

The Scoop

A scoop of resources to excel in healthcare management



A publication of Administrators Section, Christian Medical Association of India



Enhance the
patient experience.
Try **SPICE** !

Hospitals rely heavily on revenue from patient care services for economic growth and development. The amount of revenue generated from patient care is determined by the number of patients accessing the hospital for their healthcare needs. In the past, patients had limited choices when it came to choosing their preferred hospitals, as the number of hospitals was very limited in each region. However, today there are multiple healthcare facilities in most places, so the relevant question is, "Why should a patient choose our hospital?"

Although state-of-the-art infrastructure, facilities, and competent professionals are all important factors for patients to consider when choosing a healthcare facility, they are not the only factors. What ultimately matters is how a hospital makes its patients feel about their care. While it is crucial to attracting new patients, retaining existing patients is equally vital. Having more patients means more consultations, procedures, investigations, and ultimately more revenue and growth for the hospital.

As non-profit hospitals, our mission is to serve the needy regardless of their ability to pay. We utilize a cross-subsidy mechanism, where our paying patients fund the care of those who cannot afford it

The challenge is how to retain existing patients and attract new ones to hospitals. The solution is simple: hospitals must think from the patients' point of view. This means that hospitals must place a strong emphasis on patient perspectives. To assist hospitals in this regard, let us consider SPICE, a conceptual framework that stands for the following concepts:

Staff: Patients encounter hospital staff at multiple touchpoints during their visit, whether it's a security guard, front office executive, nurse, or doctor. Each touchpoint has the potential to trigger an experience for the patient. Employees can make a patient's day through their interactions, starting from answering a phone call to addressing patient concerns. Hospital staff should receive training and frequent reminders about the value they create for

their patients. They should also be sensitized to the fact that patients can shape the hospital's future, either positively or negatively.

Process flow: Hospitals have various processes, such as appointment scheduling, registration, pharmacy purchases, admissions, and more. These processes must be smooth to provide a positive patient experience. Regular reviews and corrective measures may help to reduce the gap between the right process flow and the existing one. Hospitals should explore technology and system improvements to enhance the process flow.

Informative environment: Patients value information displays, signage systems, telecommunications, and direct staff communication at various counters. Hospitals should seek external perspectives to suggest further improvements, as they can view things from the patient's perspective.

Convenience and comfort: Patients expect basic conveniences such as clean floors, well-maintained restrooms, odour-free corridors, and well-managed patient care areas. In addition to these necessities, comfortable seating arrangements, visual entertainment screens, and Wi-Fi are now expected in common areas. Decent food and beverage centres, as well as effective ancillary services, are no longer considered extra facilities but are now essential. It's a good practice to consider visiting another facility (not necessarily a hospital) with high customer ratings for their hospitality if the current facility does not meet these basic expectations.

Eye-pleasing surroundings: Patients can easily notice shabby surroundings and broken infrastructure. Regular maintenance and timely repairs demonstrate that the hospital is genuinely committed to caring for its patients. Having a system of frequent facility rounds conducted by the responsible heads of the institution can lead to significant improvements in the organization and management of a healthcare system.

SPICE (Staff, Processes, Informative, Convenience & Eye-pleasing) is not something that hospitals need to think about but rather what patients demand. Patients pay for hospital services and therefore deserve the best. It may not be easy to implement these practices in hospitals due to factors such as staffing issues and cost factors. However, if hospitals are concerned about every step of their patients' journey, from their entry to the hospital until their exit, to provide a healing experience, then SPICE is a conceptual framework that can bring significant changes over time.

To implement the SPICE framework, hospitals can consider the following steps:

- Sensitize the staff about the importance of the SPICE framework and the need to prioritize patient perspectives.
- Select an initial area within the hospital, such as the outpatient department (OPD), to focus on implementing SPICE measures.
- Assign a champion and a core team to lead the implementation of SPICE measures in the selected area.
- Provide the team with appropriate authority, responsibility, and accountability to carry out their responsibilities effectively.
- Allow the team to conduct an assessment of the present situation and identify areas for improvement.
- Encourage the team to present both immediate and long-term solutions for improving the patient experience.
- Regularly review progress and address any gaps in the implementation of SPICE measures.

Celebrate successes and milestones achieved during the implementation of SPICE, even if they may seem small.

