

DISSERTATION

*TO STUDY AND ANALYSE, THE SOURCES AND CAUSES OF REVENUE LEAKAGE
DURING THE PATIENT JOURNEY AT BIRLA FERTILITY & IVF CENTRE SECTOR-14
GURGAON*

*Gunjan Raghav
Roll no. - 1292*

MBA- Hospital Management

CONTENTS

1	◆————◆	Introduction
2	◆————◆	Background
3	◆————◆	Aim & Objectives
4	◆————◆	Materials and Methodology
5	◆————◆	RCA- CAPA
6	◆————◆	Results
7	◆————◆	Impact of the study
8	◆————◆	Conclusion
9	◆————◆	References

INTRODUCTION



REVENUE LEAKAGE

Unexpected and unrecognised loss of revenue in a firm is known as revenue leakage.



INVITRO FERTILISATION

In vitro fertilisation (IVF) is a process of fertilisation where an egg is combined with sperm in vitro ("in glass").

BACKGROUND

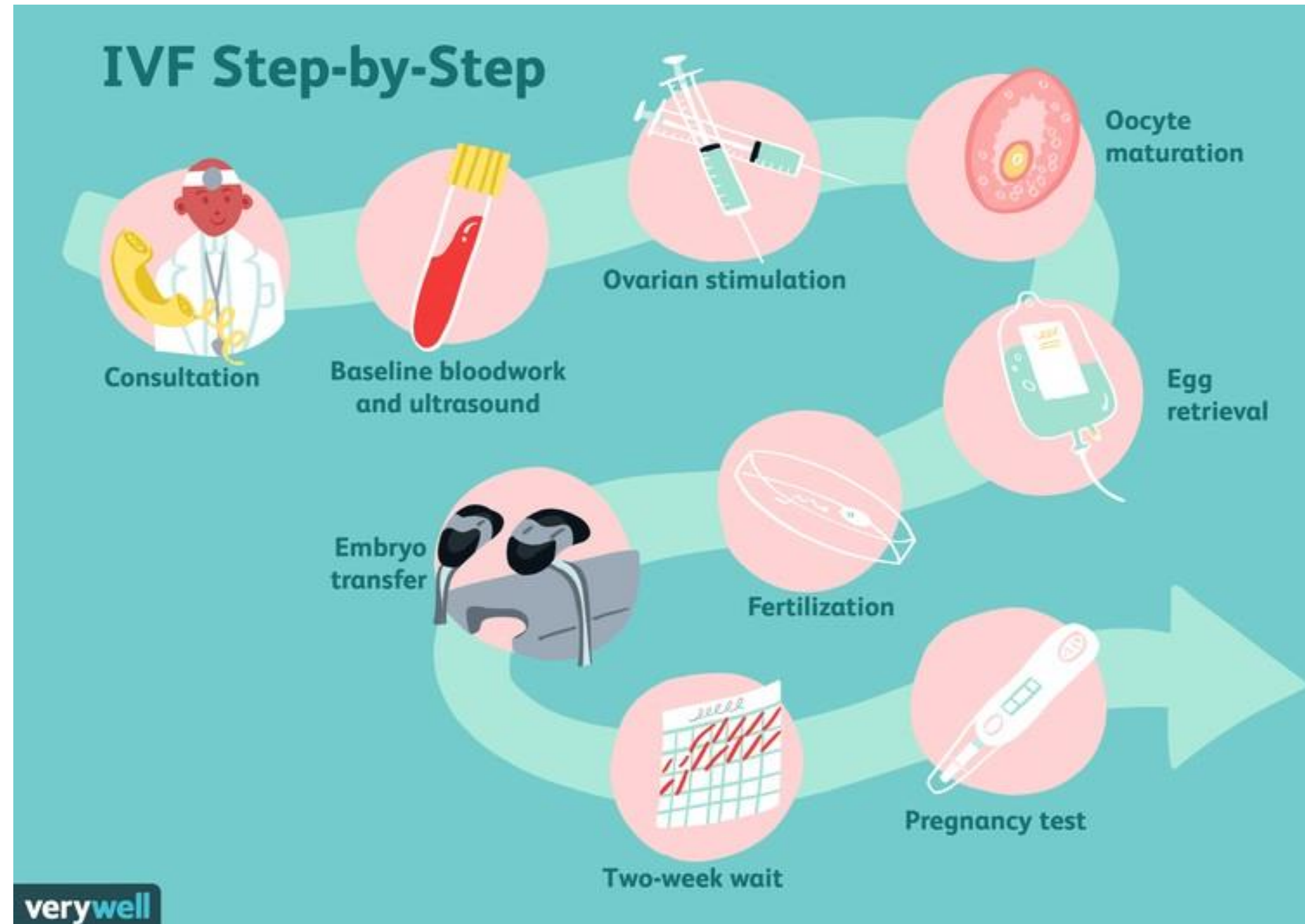
Regardless of the sector, revenue leakage amounts for up to five percent of realized EBITDA. Hence, Revenue leakage is significant since it leads to lost profits in the healthcare industry.

