

BCC&i
THE BENGAL CHAMBER



Lean Six Sigma for Efficient Hospital Management

THE
ANALYSIS
COMPANY
(TAC)

**Presentation by
Kamakshi Kumar**
11th March, 2018
Kolkata

Agenda

Lean Six Sigma for Efficient Hospital Management

- Company Profile
- Definition – Lean Six Sigma
- Case Study: Medica Hospital, Kolkata
 - ▣ OPD Patient Wait Time Reduction
(People, Process and Technology Link)

Company Profile

Who We Are

Empowering Organizations with **Lean Six Sigma**

Business Transformation | Operations Management | Decision Tools

- ❑ Globally Certified Consultants
- ❑ Eliminate Bottlenecks, Save Costs, Optimize Processes and Maximize Profits.
- ❑ Empower our clients to be 'First Time Right'
- ❑ Mine 'meaning' from data
- ❑ More than the tools it's the people we work with

Key Clients



MEDICA *Superspecialty Hospital*
caring for life



WABCO
MOBILIZING VEHICLE INTELLIGENCE



Daimler
Mercedes-Benz

Definition Lean Six Sigma

Six Sigma Measurement

6σ Measures process deficiencies and corrects them for exceptional success

99% is not good enough!

Sigma Level of Quality Control	% Defective	Defects Per Million Opportunities
4	0.62%	6,200
5	0.023%	233
6	0.00034%	3.4

Lean Six Sigma

THE SIX SIGMA APPROACH



Define

Define
the
problem



Measure

Quantify
the
problem



Analyze

Identify the
cause of
the problem



Improve

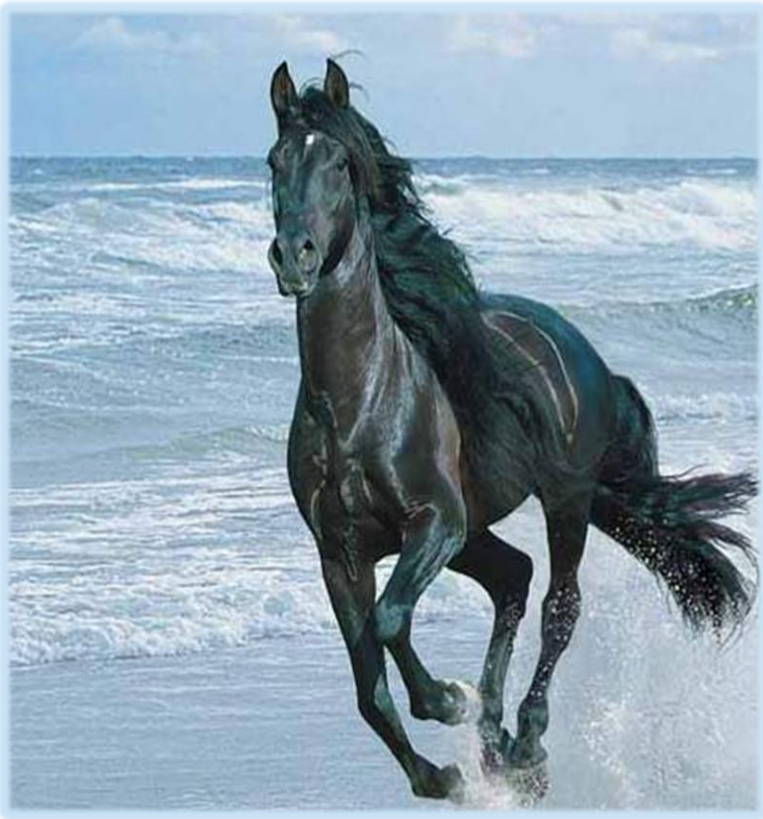
Implement
and verify
the solution



Control

Sustain the
solution

Need For Lean Six Sigma



Organization Perspective



Customer Perspective

Case Study: Medica Hospital, Kolkata

OPD Patient Wait Time Reduction
(People, Process and Technology Link)

Project Charter

Project Objective:

Reduce Patient Wait Time

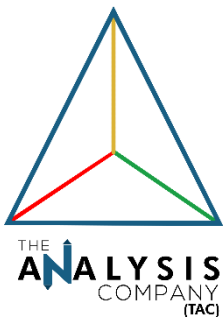
Definition- time spent idle in the OPD from the moment of entry until exit

Project Result

67% reduction in average patient wait time (from 4.5hrs to 1.5 hrs)

Project Team

Stakeholders



Team Composition

- ☐ Lean Six Sigma Consultant, TAC
- ☐ Project Champions, Medica
- ☐ Subject Matter Experts, Medica

