

# ***C*CHAPTER**



## ***To Study and Analyse, The Sources and Causes of Revenue Leakage During The Patient Journey at Birla Fertility & IVF Center Sector-14 Gurgaon***

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## **INTRODUCTION**

In vitro fertilization (IVF) constitutes a series of clinical procedures designed to aid individuals facing fertility challenges, prevent genetic abnormalities, and facilitate successful pregnancies. Widely regarded as the most efficient and successful form of assisted reproductive technology, IVF typically involves utilizing the couple's own gametes or those from a donor, either known or anonymous. In cases requiring a gestational carrier, an embryo is implanted into the uterus of an individual. The success rate of IVF hinges on various factors, including the underlying cause of infertility and the age of the patient. Research indicates that approximately 8 million children worldwide have been born through IVF since its inception in 1978, a figure comparable to the entire population of a megacity like New York. Despite misconceptions about its affordability, IVF treatment in India is offered at costs comparable to global standards, ranging from USD 2000 to 2500 per cycle, rendering it a viable and accessible option even for middle-class demographics [2,3].

Revenue leakage, defined as the unexpected and often unrecognized loss of revenue within a firm, also applies to healthcare organizations, including hospitals. It represents missed opportunities to generate revenue. While some enterprises estimate their revenue leakage to be around two percent, experts suggest that this figure is underestimated. Across various sectors, revenue leakage can account for up to five percent of realized EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization). Given its significant implications, addressing revenue leakage is crucial in preventing profit loss within the healthcare industry. Proactive identification of leakage areas and implementing measures to mitigate them

can help healthcare organizations safeguard against wealth depletion [1].

## **RESEARCH OBJECTIVES**

1. To identify and analyze the origins of revenue loss at Birla Fertility & IVF Center within a three-month period using a patient tracking system.
2. To investigate the factors contributing to revenue leakage at Birla Fertility & IVF Center and propose strategies to reduce them.
3. To determine the average revenue per ovum pickup (ARPU) at Birla Fertility & IVF Center.

## **RESEARCH METHODOLOGY**

A descriptive and analytical study was conducted at Birla Fertility & IVF Centre in Gurugram, where all patients, including both new and follow-ups, were included in the study. Patient prescriptions, both outpatient department (OPD) and inpatient department (IPD), were manually scanned to verify if all services recommended by the consultant were availed in-house. This scanning process encompassed pharmacy and diagnostic services. Upon detection of any missed services or revenue leakage, appropriate actions were taken. Data collection was conducted in person at the center. Following data collection, root cause analysis (RCA) and corrective and preventive actions (CAPA) were carried out, and solutions were proposed and implemented at the center.

## **RESULTS & DISCUSSION**

Based on the analysis, it was observed that inpatient department (IPD) patients visiting the Birla Fertility & IVF Centre for Frozen Embryo Transfer (FET) were typically prescribed post-operative medications amounting to approximately Rs. 15,000 per patient. This constituted 87.93% of the total revenue lost, totaling Rs. 1,24,598. As these payments were significant, patients tended to compare prices at the in-house pharmacy with those offered by local pharmacies in the market, which often provided around 25% discounts along with home delivery services. To address this competitive challenge, immediate action was deemed necessary. A corrective action was proposed and approved by management, involving the implementation of a 5-10% discount for patients purchasing medicines exceeding Rs. 10,000 and who were reluctant to buy from the in-house pharmacy. This initiative was successfully executed at the center, resulting in a positive outcome. Pharmacists were now authorized to provide variable discounts of 5-10% to patients buying medicines exceeding Rs. 10,000, thereby enhancing patient satisfaction and retention while encouraging purchases from the in-house pharmacy.

Since the introduction of discounts, two potential patients were successfully converted, one of whom made repeated purchases exceeding Rs. 10,000 and received discounts on each occasion. This not only prevented revenue leakage but also contributed to patient retention and adherence to prescriptions from the consultant. The proposed 10% discount prevented revenue leakage amounting to Rs. 45,457. This initiative marks the beginning of efforts to minimize revenue leakage at Birla Fertility & IVF Centre, Sector-14, Gurgaon. Scaling up these

initiatives to all Birla Fertility & IVF centers is expected to have a broader impact in curbing revenue loss.

## **CONCLUSION**

In the future, given the significant role pharmacy revenue will play in IVF hospitals, it will be imperative to identify these sources and pinpoint the stages where revenue leakages occur. Management will need to prioritize key sources and conduct a thorough analysis of the root causes of the issue, ensuring that appropriate corrective and preventive actions are implemented. Root cause analysis (RCA) and corrective and preventive actions (CAPA) will be conducted and approved by management with substantial guidance and support. The outcomes will show positive and substantial results in reducing revenue leakage while simultaneously increasing overall and departmental sales. Even if it's not feasible to address all sources of revenue leakage, prioritizing key ones with a significant impact will greatly reduce revenue loss for the organization. This approach will bring awareness to areas where revenue is being lost. Recognizing patients as key stakeholders, their needs should be prioritized in service delivery. Implementing positive changes will undoubtedly enhance the patient's experience and satisfaction with the hospital. Moreover, there will always be room for improvement in any project or study, and I will welcome all suggestions for further enhancement.

## **REFERENCES**

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