CHAPTER-11

PLANNING FOR HOSPITAL – PERSPECTIVE FROM A SITUATIONAL ANALYSIS OF A 500 BEDDED TERTIARY CARE HOSPITAL IN BHUBHANESHWAR, ODHISHA

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INTRODUCTION

The initiation of significant public initiatives typically begins with a situational analysis. Many projects suffer from inadequate research prior to implementation, diminishing their likelihood of success. Critical decisions are made during this phase, and these judgments significantly influence the project's strategic success.

The situational analysis is particularly susceptible to the impact of decisions and potential issues that, if not addressed, can lead to project failure. Identifying the right concept and the appropriate solution to the specified requirements are crucial for project success. Successful initiatives are recognized for prioritizing key definitions, such as creating a vision and selecting a forward approach, before implementation [3].

In various countries, government-owned and funded public hospitals play a vital role in providing specialized healthcare services to user and patient groups. The development of healthcare services can become a community obligation, evolving into a substantial public initiative that addresses specific sectoral needs. When there is a recognized need for improvement, identified by political or administrative levels or end users, the state may initiate a significant public project [1].

Large-scale projects generally require comprehensive assessments to elucidate various elements and necessitate the ability to adapt to unforeseen challenges. Therefore, this phase involves scrutinizing a project from various cross-cutting perspectives, including economic/financial, institutional, social, technological, environmental, and political challenges [2].

RESEARCH OBJECTIVES

1. To conduct a situational analysis to assess the potential for scaling up a hospital in the state of Odisha.
2. To investigate the viewpoints of various stakeholders within the catchment area of the proposed expanded project.

3. To evaluate the project's feasibility based on the community's overall requirements and needs.

RESEARCH METHODOLOGY

The study design comprised two key components: a literature review (desk research) and primary data collection from various stakeholders. The systematic review employed a methodical approach to locate, compile, and assess a body of literature on the specific topic, guided by predefined criteria.

For primary data collection, the research was conducted at Octavo Solutions Private Limited's corporate office in Delhi, the contracted firm for the hospital upscaling project in Bhubaneshwar, Odisha. Data collection was remotely carried out by liaisons in the catchment area, targeting the general population seeking medical facilities in the Eastern Bhubaneshwar urban region, along with general practitioners and healthcare providers in the same area. Inclusion criteria encompassed stakeholders in the specified region, and questionnaires were utilized for data collection via an online form on the Microsoft Forms platform.

Patient surveys utilized a Likert scale derivative to assess the current perspective on existing hospital services before the upscaling project. The doctors' forms addressed behavioral aspects, staff perceptions, and provided facilities, while the hospital questionnaire gathered data on current operations and facilities, including relevant statistics. Stratified sampling was employed, involving non-equal sample sizes from population groups seeking healthcare by age and gender and practitioners categorized based on their current specialties.

RESULTS & DISCUSSION

The hospitals examined were predominantly established within the last two decades, signifying a period of expansion for the healthcare organizations in the city of Bhubaneshwar. Over the past six decades, tourism has continually grown and diversified, making it one of the world's largest and fastest-growing economic sectors. Government policies like GO-SWIFT (Govt of Odisha- Single Window for Investor

Facilitation and Tracking) contributed to this expansion, attracting immigration from surrounding districts and states. Among the nine surveyed hospitals, the majority were identified as small healthcare organizations with fewer than 200 beds. The observation suggests that healthcare businesses in the region primarily invest on a smaller scale, with only the government sector currently capable of sustaining setups with thousands of beds.

Notably, government hospitals like Capital Hospital or larger medical institutions like Kalinga were the only ones able to maintain departments and specialties exceeding 15, while most healthcare institutions focused on single specialties or general services, excluding specialized areas like oncology or neurology.

CONCLUSION

The hospital in question is a candidate for rehabilitation and expansion, particularly in terms of increasing bed capacity. The existing services at the hospital have garnered positive feedback from patients, suggesting that major alterations to both medical and utility services may not be necessary.

However, a crucial consideration arises in the form of rising operational costs associated with increased bed capacity, necessitating additional consumption and manpower, both medical and non-medical. To strategically position the hospital in the market, the focus should be on promoting the specialties for which other hospitals refer patients.

This unique selling proposition (U.S.P.) becomes crucial when targeting the specific population in focus. To attract investor interest and engage stakeholders, a comprehensive financial projection is essential. This projection should account for market trends and depreciation, employing methods such as the simple linear method to provide a clear outlook for the project's financial viability.

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