

Case study of a Brownfield hospital set up with strategic interventions in process areas to improve governance

Client :

This is a very reputed Trust in Central Pune who owns and administers Two Prestigious Nursing home set ups each of around 100 bed complement. The hospitals are fully equipped to handle secondary care and few specialties in tertiary care. Both the hospitals had almost 100 percent occupancy levels.

Situation :

The Trust management with very reputed board of trustees who were not from Healthcare background were unable to figure out the missing links in administering these set ups including the administrative and management process. They did not have a defined pattern and lines of governance so essential for the quality administration of these Two large set ups.

Hence they sought our assistance with a mandate to do Organizational diagnostic and then forward the recommendations for administrative processes to improve quality of care and governance. We were preferred on the basis of our previous vast experience of over 30 Process designs and Process modulation assignments in hospitals of various sizes. Our NABH training and certification as assessor in Quality processes proved an asset.

Intervention :

1. Comprehensive exercise for organizational diagnostics to identify and locate the problem areas with Stake holder interviews to identify the pain points across departments as a part of Organizational diagnostics
2. Complete organizational restructuring to facilitate processes for the Board of Management in Clinical and management areas as well as eventual change management by the Trust.

3. The solution and recommendation to offer complete system accountability and improved quality of care
4. To establish a clinical governance to improve clinical accountability and quality of outcomes
5. To link the Clinical and administrative reforms to eventual business process and to facilitate improved

Impact :

- The interventions brought complete accountability in the administrative processes and the Board of trustees could achieve an independent process based person independent administrative system.
- This new system had the identified Key process areas and process flows in both clinical and administrative areas. They also had defined lines of reporting and were supported by Standard HR process plans.
- Complete Organizational diagnostic with Recommendations on Organizational restructuring with defined Organogram, Key Positions identified in governance with defined job descriptions and roles and responsibility and authority mandates.
- There were built in mechanisms for appraisal and accommodation of change to suit new requirements with Five year horizon. This "
- The Management was very happy as the new structure clearly earmarked the spectrums of responsibilities in Clinical and Non Clinical administration areas. The outcome based and KPI based STRUCTURE HAS MADE THE SET UP ACCOUNTABLE AT ALL POSITIONS. The setup has become process based and person independent and hence is able to address the challenge of attrition.