Title: Improving Patient Wait Time at LV Prasad
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Location: Hyderabad, India
Project Summary: The project identified bottlenecks along patient pathway to improve patient wait time at LVPEI.

The opportunity

LV Prasad Eye Institute (LVPEI) is an eye care hospital in Hyderabad, India, that has served over 15 million people, 50% of its patients at free of cost. Its mission is to provide equitable and efficient eye care to all sections of society. The hospital naturally faces large patient volumes and is concerned that its capacity constraint is creating long wait time for its patients. Opportunity exists in capturing dynamic changes in patient demand and patient pathway.

The project

The scope of our project was to expose bottlenecks and inefficiencies in the system that was creating long patient wait time. Starting in January, the MIT Sloan team conducted research with local hospitals, including Massachusetts General Hospital, Massachusetts Eye and Ear Hospital, and Mount Auburn Hospital, to identify best practices in managing patient flow.

In March, the team visited LVPEI for two weeks. In order to understand the patient pathway and current scheduling system, the team conducted Time and Motion studies in four of the OPD clinics and interviewed various stakeholders, including faculty ophthalmologists, optometrists, administrators, and Operations professors at the Indian School of Business. The MIT Sloan team also conducted patient surveys at the walk-in counter and checkout counter to understand motivations for choosing the walk-in option and patient satisfaction levels at LVPEI.

Based on the variables that have been identified as contributing to the patient wait time, we validated these factors using data collected on-site, and additional data collected post-visit. The team used system design approach to map relationships between these variables that contribute to the rates of patient movement along each step of the pathway and identified systemic causes of increase in patient waiting time. The key findings and recommendations were presented to the Vice Chair and Senior Operation Manager at LVPEI.

Impact and implications

We presented 5 short-term actionable recommendations and 5 long-term considerations for the hospital to improve its backlog. The next step for the organization is to notice the systemic causes creating the backlog and decide whether to implement some of our recommendations. For the MIT students, the project exposed us to the tangible impact management practice can make to global health. We walked away with a deep appreciation for LVPEI's passion, vision and humility and with a commitment to leverage our management skills to further improve global health.

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