LEADING CAUSES OF HEALTHCARE REVENUE LEAKAGE

LOST OPPORTUNITIES



INVITRO FERTILISATION



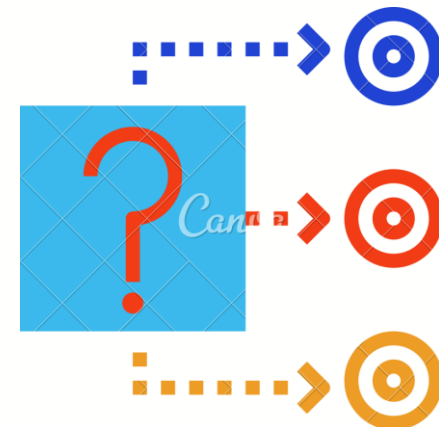
AIM OF THE STUDY

To identify the sources and causes of revenue leakages at the Birla Fertility & IVF centre and what are the probable ways to minimize them.

OBJECTIVES



To determine and analyse the sources of revenue leakage at Birla Fertility &IVF centre through a patient tracking system within 3 months of time.



To determine the causes of revenue leakage at Birla Fertility &IVF centre and suggest ways to minimize them.



To determine the average revenue per ovum pickup at Birla Fertility &IVF centre.

MATERIALS AND METHOD

STUDY SAMPLE: 175 PATIENTS

SAMPLING TECHNIQUES: SIMPLE RANDOM
SAMPLING

STUDY LOCATION: BIRLA FERTILITY & IVF, GURGAON

DURATION OF THE STUDY: 3 MONTHS (FROM 20TH FEBRUARY 2023- 19TH
MAY 2023)



METHODOLOGY



ROOT-CAUSE ANALYSIS

- Missed revenue
- Reduction in ARPU
- Low patient satisfaction
- Loss of opportunity
- Lesser patient facility awareness

REVENUE LEAKAGE

- No patient prescription monitoring
- No discounts proposed
- Lack of staff promptness
- Lack of visible signage
- Lack of patient guidance
- Underbilling

CORRECTIVE & PREVENTIVE ACTIONS

CORRECTIVE ACTIONS

- Training of the staff
- Discount proposition
- Prescription scanning and monitoring.

PREVENTIVE ACTIONS

- Prescription Audits
- Patient journey tracker
- Promptness of the staff.