By following these steps, hospitals can effectively implement the SPICE framework and enhance their patients' experience.

Revised CGHS Rates : The Pros and Cons

The Union Ministry of Health and Family Welfare (MoHFW) has revised the CGHS package rates for all beneficiaries.

Pros

Consultation Fee

- For OPD Consultation, the rate has been increased from Rs 150 to Rs 350
- For IPD consultation, the rate has been increased from Rs 300 to Rs 350.

ICU charges

The rate has been increased to Rs 5,400 (Rs 862 + Rs 4,500 for Private ward = 5,362- rounded to Rs 5,400) including accommodation for all ward entitlements.

The ICU charges include Rs 750 for non-NABH hospitals and Rs 862 for NABH hospitals includes – monitoring, RMO charges, nursing care and in addition Room rent is as per ward entitlement of beneficiary –general ward / semi-private ward / private ward is permitted. The earlier rate was Rs 862 fro NABH + Room rent as per ward entitlement.

Room Rent

- The General Ward room rent has been increased from Rs 1000 to Rs 1500.
- The Semi-Private ward room rent has been increased from Rs 2000 to Rs 3000.
- The Private Ward room rent has been increased from Rs 3000 to Rs 4500.

Cons

While lauding the government for taking a step forward in the revision of CGHS rates, Dr Raghuvanshi, however, has called the revision "too little, too late." He said: "One of the major elements of the CGHS rate revision—the pricing of package services—remains unchanged, rendering the revision too little, too late.

Additionally, the revision does not include any changes to the pricing of diagnostic or surgical package rates, said the president.

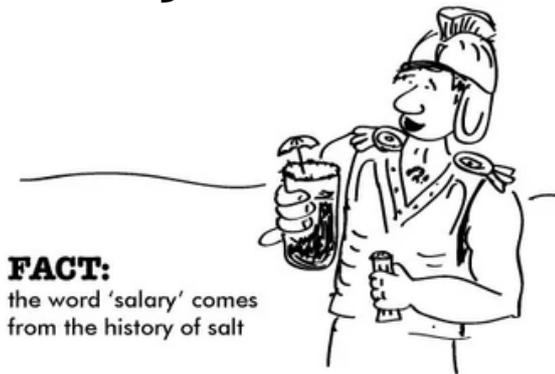


Be Vigilant!

Be vigilant when using contract labor, such as security services, housekeeping etc. Don't be fooled by contractors.

Before making payment to a contractor, the principal establishment should verify whether EPF remittances have been made (visit www.epfindia.gov.in and navigate to 'Our Services', 'For Employers', 'Important Links', and 'Establishment Search'). If the remittance has not been made, deduct the amount from payments being made to the contractor and pay it to EPFO in accordance with Section 8A of the EPF & MP Act, 1952.

Did you know?



FACT:
the word 'salary' comes
from the history of salt

In Roman times, and throughout the Middle Ages, salt was a valuable commodity, also referred to as "white gold." This high demand for salt was due to its important use in preserving food, especially meat and fish.

Being so valuable, soldiers in the Roman army were sometimes paid with salt instead of money. Their monthly allowance was called "salarium" ("sal" being the Latin word for salt). This Latin root can be recognized in the French word "salaire" — and it eventually made it into the English language as the word "**salary**."

- Source <https://www.npr.org>



The origin of the word "**Tax**" is from "Taxation" which means an estimate. These were levied either on the sale and purchase of merchandise or livestock and were collected in a haphazard manner from time to time. Nearly 2000 years ago, there went out a decree from Ceaser Augustus that all the world should be taxed.

- Source <https://incometaxindia.gov.in>



The word **budget** is derived from a french word 'bougette' which means 'little bag' from where the budget concept was derived and after years of development the budget for every single country was started getting prepared. Traditionally, budget documents -- which primarily include papers related to revenue receipt and expenditure as well as the speech of finance minister -- were carried in a brown briefcase, a legacy passed on by the British. The first budget was introduced by the East India Company in the year 1860 in India.



The word "**hospital**" comes from the Latin hospes, signifying a stranger or foreigner, hence a guest. Another noun derived from this, hospitium came to signify hospitality, that is the relation between guest and shelterer, hospitality, friendliness, and hospitable reception. Hospes is thus the root for the English words host (where the p was dropped for convenience of pronunciation) hospitality, hospice, hostel, and hotel. During the Middle Ages, hospitals served different functions from modern institutions in that they were almshouses for the poor, hostels for pilgrims, or hospital schools.

