



# Project Chakshjyoti (OCR)

*“Let’s unite and make a difference”*

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Delhi, India*

# **Problem Statement**

The Optical conversion rate is 32 % for Private OPD at SCEH for the last Quarter ( April-June, 2016 ) which is not profitable as per the cost benefit analysis and, hence impacting the revenue of the Hospital.

# Goal

*To increase the Optical Conversion rate in Private OPD in 3 Months. ( From 32% to minimum 52% ) and to improve the Quality of Optical Services.*

# Objectives of the Project

- **Monitor:** To map the process from the registration point ( Patient check-in ) to the point where patient leaves the hospital with spectacles ( Patient check-out ).
- **Measure:** To identify gaps in the above mentioned process and close them.
- **Improve:** To Increase the Quality of Optical services and optical conversion rate from the current one, by working on the gaps and eliminating waste in the process.

# Strategy

## **DMAIC** **Performance Improvement Methodology**

**Define**

**Define the  
Problem**

**Measure**

**Measure the  
Current  
State**

**Analyze**

**Analyze the  
Root  
Causes**

**Improve**

**Design &  
Implement  
the  
Solution**

**Control**

**Measure the  
Impact &  
Establish  
Control  
Plan**



**Define**

**Measure**

**Analyze**

**Improve**

**Control**

## Define

- VOC
- Project Charter

## Measure

## Analyze

## Improve

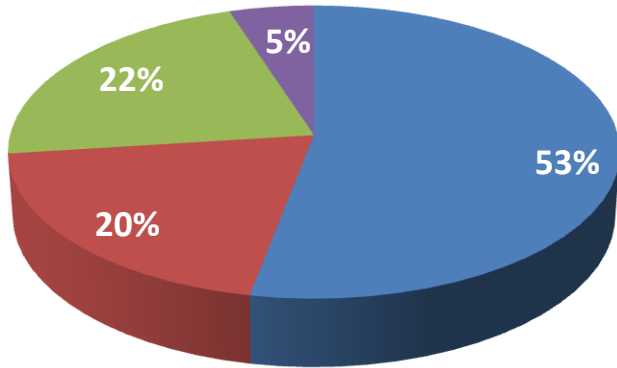
## Control

# VOC ( Voice of customer )

**Target Population:** Patients with Glass prescriptions

**Sampling Method:** Stratified random sampling

**Sample Size:** 35



- No awareness of Optical services
- Too costly, Cheaper outside
- Not convinced with the services
- Less varieties



**Project Charter**

**Project Title: Optical conversion rate**

Business Case				
<p>Dr. Shroff's Charity Eye Hospital (SCEH) is one of the leading Eye Hospitals in India providing Quality eye and ENT care to all economic sections of the society located in Dariyaganj, New Delhi. The Optical Conversion rate at Private OPD of SCEH for the last Quarter( April-June, 2016 ) is 32% which is seemingly less and it affects the revenue at SCEH. The Process is not meeting the productivity expectations and hence needs immediate intervention. The positive intervention would lead to 47% increase in the revenue quarterly resulting in a profit of INR 32,00,000 by the end of the year.</p>	<b>Champion</b>	Dr. Suneeta	<b>Team Members</b>	Dr. Suneeta Dr. Ramesh Mr. Prem Mr. Lokesh Mr. Suresh Dr. Deepika
	<b>Team Leader</b>	Dr. Deepika		
	<b>Sponsor</b>	SCEH		
	<b>Process owners</b>	Mr. Prem, Mr. Suresh		

Problem Statement		Target/ Goal- To increase the Optical Conversion rate in Private OPD in 3 Months		
The Optical conversion rate is 32 % for Private OPD at SCEH which is not profitable as per the cost benefit analysis and hence, impacting the revenue of the Hospital.		<b>From</b>		<b>To</b>
		32%		Minimum (52%)

Project Timeline			Risks / Constraints	SCOPE: In project	Benefits
<b>Phase</b>	<b>Start</b>	<b>Finish</b>	1.Infrastructure 2.Resources 3.Manpower 4.Dependencies	Initial scope will be for the entire Private OPD Process from the patient walking through the OPD door, given prescription for glasses to when they exit the Hospital for home or next point of care. This will subsequently be narrowed to focus on the maximum opportunity areas once initial measurement is conducted. The Project will initially consider all acuity levels.	1.Increase in Revenue 2.Employee engagement 3.Monitoring of Process 4.Client Mobilization 5.Patient Satisfaction
<b>Define</b>	8/8/2016	16/8/2016			
<b>Measure</b>	17/9/2016	21/9/2016			
<b>Analyze</b>	22/9/16	7/9/2016			
<b>Improve</b>	8/9/2016				
<b>Control</b>					

