

Healthcare



1 May 26

METAMORPHOSIS IN HEALTHCARE

How we transformed
a loss making healthcare



Transformation Overview

Chief Faculty- Healthcare

We did not enter the organisation merely to improve processes; we entered with “a” **larger mission**—to rebuild a weakened culture that had gradually eroded organisational overall performance

Through comprehensive COPQ analysis, Lean SWOT evaluation, frontline observations, stakeholder interactions, and process mapping, we identified critical improvement opportunities impacting patient satisfaction, workforce productivity, operational efficiency, service quality, and revenue generation.

Rather than focusing only on tools and training, we concentrated on transforming the underlying culture that shaped everyday behaviours and decision-making. Through structured Kaizen workshops involving leadership, clinicians, nurses, administrative teams, and support staff, we eliminated waste, strengthened communication, and fostered a culture of continuous improvement.

The most significant outcome was not the implementation of new systems, but the creation of organisational ownership. Employees at every level began taking responsibility for patient outcomes, operational excellence, and institutional sustainability.

As Lean principles became embedded into daily operations, the healthcare institution evolved into a more resilient, patient-centric, and performance-driven organisation, resulting in improved patient experience, renewed staff commitment, and successful restoration of revenues.



In this newsletter
you can expect:

TRANSFORMATION
OVERVIEW

CASE STUDIES

HOW WE
TRANSITIONED
ABOVE HC

CULTURE CHANGE

ACTION STEPS TO
GET ROBUST ORG
CULTURE

OUR ASSURANCE &
WHAT WE
OBSERVE



COPQ OVERVIEW

The Cost of Poor Quality (COPQ) in healthcare refers to the financial impact of failing to meet quality standards in patient care and inability to run the healthcare with 'required' professional standards accumulating various costs associated with poor quality, which can ultimately affect its overall branding & sustenance at the end. Here's a breakdown of how COPQ manifests in healthcare:

Components of COPQ in Healthcare:

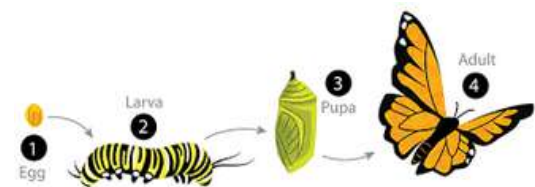
- Internal Failure Costs: 8 wastes of HC
- External Failure Costs: Costs incurred after the service reaches the patient
- Appraisal Costs: Costs spent on monitoring and checking to ensure quality
- Preventive Costs: Costs associated with preventing defects and ensuring first-time right care

All the above topics are heavy to understand and we cover them all in our CMIO Project



₹12 CR LOSS HEALTHCARE RESTORATION

During our project with a huge hospital during Lean SWOT Analysis, we found out that it faced significant challenges related to the Cost of Poor Quality (COPQ). (It plummeted to the tune of ₹12 Crore debts!) The hospital had been experiencing high rates of patient readmissions, medication errors, patient complaints regarding the quality of care, law suits and zero CPB. These issues not only affected patient outcomes and satisfaction but also led to increased operational costs and strained resources, more so high volumes of pts, staff & consultants attritions took place in this HC. Marketing was almost ineffective, public rejected this HC.



HOW WE TRANSITIONED IT

To restore this sick HC, Initially, our entire Tabor team conducted a primary analysis of the facility through Lean SWOT analysis. After completing this, we assembled internal teams, consisting of members from the Tabor board, external recruits, and hospital inner staff. Together, we organised Kaizen events to strategise and plan steps in the sequence of Plans A, B, and C.

We removed non-performing, anti-hospital staff from top to bottom; followed by rigorous retraining programs and fresh recruitments. Afterward, we implemented robust systems and initiated a **culture change** initiative within the organisation through numerous pro-staff initiatives, reviving the culture of innovation that had nearly disappeared.



Culture Change

Organizational culture change is the process of altering an organization's values, beliefs, processes, (its DNA) and strategic goals to align with its vision and core values. This process can help a healthcare to achieve new objectives and improve the work environment

The most challenging task for any healthcare organization is transforming its organizational culture. In world-class companies like Apple, Mayo Clinic, and Virginia Mason, innovation thrives at all levels, from top management to frontline staff, ensuring the highest quality outcomes for both patients and leadership. This stands in stark contrast to the stagnant and outdated cultures found in traditional organisations. As we tour around hospitals we find managements giving least importance to this and they get COPQ at the end

ACTION STEPS TO GET ROBUST ORG CULTURE

1. Quantitatively measure your current culture
 2. Design Future culture, Definitive targets.
 3. Prepare whole team from top to bottom to work towards meeting above goals
 4. Ensure staff and stakeholder participation
 5. Communicate and demonstrate the change, again and again and again and then ... again.
 6. Birth in EI- Emotional Intelligence all throughout the facility to face day today challenges
 7. Embed Continual Trainings & drill in Lean Systems like DSM (Daily Standup Meeting) and regular VSM, (Value Stream Mapping)
 8. Make all from top to bottom to innovate & change the whole atmosphere
- We cover all these in our live projects!

Call us for Powerful Projects



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Dear Prospective Client!

The whole healthcare is under fire with huge costs on one side and inefficiencies other side. Healthcare 'management' is not an easy affair; it's not a factory of a product where every product can be given quality stamp but in healthcare clinical quality stamp can't be given to a patient

This is also a place where too many invisible errors occur and inundated with white elephants from top to bottom who work (not all) only to fill the day with too many 'over-processings'

& most of the health care managements we encountered were unethical (not all)

If you are unethical and you only want things to be rectified through these immoral means, if you want to fleece pts and Government 😞 we are not the company for You. Our company's name is Tabor Institute of business Ethics, established 30 years ago through a spiritual awakening and we walk-the-talk,

"if you" listen to all our instructions to the letter 🙏 as Guru to Sishya (disciple/student) and follow them to the letter, we will take your organisation to another level, which you have not even dreamed,

we WILL be there at every step & be with you till the end!

Best regards,

Rozario, Chief Faculty

