



ELIMINATING AVOIDABLE BLINDNESS

VISION 2020: The Right to Sight India –INDIA

Organizes

Operation Management Workshop for Effective

Eye Care Delivery

May 3 & 4, 2014



**Hosted by: Sankar Foundation Eye Hospital
Visakhapatnam**

On May 3&4,2014 Sankar Foundation Eye Hospital hosted 2 day workshop entitled "**Operation Management for Effective Eye Care Delivery.**" The workshop was organised by VISION 2020 – India.

The workshop was the part of exchange of knowledge and experience on the common platform facilitated by Vision 2020 – The Right to Sight –India.



The purpose of the workshop was to bring together variety of eye care providers with a view towards building the capacity of organization in developing effective and efficient operations. The day long workshop commenced with lightening of the inaugural lamp by Col (Retd.) Dr. Deshpande, Mr. Phanindra Babu Nukella, Dr. S. Chandrashekhara and Mrs. Manimala.

The agenda (appendix 2) began with welcome speech by Col (Retd.) Dr. Deshpande , President, VISION 2020 – India defining the need of workshop. Mrs. Manimala, Managing Trustee, Sankar Foundation welcomed the audience and applauding VISION 2020 – India for organizing such workshops and conveyed her best wishes. The program detail and the introduction of Sankar Foundation was given by Mr. K. Anand Sudhan , CEO , Sankar foundation. He also emphasized on the role of Operations Management in healthcare.



The three sessions of the workshop were: – Managing Human Resource and Emerging issues, Quality Benchmarking in Hospital setting and Hospital Day to Day Business Operations & Practicalities. The audience of nearly 32 participants included ophthalmologist and eye care manager represented nearly 10 eye hospitals.

<p style="text-align: center;">Day 1</p> <p style="text-align: center;">Key Areas</p>	<p style="text-align: center;">Associated Discussion Points</p>
<p>Managing human resources and emerging issues</p> <ul style="list-style-type: none"> <input type="checkbox"/> Role of HR in hospitals – policies, statutory issues, dealing and managing people <input type="checkbox"/> Current challenges for HR – competition, -Non-availability of skilled clinical and managerial HR <input type="checkbox"/> Emerging issues of high Attrition – how to manage in reducing attrition <input type="checkbox"/> Developing HR Linkages to Eye Care Development 	<p>HR cost about 65-80% of recurring expenditure of institutions.</p> <p>Attrition rate high among ophthalmologist cadre due to greater opportunities available</p> <p>Dire need of refresher programmes to keep MLOPs updated parallel to ophthalmologist development</p> <p>Focus on HR is going to be the single most important factor for ensuring viability of the Eye hospital</p> <p>Retaining talent is less expensive than hiring a new employee and training him/her to suit the organizational needs</p> <p>The employee turnover ratio in the Indian healthcare is 30 per cent. In such a scenario, hospitals need to constantly work on developing a second line workforce to fill in the shoes of the employees leaving them.</p> <p>The deserving employees need to be recognized, encouraged and rewarded for getting the best out of them.</p> <p>it is important to fix the accountability for each job performed by each individual</p> <p>There is a need to understand the reasons for attrition of staff and develop retention strategy</p> <p>Departmental meeting are must for close interaction among the employees and their superiors to share day to day activities.</p>

<p align="center">Quality benchmarking - improvement in hospital setting (Group Work)</p>	<p>The concept of performance is a multidimensional one, covering various aspects, such as: evidence-based practice, continuity and integration in eyecare services, health promotion, orientation towards the needs and expectation of patients</p> <p>Clinical efficiency , production efficiency , personnel efficiency are different dimension in measuring efficiency</p>
	<p>Safety in terms of patients , health care professionals like rate of complications, post of infection rate etc.</p> <p>Post-operative Follow up rate for camp patient is one of the crucial indicator</p>
<p>Hospital day to day business operations & practicalities</p> <ul style="list-style-type: none"> <input type="checkbox"/> OPD/OT/Ward- Floor management / Schedules <input type="checkbox"/> Equipment maintenance – AMC / break downs 	<p>Centralized appointment system can be an effective tool in scheduling</p> <p>Standard time should be defined for all the process and procedure</p> <p>Waiting time should be monitored and actual time Vs Standard time taken for process should be analyzed</p> <p>Preventive maintenance is an important aspect for longevity of equipment Regular training by the manufactures for equipment technician</p> <p>Understanding the manufacturing status of the equipment while purchasing for service issues</p>

