

## Management practices for effective utilization of resources: A comprehensive case study of Shija Hospitals & Research Institute Pvt. Ltd.

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### ABSTRACT

This case is of Shija Hospitals & Research Institute Pvt. Ltd. (SHRI), a pioneer private Health Care institute in Manipur providing advanced healthcare technology with a humane touch. Affordable Excellence in Healthcare is now the theme of Shija Hospitals with a commitment to protect the environment and human health. This case paper attempts to present the various strategic options for SHRI for keeping pace with the growth of medical science for providing the best quality health care to the people of Manipur. This case highlights the various management techniques, tools and accreditation followed by SHRI in providing world standard quality health services to their patients and also the future outlook of the hospital.

A study on the various management aspects of Shija Hospitals & Research Institute (SHRI) was taken up to keep us an insight into how Healthcare service provider worked. The reason for the choice of SHRI for the study is that it is the first NABH accredited medical college hospital in North East India with NABL–certified laboratories. The institute is spear headed by customer centric, employee empowerment, and quality management system to give the best of quality care to its customers.

**Key words:** core competencies, competitive advantage, minimally invasive surgery, quality services, strategy  
**Focus Issues:** The case is basically for the business strategy aspects focusing on the competitive strategy, strategic diversification and marketing of hospital services.

### 1. Introduction

Shija hospitals & Research Institute is a 350 bed super specialty hospital, with a 400- bed facility under construction. It is the first NABH- accredited medical college hospital in North East India, with a NABL – certified laboratory. Shija is also a teaching institute, housing the Shija Academy of Health Sciences, North East India's first homegrown private medical college, and the Shija Academy for nursing and paramedical training. The hospital offers DNB courses in emergency Medicine, General Medicine, General Surgery, Ophthalmology, Anaesthesiology, Plastic Surgery, and DLO in ENT.

Over 115 kidney transplants have been performed at Shija hospitals and the hospital performs the highest number of hemodialysis treatments in the region. The hospital has over 1,600 caregivers, including 265 full time doctors. It holds a Guinness World Record for removing the largest neck tumor in the world.

Shija offers 64 critical care beds staffed by critical care medicine specialists and anesthesiologists, including an intensivist. Its comprehensive heart care services include angioplasty, device closures and open –heart surgery. The hospital is known for orthopedic services, including joint replacements and spinal surgery, and is a pioneer in minimal access surgery in Eastern India. It also provides total stone solutions and advanced neurological care at the Shija Institute of Neurosciences.

Shija Hospital's interventional radiology department offers non-invasive treatments for stroke, aneurysm coiling, and angioplasty. The hospital is a leading cosmetic and reconstructive surgery centre with free treatment for cleft lip and palate surgeries under Smile Train. The Shija Eye Care foundation provides corneal transplants, free cataract surgery, and specialized ophthalmic care. The hospital also offers cochlear implants, laser varicose vein treatment, reproductive medicine (IVF, ICSI), and a biomedical waste treatment facility.

Through Mission Myanmar, Shija hospitals has performed 339 free surgeries, trained healthcare professionals, and treated over 5000 patients from Myanmar, building a strong regional goodwill and expediting the Medical tourism destination.

#### **1.1 Vision 2029**

Shija Hospitals and Research Institute envisions to evolving into a globally recognized medical centre by 2029 by focusing on exceptional patient experience, academic excellence and commitment to advancing healthcare standards.

#### **1.2 Mission**

Shija Hospitals and Research Institute aims to Customer focused healthcare services, Research & Development, Safety Culture through Quality System Networking, People Development and Continuous Learning & Improvement.

#### **1.3 Values**

**Shija Hospitals and Research Institute** strives for Integrity, Passion for Excellence, Compassion and Valuing all including Self.

Goel, S.L. (2001) emphasized that the test of efficiency of a hospital was the satisfaction of its beneficiaries. The sympathetic and courteous behaviour of hospital staff would have a soothing effect on the patients and their relatives too. The persons charged with the efficient running of hospital are to be trained in the managerial techniques and tools. They might apply these techniques and tools for getting the best resources available. A three pronged attack viz., increasing internal efficiency, mobilizing government support and enlisting people's co-operation would ensure the reputation, prestige, credibility and viability of hospital services.

