JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM / PGDM (M) / PGDM (SM)
FOURTH TRIMESTER (Batch 2023-25)
END TERM EXAMINATIONS, SEPTEMBER 2024
REAPPEAR

Course Name	Managing Service Operations	Course Code	20523
Max. Time	**2 hours**	Max. Marks	**40 MM**

INSTRUCTIONS:
a. Read the case below and answer any four questions.
b. This is a closed book examination.
c. Only calculators allowed. Use of mobile and any other electronic device prohibited.
d. Answers should be rich in content, pointwise. Avoid unnecessarily long answers.

Case: Horizon Health Medical Center: Pioneering Personalized Healthcare

Located in the heart of a bustling city, Horizon Health Medical Center has established itself over the past decade as a premier provider of comprehensive healthcare services. The center blends state-of-the-art medical care with a patient-centric approach, but with the rise of tech-driven medical facilities and telehealth services, it now faces the challenge of maintaining its competitive edge.

To address this, Horizon Health's leadership, led by CEO Dr. Michael Carter, has embarked on a strategic journey to redefine its service offerings. Their vision is to be "the leading provider of personalized, holistic medical care that enhances the quality of life for every individual." This involves delivering healthcare that meets each patient's unique needs, from precision medicine tailored to genetic profiles to comprehensive health assessments that go beyond treating symptoms. "Our goal is to provide care that truly matters to our patients," says Dr. Carter. "We focus on treatments that are effective, personalized, and designed to enhance overall well-being."

Horizon Health has introduced innovative services, including personalized genomics and precision medicine programs tailored to individual genetic profiles. "Precision medicine is the future," asserts Chief Medical Officer Dr. Jessica Thompson. "Understanding our patients' genetic makeup allows us to offer more effective treatments with fewer side effects."

The center has mapped its patient care process to identify and eliminate activities that do not add value. "We analyzed every step of the patient journey to reduce waste and improve efficiency," says Operations Manager Linda Scott. This value stream mapping revealed areas for improvement, such as reducing redundant administrative tasks and streamlining patient check-in procedures. To reduce waste, Horizon Health implemented a digital patient portal and mobile app, allowing patients to book appointments, access medical records, and receive health tips online. This move has minimized paperwork and reduced administrative errors, leading to a 40% increase in online engagement and an 85% patient retention rate. Additionally, the use of tablets for check-in has reduced waiting times by 30%, enhancing the overall patient experience.

Horizon Health also plans to expand its reach by opening two new satellite clinics in underserved communities within the next two years, extending its reach by about 10% while maintaining its patient-centric ethos. The center focuses on operational excellence with KPIs monitoring patient satisfaction, clinical outcomes, employee engagement, and financial performance. "Our aim is to consistently achieve a patient satisfaction rating above 90%," notes Scott. "We also aim to reduce wait times by 20% through improved scheduling and lean management practices."

Understanding and catering to diverse patient needs is central to Horizon Health's philosophy. "Patients today are informed and have higher expectations," says Amy Reynolds, Director of Patient Experience. The center conducts comprehensive health assessments for every new patient, including a medical history review, lifestyle analysis, and health risk assessment. "It's about knowing our patients beyond their medical conditions," explains Reynolds.

The center has shifted to a "pull" approach, where services are provided based on patient demand. "We've moved from a traditional, appointment-heavy system to one more responsive to patient needs," says Reynolds. Horizon Health uses real-time data from its patient portal and mobile app to adjust service offerings dynamically. "If we see an increase in demand for virtual consultations, we can allocate more resources to that area immediately," says Daniel Lee, Chief Technology Officer. The center also offers flexible appointment slots for telemedicine, which has been particularly beneficial for patients with mobility issues or those living in remote areas. "Telemedicine is essential," adds Dr. Thompson, "allowing us to reach patients who might not otherwise be able to visit us."

Internally, Horizon Health leverages its team as a critical asset. "We foster a culture of continuous learning, innovation, and professional growth," says Dr. Carter. The center offers a comprehensive training program covering the latest medical advancements, patient care best practices, and empathy training. "We want our staff to be both technically skilled and compassionate," explains Linda Scott. Employee empowerment is encouraged through innovation sessions where staff can suggest improvements. "One of our nurses proposed group health education sessions for patients with chronic conditions, improving patient engagement by 25%," shares Reynolds.

To support these efforts, Horizon Health has invested in a knowledge management system that stores data on patient preferences, medical histories, and service outcomes, ensuring every interaction is informed and personalized. The center also values insights from its frontline employees, establishing regular forums and suggestion boxes for feedback. "We've implemented several ideas from these sessions, like using tablets for check-ins, reducing check-in times by 30%," notes Scott.

Horizon Health empowers frontline employees to resolve patient issues in real time. "If a patient has a concern, our staff is trained to handle it immediately," says Scott. This approach has significantly improved patient satisfaction and reduced complaint resolution times by 15%.

To execute its strategy effectively, Horizon Health has developed a service blueprint mapping the patient journey from the first contact to post-visit follow-up, integrating front-stage activities, like appointment scheduling and consultations, with back-stage activities, such as resource allocation, staff training, and data analysis. "Our goal is to create a smooth, integrated experience that meets patients' needs efficiently," says Lee. By integrating innovative and customer-centric approaches, Horizon Health is positioning itself as a leader in personalized healthcare. "We are dedicated to providing high-quality care that improves lives," concludes Dr. Carter. "Our commitment to innovation, patient-centricity, and continuous improvement keeps us at the forefront of healthcare delivery, inspiring loyalty and trust among our patients."

Q1.

Thoroughly illustrate the service concept applied by Horizon Medical Centre to provide care to their patients. (10)

Q2.

Construct a Balance scorecard for Horizon Medical Centre to measure its performance. (10)

Q3.

Discuss five principles of lean management in the context of Horizon Medical Centre. (10)

Q4.

Hotel Holiday Inn is a lavish hotel located at Lakeside, Switzerland with a total of 40 Lake and Mountain view suits. However, being a bit costly, hotel Holiday faces significant booking loss. To stimulate the demand, the management has decided a special, non-refundable 14-day advance gambler fare for only $49/night. The regular, full refundable fare is $70/night. Now, the management want to balance the refundable and non-refundable booking capacity. Considering the last few year's experiences, the demand for full refundable booking follows a normal distribution with average of 15 customer per day and a standard deviation of 5 customers.

    a. Determine the optimal number of rooms should be kept for non-refundable booking facility? (5)
    b. A market analysis identified that *30% of the tourist look for a refundable price*. Does this analysis change the proposed number of rooms kept for non-refundable booking facility? (5)

Prob	0.10	0.12	0.14	0.16	0.18
Z	-1.28	-1.17	-1.08	-0.99	-0.92
Prob	0.20	0.22	0.24	0.26	0.28
Z	-0.84	-0.77	-0.71	-0.64	-0.58
prob	0.30	0.32	0.34	0.36	0.38
Z	-0.52	-0.47	-0.41	-0.36	-0.31
Prob	0.40	0.42	0.44	0.46	0.48
Z	-0.25	-0.20	-0.15	-0.10	-0.05

Q5.

Write essay on the following topics (5+5)

    i) SERVQUAL model
    ii) Customer relationship management (CRM)