<p style="text-align: center;">Day -2</p> <p style="text-align: center;">Key Areas</p>	<p style="text-align: center;">Associated Discussion Points</p>
<p style="text-align: center;">Blending of System Management for Effective Hospital Management</p>	<p>To achieve the goals of the hospital and to increase the productivity system management should be efficient enough To increase the efficiency of human resource training is an important aspects Resource allocation can be done on the basis of demands On heavy work load days managers should come out to handle non technical areas to ensure smooth patient flow If the demand rate cannot be smoothened and strategies to alter the pattern of demand are not feasible, one should then explore the use of strategies to alter the service capacity.</p>
<p style="text-align: center;">Financial Management</p>	<p>NGOs that offer clinic or hospital-based curative care services are more likely to receive a significant portion of their revenues from community-financed sources than those that provide mainly outreach and preventive services. In cases where NGOs provide both hospital and community-based (i.e., outreach) services, a significant portion of the hospital cost is recovered by user fees or other community financing mechanisms, while the community-</p>
	<p>based services are largely donor-funded. NGOs sometimes generate revenues by providing technical assistance, training, and research services to other NGOs, private employers, and governments Trend analysis should be done to understand the saturation and demand area in outreach. Participation of community volunteer for facilitating the conduction of camp will help in reduction of camp expenditure Effective screening to reduce the no. of unfit cases. Every delayed discharge case should be reviewed to ascertain reasons and corrective actions put in place where warranted Increasing the number of surgeries towards the capacity of the Hospital will optimize the unit cost of surgeries.</p>

Hospital information system and Electronic medical record	EMR will be of great help to maintain the thousands of records in tertiary eye care hospital It will reduce the requirement of manpower and large space Transfer of files will be convenient from one Centre to other of same hospital Increase the availability, organization and retrieval of relevant information across your organization Will support the analysis of surgical and medical outcome Investment is at higher end but will cost saving after 5-10 yrs
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CONCLUDING SESSION

On the first day of workshop a cultural program was conducted followed by the dinner. The event was organized by team of Sankar foundation constitutes of Mr. Ramesh Kumar and Mr. Sridhar. The function was delightful and was appreciated by participants .Second day of the session was concluded by Col (Retd.) Dr. Deshpande with of thanks for all the delegates came all the way to attend the workshop from all over the Andhra Pradesh and Tamil Nadu.



