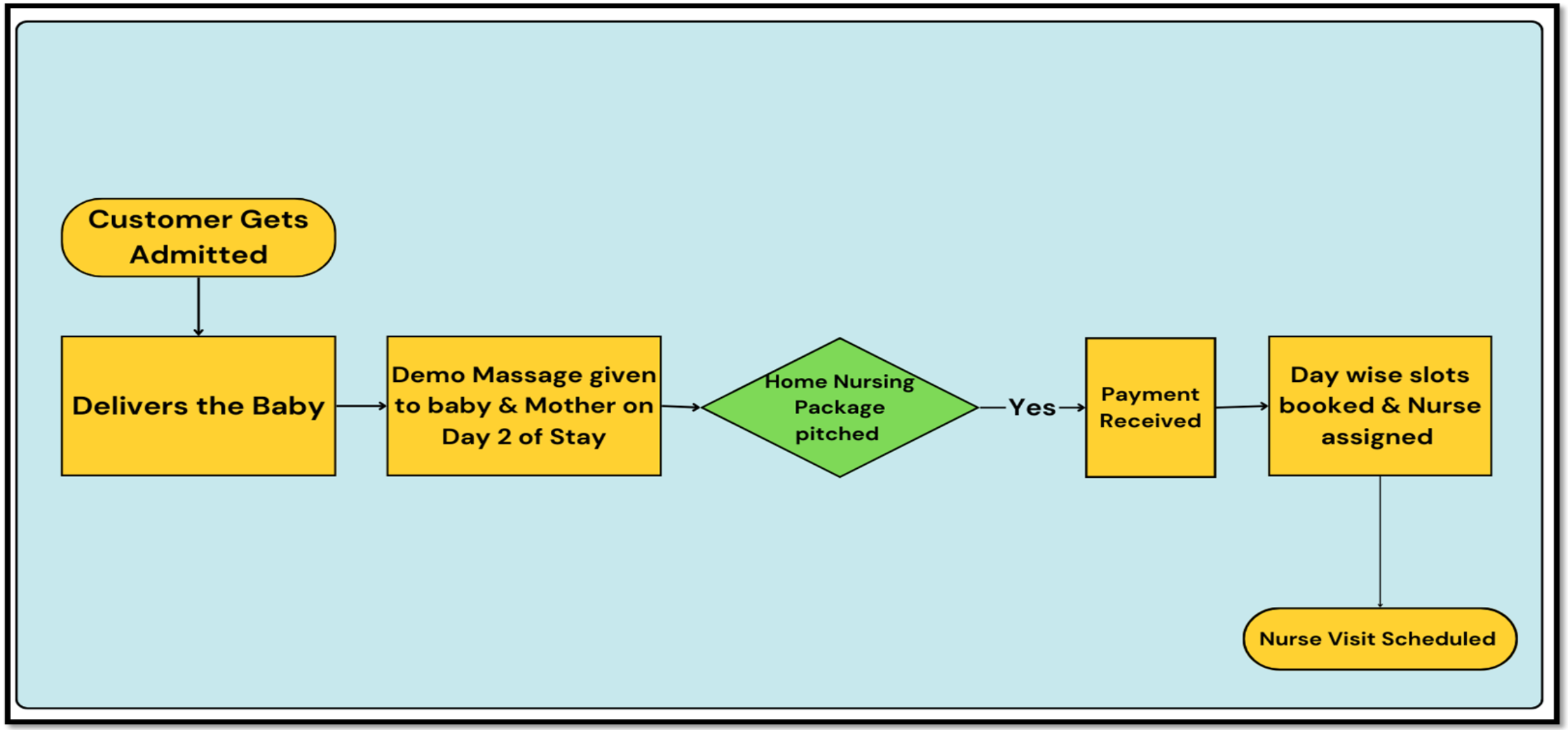
Service wise process flows


HOME SERVICES CUSTOMER FLOW
OPD
CUSTOMER WALK IN
Books consultation online/first time walk register themselves on app and books consultation
Consults doctor for Paediatric/ OBG & GYN needs
Books the bed
No
Yes
PHARMACY WITH PRESCRIPTION
LAB SERVICES
WALKS OUT
IPD
Gets Admitted
Delivers
Discharge Process
Home Nursuing
Ear Piercing
Home Vaccination
Yes
No
Books the Services
POST DISCHARGE
Follow Up on Customers on their next consultation and Calling
Booking Initiated
Yes
No
Document the reasons of opting out
DO RCA/CAPA

