

A Study to determine the causes of delay in Discharge process

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Organization: Fortis Escort Hospital Faridabad





Introduction

- Discharge is a process encountered in hospitals where the doctor allows his patient to rest at home as the later does not need the continuous support and care of the medical staffs. It is followed by a discharge summary mentioning the causes of admission, diagnosis, the treatment in between, final condition and the future diagnosis.
- In the present competitive world of Hospital Industry the quality of healthcare is very important. Among all the factors defining the patient satisfaction discharge process plays a very important role. Discharge process is the final stage during the patient's stay so it leaves a big imprint on patient's mind and will be remembered by the patient. Hence, the turnaround time for discharge process of a patient plays a very important role in patient satisfaction.

Objectives



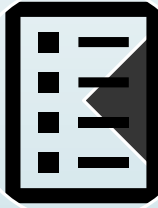
- “To study the process” of discharge of patient from hospital”
- “To find out the factors leading to delay of discharge”
- “To find the loopholes in discharge process and find solutions towards it.”



Methodology



Research Design- Analytical
Research approach: Qualitative

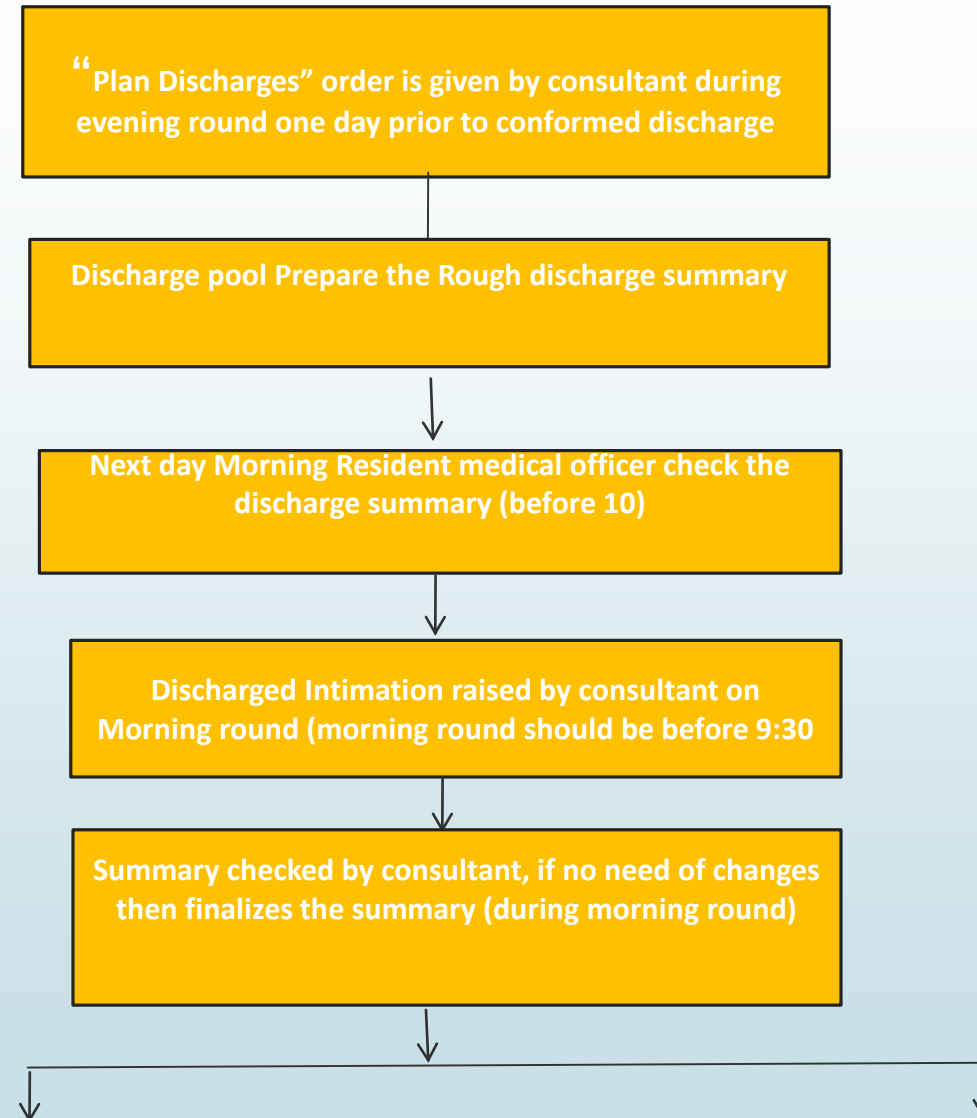


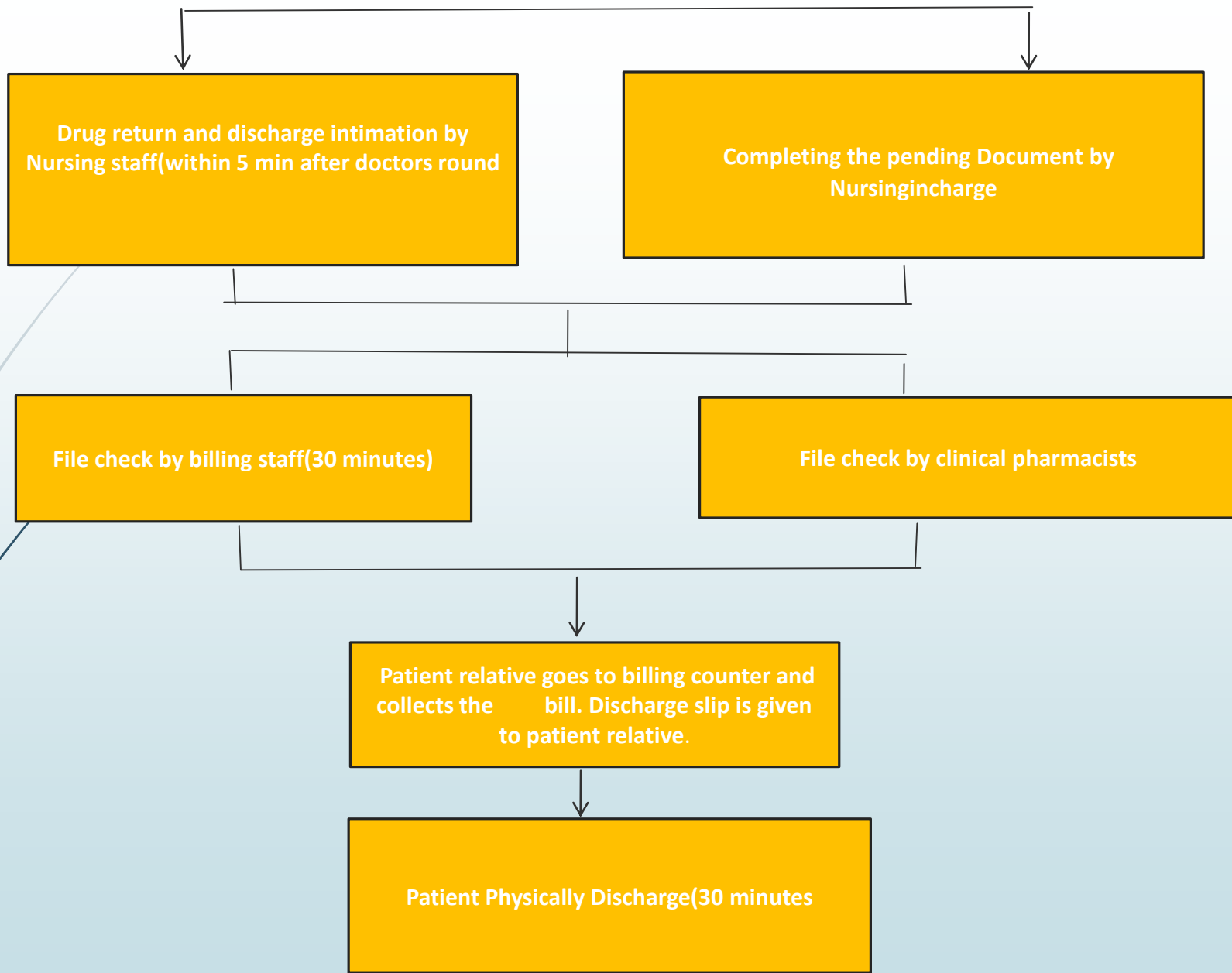
Sample size:402
Sample duration:11th February to 9th May
Type of sampling- Simple Random Sampling