Jackson (2001) opined strong leadership involvement, empowerment and a customer focus which included an internal customer. Further characteristics associated with success were teamwork, trust (no blame culture that focuses on system improvements and not on people), availability of timely, accurate and useful information and an organizational commitment to improve continuously.

As competition in healthcare market intensifies, health care institutions had tried to improve the efficiency and competitive advantages of their institutions by improving the cost-effectiveness and quality of care. These had resulted in the adoption of total quality management (TQM) and continuous quality improvement (CQI) approaches used by industry, (McLuaghlin, C.P. and *et.al.*, 1999).

#### **1.4 Shija Hospitals Milestones**

Detailed milestones achieved by Shija Hospitals & Research Institute Pvt. Ltd. are cited

- 1996 – 1<sup>st</sup> Cryofreezing for piles in Eastern India, 1<sup>st</sup> to perform laparoscopic surgery in Manipur
- 1997 – 1<sup>st</sup> to install harmonic Scalpel for bloodless surgery in Asia
- 2000 – 1<sup>st</sup> to re-implant an amputated thumb in North East India
- 2003 – Guinness World Records for removal of the largest neck tumor in the world
- 2006 – Smile Trained Partnered Hospital for free treatment of cleft surgeries. Shija Academy of Nursing launched.
- 2010 – Post Graduate DNB courses
- 2012 – Shija Paramedical Research Academy
- 2013- Shija Biomedical waste treatment facility, Shija Blood Bank accredited with NABH, Shija Mission Myanmar I
- 2014 – Shija Mission Myanmar II and III, Shija Overseas Training program
- 2015 – Clinical Laboratory accredited with NABL
- 2016 – Shija Hospitals certified with NABH ( Pre-entry level), Dialysis Unit, 1<sup>st</sup> Kidney transplantation in Manipur, 1<sup>st</sup> cornea transplant in Manipur
- 2017 – 1<sup>st</sup> private hospital in Manipur to perform Joint Replacement surgeries
- 2018- 1<sup>st</sup> in Manipur to perform mechanical Thrombectomy with aspiration
- 2019 – 1<sup>st</sup> kidney transplantation on an international patient in North East India
- 2020 – Dedicated COVID care with maximum intensive care units

- 2021- 1<sup>st</sup> in North east India to perform ABO incompatible kidney Transplant
- 2022- Shija Academy of Health Sciences ( 1<sup>st</sup> Home grown Private Medical College) , 1<sup>st</sup> private hospital in Manipur to perform Cochlear Implant Surgery
- 2023 – Shija Hospitals was certified with National Accreditation Board for Hospitals & Healthcare providers (NABH).

