

# Metrics Based Model For Better Healthcare Operations

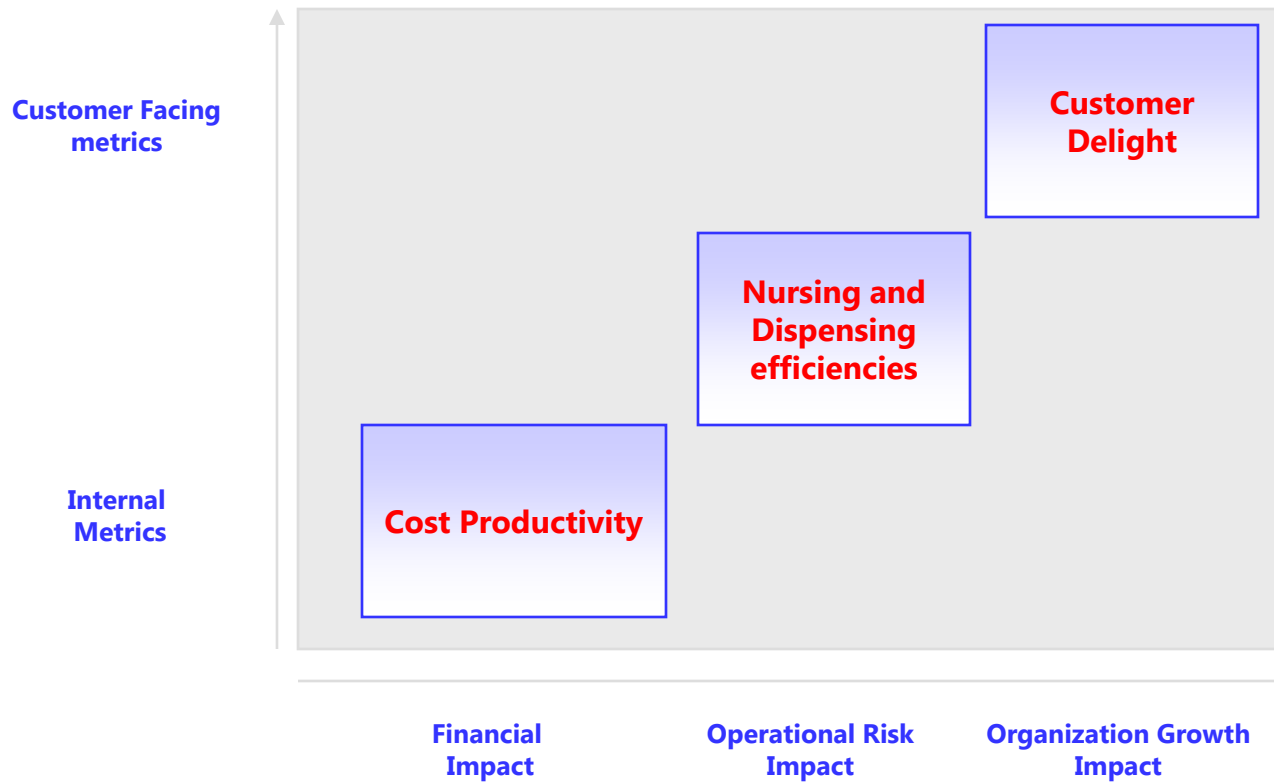


**Math Quotient Group**  
Math Quotient Pte Ltd.  