Data source and location: IPD Patients of Fortis Escort Hospital



Data Collection- Primary data collected from nurse desk, billing, typist, from the system and time was recorded on a minute basis.

Discharge process flow:-







The contents of discharge summary

- Diagnosis"
- Present complaints"
- History of present illness"
- General and systemic examination"
- Course in the hospital including results of the procedure/surgeries performed and medication/treatment given"
- Investigations performed and summarized information about the results of the investigations"
- Condition of the patient at the time of discharge"
- Further management and medication"
- Dietary/Physiotherapy (if required) advice."
- "Follow up advice."
- "Emergency contact number of the hospital / emergency department/treating consultant"
- Clinical conditions under which the patient needs to contact the hospital

PATIENT DISCHARGE SUMMARY:



5/10/2019

Fortis Escorts

Fortis Escorts Hospital
Neelam Bata Road, Faridabad - 121001
Haryana
Tel : +91 129 246 6000
Fax : +91 129 246 6000
Emergency : +91 129 246 6179
Ambulance : 105010
E-mail : info@fortishealthcare.com
Website : www.fortishealthcare.com

DEPARTMENT OF INTERNAL MEDICINE
Discharge Summary

Date : 10/May/2019

Patient Name	Mr. ASHOK KUMAR TANEJA	UHID Old UHID	888474 FHIL11.366198
Age / Gender	47 Years / Male	Episode No	57980/19/1105
Contact No	9212201308	Date of Admission	09 May 2019
Discharge Type	NORMAL	Date of Discharge	11 May 2019
Address	H NO SH 73 NIT FBD		
Name of Consultant	Dr.BN SINGH		
Doctor Team			

