

**Summer Training at
Wockhardt Hospitals,
Nagpur**

Self Consumption of Consumables Across Wockhardt Group

**By
Bhavana Methwani**

**Under the guidance of
Dr. Saurabh Kumar**

**MBA Hospital and Health Management
2015-2017**



**The IIHMR University, Jaipur
2016**

INSTITUTE OF HEALTH
MANAGEMENT RESEARCH

(WHO Collaborating Centre for District Health System Based on Primary Health Care)



TO WHOMSOEVER IT MAY CONCERN

This is to certify that **BHAVANA METHWANI**, student of MBA Hospital management, from The IIHMR University, Jaipur has undergone Summer Training Project at **Wockhardt Group of Hospitals, Nagpur** from **1st April to 31st May, 2016**.

The Candidate has successfully carried out the study designated to her during summer training and her approach to the study has been sincere, scientific and analytical. This training is in fulfillment of the course requirements.

I wish her success in all her future endeavors.

A handwritten signature in blue ink, appearing to read 'Ashok Kaushik'.

Col (Dr.) Ashok Kaushik
Dean, Academics and Student Affairs
The IIHMR University, Jaipur

A handwritten signature in blue ink, appearing to read 'Saurabh Kumar'.

Dr. Saurabh Kumar
Associate Professor
The IIHMR University, Jaipur



May 31, 2016

TO WHOM SO EVER IT MAY CONCERN

This is to certify that **Ms. Bhavana Methwani** (Student of Indian Institute of Health Management Research, Jaipur) completed her Internship from 01/04/2016 to 31/05/2016.

Her topic during internship was "Study on Self Consumption of Consumables".

During her aforesaid tenure, she has been found to be extremely honest, regular and sincere.

For Wockhardt Hospitals Ltd.,


P. Santosh
Sr. Manager - Human Resources



WOCKHARDT HOSPITALS, NAGPUR

1643, North Ambazari Road, Nagpur - 440 033. Tel : (0712) 6624444, 6624100

Fax : (0712) 2261266 Website : www.wockhardthospitals.com

Registered Office Address :- Wockhardt Towers , BKC , Bandra (East) Mumbai 400051

CIN: U85100MH1991PLC063096

PREFACE

Summer training is an integral part of MBA-HM curriculum. As a part of the course, the students of first year are required to undergo summer placement at any reputed organization to get in depth exposure to various departments of the organization and understanding health care delivery system and its functions

The major objectives of summer internship are as follows

1. To understand and learn day to day operational management of a Hospital/Health Care organization and its service contents.
2. To identify issues/ problems with certain operational areas.
3. To acquire more knowledge on roles and responsibilities of the key players and the stakeholders in the hospital
4. To gain prospective in the function of various departments by interaction with the key stakeholders, policy makers, academicians and researchers
5. To work on a project assigned by the summer training organization

ACKNOWLEDGMENT

The internship opportunity I had with Wockhardt Group of Hospitals, was a great chance for learning and professional development.

I feel deeply privileged in expressing our deep sense of gratitude to Dr. Anupam Verma (President), Dr. Clive Fernandes' (Clinical Director), Dr. Sujatha .K (Centre Head, Nagpur) Wockhardt Group of Hospitals, for their expert guidance and encouragements which helped in the process of making this report. Without their support exploring such a vast organization could not have been possible.

I would like to express my deepest gratitude to Mr. Ashish Singh, Mr. Amit Mukherjee, Mr. Nitin Somalkar, Dr. Tushar Gawad and Dr. Rajesh Gade for giving me this project and for their guidance and help throughout the work.

I am also grateful to all the department heads and staff for giving me time in spite for their hectic schedule. Without their active cooperation and participation it would not have been possible to accomplish my task

I am also thankful to my mentor Respected Dr. Saurabh Banerjee [Associate Professor] who always guided and encouraged me throughout my Summer Training period and without his kind support my projects would not have been completed.

Sincerely,

Dr. Bhavana Methwani

Table of Contents

Preface

Acknowledgements

1. Organizational Profile

1.1 Vision

1.2 Mission

1.3 History

1.4 Core specialities

1.5 Departmental Services

2. Specific Project

To analyze the self-consumption policy presently in vogue

2.1 Introduction

2.2 Rationale of the study

2.3 Objectives

2.4 Methodology

2.5 Inclusions and Exclusions

2.6 Process Mapping

2.7 Data Analysis and interpretation

2.7.1 Unit wise uncommon self-consumed consumables
with their justifications

2.7.2 Unit wise common self-consumed consumables

2.7.3 Unit wise costing analysis of the self-consumed
consumables.

2.7.4 Interpretation

2.7.5 Findings

2.7.6 Recommendation

References

Annexures

List of abbreviations

1. ORGANIZATIONAL PROFILE

The Institution

Wockhardt Hospital's existence is the result of a 40-year tradition of caring and innovation nurtured by Wockhardt Ltd, India's 5th largest Pharmaceutical and Healthcare company with a presence in 20 countries across the globe.

Within a short period since its inception, Wockhardt Hospitals has become a leading health service provider with its strong presence in the western parts of the country i.e. Mumbai, Nagpur, Rajkot, Nasik, Goa and Surat. This group of 9 hospitals fulfills the need of the community in its chosen field of super speciality like Cardiology, Orthopedics, Neurology, Gastroenterology, Urology, Aesthetics and Minimal Access Surgery.

We follow process driven quality systems that adhere to international standards of clinical care, safe environment, infection control and respect for patient rights & privacy. With state of the art multi-disciplinary capabilities and world-class infrastructure and technology, we enrich the quality of life of every patient in a caring and nurturing environment and greatest respect for human dignity and life.