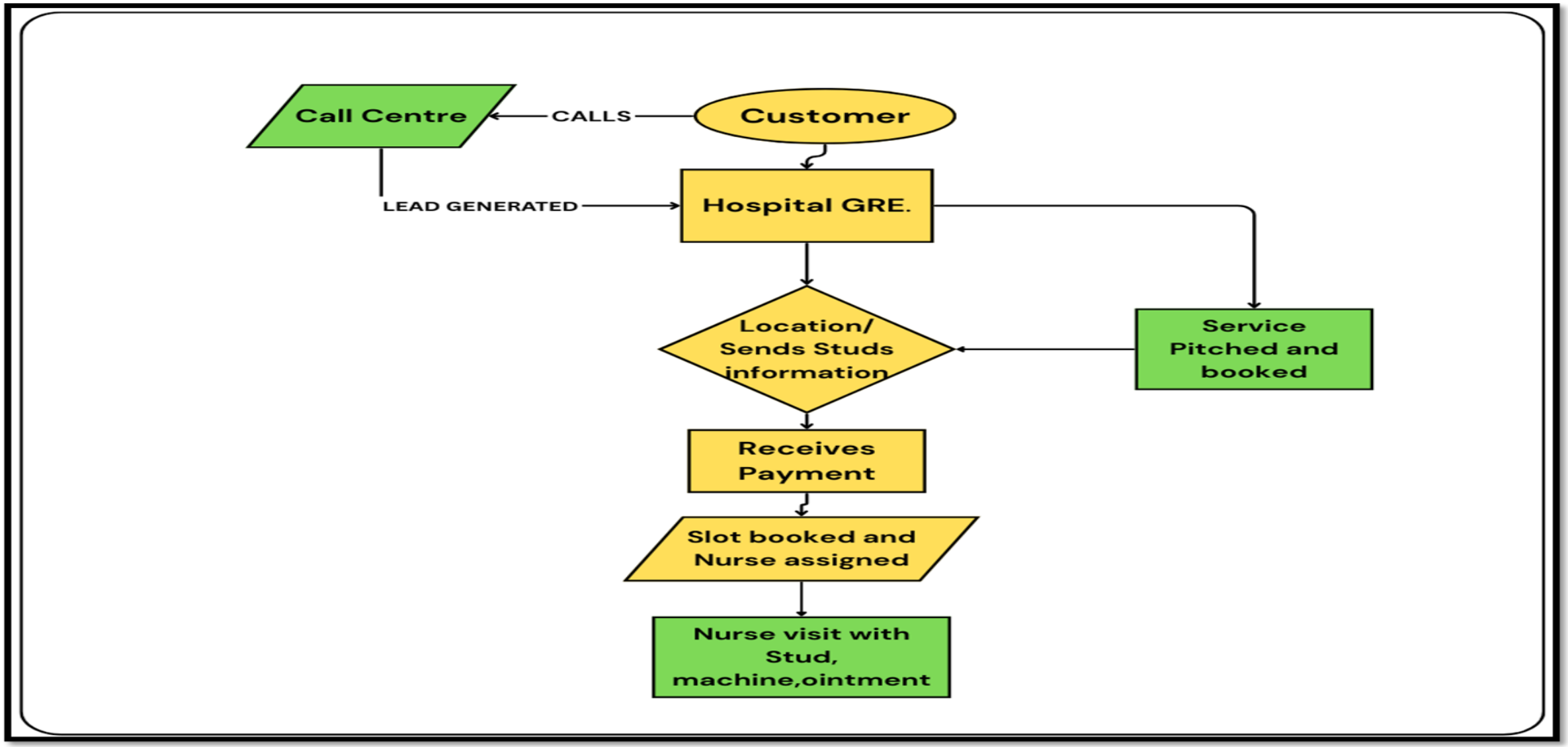
HOME VACCINATION PROCESS FLOW



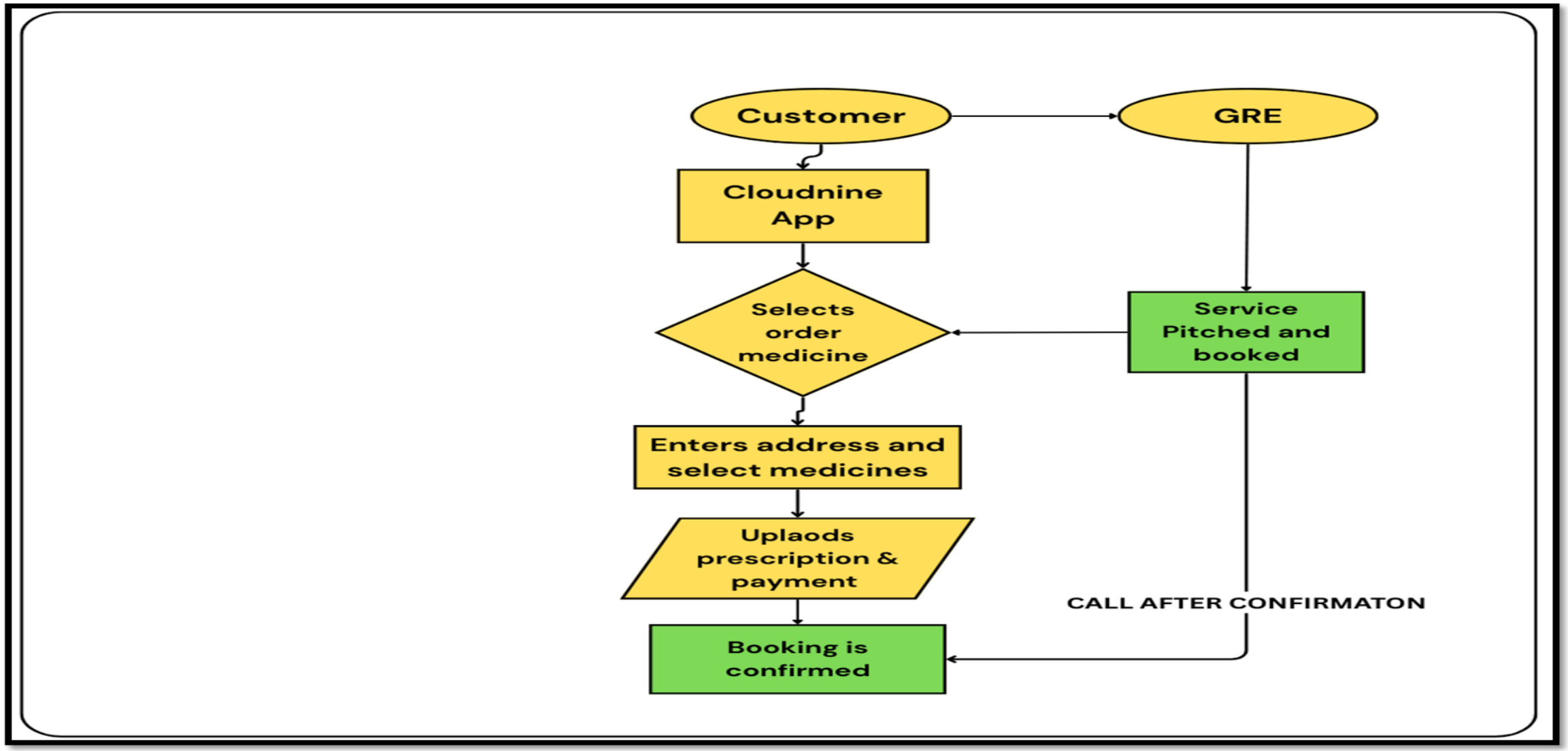
HOME NURSING PROCESS FLOW



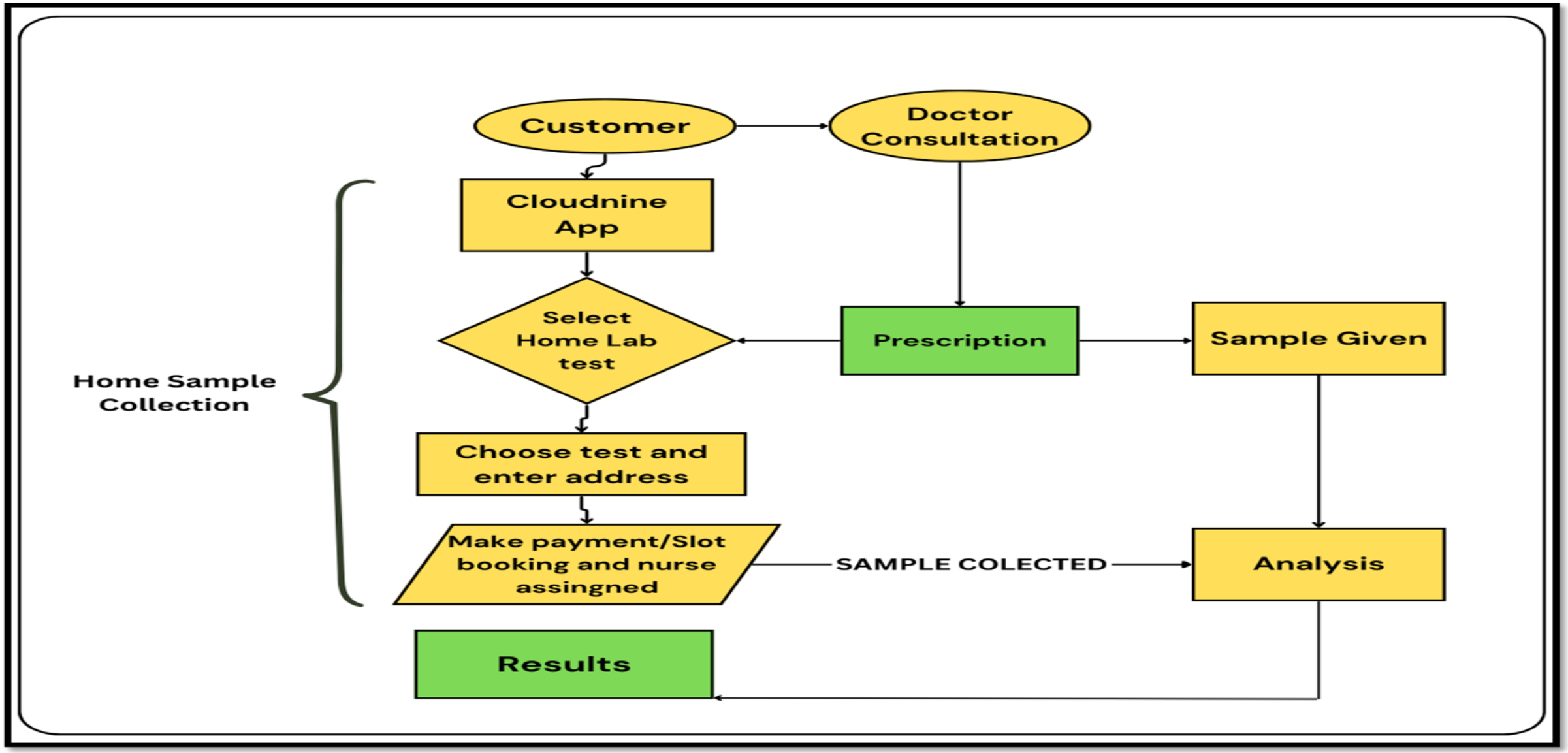
HOME EAR PIERCING PROCESS FLOW



HOME PHARMACY PROCESS FLOW



HOME LAB PROCESS FLOW



Methodology

Study Design: Observational

Data Collection:

- Secondary Data Collection:
- Data Source: HMIS
  - Homecare service reports from December 2024 to May 2025
  - Sample Size: 583

*Inclusions: only customer opting for homecare services during the duration of selected 6 months.

*Exclusions: Non responsive customers and those who are not opting for homecare services.