DIAGNOSIS
ACUTE GASTROENTERITIS WITH DEHYDRATION

BRIEF HISTORY OF ILLNESS:
Patient was admitted with the chief complaints of multiple episodes of loose stools and vomiting for 1 day

PHYSICAL FINDINGS:

- " BLOOD PRESSURE: 110/70mmHg
- " PULSE: 80/min
- " RESPIRATORY RATE: 18/min
- " TEMPERATURE: 98 °F
- " SPO2: 99% on room air
- " CHEST: Bilateral clear, No added sounds
- " CVS: S1 S2 Normal, No murmur
- " CNS: conscious, oriented, no focal neurological deficit
- " P/A: Soft, non tender, no organomegaly, Bowel sounds (+)

Local examination :- dehydration (+), Tongue dry.

HOSPITAL COURSE :-
Patient admitted with the above mentioned complaints and evaluated thoroughly . CBC done revealed Hb-14.8, TLC-9.0, Platelet count-219, RBC- 6.89. KFT and LFT were normal. LFT done showed total bilirubin -1.90, direct bilirubin-0.38. urine routine WNL. USG whole abdomen showed mild hepatomegaly with grade - III fatty liver, mild splenomegaly. Patient managed with I/V antibiotics, I/V PPI, antiemetic, probiotics, I/V fluids and other supportive measures. Patient condition improved and is being discharged with follow up medical advice.

Fortis SPECIALITY Hospital

Regd. Office : Escorts Heart Institute and Research Centre, Okhla Road, New Delhi - 110 025
Tel : +91 11 2682 5000, Fax : +91 11 4162 8435 CIN: U93000DL2009PLC22166

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OUTCOME: Clinical condition of patient is better.

DISCHARGE ADVICE:
TAB. ZIFI - OZ 1TAB TWICE A DAY
TAB. PANTOCID 40MG 1TAB ONCE A DAY (BEFORE BREAKFAST)
CAP. BIFILAC 1CAP THRICE A DAY

PREVENTIVE ASPECTS OF CARE:
- Do not stop or change treatment without advice of treating doctor

URGENT CARE
In case of emergency contact our Emergency No -9560110017, Visit our hospital : Fortis Escorts Hospital & Research centre, Neelam Bata Road Faridabad-121 001, Ambulance No - 105010

WHEN TO OBTAIN URGENT CARE
- Deterioration of consciousness and decreased movements of limbs
- Mild chest pain, ghabrahat & palpitation
- Decrease or increased in blood pressure levels

PENDING REPORTS:

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Type of discharges:

- There are four types of Discharge:
- Discharge on Consultant's Advice
- Discharge on Patient's request
- Discharge against Medical Advice(DAMA)
- Discharge on Death



1.2 Problem Description



Customer Impact-

- Customer Dissatisfaction
- Delay in admission of new patient
- Delay in physical discharge of patient