Participants



Bhajan Sandhya



Hospital Tour



Getting to know each other



Some joyful moments

Agenda of Operations Management Workshop

S.No.	Time	Topics	Moderators / Speakers/ Rapporteurs
3rd May, Saturday			
1.	INTRODUCTION		
	10:00- 10:30 AM	Registration	
	10:30- 10:35 AM	Welcome by Vision 2020 the Right to Sight India	Dr. Col. Deshpande, President
	10:35- 10:40 AM	Welcome by Sankar Foundation	Ms. Manimala, Management Trsutee, Sankar Foundation
	10:40- 10:50 AM	Programme details and formal introductions	Mr. Anand Sudhan, CEO, Sankar Foundation Eye Hospital, Visakhapatnam
2.	MANAGING HUMAN RESOURCES AND EMERGING ISSUES		
	Moderators: Col (Retd.) Dr. M Deshpande		
	10:50 - 11:05 AM	Role of HR in hospitals – policies, statutory issues, dealing and managing people	Mr. S. Sarvanan, Consultant
	11:05- 11:20 AM	Current challenges for HR – competition, -Non-availability of skilled clinical and managerial HR	Mr. Anil Kumar, LVPEI, Visakhapatnam
	11:20- 11:40	Tea Break	
	11:40- 11:55 AM	Emerging issues of high Attrition – how to manage in reducing attrition	Ms. Pavani, Senior Manager, HR, Sankar Foundation Eye Hospital, Visakhapatnam
	11:55- 12:10 PM	Developing HR Linkages to Eye Care Development	Mr. M Ram Mohan Rao, Eye Research Society
	12:10-12:40 PM	Brainstorming on HR burning issues from the participants (before the workshop as well as during the session and sum up / present)	Ms. Manimala, and Dr. Col. Deshpande
	12:40- 01:00 PM	Interactions – Q & A	
	1:00 – 1:45	Lunch BREAK	
3.	QUALITY BENCHMARKING - IMPROVEMENT IN HOSPITAL SETTING		
	Moderators:		
	01:45- 02:00 PM	Forecasting of Services and related quality benchmarking	Mr. Madhu, Goutami Eye Hospital
	02:00- 02:30 PM	Quality Assurance / KAPs & Quality Monitoring	Col. M Deshpande
	02:30- 02:45 PM	Supply Chain Inventories Management and related quality benchmarking	Dr. K V R Krishnaji, Chairman, Rajavalli Radharaman Lions Eye Hospital, Palkol

	02:45-03:15 PM PM	Tea Break	
	03:15- 03:45 PM	Brainstorming on burning issues from the participants on Quality benchmarking, inventory management, supply chain management (before the workshop as well as during the session and sum up)	Col Dr M Deshpande, President, VISION 2020: The Right to Sight – India and Mr. Anand Sudhan, Sankar Foundation Eye Hospital
	3:45- 4:00 PM	Interactions – Q & A	
4.	HOSPITAL DAY TO DAY BUSINESS OPERATIONS & PRACTICALITIES Moderators: Col(Retd.) Dr. M Deshpande		
	4:00- 4:15 PM	OPD/OT/Ward- Floor management / Schedules	Mr. Ramesh Kumar
	4:15- 4:30 PM	Trouble shooting in OT / OPD	Col. Dr. M Deshpande
	4:30- 4:45 PM	Trouble shooting in Outreach management	Dr. Pradeep Swain, Director, Serango Christian Eye Hospital, Ranipeta
	4:45 – 5:00 PM	Equipment maintenance – AMC / break downs	Mr. Srinivas, Alcon
	5:00-5:30 PM	Brainstorming on burning issues from the participants on Business Operations (before the workshop as well as during the session and sum up)	Dr. Deshpande, President VISION 2020 – India & Dr. S. Chandrasekhar, Managing Director, Sri Kiran Institute of Ophthalmology, Kakinada
	5:30- 5:45 PM	Interactions – Q & A and Wrap up	
	18:00 – 19:30 PM	Local Sightseeing opportunity	
	8:00- 9:30 PM	Dinner	

4th May, 2014 Sunday (Day 2)