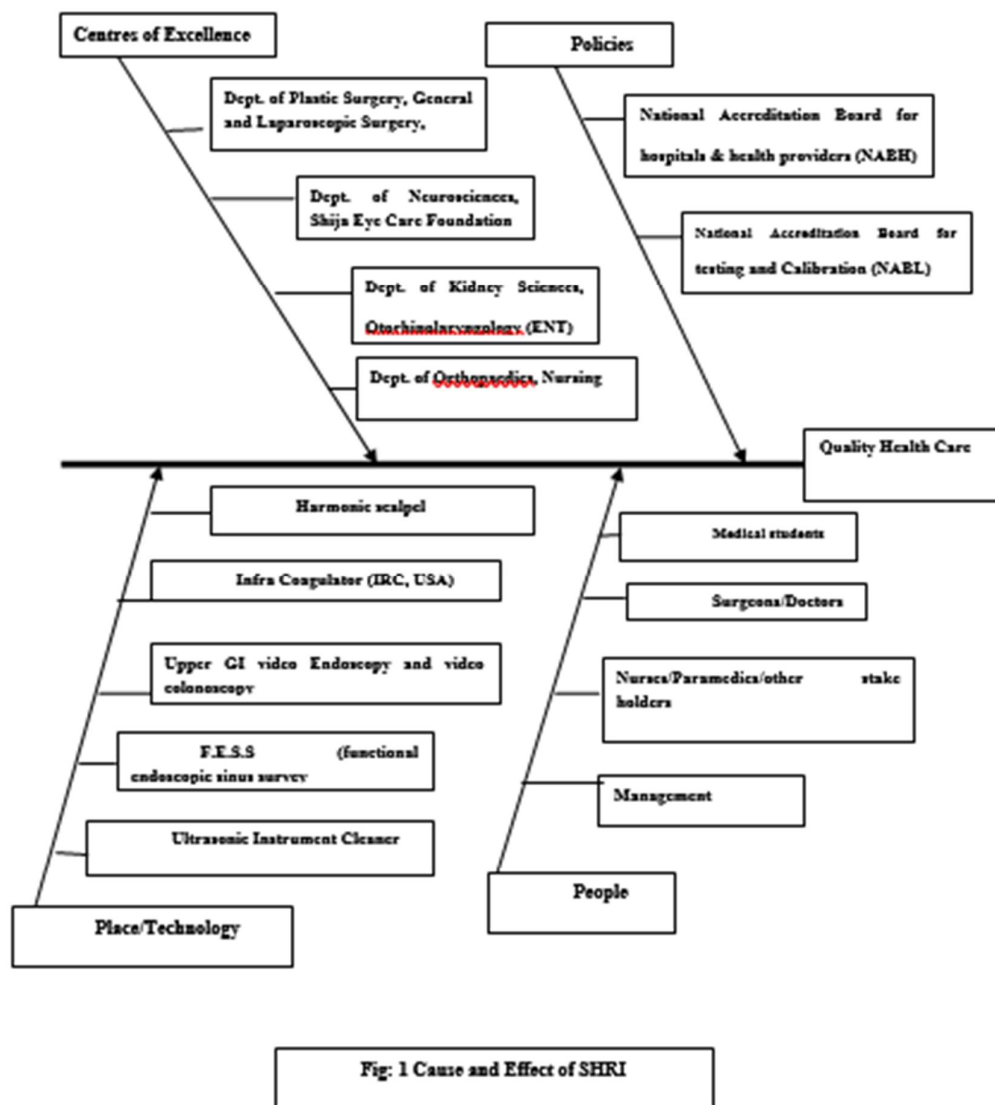
### **1.5 The State of the Art Technology**

It was the first centre in North East India to start cryofreezing, a non-operative treatment of piles in 1986. The Hospital installed the most advanced Harmonic Scalpel, USA for bloodless surgery for the first time in Indian subcontinent on 25<sup>th</sup> January 1997, Infra Coagulator (IRC, USA) in Sept.1997 for the first time in Eastern India, Upper GI Video Endoscopy and Video Colonoscopy on 23<sup>rd</sup> Sept. 1998 for the first time in Manipur. The hospital performed successful puppetry keyhole surgery for gall bladder (through two tiny holes instead of conventional four holes) on 5<sup>th</sup> Nov.1997. It was the first centre in the North East, to perform such an operation. The hospital installed F.E.SS ( functional endoscopic sinus survey), a revolution in ENT surgery on 21<sup>st</sup> February 1998 for more logical treatment of sinus and nasal problems using video- imaging system. It was the first in the world to perform KIRSANI-Laser Transtracheal Posterior Cordectomy.

Shija hospitals installed an Ultrasonic Instrument Cleaner in May 1999 for thorough cleaning of the surgical instrument, the first in Eastern India.

### **2. Centres of Excellence**

Shija Hospitals has 9 Centres of Excellence which are Department of Anaesthesiology & Critical Care, Department of Otorhinolaryngology (ENT), Shija Eye Care Foundation, Department of General & Laparoscopic Surgery, Department of Kidney Sciences, Department of Neurosciences, Department of Plastic Surgery, Department of Orthopaedics and Department of Nursing. Figure 1 shows the Cause and Effect diagram of SHRI for achieving Quality Health Care.