Math Quotient Services Private Ltd.

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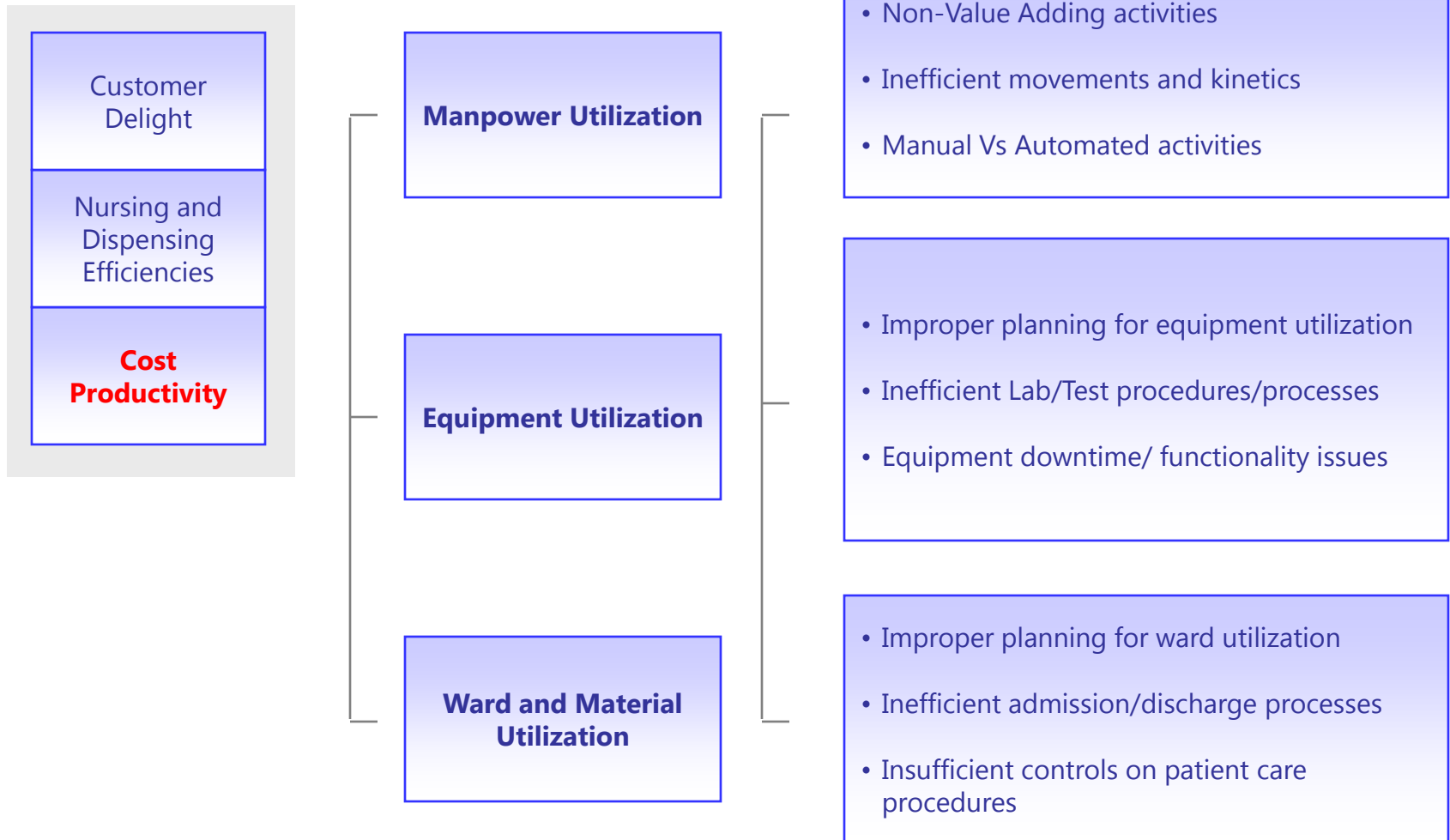