System Management & SUPPORT SERVICES for Effective Hospital Management		
Moderator: Ms. Manimala		
08:30- 09:45 AM	Blending of System Management for Effective Hospital Management	Mr. S. Sarvanan, Consultant
09:45- 10:00 AM	Interactions – Q & A	
Financial Management		
Moderator: Mr. Saravanan		
10:00-10:15 AM	Financial sustainability of NGO hospitals – ways and means	Col Deshpande, President, VISION 2020: The Right to Sight – India
10:15-10:30 AM	statutory financial requirements for hospital / charity setup	Ms. Manimala, Managing Trustee, Sankar Foundation Eye Hospital
10:30- 11:00 AM	Tea Break	
11:00- 11:15 AM	cost containment	WgCdr V Shankar (Retd), Sankara Eye Hospital, Pammal
11:15- 11:30 AM	Charity to sustainability – is it possible? How	Lion Pullaiah, M.S.Reddy Lions Eye Hospital
11:30- 11:45 AM	Interactions – Q & A	
HOSPITAL INFORMATION MANAGEMENT SYSTEM (HIMS), ELECTRONIC MEDICAL RECORDS (EMR)		
<i>Moderators: Mr. Anand Sudan</i>		
<i>Rapporteur:</i>		
11:45- 12:00 noon	Paper less Hospital: Can we make it a reality	Mrs. Sivasankari, Manager, IT & Systems, Sankar Foundation
12:00- 12:15 PM	EMR: the effective way for keeping records	Dr RR Sudhir, Senior Consultant, Sankara Nethralaya, Chennai
12:15- 12:30 PM	Interactions – Q & A	
12:30- 01:15 PM	Panel Discussion to discuss issues for follow up from the 2 day workshop:	
01:15- 01:30 PM	Vote of Thanks (Ms. Manimala and Dr Deshpande) and Wrap up	
1:30 PM onwards	LUNCH	

LIST OF PARTICIPANTS

S.N	NAME	ORGANISATION	DESIGNATION
1	Col(Retd.) Dr. Deshpandey	Vision 2020	President
2	Mr. Phanindra	Vision 2020	CEO
3	Mr. Mrinal Ray	Vision 2020	Project Manager
4	Mrs. Mani Mala	Sankar Foundation	Managing Trustee
5	Mr. AnandSudhan	Sankar Foundation	CEO
6	Mr. Saravanan	Prashasa health Consultant Pvt. Ltd.	Consultant
7	Mr. V Ramesh Kumar	Sankar Foundation	HOD - Patient care
8	Mr. V Shankar	Sankara Eye Hospital, Chennai	Executive Director
9	Mr. M S Reddy	RR Lions Eye Hospital	Chairman
10	Mr. M Sripathi	RR Lions Eye Hospital	Treasurer
11	Mr. Pradeepatel	RR Lions Eye Hospital	Chief Advisor
12	Mr. K R Sarsolkar	Mukta Opticians	
13	Ms. Pavani	Sankar Foundation	
14	Mr. Ram Mohan Rao	Eye Research Society	Center Head
15	Mr. Vijay Reddy	RR Lions Eye Hospital	Managing Trustee
16	Ms. Aditi	Sankar Foundation	Senior Manager - QA
17	Mrs. MadhaviGanapathi	Sankar Foundation	Sr. Manager - CEC
18	Dr. S Chandra Sekhar	Srikiran Institute of Ophthalmology	Managing Director
19	Mr. Balu	Srikiran Institute of Ophthalmology	Administrator
20	Mr. Ram Prakash	Srikiran Institute of Ophthalmology	Senior HR
21	Mrs. B Sivasankari	Sankar Foundation	Manager - IT & Systems
22	Mr. SanjeevKulkarni	MM Joshi Eye Hospital	Marketing Manager
23	Mr. Srinivas	Alcon (India) Pvt. Ltd.	Technical Support Specialist
24	Mr. Mahesh Dhongre	MM Joshi Eye Hospital	PRO
25	Dr. T Krishna	Sankar Foundation	Doctor
26	Mr. S Shankar	SadguruSeva Sang Trust	Administrator
27	Mr. Ajay Sharma	Sankar Foundation	Doctor
28	Mr. Anil Kumar Kathala	LVPEI, Vizag	Assistant Director
29	Dr. T Ravindra	Sankar Foundation	Doctor
30	Dr. BabuRao	Sankar Foundation	Doctor
31	Dr. Sundar Ram Shetty	Globe Eye Foundation, Bangalore	Medical Director
32	Mr. K Lokesh	LVPEI, Vizag	Associate Administrator