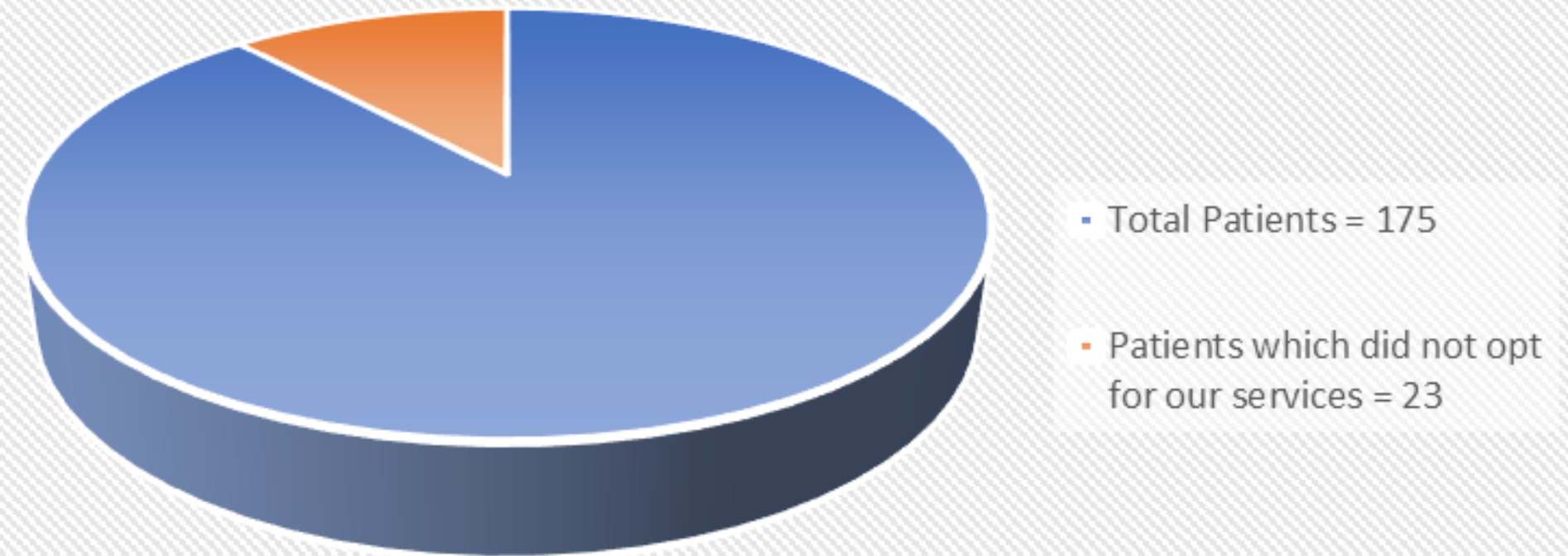
RESULTS

A SAMPLE SIZE OF 175 PATIENTS WAS TAKEN, EXCLUDING PATIENTS FROM THE FEEDER CENTRES.

When classified 175 patients, 133 were OPD patients and 42 were IPD patients.

Out of 175 patients, 23 patients were tracked who did not avail the in-house services and contributed revenue leakage.

