Capacity Building in Leadership and Management for Hospital Managers
The KPC Group – USA Market

- Eight Hospitals and Growing
- Ten Medical Groups (two more IPA’s under NDA)
- Various Ancillary Services
  - Surgery Centers
  - Skilled Nursing Facilities
  - Urgent Care Centers
  - Imaging & Diagnostics
  - Acute Rehab
  - Home Healthcare / VNA
The KPC Group - India

KPC Medical College & Hospital Kolkata India

Healthcare Services

Education
The KPC Group - India

Real Estate

Animation
Capacity Building

Main Focus

Quality Patient Care Management
In today’s world of globalization and the paradigm shift of people’s opinion and expectation, with the rise in competition, the role of hospital managers has become all the more important.

Presenting a good image of the hospital is the principal focal area of hospital managers. While providing capacity building training to the hospital managers will be the most significant thing for the growth of the organization.

Our main focus would be
QUALITY PATIENT CARE SERVICE
Why Capacity Building?

◆ Maintain Quality Service

◆ Hospital Viability

◆ Support Physician, Nurses and other support service staff

◆ Future Growth

◆ Long Term Stability
Approaches

- Integrated IT System
- Proper Data Collection
- Maintain Quality Service
- Time Management
- Patient Audit
- NABL, NABH, JCHO Certification
- Providing Encounter Data
- Providing 5 Star Service to Patient
Treatment Cycle

HOSPITAL MANAGER

Happy Patient

No Waiting Time

Digital Prescription

Outdoor Patient

Pharmacy

Registration

Investigation / Procedure

Doctor

EMR

Nursing Counsel

Patient

Happy

No Waiting Time
HAPPY PATIENT

Bring more Patient

Bring more Patient

Bring more Patient

Bring more Patient

Bring more Patient

Bring more Patient

Bring more Patient

Business Growth
Role of Knowledge Management and Health Systems Strengthening in Sustainable Health Outcomes

Select Health Goal
How do we achieve sustainable health outcomes and impact?

Integrated approach for knowledge use and health system performance

Long-Term Outcome
Improved health and development outcomes through more effective Knowledge Management and Health System

Analysis:
- Context
- Epidemiology
- Health System
- Knowledge Management System

Evidence-based strategy

Health Systems and Knowledge Management Strengthening

- Information
- Leadership & Governance
- Human Resources
- Finance
- Service Delivery and Demand
- Medicines, Vaccines, and Technologies

Improved Access
- Increased Quality
- Better Coverage

Monitor, Evaluate, and Learn
ACCOUNTABLE HEALTHCARE SYSTEM

HOUSPITAL MCKESSON IT SYSTEM

PHYSICIAN NEXTGEN IT SYSTEM

ANCILLIARY MCKESSON IT FUSION

MOBILITY ENGINE

VERSATILE INTEGRATED SYSTEM

MOBIDO
Integrated IT System

Group hospital network sample

**Satellite A**
Examination request from a clinic without examination equipment to a central hospital with full medical equipment.

**Satellite B**
Data storage and display/diagnosis request from a clinic only with some examination equipment to a central hospital with full medical equipment.

**Satellite C**
Display/diagnosis request from a clinic with a server and some examination equipment to a central hospital with full medical equipment.

**Satellite A**
Monitoring the requested examination results from the central hospital on the Internet

**Satellite B**
Requesting displaying/diagnosis to the central hospital on the Internet

**Satellite C**
Sharing of data between clinics and hospitals that have SYNAPSE servers

**Main Hospital**

**Internet VPN**

**Main Hospital**

**Synapse Viewer**

**The home of a dedicated doctor**

Display/diagnosis at emergency

**Synapse Server**

**DICOM**

**Modality**

**Synapse Viewer**

**Display/diagnosis by a dedicated doctor**

**Internet**

**VPN**

**Clinic**

**Web browser**

**Hospital**

**Web browser**

**Synapse Server**

**DICOM**

**Modality**

**Synapse Viewer**

**Display/diagnosis at emergency**

**Web browser**
The Execution Plan

It includes training and strengthening of skills in software usage, clinical and administrative procedures.

In addition Continuing Training Programme (CTP) and Continuing Medical Education (CME) are to be organized on a fortnight basis to upgrade knowledge and share with the colleagues.