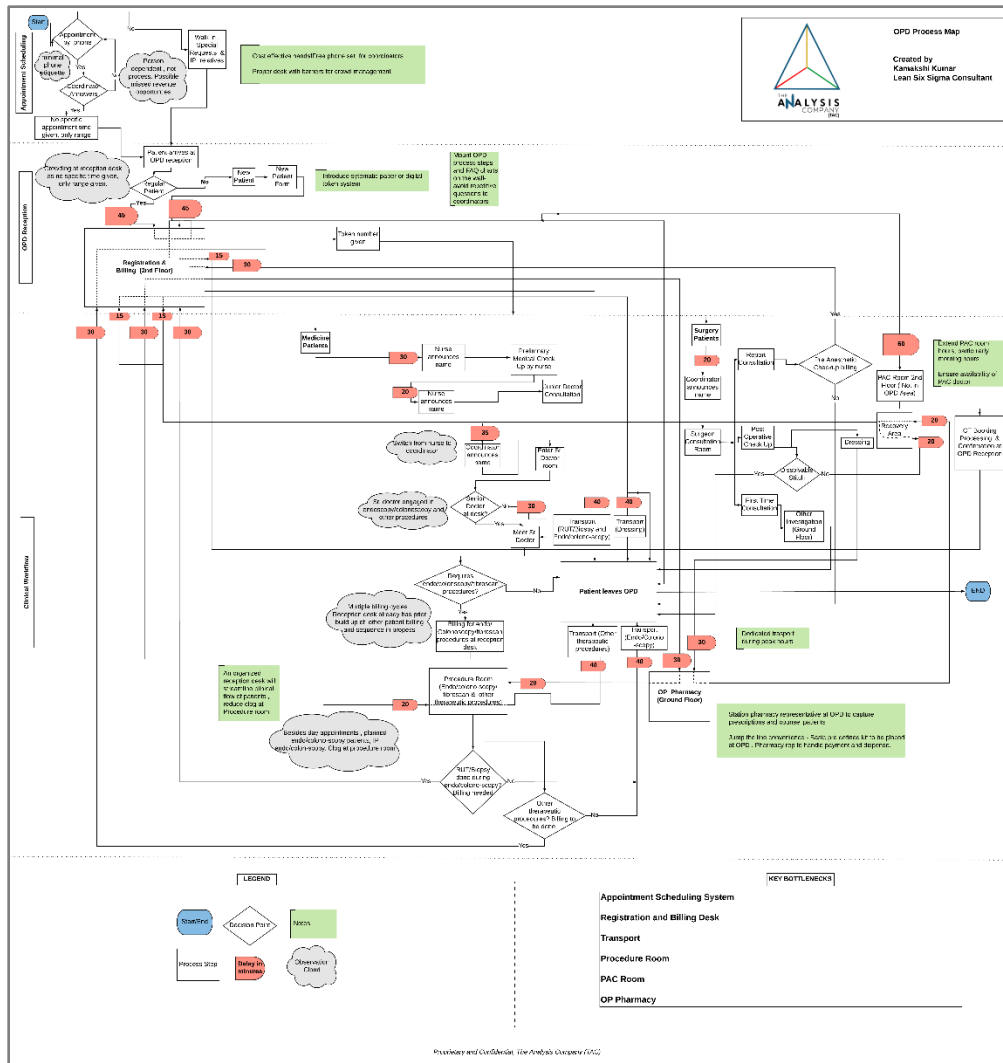
The Journey

The Journey

LEAN SIX SIGMA APPROACH TOWARDS PROCESS IMPROVEMENTS



OPD Process Map



**Leveraging
Technology
for
Process
Improvements**

OPD Process Map



**Zoomed
in View**

The Journey

BEFORE



**REGISTRATION &
BILLING DESK**

The Journey

WORKSPACE OPTIMIZATION

AFTER



**PEAK HOUR SYSTEMATIC
PATIENT FLOW**

The Journey

WORKSPACE OPTIMIZATION

AFTER



DEDICATED TRANSPORT

The Journey

WORKSPACE OPTIMIZATION

AFTER



IMPROVED WORKSPACE DIGNITY

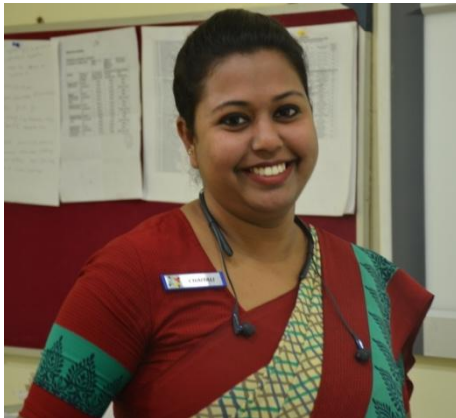
The Journey

- ❑ **Optimized Workspace and Processes**
- ❑ **Increased Efficiency**
- ❑ **Improved Patient Experience**
- ❑ **Positive Word of Mouth**



The Journey

EMPOWERED AND MOTIVATED EMPLOYEES



The Journey

SATISFIED EMPLOYEES = SATISFIED PATIENTS



Patient Feedback

Patient Feedback

In the past I had the occasion to **ventilate my grievance**.
Now I would like to put it on record that **the efforts** that
have been put in have **assuaged our hurt feelings** and I
request you to **forget the past incident**.

Because of such **sincere service the reputation of**
MEDICA goes up in these hard days.

- Patient experience at OPD
21st Jan, 2018

Profile: Kamakshi Kumar

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□ Education

- **MBA Finance & Marketing**
Purdue University, USA & Leibniz Universität, Germany
- **B.Sc. Finance**
Purdue University, USA

□ Certificates & Achievements

- **LEAN SIX SIGMA Consultant** certified by **German Automotive Industry** at **WABCO** Hanover, Germany
- Successful completion of multiple Lean Six Sigma Projects resulting in **Revenue Generation** of over **\$57 million**.

□ Work Experience

- 9 years of Global Strategic Business Planning, Product Life Cycle Management and Finance experience
 - **WABCO** Vehicle Control Systems - Vehicle Dynamics & Controls and Compression & Braking Divisions, Hanover, Germany
 - **Stryker Medical** , Orthopedics Division , New Delhi, India

THANK YOU FOR YOUR TIME