Steering Committee Approval		
Sign	Dr. Suneeta Dubey	<b>Any other support anticipated: Including but not limited to Registration staff, Housekeeping staff, Senior Management Staff, IT Department .</b>
Name	Dr. Suneeta Dubey	
Designation	Chairperson-QA	

## Define

- VOC
- Project Charter

## Measure

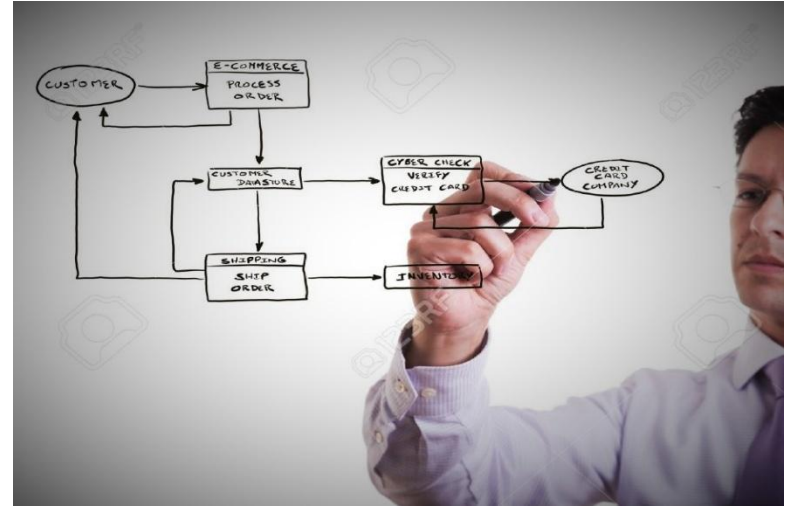
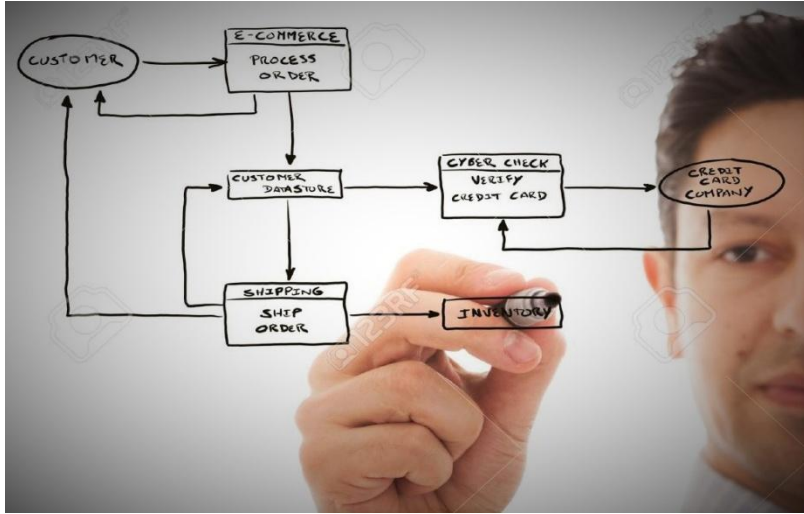
- Flowchart
- Value stream mapping

