

Managing Challenges in Hospital

Day & Date: Thursday, 5th May 2016
Time: 10:00 am to 11:30 am
Venue: Convention Hall, Symbiosis International University, Lavale campus, Pune
Speaker: Dr. Ashish Banerji
Report prepared by: Ms. Richa Gupta, Student, MBA - HHM (2015-2017)

Dr. Ashish Banerji is the COO of Ruby Hall Hospital in Wanworie, Pune. He introduced the audience about how the private sector hospitals differ from other sectors. The main difference in private hospitals is that the main revenue earners in private sector are doctors. The session then addressed the various challenges arising in a hospital.

Managing Consultants: consultants never appreciate to be on salaries or being called employees & detest biometric devices. They wish to work like a freelancer. Visiting consultants are not punctual and absent on several emergencies/ occasions (Murphy's Law, when you want them most they are not in town). There is always a misunderstanding & disconnect between the consultant and the salaried staff behaviour. An administrator must bridge this gap by understanding how the mind of a consultant works.

In purchase of new medical equipments, there is always a huge clash between management and doctors. For management the main consideration is always to get a better ROI on equipment and for the doctors it is the work. This results in a battle of should the work come first or the equipment!

One of the other main challenges among other challenges is finding the **technician** for operating the machine; it becomes a huge problem, as the entire operations of the expensive machine are dependent on the technician/ doctor.

The **negotiation** of price of new medical equipment is one another major challenge. Effective negotiators squeeze the vendors resulting in tumbling down of the original quote.

Another most common challenge is the **communication and documentation problem**. Communication must be done by both verbally and in writing with the patient, communication of bad news and of the complications of the medicines and the medical procedure must be conveyed in the right manner. How things can go wrong, possible complications or death. **What you say and how the person remembers it is a huge thing**. Doctors don't like to document work; they often demand secretaries for documentation work. Every little procedure done on a patient must be well written; it also avoids various Medico legal issues arising due to poor documentation.

Time is muscle in convincing patients to make quick decisions about some surgeries. In case a patient refuses, a video recording of the same must be made. A **video record of refusal for treatment** may also help prevent medico legal cases.

And lastly **nursing excellence**: Nurses must be well trained and good in communications. An administrator must empower nurses, support them teach them computer skills, soft skills and language skills. Nurses are more constantly in touch with the patients and most responsible for their satisfaction. Keeping the patient happy is essential as a happy patient gets you more patients.