

Improving the Effectiveness of Operations Department in Artemis Hospital Gurgaon.

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Introduction

Artemis hospital

- Artemis Hospital is a state-of-the-art healthcare facility that boasts modern infrastructure and advanced medical technology. The hospital is designed to provide a comfortable and healing environment for patients.
- It offers a wide range of medical specialties and departments, including but not limited to Cardiology, Oncology, Neurology, Orthopedics, Gastroenterology, Pulmonology, Critical Care, and Women & Child Health. It is a multi-specialty hospital with expertise in various medical disciplines.
- Apart from medical services, Artemis Hospital offers various amenities and facilities for the convenience and comfort of patients and their attendants. These may include spacious rooms, cafeteria, pharmacy, 24/7 emergency services, parking facilities, and more.

Operational Management

- In a hospital setting, there are various types of managerial operations that are essential for efficient and effective healthcare delivery. are conducted to ensure efficient functioning, optimal resource utilization, and effective delivery of healthcare services.
- Operations management focuses on optimizing operational processes within the hospital to improve efficiency and productivity. It includes managing patient flow, appointment scheduling, bed management, operating room scheduling, and optimizing resource utilization.

Research Objectives

- To assess the clarity of communication between managers and employees in the hospital and its impact on overall effectiveness.
- To evaluate the timeliness of decision-making processes and their alignment with the urgency of situations.
- To assess the level of involvement of relevant stakeholders in the decision-making process and its impact on employee engagement and organizational outcomes.
- To identify specific areas of improvement in current managerial operations based on employee feedback and suggestions.

Literature review

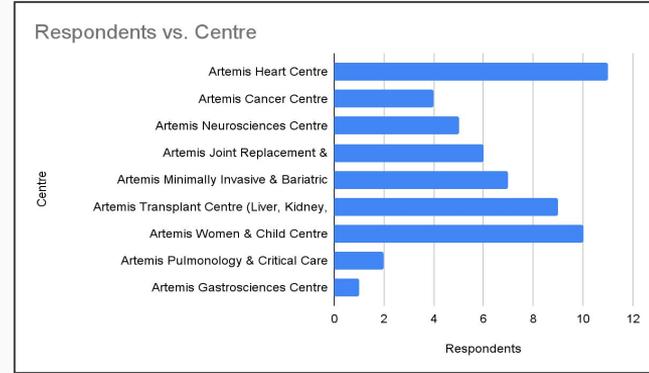
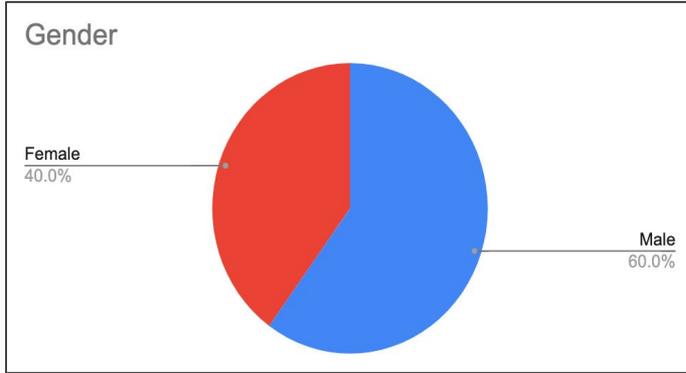
- The effectiveness of operations in hospitals is a crucial aspect in ensuring quality patient care, efficient resource utilization, and positive organizational outcomes. Numerous studies have explored different dimensions of hospital operations and their impact on overall effectiveness.
- One area of focus is the role of communication in hospital operations. Effective communication among healthcare professionals, including managers, has been linked to improved patient outcomes and enhanced teamwork (Aronson, 2011; Leonard et al., 2004). Clear and timely communication channels facilitate coordination, decision-making, and problem-solving, leading to streamlined operations and higher efficiency.
- The decision-making process in hospitals also plays a vital role in operational effectiveness. Timely and evidence-based decision-making has been linked to better patient outcomes and resource allocation (Gurses et al., 2009; Kaplan et al., 2010). Involving relevant stakeholders in the decision-making process fosters a sense of ownership, collaboration, and engagement, leading to more effective and sustainable solutions.
- Employee engagement and teamwork are integral to effective hospital operations. Engaged employees are more likely to exhibit discretionary effort, contribute innovative ideas, and collaborate effectively with colleagues (Macey & Schneider, 2008). Cultivating a positive work environment that fosters teamwork, communication, and collaboration contributes to enhanced operational effectiveness.