Problem-

- Delay in Discharge Process



Business Impact-

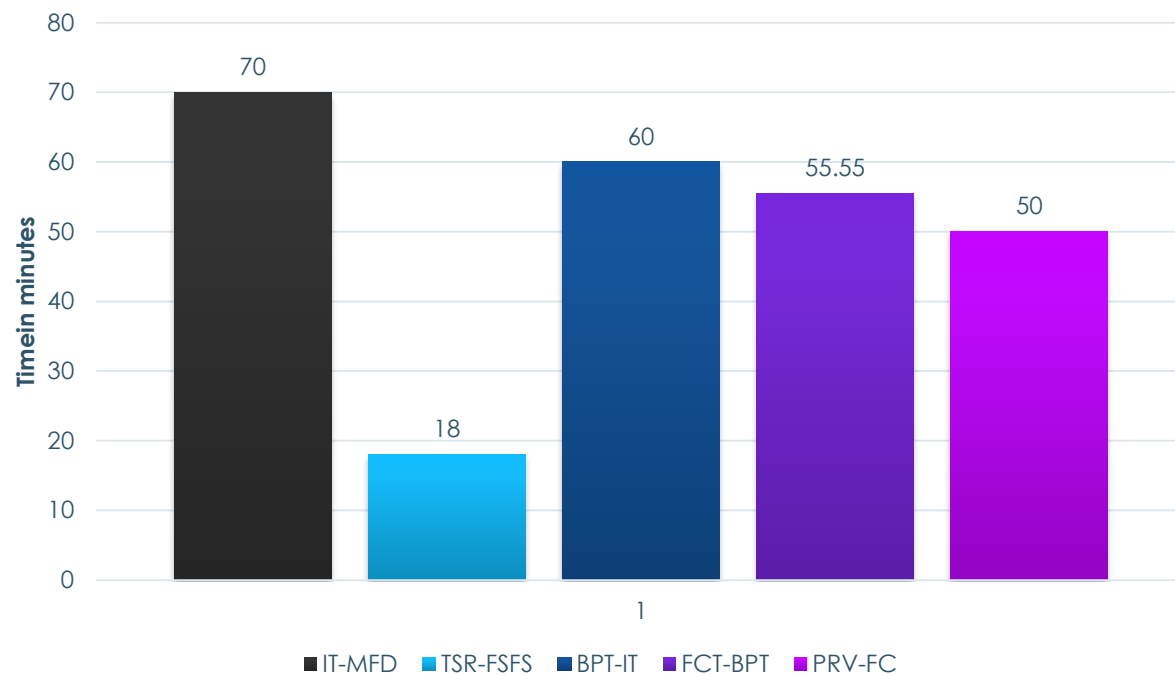
- Bed blocking
- Loss of Revenue