### 2.1 Other Clinical Departmental Facilities:

Shija Hospitals has General Minimal access surgery, Obstetrics and Gynecology, Shija Hear Beat, Paediatrics and Neonatology, Respiratory Medicine, , Audiology & Speech Language Pathology, Blood Bank & Transfusion services, Nephrology, Clinical Laboratory, Department of Psychiatry, Cardio – Thoracic & Vascular Surgery, Dermatology, Dietetics and Nutrition, General and Cosmetic Dentistry, General Medicine, Medical Gastroenterology, Physiotherapy & Rehabilitation, Urology, Interventional Radiology, Physical Medicine and Rehabilitation (PM & R), Reproductive Medicine, Surgical Oncology, Emergency & Trauma Centre, Department of Neurology, Department of Cardiology, Shija Common Bio Medical Waste treatment facility, Critical Care Medicine.

### 2.2 Empanelment:

Shija Hospitals was empanelled by Bharat Sanchar Nigam Limited (BSNL), Airport Authority of India (AAI), Central Silk Board (CSB), Government of Manipur, Government of Nagaland, Manipur University, Oil India Limited (OIL), Navodaya Vidyalaya Samiti, Power Grid Corporation of India Limited, Regional Institute of Medical Sciences (RIMS), National Hydro-electric Power Corporation (NHPC), National Building Construction Corporation (NBCC) and Ex-Servicemen Contributory Health Scheme (ECHS). The hospital is also empanelled with AB-PMJAY & CMHT.

### 3. Quality Policy of SHRI

Quality objectives of SHRI is to maintain the tradition of providing quality health care in a most sensitive, personal and caring manner in times of their need, earn and preserve confidence, faith and trust of the patients, public, medical profession and Government, to ensure that all dealings and communications are based on transparency, honesty and truthfulness, Upgrade technology and improve capabilities of each employee continuously, design new products, services and facilities according to the need of the patients, improve everything constantly, handle every patient with utmost respect and dignity, secure the hospitals future by operating in an economically viable way, compare its services with the best globally and make them available locally, to ensure and encourage medical research and education in the best interest of humanity.

The hospital had quality improvement teams or Quality circles which regularly met to assess the overall quality implementation in the hospital.

#### 3.1 Human Resource Objective Statement

Employees are provided with the best possible opportunity to develop their potential to enable them to perform most efficiently. The hospital shall maintain a conducive work environment of mutual respect and understanding. Rewards and salary increment including payment of incentives shall be linked to performance only.

The hospital believes in free flow of communication – upward, downward and lateral in policy matters and implementation thereof.

Doctors were given full autonomy in discharging their duties independently for the quality of service and care. The employees in SHRI were empowered to handle their jobs efficiently and effectively. The management ensured that all employees were proud to be a part of the hospital.

#### 3.2 Marketing Strategy:

The hospital uses the latest state-of-the-art technology at par with the world standard medical treatment which is the main core competencies with a human touch at an affordable cost. Quality service is the top priority of the hospital. Quality Service delivery was the main marketing tool to create brand image of the hospital. The front people were trained with the marketing mindset. It is the customer relationship marketing they focused in order to delight the customers.

For improving quality, customer satisfaction surveys were conducted from in-patient and out-patient feedback through monitoring sheet and feedback forms by the hospital. Employee feedback survey was also conducted to know the satisfactory level of the employees.

SHRI was positioned as a technology based hospital. It was based on the holistic approach with all the state-of-the-art medical treatment facilities under one roof. Shija hospitals was the only centre in Eastern India having, under one roof, “State of the Art” total solution for treatment of stones at different locations of the body.

Access to the specialists at anytime within the campus or anywhere on call was the critical success factor of SHRI. Regular clinical as well as management development sessions in Quality Management system were held every week for accommodating change or innovation. It encouraged its doctors and other stakeholders to attend national and international conferences on full sponsorship of the hospital so as to familiarize with the most advanced diagnostic or management techniques and to introduce those learned techniques in the hospital.