Data Collection:

- Primary Data Collection:
- Data Source:
    - Telephonic Follow up for services like Home vaccination and Ear piercing and Targeted question checklist for staff handling home services
    - Vaccination Target Calling Sheet for April and May
    - Sample Size: 520- Home vaccination, 218- Home ear piercing

*Inclusions: Newborns who were due to for vaccination and were also eligible for ear piercing

*Exclusions: Non responsive customers during telephonic follow up.

RESULTS

MONTHLY HOMECARE SERVICE ACHIVEMENTS

MONTHS	Services	Home Vaccination	Home Lab Collection	Ear Piercing	Home Pharmacy	Home Nursuing
Dec-24	Achieved	7	25	21	24	180600
	Target	10	50	35	40	300000
	Percentage	**70**	**50**	**60**	**60**	**60**
Jan-25	Achieved	8	36	21	24	251950
	Target	10	50	35	40	300000
	Percentage	**80**	**72**	**60**	**60**	**84**
Feb-25	Achieved	13	33	33	43	148878
	Target	10	50	35	40	300000
	Percentage	**130**	**66**	**94**	**108**	**50**
Mar-25	Achieved	1	41	18	45	269520
	Target	10	50	35	40	300000
	Percentage	**10**	**82**	**51**	**113**	**90**
Apr-25	Achieved	3	35	14	37	278575
	Target	10	50	35	40	300000
	Percentage	**30**	**70**	**40**	**93**	**93**
May-25	Achieved	2	26	15	19	280000
	Target	10	50	35	40	300000
	Percentage	**20**	**52**	**43**	**48**	**93**

TREND ANALYSIS

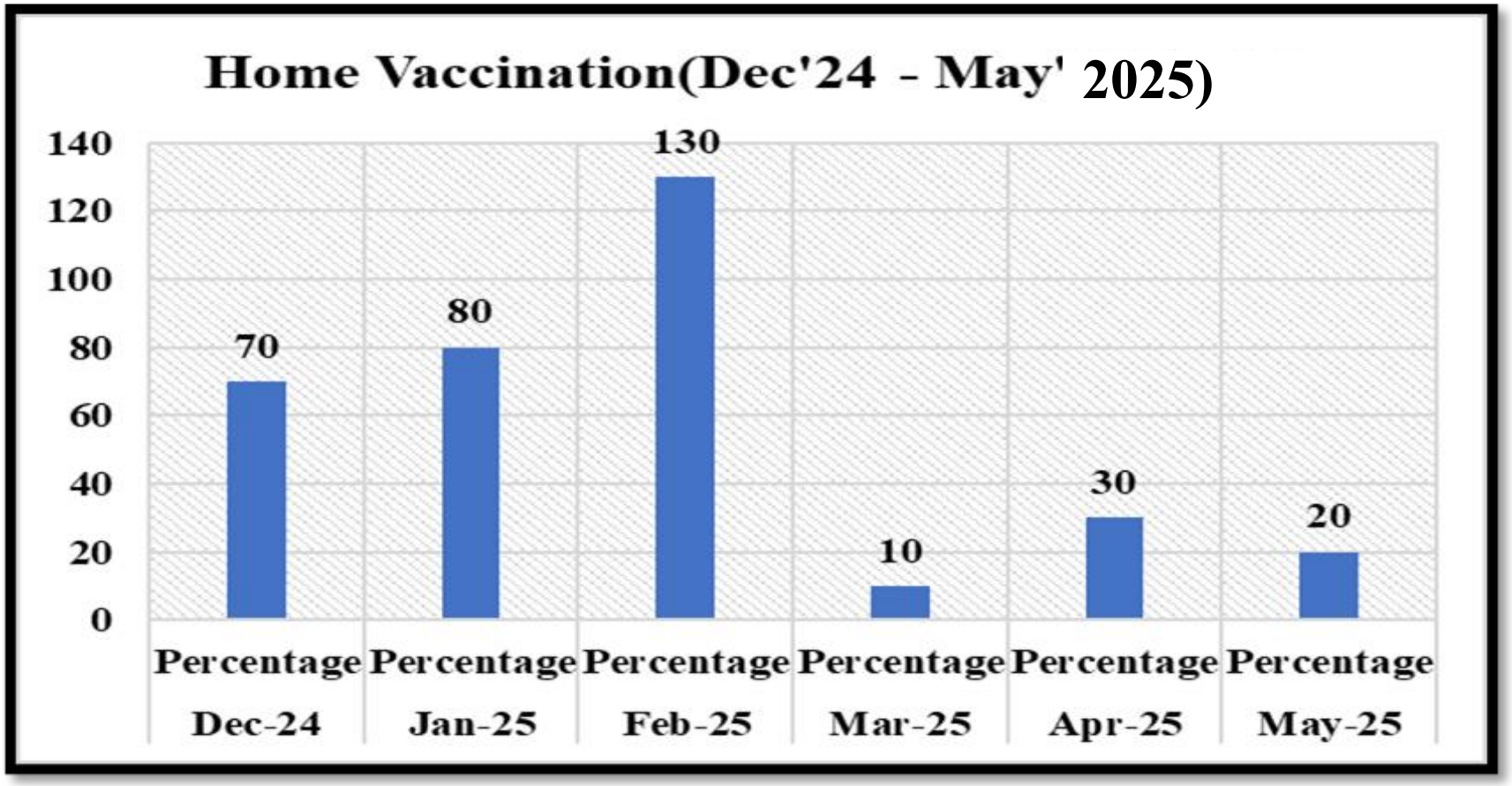


Figure depicts that home vaccination performance showed a strong start, with nearly **three-fourths (70%)** achievement in December, peaking at **over full capacity (130%)** in February indicating high alignment with early immunization schedules. However, the service witnessed a **sharp drop to just one-tenth (10%)** in March, with only **about one-third (30%)** recovery.