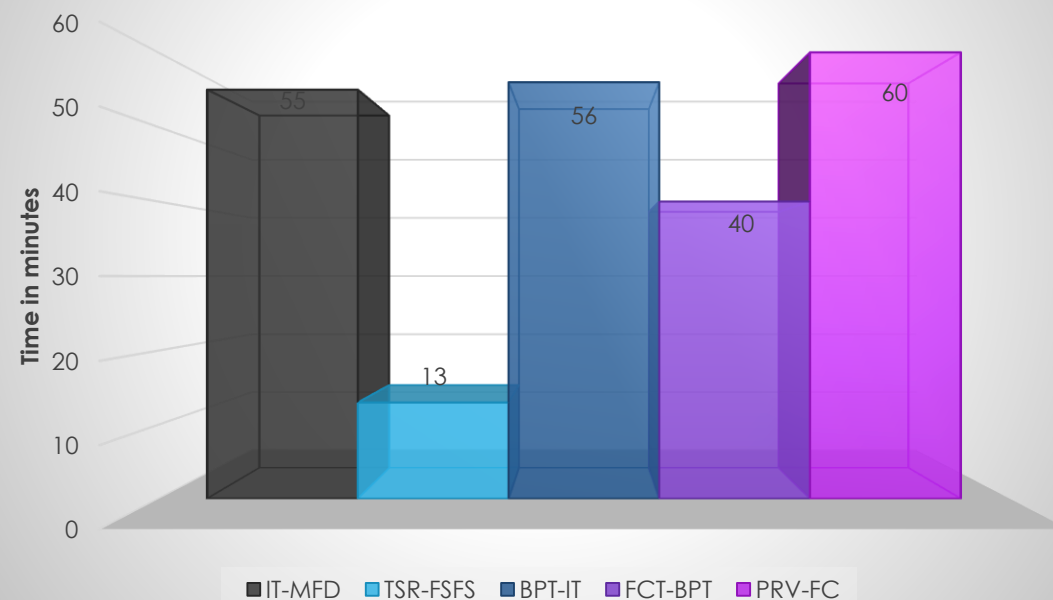


DATA ANALYSIS AND RESULT:

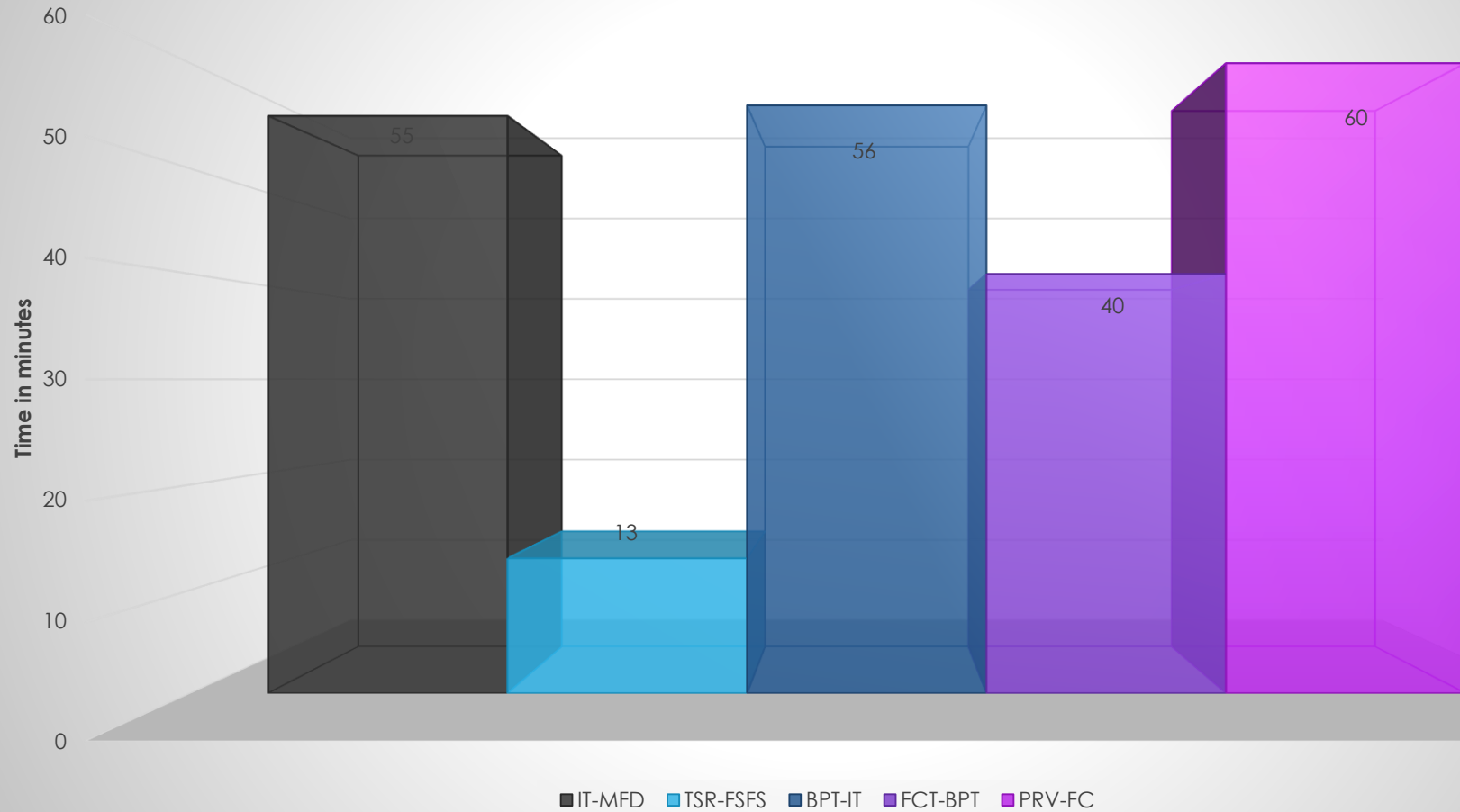
Turn around time for unplanned discharges