The Hospital had round the clock in house facilities like State of the Art equipments like CT Scan, MRI, Cath - Lab, Digital X-Ray, 11 Operation theaters including 6 Modular Operation Theatres, State of the Art Blood Bank, Pharmacy for internal supply system of medicines, NABL accredited Laboratories, Canteen, 24 hours emergency services with Critical care services.

#### 3.3 Collaboration entered:

SHRI is recognized as Smile Train partnered hospital by Smile Train Inc., USA in 2006. Smile Train Shija Cleft project had been providing free cleft lip and palate repair surgery since then.

#### 3.4 Information Technology Applications:

It was the first fully computerized hospital in Manipur. The hospital was equipped with the hospital information system which assisted in less waiting time for the patient in the OPD, record keeping, discharge, and accounting. It integrated all the departments through Local Area Network on a Linux based platform using IBM Xeon server for better record keeping, reporting, accounting and management of hospitals.

#### 3.5 Bio-Medical Waste Management:

Shija Hospitals had a strict bio-medical waste management as laid down by the Ministry of Environment and

Forests, Govt. of India. Shija runs common facilities on Public Private Partnership (PPP) model.

### 3.6 Past and Current business performances:

Patients of the state always prefer Shija Hospitals for its Super Specialty infrastructure at an affordable cost with quality treatment. Patients from neighboring states as well as Myanmar also come for specialized treatment in Shija Hospitals. Till September, 2024, 13,98,096 plus OPD patients consulted from January 1995, 1,36,198 plus surgeries were performed from January 1995, 115 kidney transplants were performed, over 40,000 plus key-hole surgeries were performed.

The rate of patients' turnover in the hospital had been increasing year after year both in the OPD and IPD section of the hospital because of the quality healthcare being provided.

### 3.7 Expansion Strategy:

Shija Academy of Nursing was established in 2006. In 2010, Post Graduate DNB courses programme was started offering DNB courses in Emergency Medicine, General Medicine, General Surgery, Ophthalmology, Anesthesiology, Plastic Surgery, DLO in ENT. In 2012, Shija Paramedical Research Academy was established. Separate COVID block for COVID patients was launched in 2020 for supporting Government of Manipur in tackling COVID pandemic. In 2022, Shija Academy of Health Sciences, North East India's first homegrown private medical college was established. It is the first NABH Accredited Medical college hospital in the entire North East India and the second in Eastern India (13<sup>th</sup> state). It has an intake of 150 students and its first batch has also started.

SHRI is planning to set up a Medical University. It is also planning for a geographical expansion. Shija Wellness Centre is on the pipeline.

### 3.8 Competition:

The private healthcare providers are mushrooming in Manipur in the last 5 to 10 years time. Few of the competitors of Shija Hospitals are Regional Institute of Medical Sciences (RIMS), Lamphelpat and J.N. Hospital, Porompat in the Government run Hospitals and Imphal Hospitals & Research Centre, Advanced Hospital, Sky Hospital, Christian Medical Centre, Raj Poly Clinic Hospital, Associated Chamber of Commerce Medical Care and Research Centre, Asian Hospital, Babina Hospital in the private healthcare providers.

### 4. Competitive Advantage:

It is the first NABH- accredited medical college hospital in North East India, with a NABL – certified laboratory. The core competences of the hospital are the motivated and highly skilled 265 full time doctors. The hospital has over 1,600 caregivers; including the above 265 full time doctors. The hospital had all the latest State-of-the-Art equipments for catering the best of quality treatment services at par with the world standards. Nurses and paramedic staffs are well trained for providing the best and comfort stay in the hospital. Shija offers 64 critical care beds staffed by critical care medicine specialists and anesthesiologists, including an intensivist. Shija Hospitals is committed to providing exceptional critical care services, ensuring excellent standards of patient care and outcomes. Doctors are available 24 hours on call or within the Hospital campus. SHRI had in-house services/equipments like state of the Art equipments like Cath Lab, Endoscopic equipments, MRI, CT Scan, canteen, pharmacy for internal supply system of medicines, 24x7 hours emergency with Critical care Services supported by 24x7 diagnostic facilities including NABL Lab., State of the Art Blood Bank, Bio-Waste Management system etc. for the convenience of the patients and patients' party.