Percentage of patients not opting our in-house services

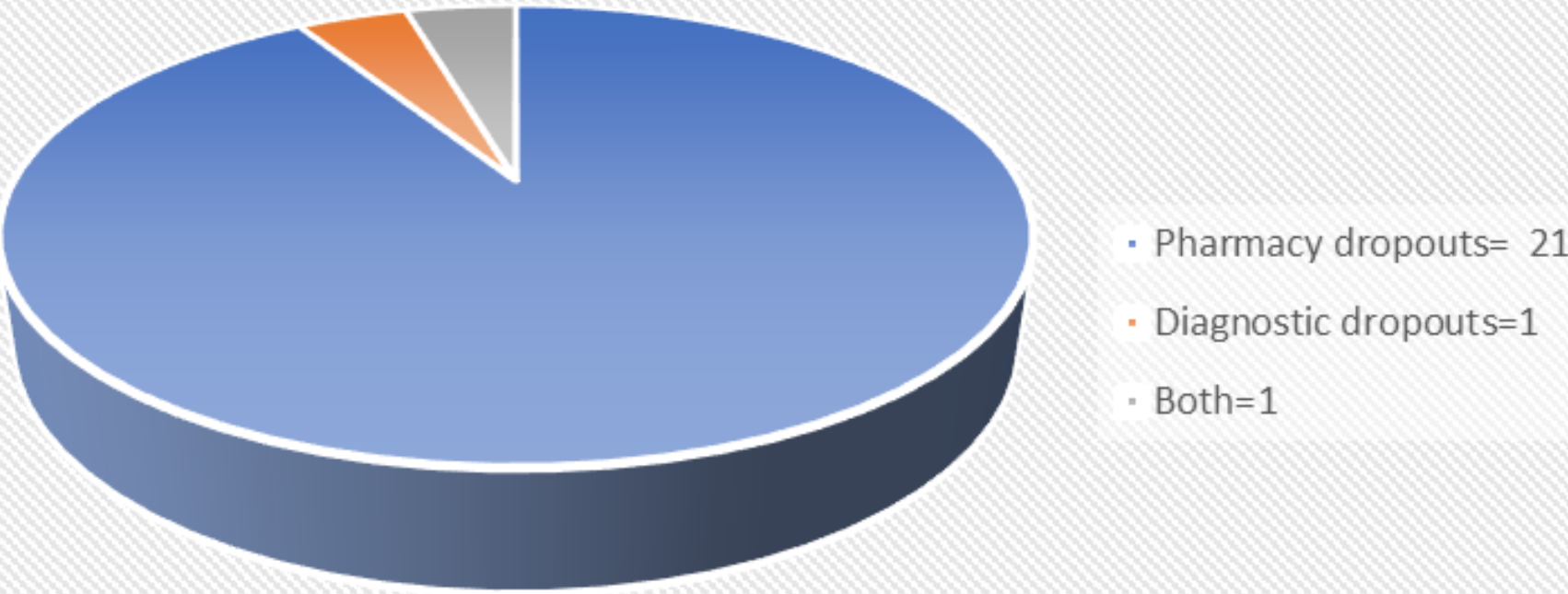


Out of these 23 patients who did not avail the in-house services, as per the source of revenue leakage- 1 patient did not avail diagnostic service, 21 patients did not avail pharmacy services and 1 patient combinedly did not avail both pharmacy and diagnostic services.

