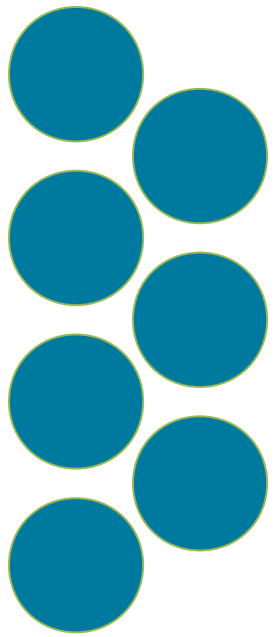




# Characteristics of High Performing Hospitals

- **Prof. Anupam Sibal**
- MD, FIAP, FIMSA, FRCP (Lon), FRCP (Glas), FRCPC, FAAP
- Group Medical Director, Apollo Hospitals Group
- Senior Consultant, Pediatric Gastroenterologist and Hepatologist





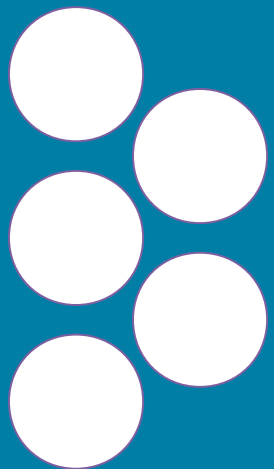
# 7

**Habits of successful people**

**Wonders of the world**

**Signs of aging**

**Ways to become a love magnet**



# 5

**Ways of wellbeing**

**Habits of highly disciplined people**

**Reasons why I love you**







To win the

**marketplace,**

you must first win the

**workplace**

Doug Conant



**Talent**

**Management**





The Google logo is displayed in its characteristic multi-colored font (blue, red, yellow, green, blue, red) against a white background. It is positioned in the upper left quadrant of the image, partially overlapping the office scene.

# Google

The background of this text block shows a modern office interior with large windows, wooden pillars, and colorful beanbag chairs. A woman is lying on a green beanbag chair, and a man is lying on a yellow one, both using laptops.

**People analytics**

**Google ideas**

**Global Education Leave Program**







SISTERS of CHARITY  
HEALTH SYSTEM



In house coaching program  
Simulation model



# @ Apollo

One Apollo Family



Great Place to Work







To conquer frustration,  
one must remain  
**intensely focused**  
on the  
**outcome,**  
not the obstacles



# Focus on Outcomes







**Just In Time (Kamban)**  
**Quality at the source (Jidoka)**  
**Continuous Improvement (Kaizen)**





**Intermountain  
Healthcare**

*Healing for life®*



**OutcomesMiner**

**Specific outcomes for treatments**

**Phenotypic characteristics and  
specific medical associations**



# @ Apollo

## ACE @ 25

**65 hospitals**

**Variable sizes**

**Diverse geographies**

**Clinical balanced scorecard**

**25 parameters assessed against international benchmarks**

**Apollo Light House**

**ACAT**





ACE Apollohospitals :: - Windows Internet Explorer

http://apollogroup.in/ACE/CM\_HomePage.aspx

File Edit View Favorites Tools Help

ACE Apollohospitals ::

Parameter	Numerator	Value	Denominator	Value	Result	Uom	Previous	Current
CABG mortality rate	Number of in-hospital deaths after CABG	0	Total number of CABG conducted	71	0	%	4	4
Complication rate post coronary intervention	Number of patients developing predischarge complications after coronary intervention	0	Total number of coronary interventions conducted	76	0	%	4	4
ALOS post angioplasty	Total number of inpatient days post angioplasty	201	Total number of angioplasties performed	69	2.91	Days	3	3
Percentage conversion of coronary angiographies to CABG	Number of CABGs performed out of total in-hospital angiographies	35	Total number of angiographies performed.	217	16.13	%	3	3
ALOS post THR	Total number of inpatient days post THR	36	Total number of THR performed	7	5.14	Days	4	4
ALOS post TKR	Total number of inpatient days post TKR	58	Total number of TKR performed	13	4.46	Days	4	4
Complication rate TKR	Number of patients developing predischarge complications post TKR	0	Total TKR performed	13	0	%	4	4
ALOS post renal transplant	Total number of inpatient days post kidney transplant	27	Total number of kidney transplants performed	4	6.75	Days	3	3
Average turn around per dialysis chair per day	Total number of dialysis done per day	42.94	Total number of chairs / dialysis beds	13	3.3	Cycles	2	2
Average Urea Reduction Ratio (URR) in patients on hemodialysis	Difference in average pre dialysis BUN and average post dialysis BUN	37.02	Average pre dialysis BUN	53.64	69.02	%	4	4
ALOS post TURP	Total number of inpatient days post TURP	14	Total number of TURP performed	5	2.8	Days	4	4
Complication rate TURP	Number of patients developing pre discharge complications post TURP	0	Total TURP performed	5	0	%	4	4
Endoscopy complication rate	Number of patients developing complications on endoscopy	0	Number of endoscopies performed	655	0	%	4	4
Patient satisfaction with pain management	Patient satisfaction score for satisfaction with pain management.	4672	Number of discharged patients who gave their response in the customer feed back form (VOC form).	1029	4.54	Units	4	4