## Analyze

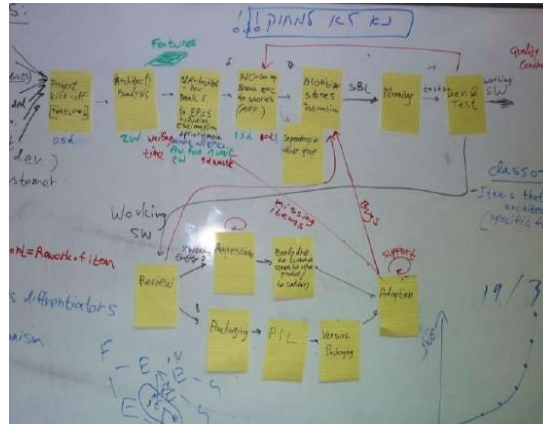
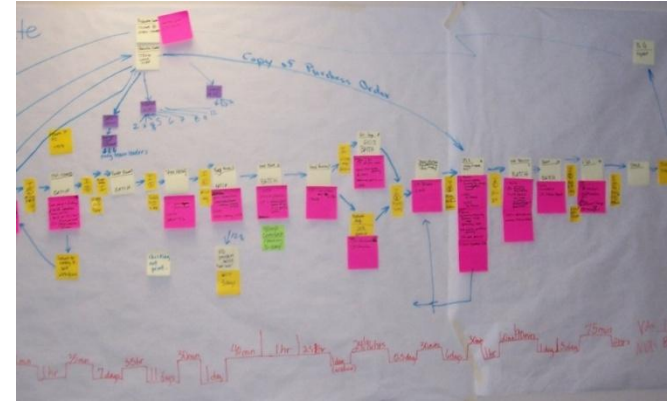
## Improve