TRENDS ANALYSIS

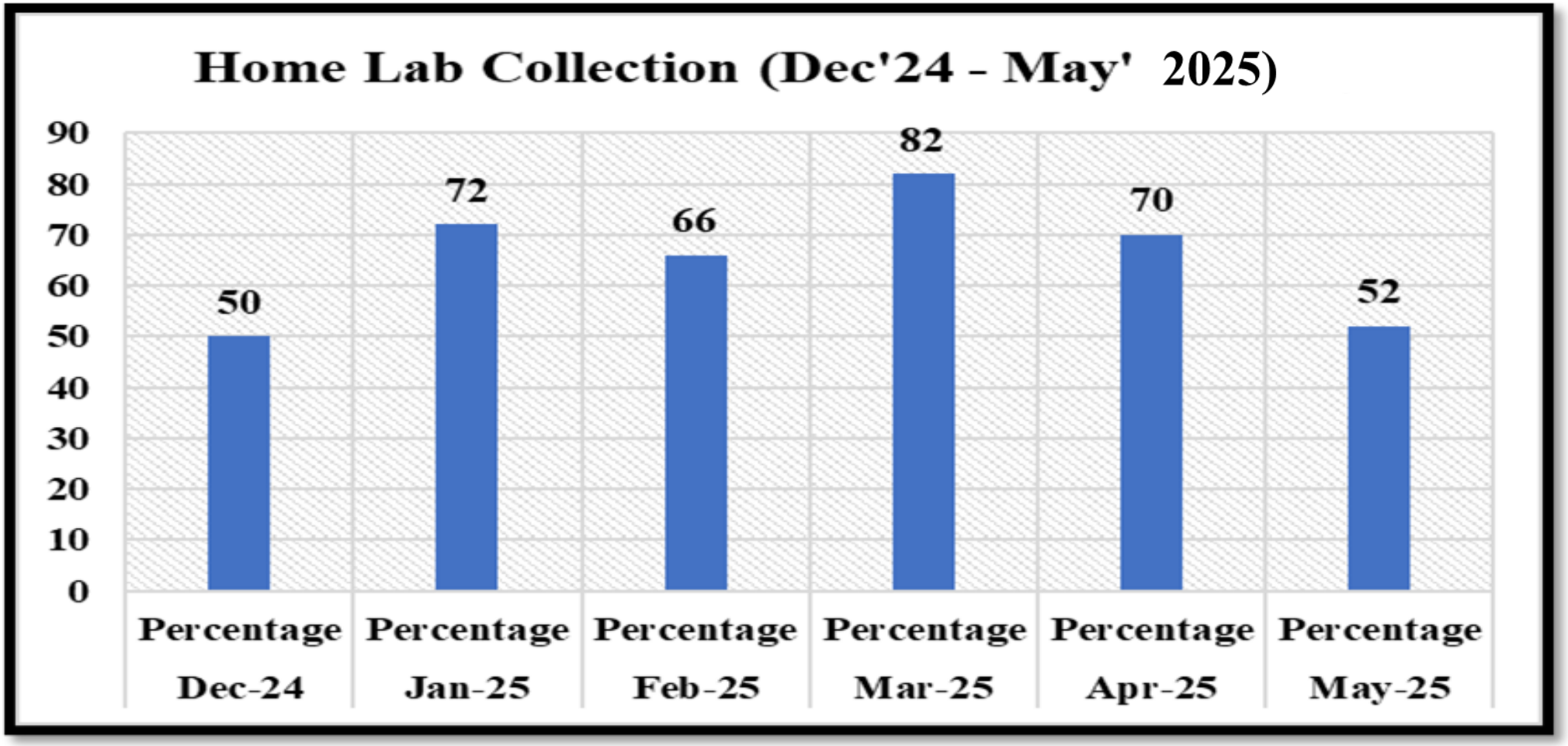


Figure illustrates that Lab collection services maintained relatively steady uptake throughout the period. Beginning at half the target in December, the service improved to over three-fourths by March. Although it experienced a marginal decline in May, performance largely hovered around two-thirds of the target in the mid-months,