Done Internet 100%

start | Inbox - Microsoft... | Addressing Indus... | Planning for the F... | Clinicians in quality | ACE Apollohos... | 11:05 AM





# ACE @ 25

Monitoring

July 15, 2014

Welcome Dr .Anupam Sibal Exit Print

- Query Data
- Dashboard
- Reports
- Graphs
- Logout
- Color Coding.
- >=75 - 100 Good
- 58 - 74 Satisfactory
- <=50 Needs Improvement

Region	Location Name	04/2014	05/2014	06/2014	View
Ahmedabad	Ahmedabad Main Hospital	85	85	80	<a href="#">View</a>
Bangalore	Bangalore Main Hospital	92	96	97	<a href="#">View</a>
Chennai	Chennai Main Hospital	79	77	87	<a href="#">View</a>
Delhi	Indraprastha Apollo	82	84	85	<a href="#">View</a>
Hyderabad	Jubilee Hills	94	88	94	<a href="#">View</a>
Kolkata	AGHL	81	75	80	<a href="#">View</a>
Bangladesh	Apollo Hospitals Dhaka	75	76	79	<a href="#">View</a>
Ludhiana	SPS Apollo Hospitals	79	78	76	<a href="#">View</a>
Bilaspur	Apollo Hospitals Bilaspur	77	82	80	<a href="#">View</a>
Madurai	Apollo Speciality Hospitals Madurai	80	77	80	<a href="#">View</a>
Mysore	Apollo BGS Hospitals	80	80	90	<a href="#">View</a>
Pune	Jehangir Hospital	77	78	85	<a href="#">View</a>
Ranchi	ARAM Weavers Hospital	80	81	83	<a href="#">View</a>
Vizag	Apollo Hospitals Heart & Kidney Centre	78	74	81	<a href="#">View</a>
Aragonda	Apollo Hospitals Aragonda	68	70	75	<a href="#">View</a>







An organization's

**ability to learn,**

and translate that learning into

**action** rapidly, is the ultimate

**competitive**

**advantage**

Jack Welch



# Change Management





**Manufacturing**  
to  
**Service Sector**  
Back to  
**Manufacturing**

**2300%**

Company value growth in 30 years



**“The goal has to be solutions that benefit everyone.  
Real change, not workarounds”**

THE UNIVERSITY OF TEXAS  
**MD Anderson Cancer Center**

**Moon Shot program**

**Positive impact on outcome of 8 cancers**





# @ Apollo

**Tertiary  
Care**

**Secondary  
Care**

**Primary  
Care**

**Apollo  
Digital**

First tertiary  
care  
corporate  
hospital in  
India

Secondary  
care  
hospitals in  
tier II cities

Apollo Clinics

eDoc  
Ask Apollo  
Apollo Prism  
HAPP  
eICU

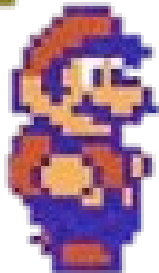




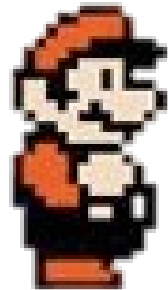
1981



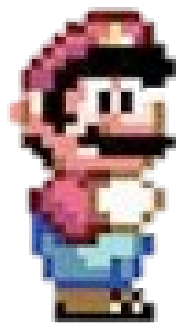
1985



1987



1990



1991



1996



2002



2008



It is not only

**what we do,**

but also

**what we don't do**

for which we are accountable

Jean Baptiste Moliere



# **Culture of Accountability**







**Training for top 40 DHA leadership team**  
**Improved communication and promoted respectful confrontation**  
**Better preparedness for unforeseen circumstances**





*"Accountability gives people the skills to hold challenging conversations and maintain respect."*