Research methodology

This study adopts a cross-sectional research design to assess the effectiveness of current managerial operations in the hospital. The primary data is collected through a questionnaire survey.

1. **Sampling:** A convenience sampling method is used to select participants for the study. A total of 55 employees working in different positions and departments within the hospital are included in the sample.
2. **Questionnaire Development:** A structured questionnaire is designed to gather data on various aspects of managerial operations, including communication, leadership, decision-making, problem-solving, performance evaluation, employee engagement, and teamwork. The questionnaire consists of both closed-ended and open-ended questions.
3. **Data Collection:** The questionnaire is distributed to the selected participants in an electronic format. Participants are provided with clear instructions on how to complete the questionnaire. The data collection process ensures confidentiality and anonymity of the respondents.
4. **Data Analysis:** Regression analysis is employed to analyze the collected data. The responses from the questionnaire are coded, and the relevant variables are identified for regression analysis. The dependent variable may be an overall measure of managerial effectiveness, while the independent variables are the different dimensions of managerial operations identified in the questionnaire.
5. **Interpretation of Results:** The results are interpreted to determine the significance of each independent variable and the overall explanatory power of the regression model. The findings help identify the dimensions of managerial operations that significantly impact managerial effectiveness in the hospital.

Analysis



Managerial communication for effective operations

S. No.	Question	Excellent	Good	Average	Poor	Very poor	Total
1	How would you rate the clarity of communication from your immediate supervisor?	25	13	10	3	4	55
2	How effectively does your supervisor provide guidance and support to accomplish your tasks?	23	12	12	4	4	55
3	Do you feel your supervisor actively listens to your concerns and suggestions?	15	20	11	4	5	55
4	How would you rate the overall leadership skills of your immediate supervisor?	15	20	15	3	2	55

Analysis

Timeliness for effective operations							
S. No.	Question	Excellent	Good	Average	Poor	Very poor	Total
1	How would you rate the clarity of communication from your immediate supervisor?	30	20	2	2	1	55
2	How effectively does your supervisor provide guidance and support to accomplish your tasks?	25	20	5	2	3	55
3	Do you feel your supervisor actively listens to your concerns and suggestions?	23	12	14	5	1	55
4	How would you rate the overall leadership skills of your immediate supervisor?	30	12	12	1	0	55
Involvement for effective operations							
5	Are decisions made in a timely manner, considering the urgency of the situation?	40	11	2	2	0	55
6	Are problems and challenges effectively addressed by the management?	42	9	4	0	0	55
7	How satisfied are you with the problem-solving methods employed by the management?	32	12	10	1	0	55
8	Does your supervisor provide constructive feedback on your performance?	33	14	3	2	3	55