TRENDS ANALYSIS

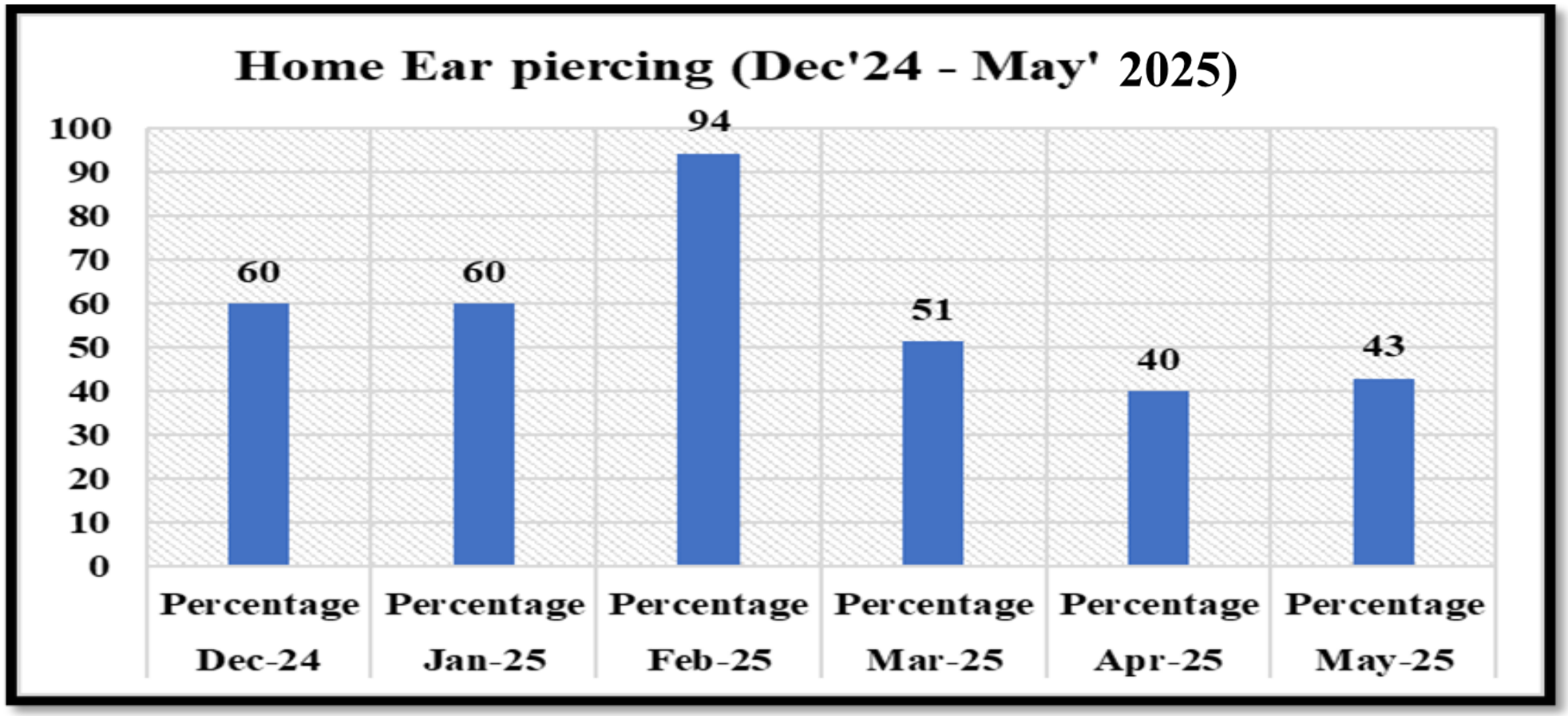


Figure demonstrates Home Ear Piercing services showed a fluctuating trend. The service maintained two-third uptake (60%) in December and January, followed by a sharp rise to nearly full utilization (94%) in February. However, the rate dropped to around half (51%) in March, dipped further to two-fifths (40%) in April.