Many of the Wockhardt group of hospitals has accreditation of the NABH (National Accreditation Board of Hospitals & Healthcare), the highest and the most stringent quality standards institution in India and the National authority in healthcare accreditation. To meet these standards the hospital needs to have a quality driven approach right from the patient registration, admission, pre-surgery & post-surgery protocols, discharge from the hospitals to follow ups after discharge.

In pursuance of its vision to establish state-of-the-art medical facilities in India along with a high degree of clinical excellence, we have entered into strategic alliances with Partners Medical International, USA, whereby Wockhardt has

access to Harvard's expertise and experience in the fields of surgery and other Medicare services.

Partners Medical International (a non-profit organization) serves as a catalyst in bringing together healthcare professionals from around the globe towards improving the delivery of healthcare through education and implementing its vision that every citizen of the world should have access to quality healthcare in their own country. Today, Harvard Medical International has selective collaborations with medical communities, Wockhardt hospitals being one of them.

Wockhardt group of hospitals in India is a preferred destination for patients from Europe, USA, Africa, Middle East and South Asia. Most of the doctors/surgeons have been trained or worked extensively at some of the best medical institutions in US, Europe and other advanced countries.

MISSION AND VISION

We at Wockhardt Hospitals believe that the core values of excellence, respect, teamwork, integrity and caring are essential for the wellbeing of our staff and our patients and this is evident in the vision and mission of our hospitals.

1.1 VISION

"Wockhardt Hospitals will strive with excellence to fulfill the needs of the community in its chosen field of medical treatment"

Because of our emphasis on high teamwork we bring together all the necessary disciplines and skills from the many resources of our organization to serve our **patients better and attempt to set the Wockhardt Care in a league of its own.**

1.2 MISSION

"To serve and enrich the quality of life of patients suffering from diseases, through the efficient deployment of technology and human expertise, in a caring and nurturing environment with the greatest respect for human dignity and life."

Wockhardt Hospitals believe in setting the best practice standards in our services, continuously improving performance and exceeding the expectations of our patients as well as their families. We believe in building and maintaining long-

term patient relationships, so as to become an essential resource for their wellbeing. We believe in:

- Training and developing the best human resource as the key to deliver superior patient service.
- Consistently investing in technology and infrastructure to match international benchmarks.
- Leading the development of professional standards in Healthcare Management.
- Continuously educating the community about the prevention of cardiac disorders.

1.3 HISTORY

Wockhardt Hospitals was incorporated on 28 August 1991 under the Companies Act, 1956 as a public limited company. The Company was originally named **First Hospitals and Heart Institute Limited**. On 11 September 2000 the name was changed to Wockhardt Health Sciences Limited and subsequently on 19 October 2000 the name was changed to **Wockhardt Hospitals Limited**.

Wockhardt Hospitals are one of the tertiary care, super specialty healthcare networks in India offering healthcare services. The chain of hospitals is owned by the parent company Wockhardt Ltd., India's 5th largest Pharmaceutical and Healthcare company with a presence in 20 countries across the globe. Wockhardt hospitals, originally called First hospitals and Heart Institute, were one of the early movers among corporate health-care chains in India. The company was established in 1989 and it started its first operations with a medical center in Kolkata, 1989 and a heart hospital in Bangalore two years later. Today the company has its presence across India with 9 multi-speciality hospital networks.

NAGPUR 1

Wockhardt Super Speciality Hospital, Nagpur was founded in 2007 on the basis of two decades of experience in high-end Super Speciality care, Wockhardt Super Speciality Hospital, Nagpur was established as fitting symbol of befitting the trust of the people of Central India, which has ensured that the already existent cardiac hospital at Nagpur crosses expectations thereby facilitating accreditation with NABH.

The citizens of Central India can now avail of Super Speciality medical care in the areas of Neurology, Neurosurgery, Orthopedics, Minimal Access Surgery and Critical Care, along with the services in the fields of Urology, Nephrology, Surgical Oncology, Endocrinology, Gynecology, Pediatrics, Emergency Care and Preventive Healthcare already available in Nagpur.

Wockhardt Super Speciality Hospital, Nagpur is the preferred healthcare destination for patients in areas such as Akola, Amravati and from the neighboring states of Chhattisgarh and Madhya Pradesh.

NAGPUR 2

Wockhardt Heart Hospital, Nagpur inaugurated in 2004, has the privilege of being the first hospital in the city to perform Angiography by the Radial method. It has a full-time expert team of cardiologists and cardio-surgeons to drive its cardiac services. A round-the-clock ICU ensures timely care in cardiac emergencies. It is supported by skilled and qualified nurses and advanced technology. Geared with 50 beds, two Cardiothoracic Operation Theatres, a Cardiac Catheterization Lab and a Dedicated Cardiac Ambulance, it also has a 24-Hour Emergency Heart line. All these services are supported strongly by advanced technology. The Lab comprises of the Philips Integris HM2000 with C-arm geometry, HF generators, High Resolution II/TV system, Digital Imaging System, and a CD recording system. The system is very well-suited for high resolution angiographies. With its heavy-duty tube, it is a work horse for angioplasties stenting procedures and other interventional vascular procedures.

Wockhardt Heart Hospital, Nagpur is the preferred healthcare destination for patients in areas such as Akola, Amravati and from the neighboring states of Chhattisgarh and Madhya Pradesh.

Key Statistics

Located in the heart of the city, Wockhardt Super Specialty Hospital, Nagpur is equipped with:

- 118 patient beds (33 for Critical Care)
- A dedicated AHU system and laminar flow assembly
- Backed up 10 bedded SICU
- State of the art OT (4 nos.)
- Complete Karl Storz Laparoscopy system with 3 chip high resolution camera processor system for Minimal invasive procedures.