- Source <https://en.wikipedia.org>

Important Questions and Answers on Maternity Benefit

The Maternity Benefit Act of 1961 applies to all women employed in factories, mines, plantations, and organizations with 10 or more employees in India.

How long is maternity leave in India?

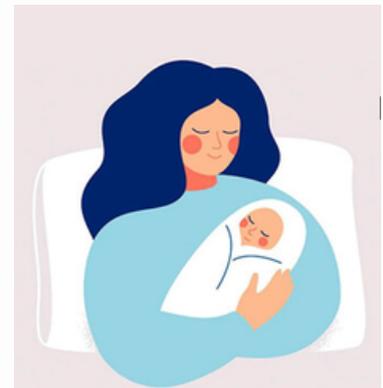
According to the Indian Maternity Benefit Act of 1961, first and second-time mothers are entitled to take 6 months, or 26 weeks, off as paid maternity leave. During this time, their employer is required to pay them in full.

When can maternity leave start?

Women employees who wish to take maternity leave in India must have worked for their company for at least 80 days in the 12 months before their delivery or adoption date. There is no set date when an employee can start her maternity leave, but she can take 26 weeks off for her first 2 children and 12 weeks off for subsequent children. It's important to note that maternity leave must be taken within 6 months of the delivery date

Are employees eligible for employee benefits during maternity leave?

In addition to Maternity Leave, women employees in India can also receive standard employee benefits when they are off, on their maternity leave. She can avail applicable company benefits to employees including medical insurance, housing allowance, and other perks and allowances.



Who pays for maternity leave?

Maternity leave in India is paid by employers to their expectant or newly-delivered women employees. The employer needs to pay the female employee her full salary while she is on maternity leave. In addition, the employee can provide further maternity benefits or leave days according to her employment contract or applicable laws.

Can a new joinee take maternity leave?

Yes. A woman employee can apply for Maternity leave on a probation period if she meets the following conditions: She should have worked with the employer for 80 days in the last 12 months immediately preceding the date of her expected delivery.

What is the duration of maternity leave for eligible employees?

From the 26 weeks of maternity leave duration, the expecting mother can choose to go for up to eight weeks of leave prior to her delivery. The structure of the leave is left to the convenience of the mother, and she can choose to take the entire 26-week maternity leave after the baby is born

What happens if the employer doesn't give maternity leave to an employee?

If the employer denies maternity benefits to a female employee, the labour court can hold the employer liable to imprisonment for 3 months, fine the employer with an amount up to Rs. 5000, or both, as per the rules for maternity leave in India.



Is it compulsory to join after availing the maternity leave?

Though there is a bar on the employer under the Maternity Benefit Act, of 1961 from terminating the female employee while being on maternity leave, there is no such compulsion upon the female employees to continue in their employment after availing maternity leave.

Should the employee disclose her pregnancy in a job interview?

The employee is under no legal obligation to tell a prospective employer about her pregnancy

When should the employee inform the employer about pregnancy in India?

Legally, the employee needs to tell her employer that she is pregnant at least 15 weeks before the due date; this is known as your 'notification week'.

What is the process of maternity leave?

She must give formal written notice to her reporting manager with a copy to HR requesting maternity leaves at least 12 weeks prior to the date of delivery or adoption. She must complete the prescribed forms stating the date of the expected childbirth and the desired beginning date of maternity leave.

Can an employer terminate a pregnant employee?

Ordinarily, an employer cannot fire a pregnant woman as per the Maternity Laws of India. If it does that then the employer will be penalized for the same. Under Section 12 employer is barred from firing and if the employer does so then under Section 21 the employer will be penalized.

Can an employee who is an ESI beneficiary, claim maternity benefits from the employer?

It should be noted that women who are receiving maternity benefits under the ESI Scheme cannot claim similar benefits under the provisions of the Maternity Benefit Act of 1961 and the Maternity Benefit (Amendment) Act of 2017.

ChatGPT: An effective tool



Recently, ChatGPT has emerged as a popular technological innovation, an AI-driven chatbot that can mimic human-like interactions with users. This advanced technology has the potential to revolutionize multiple industries, including those in India.

