IIHMR DELHI | INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH

Fellow Program in Management

2024-2027 Batch

2nd Semester End Examination

Course & Code	:	**Hospital Operations-FP 733**	**Reg. No. :**
Semester & Batch	:	**II, 2024-2027**	**Date : 20-08-2025**
Timing & Duration	:	**02:00 – 05:00 P.M. (3 Hrs.)**	**Max. Marks : 70**

Instructions:

- Budget your time as per the marks given for each question and write your answer accordingly.

Part-A: Q.1 to Q.6 (5 questions *6 Marks = 30 Marks) Attempt any five.

Part-B: Q.7 to Q.10 (4 questions *10 Marks = 40 Marks) Attempt all

Part-A: Short questions

1. Credentialing & Privileging for hospital staff
2. Turn Around Time (Time Study) for MRI
3. Forecasting in outpatient department
4. Operation Theatre Work Flow
5. Consent for Caesarian Section
6. Hospital Utilisation Indices pertinent to Inpatient services

Part-B: Long questions

Case Study: Operational Data Analysis of a 300-Bedded Multispeciality Hospital in a Tier 1 Indian City - Comprehensive Review of Key Service Areas and Operational Challenges

This case study presents a detailed operational overview of a 300-bedded multispeciality hospital situated in a tier 1 city in India. Designed to serve a diverse urban population, the hospital provides a wide spectrum of clinical services, including general medicine, surgery, obstetrics and gynaecology, paediatrics, orthopaedics, and critical care. The facility is known for its advanced diagnostic capabilities and round-the-clock emergency care, catering to both routine and complex medical needs.

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Hospital Profile

- Location: Tier 1 city, NCR
- Capacity: 300 beds
- Key Departments: Outpatient, Inpatient, Emergency, Intensive Care Unit (ICU), Internal Medicine, Surgery, Obstetrics & Gynaecology, Paediatrics, Orthopaedics
- Staff Strength: Over 500, including doctors, nurses, allied health professionals, and administrative personnel
- Patient Demographics: Urban residents from varied socio-economic backgrounds

Outpatient Department (OPD) Monthly Attendance (Last Year)

Month	**Number of OPD Visits**
January	9,800
February	9,350
March	10,200
April	10,600
May	11,100
June	10,950
July	11,300
August	11,500
September	10,900
October	10,700
November	9,900
December	9,600

Inpatient Admissions by Month (Last Year)

Month	**Number of Inpatients Admitted**
January	1,120
February	1,080
March	1,160
April	1,200
May	1,250
June	1,230
July	1,270
August	1,300
September	1,210
October	1,190
November	1,100
December	1,080

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Annual Deliveries

In the past year, the hospital recorded a total of 2,400 deliveries, averaging 200 deliveries per month. This figure includes both normal and caesarean section births, reflecting the hospital's role as a major maternity care provider in the region.

Major Surgeries Performed (Last Year)

A total of 3,600 major surgeries were performed over the last year, covering specialities such as general surgery, orthopaedics, cardiac surgery, neurosurgery, and gynaecological procedures. This translates to an average of 300 major surgeries per month.

Emergency Department Attendance (Last Year)

The Accident & Emergency (A&E) Department managed 27,500 patient visits during the past year, indicating a significant demand for acute care services. This includes trauma cases, medical emergencies, and paediatric emergencies.

Discussion: Trends and Operational Implications

The data reveals a consistent demand across all core hospital services. The OPD experiences an average monthly attendance of around 10,500 patients, with minor fluctuations likely due to seasonal illness patterns and public holidays. Inpatient admissions remain steady, with a slight increase during the summer months, possibly related to higher incidence of vector-borne diseases and elective surgeries scheduled during school vacations.

High delivery numbers underscore the importance of robust obstetric and neonatal support systems. The volume of major surgeries and emergency visits points to the need for efficient operating theatre scheduling, rapid diagnostics, and well-coordinated emergency response teams. These trends highlight the necessity of proactive staffing, effective patient flow management, and ongoing investment in clinical infrastructure.

Operational Management Questions

7. Outpatient Department: What strategies can be implemented to reduce patient waiting times and improve patient satisfaction in the OPD, given the consistently high monthly attendance?
8. Accident & Emergency Department: How can the hospital optimise triage and resource allocation in the emergency department to handle the high volume of acute cases, especially during peak hours?
9. Inpatient Management: What measures can be adopted to enhance bed occupancy rates and ensure efficient turnover of inpatient beds throughout the year?
10. Nursing Staff Management: How can the hospital improve nursing staff work sampling and scheduling to maintain quality care while managing workload during periods of high patient admissions?

Intensive Care Unit: What challenges exist in managing ICU resources in a multispeciality setting, and how can multidisciplinary collaboration be strengthened to improve patient outcomes?