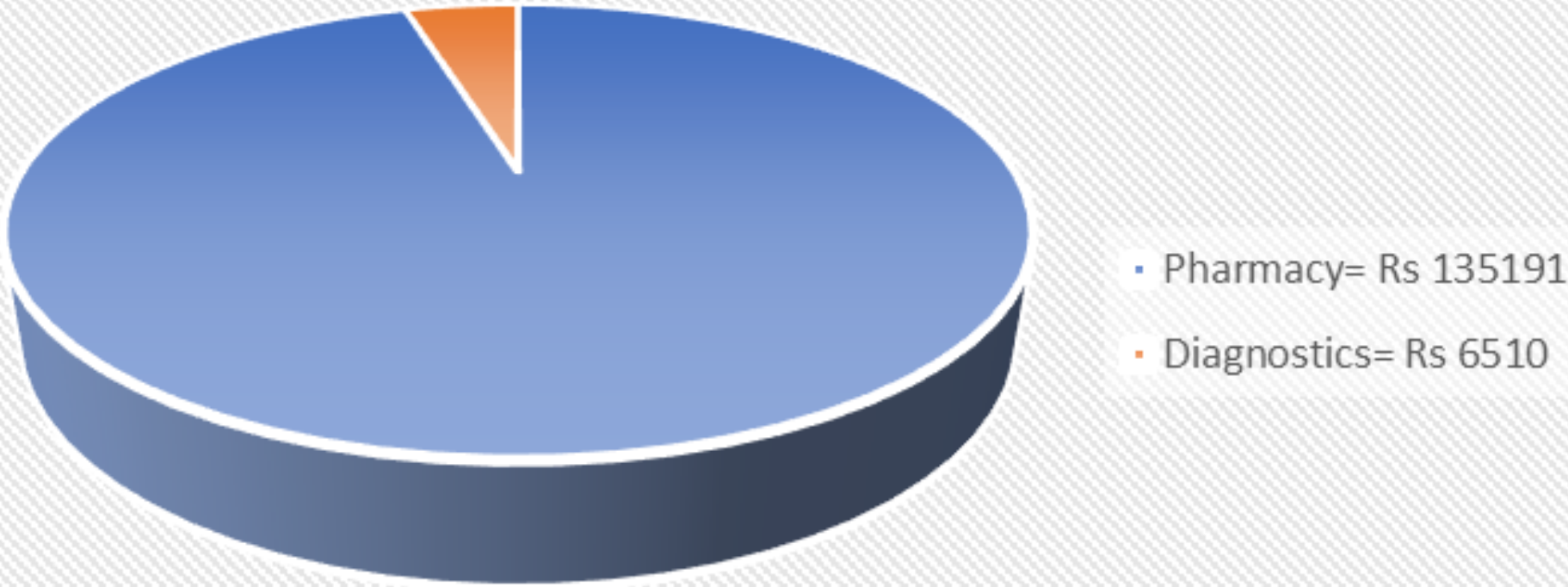
TOTAL REVENUE LOST WAS RS. 141701

Out of this revenue lost pharmacy's share was Rs. 135191 and Diagnostics contributed Rs. 6510.

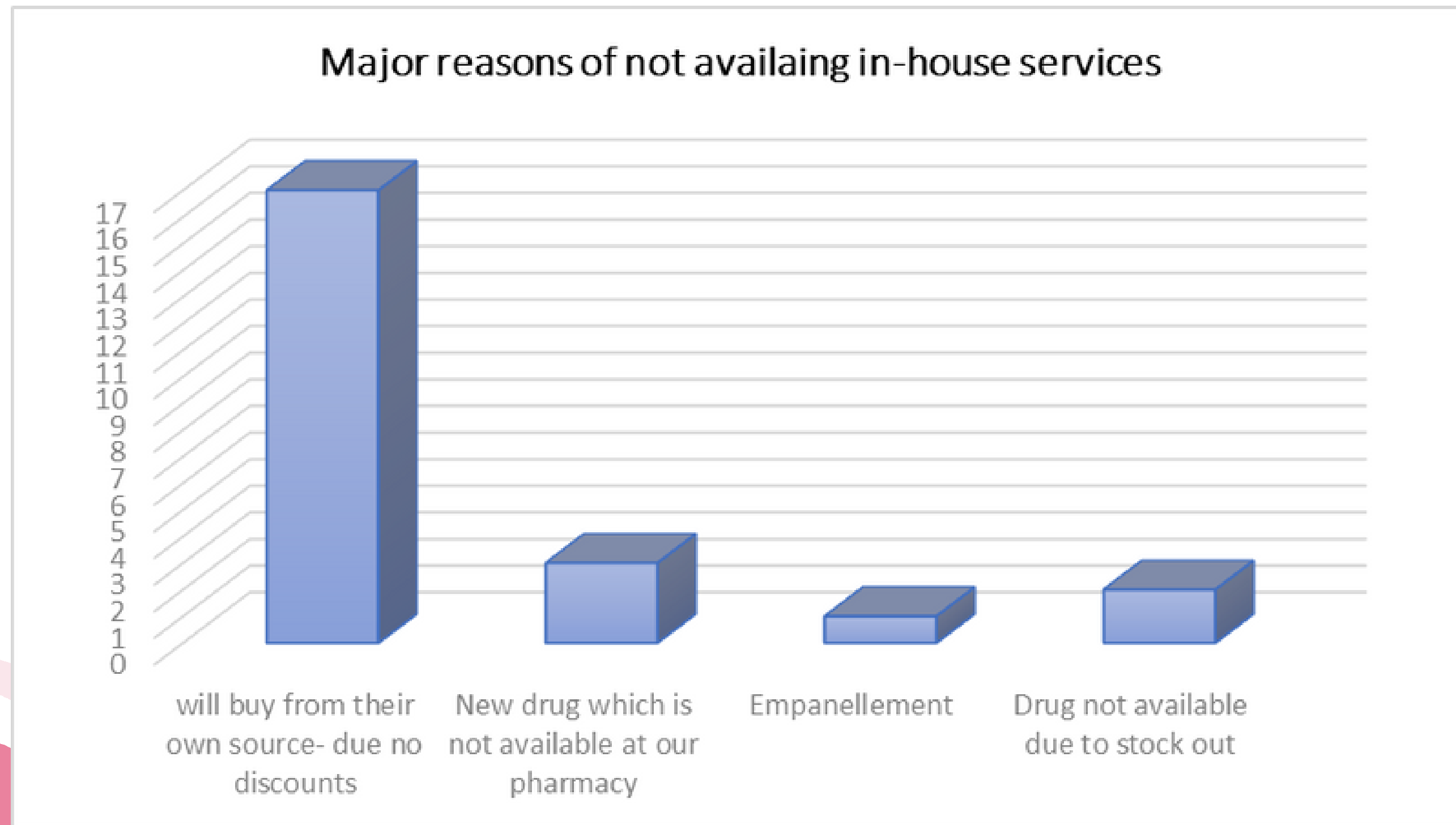
Patient classification as per the source of revenue leakage