- Carl Zeiss HD Neuro microscope system with Neuro endoscopy system for Minimal invasive spinal surgeries.
- CUSA & dedicated Bipolar Cauterization system to have precision during electro-surgical cutting & coagulation & tumor breakage & aspiration.
- Stryker make 2 nos. of Ortho surgical system for taking all kind Ortho surgical procedures
- Navigation system to have better & faster planning of joint replacement procedures.

Located in the heart of the city, Wockhardt Heart Hospital, Nagpur is equipped with:

- 50 patient beds (12 ICU and 5 SICU)
- Cardiac Catheterization Lab
- Dedicated Cardiac Ambulance and 24 Hour Emergency Heartline
- Multi-axial ceiling mounted interventional radiology system for diagnostic and therapeutic procedures in vascular management cases
- DSA, Stent boost and X-ray Dose monitoring (for enhanced image quality) leading to least dose administration to patient
- IVUS and FFR facility for accuracy in identification of vessel blockage
- State-of-the-art operation theatres managed by a dedicated AHU system and laminar flow assembly for organism-free ambient conditions
- High-end OT table, anaesthesia machine (both gas & electric driven assembly), LED OT lights, ESUs, Ceiling mounted pendent, Pacemaker, IABP machine
- Backed up 7 bedded SICU equipped with all necessities to manage Cardiac surgery patient.

1.4 CORE SPECIALITIES

Heart Care

Wockhardt hospitals houses heart rehabilitation programs, interventional cardiac procedures, cardiothoracic surgery procedures, paediatric cardio-surgery, emergency heart attack care many more heart care medical services and offerings.

Bone & Joint Care

Total knee replacement, total hip replacement, paediatric, orthopaedics, sports medicine, orthopaedics oncology, etc.

Brain & Spine Care

Non-surgical neurological services like management of headaches, dementia, infections, stroke and rehabilitation, Parkinson's disease, Alzheimer's disease, etc. Surgical services include microsurgery for brain, spinal tumor, endoscopic brain surgery, brain surgery for epilepsy, spine trauma, etc.

Digestive Care the Department of Surgical Gastroenterology at Wockhardt Hospitals offers wide variety of diagnostic & therapeutic procedures for all diseases related to gastrointestinal tract, liver and pancreas.

Urology & Nephrology

Surgical subspecialty that tackles diseases involving the male and female urinary tract, the male reproductive system, and the female pelvic floor.

Aesthetic Care

Wockhardt Institute of Aesthetics, a branch of cosmetic surgery treatments of Wockhardt Hospitals, offers affordable plastic surgery. Some of the offerings are: face procedures including browplasty (brow lift), blepharoplasty (eyelid surgery), rhinoplasty (nose job), rhytidectomy (facelift), Botox, alloplastic augmentation (facial implants), hair transplant, etc. Body contouring treatments like liposuction, abdominoplasty, vaginoplasty (also known as v-tuck, a procedure to tighten vaginal muscles).

Gynecology & Obstetrics

Provides investigative, treatment and emergency services for a whole range of obstetric and gynecological conditions.

Oncology

At Wockhardt Hospitals, our physicians bring the power and resources of a world-class network to help patients fighting cancer. The latest pharmaceuticals and leading technologies are all employed help win over cancer.

Internal Medicine

The department of Internal Medicine at Wockhardt Hospitals is a group of specialist doctors and allied health staff who are dedicated in providing patient-centered, evidence-based medical care in a clinical environment supported by latest pharmaceuticals and leading technologies.

1.5 DEPARTMENTAL SERVICES

1. Out- Patient Department

2. In- Patient Department

3. Emergency

4. Operation Theatre

5. Catheterization Lab

6. CSSD

7. Radiology Department

8. Laboratory

9. Physiotherapy and Rehabilitation centre

10. Medical record department

11. Food and Beverages

12. Stores

13. Housekeeping

14. Laundry and linen

15. Pharmacy

16. Dialysis department

17. Mortuary

18. Security services

19. Billing and Finance

20. Maintenance Department



PROJECT REPORT

Self - Consumption of Consumables

Across

Wockhardt Group of Hospitals

Project Guide

Mr. Ashish Singh

(Head of Materials, Head Office, BKC)

2.1 Introduction

What is consumption of consumables?

- The process in which the consumables are completely used in either surgical or non-surgical procedures by clinical, non-clinical and paramedical associates.
- For a complete consumption of a consumable it is necessary that there should not be any mismatch between physical item and Hospital Information System

What is Self-Consumption?

- Self-consumption in hospitals is a type of consumption in which consumables are consumed by the staff and cannot be charged to the patient. Example: Stationaries, non-sterile gloves, etc. Such type of consumption should be controlled or else it can cause major revenue loss in a hospital.

2.2 Rationale

Hence these items should be used cautiously, so as to control the revenue generation. If these items are overused or misused then hospital can incur revenue loss.

Units under Project

My project was for all the units of Wockhardt Group of hospitals. My base hospitals were Nagpur 1 and Nagpur 2.

1. South Bombay
2. North Bombay
3. Vashi
4. Nagpur 1
5. Nagpur 2
6. Surat
7. Rajkot
8. Nashik
9. Goa

Departments under Project

I chose 4 departments where most of the consumables are charged to the patient and most of the consumables in the hospitals are used in these departments

1. Wards
2. Catheterization Lab
3. Emergency
4. Operation Theatre

Aim

To Analyze the Self-Consumption Policy Presently In Vogue, Check Its Adherence And Also Provide Recommendation to Stream Line the Policy and Help to Avoid Unnecessary Revenue Leaks

2.3 Objectives

- To find out the uncommon /infrequent items which should not be included in the self-consumption.
- To identify the common pattern of self-consumption of consumables across group.
- To establish a comprehensive, factual, annually updated cost effective common list of self-consumption of consumables.
- To identify the opportunity loss of the materials that should have included in the bills of a patient.