#### 4.1 Organization and Personnel

The overall management of Shija Hospitals was vested in the Board of Directors. The day to day affairs of the hospital was looked after by the Managing Director under the supervision and advice of the Board of Directors. There are hospital executives and a team of experts advising the CMD in management of the hospital. Exhibit 1 show the existing organizational structure which is well structured for the overall administration of the hospitals.

### 5. Problems encountered:

Frequent Bandh, Socio-political unrest restricted the market size and Economic Blockade in the region hampered the most needed perennial supply of Gas, Life Saving Drugs and other amenities of the Hospital.

Some of the High End Medical Equipments installed at Shija Hospitals are underutilized. The hospital had to incur high annual maintenance cost.

Table 1: SWOT Analysis of SHRI

INTERNAL	EXTERNAL
<b>Strengths</b> <ol style="list-style-type: none"> <li>1. 1<sup>st</sup> NABH- accredited Medical college hospital in North East India with a NABL –certified Laboratory.</li> <li>2. The state-of-the-art technology modern equipments.</li> <li>3. Dedicated and motivated young dynamic doctors/surgeons.</li> <li>4. Dedicated and motivated paramedical and non-paramedical staff.</li> <li>5. Quality management system in the hospital.</li> <li>6. Good network information services.</li> <li>7. High promotional activities.</li> <li>8. Good will</li> <li>9. In-House NABL –certified Laboratory, Blood Centre</li> <li>10. 24x7 Emergency and Critical Care Services</li> <li>11. Rural outreach programme</li> </ol>	<b>Opportunities</b> <ol style="list-style-type: none"> <li>1. Neighbouring states like Mizoram, Nagaland in which there is paucity of good, quality healthcare providers.</li> <li>2. There are many potential customers from Myanmar and Bangladesh</li> <li>3. People are becoming more health conscious.</li> <li>4. Many patients from Manipur who went for treatment outside the state before are the potential customers as the entire infrastructure is available at Shija hospital.</li> </ol>
<b>Weaknesses</b> <ol style="list-style-type: none"> <li>1. Financial resources</li> <li>2. Lack of facility for cancer therapy (oncology), Rheumatology, Hematology, Endocrinology</li> <li>3. Capacity utilization of the equipments is low.</li> </ol>	<b>Threats</b> <ol style="list-style-type: none"> <li>1. Mushrooming of new private local players based on State-of-the-Art technology equipments and super specialist doctors/surgeons.</li> <li>2. Law and order situation in the state.</li> <li>3. Coming up of Apollo Hospital in Guwahati and Christian medical College hospital at Dimapur</li> </ol>

**Concluding Remarks:**

1. Shija Academy of Health Sciences (SAHS), NABH accredited medical college with 150 students intake per year from 2021- 2022 will train 150 doctors each year. This is going to contribute in reducing the shortage of medical professional/doctors in Manipur to some extent. It is commendable.
2. Capacity building training for technicians of the hospital may be organized for smooth functioning of the High Tech Equipments.
3. Shija Hospitals generate lot of Employment both Direct and Indirect.
4. Free medical camps may be organized at the remote places to cater to the rural needs.
5. Shija hospitals targets for Affordable excellence in Healthcare.
6. The hospital should facilitate to make access its High Tech Medical equipments through the state and central government schemes like AB-PMJAY & CMHT to the patients belonging to the below poverty line.
7. Shija Hospitals and Research Institute Ltd. is providing the best of quality healthcare to the people of the state, neighboring states and the neighboring country i.e Myanmar. The Good Will earned by the hospital is hilarious because of its dedicated doctors, nurses, management teams, paramedical staff and all the other stakeholders who are working tirelessly for the institute.
8. Shija Hospitals and Research Institute is a complete Multi Specialty Hospital under one roof. It could be one of the best sought Medical tourism destination.

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