# Metrics based Model for Better Healthcare Operations



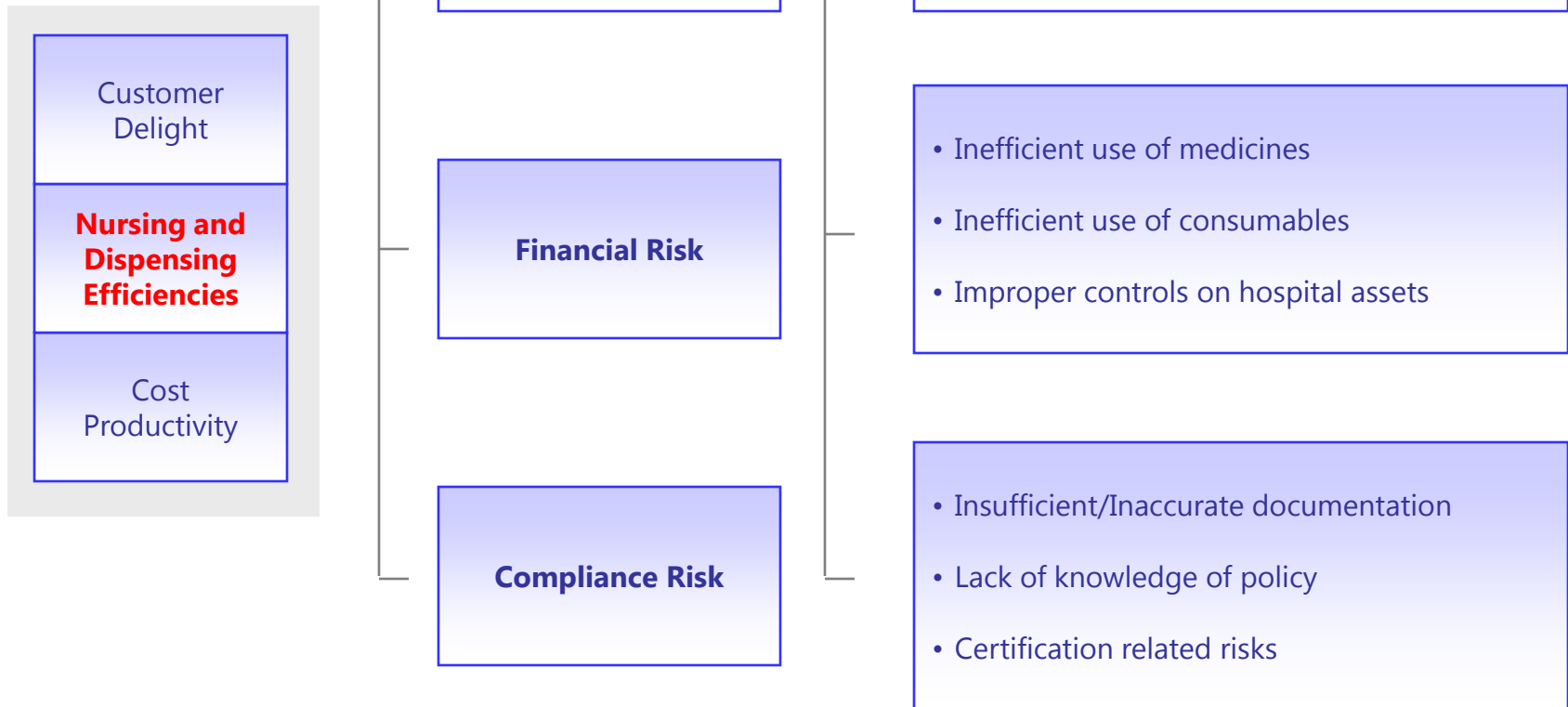


# Cost Metrics Analysis



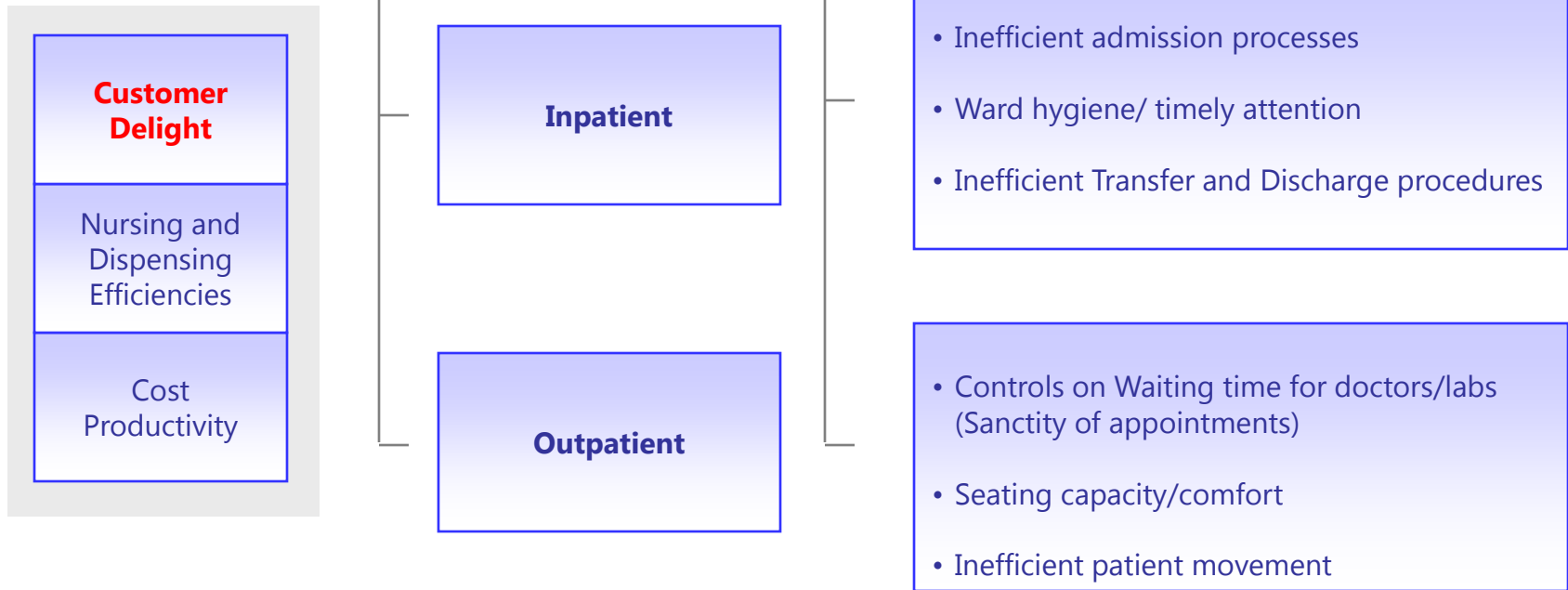


# Risk Metrics Analysis





# Customer Delight Metrics Analysis





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**2. Case Studies**



# Case Study : Total Customer Experience at a premier Multi-Specialty Hospital Chain

## Background

- A premier Asian multi-specialty hospital chain
- Focus on both Corporate and Retail customers
- Pan – Indian presence

## Issue at Out Patient Department

- Strongly negative customer word of mouth - high attrition
- Process break-down due to increased complexity and volumes



## MQ Approach:

- OPD Organization & Roles study from management data.
- Current process mapping across OPD section of Patient journey.
- Data gathering from observing on-ground operations-
  - Efficiency (Time & Volume)
  - Feel (Touch / Visual / Audio)
  - Human Interface (Behavioral)
- Documentation of observations and Process Efficiency analysis.
- Benchmarking with hospitality major.
- Customer surveys
- Process redesign, training and re-tooling.



# Case Study : Total Customer Experience at a premier Multi-Specialty Hospital Chain

## Key Performance Indicators:

- W/P (Waiting Time /Processing Time) for a process.
- Waiting Time for a process.
- Patient Accommodation Ratio for an OPD reception.