2.4 Research Methodology

- **Study Area:** Wockhardt Group Of Hospitals
- **Study Duration :** 1st April 2016 - 31st may 2016
- **Sample Size :** All Self Consumed materials from April 2015 to March 2016 of Wockhardt Group Of Hospitals
- **Type of study:** Prospective And Retrospective study
- **Data collection Technique:**

Primary Data Source: By telephonic interview & observation

Secondary Data Source: Hospital information system

2.5 Inclusions

Collection of information, opinion directly from Purchase Managers of all the units i.e. SOBO, NOBO, Vashi, Nagpur 1, Nagpur 2, Rajkot, Surat, Nashik through informal interview/discussion

Exclusion

Data for NOBO from April 2015 to January 2016 could not be made available due to software update.

2.6 Process Mapping

Process Mapping is different for different items i.e. low value and high value items.

For In Stock Low value items item requirement is made in the system and if the material is not adequate in the store then item modification is done by the store. Then item is indented by the store In Charge and at the same time, item validation is done. Then material reaches the department and from there material is used by the patient directly or indirectly.

For Non Stock Low Value Item procedure is same but as the material is not available in the store so purchase order is places by the purchase head and ten the material is indented

For high value item the material goes either in Opex or Capex.

CAPEX

- Requirement comes from the department
- Requirement is sent to the head office for the approval
- Budget approval is given
- Quotation is made
- Managing Director's approval is needed
- Order is placed by the purchase head
- Item is received in the stores
- Indented by the dept.

OPEX

- Requirement comes from the department
- Requirement is sent to operations manager for the approval
- Purchase manager places the order after approval
- Item reaches store
- Item is indented by the department.

2.7) Analysis and interpretation

2.7.1) Unit wise uncommon self-consumed consumables

These are the some of the uncommon items across group which should not have been present in the self – consumption list. As the list is very large I could not include each and every item in the report. As an example that how I proceeded with my analysis, I have added a screenshot of SoBo to show that

1) South Mumbai



SL.NO	Item ID	Item Description	Department	Date	QTY	CoSt Price	cost pri
1		Aortic Cannulae Flexible 24F Edwards AAS024TFA	OT	10/31/2015 21:27	1	1842.75	1842.75
			OT	11/1/2015 11:13	1	1842.75	1842.75
2		Aortic Punch 2.7 B.L.	OT	7/21/2015 15:25	1	2396.25	2396.25
			OT	8/28/2015 20:06	1	2396.25	2396.25
			OT	10/27/2015 17:46	2	2396.25	4792.5
			OT	12/30/2015 21:56	3	2396.25	7188.75
3		Aortic Punch 4.0mm B.L.	OT	7/21/2015 15:25	1	2529.7965	2529.797
			OT	9/30/2015 20:22	1	2529.7965	2529.797
			OT	10/27/2015 17:46	2	2396.25	4792.5
			OT	12/30/2015 21:56	3	2396.25	7188.75
4		Aortic Root Cannula 14G Medtronic 10014	OT	1/31/2016 15:29	1	1099.35	1099.35
5		Aortic Root Cannula 18G L-2.5" Medtronic 10218	OT	1/31/2016 15:29	2	1381.8	2763.6
6		Arterial Cannula Metal Tip 20F Medtronic 80320	OT	10/27/2015 17:46	1	2194.5	2194.5
			OT	10/31/2015 21:27	2	4288.5	8577
			OT	11/1/2015 11:13	2	2094	4188
			OT	1/31/2016 15:29	1	2198.7	2198.7
7		Arterial Cannula Metal Tip 22F Medtronic 80322	OT	7/21/2015 15:25	1	2094	2094
			OT	9/30/2015 20:22	1	2194.5	2194.5
			OT	10/27/2015 17:46	2	2194.5	4389
			OT	12/30/2015 21:56	1	2094	2094
			OT	1/31/2016 15:29	1	2198.7	2198.7
8		Arterial Cannula Metal Tip 24F Medtronic 80324	OT	10/27/2015 17:46	1	2198.7	2198.7
			OT	12/30/2015 21:56	1	2198.7	2198.7
9		Arterial Cannula One Piece Elongated Vented 18F Medtronic 77618	OT	8/28/2015 20:06	1	4211.55	4211.55
			OT	10/27/2015 17:46	1	4011	4011
			OT	12/30/2015 21:56	2	4011	8022