The relevant staff members receive training, following the installation of new equipment and updates on new/existing medical equipment ensuring improved functioning and utilization of staff and resources.
Needs Assessment

Capacity Building Needs Assessment (CBNA)

*Involves determining gaps through appraisals, structured questionnaires or other approaches needed*

- Determining type of training required – Technical or Managerial
- Developing curriculum – Training modules and Contact
- Assessing requirements for trainers – Who, How many, How long
- Ensuring the quality of trainers – Technical knowledge & Administrative experience
• Classroom Activities
• Field Activities in Outpatient and Inpatient Setup
• Site Visits
Different Strategies

- Classroom and On-The-Job Training
- Demonstration
- Monitoring and Guidance
- Twining and Job Guidelines
- Exposure Visits and Shadowing Colleagues
- Conferences Seminars Pertaining to Developments in the Industry
Lessons from Capacity Building

*Capacity building is an investment*

- Capacity building is an investment and a critical output in achieving articulated outcomes.

- Highly trained and capable managers and leadership contribute to quality delivery of health care service.

- Investing in the capacity building of HR should therefore, be considered a critical function of institutions and organization.
Demand

- Employees perception for personal growth.
- Pull vs. Push Strategy
Quality Enhancement

- Analysis of pre & post test results to assess training outputs
- Seeking and feedback pertaining to training techniques and trainers
- Continuous assessment of capacities priorities incorporating training needs
Management and Leadership Skill Integration

- Organization which invest in developing managerial skills of employees and post them in administrative positions contribute to the overall efficiency of the system.

- Nurture leaders from among the employees to manage Nursing, Patient-coordinator, MARKETING and overall service delivery.
Challenges

- Absence of comprehensive policy and guidelines
- Insufficient fund allocation
- Ineffective utilization of funds - absence of training tools and collaterals
Recommendations for Strengthening

- Prioritization of functions critical to achieve most important health indicators
- Explore low cost intervention
- Develop Leverage Network of Partners
Component Elements of Systematic CB

- Performance Capacity
- Personal Capacity
- Work load Capacity
- Supervisory Capacity
- Facility Capacity
- Support Service Capacity
- Systems Capacity
Relationship Management

Patient Relationship Management

IMPROVE EXPERIENCE  OPTIMIZE ENGAGEMENT  DRIVE REFERRALS

New Referral  Current Patient  Retained Patient  Patient Evangelist
Need

What Did They Need?

**Patient Relationship Management**

- Standard Scripts
- Common Message
- Record of Contacts
- “Single Experience”
- Knowledge of Patient Relationships
- Access to Knowledge Base for enquiries

**CONTACT CENTRE**

- Ability to fulfil service requests
- Remove paper chase
- Through electronic notifications
- Automate Process through workflow
- Follow up services requests through workflow, email, SMS
Attitude of Patients

Very important for persons dealing with PRM to understand the attitude of people
Education

- Mode of tools adoption - Dependency on the level of education patients

- The Capacity Building Trainer must disseminate the message:
  - Patient is who that matters most
  - Patient must be made to fully understand
    - Vision of hospital
    - Service available and the result of these services

- Role of Patient Relationship Management

- Separate PRM department with qualified staff
The Patient Experience Paradigm

- **People**: An Engaged Caregiver
- **Process**: Systematic Approach for Quality
- **Place**: Built Environment that Enables Satisfaction
Trainer Must

- Conduct opinion surveys
- Constantly alert the administrator
- Attend to the complaints
- Maintain close contact with various prominent community members
- Be close liaison with other hospitals
- Maintain close contact with mass media etc.
- Make sure all suggestions and complaints are duly acknowledged
Trainer Must

• Answer queries by persons or companies related to treatment, diagnosis, insurance bills etc.

• Arrange various meetings, conferences or workshops

• Arrange exhibition to educate the public of the programs in medical care.

• Arrange for pamphlets, booklets, manuals etc. for the patients.

• Publish house journals addressing common identity among staff members
Finally Trainer Must Focus

- Good Word-of-Mouth

- Fact it is the patient who creates the image of the hospital, both good and bad

- Significance of Capacity Building Training in relation to Patient Relationship Management.
GOAL

- Patient Satisfaction
- Quality Delivery of Service
- Reduce Waiting Time
- Encounter Information
- Reproduce Quality and affordable service
- Business Growth

Thank You