According to experts, businesses in India can leverage ChatGPT to reap various benefits, such as improved customer service, increased efficiency, and reduced operational costs. By providing 24/7 assistance and support, ChatGPT can help companies promptly attend to their customers' needs. Additionally, ChatGPT can automate repetitive tasks, freeing up employees' time to focus on more critical tasks.

In the healthcare sector, ChatGPT can have a significant impact, especially in providing personalized health recommendations, monitoring chronic illnesses, and offering mental health support. With the rising demand for telemedicine services, ChatGPT can enable virtual consultations between patients and doctors, saving time and money. Moreover, ChatGPT can assist medical researchers by analyzing patient data and providing valuable insights to doctors and researchers.

From a hospital administration perspective, ChatGPT can be a useful tool for creating various write-ups, including impressive presentations and proposals, in a clear and innovative manner.

Creative Ideas!

You can go beyond just healthcare. Look at some ideas!

Last week was exciting! Ten young adults affected by Leprosy participated in a photography workshop at The Leprosy Mission Hospital in Naini. It offered them a hands-on experience, with many on-the-spot assignments designed to help them understand the basics of photography and improve their photography skills. It was a happy and meaningful distraction from just thinking about the disease and ongoing treatment.



Bruce Miller, a well-known photographer from New Zealand, and Nikita Sarah provided guidance and support, helping each participant develop their style and technique. The participants were encouraged to experiment with different types of photography, from portraits to landscapes and action shots. They were also encouraged to practice editing their photos, learning how to use various software tools to enhance their images.

It was heart-warming to see how these young ones gave their best to learn a new skill and express their creativity. Some may explore photography as a profession! It was also a great occasion for participants to connect with each other, share their experiences, and build a sense of community and support"

- From TLM Facebook Post

Happy first cry, Baby!



One of the happiest moments in a hospital is the birth of a baby! We are privileged to witness the arrival of a new life in this world. It's a new world for the baby and a new life for the family. To mark this special occasion, Bangalore Baptist Hospital plays a sweet melody of "Happy Birthday to You" along with the baby's first cry through the hospital's PA system every day. The idea is to celebrate with the family and give thanks to God for this precious new life.

If your institution has implemented innovative initiatives, we encourage you to share them with us so that others can also benefit from them!



Kitchen and Dietary Services

The Ministry of Health and Family Welfare has prepared technical and operational guidelines for Dietary Services. Some important points are highlighted below.

Key Points

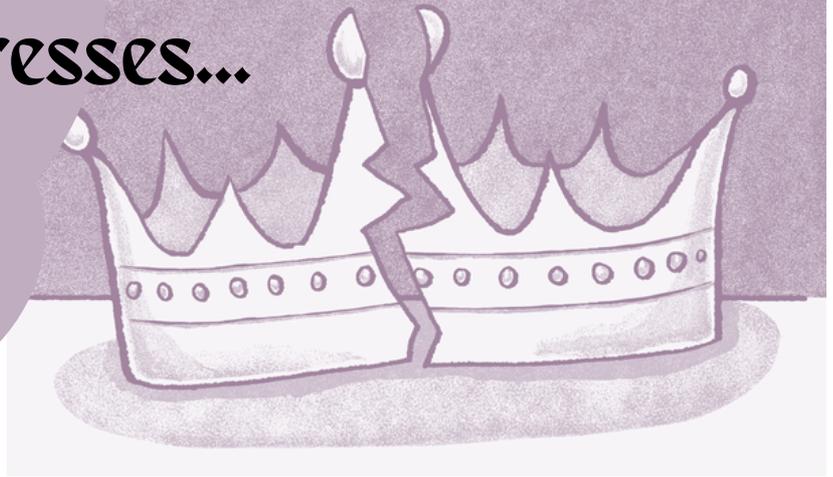
- Frozen food must be stored at -18°C (0°F).
- Refrigerators & Refrigerated display units must be 4°C (40°F) or colder
- Dry storage areas should be from 10°C to 21°C (50°F to 70°F).
- Store raw and ready-to-eat/cooked food separately.
- Never store raw food above ready-to-eat/cooked food.
- Keep food covered at all times.
- Keep all foods labelled.
- Rotate stock (FIFO- First in First Out and FEFO- First Expire First Out).
- Store all food 15cm (6 inches) above the floor to facilitate cleaning and deter pests.
- Keep packaging material covered to avoid contamination.
- The rejected material is to be kept separately to avoid cross-contamination.