Total Chargeable Self Consumed items – 255

OT- 96

Wards- 95

Emergency- 44

Cath Lab- 20

2) Nagpur 1



OT- 9

Wards- 5

Emergency- nil

Cath lab-3

3) Nagpur 2



OT- 32

Wards-29

Emergency- 85

Cath Lab-3

4) Nashik



OT- 15

Wards- 9

Emergency- 29

Cath Lab- nil

5) Rajkot



OT- 23

Wards- 19

Emergency- 13

Cath Lab- 8

6) North Bombay



OT- 35

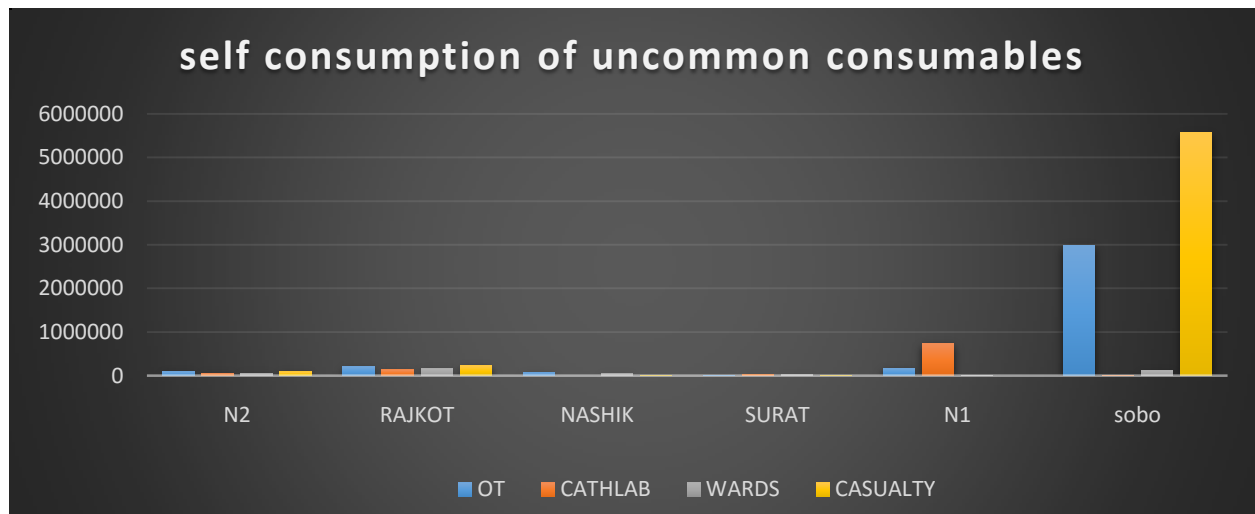
Wards- nil

Emergency- nil

Cath Lab- 6

Self - Consumption of UNCOMMON CONSUMABLES from march 2015 to march 2016

	OT	CATHLAB	WARDS	CASUALTY	Total	Percentage
N2	92481	57546	52182	91622	293831	3
RAJKOT	206429	134620	153230	226336	720615	7
NASHIK	68245	nil	44710	2289	115244	1.1
SURAT	8519	20180	23509	263	52471	0.5
N1	170366	737055	9251	NIL	916672	8.5
sobo	2994799	10345	115700	5564797	8685641	81
					10784474	



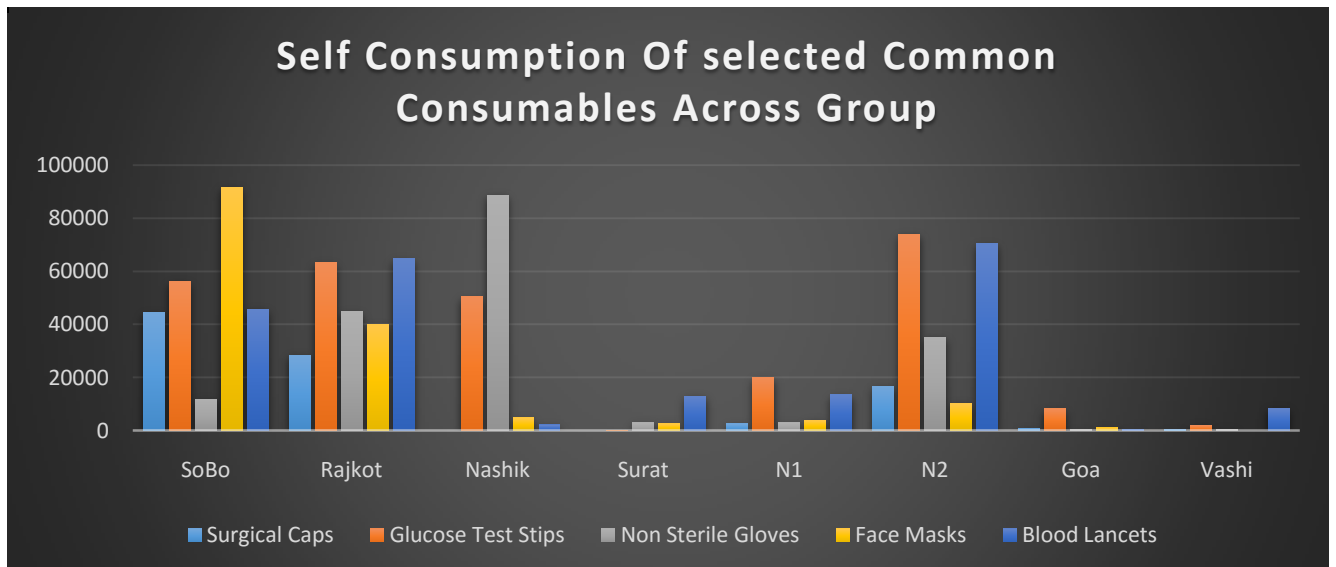
2.7.2) Unit wise Common self - consumed Consumables

As the list is too large to be summoned here, I have shown some of the items which were common along with the quantity.

