

An Empirical Study on Design of Integrated Healthcare Services through Performance Excellence Methodologies

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Abstract: Healthcare organisations are grappling with unprecedented challenges brought about by regulations and hence are moving towards the outcome and Performance-based care. Affordability challenges with amplified costs, consumerism in Healthcare are the main reasons for this transition. Healthcare organisations are challenged with the constraints to improve patient health outcomes and reduce costs of internal operations. To address the issue of reducing internal operations can be managed by implementing Technology. Technology offers a unique amalgamation of solutions to help the organisations to enhance the Patient experience, drive out prices and to improve business agility with the integration of services across Healthcare Systems. Today's digital world is well informed resulting in patient-provider dis-satisfaction. To achieve patient satisfaction, the organisations that deeply saddled with high fixed cost base and disjointed systems and processes leading to revenue leakages are hostile to break even. This proposed research model enables the Care provider to, prioritise enhanced patient engagement, provide best in class quality of experience, which means providers must embrace digital technologies and transform organisational processes since it is imperative to change the way they run the operations to achieve cost and quality of services.

Keywords -Consumerism, dis-satisfaction, Healthcare organisations, Patient, Raising Costs

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I. Introduction

Costs of Healthcare organisations across the Globe are rising faster than the GDP growth making the Healthcare unaffordable. Healthcare and Life Sciences organisations are committed to enhancing the lives and well-being of people around the world, while people are hoping to receive great service quality lean towards to a private hospital or even travel across globe for better quality and cost-effective and reliable services. Quality of Healthcare services has become a focal point in the Healthcare sector today. Hospitals and Healthcare systems continue to produce services that vary in quality, leading to inefficient processes and outputs, hence resulting in poor customer -satisfaction. Healthcare organisations operating in the public sectors are experiencing increasingly low satisfaction from patients regarding the quality of services provided. As a result, Healthcare administrators face the challenge to improve the quality of services in their organisations.

Based on the survey performed at different organisations, the outcome reflects that the teams are not able to keep its cost comparable, acceptable and approachable to many patients & are unable to cope up with the denial of claims by the Insurance companies. There is a need to re-iterate on improving Health outcomes by providing Digital technologies & Business transformation solutions to achieve patient satisfaction. The proposed integrated model demonstrates building domain knowledge, and expertise in Business, Process, and Management would enable Healthcare companies to focus on costs & achieve process efficiencies.

II. Transformation – The Answer To Business Challenges

Based on the research conducted across Healthcare Systems, the answer lies in Digital Transformation and Integration of these big companies in the market. Healthcare Industry being a service organization involving regulations, safety and emotions of patients the challenges are not small business challenges. So, how the organisations should address these challenges and become vibrant. The reaction to these challenges is to perform a universal transformation in patient-interacting processes, in business operation processes, management along with atactic to optimize the costs across various functions within an organization. Technology offers this transformation model to achieve the enhanced patient and stakeholder satisfaction, increase profits by and streamlining the cost of internal operations.

Performance-based care managed by Technology based transformation framework is emerging as a solution to address rising Healthcare costs, clinical inefficiencies. As explained in Fig 1 – Technology-based

Transformation Framework, the Care Management Transformation, Operations Transformation and Shared Services Transformation will have to be integrated to achieve a holistic patient satisfaction based on metric systems 'Performance-based care or the Integrated Care Model' therefore is designed to be patient-focused. While 'Performance-based care or the Integrated Care Model' help in solving the challenge of increasing prices and making these options of care more acceptable and reliable for patients and Healthcare Service Providers. This method has its limitations and challenges to the providers, paid for better patient outcomes, in fact, the metric system designed along with Insurance providers is reliable.

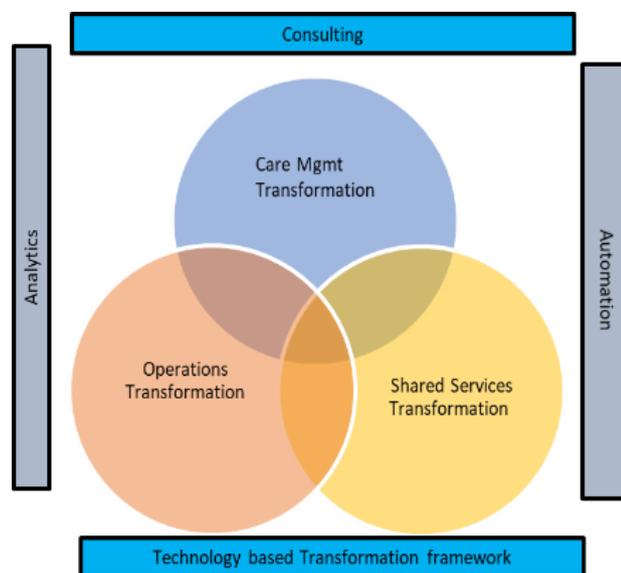


Fig.1 Technology based Transformation framework

In the regimen of 'Performance-based care or the Integrated Care Model', providers are tackling with reduced reimbursements. Providers are also required to trail the wide variety of events to make the care management is more evidence-based. Performance-based care model is adding pressure on the operational processes of the organisations trying to achieve both quality and cost.

III. The Proposed Design Of Integrated Healthcare Model Through Performance Excellence Methodologies

This model (Fig.2) has been articulated based on the local survey conducted across Healthcare Organizations. This model is a comprehensive approach that can lower costs, organise active processes, reduce errors in internal operations, and enhance care coordination. This model designed to results in better revenues, decrease costs and eliminate activities that are not adding value to these systems. The Healthcare institutions are progressively focusing on patient-centric care delivery models. As a result, issues like patient engagement, care orchestration, and patient satisfaction are now major focus areas for transformation leaders.