TURN AROUND TIME FOR PLANNED PATIENT

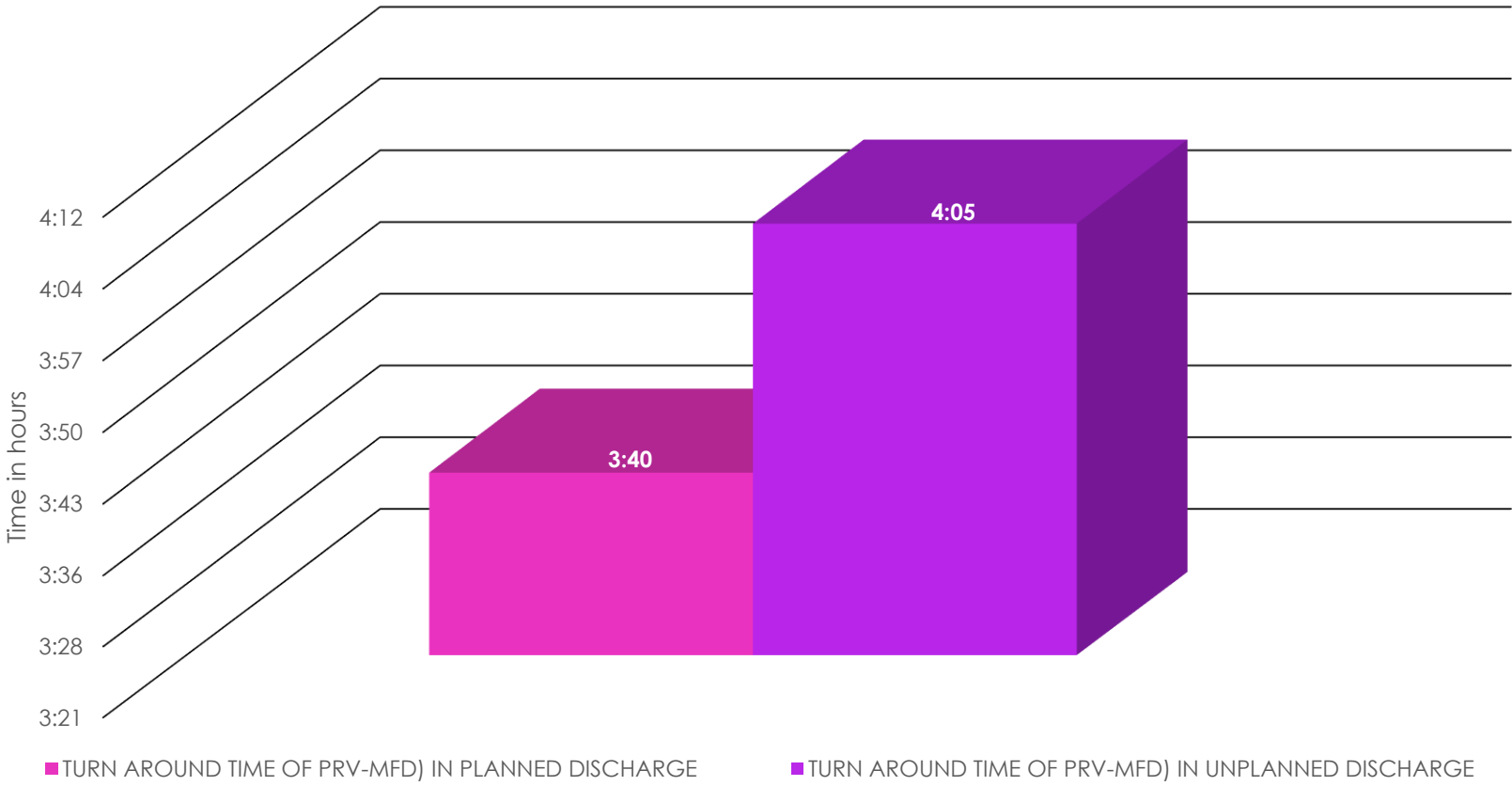


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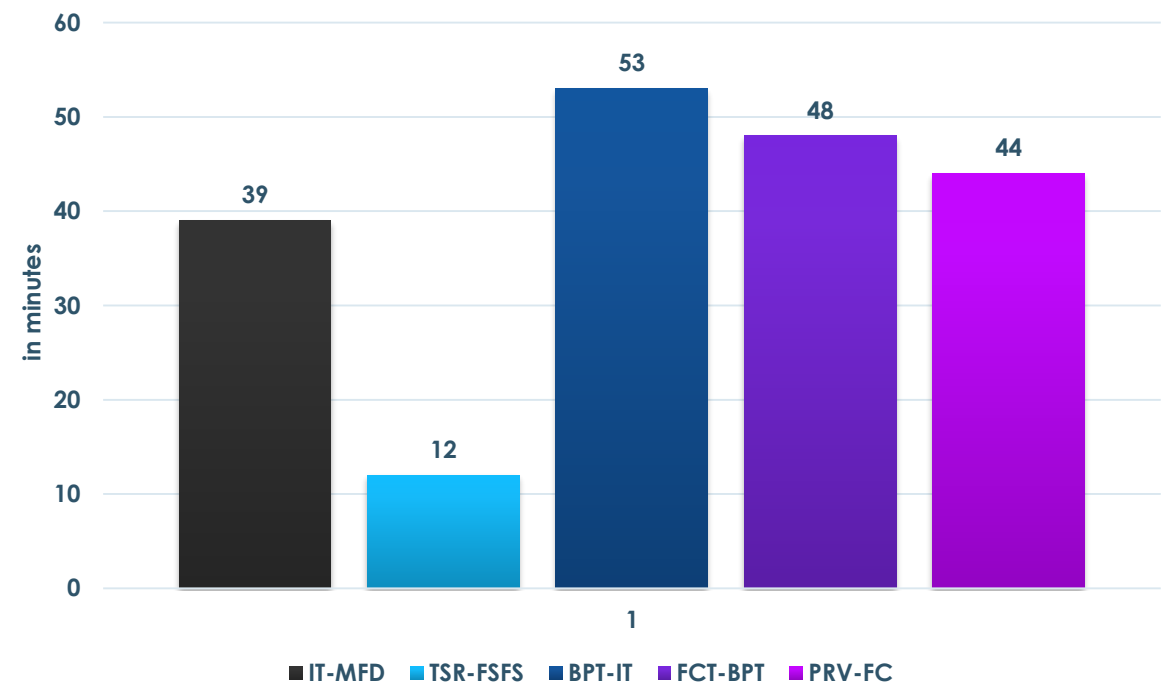


