



## Notice for the PhD Viva Voce Examination

Ms Sindhu S Nair (Reg. No. 1720078), PhD scholar at CHRIST (Deemed to be University), will defend her PhD thesis at the public viva-voce examination on Wednesday, 12 May 2021 at 11.00 am on the WebEx Meeting platform.

**Title of the Thesis** : **Operational Excellence in Relation to High Performance Engagement and Quality of Care among Executives in the Healthcare Sector in Kerala**

**Discipline** : **Management**

**External Examiner** (Outside Karnataka) : **Dr Hanuman Kennedy**  
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**External Examiner** (Within Karnataka) : **Dr B Azmathulla**  
Professor & Principal  
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Tumkur, Karnataka

**Supervisor** : **Dr Kennedy Andrew Thomas**  
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The members of the Research Advisory Committee of the Scholar, the faculty members of the Department and the School, interested experts and research scholars of all the branches of research are cordially invited to attend this open viva.

**Registrar**

**Place:** Bengaluru  
**Date:** 8 May 2021

## ABSTRACT

Operational Excellence is a philosophy of leadership, teamwork and problem solving, to focus on the needs of the consumer, to empower employees, for optimizing existing activities, continuous improvement and excellence. It is a competitive advantage which translates increased flexibility to improved consumer responsiveness, and lean management. Quality of care is about patient safety, institutional culture, attitude, clinical performance, clinical freedom with management as facilitators, efficient delivery of quality, high standard services, effective patient outcome, integration of legislation with regards to communities, health service providers, local health authorities and the government (WHO, 2013). The outcome of quality of care is health consumer (patient) satisfaction. High performance Engagement reflects how employees are engaged in their work, with commitment and passion, rather than mere compliance to impact performance. Health care is a balancing act between business excellence and quality outcomes in practice. It is from the premise of high performance engagement and quality of care provided to health consumers with patient centered focus, the pedestal of success in operational excellence is achieved.

This study focuses on establishing Operational Excellence in relation to High Performance Engagement and Quality of Care among executives in the health care sector. A descriptive study was carried out using quantitative method with a sample of 410 health care executives from NABH accredited and nonaccredited hospitals and qualitative analysis among patients in Kerala. The results indicate a positive correlation of operational excellence with high performance engagement and quality of care. The independent variables, high performance engagement and quality of care are significant predictors of operational excellence. While the dimension of 'Training and Development' in Operational Excellence highly correlated with high performance engagement, the dimension of 'Lean Health Care Management' of Operational Excellence highly correlated with Quality of care. The Qualitative method brought out the lacuna in perceived and conceived quality of care. Patient centered approach, value stream mapping and patient centered decisions are predominant determinants of quality of care. Employee engagement and performance excellence creates high performance engagement. Training and Development, Leadership and Employee Empowerment, Culture and Values, Perceived Excellence, Vanguard Technology, and Lean Health Care management are the predominant determinants of Operational Excellence in health care sector as perceived by health care executives.

The results designate a promising support for patient centered quality of care through high performance engagement and sustaining operational excellence for patient outcome or delight. The health care management may envisage that a combination of high performance engagement and elevated quality of care resonates in overall operational excellence in the health care sector and policy makers may discern that policy decisions must benefit all the stake holders especially the health consumers or patients.

*Keywords: operational excellence, quality of care, high performance engagement, healthcare*