This model iterates the use of integrated Population statistics, Patient Interactions, Resource Utilization, Care Orchestration and organisation Performance measurement. In each of this bucket, the Healthcare Systems need to identify and target the inhabitants, stratify and capture the risk. Once we accomplish, the receivers of care need to be engaged; then at each level, the processes need to be validated to remove possible repetitive tasks. By removing these repetitive tasks will then result in coordination with the payers and receivers of care to measure, map and articulate outcomes. Once the outcome achieved, these need to be fed back to the population statistics to create a benchmark of performance across the provider's space. A quarterly review of these metrics will result in achieving 'Performance-based care or the Integrated Care Model.'

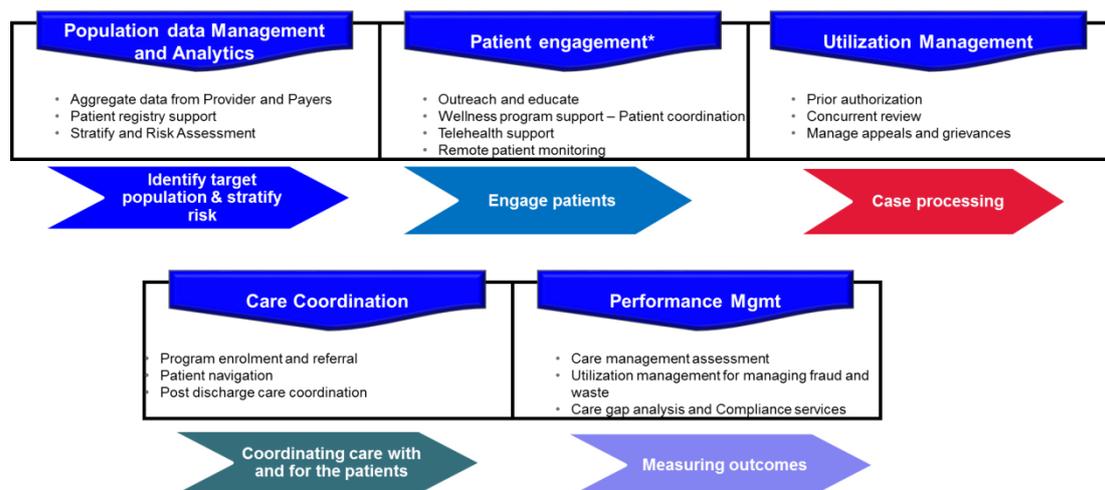


Fig.2. The proposed design of integrated Healthcare model through performance excellence methodologies

The proposed model would be providing services that include but not limited to:

- Effective capture of medical history will eventually reduce patient wait times
- Reduced manual data entry effort would lead to improved staff productivity resulting in reduced risk of inefficiencies
- It would allow clinicians to focus on patient care and coordination for reduced length of stay at hospitals
- This model would lower the Total Cost of Healthcare as each of the providers would avoid costly point-to-point integrations with referring physician practices
- Timely and easy access to lab reports and trends ensured that referring physicians continue to drive patient traffic based on clinical condition
- Real-time monitoring of operational metrics at labs enabled continuous improvement in business outcomes
- Technology offers a unique blend of solutions to help the organisations to enhance the Patient experience, drive out prices and to improve business agility

However, lack of interoperability podium among Healthcare Systems and limited access to consolidated patient records are significant uphill tasks for moving ahead this model. Additionally, the Healthcare industry lacks secure and intuitive communication, collaboration and interoperable tools. It was noticed, that the medical staff is more astounded by the use of technology rather than focusing on what's essential in patient care. Another major contributing factor to this problem is that all these capabilities come at great capital and time investment. These are further decelerating the pace of this change.

Nevertheless, in order to withstand transformations over time, integrated care models require actions that extend from organisational, functional, professional and service delivery levels up to transformations on system level addressing each area of operational management. For instance, the adoption of multidisciplinary styles goes beyond the organisation of provider's vs payers and requires alignment of healthcare policies at the technology and system-level. Given the performance-based evidence system, it becomes indistinct that establishing integrated care is a multi-layered and long-term process involving high capital investments.

IV. Conclusion

The literature reviewed during the research provides evidence that integrated care models are introduced and implemented as a change management strategy. Reviewed literature also show affluence of implemented and evaluated integrated care models that range from individual, disease-specific models and models that embrace entire masses. Integrated healthcare delivery is a framework to reinforce people-centred healthcare providers towards the advancement of a comprehensive delivery mechanism of quality services across the course. The proposed design needs modification according to the multidimensional needs of the receivers of care and the individuals that provide and coordinate multidisciplinary team across of providers/payers space working across settings and levels of care. It should be thoroughly managed to ensure optimal outcomes are achieved. The appropriate use of resources based on the best available facts, with continuous feedback mechanisms to improve performance and to tackle up-stream causes of disease and to promote well-being the performance improvement methodologies have been handy for these organizations under study.

Healthcare Organization's covenant with the industry challenges, regulatory concerns, safety and wellbeing of care receivers. These challenges can be addressed by integrating Technology into healthcare

practice and uniquely position themselves to orchestrate care that is 'Performance-based care or the Integrated Care Model'. There is remarkable consistency in the evidence for some of the key components of such a strategy. The model further emphasises the many different generic components described above observed as core components of 'Performance-based care or the Integrated Care Model'.

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