common cath lab consumables	sobo	rajkot	surat	nashik	goa	n1	n2
Acetone 400ml	1						
ADHESIVE DRAPE 56CMX45CM IOBAN 6650		4					
Alcohol Swabs	340						
AMBU BAG SET SILICONE ADULT ROMSON		2					
Apron belt-Kiran	2						
Apron Coat 100cm Large ultralite burgundy color-Kiran	3						
Apron Disp	42						
Bacillocid Special 500MI		118	29		2	21	7
Bacilloi 25% 250MI	92	128	14	30	7	6	
BACTORUB HAND RUB 100 ML R&W						5	
Bactorub Hand Rub 500 MI R&W						36	50
BLOOD LANCET ACCUCHECK	53		10				
Bolister with Rexine Cover 21"x22"x4"	2						
CHG HANDRUB 3M		54721					
CHG HANDRUB 100ML 3M						15	5
Chg Handrub 500MI 3M	47		21000	23	6	63	15
CIDEX OPA 5 LTR		6		1			
Cidex Solution 5 Ltr	1		24				
Cidezyme Solution 1 Ltr						1	
Cotton Absorbent I.P. 500Gm Net Wt	2					2	
CULTURE BOTTLE STERILE 30ML			5				
Durapore Tape 2	1						
Ecg Gel 250MI	7	42	15	3		10	
ECG GEL 250ML NATIONAL PHARMA 0		16					
Eco Shield 1Ltr	134						
ELASTIC ADHESIVE BANDAGE 10CMX1MTR DYNAPLAST					24		
ELASTIC ADHESIVE BANDAGE 10CMX4/6 MTR DYNAFIX 0		8					
Elastic Adhesive Bandage 10Cmx4/6Mtr 3M	22				2		
ELASTIC ADHESIVE BANDAGE 10CMX4/6MTR FLEXOBAND						157	
ELASTIC ADHESIVE BANDAGE 10CMX4/6MTR LEUKOBAND		444	114				
ELASTIC ADHESIVE BANDAGE 10CMX4/6MTR MEDIGRIP				46			
Elastic Adhesive Bandage 10Cmx4/6Mtr Neptoplast	133					142	69
Elastic Adhesive Tape 10Cm X 9 Mtr	1						
ETHER SOLVENT 500 ML	2		1				
Examination Gloves-Medium Nulife	4900						
Examination Gloves-Small Nulife	4600						

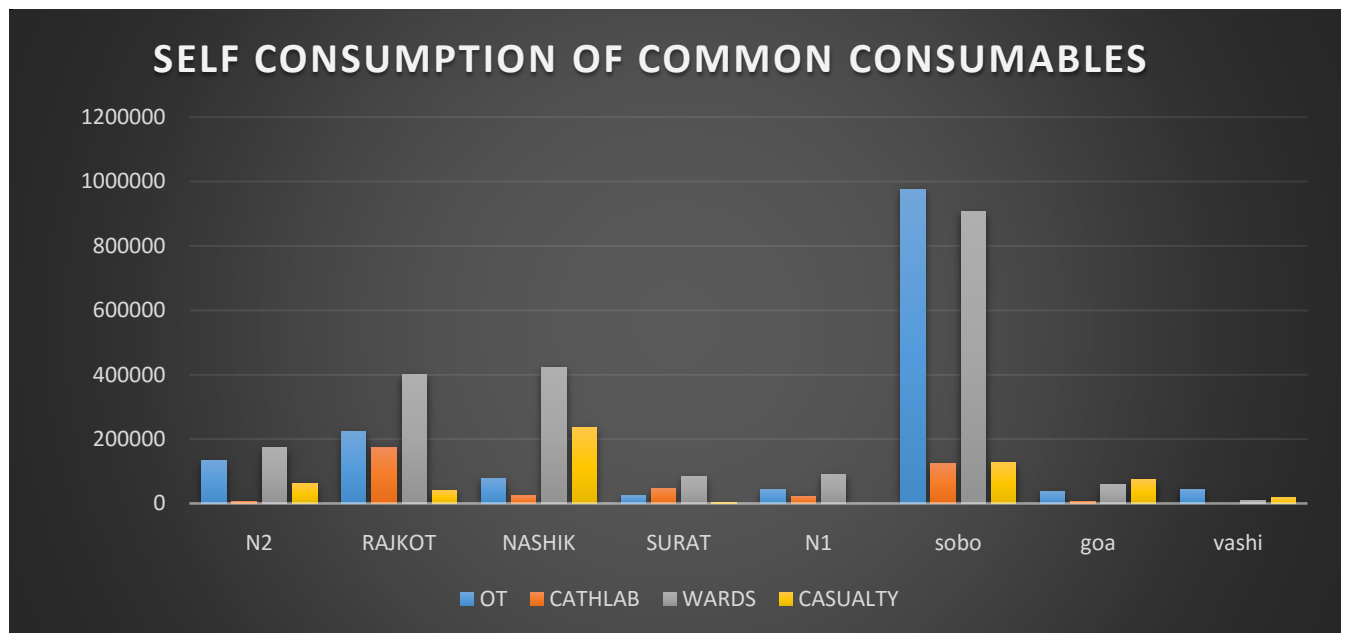
For my project I also selected some items which had been used excessively across group and compared them which needed attention in all the units.

	Surgical Caps	Glucose Test Stips	Non Sterile Gloves	Face Masks	Blood Lancets
SoBo	44446	56134	11900	91681	45853
Rajkot	28343	63216	44876	39841	64735
Nashik	0	50544	88700	4795	2152
Surat	0	30	3007	2697	12970
N1	2673	20041	2962	3935	13479
N2	16726	74139	35290	10251	70488
Goa	844	8275	500	1111	400
Vashi	503	2122	625	0	8450



SELF CONSUMPTION OF COMMON CONSUMABLES FROM MARCH 2015 TO MARCH 2016

	OT	CATHLAB	WARDS	CASUALTY	total	percentage
N2	132247	6887	173457	61615	374206	8
RAJKOT	222835	174073	400828	38443	836179	18
NASHIK	76016	23363	423518	234841	757738	16
SURAT	23960	45691	83746	3353	156750	3
N1	43583	22789	89658	nil	156030	3
sobo	976116	124411	907362	128029	2135918	46
goa	36306	6223	58127	72966	173622	4
vashi	43718		9099	17109	69926	2
					4660369	