Results

- 60% of respondents are males and 40% of respondents are females.
- In response to the question regarding the clarity of communication from their immediate supervisors, the majority of respondents 54.55% rated the clarity as excellent, 36.36% of respondents considered the clarity of communication to be good, 3.64% rated the clarity as average or poor and 1.82% rating the clarity of communication as very poor.
- In response to the question regarding the overall leadership skills of their immediate supervisors, the ratings provided by the respondents were as follows: 54.55% rated the leadership skills as excellent, 21.82% rated them as good, 21.82% rated them as average, 1.82% rated them as poor, and 0% rated them as very poor.
- In response to the question regarding whether respondents feel their supervisor actively listens to their concerns and suggestions, the following ratings were reported: 41.82% rated their supervisor's listening skills as excellent, 21.82% rated them as good, 25.45% rated them as average, 9.09% rated them as poor, and 1.82% rated them as very poor.
- 72.73% of respondents felt that decisions are made in a timely manner considering the urgency of the situation, 20.00% rated it as good, 3.64% rated it as average or poor, and 0% rated it as very poor.
- 72.73% of respondents felt that decisions are made in a timely manner considering the urgency of the situation, 20.00% rated it as good, 3.64% rated it as average or poor, and 0% rated it as very poor.
- 76.36% of respondents believed that problems and challenges are effectively addressed by the management, 16.36% rated it as good, and 7.27% rated it as average.
- 58.18% of respondents expressed satisfaction with the problem-solving methods employed by the management, 21.82% rated it as good, 18.18% rated it as average, and 1.82% rated it as poor.

Results

- 60.00% of respondents stated that their supervisor provides constructive feedback on their performance, 25.45% rated it as good, 5.45% rated it as average, 3.64% rated it as poor, and 5.45% rated it as very poor.
- 45.45% of respondents rated the clarity of communication from their immediate supervisor as excellent, 23.64% rated it as good, 18.18% rated it as average, 5.45% rated it as poor, and 7.27% rated it as very poor.
- 41.82% of respondents felt that their supervisor effectively provides guidance and support to accomplish their tasks, 21.82% rated it as good, 21.82% rated it as average, 7.27% rated it as poor, and 7.27% rated it as very poor.
- 27.27% of respondents believed that their supervisor actively listens to their concerns and suggestions, 36.36% rated it as good, 20.00% rated it as average, 7.27% rated it as poor, and 9.09% rated it as very poor.
- 27.27% of respondents rated the overall leadership skills of their immediate supervisor as excellent, 36.36% rated it as good, 27.27% rated it as average, 5.45% rated it as poor, and 3.64% rated it as very poor.
- The regression equation for clarity of communication between managers and employees is as follows: $y = 1.27797E-08 + 0.018181818 * \text{Communication}$; y represents the predicted or dependent variable and communication represents the independent variable.
- The regression equation for clarity of timeliness between managers and employees is as follows: $y = -4.63121E-09 + 0.018181818 * \text{Timeliness}$; y represents the predicted or dependent variable and timeliness represents the independent variable.
- The regression equation for clarity of Involvement between managers and employees is as follows: $y = 1.56157E-09 + 0.018181818 * \text{Involvement}$; y represents the predicted or dependent variable and involvement represents the independent variable.

Recommendations

- **Feedback on Performance:** The results indicate that a significant portion of respondents (60.00%) perceive their supervisor to provide constructive feedback on their performance. However, there is room for improvement, as a non-negligible percentage rated it as average, poor, or very poor. It is recommended for supervisors to focus on enhancing their feedback mechanisms and ensure that feedback is specific, timely, and actionable.
- **Clarity of Communication:** While 45.45% of respondents rated the clarity of communication from their immediate supervisor as excellent, there is still a notable percentage who rated it as average, poor, or very poor. To address this, supervisors should strive for effective and transparent communication channels. They should encourage open dialogue, actively listen to employee concerns, and provide clear instructions and expectations.
- **Guidance and Support:** Although a considerable percentage (41.82%) felt that their supervisor effectively provides guidance and support, there is still room for improvement. Supervisors should proactively offer assistance, provide resources, and ensure employees feel supported in accomplishing their tasks. Regular check-ins and discussions can help identify challenges and offer guidance when needed.
- **Active Listening:** While 27.27% of respondents believed their supervisor actively listens to their concerns and suggestions, a significant portion rated it as average, poor, or very poor. It is crucial for supervisors to cultivate a culture of active listening, where employees feel heard, valued, and their opinions are taken into account. Encouraging open communication and providing opportunities for feedback can enhance this aspect.

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