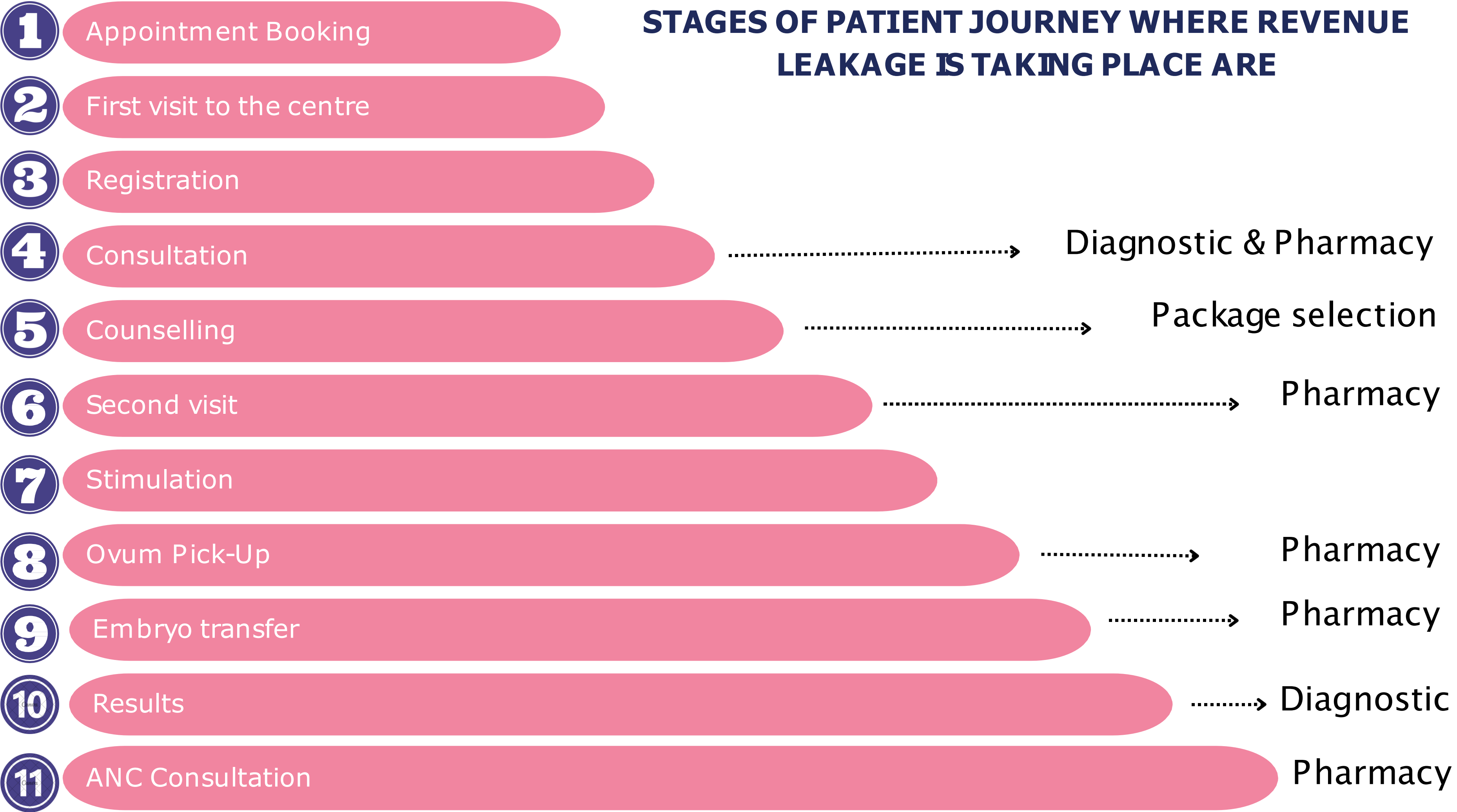
Percentage of revenue leakage share as per the source