SELF CONSUMPTION OF COMMON CONSUMABLES FROM MARCH 2015

TO MARCH 2016

	OT	CATHLAB	WARDS	CASUALTY	total	percentage
N2	132247	6887	173457	61615	374206	8
RAJKOT	222835	174073	400828	38443	836179	18
NASHIK	76016	23363	423518	234841	757738	16
SURAT	23960	45691	83746	3353	156750	3
N1	43583	22789	89658	nil	156030	3
sobo	976116	124411	907362	128029	2135918	46
goa	36306	6223	58127	72966	173622	4
vashi	43718		9099	17109	69926	2
					4660369	

OBSERVED Vs ACTUAL

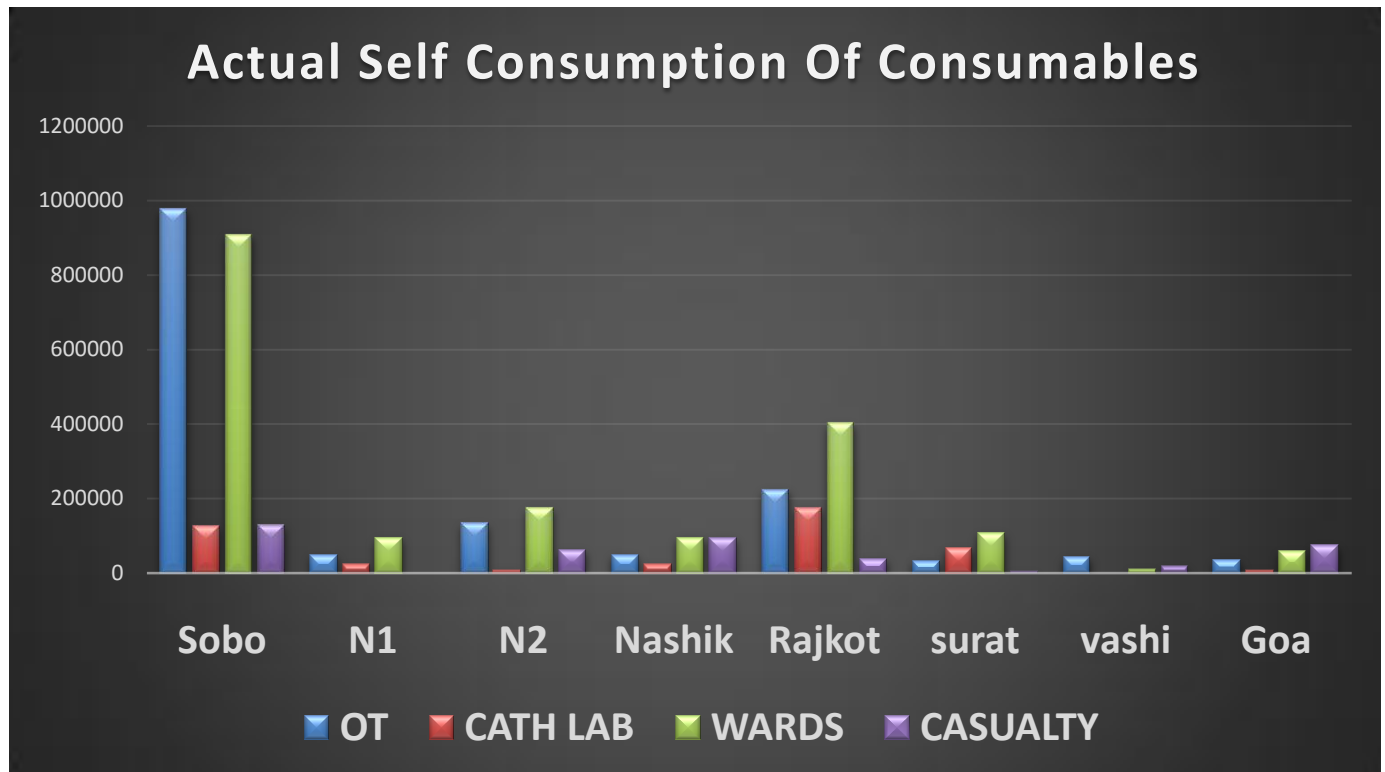
According to the observed data in self-consumption the total amount of self-consumption of consumables is appx 1.5 crores. Out of which 73% is from SoBo. But in actual total amount of self-consumption of consumables is approx. 42.25 lakhs.

Observed

Units	OT	Cath lab	Wards	Casualty	Total	Percentage
SoBo	3970915	134756	1023062	5692826	10821559	73.3
N1	213949	759844	98909	NIL	1072702	7.3
N2	224728	64433	225639	153237	668037	4.5
Nashik	144261	NIL	44710	2289	191260	1
Rajkot	429264	308693	554058	264779	1556794	11
Surat	32479	65871	107255	3616	209221	1.4
Vashi	43718	NIL	9099	17109	69926	0.5
Goa	36306	6223	58127	72966	173622	1.2
					15444843	

Actual

UNITS	OT	Cath Lab	Wards	Casualty	Total	Percentage
SoBo	976116	124411	907362	128029	2135918	12.17
N1	47610	22789	95140	nil	165539	0.9
N2	132247	6887	173457	61615	374206	2.13
Nashik	48248	22789	95140	94411	260588	0.14
Rajkot	222835	174073	400828	38443	836179	4.76
Surat	32479	65871	107255	3616	209221	1.19
Vashi	43718	NIL	9099	17109	69926	0.4
Goa	36306	6223	58127	72966	173622	1.0
					4225199	



2.7.4 INTERPRETATION

- 1) Pattern of self-consumption is almost same for the units in the group.
- 2) Ward self-consumption is highest for all the units followed by OT and Cath lab
- 3) SoBo has the highest self-consumption across group followed by Rajkot.
- 4) As Vashi, Goa, Surat, N1 are smaller units, they have comparatively less self consumed items.