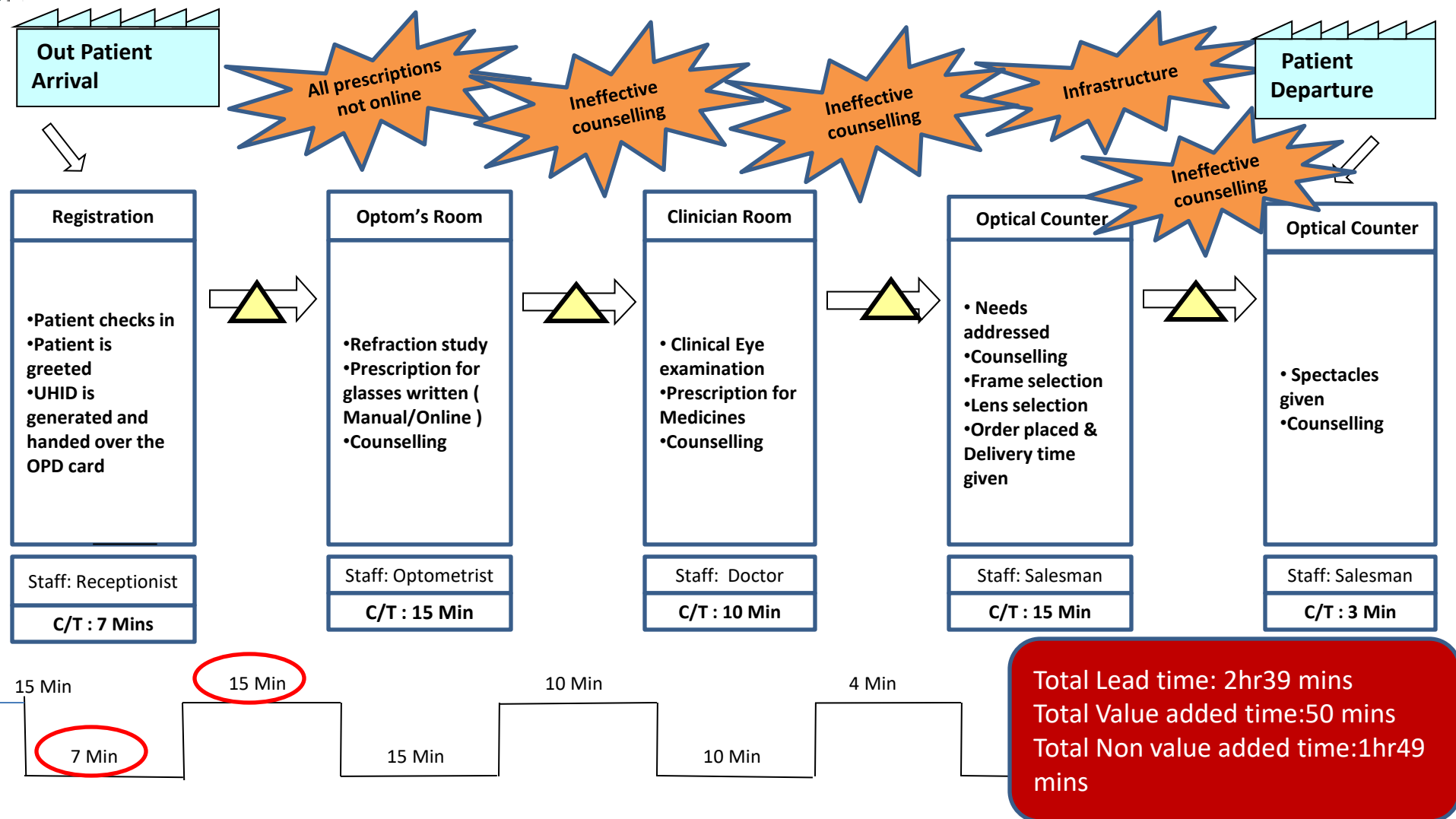
## Control

# Flowchart



# Value stream mapping





## Define

- VOC
- Project Charter

## Measure

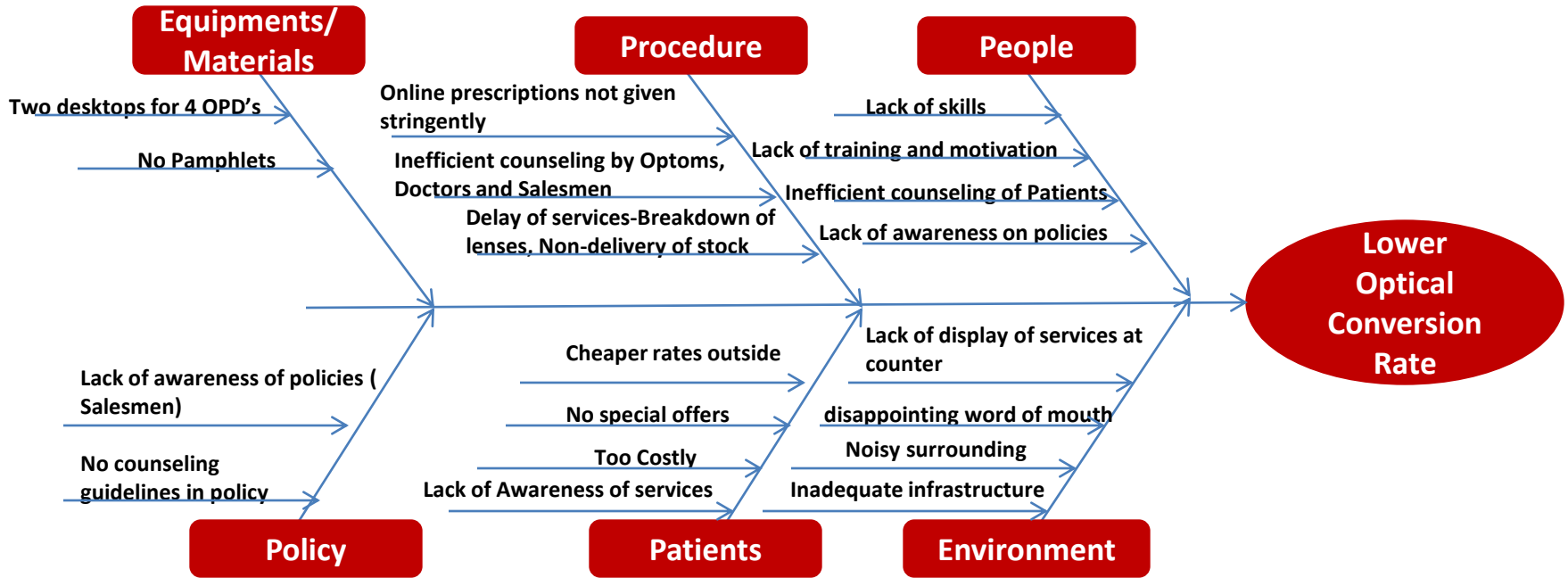
- Flowchart
- Value stream mapping
- Basic statistics