*Dr. Gillian Kernaghan, President and CEO*



**Crucial Conversation and Crucial Accountability Program**  
**Improved communication, accountability**

**Millions of dollars saved in reduction of sick days**



# @ Apollo

## Incident Reporting







Your most

**unhappy  
customers**

are your greatest source of

**learning**

Bill Gates



# Patient Engagement





*“Constantly wowing customers and staying ahead of competition requires a fresh look at even the most high-functioning services”*

*Michelle de Haaf, VP Marketing - Medilla*



### Blue Water Initiative

Comprehensive view of all customers from arrival to checkout

Real time performance view and action insights

**7** Points  
NPS  
increase







**Chief experience officer**  
**Open medical records policy,**  
**scheduling**  
**Patient reported outcomes**





# @ Apollo

Voice of customer



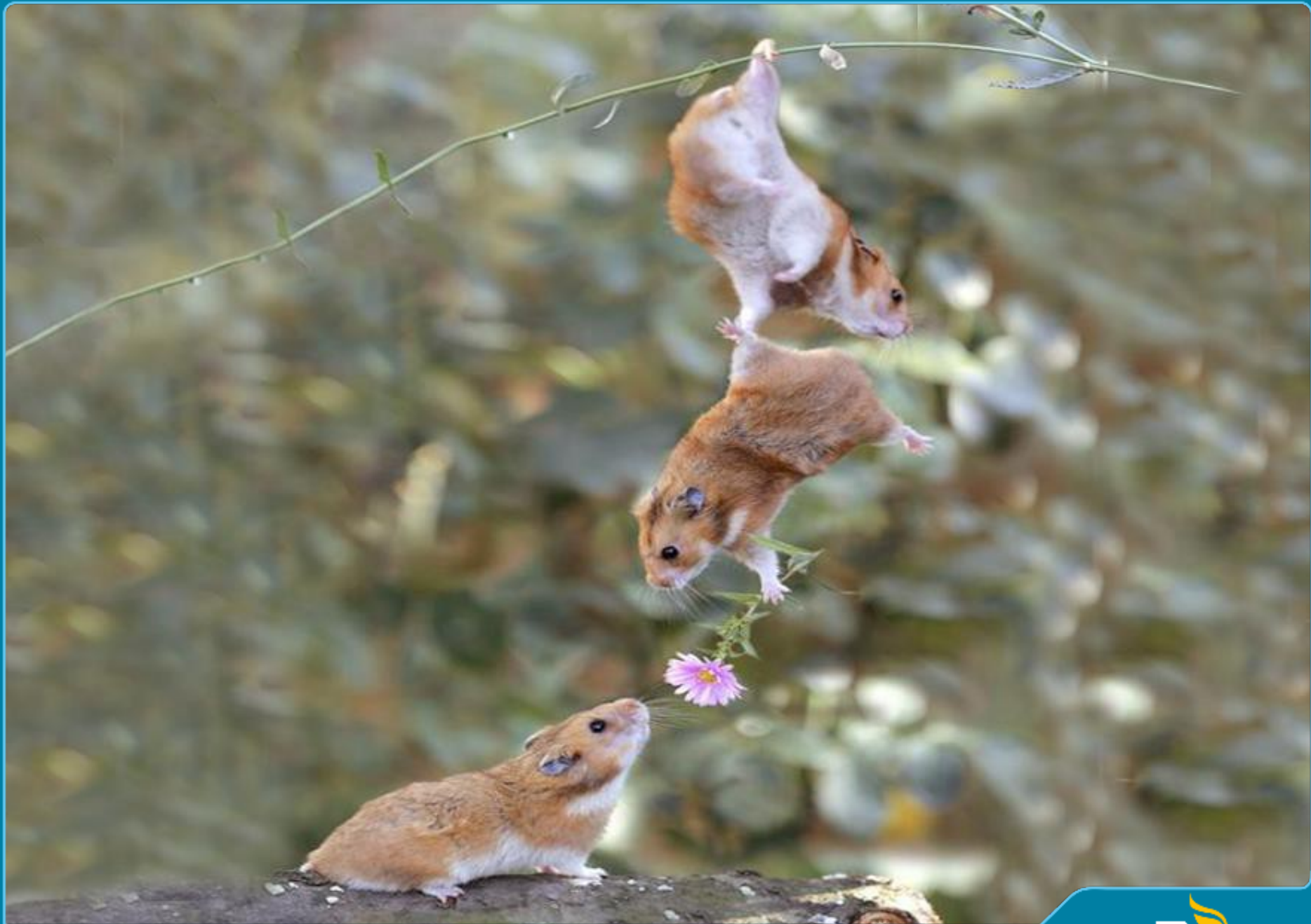
Post-discharge Calls



Family Education







# Innovation

distinguishes between a

# leader

and a follower

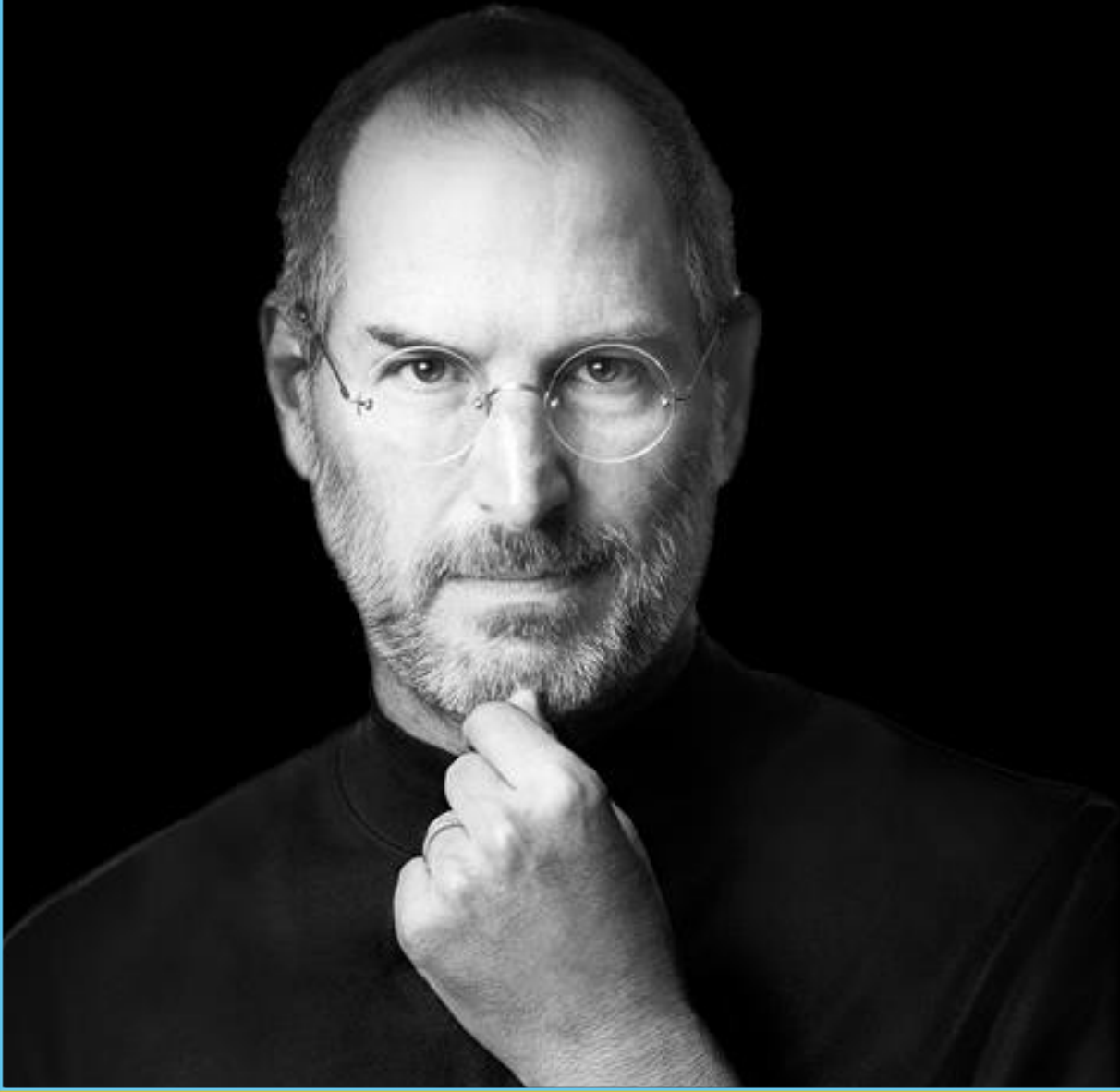
Steve Jobs



# Innovation







Macintosh

Ipod

IPhone

IPad

Macbook



**"Think big, Start small, Move fast"**



**Endoscopic sleeve gastropasty**

**Human fecal microbiome-based**

**biomarkers**

**The Stroke Genetics Network**



# @ Apollo

## Telemedicine







**Talent Management**

**Patient Engagement**

**Culture of  
Accountability**

**Change Management**

**Innovation**

**OUTCOME**