2.7.5 Findings

Actual cost of self-consumed items is much less than the observed one because of the following reasons.

- 1) Partially charged items which are reusable are added in self- consumption
- 2) Items with Delayed IDs are added in self-consumption.
- 3) Various Items are included in packages. So the first is entered in consumption and then it is charged.
- 4) Due to special promotional events, permission was given to add the consumables in consumption
- 5) Consumables used in OPD are placed in self-consumption.
E.g. In casualty

2.7.6 Recommendations

- 1) Tracking System should be designed for partially charged items
- 2) IDs should be made as fast as possible to avoid delayed IDs
- 3) A policy should be designed for consumables in package, so that each consumable is issued to the patient and not consumed
- 4) For any promotional event, a separate cash bill should be made for consumables to avoid entering items in self-consumption.
- 5) Any consumable used in OPD should be billed through Pharmacy. Avoid consuming directly from OPD basis.
- 6) Quantity for common consumables should be defined, to avoid overconsumption of consumables

Common list of consumables designed for all the units

ACETONE 500ML	Distil Water 5 Ltr	MICROSHIELD HAND RUB
Apron Disp	Durapore Tape	MICROSHIELD HAND WASH
ASEPTO SYRINGE PUMP ROMSONS	Ecg Electrode Adult	Monkey Cap Disp
B.P. Apparatus Diamond	Ecg Gel 250ML	MULTI ENZYME CLEANER
Bacillocid Special 500ML	Eco Shield 1Ltr	REBREATHING BAG GREEN
BACILLOCID SPECIAL 500ML	ELASTIC ADHESIVE BANDAGE	Roller Bandages
Bacillol 25% 250ML	ETHER SOLVENT	Shoe Cover Disp.
Bactigrass 10Cm X 10Cm	Eusol 400 ML	SODA LIME
BACTORUB HAND RUB 100 ML R&W	Face Mask	Sodium Hypochloride
Bactorub Hand Rub 500 ML R&W	FORMALIN 5 LTR	SPIRIT DENATURE
Bb Silk 2 R826	FORMALIN TABLETS	SPIRIT Solution
BED PAN PLASTIC FEMALE	Gamjee Roll 10Cmx2Mtr	Sterillium
Bed Sheet Disp Adult 90Cm X 200Cm	GAUZE SWAB 10 cm x 10 cm x 8 ply	STETHOSCOPE ADULT MICROTONE
Blood Lancet Accucheck	Examination gloves non sterile	Surgical Cap Disp Female
CENTI SILK 2-0 CR826	Examination gloves sterile	Surgical Cap Disp Male
Chg Handrub	Glucose Test Strips For Blood Accucheck Performa	Thermal Paper
CIDEX OPA 5 LTR	GLUTAREX 5LTR 3M	THERMOMETER DIGITAL
Cidex Opa Test Strips [Pack Of 15]	GLYCERIN I.P. 400 ML	Thermometer Ordinary
Cidex Solution 5 Ltr	HEAD POSITIONER VITAL	TISSUE PAPER - ROLL
COTTON ABSORBENT	HEMODIALYSIS CONC SOLN BICARBONATE POTASSIUM	Tournique Belt
Cotton Ball 0.5Gm [Pack Of100]	Hole Guard	TOWEL DISPOSIBLE ANTI BACTERIAL
DIALYSIS FILTER FRESenius DIASAFE	HOT WATER BAG	TRANSDUCER PROTECTOR
WOKADINE SCRUB 7.5% 500 ML	HYDROGEN PEROXIDE	Transpore
WOKADINE SOLUTION	LOX JELLY Gel 2% 30 gram	URINE COLLECTION BAG ADULT ALPHA
WEIGHING MACHINE 0 TO 125KG	MICROPORE	VACUTAINERS
Wokadine Ointment 125 gram	Microshield 4 500ML	Warming Blanket Adult Bairhugger

Annexures

Questionnaire for all the purchase heads of all the units

- 1) Are there any high value items in your hospitals that are non-chargeable?
☐ yes ☐ no
- 2) Do you keep a track record of partially consumed consumables?
☐ yes ☐ no
- 3) Have you ever got delayed IDs because of which material was added in the self-consumption list and later got charged to the patient?
☐ yes ☐ no
- 4) Can you name some items that got delayed?
- 5) Is there any consumable in your hospital that requires tracking to control its consumption?
- 6) Are there any issues in your hospital regarding self-consumption which in future you would like to be worked on?
- 7) Do you agree that there should be a common list of self-consumption consumables across group?
- 8) Give some suggestions for the same.

Question 1) Are there any high value items in your hospitals that are non-chargeable?

43 % said yes

Question 2) Do you keep a track record of partially consumed consumables?

57% said yes

Question 3) Have you ever got delayed IDs because of which material was added in the self-consumption list and later got charged to the patient?

13% said yes

Question 4) Can you name some items that got delayed?

Peripheral stents

Question 5) Is there any consumable in your hospital that requires tracking to control its consumption?

X ray Films, Laboratory consumables, gloves, face masks, Glucose test strips

Question 6) Are there any issues in your hospital regarding self-consumption which in future you would like to be worked on?

Right now it's working on. Let's see what will be the outcome

Question 7) Do you agree that there should be a common list of self-consumption consumables across group?

100% said yes

References:

- 1) <http://www.delhi.gov.in/wps/wcm/connect/ffd1da004e336f25bb05fffc55cca0d2/List+of+Surgical.pdf?MOD=AJPERES&lmod=1113071551&CACHEID=ffd1da004e336f25bb05fffc55cca0d2>
- 2) <https://www.wockhardthospitals.com/>
- 3) <http://blog.au.logicalis.com/understanding-capex-vs-opex/>