WHILE UNDERSTANDING THE REASONS FOR NOT AVAILING THE IN-HOUSE SERVICES AT THE BFI CENTRE, PATIENTS QUOTED THE FOLLOWING REASONS:

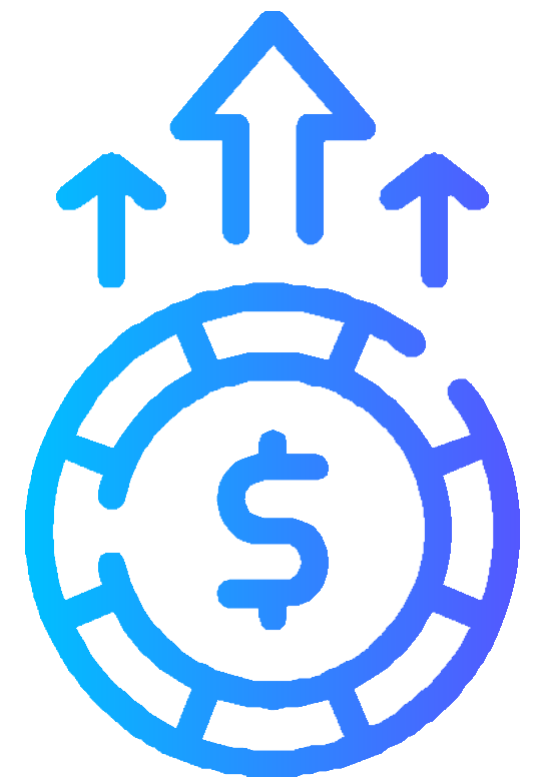


STAGES OF PATIENT JOURNEY WHERE REVENUE
LEAKAGE IS TAKING PLACE ARE



IMPACT OF THE STUDY

After proposing discounts of 10%, we could convert two potential patients into successful buyers. Total revenue that was prevented from leakage was Rs. 45,457.





CONCLUSION

If we cannot correct all the sources of revenue leakage but prioritize a few key ones which have larger impact will also be beneficial to significantly reduce the revenue leakage at the organization.



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THANK YOU