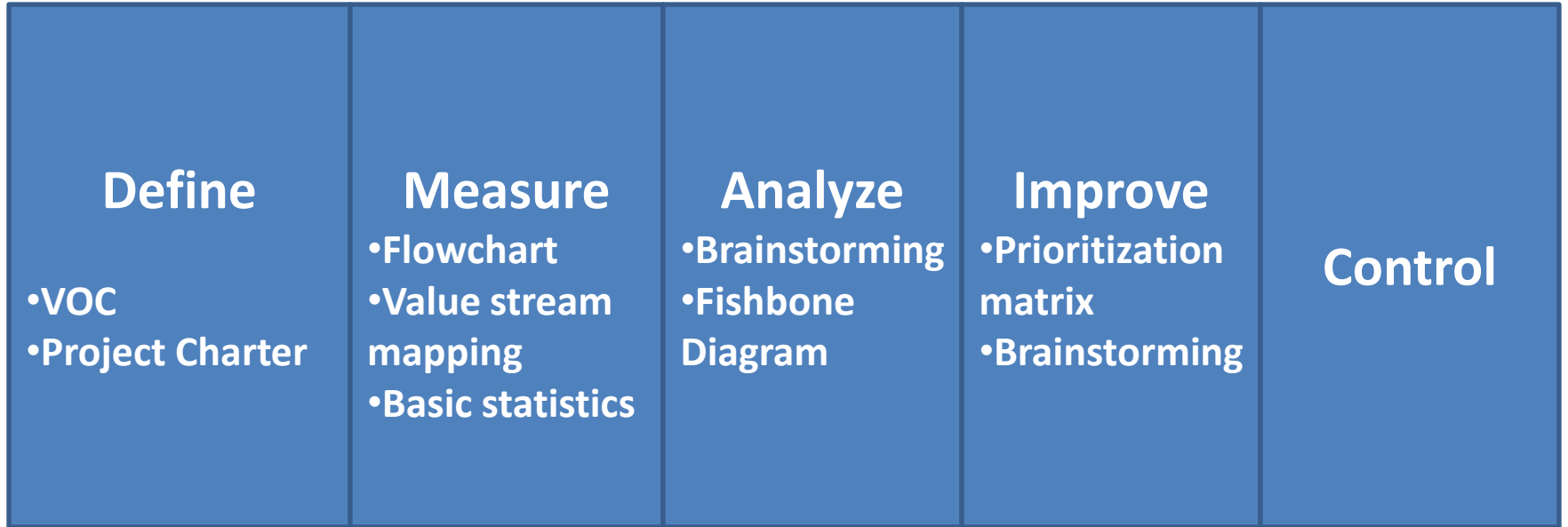
## Analyze

- Brainstorming
- Fishbone Diagram

## Improve

## Control





## Define

- VOC
- Project Charter

## Measure

- Flowchart
- Value stream mapping
- Basic statistics

## Analyze

- Brainstorming
- Fishbone Diagram

## Improve

- Prioritization matrix
- Brainstorming

## Control



# Prioritization Matrix

Criteria	Impact of the Problem	High customer satisfaction potential	Availability of solutions	Urgency of solving the problem	Feasibility ( Cost and time effective )	Priority Scores
	Weight-5	Weight-4	Weight-3	Weight -2	Weight-1	
<b>Problems</b>						
Lack of skills, Training and motivation, awareness of policies of Salesmen	20	20	20	20	3	83
Inefficient counselling of patients	20	20	20	20	3	83
Lack of awareness, Lack of display of services, No pamphlets.	20	12	9	6	2	49
Online prescriptions not given stringently and no established guidelines	15	8	9	6	4	42
Inadequate infrastructure ( Open optical shop and two desktops for four OPDs and noisy surrounding	15	12	9	6	2	44
No special offers	10	8	9	4	3	34
Cheaper rates outside and Costly at SCEH as per the patient.	15	4	6	4	1	30
Delay of services-Breakdown of lenses, Non-delivery of stock.	5	16	3	4	1	29

**Lack of skills, Training and motivation, awareness of policies of Salesmen**

**Workshop to enhance the communication skills and convincing skills should be conducted.**

**Refresher training on the technical skills, existing policies and counseling the Patients should be conducted.**

**Mechanism should be designed to capture individual Salesman Optical conversion rate and He should be rewarded at the end of every year.**

