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## OVERCROWDING OF USG PATIENTS AT XYZ CLINIC: APPLICATION OF HEALTHCARE QUEUEING

It was Friday morning in early March 2020. Mr. Purnendu Ghosh, who had been heading the XYZ clinic in North Kolkata, was preparing for the quarterly review meeting (QRM). Eight years ago, Mr. Ghosh was appointed the administrative head of XYZ clinic. During his tenure as administrative head, he saw a phenomenal growth in the patient volume. Now, the clinic is one of the epicentres of healthcare delivery to a majority of the population residing in North Kolkata. At present, they are being challenged increasingly by the high patient flow and severe resource crisis in terms of infrastructure, human resources, and equipment. Being an expert in the healthcare industry, he implemented several innovative initiatives to handle the heavy footfall. While heading towards the board room, a large crowd in front of diagnostic rooms caught the attention of Mr. Ghosh. After enquiring at the billing counter, Mr. Ghosh got to the root of the problem: the ultra-sonography (USG) patients. Handling the USG patients always remains a tricky business for various reasons. While congestion is nothing new to this clinic, he had always strived to increase the operational efficiency of the clinic especially, after completing his executive MBA from a premier business school situated in Eastern India.

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*This case was written by Safiul Alom and Professor Sumanta Basu of the Indian Institute of Management Calcutta. The case was prepared solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation.*

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