TREND ANALYSIS

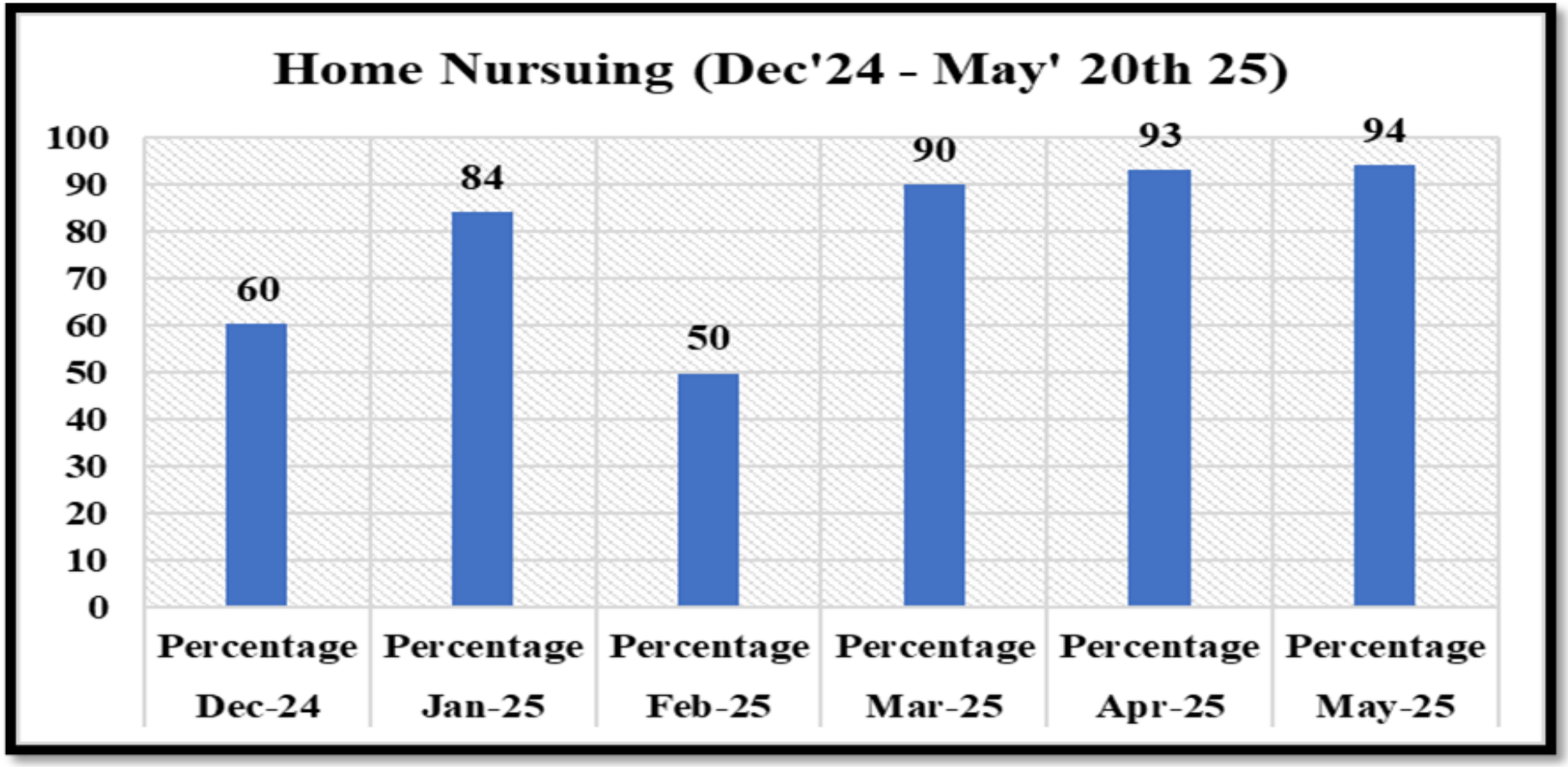


Figure presents that Home Nursing services began with three-fifth uptake (60%) in December, followed by a rise to over four-fifth (84%) in January. A brief dip to half (50%) in February was succeeded by a consistent upward trend, reaching nine-tenth (90%) in March, slightly above nine-tenth (93%) in April, and peaking just below full achievement (94%) in May.

TRENDS ANALYSIS

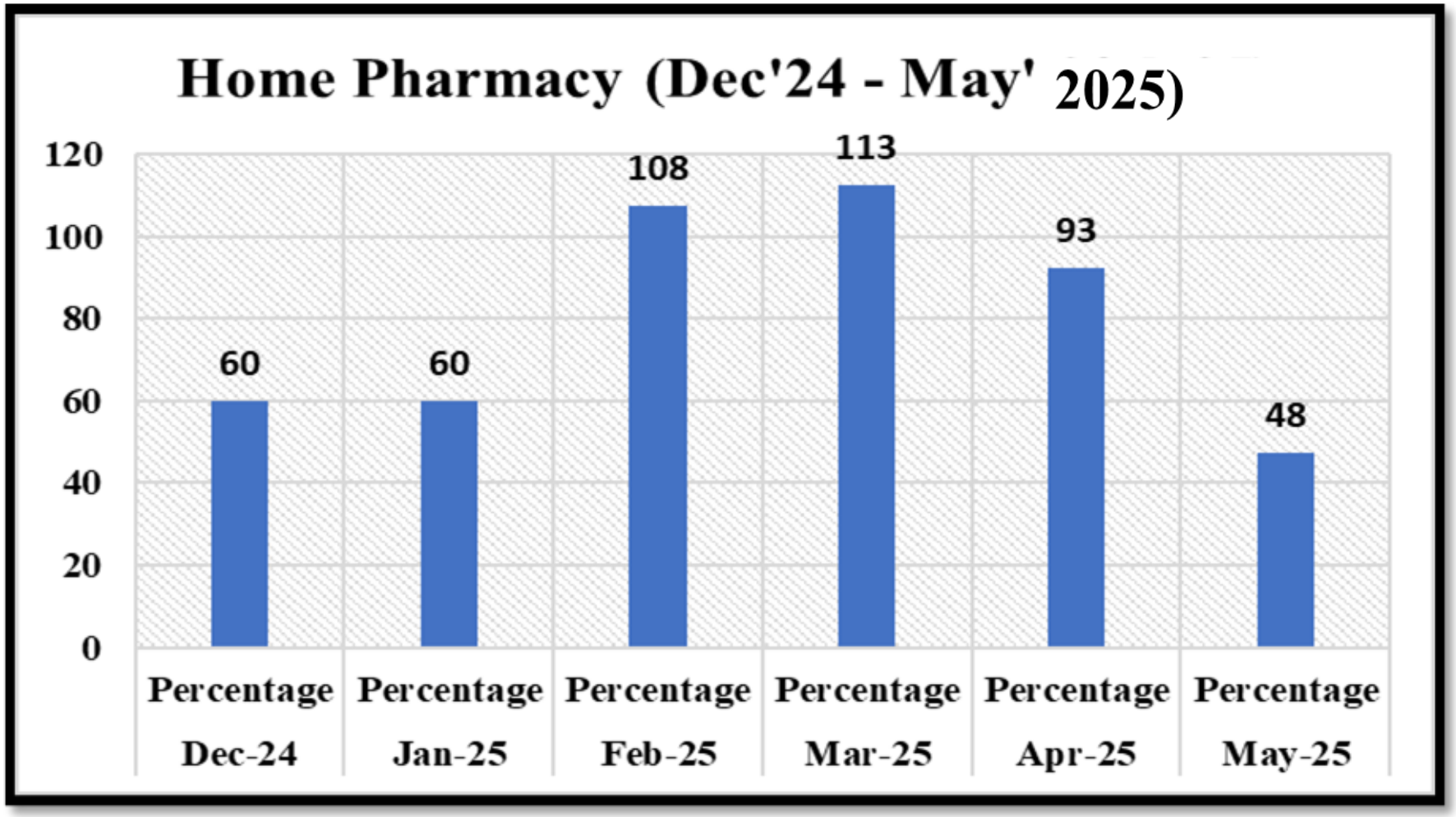


Figure exhibits that Home Pharmacy services maintained three-fifth (60%) target achievement in December and January. The service then exceeded expectations, crossing full target with 108% in February and 113% in March. This was followed by a decline to slightly below full (93%) in April and further down to nearly half (48%) in May.