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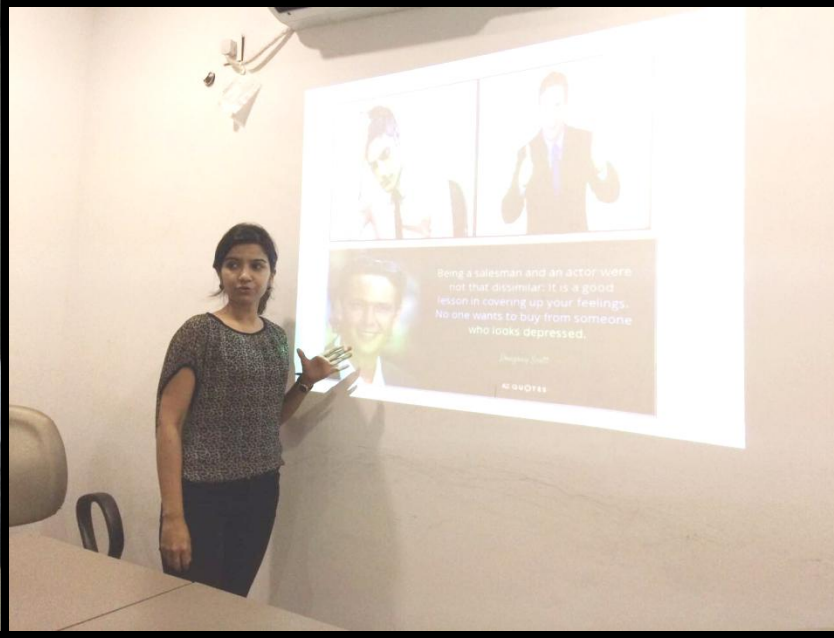
**Inefficient counselling of patients**

**Counseling guidelines should be prepared and incorporated in Optical shop SOP, Optometry SOP**

**Training sessions of Optometrists and Doctors should be conducted.(  
What to counsel? How to counsel?)**

**Mechanism should be designed to capture individual Optometrist's Optical conversion rate and He/She should be rewarded at the end of every year.**

# Training sessions





## Counseling guidelines

### Spectacle Counselling Guidelines for Optometrists

#### A) Dispensing Guidelines:

- Explain about the Lens design you are advising according to the patient's visual need.
- Suggest about the frame design, if you feel that patient prescription may require it.
- Look for the mentioned address on file and glass prescription and then suggest about availing optical service based on following:
  - I. Single vision Hard coat lens available in inventory up till -4/-2 and +3/+1.5 for 1 Hr service.
  - II. Single vision with additional features like ARC or Photochromatic lenses can be availed next day evening .
  - III. Bifocal & Progressive lenses in hard coat can be availed very next evening
  - IV. Bifocal & Progressive lenses with ARC or photochromatic can be availed 3<sup>rd</sup> day.

#### B) Other important guidelines:

- Local Patients (within 5-7 Kms), can be informed to come back for delivery & get power cross-checked in same OPD.
- For Delhi-NCR (30 Kms and above ) can be informed about courier option, if can't come back for delivery
- For outstation patients: check for courier service possibility and then counsel

### Spectacle Counselling Guidelines for Ophthalmologists

- Check about the glass prescription, if patient has received from Optometrist
- Suggest the patient to avail the Hospital Optical service for good quality product and after service issues to be taken care of.

**Lack of awareness, Lack of display of services, No pamphlets.**

**Banners shall be displayed in the OPD or at Optical counter displaying the services and deligheters provided by Optical Shop..**

**Pamphlets should be distributed in the OPD and outside OPD mentioning the services provided at the Optical shop focusing on Patient care and comfort.**

**Flashmob by COP students**

**Online prescriptions not given stringently.**

**Monitoring of Prescriptions-Online and Manual**

**Manual prescriptions pad to be made available strictly at the time of System breakdown.**

**Inadequate infrastructure ( Open optical shop, poor condition of workshop, and two desktops for four OPDs and noisy surrounding**

**Optical shop should be covered and bounded by thick glasses from all the sides.**

**Provision of Minimum three desktops for four OPD sides.**

**A new hassle free area should be designated for Optical workshop.**

## Display of Optical Services



**Dr. Shroff's Charity Eye Hospital**  
*Caring for the community since 1914...*

**OUR SPECIAL SERVICES**

- 1 Hour Urgent Delivery service
- Courier Service
- Discount offers for Senior Citizen and children up to 14 years of age

**WE SUGGEST YOU TO AVAIL HOSPITAL'S OPTICAL SERVICES FOR QUALITY VISION & SATISFACTION WITH YOUR GLASSES**



**Dr. Shroff's Charity Eye Hospital**  
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**LOOK AS YOUNG AS YOU FEEL**

**OUR EXPERTS PROVIDE YOU WITH THE BEST SUITABLE, QUALITY FRAMES AND EXCELLENT SERVICES. WE RECOMMEND HOSPITAL'S OPTICAL SERVICES TO OUR PATIENTS FOR QUALITY VISION & SATISFACTION WITH YOUR GLASSES. YOUR SATISFACTION IS OUR GOAL.**