COMPARISON TAT BETWEEN PLANNED UNPLANNED

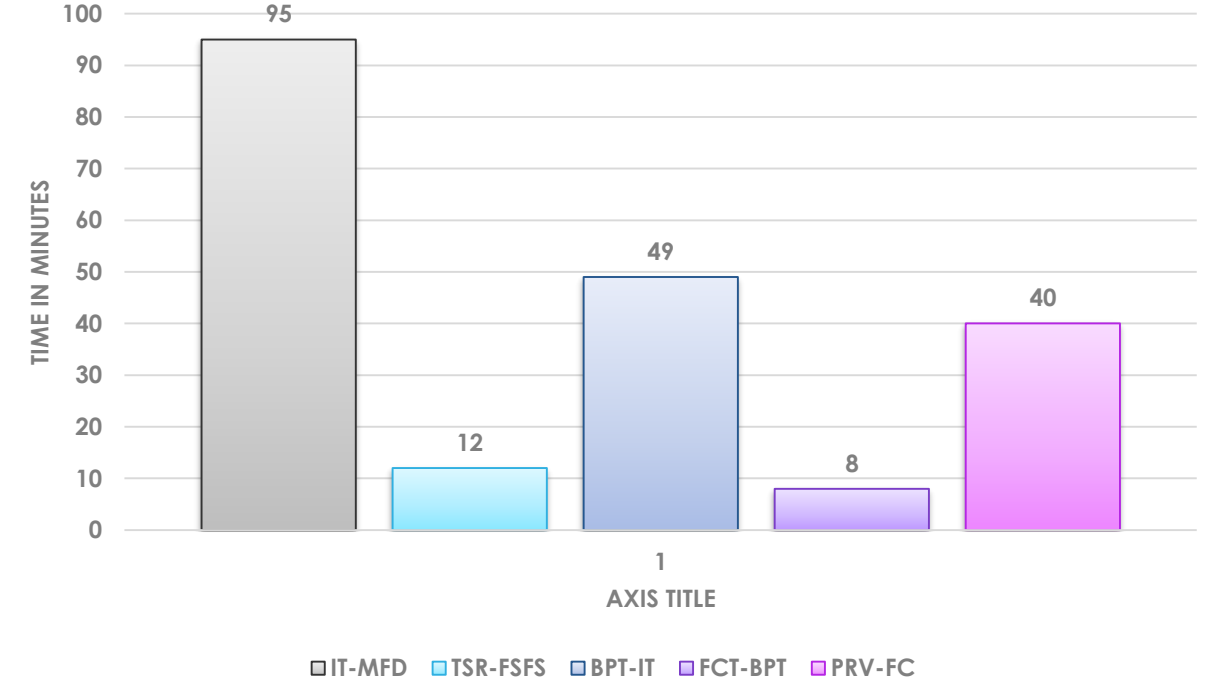




TURN AROUND TIME FOR CASH PATIENTS

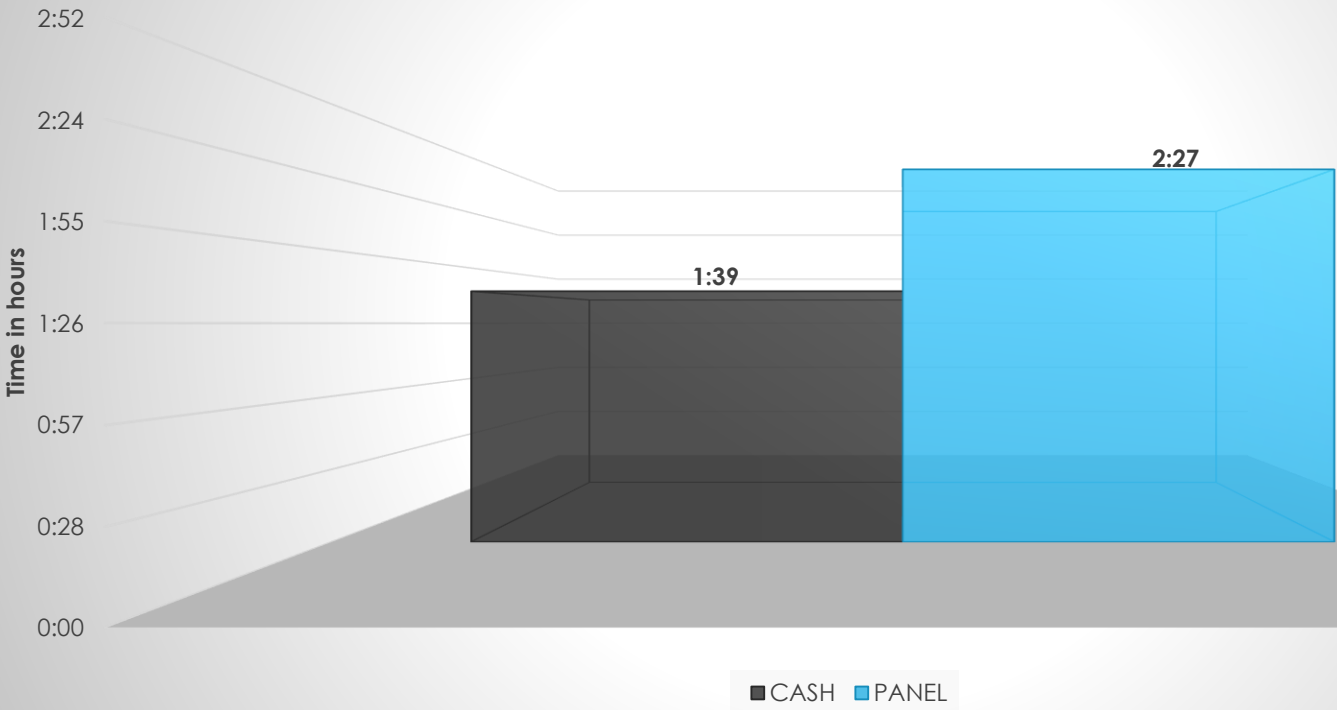


TURN AROUND TIME FOR PANEL PATIENT

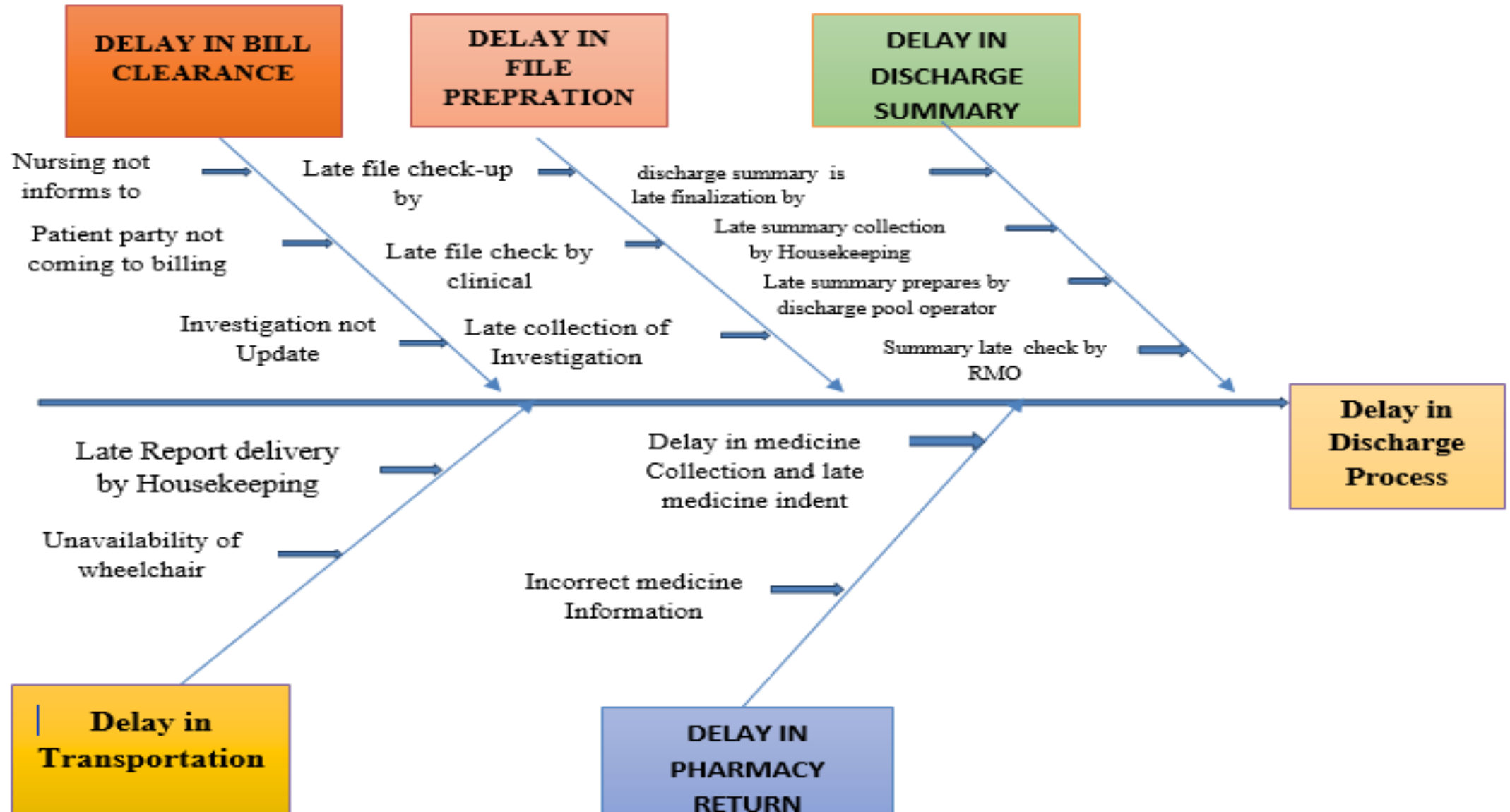




COMPARISON TAT BETWEEN CASH AND PANEL



3.1 Fishbone Analysis



ROOT CAUSE ANALYSIS:



Steps of discharge process under investigation	Root Cause of the Problem	Solutions to the Problem
Delay in marking Sent for billing by the Head Nurse	•Lack of clarification about the signing of discharge summary. •Head Nurse is busy with other tasks	•Signed discharge summary should be kept on a particular location at desk •Head nurse should sensitize their task.
Delay in pharmacy clearance	▪Lack of manpower in clinical pharmacy	Increasing work efficiency of the current employees which can reduce work load
Delay in receiving the file in billing department	•GDA's have to wait for elevators for carrying the file to the billing department. •Unavailability of GDA's as they are also supposed to carry the samples to the laboratory	▪Training of GDA's for prioritizing their tasks and service lift must be used by utility service employees. ▪Specific GDA's can be assigned for transferring the file to the billing department
Delay in preparation of bill	▪Large number of file reaches at a time ▪Late intimation to the billing department in finalising the bill	▪There could be a provision for some of the wards to finalize the bill through Hospital Information System ▪Early intimation should be done to avoid delay
Delay in bill clearance i.e getting discharge approved	▪Lack of Communication by the Guest Relations Executive (GRE's) to the patients/attendants	▪Reminder messages/emails are sent to GRE's as soon as the bill is prepared



RECOMMENDATIONS

- **Signed discharge summary should be kept on a particular location at desk**
- **Head nurse should sensitize their task.**
- Increasing manpower in the pharmacy department
- Training of GDA's for prioritizing their tasks and service lift must be used by utility service employees.
- Specific GDA's can be assigned for transferring the file to the billing department
- There could be a provision for some of the wards to finalize the bill through Hospital Information System
- Reminder messages/emails are sent to GRE's as soon as the bill is prepared



CONCLUSION:

- Patient discharge is a complex process involving coordination of all departments and staff in the hospital. Discharge patient in a timely manner is a challenging task. In this study, time taken for discharge process in patients in Fortis Escort hospital was analyzed. It was found that time taken for clearance of the bill was contributing the most to the total time taken for discharge process. With adequate staffing and improving communication skills billing clearance can be reduced. Thus time taken for discharge not only improves patient satisfaction but also helps in effective bed management for the hospital



Thank You