Qualitative Inquiry Checklist

Inquiry Area	Sample Questions
Pitching Consistency	Do CREs consistently pitch services to patients during discharge or consultation?
Patient Awareness	Are patients aware of all the available homecare services?
CRE Motivation	What factors influence **CRE** motivation and ownership of the process?
Lead Follow-Up and Tracking	Are there any common challlenge CREs face in tracking homecare leads?
Operational Delays	What operational constraints lead to patient drop-offs?

QUALITATIVE FINDINGS

- **Statements from Customer Relation Executives (CRE's)**

  - *- "We often do not get enough time during discharge or OPD flow to explain all homecare services in detail, so patients leave unaware of many offerings."* **- Shruthi (CRE)**

  - *- "Follow-ups sometimes get delayed because we don't have a proper digital reminder system. We track leads manually, and that can lead to missed conversions."* – **Stephan (CRE)**

  - *- "Some parents ask us to wait until their paediatrician confirms the need for the service—even if they were initially interested—so we're dependent on the doctor's reinforcement too."* – **Shonu (CRE)**

  - *- "When we used the newborn due-service sheet, it became easier to know whom to call and what exactly to pitch. Before that, we were working blind most of the time."* – **Ranjitha (CRE)**

QUALITATIVE FINDINGS

- **Statements from the Consultants**
- **Dr. Shashidhar**

- *- "From my experience, parents are often interested in homecare services like vaccination or nursing at the time of discharge, but unless there is a timely reminder or structured follow-up, many of these leads do not convert."*
- *- "I have noticed that aligning home vaccination pitches with clinical milestones such as the 6th or 10th-week vaccinations significantly improves acceptance among families but family prefer to visit doctor in person for that trust and comfort level."*

- **Dr. Seema**

- *- "In my interactions, I've found that caregivers often hesitate to opt for home ear piercing or nursing, not because of clinical concerns but due to psychological discomfort or a perception that such services are safer within the hospital."*
- *- "If consultants like us proactively counsel families about the credibility and convenience of homecare services during consultations, it can greatly influence the parents but as their consultants we can only recommend them not force them."*

KEY FINDINGS

- **Proactive CREs** on some floors integrated service pitching effectively into discharge and consultation workflows.
- Inconsistent pitching practices observed across different floors, especially for **non-urgent services**.
- Many patients and attendants were **unaware of services** beyond lab collection, such as nursing or pharmacy delivery.
- Patients **appreciated the convenience of homecare services** once informed, but conversion remained low.
- **Unstructured follow-up** processes and irregular MIS usage led to lost leads and inaccurate data reflection.
- CREs who received regular updates and **recognition showed higher motivation and ownership** in follow-up efforts.
- Operational delays, like **unavailable slots or delayed callbacks**, impacted timely service delivery.
- Home Lab Collection maintained steady demand due to its established presence.
- Where posters or flyers were available, **spontaneous patient inquiries increased**.
- **Lack of visibility materials** in some areas reduced awareness and engagement with homecare services.

KEY FINDINGS

- During targeted vaccination follow ups, the following reasons for decline were found from the customers who were pitched for home vaccinations

Reason for Decline	Percentage (%)
Prefer visiting paediatrician at hospital/clinic	28%
Cost higher than nearby clinics or independent providers	22%
Already got vaccinated during regular paediatric visit	14%
Missed the follow-up call or did not recall booking	12%
Doctor did not specifically recommend home vaccination	10%
Switched to government immunization centres	8%
Out of town during the vaccination due date	6%

DISCUSSIONS

- **Alignment with Prior Research:**
  - Echoes findings by *Rajasulochana et al. (2016)* and *Chatterjee et al. (2021)* on the growing preference for home-based care.
  - Reinforces *Kumar et al. (2020)* and *Basu et al. (2017)* on drop-offs due to weak follow-up and system gaps.
  - Supports *Pathak et al. (2022)* on leveraging immunization timelines (6th & 10th week) for outreach.
- **Novel Contributions:**
  - **Operational Tools:** Introduced tracking aids like newborn due-service sheets and MIS-based follow-ups.
  - **Frontline Perspective:** Integrated feedback from CREs and pediatricians to uncover process gaps.
  - **Data-Linked Behavioral Insights:** Triangulated MIS data with caregiver hesitancy and trust cues.
  - **Intra-Hospital Pitch Variations:** Identified inconsistency in pitching across teams, highlighting need for standardization.

CONCLUSION

- **Mixed-methods study revealed low conversion rates** in services like ear piercing and nursing, mainly due to caregiver hesitation, lack of structured follow-up.
- **Vaccination and lab services showed consistent performance**, especially when aligned with clinical schedules like the 6th and 10th week, pre and postnatal visits.
- **Operational tools like tracking sheets and newborn due-service lists** helped identify gaps, improve lead targeting, and empowered CREs to follow up more effectively.

- **RECOMMENDATIONS : -**
  - Pitch Follow up sheet
  - Ear piercing lead Sheet
  - Nurses training on allied home services
  - Follow up on new born report for encouraging homecare service usage
  - Encouraging consultants to recommend home sample collection.

THANK YOU!