Quality Monitors

- Tasting Report – A systemic record for all random checks of the quality and taste of food needs to be documented. Every month at least such two random tests must be undertaken. The food tasted shall be assessed for its colour, taste, and texture. In case any of these parameters are found to be non-satisfactory, they shall be rectified before distribution.
- Nutritional Assessment – On admission, a nutritional assessment form should be used to assess the nutritional status of patients. During the stay of the patient in the hospital, any subsequent changes in the status of the patient should be recorded.
- Cleaning Checklist – Dirt in utensils and the workplace can act as a nidus and spread food-borne diseases hence daily and periodic cleaning shall be monitored using these checklists given in the annexure.
- Hand washing & Personal hygiene checklist – Dirty hands and unhygienic practices can contaminate food and spread diseases. Adherence to hand washing & hygienic practices shall be monitored through a checklist.

Nourishing point...

When leader stresses...



Leaders often face high levels of stress while identifying and solving problems. Similarly, King David experienced overwhelming pressure but found comfort and security, as mentioned in one of his Psalms. This psalm can provide solace to anyone, especially during difficult times.

To handle stress effectively as a leader, start by defining the problem. A problem is something you can act upon. If there's nothing you can do about it, it's not your problem. Accept the facts of life that cannot be solved and do not consider them problems. Focus your energy on things that you can solve. This will help you manage stress and be a more efficient leader.

God manages the facts of life, and we should focus on the tasks He assigns us. Our legitimate problems arise from these tasks. Trying to handle both problems and facts of life can intensify pressure and lead to debilitating stress. Therefore, we should leave the facts of life to God and concentrate on what we can control.

Jesus Christ experienced stress firsthand during his life, including his journey to the cross. Despite this, he remained resilient and showed us how to handle stress. We can follow his example in managing our struggles.

Some people view work as a way to be creative, and productive, and achieve a sense of significance and accomplishment. They enjoy the challenges it brings and value the relationships it fosters. Others perceive work as a burdensome and futile task that brings no joy.

As human beings, we all need stress management techniques, as stress is an inherent part of life. Stress can be helpful, neutral, or debilitating. In Philippians 4:4-6, Paul teaches us how to turn pressure to our advantage. This passage is crucial reading for any leader who experiences stress.

Psalm 23:1-6 offers some valuable insights into how leaders can manage their stress effectively. It reminds leaders that they can find comfort and security in God, even in the midst of difficult times. By focusing on God's guidance and leaving the facts of life to Him, leaders can manage their stress and be more effective in their roles.

When healthcare organizations plan Salary Revision...

Principles and Important Steps for an **Effective Salary Revision Process** in Healthcare Organizations.
ZOOM webinar

Date: Friday 12th May at 3.30 pm

Please contact ejohn@cmai.org or Whatsapp to 9741336277 for zoom link



Dr. D. W. Mategaonkar National Awardee for outstanding Services in the Ministry of Healing for the year 2021 awarded to Mr. M. A. Abraham, Administrator, Christian Fellowship Hospital, Oddanchatram for the Administrators Section, CMAI.



One Day workshop conducted for Nurses on the topic "Team Building & Management" on 19th January 2023 at CSI Campbell Hospital, Jammalamadugu, AP.

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Click below for more details
<https://www.cmai.org/signup-for-membership.html>

47th Biennial Conference

Announcing CMAI's 47th Biennial Conference to be held on 21-23 November 2023. This year the venue is Jabalpur in Madhya Pradesh. Please save the date and wait for further instructions on bookings, the registration process and details. If you have participated in past biennial conferences, we invite you to share your experiences with us. Please send an email to communication@cmai.org



NABH Accreditation Workshop held on 7 & 8 February 2023 at Mary Lott Lyles Hospital, Madanapalle, AP. Dr. Manju Chacko and Sr. Reena took the sessions

From the Scoop Team:-

The Scoop is an attempt to update information about healthcare management and service excellence. We welcome your input such as relevant information, institutional developments, statutory impacts, photographs, etc... Please feel free to contact ejohn@cmai.org or Whatsapp to 9741336277 for more details. Happy reading!

Please let us know what you feel about *The Scoop*. Scan the QR Code or click <https://bit.ly/3eQDaLI>