<h2>Define</h2> <ul style="list-style-type: none"><li>•VOC</li><li>•Project Charter</li></ul>	<h2>Measure</h2> <ul style="list-style-type: none"><li>•Flowchart</li><li>•Value stream mapping</li><li>•Basic statistics</li></ul>	<h2>Analyze</h2> <ul style="list-style-type: none"><li>•Brainstorming</li><li>•Fishbone Diagram</li></ul>	<h2>Improve</h2> <ul style="list-style-type: none"><li>•Prioritization matrix</li><li>•Brainstorming</li></ul>	<h2>Control</h2> <ul style="list-style-type: none"><li>•Standard Work and Training,</li><li>•Documentation</li><li>•Control Plan (Audits)</li><li>•Communication and sharing of results</li></ul>
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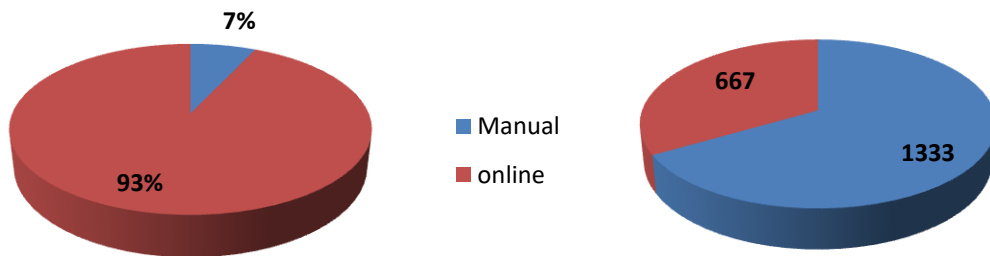
**Post Intervention state**

# Quarterly Dashboard

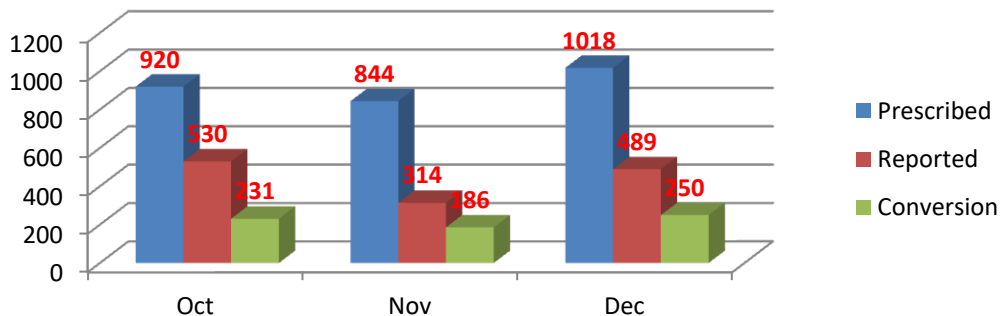
Oct-Dec, 2016

Patient Satisfaction at Optical counter improved from 30% (July, 2016) to 65% (Dec, 2016) reflecting the rise in Quality of Optical services.

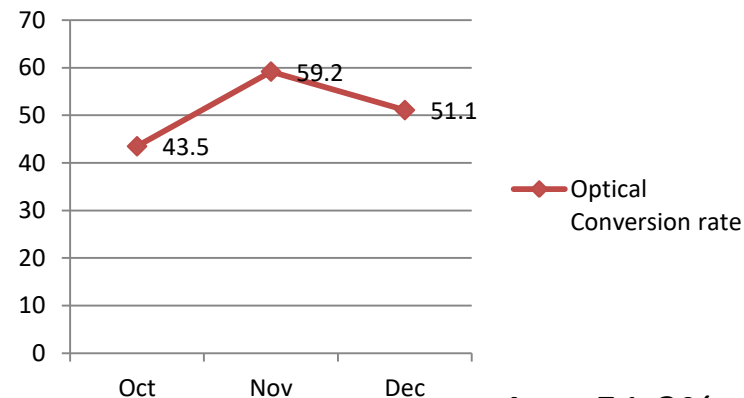
## Percentage of Prescriptions



Name of Salesman with highest Optical conversion: Mr. Mahesh



## Optical Conversion rate



Avg: 51.3%

**Thank You**