Business Analysis Report: Zenith Medical Centre Case Study

1. Introduction

Zenith Medical Centre is a well-established private healthcare facility providing a range of specialist medical services. Over recent years, the centre has experienced significant growth in patient numbers. However, its current appointment management system, which relies heavily on manual processes and phone calls, is no longer capable of handling the increasing demand effectively.

The inefficiencies have resulted in long patient wait times, scheduling conflicts, and increased administrative workload. These challenges have begun to affect patient satisfaction and limit the centre's ability to grow sustainably.

This report applies the Business Analysis Core Concept Model (BACCM) to identify the business need, key stakeholders, required change, potential solutions, and the operational context.

2. Business Need

The current manual appointment system has become inefficient and unsustainable due to the increased patient load. The centre needs a more streamlined, automated system that can handle scheduling accurately, reduce staff workload, and enhance the patient experience.

Identified Business Need:
To implement an efficient, digital appointment management system that improves scheduling accuracy, reduces administrative burden, enhances patient satisfaction, and supports sustainable business growth.

3. Stakeholder Analysis

Stakeholder Group	Interest / Role
Patients	Require a faster, easier, and more reliable way to book and manage appointments.
Reception/Administrative Staff	Need a system that minimizes manual scheduling tasks and reduces errors.
Doctors and Nurses	Require real-time access to schedules to optimize patient flow and resource use.
Management / Executives	Seek improved operational efficiency, patient satisfaction, and capacity for

	growth.
IT Department	Responsible for implementing, maintaining, and supporting the new system.
Software Vendors / Solution Providers	Provide technological solutions and system integration services.
Regulatory Bodies	Ensure compliance with healthcare and data privacy regulations.

4. Change Description

The desired change is a transition from a manual, phone-based scheduling process to a digital, automated appointment management system.

Key aspects of the change include:
- Introducing online and mobile-based appointment booking options.
- Providing real-time synchronization of doctor, nurse, and room availability.
- Reducing reliance on phone-based communication.
- Enabling staff and patients to view and manage schedules easily.
- Improving reporting and data accuracy for management decision-making.

Future State Goal: A streamlined, technology-enabled appointment system that supports patient-centered care and efficient operational management.

5. Possible Solutions

A range of solutions can be considered to meet the identified business needs:

Short-Term Solutions:
- Standardize appointment scheduling procedures and provide staff training.
- Introduce shared electronic calendars for tracking appointments.

Medium-Term Solutions:
- Implement dedicated Appointment Management Software that automates scheduling and integrates with staff calendars.
- Introduce Online Patient Self-Service Portals for booking, cancellation, and reminders.

Long-Term / Strategic Solutions:
- Implement a Comprehensive Hospital Management Information System (HMIS) or Patient Relationship Management (PRM) platform with:
  • Appointment scheduling
  • Electronic medical records (EMR)
  • Billing and reporting
  • Real-time analytics for decision-making

- Integrate the system with mobile apps and patient communication tools (SMS/email reminders).

6. Stakeholder Summary

Primary Stakeholders:
- Patients
- Doctors and Nurses
- Reception and Administrative Staff

Secondary Stakeholders:
- Management Team
- IT Department
- Software Vendors
- Regulatory Bodies

7. Context of the Change

Context Type	Description
Industry Context	Healthcare environment focused on patient care, data privacy, and regulatory compliance.
Organizational Context	A growing private medical centre expanding its operations to serve more patients efficiently.
Technological Context	Currently using manual systems with limited digital tools; opportunity to digitize operations.
Cultural Context	Patient-centered service culture; emphasis on professionalism and trust.
Regulatory Context	Must comply with healthcare data protection regulations (e.g., patient confidentiality, electronic record management).

8. Conclusion

The current manual appointment system at Zenith Medical Centre is no longer sufficient to meet growing patient demands. By implementing a digital appointment management system, the centre can:

- Reduce patient wait times and scheduling conflicts.
- Improve operational efficiency and staff productivity.

- Enhance patient satisfaction and retention.
- Support scalable growth and long-term sustainability.

The BACCM framework has helped identify the need, stakeholders, change, solution options, and context — providing a strong foundation for informed decision-making and successful implementation of the proposed improvements.