

Tata Hospital

India

Tata Main Hospital is the social interface of Tata Steel Limited. In early 1910, it started as a small dispensary only to become a multi-specialty hospital in and around Jamshedpur. Originally, the main objective was to provide quality medical care to Tata Steel employees; however, owing to its corporate, social responsibility, it treats the general public, too. Today, approximately 40% are non employee patients.

In a changing environment and with ever growing customer expectations, the Tata Main Hospital was under great pressure to improve upon its overall service delivery across all functions.

“The Project resulted in comprehensive tangible and intangible benefits across all management functions. Notable success was achieved in realising sustainable financial benefits as per the contract.”

A.N. Singh
Deputy Managing director

Key Results Customer Service

OPD Registration:
10 min vs 85 min

Radiology: same day vs 15 days

Pharmacy: 5 min vs 65 min

Nuclear Medicine:
7 days vs 2 months

Pathology Blood Collection:
5 min vs 90 min

Asset/Equipment utilisation

Reduced downtime by over 95%

Improved Operating Theatre
utilisation by 15%

Financials

Supply chain cost
reduction of 35%

Improved billing accuracy and
charge capture up by 60%

Project ROI of 263% delivered in the
first year

ANALYSIS

Findings included:

- Improvement required for customer service delivery across all management functions
- Excessive patient waiting time
- Billing accuracy issues
- Lack of accountability of Doctors and Nurses
- Supply Chain Management not effectively driving down costs
- Resources utilisation not being optimised

FOCUS PROCESS™ & IMPLEMENTATION

Key areas of focus included:

- Customer service delivery*
 - Business Process Mapping
 - As is, Where is & Root Cause Analysis for all activities and issues
 - Short Interval Controls for higher system responsiveness and better control
 - Comprehensive focus on better utilisation of assets with in depth down time analysis to ensure better serviceability
 - Preventive maintenance schedule implementation for better plan stability
 - Roles and responsibility mapping and alignment for greater degree of clarity and accountability
- Implementation of Balanced Scorecards for objective review and corrective action
- Supply Chain Management**
 - Business Mapping of all supply chain processes for removal of redundancies
 - Inventory categorisation for better operational control
 - Implementation of Min-Max system for controlling the cost
 - Rationalisation of sub-stores to remove redundancies
 - Return on investment (ROI) focus for new procurement
 - Vendor rationalisation to drive down the cost
 - High degree of transparency in procurement process

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Renoir and the Tata Corporation have worked together for almost 15 years. The Projects, over a wide range of Tata's diversified businesses, have addressed marketing and sales, production, supply chain, productivity, customer service, asset utilization and manufacturing.

Increase Resource Optimisation

- Process and activity mapping for all diagnostic, operating theatre and emergency facilities
- Improved schedule and planning

RESULTS

Customer Service Delivery:Waiting time reduction

- OPD Registration: 10 minutes, reduction of 75 minutes
- Radiology: same day appointment, service and report. 15 day improvement
- Pharmacy: 5 minutes, reduction of 60 minutes
- Nuclear Medicine: 7 days, reduction of 2 months
- Pathology Blood collection: 5 minutes, reduction of 90 minutes

Out Patient Department

- No overcrowding with

- stability to handle more procedures within the same time period
- Improved quality and output accuracy

"Approximate Appointment" timing system

- Doctors weekly schedule stability

Asset/Equipment utilisation

- Real time 24x7 complaint handling system for equipment
- Reduced downtime by over 95%
- Improved OT utilization by 15%

Supply chain cost reduction of 35%

- Inventory cost reduction of 46%

Improved billing accuracy and charge capture up by 60%

Project ROI of 263% delivered in the first year

THE RENOIR GROUP

Renoir Consulting is a world leader in sustainable, implemented change. Founded in 1994, Renoir has offices located in North and South America, UK, Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East Asia and Australasia. With over 350 fully employed and highly trained consultants, their work across a wide range of industry sectors gives them a broader perspective of the issues facing your business, allowing them to be sensitive to your unique challenges, culture and specific business issues. This cross-pollination ensures truly effective, rapid and sustainable solutions.

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