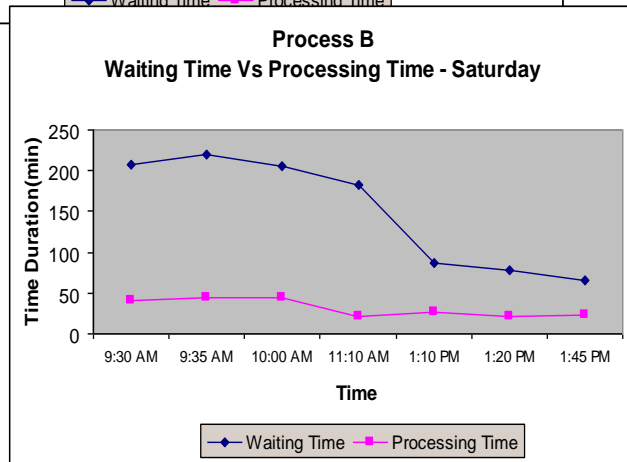
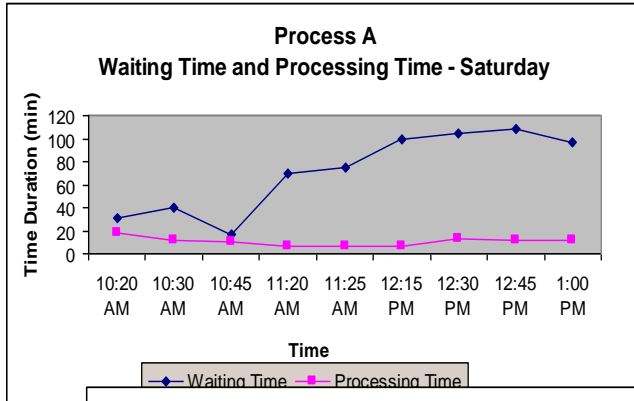


## Key Issues identified:

- High waiting time for patients.
- Inefficiencies in patient movement due to insufficient signage and unclear instructions.
- Lab tests and Consultation process not synchronized.
- Large length of stay for Pre Employment and Corporate Checkup Patients.
- No sanctity of Appointments.
- OPD patients impacted due to sharing of manpower and space with IP.
- Waiting spaces not properly organized.
- No unique tracking of OPD patients in system.



# Case Study : Total Customer Experience at a premier Multi-Specialty Hospital Chain



Process	Waiting Time			Processing Time			W/P	Day
	High	Medium	Low	High	Medium	low		
Process A	110	75	17	18	11	6	6.1	Saturday
Process B	220	150	66	45	32	21	4.9	Saturday
Process C	48	31	21	15	12	9	3.2	Thursday
Process D	163	122	142	57	50	44	2.9	Saturday
Process E	75	63	47	38	27	22	1.98	Thursday
Process F	70	60	49	37	36	34	1.9	Wednesday
Process G	13	8	2	10	7	8.5	1.3	Wednesday

W/P : Waiting Time/Processing Time

Process	Accommodation Ratio	Day, Floor
Process A	1.4	Saturday, 3 <sup>rd</sup> Floor
Process B	1.7	Tuesday, 1 <sup>st</sup> Floor
Process C	1.5	Wednesday, 1 <sup>st</sup> Floor
Process D	1.6	Wednesday, Basement

**Accommodation Ratio :**

*Number of Patients Accommodated / Number of Patients that can be Accommodated (based on seats available)*



## Case Study : Total Customer Experience at a premier Multi-Specialty Hospital Chain

### **Proposals:**

- Centralized Appointments.
- Integrating Billing system.
- Unique Identification for a Patient, tracking of patient history.
- Optimize Utilization of the available space through reorganization of seating.
- Lab tests and Consultation process synchronization.
- Dynamic process flows for Pre Employment Checkups for more efficient use of customer time.
- Feedback mechanism to patients, in case of delays.
- Strategic planning of OPD resources- Manpower and infrastructure.
- Directional Graphics (Signage system) to transmit information visually to patients.



Thank You

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