

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA SEMESTER- IV - EXAMINATION-SUMMER-2024

Subject Code: 4549294**Date: 01/05/2024****Subject Name: Healthcare and Hospital Management****Time: 10:30 AM TO 01:30 PM****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Use of simple calculators and non-programmable scientific calculators are permitted.

- Q.1** Explain the following terms. **14**
- (a) Define Six Sigma
 - (b) Health Care Management
 - (c) Marketing Communication Mix
 - (d) PPP Model
 - (e) Home Care
 - (f) Web Based Marketing
 - (g) Medical Transcription
- Q.2** (a) Briefly explain what are the key components of NABH accreditation standard? Which among them are the most critical and what issues hospitals usually face in overcoming critical factors? **07**
- (b) What are the challenges and issues faced by Health care and Hospital sector in India? Which are key growth factors for having competitive advantage in the sector? **07**
- OR**
- (b) Silverline Multispecialty hospital pays best wages and salaries in the city to the Doctors and Nurses , However the retention of the Doctors are less than 2 years and Hospital Management believes that there are some serious issues with HR Management. What possible issues could be there? What are your suggestions to overcome the issues you mention? **07**
- Q.3** (a) What do we mean by achieving Six Sigma in hospital service quality management? What role control function plays in sustaining the quality standards once achieved? **07**
- (b) What are the inbound and outbound logistics management of material in Hospital and Health care sector? How integrated information technology can help in reducing logistics and operations cost in Hospital Management? **07**
- OR**
- Q.3** (a) What is knowledge based health care marketing? Suggest few important ways with which you will like to market an upcoming small gynecology and pediatric hospital. **07**
- (b) What do we mean by Medical Tourism in India? Explain in brief about it's scope , future opportunities and challenges in tapping those opportunities in India ? What role Medical Tourism can play in India Economy ? **07**
- Q.4** (a) List few operations where Artificial Intelligence and HMIS can help in operations management. Also explain it's merits and demerits. How AI and HMIS can help in bringing down over all operations cost of a Hospital? **07**
- (b) State important scope , definition and applicability of key medical laws applicable to hospital sector in India **07**
- OR**
- Q.4** (a) Briefly explain role and responsibility of Public healthcare Insurance sector in India. Also brief major insurance available in India for Medical treatments and their limitations. **07**
- (b) What is Epidemiology ? and How that can help in Hospital Operations Management? State with Example. Also Differentiate between preventative Vs Social Medicine **07**

Q.5 Bristol Hospital emergency department. (BHED)

BHED was reported with consistent de-growth in both customer satisfaction standards and there by in turn in revenue. Therefore Health care and hospital management consulting team – USACS was hired. USACS in their preliminary research found that, “The left without being seen (LWBS) rate was over 3.5%, arrival to provider time was consistently above 50 minutes, and length of stay for discharged patients could reach to more than 4 hours. Perhaps worst of all, many residents of the surrounding community had lost faith in their ability to receive prompt, quality care there. As a result, Bristol Hospital itself was suffering, both in terms of lost revenue and in its reputation as a provider of quality healthcare.”

After completing critical operations and management analysis USACA worked on three core domain.

1) FOCUS ON LEADERSHIP & TRAINING

Everyone, including the company’s CEO and other executives and senior partners, were advised to travel to Bristol. They went not just to assist in the management transition, but to work clinical shifts and model a different way of practicing to the department’s existing staff.

Instilling a new and unique culture into a new emergency department is often crucial to success, so much so that many senior partners continued to travel to Bristol even a year later to ensure that it thrived. In addition, we retained an extraordinary leader in Dr. Craig Mittleman, who was chosen to stay on as the Director of Emergency Medicine. Together with Dr. Mittleman, they continued to develop leaders through countless hours of training, monthly leadership academy meetings, weekly conference calls, and sometimes even daily phone meetings amongst leadership. Leadership training extends to the nursing staff and physicians’ assistants as well, with a robust Advanced Practice Practitioner education program that trained an unparalleled, experienced team to deliver exceptional care.

2) PRACTICE MANAGEMENT

USACS helped to establish a focus on relationships and patient care, while applying exceptional practice management, data analysis, and management skills not seen by even the largest ER groups. Using robust, top of class technology solutions, they provided advanced tools such as real-time provider feedback on utilization, same-day intelligence on patient satisfaction, and improved risk management through superior, real-time data analysis. These tools supported to change the culture of being a data-driven organization, understanding that what gets measured gets managed. As a result they were able to decrease LWBS patients to just 0.1% on average, providing a large financial benefit to their hospital partner.

3) AWARD-WINNING PATIENT SATISFACTION

Both USACS and Partner client Bristol Hospital worked on Patient satisfaction and it’s data collection through story telling. Bristol Hospital’s improved patient satisfaction scores tell this story better than any description could - except perhaps Kevin Dix, who took his daughter to the ER a few months after we assumed management. In a letter to the editor of the local newspaper, Kevin wrote that the difference between this visit and one prior to the takeover was like night and day. “I am heartened by the renewed feeling that, should we find ourselves in need of emergency care again, we have a local hospital not only ready, willing, and able to be there for us but one that puts patient care over its own best interests.” The new culture of compassion, integrity, and trust has not only led to letters like these, but to two separate awards from Press-Ganey for outstanding improvement in patient satisfaction.

- (a) State the Key Issues M/s Bristol Hospital emergency department faced ? **07**
- (b) What are the root caused identified for the above issues by consulting firm M/s USACS and how they worked on it? **07**

OR

- Q.5**
- (a) How focused leadership and training are related to any hospitals ‘performance? In the present case how leadership issue was resolved ? **07**
 - (b) “One satisfied customer can lead many” critically evaluate this statement using the facts given in the case. **07**
